

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON COMMERCE AND ECONOMIC
DEVELOPMENT

Via Microsoft Teams
Philadelphia, Pennsylvania
Thursday, March 25, 2021
2:04 p.m.

PRESENT:

COUNCILMAN MARK SQUILLA, CHAIR
COUNCILWOMAN KENDRA BROOKS
COUNCILMAN ALLAN DOMB
COUNCILWOMAN JAMIE GAUTHIER
COUNCILWOMAN KATHERINE GILMORE RICHARDSON
COUNCILMAN DEREK S. GREEN
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN DAVID OH

BILL 200382
RESOLUTION 210193

- - -

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2 COUNCILMAN SQUILLA: Thank you,
3 and good afternoon, everyone. Today we
4 are at the Committee on Commerce and
5 Economic Development, Thursday,
6 March 25th.

7 I understand that the state law
8 currently requires that the following
9 announcement be made at the beginning of
10 every remote public hearing as follows:

11 Due to the current public
12 health emergency, City Council committees
13 are currently meeting remotely. We are
14 using Microsoft Teams to make these
15 remote hearings possible. Instructions
16 for how the public may view and offer
17 public testimony at public hearings of
18 Council committees are included in the
19 public hearing notices that are published
20 in the Daily News, Inquirer, and Legal
21 Intelligencer prior to the hearings, and
22 can also be found on PHLCouncil.com.

23 I now note that the hour has
24 come. And, Mr. McMonagle, will you
25 please call the roll.

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2 THE CLERK: Councilmember
3 Squilla.
4 COUNCILMAN SQUILLA: Present.
5 THE CLERK: Councilwoman
6 Brooks.
7 COUNCILWOMAN BROOKS: Present.
8 THE CLERK: Councilmember Domb.
9 COUNCILMAN DOMB: Present.
10 THE CLERK: Councilmember
11 Gauthier.
12 COUNCILWOMAN GAUTHIER:
13 Present.
14 THE CLERK: Councilmember
15 Gilmore Richardson.
16 COUNCILWOMAN RICHARDSON: Good
17 afternoon, Mr. Chair and colleagues. I'm
18 present.
19 THE CLERK: Councilmember
20 Green.
21 COUNCILMAN GREEN: I am present
22 for today's conversation.
23 THE CLERK: Councilmember
24 Johnson.
25 (No response.)

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2 THE CLERK: Councilmember

3 Jones.

4 (No response.)

5 THE CLERK: Councilmember Oh.

6 (No response.)

7 COUNCILMAN SQUILLA: Okay.

8 Thank you, Mr. McMonagle.

9 A quorum of the Committee is
10 present, and the hearing is now called to
11 order. Before we start, I would like to
12 just recognize Councilmember Domb for a
13 few comments.

14 COUNCILMAN DOMB: Thank you,
15 Mr. Chair, and I just want a few brief
16 comments today.

17 We called for this hearing with
18 my colleagues so we could begin the
19 important conversation of how we bring
20 back our local economy and discuss the
21 reopening of our office spaces, both our
22 commercially owned spaces and our public
23 office buildings. These spaces are
24 essential to Philadelphia's economic
25 recovery.

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2 I once heard our former
3 Commerce Director, Harold Epps, say that
4 the ten-block radius around 18th and
5 Walnut and ten blocks in every direction
6 generates approximately 55 to 60 percent
7 of our city's tax revenues, and this
8 encompasses our major commercial
9 corridors, Center City, and the majority
10 of our businesses and employees who work
11 in these office buildings. So this
12 conversation couldn't be more important
13 to the City's economic future.

14 Over a year ago now, the Mayor
15 issued a stay-at-home order...

16 COUNCILMAN SQUILLA:

17 Councilmember Domb, you went on mute
18 after the word "order."

19 COUNCILMAN DOMB: Okay. We are
20 now moving forward with vaccinations
21 across the City being distributed to our
22 businesses, and employees are preparing
23 for a safe return to work and life as we
24 once knew it. Of course, we know we
25 can't go back completely to the way

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2 things were before just yet, but we're
3 all becoming more accustomed to the
4 safety precautions necessary to keep
5 people safe and healthy.

6 We need to bring back demand in
7 Philadelphia. This is about demand. And
8 in these next few months and in the
9 second half of this year, if our economy
10 is going to survive, we need to get
11 demand back into the City.

12 I want to thank everyone here
13 today and appreciate the time and effort
14 that has gone into preparing Philadelphia
15 for a safe return to work, and look
16 forward to that lifestyle enjoyed by many
17 of our residents and suburbanites prior
18 to the pandemic and how we can bring that
19 back.

20 Thank you, and thank you,
21 Mr. Chair.

22 COUNCILMAN SQUILLA: Thank you,
23 Councilmember Domb.

24 Are there any other comments
25 before we get started?

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2 (No response.)

3 COUNCILMAN SQUILLA: Seeing
4 none, this is a public hearing of the
5 Committee on Commerce and Economic
6 Development regarding Resolution No.
7 210193.

8 For the record, Bill No. 200382
9 is being held at the request of the
10 sponsor and will not be heard at today's
11 hearing.

12 Mr. McMonagle, will you please
13 read the title of the resolution.

14 THE CLERK: Resolution No.
15 210193, a resolution authorizing the
16 Committee on Commerce and Economic
17 Development to hold hearings examining
18 best practices and new ideas for safely
19 reopening the City of Philadelphia's
20 workspaces, including office buildings,
21 City buildings, and other high-risk
22 congregate settings not currently
23 operating at pre-pandemic capacity.

24 COUNCILMAN SQUILLA: Thank you,
25 Mr. McMonagle.

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2 Before we begin to hear
3 testimony from the witnesses we have for
4 today, everyone who has been invited to
5 the meeting to testify should be aware
6 that the public hearing is being
7 recorded. Because the hearing is public,
8 participants and viewers have no
9 reasonable expectation of privacy. By
10 continuing to be in the meeting, you are
11 consenting to being recorded.

12 Additionally, prior to
13 recognizing members for questions or
14 comments they have for witnesses, I will
15 note for the record at this time that we
16 will be using the Chat feature available
17 in Microsoft Teams to allow members to
18 signify that they wish to be recognized
19 in order to comply with the Sunshine Act
20 and that the Chat feature must only be
21 used for this purpose.

22 Mr. McMonagle, will you please
23 call the first panel of witnesses we have
24 to testify this afternoon on Resolution
25 No. 210193.

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2 THE CLERK: Yes. Can we please
3 have Henry Chamberlain from BOMA, and
4 Josh Dubin and Tayyib Smith from Pipeline
5 Philly ready to go.

6 MR. SMITH: This is Tayyib
7 Smith. I'm here and ready.

8 MR. CHAMBERLAIN: Henry
9 Chamberlain, here and ready.

10 MR. DUBIN: Josh Dubin, here
11 and ready.

12 COUNCILMAN SQUILLA: Thank you
13 all. Everybody is connected now and
14 ready to go. I guess we'll proceed with
15 your testimony. We can start with Henry
16 Chamberlain.

17 MR. CHAMBERLAIN: Good
18 afternoon, Chairman Squilla and members
19 of the Committee on Commerce and Economic
20 Development. I really appreciate the
21 opportunity to share some comments today.
22 I am Henry Chamberlain, President of the
23 Building Owners and Managers Association
24 International representing office,
25 industrial, medical, mixed-use, and

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2 corporate facilities through 86
3 associations across the country and
4 30,000 members and participants.

5 We've all been through a lot
6 this past year between the pandemic and
7 the great recession it caused. In June,
8 we were looking forward to bringing our
9 Annual Conference and Expo to the great
10 City of Philadelphia and of course had to
11 reschedule it. We'll be back in 2024.

12 Philadelphia is a wonderful
13 place to live and to work, and members
14 from across North America and the world
15 really enjoy the City and its history
16 immensely. I certainly do. So we do
17 look forward to getting back to business.

18 Since the pandemic began, we've
19 been providing guidance to our members,
20 the property management teams across the
21 country, on how to transition their
22 properties to low occupancy for essential
23 personnel to, in the past several months,
24 gradually welcoming larger numbers of
25 tenants back into their offices.

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Occupancy level in the central business districts have been in the 10 to 15 percent range nationwide, with suburban markets a bit more than double that amount.

A recent ADT Security report cited 25 percent of office tenants are going to the office part time now in different markets around the country. I would add, major corporations, including Microsoft, Google, Facebook, and others, are reopening their offices this spring as well as buying new space as they get ready to build for the future.

In the past couple of weeks, cities that had severely limited occupancy and encouraged people to work from home, if they could, have begun to reopen and allow for higher percentages of the workforce to be in their offices. These cities include Seattle, San Francisco, Los Angeles, Boston, and my home city of Washington, DC. You may have seen New York just asked city

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2 workers to return in May. We have shown
3 that with proper precautions and care, it
4 is safe to return.

5 Our national study of office
6 tenants reinforced the fact most tenants
7 see their offices as vital to their
8 business success. Throughout this past
9 year, they have overwhelmingly approved
10 of their landlord's coronavirus response
11 as well as the amount of communications
12 relaying what was going on in their
13 buildings. They know we are doing the
14 right things, and they are willing to do
15 so as well to begin returning to work.
16 As an example, 80 percent of tenants
17 support universal mask wearing. I've
18 certainly got mine here in the office
19 here in DC.

20 Things will look very different
21 initially as people return. We will have
22 multilingual signage throughout buildings
23 clearly communicating what people need to
24 do to create safe environments. Other
25 measures will include arrows on the floor

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2 to direct traffic and maintain social
3 distancing, limiting elevator capacity,
4 while using stairwells where practical,
5 and hand sanitizer stations throughout
6 properties, on top of enhanced cleaning
7 and disinfecting and mask policies in
8 common areas. We will be providing
9 layers of protection.

10 We've been focused on planning
11 and preparing for our tenants returning
12 to their offices ensuring healthy, safe
13 environments. It's expected that
14 vaccines will be widely available by
15 May 1, and that is only five weeks away,
16 and I'm evidence of that, as I got my
17 second Pfizer shot today here in DC.

18 With greater numbers of people
19 vaccinated, coupled with enhanced
20 cleaning protocols, it is possible to
21 reopen buildings with confidence that
22 workers will be safe. As Philadelphia
23 reopens with infection numbers dropping,
24 it is going to be imperative to clearly
25 communicate what is planned, and we are

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2 ready to do it.

3 We will reinforce the best
4 practices in building operations that
5 incorporate CDC and local health
6 department guidance. These plans will
7 change in the coming months, and we will
8 gradually return to normal operations.
9 As we do that, we'll be modifying those
10 things and making changes as appropriate.
11 It's something that property managers are
12 uniquely skilled to accomplish.

13 For this body, know that the
14 industry with its service providers has
15 taken janitorial procedures to new
16 levels, from the frequency of cleaning to
17 the appropriate chemicals being used.

18 We have fine-tuned mechanicals
19 and operations with a focus on
20 ventilation and air quality, working off
21 the guidance of the experts in the field,
22 the American Society of Heating,
23 Refrigerating and Air Conditioning
24 Engineers.

25 We are also creating new, more

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2 open spaces in our buildings to allow
3 people to spread out, contributing to a
4 safe environment for all. We are working
5 with our restaurants, gyms, and other
6 small businesses to support their
7 operations and help them begin to
8 recover.

9 With very few exceptions,
10 office buildings have never closed, and
11 we continue to work with employers to
12 create conditions to bring tenants back
13 and create the safe workplaces needed to
14 reopen the economy gradually and safely.
15 Restaurants, retail, and public
16 transportation all desperately need
17 office workers to be in their offices to
18 get back to business.

19 The country is beginning to
20 return to in-person work and doing so
21 safely with the safeguards we are taking
22 and enforcing as the vaccines become more
23 widely available. With a report that
24 half of the schools in the country
25 reopening now and buildings ready to

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2 welcome back tenants in a phased-in way,
3 it is time.

4 On behalf of BOMA Philadelphia
5 and BOMA International, we are ready to
6 support it in partnership with you.

7 Thank you.

8 COUNCILMAN SQUILLA: Henry,
9 thank you for your testimony. We will
10 have two other people testify before we
11 go to questions. If you can hang in
12 there --

13 MR. CHAMBERLAIN: Yes.

14 COUNCILMAN SQUILLA: -- for
15 questions, we appreciate that.

16 Next up is Josh Dubin and
17 Tayyib Smith.

18 MR. SMITH: Thank you,
19 Councilman Squilla and Councilman Domb
20 and the other Councilmembers. I'm going
21 to start and then defer to my partner,
22 Josh Dubin.

23 Some of you know me. I've had
24 the opportunity to interact with you
25 across --

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2 COUNCILMAN SQUILLA: Give me
3 one second. Oh, never mind. Just state
4 your name again, Tayyib. Just state it
5 fully. Appreciate it.

6 MR. SMITH: Thank you,
7 Councilmember. My name is Tayyib Smith.
8 I am the principal partner at Pipeline
9 Workspaces in Philadelphia. We have
10 20,000 square feet located in the Graham
11 Building at 30 South 15th Street. We
12 actually overlook City Hall. I'm proud
13 to say that I stole Josh Dubin from the
14 City of Philadelphia when he used to be
15 an employee of the Office of Arts and
16 Culture.

17 My partner, Meegan Denenberg,
18 and I became aware of co-working as a
19 business model in 2010 when I was
20 stationed in a co-working space that was
21 in its embryotic stage in Northern
22 Liberties, and I was fortunate that I saw
23 it was an emerging model and I pitched to
24 my partner, David Grasso, who owns the
25 Graham Building, in creating a co-working

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2 space, but I didn't have the resources or
3 the finance to do it. And I bumped into
4 him in 2013, and he told me to revisit
5 the idea.

6 I called on Josh to help me do
7 an analysis on creating a co-working
8 space, and Josh discovered that there was
9 an alumni at Penn who had one co-working
10 space in Florida and was interested in
11 opening a second co-working space.

12 I then flew to Florida, met
13 him, vetted it, got the rights for the
14 Pipeline brand, and created my first real
15 estate project, and we did a \$2.1 million
16 deal for 20,000 square feet, and we have
17 approximately 100 institutions that are
18 based in that 20,000 square feet.

19 So the thing I'm most proud of
20 is that we were able to keep our staff.
21 We were able to stay open throughout the
22 pandemic. And I can proudly say that
23 without question, Pipeline is the most
24 diverse co-working space in the City of
25 Philadelphia.

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2 The reason I mention that,
3 Councilmember Domb, you are very good at
4 quoting that only 2.3 percent of the
5 businesses in the City are black owned,
6 but we are 43 percent a black city and
7 67 percent POC.

8 So with me being a partner at
9 Pipeline, I can say that we are the home
10 of the Philadelphia Black Journalism
11 Association. We've been the home of
12 Knight Foundation, and we have had the
13 benefit of being a welcoming, diverse
14 space in the 21st century for a multitude
15 of businesses.

16 And where I have a little bit
17 of umbrage is that as a person who is
18 partners in four companies in the City, I
19 do not have a lobbying body for a company
20 of my size, because frankly our African
21 American Chamber and our Chamber of
22 Commerce lobby for large anchor
23 institutions and corporations and not
24 small businesses, to be frank.

25 So I'm going to pass it off to

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2 Josh, but I would ask my Councilpeople to
3 really think about who has been the
4 front-line workers keeping the heart and
5 the blood running in Center City.

6 I live in Center City about
7 five blocks in what we like to call the
8 Seventh Ward but white people call
9 Rittenhouse, and as I've walked around
10 Center City throughout the pandemic, most
11 of the people who are working, delivering
12 food and working in the gig economy look
13 like me. Most of the people who come in
14 using SEPTA and the rail line and the
15 highways who benefit from all kinds of
16 public policies that enable them to live
17 in the suburbs but benefit from the
18 largesse of the reputation of the best
19 city in the U.S. have not been on the
20 front lines. So when we open up this
21 city, I really beg of you to think of the
22 residents of the City who look like me,
23 who undergird our pension funds.

24 And with that, I will pass to
25 my brother, Josh Dubin.

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2 Thank you.

3 MR. DUBIN: Thank you, Tayyib.

4 And good afternoon, Chair

5 Squilla, Vice Chair Domb, all the members
6 of the Committee. I want to thank you
7 again on behalf of myself and Tayyib for
8 the opportunity to speak with you today
9 at this hearing and share what we believe
10 are some key insights and ideas regarding
11 the safe reopening of offices and
12 congregate workspaces as our city begins
13 recovering from the worst of the COVID-19
14 pandemic.

15 Pipeline Philly, as Tayyib
16 mentioned already, is a high-designed
17 flexible workspace. We're located at the
18 Graham Building at Dilworth Park, 30
19 South 15th Street, right across the
20 street from City Hall. Our space is
21 22,000 square feet. It includes a mix of
22 private office suites, open-plan seating,
23 conference rooms, cafe and lounge spaces,
24 and various other amenities. We opened
25 this space in late 2014 as at the time

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2 the largest single co-working space of
3 its kind in Center City, and then, as
4 today, our goal is to provide a
5 comfortable, productive, and inspiring
6 space that supported a diverse community
7 of independent professionals, startups,
8 and teams from small and large
9 businesses.

10 Now, co-working spaces like
11 Pipeline did experience the challenges of
12 operating during this pandemic from two
13 different angles simultaneously. On the
14 one hand, we are managers of workspace.
15 We're trying to develop strategies that
16 will provide the dozens of entrepreneurs
17 and professionals who depend upon our
18 services with a safe, healthy, and
19 productive environment.

20 On the other hand, we are
21 ourselves one tenant in a much larger
22 commercial office building, and so we're
23 dependent upon close partnerships with,
24 and guidance from, building management to
25 identify and implement the best solutions

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2 that we can. And we feel very fortunate
3 that our partners at the Graham Building
4 have taken their responsibilities
5 seriously from day one.

6 We appreciate the input of
7 members of BOMA and organizations like
8 that as well. They are really charting
9 the course for how to keep these
10 buildings safe and functional. And we're
11 grateful that we've been able to maintain
12 open lines of communication with our
13 management partners on every different
14 issue related to the matters of health
15 and safety really for every day of the
16 past year throughout the pandemic.

17 Pipeline has been in continuous
18 operation throughout the pandemic.
19 Co-working spaces were never technically
20 designated as essential businesses, at
21 least in any materials that I saw, but
22 they more often than not obviously fit
23 the description of such a business, and
24 for several reasons. For one, co-working
25 spaces, they provide space to other

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2 businesses whose work is very much
3 essential. In Pipeline's case, that
4 included several different organizations,
5 including teams from the City of
6 Philadelphia's own Fire Department. We
7 also function as an extension of the
8 postal service. We are the official
9 business address for dozens of
10 organizations. So we receive and process
11 all manner of mail and packages that are
12 critical to those businesses' continued
13 operation.

14 As a result, even during the
15 most fraught stretches of the past
16 12 months, we've seen continual use from
17 all of these groups, and we've had a
18 chance, I think maybe more than ever
19 before, to really observe and learn more
20 about why people choose to use and need
21 to use a space like ours. And, remember,
22 we're not an employer asking people or
23 requiring people to come into the office.
24 The members we're serving right now are
25 people who independently in the midst of

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2 a global pandemic have nonetheless made
3 the choice to trek to our location, to
4 enter a shared space populated with other
5 people who are not members of their
6 household, to utilize shared amenities
7 and common spaces, and to pay frankly for
8 that privilege. They wouldn't be doing
9 that without genuinely compelling
10 reasons, without a genuine need for those
11 spaces.

12 So I'm going to circle back to
13 some of those reasons in a little bit,
14 but suffice to say, we think that our
15 observations about how and why people
16 have chosen to utilize our space over the
17 past year may provide the City and other
18 workspace operators with some clues on
19 what to expect moving forward, at least
20 for the short to medium term as
21 vaccinations roll out and infection rates
22 continue their gradual decline.

23 At this point, I'd like to give
24 a brief outline of some of the policies
25 and practices that have been implemented

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2 at our space and in our building. I
3 don't want to repeat too much of what
4 Mr. Chamberlain covered from the BOMA
5 side of things, so I'll just touch on
6 some of these key items briefly and I'll
7 refer you to my written testimony for a
8 more complete description.

9 But strategies enacted at the
10 building level include the advanced
11 registration of all visitors through a
12 web-based tenant services portal division
13 of the lobby space with stanchions to
14 separate inbound and outbound foot
15 traffic, reprogramming of the elevator
16 dispatch system to assign only one person
17 per elevator, maximizing fresh air intake
18 through the building's HVAC system, which
19 in the Graham Building's case was
20 recently updated over the past couple of
21 years, and placing automated hand
22 sanitizer dispensers adjacent to the main
23 elevator bank.

24 Strategies enacted within
25 Pipeline's own spaces include rearranging

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2 furniture to maximize personal space
3 between users, installing plexiglass
4 dividers in order to compartmentalize
5 larger shared desks into individual
6 shielded work stations, and distributing
7 hand sanitizer, cleaning wipes, paper
8 towels, tissues generously throughout the
9 appropriate areas in our space.

10 Mask use and social distancing
11 are required throughout all common
12 elements of both the building generally
13 and Pipeline specifically. Those
14 policies are supported through clear and
15 frequent signage. And Pipeline opted to
16 purchase the same sets of signage as
17 building management to ensure that there
18 was a uniform set of visual cues and
19 hopefully encourage stronger compliance
20 with all of those policies.

21 When it comes to staffing a
22 workspace like ours, one especially
23 important thing that operators have to
24 recognize as we move forward is that the
25 front desk is also now the front line.

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2 Receptionists, office managers, security,
3 and all other traditional front desk
4 personnel, they're all going to be
5 subjected to the same set of pressures
6 that other front-line workers in the
7 retail, grocery, dining sectors are
8 already experiencing. They're being
9 tasked with new responsibilities.
10 They're being asked to maintain policies
11 that may be difficult to enforce, and
12 they're trying to simultaneously keep
13 themselves safe while assisting numerous
14 others.

15 And also while I don't have
16 hard numbers in front of me right now, I
17 would wager that women and people of
18 color are probably overrepresented in the
19 population of front desk personnel. So
20 any lack of precaution or investment to
21 ensure their safety is exacerbating
22 inequalities that we know have already
23 been laid bare and in fact deepened by
24 the pandemic.

25 The front desk of the Graham

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2 Building now features a substantial
3 plexiglass shield and generous social
4 distancing guidance, and at Pipeline,
5 since foot traffic from unexpected
6 visitors is now so low, we've gone a step
7 further and, whenever possible, we will
8 shift our staff away from the reception
9 area and into a nearby private office or
10 other more isolated space. We found that
11 we can still solve a huge array of office
12 management issues at a relative distance.
13 And when members do require in-person
14 assistance, they're able to request it
15 easily.

16 So as a result of all of these
17 policies and all of these practices, we
18 have experienced zero community spread of
19 COVID-19 within our membership.

20 Remaining safely open and
21 operational over the past year is not
22 simply encouraging for our own business.
23 We also think it's a critical data point
24 for the commercial office market in
25 Philadelphia generally. While the

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2 pandemic has inflicted some short-term
3 pain on co-working and flexible office
4 spaces like ours, we anticipate that
5 there's going to be a meaningful increase
6 in demand over the long haul.

7 Cornette, Cornette is a
8 non-profit association of executives with
9 strategic responsibility for real estate
10 assets of large corporations. So
11 essentially we're talking about
12 commercial real estate professionals
13 embedded in large corporations, right?
14 So that association, they conducted a
15 survey of all of their members this past
16 January 2021, so after the rollout of
17 vaccines had begun, and they asked
18 questions about how they anticipated
19 their members seeing their space needs
20 evolve as the recovery phase moving
21 forward. Thirty percent of respondents
22 to that survey said they expected to
23 increase their company's use of
24 co-working and flexible office solutions,
25 and that's even as they simultaneously

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2 plan to scale back traditional corporate
3 headquarters.

4 Now, one reason for this
5 expected increase is driven by risk
6 management and risk assessment.
7 Companies believe that flexibility and
8 responsiveness of a space-on-demand model
9 will end up proving more valuable over
10 time than perhaps a comparably less
11 expensive but more rigid long-term
12 commercial lease. But this development
13 also has a lot to do with numerous
14 different forces that have been changing
15 the nature of work itself.

16 At Pipeline and really at our
17 industry generally, we've had a front row
18 seat to this transformation. It's
19 already been underway long before the
20 pandemic arrived, and in many ways, the
21 pandemic has really only hastened a lot
22 of these parts of the transition.

23 So let me unpack that a little
24 bit. First, there's a growing acceptance
25 among employers that remote work is here

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2 to stay. Simultaneously there's a
3 growing realization among employees that
4 home is not always the best place to
5 accomplish that work, and I really want
6 to underline that point. Working from
7 home and working remotely are two
8 different concepts, right?

9 Now, for many people,
10 especially during the most rigorous
11 portions of the previous lock-downs,
12 working remotely necessarily meant
13 working from home, but we anticipate that
14 working near home is going to quickly
15 supplant working from home as the
16 preferred option for many people in a
17 post-COVID recovery workforce.

18 Perhaps folks don't have
19 adequate space to accomplish their work
20 at home. Perhaps there are too many
21 distractions. Perhaps they lack access
22 to necessary amenities that they need to
23 run their business or do their jobs
24 effectively, like reliable high-speed
25 internet access, enterprise-level

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2 business machines, reliable mail and
3 package reception, ergonomic furniture,
4 et cetera. So those folks will be
5 looking for an alternative workspace.

6 Similarly, even after campuses
7 are widely reopened, we expect an
8 increasing number of college and graduate
9 students may opt for remote learning,
10 even after all that stuff reopens. So
11 many of them are going to need clean,
12 professional spaces with dependable
13 amenities for everything from studying,
14 tuning into classes, taking online exams,
15 delivering dissertation defense via Zoom,
16 all those sorts of use cases. And,
17 again, home may not offer a solution to
18 all of those challenges that we own.

19 So those are two examples of
20 what we think are more novel sources of
21 demand that we're going to see for
22 workspace, and beyond that, we expect
23 those new sources of demands to converge
24 with another wave of startups and
25 entrepreneurs who, just as we saw after

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2 the financial crisis a decade ago, are
3 going to take economic upheaval as an
4 invitation to strike out on their own,
5 create something new.

6 And I want to emphasize that
7 last part too. A robust supply of safe
8 and flexible office space stands to
9 benefit all businesses, large and small.

10 Our membership at Pipeline
11 includes solo entrepreneurs, freelancers
12 right alongside teams from huge
13 organizations, Fortune 500 companies, and
14 they all derive meaningful benefits from
15 access to a commercial office space and
16 from access to each other.

17 We think these trends actually
18 offer some exciting policy opportunities
19 for the City and for all of those who are
20 focused on economic development. For
21 example, I know in the past, I believe
22 the City's Department of Commerce has
23 introduced programs to financially
24 incentivize larger companies without
25 existing Philadelphia presence to

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2 establish satellite offices in the City.
3 I think as we look forward to this kind
4 of recovery phase, perhaps some of those
5 programs could be revisited with a
6 greater focus on, let's say, the
7 population of newly remote workers who
8 live in the City and who may need to
9 identify appropriate workspaces, because
10 whether it's one company bringing in 100
11 people into an office building or whether
12 it's instead 100 disparate remote
13 employees from different companies all
14 converging on the same flexible space, it
15 still is going to boost foot traffic and
16 provide a critical lifeline to
17 surrounding restaurants and retail
18 businesses. So, as I said, we see some
19 exciting opportunities there.

20 When people do gather in an
21 office setting, the reasons they gather
22 may also be different than they were
23 prior to the pandemic. We anticipate
24 that on occasions when physical presence
25 is expected in the office, whatever that

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2 schedule looks like, those occasions are
3 going to center less around individual
4 responsibilities, which can often be
5 accomplished remotely, and instead
6 they're going to focus more on types of
7 creative, purposeful work that then
8 benefit from and in some cases require
9 face-to-face collaborative engagement
10 with co-workers, and this will also have
11 an impact on the types of spaces they
12 need.

13 So there was some speculation
14 early on that the pandemic spelled an
15 absolute end to open-plan designs
16 forever. We still believe they actually
17 have a critical role to play. Spacious
18 conference rooms, lounges, event spaces,
19 other open designs are going to be
20 crucial in the post-COVID office, because
21 they're going to allow for team
22 gatherings that are appropriately
23 distant, they're comfortable, and that
24 are conducive to collaborative work.

25 All of this is to say the

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2 reopening conversation can't focus solely
3 on changes to physical space and building
4 infrastructure and cleaning routines, as
5 important as those are, and they are very
6 important, but more than ever, I think
7 landlords, employers, businesses all have
8 to focus and ask themselves some pretty
9 big questions about what happens and what
10 is expected to happen inside these office
11 spaces to consider how the built
12 environment will either collide with or
13 will complement the nature of work moving
14 forward.

15 So in closing, I want to
16 emphasize that Pipeline grew out of a
17 belief in the power of face-to-face
18 interactions in a professional setting
19 and the knowledge that simply working
20 side by side with others in a space over
21 time can really help to spark innovation,
22 solve problems, build relationships,
23 foster dialogues, and create genuine
24 value for everyone.

25 Today, we remain just as

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2 dedicated to our vision of a vibrant
3 office environment centered around
4 engagement and camaraderie, and we're
5 ready to help our peers and neighbors in
6 the Philadelphia business community
7 achieve the same result.

8 So thank you for your time and
9 attention, and we look forward to
10 answering any additional questions that
11 you may have.

12 COUNCILMAN SQUILLA: Josh,
13 thank you for your testimony, and Tayyib
14 and Henry, it's a breath of fresh air
15 knowing that the challenges are there,
16 but I think we have to look at this as
17 opportunities, opportunities of opening
18 safely, how we could do these things and
19 looking at a bigger picture, because we
20 know we're going to be in this challenge.
21 It's not going to end in the summer.
22 It's going to be a challenge moving
23 forward, so we have to be able to look at
24 how we open up safely and what
25 protections we can put in place, not

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2 knowing what's going to come, and I think
3 your testimony has led us to those
4 points. So thank you so much.

5 Councilmember Domb.

6 COUNCILMAN DOMB: Thank you,
7 Mr. Chair, and thank you all for your
8 testimony. My first questions are for
9 you, Mr. Chamberlain. And, first of all,
10 thank you for being here and testifying.
11 And the President of BOMA International,
12 very impressive to have you here today,
13 so thank you very much.

14 MR. CHAMBERLAIN: Well, thank
15 you for inviting me, Councilman.

16 COUNCILMAN DOMB: My questions
17 are, I think I heard in your testimony,
18 and correct me if I'm wrong, that other
19 cities have opened up their office spaces
20 slowly, gradually. Like I think you said
21 Boston maybe, Los Angeles, San Francisco,
22 Seattle, and maybe I think you said even
23 your home city of Washington, DC. When
24 you say they've opened up, roughly what
25 kind of percentages or is it spacing or

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2 how did they go about doing that, and
3 what could we learn in Philadelphia from
4 those openings?

5 MR. CHAMBERLAIN: Well, yeah.
6 They're doing a lot with reopening the
7 schools gradually, restaurants, and
8 capacity for gatherings in the city,
9 targeting really 25 percent, but I will
10 say that tenants aren't quite ready to
11 come back in those numbers yet. So it's
12 coming back gradually.

13 I think the best thing we can
14 do is to be very clear in what people can
15 do, what the procedures are that people
16 are taking the precautions around, and so
17 that tenants can really plan against it,
18 companies can as well. There needs to be
19 some lead time.

20 I think the cities sort of had
21 some difficulty, the ones that said we're
22 open, and I will pick on states from the
23 South in this country. They've simply
24 said we're open. The companies weren't
25 ready for that. The tenants weren't

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2 comfortable with that at all.

3 So I think it's important to
4 say what the return looks like in terms
5 of percentages, and then the property
6 management teams can say, well, here are
7 the things we're doing to ensure that
8 your workforce is going to be safe when
9 you come back to the buildings and how
10 our buildings are safe.

11 COUNCILMAN DOMB: I think you
12 mentioned in your testimony, you
13 mentioned Apple and Google and maybe
14 Facebook are expanding their footprint in
15 office spaces.

16 MR. CHAMBERLAIN: Yeah.

17 COUNCILMAN DOMB: Is that
18 happening across the country or only in
19 certain select markets with tech
20 companies?

21 MR. CHAMBERLAIN: It's
22 happening closer to their headquarters
23 areas now, but as you know, Amazon bought
24 space here in Washington in recent years.
25 But there's some bargains out there in

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2 the marketplace now. We're going to be
3 rebuilding over the next year or two,
4 three years, and they're seeing that as
5 an opportunity to, say, expand their
6 businesses. So you see the big tech
7 companies expanding their space.

8 Mr. Dubin was talking about flexible
9 options. That's part of it too, but to a
10 big degree, people want to get the
11 extended teams together for the
12 camaraderie, productivity, the
13 creativity, the bonding.

14 You know, you bring in a new
15 staff. They want to know their team. So
16 flexible space is an option, but the
17 companies are investing in both models
18 and expanding right now.

19 COUNCILMAN DOMB: Now, you
20 brought an interesting point. I talked
21 to several firms. When someone graduates
22 from school and they join a firm, they
23 don't have that mentorship if they're not
24 in the office together. They lose that
25 whole mentorship. Whether it's a law

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2 firm or any other type of industry, they
3 lose that camaraderie with the older
4 members of that firm, and I think that's
5 important.

6 One last question for you for
7 now, and, that is, have you seen any kind
8 of trend of what's going on in the office
9 market as far as the renewal of office
10 leases, and are they keeping the same
11 spaces, reducing, increasing? I've heard
12 different stories of some companies
13 having to increase because they need more
14 space between people and some that are
15 reducing.

16 MR. CHAMBERLAIN: Yeah.

17 There's an array there. I would say just
18 to start, around the country what we're
19 estimating is about 100 to 150 million
20 square feet are being given back, and
21 that will be playing out this year as
22 companies do consolidate. Some of that
23 is economically driven. Some of that is
24 people with leases that are coming to a
25 conclusion and want to downsize a little

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2 bit.

3 The feeling is that you'll
4 probably see some downsizing in the 10
5 percent to 15 percent range of spaces.
6 They're also going to look for that
7 flexibility. Some will be open
8 conference rooms in the buildings that
9 exist. Some will be, you know,
10 Mr. Dubin's company in terms of what they
11 can provide for companies as well.

12 We were driving down to smaller
13 spaces per worker. You know, those open
14 spaces and hoteling, we're getting down
15 to 125 square feet per person. Well,
16 that doesn't work well at all when you
17 want flexibility and the ability to
18 spread out. So even though we've got
19 rooftops and outdoor areas, and WiFi
20 enables a lot of that, there's a feeling
21 that we're going to want to be able to
22 spread out to 150 to 200 square feet per
23 person.

24 So the part we've got to figure
25 out is telework, right? What percent of

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2 the workforce are you going to let work
3 from home and then how often? Will it be
4 a day a week for some? Will it be two
5 days a week?

6 There's a lot that's going to
7 play out, but the feeling is that there
8 will be an initial reduction and then
9 we'll start to expand again. And if you
10 look at your labor statistics, they see
11 six million new jobs over the next ten
12 years net. Many of them are building
13 services and a lot around medical and the
14 entrepreneurs, the gig economy was
15 mentioned, the people that are going to
16 create the new value. So we are going to
17 grow, but it's going to play out some
18 interesting ways over the next couple,
19 three years.

20 COUNCILMAN DOMB: Is there any
21 concern by BOMA? I'm hearing a lot of
22 office users are not extending their
23 leases like before, like five-year,
24 seven-year, ten-year extensions. Many
25 are doing a one- or two-year extension,

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2 because they're not sure where the
3 economy is going. I guess my question
4 is -- I think we're seeing more of that
5 in the market. How will that play out
6 with the lenders? Because lenders love
7 to see the longer term extensions. Is
8 there any concern from a property owner
9 on the lending side that are going to
10 have a lot of short-term leases?

11 MR. CHAMBERLAIN: Well, of
12 course the great news is they are
13 extending their lease for a year or two
14 while they figure it out, but banks
15 really play off of the cash flow out of a
16 building. So as long as you've got them
17 locked in at least for a year or two, you
18 can create the NOI and then the asset
19 value for that building.

20 Longer term, we will see. We
21 are moving towards five-year leases, away
22 from ten-year leases in many markets.
23 We'll see where it settles out, but I
24 think it will get back to something in a
25 normal range but probably in '22-'23.

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2 COUNCILMAN DOMB: Well, thank
3 you for being here today and thank you
4 for your testimony. We really appreciate
5 it.

6 MR. CHAMBERLAIN: Thank you for
7 having me.

8 COUNCILMAN DOMB: Mr. Chair, I
9 do have some questions for Tayyib and
10 Josh, if I could ask.

11 COUNCILMAN SQUILLA: Sure.
12 Councilmember Green -- one
13 second, Councilmember.

14 Councilmember Green, do you
15 have any questions for BOMA?

16 COUNCILMAN GREEN: Well, I
17 actually had questions for both BOMA and
18 Mr. Smith and Mr. Dubin as well.

19 COUNCILMAN SQUILLA: All right.
20 Councilman Domb, go ahead. If
21 you want to just finish your questioning,
22 then we'll go to Councilmember Green.

23 COUNCILMAN DOMB: This is for
24 Tayyib and Josh. Before the pandemic --
25 I don't know if this is accurate or

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2 not -- I had heard there was between
3 500,000 and 550,000 square feet of office
4 space in the City that was co-working
5 space, and I'm just wondering, coming out
6 of this pandemic, that's an important
7 part of our economy. We want to make
8 sure we preserve that. Do you have any
9 idea what that's going to look like
10 coming out of this pandemic? Have there
11 been any closures of any of these
12 companies that we need to learn about and
13 be focused on to try to help them?

14 MR. SMITH: So I'd like to say
15 that Josh is the bullet point killer, so
16 I'm going to defer to him, but before
17 that, I do recall that at one point --
18 you may have heard of a little company
19 called WeWork that is undergirded by
20 SoftBank, and Josh had alerted me at one
21 point that we had as many members at
22 Pipeline at our height than they had in
23 three co-working spaces, right? So one
24 of the complications of being a small
25 business that has to compete with

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2 businesses that are actually playing
3 games of market share is that one of my
4 frustrations was is that our business
5 improvement district for Center City was
6 working on behalf of WeWork to bring them
7 into market, right, but not thinking that
8 you have a company that's founded and
9 based in Philadelphia that you're
10 actually lobbying against when you bring
11 that international partner and then
12 direct large corporate partners to the
13 out-of-town company that is undergirded
14 by international capital versus investing
15 in your local partner to grow them up.

16 And, Allan, I would just also
17 say that when you look at the lease that
18 was given to Starbucks on City property
19 across the street from La Colombe that
20 was founded in Philadelphia, we have an
21 algorithmic problem. We often overlook
22 our local businesses for international
23 businesses that have no loyalty to the
24 marketplace, because as soon as the
25 market changes, they're going to close

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2 and be out.

3 COUNCILMAN DOMB: Thank you.

4 Josh, you're on mute, I think.

5 MR. DUBIN: So, yeah. I'll

6 piggyback on some of the things that

7 Tayyib said. Two points, I guess.

8 First of all, with regard to

9 sort of the state of the market today, we

10 have seen over the past 12 months, we've

11 seen some co-working spaces, both large

12 and small, close, including a WeWork

13 location on 15th and Walnut above the

14 Cheesecake Factory there, but we've also

15 seen spaces open. A large operator just

16 opened up a space at 123 South Broad, I

17 think, about 24,000 square feet.

18 So I think it really comes down

19 more to model, your own particular

20 business. And that brings me to the

21 second point, which is also while part of

22 the model is financial, a lot of it is

23 also -- and I think it's softer terms to

24 work with, but when you talk about

25 loyalty to a space, loyalty to a

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2 co-working space, to a brand, to a
3 business, our impression has always been
4 that people are not loyal to space or to
5 furniture or to an address. People are
6 loyal to people. And so it really does
7 come down to how you build your community
8 in these spaces, how you shape that, the
9 active role you take in nurturing that
10 community.

11 I think in the wake of the
12 WeWork debacle, those softer selling
13 points, the community aspect of it, maybe
14 got a bad rap. I think they sold it the
15 wrong way, but I don't think it's not
16 true. I do think that community in these
17 spaces is vital. And what we're hearing
18 from a lot of our members now is that
19 that's one of the things that they miss
20 the most. Again, just as Mr. Chamberlain
21 was saying, people are desperate to get
22 back into the office because they miss
23 their mentors, they miss their friends,
24 they miss their comrades. It's the same
25 thing in our space here. Even though

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2 these folks don't work for the same
3 company or work on the same projects,
4 they still miss seeing each other and
5 they still have a loyalty to this
6 community and this group.

7 So for us, that's been a
8 strength, and a lot of times when we have
9 seen folks terminating their memberships
10 here, it's not because they don't need
11 the space or don't want the commute
12 anymore. It's rather just because of
13 strict financial constraints. It's
14 something where they -- the business is
15 suffering to a point where they just
16 can't maintain the membership right now
17 and sort of forced into it as opposed to
18 rather looking at it as something that's
19 disposable. It's just a choice that they
20 have to make.

21 COUNCILMAN DOMB: Let me ask
22 you guys another question. First of all,
23 I've been up to Pipeline several times.
24 You do a great job over there, so thank
25 you for your performance you're doing.

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2 The question I have is that I
3 view these co-working spaces, especially
4 Pipeline, as kind of a birthplace of
5 entrepreneurs, where entrepreneurs can
6 get a start, where they can grow a
7 business, and then it's almost like where
8 executives who maybe retired or are just
9 towards the end of their career can come
10 and get their second life there, and they
11 get energized by the people in that
12 space. I mean energized.

13 MR. SMITH: So, Councilmember
14 Domb, thank you for that, because you're
15 actually defining certain members who
16 have been in our space, and Josh is
17 better with names than I am, but there's
18 always, I'd say, a senior member who has
19 found his second life in our space, and
20 they're usually gentlemen who are the
21 first to show up. They leave early, but
22 they're almost escaping, let's say, the
23 epistrophe that you would have at home
24 working alone.

25 So I've seen several

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2 entrepreneurs. I've seen a couple people
3 even invest in younger people's
4 businesses, whether with actual capital
5 or being a strategic partner or a mentor,
6 an advisor, and it's really important for
7 entrepreneurs to have that opportunity to
8 have an intergenerational space.

9 From early in my career when I
10 was in some early models of what evolved
11 into co-working, we were all figuring out
12 and bouncing ideas off each other, but we
13 didn't have the more senior level
14 expertise that you could go to. Within
15 Pipeline, we have multiple law firms. We
16 have law firms that specialize in alcohol
17 law, some that do healthcare, multiple
18 that do real estate. We are a home to
19 the Philadelphia Cultural Fund. We were
20 a home to Knight Foundation. As Josh
21 mentioned, we've been the interim home to
22 some City institutions when they were
23 trying to reimagine their office spaces
24 or caught between leases. And I think
25 for business in the 21st century, the

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2 opportunity to be nimble or have the
3 opportunity to ebb and flow with your
4 business, and I'll pass to Josh after
5 this spot, but when you're a small
6 business, sometimes through contracts,
7 RFPs or just the ebb and flow of
8 business, you might have seven employees,
9 you might have ten, you might go down to
10 three partners, but within a co-working
11 space, you can expand to a second office.
12 Some people can be two days a week. You
13 could have people that have desks. And
14 in the 21st century, particularly small
15 businesses need the opportunity to have
16 that nimble agility in their capital
17 stack or their annual revenue, where
18 traditionally you might have been tied
19 into an anchor lease for five to
20 ten years that you might have to wind
21 down the company because you're just over
22 your skis in terms of expenses.

23 MR. DUBIN: I don't have too
24 much to add on to what Tayyib just said,
25 but I agree with a lot of it. And I

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2 would encourage you, again, like he
3 mentioned, we've had the privilege of
4 hosting several teams from the City in
5 our space. I would encourage you to
6 reach out to some of the employees that
7 have used our space over the past couple
8 years and get their opinions on what
9 works, what felt right.

10 In a lot of cases, the City
11 folks will come in not knowing what to
12 expect, not being certain about the
13 environment they're walking into, coming
14 from a more traditional setting, and they
15 leave with their eyes really wide open
16 and really impressed about what we're
17 doing here and, again, the connections
18 they were able to build. Instead of
19 being siloed in one department, in one
20 building for the entire time, they're
21 interacting with, I think, a broader
22 network of people than they otherwise
23 would have. And especially for an
24 organization like the City, I think it
25 can be really useful. You're basically

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2 doing constituent outreach in the office.

3 So I think it's been remarkably
4 helpful for a lot of these different
5 teams that have used our space to help
6 innovate and get a new perspective on
7 some of the work they're doing and how it
8 actually impacts the lives and the
9 businesses of the constituents that they
10 serve.

11 COUNCILMAN DOMB: Thank you. I
12 just want to mention, Henry, I don't know
13 if you know this, but many of the
14 businesses that got started at Pipeline
15 expanded and leased office spaces in
16 office buildings throughout the City.
17 They grow the businesses and they move
18 into the office buildings, which is
19 great. It's a great pipeline. That's
20 actually a great pipeline for the City.

21 MR. CHAMBERLAIN: They're a
22 wonderful incubator. Absolutely.

23 COUNCILMAN DOMB: One last
24 question. This is a lightning round
25 answer, because I know we're short on

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2 time.

3 If there was one thing the
4 City -- and many of my colleagues are on
5 this call and listening. What could we
6 do as a city to help these small
7 businesses expand their business and be
8 more successful? If it was one thing,
9 what would that lightning round answer
10 be?

11 MR. SMITH: Josh, I'm going to
12 jump in here.

13 Allan, you remember a couple
14 years ago when the City and all of the
15 Select Greater Philadelphia, the Chamber,
16 all the anchor institutions got together
17 to do the bid for Amazon? We spent
18 millions of dollars, right? We've never
19 done an analysis of the local homegrown
20 businesses and put that type of energy
21 into promoting them regionally,
22 nationally, and internationally, right?
23 So as a black businessman, when I'm
24 talking to investment capital, whether
25 I'm talking about our real estate

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2 business, our co-working business or my
3 agency, there's a lot of aspects where --
4 in the black community, we say you need
5 to see it to be it, right? So for
6 capital investors, family offices, and
7 people who are thinking about investing
8 in the new future and the new demography
9 of the nation, if you don't see somebody
10 who looks like me, you can't imagine the
11 wealth that exists not just in Center
12 City but in our actual communities.

13 So if we could use the largesse
14 of our advertising dollars, the largesse
15 of our procurement dollars, the largesse
16 of our collective voice as a region to
17 put sunlight and a razor focus on lifting
18 up homegrown businesses versus trying to
19 attract businesses or investing in
20 entities that every city has.

21 Not to beat up on sports
22 hospitality versus arts and culture
23 hospitality, but every city has a
24 stadium, every city has a team. Not
25 every city has a Barnes collection, not

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2 every city has a Tierra Whack or The
3 Roots or Freeway or Sonia Sanchez or
4 Marian Anderson or W.E.B. Du Bois or Paul
5 Robeson. So if we can't imagine how to
6 invest in homegrown things, like the
7 Coltrane House, like Sunrise House, we
8 will never have the opportunity to reap
9 the benefits of what's actually here.

10 COUNCILMAN DOMB: Well, thank
11 you.

12 MR. DUBIN: One of the
13 challenges of working with someone who
14 thinks as similarly as you do is that a
15 lot of times they can take the words
16 right out of your mouth. So I'm going to
17 echo what Tayyib said. I think if we put
18 half as much pride into our local
19 businesses, for our local institutions as
20 we do to our sports teams, I mean, man,
21 there's nothing that the City couldn't
22 accomplish.

23 So I'm going to leave it there,
24 but, yeah. Everything that Tayyib just
25 said. I think we have some amazing,

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2 amazing resources that don't get the
3 attention they deserve, and pride
4 matters.

5 COUNCILMAN DOMB: Okay. Well,
6 thank you very much.

7 MR. CHAMBERLAIN: Councilman, I
8 would say the thing we need to do is get
9 people back to work. We need to get
10 tenants back into buildings so that we
11 can create the jobs and create the
12 revenue. And I think we've got to take
13 the stimulus money that's available and
14 invest in schools and get them reopened
15 so that parents can get back to their
16 jobs and the kids can get back to
17 education, which they need. And we also
18 need to invest in the vaccine and get it
19 distributed as quickly as possible so
20 people will trust mass transit. It's not
21 that mass transit isn't clean and safe.
22 It's people wonder who they're riding
23 with.

24 So if we could get the schools
25 reopened safely and show people that it's

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2 safe to ride mass transit, we can create
3 business and get back to it in the City
4 of Philadelphia and elsewhere.

5 COUNCILMAN DOMB: Well, thank
6 you. Thank you very much. Thank you to
7 all of you.

8 Thank you, Mr. Chair.

9 COUNCILMAN SQUILLA: Thank you,
10 Councilmember.

11 Councilmember Green.

12 COUNCILMAN GREEN: Thank you,
13 Mr. Chair.

14 I want to thank the panel for
15 their testimony this afternoon. It's
16 been very enlightening. Very seldom do I
17 have a Thursday afternoon when I can have
18 a connection between Paul Robeson and
19 Sun Ra or, you know, you could have
20 easily gone from PnB Rock to Black
21 Thought to Kenny Gamble, but that just
22 shows the diversity of your music
23 perspective. But I definitely agree with
24 you from the arts and culture dynamic.

25 But I'm curious for this panel,

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2 and Councilmember Domb kind of hinted at
3 some of the questions I had, but I want
4 to dive a little deeper, and we'll start
5 initially with the American Rescue Plan.
6 My colleagues know I'm very involved as a
7 Board member of the National League of
8 Cities, and the City of Philadelphia will
9 be receiving over a billion dollars from
10 the American Rescue Plan. Fifty percent
11 we'll be able to draw down in 60 days.
12 The other 50 percent we'll be able to
13 draw down next year. The dollars have to
14 be spent by 2024.

15 So on this topic of what we're
16 talking about, how we can bring back the
17 City of Philadelphia, what would be your
18 suggestion to the Administration and City
19 Council on how we spend those dollars in
20 order to bring back our economy?

21 The Mayor provides his budget
22 address on April 15th, so I'm curious on
23 your thoughts regarding that, especially
24 in the context that last year we had a
25 \$750 million deficit that we had to fill

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2 for FY22, which starts on July 1. We
3 have a \$450 billion deficit, and you're
4 talking about over a billion dollars
5 coming to the City of Philadelphia, half
6 this year, half next year.

7 I'm just curious on some of
8 your thoughts on how the dollars could be
9 targeted for some of the things that
10 we're talking about this afternoon.

11 MR. SMITH: Thank you,
12 Councilmember Green. So there's so many
13 different directions that I can go in
14 that, but I think we do have as a
15 challenge as a municipality in having a
16 lot of missing investment opportunities
17 and money flowing into remedial technical
18 assistance programs and workforce
19 development programs that teach people
20 how to get hourly wage jobs, but don't
21 put them in the 21st century economy or
22 into the innovation space or into what I
23 would describe as the capital stack. So
24 not opportunities where you're going to
25 own anything, not opportunities where

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2 you're going to grow a business, but
3 opportunities where you're going to be a
4 part of the wage, frankly, slave labor
5 force of large corporations. And we have
6 an algorithmic problem that in our inner
7 city cores, not complete unique to
8 Philadelphia but complex, that a lot of
9 our infrastructure was designed in the
10 era of white flight. So there are people
11 who have been economically locked in to
12 structural public policy that didn't
13 allow them to participate in the 20th
14 century economy, and now it doesn't allow
15 them to compete in a supposedly
16 meritocratic market.

17 So what am I saying there? The
18 average third grader in the City of
19 Philadelphia, 30 percent read on grade
20 level, right? We do not have that in the
21 western suburbs. I believe children in
22 the western suburbs get about \$25,000 per
23 student. In the City we might get
24 \$13,000 or \$14,000, but we can allot
25 \$30,000 to \$50,000 to incarcerate those

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2 students in the middle of PA later in
3 life.

4 So there's a lot of different
5 directions I can go when you make an ask
6 about that, but when there's
7 \$1.7 trillion coming to cities, are those
8 dollars going to go to white-led
9 institutions to give people remedial
10 programming for them to be employees or
11 are those dollars going to go into
12 businesses that have the opportunity to
13 scale and to provide a living wage and to
14 give people the opportunity to create
15 wealth?

16 And I would be happy to have a
17 deeper dialogue with any Councilmember or
18 any Councilmember's staff about existing
19 programs, existing entrepreneurs that
20 don't get the sunlight from our 17 CDFIs
21 in the region and some of the
22 institutions that have been in place for
23 30 or 40 years but have not been able to
24 crack the code on how to help somebody
25 start a business. And I speak frankly,

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2 because I am partners in four ventures,
3 all based in the City of Philadelphia. I
4 am a kid from North Philadelphia with a
5 GED. I am a veteran. And most of the
6 institutions in this city couldn't have
7 done anything for me at any point of my
8 trajectory in the last 20 years, and I
9 say that frankly, and I would challenge
10 anybody on that point who would like to
11 talk about that in a public forum.

12 COUNCILMAN GREEN: To any other
13 panelist, your response?

14 MR. DUBIN: Tayyib drops the
15 mic. I'm going to leave it on the floor.

16 MR. CHAMBERLAIN: I mean, I
17 have to agree with career development,
18 educating folks and giving them the
19 talents they need for the jobs and to be
20 the entrepreneurs of the future.
21 Everything we can do to invest in
22 education and training and do it across
23 the board is just gold for the
24 communities and the economy.

25 COUNCILMAN GREEN: So I'll

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2 follow up with another question. Because
3 of my work both here in the City and
4 throughout the Commonwealth as President
5 of the Pennsylvania Municipal League,
6 I've had a chance to talk with colleagues
7 that are mayors and councilmembers of
8 other jurisdictions, and I'm curious from
9 your travels, what are you seeing that
10 other cities are doing in reference to
11 coming out of the pandemic?

12 I've often remarked some of the
13 marketing and tourism I've seen from
14 Baltimore that even started as early as
15 late last fall that was spent during a
16 Monday night football game to talk about
17 visit Baltimore from a tourism and
18 cultural perspective. And then recently
19 I did a tour with members of Council and
20 the GM of SEPTA and saw another
21 advertisement at our renovated
22 Independence Hall stop on the
23 Market-Frankford Line at 5th and Market
24 also advertising people to come to visit
25 the amenities in Baltimore.

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2 So I'm curious what you may
3 have heard or seen through some of your
4 work in other jurisdictions. I know, Mr.
5 Chamberlain, you're in DC. DC has a much
6 larger budget than we do, but I'm still
7 curious to hear what any of you may have
8 seen is happening in other jurisdictions
9 on what they're doing as we try to come
10 out of this pandemic.

11 MR. CHAMBERLAIN: Well, the
12 first thing they're doing is
13 re-establishing the fact that they're
14 opening up the city and that it's safe.
15 The hospitality industries are beginning
16 to promote coming to the markets. The
17 Hiltons, the Marriotts, the others are
18 assuring that -- of course, we've got the
19 Cherry Blossom coming up, and they're
20 saying it will be safe in the city.

21 So I think the messaging around
22 the country is, we are going to control
23 the crowds. I don't use Florida as an
24 example, but if you look at Washington
25 with the Cherry Blossoms, we're going to

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2 make sure that we can spread out, that
3 it's safe, that the city is open, that
4 the restaurants are reopening.

5 You've got to establish there's
6 a reason to come back, and I think we're
7 beginning to do that around the country.
8 You see that in Texas, California, San
9 Francisco, just letting people know that
10 they're now open for business, the
11 restaurants outdoors, some indoor
12 seating, but come back.

13 So it's a build, but you've
14 really got to market the fact that you're
15 open for business, but that the
16 hospitality sector is back up and
17 running. That's a big key element of all
18 of this, and people question that and
19 have. It's been a long year.

20 MR. DUBIN: I can comment on
21 Florida a little bit. We have several
22 locations, six locations, outside of
23 Philadelphia. Pipeline has six locations
24 in Florida, including three in the
25 Miami-Dade market. And while in some

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2 respects it's comparing apples and
3 oranges just because of the disparity in
4 the public health and safety policies
5 that have been implemented in each state,
6 one thing that we have seen that's become
7 sort of a major headline sort of event in
8 the press down there and nationally as
9 well is that there has been a migration
10 to Florida to some degree. There are a
11 lot of businesses. We've seen stories
12 about some high net worth individuals
13 choosing to locate their businesses or
14 their residences in Florida instead of
15 Wall Street or New York or California,
16 things like that.

17 And so we've been trying down
18 in those markets to take advantage of
19 those natural trends and try to market
20 our spaces specifically to businesses
21 that may be considering relocating in
22 Florida and want to get their feet wet
23 and sort of get a presence on the ground
24 at low risk or low cost just until they
25 can get themselves established.

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2 We're investigating doing
3 similar things here in Philadelphia,
4 specifically because we also know that
5 there has been a net flow of residents
6 from New York coming to Philadelphia and
7 we're trying to target those demographics
8 as well.

9 So we are marketing ourselves
10 in Philadelphia really in one fell swoop
11 in that transaction, and we're hoping
12 that they bear fruit soon, but definitely
13 we're entering the period where I think
14 cities are going to win and lose based on
15 their ability to market themselves to,
16 again, a new crop of remote workers that
17 really can choose to be anywhere.

18 MR. SMITH: Actually, to speak
19 to that, Councilmember Green, Josh is
20 right. There's been a tremendous amount
21 of New Yorkers who have moved to South
22 Jersey, to Philadelphia suburbs, Mount
23 Airy, Northern Liberties, South Philly.
24 I've had colleagues I haven't spoken to
25 in years hit me up for virtual meetings,

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2 and then I find out that they actually
3 have moved in with their parents for a
4 period of time and decided to stay in
5 Philadelphia.

6 There is an opportunity in kind
7 of reinvigorating an energy of not just
8 Center City but neighborhoods and some
9 type of program to really get people to
10 consider a buy local perspective and an
11 invest local.

12 And then we also have an
13 opportunity to -- Philadelphians are
14 incredibly prideful. Even people who I
15 like to tease and say you're not from
16 Philadelphia, you're actually from Bucks
17 County but now you live in LA and you
18 claim that you're from Philadelphia. So
19 if there was some kind of way that we
20 could galvanize that energy of people who
21 have a love for Philadelphia but don't
22 really have a place to hang their hat in
23 terms of investment.

24 And with eCommerce, just to
25 speak for a moment, some of you might

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2 have seen that Harriett's bookstore,
3 black woman-owned bookstore in Fishtown,
4 actually somehow she finagled herself
5 onto the Super Bowl for free media. So
6 Philaprint is a company that does Jay-Z's
7 mugs, all kinds of stuff. They were
8 listed by New York Times as one of the
9 best black businesses to purchase from
10 through eCommerce for New York Times'
11 holiday gift guide, right?

12 So there are a bunch of
13 businesses in Philadelphia that have
14 great products that haven't figured out
15 how to attach their brands to
16 international commerce, and if there's
17 some way we can connect those dots to
18 advertising, to procurement, and to
19 opportunities to all benefit from the
20 collective power of Philadelphia, I think
21 we have a lot of shared opportunity that
22 we could then take to Select Greater
23 Philadelphia, take to the Chamber, take
24 to Visit Philly, take to the Global
25 Identity Project and give them a better

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2 footing about how to promote the City
3 from a genuinely diverse, intersectional,
4 and historically correct perspective.
5 COUNCILMAN GREEN: Well, I
6 could keep going on because I have a
7 bunch of other questions, but I know we
8 have some other panels, but this is
9 definitely very important, because some
10 of the things that all of you have talked
11 about reminds me -- and I think the
12 earlier part of your conversation was
13 very interesting from all of you in
14 reference to how business goes forward.
15 You have the concept of -- and I'll give
16 law firms as an example, because I'm very
17 familiar with law firms being an
18 attorney, where the concept of being
19 together has always been a big part of
20 being a law firm and with very many firms
21 that were very resistant to the hotel
22 concept; however, the pandemic, like the
23 snap of a finger, caused that to occur.
24 Same thing with telehealth. And so now
25 as a result, you're going to see a

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2 different dynamic going forward. You're
3 going to see more hoteling and those type
4 of things, as Mr. Chamberlain talked
5 about. But as Mr. Smith and Mr. Dubin
6 talked about, you're also going to see a
7 need for more space for people to be able
8 to do and have opportunities and have
9 some of the hoteling be in locations like
10 Pipeline.

11 So it reminds me of a similar
12 perspective of -- and I'll date myself a
13 little bit -- VHS versus Betamax, where
14 you got two competing perspectives, and I
15 was curious to see which one was going to
16 take hold. Technically Betamax was a
17 better product from a technical
18 perspective. However, Sony limited
19 Betamax to just certain things. There's
20 only so many times you can see Superman
21 the movie versus VHS. VHS was on a wide
22 range of opportunities, and that became
23 what happened.

24 And so we'll see this type of
25 dynamic play out in reference to

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2 companies reducing their space, more
3 working from home, but also needing to
4 work near home and possibly be in a
5 co-working space like Pipeline. So it's
6 going to be very interesting to see how
7 this plays out, and it's going to be very
8 incumbent for the City of Philadelphia to
9 be able to navigate the trends and help
10 to promote what's going to be best for
11 the City of Philadelphia, especially for
12 the industries that we have located here
13 and what's best for those industries.

14 So thank you, Mr. Chair, and
15 thank you, panel, for your comments
16 today.

17 COUNCILMAN SQUILLA: Thank you,
18 Councilmember.

19 And for the record, before we
20 go to the next panel, I'd like to mention
21 that Councilmember Johnson and
22 Councilmember Oh are also present at the
23 hearing.

24 Thank you. If you want to hang
25 out to listen and maybe answer any other

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2 questions, you're welcome.

3 We will now call the second
4 panel - Ben Shank, Greater Philadelphia
5 Hotel Association; Kindra Mohr,
6 Sustainable Business Network; and William
7 Carter from the Chamber.

8 Ben, if you want to just state
9 your name for the record and proceed with
10 your testimony, and we'll go in that
11 order, Kindra and then William.

12 MR. SHANK: Thank you, Chairman
13 Squilla.

14 Good afternoon. I'm Ben Shank,
15 General Manager of the Four Seasons
16 Hotel. I'm here on behalf of Greater
17 Philadelphia Hotel Association to share
18 with City Council how our hotels have
19 safely reopened the skeleton of our
20 business and we continue and safely
21 expand our services during this pandemic.
22 Thank you, Chairman Squilla and
23 Councilman Domb, for allowing me to
24 testify today.

25 In my role, I lead a dedicated

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2 team of over 300 individuals who come to
3 work each day striving to perform at the
4 highest level to support each other. As
5 hotel and hospitality workers across the
6 City have experienced, the COVID-19
7 economic shutdown has presented steep
8 challenges with closures, capacity
9 limitations, and unfortunately furloughs
10 and layoffs. But as an essential
11 business, I'm extremely proud that each
12 of our hotels has -- what we've done to
13 keep our colleagues, guests, and visitors
14 safe in these difficult times. I'm also
15 pleased that our workforce has stepped
16 forward with volunteer efforts over the
17 past year to better our community.

18 As the Committee examines best
19 practices and new ideas for safely
20 reopening the City of Philadelphia's
21 workspaces, I'd like to share just five
22 different points.

23 Throughout the COVID-19
24 pandemic, travel and tourism has been one
25 of the most impacted industries.

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2 According to Tourism Economics, as a
3 result of the halt in travel and tourism
4 in Philadelphia, occupancy last year fell
5 60 percent, a staggering 31,000
6 Philadelphia hospitality jobs were lost,
7 which was a 66 percent decline from 2019,
8 and currently despite the advancements
9 made in science and healthcare, including
10 a greater command on treatment options
11 and the vaccine rollout, Philadelphia
12 hotels still have 50 percent fewer
13 employees as compared to 2019.

14 We stand ready to partner with
15 you and our hotel community to combine
16 all resources and our depth of knowledge
17 to successfully put our industry back on
18 track and our employees back to work.
19 Four Seasons Hotel, and I know many of
20 our other citywide hotel brands, have
21 actually partnered with medical experts
22 to rewrite our brand operating procedures
23 with health and safety at the top of
24 mind. And with hotels throughout the
25 nation and the world, we possess valuable

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2 insights and experiences that allow us to
3 safely and successfully operate across
4 local jurisdictions that often have
5 different approaches to COVID-19. And I
6 can tell you I was on a call earlier this
7 morning with Johns Hopkins Medical that
8 has worked with Four Seasons and we do a
9 biweekly call of getting updates and
10 insights that share the best practices
11 around the globe.

12 As you consider adjustments to
13 citywide capacity restrictions, time and
14 visibility is of the essence for us as we
15 plan for the future and compete against
16 hotels outside of this City of
17 Philadelphia. Our business model
18 requires weeks, if not months, of
19 advanced lead time to book business and
20 carefully plan events. Currently we're
21 losing business to hotels situated just
22 miles away that are permitted to operate
23 under less stringent guidelines. The
24 lost business hurts our employees in food
25 and beverage, housekeeping, front desk,

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2 audio visual, valet parking, bell staff,
3 and on and on. The lack of transparent
4 guidance on when certain citywide
5 restrictions will be revised, coupled
6 with neighboring cities and states
7 loosening their restrictions, is a
8 significant impediment to our future
9 business prospects, and often times
10 potential clients for these events are
11 simply unable to discuss their business
12 with us. This has long-lasting
13 consequences on the City and has the
14 multiplier effect of the hospitality
15 sector contributing to the local tax base
16 supporting these essential functions.

17 Please know we want to be part
18 of the solution and truly appreciate
19 dialogues like this. We applaud the
20 efforts of the City in the safe and
21 cautious approach to reopening, and we
22 also recognize that any move towards
23 loosening current guidelines needs to be
24 done in a measured pace. To that end, we
25 appreciate being invited for a

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2 collaborative approach in the coming days
3 to continue subsequent granular
4 discussions about how to reopen our
5 industry safely.

6 We have been disappointed in
7 often times a one-size-fits-all approach
8 that's been taken in certain instances,
9 like business meetings being grouped in
10 with large social events. We're pleased
11 to recently provide suggested guidance
12 pertaining to successfully serving food
13 and beverage at business meetings, and I
14 appreciate that this was heard by City
15 leaders and that the guidance was
16 modified just this week, and we ask that
17 we're heard on similar topics moving
18 forward.

19 Our shared goals of safety and
20 the betterment of our hotel employees
21 will allow us to proceed together toward
22 reopening solutions. As a hotel
23 community, we've sat before this City
24 Council before and we know for sure that
25 you hold our employees' safety and

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2 well-being in the highest of priority
3 just as we do. We're confident in the
4 safety measures that we've put in place
5 and that we've ensured our employees to
6 feel safe too. Our hope is to continue
7 to collaborate in these coming days so we
8 can give our employees the security of
9 their jobs that they so desperately need.

10 I truly thank you for the
11 opportunity to be here to testify and
12 look forward to answering any questions
13 and being a partner to successfully
14 achieve our shared goal of reopening
15 safely for the betterment of our
16 employees, our customers, and the City of
17 Philadelphia.

18 Thank you.

19 COUNCILMAN SQUILLA: Thank you,
20 Ben. I appreciate your testimony. We'll
21 hold all questions until the two other
22 panelists speak.

23 Kindra, you're up next, if you
24 just want to state your name for the
25 record and proceed with your testimony.

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2 MS. MOHR: Sure. Thank you,
3 Committee Chair Squilla and Vice Chair
4 Domb, Committee members for the
5 opportunity to speak today. My name is
6 Kindra Mohr. I'm with the Sustainable
7 Business Network of Greater Philadelphia
8 and I'm here to offer testimony on
9 Resolution 210193.

10 I will keep my comments brief,
11 per usual, and certainly invite the
12 Committee to review my written testimony,
13 which provides further details.

14 So as we all know, my
15 colleagues today have mentioned COVID has
16 imposed a heavy toll on our communities
17 and the economy, particularly on local
18 independent businesses and historically
19 marginalized communities and business
20 owners, which remain central to our
21 recovery. And while it appears that we
22 are turning the corner on COVID, which is
23 good news, it's also important to keep in
24 mind that we are still in a pandemic and
25 in the midst of administering

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2 vaccinations and monitoring the spread of
3 variants. Therefore, it's critical that
4 the City look to science and scientific
5 experts when developing and implementing
6 a clear roadmap to safely and sustainably
7 reopening workspaces.

8 And although our members have
9 suffered major losses due to the pandemic
10 and are very eager to help lead the
11 recovery, they understand that thoughtful
12 planning and coordination are required
13 because the health and safety of their
14 employees and customers is a primary
15 concern.

16 And there are many challenges
17 associated with safely and sustainably
18 reopening these spaces, and our members
19 have found that there are very few
20 clear-cut answers or one-size-fits-all
21 solutions, and as such, I want to present
22 to you a few suggestions.

23 So, first, in addition to
24 relying on the science, the City should
25 create an advisory group of diverse local

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independent businesses and other stakeholders like front-line workers in a range of sectors who can ground-truth practical considerations for certain guidelines, and as Tayyib and Josh highlighted, this advisory group should look like the City, so the voices of black, brown, and minority business owners are central to this conversation.

And building on this suggestion, the City should consider the differences in business size, sector, clientele, and other factors when developing and implementing its plan and associated guidelines. It will also be important for the City to identify cost-effective, environmentally responsible solutions that enhance safety and provide adequate lead time in order to implement changes.

The City should also provide clear, consistent, readily accessible guidelines in multiple languages and with visual aids. This will enhance

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2 implementation, avoid confusion and
3 unintended burdens as business activity
4 resumes. And we believe that the City
5 should leverage business service
6 organizations like SBN and others and
7 trusted community-based groups to help
8 disseminate information.

9 And because the safe and
10 sustainable reopening process involves
11 multiple areas of policy, resources, and
12 regulation oversight, the City should
13 coordinate and integrate its actions both
14 vertically and horizontally as it
15 develops the plan. For example, the City
16 should align this plan with relevant
17 programming at the Office of
18 Sustainability, for example, and the
19 City's Zero Waste goals.

20 Furthermore, as part of the
21 reopening process, we continue to ask the
22 City to incentivize socially and
23 environmentally responsible business
24 practices through tax credits,
25 procurement preferences, and other

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2 economic incentives. Another example
3 here, air ventilation and energy
4 efficiency retrofits. They'll likely be
5 in higher demand, so the City should
6 promote commercial property-assessed
7 clean energy, or C-PACE, and restructure
8 the tax abatement as a tiered reward for
9 constructing and retrofitting buildings
10 according to energy efficient and green
11 standards.

12 And, lastly, as a general
13 matter, the City should seek ways to
14 promote the expansion of the renewable
15 energy and energy efficiency sectors.
16 HVAC systems have come up quite a bit
17 recently, and we continue to call on the
18 City to look to those sectors, which have
19 clearly demonstrated their growth
20 potential in the years leading up to the
21 pandemic.

22 Thank you again for the
23 opportunity to address the Committee and
24 share these suggestions. As usual, SBN
25 appreciates your consideration and looks

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2 forward to working with you all to safely
3 and sustainably reopen our economy.

4 Thank you.

5 COUNCILMAN SQUILLA: Thank you,
6 Kindra, for your testimony.

7 Before we ask questions, we're
8 going to have one more person testify,
9 but, Councilman Domb, I do have to step
10 away for a few minutes, if you could take
11 it over. Mr. McMonagle will be guiding
12 you through this. So Mr. Carter will be
13 the last one in this panel, and then in
14 the third panel we have Dr. Farley, and
15 that will be the end.

16 So I do have to step away for a
17 little bit, but, Mr. Carter, if you just
18 want to proceed. State your name for the
19 record.

20 And Sean will send
21 Councilmember Domb also the script for
22 the end, if necessary.

23 So I appreciate your time and
24 looking forward to hearing your
25 testimony, Will.

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2 MR. CARTER: First of all, I
3 have to say you got to love Philadelphia.
4 It has tremendous, tremendous potential.
5 I mean, you have a Commerce hearing where
6 you have hip-hop name drops from Freeway,
7 and I have to give a shout-out to Tayyib
8 for wearing the Wu-Tang hat, and you just
9 have to love the potential and greatness
10 of diversity of this City Council in this
11 type of hearing and talking about
12 bringing back inclusive growth to the
13 City. So I appreciate you, Councilman
14 Squilla. I appreciate Councilman Domb
15 for having this hearing and appreciate,
16 of course, my fraternity brother,
17 Councilman Green, for his comments on
18 this.

19 So William Carter. I'm Vice
20 President of Local Government Affairs for
21 the Chamber of Commerce for Greater
22 Philadelphia. Once again, good
23 afternoon. The Chamber of Commerce is
24 engaged in a new partnership among
25 government, business, and the community

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2 focused on creating jobs for City
3 residents as Philadelphia prepares to
4 emerge from the lock-downs the COVID-19
5 virus necessitated.

6 It's good news to hear that
7 vaccines are being deployed and that
8 officials at all levels of our city
9 government are working to speed up the
10 rate of that vaccination. Likewise, as
11 the region begins to open, we need to
12 ensure a focus on getting people back to
13 work. Recovery will require an almost
14 constant dialogue between our public
15 officials and business leaders to unlock
16 the keys to our city's competitiveness.
17 So obviously this hearing is very timely.

18 Towards this end, the Chamber,
19 along with the City and a broad, diverse
20 coalition of employers and other
21 organizations, recently announced our
22 collaborative initiative entitled
23 Ready.Set.Philly! to provide reliable
24 information and direction to encourage,
25 support, and promote the safe return to

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2 Philadelphia for work and play. This
3 12-month endeavor will harness the
4 collective resources, knowledge, and
5 encourage, support, and promote the safe
6 return to Philadelphia for work and play.

7 Ready.Set.Philly! will harness
8 Philadelphia's knowledge, power, and
9 spirit to encourage, support, and welcome
10 employees, residents, patrons, and
11 visitors in safely returning to
12 Philadelphia for work. We focus on three
13 short, medium, long-range efforts:
14 reopening and relaunching our economy,
15 restoring our well-being, ultimately
16 redefining what we want Philadelphia to
17 be post-pandemic.

18 Inclusive recovery, followed by
19 swift growth, will only occur when all
20 partners work together to advance
21 operating budgets, regulations, and local
22 legislation that will allow sizes, and
23 all sizes, of demographics of businesses
24 to grow. We look forward to continued
25 collaboration with our government and our

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2 government partners and our organizations
3 and non-profits to do this in the safest
4 way possible.

5 So thank you for this
6 opportunity to testify on this
7 resolution.

8 COUNCILMAN DOMB: Thank you,
9 Mr. Carter. Thanks for your testimony.

10 I do have some questions, and
11 I'll see if any of my colleagues have any
12 questions.

13 Ben, I wanted to start with
14 you, if that's possible. It goes without
15 saying that our hospitality and, as you
16 said, our business travel industry has
17 been impacted probably the largest way
18 possible in this pandemic. Clearly,
19 hospitality and -- restaurants are
20 starting to come back now, but hotels are
21 still struggling dramatically. So I
22 appreciate you and the Greater
23 Philadelphia Hotel Association being part
24 of our hospitality work group and for the
25 advocacy work to help our hotels survive

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2 during this downturn.

3 To that end, can you talk about
4 where other cities are in their
5 regulations for businesses or events at
6 hotels? For example, are they allowing
7 meetings and food beverage services, and
8 can you lay out where rules and
9 regulations stand in Philadelphia for
10 your industry?

11 MR. SHANK: Thank you,
12 Councilman Domb. I would say we are one
13 of the most constricted cities as it
14 comes to regulations. We recently shared
15 some stats with the City that when it
16 came down to meetings and events, we
17 were, of the ten major competitive cities
18 as well as the surrounding, be it
19 Baltimore, Delaware, New Jersey, we were
20 the only one as of a week ago that could
21 not serve food and beverage. So we are
22 pleased that we now can serve food and
23 beverage, but I will say we have a long
24 ways to go in regards to a comparative
25 nature.

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2 Indoor dining is significantly
3 greater in other cities. That's a huge
4 part of a guest coming to stay in a
5 hotel. If you think about a family, and
6 I have three children, and extended
7 family that wants to travel together and
8 so forth, being able to have that as part
9 of your hotel experience is significant,
10 and when we only have 25 percent capacity
11 within the restaurants, it makes it very
12 difficult for people to want to come and
13 stay here, quite frankly.

14 So we see encouraging demand
15 that's out there. I know people want to
16 come to Philadelphia. It's the perfect
17 time right now as we go into with nice
18 weather and all the promotions that are
19 happening, but I think I would just say,
20 I think we could be better at diving a
21 little bit deeper into all of the
22 different microcosms that go within our
23 business, but, again, we can work
24 together to come up with the right
25 parameters that will be safe. And we're

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2 seeing it -- as I mentioned, we have
3 learnings from all of our sister hotels
4 as well as all of the other major brands
5 in the City that they're learning from
6 what their colleagues are doing in some
7 other areas that might have looser
8 restrictions, but we all still have our
9 own very high sense of standard in terms
10 of we want to protect the experience for
11 the guest and we want to protect our
12 employees as well.

13 COUNCILMAN DOMB: Are you
14 saying that cities like Boston and maybe
15 New York and other cities have less
16 strict requirements than Philadelphia?

17 MR. SHANK: That's correct.

18 COUNCILMAN DOMB: And what was
19 the reason you were given for that
20 requirement?

21 MR. SHANK: I mean, I don't --
22 I can't speak to the rationale. I mean,
23 again, I understand that we want to take
24 a cautious approach, but, yes, we are
25 behind in regulations compared to other

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2 cities.

3 COUNCILMAN DOMB: Because it
4 sounds to me like we heard from BOMA
5 where we're behind on opening up office
6 buildings. Now I'm hearing from hotels,
7 we're also way behind. We're at the
8 bottom of the category. I guess we're
9 going to hear from Dr. Farley. He may
10 have some answers for us right in his
11 testimony.

12 I'm sorry to hear that, and
13 we'll be happy to work with you to try to
14 help mitigate those issues and see if we
15 get you open safely as quickly as
16 possible.

17 MR. SHANK: I appreciate it.

18 COUNCILMAN DOMB: Thank you.

19 My question for Kindra, and,
20 Kindra, I really appreciate your focus on
21 all the initiatives that you laid out in
22 your testimony, and I'm not -- you're
23 probably aware of one of the things that
24 we've been working on with Congressman
25 Evans is a tax credit for improvements to

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2 like the HVAC systems that meet with the
3 CDC guidelines so that we can get
4 hopefully a dollar-for-dollar tax credit
5 for those buildings and industries that
6 install those systems.

7 Are there any other types of
8 incentives that we should be looking at
9 that would be helpful to the smaller
10 businesses and medium and even large
11 businesses that would help get them back
12 on track and we can maybe go to the
13 federal government at this time and ask
14 for some sort of a tax credit in order to
15 see those systems installed and get the
16 economy back on track?

17 MS. MOHR: Thank you for that
18 question, Vice Chair Domb, and SBN did
19 sign on to a joint letter, I believe,
20 that you sent to Congress with that
21 request for tax incentives for HVAC
22 systems in January, I believe. So we are
23 hoping to see something like that come
24 through.

25 Without having a specific tax

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2 incentive or reduction in mind here, I do
3 think that, as I said before, investments
4 in the energy sector and working with the
5 Energy Authority, for example, on what
6 works, for instance, Solarize Philly,
7 which is maybe less about HVAC systems
8 but has been touted as a model that the
9 rest of the state should use. So I think
10 that there are ways of being creative
11 about working with the energy sector to
12 both safely and sustainably use those
13 ventilation systems, which, as I'm sure
14 you know, increases energy consumption,
15 how can we offset that, is that something
16 that, for example, a tax abatement, sort
17 of a tiered reward system for installing
18 more green or clean energy solutions in
19 buildings and retrofits, perhaps that's a
20 way that we could look into incentivizing
21 that sort of business practice.

22 COUNCILMAN DOMB: I'd be
23 curious to know if you have any of those
24 ideas offline, to let us know, because I
25 think that encouraging people through tax

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2 incentives is a good way to make some
3 change.

4 So, Will, the Chamber had your
5 big lunch today with the Mayor. I
6 watched that. I'm sure many of my
7 colleagues watched it. It was a very
8 good program, by the way, very good
9 program.

10 MR. CARTER: Thank you. Thank
11 you.

12 COUNCILMAN DOMB: So I know the
13 Chamber has spoken with many of my
14 colleagues, I think probably all of them,
15 about the Ready.Set.Philly! campaign, but
16 could you expand upon the features of
17 that plan a bit? Like what's the plan
18 for each of the three areas you're
19 focused on - reopening and relaunching
20 our economy, restoring our well-being,
21 and redefining what we want Philadelphia
22 to be post-pandemic? What's the vision?

23 MR. CARTER: Certainly.
24 Certainly. The major vision of
25 Ready.Set.Philly! is a collaborative

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2 process, working together. That's
3 something that we at the Chamber have
4 been preaching pre-pandemic and then also
5 going through pandemic. It's going to
6 take all of us together working in
7 concert to get out of this. And so I
8 heard one of your other panelists earlier
9 talking about not working in silos and,
10 you know, we continue to work in silos to
11 a large degree, and Ready.Set.Philly! is
12 really about the government sector, the
13 public sector, and our non-profit sector
14 working together and our private sector,
15 bringing people back to the City,
16 particularly our core business area. A
17 large percentage of the jobs are in that
18 area, and we wanted to make sure that we
19 were out here leading.

20 You had Councilman Green talk
21 about Baltimore and how Baltimore was
22 attracting folk. So part of
23 Ready.Set.Philly! is a branding campaign
24 that we are ready, set for people to come
25 back.

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2 You have to brand the City just
3 like you brand any business. You want
4 people to come to your restaurants, you
5 got to brand it. You have to have it out
6 there. So this endeavor led by Angela
7 Val over at PHLCVB is all about that,
8 rebranding, making sure that people know
9 the City is safe to come back to
10 patronize and that in order for our city
11 to come back, it's necessary to come down
12 to our city.

13 So that's really what it's
14 about, and we need to continue to work in
15 collaboration with our private and public
16 sector in order to make that happen.

17 COUNCILMAN DOMB: Is there any
18 type of branding that we're like really
19 focused on, bow and arrow approach, for
20 the suburbanites who would commute into
21 the City -- it's like 41 percent of our
22 wage taxes are suburbanites, I think --
23 to explain to them the City is safe, it's
24 good to come back, we want you back,
25 where we could distribute through the

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2 companies where they work to get them
3 back into the City? Because a big part
4 of our economy that we've lost is that 41
5 percent of the population that used to
6 spend 40 hours a week in our city and now
7 are not here at all. They're not
8 spending a nickel or dime in the City,
9 and then they're not even paying wage
10 taxes because they've gotten -- they're
11 probably applying for refunds. My focus
12 would be how do we get them comfortable
13 to come back into the City? Because they
14 are so important to our economy.

15 MR. CARTER: Yeah, and I'm glad
16 you mentioned that. Part of that
17 obviously is the branding, but it has to
18 be the high that it -- that it's actually
19 safe. So we understand the Mayor and
20 Dr. Farley talking about safety, but we
21 also understand that so many business
22 owners out here are just as safe and want
23 to be safe, because there's no way they
24 want to be branded themselves as, oh,
25 your business is not safe? Why would you

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2 even want that, particularly in this age
3 of social media and things? To be luring
4 individuals back and then to have your
5 place not safe is not what anybody wants.

6 So I think there has been, and
7 I think the City is doing a good job. I
8 think there's more understanding that our
9 private sector aren't just about dollars.
10 They want to make sure it's safe. They
11 want to make sure that the City comes
12 back. And so working with SEPTA, working
13 with our transit organizations and making
14 sure that people know it's safe to get on
15 SEPTA.

16 I've been on several calls with
17 Leslie, who runs SEPTA, and she is
18 talking about, hey, we got to make sure
19 people know that it's safe to get on
20 SEPTA to come back and patronize the
21 City.

22 The City, bottom line, is an
23 anchor. It's been an anchor for years
24 for this region, and if your anchor is
25 not strong, then the region is not

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2 strong. So we have to make sure that
3 people know we want you to come back. We
4 need you to come back. I'm talking about
5 the City government. Also recognizing
6 that, hey, we have to lure people back,
7 whether you're talking about tax credits
8 and things of that nature.

9 Any type of tax credit will
10 help right now, because just like me as
11 an individual looking to relocate
12 somewhere, what I want to do, I want to
13 make sure wherever I move to, it doesn't
14 cost a lot and I have an opportunity to
15 grow, and that's the same mindset that
16 businesses have when they look at our
17 city or if they stay in our city. I want
18 to be able to grow and it doesn't cost a
19 lot. So it's important for members of
20 the government, which they do, I believe,
21 to understand that and understand that we
22 need to be branding the City in that way
23 and making it more attractive and be able
24 to retain individuals who are here.

25 COUNCILMAN DOMB: A big part of

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2 this, I guess, is the vaccinations.

3 That's really key, getting people
4 vaccinated.

5 MR. CARTER: Yeah, absolutely.

6 The vaccination is an issue. As the
7 vaccinations come out, I mean, that just
8 goes without saying nationwide, globally,
9 that's an important part, and we
10 appreciate once again the Health
11 Department's efforts in making that
12 happen.

13 Once you have those
14 vaccinations or while you have those
15 vaccinations -- there has to be a
16 simultaneous thing. One thing I've
17 learned after 16 years working at City
18 Council and now working in the business
19 sector, it just runs at a different pace.
20 And so, you know, it's just natural. You
21 know, we have Council sessions, and where
22 businesses have corridors and they have
23 to be able to forecast, and the forecast
24 is based on certainty, and you need to
25 know, okay, I'm certain that this is the

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2 way it's going to be for the next four
3 years so I can grow my business. And so
4 when we have constant sometimes course
5 add-ons to businesses, that makes them
6 shaky and makes them want to not want to
7 either stay here or move somewhere else.

8 So we would need to sweeten the
9 pot a little bit. I think that we are
10 working towards that. I think looking at
11 this budget -- you asked the question
12 earlier about what could be done.

13 Looking at this budget, we want to look
14 at a growth budget, something that allows
15 us to grow so we can hire more
16 individuals from the City and also do
17 business with more local companies from
18 the City, and that's one thing -- or two
19 things that we're focusing on at the
20 Chamber, re-skilling and hiring 5,000
21 individuals and then more thereafter.
22 We're talking about City residents, and
23 then also doing more procurement with
24 local black and brown businesses to grow
25 that sector also.

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2 That intention is there. We
3 are walking that talk, and then we want
4 to make sure that we're working with the
5 City in attracting more businesses to
6 come here so that they can grow.

7 COUNCILMAN DOMB: Okay. Well,
8 thank you very much.

9 Any questions from any of my
10 colleagues?

11 (No response.)

12 COUNCILMAN DOMB: Seeing none,
13 I want to thank you all for your
14 testimony today.

15 I'd like to ask Mr. McMonagle
16 to please call the next panel, and thanks
17 again for your testimony.

18 THE CLERK: Yes, Mr. Chairman.
19 Can we please have Dr. Farley, Health
20 Commissioner, please.

21 (No response.)

22 THE CLERK: Dr. Farley?

23 COMMISSIONER FARLEY: I'm
24 sorry. Are you calling me to testify
25 now?

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2 THE CLERK: Yes, sir.

3 COMMISSIONER FARLEY: All
4 right. Thank you very much.

5 Good afternoon, Councilmember
6 Squilla, members of the Council Committee
7 on Commerce and Economic Development. My
8 name is Dr. Thomas Farley and I'm the
9 Health Commissioner for Philadelphia. I
10 appreciate the opportunity to provide
11 testimony regarding the safe reopening of
12 the City of Philadelphia's workspaces.
13 I'll give testimony for the entire
14 Administration. Representatives from
15 Risk Management, the Department of
16 Commerce, and the Department of Public
17 Property will be with me to answer your
18 questions.

19 The COVID-19 epidemic is far
20 from over in Philadelphia. While we are
21 tired of this virus, the virus is not
22 tired of us. On average, more than 400
23 City residents are now testing positive
24 for the infection every day. More than
25 100 are being hospitalized from the

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2 infection each week. More than 20 are
3 dying from the infection each week.

4 While I'm hopeful that the vaccination
5 will ultimately tame the epidemic, it is
6 clear that we have not vaccinated enough
7 Philadelphia residents to stop the spread
8 of infection yet.

9 Workspaces are indoor spaces,
10 often with low levels of ventilation,
11 where people gather and can transmit the
12 infection to one another. To limit
13 spread in these settings, both the
14 Commonwealth of Pennsylvania and the City
15 of Philadelphia have had restrictions on
16 the use of workspaces. Currently, the
17 Commonwealth sharply restricts in-person
18 operations of businesses, ordering that,
19 quote, "unless impossible, all businesses
20 must conduct their operations remotely."
21 Because the City of Philadelphia may not
22 be less restrictive than the state, those
23 restrictions currently apply here as
24 well.

25 At the same time, the City is

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2 acutely aware of the devastating impact
3 of COVID-19 on our economy, including the
4 compounded challenges to Philadelphia
5 offices and workspaces created by shifts
6 to remote work. According to the
7 Commerce Department, in the fourth
8 quarter 2020, vacant office space reached
9 15.4 percent, up from 10.6 percent
10 one year earlier, or equal to a
11 45 percent increase. The Commerce
12 Department suspects that office vacancy
13 may get worse before it gets better.
14 Tenants may be understandably reluctant
15 to make long-term real estate decisions
16 in an environment where so much remains
17 unknown about reentry and vaccination
18 timelines. We also understand that the
19 lack of office workers in Center City
20 depresses other economic activities in
21 the retail and hospitality industries.

22 If the Commonwealth were to
23 lift its restriction that work must be
24 remote, quote, "unless impossible,"
25 unquote, the limits in Philadelphia would

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2 still apply. For office-type workspaces,
3 the currently applicable Executive Order
4 of the Mayor permits occupation of
5 workspaces with a density limit of two
6 people per 1,000 square feet. This is
7 about 25 percent of maximum occupancy of
8 a typical office. The Executive Order
9 permits businesses, where remote work is
10 impossible, to continue to be able to
11 work in person at their current
12 densities.

13 If the Governor's restrictions
14 are lifted, safety measures when
15 employees return to the office are
16 centered primarily around distancing and
17 mask use. Under draft guidance from the
18 Philadelphia Department of Public Health
19 that would apply, if workers return to
20 offices, face masks must be worn at all
21 time unless individuals are alone in
22 private offices with four walls and a
23 closed door. Masks would be required in
24 all other spaces, including workspace
25 cubicles. Masks should be removed only

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2 while actively eating or drinking six
3 feet away from others.

4 In addition to restricting the
5 number of individuals in an office at any
6 given time, distancing also can be
7 achieved by closing all communal eating
8 spaces and removing chairs so that
9 employees cannot gather together
10 unmasked. Meetings should continue to be
11 held remotely as much as possible. The
12 guidance also encourages building
13 managers to optimize ventilation, outdoor
14 air, and filtration to the greatest
15 extent possible. Finally, hand washing
16 should be encouraged, and surfaces in the
17 office space should be cleaned regularly
18 according to CDC guidance.

19 Screening policies should be
20 present in all workplaces to prevent
21 people who are sick and those who are
22 quarantining from coming to work. Sick
23 leave policies should be present for the
24 people who are sick or have tested
25 positive for COVID-19, may remain home

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2 and avoid infecting others. A document
3 on our website entitled "What to do if
4 someone tests positive for COVID-19 at
5 work" can help to guide businesses to
6 take the appropriate steps should someone
7 in the workplace become sick or test
8 positive for COVID-19.

9 The Department of Public
10 Property has been working since the
11 beginning of the pandemic to ensure that
12 City of Philadelphia facilities are safe
13 and the building management team is
14 trained in the latest safety protocols,
15 as evidenced in the Return to Work
16 handbooks included with this testimony.
17 To provide a brief summary, masks are
18 required in City buildings. Public
19 services are being conducted by
20 appointment only, coordinated with
21 security, and are being staggered to
22 protect both staff and the public. In
23 addition, there are enhanced cleaning
24 procedures in place, hand sanitizing
25 stations installed throughout the

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buildings, upgraded HVAC filters, as per the American Society of Heating, Refrigeration and Air Conditioning Engineer guidelines, increased preventive maintenance routines, increased custodial staffing, the installation of plexiglass barriers at public entrances and throughout the buildings where warranted, signage at all entrances and elevator lobbies reminding occupants of safety guidelines, and limited elevator occupancy.

The Department of Health monitors case rates, hospitalizations, and deaths every day in order to determine the safest course of action. As vaccinations increase, we hope that COVID case rates and deaths will fall. If they do, we intend to increase allowable occupancy. But it is necessary for us to remain flexible. New information and unforeseen factors make it difficult to predict or plan very far into the future.

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2 Thank you for the opportunity
3 to testify. I'll be happy to answer your
4 questions.

5 COUNCILMAN DOMB: Thank you,
6 Dr. Farley, and thank you for everything
7 you've done during these, I guess, past
8 12 months and before that, because I know
9 this has not been an easy time for any of
10 us and I know you're doing your best to
11 try to guide us through this.

12 I do have a few questions for
13 you. We understand that Philadelphia is
14 a unique city with unique challenges, and
15 I'm just wondering what your thinking is
16 about when to reopen. I heard some of
17 your comments about some of the things
18 that might start to reopen April 30th,
19 and I say that on the back side of the
20 Governor's announcement about reopening
21 plans starting April 4th. And I respect
22 your concerns totally how Philadelphia is
23 different from the rest of the state, but
24 I also want to understand how the
25 Administration's standards are developed.

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2 And I'll also add that I saw an
3 article a few days ago that New York City
4 announced on May 3rd it would gradually
5 start bringing back municipal workers who
6 have been working remotely since the
7 start of the pandemic.

8 So can you give me an idea from
9 the Administration's viewpoint and a
10 timeline for bringing the City workforce
11 back into the offices and what indicators
12 are you looking for to signal that that
13 risk is low enough to allow us to safely
14 bring people back?

15 COMMISSIONER FARLEY: So as far
16 as the indicators that we are looking at,
17 we're looking at case rates, we're
18 looking at hospitalizations, and we're
19 looking at deaths. And I would say even
20 more so than in the past, we're looking
21 at hospitalizations and deaths, because
22 if we're vaccinating the right people,
23 we're vaccinating the more vulnerable.
24 So it's possible that we could still have
25 cases, but people are not getting

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2 terribly sick if we're vaccinating the
3 right people. And so it's looking at
4 people with severe illness that is
5 particularly important now.

6 Now, the sort of time -- the
7 factors that made us think about the
8 April 30th deadline for relaxing some of
9 the restrictions is looking at our
10 trajectory around vaccinations, where I
11 estimate that if we continue
12 accelerating, as I hope that we will and
13 I think we ought to be able to, by around
14 April 30th, we should have about
15 75 percent of the people over the age of
16 65 vaccinated, assuming the demand is
17 there, and about 50 percent of all adults
18 vaccinated if the demand continues to be
19 there.

20 Now, as far as the workplaces,
21 I do want to emphasize that the state's
22 restrictions on workplaces apply in the
23 City of Philadelphia. This is one case,
24 maybe the only case, where the state has
25 been more restrictive than the City. The

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2 City would, as I said, allow workers to
3 come back to the workplace up to two
4 persons per thousand square feet with
5 restrictions, but the Governor's orders
6 are quite strict now. That's a very high
7 standard, must work remotely unless
8 impossible to do so. And so I think
9 that's where we are.

10 We are okay with two persons
11 per thousand square feet with
12 restrictions. In May if those indicators
13 get better, we might be willing to
14 restrict that further. And the City
15 workers would come back at the same time
16 that we allow private sector workers to
17 come back.

18 COUNCILMAN DOMB: Thank you. I
19 have a few other quick questions. I'm
20 hearing from public health officials that
21 they're revising what they think the
22 threshold is for herd immunity up from 60
23 to 70 percent as high as 85 percent.
24 What level of immunization do you think
25 we'll have to get to to reach that herd

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2 immunity to ward off infections?

3 COMMISSIONER FARLEY: You know,
4 I think there's -- nobody really knows
5 how many people we need to vaccinate in
6 order to really make the virus go down to
7 very low levels. It's based upon
8 mathematical models. There's a lot of
9 uncertainty to these models. So I don't
10 know any more about that than what you're
11 reading that, yes, there are ranges
12 estimated.

13 I frankly am worried that we
14 have enough vaccine hesitancy in the City
15 that we may never hit that threshold. A
16 survey suggested 30, 35 percent of people
17 say that they don't ever want to be
18 vaccinated, and if we end up that we only
19 vaccinate 65 percent of people but you
20 need 80 percent people to herd immunity,
21 that means we'll have a substantial
22 amount of COVID still spreading in the
23 community.

24 So all I would say, we're going
25 to do everything we can to persuade

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2 everyone to be vaccinated, and then we'll
3 simply have to watch to see what happens
4 to the case rates when we do that.

5 COUNCILMAN DOMB: I have
6 another question, and this is a
7 comprehensive one. I'm trying to
8 understand how the Health Department is
9 reviewing the vaccination schedule and
10 its relationship to the restart or
11 recovery of our economy. And here's an
12 example: how we are categorizing who is
13 an essential worker in the various
14 classifications of the vaccination plan.

15 I ask this because we found out
16 earlier this week that airport workers
17 were not in the 1B category, nor are our
18 front-line office staff that helps keep
19 these types of commercial buildings that
20 we talked about today clean and safe.
21 And then today in Council, Councilmember
22 Green, who I'm sure will speak to this,
23 there is a classification of people who
24 are with people that have disabilities
25 that aren't getting vaccinated, which I

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2 kind of think all those categories should
3 get vaccinated.

4 So I'd like you to share with
5 us why and why won't they be considered
6 in that 1B category.

7 COMMISSIONER FARLEY: Well,
8 there's a federal Advisory Committee on
9 Immunization Practices that make
10 recommendations about essential workers
11 and put them into two categories,
12 front-line essential workers and then all
13 other essential workers. Then we had a
14 local Vaccine Advisory Committee that
15 took that and made some modifications
16 based on the situation in Philadelphia,
17 but the ranking is similar and the
18 listing is similar in Philadelphia to
19 what it was at the national level.

20 And the basic idea is that
21 front-line essential workers are people
22 who are interacting with the public a lot
23 on a day in and day out basis. The one I
24 think about the most would be like a
25 grocery store clerk, someone who is

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2 checking people out, lots of
3 opportunities to get infected, lots of
4 opportunities to pass the infection on.

5 There are other essential
6 workers, let's say, who are utility
7 workers. They're very essential for
8 society, but they're not in contact with
9 the public very much, and so they would
10 be more in the 1C category. That was the
11 thinking between those two groupings.

12 COUNCILMAN DOMB: We heard from
13 the airport that New York and Newark
14 airport, their employees were vaccinated,
15 and we're hearing from the hotel people
16 they're struggling. We're hearing that
17 the airport business is way down. I'm
18 just thinking that if the other area
19 airports are getting vaccinated, why not
20 Philadelphia? I guess that's really my
21 question.

22 COMMISSIONER FARLEY: Well,
23 with regard to the airport specifically,
24 let me say that the State of Pennsylvania
25 doesn't have essential workers eligible

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2 at all yet. So we're ahead of them as
3 far as making essential workers eligible.
4 And most of the airport workers, they may
5 actually work outside of Philadelphia and
6 many of them live outside Philadelphia,
7 and so -- and there's many, many
8 different sorts of airport workers.

9 There may be some airport workers who
10 have a lot of contact with the public and
11 others who are doing maintenance on
12 planes and they're working, they're
13 important, but they're not in contact
14 with the public.

15 And so if there's a subcategory
16 of those that really have a lot of public
17 contact, I think that's appropriate for
18 us to consider whether they should be in
19 1B, but for the entire group, that would
20 be a large group.

21 I should also point out,
22 though, that we're not that far away from
23 Phase 1C. I said we're going to go there
24 sometime in April. It could be early
25 April. So pretty soon it's not going to

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2 make that much difference.

3 COUNCILMAN DOMB: I would
4 suggest maybe you can relook at those
5 three categories that I spoke about,
6 airport workers in general, office
7 maintenance people in the high rise
8 buildings, making sure they're vaccinated
9 so people feel safe coming back, and then
10 Councilmen Green I'm sure is going to
11 speak about the category that he talked
12 about in Council today. Those are all
13 categories that we should be vaccinating,
14 in my opinion. So I'd just like you to
15 think about that.

16 Let me ask my last question.
17 What is the current fully vaccinated rate
18 right now in the City of Philadelphia?

19 COMMISSIONER FARLEY: Well,
20 it's on our website. I always have to
21 look it up myself. If the denominator is
22 everybody -- and, remember, not everybody
23 is even eligible, but if the denominator
24 is everybody, we are somewhere between 7
25 percent and 10 percent. I don't know the

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2 exact number, but it's on our website.

3 It's a higher percentage if you think
4 about just adults who are eligible and
5 higher still if you look at people over
6 75 or people over 65, and those are the
7 numbers that I am paying most attention
8 to right now.

9 COUNCILMAN DOMB: In the United
10 States right now, 14 percent of the
11 population is vaccinated from every
12 article I've written -- or not written
13 but read. Fourteen percent. So I'm
14 wondering why would we not be on the
15 federal government, President Biden's
16 doorstep saying, hey, if the rest of the
17 country is at 14 percent, why are we not
18 getting more vaccines? And I realize
19 this isn't your role. I'm just wondering
20 why we're not getting more vaccines to at
21 least be where the average is for the
22 United States. They're at 14 percent and
23 we're at 7 to 10. That doesn't seem fair
24 to me.

25 COMMISSIONER FARLEY: Yeah. So

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2 we have argued for more vaccine, because,
3 as you know, somewhere between 25 and
4 30 percent of our vaccine -- maybe more
5 than 30 percent -- have gone to people
6 outside the City of Philadelphia, but our
7 vaccine is given to us based upon the
8 Philadelphia resident population. And
9 also we need not just more vaccine, but
10 we also need more vaccination capacity,
11 people to deliver the vaccine.

12 So the federal government has
13 supported us with the Type 1 site, and
14 that's been a real success. If you
15 notice, there's a big difference between
16 our partial vaccination rate and our
17 complete vaccination rate. That's
18 because we've put a lot of people through
19 the Convention Center who have just
20 gotten their first dose yet. When they
21 get their second dose, our complete
22 vaccination rate will rise pretty
23 quickly.

24 But we need all the support we
25 can get. It's not easy in a big city

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2 like this to get everybody through and
3 vaccinate them.

4 COUNCILMAN DOMB: Last
5 question, which is a combination
6 question. Right now with the Convention
7 Center switched to second vaccines
8 basically, second shots, typically what
9 would you say estimated wise what is our
10 rate of weekly first dose shots right
11 now? Because now we have a lot of people
12 getting second dose shots. What are we
13 averaging per week right now for the
14 first dose?

15 COMMISSIONER FARLEY: You know,
16 I haven't calculated it in terms of first
17 dose versus second dose. Overall we are
18 delivering more than 100,000 doses per
19 week. A couple weeks ago we were at
20 about 50,000 doses. So we've had a big
21 acceleration. I'm going to guess that
22 there's more of those that are first than
23 second, but I don't know of that hundred
24 thousand how many are first and how many
25 are second.

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2 COUNCILMAN DOMB: Okay. And my
3 other concern you mentioned is the
4 resistance of residents in our city to
5 get vaccinated. That's a real concern.
6 I mean, we have to figure that one out.
7 I don't know if it's marketing or what it
8 is, but we have to get people comfortable
9 I think with getting vaccinated.

10 COMMISSIONER FARLEY: I
11 couldn't agree more. Right now we're
12 dealing with the proportion of the City
13 that are really eager to be vaccinated
14 and we're having trouble meeting that
15 demand, but not too far off we're going
16 to be in the opposite position where
17 we're begging people to be vaccinated,
18 lots of opportunities and not everybody
19 is coming in.

20 We do have a mass media
21 campaign that's in development right now.
22 We hope to launch that soon, and we're
23 working with opinion leaders of all sorts
24 and hope to have the opinion leaders also
25 be in many ways reflected in that

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2 campaign to encourage everyone to be
3 vaccinated.

4 COUNCILMAN DOMB: Well, thank
5 you for being here. Thank you for your
6 testimony. I know my colleague
7 Councilmember Green has some questions.

8 So Councilmember Green.

9 COUNCILMAN GREEN: Thank you,
10 Mr. Chair. I was going to ask some other
11 questions, but you opened the door
12 regarding my comments earlier in Council,
13 but I'm going to ask my first questions.

14 In reference to the issue,
15 Dr. Farley, that you talked about
16 regarding immunity, from my understanding
17 in some recent reading I've been doing
18 from my National League of Cities work,
19 the President is now pushing for a more
20 significant testing plan going forward to
21 try to help, I guess, provide testing and
22 kind of screening in as many ways as
23 possible, both in workplaces and
24 education locations, so we can really
25 start to identify who is positive for the

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2 virus, not just I think I'm positive, so
3 now I get a test, but just doing much
4 more robust testing like we saw in other
5 countries last year.

6 Has your office started to see
7 any concepts of that, which would be a
8 real way of combining both getting to the
9 point of vaccinating everyone that wants
10 to get a vaccine and then we're focused
11 on those who are reluctant to get a
12 vaccine to having a way of doing
13 screening and testing in a lot of
14 different areas so that we can really
15 isolate who may be infected with the
16 virus.

17 COMMISSIONER FARLEY: You know,
18 we have been doing a lot of thinking
19 about how do we improve not just testing
20 but what happens after testing as well,
21 because as I said, a lot of times testing
22 by itself doesn't solve anything. It's
23 only what you do with that information,
24 and what we think is the most important
25 is the contact tracing and then the

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2 isolation and quarantine. And so that is
3 a package, and in order for that to work
4 more effective than it has in the past, I
5 think it has to be much quicker than it
6 was in the past, because if it takes
7 someone two days or three days once they
8 have symptoms to get a test and then we
9 get the result back two more days later
10 and then it takes another day for us to
11 reach them on the phone, they've already
12 spread the infection to other people, not
13 much benefit, but if people are going to
14 get tested within a day of them having
15 symptoms and we can call them within a
16 day and then start the contact tracing
17 within a day, then we really stand a
18 chance of getting people in isolation or
19 quarantined so that we stop the spread of
20 infection.

21 So, yes, we are working on
22 that. I will say right now almost all of
23 our containment staff have been
24 redeployed to vaccination, but we hope to
25 bring them back as case rates go down and

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2 vaccination rates go up, get them back
3 into doing more promoting of testing and
4 contact tracing, and the emphasis really
5 is going to be on speed, getting the
6 results -- making it so people can get
7 easily tested quickly and the results get
8 to them quickly.

9 COUNCILMAN GREEN: So in your
10 response to a question from Councilmember
11 Domb, you made the perspective, and I
12 agree with you in this perspective, that
13 in a short period of time, I think we'll
14 be getting to a point where those that
15 want to get a vaccine will be able to get
16 a vaccine, and I think you said we're not
17 that far away from Phase 1C perspective.
18 But my concern is that -- and I talked
19 about this earlier in Council -- this
20 kind of perspective and gray area that I
21 understand from your perspective, I
22 gather that prior to this point there was
23 a real concern because we had a limited
24 vaccine supply and not want to just open
25 the floodgates and say as many categories

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2 as possible, people could get vaccines.

3 And I think that's part of the reason why
4 the City didn't move to what the state
5 did in reference to age category, because
6 of the concerns of not getting people
7 super ramped up to get vaccines where we
8 just didn't have the supply. But that
9 seems somewhat contradictory when you're
10 saying that in a short time period, we'll
11 have enough vaccines for as many people
12 that want them and it's more of a concern
13 for those who won't get vaccinated.

14 So when you look at the areas
15 that I talked to about today and have
16 been talking about in reference to those
17 on the autism spectrum, those with
18 intellectual disabilities, which have now
19 been moved into the 1B category and I
20 think primarily from Dr. Ross and
21 Dr. Gleason's report, but I think people
22 who have developmental disabilities also
23 have the same perspective. And when
24 people register, we're not -- people are
25 registering based on the fact that they

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2 are self-identifying what their situation
3 is, if they're a diabetic, if they're an
4 essential worker. We're not doing a
5 rigorous screening of them in that
6 perspective.

7 So help me to get a perspective
8 on these kind of cross-cutting statements
9 and perspectives we're in right now.

10 COMMISSIONER FARLEY: Yeah. So
11 we're in a stage now where we're doing a
12 lot of vaccination and there's going to
13 be a big ramp-up, I would say, in the
14 month of April. May 1st at the latest
15 but probably will be May 1st is when
16 we'll open this up to all adults. So
17 there will be probably a lot of people
18 coming through then who are relatively
19 low risk. And then probably not too far
20 after that is when we're going to be
21 where we have more vaccination
22 availability than we have people who are
23 interested in that. So a lot is going to
24 happen between now and, let's say, early
25 May.

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2 At the moment, we're still at
3 the case where demand is exceeding
4 supply, and we have a problem where
5 people who are low risk but want to be
6 vaccinated are still finding all sorts of
7 ways to try to get into the vaccination
8 site. And we're trying to reserve
9 vaccination for people who are at greater
10 risk for becoming seriously ill or in a
11 position to acquire infection and pass
12 that on to others who are seriously ill.

13 So as far as the medical
14 conditions that many different groups
15 that sort of advocate for one another,
16 medical conditions, be included in the
17 medical conditions that qualify you under
18 1B. We started out with the list that
19 the Centers for Disease Control had
20 written about these are the ones that are
21 established that put you at high risk for
22 infection. We have added some based upon
23 scientific evidence that wasn't available
24 to the CDC before. So intellectual
25 disabilities, there was an excellent

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2 paper done by the folks at Jefferson, as
3 you mentioned, that made the case that
4 people with intellectual disabilities are
5 very high risk. So we took that to our
6 advisory committee. They said,
7 absolutely, bring them in.

8 The developmental disabilities
9 is harder because that's on quite a
10 range, including some people who are on
11 the autism spectrum, quite functional and
12 physically fine, probably at fairly low
13 risk, and then others who are more on the
14 severe end of the spectrum and might be
15 greater risk. So it's a harder group to
16 classify.

17 I think everybody is going to
18 be eligible fairly soon, but we are
19 reluctant to continue to add groups
20 unless there's some strong scientific
21 evidence right now for that group as the
22 group being at high risk.

23 COUNCILMAN GREEN: But that
24 evidence and the research is being
25 conducted now, and I would venture that

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2 once that information comes out, it will
3 be very similar to the ID community. And
4 I guess my concern is we're not talking a
5 huge population. I mean, you were able
6 to move people in the ID community onto
7 Phase 1B based on this research. I bet
8 you there's probably research out there
9 right now that I'm not familiar with that
10 I have not had a chance to do that level
11 of research that would say that those in
12 the developmental disability community
13 are on that same perspective of more
14 susceptible to positive transitioning
15 because of this pandemic.

16 And so I guess that's what's so
17 troubling, is that there's mixed
18 messages. There were messages that back
19 as early as January 22nd when I had a
20 meeting with the Health Department,
21 people were being told that if you are a
22 home caregiver, you would be in Phase 1A,
23 even though the question that was then
24 later was what about my child who is not
25 Down syndrome, but we're not sure that

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2 we're Phase 1B. But then I also heard
3 from those who said if you register your
4 child saying they have neurological
5 challenges, they could get registered
6 under Phase 1B.

7 So what is happening is that
8 those that have the level of advocacy and
9 information and resources and ability to
10 navigate are able to get their loved one
11 into a vaccination scenario, when those
12 that don't have those same level of
13 advocacy or information or resources are
14 not, which creates, I would say, an
15 imbalance from an economic perspective
16 for those that have a child on the autism
17 spectrum but have a higher level of
18 income are more likely to find a way to
19 get their child vaccinated, but those
20 that do not have that same level of
21 income that may be a single parent that
22 has a child on the autism spectrum, even
23 if they are severely impacted by their
24 learning difference or developmental
25 difference of autism, are not able to get

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2 a vaccination.

3 COMMISSIONER FARLEY: So the
4 group did look at this issue of
5 developmental disabilities, and there is
6 quite a spectrum and there is a very
7 large --

8 COUNCILMAN GREEN: Dr. Farley,
9 I'm probably more educated than you on
10 how large the spectrum is of
11 developmental disabilities.

12 COMMISSIONER FARLEY: I'm sure
13 you are. I know this is an important
14 topic to you. I'm sure you are. But it
15 is a large group, and there probably are
16 many people in there who are not terribly
17 high risk.

18 Those on the severe end of the
19 spectrum that also probably would have
20 intellectual disabilities -- and you know
21 more about this than me --

22 COUNCILMAN GREEN: Thank you.

23 COMMISSIONER FARLEY: -- if
24 they had intellectual disabilities, then
25 I would say they qualify.

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2 COUNCILMAN GREEN: Right. But

3 I guess there's ways that I think from a
4 registration perspective, even in the
5 developmental disability community -- and
6 there's a large range from those who are
7 Asperger's to those that are non-verbal,
8 but I think in the registration process,
9 there's ways to identify to minimize the
10 population. If someone says they're on
11 the autism spectrum, are they verbal?
12 Are they non-verbal? So there's ways
13 that you can shrink that population to
14 then still make those people eligible,
15 especially now when you're saying that by
16 May 1st, everyone that can -- well, we're
17 assuming based on supply, but more likely
18 than not, that by the early part of May,
19 anyone that wants to get a vaccine will
20 be able to get a vaccine.

21 COMMISSIONER FARLEY: So I'd be
22 happy to look at is there a subset of
23 people of developmental disabilities that
24 are on the severe end of the spectrum
25 that effectively, to our best

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2 information, their risk is the same as
3 those with learning disabilities and see
4 if that's a way we can define them and
5 identify them and see if we can make them
6 eligible.

7 COUNCILMAN GREEN: And I'll
8 close with this. I think this makes us
9 as a city look bad from the perspective
10 that here we have a situation -- I don't
11 want to put this information out in the
12 public, but an organization within the
13 City of Philadelphia that has a sports
14 team and focused on autism has partnered
15 with a provider that's outside the City
16 of Philadelphia that's providing
17 vaccinations for those that have
18 intellectual disabilities, developmental
19 disabilities like autism for their
20 self-advocates and for their caregivers
21 in the City of Philadelphia.

22 COMMISSIONER FARLEY: So we
23 want everyone to be vaccinated, and it's
24 not easy for us to figure out, okay,
25 which ones are in which group at which

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2 time. We relied on the best available
3 science. We've had an advisory group.
4 We'd be happy to look at that question
5 further.

6 COUNCILMAN GREEN: Well, I'm
7 going to continue to revisit this issue,
8 because it just doesn't make sense from
9 my perspective, and we're going to
10 continue to talk about it. That was not
11 going to be my focus of this conversation
12 regarding the Committee. I was going to
13 have this conversation with you
14 separately, but my colleague opened the
15 door, so I thought it was important to at
16 least start the conversation -- or
17 continue the conversation that we've been
18 having.

19 Thank you, Mr. Chair.

20 COUNCILMAN DOMB: Thank you,
21 Councilman Green.

22 Dr. Farley, just several
23 follow-up questions. Right now you
24 mentioned that you have a shortage of
25 output, I believe, right? What can we do

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2 to improve the output of the vaccines?

3 COMMISSIONER FARLEY: We need
4 to have more providers and we need to
5 have the providers we have deliver more
6 vaccines, and we are working on all of
7 those. So we have more pharmacies, for
8 example, that are coming on board every
9 week. We have clinics, including some
10 primary care physicians, that are coming
11 on board. We have the Type 1 site. As
12 you know, we're talking to the federal
13 government about having additional
14 federal support for sites. So we just
15 need to accelerate that process as
16 quickly as possible.

17 COUNCILMAN DOMB: And just to
18 mention this, I think Massachusetts --
19 because you mentioned about the section
20 of the population that is leery of
21 getting vaccinated. Massachusetts had a
22 program. I think if you brought somebody
23 to be vaccinated over 75 years of age,
24 you would be vaccinated also. So they're
25 trying to get younger people to be the

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2 advocates for vaccinations. I'm just
3 mentioning it to think about it down the
4 road. It might be a good tool --

5 COMMISSIONER FARLEY: Thank
6 you.

7 COUNCILMAN DOMB: -- to
8 convince people.

9 So, listen, thank you for your
10 testimony today, Dr. Farley. Keep up the
11 good work. We appreciate your efforts.
12 And I do have two questions for -- are
13 there any other questions from my
14 colleagues for this panel?

15 (No response.)

16 COUNCILMAN DOMB: I did have a
17 question for Tom McDade, who I think has
18 been very patient on the call.

19 There he is.

20 MR. MCDADE: Councilman Domb,
21 good afternoon.

22 COUNCILMAN DOMB: Good
23 afternoon. So one question for you. We
24 saw this reopening plan for the triplex.
25 I think it was done jointly with JLL,

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2 Jones Lang LaSalle, and the City's
3 presentation, and I appreciate you
4 sending that along. Can you walk us
5 through the plan just briefly as to the
6 features of how we'll manage City workers
7 coming back to work safely.

8 MR. McDADE: So as you know, we
9 have over in, for instance, the Municipal
10 Services Building, we have had from the
11 very beginning, we've had to provide
12 services to the folks in the City like,
13 for instance, at Licenses and
14 Inspections, Revenue. So there was a
15 brief shutdown in the very beginning and
16 then we had to get services up and
17 running again. So we implemented all of
18 those back-to-work safety mechanisms from
19 the plexiglass at the security desks, the
20 social distancing markers, plexiglass all
21 through the counters you would see in the
22 concourse for their servicing folks.

23 So we're simply going to follow
24 all those things. I think we're prepared
25 with staffing. We have an increased

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2 staff handling high touch points, much
3 like our folks from Mr. Chamberlain and
4 Mr. Dubin were talking about. We're
5 doing the same exact thing. So as the
6 crowds increase, and we've seen a little
7 bit of that, it's been by appointment
8 only so far, but as we start to increase
9 some of the folks coming back in, we'll
10 just handle it just like we've been doing
11 so far.

12 COUNCILMAN DOMB: And there
13 have been, I guess, some people coming
14 into our offices in City Hall and I guess
15 in a generally safe way. Have we had any
16 issues or any problems that you're aware
17 of?

18 MR. McDADE: We have not.
19 Occasionally you'll have someone who
20 forgets a mask, and our security staff
21 will stop them and provide one to them,
22 and they're off and on their way. So,
23 no, we really haven't had any problems,
24 Councilman.

25 COUNCILMAN DOMB: All right.

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2 Well, thank you. Thank you for being
3 here and answering these questions today.
4 Thank you very much.

5 MR. McDADE: You're very
6 welcome.

7 COUNCILMAN DOMB: Thank you.

8 I have a question for our
9 Commerce Director, Mike Rashid, if he's
10 still on.

11 MR. RASHID: Yes, sir. I'm
12 here.

13 COUNCILMAN DOMB: How are you?
14 Good afternoon.

15 MR. RASHID: How are you?

16 COUNCILMAN DOMB: You did a
17 good job today on the Chamber event.

18 MR. RASHID: Thank you.

19 COUNCILMAN DOMB: Here's our
20 question for today: What strategies can
21 you share with us that Commerce has
22 developed for reassuring businesses
23 during this time, and are there supports
24 in place for communicating standards and
25 regulations to building managers across

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2 the City? With both COVID and the acts
3 of violence and the civil unrest in the
4 City this year, I want to make sure we
5 have people in place to help communicate,
6 support businesses that are returning to
7 work. We want businesses to know
8 Philadelphia is a good place to conduct
9 business, and after this unprecedented
10 downturn in daily activity, I want to
11 make sure people feel good about coming
12 back. So how is Commerce involved in
13 this recovery?

14 MR. RASHID: Thank you. Thank
15 you, Councilman. Since I've been here,
16 which is, what, I guess going on three
17 months now, our major effort has been to
18 try to increase the level of
19 communication and coordination with
20 businesses, the restaurant business,
21 BOMA, the hotels, as many -- and I don't
22 want to forget, which we tend to forget,
23 the businesses on the commercial
24 corridors. So I personally have had a
25 number of tours, most recently in

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2 Councilmanic District Eight this weekend,
3 matter of fact, talking to business
4 people, trying to listen to them, hear
5 what their issues are, and trying to
6 resolve them.

7 I think you may know in the
8 case of the restaurants, we met with them
9 at least ten times, and I think we were
10 successful in getting the Health
11 Department to loosen some of the
12 restrictions that they earlier came out
13 with, and it was the result of a lot of
14 discussions. And where we are now with
15 the restaurants, the standards that you
16 see now are the result of a lot of give
17 and take. We've had, to a lesser extent
18 but also with BOMA, a lot of great
19 discussions, and I think what you heard
20 the Commissioner say a minute ago is that
21 the standards that we have now are less
22 restrictive than what the Governor is and
23 we're ready to implement those standards,
24 but we can't because of the Governor's
25 state rules.

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2 So we want to talk, we want to
3 communicate, and we'll continue to do
4 that.

5 COUNCILMAN DOMB: And can you
6 be an advocate? Like when we hear like
7 other cities have offices open or other
8 cities have their airport people
9 vaccinated and we don't, we really need
10 you to be that advocate for the economic
11 recovery of the City. That's so crucial.

12 For example, like the
13 restriction of the airflow, I'm told by
14 the Pennsylvania Restaurant and Lodging
15 Association that the restrictions that we
16 put on for airflow to go from 25 to
17 50 percent, we're the only city in the
18 U.S. that required it, and of the
19 restaurants that could comply, only 200
20 and something, 202 or 205 could comply,
21 and I think you may have mentioned this
22 to me, that two or three are black and
23 brown restaurants. So that seems really
24 like difficult.

25 MR. RASHID: Well, I think it's

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2 fair to say that we are an advocate for
3 them. The numbers that you hear now in
4 terms of restaurants that have been
5 certified, especially the racial and the
6 demographic rates, we really don't have a
7 way to know, because when restaurants are
8 certified, apply for certification, we do
9 not ask them about demographics, what
10 race they are. So if anybody is saying
11 what race they are, it's because they
12 might recognize the name of the
13 restaurant. I recognize a couple of
14 names of African American restaurants, so
15 I can say that, but that's not
16 scientific.

17 But we do know -- here's what
18 we do know: We do know that we put out
19 about \$13 million earlier this year for
20 restaurants to be able to get their
21 ventilation systems up to par, and we are
22 putting out more money now, about
23 \$18 million, to help restaurants even
24 further to get their ventilation systems
25 up to par. So we expect that that 136

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2 number, which is on the Health
3 Department's website now, it will
4 increase dramatically, but they have to
5 get the money and they have to remediate
6 their systems and then I think you will
7 see that number increase.

8 COUNCILMAN DOMB: Okay. All
9 right. Well, thank you for your
10 answering the questions today. Thanks
11 for being here today and, again, great
12 job.

13 And, Dr. Farley, I didn't
14 mention, but good job today, Dr. Farley,
15 too on that Chamber call. Both were on
16 that. I thought you both did a good job.

17 MR. RASHID: Thank you.

18 COUNCILMAN DOMB: Are there any
19 other questions from my colleagues?

20 (No response.)

21 COUNCILMAN DOMB: Thank you for
22 your testimony. Thank you for answering
23 the questions, and thank you for the
24 panelists that testified today.

25 And hearing none, I want to

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2 thank all the panels and witnesses for
3 their participation today. We value your
4 opinions, and this concludes the business
5 before the Committee of Commerce and
6 Economic Development today.

7 I want to thank you very much
8 for your attendance, especially on behalf
9 of the Chairman, Chairman Mark Squilla.

10 Thank you very much.

11 (Committee on Commerce and
12 Economic Development concluded at 4:19
13 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

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