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COUNCIL OF THE CITY OF PHILADELPHIA
PUBLIC HEARING BEFORE THE COMMITTEE OF THE WHOLE

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- - -
Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, 10/11/00
11:00 a.m.
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BILL 000583 - Authorizing amendment of PFMC
Agreement to provide for temporary change in
amount of temporary financing that the City may
provide to PGW. . .

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BILL No. 000590 - Making certain additional
appropriations needed to meet unanticipated
emergency created by a cash flow crisis at PGW.

12

13

PRESENT: COUNCIL PRESIDENT ANNA C. VERNA, Chair
COUNCILWOMAN JANNIE BLACKWELL, V. Chair
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN DARRELL L. CLARKE
COUNCILMAN DAVID COHEN
COUNCILMAN FRANK J. DICICCO
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN JAMES F. KENNEY
COUNCILWOMAN JOAN L. KRAJEWSKI
COUNCILMAN W. THACHER LONGSTRETH
COUNCILMAN RICHARD T. MARIANO
COUNCILWOMAN DONNA REED MILLER
COUNCILMAN MICHAEL A. NUTTER
COUNCILMAN BRIAN J. O'NEILL
COUNCILMAN ANGEL L. ORTIZ
COUNCILMAN FRANK RIZZO
COUNCILWOMAN MARIAN B. TASCO

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2 P R O C E E D I N G S

3 COUNCIL PRESIDENT VERNA: Good morning,
4 everyone. I do apologize for the delay. This is
5 a continued public hearing of the Committee of the
6 Whole regarding Bill No.'s 583 and 590. Mr.
7 McPherson, would you please read the titles of the
8 bills.

9 MR. MCPHERSON: Bill No. 583, an
10 ordinance authorizing the amendment of the
11 Philadelphia Facility Management Corporation
12 Agreement to provide for a temporary change in the
13 amount of temporary financing that the City may
14 provide to the Philadelphia Gas Works, under
15 certain terms and conditions.

16 Bill No. 590, an ordinance amending an
17 ordinance approved April 11, 2000 (Bill No.
18 000005) adopting the Operating Budget for Fiscal
19 Year 2001 by making, in accordance with Section
20 2-301(a) of the Philadelphia Home Rule Charter,
21 certain additional appropriations needed to meet
22 the unanticipated emergency created by a cash flow
23 crisis at the Philadelphia Gas Works.

24 COUNCIL PRESIDENT VERNA: I think we
25 ought to have members of the Administration

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2 approach the witness table, please.

3 (Administration witnesses come
4 forward.)

5 COUNCIL PRESIDENT VERNA: Good morning.
6 Again, I apologize for the delay.

7 Miss Wilkerson, is there anything that
8 you would like to add to your previous testimony?

9 MS. WILKERSON: Over the course of the
10 last several days, we've been meeting with a
11 number of Councilmembers and have touched on many
12 of the points that I would normally make today.

13 I think that I would like to emphasize
14 that the scrutiny that the company has come under
15 in the course of the last couple of weeks has
16 actually been a real positive step forward, I
17 think, as difficult as it's been some of the
18 time. The company has made enormous strides over
19 the course of the last several months. We're very
20 proud of the fact that we've managed to rebuild
21 substantial portions of the IT system, that we
22 have 30,000 customers -- most of our customers are
23 now in the system for the first time in over 15
24 months, that we've hired additional employees for
25 the Call Center, trained employees for the Call

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2 Center, got the parts and labor plan working for
3 the first time in a year. We've already enrolled
4 over 60,000, realizing over \$5 million in cash to
5 the company.

6 We've begun making numerous strides in
7 trying to restore the credibility of the company
8 and welcome the kind of involvement that the
9 company now has as we move forward in trying to
10 transition through regulation, and so have been
11 encouraged by the challenging scrutiny that the
12 company's received.

13 I think this winter is going to be very
14 difficult for the company. We are facing enormous
15 challenges, in part due to factors beyond our
16 control. We have a proposal pending in front of
17 the PUC that would increase our GCR by over
18 \$97 million. It's going to create hardship for
19 many. We're putting together programs now to try
20 to alleviate some of that hardship.

21 We also have pending in front of the
22 PUC requests for based-rate relief, and while it's
23 difficult to even ask for that, it's something
24 that is critical if the company's going to succeed
25 in the years going forward.

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2 And I just want to, you know, reiterate
3 that we appreciate, you know, the kind of
4 involvement that the company's had. I think it's
5 that kind of involvement that is going to sustain
6 the company in the coming years.

7 Yesterday, as people know, the company
8 received a decision from the PGC, approving the
9 \$45 million loan request. There were
10 recommendations to City Council that it impose a
11 number of restrictions. The Administration
12 embraces virtually all of those restrictions.
13 They require that the Administration create
14 segregated funds, that there be restrictions on
15 how the money is withdrawn. It would require that
16 the Finance Director certify to any request to
17 withdraw from the segregated account. It would
18 require monthly reports back to City Council, to
19 the Finance Director and also the Gas Commission.
20 We support that, as well as a more regular
21 reporting mechanism on the progress that the
22 company's making on some of its management goals.

23 The one condition that the company and
24 the Administration find troubling is the
25 requirement that would link the draw of the second

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2 25 million to a submission and approval of a
3 five-year strategic management and operating plan.
4 It's our position that in the months going
5 forward, the company's financial condition is, at
6 best, precarious and that that kind of linkage
7 creates a difficult burden.

8 We support the goal of trying to -- of
9 developing a five-year plan. I think it will
10 focus the activity and the resources of the
11 company in moving forward. It's just at this
12 time, when the company is as pressed as it and
13 operating on the kind of shoe string that it is
14 with so many contingencies, we feel that it will
15 be difficult to have that, you know, level of
16 flexibility removed, and would ask that those two
17 requirements be uncoupled.

18 I think that, you know, we have been
19 asked to provide additional information with
20 respect to other kinds of financing mechanisms,
21 and we're prepared to -- you know, we've done some
22 communicating with Councilmembers. If there are
23 individual questions about those alternative
24 mechanisms, we're prepared to answer those
25 questions.

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2 COUNCIL PRESIDENT Verna: When do you
3 think a five-year plan would be available?

4 MS. WILKERSON: The company currently
5 has the outlines of a three-year strategic plan.
6 We have been focusing on the period that would
7 lead us into deregulation, and that does two
8 things: it takes us up to the point at which the
9 company's way of doing business may be altered
10 fundamentally also; it also enables us to focus on
11 the problems that challenge the company right now.

12 When this current administration took
13 over, we encountered a company that was at the
14 point of collapse. We had no way of generating
15 financial statements for the company. We were
16 unable to bill between 30 and 50 thousand of our
17 customers. We had no way of logging in customer
18 requests for the parts and labor plan. And at the
19 same time, we had people leaving the company at an
20 unusually high rate. We have been focused on
21 trying to stabilize a company that was in crisis
22 and finds itself close to the point of collapse.

23 And so if you look at the outline of
24 what it is that we want to do with our strategic
25 plan, we are focused on getting the customer

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2 service up to an acceptable level. We are focused
3 on trying to restore baseline financial condition
4 of the company, and chose to limit our horizon --
5 our management and planning horizon to three
6 years. The company has generated five-year
7 financial plans. Those, I believe, were submitted
8 to the Gas Commission at the time the FY 2001
9 budget was committed.

10 But, you know, we expect to have a
11 full, you know, plan. You know, we have a draft
12 -- we can have a draft of our three-year plan
13 circulated by the end of November. The full plan
14 could be available, you know, with accurate
15 information by June. As you know, the PUC will
16 entertain a base-rate case from the company.
17 We'll be filing that no later than January 1,
18 2001, expect a decision in the base-rate case by
19 approximately June, I believe -- is it June? By
20 June 2001.

21 It would be at that point that the
22 company will really know what its financial
23 condition is likely to be in the years moving
24 forward. Before that, there is a lot of
25 speculation in our numbers.

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2 COUNCIL PRESIDENT Verna: Thank you.

3 Are there any questions from members of
4 the committee? Are there any questions from
5 members of the committee?

6 Oh, I'm sorry. Councilwoman
7 Krajewski's light is not on. There we go.
8 Councilwoman Krajewski.

9 COUNCILWOMAN KRAJEWSKI: Thank you.

10 Joyce, can you just state for the
11 record where you came up with the amount of
12 \$45 million?

13 COUNCIL PRESIDENT Verna: Pull that
14 mike lower, the neck of your microphone. Just
15 pull it down.

16 COUNCILWOMAN KRAJEWSKI: Mr. DiCicco's
17 very good at this.

18 COUNCIL PRESIDENT Verna: Just pull it
19 down.

20 COUNCIL PRESIDENT Verna: Yes, thank
21 you.

22 Can you just state for the record where
23 the amount of 45 million originated?

24 MR. KNUDSEN: Yes. My name is Tom
25 Knudsen. I am Interim Chief Financial Officer for

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2 PGW.

3 To respond to your question,
4 Councilwoman, we have done any number of proforma
5 projections of company operations. And under what
6 we consider the most dire circumstances, the 45
7 million is an amount that meets our needs and
8 gives us a slight cushion in the two critical
9 periods of the coming fiscal period. So that
10 45 was a number that we determined based upon
11 analysis.

12 COUNCILWOMAN KRAJEWSKI: So it could be
13 more or less?

14 MR. KNUDSEN: Well, it all depends on
15 what the cost of gas -- what the gas markets will
16 require of us. But we have assumed, you know, a
17 fairly pessimistic point of view in our
18 projections, and the 45 million addresses those
19 needs.

20 COUNCILWOMAN KRAJEWSKI: What exactly
21 will the 45 million be used for? Will it be gas,
22 will it be payroll or what?

23 MR. KNUDSEN: Yes, it will be used to
24 meet our purchases --

25 COUNCILWOMAN KRAJEWSKI: Excuse me. Is

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2 there any limit as to the loan?

3 MR. KNUDSEN: As to the use of the loan
4 for particular purposes, I don't believe there is.
5 But basically, we would use the loan to purchase
6 gas. That's what we need it for.

7 COUNCILWOMAN KRAJEWSKI: Strictly for
8 gas.

9 MR. KNUDSEN: Well, I don't want to say
10 strictly for gas because cash is cash, and we may
11 have a need that overlaps with our gas purchases,
12 but that is principally the reason why we are
13 here, is the need to finance our gas purchases.

14 COUNCILWOMAN KRAJEWSKI: Well, the big
15 question is, how will the loan be paid back?

16 MR. KNUDSEN: I'm sorry?

17 COUNCILWOMAN KRAJEWSKI: How will this
18 loan be paid back?

19 MR. KNUDSEN: The loan will be paid
20 back from the receipts from customers who we will
21 be billing for the gas that they will be receiving
22 at the higher -- at these higher costs.

23 The problem that we have is that we
24 must purchase the gas before we can bill and
25 collect from our customers. So the loan will be

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2 paid back immediately -- or more accurately, we
3 will be putting the funds back into this reserve
4 or escrow account that we will be creating as we
5 go forward.

6 MS. WILKERSON: I think there's also
7 one other piece that we have in all of our
8 documentation. The company has to get out of the
9 commercial paper market for a five-day period in
10 -- or show the capacity to get out of the
11 commercial paper market for a five-day period in
12 June. We will be drawing down funds from the loan
13 in order to meet that test.

14 But we anticipate that any use of the
15 funds will go through the process that was
16 recommended by the Gas Commission so that the
17 company would have to file a certificate that
18 would articulate the basis for the request. And
19 that would have to be approved by the Finance
20 Director before the funds would be made available
21 to the company.

22 COUNCILWOMAN KRAJEWSKI: You know,
23 PGW's argument that it needs the 45 million right
24 now in case an emergency rises when Council is out
25 of session, what kind of emergency would cost

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2 \$20 million in 5 weeks in the amount of time that
3 Council is out of session?

4 MR. KNUDSEN: It isn't that it
5 necessarily would be 20 million, but the
6 restriction right now is that we would get 25
7 million prior to the filing of a five-year plan
8 and \$20 million after it was judged acceptable by
9 the Gas Commission.

10 At the present time, we will have a
11 substantial need for funds in January. We have
12 two requirements in January: one, we must pay our
13 December gas bill; and, two, we have a very large
14 \$25 million payment that is due as a debt service
15 payment. We pay interest and principle on our
16 debt in January.

17 The issue, then, is to what extent, if
18 we were to experience substantial run-up in the
19 cost of gas in the November and December time
20 frames. We might not have -- or the \$25 million
21 might not be sufficient to meet that need.

22 So it isn't that we necessarily would
23 need the full 45, but we may need well in excess
24 of 25, maybe 30, maybe \$35 million. That would be
25 the circumstance and the uncertainty that we're

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2 dealing with.

3 COUNCILWOMAN KRAJEWSKI: I just have
4 one more question. If the City waives the
5 \$18 payment, how would this affect your request
6 for rate increases? Will PGW then request less of
7 an increase, or will the company still be
8 requesting the same amount?

9 MR. KNUDSEN: It's our intention to
10 request the same amount. We view the \$18 as a
11 contingency, as a --

12 (Interruption; sound system failure.)

13 COUNCIL PRESIDENT VERNA: Excuse me,
14 excuse me, please. The stenographer could not
15 hear you.

16 MR. KNUDSEN: We consider the
17 \$18 million as a contingency provision only. We
18 are asking for the full amount that we need to
19 operate the company in our filings before the PUC.

20 COUNCILWOMAN KRAJEWSKI: Thank you.

21 COUNCIL PRESIDENT VERNA: You're
22 welcome.

23 The Chair recognizes Councilman Ortiz.

24 COUNCILMAN ORTIZ: I -- I don't have --
25 I just have a gut feeling about all of this, that

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2 \$45 million, this is taxpayers' money. And there
3 are really no assurances that it's going to get
4 paid back.

5 When a bank gives a loan, there are
6 usually penalties that are included in the loan
7 repayment plan, that if you don't meet the
8 scheduled payment, you will get penalized. The
9 ratepayer here gets a huge rate increase, the
10 taxpayer has to give up \$45 million, so the
11 taxpayer's getting it from every side, without any
12 reassurances.

13 And we all -- I think everybody on this
14 floor here understands that PGW has been
15 mismanaged and needs some money. I just have not
16 yet been convinced that City Council and the
17 taxpayers have to be the source of the bailout. I
18 just have not been convinced because I have not
19 been presented with any documentation that will
20 give me the reassurances that we should be the
21 bailout banking resource for PGW. I have not seen
22 anything yet, I have not been told anything that
23 is convincing that we're not just putting good
24 money down a black hole. I think we're in a
25 situation in which nothing has changed from the

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2 last time you were before us.

3 And at this time, I just do not know, I
4 have not been convinced why should we enter into
5 the loan business. I leave that to First Union
6 and Mellon and those other banking institutions.
7 A plan has not been presented that is convincing,
8 a management plan has not been presented, a
9 priority, a repayment plan, nothing has been
10 presented to this Council to give this Council and
11 the taxpayers of the City any confidence that any
12 action we take here is going to have any effect
13 upon changing the culture of PGW and any effect in
14 bringing better service to the rate payers of the
15 City.

16 So I -- I wait to be convinced during
17 the next hour or so, Madam President, but right
18 now, I am not convinced at all that we should be
19 the banking resource for \$45 million.

20 MR. KNUDSEN: Councilman, may I respond
21 to your point with two statements or two
22 comments.

23 One is that we have gone to the banks,
24 or PGW has gone to the banks historically. They
25 had a \$100 million -- or we had a \$100 million

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2 line of credit. As few as three years ago or four
3 years ago, we had only 0 to \$15 million in that
4 account; in other words, we had \$85 million to
5 draw upon and operate the company.

6 The problem is that over the last three
7 years, three and a half years, we've experienced
8 substantially warmer-than-normal winters, and we
9 have financed the deficits of the company with
10 borrowings from the short-term debt instrument
11 that we had available to us.

12 So we find ourselves essentially out of
13 the banks at this point, without recourse, for a
14 variety of reasons of which we've --

15 COUNCILMAN ORTIZ: Are you saying bank
16 are refusing to lend you money?

17 MR. KNUDSEN: We don't have recourse to
18 the banks right now.

19 COUNCILMAN ORTIZ: I didn't ask that
20 question. Are you saying that banks are right now
21 denying you loans?

22 (Witness comes forward.)

23 MS. BISGAIER: I'm Barbara Bisgaier
24 from Public Financial Management.

25 COUNCILMAN ORTIZ: Speak into the

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2 microphone.

3 MS. BISGAIER: I don't have to look at
4 you?

5 COUNCILMAN ORTIZ: That's all right.

6 MS. BISGAIER: Sorry. The principal
7 lender to the bank right now is Morgan Guarantee
8 Trust Company, and they will not extend further
9 loans to the company without some other assurance
10 that it could be paid back.

11 COUNCILMAN ORTIZ: So the bank wants
12 assurances that it could be paid back. The City
13 doesn't want any assurances that it can be paid
14 back, we just take it on faith.

15 MS. BISGAIER: No.

16 COUNCILMAN ORTIZ: And we can give
17 \$45 million without really no assurance that it
18 can be paid back.

19 MS. BISGAIER: Well, the bank has
20 already loaned \$100 million.

21 (Unintelligible, parties talking over
22 each other.)

23 COUNCILMAN ORTIZ: I'd just like the
24 (unintelligible) that the bank use that they don't
25 want to lend any money because there's no

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2 assurances that it can be paid back.

3 This is the taxpayers of the City of
4 Philadelphia who are loaning \$45 million, not City
5 Council. It is the taxpayers of Philadelphia who
6 are going to get hit with a huge rate increase.
7 And the banks are asking for assurance and you
8 cannot give the bank assurances, but we've got to
9 take your word.

10 MS. WILKERSON: I think that -- if I
11 can respond.

12 First of all, I don't think that we're
13 simply asking you go take our word. We are trying
14 to work with the City Council, with the Gas
15 Commission, with the Controller's office, and also
16 with the Administration to set up a mechanism that
17 limits the disbursement of the funds, you know.
18 As a first point, the company does not have the
19 option of simply coming to, you know, and tapping
20 into the \$45 million every time it wants. There
21 is a process set up that would require that a
22 reason be articulated, that it satisfy the
23 Director of Finance, that there is in fact a
24 legitimate need for the funds, and there will have
25 to be a representation about how the funds will be

3 We have circulated to members of City
4 Council cash flows that make fairly pessimistic
5 assumptions about what's likely to happen. We
6 assume an interim rate increase, I believe, of
7 \$25 million. We assume the cost of gas going up
8 to \$160 million higher than what it is currently.
9 And we also have cash flows that assume
10 warmer-than-normal winter.

11 And under all of those scenarios, we
12 indicate that the company will be paid back, you
13 know, depending on exactly what scenario you look
14 at. Sometimes the company is, you know, shows
15 balances at the end of the year, but there is no
16 scenario that we've run that show the City or the
17 taxpayers being left high and dry.

18 And we, you know, pursuant to the
19 requests that have been made, we've also gone to
20 lending institutions and asked, are there any
21 conditions under which you would loan money to the
22 company? We've been told yes, there are
23 conditions, but they require that the City
24 guarantee the debt.

25 You know, the condition of the company

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2 is dire and unfortunate. We find ourselves in a
3 position of not having a lot of alternatives.
4 What we are going through now is the result of
5 years of improper management of the company. It's
6 not a situation anybody wants to find themselves
7 in.

8 COUNCIL PRESIDENT VERNA: Are you
9 finished, Councilman?

10 COUNCILMAN ORTIZ: Yes.

11 COUNCILWOMAN VERNA: Thank you.

12 We were having some trouble with our
13 screen. All Councilmembers that want to be
14 recognized, please press your button again so that
15 we will know who wants to be recognized. Thank
16 you.

17 Councilman Goode.

18 COUNCILMAN GOODE: Thank you, Madam
19 President.

20 Under Bill 583, it's my understanding
21 that we are amending the Philadelphia Facilities
22 Management Corporation agreement to -- for them to
23 borrow up to \$45 million. That is a changing
24 amount from 20 million, I believe?

25 MS. WILKERSON: Mm-hmm.

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2 COUNCILMAN GOODE: What is the process
3 in the past for allowing for that financing of up
4 to 20 million? Was there a requirement for a
5 five-year financial plan, was there a loan
6 proposal? What sort of mechanism was used to
7 provide accountability, or is used under the
8 current agreement?

9 (Witness comes forward.)

10 COUNCIL PRESIDENT VERNA: Good
11 morning. Kindly identify yourself for the
12 record.

13 MR. BOGDONAVAGE: I'm Joseph
14 Bogdonavage. I'm the Director of the Gas Works.

15 Councilman, to respond to your
16 question, I'm not real clear on all of the
17 particulars, but in the early '80s, the Gas
18 Commission, along with the Director of Finance,
19 was able to loan, with a City Council resolution,
20 the \$20 million loan to the Gas Works, which,
21 again, was in lieu of some working capital
22 problems that we had in the early '80s.

23 COUNCILMAN GOODE: And what sort of
24 financial documentation was submitted to Council?
25 Was there a loan financing proposal, was there a

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2 five-year financial plan? What sort of
3 documentation was submitted in order to enable
4 Council to make a decision on up to \$20 million?

5 MR. BOGDONAVAGE: I don't know the
6 particulars at hand, but I think it was basically
7 a City Council resolution.

8 COUNCILMAN GOODE: Okay. So in other
9 words, in the past, it's reasonable to say that
10 City Council went along with the financial need
11 expressed by the Gas Works.

12 MR. BOGDONAVAGE: That's correct.

13 COUNCILMAN GOODE: And it's reasonable
14 to say that if we were to approve \$25 million
15 today as an initial advance in financing, that we
16 would be approving that without a five-year
17 financial plan, we'd be approving that without a
18 loan proposal, we'd be approving that essentially
19 without any requirements that you can state that's
20 needed to approve that \$25 million.

21 MS. WILKERSON: The mechanism that we
22 would anticipate would have the company
23 articulating a need for the money. The Finance
24 Director would review to verify that there is that
25 need, you know, would review the cash flow

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2 situation to determine whether or not, you know,
3 what the likelihood of repayment is.

4 So, you know, we would anticipate
5 setting up a mechanism that would have more checks
6 and balances than previously.

7 COUNCILMAN GOODE: So exactly City
8 Council, that is, recommending that we have a
9 mechanism for the second 20 million but not for
10 the first 25.

11 MS. WILKERSON: No. I think there is
12 broad support for checks on the disbursement of
13 the entire amount. In talking with people, you
14 know, from the Administration, in talking with the
15 City Controller and most of the Councilmembers
16 here, nobody is in favor of simply writing a check
17 in the amount of 45 million to the Philadelphia
18 Gas Works.

19 I think that all of the money -- you
20 know, everybody wants to see all of the money
21 disbursed pursuant to a very intentional and
22 thoughtful process that would require that the
23 financial officer of the Gas Works submit a
24 certificate for review by the Finance Director,
25 you know, and that, you know, that she would have

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2 to be satisfied with the proposed use of the
3 funds, would review the repayment proposal.

4 We have been asked to provide reports
5 back on a monthly basis so that members of City
6 Council, the Gas Commission, the Controller, and
7 the City can all track, you know what's going on
8 not just the \$45 million loan but with the City
9 finances overall so that at any point, you know,
10 funds are disbursed, you know, folk have their
11 eyes wide open and understand the transaction and
12 the context for it.

13 COUNCILMAN GOODE: I understanding the
14 discussions have taken place, I understand the
15 \$45 million is definitely needed, I understand
16 that there probably is an overwhelming majority of
17 Council that's ready to support \$45 million.

18 What I'm saying is that under the
19 current agreement, we're already allowed to
20 advance the 20 million --

21 MS. WILKERSON: Mm-hmm.

22 COUNCILMAN GOODE: -- without any of
23 the financing mechanism in place other than City
24 Council resolution. In the past, it seems this
25 Council prepared to do at least 25 million,

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2 without any new financial mechanism today.

3 MS. WILKERSON: Mm-hmm.

4 COUNCILMAN GOODE: But it wants to
5 require a new financing mechanism proposal, a
6 five-year financial plan for the additional
7 20 million.

8 MS. WILKERSON: That's correct.

9 COUNCILMAN GOODE: What would be your
10 recommendation in terms of what is needed for the
11 25/20 or 45 million?

12 MS. WILKERSON: I think it is
13 appropriate to have oversight of the disbursement
14 of funds. I think it's appropriate for the
15 company to have to articulate a specific reasoning
16 for the funding. I think it's appropriate for the
17 Finance Director to control the disbursement of
18 the funds.

19 I think, you know, as difficult as some
20 of the, you know, some of the discourse and the
21 scrutiny is, I think it is appropriate for the
22 City to pay close attention to what's going on
23 with the company and to ask the difficult
24 questions. I think that, you know, we got, you
25 know, into the situation we are in because there

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2 hasn't, you know, in part, because, you know, the
3 oversight hasn't been what it ought to be, you
4 know, and when you call for the oversight, you
5 know, you got to deal with the, you know, with the
6 fact that it makes life more difficult.

7 But I think in the long run, we will be
8 a better operated company. In the long run, the
9 City will have more confidence in how the company
10 is operated. And in the long run, some of these
11 controls, you know, will inure to the benefit of
12 all sides.

13 I think that the challenge and the
14 question is, you know at, what point are there so
15 many hurdles imposed that you really do limit the
16 company's ability to respond flexibly and
17 aggressively at a time when the market is less
18 predictable than it's ever, you know, been in the
19 last 20 years, at a time when the company has less
20 resources to draw upon perhaps than ever before,
21 at a time when the company is being stretched.
22 Last week, we were testifying in Harrisburg, the
23 Gas Commission, City Council; at the same time,
24 we're trying to fix the computer system, you know,
25 work on the Call Center operations. That's just

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2 the reality of running PGW, you know, because of
3 the state in which we encountered it.

4 So I think that reporting and
5 monitoring and supervision is good and
6 constructive. I think that there's a point at
7 which you jeopardize the company's ability to
8 function and respond in a very unpredictable
9 environment.

10 COUNCILMAN GOODE: So this bill
11 actually just amends the amount that we can
12 finance, and the request is for 45 million. Is it
13 your understanding that Council, through informal
14 conversation, is going to approve that 45
15 million? Or is it based upon the financial
16 documentation submitted to Council?

17 MS. WILKERSON: That would be my hope.
18 You know, the Administration's request is for the
19 approval of the 45. The Gas Commission has
20 approved it. My understanding is that there's
21 some support for the loan to the company, that
22 there is concern about the kind of control over
23 the disbursement of the funds and about the
24 reporting that takes place.

25 COUNCILMAN GOODE: Madam President, can

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2 I ask a request of the Gas Commission? Or should
3 I wait till after people question the
4 Administration?

5 COUNCIL PRESIDENT VERNA: Councilwoman,
6 are you agreeable?

7 COUNCILWOMAN TASCO: Yes.

8 COUNCILMAN GOODE: I just want to know
9 where the 25/20 figure came rather than doing
10 30/15 or a 35/10. What is the rationale behind
11 the 25/20?

12 COUNCILWOMAN TASCO: The hearing
13 examiner came up with the recommendation. Janet
14 Parrish is the Hearing Examiner for the Gas
15 Commission who took the testimony and made the
16 recommendation to the Commission, which the
17 Commission adopted.

18 And a point of information for the
19 Councilmember. The agreement requires that the
20 request for money to City Council or from the City
21 alone has to be approved by the Gas Commission.
22 So when they loaned the \$20 million last time, we
23 don't know what the conditions were or --

24 COUNCILMAN GOODE: My question is
25 really, why a 25/20 rather than 30/15 or 35/10?

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2 COUNCILWOMAN TASC0: I'm going back to
3 your first --

4 COUNCILMAN GOODE: It's a simple
5 question: where did the number come from?

6 COUNCILWOMAN TASC0: All right. Janet
7 Parrish come forward to the table.

8 (Witness comes forward.)

9 COUNCIL PRESIDENT VERNA: Please
10 identify yourself for the record.

11 MS. PARRISH: I'm Janet Parrish, Senior
12 Hearing Examiner for the Philadelphia Gas
13 Commission.

14 Councilman, to respond to your
15 question, the 25 million came directly from PGW's
16 cash flow scenarios, which we had requested that
17 they run in order to prepare ourselves to review
18 the request. And in their worst-case scenarios,
19 what was shown that \$25 million was the amount
20 that would be needed in the month of January
21 2001. As Mr. Knudsen has previously indicated, a
22 large debt service payment of about \$25 million is
23 due on January 1, 2001. They would need
24 negligible amounts, if anything, in the months of
25 November based on their own scenario.

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2 So that's the basis for the \$25 million
3 figure. It was something that appeared to us
4 would be a prudent amount that would get the
5 company through the initial period. And the 45
6 million, according to their own scenarios, is not
7 required until June 2001, at which time the
8 commercial paper must be paid down, as was
9 indicated.

10 COUNCILMAN GOODE: So is it your
11 opinion that they need \$25 million and an
12 additional 20 million when?

13 MS. PARRISH: \$25 million as of January
14 2001, or, as I stated in my recommendation, no
15 later than December 31 of this year, and
16 \$45 million in the month of June 2001.

17 And that is based on -- let me just add
18 if I may a worst-case scenario. A worst-case
19 scenario means they only receive \$25 million of
20 the 52 million they've requested from the PUC in
21 interim base rate relief. It assumes a worst-case
22 scenario on increased gas costs that's an increase
23 of \$167 million in the gas cost rate, not the
24 97 million which the company has actually filed
25 for to date. And it also assumes a 10 percent

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2 warmer-than-normal winter.

3 So those were some pretty key
4 assumptions that we thought gave us pretty much of
5 an outside margin on what the company's needs
6 would be.

7 COUNCILMAN GOODE: So is it your
8 opinion that they need 25 million by December 31st
9 or January and 20 million by June, that they do
10 not need 45 million --

11 MS. PARRISH: No, they need 45 million
12 in June. In other words, what they've indicated
13 to us is once they draw down the \$25 million in
14 January, that that amount of money would
15 subsequently be repaid to the fund over the next
16 several months as the cash flow started to turn
17 positive. And Mr. Bogdonavage, I think, can
18 confirm that.

19 So by the time you got to June, you
20 would be again in the position of having the
21 45 million in the restricted account available to
22 be drawn down.

23 COUNCILMAN GOODE: So if we're
24 providing 25 million by December 31st, we really
25 don't need any other authorization to provide the

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2 20 million under the current agreement; is that
3 correct?

4 MS. PARRISH: The only thing that would
5 have to happen is you'd have to have the five-year
6 plan filed and approved as --

7 COUNCILMAN GOODE: That's not a part of
8 the current agreement.

9 MS. PARRISH: I'm not sure I understand
10 what you mean by "the current agreement."

11 COUNCILMAN GOODE: If we were to
12 approve the 25 million that is needed by December
13 31st, another 20 million could be authorized under
14 the current agreement without --

15 MS. PARRISH: Right. I suppose
16 theoretically, you could authorize it separately,
17 but that's a little different --

18 COUNCILMAN GOODE: I'm here to discuss
19 a bill.

20 MS. PARRISH: Right.

21 COUNCILMAN GOODE: Not back room
22 maneuvering and discussions taking place among a
23 number of different people and separate different
24 processes that have taken place. I'm here asking
25 a technical question about the bill.

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2 The bill here really is just actually
3 upping the amount of money to \$45 million, but
4 there is some proposal on the table to do 25 and
5 20. Under the current agreement, we are
6 authorized just by City Council resolution to do
7 20. If we're going to do 25 today, is there
8 really anything else needed under the current
9 agreement to do an additional 20 at any point
10 other than a City Council agreement?

11 COUNCILWOMAN TASCO: Point of order,
12 Madam President.

13 COUNCIL PRESIDENT VERNA: The Chair
14 recognizes Councilwoman Tasco.

15 COUNCILWOMAN TASCO: I tried to answer
16 your question.

17 Even on the 20 million that Council
18 would approve by resolution, the request has to be
19 made through the Gas Commission. The Gas
20 Commission, during that course of discussion,
21 could still put restrictions on the 20 million.
22 It doesn't stop you from adding restrictions to
23 it. Just because you have the ability to loan the
24 PGW the money from the City, the request has to go
25 through the Gas Commission.

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2 COUNCILMAN GOODE: But there are not
3 current restrictions under the current agreement.

4 COUNCILWOMAN TASC0: The --

5 MS. PARRISH: The restriction is
6 20 million.

7 COUNCILMAN GOODE: The restriction is
8 only --

9 COUNCILWOMAN TASC0: The restriction is
10 on the dollar amount.

11 (Inaudible, parties talking over each
12 other.)

13 COUNCILWOMAN TASC0: The restriction is
14 on the dollar amount. It doesn't mean that we
15 couldn't have amended it to --

16 COUNCILMAN GOODE: We could, but I'm
17 saying, under the current agreement, the only
18 restriction is dollar amount.

19 MS. PARRISH: And prior approval of the
20 Finance Director.

21 COUNCILWOMAN TASC0: And prior approval
22 of the Gas Commission.

23 MS. PARRISH: And the Gas Commission,
24 that's correct.

25 COUNCILMAN GOODE: Thank you very much.

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2 COUNCIL PRESIDENT Verna: Thank you.

3 The Chair recognizes Councilman Nutter.

4 COUNCILMAN NUTTER: Thank you, Madam
5 Chair.

6 I wanted to go through a couple of
7 items. There was discussion when we were together
8 last week about alternative funding proposals, and
9 I'd like to at least get on the record some
10 finality to at least one of the ideas. Last week,
11 we ended up in some discussion after we had
12 recessed, and I wanted to get the final details on
13 the alternative idea, which was increasing the
14 commercial paper program cap amount and having the
15 City provide its full faith and credit to give
16 greater reassurance, whether to the Morgan
17 Guarantee or to any other bank.

18 And I'd just like to basically put a
19 period at the end of that sentence and have you
20 put on the record what you found out, what you
21 came up with, what some of the pluses and minuses
22 are, and what your final recommendation is with
23 regard to that particular proposal.

24 MS. BISGAIER: Councilman, we had a
25 preliminary discussion with Morgan Guarantee Bank

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2 about their willingness to extend the amount of
3 their letter of credit by approximately
4 \$50 million, which they were willing to do. If
5 the City guaranteed it, that would allow the
6 increase in the commercial paper program that PGW
7 currently operates.

8 When we reviewed that concept with the
9 Law Department, they have informed us that because
10 PGW is part of -- is the City and there's not a
11 distinction between PGW and the City, the City
12 cannot guarantee, and I'm speaking for the Law
13 Department here, so forgive me for not being
14 totally technical about it, but the City cannot
15 guarantee its own debt, and the commercial paper
16 would be considered debt of the City in that
17 scenario. Without the formal action of Council to
18 incur a general obligation liability, and it's the
19 preliminary opinion of the Law Department that
20 that would rise to the level of a ballot question
21 before that guarantee could be placed on the
22 commercial paper.

23 So while it's technically doable, it's
24 certainly not timely doable.

25 COUNCILMAN NUTTER: And what would such

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2 a question say?

3 MS. BISGAIER: "Shall the voters
4 authorize the City to enter into a general
5 obligation pledge for \$50 million of a loan taken
6 out by PGW?"

7 COUNCILMAN NUTTER: Well, phrased that
8 way, chances are probably. . .

9 MS. WILKERSON: Small?

10 COUNCILMAN NUTTER: Other than that,
11 how did you like the (inaudible).

12 All right, so you have a -- basically
13 what you've gone through is, you approach the
14 banks, they said, yes, under these certain
15 conditions, the City could do that, and now we've
16 run into this new fairly significant hurdle of,
17 Oh, and by the way, you have to get a ballot
18 question approved by the voters in order to
19 provide the support.

20 MS. BISGAIER: That's correct.

21 COUNCILMAN NUTTER: Okay. And what did
22 Morgan Guarantee have to hang its hat on for the
23 upwards of \$97 million that's outstanding the
24 debt? Suppose the company doesn't pay, what to
25 they get, what happens?

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2 MS. BISGAIER: If the company doesn't
3 pay Morgan, Morgan becomes a secured creditor of
4 the company, and they're entitled to be repaid on
5 a schedule that's been already bargained ahead of
6 time with them out of the revenues of PGW. The
7 only source of repayment to Morgan is PGW
8 revenues.

9 COUNCILMAN NUTTER: And so under that
10 payment schedule or that kind of workout schedule,
11 they're not willing, short of a City guarantee, to
12 extend any more commercial paper to PGW?

13 MS. BISGAIER: That's correct.

14 COUNCILMAN NUTTER: Thank you.

15 Tell me a little bit about the
16 repayment schedule for the 45. It was not
17 crystal-clear to me as to -- the amendment in the
18 bill, the section of the management agreement
19 that's being amended talks about, Provided
20 further, however, that during the period June 30,
21 1981 through June 30, 1983, and now the new
22 language, and the period September 1, 2000 through
23 August 31, 2002, such advances may exceed
24 \$20 million in an amount that shall not exceed
25 \$45 million in amount.

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2 Does that mean that whatever loans are
3 made, you have the \$45 million, and whenever
4 they're drawn down, that the final repayment of
5 any drawn-down loan has to be by August 31, 2001?
6 Or does it mean that you get to draw down during
7 that time period and you get to repay for any two
8 years' amount of time from the day of the
9 draw-down?

10 Don't everybody jump to the microphone
11 at once.

12 MS. DAVIS: We're anticipating,
13 Councilman, that it would be drawn down during the
14 period to August 31st, with the repayment 24
15 months from the point of the draw-down.

16 COUNCILMAN NUTTER: I'm sorry, Madam
17 Finance Director, I was slightly distracted by
18 another party. Could you give me the beginning
19 again?

20 MS. DAVIS: We're anticipating that the
21 draw-down will be until the August 31st date, but
22 the repayment would be 24 months from the date of
23 draw-down.

24 COUNCILMAN NUTTER: Well, couldn't that
25 then take you past August 31, 2002, depending on

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2 when the first, second, third, fifth draw-down was
3 made? I mean, I thought I heard you saying
4 basically two things. You expect it to be August
5 31, 2000 m, but it is two years from when you draw
6 it down. I mean, it sounds like you want to have
7 it --

8 MS. DAVIS: Yes, there's a 24-month
9 clock on each initial draw on each time there is a
10 draw.

11 COUNCILMAN NUTTER: I understand. So
12 let's say they take the 20 million that they need
13 for January in January 3 million of 01. You get
14 two years, and it takes you to January of '03.

15 MS. DAVIS: Yes.

16 COUNCILMAN NUTTER: Is that correct?

17 MS. DAVIS: Yes, sir.

18 COUNCILMAN NUTTER: And if we took
19 another -- if we took the balance sometime in '02,
20 June, you get to pay that back in June of '04,
21 right?

22 MS. DAVIS: Yes.

23 COUNCILMAN NUTTER: All right? This
24 was -- I mean, I know a lot of things have
25 possibly changed since we were last together. The

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2 concept as presented was, it's a two-year
3 payback. We've now, by this very simplistic
4 example, gone into a four-year payback.

5 Which is it?

6 MS. DAVIS: It is a 24-month
7 draw-down. In your example where there would be a
8 draw sometime in '02, I think at that point, given
9 what we have -- the mechanisms we have for
10 reviewing the company's position, if it requires
11 -- if they did not require a draw in that long a
12 period, I would have to question their need at
13 that point for that draw and those circumstances,
14 because we are addressing a short-term problem of
15 the company; we are not here to address a two-year
16 problem of the company.

17 So if the company is still making draws
18 in '02, then we have not gotten the kinds of rate
19 relief, and there are other issues that the
20 company will be dealing with at that point.

21 COUNCILMAN NUTTER: Well, what is your
22 anticipated draw-down schedule?

23 MS. DAVIS: We're anticipating that by
24 June of '91, the company would have drawn the full
25 45 million from the City.

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2 COUNCILMAN NUTTER: Which means that no
3 matter when it's drawn or how many times -- or two
4 transactions, five transactions, under that
5 scenario, you expect that all payback would be by
6 June of '03.

7 MS. DAVIS: Yes, we do.

8 COUNCILMAN NUTTER: Okay. So, I mean,
9 to kind of keep it all in a tighter box, does it
10 maybe make some sense to set in this ordinance a
11 final date by which either all funds must be paid
12 back or all funds must be borrowed and to get -- I
13 mean, I understand your position on, Well, if
14 they're doing that and if they haven't drawn down,
15 if that doesn't make any sense, blah-blah-blah --
16 (to the stenographer) and I don't know how you're
17 going to take that last statement down.

18 But, I mean, does it make sense to make
19 the box either smaller, tighter, more firm so that
20 certain things have to happen in a defined period
21 of time and the paybacks have to be within a
22 defined period of time and any draws have to be
23 within a defined period of time, as opposed to,
24 you know, something that could extend for a
25 four-year period?

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2 MS. DAVIS: Councilman, I don't think
3 that that would be a bad way of tightening it, to
4 put a final draw date, as long as we adhere to
5 what their scheduled draw-down is, and if it's a
6 June 2001, then have a date certain, a June 2003
7 as the final pay date.

8 COUNCILMAN NUTTER: So you would -- in
9 this broader discussion, you would give some
10 consideration to that, you might have some
11 language to go with that, and we could go with
12 that as --

13 MS. DAVIS: Yes, sir.

14 COUNCILMAN NUTTER: Thank you.

15 Let me go back to the earlier question.
16 The concept -- and I don't continue to push for
17 this because of any particular pride in authorship
18 or anything, I'm still learning.

19 My only experience with ballot
20 questions usually involve capital expenditures,
21 which usually involve 30-year repayment
22 schedules. We put our -- I mean, we have -- just
23 the other week, we had the wonderful opportunity
24 to talk about, you know, a small recreation center
25 down at Broad and Patterson. And so the voters

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2 will be faced with \$162 million ballot question.
3 We've done these questions from time to time.

4 I have no familiarity with a general
5 obligation short-term debt being a ballot
6 question.

7 MS. DAVIS: If we borrowed under that
8 scenario, there is something else that would be
9 triggered. In that instance, it would become
10 working capital instead of a capital borrowing,
11 and we couldn't borrow on a tax-exempt basis for
12 working capital. It would then come out of the
13 realm of capital, as you explained, and it would
14 be an operating loan. And operating loans don't
15 usually qualify for tax exemption.

16 So in that scenario --

17 COUNCILMAN NUTTER: But I thought we
18 weren't making the loan, just providing the
19 guarantee. PGW's getting the loan.

20 MS. DAVIS: But it would become our
21 loan because we could not guarantee our own debt.
22 At least that's the explanation we've gotten from
23 the Law Department.

24 MS. WILKERSON: Councilman, I'd like to
25 have the Law Department give you something more

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2 formal in writing that addresses in detail, you
3 know, the rationale, you know, and refers you to
4 the appropriate statutory requirements so that we
5 can track it through.

6 COUNCILMAN NUTTER: Okay, all right.

7 With regard to -- I read in the
8 testimony from last week's Gas Commission hearing,
9 certain statements were made with regard to who
10 will be in control of \$45 million, \$25 million,
11 some significant sum of money in the short term
12 here and this draw-down issue.

13 I thought I heard in the briefing
14 yesterday, and possibly even in some testimony
15 this morning, that the Finance Director would have
16 some approval role in this process, but in the
17 testimony at last week's Gas Commission hearing,
18 the record was made clear that the company -- I'm
19 sorry, Councilman Cohen -- that PGW management
20 would solely be in control of the draw-down of the
21 money, that the account would be a PGW account,
22 and that the City's primary role in that would be
23 to get the interest from that account, in that it
24 wasn't a financial opportunity or bonanza for the
25 company.

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2 It was further explained on the record
3 last week that PGW management -- I'm sorry, the
4 board would not be involved, I'm assuming making
5 reference to the PFMC board, would not be involved
6 in the decision-making process either.

7 And lastly, what is the mechanism for
8 the Finance Director to have that particular role
9 in the bill, as laid out before us? Can you
10 provide clarification, Madam Finance Director?

11 MS. DAVIS: The Gas Commission's
12 recommendation has been that there be a review and
13 signoff by the Finance Director, and we embrace
14 that recommendation. And so we would maintain --

15 COUNCILMAN NUTTER: Well, let me just
16 -- that was the Gas Commission recommendation
17 yesterday. Let's talk about last week first. I
18 mean, I'd like to walk it through chronologically.

19 Last week your testimony was that this
20 money would be under the sole jurisdiction of PGW
21 management, not the board, not anyone else, and
22 they would draw it down and use it how they best
23 saw fit, and the City would be the beneficiary of
24 the interest; is that correct?

25 MS. DAVIS: That's correct.

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2 COUNCILMAN NUTTER: Okay. So under
3 that scenario, the Finance Director had no role in
4 that; is that correct?

5 MS. DAVIS: That's correct.

6 COUNCILMAN NUTTER: Yesterday, the Gas
7 Commission made its recommendation. Your
8 testimony today is, you embrace that
9 recommendation.

10 My question is, what is there before us
11 that implements and ensures that level of
12 recommendation and that level of involvement by
13 either the Finance Director or any other parties?
14 Because I don't see anything in front of us today
15 that says anybody is doing anything other than
16 extending the time period and authorizing the
17 \$45 million.

18 MS. DAVIS: A document has been
19 prepared amending the bill that I've just learned
20 hasn't been distributed to include that --

21 COUNCILMAN NUTTER: Is it still wet?
22 What do they have, PC's in the back of the room?

23 Madam Finance Director, you know, it's
24 Wednesday, it's the middle of the week, I'm
25 usually pretty nice by midweek. Why don't I pass

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2 because you obviously have some people who want to
3 talk to you about the document that you keep
4 waving, and you can kind of figure that out and
5 get back to us.

6 MS. DAVIS: Thank you, sir.

7 COUNCILMAN NUTTER: You're welcome.

8 COUNCIL PRESIDENT VERNA: Thank you.
9 Are you finished, Councilman?

10 COUNCILMAN NUTTER: Yes.

11 COUNCIL PRESIDENT VERNA: Thank you.

12 The Chair recognizes Councilman
13 Clarke.

14 COUNCILMAN CLARKE: Thank you, Madam
15 Chair.

16 I have a question. I need some clarity
17 on this draw-down process. I don't know who could
18 speak to that.

19 MS. DAVIS: We'll both try of the.

20 COUNCILMAN CLARKE: Both? Okay.
21 Assuming that there's \$45 million in the account,
22 how does that draw-down process happen. Is it
23 invoiced, is it as needed? I mean, what has to
24 happen, explain that to me if you can, please.

25 MR. KNUDSEN: According to our

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2 understanding of both what we need and as well as
3 the Gas Commission's recommendations, I would
4 certify -- let's assume this is the 15th of
5 December and we needed \$20 million to get over the
6 January requirement. I would certify to the
7 Finance Director that \$20 million was necessary.
8 It would be required for specific disbursements,
9 and I would submit it to her.

10 She would then, in turn, review that,
11 probably we would discuss the matter, and she
12 would, in turn, certify that it was required. At
13 that point, the anticipation is that she would
14 then forward the funds to this escrow account,
15 this independent --

16 COUNCILMAN CLARKE: To what? I'm
17 sorry.

18 MR. KNUDSEN: To an account in the --
19 that is in PGW's name, and that those funds would
20 then be available to management, this \$20 million
21 advance from the City to this account would then
22 be available to management to use as is required
23 to meet these disbursements, as indicated.

24 COUNCILMAN CLARKE: To what level of
25 detail is that request? Is it a line item for

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2 salaries, for various operating expenses? Is it,
3 like, we need \$20 million for --

4 MR. KNUDSEN: I think we don't
5 anticipate that it would be a line item kind of
6 review; that it would identify categories of
7 expenditures that we would anticipate as needed.
8 But, presumably, it would be fairly specific but
9 not to the line item detail.

10 COUNCILMAN CLARKE: You say that you
11 would anticipate --

12 MR. KNUDSEN: Well, for example, right
13 now, I would anticipate a certification saying
14 these funds would be used for salaries, for debt
15 service payment, and for gas costs payments. I
16 mean, it would be that kind of a level of detail
17 that we would anticipate.

18 COUNCILMAN CLARKE: There was question
19 about the interest accrued on the account. Does
20 that, in fact, go to the City?

21 MS. DAVIS: The interest would accrue
22 to the City.

23 COUNCILMAN CLARKE: Okay. I have a
24 question on the low-income customers. My
25 understanding, in talking to several people, there

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2 was an issue about eligible customers that, we
3 were reaching approximately 40 percent of them.
4 We have had to in the past, under LIHEAP, had to
5 extend the period for applications. I understand
6 under the gas company's CRP Program, we're only
7 reaching around 40 percent of income-eligible
8 customers.

9 What is it that PGW plans to do to
10 increase that percentage? 'Cause substantially, I
11 mean, both for the customer and for the company,
12 'cause I'm assuming if you get this money out,
13 the people with the ability to pay into the
14 company would benefit both parties.

15 MR. KNUDSEN: Yes, we --

16 COUNCILMAN CLARKE: What are you going
17 to do differently?

18 MR. KNUDSEN: Councilman, we've very
19 sensitive that -- in fact, this morning, we
20 presented to the Chief of Staff the company's
21 program for LIHEAP outreach, that we are asking
22 the Mayor's Office to join us with in a kind of
23 concerted effort that has not been undertaken in
24 the City, I would anticipate, in some period of
25 time.

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2 COUNCILMAN CLARKE: Excuse me, excuse
3 me, Madam President? Madam President? I'm having
4 difficulty hearing. I think the volume --

5 COUNCIL PRESIDENT VERNA: I'm sorry.
6 May I have everyone's attention?

7 COUNCILMAN CLARKE: Thank you.

8 COUNCIL PRESIDENT VERNA: We're having
9 a very difficult time hearing what's being said,
10 so if people are having private conversations,
11 maybe they could move out of the room to do that.

12 Thank you.

13 COUNCILMAN CLARKE: Thank you. I'm
14 sorry. Could you describe that again.

15 MR. KNUDSEN: Yes. We are anticipating
16 a very aggressive outreach campaign, and it's
17 multimedia, that would involve our employees being
18 in various places throughout the City in a way
19 they haven't been in the past. We are intent on
20 enrolling the maximum number of people that we can
21 reach.

22 Your point about 40 percent, what that
23 statistic is is that we have never been able to
24 get more than 40 percent of those eligible to
25 enroll in the program up until now. It is our

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2 intention to extend that percentage as far as we
3 can this year.

4 COUNCILMAN CLARKE: What do you plan on
5 doing to do that?

6 MR. KNUDSEN: I'm sorry?

7 COUNCILMAN CLARKE: What are you going
8 to do to increase that percentage, specifically?

9 MR. KNUDSEN: Well, as I say,
10 specifically, we will have a multimedia approach
11 that will be in the newspapers, probably radio.
12 We will meet with various clergy groups, community
13 groups; we have a program already in place to do
14 that. We'll build upon our experience in the past
15 in this regard. We'll have assemblies in churches
16 in mosques, and in synagogues.

17 Whatever we can do in the affected
18 communities specifically, we will be doing this
19 fall, and we have a 60-day period.

20 COUNCILMAN CLARKE: Who's "we"?

21 MR. KNUDSEN: First of all, it the
22 company and its employees, and we are structuring
23 that program right now, and we have asked the
24 Mayor's Office to participate with us in this, and
25 all of those discussions have just started as of,

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2 in fact, this morning, when I gave Miss Wilkerson
3 our proposal for how to proceed with this program.

4 COUNCILMAN CLARKE: Can that proposal
5 be shared with anyone else other than the Mayor's
6 Office?

7 MR. KNUDSEN: It certainly can be, yes.

8 COUNCILMAN CLARKE: Who from the
9 company is responsible for overseeing that?

10 MR. KNUDSEN: We have an executive
11 whose expertise is in low-income and energy
12 assistance programs, and she'll be heading up this
13 program, and we have --

14 COUNCILMAN CLARKE: What's her name?

15 MR. KNUDSEN: Christina Coltro. And we
16 have a number of staff that we are pulling from
17 other functions to give to her for the next 60 to
18 90 days as we move through this LIHEAP sign-up
19 period.

20 COUNCILMAN CLARKE: Is there -- do you
21 have projections? Assuming that you have these
22 incremental increases in -- participants in these
23 various programs, what from a fiscal perspective
24 that would do to the company and its fiscal
25 health? If we're able to access LIHEAP

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2 substantially and these other programs that will
3 ultimately fund the company in some way, shape or
4 form or the other?

5 MR. KNUDSEN: Yes, last year, we --

6 COUNCILMAN CLARKE: Can you have, in
7 terms of projections, can you give us a sense of
8 -- and you may not be able to do that now, but --

9 MR. KNUDSEN: Well, I think we can
10 certainly talk in terms of orders of numbers.
11 Last year, as a routine matter, we collected about
12 8 to \$9 million in terms of the LIHEAP cash
13 program, which is the fall program. And then last
14 spring, I specifically undertook a very intense
15 effort when the federal government made additional
16 funds available to go after those very
17 aggressively and we were able to garner another;
18 \$5 million.

19 We have a -- we capture a good piece of
20 the amount of money that's available for these
21 programs in the State of Pennsylvania, and we will
22 continue to do so.

23 COUNCILMAN CLARKE: Thank you.

24 MR. KNUDSEN: And, also, the federal
25 government has just made \$400 million available

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2 now. I understand Pennsylvania has been allocated
3 about 60 million of that, so we'll be looking for
4 our share of that.

5 COUNCILMAN CLARKE: Can you provide
6 specific information in terms of eligible
7 customers to be able to participate in this fund.
8 I know it may be marginal, but if it's \$10 million
9 that we can have an additional contribution to
10 that to the company, I think that we would like to
11 know that as we deliberate this process.

12 MR. KNUDSEN: We can give you our
13 present statistics and projections.

14 COUNCILMAN CLARKE: Thank you.

15 COUNCIL PRESIDENT VERNA: Thank you.

16 The Chair recognizes Councilman Kenney.

17 COUNCILMAN KENNEY: Thank you, Madam
18 Chair.

19 There have been a number of things that
20 have been suggested by myself and others relative
21 to finding a more innovative way of providing the
22 \$45 million to the company rather than taking it
23 from the fund balance. One of them obviously that
24 has been battled around is the waiver of the
25 \$18 million City payment. That would do two

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2 things.

3 Number one, it would get or keep cash
4 in PGW's hands, as opposed to having it paid to
5 the City. And at the same time, in my mind, it
6 seemed a reasonable way to reduce the \$45 million
7 request by 18. That's one issue.

8 The second was in lieu of just
9 forbearing the amount of money was to look at the
10 possibility from an accounting perspective and
11 from a value perspective to accept some amount of
12 existing PGW receivables in an effort to again to
13 continue to try to whittle down the 45 million.

14 The Finance Director has been kind in
15 responding to that request and to a request that I
16 made about a notion of swap of GO bonds,
17 outstanding GO bonds, in an effort again to
18 continue to whittle away. The response that the
19 Finance Director gave me was appreciated.
20 However, it attempted to respond to me as if I was
21 asking for one of these solutions or
22 recommendations to fund the entire \$45 million
23 request, which is not what I had in mind.

24 And then, thirdly, there was also a
25 suggestion of a forward purchase, which is a sale

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2 of what currently the City holds in fixed-rate
3 instruments to be traded for or purchased by
4 someone else and replaced with variable-rate
5 instruments, which would also raise anywhere from
6 maybe from 5, 6, 7, \$8 million.

7 Why are we not attempting to whittle
8 down through these various ways the amount of
9 money being requested from the fund balance?

10 And before you answer, I'll tell you
11 why. This fund balance has been talked about in a
12 number of different areas that has grave concern
13 for me. Number one is the \$45 million removal of
14 the fund balance to PGW. Second is a \$20 million
15 request that we have not seen yet for the School
16 District coming from the fund balance and other
17 areas of need, which are all reasonable needs,
18 coming from the fund balance.

19 I mean for -- I apologize for stealing
20 this particular verbiage, but I'll steal from the
21 Vice President of the United States. I think the
22 fund balance should be put in a lock box, as
23 opposed to being considered for every possibility
24 where there is need. I don't necessarily believe
25 we have enough in the fund balance yet of a

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2 surplus to give us the comfort level we need one,
3 two, three, five years in the event the economy
4 goes south on us, something tragic happens, we
5 have some major problems. I mean, I don't think a
6 surplus is a surplus unless it's about a half a
7 billion dollars. And we keep on reverting back to
8 the fund balance as a way to solve problems that
9 have existed for many, many years and are now
10 coming to bear.

11 Why have we not been able to look at
12 these various scenarios to try to reduce the
13 \$45 million down to 40 or 35 or 30 or 25?

14 MS. DAVIS: To the first item,
15 accepting PGW receivables for the 18 million. PGW
16 does not generate sufficient cash flow until the
17 end of the year for the 18 million to come into
18 play. So even were we to accept the receivables,
19 which are an option, even if we were to accept the
20 receivables, it would not reduce the amount of
21 advance that they need because their needs sort of
22 precede the generation of the cash in the company.

23 COUNCILMAN KENNEY: But that's not
24 \$45 million worth of need at this moment.

25 MS. DAVIS: It's --

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2 COUNCILMAN KENNEY: I mean, right now,
3 we're talking about 25.

4 MS. DAVIS: It's 25 and a combined 45
5 in June, and that's about the time that they repay
6 or they give us the 18. So we would reach that
7 point at just about the same time.

8 It is something that we can entertain.
9 It is a way to minimize our total exposure. It
10 does come with some difficulty in determining how
11 much of their receivables we take in payment and a
12 few other things, but it is an option.

13 COUNCILMAN KENNEY: Excuse me, just one
14 question on that regard. Does not the taking of
15 receivables of bad debt expense from the company
16 improve the company's financial position if we
17 were to accept some of their bad debt and reduce
18 the amount of their bad debt?

19 MS. DAVIS: That doesn't prove because
20 we're assuming that we would be taking paper that
21 would have less than face value. So we would, in
22 essence, be reducing their bad debt exposure.

23 COUNCILMAN KENNEY: So the receivable
24 swap -- or the receivable arrangement would keep
25 cash in the hands of PGW, keep our books balanced

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2 from an accounting perspective, and also improve
3 the position of the company vis-a-vis its bad
4 debt.

5 MS. DAVIS: Yes.

6 COUNCILMAN KENNEY: So, again, I --

7 MS. DAVIS: And that -- again, that is
8 an option.

9 COUNCILMAN KENNEY: Well, why isn't the
10 option being pursued here today prior to the
11 request for a \$45 million loan?

12 MS. DAVIS: And, again, I think it's a
13 timing thing because of when they need their cash,
14 and I'm assuming you need it at the beginning of
15 June, and we normally take delivery right before
16 the very end of June.

17 MR. KNUDSEN: I think the additional
18 consideration, Councilman, is what the Finance
19 Director referred to as the difficulty in
20 quantifying what paper we give the-- you know,
21 what paper would be transferred, what that would
22 be worth. All of that will require a great deal
23 of analysis that we haven't undertaken yet.

24 COUNCILMAN KENNEY: But we just not
25 that long ago took a large amount of lien paper

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2 that had not been collected for years and years
3 and years, that had problem in valuating the asset
4 that we were selling, but people seem to want to
5 step to the plate and buy some of our real-estate
6 tax liens that were 15, 20 years old.

7 MR. KNUDSEN: We are in the position
8 right now of doing something similar and that is,
9 one of the problems with the computer system over
10 the last year is that we had not gotten until very
11 recently, the last week or two, a full grasp on
12 our accounts receivable, and we are now in a
13 position of taking the oldest paper and
14 essentially distributing it -- we will be in a
15 short while able to distribute that and get
16 something back for that, but that's the very
17 oldest paper that we have.

18 COUNCILMAN KENNEY: What about the
19 issue of the swap and what it could raise, not to
20 fully fund the request of 45 million but perhaps
21 to whittle away, eat the \$10 million off of the
22 request and give some relief to the fund balance?

23 MS. DAVIS: Those items look directly
24 to the City's tool box, if you will, our financing
25 tool box. If the City were strapped for cash at

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2 this point, those would be options. At this
3 point, those are expensive ways to bring more cash
4 into the City that have a potential downside in
5 the future, should the City then really need to
6 engage in creative financing to fund our way out
7 of what could be a cash crunch for the City.

8 If we were going to do something like
9 that, it would be preferable to wait till such
10 time as we had that need than to pull the trigger
11 now, when the need doesn't exist.

12 COUNCILMAN KENNEY: And while I accept
13 that answer and I think it's thoughtful, does not
14 the \$45 million taken out of the fund balance,
15 with a possibility -- maybe not a distinct
16 possibility, but a possibility of it not being
17 repaid, is not putting the City in a similar
18 situation?

19 MS. DAVIS: It's a risk that the City
20 is taking, and should we get into the life of the
21 loan and see that PGW is unable to repay us, at
22 that point, the swap, the forward, would be things
23 that the City might use at that point. But to
24 incur the expense and the downside risk at this
25 point is premature.

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2 COUNCILMAN KENNEY: I mean I appreciate
3 your answer, but I am not willing at this point to
4 take that risk with \$45 million. I will not
5 support this request. In the event that this
6 request is approved, I would support Councilmember
7 Tasco's amendments for some oversight because,
8 again, as I've said before, this situation that we
9 are in now is a cumulative effect of abuse after
10 abuse after abuse from administration after
11 administration after administration.

12 And, again, the last place I think we
13 should be going for to solve this problem is the
14 pocket of some housecoat, of some old lady's
15 housecoat in Philadelphia or the pocket of a
16 working family who's trying to put their two kids
17 through college. It's just to me unconscionable
18 and obnoxious that we're even in this situation,
19 and this information had been known for years, and
20 no one in any administration has brought this
21 thing forward.

22 Let me go to one other issue as far as
23 controversy. What's your thoughts and
24 deliberations and analyses relative to the 20
25 percent discount program and what we can do to

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2 make it a more fair situation for working families
3 throughout the City? I mean, I understand that
4 the Water Department has a means test for its
5 discount program, it has an extensive poor
6 person's program, and I recognize that we're
7 trying to expand the LIHEAP Program and get more
8 people involved in it.

9 But is it fair for some -- was it ever
10 fair to institute a program of a 20 percent
11 discount regardless of means? And is it fair to
12 working families in the City to have them pay for
13 some political largesse of 30 years ago to this
14 day? And what could we do and how much would we
15 save by instituting a reasonable means test?

16 MS. WILKERSON: The Administration
17 supports in theory means-testing the senior
18 citizens discount. That is -- you know, as a
19 result of the deregulation legislation and the
20 July 1st trigger date for its implementation, that
21 is a decision that has to be made by City Council
22 through ordinance in order to make any kind of
23 modification in the senior citizen discount.

24 I think there are concerns that because
25 it's not means-tested, individuals who don't need

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2 the support are receiving the support. We don't
3 know exactly how much, you know, we give away by
4 not means-testing the program but, you know, the
5 Administration, I think, in part of trying to
6 straighten out some of the long-term problems that
7 the company would support means-testing the senior
8 citizens discount.

9 I know the gas company uses a 200
10 percent of the poverty index as the measure, and I
11 don't know whether that would also be the point of
12 that but, you know, we would urge that the company
13 adopt that and means-testing is something that we
14 think is appropriate.

15 COUNCILMAN KENNEY: Even if the means
16 test was artificially high, even if the means test
17 represented the average income of working families
18 in Philadelphia, I think that would be a fairer
19 situation than we have today. And considering the
20 company's dire financial and cash situation, would
21 that not be something that should be pursued over
22 the next year or two, as opposed to kind of
23 waiting? What's the timetable on coming to
24 Council with some recommendations from the
25 Administration on making this a fairer program?

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2 MS. WILKERSON: We don't have a
3 specific timetable for that. It is something we
4 support in concept. I --

5 COUNCILMAN KENNEY: How much money a
6 year is not realized by the 20 percent across-the-
7 board discount?

8 MR. KNUDSEN: Approximately 12 to
9 \$13 million.

10 COUNCILMAN KENNEY: And that's the
11 universe of people taking it?

12 MR. KNUDSEN: That's correct.

13 COUNCILMAN KENNEY: Within that
14 universe of people, there are some that would be
15 eligible for the LIHEAP Program that are not
16 taking advantage of it now?

17 MR. KNUDSEN: That's correct as well.

18 COUNCILMAN KENNEY: And there's also a
19 cohort of people in there that are probably
20 earning above what the average working family in
21 the City makes, they're also taking advantage of
22 it?

23 MR. KNUDSEN: That's correct.

24 COUNCILMAN KENNEY: Is that a
25 priority? I mean, it seems a \$13 million number

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2 in a company with these kind of problems would be
3 something that's being pursued vigorously.

4 MS. WILKERSON: I think there are a
5 number of considerations. One, we don't have a
6 good handle on exactly what we're talking about
7 dollar-wise, how many people would fall above.
8 And then there's, you know, the count -- it is a
9 judgment call. Is now the time to, you know, the
10 time we're looking at rate increases, you know, to
11 raise the political issue, you know, to come to
12 City Council asking City Council to get rid of,
13 you know, any part of the senior citizens'
14 discount.

15 COUNCILMAN KENNEY: Political issues
16 are always hard and --

17 MS. WILKERSON: That's right and I
18 believe that --

19 COUNCILMAN KENNEY: But the thing,
20 again, that's frustrating is political issues are
21 exactly what put us in the condition that we are
22 in today, talking about \$45 million out of the
23 general fund, talking about all kinds of other
24 things that we need to do. I mean, if people had
25 had the courage to take the political issues in

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2 the past, for the last three decades, this company
3 may be flush with money and be able to absorb the
4 amazing cost of gas purchases throughout this --
5 which has created this international crisis of
6 gas, as opposed to coming back again to, I guess,
7 the dumb guy who pays his bills. I mean, that's
8 what happens.

9 I mean, if you're poor and you don't
10 pay your bills, fine, we'll take care of you. If
11 you're wealthy, we'll give you a discount, but if
12 you're middle class and struggling, we're just
13 going to raise your rates, and that's how we solve
14 our problems. You don't need to comment.

15 Thank you.

16 COUNCIL PRESIDENT VERNA: Thank you.

17 The Chair recognizes Councilman
18 O'Neill.

19 COUNCILMAN O'NEILL: Thank you, Madam
20 President.

21 Before I ask the question I was going
22 to start with, on the senior citizen discount,
23 just for the record, I would like to make some
24 historical reference clear. When the Water
25 Department put in the means-testing in 1983, the

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2 discount for senior citizens was, I believe,
3 67 percent; it was a 25 discount and then it
4 missed two rate increases, so it was effectively
5 67 percent.

6 So, even though it was water and the
7 bills are smaller, what the commissioner did at
8 that time was, he grandfathered in everyone who
9 was already on the program and started it for new
10 people coming of age to get the program. And the
11 Water Department has increased that means-testing
12 a few times, I believe, in the last 17 years.

13 But the simplest way to do this would
14 be to grandfather those that are here -- it
15 doesn't give you the \$13 million in savings, but I
16 think it's the fairest way to deal with those
17 people that have been getting it, and also to look
18 at the Water Department's program so that we don't
19 have people wandering around, whether they got it,
20 they don't have it, why it's higher or lower than
21 the Water Department, just a City agency, it's a
22 City utility.

23 And the last thing is, if the seniors
24 have to declare their income to get it, we
25 certainly could deal fairly easily with the LIHEAP

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2 issue for those that declare an income that would
3 make them eligible. And that could be factored
4 also into the savings up front as to what that
5 would be.

6 But getting to the question that I was
7 going to ask, two different statements I heard
8 today really kind of shook me up a little bit, and
9 I've heard them before, but it wasn't with a
10 \$45 million in front of me. One is that this
11 administration took over a company that was at the
12 point of collapse, and I think that's a tough
13 situation to have to walk into, with all of the
14 other thing going on in the City.

15 And the other statement was that for
16 the last three and a half years, we've been
17 financing -- PGW has been financing a deficit with
18 bank loans. And I say it's troubling because
19 during that time, the three and a half years or so
20 leading up to this collapse scenario, as we're
21 being asked today as Councilmembers to make
22 judgments that are, I think, beyond our level of
23 expertise to some extent, we've had a Gas
24 Commission in place, we've had a consumer advocate
25 in place, we've had a fiscally responsible, I

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2 think everyone would agree Rendell Administration
3 with its Finance Director riding herd over this
4 company in place, and the City Controller, who's
5 fairly fiscally conservative as well, sitting on
6 the board and being the controller of this City.

7 So with all of that going on, we find
8 ourselves in this situation. And that's why I'm
9 looking at this not as a question of 25 and 20 or
10 45 all at once, but that there's not a third
11 scenario, which is we don't do anything.

12 And when I say we don't do anything, I
13 really think we are bailing out -- see I left out
14 one group after the controller, and that is banks
15 and financial institutions that have been feeding
16 this company financially while all of this is
17 going on that we're hearing about -- this
18 collapsed scenario, these bar links to meet
19 working capital needs, those kind of things.
20 We've got the finest financial institutions in the
21 world -- Morgan Guarantee and the rest of them --
22 lending money, when we kind of think they're the
23 most responsible financial people out there, and
24 it makes you wonder if that's the case.

25 So who are we bailing out here? Are we

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2 bailing out the company? And if we're bailing out
3 the company, are we really bailing out financial
4 institutions who are at risk, that don't seem to
5 want to risk anymore?

6 And are we lending money that we're
7 going to have to lend more money later to protect
8 our interest because of this loan, that doesn't
9 exist before this loan, when banks are unwilling
10 right now to protect their interests, which is
11 much greater than \$45 million? It's hundreds of
12 millions in the long-term borrowing and nearly a
13 hundred in the short term that they seem unwilling
14 to protect their interests on.

15 And, you know, I look at -- not that
16 reelection is important to any of us, but two and
17 a half years from now, this may be, rather than
18 stadiums or anything else, what we might have to
19 explain to voters, 'cause I know what that ballot
20 question would probably result in: it would make
21 the charter seem like a small victory for the
22 opponents. If a ballot question on this kind of
23 transaction went before the voters, it would be so
24 overwhelmingly defeated.

25 And so my question, for starters, is:

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2 Does PGW have a structural deficit? And I don't
3 know how I understand the structural deficit
4 'cause we went through it with the City when we
5 were at about a quarter billion of structural
6 deficit. Without any PUC rate increases, without
7 this loan, does PGW have a structural deficit
8 right now?

9 MR. KNUDSEN: Yes.

10 COUNCILMAN O'NEILL: And how much is it
11 approximately? I know you can't put an exact
12 dollar figure, but give me a range of what that
13 deficit is.

14 MR. KNUDSEN: If we can increase our
15 prices, I would say the structural deficit for
16 fiscal 2001 is 15 to \$20 million.

17 COUNCILMAN O'NEILL: 15 to 20?

18 MR. KNUDSEN: Yes.

19 COUNCILMAN O'NEILL: Okay.

20 MR. KNUDSEN: That assumes a normal
21 weather scenario.

22 COUNCILMAN O'NEILL: Warm weather
23 scenario, okay. 'Cause that was another question.
24 If we have a cold winter, it would help PGW?

25 MR. KNUDSEN: There's no question.

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2 COUNCILMAN O'NEILL: Okay. And you're
3 assuming you get full relief for what you're
4 asking from the PUC in the 15 to \$20 million --

5 MR. KNUDSEN: No, that's assuming no
6 relief.

7 COUNCILMAN O'NEILL: I'm sorry. Full
8 relief gets you past the 15 to 20 and into some
9 level of comfort above that?

10 MR. KNUDSEN: That's correct.

11 COUNCILMAN O'NEILL: Okay. Now, I have
12 a terrible time dealing with the Morgan Guarantees
13 of the world, and one of the reasons is that I sat
14 here when the City was on its back financially
15 about ten years ago and needed a short-term loan
16 to get over a hump before we could get the full
17 relief from PICA and what we were trying to do
18 with Harrisburg. And we asked the local bank, one
19 of whom is now First Union -- it was CoreStates --
20 and we needed a short-term loan and we had done
21 all of our banking with them, we had the full
22 faith and credit of the City backing up the
23 request. Because of our dire straits, they said
24 yes, but it was a 27 percent loan. Hard to
25 forget. And we were at their mercy, and they

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2 treated us just like that.

3 And I just wonder if we aren't treating
4 Morgan Guarantee a lot better than maybe Morgan
5 Guarantee would -- and I use them not just as the
6 only bank, but would be treating us. They have
7 \$97 million exposed, they don't have a rate
8 increased that's involved in that \$97 million
9 obligation of ours and commitment of theirs. Why
10 wouldn't they enter into the additional security
11 of a rate increase, which brings several million
12 dollars into the coffers, if they were willing
13 without the rate increase to engage in what looked
14 like a risk-free loan if they have the security of
15 PGW revenues to guarantee the current 97 million.

16 And I'm really grappling with this. I
17 don't want to be not only bailing out a bank, but
18 maybe bailing them out several times. Because
19 once I'm in, I'm in. And then I start protecting
20 my own investment. And where do we stop? And
21 what if somebody wants to buy this company in a
22 year, and the first thing they'll say -- 'cause I
23 would -- is, Well, to consider buying this, I want
24 the City to do X, Y and Z, and X, Y and Z will
25 include forgiving the outstanding debt of PGW.

3 Why wouldn't they -- it seemed like, if
4 I understood the answer earlier to Councilman
5 Nutter, they've become a secured creditor,
6 Morgan. They will have not some that has to be
7 sold to PGW, like a building or a facility, to get
8 their money, but they have an up-front agreement
9 to certain revenue streams. Why can't, to protect
10 their only 97 million, if the PUC increase is upon
11 us, why wouldn't they just increase the security
12 that they already have by an additional amount and
13 lend the additional money that's needed? And I
14 have trouble grappling with that.

15 'Cause it seems to me they're the ones
16 in trouble. The -- I just hate to see rate payers
17 or taxpayers bailing out banks and large, giant
18 financial institutions. They made the judgments
19 that got us here; they could have prevented any
20 one of these loans from happening.

21 MS. BISGAIER: Well, I'm not sure,
22 Councilman, that they would share your view.

23 COUNCILMAN O'NEILL: I'm sure they
24 wouldn't.

25 MS. BISGAIER: They made a loan to PGW

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2 effectively a year and a half ago, the
3 \$100 million. And they did that based on a
4 promise that PGW would repay that loan in June of
5 2001 out of the revenues of the Gas Works, and
6 that was the risk that they were willing to take,
7 that the Gas Works generated sufficient revenues.
8 There are extensive legal covenants and so on that
9 protect that investment.

10 If they were facing a situation where
11 they knew PGW could not repay or there was a
12 substantial risk that they could not repay that
13 loan, they would be, from their own perspective,
14 not ours, but from their perspective, remiss in
15 lending more money.

16 They are -- the bank is regulated by
17 the controller of the currency, who looks at every
18 loan they make and requires them to set aside
19 reserves against the loan, depending on the
20 likelihood that the loan will repay.

21 If they had a situation where they were
22 making an additional loan to bail out somebody who
23 had not been able to pay them back or was at high
24 risk of not being able to pay them back, that
25 would be a very costly reserving requirement for

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2 them, and they would be most unwilling to do that.

3 They're frankly concerned right now, as
4 you know, about getting the \$100 million back.

5 COUNCILMAN O'NEILL: But why aren't
6 they in there with a restructuring, where we don't
7 have to worry about whether reports are going to
8 be made later, whether we're going to start
9 getting information that we were promised years
10 ago for the Gas Commission or whoever we are out
11 there that's been frustrated. They could be
12 restructuring this and making those demands and
13 having all kinds of security in the flow of money.

14 If it's so bad -- and this is really
15 where I'm really winding up here today. If this
16 is such a substantial risk of not being repaid,
17 that Morgan Guarantee or any other large bank
18 refuses to make a loan at any interest rate with
19 any amount of security, why are we?

20 I mean, we're not -- this isn't our
21 business and we certainly don't have the kind of
22 systems and expertise that they would have. And
23 they're the ones that are at risk if there is --
24 I'm not sure they're at risk; you mentioned that
25 they have a pretty good -- could you detail that a

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2 little more. What is their security?

3 MS. BISGAIER: They have an interest in
4 the stream of revenues that PGW produces, just as
5 the long-term bondholders do. They are in a
6 subordinate position to the long-term
7 bondholders.

8 So if there's a limited amount of
9 money, first the bondholders get paid their
10 principal and interest, and to the extent that
11 there's money left at that point, Morgan gets
12 paid, and the City gets paid after those two
13 groups have been paid.

14 COUNCILMAN O'NEILL: Does anybody get
15 paid before the long-term and the short-term
16 lenders?

17 MS. BISGAIER: The way the --

18 COUNCILMAN O'NEILL: Like the people
19 that sell us gas and so forth.

20 MS. BISGAIER: Yes. The bond ordinance
21 allows PGW to pay its operating expenses first.
22 Bondholders are willing to wait to get paid till
23 the operating expenses are paid to ensure
24 themselves that a viable entity is up and
25 running. Obviously, if got paid first and PGW

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2 couldn't buy gas, there would be no revenues.

3 So PGW is allowed to buy gas and pay
4 the cost of operating the company first. Then it
5 pays the bondholders, then it pays the loan to
6 Morgan.

7 COUNCILMAN O'NEILL: Well, is it -- it
8 seems to me that the -- and, again, I'm not sure
9 I'm totally clear on this, but it seems to me what
10 PGW doesn't have enough money possibly to pay is
11 the financial institutions, because bondholders
12 are financial institutions in the institutional
13 level that we deal in and banks like Morgan.

14 So we were hearing a couple weeks back,
15 worried whether we were going to be able to pay
16 the suppliers of our gas and our employees. And
17 it seems to me there are two different levels of
18 numbers here. One is while this borrowing has
19 gotten crazy in the last couple of years, from
20 5, 600 million, 700 million to almost a billion,
21 somebody has been guaranteeing to bondholders that
22 everything's cool back at PGW and you should, you
23 know, buy these bonds. And, apparently, it
24 wasn't.

25 I mean, we're hearing that this isn't

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2 something that started last month or two months
3 ago. It's been going on a downhill slide for some
4 time. And it seems to be that they should bear
5 some responsibility in this. And we absolve them
6 of all responsibility and start adding our own,
7 when we've had no level of oversight in this, we
8 haven't been the financial experts certifying that
9 everything's cool at PGW. And yet now we're going
10 to walk into something where we create our own
11 monster and let their monster out of their cage
12 and put it in ours.

13 I'm just not willing to do that, and I
14 can't seem to find a more rational approach. And
15 I know it sounds radical, but to me, the more I
16 think about it, it sounds rational rather than
17 radical.

18 For instance, a bank would be in there
19 if they had some risk, looking at what kind of
20 belt-tightening is going on at PGW at the highest
21 level. I mean, a company that's ready to go out
22 of business possibly starts streamlining like
23 crazy. Can someone from the executive staff-- and
24 I'm talking about just at the executive level; I'm
25 not even talking about in the company. What kind

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2 of streamlining, belt-tightening has been going
3 on?

4 And I'll use an example. If you had 20
5 cars and you've got 2 now, that's, you know,
6 90 percent of your vehicles have been cut out
7 during this severe -- if you've got a membership
8 in an association that's very expensive, you know,
9 we've gotten out of that. I mean, it may be
10 several things, but I don't know if there's --
11 there's got to be some documentation where there's
12 been meetings of executive staff that have said,
13 Before we come into City Council or Morgan,
14 whoever gives us the money -- 'cause I hope we're
15 not a guaranteed guarantee at this point, we're
16 still thinking about it -- this is what we're
17 doing, and we're doing it at the highest level of
18 the company.

19 So maybe you could start there.

20 MR. KNUDSEN: I --

21 COUNCILMAN O'NEILL: 'Cause I just find
22 this very troubling. I'm sorry. I went to bed
23 last night thinking it was 25 to 45, and today I'm
24 wondering if 0 wasn't the best number.

25 MR. KNUDSEN: Let me respond in two

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2 ways. One is, every gas distribution company on
3 the East Coast and most likely across the country
4 right now is having difficulty with this same
5 issue. We know that the financial markets are
6 looking more and more critically at gas
7 distribution companies and that every owner has
8 got to come up with the means to finance this
9 inventory problem, which is to say that the gas
10 that you have to buy before you can bill and
11 collect from customers.

12 Everyone is looking at this problem,
13 and they are doing one of two things: they are
14 either selling equity to raise the necessary
15 funding, or they are borrowing to raise the
16 necessary funding.

17 The only reason that we are here is
18 that we are not in a position to borrow because we
19 had to use the flexibility and the instruments
20 that we had to finance the deficits that are
21 weather-related for the last three years. In
22 other words, the customers have gotten a
23 substantial break as a result of the weather, as a
24 result of other circumstances at the company.

25 My own position is that we should have

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2 raised rates first in '95 and certainly no later
3 than 1998. Those were my recommendations when I
4 was on the other side of the dock, and they
5 continue to be my view.

6 So we are where we are, and owners are
7 stepping up across the country to do what we are
8 asking essentially the City administration and you
9 all to do today.

10 That being said, in terms of your
11 immediate question about cutting costs, we have
12 cut every discretionary account that we can lay
13 our hands on right now. There is no traveling, we
14 have no club dues. We have cut out all credit
15 card use. Any possibility of spending money that
16 is just not for core purposes has been
17 eliminated. And there is really nothing more we
18 can do in that regard.

19 I can't say there's nothing more we can
20 do. We have committed to reducing our costs by up
21 to \$22 million over the next 24 months, and we
22 have started down that by renegotiating contracts,
23 by not hiring people who have left as a result of
24 attrition.

25 All of these measures are being taken

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2 to force the company into higher levels of
3 efficiency. We can't do it overnight. We have
4 started the process, and the process is
5 continuing.

6 So in terms of what senior management
7 can do and the board can do, you know, senior
8 management has very clear directives from PFMC to
9 deliver well within the guidelines that PFMC
10 mandated, which was this 20 to \$24 million cost
11 reduction over a two-year period, so that's where
12 we started and that's where we're continuing right
13 now.

14 COUNCILMAN O'NEILL: Are you still a
15 member of the American Gas Association, PGW?

16 MR. KNUDSEN: We are and we're
17 considering not being. At one point in the past,
18 the company suspended its membership and we're
19 looking to do that again.

20 COUNCILMAN O'NEILL: When was the last
21 dues payment?

22 MR. KNUDSEN: When was it?

23 COUNCILMAN O'NEILL: Roughly.

24 MR. KNUDSEN: They're paid quarterly.

25 COUNCILMAN O'NEILL: Quarterly?

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2 MR. KNUDSEN: Yeah.

3 COUNCILMAN O'NEILL: And the annual
4 dues is over 200,000?

5 MR. KNUDSEN: 240,000.

6 COUNCILMAN O'NEILL: 240,000.

7 MR. KNUDSEN: Yeah.

8 COUNCILMAN O'NEILL: Okay. I would
9 hope that that would get suspended.

10 MR. KNUDSEN: We're looking -- still
11 want to get the benefits of what the American Gas
12 Association has to offer without paying the full
13 freight. That's what we've done in the past.

14 COUNCILMAN O'NEILL: That's not going
15 broke. But when you're going broke, these kinds
16 of dues things --

17 MR. KNUDSEN: That's correct.

18 COUNCILMAN O'NEILL: This should be
19 gone already, but that's my own opinion.

20 What I have trouble with is two things.
21 One is weather-related. All of our problems are
22 weather-related. The last three winters have been
23 mild, and some of them have been mild for a lot of
24 other companies that are not ready to go
25 belly-up.

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2 And I have because one thing I know is
3 happening with this company that nobody's talking
4 about -- my gut tells me it's been going on for
5 years, particularly the last three or four, and
6 there's an end in sight because we can't borrow
7 any more, and that is that we have been taking
8 huge capital borrowings and doing things that
9 other companies are doing with operating funds.
10 Now, I'm not saying we broke any laws; I'm just
11 saying that in the regular course of business, if
12 we were the Water Department, we wouldn't be doing
13 it.

14 And so what happens is, not only do we
15 run into different weather that might be
16 happening, but there will still be bond issues
17 that can go on this year. We're not going to have
18 a 100 or \$200 million borrowing to increase
19 capital funding that's going to go for what a lot
20 of people would describe as "normal operating
21 maintenance expenses." And maybe that's why
22 Morgan won't look at any more loans, or anybody
23 else. And if that's the case, then we're really
24 being foolish as we sit here, bailing out the
25 banks.

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2 And I think the revenue stream is going
3 to be different for a couple of reasons, and one
4 of them is going to be no more big capital
5 borrowings. On that sheet that I received today
6 is just scary in terms of what we borrow, don't
7 have anything to show for in the capital --
8 because we had testimony months ago where we had
9 the capital budget, that our infrastructure's
10 terrible, we haven't been keeping it up, and
11 that's what capital money's for, unless you're
12 moving over and doing the old operating thing, and
13 I don't want to put the Commissioner on the spot
14 because the Water Department is very strict about
15 what they use capital dollars for as opposed to
16 operating, even though they could use them.

17 And I -- my gut tells me that is going
18 to hurt us and haunt us more as we go into the
19 next couple of years than anything out there. And
20 weather -- you're in the weather business and good
21 weather, bad weather, the one-third increase, if
22 we have a cold winter, could become a 50 percent
23 increase for the average gas payer. It will help
24 PGW, it will be terrific; it will pay the loan
25 back faster and all that and then see if the

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2 winter is cold the following year.

3 I think this black hole is so deep that
4 it's the reason that the Morgans and the First
5 Unions one touch it, even with security. And I'm
6 not sure we should, either.

7 Thank you.

8 COUNCIL PRESIDENT VERNA: Thank you.

9 The Chair recognizes Councilman Rizzo.

10 COUNCILMAN RIZZO: Thank you, Madam
11 President.

12 I also have much difficulty with this
13 request based on the fact that I've been talking
14 to other gas utility companies. And what
15 surprises me is the lack of interest or the lack
16 of wanting to involve themselves in any type of a
17 relationship with PGW, doing purchases of fuel, of
18 gas, even a management contract.

19 And it continually surfaces, when I
20 talk to other utility companies, the lack of a
21 recovery plan, the lack of a business plan. And I
22 hear today that we really don't have one. Maybe
23 one's on the way, maybe there's one on the drawing
24 board.

25 I wouldn't lend my best friend 20 bucks

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2 if I didn't have an idea what they needed the
3 money for. And you're asking us to --
4 COUNCIL PRESIDENT VERNA: Councilman?
5 COUNCILMAN RIZZO: Yes?
6 COUNCIL PRESIDENT VERNA: I don't know
7 if anybody else can hear you, but do you mind
8 repeating because I think we're having difficulty
9 hearing you. I'm sorry.
10 COUNCILMAN RIZZO: I would love that
11 opportunity, Madam Chair.
12 COUNCIL PRESIDENT VERNA: Our old
13 system seemed to be working much better than our
14 new system.
15 COUNCILMAN RIZZO: And this isn't
16 running on natural gas.
17 COUNCIL PRESIDENT VERNA: True.
18 COUNCILMAN RIZZO: I'm not, either.
19 The point that I'm trying to make, and
20 I'll repeat it, is the fact that I've had
21 conversations with other utility companies, and
22 they just cannot believe that this company -- and
23 the perception, and I've been told in a private
24 conversation, a briefing, that it is a perception,
25 but I don't believe it's a perception, that this

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2 company has no plan, they're asking for
3 \$45 million, and we will be back in the same
4 situation maybe not a year from now, but maybe two
5 years from now, because I'm not confident that we
6 really have a plan in place on the drawing board
7 that will show the recovery of this company.

8 I just heard that they've restricted
9 travel, and then in the same breath, I hear that
10 they are considering not supporting the American
11 Gas Association. Well, how do you belong to the
12 American Gas Association when no one's allowed to
13 travel? So we've spent \$240,000 on a membership
14 where we're not participating? That's great
15 management.

16 Thank you, Madam Chair.

17 MR. KNUDSEN: Well --

18 COUNCIL PRESIDENT VERNA: You're
19 welcome.

20 The Chair recognizes Councilman
21 DiCicco.

22 All right, the Chair recognizes
23 Councilman Cohen.

24 COUNCILMAN COHEN: Thank you, Madam
25 President.

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2 First, to the Finance Director
3 probably. The \$20 million that is currently
4 authorized, has that been repaid by the Gas
5 Works? Have they borrowed the money? And if they
6 borrowed it, when did they borrow it? And did
7 they repay it? And if so, when?

8 MS. DAVIS: I understand that was
9 borrowed in 1984.

10 COUNCILMAN COHEN: In 19-when?

11 MS. DAVIS: '84, and it has been paid a
12 long time ago, probably in that same year.

13 COUNCILMAN COHEN: I didn't get what
14 you said after you said they borrowed in 1984, I
15 did not get the rest of your comment.

16 MS. DAVIS: It was probably paid within
17 that same year or closely thereafter, but it has
18 been paid for quite some time.

19 COUNCILMAN COHEN: So that they have an
20 outstanding ability to borrow \$20 million now,
21 under the old contract?

22 MS. BISGAIER: With a resolution of
23 City Council, yes.

24 COUNCILMAN COHEN: And have they sought
25 to have such a resolution adopted by City

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2 Council? I know of none, but --

3 MS. BISGAIER: No, they haven't.

4 COUNCILMAN COHEN: Could I ask the
5 representative of the City's Gas Works why they
6 have not asked that, if that's been available?

7 MS. WILKERSON: I believe that we tried
8 to take a longer view of what it is that the
9 company is going to need. We were able to look
10 ahead two years and understand that, you know, we
11 needed to borrow money in January, we need money
12 for June. We were trying to forecast a bit and
13 create some flexibility for the company. And I
14 think that's why we've chosen the approach of
15 amending the ordinance to increase the amount and
16 go for two-year borrowings as opposed to the
17 one-year borrowing that I think you're referring
18 to.

19 COUNCILMAN COHEN: And is the
20 Administration proposal a replacement for what
21 exists now?

22 MS. WILKERSON: No, it -- there are
23 different provisions. I think one is a one-year
24 borrowing. There's a second piece that we're
25 attempting to amend that permits two-year

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2 borrowings, and I think the third piece is the
3 commercial paper provisions.

4 COUNCILMAN COHEN: Well, with respect
5 to borrowing from the City --

6 MS. WILKERSON: Mm-hmm.

7 COUNCILMAN COHEN: -- what would be the
8 result if we passed either the City, the Mayor's
9 proposal, or the Gas Commission's proposal? What
10 would that do to the current \$20 million borrowing
11 authority that's been given to the Gas Works to
12 borrow from the City based solely on a resolution
13 of Council?

14 MS. WILKERSON: That remains unchanged.

15 COUNCILMAN COHEN: Well, I don't
16 understand. Does that mean it adds to the
17 45 million or that when the 25 million is
18 borrowed, does that eliminate that 20 million?
19 Are we talking about 65 million potentially that
20 can be borrowed from the City or 45 million?

21 MS. WILKERSON: The aggregate would be
22 65.

23 COUNCILMAN COHEN: It would be 65. So
24 you're asking -- you haven't used the 20 million
25 and --

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2 MS. WILKERSON: We were looking for a
3 two-year borrowing in order to -- I mean, part of
4 what we're trying to do is stabilize at least some
5 components of the company's operation. We know
6 today that the company's going to have cash-flow
7 needs over the next two years, and rather than --
8 you know, we also know that we have a need to
9 restructure rates. We're trying to put in place
10 certain components so we can begin stabilizing the
11 operation of the company so that we're not reeling
12 from crisis to crisis.

13 It is extraordinarily difficult to
14 operate the company when we're always in a crisis
15 mode. We were trying to set up a mechanism, you
16 know, where the company would have access to --

17 COUNCILMAN COHEN: I don't know what
18 you're talking about when you're talking about a
19 company because the City of Philadelphia is really
20 the --

21 MS. WILKERSON: I'm sorry, the Gas
22 Works.

23 COUNCILMAN COHEN: Well, isn't it the
24 City of Philadelphia when we talk about the Water
25 Department? Would you, say call the Water

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2 Department a separate company?

3 MS. WILKERSON: No, you're correct.

4 COUNCILMAN COHEN: What's the purpose
5 of emphasizing a company? It's all owned by the
6 City, the City has responsibility, it has. . .

7 MS. WILKERSON: You're correct. It is
8 simply a collection of assets, it's not an
9 independent company with any kind of corporate
10 integrity.

11 COUNCILMAN COHEN: If for some reason
12 the so-called company goes kaput, doesn't the City
13 of Philadelphia have a responsibility to see that
14 its citizens have heat in their homes?

15 MS. WILKERSON: I think you're right.

16 COUNCILMAN COHEN: So it's a City
17 responsibility. And so you're basically saying,
18 let's increase the current \$20 million to an
19 allowable borrowing limit of 65 million, even in
20 the face of the Gas Commission's recommendation
21 that under the worst of all cases, the most that's
22 additionally going to be needed by the Gas Works
23 is \$5 million through the end of this year.

24 MS. WILKERSON: The company is not
25 interested in accessing, you know, the

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2 \$20 million; the company is interested in a
3 two-year loan, setting up a two-year loan
4 mechanism. You know, it has no current plans to
5 request the one-year loan.

6 COUNCILMAN COHEN: Well, would the City
7 be prepared to amend the agreement to eliminate
8 the \$20 million loan authorization?

9 MS. WILKERSON: That is not a part of
10 our financing plan at this point.

11 COUNCILMAN COHEN: You mean the present
12 plan is to seek \$45 million in additional
13 borrowing ability from the City of Philadelphia?

14 MS. WILKERSON: That's right, in the
15 form of a two-year loan. That is what the
16 company's interested in.

17 COUNCILMAN COHEN: Has any study been
18 made as to when it was that the Gas Works, or the
19 Gas Department, went into financial insolvency in
20 a sense, in the commercial sense of losing money?
21 How long has that been going on?

22 MR. KNUDSEN: Councilman, we -- the
23 issue started in 1997 and has rolled forward since
24 then.

25 COUNCILMAN COHEN: And up until 1997 --

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2 MR. KNUDSEN: The company was meeting
3 all obligations and had most of its \$100 million
4 credit line available to it. The reason the
5 credit line disappeared -- and let me reemphasize
6 that -- is that we had several years, three years,
7 of warmer-than-normal weather that required
8 operating funds. And management at that time,
9 rather than seeking rate relief, which was
10 absolutely essential, in my view 'cause I
11 testified on the other side of the dock for it at
12 that point, did not occur.

13 So the only option that management did
14 have was to use the short-term position and draw
15 that line of credit down.

16 COUNCILMAN COHEN: Well, would it be
17 possible to establish how much money was lost in
18 the normal commercial sense by the Gas Works in
19 1997, in 1998, in 1999, and in the year 2000?
20 Have there been such figures?

21 MR. KNUDSEN: Upwards of \$70 million.

22 COUNCILMAN COHEN: What was that?

23 MR. KNUDSEN: Upwards of \$70 million.

24 COUNCILMAN COHEN: Cumulatively in the
25 four years?

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2 MR. KNUDSEN: Due to -- for '98, '99
3 and fiscal 2000 and part of '97, we lost somewhere
4 around \$70 million, largely a function of warmer-
5 than-normal weather. We could not recover from
6 our customers. Because of the way we structure
7 our rates and our charges, we could not recover
8 from them enough money to keep the company going
9 and not experience deficits.

10 COUNCILMAN COHEN: During that period
11 of time, when the \$70 million loss was recorded,
12 how much did the Gas Works pay to the City of
13 Philadelphia in these \$18 million installments?

14 MR. KNUDSEN: It would have paid 3
15 years of \$18 million. That's 54.

16 COUNCILMAN COHEN: All right. Now,
17 using old math, I would say 3 times 18 is 54?

18 MR. KNUDSEN: Correct.

19 COUNCILMAN COHEN: And if you subtract
20 54 from 70, the loss in those 3 years totally is
21 \$16 million, exclusive -- or averaging 5 million a
22 year, exclusive of what was paid to the City?

23 MR. KNUDSEN: To your point, yes,
24 that's correct.

25 COUNCILMAN COHEN: It doesn't sound to

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2 me like a terrible shape to be in with the
3 explanation you gave of these terribly warm -- I'm
4 using the word "terribly" in an economic sense
5 because I think the people like the warm weather,
6 but for the gas company, it represents a crisis.

7 MR. KNUDSEN: That's correct.

8 COUNCILMAN COHEN: But it does not seem
9 to me that the litany of all the terrible things
10 that happened to the Gas Works was really that
11 bad. It seems to me the worst loss was the
12 payment of \$54 million to the City. And if we had
13 not paid it, it would not have been a crisis
14 situation at all; it would have been something
15 that called for a little additional remedy.
16 Doesn't that make sense?

17 MR. KNUDSEN: To your point --

18 COUNCILMAN COHEN: I'm not trying to
19 embarrass you because I know that you don't have
20 any right to disagree with the Mayor, so I'm not
21 asking you to disagree with the Mayor.

22 (Laughter.)

23 MR. KNUDSEN: No, this is historic --

24 COUNCILMAN COHEN: You have to say what
25 he authorizes you to say.

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2 MR. KNUDSEN: This is historic
3 information.

4 COUNCILMAN COHEN: It still stands,
5 doesn't it? The whole crisis is that in three
6 terribly bad years, because of the weather,
7 because of the all of the mismanagement problems
8 we've had, because we failed to ask for rate
9 increases when we should have done so, the company
10 actually lost \$16 million.

11 MR. KNUDSEN: Were we not to have paid
12 -- we have to be careful here. Were we not to
13 have paid 3 years of \$18 million, we would have
14 \$54 million of cash available to us now.

15 COUNCILMAN COHEN: Right. And as a
16 matter of fact, and now to Miss Davis, could you
17 tell me what we say the City surplus is?

18 MS. DAVIS: Our preliminary numbers put
19 it in the 220, \$230 million range at this point.

20 COUNCILMAN COHEN: 200 and --

21 MS. DAVIS: 220, 230 million at this
22 point. Those are preliminary, subject to audit.

23 COUNCILMAN COHEN: And back in 1969 or
24 1970, the payments by the Gas Works to the City
25 were then \$15 million. And Councilman Longstreth

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2 is the only one who's going to be in a position to
3 have an opinion on this from personal knowledge.

4 The City Council was in a caucus
5 session trying to solve a \$3 million deficit in
6 the budget for the forthcoming year, and the
7 then-Council President said, "Excuse me," to the
8 members of the caucus, "I'll be back in a minute,
9 I have to make a phone call." He came back two or
10 three minutes later and said, "We've solved the
11 problem. PGW has agreed to increase its annual
12 contribution from 15 million to \$18 million." And
13 since that time, in the late '60s or early '70s --
14 I don't know whether it was 1969 or 1970 -- the
15 payment was 18 million.

16 It seems to me that the City has
17 drained since 1970, that's 30 years ago -- 30
18 times 18 is kind of, as I add it up, isn't it
19 \$480 million?

20 MR. KNUDSEN: Approximately.

21 MS. DAVIS: Mm-hmm, yes.

22 COUNCILMAN COHEN: And had the City not
23 drained that money, the situation would be
24 entirely different? And, you know, maybe that's a
25 rhetorical kind of a question. But of that

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2 surplus, it seems to me clear that the surplus of
3 the City is a paper surplus, a fictitious surplus
4 obtained by taking \$18 million a year steadily
5 from the Gas Works, when that money should have
6 remained with the Gas Works so it could have dealt
7 with the infrastructure of the needs.

8 I'm very concerned about the whole
9 question of rate increases. I think what has
10 happened is that the City has used the Gas Works
11 as a means of balancing the City's budget and that
12 now we have this problem because the Gas Works has
13 just been a convenient target. And as long as the
14 Gas Works kept on turning over \$18 million a year,
15 the City didn't care how it was operated or what
16 its condition was.

17 Would that appear to be a pretty fair
18 statement?

19 MR. KNUDSEN: Councilman I don't think
20 I can respond to that. I think certainly, under
21 all circumstances, PGW made its payment to the
22 City, as it was required to do by ordinance.

23 COUNCILMAN COHEN: Let me ask you, the
24 enormous increases in oil and in natural gas
25 throughout the country, has it caused the City of

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2 Philadelphia to seek specific assistance for a
3 municipal utility from either the federal or the
4 State government? Are we seeking additional funds
5 for the operation? I'm not talking about
6 increases in the, you know, to the consumers.

7 MR. KNUDSEN: The answer to that is --

8 COUNCILMAN COHEN: LIHEAP, I know that
9 the State is going to increase some funding for
10 the LIHEAP.

11 MR. KNUDSEN: That's the federal
12 program that's available to us.

13 COUNCILMAN COHEN: Right.

14 MR. KNUDSEN: To funnel funds to PGW
15 from Washington on that, specifically for payment
16 for these increased costs.

17 COUNCILMAN COHEN: Have we asked for
18 additional funding for the utilities in order to
19 make it easier on the rate payers?

20 MR. KNUDSEN: There has been no
21 specific application nor do I know of a mechanism
22 for such to Washington, except through the
23 Congressional delegation. We have not done that.

24 COUNCILMAN COHEN: Would that seem to
25 make sense?

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2 MR. KNUDSEN: I don't --

3 COUNCILMAN COHEN: Why should the State
4 or the federal government be silent when our rate
5 payers face the threat that Councilman Kenney
6 spoke about maybe a half hour or so ago of?

7 MR. KNUDSEN: Well, it's certainly
8 something for us to consider.

9 COUNCILMAN COHEN: On the rate increase
10 request, there are two separate requests, one for
11 increasing the --

12 MR. KNUDSEN: One for the base rate.

13 COUNCILMAN COHEN: And is that the --

14 MR. KNUDSEN: That's the 52 million,
15 and one for gas costs, which is presently at
16 \$97 million.

17 COUNCILMAN COHEN: Now, the gas
18 increases, you have nothing whatsoever to do with;
19 is that right?

20 MR. KNUDSEN: It is --

21 COUNCILMAN COHEN: You don't influence
22 in any way the gas increase?

23 MR. KNUDSEN: No. Let me be very
24 clear. The company has done -- and this is a
25 compliment to the managers who are at PGW and have

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2 remained so over the years, they have done a
3 wonderful job of purchasing gas, and they're
4 recognized for having done so and they saved the
5 customers of the City of Philadelphia
6 approximately 35 to \$40 million in the manner in
7 which they purchase gas.

8 But to your point --

9 COUNCILMAN COHEN: In purchasing and
10 storing it?

11 MR. KNUDSEN: In purchasing it and in
12 storing it and buying it at the right times, and
13 we did better than --

14 COUNCILMAN COHEN: And buying it?

15 MR. KNUDSEN: We did better than any of
16 the other local distribution companies in the
17 State on that issue.

18 Now, to your point, by and large, gas
19 costs are a pass-through, and we do not make any
20 money from that, and we don't have a lot of
21 control over the national and international
22 markets for the commodity.

23 COUNCILMAN COHEN: That was the other
24 request, the \$52 million request that deals with
25 the basic rates separate from the needs of the Gas

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2 Works other than as a result of the increased cost
3 of the natural gas.

4 MR. KNUDSEN: That is correct.

5 COUNCILMAN COHEN: Now, is there any
6 indication what the PUC plans to do with respect
7 to the \$97 million request?

8 MR. KNUDSEN: We have no specific
9 indication from the Public Utility Commission
10 itself as to what it will do when it makes its
11 judgments on both of these points on an interim
12 basis on November 9th. We do have indication from
13 the staff of the PUC that they are supportive of
14 not only the 97 million but of something more than
15 that.

16 COUNCILMAN COHEN: And how about with
17 respect to the \$52 million?

18 MR. KNUDSEN: They have taken view --
19 the staff itself has taken a view that we should
20 only get at this time 27.5 of the 54.

21 COUNCILMAN COHEN: Well, considering
22 everything that the Gas Works has gone through and
23 the litany of disaster, it does not seem to me to
24 be basically as horrific a story as the headlines
25 seem to indicate and as some of the testimony

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2 would seem to indicate.

3 MR. KNUDSEN: Well, let me respond to
4 that and maybe respond to some comments that some
5 of the other Councilmen made.

6 In June, we filed a five-year financial
7 forecast that included \$52 of base rate relief and
8 \$42 million of gas cost increases, which is what
9 we had anticipated at that time. With the
10 granting of those levels of rate relief, we were
11 able to demonstrate in our projections with the
12 \$24 million of cost reduction that we would begin
13 to pay down our short-term -- our \$100 million
14 short-term position somewhere in 2003 and that we
15 would be generating a substantial amount of our
16 own investment, which is what one wants to do in
17 these situations. For long-term capital
18 investments, we would be generating about half of
19 that by 2004, 2005.

20 That was the plan, that is the
21 program. That was where we were going until two
22 things happened. One, the gas costs escalated at
23 rates that we hadn't anticipated in the April-May-
24 June time frame. And consequently, it puts us at
25 risk because we have to look at to writing off

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2 some portions of those gas costs over time,
3 because people may not be able to pay them. And,
4 secondly, we are less clear about what the
5 regulatory environment in Harrisburg is going to
6 allow us.

7 So with those two concerns, we are less
8 able to be definitive about our plan, but we
9 clearly have a plan. It is now before the Gas
10 Commission, it will be updated, and it will be
11 addended and added to with the other
12 considerations that the Commission wants.

13 But from a financial point of view, it
14 is very clear where we have to go and what we have
15 to do, and a big part of that is to have the
16 necessary rate relief from our customers that we
17 have not gotten in ten years.

18 COUNCILMAN COHEN: Well, I have great
19 difficulty following that particular arithmetic.
20 With respect to increased gas costs --

21 MR. KNUDSEN: Yes.

22 COUNCILMAN COHEN: -- the likelihood
23 is, from everything we know, that those
24 pass-through --

25 MR. KNUDSEN: Dollar for dollar.

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2 COUNCILMAN COHEN: Dollar for dollar
3 will be allowed.

4 MR. KNUDSEN: That's correct.

5 COUNCILMAN COHEN: Maybe even more.

6 MR. KNUDSEN: That's right.

7 COUNCILMAN COHEN: Because they may
8 feel that you've been too conservative in your
9 estimates of the potential increases.

10 With respect to the rest, if you've got
11 27 in your rate increase and 18 more from the City
12 yielding that amount of money, you've got 45 of
13 your \$52 million?

14 MR. KNUDSEN: If your comment is --

15 COUNCILMAN COHEN: I don't really
16 understand this litany that you're expressing to
17 get kind of unlimited borrowing capacity from the
18 City of Philadelphia.

19 MR. KNUDSEN: Councilman, we're not
20 seeking unlimited borrowing capacity.

21 COUNCILMAN COHEN: Well, when you want
22 to increase from 20 million to 65 million, I think
23 that's increasing to an unlimited degree,
24 particularly when the figures are so close.

25 If the Mayor were to announce today

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2 that the \$18 million a year is not going to be
3 accepted for this year and in fact ought to be
4 returned for the years from 1997 on, when the Gas
5 Works was in a financially disadvantageous
6 position, and that we were foregoing that
7 \$18 million a year until such time as the Gas
8 Works, you know, resumed fiscal health, that would
9 be the most important single step, and I think
10 it's a step that ought to be taken.

11 I think it borders -- I think it
12 borders clearly on impropriety, I think maybe even
13 on criminality for the owner of a business to take
14 money out of a failing business. I think if this
15 were all a private business, that the ownership of
16 the business would be subject, if there were
17 private stockholders, as there would be if it were
18 a private company, I think those private
19 stockholders would have a tremendously strong
20 civil case, and the District Attorney or the U.S.
21 Attorney would probably be looking into it as a
22 criminal case if the ownership kept draining the
23 money and the stockholders suffered thereby.

24 So I just can't see any -- it seems to
25 me totally morally and ethically wrong, at least

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2 those two. Whether or not it adds up to criminal
3 culpability or civil liability, it seems to me
4 ethically and morally wrong for the City to be
5 draining these resources out of the Gas Works when
6 the Gas Works is in a financially unstable
7 position.

8 And I think that the biggest single
9 step that could be taken would be if the City
10 acted in an appropriate ethical and moral manner
11 and said we were wrong in taking anything from the
12 Gas Works in those years in which it was losing
13 money, and that would be a tremendous -- and we
14 intend to return it, 'cause that's what would
15 happen under civil law if this were a private
16 company and the ownership drained those resources
17 out of a losing year.

18 Madam President, thank you. I think
19 the Gas Commission's recommendations are most
20 generous under all of these circumstances because
21 I would add, had I my way, a further
22 recommendation, and I would ask the Chair and the
23 Gas Commission to consider it, and that is, there
24 ought to be no action on this until the City
25 agrees not to take the \$18 million and to return

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2 it for the years 1997 and thereafter and to assert
3 affirmatively that it will never seek that fund
4 until the Gas Works shows fiscal solvency.

5 Thank you, Madam Chair, Madam
6 President.

7 COUNCIL PRESIDENT Verna: You're
8 welcome.

9 COUNCILMAN COHEN: I'm going to ask the
10 Gas Commission members to consider that further
11 amendment.

12 COUNCIL PRESIDENT Verna: I'm sorry,
13 Councilman?

14 COUNCILMAN COHEN: I'm hoping the Gas
15 Commission would consider adding an additional
16 term to their recommendations. I support what the
17 Gas Commission has done thus far and suggest that
18 they consider adding an additional consideration
19 that the City not take 18 million for the current
20 year, return 18 million for each year in which the
21 Gas Works was fiscally insolvent, and that seems
22 to be from 1997 on, and to announce that it will
23 not seek that 18 million in any year in the future
24 unless the Gas Works is fiscally solvent. And I
25 would ask the members of the Gas Commission to

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2 consider that proposal as an additional proposal.

3 Thank you, Madam President.

4 COUNCIL PRESIDENT Verna: Thank you.

5 Any other Councilmembers that have any
6 questions?

7 (No further questions.)

8 COUNCIL PRESIDENT Verna: Do we have
9 anyone else that would like to testify?

10 (No response.)

11 COUNCIL PRESIDENT Verna: Seeing none,
12 this will conclude our public hearing.

13 Excuse me, I have been asked to call
14 for a five-minute recess.

15 (Short recess taken:)

16 (Proceedings resume.)

17 COUNCIL PRESIDENT Verna: Council is
18 now back in session. Would all Councilmembers
19 please take their seats.

20 The Chair recognizes Councilwoman
21 Tasco.

22 COUNCILWOMAN TASC0: Madam President, I
23 offer an amendment to Bill 583. And it has been
24 circulated to members of Council.

25 COUNCIL PRESIDENT Verna: Does the

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2 stenographer have a copy of the amendment?

3 COUNCILWOMAN TASC0: Yes, the
4 stenographer has a copy of the amendment.

5 COUNCIL PRESIDENT Verna: Thank you.

6 COUNCILWOMAN TASC0: Should I read the
7 amendment?

8 COUNCIL PRESIDENT Verna: Yes, please.

9 COUNCILWOMAN TASC0: A proposed
10 amendment to Bill 583, Section 2, pursuant to
11 Section 4.3 of the Philadelphia Facilities
12 Management Corporation (which is PFMC agreement),
13 as amended above, the City is hereby authorized to
14 make a temporary advance to the Philadelphia Gas
15 Works (hereinafter PGW) in the amount of
16 \$45 million or such lesser amount as may be
17 approved by the Director of Finance and the Gas
18 Commission; provided, however, that total
19 temporary advances authorized by this ordinance
20 and any other ordinance or resolution shall not
21 exceed \$45 million at any one time; and provided
22 further that:

23 A. Such advance will be placed in a
24 restricted account against which PGW can draw in
25 any month when PGW and the Director of Finance

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2 certify that its cash flow is insufficient to meet
3 operating requirements, and which shall be repaid
4 on an ongoing basis as soon as PGW's cash flow is
5 sufficient to remit its repayment; and

6 B. Interest on the account shall
7 accrue to the City; and

8 C. PGW is hereby limited to drawing no
9 more than \$25 million from this restricted account
10 until such time as the Gas Commission has informed
11 City Council and the City Council has concurred by
12 resolution that PGW has submitted an adequate
13 five-year financial and management plan; and

14 D. During the term of the temporary
15 advance, PGW shall file with the City Council, the
16 Gas Commission, and the Director of Finance:

17 (i) no later than the fifth business
18 day of each month an update of its budget of cash
19 receipts and disbursements report covering the
20 preceding month; and

21 (ii) monthly status reports regarding
22 achievement of interim PGW's management goals for
23 productive/cost savings and collection of billed
24 revenues.

25 The outstanding principal balance due

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2 by the Gas Works on such temporary advances shall
3 be repaid no later than 24 months following the
4 date of PGW's first draw of the full amount of the
5 temporary advances authorized pursuant to this
6 ordinance, but in any event, no later than June
7 30, 2003.

8 And that's the end of my proposed
9 amendment, Madam President. I move for the
10 adoption of the amendment.

11 (Duly seconded.)

12 COUNCIL PRESIDENT VERNA: It has been
13 moved and properly seconded that the amendment be
14 adopted.

15 All in favor -- excuse me, sorry.

16 COUNCILMAN ORTIZ: May I ask one
17 question?

18 COUNCIL PRESIDENT VERNA: I don't think
19 your microphone's on. Now it is.

20 COUNCILMAN ORTIZ: In the event -- it
21 says last -- PGW (unintelligible) made pursuant to
22 this ordinance, but in any event, no later than
23 June 30, 2003. What happens if that is not repaid
24 by 2003?

25 COUNCILWOMAN TASCO: We'll have to take

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2 it up in 2003?
3 COUNCILMAN ORTIZ: What?
4 COUNCILWOMAN TASC0: We'll have to deal
5 with that in 2003.
6 COUNCILMAN ORTIZ: I mean, it's just --
7 COUNCIL PRESIDENT VERNA: Excuse me,
8 Councilman.
9 COUNCILMAN ORTIZ: I know that --
10 COUNCIL PRESIDENT VERNA: Excuse me,
11 Councilman Ortiz.
12 COUNCILMAN ORTIZ: I know that Morgan
13 Guarantee wouldn't --
14 COUNCIL PRESIDENT VERNA: Excuse me,
15 Councilman Ortiz. The Chair recognizes Councilman
16 Nutter.
17 COUNCILMAN ORTIZ: What?
18 COUNCIL PRESIDENT VERNA: It's a point
19 of order.
20 COUNCILMAN ORTIZ: Okay.
21 COUNCILMAN NUTTER: Point of order,
22 Madam President. Two questions. One, are we
23 still in the public hearing as opposed to the
24 public meeting?
25 COUNCIL PRESIDENT VERNA: We had

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2 started to go into our public meeting but never
3 really completed it.

4 COUNCILMAN NUTTER: Okay, that's the
5 first question.

6 COUNCIL PRESIDENT VERNA: So I don't
7 know whether it's really anybody's understanding
8 that we went into a public meeting.

9 COUNCILMAN NUTTER: Okay.

10 COUNCIL PRESIDENT VERNA: So at this
11 point in time, if Council so prefers, I will say
12 that our hearing has been concluded and we are now
13 in our public meeting.

14 COUNCILMAN NUTTER: If I could ask,
15 Madam President, before do you that, because of
16 the question raised by Councilman Ortiz, it seems
17 that we may need an answer to that particular
18 question, which we might not be able to get in a
19 public meeting, and so if we are in a public
20 hearing --

21 COUNCIL PRESIDENT VERNA: That's why I
22 thought that we would stay in a public hearing.

23 COUNCILMAN NUTTER: Right.

24 COUNCIL PRESIDENT VERNA: Because if
25 there were any questions that people have

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2 concerning the amendment, they could certainly be
3 responded to. So we are presently in our public
4 hearing.

5 COUNCILMAN NUTTER: Very well. Thank
6 you, Madam President.

7 COUNCILMAN ORTIZ: Because, Madam
8 Chair, I just wanted for the record, because
9 Morgan Guarantee -- Morgan Guarantee and First
10 Union would have a clause that says if repayment
11 is not paid by such and such date, such and such
12 things would happen. I think it just makes sense
13 that something follows that phrase.

14 COUNCILWOMAN TASC0: Well, Councilman
15 Ortiz, that was not an issue that -- the
16 Commission did not address. . .

17 COUNCILMAN NUTTER: Is there a -- I
18 mean, is the original question to this whole -- I
19 mean, this, I guess, goes back to the original
20 concept of the whole transaction. I mean, is
21 there anyone from PGW that can answer that
22 question?

23 MS. WILKERSON: This is an unsecured
24 transaction. I think that we have not discussed
25 what the remedies might be, you know, and we'd be

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2 willing to explore that. It is in essence,
3 though, an unsecured transaction. You know, there
4 are creditors who would have priority over the
5 City in any event. I mean, we could get together
6 and negotiate potential more specific terms and
7 provisions, but that has not been addressed at
8 this point.

9 I've been advised that the kind of
10 remedy Morgan has is to impose an interest rate.
11 This is at this point an interest-free loan. You
12 know, the question is whether that makes sense or
13 is a real remedy, but that is how the commercial
14 paper instrument is structured.

15 COUNCILMAN NUTTER: I know the Chief of
16 Staff is looking at me. It was not my question; I
17 was just trying to help out the Councilman with
18 his question.

19 (Laughter.)

20 COUNCILMAN NUTTER: But if you just
21 want to look at me, I'm honored, I'm thrilled, I
22 am totally flattered.

23 But, I mean, I guess the follow-up to
24 the questions I did not ask is, I'm assuming that
25 there's nothing to preclude us at a future point

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2 in time, pending subsequent information, one-year
3 plan, three-year plan, five-year plan, or any
4 other plan, or another hearing that would preclude
5 us from adding, if we wanted, that kind of remedy
6 or penalty, whether it be an interest payment or a
7 lump-sum payment. I understand -- I mean if PGW
8 was, you know, at that point on life support, it's
9 like, you know, what else do you want to do to
10 me?

11 But, I mean, from a technical
12 standpoint and for your answer today, there would
13 be nothing preventing us from imposing subsequent
14 penalties if there were no complete repayment by
15 June 30, 2000.

16 MS. WILKERSON: Well, I think that, you
17 know, this anticipates that there will be loan
18 documents. I mean, this is not the sum total of
19 the transaction, and it could be subject to terms
20 and conditions approved by, you know, the Council
21 President as a way of, you know, anticipating a
22 more structured transaction that might provide for
23 things like remedies.

24 COUNCILMAN NUTTER: So, I mean, do I
25 understand your response to say that there is

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2 another document still to come to us which lays
3 out the actual terms and conditions of the
4 \$45 million loan, or, as earlier characterized,
5 each loan as a separate individual loan,
6 anticipating more documents?

7 MS. WILKERSON: I mean, I would
8 anticipate more documents than simply this that
9 would reflect, you know, we're talking about
10 setting up escrow accounts and, you know, and who
11 the signatories are, that it would be, you know --

12 COUNCILMAN NUTTER: Possibly another
13 bill coming in with all the --

14 MS. WILKERSON: No, no. I didn't
15 anticipate that, quite frankly.

16 (Laughter.)

17 COUNCILMAN NUTTER: Oh, okay.

18 MS. WILKERSON: I think that it would,
19 you know --

20 COUNCILMAN NUTTER: You don't want to
21 be that formal.

22 MS. WILKERSON: But that a lot of times
23 we come here and there are not all of the actual
24 documents that are going to be executed that, you
25 know, that the ordinance has set out the

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2 parameters of the transaction. It will be subject
3 to somebody's, you know, review and approval. And
4 as a way of, you know, closing the loop, I would
5 propose that it could be the office of the Council
6 -- you know, subject to the, you know, the review
7 and the approval of the office of the Council
8 President as a way of trying to get, you know,
9 final Council signoff.

10 COUNCILMAN NUTTER: Thank you.

11 COUNCIL PRESIDENT VERNA: Councilman
12 DiCicco, your light is on.

13 COUNCILMAN DICICCO: (Inaudible)
14 Councilman Nutter, who was responding to the
15 question by Councilman Ortiz to the Chief of Staff
16 about when we come to the point in time when we
17 may have to deal with the issue of the
18 \$20 million, I would assume that a five-year plan,
19 any kind of plan, would have some repayment of
20 debts included in that plan, so we can probably
21 deal with it then.

22 Thank you.

23 COUNCIL PRESIDENT VERNA: Thank you.

24 Councilwoman Brown, your light is on.

25 Okay, are there any other questions

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2 from members of the committee?

3 (No further questions.)

4 COUNCIL PRESIDENT Verna: The Chair
5 recognizes Councilwoman Tasco regarding the
6 amendment of Bill No. 583.

7 It really doesn't matter, I am told,
8 whether we accept -- I have our attorney to my
9 left, who tells me that it doesn't matter whether
10 we approve these in our meeting.

11 So, therefore, again, I recognize
12 Councilwoman Tasco regarding the amendment she
13 submitted on Bill 583.

14 COUNCILWOMAN TASC0: Madam President, I
15 move that the amendments be adopted as presented.

16 (Duly seconded.)

17 COUNCIL PRESIDENT Verna: It has been
18 moved and properly seconded that the amendments to
19 the Bill No. 583 be adopted.

20 All in favor will signify by saying
21 aye.

22 Those opposed?

23 I'm sorry?

24 COUNCILMAN GOODE: Nay.

25 COUNCIL PRESIDENT Verna: The record

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2 will indicate that Councilman Goode voted nay.

3 And the amendment has been adopted.

4 Does the Administration have any
5 amendments to Bill 590 or to Bill 583?

6 Okay, I am told that there's a
7 possibility that on the second bill, 590 -- oh,
8 it's not needed? I was just told that they have
9 an amendment, okay.

10 Council will stand in recess until
11 tomorrow morning at 9:30.

12 COUNCILMAN KENNEY: Madam Chair, is
13 there any action at all being taken on 590? Or is
14 that --

15 COUNCIL PRESIDENT VERNA: There are no
16 amendments. We will come back tomorrow.

17 COUNCILMAN KENNEY: Okay.

18 (Adjourned at 1:50 p.m.)

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RE: COUNCIL COMMITTEE OF THE WHOLE

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BILL 000583, 000590

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JOSEPHINE CARDILLO,

Registered Professional Reporter