

Committee of the Whole
April 16, 2019

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COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 16, 2019
10:45 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN ALLAN DOMB
COUNCILWOMAN CHERELLE PARKER
COUNCILWOMAN MARIA QUINONES-SANCHEZ
COUNCILMAN AL TAUBENBERGER

BILLS 190152, 190153, and 190154

RESOLUTION 190164

- - -

1 COUNCIL PRESIDENT CLARKE: Good morning.
2 We're going to get started. It's the public
3 hearing of the Committee of the Whole regarding
4 Bills No. 190152, 190153, 190154 and Resolution
5 No. 190164.

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

8 THE CLERK: Bill No. 190152, an ordinance
9 to adopt a Capital Program for the six Fiscal
10 Years 2020-2025, inclusive.

11 Bill No. 190153, an ordinance to adopt a
12 Fiscal 2020 Capital Budget.

13 Bill No. 190154, an ordinance adopting the
14 operating budget for Fiscal Year 2020.

15 Resolution 190164, resolution providing
16 for the approval by the Council of the City of
17 Philadelphia of Revised Five Year Financial
18 Plan for the City of Philadelphia covering
19 Fiscal Years 2020 through 2024, and
20 incorporating proposed changes with respect to
21 Fiscal Year 2019, which is to be submitted by
22 the Mayor to the Pennsylvania Intergovernmental
23 Cooperation Authority, the Authority, pursuant
24 to the Intergovernmental Cooperation Agreement

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

5 COUNCIL PRESIDENT CLARKE: Thank you,
6 Mr. Stitt.

7 Today we continue the public hearing of
8 the Committee of the Whole to consider bills
9 read by the clerk that constitute proposed
10 operating and capital spending measures for
11 Fiscal 2020, a capital program, and a forward
12 looking capital plan for Fiscal 2020 through
13 Fiscal 2025.

14 Today we will hear testimony from the
15 following City departments: The Chief
16 Administrative Office of Innovation and
17 Technology, Procurement, and Human Resources.

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

19 THE CLERK: Christine Derenick-Lopez.

20 COUNCIL PRESIDENT CLARKE: Thank you very
21 much. Please come forward. Good morning.

22 MS. LOPEZ: Good morning. Good morning,
23 President Clarke and Members of City Council,
24 I'm Christine Derenick-Lopez, Chief

1 Administrative Officer. Joining me today is
2 DeWayne Gordon, First Deputy Chief
3 Administrative Officer, and Stephanie Tipton,
4 Chief of Staff.

5 I am pleased to provide testimony from the
6 Office of the Chief Administrative Officer's
7 Fiscal Year 2020 Operating Budget.

8 In Fiscal Year 2020, the Office of the
9 Chief Administrative Office, or CAO for short,
10 is making significant investments in
11 enterprise-wide projects that advance the
12 City's goal of ensuring government runs
13 efficiently, effectively, and always with
14 integrity.

15 These investments also reflect our
16 office's focus on people, processes, and
17 modernizing City operations. I'd like to take
18 a moment to highlight one such project, the new
19 Philly.gov website.

20 In FY20, our Office of Digital
21 Transformation will continue to support the
22 roll-out of the new Phila.gov platform, the
23 City's digital front door where residents can
24 find information about City services, programs

1 and initiatives.

2 The new Phila.gov platform, which was
3 launched in the beginning of FY19, is designed
4 to be user-friendly, accessible from any
5 device, and written in plain language.

6 The CAO is excited to be at the forefront
7 of leading enterprise-wide change and
8 innovation through these and other initiatives.

9 We will continue to support other City
10 departments as they engage in projects aimed at
11 providing City services more efficiently, more
12 effectively, and with a customer-service focus.

13 You have my full written testimony. My
14 team and I are happy to answer any questions
15 you may have

16 COUNCIL PRESIDENT CLARKE: Thank you.

17 MS. LOPEZ: Thank you.

18 COUNCIL PRESIDENT CLARKE: My kind of
19 testimony, brief and to the point. I have a
20 couple questions.

21 In your testimony, you highlight the plans
22 to increase the speed of vendor pay. And I
23 think that's important, because consistently
24 you hear a lot of individuals, particularly

1 smaller companies, that -- contractors, that
2 may want to do business with the City, but the
3 whole issue about, you know, getting the
4 invoices reviewed and getting paid at the end
5 of the day, eliminates or prohibits them from
6 getting engaged.

7 What, exactly, are we doing to deal with
8 that issue, and what's the current speed for a
9 small contractor or any type of contractor to
10 get paid?

11 MS. LOPEZ: Yep. So we've taken, kind of,
12 a multi-prong approach. We started with
13 contracts. And we're making processing of
14 contracts more efficient, because you can't --
15 vendors can't get paid without a conformed
16 contract, so we launched DocuSign and ePay and
17 things like that.

18 We have successfully reduced the contract
19 conformance time in between 25 and 50 percent,
20 so that's been the first phase.

21 We're now moving into the second phase,
22 which is the invoicing. And I'm going to have
23 DeWayne Gordon, the First Deputy, who's leading
24 that contract for the City, talk a little bit

1 about that.

2 COUNCIL PRESIDENT CLARKE: Okay.

3 MR. GORDON: The First Deputy, DeWayne
4 Gordon. So we are close to ruling out a pilot
5 to address the slow pace for vendors, and so
6 what we did was took a look across the entire
7 enterprise at the different departments to see
8 how they were individually handling the
9 process, as far as processing the invoices.

10 We worked with the departments, Finance,
11 Controller's Office, the Treasury Department,
12 to create a process maps as far as current
13 state and future state, because we did not have
14 a baseline across the enterprise as far as
15 determining how much time it's going to take to
16 pay vendors.

17 With this pilot, we're going to establish
18 a baseline of 60 days. And so we're going to
19 measure that and monitor that. And so once we
20 see progress, we'll decrease it down to 30
21 days.

22 And so when this pilot rolls out, we're
23 going to start off with two departments, IT and
24 Streets Department. And as we see progress,

1 we'll continue to roll other departments on
2 throughout the year.

3 COUNCIL PRESIDENT CLARKE: Okay. I like
4 that time.

5 MR. GORDON: I appreciate it. I got the
6 memo.

7 COUNCIL PRESIDENT CLARKE: Can you tell me
8 the difference between the Chief Administrative
9 Office and the functions of the Human
10 Resources? It kind of seems like there should
11 be some overlap.

12 MS. LOPEZ: So there is a lot of overlap.
13 And we work very closely with OHR. And I'm,
14 also, the interim HR Director right now. So
15 we're working even more closely.

16 And so the CAO's Office has HR in Talent.
17 And so that's where recruitment functioning is
18 happening, the interim programs, the career
19 empowerment fair and things like that. And
20 then OHR is responsible for all the health and
21 welfare benefits, and, obviously, all the civil
22 service hiring.

23 So we've created some synergies between
24 recruitment and civil service hiring, rec

1 leader trainee is one of those examples where
2 we created a project team with HR and T, ORH
3 and the Department. And we're approaching it
4 from cradle to grave hiring function. And
5 we're really seeing some great results with
6 that.

7 We've also done it with school crossing
8 guard. And so these are just the beginning
9 projects. We're looking to continue to build
10 them up some more as we continue on this
11 journey.

12 COUNCIL PRESIDENT CLARKE: Okay. This is
13 one from my crew.

14 In your testimony, you highlight the plans
15 to increase the speed of hiring employees. And
16 anecdotally, we have heard of highly-qualified,
17 non-civil service employees not hearing back
18 after submitting an application.

19 And in a lot of instances, these people
20 are willing to take a pay cut from the private
21 sector, because they want to work for the City.
22 But eventually, they've taken jobs elsewhere,
23 because, according to the people that I've
24 heard from, the lack of responsiveness.

1 Can you tell me, one, what are we doing to
2 reach out to highly-qualified employees in a
3 timely manner? Or do we feel any obligation to
4 let that person know that that position has
5 been filled or do we just kind of like leave
6 them hanging or -- what's that process, in
7 terms of follow up.

8 MS. LOPEZ: So generally with exempt
9 positions, we have smart recruiters. And so
10 when those positions are filled, there's,
11 generally, an email response that goes out.

12 And then with civil service, we use
13 another system, PeopleAdmin. And we use a
14 system that, also, sends an electronic
15 notification.

16 Perhaps people are feeling it's
17 impersonal, which I completely appreciate. But
18 there's such a high volume, it's -- that's
19 about, I think, as best as we can do right now.

20 COUNCIL PRESIDENT CLARKE: So there's too
21 many people that have applied to just let them
22 know, thank you for your inquiry. Position has
23 been filled.

24 MS. LOPEZ: Essentially. I mean, it's a

1 little bit --

2 COUNCIL PRESIDENT CLARKE: But don't we
3 already have the names in the system?

4 MS. LOPEZ: Yes. The system will trigger.
5 So when you make your appointment -- so say I
6 hire Stephanie. Everyone that applied will get
7 an email. And it's generally --

8 COUNCIL PRESIDENT CLARKE: Yeah. But I'm
9 saying, can't you just like say position has
10 been filled? How long does that take?

11 MS. LOPEZ: It takes several months,
12 usually, because most -- for exempt positions,
13 we require diverse hiring slate and a diverse
14 interview panel. So it does take a few months
15 to go through the process.

16 COUNCIL PRESIDENT CLARKE: No. I'm not
17 talking about that. So say 100 people apply
18 for a position, maybe more, whatever, so we
19 have those people in our system. And as we go
20 through the process, we hire one.

21 Those people that are already in the
22 system, how difficult is it to send out a
23 response -- thank you for your inquiry. The
24 position has been filled -- so they can move on

1 with their life, as opposed to waiting and
2 waiting and waiting?

3 And I hear this, not just in these exempt,
4 highly-qualified -- I just hear this generally
5 from people saying, I'm waiting for the City.
6 I say, How long has it been? And they're like
7 Councilman Clarke, can you call me and call
8 somebody and make sure I get the job?
9 Obviously, I can't get engaged in civil
10 service, but that doesn't stop them from
11 asking.

12 But in the case where there's these
13 particular categories, is it that difficult
14 just to send out?

15 MS. LOPEZ: Yeah. So the civil service
16 jobs are a little bit challenging. It's
17 something we're thinking through.

18 So the way the civil service regs read is
19 you're on our eligible list for two years. So
20 we are trying to think through how we can
21 increase our engagement to keep people
22 appraised of where we're -- how we're moving
23 through the list. So labor list, for example,
24 you can be number 1,000. And maybe they are up

1 to 250. So we are trying to think through ways
2 through the system to send mass updates to
3 folks, because that list will last for two
4 years.

5 COUNCIL PRESIDENT CLARKE: Yeah. I mean,
6 that's --

7 MS. LOPEZ: Yeah. That is feedback that
8 we've heard, as well. And we are trying to
9 think that through a little bit.

10 COUNCIL PRESIDENT CLARKE: Okay. Thank
11 you.

12 MS. LOPEZ: No, thank you.

13 The Chair recognizes Councilwoman Reynolds
14 Brown.

15 COUNCILWOMAN BROWN: Good morning.

16 MS. LOPEZ: Good morning.

17 COUNCILWOMAN BROWN: Can you share with us
18 what the relationship or interface might be
19 with your office and the office of -- the
20 broader issue. Share with me what your
21 engagement might be around diversity and
22 inclusion across government and especially the
23 Free Library.

24 MS. LOPEZ: Yes. So we partner very

1 closely with Nolan Atkinson, the Chief
2 Diversity Officer. So monthly we meet with
3 Nolan and his team to talk through diversity
4 issues. Through that partnership, we've been
5 able to establish some best practices that
6 we've implemented for exempt hiring, the
7 diverse hiring --

8 COUNCILWOMAN BROWN: For exempt hiring?

9 MS. LOPEZ: For exempt hiring, yes.

10 COUNCILWOMAN BROWN: Stop right there.

11 That's a lot of information.

12 So once you develop those best practices,
13 I imagine you reduce them to writing. Then --
14 and what happens after that? How do those
15 leaders of major departments, including the
16 Free Library, get that information so that they
17 can implement what the Mayor's vision is?

18 MS. LOPEZ: So we created a playbook,
19 actually. And not only did we create a
20 playbook, we also held a training session for
21 all HR leaders across the government. So that
22 included every City agency.

23 COUNCILWOMAN BROWN: So the Free Library
24 has their own HR Department?

1 MS. LOPEZ: They do.

2 COUNCILWOMAN BROWN: Okay. And do you
3 know if they attended those trainings?

4 MS. LOPEZ: I don't know off the top of my
5 head, but I can get that information.

6 COUNCILWOMAN BROWN: If you could, please.
7 And so is that an option or is that a
8 requirement of HR professionals across the
9 government?

10 MS. LOPEZ: So I believe that training was
11 when Jackie Linton was leading it. And I
12 believe that was mandatory training.

13 COUNCILWOMAN BROWN: Okay. And so what
14 happens after that?

15 MS. LOPEZ: So then we have an expectation
16 that there's always a diverse hiring slate. So
17 the interview shouldn't be scheduled unless
18 there's a diverse hiring slate and then a
19 diverse hiring panel. And then we go through
20 the process.

21 COUNCILWOMAN BROWN: And that's for each
22 organization in government?

23 MS. LOPEZ: Yes. That's happening for all
24 exempts across government.

1 COUNCILWOMAN BROWN: For all exempts?

2 MS. LOPEZ: Yes.

3 COUNCILWOMAN BROWN: Okay. All right.

4 And so at some point over the last couple
5 years, there was discussion that for department
6 heads or those who lead major organization in
7 government, for those who don't get the vision
8 and implement what Mayor Kenney has been trying
9 to appoint us with, what happens?

10 MS. LOPEZ: So there is a conversation. I
11 mean, I think most of the operating departments
12 don't have a lot of exempt appointments. We,
13 you know -- most of them are probably civil
14 service I would think. So that is a little bit
15 more challenging.

16 And so what we -- we haven't partnered
17 with the Library yet, but we have been in
18 discussions with them for their entry level
19 librarian position.

20 What we've done with rec leader training
21 for example is Katherine -- the Commissioner is
22 very committed to ensuring her work force
23 represents communities that the Recreation
24 Department serves.

1 So we've -- as I mentioned, we did a
2 project plan. And we included Chris Nelson,
3 who's our talent acquisition manager -- who, I
4 have to give a shout out. He's amazing. We
5 stole him from Drexel -- and we built a
6 program, because a lot of millennials and Gen
7 Z, they are finding out about job opportunities
8 online. So we did a lot of testimonials. We
9 posted on LinkedIn and to social media, because
10 that's -- and videos. I mean, that's how
11 today's workforce engages.

12 COUNCILWOMAN BROWN: We have to meet
13 prospective employees where they are.

14 MS. LOPEZ: Yep. So we're pleased to --
15 from that work, we were able to increase our --
16 out of the approved applicants, we were able to
17 have -- half the applicants were diverse. So
18 that's never happened before, so we feel like
19 that was --

20 COUNCILWOMAN BROWN: That worked.

21 MS. LOPEZ: That worked so. So we're
22 looking to engage the Library, who we have been
23 in conversation about their entry-level Library
24 position to also go through a similar strategy

1 with that.

2 COUNCILWOMAN BROWN: How long ago was
3 that?

4 MS. LOPEZ: So it was maybe two months ago
5 we talked to them. We're in the process --
6 they have a national conference that they test
7 at. They'll also be testing in Philadelphia.

8 So we're just starting to ramp up those
9 conversations now.

10 COUNCILWOMAN BROWN: I see. So as a FYI
11 issue, be advised that President Clarke has
12 requested that the Free Library report back to
13 us at a date I don't remember.

14 And my ask would be that you or members of
15 your team sit with them prior to them reporting
16 back to us so that they can incorporate some of
17 these best practices that you've spoken to,
18 since their academic grade for diversity and
19 inclusion would be an F, okay?

20 MS. LOPEZ: Yep. We'd be happy to. We'd
21 be happy to. We have a lot of resources.
22 Chris has identified 10 separate diverse
23 websites that he recruits to. We have a
24 monthly community leader outreach strategy. So

1 we've done a lot. And we're happy to leverage
2 his expertise in other areas.

3 COUNCILWOMAN BROWN: Please. Thank you.

4 MS. LOPEZ: Happy to. Thank you.

5 COUNCILWOMAN BROWN: Thank you for the
6 work that you're doing.

7 MS. LOPEZ: Thank you. I appreciate it.

8 COUNCILWOMAN BROWN: Thank you,
9 Mr. President.

10 COUNCIL PRESIDENT CLARKE: Thank you,
11 Councilwoman.

12 April the 30th is the date that the
13 Councilwoman referenced.

14 MS. LOPEZ: Thank you.

15 COUNCIL PRESIDENT CLARKE: Thank you,
16 Councilwoman.

17 The Chair recognizes Councilman Domb.

18 COUNCILMAN DOMB: Thank you,
19 Mr. President. Good morning.

20 MS. LOPEZ: Good morning.

21 COUNCILMAN DOMB: Just a couple questions.

22 I noted in your budget from '18 to this
23 new budget, the budget has gone up about
24 28 percent, 5,894 to 7,588 on Page 3, it looks

1 like roughly, at the top.

2 And what would you say -- the big increase
3 is, really, from 19 to 20. What's happening?
4 Why are we hiring -- like we have 61 positions
5 right now. And you're asking for 76. So
6 you're asking for 15 more, or about 25 percent
7 more positions. What would they do?

8 MS. LOPEZ: So seven of those positions
9 are on the Phila.gov project team. They are
10 funded through Capital, because that's a
11 capital funded project. We're moving them
12 under operating. So that's seven of those
13 positions.

14 Two of those positions, with the increase
15 needed for recruitment, Chris Nelson is only
16 one person. And so he's been doing it,
17 primarily, for exempts. And we see a need to
18 do it for civil service. So one of the
19 assistants is going to be, specifically, for
20 civil service recruitment. And then another
21 analyst is going to be supporting our HR team
22 and all of the project work and all of the
23 change management going on there.

24 COUNCILMAN DOMB: What do you think the

1 average salary is of those positions?

2 MS. LOPEZ: I'm going to ask Stephanie and
3 see if she can help me with that.

4 MS. TIPTON: Our average salary is
5 probably around \$60,000.

6 COUNCILMAN DOMB: 60?

7 MS. TIPTON: 60 70,000 I would say.

8 COUNCILMAN DOMB: But keep in mind, I just
9 want to make sure you're aware of this, when
10 you hire for \$60,000, you have 88 cents of
11 fringe benefits. And according to the Finance
12 Department, 33 cents of overhead.

13 So when you add 33 and 88, that 60 becomes
14 over 120, like 130,000. I'm only saying that
15 so that when you look at these hires, you make
16 sure you say to yourselves, is this worth
17 \$130,000, because that's the hit to the budget.

18 MS. LOPEZ: I appreciate that.

19 COUNCILMAN DOMB: The other question, I
20 just have a general question. In '18 under
21 Page 3 of your budget, I guess, you have
22 purchase of services, category 200. It seems
23 to have gone up a lot from '18 to '19. Can you
24 refresh my memory as to why it went up so much?

1 MS. TIPTON: Stephanie, again. We had a
2 temporary increase in our budget to account for
3 the parking amnesty program that our office was
4 implementing. It was a \$1.5 million
5 expenditure. And then in FY19, that was
6 reduced back out of our budget.

7 COUNCILMAN DOMB: Okay. The other
8 question I had is your testimony mentions the
9 Discover Benefits Project to help residents
10 learn about the various housing-related
11 assistance programs.

12 Could you explain those programs and when
13 this project is going to be active?

14 MS. LOPEZ: I'm going to let DeWayne
15 Gordon respond to that.

16 MR. GORDON: DeWayne Gordon, First Deputy.
17 So I think back in 2017, the City was engaged
18 in the Bloomberg Challenge. And one of the
19 submissions was the Philly 1 Form Project was
20 going to look at the 32 housing-related
21 projects or programs to see if they can create
22 one project. And so the City did not win that,
23 that grant. And so it kind of fizzled out.

24 So when I came on board, I picked it up.

1 And so, of course, we didn't have the \$1.2
2 million. And so we had to change the scope of
3 the project to make it more intergen (ph).

4 And so as a result of that, we are taking
5 a more thoughtfully measured approach to it.
6 And so what we're looking to do is still do the
7 same thing, but we're going to look to include
8 a tech solution for this.

9 So with that tech solution, we're thinking
10 that by the summer we should have that in
11 place. And so we should be able to roll out
12 something in a pilot-type fashion.

13 COUNCILMAN DOMB: So what would be the
14 benefit to the residents? What's the end game?

15 MR. GORDON: So for one, from the
16 citizen's perspective, if you were looking to
17 apply for a housing-related program, you would
18 go and apply for it. If you wanted to try
19 another one, you had to resubmit all your
20 information again. So this happens over and
21 over and over again.

22 And so what we're saying is that they
23 would only have to submit their information one
24 time. So it speeds up the process as far as

1 approval. But it also increases efficiency
2 internally. So at that point, we are able to
3 process a lot more applications. And so we
4 should see a reduction in time and a reduction
5 in expenses, as far as across the entire
6 program.

7 But also what this project does is it
8 allows us to capture metrics across the board
9 that we're not able to do right now. So we can
10 look at the programs and understand engagement.
11 We can look at participation. We can look at
12 declination. We can look at a lot of different
13 things, and we can make more intelligent
14 decisions as far as keeping programs or
15 introducing new programs.

16 COUNCILMAN DOMB: So give me two or three
17 examples of housing-related assistance programs
18 that this will touch.

19 MR. GORDON: I think that LOOP is one of
20 them.

21 COUNCILMAN DOMB: Is OOPA involved, too?

22 MR. GORDON: Who?

23 COUNCILMAN DOMB: OOPA, Owner Occupied
24 Payment Agreement?

1 MR. GORDON: I think that's one of them.

2 COUNCILMAN DOMB: And the Senior Program,
3 would that be a part of it?

4 MR. GORDON: It will be.

5 COUNCILMAN DOMB: So then my other
6 question is can you also include some of the
7 benefits we have to fill out like EITC forms.
8 Can that be added in?

9 MR. GORDON: It could be, possibly. So
10 what we're doing is we're going to explore
11 everything. So we're going to look at all the
12 different forms. We're going to look at all
13 the different programs across the City.

14 The reason we're starting with these
15 housing-related programs is just because that
16 was what was originally scoped out. So at this
17 point, pretty much everything is on the table
18 as we progress through this.

19 COUNCILMAN DOMB: I would give this
20 suggestion. Since we still leave \$100 million
21 in Washington that 40,000 residents qualify
22 for, whenever we can get out the word on the
23 earned income tax credit, I would incorporate
24 it as much as you possibly can.

1 MR. GORDON: Absolutely.

2 COUNCILMAN DOMB: Okay. I have another
3 question. Why doesn't the Office of
4 Administrative Review -- or if you ever thought
5 about this -- get involved in handling the
6 property assessment appeals?

7 MR. GORDON: I'll let Melissa Andre, who's
8 the Executive Director for OAR, address that.

9 MS. ANDRE: Melissa Andre, Executive
10 Director of Office of Administrative Review.
11 Good morning.

12 Per the regulations, the Office of
13 Administrative Review and the Tax Review Board
14 is only allowed to hear interest and penalties
15 for real estate cases.

16 We hear the principal for other kinds of
17 tax matters, like refuse or business tax
18 matters.

19 But unfortunately, the statutes are very
20 clear about the -- I'm sorry. The statutes are
21 very clear that the Tax Review Board can only
22 hear interest and penalties, and the exclusive
23 jurisdiction for principal matters for the
24 principal resides with the OPA. So

1 unfortunately, we cannot touch that.

2 COUNCILMAN DOMB: So let me make sure I
3 understand. You handle the interest and
4 penalties. OPA handles the principal?

5 MS. ANDRE: Correct.

6 COUNCILMAN DOMB: It might be more
7 efficient if we had one entity handling both,
8 wouldn't it?

9 MS. ANDRE: Well, with all respect -- and
10 I know what that really means -- unfortunately
11 OPA has the ability to look at tax assessments
12 as a whole. And they are the ones who are
13 tasked with going out, seeing what the
14 properties look like and looking at the rest of
15 the City in terms of taxes and all the other
16 factors that go into it.

17 My office is just charged with allowing
18 people the opportunity to explain themselves
19 and request abatements for interest and
20 penalties, especially when we know that -- over
21 years, that could be more and almost half as
22 much as the principal that's due.

23 And OPA has a whole set of circumstances
24 and regulations that kind of direct them how to

1 come up with the tax assessments. So we try to
2 be as helpful as possible and refer people to
3 OPA all the time. But most of the time,
4 they've already exceeded their appeal period
5 there. And so coming to us is to really come
6 up with a way to pay the taxes that are due.

7 COUNCILMAN DOMB: Okay. Thank you very
8 much. Thank you, Mr. President.

9 COUNCIL PRESIDENT CLARKE: Thank you,
10 Councilman. The Chair recognizes -- before I
11 do that. Councilman Domb brought up an issue
12 about one of the things that you talked about
13 is -- highlighting and referencing things
14 online of all the various housing-related
15 programs. I'm going to get into another
16 shameless plug. I take the liberty of doing
17 this.

18 We did this document, City Council,
19 narrowing the gap -- remember that? And one of
20 the things that we focused on, particularly
21 relating to the social safety net, we talked
22 about the City, essentially, referencing all
23 programs and cross promoting programs, as
24 opposed to going to every agency to find out

1 what benefits people are eligible for and
2 access.

3 So can you all review this, if you haven't
4 already done so, that portion of the
5 benefits -- and it includes the things that
6 Councilman Domb referenced -- to see -- make
7 sure that we can have all of these various
8 programs on a one stop shop, because that's
9 important.

10 MS. LOPEZ: We'd be happy to.

11 MR. GORDON: Just to add on to that,
12 that's exactly what we're doing. That's part
13 of the entire scope -- is to start with the
14 housing-related programs, but to look across
15 the entire enterprise, whether it's
16 health-related, social services, whatever, and
17 see how they can enroll into this program.

18 But more importantly, what this project is
19 going to do is allow us to look at the data and
20 the information more strategically, so that the
21 City can become more proactive as far as
22 engagement.

23 COUNCIL PRESIDENT CLARKE: It's not just
24 City, though. I'm talking about State and

1 federal. We can do that.

2 MR. GORDON: Yep.

3 COUNCIL PRESIDENT CLARKE: Okay. That
4 would be very helpful. That gets us to a point
5 where we need to do.

6 And my assumption that all this
7 information will be available at the City's
8 library, so -- because a big part of the
9 problem, particularly people in this particular
10 category, they don't have access to the
11 internet. So we can make sure, if you guys
12 will work with not only the library, but the
13 community schools, because that's a big
14 component that we're going to be promoting,
15 that people can go to community schools. They
16 can go to libraries. And even rec centers, you
17 know, to access this information. Can we do
18 that?

19 MS. LOPEZ: Yep.

20 COUNCIL PRESIDENT CLARKE: Thank you.

21 The Chair recognizes Councilwoman
22 Quiñones-Sanchez.

23 COUNCILWOMAN SANCHEZ: Thank you. Good
24 morning, folks.

1 MS. LOPEZ: Good morning.

2 COUNCILWOMAN SANCHEZ: Just for clarify
3 purpose, you said the performance contracting,
4 you had to decrease it by 50 days. So how many
5 days -- because I know, initially, our goal was
6 to get it down from 110. So how many days?

7 MS. LOPEZ: So we've reduced it between 25
8 and 50 percent.

9 So when I first started looking at this,
10 it was about 135 days. We've got it down to
11 about 110, 112. And then --

12 COUNCILWOMAN SANCHEZ: What's your goal?

13 MS. LOPEZ: It's 90. And then one of the
14 other things that the contracts unit -- led by
15 TJ Williams we just launched -- is an expedited
16 contract process. So we even try to take a
17 look at some set of RFPs, if you will, and
18 reduce the amount of steps to even get it
19 processed more expeditiously.

20 COUNCILWOMAN SANCHEZ: Yeah. I'm very
21 concerned about, and, you know, I say this to
22 the commerce and others, we have a lot of
23 nonprofit partners. And these are like annual
24 contracts. This notion that they still have to

1 wait until December to get conformed contracts
2 and payment is a burden sometimes on folks,
3 right?

4 And so these expedited contracts, are
5 those going to be for those kind of annual
6 renewal contracts that we have all over the
7 place?

8 MS. LOPEZ: So as long as there's not a
9 change in scope and not a change in the dharma,
10 they do include that. They would qualify.

11 And the steps, I mean, I actually, and I
12 know this is a stretch goal, but I, actually,
13 think those contracts could get through the
14 process in seven days. I know it's a stretch
15 goal, but I don't -- it's pretty...

16 COUNCILWOMAN SANCHEZ: If we actually
17 force nonprofits to take off loans and stuff,
18 because without a conformed contract, then we
19 get to the invoicing part. It's one of the
20 biggest frustrations I've had.

21 Having come from the nonprofit world and
22 having to manage cash flow, and the fact that
23 the City manages -- we manage our cash flow on
24 the backs of small nonprofit vendors.

1 MS. LOPEZ: We're happy -- I mean, we have
2 a great relationship with DHS. We're happy
3 meet with them. They are great partners.

4 COUNCILWOMAN SANCHEZ: No, but I'm talking
5 across the board, because commerce has -- you
6 have the street cleaning and the corridor
7 folks, you know, they don't have conformed
8 contracts until December.

9 You know, DHS -- again, those are annual
10 contracts. I don't know why we start July 1st
11 from scratch, and it's September, October for
12 people to get a contract, to get it conformed
13 in December, because that's the period during
14 the holidays is when you're getting all the
15 calls of like we have five months of invoices.
16 And we have to get it processed and that kind
17 of stuff.

18 Okay. Well, I mean, we'll keep working at
19 it. And then, real quick, how many, you know,
20 we really have been trying to encourage
21 departments and their diversity efforts. How
22 many departments have utilized their frontline
23 staff in creating bilingual positions? What's
24 the utilization rate? What departments --

1 anything new on that?

2 MS. LOPEZ: So I can -- I don't have the
3 list in front of me. I can get the list to
4 you. There are -- I know in prisons they are
5 doing a lot work bilingual positions,
6 correctional officers, fire fighter. The fire
7 department for fire fighters doing a lot of
8 work -- human services. They are the ones who
9 are -- yeah, human relations. They are the
10 departments that are standing out at the top of
11 my head. We do have a list. I can definitely
12 get that to you.

13 COUNCILWOMAN SANCHEZ: Okay. Yeah, if you
14 could report that to the Chair I'd be
15 interested to see which departments are
16 utilizing it as a way of diversifying.

17 MS. LOPEZ: Yep. The rec leader
18 training -- we announced a bilingual specialty.
19 And so we got some nice applicants. And we're
20 pretty excited about that list, as well.

21 COUNCILWOMAN SANCHEZ: Okay. All right.
22 Thank you. Thank you, Mr. President.

23 COUNCIL PRESIDENT CLARKE: Thank you,
24 Councilwoman. The Chair recognizes

1 Councilwoman Parker.

2 COUNCILWOMAN PARKER: Thank you,
3 Mr. President, and hello to each of you.

4 Let me just start with a word of
5 encouragement to DeWayne Gordon and Terrance
6 Arthur, who led the Parking Amnesty Initiative,
7 in addition to the PPA meeting we held. They
8 also attended several town hall meetings and
9 budget briefings throughout the 9th
10 Councilmanic District to help constituents gain
11 access to the program. So I wanted to start by
12 thanking them.

13 Can you share with me how the City's
14 wellness program is working. And there's
15 nothing worse than developing a program that we
16 want to benefit the City, but then you learn
17 that it's not being utilized.

18 So what has that participation been like?

19 MS. LOPEZ: So I'm going to ask our deputy
20 HR Director Marsha Greene-Jones to come up.

21 COUNCILWOMAN PARKER: And just, if you
22 will, also, give us a 30 second what is the
23 wellness program, because somebody is watching
24 at home and they don't know what in the world

1 we're talking about.

2 MS. JONES: Okay. Hello. Marsha
3 Greene-Jones, Deputy Human Resources Director
4 responsible for health and welfare.

5 Our wellness program -- actually, the
6 purpose of it is to encourage employees to live
7 a healthy lifestyle. And that's not only just
8 their general, but we believe that if employees
9 are healthy, they actually have a better work
10 life balance.

11 So one of the things we focus upon is
12 employees actually engaging with their personal
13 physicians, by having biometric levels taken on
14 an annual basis, completing a health-risk
15 assessment, and engaging in other wellness
16 activities that are focused upon physical
17 activity and other elements, in terms of making
18 them a whole being, in terms of their wellness
19 life.

20 Our wellness participation, actually,
21 continues to rise. So I have to say the City
22 of Philadelphia, in terms of our employees
23 engaging and really responding to the fact that
24 we want to educate, because if we educate our

1 employees, they will be more apt participate
2 and engage on a better level.

3 So our participation levels for recently
4 were 49.3 percent in terms of our wellness
5 participation rate. That means not only the
6 employee, but their covered spouse also
7 completed the wellness activities.

8 The national average is 35 percent. So
9 we're exceeding that national norm.

10 COUNCILWOMAN PARKER: The national average
11 is what?

12 MS. JONES: About 35 percent.

13 We also have rolled out wellness for our
14 retirees, who are participating in our health
15 program. Their participation rate is 33.8
16 percent. We rolled this out two years ago. So
17 it's growing over time. And we think that it
18 will actually long term give us some excellent
19 results.

20 So one of the things wellness also does is
21 it manages our cost. So if people --

22 COUNCILWOMAN PARKER: And I'm glad you're
23 going there, because we hear wellness. We're
24 higher than the national average. But the

1 question is, how does this economically benefit
2 the bottom line and pocketbook here in the City
3 of Philadelphia?

4 MS. JONES: Well, how it affects us, I
5 have to say, is that we have had less employees
6 actually hospitalized in a hospital. We've
7 saved over a million dollars in terms of that.
8 Actually, employees are taking medications.
9 Our generic medications, we're at 86.9 percent
10 participation rate in that.

11 In terms of our management of our
12 specialty drug program, that is at an all time
13 high.

14 We've also been able to save over a
15 million dollars in our prescription cost,
16 because employees are going to the doctors more
17 regularly and it's not people going to the
18 emergency room, because they haven't been
19 compliant in terms of what their doctors have
20 asked us to do.

21 So overall, through all of the things that
22 we do, whether it's a wellness program, whether
23 it's a lunch and learn -- we've had 900
24 employees voluntarily participate in the lunch

1 and learn to learn about their healthcare
2 program.

3 One of the things that the Mayor has --
4 one of his fillers is education. We believe
5 it's important, as well. When we have informed
6 employees, they make informed decisions.

7 So we have the wellness program. We have
8 a newsletter that I'm sure you all see on a
9 regular basis. We also have participated in
10 some other programs.

11 We recently won an innovation award
12 through the Greater Philadelphia Business
13 Coalition on Health regarding our approach to
14 wellness. And our topic that we actually won
15 the award on was about, actually, learning
16 our -- how adults learn about their wellness
17 programs. So we approach it from that
18 perspective, and we won an innovation award as
19 a consequence of that.

20 COUNCILWOMAN PARKER: Well, so thank you
21 for that update. That actually brings me into
22 my next question, which is an update on
23 progress on this efficiency work that's been
24 occurring in OHR.

1 There is nothing more important for us
2 than to see whether or not -- you know, you get
3 accustomed to doing things the way they've been
4 done, you know, since the beginning of time.

5 And there's sometimes a reluctance in
6 bureaucracy to embrace new strategies.

7 So talk to me about our work relative to
8 efficiency.

9 MS. LOPEZ: So thank you. This is going
10 to be, I think, a longer-term project, but we
11 have seen some immediate results.

12 We've issued a small RFP, because we want
13 to re-brand the City as an employer of choice.
14 We think we have some great opportunities, and
15 this is a great place to work. And we need to
16 tell our story and tell it for folks that are
17 in today's marketplace.

18 So millennials -- you know, will be our
19 first graduates of generation Z. So they want
20 to find their jobs through social media,
21 generally. So we've done a lot more videos and
22 posting on LinkedIn and things like that.

23 So we want to take that a little bit
24 further, and we want to have a common brand for

1 every single City agency to use when they are
2 marketing their position.

3 The other thing we're doing is we've
4 identified an opportunity to really focus on
5 the talent that the departments need, and not
6 focus as much on years of experience at X
7 level. It's more competency based and
8 behavioral based. So you need to be a good
9 negotiator and things like that.

10 So we have an RFP on the street right now
11 looking for different types of assessments.
12 Perhaps there's video assessments or other ways
13 other than a written multiple choice that we
14 could assess a candidate's capabilities to do
15 the job.

16 COUNCILWOMAN PARKER: Versus traditional
17 testing --

18 MS. LOPEZ: Yes.

19 COUNCILWOMAN PARKER: -- because we all
20 know some people test well on standardized
21 tests and some just don't, but that doesn't
22 mean that they are not competent and they don't
23 have the ability to do the work.

24 MS. LOPEZ: Exactly. So we're engaging in

1 some pilots in that, as well.

2 The other big component, and we're
3 bringing a consultant in to help us, is time to
4 hire. So there's a lot of different hands that
5 go into the hiring process. Some are in the
6 central agency, some are in the departments.
7 From a candidate's experience, it doesn't
8 matter. And we shouldn't expect the candidate
9 to know where to go. It should just be
10 seamless.

11 So we're trying to map that out, identify
12 the time it takes at each interval, the
13 pinpoints, and then see what we can do to
14 leverage technology and really kind of make
15 this more of a seamless process.

16 Just to give you -- I have to talk about
17 the rec leader training, because it was such a
18 fun project. So we totally -- we redesigned
19 the spec, the job description. We redesigned
20 the exam --

21 COUNCILWOMAN PARKER: Council President
22 Clarke talked about that yesterday during the
23 hearing. Go ahead.

24 MS. LOPEZ: Yeah. It was great. So we

1 communicated. We increased our engagement with
2 our candidates. We overcommunicated so the
3 exam was last week. And we told them when they
4 are going to get the results from the exam
5 about where they rank on the list. And we told
6 them when their interview is going to be
7 scheduled.

8 COUNCILWOMAN PARKER: So they know that
9 already?

10 MS. LOPEZ: They know that already. It's
11 May 13th. And we've worked with the Department
12 to line all that up. And not only do we have
13 the interview scheduled the week of May 13th,
14 we know when they are going to get the offer
15 letters out.

16 So that -- you know, all of the graders
17 for the exam, they received implicit bias
18 training. So we're really trying to change the
19 engagement and really trying to have a benefit
20 for the City.

21 COUNCILWOMAN PARKER: I know I heard the
22 alarm ring a bell, but when you talk about
23 branding the City as an employer of choice,
24 that has to be about also diversity, because

1 you just mentioned that implicit bias training.

2 Talk about that. Welcoming, you know --
3 we're branded, but we want to welcome diversity
4 and that implicit bias training.

5 MS. LOPEZ: Absolutely. So we are
6 incorporating an inclusive lens on everything
7 we do.

8 So the school crossing guard, you know,
9 the recruitment strategy for that was a faith
10 based recruitment strategy and a community
11 engagement. So we got into the schools, and we
12 worked through the faith-based network, if you
13 will.

14 Office clerk --

15 COUNCILWOMAN PARKER: So we've already
16 done this?

17 MS. LOPEZ: We have.

18 COUNCILWOMAN PARKER: So it's highly
19 likely, and it's a really good position to
20 think about, because based on the work that
21 they do and its value and them being in the
22 elements, I would always like and appreciate it
23 when my crossing guard actually lived in the
24 neighborhood where they worked.

1 So when you -- did you find that while
2 going directly into the school, themselves,
3 along with faith-based institutions, were you
4 able to pull from the local pool in that
5 neighborhood or ZIP code?

6 MS. LOPEZ: And I also -- I'm going to ask
7 Val Hosendorf, who's the deputy of our hiring
8 services, who's doing an amazing job leading
9 the change -- so I just want to ask Val to come
10 up, too.

11 So we don't have the list yet, but we were
12 able to get over 1,400 applications. So that
13 is --

14 COUNCILWOMAN PARKER: Is that high?

15 MS. LOPEZ: It's really good. It's really
16 good.

17 MS. HOSENDORF: Good morning. Valerie
18 Hosendorf, Deputy Director of Hiring Services.

19 So thank you for that question. So we're
20 excited about this. And the way the
21 certification process was going with school
22 crossing guard was a little challenging for
23 that department.

24 And so with our team, we decided to work

1 with them to be more strategic. So they are
2 allowed to -- when they apply for the exam, they
3 are allowed to say I would like to work in this
4 district. To your point, it's typically where
5 they work -- where they live. And, of course,
6 sometimes certain districts have more
7 candidates than others. So the department is a
8 little challenged.

9 So we work with them with a strategy to
10 reach out to folks who may not live exactly in
11 that district, but nearby so that they can have
12 an opportunity.

13 So for this exam, we actually offer the
14 candidates an opportunity to give us three
15 places where you might like to work, where it
16 could be close to you, or maybe you have a car
17 and you want to go to different places.
18 Because we want to be able to hire as many
19 school crossing guards as possible. And so
20 that's been very helpful and we're getting a
21 lot of folks coming back. Because the
22 application that's going on now -- I think we
23 just finished, right -- so we have a large
24 application pool.

1 We also wanted to make sure there were no
2 barriers, because as we're doing a lot of
3 investigation and research, we find out
4 sometimes there's no shows or people who apply
5 and then there's some place where they fall
6 off.

7 So one of the barriers that we thought was
8 that written exam, as you guys mentioned
9 before. So we took that away with the
10 agreement with the police. So there's no
11 written exam. It's just ability to read and
12 write English. And we're really excited about
13 that, because now almost everyone in those
14 neighborhoods will be eligible to be a school
15 crossing guard.

16 COUNCILWOMAN PARKER: Well, listen, thank
17 you for sharing that information, because what
18 that means is that from an assessment
19 perspective, we paid attention to a barrier to
20 entry to access to the opportunity to work for
21 the City of Philadelphia in that capacity.

22 We observed it. It was, you know --
23 again, actually, the testing. And just because
24 I don't test well, it doesn't mean that I don't

1 have the ability to perform the job.

2 So listen, thank you for sharing that. I
3 know my time is up, Madam Chair. And thank you
4 so much.

5 COUNCILWOMAN BROWN: Thank you, Madam
6 Chairwoman. Councilman Domb?

7 COUNCILMAN DOMB: Thank you, Madam Chair.
8 Good morning still. A few more questions I
9 just wanted to ask.

10 I wanted to follow up on Council President
11 Clarke and Councilwoman Quiñones-Sanchez's
12 question. I just would like to know a specific
13 timeframe -- if I apply for a job with the City
14 of Philadelphia today, when will I hear?

15 MS. LOPEZ: So time to hire is a big
16 challenge in the City government right now,
17 which is why we have a consultant coming in to
18 help us with that process. It is very
19 juxtaposed. And it goes through many different
20 touch points.

21 And right now, we are not able to collect
22 the true amount of time at every touch point to
23 be transparent.

24 So we know labor, because that is the

1 Streets Department does track intimately, that
2 hiring process. We know that for a laborer,
3 it's a little over six months, clearly not
4 acceptable.

5 COUNCILMAN DOMB: When you say laborer --
6 what are you referring to when you say laborer?

7 MS. LOPEZ: So if you -- the majority of
8 our laborers work for the Streets Department,
9 Sanitation. And so they're our trash --

10 COUNCILMAN DOMB: It takes six months?

11 MS. LOPEZ: Yes. And it's not acceptable
12 and we know that, which is why we have some
13 external help coming to help us think that
14 through and to automate some of the processes.
15 It looks like six months and eight days,
16 actually.

17 COUNCILMAN DOMB: Did you see the report
18 done by the Pew Organization on our hiring
19 process?

20 MS. LOPEZ: Yes. We have it.

21 COUNCILMAN DOMB: Okay. And I mean -- I
22 don't understand how somebody could wait six
23 months for a job.

24 MS. LOPEZ: So we didn't disagree with

1 you, which is why we're completely all in and
2 completely engaged in improving this.

3 The rec leader training, what we just went
4 through, it wasn't -- it took us about three
5 months, but our engagement was so high with the
6 candidates, we think the experience is going to
7 feel differently.

8 Some of the teams -- and under Val's
9 leadership, they have just really done some
10 awesome work.

11 One of the exams, they actually asked the
12 candidates for their time they want to come and
13 take the exam, would they prefer morning or
14 afternoon. And that resulted in over an
15 80 percent show rate. So we're trying to
16 increase the engagement. And this is before we
17 know what the actual process and the pinpoints
18 are.

19 COUNCILMAN DOMB: Have we looked at other
20 cities similar to us to see what they're doing
21 that we could possibly duplicate?

22 MS. LOPEZ: The Pew report did a nice job
23 at benchmarking. So we have a lot of that
24 information. And we do have relationships with

1 other cities that we've been talking to. We're
2 hoping that the consultant can help us with a
3 lot of it, as well.

4 COUNCILMAN DOMB: What is the goal, you
5 think? What's realistic?

6 MS. LOPEZ: I mean, I would love 90 days.
7 That would be awesome. I think the challenge
8 that we're going to have to think through is
9 the two year list, and so how do we continue
10 the engagement.

11 Because while maybe we're not going to be
12 able to get to number 9,000 on the list, maybe
13 we can realistically can get to 1,500. I mean,
14 that's the thing. We're going to have to be a
15 little bit more strategic about it.

16 COUNCILMAN DOMB: I mean, three months
17 sounds long to me.

18 MS. LOPEZ: I mean, I've worked in
19 corporate and I don't think three months is
20 that crazy. You know? I mean three months
21 is -- it's about the engagement and having the
22 touch points, so the technology right now to do
23 that, so we just --

24 COUNCILMAN DOMB: I'm just trying to

1 understand -- what is the hold up in hiring
2 somebody? Like they take a test. I assume
3 you're running credit reports, which are -- you
4 can run those in five seconds. Are we running
5 police checks or criminal checks? What else is
6 the hold up here? Interviews with people, that
7 can be done in a week.

8 MS. LOPEZ: So scheduling is always a
9 challenge. And indebtedness check, I mean, we
10 started unpacking this process. And the
11 indebtedness check is a big barrier.

12 We're piloting --

13 COUNCILMAN DOMB: What was that called?

14 MS. LOPEZ: Indebtedness check. So Do you
15 owe taxes, do you owe parking tickets, things
16 like that.

17 COUNCILMAN DOMB: Yeah. But we have
18 now -- a bill that we passed here that you have
19 to have a tax clearance certificate. Wouldn't
20 that be the same type of check?

21 MS. LOPEZ: That is some of the things
22 we're looking at. Exactly. That's exactly
23 some of the things we're looking at.

24 COUNCILMAN DOMB: You don't have to wait

1 months for that.

2 MS. LOPEZ: We agree with you. We're in
3 agreement. And we're starting to unpack that
4 now.

5 COUNCILMAN DOMB: I think you got to rip
6 this all apart and just make it simple. It's
7 too complicated. Really. This is insane.
8 I'll sit with you for an hour, and we'll get
9 this resolved. It's crazy.

10 MS. LOPEZ: Yeah.

11 COUNCILMAN DOMB: I would like to see us
12 change our goal to 30 days. I don't think it's
13 fair to ask people to wait three months in
14 order to get hired by the City of Philadelphia.
15 I really don't.

16 MS. LOPEZ: So when are you starting the
17 three months? Because I'm starting at the time
18 of application.

19 COUNCILMAN DOMB: I'm starting mine at
20 time of application.

21 MS. LOPEZ: And you have the exam.

22 COUNCILMAN DOMB: How long does the exam
23 take?

24 MS. LOPEZ: The exam process, because you

1 have to post it for two weeks. That's in the
2 regulations. Then go through -- you have
3 notification. And there's some requirements
4 there, so it's about eight weeks.

5 COUNCILMAN DOMB: Maybe those regulations
6 need to be changed.

7 MS. LOPEZ: That is something we're going
8 to look at.

9 COUNCILMAN DOMB: I'm sure any one of us
10 would be happy to introduce those changes,
11 because the process is too cumbersome.

12 MS. LOPEZ: You're not hearing an argument
13 out of any of the HR team. We are all on
14 board.

15 COUNCILMAN DOMB: Because everyone who
16 comes here has trouble filling position,
17 because of the time. We're hurting ourself.

18 MS. LOPEZ: Yeah. We agree.

19 COUNCILMAN DOMB: And then the other
20 question is, if I'm a contractor -- I'm going
21 to follow up with what my colleagues have
22 said -- what is my expectation if I finish my
23 job today and I submit a bill to the City of
24 Philadelphia today, April 16th -- is today the

1 16th, yeah -- when will I get paid?

2 MR. GORDON: If everything is in order --

3 COUNCILWOMAN BROWN: Please give your name
4 for the record.

5 MR. GORDON: I'm sorry. DeWayne Gordon,
6 First Deputy. If everything is in order, the
7 contractor can get paid within 30 days. And we
8 see that, when everything is in order, on a
9 consistent basis.

10 It's when there's, you know, missing
11 items. There are questions. So when that
12 happens, the time, as far as payment, it
13 varies.

14 COUNCILMAN DOMB: How do we handle that?
15 Because I will say, I think if you were to pick
16 up the phone and call the vendor or the
17 contractor and say to them, Hey, listen, if you
18 want to get paid, we need to get this resolved.
19 Probably in 24 hours, they'll resolve it
20 because they want to get paid.

21 MR. GORDON: Sometimes that works,
22 sometimes it doesn't.

23 COUNCILMAN DOMB: What are the issues that
24 are hold up to get vendors paid?

1 MR. GORDON: It varies from where there's
2 some issues or questions around the purchase
3 order. It varies from internal issues where
4 there might be some people out of the office
5 for an extended period of time. It's just all
6 over the place. I mean, it's just -- sometimes
7 it's with the vendors, and sometimes it's with
8 us, internally.

9 COUNCILMAN DOMB: I think my time's up.

10 COUNCILWOMAN BROWN: Continue with this
11 line of questioning, and then I have some.

12 COUNCILMAN DOMB: Okay. Normally it's 30
13 days, but when there's hiccups, it could be 60
14 days, maybe.

15 MR. GORDON: If everything is in place, it
16 could be paid within 30 days, consistently, but
17 we're not seeing that across the board. So the
18 vast majority, I would say, probably are not
19 paid within 30 days.

20 We don't -- the City does not have a time
21 standard as far as, you know, we will get it
22 done within 60 or 90 days, whatever. That's
23 the purposes of the vendor payment project.

24 So we're streamlining that process so we

1 can rule it out and have vendors paid within 60
2 days, with the ultimate goal being down to 30
3 days.

4 COUNCILMAN DOMB: Because, you know, if
5 you're a vendor, you know it's going to take
6 longer to get paid, you're going to charge us
7 more money.

8 MR. GORDON: Right. So one of the things
9 that we're working on is vendor education. So
10 we have a lot of vendors that -- they just
11 package up their invoices and submit it to
12 whatever department that they are friendly
13 with.

14 So our internal staff, it takes them about
15 30 to 35 percent of their time just to sort
16 through all these invoices every single day.
17 And so once that happens, those invoice are
18 then brought to the right department, and then
19 that process, you know, takes off from there.
20 But the process actually starts when they
21 submit that packet in, right?

22 So when you say, you know, what issues do
23 we have, that's a main issue, right? So we're
24 not only going to address the internal, we're

1 going to look at the vendors and educate them,
2 as well.

3 COUNCILMAN DOMB: When someone contracts
4 with the City, do you give them a form or a
5 contract that they sign, that basically says in
6 order to get paid by the City, these are the
7 following items we require?

8 MR. GORDON: So we've created a checklist,
9 a vendor checklist and internal check list.
10 And part of that is listing out exactly what
11 you just said. Everything must be a part of
12 that packet.

13 And we have -- we're going to implement
14 strict rules that when that's submitted, if one
15 document is not there, it's to be rejected,
16 because that's part of the hold up if something
17 is not there.

18 It goes through the process -- by the time
19 it makes it to Finance to the Controller's
20 Office, it goes all the way back to the
21 beginning, right?

22 And so with the checklist, there's great
23 adherence at that point. And we can actually
24 measure that.

1 COUNCILMAN DOMB: Is this process done by
2 paper moving around the City?

3 MR. GORDON: A lot of it is done by paper.
4 There's some vendors that have a level of
5 sophistication where they can do it digitally.
6 So we are moving away from paper and having it
7 done electronically.

8 COUNCILMAN DOMB: Thank you. Thank you,
9 Madam Chairwoman.

10 COUNCILWOMAN BROWN: You're welcome.
11 You're very welcome. The question I put here
12 in response to Councilman Domb's line of
13 questioning is technical assistance. So I hear
14 you say you have an internal checklist for
15 vendors?

16 MR. GORDON: Correct.

17 COUNCILWOMAN BROWN: Okay. And so operate
18 on a philosophy, you can't hold people
19 responsible for that which they don't know.

20 In what ways are you arming vendors with
21 the requisite information they need to meet the
22 criteria at the door?

23 MR. GORDON: When we roll this out, we're
24 working with two departments, OIT and The

1 Streets Department. And so part of that is
2 going to be the communication to the vendor.

3 COUNCILWOMAN BROWN: How does that happen?

4 MR. GORDON: So we would email the
5 information to the vendor.

6 COUNCILWOMAN BROWN: I see.

7 MR. GORDON: And so we have individuals
8 that have agreed to work with us in the Streets
9 Department and within OIT to work with those
10 vendors to get them acclimated to this new way.

11 And so we will measure that as far as
12 adherence and so forth. And then that way, we
13 can take corrective actions when need.

14 COUNCILWOMAN BROWN: How long have you
15 been on board?

16 MR. GORDON: About a year and a half.

17 COUNCILWOMAN BROWN: I see. To the Chief
18 Officer for -- Chief Administrative Officer,
19 you've spoken well to the diversity and
20 inclusion trainings that you're having across
21 the government.

22 Update us, if you will on the mandatory
23 sexual harassment training, which was authored
24 by my office.

1 MS. LOPEZ: Yep. So I think I'm going to
2 ask Tracey Bryant to come up and speak a little
3 bit about that. Tracy's from the HR and Talent
4 Team. And we're partnering with the Mayor's
5 Office of Labor Relations. And she's leading
6 the sexual harassment training.

7 COUNCILWOMAN BROWN: Okay.

8 MS. BRYANT: Hello. Tracey Bryant, Deputy
9 Director of Talent Management in HR and Talent.

10 So we're -- we've been working with the
11 Mayor's Office of Labor Relations and pretty
12 much getting them set up for the training for
13 sexual harassment prevention with the City.

14 And how we set it up, we divided the
15 training into employee groups. So we have a
16 plan for how we'll deal with new hires, then
17 how we deal with the executive training, and
18 then how we train the HR managers, the managers
19 and supervisors. And then also the rest of the
20 employees with eLearning. So --

21 COUNCILWOMAN BROWN: How far down the road
22 are we?

23 MS. BRYANT: We're actually on schedule.
24 And we have established new hire training with

1 our centralized wording program. We also have
2 trained the entire Executive Leadership Team,
3 including the Mayor, himself. We've also
4 completed our HR managers and professionals
5 training. They received training on conducting
6 investigations.

7 And then now we are moving towards
8 managers and supervisors, training them. And
9 then next up will be the eLearning.

10 COUNCILWOMAN BROWN: Okay. I might add
11 parenthetically that the Mayor was very pleased
12 that he just completed his training last week
13 on the same day that we celebrated Teal Day,
14 which is a celebration of domestic violence
15 month. So thank you for that.

16 How do you share that information with the
17 City Controller's Office and the work, the
18 monitoring work, that they do in this area?

19 MS. LOPEZ: So we periodically meet with
20 the City Controller's office. The sexual
21 harassment prevention is being led by the
22 Mayor's Office of Labor Relations. So
23 generally, they are the contact. And then
24 we're supporting them through the training

1 work.

2 COUNCILWOMAN BROWN: I see. I'm curious
3 to know if during MED Week, when the focus is
4 MBE, WBEs for the region, has your office ever
5 offered a workshop on what Councilman Domb has
6 spoken to, how the City's strategies, the
7 City's methodology for payment to vendors?
8 Have you ever had a chance to participate in
9 that way so you can arm these MBE, WBEs of what
10 our system are, then they know how to approach
11 dealing with our government?

12 MS. LOPEZ: So we are very active with MED
13 Week. We partner with IOLA. We host the Open
14 for Business event.

15 COUNCILWOMAN BROWN: Is that the one at
16 the Airport?

17 MS. LOPEZ: Nope. That's the one at the
18 Horticultural Center. So OEO does the opening
19 ceremonies. And then we -- you go into the
20 next room, Open for Business. That's the CAO's
21 office that does that in partnership with OEO.
22 And the Procurement Department also hosts a
23 workshop.

24 But I think your idea about DeWayne

1 hosting a workshop on vendor payment is a great
2 idea, for this year in October.

3 MR. GORDON: So one of the things that we
4 did this past engagement was we actually had
5 focus groups. And so we were in the middle of
6 when we were formulating this project. So we
7 actually invited several vendors out to get
8 their thoughts, concerns, paying points, gaps
9 as far as with the process. We got a lot of
10 great information.

11 COUNCILWOMAN BROWN: I bet.

12 MR. GORDON: And that's what helped us
13 build out this project even more.

14 So we'll continue to engage the eminent
15 focus group-type sections. And we'll utilize
16 MED Week to do that, as well.

17 COUNCILWOMAN BROWN: Okay then. My last
18 question, back to the one issue I care about
19 more than anything else, besides arts and
20 culture and hospitality and tourism, diversity
21 and inclusion, how far down the road are we
22 with the training that you're offering to
23 department heads? And then what is the method
24 by which you monitor to see how well department

1 heads are doing with what the Mayor has
2 articulated?

3 MS. LOPEZ: So that work is being led by
4 Nolan Atkinson.

5 COUNCILWOMAN BROWN: Okay. What's the
6 interface between what he does and what your
7 office does?

8 MS. LOPEZ: So, you know, Nolan is such a
9 thought leader in this space. I think we also
10 like -- we work for him, which is awesome,
11 right?

12 So we're doing a lot of work on diversity
13 inclusion training so part of the eLearning,
14 we're trying to incorporate some of that from
15 an eLearning platform and that's about reached.
16 But also, the implicit bias training, we have a
17 lot of social equity grant work that we're
18 doing, both in HR as well as in contracts. So
19 a lot of the work is organic, and it's project
20 work.

21 COUNCILWOMAN BROWN: Is it still too early
22 to have a measuring stick to see -- because
23 training is important. Training is necessary.
24 Training has value. At some point, you have to

1 hold leaders accountable for not honoring and
2 implementing what training provides for them.

3 MS. LOPEZ: So Nolan meets with us
4 quarterly. And as part of our quarterly
5 meetings, we go over our progress. And we talk
6 through strategies about --

7 COUNCILWOMAN BROWN: Which departments
8 don't get it? Do you talk about that?

9 MS. LOPEZ: We do not talk about that,
10 because Nolan meets with individual
11 departments, so I can speak to my meeting with
12 Nolan.

13 What strategies do we work on that could
14 possibly be leveraged in other departments, and
15 then where we're having challenges and asking
16 Nolan for some ideas and some potential
17 strategies about how we can do a better job.

18 And Nolan meets every quarter with every
19 single department head.

20 COUNCILWOMAN BROWN: So then is it fair to
21 say that he is the arbiter, if you will, of
22 those departments that have figured it out, and
23 those departments that are moving like snails?

24 MS. LOPEZ: I think Nolan does a really

1 good job at holding us all accountable. Again,
2 I can only speak for me personally. But he's
3 very committed. And he's really pushed on CAO
4 to come up with strategies and ideas. I mean
5 the 10 recruitment list, the playbook, the best
6 practice research we did to get us where we
7 were, that was really Nolan driving that.

8 And so that's -- the sexual harassment, I
9 mean, Nolan really keeps us engaged and holds
10 us accountable.

11 COUNCILWOMAN BROWN: Very well. Thank you
12 all very, very much for your testimony.

13 MS. LOPEZ: Thank you.

14 COUNCILWOMAN BROWN: Forgive me.
15 Councilman Domb may have another question.

16 COUNCILMAN DOMB: Thank you, Madam Chair.
17 A few more questions, not too many more.

18 MS. LOPEZ: Okay.

19 COUNCILMAN DOMB: Just curious -- these
20 are just minor questions -- the time between
21 notification of the hearing date varies. Like
22 red light camera tickets is five weeks in your
23 report, and all other types is four months.

24 Any way to speed up that four months?

1 MS. LOPEZ: I'm going to ask Melissa
2 Andre.

3 MS. ANDRE: Hello, again. Melissa Andre,
4 Executive Director, Office of Administrative
5 Review.

6 So the difference between the red light
7 camera and the Tax Review Board is that they
8 are being run by different departments. The
9 Tax Review Board is an internal on-site, where
10 petitioners come in. They can email, they can,
11 literally, physically, hand in petitions. And
12 we process them on site on our system and then
13 we schedule them.

14 The earliest we can do is actually three
15 to four months, because we've already
16 scheduled -- for instance, today we scheduled
17 for June already. So if you were to come in,
18 you wouldn't be able to have a hearing until
19 July at the earliest. And we take them as they
20 come. So if people have come before that,
21 they'll probably get an August hearing.

22 So when I first started back in July of
23 2017, that timeframe was closer to seven
24 months. So I was able to get that down to we

1 schedule any -- additionally, we, also, started
2 to put out our schedule a little bit earlier.
3 This gives people more times. This also gives
4 the Department of Revenue and the Law
5 Department more time to reach out to
6 petitioners to come up with settlements, so
7 that way the hearings don't take forever. A
8 lot of these matters have been settled before
9 they actually come to the hearing.

10 COUNCILMAN DOMB: So it's the backlog
11 that's creating the delay?

12 MS. ANDRE: At this moment, there is no
13 backlog. At this moment, if you were to come
14 in, you'd probably get a July or August
15 hearing, because that's the earliest hearing
16 you could get.

17 Because again, we've already scheduled for
18 June. So I can't put you on the June schedule.
19 And so you'd probably get right in, in July.
20 It's just a process. We've scheduled June
21 already.

22 COUNCILMAN DOMB: But if we were to --
23 then means it's a backlog. Because if June
24 wasn't scheduled, I could get scheduled in

1 June.

2 MS. ANDRE: True. But we try to schedule
3 at least six weeks out, as well. And that's,
4 again, because we want to be able to have a
5 schedule out. We don't want to notify people a
6 week before the hearing. We want to give
7 people time to get prepared.

8 COUNCILMAN DOMB: But right now, it's four
9 months out.

10 MS. ANDRE: Yes. Three to four months.
11 It's generally three months, actually.

12 COUNCILMAN DOMB: Is this an issue of more
13 people applying -- more people that could help
14 us clear out the backlog? What is the issue
15 that I have to wait until July or August now to
16 get a hearing?

17 MR. GORDON: I think part of the issue is
18 just, number one, the amount of people who come
19 in, and the different types of hearings that we
20 have. We have limited space. We have two
21 hearing rooms.

22 And then on top of that, we can only -- I
23 mean, based on our Hearing Master schedules and
24 when the departments can come. For instance,

1 L&I can only come on Tuesday -- I'm sorry, can
2 only come on Thursdays, because they already
3 have hearings on Tuesdays.

4 So I mean, it's a issue of scheduling. We
5 do run a lot of hearings each week. Monday and
6 Fridays we run four different types of
7 hearings.

8 The actual Tax Review Board, they meet
9 only on Tuesdays and Thursdays, so that is,
10 also, quite limiting in time. But we try to
11 have at least 15 cases on every docket. And we
12 try to see people as soon as we can. But
13 unfortunately, three months to four months is
14 probably the fastest we'll ever be able to do
15 it.

16 And in comparison with the red light
17 camera component, red light camera is actually
18 the initial, you know, ticketing, reviewing the
19 video, issuing the ticket to the person, having
20 the person come -- identifying who the person
21 is, and then sending them the notification of
22 the ticket. That in itself, is a PPA process.

23 So once the person gets the ticket, we can
24 schedule them for a hearing between four and

1 five weeks. And I think that's as fast as
2 probably we --

3 COUNCILMAN DOMB: No. I'm okay with that.
4 My bigger concern is the four months for
5 everything else.

6 MS. ANDRE: Yeah. But unfortunately, when
7 you're dealing with taxes and that sort of
8 thing, we do want to give people time to get
9 their paperwork in order.

10 Oftentimes they come in after going to the
11 Department of Revenue, finding out that they
12 even owe this amount of tax, and then coming to
13 us wanting to resolve it.

14 So unfortunately, that's just the
15 parameters that we're working with.

16 COUNCILMAN DOMB: Okay. Thank you. I
17 have another question now.

18 I will say this, I think from my
19 perspective, those who work in your department
20 probably know the best ways to resolve this.
21 Because someone on the outside has no idea to
22 resolve it. But people that work for you know
23 what the roadblocks are.

24 And we should enlist them to help us make

1 ourselves more efficient. That's what I'm
2 suggesting. Because you know better than
3 anyone else, because you're doing the systems.
4 And if you have recommendations, you should let
5 us know, let Christine know, and we should
6 implement them. Because the best resources
7 come from the people who work for us.

8 MS. ANDRE: I think that we work really
9 hard on trying to bring our ideas forward.

10 COUNCILMAN DOMB: Okay. Thank you.

11 COUNCILWOMAN BROWN: You're welcome. I
12 have a follow up.

13 Administrative Officer, your quote was
14 that Nolan Atkinson holds departments
15 accountable. Site examples and how that's
16 reflected, given irregularity of equity across
17 the -- the leadership tier of government.

18 MS. LOPEZ: So let me see. My first --
19 when we first started, you know, Nolan wanted
20 some structure around exempt hiring. There
21 wasn't any structure. And so he wanted
22 structure through a D and I lens.

23 COUNCILWOMAN BROWN: He wanted
24 structure...

1 MS. LOPEZ: Through a D and I lens,
2 diversity inclusion lens.

3 So we -- Jackie Linton was the person
4 leading HR and Talent. And I was the CAO of it
5 at the time. And that's where we leaned in,
6 and we wanted to be more prescriptive with
7 departments. And we created the policies that
8 departments have to have a diverse hiring
9 slate. And that departments -- I'm sorry.
10 Yeah. A candidate slate, and a diverse
11 interview panel.

12 And, you know, we constantly solicit
13 feedback. And when we weren't sure, and that
14 the engagement wasn't where we wanted to be,
15 then we took it up a notch and we said, Okay,
16 we want diverse folks to review the
17 application.

18 So it's very iterative. And when there's
19 been an issue, Nolan has had one-on-one
20 conversations with departments. Or posting,
21 for example, we want to make sure all the jobs
22 are posted.

23 So when I first got here, not all the
24 departments were using smart recruiters. Now I

1 can say that all the departments are posting as
2 smart recruiters. And that's really been how
3 we've been able to support Nolan in moving...

4 COUNCILWOMAN BROWN: The needle on
5 diversity and inclusion.

6 MS. LOPEZ: The needle, yeah.

7 COUNCILWOMAN BROWN: Okay. All right
8 then. I thank you very, very much. Sit with
9 the Free Library.

10 MS. LOPEZ: I will. I made a note. I
11 will definitely meet with them. Thank you.

12 COUNCILWOMAN BROWN: I won't repeat the
13 obvious.

14 MS. LOPEZ: Yeah. We'll spend some time
15 with them.

16 COUNCILWOMAN BROWN: Before April 30th.

17 MS. LOPEZ: Yes.

18 COUNCILWOMAN BROWN: Okay. Thank you very
19 much.

20 MS. LOPEZ: I will definitely make it a
21 point.

22 COUNCILWOMAN BROWN: Thank you all.

23 MS. LOPEZ: Thank you.

24 COUNCILWOMAN BROWN: Don't go anywhere.

1 Councilman Domb?

2 COUNCILMAN DOMB: Thank you, Madam Chair.

3 I had a few more questions that I wanted to
4 ask.

5 Two years ago, your testimony mentioned a
6 new internal management process called
7 Performance Ability. Has that program been
8 implemented?

9 MS. LOPEZ: So that function, the
10 performance management function was moved to
11 the Managing Director's office last fiscal
12 year.

13 COUNCILMAN DOMB: Have they implemented
14 it? Do you know?

15 MS. LOPEZ: I would really refer to
16 Angelina, who's leading it. I'm not familiar
17 with it to be honest with you.

18 COUNCILMAN DOMB: And how many departments
19 right now are using the E Procurement System?

20 MS. LOPEZ: All.

21 COUNCILMAN DOMB: All?

22 MS. LOPEZ: The whole City.

23 COUNCILMAN DOMB: That's great. Good job.

24 That's great.

1 Page 13 of your budget detail, you list a
2 request for 1.398 million in Class 200 for
3 sweep and alarm. Any idea what that might be?

4 MS. TIPTON: On Page 13?

5 COUNCILMAN DOMB: It's Page 13 of the
6 Budget Detail.

7 MS. TIPTON: Stephanie Tipton, Chief of
8 Staff. That is for a contract with Conduit
9 State and Local Solutions. They help us to
10 process the violations and the money that comes
11 in for those. So that's for that contract.

12 COUNCILMAN DOMB: It's called sweep and
13 alarm?

14 MS. TIPTON: I think those are the types
15 of violations.

16 COUNCILMAN DOMB: That's okay. That's
17 fine.

18 MS. TIPTON: Yeah. Those are the types of
19 violations. But we can be more descriptive in
20 there.

21 COUNCILMAN DOMB: One last question. I
22 actually really like your mission statement.
23 It says, Improve the efficiency and
24 effectiveness of City services.

1 Does the prison system fall under you at
2 all?

3 MS. LOPEZ: It does not, but we work a lot
4 with Commissioner Carney. A lot of the work
5 we're doing with her is in HR.

6 And then, obviously, Mark Wheeler, our
7 CIO, works a lot with the prisons on their
8 tech.

9 COUNCILMAN DOMB: And does the wellness
10 program, could that be in any way shared with
11 the prison system?

12 MS. LOPEZ: Absolutely. The majority of
13 the employees at the prison system are
14 represented, who do not fall under our wellness
15 program.

16 COUNCILMAN DOMB: I understand that.

17 MS. LOPEZ: Yeah. But for the employees
18 that do fall under our wellness program, they
19 are part of it.

20 COUNCILMAN DOMB: I'm only saying it
21 because we are paying the medical. And the
22 medical four years ago with 8,900 people on
23 State Road was 46 million, or about 7,000 per.
24 And now with -- I'm sorry. With 8,900 people

1 there. Now there's 4,600, a 47 percent
2 reduction, and the medical went up to 49
3 million or 14,000.

4 MS. LOPEZ: For the employees or for
5 the -- okay.

6 COUNCILMAN DOMB: The medical cost to
7 Corizon. And I don't understand how we have a
8 47 percent reduction in the prison population.
9 This goes to the efficiency and effectiveness
10 of City services. And yet our cost went up.

11 MS. LOPEZ: Are you talking about the
12 employees or the inmates?

13 COUNCILMAN DOMB: Corizon, inmates.

14 MS. LOPEZ: Corizon. The inmates. Okay.
15 So, I mean, we certainly could reach out and
16 see if there's any opportunity there.

17 COUNCILMAN DOMB: That would be great if
18 you could.

19 MS. LOPEZ: Yeah. Sure. Happy to.

20 COUNCILMAN DOMB: One last question, in
21 improving the efficiency and effectiveness,
22 does it also include cost savings?

23 MS. LOPEZ: I mean, if there's an
24 opportunity to reduce cost, sure.

1 COUNCILMAN DOMB: You don't have the tell
2 us today, but could you identify five to 10
3 areas of our government where you could
4 identify the top -- I'm going to say 10 most
5 dollar productive cost savings?

6 MS. LOPEZ: We'll get back to you.

7 COUNCILMAN DOMB: You don't have to do it
8 today. You can get back to us.

9 Last comment, I know that our office, I
10 think, brought you this negotiations course.

11 MS. LOPEZ: Yes.

12 COUNCILMAN DOMB: So tell us when is that
13 starting? How many people enrolled? Give me a
14 little background.

15 MS. LOPEZ: Okay. I'll turn that over to
16 DeWayne.

17 MR. GORDON: So we actually got that
18 confirmed this week.

19 COUNCILMAN DOMB: Oh, great.

20 MR. GORDON: So we'll roll that out June
21 5th and June 12th. We broke it up to two
22 parts, because we wanted to -- we were
23 cognizant of everyone's schedule and prior
24 commitments.

1 And so we have somewhere between 40 to 45
2 persons enrolled into this training. And so we
3 are looking at senior management level and
4 higher, so we have managers, chief of staffs,
5 deputy directors, and I think that's it.

6 COUNCILMAN DOMB: And it's a negotiations
7 course?

8 MR. GORDON: Yes.

9 COUNCILMAN DOMB: I love that. That's
10 great.

11 MS. LOPEZ: We're looking forward to it.

12 COUNCILMAN DOMB: All right. Well, thank
13 you very much. You're all doing a very good
14 job. And thank you for being here. Thank you,
15 Madam Chair.

16 MS. LOPEZ: Thank you.

17 COUNCILWOMAN BROWN: Ditto.

18 MS. LOPEZ: Thank you very much.

19 COUNCIL PRESIDENT CLARKE: Next up, OIT.
20 Good morning.

21 MR. WHEELER: Good afternoon. Good
22 morning, Council President Clarke and Members
23 of City Council. I'm Mark Wheeler, Chief
24 Information Officer. Joining me today are

1 Sandra Carter, Chief Operating Officer, and
2 Chris Donato, Chief Financial Officer. I'm
3 pleased to provide testimony on the Office of
4 Innovation and Technology's Fiscal Year 2020
5 operating budget.

6 In brief, our OIT's general fund budget
7 totals \$112,133,625. In brief, also, this
8 breaks down to 23.8 million in Class 100. 68.7
9 million in Class 200. And 19.5 million in
10 Classes three and 400.

11 Before I open it up to questions for
12 Council, I just want to take a moment to
13 highlight three accomplishments of OIT in the
14 last year.

15 First, OIT's Deputy CIO for public safety
16 team successfully secured a \$5.5 million grant
17 from the Commonwealth to build a redundant
18 fiberoptic network dedicated to emergency 911
19 messaging. And this will replace outdated
20 copper wire technology.

21 Second, OIT launched our SmartCityPHL
22 roadmap. And under an executive order from the
23 Mayor, we now have a diverse advisory committee
24 to assist us in its roll out.

1 And finally, OIT City geo team spoke about
2 our data driven mapping and open data tools
3 available on Phila.gov to nearly 900 attendees
4 of different presentations and workshops
5 including Tangled Title workshops at the Free
6 Library, the PA CDC conference, several
7 meetings of West Philadelphia Promise Zoned
8 Civic Associations, civic tech meet ups, our
9 City's civic engagement academy, and a course
10 for the City's Planning Institute.

11 And with that, I'm happy to take any
12 questions you have about OIT's FY20 budget.

13 COUNCIL PRESIDENT CLARKE: Thank you. I
14 got a couple quick questions.

15 So let me cut to the chase. City Council,
16 we've been experiencing an unusual amount of
17 down time particularly related to email and
18 internet. I'm sure you may know about it or
19 maybe you don't.

20 MR. WHEELER: Yes. We were made aware of
21 it.

22 COUNCIL PRESIDENT CLARKE: Can you tell me
23 what in the world is going on? I mean, all I
24 do is get complaints from staffers, colleagues,

1 everybody about our systems. And it seems like
2 the people -- we actually should probably have
3 our own little division of tech support, just
4 housed in City Council, because -- nice people,
5 but they are always here. Like what's going
6 on?

7 MR. WHEELER: From what I understand, it
8 stems from a change that we had to make to the
9 WiFi that's open internet for the public to
10 use, the City Council WiFi.

11 So if you're using a City-issued device
12 and attempting to do any type of emailing out
13 on the device, just using that Wi-Fi, there's a
14 difficulty there, because over a year ago, we
15 experienced a problem with some spamming on a
16 device is City Council.

17 And the ISP that we engage for the City
18 had shut off the circuit. And in order to
19 remediate, we had to make some changes around
20 that.

21 The changes that affected Council Members
22 and any of your constituents using the Wi-Fi
23 just wasn't effectively communicated at all, as
24 to what the work around can be.

1 COUNCIL PRESIDENT CLARKE: Wasn't
2 effectively communicated to?

3 MR. WHEELER: To your City Council vendor
4 staff, and then to staff, themselves. So they
5 knew about it. Everyone in their Council at
6 Large or District Council offices would
7 understand, what the work around would be.

8 So we're going to work with your City
9 Council tech team to make sure they clearly
10 understand what the steps are and how we get
11 around the problem by just working with the
12 City net Wi-Fi if you want to use that on the
13 City-issued devices or your personal devices,
14 just on the City Council open internet Wi-Fi.

15 COUNCIL PRESIDENT CLARKE: So who is not
16 effectively communicating?

17 MR. WHEELER: So I think it's OIT
18 effectively having a conversation on change
19 management with the IT team for City Council.

20 COUNCIL PRESIDENT CLARKE: Your vendor?

21 MR. WHEELER: Yes.

22 COUNCIL PRESIDENT CLARKE: All right. I
23 just want the make sure we're not doing
24 anything.

1 MR. WHEELER: And that's something that
2 I'm working on. We've been working on changing
3 the level of communication that we're having
4 with the departments overall. And this is just
5 another example of where we need to do better.

6 COUNCIL PRESIDENT CLARKE: Okay. All
7 right. So you're relatively new in this
8 position or...

9 MR. WHEELER: Since January 2018. I was
10 interim, and then appointed in September of
11 2018.

12 COUNCIL PRESIDENT CLARKE: All right. So
13 I know, like, in the past there were
14 conversations about hiring specialized
15 positions. And it talked about the salary and
16 the office environment are the largest hurdles
17 of hiring.

18 But, you know, of course we talk to people
19 and residents and constituents. And people who
20 have skill sets seem to match the
21 opportunities. And basically, they've applied
22 and they haven't heard back in some time.

23 Is there a process, and I asked a similar
24 question to the Chief Administration Officer,

1 in terms of follow up as I relates to hiring,
2 can you kind of tell me how this process works?

3 MR. WHEELER: So we do get direction from
4 OHR on following both the civil service process
5 and the exempt.

6 So with replies to folks to have applied,
7 and I'll be looking for guidance on how we need
8 to improve and change that process.

9 We recognize internally for ourselves that
10 hiring exempt staff has taken an inordinate
11 amount of time. And our chief of staff and our
12 director of our innovation management program
13 got together to revamp that. And they've
14 gotten it down just through a trial on three
15 different positions around five weeks, from the
16 time that we start reviewing the applicants, do
17 our screening, telephone interviews and then
18 have our diverse panel of on-site interviews in
19 making an offer to hire.

20 So we need to institutionalize that. I
21 want to hire a recruitment officer that will
22 focus on recruitment, especially recruitment in
23 diversity hiring, focusing on inclusion that
24 way and keeping that process streamlined as

1 possible.

2 So the other piece of that is that we have
3 to let people know who do apply. It just
4 doesn't fall into a black hole. And they know
5 that we received it, but for whatever reason,
6 we've gone with other candidates that better
7 fit the position.

8 COUNCIL PRESIDENT CLARKE: Okay. In
9 terms of your contract, you show a stark
10 increase in contract participation in '18 and
11 '19.

12 Can you kind of walk me through that, the
13 basis for that. And in terms of the contracts
14 that you have entered into, what's the
15 participation rate for those contracts?

16 MR. WHEELER: So just to make a point
17 about FY18, the contract for the One Philly
18 Operation, which was done by Cyber, that really
19 bumped up our number. They have a very -- they
20 had a significant MWDBE component.

21 And in '19, the increases are through more
22 hiring on our staff for selective projects that
23 have a short-term nature.

24 And our -- the unitary contract for the

1 staff, we've gotten good representation there.

2 COUNCIL PRESIDENT CLARKE: Say that again.

3 MR. WHEELER: So for contract that we
4 reach out to for staff augmentation, we're
5 getting good representation as we reach out to
6 different vendors on that contract for
7 staffing.

8 COUNCIL PRESIDENT CLARKE: Okay. The
9 Chair recognize Councilman Domb.

10 COUNCILMAN DOMB: Thank you,
11 Mr. President, just a couple questions.

12 In your opinion, what do you think the
13 five biggest IT needs are for the City right
14 now?

15 MR. WHEELER: I think the biggest need
16 isn't actually in IT. It's in change and
17 process management.

18 We have -- all organization, whether it's
19 the public sector or private sector
20 institutions, are going to have difficulty with
21 change on multiple levels. And with very large
22 projects that can take multiple years, we need
23 to start at the very beginning with the
24 departments on building their capacity to just

1 engage on something that monumental.

2 And I think we -- typically, you go into
3 this thinking that people wanted the solution
4 for so long they must be ready. That's just
5 not true.

6 And as you move through the process,
7 instead of pushing back on the vendor to overly
8 customize or overly configure, I think we have
9 opportunities to work with the departments on
10 where they can make very good change
11 management, just optimize some work flow and
12 process. Rather than make the IT solution even
13 more complicated to maintain in the end.

14 So we're working on getting our project
15 management office and then other managers, and
16 even reaching out in our departments with some
17 of the IT directors and key staff to engage in
18 a training program around change management and
19 where we need to both hire the right vendors
20 and know where to cross the project timeline.
21 We need to be doing as much as we can to have
22 the departments focus on that process change.

23 COUNCILMAN DOMB: Do you have anybody in
24 your department that is focused on looking at

1 technology and implementing it as a way of
2 saving us money, specifically? Like looking at
3 different areas of the departments of the City
4 and saying, You know what? If we implemented
5 this technology here, we could save X dollars
6 that will only cost us Y.

7 MR. WHEELER: I think that we look at
8 needs and departments when we have
9 conversations around what type of
10 inefficiencies that they have or whenever they
11 want to do an upgrade to an existing technology
12 solution, what other benefits can we get out of
13 that. And many of these benefits, because
14 we're service-oriented in nature, just come
15 down to a lot of process efficiencies. And I
16 can give you some examples of that, if you'd
17 like.

18 But as a dedicated resource, I would say
19 no. It's just a process of the engagement, and
20 both in operations with Sandra Carter and with
21 our project management office with Nick Susi.
22 That's just something we want to have a
23 conversation about or include in the
24 conversation.

1 COUNCILMAN DOMB: I only bring it up
2 because I always thought the goal of technology
3 is to make the processes more efficient,
4 deliver better customer to the residents to the
5 City, and eventually save money by doing the
6 first two.

7 MR. WHEELER: I would agree with that.
8 That's 100 percent the goals.

9 More importantly, though, coming back to
10 that change management, we have to be ready to
11 use it well and make sure it was designed well
12 to meet or needs.

13 And with the cost savings, I do think that
14 it's important to look for that, but since our
15 missions are around the public health and
16 public safety, there are some things that we
17 just need and we want to be more efficient in,
18 rather than more efficient and if the cost
19 savings comes along, that's great. I'm not
20 sure it's always the driver.

21 You know, for example, the work that our
22 public safety team is doing with SEPTA to
23 create interoperable radio equipment so they
24 can use it below ground in the concourses of

1 the subways. Obviously, an obvious public
2 benefit there and efficiency there. And
3 thankfully, the City's costs were covered by
4 the Act 12 E911 systems.

5 But if you look at Cashiering Project,
6 which we completed, there were definitely
7 benefits to the public and to operations.
8 They -- with the new system, they were able to
9 add debit and credit transactions at three
10 locations that I believe only took cash before.

11 There was a risk in the support model on
12 the old system for the daily payment and
13 posting in the funds deposit, because it was
14 such an old operation. It took a lot of effort
15 to make any type of needed change or rectify
16 any issues. So with the new system, much, much
17 more efficient.

18 And then they were able to go from paper
19 check deposits to electronic. So you have a
20 lot of efficiencies where people can move for
21 these routine low touch or routine complicated
22 problems to something that could deliver
23 greater benefits --

24 COUNCILMAN DOMB: Do we have any

1 continuing education for City employees around
2 having them become more efficient with the use
3 of technology?

4 MR. WHEELER: No. We don't have
5 continuing education. We do some outreach
6 around better use of data and data standards
7 with our -- what we call our geo exchange group
8 and we have a developer exchange group. But
9 that's not on the executive level. That tends
10 to be on the operating level, itself.

11 COUNCILMAN DOMB: I only bring that up
12 because you heard earlier, probably, that we're
13 bringing a negotiation course to the City and
14 44 to 48 people signed up. And I think that's
15 great.

16 But maybe we should look at that for
17 technology. And I think you would gain -- it
18 would make it easier to implement new
19 technology if we had the current work force
20 more tuned into the technology.

21 MR. WHEELER: I think that's a great idea.
22 We have opportunities right now with our
23 Innovation Academy that folks go through.
24 We're on -- we just completed our sixth cohort

1 of that. Then we've done about 70 individual
2 workshops with our Innovation Team. And that
3 type of capacity building or how you work
4 better as a team to work through ideas, I think
5 we could definitely introduce components around
6 technology there.

7 COUNCILMAN DOMB: I think our first goal
8 as a City should be -- before we start hiring
9 more people, the first goal is how do we make
10 the current people we have more efficient? And
11 how do we bring them into tomorrow and today's
12 standards for efficiency and technology.

13 And what we used to do 20 years ago in
14 eight hours, we probably can do today in two
15 hours, because of technology.

16 So my goal would be, how do we make
17 that -- for everyone working in the City, how
18 do we improve their skill set, basically.

19 I have another question. It might not be
20 for you, though. I'm just curious. In the
21 budget, in 2018, I think the total budget for
22 OIT, it looks to me that it was 138 million.
23 And in 2019, it went to 192 million. I'm just
24 wondering why there was like a 40 percent jump

1 that year? It had to be -- something happened,
2 Section 21 Page 3.

3 MR. WHEELER: We can get back to you on
4 that. I'm looking at the difference.

5 COUNCIL PRESIDENT CLARKE: Thank you,
6 Mr. President. I'll come back on the next
7 round. Thank you. Oh there's no more rounds?
8 Okay. Just one other -- two other questions.

9 I think I asked you this before, but I
10 can't remember. CAMA System, do you have any
11 oversight with the CAMA System being used by
12 the OPA?

13 MR. WHEELER: So I'm on the Steering
14 Committee for that. And the technology does
15 run through our budget. But the management is
16 under finance. And I believe that we have
17 representatives here to take any questions that
18 you need answered.

19 COUNCILMAN DOMB: I think the more you can
20 be involved in it, the better it would be. I
21 think it's going to be a brand new system.
22 We're going to have to educate a lot of people
23 at OPA about it.

24 And I think that -- I have confidence that

1 OIT can help them do it. So the more you can
2 be involved, I think the better it will be to
3 make sure that implementation occurs.

4 MR. WHEELER: I do sit in on the Steering
5 Committee meetings. We go through a full
6 reporting of what's happening. I do ask a lot
7 of questions. And I'm happy to say that things
8 look good there.

9 And in fact, the effort on change
10 management is very good. They just did a
11 project stat for our entire executive team and
12 all of our project managers earlier this year.
13 And I think there was a lot for our team to
14 learn about how they are approaching some of
15 the change management, which is going to be
16 challenging for them.

17 COUNCILMAN DOMB: Last question. Our
18 accounting system, I've heard we're addressing
19 that, the current accounting system for the
20 City; is that true?

21 MR. WHEELER: I'm sorry? The accounting
22 system?

23 COUNCILMAN DOMB: The accounting system,
24 the financial accounting system.

1 MR. WHEELER: Yes. That is programmed for
2 replacement starting this year.

3 COUNCILMAN DOMB: What will the new system
4 be called? What will it look like?

5 MR. WHEELER: I can't say to that, because
6 we're in the planning and scoping stage. So
7 it's going to take our general ledger system,
8 also, with the existing ASIS and ADPICS. So
9 it's a mix of a number of systems that have been
10 run separately and into one project for
11 replacement modernization.

12 The one thing that I can say about that is
13 starting this past summer, we engaged with a
14 group of outside stakeholders. We pulled
15 together what we call a go agile advisory
16 committee. So this is a diverse group of
17 individuals who are tech leaders in their own
18 companies, whatever that might be, from
19 construction to manufacturing, as well as just
20 outright tech, to help us think through how
21 large projects of this scale get decompressed
22 or modularized.

23 So you can roll out a piece of the time,
24 get the change management rolling in even

1 faster, and make sure that we're building upon
2 our -- the data that we own and our integration
3 model, rather than doing the old school
4 practice, what they call water fall, where you
5 do a lot of requirements gathering.

6 The team goes off. They spend a lot of
7 time building a prototype. A few years, they
8 come back, the entire team that helped them
9 with the requirements is now gone and
10 different. And you constantly run into a
11 number of change orders and delays, because
12 you're kind of working a very close fashion.
13 We want to do it more iteratively, more
14 durations, greater training, but that also puts
15 a lot of onus on the change management side,
16 again.

17 COUNCILMAN DOMB: So the people involved
18 in this change, I guess, is the Finance
19 Department?

20 MR. WHEELER: So the Finance Department
21 and the CAO are the executive sponsors for it.
22 And it's under OIT's budget. So we're working
23 collaboratively on setting up the project
24 management for that now.

1 COUNCILMAN DOMB: Is the Council technical
2 staff involved, also?

3 MR. WHEELER: Not that I'm aware of.

4 COUNCILMAN DOMB: It might be helpful,
5 because we have some pretty smart people
6 working in Council technical staff. So I would
7 include them. We all want the best product
8 possible.

9 And we thank you. I heard from my office
10 that you guys are doing a very good job. I
11 haven't been personally involved, but I thank
12 you for your work. And keep up the good work.
13 Thank you, Mr. President.

14 COUNCIL PRESIDENT CLARKE: Thank you,
15 Councilman. One quick question.

16 I heard that we may -- Council, speaking
17 of Council, because I've been hearing, we may
18 have to change all of our computers within the
19 next year. Is that a rumor? Because of the
20 support systems that will be available, Windows
21 7. I'm kind of like a technophobe. I'm like a
22 little, baby dinosaur in a lot of this. That's
23 why I have these young smart people around me.

24 MS. CARTER: Sandra Carter, Chief

1 Operating Officer. What you're referring to is
2 the operating system software. It is going out
3 of support in January. And so yes, we are
4 working with various -- the service are going
5 out of support in January and computers shortly
6 thereafter.

7 We're working with the various different
8 departments to identify the PCs that have to be
9 replaced.

10 COUNCIL PRESIDENT CLARKE: Okay. And did
11 we foresee this, or is this something that -- I
12 mean, what's the time line on our PCs? I mean,
13 didn't we just get --

14 MS. CARTER: We've been talking about it
15 for a while. I actually have to get the -- I
16 don't have the date with me for each
17 department. The servers are our main concern,
18 and the PCs come after. We do have some time
19 for the PCs. We have about a year and a half,
20 I believe, for the PCs.

21 COUNCIL PRESIDENT CLARKE: What's the
22 traditional lifetime of our -- I'm looking at,
23 you know -- I'm trying the make sure the
24 taxpayer's dollars are being protected.

1 MS. CARTER: Understood, sir. We are
2 actually about six to eight years. We would
3 prefer to be a shorter time span but due to
4 resources, financial and labor, we're about six
5 to eight years turn over.

6 COUNCIL PRESIDENT CLARKE: Okay. Thank
7 you. There appears to be no additional
8 questions. I want to thank you very much.

9 As always, always be prepared to be called
10 back. It's getting a little closer to crunch
11 time, you know, we tend to call folks back when
12 we have to make the ultimate decisions. Thank
13 you. Thank you for your testimony. I
14 appreciate it.

15 Next up, we have Procurement. Good
16 afternoon.

17 MS. JOYNER: Good afternoon, Council
18 President Clarke and members of City Council.

19 COUNCIL PRESIDENT CLARKE: Move the mic a
20 little closer to you.

21 MS. JOYNER: Okay. I am Monique
22 Nesmith-Joyner, Interim Commissioner of the
23 Procurement Department. I'm here to present
24 for your consideration the Procurement

1 Department's Fiscal Year 2020 budget request.

2 With me today is Purchasing Director,
3 Janira Barroso and Director of Administration,
4 LaShawnda Tompkins.

5 The Department is requesting a total,
6 general fund appropriation of \$5,074,563 for
7 Fiscal 20. The proposed allocation represents
8 an increase of \$60,376 with FY19 estimated
9 obligations. The increases attributed to DC 33
10 pay increase of 3 percent, and DC 47 pay
11 increase of 3 percent.

12 43 percent or \$2,190,955 of Procurement's
13 general fund is -- excuse me, fund request is
14 designated for City-wide charter mandated
15 advertising expenses.

16 The Procurement Department continues to
17 enhance their quarter engagement through
18 improved operation systems and outreach.

19 We seek to ensure the City's Procurement
20 processes are fair and open to all business.
21 We are steadfast to market City contracting
22 opportunities to small, diverse and local
23 businesses. Our Department offers three
24 monthly vendor workshops, and participates in

1 monthly doing business with the City workshops,
2 sponsored by the Office of Economic
3 Opportunity.

4 This concludes my remarks for the budget
5 hearing. And my staff and I are happy to
6 answer any questions.

7 COUNCIL PRESIDENT CLARKE: All right.
8 Great testimony, straight and to the point. I
9 appreciate that. Couple of questions.

10 As you know, we're always interested in
11 outreach. And one of the things that we talked
12 about over a period of time, and I don't know
13 if there's some restrictions or prohibitions
14 that don't get us where we actually would love
15 to be is improving local vendors.

16 I know that there's some issue with
17 respect to the interstate commerce clause in
18 terms of ensuring that we get all local
19 people -- we'd like to be in a position to hire
20 or contract with only Philadelphians. They
21 tell me that that's not necessarily legal.

22 What are we doing, though? I mean, the
23 bottom line is people would like the see the
24 best possible standards or, I guess, in terms

1 of scoring, something in place that leans
2 towards a local vendor.

3 I know there were a couple of proposals
4 that were put out there about local purchasing,
5 and it would essentially not only buy the City
6 of Philadelphia, but we talked to universities.
7 We're trying to get them on board with local
8 purchasing. They don't have, necessarily, the
9 same regs that we have in limitations.

10 What are we in the City doing to improve
11 it best possible, our ability for local hiring?
12 I know there's this big issue going on now
13 about one of the issues about the contracts
14 around servicing and maintaining municipal
15 buildings. That's a big thing that's coming
16 up.

17 Just generally, what are we going to do or
18 what are we doing to encourage or best
19 ensure -- I guess we can't ensure -- but create
20 an environment where a local vendor has the
21 best opportunity?

22 MS. JOYNER: Okay. For our Public Works
23 Initiative, there is a local preference. They
24 can receive a discount from their overall price

1 structure to make them the lowest bidder and
2 possibly make a local business placed higher or
3 rank higher than --

4 COUNCIL PRESIDENT CLARKE: What kind of
5 discount?

6 MS. JOYNER: It's 5 percent.

7 MS. BARROSO: Janira Barroso, Director of
8 Purchasing. So there's local preference, which
9 is 5 percent, anything over a million, and
10 10 percent under a million.

11 COUNCIL PRESIDENT CLARKE: 5?

12 MS. BARROSO: So let's say someone from
13 New Jersey submits the same pricing as someone
14 from Philadelphia at a million dollars, the
15 local vendor will win out by the 10 percent
16 differential that's placed on their lowest bid,
17 making them the higher bidder or the winning
18 bidder of the contract.

19 COUNCIL PRESIDENT CLARKE: Are we stuck at
20 5 percent, or is that something we think we
21 will not be challenged in court?

22 MS. BARROSO: I think it's, you know, it's
23 guided by an ordinance, of course, but we don't
24 have to be held to 5 percent unless you guys

1 decide to change that for us, of course, if we
2 introduce it. But it's between 5 and
3 10 percent at this time. So 10 percent
4 anything under a million and, of course,
5 anything above is 5 percent.

6 COUNCIL PRESIDENT CLARKE: Okay. What
7 about minority participation MBE, WBEs, is
8 there discount for that given --

9 MS. BARROSO: Minority preference. So we
10 do have ranges that are set on all of our
11 projects individual with public works. They
12 range between 20 and 30 percent, you know,
13 overall in general.

14 However, they are reviewed individually by
15 the Office of Economic Opportunity. And of
16 course departments engage whether or not that
17 can be improved upon and, of course, you know,
18 the Procurement Department. If we receive
19 ranges or goals that can be higher with our
20 City wide bids, we would encourage a higher
21 range as far as, you know, having a general
22 contractor have some subcontracting
23 opportunity. That's a little bit more robust.

24 COUNCIL PRESIDENT CLARKE: All right.

1 Sometimes, you know, if we don't get push back,
2 it tells us we're not pushing the envelope
3 enough. So I get encouraged when I get push
4 back when I'm doing something for what I
5 believe to be the right thing. I say, Oh, I'm
6 hitting the button. But if people are just
7 like, Oh, okay. I'm not really doing anything.

8 So are we getting any push back for what
9 we're currently doing, in terms of local slash
10 disadvantage?

11 MS. BARROSO: I haven't seen as of late.
12 I would have to say the Procurement Department
13 has become more forward facing with vendor
14 engagement workshops, where we bring vendors in
15 to learn our process. So we are educating the
16 vendor community.

17 A lot of our participants that come out
18 are local. So they're, I guess, getting an
19 upper hand in seeing, you know, people that are
20 doing the work, that understand the contracting
21 process of City government. And they are
22 coming in and they are taking advantage of
23 learning how to do business with us. That's an
24 advantage that local companies do have.

1 Also with getting a leg in with small
2 order purchases, so anything under 44,000, we
3 are actually encouraging departments to look at
4 minority women vendors and small business
5 vendors first to solicit those vendors first.
6 And then, you know, if they can't receive
7 responses back from that community, of course
8 they have to go to the open market.

9 However, departments are highly encouraged
10 to solicit minority women vendors first for
11 small order purchases.

12 COUNCIL PRESIDENT CLARKE: Only for small?

13 MS. BARROSO: At this time, yes. Anything
14 over 34 has to go to the open market.

15 COUNCIL PRESIDENT CLARKE: Really?

16 MS. BARROSO: Yes.

17 COUNCIL PRESIDENT CLARKE: Okay. Well,
18 you know how that goes when it's competitive
19 with folks that have traditionally been kept
20 out of the market continue to be kept out of
21 the market, that's why we're looking at
22 possibly doing something outside of the box, so
23 to speak. So the issue of competitive bidding
24 seems always to favor the folks that have

1 always gotten all the contracts.

2 So until we do something different, maybe
3 let the Courts figure it out, you know, it's
4 going to continue to go along the same path.

5 We had -- last night in the public
6 testimony, there was a former employee of the
7 City, a consumer affairs advocate Mr. Habor,
8 actually. And he wanted us to check on our
9 labor standards, are they expected for
10 procurement contract, i.e. when we procure in
11 selective person or company for a contract. Do
12 we look at the labor standards of the
13 individuals, how do they pay, have they
14 complied with all issues around labor-related
15 issues. Do we have an inspection process
16 related to that?

17 MS. BARROSO: So the City does have a
18 Labor Standards Unit that oversees the
19 compliance of prevailing wage, if they being
20 paid, and if they are compliant in paying those
21 wages.

22 COUNCIL PRESIDENT CLARKE: Is that Perry,
23 Perry's shop?

24 MS. BARROSO: Perry DiVirgilio, Perritti

1 DiVirgilio is the person that's the Director of
2 the Labor Standards Unit.

3 COUNCIL PRESIDENT CLARKE: All right. So
4 we actually expanded his role, well, the
5 Department's role, recently in legislation,
6 that they were, also, supposed to do on-site
7 inspections for certain jobs that we've
8 contracted with that would also include
9 compliance with goals set forth. And it's a
10 part of the EOP. Are you all part of that
11 process?

12 MS. BARROSO: I know that there are
13 departments. I, actually, prior to joining
14 Procurement, I worked for the Water Department.
15 And I actually went out with LSU, Labor
16 Standards Unit, to the Water Department
17 projects to do on-site compliance checks. So I
18 can speak to that.

19 COUNCIL PRESIDENT CLARKE: Not only wages,
20 but also DBE?

21 MS. BARROSO: Yes. And again, that's at
22 the Department level. Procurement, per se,
23 does not execute. However, the buyers do
24 engage with departments to ensure that they're

1 meeting the contract requirements.

2 COUNCIL PRESIDENT CLARKE: Have we ever
3 gone to like -- say, for instance, we contract
4 with an entity that says in their work force
5 off site plan, wherever, that they are in
6 compliance with their plain as it relates to
7 participation in their work force.

8 Have we ever like gone to a work site,
9 kind of like unannounced, and said, Oh, let's
10 see what's really going on here?

11 MS. BARROSO: I know LSU does do spot
12 checks. So Labor Standards does do spot
13 checks. However, I'm not sure if LSU would be
14 testifying, but they can speak more to that.

15 And we do have a special services unit for
16 vendors that we spot check to ensure that they
17 are actually operating in the City of
18 Philadelphia, especially with our local
19 business entity. There is a certification
20 where vendors can register to become a local
21 business entity.

22 Our special services unit does go out to
23 do site inspections to make sure, one, that
24 they operate out of the City of Philadelphia,

1 that they are actually having materials on the
2 site, and that they have people that are hired
3 and live out of Philadelphia.

4 COUNCIL PRESIDENT CLARKE: All right.
5 Okay. Thank you.

6 The Chair recognizes Councilman Domb.

7 COUNCILMAN DOMB: Thank you,
8 Mr. President. I have a couple questions for
9 you. Good morning, well, actually, good
10 afternoon.

11 (All respond good afternoon.)

12 COUNCILMAN DOMB: There was a team clean
13 contract for public property. I'm just
14 wondering -- and this is kind of what Council
15 President was talking about.

16 We were hiring a company from Florida and
17 not a local minority owned company. And I know
18 there were a few people who reached out to me,
19 I think others -- where does that stand right
20 now?

21 MS. JOYNER: We'll have to defer to Public
22 Property. They are managing that contract
23 process.

24 COUNCILMAN DOMB: Has that contract been

1 procured or is it still not procured yet?

2 MS. JOYNER: It is not procured yet.

3 COUNCILMAN DOMB: Okay. And the next
4 question I have is the reverse auction
5 procurement is an approach in which vendors bid
6 and then rebid until the lowest price is
7 reached.

8 And it was told to us it was going to
9 refute savings for tax payers compared to the
10 current system, where companies bid only once.

11 I think the CAO issued an RFP in 2016 a to
12 develop a reverse auction tool. Has this been
13 accomplished and are we utilizing this method?

14 MS. JOYNER: Yes. It has been
15 accomplished. We are utilizing the method. We
16 do have a vendor, for which we contract with,
17 for a reverse auction.

18 We have run three reverse auctions so for
19 Fiscal 19. One has yielded a 25 percent
20 savings, another has yielded a 12 percent
21 saving. One, we did not award because there
22 was a lack of response for, but we do have four
23 commodities that we're looking at right now and
24 discussing with the vendor, actually, just

1 yesterday to possibly complete before end of
2 Fiscal.

3 COUNCILMAN DOMB: That's good. So you're
4 using that and it's saving us money.

5 MS. JOYNER: Yes.

6 COUNCILMAN DOMB: Are there other areas
7 where you can expand at, or you're looking at
8 every area right now?

9 MS. JOYNER: Every year we're looking at
10 contracts that are coming due to expire,
11 existing contracts that are coming due to
12 expire, and identifying commodities that could
13 potentially benefit from the process, yes.

14 COUNCILMAN DOMB: This other question is
15 kind of a follow-up to the Council President's
16 question, that is -- I don't know if you know
17 this or not, or you can tell us what portion of
18 the City's procurement comes from local vendors
19 based inside the City of Philadelphia. And if
20 you could tell us the percentage in dollar
21 amount of those figures. I don't know if you
22 have them today or you can get them to us.

23 MS. JOYNER: Yeah. I can get the
24 particular dollar amount back to you, yes.

1 COUNCILMAN DOMB: Okay. And in your
2 opinion, is there anything that we can do to
3 increase the level of utilizing our local
4 providers?

5 MS. JOYNER: Right now, we participate in
6 a number of outreach efforts. We have three of
7 our own on a monthly basis to encourage local
8 vendors to come in and learn about the process.

9 We participate with OEO on a monthly
10 basis, as well as their annual MED Week. We
11 also do outreach on a quarterly basis with a
12 number of chambers, as well as the Philadelphia
13 Gas Works and a few other entities to encourage
14 local business and engagement.

15 COUNCILMAN DOMB: Maybe it was a few years
16 ago -- or maybe it was recently, I don't
17 remember -- I think it was either the
18 Controller's office or maybe the Economy League
19 under Jeff Hornstein where they talked about
20 the nonprofits trying to get them to buy more
21 of their goods and services locally versus out
22 of Philadelphia.

23 Have you met with them and tried to work
24 together to figure out how we can make that

1 happen?

2 MS. JOYNER: I've been in the seat for
3 three months, so I have not had an opportunity,
4 no.

5 COUNCILMAN DOMB: Okay. I would put that
6 on your to-do list, though, Jeff Hornstein at
7 the Economy League. We would love to see the
8 EDs and MEDs and the non-profits by more of the
9 services of the City versus going outside to
10 other areas, especially -- it will benefit our
11 residents.

12 But they had a whole program. There was a
13 lot of money that was purchased outside of the
14 City that could come to people within the City.
15 It was a lot. Thank you. Thank you very much.
16 Thank you, Mr. President.

17 MS. JOYNER: Thank you.

18 COUNCIL PRESIDENT CLARKE: Thank you,
19 Councilman.

20 The Chair recognizes Councilwoman Reynolds
21 Brown.

22 COUNCILWOMAN BROWN: Yes. I want to make
23 sure I heard you correctly in response to
24 Councilman Domb's question. So the contract he

1 referenced, you said has not been procured yet?

2 MS. JOYNER: I would need to defer to
3 Public Property. It's running through
4 Professional Services, if I'm not mistaken, and
5 that's not under Procurement.

6 COUNCILWOMAN BROWN: The other observation
7 made regarding that is in questioning the
8 Commissioner for Public Property, she punted
9 the ball to OEO. And in hearing from OEO -- so
10 we're trying to figure out where does the
11 responsibility lie with regards to that. So
12 that's the background that you should be aware
13 of, okay?

14 MS. JOYNER: Okay.

15 COUNCILWOMAN BROWN: You may have had the
16 benefit of listening to the Administrative
17 Officer where there was a lot of queries
18 regarding paying vendors on time.

19 And so what is your role in that process?
20 Because that continues to be a complaint. Just
21 speak to what your role is in helping vendors
22 who we ultimately engage being paid on time.

23 MS. JOYNER: One of the things that our
24 office --

1 COUNCILWOMAN BROWN: Pull the mic closer,
2 please.

3 MS. JOYNER: Sure. One of the things that
4 our office engaged in is changing the contract
5 language to indicate that we are moving to ACH
6 payment come July 1st, and engaging with any
7 questions that vendors may have. So any new
8 contract that has come out, I believe, from
9 January on, has the language in it to alert
10 vendors that we're moving to ACH.

11 But in terms of the project planning and
12 initiative, Procurement has not been directly
13 involved with vendor, vendor pay.

14 COUNCILWOMAN BROWN: Okay. And then one
15 of your colleagues there mentioned that the
16 responsibility at the department level, just to
17 follow up to President Clarke's question
18 regarding the Water Department.

19 MS. BARROSO: So with regards to like
20 Public Works, compliance on a project ensuring
21 that the goals are being met on their project
22 plan. Of course, they will work together with
23 OEO, the Department, to make sure that the
24 compliance is met. I'm just speaking from

1 experience from when I was with the Water
2 Department.

3 They set up -- at that point, I was the
4 director of participation to ensure that all of
5 the economic opportunity plans that were in
6 place for that department -- in meeting with
7 contractors on a monthly basis, having them
8 report on subcontractor payments, having them
9 report on how the work force diversity was
10 ongoing, and receiving reports from those
11 contractors.

12 So they still have that position there.

13 COUNCILWOMAN BROWN: They is?

14 MS. BARROSO: The Water Department still
15 has that position available there.

16 So again, it's at the department level
17 with their willingness to meet with that
18 compliance.

19 COUNCILWOMAN BROWN: Okay. Who ultimately
20 has the responsibility to implement a
21 prohibition from a contractor doing future
22 business with the City of Philadelphia? Who
23 ultimately has that -- has, should or is
24 responsible for using that hammer?

1 MS. BARROSO: Are you speaking to the
2 debarment?

3 COUNCILWOMAN BROWN: Yes. That's
4 precisely what I'm speaking to.

5 MS. BARROSO: I know the department can
6 recommend debarment. However, I believe the
7 Procurement Commissioner upholds the debarment
8 process.

9 COUNCILWOMAN BROWN: Okay. Repeat that
10 answer.

11 MS. BARROSO: The Procurement Department
12 has the ability to debar a company from doing
13 business with the City of Philadelphia.

14 COUNCILWOMAN BROWN: Okay. So if not now,
15 and a number of us are curious to know, what
16 the number is from last year. I can't remember
17 what other department was sitting at the table,
18 but we got -- without any data, the impression
19 that there's been no debarment. And we know
20 that there are companies that are not in
21 compliance, but somehow they end up being added
22 back to or put on a list or not taken off list
23 and then end up getting future work with the
24 City of Philadelphia, which is totally

1 unacceptable.

2 So we'd be curious to know what is the
3 number of those who are in a less than
4 satisfactory status with the City, because of
5 their lack of compliance?

6 MS. JOYNER: Having been in the seat for
7 three months, I can say that over the past
8 three months there are two businesses that have
9 been debarred.

10 We are in collaboration with the IG as
11 well as the Controller's Office regarding other
12 matters with other vendors that could
13 potentially be in an unsatisfactory status with
14 the City.

15 COUNCILWOMAN BROWN: Okay. All right
16 then. Thank you very much. Thank you,
17 Mr. President.

18 COUNCIL PRESIDENT CLARKE: Thank you very
19 much. Moving right along, there appear to be
20 no additional questions. I want to thank you
21 very much for your testimony.

22 (All reply thank you.)

23 COUNCIL PRESIDENT CLARKE: Please be
24 prepared to come back when we have call backs.

1 Thank you.

2 And next we have Human Services -- Human
3 Resources, I'm sorry.

4 MS. LOPEZ: Good afternoon.

5 COUNCIL PRESIDENT CLARKE: You're back.

6 MS. LOPEZ: I'm back.

7 COUNCIL PRESIDENT CLARKE: So -- all
8 right. That calls me to go back to this
9 question.

10 When I was asking you about overlap, the
11 difference between Chief Administrative Office
12 and Human Resources, you told me that there was
13 a difference, but now you're here testify.

14 MS. LOPEZ: I'm just filling in. The job
15 is -- the HR Director for the City is posted.
16 And so the Civil Service Commission --

17 COUNCIL PRESIDENT CLARKE: So this is an
18 interim. There will be somebody?

19 MS. LOPEZ: Yeah. The job is posted. A
20 recruitment firm has been retained. And so
21 once a HR director is found, the Commission
22 will appoint them permanently.

23 COUNCIL PRESIDENT CLARKE: How long have
24 you been doing both jobs?

1 MS. LOPEZ: Maybe October.

2 COUNCIL PRESIDENT CLARKE: October?

3 MS. LOPEZ: I believe it's been October,
4 maybe November.

5 COUNCIL PRESIDENT CLARKE: So why do we
6 need both?

7 MS. LOPEZ: Well, I don't know if it's an
8 ideal situation. I don't know if it's
9 sustainable. But, I mean, it's a great team.
10 The HR Department, the deputies are great. And
11 they, you know -- it's been a lot of fun. I
12 mean, for me, at least, personally. I don't
13 know if they feel the same way, but it's be fun
14 for me. HR is my passion, so it's been a fun
15 project.

16 COUNCIL PRESIDENT CLARKE: Okay. I mean,
17 I know that. But I mean, Chief Administrative
18 Officer was something that's relatively new?

19 MS. LOPEZ: It's very new. Yep.

20 COUNCIL PRESIDENT CLARKE: And we were
21 actually asking why are we creating another
22 department, because there's always an issue
23 about redundancy and government. A lot of
24 people -- the general population think that

1 there's quote, unquote fat in the government.
2 And we don't agree, because we're all here and
3 we know. But it does kind of lend a little
4 weight to the argument.

5 MS. LOPEZ: It is interesting. There's a
6 movement in HR right now, where a lot of
7 organizations are combining IT and HR. I
8 probably shouldn't say this, but the State is
9 doing that, the Commonwealth of Pennsylvania.

10 And there is a shift in the marketplace
11 where they are combining those two functions
12 and leveraging tech in recruiting talent.

13 COUNCIL PRESIDENT CLARKE: I mean, we're
14 supposed to be about the business of
15 efficiencies, and, you know -- I don't like to
16 use the term downsizing, because that means
17 eliminating employees, and I'm a strong
18 supporter of municipal employees.

19 But if there's a way to be more efficient,
20 similar to what we've done with the
21 consolidation of planning, zoning, development.
22 And understand that they finally got their
23 contract in place, and they are moving towards
24 consolidating the agencies, I'd like to see

1 that practice across the Board. Because again,
2 we are responsible to the taxpayers.

3 MS. LOPEZ: Right. Yep. No, I
4 understand.

5 COUNCIL PRESIDENT CLARKE: I'm sorry. I
6 disrupted you. Were you going to testify?

7 MS. LOPEZ: I have a very short testimony,
8 and then we're open for any questions.

9 COUNCIL PRESIDENT CLARKE: All right. I'm
10 sorry. Go ahead. Initially, when you came
11 back up I was like -- I mean, we're cool and
12 all that. I don't mind you coming up, it's
13 just you know.

14 MS. LOPEZ: It's a very appropriate
15 question. So I'll be brief.

16 Good afternoon, President Clarke and
17 Members of City Council. I'm Christine
18 Derenick-Lopez, Chief Administrative Officer
19 and Interim Human Resources Director.

20 Joining me today is Marsha Greene-Jones
21 and Valerie Hosendorf, both of whom are Deputy
22 Human Resource Directors.

23 I'm pleased to provide testimony on the
24 Office of Human Resources Fiscal Year 2020

1 operating budget.

2 In Fiscal Year 2020, the Office of Human
3 Resources is focusing on creating an approach
4 that enables the City to attract and retain a
5 high quality and diverse work force that
6 provides quality services to our residents.

7 Additionally, the Office of Human
8 Resources will continue to focus upon the
9 wellbeing of our employees.

10 You have my full written testimony. My
11 team and I are happy to answer any questions
12 you may have.

13 COUNCIL PRESIDENT CLARKE: Man, that was
14 quick. Real quick, the Model Employer
15 Initiative -- I know this came up in some of
16 the earlier testimony -- can you talk to me
17 about how does Human Resources fit into that
18 initiative?

19 MS. LOPEZ: Yep. So we partner a lot with
20 the Office of Work Force Development. And
21 Zakiyyah Ali leads the City's Model Employer
22 Program.

23 So we have a couple projects going on now.
24 We partnered with them on the hospitality

1 careers at the Airport. So another opportunity
2 to build a bridge for custodial workers at the
3 Airport. That's one project we supported.

4 And right now, we have two projects that
5 we're looking to launch in the beginning of the
6 next fiscal year. One is with 311 operators.
7 It's actually, physically, going into the
8 prison with women, and teaching them the skill
9 sets to be a 311 operator, and then building a
10 bridge class for when they are returning
11 citizens and bring them into our employment.

12 The other project is with fleet
13 management. Where we're looking at partnering
14 with current inmates. And through a work
15 release program, building a bridge program.
16 Where on work release, they will be trained in
17 the fleet maintenance facilities. And after a
18 certain period of time, we're thinking six
19 months, they will be transitioned to full-time
20 employment. So those are the two projects that
21 we have going on right now that we're looking
22 to launch in July.

23 COUNCIL PRESIDENT CLARKE: Okay.

24 Healthcare, healthcare cost, always a challenge

1 for everyone, particularly, as it relates to
2 government, maintaining cost.

3 Have we -- and I know we don't have any
4 ability to impact it, at least not this
5 particular year, maybe next year when there's a
6 federal election -- but have we looked at the
7 possibility of the elimination of the ACA or
8 any changes as it relates to -- I guess, at
9 all, depending on who becomes the President or
10 Congress, and all the other things associated
11 with dictating.

12 But have we looked at the potential
13 options and how we can ensure that we maximize
14 and optimize our best practice, as it relates
15 to maintaining healthcare costs for our
16 employees? I know that's kind of like a
17 crystal ball thing, because we don't know
18 what's going to happen, but probably something
19 is going to happen one way or another.

20 MS. LOPEZ: I'm going to let Marsha answer
21 that.

22 MS. JONES: One of the things I have to
23 say to you -- Marsha Greene-Jones, Deputy Human
24 Resources Director.

1 One of the things that you've alluded to
2 is the fact that there's a bit of uncertainty.
3 And it's uncertainty, I think, across the board
4 with consultants, with the healthcare
5 community. I think one of the things we've
6 seen is the Cadillac tax, how that's been
7 pushed back for a number of years. And that
8 tax, actually, has not come to fruition, nor do
9 I think it will ever come to fruition to be
10 quite honest.

11 What I -- it's difficult to speculate on
12 what will happen, I have to say. All things
13 being equal, I think that the landscape will
14 pretty much be normalized, the way it is today,
15 because we don't see any pending legislation
16 that would rear its head at this point to say
17 that there are going to be any changes, because
18 change would take a very long time to
19 implement.

20 So at this stage of the game, I don't
21 foresee any changes in the next few years.

22 COUNCIL PRESIDENT CLARKE: Okay. You
23 should be working as a political consultant on
24 the side. What's your position, again?

1 MS. JONES: I'm the Deputy Human Resources
2 Director responsible for health and welfare.

3 COUNCIL PRESIDENT CLARKE: Deputy for
4 Human Resources, and -- okay.

5 MS. JONES: Employee benefits.

6 COUNCIL PRESIDENT CLARKE: Okay. Thank
7 you.

8 The Chair recognizes Councilman Domb.

9 COUNCILMAN DOMB: Thank you, Council
10 President. Good afternoon.

11 Question on City employees that currently
12 get flex credits for waiving their medical
13 coverage. Have we done away with this benefit
14 for those who claim but yet are covered under
15 the City benefits plan by way of spouse or
16 parent?

17 MS. JONES: No, we have not done away from
18 this benefit. We've continued to look at this
19 benefit over the last several years. And one
20 of the things that, actually, is interesting
21 about this benefit is recently DC 47 negotiated
22 this flex credit for their membership.

23 So they, actually, have implemented a
24 program for medical only, whereas all the other

1 opt out programs in the City, actually, require
2 an employee to opt out of all benefits.

3 COUNCILMAN DOMB: Okay. And this goes, I
4 think, with kind of what we've been talking
5 about and the Council President talked about.

6 The fringe benefit cost for all
7 departments is averaging 87, 88, 89 cents,
8 roughly, for dollar of labor we pay.

9 And so, for reference, the private world,
10 it's like 30 to 32 cents for fringe benefits.
11 And I realize that a portion of that, a good
12 portion, has to do with the pension liability,
13 okay? But the rest of it, are we doing
14 anything to look at those numbers to see how we
15 could reduce those costs?

16 MS. JONES: We continually, Marsha
17 Greene-Jones, Deputy Human Resources Director.
18 We continue to look at opportunities to save
19 cost.

20 So one of the things that I think I've
21 spoken about before is the fact that we focus
22 on a step therapy for generic, for any brand
23 name drug. So before an employee can actually
24 receive a brand name drug, they have to go

1 through step therapy, which indicates -- the
2 doctor has to demonstrate that the person has
3 tried several other drugs before they can
4 actually receive the name brand drug.

5 In addition to that, from a prescription
6 perspective, we've actually managed to reduce
7 our cost by a million dollars I indicated.

8 First of all, one of the ways that we've
9 done that is through management of our
10 specialty drug program. We have been able to
11 have a -- they have to have a pre-authorization
12 to receive specialty drugs. So we continue to
13 look at avenues on an ongoing basis to actually
14 manage our costs.

15 So we do that not only in that way, the
16 plan design, but also through our educational
17 processes.

18 So one of the things that's really
19 important right now is mental health. Let's
20 talk a little bit about mental health.

21 So we have -- mental health, as we know,
22 is also something that involves employees who
23 have chronic diseases.

24 So one of the things Independence Blue

1 Cross is going to be doing in the next couple
2 of months, is they are going to be rolling out
3 a telephonic mental health program with
4 Magellan. We think this will break barriers in
5 terms of people -- kind of there's that old
6 shadow over people who want to go speak to a
7 professional.

8 So this will take away some of the
9 stigmatism associated with mental health. And
10 we know that mental health is something that
11 crosses all barriers, all socioeconomic levels.
12 So that's one of the things that we're actually
13 going to be doing.

14 COUNCILMAN DOMB: I'm going to ask you
15 this question. Do we know as a City -- we
16 have, what, 29,000 employees? What do we pay
17 for medical costs for those 29,000 people?

18 MS. JONES: I can't speak to what we pay
19 for the other groups, because I'm only
20 responsible for the health and welfare plan for
21 the cap employees. So those are the employees
22 who are non-represented or union people who opt
23 into our program.

24 So each union, actually, negotiates their

1 own programs. They have different benefits
2 they offer, just as we do.

3 COUNCILMAN DOMB: Let's just stay with
4 your program for a minute. How many people
5 does your program cover and what is the medical
6 cost of that?

7 MS. JONES: We cover over 12,000 members.
8 And our cost is \$89.3 million. And that
9 includes all benefits.

10 COUNCILMAN DOMB: How much is that coming
11 out to roughly per person? Do you have any
12 idea?

13 MS. JONES: It's roughly about \$1,050 per
14 member per month.

15 COUNCILMAN DOMB: So it's 12,000 a year?

16 MS. JONES: Yes.

17 COUNCILMAN DOMB: Have we had anyone look
18 at that program to try to determine how we can
19 save money with that?

20 MS. JONES: We're constantly looking at
21 the program. We negotiate the contract every
22 four years. And every year, we look at ways to
23 minimize our cost. We rank ourselves against
24 our peer group, other governmental agencies, to

1 understand where we fit in with regard to our
2 copays, with regard to our per member per month
3 costs, with regards to prescription costs, et
4 cetera.

5 And I have to -- I'm pleased to report
6 that we actually rank very, very well compared
7 to our other businesses -- not businesses,
8 other governmental agencies within this group.

9 COUNCILMAN DOMB: Who negotiates that
10 contract?

11 MS. JONES: Pardon?

12 COUNCILMAN DOMB: Who's the negotiator of
13 that contract? Who negotiates it?

14 MS. JONES: We negotiate the contract. So
15 the City of Philadelphia does. We negotiate
16 our own contracts with our vendors. We put out
17 an RFP. We're responsible for negotiating
18 those contracts with the Law Department.

19 COUNCILMAN DOMB: So when I do the math --
20 tell me what I'm doing wrong -- \$89 million for
21 medical, 12,000 people covered comes out to
22 \$7,400 a year, which is cheaper than what
23 you're saying. Did I do something wrong?

24 MS. JONES: I don't know if you did

1 something wrong, why don't I come back to you
2 and talk to you about that, because it's
3 probably just taking into account the
4 medical -- it's taking in the basic fringe
5 benefits as opposed to the other ancillary
6 benefits.

7 COUNCILMAN DOMB: Well, this is better
8 than what you told me. I mean, I'm happy that
9 we're paying --

10 MS. JONES: Well, all things being equal
11 it probably doesn't -- remember, we cover the
12 unions in certain benefits, which I haven't
13 alluded to. So that cost that I'm taking about
14 probably is not including all the unions plans,
15 such as life insurance. We cover all the union
16 members with life insurance, retiree, life
17 insurance for all those individuals.

18 COUNCILMAN DOMB: So maybe you can come
19 back to us with a breakdown.

20 MS. JONES: I can come back to you with a
21 breakdown.

22 COUNCILMAN DOMB: And maybe you can maybe
23 enlist some of the people who are taking the
24 negotiation class to help us negotiate the

1 contract. Thank you for being here today.

2 Thank you, Mr. President.

3 COUNCIL PRESIDENT CLARKE: Thank you,
4 Councilman.

5 The Chair recognizes Councilwoman Reynolds
6 Brown

7 COUNCILWOMAN BROWN: Good afternoon,
8 ladies.

9 I want to -- I'm referencing a 2018 Pew
10 Report that talks about the rule of two. The
11 research for this report found that some of
12 Philadelphia's civil service regulations offer
13 hiring managers less latitude than their
14 counterparts in other municipalities.

15 One example is the so-called rule of two,
16 which limits a hiring manager in Philadelphia
17 to considering only the two candidates who
18 place highest on the eligibility for this
19 position. With each applicant given a precise
20 numerical rating based on exam scores and other
21 factors.

22 Bad news, among the Nation's 30 largest
23 cities, 29 others all give managers more
24 options, LA gives the rule of five.

1 And so, how does your office -- or has
2 your office recently considered the impact of
3 the rule of two, one? How does the rule of two
4 impact your ability at the City to hire diverse
5 candidates for jobs?

6 And again, for me, the aggravating factor
7 is the Philadelphia Free Library. I'm being
8 redundant, but I need to make a point.

9 Does the rule of two have an impact on
10 small businesses? Speak to where you all --
11 how you deal with that reality for us.

12 MS. LOPEZ: So the Pew report really --
13 the research they did really was helpful to us.
14 And Philadelphia is in the minority when it
15 comes to our ability to give managers more
16 options in selecting talent. The rule of two
17 is pretty restrictive in comparison to other
18 cities. That is true.

19 I'm going to quote my Deputy, Val
20 Hosendorf, here, because she said something
21 about the project work we're doing, and really
22 about finding better ways to attract talent
23 and, also, as I mentioned, always having an
24 inclusive lens on that. So we think that we

1 have a lot of opportunity with the current
2 project work. And Val said, You know, if we do
3 a great job at getting these great candidates
4 on the list, is it so horrible that people have
5 to pick two great candidates? Is that a
6 horrible problem to have?

7 And so that's the approach we're starting
8 with. We know that it's promotional exams
9 where we're seeing the rule of two having an
10 impact. And it's really having an impact on
11 diversity and inclusion. That's where we're
12 seeing it, given the research we've done.

13 COUNCILWOMAN BROWN: So if we know that
14 that's a major barrier, in fact, some will
15 argue it's a blocker. And if we're serious
16 about wanting to change the paradigm, then how
17 much time are you giving for this new
18 initiative to reveal it's hopeful and desirable
19 outcomes?

20 MS. LOPEZ: So we started it. And we've
21 already made some great progress.

22 COUNCILWOMAN BROWN: Started it when?

23 MS. LOPEZ: I would say November we
24 started launching. We changed some regulations

1 and policies. We removed some barriers, how
2 we're approaching our engagements --

3 COUNCILWOMAN BROWN: So it's not a year
4 old yet?

5 MS. LOPEZ: It's not a year old yet, no.
6 I would say we started in November. But at
7 some point, probably a year from now, we're
8 probably going to have to have the rule of two
9 conversation.

10 COUNCILWOMAN BROWN: Repeat that last --

11 MS. LOPEZ: I think probably a year from
12 now, we're probably going to have start having
13 the rule of two conversation, what we're going
14 to have to do. It is a Charter change. That
15 is something, specifically, stated in the
16 Charter.

17 COUNCILWOMAN BROWN: And so if leaders are
18 serious about changing the paradigm, and we
19 know that it requires a Charter change, than
20 whatever it takes to fix the paradigm, let's
21 just do it.

22 MS. LOPEZ: We're open to the discussion.
23 We're absolutely open to the discussion. Right
24 now, we feel like the project work is where we

1 need to be.

2 COUNCILWOMAN BROWN: Step in that
3 direction, first.

4 MS. LOPEZ: Yes. And it's yielding the
5 results that we're looking for. It's getting
6 us -- it's meeting our goals.

7 COUNCILWOMAN BROWN: Okay. I will share
8 with you that I've spoken with our Airport
9 leader. And she had, too, indicated how the
10 rule of two has been and is an impediment to
11 her achieving the diversity goal she's trying
12 to do out there. So you should be aware of
13 that.

14 MS. LOPEZ: Thank you.

15 COUNCILWOMAN BROWN: So now I'm looking at
16 Page 9 of your testimony, which indicates staff
17 demographics as of November 2018.

18 As it reads, there are 38 full-time
19 African American female staffers, and 13
20 full-time white female staffers. However, the
21 numbers indicate that on an average, the
22 African American female full-time staffer
23 salary is approximately \$10,000 less than their
24 white female counter parts.

1 In addition, there are 11 full-time
2 African American male staffers, and seven white
3 full-time male staffers. Once you look at the
4 numbers and analyze the numbers, as my staff
5 and I seek to do, the numbers indicate that on
6 average, the African American male full-time
7 staffer salary is approximately \$16,000 less
8 than their white male counter parts.

9 Help us understand how we can get the
10 equity, when that kind of pay in equity exists.

11 MS. LOPEZ: So we have -- there are four
12 exempt positions in the Office of Human
13 Resources. And I would say the majority -- I
14 mean, they are all female. And the majority
15 are diverse. So the rest of the workforce is
16 civil service.

17 So most of our staff -- we have
18 professionals who work in Hiring Services and
19 Benefits, and then the remainder of the staff
20 are predominantly administrative.

21 And so from my perspective, both are
22 diverse. We have folks representing all type
23 of ethnic groups. But obviously, the
24 administrative positions are compensated less

1 than --

2 COUNCILWOMAN BROWN: And is that because
3 they are exempt? Help me to understand.

4 MS. LOPEZ: They are all civil service.

5 COUNCILWOMAN BROWN: They are all civil
6 service?

7 MS. LOPEZ: Yeah. We only have four
8 exempts. And three of them -- and two of them
9 are sitting here with me. We have three
10 African American women, and one who is
11 non-diverse.

12 So everyone else is civil service. And so
13 it's just -- all the pay, as you're aware, the
14 pay rates are what they are based on the title.

15 COUNCILWOMAN BROWN: So then where is
16 the -- I hate to point the finger, because I'm
17 sure it has nothing to do with the existing
18 professionals, because this has to go back to
19 pay scales when they were hired. Would that be
20 fair to say?

21 MS. LOPEZ: Yeah. And also the positions
22 they were hired in.

23 COUNCILWOMAN BROWN: And also the
24 positions they were hired in.

1 MS. LOPEZ: Yeah. Because the
2 professionals, they need a bachelor's degree.
3 And they are HR professionals. So they are all
4 paid -- depending on your tenure, they are all
5 paid the same.

6 And then the administrative staff, they
7 are also all paid the same. It depends on the
8 job and the level of complexity of the job and
9 then time.

10 COUNCILWOMAN BROWN: That's helpful, very
11 helpful. One last question related to that,
12 Mr. President. There's the ask for an
13 additional 178,000 in Class 100 funds; is that
14 accurate?

15 MS. LOPEZ: Let me look just give me one
16 minute. In 100?

17 COUNCILWOMAN BROWN: Class 100 funds. The
18 subsequent question is --

19 MS. LOPEZ: I'm sorry. Yes. They are for
20 the pay raises, the Collective Bargaining
21 Agreement.

22 COUNCILWOMAN BROWN: Okay. Very well.
23 Okay then. Thank you very much, and thank you
24 for the explanation.

1 COUNCIL PRESIDENT CLARKE: Thank you,
2 Councilwoman.

3 The Chair recognizes Councilman
4 Taubenberger.

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

7 Just a quick thank you, Ms. Lopez. Your
8 staff has always been very, very open to us and
9 helpful. And I appreciate it, having meetings
10 and asking about other things and getting
11 advance.

12 My question is very simple. Is there
13 anything that we can do in the Council over
14 time? Whether it's -- obviously, not
15 necessarily for the budget, itself, but over
16 time that we can do to help you make your job
17 better, something you find onerous, something
18 that maybe we should take a closer look at?

19 MS. LOPEZ: So thank you. That's very
20 generous.

21 COUNCILMAN TAUBENBERGER: It's true.
22 People that are helpful, I want to make sure
23 other people know about their helpfulness.

24 MS. LOPEZ: Thank you. I mean, we are

1 really excited about the project work. And,
2 you know, Val leads hiring services. And she
3 has just -- through her leadership, has just
4 done amazing work in a very short period of
5 time. And so we're pretty excited about that
6 work continuing.

7 And we're not exactly sure where the road
8 will take us in the next six to 12 months. But
9 depending on what we find, you know, we would
10 love to continue to meet with you and see if
11 there's any opportunities to legislatively make
12 some changes or whatever that may reveal.

13 We hired a consultant, so we're just
14 engaging in a lot of the work. I mean, we're
15 doing a lot of work that we can control. But
16 we're looking for some consulting work, as
17 well.

18 COUNCILMAN TAUBENBERGER: Well, I would
19 take you up on that in meeting you over a
20 period of time, because I really think that's
21 how things, in the long run, get done for the
22 betterment of all of Philadelphia. And that's,
23 really, why we're here. So I thank you. And
24 thank you very much. Mr. President, thank you

1 for the time.

2 COUNCIL PRESIDENT CLARKE: Thank you,
3 councilman. There appears to be no additional
4 questions. Thank you all very much.

5 MS. LOPEZ: Thank you. Have a great
6 afternoon.

7 COUNCIL PRESIDENT CLARKE: And this
8 Committee will stay in recess until Wednesday,
9 April 17th at 10 a.m., at which time we will
10 reconvene in Room 400.

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12 (Whereupon the hearing concluded at 1:15 p.m.)

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C E R T I F I C A T I O N

I, hereby certify that the
proceedings and evidence noted are
contained fully and accurately in the
stenographic notes taken by me in the
foregoing matter, and that this is a
correct transcript of the same.

Kathryn Doyle
Court Reporter - Notary Public

(The foregoing certification of
this transcript does not apply to any
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