

Committee of the Meeting
March 27, 2019

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, March 27, 2019
10:36 a.m.

PRESENT:

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

BILLS: 190152, 190153, 190154

RESOLUTIONS: 190164

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2 COUNCIL PRESIDENT CLARKE: Good morning,
3 everyone. We are going to get started.

4 This is the Public Hearing of the
5 Committee of the Whole regarding Bill Nos.
6 190152, 190153, 190154 and Resolution No.
7 190164.

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

10 THE CLERK: Bill No. 190152: An
11 Ordinance to adopt a Capital Program for the six
12 Fiscal Years 2020-2025, inclusive.

13 Bill No. 190153: An Ordinance to adopt
14 a Fiscal 2020 Capital Budget.

15 Bill No. 190154: An Ordinance adopting
16 the Operating Budget for Fiscal Year 2020.

17 Resolution No. 190164: Resolution
18 providing for the approval by the Council of the
19 City of Philadelphia of a Revised Five Year
20 Financial Plan for the City of Philadelphia
21 covering Fiscal Years 2020 through 2024, and
22 incorporating proposed changes with respect to
23 Fiscal Year 2019, which is to be submitted by
24 the Mayor to the Pennsylvania Intergovernmental
25 Cooperation Authority (the "Authority") pursuant

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

6 COUNCIL PRESIDENT CLARKE: Thank you,
7 Mr. Stitt. Today we continue the Public Hearing
8 of the Committee of the Whole to consider the
9 bills 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 Mayor's Office,
16 the Mayor's Office of Education, and the
17 Managing Director's Office.

18 And the first person to testify from the
19 Administration is?

20 THE CLERK: Jim Engler.

21 (Panel approaches Witness Table.)

22 COUNCIL PRESIDENT CLARKE: Thank you,
23 sir.

24 Good morning.

25 MR. ENGLER: Good morning.

1 Good morning, Council President Clarke
2 and Members of City Council. My name is James
3 Engler, Chief of Staff to Mayor Kenney. And I
4 am pleased to provide testimony on the Mayor's
5 Office Fiscal Year 2020 Operating Budget.
6 Joining me today are other members of the
7 Mayor's Office and Mayor's Office of Labor. We
8 have submitted our full testimony. But with
9 your approval, I would like to briefly summarize
10 our work and the changes our budget for Fiscal
11 Year '20.

12 COUNCIL PRESIDENT CLARKE: You have my
13 full approval, sir.

14 MR. ENGLER: Thank you. Won't make the
15 same mistake twice.

16 The Mayor's Office will continue to
17 provide leadership to all departments reporting
18 to the Mayor to maintain focus on the Mayor's
19 priorities of improving educational
20 opportunities and outcomes for all
21 Philadelphia's children and improving economic
22 opportunities for all Philadelphians, developing
23 a diverse workforce that looks like Philadelphia
24 and treating that workforce with respect,
25 improving public safety for all Philadelphians

1 while treating residents with respect and
2 dignity, and operating government efficiently,
3 effectively and always with integrity.

4 The proposed Fiscal Year 2020 General
5 Fund Budget totals \$5,983 -- \$5,983,633, an
6 increase of \$455,476 over Fiscal Year 2019
7 estimated obligation levels. This increase is
8 primarily due to hiring of additional staff and
9 additional funding needed to continue our study
10 to bring the City into compliance with the
11 Americans with Disabilities Act. The proposed
12 budget includes \$5,263,827 in Class 100, a
13 \$445,976 increase over the FY19 adopted budget.

14 The Department is requesting 59 budgeted
15 positions in FY20, an increase of six over FY19.
16 This funding will allow us to hire additional
17 staff in the Office of Public Engagement,
18 including a director of faith-based initiatives
19 and public engagement coordinators. It will
20 also allow us to hire additional staff in the
21 Policy and Legislative Affairs Office as well as
22 retain employees in other departments.

23 We are also requesting \$684,965 in Class
24 200, an increase of \$2,500 from FY19. This
25 funding is needed for the ADA study. And

1 \$34,841 in Class 300 and 400, \$7,500 increase
2 over FY19. This funding will be used for
3 supplies for all of our units.

4 This concludes our testimony. And I am
5 happy to take your questions.

6 COUNCIL PRESIDENT CLARKE: Thank you.
7 Thank you for your summarized testimony.

8 Just got a couple quick questions
9 myself. Mr. Engler, in your Five Year Plan,
10 highlight the importance of Intergovernmental
11 Cooperation. And your testimony shows three
12 lobbying contracts of around 290.

13 Can you tell me what the biggest
14 concerns are regarding state and federal
15 legislation? And how are our relationships in
16 Harrisburg helping the interest of the City of
17 Philadelphia?

18 MR. ENGLER: Sure. So, I think what we
19 have seen this year with the changeover in
20 leadership, specifically in the Philadelphia
21 delegation, we are spending a lot of time
22 working with the new leadership there who are
23 very, very engaged and have a full agenda of
24 things that they like to focus on. So, we have
25 been working with them regularly. We have

1 quarterly meetings between them and senior
2 administration staff and the Mayor.

3 We are always concerned with budgetary
4 items. That's always the number one thing that
5 occupies the time of both our lobbyist in
6 Harrisburg and in Washington. And then there is
7 always legislation that comes up, whether it's
8 preemption legislation that happened last year
9 on the beverage tax, whether that's labor
10 preemption where we like to coordinate with City
11 Council and we sent a letter up last year about
12 some of the labor preemption stuff, whether it's
13 paid sick leave or wage theft, things that we
14 are concerned about there.

15 So, those are -- those are ongoing --
16 ongoing initiatives, as well. There was
17 cosponsorship memos on some of that stuff so far
18 this year. So, we continue to be very concerned
19 about that. And then there is proactive things
20 that we want to continue to push, whether that's
21 last year we worked with the delegation of speed
22 cameras for Roosevelt Boulevard. That is,
23 obviously, a concern of Council. And there is
24 legislation moving to implement those, as well.

25 So, there is a number of initiatives

1 on -- on -- on basically every level that we are
2 trying to monitor as well as push forward.

3 COUNCIL PRESIDENT CLARKE: Okay. Thank
4 you. So, I know there has been a lot of
5 discussion about the expenditures relating to
6 the Sugar Tax and Beverage Tax or however we
7 want to characterize it these days. And I
8 believe that Integrity Office oversees and has
9 been looking at the expenditures.

10 Has the Administration found any
11 misappropriation or misuse or spending that was
12 not in compliance with the overall goals?

13 MR. ENGLER: No. In fact, I think, you
14 know, over the first two years of the tax,
15 really, we were somewhat stuck in neutral while
16 the litigation was ongoing. So, the
17 expenditures were lower than we had hoped. So,
18 there were limited expenditures. It was just
19 four through the Mayor's Office of Education,
20 for community schools and for preK.

21 And so, we go through regular compliance
22 with all of that spending, whether that's
23 through the City Controller's audit, whether
24 that's through the review of the Integrity
25 Office, or if we ever get a complaint, through

1 the Office of Inspector General. And as of yet,
2 we have not found any complaint or any issue
3 that I'm aware of.

4 COUNCIL PRESIDENT CLARKE: The whole
5 issue about money sitting in the General Fund
6 per the Controller's concerns that were raised,
7 that's all been cleared?

8 MR. ENGLER: Yes. The reason it was
9 sitting in the General Fund is, that is where
10 the revenue sits. We -- we were holding back on
11 the expenditures. We were pretty open about
12 that even with Council through the last budget
13 cycles of holding back on those expenditures
14 while we were in litigation because we didn't
15 want to be in a situation, you know, if we had
16 lost the litigation, that we would owe taxpayers
17 a bunch of money. We didn't want to go out and
18 spend all that revenue that we raised.

19 So, the money was in the General Fund
20 because that is where it -- where it goes once
21 it comes into the City. And now with the
22 litigation being over and with the tax being,
23 you now, finally given the green light by the
24 Supreme Court, we have really been able to ramp
25 up those expenditures. We were able to expand

1 preK by about 250 seats this year. And we have
2 an additional expansion of over a thousand seats
3 in this budget. We are able to start the
4 borrowing for Rebuild. Borrowing about \$86
5 million back in fall.

6 So, we are really starting to ramp up
7 these programs now that we are free from that
8 litigation.

9 COUNCIL PRESIDENT CLARKE: Okay.

10 And one last question. With respect to
11 the recently released City Council initiative,
12 closing -- narrowing the gap with respect to
13 poverty and poverty prevention.

14 Can you briefly tell me, what's the
15 City's broader diversity and equity inclusion
16 plan relating to poverty? Because
17 unfortunately, from a demographic perspective,
18 we see this disparity in the various groups as
19 it relates to poverty and disproportionate
20 wealth and opportunities and the whole nine
21 yards.

22 MR. ENGLER: Yes. It's definitely
23 something that we are concerned about.
24 Review -- we try and view every new program, new
25 initiative through that equity lens to really

1 see how that will impact the divergence that we
2 have in -- in our society in Philadelphia, the
3 fact that we have a substantial proportion of
4 the population that is below the poverty line.
5 How we are going to focus our program and our
6 efforts to try and enhance that. We have seen
7 that on things like Rebuild. We did that in our
8 analysis of the program to look at the number of
9 sites and where they were located and how
10 that -- those improvements were going to impact
11 those specific individuals. And we do that
12 for -- for every single new program that we
13 launch.

14 We are working right now on an inclusive
15 growth strategy, working between the Commerce
16 Department and our various departments to really
17 come up with some new initiatives that we think
18 will enhance growth, but also make sure that
19 that growth is with equity. So people --
20 everyone that -- everyone in the City has an
21 opportunity to succeed. There is a number of
22 programs in the Narrowing the Gap Report that
23 Council put together that are starting -- have
24 started within the Administration and can
25 expand. Or you know, good ideas that we want to

1 try and work with the Council on to grow and
2 expand. Whether that's part of this budget,
3 whether it's something that we can do within our
4 existing means, I think there is a lot of good
5 stuff in there that we can partner on to really
6 impact the population that we are trying to
7 impact.

8 COUNCIL PRESIDENT CLARKE: Right. So,
9 actually, Mr. Stitt, should I save those
10 questions for the MDO's office, the reductions
11 in the budget? I might as well give this to
12 you, too.

13 So in reviewing the budget and, to some
14 degree, the details in the budget, there has
15 been a significant number from our perspective
16 of proposed cuts in the budget from the last
17 fiscal year. And I know, we kind of do this
18 dance during the course of the -- tail end of
19 the budget process where we -- there are cuts
20 that are put in place that seem to be somewhat
21 important to Council. And we put them back in.
22 So, we don't want to have to do the double count
23 where they are taken out knowing that we are
24 going to ask for them to get back in. And then,
25 people get credit for putting them back in

1 although people took them out.

2 So, would it be best posed to you as the
3 Mayor's Office or the MDO's office or budget?

4 MR. ENGLER: I think it's probably just
5 a discussion we have to have maybe with the
6 budget teams to figure out what are those --
7 what are those things that are most important to
8 Council to make sure they continue to receive
9 the funding levels they received last year.

10 I think -- we go through a process with
11 the budget. You guys know this, where we go
12 through the budget and try and allocate
13 resources in the best way we can with the
14 understandings that there are always going to be
15 some changes that happen towards the end. And
16 we are always happy to engage in that back and
17 forth about what are the key priorities for
18 things that need to be funded and at what
19 levels.

20 COUNCIL PRESIDENT CLARKE: All right. I
21 just don't want to be in a position where we are
22 negotiating with ourselves again.

23 MR. ENGLER: I understand.

24 COUNCIL PRESIDENT CLARKE: All right.

25 Thank you, Mr. Engler.

1 Chair recognizes Councilman Greenlee.

2 COUNCILMAN GREENLEE: Thank you,
3 Mr. President.

4 Good morning.

5 MR. ENGLER: Good morning.

6 COUNCILMAN GREENLEE: I think you know
7 what I am going to ask about, the Office of
8 Labor. And first, I want to thank the Deputy
9 Mayor. He's been very open to discussing what's
10 going on with that and open to whatever changes
11 and things we can do there.

12 But as you know, on top of paid sick
13 leave, wage theft now we have fair work week
14 that's in there. I was wondering if you can
15 kind of explain how the office sits now, the
16 staffing, what the plans are maybe as we go
17 forward.

18 MR. LAZER: Yup. Deputy Mayor for
19 Labor, Rich Lazer. I asked Amanda Shimko, who
20 is the new head of that office to come to the
21 table so she can kind of speak to the
22 adjustments in this year's budget and kind of
23 what her plan is for the office and how we can
24 kind of reboot that office under her leadership.

25 COUNCILMAN GREENLEE: Thank you.

1 MS. SHIMKO: Thank you for the question.
2 So, I am new to the office. And we have a new
3 two-pronged approach of how we are going to take
4 a look at the current ordinances that we are
5 enforcing right now, but also, the fair work
6 week that will be coming our way. And the goal
7 is to look at both education and enforcement of
8 these ordinances.

9 What I found is that most of our
10 inquiries that come in are -- from businesses
11 are asking how they can be in compliance with
12 the laws, especially paid sick leave. So, we
13 spend a lot of time educating businesses and
14 working with them on how their policies can
15 reflect the law, and they can provide their
16 workers with -- with paid sick leave or with
17 some type of paid leave.

18 We are going to spend a bunch of time in
19 the office and with a new position coming on for
20 outreach doing both outreach to businesses and
21 groups who we believe are -- fall victim to both
22 paid sick leave violation and wage theft
23 violation. We have some events already on the
24 calendar, two events in South Philly in a type
25 of Working with Cash, it's called. Working with

1 immigrant populations who tend to work only in
2 cash and have a hard time keeping track of when
3 they might be victim to these things.

4 And we also have some stuff on the
5 calendar coming up in the fall where we are
6 doing work with CCP and the Sheller Center at
7 Temple to do small business education around
8 businesses in the City and how they can be in
9 compliance with the paid sick leave and wage
10 theft.

11 COUNCILMAN GREENLEE: Okay. I
12 appreciate that. Particularly, like you talked
13 about outreach, because I think we found early
14 on with paid sick leave, it wasn't the people
15 trying to avoid the law as much as they didn't
16 understand it. And particularly, outreach to
17 the workers so they would know. You know, we
18 lived in this world. Seemed like it went on
19 forever. We thought everybody knew. But
20 clearly, there is a lot that don't.

21 One last thing. As far as the staffing,
22 how many people will you have in that office
23 now?

24 MS. SHIMKO: We currently have myself
25 and two investigators. Where in this new

1 budget, there will be an out -- a position
2 that's specifically related to outreach and
3 another investigator to be handling the uptick
4 that will come along with the Fair Work Week.

5 COUNCILMAN GREENLEE: Fair Work Week.
6 Sounds good. So, five total?

7 MS. SHIMKO: Yes.

8 COUNCILMAN GREENLEE: Great. Because I
9 think one time it was one, right?

10 MR. LAZER: Yes. We are getting there.
11 We are building up.

12 COUNCILMAN GREENLEE: Okay. Great.
13 Thank you very much.

14 Thank you.

15 COUNCIL PRESIDENT CLARKE: Thank you,
16 Councilman.

17 Chair recognizes Councilwoman Reynolds
18 Brown.

19 COUNCILWOMAN REYNOLDS BROWN: Thank you.
20 Thank you, Mr. President.

21 COUNCIL PRESIDENT CLARKE: You're
22 welcome.

23 COUNCILWOMAN REYNOLDS BROWN: Good
24 morning, Administration.

25 MR. ENGLER: Good morning.

1 COUNCILWOMAN REYNOLDS BROWN: Will you
2 be speaking and addressing the issues around
3 diversity and inclusion or no?

4 MR. ENGLER: It will be me as well as
5 some other folks within the Administration.

6 COUNCILWOMAN REYNOLDS BROWN: Okay.

7 MR. ENGLER: Unfortunately, Nolan
8 Atkinson, our Chief Diversity Inclusion Officer
9 is out sick. He has the flu.

10 COUNCILWOMAN REYNOLDS BROWN: Okay.

11 MR. ENGLER: But we will try and answer
12 your questions the best we can. And if not, we
13 are happy to follow up with materials you need.

14 COUNCILWOMAN REYNOLDS BROWN: Very well.
15 Okay. In reviewing -- in reviewing the
16 documents that you sent to us on page 10 under
17 Performance Measures you indicate, and I quote:
18 "The office will also work to make the City more
19 inclusive place to work by expanding training to
20 additional employees around bias, LGBTQ
21 competency, disability competency, ADA
22 compliance and also by giving employees a chance
23 to provide feedback from City resource groups."

24 In your submitted budget you indicate or
25 your team indicates that there will be -- there

1 were 24 department diversity and inclusion
2 trainings in FY19. And you expect a whole 24
3 again this year. However, the budget does not
4 reflect -- let me get this right -- 24 in FY19
5 and 24 in FY20. Yet, you say you are going to
6 increase the number of trainings.

7 Can you clarify that for me, because
8 that seems incongruent? You say you are going
9 to increase; yet, the number remains the same
10 for FY19 and FY20.

11 MR. ENGLER: Right. We are talking
12 about two slightly different things. So, the
13 trainings don't just happen -- don't just have
14 to be department based.

15 COUNCILWOMAN REYNOLDS BROWN: Okay.

16 MR. ENGLER: They can be larger than
17 that. So, we may have more larger trainings
18 than we would just having them based in
19 departments. We can team up a lot of smaller
20 departments so that we have -- we have more
21 people involved in the training itself.

22 The other thing that this talks about is
23 the regular meetings that are diversity
24 inclusion staff have with department leadership
25 about where they are with their -- with their

1 diverse hiring. So, we have regular whether
2 they are monthly, bimonthly or quarterly
3 check-ins with departmental leadership to go
4 over kind of how many positions they have had
5 open -- specifically on exempt positions, how
6 many exempt positions they have had open, what
7 the results of their recruiting were, how many
8 first candidates they had in the pool, what
9 the -- what the review panel was, making sure
10 that was diverse.

11 Because we've seen --

12 COUNCILWOMAN REYNOLDS BROWN: Okay.

13 MR. ENGLER: We have seen uptick in the
14 number of exempt employees we can hire when we
15 have a diverse candidate pool. We have a
16 diverse slate of reviewers of resume. We have a
17 diverse slate of interviewers. We end up
18 getting diverse candidates that come through to
19 the end of the process and end up hiring diverse
20 candidates.

21 COUNCILWOMAN REYNOLDS BROWN: And with a
22 20,000 -- 20,000 employee workforce, does that
23 happen annually? Are you able to touch that
24 many employees annually or no?

25 MR. ENGLER: We are not as of yet. We

1 don't have a mandatory training yet. We are
2 moving in that direction, specifically around
3 diversity inclusion.

4 COUNCILWOMAN REYNOLDS BROWN: Okay.

5 MR. ENGLER: You will see us be moving
6 in that direction over the next several months.
7 Our focus has been to your legislation around
8 sexual harassment training, trying to get
9 everyone through that and learning the lessons
10 of getting every employee through that as we
11 work on additional trainings to come through
12 diversity inclusion. We want to make sure that
13 we are taking the best practices of what we
14 learn on sexual harassment and transfer that to
15 additional employee trainings that we are going
16 to do.

17 COUNCILWOMAN REYNOLDS BROWN: Okay. And
18 when you say departments, you are talking
19 about -- would the Library be a department or
20 what? I don't know what you mean when you say
21 "department."

22 MR. ENGLER: Yes. The Library is a
23 department.

24 COUNCILWOMAN REYNOLDS BROWN: Okay.

25 MR. ENGLER: It's slightly different

1 because they have a Board of Trustees. It's
2 slightly different then say, you know, the
3 Streets Department who just has a Commissioners
4 appointed by the Mayor and by the Managing
5 Director.

6 COUNCILWOMAN REYNOLDS BROWN: Okay.

7 MR. ENGLER: So, it'd be slightly
8 different.

9 COUNCILWOMAN REYNOLDS BROWN: So, the
10 clock has run for me. Give me the top three
11 departments you believe deserve an A-plus when
12 it gets to what you just described?

13 MR. ENGLER: So, I think I will probably
14 have to talk to Nolan to -- to get you some real
15 answers and data.

16 COUNCILWOMAN REYNOLDS BROWN: Okay.

17 MR. ENGLER: I think the City
18 Treasurer's Office and the Finance Department
19 has done a really good job. They are ones
20 that -- they are one that come to mind
21 specifically. But I can get a couple of other
22 departments. Really, our goal is to have
23 regular public access to information around the
24 number of exempt employees and diversity of
25 those exempt employees on a regular basis. Have

1 that be open to the public. Want to put a
2 dashboard online for people to access. And we
3 are hoping to do that by the end of this fiscal
4 year.

5 COUNCILWOMAN REYNOLDS BROWN: Okay. The
6 clock has run. If not you, I then want to know
7 what departments will get an F in that area.
8 Okay?

9 Thank you, Mr. President.

10 COUNCIL PRESIDENT CLARKE: Thank you,
11 Councilwoman.

12 Chair recognizes Councilman Domb.

13 COUNCILMAN DOMB: Thank you,
14 Mr. President.

15 Good morning.

16 MR. ENGLER: Good morning.

17 COUNCILMAN DOMB: I have a few specific
18 questions under the Mayor's budget. I am going
19 back to Fiscal 2018, comparing it to Fiscal
20 2020. And I remember, I think it was, two years
21 ago when we had an increase in the L&I budget, I
22 was told that for every dollar of labor, there
23 is 88-cents in fringe benefits and 33-cents in
24 City overhead. Which means for every time we
25 had salary of 50,000, the hit to the budget is

1 about 110,500. And if we hit a salary of
2 75,000, the hit to the budget is 166. And when
3 we have salaries of a hundred thousand, the real
4 cost to the budget is 221.

5 So, what I would like to understand is
6 why from Fiscal '18, the Employee Compensation
7 Class 100 went from 3.5 million roughly to 5.3
8 million in two years, a 50 percent increase,
9 without including these fringe and City
10 overhead which is another, roughly, \$2 million
11 or so?

12 MR. ENGLER: Right. What you remember
13 from last year, Councilman, is we did transfer a
14 department for the Managing Director's Office
15 over to the Mayor's Office, the Office of
16 Community Engagement and Volunteer Services.
17 So, that moved a significant chunk of that
18 money. We have also seen through -- through the
19 last round of negotiations, there were wage
20 increases that went to all exempt employees.
21 The Mayor's Office is all exempt employees.

22 There were corresponding wage increases
23 that also would have grown the Class 100 budget.
24 I think the largest chunk of that, though, is
25 the transfer that came last year from the

1 Managing Director's Office to the Mayor's
2 Office.

3 COUNCILMAN DOMB: How much was that
4 transfer?

5 MR. ENGLER: I don't -- I don't have it
6 in front of me. I'll have to get back to you.

7 COUNCILMAN DOMB: Because in looking at
8 the numbers, it says in '18 it was 3.487. In
9 '19, it was supposed to be 4.6, but we actually
10 spent 200,000 more and became 4.8. And in '20,
11 we are asking for 5.263.

12 So, I would like to know how much that
13 transfer was in real -- because these -- here is
14 my concern, and my concern the last two days.
15 It's my belief system that the General Fund has
16 increased 21 percent in four years. It's not
17 even a belief. It's a fact. The debt service
18 has increased 33 percent in four years. And if
19 you look back at every Mayor probably in the
20 City of Philadelphia, these last four years have
21 had the highest increase of spending in the
22 history of the City, 855 million in four years.
23 I don't think anyone other than the Mayor can
24 say they increased 855 million.

25 And by the way, I'd be totally okay with

1 that if you told me deep poverty was at 8 or 9
2 percent or 10 percent or even 11 percent. But
3 deep poverty now is 12 to 14. So, I'm trying to
4 tie this together. If we are going to make this
5 investment, let's at least see the results.

6 MR. ENGLER: Sure. And the data you are
7 referencing about deep poverty goes back to
8 2017. And so, it doesn't even capture the last
9 two years of significant increases like the
10 investment we made in the School District. So,
11 I think what we are talking about is a data lag,
12 as well, where the data is from several years
13 ago. And you are talking about increases in
14 spending that are happening now.

15 As we talked about on Monday, I think
16 you saw through the last Administration where it
17 wasn't for lack of desire to make certain in
18 investments. There was literally no money
19 because of the recession. There wasn't the
20 resources in order to make those investments.
21 And what we have seen over the last several
22 years is a City that is growing. Our job growth
23 has outpaced the national average. So, we think
24 it's necessary and proper to make the
25 investments to make Philadelphia the City that

1 we want it to be, to take a stab at that poverty
2 rate that we have talked about so often by
3 investing in things like education. By
4 developing new programs like preK and community
5 schools that we think will make a significant
6 dent in that.

7 But the programs are really just start
8 and ramping up. To hold us to account to, you
9 know, a significant drop in poverty in 2017 when
10 the most significant expansion of that spending
11 has happened in the most recent years, it's not
12 going to happen overnight. We are making long
13 term investments that will bend that trajectory
14 curve to make Philadelphia a better place.

15 COUNCILMAN DOMB: But here is what we
16 are missing. I agree 110 percent on education.
17 You can have the smartest person in the room.
18 If they don't have a job, what good is it?

19 What are we doing to help those who are
20 21, 22, 25 and 40 who don't have jobs, what are
21 we doing in their training? It's great to train
22 preK, I agree with that. But what are we doing
23 to train the 400,000 people in poverty?

24 MR. ENGLER: We have an Office of
25 Workforce Development that released their

1 one-year report last week. We can, obviously,
2 get a copy of that to you where they made
3 significant strides on things like
4 apprenticeships, where we are trying to get
5 people into entry-level positions where they can
6 grow into that job and really have a
7 family-sustaining job for the rest of their
8 life.

9 That is why we have worked with the
10 Governor so closely to try to expand access at
11 the port to try and bring in new cranes that are
12 actually being delivered as we speak at the port
13 to expand our access to those type of jobs that
14 we know are family-sustaining jobs for people
15 that may not have a college degree and why we
16 are trying to work with community college on
17 things like dual-enrollment because we know that
18 that two and four-year degree attainment is so
19 crucial to getting into those tech jobs that are
20 really the jobs of the 21st century.

21 So, we are trying to work on them from
22 both aspects.

23 COUNCILMAN DOMB: I want to give you an
24 example.

25 You have 33,000 people in public

1 housing, if I recall -- 19,000 are vouchers;
2 14,000 are actually properties that we supplied
3 them with. You have a hundred thousand people,
4 I'm told, on a wait list.

5 What are we doing to attack that
6 population to train them, help them, get them
7 off the wait list, number one; and get them out
8 of public housing, number two, and get them real
9 jobs so they don't have to be in public housing?

10 MR. ENGLER: We have done -- we have
11 done some work with PHA specifically around some
12 of the trades jobs and labor jobs. And we are
13 going to continue to work with that population.
14 It's part of an entire population of folks.
15 It's not just the folks that are in PHA housing.
16 There are plenty of people across the City that
17 need access to this. And we are going to
18 continue to work with them.

19 COUNCILMAN DOMB: Jim, here is my point.
20 I'm going to use the prisons as an example.

21 We are spending \$84,000 per prisoner.
22 We could be spending 5 or 10,000 dollars per
23 prisoner to train them, get them great jobs and
24 get them out of prison even faster and get them
25 back on track even quicker. We are making

1 investments, but I don't always know -- I don't
2 always think we are making the right
3 investments. And that's my point.

4 I will end on that note.

5 Thank you, Mr. President.

6 COUNCIL PRESIDENT CLARKE: Thank you,
7 Councilman.

8 Chair recognizes Councilwoman Parker.

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

11 COUNCIL PRESIDENT CLARKE: You're
12 welcome.

13 COUNCILWOMAN PARKER: Good morning.

14 MR. ENGLER: Good morning.

15 COUNCILWOMAN PARKER: I want to go back
16 to Council President Clarke's line of
17 questioning relative to our relationships in
18 Harrisburg. I heard you mention that the
19 co-sponsorships have been circulating regarding
20 the potential repeal of the Beverage Tax and
21 some other legislation.

22 I want to know, have we heard anything
23 about the Sterling Act. Sterling Act. I know
24 it's been a piece of legislation, that
25 cosponsorship has come out annually. But if

1 there was any legislative tool that could
2 handicap the City of Philadelphia, it would be
3 removing all of the confines and the constructs
4 associated with the Sterling Act as it relates
5 to Philadelphia's ability to collect wage tax.

6 So, can you give us an update on that?

7 MR. ENGLER: Yes. I don't know
8 specifically if we have seen the cosponsorship
9 memo or specific legislation. There has been a
10 couple different avenues for coming at the
11 Sterling Act that really goes back to the wage
12 tax and the local enabling tax that the counties
13 have where they try and either have someone have
14 a credit against the wage tax that they pay us,
15 or require us to send a payment to the
16 municipality that has the local -- has the local
17 tax in the county.

18 I don't know that we have seen a
19 specific cosponsorship memo, but it's come up in
20 the last couple cycles. About two -- two or
21 three years ago, we went to a hearing in
22 Bensalem that was called by the House Finance
23 Committee where the finance director provided
24 testimony and talked about how this would have a
25 dramatic negative impact on the City. It hurts

1 our bottom line.

2 And for all of these workers that are
3 coming into the City, we wouldn't be able to
4 provide the services that they would expect.
5 Whether that's things on police and fire,
6 streets and sanitation, all the things that are
7 residents count on but also the hundreds of
8 thousands of workers coming from the counties
9 into the city every day. They wouldn't be able
10 to see that same level of services.

11 COUNCILWOMAN PARKER: Well, we would
12 hope that you would, please, in realtime -- I
13 know that we in Council monitor the legislative
14 action in Harrisburg. As for you, you mentioned
15 our delegations in both the House and the Senate
16 are working very hard. And we are proud that
17 they are at the table.

18 But whenever we see a cosponsorship that
19 would have an impact on the Sterling Act, we
20 should not take it lightly. Because the
21 foundation, the fiscal health of the City would
22 be at risk if there was any real movement there.

23 MR. ENGLER: Yeah.

24 COUNCILWOMAN PARKER: I want to also
25 hear your response to -- I was really pleased to

1 see the creation of a position entitled the
2 Director of Faith-based Initiatives. And I
3 think if there was any Mayor who did this well
4 and understood it, it was Mayor Street. When
5 Councilman Johnson, Councilman Jones, Council
6 President Clarke, they have been the leaders in
7 this body relative to enhancing our public
8 safety, restorative justice, reforming criminal
9 justice.

10 And for so long, the past four years
11 and, obviously, even before that during the
12 previous Administration, I kept saying, we are
13 leaving this resource on the table that should
14 play an integral role in the City's ability to
15 reduce violence, to support with reentry. So,
16 talk to us about the roles of that direct -- the
17 role of that Director of Faith-based Initiative.

18 MR. ENGLER: Sure. So, the goal is to
19 also have the director as well as a commission
20 that would help us -- what we have seen in a lot
21 of our -- a lot of our recent strategies,
22 whether that's through violence prevention,
23 things like the Resilience Project, having
24 validators out there in the community, in the
25 faith-based community is vitally important not

1 only to give us feedback, but also to have
2 another resource for individuals to go to and
3 talk to and try and pull them out of whether
4 it's addiction or whether it's life of violence.
5 Being able to give them another resource that
6 can help them, pull them out of it. And we
7 think that the having the director in the office
8 will allow us to coordinate a lot of that work,
9 have them involved in the policy aspects, the
10 policy development aspect, and then also help
11 coordinate it with the greater commission.

12 There is a great group that's working
13 now on the Department of Behavior Health and
14 Intellectual Disability. We want to kind of
15 build that out, add some additional voices to
16 the table and really be able to send them out
17 into the community to get that feedback, bring
18 it back to us as well as sharing that message
19 that the current situation doesn't always have
20 to be that way.

21 COUNCILWOMAN PARKER: I also want you to
22 note that I really do think that it was
23 essential. Because sometimes, many of the folks
24 who we are trying to help, when we are not
25 reaching relative to public safety, criminal

1 justice reform, they are not into acting in a
2 very cordial way with law enforcement and/or
3 City government. But they do interact with the
4 faith-based community in some way, shape or
5 form. And even if not them directly, a family
6 member does who usually is uncomfortable or
7 afraid for one reason or another to interact
8 with government. So, I would hope that you all
9 would keep us posted on how we move there.

10 The last question I want to talk with
11 you about is this issue of cultural competency.
12 I brought it up last year with the -- with the
13 School District. It is one of grave importance
14 to me.

15 Tell me about any cultural competency
16 goals and/or training for the staff and the
17 leadership at community schools.

18 MR. ENGLER: I'm sorry. At community
19 schools?

20 COUNCILWOMAN PARKER: At community
21 schools in particular. You know, we in the 9th
22 District, our community school is the FS Edmonds
23 School. We are pleased with the growth. We are
24 pleased with the engagement there. But one of
25 the issues that I have often raised, and usually

1 this comes from leadership, we have a new
2 principal at FS Edmonds now. Thank you, Lord.
3 We have a new principal. But cultural
4 competency is important.

5 And I just want to -- you to talk, if
6 you will, for a moment about, you know, how you
7 are attacking that issue.

8 MR. HACKNEY: Good morning. Good
9 morning. My name is Otis Hackney, Chief
10 Education Officer, City of Philadelphia and the
11 Mayor's Office of Education.

12 In terms of the community school staff,
13 we put our staff through the training, through
14 the City training offered on a regular basis
15 around those things. In terms of, if your
16 question is directed towards the faculty or the
17 staff at the school, I think Karyn Lynch from
18 the School District can respond to the training
19 that takes place for staff within the school.

20 COUNCILWOMAN PARKER: So, yes. I am
21 referring to the staff on the ground, the boots
22 on the ground in the school.

23 MS. LYNCH: Thank you. Good morning.
24 For the record, Karyn Lynch from the School
25 District of Philadelphia. We, too, believe this

1 is an area that we are particularly interested
2 in, the cultural competency of staff for the
3 individuals who are engaging with our students.
4 It's extremely important to us that the
5 individuals who are standing in front of our
6 students are reflective, look like and relate to
7 our students.

8 For this reason, we have implemented a
9 good number of what I would call "foundations"
10 within our schools so that people are
11 understanding what they bring to the table with
12 regard to implicit bias, with regard to the
13 impact of trauma on a child's life, especially
14 chronic trauma and particularly how to build
15 relationships. And we are doing that not just
16 with positive behavioral incentives,
17 restoration. When children do things, helping
18 them to come back into the community and into
19 the fold.

20 I would say that it is something that is
21 extremely important, as I pointed out, in regard
22 to our hiring practices. We have spoken before
23 about the challenges of finding individuals who
24 are even entering the field of education who
25 look like many of the children that they are

1 serving. But it's extremely important to us
2 when we talk about cultural competency that we
3 find individuals and we reach out and we find
4 new ways to hire people for that purpose.

5 COUNCILWOMAN PARKER: My time is up.
6 But I want to just reinforce how important that
7 is not just for the teachers in the classroom
8 but the leadership. Because if the leadership
9 has not undergone the appropriate cultural
10 competency training and or the lens through
11 which they view the value of their teams in the
12 school, they won't make the -- they won't make
13 the connection or understand the importance of
14 the children in the school, seeing someone who
15 looks like them, who understands their
16 experience, associated with all of the issues
17 that you have just discussed.

18 So when the School District comes, I
19 want you to be prepared to talk about this as a
20 whole, because I think it's extremely important
21 in our City.

22 Thank you, Mr. President.

23 COUNCIL PRESIDENT CLARKE: Thank you,
24 Councilwoman. And I believe preK is up next in
25 the school.

1 MR. HACKNEY: Correct.

2 COUNCIL PRESIDENT CLARKE: You guys will
3 be around for any follow up. Okay. Thank you.

4 Thank you, Councilwoman.

5 Chair recognizes Councilwoman
6 Quinones-Sanchez.

7 COUNCILWOMAN QUINONES-SANCHEZ: Thank
8 you.

9 Good morning. Good morning to your
10 first budget process.

11 MR. ENGLER: Thank you.

12 COUNCILWOMAN QUINONES-SANCHEZ: You
13 don't even look nervous. So, one of the things
14 that we have appreciated here in Council over
15 the last few years in particular is how the
16 budget presentation, you know, we have been able
17 to drill down on hiring, executive pay, you
18 know. Because a lot of times when we talk about
19 equity and inclusion, those are very loaded
20 words. And I think the reflection in the
21 budgets and the materials have been very helpful
22 not only for departments but all of us to see
23 kind of where we started and where we are
24 moving, right. And we have made some positive
25 directions.

1 One of the areas that I still feel a
2 little bit that we struggle with is we started
3 from the premise that we were going to do
4 zero-based budgeting. We are now doing
5 performance-based budgeting.

6 What is your financial philosophy around
7 what your role as the Chief of Staff to make
8 sure that in that process of this performance
9 goal setting, that we are looking at those
10 efficiencies and the reinvestments? Like
11 Councilman Domb, I am okay with investing in
12 neighborhoods. I have a neighborhood that needs
13 a lot of support.

14 But how are -- what is going to be your
15 role in drilling down, because that's been an
16 area that is ongoing? And I know some of it has
17 to do with our technology. And you know, what
18 is the commitment of this Administration to say
19 loads no on steroids is not adequate?

20 How do we come to the 21st century?

21 So, what do you see your role over the
22 next year or so in helping us go through those
23 hurdles?

24 MR. ENGLER: Sure. So, I think
25 specifically on technology is where we haven't

1 made investments over the decades. I mean, we
2 are dealing with financial technology in a lot
3 of places older than I am, which is just
4 unacceptable. So, we are making investments in
5 key programs whether that's, you know, One
6 Philly which is launching this month. Whether
7 that's the changes we are going to make to
8 systems like Famous that will allow us to better
9 track --

10 COUNCILWOMAN QUINONES-SANCHEZ: What is
11 the timeline for that? Because I've been
12 hearing that Famous discussion -- I mean, if we
13 really want to get to the core of this, right,
14 we want to compare apples to apples.

15 MR. ENGLER: Yeah. I think there was a
16 decision made several years ago to launch the
17 payroll side of that work first, which is the
18 one that we are in now. So, that's the one
19 Philly payroll side. And it will be building
20 off of that. So that way, we are not going out
21 and buying a whole new solution. We will be
22 building off of that into our other systems.

23 Another area of investment will be on
24 the tax side. So, a lot of the issues we
25 have with -- I know there has been a push for

1 online payments. And we allow that. But being
2 able to do it in newer and better and different
3 ways the way other jurisdictions do it, we'll be
4 replacing our integrated tax system over the
5 next two to five years.

6 So, it will come in phases. We don't
7 want to go into something where we are doing it,
8 you know, all at one time and it's too big to
9 fail, which is really what we want to avoid. I
10 think technology is one of those most
11 significant investments we talk about regularly.
12 We have a weekly meeting right now on One Philly
13 where we are monitoring progress.

14 We are doing the same thing on other
15 large projects, whether it's the Voting Machines
16 Project where we are meeting weekly. There are
17 representatives from City Council, from the City
18 Commissioners as well as the operating partners
19 from the City that are working on that. We
20 found that those regular interactions on a
21 weekly or biweekly basis allow us from a
22 management perspective to stay up to date on
23 milestones, get a real clear idea of what the
24 plan is, what the milestones are and what
25 progress we are making towards those milestones.

1 And I think that's -- that's where I
2 see, kind of my role as the Chief of Staff for
3 the Mayor's Office is to make sure the operating
4 departments are keeping track, that they are
5 meeting their goals. And if they are not
6 meeting their goals, why. And is it a matter of
7 resources? Is it a matter of staff? Is it a
8 matter of capacity inside the government.
9 Should we be looking outside the government for
10 additional capacity?

11 Trying to answer all those questions and
12 hold where it's commissioners or cabinet members
13 accountable to those goals.

14 COUNCILWOMAN QUINONES-SANCHEZ: So, in
15 terms of, again, going back to kind of this
16 performance-based budgeting where we have not
17 been able to demonstrate, you know -- I'm a real
18 proponent of you can -- if you put a bad
19 bureaucracy in a computer, you are still going
20 to have a bad bureaucracy, right?

21 So, what would you say are some of the
22 systems, you know -- and I always encourage
23 department heads to really look at their
24 systems, right, so that before we move into
25 technology. We have not been able to see that

1 kind of work in some of the performance-based
2 reporting.

3 Why do you think that hasn't happened?

4 And what are you looking to see differently over
5 the next year? Because even in this year's, the
6 material that we have so far, you don't really
7 see where folks are saying, hey, this is huge --
8 you know, the performance matrix is still not to
9 par for you to be able to say you have a
10 performance-based budgeting process.

11 What do you think is going to happen
12 over the next year because it's still not there?

13 MR. ENGLER: Right. I think there is a
14 couple different things.

15 One, for the program-based budgeting
16 side, we really wanted to drill down, especially
17 in this first round where we are trying to get
18 every department within the City to be part of
19 this new program, was to really drill down and
20 understand the cost associated with each
21 program, and then be able to manage up from
22 those costs. And say why are -- why does X cost
23 Y. I think we are seeing some of that now as we
24 are starting to get to year two and to year
25 three. It's not going to happen overnight.

1 And I think there is other kind of
2 management tools and philosophies that we can
3 use as a government that goes beyond just a
4 budgeting process. I think it's important for
5 Council to get an understanding of what
6 departments are doing, why they are doing it,
7 why the choices were made to do certain things.
8 And then there is kind of the next level down of
9 management decisions that commissioners,
10 department heads, cabinet members need to hold
11 their departments accountable to. And that's an
12 area of focus we are going to have over the next
13 year.

14 We have had internal discussions about
15 how we build out that performance management
16 matrix better for the City. Whether that's on
17 just a process improvement side. I mentioned
18 the other day about the work to the Commerce
19 Department, the Health Department and L&I are
20 doing around the restaurant pilot. So, trying
21 to better design that process. We do flow
22 charts and, you know, there is boxes here or
23 there. There is arrows going every which way,
24 but to better streamline that process
25 improvement across that entire project from a

1 constituent basis.

2 And we have done a lot of work on
3 that -- that system design and service design to
4 better build that out. It's one of the reasons
5 that in the Mayor's Office budget, we are
6 looking to expand the Policy Office to include a
7 full time social scientist, someone that can
8 help us better design programs, look at the data
9 we are seeing from departments to better design
10 the program so that way from a -- just from a
11 constituent perspective, the end user, how are
12 they going to feel about the program that we are
13 designing.

14 I think that was a roundabout way of
15 getting to your answer. That there is a couple
16 layers of metrics. You are seeing one here.
17 There is another layer that goes into the
18 Quarterly City Manager's report that we send to
19 PICA, and then there is the management level
20 data that we really want to build out, as well,
21 to help the department heads better manage the
22 flow of information and the flow of resources
23 within their departments.

24 COUNCILWOMAN QUINONES-SANCHEZ: Right.
25 I think this is hugely important. Because

1 again, when people see -- people can say the
2 budget has grown 25 percent, right, but we
3 forgot that we came out of a recession. There
4 were a lot of really basic core services that
5 weren't being offered. And as we ramp up
6 departments, you know, you hear the Mayor talk
7 about potholes and all that other stuff. I
8 think we owe it to folks. And I just want to be
9 able to be more transparent of this is what this
10 is cost, this is where we come from, right? And
11 then there is a service delivery model to it,
12 right?

13 If we are budgeting for 10,000 potholes
14 but there are 50,000 potholes, right, we need to
15 be able to see that. I don't know how long it's
16 going to take us to get there. And I think that
17 is going to be the key to be able to debate, you
18 know, the budget and what the numbers should be.
19 And I just feel like we are struggling with that
20 in every single department.

21 And part of it is, you know, the
22 bureaucrats, and I love them dearly. It's like
23 they protect their little pet project, right?
24 And part of this process was supposed to be
25 there are no pet projects other than the

1 priorities the Mayor has spelled out, right?
2 And so, I look forward to working with that a
3 little bit better because I think if we want to
4 argue to folks that we are making key
5 investments, particularly as we are talking
6 about an aggressive plan like Narrowing the Gap,
7 it's going to require strategic investments.
8 And I don't want to be debating -- the budget is
9 5 billion. I want to be debating -- there is
10 50,000 potholes. \$10,000 in funding is not
11 going to fill them.

12 Thank you.

13 Thank you, Mr. President.

14 COUNCIL PRESIDENT CLARKE: Thank you,
15 Councilwoman.

16 Chair recognizes Councilman Green.

17 COUNCILMAN GREEN: Thank you, Council
18 President.

19 Good morning.

20 MR. ENGLER: Good morning.

21 COUNCILMAN GREEN: Just wanted to follow
22 up with some questions I had from last year's
23 budget process. I know that Mr. Atkinson is not
24 here. He's sick with the flu. But I did have a
25 question in reference to some of the aspects of

1 his office, especially as it pertains to the
2 Mayor's Commission on People with Disabilities.
3 That's been a concern in reference to the
4 funding for that office and that commission.
5 When you look at how Philadelphia as fifth
6 largest City in the nation compared to other
7 cities, we are woefully underfunded in that
8 regard.

9 When you see that the growing number of
10 people that live in our City and our region that
11 have a learning and physical difference, it
12 doesn't make sense that we are not making this
13 type of investment into this office and these
14 services, especially as more and more people who
15 have a physical learning difference who are
16 getting older, as have a major impact in our
17 City and our region.

18 I wanted to get your thoughts on that.

19 MR. ENGLER: Yeah. So we recently lost,
20 obviously, the Executive Director Charles Horton
21 recently.

22 COUNCILMAN GREEN: My question, also,
23 what's the process in reference to filling
24 Mr. Horton's position? Are we doing national
25 search? Regional search? And what's the

1 timeline?

2 MR. ENGLER: So, we posted the position
3 as we do throughout the exempt hiring process.
4 I think some good candidates through that
5 process. We are in the interview process now.
6 They are reviewing candidates and starting the
7 interview process.

8 I think we want to try to fill the
9 position as quickly as possible. To your point,
10 it's vital work. We don't have a huge amount of
11 staff that are working on it. So, we want to
12 try and fill that position as quick as possible.

13 I think a lot of the work we have also
14 been doing kind of in this sphere, I mean, not
15 being included in this commission, but really
16 work that we have done around our compliance
17 with the ADA. We are doing start of the study
18 last year. We will continue developing plans to
19 bring the City into compliance. Whether that's,
20 you know, our physical structure or even our
21 online presence, making sure that our website is
22 accessible to as many people as possible, making
23 sure that the documents that we have on there
24 are accessible and viewable and usable by as
25 many constituents as possible.

1 So, I think when it comes to funding, we
2 should obviously have that discussion. And we
3 want to do that with the new Executive Director
4 when they come on and see, we have -- obviously,
5 Nolan and his team have a vision for the office.
6 But we also want to make sure we bring in
7 someone who is dynamic and can also help us
8 build out the work of the office to reach as
9 many people as we can.

10 COUNCILMAN GREEN: The reason I am
11 raising this question, I think we are at a very
12 pivotal time, also, key opportunity. The
13 Special Olympics, Pennsylvania has already
14 worked with our national office to make
15 Philadelphia a city of inclusion. Their goal is
16 to make City of Philadelphia the world's first
17 City of Inclusion.

18 I have a meeting with representative
19 from the Eagles on Monday. They are getting
20 ready for the Eagles Autism Challenge. And
21 really making -- their goal is to make
22 Philadelphia a international leader in reference
23 to research, specifically from a perspective of
24 autism.

25 So -- and we have a number of

1 institutions. People know Philadelphia as eds
2 and meds, internationally known perspective of
3 education and medical research. But also, we
4 have a number of institutions who have been
5 around decades just focused on the world -- in
6 the space of autism and other physical learning
7 differences. And as we get closer to a 250th
8 Anniversary of this nation, I think it's a real
9 opportunity to really put Philadelphia on the
10 map to be the world's first City of Inclusion,
11 which can benefit us not just for the residents
12 and people of the region, but also help us from
13 a marketing and branding perspective, much like
14 we did regarding hospitality during the time
15 period of Governor Rendell's Administration as
16 Mayor.

17 Connected to that in reference to the
18 Mayor's Office of LGBT Affairs, that is another
19 office that also has had a smaller funding
20 source. And I want to get some perspective on
21 that, as well.

22 MR. ENGLER: Did you want -- I think --
23 did you want Amber to come up and share some of
24 the work that they are doing?

25 COUNCILMAN GREEN: Uh-huh.

1 MR. ENGLER: Okay.

2 (Witness approaches table.)

3 MS. HIKES: Good afternoon.

4 So Councilmember Green, are you
5 interested in the work -- oh, yeah. I'm Amber
6 bark. I'm the Executive Director of the Mayor's
7 Office for LGBTQ Affairs for the City.

8 COUNCILMAN GREEN: Yeah, just curious in
9 reference to the funding for your office
10 compared to other cities of comparable size, how
11 does it compare?

12 MS. HIKES: So as -- so as you are
13 aware, we are one of only four offices in the
14 entire country. Washington, DC has an Office of
15 LGBT Affairs as does Santa Clara County,
16 California and Union County, New Jersey.

17 And so with that in mind, we don't
18 really have comparable cities who are doing this
19 work. In terms of our partner offices, the
20 Philadelphia Office for LGBT Affairs is the most
21 community-engaged office. Those other offices
22 focus mostly on policy, so they do not do the
23 community-engagement work or the education work
24 that we do both internally and externally for
25 the City. So, we don't really have -- we don't

1 really have peers in that particular way. But
2 our office is the Office of Diversity and
3 Inclusion. And we have a bunch of it situated
4 there that includes my salary and Deputy
5 Director's salary.

6 COUNCILMAN GREEN: Okay. Also, have
7 another question in reference to Office of
8 Educations and the Mayor's Office. I think I
9 saw Mr. Hackney around.

10 This is a follow up question that I had
11 from two days ago. Mr. Engler provided some
12 context in reference to the work that the
13 Administration is starting to take in having
14 conversations with other jurisdictions at the
15 executive level regarding education and the fact
16 that the William Penn versus the Pennsylvania
17 Department of Education litigation is moving
18 forward and is before the Supreme Court.
19 Hopefully, there will be some type of decision
20 coming this year or early next year.

21 However, I had some conversation -- the
22 questions about what are we doing to be
23 proactive in reaching out and trying to build
24 coalitions with the other school districts
25 around the Commonwealth, especially cities like

1 from Harrisburg to a Pittsburgh to a Norristown.
2 And do those cities have comparable offices and
3 positions like yours that we can start a
4 conversation in addition to what's been
5 happening on the executive level with the
6 Mayor's Office.

7 MR. HACKNEY: So once again, Otis
8 Hackney, Mayor's Office of Education. I think
9 to -- with Jim Engler's responses on Monday,
10 would be very much the same in terms of us doing
11 outreach between offices in Harrisburg but also
12 in partnership with the district in those
13 coordinated conversations around that case. We
14 have to be very mindful in terms of Philadelphia
15 in terms of the roles that we play. And so, we
16 are very respectful to the process. And eager
17 to, once that case is heard, you know, wait for
18 that decision.

19 In terms of counterparts across the
20 Commonwealth, I am not aware of any in terms of
21 my work that I am doing across the state.
22 Actually, I have more interactions with other
23 superintendents as I am part of a cohort of
24 superintendents, even though I'm not a
25 superintendent, across the Commonwealth. There

1 is about 60 of us that I meet with every other
2 month for a couple days. And we talk about a
3 number of issues.

4 And when it comes to school funding and
5 issues around that, that is something that is
6 shared from those superintendents who are in
7 rural school districts to those right outside
8 Pittsburgh to, you know, our end of the state
9 that are aware of the funding issues. And they
10 are just as eager to see some changes to those
11 funding. Even some superintendents
12 acknowledging that on the winning side of that
13 funding formula, currently they are aware of
14 those issues, as well, and would like to see
15 some changes.

16 COUNCILMAN GREEN: Thank you for your
17 response. Actually, that is what I was looking
18 to hear that not only are we doing the outreach
19 at the executive level through various mayors
20 around the Commonwealth, but also around the
21 School District level. And the fact you are
22 part of a cohort coalition of superintendents
23 from around the Commonwealth and meeting
24 regularly is very encouraging.

25 Because clearly, you are having

1 conversation about this issue and there's an
2 infrastructure already there in place to help
3 coalesce and build that coalition. Because we
4 are going to need that help regardless of --
5 depending on what type of impact that case has,
6 there is probably some type of either writ of
7 mandamus or some type of directive to the
8 General Assembly based on how our state
9 constitution is written and compared to other
10 states. And the fact you are having that
11 conversation is encouraging, so thank you.

12 Thank you, Council President.

13 COUNCIL PRESIDENT CLARKE: Thank you,
14 Councilman.

15 Chair recognizes Councilwoman Gym.

16 COUNCILWOMAN GYM: Thank you very much,
17 Council President.

18 Good morning.

19 MR. ENGLER: Good morning.

20 COUNCILWOMAN GYM: So could you -- I
21 have a couple of rapid questions, sort of rapid.
22 But can you speak to your strategy for how you
23 plan to engage with Harrisburg through the
24 Governor's budget plan?

25 You know, there is concerns, obviously,

1 that we talked about in the Five Year Plan about
2 school funding but also the minimum wage and
3 whether the City of Philadelphia will weigh in
4 on Harrisburg's responsibility to raise minimum
5 wage above the shameful federal minimum that is
6 currently at. Especially because, you know,
7 Jersey is going to 15.

8 MR. ENGLER: We have already started
9 that. We have had discussions with the
10 delegation. We had discussions at the
11 Governor's Office. We have done social media
12 and kind of earned media strategy around
13 improving the minimum wage.

14 We were happy to support Councilwoman
15 Parker's charter amendment or charter question
16 on the minimum wage. We think that will be
17 helpful and persuasive to make sure that
18 everyone understands the will of the voters of
19 Philadelphia. We think that will pass
20 overwhelmingly. We think it will also give us
21 some additional push and impetus to really kind
22 of bring us to the next level in Harrisburg.

23 But it's, obviously, it's a huge impact.
24 It would be hugely impactful for a lot of people
25 in poverty in Philadelphia to raise the minimum

1 wage, so we think that's really important.

2 On the -- the other issues around the
3 budget, we have regular meetings, obviously,
4 with our lobbyist weekly. We have done some
5 coordination meetings with our lobbyists, the
6 School District lobbyists. We do it also with
7 PIDC to try and make sure all of us are working
8 in tandem together. And then, we go to
9 Harrisburg, we usually go up with one joint set
10 of talking points. So that way, everyone has
11 the same message about what we need, why we need
12 it and why it's so important and crucial that it
13 be funded in this budget.

14 I think we will continue that. I think
15 it will be more enhanced. As I mentioned on
16 Monday, we are doing it in much more close
17 coordination with the delegation so that way all
18 of us are completely aligned.

19 COUNCILWOMAN GYM: Okay. And you
20 believe the minimum wage will be part of that
21 conversation?

22 MR. ENGLER: It's certainly a priority
23 for the Administration. I think we have said we
24 wanted to really step up from the City's
25 perspective and say we want to be a leader on

1 this. And that's why we are happy the
2 legislation passed in the fall, and we are going
3 to continue that discussion.

4 COUNCILWOMAN GYM: Great. Thank you.

5 And I want to talk a little bit about
6 the Racial Equity Here Program, which is cited
7 in your accomplishments.

8 Could you talk about it a little bit
9 more, particularly in terms of the impact of
10 Philadelphia's participation and especially as
11 it relates to the specific work of municipal
12 departments? And is there a plan to have any
13 reporting on this work that could be publicly
14 shared?

15 MS. SICKOUT: Hi.

16 COUNCILWOMAN GYM: Good morning.

17 MS. SICKOUT: Good morning. I'm
18 Nefertiri Sickout. Could you please of Deputy
19 Diversion and Inclusion Officer in the Mayor's
20 Office of Diversity and Inclusion.

21 I think I got the entirety of your
22 question, but would you mind just asking one
23 more time?

24 COUNCILWOMAN GYM: Yeah. I don't
25 know -- you know, the Mayor's Office cited the

1 Racial Equity Here Work as one of the
2 accomplishments. So could you just talk to me a
3 little bit about what you see the impact has
4 been, how it exhibits itself across specific
5 municipal departments and whether you have any
6 -- any reporting on the work that you can
7 publicly share.

8 MS. SICKOUT: Sure.

9 COUNCILWOMAN GYM: Or plan to share.

10 MS. SICKOUT: Thank you for the
11 question. So, Racial Equity Here is an
12 initiative that started roughly in 2016 with a
13 grant from Living Cities. It was a two-year
14 grant to teach us how to approach programs and
15 services with an equity lens.

16 And what we did with that grant to get
17 racial equity kind of started to be embedded in
18 City operations was to pick a few discrete
19 projects to apply an equity lens to because the
20 work is very time consuming in that you really
21 need to disaggregate data by race and by gender
22 to look for disparities in program outcomes or
23 service outcomes and things of that nature.

24 So, we did a discrete project with the
25 Department of Licenses and Inspection and Philly

1 311 where we looked at the City's response time
2 to complaints made by residents calling into 311
3 for different issues. And what we found was
4 there that was a difference in the time that it
5 took the City to respond to complaints,
6 particularly around housing complaints and
7 abandoned buildings in communities of color.

8 And so, we worked with the Department of
9 Licenses and Inspections to make some policy
10 recommendations on how to have more equitable
11 time to serve the community. We also did a
12 project with the Health Department around
13 tobacco legislation for youth who are being
14 targeted in that area.

15 So after that -- those two projects, and
16 I am getting to your question, we are now
17 working on a workforce project in the civil
18 service sector where we took three different
19 positions in two departments, the Streets
20 Department and the Water Department, to try to
21 figure out why these positions are pretty much
22 filled by people who are not of color, and what
23 are the barriers that are going on within those
24 civil service sector from the exam, the hiring,
25 the recruitment and trying to figure out what is

1 happening so that we can have more equity in
2 outcomes.

3 We also just submitted an application, a
4 grant application, to look at how the City
5 imposes fines and fees in a way that its fines
6 and fees may disproportionately burden community
7 of the color. We also are due to submit a grant
8 application next week on equitable procurement
9 practices.

10 So, the approach over the past couple of
11 years has been project driven. The reason it's
12 been project driven is because it takes a good
13 amount of time to disaggregate data and really
14 look at how a policy or program is impacting
15 communities of color. Going forward, we would
16 like to have a more systemic way and approach to
17 really rolling out a racial equity, gender
18 equity framework across departments. But that
19 takes -- that takes some capacity. It takes
20 some time, you know, to be able to do that.

21 COUNCILWOMAN GYM: Thank you.

22 And we would love to be able to talk
23 with you a little further afterwards about how
24 you see that evolving.

25 MS. SICKOUT: Would love to, thank you.

1 COUNCILWOMAN GYM: Thank you very much.

2 Two quick questions. Are there any
3 planned increases to the budget of the Mayor's
4 Commission of People with Disabilities?

5 And have we looked at how staffing
6 functions compare to other large cities?

7 MR. ENGLER: I think to Councilman
8 Green's question, right now we have a vacancy in
9 the Executive Director's position, so our focus
10 right now is on filling that position and then
11 building out the vision of that person to match
12 the office's vision for how big. So, we don't
13 have any planned increased right now for staff.
14 I think that is something they are going to
15 revisit once the executive director position is
16 filled.

17 COUNCILWOMAN GYM: Okay. And then
18 really quickly, can you update us on the
19 possibility of including ASL interpretation in
20 the video feed for the City broadcasting? I
21 think that's one of the questions that some of
22 our community members have asked before.

23 MR. ENGLER: Okay. I will have to look
24 into it and get back to you. I don't have an
25 answer today.

1 COUNCIL PRESIDENT CLARKE: Okay. Thank
2 you. Thank you, Councilwoman.

3 Chair recognizes Councilwoman Reynolds
4 Brown.

5 COUNCILWOMAN REYNOLDS BROWN: Thank you,
6 Mr. President.

7 The Office of Public Engagement, your
8 testimony states that you intend to launch a
9 newsletter that will be sent to over 1,000
10 contacts monthly. Who is the lucky thousand?

11 MR. ENGLER: I think Ajeenah Amir, our
12 director, will come up and answer that question.

13 COUNCILWOMAN REYNOLDS BROWN: Thank you.
14 (Witness approaches table.)

15 COUNCILWOMAN REYNOLDS BROWN: Who is the
16 targeted audience? Who ends up in that lucky
17 1,000 number? And how will you share the news
18 for individuals who do not have email access?
19 Meaning, how are we going to and what are we
20 going to do to ensure that seniors are in the
21 loop?

22 MS. AMIR: Good morning, Councilwoman.
23 Thank you so much for the question. The -- my
24 name is Ajeenah Amir, Director for the Office of
25 Public Engagement. Our universe of emails right

1 now is going to be culled from our various
2 offices in Public Engagement, Office of Black
3 Male Engagement, the Office of Engagement for
4 Women, and the Office of Youth Engagement, as
5 well as some contacts from our sister office, so
6 to speak, of Civil Engagement Volunteer
7 Services, mainly through their civic engagement
8 academies that they've been hosting.

9 We find that this universe is, you know,
10 people want to be engaged. They want to be
11 informed about City activities and the Mayor's
12 priorities. And that is something we are
13 excited to roll out within the next couple of
14 months. As far as plans for, I would say a hard
15 copy version of the newsletter, that is
16 definitely something that we are looking into
17 and, you know, ascertaining how we would
18 distribute that within our capacity.

19 COUNCILWOMAN REYNOLDS BROWN: Okay.

20 MS. AMIR: But primarily, it will be a
21 digital format.

22 COUNCILWOMAN REYNOLDS BROWN: Repeat the
23 last statement.

24 MS. AMIR: I said, primarily it will be
25 a digital format which will promote and share

1 visual media, which a number of seniors or
2 people who don't necessarily have computer
3 access, they definitely have cell phone access.
4 And so, that would be a strategy or a tactic
5 that we'd approach.

6 COUNCILWOMAN REYNOLDS BROWN: So
7 respectfully, I would offer friendly
8 disagreement when it comes to seniors. My staff
9 the last 19 years have visited senior citizens
10 centers around the City eight consecutive weeks
11 from September through Thanksgiving giving
12 and -- my staff and I wrestle with how we be up
13 to speed with my daughter's generation but we
14 don't lose and leave out my mother's generation.

15 And so, when I travel to those senior
16 citizen centers, they are thrilled to have hard
17 copies of a newsletter that we have been doing
18 for 19 years. And so, I would urge the
19 Administration to be mindful that there is a
20 sector of our community that cares, that want to
21 be connected, that should be connected. And if
22 left out, exacerbates the poverty that they are
23 enduring because they don't have access to the
24 services that are in City departments across our
25 Administration.

1 It's a great thing that we do the Evite
2 and the emails. That's the future. We still
3 have responsibility to capture and wrap our arms
4 around seniors who want to be informed.

5 MS. AMIR: Councilwoman, you're
6 absolutely right.

7 COUNCILWOMAN REYNOLDS BROWN: Okay.
8 That's my soapbox.

9 So, back to this issue of diversity in
10 hiring. When there is the discovery that a
11 particular department gets an F when it comes to
12 ensuring that the department looks like
13 Philadelphia at all levels of the ladder, how
14 does the Administration reckon with those
15 department heads who simply have not drank the
16 Kool-Aid and understand that one of the Mayor's
17 priorities are to have suites and executive
18 offices look like Philadelphia?

19 The broken record has started playing
20 again.

21 MR. ENGLER: Right. I think what we
22 have done this year is really different and,
23 it's allowed us to expand our work. We went
24 through a process over the summer meeting with
25 every department and every cabinet trying to

1 department what their workforce planning for the
2 year was going to be. How many openings they
3 would see.

4 COUNCILWOMAN REYNOLDS BROWN: What was
5 the assessment? What was the -- how was that
6 useful?

7 MR. ENGLER: So, the goal was to be
8 forward looking and to really look at what we
9 were going to do over this fiscal year, what the
10 plans on hiring were when those hirings would
11 occur so we can determine, you know, what
12 really -- what are meaningful goals that we can
13 look at specifically around exempt hiring.
14 Because exempts are really the one we can impact
15 directly.

16 COUNCILWOMAN REYNOLDS BROWN: Exempts
17 what? Talk closer in the mic.

18 MR. ENGLER: Sorry. The exempt
19 employees, so people that are not subject to
20 civil service we think is the best avenue for us
21 to see significant change in the short term.

22 COUNCILWOMAN REYNOLDS BROWN: Okay.

23 MR. ENGLER: So, that was our focus.
24 Some departments, obviously, have more exempt
25 employee than others. So, departments like the

1 Mayor's Office have a lot of exempt employees.

2 COUNCILWOMAN REYNOLDS BROWN: Sure.

3 MR. ENGLER: The Law Department has a
4 lot of exempt employees. And there are some
5 departments that have more than others. But we
6 wanted to see how many exempt openings that
7 people expected to have throughout the year.

8 COUNCILWOMAN REYNOLDS BROWN: Okay.

9 MR. ENGLER: And really from a
10 self-reflection perspective, what do they
11 think -- what are they going to be able to
12 accomplish. What are their numbers going to
13 look like.

14 COUNCILWOMAN REYNOLDS BROWN: That is
15 intentional effort. I am only cutting you off
16 because my time is so short. There is an
17 intentional effort and intentional strategy to
18 deal with that?

19 MR. ENGLER: Yes.

20 COUNCILWOMAN REYNOLDS BROWN: Please
21 help us understand why the Library and the
22 Administration there have not figured it out.
23 Help me figure it out.

24 MR. ENGLER: If I can go back to the
25 previous point, what we have done is on a

1 quarterly basis, review the data for each
2 department to figure out who has met what they
3 said they were going to meet and who hasn't.
4 And then, work with them to determine how we,
5 for future openings, how we make sure the
6 recruitment is there to fill those positions.

7 COUNCILWOMAN REYNOLDS BROWN: Okay.

8 MR. ENGLER: For departments like the
9 Library, I think the Library doesn't have a lot
10 of exempts. They have a lot of civil service
11 employees.

12 COUNCILWOMAN REYNOLDS BROWN: Okay.

13 MR. ENGLER: They have significantly
14 more seasoned workforce, I would say, than a lot
15 of departments. I would say a lot of employees
16 with, you know, a lot of experience. So, I
17 think change there is going to be --

18 COUNCILWOMAN REYNOLDS BROWN: It's
19 harder.

20 MR. ENGLER: Is going to be harder. To
21 Nefertiri's point, we want to start focusing
22 more on departments that are in the civil
23 service system, positions that in the civil
24 service position.

25 COUNCILWOMAN REYNOLDS BROWN: Okay.

1 MR. ENGLER: And that the Office of the
2 Chief Administrator Officer has been directly
3 working with the Library on a lot of their
4 positions. Because even from the diversity
5 perspective, yes, it's been lacking. Just from
6 the ability to fill positions, it's been
7 lacking, as well.

8 COUNCILWOMAN REYNOLDS BROWN: Is it
9 because it's hard? Is it the test? Where is
10 the impediment?

11 MR. ENGLER: I think it's a number of
12 things. I think I will have to get back to when
13 the CAO is here and Library is here. Might be
14 good to ask those questions specifically.

15 COUNCILWOMAN REYNOLDS BROWN: Okay. I
16 will. This is a tee up to the Library, since
17 there is the wrestle with -- they deserve the
18 funding to make sure our children have a place
19 to go. But should -- is anyone entitled to
20 increased funding when you have a department
21 that looks the way it looks?

22 MR. ENGLER: Yeah.

23 COUNCILWOMAN REYNOLDS BROWN: Speak to,
24 if you will, the Diversity Advisory Council,
25 which is new. And it says it's comprised of

1 thought leaders.

2 How are they selected? Who are they?
3 Are you at liberty to say who they are? How
4 often do they meet? Because that becomes a
5 structure with the purpose of helping us wrap
6 our arms around diversity and inclusion, which
7 we still don't have yet.

8 MR. ENGLER: Right. We just started.
9 They just had their first meeting, I think,
10 earlier this month or late last month. But
11 Steve can speak to that more.

12 COUNCILWOMAN REYNOLDS BROWN: Thank you.
13 (Witness approaches table.)

14 COUNCILWOMAN REYNOLDS BROWN: Good
15 morning.

16 MR. PRESTON: Good morning. Steve
17 Preston, First Deputy Chief Diversity of
18 Inclusion Officer.

19 So yeah, like Jim Engler just said, we
20 put together the Diversity and Inclusion
21 Council. It's made up of twelve leaders around
22 the community in different areas. So, we have
23 leaders in tech community. We have leaders in
24 recruiting. We have leaders in the LGBT
25 community. So, we tried to make sure that all

1 of our bases are covered.

2 COUNCILWOMAN REYNOLDS BROWN: Very good.

3 MR. PRESTON: We also have disability
4 community. All of them are represented. The
5 first meeting that we had with them was
6 actually, basically, we handed them a document
7 that was around 30 pages. That was a
8 description of all the work we have done so far
9 in the Office of Diversity and Inclusion just
10 because we wanted to catch them up to speed.

11 COUNCILWOMAN REYNOLDS BROWN: Sure.

12 MR. PRESTON: And then we had a two-hour
13 presentation based on everything we have done so
14 far and what are hopes and dreams are for the
15 next year. And they started to give us a little
16 bit of advice on some of the things we are doing
17 to make sure we are following best practices
18 from the industry.

19 So, the first meeting was basically an
20 information download. And the future meetings
21 are where we are going to hone in on one
22 specific project. And they are going to get a
23 download of everything we have done and give us
24 advice on how we can do things better.

25 COUNCILWOMAN REYNOLDS BROWN: That's

1 encouraging for sure.

2 My last question, we spoke to the
3 trainings, so I am finished.

4 Thank you very much.

5 And thank you, Mr. Chairman.

6 COUNCIL PRESIDENT CLARKE: Thank you,
7 Councilwoman.

8 Chair recognizes Councilman Domb.

9 COUNCILMAN DOMB: Thank you,
10 Mr. President. I just wanted to go back to a
11 few questions.

12 When you -- you are going to check the
13 numbers on the Class 100 on when the increase
14 occurred from MD0 to the Mayor's budget?

15 MR. ENGLER: Yeah. We will get you
16 those numbers.

17 COUNCILMAN DOMB: Okay. And then, I
18 just want to give you some observations. We are
19 all in this together. I want you to take this
20 constructively and not --

21 MR. ENGLER: Always.

22 COUNCILMAN DOMB: Okay. I look out over
23 the terrain, let's just say, and I see that we
24 have of the top 20 cities in the country, the
25 highest taxes. We have the highest poverty. We

1 have the lowest entrepreneurship rates. We have
2 the lowest job creation of the top 20 cities.
3 We have the lowest average income. We have the
4 lowest median home price income, like, 142,000.
5 San Francisco is 800, but different ballgame.

6 But in that backdrop, in that backdrop,
7 a recent survey, share this with you if you
8 haven't seen it. From 2011 to 2017, when we
9 surveyed the people who left Philadelphia,
10 81 percent did not have children; 19 percent had
11 children. They are probably -- those 19 are
12 probably leaving, I am guessing, because of the
13 schools, but 81 percent did not. And the
14 reasons why the 81 percent left, the number one
15 reason, was taxes. And the number two reason
16 was job opportunities.

17 And so in that context, I guess my
18 question is how do we work together to address
19 that and make it so those 81 percent don't leave
20 and we attract more people?

21 MR. ENGLER: I think you are -- is this
22 the Pew Report of people that have left the
23 City? Is that what you are referring to? Data
24 from Pew?

25 COUNCILMAN DOMB: Yeah. One of the

1 entities here.

2 MR. ENGLER: Yeah. It's obviously an
3 area of focus. I think from a tax perspective,
4 Pew's also looked at our tax burden in
5 comparison to not just all the other cities, but
6 the surrounding counties. And what we have seen
7 is that over the years, starting in the early
8 2000s and getting closer to now, that our
9 relative tax burdens have gotten closer.
10 Because in a lot of surrounding counties, they
11 have increased property taxes to make up for
12 cuts in state education -- state education aid.
13 And that's been their investment. They have
14 been investing in education. Whereas
15 traditionally, in places like Philadelphia, not
16 been able to.

17 I think you would see when you look at
18 other northeast cities, people leaving those
19 cities for tax reasons, a lot of them are going
20 to the sunbelt states where taxes are much less
21 and you are seeing significant growth, and
22 significant growth around jobs. So, that is
23 always something we are going to have to compete
24 against. I think where we tried to make
25 investments, and we have talked about this back

1 and forth a lot, we are trying to make sure that
2 we have a workforce that is educated to meet
3 those jobs.

4 So, it doesn't just start in preK. It
5 runs through continuing of education, through
6 community college and beyond. I think it's
7 obviously areas where we still have to work. We
8 are talking about, you know, turning around a
9 significantly sized ship of people and giving
10 them new opportunities. But you know, we have
11 to also maintain services at the same time.

12 So, that's always the back and forth we
13 have about -- when we are talking about taxes,
14 is maintaining an acceptable level of services.
15 And a lot of time, we have to make additional
16 investments to increase our level of services.
17 And that requires money.

18 COUNCILMAN DOMB: Do you have the
19 numbers as to how many people who live in the
20 City commute to suburban jobs every day?

21 MR. ENGLER: Not in front of me. I know
22 that I have seen -- the reverse commute numbers
23 are significant.

24 COUNCILMAN DOMB: It's, like, 35 to
25 40 percent. And so, I think that's an area

1 where we should focus on, in many ways, how do
2 we get those companies that are going -- I think
3 we have had a few successes in that area. Like,
4 Vanguard opening a branch.

5 Look in Boston, Fidelity is in downtown
6 Boston. And why are we not going after Vanguard
7 in a much bigger way in figuring out how to get
8 them into the City. Or actually, do a focus 50
9 suburban companies and say, how do we get them
10 to bring jobs into our City so we eliminate that
11 reverse commute and get more jobs in the City.

12 MR. ENGLER: Yeah, we are. You should
13 definitely bring that up with the Commerce
14 Department. I think our focus, the first
15 several years, has been trying to get them to
16 open -- to have an entree into the City, right?
17 Open a satellite office here with a number of
18 employees. And then, we would work with them to
19 try and grow that office out. I think that's
20 going to continue to be our focus.

21 We are going to try and poach as many
22 companies from the suburbs as we can,
23 especially, as the workforce wants to be in the
24 City. I think that's where we are seeing a
25 shift for a lot of people. The younger force

1 workforce wants to be in the City. They don't
2 necessarily want to be in Malvern or somewhere
3 else. A lot of things that we deal with is that
4 in the C-Suite, we have a bunch of individuals
5 that live outside the City and don't want to
6 have that long commute downtown.

7 We have to attract those individuals to
8 want to live in the City, providing a high level
9 of service as well as making sure that the
10 talent base that they have that's in the City,
11 also has the level of services they need and the
12 jobs to match.

13 COUNCILMAN DOMB: What we have going for
14 us is that the younger people and older people
15 are dying to live in the City. They love to
16 live urban. Love to live urban. I don't know
17 young person that says, I can't wait to move to
18 Wayne, Pennsylvania, okay? It's not happening.
19 They want to live urban. They want to live
20 urban.

21 So, we have that going for us, which I
22 don't think we have had for, you know, quite a
23 long time. So some of it -- we have to figure
24 out the rest of the piece. I just want to
25 mention one other thing.

1 I want to say to you, Jim, I think this
2 is your first budget hearing.

3 MR. ENGLER: Yes.

4 COUNCILMAN DOMB: Doing a good job, so
5 thank you.

6 Thank you, Mr. President.

7 COUNCIL PRESIDENT CLARKE: Thank you,
8 Councilman.

9 Chair recognizes Councilwoman
10 Quinones-Sanchez.

11 COUNCILWOMAN QUINONES-SANCHEZ: Thank
12 you. Yeah, we should continue to debate some of
13 the -- I just came from a Biz Now presentation
14 on the opportunities zone. There were 200
15 people in the room all eager to use this federal
16 tax benefit. And then, obviously, their concern
17 is always the City and what we do to facilitate
18 that process.

19 And obviously, my role there was to
20 assure them that Philadelphia is open for
21 business. And that we are regionally -- our
22 location is so good in comparison to Boston and
23 New York and others, you know, day's drive from
24 75 percent of the country. I think we have
25 moved in the right direction around some of the

1 business taxes, particularly the reduction of
2 the net profits tax.

3 Tell me what, if any, conversations have
4 been internally, as you talk to -- you know,
5 again, you're now the new Chief of Staff. You
6 know, the net profits tax and its impact --
7 Councilman Domb is talking about recruiting
8 people here. The net profits tax, this need to
9 hide profits has been a long term impediment.
10 And that is why people went over the City line.

11 Has there been any discussions about
12 looking at all of that? I know we are doing a
13 study on our tax relief programs and some of the
14 benefits of underutilization.

15 Has there been any philosophical
16 discussions about how do we -- how do we make
17 sure the Philadelphia-based businesses are not
18 penalized for being located here? I mean, what
19 is your thought around that?

20 MR. ENGLER: There is always
21 philosophical discussions especially with our
22 Commerce Director. He is so eager to try and
23 drive as many businesses here as possible. We
24 have had discussions about the BIRT. I think
25 our feedback that we get from a lot of

1 businesses is that it's not just the BIRT,
2 sometimes it's the complexity of the process.
3 So, we have -- we have a lot of tax credit
4 programs, as well, that provide some relief, but
5 sometimes they are very complex to do. And
6 because the Revenue Department is driven by
7 compliance, as they should be.

8 A lot of times it's very complex in
9 order to even access those programs. That is
10 why we have tried over the last couple of years
11 to move to more grant-based programs. Whether
12 that's the Fair Chance Hiring Grant for
13 returning citizens. What we are doing now with
14 the CDC Grant, trying to make it easier for
15 organizations to comply with that. I think
16 that's going to be the end result of the tax
17 incentive study, as well, as to try and get us
18 to -- try and get us to a point where the
19 programs are easier to access, our tax structure
20 overall is easier to access.

21 And it doesn't just have to be, I think,
22 one tax. It can be multiple taxes as long as,
23 you know, we are dealing with one form. Like,
24 if we can align Use and Occupancy Tax and the
25 Real Estate Tax and the BIRT to be more aligned

1 and easier to file and comply with, I think you
2 will see a lot of businesses be happier with
3 just that. I think people are willing to pay
4 taxes. It's the complexity of the process that
5 drives a lot of the problems.

6 COUNCILWOMAN QUINONES-SANCHEZ: It's the
7 predictability. And you know, when we started
8 the Business Tax Reform we didn't finish, you
9 know, we compromised that therein lies the
10 hundred thousand dollar exemption. One of the
11 things that we found in that discussion is, you
12 know, our Net Profits Tax, we are one of four
13 jurisdictions -- Detroit, New York, Washington
14 DC and Philadelphia. And at a certain point, we
15 have to own the fact that a tax of that -- of 6
16 and a half percent when people are penciling
17 projects, when we are dealing in a global market
18 is challenging.

19 I just like -- I mean, I think that the
20 Administration agreed that the Net Profits Tax
21 was detrimental to Philadelphia businesses. And
22 that is why we are pursuing those reductions.
23 I'd like us to spend a little bit of time as we
24 look at the tax relief programs. Because, you
25 know, Use and Occupancy Reform, having worked on

1 all of those, ultimately, philosophically, we
2 have to take ourselves off that -- that burden
3 that we give Philadelphia-based businesses. I
4 am, obviously, a great believer that eliminating
5 the Net Profits Tax is a way there. You know,
6 small businesses don't have to hide profits.
7 They are not circling the band wagon when they
8 go to expand and all those things.

9 So, I just think we need to pay
10 attention to that a little bit.

11 Want to ask you, again, one of the
12 things is we look at this Narrowing the Gap and
13 how do we ensure that all neighborhoods are
14 receiving core services? I appreciate the fact
15 that the Administration over the last couple of
16 years in particular, has made substantial
17 investments in every part of the City, not using
18 just our CDBG kind of sometimes unreliable
19 predictability.

20 How far are we from -- you know, the
21 Mayor talks about, you know, Passyunk Avenue.

22 How far are we from making a commitment
23 to every single commercial corridor, like on a
24 baseline? You know, the trash is a big issue.

25 How far do you think we are from saying

1 every commercial corridor recognized, not
2 recognized is going to receive some base
3 support, and then let other factors trigger?
4 Public Safety, you get a little bit more. Trash
5 index, now we tell people what their litter
6 index is, do you get a little bit more.

7 How far are we from that real equitable
8 every commercial corridor deserves this? Every
9 industrial corridor deserves these core
10 services, right? I know bids and things become
11 popular. And just having a bid discussion -- I
12 know Council President Clarke and them are
13 moving it. But you know at some point, moving
14 away from 2009 where we talk all this money out,
15 at a certain point we say, this is what
16 government should be providing across the board
17 for people's tax dollars.

18 How far do you think we are from that?

19 MR. ENGLER: I think we are probably
20 still a little bit away away from that. We
21 have done some expansion through Council
22 legislation expanding the CDC tax credit, which
23 has allowed some more commercial corridors to
24 become involved in that. I think we might need
25 to just tighten up some of the restrictions on

1 that, as well, to make sure that it's really
2 commercial corridor driven. And that is another
3 area where we are going to invest through the
4 CDC through the grant program to allow us to
5 reach more corridors.

6 I think from a service base, we are
7 still trying to recover a lot of our services to
8 the point where expanding it through -- ensuring
9 that the residential base receives the amount of
10 services that they need on things like
11 sanitation on things like street cleaning,
12 right, as we bill that out this spring, I think
13 through the next several years as the pilot gets
14 larger, I think we will put more and more of a
15 focus on our commercial corridors as being the
16 drivers of that trash to begin with. If it's a
17 duplex, if it's a business putting the trash
18 out, all those things will get driven into the
19 decisions that are made about what corridors to
20 focus on as that corridor gets built out, as
21 well.

22 I think it's going to take a little time
23 before we are ready to say every single
24 commercial corridor is going to receive at least
25 this base level of services.

1 I think in the short term, that the
2 conjunction of CDCs, I think having CDCs work
3 more closely, I do think bids sometimes do work,
4 right? Like, having the assessments on the
5 businesses. It's not always feasible because
6 some businesses don't have the bottom line to be
7 able to sustain that. For those that do, we
8 should be trying to take advantage of that, and
9 then be able to backfill services for commercial
10 corridors that can't support something like a
11 bid.

12 COUNCILWOMAN QUINONES-SANCHEZ: Yeah. I
13 think, again, one of the challenges is that most
14 of our incentives are driven to new businesses.
15 Very few are for the existing, the people who
16 have just been hanging in there, you know,
17 hanging in there. And I just feel like that is
18 what levels out the playing field for folks to
19 say who have hung in there, right?

20 The new business gets abatement. The
21 new business gets this, the new job creation.
22 The new business gets this. Those folks who
23 have been there, right, it's like we have to
24 level it out. And I feel like doing at least
25 some -- everybody gets this, right? This is the

1 starting point is hugely important.

2 And if we don't talk about it and
3 challenge ourselves, even knowing what the
4 costs, right, what does that look like around,
5 you know, multiple trash pickups in commercial
6 areas where we want to encourage residential
7 density, right? It's going to take more trash
8 pickup, right?

9 And having that vision, it's hard to
10 know where we are going if we are not saying
11 core values is this, right? And that goes back
12 to what I was saying earlier around performance
13 measuring for departments. Is you don't budget
14 for 10,000 if you have 50,000 potholes. Like,
15 we need to narrow that gap and that discussion
16 because that really goes to the core of equity.

17 Thank you, Council President.

18 COUNCIL PRESIDENT CLARKE: Thank you,
19 Councilwoman.

20 Chair recognizes Councilwoman Parker.

21 COUNCILWOMAN PARKER: Thank you,
22 Mr. President.

23 Mr. President, I want to go back to
24 Councilwoman Reynolds Brown's line of
25 questioning relative to diversity and inclusion.

1 And Mr. Engler, you mentioned the
2 Diversity Advisory Committee. I want to ask,
3 because we always talk about the end game
4 relative to our research being data driven. The
5 one thing we don't always know and that doesn't
6 always make it into the discussion is how many
7 people and who were the people who actually
8 expressed an interest in a position.

9 So if you are attempting to measure what
10 diversity and inclusion looks like, and I don't
11 care if you are talking about in government, in
12 corporate or in the nonprofit sector, it's very
13 important to document once you posted who
14 responded and what did the demographic look
15 like.

16 Did we capture that information now?

17 MR. ENGLER: We do. It's self-reported,
18 but we do capture and we post all of our exempt
19 positions on Smart Recruiter, which is the
20 website that we use. We are able to capture
21 that data. And it's something that when we go
22 through the hiring process, we do review to make
23 sure we have a diverse candidate pool. That is
24 one of the things we want to drive. In addition
25 to the things that we can control around having

1 a diverse group review the resumes and have a
2 diverse group of individuals around the
3 diversity panel, so that way we are getting to
4 the likely diverse results. We are able to
5 capture some of it, but it is self-reported.
6 It's not always a hundred percent accurate.

7 COUNCILWOMAN PARKER: I don't know
8 whether or not it is -- whether or not it is
9 possible or how we get there, and maybe this is
10 something that you all can strongly encourage
11 that this new Diversity and Inclusion Advisory
12 Council, that they work on is how do we
13 incentivize people to tell us who they are. We
14 never get a real snapshot about the
15 corporation's success rate if we don't have
16 that -- that information.

17 So, we can say, well, we haven't done
18 well enough. There aren't enough. But I would
19 like to know how many women, how many
20 African-American women, how many Hispanic women,
21 how many Asian women, how many African-American
22 men, who were they. And I get that we are
23 self-reporting. But I am asking that you take
24 back this charge to this committee so that they
25 can even work with our Law Department to figure

1 out if there is a legal way for us to capture
2 that data. Because it will, in fact, help us in
3 the future.

4 The second thing I wanted to comment on
5 was this issue, and you know it's one that I've
6 been pretty passionate about, particularly
7 because I watched the investment. And I know
8 the issues that Councilwoman Marian Tasco went
9 through long before I got here when I was
10 chugging it along in Harrisburg relative to this
11 spending on commercial corridors.

12 Much of it, during her tenure, was
13 driven by the Community Development Block Grant
14 spending. And I know a lot of people don't like
15 to talk about it, but the rules, regs and
16 guidelines associated with where you can spend
17 that CB -- Community Development Block Grant
18 money, our rules are much more stringent than
19 the Federal Government's rules are. And so, we
20 would have out of the 9th Councilmanic District,
21 only one to two corridors that could actually
22 participate.

23 So, as we figure out how we scale our
24 programs, I ask that you all make sure you take
25 strongly into consideration that for many years,

1 commercial corridors that were in the middle,
2 that were in the middle neighborhoods -- I can
3 speak for Councilman Jones' district because
4 he's been a very strong advocate for commercial
5 corridor funding along with what I know we
6 experienced in the 9th. We could not get access
7 to any of it. Not because we were, you know,
8 120 percent above the guidelines. We usually
9 were a nickel over.

10 And so, I just ask in the middle of that
11 discussion, we make sure that there is access
12 and equity across the board. And everything
13 that we do is not just driven simply by what
14 the -- what the poverty guidelines are, but we
15 also think about the people who have helped to
16 keep this tax base going before we have had all
17 this growth in other regions because they have
18 normally gotten left out of the equation.

19 MR. ENGLER: Yes. We are happy to do
20 that. And I think it will -- there will be
21 additional questions I am sure that you will ask
22 the Commerce Department about the Grant Program
23 and the guidelines around it. I would keep that
24 one for that upcoming hearing.

25 COUNCIL PRESIDENT CLARKE: Thank you,

1 Council Lady.

2 Appears to be no additional questions
3 for Mr. Engler. Thank you very much for your
4 testimony. I am sure before the end of the
5 budget process, we will ask you to come visit us
6 again.

7 Thank you very much.

8 Next up, think we have Community Schools
9 and PreK.

10 (Panel approaches Witness Table.)

11 COUNCIL PRESIDENT CLARKE: And
12 Mr. Hackney from the Mayor's Office of
13 Education.

14 MR. HACKNEY: Good afternoon, President
15 Clarke and Members of City Council. I am Otis
16 Hackney, Chief Education Officer. Joining me
17 today are Christine Piven, Deputy Chief
18 Education Officer; and Shante Brown, Interim
19 Director for PHL PreK.

20 We are pleased to provide testimony on
21 the Mayor's Office of Education Fiscal Year 2020
22 Operating Budget of \$45.4 million. In Fiscal
23 Year 20, the PHL PreK Program will add over a
24 thousand new PreK seats, expanding the program
25 to 3,300 seats in total. As PHL PreK expands to

1 serve more children and families, strategic
2 priorities are improving instruction and center
3 quality, strengthening early childhood education
4 systems and providing every sources for PHL PreK
5 providers.

6 Our major proposed investment includes
7 instructional coaching, new curriculum and
8 assessment resources for PHL PreK providers,
9 personalized quality improvement plans for
10 providers and education classes for teachers.

11 In Fiscal Year 20, MOE will establish five new
12 community schools and partnership with the
13 School District.

14 To support student outcomes -- to
15 support student outcomes, each of the 17
16 community schools will follow a site-specific
17 plan to address those needs within four core
18 components: Family and community engagement,
19 integrated health services, school climate and
20 expanded learning time. Within each component
21 we will leverage City resource and partnerships
22 with other departments.

23 Our proposed key investment for Fiscal
24 Year 20 is the braiding of Philadelphia
25 Department of Human Services out-of-school time

1 resources with Philadelphia Beverage Tax funding
2 to leverage more quality OST opportunities for
3 students in the community schools. We will also
4 partner with the Office of Workforce Development
5 and grow our partnership with the Office of
6 Adult Education and Office of Arts, Culture and
7 the Creative Economy to promote student outcomes
8 and expand family and community engagement at
9 the schools.

10 Our department's programs have benefited
11 thousands of children and families. And as the
12 programs expand in the coming year, those
13 benefits will grow. I appreciate this
14 opportunity to provide testimony regarding the
15 Mayor's Office of Education proposed budget for
16 Fiscal Year 2020 operating budget. And thank
17 you for the continued support of our work.

18 We are happy to answer any questions
19 that Council may have.

20 COUNCIL PRESIDENT CLARKE: Thank you.

21 Caught me off guard. Quick testimony.

22 I want to start with community schools,
23 one of our favorites. As you know, the Mayor
24 and I -- and I know a number of you all went to
25 Oyler in Cincinnati probably, to some degree,

1 the most significant and robust program as
2 related to community schools. And we all had
3 different visions. But this should -- I am
4 happy that we understood that they should be
5 tailored to neighborhoods and the demographics
6 of that particular neighborhood.

7 So, I think we have, how many, twelve
8 that we have designated so far?

9 MR. HACKNEY: Correct.

10 COUNCIL PRESIDENT CLARKE: Can you
11 briefly kind of give me a sense of where we are,
12 the status of full blown, or if we are at full
13 blown with any -- basically, the status of all
14 of the designated preschool, I'm sorry,
15 community school models that we have in the
16 City.

17 MS. PIVEN: So a brief overview of each
18 of the --

19 COUNCIL PRESIDENT CLARKE: Pull the mic.

20 MR. HACKNEY: And introduce yourself.

21 MS. PIVEN: Christine Piven, Deputy
22 Education Officer. So, you want a brief
23 overview of each of the twelve?

24 COUNCIL PRESIDENT CLARKE: If you --
25 briefly. I mean, it's kind of -- if you want to

1 categorize them, because I know that we did -- I
2 think it was two phases of designation.

3 MS. PIVEN: Yeah. It was cohort one
4 and --

5 COUNCIL PRESIDENT CLARKE: So, start
6 with the ones that, I guess, are not that far
7 along, I guess, the most recent and then the
8 ones that we initially --

9 MS. PIVEN: Sure. So, each of the
10 community schools, as you know, have a full-time
11 coordinator that was hired in partnership with
12 the principal. Each community school did a
13 Community Needs Assessment, so that was with
14 community engagement and with the school
15 community, as well. And based on the Community
16 Needs Assessment, they developed strategic plans
17 to help guide the work. And depending on those
18 Community Needs Assessment, you may see
19 different programs in each of the schools.

20 This year, one of the key pieces in most
21 of the elementary schools' strategic plans was a
22 desire for extra curricular or afterschool
23 programs. So in FY19's budget for community
24 schools, we partnered with the Department of
25 Human Services to put in out-of-school time

1 programming in those schools that didn't have
2 any. So, you can look at Gompers or Edmonds and
3 also Loche, as well, as having new OST
4 programming based on their community needs
5 assessment as a piece.

6 COUNCIL PRESIDENT CLARKE: Okay. Let me
7 be more specific.

8 MS. PIVEN: Sure.

9 COUNCIL PRESIDENT CLARKE: So, I want to
10 ask you about capital, because I've asked a
11 number of the Administration.

12 One of the things that happen in the
13 world -- again, we are not Cincinnati. We are
14 not Oyster. There was a significant capital
15 investment in the community schools. I am not
16 seeing that here particularly as it relates to
17 the revenue generated by the Beverage Tax. It
18 appears that the School District has been
19 responsible for capital investment in the ones
20 that I am familiar with, particularly as it
21 relates to Gideon. And I haven't gotten an
22 answer yet to the question that I posed.

23 Are there community schools that have
24 been designated eligible for capital investment
25 from the Beverage Tax dollars?

1 MS. PIVEN: It was a policy decision
2 that no -- that the dollars for community
3 schools would not be used for capital
4 investments in the School District schools. So
5 they -- those dollars are being dedicated to
6 working on --

7 COUNCIL PRESIDENT CLARKE: Can you pull
8 that a little closer to you?

9 MS. PIVEN: Oh, sorry.
10 Working on investing in the program
11 pieces of building a community school model.
12 And so as you noted, the facilities piece, the
13 capital piece, sits with the School District.

14 COUNCIL PRESIDENT CLARKE: Okay. So, it
15 was a policy discussion/decision that involved
16 whom? Because I know I wasn't a part of that
17 policy discussion. I don't know if any other
18 member of Council. So when -- and I got to tell
19 you, when I voted for this, and it was a
20 difficult vote, I was under the impression that
21 the dollars generated would not only be spent
22 capital for rec centers, libraries and all those
23 things, but also spent on facilities as it
24 related to community schools. Because to me,
25 speaking from a personal perspective, that was

1 one of the most significant reasons for my
2 support for the Beverage Tax.

3 So how and when was that decision made
4 not to invest any capital dollars in community
5 schools.

6 MR. HACKNEY: That decision when we
7 first started with the community school original
8 planning with the first budget was not part of
9 the plan when we first did it from Year One with
10 the community schools in terms of making capital
11 investment with the schools. We -- our hope was
12 that as we identified opportunities with the
13 District, that we could have conversation with
14 them around how capital improvements would be
15 made given different facilities.

16 So, I think when the District looks
17 at -- I don't want to get too far ahead of the
18 District, looking at some of the issues that
19 they have to address in the schools in terms of
20 how they prioritize what the capital
21 improvements are in those buildings. But in
22 terms of from a budgeting standpoint, it was not
23 something -- especially if we look at the --

24 COUNCIL PRESIDENT CLARKE: Yeah, I know.
25 You just told me that. I'm asking who -- how

1 and who made that decision that there were not
2 going to be any capital investment in schools?

3 MR. HACKNEY: That was --

4 COUNCIL PRESIDENT CLARKE: This is an
5 initiative of the City. This wasn't the School
6 District's initiative. This is something we
7 wanted to do. And the School District was a
8 part of that process after at we made the
9 decision to fund and create community schools.

10 So, is there like some prohibition, a
11 limitation in the money? You know why I ask you
12 this question because of how long it took
13 Gideon -- I'm not sure Gideon is at the level
14 that it needs to be as we speak. We had to wait
15 for the School District to patch together money
16 to deal with the healthcare component in Gideon.
17 And I don't understand why we're not spending
18 capital dollars on Gideon and other similar
19 types of initiatives and community schools.

20 I mean, why -- why is that?

21 MR. HACKNEY: Because the -- in terms of
22 the revenue coming in, in terms of what we can
23 do with that, what we proposed in our original
24 Five Year Plan, that was not reflected in the --
25 that was not part of our plan in terms of doing

1 major capital improvements in schools. Our hope
2 was, as I stated earlier, was to work with the
3 District. And when we saw opportunities that we
4 would look at, ways to -- if there were capital
5 improvements that needed to be made, that we
6 would have those conversations and seek other
7 resources. But that was not part of the
8 original plan. That was --

9 COUNCIL PRESIDENT CLARKE: That was
10 determined and the Administration made that
11 decision?

12 MR. HACKNEY: Correct.

13 COUNCIL PRESIDENT CLARKE: That's kind
14 of, like, no consultation with Councilmembers?

15 MR. HACKNEY: I would say that,
16 especially in the first year or two, we talked a
17 lot with Councilmembers around that plan. But
18 we never discussed that or stated that we would
19 make those large capital investments when we did
20 a number of briefings. We always talked about
21 in terms of looking at opportunities and
22 identifying partnerships, you know, in the
23 future once those opportunities were identified.

24 COUNCIL PRESIDENT CLARKE: All right.
25 Would you -- maybe you could or couldn't. It

1 may impede our ability to move in a timely way
2 without additional capital resources in
3 facilities where that was needed given the
4 School District's limitations on capital dollars
5 to deal with crucial issues relating to
6 environmental challenges with schools. They
7 were probably the least likely entity within
8 that partnership to be able to have additional
9 dollars to come forward and deal with issues
10 that, frankly, was our initiative, the City's
11 initiative.

12 So, I am just trying to understand why
13 when we step to the plate and try to facilitate
14 support for capital needs in community schools,
15 seeing that our fund balance was much higher
16 than the School District's fund balance and our
17 ability to entertain capital improvements
18 because the Beverage Tax was our tax, the City
19 of Philadelphia's tax, not the School District's
20 tax.

21 And you may not be able to answer that
22 question today. I understand that was probably
23 a determination made by, you know, whatever
24 level made that decision. So, I guess my
25 question today -- and you may not be able to

1 answer this.

2 As we move ahead, if there is a need for
3 capital investment in a community school,
4 because it's going to happen based on what I
5 have been seeing, is that decision set in stone
6 to not invest in capital needs utilizing
7 Beverage Tax dollars?

8 MR. HACKNEY: I guess in terms of when
9 you say is it set in stone, like I say, we would
10 look at future opportunities. If there was an
11 opportunity where we saw that, but it is not
12 reflected in our current budget propose that we
13 have this year and moving forward.

14 COUNCIL PRESIDENT CLARKE: I understand.
15 That's why I'm asking.

16 MR. HACKNEY: Yes. I understand. And
17 we are happy to -- I'm happy and our offices to
18 meet with you and your team and other
19 Councilmembers around some expectations that
20 they have and see if that's something that we
21 can explore moving forward.

22 COUNCIL PRESIDENT CLARKE: All right. I
23 mean, big capital investment in the initial
24 model, which was Oyler. I mean, big capital
25 investment. And when I look at Gideon I'm a

1 that little, frankly, disappointed in the scope
2 of what we have done and the pace of what we've
3 done. But anyway, I won't get into that.

4 All right. Okay. I'm going to pass it
5 on. I will come back to that.

6 Chair recognizes Councilwoman Parker.

7 COUNCILWOMAN PARKER: Thank you,
8 Mr. President.

9 And hello to each of you. As we were
10 moving forward with our PreK PHL plan, in the
11 summer of 2016 my staff called 267 PreK
12 providers in my district. We ended up surveying
13 139 of them. And we yield to the 52 percent
14 response rate, which I think was a very good
15 sample size, to ensure that we were touching
16 base with our commercial and home-base
17 providers.

18 With that being said, I would like to
19 know from you -- and I am looking at the last
20 bit of data that we received relative to the
21 City, and then the data for the 9th District.
22 And I want you to tell me if there have been any
23 changes? I know in the 9th there were 16
24 centers, 359 slots allocated, 347 were filled.
25 And the average fill rate was 97 percent. That

1 was just the 9th. And the City overall, we had
2 88; 2,234 slots, 2063 were filled. And that was
3 a 92.3 percent fill rate.

4 Talk to us about where we are today
5 specifically.

6 MS. BROWN: Shante Brown -- good
7 morning. I'm Shante Brown, Interim Director for
8 PHL PreK. So, I will start with Council
9 District 9. You are right. You do have 16
10 total sites. That's 382 contracted slots for
11 that Council district. And that is a
12 99.5 percent average fill rate.

13 COUNCILWOMAN PARKER: Hold, 9th
14 District, did you say a 99 percent fill rate?

15 MS. BROWN: Yes.

16 COUNCILWOMAN PARKER: 382 slots
17 allocated?

18 MS. BROWN: Yes. And 380 of them are
19 full.

20 COUNCILWOMAN PARKER: Now, I want to
21 give credit to you all. I think you have done a
22 great job. But I want to give a strong shout
23 out to my staff because this started with us on
24 the ground, the work that we did. I am talking
25 about not just the big guys, because you know my

1 priority, let me be quite frank, has been
2 improving the quality and access of my home-base
3 providers in the 9th Councilmanic District. So,
4 that meant that they also had to go out and
5 canvas. Now, I know you all don't do the
6 politics, so you know canvas meant that they had
7 to go out and knock on doors of homes of people
8 they didn't know. But where it looked on the
9 outside like they had a home base daycare there,
10 so that they can get access to the information.

11 With that being said, I want to say a
12 special thank you to my team because their work
13 paid off. I also want to ask you now, of the
14 City-wide sites, how many of them would you
15 consider to be commercial and how many
16 residential?

17 MS. BROWN: I would have to get back to
18 you. I do know that in our system, we have
19 about 20 family providers currently. But I can
20 get you the exact --

21 COUNCILWOMAN PARKER: So when you say
22 family, I am thinking of home based. Are we
23 saying the same thing?

24 MS. BROWN: Yes.

25 COUNCILWOMAN PARKER: Okay. So, you

1 said about 20 home based?

2 MS. BROWN: Yes.

3 COUNCILWOMAN PARKER: Now so for me,
4 that is the -- that's the rub, right? That's
5 the rub. How can I get more of our home-based
6 providers engaged in the program? So when you
7 talked to them, what have been the barriers for
8 entry for them?

9 MS. BROWN: We have not -- we are one of
10 the PreK entities that actually partner with
11 family providers. Some of the other two -- the
12 state program does not when it comes to the
13 School District. So, I think that's a benefit
14 to our program is partnering with family
15 providers.

16 We have not really -- none of your
17 family providers have expressed any real disdain
18 or hardships in being able to partner. I think
19 it would just be getting the message out about
20 the benefits to participating in PHL PreK and
21 the benefits for the children in the
22 neighborhood. I think that would be the biggest
23 message that we would need to provide to our
24 family-based providers.

25 COUNCILWOMAN PARKER: So for me, I know

1 your office can't support all of the PreK
2 providers. Since you mostly support those that
3 are just actually in PHL PreK, but we have to
4 use this opportunity as a tool to get more
5 home-based providers into the pipeline so that
6 they are even in a position where they can
7 participate in the program. And I know one of
8 the tools that we simultaneously use when we had
9 our large meeting at the York House last year
10 was that we made sure that you all were just not
11 there but that Power Up was also there.

12 Because part of the home-based
13 providers, actually getting prepared to get
14 engrained is a lot of the technical backroom
15 supports, access to the capital. So, I would
16 humbly suggest, if it at all possible, while you
17 are working on your outreach to that home-based
18 constituency, that you, one, produce for us
19 during the cycle. And I will ask it during call
20 backs. If you have any kind of overview of a
21 direct strategy that you are using to reach that
22 very specific constituency. Because if we are
23 only focusing on commercial and we are not doing
24 all that we can do to reach the home-based
25 providers, that is going to be very challenging.

1 Because almost on every other block and every
2 other neighborhood, we have multiple. So, I
3 just want to make sure -- make sure that that is
4 something that is done.

5 In addition to that, I wanted to just
6 echo Council President's Clarke's comments
7 relative to investments in community schools.
8 Edmonds is doing well under the new leadership.
9 And he can have an impact on what is going on
10 inside of the building. But no matter how many
11 volunteer efforts that we have to go and paint
12 inside, people -- I am talking about the private
13 sector now, they have expressed an interest in
14 helping us improve our schoolyard on the
15 outside. It is very difficult when the
16 infrastructure is crumbling.

17 And so, I do want to state for the
18 record, Mr. President, that I will be working
19 very hard to also advocate for the use of a
20 portion of these funds to make capital
21 improvements. Again, we know what Councilman --
22 State Senator Vincent Hughes and his research.
23 They did an awesome some job with the
24 improvements, facility improvements,
25 infrastructure improvements needed in the School

1 District. It was \$5 billion price tag. We have
2 a coalition that has been formed and we are
3 going to talk about on Friday our campaign of
4 this year to secure resources to address the
5 infrastructure issue.

6 But I think, Council President, your
7 laser-like focus on that, we are not talking
8 about the overall big challenge. But let s
9 carve out access to opportunity for those
10 community schools. Not does it only,
11 Mr. President, make good economic sense, it's
12 worth taxpayer dollars. So, I just wanted to
13 echo those concerns.

14 And if -- I'll be interested in hearing
15 your office's and the Administration's response
16 to that would be when you come back before
17 Council. Even if not all because we are talking
18 specifically about -- how many community schools
19 do we have now?

20 MR. HACKNEY: Twelve.

21 COUNCILWOMAN PARKER: We are talking
22 about twelve and then are we talking about
23 adding -- is it five more?

24 MR. HACKNEY: Correct.

25 COUNCILWOMAN PARKER: That would get us

1 to 17.

2 MR. HACKNEY: Correct.

3 COUNCILWOMAN PARKER: How very
4 specifically for the dollars allocated for each
5 of those schools can we make a portion of those
6 dollars available for capital improvements. And
7 I listened to your response to the Council
8 President, so I don't expect a response. I just
9 wanted to, on the record, echo concerns about
10 that.

11 Thank you, Mr. President, for your
12 leeway.

13 COUNCIL PRESIDENT CLARKE: Thank you,
14 Councilwoman. Always give you leeway when you
15 are, like, echoing the sentiments made by the
16 Chair. Thanks, Councilwoman.

17 Chair recognizes Councilwoman Bass.

18 COUNCILWOMAN BASS: Thank you,
19 Mr. President. I just had a couple questions on
20 community schools.

21 And the first is -- well, actually, good
22 afternoon. Let me start there.

23 But my first question is, I was
24 surprised when I heard that extracurricular
25 activities were part of the community schools

1 program. Did I hear that correctly or --

2 MS. PIVEN: Yes.

3 COUNCILWOMAN BASS: Is that something
4 that is being done through community schools
5 now?

6 MS. PIVEN: Yeah.

7 COUNCILWOMAN BASS: As far as I had
8 known, the School District had always provided
9 some level of extracurricular activity.

10 So, that is not the case anymore?

11 MR. HACKNEY: Just to clarify -- the
12 difference between extracurricular activities
13 versus out-of-school time. What we are
14 supporting is out-of-school time activities.
15 Schools and school budgets that can manage those
16 extracurricular activities, like, sports or
17 certain clubs, those schools are still
18 responsible and are --

19 COUNCILWOMAN BASS: Okay.

20 MR. HACKNEY: -- still responsible for
21 EC, extracurricular activities. What we are
22 doing is out-of-school time activities.

23 COUNCILWOMAN BASS: What are
24 out-of-school times? Can you define the
25 difference?

1 MS. PIVEN: Sure. These are in
2 partnership with the Department of Human
3 Services, out-of-school time funded programs.
4 So, these are five days a week, three hours a
5 day. So, they are considered traditional
6 out-of-school time programs. And those happen
7 during the school year. And they also offer
8 summer camps for six weeks, as well.

9 So, it's investing in those types of
10 programs that, again, are five days a week,
11 three hours a day.

12 COUNCILWOMAN BASS: So, I am trying to
13 understand. The difference between
14 extracurricular activities sponsored or held by
15 the Philadelphia School District versus
16 out-of-school time activities that are sponsored
17 by community schools. So, can you give me an
18 example of what are out-of-school time
19 activities?

20 MR. HACKNEY: So, you can do
21 out-of-school time and I'll do EC.

22 MS. PIVEN: So for example, at Loche
23 Elementary, we have Episcopal Community
24 Services. So, they offer various arts programs.
25 They can do STEM. Depending on the program and

1 what they are offering, it may shift. But
2 that's one of the pieces. And they offer
3 various additional activities, like, sports and
4 other things, as well.

5 MR. HACKNEY: So, like EC as a principal
6 and from a basketball coach, like, basketball is
7 an extracurricular activity that is funded by
8 the school, that would not be funded through
9 out-of-school time slots.

10 COUNCILWOMAN BASS: Because I think of
11 things like art as being programs that would be
12 offered by the School District, as well. So,
13 I'm just not really clear in terms of exactly
14 what we are offering. And I guess my surprise
15 is that I thought that when we talked about
16 community schools -- I guess it's just what your
17 assumptions are.

18 But my assumption was that extra -- the
19 programs offered by community schools are
20 programs that are not traditionally offered in
21 our schools such as extracurricular activities,
22 you know, sports, art, you know, things that,
23 you know, like, programs that kids can go to
24 after school. But more neighborhood building,
25 family building, you know, community building

1 around community schools. I guess I'm not
2 really clear like how much of the out-of-school
3 time stuff are we doing, which sounds like it is
4 still important work. But how much of the other
5 community building stuff are we doing, as well?

6 Because again, that's what I think a lot
7 of folks thought of when they thought community
8 schools.

9 MS. PIVEN: Right. I think when we
10 think of community schools, we think of seven
11 different core components. One of them is
12 expanded learning time and opportunities.

13 COUNCILWOMAN BASS: Okay.

14 MS. PIVEN: It's also the integrated
15 health and social supports. It's thinking about
16 specifically around school climate, as well, and
17 to your point, the family community engagement.

18 The other areas in which we are
19 investing, as well, you have seen our FY20
20 budget, are the adult literacy classes. ESL and
21 those other classes, as well. Those are held at
22 the school to bring in parents but also
23 community members, as well.

24 We also engage with the Office of Arts,
25 Culture and the Creative Economy to invest in

1 community public facing arts programs. So,
2 those could be jazz concert. Those could be
3 other things, as well. There are other key
4 investments that do bring in the community.

5 COUNCILWOMAN BASS: Okay.

6 MS. PIVEN: And again, depending on the
7 needs of that specific community, there could be
8 other community-focused events and activities
9 and programs that come in.

10 COUNCILWOMAN BASS: Are these programs
11 throughout the community schools network? Are
12 they evenly distributed? Or do some schools
13 have more programs than others? Or --

14 MS. PIVEN: Yeah. So, the adult
15 literacy, those are throughout the community
16 schools. And again, that is data driven. Some
17 of the schools, there wasn't as much demand or
18 need.

19 But for example, George Washington has a
20 high ESL population. So, we have actually four
21 ESL classes there. So again, it's driven by
22 need.

23 All of the community schools have the
24 arts and culture, office of -- sorry, engagement
25 with the Office of Arts, Culture and Creative

1 Economy. Every school has that.

2 COUNCILWOMAN BASS: Okay.

3 MS. PIVEN: And the -- the out-of-school
4 time will be across right now. We, in FY19 as I
5 said, we invested in elementary. But now it
6 will be K through 12. So looking at the high
7 school, that will mean focusing on summer jobs,
8 as well.

9 COUNCILWOMAN BASS: Okay. So, can you
10 give us a list of -- breakdown of the programs
11 at each community school?

12 MS. PIVEN: Sure. I can provide that.

13 COUNCILWOMAN BASS: That would be most
14 helpful so we can get a sense, so I understand.
15 And it does make a lot of sense that, you know,
16 you might have ESL classes in the areas where
17 there are larger -- there are larger immigrant
18 population and non-English speaking population.
19 And you want to try to be helpful there.

20 I also want to make sure that in other
21 areas where you have, you know, a majority low
22 income, minority community, the appropriate
23 program and services. Just GED services, you
24 know, that we have multiple classes there, you
25 know, things of that nature. I would like to

1 see a list if you can provide that to the
2 President, that would be fantastic.

3 I still have time, right? Okay.

4 Also, I -- I just wanted to ask
5 regarding community schools in terms of impact
6 and how we measure success. So now, I did see
7 in your testimony that there were a couple of
8 performance measures which didn't really answer
9 my question in terms of how we are measuring the
10 success of the programs that we are placing in
11 our community schools.

12 MS. PIVEN: One of the pieces that --
13 the key outcome or the key benchmark we are
14 looking is driving towards attendance. So,
15 really working to be --

16 COUNCILWOMAN BASS: Attendance.

17 MS. PIVEN: Yeah. To really thinking
18 about the programs that we are investing in and
19 the ways in which we are connecting with
20 community and looking at how that's driving
21 increases in improvements in student attendance
22 is one of our key benchmarks. But we will
23 certainly have internal measures for each of the
24 programs in which we are investing and working
25 with to make sure that they are on progress

1 depending on what their key metrics are.

2 So for example, the adult literacy
3 classes would have different metrics that we
4 would be looking at, as well.

5 COUNCILWOMAN BASS: Okay. Is there a
6 way to break that down so that it's a little
7 more obvious to us in terms of what those
8 measurements are for success? Because again,
9 from what was provided, I just don't get a clear
10 sense of, you know, what we are doing, how we
11 are making sure we are coming out on top.

12 I certainly understand attendance and
13 making sure that we increase attendance wherever
14 possible. You know, that's very, very
15 important. I see we went from 42 percent to
16 about 60 percent according to your document.

17 MS. PIVEN: On attendance?

18 COUNCILWOMAN BASS: Yes.

19 MS. PIVEN: That's the target.

20 COUNCILWOMAN BASS: Oh, that's the
21 target. Okay.

22 MS. PIVEN: Yeah.

23 COUNCILWOMAN BASS: I should put my
24 glasses on. Okay.

25 But your target -- I see. Your target

1 is 60 percent. So -- but if we can have some
2 additional information in terms of -- how are we
3 getting there? How are we, you know, measuring
4 these milestones along the way? How are we
5 making sure that we reach the performance that
6 we are really trying to get? And I think that
7 the programs that are offered are very valuable,
8 very important.

9 But also, you know, just some of the --
10 when you peel back the onion, why are we doing
11 what we are doing? And why does this make
12 sense? And just really being able to lay that
13 out in a comprehensive argument would really be
14 helpful to us.

15 MS. PIVEN: Happy to.

16 COUNCILWOMAN BASS: Thank you, Mr.
17 President. Do I -- I have more. Can I keep --

18 COUNCIL PRESIDENT CLARKE: Let me get
19 Councilwoman and come right back to you.

20 COUNCILWOMAN BASS: Okay.

21 COUNCIL PRESIDENT CLARKE: Chair
22 recognizes Councilwoman Gym.

23 COUNCILWOMAN GYM: Thank you very much,
24 Council President.

25 So, I want to follow up on some of my

1 colleagues conversation about the community
2 schools model. You know, we held a teacher town
3 hall. And one of the top things that were
4 raised repeatedly with and among teachers was
5 the importance of prioritizing behavioral and
6 mental health conditions in our schools, and how
7 little support that many teachers continue to
8 feel with larger class sizes, with the depletion
9 of counselors, with not having anymore classroom
10 aides, with not having as many NTAs as used to
11 exist.

12 You know, we have got -- we have got
13 classrooms of 30 plus. And then you have got
14 unmonitored hallways, bathrooms, cafeterias,
15 recess yards where there is no, like, navigation
16 of young people's ability to work with one
17 another. We see, you know -- Mr. Hackney, you
18 and I have worked together around issues on
19 racial harassment and bias, about sexual
20 harassment that occurs in these spaces when
21 young people -- I mean, this is not a natural
22 thing that they should know how to do this. We
23 understand that spaces have to be navigated and
24 young people have to be taught.

25 So you know, this is a place where I've

1 been really glad to work with CBH and the School
2 District to bring back that social worker
3 program to expand the concept of bringing social
4 workers that are paid for on the City side hired
5 by the School District, and to double the number
6 of social workers in schools but also reformat
7 social workers so that they actually serve the
8 whole school and not individual children so that
9 we are rising the old C-Sat model of having
10 millions of dollars wrap around individual kids,
11 but having the whole school feel kind of bereft
12 of certain supports.

13 And I've also been really impressed by
14 Gideon School and their effort to expand on the
15 behavioral health suite and have like a calming
16 down room. Dobbins students under the
17 leadership of Toni Damon distribute fresh
18 produce to their communities while learning
19 about the value of nutrition.

20 So you know, the question that I guess I
21 have is how much of the community schools
22 looking to validate an understanding that mental
23 behavioral health, as it relates to children's
24 ability to navigate the school environment, is
25 actually like directly impacting the climate at

1 the school and, hopefully, leading towards
2 opportunities for academic success?

3 MR. HACKNEY: Thank you for the
4 question. I think what we have done, and in the
5 Mayor's Office of Education and to highlight
6 from my testimony this morning, was working with
7 other City departments. We have really great
8 relationships with those City departments. And
9 I think some of them are probably coming up this
10 afternoon to talk about supports that we put in
11 schools and great partnership with the School
12 District.

13 That's why we asked Karyn Lynch to join
14 us today to talk about those exact services that
15 are taking place, but to highlight the level of
16 partnership that we have between the Mayor's
17 Office of Education and those City departments
18 and the School District.

19 COUNCILWOMAN GYM: Yeah. And I
20 definitely appreciate Karyn Lynch being here.
21 Thank you so much.

22 But I really do want to ask the Mayor's
23 Office of Education to what extent you are
24 prioritizing the community -- I mean, the
25 behavioral and mental health needs of young

1 people in the community schools model?

2 What is it looking like?

3 I see it very clearly at Gideon. We
4 have to complement by pushing for a school
5 security officer and other types of thing. But
6 what is the Mayor's Office -- like, how does
7 mental behavioral health fit into your
8 understanding of what community schools can and
9 should do? And how are you evaluating it? And
10 what kind of supports are -- is the City giving
11 not so much the School District doing, but the
12 City giving towards that effort.

13 MR. HACKNEY: So, one, it's one of our
14 core components in terms of integrated health
15 services. We have out of our community schools
16 eight -- in our Step Programs, where they do
17 have a social worker in those buildings.

18 COUNCILWOMAN GYM: Every community
19 school has a social worker?

20 MR. HACKNEY: No, eight.

21 COUNCILWOMAN GYM: Eight.

22 MR. HACKNEY: Of those schools have --
23 if I am correct.

24 COUNCILWOMAN GYM: Would you want every
25 community school to have a social worker? I

1 mean, wouldn't that be something that --

2 MR. HACKNEY: Is that Otis Hackney pie
3 in the sky?

4 COUNCILWOMAN GYM: No. This is not pie
5 in the sky.

6 MR. HACKNEY: So in terms of -- I think
7 that is in terms of the partnership that we have
8 between the City departments and the district
9 are helping us to determine what the right
10 number is because of the complexity of that
11 work.

12 Karyn, do you want to speak to --

13 COUNCILWOMAN GYM: I don't think so. I
14 mean, I would like to know would the Mayor's
15 Office of Education push to have a social worker
16 in every community school?

17 MR. HACKNEY: We will work with those
18 departments to see if that is possible. If it
19 was something in terms of providing the
20 supports, especially where you would want to
21 prioritize schools first that would need that
22 social worker, we would work with the District
23 and other City departments to see if we can make
24 that happen.

25 COUNCILWOMAN GYM: Because my

1 understanding is that CBH may actually be
2 expanding the social worker model. And if that
3 is the case, would the Mayor's Office make the
4 case community schools should have top priority
5 for any additional social workers. Are they
6 looking to do -- is that a --

7 MR. HACKNEY: We are at the table on
8 those discussions. I mean, those discussions
9 between CBH and the School District and
10 community schools, we are at the table in terms
11 of how those resources are designated. Just --
12 but we want to be very thoughtful to schools
13 that are community schools. But other district
14 schools also may be of high need that have not
15 been designated community schools at this time.

16 COUNCILWOMAN GYM: When the community
17 schools did a survey of need amongst its own --
18 I think you did an early survey, right? What
19 would you say was the number one need that was
20 cited by most of the schools?

21 MR. HACKNEY: I am trying to remember
22 from Year One.

23 MS. PIVEN: I would certainly say
24 behavioral health was a key need. And again, to
25 reiterate what Otis said, I mean, we -- the

1 community stools are part of the Step Program.
2 Part of the Step Program because they are
3 community schools. They are being prioritized.

4 And so in that sense, we are working
5 with the departments to make sure that community
6 schools are prioritized. But again, that is a
7 conversation with the School District looking,
8 obviously, to your point, looking at the data,
9 making sure that it's the right resource for
10 that school.

11 COUNCILWOMAN GYM: Is there any downside
12 to social workers in schools?

13 MS. PIVEN: I can't --

14 MS. LYNCH: No.

15 COUNCILWOMAN GYM: I mean, part of the
16 reason why I ask because I think this is a newer
17 partnership and we are trying to build out a
18 sense of understanding public will. To the
19 extent that -- I mean, the School District is
20 already working hard in this area. CBH is
21 working hard in this area. I think what I am
22 trying to understand is whether the Mayor's
23 Office of Education is not just at the table,
24 but whether there is a big push in this area.
25 That this is an area where, I think, you know,

1 when we talk about integration or complementing
2 City services with our -- with our School
3 District, this is one of the areas where we have
4 DHS social workers and CBH. And we have got
5 federal grant access.

6 Is there a possibility that, like, a
7 unified push together between the district and
8 CBH, DHS and the Mayor's Office of Ed can
9 actually help accomplish what many people
10 thought was impossible, which was to really get
11 a synergy around this effort?

12 MR. HACKNEY: The answer to that would
13 be yes. We would very much like to see that.

14 COUNCILWOMAN GYM: Okay. I will come
15 back for a couple other questions.

16 Thank you.

17 COUNCIL PRESIDENT CLARKE: Thank you,
18 Councilwoman.

19 Chair recognizes Councilman Domb.

20 COUNCILMAN DOMB: Thank you, Council
21 President.

22 Good afternoon. A few questions.

23 First one is, how many of the PreK
24 providers have had their Keystone stars rating
25 upgraded since taking part in Philadelphia PreK?

1 MS. BROWN: At the initial start of the
2 program, we had 39 goal providers. So, 35 of
3 those folks have moved into quality. And we
4 have had three that have exited the system since
5 the initial start. So, those folks did not
6 move. But the folks that are still here, 35 of
7 them have moved.

8 COUNCILMAN DOMB: Okay. Thank you.

9 The performance measures show that
10 through December there were 2,120 students
11 enrolled in the Philadelphia PreK. Any idea how
12 many might be enrolled now?

13 MS. BROWN: Currently, as of
14 March 2019 -- I apologize -- we have 2,160
15 approved enrollments for PHL PreK.

16 COUNCILMAN DOMB: 2,160?

17 MS. BROWN: Yes.

18 COUNCILMAN DOMB: Okay. I don't
19 remember the numbers when we approved the
20 program. What is the rough cost per seat in
21 PreK?

22 MS. BROWN: The allocation for providers
23 is \$8,500.

24 COUNCILMAN DOMB: 8,500?

25 MS. BROWN: Yes. And that is aligned to

1 the state rate for PreK counts providers, as
2 well.

3 COUNCILMAN DOMB: And of the 33 million
4 proposed for the PHMC contract, is there any way
5 we can see a breakdown of how much of that is
6 for administrative costs?

7 MS. BROWN: Yeah. Their admin cost is
8 10 percent, but we can definitely break down the
9 numbers for you. Yes, it's 10 percent.

10 COUNCILMAN DOMB: The records that I
11 have, I just want to verify this. The Beverage
12 Tax so far has generated about 137 million
13 through Fiscal Year 19 and 31.7 million has been
14 spent or about 23.2 percent on PreK; 3.5 million
15 or 2.5 percent has been spent on community
16 schools; 605,000 or four-tenths of a percent
17 were spent on Rebuild, which means there is
18 about 101 million or 74 percent remaining in the
19 General Fund.

20 Can we get a verification of those
21 numbers?

22 MR. HACKNEY: We can get back to you
23 on -- to verify those numbers, yes.

24 COUNCILMAN DOMB: Okay.

25 And then the last question is, I am a

1 big -- this Council a few weeks ago passed a
2 resolution asking the State of Pennsylvania to
3 provide and require mandatory PreK to 12th grade
4 financial literacy, mandatory technology and
5 coding courses toward our PreK to 12th grade,
6 entrepreneurship courses 7th to 12th grade, and
7 allowing students in high school to work one day
8 a week, 9th to 12th grade on a job, and get
9 credit for that work.

10 Now, the state has to make that happen.
11 I don't know when that will happen. But for a
12 moment, we are talking about community schools.
13 Is there any way we could adopt some of those
14 ideas into the community schools?

15 For example, like financial literacy and
16 maybe some of the technology?

17 MS. PIVEN: Yes. Yeah. And one of the
18 areas in which we are beginning to partner more
19 deeply is with the Office of Workforce
20 Development around really thinking about how we
21 put in place a career development framework.
22 So, I think this would be a nice -- a great
23 place to make that connection.

24 COUNCILMAN DOMB: Let me be more
25 specific with you. You know, the Federal

1 Reserve has a program to teach financial
2 literacy. And if we can provide the funding for
3 it, not through your budget, would you be
4 willing to commit to having the teachers and the
5 community schools take the program at the
6 Federal Reserve? They get paid for their time.
7 They get paid for the course.

8 We already have had 122 school teachers,
9 including PreK, go through the financial
10 literacy courses. Are now teaching over 3,000
11 students. I am trying to make the community
12 schools the model where maybe we can get every
13 teacher to teach financial literacy in community
14 schools.

15 MS. PIVEN: Okay. Yes. We will explore
16 that with the School District.

17 COUNCILMAN DOMB: So, can we reach out
18 to my office? I would like to see that happen.

19 MS. PIVEN: Okay.

20 COUNCILMAN DOMB: Thank you.

21 Thank you, Mr. President.

22 COUNCIL PRESIDENT CLARKE: Thank you,
23 Councilman.

24 Before I call on Councilwoman Gym, I am
25 going to revisit my earlier questions.

1 Community schools. Community schools are
2 supposed to be way beyond, just from my
3 perspective -- I know you guys, we pass the
4 money. We appropriate. We vote the tax. It
5 goes to the executive branch. And the executive
6 branch kind of, like, okay, we got the money.
7 We are going to do what we going to do. Which
8 is -- that's part of the deal, right?

9 It's a lot of that going down on
10 Washington. Saying, oh, you can't have the
11 money for the fence -- and I'm not comparing the
12 two. But when you gave us money over here, we
13 are going to spend it on the fence, the wall.

14 So this whole -- this response on the
15 community schools, I'm really not comfortable
16 with that about your Five Year Plan for no
17 capital improvement, this issue about after
18 school. You know, every time we go to a
19 building, you go to a community and the whole
20 premise about community schools was the -- we
21 didn't have all different types of services and
22 neighborhoods, just the whole spin where we were
23 convincing people, this is the way to go. But
24 there is a school in every neighborhood. There
25 may not be a doctor in every neighborhood, a

1 clinic. There may not be a library in every
2 neighborhood. There may not be this and that,
3 but there is a school in every neighborhood in
4 the City.

5 And the community school is supposed to
6 be the beacon. So, it's best possible if we can
7 expand those afterschool services -- you know,
8 we go to a school and we -- yesterday. Thank
9 you again for yesterday. We are talking about
10 the ability to use the school in after hours for
11 really good programs. And you know, it's like
12 16,000 -- I forget what the number was, they
13 were being asked to pay. The local community
14 group.

15 Why are we doing -- why aren't we
16 utilizing the community school money, the PreK
17 money -- sorry, the Beverage Tax money, to go
18 beyond simply hiring school coordinators. We
19 got some good school coordinators. I mean, why
20 are we not using this money for genuine
21 community schools? I mean, adult opportunities,
22 you know, recreational opportunities. All the
23 things we should have -- if you want to just
24 keep it to operational, you know.

25 Say, okay, I can't spend it on capital

1 for whatever reason. I don't understand that.
2 Then why don't we use that money to pay for the
3 engineer and all the other things that are
4 required to keep schools open in the after
5 hours? I mean, this very narrowly tailored
6 community school model, I'm really not feeling.

7 MS. PIVEN: It maybe that I
8 misunderstood when you talked about capital
9 investments. So, the community schools model,
10 community schools are paying to keep buildings
11 open for community activities. So the adult --

12 COUNCIL PRESIDENT CLARKE: They are?

13 MS. PIVEN: Yes.

14 COUNCIL PRESIDENT CLARKE: You have to
15 be a community school to have the building open
16 after hours to get paid for -- we went through
17 the school, not to cut you off.

18 But we went to a school, and all the
19 schools you got to pay -- these community groups
20 have to pay to keep the schools open after
21 hours.

22 MR. HACKNEY: Correct. That has been a
23 policy of the District in terms of --

24 COUNCIL PRESIDENT CLARKE: I know.

25 MR. HACKNEY: When organizations want to

1 use the building after hours or weekends, that
2 they would have to pay a certain cost. With
3 community schools, if there are programs that
4 are in partnership with us or certain programs.

5 Like at Dobbins, Dobbins is open on
6 Saturday. There are number of programs that
7 take place.

8 COUNCIL PRESIDENT CLARKE: Okay. Paid
9 for by beverage money?

10 MR. HACKNEY: It is under the community
11 school's umbrella.

12 COUNCIL PRESIDENT CLARKE: Okay.

13 MR. HACKNEY: I think what is not
14 highlighted in our budget detail are actual
15 programs and events that are taking place. And
16 I think what might be helpful is, I mean, we
17 can -- because we do weekly reports. That we
18 can provide summaries by school of different
19 type of events and activities taking place after
20 school and on weekends that are in partnership
21 with our office and those in the district in
22 those schools.

23 COUNCIL PRESIDENT CLARKE: Okay.

24 MR. HACKNEY: It's hard to capture all
25 of those in terms of, you know, food drive

1 activities to, like I said, the adult education
2 classes that are taking place. But also, you
3 know, like to highlight Dobbins. Like Get Fit
4 Saturdays at Dobbins are, you know -- they are
5 well attended by members in that community.

6 COUNCIL PRESIDENT CLARKE: Okay.

7 MR. HACKNEY: To even programs -- I'm --
8 Christine can probably speak to it better. In
9 terms of there is a partnership with adults that
10 are going into the culinary arts field and
11 trainings that have been hosted in partnership
12 with our community schools. And Dr. Damon is a
13 great partner with that. We can highlight
14 programs.

15 COUNCIL PRESIDENT CLARKE: You are doing
16 that.

17 MR. HACKNEY: Oh, yeah.

18 COUNCIL PRESIDENT CLARKE: I will
19 withdraw -- I will withdraw that, and I will
20 ship back to capital. All right.

21 So but I did -- just want to say, thank
22 you for that information. Because the need is
23 way beyond just the simply just the daytime
24 hours. It's probably to some degree more so
25 because we have to deal with the adult

1 population in these neighborhoods. You know, we
2 are making progress with our children. But we
3 are not making nearly the progress that I would
4 like to see for the adult educational process,
5 skills gap, the whole nine yards dealing with
6 poverty.

7 Those community schools are really
8 something that we should utilize in full force.
9 I am glad to hear we are doing that. All right.
10 Okay. Just wanted to piggyback on that to
11 emphasize the importance of that.

12 Chair recognizes Councilwoman Gym.

13 COUNCILWOMAN GYM: Thank you very much,
14 Council President.

15 So one of the -- I'm interested in
16 learning and hearing from you, like, what you
17 are learning about community engagement and our
18 community schools. In particular, do community
19 schools manage parent and community engagement
20 different from district schools that you feel
21 like?

22 You know, I have heard from a lot of
23 caregivers and organizations, institutions about
24 the struggles that many schools have to
25 maintain, you know, like what you used to be a

1 parent ombudsman role, a community-based role to
2 help people navigate attendance issues, academic
3 supports, behavioral concerns. And you know,
4 the loss of that parent ombudsman community
5 contact has been profound for some of the
6 communities.

7 So, to what extent do community schools
8 have a different point of contact for parents
9 and other community members? And is that
10 something that the community school coordinator
11 directly plays in our youth study in any way?

12 MS. PIVEN: I think it -- sorry. I
13 think it depends on the school and -- but there
14 is -- there is a relationship with the face
15 staff that's there and the community school
16 coordinator and really thinking about how to
17 work with parents but also with the community,
18 as well.

19 One of the areas that we are working to
20 focus on is as we move forward in FY20, is we
21 put in an application for Vista to really think
22 about how to structure more parent and community
23 involvement in the school in discrete ways, so
24 being able to make that a stronger structure.

25 Yeah. Does that answer?

1 MR. HACKNEY: So, in terms of additional
2 pieces, our offices work very closely with the
3 principal.

4 I know in our schools, in terms of like
5 when it comes to parent/student surveys, trying
6 to increase the number of responses because that
7 information is beneficial to us and to the
8 district and, obviously, those principals and
9 those buildings. And also, what they are able
10 to do during their school day because they are
11 not limited to the building, so they can go and
12 do continuous outreach to different partners
13 that are in the community and align resources
14 that are there, so that way they can do that
15 additional outreach.

16 To highlight a program that just
17 happened is at Gideon where our students worked
18 with a City department and did an asset map of
19 their community and Strawberry Mansion. And so,
20 there was the students out learning about what
21 resources or lack thereof. They learned a lot
22 about their community. But that was in a
23 program that took place over a number of weeks.
24 And they presented their findings here in the
25 City around regarding Strawberry Mansion.

1 So, that level of outreach at Gideon
2 at -- so working, you know, from the outside in
3 but also getting the students out to look at
4 their neighborhood in a different way. We also
5 include in terms of that, how they engage people
6 in the community but also the community itself.

7 COUNCILWOMAN GYM: I want to say that
8 I'm very deeply invested in the community
9 schools model. I think it's something that we
10 fought for, for a long time.

11 I think people have really thought
12 about, you know, what ultimately it should be
13 able to do especially when we are trying to
14 define a much healthier and holistic vision of
15 not only the rights of a child, but the role of
16 public schools in a complicated 21st Century,
17 especially in our City, where there is a lot of
18 competition around other alternatives.

19 I would just urge you to, especially as
20 the community schools coordinator, that depends
21 on the schools is not exactly the best approach.
22 Like we want -- part of the issue is that we
23 want a disciplined approach towards how we look
24 at the very limited resources that both you and
25 the School District have. And the strongest

1 thing that we lacked in the prior Administration
2 was the ability to integrate the City's
3 services, our strengths as a City, with real
4 deficits within the School District. I would
5 say that one of them, which has been clearly
6 identifies, is around behavioral mental health.
7 And that there is a lot of opportunity to do
8 that.

9 But the other one is around that
10 community input. I know that Mr. Hackney knows
11 this really well. But that many communities
12 feel so isolated. And you know, once you burn
13 that bridge with the community member or a
14 parent, those things last a long time and people
15 lose trust and they talk about it.

16 But on a very much more serious level,
17 truancy is one of the number one reasons why
18 children are removed from families. It has
19 massive consequences. You know, if the School
20 District does not have the ability to meet the
21 needs of parents and community members who are
22 trying to figure this out or we're not following
23 up, you know, the community school ability to
24 address attendance, truancy, would go a long way
25 towards, like, meeting a lot of City problems,

1 not just School District issues. But it is a
2 really close alignment.

3 So, we can talk further. Yeah. Thank
4 you.

5 And then the last question I have is, as
6 you expand to 20 more community schools, what
7 are the metrics that you are using to look at
8 this last batch of schools? And you know,
9 the -- you have a huge number of schools, dozens
10 of schools who are clamoring to be part of the
11 model.

12 What are you hoping to fill out? What
13 are school that you think are missing from your
14 cohort that you hope to include in terms of
15 better understanding what the possibilities are
16 of this model?

17 MS. PIVEN: I think part of what we are
18 looking at in terms of picking the next set of
19 schools is looking at their SBR scores, looking
20 at the youth poverty in that area. We are also
21 doing site visits with various schools to really
22 understand the leadership's capacity and
23 willingness to take on this model and really
24 think about where they are in their process of
25 embracing the community school model in terms of

1 their existing partnerships and such.

2 COUNCILWOMAN GYM: All right.

3 Thank you.

4 COUNCIL PRESIDENT CLARKE: Thank you,
5 Councilwoman. That appears to be all the
6 questions for the Mayor's Office of Education.

7 We are going to take a break till around
8 1:45. At which time, we will hear from the
9 Managing Director's Office.

10 Thank you.

11 - - -

12 (Break taken at 12:58 p.m.)

13 - - -

14 (Hearings resumed at 1:56 p.m)

15 (Councilman Greenlee sitting in as Chair.)

16 - - -

17 COUNCILMAN GREENLEE: Let's resume the
18 hearings. Next office is the Managing
19 Director's Office.

20 (Panel approaches Witness Table.)

21 COUNCILMAN GREENLEE: Good afternoon,
22 please.

23 Mr. Abernathy.

24 MR. ABERNATHY: Good afternoon,
25 Councilman Greenlee and Councilman Jones and

1 Members of the Committee. My name is Brian
2 Abernathy. I'm the City's Managing Director.
3 I'm joined today with Tumar Alexander, my First
4 Deputy; and Chris Rupe, my Chief of Staff.

5 We have submitted our testimony for the
6 record. And we are happy to answer any
7 questions.

8 COUNCILMAN GREENLEE: That really is
9 brief. You've been around here a few times,
10 haven't you? Okay.

11 I know the general subject was
12 approached this morning I think with Mr. Engler.
13 But we notice in the budget there is a number of
14 items that were put in by City Council that are
15 removed in this year's budget including Energy
16 Authority, Animal Control, CLIP, you now,
17 reduction in say Philadelphia Prevention
18 Project. Was there any -- you know, I think you
19 know individual Councilmembers are particularly
20 interested in this.

21 Was there any discussion with them
22 before this reduction?

23 MR. ABERNATHY: You know, I think as the
24 budget was put together, we all have to try and
25 prioritize what that solution --

1 COUNCILMAN GREENLEE: Little closer to
2 the mic, Brian, please.

3 MR. ABERNATHY: As we put together the
4 budget, we all have to figure out our priorities
5 as we move forward. I think as always, a
6 conversation. I see the budget process as a
7 conversation. And this is the initial
8 submission. But certainly, I don't expect this
9 budget to be passed in its current form.

10 COUNCILMAN GREENLEE: No. And we know
11 that. I guess it's just the -- you know, a lot
12 of these things you have to assume
13 Councilmembers are going to be interested again.
14 And to just take them out and say, okay, it's
15 almost like, okay, now it's a new request.
16 Well, it's not really a new request because we
17 have it in there. We requested it before.

18 So it's -- I -- for the record, it sits
19 a little -- doesn't sit a little right with some
20 of the members, I would say.

21 MR. ABERNATHY: Understood.

22 COUNCILMAN GREENLEE: Particularly on,
23 you know, we have talked about the animal
24 control issue. And the whole idea to get to the
25 No Kill aspect or make this a No Kill City. I

1 know we talked about that Vector control issue
2 with them moving at some point.

3 Is that anywhere close? Because that
4 will give more room, right, to have in the
5 building up there.

6 MR. ABERNATHY: Yes, sir. So, we have
7 explored moving Vector from the building which
8 would allow Animal Control to expand. There are
9 significant costs associated with that for the
10 Health Department. We haven't been able to
11 figure out how to prioritize those costs over
12 some of our other key core programs.

13 I think having said that, we are still
14 investing in Animal Control from our submitted
15 budget last year. We are increasing by a
16 hundred thousand dollars in their general
17 operating budget. We have also, in the capital
18 budget, are covering -- are paying for a new
19 roof for the building as well as new kennels.

20 COUNCILMAN GREENLEE: Now, what is the
21 200,000 reduction that we understand in the
22 budget? What is that? What is that for?
23 Trying to remember.

24 MR. ABERNATHY: So, it was general
25 operating support that was added at the end of

1 the budget cycle last year. We are able to,
2 without any additional dollars from the
3 general -- from the budget, we are able to
4 maintain. That reduction is actually going to
5 be a hundred thousand as we -- as we --

6 COUNCILMAN GREENLEE: I'm sorry, say
7 again.

8 MR. ABERNATHY: We are actually adding.
9 That original \$200,000 decrease was part of the
10 Caucus Amendment through the Managing Director's
11 work on our budget. We are actually increasing
12 the original FY19 allocation by \$100,000. You
13 actually will see an increase from FY19 from
14 4.26 million to 4.36 million.

15 You are actually seeing an increase, not
16 a decrease.

17 COUNCILMAN GREENLEE: Okay. All right.
18 Okay. One other thing, and I know Councilman
19 Jones has some questions.

20 CLIP we know is very popular. And this
21 is my last budget meeting to or budget time to
22 recognize the Tom Conway annual appreciation
23 day. But I -- from our understanding is there
24 is 100,000 reduction in that; is that accurate?
25 And is that what because --

1 MR. ABERNATHY: So --

2 COUNCILMAN GREENLEE: None of us like to
3 see -- most want to see CLIP expanded more than
4 reduced. Do you know what that is about?

5 MR. ABERNATHY: So last year, there was
6 an increase of \$100,000 at the end of the budget
7 process for alley trees. We are actually
8 increasing CLIP from FY19 estimated obligation
9 of \$6.43 million to \$6.64 million. So, an
10 increase of \$216,000.

11 COUNCILMAN GREENLEE: Okay. But you
12 took out the 100,000 for the -- I'm a little
13 lost there, trying to figure that out. The
14 alley trees, I know you hear a lot of members
15 talk about that.

16 MR. ABERNATHY: Certainly. There is
17 ways we can address the alley trees, as well. I
18 think we have increased -- we recognize that
19 CLIP is an important function of the City.
20 Managing Director's Office is certainly
21 committed to the program and to Mr. Conway to
22 make sure that he continues to provide the great
23 services to all of our District Councilmembers.

24 COUNCILMAN GREENLEE: Okay. I guess if
25 the Council President was sitting here, he would

1 note that the things that Council put in there
2 you are taking out, but you are putting other
3 things in, correct?

4 MR. ABERNATHY: We are trying to manage
5 our budget the best that we can recognizing what
6 Council's priorities are but also what the
7 Administration's priorities are. That is why we
8 are able to find the additional funding for
9 Animal Control. That's why we were able to find
10 additional funding for CLIP in our current
11 allocation.

12 COUNCILMAN GREENLEE: And one last thing
13 that appears to be in here, which is fairly
14 significant. And I know Councilwoman Gym and
15 others, including myself, been interested in.
16 It's the Philadelphia Eviction Prevention
17 Project. We are told \$850,000 reduction?

18 MR. ABERNATHY: So, it's actually a
19 \$350,000 reduction. We are funding the Eviction
20 Defense Fund at a level of 500,000. That's our
21 original proposal. Again, this is a proposal we
22 expect to continue in conversations through the
23 budget cycle. This is important work. We
24 recognize the success of the program. It's work
25 that we have every intention of continuing.

1 COUNCILMAN GREENLEE: Okay.

2 MR. ABERNATHY: But again, we are trying
3 to work -- trying to balance budgets as we go
4 forward. Again, this is a starting point.

5 COUNCILMAN GREENLEE: I got you. A lot
6 of priorities out there.

7 MR. ABERNATHY: Lot of priorities.

8 COUNCILMAN GREENLEE: I get you. I
9 understand. I understand. There is one other
10 thing, but I have a feeling Councilman Jones may
11 mention this, so I am going to leave it alone.

12 Councilman Jones.

13 COUNCILMAN JONES: Thank you,
14 Mr. Chairman. And by the way, about your last
15 budget hearing, there is an aggressive write-in
16 campaign as we speak being organized.

17 COUNCILMAN GREENLEE: If elected, I
18 refuse to serve. How about that?

19 (Laughter)

20 COUNCILMAN JONES: That's pretty
21 definitive.

22 COUNCILMAN DOMB: Councilman Domb tried
23 that, also.

24 COUNCILMAN JONES: So, good afternoon.
25 And particularly, congratulations as you now are

1 in the big chair as Managing Director. And
2 congratulations. That's a classic case of
3 working your way up. I remember when you were
4 on our side of the aisle, frustrated with the
5 questions and answers that sometimes the
6 Administration would or would not provide. So,
7 everybody gets a fair turn.

8 I would like to focus my questions on a
9 couple of areas. One, criminal justice reform
10 and the evolution of that being implemented by
11 your office. And also, the violence prevention
12 effort that you've kind of undertaken, as well.
13 So you came in and jumped head first in the
14 pool.

15 So, we would like to get some responses
16 to that and get a sense of particularly, we have
17 had hearings on the plan. And it is an
18 ambitious plan that is multifaceted. It
19 incorporates partnerships with the community.
20 It incorporates breaking down silos of
21 departments that have holistic participation.
22 And we think that is good. Now, the question I
23 have is how we paying for it.

24 Question being, is a lot of those
25 dollars already existing dollars? And how much

1 of those dollars are additional funds being
2 added to the effort? So Julie, you should
3 already be working your way up here.

4 (Witness approaches table.)

5 COUNCILMAN JONES: And also, I mean, you
6 know you coming next. We want to kind of get a
7 better sense of that And which departments,
8 particularly, are going to bear that burden of
9 financing this effort. And I want to thank you
10 publicly for taking on this task. This is --
11 you could have done -- you could have gone
12 anywhere in government. You chose violence
13 prevention.

14 So, if you can give a brief overview for
15 people who may not have heard about the plan.
16 But also, sharing the responsibility of funding
17 that plan and then we will go to you.

18 MS. GARRETT-HARLEY: Vanessa
19 Garrett-Harley, Deputy Managing Director for
20 Criminal Justice and Public Safety. The
21 Philadelphia Roadmap to Safer Communities is a
22 Five Year Comprehensive Plan around violence
23 prevention as well as violence reduction. It is
24 looking at the violence in the City, gun
25 violence in particular as the Mayor has

1 rightfully called it out as a public health
2 crisis and taking public health approach as to
3 how do we address the violence in the City.

4 It is a sort of comprehension because we
5 are trying to look at the root causes of the
6 violence. While certainly there is a
7 significant portion of the plan that does
8 involve collaboration and our work with the
9 Police Department, it also involves many
10 additional City agencies as we try to look at
11 what other services, communities, as well as the
12 victims and the perpetrators of those crimes may
13 need to be able to change the trend as,
14 unfortunately, we are currently trending upwards
15 in the numbers of shootings and homicides in the
16 City.

17 COUNCILMAN JONES: I guess my question
18 becomes -- I think the number that has ranged is
19 \$34 million in addressing that effort. And what
20 I want to guess is how much of that is existing
21 dollars? How much of that is new
22 appropriations?

23 MR. ABERNATHY: Sure. It's actually
24 \$31 million commitment over five years.

25 COUNCILMAN JONES: I was trying for four

1 more.

2 MR. ABERNATHY: I understand. It's
3 \$31.4 million commitment. All of that is in new
4 funding. Some of it was added in FY19. It was
5 funding that did not exist prior to FY19. The
6 funding is broken down in the Managing
7 Director's Office between three programs for a
8 million dollars total. That is 500,000 for
9 CCIP, the Community Crisis Intervention Program;
10 another \$250,000 in addition to YVRP's base
11 funding; and another \$250,000 for community
12 grants. With the FY19 dollars should carryover.
13 So, we should have about 750,000 to a million
14 dollar pool for community grants in FY20.

15 In addition, the Police Department is
16 being funded at 1.7 million in FY20. L&I is
17 receiving funding of 1.75 for blight
18 remediation. And the MDO is receiving another
19 nearly a million dollars in FY20, which will
20 increase to over 3 million by the end of FY24
21 for neighborhood resource centers.

22 COUNCILMAN JONES: So, that's -- that's
23 the price tag. How are we doing on
24 collaboration within the departments? You have
25 DHS. You have the Police Department and others.

1 How is that working?

2 MR. ABERNATHY: I actually feel over the
3 past -- I am going to actually take a step back.
4 What we have learned in the Resilience Project
5 in Kensington, is the importance of breaking
6 down barriers, breaking down boundaries,
7 breaking down silos. And I think we've also
8 been able to create a different level of
9 engagement between departments.

10 I will let Vanessa speak in more detail.
11 But I believe that the collaboration between
12 departments is stronger than it's ever been
13 certainly in my tenure on the Administration
14 side. And I believe that -- this is what --
15 this is what having a strong chief operating
16 officer should be able to provide. Ways for all
17 of -- all of my deputies, who are working in
18 different clusters who may have different
19 perspectives come to bear, have solid
20 conversations and create a plan that we can
21 implement. And then, if there are portions of
22 that plan that aren't effective, be able to make
23 changes and adjust quickly.

24 COUNCILMAN JONES: So, reason I say that
25 is because in Game of Thrones, they say "Winter

1 is Coming." In Philadelphia we say, "Summer is
2 Coming," and that's the exact opposite.

3 MS. GARRETT-HARLEY: So, the
4 collaboration amongst the various City
5 departments are going extremely well. Not only
6 were they part of the work group that helped
7 create the plan, but we have built into the plan
8 a governing structure which includes
9 implementation team so that we can make sure
10 that the plan actually gets implemented and does
11 not just become another piece of paper.

12 The implementation team is chaired by
13 myself and Police Commissioner Ross. And we
14 meet every other week because we understand the
15 importance of it. So you can imagine, at that
16 implementation team table is the executive level
17 of the various departments. Some of the key
18 departments is Office of Workforce Development.
19 School District is there. The Department of
20 Behavioral Health, the Department of Health.
21 DHS is there, Parks and Rec, all of the integral
22 parts of the plan is there. And everybody is
23 working quite well together, so that we can
24 overlay the stuff. And we do understand the
25 urgency of the work that we have undertaken in.

1 In particular, understanding the summer
2 and the hot water is coming, which sometimes
3 impacts the work we are doing.

4 COUNCILMAN JONES: Well, I am encouraged
5 to hear that. That this Administration, Mayor
6 Kenney has committed us to not only putting his
7 money where his mouth is by appropriations, but
8 the memo goes to the various departments to
9 understand that from top down, we are a part of
10 a team to address this. That's what I
11 appreciate.

12 They talked about the resource center.
13 I always call them day reporting centers. But
14 they are actually Philadelphia -- what do you
15 call them, Julie? Sorry. What's the new name?

16 MS. WERTHEIMER: Julie Wertheimer,
17 Senior Director, Office of Criminal Justice.
18 They are Neighborhood Resource Centers is what
19 we have landed on for now, Councilman. And as
20 you know, we are excited to see them come to
21 fruition in the form of pilot funding for FY20.
22 The intention is building on collaboration
23 through the MacArthur funded efforts and other
24 efforts. But it will allow us to co-locate
25 services, both community-based services and City

1 services along with probation officers so that
2 people and, specifically, the medium to high
3 risk population can report to their probation
4 officer somewhere in or close to their community
5 rather than downtown while also having access to
6 an array of supportive services.

7 COUNCILMAN JONES: So, for those of us
8 who don't speak fluent government, that is a
9 situation where instead of going to State Road,
10 people can be deferred to a location where they
11 still have an oweness to be responsible for
12 their acts, but also getting a portion of that
13 time to work on whatever the causal effects are
14 for criminal behavior, and in a cost effective
15 manner in engaging the community in the process;
16 is that right?

17 MS. WERTHEIMER: Right. And recognizing
18 that some of these folks may have transportation
19 barriers that may make it difficult for them to
20 report, you know, now probation is at 7th and
21 Market, and so getting down there. Whereas, if
22 they can go to somewhere that's a few blocks
23 from their home, they are more likely to be able
24 to go and be in compliance with the terms of
25 their probation.

1 COUNCILMAN JONES: So similar, how are
2 you finding the breaking down of traditional
3 silos going in this process?

4 MS. WERTHEIMER: So, I think we have
5 been fortunate with our partners in the courts,
6 DA, the Defender in addition to all of the City
7 departments that are involved in the criminal
8 justice work in that we have been collaborating
9 under the MacArthur Grant since 2015, which has
10 lead to a 43 percent jail reduction in the jail
11 population since. And we use that table and
12 that structure to kind of create an outgrowth,
13 you know, with your leadership for the
14 Neighborhood Resource Centers.

15 And it fits into all of the other
16 efforts. We were recently refunded by the
17 MacArthur Foundation for \$4 million for the next
18 two years. And there is significant probation
19 reform or new programs in that grant. And so,
20 NRCs fits with that, fits with the Philadelphia
21 Roadmap for Safer Communities and a lot of our
22 other efforts.

23 COUNCILMAN JONES: So, we have gone on a
24 lot of road trips from New York to other
25 counties to look how it's done there. One of

1 the big issues is probation. How are we working
2 with our partners there?

3 MS. WERTHEIMER: Chief Miller, who just
4 assumed the role of chief, has been an engaged
5 parter on a lot of our collaborative works. And
6 she was deputy chief. And so, I think that we
7 are working to carefully craft numerous ways to
8 address those who are in on violations of
9 probation as the largest driver of our jail
10 population right now.

11 While trying to take a holistic approach
12 of looking at the whole system, we never try to
13 focus on one singular issue or singular
14 department because that can perpetuate the
15 silos. Instead, we try to look at all the
16 different pieces.

17 COUNCILMAN JONES: A large task to say
18 the least.

19 COUNCILMAN GREENLEE: Councilman, if I
20 could.

21 COUNCILMAN JONES: Yeah. I'm going to
22 stop.

23 COUNCILMAN GREENLEE: Give everybody a
24 chance here.

25 COUNCILMAN JONES: Any location yet?

1 MS. WERTHEIMER: We do not have a
2 location.

3 COUNCILMAN JONES: Good answer. Thank
4 you, sir.

5 COUNCILMAN GREENLEE: Thank you.
6 Councilman Domb.

7 COUNCILMAN DOMB: Thank you,
8 Mr. Chairman. Good afternoon.

9 I have a few questions. Just wanted to
10 start off by asking, in the budget for the
11 Managing Director's Office two years ago, when
12 you are looking at your testimony on page 3,
13 Section 39, it says the Fiscal 2018 obligations
14 were a hundred million roughly. And then it
15 says in 2019, you came to this body. And we
16 approved, I guess, 106.6 million. And it looks
17 like we ran over last year \$5 million because we
18 wound up spending 111 million. Now we are
19 asking for 115 million.

20 I guess my question is, over the last
21 two years, this budget has gone up 15 percent or
22 7 and a half percent per year, far greater than
23 the rate of inflation which, the last two years,
24 is probably 2 and a half percent.

25 What do you attribute those increases

1 to? I see personal services is probably the
2 biggest issue of increase.

3 MR. ABERNATHY: There are a handful of
4 things that have attributed the increase. One,
5 are continued increases to the Defender's
6 Association, to work on pay parity between the
7 District Attorney, the Law Department and the
8 Defenders. We also had a new fee schedule
9 implemented for outside counsel for indigent
10 defense.

11 We've also added in the Managing
12 Director's Office, a number of key programs to
13 tackle priorities. And Rebuild being one of
14 them, municipal ID. The census in this fiscal
15 year is being added to the Managing Director's
16 budget as well as violence prevention and police
17 assisted diversion.

18 Thank you.

19 COUNCILMAN DOMB: Is that covering the
20 \$15 million increase the last two years?

21 MR. ABERNATHY: In broad strokes, yes.
22 I can get you a complete breakdown at a later
23 time, but that is broad strokes.

24 COUNCILMAN DOMB: Yeah. Just get us the
25 detailed breakdown. Would be helpful.

1 MR. ABERNATHY: Yes, sir.

2 COUNCILMAN DOMB: And then the -- I'm
3 not sure if this is in your area. I can go to
4 another question if it isn't. The hiring of
5 people for the City. Do you have any -- is that
6 under Managing Director?

7 MR. ABERNATHY: And so, the Chief
8 Administrative Officer oversees HR and is the
9 current, the interim personnel director.

10 COUNCILMAN DOMB: Right.

11 MR. ABERNATHY: But certainly, each
12 department has a large role in the hiring
13 of their -- of their staff.

14 COUNCILMAN DOMB: They are not in your
15 umbrella?

16 MR. ABERNATHY: So, HR is not in my
17 umbrella specifically. But again, HR, I would
18 say, serves the departments. And so, if you
19 have a specific question, I might be able to
20 answer it.

21 COUNCILMAN DOMB: Just a general
22 question, because I know Pew did a report. And
23 it seems to me that takes a very long time for
24 somebody who applies for a job with the City to
25 actually get the job.

1 I guess my question is, how do we
2 streamline that process? Because if I was
3 applying for a job with the City and I had to
4 wait six months to a year, I would probably go
5 somewhere else.

6 MR. ABERNATHY: That is more of a
7 question for the CAO, but we are working in
8 conjunction with her to be able to address those
9 issues. To your point, if we have vacancies
10 that can't be filled or it takes too long to
11 fill, we lose various qualified candidates. And
12 the work suffers itself.

13 I will say the CAO has been a tremendous
14 partner in addressing those concerns. And we
15 started to see improvements in that hiring
16 process already.

17 COUNCILMAN DOMB: What do you think is
18 causing the delay in your opinion?

19 MR. ABERNATHY: I think there is a few
20 things that cause the delay. One, I think civil
21 service is complicated. And so, in the way we
22 have historically managed our civil service list
23 where we have a list that stays open for two
24 year causes some challenges. Now, I don't think
25 we need to change Civil Service, but I think we

1 need to streamline Civil Service.

2 We need to figure out a way how to enter
3 into rolling testing. So when we do find a
4 qualified candidate for engineers or for the
5 Fire Department or for surveys, any of our hard
6 to fill positions, we can slot them into a test
7 in the near term. And we will always have
8 vacancies in certain departments. Engineers
9 come to mind immediately as a specifically hard
10 to fill position.

11 COUNCILMAN DOMB: Right.

12 MR. ABERNATHY: And I think we need to
13 do a better job both recruiting, testing and
14 streamlining that process.

15 COUNCILMAN DOMB: To me that's -- when I
16 talk to department heads, that's one of the
17 biggest problems we have in the City right now.
18 Is the ability to hire people in a timely way.
19 Then there is even some rules. You interview
20 two people, you must hire one of them even if
21 they are not qualified.

22 MR. ABERNATHY: Yes. I think that is --
23 so, I wouldn't say necessarily that they are not
24 qualified. I think there are specific
25 provisions that are in the Civil Service. And

1 so, I have challenged some of our department
2 heads to really look at their job specs and
3 whether those specs are appropriate or they need
4 to be changed, whether we are testing for the
5 right things.

6 So while I think Christine Lopez, our
7 CAO, is making tremendous changes in HR and
8 really providing them the support that they need
9 and the leadership that they need, I would also
10 say that our departments need stronger and
11 more -- some thoughtful leadership around HR
12 themselves. You know, I think you and I have
13 talked about financial acumen in certain
14 departments. I would say that HR acumen in
15 certain departments is also a weakness.

16 COUNCILMAN DOMB: To that point -- let
17 me go back. Right now, what is the average
18 time? If someone said to me, hey, I want to
19 apply for a job in the City, what's the average
20 time it takes for us to apply, go through the
21 process and then hear from the City whether or
22 not they are hired?

23 MR. ABERNATHY: I don't have that
24 information with me today. And I would also say
25 it's going to vary tremendously between

1 departments and positions, as well. But we can
2 certainly get back to you. And also, we will
3 make sure we have a conversation with the CAO so
4 she's prepared.

5 COUNCILMAN DOMB: What do you think is a
6 good goal to try to achieve to when somebody
7 applies to when we get them an answer? Is it 30
8 days? 45 days?

9 MR. ABERNATHY: You know, I think the
10 challenge on that question is for an engineer,
11 my answer is going to be different than for a
12 sanitation worker or for a police officer or for
13 a firefighter or paramedic. And so it's -- I
14 don't think there's a one size fits all.

15 I do think that having someone wait for
16 two years and us surveying and auditing the list
17 to see if they are still interested in the
18 position isn't the most effective or efficient
19 way to manage our HR hiring.

20 COUNCILMAN DOMB: Okay. And my -- I
21 have some other questions.

22 Beginning with the submission of this
23 proposed Fiscal Year 2016 Operating Budget,
24 going back to that time, the Finance Director
25 was to submit to Council together with the

1 Mayor's proposed annual operating budget an
2 Annual Information Technologies Strategic Plan
3 that followed the information technology
4 strategic plan procedure adopted by the Managing
5 Director. It's under Section 21-2502.

6 Have we prepared Information
7 Technologies Strategic Plan for this year?

8 MR. ABERNATHY: Not to my knowledge.
9 However, I would say OIT reports to the CAO. In
10 2016, the CAO or the OIT reported to the
11 Managing Director. And so, I think we will have
12 to get back to you with more detail.

13 COUNCILMAN DOMB: I'll come back next
14 round. Thanks.

15 COUNCILMAN GREENLEE: Thank you,
16 Councilman.

17 Before I recognize Councilman Jones
18 again, another reduction we see in here, and I
19 don't know if anything was added somewhere else,
20 Mr. Abernathy, in the Philadelphia Unemployment
21 Project, the 55,000 reduction, I think it was
22 dealing -- the reason it was put in, I know
23 Councilman Green, Councilwoman Parker and myself
24 and a lot of others for the reverse commuting
25 issue, do you know is that plan to be -- is that

1 somewhere else that we can't find? Or --

2 MR. ABERNATHY: At this point, no, it is
3 not somewhere else.

4 COUNCILMAN GREENLEE: Pardon me?

5 MR. ABERNATHY: No, it is not anywhere
6 else.

7 COUNCILMAN GREENLEE: So, there is
8 nothing in there for that?

9 MR. ABERNATHY: That is my
10 understanding, yes.

11 COUNCILMAN GREENLEE: Okay. Is there --
12 was there some reason for that? Was it checked
13 out? Did it not feel to be worthy or --

14 MR. ABERNATHY: Again, I think as we go
15 through the budgeting process, we try to set
16 priorities. And certain things get cut and
17 certain things get funded. Again, it's a
18 priority conversation. Again, I expect that to
19 be part of an ongoing conversation with Council.

20 COUNCILMAN GREENLEE: Yeah. I think
21 there will be a push to get that and maybe more
22 in. Because we have found it helps people keep
23 jobs, you know. Which is, I think, a lot of
24 people think is kind of important.

25 And one other thing. The census. I see

1 you are adding 11 employees and, you say, about
2 the dedicated team of organizers we charge
3 working with the community-based organization.
4 So, that is where those people are going to be
5 basically?

6 MR. ABERNATHY: Yes, sir.

7 COUNCILMAN GREENLEE: Okay. And is
8 that -- do you work in conjunction with the
9 federal folks on that?

10 MR. ABERNATHY: I actually think
11 Stephanie Monahan or Deputy Director Otero Cruz.

12 COUNCILMAN GREENLEE: Okay. Thank you.
13 (Witnesses approach table.)

14 MS. REED: Stephanie Reed.

15 COUNCILMAN GREENLEE: Hi, how are you?

16 MS. REED: I was recently married.

17 MR. ABERNATHY: I'm still not used to
18 it.

19 MS. REED: That's okay. Executive
20 Director at Philly Counts.

21 COUNCILMAN GREENLEE: Yes.

22 MS. REED: We are working very closely
23 with the Census Bureau. So, the first month
24 that I was on --

25 COUNCILMAN GREENLEE: Little closer to

1 the mic again.

2 MS. REED: Yeah, sure. So, the first
3 month I was on was primarily spent meeting with
4 the Census Bureau. I meet with them every other
5 week on Friday afternoons. And we will be
6 looking at how our plan compliments their plan.

7 COUNCILMAN GREENLEE: Okay. Thanks.

8 Do you want to add something?

9 MS. CRUZ: I didn't know if you had any
10 other questions.

11 COUNCILMAN GREENLEE: That's basically
12 it. We just wanted to see how it was working.
13 And obviously, it's a very worthwhile endeavor.
14 So appreciate it. Appreciate your efforts.

15 MS. REED: Thank you.

16 COUNCILMAN GREENLEE: Councilman Jones.

17 COUNCILMAN JONES: Thank you, again,
18 Mr. Chairman.

19 Just on the census. In the last census,
20 I been around long enough to have experienced
21 that the 4th District lost 5,000 people. So
22 what that meant was an expansion in the North
23 Philadelphia thanks to President Clarke, we
24 picked up some population.

25 But we want to pay particular attention

1 to that so that we are not undercounted. By way
2 of criminal justice reform, particularly among
3 incarcerated individuals, other counties
4 Frackville and other places count our population
5 as theirs and then receive CDBG subsidies and
6 things of that nature, building playgrounds in
7 Podunk, Pennsylvania as opposed to North Philly,
8 West Philly, South Philly and others.

9 So, we really count on you to make, play
10 on words, the proper count. So, we are
11 counting.

12 MS. CRUZ: So, Joanna Otero Cruz, Deputy
13 Managing Director of Community Services. And we
14 are aware that the last count was 63 percent.
15 And so, we are really working with Stephanie and
16 her team to build an infrastructure to ensure
17 that we are working with both state and the
18 federal partners as well as other coalitions
19 across the state to really focus on building a
20 community, infrastructures, committees to really
21 work with how do we get to those difficult to
22 count populations.

23 And so, that is something that we are
24 working on collectively.

25 COUNCILMAN JONES: We appreciate that.

1 Could I have Tumar Alexander come up to the
2 table along with a representative from the
3 Office of Special Events. Is there anyone here
4 for --

5 (Witness approaches table.)

6 MR. ALEXANDER: This is the Tommy Conway
7 hour?

8 COUNCILMAN JONES: So, no. I would
9 never ask --

10 MR. ALEXANDER: Tommy treatment?

11 COUNCILMAN JONES: Was that a direct
12 question? I will take advantage of this
13 opportunity to ask questions now.

14 Two quick things. First of all,
15 welcome. And can you describe your new
16 responsibilities? You're, like, three
17 Administrations in. So, can you tell us what --

18 MR. ALEXANDER: Make me feel old,
19 Councilman.

20 COUNCILMAN JONES: You're young.

21 MR. ALEXANDER: Thank you. So my new
22 role as First Deputy Managing Director is really
23 supporting the Office of Managing Director and
24 supporting the Managing Director. I work a lot
25 on the Resiliency Project, along with some work

1 with Vanessa on violence prevention and other
2 programs.

3 COUNCILMAN JONES: Good. So my direct
4 question is, recently there has been an effort
5 to quell violence in this way. A lot of it has
6 centered around block parties. And there was a
7 proliferation in violence. And some blocks
8 actually were asked not to apply for a permit.

9 In your anticipation of the summer
10 months, how is that going to work? I know you
11 guys give permits, but also --

12 MR. ALEXANDER: It's really not a
13 Special Events Office thing. It's really a
14 Streets Department piece. It's always been sort
15 of cross-communication with Police Department
16 and Streets throughout the years even before
17 this sort of process changed.

18 I think what this process allowed us to
19 do a little closely from the police department
20 level is to drill down and have the unit and the
21 sort of district sort of drill down outreach
22 more to those blocks and get to know those folks
23 over the winter months. And we really trying to
24 focus and sort of curate a dialogue with those
25 folks.

1 For instance, there were blocks that may
2 have applied and got denied. And the Captain
3 took it upon himself or the Community Relations
4 Officer took it upon themselves to sort of go
5 outreach to the blocks and sort of build that
6 relationship in anticipation of us working
7 together to be able to host events for them.

8 I don't know if Mike want to come and
9 talk more about where that process is as it
10 relates to the Streets Department. But that is
11 something we sort of worked on to make sure we
12 streamlined it for the person applying where
13 they don't have to go to two separate places to
14 sort of get that approval.

15 COUNCILMAN JONES: So, one other thing.
16 I would encourage us looking at rec centers and
17 recreation yards to try to encourage more of
18 those activities there. If we built that stage,
19 gave them access to electric and maybe some
20 pavilions, they might be inclined more to do
21 activities there.

22 MR. ALEXANDER: That's a good idea. We
23 going to work with finance and capital to see if
24 we can pilot in your district with some of our
25 test supports. Let's try it.

1 COUNCILMAN JONES: You know, I have
2 other colleagues here. But it always begins in
3 the United States of the 4th District, so.

4 MR. CARROLL: I would just add that --
5 Michael Carroll, Deputy Managing Director's
6 Office of Transportation, Infrastructure and
7 Sustainability.

8 Pardon me, Councilman. I would just add
9 that we did discover that there was opportunity
10 for improvement in the application process. And
11 so, what had been happening was there was
12 essentially an approval or denial that the
13 applicant was getting sometimes without the
14 follow up to explain that there was an
15 interaction with police. And sometimes, the
16 interaction with police was not contained within
17 the review process itself.

18 So, what we have done is we have made
19 sure that the City all gets on the same page
20 before we communicate with the applicant to let
21 them know what's going on. And so, at least
22 through the application process, we don't have
23 that confusion.

24 COUNCILMAN JONES: So, is it true that
25 we have a list of blocks that are prohibited

1 from having block parties? That is a
2 urban legend.

3 MR. ABERNATHY: Sure. It's not a list
4 of blocks that are prohibited from block
5 parties. The Captain does weigh in on the
6 approval of block parties and will consider
7 what's happening, what are the current events,
8 what is the current -- are there current
9 challenges in that block that a block party
10 might heighten tension by bringing two groups
11 together that maybe should stay apart.

12 COUNCILMAN JONES: Makes sense.

13 MR. ABERNATHY: And that's the
14 Captain's -- yeah, it's a Captain's decision,
15 but there is no list.

16 COUNCILMAN JONES: Urban legend.

17 Can I have the Office of Special Events
18 back up, please?

19 State your name for the record.

20 MS. GHEE: Ilia Ghee, Office of Special
21 Events. Hello, Councilman.

22 COUNCILMAN JONES: How are you?

23 MS. GHEE: I am wonderful. How are you?

24 COUNCILMAN JONES: You're a constituent,
25 so I'm going to treat you -- you all right. I

1 know it's election time.

2 COUNCILMAN GREENLEE: She looks scared
3 when she walked up there.

4 COUNCILMAN JONES: I know, she does.

5 I just want to point out that you guys
6 have received a special award a couple years
7 straight. And what's the nature of that award?

8 MS. GHEE: Yes. We have received The
9 International Festival and Events award for the
10 past four years, just highlighting the City as
11 an international events city encouraging more
12 people to bring their events here. I know
13 sometimes that is a challenge for constituents
14 in certain districts that have a larger number
15 of events. But as a Philadelphian, I would much
16 rather live in a City that people want to come
17 visit.

18 COUNCILMAN JONES: So, you are familiar
19 with the Concourse West and Concourse East Roads
20 out in Parkside right near the Please Touch
21 Museum down to the Abstinence Fountain?

22 MS. GHEE: Yes, sir.

23 COUNCILMAN JONES: Any event you don't
24 want down on The Parkway, just send it right
25 there, okay?

1 MS. GHEE: We encourage plenty of events
2 to check out the 4th District.

3 COUNCILMAN JONES: The 4th has open
4 arms.

5 MS. GHEE: Absolutely.

6 COUNCILMAN JONES: All right. You have
7 a nice day.

8 MS. GHEE: Thank you. You, too.

9 COUNCILMAN JONES: Thank you,
10 Mr. Chairman.

11 COUNCILMAN GREENLEE: Thank you,
12 Councilman. There would be some people in my
13 home area that would be willing to let that go.

14 Councilman Domb.

15 COUNCILMAN DOMB: Thank you,
16 Mr. Chairman.

17 I just want to go back to that last
18 question I had asked. I just want to make sure
19 I am clear that in The Code it says Information
20 Technology Strategic Plan procedure has been at
21 a loss in 2013. But we haven't prepared it?

22 MR. ABERNATHY: Again, Councilman, I am
23 not aware. But that would likely flow through
24 the Chief Administrative Officer at this point.

25 COUNCILMAN DOMB: All right. Let me

1 just tell you the benefits of it. Says when you
2 prepare the plan, the code dictates it should
3 include an assessment of how the City is working
4 to improve management of telecommunications,
5 establish IT performance, minimize overlap
6 redundancy, reduce costs of City government
7 through the use of IT, improve the delivery of
8 services through the use of IT, reduce the
9 amount of paper the City uses, promote the
10 availability of all public records on the
11 internet and a few others things.

12 I think it's important. So, maybe you
13 can get back to us on that.

14 MR. ABERNATHY: Yes, sir. We will.

15 COUNCILMAN DOMB: Okay. Program-based
16 budgeting is meant to determine the component
17 cost of each function of City government. The
18 code states that program-based budgeting shall
19 determine metrics for measuring the
20 effectiveness of each function funded by
21 appropriations made by the City. Performance
22 measures are meant to help departments evaluate
23 their progress towards strategic goals with the
24 aim of improving the efficiency of the City's
25 budgeting process year to year.

1 With this in mind, what are we learning
2 from the program measures for the administration
3 policy program?

4 MR. RUPE: Councilman, Chris Rupe, Chief
5 of Staff. The Administration Policy Program is
6 a difficult program in the Managing Director's
7 Office to put metrics around. That is sort of
8 the catch-all part of our budget where the
9 executives that live on our floor are funded
10 from.

11 One of the most significant
12 transactional activities is contract management
13 because we do provide administrative support not
14 only for the Managing Director's Office, but for
15 several smaller units that don't have their own
16 teams. The reason why we chose contract
17 conformance is because this is an area that the
18 City has historically struggled with doing in a
19 timely manner. And it's something that we want
20 to focus on streamlining. It is a goal and a
21 metric that was set forth to try to challenge us
22 to us make sure we are constantly doing better
23 with moving forward on those contracts.

24 Because as you pointed out in your prior
25 round of questioning, we have a lot of contract

1 dollars that sit on our budget. So, it's very
2 important that we have that conformance period
3 be as short and as reasonable and efficient as
4 possible.

5 I will say that we -- you know in the
6 Managing Director's Office whenever we adopt a
7 program-based budgeting in Fiscal 2018, it was a
8 challenge to come up with good metrics that
9 really usefully quantify and measure what some
10 of our internal functions do. Some were much
11 easier, CLIP and 311 for example, because they
12 are providing direct service. For some of our
13 other aspects, due to the unique nature of our
14 office, a lot of that outward facing service
15 delivery really happens in the individual
16 operating departments rather than in our office.

17 COUNCILMAN DOMB: Let me ask another
18 question on that. How does measuring the
19 percentage of contracts conform within 90 days
20 of their start date help you evaluate your
21 progress towards your stated goal of addressing
22 the City's persistent deep poverty or
23 addressing, for example, the opioid epidemic?

24 MR. RUPE: I would say with that
25 specific metric, one of the big challenges we

1 have as a City is it's really difficult for
2 small businesses and vendors to do business with
3 the City. It takes a very long time for
4 contracts to get conformed. And we cannot pay
5 people until those contracts are conformed. By
6 trying to streamline the process and make sure
7 that our contracted vendors have contracts in
8 place in a timely manner, that reduces some of
9 those barriers and makes it easier for small and
10 emerging business to do business with the City.

11 And it's an overall goal that the entire
12 government has, is trying to make sure that we
13 can get that conformance process as quick as
14 possible so people can get paid and so people
15 can do business here without it putting them out
16 of business.

17 COUNCILMAN DOMB: I guess -- I guess the
18 goal of -- the joint goal is to have all the
19 contracts confirmed before their start date.

20 MR. RUPE: That would be a great goal to
21 have, yes.

22 COUNCILMAN DOMB: Okay. The Office of
23 Workforce Development lists four performance
24 metrics for Fiscal Year 20.

25 Can you provide the unit cost for each

1 performance measure in their workforce
2 development program?

3 I will give you an example. How much
4 does it cost the Office of Workforce Development
5 to transition one individual from temporary or
6 seasonal work to permanent employment?

7 MR. RUPE: We can try to provide that
8 information. I will say, we don't have a huge
9 amount of historical data. The Office of
10 Workforce Development was only formed this
11 fiscal year. We can try to pull that together
12 for you. Yes.

13 COUNCILMAN DOMB: Okay. I have another
14 question. This is regarding ACCT. Because I am
15 a new board member of ACCT. And I went up there
16 and took a visit couple times. And the
17 conditions are not great, but they are better
18 than they were. That's a plus.

19 But I notice you have Vector Control,
20 Vector is in ACCT share space. And ACCT needs
21 more space. So, what can we do to move Vector
22 out of the building?

23 One of the thoughts was we get three
24 office-type trailers for the parking lot there.
25 But I know that ACCT needs the space. What can

1 we do -- doesn't sound right to me that Vector
2 Control is in the same building as ACCT.

3 MR. ABERNATHY: Certainly. So, we have
4 explored that issue. The costs the Health
5 Department would incur are significant in order
6 to move Vector. Some of that is depending on
7 what process they use. As I responded to
8 Councilman Greenlee earlier. I have long
9 advocated to move Vector out of ACCT, but there
10 are costs and there are priorities. As I look
11 at the violence epidemic, opioid crisis, it's
12 hard for me to prioritize moving Vector over
13 some of those other priorities in the City.

14 COUNCILMAN DOMB: Well, let me ask you a
15 question. If you just did three construction
16 trailers in the driveway there -- when I went up
17 and visited, there were maybe six or seven
18 people at Vector, seven people, and have all
19 this square footage.

20 How much square feet does Vector have?

21 MR. ABERNATHY: I believe it's around
22 9,000.

23 COUNCILMAN DOMB: 9,000?

24 MR. ABERNATHY: To be clear, they have
25 more than seven staff. They have a number --

1 COUNCILMAN DOMB: When I was there,
2 that's all I saw.

3 MR. ABERNATHY: Yeah. They have a
4 number of staff that are in the field.

5 COUNCILMAN DOMB: Was a ton of empty
6 desks. But I mean, in today's environment, that
7 square footage for that employment level is
8 insane. I mean, the average square footage in
9 the top four county firm today is about 150 feet
10 per employee.

11 So, we have 9,000 feet. And when I
12 walked through, there were seven people there.

13 MR. ABERNATHY: I will be sure that
14 Dr. Farley is prepared to answer some of your
15 questions about Vector's operations when he
16 testifies.

17 COUNCILMAN DOMB: Yeah, bring him on.
18 That will be good.

19 MR. ABERNATHY: I certainly will.

20 COUNCILMAN DOMB: All right. Thank you.
21 Thanks very much.

22 COUNCILMAN GREENLEE: Thank you.

23 As a follow up on that real quick, I
24 think one of the issues that the space is there
25 as the employees come back and forth, but they

1 are not really there that much; is that correct?

2 MR. ABERNATHY: Yes. So they are in the
3 field a lot. I think that's a far point.

4 COUNCILMAN GREENLEE: Pardon me?

5 MR. ABERNATHY: They are in the field a
6 significant --

7 COUNCILMAN GREENLEE: Right.

8 MR. ABERNATHY: I think that's a fair
9 point, yes.

10 COUNCILMAN GREENLEE: Just real quick,
11 want to mention to -- Councilman, you want to
12 follow up on that?

13 COUNCILMAN DOMB: Point of reference, if
14 that would be okay. You could do like a
15 co-working space, like a we-works for Vector.
16 You don't have to have all the desks. Think of
17 in the future, just have high-top desks. They
18 in, do their work and get out. They are not
19 going to need that much space.

20 MR. ABERNATHY: Understood. And I
21 already asked the Health Department to explore
22 those options.

23 COUNCILMAN DOMB: Okay. Thank you very
24 much. Thank you.

25 COUNCILMAN GREENLEE: Thank you,

1 Councilman.

2 Just real quick before I recognize
3 Councilman Jones. On the issue of the special
4 events, I do have to say as somebody who lives
5 close to those, a lot of the big events on the
6 Parkway, I have to say the office does a great
7 job in interacting with the community, trying to
8 work out problems. As you know, you can't
9 solve -- please everybody. There are some
10 people, I am going to get in trouble for this,
11 who think it was still 1967 and nothing was
12 going on in The Parkway. But it's not that.

13 But I think the office does a great job
14 in their interaction with the community. As far
15 as doing a great job, I also have to mention I
16 see Miriam over there, Office of Immigrant
17 Affairs. Some of the programs they have put
18 together has been terrific. And i think it's
19 really benefited the City.

20 See, we have nice things to say, too.
21 We notice that.

22 Councilman Jones.

23 COUNCILMAN JONES: On the issue of
24 Vector Control, you don't appreciate them until
25 you need them. Squirrels, possums, raccoons and

1 bats have --

2 COUNCILMAN TAUBENBERGER: And ground
3 hogs.

4 COUNCILMAN JONES: Oh, ground hogs. So,
5 we -- you know, I am glad they're not in that
6 office and out in the field taking care of
7 business.

8 How we doing with the Police Advisory
9 Council? I just want you to know, my eye always
10 goes to who is hiding behind the pillar. That's
11 an old veterans kind of thing.

12 How you doing? I sincerely just -- I
13 know you have gone through a reorganization kind
14 of restructuring in Focus. When you first came,
15 you were kind enough to share that vision. I
16 just need to get update on where we are.
17 Particularly, how many complaints? What is
18 going on?

19 I know you are more outreach now. But
20 did the public get the memo? And I know you are
21 interacting with Internal Affairs. Can you
22 explain for us how that works?

23 MR. MENOS: Certainly. Hans Menos,
24 Executive Director of Police Advisory
25 Commission. For the record, I wasn't hiding.

1 Just the best view for the Councilman. This is
2 why I sat over there.

3 And thank you to the Mayor and to
4 Council for the support of the PAC over the last
5 little over two years now since I started. The
6 PAC, as you referenced, is doing different work
7 now. I would say not completely different, but
8 we are trying to focus on the policy, the
9 practice and the custom of the Philadelphia
10 Police Department as it relates to the improving
11 the relationship with the police and the
12 community.

13 What we try to do is do that by looking
14 at either specific instances or looking at
15 specific policies and make recommendations. We
16 focused on email usage of the public facing of
17 the Police Department as our first report. We
18 did a review of the Police Department's Body One
19 Camera Policy by looking at both what they
20 believe is a priority and what other
21 jurisdictions are doing.

22 We reviewed the Starbucks incident,
23 which is a major incident arrest that occurred
24 in Philadelphia that caused a lot of strife
25 among the community. We felt we needed to

1 assess it. We review the ICE protest report.

2 The ICE protest that occurred last summer.

3 Again, similar incident in Starbucks that people
4 were concerned about how that was done.

5 There was a Mazzoni protest that was,
6 again, another incident that folks were
7 concerned about that we reviewed. And then more
8 recently we brought down self-help eviction.
9 And that is the police's role when a landlord
10 engages in what is called self-help eviction.

11 All those reports included policy
12 recommendations. And the Police Department has
13 responded to all those reports with explanation
14 as to why they appreciate our perspective and if
15 they agree or disagree on those objectives.

16 COUNCILMAN JONES: So, have we kept
17 track of the number of complaints? And give us
18 a sense of what that statistic is.

19 MR. MENOS: Certainly. First, let me
20 say, that when it comes to complaints, we have a
21 unique way of dealing with them now. In some
22 cases, we have acute issues that are occurring.
23 A citizen is currently, as I mentioned with
24 evictions, experiencing a self-help eviction.
25 Actually, was dealing with one of those about 15

1 minutes ago. Where somebody is currently upset
2 about the fact that their eviction is occurring.
3 And they are not terribly interested in a long,
4 protracted investigation of what they felt was
5 an occurred -- wasn't handled appropriately.
6 But they want more immediate help for what is an
7 acute issue.

8 So, those are become tracked separately
9 from complaints because we try to resolve those
10 in realtime. But we do keep track of
11 complaints. We are looking at complaints
12 somewhere in the area of between 30 and 40 per
13 month if you include the ones that come in and
14 are ultimately diverted into a self-help -- I'm
15 sorry, a constituent service.

16 COUNCILMAN JONES: What is -- one of the
17 issues was the time it takes from a filing of a
18 complaint to an investigation and conclusion.

19 Have we narrowed that time frame?

20 MR. MENOS: So, if you are asking about
21 the conclusion by the Internal Affairs?

22 COUNCILMAN JONES: Yes.

23 MR. MENOS: Okay. So, I cannot narrow
24 down the way that their investigation --

25 COUNCILMAN JONES: Okay. Put a pin in

1 that. When we get an opportunity when the
2 police come up with that, is something we want
3 to circle.

4 MR. ABERNATHY: Certainly.

5 COUNCILMAN JONES: Okay. So, I
6 appreciate it.

7 MR. MENOS: I appreciate you. Thank you
8 very much.

9 COUNCILMAN JONES: One other issue,
10 Mr. Managing Director. So, there is a hotel in
11 West Philadelphia called the Blue Moon. Never
12 take anyone there. It's been recently shut down
13 I understand, but it was allowed to exist for
14 decades. And nothing good happened in the Blue
15 Moon. If you wound up in the Blue Moon and you
16 were -- it's just nothing happened.

17 Similarly now in my district, there was
18 an article today about the North American Motor
19 Lodge and sex trafficking that was happening
20 there.

21 How do we -- I guess my question is, how
22 does that happen? And how do we prevent it from
23 happening again? I know it's a police issue,
24 but it's also an L&I issue. It's also a
25 responding to complaints and mapping where these

1 kinds of incidents happen.

2 If you remove the Blue Moon from City
3 Avenue, it would probably rival Roxborough in
4 not having crime. So, we just need to
5 understand how to put our arms around that.

6 MR. ABERNATHY: Yeah. Thank you,
7 Councilman. I think the -- all of those kind of
8 business -- nuisance business compliance,
9 whether it's a bad hotel or motel or a
10 stop-and-go takes joint effort to work through.
11 And that's not just L&I and the Police
12 Department but also the Health Department as
13 well as some of our federal partners and some of
14 our state partners.

15 On sex trafficking specifically, there
16 is a Human Trafficking Task Force that is run
17 through our Special Victims Unit that partners
18 with federal agencies to target those issues.
19 Again, it takes a significant amount of
20 coordinated investigation in order to shut some
21 of these businesses down. Some of these
22 businesses are very good at finding loopholes,
23 as you well know, in order to maintain their
24 operations. And so, it takes continued targeted
25 and protracted effort in order to address those

1 issues. But it's not one that we are blind to.

2 COUNCILMAN JONES: So, a clue in finding
3 out where these activities are. If they rent by
4 the hour, circle them and go after it. And one
5 of my staffers Josh Cohen got a number of
6 complaints about it. Went all the way up to the
7 owner's house in New York and delivered a letter
8 saying clean up your act. And obviously, he did
9 not, so we need your help.

10 Thank you.

11 Thank you, Mr. Chair.

12 COUNCILMAN GREENLEE: Thank you.

13 Councilman, just to let you know, I recently put
14 in a bill and working with the Administration to
15 try to find ways to hold the owners of those
16 buildings. Because a lot of times they will
17 say, oh, I didn't know what was going on, you
18 know. And hopefully, working on that bill, we
19 can do something with that.

20 Josh must have heard you say his name.

21 Councilman Domb.

22 COUNCILMAN DOMB: Thank you,
23 Mr. Chairman. I have a couple other questions I
24 want to just ask so I can understand better.

25 What is the budget right now of the

1 Office of Workforce Development?

2 MR. ABERNATHY: For FY19?

3 COUNCILMAN DOMB: And for 20, Fiscal
4 Year 20. While we are looking for that, I just
5 want to ask these questions. It looks like --
6 is this the -- maybe give me an overview of what
7 I am looking at, page 6 of your testimony. And
8 it talks about a number of individuals who have
9 transitions from temporary seasonal work to
10 permanent employment to City as the model
11 employer.

12 Are these actually the City employees
13 or -- so, did we have in '18, 154 and now we are
14 down to 25?

15 MR. RUPE: Can I take the first part of
16 your question first?

17 FY19, the current target budget for the
18 Office of Workforce Development is 2.84 million.
19 The FY20 proposed budget, 3.652 million.

20 MR. ABERNATHY: And I'm going to ask
21 Sheila Ireland to address the second part of
22 your question.

23 MS. IRELAND: Hello, Councilman. Sheila
24 Ireland, Executive Director, Office of Workforce
25 Development. Total budget 3.652 for next year.

1 COUNCILMAN DOMB: Walk me through in the
2 testimony on page 6. I don't know if you have
3 it handy. In Fiscal Year 18, we are at 154; and
4 in '19, we are at -- says 25. Just wonder why
5 that's --

6 MS. IRELAND: No, that's additive,
7 right? So today, the number is 176 placed into
8 permanent positions.

9 COUNCILMAN DOMB: Why is it down so many
10 from --

11 MS. IRELAND: No, no. That's additive.

12 COUNCILMAN DOMB: It's all three
13 together?

14 MS. IRELAND: Right. Yes. So today, we
15 are at 176.

16 COUNCILMAN DOMB: But it says --

17 MS. IRELAND: That's additional
18 placements.

19 COUNCILMAN DOMB: If I was looking at
20 Fiscal Year 19, it would be 45 total?

21 MS. IRELAND: No, 154 plus 20 plus 25.

22 COUNCILMAN DOMB: 154 says '18.

23 MS. IRELAND: Yeah. So actual plus 20,
24 right, plus 25.

25 COUNCILMAN DOMB: Little confusing.

1 MS. IRELAND: Yeah. I guess if you want
2 to -- I guess a better way to have characterized
3 the numbers would have been the total placements
4 if you added them all together, right? So it
5 would have been actual 154. FY19 to date should
6 have been 174. FY19 target would have been plus
7 25.

8 COUNCILMAN DOMB: That's for one year or
9 over the time?

10 MS. IRELAND: Yes. Cumulative from the
11 beginning of the program.

12 COUNCILMAN DOMB: So, let me ask the
13 question a different way. What are the total
14 number of people we have helped with workforce
15 development?

16 MS. IRELAND: So, for a City as small
17 employer, it's one program in the office.
18 Placements to date, 176.

19 COUNCILMAN DOMB: 176?

20 MS. IRELAND: Yes.

21 COUNCILMAN DOMB: Is that for a 12-month
22 period?

23 MS. IRELAND: No. That's from the
24 beginning of the program.

25 COUNCILMAN DOMB: When did the program

1 start?

2 MS. IRELAND: FY18.

3 COUNCILMAN DOMB: And so then my
4 question is, how much money have we spent on the
5 program since FY18?

6 MS. IRELAND: So, the program has only
7 been staffed by one civil service employee. We
8 received a significant investment from the
9 Linfest Foundation that actually paid for
10 operations of City and small employer.

11 COUNCILMAN DOMB: But you just said the
12 budget is 3 billion 652?

13 MS. IRELAND: No. That's for the Office
14 of Workforce Development. We are spread across
15 a myriad of programs. That is just one program
16 in the office.

17 COUNCILMAN DOMB: I guess what I'm
18 looking for is to figure out how many people we
19 have helped with workforce development and what
20 the budget has been in order for us to
21 accomplish that goal?

22 MS. IRELAND: So, if you are talking
23 about monies that came from the Office of
24 Workforce Development since its inception
25 March 5 of 2018, we are talking about an office

1 that just opened with one new hire, and then
2 aggregated work that was already being done
3 throughout the City to formulate this office.
4 So Zakia's program, which is City and small
5 employer, has been in existence already.

6 Other programs of the office actually
7 does work on are just up and running. This is a
8 new office.

9 COUNCILMAN DOMB: So, you don't have to
10 give it to me today. But maybe you can send to
11 me our cost -- money we have invested for this
12 development and how many people we have helped
13 and what type of jobs they have achieved.

14 MS. IRELAND: Will do.

15 COUNCILMAN DOMB: And the other question
16 I have is, walk me through the process of what
17 we actually do to help people with this job
18 training. Give me the 30-second overview.

19 MS. IRELAND: Okay. So, the 30-second
20 overview would be for about 18 months before the
21 office opened, 50 leaders across the City of
22 Philadelphia are from labor, education,
23 workforce, business, employers came together in
24 something called Fueling Philadelphia's Talent
25 Engine. These 49 leaders developed the

1 City-wide Workforce Development Strategy. They
2 Mayor announced it at his launch. We opened the
3 office on March 5. And our role is to execute
4 that specific strategy.

5 If you look at the strategy, which I
6 would be happy to give you both original plan
7 and then the one year progress report that came
8 out on Friday, it is definitely about the office
9 playing several different roles in workforce
10 development. One, we are convener of the major
11 institutions across Philadelphia for the first
12 time sitting at the same table to talk about
13 workforce development and how we are going to
14 combat poverty and unemployment.

15 Secondly, the office itself executes a
16 number of strategies that are designed
17 specifically to combat unemployment.

18 And then lastly, it's about
19 collaboration among City departments and us
20 being the face of workforce, frankly, for City.

21 So, from Office of Violence Prevention,
22 I mean, you have heard us mention all day long
23 the roles where we sit in where we are actually
24 bringing expertise, subject matter expertise
25 about how the development effective workforce

1 development strategies. And then more
2 importantly, trying to be that connective tissue
3 between organizations, so that we are leveraging
4 synergy, leveraging the opportunity to work
5 together in a collaborative manner to bring
6 results that we haven't had to heretofore.

7 COUNCILMAN DOMB: Let me ask the last
8 question on this topic.

9 What do you think is the best investment
10 for us in all these projects we are working on?
11 Where can we invest the least amount of money to
12 get the best results? And then ramp that up
13 dramatically, so we can create a lot more
14 opportunities and jobs for people.

15 MS. IRELAND: Yeah. It's been an
16 interesting time for me over the last year. And
17 I can tell you where I think the real sweet spot
18 for what we are trying to do is, is that finally
19 we are working together.

20 So for instance, the work that Vanessa
21 is doing, where we actually look at with police,
22 pinpoint areas where we understand specifically
23 the lack of investments. So when we looked at
24 the areas, we realized, wait a minute, well our
25 key spot system is not there. Wait a minute,

1 there is no libraries. There is no recreation
2 centers. There are no resources. The schools
3 are lowest performing. Then you start to
4 understand what happens why, right?

5 And so, I think with the concerted
6 efforts of departments finally working together
7 and not being in silos, you have this
8 opportunity to build a program or systems are
9 response that really effectively helps leverage
10 what's already going on.

11 I mean, as you point out, there is a ton
12 of money being invested in workforce
13 development. But are we intentionally, right,
14 targeting and working together to make sure that
15 our efforts have some synergy, right, that makes
16 some sense. It's not enough to apply Band-aid
17 to one particular situation. You need a
18 comprehensive response to what's going on.

19 And I think we are finally there. I'm
20 not sure that requires a significant amount of
21 money as you build new systems. I think it does
22 require a significant amount of cooperation.

23 COUNCILMAN DOMB: Okay. Thank you very
24 much.

25 COUNCILMAN GREENLEE: Thank you,

1 Councilman.

2 Councilman Taubenbeger.

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

5 In regards to the opioid crisis, can you
6 walk us through some of the broader
7 objections -- objectives of the Administration?

8 MR. ABERNATHY: As it relates to opioids
9 specifically, I think there is some -- there is
10 a few objectives, right? So, I think we have
11 tried to approach this work in two ways. One
12 that could give a City-wide approach, which the
13 Mayor's Opioid Task Force has really laid out
14 the roadmap for that.

15 COUNCILMAN TAUBENBERGER: What kind of
16 a -- I didn't quite hear that?

17 MR. ABERNATHY: I'm sorry.

18 COUNCILMAN TAUBENBERGER: You're fine.

19 MR. ABERNATHY: The Mayor by executive
20 order created the Mayor's Opioid Task Force that
21 created the City-wide approach that focused on
22 the number of prescriptions that were being
23 issued, the number of overdoses, the number of
24 overdose deaths and the number of treatment
25 options that are available City wide. At the

1 same time, we have created the Resilience
2 Project also by executive order that is really
3 focused specifically in Kensington. And it's
4 really focused on neighborhood concerns.

5 And so, there is a -- that's the quality
6 of life issues that folks are experiencing.
7 It's the open air injections. It's the needles
8 on the ground. It is really the challenges that
9 the community is having to face because they are
10 ground zero for this crisis.

11 Overarching, I would say that the two
12 efforts compliment each other. Where Resilience
13 can support much of the work the task force is
14 doing and vice versa. The task force is
15 supporting the work that Resilience is doing.

16 Overarchingly, the hope is that we are
17 addressing the crisis not just from those who
18 are addicted. We have to help them. We have to
19 help their families. But also from those who
20 are having to suffer with the crisis and the
21 quality of life issues that are caused by the
22 crisis, as well.

23 COUNCILMAN TAUBENBERGER: I mean, many
24 of these people -- and I guess it gets blended
25 in -- are literally living on the streets. I

1 would -- do we call them homeless? Are they in
2 your count? I mean, they are in tents in places
3 that really is not good for them, not good for
4 the community, not good for anybody.

5 MR. ABERNATHY: Agreed. So, yes. There
6 are a number of addicted and homeless, although
7 our entire homeless population is not addicted
8 and homeless.

9 COUNCILMAN TAUBENBERGER: No. I
10 understand.

11 MR. ABERNATHY: It's a big chunk. I
12 would -- I think it's really important to note
13 that the City is approaching this differently
14 than cities like Seattle or San Francisco. We
15 are not allowing tents to pop up. We did make
16 the mistake of allowing encampments to crop up
17 in Kensington.

18 All of those encampments have been shut
19 down. And we are addressing any new encampment
20 aggressively. We don't want tents on our public
21 right-of-way. And don't expect it anywhere in
22 the City.

23 COUNCILMAN TAUBENBERGER: Can you walk
24 me through, if you could, and other
25 Councilmembers the coordination between the

1 Philadelphia Department of Police and the
2 treatment organization for addicts.

3 MR. ABERNATHY: I'm sorry. Treatment
4 for --

5 COUNCILMAN TAUBENBERGER: For
6 organizations for addiction, for addicts. Is
7 there any kind of coordinated effort?

8 MR. ABERNATHY: So the Police
9 Department -- yes, is the short answer.

10 So, the Police Assisted Diversion
11 Project is actually specifically aimed at
12 providing diversion programs and addiction
13 services prior to an individual being in charge.
14 That is being worked on for a number of charges.
15 And that allows both a referral directly from
16 the Police Department or a voluntary referral at
17 times for services.

18 COUNCILMAN TAUBENBERGER: Thank you.
19 Something that isn't always so sexy in the sense
20 it doesn't get the attention, I guess the
21 attention that it needs, but was brought up
22 earlier by Councilman Jones and Councilman Domb,
23 Vector Control.

24 How long has that been under the
25 direction of the Managing Director, or has it

1 always been?

2 MR. ABERNATHY: So, Vector Control
3 actually reports to the Health Department
4 directly.

5 COUNCILMAN TAUBENBERGER: Oh, it does?

6 MR. ABERNATHY: Yes.

7 COUNCILMAN TAUBENBERGER: Is it direct
8 report?

9 MR. ABERNATHY: Vector is the Health
10 Department.

11 COUNCILMAN TAUBENBERGER: Really? In
12 your chart, it more or less has it coming to
13 you.

14 MR. ABERNATHY: Are you meaning Animal
15 Control?

16 COUNCILMAN TAUBENBERGER: Okay. Well,
17 sometimes Vector --

18 MR. ABERNATHY: There are two.

19 COUNCILMAN TAUBENBERGER: Then explain
20 the difference.

21 MR. ABERNATHY: Sure. So, Vector
22 Control is rats. I'm going to put it really
23 simply. It's mostly rats. These are things
24 that you don't want in your home, you don't want
25 in your sewer.

1 COUNCILMAN TAUBENBERGER: No. Nobody
2 wants rats.

3 MR. ABERNATHY: They kill animals.

4 COUNCILMAN TAUBENBERGER: Or mice.

5 MR. ABERNATHY: So, Vector kills
6 animals. Animal Control saves animals. And so,
7 Animal Control and Control Team, which is a
8 non-profit that the City has contracted with, is
9 a City-run shelter. It has reported to the
10 Managing Director's Office since 2012 when we
11 actually created the new non-profit.

12 And so, when I was in my prior role in
13 the prior Administration, I was one of the
14 founders of animal care and control.

15 COUNCILMAN TAUBENBERGER: All right.
16 Well, then, maybe you are the perfect guy to ask
17 the next question. And that would be, as it
18 relates to raccoons and ground hogs.

19 They're not helpful to human beings. We
20 don't always get along so well. We once had a
21 hearing on it and we talked about coexistence.
22 I thought I was listening to some detente
23 between the United States and the Soviet Union.
24 I just -- a lot of people have concerns and
25 problems with raccoons, ground hogs and maybe

1 some other animals that we wouldn't think of but
2 we do today.

3 In fact, I have to cite within the last
4 two years was a situation that was very
5 traumatic where raccoons had gotten into
6 someone's house and attacked their little
7 daughter. That was awful for anyone to go
8 through that. What do we do about that? Where
9 does that fall in? Is that Vector or is that
10 Animal Control?

11 MR. ABERNATHY: So, that is Animal
12 Control. And once an animal is within someone's
13 property, meaning within the living space,
14 Animal Control will respond. If it is -- and
15 Susan, probably makes sense if you come on up
16 because I don't want to -- make sure I don't get
17 any of this wrong. It's been a while.

18 If an animal is gaining access or
19 getting into your trash, that's not something
20 Animal Control would respond to. Raccoons are
21 considered wildlife under state law. And so,
22 are treated a little bit differently than, say,
23 a dog or a cat.

24 COUNCILMAN TAUBENBERGER: Well, agreed.
25 But we had hearings on this. We had people from

1 the Pennsylvania Game Commissioner come down.
2 And more or less said if we wanted to -- because
3 they are considered varmints, I guess, which is
4 another terminology that comes -- because we are
5 not a rural county. But we certainly have some
6 of the problems of urban county -- or rural
7 county in the sense that they are here, you
8 know, with raccoons and also ground hogs.

9 What are -- I mean, they fall through
10 the cracks right now. In some ways, it's a bit
11 humorous. In other ways, if those animals are
12 bothering you, what do we do about it.

13 MS. RUSSELL: Good afternoon, everyone.
14 Susan Russell from ACCT Philly. Thank you for
15 your question.

16 Brian, you did summarize that very, very
17 well. I will say that. But I will also say we
18 do -- we do go get trapped animals or injured
19 animals, injured wildlife. Unfortunately, with
20 only -- we do have twelve Animal Control
21 officers at present. For the most part, we
22 focus on those priorities where there is a
23 public safety risk, especially with dogs running
24 stray. We do, if a raccoon is in the living
25 quarters or any other kind of wildlife, we will

1 go there if it's part of the living space. But
2 otherwise, it does become more of a pest control
3 company type problem for people to hire a person
4 or to check with the game wardens to help them
5 with that.

6 Raccoons, and their are other species,
7 as well, are considered Vector species. And I
8 know you might not be too sympathetic to this.
9 But when they do come into our organization,
10 unfortunately, they are euthanized.

11 COUNCILMAN TAUBENBERGER: Sure.

12 MS. RUSSELL: We would love to work with
13 the districts more closely and provide more
14 coexistence materials so that people can help
15 prevent the nuisance and keep the nuisance away
16 by taking a few steps, whether it's keeping your
17 lids on garbage or, you know, bird feeders out
18 of the yard. Anything that attracts the
19 nuisance can be mitigated.

20 And so, there are a lot of things we all
21 can do to keep the wildlife from becoming a
22 nuisance. And you know, I know there are a few
23 folks as well who think it's okay to feed
24 wildlife. And that is something we would
25 strongly discourage, as well.

1 MS. CRUZ: Hi. Joanna Otero Cruz,
2 Executive Managing Director of Community
3 Services.

4 I know we have had a lot of
5 conversations in your office about raccoons.
6 And so, we have as part of 311 also for anybody,
7 have a service request that individuals are
8 given information about pest control. One of
9 the things that they can do is basically
10 educational in terms of what they can do to --
11 it's all preventative stuff.

12 For example, things like having their
13 trash covered and doing an education in their
14 community, as well.

15 And so, those materials that have been
16 developed in conjunction with the Vector's
17 Office in conjunction with the Department of
18 Public Health is something that we have
19 distributed and will be happy to distribute to
20 all of City Councilmanic Districts.

21 COUNCILMAN TAUBENBERGER: Well, let me
22 run one scenario by you. And just let me know
23 if you think it's worth exploring or doing
24 nothing about it or tell me what the flaws are.

25 A community group has had an infestation

1 of ground hogs. And they were -- well, yes.
2 They had an infestation of ground hogs. It was
3 a South Philadelphia neighborhood. They are not
4 used to ground hogs. Up in Northeast
5 Philadelphia where I come from, yes, on occasion
6 you will see a ground hog. And they had an idea
7 because they had never -- they were -- these
8 yards were very small, but they had ground hogs.
9 They showed me pictures.

10 And the fact is, they wanted to trap
11 them in live traps. Their problem then was,
12 what to do with Mr. Ground Hog who now is -- who
13 wasn't as cut as the one with the Pennsylvania
14 Lottery, keep on scratching. He was in the trap
15 or she was in the trap.

16 What can they do? They were willing --
17 this group was actually willing to put the
18 ground hog in the trap in their car and drive it
19 somewhere to where it could be euthanized or
20 whatever. But probably the best thing would be
21 euthanized because ground hogs are not pretty
22 animals generally.

23 MS. RUSSELL: I won't argue with you on
24 that point, though they are kind of cute, you
25 have to admit.

1 But truly, I think it would be good to
2 consult with the wildlife sanctuaries and with
3 Schuylkill Centers when it come to that
4 magnitude of wildlife, and the Game Commission.
5 Because sure, we can poison them and round them
6 up. Not us personally, not ACCT, but the
7 public. And then it becomes, well, if you do
8 try to relocate them, will they just return.

9 If you try to relocate some species, you
10 are not going to get rid of the problem because
11 another family will just move in right behind
12 them.

13 COUNCILMAN TAUBENBERGER: Correct. And
14 actually, the Game Commission said there are
15 ordinances or laws on the state level that you
16 are not allowed to do that. You either have to
17 kill the animal or leave them there.

18 MS. RUSSELL: And I'm not sure, quite
19 frankly, if ground hogs are Vector species. I
20 do know raccoons are. But that is something
21 that we euthanize and not try to rehabilitate at
22 this point mainly because we don't quite --
23 there is no facility that will take some of
24 these little raccoons, the baby raccoons at this
25 time. But they are Vector species. Coyotes, I,

1 believe are the same thing here in Pennsylvania.

2 So, there are some species that we have
3 to euthanize when they come in, but it's never a
4 popular thing to do a mass euthanasia wildlife.
5 If there is a possibility of finding some kind
6 of, say, birth control for the animal or
7 something to actually manage the -- I know that
8 sounds odd, but there is such -- there may be
9 such things. I know they were trying that with
10 raccoons at one point, as well.

11 MS. CRUZ: That was something that was
12 presented here in terms of sterilizing them.
13 So, I think, Councilman, we would be happy to
14 really sit with your office and --

15 COUNCILMAN TAUBENBERGER: Sure.

16 MS. CRUZ: I know that we have welcomed
17 the opportunity to meet with your group, and to
18 do those follow-up conversations and maybe
19 really kind of define what are ways that we can
20 remedy that so that the community can feel a
21 little safer.

22 COUNCILMAN TAUBENBERGER: Yeah. I think
23 it is important. I mean, it sounds -- for
24 someone who has not experienced this, sort of
25 somewhat silly or funny in some ways. But for a

1 family that is actually going through this and
2 the -- the houses that I visited in South
3 Philadelphia had small yards and they were full
4 of ground hogs.

5 And when we did have the hearing, the
6 one woman said, listen, I'm going to show you my
7 property, Councilman Taubenbeger. It was
8 Councilman Kenyatta Johnson. And she actually
9 had a photograph. And she lived not far off of
10 South Street. And she had a little patio. And
11 on that patio was a group of -- a family of
12 raccoons -- could have got a Pulitzer Prize had
13 we put it through the newspaper of raccoons
14 peering into their house from the outside. It
15 was actually humorous. But the fact is, they
16 went through it.

17 And well, I think the City somehow
18 because of their taxpayers need to come up with
19 some kind of solution. Working with them, I
20 think that's what we do. It is a problem and
21 it's a serious problem in certain neighborhoods.

22 MS. CRUZ: Sure.

23 COUNCILMAN TAUBENBERGER: I would love
24 to work with you further.

25 MS. RUSSELL: We will work with you.

1 COUNCILMAN TAUBENBERGER: Thank you.

2 Mr. Chairman, thank you.

3 COUNCILMAN GREENLEE: Thank you,
4 Councilman.

5 Councilman Domb.

6 COUNCILMAN DOMB: Thank you, Mr.
7 Chairman. I have a few more -- last few
8 questions.

9 I just want to agree with Councilman
10 Taubenberger. And also, I want to bring up this
11 ACCT thing. When you think about it, I know you
12 probably agree, Brian, here we have Vector
13 Control that kills animals next to ACCT where we
14 are trying to save animals. I think it's really
15 for me a big issue and also that ACCT needs more
16 space. I'm not going to continue on that. I
17 just want you to be on board with that.

18 Two others thing I wanted to ask you
19 about, Philly 311. When people call 311, I
20 assume the operator either helps the person or
21 directs them -- directs their call to someone
22 who can help the person.

23 MR. ABERNATHY: Yes. Generally, yes.

24 COUNCILMAN DOMB: And then, is there a
25 follow up to that caller, like, three days

1 later? You know, hi, this is so and so from the
2 City of Philadelphia, want to make sure we took
3 care of your problem.

4 MS. CRUZ: Hi, again. Joanna Otero
5 Cruz, Deputy Managing Director of Community
6 Services.

7 With regards to following up, we have
8 definitely been utilizing data a lot different
9 over the last, I want to say two years, where
10 our managers, supervisors are really looking at
11 our service levels and those individuals that
12 have been in cue. What I mean by service
13 levels, is they are going over beyond. They
14 committed time with the operational's team and
15 they are still pending.

16 And so, really looking into taking a
17 deeper dive as to what's going on, working with
18 the service department, whoever that may be, and
19 then being able to follow up with the end user,
20 meaning the residents. A lot of times, they may
21 not like the answer, but at least there is an
22 explanation as to what's happening and where the
23 progress is -- you know, what progress has been
24 made and what are the hurdles.

25 COUNCILMAN DOMB: Even though -- I'm a

1 big believer in customer service. Even if the
2 311 operator got the email of the person and
3 sent them an email that says, dear whatever,
4 your call was handled as follows. I rerouted to
5 so and so. If they don't reach you within three
6 days or whatever, just call me back.

7 Even if there was something of a
8 level -- by the way, I also am a big believer in
9 high tech, but high touch. And that personal
10 phone call from the City of Philadelphia, these
11 people would be shocked that we are calling
12 them, asking if we took care of their problem.

13 MS. CRUZ: We agree with you. I don't
14 know if Jim wants to add something.

15 MR. MORSE: James Morse, Senior
16 Operation Manager for 311.

17 Councilman, one of the other things we
18 will do is monitor and follow back with any
19 feedback we have received, whether it be through
20 social media. If -- as would -- the information
21 that's received to follow back with our
22 customer, if there is also anomalies that are
23 seen in the data that comes back. Like if a
24 ticket is closed by a department within the same
25 day that it was reported, obviously, a

1 particular department hasn't serviced it that
2 quickly with the exception of CLIP. They are
3 usually out there pretty quick. But they will
4 follow back with that person to make sure that
5 there are -- that it was corrected. Or if it
6 was a duplicate, we will inform them of that,
7 also.

8 We also provide a track number at the
9 beginning of the process. If they would like
10 to, they can follow up through the website or
11 call back for a status. They are encouraged to
12 do so.

13 COUNCILMAN DOMB: What I am saying is,
14 we should be more proactive. I am saying we
15 should be reaching out to people saying, just
16 want to make sure, you called the City last
17 week. Whatever the time frame you guys decide,
18 you called the City last week, want to make sure
19 your problem is taken care of.

20 And I come from this perspective.
21 Nobody knows -- nobody cares how much you know
22 until they know how much you care.

23 MR. MORSE: Agreed.

24 MS. CRUZ: And the other thing I just
25 want to add is that we implemented that promoter

1 score, which is basically anybody that utilizes
2 311 gets an opportunity to -- they get a survey.
3 And it's a satisfactory survey.

4 COUNCILMAN DOMB: I'm going to say, just
5 look, I been around a long time. That personal
6 phone call in today's day and age is invaluable.
7 Invaluable if you can do it.

8 MR. ABERNATHY: Councilman, I don't
9 think anybody here will disagree. I think it
10 becomes a resource question. Right now, our
11 operators are tied up and our call times, quite
12 frankly, are higher than we would like to see
13 them. If we take them off the phone, we would
14 have other issues.

15 I think your point is well taken. I
16 think we all agree. But it does become a
17 resource question.

18 COUNCILMAN DOMB: Okay. Get interns for
19 that, though.

20 Last question. Kensington and
21 Allegheny, down at Kensington and Lehigh --
22 first of all, I know that -- at this point, we
23 have no more encampments, which is great. So,
24 thank you for taking care of that. That was a
25 big issue.

1 You know, I drive through that area
2 every two weeks and drive through to see what's
3 going on. And it breaks my heart to drive down
4 Kensington Avenue from Allegheny to Lehigh and
5 see how the businesses have been destroyed, to
6 see how people are living there, to see what we
7 have done to this neighborhood. And in many
8 ways, I feel that we are responsible for it
9 because we didn't take action quick enough.

10 And so, I have talked about this before.
11 I think, Tumar, I asked you this question
12 before. I would be in favor and I would be in
13 support of and help approve a funding of some
14 sort of a special services district -- just
15 think about the idea -- that goes into place in
16 that corridor that allows businesses to come
17 back in place, allows residents to live their
18 lifestyles, allows our children that are in that
19 neighborhood to feel safer.

20 And by the way, after -- maybe the City
21 has this, like, SWAT team special services
22 district that for two years were there. And
23 then if we bring it back, we say to those
24 businesses, okay, if you want it, you take it
25 over. And then we go to another neighborhood

1 and try to improve our neighborhoods with this
2 kind of a concept. It's worked very well in
3 neighborhoods that are put in these special
4 services district.

5 So, I just want to put that out there
6 for you to think about. You don't have to give
7 me an answer today. But I do think that
8 corridor -- and by the way, I would say this.
9 If we did an economic performance, I think
10 bringing back the businesses there from our
11 selfish reasons of real estate taxes and City
12 taxes and sales taxes and all the wage tax that
13 might occur from those business would pay for
14 this district many times.

15 MR. ABERNATHY: I don't disagree with
16 the concept. I think the underlying challenges
17 there are things that we have to address. And
18 frankly, I think Paul Levy could go run the
19 Center City District on Kensington Ave. If we
20 don't address the homelessness and opioid crisis
21 that is facing that community, we are not going
22 to be able to open businesses on Kensington
23 Avenue.

24 So, we are committed to that community.
25 I have been very clear about our office's

1 commitment to solving the challenges in
2 Kensington and Fairhill. Resilience was all
3 about dedicating a SWAT team to, quite frankly,
4 a community that I think you are right. The
5 City does bear some blame for what's happening
6 but I wouldn't say in our response to our opioid
7 crisis. I would say for the last three decades,
8 when we've ignored Kensington through multiple
9 administrations.

10 So, I think you and I are fairly well
11 aligned on what we need to do for that
12 community.

13 COUNCILMAN DOMB: I am just saying if
14 you need funding from us, I would be in favor of
15 it. I would support it as a joint effort which
16 we should think about.

17 MR. ALEXANDER: And, Councilman, I just
18 want to add, just to highlight. There is
19 existing work that is going on with Commerce
20 Department with folks like Shift Capital, Impact
21 CDC and others in that area. Just last night at
22 a community meeting, Joanna and her
23 organization, her folks' host, we were
24 introduced to a young lady that's brining --
25 opening a bakery on Kensington Avenue. It's a

1 new business. She has one out in Darby. And
2 she's opening that.

3 I mean, there is that type of work doing
4 on and that type of synergy. And that is what
5 Brian said, all about the work that we are
6 doing.

7 COUNCILMAN DOMB: That's great.

8 MR. ALEXANDER: The reason we are
9 doing --

10 COUNCILMAN DOMB: I want to make sure
11 they are successful and they stay there, too.

12 MR. ALEXANDER: I already signed up to
13 be like a frequent customer.

14 COUNCILMAN DOMB: All right. Thank you
15 very much.

16 COUNCILMAN GREENLEE: Thank you,
17 Councilman.

18 Just lastly, and I was waiting to see if
19 she came. Because the Councilman Reynolds Brown
20 was tied up in another event. But she just
21 wanted to ask a question that deals with the
22 Office of Sustainability, which I think is on
23 its own. Does that come under -- I think Ms.
24 Epps is there?

25 MR. ABERNATHY: Yes, to both.

1 COUNCILMAN GREENLEE: Can she just come
2 up for a second. I will just relay the
3 Councilwoman's question. Has to do with the
4 Food Policy Advisory Council.

5 Councilwoman said, she held a hearing on
6 the prevalence of child hunger in our City. And
7 the people there reinforced the role of the Food
8 Policy Advisory Council, but that that is
9 apparently was funded through a grant that is
10 running out. And is there any plan for the
11 Office of Sustainability to take up that kind of
12 work with food policy?

13 MS. KNAPP: Thank you.

14 COUNCILMAN GREENLEE: And child hunger.

15 MS. KNAPP: Sure. Christine Knapp,
16 Director of the Office of Sustainability.

17 COUNCILMAN GREENLEE: Yes.

18 MS. KNAPP: So, the Food Policy Advisory
19 Council is a voluntary group appointed by the
20 Mayor. And the manager of that Food Policy
21 Advisory Council is a member of our staff.

22 COUNCILMAN GREENLEE: Okay.

23 MS. KNAPP: And she has been funded
24 through grant funded -- funding for about the
25 last five years. And some of those funders have

1 indicated to us that they would like to step
2 down the funding for salary. They might be
3 still interested in funding some of the
4 programmatic work, but they are less interested
5 in the salary at this point since it's been a
6 number of years.

7 So, we are going to work on a strategy
8 for how to fill that gap over the next couple of
9 years.

10 COUNCILMAN GREENLEE: I think the
11 Councilwoman may be interested, if we talk about
12 the budget, of getting some money in there for
13 that. Okay. I appreciate that. Thank you very
14 much.

15 MS. KNAPP: Thank you.

16 COUNCILMAN GREENLEE: No further
17 questions. Thank you all very much.
18 Mr. Abernathy, I didn't say congratulations on
19 your new position. I don't know if that was --
20 today was the right day to say it.

21 MR. ABERNATHY: Thank you, sir.

22 COUNCILMAN GREENLEE: Thank you all for
23 coming. And the Committee will stand in recess
24 until Tuesday, April 2, 2019 at 10:00 a.m. At
25 which time, we will reconvene right here in Room

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1 400.

2 Thank you.

3 (At this time, the Committee stood in
4 recess at 3:21 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.

ANGELA M. KING, RPR,
Court Reporter, Notary Public

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