

COUNCIL OF THE CITY OF PHILADELPHIA  
COMMITTEE OF THE WHOLE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Tuesday, May 10, 2016  
10:40 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE  
COUNCILWOMAN JANNIE L. BLACKWELL  
COUNCILMAN ALLAN DOMB  
COUNCILMAN DEREK S. GREEN  
COUNCILMAN WILLIAM K. GREENLEE  
COUNCILWOMAN HELEN GYM  
COUNCILMAN BOBBY HENON  
COUNCILMAN CURTIS JONES, JR.  
COUNCILMAN DAVID OH  
COUNCILWOMAN CHERELLE L. PARKER  
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ  
COUNCILMAN AL TAUBENBERGER

BILLS 160170, 160171, and 160172  
RESOLUTION 160180

- - -

1  
2 COUNCIL PRESIDENT CLARKE: Good  
3 morning. We're going to start now. This  
4 is the public hearing of the Committee of  
5 the Whole regarding Bills No. 160170,  
6 160171, 160172, and Resolution No.  
7 160180.

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

10 THE CLERK: Bill No. 160170, an  
11 ordinance to adopt a Capital Program for  
12 the six Fiscal Years 2017 through 2022  
13 inclusive.

14 Bill No. 160171, an ordinance  
15 to adopt a Fiscal 2017 Capital Budget.

16 Bill No. 160172, an ordinance  
17 adopting the Operating Budget for Fiscal  
18 Year 2017.

19 Resolution No. 160180,  
20 resolution providing for the approval by  
21 the Council of the City of Philadelphia  
22 of a Revised Five Year Financial Plan for  
23 the City of Philadelphia covering Fiscal  
24 Years 2017 through 2021, and  
25 incorporating proposed changes with

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           respect to Fiscal Year 2016, which is to  
3           be submitted by the Mayor to the  
4           Pennsylvania Intergovernmental  
5           Cooperation Authority (the "Authority")  
6           pursuant to the Intergovernmental  
7           Cooperation Agreement, authorized by an  
8           ordinance of this Council approved by the  
9           Mayor on January 3, 1992 (Bill No.  
10          1563-A), by and between the City and the  
11          Authority.

12                           COUNCIL PRESIDENT CLARKE:

13          Thank you, Mr. Stitt.

14                           Today we continue the public  
15          hearing of the Committee of the Whole to  
16          consider the bills read by the Clerk that  
17          constitute proposed operating and capital  
18          spending measures for Fiscal 2017, a  
19          Capital Program, and a forward-looking  
20          Capital Plan for Fiscal 2017 through  
21          Fiscal 2022.

22                           Today we will actually hear  
23          testimony from the following departments:  
24          Pension Board, SEPTA, Community College  
25          of Philadelphia, City Commissioners.

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Departmental callbacks, in particular  
3           OPA, later this afternoon.

4                     Mr. Stitt, the first name of  
5           the individual testifying is?

6                     THE CLERK: Fran Bielli.

7                     COUNCIL PRESIDENT CLARKE:

8           Thank you very much.

9                     Mr. Bielli, please come  
10          forward.

11                    (Witnesses approached witness  
12          table.)

13                    COUNCIL PRESIDENT CLARKE: Good  
14          morning.

15                    MR. BIELLI: Good morning,  
16          Council President Clarke, members of  
17          Council. Thank you for inviting us here  
18          today. My name is Francis Bielli,  
19          Executive Director of the Board of  
20          Pensions. With me is Deputy Director  
21          Shamika Taliaferro, Compliance Officer  
22          Christopher DiFusco, other members of our  
23          executive staff, and the Chair of the  
24          Board, Mr. Rob Dubow.

25                    Before I read it, you have my

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           testimony, but before I read a brief  
3           summary, I just wanted to thank those of  
4           you -- we've met with a number of you in  
5           order to work cooperatively to try to  
6           come up with ideas to strengthen the  
7           Plan, and I appreciate your participation  
8           in that.

9                         Our budget request is slightly  
10           less than FY16 estimated obligation  
11           levels. The demographics of our staff is  
12           77 percent female, 57 percent African  
13           American, 4 percent Hispanic, and 4  
14           percent Asian American. Our current  
15           executive staff is 60 percent female and  
16           60 percent African American.

17                        The Plan's funding percentage  
18           decreased from 45.8 percent to 45 percent  
19           as of July 1, 2015. The Board voted  
20           unanimously to again reduce the assumed  
21           rate of return. Over the last eight  
22           years, the assumed rate of return has  
23           been reduced 100 basis points, or 1  
24           percent, from 8.75 percent to the current  
25           7.75 percent. According to the Board's

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           actuary, while the funding ratio may  
3           appear to reflect lack of progress in  
4           funding, the decrease in the assumed rate  
5           of return represents improvement of the  
6           Fund's risk profile, improving the  
7           likelihood of achieving the assumption in  
8           the future.

9                         The Fund's investment return  
10           for the fiscal year ending June 2015 was  
11           relatively flat at 0.30 percent.  
12           Although recent returns have not captured  
13           the entire market upside, the long-term  
14           returns are favorable when compared to  
15           other well-known funds.

16                         For example, over a three,  
17           five, and ten-year period through June  
18           30th, 2015, our fund has outperformed  
19           PSERS by 3.09 percent, 2.27 percent, and  
20           1.35 percent, respectively, for each  
21           period. Our fund has also slightly  
22           outperformed CalPERS, the country's  
23           largest public pension fund, over a  
24           ten-year period.

25                         The Board recently voted to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           divest from all but two hedge fund  
3           investments due to subpar performance and  
4           high fees. Staff is actively  
5           renegotiating lower fees with the two  
6           remaining hedge funds that were willing  
7           to do so.

8                     The Fund is also continuing its  
9           effort to lower fees by using a greater  
10          number of index funds in its portfolio.  
11          To date, approximately 40 percent of the  
12          Fund's assets are in index products.

13                    The Board recently selected a  
14          new investment consultant. The trustees  
15          and staff will work closely with the  
16          consultant to review the asset allocation  
17          and make necessary adjustments going  
18          forward. Diversity investment managers  
19          handle 16.07 percent of the Fund's  
20          assets. This accounts for approximately  
21          \$716.3 million. Through the second  
22          quarter, the total percentage of all  
23          investment fees paid to diversity  
24          managers was 18.14 percent, an increase  
25          from the 14.35 percent in the previous

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           fiscal year.

3                   Using our investment manager  
4           database, the Board once again conducted  
5           a utilization study to determine the  
6           universe of divestment managers that meet  
7           the Fund's criteria, which is having a  
8           three-year track record and at least \$100  
9           million assets under management. The  
10          results are that 9.5 percent of the firms  
11          and 6.1 percent of the products had  
12          greater than 50 percent minority or women  
13          ownership. The Fund's current lineup of  
14          investment managers includes 22.2 percent  
15          diversity managers. Local managers  
16          account for 12.28 percent of the assets  
17          under management. Both of those figures  
18          far surpassing the universe that the  
19          utilization study showed us.

20                   The Board has also pursued  
21          socially responsible initiatives through  
22          our shareholder proxy voting. For  
23          example, the Board let a shareholder  
24          proposal to Cabot Oil and Gas requesting  
25          that Cabot improve its procedures for

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           consideration of diversity and female  
3           candidates for Board of Directors. As a  
4           result, Cabot added their first female  
5           Board member and made changes to its  
6           published selection criteria for Board  
7           candidates.

8                       The Board also continues to  
9           work as a member of the Thirty Percent  
10          Coalition, which is a national  
11          organization committed to the goal of  
12          women holding 30 percent of Board seats  
13          across public companies.

14                      We respectfully request that  
15          you approve our budget, and we'd be glad  
16          to answer any questions.

17                      Thank you.

18                      COUNCIL PRESIDENT CLARKE:

19          Thank you very much. I got a couple of  
20          questions. Let me start out with Page 1  
21          of your testimony. It talks about the  
22          Board continuing to work diligently to  
23          reduce management fees and costs. And as  
24          you know, there's been a conversation  
25          around this issue as it relates to hedge

1           5/10/16 - WHOLE - BILL 160170, etc.  
2 funds. So can you talk to me in a level  
3 of detail about how the Board is working  
4 to reduce the management fees and are we  
5 still dealing with or anticipate dealing  
6 with hedge funds?

7                   MR. BIELLI: We currently have  
8 two hedge funds remaining in our  
9 portfolio, and we are renegotiating those  
10 fees. They are two of the seven hedge  
11 funds that agreed to renegotiate their  
12 fee structure with us. The reason we did  
13 that is because, frankly, we've been  
14 getting subpar performance from the hedge  
15 funds, especially given the fees that  
16 they charge.

17                   I'll give you an example, that  
18 two years ago, our fees were  
19 approximately \$31 million. They have  
20 been reduced to under \$28 million for the  
21 past fiscal year, which is a significant  
22 reduction. That came to 0.62 percent of  
23 our portfolio. So when you look at an  
24 expense ratio, that would be the  
25 equivalent of 0.62 percent. However, out

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           of that 31 million two years ago, even  
3           though it was only roughly 10 percent of  
4           our portfolio, hedge funds accounted for  
5           17 million for the \$31 million in fees.  
6           Unless you're getting superior returns,  
7           the Board determined that it's just not  
8           worth it. The returns have been subpar.

9                        So as of now, we are not  
10          looking to invest further in hedge funds  
11          at this point unless they can make a  
12          compelling case that their net return,  
13          which is after all fees paid, are going  
14          to surpass our assumed rate of return.

15                       One other thing that -- which  
16          is 7.75 percent.

17                       One other thing that we're  
18          negotiating with going forward with many  
19          of our investment managers is something  
20          called a hurdle rate, that they don't  
21          start to get their fees until they meet  
22          that hurdle of our assumed rate of  
23          return. And that's in the -- we are  
24          trying to do that in the area of all  
25          alternative investments, and we think

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that that makes sense.

3                        COUNCIL PRESIDENT CLARKE:  
4           Okay. So that kind of leads me to my  
5           next question in reference to,  
6           quote/unquote, hurdle fees. I'm a  
7           layperson. A politician, but a layperson  
8           in some aspects of government.

9                        So I see this commercial -- you  
10          may have seen the commercial -- with the  
11          dad and the little kid walking down the  
12          street and they're talking about  
13          investments. The dad is talking about,  
14          yeah, we invest in that, and the kid asks  
15          a simple question. He said, Well, you  
16          know, do you make money?

17                       He says, Well, sometimes.

18                       He said, Well, what happens  
19          when you don't make money? Do you still  
20          have to pay them?

21                       And the dad says, Yes.

22                       And the kid says, Why?

23                       So I guess I ask that question  
24          in terms of our investment and who we  
25          contract to do our investment, do we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           still have to pay certain fees associated  
3           with their activity even if we lose  
4           money? And if the answer is yes, then  
5           I'm going to ask why.

6                     MR. BIELLI: It's a great  
7           question and it's a great commercial.  
8           And you're right --

9                     COUNCIL PRESIDENT CLARKE:  
10          That's why they did the commercial.

11                    MR. BIELLI: When we look at  
12          that commercial, you say, Yeah, why are  
13          we paying those fees?

14                    But you're right. So in the  
15          area of hedge funds, let's say, there's a  
16          fee structure that's a management fee and  
17          a performance fee, right? So let's say 2  
18          percent and 20 percent. So 2 percent is  
19          the management fee, 20 percent is the  
20          performance fee. It could be 1 and a  
21          half and 15, but let's just stick with 2  
22          and 20.

23                    So, yeah, you're right. If  
24          they have a bad year, they say, Tough,  
25          pay me, 2 percent. You have another bad

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           year, Tough, pay me, 2 percent. That's  
3           not good, right? We don't want to do  
4           that. So we want to have a hurdle rate.  
5           If they get above our assumed rate of  
6           return, then you can start instituting  
7           the fees, and that's not unheard of in  
8           the industry.

9                     The performance fee, okay, if  
10           you perform at a certain level, we're  
11           happy to pay the performance fee. Not  
12           happy, but we'll agree to pay the  
13           performance fee, but the management fee  
14           is something that we don't think is  
15           justified unless the fund is making us  
16           money. And that's something that we're  
17           working on.

18                    COUNCIL PRESIDENT CLARKE: So  
19           at some point, we anticipate having all  
20           of our portfolio reflect a hurdle?

21                    MR. BIELLI: We think in the  
22           alternative investments, we're working on  
23           that. As far as the regular long-only  
24           equity, which is public stocks and fixed  
25           income, there are really no hurdle fees

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           in those areas, but you pay a much, much  
3           smaller fee.

4                     For example, in our index  
5           products, we may pay 2 basis points for  
6           our fund, which is nothing. It's cheaper  
7           than what Vanguard charges for their  
8           funds. So in that respect, it's very  
9           good. If you take out our alternative  
10          assets, our expense ratio for the rest of  
11          our fund is about 0.13 percent, which is  
12          tremendous. It's tremendously low, and  
13          that's good.

14                    So I think that commercial is  
15          really a good point, because what the  
16          Board is trying to do here is to get back  
17          to basics, to return to basics, and  
18          sometimes the investments that are the  
19          most exotic and some people think they're  
20          the most attractive aren't always the  
21          case.

22                    COUNCIL PRESIDENT CLARKE:

23          Okay. And one last question and I'll  
24          give up the mic. The Pension Board's  
25          interaction with the government, what do

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           you anticipate the return on the sales  
3           tax legislation that was put together by  
4           the General Assembly, I guess, a couple  
5           years ago? Because the projections  
6           didn't meet expectations earlier, where  
7           we actually had to spend General Fund  
8           dollars, particularly as it relates to  
9           the borrowing. Is the Pension Board  
10          involved in that level of conversation as  
11          they project the revenue generated by the  
12          sales tax, the state sales tax  
13          proposal -- or not proposal; law now?

14                   MR. BIELLI: Rob may want to  
15           add more to that, but, however, yes. We  
16           did have our actuary do some projections  
17           concerning the effect of the sales tax  
18           and the increase of the sales tax, and as  
19           you know, even though right now with  
20           paying down the \$15 million per year in  
21           the debt service and then the additional  
22           120 million going to the School District,  
23           the Pension Fund gets the additional  
24           amount.

25                   Down the road, we will see by

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           2020 approximately \$52 million coming to  
3           the Pension Fund. So in between 2017 and  
4           2020, we see it incrementally increase.

5                   COUNCIL PRESIDENT CLARKE:

6           Yeah.

7                   MR. DUBOW: That's what I was  
8           going to say.

9                   COUNCIL PRESIDENT CLARKE: You  
10          might as well go on the record, if you  
11          concur with that projection.

12                   MR. DUBOW: Yes. That's the  
13          projection, that by 2021 we get to \$50  
14          million. I think over the Five Year  
15          Plan, it's a total of 180 million. And  
16          the way that the actuary calculates that,  
17          we give them those numbers and then he  
18          puts that above the MMO payment to figure  
19          out kind of the impact on the Fund.

20                   COUNCIL PRESIDENT CLARKE:

21          Okay. Real quick. I'm sorry. Is there  
22          anything done differently in terms of  
23          projecting the revenues generated now  
24          versus the two years where we did not  
25          meet our expectation or was there just

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           something, an anomaly, in the economy  
3           that created that shortfall?

4                       MR. DUBOW: Yeah, we think that  
5           was an anomaly. It's still the same  
6           basic projection methodology, and this  
7           year it actually, it looks good.

8                       COUNCIL PRESIDENT CLARKE:  
9           Okay. All right. Thank you.

10                      The Chair recognizes  
11           Councilwoman Parker.

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

14                      And good morning to each of  
15           you. I know you don't hear this often,  
16           but I want to say thank you for the work  
17           that you've done in managing the system  
18           under the great strains and stress of the  
19           vagaries associated with the market. The  
20           pension costs 15.4 percent of our  
21           proposed FY17 budget, retirees  
22           outnumbering current employees, we're  
23           struggling to meet our MMO, \$10.5 billion  
24           of unfunded liability -- of actuarial  
25           liability, 4.8 assets, and 5.7 billion of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           unfunded liability. You all, under great  
3           strain, have done an awesome job, and I  
4           just wanted to note for the record you  
5           haven't gotten a lot of credit for having  
6           reduced the assumed rate of return from  
7           8.75 percent in FY08 to 7.75 percent in  
8           '16, but I needed to state that for the  
9           record, because if you read some articles  
10          that I've seen over the past six months,  
11          it would be as if you all are living in  
12          fantasy land and have never taken that  
13          step. So thank you for your prudence.

14                       MR. BIELLI: Thank you.

15                       COUNCILWOMAN PARKER: Let me  
16          just start by talking about an issue  
17          that's of grave importance to me, and you  
18          mentioned it a little when you talked  
19          about hedge funds and the direction that  
20          the Fund is taking. But I read an  
21          article recently that was in the FundFire  
22          Financial Times Service, and it talked  
23          about New Jersey -- New York pensions  
24          demand diversity and management  
25          evaluation. And so across the country,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           we have 97 percent of hedge fund owners  
3           are white men and 83 percent of portfolio  
4           managers are white. However, there was a  
5           McKinsey study that found that companies  
6           across industries in the top 25 percent  
7           in terms of gender diversity and racial  
8           and ethnic diversity were 15 to 35  
9           percent more likely to produce financial  
10          returns above the median, respectively.  
11          And I mention that to say not only does  
12          this diversity and inclusion does it lead  
13          and make good financial moral sense, but  
14          it makes good economic and financial  
15          sense.

16                         With that in mind, talk to us  
17          about the decrease that we see in  
18          contracts for the MBE/WBE side, but put  
19          it in context of your overall reductions  
20          in the number of contracts.

21                         MR. BIELLI: Right. So in the  
22          hedge fund area, none of the managers  
23          that were terminated were diversity  
24          managers. In fact, one of the hedge fund  
25          managers that remain, Elizabeth Park, is

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           owned by an African American male out of  
3           Cleveland. And you are exactly right in  
4           that McKinsey study that you cite,  
5           because we have found that to be the case  
6           over the last several years, is that what  
7           people call in the industry emerging  
8           managers, which are smaller managers,  
9           they don't have as much assets under  
10          management. They're hungry. They're  
11          willing to work for their fees. We find  
12          that the newer emerging managers perform  
13          better, consistent with what that study  
14          found. So we look in that arena. We  
15          attend the Emerging Managers Seminar each  
16          year in Chicago, and we are very active  
17          with organizations such as NASP and MAPS  
18          that are largely diversity and emerging  
19          manager focused. So that's very  
20          important to us, and that's why our  
21          assets under management for emerging  
22          managers more than double what our  
23          utilization study shows is the universe  
24          out there, which is 9.4 percent. So  
25          that's very, very important to us.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 And another aspect of that is,  
3 we used to have a fund-to-fund manager  
4 handle our diversity program. PFM and  
5 FIS used to handle that, but we brought  
6 that direct in-house, and that has  
7 several effects. Number one, the  
8 emerging managers get to market  
9 themselves by saying we do business  
10 directly with the City of Philadelphia as  
11 opposed to saying we do business with a  
12 fund-to-fund manager who also does  
13 business with the City of Philadelphia.

14 COUNCILWOMAN PARKER: Let me  
15 just ask for my benefit and other  
16 Councilmembers. I'm sure those who have  
17 been here, they know this. Could you all  
18 provide us with a summary of the overall  
19 sort of diversity and portfolio  
20 management over at the Fund. And just if  
21 it's a one, two pager that sort of  
22 outlines the firm, the value of the  
23 contracts, that would just be a quick  
24 snapshot that would be beneficial to me.

25 MR. BIELLI: Yeah. We'd be

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 glad to do that.

3 COUNCILWOMAN PARKER: Thank  
4 you.

5 My next question is in regards  
6 to a trend that we've seen taking place  
7 across the nation, and the issue of sort  
8 of retirement security has been one that  
9 I've been very passionate about, and  
10 we've seen this trend and we saw it  
11 during the last contract negotiations  
12 with this move to or the inclusion of a  
13 Plan 10. So the trend that we're seeing  
14 across the nation is a move from  
15 traditional defined benefit plans that  
16 provide an income, an assured income, to  
17 the defined contribution plans, which, in  
18 essence, shift the risk of management to  
19 individual employees.

20 Now, with that being said, give  
21 us an overview of Plan 10, where Plan 10  
22 stands now, the numbers in terms of  
23 people enrolled, and what kind of cost  
24 savings, or is it too young for you to  
25 even give an estimate?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: So our -- I'll  
3 start with the cost savings first. So  
4 the actuary has indicated that to get an  
5 exact number of the cost savings at this  
6 young point in Plan 10 would be highly  
7 speculative, just because the number of  
8 people in Plan 10 are so low at this  
9 point that it's hard to come up with some  
10 concrete numbers as to what the savings  
11 may or may not be.

12 However, each person is capped  
13 at 20 years of credited service under  
14 Plan 10, whereas in Plan Y, that's not  
15 the case. Under Plan 10, a person is  
16 getting 1.25 percent for each year of  
17 credited service, whereas under Plan Y  
18 it's 2.2 percent for the first ten years  
19 and 2.0 percent for each year thereafter.  
20 So they are some of the immediate  
21 differences.

22 So there will be some sort of  
23 savings, but, again, we can't pinpoint as  
24 a dollar figure what those savings would  
25 be.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN PARKER: Thank you  
3 for that response, and we'll continue to  
4 watch that closely. I just needed to  
5 point out for the record that an assured  
6 income versus the vagaries of the market  
7 is the trend or direction that I would  
8 hope that we could continue to move  
9 towards. I know there have been some  
10 other thoughts and ideas presented as  
11 potential options, and I know we in this  
12 body will get an opportunity to explore  
13 those in the near future, but the idea of  
14 shifting the burden of retirement  
15 security to individual employees -- I  
16 don't want to even have to make a  
17 determination about whether it should be  
18 stocks or some other sort of safer mode  
19 of savings, because that's not what I do.  
20 It's kind of like when you go see the  
21 cardiologist and he or she does a great  
22 job, but I don't want them putting a perm  
23 in my hair. So we work, but I don't  
24 think individual employees, particularly  
25 with the vagaries associated with the

1 5/10/16 - WHOLE - BILL 160170, etc.

2 wealth disparity in minority communities  
3 with those who actually have a savings.

4 So I have a few more questions,  
5 Mr. President. I'll get to those during  
6 the next round.

7 But thank you for your  
8 responses.

9 MR. BIELLI: You're welcome.

10 COUNCIL PRESIDENT CLARKE:

11 Thank you, Councilwoman.

12 The Chair recognizes Councilman  
13 Taubenberger.

14 COUNCILMAN TAUBENBERGER: Thank  
15 you so much, Mr. President.

16 Following up on Councilwoman  
17 Parker's original line of questioning as  
18 it relates to the firms that you hire to  
19 advise you, can you walk me through the  
20 process of how the Board determines which  
21 financial advisors and/or firms that you  
22 hire?

23 MR. BIELLI: Yes. So for  
24 long-only equity public stock funds and  
25 for fixed income, it's an RFP process.

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           So we publish an RFP on our website and  
3           companies respond to the RFP, and those  
4           RFPs are reviewed. They are reviewed by  
5           a committee. They are narrowed down, and  
6           then normally the finalists have an  
7           opportunity to make a presentation to the  
8           Board, and the Board will select the  
9           investment managers.

10                   COUNCILMAN TAUBENBERGER: And  
11           generally how many firms apply to this?

12                   MR. BIELLI: It varies on the  
13           mandate. So, for example, a long-only  
14           large cap equity manager would have a  
15           large number of responses. A more --  
16           let's say an international small cap fund  
17           would have a much smaller universe, so  
18           we'll get many less responses. But it  
19           could be upwards of 60 to 70 firms for a  
20           large cap mandate.

21                   COUNCILMAN TAUBENBERGER: And  
22           the RFP generally determines the length  
23           of service, or once you are hired, you  
24           are hired until --

25                   MR. BIELLI: They're

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           year-to-year contracts.

3                       COUNCILMAN TAUBENBERGER:  
4           Year-to-year?

5                       MR. BIELLI: That's right.

6                       COUNCILMAN TAUBENBERGER: Okay.  
7           And then I would assume you hire a  
8           company and you like them, but how do you  
9           determine their work? I mean, how do you  
10          evaluate their work? How does that come  
11          down?

12                      MR. BIELLI: So it's normally  
13          investment return over a period of time.  
14          We're not going to make a determination  
15          after three or four months, for example,  
16          that the manager is no good. You give  
17          them a representative period of time, but  
18          that varies. There's no magic number.  
19          And some companies have a specific  
20          mandate.

21                      For example, the Board may hire  
22          someone to fit within the asset  
23          allocation that is a value manager, let's  
24          say, and they invest in companies that  
25          they feel are undervalued and that, over

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           time, that true value will be  
3           represented. So they may be out of favor  
4           at any given particular period, but the  
5           Board may hold on to them because, again,  
6           the market is cyclical and their type of  
7           investing may return down the road.

8                   COUNCILMAN TAUBENBERGER: Well,  
9           because the determination is -- and I get  
10          that, requirements and understanding, but  
11          my next question to you would be, those  
12          that have those yearly contracts, are  
13          they evaluated each year?

14                   MR. BIELLI: They're evaluated  
15          every single month. Our consultant comes  
16          in every single month with something  
17          called a flash report, which is available  
18          on the Pension Board website, and gives  
19          the return each and every month for the  
20          trailing three months, fiscal year to  
21          date, calendar year to date, one year,  
22          three year, five year, and since  
23          inception returns. So the Board sees  
24          these, the consultant reviews them, staff  
25          reviews them every single month.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 We do more in-depth analysis of  
3 our investment managers on a quarterly  
4 basis, on a rotating quarterly basis,  
5 where staff actually writes a report.  
6 The consultant actually writes a report  
7 on every single manager to ensure that,  
8 number one, they're performing well;  
9 number two, they haven't changed their  
10 mandate which they were originally hired  
11 for; and then, number three, there's been  
12 no key personnel changes which may alter  
13 our position on that manager. So, yeah,  
14 it's a constant investment. And even  
15 between the monthly Board meetings, the  
16 staff is regularly monitoring. We have a  
17 Chief Compliance Officer/Risk Manager who  
18 monitors all of our investments and  
19 ensures that they're within the scope of  
20 what they were originally hired to do.

21 COUNCILMAN TAUBENBERGER: And  
22 is there -- you don't have to name the  
23 firm, but are there firms that you have  
24 in your employ -- what is the longest  
25 length of service for one of your firms?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: Well, we have  
3 firms that have been with us for probably  
4 since inception, which would be an index.  
5 An index is the index. It's not subject  
6 to the vagaries of an individual  
7 investment manager, for example. It's  
8 always subject to the vagaries of the  
9 market, right, because the market will do  
10 what it will do. But, yeah, so we have  
11 index managers that have been with us  
12 since -- by "inception," I refer to 1988,  
13 because that's when it started being  
14 measured on a regular basis.

15 COUNCILMAN TAUBENBERGER: Okay.  
16 Thank you very much.

17 MR. BIELLI: You're welcome.

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

20 COUNCIL PRESIDENT CLARKE:  
21 Thank you, Councilman.

22 The Chair recognizes Councilman  
23 Domb.

24 COUNCILMAN DOMB: Thank you,  
25 Council President.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Just a few questions. Most of  
3 this was done through -- I got through  
4 PICA and other sources as far as  
5 questions I'm going to ask you, and I  
6 realize these are sensitive questions,  
7 but I figured I might as well go for it.  
8 I'm doing it for hopefully the benefit of  
9 the City.

10 So here's the first question.  
11 Our employee contributions -- and I know  
12 this is a sensitive subject. Our  
13 employee contributions, the median  
14 non-uniformed employee pension  
15 contributions in the ten largest U.S.  
16 cities are 6 percent for the uniformed  
17 employees and -- I'm sorry; 6 percent  
18 overall, while the uniformed is 8  
19 percent. We don't have that in  
20 Philadelphia. Just by following the  
21 rules of what everybody else is doing, we  
22 would generate \$45 million more per year  
23 for the pension.

24 So my question to you, is that  
25 something that you would support, the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           fixed pension, or is that something that  
3           you would not support?

4                     MR. BIELLI: As Executive  
5           Director of the Pension Fund, I would  
6           always support more revenue for the Board  
7           of Pensions and for the Fund.

8                     COUNCILMAN DOMB: So that's  
9           just one step of -- I'm sure that people  
10          are not going to like it, but that's \$45  
11          million a year.

12                    The other is DROP. From 2010  
13          to 2014, DROP has cost us \$82.2 million.  
14          Do we have any projection what we  
15          anticipate it costing us for the next  
16          four or five years?

17                    MR. BIELLI: Well, when you're  
18          referring to costs, I'd have to ask just  
19          in return to clarify. Are you talking  
20          about what's been paid out in DROP or  
21          what the actual cost is? Because they  
22          are two different things.

23                    COUNCILMAN DOMB: So the payout  
24          from 2010 to 2014, what we paid out was  
25          82.2 million.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: Right. So, I  
3 mean, I can give you actually more exact  
4 figures. I mean, we've paid out in the  
5 history of DROP, we've paid out \$1.278  
6 billion in DROP since it started.

7 COUNCILMAN DOMB: 1.27 billion?

8 MR. BIELLI: Correct.

9 COUNCILMAN DOMB: Since it  
10 started?

11 MR. BIELLI: Right, with 10,668  
12 people retiring via DROP since inception.

13 COUNCILMAN DOMB: And  
14 Councilwoman Parker mentioned that  
15 unfunded liability right now is about 5.7  
16 billion?

17 MR. BIELLI: About 5.9 million.

18 COUNCILMAN DOMB: 5.9 billion  
19 today with adjustments. And that was  
20 1.25 billion just for DROP?

21 MR. BIELLI: Correct.

22 COUNCILMAN DOMB: Okay. And do  
23 you have any idea what it might be  
24 costing us the next four or five years?  
25 Is there any projection?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: I can tell you  
3 that we have from 1/1/16 going forward --  
4 some of those people may have retired  
5 already, but we have 1,480 people  
6 scheduled to retire between that date and  
7 FY21.

8 COUNCILMAN DOMB: I'm trying to  
9 get my hands around this DROP thing,  
10 because the President of the United  
11 States, when he changes his job from  
12 President, we give him about 50 days to  
13 change for the biggest job in the  
14 country, the President of the United  
15 States. Why do we need four years for  
16 DROP? I'm trying to figure that out.

17 MR. BIELLI: I think -- since I  
18 didn't write the legislation, I can't  
19 answer that question.

20 COUNCILMAN DOMB: Okay. Last  
21 question for now. We have this clause, I  
22 guess, that pension compensation is  
23 highly affected by overtime, where you  
24 have people who work tremendous amounts  
25 of overtime certain years, which causes

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           their pension costs to go up. And I  
3           think the study was done that the impact  
4           is roughly \$5.3 million annually because  
5           of the overtime consideration on  
6           pensions.

7                         If we would eliminate overtime  
8           from this computation for non-uniformed  
9           Pension Plan people -- and I understand  
10          the Police and Fire are eliminated from  
11          it right now, they don't get that  
12          benefit?

13                        MR. BIELLI: That's correct.

14                        COUNCILMAN DOMB: Why would we  
15          not do that for everyone else?

16                        MR. BIELLI: I think that's  
17          something that would be subject to  
18          mandatory bargaining, and I can't really  
19          comment on that, and I don't have the  
20          figures. That study, I don't know if  
21          that study was on our fund or not, but I  
22          don't have the exact figures as to how  
23          much overtime has contributed to the  
24          annual pension.

25                        COUNCILMAN DOMB: So if it's

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           possible -- I think what we have to solve  
3           this pension problem is a series of six  
4           steps, and these may be some of them, but  
5           I would like to in the near future, maybe  
6           if you can come up with Revenue, Finance  
7           Department and come back to us with six  
8           steps you think we should do that are  
9           realistic that we can enact as City  
10          Council to make this pension healthy and  
11          available and make sure it's available  
12          for those people that are entitled to it  
13          down the road.

14                   MR. BIELLI: I have no  
15           objection to that, but I would also add  
16           that there is currently a task force  
17           that's at work that involves union,  
18           Administration folks on that task force  
19           and I know that they are working at  
20           exploring various changes in order to  
21           strengthen the Pension Fund, but this  
22           would also be a welcome addition to that.

23                   COUNCILMAN DOMB: Thank you  
24           very much.

25                   Thank you, Council President.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: You're welcome.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes Councilman  
6 Green.

7 COUNCILMAN GREEN: Thank you,  
8 Council President.

9 Good morning.

10 MR. BIELLI: Good morning.

11 COUNCILMAN GREEN: Following up  
12 on some questions that both Councilwoman  
13 Parker and Councilman Taubenberger asked  
14 and I wanted to focus on the Opportunity  
15 Fund. From my understanding, the  
16 previous Chief Investment Officer was the  
17 one that made the change from the  
18 manager-manager relationship to what we  
19 currently have, and one of those managers  
20 was FIS, which you stated earlier in your  
21 testimony, which is a firm of color, and  
22 based on your testimony, you stated by  
23 moving from the manager-manager scenario  
24 to having a direct relationship with the  
25 City, it provides a better interaction

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           between some of these emerging managers.  
3           My question is, how has that worked in  
4           reference to what sort of outreach has  
5           the Board of Pensions made in reference  
6           to developing that relationship and also  
7           going forward to make sure that we're  
8           increasing the number of emerging  
9           managers, which you stated in your  
10          testimony are doing somewhat of a better  
11          job in getting a better rate of return  
12          for the City?

13                   MR. BIELLI: So let me just  
14          start off by saying the previous CIO made  
15          a recommendation to the Board, and the  
16          Board accepted that recommendation. So  
17          the Board is the one who changed the  
18          Opportunity Fund, not the CIO.

19                   Number two is that when FIS had  
20          the portfolio, only 50 percent of the  
21          managers were diversity managers. The  
22          rest were not diversity managers. So  
23          that's the second thing.

24                   The third thing is, yes, the  
25          emerging managers themselves have

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           indicated to us that they like doing  
3           business directly with the City of  
4           Philadelphia to be able to use that to  
5           market themselves to other public pension  
6           funds. That, in essence, is the purpose  
7           of an emerging manager program, is to  
8           give these emerging managers an  
9           opportunity in order for them to be able  
10          to go and grow their business elsewhere.  
11          However, I don't want to lose track of  
12          the fact that the Board's first and  
13          foremost obligation is to hire good  
14          quality investment managers, and we agree  
15          with Councilwoman Parker and that study  
16          that she alluded to that we have found  
17          that the emerging managers have  
18          outperformed a lot of the more  
19          established managers. It's true. That  
20          report has been true.

21                        So we have reached out through  
22          our consultants. As I indicated, we just  
23          hired a new consultant. The name is  
24          Marquette Consultants. They're based out  
25          of Chicago, and Marquette holds an

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Emerging Managers Symposium, a national  
3           symposium each and every year, and we  
4           will attend that. In fact, that's the  
5           symposium that we've been attending in  
6           Chicago for the last couple of years.  
7           And Marquette themselves has a very, very  
8           good outreach to minority managers. They  
9           showed us the lineup of minority managers  
10          that they have reviewed and they have  
11          access to. So we anticipate that the 22  
12          percent that we have right now will just  
13          increase going forward.

14                    COUNCILMAN GREEN: Also, under  
15                    the Opportunity Fund and what you defined  
16                    as emerging manager, what percentage as a  
17                    group do they have under management?

18                    MR. BIELLI: I'm sorry?

19                    COUNCILMAN GREEN: What  
20                    percentage under the Opportunity Fund of  
21                    assets under management does the entire  
22                    Opportunity Fund have under management?

23                    MR. BIELLI: I'm not sure I'm  
24                    following your question. I'm sorry.

25                    COUNCILMAN GREEN: So in the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Opportunity Fund, they represent various  
3           emerging managers which have assets under  
4           management. As a whole, what's the total  
5           amount that's in the Opportunity Fund of  
6           assets?

7                       MR. BIELLI: I'm sorry. Yes.  
8           That was -- so in our Opportunity Fund,  
9           diversity managers handle 16.0 percent of  
10          the Fund's assets. This accounts for  
11          approximately \$716.3 million.

12                      COUNCILMAN GREEN: And how does  
13          that compare with other jurisdictions in  
14          reference to similar type of funds?

15                      MR. BIELLI: It's higher than  
16          many jurisdictions.

17                      COUNCILMAN GREEN: And then  
18          looking at the budget detail in our  
19          budget book, I don't see the vendors that  
20          are listed, those firms of color that  
21          we're working with. Is there a reason  
22          why that's not in the budget detail?

23                      MR. BIELLI: No. I think we  
24          put the top five contracts in there.

25                      COUNCILMAN GREEN: Well, I saw

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           it in your testimony, but in reference to  
3           the budget detail in the binder, I didn't  
4           see that information.

5                       MR. BIELLI: I have to get back  
6           to you. I'm not sure why we didn't  
7           designate that, but we'd be glad to do  
8           that. That might be in the summary that  
9           Councilwoman Parker asked for also that  
10          we'll provide to you.

11                      COUNCILMAN GREEN: Also you  
12          mentioned earlier in the beginning of  
13          your testimony that you participate in  
14          the National Association of Securities  
15          Professionals. Will you be attending  
16          their annual conference?

17                      MR. BIELLI: We will be  
18          attending. In fact, I was invited to  
19          speak at one of the conferences, so we  
20          will be doing that.

21                      COUNCILMAN GREEN: Thank you.

22                      COUNCIL PRESIDENT CLARKE:  
23          Thank you, Councilman.

24                      The Chair recognizes  
25          Councilwoman Gym.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN GYM: Hi. Good  
3 morning.

4 MR. BIELLI: Good morning.

5 COUNCILWOMAN GYM: Per the  
6 Council President's questions, could you  
7 provide to our office the list of equity  
8 managers we continue to have and the  
9 compensation received and the rate of  
10 return that they have?

11 MR. BIELLI: Yes.

12 COUNCILWOMAN GYM: Is that  
13 possible?

14 MR. BIELLI: Yes, we will do  
15 that.

16 COUNCILWOMAN GYM: Thank you.

17 And I wanted to ask a few  
18 questions about our investments with the  
19 Pension Fund. So do we have any  
20 investments in companies that have closed  
21 plants in the U.S. and opened plants in  
22 other countries?

23 MR. BIELLI: We have a number  
24 of restrictions, but I'll have to check  
25 on that. I don't know if we do or not.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 I know that Pfizer would have been in the  
3 mix of our index products and I know that  
4 they've pulled out of that merger that  
5 would have had them located outside of  
6 the U.S. We have a number of  
7 restrictions, but I don't know. We can  
8 have our data -- we can check that our  
9 data --

10 COUNCILWOMAN GYM: That's easy  
11 enough to find.

12 MR. BIELLI: I think we can do  
13 that, yes.

14 COUNCILWOMAN GYM: And  
15 similarly could you talk about any  
16 companies that have moved their corporate  
17 offices or subsidiaries overseas?

18 MR. BIELLI: We can check on  
19 that also.

20 COUNCILWOMAN GYM: Because it's  
21 important for us to understand about  
22 which companies are invested in building  
23 and we want to be thoughtful about  
24 companies that are doing other kinds of  
25 things to avoid paying the taxes.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 And how much of our Pension  
3 Fund is invested in companies that are  
4 headquartered in Philadelphia, in the  
5 Delaware Valley, and in the State of  
6 Pennsylvania?

7 MR. BIELLI: So our investment  
8 managers, 12.28 percent in Philadelphia.  
9 A little higher when you count  
10 Philadelphia and the suburban areas.

11 COUNCILWOMAN GYM: And is there  
12 any barrier to prioritizing more local  
13 investment in our local economy?

14 MR. BIELLI: No. All things  
15 being equal, assuming that the investment  
16 managers are relatively equal as far as  
17 the analysis is concerned, we would  
18 always prefer to hire the local manager.

19 COUNCILWOMAN GYM: But if 88  
20 percent is going outside of our local  
21 economy, what exactly are the factors  
22 that are not allowing for greater  
23 investment in this area?

24 MR. BIELLI: As far as  
25 investment managers, maybe the amount of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           investment managers that reply to our  
3           RFPs and there's not enough local  
4           managers. It could be that the managers  
5           are just not performing as well as the  
6           other managers who are also applying.  
7           There could be various factors. I don't  
8           know exactly, but, again, if the managers  
9           are two equal managers, we will always  
10          opt with the local manager.

11                    COUNCILWOMAN GYM: But have you  
12          made an effort or has your department  
13          made an effort to understand the analysis  
14          about what are the barriers to blocking  
15          greater investment in Philadelphia? I  
16          wouldn't want this to be all on surmising  
17          of who or what might be available,  
18          because it sounds like we're in the area  
19          of guessing.

20                   MR. BIELLI: There is no  
21          surmising. It's just basic numbers when  
22          it comes to investments. Either the  
23          manager performs or they don't perform,  
24          and that's what our analysis is based on.

25                   COUNCILWOMAN GYM: My question

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           is, do you have -- have you done a fuller  
3           analysis of the availability of local  
4           managers? So you're saying -- my  
5           question was are you identifying what  
6           particular barriers there are to not  
7           providing greater investment in our local  
8           economy, and you put out there that you  
9           are unclear about -- it could be that we  
10          don't have an availability of local  
11          managers or we don't have local managers  
12          that perform. To me there's a big  
13          difference between the two, and I would  
14          like to know whether you are being -- are  
15          you saying that your analysis shows that  
16          there's one or the other or one versus  
17          the other or are we in this area of we  
18          don't know the landscape?

19                   MR. BIELLI: I'll tell you, I'm  
20                   not confused about it at all. The bar to  
21                   whether we're investing in local managers  
22                   is whether they're performing or not.  
23                   There is no other bar. There is no bar  
24                   as to availability or whether the local  
25                   manager can or cannot do business with

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the Fund. As I said, if they're  
3           performing and they reply to our mandate,  
4           all things being equal, we would prefer  
5           to have the local manager.

6                    COUNCILWOMAN GYM: But you'll  
7           be able to provide to us the private  
8           equity managers that we do have and their  
9           compensation, rate of return?

10                   MR. BIELLI: Absolutely.

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

13                   COUNCIL PRESIDENT CLARKE:  
14           Thank you, Councilwoman.

15                   The Chair recognizes Councilman  
16           Oh.

17                   COUNCILMAN OH: Thank you very  
18           much, Council President.

19                   COUNCIL PRESIDENT CLARKE:  
20           You're welcome, sir.

21                   COUNCILMAN OH: Good morning.

22                   MR. BIELLI: Good morning.

23                   COUNCILMAN OH: We've had  
24           continuous conversations. I know Rob  
25           Dubow is back there, as he smiles at me,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           but about the pension reform of the  
3           Pension Board, and that's kind of out  
4           there. But in addition to that, recently  
5           Controller Butkovitz introduced an idea,  
6           and I actually went over, with his  
7           invitation, to talk to him about his  
8           concept around how to reduce the pension  
9           debt. And I know that he is kind of  
10          getting his assumptions, I think, or  
11          other things kind of checked out.

12                     Have you had a chance to talk  
13          to Controller Butkovitz about his concept  
14          in reducing the pension debt?

15                     MR. DUBOW: You're talking  
16          about the buyout proposal?

17                     COUNCILMAN OH: Yes.

18                     MR. DUBOW: Yeah. So we've  
19          talked a great deal, and at the  
20          Controller's request, our actuary did an  
21          analysis. There are actually two  
22          proposals. One is a straight buyout and  
23          one is a payment to members to have them  
24          get an up-front payment in exchange for  
25          converting to a less generous defined

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           benefit plan.

3                   COUNCILMAN OH: Right.

4                   MR. DUBOW: The actuary gave  
5           some preliminary results of that analysis  
6           at our last Board meeting. Based on that  
7           analysis, at the Controller's suggestion,  
8           we've kind of -- we're not going to  
9           pursue the straight buyout option, and  
10          we've asked for further analysis of the  
11          option to have an up-front payment in  
12          exchange for moving to a less generous  
13          defined benefit plan. So that analysis  
14          we'll probably see at our next Board  
15          meeting.

16                   COUNCILMAN OH: Okay. So while  
17          you wait for that analysis -- so I had  
18          said in a newspaper interview that I was  
19          not familiar with the details of this  
20          plan, so I didn't really want to comment,  
21          but, of course, I would be concerned  
22          about people cashing in on needed  
23          retirement funds. But what about people  
24          who have a couple of pensions, they  
25          retired early from the City, they got

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           another job, they have another pension,  
3           they work another job? They may want to  
4           have the early buyout of their pension,  
5           and they're not really at risk of not  
6           having retirement funds. Is there an  
7           option for those folks?

8                     MR. DUBOW: So I think we're  
9           still looking at the second option, which  
10          would probably be attractive to them.  
11          The first option actually didn't work  
12          from the Pension Fund's perspective.  
13          There wasn't a good enough return for the  
14          Pension Fund, and we want to make sure  
15          that whatever we did would actually help  
16          the Fund.

17                    COUNCILMAN OH: Right. Thank  
18          you very much for that clarification.

19                    In terms of the overall pension  
20          system, the Board and everything, how it  
21          works, the managers and all that stuff, I  
22          understand you're changing managers. Is  
23          there a way to more systematically kind  
24          of have performance-based contracting?  
25          People get a certain amount of work and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           based on the return that they're getting,  
3           they increase the work that they get with  
4           the Pension Board, and if they go below a  
5           certain amount, then -- I know we need to  
6           give people a chance and the markets  
7           fluctuate, but wouldn't we cut them off  
8           earlier? In other words, wouldn't we  
9           have -- wouldn't we remove them from  
10          doing the Pension Board work?

11                   MR. DUBOW: So Fran might want  
12          to add more, but we look every month at  
13          results, and based on those results, we  
14          determine what actions to take with  
15          managers, whether to increase the amount  
16          they have, decrease, terminate them.  
17          But, as you said, it's not something that  
18          you would look at one month and say, Oh,  
19          that was a bad month, we want to get rid  
20          of that manager. You want to look at  
21          them over a period of time. You want to  
22          understand kind of what their strategy is  
23          and how their strategy is supposed to do  
24          in particular markets, and if it doesn't  
25          do what it's supposed to do in those

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           markets, that's when you really want to  
3           look at taking action to reduce what our  
4           investment is with them.

5                   COUNCILMAN OH: So before you  
6           answer that or if you're going to answer  
7           that, I will say that I have proposed --  
8           I don't know where this is going to go,  
9           but in a bill that we add four  
10          professional-level managers to the  
11          Pension Board for the reason you stated,  
12          that although there's a lot of smart  
13          people with public interest at heart,  
14          they're not really professionals when it  
15          comes to pensions. And so you have  
16          looked at the returns and people before  
17          you have looked at returns and yet here  
18          we are in this dismal situation.  
19          Wouldn't you -- in other words, you look  
20          at it, you take it within context, but  
21          over a period of time we're in a lot of  
22          debt and now we're replacing managers,  
23          but shouldn't we have someone who can  
24          kind of sense what the market is, what's  
25          going on in the pension world and kind of

1 5/10/16 - WHOLE - BILL 160170, etc.

2 give us that feedback a lot earlier?

3 MR. DUBOW: So we have outside  
4 consultants who are experts in the  
5 market. They give us advice, and we have  
6 a staff of professionals. So we do have  
7 those professional eyes looking at it.

8 And as Fran said, if you look at our  
9 returns over time, they've actually  
10 exceeded other funds in both the three,  
11 five and, I guess, the ten-year period.  
12 So, I mean, obviously we always want our  
13 returns to be better.

14 COUNCILMAN OH: Yes.

15 MR. DUBOW: And we look for  
16 kind of every way that we can get that,  
17 and we have a new outside consultant  
18 coming in. But I think the idea that we  
19 don't have professionals looking at what  
20 we're doing is not accurate. We do.

21 COUNCILMAN OH: Okay. Let me  
22 say this, that whenever there's something  
23 like the pension or the School District  
24 or something like that that just got big  
25 problems, what I hear is that there's no

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           problem with us, that everything is okay  
3           and it's been addressed, and somehow  
4           we're continuously in this problem. So  
5           something other than -- there should be  
6           some systemic change some place, I would  
7           think.

8                         MR. DUBOW: And I don't think  
9           that anyone sitting at this table has  
10          said there's not a problem, but I don't  
11          think the problem is because of the  
12          returns or that we can earn our way out  
13          of our problems. We have a fund, for  
14          example, where we have more retirees than  
15          actives. So we're a very mature plan.  
16          That's the big part of our problem, and  
17          that's changed dramatically over the last  
18          10 to 15 years. The amount of benefits  
19          we've paid has gone up over 10 to 15  
20          years. So, yeah, we have to think of  
21          kind of systemic solutions that include a  
22          number of steps, but it's not an  
23          investment problem.

24                        COUNCILMAN OH: It's not an  
25          investment problem, but, for example, I

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           am very encouraged by the idea -- I don't  
3           know if it's a good idea or not -- that  
4           Controller Butkovitz came up with because  
5           it does address what you just said, we  
6           have more pensioners in one program as to  
7           another. But wouldn't people on the  
8           Pension Board come up with an idea  
9           before, like long before?

10                   MR. DUBOW: Well, the  
11           Controller is on the Pension Board.

12                   COUNCILMAN OH: I'm sorry.

13                   MR. DUBOW: So it is a member  
14           of the Pension Board who came up with  
15           that idea.

16                   COUNCILMAN OH: Yes, he is a  
17           member of the Pension Board, but it  
18           doesn't seem like something that the  
19           Pension Board uniformly comes up with  
20           from time to time.

21                   MR. DUBOW: I don't know what  
22           to say other than it was a Pension Board  
23           member who came up with the idea.

24                   COUNCILMAN OH: Okay. Thank  
25           you.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. DUBOW: Sure.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes

6 Councilwoman Parker.

7 COUNCILWOMAN PARKER: Thank

8 you, Mr. President.

9 And, again, I want to thank the  
10 Board. Again, I reserved comments during  
11 the first round relative to the proposal  
12 that was put forth, because I know  
13 Councilman Derek Green introduced a  
14 resolution calling for a hearing on the  
15 issue, and I knew you all were working on  
16 your actuarial report, but I wanted to  
17 note for the record that from a private  
18 sector perspective, particularly as it  
19 relates to defined benefit pensions, that  
20 the U.S. Treasury, along with the IRS,  
21 have said that buyouts are not allowed in  
22 the private sector. So, again, I wanted  
23 to reserve comment. I wanted to wait for  
24 your reports, but in lieu of the fact  
25 that it was just -- the issue was just

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           raised in the line of questioning from  
3           Councilman Oh, I just wanted to note that  
4           for the record, but I look forward to  
5           receiving further information.

6                     The next point I wanted to  
7           mention was this idea of  
8           revenue-generating solutions. Council  
9           President Clarke, when you've been on the  
10          front line in that struggle, I take this  
11          idea of trying to find a way to generate  
12          revenue to bring some -- to improve the  
13          fund balance and the stability of our  
14          Pension Fund very personal. But going  
15          back to House Bill 1828 before Jewell  
16          Williams was the Sheriff, it was his bill  
17          with your support, along with Chairman  
18          Evans, Mayor Nutter, that allowed the  
19          City of Philadelphia to want to enact an  
20          additional 1 percent sales tax to help us  
21          when the market tanked in '08, increased  
22          our amortization period so that we could  
23          help to get on sound footing.

24                     In addition to that, the sales  
25          tax that we just enacted when that was

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           expired, Council President Clarke, you  
3           may remember that we were almost lone  
4           wolves crying in the wind, noting that \$5  
5           billion in legacy costs associated with  
6           what was then, according to the FY14  
7           actuarial valuation, represented \$5  
8           billion of legacy costs, which is  
9           associated with Plan 67. When I hear  
10          this potential revenue-generating  
11          solutions, I want to be full  
12          disclosure -- and, Rob Dubow, you know  
13          this -- I take it very personal.

14                    I'm happy to hear about the  
15          task force. Council President Clarke,  
16          you, the Administration, labor, everybody  
17          at the table. That's how I think the  
18          solution should be generated, and most of  
19          the solutions will come and should come  
20          through the collective bargaining  
21          process. So I just wanted to note that I  
22          believe that firmly.

23                    I do want to go to this issue  
24          generating revenue and I want to just ask  
25          about PICA. Help me, Rob, because I

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           forget the number. When is the date that  
3           revenue generated from PICA will or PICA,  
4           in essence, that that tax will sort of be  
5           expired? Is there an upcoming date?

6                   MR. DUBOW: 2023.

7                   COUNCILWOMAN PARKER: So 2023.

8           Can you tell me now approximately how  
9           much revenue is generated annually?

10                   MR. DUBOW: So I think there  
11           are two parts to that. One is that the  
12           PICA tax itself generates, I think it's,  
13           somewhere about \$350 million. It may be  
14           a little more than that. That money is  
15           used to pay off debt service for PICA  
16           bonds. The rest of that comes to the  
17           City's General Fund. The portion that  
18           goes to pay debt service by 2023 will be  
19           about \$45 million.

20                   COUNCILWOMAN PARKER: Okay.

21           Let me just note that even when that date  
22           comes, I want PICA in existence. I think  
23           Philadelphia has been a model because of  
24           us establishing PICA. Lots of  
25           municipalities across the country looked

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           at our PICA model and said that is the  
3           way to go to avoid bankruptcy, but I know  
4           lots of people have their eyes and are  
5           thinking about this as a possible  
6           solution in the future.

7                         In addition to that, I wanted  
8           to ask you about an issue that we've  
9           heard a great deal about when you talk  
10          about sort of risk shifting in retirement  
11          savings. Have you heard anything about  
12          Maryland recently? Talk a little bit  
13          about what Maryland just did and if  
14          you're familiar with New York City's.

15                         MR. DUBOW: I think Fran knows  
16          a little more about it than I do. Fran  
17          is the one who told me about it.

18                         MR. BIELLI: Yeah. So Maryland  
19          has -- I read yesterday actually in  
20          Pension and Investments, right? So  
21          Maryland has just recently enacted a plan  
22          allowing private employees who don't have  
23          access to a retirement plan to  
24          participate in a state-sponsored plan,  
25          defined contribution type of plan, where

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           they can invest -- they can direct a  
3           portion of their paycheck into the state  
4           defined contribution plan, and it would  
5           be a mandated payroll deduction in order  
6           to have savings in a retirement plan that  
7           they otherwise would not have. Now, that  
8           is on the state level. It is not yet  
9           allowed on the municipal level. But  
10          that's something we've talked about a  
11          couple of times, and we think that that  
12          certainly would be beneficial for the  
13          retirement security, as you have stated,  
14          Councilwoman Parker, many times for  
15          people who don't otherwise have access to  
16          a retirement plan. It's scalable. We're  
17          able to scale that. And if people want  
18          to participate in that, it's a defined  
19          contribution plan. There's a lineup of  
20          investment funds, including what's called  
21          a stable asset plan if someone doesn't  
22          want to put their money at risk of the  
23          markets, and it's run by a professional  
24          investment group and it's something that,  
25          again, is scalable.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 We have over -- we just  
3 surpassed 20,000 participants in our  
4 deferred compensation plan. When you  
5 consider that we have 27,000 employees,  
6 that's quite a feat. When the current  
7 company took over in 2009, there were  
8 13,000 participants in our defined  
9 contribution plan. So now we have over  
10 20,000, and we're approaching \$1 billion  
11 in assets. So people are participating  
12 and people are, I think, benefiting. I  
13 think those who otherwise don't have any  
14 retirement security in the private sector  
15 would certainly benefit by being able to  
16 participate in something like that.

17 COUNCILWOMAN PARKER: Thank you  
18 so much for your response.

19 And, Mr. President, thank you  
20 for your patience. I just needed to get  
21 that response on the record.

22 COUNCIL PRESIDENT CLARKE:  
23 Thank you, Councilwoman.

24 And I just wanted to follow up  
25 during that time where we were trying to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           do something with the sales tax. I do  
3           want to indicate for the record that the  
4           employees' unions not only signed off on  
5           some changes at that point, they actually  
6           years ago signed off on a deferral at  
7           Pension Fund contributions when the City  
8           had some significant fiscal challenges.  
9           So they did do that. And then during the  
10          course of the sales tax conversation, we  
11          were able through some negotiations, the  
12          municipal unions agreed to change the  
13          contribution, both for existing and new  
14          employees. So they were clearly a part  
15          of the, quote/unquote, solution. We're  
16          not there yet, but I do want to put on  
17          the record that the employees' unions  
18          did, through their leadership, try to  
19          work out a solution to us. It was very  
20          helpful to us. Although we weren't able  
21          in getting the sales tax proposal that we  
22          put on the table, the collective "we," we  
23          were able to show, quote/unquote, pension  
24          reform as a part of that proposed deal.  
25          So I just wanted that on the record.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: And if -- I said  
3 this to Matt many times and Sade before  
4 Matt. The Pension Board appreciates all  
5 the work that you, Council President, did  
6 in championing that sales tax, and we  
7 looked at the projections of the various  
8 scenarios as what percentage would go  
9 where and it's been -- it will be a great  
10 help going forward, and we appreciate the  
11 work you've done on behalf of the Pension  
12 Fund, along with the unions.

13 COUNCIL PRESIDENT CLARKE:  
14 Yeah. Well, thank you for that, but the  
15 members, we voted unanimously for the  
16 proposal and we had a current  
17 Councilmember carrying the torch up in  
18 Harrisburg for us. So it's a good idea.  
19 Unfortunately we weren't successful, but  
20 we moved forward, and I'm sure we'll come  
21 up with something. Thank you.

22 The Chair recognizes Councilman  
23 Henon.

24 COUNCILMAN HENON: Thank you,  
25 Council President. And I'm sure with our

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           new colleague and former Chair of the  
3           Philadelphia Delegation who was a part of  
4           those conversations still has a lot of  
5           contacts, friends, and influence just by  
6           virtue of who she is and her experience.  
7           So I would hope that she continues on  
8           this path and will be at the table as we  
9           move forward. So thank you for what you  
10          have done.

11                   Councilwoman Gym was talking  
12          about international investments, and look  
13          forward to the data that you provide to  
14          the Chair, but I'll put my Type A  
15          personality on, and when I think of  
16          international, I just can't -- I'm just  
17          reverting back to Verizon and it  
18          off-shoring its workforce overseas in  
19          call centers. So that's -- I'll get that  
20          point in there.

21                   Now back on pensions. It is my  
22          understanding that the City was exempt  
23          from Act 44 from 2009 until January 1st  
24          of this year. Can you explain what the  
25          impact would have of this Act on the City

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           and the Board?

3                   MR. DUBOW: We're exempt. So  
4           there was a provision in the Act that  
5           said if you were below 50 percent funded,  
6           that you could be taken over by the  
7           state. We're exempt from that. We're  
8           still exempt from that.

9                   COUNCILMAN HENON: We still  
10          are?

11                   MR. DUBOW: Yes.

12                   COUNCILMAN HENON: I didn't  
13          know if we had to apply for an  
14          exception --

15                   MR. DUBOW: No. We're exempt.

16                   COUNCILMAN HENON: -- or an  
17          extension. Great.

18                   So on the retiree levels, could  
19          you either tell me now the average number  
20          of retirees to the system has picked up  
21          per year over the course of the last five  
22          years and how many retired in the system  
23          have they shed. Or you could just  
24          provide that to the Chair if you don't  
25          have those numbers.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. BIELLI: We can do a little  
3 bit of both. So the number of retirees  
4 are above 35,200 now, and it's been  
5 roughly in the 34,000 -- well, I can give  
6 you FY12, 34,234, 34,407, 34,661, 34,827,  
7 and now 35,200-and-some. So it's been  
8 gradually going up. And, again, the  
9 number of active employees currently,  
10 approximately 27,000.

11 So we did -- speaking of Act  
12 44, we had to do a study of the Pension  
13 Fund for Act 44 directed by PICA, which  
14 has sunsetted now. We don't have to do  
15 that any longer, but part of the survey  
16 that we took was looking at other  
17 jurisdictions and see how many active  
18 employees they had to retirees. And one  
19 of the things we have here is, we have  
20 27,065 active employees, 35,000-and-some  
21 retired employees. That's about a 0.76  
22 percent of active to retirees.

23 If you look at Boston, for  
24 example, Boston has 1.43 percent more  
25 active employees than retirees, Chicago

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           1.13 percent more active employees than  
3           retirees, Houston 1.37, Los Angeles 1.25,  
4           Phoenix 1.23, New Jersey as a state 1.58  
5           percent. We're backwards. We have many  
6           more retirees. We're what's called a  
7           mature pension plan. So going back to a  
8           little bit of what Councilman Oh was  
9           talking about, adding professionals to  
10          the Board, our investment returns are not  
11          the issue. The liabilities are the  
12          issue. Our investment returns are right  
13          there with every other public pension  
14          plan over the long haul. Over the last  
15          year or so, they've been trailing. But I  
16          think that's the number of retirees we  
17          have.

18                        We can give you a long history  
19                        of the number of retirees. We can go  
20                        back to 1990 if you would like to see the  
21                        progression of retirees to recipients.

22                        COUNCILMAN HENON: That would  
23                        be great, if you can provide that to the  
24                        Chair. And some of those assumptions and  
25                        variables that you had just read off

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           there, if you would be able to forward  
3           that. I mean, it sounds like you did  
4           that assessment.

5                       MR. BIELLI: And we did another  
6           analysis we'll be glad to send you, which  
7           is as the mature system, what effect that  
8           that has on Philadelphia, and it just --  
9           we have 28.7 percent more annuitants,  
10          people receiving pensions, than active  
11          employees. That's a large percentage.  
12          And we can send you this analysis, which  
13          puts it in graph form.

14                      COUNCILMAN HENON: That would  
15          be great.

16                      The deferred comp, the 457  
17          deferred comp, you just had a little  
18          conversation regarding private retirement  
19          plans outside of the pension. So how is  
20          that marketed and what types of tools are  
21          being utilized to increase the  
22          participation?

23                      MR. BIELLI: So we -- our  
24          deferred compensation people, ICMA-RC,  
25          they do seminars at every single

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           department. In fact, they do it to shift  
3           workers at the airport. They go at 2:00  
4           or 3:00 in the morning and will give  
5           seminars to people on that shift as they  
6           either get on or get off of their shift.  
7           They go to the FOP. They go to the  
8           Firefighters, DC 33, DC 47, and  
9           individual departments. We also  
10          incorporated within the last year the  
11          ability to sign up for deferred  
12          compensation directly on the website,  
13          without having to submit forms, without  
14          having to do anything. You can also  
15          change your contributions, increase or  
16          decrease, directly on the website. And  
17          we think that that has had a good effect.

18                        In addition, the Board has come  
19          up with strategies with the deferred comp  
20          carrier in order to increase  
21          participation and including blast e-mails  
22          and other information. So I think that's  
23          why the participation level has gone up  
24          so much.

25                        COUNCILMAN HENON: So what

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           you're saying, what you explained to us  
3           here is -- I mean, you elaborated on the  
4           assets on how much they've risen and  
5           participants, because it rose \$48 million  
6           in assets?

7                         MR. BIELLI: Right. Yes. A  
8           lot.

9                         COUNCILMAN HENON: Do you see  
10          that as being a trend on more  
11          participants over the last couple of  
12          years --

13                        MR. BIELLI: Absolutely.

14                        COUNCILMAN HENON: -- through  
15          all those measures?

16                        MR. BIELLI: Yes. Absolutely.

17                        COUNCILMAN HENON: Thank you.

18                        I have no further questions.

19                        COUNCIL PRESIDENT CLARKE:

20          Thank you, Councilman.

21                        The Chair recognizes Councilman  
22          Green.

23                        COUNCILMAN GREEN: Thank you,  
24          Council President.

25                        In your earlier testimony, you

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           made reference to the task force, and I'm  
3           curious in reference to the work that  
4           they're doing, is there going to be any  
5           type of report that they'll be providing?  
6           Is there any time limit on the work  
7           they're doing regarding from the pension  
8           issues?

9                       MR. BIELLI: I'll let Rob  
10           answer that.

11                      MR. DUBOW: I think at the end  
12           of the process there will be a report.  
13           The timeline -- there's no set timeline.  
14           I mean, I think we'd really like to get  
15           this finished in the next couple of  
16           months, but there's no deadline. But  
17           there will be a report.

18                      COUNCILMAN GREEN: And I guess  
19           one of the questions -- Councilwoman  
20           Parker raised the concept of Maryland,  
21           which is very creative, and in the  
22           conversation, I wasn't quite sure if you  
23           were suggesting that people in private  
24           employment, will they be able to go into  
25           deferred comp or actually just come into

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           our traditional pension defined benefit  
3           plan?

4                       MR. BIELLI:  It's not yet  
5           allowed as far as defined benefit plan  
6           and it's also not yet allowed on the  
7           local level, municipal level.  Only  
8           allowed at the state level.  So the state  
9           would have to allow this to happen in  
10          order for us to participate.  So that  
11          would require some sort of coordination  
12          with the state.

13                      COUNCILMAN GREEN:  And from the  
14          work the task force is currently working  
15          on, I mean, that's a very interesting  
16          idea.  Are there similar ideas that  
17          they're looking at, they're investigating  
18          that you can provide information on?

19                      MR. DUBOW:  I think we would  
20          not want to provide kind of what's going  
21          on in task force discussions.  Those are  
22          confidential discussions.

23                      COUNCILMAN GREEN:  Okay.  I  
24          understand.  Thank you.

25                      COUNCIL PRESIDENT CLARKE:

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Councilman, we do have a representative  
3           on the task force. They will contact you  
4           probably as soon as we get done with the  
5           hearings today.

6                        COUNCILMAN GREEN: I mean, part  
7           of the main reason I asked, Councilwoman  
8           Parker talked about this and looking at a  
9           lot of different ideas and suggestions  
10          and we're so in-depth in the budget  
11          process this year, this spring, we  
12          probably won't have an opportunity to  
13          have a real conversation into the fall.  
14          That's why the questions regarding the  
15          timing of the task force, some other  
16          items. I know Councilwoman Parker also  
17          had the resolution discussing other  
18          pension-related items, so I just want to  
19          get some perspective on the timing so we  
20          can look to prepare for the fall.

21                      COUNCIL PRESIDENT CLARKE:  
22          Absolutely. You'll be contacted very  
23          shortly. Thank you.

24                      Thank you, Councilman.

25                      The Chair recognizes Councilman

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 Taubenberger.

3 COUNCILMAN TAUBENBERGER: Thank  
4 you, Council President.

5 While we were talking on the  
6 task force, just to get a little better  
7 understanding, how often do they meet?

8 MR. DUBOW: So we had regular  
9 meetings every other week.

10 COUNCILMAN TAUBENBERGER: Okay.  
11 All right. The other question I have,  
12 getting back to the financial advisors,  
13 what is the average term of a firm? I  
14 mean, I did ask for extreme length of  
15 service, but what is the average firm?  
16 How long are they with us advising?

17 MR. BIELLI: We can give you  
18 that, but in our flash report that we get  
19 every month, it has the inception date of  
20 the particular manager. So it's on our  
21 report every month. I don't know that  
22 off the top what the average is, but I  
23 can get that for you.

24 COUNCILMAN TAUBENBERGER: I  
25 would appreciate that. And these

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           reports, is it something that Council  
3           would have access to?

4                   MR. BIELLI: Yes, and they're  
5           on our website. They're public  
6           documents, our flash report, yes.

7                   COUNCILMAN TAUBENBERGER: Okay.  
8           My last question as it relates to this,  
9           in any way does seniority play a role in  
10          the retention?

11                   MR. DUBOW: Of the advisors?

12                   COUNCILMAN TAUBENBERGER: Yes.

13                   MR. BIELLI: No. I would  
14          say --

15                   COUNCILMAN TAUBENBERGER: It's  
16          performance?

17                   MR. BIELLI: Performance, yes.

18                   COUNCILMAN TAUBENBERGER: And  
19          you had mentioned earlier that you're  
20          looking at various indexes. What precise  
21          indexes are you looking at?

22                   MR. BIELLI: We benchmark  
23          depending on the product. So if it's a  
24          large cap product, the index is the S&P  
25          500 index. If it's a small cap, it's the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Russell 2000. So there's various indexes  
3           depending on where the product would fit  
4           within our portfolio. So there's a mid  
5           cap index, a small cap index, the large  
6           cap index, an international index. So if  
7           we have a particular manager who may not  
8           be performing, for example, and we think  
9           we'd be better served with an index in  
10          the small cap, we may put that money in  
11          the Russell 2000 index, for example,  
12          instead of with an active manager.

13                    COUNCILMAN TAUBENBERGER: The  
14           Dow Jones Index, is that used at all in  
15           any way?

16                    MR. BIELLI: Generally not used  
17           for an index investor. It's usually the  
18           S&P 500 or the Russell 3000 for the  
19           larger cap index. Usually not a Dow.

20                    COUNCILMAN TAUBENBERGER: Okay.  
21           Thank you very much.

22                    Council President, thank you.

23                    COUNCIL PRESIDENT CLARKE:  
24           Thank you, Councilman.

25                    The Chair recognizes Councilman

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Domb.

3 COUNCILMAN DOMB: Thank you,  
4 Council President.

5 COUNCIL PRESIDENT CLARKE:  
6 You're welcome, sir.

7 COUNCILMAN DOMB: Just a  
8 follow-up on some of the other questions.  
9 The three rating agencies of Standard &  
10 Poor's and Moody's and Fitch all rate the  
11 pension problem for Philadelphia as a big  
12 issue for us to make sure we have under  
13 control. They also talk about cash  
14 reserves, by the way, in our budget,  
15 which I know we're low, and I know that,  
16 Rob, you're a fan of getting that raised,  
17 and I would be a fan of that too if it's  
18 possible. But on the pension issue, I'd  
19 like to know about this task force and  
20 what the goal is of the task force. What  
21 were they charged with? What is their  
22 goal? What's the goal?

23 MR. DUBOW: The goal is to come  
24 up with a package of ideas to help  
25 improve the health of the Pension Fund.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN DOMB: So it could  
3 be five or six ideas of adjusting the  
4 fund and possibly more reserve to put  
5 towards the pension?

6 MR. DUBOW: Correct.

7 COUNCILMAN DOMB: And the other  
8 question, which is just a minor one, the  
9 DROP program, which always makes the news  
10 for a lot of people, but do other cities  
11 have a DROP program like Philadelphia?

12 MR. DUBOW: Yeah. I think the  
13 first DROPS were actually in Texas, I  
14 think is where they started. So, yeah,  
15 they've been around for a while.

16 COUNCILMAN DOMB: Are they  
17 similar to our program or different?

18 MR. DUBOW: I think there are  
19 different variations of them. Some have  
20 different number of years, for example,  
21 right.

22 COUNCILMAN DOMB: Do any of the  
23 programs -- are any of the DROP programs  
24 as generous as the one in Philadelphia?

25 MR. DUBOW: Some of them, you

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           said, have five years. So some of them  
3           may give more years, but I can't answer  
4           that.

5                    COUNCILMAN DOMB: Okay. Is  
6           that something we could find out?  
7           Because I know that's going to be a  
8           hotbed discussion.

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

11                   COUNCILMAN DOMB: Thank you  
12          very much. Thank you.

13                   COUNCIL PRESIDENT CLARKE:  
14          Thank you, Councilman.

15                    I was going to ask a question,  
16          but it will probably extend your time at  
17          the table, so I'm not going to ask the  
18          question.

19                    MR. DUBOW: Thank you.

20                    COUNCIL PRESIDENT CLARKE:  
21          Since we have cleared the deck on  
22          members.

23                    Thank you very much for your  
24          testimony. We'll get back to you.

25                    MR. DUBOW: Thank you.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: For  
3 the record, I know there's levels of  
4 confidentiality with respect to some of  
5 the conversations, so we will try to  
6 figure out a way to make sure that  
7 Councilmembers, since we are in fact in  
8 the Pension Plan, have an opportunity to  
9 get information, to get a sense of the  
10 task force work, in addition to which  
11 there's clearly some thoughtful  
12 recommendations that we will now have as  
13 a part of that, and I'll take care of  
14 that internally within the Council.

15 MR. DUBOW: And we're happy to  
16 talk to Councilmembers privately.

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

20 MR. BIELLI: Thank you.

21 COUNCIL PRESIDENT CLARKE: Next  
22 up we'll have SEPTA.

23 (Witnesses approached witness  
24 table.)

25 COUNCIL PRESIDENT CLARKE: Good

1           5/10/16 - WHOLE - BILL 160170, etc.  
2 morning.

3                   MR. KNUEPPEL: Good morning.

4 Good morning, Council President Clarke,  
5 Transportation Committee Chair Johnson,  
6 and members of City Council. My name is  
7 Jeff Knueppel and I'm honored to come  
8 before you today as the General Manager  
9 for the Southeastern Pennsylvania  
10 Transportation Authority, or SEPTA. I am  
11 joined by SEPTA Board members Clarena  
12 Tolson, Deputy Managing Director for  
13 Infrastructure and Transportation for the  
14 City of Philadelphia on my left, and  
15 Beverly Coleman, Assistant Vice President  
16 for Community Relations and Economic  
17 Development at Temple University.

18                   SEPTA is pleased to submit  
19 testimony supporting the Authority's  
20 \$79.8 million Fiscal Year 2017 Operating  
21 Budget request and provide an overview on  
22 initiatives and milestones achieved  
23 during the past year.

24                   As I frequently say, I love to  
25 build things. That comes from a 28-year

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           career at SEPTA, focused largely on  
3           transforming design, construction, and  
4           maintenance processes and setting new  
5           standards for project implementation.  
6           This approach continues as my role as  
7           General Manager, and I am committed to  
8           expanding the definition of "building"  
9           for SEPTA to include five areas of  
10          strategic effort: Customer Experience,  
11          Employee Development, Rebuilding the  
12          System, SEPTA is a Business, and Safety  
13          as the Foundation.

14                   Looking back at the last year,  
15          highlights include the Authority provided  
16          more than 330 million passenger trips,  
17          and ridership has reached and maintained  
18          near quarter century highs. SEPTA  
19          provided transportation for the World  
20          Meeting of Families and Pope Francis's  
21          visit. That event prepared us, as well  
22          as Philadelphia hosts the Democratic  
23          National Convention in July of 2016.

24                   SEPTA employees donated and  
25          distributed 10,000 new toys, games, and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           bicycles for deserving children in the  
3           Greater Philadelphia region during the  
4           annual Yule Toy Drive.

5                         Since 2009, SEPTA employees and  
6           customers have contributed to the  
7           Philabundance food drive, with over  
8           123,000 pounds of food and \$45,000  
9           donated. Over 600 SEPTA employees joined  
10          neighborhoods and volunteers for the  
11          annual Philly Spring Cleanup on Saturday,  
12          April 16th.

13                        Efforts are underway to rebuild  
14          aging infrastructure, acquire new  
15          vehicles, and improve customer service,  
16          and I will highlight some of those  
17          initiatives. SEPTA will advance  
18          improvements to the City Hall and 15th  
19          Street Stations. The work includes  
20          complete station reconstruction and ADA  
21          accessibility improvements. The  
22          construction at the 15th Street Station  
23          will start soon after the Democratic  
24          National Convention. Construction at the  
25          City Hall Station will be challenging

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           with City Hall above the station, the  
3           largest masonry structure in the United  
4           States. Plans include installation of  
5           elevators to make the station accessible,  
6           an effort once considered unachievable.

7                     The Authority has started the  
8           first phase of a \$55 million multi-phase  
9           project to the Center City concourses to  
10          improve accessibility and bring the  
11          concourse network to a state of good  
12          repair. This project will revitalize the  
13          concourse network with new finishes,  
14          lighting, and security features; develop  
15          the concourse as a place of interest,  
16          providing a safe and pleasant environment  
17          for pedestrians; and provide potential  
18          opportunities for development in the  
19          South Broad concourse.

20                    Last year, SEPTA completed the  
21          renovation of the historic Wayne Junction  
22          Rail Station. The refurbished train  
23          station has spurred transit-oriented  
24          development and economic revitalization  
25          in the Nicetown neighborhood.

1           5/10/16 - WHOLE - BILL 160170, etc.

2                    On June 15th, 2015, SEPTA  
3 gathered elected officials and community  
4 leaders for a ribbon-cutting ceremony to  
5 inaugurate the newly reconstructed 23rd  
6 and Venango bus loop in the Allegheny  
7 West section of North Philadelphia.

8                    SEPTA continues to make its  
9 rail network accessible, with more than  
10 100 stations accessible. The Authority  
11 recently completed the Race/Vine Station  
12 ADA Improvements Project that included  
13 installation of three new elevators on  
14 SEPTA's Broad Street Subway Line. Design  
15 is underway to modernize the  
16 Susquehanna/Dauphin Station on the Broad  
17 Street Line to make the station fully ADA  
18 accessible.

19                   On November 2nd, 2015, SEPTA  
20 joined with State and City elected  
21 officials, disability advocates, and West  
22 Philadelphia community and business  
23 leaders to break ground on ADA  
24 accessibility improvements at the 40th  
25 Street Market-Frankford Line Station.

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Construction is also underway at Arrott  
3           Transportation Center that will make the  
4           station ADA accessible.

5                     In sustainability, SEPTA is  
6           leading the way in the industry with  
7           innovative and cost-saving projects.  
8           SEPTA was just presented with a 2016  
9           Governor's Award for Environmental  
10          Excellence for our Griscom Wayside Energy  
11          Storage System and also thank the members  
12          of City Council for your proclamation  
13          recognizing SEPTA's sustainability  
14          initiatives.

15                    SEPTA received exciting news on  
16          April 19th, 2016 that we were awarded a  
17          \$2.5 million grant from the Federal  
18          Transportation Administration to purchase  
19          25 new electric buses to be used on  
20          Routes 29 and 79 in South Philadelphia.  
21          With the addition of these electric buses  
22          to our fleet of 750 hybrid buses, SEPTA  
23          will have one of the greenest bus fleets  
24          in the country.

25                    SEPTA's planned replacement of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           vehicles includes the acquisition of an  
3           additional 525 hybrid electric buses, 13  
4           locomotives, and 45 multi-level railcars.  
5           SEPTA has also budgeted more than \$700  
6           million for trolley modernization, a  
7           project to upgrade infrastructure and  
8           introduce new light rail vehicles to the  
9           subway surface trolley network and along  
10          Girard Avenue.

11                         Beginning Monday, June 13th,  
12          2016, SEPTA will launch the SEPTA Key for  
13          up to 10,000 early adopters transit  
14          riders. These riders will be able to get  
15          a new SEPTA Key Card and purchase either  
16          a weekly or monthly TransPass at several  
17          SEPTA transit stations on the  
18          Market-Frankford Line, Broad Street Line,  
19          and our headquarters at 1234 Market  
20          Street.

21                         SEPTA is also investing in  
22          realtime technology that will improve the  
23          accuracy and timeliness of information  
24          about next arriving vehicles. Buses and  
25          railcars are being equipped with cellular

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           modems that update location every 30  
3           seconds, providing a more reliable source  
4           of information for customers to make  
5           travel decisions.

6                         From a safety perspective,  
7           SEPTA is an industry leader in  
8           implementing positive train control for  
9           regional rail and recently launched the  
10          system on the Authority's Warminster  
11          Line. As part of continuous efforts to  
12          enhance transit accessibility, a route  
13          extension for Route 53 was established in  
14          February 2016. This extension will now  
15          provide service to the Hunting Park and  
16          Juniata Park area and make access to  
17          shopping, schools, and medical facilities  
18          more convenient to our customers.

19                        The Authority is committed to  
20          supporting local businesses and the jobs  
21          and opportunities they provide. In the  
22          last four years, 2012 to 2016, SEPTA  
23          awarded \$472 million in contracts for  
24          goods and services to Philadelphia  
25          businesses.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 After passage of state  
3 transportation funding, SEPTA in 2014  
4 adopted the federal Disadvantaged  
5 Business Enterprise, or DBE,  
6 participation requirements for all  
7 procurement activities regardless of the  
8 funding source. The Authority's DBE  
9 outreach and engagement is robust, and  
10 our priority is to meet and exceed our  
11 goals for the participation of women and  
12 minority-owned firms. DBE participation  
13 has averaged 17 percent over the past  
14 three years.

15 The many accomplishments which  
16 the Authority has achieved would not be  
17 possible without the 9,400 talented  
18 employees of SEPTA. We are proud of the  
19 steps and programs in place to advance  
20 the hiring and promotion of minorities  
21 and females. SEPTA's workforce is  
22 comprised of 63 percent minorities and 20  
23 percent females, with those numbers  
24 increasing every year. In addition, a  
25 majority of our workforce, or 52 percent,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           are Philadelphia residents.

3                     Thank you for the opportunity  
4           to speak about SEPTA accomplishments over  
5           the past year. City Council's continued  
6           support of public transit through City  
7           matching funds for the Authority's  
8           operating and capital budgets is greatly  
9           appreciated.

10                    We will be happy to answer any  
11           questions the members of Council may  
12           have.

13                    COUNCIL PRESIDENT CLARKE:  
14           Thank you, and good afternoon. I have a  
15           couple of questions, and actually  
16           starting with your last statement about  
17           the 52 percent of the employees of SEPTA  
18           being from the City of Philadelphia. Am  
19           I accurate? You said 52 percent of the  
20           employees are from the City of  
21           Philadelphia.

22                    MR. KNUEPPEL: Correct.

23                    COUNCIL PRESIDENT CLARKE: So  
24           my assumption is that -- and I can kind  
25           of see it when I'm looking at the buses

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           and trolleys, that the demographics of  
3           your workforce reflect the demographics  
4           of the City as it relates to females,  
5           minority, white, the whole nine yards.  
6           My question centers around your  
7           contracting at 17 percent. Is that  
8           reflective of the entire SEPTA system in  
9           terms of the demographics? Because it  
10          seems kind of low.

11                       MR. KNUEPPEL: The 17 percent  
12          is really calculated based on the  
13          available -- the type of work and the  
14          available number of contractors to do  
15          that work.

16                       Mary Connell is here and could  
17          describe more, but it's really not --  
18          it's really about understanding how many  
19          companies are available to do the kind of  
20          work, and that's pretty much how the  
21          goals are established.

22                       COUNCIL PRESIDENT CLARKE: I  
23          don't understand that.

24                       MR. KNUEPPEL: Mary.

25                       MS. CONNELL: Good afternoon.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: Good  
3 afternoon.

4 MS. CONNELL: So the 17 percent  
5 participation is across the board our  
6 whole directory. So it's not just the  
7 Philadelphia companies. It's -- we look  
8 at companies that are DBEs. That's what  
9 our program is, a DBE program. So it's  
10 firms that are DBE certified and are in  
11 the system and available to do work on  
12 the projects that we let.

13 COUNCIL PRESIDENT CLARKE:  
14 Okay. So let me bottom line you.  
15 Seventeen percent is a relatively low  
16 number as it relates to contracts and  
17 because -- I guess my question is, is the  
18 number lower because it's not just the  
19 City of Philadelphia?

20 MS. CONNELL: Oh, absolutely.  
21 Yes.

22 COUNCIL PRESIDENT CLARKE: So  
23 the surrounding counties, they're not --

24 MS. CONNELL: It's all the work  
25 that SEPTA let in that period. Our goal,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           our overall goal, is 14 percent, and  
3           that's a goal that's presented to the  
4           Federal Transit Administration. We  
5           receive their approval on it. So it's 14  
6           percent across the board, and we've  
7           exceeded that average over the past  
8           year --

9                        COUNCIL PRESIDENT CLARKE: Does  
10           14 percent reflect the demographics of  
11           the counties that SEPTA -- that  
12           encompasses SEPTA? I'm just trying to --

13                       MS. CONNELL: Honestly, our  
14           firms --

15                       COUNCIL PRESIDENT CLARKE: We  
16           have five counties, right?

17                       MS. CONNELL: Our firms go  
18           across the state.

19                       COUNCIL PRESIDENT CLARKE: I'm  
20           sorry. Can you move the mic a little  
21           closer.

22                       MS. CONNELL: I'm sorry. All  
23           firms in our directory are across the  
24           state. They're not just in the City or  
25           just in the surrounding counties. We

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           have firms certified -- I'm sorry; across  
3           the country. We have firms certified in  
4           California that can participate on SEPTA  
5           contracts.

6                    COUNCIL PRESIDENT CLARKE: I  
7           understand that, but we have money that's  
8           being spent in these particular counties.  
9           So my question is --

10                   MS. CONNELL: We establish the  
11           goal based on the availability of firms  
12           in our database to perform the work  
13           regardless of where the firms are  
14           located. So it's availability. We look  
15           at the project to be let, the types  
16           of subcontractable elements that are in  
17           that project, and then we look at the  
18           overall firms that can perform that work,  
19           not just minority or women-owned  
20           businesses, all the firms that can  
21           perform that work and then all the firms  
22           that we have that are DBE certified that  
23           can perform that work, and that's how  
24           that percentage comes up, is calculated.

25                    COUNCIL PRESIDENT CLARKE: All

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           right. So do you have -- 17 percent, and  
3           if you're telling me that we can't find  
4           people, I guess the -- we're five  
5           counties, right, SEPTA, five counties?

6                   MR. KNUEPPEL: Yes.

7                   COUNCIL PRESIDENT CLARKE:

8           Because you got to say it. Five  
9           counties. So in these five counties,  
10          does the MBE/WBE population reflect  
11          around 17 percent?

12                   MS. CONNELL: That's --

13                   COUNCIL PRESIDENT CLARKE: And  
14          if that's the case, then I understand why  
15          the numbers are what they are.

16                   MS. CONNELL: I do not have  
17          that information. I can provide that. I  
18          can get that information.

19                   COUNCIL PRESIDENT CLARKE: So  
20          can you get me what the --

21                   MS. CONNELL: Absolutely.

22                   COUNCIL PRESIDENT CLARKE: --  
23          numbers are associated with the five  
24          counties?

25                   MS. CONNELL: Yes.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: All  
3 right. Thank you.

4 MR. KNUEPPEL: We can provide  
5 the information on how the goal is  
6 derived in general. We'll get all of  
7 that for you.

8 COUNCIL PRESIDENT CLARKE:  
9 Okay. In your testimony, Page 3 of your  
10 testimony states the fleet enhancement  
11 are a key component of SEPTA's capital  
12 program. Bottom line, you're going to  
13 purchase a number of vehicles. So you  
14 probably may or may not be aware that  
15 there's this push because of the  
16 potential of the diversification of PGW,  
17 which is our company, the City of  
18 Philadelphia, and we support the region,  
19 and our ability to have additional fleets  
20 that use CNG will help the company  
21 significantly, particularly in this group  
22 and the expansion of our LNG plant. And  
23 I see here you want to purchase 525  
24 hybrid electric buses, and it's kind of  
25 hard to argue against electric buses,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           hybrids, because they do -- is there an  
3           opportunity -- and I don't know how the  
4           vehicles are built -- that instead of  
5           using regular gas, that in a hybrid  
6           vehicle you can use CNG?

7                         MR. KNUEPPEL: I don't believe  
8           without retrofitting the vehicle. SEPTA  
9           has investigated having our buses be CNG,  
10          and a couple years ago we did a study on  
11          that, and what it showed was that we had  
12          to do a significant amount of  
13          improvements at our garages where we  
14          store them, and we really in many cases  
15          are in very tight neighborhoods. If you  
16          think about our Allegheny bus garage,  
17          homes on three sides and school on a  
18          fourth, there's really not a lot of room  
19          to expand our footprint and be able to  
20          provide the facilities, additional  
21          facilities, we'd need for CNG.

22                         What we have looked more so is  
23          other ways to use gas, and we've  
24          converted most of our maintenance  
25          facilities and larger facilities all over

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           to gas, and then now we have a very  
3           interesting project where what we are --  
4           we're in the investment grade audit stage  
5           now. It's a GESA, Guaranteed Energy  
6           Savings Act, project. But we're looking  
7           to run a significant portion of the  
8           regional rail network off of gas and have  
9           a combined heat and power project up at  
10          our Wayne Junction area. That's the  
11          equivalent of over 300 buses, the amount  
12          of gas that that facility would use. So  
13          SEPTA is using gas. For us right now  
14          it's made more sense to utilize it for  
15          running regional rail, and that's what  
16          we're working on. Also in many ways for  
17          SEPTA, you heard that we just received  
18          money to start purchasing pure electric  
19          buses with batteries, and that has been  
20          something that if that technology really  
21          pans out, that will really help us and  
22          really seems to be that we'll jump over  
23          CNG and head to electric buses.

24                    COUNCIL PRESIDENT CLARKE: All  
25          right. And this is an interesting

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           conversation, because when I talk to  
3           people representing PGW, they reference  
4           the fact that obviously electric is a  
5           cleaner-burning fuel source, but the  
6           origin of the electricity, I'm told those  
7           facilities are not as environmentally  
8           sound as the CNG-related activities.

9                       MR. KNUEPPEL: When we move  
10          to and we have this electric bus pilot,  
11          we're actually looking at having the  
12          charging station be fueled by natural  
13          gas. So that is a conversation we've had  
14          with PGW and certainly with --

15                      COUNCIL PRESIDENT CLARKE:  
16          Instead of coal and all the other things.

17                      MR. KNUEPPEL: Right. And even  
18          with our regional rail project, getting  
19          away from PECO is going to provide a  
20          benefit to the region in terms of air  
21          quality and cleanliness.

22                      COUNCIL PRESIDENT CLARKE: All  
23          right. You sound like you came prepared  
24          for that question. I would like to  
25          follow up with you. Can you just give

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           me -- because it may be helpful to what  
3           we're trying to do. I don't know if the  
4           analysis that you did with respect to  
5           electric versus CNG --

6                       MR. KNUEPPEL: Okay.  
7           Certainly.

8                       COUNCIL PRESIDENT CLARKE: --  
9           if it was documented, could you get that  
10          to us, please.

11                      MR. KNUEPPEL: Yes.  
12          Absolutely.

13                      COUNCIL PRESIDENT CLARKE:  
14          Because we have to make some decisions.  
15          We'll be making a determination on the  
16          expansion of PGW's plant and  
17          diversification plan. So that will be  
18          helpful to us. Thank you. Thank you  
19          very much.

20                      The Chair recognizes  
21          Councilwoman Gym.

22                      COUNCILWOMAN GYM: Hi. Good  
23          afternoon. One of my questions has to do  
24          with -- I know there's been some amount  
25          of analysis over SEPTA and its passenger

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           base, and I'm curious about what  
3           percentage of passengers are Philadelphia  
4           residents; do you know?

5                       MR. KNUEPPEL:   Approximately 80  
6           percent.

7                       COUNCILWOMAN GYM:   Okay.   So  
8           with such a significant percentage of our  
9           passengers both fueling SEPTA's work and  
10          obviously revenues, a lot of my questions  
11          do focus back on access, and it's the  
12          reason why I think the Council President  
13          did raise the concern about whatever the  
14          federal rates are.   Fourteen percent is  
15          exceptionally low.   Seventeen percent is  
16          exceptionally low.   Target I think for  
17          Philadelphia is striving towards 25  
18          percent, and, frankly, for me personally,  
19          I'm shocked that it's not higher.   And  
20          with a passenger base of more than 80  
21          percent Philadelphians, it becomes very  
22          important to us within City Council to  
23          know that SEPTA is being particularly  
24          responsive to these issues around M/WBE  
25          access.   We understand registries.   We

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           understand the difficulties of it, but we  
3           cannot underscore enough -- or I cannot  
4           underscore enough, speaking just  
5           personally for me, how important it is to  
6           see our transit authority that we put  
7           matching funds into it but also serves  
8           such an important swath of Philadelphia  
9           is a lot more responsive around  
10          contracting in particular. And I hope  
11          you'll keep that in mind.

12                   MR. KNUEPPEL: I appreciate  
13          what you're saying, and we'll show the  
14          numbers, and it may have a lot to do with  
15          the somewhat specialized procurements  
16          that we have that drive numbers down and  
17          having fewer firms that can do that kind  
18          of work. But we'll certainly lay out how  
19          we come up with our goals and certainly  
20          want to sit and talk about ways to make  
21          them higher.

22                   COUNCILWOMAN GYM: Yes. And  
23          understood. And we also understand that  
24          procurement in specialized areas are  
25          things that all of our departments are

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           working on, but for many of our  
3           departments, there's actually target  
4           goals. They come under OEO. We really  
5           strive towards that, and we start to  
6           develop and cultivate new businesses. We  
7           strive to be great partners with small  
8           businesses in the City that could be  
9           cultivated into growing into bigger  
10          businesses, and that's where I want you  
11          to be a partner.

12                         And similarly like I hope that  
13          it's also reflected that when we have 80  
14          percent of the passengers coming from  
15          Philadelphia, that when we ask about jobs  
16          that are at 52 percent Philadelphians,  
17          it's also a serious issue, and I  
18          personally would like to see that number  
19          go higher, that it is important that  
20          Philadelphians, we support SEPTA. I love  
21          SEPTA. We're powering SEPTA, but we'd  
22          also like to see our own employees and  
23          our own residents have a strong access  
24          point in terms of jobs, and that 52  
25          percent also feels like it's a place

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           where I would start from here, but next  
3           year for sure would love to be able to  
4           talk with SEPTA about that, a little bit  
5           more about how to grow that.

6                         MR. KNUEPPEL: Understood.  
7           Thank you.

8                         COUNCILWOMAN GYM: And then  
9           similarly I'm interested around  
10          there's -- I appreciate all the work that  
11          SEPTA has done in particular, but with so  
12          much of our base coming out of  
13          Philadelphia, I'm also very curious about  
14          whether your department does analysis or  
15          whether SEPTA as an entity does analysis  
16          of underserved communities. Philadelphia  
17          is an evolving city. We're  
18          demographically changing. Some of our  
19          centers are deepening within poverty  
20          levels. But in particular, there's a  
21          personal interest of mine in  
22          understanding whether our transit spacial  
23          match-up matches needs and space that's  
24          happening within our city, and curious  
25          about the last time that SEPTA has

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           engaged in a serious access study  
3           particularly for underserved communities.

4                   MR. KNUEPPEL: Okay. Obviously  
5           our -- the City demographics and where  
6           development is happening and things that  
7           are changing and new jobs and all, that  
8           is absolutely a very dynamic situation  
9           right now. Kind of an example of us  
10          reacting to that was the Route 53 where  
11          we extended that particular service. And  
12          we go through our operating budget  
13          hearings, and that was the kind of thing  
14          that that issue was brought to us, and we  
15          certainly paid attention to it and  
16          ultimately was able to do something  
17          really great for that particular area.

18                   There's a lot of things  
19          changing in University City, other  
20          portions of the City. So we're  
21          continuing to work to keep up with it.  
22          About whether we've had any comprehensive  
23          study done, the annual service plan would  
24          address that.

25                   COUNCILWOMAN GYM: Service

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           plans are based on usage, though; is that  
3           correct?

4                   MR. KNUEPPEL: Do you want to  
5           talk about that.

6                   (Witness approached witness  
7           table.)

8                   COUNCILMAN GREENLEE: Please  
9           identify yourself for the record.

10                   MR. BURNFIELD: Richard  
11           Burnfield, Deputy General Manager.

12                   COUNCILWOMAN GYM: Hello.

13                   MR. BURNFIELD: Every year  
14           SEPTA conducts an annual service plan.  
15           We have public meetings, public outreach  
16           with the communities. This year we're  
17           looking at four or five different service  
18           initiatives, and we've been working  
19           closely with the City staff. If there's  
20           any particular areas that you would like  
21           for us to look at, we'd be more than  
22           happy to look at that as part of the  
23           annual service plan.

24                   COUNCILWOMAN GYM: One of the  
25           things that I would be wondering if SEPTA

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           would be open to is whether you would be  
3           interested in working with the City  
4           department to take a more proactive look.  
5           I do think that when it comes to services  
6           for underserved communities and  
7           particularly I appreciate SEPTA's work in  
8           trying to do outreach and being open to  
9           things, but in part if you're waiting for  
10          things to come to you, it won't  
11          necessarily happen. Underserved  
12          communities are specifically underserved  
13          because they can't make their way to the  
14          institutions to access change,  
15          particularly immigrants, particularly  
16          some of our more vulnerable areas. And  
17          I'm wondering if you would be open to  
18          having a conversation about how to look  
19          at municipal transit access for  
20          underserved communities. I think that  
21          this is something that's been done in  
22          other cities.  
23                    San Francisco, for example, did  
24          a significant Muni transit access plan,  
25          but it's meant to be a much more

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           proactive approach. It's not meant to  
3           be -- I know everybody has hearings and  
4           you're open to things and obviously  
5           you've been very gracious about reaching  
6           out with the Route 53 expansion, but it's  
7           more about a much more analytical look at  
8           spacial mismatch, particular needs, and  
9           looking at deepening poverty pockets.

10                    One other quick thing that I  
11           wanted to ask about is similarly whether  
12           there's ever been any dialogue or  
13           discussion with some of our -- one of the  
14           areas that our work has been around has  
15           been around the issue of youth  
16           homelessness and about the homeless  
17           population in particular, and one  
18           absolute issue with poverty and barriers  
19           to poverty is transportation. And  
20           transportation is such a powerful element  
21           in helping individuals overcome barriers  
22           to poverty. It's a vehicle towards jobs.  
23           It's a vehicle towards movement,  
24           families, support networks.

25                    Has there been like any

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           conversation -- this is very open-ended,  
3           but curious about whether there's been  
4           any conversation with any of our homeless  
5           shelters about providing TransPasses to  
6           people who are experiencing homelessness,  
7           to folks who are very vulnerable who are  
8           striving for access to either housing,  
9           jobs, employment or emergency shelter  
10          services.

11                   MR. BURNFIELD: We actually  
12          work with a number of different social  
13          service agencies that provide tokens free  
14          to those who are in poverty or  
15          homelessness. So we do have a  
16          relationship with a number of social  
17          service agencies.

18                   COUNCILWOMAN GYM: That's  
19          great. That's helpful. And I'll follow  
20          up with some more questions after.

21                   COUNCILMAN GREENLEE: Thank  
22          you, Councilwoman.

23                   COUNCILWOMAN GYM: Thank you.

24                   COUNCILMAN GREENLEE:  
25          Councilman Oh.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN OH: Thank you very  
3 much, Chairman.

4 Good morning.

5 MR. KNUEPPEL: Good morning.

6 COUNCILMAN OH: Oh, good  
7 afternoon. I'm sorry.

8 Congratulations on your being  
9 the General Manager. You do a fantastic  
10 job.

11 MR. KNUEPPEL: Thank you.

12 COUNCILMAN OH: I've enjoyed  
13 working with you. I have some tough  
14 questions, I'm sorry to say, today. I  
15 think you know they're coming, but my  
16 apologies ahead of time. But you do your  
17 job; I do mine.

18 The first question is regarding  
19 the bid for new trains. City Council  
20 passed a resolution and sent a letter  
21 signed by all members of Council  
22 requesting that SEPTA consider including  
23 in its bid a local hiring preference  
24 through the pilot program that was  
25 authorized by the Federal Highway and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Federal Transportation entities, and to  
3           my understanding, that has not been done.  
4           It's in our interest, as you know,  
5           because we have a train manufacturer  
6           right here in Philadelphia that at the  
7           height of its capacity has 350 workers.  
8           About 20 percent are returning citizens.  
9           On average I understand they earn about  
10          56,000 a year with benefits, and many of  
11          them had no prior levels of skill until  
12          they were hired, trained, certified,  
13          flown to Korea to weld high-speed trains,  
14          flown back, and now are making a very  
15          good living, all members of the local  
16          union. And it also provides additional  
17          work to about 5,000 Pennsylvania workers,  
18          mostly in and around Philadelphia, but  
19          throughout the state, and the last large  
20          contract they distributed \$180 million to  
21          vendors. That would be a lot of revenues  
22          for our city but, most importantly, we  
23          have a high-speed train manufacturer  
24          located right in our city that continues  
25          to try to bring other lines of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           manufacturing in.

3                        Could you just kind of give the  
4           response of SEPTA as why it would not  
5           include a local hiring preference.

6                        MR. KNUEPPEL: Okay. I mean,  
7           it's an excellent question, and certainly  
8           SEPTA enjoys having a plant that can make  
9           rail vehicles right at our own city. It  
10          has been a good situation for us. We  
11          also after our initial purchase of the  
12          Silverliner V's, we've given them work.  
13          This is additional work to the tune of 33  
14          cars, and that's really helped that  
15          particular facility as work dried up on  
16          other contracts.

17                        So SEPTA has been working to  
18          keep them in operation even as other  
19          contracts that they have have finished  
20          up. And they will be finished with that  
21          work some time probably this September,  
22          having finished those extra 33 cars that  
23          we gave them.

24                        So when you look at that  
25          situation, the problem is that we have to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           use funds from some source, and the state  
3           doesn't really allow us to use local  
4           preference. So that puts us over at the  
5           federal. This is a \$190 million  
6           procurement, so it's a big one, and when  
7           you go over to the federal side -- and we  
8           studied what went on with Los Angeles,  
9           which is the one entity that did take  
10          advantage of that program -- there was  
11          also in Los Angeles County only one  
12          manufacturer of railcars, and when you  
13          read how the FTA responded, it said  
14          limiting the LEP, local preference, to  
15          Los Angeles County, including existing  
16          jobs, could provide Kinki Sharyo --  
17          that's the one company -- with an unfair  
18          competitive advantage and could be an  
19          exclusionary or discriminatory  
20          specification provided by 49 USC, which  
21          is the United States Code.

22                    The problem for us is that it  
23                    was very unlikely that we would have been  
24                    able to participate in the program with  
25                    only one person or we would have gotten a

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           similar outcome. What they basically did  
3           was took them and said, no, not just Los  
4           Angeles County; California, which is a  
5           very, very large state. So now they came  
6           up with three competitors. Coincidentally,  
7           three is the number of proposals that we  
8           have. I'd rather not go into them --

9                        COUNCILMAN OH: Sure.

10                      MR. KNUEPPEL: -- because of  
11           it's in active procurement, but it's the  
12           kind of situation where I can understand  
13           the benefits to the City, to SEPTA. But  
14           the funding sources either prohibit us  
15           from doing local preference or would  
16           limit it in a way -- wouldn't allow us to  
17           do it in a situation that completely  
18           benefited just one manufacturer in the  
19           City, and they would work to open it back  
20           up. It would create -- it would have  
21           created delays in getting things  
22           approved.

23                      So I completely understand the  
24           concerns. It's just the way it is based  
25           on our funding sources.

1           5/10/16 - WHOLE - BILL 160170, etc.  
2                    COUNCILMAN OH: So I do  
3 understand that actually, and I  
4 appreciate that explanation, because it's  
5 important to the public. And here's what  
6 I'm not an expert at, but I have a  
7 question about. So my understanding is  
8 that you can have as many companies bid  
9 for the contract even though you have a  
10 local hiring preference, because they can  
11 choose to agree to send a proposal or  
12 not, and even if they don't participate  
13 in the local hiring preference portion of  
14 the bid, it doesn't mean they're  
15 precluded from being awarded the  
16 contract. And one of the issues that we  
17 will have in this current situation is  
18 whether or not a company is being  
19 subsidized by a foreign government, which  
20 makes their prices very, very low and  
21 very difficult for anyone in the U.S. to  
22 compete with. And, again, since they  
23 have not actually delivered trains, to my  
24 knowledge, although they're a train  
25 manufacturer in Massachusetts, they have

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           not yet had to deal with the  
3           particularities of a really kind of an  
4           old system that we have here in the  
5           northeast section of the United States.  
6           And so it is still the fact that you  
7           could include a local hiring preference,  
8           and as I understand it -- and I may be  
9           wrong about this, but when additional  
10          companies are included in the local  
11          hiring preference, they typically would  
12          or have included some language about  
13          having local jobs in the area or  
14          subcontractors or something that they  
15          would put in there.

16                   MR. KNUEPPEL: In the Los  
17           Angeles letter that I have read from, it  
18           also talks about providing credit only  
19           for new jobs created. I mean, there  
20           really -- it would have been a very  
21           difficult way to create a situation where  
22           it looked like one entity was being given  
23           a very, very big advantage.

24                   COUNCILMAN OH: Well, I'd like  
25           to say that it certainly would never be

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the point and it's illegal to give a  
3           company an advantage. However, it does  
4           allow us to recognize the fact that they  
5           are -- their advantage comes from the  
6           fact that they're in our city and hire  
7           people who pay taxes in our city and they  
8           employ people in and around our city.  
9           So, yeah, I mean, if the other company  
10          would move to Philadelphia, they'd have  
11          the equal advantage. That's the point of  
12          a local hiring preference. So it's not  
13          like they don't get an advantage for  
14          being in our city. They do, as they  
15          should. The question is, if you include  
16          it in the contract, does it give them an  
17          advantage? Well, it does and that's why  
18          we have it, and that's why the federal  
19          government allows for it.

20                   MR. KNUEPPEL: I just don't  
21          know -- if you look at the Los Angeles  
22          situation, they had to go to the entire  
23          state. I don't know what they would have  
24          called our local area. So that's --  
25          that's the one area that's not clear, but

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           they purposefully stretched the original  
3           request for Los Angeles County to  
4           ultimately be the entire State of  
5           California, which is a pretty big  
6           geographic area. So I don't know how  
7           they would have interpreted a local  
8           hiring preference and what the local  
9           would be.

10                         And certainly what is  
11           concerning as well is that even if the  
12           plant down in Philadelphia or Rotem is  
13           given the work, there's still a year and  
14           a half gap from the work that they're  
15           doing currently now finishing up for us.  
16           So there's a lot of concerns. And the  
17           procurement is not done yet and there's  
18           certainly a lot of outcomes, but I can  
19           appreciate certainly your concerns and  
20           we'll continue to study this situation.

21                         COUNCILMAN OH: I will come  
22           back to this in the next round. The  
23           Chairman has been unordinarily generous  
24           in not telling me to --

25                         COUNCILMAN GREENLEE: Wait a

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           minute. Unordinarily? Wait a minute.  
3           What's that mean?

4                   COUNCILMAN OH: Very strict  
5           when he's up there. Thank you. So I'll  
6           come back in the second round.

7                   COUNCILMAN GREENLEE: Thank  
8           you. Thank you, Councilman.

9                   And Mr. Stitt will verify, I'm  
10          the next one on the list, correct?

11                   THE CLERK: Yes.

12                   COUNCILMAN GREENLEE: Thank  
13          you.

14                   On the SEPTA Key system that  
15          you're -- I guess you'd call it soft  
16          launching on the 13th, can you go into a  
17          little bit more of the timeframe after  
18          that or do you have a schedule of when  
19          you'd like to kind of move forward?

20                   MR. KNUEPPEL: Yes. Basically  
21          based off of watching other systems  
22          launch, some of the problems that they've  
23          had, the amount of change that this kind  
24          of a system brings, we've chosen to bring  
25          it in over time. So the initial is

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           10,000 riders, and they'll really be  
3           using passes, things that -- weekly or  
4           monthly passes.

5                    COUNCILMAN GREENLEE: Right.

6                    MR. KNUEPPEL: So if there are  
7           momentary problems with the system, they  
8           should still be okay to ride. So that's  
9           very important for us, is that we break  
10          this new system in carefully. Certainly  
11          if you look at some of the problems that  
12          they had in Chicago -- and I was out  
13          there when they launched -- it was pretty  
14          problematic.

15                   We would go hopefully to a  
16          limited transit launch late in the summer  
17          and expand all -- in other words,  
18          initially the early adopters are only  
19          going to be able to use 11 different  
20          stations to reload and to go online to  
21          reload. They can go anywhere and tap  
22          anywhere on the City system, but  
23          initially we would not have them going to  
24          machines all over the system. With the  
25          limited transit launch, we would start

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           allowing them to go anywhere in the City  
3           system and use all of the machines that  
4           were available for reloading and all  
5           that. They would also -- we would also  
6           allow quick trip, which is basically --  
7           it's actually even a paper mag strip that  
8           you would be able to just take a trip  
9           from 13th Street to FTC, let's say. So  
10          that would be planned for by summer 2016.  
11          Full transit launch would be late fall of  
12          2016, and then there's all kinds of  
13          personalized cards. There's not only the  
14          travel wallet, but then a retail wallet,  
15          all kinds of functionality that comes out  
16          late in the fall and --

17                   COUNCILMAN GREENLEE: That's  
18          part of like the whole Smart Card?

19                   MR. KNUEPPEL: -- reduced  
20          fares, seniors. Everybody is all -- an  
21          enhanced retail network. We sell it at a  
22          lot more locations. At the same time,  
23          we'll still allow legacy media for a  
24          period of time to allow people to switch  
25          over. So exactly when the token would go

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           away is hard to say. Regional rail would  
3           go in 2017. Our CCT group later as well.

4                        So that's what we're hoping  
5           for, but the intent is to make it  
6           successful. It's been very challenging  
7           for other cities to launch this type of  
8           program and so we're doing it carefully.

9                        COUNCILMAN GREENLEE: I  
10          understand. Obviously communication to  
11          the public will be really important.

12                      Just one other quick thing on  
13          just basic service. Every once in a  
14          while we'll get a complaint about a bus  
15          being detoured and the riders don't know,  
16          that kind of thing. It doesn't seem to  
17          happen with the big things, the parades  
18          and all. That notice seems to get out.  
19          They're on the corners, all that kind of  
20          thing, but when there's construction or  
21          something -- and I'm not saying it's  
22          SEPTA's fault. It may be other entities,  
23          but I don't know if anybody can sort of  
24          talk about the communication that happens  
25          between the various entities, PGW,

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Streets, Water, whatever.

3 MR. KNUEPPEL: You want to talk  
4 about it?

5 Ron Hopkins, our head of  
6 Operations, can really discuss this best,  
7 but you're absolutely right. I mean,  
8 there's an awful lot of detours. It  
9 seems like the number is growing every  
10 day.

11 COUNCILMAN GREENLEE: And I  
12 know a lot of them, they happen.

13 MR. KNUEPPEL: It's a very  
14 dynamic situation sometimes with the  
15 amount of notice that we receive.  
16 Clarena would know this as well.

17 COUNCILMAN GREENLEE: I'm sure  
18 she knows something about that too.

19 MR. HOPKINS: Thank you, sir.  
20 So for the detours --

21 COUNCILMAN GREENLEE: Just  
22 identify yourself for the record.

23 MR. HOPKINS: Ron Hopkins,  
24 Assistant General Manager, Operations.

25 For the detours, whenever we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           get a call, whether it's planned or  
3           unplanned work, it comes into our control  
4           center, and once we get the information  
5           on what that detour exists, right, where  
6           it starts and then the different travel  
7           pattern that the vehicle will go on, that  
8           goes right into our control center  
9           dispatch system. So it shows up for the  
10          operator. So the operator knows where to  
11          start going on the detour, but at the  
12          same time, it automatically gets posted  
13          on our website. So it's automatic.

14                        So we always have -- there's  
15          current detour information available on  
16          the website, on our mobile app. The  
17          challenge becomes people look for signs,  
18          and once a detour, especially for the  
19          unplanned events, as you mentioned, the  
20          unplanned events, it takes a while to get  
21          the supervisors out to put many detours  
22          or signs out for the specific boarding  
23          locations.

24                        One of the things that we're  
25          getting ready to launch that we're

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           excited about is that we have Twitter  
3           feeds that we have for all our modes, but  
4           what was happening is that for all our  
5           bus routes, with 123 routes, is that it  
6           was a single blast of a detour, which if  
7           you're on one bus route, you're going to  
8           get them all for the other 122 groups.  
9           So we have improved that. We're getting  
10          ready to launch that where you can sign  
11          up just for your specific route and you  
12          can receive that alert through our  
13          control center that a vehicle is on  
14          detour, a route is on detour. So we're  
15          getting ready to advance that. We do  
16          have it on our app. It's always  
17          available on our website. And we're  
18          actually getting ready because there have  
19          been a lot of detours because of a lot of  
20          activities on weekends, especially with  
21          parades, races and everything else.  
22          We're looking at better ways of how that  
23          approval process goes so we don't affect  
24          as many of our passengers.

25                   COUNCILMAN GREENLEE: What we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           hear mostly, I think, seems to be from  
3           not the parades or whatever again, but  
4           more the construction, there's a hole in  
5           the street or something like that, and I  
6           guess that's sometimes tough because it  
7           happens quickly, but the communication  
8           seems to be sometimes one bus will know  
9           the detour and then the next bus driver  
10          doesn't realize it, and people are trying  
11          to figure out where to stand for the bus.

12                   MR. HOPKINS: And that is our  
13          challenge. As I said, we work very  
14          closely with the Streets, with the Water  
15          Department, that if there's those pop-up  
16          emergencies, to be able to communicate  
17          with the drivers of the routes and we can  
18          automatically send it there, but it's  
19          that transition move when it first  
20          happens to make sure everybody gets that.  
21          And whenever a bus driver goes on to a  
22          bus, when they log on to the vehicle, it  
23          will actually show them what detours  
24          there are in there. So that information  
25          is populated, but it's always the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           beginning of those emergency type of  
3           repairs that are often the challenge at  
4           the beginning.

5                    COUNCILMAN GREENLEE: I got  
6           you. All right. I appreciate that.  
7           Thank you very much.

8                    MR. HOPKINS: You're welcome.

9                    COUNCILMAN GREENLEE:  
10          Councilman Domb.

11                   COUNCILMAN DOMB: Good  
12          afternoon.

13                   MR. KNUEPPEL: Good afternoon.

14                   COUNCILMAN DOMB: I have some  
15          technical questions I just want to make  
16          sure I understand from the SEPTA point of  
17          view.

18                   Your total operating subsidies  
19          in your testimony are \$870 million, total  
20          operating subsidies, and the capital  
21          budget is 549 million in your testimony,  
22          and the breakdown is that the State of  
23          Pennsylvania puts up 79 percent, federal  
24          government 9 percent, Delaware 1, and  
25          local is 11 percent, 97 million. Of that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           local amount, the City of Philadelphia,  
3           we have 80 percent of the riders are from  
4           Philadelphia basically.

5                   MR. KNUEPPEL: Yes.

6                   COUNCILMAN DOMB: And do we  
7           then fund 80 percent of the 97 million or  
8           about \$78 million a year?

9                   MR. KNUEPPEL: Correct.

10                  COUNCILMAN DOMB: And on the  
11           capital programs, are 80 percent of the  
12           capital program monies spent in  
13           Philadelphia?

14                  MR. KNUEPPEL: That's kind  
15           of -- it changes every year based on the  
16           project mix. So that would be tough to  
17           say.

18                  COUNCILMAN DOMB: Okay. And I  
19           ask that question because I've been  
20           reading lately about this line to King of  
21           Prussia, from Upper Darby to King of  
22           Prussia, and I'm reading while it might  
23           be great for the region, it's costing  
24           about \$1.1 billion, I think.

25                  MR. KNUEPPEL: Yes. Correct.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN DOMB: And I'm  
3 saying to myself, well, we put up 80  
4 percent of the money in Philadelphia, but  
5 we're spending two years of capital  
6 outside of Philadelphia. I'm just  
7 wondering about the fairness of that.  
8 And the follow-up to that question,  
9 because the decisions, I guess, are based  
10 by the Board, my understanding when you  
11 had that nice briefing for the freshmen  
12 was that the Board is about 15 people?

13 MR. KNUEPPEL: Yes.

14 COUNCILMAN DOMB: And two  
15 representatives are from Philadelphia?

16 MR. KNUEPPEL: Correct.

17 COUNCILMAN DOMB: I've never  
18 been involved in a company -- I know this  
19 is a public entity -- where we spent 80  
20 percent of the investment, but only have  
21 two out of 15, or whatever that is, 12 or  
22 13 percent representation.

23 MR. KNUEPPEL: SEPTA is very,  
24 very heavily subsidized by the state,  
25 Pennsylvania providing -- the state

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           providing 79 percent of our operating  
3           subsidy and 60 percent of our capital.  
4           So it was really the State Legislature  
5           that created and has -- at one point they  
6           did adjust and add more members. It  
7           wasn't always 15. At one point there was  
8           11. But different times I believe that  
9           the state has -- I think that time when  
10          they added was when they added more money  
11          to SEPTA. So it is an issue that really  
12          goes more towards the Legislature than  
13          something that we staff.

14                    COUNCILMAN DOMB: I understand  
15                    that, but really it's unfair when we're  
16                    asked to put up 80 percent of the funding  
17                    but have less than a 15 percent control  
18                    of where the money is spent.

19                    MR. KNUEPPEL: Eighty percent  
20                    of the local subsidies.

21                    COUNCILMAN DOMB: And I'm  
22                    looking at the money and saying that's  
23                    \$78 million, and I know we're looking for  
24                    money for pre-K and other things, and  
25                    that's a lot of money. So I'm just

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           questioning -- and then we're looking at  
3           a King of Prussia rail job that's \$1.1  
4           billion, which is two years of the total  
5           capital budget being spent outside of the  
6           City. I know we're a region and I get  
7           all that. I just would like to see what  
8           is the process for us to change the  
9           representation on the SEPTA Board?

10                       MR. KNUEPPEL: Well, like I  
11           said, that would be something that the  
12           Legislature would have to do and handle.

13                       In terms of the King of Prussia  
14           project, I'm not aware of any City monies  
15           being utilized for that project right  
16           now. If that project is going to go,  
17           it's going to have to meet the federal  
18           New Starts requirement, which is going to  
19           bring in roughly half of the revenue. I  
20           really -- I don't think that much would  
21           be expected from the City to fund that  
22           particular project, although I would  
23           bring up the fact that there are a  
24           significant number of City residents that  
25           reverse commute to jobs out at King of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Prussia. It's a very, very good source  
3           of jobs. And so there is a benefit to  
4           City residents, but I do not believe that  
5           that's the kind of project that the City  
6           would be looked at for heavy involvement.

7                        COUNCILMAN DOMB: I mean, I  
8           guess you could look at that two ways.  
9           You can look at that answer two ways.

10                      MR. KNUEPPEL: Exactly.

11                      COUNCILMAN DOMB: There are  
12           companies outside of the City because  
13           they've decided to locate there because  
14           they feel their tax structure is more  
15           advantageous and they're taking out wage  
16           taxes from Philadelphia, and we're just  
17           enabling them to continue to do that by  
18           having that rail line put in. So that's  
19           the other way to look at it.

20                      Let me go to another subject  
21           for a minute. The realtime technology,  
22           is that going to be a system like will be  
23           on a handheld device where you'll  
24           actually know where buses are coming and  
25           what bus you can catch or what time it's

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           approaching, kind of like that Uber  
3           application?

4                       MR. KNUEPPEL: Absolutely.  
5           Yeah.

6                       COUNCILMAN DOMB: When do you  
7           think that will be in place?

8                       MR. KNUEPPEL: By the end of  
9           the year we should have what we call our  
10          surface transportation, which is buses  
11          and trolleys. We're also working on the  
12          El, Broad Street, but that's going to  
13          be -- the cellular modems are for our  
14          surface vehicles. Our signal system will  
15          be utilized to get better information on  
16          the Broad Street Subway, have countdown  
17          clocks, things like that that you've seen  
18          in other cities.

19                      In recent years where SEPTA's  
20          budget was so very tight on the capital  
21          side, we did things on the cheap. This  
22          will be to make them the way other cities  
23          have them and give our riders the best  
24          information.

25                      COUNCILMAN DOMB: So will I be

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           able to walk outside of City Hall and  
3           look on my phone and say, I could take a  
4           bus to Broad and Olney and it's coming in  
5           five minutes and that's the route?

6                     MR. KNUEPPEL: Absolutely.

7                     COUNCILMAN DOMB: That's great.  
8           I look forward to that.

9                     MR. KNUEPPEL: Thank you.

10                    COUNCILMAN DOMB: Thank you.  
11           Thank you very much.

12                    COUNCILMAN GREENLEE: Thank  
13           you, Councilman. I think it's safe to  
14           say those issues you raise about  
15           representation on the Board has been a  
16           soft point for a long time, but as he  
17           said, that's the Legislature's job there.

18                    Councilman Green, please.

19                    COUNCILMAN GREEN: Thank you,  
20           Mr. Chair.

21                    I just have some questions.  
22           Council President raised some information  
23           regarding CNG, and I'm sure you're aware  
24           that Secretary Richards on March 1st had  
25           an announcement regarding CNG fueling

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           stations at various transportation  
3           agencies around the Commonwealth. And in  
4           your response to his questions regarding  
5           CNG, you made a statement about a CNG --  
6           some type of facility will be at the  
7           Wayne Junction Station and I wanted to  
8           get some more perspective on that.

9                       MR. KNUEPPEL: It's a combined  
10           heat and power plant.

11                      COUNCILMAN GREEN: Oh, CHP.

12                      MR. KNUEPPEL: Basically if  
13           you're aware of them, we're going to take  
14           the electricity from burning the gas and  
15           generating electricity. We'll use that  
16           for the regional railroad. We're also  
17           going to use that electricity. We have a  
18           bunch of large facilities there, our  
19           Midvale bus garage, Roberts, other  
20           locations, and we'll use the heat that's  
21           a by-product, which is what makes those  
22           projects become attractive, is also when  
23           you can use the heat well, and we're  
24           looking to use it at our facilities and  
25           then potentially even other facilities in

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 the region, other things that are nearby.

3 COUNCILMAN GREEN: So you're  
4 talking about combining a heat and power  
5 process, but no CNG type of facility at  
6 that location or throughout the --

7 MR. KNUEPPEL: No. No.

8 COUNCILMAN GREEN: Another  
9 follow-up, there's been some  
10 conversation -- I know my colleague  
11 Councilman Domb brought up the Route 100  
12 proposal, but there's some other major  
13 capital projects that SEPTA has been  
14 working on, one being rapid bus transit  
15 on Roosevelt Boulevard and also some  
16 discussions regarding the Navy Yard. Can  
17 you provide some perspective of where we  
18 are in those conversations.

19 MR. KNUEPPEL: In terms of the  
20 rapid bus up on the Boulevard, I believe  
21 in a year or two we're going to kind of  
22 put something out there to start, kind of  
23 a special service, but the City is doing  
24 a much bigger plan for Roosevelt  
25 Boulevard, but before that comes to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           fruition, we're looking at creating  
3           basically some type of express bus with a  
4           couple of new station stops, in a sense,  
5           that are built along the Boulevard to be  
6           able to speed the trip along.

7                        As far as the South Broad  
8           extension, the state has been -- has  
9           contracted with a firm HNTB. We've been  
10          working with them to look at how to --  
11          how well this project can go, what are  
12          the options. I was just down there this  
13          last Friday and looked around. Certainly  
14          there's an awful lot of things that are  
15          happening at the Navy Yard. It's an  
16          exciting site. That said, these projects  
17          are expensive, so we're looking at  
18          different options, a couple different  
19          alignments, how many riders, the types of  
20          things that would give you the ability to  
21          understand whether you can move this  
22          project along, and basically that initial  
23          assessment will come out near the end of  
24          2016.

25                        COUNCILMAN GREEN: Because

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           these projects are multimillion-dollar  
3           projects and SEPTA is the entity, the  
4           local entity, that's doing certification,  
5           I know we've had that conversation.  
6           Hopefully you'll be providing information  
7           to various businesses, especially  
8           businesses of color and local-based  
9           businesses, some information regarding  
10          those projects so they can start to  
11          prepare and evaluate as the City is  
12          evaluating how we move forward on those  
13          projects. They can also take steps to  
14          make a decision on whether they're going  
15          to try to participate as those projects  
16          come online.

17                   MR. KNUEPPEL: Absolutely.

18                   COUNCILMAN GREEN: Another  
19           point, as the Vice Chair of the Council  
20           Committee on Aging and also the former  
21           Board President of Center in the Park, I  
22           spent at least maybe one visit a week at  
23           a senior center. I was just at the  
24           Philadelphia Senior Center yesterday.  
25           And every time I go to a senior center,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           be it the Southwest Senior Center,  
3           Philadelphia Senior Center, Center in the  
4           Park, West Philadelphia Senior Center,  
5           each time I visit a senior center, the  
6           issue of CCT comes up. I know there's  
7           been an ongoing and long-term concern in  
8           reference to CCT as it provides  
9           transportation to our more seasoned  
10          citizens. So can you give a perspective  
11          on what steps SEPTA is taking to improve  
12          the rider experience for our senior  
13          citizens that participate on CCT.

14                   MR. KNUEPPEL: Okay. We have  
15          various third-party contractors that  
16          handle this service for us, but we  
17          certainly oversee it.

18                   About a year ago, one of the  
19          things that we did to improve this  
20          service was actually work on some of the  
21          problems of people cancelling, basically  
22          creating situations where delays happen  
23          to the schedule. So we've actually -- I  
24          mean, it's a very tough situation to  
25          advance that, but we talked about it a

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           lot. We notified people's offices,  
3           various elected officials and all, and  
4           explained that in order to make CCT  
5           service better overall, we had to crack  
6           down on some of the people that were  
7           basically cancelling at the last minute,  
8           doing things that made it tough for us to  
9           keep the service running on schedule. So  
10          that was a year ago, and that has been  
11          very, very effective in the number of  
12          people that have had to be -- to receive  
13          some sort of penalty for that has been  
14          very low, which is good, and it's driven  
15          habits better. But it was definitely a  
16          tough situation to do.

17                       Some of our providers in the  
18          City of Philadelphia have recently had  
19          some problems with having enough drivers  
20          in their workforce, and we've actually  
21          moved temporarily some of their tours  
22          away from those providers to other  
23          paratransit providers that have been able  
24          to pick them up and do a better job, and  
25          we've been continually after our CCT

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           providers to do the best job that they  
3           can. One of the contracts is coming up  
4           soon, and this is always something that  
5           we pay great attention to, but as I  
6           mentioned, two of the providers have  
7           recently been advised that their  
8           performance was lacking.

9                    COUNCILMAN GREEN: Okay. You  
10           spoke about the SEPTA Key initiative, and  
11           if I recall from some of the  
12           conversations I've had with you and other  
13           people of your administration at SEPTA,  
14           we're moving into a process to allow  
15           seniors to be able to use a key as well  
16           or similar type of identification, and  
17           you already had a briefing here with  
18           various members of Council and their  
19           staff as well as various elected  
20           officials, especially at the state level.  
21           Can you provide some more information on  
22           where we are in that regard.

23                   MR. KNUEPPEL: Okay. Right  
24           now, I mean, the various forms of ID are  
25           really tough for us to utilize, if

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           there's problems with them, if they're  
3           old, if they're whatever. It's a very  
4           tough situation. So the Key program  
5           really does afford us the opportunity to  
6           do a better job of being able to deal  
7           with seniors, not to have disputes over  
8           whether your card is valid or not or  
9           whether you have the right form of ID.

10                         Right now we will allow  
11           driver's license or state ID cards. They  
12           can be swiped. But ultimately the goal  
13           would be to use a SEPTA card with their  
14           photo on it with the chip inside, and  
15           that is what we're working on. We've  
16           been taking photos of that, and now we've  
17           worked to where both elected officials  
18           and even Councilmembers now, as I  
19           understand it, will be able to have  
20           seniors come to your offices and be able  
21           to take pictures and coordinate to get  
22           those cards done.

23                         COUNCILMAN GREEN: I just have  
24           one last question. In conversations with  
25           the Police Department and also through

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the hearings I had regarding autism, I  
3           know that they have been going through  
4           the process of training officers, both  
5           those in the Academy and also current  
6           officers, on dealing with various crisis  
7           situations, especially dealing with  
8           either adults or children who may have  
9           the learning difference of autism.

10                         From that perspective, has the  
11           SEPTA police force been involved in any  
12           type of training or information how to  
13           deal with either children or adults who  
14           are having challenges or may have a  
15           learning difference like autism or other  
16           type of physical or behavioral  
17           differences?

18                         MR. KNUEPPEL: That's a very  
19           specific question, and so I'd like our  
20           Chief, Chief Nestel, to answer, if we can  
21           fit him in here.

22                         (Witness approached witness  
23           table.)

24                         CHIEF NESTEL: I'm really not  
25           that big.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Tom Nestel. I'm the Chief of  
3 Transit Police.

4 Councilman, we have provided  
5 the same level of training as the  
6 Philadelphia Police. As a matter of  
7 fact, our recruits are trained at the  
8 Philadelphia Police Department, but  
9 during yearly training seminars, we have  
10 our own independent autism training that  
11 we have for our officers.

12 COUNCILMAN GREEN: Okay. Thank  
13 you.

14 COUNCILMAN GREENLEE: Thank  
15 you, Councilman.

16 Councilwoman Parker.

17 COUNCILWOMAN PARKER: Thank  
18 you, Mr. Chair.

19 And let me say good afternoon  
20 to each of you. As I was sitting here, I  
21 have to see things now through a new set  
22 of eyes, and when I hear the conversation  
23 about the makeup of SEPTA's Board, I've  
24 questioned that for some time and have  
25 often said that I didn't like it, even as

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           a member of the General Assembly. But I  
3           will dare say to you when I think about  
4           Act 89 and the \$2.3 billion  
5           transportation package that delivered  
6           \$500 million annually for mass transit,  
7           that would not have been accomplished  
8           without our five-county republican and  
9           democratic partners coming together to  
10          say SEPTA is a regional asset, and it not  
11          just belonged to Philadelphia, because if  
12          it just belonged to us, with all due  
13          respect, it would have never happened.

14                         And so with that being said, I  
15          will constantly continue to advocate for  
16          a change in the makeup of the Board, but  
17          for any of our regional partners who may  
18          be listening or know someone who is  
19          listening who will call them, we  
20          appreciate you, because we may be coming  
21          back to you in the near future when we  
22          are in additional need for funding for  
23          mass transit that the City unfortunately  
24          cannot bear. So it's bittersweet  
25          familiar, but I just needed to say that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           for the record, because someone would  
3           have said, Cherelle Parker, you know and  
4           you didn't say. So I just needed to get  
5           that on.

6                       MR. KNUEPPEL: Very eloquently  
7           stated.

8                       COUNCILWOMAN PARKER: Thank  
9           you.

10                      With that being said, let me  
11           ask you about an issue of driver safety,  
12           but before I get there, I wanted to also  
13           just say thank you. And although  
14           Councilman Kenyatta Johnson is not here  
15           today, I want to say thank you to you for  
16           the data that you provided during the  
17           briefing that he organized on behalf of  
18           Council when you list the economic impact  
19           and the facts, particularly from a  
20           regional perspective. Your source, I  
21           believe, was the Economy League, 40  
22           percent of Pennsylvania's economic  
23           output, 30 percent of PA's population,  
24           and 5 percent of PA's land mass. That  
25           was extremely important information to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           get on the record, and I appreciate you  
3           all providing that.

4                     Let me ask you about safety,  
5           safety for transportation workers. Do  
6           you all keep a record of the number of  
7           assaults or crimes that are committed  
8           against our transit workers?

9                     MR. KNUEPPEL: Okay. This  
10          personally is something that I've paid  
11          very, very much attention to when I  
12          became Deputy General Manager in 2012.  
13          Immediately upon getting that job and  
14          having operations responsibility, I  
15          brought everyone together and really  
16          wanted to work on this as a team to get  
17          the numbers to get way down.

18                    Since that time, we have made  
19          about a 50 percent reduction in the  
20          number of incidents that have occurred.  
21          There's a variety of ways that we've done  
22          that. We do thousands of police checks  
23          onto vehicles every single month, I think  
24          on the order of about 10,000 -- chief --  
25          10,000 times, and we know that because

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           our police force goes on and taps the  
3           fare box. So we can actually record how  
4           many times they go on. So we're  
5           constantly making sure that the public  
6           sees the officers on the bus or trolley.

7                        We have done de-escalation  
8           training for our customers. We have made  
9           changes to our fare collection policy so  
10          that it's not as confrontational. We  
11          have -- I can tell you that each and  
12          every assault that occurs comes out as a  
13          page to all of our senior management.

14                       COUNCILWOMAN PARKER: It comes  
15          out as a page to you immediately when it  
16          occurs?

17                       MR. KNUEPPEL: We contact the  
18          union. We assign a detective to the  
19          incident and make sure that we can follow  
20          up. The cameras have been a big help  
21          that we have on our vehicles in reducing  
22          and allowing us to prosecute issues.  
23          When the operator will go to court, the  
24          SEPTA Police are right there with them  
25          and we provide support.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN PARKER: Do we  
3 have a number, Jeff? Do we have a number  
4 like for '15, do we know how many  
5 incidents?

6 MR. KNUEPPEL: I think it was  
7 probably around high 40's or around about  
8 40 or in the mid 40's. That number was  
9 much higher in 2012.

10 The thing that we found is that  
11 we've really been able to drive down the  
12 physical assaults. Unfortunately what  
13 we're having is the assaults of things  
14 like throwing liquids or spitting and  
15 things like that that are just, you know,  
16 very poor behavior. Those are the  
17 numbers that are either rising in a given  
18 year or really not going away.

19 So we're very, very happy to  
20 report that the physical incidents are  
21 going way down, but the incidents of just  
22 plain poor behavior, it continues, and  
23 it's very, very unfortunate. There are  
24 different attempts at new laws. I know  
25 there's one on the books again right now

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that I think passed the Senate, but is  
3           not -- I'm not aware of it passing the  
4           House yet.

5                        COUNCILWOMAN PARKER:   Senator  
6           Tina Tartaglione has been a strong  
7           advocate.  When he was there, Rep  
8           Micozzie on the House side had worked.  I  
9           just wanted to mention that for the  
10          record, because the legislative remedies  
11          we know lie in Harrisburg for issues  
12          they've been advocating to change, and if  
13          there is ever a role for partnership in  
14          advocacy, it would be great to see SEPTA  
15          and the union sort of work together and  
16          join forces --

17                       MR. KNUEPPEL:  Absolutely.

18                       COUNCILWOMAN PARKER:  -- in  
19          that advocacy.

20                       MR. KNUEPPEL:  I just discussed  
21          that with him just yesterday.  We talked  
22          about -- because we have a whole program  
23          that we've been running, but we're  
24          looking to just tinker with it, change  
25          it.  And so the union will be coming back

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           in to meet with us and figure out how to  
3           cooperatively work to continue the  
4           process of getting the numbers down.

5                   COUNCILWOMAN PARKER: Great.  
6           Please keep us posted on your success,  
7           and if there's anything that this body  
8           could do either via Chairman Johnson,  
9           Council President Clarke, if you could  
10          keep us informed, that would be great.

11                   Also I wanted to just say a  
12          huge thank you. I know we're getting  
13          ready for the rollout and the immediate  
14          signup in the district offices for the  
15          Councilmembers, and that is really going  
16          to be huge, because our people can get to  
17          our offices, which is usually located on  
18          commercial corridors --

19                   MR. KNUEPPEL: Right.

20                   COUNCILWOMAN PARKER: -- for  
21          the signing up of programs for different  
22          services.

23                   Finally, I want to just say to  
24          you since we just heard the bell that  
25          close communication -- and you've already

1 5/10/16 - WHOLE - BILL 160170, etc.

2 demonstrated a great track record --

3 during snowstorms and seasonal --

4 MR. KNUEPPEL: Personally.

5 COUNCILWOMAN PARKER: --

6 events, right, regarding communications

7 with our office, particularly for routes

8 like the 18 that come through residential

9 communities and if the route is rerouted,

10 us being able to let our residents know,

11 that kind of realtime communication that

12 you've already established is extremely

13 important for us to continue. And

14 thinking about your capital improvements

15 and using them as a strong economic

16 revitalization tool has been something

17 that has truly helped us. It's been some

18 time, but Cheltenham and Ogontz Avenue,

19 it encouraged local malls to further

20 invest when it looked at SEPTA's

21 investment there, and if we can continue

22 along that same track through

23 neighborhoods throughout the City of

24 Philadelphia, it will serve us well in

25 helping to leverage some public-private

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 partnerships.

3 MR. KNUEPPEL: We continue on  
4 with our bus loop improvement program,  
5 and even though it depends on the loop,  
6 whether there's a lot of riders that  
7 actually get on, we do believe that we  
8 want to be good neighbors. And so having  
9 nice facilities for our bus fleet is  
10 great, and we know it helps the  
11 neighborhood.

12 COUNCILWOMAN PARKER: Thank  
13 you. And trees. Trees.

14 MR. KNUEPPEL: Trees.

15 COUNCILWOMAN PARKER: Trees and  
16 lights.

17 Thank you, Mr. Chairman.

18 COUNCILMAN GREENLEE: Thank  
19 you, Councilwoman.

20 I just remind the Committee we  
21 are well behind on our schedule and  
22 there's a break scheduled after SEPTA.

23 Councilwoman Gym.

24 COUNCILWOMAN GYM: Good  
25 afternoon. My set of questions focus

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           primarily on schools and student access.  
3           Could you recap for me the funding  
4           structure around the School District  
5           TransPasses, the cost, the discount, and  
6           the number of passes.

7                         MR. KNUEPPEL: I know that  
8           there's basically 56,000 students that  
9           have school passes. The pass is  
10          discounted, because the pass is only good  
11          for certain hours of operation of the  
12          school. Basically the state pays for 85  
13          percent of the discounted pass and then  
14          we pay the City 15 percent, so that  
15          there's no cost to the City for  
16          distribution of the passes, because  
17          that's a significant effort.

18                        COUNCILWOMAN GYM: And so what  
19          is the actual cost of these TransPasses  
20          then?

21                        MR. KNUEPPEL: Want to come on  
22          up, Rich.

23                        (Witness approached witness  
24          table.)

25                        MR. BURNFIELD: For a weekly

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           TransPass, if the schools are in session  
3           for all five days, a weekly TransPass  
4           costs \$18.10.

5                    COUNCILWOMAN GYM: So the  
6           School District needs to pay the \$18.10?

7                    MR. BURNFIELD: Correct.

8                    COUNCILWOMAN GYM: And then  
9           what is it about the reimbursement from  
10          the state structure? Does the School  
11          District get reimbursed for that money?

12                   MR. BURNFIELD: They are  
13          reimbursed by the Department of  
14          Education.

15                   COUNCILWOMAN GYM: And what  
16          would the normal cost of the TransPass be  
17          for five days?

18                   MR. BURNFIELD: SEPTA has a  
19          weekly TransPass for seven days for \$24.

20                   COUNCILWOMAN GYM: So that  
21          doesn't seem like so much of a discount.  
22          Has there been any discussion about the  
23          discount being a little bit more  
24          significant to reduce that cost?

25                   MR. BURNFIELD: We've worked

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           with the School District on pricing based  
3           on the hours that the School District  
4           would like the passes to be available, so  
5           it's prorated based on the hours of  
6           service that a student can use those  
7           passes.

8                        COUNCILWOMAN GYM: Right. I  
9           understand the justification. I think my  
10          question was more like has there ever  
11          been any discussion about a more  
12          significant discount for students and for  
13          young people who are really getting  
14          around? And it's a huge asset, plus  
15          they're future customers.

16                       MR. BURNFIELD: We haven't had  
17          any recent discussions with the School  
18          District. It's our understanding that if  
19          that price was reduced, that the School  
20          District would also receive a lower  
21          subsidy from the Department of Education.

22                       COUNCILWOMAN GYM: Okay. But  
23          you've had no discussions with the School  
24          District over this?

25                       MR. BURNFIELD: Not recently.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN GYM: Okay. And  
3 what is the timing of the next fare hike?

4 MR. BURNFIELD: Normally SEPTA  
5 increases fares every three years. SEPTA  
6 would have been scheduled to have a fare  
7 increase proposal this year, but with the  
8 launch of the SEPTA Key, the SEPTA staff  
9 and the Board decided that it would be in  
10 the best interest of our customers to  
11 delay that fare increase until next year.

12 COUNCILWOMAN GYM: And how does  
13 that impact student discount passes?

14 MR. BURNFIELD: Normally the  
15 price for a student pass follows the  
16 increase for the weekly pass.

17 COUNCILWOMAN GYM: And  
18 obviously as we deal with a city in which  
19 more than 39 percent of our young people  
20 live in poverty, where we're struggling  
21 to make sure that students can make --  
22 handle truancy issues, and families that  
23 are often moving and migrant, it's really  
24 important that we take a look very  
25 carefully at the cost of student

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           TransPasses, that we are an expensive  
3           transit authority. SEPTA is a very  
4           expensive transit authority. And while I  
5           think that that cost can be spread out  
6           over numerous venues, the people who can  
7           bear it the least are probably our  
8           youngsters and that students who are  
9           going to school striving towards that.  
10          So if conversations could be opened up  
11          with SEPTA and the School District, our  
12          office would be happy to talk about that.  
13          This benefits parochial students, private  
14          school students as well.

15                   MR. BURNFIELD: Absolutely.  
16          And we would make sure that we would have  
17          the state Department of Education  
18          involved in those discussions to make  
19          sure that would not impact the subsidies  
20          that are provided by the Commonwealth.

21                   COUNCILWOMAN GYM: And then  
22          could you talk a little bit -- do you  
23          provide technical expertise to the School  
24          District for their transportation  
25          services? This is an area that's been a

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           big difficult problem for our District,  
3           and I know that this is part of some of  
4           your mission. Are you open to having  
5           those kind of conversations?

6                       MR. BURNFIELD: Yes,  
7           absolutely. And the School District has  
8           asked us over the last couple years to  
9           work with them on the scheduling of their  
10          transportation services given that SEPTA  
11          does have expertise in scheduling bus  
12          routes. So we have worked with the  
13          School District to look at opportunities  
14          to improve their efficiency in terms of  
15          scheduling.

16                      COUNCILWOMAN GYM: Are you open  
17          to continuing that conversation?

18                      MR. BURNFIELD: Absolutely.

19                      COUNCILWOMAN GYM: Great. And  
20          then really quickly, I know that there's  
21          been some conversation and advocacy  
22          around negotiating larger group  
23          discounts, particularly for universities  
24          and college students so that TransPasses  
25          can be part of the tuition. Is this

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           something that you're working on, you're  
3           planning to work on? What is the stage  
4           of that dialogue?

5                   MR. BURNFIELD: Yes. We've had  
6           conversations with a number of  
7           universities here in the City,  
8           particularly with the rollout of the  
9           SEPTA Key, to see if a university  
10          identification could be incorporated as  
11          part of the SEPTA Key program. We've  
12          looked at programs that are in place in  
13          other cities. I'll use Pittsburgh as an  
14          example, where the University of  
15          Pittsburgh as part of the tuition, there  
16          is a provision that the student is  
17          provided with a semester pass.

18                   COUNCILWOMAN GYM: Just for  
19          clarity, is Community College of  
20          Philadelphia one of those early places  
21          where you're having the conversation?

22                   MR. BURNFIELD: We've been  
23          talking to Temple, the Community College,  
24          and University of Pennsylvania.

25                   COUNCILWOMAN GYM: Okay. Thank

1 5/10/16 - WHOLE - BILL 160170, etc.

2 you.

3 Thank you very much.

4 COUNCILMAN GREENLEE: Thank

5 you.

6 Councilman Oh.

7 COUNCILMAN OH: I'm sorry. I

8 was just kidding, Councilman Greenlee.

9 COUNCILMAN GREENLEE: No, you  
10 weren't. You were being sarcastic.

11 COUNCILMAN OH: You're soft  
12 today.

13 COUNCILMAN GREENLEE: I'll  
14 remember that. There's time to get even,  
15 sir.

16 COUNCILMAN OH: All right.  
17 Thank you very much.

18 So, yeah. I will finish this  
19 up, and I know that I'm getting pressure  
20 from the soft and lenient Councilman  
21 Greenlee, so I'll try to put this in a  
22 form of statement, get to my points, and  
23 at least I'll be done that and won't have  
24 to come back a second time or third time.

25 So I'm going to reference this

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           letter from SEPTA Chairman Pasquale Deon,  
3           which is dated March 10th, 2016 and  
4           delivered to Council President Darrell  
5           Clarke and also copied to all the  
6           Councilmembers. It has two important  
7           errors in it, or whatever we'll call it.  
8           Let's say -- whatever they are, on Page  
9           2. The fourth paragraph states, Guided  
10          by feedback the Authority has received,  
11          it appears SEPTA would necessarily,  
12          quote, "unduly limit competition," end  
13          quote, by including mandatory local  
14          hiring preferences in its RFP.

15                        So it's not mandatory. It's  
16          optional.

17                        Secondly, and on the next  
18          paragraph, it says, The pilot program has  
19          expired and SEPTA has not received an  
20          indication from the U.S. Department of  
21          Transportation whether it will continue  
22          the pilot program beyond the first year.

23                        That is incorrect. The pilot  
24          program has been extended and is in  
25          effect. So, in fact, the pilot program

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           is extended, has been extended. It's in  
3           the second year. So you can do a local  
4           hiring preference.

5                        There are three companies  
6           bidding on the SEPTA contract. One is a  
7           Chinese company, one is a Canadian  
8           company, and one is -- the parent company  
9           is Korea. Therefore, no matter how many  
10          corporate offices or corporations they  
11          have in the U.S., so the one in  
12          Philadelphia, Hyundai Rotem USA, is a USA  
13          corporation, but they're all subject to  
14          the Buy America Act. And in December  
15          2015, Congress authorized \$305 billion  
16          over the next five years for our  
17          transportation infrastructure, and Buy  
18          America is being expanded. It required  
19          60 percent USA purchases, right? So in  
20          2018, it goes to 65 percent, and in 2020,  
21          it goes to 70 percent. There are only  
22          ten train builders in the United States  
23          and one in Philadelphia, probably the  
24          only one in the state. I don't know.  
25          Maybe the only one in this region.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 But at any rate, the ability to  
3 have a local optional hiring preference  
4 and the ability to have all people, all  
5 bidders, try to fulfill that is important  
6 to our city, certainly as a City  
7 representative. I think it's important  
8 to our region, but certainly important to  
9 our city.

10 That being the case, that there  
11 are two incorrect statements in that  
12 letter, it appears to me that the local  
13 hiring preference should be seriously  
14 considered and put in place. As you  
15 mentioned, Los Angeles County, when they  
16 did their local hiring preference, they  
17 had it reviewed. They worked on it with  
18 the Department of Transportation, whereby  
19 they made the amendments that you talked  
20 about, so that they could in fact go  
21 ahead and implement that local hiring  
22 preference.

23 If we lose this train  
24 manufacturer, which I think we will, me  
25 personally, just my opinion, they were at

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           350 full-time workers, they were the last  
3           time I checked at 77, and I don't know  
4           what else is going on, but they have  
5           other facilities now in other parts of  
6           the United States. They don't have to be  
7           in Philadelphia. And through them, we  
8           have tried to do other manufacturing,  
9           like boarding bridges. We tried to do a  
10          deal with LG Chemical for battery power.  
11          If you recall, I introduced a company  
12          that would have put the platform screen  
13          doors. For those who don't know, the  
14          glass doors between you and the track in  
15          the platform with the lights and the  
16          security cameras in, better breathing,  
17          air quality, better safety, more use  
18          around, and plus the television monitors  
19          who would let you know what time it is,  
20          what's going on in the news, when the  
21          trains are coming, and advertising, which  
22          is a better value. But unfortunately  
23          Titan already had the contract, so we  
24          could look at a billboard in the middle  
25          of the train tracks and maybe the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           television monitor when you walk down the  
3           steps. I think I should be watching the  
4           steps. Anyway, I'll go back to trying to  
5           introduce that, but the key thing was we  
6           wouldn't pay a penny for it. They would  
7           have done that all without cost to us.

8                        So my concern is that when we  
9           lose a global company like one of the  
10          Hyundai companies, we lose all those  
11          connections to all those other  
12          potential -- all those companies were  
13          going to headquarter in Philadelphia.  
14          Every one of them that we brought in to  
15          Philadelphia through Hyundai Rotem and  
16          Hyundai, the whole reason we brought them  
17          in was to headquarter and do their  
18          employment and their North American,  
19          South American operations from the City  
20          of Philadelphia.

21                       So I certainly am kind of not  
22          looking for questions at this time. The  
23          bell has rung. And I'm just saying we'll  
24          be back in touch, and please really  
25          consider the local hiring preference.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Thank you.

3 And it would be unfair not to  
4 let you respond. I'm sorry,  
5 Mr. Chairman.

6 COUNCILMAN GREENLEE: No.  
7 That's all right. Go ahead.

8 MR. KNUEPPEL: We're always  
9 ready to discuss anything with you.

10 COUNCILMAN GREENLEE: Thank  
11 you.

12 Councilman Domb.

13 COUNCILMAN DOMB: Thank you,  
14 Chairman.

15 I just want to also, number  
16 one, support Councilman Oh's statement  
17 about really looking at a company in  
18 Philadelphia that makes equipment that we  
19 can use in SEPTA. It just makes smart  
20 business sense that we should really try  
21 to buy from them, if we can. That's  
22 number one.

23 Number two, I just have a  
24 separate question. I noticed in your  
25 operating revenue you have investment

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           income of \$1 million a year. I think  
3           it's under the operating budget, Fiscal  
4           Year 2017. Is that investment income  
5           actually monies that are invested? Can  
6           you give me an idea of what that is  
7           derived from and what those assets are?

8                       MR. BURNFIELD: That represents  
9           short-term investments based on the  
10          working capital that we have from day to  
11          day, week to week.

12                      COUNCILMAN DOMB: What is the  
13          return we're getting on that capital,  
14          roughly? Do you have an idea?

15                      MR. BURNFIELD: Very low right  
16          now based on interest rates. Most of the  
17          products that we invest in are very short  
18          term. So 1 percent or less.

19                      COUNCILMAN DOMB: Okay. And  
20          the other question, on that same page it  
21          talks about passenger revenue is \$482  
22          million roughly that's generated of  
23          revenues, 482 million. How does SEPTA  
24          compare to the top 10 or 20 cities in the  
25          country as far as fares are concerned?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Are we at the low end? Are we less  
3 expensive? Are we at the high end, in  
4 the middle? Where do we fit in the 20  
5 cities similar to Philadelphia?

6 MR. BURNFIELD: If you look at  
7 the transit base fare of \$2.25, probably  
8 about in the middle. There are some  
9 other cities that have a base fare of  
10 \$2.50. Some agencies have recently  
11 raised their base fare to \$2.75. Our  
12 weekly and monthly passes, we try to  
13 encourage the pricing of those fare  
14 instruments to encourage riding SEPTA.  
15 So both of those are fairly discounted  
16 compared to other cities.

17 COUNCILMAN DOMB: And the  
18 revenue of \$482 million, if there was a  
19 fare increase of 25 cents, to 2.50, how  
20 much additional revenue would we receive?

21 MR. BURNFIELD: We'd have to  
22 look at that calculation, Councilman. We  
23 have not made that calculation given that  
24 we deferred a fare increase for the year.

25 COUNCILMAN DOMB: Well, would

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           it be fair to say that if the fares went  
3           from 2 and a quarter to 2.50, that's a 10  
4           percent increase, roughly?

5                       MR. BURNFIELD: That would be  
6           an approximate in terms of an increase,  
7           but we'd want to look at how that could  
8           impact the purchase of weekly and monthly  
9           passes also.

10                      COUNCILMAN DOMB: Those other  
11           purchases, I understand.

12                      MR. BURNFIELD: Yes.

13                      COUNCILMAN DOMB: I guess where  
14           I'm heading to is, the more and more I  
15           sit in these budget hearings, the more  
16           and more I believe that we need to try to  
17           make as many of our entities  
18           self-sufficient versus constantly coming  
19           to the City for money. It's not just  
20           you. It's everybody else before you too.  
21           It's whether it's the court systems that  
22           ask us for \$56 million a year or you're  
23           asking us for \$78 million a year. The  
24           closer we can get to zero will give us  
25           the more money for things like pre-K and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           our pensions.

3                        So I just want to plant that  
4           thought that going forward, I'd like to  
5           see if you can get our requirement down  
6           and figure out how to accomplish that.  
7           I'd like to engage with you after this  
8           session to talk about that when you have  
9           some answers on that.

10                      MR. KNUEPPEL:   Okay.  
11           Certainly.

12                      COUNCILMAN DOMB:   Thank you.  
13           Thanks.

14                      COUNCILMAN GREENLEE:   Thank you  
15           very much.

16                      That concludes our questions.  
17           Thank you all very much.

18                      This Committee will stand in  
19           recess until 2:00 p.m.   Thank you.

20                      (Recess.)

21                      COUNCILMAN GREENLEE:   If I  
22           could ask any Councilmember to please  
23           come to the Chamber.   We're about to  
24           start.

25                      This is the continuation of the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           budget hearings. Our next department is  
3           Community College, if they'd like to come  
4           forward, please.

5                         (Witnesses approached witness  
6           table.)

7                         COUNCILMAN GREENLEE: Good  
8           afternoon. I know you've been here for a  
9           while, so I appreciate your patience.  
10          Please identify yourself and proceed.

11                        MR. WHITE: Jeremiah White.  
12          I'm Chair of the Board of Trustees of  
13          Community College.

14                        DR. GENERALS: Donald Guy  
15          Generals, President, Community College of  
16          Philadelphia.

17                        COUNCILMAN GREENLEE: Proceed,  
18          whoever is going to speak.

19                        MR. WHITE: I'm going to start  
20          out.

21                        Good morning, Councilmembers,  
22          and thank you for the opportunity to  
23          speak to you regarding the future of  
24          Community College of Philadelphia. My  
25          name is Jeremiah White, Jr., and I'm

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Chairman of the Community College Board  
3           of Trustees and Chief Executive Officer  
4           of White and Associates, a management  
5           consulting firm. Joining me today are  
6           other trustees, Clay Armbrister and Steve  
7           Herzog.

8                         Community College of  
9           Philadelphia was founded based on the  
10          belief that education is both a right and  
11          a responsibility, and we were created to  
12          ensure that higher education would be  
13          accessible to everyone. Therefore,  
14          keeping tuition affordable for  
15          Philadelphia's highly motivated students  
16          is a moral imperative. Our executive  
17          team is constantly innovating to ensure  
18          open access. For example, since 2015,  
19          many Philadelphia public and private high  
20          school student graduates have had the  
21          opportunity to pursue an Associate's  
22          Degree at the College with no cost,  
23          tuition, and fees through our 50th  
24          Anniversary Scholars Program, without  
25          which they could not have attended.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Just a few days ago at our  
3 commencement ceremony, I had the pleasure  
4 of watching the pride of accomplishment  
5 on the faces of the class of 2016 and to  
6 listen to a few of their stories. One of  
7 the most moving stories highlighted  
8 Christina Morton, a mother of eight,  
9 graduated in that class alongside her  
10 daughter, Metilla -- Mellitta Bailey. It  
11 was a happy day for their entire family  
12 and the Community College of Philadelphia  
13 family as well. Her success was a result  
14 of personalized attention she received.  
15 Christina credits the College's Learning  
16 Lab and the other support services with  
17 keeping her on track. She earned her GED  
18 and then took some developmental classes  
19 before finally getting her first college  
20 degree. And while they were pursuing  
21 their own goals, they gave back. She and  
22 Mellitta both worked in the Learning Lab  
23 assisting their peers. On May 7th, 2016,  
24 Christina received an Associate of  
25 Applied Science Degree in Behavioral

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Health/Human Services, and her daughter  
3           Mellitta received an Associate of Arts  
4           Degree in Cultural Science and  
5           Technology. Even this year's  
6           commencement speaker, Deesha Dyer,  
7           Special Assistant to the President of the  
8           United States and Social Secretary of the  
9           White House, shared how Community College  
10          of Philadelphia was critical to her  
11          success.

12                         Community College, as you know,  
13          is so intertwined in so many lives and  
14          has launched so many careers. For more  
15          than five decades, the College has  
16          provided an affordable path to higher  
17          learning and skills training for City  
18          residents who are seeking better-paying  
19          careers and greater opportunities for  
20          their families. We continuously analyze  
21          data and outcomes to identify ways to  
22          help students complete their academic  
23          coursework and reach their goals.

24                         Whether they pass through our  
25          doors from high school, college, work or

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           correctional facility, it doesn't matter.  
3           My colleagues on the Board of Trustees  
4           and I are government, civic, and business  
5           leaders who represent a cross-section of  
6           Philadelphia. While Greater Philadelphia  
7           is home to more than 100 colleges and  
8           universities, Community College is  
9           unique, first because it's the only  
10          public institution in the City that deals  
11          with higher ed in the way that we do.  
12          Second, because it offers career  
13          credentials as well as stackable  
14          credentials that can turn the unemployed  
15          into sought-after job prospects. And,  
16          third, we are a within-reach platform for  
17          many high school students who need a  
18          disciplined and compassionate start.

19                    Two years ago, we, the  
20                    Trustees, made a strategic decision to  
21                    bring in the best Community College  
22                    President in the country, Dr. Guy  
23                    Generals.

24                    DR. GENERALS: I wasn't a  
25                    President then, but that's okay.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. WHITE: Our college

3 President.

4 Our charge, along with

5 Dr. Generals and his management team, is

6 to make Community College of Philadelphia

7 more responsive to the needs of our

8 students and an invaluable partner to our

9 business community to produce talent to

10 power our economy. We have invested

11 resources in people, facilities, and

12 infrastructure to make this happen. And

13 it's without saying that your financial

14 and other support is critical to making

15 this happen.

16 So on behalf of the Board, I'd

17 like to thank you for your past support,

18 and we hope that your support will

19 continue and grow as we seek to become

20 one of the top ten community colleges in

21 the nation.

22 Thank you.

23 COUNCILMAN GREENLEE: Thank

24 you.

25 Dr. Generals, did you want to

1 5/10/16 - WHOLE - BILL 160170, etc.

2 have a statement too.

3 DR. GENERALS: Yes. I'll begin  
4 by stating the actual request, which is  
5 we're requesting \$33.9 million, which is  
6 a \$3.6 million increase over last year's  
7 budget. I think the need and the purpose  
8 for that request can be defined along  
9 four different avenues. One, access and  
10 success. As Chairman White indicated,  
11 the cost of tuition is becoming  
12 prohibitive more and more so with many of  
13 our students. We found a number of 3,000  
14 students who walked away after financial  
15 aid was applied because they couldn't  
16 afford the gap and books and fees. So  
17 dealing with the issue of cost is  
18 something that we need to deal with  
19 head-on in order to maintain the doors of  
20 access for the students and the citizens  
21 of this city. So as was indicated, last  
22 year we did implement the 50th Year  
23 Scholarship Program. We were able to  
24 recruit 217 students with about six weeks  
25 of a run-up period. This year we hope to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           do much better. It's a program that's  
3           been well received, both locally as well  
4           as nationally. As you know, we just had  
5           the Vice President and his wife come and  
6           tout our successes as the sort of  
7           foundation for what the President was  
8           proposing in his new \$100 million  
9           initiative for free community college.  
10          So it's something that the sector is  
11          dealing with, this issue of access, and  
12          it's something that Community College is  
13          dealing with in a very specific way.

14                        We have not -- this will be the  
15          third year that we have not -- well, we  
16          have not raised it two years. Hopefully  
17          we won't have to raise it again this  
18          year. Our current budget does not  
19          include a tuition increase for our  
20          students. So that issue of access and  
21          success is very serious, and in order for  
22          us to be a premier institution in this  
23          country, we have to be able to open the  
24          doors of access more and provide a means  
25          for students to be a success. We have to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           deal with the issue of low graduation  
3           rates, low retention rates, low  
4           persistence rates. All of that requires  
5           an investment and student support  
6           services, top-quality faculty, and a  
7           system that enables our students to be  
8           successful from the very beginning, from  
9           the point that we recruit them to the  
10          time that they graduate. So that's one  
11          thing.

12                        The second thing, in my travels  
13           and in conversations and what's pretty  
14           obvious in terms of the economic needs of  
15           the City is the need for more career and  
16           technical training. The College was not  
17           positioned to do that. We're slowly  
18           moving into that area of career and  
19           technical training. That cost in the way  
20           of equipment, in the way of new faculty,  
21           you may have heard that we did partner  
22           with the School District to lease the Ben  
23           Franklin building. So we will have the  
24           opportunity to begin providing training  
25           and welding, precision machinery, and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           advanced manufacturing. So we hope to,  
3           within the course of a year, be able to  
4           train up to 100 students, and then from  
5           there on, be able to train more.

6                        So we're moving in that  
7           direction. In addition to that, we've  
8           created an entire division for career and  
9           workforce development. We are in the  
10          process of hiring a person for placement.  
11          There's a lot of talk about training, but  
12          we need to find a means to be able to  
13          place students, to identify where the  
14          jobs are and help them to connect to  
15          those jobs. So that whole area of  
16          workforce placement and economic  
17          innovation is something that we are  
18          building out as part of the overall  
19          profile of the College.

20                       The College is in much need --  
21          has a dire need for deferred maintenance.  
22          We have broken escalators. We have  
23          elevators that are continuously being  
24          repaired. Part of our vision is to  
25          provide our students with world-class

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           facilities. We truly believe that what  
3           encourages and inspires and enables  
4           students to be successful are the  
5           facilities that they are experiencing in  
6           their educational environment. That  
7           includes classroom. That includes  
8           state-of-the-art technology for  
9           educational technology. We've outfitted  
10          in the last 12 months 25 classrooms with  
11          state-of-the-art equipment in them, all  
12          of which cost dollars in order to be  
13          successful.

14                        So our request is -- everyone  
15          received the request, I believe,  
16          beforehand. I can certainly entertain or  
17          answer any more questions that you might  
18          have for us. We do plan to be the  
19          premier institution in the country. We  
20          plan -- you said top ten. I'm saying the  
21          number one. As indicated by the Aspen  
22          Institute, we want to be the go-to  
23          institution in this city as far as first  
24          choices for students who are coming out  
25          of high school. We're working very

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           closely with the School District with  
3           dual enrollment, which we're pretty much  
4           funding on our own. We have about 700  
5           students that are in the dual enrollment  
6           program. As you know, a couple of years  
7           ago, the state cut that money out. We're  
8           still fighting to get it back, but we  
9           know that that's a way that students can  
10          be successful. If we can grab them  
11          earlier -- we're making plans to grab  
12          them as early as in the 9th grade. We do  
13          have the discussions about a middle  
14          college, grab them in the 9th grade, get  
15          them interested in the different fields,  
16          especially in the STEM fields, and we  
17          think we can enable them to be successful  
18          and to be productive citizens for the  
19          City of Philadelphia.

20                    So with that, Mr. Chairman, I  
21                    certainly will consider any questions  
22                    that you might have for us.

23                    COUNCILMAN GREENLEE: Thank you  
24                    both.

25                    Just quickly, you mentioned

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           tuition. Have you done any studies or do  
3           you have any idea how many students  
4           either have enrolled or have dropped out  
5           at some point because of financial  
6           restraints?

7                     DR. GENERALS: Well, the  
8           number -- the most prominent, the one  
9           that jumps out the most, are those who  
10          receive financial aid and then decided  
11          not to come, and that number was 3,000.

12                    COUNCILMAN GREENLEE: 3,000.

13                    DR. GENERALS: We have records  
14          that they registered, they had financial  
15          aid, they were ready to go and they did  
16          not go. Some of those students may have  
17          chosen other places to go, but when you  
18          look at where they placed in their  
19          records, our conclusion is that they  
20          couldn't afford the books. The books for  
21          a full credit load is about \$500.  
22          Depending on the program that you're in,  
23          there are certain books -- a calculus  
24          book can run up to \$300. So the cost of  
25          books, the cost of fees, transportation,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           3,000 -- we saw roughly in the area of  
3           3,000 decided not go to school because of  
4           that. So that doesn't give us an  
5           indication of how many students don't  
6           even try or how many students don't  
7           qualify for financial aid, which there  
8           are quite a few.

9                    COUNCILMAN GREENLEE: And what  
10          would you say is the average amount that  
11          a student would have to pay per year at  
12          Community, the average?

13                   DR. GENERALS: If they're full  
14          time, the cost is \$4,400.

15                   COUNCILMAN GREENLEE: That's  
16          tuition?

17                   DR. GENERALS: That's tuition  
18          and fees, our basic fee cost. If they're  
19          in one of the more expensive programs,  
20          that number could rise up. If they're  
21          part time, obviously that number could go  
22          down.

23                   COUNCILMAN GREENLEE: Okay.  
24          That includes books too?

25                   DR. GENERALS: That does not

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           include books. That does not include  
3           books.

4                   COUNCILMAN GREENLEE: Okay.  
5           All right. Thank you.

6                   Councilwoman Sanchez.

7                   COUNCILWOMAN SANCHEZ: Thank  
8           you.

9                   Thank you, folks. Just I think  
10          it's real important that for the record  
11          we explain the request for 3.6, because  
12          essentially you're asking for a  
13          restoration and then additional money.  
14          Can you explain that for the record,  
15          because I think it's important.

16                   DR. GENERALS: So we last  
17          year -- you mean in terms of the Mayor's  
18          proposal? It did not include the \$1.4  
19          million that we received last year. So  
20          we're looking to restore that, in  
21          addition to the 3.6 that we're  
22          requesting, which is above what last  
23          year's budget was. So we actually had a  
24          deduction. I consider -- I know there's  
25          some discussions about the difference

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           between capital and operating budget and  
3           it's pretty complicated, but we actually  
4           did get a reduction from last year's  
5           budget by \$1.4 million. So we're looking  
6           to have that restored and we're looking  
7           to have an increase of \$3.6 million on  
8           top of that.

9                         In order for us to fulfill our  
10           initiatives, for us to deal with  
11           much-needed deferred maintenance -- I  
12           mean, I can't stress that enough. We  
13           have three regional campuses and the main  
14           campus, of course. We have an escalator  
15           that is basically dysfunctional. We've  
16           been able to come up with the money for  
17           this year, but we've had to really be  
18           creative to find the funds in order to  
19           fix that escalator, which is three  
20           floors. It's in our main campus and,  
21           quite frankly, I think it's an  
22           embarrassment that we have to fix. And  
23           there are other areas as well.

24                         COUNCILWOMAN SANCHEZ: I just  
25           wanted to clarify that for the record,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           because we're working for the budget.  
3           People understand that there's a  
4           restoration plus an additional  
5           allocation.

6                     DR. GENERALS: Thank you.

7                     COUNCILWOMAN SANCHEZ: So that  
8           you can fulfill your goal of not having a  
9           tuition increase.

10                    I wanted to talk a little bit  
11           around your contracting and procurement.  
12           Do you have a "Philly first" policy  
13           around your procurement?

14                    DR. GENERALS: Do we have a?

15                    COUNCILWOMAN SANCHEZ: What we  
16           call a "Philly first," a preference for  
17           local businesses.

18                    DR. GENERALS: No, we do not.

19                    COUNCILWOMAN SANCHEZ: Do you  
20           have a policy around minority, women, and  
21           disabled?

22                    DR. GENERALS: We do have  
23           practices. We follow the procurement  
24           laws relative to that EOP, right. So we  
25           do follow the EOP laws relative to that,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           and we do have a competitive bidding  
3           process related to that as well.

4                   COUNCILWOMAN SANCHEZ: We asked  
5           the same question of the School District.  
6           I think some of what we want to make sure  
7           that we do is, obviously we want to  
8           purchase locally and we've taken our  
9           preference -- we've increased our  
10          preference numbers to try to get more  
11          smaller local businesses involved, and  
12          we've started the conversation with the  
13          School District and also with Community  
14          College. So I'd be interested to see if  
15          you did a vendor analysis how much what  
16          the Community College spends is locally,  
17          in support of local small businesses.

18                   DR. GENERALS: I will say that  
19          most of our services are large contracts,  
20          security, media, and our cleaning  
21          services, and when we go out to bid, we  
22          often have national organizations that  
23          bid for those contracts. So the bulk of  
24          our discretionary dollars as it relates  
25          to services are those huge contracts.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 That being said, we have found  
3 ways to identify minority vendors.  
4 Actually, the individual, Torrado -- I  
5 think that's his name -- that won the bid  
6 for our escalator is a Hispanic gentleman  
7 from the City that actually went to  
8 Community College of Philadelphia and  
9 went through our 10,000 small businesses,  
10 and this is a \$1.2 million project.

11 Last year when we sold some of  
12 our bonds, we sort of restructured our  
13 debt service and we sold bonds. While  
14 the top bidder was a non-minority, he was  
15 able to outsource to a minority  
16 subcontractor to the bond, to the person  
17 who actually did the selling of the  
18 bonds, and that was quite deliberate.

19 Most of the large contracts  
20 that we have, Allied Barton, most of  
21 their employees are minority and they're  
22 local. The CSI Janitorial Services, most  
23 of their personnel are local and they are  
24 minority as well.

25 So we try -- when we cannot

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           find the owner for the services, we  
3           certainly look at the next level to see,  
4           well, who are the workers, who are the  
5           ones benefitting from the insurance, who  
6           are the ones benefitting from the  
7           employees. But the big answer or the  
8           more precise answer, we are in the midst  
9           of a strategic plan. This is my first  
10          strategic plan, and part of that  
11          strategic plan is to deal with the issue  
12          of minority hiring and local hiring, not  
13          just in goods and services but obviously  
14          and very specifically in the faculty that  
15          we hire as well. So developing  
16          affirmative strategies in order to  
17          address this issue, which, admittedly, is  
18          an issue that we have to deal with, is  
19          something that's first and foremost on  
20          our agenda.

21                   COUNCILWOMAN SANCHEZ: And  
22           that's important. I mean, you know how  
23           strongly I feel about Community College  
24           being the place where we build our  
25           workforce, retrain our workforce, and I

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           feel strongly about it, but I think that  
3           because we want to support that, we want  
4           to make sure that our practices don't  
5           counter what the goal is and what some of  
6           us believe Community College should be,  
7           which is an important connector for folks  
8           to a pathway out of poverty and into the  
9           workforce. So I'm very encouraged by  
10          your CTE offerings and so forth, but I  
11          also want to make sure that the  
12          institution really incorporates and  
13          infuses those values so that it's  
14          reflected on its Board, that it's  
15          reflected on the executive committee,  
16          that it's reflected at all levels so that  
17          we can really tout Community College for  
18          what the City needs it to be.

19                   DR. GENERALS: Right.

20                   COUNCILWOMAN SANCHEZ: Which is  
21          the place where I think in terms of  
22          workforce development, we have not  
23          leveraged Community College in the best  
24          way, and I hope that we continue to move  
25          in that direction.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 With that being said, so in the  
3 discussions around pre-K and so forth,  
4 what has been Community College's  
5 involvement to date and what do you see  
6 as some of the challenges? I read  
7 somewhere that there was an issue of  
8 Community College capacity to provide --  
9 well, explain to me what Community  
10 College --

11 DR. GENERALS: So we've met  
12 with the Mayor's Office and Gemmell.  
13 First of all, we do offer a credit, child  
14 development degree. We are in the  
15 process of developing a non-credit that  
16 would obviously tie into that. There is  
17 an issue of capacity given what the  
18 hopeful need will be, and we've had  
19 conversations with the Mayor's Office  
20 relative to how to deal with this issue.

21 So part of what we're finding  
22 is the pipeline is insufficient coming  
23 out of the high schools, that there are  
24 students that are just not interested in  
25 going into that field. So we think that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           through our dual enrollment program and  
3           working in conjunction with the School  
4           District, that we can drum up more  
5           interest in this field, both as a  
6           Capstone credential, but as well as a  
7           pipeline into our early childhood degree.  
8           So for those who are interested in  
9           education as a long-term career, we think  
10          that the stackable credential approach is  
11          the way to do it.

12                        What we've committed to is a  
13          symposium, if you will --

14                        (Bell rung.)

15                        DR. GENERALS: I don't know  
16          what that means.

17                        COUNCILMAN GREENLEE: That's  
18          not for you. That's not for you.

19                        Actually, Councilwoman, nobody  
20          else has questions, so if you want to  
21          continue.

22                        DR. GENERALS: What we've  
23          committed to is a symposium, a joint  
24          symposium with them, to generate interest  
25          in and as well as information about where

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the status of the universal child care is  
3           but, more importantly, much in the way  
4           that we do a career fair to try to get  
5           more people interested in it. Quite  
6           frankly, the cost -- I mean, the pay is  
7           an issue that has to be dealt with. So I  
8           think there are multiple levels, not just  
9           locally but regionally, that we have to  
10          deal with this issue of pay that students  
11          are going to be attracted to.

12                        So to answer your question, we  
13          do have a program. We have capacity  
14          issues. So that means hiring more  
15          faculty for us, and we are developing an  
16          early childhood non-credit that would  
17          address the needs of the local services  
18          here.

19                        MR. WHITE: Could I address  
20          that as well. I think that the other  
21          part of the equation is that people that  
22          come to us, sometimes they need one, two,  
23          three remediation courses, right? So we  
24          view the investment in early childhood  
25          education just as important to prepare

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the students of the future, so when they  
3           come to our door, they're more prepared  
4           to do what it is that we need to do. So  
5           I think Dr. Generals is right. We're  
6           retooling to do more in that regard, but  
7           we also support the effort for that,  
8           because it is in our best interest and  
9           it's mission critical to us to have more  
10          children at an earlier age getting the  
11          competencies they need, so when they  
12          reach us, they don't take their first two  
13          years and spend that money on  
14          remediation.

15                    COUNCILWOMAN SANCHEZ: Agreed.

16                    DR. GENERALS: And just for the  
17          record, we are already -- in addition to  
18          providing training for early childhood,  
19          you know we do have an early childhood  
20          facility on site on 15th Street, and we  
21          are in discussions and negotiations with  
22          the company that's running that to expand  
23          and to provide greater access for our  
24          students. Our students do work through  
25          there in terms of internships and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           cooperative ed opportunities, but the  
3           facility is inadequate. It's a trailer.  
4           They're trailers. So when we come, I can  
5           only tell you the way it is. When we  
6           talk about world-class facilities, that's  
7           part of what we're talking about. We  
8           believe our children deserve better. So  
9           we're coming up -- "we" meaning the team.  
10          We're coming up with a strategy to figure  
11          out how we can expand it, make it more  
12          affordable, because even though it was  
13          designed for our students, quite frankly,  
14          there's more neighborhood folks going  
15          into it than there are our students. We  
16          have -- our faculty take advantage of it,  
17          but too few of our students are taking  
18          advantage of it. But we do use it as a  
19          sort of laboratory for the students that  
20          are in the CDA program, and we think it's  
21          important, we think it's a community  
22          asset. We're trying to figure out ways  
23          to make it better.

24                    COUNCILWOMAN SANCHEZ: I have  
25          one more question, Mr. Chair. I know

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           you're trying to wrap this up, giving me  
3           the look.

4                    COUNCILMAN GREENLEE:  No, I'm  
5           not.

6                    COUNCILWOMAN SANCHEZ:  One of  
7           the things that we hope happens out of  
8           this kind of pre-K discussion is really  
9           taking some of the women, tend to be  
10          older women who are in this industry, we  
11          do want to elevate the standards, and  
12          that's why we've been really clear that  
13          the pay is non-negotiable around the  
14          standards around -- we're not going to  
15          create a system based on poverty workers.  
16          We all agree on that.  But I'm interested  
17          to figure out how Community College can  
18          help us bridge the gap with folks who may  
19          not have been in school for a long time,  
20          clearly have the skill sets.  And so one  
21          of the things that I would encourage you  
22          to do is really think outside the box  
23          about how do we give people career  
24          experiences and to credit some of those  
25          life experiences so that that other

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           sector -- the young people, I agree. I  
3           mean, that's always the easiest. The  
4           hardest is when I look at the providers  
5           that I know in the neighborhood who do  
6           excellent work but are not part of all  
7           the theories and the stars and all the  
8           other stuff, it's like how do we help  
9           those women?

10                   DR. GENERALS: Well, very  
11           specifically, there's two things that  
12           come to mind that is on the forefront of  
13           Community College. One is learning by --  
14           testing and assessment by experience. So  
15           you may not have gotten your experience  
16           in a classroom, but we can give you  
17           college credit for what you've done over  
18           a period of time.

19                   The other thing is  
20           competency-based learning, which is  
21           really designed to give credit for what  
22           you know as opposed to seat time, which  
23           is the current model, how much time you  
24           spend in the seat. So we can assess and  
25           we can -- on the basis of whatever their

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           competencies might be or address just the  
3           specific competencies that they need for  
4           a particular field that they might be in  
5           and provide college credit up to and  
6           through a degree. So that's a way to do  
7           it, in addition to the stackable  
8           credentials. So they're not just coming  
9           through the traditional, you got to take  
10          three courses here, three credits here,  
11          three credits here. We can give you  
12          credit for what you've already done and  
13          then we can look at what the competencies  
14          are specific to whatever the certificate  
15          or credential might be and determine  
16          whether or not you have those very  
17          specific competencies and/or provide you  
18          with the necessary training to get you to  
19          those competencies so that you qualify  
20          for whatever the credential might be.

21                   COUNCILWOMAN SANCHEZ: The  
22          pre-K plan needs that, because if not,  
23          what we're going to do is build a system  
24          for the new folks and really leave out a  
25          whole workforce that is functioning out

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           below the radar of what the new sexy new  
3           terms are.

4                   DR. GENERALS: We know they're  
5           there. I mean, either the people that  
6           work there -- the couple of sites that I  
7           went to, these were the teachers or the  
8           teachers' aides were all CCP students.  
9           So we know that they're there. Our  
10          students are there. We're knee deep in  
11          this discussion and this issue of  
12          universal pre-K, and we have to be at the  
13          table to deal with the magnitude of what  
14          we're trying to deal with.

15                   COUNCILWOMAN SANCHEZ: Thank  
16          you, Mr. Chair.

17                   COUNCILMAN GREENLEE: Thank  
18          you, Councilwoman. I wasn't giving you a  
19          look, by the way.

20                   Councilwoman Blackwell.

21                   COUNCILWOMAN BLACKWELL: Thank  
22          you very much.

23                   Of course we thank you for all  
24          that you do. I've heard you talk too  
25          about the advanced manufacturing and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           engineering course and about Ben Franklin  
3           High School, and I remember when we  
4           toured with the Governor your automobile  
5           program. Do you work with Workshop  
6           School that's very close in terms of that  
7           particular program, the automotive?

8                     DR. GENERALS: We do. The  
9           Director is on our Advisory Board and we  
10          do recruit students from there and we do  
11          have a relationship. It probably needs  
12          to be stronger because the students going  
13          through that program are really going  
14          into automotive design. They're the next  
15          generation of the DeLoreans, if you will,  
16          and they're going to wherever the  
17          pre-engineering programs. Ours is more  
18          auto tech. However, we do get auto tech  
19          students from there and we do have a  
20          relationship with them. I believe  
21          Rich -- and I know the principal is on  
22          our Board. So we do have a relationship  
23          with them.

24                     COUNCILWOMAN BLACKWELL: Okay.  
25          Thank you.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 DR. GENERALS: And part of -- I  
3 know that the alternative fuels program  
4 that we're slowly building is really  
5 being supported by that school. We're  
6 working in conjunction to develop that  
7 curriculum.

8 COUNCILWOMAN BLACKWELL: Okay.  
9 Thank you.

10 Thank you.

11 COUNCILMAN GREENLEE: Thank  
12 you, Councilwoman.

13 Councilwoman Gym.

14 COUNCILWOMAN GYM: Hi.

15 Mr. White and Dr. Generals, welcome.

16 Thank you for all the work that you do.

17 We appreciate it.

18 So a couple questions that I  
19 had were, the Community College provides  
20 credits to police officers; is that  
21 correct? You provide kind of a justice  
22 program?

23 DR. GENERALS: We have a  
24 criminal justice program.

25 COUNCILWOMAN GYM: Criminal

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           justice program. And you provide up to  
3           15 credits for police officers; is that  
4           correct?

5                     DR. GENERALS: Yes.

6                     COUNCILWOMAN GYM: So up to 15  
7           credits for police officers at a  
8           significantly discounted rate; is that  
9           right?

10                    DR. GENERALS: Right.

11                    COUNCILWOMAN GYM: Do you know  
12           what the average cost is for a police  
13           officer who might attend such a program?

14                    DR. GENERALS: Yes. We give  
15           them credits towards their degree, 15  
16           credits. So that's that assessment by  
17           learning that I was talking about,  
18           experiential learning.

19                    COUNCILWOMAN GYM: Is that  
20           provided free of charge by Community  
21           College?

22                    DR. GENERALS: So you need 60  
23           credits to get a degree. They come to  
24           us, we'll give them 15. So that, in and  
25           of itself, is a discount because it's 15

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 credits.

3 COUNCILWOMAN GYM: Right. Can  
4 they get all 60 credits through you?

5 COUNCILMAN GREENLEE: If  
6 there's a statement, you got to put it  
7 on -- you have to put it in the  
8 microphone, please. Otherwise it won't  
9 get on record.

10 (Witness approached witness  
11 table.)

12 COUNCILWOMAN GYM: If you could  
13 just introduce yourself.

14 COUNCILMAN GREENLEE: Yes.  
15 Please identify yourself.

16 MS. GAY: I'm Judith Gay. I'm  
17 the Vice President for Strategic  
18 Initiatives and Chief of Staff.

19 So we have an articulation  
20 agreement with the Police Academy that  
21 the officers complete the Police Academy,  
22 get 15 credits when they transfer into  
23 the College. They have to transfer into  
24 the College in order to get the credits  
25 when they go into our criminal justice

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           program.

3                   COUNCILWOMAN GYM: And then  
4           they can complete the rest of the 60  
5           credit requirement through there; is that  
6           correct?

7                   MS. GAY: The criminal justice  
8           program, I'm not sure it's exactly 60  
9           credits, but it's close to 60 credits.  
10          It might be 61, 62 depending on our  
11          general education requirements. Yes, but  
12          they can complete all of that, and I  
13          believe we also still have an academic  
14          certificate that's fewer credits, so that  
15          we're building a stackable credential for  
16          people that are interested in criminal  
17          justice.

18                   COUNCILWOMAN GYM: So the  
19          Police Department has been contemplating  
20          some changes to its requirement around  
21          certification, and I guess one of the  
22          questions that I had was to what extent  
23          they could be working more closely with  
24          Community College to figure out how to  
25          make that process accessible and easier.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 I know that Commissioner Ross is deeply  
3 concerned, like many of us are, on  
4 diversification of the police force and  
5 making sure that police recruits are able  
6 to both pay for, manage, and qualify for  
7 these credits, but at the same time, I  
8 think that there's a lot of interest on  
9 other ends to make sure that our police  
10 officers do have time and are reflective,  
11 in that there's been some praise of the  
12 program and the schooling that's required  
13 to go into it, and I was wondering if you  
14 might speak to that a little bit.

15 MS. GAY: We have been working  
16 closely with them and particularly to  
17 address the needs of the flexibility  
18 that's required by a police officer in  
19 order to complete education. So that's  
20 one of the degrees that we do offer  
21 online. So that if the officer's  
22 schedule changes, they would be able to  
23 still complete the program by taking  
24 online courses.

25 So we have been working --

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           obviously we were very supportive of the  
3           60 credit requirement to be a police  
4           officer, but we understand that with the  
5           low numbers of officers and the great  
6           need, that that might not be possible.  
7           But we do support continuing education  
8           for police officers.

9                    COUNCILWOMAN GYM:   And  
10           previously did all officers on the police  
11           force go through CCP for those 15  
12           credits, would you say?

13                   MS. GAY:   They could go other  
14           places, but CCP is the most affordable  
15           option.   So a great number do go to  
16           Community College of Philadelphia.

17                   COUNCILWOMAN GYM:   And I feel  
18           like that's also important for Community  
19           College's enrollment, in that that's a  
20           help for CCP as well; is that correct?

21                   MS. GAY:   Absolutely, for  
22           enrollment but also it's a very strong  
23           program, excellent faculty in that  
24           program, and there's been a lot of  
25           success from people who have completed

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 the program.

3 COUNCILWOMAN GYM: Okay. Thank  
4 you. We may circle around and ask a few  
5 more questions afterwards, but,  
6 Dr. Generals, I was wondering if you  
7 could talk a little bit also about  
8 services to many of the immigrant youth  
9 who are here in the City. So a number of  
10 immigrant students, young people come  
11 into the School District of Philadelphia,  
12 they come here as high schoolers.  
13 Fortunately the State of Pennsylvania has  
14 delayed the Keystone Exams that would  
15 have otherwise significantly impacted  
16 their graduation abilities, but once they  
17 finish here, depending on when they come,  
18 they still need an important access  
19 point, and for Asian Americans in  
20 particular, community colleges are  
21 exceptionally important. More than 50  
22 percent of Asian Americans are actually  
23 in a community college setting that they  
24 pursue post-high school academic  
25 pursuits. It's not like they're all at

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Harvard or in these Ivies. That is  
3           definitely a perception that's based  
4           largely on class lines for the Asian  
5           American community. But for the broad  
6           range and broad swath of Asian Americans,  
7           we absolutely land in community colleges,  
8           more than half of us, and was wondering  
9           if you could speak to where you are in  
10          terms of expanded services around  
11          language access in particular, looking at  
12          diversification of faculty and addressing  
13          some of those gaps for our immigrant  
14          youth who come here later in their  
15          secondary school careers.

16                   DR. GENERALS: So our -- we  
17           have no restrictions. If there is a  
18           restriction, it's their ability to get  
19           financial aid, which is governed by the  
20           federal government. So that's one thing.  
21           So we do recruit from all the  
22           neighborhoods in the City.

23                   We have a stated goal to  
24           provide sites in the community for those  
25           communities that are less inclined to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           come out of the communities. I think we  
3           had a conversation earlier. We will run  
4           a site in South Philly through Juntos.  
5           We haven't yet to get around to the Asian  
6           communities, but the idea is to go into  
7           those communities where folks are  
8           landlocked and/or anxious about moving  
9           outside the community because of a whole  
10          host of reasons. But beyond that, we do  
11          recruit in those communities and for  
12          those who either qualify for some type of  
13          specific scholarship, if it doesn't  
14          require a PAL application, we admit them.

15                    I can tell you anecdotally some  
16          sad stories of students, one in  
17          particular who is an honor student and  
18          cannot move on because the four years  
19          won't take him because he's a  
20          non-resident. So while that is not an  
21          issue for us, if they're capable of  
22          paying our costs, we certainly recognize  
23          it as a problem and we're doing the best  
24          we can. I mean, basically -- I don't  
25          know if I should put this on the record,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           but it's don't ask, don't tell. We  
3           really don't care what their status is,  
4           and it only comes up when they have to  
5           apply for financial aid.

6                        The second thing relative to  
7           faculty and staff that are either  
8           amenable or look like the communities  
9           that we serve, this goes back to our  
10          conversation about diversifying our  
11          faculty and staff. In this last cycle,  
12          it's not showing up on the data now, but  
13          we did hire a number of Asian faculty.  
14          We hired just two days ago a gentleman  
15          from Sierra Leone. So we are through our  
16          efforts through our HR office in trying  
17          to be more precise in recruiting through  
18          the professional journals and so forth.  
19          All of the varied ethnic groups have a  
20          professional journal. So we are making a  
21          deliberate effort to spend the money, the  
22          recruitment money, in those journals  
23          rather than just the broad traditional  
24          journals so that we can increase,  
25          especially our teaching faculty. We're

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           most concerned about our teaching faculty  
3           because they have the largest impact, but  
4           we're equally concerned with counselors,  
5           tutors, and advisors as well, and I think  
6           we are doing better. Next year this time  
7           we'll show numbers that are better than  
8           they are this year, but the goal is to  
9           increase in that regard.

10                   COUNCILWOMAN GYM: Yeah. And I  
11           just wanted to say thank you for the  
12           great work that Community College does  
13           for service to our students, but in  
14           particular, perceptions around Asian  
15           Americans are so strange at many  
16           different levels, and I think  
17           particularly for me, it's important that  
18           Community College picks up a lot of our  
19           Asian American youth, who really do come  
20           here very late in their high school  
21           careers, who are not English proficient.  
22           They're desperately in need of a place to  
23           land. They're not eligible for a lot of  
24           colleges and four-year institutions, so  
25           they're shut out, and they're, in that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           sense, not so much different from the  
3           large number of populations, but I would  
4           really encourage for you and your folks  
5           to take a look at those numbers on  
6           services. And I'm positive that if we  
7           were to talk further, that there could be  
8           other partnerships that could be  
9           developed that would serve primarily like  
10          our Southeast Asian community, new  
11          refugee communities coming in from  
12          Bangladesh, Bhutan, Indonesia who are  
13          really, really in need of CCP's support.  
14          So thank you.

15                    COUNCILMAN GREENLEE: Thank  
16          you.

17                    Councilwoman Parker.

18                    COUNCILWOMAN PARKER: Thank  
19          you, Mr. Chair.

20                    Thank you all so very much for  
21          being here, and I wanted to just say a  
22          personal thank you for the record. When  
23          I was sworn in in January, immediately  
24          afterwards I got the bad news about the  
25          largest manufacturer left that was

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           neighborhood based in the City of  
3           Philadelphia in the 9th District, which  
4           was Cardone Industries, and that we were  
5           losing jobs that were going to Mexico,  
6           and immediately the first stakeholder we  
7           asked about at that meeting in terms of  
8           partnership was Community College of  
9           Philadelphia because of your direct  
10          connection with so many Philadelphians  
11          who were it not for you, they would not  
12          have access to higher education.

13                    Give us a brief update, if you  
14                    will, on how the partnership is moving  
15                    along. Is it still in formation?

16                    DR. GENERALS: Carol is our  
17                    Vice President for Workforce Development  
18                    and Economic Innovation. She's been on  
19                    those conversations.

20                    (Witness approached witness  
21                    table.)

22                    COUNCILMAN GREENLEE: Please  
23                    identify yourself for the record.

24                    MS. DE FRIES: Yes. Hi. I'm  
25                    Carol de Fries. I'm Vice President for

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Workforce and Economic Innovation for  
3           Community College of Philadelphia.

4                        Hi, Councilwoman. We have  
5           participated in at least one meeting  
6           since the announcement where we reviewed  
7           with Cardone a number of different  
8           options and programs that we currently  
9           provide, and we've been working with the  
10          state Rapid Response Team on the process,  
11          and I believe that there was a recent  
12          update with regards to the first round of  
13          individuals who will be receiving the  
14          notification. So the first round is only  
15          about 27 people, and they're already  
16          working on their response, where it's  
17          focusing initially on preparation for  
18          resumes and interviewing and job  
19          skills -- interviewing skills. So we are  
20          working with the state on that aspect.

21                       And then one of the other  
22          programs that we've pitched to them is,  
23          we currently have or will be receiving a  
24          state grant to help individuals who are  
25          underemployed or who are also laid off

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           and running them through a program that  
3           would help them get training. So within  
4           the different tracks there, we're hoping  
5           that they will be interested in the  
6           advanced manufacturing and potentially  
7           the automotive area given that they are  
8           already working in the automotive  
9           industry. So that's the next step for  
10          us, and that is all part of the Rapid  
11          Response Team that we're participating  
12          in.

13                    COUNCILWOMAN PARKER: So,  
14          again, let me just say thank you to CCP  
15          for the record and, again, we want to  
16          make sure while we're at that table, that  
17          we will consistently reinforce from a  
18          partnership perspective that you have to  
19          be there. There is no other entity and I  
20          mean no other institution of higher  
21          learning in the City of Philadelphia that  
22          is closer to the ground than CCP,  
23          particularly as it relates to your  
24          presence in neighborhoods that are easily  
25          accessible. So we want to make sure that

1 5/10/16 - WHOLE - BILL 160170, etc.

2 we continue to promote that.

3 The next thing that I wanted to  
4 ask you to comment on, we've been  
5 having -- for every department that has  
6 come before Council, the issue of  
7 inclusion and diversity is one that is of  
8 grave importance, and I know you may have  
9 touched on this in response to a question  
10 from Councilwoman Jannie Blackwell, but  
11 talk to us, if you will, about any  
12 existing partnerships that CCP has within  
13 the construction industry in the City of  
14 Philadelphia and are there any ongoing  
15 talks about potential expanding any kind  
16 of partnerships in existence.

17 DR. GENERALS: Were you here  
18 when we mentioned Torrado Construction?  
19 I don't know if you were.

20 COUNCILWOMAN PARKER: No, I was  
21 not. I just walked in.

22 DR. GENERALS: So Torrado  
23 Construction will -- first of all, it's a  
24 real partnership, because they went to --  
25 the principal owner went to CCP and

1 5/10/16 - WHOLE - BILL 160170, etc.

2 graduated --

3 COUNCILWOMAN PARKER: I'm

4 sorry, Doc. Forgive me here. Is

5 Torrado -- so this is a firm?

6 DR. GENERALS: This is a

7 construction firm.

8 COUNCILWOMAN PARKER: So this

9 is a construction firm. I guess my

10 question is more directly related to the

11 trades and apprenticeships program. So

12 obviously individual companies can work

13 to establish and willingly, right, and I

14 wish there were more who would do what I

15 think you were about to describe to me,

16 but I'm asking within the building trades

17 themselves, are there any ongoing

18 relationships that we -- when I say "we,"

19 we claim you too, right -- that "we,"

20 CCP, have established?

21 DR. GENERALS: So I would say

22 minimal. It is an issue. We did just

23 come to an agreement with the

24 Steamfitters whereby we will articulate

25 the training, again through this

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           experiential competency-based training  
3           effort, credits for those who have gone  
4           through their training and they will then  
5           be able to come into our technical --  
6           what is it called -- technical -- it's  
7           the technical studies field. So --

8                        COUNCILWOMAN PARKER: Doc, help  
9           me here. What happened?

10                      DR. GENERALS: So the  
11           Steamfitters, the union, they have their  
12           own training. It's not an academic  
13           training experience. It's a training  
14           specific to Steamfitters. We were able  
15           to work with them and our faculty to be  
16           able to take that training through this  
17           process of prior learning experiences and  
18           convert it into an academic credential,  
19           much in the way that the police force  
20           gets 15 credits for their training. So  
21           we have that. We have the same  
22           relationship with the electricians union  
23           where their training can be parlayed into  
24           college credit, which will eventually  
25           lead to the technical studies degree.

1           5/10/16 - WHOLE - BILL 160170, etc.

2                   We have been in conversations  
3 with them about pre-apprentice programs  
4 that really haven't materialized  
5 anything. Last year there was a big  
6 federal grant for pre-apprenticeship  
7 through the federal government, and I  
8 don't think -- I'm not -- I don't even  
9 think the area was -- it was a regional  
10 grant proposal that just didn't come up  
11 to board, but the partnerships was there  
12 to try to find a way through this  
13 pre-apprenticeship program whereby they  
14 would come through -- see, the argument  
15 is always that they can't pass the basic  
16 skills test to get into the electricians,  
17 so on and so forth, and I've had this  
18 conversation with some of the leaders.  
19 So the idea would be to have them come to  
20 us for a sort of integrated studies  
21 program that begins introducing them to  
22 the concepts related to the field, but  
23 also begin to deal with their math  
24 deficiencies, reading and writing  
25 deficiencies as well.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 So we're still pursuing that  
3 line of thinking, because we think the  
4 issue is we have to get through this gate  
5 that's up there. Quite frankly, there's  
6 a gate there that's preventing, and that  
7 gate is much in the way that it's a gate  
8 for the college. Sixty-five percent of  
9 our students go through remediation  
10 before they actually get to the real  
11 stuff, and the same is true with the  
12 unions.

13 So we are in conversations. I  
14 wouldn't describe it as a partnership. I  
15 think we have a couple of contracts and a  
16 couple of agreements through  
17 conversations and discussions. I think  
18 there is a willingness to work and there  
19 is a recognition that it's a problem, and  
20 the problem has to come about through a  
21 real substantive partnership and  
22 arrangement relative to how we train  
23 these kids, these students to get into  
24 the trade unions.

25 COUNCILWOMAN PARKER: Well, I

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           just -- Mr. Chairman, if you will just  
3           grant me the latitude.

4                     I will just say to you, Doc,  
5           that as we sort of move forward during  
6           this budget process and we talk about  
7           significant advancement in making  
8           infrastructure improvements in the City  
9           of Philadelphia, I haven't gone to a  
10          community budget meeting to talk about  
11          this without the issue of employment and  
12          jobs coming up, and as we figure out how  
13          we frame what it's going to look like, I  
14          want you to hear it from me, if they tell  
15          you, well, somebody was at the table  
16          acting like they worked at CCP, you know,  
17          like saying that you should be there, I  
18          want you to know that that's my mantra.  
19          Very scarce resources. We have to use  
20          every vehicle available to think about  
21          who can add value to that process, and I  
22          think as I was coming in and listening  
23          earlier, I heard Councilwoman Blackwell  
24          referencing something similar in one of  
25          her questions. You add value, and we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           need you to be a part of that process.  
3           So I wanted to note that.

4                     And, Mr. Chairman, one last  
5           question, if you will.

6                     This Goldman Sachs program, I'm  
7           in love with the program. I just want to  
8           know specifically how many businesses  
9           were a part of that sort of last cohort  
10          and talk to us briefly, if you will,  
11          about the successes. Because, Doc, let  
12          me let you know from a very practical  
13          perspective how I'm thinking.

14                    I walk on down neighborhood  
15          commercial corridors across the City,  
16          particularly in the 9th, and we hear  
17          about, oh, well, we have five day cares,  
18          ten take-out stores, five hairdressers,  
19          five barber shops. And so when we think  
20          about the locksmith, when we think about  
21          the shoe repair, when we think about all  
22          of the unique small businesses that I  
23          would see in my district when I  
24          represented the 200th or many of our  
25          corridors, we don't see that kind of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           variety. Does our Commerce Department  
3           work with CCP, our small business  
4           development centers? Like is there any  
5           sort of cohesiveness there to say this is  
6           what residents across the City in this  
7           particular region would like to see in  
8           their community, how can we get emerging  
9           business owners to think about relocating  
10          there, or am I sort of dreaming thinking  
11          that any kind of cohesiveness exists?

12                   DR. GENERALS: Well, we do have  
13           some structures. Let me first -- ten  
14           cohorts, 300 businesses. Carol, she just  
15           told me the other day about half of them  
16           are in Philadelphia, because they do  
17           recruit regionally. About half of them  
18           are in Philadelphia, and they range from  
19           the early childhood providers to there's  
20           a candidate in this cohort who is running  
21           a flight training program up in the  
22           Northeast.

23                   That is part of the solution,  
24           but you have to have a certain revenue to  
25           get in, and Goldman Sachs pretty much

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           controls who gets in, the application  
3           process. And so we're looking at  
4           alternative ways to make it more  
5           Philadelphia based, and we actually have  
6           a name, 10,000 Small -- what did we say?  
7           10,000 Micro Businesses. Was that the  
8           term we're going to use -- for the very  
9           type of businesses that you're talking  
10          about, where they don't have the \$250,000  
11          or \$500,000 revenue, but they're running  
12          a business that's important to that  
13          community. So we have a small business  
14          center up in the Northeast. We're  
15          partnering with a recently awarded small  
16          business in the Northwest. They're on  
17          our campus, and we hope to be able to  
18          partner with them to strengthen that. In  
19          the fall, we will roll out a Center for  
20          Civic and Community Engagement, which is  
21          really in part designed to strengthen the  
22          businesses and to give our students an  
23          opportunity to experience real life, real  
24          community, real social issues in their  
25          communities. And then I would say the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           reason why Carol's title is Workforce  
3           Development and Economic Innovation is  
4           not to further Goldman Sachs. It's  
5           really to deal with the kinds of things  
6           you're talking about. I don't think we  
7           can deal with, in a real way, the issues  
8           of unemployment unless we teach people  
9           how to start up businesses, the ones that  
10          are hanging on by the shoestrings, how to  
11          make them a little stronger and a little  
12          bit more successful. So we're  
13          identifying ways to do that. The small  
14          business firm in the Northeast,  
15          partnering in the Northwest with an  
16          existing small business outfit, and then  
17          developing our own in terms of  
18          entrepreneurship through our credit as  
19          well as our non-credit, creating  
20          workshops and seminars to help start-ups  
21          and to help businesses balance a budget  
22          sheet and really to create a curriculum  
23          that's specific to the very small  
24          businesses, of which there are quite a  
25          few in the City.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN PARKER: Thank  
3 you, Doc.

4 Mr. Chairman, thank you very  
5 much for your latitude.

6 COUNCILMAN GREENLEE: Thank  
7 you, Councilwoman.

8 Councilman Taubenberger.

9 COUNCILMAN TAUBENBERGER: Thank  
10 you very much.

11 Doctor, really no question at  
12 all. I just actually want to thank you  
13 in a public forum for Community College's  
14 dedication to small business in Northeast  
15 Philadelphia. Spending 23 years at  
16 Northeast Philadelphia Chamber of  
17 Commerce, I had a wonderful, wonderful  
18 relationship with Community College. And  
19 not just the word wonderful, but one that  
20 was constructive and helped people. And  
21 when you help people's lives, you do a  
22 great deal. In fact, many say you're  
23 doing the Lord's work on earth.

24 So I thank you. I thank you  
25 very, very much for many, many small

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           businesses and your help with the Greater  
3           Northeast Philadelphia Chamber of  
4           Commerce but also translates to all  
5           Philadelphia as well.

6                     DR. GENERALS: Exactly.

7                     COUNCILMAN GREENLEE: Thank  
8           you.

9                     DR. GENERALS: We absolutely  
10          have work to do that in area, but it's a  
11          priority to focus on entrepreneurship,  
12          small business development.

13                    COUNCILMAN TAUBENBERGER: That  
14          can greatly alleviate unemployment,  
15          because when somebody works for  
16          themselves, they really see all the  
17          situations.

18                    DR. GENERALS: And we're in the  
19          reentry business as well. I didn't even  
20          talk about that, but we're convinced that  
21          that has to be part of the solution  
22          there.

23                    COUNCILMAN TAUBENBERGER: I am  
24          convinced personally that it is one of  
25          the greatest ways to help people reenter

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           society, if it can be done, teach them  
3           how to be an entrepreneur.

4                     DR. GENERALS: Right.

5                     COUNCILMAN TAUBENBERGER: And  
6           many, many will be very successful. I am  
7           confident of that.

8                     DR. GENERALS: Right. Thank  
9           you.

10                    COUNCILMAN TAUBENBERGER: Thank  
11           you, Mr. Chairman.

12                    COUNCILMAN GREENLEE: Thank  
13           you, Councilman.

14                    No other questions. Thank you  
15           all very much. Thank you for what you  
16           do.

17                    DR. GENERALS: Thank you.

18                    COUNCILMAN GREENLEE: Good luck  
19           in the future.

20                    Our next department is the City  
21           Commissioners.

22                    (Witnesses approached witness  
23           table.)

24                    COUNCILMAN GREENLEE: Good  
25           afternoon, Mr. Chairman, Commissioners.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 How are you?

3 COMMISSIONER DEELEY: Hi. How  
4 are you?

5 CHAIRMAN CLARK: Good morning.

6 COMMISSIONER SCHMIDT: Good  
7 morning.

8 COUNCILMAN GREENLEE: Please  
9 identify yourself and proceed.

10 CHAIRMAN CLARK: Good  
11 morning -- or good afternoon, President  
12 Darrell Clarke, Chairman Bill Greenlee,  
13 and members of City Council. I'm Anthony  
14 Clark, Chairman of the City  
15 Commissioners. Joining me here today is  
16 Commissioner Al Schmidt; City  
17 Commissioner Lisa Deeley; the Department  
18 Administrator, Greg Irving; and Budget  
19 Officer, Valerie Crawford-Keith. I am  
20 pleased to provide testimony on the City  
21 Commissioners' Fiscal Year 2017 Operating  
22 Budget.

23 Our proposed Fiscal Year  
24 General Fund budget totals 9,678,000, a  
25 decrease of 160,000 from Fiscal Year 2016

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           estimated obligation. Our proposed  
3           budget includes 5,639,000 in Class 100,  
4           an increase of 14,542 over FY16 estimated  
5           obligation, which will pay for increased  
6           staff payroll; 3,497,000 in Class 200,  
7           which qualifies FY16 estimated  
8           obligation; 475,000 in Class 300, a  
9           175,000 decrease from FY16 estimated  
10          obligation; 67,000 in Class 400, which is  
11          equal to our FY16 estimated obligation.

12                    Al.

13                    COMMISSIONER SCHMIDT: Our  
14           employee demographic breakdown as of  
15           January 2016 is 52 white, 37 African  
16           American, five Hispanic, and one other,  
17           of whom 28 are female. The Department  
18           has five bilingual employees who are  
19           fluent in Spanish. Since January 2016,  
20           our department has now hired four African  
21           American employees, three white  
22           employees, and three of the seven new  
23           employees are female.

24                    Over the last four years, we  
25           have succeeded in increasing the number

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           of African American employees in our  
3           department by 25 percent. The Department  
4           has significantly increased the ethnic  
5           diversity of our workforce. We remain  
6           committed to improving employment  
7           opportunities to people of all ethnic  
8           backgrounds. Our goal over the next year  
9           is to add at least one additional  
10          bilingual employee and to improve our  
11          male to female ratio while maintaining  
12          our ethnic diversity.

13                    The City Commissioners have  
14          worked with the Office of Human Resources  
15          to create new career paths for our  
16          employees, one clerical and one  
17          technical. This, along with improvements  
18          to the diversity of our staff, will  
19          result in more supervisory opportunities  
20          to employees of all backgrounds.

21                    Our department's OEO goal for  
22          M/W/DBE contracts is 25 percent. Our  
23          department's current level is 31 percent,  
24          and we continue to work to improve it  
25          further. For example, we provide

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           information on all our department  
3           contracts to the African American,  
4           Hispanic, and Asian American Chambers of  
5           Commerce in an effort to increase our  
6           participation rate.

7                         Commissioner Deeley.

8                         COMMISSIONER DEELEY: There are  
9           a few initiatives not budgeted for, which  
10          we still seek to implement during this  
11          upcoming fiscal year. Election Board  
12          pay: Election Board officials play an  
13          important role in ensuring the proper  
14          conduct of elections in each of our 1,686  
15          divisions. With the increasing  
16          complexity of the Election Code, finding  
17          workers who are willing to work every  
18          election is important. An increase in  
19          Election Board pay will help increase  
20          retention rates and morale. Currently,  
21          if Election Board workers attend  
22          training, they receive \$125 or \$130 for a  
23          14- to 15-hour day, plus 30 to 45 minutes  
24          of training. We know that a dramatic  
25          increase in pay may not be possible.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 However, we have found that small  
3 incremental increases are more  
4 manageable.

5 We would like to increase board  
6 worker pay by at least \$15 for all board  
7 workers, including our bilingual  
8 interpreters over the course of the two  
9 fiscal years. An increase of \$5 in  
10 Fiscal Year 2017 will cost the City  
11 approximately \$87,000 per fiscal year.

12 We are also interested in  
13 creating a new mobile app to make it even  
14 easier for voters to access important  
15 election information on Election Day,  
16 such as their polling place, a sample  
17 ballot, and for them to submit issues.  
18 This is the next step in our  
19 modernization efforts, which began with  
20 the launch of the Commissioners' new  
21 website in 2013.

22 We sent postcards to every  
23 voter in Philadelphia prior to the  
24 primary election in April. This was  
25 necessary to make sure infrequent and new

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           voters are able to find their polling  
3           place in this year's busy election cycle.  
4           The Commissioners would like to do this  
5           prior to every presidential primary and  
6           general election and prior to every  
7           special election not being held at the  
8           same time as the primary or general  
9           election. The estimated cost to send  
10          postcards prior to the 2016 general  
11          election is \$350,000, of which the  
12          Department will be able to use \$90,000 in  
13          HAVA funds.

14                         In closing, we'd like to thank  
15                         the dedicated staff of our department for  
16                         their hard work and, again, thank City  
17                         Council for the opportunity to testify  
18                         today. We welcome any questions.

19                                 COUNCIL PRESIDENT CLARKE:  
20                                 Thank you. Thank you for your testimony.

21   I got a couple of questions.  
22   So on Page 5 of your testimony, it shows  
23   the number of Election Board workers  
24   targeted to increase in FY17, but on Page  
25   16, it shows the poll workers payroll

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           being reduced by 134.

3                   COMMISSIONER SCHMIDT: Council  
4           President, can you cite which pages you  
5           got those from again?

6                   COUNCIL PRESIDENT CLARKE: Yes.  
7           In your testimony on Page 5 it shows the  
8           number of Election Board workers targeted  
9           to increase in FY17, but on Page 16 of  
10          your budget detail, it shows poll workers  
11          payroll being reduced by 134.

12                   COMMISSIONER SCHMIDT: So it's  
13          because we'll be looking for a mid-year  
14          transfer to help cover those costs as we  
15          have in previous fiscal years. This was  
16          Valerie Crawford-Keith, who is our Budget  
17          Officer.

18                   COUNCIL PRESIDENT CLARKE: Does  
19          she want to speak?

20                   Just state your name for the  
21          record.

22                   MS. CRAWFORD-KEITH: Valerie  
23          Crawford-Keith, Budget Officer, City  
24          Commissioners Office.

25                   In the Fiscal Year '17, we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           won't have the HAVA grant anymore, so  
3           we're going to request during the  
4           mid-year transfer, we will need  
5           additional funding in Class 200. So  
6           that's why during -- that's why in the  
7           budget it was decreased, because we will  
8           need those additional funds.

9                    COUNCIL PRESIDENT CLARKE: So  
10           you plan on coming to see us again.

11                   MS. CRAWFORD-KEITH: Yes.

12                   COUNCIL PRESIDENT CLARKE: All  
13           right.

14                   COMMISSIONER SCHMIDT: Like a  
15           lot of these things that are --

16                   COUNCIL PRESIDENT CLARKE:  
17           What's that grant we're losing again?  
18           What's the name of the grant?

19                   MS. CRAWFORD-KEITH: HAVA, Help  
20           America Vote Act. We won't have it in  
21           Fiscal Year '17, so we'll need additional  
22           funding in Class 200.

23                   COUNCIL PRESIDENT CLARKE:  
24           Okay.

25                   COMMISSIONER SCHMIDT: Council

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           President, we've been drawing down on  
3           that account since its creation, and the  
4           money is available in different buckets,  
5           available for different purposes, like  
6           wheelchair accessibility or poll worker  
7           training or things like that, and that  
8           amount has continued to decrease, and  
9           some of those dedicated sources are  
10          expended. We continue to work with the  
11          Department of State. For example, we  
12          received additional funding to mail out  
13          these postcards in the primary, which we  
14          think were very successful in helping to  
15          increase voter turnout and, more  
16          importantly, to help make sure that  
17          registered voters know where they're  
18          supposed to show up to vote on Election  
19          Day. Especially in a presidential  
20          election year, we have a lot of new  
21          voters. We have a lot of people who  
22          haven't voted in a while. So the polling  
23          places may have moved. We're able to  
24          use -- we have been able to use HAVA  
25          funding to offset those costs, and in

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           talking to the Department of State the  
3           other day, we're able to appeal for  
4           additional resources, not dedicated to  
5           Philadelphia County but are still  
6           available to the State of Pennsylvania.  
7           So we're looking for outside sources all  
8           the time, especially HAVA grant funding,  
9           to cover our costs. It's just until we  
10          get them, we can't budget them in.

11                    COUNCIL PRESIDENT CLARKE:

12          Okay. You recently began allowing  
13          citizens in the state to register change  
14          of addresses online. Have you had an  
15          opportunity to analyze the change, the  
16          increased registration opportunities or  
17          has it been more successful in keeping  
18          track? How has that impacted this  
19          whole --

20                    COMMISSIONER SCHMIDT: They've  
21          just rolled this out. So it's going  
22          through -- there's some bumps along the  
23          way, and one of the things that we saw  
24          that was a challenge on the front end of  
25          the program was people were registering

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           online, but they weren't submitting their  
3           signature, now electronically, which  
4           wasn't available at first or in the form  
5           that they send in. So that caused a  
6           little bit of trouble. This is a  
7           Department of State issue. It's not a  
8           Philadelphia County issue, but it's  
9           something on the ground that we saw.

10                   COUNCIL PRESIDENT CLARKE:

11           Right.

12                   CHAIRMAN CLARK: Because HAVA  
13           is --

14                   COUNCIL PRESIDENT CLARKE: Pull  
15           the mic up to you.

16                   CHAIRMAN CLARK: Of course what  
17           we do is when that stuff is submitted, we  
18           submit it to Harrisburg, and so we have  
19           to wait for Harrisburg to give us the  
20           count.

21                   COUNCIL PRESIDENT CLARKE:

22           Okay.

23                   COMMISSIONER SCHMIDT: The  
24           whole voter registration system is  
25           centralized in Pennsylvania. So we

1 5/10/16 - WHOLE - BILL 160170, etc.

2 all -- every county depends on the  
3 statewide uniform registry --

4 COUNCIL PRESIDENT CLARKE: Oh,  
5 okay. All right.

6 So let me address the elephant  
7 in the room. So there has been a  
8 significant amount of controversy around  
9 the Commissioners Office and certain  
10 aspects of the elected officials, the  
11 whole nine yards, and there have been  
12 conversations from a number of people --  
13 and I've talked to you all about  
14 personally some of the concerns that I've  
15 had, and I understand that there was a  
16 series of meetings internally among the  
17 Commissioners and there were various  
18 recommendations from all of the members  
19 as it relates to some reforms within the  
20 departments. Can you give me the status  
21 of those reforms as it relates to the  
22 City Commissioners Office in terms of  
23 what has been submitted and what's been  
24 adopted, what continues to be a part of  
25 the conversation?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COMMISSIONER SCHMIDT: We  
3 initially rolled out regulations in the  
4 Department in 2013, and a lot of this has  
5 been a matter of building on what we  
6 already had as it applies to all of us as  
7 to our commitment to our mission and the  
8 roles that we each play in that mission.

9 It's been, I think, frustrating  
10 for all of us over the last couple of  
11 months because our job is to run  
12 elections and we have to keep our eye on  
13 the goal, because there's no redo, right?  
14 So for the primary election, with the  
15 expected huge increase in voter turnout,  
16 we haven't been answering all of those  
17 calls that we've read about more or less  
18 in the same article in the Inquirer  
19 repeatedly, whether they're accurate or  
20 in many cases not, because really it's  
21 all about staying focused on making sure  
22 Election Day runs smoothly.

23 It's, I think, a frustrating  
24 thing for us to deal with, but we can't  
25 allow ourselves to be distracted by noise

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           in the background and groups that,  
3           whoever may well intentioned, don't  
4           really know what they're talking about.

5                        COUNCIL PRESIDENT CLARKE:

6           Right. All right. So let me make it  
7           clear. I don't want to take up all the  
8           time. So I as much or more than anybody  
9           respect the independently elected  
10          official's office, because I genuinely  
11          believe in that. I have concerns about  
12          merit selection as it relates to judges,  
13          and I believe at the end of the day,  
14          people had a responsibility to elect a  
15          person and they have the responsibility  
16          to un-elect a person. I genuinely  
17          believe in that. And as an independently  
18          elected official and then subsequently my  
19          friends and colleagues asked me to sit up  
20          here during budget hearings as the  
21          Council President, from time to time  
22          there needs to be changes.

23                       As an example, this issue with  
24          respect to public comment. And I got to  
25          tell you, we didn't ask for the change,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           but they made us have a public comment  
3           before every bill. And I still don't  
4           agree with it, because we have public  
5           hearings, unlike the smaller counties. I  
6           mean, they pretty much show the agenda  
7           and vote. And that's why that was  
8           changed.

9                         With respect to some of our  
10           budgeting process, we revised some of the  
11           budgeting process to make it more  
12           transparent. We actually created  
13           neighborhood budget hearings, which we  
14           didn't do in the past, where we actually  
15           went to people and said, You can come  
16           around the corner to see yourself.

17                        We created an Ethics Officer  
18           internally. Resolution, voted on it,  
19           public, by the members of Council.

20                        So from time to time, you need  
21           to make revisions to give people the  
22           comfort level. So while I agree and  
23           genuinely believe in the independent  
24           nature of any elected official, I do  
25           understand from time to time, in a very

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           friendly and cordial way, there should be  
3           conversations about how we can improve  
4           the operation of that entity, the elected  
5           officials that have the responsibility  
6           and duty of these various offices. We've  
7           done it. So that's why I asked the  
8           question, not to give you the impression  
9           that somehow -- although some people  
10          think the Mayor and Council President,  
11          City Council is in charge of the world,  
12          we're not that, right? So that's why I  
13          asked the question. And if there are  
14          some things that need to happen, I think  
15          the citizens will feel comfortable if  
16          that was made public, because I know I've  
17          talked to you all and there's some ideas  
18          that you have.

19                    COMMISSIONER SCHMIDT: Council  
20          President, we're not looking to just  
21          continue to manage and keep things the  
22          same way. It's about continuous  
23          improvement of this department, and I  
24          think the members of Council in taking a  
25          look will see dramatic changes over the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           last four years, not just in terms of our  
3           hiring practices and the diversity of the  
4           Department, but what we make available  
5           online now, on our philadelphiavotes.com  
6           website, which is an incredible resource  
7           for voters, for Election Board workers,  
8           for people interested in anything  
9           election related.

10                        When I first got involved --  
11           I'm sorry for this tangent, but this is,  
12           I think, important, an important  
13           motivator. When I first got involved in  
14           politics in Philadelphia in 2005, 2006, I  
15           called the City Commissioners Office  
16           because I just wanted to know how many  
17           registered voters there were in the City,  
18           which is a pretty basic question. It's  
19           the most basic question that anyone could  
20           ask of an election office. The first  
21           question I was met with was what my party  
22           affiliation was, not that it would change  
23           the answer one way or another. And the  
24           second question was why I wanted the  
25           information.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 It's a big motivator for us to  
3 make sure as much information as possible  
4 to as many people for whatever reason all  
5 of the time, and our website has really  
6 been a vehicle for that.

7 In terms of additional changes,  
8 I think Commissioner Deeley has been an  
9 incredible addition to the Department,  
10 because she's bringing not only  
11 background in constituent service and  
12 public service, but also new ideas that,  
13 even though I've only been here for four  
14 years and Commissioner Clark has only  
15 been here for eight years, is a welcomed  
16 additional voice.

17 CHAIRMAN CLARK: Absolutely.

18 COMMISSIONER DEELEY: Thank  
19 you. And I would just like to say also  
20 that we do recognize that the public does  
21 look to us for change, and we certainly  
22 are interested in restoring the public  
23 trust, as you and I have discussed. But  
24 I think that there's no greater barometer  
25 on the work that we're doing collectively

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           than this past election, where we saw  
3           very few problems, unlike the news that  
4           has been reported in other cities  
5           throughout the primary season. I really  
6           think that the job the staff did and the  
7           seemingly problem-free election is a  
8           great indicator of our willingness to  
9           work together and to collectively bring  
10          this department to the level that the  
11          constituents and the citizens of  
12          Philadelphia deserve and respect to have.

13                        COUNCIL PRESIDENT CLARKE:

14          Okay. Thank you.

15                        CHAIRMAN CLARK: Thank you,  
16          Lisa.

17                        In our mission as I created a  
18          book trying to make the public fully  
19          aware of what our duties are, I began my  
20          book with saying that the mission of the  
21          Philadelphia City Commissioners is to  
22          administer voter registration and to  
23          conduct elections in accordance with  
24          federal, state, and local election laws.  
25          Functions of this mission include, but

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           are not limited to, maintaining the  
3           accuracy and currency of the data imaging  
4           and paper documents in our three files  
5           for approximately 993,329 registered  
6           eligible voters in Philadelphia County;  
7           preparing district registration poll  
8           books for use in determining voter  
9           eligibility at the polling places on  
10          Election Day; maintaining boundary maps  
11          and descriptions for the 1,686 voting  
12          divisions in Philadelphia; locating  
13          accessible and suitable polling places  
14          within each of the City's 69 wards, which  
15          is handicap accessible now; maintenance  
16          service in preparation of approximately  
17          3,700 electronic voting machines;  
18          certifying federal -- certifying the  
19          office election returns for Philadelphia.

20                    COUNCIL PRESIDENT CLARKE:  
21          Okay. All right. Okay. I've been  
22          dominating the mic for a little while.  
23                    The Chair recognizes  
24          Councilwoman Quinones-Sanchez.  
25                    COUNCILWOMAN SANCHEZ: Thank

1 5/10/16 - WHOLE - BILL 160170, etc.

2 you.

3 Good afternoon.

4 (Good afternoon.)

5 COUNCILWOMAN SANCHEZ: I first  
6 want to ask you about language access.  
7 As you know, we passed a Charter change  
8 that by law requires a language access  
9 plan. Notwithstanding the interpreter  
10 situation that is court mandated, has the  
11 Commissioners Office developed a language  
12 access plan?

13 CHAIRMAN CLARK: Excuse me. I  
14 missed the last.

15 COUNCILWOMAN SANCHEZ: Excuse  
16 me?

17 CHAIRMAN CLARK: I missed the  
18 last thing that you said.

19 COUNCILWOMAN SANCHEZ:  
20 Notwithstanding the interpreters and all  
21 of the stuff that's been court directed,  
22 has the City Commissioners developed a  
23 language access plan?

24 COMMISSIONER SCHMIDT: We're  
25 now -- since the new Administration came

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           in -- and it was one of the key  
3           initiatives of the new Administration.  
4           We're working with the Administration on  
5           how we can do that in a more  
6           comprehensive way. So far it's been a  
7           matter of, I think, two things. The  
8           first, which you mentioned, which is  
9           making sure we're meeting our  
10          obligations, our legal obligations, to  
11          provide everything that we produce in  
12          English and Spanish and also to extend  
13          beyond that to the extent that we can,  
14          not just additional things being made in  
15          Spanish, not just an interpreter program,  
16          but greater outreach. That's something  
17          that we've been doing more with the  
18          Mayor's new Office of Multicultural  
19          Affairs. But also one of the biggest  
20          problems we have with this, as I know  
21          you're aware, is our Election Board. Our  
22          Election Board workers at the  
23          neighborhood level, we provide training  
24          for them. We can't force them to attend  
25          training, and one of the bigger

1 5/10/16 - WHOLE - BILL 160170, etc.

2 frustrations is making sure --

3 COUNCILWOMAN SANCHEZ: Why  
4 can't you force folks to go to training?

5 COMMISSIONER SCHMIDT: I'm  
6 sorry?

7 COUNCILWOMAN SANCHEZ: Why  
8 can't you require people to go to  
9 training?

10 COMMISSIONER SCHMIDT: It's  
11 something that we took a look at in 2012.  
12 They don't work for us. They get paid  
13 through us, but they're independently  
14 elected. They're independently court  
15 appointed. So we can't hire them, we  
16 can't fire them, we can't move them. We  
17 can't do any of that. But stressing that  
18 in training to make sure that when  
19 someone comes in and they're unable to  
20 communicate in English, that they're able  
21 to use the language access line -- we  
22 provide a cell phone for that purpose --  
23 is part of our training to make sure our  
24 Election Boards are sensitive to those  
25 needs.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN SANCHEZ: Okay.

3 So you're working on it. I want to get  
4 to my time, because we're going to get  
5 through here.

6 Why is it that we place Spanish  
7 ads in mainstream papers?

8 COMMISSIONER SCHMIDT: I  
9 remember you asking this question in 2012  
10 and I remember you asking this question  
11 in 2013, and each time we've gone to the  
12 City Solicitor's Office to ask because of  
13 the costs associated with it, why not  
14 just advertise in English and in English  
15 language newspapers, you have more  
16 resources to do more advertising, and the  
17 City Solicitor's Office, their opinion  
18 was that it would be a violation of our  
19 requirement to do everything that we do  
20 related to voting in English and Spanish.  
21 So while that's one of those things that  
22 could not seem more kind of self-evident,  
23 once we talked to our lawyers in the City  
24 Solicitor's Office, they said that we're  
25 required to produce them in English and

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Spanish everywhere.

3 COUNCILWOMAN SANCHEZ: By

4 federal law?

5 COMMISSIONER SCHMIDT: By law,

6 yeah.

7 COUNCILWOMAN SANCHEZ: And have

8 we asked the feds for a clarification on

9 that?

10 COMMISSIONER SCHMIDT: Our

11 department can follow up with the City

12 Solicitor to ask. We've asked repeatedly

13 and --

14 COUNCILWOMAN SANCHEZ: I'm

15 going to ask that every year until we

16 figure it out, because we give the

17 Inquirer \$15,000. You can run an ad in

18 every single Spanish language paper.

19 Okay. That's one. You talked

20 about -- you mentioned earlier around

21 Election Boards because they're

22 independently elected. Is it state code

23 that people are required to run as

24 democrats or republicans in the minority

25 party for the Election Board?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COMMISSIONER SCHMIDT: No.

3 They can run for a minority party  
4 position, any position or the minority  
5 inspector position. They can be any  
6 party whatsoever.

7 COUNCILWOMAN SANCHEZ: But the  
8 Judges of Elections all say democratic in  
9 their petitions.

10 COMMISSIONER SCHMIDT: So in  
11 the primary are republicans and  
12 democrats, and then you can circulate a  
13 petition in the -- it's during a period  
14 of time during the summer to appear on  
15 the ballot in the general election to run  
16 against the republicans and democrats.  
17 So just like it is for Senate or Governor  
18 or --

19 COUNCILWOMAN SANCHEZ: But if  
20 they're a non-partisan board, is that  
21 state code? I want to know -- it goes  
22 counter to the notion that we have a  
23 Board of Elections that is neutral when  
24 you have to identify and run with the  
25 particular party, because I think it adds

1 5/10/16 - WHOLE - BILL 160170, etc.

2 to some of the partisan debate.

3 COMMISSIONER SCHMIDT: It is.

4 And really in reality it's not a

5 non-partisan board. It's a bipartisan

6 board, right? And if you have more than

7 republicans and democrats, it's more than

8 bipartisan. We have people who have run

9 and been elected as Green Party Election

10 Board workers, Whig Party Election Board

11 workers, every possible --

12 COUNCILWOMAN SANCHEZ: So if

13 somebody wanted to run as a Green Party

14 in the primary, because the Green Party

15 doesn't have a line, they would have to

16 get the required signatures or it could

17 only be in the general?

18 CHAIRMAN CLARK: Absolutely.

19 COMMISSIONER SCHMIDT: And the

20 threshold is pretty low.

21 COUNCILWOMAN SANCHEZ: We

22 should talk about that.

23 So let's go back to our voter

24 assistance. As you know, I testified

25 last year in front of the judges, not

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that they could do anything about it, and  
3           we talked about the tracking of voter  
4           assistance. Has the Commissioners Office  
5           promulgated any new regulations about  
6           maintaining the data around voter  
7           assistance?

8                        COMMISSIONER SCHMIDT: On voter  
9           assistance? So we keep records of any  
10          time -- so the Election Boards are  
11          required to keep records of any time a  
12          voter requests assistance.

13                      COUNCILWOMAN SANCHEZ: But it's  
14          not reflected in the voter's file, so --

15                      COMMISSIONER SCHMIDT: It isn't  
16          reflected in the voter's file. I'm sorry  
17          I interrupted you.

18                      COUNCILWOMAN SANCHEZ: The  
19          voter assistance isn't reflected in the  
20          voter's file.

21                      COMMISSIONER SCHMIDT: There's  
22          nothing in the voter's file -- so the  
23          voter files are a statewide system, and  
24          there's nothing in there that would allow  
25          us in the state system to flag something

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           or add something that the voters request  
3           assistance.

4                    COUNCILWOMAN SANCHEZ: So part  
5           of the discussion that we had last year  
6           was there were 800 voter assists in my  
7           councilmanic district and less than 100  
8           in the rest of the state, and I asked do  
9           we monitor this? Is there a tracking  
10          system for this? Is this an anomaly? So  
11          nothing has changed to our ability to  
12          track who legitimately needs voter  
13          assistance?

14                   COMMISSIONER SCHMIDT: We're  
15          not able to make an assessment of who is  
16          or is not permitted to have assistance in  
17          the --

18                   COUNCILWOMAN SANCHEZ: So  
19          when --

20                   COMMISSIONER SCHMIDT: --  
21          polling place.

22                   COUNCILWOMAN SANCHEZ: In 2014  
23          and 2015, we had eight times more people  
24          doing voter assistance in the 7th  
25          Councilmanic District than in the rest of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the City. So how are we ensuring that in  
3           fact those folks need voter assistance?  
4           And, again, I don't want to make voting  
5           more difficult, but how do we measure  
6           that?

7                       CHAIRMAN CLARK: Well, you do  
8           have a voter assistance form --

9                       COUNCILWOMAN SANCHEZ: I know  
10          that.

11                      CHAIRMAN CLARK: -- when you  
12          come to the table. Okay.

13                      COUNCILWOMAN SANCHEZ: I know  
14          that people sign, but how do we track it?  
15          How do I know -- because essentially 800  
16          people signed a voter assistance that  
17          says they're illiterate or blind.  
18          They're signing a legal document that  
19          says that.

20                      CHAIRMAN CLARK: If they're in  
21          that division, then that Judge of  
22          Election, who allowed them to sign for  
23          assistance, should have a copy of that.

24                      COUNCILWOMAN SANCHEZ: But how  
25          are we tracking it to make sure that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           people actually need the voter assistance  
3           when you see that level of disparity with  
4           the norm around voters?

5                        COMMISSIONER DEELEY:  
6           Councilwoman, if I may, I'm going to have  
7           Greg Irving come up and address that  
8           question.

9                        COUNCILWOMAN SANCHEZ: Okay.  
10           I'm sorry. My time is up.

11                      COMMISSIONER SCHMIDT:  
12           Councilwoman, while Greg comes up, I just  
13           want to say that we have been tracking  
14           those more closely and comparing them in  
15           similar elections, because we can't  
16           compare a DA/Controller election with a  
17           councilmanic election cycle or  
18           presidential election cycle. And that  
19           helps identify at least where these  
20           anomalies occur and when they occur. All  
21           I'm saying is that we're not able to make  
22           an assessment based on each individual  
23           voter whether that voter should or should  
24           not be using an assistance form.

25                      COUNCILWOMAN SANCHEZ: So in

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           those divisions where we identify that 70  
3           percent of the voters voted through voter  
4           assist, what kind of additional training  
5           or supports are given to that Election  
6           Board because it's not the norm?

7                       CHAIRMAN CLARK: Okay. Greg.

8                       MR. IRVING: Good afternoon,  
9           Councilwoman. First off, on the standard  
10          voting application form, there's a --

11                      COUNCIL PRESIDENT CLARKE:  
12          Identify your name for the record.

13                      MR. IRVING: Greg Irving, Voter  
14          Registration Administrator.

15                      COUNCIL PRESIDENT CLARKE:  
16          Thank you.

17                      MR. IRVING: On the standard  
18          voter registration application, there is  
19          a box which the voter can check off and  
20          state which they need assistance. Then  
21          there's another line where they can put  
22          the reason why. And that's an affidavit,  
23          so it's a sworn affidavit when they sign  
24          it. And when we process those  
25          applications, we put that into the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           system. So the system has a way of  
3           tracking people who do require  
4           assistance.

5                         What they also can do is at the  
6           actual polling place, if someone comes in  
7           and they need assistance, there's a form  
8           which they can fill out there and they  
9           can have someone come in and help them do  
10          so. And once we receive those back in  
11          the office after Election Day, probably  
12          about 30 days after that we process those  
13          and add those on to their record. So  
14          then come the next election when that  
15          person goes to vote, it's already in a  
16          poll book, Person A does require  
17          assistance, and with that, they can bring  
18          someone in of their choice to help.

19                        COUNCILWOMAN SANCHEZ: Okay.  
20          So if I asked you who are all the voters  
21          in a particular division who need voter  
22          assistance, you would be able to give me  
23          that list?

24                        MR. IRVING: Yes, we would.

25                        COUNCILWOMAN SANCHEZ: And if

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that number is way out of the norm with  
3           the rest of the City, how do we review  
4           that to make sure that that is accurate?

5                     MR. IRVING: Well, when you say  
6           "way out of the norm," there are some  
7           divisions where there are some language  
8           barriers, and a lot of those people do  
9           fill out the forms at the polling place.

10                    COUNCILWOMAN SANCHEZ: But they  
11           say language, but when you sign an  
12           affidavit that says you're illiterate or  
13           blind versus language, because you have  
14           bilingual interpreters. So why do I need  
15           an affidavit if there's a bilingual  
16           interpreter there?

17                    MR. IRVING: But we don't have  
18           bilingual interpreters at every division  
19           in the City.

20                    COUNCILWOMAN SANCHEZ: I'm  
21           talking about divisions that are 80  
22           percent Latino.

23                    MR. IRVING: It's still a  
24           voter's choice of whether they want to  
25           use that person or use someone of their

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           choice. That's why that was put into  
3           effect, to make the voter more  
4           comfortable when they do go out and vote.

5                   COUNCILWOMAN SANCHEZ: So the  
6           voters get to choose supposedly who goes  
7           in with them?

8                   MR. IRVING: Yes, they do.

9                   COUNCILWOMAN SANCHEZ: And that  
10          option is given to them and that's part  
11          of your training?

12                  MR. IRVING: Yes, it is.

13                  COUNCILWOMAN SANCHEZ: So who  
14          is not allowed to go in there with them?

15                  MR. IRVING: The Judge of  
16          Elections or their union representative.

17                  COUNCILWOMAN SANCHEZ: So you  
18          can tell me that no Judge of Election  
19          sign any of those affidavits?

20                  MR. IRVING: I haven't looked  
21          at every single one, but they're taught  
22          that in -- that's the way it should be,  
23          Councilwoman.

24                  COUNCILWOMAN SANCHEZ: Okay.

25                  I'm sorry.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you. Thank you, Councilwoman.

4 COUNCILWOMAN SANCHEZ: I'll  
5 wait for my next round.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilwoman.

8 The Chair recognizes Councilman  
9 Oh.

10 COUNCILMAN OH: Thank you,  
11 Council President.

12 So we now have online voter  
13 registration in the State of Pennsylvania  
14 and in the City of Philadelphia, and in  
15 that regard, if a person goes online,  
16 they can only register in English or is  
17 there another language available?

18 COMMISSIONER SCHMIDT: There's  
19 an option where you can select a number  
20 of different languages to provide that.  
21 We also have links on our website if  
22 people want to print out a voter  
23 registration form, and it's available on  
24 our website in, I think, probably a dozen  
25 languages.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN OH: Okay. Is that  
3 a link to the U.S. Election Assistance  
4 Commission or is that a Pennsylvania  
5 voter registration form?

6 COMMISSIONER SCHMIDT: I  
7 believe it's the Pennsylvania voter  
8 registration form.

9 CHAIRMAN CLARK: It is.

10 COUNCILMAN OH: In terms of  
11 letting people know that they can  
12 register in their native language, is  
13 there any outreach effort with that?

14 COMMISSIONER SCHMIDT: So on  
15 the outreach end, it's one of the more  
16 important functions that I think our  
17 offices play, and all three offices have  
18 been involved in a number of events  
19 around the City, especially events where  
20 there are new Americans, and we make sure  
21 that the materials are available in  
22 different languages, the voter  
23 registration forms are available in  
24 different languages, and I think that's  
25 one of the more important roles that we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           have.

3                       COMMISSIONER DEELEY:  
4           Councilman, we provide accommodations as  
5           requested by anybody that would come into  
6           our office for whatever language they  
7           would need. We would find a way to make  
8           that available to them.

9                       COUNCILMAN OH: Okay. Thank  
10          you. I just put that within the context  
11          from the testimony. We just kicked off  
12          our Third Annual Asian American Voter  
13          Registration Drive, and what we did  
14          previous years before the online  
15          registration is, we actually got the  
16          forms from the U.S. Election Assistance  
17          Commission that had them available in  
18          about a dozen languages, from Spanish to  
19          Tagalog to Korean and Hindi and Japanese,  
20          whatnot, but oddly it wasn't in  
21          Pennsylvania. It was just that it was  
22          agreement between the State of  
23          Pennsylvania and the federal government.  
24          And we have about like 60 volunteers who  
25          go out for about a month knocking on

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           doors.

3                        So there has been an increase  
4           in Asian American voter registration.  
5           It's all non-partisan. We don't suggest  
6           in any way to register, but typically  
7           from what we've seen, it has been in the  
8           past and currently still about four to  
9           one democrat to republican. I don't know  
10          about independent or anything like that.  
11          That's the available data to us. We  
12          don't keep that ourselves. We don't know  
13          how they register. But just from the  
14          budget request that you're making, is  
15          there an ability to do more in terms of  
16          getting folks to register, like outreach,  
17          advertising or whatnot, to reach out to  
18          communities, for example, in foreign  
19          language newspapers or radio stations or  
20          things like that?

21                      COMMISSIONER SCHMIDT: One of  
22          the things that we're looking at right  
23          now with the, I don't know, second  
24          generation of our website is to make sure  
25          that website is available in more than

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           just English and Spanish. There are some  
3           websites related to elections that have  
4           many more languages. So that's something  
5           that we're looking at. So it's not just  
6           a matter of outreach. Then we'll be able  
7           to direct people to our website as well  
8           and more people will have access to it.  
9           And we applaud your voter registration  
10          efforts every year.

11                    COUNCILMAN OH: Thank you.

12                    COMMISSIONER SCHMIDT: We know  
13           how successful they are in registering  
14           voters. The timing of it is always a  
15           little bit tricky because it's in that  
16           window of time right before the next  
17           election.

18                    COUNCILMAN OH: Yeah. May is  
19           Asian American Heritage Month, so that's  
20           why we picked May.

21                    But let me just finally  
22           conclude with just a statement, that a  
23           lot of times when we go out, our  
24           volunteers, we of course run into people  
25           who say the government doesn't do

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           anything for me. I don't want to  
3           register. I'm just helping politicians.  
4           They don't do anything to help us.  
5           That's what we -- so it does open up that  
6           conversation about how you help your  
7           community, and it has been effective, I  
8           will say, that just communicating -- or  
9           communicating that just by registering,  
10          you're helping your own neighborhood and  
11          your own community, because you show up  
12          as a potential vote. Whereas, before  
13          there's no vote. There's no vote in this  
14          neighborhood. But now you have voters  
15          and they have identified themselves as  
16          Asian Americans. It's very helpful for  
17          us in just letting the City government  
18          know that this is a group of people that  
19          are getting more and more engaged in  
20          their communities and in what's happening  
21          in Philadelphia. So it's very helpful  
22          that way.

23                        So thank you very much.  
24                        COMMISSIONER SCHMIDT: Thank  
25          you, Councilman.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilman.

4 The Chair recognizes Councilman  
5 Taubenberger.

6 COUNCILMAN TAUBENBERGER: Thank  
7 you, Council President.

8 Commissioners, thank you very  
9 much for being here this afternoon. I  
10 have to also agree with Councilman Oh  
11 very much that I think we can help our  
12 communities by having people registered  
13 in all ethnicities, in all parts, in  
14 every zip code of the City. The more  
15 people that are registered, the more  
16 important it is for their neighborhood  
17 and doing something for the City itself.  
18 And working in the democratic system and  
19 voting is the cornerstone of democracy,  
20 something that was discussed in my family  
21 many, many times, because my mom and dad  
22 came from a place in 1930's Germany.  
23 There was one election in 1933 and there  
24 was never any more, and nobody voted for  
25 anything because you weren't allowed to.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 So I think you're safeguarding democracy.

3 My comment to you is, I think

4 you're doing a very, very good job. I

5 like the innovations. I think it's very,

6 very important. That outreach is

7 important. I'd like to see more of that

8 if it's possible, but of course our

9 budget restraints. And I have to give

10 commendations to Commissioner Deeley.

11 She had a number of programs at various

12 high schools, and that is the start of

13 the tradition of registering to vote. I

14 was fortunate enough to attend the one at

15 Lincoln High School, and I know you had

16 several others throughout the City, and I

17 just think it's a great opportunity for

18 young people to get more engaged and know

19 the system. Sometimes people find it to

20 be intimidating. And I can't thank you

21 enough for doing that. And that

22 concludes my comment. If you want to

23 comment back, that's fine, but you don't

24 have to.

25 COMMISSIONER DEELEY: Thank

1 5/10/16 - WHOLE - BILL 160170, etc.

2 you.

3 COUNCILMAN TAUBENBERGER:

4 You're welcome.

5 Council President, thank you

6 very much.

7 COUNCIL PRESIDENT CLARKE:

8 Thank you, Councilman.

9 The Chair recognizes

10 Councilwoman Blackwell.

11 COUNCILWOMAN BLACKWELL: Thank

12 you. I just wanted to -- I forget, and

13 every couple years we mention it, what

14 our people who work in the polls get

15 paid. Would you update us.

16 COMMISSIONER DEELEY:

17 Councilwoman, our poll workers receive

18 \$125 or \$130 for their Election Day work

19 should they go to training.

20 COUNCILWOMAN BLACKWELL: Okay.

21 Okay.

22 COMMISSIONER SCHMIDT: And I

23 don't think there's a person in this room

24 that would agree that that's enough,

25 right, for essentially a 14-hour day,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           either a presidential election where  
3           turnout is incredible and it's stressful  
4           and intense to a DA/Controller race where  
5           turnout is 9 percent and the day, I'm  
6           sure, feels like it's 20 hours long and  
7           not 14 hours long. So over the last four  
8           years, we've increased that training  
9           amount, right, because without an  
10          increase in our budget, we've been  
11          looking for ways to find savings to  
12          encourage more people to attend training  
13          and then to compensate them better for  
14          attending training. Since we can't  
15          necessarily always provide pay increases  
16          for every Election Board worker, we want  
17          to drive people to training to help with  
18          all sorts of issues that we see on  
19          Election Day, because the training is  
20          always changing and we've revised it. It  
21          used to be an old like fold-out newspaper  
22          thing where you're flipping around and  
23          you can't see where everything is. We've  
24          now put it together in more a PowerPoint  
25          presentation. We provide copies of that.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 We have that available on our website.

3 So driving people,  
4 incentivizing people to take training and  
5 compensating them better kind of go hand  
6 in hand.

7 COUNCILWOMAN BLACKWELL: You  
8 mention turnout. What did you say our  
9 turnout was?

10 COMMISSIONER SCHMIDT: So our  
11 turnout this primary was around 40  
12 percent, and it swings dramatically. It  
13 can swing from 65 percent in 2008 to 9  
14 percent in the last DA/Controller race.  
15 But the rollout is very similar every  
16 election, right? It's 3,525 voting  
17 machines. It's 1,686 divisions around  
18 the City. When we have a huge increase  
19 in turnout, it's how do we accommodate  
20 that? How do we accommodate an avalanche  
21 of calls coming into our office to help  
22 people find their polling place or to  
23 answer questions from Election Board  
24 workers or make sure that we're able to  
25 dispatch our teams of technicians to fix

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           machines? And one lesson learned from  
3           2012 was to make sure we could expand out  
4           the number of calls that we can receive.  
5           There'll be at least one time during the  
6           day where we undoubtedly will get more  
7           calls than we can handle, right, at the  
8           very beginning of the day when everybody  
9           is showing up to vote all at the same  
10          time. It really puts an incredible  
11          strain on our ability to be responsive,  
12          but we've worked with OIT to increase the  
13          number of lines we have and to make sure  
14          those lines -- they roll over. Line 1 is  
15          busy, it goes to 2. Two is busy, it goes  
16          to 3 to make sure that we're more  
17          responsive to that turnout.

18                    COUNCILWOMAN BLACKWELL: Thank  
19                    you.

20                    CHAIRMAN CLARK: I would like  
21                    to add to that that we created a lot of  
22                    new ideals so that people could also use  
23                    their cell phone in order to find their  
24                    polling place. I introduced an  
25                    innovation of technology where you could

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           go to philadelphiavotes.com and push  
3           "vote" and look for your address, where  
4           is my polling place, and once you push  
5           where's my polling place, you put your  
6           address in the box, and that address  
7           would bring up your polling place, the  
8           name of your polling place, the location  
9           of your polling place. And so we put in  
10          a lot of new technology in terms of  
11          voting that would make it very easy for  
12          you to find your polling place.

13                    COMMISSIONER SCHMIDT: It even  
14           provides directions on how to drive  
15           there, how to walk there, how to ride  
16           your bike there if you want.

17                    CHAIRMAN CLARK: That's right.

18                    COUNCILWOMAN BLACKWELL: Very  
19           good. Thank you all.

20                    COMMISSIONER SCHMIDT: Thank  
21           you, Councilwoman.

22                    COUNCIL PRESIDENT CLARKE:  
23           Thank you, Councilwoman.

24                    The Chair recognizes  
25           Councilwoman Quinones-Sanchez.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN SANCHEZ: Thank  
3 you.

4 Again, I'm very interested in  
5 working with the Commissioners Office  
6 about how we clarify this. I don't want  
7 to restrict people's access to voting,  
8 but I do want to clean up the perception  
9 of the integrity of people's votes,  
10 particularly where we've had scandal  
11 after scandal after scandal, and the  
12 numbers kind of just speak for  
13 themselves.

14 During the Appropriations  
15 hearing, we talked about the mailing in  
16 particular that was going to go out for  
17 the presidential election and we talked  
18 about what was going to happen with the  
19 data once that mailing came back. Do we  
20 have an assessment of that mailing, how  
21 many of those came back?

22 COMMISSIONER SCHMIDT: We have,  
23 I think, around 20 trays of -- Greg  
24 Irving can answer this in more  
25 specificity, but I think we have around

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           20 trays of those postcards that came  
3           back that range from this address doesn't  
4           exist to the voter is deceased or one  
5           thing or another. Greg can speak to that  
6           more.

7                       MR. IRVING: Councilwoman, so  
8           far we have about 77,000 cards which have  
9           been returned to us as undeliverable. As  
10          I stated to this body before when we came  
11          and asked for the money to mail those  
12          out, that during the summer we would look  
13          up each and every one of those cards and  
14          see how many of those people actually  
15          came out and voted, how many of those  
16          people actually did not respond, those  
17          that come back with stickers on there  
18          from the post office saying that they  
19          have moved here or there. Especially the  
20          ones that moved out of town, we will be  
21          sending an address verification notice  
22          out to them. Hopefully they will  
23          respond. If they do respond and tell us  
24          that they did move out of town, then we  
25          can legally remove them from the voter

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           files. Those that responded by going out  
3           and vote, there's nothing we can do with  
4           those. But we will present a breakdown  
5           to your office and to this Board sometime  
6           prior to you guys returning to session in  
7           September.

8                        COUNCILWOMAN SANCHEZ: So  
9           you're going to do an analysis and do the  
10          verification to see who voted and who was  
11          returned and for whatever reasons in  
12          terms of category. So if there are any  
13          odd patterns there, because I would think  
14          if the post office or others, if they  
15          were returned and then people voted, what  
16          are you going to do with those?

17                      MR. IRVING: Well, there's  
18          nothing we can do with those. Those  
19          people are at that address. For some  
20          reason or another, they just were not  
21          delivered.

22                      COUNCILWOMAN SANCHEZ: So you  
23          wouldn't do an address verification for  
24          them, but you'll send out a verification  
25          for someone who didn't vote?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. IRVING: By voting, they  
3 stated that they're still at that  
4 address. If our Commissioners determine  
5 that's what they want to do, then we'll  
6 do that.

7 COUNCILWOMAN SANCHEZ: We need  
8 to continue to have a discussion about  
9 that. Seventy-seven thousand, is that  
10 more or less than your experience in the  
11 past, Greg?

12 MR. IRVING: We've never really  
13 tracked the number before, Councilwoman.

14 COUNCILWOMAN SANCHEZ: Okay.

15 COMMISSIONER SCHMIDT:  
16 Councilwoman, I just want to add that  
17 it's been a very long time since this  
18 office has sent a notice like this to  
19 every registered voter in the City. It's  
20 more than a million postcards that went  
21 out. So this is an entirely --

22 COUNCILWOMAN SANCHEZ: Yeah. I  
23 know, we only do these during  
24 presidential elections.

25 COMMISSIONER SCHMIDT: Last

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           time we did was the presidential some  
3           time ago.

4                    COUNCILWOMAN SANCHEZ: And  
5           actually presidential primaries.

6                    Have we explored other  
7           opportunities to do voter education  
8           mailings through maybe our Water  
9           Department billings and other places?

10                   COMMISSIONER SCHMIDT: This  
11           last election, thanks to the help of  
12           Councilwoman Cherelle Parker, we added --  
13           PGW and PWD added notices to the utility  
14           bills that went out that mentioned the  
15           date of the election, the time the polls  
16           are open and that sort of thing.

17                   COUNCILWOMAN SANCHEZ: So PGW  
18           and PECO did it?

19                   COMMISSIONER SCHMIDT: PGW and  
20           PWD did it.

21                   COUNCILWOMAN SANCHEZ: Oh, and  
22           the Water Department.

23                   COMMISSIONER SCHMIDT: Yes.  
24           And also Commissioner Deeley in reaching  
25           out to Comcast also worked with them to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           put together, at no cost to the  
3           taxpayers, a public service announcement  
4           related to the election, when the  
5           election is, the time the polls are open,  
6           our website to find your polling place,  
7           things like that.

8                        COUNCILWOMAN SANCHEZ: So it's  
9           a presidential election. We're going to  
10          have a bunch of different people doing  
11          voter registration. What are we doing to  
12          gear up to ensure that we're ready for  
13          what may be hopefully massive voter  
14          registration?

15                       COMMISSIONER SCHMIDT: We  
16          totally revamped -- or that may be an  
17          overstatement. We greatly revamped the  
18          tracking for registrations when they come  
19          in. If you remember, it was one of the  
20          biggest challenges we faced in 2012, was  
21          we had tens of thousands of registrations  
22          that came in on the voter registration  
23          deadline, and because the department --  
24          whenever there are statewide petition  
25          challenges, because of the resources that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Philadelphia has and because of the  
3           expertise of the people that we have, the  
4           state will frequently consult and move  
5           all petition challenges to Philadelphia.  
6           So in 2012, we had a situation where all  
7           of our terminals, our voter registration  
8           terminals, SURE terminals, were occupied  
9           for weeks with challenges to statewide  
10          petitions for third-party candidates.  
11          That set us behind. So when we came up  
12          to the voter registration deadline in  
13          2012, we already had something of a  
14          backlog of registrations before the final  
15          push hits. So what we did this last  
16          primary, with an expectation that this is  
17          going to occur again, is made sure we  
18          were at zero by the time the registration  
19          deadline came around, and Greg was on  
20          that thing the whole time to make sure  
21          that we don't have a backlog before the  
22          deadline hits.

23                    COUNCILWOMAN SANCHEZ: So does  
24                    your budget reflect that potential  
25                    uptick? We saw, what, 80,000 republicans

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           become democrats, 100,000 democrats  
3           become republicans. Are we prepared for  
4           that kind of potential uptick this  
5           summer?

6                         COMMISSIONER SCHMIDT: We are.  
7           It affects our overtime, because we had  
8           people just -- this last election, we  
9           went into overtime earlier. We had  
10          people working late every night of the  
11          week. We had people working Saturday and  
12          Sunday to make sure that we hit those  
13          numbers. So it's something we anticipate  
14          in the presidential general election.

15                        COUNCILWOMAN SANCHEZ: I mean,  
16          I was one of the advocates with  
17          challenging the state about being able to  
18          get all those folks in the system,  
19          because it was not only in Philadelphia  
20          but in the counties. We had thousands of  
21          applications that were sitting. So,  
22          yeah, I'm very much aware of that.

23                        And then, lastly, clearly there  
24          seems to be an interest by the  
25          Commissioners around the proactivity --

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           being proactive around education around  
3           the elections. You could share with the  
4           Chair what are some of the education  
5           initiatives that are going to take place  
6           over the next few months during what will  
7           be kind of a heated season. What are  
8           some of the new things, one, two, three  
9           new things that we're doing.

10                   CHAIRMAN CLARK: Basically we  
11           have pamphlets and books that we deliver  
12           when we all go out to do outreach. Of  
13           course I go to the churches, the mosques  
14           and different other locations doing  
15           outreach, handing out books trying to  
16           educate the public about what we do in  
17           terms of preparing elections, and if  
18           people are 17 and they're going to be 18  
19           by the day of election, of course we  
20           educate them to the point that they can  
21           register.

22                   COMMISSIONER SCHMIDT: A lot of  
23           the targeting has been in phases of  
24           people's life, where, as Commissioner  
25           Clarke said, they're about to become

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           eligible to vote or a lot of the focus  
3           we've had is on senior centers, where  
4           people have moved to an assisted living  
5           facility, so they're still registered at  
6           their previous address and approaching  
7           people there and really kind of like  
8           targeting those change-of-life points  
9           whenever a person is either eligible or  
10          their address has changed.

11                        COMMISSIONER DEELEY:

12          Councilwoman, we sent a letter out to all  
13          the high schools in the City prior to the  
14          primary, and I plan to do it again over  
15          the summer so that the schools receive it  
16          for the beginning of their curriculum in  
17          September, and what we've been doing is,  
18          with the help of the staff, we've been  
19          taking a voting machine out to the high  
20          schools or the grade schools, whoever  
21          welcomes us, and hosting mock elections  
22          and having the kids come up and vote and  
23          see how easy it is, and then I do some  
24          trivia with them and we go through the  
25          voter registration form. It seems to be

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           really effective, and they really get  
3           engaged, especially in this presidential  
4           election because of all the publicity  
5           around it. So it's been a great program,  
6           and I hope to continue it, and hopefully  
7           it will continue to grow. And I invite  
8           you to join me. We were at Edison High  
9           School, and I invite you to join me any  
10          time where we're out. We'll send you the  
11          schedule.

12                    COUNCILWOMAN SANCHEZ: I'm  
13           interested in us really taking this show  
14           on the road and putting those machines  
15           out there for the particularly young  
16           people.

17                    COMMISSIONER DEELEY: Happy to  
18           do it.

19                    COUNCILWOMAN SANCHEZ: One last  
20           question as it relates to the Election  
21           Boards. How do we monitor who signs the  
22           books and making sure that people live  
23           within the divisions? How is that going?

24                    CHAIRMAN CLARK: You have to  
25           remember that the Judge of Election and

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           the Majority Inspector, they're people  
3           who are elected by the people in their  
4           divisions. Of course, we make sure that  
5           they get paid, but they, of course, do  
6           the books, minority inspector, majority  
7           inspector, and the people on the Board,  
8           who obviously when people come, the first  
9           time they voted, they show their ID. If  
10          they've been voting, they don't have to.  
11          If they have -- if they're registered to  
12          vote, they go into the poll book.

13                    COUNCILWOMAN SANCHEZ: I'm more  
14           interested in are we ensuring that we  
15           don't have people coming from outside on  
16           that particular day? And I know it's a  
17           recruitment challenge, but there's still  
18           certain areas where we don't have local  
19           folks.

20                    CHAIRMAN CLARK: We do have  
21           a -- go ahead, Al.

22                    COMMISSIONER SCHMIDT: Election  
23           Board workers, as you stated, are really  
24           required to live in the division. When  
25           Election Day comes around, we want to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           make sure that every Election Board is up  
3           and running. So there's a kind of  
4           priority of needs, right? If we have a  
5           polling place in a gymnasium where there  
6           are two divisions there, one has a Board  
7           with six people who show up, one has a  
8           Board with nobody. We need that Election  
9           Board to open and the machines to begin  
10          voting at 7 o'clock. So there's plenty  
11          of occasions where we'll instruct the one  
12          Board or the Board members will move from  
13          one to try to cover the other division as  
14          well and, at the end of the night, sign  
15          the poll book.

16                        We've reduced or eliminated a  
17          situation where people were getting  
18          double pay. They would sign multiple  
19          poll books. We now do a check for that  
20          to save money. That cost us some  
21          Election Board workers, because after a  
22          while, some Election Board workers,  
23          they've been signing repeatedly a couple  
24          places. So they're not getting \$100 for  
25          the day, they're getting \$200 for the

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           day. So we managed that change and  
3           we're, I think, beyond that now.

4                    COUNCILWOMAN SANCHEZ: So it  
5           would be good to see you monitoring if  
6           there is -- if there are consistent  
7           problems in certain polling locations, it  
8           would be good to know if you're  
9           monitoring that. Because it's easy to  
10          say we don't have anybody in this  
11          division, but that's every single  
12          election. It's one thing if it's like  
13          one election, but consistently there's a  
14          pattern there.

15                    COMMISSIONER DEELEY: One of  
16          the things that we talked about doing,  
17          which might help us be able to identify  
18          those areas, is surveying our Boards when  
19          they come in for training, surveying them  
20          with regard to their experience on  
21          Election Day and surveying them on their  
22          experience with the training, and then  
23          we'll be able to identify, as you say,  
24          areas where we might have a problem,  
25          where we'll have Board members who may

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           not raise their hand in a public forum at  
3           a training session to say there's only  
4           two people and they're the same two  
5           people, but they might write it down on a  
6           card and put it in a box on their way out  
7           of the training class, and then we'll  
8           have a way to identify that and to  
9           identify areas where we certainly need  
10          improvement.

11                         And also next year, as we  
12          approach the elections of our Election  
13          Boards, we are certainly hoping that the  
14          people that will run for those offices  
15          all live, as required, in those  
16          divisions.

17                         COUNCILWOMAN SANCHEZ: And you  
18          mentioned earlier -- and I'll leave this,  
19          because I'm taking up too much of your  
20          time. You made a note that in 2008, 65  
21          percent of the people came out to vote.  
22          This primary was 40, and that during the  
23          municipal elections now and Council  
24          races, it was 9 percent.

25                         COMMISSIONER SCHMIDT: In the

1 5/10/16 - WHOLE - BILL 160170, etc.

2 DA/Controller race, it was 9 percent.

3 COUNCILWOMAN SANCHEZ: Right.

4 And that's when judges run. So we

5 essentially are electing the most

6 important people to our process during

7 the lowest voting election.

8 COMMISSIONER SCHMIDT: And

9 that's when they are eligible to -- we

10 don't determine who gets to run when.

11 And that's when they come up in the

12 cycle. It's during a low turnout

13 election. And the comparable numbers

14 that I mentioned, the 65 percent was in a

15 2008 general election, not the primary

16 election.

17 COUNCILWOMAN SANCHEZ: Okay.

18 COMMISSIONER SCHMIDT: I was

19 just giving a range from 9 to 65 percent.

20 COUNCILWOMAN SANCHEZ: Okay. I

21 get that, and I know that's state code,

22 but I think that has an impact with the

23 quality. We keep talking about the

24 quality and the training. It's the

25 lowest interest race that we're asking

1 5/10/16 - WHOLE - BILL 160170, etc.

2 people to come forward.

3 Thank you.

4 Thank you, Mr. Chair. Sorry.

5 COUNCILMAN HENON: Thank you,

6 Councilwoman.

7 The Chair recognizes Councilman

8 Green.

9 COUNCILMAN GREEN: Thank you,

10 Mr. Chair.

11 I just had some quick questions

12 in reference to helping people to vote.

13 I had an opportunity in the early part of

14 this year to go to a voting training

15 program for people who are autistic and

16 trying to get more adults, especially

17 adults on the autism spectrum who have

18 that learning difference, and making sure

19 that they have the tools and abilities to

20 be able to vote, and they had a voting

21 machine. There was people there, from my

22 recollection, from the Commissioners

23 Office.

24 What steps have been taken in

25 that regard for anyone with any type of

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           either physical or learning difference  
3           and helping them to vote, and is this  
4           something that comes under HAVA?

5                    COMMISSIONER SCHMIDT: I think  
6           there's been a couple of things that  
7           we've done. One is -- and there's a  
8           whole range. One is working with the  
9           Philadelphia School for the Deaf in  
10          providing training there, producing a  
11          video to assist with training for deaf  
12          voters as well. I think it really goes  
13          hand in hand with our outreach efforts  
14          and our commitment to continuing to  
15          increase our outreach.

16                   COUNCILMAN GREEN: And what  
17          about people with other type of either  
18          physical or learning differences other  
19          than who may be hearing impaired?

20                   COMMISSIONER SCHMIDT: We would  
21          certainly welcome the opportunity to  
22          speak with you or any other groups to  
23          identify that need and make sure we're  
24          responsive to it.

25                   CHAIRMAN CLARK: And we play a

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           role in being responsive to that by  
3           having forms of assistance. We also make  
4           sure that all of the polling places are  
5           handicap accessible, which is the law, so  
6           that we could address the needs of the  
7           handicapped.

8                        COUNCILMAN GREEN: I haven't  
9           looked at HAVA in some time. Is there  
10          provisions in that federal legislation  
11          that requires local jurisdictions to  
12          provide assistance for people that have  
13          either -- I know physical differences,  
14          but what about behavioral or other type  
15          of learning differences?

16                       COMMISSIONER SCHMIDT: Well,  
17          we'd be looking to do far more than what  
18          we're required to do. We move polling  
19          places around the City. It was for a  
20          while roughly 100 polling places in  
21          elections, roughly 200 a year just for  
22          wheelchair accessibility reasons alone.  
23          That consent decree expired, but just  
24          because we're not required to do it  
25          anymore doesn't mean we don't continue to

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           do it.

3                        So I think this is a matter of  
4           focusing on things even beyond what's  
5           required. And, again, we'd welcome the  
6           opportunity to identify where the needs  
7           are to make sure we could be responsive  
8           so that every eligible voter is able to  
9           vote on Election Day without assistance,  
10          if need be.

11                      COUNCILMAN GREEN: Thank you,  
12          Mr. Chair.

13                      COUNCILMAN HENON: Thank you,  
14          Councilman.

15                      Are there any other questions  
16          for the Commissioners here today on their  
17          testimony?

18                      (No response.)

19                      COUNCILMAN HENON: Well, on a  
20          personal note, I want to thank you all  
21          for being here. I want to thank our  
22          newly elected Commissioner --

23                      COMMISSIONER DEELEY: Thank  
24          you.

25                      COUNCILMAN HENON: -- former

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           staff and friend for a long, long time  
3           for her first budget hearing. So thank  
4           you so much for joining us.

5                    COMMISSIONER DEELEY: Thank  
6           you, Councilman.

7                    COUNCILMAN HENON: All right.  
8           Okay. Well, thank you for your time.

9                    CHAIRMAN CLARK: Thank you,  
10          Councilman.

11                   COMMISSIONER SCHMIDT: Thank  
12          you.

13                   COUNCILMAN HENON: So next we  
14          have callbacks for the Office of OPA.  
15          Are there any members here today that  
16          wish to ask any questions for the Office  
17          of Property Assessment?

18                    Before we convene, I'd ask the  
19          department to come forward. State your  
20          name for the record and state your reason  
21          for being here.

22                    (Witnesses approached witness  
23          table.)

24                    MR. PIPER: Good afternoon,  
25          Councilman Henon and members of Council.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 My name is Michael Piper. I'm the Chief  
3 Assessment Officer of the Office of  
4 Property Assessment, and in addition to  
5 several of my staff members, I have with  
6 me the Office of Property Assessment's  
7 Administrative Service Director to my  
8 left, Delicsha Wilds, and my Deputy Chief  
9 Assessment Officer, James Aros, Jr.

10 COUNCILMAN HENON: Before we  
11 start, any members here wish to ask any  
12 questions for OPA on the callbacks?

13 (No response.)

14 COUNCILMAN HENON: My one  
15 question to you is, in the original  
16 hearings there were requests for  
17 information that would be provided to the  
18 Chair. Have you done so or are you in  
19 the process of doing so now?

20 MR. PIPER: We actually have  
21 responded. I believe we just sent the  
22 response, the final responses, over  
23 earlier today and -- we have responded.

24 COUNCILMAN HENON: Okay.  
25 Great. So the responses are in. With

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that, I appreciate your time in calling  
3           back.

4                       The Chair recognizes  
5           Councilwoman Sanchez.

6                       COUNCILWOMAN SANCHEZ: Were  
7           those responses forwarded to our office?

8                       MR. PIPER: I apologize,  
9           Councilwoman Sanchez. It was very late.  
10          I have actually one physical copy I can  
11          pass up.

12                      COUNCILWOMAN SANCHEZ: That's  
13          not the point. We're trying to kind of  
14          gather the -- okay.

15                      I do have one question, if I  
16          may, Mr. Chair.

17                      So one of the open  
18          conversations have been around the OPA  
19          assessments, and the Administration --  
20          and I think Councilman Green pressed on  
21          this last time -- continues to take the  
22          position that we don't have the capacity  
23          to do reassessments as quickly as we  
24          would want. The Controller's Office put  
25          out a report last week that says that

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           there's potentially \$30 million on the  
3           table. What is your response to that?

4                       MR. PIPER: We continue to try  
5           to update the assessments, and our task,  
6           what we're tasked with, is making sure  
7           that the assessments are correct and  
8           accurate and uniform. And we understand  
9           the connection between the assessments  
10          and the revenue that the City may be  
11          looking for, but we don't address issues  
12          that have to do with the revenue or the  
13          taxes themselves. It's just the  
14          assessments.

15                      COUNCILWOMAN SANCHEZ: You  
16          could understand that serving on the  
17          Board of the Directors of a \$4 billion  
18          corporation, when a CEO tells you that  
19          they don't have the ability to do  
20          something quicker other than a three-year  
21          cycle, it's a little bit difficult.  
22          Because your job is not to get revenue;  
23          our job is to manage our revenue.

24                      MR. PIPER: Yes.

25                      COUNCILWOMAN SANCHEZ: And you

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           understand the interconnection between  
3           the two of them. So it is OPA's position  
4           that there's no way -- and I know there's  
5           an RFP out -- that we cannot ramp up the  
6           assessments other than the current plan,  
7           which is land this year, commercial next,  
8           and residential?

9                         MR. PIPER: Well, the RFP has  
10           been responded to and where we are with  
11           the CAMA process is, we're quite far  
12           along. I think we're pretty close to  
13           actually having a vendor, without having  
14           to say too much about where the  
15           negotiations are at this point.

16                         But that aside, the assessment  
17           process is an annual process, and it  
18           involves an annual cycle and it's a good  
19           thing it does -- it's directly related to  
20           when the tax bills are sent out. So if  
21           you look at when folks are responsible  
22           for paying the taxes, it's a certain  
23           amount of time after the bills are sent  
24           out, but before the bills are sent out,  
25           we're responsible for giving the Revenue

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Department the assessment role. And I  
3           can kind of back the timeline up to show  
4           you how it is that -- we've actually  
5           started doing the commercial  
6           reassessment. We've started the initial  
7           process for that already even though  
8           that's something that won't be completely  
9           finished until March the 31st of 2017.

10                         Now, when you say can we do it  
11           faster, I think the answer is we can  
12           speculate on what values might be based  
13           on what we've seen, but --

14                         COUNCILWOMAN SANCHEZ: I don't  
15           want speculation. I think that we're a  
16           billion dollar corporation and a  
17           three-year plan, with leaving millions on  
18           the table at a time when we're talking  
19           about controversial revenue streams,  
20           shouldn't be okay with people. A  
21           three-year plan should not be okay, and  
22           some of us don't think it's okay. We've  
23           said it. I think publicly we've said it.  
24           And I'm just hopeful that before we end  
25           this budget process, there is a revision

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           of that plan. We're not asking people to  
3           cut corners. We're asking -- I'm asking  
4           what is it that we need to get there  
5           quicker. Because we passed a law that  
6           says we were going to do annual  
7           assessments, and we're not.

8                       MR. PIPER: I think we're  
9           willing to have discussions with members  
10          of Council and anyone that can maybe give  
11          us some recommendations to --

12                      COUNCILWOMAN SANCHEZ: We want  
13          the how. We don't want the no. We want  
14          the how. How is it that we can get to a  
15          better place, that there is not a public  
16          perception that we're leaving money on  
17          the table at a time when we need it,  
18          particularly in light of the fact that  
19          over the next few years, the School  
20          District is going to come back to us next  
21          year, they're going to have a \$100  
22          million deficit. You don't need to make  
23          those financial decisions. We do. But I  
24          feel handicapped when I don't know how we  
25          get to a better place so that we can

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           assure people that we don't take the  
3           taxing of folks lightly.

4                   MR. PIPER: Sure. I  
5           understand.

6                   COUNCILWOMAN SANCHEZ: Okay.  
7           Thank you, Mr. Chair.

8                   COUNCILMAN HENON: Thank you,  
9           Councilwoman.

10                   The Chair recognizes Councilman  
11           Green.

12                   COUNCILMAN GREEN: Thank you,  
13           Mr. Chair.

14                   Some of the comments of  
15           Councilwoman Sanchez I would just like to  
16           echo. There's a level of frustration in  
17           reference to what's going on with  
18           property assessments. I know the Office  
19           of Property Assessment is now doing the  
20           land assessment. In the recent article  
21           that was in Sunday's Inquirer, some of  
22           that information members of this body  
23           knew even prior to the article,  
24           especially in reference to Titan Street  
25           where the whole purpose of doing AVI was

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           to get to a point of uniformity in  
3           reference to property assessments. And  
4           so just from that one example, we went  
5           from a pre-AVI situation where you have  
6           had assessments on properties on that  
7           block in particular were somewhat  
8           uniform, maybe off a few hundred dollars.  
9           We now go through a process of doing the  
10          land value increase, and that assessment  
11          is now wildly off for properties that  
12          pre-AVI was not off, and I just don't see  
13          how -- I mean, what type of assurance can  
14          you give not only this body but also the  
15          public at-large when we're next year  
16          going to go into commercial and then go  
17          through the full implementation of CAMA  
18          that it's going to be done correctly?

19                    I think that's one of the  
20          frustrations and challenges that I've  
21          seen, especially considering I've been in  
22          and around this building for a period of  
23          time, that we're not able to get this  
24          process done correctly, especially now  
25          we're getting to a point where we're

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           almost going to be in an AVI Part 2  
3           because of the time period since when we  
4           did it the first time.

5                       MR. PIPER: So I'm glad you  
6           brought up the 2017 reassessment project,  
7           because this is sort of an example of  
8           where what we do from year to year is  
9           always going to be imperfect. However,  
10          the goal is to try to tighten up the  
11          reassessment so -- ideally, we're going  
12          to have commercial, residential within a  
13          year or two of what the market shows us  
14          it should be, which is considered pretty  
15          tight, because we are always reacting to  
16          historical sales. The land reassessment  
17          project that we're in the process of  
18          completing took a little over a year, and  
19          the reason it takes so long and the  
20          reason assessments typically take about a  
21          year is because when we're finished with  
22          the process, we have to be in a position  
23          to defend them from the type of criticism  
24          that we see coming in on what we just  
25          did. It means that when we do mass

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           appraisal and a taxpayer comes in and  
3           asserts that we've done something  
4           incorrect or the value is inaccurate or  
5           it's not uniform, even though we've done  
6           mass appraisal for over 400,000  
7           properties, we have to look at each one  
8           of those properties individually and  
9           address that particular appeal as a  
10          single property and we have to be able to  
11          say, Okay, what we did in the context of  
12          this reassessment was correct, here's  
13          why. Or the taxpayer brings us something  
14          that says, Well, maybe you didn't  
15          understand this. You didn't know the  
16          condition of my property was not average  
17          but below average. And that's how the  
18          appeal process works.

19                        We look forward to getting the  
20          FLRs, the first-level review, the  
21          informal appeal applications coming in so  
22          we can get an idea of what we did and see  
23          if there's something where we're missing  
24          in some areas, because we've heard from  
25          taxpayers, as I'm sure you guys have,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that there's something on some blocks  
3           that might not look right. So we need to  
4           know that. That's how we address it.

5                        COUNCILMAN GREEN: But what is  
6           the process of providing additional  
7           resources to get through the backlog and  
8           get it done properly now?

9                        MR. PIPER: When you say  
10          "backlog" --

11                       COUNCILMAN GREEN: In reference  
12          to assessments that -- I mean, this  
13          entire process just seems very either  
14          convoluted from the issues I talked with  
15          people that I know who have had -- just  
16          trying to get through a hearing. I mean,  
17          it's just been a significant backlog of  
18          process, and it seems like why can't we  
19          dedicate more resources now and have that  
20          as part of this budget process in order  
21          to address some of the issues we're  
22          having with OPA?

23                       MR. PIPER: Okay. So I think  
24          the hearing process on the appeals, there  
25          was a backlog as a result of what we did

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           for AVI and it took, I'm going to say, up  
3           until now to kind of stem the flood of --  
4           the part of the process in which BRT, OPA  
5           has been working on managing appeal  
6           hearings and processing revisions as a  
7           result of those hearings. As you know,  
8           when we first did this in 2014, we had  
9           over 50,000 informal appeals and over  
10          25,000 formal BRT appeals and we were  
11          not -- we were short on resources. We  
12          may have gotten fewer appeals than we  
13          expected, but we got a lot more than we  
14          could handle in the normal process  
15          manner, where we would normally get maybe  
16          two or three thousand a year. At this  
17          point, I'm happy to say that the majority  
18          of the 2014 and 2015, which we didn't  
19          really have many appeals, have been  
20          handled. I'm going to say there's maybe  
21          one or two hundred left for '14, one or  
22          two hundred left for '15, and most of the  
23          revisions have been processed. We've  
24          sent that information over to Revenue.  
25          We still have some more to send over. So

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           I think we've gotten to the point where  
3           that backlog has been addressed, and  
4           going forward, hopefully when we have a  
5           new system in place, when we do this  
6           again comprehensively, that backlog  
7           shouldn't be an issue.

8                        COUNCILMAN GREEN:   So I have  
9           some more questions, but my time is up at  
10          this point.   So as we get ready for the  
11          process in a few years, are we --  
12          although it won't nearly be the same  
13          level as it was from a few years ago, but  
14          there's still a possibility of an  
15          increase of appeals, and you're saying  
16          our computerized system is going to be  
17          able to handle that and our process will  
18          then have been streamlined, organized and  
19          we'll be able to handle any increase in  
20          volume?

21                       MR. PIPER:   When we have a CAMA  
22          system in place in a couple years and we  
23          do a comprehensive reassessment, it  
24          should be able to handle any type of a  
25          backlog, especially if it's something

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that was at the level of what we got. I  
3           wouldn't expect that it would be more,  
4           because you're not going to see the  
5           substantial changes that you did in 2014  
6           when we do this again.

7                         And as far as what we're doing  
8           this year, I can tell you the filing  
9           deadline is May the 20th for the  
10          first-level review applications to come  
11          in, which is about a week or two away,  
12          and to date, as of yesterday, we checked,  
13          we've got about 3,200 first-level review  
14          applications.

15                        COUNCILMAN GREEN: And one last  
16          question before my time is up. So how do  
17          we know CAMA will not be delayed again?

18                        MR. PIPER: I'm sorry?

19                        COUNCILMAN GREEN: How do we  
20          know CAMA will not be delayed again?

21                        MR. PIPER: How do we know it  
22          won't be delayed? We're moving forward.  
23          We're doing everything we can to make  
24          sure that we have something in place  
25          hopefully later this year.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: So I  
3 just walked in the room, so I'm going to  
4 gamble that I'm supposed to call the next  
5 Councilmember?

6 COUNCILMAN GREEN: Yes. I was  
7 going to keep going, but I know  
8 Councilman Domb has an issue as well, so  
9 I'm going to pause for now.

10 COUNCIL PRESIDENT CLARKE: What  
11 am I doing? Councilman Domb?

12 COUNCILMAN GREEN: Yes.

13 COUNCIL PRESIDENT CLARKE: The  
14 Chair recognizes Councilman Domb.

15 COUNCILMAN DOMB: Thank you,  
16 Council President.

17 Good afternoon.

18 MR. PIPER: Good afternoon,  
19 Councilman Domb.

20 COUNCILMAN DOMB: Different  
21 perspective for a minute. This is a good  
22 problem to have, because we're in a  
23 booming economy. The City is doing well.  
24 Business, private enterprise, government  
25 over the last several years -- I wasn't

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           here, but you guys did a good job here in  
3           helping the economy grow and helping the  
4           City grow. The problem is, we haven't  
5           captured those values, as you know, in  
6           our taxation, but it's much better than  
7           '07 and '08 when market values were going  
8           down and we were losing money. So this  
9           is our time basically, from what I'm  
10          hearing from my colleagues. This is our  
11          time to at least capture those values of  
12          revenue that we should have in the City's  
13          hands. So that's, I think, what I'm  
14          hearing, but it's a good problem to have.  
15          It's good, not a bad thing.

16                    I have one question, and I  
17                    don't know how to answer it, and I  
18                    thought about it after I had seen you and  
19                    I should have asked you, but someone  
20                    called me, the guy who wrote an article  
21                    this weekend. The guy who wrote the  
22                    article said to me, Tell me your opinion  
23                    as to why a vacant piece of land on my  
24                    block is valued at, pick a number,  
25                    \$10,000 and why my property, which has a

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           market value of, pick a number, 300,000  
3           has a market value of 75,000 for the  
4           piece of land. Can you explain just how  
5           that methodology works, why an empty lot  
6           is 10 grand and the house next door  
7           that's built on is worth 75 for the same  
8           piece of land?

9                   MR. PIPER: Councilman, that's  
10           an easy answer. Actually -- and I think  
11           maybe we have not emphasized this enough  
12           in the information we've tried to put out  
13           there, but the answer to that is, the  
14           vacant land parcels that are in  
15           residential areas are part of this year's  
16           reassessment project. It's the part that  
17           remains unfinished.

18                   COUNCILMAN DOMB: Okay.

19                   MR. PIPER: By the end of June  
20           as part of the 2017 reassessment, you'll  
21           see new values for pretty much all the  
22           30,000 or so vacant land parcels. That's  
23           a fair question, but we're getting it  
24           every day.

25                   COUNCILMAN DOMB: That's great.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Okay. Thank you.

3 Thank you, Council President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you.

6 The Chair recognizes

7 Councilwoman Quinones-Sanchez.

8 COUNCILWOMAN SANCHEZ: Thank

9 you.

10 So, again, going back to our  
11 timeline, it took me several years, but  
12 we finally got the Administration, the  
13 previous Administration, to invest in  
14 Lidar technology, and I'm hopeful that  
15 moving forward the City would make an  
16 annual investment in Lidar technology.  
17 How could that help you in building out  
18 your CAMA system for accuracy purposes?  
19 And Lidar is like overhead, every dataset  
20 in the City, which has been a challenge,  
21 because people don't really want to know  
22 what they have because then they own it.  
23 How could that be helpful, since one of  
24 the issues is manpower, with the ability  
25 to view every single property?

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. PIPER: Sure. Councilwoman  
3 Sanchez, if you don't mind, I'm going to  
4 ask my Deputy Chief Assessment Officer,  
5 James Aros, Jr., who has been in meetings  
6 with the City concerning that issue, to  
7 address that.

8 MR. AROS: Good afternoon,  
9 Councilwoman Sanchez, Council President  
10 Clarke. As Mr. Piper said, my name is  
11 James Aros. I'm the Deputy Chief  
12 Assessment Officer at the OPA.

13 As far as the Lidar technology,  
14 I've been on a task force with members of  
15 OIT and other departments where there's a  
16 vacant property sort of model that  
17 they're coming up with, and we've tested  
18 some of the information that they've sent  
19 over to us, and based on their model and  
20 using our information to see where maybe  
21 there's some differences, we've been able  
22 to pick up some properties that we would  
23 have no other indicators of knowing that  
24 they were vacant or abandoned just from  
25 walking by the street from the outside,

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           because they weren't boarded up, they  
3           weren't sealed in any permanent fashion.  
4           So it would help us in terms of the  
5           accuracy as far as being able to identify  
6           properties that have been unoccupied for  
7           long periods of time. And then if we  
8           were coding that as a property that was,  
9           say, what we would consider average  
10          condition and occupied and we were able  
11          to pick up that information, which is  
12          really a source that we didn't have  
13          access to before, we would be able to  
14          update our data a little quicker.

15                        There's a couple different  
16          technologies that OIT is looking at or  
17          looking to invest in, and all of them are  
18          really great tools that would help us do  
19          a lot more desktop review in a quicker  
20          fashion than our typical. We still need  
21          to walk the blocks like is traditional,  
22          but as we get better technologies with  
23          the CAMA system and some of these other  
24          projects and task forces that have been  
25          out there, it will really help our

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           evaluators process information a lot  
3           quicker and, therefore, when we get to  
4           the point where we're trying to, with a  
5           new system, put out regular assessments  
6           on an annual basis, it will be a lot more  
7           efficient, I think, with technology such  
8           as that.

9                        COUNCILWOMAN SANCHEZ: I'm  
10          interested in figuring out the different  
11          utilizations. We could only sell it to  
12          the vacant property folks, but I think  
13          that having that annual assessment of our  
14          datasets could be hugely important in  
15          different applications. And this is,  
16          again, the frustration of how are we  
17          going to do -- how are we going to get to  
18          CAMA and then how do we manage CAMA  
19          moving forward so that we have more  
20          realtime information is hugely important.

21                       I just got kind of the project  
22          timeline that was circulated around 2  
23          o'clock or so around the OPA plans in  
24          terms of a vendor. In here I see -- a  
25          little troubling in some of these

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           approaches -- up to 30 months. We're  
3           saying CAMA is going to be ready  
4           specifically when?

5                       MR. PIPER: So --

6                       COUNCILWOMAN SANCHEZ: Because  
7           when you start seeing 50, 30 months --

8                       MR. PIPER: You see a timeline,  
9           and the timeline is accurate and recent.  
10          However, a lot of what we do with the new  
11          CAMA system involves work that we do  
12          before the vendor is actually in the  
13          house. It may involve a subcontractor.  
14          It involves a lot of data cleanup and  
15          conversion. That's one of the most  
16          time-consuming things. So without  
17          getting too much beyond what we sent you,  
18          there's something that we call Phase 1 of  
19          implementation, but there's also what we  
20          call Phase 0 that really speaks to what  
21          we have to do before we actually have the  
22          software. We're actually looking to push  
23          the vendor, because we do have a timeline  
24          that we're looking to stick to because of  
25          our commitments to do comprehensive

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 reassessments.

3 COUNCILWOMAN SANCHEZ: Thank  
4 you. And I'll end with this. Again, I  
5 think the timeline -- and I said this,  
6 this is not your responsibility, but it's  
7 ours. Three years from now, the year  
8 before our election, people are going to  
9 get sticker-shocked again. And having  
10 been here during the controversial  
11 conversion to AVI and really trying to  
12 get folks there, I don't know how we  
13 explain that to folks, because you're  
14 going to send out those notices right  
15 before our primaries and people are going  
16 to be like, Wait a minute, what's going  
17 on. I think there has to be a  
18 readdressing of the timeline, and if the  
19 potential is there, as the Controller has  
20 confirmed, of some value, we need to do  
21 this a little bit better.

22 MR. PIPER: We understand the  
23 concern, Councilwoman.

24 COUNCILWOMAN SANCHEZ: Thank  
25 you.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 Thank you, Mr. Chair.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilwoman.

5 The Chair recognizes Councilman  
6 Green.

7 COUNCILMAN GREEN: Thank you,  
8 Council President.

9 One of the concerns that's been  
10 an issue for some time has been the  
11 challenge and coordination between  
12 Revenue and OPA. Will CAMA address that  
13 issue?

14 MR. PIPER: CAMA will address a  
15 good bit of that issue.

16 COUNCILMAN GREEN: From what  
17 capacity?

18 MR. PIPER: A CAMA program is  
19 not just something that will take three  
20 or four of our current systems and  
21 combine them into one. It's going to  
22 essentially be the system of record that  
23 will address valuations, appeals and  
24 exemptions, revisions that translate into  
25 recertifications that get to the Revenue

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           Department, and that's in response to  
3           what you just asked. It just is what a  
4           customized off-the-shelf CAMA system does  
5           at the very least. We're asking for some  
6           additional things, but that's how it  
7           addresses that.

8                        COUNCILMAN GREEN: At what  
9           point will there be an opportunity for  
10          members of this body to see some type of  
11          either demonstration or walkthrough of  
12          how this product will work?

13                      MR. PIPER: Councilman Green,  
14          if you don't mind, I'm going to call  
15          Saskia Thompson, who is the Director of  
16          the Office of Property Data, which is the  
17          department that's driving the actual  
18          planning for our CAMA implementation.

19                      (Witness approached witness  
20          table.)

21                      MS. THOMPSON: Good afternoon.  
22          Saskia Thompson, Office of Property Data.

23                      So in terms of when we could  
24          give a demonstration, we are in active  
25          negotiations right now. I would say once

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           that contract is signed and executed, we  
3           would be happy to set up a time where the  
4           vendor comes in and gives a demonstration  
5           and shows everybody exactly what we  
6           are -- what we're implementing, what you  
7           can expect to see when our project is  
8           complete.

9                        COUNCILMAN GREEN: And at that  
10           point, although I have not had a chance  
11           to see the timeline that Councilwoman  
12           Sanchez has, but by that time, we'll be  
13           able to ask questions to that vendor  
14           regarding the implementation, other  
15           questions and concerns that we may have  
16           regarding the rollout of the CAMA?

17                      MS. THOMPSON: Sure.

18                      COUNCILMAN GREEN: Okay. I  
19           just -- it still just boggles the mind  
20           considering where we were pre-AVI going  
21           into this whole process and we're just  
22           now in 2016 getting to a point that years  
23           from now, we'll be having this type of  
24           model, when going into AVI at the very  
25           forefront we knew that the goal was to do

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           this on a regular basis, not annually but  
3           at least a regular basis, and we're, I  
4           believe, setting ourselves up for an AVI  
5           Part 2, which is going to cause  
6           significant problems for the City,  
7           outside of the fact that there's revenue  
8           that we should be having coming into the  
9           City that we're not getting, and who  
10          knows what may happen if a market  
11          downtown occurs. We do have a general  
12          election in the fall. Heaven forbid if a  
13          certain person is at 1600 Pennsylvania  
14          Avenue, but the more recent more critical  
15          issue is that we could have a downturn in  
16          markets and also real estate and we lose  
17          some of the ability of capturing some of  
18          that revenue.

19                   COUNCIL PRESIDENT CLARKE:

20          Thank you, Councilman.

21                   One quick question, Mr. Piper.

22          We actually talked about this earlier.

23          First, thank you for coming to our

24          tangled title meeting up in North

25          Philadelphia.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. PIPER: Happy to do it,  
3 Council President.

4 COUNCIL PRESIDENT CLARKE: Also  
5 known as Swampoodle. Most people up  
6 there don't know that that's the name of  
7 their community, but that's what they  
8 have on the map.

9 MR. PIPER: Sure.

10 COUNCIL PRESIDENT CLARKE:  
11 GMAs. And I asked you these questions,  
12 but I just want a record.

13 So the particular GMA that  
14 caused the concerns that we expressed to  
15 you about the values on properties on the  
16 northern end of the GMA versus the  
17 southern end, which is down Girard  
18 Avenue, versus Germantown, Lehigh, and  
19 you witnessed yourself on your trip up to  
20 that meeting they're clearly different.  
21 So this issue about GMAs, is there going  
22 to be the potential revisit of that issue  
23 as it relates to GMAs from a geographical  
24 perspective?

25 When Germantown and Lehigh --

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           and Councilwoman Quinones-Sanchez has a  
3           real clear sense of that, because she  
4           actually represents that portion and  
5           actually represents the other side of the  
6           street for a number of years.

7                        As it relates to 4th and  
8           Girard, which is the border of Northern  
9           Liberties, how do we address those  
10          issues? Do we cut down the GMAs or have  
11          it more reflective of comparable values  
12          as opposed to having this broad GMA with  
13          such disparity in terms of the conditions  
14          of properties? What are we going to do  
15          about that?

16                       MR. PIPER: So we are going to  
17          be looking at the GMAs as they exist now.  
18          I think we currently have 600, a little  
19          over 600, and that changes every time we  
20          do any type of reassessment project,  
21          because the GMA boundaries change. We  
22          looked -- when we looked at that specific  
23          issue that you asked about, we actually  
24          looked at an entire zone and we looked at  
25          the GMA that the property was in and we

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           looked at a base GMA that had a lot more  
3           sales, and then we trended those sales to  
4           come up with an estimate of value.

5                       Now, to answer your question,  
6           we are looking at the GMAs in terms of  
7           maybe having fewer in some areas, because  
8           we need to see that the GMAs accurately  
9           reflect what sales prices come in at.

10                      COUNCIL PRESIDENT CLARKE: I  
11           might be talking about more.

12                      MR. PIPER: How many?

13                      COUNCIL PRESIDENT CLARKE:  
14           Because in that particular case, the GMA  
15           was too big.

16                      MR. PIPER: Right. Right. In  
17           that particular GMA, it was -- actually  
18           it was the zone, I think, that was too  
19           big, because the zone captured an area  
20           that --

21                      COUNCIL PRESIDENT CLARKE: It  
22           was a zone? I don't know what it was.

23                      MR. PIPER: Yeah, it was a  
24           zone.

25                      COUNCIL PRESIDENT CLARKE: It

1           5/10/16 - WHOLE - BILL 160170, etc.  
2           was too broad a swath of analysis,  
3           because there was clearly a disparity in  
4           the property values, the conditions. It  
5           even talked about the Fotterall Square  
6           Rec Center.

7                         MR. PIPER: We recognize that  
8           could be a problem, so we are looking at  
9           that.

10                        COUNCIL PRESIDENT CLARKE: So  
11           we're going to look at that?

12                        MR. PIPER: Yes.

13                        COUNCIL PRESIDENT CLARKE:  
14           Particularly in any similar situations?

15                        MR. PIPER: Sure.

16                        COUNCIL PRESIDENT CLARKE: And  
17           then we'll do what?

18                        MR. PIPER: When we do a  
19           reassessment --

20                        COUNCIL PRESIDENT CLARKE:  
21           Because I tell people every day, and they  
22           say, Yeah, Councilman.

23                        I say, Let me look into that.

24                        There's looking into it and  
25           then there's, Okay, I'm going to look

1 5/10/16 - WHOLE - BILL 160170, etc.  
2 into it.

3 MR. PIPER: When we say we're  
4 looking into it, in other words, with the  
5 GMAs themselves, we may be looking to --  
6 it may be a matter of we need to have  
7 fewer in some areas and more in some, but  
8 I think it's the zone problem where the  
9 zone covers -- say, for instance, I think  
10 that was Zone G that covers a good  
11 section of North Philadelphia and it  
12 includes 12th and Girard, 12th and  
13 Lehigh, which we know and you made the  
14 point, you're right, those are actually  
15 two very different areas, and you can see  
16 that driving up 11th Street.

17 COUNCIL PRESIDENT CLARKE:  
18 Right. All right. So we'll look at them  
19 and do what?

20 MR. PIPER: We'll look to  
21 make a revision of the GMA like we would  
22 normally do, yeah.

23 COUNCIL PRESIDENT CLARKE: All  
24 right. There you go. I'm good. All  
25 right. Thank you.

1 5/10/16 - WHOLE - BILL 160170, etc.

2 MR. PIPER: You're welcome.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you very much.

5 MR. PIPER: Thank you.

6 COUNCIL PRESIDENT CLARKE:

7 There being no additional questions, the  
8 Committee will stand in recess until  
9 Wednesday, May 11th, 2016 at 10:00 a.m.,  
10 at which time we will reconvene in Room  
11 400.

12 Thank you all very much.

13 (Committee of the Whole  
14 concluded at 4:50 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the proceedings, evidence and objections are contained fully and accurately in the stenographic notes taken by me upon the foregoing matter, and that this is a true and correct transcript of same.

-----  
MICHELE L. MURPHY  
RPR-Notary Public

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