

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 2, 2013
10:40 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DAVID OH
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA
COUNCILWOMAN MARIAN B. TASCO

BILLS 130178, 130179 and 130180
RESOLUTION 130190

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COUNCIL PRESIDENT CLARKE: Good morning, everyone. I hope everyone had a festive and productive weekend and holiday season.

We're continuing the public hearing of the Committee of the Whole regarding Bills No. 130178, 130179, 130180, and Resolution No. 130190.

Ms. Lewis, please read the titles of the bills and resolution.

MS. LEWIS: Bill No. 130178, an ordinance to adopt a Capital Program for the six Fiscal Years 2014 to 2019 inclusive.

Bill No. 130179, an ordinance to adopt a Fiscal 2014 Capital Budget.

Bill No. 130180, an ordinance adopting the Operating Budget for Fiscal Year 2014.

And Resolution No. 130190, providing for the approval by the Council of the City of Philadelphia of a Revised Five Year Financial Plan for the City of Philadelphia covering Fiscal Years 2014

1 4/2/13 - WHOLE - BILL 130178, etc.
2 through 2018, and incorporating proposed
3 changes with respect to Fiscal Year 2013,
4 which is to be submitted by the Mayor to
5 the Pennsylvania Intergovernmental
6 Cooperation Authority (the "Authority")
7 pursuant to the Intergovernmental
8 Cooperation Agreement, authorized by an
9 ordinance of this Council approved by the
10 Mayor on January 3rd, 1992 (Bill No.
11 1563-A), by and between the City and the
12 Authority.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you so much, Ms. Lewis.

15 We will now hear from the
16 Administration.

17 (Witness approached witness
18 table.)

19 MR. GILLISON: Good morning,
20 Council President Clarke and members of
21 City Council. I am Everett Gillison,
22 Chief of Staff from the Office of the
23 Mayor. On behalf of Mayor Michael
24 Nutter, I am pleased to provide testimony
25 on the proposed Fiscal Year 2014

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Operating Budget.

3 The role of the Mayor's Office
4 is to provide the necessary leadership,
5 direction, and support to departments so
6 that they may achieve success in their
7 key areas of focus. The Fiscal Year 2014
8 budget as proposed provides the necessary
9 funding for the Mayor's Office to
10 accomplish these objectives.

11 I know that each of you have
12 been provided with the full extent of the
13 testimony as provided. I will only give
14 a couple of highlights in my testimony.

15 The Fiscal Year 2014 proposed
16 General Fund budget is \$5,341,881, which
17 represents an increase technically of
18 1,437,752 over Fiscal Year '13 estimated
19 obligations. The Fiscal '14 General Fund
20 budget as proposed includes \$4,151,380 in
21 Class 100 funds to provide compensation
22 for 46 full-time employees and one
23 part-time employee. This is an increase
24 technically of \$1,067,752 for an
25 additional 12 employees. However, a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 large majority of these employees are
3 being transferred in from other
4 departments to the Mayor's Office due to
5 the fact that most of their job duties
6 now fall under the Mayor's Office, and in
7 an effort to be transparent, we are
8 placing them on the Mayor's Office
9 payroll. These transfers include partial
10 or full salary transfers of four people
11 from MDO, one person from Finance, one
12 person from OIT, and one person from the
13 City Representative. In addition, the
14 Mayor's Office is proposing to hire
15 individuals for three full-time positions
16 and one part-time position under the
17 Mayor's Office of Education to strengthen
18 the Graduation Coach Campaign. We are
19 also requesting additional funding to
20 support the positions in the recently
21 established Office of Immigrant and
22 Multicultural Affairs.

23 I would like to take the
24 opportunity to share with Council some of
25 the achievements made by the Mayor's

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Office of Sustainability. Since 2009, as
3 part of Greenworks Philadelphia, the City
4 has reduced its municipal energy use by 5
5 percent, more than tripled curbside
6 residential recycling rates, increased
7 access to healthy and affordable food for
8 more than 200,000 Philadelphians, and
9 completed 428 miles of bike lanes.
10 Halfway through the Greenworks
11 implementation timeline, work on 148 of
12 167, or 89 percent, of the Greenworks
13 initiative is completed or started. The
14 proposed budget also includes over 1.2
15 million in Grants Revenue funds to
16 support the activities of the Mayor's
17 Commission on Aging, and this grant
18 funding comes principally from the
19 federal government to enable the Mayor's
20 Commission on Aging to assist older
21 adults with job counseling, training and
22 placement, and health counseling.

23 You will hear testimony -- you
24 will be hearing testimony from additional
25 departments in the Mayor's Office later

1 4/2/13 - WHOLE - BILL 130178, etc.
2 today. The Mayor's Office of Community
3 Empowerment and Opportunity, CEO, will
4 give testimony as to how their agency
5 helps with moving vulnerable
6 Philadelphians toward self-sufficiency.
7 CEO was formerly known as the Mayor's
8 Office of Community Service. It is
9 critical that Philadelphia's policies,
10 programs, and partnerships in the areas
11 of education, health and human services,
12 housing, economic development, workforce
13 development, and criminal justice are
14 well coordinated to embrace common
15 principles designed to create
16 opportunities to advance the poor. The
17 Mayor's Office has increased its focus on
18 ensuring that low-income and poor
19 Philadelphians are served to the best of
20 our capabilities. CEO will continue to
21 play a role in this critical work. Also,
22 the Office of Community Development and
23 Mural Arts will also present their Fiscal
24 Year '14 budget request later today.

25 I want to thank you for your

1 4/2/13 - WHOLE - BILL 130178, etc.
2 support. I appreciate the opportunity to
3 provide testimony regarding the Mayor's
4 proposed Fiscal Year 2014 Operating
5 Budget, and I'll be happy to answer any
6 questions that Council may have regarding
7 to my both submitted and summarized
8 testimony.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you, Mr. Gillison.

11 MR. GILLISON: Thank you.

12 COUNCIL PRESIDENT CLARKE: A
13 couple of quick questions. One, with
14 respect to the 12 transfers, I guess you
15 would call them, not new hires, will the
16 departments from which they came, will
17 they show a reduction in staffing levels
18 in those departments?

19 MR. GILLISON: Yes.

20 COUNCIL PRESIDENT CLARKE: That
21 will be reflected in the budget?

22 MR. GILLISON: That's correct.

23 COUNCIL PRESIDENT CLARKE:
24 Thank you.

25 Talking about the Mayor's

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Office proposing three full-time
3 employees, one part-time employee to
4 staff the Graduation Coach Campaign under
5 the Mayor's Office of Education. Can you
6 talk to me briefly about that.

7 MR. GILLISON: I would, but, of
8 course, I would always be amiss if I
9 didn't bring up Dr. Lori Shorr, who is
10 the head of that office, and she can
11 answer directly those questions.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you.

14 (Witnesses approached witness
15 table.)

16 DR. SHORR: Good morning.

17 COUNCIL PRESIDENT CLARKE: Good
18 morning.

19 DR. SHORR: Lori Shorr, Mayor's
20 Chief Education Officer, and joining me
21 is Barbara Mattleman, who is the Director
22 of our Graduation Coaches Campaign.

23 In the second year -- a little
24 background on what this program is. In
25 probably the beginning of the second year

1 4/2/13 - WHOLE - BILL 130178, etc.
2 of our Administration, so many people
3 were coming up to us and asking how can
4 we help with the dropout crisis, what can
5 be done. And also we were realizing that
6 there were lots of people in the City who
7 may have not had wonderful educational
8 experiences themselves or been able to go
9 on to college, but were in the lives of
10 children and wanted to be able to help
11 them be successful students. So we
12 started sort of a small campaign to train
13 adults who were in the lives of children
14 on all the different sort of steps that
15 have to happen in order for them to be
16 successful students and go on to college.
17 And that's grown. We've raised
18 substantial outside money to support
19 that, and some of that now is being
20 brought into the Mayor's Office, and
21 Barbara Mattleman can talk to you about
22 what the positions are and what they do,
23 and also we can answer any questions
24 about the Campaign.

25 So Barbara.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you.

4 MS. MATTLEMAN: So we under --

5 COUNCIL PRESIDENT CLARKE:

6 State your name for the record, please.

7 MS. MATTLEMAN: Barbara

8 Mattleman. I'm the Director of the

9 PhillyGoes2College initiative, which

10 includes the PhillyGoes2College Office

11 and the Graduation Coach Campaign.

12 So for the Graduation Coach

13 Campaign, we undertook a strategic

14 planning process this year, and so we're

15 really going to do a more

16 neighborhood-focused approach. So far

17 since inception in September 2010, we've

18 trained over 4,400 coaches throughout the

19 City, but we're really looking to do

20 three major things starting in the next

21 fiscal year. One is a citywide messaging

22 campaign. One is to look at our system

23 partners that are the larger agencies,

24 like mentoring organizations such as City

25 Year, Big Brothers/Big Sisters, and

1 4/2/13 - WHOLE - BILL 130178, etc.
2 specifically train those people who are
3 working with young people already. And
4 also we want to focus on neighborhoods
5 within the City that have the highest
6 poverty levels and the lowest college
7 attainment rate and specifically focus on
8 those two levels. Hopefully we'll expand
9 after we start working heavily in two
10 areas to say -- so much that we could say
11 to any student there, Do you have a
12 coach, can you name your coach. So we
13 really want to infiltrate those
14 neighborhoods.

15 So right now we're working
16 with -- so I oversee both programs. So
17 there's half of me in each. Right now we
18 have a manager for the Graduation Coach
19 Campaign and we have a vista who works
20 with us. And so for next year, we're
21 looking to have a director that will
22 oversee both the system partner piece
23 that I talked about and the
24 neighborhood-focused piece. So we have a
25 manager that is already on the City

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2 payroll, and so that would be continuing
3 next year. That was just done in the
4 second half of this year. And so we're
5 looking at those other positions to add.

6 COUNCIL PRESIDENT CLARKE:
7 What's the direct or, should I ask, the
8 direct relationship with the School
9 District in terms of interaction between
10 your team?

11 MS. MATTLEMAN: So we just work
12 to support the schools. We don't work
13 directly in the schools, but, of course,
14 we reach out to adults that have an
15 established relationship with a young
16 person starting from sixth grade, because
17 our goal really is to train those adults
18 to help their young person navigate their
19 path from sixth grade to high school, to
20 college, and then on to careers. So we
21 absolutely reach out to adults who have
22 students in the schools, but we also
23 reach out to faith-based organizations
24 and community-based organizations as
25 well.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCIL PRESIDENT CLARKE: Does
3 the School District have a similar
4 program?

5 MS. MATTLEMAN: No.

6 DR. SHORR: So if I could add,
7 there is, inside the School District,
8 counselors who work on college readiness
9 and making sure kids -- but that has been
10 severely cut back due to budget cuts.
11 And this program was always designed to
12 be a community-based program, to
13 really -- with the understanding that
14 schools do this from 8:00 in the morning
15 until 3:00 in the afternoon, how can we
16 leverage what are great assets in
17 communities of adults who are in kids'
18 lives and give them -- so we have things
19 like a playbook that you can really look
20 at to know like what courses should you
21 be taking, when do you take the SATs, how
22 do you fill out the FASFA, how do you get
23 scholarship money, all that sort of
24 stuff, and we train folks on those
25 things.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 So it's a complement to what
3 District and charter schools do. Barbara
4 works closely with the counselors and
5 giving -- we give materials out that go
6 into the schools. So we work
7 complementary, but this is really a
8 program that wants to work in different
9 venues than just schools as well.

10 COUNCIL PRESIDENT CLARKE:

11 Okay. Would it be possible, not that we
12 want to get engaged because I think we
13 need to stay out of it, to talk about --
14 just give us a list of the areas where
15 you're focusing on in the event that
16 we're asked about this program and may
17 have some recommendations.

18 MS. MATTLEMAN: Absolutely.

19 COUNCIL PRESIDENT CLARKE:

20 Particularly given the more recent
21 interaction that we've had with some of
22 the closure issues.

23 MS. MATTLEMAN: Yes.

24 COUNCIL PRESIDENT CLARKE: A
25 lot of us have gotten significantly

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2 engaged in all the schools in our
3 district. So it would be helpful if you
4 can just kind of tell us where you're --

5 MS. MATTLEMAN: We actually
6 took all that into consideration when we
7 were choosing the areas that we want to
8 focus on. So one of the areas we're
9 looking at is around Strawberry Mansion
10 in the 22nd District and the other areas
11 we're looking at is around Hunting Park.
12 We're trying to decide at the moment
13 between Hunting Park and Kensington, but
14 we think that Hunting Park would be the
15 way to start, and then we're hoping to
16 spread out a little bit from there.

17 But keeping in mind that we do
18 train coaches from around the City, and
19 as people have gotten to know us,
20 they've -- from all areas of the City
21 that work with students, and we say, of
22 course, we want to train you, because all
23 students need at least one caring adult,
24 hopefully more, in their life, especially
25 to help them navigate their educational

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2 path.

3 COUNCIL PRESIDENT CLARKE:

4 Absolutely. Thank you.

5 Real quick question. The
6 Office of Immigrant and Multicultural
7 Affairs. I know that Councilwoman
8 Blackwell and Councilman Kenney have
9 focused on that over the years just being
10 here, Councilwoman Blackwell dealing with
11 the Caribbean affairs and just basically
12 taking it upon herself and Councilman
13 Kenney referencing the immigrant affairs.

14 Is there any conversations with
15 the Councilmembers or Council in general
16 about this program and this office?

17 MR. GILLISON: I know that this
18 is one -- the answer will be yes.
19 Obviously we want to be as collaborative
20 as possible. I know that there has been
21 already some outreach by our two that
22 have been brought on. The director is
23 here. Why don't they come up.

24 Jennifer and also Fernando,
25 come on up.

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2 I can introduce them. I'm sure
3 that a lot of -- they're not unknown to
4 members of this body. So I can have them
5 talk about -- but I've given them -- I've
6 given Jennifer pretty the standard speech
7 that I give all when we start. She has
8 30 days to put together not only her
9 strategic plan, what the identifications
10 of what the outstanding problems are in
11 the area that she's been brought in to
12 deal with. And she has 30 days to do
13 that, get it back to me. So we'll then
14 have a discussion. And what efforts in
15 reaching out have to be part of that and
16 what's the game plan going forward.

17 So that was my charge to her,
18 and she can talk to you about what she'll
19 be doing in reaching out to both the
20 Councilwoman and also the persons in the
21 community.

22 (Witnesses approached witness
23 table.)

24 COUNCIL PRESIDENT CLARKE: And
25 Councilman Kenney.

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2 MR. GILLISON: And Councilman
3 Kenney. Sorry.

4 COUNCIL PRESIDENT CLARKE:
5 Okay.

6 MS. RODRIGUEZ: Good morning.

7 COUNCIL PRESIDENT CLARKE: Good
8 morning.

9 MS. RODRIGUEZ: My name is
10 Jennifer Rodriguez, Executive Director of
11 the Office of Immigrant and Multicultural
12 Affairs. And as the Chief of Staff has
13 mentioned, we have been charged with
14 developing a strategic plan in the first
15 30 days. So at the conclusion of April,
16 there should be a document.

17 One of the things that we have
18 discussed in-depth is that this needs to
19 be an inclusive process in which the
20 different groups do have a meaningful
21 voice in how they are represented in the
22 work that we do.

23 So we will look forward to
24 meeting with Councilmembers and with the
25 different commissions, specifically with

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the Caribbean and African Affairs
3 Commission and Asian American Commission
4 and other ethnic groups and religious
5 groups that are in the City. If anybody,
6 any Councilperson, has special interest
7 in meeting or pointing us in direction of
8 meeting with specific groups, we
9 definitely welcome that, and we look to
10 be out in the community as much as we
11 can.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you.

14 MR. GILLISON: Thank you.

15 COUNCIL PRESIDENT CLARKE:
16 Thank you very much. And
17 congratulations.

18 COUNCILWOMAN BLACKWELL: Can I
19 follow up?

20 COUNCIL PRESIDENT CLARKE: I'm
21 sorry. The Chair recognizes Councilwoman
22 Blackwell.

23 COUNCILWOMAN BLACKWELL: Thank
24 you.

25 I'd like to follow up on that,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 but before I do, just for the Mayor's
3 Office of Education, we've been unable to
4 reach them on the website. If you go
5 through the Office of the Mayor and click
6 out for the Office of Education, you get
7 error. So we could not look up that
8 information. So maybe they can let us
9 know when we'll be able to get them on
10 the website.

11 With regard to the Office of
12 Immigrant and Multicultural Affairs, how
13 many people does it include, and can you
14 tell me a little bit about the background
15 and diversity of the group representing
16 immigrants.

17 MR. GILLISON: Right now we
18 have just the two hires that you saw
19 here, from Jennifer and Fernando.
20 They're in the office itself, and they're
21 being charged with doing the
22 collaboration across the matter. So
23 we've taken a little bit from Izzy Colon,
24 who was the Multicultural Affairs Officer
25 until he left the employ of the City

1 4/2/13 - WHOLE - BILL 130178, etc.
2 about a year and a half ago, and we've
3 now expanded it to include both Jennifer
4 and Fernando, and we want them to take a
5 more holistic and a broader approach. So
6 since it just started out, that's what
7 our plan is, and that's why I wanted them
8 to be as collaborative as possible, to
9 get as many ideas as we could going
10 forward to make sure that we're being
11 inclusive as possible.

12 COUNCILWOMAN BLACKWELL: We
13 might note that, as you know, there are
14 more than 40,000 Africans in
15 Philadelphia, and the Mayor's Commission
16 on African and Caribbean Immigrant
17 Affairs was founded in about '06. We
18 meet every second Wednesday up here.
19 We've done things like adopt Tilden
20 School after a child was viciously
21 attacked. We had four heads of state
22 from various countries in this weekend
23 who were meeting with the President.
24 We're doing development projects in many
25 countries like Liberia and the Caribbean

1 4/2/13 - WHOLE - BILL 130178, etc.

2 like Jamaica. We support Team Jamaica
3 Bickle, who always wins in the relays.
4 And we get support to help provide skids
5 and skids of water and many things. We
6 do many, many things.

7 I represent more Africans and
8 Caribbeans than anybody in Council. I
9 got involved in this issue when they were
10 having development problems in Southwest
11 Philadelphia, but all that we do, we
12 tough it up. We travel. Anjalie, who is
13 with me, has been to Brazil. She's been
14 to Nigeria. We interact with countries
15 all over Africa and the Caribbean, but I
16 think that we deserve a little bit more
17 respect right here in our own city where
18 we do so much.

19 We're one of the premier
20 organizations not only in the City and
21 region but in the country. So we do a
22 fabulous job. Many of you know of that,
23 between the Caucus Room and we often rent
24 the Mayor's room downstairs on the second
25 floor. But we do -- we really, really,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 really work hard at it. We believe in
3 it. We're trying to do a great job, but
4 we feel that when things like this
5 happen, you know, this population just
6 continues to be overlooked. And I know
7 when we meet again, they're going to ask
8 me, because they already asked me
9 already, what about this new group
10 forming and what about the African and
11 Caribbean community, how are they
12 included. And then I go back and say,
13 Well, they're not really, but they will
14 be. And it's just -- it just should not
15 be that way, because we know of the work
16 that we do.

17 And Echoes of Africa we're in
18 about our 16th, 17th year, and we have
19 affairs every year. We're even part of
20 the Zoo's agenda where we have an affair
21 every year at the Philadelphia Zoo for
22 Echoes of Africa, and we're in about our
23 17th year of doing that.

24 But it's just that when you're
25 in your own city and we work so hard at

1 4/2/13 - WHOLE - BILL 130178, etc.
2 dealing with this population, we really
3 think that the Administration could
4 include us at least in discussions when
5 it comes to other people.

6 Thank you, Mr. President.

7 COUNCIL PRESIDENT CLARKE:

8 Thank you, Councilwoman.

9 Okay. The Chair recognizes
10 Councilman Goode.

11 COUNCILMAN GOODE: Thank you,
12 Mr. President.

13 Good morning, Mr. Gillison.

14 MR. GILLISON: Good morning.

15 COUNCILMAN GOODE: And
16 Dr. Shorr may want to approach the table
17 again, because I have questions about
18 education.

19 The first question is pretty
20 direct. Does the Mayor's Office support
21 the \$60 million request from the School
22 District?

23 (Witness approached witness
24 table.)

25 DR. SHORR: Lori Shorr.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Yes.

3 COUNCILMAN GOODE: Was the
4 Mayor's Office involved in developing the
5 budget request?

6 DR. SHORR: We've known for a
7 while, because we are involved up there,
8 of their structural deficit. The day
9 before the request came out, we learned
10 of what the ratio might be, the
11 two-to-one ratio, between the state ask
12 and the City ask. So we did get a
13 heads-up.

14 COUNCILMAN GOODE: But the
15 Mayor's Office is not involved in
16 developing the budget request?

17 DR. SHORR: No. I play an
18 advisory role up there and knew that they
19 were looking to make requests, but didn't
20 know what those requests would be.

21 COUNCILMAN GOODE: So the
22 Mayor's Office of Education has no budget
23 oversight?

24 DR. SHORR: No.

25 COUNCILMAN GOODE: I thought

1 4/2/13 - WHOLE - BILL 130178, etc.

2 that --

3 DR. SHORR: I mean oversight,
4 no official oversight.

5 COUNCILMAN GOODE: I thought
6 that the Governor appointed the Secretary
7 of Education and the Mayor appointed you
8 as Chief Education Advisor into financial
9 oversight roles. Is that not true?

10 DR. SHORR: My role up there is
11 as executive advisor. So I'm up there in
12 conversations --

13 COUNCILMAN GOODE: But there
14 was a big press conference. There was
15 appointments of co-czars, so to speak,
16 and it was the State Secretary of
17 Education and the City Chief Education
18 Advisor. It was my understanding that
19 the purpose was for financial oversight.

20 DR. SHORR: I think that that
21 role -- during the time of the
22 transition, Councilman, between when the
23 former Superintendent stepped down and we
24 got a new Superintendent, I think our
25 roles were a little bit more -- I was up

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2 there almost full time, as was somebody
3 from the state.

4 COUNCILMAN GOODE: So you no
5 longer serve in that capacity the same
6 way?

7 DR. SHORR: I do still serve as
8 an executive advisor, but since there is
9 a Superintendent in place and we have a
10 full SRC --

11 COUNCILMAN GOODE: But you're
12 no longer co-czar?

13 DR. SHORR: I'm no longer
14 co-czar.

15 COUNCILMAN GOODE: The Mayor
16 does have appointments to the SRC. What
17 is the communication between the Mayor's
18 Office and his appointees?

19 DR. SHORR: The Mayor meets
20 with his appointees probably three to
21 four times a year to catch up and see how
22 they're doing. When things come up that
23 are of high importance, obviously there's
24 conversations at that point. But that's
25 what the communication is.

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2 COUNCILMAN GOODE: So the
3 Mayor's appointees to the SRC made the
4 decision about the budget request without
5 his input or the input of the Office of
6 Education?

7 DR. SHORR: They knew that we
8 would be -- that we have been and will
9 continue to be supportive of finding more
10 money for the District. The question of
11 who they would ask what money from, the
12 state versus the City, wasn't decided
13 until very later, but they knew that we
14 were supportive.

15 COUNCILMAN GOODE: I guess the
16 question I'm asking is, did the SRC make
17 the decision in terms of the budget
18 request? Was it solely their decision?
19 Did they make that decision without input
20 from the Mayor, who appointed two
21 members, and the Mayor's Office of
22 Education?

23 DR. SHORR: I think I'm trying
24 to answer this, but I don't think I'm
25 saying what you want me to say, and, that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 is, that we made it clear that we would
3 be supportive because we know they have a
4 \$300 million structural deficit, that we
5 would be supportive if they were to ask
6 for more funding from both the State and
7 the City.

8 COUNCILMAN GOODE: When did
9 they tell you the number?

10 DR. SHORR: The day before.

11 COUNCILMAN GOODE: Do you think
12 that's appropriate?

13 DR. SHORR: Yeah, because I
14 think we knew that there would be an ask
15 and we also know that that body is a
16 state body, that three of them are from
17 the Governor and that they had to get
18 that also worked out. So they had to
19 work on both sides of that at the same
20 time.

21 COUNCILMAN GOODE: But the
22 Mayor has two appointees.

23 DR. SHORR: That's correct.

24 COUNCILMAN GOODE: To a state
25 body, but they're his appointees.

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2 DR. SHORR: That's true.

3 COUNCILMAN GOODE: So at what
4 point did they know what the number was
5 going to be?

6 DR. SHORR: I'm sorry. Say
7 that again.

8 COUNCILMAN GOODE: At what
9 point did they know what the number was
10 going to be?

11 DR. SHORR: I would imagine
12 they knew around the same time I knew,
13 which was the day before.

14 COUNCILMAN GOODE: So the
15 Mayor's two appointees didn't find out
16 that they were going to request \$120
17 million from the state and \$60 million
18 from the City until the day before it was
19 announced?

20 DR. SHORR: I believe that's
21 when that number was finalized, yes. I
22 think there were broader conversations
23 before that, but I think that particular
24 number, it was then.

25 COUNCILMAN GOODE: So we really

1 4/2/13 - WHOLE - BILL 130178, etc.

2 don't have any skin in this game; we're
3 not in charge at all.

4 DR. SHORR: No, I don't think I
5 would put it that way. I mean, I think
6 that the conversations about
7 understanding what that structural
8 deficit is --

9 COUNCILMAN GOODE: We know that
10 we don't have any skin in the game as
11 Council. We only authorize taxes, but we
12 assume that the Mayor with two appointees
13 to the School Reform Commission and the
14 Mayor's Office of Education would know
15 about a \$60 million request before.

16 DR. SHORR: We knew that there
17 was a structural deficit. We knew that
18 without some sort of increase aid from
19 both the State and the City, the District
20 couldn't have even close to a balanced
21 budget for next year.

22 COUNCILMAN GOODE: My last
23 question. Did you want to know sooner?

24 DR. SHORR: That's a good
25 question. I mean --

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2 COUNCILMAN GOODE: It is a good
3 question. Did you want to know sooner
4 than the day before?

5 DR. SHORR: I think we knew
6 what we needed to know before the day
7 before.

8 COUNCILMAN GOODE: That answers
9 everything. Thank you.

10 Thank you, Mr. President.

11 COUNCIL PRESIDENT CLARKE:
12 Thank you, Councilman.

13 The Chair recognizes Councilman
14 Oh.

15 COUNCILMAN OH: Thank you very
16 much, Mr. President.

17 Could you explain a little more
18 about the \$1.4 million increase, in that
19 this amount of money is a combination of
20 salary, outside services, and materials;
21 is that correct?

22 MR. GILLISON: Yes. There's a
23 portion of it that's Class 100, Class
24 200, and Class 300 funds in order to
25 cover increases that are required under

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the budget we've proposed. Most of the
3 Class 100, though, is really just
4 transfers. The net is about four
5 employees, one part-time employee. So
6 the net increase is really only about
7 \$300,000.

8 COUNCILMAN OH: Does this
9 reflect a new or continued initiative by
10 the Mayor's Office to address anything in
11 particular with the movement of these
12 people and resources?

13 MR. GILLISON: The Mayor's
14 Office of Education is strengthened, the
15 graduation coaches, which is what
16 Ms. Mattleman was talking about, along
17 with Dr. Shorr. That is an increased
18 effort, and the effort that we're making
19 in the Mayor's Office on the
20 Multicultural and -- the Immigrant and
21 Multicultural Affairs is an increased
22 effort. We have instead of there being
23 one person, it's two people. So that's
24 an increased effort. So those two things
25 make up the majority of the increase.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN OH: The estimated
3 budget for the Office of Immigrant and
4 Multicultural Affairs, is that about
5 \$600,000?

6 MR. GILLISON: I believe that
7 there is -- the majority of that is -- I
8 don't have it directly, but I believe
9 it's mostly just salaries, if I just have
10 a moment.

11 I believe that there is a --
12 there are two salaries that make that up
13 as well as I think it's about a couple --
14 is it 10,000?

15 (Witness approached witness
16 table.)

17 MS. RHYNHART: I'm sorry.
18 Rebecca Rhynhart, Budget Director.

19 The question was what was the
20 increase?

21 COUNCILMAN OH: No. It's about
22 \$600,000, my understanding, to fund the
23 office. There's two salaries for about
24 \$200,000 and then there's \$400,000 for
25 what purpose?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. GILLISON: I think that the
3 200 -- there's a line there for contracts
4 that we anticipate. There's a line there
5 for just supplies for the office, but I
6 don't believe it's \$600,000. I
7 believe -- although I can't find it in my
8 testimony right now, and as soon as I
9 can, I'll be able to provide it to you.
10 I'll look while I'm here.

11 COUNCILMAN OH: We'll have time
12 later. Could I ask you then, what is the
13 purpose -- I know you're doing the
14 strategic plan, but what is the purpose
15 of the office as you have -- or as the
16 Mayor has created it at this time?

17 MR. GILLISON: Well, obviously
18 Izzy Colon when he joined us when we
19 first started many years ago and put
20 together an outreach, we thought that our
21 immigrant affairs and our multicultural
22 outreach in the community needed to be
23 strengthened. As you are well aware,
24 this is where we're having quite an
25 increase in population to the City. The

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2 importance of this cannot be
3 overestimated, and we believe that by
4 coordinating this particular effort, we
5 will end up having a stronger
6 Philadelphia and a more diverse
7 Philadelphia.

8 This office is charged, as I
9 just told you, to come back with a
10 specific strategic plan. There are a
11 number of problems, quite frankly, that
12 have been brought to our attention that
13 perhaps we have not been able to deal
14 with directly. And so they have to come
15 back and tell me, these are problems that
16 are in the community, these are issues
17 that we think need to be addressed, and
18 also to support what is going to be our
19 approach to getting more persons here and
20 supporting immigrant and multicultural
21 affairs that are going on in the City.
22 Supporting those in a positive way will
23 help us be a stronger Philadelphia. So
24 that's the reason for the office.

25 COUNCILMAN OH: So I will say

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that I'm familiar, as I ran a free legal
3 services center back in the '80s, which
4 also provided services in the immigration
5 area and I've practiced immigration law
6 and have been on the board of a number of
7 different immigration service
8 organizations and was involved in
9 bringing the Boston office head of
10 Immigrant Affairs to Philadelphia through
11 the Welcoming Center, of which Councilman
12 Kenney is a Board member now, about ten
13 years ago.

14 So I'm very interested and
15 would love to participate as well, but at
16 this point in time, I'm very interested
17 to understand what the office seeks to do
18 at this point in time since there are
19 immigrant service organizations that
20 exist and to kind of understand from the
21 Administration what in particular it is
22 trying to address from the governmental
23 side.

24 Thank you.

25 MR. GILLISON: Okay.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilman.

4 The Chair recognizes Councilman
5 Jones.

6 COUNCILMAN JONES: Thank you,
7 Mr. President.

8 Good afternoon -- oh, it's
9 still morning? Good morning.

10 MR. GILLISON: I'm sorry.
11 Thank you, Councilman.

12 COUNCILMAN JONES: Even though
13 it takes time sometimes, it's almost like
14 watching a flower bloom with your naked
15 eye, progress does happen in government.
16 And I looked back recently on the
17 Freshmen 15. We put that out there, and
18 when we put it out there, it was me,
19 Councilwoman Sanchez, and Councilman
20 Green, and we put a series of
21 recommendations. Eventually -- at first
22 they were dismissed as juvenile and
23 sophomoric, but eventually most of them
24 were implemented and, to some degree,
25 increased efficiency and savings. So I'm

1 4/2/13 - WHOLE - BILL 130178, etc.

2 hoping that when we beat a dead horse
3 sometimes in here, that eventually, like
4 no matter who takes the credit for it,
5 that it actually creates some progress.

6 So there's a couple of things
7 that I'm going to be asking
8 systematically to all departments as we
9 approach this budget season.

10 First of all, this is probably
11 the best budget I've seen since 2008 by
12 way of project revenues and things like
13 that. So my expectations are a bit
14 higher on what some of the deliverables
15 will be.

16 One question I'm going to ask
17 each department is, what is your DROP
18 succession plan? So I hear it a lot when
19 it comes to the Fire and Police
20 Departments about how they're addressing
21 new slots, and I think there's some good
22 news there by way of classes that are
23 undertaken, but there's the Streets
24 Department, there's the Water Department,
25 and the Gas Works, for example, that are

1 4/2/13 - WHOLE - BILL 130178, etc.
2 experiencing a loss in personnel due to
3 retirement. Some of it is incentivized
4 by DROP, and what I wanted to know is
5 that we are prepared and preparing for
6 taking on a new workforce, but also that
7 we won't experience a drop in service due
8 to some of that.

9 So that's a question that I'm
10 going to ask generally and giving people
11 a heads-up as it relates to that.

12 The reason I'm asking that is
13 because the same word for "crisis" in
14 China is the same word for "opportunity."
15 And that means we have an opportunity to
16 do something -- and Councilman Goode
17 talked about the SRC and the relationship
18 with the education -- that if in fact --
19 and I've talked to your different
20 commissioners -- that if in fact we're
21 realizing a loss in skilled trades in
22 Water, a loss in skilled trades in Gas
23 Works, a loss of skilled trades in
24 Streets Department, there is a direct
25 connect that we could do with the SRC to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 create curriculum that is germane to pipe
3 fitters and ditch diggers and
4 infrastructure repairers in the Streets
5 Department for bridges and things like
6 that, that we could reverse-engineer
7 curriculum that will prepare our young
8 people to take over some blue-collar jobs
9 that lead to union jobs, wage-paying
10 jobs.

11 So in each of the departments,
12 I'm going to ask about that succession
13 plan and whether or not they are working
14 with the SRC in some way.

15 In some of your departments --
16 I'd like to applaud the Streets
17 Department for the creative program that
18 they have, particularly for ex-offenders
19 and at-risk young people that are
20 actually --

21 MR. GILLISON: Doing some good
22 work.

23 COUNCILMAN JONES: -- doing
24 some good work. So I want to see -- my
25 expectation because the budget is better

1 4/2/13 - WHOLE - BILL 130178, etc.
2 has risen, and I want to take a look at
3 that.

4 Two quick other points -- and I
5 don't need responses to these now, but
6 I'm going to need responses to these
7 during the course of our proceedings --
8 is, where are we on ban the box as
9 removing the barrier and stigma of
10 formerly convicted individuals, and how
11 are we doing that, A, within City
12 government but, B, within the private
13 sector that we ask them to consider this
14 law. So there were supposed to be -- and
15 I sent a letter to you guys about an
16 advisory commission that was to be
17 established, and I want to get some
18 insight as to when the timetable will be
19 for that.

20 And, finally, Mr. President, my
21 near and dear thought each year is to
22 have a strategy for poor people exiting
23 poverty to ascend to the middle class,
24 and I am going to -- I'm optimistic about
25 some of your reorganization of MOCS. I

1 4/2/13 - WHOLE - BILL 130178, etc.
2 talked to Ms. Gladstein about that, but
3 that will get her about that much
4 honeymoon in here, because the 28 percent
5 people that live under the poverty
6 guidelines cannot wait for us to invent
7 something new to deal with something very
8 old such as poverty in the City of
9 Philadelphia.

10 So I'm going to be looking for
11 answers to that. And if Ms. Shorr could
12 talk about the correlation between these
13 departments that are realizing a drain in
14 skilled trades and the connectivity with
15 the SRC on how we create blue-collar
16 jobs, I'd be interested in hearing that.

17 Thank you, Mr. President.

18 (Witness approached witness
19 table.)

20 DR. SHORR: Good morning.

21 COUNCILMAN JONES: Good
22 morning.

23 DR. SHORR: The relationship
24 now between the -- several years ago,
25 there was an MOU signed between the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 trades and the School District to try to
3 get more of its students into -- and when
4 the District is here for their budget
5 testimony, you should ask them for more
6 details on this, and they can give you
7 more details on what happened there.

8 But where we are and going
9 forward, if you remember, last year there
10 was a private donation of \$16.5 million
11 from the Middleton family to help with
12 career and technical education, and that
13 money is going to be used in several
14 places, but the School District is one of
15 the places where that money will be used
16 to enhance the curriculum that's aligned
17 with real jobs that are jobs that need to
18 be filled right now in the City.

19 So I would encourage you and I
20 will pass on to them that they should
21 come prepared to answer that question in
22 more detail, but I know that there is --
23 they hired about a year and a half ago
24 Clyde Hornberger from LCTI, Lehigh Career
25 and Technical Institute. He's probably

1 4/2/13 - WHOLE - BILL 130178, etc.

2 one of the premier folks in the

3 country --

4 COUNCILMAN JONES: Agreed.

5 DR. SHORR: -- on career and

6 technical education. He came down. In

7 fact, we lured him away to come down and

8 help with doing better aligned curriculum

9 and placement and internships so that we

10 can get kids right from high school into

11 these family-sustaining wage jobs that

12 you're talking about.

13 So while we are always in the

14 Mayor's Office and other places pushing

15 college, two- and four-year, we also

16 realize that we have trades that will be

17 family-sustaining wage jobs that we are

18 anxious to make sure kids are ready to

19 step into.

20 COUNCILMAN JONES: I just want

21 you to know I'm going to be consistent

22 with that, Mr. President. We have 2,300

23 miles of water infrastructure underground

24 with a leakage ratio of 23 percent on

25 annual. So when you get the film at

1 4/2/13 - WHOLE - BILL 130178, etc.

2 11:00 water main break, that's a part of
3 that, that if we just focused on that,
4 we'd create our own stimulus package.

5 Chairwoman Tasco of the Gas
6 Works understands that we have 18 miles
7 of gas piping that we are supposed to
8 replace every year. The PUC has demanded
9 that we do even more of that. So the
10 lack of skilled individuals willing to go
11 into that is a source of jobs.

12 Councilman Johnson just had a
13 successful summit on transportation. One
14 of the subsets of that is bridges in the
15 City of Philadelphia, which we all know
16 are in dangerous conditions.

17 So all of these -- "crisis" is
18 the same word in Chinese that they use
19 for "opportunity," and I'd like to see
20 us -- and I know that we actually do make
21 progress in government, but part of that
22 is me being consistent about anti-poverty
23 efforts. I ain't going nowhere, and so
24 you get a little breathing time, but not
25 much, because some people are drowning.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 When we went out to AVI, some
3 of the people said, You're increasing my
4 taxes, but not my opportunity. We have
5 to be able to answer that critical
6 question.

7 Thank you, Mr. Chairman.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you, Councilman.

10 COUNCILMAN JONES:

11 Mr. President.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you.

14 The Chair recognizes
15 Councilwoman Tasco.

16 COUNCILWOMAN TASCO: Thank you
17 very much.

18 Good morning. I notice that
19 you have 47 staffers in the Mayor's
20 Office?

21 MR. GILLISON: Yes.

22 COUNCILWOMAN TASCO: Could you
23 give me the racial and ethnic background
24 breakdown for these employees, please.

25 The other question I have is,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 you talk about the \$1,067,752 in the
3 Mayor's budget for 12 additional
4 employees, and you state that a large
5 majority of these employees are being
6 transferred from other departments to the
7 Mayor's Office. Could you give me an
8 example as to how they fit more into the
9 Mayor's Office as opposed to where they
10 are now?

11 MR. GILLISON: Well, for
12 example, one of those is me. I'm in the
13 Mayor's Office. I was also over in the
14 MDO for the majority of it. My salary
15 was being transferred to the Mayor's
16 Office because I'm Chief of Staff. There
17 is a couple of -- there is a portion of
18 the salary that comes out --

19 COUNCILWOMAN TASC0: What about
20 the OIT person and the Representative
21 office, transferred from the
22 Representative office?

23 MR. GILLISON: The
24 Representative is actually -- I believe
25 that is a portion of the salary that's

1 4/2/13 - WHOLE - BILL 130178, etc.

2 associated with Desiree.

3 Is that correct?

4 I'm trying to make this nice

5 and easy.

6 (Witness approached witness

7 table.)

8 MS. RHYNHART: Good morning,

9 Councilwoman Tasco.

10 COUNCILWOMAN TASCO: Good

11 morning.

12 MS. RHYNHART: Rebecca

13 Rhynhart, Budget Director.

14 We could provide, if you'd be
15 interested, sort of a chart of where the
16 employees are coming from by department,
17 so a crosswalk for you and to the Council
18 President, if that would be helpful.

19 The person coming from OIT is
20 Jeff Friedman. It's a variety of
21 different -- I think this is over time
22 and this for years and years has been
23 that it's been set up in a way that not
24 all of --

25 MR. GILLISON: Not all the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 responsibility, even though they're
3 working in the Mayor's Office, even
4 though the person is working in the
5 Mayor's Office at the direction of the
6 Mayor, they may have originally been in
7 another department. Jeff Friedman was in
8 OIT working in the, I think, the policy
9 area. We brought him in in order to
10 start an innovation think tank in order
11 to make sure we could maximize his talent
12 and do that at the direction of the
13 Mayor. So we brought him in. Why keep
14 him over there even though he's
15 technically working for and at the
16 direction of the Mayor?

17 So we wanted to be a lot more
18 transparent, took this opportunity. I
19 saw when I was reviewing the testimony
20 that's been done in the past that Council
21 has actually wanted to have this kind of
22 transparency. I took this opportunity to
23 kind of get it done, make sure that we
24 could reflect where people are, where
25 their responsibilities are and moving

1 4/2/13 - WHOLE - BILL 130178, etc.
2 them forward. It's not really in
3 addition to the Office's matter. We're
4 still spending the same money. We have a
5 couple of more people that we are hiring
6 to handle those. I've already detailed
7 that in my testimony. But the majority
8 of this is to get the Mayor's Office in
9 front of you, that this is what we do,
10 this is how we do it, and this is the
11 responsibility sector for it.

12 COUNCILWOMAN TASC0: In your
13 Class 200 purchase of services, you have
14 an increase of \$350,000 between 2012 to
15 2014. Could you tell me what those
16 professional services are?

17 MR. GILLISON: Those would
18 be -- the additions would be the language
19 access that used to be in the MDO budget.
20 That's coming over with the Office of
21 Multicultural Affairs. So they're
22 actually going to have that. And that's
23 one of the answers to Councilman Oh's
24 question, is what's the contract that
25 we're actually bringing in in that Class

1 4/2/13 - WHOLE - BILL 130178, etc.
2 200 area. A hundred and fifty thousand
3 dollars is for language access services.
4 We provided that service. It was in
5 another budget. We're just bringing it
6 into the Mayor's Office because it's part
7 of the Mayor's Office.

8 There are also additional
9 dollars for the financing of the College
10 Campaign, about \$13,000, and we have two
11 consultants that we're dealing with grant
12 writing. You know that we started the
13 Mayor's Office on Grants and
14 Opportunity -- basically Grants, and as a
15 result, we need to have people who are
16 writing and consulting services that are
17 going to come in and help us write for
18 those grants.

19 So we're the ones taking
20 responsibility. We're pushing it
21 forward, and that's where those dollars
22 will be allocated.

23 COUNCILWOMAN TASC0: Could you
24 please tell me -- the Chief Integrity
25 Officer, is that Ms. Joan Markman?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. GILLISON: Yes.

3 COUNCILWOMAN TASC0: You have a
4 chief and a deputy. Could you tell me
5 what their duties are?

6 MR. GILLISON: Joan Markman and
7 Hope Caldwell are the two individuals in
8 that area. There's not a day that goes
9 by that I don't use Joan to question
10 whether or not something that we're
11 trying to either deal with or things that
12 have been brought to our attention,
13 whether we are meeting -- the proper
14 protocols are being followed so that we
15 don't get caught up in any particular
16 issues, from something as small as gifts
17 to the City. We get letters in the
18 Mayor's Office a lot for people that want
19 to do things, and the first question is,
20 is this going to be translated or
21 questioned as a gift to the City or not.
22 I don't have to do the calculus. Joan is
23 there to kind of help out, and Hope is
24 her assistant.

25 So from what I would call the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 mundane to sometimes rather large issues
3 about working with Shelley and the City
4 Solicitor's Office on interpretation, the
5 Integrity Officer does a lot to make sure
6 that we're maintaining what the Mayor has
7 always wanted, which is high ethics in
8 his Administration.

9 COUNCILWOMAN TASC0: Am I done?
10 Anyone else to testify?

11 COUNCIL PRESIDENT CLARKE: I'm
12 sorry?

13 COUNCILWOMAN TASC0: Anyone
14 else to testify?

15 COUNCIL PRESIDENT CLARKE:
16 Yeah, Councilwoman. We have a pretty
17 long list. You'll come back?

18 COUNCILWOMAN TASC0: Yes.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you.

21 The Chair recognizes
22 Councilwoman Brown.

23 COUNCILWOMAN BROWN: Thank you.

24 Good morning.

25 MR. GILLISON: Good morning.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN BROWN: I do have
3 a number of questions around education,
4 the programming and the like. So could
5 that department please come back to the
6 witness table.

7 MR. GILLISON: All right.

8 (Witness approached witness
9 table.)

10 COUNCILWOMAN BROWN: Good
11 morning.

12 DR. SHORR: Good morning.

13 COUNCILWOMAN BROWN: I would
14 ask going forward that you provide the
15 following: A breakdown by district,
16 councilmanic district, race and gender
17 for scholarships. How soon can we get
18 that information for this year?

19 DR. SHORR: The Mayor's
20 scholarships?

21 COUNCILWOMAN BROWN: Yes.

22 DR. SHORR: We can get that to
23 you. I've got to go back. I don't know
24 if it's electronic or if we have to go
25 through all of the files, but we'll get

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that to you.

3 COUNCILWOMAN BROWN: Okay. It
4 was indicated in the testimony that the
5 office does a lot of community
6 networking, partnership with high
7 schools. Elaborate on that. What does
8 that mean? What does that look like?

9 DR. SHORR: Well, I'll start,
10 and if Barbara can come up and talk about
11 that as well.

12 So in the Mayor's Office of
13 Education, we have two programs that are
14 direct service programs. One is the
15 PhillyGoes2College office, and Barbara
16 can speak to the outreach that we do
17 there. And the other direct service is
18 the graduation coaches.

19 But the other piece of work
20 that doesn't get talked about quite as
21 much is what Terri White in my office
22 does, which is works between the high
23 schools, the School District, and the
24 colleges to have conversations and make
25 policy so that what the curriculum and

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the assessments that are being used in
3 high school are aligned with college
4 readiness. So that's a -- so there's a
5 group of work that happens there between
6 high school teachers and college
7 professors that isn't as glamorous, but I
8 think speaks to some of the more
9 structural issues that have to be
10 addressed.

11 But, Barbara, I'll let you
12 speak to the more programmatic work that
13 we've been doing.

14 COUNCILWOMAN BROWN: I'm more
15 interested in the implementation, ground
16 work, trench work that's being done in
17 the high schools.

18 MS. MATTLEMAN: Absolutely. So
19 each year through PhillyGoes2College we
20 reach out to about 10,000 people a year,
21 and really our focus is to reach anyone
22 who wants to get a degree. So it could
23 be high school students, middle school
24 students, as well as adults. So we do a
25 tremendous amount of work in high

1 4/2/13 - WHOLE - BILL 130178, etc.
2 schools, whether it's to give a
3 presentation to high school students on
4 the importance of getting a degree or an
5 overview of how to finance a college
6 degree.

7 Four times a year we bring
8 students from around the City who are
9 college students to work one on one with
10 students on their college and scholarship
11 application, because we know that near
12 peer relationship works so well, that the
13 high school students really see
14 themselves in those college students. So
15 we get -- we just had our third one. The
16 next one is May 11th.

17 Last week I know I've sent
18 information to all the Councilmen and
19 women about our SWAG Week. We offer
20 programming to middle and high school
21 students.

22 COUNCILWOMAN BROWN: What was
23 the yield of that?

24 MS. MATTLEMAN: We're looking
25 at that now. We're just starting to do

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2 the debrief session. I will tell you we
3 were overwhelmed. The first day we
4 offered an overview session on SAT and
5 ACT tips and we offered an opportunity
6 fair where we gave students the
7 opportunity to get information on paid
8 and unpaid internships, work-ready
9 programs, other academic and summer
10 programs. We had over 400 students show
11 up in the snow. So we were overwhelmed.

12 We did an SAT practice test.
13 We did an ACT practice test. We did a
14 basketball tournament which we coupled
15 with a college fair. So you had to
16 actually talk to the college
17 representatives to get into the
18 basketball tournament.

19 COUNCILWOMAN BROWN: Okay. The
20 need is big, there's no doubt about it.
21 I'm interested, however, specifically in
22 what high schools. You say 10,000
23 students. So break that down for me.

24 MS. MATTLEMAN: So I don't have
25 the breakdown of schools. What we do

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2 typically, three times a year I convene
3 the charter and accelerated school
4 counselors to come together, because they
5 work so individually, that I convene them
6 to come together to talk about important
7 issues. The next issue -- the next time
8 we're meeting is April 17th, and we're
9 actually going to be talking about
10 services for undocumented youth and
11 especially how they can access funds to
12 get a college degree, which, as you know,
13 affects so many students in our city.

14 I've done professional
15 development for the counselors in the
16 Philadelphia School District schools. I
17 send out information to them routinely
18 whenever we do citywide programs, which
19 we do quite a few.

20 COUNCILWOMAN BROWN: Yes, you
21 do.

22 MS. MATTLEMAN: We include them
23 in all our information and work with
24 them.

25 We have a number of college

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2 counselors that we work with that bring
3 us in to work with their schools. We've
4 also had other teachers, English
5 teachers, who say, Come work with our
6 students on how to write that great essay
7 they need to get into college, and then
8 they can do the follow-up work.

9 But I think, most importantly,
10 we really work to partner with them,
11 because we say when we walk away, the
12 students need to have their teachers back
13 them up and continue the work that we've
14 started with them.

15 COUNCILWOMAN BROWN: And so my
16 interest in asking the question is, there
17 are always going to be those students who
18 are going to be okay anyway. Too often
19 teachers and counselors look out for
20 those students who are going to be okay
21 anyway. I'm most and more concerned
22 about those students who don't have the
23 wrap-around services, for lack of a
24 better word, to capture those students
25 who have the potential, if nudged, and

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2 want to do, if given the opportunity, but
3 don't get the chance because the teachers
4 or counselors in that school don't value
5 them in the way that others might. So
6 that's why I want to see the reach of the
7 schools you're reaching out to.

8 MS. MATTLEMAN: Well, I think
9 that's one of the primary reasons that
10 when we did SWAG Week, we tried to vary
11 our programs so much, because we knew we
12 would get some athletes to come to
13 certain things, and that's why we tied it
14 in with a college fair. Because we
15 specifically say there are going to be
16 some students that we don't reach. We
17 work with counselors individually to say,
18 We don't want to work with the same 50
19 kids that get the services all the time.
20 We want you to identify other kids.

21 We did for Strawberry Mansion
22 High School, we did a shadowing day
23 experience for the kids at Blue Cross,
24 where they went in for the entire day,
25 they had lunch, they had a chance to talk

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2 to people who worked at Blue Cross, and
3 we said to the principal and the
4 counselor, Pick students that don't
5 normally get this experience and let them
6 come and see what this is like. And we
7 do that specifically at schools that we
8 know are challenged, because we say
9 exactly what you say.

10 COUNCILWOMAN BROWN: I'll have
11 to wait to the next round, so my
12 follow-up question will be, who initiated
13 that? Did the school initiate that
14 effort or did your office?

15 MS. MATTLEMAN: We did.

16 COUNCILWOMAN BROWN: Okay.
17 Thank you.

18 Thank you, Mr. President.

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

21 The Chair recognizes
22 Councilwoman Bass.

23 COUNCILWOMAN BASS: Thank you,
24 Mr. President.

25 Good morning.

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2 MR. GILLISON: Good morning.

3 COUNCILWOMAN BASS: How are
4 you?

5 MR. GILLISON: All right.

6 COUNCILWOMAN BASS: Good. I
7 just have a couple of questions for you.

8 I just wanted to go back to the
9 Mayor's Office of Multicultural Affairs.
10 I know you said that Izzy Colon had done
11 the outreach and had really started the
12 program. And so I just kind of think
13 that there would be something to start
14 with since it's not a brand new office
15 really, but that we're starting from what
16 he left off. So can we at least get some
17 sort of idea of the functionality of the
18 office before the new changes.

19 MR. GILLISON: I can tell you
20 that one of the exit things that I did
21 with Izzy was to see exactly where we
22 were running short and what kind of
23 investments did we need to do and what --
24 and from his point of view, some of the
25 challenges from a policy point of view

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2 that we were going to have to address.

3 He was very, very particular on the fact
4 that we needed a broader base in order to
5 make sure that we were being supported in
6 the City government.

7 COUNCILWOMAN BASS: What does
8 that mean?

9 MR. GILLISON: A broader base?

10 COUNCILWOMAN BASS: Yes.

11 MR. GILLISON: That we are seen
12 as welcoming and that as a --

13 COUNCILWOMAN BASS: You mean a
14 broader base in terms of across the
15 immigrant community?

16 MR. GILLISON: No. Just as a
17 city, we needed to be more inclusive. So
18 out of Izzy's kind of initial work was
19 our language access. We tried to make
20 sure that we looked at that global aspect
21 of Philadelphia being an immigrant city
22 and being proud of that, but there're
23 going to be challenges on a day-to-day
24 basis. How do we end up dealing with
25 that.

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2 So, yes, we have the contract
3 with language access, but how do we push
4 it through the entire City government to
5 make sure everyone knows that if you run
6 into someone, you're working, and you
7 need to have language access, that
8 everyone knows the way to access these
9 things that we're investing in.

10 He told me obviously -- at the
11 time I was Deputy Mayor for Public
12 Safety -- there's always going to be
13 issues that we're going to have with
14 policing and immigrants that are in the
15 City, and how do we continue to make sure
16 that the Mayor's directive and that his
17 executive order is followed out on a
18 consistent basis by way of training up at
19 the Police Academy and going forward.

20 So there's a whole host of
21 matters that, yes, he brought to the
22 attention, and, yes, I have a package of
23 information that I've given and will be
24 giving additional information to the two
25 outstanding individuals we've hired to

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2 take it to the next level. That's what
3 we're doing, and I've challenged them,
4 because I think that fresh eyes on a
5 problem and fresh eyes on a series of
6 issues always helps an organization
7 refresh, and that's where we are.

8 COUNCILWOMAN BASS: Okay. So
9 you think that what's being offered now
10 or what was being offered in the past
11 wasn't adequate and that the idea now is
12 we're going to strengthen what -- from
13 your own words, you said earlier, you
14 used the word "strengthen" -- basically
15 what was being done in the past and
16 that's going to be done in a number of
17 different ways?

18 MR. GILLISON: Yes.

19 COUNCILWOMAN BASS: Okay. And
20 some of the old is going to be in place
21 and also there's going to be some new
22 additional techniques added in?

23 MR. GILLISON: Exactly right.
24 One of the things that I think is -- and
25 I've already had some early discussions

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2 with Fernando -- is how can we be even
3 more -- are there sensitivity issues that
4 we have to deal with even more so, and if
5 there are new programs on the outside
6 that we need to be aware of, let me know.
7 That should be part and parcel of any
8 strategic plan going forward. If there
9 are forward-thinking things that we need
10 to do in government with all of our
11 front-line employees, is there more that
12 we can do, is there more training that we
13 have to invest in. You can't get
14 anywhere without a plan.

15 COUNCILWOMAN BASS: I agree.

16 MR. GILLISON: So we want to
17 take what we want to do, put it in
18 writing, kind of make the commitment to
19 it, find out what it may cost, because
20 everything has a cost, and then there's
21 trade-offs, what are you going to invest
22 in, what are you not going to invest in.
23 Those are the decisions that we have to
24 deal with, struggle with, and come up
25 with correct policies as we go forward.

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2 COUNCILWOMAN BASS: So you
3 think the budget will increase?

4 MR. GILLISON: I think over
5 time, the answer is probably yes. I
6 don't know too many areas in government
7 where it just always stays the same, but
8 I think that sometimes you have to make
9 tough choices about reallocations, and
10 that's usually not a pleasant thing,
11 because sometimes people get married to
12 things that they like and when you decide
13 that, Well, I think I'm going to shift
14 things over. But that's really what the
15 office is all about, making those
16 priority changes.

17 COUNCILWOMAN BASS: Well, I
18 would be very interested once the plan is
19 complete and once we have an idea of what
20 those increases will be, I'd be very
21 interested to see where those dollars
22 will be spent.

23 And just going back to my first
24 question, I really do think that based on
25 fact that this is not a new office, that

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2 there could have been something that
3 could have been presented today. So I
4 just -- there could have at least been a
5 baseline of information provided to us,
6 which would have been a little bit
7 helpful.

8 MR. GILLISON: I understand,
9 but I promise to each of you, I will
10 provide to the Chair -- I gave them 30
11 days for a reason, because I knew that
12 they had to hit the ground running and
13 they were not coming in kind of just
14 bereft of information. We have some very
15 talented individuals we believe we've
16 added, and they're up to the challenge,
17 and I will be glad to send it to the
18 Chair and I'm sure the Chair will
19 distribute it accordingly.

20 COUNCILWOMAN BASS: Okay.
21 Great.

22 One other question for you. I
23 just was going over the -- actually, I
24 have a few more questions, but I'm going
25 to come back in a second round.

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2 I just have a question about
3 the Greenworks Philadelphia information
4 that was provided. And I'll be really
5 brief. And it doesn't really break down
6 what the dollar amount is that should
7 help us in making decisions. So, for
8 example, it says there's a 5 percent
9 reduction in energy use. Like what is
10 that? Is it \$5? Is it \$5,000? What
11 does that 5 percent equate out to?

12 And also regarding increased
13 access to healthy add affordable food,
14 where? What neighborhoods? What
15 programs? That would be very, very
16 helpful. Is it farmers' markets? Is it
17 education? Is it a combination? Exactly
18 how we're doing that. And also 428 miles
19 of bike lanes. Where is that? How much
20 did we spend for those bike lanes? What
21 part -- was it primarily Center City or
22 is it distributed throughout various
23 neighborhoods?

24 So I'd like to get some sense
25 of how the Greenworks dollars, how that

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2 translates into savings. And I'm
3 somebody who -- I'm a big green person.
4 I recycle. I do all of that, but at the
5 same time, I want to get an idea of how
6 much we're spending to know if this is
7 the right course of action, should we
8 change directions, is this the right way
9 to go. That would be helpful.

10 (Witness approached witness
11 table.)

12 MS. GAJEWSKI: Sure. Katherine
13 Gajewski. I'm the Director of the
14 Mayor's Office of Sustainability.

15 Every year in May or June, we
16 put out an annual report on the
17 Greenworks Philadelphia plan and every
18 year I share that with City Council
19 members so that you have an opportunity
20 to see the progress, give some input, ask
21 questions, and it's been great to work
22 with Councilwoman Reynolds Brown and
23 Councilman Kenney and others who have
24 been great partners along the way.

25 So in our 2012 report, which we

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2 issued last June, we provide details on
3 both the targets. We have 15 measurable
4 targets within Greenworks. So every year
5 we share publicly what our progress is
6 towards those targets, and we also
7 provide details on each one of the 168
8 initiatives that we've committed to as a
9 City government. So there's details, and
10 I'll leave this for you if you're
11 interested, and then we can provide
12 follow-up information if it's not in
13 here.

14 We do do our best to provide
15 information, both kind of internally as
16 well as to the external advocates who are
17 interested and academics and others who
18 want to kind of drill down into the
19 numbers, do analysis, and understand what
20 the impacts are.

21 I will say that one complexity
22 in our reporting process is that the good
23 thing is that Greenworks touches now
24 pretty much every City department and
25 agency. So the Streets Department, the

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2 Philadelphia Redevelopment Authority,
3 Licenses and Inspections, Public
4 Property. Nearly every department is
5 playing a role in some way or another.
6 So the budget of the Greenworks
7 initiatives is really spread across
8 government in very kind of diverse ways.
9 So we have kind of decided that it's very
10 complicated for us to track across all 26
11 departments and agencies that touch
12 Greenworks and measure out the budgets
13 for each of those as well. Certainly if
14 there's interest in doing that, we can,
15 but we try to provide a pretty robust
16 roadmap on an updated and annual basis to
17 give everyone a sense of what we're
18 doing, where those investments lie, who
19 the leads are, and what we think the
20 impacts are.

21 MR. GILLISON: And I think that
22 what I will add -- and, of course, I
23 don't have it right here, but one of
24 the -- and I heard your first question
25 was what does 5 percent really look like.

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2 I'll get that for you, because that's an
3 interesting matter, because I think that
4 we should be able to do that.

5 MS. GAJEWSKI: Yeah, and we
6 have that mapped out here. So I'll leave
7 this, but we can also provide any
8 follow-up information.

9 COUNCILWOMAN BASS: So you have
10 it mapped out there. So what is it?

11 MS. GAJEWSKI: So the 5
12 percent -- what we do is, we look across
13 what our utility has spent, and that's
14 actually a responsibility of the Energy
15 Office as it relates to the supply of
16 energy to the City government. That's
17 overseen by the Mayor's Office of
18 Transportation and Utilities. The Energy
19 Office falls within their office.

20 So what that 5 percent
21 represents is the City government energy
22 use reductions based in MMBTUs. So we
23 have it mapped out from Fiscal Year '08
24 to Fiscal Year '15. So we looked at our
25 past energy spend across all sources. So

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2 that includes vehicle fuel, electricity,
3 natural gas, other sources. So we've
4 been able to gather utility bills on an
5 historic basis and over time look at
6 where our spend is, both our use and our
7 spend, because, of course, energy prices
8 do change year to year. So that 5
9 percent is weather normalized in taking
10 into account some of the changes in
11 market pricing for the various energy
12 sources. So that represents aggregate
13 across all sources on an annual basis,
14 including vehicle fuel, which is
15 important, because we've had some upgrade
16 reductions there.

17 COUNCILWOMAN BASS: Okay. I'll
18 come back around.

19 COUNCILMAN JONES: Thank you,
20 Councilwoman. That was number three on
21 the Freshman 15, just so that you know.

22 We're really -- we're actually
23 very glad that you are there. I know
24 initially we had an \$85 million electric
25 bill with the Streets Department. I

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2 don't know if we've made any progress on
3 that originally.

4 MS. GAJEWSKI: With the street
5 lighting?

6 COUNCILMAN JONES: Yes.

7 MS. GAJEWSKI: Yes. We've been
8 able to -- we received an Energy
9 Efficiency and Conservation Block Grant
10 from the Department of Energy, and we've
11 now successfully swapped out all 85,000
12 traffic signals to LEDs, and we're saving
13 \$1 million a year due to that just change
14 in bulbs. We think there are some
15 additional maintenance cost reductions as
16 well, because we used to have crews
17 literally going around the City and
18 swapping out light bulbs on those traffic
19 signals. So that LEDs have a lengthened
20 life, so there is a maintenance cost
21 reduction as well.

22 COUNCILMAN JONES: If my memory
23 serves me correctly, Councilwoman Bass
24 was with Congressman Fattah's office when
25 they got that grant; is that right?

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2 COUNCILWOMAN BASS: That's
3 correct.

4 COUNCILMAN JONES: Okay.

5 MS. GAJEWSKI: Thank you very
6 much.

7 COUNCILMAN JONES: Just to set
8 the record straight.

9 MS. GAJEWSKI: And just to go
10 quickly to answer the Councilwoman's
11 question, that 5 percent reduction equals
12 out somewhere to around \$4 million of
13 avoided costs.

14 COUNCILWOMAN BASS: Thank you.

15 COUNCILMAN JONES: Thank you,
16 Councilwoman.

17 The Chair recognizes Councilman
18 Oh.

19 COUNCILMAN OH: Thank you very
20 much, Mr. Chairman.

21 A number of things I want to
22 run through quickly, as quickly as you
23 can answer. If you can't, we'll just
24 move on to the next one.

25 So we have an increase of

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2 \$1,079,000 in primarily or mostly
3 salaries that is being transferred over
4 for jobs that are already being done.

5 MR. GILLISON: Correct.

6 COUNCILMAN OH: And that would
7 be, for example, persons who are
8 fulfilling a role in a department and
9 having in addition another title and
10 position, basically one person wearing
11 two hats receiving two separate salaries?
12 No?

13 MR. GILLISON: No.

14 COUNCILMAN OH: One person
15 receiving one salary who then is working
16 under the Mayor. So why is there a
17 transfer? What is a transfer about?

18 MR. GILLISON: Well, if it goes
19 from one salary matter to another; for
20 example, with the Office of -- with the
21 \$150,000 that I was able to find in that
22 Class 200, that was in the MDO's budget.
23 It's now going to be in the Mayor's -- it
24 will be showing up in the Mayor's Office
25 budget. So that it transfers from the

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2 MDO to the Mayor's Office. It's a debit
3 in one and a credit in the other, that's
4 all. It's a net zero.

5 COUNCILMAN OH: Right. That's
6 language access, but what about the
7 people, the personnel?

8 MR. GILLISON: So the people
9 were the same thing. The people were
10 working in various departments but
11 technically doing the job that was being
12 directed by the Mayor. They were in the
13 Mayor's Office of Sustainability. So if
14 she was on the MDO budget and now she's
15 being brought into the Mayor's Office,
16 because that's the title, so her salary
17 would then come over to the Mayor's
18 Office. So it's, again --

19 COUNCILMAN OH: Are you
20 permanently moving people? In other
21 words, you had someone at the Commerce
22 Department, but they're working on the
23 Mayor. Now they're going to be
24 permanently in the Mayor's Office. Their
25 salary is paid under the Mayor's Office.

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2 They don't get a check --

3 MR. GILLISON: They were always
4 basically working on the job they were
5 doing, but we were asked, I think, at one
6 or -- when I was reviewing testimony, as
7 I always do in preparing for going
8 forward, we were asked aren't there
9 people in the government that are working
10 at the behest of the Mayor but they're
11 not on his budget.

12 COUNCILMAN OH: Right.

13 MR. GILLISON: So I said, Let's
14 make sure that we answer that question.
15 Let's put them where the responsibility
16 lies. They lie with the Mayor's Office;
17 therefore, they should be shown in the
18 Mayor's Office budget. And that's really
19 what the majority of it is.

20 COUNCILMAN OH: Okay. The
21 reason I'm asking is because under the
22 Charter, we have a different
23 configuration of government. We have a
24 mayor, managing directors, and
25 commissioners who report to the Managing

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2 Director. We now have deputy mayors
3 reporting to the Mayor, with
4 commissioners reporting to deputy mayors.

5 My question has to do with, is
6 this a realignment of salaries and
7 positions in accordance with a
8 modification, if you will, of the
9 Charter?

10 MR. GILLISON: No. It doesn't
11 have anything to do with the Charter.
12 This is literally our effort to make sure
13 we're being responsible and showing that
14 these people work in the Mayor's Office
15 at the behest of the Mayor's Office, and
16 we have a debit and a credit that shows
17 that this is now where we are. These
18 people work in the Mayor's Office. They
19 have always worked really in the Mayor's
20 Office. There's nothing additional being
21 done. It is a technical transfer of
22 matters. We have to show it because we
23 have to make sure that there's a debit
24 and a corresponding credit, and that will
25 be done to each of the parties that come

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2 forward. So different departments,
3 you'll see in their detail, their budget
4 detail, that they'll say, this was
5 transferred to the Mayor's Office, and
6 you'll see in mine, you see in ours that
7 it's been received by the Mayor's Office,
8 which is why ours is showing that it's
9 going up. Technically it's a net of
10 zero. Well, a net of --

11 COUNCILMAN OH: Kind of zero.

12 MR. GILLISON: Kind of. We
13 have three or four parties that we're
14 asking and we're seeking to go forward in
15 our Graduation Campaign and in our
16 Mayor's Office of Immigrant and
17 Multicultural Affairs.

18 COUNCILMAN OH: Okay. I'll end
19 my questioning in respect to the time,
20 but primarily I do believe that the
21 Charter has categories of where things
22 go, and if we follow the Charter, we will
23 not increase taxes too much and increase
24 debts too much, but still be able to
25 provide the services that are necessary.

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2 So my questions pretty much go in line
3 with where the Charter directs spending.

4 Thank you, Mr. Chairman.

5 COUNCILMAN JONES: Thank you,
6 Councilman.

7 The Chair recognizes
8 Councilwoman Tasco.

9 COUNCILWOMAN TASC0: Thank you
10 very much.

11 Mr. Gillison, in your testimony
12 you stated that, and I quote, "in an
13 effort to be transparent," end of quote,
14 a number of City employees are being
15 transferred from other departments to the
16 Mayor's Office.

17 With respect to transparency,
18 do you have the request that I made last
19 week of the Budget Office of Ms. --

20 COUNCILMAN JONES: Rebecca
21 Rhynhart, Ms. Rhynhart.

22 COUNCILWOMAN TASC0: I made a
23 request for all recreation center
24 projects that have been started since
25 January 2008, and for each project I

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2 requested information for when the bid
3 was advertised, when the bidder was
4 selected, when the notice to proceed was
5 issued, when the construction began, and
6 when the project was completed.

7 MR. GILLISON: I don't have
8 that. What I was asked to -- what was
9 given as a matter was projects completed,
10 when were they -- the number of projects
11 that were completed over time, and I have
12 it. And I went back to 2011, but I can
13 certainly find that information if you
14 need it.

15 COUNCILWOMAN TASC0: I do need
16 it. I requested it and I'd like to have
17 it.

18 MR. GILLISON: All right.

19 COUNCILWOMAN TASC0: Thank you.

20 In my response -- in response
21 to my questions regarding Sturgis
22 Playground, Mark McDonald, on behalf of
23 the Administration, stated that the
24 playground project was simply delayed,
25 and I quote, "because the Administration

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2 was focused on other pressing issues and
3 that the Administration had to set
4 priorities that impact policy and
5 projects, because that's how City
6 government works."

7 Considering that the general
8 contractor for this contract was notified
9 approximately one year ago that they were
10 the successful bidder, what were the
11 other pressing issues that the
12 Administration was focused on that simply
13 caused the delay on this project?

14 MR. GILLISON: Well, it's not
15 just with -- it was not just with that
16 project, but as I know that I've had not
17 only personal conversations with you, the
18 Mayor has had personal conversations with
19 you when we were doing our reevaluation
20 of all projects, and Sturgis was one of
21 them. We came directly to you to make
22 sure you understood what we were doing
23 and how we were doing it.

24 The reevaluation that was done
25 across the City was in an effort to make

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2 sure that we were able to complete
3 projects across the board. And
4 sometimes, as you have heard in our
5 Capital Budget testimony, we have had to
6 cancel various projects because either
7 the capital funding for it has been
8 sitting for quite some time and we're
9 reallocating. All of those decisions
10 come through the Mayor's Office. They
11 all come through me working on behalf of
12 the Mayor.

13 Your project was just one of
14 many projects. I have -- I'm looking at
15 somewhere between, that was working in
16 Recs alone, somewhere around -- I got a
17 full sheet, so I'm going to guess there
18 were about 20 to 30 projects that had
19 either -- was affected one way or
20 another, but that we actually still
21 completed going forward.

22 The good thing about Sturgis is
23 that, as you know, even though it may
24 have been delayed for a short period of
25 time, it is back on target like every

1 4/2/13 - WHOLE - BILL 130178, etc.
2 other project that's around. That's
3 just -- it's not -- for me, it's not
4 unusual. It just goes forward to open
5 communications between parties.

6 COUNCILWOMAN TASC0: Let me
7 just kind of remind you of how capital
8 programs work. We have appropriations in
9 each of our Council districts for capital
10 projects, mostly for rec centers. We
11 don't start a project until the money is
12 appropriated and is there. Once that
13 begins, that money is identified, we work
14 with the community to come up with a
15 project, how they want it built, where
16 they want it built, whatever they want.
17 And everything is set in motion. We work
18 with the Capital Programs Office to get
19 the architect and to move the project
20 along. And we don't do it until we have
21 the money that we need to complete the
22 project.

23 Once the project is put out for
24 bid, it goes through the Procurement
25 Department. They put the project out for

1 4/2/13 - WHOLE - BILL 130178, etc.
2 bid. Contractors bid on the project.
3 The contractor was notified last April
4 that they had won the bid.

5 Now, when the -- so normally
6 once they have the bid, as I understand
7 the way the Procurement Department works,
8 they get an issue to proceed. It has
9 nothing to do with money being held up,
10 not enough money. They proceed with the
11 project.

12 And so I got a notice from the
13 Budget Office that they were ready to go,
14 and then when they didn't move, I called
15 back and said, Where's my project? And
16 they told me I had to contact the
17 Administration. I had to contact the
18 Mayor's Office.

19 So I couldn't understand -- and
20 nobody has really given me an answer --
21 as to why I had to call the Mayor's
22 Office on a project that -- I've never
23 had a problem with a project in my
24 district. Once we move, once we
25 determine that the money is available,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 once we send it through the Procurement
3 Department, it moves forward, because the
4 money is there. We don't have to come
5 back and put money -- we stopped that. I
6 hold up my money until I get the project
7 ready. I don't go each year increasing,
8 increasing. I wait until I have the
9 money in my budget to proceed with the
10 project. And that's the way it was
11 going.

12 And so then I get -- I called
13 you. I said, Well, what's with my
14 project?

15 MR. GILLISON: And you and I
16 had a discussion.

17 COUNCILWOMAN TASC0: Well, no.
18 You came to my office and --

19 MR. GILLISON: And I came to
20 your office.

21 COUNCILWOMAN TASC0: -- we
22 talked about the project. Now, what did
23 you tell me? What did you tell me?

24 MR. GILLISON: I told you a lot
25 of different things, Councilwoman.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN TASC0: What did
3 you tell me?

4 MR. GILLISON: I told you a lot
5 of different things. I told you
6 prioritization is part and parcel of what
7 we do in the Mayor's Office.

8 COUNCILWOMAN TASC0:
9 Prioritization based on what?

10 MR. GILLISON: Based on a lot
11 of different efforts.

12 COUNCILWOMAN TASC0: What are
13 the efforts?

14 MR. GILLISON: There are a lot
15 of different efforts that we make in City
16 government. We have to make -- and I get
17 calls from all kinds of Councilpeople.

18 COUNCILWOMAN TASC0: But what
19 was the effort on Sturgis?

20 MR. GILLISON: Well, Sturgis is
21 just one --

22 COUNCILWOMAN TASC0: No, I'm
23 not just one. Why did you hold up
24 Sturgis?

25 MR. GILLISON: You are -- I'm

1 4/2/13 - WHOLE - BILL 130178, etc.

2 not saying that we held up Sturgis. I'm
3 saying --

4 COUNCILWOMAN TASC0: You didn't
5 approve it. You didn't approve it until
6 January.

7 MR. GILLISON: Well, that's
8 correct.

9 COUNCILWOMAN TASC0: Almost a
10 year later. But you didn't have to do
11 that. It didn't even have to come to the
12 Mayor's Office. Why did it go to the
13 Mayor's Office?

14 MR. GILLISON: Councilwoman,
15 that's where I have to disagree with you.
16 It has to go to -- everything in this
17 city comes through the Mayor's Office,
18 everything that we do.

19 COUNCILWOMAN TASC0: So why did
20 you hold -- if it was ready to go in
21 April, what were the pressing problems?
22 All you had to do -- it was all done --
23 send it out. And so it took from April
24 2012 to January 2013 to say, Move the
25 project for Sturgis right away. Now, why

1 4/2/13 - WHOLE - BILL 130178, etc.

2 was such a hurry in January and did the
3 pressing issues get settled to move the
4 project that forward in January?

5 MR. GILLISON: I would answer
6 that the pressing issues did get settled
7 in January and that's when all the
8 questions were answered, and then the
9 matter was --

10 COUNCILWOMAN TASC0: There were
11 no questions about Sturgis. You haven't
12 talked to me about any of these questions
13 about Sturgis. There was never any
14 discussion about Sturgis in terms of the
15 process, the money or anything. There
16 was no discussion about that, was there?

17 MR. GILLISON: There was a lot
18 of discussion.

19 COUNCILWOMAN TASC0: There was
20 no discussion about the procedure of that
21 project going forward in relationship to
22 money or anything else, right? Right? I
23 have two witnesses. Okay?

24 MR. GILLISON: I understand --

25 COUNCILWOMAN TASC0: Right?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. GILLISON: I understand you
3 have witnesses. I'm saying that there
4 were a lot of discussions that were
5 had --

6 COUNCILWOMAN TASC0: What was
7 the discussion, sir? Tell me what the
8 discussion was.

9 MR. GILLISON: A lot of it
10 comes around to recreation, a lot of the
11 projects that were going on and a lot of
12 the priorities that we have as an
13 Administration.

14 COUNCILWOMAN TASC0: What was
15 the priority over Sturgis?

16 MR. GILLISON: Ma'am, that's
17 just one --

18 COUNCILWOMAN TASC0: What was
19 the priority over Sturgis? There was
20 nothing wrong with that project. The
21 money was there. The bid had gone out.
22 The contractor had won the bid, and based
23 on the information I had, the Procurement
24 Department could give them the notice to
25 proceed. There was no question about it.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 There's nothing that depended on you, the
3 Mayor, anybody else in your
4 Administration about Sturgis.

5 MR. GILLISON: Well, the only
6 thing I will differ with you,
7 Councilwoman, on is that, as you know, it
8 does require either my signature or
9 someone else --

10 COUNCILWOMAN TASC0: Just stop.
11 Just stop.

12 MR. GILLISON: -- in my office
13 to sign.

14 COUNCILWOMAN TASC0: Just stop,
15 because all of that is bullshit.

16 MR. GILLISON: I understand how
17 you feel.

18 COUNCILWOMAN TASC0: Just stop.
19 Thank you.

20 COUNCILMAN JONES: Thank you.
21 The clock broke again. We'll have to get
22 that fixed.

23 The Chair now recognizes
24 Councilwoman Brown.

25 COUNCILWOMAN BROWN: Good

1 4/2/13 - WHOLE - BILL 130178, etc.
2 morning. Not being a District
3 Councilperson, I've never fully come to
4 understand there are multiple not only
5 layers of steps that have to happen but
6 there are some procedural sequential
7 milestones that have to happen as well.
8 So it would be helpful for me and also
9 for the new District Councilpersons to
10 know what they are so that whatever the
11 wrinkle or misstep or oversight or glitch
12 that has happened in Councilwoman Tasco's
13 place gets revealed by way of a table of
14 organization, for lack of a better word,
15 on what those various steps are. That
16 would be helpful for me as well.

17 MR. GILLISON: Not a problem.
18 I can provide that.

19 COUNCILWOMAN BROWN: To the
20 Office of Aging, if we could ask the
21 leadership there to step forward.

22 MR. GILLISON: Office of Aging.
23 (Witness approached witness.)

24 MS. VELEZ: Good morning.

25 COUNCILWOMAN BROWN: Good

1 4/2/13 - WHOLE - BILL 130178, etc.
2 morning. And thank you for all the work
3 that that office does. I know well given
4 the partnership we have throughout the
5 years.

6 Given all of the concern,
7 questions, confusion around AVI, speak to
8 the relationship or the involvement of
9 your office. Because as I continue to
10 attend or have attended a couple of the
11 AVI meetings, the most recent one being
12 in Councilwoman Blackwell's area, seniors
13 are -- alarmed doesn't even begin to
14 capture the anguish they are feeling
15 around AVI. So what has been the role of
16 your office in that process?

17 MS. VELEZ: Lydia Hernandez
18 Velez for the record, Deputy Managing
19 Director for Aging.

20 In fact, our office in
21 particular has not gotten a lot of phone
22 calls, but I did attend an AVI session,
23 and the questions that were raised were
24 really what are the alternatives for
25 seniors to address their stress around

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the issue of the increased cost. And we
3 have embarked on informing our staff
4 about different information that can give
5 seniors about what some of the relief
6 might be for some of the seniors who are
7 experiencing the increases.

8 But, in fact, I have queried my
9 staff, and we really have not -- our
10 office in particular has not received
11 many calls about it. I guess the focus
12 has been the AVI sessions, and now as
13 people are beginning to capacitate about
14 what it all means, we expect a flood of
15 calls to our office.

16 COUNCILWOMAN BROWN: So there's
17 been discussions amongst members that
18 seniors still are not fully aware of the
19 protections in place. So I would think
20 it appropriate for government now to do
21 the reach to local senior citizen centers
22 to make sure that information gets heard.

23 MS. VELEZ: That's an ongoing
24 issue at all levels, not just AVI.

25 COUNCILWOMAN BROWN: Repeat

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that.

3 MS. VELEZ: That's an ongoing
4 issue at all levels. When you talk to
5 seniors about are they aware of different
6 programs that will assist them, there is
7 a consistent, Oh, I didn't know. Oh, I
8 wish I had known. So we have been
9 working closely with the Philadelphia
10 Corporation for Aging around getting
11 information out, and not just getting
12 information out but measuring and testing
13 and understanding what leads people to
14 act, because there is a lot of -- if you
15 go to a senior center, there may be a
16 wall full of information, but what will
17 make the senior actually take the step of
18 either getting the information, applying
19 for the service.

20 One of the things -- when we
21 were recruiting for the Senior Community
22 Service Employment Program, one of the
23 methodologies we used was to do an
24 announcement on the City's station, and
25 we got a response. So people who are

1 4/2/13 - WHOLE - BILL 130178, etc.
2 interested in finding a second
3 opportunity to increase their income or
4 to just experience a new job experience,
5 we found that that was a very good method
6 for getting people to come into our
7 offices and apply for those positions.

8 COUNCILWOMAN BROWN: Okay. The
9 bell has rung. On the next round as we
10 look to the appeal process, I would like
11 to hear strategically how the
12 Administration or what the Administration
13 is thinking to make sure your office is
14 woven at all levels, because we're going
15 to miss people, and I think we need to go
16 the extra, extra mile as government to
17 capture those who are going to fall
18 through the net.

19 MS. VELEZ: Correct. That's
20 why I mentioned making sure that our
21 staff is as aware as possible of what the
22 different programs and alternatives are
23 as they interact with seniors who are
24 coming into our offices for a variety of
25 different things, everything from the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 prize counseling on their Medicare
3 choices to looking for a job or just
4 looking for services.

5 COUNCILWOMAN BROWN: Okay.

6 MS. VELEZ: Thank you.

7 COUNCILWOMAN BROWN: Thank you,
8 Mr. Chairman.

9 COUNCILMAN JONES: Thank you.
10 And thank you also for working with us on
11 the Aging in the New Age, and we
12 appreciate all the work you do for our
13 seniors. One of the things that we're
14 looking forward to is moving a bill that
15 further incorporates you in the safety of
16 some of our seniors by way of including
17 law enforcement as a part of that,
18 because often cases you are the early
19 warning signs of some type of abuse
20 directed towards our elderly, and we look
21 forward to working with you on that
22 matter.

23 The Chair recognizes
24 Councilwoman Tasco.

25 COUNCILWOMAN TASCO:

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Mr. Gillison.

3 MR. GILLISON: Yes.

4 COUNCILWOMAN TASC0: On

5 November the 8th, 2012, I sent you an
6 e-mail stating that the deadline for
7 Sturgis was November the 9th. The
8 deadline for Sturgis was November the 9th
9 because the contractor's bid expired on
10 that date. In my e-mail I stated that I
11 expected the project to move forward and
12 that there was no reason for it not to,
13 and if it didn't, the Administration
14 would have to explain it to the
15 community, because they were getting a
16 little upset and prepared to march on the
17 Mayor's Office, which I asked them not to
18 do.

19 In response to my e-mail, you
20 suggested, quote, "a call to the Mayor
21 that indicates agreement and support,"
22 and this ball has always been in my
23 court. For the record, can you explain
24 to me what did I need to indicate
25 agreement to and support for in order to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 move the Sturgis project forward?

3 MR. GILLISON: I would think
4 that that was something that you had a
5 discussion with the Mayor about, but all
6 I can again reiterate is that the Sturgis
7 project was and is moving forward. So I
8 guess whatever --

9 COUNCILWOMAN TASC0: It's
10 moving forward now, but --

11 MR. GILLISON: -- happened in
12 the --

13 COUNCILWOMAN TASC0: -- the
14 project was supposed to move in April
15 2012. What did I have to agree to in
16 order to get support for Sturgis to move
17 forward?

18 MR. GILLISON: Ma'am, as I
19 said, that's a discussion that you had to
20 have with the Mayor, and I think that you
21 obviously did have a discussion with the
22 Mayor on a variety of different issues
23 and, as a result, the project was moving
24 and is moving forward.

25 COUNCILWOMAN TASC0: I did not

1 4/2/13 - WHOLE - BILL 130178, etc.
2 have a discussion with the Mayor. I had
3 a discussion with the Mayor back in the
4 spring when the project was first held
5 up. I didn't have a discussion with the
6 Mayor after that, neither in January.
7 All I know is, I got a call that the
8 Sturgis project was moving and they had
9 to move it quickly. And why did we have
10 to move it quickly after holding it up
11 all these months? What happened?

12 MR. GILLISON: I think that we
13 all like to get things done, and the way
14 that we like to get things done --

15 COUNCILWOMAN TASC0: Well, if
16 you like to get them done, why didn't you
17 start that project in April of 2012?

18 MR. GILLISON: It wasn't ready
19 to go.

20 COUNCILWOMAN TASC0: Why did
21 you hold it up?

22 MR. GILLISON: Ma'am, as I have
23 told you on a number of different
24 matters, my answer is the same. The
25 matter that the Sturgis --

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN TASC0: All I want
3 to know is what --

4 MR. GILLISON: The Sturgis
5 project is moving.

6 COUNCILWOMAN TASC0: -- did I
7 have to agree, what did I have to
8 indicate to the Mayor? My agreement for
9 and support of what? Because you wrote
10 it. I didn't write it. You wrote it.

11 MR. GILLISON: I know. And I
12 think that I asked you to speak --

13 COUNCILWOMAN TASC0: What did
14 that mean?

15 MR. GILLISON: I think that I
16 asked you to speak to the Mayor. And I
17 think that I always emphasize that in
18 order to be collaborative --

19 COUNCILWOMAN TASC0: So what
20 did I have to speak to the Mayor on a
21 project that normally would go forward
22 without any interference from anyone?
23 Because it has -- I've been here 25 years
24 and I've never had a project held up by
25 any mayor or anyone. Once the project

1 4/2/13 - WHOLE - BILL 130178, etc.
2 goes through the process, the money is
3 there, it moves forward. Now, this is
4 the first time, and to my surprise, I had
5 to go ask the Mayor to move my project.
6 Now, why did I have to do that?

7 MR. GILLISON: Because we --

8 COUNCILWOMAN TASC0: Because
9 why?

10 MR. GILLISON: We asked. We
11 asked you to collaborate and to actually
12 be in communication with the Mayor.

13 COUNCILWOMAN TASC0: For what?

14 MR. GILLISON: That's a
15 standing --

16 COUNCILWOMAN TASC0: For what?

17 MR. GILLISON: That is a
18 standing --

19 COUNCILWOMAN TASC0: No. I
20 never had to go to any mayor and ask them
21 to let my project go. I never had to do
22 that. This is just so puzzling to me.
23 But thank you very much.

24 MR. GILLISON: Thank you.

25 COUNCILWOMAN TASC0: Thank you

1 4/2/13 - WHOLE - BILL 130178, etc.

2 very much.

3 COUNCILMAN JONES: Thank you,
4 Councilwoman.

5 The Chair recognizes Councilman
6 Oh.

7 COUNCILMAN OH: Thank you very
8 much, Mr. Chairman.

9 Sixty million dollars for the
10 School District, that's not in the
11 budget; is that correct?

12 MR. GILLISON: No. That is
13 something that came up after we had
14 already submitted what the budget is.
15 That will be something that we'll have to
16 take up as we go through the process.

17 COUNCILMAN OH: Okay. And
18 where do you imagine the \$60 million is
19 going to come from other than an increase
20 in the millage rate?

21 MR. GILLISON: I would think
22 that there's a whole lot of different
23 things that can happen, but I'm not going
24 to -- I can't really comment on that.
25 That's something that we obviously have

1 4/2/13 - WHOLE - BILL 130178, etc.
2 just been apprised of at this time. I'm
3 sure there are going to be a whole lot of
4 discussions that will happen. I'm sure
5 you're going to have some questions for
6 the School District, but at the end of
7 the process, like everything else, we
8 will communicate and we'll figure it out.

9 COUNCILMAN OH: Earlier we
10 talked about the money that is owed to
11 the firefighters, and it is somewhere
12 between the Administration's claim of
13 \$200 million and the firefighters' claim
14 of \$66 million. There's no allocation of
15 funds to address that in this budget.

16 MR. GILLISON: You're correct.

17 COUNCILMAN OH: Based on the
18 fact that the City's position it's going
19 to win the lawsuit, the appeal of two
20 lost arbitrations and a lost appeal in
21 Common Pleas Court, so, therefore, it is
22 not going to set aside any money at all?

23 MR. GILLISON: You have the
24 budget that we've submitted to Council
25 for its consideration.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN OH: So in the
3 priority of things, raising new taxes for
4 the School District, which at this time
5 it seems to appear to be -- that's a
6 double qualifier -- seems to appear to be
7 the position of the Administration that
8 it does not have that great of an
9 influence on the School District, that
10 that is actually somehow operated,
11 controlled by the SRC under the Governor,
12 but the liability to the City and the
13 taxpayers on the firefighters' contract
14 is a liability that is directly the
15 City's.

16 Sixty million dollars, how do
17 you bring that forward in light of the
18 statements by the Mayor that he would not
19 be asking for any money for the School
20 District?

21 MR. GILLISON: I think that the
22 Mayor made his -- during his budget
23 address, he said that he would not be
24 putting forward anything. The school --
25 the SRC, which is a body, as has been

1 4/2/13 - WHOLE - BILL 130178, etc.
2 described, has now come forward and said
3 that the structural deficit is such that
4 they have asked not only the City but the
5 State to add additional monies in order
6 to deal with their structural deficit,
7 and the Mayor has made a determination
8 after being asked that that's something
9 that he would seek to support.

10 Now, if you're going to ask me
11 how are we going to do that, I think that
12 we are going to have to really sit down
13 and figure that out, and that's what the
14 process that we go through during these
15 budget hearings is going to probably
16 reveal.

17 I don't have an answer as I sit
18 here right now to tell you how we're
19 going to do it. I think there's going to
20 be an awful lot of talk, a lot of
21 negotiation and, quite frankly, a lot of
22 real awakening to what the structural
23 problems are across the City, and we will
24 come up with a way forward. I think that
25 that's what we always do in government,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 and I think that we'll rise to the level
3 in this matter as well.

4 COUNCILMAN OH: All right.
5 Thank you very much,
6 Mr. Chairman.

7 COUNCILMAN JONES: Thank you,
8 Councilman.

9 The Chair recognizes
10 Councilwoman Sanchez.

11 COUNCILWOMAN SANCHEZ: Thank
12 you.

13 Good afternoon.

14 MR. GILLISON: Good afternoon,
15 Councilwoman.

16 COUNCILWOMAN SANCHEZ: A topic
17 that we've talked about extensively has
18 been around diversity in the workforce
19 throughout the City, and I noticed that
20 in some of the testimonies coming forth
21 by the departments, there is some
22 delineation around the diversity of
23 staffing, both at the executive and at
24 the workforce level, but one of the
25 discussions we've had is about what is

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the Administration's big-picture plan
3 around workforce diversity and language
4 access. And I want to separate those two
5 because I think they each warrant
6 individual attention.

7 So what is the plan, as we've
8 talked about this in the last three or
9 four years?

10 MR. GILLISON: Well, workforce
11 diversity, I think that we've been
12 committed and trying to make sure that
13 where there are opportunities that we can
14 handle directly, that we always are
15 sensitive to making sure that we have as
16 wide an applicant pool and also try to
17 make sure that we are representative of
18 the City that we represent.

19 So our commitment as an
20 Administration has been to make sure that
21 we hire and promote where we can, and we
22 have the discretion to make sure that we
23 take those factors into consideration.
24 When it comes to things that we test for
25 with Civil Service and that entire line,

1 4/2/13 - WHOLE - BILL 130178, etc.

2 I know that you and I, along with
3 Managing Director Negrin, have gone back
4 and forth on how do we expand
5 opportunities either formally or
6 informally. And I know that we've not
7 really come up with a way yet to answer
8 ultimately how we would want to change
9 the process, but I think that we're
10 getting closer to either adopting
11 something on the order of a credit, for
12 example, that maybe we would take to the
13 Civil Service Commission for
14 consideration for language fluidity, that
15 you can actually be able to show and
16 demonstrate that that would be able to
17 have a positive aspect on government and
18 positive feel on what you're doing in
19 government going forward.

20 There's a lot of different
21 ways. You've suggested quite a number.
22 We've suggested a couple of ways to deal
23 with it, and I think we're still talking
24 about what our ultimate response will be
25 in this area.

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2 COUNCILWOMAN SANCHEZ: One of
3 the things that frustrates me the most
4 around this particular topic is that
5 we've all shared and dialogued about what
6 is happening across the country, and our
7 inability to accept a plan, to have a
8 plan, then I'm left with aspirational
9 goals and a commitment, which does not
10 play itself out in our actions.

11 Over the course of this last
12 year and in the next coming years, we're
13 going to finally have an increase in many
14 of our departments, Public Safety and
15 others, and I find myself every time
16 there is a candidates class that's pulled
17 together that has -- and I'll use the
18 Fire Department as an example -- 280
19 folks and only seven of them being
20 Latino, like I'm the only one outraged,
21 because it's not congruent to your
22 earlier claim of there's a commitment.
23 How is there a commitment if of 280 slots
24 seven candidates qualify for that and
25 that there's no discussion about it? I

1 4/2/13 - WHOLE - BILL 130178, etc.

2 mean, what's the timeline?

3 MR. GILLISON: Well, I think,
4 Councilwoman, as we've discussed, I mean,
5 I can't change the Civil Service nor can
6 I change the -- especially in that area.

7 COUNCILWOMAN SANCHEZ: But,
8 Gillison, you haven't asked either. I've
9 met with the Civil Service Commission.
10 I've talked to the Personnel Department.
11 And ultimately it is about the Mayor
12 requesting -- and there are tools that
13 we've used in the past, whether it's a
14 bilingual selective list. This is -- I'm
15 not asking the Administration to do
16 something that every single
17 administration has not done when they
18 have a plan and a commitment. They set a
19 goal and then they meet those goals.

20 So we've had historically the
21 entire -- an entire bilingual prison
22 class going back to under Rendell's
23 Administration to 10 percent of the
24 Police Department. There was a
25 commitment during the Rendell

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Administration and during Street's time.

3 So the issue is, we're going to
4 continue to talk about this unless
5 there's a plan. And so when you say
6 you're committed to it and I continue to
7 have to call you every time there's a
8 class for failure to meet that
9 commitment, I have aspirational goals. I
10 don't have a plan. I don't have a goal,
11 and that's frustrating to me, because we
12 say it and then we have the tools to do
13 it. The fact of the matter is, you don't
14 need Civil Service permission to do any
15 of this stuff that I've suggested in the
16 past, and if you want to go in a
17 different direction, then go to the Civil
18 Service Commission and get the authority
19 to do it.

20 How many more police cadets are
21 we going to hire in the next year?

22 MR. GILLISON: We are trying to
23 get 160 -- about 320, I think, is what
24 we're trying to deal with.

25 COUNCILWOMAN SANCHEZ: So

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2 you're going to go to the Civil Service
3 Commission after you fill those slots and
4 then tell me for the next ten years, when
5 we're only going to fill 100 people,
6 you're going to do it?

7 MR. GILLISON: No. I think
8 that we're using the rules the way the
9 rules are supposed to be. And I think
10 that on the police and fire and all of
11 that, we have been -- we've set aside
12 dollars to make sure that we have
13 recruiting trends, trying to get the best
14 and the brightest to come out and to deal
15 with those matters. We're trying to get
16 persons to come in and to sit for the
17 test to help with getting ready for the
18 test and be able to get them to do what
19 they need to do in order to score so they
20 can be part and parcel of the City's
21 efforts to make sure that we have a
22 diverse class. I mean, those things we
23 are -- we've not only done, we continue
24 to do.

25 So, yes, we're going to do

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that, and quite frankly, the whole idea
3 of -- we have gone back and forth on the
4 language and how we would actually score
5 that, but we have to make sure that it
6 will pass muster of the courts and
7 everything else. So it's not just -- we
8 have our commitment. We've put money
9 into recruitment. We've put money into
10 training. We've put money into making
11 sure that we are keeping our focus on
12 getting this thing done, but we have not
13 come up with a policy change. You're
14 correct in that, and we're continuing to
15 discuss that.

16 COUNCILWOMAN SANCHEZ: And so
17 by when will we have an agreement around
18 the policy? In lieu of passing a policy,
19 there are tools that have passed legal
20 muster that have been used before. What
21 is the unwillingness to use that?

22 MR. GILLISON: I don't think
23 it's an unwillingness. I think that what
24 we're trying to do is, we changed the --
25 in police especially, we changed the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 testing and the scoring and the
3 backgrounds needed to make sure that we
4 would be -- that we thought that would
5 help us have and increase the
6 requirements of being a member of the
7 force. We wanted to see exactly what and
8 how by making that change what is going
9 to be, and we're going to get the kind of
10 officers that we think.

11 In this past class, the police
12 class that came out, it was a very
13 interesting and very diverse class, and
14 now we're wanting to see if there's other
15 efforts that we might need to make. I
16 want to expand that to Fire. I want to
17 expand it to Prisons, particularly for
18 the departments that I still head up.

19 So those things are being done.
20 Those things and those commitments are
21 being translated into action. I know
22 that we have to continue discussion and
23 also perhaps come up with -- if this is
24 going to work or if this is going to be
25 suggested, then I'll just get back to you

1 4/2/13 - WHOLE - BILL 130178, etc.
2 personally and say this is what we've
3 decided to do on language access, and
4 I'll share that with you at the
5 appropriate time. Right now I don't have
6 a date for that because, quite frankly,
7 I'm waiting for the results of the next
8 class that's been coming in to see
9 exactly are we meeting our goals and are
10 we meeting our strategy and is it bearing
11 fruit. So once I see the effect of that,
12 if it looks like we're not getting where
13 we need to be, I think that we will have
14 had one year of a new -- I'm missing a
15 word right now -- a new guideline for who
16 can be an officer, and then we'll be able
17 to adjust as we go forward.

18 COUNCILWOMAN SANCHEZ: Outside
19 of that, every other department in the
20 City has created new job specifications.
21 Only one department requested a bilingual
22 job spec that I'm aware of. The
23 political will comes from the Mayor's
24 Office.

25 MR. GILLISON: I agree.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN SANCHEZ: And
3 every single department is going to come
4 before us this year and they're going to
5 tell us the number of new jobs or new
6 initiatives that they've created, and
7 only one department requested a bilingual
8 position in a front-line staff in this
9 city. So on the one hand, we're saying
10 that we recognize that there's a growing
11 immigrant community and that we want
12 government to be reflective; on the other
13 hand, every single department comes to
14 you to get a signoff for job
15 specifications and creations and there
16 are no goals established.

17 So outside of the Police rank
18 and the Fire Department -- and it's clear
19 that you and I disagree around some of
20 the testing, because, again, there have
21 been tools that have withstood legal
22 challenges and your own willingness to
23 use it in that department, but how does
24 that explain it for every other City
25 department?

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2 MR. GILLISON: I don't have an
3 answer for that question, Councilwoman,
4 and I'll just have to get back to you on
5 that.

6 COUNCILMAN JONES:
7 Councilwoman?

8 COUNCILWOMAN SANCHEZ: I guess
9 I shouldn't be so frustrated. Wilson and
10 Blondie have been having this discussion
11 for 12 years.

12 Wilson, help me out here.

13 This is very, very frustrating.
14 It is very frustrating because we have
15 the tools. We have the talent. We have
16 the pool, and the bilingual personnel in
17 this city is less than 6 percent. We are
18 now 12 percent of this city, and unless
19 we have goals, we're going to continue to
20 have this discussion. And I have a
21 problem because many of these
22 departments' front-line staff need to
23 talk to the constituents. And I just
24 think that this is an area that we've
25 been set back from the previous

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Administration, who got it, and an
3 unwillingness to put a plan together when
4 tools have been given is quite
5 frustrating.

6 I don't want to be the only
7 champion of this, because I think we
8 all -- Councilwoman Blackwell talked
9 about diversity and other communities
10 that are underrepresented here, and
11 without a plan, as you said, if it ain't
12 measured --

13 COUNCILMAN JONES: It ain't
14 managed.

15 COUNCILWOMAN SANCHEZ: -- it
16 ain't managed.

17 Thank you.

18 COUNCILMAN JONES: Thank you,
19 Councilwoman.

20 I'm going to ask Councilwoman
21 Brown if I could -- Councilman Goode,
22 point of information.

23 COUNCILMAN GOODE:
24 Mr. Gillison, you stated you have not yet
25 established a legal framework to do so?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. GILLISON: Yes, I think
3 when I was specifically talking about the
4 Councilwoman's reference in the Fire and
5 the Police Department.

6 COUNCILMAN GOODE: So you have
7 not established a legal framework to do
8 so?

9 MR. GILLISON: I have not
10 reviewed that, that's correct. I have
11 not reviewed it.

12 COUNCILMAN GOODE: Do you know
13 the parameters for a legal framework?

14 MR. GILLISON: Just in general,
15 but not enough to have --

16 COUNCILMAN GOODE: Can we ask
17 for a formal legal opinion on what those
18 parameters would be for a legal
19 framework?

20 MR. GILLISON: I will speak
21 with the Solicitor.

22 COUNCILMAN GOODE: And you can
23 submit that through the Chair?

24 MR. GILLISON: Okay.

25 COUNCILMAN GOODE: Thank you.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN JONES: Thank you,
3 Councilman.

4 If it's okay, Councilwoman
5 Brown, I'd like to defer to Councilman
6 Squilla, who has not had an opportunity
7 to question the witness.

8 COUNCILMAN SQUILLA: Thank you,
9 Mr. Chair.

10 Good morning, Mr. Gillison.

11 MR. GILLISON: I think it's
12 afternoon, but I'm not sure.

13 COUNCILMAN SQUILLA: It is
14 afternoon. I'm sorry.

15 During the process of the
16 budget, does the Administration meet with
17 the School District to decide if they're
18 needing more money?

19 MR. GILLISON: I can -- I think
20 I'll paraphrase what Dr. Shorr said
21 earlier. The SRC obviously is the one
22 that develops the School District budget.
23 There is -- Dr. Shorr is our liaison
24 there, but the budget is developed by the
25 School District. And then I think the

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2 day before, her testimony was that we
3 were given the notice that as a result of
4 the discussions that were held, they have
5 requested 60 million additional from the
6 City and 120 million from the State. So
7 it's during that process then we get that
8 information and then we've taken that in.

9 COUNCILMAN SQUILLA: So you
10 said the School District comes out with
11 the budget and then presents it to the
12 SRC and then the SRC evaluates it and
13 decides that they needed more money?

14 MR. GILLISON: That's correct.

15 COUNCILMAN SQUILLA: And during
16 that process, the SRC does reach out to
17 the Administration or they just --

18 MR. GILLISON: The SRC itself I
19 think meets with -- and I'm going to get
20 myself in trouble, so, Lori, you'd better
21 come back up.

22 But the SRC, I know, meets with
23 the Mayor directly at least three or four
24 times a year, if not more. I know that
25 during that time, we exchange quite a bit

1 4/2/13 - WHOLE - BILL 130178, etc.
2 of information about what we're trying to
3 do to help. Our commitment is to
4 children and children's education, so --

5 COUNCILMAN SQUILLA: We're not
6 doubting that.

7 MR. GILLISON: So we know that
8 there's this structural deficit, so it's
9 not like it's -- we kind of know that
10 they're going to end up probably asking
11 for money, but up until the time that
12 they literally asked us, they had not
13 made an ask.

14 So they made an ask, they
15 notified us what was -- what they believe
16 is needed, and we're now in the process
17 of reacting to that and figuring out how
18 we're going to go forward.

19 COUNCILMAN SQUILLA: I mean,
20 nobody is doubting what we want to do to
21 help the children and educate the
22 children. My question was more so the
23 budget. I'm trying to understand the
24 budget process. The School District
25 comes up with the budget, gives it to the

1 4/2/13 - WHOLE - BILL 130178, etc.

2 SRC. The School District didn't seem a
3 need to ask for another \$60 million, but
4 then when the SRC reviewed it, they felt
5 there was a need for another \$60 million.

6 DR. SHORR: So the budget
7 process is, the District does come up
8 with it, and the SRC is required every
9 year by the last day in March to do a
10 lump sum budget where -- and the sole
11 purpose of that lump sum budget is to let
12 the funders of the School District know
13 whether or not they will have enough
14 money in the following year to meet
15 budget or not.

16 Historically that lump sum
17 budget has almost always balanced and
18 they sort of -- it was what it was. And
19 I think that this SRC is very much
20 interested in dealing with the structural
21 deficit that they have, and so they're
22 showing that there is a problem
23 between -- they're forecasting a problem
24 for next year.

25 COUNCILMAN SQUILLA: During the

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2 District's budget, was it looking to
3 borrow more money?

4 DR. SHORR: It is the opinion
5 of the District that they can't borrow
6 more money. Last year, if you remember
7 when they came, they were also facing the
8 same budget deficit, but they borrowed
9 \$300 million this past year just to
10 basically make payroll. They will now be
11 paying \$22 million a year going forward
12 for the next 20 years on that 300 million
13 to get through this past year. During
14 that time, they were hoping to make
15 enough cuts to get to a place where they
16 could go forward without the structural
17 deficit, and as you know, they've
18 closed -- they've voted to close schools,
19 which none of us were thrilled about and
20 none of us got into this business to do
21 that, but they got -- they've cut at
22 their central office. So they're going
23 to go through all this when they come
24 down, but they weren't able to get there
25 just through cutting their budget and now

1 4/2/13 - WHOLE - BILL 130178, etc.
2 are still faced with a \$300 million
3 deficit for next year.

4 COUNCILMAN SQUILLA: But the
5 District didn't seem the need to borrow
6 money and they thought the budget was
7 balanced with the proposal they gave to
8 the SRC?

9 DR. SHORR: They did not
10 suggest borrowing for next year. That
11 wasn't part of -- from what I understand,
12 that was not part of what the District
13 put in front of the SRC, but you have to
14 ask them that sequence when they're here.

15 COUNCILMAN SQUILLA: And then
16 the SRC reviewed what the District gave
17 them and decided that this is not a good
18 enough budget, we need another 180
19 million?

20 DR. SHORR: Right. The
21 five-year budget -- if you remember, two
22 years ago the Mayor and the Secretary of
23 Education signed an Education
24 Accountability Agreement with the
25 District and the SRC asking for a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 five-year budget to be implemented,
3 because prior to that time, for quite a
4 while, the District was only doing a
5 year-by-year budget, so wanted a
6 five-year budget.

7 The five-year budget now is the
8 tool that's being used to determine where
9 their structural deficit is, and I think
10 that that's what was used to forecast
11 what next year's will look like.

12 COUNCILMAN SQUILLA: Isn't
13 there a special task force that deals
14 with this from the Administration? Don't
15 they have a couple people from the
16 Administration that deals with the
17 District and is involved with that?

18 DR. SHORR: Oh, we have lots of
19 folks who are dealing with the District
20 on different levels, Behavioral Health,
21 DHS, Recreation, people from my office
22 who work over there on customer service,
23 parent involvement, charter schools. I'm
24 up there.

25 COUNCILMAN SQUILLA: Is there

1 4/2/13 - WHOLE - BILL 130178, etc.
2 anybody from the Administration for
3 Finance or anybody --

4 DR. SHORR: Rob Dubow and Anna,
5 both.

6 COUNCILMAN SQUILLA: And none
7 of them seemed to think that you would
8 need another 180 million?

9 DR. SHORR: I think we had
10 known since the first five-year budget
11 was put together that the District has a
12 structural deficit, and I don't think
13 anybody has been quiet about that. We've
14 been talking about it, everybody has been
15 talking about it, for the last 18 months,
16 that this District, they've received
17 quite a few cuts from the state, about
18 \$300 million a year cut annual. This
19 City Council and Mayor have put 90
20 million annually back in their budget.

21 This is a crisis situation, and
22 I know everybody is sort of sick of
23 hearing about it, but it's been out
24 there.

25 COUNCILMAN SQUILLA: We all

1 4/2/13 - WHOLE - BILL 130178, etc.

2 understand it. I'm just curious why the
3 District didn't seem a need to --

4 DR. SHORR: I think they did it
5 when -- the lump sum is when they let
6 their funders know if they have enough
7 money for the following year, and they
8 actually did it a week earlier I think
9 than they did last year. But that is the
10 process. The lump sum is the way they
11 communicate to their funders whether or
12 not they have enough revenue to meet
13 expenditures.

14 COUNCILMAN SQUILLA: And one
15 more question. Last year when you
16 presented your budget, did the SRC then
17 change it to borrow the extra money? You
18 presented a budget last year --

19 DR. SHORR: The District
20 presented a budget to the SRC.

21 COUNCILMAN SQUILLA: At the SRC
22 last year, and then that was also a
23 request from the City for more money?

24 DR. SHORR: It was.

25 COUNCILMAN SQUILLA: At that

1 4/2/13 - WHOLE - BILL 130178, etc.

2 time, the District requested more money
3 from the City?

4 DR. SHORR: The Mayor had in
5 his budget last year \$94 million.

6 COUNCILMAN SQUILLA:
7 Ninety-four million. So this year during
8 that same process, because the Mayor's
9 Office, I'm thinking Rob and all, work
10 together with you to come up with the
11 budget. I'm just having a hard time
12 understanding why, as you were going
13 through that way, that you didn't see it.

14 DR. SHORR: I think the SRC had
15 to make its decisions about the ratio of
16 who they were going to ask what for and
17 we were waiting for that decision to be
18 made.

19 COUNCILMAN SQUILLA: It's just
20 harder to do after the budget is done
21 than to go back and ask for money
22 afterwards. It's sort of -- it makes it
23 difficult.

24 DR. SHORR: I think it's a hard
25 situation all around, I agree.

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2 COUNCILMAN SQUILLA: All right.

3 Thank you. I'll continue later.

4 COUNCILMAN JONES: Thank you,
5 Councilman.

6 I think it's safe to say that
7 in last year's budget, Councilman Oh
8 predicted the borrowing. When we were in
9 closed-door sessions, we were saying no,
10 no, no, and it was you that said that
11 that's the way that they would close this
12 year's deficit. Not that I totally
13 understand the market, but I think in
14 today's market, it's been said that if
15 they were to borrow again, the cost of
16 money two years in a row for working
17 capital would be extreme, and so it
18 doesn't present itself as a real option.
19 So stay tuned, on top of AVI, you know.

20 I just want to remind everyone
21 that it is 12:30. We have four more
22 Councilpeople for this witness, and I
23 want to know is it the pleasure of
24 Council that we press on. We have MOCS
25 and OHCD after that, or would we after

1 4/2/13 - WHOLE - BILL 130178, etc.

2 this group want to take a break, just to
3 get a sense of that. And I've been
4 reminded seven more departments for the
5 close of the day.

6 How do you want to proceed?

7 Want to press on?

8 COUNCILMAN OH: Press on.

9 COUNCILMAN JONES: I knew you
10 would. The camera is in here. Good
11 decision.

12 Councilwoman Brown.

13 COUNCILWOMAN BROWN: Thank you.

14 I'm reviewing with as much
15 detail as I can the Office of
16 Sustainability contract that went out to
17 Noresco. So to underscore the questions
18 and continuing concerns raised by
19 Councilwoman Quinones-Sanchez -- and
20 thank you for the breakdown, except that
21 it's not dummy-proof, and by that I mean,
22 I can't tell which of these
23 subcontractors are minority or women, and
24 that that added level of information
25 gives us a better read on how well we are

1 4/2/13 - WHOLE - BILL 130178, etc.
2 doing when it comes to facilitating
3 opportunities for women and separate from
4 people of color.

5 So if you would break this down
6 further, then we have a better picture of
7 what these subcontractors mean.

8 MS. GAJEWSKI: Sure. Happy to
9 follow up and provide that additional
10 information.

11 COUNCILWOMAN BROWN: Please.

12 And just by way of observation,
13 I see that there are five subcontractors,
14 and of the five, only one went to
15 Philadelphia. So I'm going to believe
16 that that was because of lowest
17 responsible bid, but I'm hard-pressed to
18 believe that in this region, we could not
19 find a plumbing consulting firm that
20 could meet the requirements or
21 stipulations of that contract and have to
22 go all the way to Richmond, Virginia.
23 That raises a level of -- a red flag for
24 me when we look to see where the City's
25 sending our money. So if you would break

1 4/2/13 - WHOLE - BILL 130178, etc.
2 it down by -- separate women from
3 minorities, that would be very, very,
4 very useful.

5 When can we expect the
6 breakdown of the scholarships? Because
7 I've learned also the hard way if we
8 don't get a date at the table, then we
9 get it when we get it, and when budget
10 season is over, it doesn't serve us well.

11 MR. GILLISON: I'll commit to
12 you that I'll get it to the Chair. I
13 believe that the only question we had,
14 Councilwoman, was whether it's electronic
15 or paper.

16 COUNCILWOMAN BROWN: Yes.

17 MR. GILLISON: But I'll try and
18 get that to the Chair.

19 COUNCILWOMAN BROWN: By the end
20 of the week, is that reasonable?

21 MR. GILLISON: Absolutely.

22 COUNCILWOMAN BROWN: I want to
23 underscore Councilwoman Blackwell's
24 concerns around Immigrant and
25 Multicultural Affairs, because I too get

1 4/2/13 - WHOLE - BILL 130178, etc.
2 requests from non-profit organization
3 leaders in Southwest Philly that are
4 looking to get an opportunity to do
5 business with the City. And so I'll
6 leave it there, because I've been in
7 conversations with one of your staff
8 members on how we can serve that
9 community better by making sure they get
10 in the loop of information.

11 I just want to make sure I'm
12 capturing all my notes here.

13 And for the Office of
14 Education, your team member will let us
15 know the graduation coaches, where they
16 are by --

17 MR. GILLISON: We're going to
18 break it down by geography.

19 COUNCILWOMAN BROWN: Terrific.
20 Okay, then. Thank you.

21 MR. GILLISON: And I'll provide
22 it to the Chair.

23 COUNCILWOMAN BROWN: Terrific.

24 MR. GILLISON: Thank you.

25 COUNCILWOMAN BROWN: Thank you,

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Mr. Chairman.

3 COUNCILMAN JONES: Thank you,
4 Councilwoman.

5 Councilman Oh and then
6 Councilwoman Sanchez.

7 COUNCILMAN OH: Thank you very
8 much, Mr. Chairman.

9 The increase in the Mayor's
10 Office budget includes \$350,000 for
11 outside services. One hundred fifty
12 thousand dollars were identified as
13 language access, and you did indicate
14 that there was a need for outside grant
15 writers; is that correct?

16 MR. GILLISON: That's correct.
17 I think that there is \$50,000 in each of
18 those, but I could actually get the
19 detail to you.

20 Yeah, it's \$50,000 for grant
21 writing consulting and our consulting
22 services for another \$50,000.

23 COUNCILMAN OH: Is that a
24 hundred thousand?

25 MR. GILLISON: That's a hundred

1 4/2/13 - WHOLE - BILL 130178, etc.
2 thousand total.

3 COUNCILMAN OH: So there's
4 three full-time grant writers and 140
5 part-time grant writers for \$1 million in
6 salaries; is that correct?

7 MR. GILLISON: No, that's not
8 correct. The million dollars in salary
9 again is what I've detailed --

10 COUNCILMAN OH: No. I mean in
11 the existing budget, not in the future
12 budget. I mean as of now, the City has
13 140 part-time grant writers, three
14 full-time grant writers for a million
15 dollars in salaries and \$29,000 in
16 expenses.

17 MS. RHYNHART: Right now we're
18 talking about the increase in Class 200.

19 COUNCILMAN OH: I'm not talking
20 about the increase. I'm talking about
21 prior to the increase, there already
22 is --

23 MS. RHYNHART: The Grant Office
24 are you speaking of?

25 COUNCILMAN OH: Yes.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. RHYNHART: There is a Grant
3 Office.

4 MR. GILLISON: Maari Porter and
5 also Christine Piven. So I can have her
6 come up and describe the office, but --

7 COUNCILMAN OH: Well, I really
8 don't need the description. I just would
9 like to ask what are the outside grant
10 writers going to do that the 143 existing
11 grant writers cannot do?

12 (Witness approached witness
13 table.)

14 MS. PIVEN: My name is
15 Christine Piven. I'm the Deputy Grant
16 Writer. Maari Porter is on maternity
17 leave. She is the Chief, which is why
18 I'm here.

19 COUNCILWOMAN BROWN: Speak into
20 the mic.

21 MS. PIVEN: Sorry.

22 Different departments handle
23 their grants in different ways. So the
24 Health Department would have their own
25 grant writers, but there are some

1 4/2/13 - WHOLE - BILL 130178, etc.
2 departments that don't have their grant
3 writing department. So the funding here
4 is to be able to hire grant writers to be
5 able to really work on the larger federal
6 grants; for example, Choice and Promise
7 and other big \$30 million grants, which
8 can be very technical and need very
9 specific knowledge by grant writers.

10 COUNCILMAN OH: Do all the
11 grants end up in one fund for whatever
12 department, whoever is writing grants?
13 Do they all end up in the fund for grant
14 revenues?

15 MS. RHYNHART: Hi, Councilman.

16 COUNCILMAN OH: Hello.

17 MS. RHYNHART: I lost the mic
18 here.

19 There is a grants fund that we
20 spoke about the other day. The grants
21 fund is the accounting fund for the
22 grants received and then the monies
23 spent.

24 One thing that as an
25 Administration that we have started to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 focus on over the last year or so is the
3 fact that the federal government is
4 giving less grants by block grant and
5 more grants by competitive grant, which
6 means that it's increasingly important to
7 be able to apply for grants in a
8 competitive manner in order to get
9 additional funding from the government.

10 COUNCILMAN OH: Understood. My
11 question then goes to, there was two
12 months ago transferred out of the fund
13 for grant revenues \$2.9 million for OPA.
14 Was that money not somehow identified as
15 being specific for something or is it
16 just a pool of money that you can pull
17 out?

18 MS. RHYNHART: So the way --
19 there is additional appropriations in the
20 grants fund, and the technical -- and
21 you're discussing the technicality of how
22 we accomplish a mid year transfer
23 ordinance in the Operating Budget, and
24 what we often have to do in order to
25 increase a department's budget mid year,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 as we had to do with the Office of
3 Property Assessment to complete AVI, is
4 to take the appropriation power from the
5 grants fund. That's appropriation power.
6 It's not taking away money that would
7 have been spent on a grant.

8 COUNCILMAN OH: Right. So I
9 will conclude because my time is up, but
10 my question for perhaps an offline
11 discussion is this: We are approving
12 very specifically dollars for very
13 specific things. Then somewhere
14 throughout the year, transfer ordinances
15 come in moving certain amounts of money
16 from one place to another. That needs
17 our approval, I understand that. What
18 I'm trying to follow then is that there
19 are a number of transfer ordinances
20 moving money from one place to another
21 place, and some of it I'm not really able
22 to track in terms of where all these
23 grants go, and then we have a Fund for
24 Philadelphia, which is not the Grant
25 Revenues Fund, right, that is a separate

1 4/2/13 - WHOLE - BILL 130178, etc.
2 entity altogether?

3 MS. RHYNHART: It's a separate
4 entity, right. I would be happy to sit
5 down with you to walk through some of
6 these complexities of the budgeting
7 process.

8 COUNCILMAN OH: Okay. Thank
9 you.

10 MS. RHYNHART: Sure.

11 COUNCILMAN JONES: Thank you,
12 Councilman Oh.

13 The Chair recognizes
14 Councilwoman Sanchez.

15 COUNCILWOMAN SANCHEZ:
16 Mr. Chair, we can proceed with the rest
17 of the testimony. Some of my questions
18 are related to the Managing Director's
19 Office, so...

20 COUNCILMAN JONES: Well, your
21 time was up anyway.

22 COUNCILWOMAN SANCHEZ: Yeah,
23 right.

24 COUNCILMAN JONES: Thank you
25 for answering our questions, and we look

1 4/2/13 - WHOLE - BILL 130178, etc.

2 forward to followup to some of the
3 questions that were raised.

4 We'll now hear from the next
5 department, which is the Mayor's Office
6 of --

7 COUNCILWOMAN TASC0: I haven't
8 finished. I have more questions.

9 COUNCILMAN JONES: You didn't
10 put --

11 COUNCILWOMAN TASC0: My light
12 is on.

13 COUNCILMAN JONES: No, it
14 isn't. I'm looking at it.

15 I recognize it now.

16 COUNCILWOMAN TASC0: It's a
17 very short question.

18 COUNCILMAN JONES: No, go
19 ahead. That's fine.

20 COUNCILWOMAN TASC0: Very, very
21 short.

22 Mr. Gillison, you said earlier
23 in relationship to the Chief Integrity
24 Officer that you didn't go to attend any
25 meetings without her being with you. Was

1 4/2/13 - WHOLE - BILL 130178, etc.

2 there any reason why you didn't bring her
3 to my meeting?

4 MR. GILLISON: No, not at all.

5 I attend -- I don't actually go to
6 meetings with -- I go to meet her. Her
7 office is right next to the Mayor's
8 Office. Mine is across the hall, and
9 sometimes I will walk into her office to
10 ask questions if I have issues. I will
11 ask her questions. So we work very
12 collaboratively together.

13 So, no, I don't have any reason
14 to take her to meetings with me. I'm
15 fine.

16 COUNCILWOMAN TASC0: Maybe I
17 misunderstood you. Thank you very much.

18 MR. GILLISON: Thank you.

19 COUNCILMAN JONES: Thank you,
20 Councilwoman.

21 Are there any other questions
22 for this witness?

23 (No response.)

24 COUNCILMAN JONES: Seeing none,
25 we will bring up the Mayor's Office of

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Community Services.

3 MR. GILLISON: Thank you.

4 COUNCILMAN JONES: Excuse me.
5 Let me get the name right. There's been
6 a name change, and that's the Mayor's
7 Office of Community Empowerment and
8 Opportunity.

9 We are going to take a
10 five-minute break due to the
11 stenographer's request.

12 (Brief recess.)

13 COUNCILMAN JONES: We will
14 resume testimony. Will the witness
15 please come to the stand and all members
16 that are prepared to ask questions be
17 engaged.

18 (Witness approached witness
19 table.)

20 COUNCILMAN JONES: Good
21 afternoon.

22 MS. GLADSTEIN: Good afternoon.
23 My name is Eva Gladstein, Executive
24 Director of the Mayor's Office of
25 Community Empowerment and Opportunity.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Thank you for the opportunity to testify
3 today regarding the Fiscal Year 2014
4 operating budget.

5 The Mayor's Office of Community
6 Empowerment and Opportunity requests a
7 Fiscal Year '14 appropriation of
8 \$8,690,533 from the Grants Revenue Fund.
9 We are not requesting any funding from
10 the General Fund.

11 In Fiscal Year '13, our
12 estimated spending will be \$3,234,942 in
13 Class 100.

14 And with your permission,
15 Mr. Chair, could I just summarize the
16 next paragraph since everybody should
17 have it in writing?

18 COUNCILMAN JONES: Feel free.

19 MS. GLADSTEIN: And we are
20 asking for in Fiscal Year '14 an
21 appropriation Class 100 of a little bit
22 over \$4 million. All of these
23 appropriations in Class 100, 200, 300,
24 and 400 represent a 25 percent increase
25 over the Fiscal Year '13 award or funding

1 4/2/13 - WHOLE - BILL 130178, etc.

2 source, and this will enable us to apply
3 for new grant revenues. So it's just an
4 appropriation, so that if we are able to
5 attract additional grants, we will have
6 the budget authority to use those grants.

7 The CEO is committed to
8 supporting the Administration's goal of
9 25 percent minority, women, and
10 disabled-owned business participation in
11 City contracting. Last year our
12 participation goal was 35 percent.
13 Through the second quarter of Fiscal Year
14 '13, we've issued no contract. We had
15 issued no contracts to for-profit
16 entities. In fact, the vast majority of
17 the contracts that we issue are to
18 non-profit entities. However, the
19 average participation of our organization
20 from Fiscal Year '09 through Fiscal Year
21 '12 was 42.5 percent participation and
22 our goal for Fiscal Year '14 is 35
23 percent if we are to have any for-profit
24 contracts.

25 CEO is funded by five grants.

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2 We're proud to share that this year CEO
3 received a grant from the Living Cities
4 Community Financial Empowerment Fund.
5 With our non-profit partner, Clarifi,
6 we've opened six financial empowerment
7 centers. They'll integrate high quality,
8 one-on-one financial education and
9 counseling into existing public and
10 non-profit programs to help clients
11 transition from debt management to
12 savings. Sites have already been
13 established. It's Municipal Services
14 Building, at Congreso de Latinos Unidos,
15 at Community College, at Community Legal
16 Services' North Central Office, at
17 People's Emergency Center in West
18 Philadelphia, and at the Welcoming Center
19 for New Philadelphians. And I brought
20 with me some cards with information about
21 this program, if Councilmembers are
22 interested.

23 Our four other grant sources
24 are all public, and through them, CEO
25 provides services designed to empower

1 4/2/13 - WHOLE - BILL 130178, etc.

2 low-income Philadelphians to reach
3 self-sufficiency by providing programs,
4 services, and connections to key services
5 like job training. A complete list of
6 the services that CEO currently provides
7 either through its staff or through its
8 contracts with local non-profits is
9 attached. And I'll apologize now. It
10 was not attached to the testimony that
11 was distributed to Council, but I brought
12 20 copies with me today of a complete
13 list of our programs, and I'll be happy
14 to answer any questions about them at the
15 end of my testimony.

16 CEO has a staff of 69, of which
17 nine are Spanish speaking and three are
18 bilingual in other languages.

19 The most important thing for us
20 to discuss today, however, is the future
21 direction of the office. As you're all
22 aware, the Mayor's Office of Community
23 Empowerment and Opportunity was created
24 January 15th of this year by the Mayor's
25 executive order, and our mission is to

1 4/2/13 - WHOLE - BILL 130178, etc.

2 align the City's efforts to lift
3 individuals and communities out of
4 poverty and increase opportunities for
5 low-income individuals and families.

6 Among other things, the functions of the
7 agency are to provide leadership and
8 strategic support in the development of
9 an anti-poverty plan for the City of
10 Philadelphia and to serve as a single
11 point of contact and accountability for
12 the City's anti-poverty efforts. The
13 executive order established CEO as the
14 City's community action agency, replacing
15 the former Mayor's Office of Community
16 Services and assuming its
17 responsibilities. The Mayor appointed a
18 new oversight board at that same time and
19 named me to be the Director of the
20 organization.

21 The Mayor has charged me and
22 the CEO oversight board with developing a
23 new strategic plan for the City's
24 anti-poverty efforts. How might
25 increasingly scarce government resources

1 4/2/13 - WHOLE - BILL 130178, etc.

2 be used most effectively to relieve the
3 symptoms of poverty and help the City's
4 poor to escape poverty? Which of CEO's
5 current activities are most effective?
6 What innovative efforts might be piloted
7 that could attract private dollars? And
8 the previously mentioned Community
9 Financial Empowerment Center grant is an
10 example of one such idea that we are
11 piloting.

12 This planning process is
13 underway, and we anticipate its
14 completion this summer. I look forward
15 to seeking the input of members of City
16 Council as the plan progresses. After
17 its completion, we will take steps
18 intended to align the CEO's activities
19 and position the office to drive the
20 anti-poverty plan. We anticipate that
21 all our functions will include
22 coordinating activities among multiple
23 public and private entities, funding
24 high-priority initiatives, measuring
25 progress towards our goals, reporting to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the community, attracting additional
3 resources, and adjusting the plan as
4 necessary.

5 As you can see, the CEO is in
6 the early stages of a transition process.
7 I anticipate that next year's testimony
8 will reveal a number of changes, ones
9 that we will all be excited by and proud
10 about.

11 Thank you. That concludes my
12 testimony. I'm happy to answer any
13 questions you may have. And, again, to
14 the Clerk, I do have copies of our
15 programs available here.

16 COUNCILMAN JONES: Thank you,
17 Ms. Gladstein. I'm excited about you
18 assuming the role of Executive Director.
19 I have, as well as other Councilpeople,
20 been very concerned about what the City's
21 overall anti-poverty effort is.

22 As we did workshops on AVI, as
23 we did workshops and outreach on budget
24 last year, one of the questions came,
25 Well, we know what your greening program

1 4/2/13 - WHOLE - BILL 130178, etc.
2 is, you want to be the greenest city in
3 America. We know what your anti-crime
4 efforts are, where the Mayor used
5 technology and boots on the ground and
6 working with the District Attorney's
7 Office, GunStat. People understood and
8 could put their arms around that
9 strategy. As we started peeling off
10 strategies, many people could not
11 understand what's the strategy to
12 alleviate poverty and also, on another
13 end, reinforce and maintain the middle
14 class, because a lot of times those lines
15 are blurred by the working poor.

16 In the AVI where Everett
17 Gillison actually attended one of the
18 sessions with us, the lady held me for
19 five minutes talking about, Well, how do
20 you -- I'm one paycheck away from needing
21 the services that I'm not eligible for
22 now.

23 So one of the things that we
24 wanted to do and asked you earlier, get
25 it on the record now, was to work with

1 4/2/13 - WHOLE - BILL 130178, etc.
2 you and your organization to talk about a
3 middle class but anti-poverty strategy
4 that could be utilizing existing
5 resources, many of the existing resources
6 but, in my opinion, don't coordinate well
7 enough, act in silos, and then are harder
8 to understand by the end user, which are
9 the poor people or people living below
10 the poverty guidelines that we're sworn
11 to help.

12 So I'd like to get a commitment
13 from the organization that we'll work
14 together. Not that you'll follow
15 directions, nor will we, but we can
16 cooperate and better utilize resources
17 and better provide services to folk that
18 need it.

19 MS. GLADSTEIN: You have my
20 commitment to do that. I think City
21 Council offers a really unique
22 opportunity to outreach to the citizens
23 of Philadelphia. You're a trusted
24 location in government for people to come
25 to for services and learn about

1 4/2/13 - WHOLE - BILL 130178, etc.
2 opportunities, and obviously you have a
3 lot of experience that you can give us
4 guidance as we move forward with the
5 plan.

6 COUNCILMAN JONES: You're one
7 of the most organized individuals I had
8 an opportunity to work with, so I'm
9 encouraged.

10 A couple quick questions. One,
11 last year in testimony you guys talked
12 about your eLogic system, because I asked
13 about deliverables last year and I asked
14 about who was being served, and then I
15 was told that eLogic was going to solve
16 all of that for me. Did it solve
17 everything?

18 MS. GLADSTEIN: It's on its way
19 to helping. And I'll start, and if you
20 have more detailed questions, I'll bring
21 up one of my staff members. But for the
22 members of Council, eLogic is our system
23 where we're recording outputs and
24 outcomes for the services that we fund
25 that are provided both by our staff

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2 directly through several programs and
3 through organizations that are under
4 contract to us. And we're looking at
5 what benefit an individual family or a
6 community is deriving from the service
7 that we're providing, and this eLogic is
8 a software program that enables us to
9 report as we are required to do on our
10 largest funding source, which is the
11 Community Services Block Grant, which is
12 federal funds that come through the
13 state. So we have to give regular
14 reports to the state on these outcomes,
15 and eLogic software enables us to do
16 that.

17 COUNCILMAN JONES: So the
18 question becomes, have we captured
19 outputs? Do you have a report that tells
20 me how many people move from sufficiency
21 to independence economically?

22 MS. GLADSTEIN: The report that
23 I've distributed to you for each program
24 shows the outcomes for 2012 that are
25 coming around and, yes, it gives you that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 information. We are still -- the reason
3 I said we're on our way to doing this is
4 that we can improve our data collection,
5 both in terms of our own staff but also
6 the agencies with whom we work. So we
7 may not be capturing all of the potential
8 outcomes; for example, all of the
9 community benefits. We may be doing a
10 better job of capturing the benefits to
11 an individual or family than overall
12 community betterment that might occur
13 from that service.

14 So this is something that we're
15 still working with our staff and the
16 other agencies under contract with us to
17 do. But, yes, if you look at the report,
18 we can -- overall we served 21,000
19 individuals last year, and we can show
20 you that, for example, our Community
21 Engagement Unit, 1,468 people received
22 property tax rebates, just as an example
23 of the -- which means that's adding to
24 their income or increasing their wealth.

25 With regard to the Health

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Department, we fund them to provide lead
3 abatement services in homes where there
4 are children who have suffered from lead
5 poisoning, and they educate the family
6 and they also remove the lead, and they
7 served a total of 1,165 individuals or
8 286 families, all of whom received lead
9 abatement services. They removed lead in
10 286 homes, and they reduced the health
11 risks for 688 youth.

12 So I can go through each of
13 these items, but eLogic is enabling us to
14 capture this.

15 COUNCILMAN JONES: What is
16 important to me -- and I know sometimes
17 it's been used as a shield to say
18 confidentiality of the client -- that I
19 expect to know that where these
20 individuals come from and how they've
21 been serviced in the sense -- the broad
22 strokes of they got lead abatement is one
23 thing, and I think it's a worthwhile
24 measurement, but I guess what I'm looking
25 to dig down into is that one of the

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2 things we discussed -- and we discussed
3 this -- there are different types of
4 people that are classified as poor. Some
5 people are poor due to circumstances of a
6 downturn of an economy and they were laid
7 off. Other people have been suffering
8 because of new migration to the United
9 States and language barriers. But there
10 are varying definitions of poor. People
11 move from the working class to a fixed
12 income based on retirement. So it's not
13 monolithic.

14 And so what I want to do is
15 drill down to know the type of poverty
16 that we face as a city and then tracks
17 from that condition to a better
18 condition. And I think if your eLogic is
19 what it's been billed as, it should be
20 able to tell us that in a detailed way
21 that allows us -- I know it's 21,000 you
22 just said, but, I mean, a little more
23 detail of how we're helping, who we're
24 helping, and whether it's a temporary
25 help or long-lasting, sustainable uplift.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 So those are things that -- you
3 don't have to do it now, but these are
4 things that as a goal -- I keep good
5 notes, so I'm going to remember this the
6 following year. They'll attest to that,
7 that I keep good notes, and I will ask
8 the question again.

9 And I'll turn this over to my
10 colleagues, but what is the PREP program?

11 MS. GLADSTEIN: This is a
12 program that we funded, I believe, in
13 2011 with an agreement between the labor
14 unions and the Housing Authority in terms
15 of training low-income individuals for
16 the construction trades.

17 COUNCILMAN JONES: And how many
18 individuals did they train?

19 MS. GLADSTEIN: I'll have to
20 look at my report.

21 It's not in this report. I'll
22 have to get back to you, because they
23 were only funded in the previous year and
24 not in '12, and I brought the report for
25 '12.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN JONES: Who runs the
3 PREP program?

4 MS. GLADSTEIN: This was before
5 my time, so I will get information to
6 you. But since I've joined the office,
7 they've not been under contract to us.
8 They've not been under contract for about
9 a year and a half.

10 COUNCILMAN JONES: How much
11 were they funded?

12 MS. GLADSTEIN: One hundred and
13 twenty-five thousand dollars in 2011.

14 COUNCILMAN JONES: And do we
15 have any reports on outcomes?

16 MS. GLADSTEIN: We can get that
17 for you. I just don't have it here
18 today.

19 COUNCILMAN JONES: All right.
20 The Chair recognizes
21 Councilwoman Tasco.

22 COUNCILWOMAN TASCO: Thank you.
23 Good afternoon.

24 MS. GLADSTEIN: Good afternoon.

25 COUNCILWOMAN TASCO: I want to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 ask a question, request. You stated
3 there are 69 employees in your department
4 and you mentioned that there are nine
5 Spanish speaking. How many are African
6 Americans?

7 MS. GLADSTEIN: I think about
8 74 percent of our staff are African
9 American, but let me double-check.

10 Yes, 73 percent of our staff
11 are African American.

12 COUNCILWOMAN TASC0: What top
13 positions do they hold? Do they hold any
14 deputy executive director or any position
15 of policymaking?

16 MS. GLADSTEIN: Our director of
17 program and technology, who is here, our
18 director of grants and monitoring, and
19 our controller.

20 COUNCILWOMAN TASC0: Okay. Can
21 you provide me a brief legislative
22 history of how MOCS was created to
23 perform the duties under federal Economic
24 Opportunity Act of 1964?

25 MS. GLADSTEIN: Would you like

1 4/2/13 - WHOLE - BILL 130178, etc.

2 that now or are you asking for me --

3 COUNCILWOMAN TASC0: Do you
4 know?

5 MS. GLADSTEIN: Essentially
6 when the program began, which was, I
7 think, about 40 years ago, as a federal
8 program, it required that each locality
9 that would receive the funds create a
10 community action agency, and it's been by
11 executive order for many mayors ago.
12 It's been renamed several times by
13 different mayors. I remember when I came
14 to Philadelphia in 1970 it was the
15 Philadelphia Anti --

16 COUNCILWOMAN TASC0: Poverty?

17 MS. GLADSTEIN: PAAC, and then
18 it became MOCS after that and now CEO.
19 But we do have a history, if you'd like a
20 written history, that we can provide --

21 COUNCILWOMAN TASC0: Okay.
22 That would be helpful.

23 MS. GLADSTEIN: -- of the
24 changes, but it's always been by
25 executive order.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN TASC0: The next
3 question in line with that is, what is
4 the distinction between the executive
5 order for MOCS and the new Mayor's Office
6 of Community Empowerment and Opportunity
7 and the Philadelphia Allied Action
8 Commission under The Philadelphia Code in
9 Chapter 21-800, Section 801? So you want
10 to kind of give me that later if you
11 don't have that in your head.

12 MS. GLADSTEIN: The Mayor's
13 executive order of January 15th --

14 COUNCILWOMAN TASC0: Does that
15 supersede the Code 2001?

16 MS. GLADSTEIN: I was not
17 familiar that there was a Code section
18 referencing PAAC, so that may be some
19 cleanup that we have to do. So I
20 appreciate that being brought to our
21 attention.

22 This Mayor's order did
23 supersede previous executive orders
24 creating the previous entities that
25 served as community action agencies, but

1 4/2/13 - WHOLE - BILL 130178, etc.

2 I wasn't aware that it was in The
3 Philadelphia Code, so we will look at
4 that.

5 COUNCILWOMAN TASC0: Chapter
6 21-800, Section 801.

7 MS. GLADSTEIN: Okay. Thank
8 you.

9 COUNCILWOMAN TASC0: In your
10 testimony you discuss the new Mayor's
11 Office of Community Empowerment and
12 Opportunity and that this new office
13 replaces the Mayor's Office of Community
14 Services, also known as MOCS, and this
15 was done on January 15th of this year.
16 He signed this executive order and placed
17 a new office and appointed 23 people.
18 However, under the Fiscal Year 2014
19 budget, funding for this new office is
20 proposed to come from the Pennsylvania
21 Department of Community and Economic
22 Development, DCED, by way of the federal
23 Community Services Block Grant. Under
24 state and federal guidelines, the
25 oversight board for an agency that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 receives these block grant funds must
3 have one-third of its membership as
4 representatives of low-income persons and
5 one-third of its membership as
6 representatives of local elected
7 government officials.

8 Does the oversight board for
9 this new office meet the criteria for
10 Community Services Block Grant funding?

11 MS. GLADSTEIN: Yes, it does.
12 There are 18 oversight board members, who
13 are one-third government or elected
14 officials, one-third advocates, and
15 one-third representatives of low-income
16 individuals or communities.

17 I believe there may be some
18 confusion around this, because at the
19 time the Mayor issued the executive
20 order, there was a carryover of
21 representatives from the previous board,
22 but there have since been new
23 appointments, and I can provide Council
24 with a complete list.

25 COUNCILWOMAN TASC0: I'd like

1 4/2/13 - WHOLE - BILL 130178, etc.
2 to know the elected officials, because
3 right now there's only one.

4 MS. GLADSTEIN: In terms of
5 public officials?

6 COUNCILWOMAN TASC0: Yes.

7 MS. GLADSTEIN: It's not a
8 requirement that there be elected
9 officials, but public officials. And
10 you're correct that there's one member of
11 City Council at the moment.

12 COUNCILWOMAN TASC0: Well, as I
13 understand it, it's representatives of
14 local elected government officials.

15 MS. GLADSTEIN: We have
16 researched this and we believe that we
17 are in conformance with the regulations.
18 We'll be happy to look at it again.

19 COUNCILWOMAN TASC0: A
20 discussion with the DCED, the department
21 was notified that a change was taking
22 place from MOCS to this new office.
23 However, the department is concerned
24 about the board reorganization and that
25 these block grant dollars can be

1 4/2/13 - WHOLE - BILL 130178, etc.
2 seriously impacted if federal rules
3 regarding the board composition and rules
4 are not followed. And you need to go
5 back to the Code, the 2001, and read it,
6 because I think it specifically outlines
7 that you're supposed to have so many
8 representatives on the board and they
9 spell out who they are in the Code. It
10 says the Mayor of the City or his
11 designee, the President of City Council
12 or his or her designee, the minority
13 leader of City Council or his designee,
14 or a Councilmember of the minority party,
15 the Finance Director of Philadelphia or
16 his designee -- it don't say "her"
17 because you know this was a long time
18 ago -- six persons selected by the Mayor
19 of the City of Philadelphia, may be City
20 officials or private citizens of the
21 community. And then they had another
22 whole selection of people, and some of
23 the organizations don't exist, but
24 they're very specific about the elected
25 officials.

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2 MS. GLADSTEIN: I'll definitely
3 look at that Code section. I will say
4 that we have been in touch with DCED, and
5 they have not made us aware of any
6 concerns, but we have a meeting coming
7 up, so we will review that. We'll review
8 the Code section.

9 COUNCILWOMAN TASC0: Well, I'd
10 also like to know how does -- I know my
11 time is up -- how does the Mayor's
12 executive order supersede the Code?

13 MS. GLADSTEIN: Again, I was
14 not -- it supersedes previous mayors'
15 executive orders, and I was not aware
16 that there was a section in The
17 Philadelphia Code on the agency.

18 COUNCILWOMAN TASC0: Thank you
19 very much.

20 COUNCILMAN JONES: Well, okay.

21 MS. GLADSTEIN: Could I make
22 one other point, which is just that the
23 previous oversight board did not meet
24 those specifications either the last
25 number of decades. So I think we'll want

1 4/2/13 - WHOLE - BILL 130178, etc.

2 to see if there's been some other
3 legislation that might have superseded in
4 the past.

5 COUNCILMAN JONES: How many
6 times did the board meet last year?

7 COUNCILWOMAN TASC0: Every
8 month.

9 MS. GLADSTEIN: Quarterly, I
10 believe.

11 COUNCILWOMAN TASC0: Quarterly,
12 yeah.

13 COUNCILMAN JONES: Say it
14 again.

15 MS. GLADSTEIN: Quarterly.

16 COUNCILMAN JONES: So we have
17 some background to look at to see if the
18 agency is in compliance with the
19 composition and intent of the law, and so
20 we'll check on that as well. So if you
21 could provide that to the Chair, that
22 would be helpful.

23 MS. GLADSTEIN: Be happy to do
24 that.

25 COUNCILMAN JONES: Councilwoman

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Sanchez.

3 COUNCILWOMAN SANCHEZ: Thank
4 you.

5 One of the things that's always
6 come up in discussions around this
7 particular office, particularly as it
8 relates around poverty, is, in the short
9 time that you've been there and have done
10 some of this analysis, do you see this as
11 a policy office or as a service delivery
12 office?

13 MS. GLADSTEIN: Thank you for
14 that question. I believe -- and, again,
15 we're still -- we're kind of in the
16 middle of our planning process, not at
17 the end of our planning process, but I
18 believe that we will play more of a role
19 as a funder, monitoring the plan,
20 tracking progress, communicating it, and
21 outreach rather than as a direct service
22 provider.

23 Right now we're kind of -- and
24 policy comes into that as well obviously,
25 because there are a lot of federal and

1 4/2/13 - WHOLE - BILL 130178, etc.
2 state regulations and laws that impact
3 people and their financial condition.
4 But I believe that right now we're more
5 of a hybrid, both providing services and
6 playing some of that role.

7 COUNCILWOMAN SANCHEZ: Do you
8 have or have you been given an indication
9 by the Administration that you will be
10 allowed to kind of help drive the
11 different poverty initiatives throughout
12 the different departments? I think one
13 of the things that we'd like to see is
14 some more cohesiveness around the
15 definition of poverty and the work
16 through the different departments.

17 Have you been given an
18 indication that this office will help
19 shape some of that?

20 MS. GLADSTEIN: I've been
21 given -- the Mayor's Office is definitely
22 interested in our office being a central
23 point and bringing together all the
24 parties to collaborate.

25 That being said, we're not

1 4/2/13 - WHOLE - BILL 130178, etc.
2 going to be, for example, directly
3 responsible for implementing homelessness
4 programs or health programs, but we
5 expect to have a very strong role in
6 coordinating with those agencies who are
7 serving people in poverty and aligning
8 their programs to do the best job in that
9 regard. So I definitely see that as our
10 role.

11 COUNCILWOMAN SANCHEZ: One of
12 the other areas is the ability to
13 leverage. One of the things that I
14 notice -- and thank you for this
15 particular report that you handed out of
16 program services. It was the first time
17 we see something like this that's so
18 succinct.

19 MS. GLADSTEIN: Thank my staff
20 for that.

21 COUNCILWOMAN SANCHEZ: The
22 creation of the Financial Services Center
23 to me appear to be something that it
24 could be an extension of the Campaign for
25 Working Families. Why were those two

1 4/2/13 - WHOLE - BILL 130178, etc.
2 separated in terms of your internal
3 offices? Is it because of the funder?

4 We continuously talk about
5 managing people's -- helping people
6 manage their finances, and so I was
7 wondering why the two were separated and
8 not as part of this.

9 MS. GLADSTEIN: I agree with
10 you. I think we certainly intend and are
11 thinking about how to integrate those
12 programs, both of which are providing
13 people with financial literacy skills and
14 helping them build assets. The funding
15 from Living Cities was specifically to
16 implement a program that had been piloted
17 in New York City for a number of years,
18 so there were very strict requirements in
19 terms of how we implemented at least in
20 the beginning. It's a three-year grant,
21 so I hope that -- and we've been
22 supporting the Campaign for Working
23 Families for a number of years through a
24 contract. So I'm hoping now that we have
25 the financial empowerment centers open,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that we'll be able to continue to work to
3 integrate them with other financial
4 literacy programs.

5 COUNCILWOMAN SANCHEZ: Were the
6 financial centers placed where we are
7 currently providing support for some of
8 the computer and wireless technology
9 access? Were the sites kind of
10 coordinated with centers that you picked?

11 MS. GLADSTEIN: They're not
12 specifically at -- I'm assuming you're
13 referring to KEYSPOTS?

14 COUNCILWOMAN SANCHEZ: Yes.

15 MS. GLADSTEIN: They were more
16 linked with areas which serve populations
17 with high priority needs and where other
18 services were being offered that could
19 kind of match with the financial
20 literacy. So an example being Congreso,
21 which also provides housing counseling
22 and job readiness programming, or
23 People's Emergency Center that's working
24 with primarily female head of households
25 or the Welcoming Center, which is working

1 4/2/13 - WHOLE - BILL 130178, etc.
2 providing job training and other services
3 to immigrant communities.

4 COUNCILWOMAN SANCHEZ: I just
5 see that, again, that's another
6 opportunity where there's an increase in,
7 I believe, the Managing Director's Office
8 to continue what was started through the
9 stimulus, and here's another opportunity
10 to kind of figure out is there a linkage
11 to making sure that we're funding them.

12 One of the areas that interest
13 me is the Department of Rec and the Older
14 Adult Services. You have a ticket item
15 here of \$552,000. How is that leveraged,
16 and does that money go directly to the
17 Department of Rec?

18 MS. GLADSTEIN: That money is
19 more than matched by funding from the
20 Philadelphia Corporation for Aging to
21 run -- to operate those senior centers,
22 and the funding is managed through a
23 Memorandum of Understanding, or MOU, with
24 the City's Recreation Department. So we
25 make the funds available to the

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Recreation Department.

3 COUNCILWOMAN SANCHEZ: Okay.

4 Do we know what the leveraging is, how
5 much of PCA versus the City?

6 MS. GLADSTEIN: I know that --
7 I believe -- I'll double-check, but I
8 think PCA is probably funding at 60 or 70
9 percent. We're funding less than half of
10 it, is my understanding.

11 COUNCILWOMAN SANCHEZ: That's
12 one of the areas where I have a huge
13 concern around bilingual services. Every
14 time we have vacancies in those what they
15 tell me to be PCA-funded positions, which
16 now I realize are subsidized by the City
17 through this grant, there never seems to
18 be personnel. I have my Rivera Rec
19 Center who has not had a bilingual
20 secretary or a maintenance worker in --

21 MS. GLADSTEIN: Social worker.

22 COUNCILWOMAN SANCHEZ: Social
23 worker. So I have an interest in looking
24 at that and how those jobs -- again, you
25 heard me speak earlier with Gillison --

1 4/2/13 - WHOLE - BILL 130178, etc.

2 how we fill these jobs.

3 Does PCA make this selection or
4 do we?

5 MS. GLADSTEIN: No. I believe
6 because when I met with the Recreation
7 Department, they identified this as a
8 concern of theirs as well, because they
9 have had this ongoing vacancy. They
10 mentioned mostly the social work position
11 or director position, I guess, there, and
12 they did not have anybody on -- that's
13 filled through Civil Service, because
14 it's Recreation Department, and they do
15 not have anybody on the list. They had
16 recognized that as a problem when I met
17 with them. It was just a week or two
18 ago.

19 COUNCILWOMAN SANCHEZ: Yeah,
20 probably my concern. They've heard it
21 too.

22 Okay. So I'm interested in
23 looking at that, because do those -- were
24 those positions better managed as it
25 relates to our seniors to ensure that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 we're getting those positions filled? It
3 just seems -- and I'll have to circle
4 back around to the HR department -- that
5 we not have an active list and that we
6 can't fill that position. I don't have
7 to tell you how difficult it is for a
8 Councilperson to walk into a senior
9 center and get cornered by seniors, who
10 not only have inadequate facilities,
11 which we're working on, but have just
12 been understaffed continuously. And so I
13 keep getting different -- it's the list
14 and these other things, and I just think
15 those are areas -- there's tons of talent
16 out there and people looking for jobs,
17 and how we're not making those
18 correlations it's always difficult for me
19 to understand.

20 One of the things that's been
21 identified has been kind of this food
22 desert, and I know we have a very, very
23 successful Philabundance program at 6th
24 and Lehigh. How do you foresee the CEO's
25 office working to kind of enhance in

1 4/2/13 - WHOLE - BILL 130178, etc.
2 getting food to folks since that's such a
3 huge issue?

4 MS. GLADSTEIN: It will be, I'm
5 sure, one of the issues we address in the
6 plan. And I don't want to go too far
7 ahead of the plan, but I think that one
8 need that's been obvious is to create
9 more of a system between all of the
10 entities that are providing volunteer and
11 non-profit and faith-based organizations
12 that are providing food and trying to
13 understand what communities are being
14 served, how, and how we can kind of make
15 it more of a seamless system.

16 So I believe our plan will
17 address that in some way, but I don't
18 want to say exactly how yet.

19 COUNCILWOMAN SANCHEZ: Okay.
20 Thank you.

21 My time is up, Mr. Chair.

22 COUNCILMAN JONES: Thank you,
23 Councilwoman.

24 And thank you for your service
25 on the board of advisors for the agency,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 and we have high expectations for your
3 department. I mean, you've always been
4 on our radar screen and you will continue
5 to be, but not since the coming of Brian
6 Abernathy at the RDA has there been such
7 high hopes for an agency.

8 MS. GLADSTEIN: I got here
9 before Brian got there, so I'm not sure.

10 COUNCILMAN JONES: But the
11 Chair now recognizes Councilwoman Brown.

12 COUNCILWOMAN BROWN: Thank you.
13 Good afternoon, Eva.

14 MS. GLADSTEIN: Good afternoon.

15 COUNCILWOMAN BROWN: Let me
16 echo Councilwoman Sanchez's remarks.
17 This snapshot is extremely helpful and
18 quite informative to get a bird's eye
19 view of what's happening across the
20 board.

21 I'm interested in two areas,
22 the literacy activities and the lead
23 poisoning.

24 On the lead poisoning, who
25 actually conducts the lead abatement

1 4/2/13 - WHOLE - BILL 130178, etc.
2 activities and how are these skilled
3 persons trained? Who trains them? Who
4 recruits them? How does it all happen?

5 MS. GLADSTEIN: That funding --
6 that program is managed by the City's
7 Health Department, and I'm going to look
8 at my staff to see if they know if it's
9 done by subcontractors or directly by
10 Health Department staff.

11 It's Health Department staff.

12 COUNCILWOMAN BROWN: So given
13 the scale or given the amount of the
14 grant, to your best knowledge, the Health
15 Department is able to handle these
16 activities internally? There's no need
17 for them to subcontract?

18 MS. GLADSTEIN: Right. That's
19 my understanding.

20 COUNCILWOMAN BROWN: Okay. I
21 guess we'll have follow-up conversations.
22 And so I will want to know in the Health
23 Department, are they currently enrolled
24 employees or are they a new team of
25 persons that they've recruited to take

1 4/2/13 - WHOLE - BILL 130178, etc.
2 care of the lead abatement activity. You
3 wouldn't know the answer to that, would
4 you?

5 MS. GLADSTEIN: Well, I would
6 know that this funding has gone to the
7 Health Department for a number of years.
8 This is not new.

9 COUNCILWOMAN BROWN: These are
10 not new dollars?

11 MS. GLADSTEIN: This is
12 probably at least five or six years old
13 that they've been receiving a grant.

14 COUNCILWOMAN BROWN: That
15 answers my question.

16 To the literacy activities, so
17 speak to me about how agencies are
18 recruited to provide literacy activities.
19 What kind of oversight or accountability
20 or evaluation is done to make sure that
21 the literacy activities that are written
22 on paper to happen actually happen,
23 meaning persons come in in September and
24 by XYZ date they've achieved some great
25 level of improvement.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MS. GLADSTEIN: So I'm going to
3 explain that our funding goes through the
4 Mayor's Commission on Literacy, which
5 then serves as the infrastructure through
6 which several literacy providers are
7 providing service.

8 COUNCILWOMAN BROWN: Apply for
9 those dollars?

10 MS. GLADSTEIN: Right. And
11 then we hold the Mayor's Commission on
12 Literacy accountable through our
13 contracting and reporting. So there are
14 performance requirements for them. And
15 actually something that they're trying to
16 do, which is relatively new, because
17 sometimes it's hard to have a sustained
18 engagement with the person, is to try to
19 kind of measure at each session what the
20 progress has been.

21 COUNCILWOMAN BROWN: To ensure
22 that some learning is taking place.

23 MS. GLADSTEIN: Exactly.

24 COUNCILWOMAN BROWN: So to make
25 sure I understood you correctly, then the

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Mayor's Commission on Literacy is
3 responsible for performance requirements
4 and they submit reports to your office?

5 MS. GLADSTEIN: Correct, and
6 then we go out and look at their files
7 and their records.

8 COUNCILWOMAN BROWN: I see. So
9 if there's a question about a particular
10 provider, then the question should come
11 to you or to the Mayor's Commission on
12 Literacy?

13 MS. GLADSTEIN: We'll be happy
14 to pass it along, and I've asked Dionne
15 Lewis to come up, who actually just
16 monitored -- visited their office in the
17 last few weeks.

18 COUNCILWOMAN BROWN: Okay.
19 (Witness approached witness
20 table.)

21 COUNCILWOMAN BROWN: Good
22 afternoon.

23 MS. LEWIS: How are you? I'm
24 Dionne Lewis --

25 COUNCILMAN JONES: Would you

1 4/2/13 - WHOLE - BILL 130178, etc.

2 please state your name.

3 MS. LEWIS: Dionne Lewis. I'm
4 the Director of Grants and Contracts.

5 MS. GLADSTEIN: Did you have a
6 question about a specific literacy
7 provider?

8 COUNCILWOMAN BROWN: I'm not
9 going to put them on the red light camera
10 right now, but I am curious in knowing
11 how the accountability happens, because
12 I've sent people to literacy programs and
13 then I circled back to ask how they're
14 doing, and I become a lot disturbed when
15 I discover that their learning has not
16 happened at all. So that's why I want to
17 get a read now on how the accountability
18 happens.

19 MS. LEWIS: When we monitor
20 client files, we actually monitor files
21 from each of the subcontracted agencies.
22 So those client files are on site and
23 available for us to review what the
24 clients are learning in those classrooms.

25 COUNCILWOMAN BROWN: So you get

1 4/2/13 - WHOLE - BILL 130178, etc.
2 a chance to see if a young person --
3 these are not young people. These are
4 adults who are kicked through the system
5 and end up graduating reading on a third,
6 fourth grade level.

7 So you get a chance to see if
8 there's been -- based on a record, they
9 come in reading at third grade level and
10 after a year, they're reading at fourth,
11 where you actually see that on a record?

12 MS. LEWIS: We get to see the
13 aptitude test, the scores, the pre and
14 post tests, the exams that they take
15 throughout the year. They're all in the
16 client records.

17 COUNCILWOMAN BROWN: I see.
18 Okay.

19 MS. GLADSTEIN: I believe that
20 only three literacy providers -- the
21 funding that we're providing is going to
22 the Mayor's Commission on Literacy. They
23 then are subcontracting or funding only
24 three providers. So I don't know if the
25 provider you're concerned with is

1 4/2/13 - WHOLE - BILL 130178, etc.
2 receiving funding or other funding.

3 COUNCILWOMAN BROWN: So we'll
4 have a followup offline about that.

5 MS. GLADSTEIN: Okay.

6 COUNCILWOMAN BROWN: All right,
7 then. Thank you. The bell has rung.

8 COUNCILMAN JONES: Perfect
9 timing, Councilwoman.

10 Councilwoman Tasco and then
11 Councilman Johnson.

12 COUNCILWOMAN TASCO: Thank you.

13 Ms. Gladstein, I notice that
14 you have -- you named the areas where you
15 have Clarifi, the financial literacy
16 programs, service programs, but you
17 didn't mention the Northwest. You didn't
18 mention the Northwest or the Northeast
19 east of Broad -- west of Broad up in my
20 area, because, as you know, when we were
21 doing the whole issue of predatory
22 lending, that was the area that had a
23 high rate of predatory lending going on
24 up there, and certainly those people are
25 not exempt from being defrauded. So I

1 4/2/13 - WHOLE - BILL 130178, etc.
2 think that while you have a number of
3 them downtown and on the east side of
4 Broad Street, North Philadelphia, I'm
5 advocating for a center in the Northwest
6 and certainly on the east side of -- and
7 nothing in the 9th District. I know you
8 can't go by district, but when you get
9 past -- and I forgot the areas -- where
10 you get past maybe Lehigh, nothing.

11 MS. GLADSTEIN: We're hoping
12 some like Law Center North Central, which
13 is located right near Broad and Erie, and
14 Community College --

15 COUNCILWOMAN TASC0: I'm
16 talking about further north. I'm not
17 talking about Broad.

18 MS. GLADSTEIN: I understand,
19 but people -- fine. I understand your
20 point. I will again mention that this is
21 a private grant, so we were limited. We
22 would like nothing more than to have more
23 resources so we could have more centers,
24 and maybe that is something we could work
25 on with you.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN TASC0: Now, where
3 are the centers again? You told me.
4 Where are the centers? You have --

5 MS. GLADSTEIN: At the
6 Welcoming Center, at Congreso de Latinos
7 Unidos, Municipal Services Building where
8 we're seeing a high volume, where we're
9 trying to capture people who are coming
10 downtown to do business, Community
11 College. Obviously college students are
12 concerned about finances, and many of
13 them come from low-income situations
14 and --

15 COUNCILWOMAN TASC0: Community
16 Legal Services in North Central
17 Philadelphia.

18 MS. GLADSTEIN: Right.

19 COUNCILWOMAN TASC0: People's
20 Emergency Center, that's West
21 Philadelphia. And the Welcoming Center,
22 where is that?

23 MS. GLADSTEIN: Welcoming
24 Center is in the Suburban Station
25 building in Center City, but there are a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 number of immigrants who are coming into
3 that center for other services.

4 COUNCILWOMAN TASC0: So I want
5 to know where the folks in Northwest,
6 Northeast are going to go for services.

7 MS. GLADSTEIN: My guess is
8 that they're going to -- A, we hear your
9 concern. B, we don't have money to
10 establish other sites at this time, but I
11 think that at least Law Center North
12 Central is very accessible to people in
13 the Northwest, and I just want to...

14 COUNCILWOMAN TASC0: But
15 they're not going there.

16 MS. GLADSTEIN: Well, I don't
17 know that yet because the program has
18 only been open for a few weeks.

19 COUNCILWOMAN TASC0: Okay.
20 We'll talk about that.

21 MS. GLADSTEIN: Absolutely.
22 And if you have ideas for other resources
23 to help us build more centers, that would
24 be great.

25 COUNCILMAN JONES: We -- go

1 4/2/13 - WHOLE - BILL 130178, etc.
2 ahead, Councilwoman. Sorry.

3 COUNCILWOMAN TASC0: I think
4 that was my issue, advocacy for the
5 Northwest, because we just get so little
6 services.

7 MS. GLADSTEIN: You know I live
8 in the Northwest and always have.

9 COUNCILWOMAN TASC0: Because
10 everybody thinks they're rich and they're
11 smart and everything and they know
12 everything and nobody is going to mess
13 with them, but it's the one area where
14 they get a lot of fraud.

15 Thank you.

16 MS. GLADSTEIN: I appreciate
17 your advocating.

18 COUNCILMAN JONES: One of the
19 things that Councilwoman Tasco also knows
20 is that poor people migrate to richer
21 people's homes. So just because you live
22 there doesn't mean that you still don't
23 need those kinds of services.

24 COUNCILWOMAN TASC0: Always.
25 Certainly. I mean, it's very -- I've

1 4/2/13 - WHOLE - BILL 130178, etc.

2 learned that during this whole issue of
3 the financial piece.

4 Thank you.

5 COUNCILMAN JONES: Thank you,
6 Councilwoman.

7 Councilman Johnson. And if
8 there are any other questions. If not,
9 what I would suggest is that -- it will
10 be about quarter of -- that we take a
11 break for an hour and recess.

12 Councilman Johnson and then
13 Councilwoman Brown.

14 COUNCILMAN JOHNSON: Thank you,
15 Mr. Chair.

16 How you doing, Ms. Gladstein?

17 MS. GLADSTEIN: I'm doing well.
18 Thank you.

19 COUNCILMAN JOHNSON: I just
20 wanted to follow up on a couple of
21 questions. Obviously you're in
22 transition and so you're in the position
23 of pretty much taking which we have
24 already known as the Mayor's Office of
25 Community Services to a different level

1 4/2/13 - WHOLE - BILL 130178, etc.

2 when it comes to the Community

3 Empowerment and Opportunity office.

4 But, one, give me an overview
5 of who are the key people on this new
6 advisory board. I think I came in early
7 on when it was touched on briefly, but
8 can you name the individuals who sit on
9 this board for me, please?

10 MS. GLADSTEIN: Yes, I can.
11 There are three categories, public-sector
12 representatives, community advocates, and
13 representatives from low-income
14 communities. Should I read you all?

15 COUNCILMAN JOHNSON: Yes.

16 MS. GLADSTEIN: Okay. From the
17 public-sector representatives, Michael
18 DiBerardinis, Deputy Mayor for
19 Environmental and Community Resources;
20 Mark Edwards, CEO of Philadelphia Works;
21 Arthur Evans, Commissioner of Behavioral
22 Health and Intellectual disAbility;
23 Kelvin Jeremiah, Executive Director of
24 the Housing Authority; Maria
25 Quinones-Sanchez from City Council, 7th

1 4/2/13 - WHOLE - BILL 130178, etc.
2 District; Donald Schwarz, Deputy Mayor
3 for Health and Opportunity.

4 From the community advocates,
5 Leslie Benoliel, the Executive Director
6 of Entrepreneur Works; Catherine Carr,
7 Executive Director of Community Legal
8 Services; John Chin, Executive Director
9 of Philadelphia Chinatown Development
10 Corporation; E. Steven Collins from
11 Director of Urban Marketing and External
12 Relations at Radio One; Patricia Hasson,
13 Executive Director of Clarifi; Lucy
14 Kerman, Vice Provost of University and
15 Community Partnerships at Drexel
16 University.

17 In terms of community
18 representatives, Marcus Allen, CEO of
19 ACHIEVEability; Maria Gonzalez, Chief
20 Operating Officer of HACE; Thurston
21 Hyman, Housing Counselor at the
22 Philadelphia Unemployment Project; Wayne
23 Jacobs, CEO of a non-profit called
24 X-Offenders for Community Empowerment;
25 Staci Moore, a Board member and resident

1 4/2/13 - WHOLE - BILL 130178, etc.
2 from Women's Community Revitalization
3 Project; and Thoai Nguyen, who is the CEO
4 of the Southeast and Asian Mutual
5 Assistance Associations Coalition,
6 SEAMAAC.

7 (Councilwoman Tasco talking
8 without microphone on.)

9 MS. GLADSTEIN: Yes, and that's
10 why I had said when you had asked about
11 the board earlier that there might have
12 been some miscommunication, because there
13 are additional newer board members. I'll
14 make the list available.

15 COUNCILWOMAN TASCO: And --
16 this is his question. Go ahead.

17 COUNCILMAN JOHNSON: Yeah, it
18 is. Thank you, though.

19 Just something I wanted to
20 follow up on. It's a very comprehensive
21 group, very diverse group. Most of the
22 individuals on there I know in some
23 capacity, but it seems that the group of
24 people who are pulled together are
25 individuals who specialize in addressing

1 4/2/13 - WHOLE - BILL 130178, etc.
2 a variety of issues that impact the
3 low-income community. And so the report
4 will be due this summer, 2013?

5 MS. GLADSTEIN: Yes.

6 COUNCILMAN JOHNSON: Okay.
7 Just a couple key things that I just want
8 to make sure that it stays on the radar
9 as a part of your suggestions, ideas and
10 regarding addressing the issue of
11 poverty. And I know I called Councilman
12 Jones last week when we received in the
13 Daily News, I think Philadelphia is like
14 No. 3 in the country when it comes to
15 individuals dealing with poverty, but yet
16 even as we deal with the issue of AVI,
17 Council President Clarke's district,
18 Councilman Squilla's district, and my
19 district are growing with individuals in
20 neighborhoods surrounding the Center City
21 area. And so what I'm starting to see is
22 a tale of two cities, one rich, one poor.
23 And so as we move forward with
24 the plan, a couple key things that kind
25 of stuck out for me. One is, I don't

1 4/2/13 - WHOLE - BILL 130178, etc.
2 know if there's going to be a role for
3 our education system, because the best
4 way to get someone out of poverty is
5 obviously addressing our education
6 system. So I don't know how that's going
7 to be -- is there going to be some type
8 of collaboration with the School District
9 or maybe Dr. Hite should be a part of
10 this conversation. What about anyone
11 from DHS a part of the board as well?

12 MS. GLADSTEIN: Our city DHS?
13 Well, Don Schwarz, who is Deputy Mayor.

14 COUNCILMAN JOHNSON: All right.
15 Because I think from the education
16 component, that will play a critical
17 role.

18 And also, when I grew up as a
19 young man in South Philadelphia, the
20 Mayor's Office of Community Service was
21 like a safe haven for the inner-city kid.
22 So rather it was working for
23 Anti-Graffiti -- that was my first job.
24 The next summer it was a summer job
25 working at Mother Bethel AME Church. So

1 4/2/13 - WHOLE - BILL 130178, etc.
2 PYN -- I know the Mayor is also pushing
3 the campaign, and I appreciate his
4 efforts for trying to get the business
5 community to step up and make sure that
6 we can get more dollars to provide our
7 young people to have an opportunity to
8 get a summer job is a critical component,
9 and I think that will also play a role in
10 looking at the actual -- not financial
11 literacy, but just basic teaching young
12 people how to read and write are two
13 critical components.

14 And the last piece, you
15 mentioned Wayne Jacobs, and he deals a
16 lot of work with ex-offenders. And I
17 always will say this. This city will
18 never go to its full potential if we
19 don't address those who are returning to
20 our communities who may have committed a
21 crime. And so if we want to have great
22 restaurants, thriving business corridors,
23 that has to be a part of the conversation
24 at some particular point in time.

25 But I know from the work that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 you've done in the Planning Commission, I
3 like how you have an outcome-driven
4 document right here that actually say,
5 Here is how we actually help individuals.

6 Any way I can be supportive in
7 helping you push this agenda forward,
8 this is a very, very -- this is one of
9 those issues that's kind of skirted under
10 the rug. But I do respect that the Mayor
11 stepped up and said, well, let me make
12 some concrete changes to how we operate
13 and address the issue of poverty in the
14 City. And so any way that I can be
15 supportive in moving this process
16 forward.

17 But also, one last piece I want
18 to wrap up on, it talked about
19 individuals going from being homeless to
20 actually getting a home. Two thousand
21 six hundred and twenty-eight individuals
22 receive emergency temporary shelter and
23 208 families obtain and/or maintain safe
24 and affordable housing. And I think
25 that's a critical component in terms of

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the overall plan as well in terms of
3 improving the quality of life of
4 individuals in our city.

5 How much funding comes from our
6 actual General Fund? Because most of
7 this seems like it's just --

8 MS. GLADSTEIN: None. This is
9 all grant funded. Again, four public
10 grants.

11 COUNCILMAN JOHNSON: So why do
12 you have to come and present your budget?

13 MS. GLADSTEIN: So we can have
14 the authority to spend the money.

15 COUNCILMAN JOHNSON: I know
16 that already.

17 MS. GLADSTEIN: And hopefully
18 your support in raising more money.

19 COUNCILMAN JOHNSON: Yes. I
20 understand that.

21 MS. GLADSTEIN: We appreciate
22 your offer of support.

23 COUNCILMAN JOHNSON: Any way we
24 can be supportive. And I will ask you to
25 encourage as a part of this process --

1 4/2/13 - WHOLE - BILL 130178, etc.

2 and I know we have lobbyists that go to
3 the federal government and lobby on our
4 behalf. I mean, we got, I think, maybe
5 three more years when President Barack
6 Obama is the President. So hopefully
7 we're utilizing our U.S. Senators from
8 Pennsylvania, our U.S. Congress people
9 from Pennsylvania to make sure that
10 they're a part of this equation. And I'm
11 quite sure -- I know we have a lobbyist,
12 but just keeping the pulse on what's
13 going on in there so they can bring back
14 the bacon for these services to help
15 those people most in need.

16 But good luck, Eva.

17 MS. GLADSTEIN: Thank you.

18 Thanks for your offer of support.

19 COUNCILMAN JONES: Councilman,
20 there's no -- as the guys in the barber
21 shop would say, there was no air in that,
22 and what you said was very important to
23 note, because even -- and I'm a delegate
24 for Barack Obama. We're tirelessly for
25 him. Not until the State of the Union

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Address did he even use the word "poor,"
3 did he even use the word "poor." It was
4 fighting for the middle class, preventing
5 this, that or the other. In these
6 Chambers, we'll use the word "poor" and
7 we will -- if you notice, this has been
8 the most interaction about MOCS since
9 I've been here ever.

10 So, again, high expectations,
11 and we want high results. I mean, it's
12 not like -- there's not a district that
13 you can go in where poverty doesn't
14 impact that district. Not a district.
15 And so what you're hearing is, with a new
16 name comes new expectations, and you're
17 beginning to hear more of a chorus about
18 the issue. We're not afraid to say poor,
19 poor, and middle class in these Chambers,
20 and we're going to look for you to be
21 involved.

22 I think Councilman Johnson
23 touched on the interaction between your
24 department and the School Reform
25 Commission. Earlier on we talked about

1 4/2/13 - WHOLE - BILL 130178, etc.
2 blue-collar transitions to training for
3 people for real wage-earning,
4 family-supporting jobs. We'd like you to
5 be a part of that. Ex-offenders is
6 another critical pathway out of poverty
7 and removing some of those barriers. I
8 see advocates here for that that fight
9 for this every day.

10 So, again, we appreciate a new
11 name, but not since Brian Abernathy have
12 we had such high expectations.

13 MS. GLADSTEIN: I would have to
14 stay for his testimony.

15 COUNCILMAN JONES: The Chair
16 recognizes Councilwoman Brown.

17 COUNCILWOMAN BROWN: Okay.
18 Agreed.

19 There are a lot of
20 constituencies served by your office.
21 I'm struck by the notion that childcare
22 is not reflected. And unfortunately, I
23 don't remember the number now as I sit
24 here, but I do know that with the closure
25 of many of our public schools, that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 unfortunately it's also going to mean the
3 closing of childcare programs as well.

4 So with any of these funding
5 streams, none of them could capture
6 service delivery to the childcare
7 community at all?

8 MS. GLADSTEIN: Well, they have
9 not done that historically. Again, we
10 have not made any funding decisions since
11 January. We have just continued existing
12 grants and MOUs. And I think about -- I
13 know that the school system is shedding
14 about 2,000 Head Start seats right around
15 now and then more later on. So it's
16 something that we're aware of and we'll
17 try to be supportive in whatever we can.

18 COUNCILWOMAN BROWN: See where
19 there might be opportunity?

20 MS. GLADSTEIN: Yes.

21 COUNCILWOMAN BROWN: Okay. All
22 right. Who writes your proposals? And
23 the reason why I raise that question is,
24 we've learned that there's a unit within
25 government now. I think that it was

1 4/2/13 - WHOLE - BILL 130178, etc.
2 strategically a good thing to do so we're
3 not stepping over each other as we reach
4 these funding entities.

5 So is the grant writing done
6 in-house or is it a part of the unit --

7 MS. GLADSTEIN: We'll be
8 working with the Mayor's Grants Office to
9 do any fundraising. Again, we haven't
10 done any -- the Mayor's Office worked on
11 the grant for the financial empowerment
12 centers, and we'll be working with the
13 Mayor's Office when we're seeking new
14 resources, but we haven't started to do
15 that yet since we wanted to have a plan
16 in place first.

17 COUNCILWOMAN BROWN: Okay.
18 That makes sense. Okay, then. Thank you
19 very, very much.

20 MS. GLADSTEIN: Thank you.

21 COUNCILWOMAN BROWN: Thank you,
22 Mr. Chairman.

23 COUNCILMAN GREENLEE: Thank
24 you, Councilwoman.

25 Councilwoman Tasco.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN TASC0: Yeah.

3 Ms. Gladstein, I just want to point out
4 to you that the paper that I gave you was
5 the regulations from DCED, and it clearly
6 spells out the administrative board for
7 the program, and it does include elected
8 officials. Just a point of information
9 so that you make sure that the
10 Administration understands that.

11 Thank you.

12 COUNCILMAN GREENLEE: Thank
13 you, Councilwoman.

14 Being no more questions, the
15 Committee will stand in recess until 3:00
16 p.m. this afternoon.

17 (Recess.)

18 COUNCIL PRESIDENT CLARKE: Good
19 afternoon. I would like to call up the
20 Office of Housing and Community
21 Development.

22 (Witness approached witness
23 table.)

24 COUNCIL PRESIDENT CLARKE: Good
25 afternoon, Ms. McColloch.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MS. MCCOLLOCH: Good afternoon.

3 COUNCIL PRESIDENT CLARKE:

4 Please proceed.

5 MS. MCCOLLOCH: Good afternoon,
6 President Clarke and members of City
7 Council. I am Deborah McColloch and I'm
8 the Director of Housing. I am here today
9 to present testimony on the Office of
10 Housing and Community Development's
11 proposed operating budget for Fiscal Year
12 2014.

13 The proposed operating budget
14 under the Community Development Fund,
15 Grants Revenue Fund, Housing Trust Fund,
16 and General Fund will also be presented
17 in the spring to the Finance Committee at
18 its hearing on the Consolidated Plan
19 ordinance. That hearing will authorize
20 the submission to HUD of the Consolidated
21 Plan, which includes the budget for
22 Community Development Block Grant and
23 other housing programs for FY14 (CDBG
24 Year 39).

25 The General Fund supports only

1 4/2/13 - WHOLE - BILL 130178, etc.
2 approximately 1.5 percent of OHCD's
3 annual budget. The proposed Fiscal Year
4 '14 General Fund budget allocates
5 \$2,520,000 to OHCD, which is the same as
6 the FY13 estimated obligation. This
7 funding includes 2.39 million to support
8 the vacant land stabilization and
9 maintenance activities of the
10 Philadelphia LandCare program, as well as
11 \$130,000 to support the Settlement Grant
12 program and Tangled Title programs, all
13 consistent with the Fiscal Year '13
14 budget.

15 For Fiscal Year '14, the City's
16 Entitlement grants from HUD have yet to
17 be awarded. Therefore, an 8 percent
18 reduction, which is in line with the
19 federal sequester, has been estimated in
20 determining this budget. The following
21 grant funding reductions are being
22 projected: CDBG 3.068 million; HOME
23 678,000; and HOPWA 616,000. Coupled with
24 the elimination of prior years' economic
25 stimulus funds, the total funding

1 4/2/13 - WHOLE - BILL 130178, etc.
2 reduction for FY14 is estimated at 26.548
3 million. A funding cut of this magnitude
4 will have an impact on programs and
5 operations. The budget which has been
6 submitted includes reductions in
7 departmental appropriations, which may be
8 adjusted when the final budget figures
9 have been released.

10 Ideally, the Consolidated Plan
11 hearing should occur prior to the
12 consideration of the operating budget by
13 City Council. However, as in the past 19
14 years, the hearings are reversed. Should
15 the results of the Consolidated Plan
16 hearing require adjustments to OHCD's
17 operating budget as adopted by City
18 Council, there will still be time
19 subsequent to the adoption of the
20 Consolidated Plan to amend the operating
21 budget. The complete Fiscal Year '14
22 proposed budget will be presented as part
23 of the Consolidated Plan hearing.

24 The Year 39 Proposed
25 Consolidated Plan will be consistent with

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the City's priorities to serve low- and
3 moderate-income individuals and families
4 and revitalize neighborhoods by
5 preventing homelessness by keeping people
6 in their homes, increasing affordable
7 housing by producing new units,
8 strengthen communities by eliminating
9 blight, and promoting neighborhood
10 planning and creating jobs by attracting
11 and retaining businesses. OHCD will
12 return to City Council this spring to
13 present the complete FY14 proposed budget
14 as part of that Consolidated Plan
15 hearing.

16 I'll be happy to answer any
17 questions today that you may have.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you.

20 A couple of quick questions.
21 Is there a difference in the reduction in
22 appropriations based on the sequester and
23 the continuing resolution that was
24 recently passed?

25 MS. MCCOLLOCH: A difference in

1 4/2/13 - WHOLE - BILL 130178, etc.

2 what we're requesting for appropriations?

3 COUNCIL PRESIDENT CLARKE: Yes.

4 I know in the sequester there was a
5 reduction across the board.

6 MS. MCCOLLOCH: Correct.

7 COUNCIL PRESIDENT CLARKE: So
8 in the current fiscal --

9 MS. MCCOLLOCH: And we're
10 just -- I'm sorry.

11 COUNCIL PRESIDENT CLARKE: No.
12 Go ahead.

13 MS. MCCOLLOCH: I don't want to
14 speak before you ask your question.

15 COUNCIL PRESIDENT CLARKE:
16 Well, the question was, as an example, I
17 recently met with the Housing Authority.
18 As a result of the sequester, there was a
19 reduction in appropriations for them in
20 the current year and --

21 MS. MCCOLLOCH: Oh, I'm sorry.
22 In the current year? For us, no. In the
23 current year -- the budget that Congress
24 is considering now will be our budget
25 that starts July 1st. So the funding

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that we're spending now for our CDBG Year
3 38 is last year's federal budget.

4 COUNCIL PRESIDENT CLARKE: So
5 you do not suffer as a result of the
6 sequester?

7 MS. MCCOLLOCH: No. No. The
8 suffering will be what is awarded to us
9 for the budget that I will present to you
10 as part of the Con Plan that will start
11 for the City on July 1st.

12 COUNCIL PRESIDENT CLARKE:
13 Okay. So that's not impacting you at
14 all?

15 MS. MCCOLLOCH: Correct.

16 COUNCIL PRESIDENT CLARKE:
17 Okay. I wasn't sure.

18 Briefly -- and I understand
19 that there are some sensitive
20 conversations around staffing of all of
21 the housing agencies. Can you give us a
22 snapshot on where you are in terms of --
23 I was told not to use the word --
24 potential movement of staffing as it
25 relates to some interagency

1 4/2/13 - WHOLE - BILL 130178, etc.
2 responsibilities, PHDC is there and RDA
3 and --

4 MS. MCCOLLOCH: We're having
5 discussions based upon the creation of a
6 land bank and implementation of a land
7 bank, and if that moves forward, an
8 ordinance has been introduced in City
9 Council, of course, that is being --
10 hasn't had a hearing yet, but being
11 looked at now. If that moves forward and
12 we move forward with the implementation
13 of a land bank, we're considering
14 creating that land bank at PHDC, the
15 Philadelphia Housing Development
16 Corporation, and that would involve some
17 movement of staff, transition of staff
18 between agencies if we move forward with
19 that plan to put it -- to create a land
20 bank and put it at PHDC.

21 COUNCIL PRESIDENT CLARKE: So
22 will it have any -- I guess you're still
23 in the discussion stages -- potential
24 impact on the staffing levels at OHCD?

25 MS. MCCOLLOCH: The creation of

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the land bank won't have any impact on
3 staffing levels. The impact on staffing
4 levels will be as a result of this
5 reduction in funding. That's really two
6 different issues that we're struggling
7 with that have become somewhat conflated
8 in the discussions. One is that we
9 anticipate there will be some staff
10 reductions as a result of reductions in
11 funding. We do not anticipate that there
12 will be staff reductions as a result of
13 the creation of a land bank.

14 COUNCIL PRESIDENT CLARKE:
15 Okay. Maybe a month and a half ago,
16 maybe longer, there was an agreement
17 reached between the Housing Authority and
18 the City of Philadelphia for some arrears
19 relating to liens on properties owned. I
20 think it was around \$6 million. And I
21 guess maybe three weeks ago, we had asked
22 for a detailed account of the \$6 million
23 that went to the City's General Fund, and
24 the understanding, based on that
25 agreement, is that that money was

1 4/2/13 - WHOLE - BILL 130178, etc.
2 supposed to go for purposes of blight,
3 affordable housing initiatives. Can you
4 tell me where that \$6 million is?
5 Because we have not gotten a response
6 from the letter that we forwarded to the
7 Mayor's Office.

8 MS. MCCOLLOCH: I'm sorry. I
9 don't have any information about that. I
10 don't know if anyone else does.

11 (Witness approached witness
12 table.)

13 MS. RHYNHART: Rebecca
14 Rhynhart, Budget Director.

15 You're referring to the 6
16 million that came in, I think it
17 was from -- was it the PHA?

18 MS. MCCOLLOCH: Yes.

19 MS. RHYNHART: Yeah. That
20 money, from a budgeting perspective, has
21 been put aside so that it's available to
22 be used, but I think in terms of what
23 exactly it will be used for, I don't have
24 the answer to that. I just can tell you
25 from a budgeting perspective that it's

1 4/2/13 - WHOLE - BILL 130178, etc.
2 been put as -- that it hasn't been
3 allocated for a specific use yet, and I
4 believe that there's work being done
5 around what that money will be used for.
6 But I will follow up on that in terms of
7 the use and the timing of that use.

8 COUNCIL PRESIDENT CLARKE:
9 Okay. Well, we had a conversation in a
10 meeting in the Mayor's Office, and I
11 forwarded a letter a week or so after
12 that meeting, and I still haven't gotten
13 a response to the letter. So if you
14 could be so kind as to, at a minimum,
15 respond to the letter and say you don't
16 know or --

17 MS. RHYNHART: Oh, of course.

18 COUNCIL PRESIDENT CLARKE:
19 There was an issue about a significant
20 portion of that money going towards the
21 land bank to establish the land bank,
22 staffing, and the question is if in fact
23 you were going to do that, how do you
24 annualize that revenue.

25 MS. RHYNHART: Right. I could

1 4/2/13 - WHOLE - BILL 130178, etc.
2 see that question.

3 COUNCIL PRESIDENT CLARKE:
4 That's a one-shot deal in terms of
5 providing revenue for staffing levels
6 that will have to be annualized, so how
7 in the future years do you pay.

8 MS. RHYNHART: That's a good
9 question. I haven't seen the letter
10 you're referring to, but I will follow up
11 and make sure that you get a response
12 right away.

13 COUNCIL PRESIDENT CLARKE:
14 Thank you.

15 MS. RHYNHART: Sure.

16 COUNCIL PRESIDENT CLARKE: I'm
17 going to recognize Councilman Greenlee.

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

20 I actually had a couple
21 questions kind of related to what the
22 Council President asked. First, on the
23 federal sequester, you said that an 8
24 percent reduction is in line?

25 MS. MCCOLLOCH: Yes.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN GREENLEE: And will
3 that be -- and then in the next sentence,
4 you said the following grant funding
5 reductions are being projected. That's
6 from that 8 percent?

7 MS. MCCOLLOCH: Yes. That's
8 assuming that the current discussion in
9 Washington about an 8 percent is what's
10 carried over to ultimately be the budget
11 that's passed.

12 COUNCILMAN GREENLEE: So it
13 would be those three programs that will
14 get that hit in that amount of money --

15 MS. MCCOLLOCH: Yes.

16 COUNCILMAN GREENLEE: -- is
17 that what you're projecting?

18 MS. MCCOLLOCH: And if it
19 changes, if the amount of reduction that
20 we actually receive is greater or less
21 than 8 percent, we'll adjust the budget.

22 COUNCILMAN GREENLEE: Make that
23 adjustment, okay. I got you.

24 And the other question again,
25 getting back to the staffing, as far

1 4/2/13 - WHOLE - BILL 130178, etc.

2 as -- now, is that a result of the
3 stimulus funding? Is that why the
4 staffing reductions are coming down?

5 MS. MCCOLLOCH: It's a result
6 of what we anticipate being an 8 percent
7 cut and some reduction in the stimulus
8 funding also.

9 COUNCILMAN GREENLEE: So it's
10 kind of a combination. And you're
11 projecting going from 64 to 60?

12 MS. MCCOLLOCH: At OHCD?

13 COUNCILMAN GREENLEE: Yes.

14 MS. MCCOLLOCH: The expected
15 overall cut, I would say, is anticipated
16 to be 10 or 11 people between the
17 agencies that are supported with
18 Community Development Block Grant funds.
19 That includes Commerce, OHCD, the
20 Redevelopment Authority, PHDC, each of
21 those.

22 COUNCILMAN GREENLEE: So a
23 combination.

24 MS. MCCOLLOCH: So it wouldn't
25 be all staff reductions at one agency.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 It would be spread out over those. And
3 there may be some opportunities for just
4 not filling vacancies or what-have-you.
5 We haven't looked at that yet.

6 COUNCILMAN GREENLEE: I was
7 going to ask that. But you do say in
8 here that budgeted positions, OHCD being
9 reduced from 64 to 60.

10 MS. MCCOLLOCH: That's from
11 last year to this year. And that was the
12 result of a retirement, one person left,
13 and then there's two unfilled slots.

14 COUNCILMAN GREENLEE: Okay.
15 All right. Thank you.

16 Thank you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Councilman.

19 The Chair recognizes Councilman
20 Jones.

21 COUNCILMAN JONES: Thank you,
22 Mr. President.

23 And thank you, Ms. McColloch,
24 for reaching out to our office and
25 working to enlighten us on the status of

1 4/2/13 - WHOLE - BILL 130178, etc.
2 CDBG funding coming up, and so a lot of
3 my questions in general have been
4 answered, but I wanted to put some things
5 on the record.

6 We've received consistent cuts
7 over the last decade of CDBG allocation.
8 I think at the height of it we were about
9 84 million?

10 MS. MCCOLLOCH: Yes, almost 88.

11 COUNCILMAN JONES: Eighty-eight
12 million. We are down to approximately 43
13 million.

14 MS. MCCOLLOCH: Yes.

15 COUNCILMAN JONES: In light of
16 that, I will raise the question I asked
17 other departments. How do you visualize
18 us using federal dollars to deal with
19 maintaining the middle class and
20 alleviating poverty? How do we evolve?
21 I mean, I don't need the glossy, you
22 know, thing, but I really need to know
23 how do we strategically position our
24 housing department to look at the fact
25 that we're getting additional cuts. How

1 4/2/13 - WHOLE - BILL 130178, etc.
2 do we through a land bank or through
3 whatever, other creative means, continue
4 assuring low- and moderate-income housing
5 production and maintenance of people from
6 becoming homeless? What's your strategy
7 going forward?

8 MS. MCCOLLOCH: Well, there's
9 really two important elements. I think
10 the first is the priority that I
11 mentioned, which is to prevent
12 homelessness by keeping people in their
13 homes. So we want to continue to support
14 the preservation programs like the Basic
15 Systems Repair Program and continue to
16 support rental assistance programs so
17 that people are not put out on the
18 street.

19 And I think the other really
20 critical factor is to make sure that we
21 have enough funding to support affordable
22 housing production so that we don't leave
23 any money on the table from the state, so
24 that we have for the Low-Income Housing
25 Tax Credits that come from the state, we

1 4/2/13 - WHOLE - BILL 130178, etc.
2 make sure we have enough money to support
3 those developments that are awarded tax
4 credits, because that's how we're going
5 to keep maintaining -- excuse me; keep
6 increasing affordable housing production.
7 So we need to look at the other resources
8 that are coming to the table to make sure
9 we have the money to support them.

10 And the other fund that we have
11 to help support our affordable housing
12 production, of course, is the Housing
13 Trust Fund, which is actually projected
14 to be increased some this year, both as a
15 result of the housing market being a
16 little more stabilized and also as a
17 result of increasing the recording fees
18 that happened last year, so that we're
19 getting a little bit more into the Trust
20 Fund for each transaction than we did
21 before.

22 COUNCILMAN JONES: I think,
23 Mr. President, it merits some
24 out-of-the-box -- I hate using that
25 term -- thinking about if these trends

1 4/2/13 - WHOLE - BILL 130178, etc.
2 continue, where are we going to be in the
3 next decade and start to look at
4 legislation like you've considered for
5 tax credits and abatements in high-demand
6 areas and being able to use that as an
7 incentivizing tool to spur on
8 development. I mean, it's time. Before
9 we had the luxury of, you know, we were
10 going to get 88 million, you could throw
11 something up against the wall, something
12 is going to stick, but when we're at half
13 of that, we really need to start to
14 sharpen our pencils -- not that we
15 aren't, but at least sharpen our
16 strategies to look for synergies to work
17 with private developers. One of the folk
18 from the realtors said that could we
19 convert some of those dollars into
20 maintaining rental units and things like
21 that.

22 So I think we're at a point
23 where we want production, we want
24 maintenance, but we need to really start
25 thinking about how we leverage some of

1 4/2/13 - WHOLE - BILL 130178, etc.
2 these things so that we can have
3 sustainability.

4 Thank you, Mr. President.

5 COUNCIL PRESIDENT CLARKE: I
6 agree, Councilman, a thousand percent,
7 and it is time to think out of the box as
8 opposed to, not that we have a choice,
9 but receiving a continuation of
10 reductions from the federal government.
11 This whole notion about thinking outside
12 of the box is one of the thoughts behind
13 utilizing some of our municipal liens,
14 what some people view as a liability, but
15 we take the position that municipal liens
16 are actually assets. They could actually
17 create subsidy dollars for developers.
18 If you were prepared, in lieu of
19 foregoing a municipal lien, if that
20 individual purchases the land or buys
21 property at Sheriff Sale and we forego
22 the municipal lien, we'd be in a position
23 to require that that person build housing
24 for people making below 150 percent
25 median income, which is what we believe

1 4/2/13 - WHOLE - BILL 130178, etc.
2 is to be the gap. Because right now if
3 you look throughout the City, the most
4 significant portions of the housing
5 starts are in those areas that, frankly
6 speaking, as the Council President of the
7 City of Philadelphia, I can't afford to
8 live in, because they just cost too much
9 and I can't live below Girard Avenue in
10 my own Council district. And then we
11 have affordable housing as a result of
12 some of the things that have happened
13 through CDBGs and programs that we've
14 used, but it's that middle ground, which
15 we like to call workforce housing, that
16 there are literally no new housing starts
17 for affordable units. If individuals are
18 interested in buying, they basically have
19 to buy existing housing stock, and who
20 knows what you get. In spite of the
21 greatest housing inspectors in the world,
22 somewhere down the line that heater is
23 going to go or something else in that
24 property is going to go.

25 So this whole approach to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 utilizing our municipal liens and getting
3 creative and creating second mortgages,
4 soft seconds, to incentivize people to go
5 in and build a house and we forego the
6 soft seconds, which is essentially the
7 cost of the land, those are the kind of
8 things that we need to get. So hopefully
9 during the course of the conversation and
10 I guess leading up to the Comp Grant
11 conversation, we can get on the same page
12 on some of that, because we really need
13 to create housing opportunities. And
14 every economist says that housing
15 produces more jobs than any other
16 industry because of the purchasing power
17 of materials and the construction jobs,
18 and at the end of the day, it produces
19 long-term revenue because the person
20 living in that house is now paying taxes
21 and water bills and gas bills and other
22 things that create a sustainable
23 community.

24 So we would ask before the Comp
25 Grant that -- we haven't gotten a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 response, and I guess I haven't really
3 asked for some of the bills that we put
4 on the table, but at some point leading
5 up to the Comp Grant, we really need to
6 have a conversation about where we're
7 going to go --

8 MS. MCCOLLOCH: Sure.

9 COUNCIL PRESIDENT CLARKE: --
10 with some of the legislation.

11 Thank you.

12 Councilman Johnson, did you --

13 COUNCILMAN JOHNSON: Sure.

14 COUNCIL PRESIDENT CLARKE:
15 Councilman Johnson.

16 COUNCILMAN JOHNSON: Thank you,
17 Council President.

18 How you doing, Deborah?

19 MS. MCCOLLOCH: Good. Thank
20 you.

21 COUNCILMAN JOHNSON: I just had
22 a couple questions and a couple
23 statements as well.

24 For the 822 affordable housing
25 units that are currently under

1 4/2/13 - WHOLE - BILL 130178, etc.

2 construction, can you provide me with a
3 breakdown on what particular areas those
4 units are being built?

5 MS. MCCOLLOCH: Yes, of course.

6 COUNCILMAN JOHNSON: And in
7 terms of the 8,500 vacant parcels of land
8 that Philadelphia Horticultural Society
9 has worked on, is there a breakdown
10 between what parcels of land were
11 private, what parcels of land were
12 public, as well as what parcels of land
13 had delinquent taxes and/or liens based
14 upon...

15 MS. MCCOLLOCH: I can easily
16 provide the private land, public land and
17 let me do -- I don't want to commit how
18 easily that can be done, but I think we
19 can figure it out. I need to see what
20 data are readily available.

21 COUNCILMAN JOHNSON: Okay. And
22 just one last component in terms of the
23 mortgage foreclosure program. I just
24 wanted to get an idea. Now, are those
25 services contracted out?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MS. MCCOLLOCH: It's the
3 housing counseling activities that we
4 contract with 28 housing counseling
5 agencies and they provide housing
6 counseling, and we also do -- we also
7 have a contract with Community Legal
8 Services that provides -- that's part of
9 the Mortgage Foreclosure Prevention
10 Program and through that also with
11 Philadelphia VIP, which is also
12 attorneys. They do our tangled title
13 program. So they're all -- they all work
14 together on the vacancy prevention.

15 But, yes. The short answer is,
16 yes, it's contracted out through our
17 housing counseling agencies.

18 COUNCILMAN JOHNSON: Because
19 I'm thinking along the lines of obviously
20 we're going to be dealing with the issue
21 of AVI, and you're probably going to see
22 an influx of new requests for assistance
23 as it relates to people's property taxes
24 going up in this upcoming year, and so
25 I'm just looking at the other component

1 4/2/13 - WHOLE - BILL 130178, etc.
2 on how we could be supportive of the
3 efforts in the Office of Housing and
4 Community Development. So just keep my
5 office in the loop. Provide me the
6 numbers, but just keep my office in the
7 loop from that aspect as well as just
8 give me an update on where we're at with
9 the Housing Trust Fund. And one of my
10 most favorite organizations is the Basic
11 Systems Repair Program. It's two key
12 components that works with a lot of
13 seniors in my district. Just give me an
14 overview where we're at.

15 MS. MCCOLLOCH: Of the number
16 of basic systems repairs that have been
17 provided?

18 COUNCILMAN JOHNSON: Yes.

19 MS. MCCOLLOCH: Sure.

20 COUNCILMAN JOHNSON: I have it.
21 5,800?

22 MS. MCCOLLOCH: I'm sorry?

23 COUNCILMAN JOHNSON: The Basic
24 Systems Repair, Weatherization, Heater
25 Hotline, and Adaptive Modification

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Program, y'all have serviced 5,800
3 property owners in the past year?

4 MS. MCCOLLOCH: Yeah, and you
5 want the ones from the 2nd District?

6 COUNCILMAN JOHNSON: Yes.

7 MS. MCCOLLOCH: That was your
8 question? Yes. No problem. I can
9 provide that. You want BSRP, Heater
10 Hotline, and Adaptive Mod?

11 COUNCILMAN JOHNSON: Yes.

12 MS. MCCOLLOCH: Yes.

13 COUNCILMAN JOHNSON: Listen,
14 thank you.

15 COUNCIL PRESIDENT CLARKE:

16 Thank you, Councilman.

17 Real quick, Ms. McColloch. The
18 822 units you said under construction?

19 MS. MCCOLLOCH: Yes.

20 COUNCIL PRESIDENT CLARKE: Do
21 they include the Housing Authority
22 properties?

23 MS. MCCOLLOCH: No.

24 COUNCIL PRESIDENT CLARKE:

25 Those are all non-Housing Authority

1 4/2/13 - WHOLE - BILL 130178, etc.
2 properties?

3 MS. MCCOLLOCH: Non-Housing
4 Authority properties, right.

5 COUNCIL PRESIDENT CLARKE:
6 Thank you.

7 MS. MCCOLLOCH: So they're
8 units supported with CDBG, HOME, and
9 Housing Trust Fund.

10 COUNCIL PRESIDENT CLARKE:
11 Great.

12 There are no other questions
13 for you.

14 MS. MCCOLLOCH: Great.

15 COUNCIL PRESIDENT CLARKE: See
16 you at Comp Grant time.

17 MS. MCCOLLOCH: See you in May.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you.

20 MS. MCCOLLOCH: Thank you.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you so much.

23 I would ask the Mural Arts
24 please come forward.

25 (Witness approached witness

1 4/2/13 - WHOLE - BILL 130178, etc.
2 table.)

3 COUNCIL PRESIDENT CLARKE: Good
4 afternoon.

5 MS. GOLDEN: Good afternoon.

6 COUNCIL PRESIDENT CLARKE: How
7 are you?

8 MS. GOLDEN: My name is Jane
9 Golden and I'm the Executive Director of
10 the City of Philadelphia Mural Arts
11 Program. Thank you so much for giving me
12 the opportunity to testify before you
13 today.

14 The City of Philadelphia has
15 invested in Mural Arts since its
16 inception, and for that, we are really,
17 really grateful. This year the Mayor's
18 proposed budget allocates 1,151,425 to
19 the Mural Arts Program, which represents
20 an increase of \$2,656 over the FY13
21 estimated obligations.

22 As the largest community-based
23 public art program of its kind in the
24 world, we bring together artists and
25 communities through a collaborative

1 4/2/13 - WHOLE - BILL 130178, etc.
2 process that transforms public spaces and
3 individual lives. To date, we've engaged
4 thousands of Philadelphians, more than --
5 is that to stop?

6 COUNCIL PRESIDENT CLARKE:

7 That's not for you.

8 MS. GOLDEN: I can keep going?

9 COUNCIL PRESIDENT CLARKE:

10 Please.

11 MS. GOLDEN: Great.

12 And we've served more than
13 30,000 young people, more than 5,000
14 individuals impacted by the justice
15 system, and more than a thousand people
16 experiencing behavioral health
17 challenges.

18 Through our hiring practices
19 for staff and our Board, Mural Arts
20 continues to make every effort to
21 increase the minority population of both
22 as well as for our artists and
23 instructors so that we represent the
24 constituents of the City. Eighteen
25 percent of our Board, 40 percent of our

1 4/2/13 - WHOLE - BILL 130178, etc.
2 executive staff and management staff, 53
3 percent of our support staff and
4 instructors are all from underrepresented
5 minority groups. Women account for 26
6 percent of our Board, 90 percent of our
7 executive staff and management staff, 56
8 percent of our support staff and
9 instructors. And amongst our artists,
10 women are 38 percent, and 44 percent of
11 our artists are persons of color, and
12 we're very proud of that. We've become
13 just more and more diverse as time has
14 gone on. And we currently have no
15 vacancies.

16 Over the past year, Mural Arts
17 has pursued innovative strategies to
18 increase our impact. I think it's up to
19 us to be both aspirational and pragmatic
20 to think about what are the issues the
21 City of Philadelphia is grappling with
22 and then use creativity and innovation to
23 try to address these problems. So we
24 work with the Department of Behavioral
25 Health and Intellectual disAbility

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Services. We work with the Department of
3 Human Services, the Managing Director's
4 Office, Philly Rising. We work with the
5 Office of Art, Culture and the Creative
6 Economy, Park and Rec, the Prison System,
7 the Streets Department and, more
8 recently, we are building great projects
9 with the Water Department to improve
10 neighborhoods and commercial corridors.
11 We have helped these departments maximize
12 their impact, and in exchange, they have
13 had an incredible impact on the Mural
14 Arts Program as we look at muralism in
15 the 21st century.

16 Here are just a few examples so
17 you can get inspired.

18 So in partnership with the
19 Department of Behavioral Health, we're
20 using art as an alternative therapeutic
21 model and using art as a way to overcome
22 the stigma of mental illness, addiction,
23 and homelessness. We have this
24 initiative called Porch Light. It's in
25 neighborhoods around the City. And we're

1 4/2/13 - WHOLE - BILL 130178, etc.
2 being evaluated by people from the Yale
3 Medical School. There's not a city in
4 the country where this kind of evaluation
5 is going on. So the data that we will
6 have will be really important for how we
7 look at art's impact on communities.

8 Restored Spaces is an
9 initiative that brings together
10 architects, designers, urban planners,
11 ceramic artists, and muralists to
12 transform schools. We all know too many
13 schools in Philadelphia look like
14 prisons, as do rec centers, and we say
15 change it. And we're also building an
16 affinity between kids and the
17 environment.

18 And then some of our big
19 projects this year we did, thank you very
20 much, Council President Darrell Clarke,
21 Philly Painting was a great collaboration
22 between community groups and artists to
23 revitalize and reenergize one of
24 Philadelphia's oldest commercial
25 corridors. It's along Germantown and

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Lehigh. If you go down there, you're
3 going to see 60 buildings with beautiful
4 color. The crew came from that
5 neighborhood. They were trained in
6 learning about roofing and building
7 skills. They were certified in lift
8 training and got to build scaffolding.
9 So it was workforce development and
10 public art.

11 Family Interrupted was a great
12 project where we talked about the impact
13 of incarceration on families, bringing
14 together people who need services and
15 people who offer services.

16 And then another project we're
17 really proud of was initiated by
18 Councilwoman Maria Quinones-Sanchez,
19 Imagining Frankford. It's a
20 collaborative project with all these
21 community groups along Frankford Avenue.

22 How We Fish, if you go down to
23 8th and Cherry, you'll see this six-story
24 mural. It's about the impact of work on
25 our lives. We worked with provider

1 4/2/13 - WHOLE - BILL 130178, etc.
2 agencies and people looking for work.
3 It's part ceramic, mosaic, glass. It's
4 going to be lit at night, very dramatic.

5 And Peace is a Haiku Song is a
6 tribute to Sonia Sanchez, the wonderful
7 poet, and it's a multi-media
8 collaboration with First Person Arts and
9 kids in our art education program. And
10 already we have received Haiku from Tony
11 Morrison, Maya Angelou, Alice Walker.
12 We're going to have a huge dedication in
13 the spring, June actually.

14 And then Southeast by
15 Southeast, if you go to South Philly
16 around 7th and Snyder, we're taking over
17 this part of the City. We've taken over
18 an empty storefront. We're working with
19 Philly Rising cleaning lots, cleaning
20 graffiti, doing murals and print making.
21 And now this storefront shop is offering
22 ESL classes, social services. It's just
23 become a beacon and a hub, and that's
24 what art can do.

25 Consider these statistics:

1 4/2/13 - WHOLE - BILL 130178, etc.

2 This year alone, 84 murals and special
3 projects were created. We cleaned more
4 than 500 vacant lots, cleaned a thousand
5 pieces of graffiti that were near murals,
6 not necessarily on murals, but we feel
7 like we need to be good citizens. And
8 then we hosted 50 community paint days
9 for thousands and thousands of people.
10 We provide free art education programs to
11 over 1,800 young people, offering them a
12 world-class opportunity in the arts. And
13 we provide employment and skills training
14 to 50 men on work release from prison,
15 and we partner with the Youth Violence
16 Reduction Partnership program. It's
17 called the Guild. It's extraordinary.
18 Michael Whittington, who is here today,
19 runs the Guild.

20 Michael Whittington, yay.

21 Sorry. I had to do that. I
22 get so inspired.

23 We employ more than 235
24 Philadelphia artists. Philadelphia
25 artists. It's great to give artists a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 place to show their work. Let's pay them
3 and show them they have value in our
4 society.

5 And we contribute more than
6 \$2.2 million to Philly's creative
7 economy.

8 As you can see, our program is
9 not just about paint on a wall. It's
10 about using art to transform individuals
11 and communities.

12 Studies have shown that our
13 work in a neighborhood along the corridor
14 raises property values and builds retail
15 sales. Public art can make our spaces
16 more desirable. It stitches communities
17 together. It attracts talent. People
18 are moving here from other cities. Young
19 people who are graduating from art school
20 stay and work with Mural Arts. That's
21 fantastic. It builds skills, it builds
22 trust, it inspires. In short, it's an
23 investment that shows return. I would
24 not say that if I didn't mean it.

25 I also want to acknowledge the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 many ways the City supports arts and
3 culture beyond Mural Arts. The Office of
4 Arts and Culture and the Creative Economy
5 under the leadership of Gary Steuer does
6 great work and they've become an
7 essential partner of ours. Organizations
8 like the African American Museum, the
9 Philadelphia History Museum, the
10 Philadelphia Museum of Art are all
11 extraordinary, and we have partnerships
12 with all of them. And we want to
13 acknowledge the Philadelphia Cultural
14 Fund, which supports so many of our
15 wonderful community-based arts
16 organizations doing God's work in
17 communities all over Philadelphia.

18 These institutions, together
19 with Mural Arts, increase the creative
20 vitality of Philadelphia. They lift our
21 profile internationally. And beyond
22 that, beyond that, what all this shows us
23 is the powerful catalytic role that art
24 can play in the life of the City. I get
25 to see this firsthand that art has a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 profound impact on people's lives, and I
3 just want to say that I believe that the
4 challenge for all of us is to ask
5 ourselves what is it we believe in and
6 then to do our best to act on those
7 beliefs, because the world that we create
8 today is the one that we pass on, and we
9 want it to be a world filled with beauty
10 and hope and peace, and I feel that art
11 can do that.

12 And I just finally want to say
13 that it is with deep gratitude that I
14 give this testimony, and it is a
15 privilege and an honor to have this job.
16 So on behalf of myself and the Mural Arts
17 Program, I want to say thank you, thank
18 you, thank you to the Administration and
19 to all of you with City Council from the
20 very bottom of my heart.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you. Ms. Golden, your enthusiasm
23 and your energy, it always exhausts me.
24 I'm like tired. I haven't done a thing
25 but just listen to you. But it's

1 4/2/13 - WHOLE - BILL 130178, etc.
2 awesome, it's great. Again, we want to
3 thank you for all the wonderful work and
4 the level of energy that you bring to
5 your job. It clearly has spilled off
6 into a number of people, not only in
7 government but actually in the
8 neighborhoods.

9 And just for the record, the
10 Philly painting in Germantown and Lehigh
11 was initiated before I became Council
12 President, sir.

13 Some of my colleagues think it
14 was like something going on there. But,
15 no, really, Jane, you're awesome.
16 Continue the great work. We look forward
17 to continuing to be supportive. We hope
18 that the initial revenue that was put in
19 the budget during the transfer ordinance,
20 I know it was put to good work. So thank
21 you so much for your support.

22 MS. GOLDEN: Thank you very
23 much.

24 COUNCIL PRESIDENT CLARKE: And
25 you touched it briefly. You talked about

1 4/2/13 - WHOLE - BILL 130178, etc.
2 leveraging. I understand that you
3 haven't calculated the amount. Basically
4 I'm just trying to get a sense if you can
5 estimate for every dollar spent for Mural
6 Arts, how much the private sector
7 contributions are as it relates to --

8 MS. GOLDEN: Well, our total
9 budget is 6.5 million, and the City's
10 contribution, it's -- if you look at a
11 little over a million dollars and some
12 contracts from the City, I would say it's
13 about 30 percent of our budget. The rest
14 of the money comes from foundations,
15 corporations, individuals, and earned
16 income. We realize it's our
17 responsibility to leverage, to just take
18 every dollar the City gives us and
19 stretch it as far as we can stretch it,
20 and when we think we've stretched it far,
21 we need to stretch it further. And so
22 now we're looking at some earned income
23 opportunities through the Mural Tour
24 Program and selling things like note
25 cards and postcards, because that's also

1 4/2/13 - WHOLE - BILL 130178, etc.
2 just great for Philadelphia.

3 COUNCIL PRESIDENT CLARKE:
4 Great. Okay. That's a good investment
5 then. Thank you so much.

6 The Chair recognizes Councilman
7 Jones.

8 COUNCILMAN JONES: Thank you,
9 Mr. President.

10 I just wanted to say that the
11 Germantown and Lehigh corridor
12 transformation is really inspiring. When
13 you briefed me at the office, I came over
14 to Councilman Clarke's office holding up
15 a picture of it, and I was like envious
16 and said, How do I get one of those in my
17 respective districts, and you explained
18 how to do that.

19 So I'm appreciative of that,
20 but could you touch on some of your use
21 of ex-offenders in this process and how
22 important this process is to them.

23 MS. GOLDEN: Absolutely. I
24 would love to actually. This is a part
25 of Mural Arts that just makes my heart

1 4/2/13 - WHOLE - BILL 130178, etc.
2 sing. This program is called the Guild,
3 and we call it that because we based it
4 on the Renaissance, because it's all
5 about training. And it's what we have,
6 and we're very thankful to Everett
7 Gillison who years ago believed in our
8 work, and we were able to get some
9 federal money, part of a stimulus grant,
10 to start this program. And we designed a
11 three-track program. It's landscaping,
12 building skills, mural-making design and
13 technology. So it's really about
14 training people. So it's thinking about
15 the individual, and then putting people
16 to work in neighborhoods all over
17 Philadelphia.

18 You know, we all know like
19 there are rec centers in our
20 neighborhoods that need repair, that need
21 things to change, and we say, Let's just
22 do it, let's do it. We can build skills,
23 put people to work. And so then people
24 are doing like wonderful work, giving
25 back to the community, and getting

1 4/2/13 - WHOLE - BILL 130178, etc.

2 acknowledged for the good deeds they're

3 doing instead of something bad, right?

4 So it really builds not just individual

5 skills but the individual. It taps into

6 people's talents, creativity that's

7 often, quite frankly, gone unrecognized.

8 And for people who have been in and out

9 of institutions, in and out, they get out

10 and it's like what's next. And so people

11 often are seduced by the streets, get

12 into trouble. And we're saying, Let's be

13 as strong an intervention as possible by

14 giving people all the options and

15 opportunities possible, challenging them

16 to then make something that's gray and

17 depleted into something that's beautiful.

18 And then we have a wonderful part-time

19 jobs developer on staff, and what Mimi

20 Limbach does is, she works very carefully

21 with people and finds people work.

22 We have a 12 to 15 percent

23 recidivism rate. Think about that,

24 everyone, because the national average is

25 66 percent. So something is going right.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 And then when people do well with us,
3 they stay with us. And when I pass by
4 people in the classrooms -- we had two
5 classes today -- and I say, How are you?
6 They say, Jane, what could be wrong?
7 This is the best my life has been. I'm
8 working for the Mural Arts Program.

9 And so we are determined to
10 make sure that this program stays. We
11 are sadly running out funding in June,
12 but we're going to do everything we can,
13 because you know we're tenacious, to try
14 to figure out to extend it, because when
15 we have success, we need to keep that
16 success going.

17 COUNCILMAN JONES: Thank you.
18 I just would hope that -- your work
19 speaks for you, but I thought you might
20 be a little more enthusiastic about what
21 you do.

22 Thank you, Mr. President.

23 COUNCIL PRESIDENT CLARKE:

24 Thank you, Councilman.

25 The Chair recognizes

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Councilwoman Blackwell.

3 COUNCILWOMAN BLACKWELL: I'm
4 here. Thank you.

5 Councilman Jones just took my
6 reentry question. So I would ask, where
7 are we with schools and all the work
8 you've done with schools and School
9 District? How do they interact with our
10 Mural Arts?

11 MS. GOLDEN: Thank you. Thank
12 you, Councilwoman Blackwell. We are at
13 18 sites. When I say we're serving about
14 1,800 young people around the City, if
15 you look at the portfolio, we're in some
16 schools, we're in faith-based
17 organizations, provider agencies. We
18 have a great program with the court
19 system. So we're serving kids who have
20 fallen through the cracks and then many
21 kids who just love art but do not have
22 art in their school.

23 But we used to have a contract
24 with the School District -- it was when
25 Paul Vallas was here -- where we would

1 4/2/13 - WHOLE - BILL 130178, etc.
2 actually do public art at 20 schools a
3 year and work with tons of kids. And
4 then the great thing is -- and this has
5 been pointed out to me -- is, we have
6 pathways at Mural Arts. So you like art,
7 you come to us, you go in the Emerging
8 Muralist Program, you do well, then you
9 go into the advanced program. You
10 continue to stay with us, you go into the
11 internship and apprenticeship program,
12 and then the next step is, we're helping
13 you think about your next step in life.

14 So we feel like we have a
15 really good strategy, and my dream would
16 be to try to take this program to scale
17 over the next few years. I did recently
18 take Dr. Hite on a mural tour, and I'm
19 looking forward to more conversations
20 with the School District, because I think
21 it's a fiscally prudent approach to being
22 able to provide a lot of young people
23 with not just art skills but skills
24 related to citizenship, civic engagement,
25 and also connecting kids with other

1 4/2/13 - WHOLE - BILL 130178, etc.
2 academics, because every school we're in,
3 we have a team approach. So the
4 geography teacher partners with the
5 history, partners with the art teacher.
6 If there's no art teacher, then that's
7 us, because we want to augment the school
8 work. We want art to lift everyone up,
9 and we really want kids, as you know so
10 well with the success of the
11 Anti-Graffiti Network, we want kids to
12 stay with us over a long time. I love it
13 when I see young people and they say,
14 I've been with Mural Arts five, six
15 years. I've done two frescos, ten
16 mosaics, ten murals, and now I'm going to
17 the Art Institute. I'm like, That's
18 fantastic.

19 A hundred percent of our young
20 people are graduating from high school,
21 70 percent are moving on to a next step,
22 and I say that's so inspiring.

23 COUNCILWOMAN BLACKWELL: That's
24 wonderful. I remember when Prince
25 Charles was in Mantua some years ago. We

1 4/2/13 - WHOLE - BILL 130178, etc.

2 had Prince Charles, and Jane was teaching
3 him about how they paint and what paints
4 they use and all of that. We've had a
5 wonderful opportunity.

6 And for anybody from Mantua who
7 is listening, we know about Herman Rice
8 mural. We know about Tim Spencer. Jane
9 and I have already talked and we're
10 calling a meeting to decide the next
11 site. That's the only thing. You know,
12 if they build in front of it, then
13 folks -- thank you. Councilman Jones
14 mentioned the late and great Lucien
15 Blackwell. Thank you. Thank you.

16 So we're on the money, and I
17 appreciate the work so much also that you
18 do with the incarcerated men.

19 MS. GOLDEN: Thank you.

20 COUNCILWOMAN BLACKWELL: It
21 makes such a difference to keep hope
22 alive when there's so many artists in
23 prison. I remember a few years ago
24 somebody sent me all these pictures, then
25 they waited about two months and said,

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Send me my pictures back. So we kept
3 them, and we mailed them back. But Mural
4 Arts is one of the, as we all know and we
5 all agree, it's one of the best stories
6 in our city.

7 MS. GOLDEN: Thank you very
8 much.

9 COUNCILWOMAN BLACKWELL: We're
10 sorry you have to work so hard and raise
11 so much of your money, but we do really,
12 really appreciate all that you are, Jane,
13 and thank you very much.

14 MS. GOLDEN: Well, thank you.
15 And also know that with a partnership
16 with the Department of Human Services,
17 we're really quadrupling our efforts with
18 the Youth Study Center and St. Gabriel's
19 Hall and other provider agencies and
20 building our art in the court program as
21 well.

22 COUNCILWOMAN BLACKWELL: Thank
23 you.

24 Thank you, Mr. President.

25 COUNCIL PRESIDENT CLARKE:

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Thank you, Councilwoman.

3 The Chair recognizes

4 Councilwoman Brown.

5 COUNCILWOMAN BROWN: Thank you.

6 Good afternoon, Jane. Let me
7 underscore remarks made by President
8 Clarke and Councilwoman Blackwell, and
9 let me just add that your enthusiasm is
10 also contagious. It really is.

11 I first want to thank you for
12 listening to then, years ago, there were
13 concerns raised around making sure Mural
14 Arts does better when it comes to giving
15 women and artists of color, local artists
16 of color, opportunity and say how you've
17 just raised the bar enormously that way.
18 And I thank you for that very much.

19 I'm curious to know how well
20 you believe our city is doing or Mural
21 Arts is doing when it comes to linking
22 Mural Arts with emerging arts and
23 cultural organizations. You've mentioned
24 you're doing well with the larger arts
25 and cultural institutions that are going

1 4/2/13 - WHOLE - BILL 130178, etc.
2 to be fine anyway, but there is a
3 simmering of concern and some might say
4 criticism that our emerging arts and
5 cultural organizations are not getting a
6 fair opportunity when it comes to
7 attention and/or partnerships. What
8 would be your reaction or comment to
9 that?

10 MS. GOLDEN: Well, I think it's
11 up -- I think that that's a fair
12 observation. What Mural Arts does, we
13 partner with about 55 small arts
14 organizations every year in sometimes
15 just a project and sometimes it's part of
16 our art education program. I think that
17 some of the new staff members that we've
18 hired over the last few years have come
19 from those small arts organizations, and
20 so they bring that sentiment with them.
21 And so I can see things really changing
22 at Mural Arts. I mean, we're just one
23 organization, so we can do only so much,
24 but I feel like that doesn't matter, we
25 need to do all we can. Like our Director

1 4/2/13 - WHOLE - BILL 130178, etc.
2 of Art Education started the Germantown
3 Poetry Festival. She is herself very
4 accomplished. She's worked with poetry
5 organizations that I hadn't thought about
6 working with. So Yolanda brings this
7 knowledge with her. And suddenly if you
8 look at who our art ed program is working
9 with, it's -- they made a presentation to
10 me last week of like all these new
11 partnerships. This is fantastic.

12 So a lot of small organizations
13 out there really do legitimately feel
14 like they don't have a voice, and I feel
15 like that it's up to -- I know that we're
16 here because people lend us a hand,
17 people like yourself who said, Look, you
18 know, we believe in you from
19 Anti-Graffiti days, and I feel like we
20 need to be cognizant of that all the time
21 and do everything we can to partner and
22 collaborate.

23 And because we get calls -- the
24 other part of your question about how are
25 we seen. We get calls all the time from

1 4/2/13 - WHOLE - BILL 130178, etc.
2 other organizations around the country
3 who are really curious, not just how
4 we're working with the departments,
5 although that's of interest to them, but
6 also how we're working with the mid- to
7 small-sized arts organizations in
8 Philadelphia.

9 So it's something on, I think,
10 a lot of people's minds. If you're part
11 city, what's your responsibility. And I
12 actually at the end of the day, I feel
13 like a huge responsibility. And I think
14 that Gary Steuer's office is thinking
15 about this. The Cultural Fund does
16 incredible work giving grants out to
17 small organizations, and I think that we
18 all try to do a piece, and I think we
19 should just not keep -- we have to keep
20 our eye on the ball, and that's making
21 sure as many people feel heard and
22 connected and engaged as possible. And I
23 feel relentless about it actually,
24 because I feel that -- and I bet everyone
25 at Mural Arts feels like a public servant

1 4/2/13 - WHOLE - BILL 130178, etc.
2 whether they're a City employee or not.
3 We're a public servant and we're
4 responsible to the citizens of the City,
5 and that never goes away.

6 COUNCILWOMAN BROWN: Well, to
7 know that you're sensitive to that group
8 is encouraging.

9 MS. GOLDEN: Absolutely. And
10 also I just want to say, if there are
11 groups who approach you and who are
12 interested in working with Mural Arts,
13 just please send them to us. I would be
14 happy to do that. And we've even thought
15 actually about hosting some kind of forum
16 for the organizations in the City that
17 talk about what are the ideas out there.
18 We're actually going to be putting out a
19 call for ideas, and we're going to not
20 just distribute it to artists, but we
21 thought it would be really nice to
22 involve the community-based arts
23 organizations and see what -- they might
24 have a great idea in the community. You
25 know, when I talk to Fran Alston at the

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Paul Robeson House, we're dedicating the
3 Paul Robeson mural soon. We redid it.
4 But that was a lot of Fran keeping that
5 alive.

6 So there is so much talent in
7 this city and we feel an obligation to
8 tap into it and try to like not see the
9 glass half empty but see it half full,
10 see all the potential that's out there
11 and tap into that creative spirit that
12 exists in Philly.

13 COUNCILWOMAN BROWN: Okay.
14 Well, you mentioned a number of subjects
15 and the only other one I would put up for
16 consideration in your schools as you sort
17 through where to connect arts and subject
18 matter, I would add civics, civics
19 education to that as well.

20 MS. GOLDEN: Okay. That's
21 great. Thank you.

22 COUNCILWOMAN BROWN: Thank you,
23 Mr. President.

24 COUNCIL PRESIDENT CLARKE:
25 Thank you, Councilwoman.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 The Chair recognizes
3 Councilwoman Tasco.

4 COUNCILWOMAN TASCO: I will be
5 very brief. How are you? I just want to
6 say thank you for the wonderful program
7 that you offer, and as I drive through
8 the City, I'm just amazed at the
9 wonderful murals that I see, and I want
10 to share with you that a couple years ago
11 I had -- I may have shared this with you
12 before. I had the Women in Municipal
13 Government, which is the women's caucus
14 of the National League of Cities here,
15 and we took them on a tour of the City
16 and certainly we made sure that they saw
17 the murals, which they were really,
18 really impressed with.

19 MS. GOLDEN: That's wonderful.
20 Thank you very much. That means a lot.

21 COUNCILWOMAN TASCO: But the
22 other question I just ask, we had a
23 discussion about the Logan area in the
24 barriers. Have you been able to get back
25 to Cicely?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MS. GOLDEN: Yes. We have
3 actually gotten back to her and we have
4 some good news. I think we have a line
5 on some private funding that would help.
6 So I was out -- I had a really bad back
7 operation -- and I know this is probably
8 too much information that people need --
9 in January, so I was sort of out for a
10 while, which is unusual for me to have to
11 sit still for a while. But I'm back, and
12 I talked to the funder the other day. So
13 I think we've got some good news.

14 COUNCILWOMAN TASC0: Okay.
15 Good. Thank you very much.

16 MS. GOLDEN: We're on it.
17 That's a very interesting site. I like
18 love that site because it's so
19 complicated.

20 COUNCILWOMAN TASC0: It is, in
21 more ways than one. Thank you very much.

22 MS. GOLDEN: You're welcome.

23 COUNCILWOMAN TASC0: Keep up
24 the good work.

25 MS. GOLDEN: Thank you.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilwoman.

4 There are no other questions.

5 Thank you so much for your continued
6 support and good work.

7 MS. GOLDEN: Thank you. Again,
8 thank you so much, everyone.

9 COUNCIL PRESIDENT CLARKE:

10 Thank you.

11 Can we now have the Managing
12 Director's Office.

13 (Witnesses approached witness
14 table.)

15 MR. NEGRIN: First, let me
16 express my disappointment to have to
17 follow Jane Golden. I'm just saying.

18 COUNCIL PRESIDENT CLARKE: I
19 understand.

20 Please proceed.

21 MR. NEGRIN: Good afternoon,
22 Council President Clarke and members of
23 Council. I am Rich Negrin, Managing
24 Director of the City of Philadelphia.
25 With me today are Mary Stitt, my new

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Chief of Staff, and Dave Wilson, our
3 First Deputy Managing Director.

4 I have a very short summary of
5 my testimony. We've submitted the larger
6 version in writing, so I'm going to try
7 to be very brief this afternoon.

8 I'm happy to report that the
9 General Fund budget reflects an overall
10 decrease of 827,000 over prior year. The
11 total proposed budget for the Office of
12 the Managing Director is 79 million, with
13 6.2 derived from the Grants Revenue Fund
14 and 72 million derived from the General
15 Fund. This budget reflects the net
16 effect of investments in our employees in
17 succession planning, in employee
18 development with the Center of
19 Excellence, with the reduction of counsel
20 fees to reverse a one-time additional
21 expense in Fiscal Year '13 of 1.2
22 million, and the transfer of personnel
23 costs for staff who now report to the
24 Mayor's Office. You heard about that
25 earlier today from Mr. Gillison.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Throughout Fiscal Year '13, the
3 Office of the Managing Director has
4 driven key initiatives in furtherance of
5 the Mayor's goals, and we have fostered
6 an environment of continuous improvement.
7 The Office of the Managing Director
8 focused on and developed several
9 initiatives, including providing diverse
10 and exciting events through the Office of
11 Special Events that strives to position
12 Philadelphia as a city of choice;
13 including the expansion of services
14 provided by Philly 3-1-1 so that we can
15 better reach and respond to our citizens;
16 including providing guidance and training
17 opportunities to City employees through
18 the City's Customer Service Program,
19 literally hundreds and hundreds of City
20 employees have been trained on customer
21 service; including reaching more
22 neighborhoods in need through Philly
23 Rising; including creating the Center of
24 Excellence, which encompasses PhillyStat,
25 the City's performance management system,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 organizational development, and project
3 management to enhance the performance of
4 City departments and to support our
5 employees; overseeing the Animal Care and
6 Control group; providing administrative
7 resources for various programs such as
8 the Community Life Improvement Program,
9 our CLIP program, and the Mayor's Office
10 of Reintegration Services for
11 Ex-Offenders, RISE. The Office of the
12 Managing Director also oversees, as you
13 know, key infrastructure departments from
14 an operational side: The Office of
15 Fleet, the Office of Human Resources, the
16 Office of Innovation and Technology, the
17 Procurement Department, the Department of
18 Public Property, and of course our
19 Records Department.

20 We also have I think in our
21 department, in our staff, a very strong
22 and real commitment to diversity. The
23 commitment to serving our City's diverse
24 constituency is represented in the
25 diversity within our department staff.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 We recognize the importance of diversity
3 and what a strength it is, and we strive
4 to be reflective of the City's diversity.
5 This commitment is demonstrated by the
6 diverse backgrounds of the executive
7 level team and the entire MDO staff. I'm
8 proud to report that approximately 86
9 percent of our executive level team and
10 56 percent of the entire MDO staff
11 self-identify themselves as people of
12 color.

13 In relation to gender, our
14 executive level team consists of 57
15 percent women, and the entire MDO staff
16 consists of 51 percent women. I am proud
17 that our team reflects the diversity of
18 our city while also providing excellence
19 in service to all of our citizens. I'm
20 proud to say that you can do both.

21 To summarize, the overall
22 changes within this General Fund, as I
23 stated, reflect an \$800,000 reduction
24 over prior year, and we hope to continue
25 to improve and be a catalyst for positive

1 4/2/13 - WHOLE - BILL 130178, etc.
2 change throughout government.

3 Thank you for the opportunity
4 to testify, and I look forward to
5 answering your questions.

6 COUNCIL PRESIDENT CLARKE:
7 Thank you, Mr. Negrin. I have a couple
8 of quick questions.

9 On Page 1 of your testimony,
10 your proposed budget includes 39 million
11 in Class 200 for contracts within the
12 Legal Department. What is that about,
13 can you tell me?

14 DEPUTY COMMISSIONER STITT: So
15 do I need to say my name?

16 COUNCIL PRESIDENT CLARKE:
17 Absolutely.

18 DEPUTY COMMISSIONER STITT:
19 Mary Stitt.

20 COUNCIL PRESIDENT CLARKE:
21 Congratulations.

22 DEPUTY COMMISSIONER STITT:
23 Thank you.

24 So the \$39 million for legal
25 services is for criminal defendants that

1 4/2/13 - WHOLE - BILL 130178, etc.

2 do not have the money to represent
3 themselves, and if our Defender's Office
4 has a conflict with them --

5 COUNCIL PRESIDENT CLARKE: Pull
6 the mic a little closer to you, please.

7 DEPUTY COMMISSIONER STITT: And
8 if there may be a conflict, that's for
9 the counsel to come in and represent
10 them.

11 COUNCIL PRESIDENT CLARKE: So
12 is there any reason it's through the
13 Managing Director's Office?

14 DEPUTY COMMISSIONER STITT: I
15 think it's really housekeeping, would
16 that be?

17 (Witness approached witness
18 table.)

19 MS. RHYNHART: Rebecca
20 Rhynhart, Budget Director.

21 The \$39 million is the
22 Defender's Association contract, and that
23 was moved over to MDO in the Fiscal '13
24 budget when we grouped together the
25 conflict counsel, 8.8 million that Mary

1 4/2/13 - WHOLE - BILL 130178, etc.
2 mentions, that came from the FJD. We
3 wanted to house all of the legal
4 contracts in one place and MDO made sense
5 to locate them there, and that's why they
6 were moved. So this was in the Fiscal
7 '13 budget, the 39 million was moved from
8 Finance over to Managing Director's.

9 COUNCIL PRESIDENT CLARKE:
10 Where was it before?

11 MS. RHYNHART: In Finance.

12 COUNCIL PRESIDENT CLARKE: It
13 was all in Finance? Okay.

14 I want to talk about the
15 program that happened in the Streets
16 Department -- they're actually doing a
17 pretty good job -- on alley cleaning and
18 new alley lights and the whole nine
19 yards, and in a couple of meetings in the
20 community, there was this question about
21 accelerating opportunities, particularly
22 as it relates to clearance of alleyways,
23 and I talked about being able to have a
24 significant number of individuals who
25 were currently in the community services

1 4/2/13 - WHOLE - BILL 130178, etc.
2 program through the courts, and we're
3 actually working with a couple of other
4 agencies to try and come up with a
5 strategy for individuals who have traffic
6 tickets to create a larger pool of
7 community service individuals, but for
8 whatever reason, we weren't able to
9 access those individuals to support the
10 Streets Department. And I don't know
11 what the specifics were behind it. There
12 was one issue in the earlier
13 conversations about a ratio of one person
14 for every number of community service
15 individuals.

16 Can you talk to me about what
17 the criteria is in terms of being able to
18 have community service people,
19 particularly since the District
20 Attorney's Office is decriminalizing, so
21 to speak, a number of small offenses such
22 as marijuana possession and the push is
23 to give people community service. So if
24 we can expand that opportunity, what's
25 the ratio or is there in fact a ratio?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. NEGRIN: I can tell you
3 that the only area where I've heard of a
4 ratio of supervisor to participant is
5 when we have folks who are either
6 currently incarcerated or part of a
7 system where they're part of a probation
8 or an ARD, a rehabilitative system, where
9 they need a certain number of supervisor
10 per participant. But that's not driven
11 by us. That's going to be driven by
12 either the Prisons themselves or the DA's
13 Office depending on that ratio.

14 When you look at our programs,
15 whether it's Philly Rising or I would
16 imagine even Streets, we accept people
17 who want to get involved, whether they're
18 volunteers or part of programs, in wide
19 numbers, and there's certainly no direct
20 ratio of supervisor per participant that
21 we cap on how we do those things.

22 So I think that's something I'd
23 be happy to look into, and I think a lot
24 of that is driven by Prisons specifically
25 if they're using ex-offenders or current

1 4/2/13 - WHOLE - BILL 130178, etc.
2 folks who are incarcerated.

3 COUNCIL PRESIDENT CLARKE: That
4 program is supervised by the MDO's
5 Office; am I correct?

6 MR. NEGRIN: Yes.

7 COUNCIL PRESIDENT CLARKE: So
8 can you -- because you sound like you're
9 saying you think, and I just need
10 clarity, because unfortunately we have a
11 lot of people that get community
12 services, but if we're able to put them
13 back on track with providing some work
14 product and work ethic, then our ability
15 to ultimately get those people to be
16 productive citizens and enhance, and we
17 do need a lot of work done out in a lot
18 of these communities.

19 So I just need to get the
20 definition of what the ratio is, what the
21 criteria is for staffs and crews to go
22 out and clean neighborhoods given the
23 fact that we have diminishing revenues
24 for our work crews that are hired --

25 MR. NEGRIN: I don't know that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 we have anybody from Prisons here today,
3 but we'll be able to get you that
4 information.

5 COUNCIL PRESIDENT CLARKE:
6 Okay. Well, I mean, is it definite that
7 they have given you that specific
8 criteria?

9 MR. NEGRIN: Yeah. I'm not
10 even familiar with the name of the
11 program. I'm just aware that --

12 COUNCIL PRESIDENT CLARKE: But
13 you run the program.

14 MR. NEGRIN: No, I don't. It's
15 run specifically by Prisons. I'm aware
16 of it because I have oversight, but
17 there's a Commissioner of Prisons who
18 runs that program and Mike Resnick who
19 directly supervises him. There's a few
20 layers between him and me.

21 COUNCIL PRESIDENT CLARKE: So
22 when I see the truck come into the
23 neighborhood, it's a van, and individuals
24 get out of the truck and the truck -- I
25 think it says Managing Director's or

1 4/2/13 - WHOLE - BILL 130178, etc.
2 there's a Managing Director's component.
3 Who supervises those people?

4 (Witness approached witness
5 table.)

6 MR. CONWAY: Thomas Conway,
7 Deputy Managing Director.

8 COUNCIL PRESIDENT CLARKE: Hi,
9 Tom.

10 MR. CONWAY: How you doing?
11 I oversee the -- well, actually
12 Manuel Ramos oversees the community
13 service component for the Managing
14 Director's Office. These are the crews
15 that operate six days a week, go out.
16 They are responsible for cleaning up
17 alleyways, cleaning vacant lots, sweeping
18 streets, working with community
19 organizations across the City of
20 Philadelphia.

21 Last year I believe they did
22 2,100 projects throughout the City,
23 working in 16,000 hours with either the
24 volunteers that are assigned through
25 probation, through high schools, through

1 4/2/13 - WHOLE - BILL 130178, etc.
2 community college or colleges, and
3 actually through the Prison System.

4 MR. NEGRIN: The question I
5 have --

6 COUNCIL PRESIDENT CLARKE: And
7 they do a great job. That's why I'm
8 asking about it, but if there's an
9 opportunity to have more people in the
10 program and if we are in fact limited by
11 the number of supervisors required, then
12 the question is -- and this came up
13 during the Streets Department
14 conversation where the Streets
15 Commissioner said, Well, we'll provide
16 the additional supervisors, but we need
17 to access the individuals to help us move
18 throughout these alleyways so we can
19 accelerate that alley light replacement.

20 So I'm just trying to, one,
21 find out who is responsible and if
22 there's a court-mandated or a
23 judiciary-mandated ratio, then it would
24 be helpful if I see that in some written
25 form, so as we move ahead with this

1 4/2/13 - WHOLE - BILL 130178, etc.
2 program, that we're working with respect
3 to Traffic Court, then we'll at least
4 understand what the guidelines are.

5 MR. CONWAY: Okay. With
6 regards to the probationers and the
7 prisoners that work with us, usually it's
8 probably six to one ratio, six workers to
9 one supervisor. Again, that's pretty
10 much because of that's how many people
11 fit in a van, plus the equipment is
12 inside the van, plus the bags, so on, so
13 forth. So it's more of a space
14 component.

15 COUNCIL PRESIDENT CLARKE: Than
16 a requirement, than a legally mandated
17 requirement?

18 MR. CONWAY: As opposed to a
19 requirement, yes.

20 COUNCIL PRESIDENT CLARKE: So
21 if we get a bigger van -- I mean, the
22 reason I bring this up was, unfortunately
23 I have like a whole lot of vacant lots
24 and debris in my district, and when I go
25 out and talk to the guys, I mean, they're

1 4/2/13 - WHOLE - BILL 130178, etc.
2 actually -- they're like encouraged by
3 the fact that they're actually doing
4 something productive, and then they say,
5 How can I get hired in the Managing
6 Director's Office and do this and get
7 paid? And, you know, that's obviously
8 challenging because of our budget, but at
9 least it gets people engaged in a work
10 product and they now say they want to
11 work. So, you know, ultimately we hope
12 we're in the position to get them engaged
13 in real work, but if we're able to
14 channel people that way as opposed to
15 sending them away and who knows what
16 happens up there, it is a very
17 challenging situation and it tends not to
18 be a productive place than if we can have
19 more people out there on the streets
20 doing these type of things while
21 providing a service to the community,
22 then I'd like to figure out a way to do
23 it. If we need to get bigger vans, maybe
24 we should get bigger vans.

25 MR. CONWAY: Actually, probably

1 4/2/13 - WHOLE - BILL 130178, etc.

2 two weeks ago we did a -- and it wasn't
3 with any -- well, it actually was
4 community service through Saul High
5 School. They brought down two busloads
6 of their students. We helped clean up
7 Logan Triangle for about several hours,
8 and it was actually pretty good. It was
9 a rainy day, very cold day, but they're
10 all out there in full force cleaning up
11 and made tremendous progress.

12 So those type of cleanups we do
13 provide. We do work with different
14 schools and the Prison System as well.
15 We get the weekenders when we can for
16 special projects, when we have larger
17 scale projects, involve them as much as
18 we can. And now we actually do look to
19 hire ex-offenders into our programs,
20 allow them to get back to society. And I
21 agree with you, they do feel positive and
22 they feel good about themselves when they
23 get done cleaning an area up. They see
24 what it was before. And we always take
25 pictures before and after. So they have

1 4/2/13 - WHOLE - BILL 130178, etc.
2 that to take a look at, and they are
3 proud of what they've accomplished.

4 COUNCIL PRESIDENT CLARKE: All
5 right. So if we can follow up, because I
6 don't want to have a longstanding
7 conversation about it here, but we need
8 to follow up, because I want to figure
9 out a way to get more people engaged in
10 that process. And if in fact we're
11 successful with the other program that
12 we're working on, we can have an
13 accelerated process out in the streets
14 and show real positive and productive
15 work by these individuals.

16 Thank you. Thank you so much.

17 The Chair --

18 MR. NEGRIN: Just so I'm clear,
19 so there are really two aspects of that.
20 There's the piece that I was talking
21 about that are folks who are currently
22 incarcerated and being supervised by the
23 Prison System and then there are the
24 folks that are eligible for employment
25 and can help and participate through

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Tommy's program. Would you like
3 information on both?

4 COUNCIL PRESIDENT CLARKE:

5 Yeah. Sure. Yeah. I mean, I understand
6 that people are incarcerated, there's
7 clearly some need to have direct
8 supervision, but for people who basically
9 had a small drug possession and the
10 alternative is community service, it's a
11 chance to do something positive.

12 MR. NEGRIN: Yeah.

13 COUNCIL PRESIDENT CLARKE: That
14 will be helpful. Thank you.

15 The Chair recognizes Councilman
16 Jones.

17 COUNCILMAN JONES: Thank you,
18 Mr. President.

19 And good afternoon.

20 MR. NEGRIN: Good afternoon.

21 COUNCILMAN JONES: I'd like to
22 echo the President of Council's
23 sentiments. You guys have worked with us
24 and you've done many things with your
25 varying departments, Streets, Water, L&I

1 4/2/13 - WHOLE - BILL 130178, etc.
2 and the like. But some of them that get
3 right down to the nitty-gritty and the
4 quality of life around neighborhoods are
5 those alleyways and lots that get
6 cleaned. Jerry Eway, Elay or something
7 like that that works for you -- I
8 butchered his name, but this one
9 gentleman -- I go to one of my favorite
10 eateries, which is Jim's Cheesesteak, not
11 to be confused with any other, on 61st
12 and Noble. He was in the line. The
13 gentleman in front of me was asking about
14 a lot to be cleaned. He interrupted,
15 said, Excuse me, Councilman, if you don't
16 mind, I'd like to help.

17 I'm like anybody who wants to
18 do help, I'm for.

19 And literally took that case
20 right on the site right there. He was
21 off, enjoying his day off. And I just
22 want to publicly say thank you. But on
23 top of that, you've done hundreds of
24 alleys. Mr. Conway I have on speed dial
25 to help us out. And the funny thing,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 when any of our Councilpeople go out in
3 the community, suddenly and mysteriously
4 there is no division between the
5 Municipal Services Building, second
6 floor, the fourth floor. They just say
7 you, the City, and you need to do X, Y,
8 and Z. So we are partners in that
9 respect, and I want to thank you for
10 that.

11 I want to ask you what I'm
12 going to ask each and every one of your
13 departments. How is the DROP program
14 impacting your workforce and is there a
15 succession plan to deal with particularly
16 manpower needs but skills needs in
17 departments where we need craftsmen,
18 ditch diggers, people that can do the
19 services of the City of Philadelphia?
20 I'm pretty much familiar with the Fire.
21 I'm pretty much familiar with the Police
22 new classes, but in those other
23 departments, how are we fairing?

24 MR. NEGRIN: So I think you've
25 heard Rebecca Rhynhart testify to the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 fact that roughly some number north of 40
3 percent of our City employees are going
4 to be leaving us in the next three to
5 five years. The departments within the
6 Managing Director's Office are slightly
7 lower than that, somewhere around 30
8 percent.

9 What we've done to take steps
10 to address that specifically is utilized
11 our PhillyStat Ops model, which is an
12 operational review, whereas part of the
13 HR component of what we look at our staff
14 and develop staffing plans is to identify
15 the key positions in our departments.

16 Now, it's important that we
17 describe what our key positions are. Key
18 positions does not mean your most
19 strategic, most important deputies,
20 leaders, commissioners. Key positions
21 means those key functions that are being
22 done throughout government all the way
23 down. We all know of the famous story
24 because we look at them all the time,
25 somebody goes on vacation, something

1 4/2/13 - WHOLE - BILL 130178, etc.

2 stops for two full weeks. That's a huge
3 issue for us.

4 So we're looking at everything
5 from cross-training to identifying those
6 positions where key functions that we
7 rely on every single day and, God forbid,
8 somebody gets hit by a bus or leaves us
9 based on DROP, what's our plan to
10 continue to do that and do it more
11 efficiently. So in our departments,
12 we've been specifically identifying step
13 number one, what are those key positions
14 and functions across our departments, and
15 then what's our succession plan, what are
16 we doing to cross-train, to develop, to
17 recruit, and attract people who can do
18 those jobs.

19 That's the step that we're in
20 now. And our folks are asked to develop
21 an actual plan that they report on during
22 PhillyStat Ops around are they at the
23 requisite number of people, where are
24 they going to be in a year, how do they
25 plan ahead of time, because we all know

1 4/2/13 - WHOLE - BILL 130178, etc.

2 that unless you get that right, there's
3 going to be a strong operational impact.

4 And succession planning, I want
5 to be really specific with what it is,
6 and the Center of Excellence is a part of
7 why we're doing this. This is why we
8 created the Center of Excellence, and I
9 know there's been some questions around
10 the Center of Excellence.

11 Succession planning doesn't
12 just mean that we bring in folks from the
13 outside. Succession planning doesn't
14 just mean that we recruit some of the
15 best talent. That's important. We need
16 to do that. What we don't do very well
17 is provide for our employees the kind of
18 career ladder here in Philadelphia that
19 they need. So one of the things that --
20 people ask me all the time, what are you
21 most surprised about that you've learned
22 in the City of Philadelphia. I've been
23 surprised by the unflinching commitment
24 on the part of our employees who have
25 been here maybe 28, 30 years and their

1 4/2/13 - WHOLE - BILL 130178, etc.
2 ability to adapt, to grow, and to be
3 committed to the City for that length of
4 time. I can't keep a job for four years,
5 right? I move everywhere, you know, in
6 terms of changing my role. There are
7 people who come here and commit
8 themselves to the City of Philadelphia
9 and they stay for a reason. They love
10 public service. And those are the folks,
11 we have to prepare to equip them with
12 what's your career ladder, what's next
13 for you, how do you develop, how do you
14 grow. That's the essence of the Center
15 of Excellence. It's about organizational
16 development, training, identifying those
17 folks.

18 We all know and look -- we have
19 the confines of the Civil Service system.
20 Just because you're in the rule of two
21 doesn't mean you're ready to be a
22 manager. There's a lot of folks -- and
23 it happens across City government.
24 You've got folks who pass a test or score
25 within the top two and we're asking them

1 4/2/13 - WHOLE - BILL 130178, etc.
2 the very next day to manage their own
3 friends, manage their own employees.
4 That's really difficult for someone who
5 has been there for a while. How do we
6 equip folks, how do we train them and
7 prepare them to lead and manage in a way
8 that helps us be a better city. That's
9 what the Center of Excellence is about.

10 COUNCILMAN JONES: I applaud
11 those efforts, but I would urge you to
12 consider the pathway from our public
13 schools into our blue-collar
14 opportunities as well. I hear from
15 departments that say, you know, This
16 person or that person is on their way out
17 the door. I don't know what I'm going to
18 do when they leave. They have
19 institutional memory, and their
20 commitment also gave them competence.

21 So if we could look at our
22 trade schools, work with the SRC. What
23 you're doing in the Streets Department
24 with those at-risk young men, laudable,
25 but I'd like to see that replicated over

1 4/2/13 - WHOLE - BILL 130178, etc.

2 the departments, including the Gas Works
3 for the people who do excavation, lay
4 pipe, who are people who are in the Water
5 Department, people who are in the Streets
6 Department. And so if we created those
7 pathways, that is our own stimulus
8 package, and usually in some of the
9 neighborhoods in the populations that but
10 for an opportunity like this might wind
11 up running afoul of the system.

12 So I'd like to encourage that
13 search for excellence to include our
14 public schools and our parochial schools.
15 I would be remiss in not saying that.

16 So going down the line, I'm
17 going to ask this question consistently.
18 Hopefully we'll get to the point
19 repetition breeds learning. I'm going to
20 keep asking until I get the kind of
21 answers that we need.

22 Thank you, Madam Chair.

23 COUNCILWOMAN BROWN: Proceed.

24 COUNCILMAN JONES: No one else?

25 COUNCILWOMAN BROWN:

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Councilwoman Tasco. Please forgive me.

3 Majority Leader, Councilwoman Tasco is up

4 and the bell did ring.

5 COUNCILMAN JONES: All right.

6 COUNCILWOMAN TASCO: I have a

7 very short question. Could you give me

8 the status of Town Watch, what's

9 happening with it, the program?

10 MR. NEGRIN: Sure.

11 (Witness approached witness
12 table).

13 MR. NEGRIN: I'm going to call
14 up Julie Wertheimer from our Public
15 Safety Office to be able to respond.

16 MS. WERTHEIMER: Good
17 afternoon. Julie Wertheimer, Deputy
18 Director in the Office of Public Safety
19 in the Managing Director's Office.

20 Are you referring to Town Watch
21 in terms of it's an operational
22 department --

23 COUNCILWOMAN TASCO: Well, I
24 think -- and I may not be up to date on
25 the information in terms of the funding,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 whether it's going to rest with you, is
3 it going to rest with the Urban Affairs
4 Coalition, just what's going to happen
5 with it.

6 MS. WERTHEIMER: Sure. So we
7 issued a request for proposal for Town
8 Watch services at the end of the calendar
9 year, and upon reviewing the responses,
10 we are exploring bringing it in-house as
11 a City department in order to memorialize
12 its efforts more closely.

13 COUNCILWOMAN TASC0: What does
14 that mean?

15 MS. WERTHEIMER: We believe in
16 the mission of Town Watch is very
17 important to what the City does and so we
18 want to bring it in-house rather than
19 have it be a contract department. I
20 don't know if that decision has been
21 officially made yet --

22 MR. NEGRIN: I don't believe it
23 has.

24 MS. WERTHEIMER: -- but it's
25 something we are exploring. So in terms

1 4/2/13 - WHOLE - BILL 130178, etc.
2 of the funding stream, whether it's a
3 contract or directly on the City budget,
4 we'll have to get back to you on that.

5 COUNCILWOMAN TASC0: Okay.
6 Thank you very much. Thank you.

7 Thank you, Madam Chair.

8 COUNCILWOMAN BROWN: You're
9 welcome.

10 Councilman Jones.

11 COUNCILMAN JONES: Thank you.

12 On the issue of public
13 safety -- you might want to come back
14 up -- we've given a particular amount of
15 attention to the force multiplier of
16 electronic surveillance or cameras. We
17 want to get a sense from you. There's
18 been much written about the status of the
19 current cameras. I wanted to get your
20 perspective on how they can be added to
21 the weaponry, if you would, to do crime
22 prevention.

23 I would applaud you guys on use
24 of technology by way of social media on
25 that issue, but cameras as we've seen in

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Baltimore, Chicago, and New York have
3 significantly put a dent into crime on
4 some of our streets and wanted to know
5 how seriously we are about employing that
6 use of technology.

7 MR. NEGRIN: So I can speak to
8 this a little bit. I know Adel Ebeid is
9 going to be talking to you later from the
10 Office of Innovation and Technology.
11 He's going to be able to give you sort of
12 the latest numbers on how our cameras are
13 doing. My understanding is that there's
14 been some controversy there in the past.
15 They are now functioning north of 80
16 percent across the City, and I know he's
17 working really hard on that issue, and
18 Ray Hayling is working really hard on
19 that issue.

20 To answer your question
21 succinctly, Everett Gillison, the Deputy
22 Mayor of Public Safety and Chief of
23 Staff, and I talk about surveillance and
24 cameras and utilizing technology on a
25 regular basis, on a weekly basis. It is

1 4/2/13 - WHOLE - BILL 130178, etc.
2 a huge priority for us. We share the
3 fact that it needs to be fully
4 integrated. We're not pleased with the
5 fact that we have a number of programs,
6 one of them is called iWatch, the SafeCam
7 program, and the anonymous tip line,
8 which we think directly -- a lot of folks
9 don't know this, but the iWatch program
10 is a good example. It's a mobile
11 application and it utilizes a smartphone,
12 but people can do anonymous tips through
13 that program. The PPD tip line, by
14 simply sending any text on any phone to
15 PPD TIP, is an anonymous tip that allows
16 you to help the police fight crime.

17 We specifically -- and you know
18 because you've been a part of these
19 conversations -- farmed that out to a
20 contract through a third party so that
21 that information didn't come directly to
22 the City, so that we could specifically
23 communicate to the public that the City
24 is not going to see who is giving the tip
25 and it is in fact a third-party anonymous

1 4/2/13 - WHOLE - BILL 130178, etc.
2 tip.

3 The answer on the camera piece
4 is, we can do a lot better. We need to
5 have our cameras up north of 90 percent,
6 and I know Adel is working and pushing
7 towards that. We can do a lot better of
8 signing on, and we need some programs
9 with the private sector and businesses.

10 There's no reason in our
11 commercial corridors, there's no reason
12 certainly in Center City where we have
13 businesses throughout Center City, but
14 especially in our neighborhoods where we
15 have schools throughout Philadelphia, 83
16 colleges in this region, and it is in
17 their best interest for many of these
18 colleges to keep their students safe, to
19 keep their visitors safe. Every inch of
20 that campus should be covered by a
21 camera. Every inch of that campus, every
22 inch of those business corridors, and
23 some of those neighborhoods as much as
24 possible should be interlocked with the
25 police public safety system.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 So I think if you get a chance
3 to talk to Everett, Everett will tell you
4 that's what the Realtime Crime Center is
5 about, that's what DVIC is about. It's
6 about us trying to take this commitment
7 to the next level and make sure that
8 we're getting a larger footprint and
9 partnering with all stakeholders.
10 Because the one thing is clear, the City
11 can't do this by themselves. We don't
12 have the financial resources to cover the
13 City with technology, but with all our
14 partners, the non-profits, the schools,
15 the private businesses, we can get a
16 substantial portion of that footprint if
17 we work together.

18 COUNCILMAN JONES: Councilman
19 Greenlee, myself, and Councilwoman Bass
20 and the President of Council went down to
21 Baltimore, and we were just blown away by
22 their use of cameras along with police on
23 the ground, along with retired police
24 personnel to actually triangulate in
25 realtime. As opposed to documenting a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 crime, they actually prevented crimes.
3 And we were engaged by the fact that
4 someone -- a retired police officer,
5 wasn't it, Councilman -- that went and
6 was watching a perpetrator that she knew
7 from the streets and said, No, he's on
8 the scene, and began to instruct a foot
9 patrolman how to intervene.

10 The two big crimes that we've
11 had last year was the disappearance of a
12 young lady that was kidnapped from Bryant
13 School and then one of the shocking ones
14 for myself was the young lady that was
15 thrown into the subway by an assailant.
16 Both crimes were assisted -- good police
17 work, but assisted by cameras.

18 So if we added, as you say, and
19 go to the next level, I just think that
20 we will go a long way -- we'll never be
21 perfect, but we'll go a long way.
22 Twenty-four percent reduction in
23 Baltimore is significant.

24 MR. NEGRIN: Yeah.

25 COUNCILMAN JONES: So I'll be

1 4/2/13 - WHOLE - BILL 130178, etc.

2 looking forward to hearing from those
3 individuals in regard to that.

4 Thank you, Madam Chair.

5 COUNCILWOMAN BROWN: Is that
6 the completion of your list of questions?

7 COUNCILMAN JONES: Yes.

8 COUNCILWOMAN BROWN: Okay,
9 then. I'll wrap up this segment then by
10 first saying thank you very much for this
11 descriptive graph of the demographics in
12 your department. It very much looks like
13 Philadelphia in terms of this diversity
14 and putting both people in leadership
15 representing Philadelphia, I'll leave it
16 there. So thank you for that.

17 MR. NEGRIN: You're welcome.

18 COUNCILWOMAN BROWN: There are
19 members of this body who are paying
20 attention to what government looks like
21 in all of the City departments.

22 And then, secondly, if you had
23 to ID two crises from last year that
24 tested the capacity of your office, what
25 would they be?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. NEGRIN: Boy, great
3 question. The one that comes to mind
4 right now is the one week we had last
5 summer where we had a hurricane, an
6 earthquake, and then what folks forget
7 was not called the hurricane but it was
8 flooding. Manayunk was flooded four days
9 later. We had three significant events
10 occur in Philadelphia within about eight
11 days, and we had a new CIO keeping up,
12 trying to keep the police radio up during
13 an earthquake, which folks don't know
14 about. That was a significant challenge
15 for us, not just in terms of being able
16 to coordinate well across the City, being
17 able to just have the stamina and the
18 endurance to one thing after another.
19 You know, when you get seven or eight
20 days into a spell like that, it tests
21 your energy, your resolve, and the fact
22 that a lot of your folks and a lot of the
23 folks that you see sitting behind me lost
24 a lot of sleep and really committed
25 themselves. I'm thinking specifically of

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Giselle Jones, who got very little sleep
3 that entire week.

4 But also I think the other one
5 that I think was unique was Occupy. I
6 think that as a city -- and we talked a
7 little bit about this last year -- our
8 response was thoughtful, strategic. We
9 were very deliberate in what we did, how
10 we did, in a way where we were striking
11 the right balance of honoring people's
12 rights to free speech but also being
13 challenged. But, you know, it only takes
14 one knucklehead to throw a bottle at a
15 police officer and police to overreact to
16 turn what is a reasonably thought-out
17 plan into a black eye for the City. And
18 I was incredibly, incredibly -- I think
19 we all were -- grateful that that didn't
20 occur, that our police acted with great
21 discipline, that our protesters acted
22 with discipline, that it took folks on
23 both sides.

24 But folks forget, that was 55
25 days. For 55 days we had an encampment

1 4/2/13 - WHOLE - BILL 130178, etc.
2 here and interaction with the police in a
3 way that could have been volatile and
4 could have caused real problems. That
5 tested us, because it was doing, again,
6 what we do across the City government
7 with a lot of coordination over the
8 course of 55 days. I know my marriage
9 barely survived that 55-day period. My
10 wife was happy to see me when that was
11 all over.

12 COUNCILWOMAN BROWN: The phrase
13 you used is that you struck the right
14 balance. So given the success and how
15 seamlessly that was handled, what's the
16 takeaway? What were the lessons learned?

17 MR. NEGRIN: I think the big
18 things is the things that are hard for us
19 to do. And I've been a part of a number
20 of large organizations. The coordination
21 that you saw, the trust. It's one of the
22 things that I say tongue and cheek
23 sometimes about us in the City. We
24 handle crisis remarkably well. It's the
25 everyday stuff that causes us problems.

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2 And I could hear people laughing behind
3 me because they know it's true. If we
4 can figure out a way to get out of each
5 other's way and figure out a way to work
6 together, putting silos aside, putting
7 department issues aside, putting the
8 differences between -- to Councilman
9 Jones' point, people just think of the
10 City, whether they're talking about City
11 Council or us. They think we're all in
12 this together. When we learn to behave
13 that way I think across lines and across
14 those different branches of government
15 and across those departments, even within
16 my departments, is when I think we shine
17 the best.

18 That's the big takeaway. When
19 we coordinate well and we step up because
20 of the urgency of the situation, we knock
21 it out of the ball park every single
22 time. It's when that urgency is not
23 there that we need to really work on.

24 COUNCILWOMAN BROWN: Well,
25 thank you.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Any other members care to speak
3 with this panel?

4 (No response.)

5 COUNCILWOMAN BROWN: Well,
6 thank you for your leadership.

7 MR. NEGRIN: Thank you.

8 COUNCILWOMAN BROWN: Thank you
9 very much.

10 If we could please ask the
11 Office of Procurement, leadership to come
12 to the witness table.

13 (Witnesses approached witness
14 table.)

15 COUNCILWOMAN BROWN: Good
16 afternoon.

17 COMMISSIONER ORTMAN: Good
18 afternoon, Madam President today,
19 Councilwoman Brown. How are you?

20 COUNCILWOMAN BROWN: Very
21 important to be accurate.

22 COMMISSIONER ORTMAN: I'm
23 sorry. These earphones keep clicking out
24 on me here. I'm not sure what's going
25 on.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 And other members of City
3 Council. I am Hugh Ortman, Commissioner
4 of the Procurement Department. I am here
5 to present for your consideration the
6 Procurement Department's Fiscal Year 2014
7 budget request. With me today is Deputy
8 Commissioner Mary Stitt, who has agreed
9 to graciously give us the six years of
10 experience in the Procurement Department.
11 This is her last act as a Deputy
12 Commissioner for Procurement. For that,
13 we thank her.

14 The Procurement Department is
15 requesting a total appreciation for all
16 funds of \$4,712,143, of which 4,643,115
17 is in the General Fund. The proposed
18 FY14 General Fund allocation represents
19 an increase of only 10,385 over the FY13
20 estimated obligations. Two million one
21 hundred and ninety-four thousand six
22 hundred and sixty-two of the total budget
23 request represents advertising expenses.

24 During Calendar Year 2012,
25 Procurement had the highest percentage of

1 4/2/13 - WHOLE - BILL 130178, etc.
2 employees enrolled in DROP and a
3 substantial number of employees who are
4 retirement eligible. We have hired and
5 trained 18 new employees over an 18-month
6 period to replace employees who left the
7 department. These positions represent 36
8 percent of our 51 budgeted positions.
9 There are currently 48 employees in the
10 department with three vacancies. Of the
11 48 employees in Procurement, 79 percent
12 are women, 21 percent are men.

13 The ethnic demographics of the
14 department are 56 percent black/African
15 American, 38 percent Caucasian, 4 percent
16 Hispanic, and 2 percent classified as
17 other.

18 The executive team is comprised
19 of 60 percent women and 40 percent men,
20 60 percent Caucasian, 20 percent black,
21 and 20 percent classified as other.

22 Procurement and OEO continue to
23 work together in an effort to reach and
24 exceed the Administration's goal of 25
25 percent participation. We send

1 4/2/13 - WHOLE - BILL 130178, etc.
2 announcements for each bid opportunity to
3 every M/W/DSBE certified vendor
4 registered with the Procurement
5 Department. We also work closely with
6 OEO to implement the B2G Now system, and
7 we participate in various outreach
8 events, including the monthly Doing
9 Business with the City workshop.

10 The Procurement Department
11 itself awarded less than \$2,000 in
12 contracts in FY12 and less than \$4,000 in
13 contracts in FY13. In FY12, the SS&E
14 division issued 199 bids, resulting in
15 262 contract awards on behalf of various
16 other City departments, totalling \$108
17 million. Also in FY12, 1,100 small order
18 purchases under \$30,000 were processed,
19 totalling 7.2 million, and our Capital
20 Programs unit processed 120 bids and
21 awarded 142 contracts worth \$207 million.
22 In addition to these contract awards, the
23 Capital Programs Unit also awarded five
24 new concession agreements on behalf of
25 various City departments.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Madam Councilwoman, this
3 concludes my testimony. Should any
4 Councilmember wish to engage in further
5 discussion on any of these matters, my
6 staff and I are happy to answer any
7 questions you may have or we can meet
8 with Councilmembers at any time in the
9 future at their convenience.

10 COUNCILWOMAN BROWN: Thank you
11 very much for your testimony.

12 I'll kick-start this. On Page
13 2 of the testimony, you state that the
14 Capital Programs Unit awarded four new
15 concession agreements on behalf of
16 various City departments. Which
17 departments were awarded these new
18 concession agreements?

19 COMMISSIONER ORTMAN: I'm going
20 to have to bring up one of my deputies
21 for that.

22 COUNCILWOMAN BROWN: Certainly.
23 (Witness approached witness
24 table.)

25 MS. TIPTON: Good afternoon.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 My name is Stephanie Tipton. I'm the
3 Director of Public Works and Special
4 Services for the Procurement Department.

5 COUNCILWOMAN BROWN: Director
6 of?

7 MS. TIPTON: Public Works and
8 Special Services for the Procurement
9 Department.

10 COUNCILWOMAN BROWN: Feel free
11 to pull the mic closer to you.

12 MS. TIPTON: Sure. So the
13 concessions that were awarded last fiscal
14 year, two of them were to the -- three of
15 them were to Parks and Recreation and two
16 were to the Airport.

17 COUNCILWOMAN BROWN: Okay. And
18 give me the breakdown, women, minority.
19 We need the details.

20 MS. TIPTON: Okay. I can tell
21 you what the goals were for those
22 contracts.

23 COUNCILWOMAN BROWN: That would
24 be helpful.

25 MS. TIPTON: Okay. The goals

1 4/2/13 - WHOLE - BILL 130178, etc.
2 for the Parks and Recreation, Burholme
3 Golf, were 5 to 10 percent women or
4 minority. For the Airport advertising
5 concession, it was a DBE goal of 12
6 percent.

7 I'm just looking through my
8 list here.

9 For the baggage cart
10 self-service luggage cart for Airport,
11 there is also a DBE goal of good-faith
12 efforts in that concession. For the
13 bicycle rental, it was minority or women
14 goal of 5 to 10 percent. And for the
15 Love Park food vending, it was a
16 good-faith effort. So most of those are
17 sole proprietors, so they're small
18 businesses.

19 COUNCILWOMAN BROWN: So you say
20 they were goals?

21 MS. TIPTON: Yes. If you
22 wanted specific information about the
23 actuals, I think that's best answered by
24 the departments who manage those
25 concessions specifically.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILWOMAN BROWN: Okay. So
3 if you will forward that information to
4 the Chair so that we can make sure we do
5 just that --

6 MS. TIPTON: Certainly.

7 COUNCILWOMAN BROWN: -- as
8 those departments come forward, please.

9 MS. TIPTON: Of course.

10 COUNCILWOMAN BROWN: Councilman
11 Jones.

12 COUNCILMAN JONES: Thank you.

13 A couple of quick questions.
14 By way of fuel costs, how are we doing by
15 way of requirements contract for fuel
16 costs and also as it relates to asphalt?
17 Particularly I wanted to know if that was
18 impacting our bottom line in any negative
19 way.

20 COMMISSIONER ORTMAN: I'm going
21 to have another deputy come up to address
22 that one, please.

23 COUNCILMAN JONES: Sure.

24 COMMISSIONER ORTMAN: Trevor,
25 as best as you can, mainly because Fleet

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Management really controls the fuel, and
3 the asphalt is pretty much handled by
4 Streets.

5 COUNCILMAN JONES: Okay.

6 COMMISSIONER ORTMAN: But
7 Trevor could give a little bit of an
8 idea, I believe, on where those bids
9 stand for the coming year, even if
10 they're going out this year. I'm not
11 sure myself.

12 COUNCILMAN JONES: Then let me
13 add, are we piggyback purchasing off of
14 other fleets as well?

15 COMMISSIONER ORTMAN: No, we
16 are not, and Trevor can also -- he has
17 done some research on this. People have
18 done some research on this, and I think
19 he can explain it a little bit.

20 COUNCILMAN JONES: I appreciate
21 it.

22 COMMISSIONER ORTMAN: And if
23 not, Fleet can certainly when they come
24 up.

25 MR. DAY: Trevor Day,

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Purchasing Director for services,
3 supplies, and equipment.

4 With regards to fuel, there is
5 a bid that's being developed or actually
6 out on the street right now for fuel. So
7 I can't tell you that the pricing,
8 whether that's changed.

9 COUNCILMAN JONES: Because I
10 know we did fairly well in the past,
11 which held a lot of our operating costs
12 down. So I wanted to know if we caught
13 lightening in the bottle twice. And so
14 we're just now going out, in other words?

15 MR. DAY: Yes. So it's likely
16 to increase.

17 COUNCILMAN JONES: What are the
18 terms -- what is the term of our fuel
19 contract?

20 MR. DAY: It's a one-year
21 contract with one-year renewal.

22 COUNCILMAN JONES: Okay. And
23 you said we're not piggyback purchasing
24 with the state or SEPTA?

25 MR. DAY: That's correct.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN JONES: And is there
3 a reason why we wouldn't do that?

4 MR. DAY: I can't really speak
5 to that, so...

6 MS. RHYNHART: I can.

7 Councilman Jones, Rebecca
8 Rhynhart, Budget Director.

9 This is actually one of the
10 things that FTI Consulting looked at and
11 recommended that we look to have
12 discussions with SEPTA about doing some
13 joint purchasing and that perhaps there's
14 a way to bring our costs down in that
15 regard to join forces in that way. So
16 that's one of the things that we'll be
17 working on having those -- working on
18 those recommendations and moving that
19 forward as a possibility.

20 So that's a good question and
21 one that I think deserves our attention
22 in terms of trying to bring the Fleet
23 costs down as well as starting some sort
24 of hedging program to lock in prices.

25 COUNCILMAN JONES: I just would

1 4/2/13 - WHOLE - BILL 130178, etc.
2 encourage us to look at the three larger
3 semi-municipal purchasers, SEPTA, us,
4 possibly even the Gas Works, to say how
5 can we joint venture and bring all of our
6 operating costs down by doing so. I
7 mentioned it earlier, I believe, in
8 talking to you about the possibility of
9 whether we're going to electric cars,
10 natural gas cars, but to look at how we
11 can start to merge that synergy so that
12 in purchases, large purchases, of
13 vehicles, whatever -- and we may decide
14 that the specs on a gas car doesn't allow
15 the acceleration for a police car.
16 That's fine, but if we could look at some
17 of those non-pursuit vehicles in a way
18 where we can joint purchase with others,
19 I mean, it's time that we start to look
20 for synergies.

21 MS. RHYNHART: Definitely
22 agree. Thanks.

23 COUNCILMAN JONES: All right.
24 Thank you, Madam Chair.

25 COUNCILWOMAN BROWN: Okay,

1 4/2/13 - WHOLE - BILL 130178, etc.

2 then. Thank you.

3 I want to revisit the question
4 regarding the concession agreements. So
5 your team member will forward the goals
6 of those departments that were mentioned
7 to the Chair by when?

8 MS. TIPTON: We can have it to
9 you by the end of the week.

10 COUNCILWOMAN BROWN: Terrific.
11 Okay. Thank you.

12 COUNCILMAN JONES: Madam Chair?

13 COUNCILWOMAN Brown: Please.

14 COUNCILMAN JONES: One quick
15 question.

16 We submitted to you a
17 resolution that talked about procurement
18 analysis, whether to create capacity
19 within departments versus outsourcing or
20 procuring those contracts. Where are we
21 with those kinds of analysis?

22 COMMISSIONER ORTMAN: Last I
23 heard on it the Managing Director's
24 Office was researching it. I have not
25 heard back. That was a while back.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN JONES: Okay. So I
3 would hope that we follow up on that.
4 There was a series of discussions and
5 there have been a number of personnel
6 moves since then, but I want to revisit
7 that notion.

8 COMMISSIONER ORTMAN: I don't
9 know which was last.

10 COUNCILMAN JONES: All right.
11 Fair enough.

12 COUNCILWOMAN BROWN: Okay.
13 Could you please provide more detail to
14 the success of the pilot of reverse
15 auctioning. Page 2 of your testimony
16 talks about a solicitation request for a
17 pilot demonstration of reverse
18 auctioning. Can you elaborate on that,
19 please.

20 COMMISSIONER ORTMAN: We're
21 right at the beginning of that process.
22 We spent most of our previous year
23 working on cooperative purchasing. It
24 took us a while longer to get that in
25 place than what we thought it would, and

1 4/2/13 - WHOLE - BILL 130178, etc.
2 now we're working on an RFI and an RFP
3 for that reverse auction.

4 COUNCILWOMAN BROWN: Repeat
5 your last statement.

6 COMMISSIONER ORTMAN: Excuse
7 me?

8 COUNCILWOMAN BROWN: Repeat
9 your last statement.

10 COMMISSIONER ORTMAN: I'm not
11 understanding the questions.

12 DEPUTY COMMISSIONER STITT:
13 We're working on the final stages of
14 getting the RFI and the RFP out for a
15 reverse auction facilitator to come in.
16 So that has to go through its own
17 competitive process so that we make sure
18 that everyone has a chance, and then
19 we'll be able to put a reverse auction
20 together.

21 COUNCILWOMAN BROWN: Okay. All
22 right, then. In the budget detail, Page
23 11 under Advertising, there appears to
24 have been an increase by approximately
25 \$450,000 in FY13 when compared to its

1 4/2/13 - WHOLE - BILL 130178, etc.
2 original appropriation level. It appears
3 that for FY14 this increase will remain
4 in the budget. Please speak to the
5 reason for the increase in the
6 advertisement costs.

7 COMMISSIONER ORTMAN: I'm going
8 to ask Stephanie to come up in a moment,
9 but first, like I say, I believe we were
10 actually under-budgeted the previous
11 year. The costs themselves don't go up.
12 It's the advertising that is mandated how
13 much -- whether it's an election year or
14 not -- I mean, whether it's a
15 presidential election, whether it's vice
16 presidential -- or I mean just a mayoral
17 election. It could be a lot of different
18 things that affect the price. The price
19 itself did not really change. It could
20 be the amount of the advertising. As I
21 said, we actually had to do a mid season
22 transfer, as I recall, \$500,000 last
23 year. Stephanie might have some more
24 information. Oh, it's Rebecca.

25 MS. RHYNHART: Hi. The 450,000

1 4/2/13 - WHOLE - BILL 130178, etc.
2 needed to be added in '13. This has been
3 a structural imbalance in Procurement's
4 budget, meaning that the advertising
5 costs over the last few years are really
6 outside of the control of the Procurement
7 Department. They're citywide advertising
8 costs, and they've come in over budget
9 several years in a row. It had been, I
10 would say, my hope for a year or two that
11 they would go down, but they have not.
12 So there was a decision made to be
13 reasonable on that and to build that into
14 the Fiscal '14 proposed budget and going
15 forward since that was more in line with
16 where the costs have been.

17 COUNCILWOMAN BROWN: Okay,
18 then.

19 Councilwoman Tasco, please.

20 COUNCILWOMAN TASCO: Yeah. I
21 just want to wrap up my discussion about
22 Sturgis, and I just want to ask you one
23 question. Could you give me the process
24 once a -- you put a project out to bid.
25 Under what circumstances do you put it

1 4/2/13 - WHOLE - BILL 130178, etc.
2 out, when you put it out, and just give
3 me the line of completion for a bid, any
4 capital project, mostly --

5 COMMISSIONER ORTMAN: All
6 right. I will do that. I might ask
7 Stephanie to clarify if I say something
8 that I shouldn't say as far as the
9 process, but I believe I understand the
10 process completely, I hope.

11 But the bid -- we will get the
12 bid from the using department. We will
13 then put in the information that the
14 Procurement Department has to put in it,
15 some of the information that we require
16 other than just the department. We then
17 put the bid out. We'll have a pre-bid
18 meeting for all the contractors to come
19 in and maybe subcontractors that want to
20 network. We'll have that at the
21 Procurement Department usually.

22 The bid goes out on the street.
23 The bid then comes in. There's an
24 opening date. The bid is then tabulated
25 by the Procurement Department. We check

1 4/2/13 - WHOLE - BILL 130178, etc.
2 for the responsiveness such as whatever
3 permits maybe they were supposed to send
4 in or if they send in the proper bid
5 submission fee, that sort of thing. Then
6 it's sent to the department with the
7 tabs, the bid tabs, which we show them
8 who the low bidder was and who was
9 responsive as far as we were concerned.

10 The departments will then
11 review for responsibility as to whether
12 the vendor has, in their opinion,
13 submitted what he's supposed to submit.
14 The architects will look over the bid's
15 review things. Then they will send back
16 to us a notice or a request to award.

17 We will then award it, send out
18 an award package asking for more
19 information, such as performance bonds
20 and things like that. Once that is all
21 received back, we will then conform the
22 bid and issue a purchase order.

23 MS. TIPTON: That's correct.

24 COUNCILWOMAN TASC0: Thank you.

25 COUNCILWOMAN BROWN: You get an

1 4/2/13 - WHOLE - BILL 130178, etc.

2 A.

3 COUNCILWOMAN TASC0: Good job.

4 Thank you.

5 COMMISSIONER ORTMAN: I grew up
6 on the other side in Perkasio, so I'm
7 still a little -- trying to learn that
8 even a little bit more.

9 COUNCILWOMAN TASC0: Thank you
10 very much.

11 COMMISSIONER ORTMAN: You're
12 welcome.

13 COUNCILWOMAN BROWN: So as an
14 addendum to that explanation, what would
15 be the standard timeframe with all the
16 steps you just mentioned? What is an
17 average timeframe from start to finish?

18 COMMISSIONER ORTMAN: We do
19 have that figure for an entire year as
20 to -- and take all the bids into account,
21 but for one bid, what --

22 MS. TIPTON: Typically from the
23 time that the Procurement Department
24 receives the initiation to when the bid
25 is awarded, which is really the time that

1 4/2/13 - WHOLE - BILL 130178, etc.
2 a go ahead letter is issued, that's
3 around 120 days, and then to actually
4 conform the contract itself, it's
5 probably another 20 to 25 days. So about
6 140 days I would say on average.

7 COUNCILWOMAN TASC0: Is it 140
8 days --

9 MS. TIPTON: But that can vary
10 tremendously.

11 COUNCILWOMAN TASC0: Is it 140
12 days from the moment that the bid comes
13 in and you notify the contractor or the
14 person that they have -- of the low
15 bidder? Does the time start there or
16 back from the beginning?

17 MS. TIPTON: Back from the very
18 beginning. So when we actually get the
19 initiation, the bid initiation, from the
20 Budget Bureau and the department saying,
21 This is the bid that we want to put out,
22 that's when the clock starts. So it's
23 about 125 days on average for this fiscal
24 year, just looking at this fiscal year
25 thus far, to when we actually make the

1 4/2/13 - WHOLE - BILL 130178, etc.
2 final award to the vendor and then
3 another 20 days until the contract is
4 signed and executed by the Law Department
5 and the Procurement Commissioner.

6 COUNCILWOMAN TASC0: Thank you.

7 MS. TIPTON: You're welcome.

8 COUNCILWOMAN BROWN: Okay. Any
9 others, Councilwoman Tasco?

10 COUNCILWOMAN TASC0: I'm fine.
11 Thank you.

12 COUNCILWOMAN BROWN: Councilman
13 Oh.

14 COUNCILMAN OH: Thank you very
15 much, Chairwoman.

16 COUNCILWOMAN BROWN: You're
17 welcome.

18 COUNCILMAN OH: Commissioner, I
19 would like to ask you -- I mean,
20 basically when you total up the amount of
21 services and contracts and everything
22 else that you are responsible for, how
23 much money is that? Three hundred
24 million dollars?

25 COMMISSIONER ORTMAN: Well, our

1 4/2/13 - WHOLE - BILL 130178, etc.
2 award -- I think it was in our testimony
3 here, if I can just locate it for a
4 second. This is just an award amount.
5 Once we award, the contract is then
6 managed by the departments, and they do
7 the spend. I can only give you the
8 awarded amounts.

9 COUNCILMAN OH: You don't have
10 to. I total up about \$300 million.
11 Sound about right?

12 DEPUTY COMMISSIONER STITT:
13 That's about right, yes, Councilman.

14 COUNCILMAN OH: So it says that
15 there's a commitment to the M/W/DSBE
16 certified vendors, and my question is,
17 how do businesses become certified? What
18 is the process of certification?

19 COMMISSIONER ORTMAN: I believe
20 that Angela Dowd-Burton would be able to
21 give you -- it's actually a registration
22 process, not a certification process.

23 COUNCILMAN OH: My
24 understanding is our city doesn't certify
25 any businesses.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COMMISSIONER ORTMAN: That is
3 correct.

4 COUNCILMAN OH: And I've always
5 found it a little odd that businesses
6 would have to go to, for example, SEPTA,
7 which SEPTA is a transportation company
8 and would not necessarily certify certain
9 types of businesses since they don't need
10 those services.

11 COUNCILWOMAN BROWN: May I ask
12 Angela Dowd-Burton, our OEO czar, to
13 assist Councilman Oh, please.

14 (Witness approached witness
15 table.)

16 MS. DOWD-BURTON: Thank you.
17 Good afternoon, Councilwoman.

18 And, Councilman Oh, thank you
19 very much for the question. So first
20 I'll answer what is certification and
21 then I'll explain the City's history of
22 certification and why we discontinued it.

23 COUNCILMAN OH: Right. Could I
24 cut it short and just say that I don't
25 understand how we are trying to do this

1 4/2/13 - WHOLE - BILL 130178, etc.
2 when we ourselves don't set the criteria
3 for whether a business is certified or
4 not. It's the oddest thing when we have
5 so many minority businesses in the City
6 and they can't be certified as minority
7 businesses. They can't blame, I
8 suppose -- well, what can I say to them
9 when our city doesn't actually do the
10 certifications? We tell them to go some
11 place else. And so why don't we do the
12 certifications, just kind of like in a
13 sum now.

14 MS. DOWD-BURTON: So the City
15 has done certifications from, for
16 example, 1982 up through about 2010. And
17 we discontinued it because there were a
18 number of organizations who conducted
19 certifications in a similar fashion that
20 we did. There are two components to
21 certification. First of all, you've got
22 to own and control your business and
23 you've got to prove that you own it and
24 you can control it as a minority or a
25 woman-owned business.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 We have the Minority Supplier
3 Development Council, the Women's Business
4 National Council, we have the
5 Pennsylvania Unified Certification
6 agencies around the state. So we rely on
7 them to do that work and use the limited
8 resources that we have within the Office
9 of Economic Opportunity to be proactive
10 in identifying opportunities, business
11 opportunities and contracting
12 opportunities, for minorities, women, and
13 disabled-owned businesses.

14 COUNCILMAN OH: Okay.

15 MS. DOWD-BURTON: And that's
16 the wisest use of our limited resources.

17 COUNCILMAN OH: I appreciate
18 your answer. I got another question,
19 maybe not for you. We have 200 local
20 business entities, and how are they
21 certified as local business entities?
22 They get a 5 percent bid preference.

23 COMMISSIONER ORTMAN: That's a
24 process within the Procurement Department
25 in conjunction with the Revenue

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Department. There is an application
3 available on the website, and we can also
4 send them out. There are certain
5 criteria they have to meet as far as
6 whether they have an office in the City
7 or not, whether X number of their
8 employees or a percentage of their
9 employees work within the City 50 percent
10 of the time and several other criteria,
11 which I actually have with me and I can
12 show them to you before we even leave.
13 But once those -- that's how they are
14 certified as LBEs. That's totally
15 different from an OEO registration.

16 COUNCILMAN OH: Understood. I
17 just think that in the fifth largest city
18 in America 200 businesses being certified
19 local business entities is an awfully
20 small number, and it arises in
21 conversations where people say, I don't
22 bother, because it's a crooked system,
23 you have to know someone to be certified,
24 you have to know someone to be selected.
25 I believe that's not true, but how do we

1 4/2/13 - WHOLE - BILL 130178, etc.

2 let --

3 COMMISSIONER ORTMAN: That's
4 not true.

5 COUNCILMAN OH: How do we let
6 people know that's not true when there's
7 only 200 entities?

8 COMMISSIONER ORTMAN: First
9 off, they get on the website, they can
10 get the application right there. They
11 can come to a Doing Business with the
12 City presentation, any other outreach
13 programs we attend. It's all right
14 there. It's very simple to get -- well,
15 it's not that simple because, as I said,
16 you have to meet certain criteria. Some
17 of these people don't meet that criteria.
18 A lot of people don't want to submit the
19 information that it will require, because
20 we do require some tax information, we do
21 require other -- business privilege tax,
22 for instance. I know it's changed its
23 name, but I can't remember what it is.
24 But all those things are requirements
25 they have to prove before they can be

1 4/2/13 - WHOLE - BILL 130178, etc.
2 certified as an LBE, and a lot of people
3 are hesitant to do that for whatever
4 reason or another.

5 COUNCILMAN OH: Well, I
6 appreciate your outreach efforts, and I
7 certainly will be doing a lot of this
8 type of thing. So I will appreciate any
9 help or any help I could provide your
10 office.

11 One final thing just gently but
12 firmly suggesting that there's an
13 inconsistency in this report that is not
14 just with your department. It's with a
15 lot of departments in the City that I'm
16 not clear on. It indicates that there
17 are 48 employees and it breaks it down
18 black/African American, Caucasian,
19 Hispanic, and 2 percent other. But on
20 the executive team, it says Caucasian,
21 black, and 20 percent other. I would
22 like to see some kind of consistency --

23 COMMISSIONER ORTMAN: There's
24 only four people or five people on the
25 management or executive team.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN OH: So who is the
3 20 percent other?

4 COMMISSIONER ORTMAN: My friend
5 right here.

6 COUNCILMAN OH: Okay. So
7 here's my position, that even if the
8 number is zero, I think there should be
9 something consistent about all
10 departments when answering this question
11 that has been raised, male, female,
12 black, white, Latino, Asian. And you
13 could put zero. Any department could,
14 but sometimes people come in and they
15 list black, white, but they don't do
16 Latino. Sometimes they do Latino, but
17 they don't do Asian. And I think it's an
18 inconsistency that reflects kind of a
19 lack of clarity within the
20 Administration. That may be totally
21 incorrect, but I think it is important to
22 have some consistency in how we are -- as
23 Councilman Jones often says, what we
24 measure will let us know how successful
25 we are.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 So just a gentle prod in that
3 direction and also for any other
4 department that writes that number down,
5 I'd like them to come in with a
6 consistency in classification.

7 Thank you very much.

8 COMMISSIONER ORTMAN: Thank
9 you.

10 COUNCILWOMAN BROWN: Councilman
11 Oh, you raise an important concern,
12 question, and task, and I will speak with
13 leadership to suggest that we come up
14 with a template that all departments can
15 follow across the board, and that will
16 add some level of consistency and
17 uniformity across the board when we're
18 looking at how well our departments are
19 doing when it comes to making sure their
20 departments look like Philadelphia. So
21 know that we've heard you and we will act
22 upon that. Thank you.

23 Please update us on
24 eProcurement and other technological
25 updates in your department, eProcurement.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Where are we?

3 DEPUTY COMMISSIONER STITT:

4 Yes. So the last review of eProcurement
5 was in the modernization review that was
6 done by the deputy mayors across the
7 board, and they looked at the needs of
8 the City when it comes to technology. Of
9 course, OIT I believe will be here later
10 and they might be able to go into some
11 more detail. But when it came to the
12 Procurement Department and eProcurement,
13 there were prioritizations, and with the
14 limited resources, unfortunately we did
15 not reach the top of it, but we are still
16 there and they still hope that they can
17 get to us and expand our procurement.

18 COUNCILWOMAN BROWN: So one
19 might argue that's a work in progress?

20 DEPUTY COMMISSIONER STITT:

21 It's a work in progress.

22 COUNCILWOMAN BROWN: Well
23 taken.

24 On Page 2 of your testimony,
25 you state that Procurement was able to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 hire and train 18 employees within the
3 last 18 months. Councilman Jones has
4 raised a number of questions -- a
5 question around DROP and how well
6 departments are doing when it comes to
7 new hires and the performance of that
8 department. So could you please speak on
9 that?

10 DEPUTY COMMISSIONER STITT:

11 Yes. The Procurement Department has
12 worked very closely with the Office of
13 Human Resources and will start to work
14 closely with the Center of Excellence in
15 making sure that we have a succession
16 plan that will smoothly transfer not only
17 the day-to-day operations but the
18 knowledge that has grown over time. We
19 have at times, working with Budget, been
20 able to have what's called a dual
21 incumbency, so that the person who is
22 moving on is still there at least for a
23 small period of time when the new person
24 comes on. Because a lot of times even
25 though you might have a process to train,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 they give knowledge that's very, very
3 helpful that they do day to day and they
4 don't think about and they might not
5 write on a paper. But under -- because
6 most of the positions were under Trevor
7 Day and Stephanie, but a big bulk was
8 under Trevor Day, and he's been very good
9 at being able to make sure that our new
10 hires came in. They have wonderful
11 energy, fresh energy, but able to meet
12 with and learn from the people that have
13 had knowledge and have served the City
14 for so many years.

15 COUNCILWOMAN BROWN: How old is
16 the Center for Excellence? We've heard a
17 lot about that.

18 DEPUTY COMMISSIONER STITT: I
19 think it started in December of --
20 November of 2012.

21 COUNCILWOMAN BROWN: Thank you.
22 Councilman Jones.

23 COUNCILMAN JONES: Just to
24 piggyback on what you said. Early in my
25 tenure as a Councilperson there was a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 water main break up in the Roxborough
3 section, and one of the gentlemen was not
4 there that understood the shutoff valves.
5 Because a lot of the blueprints go in one
6 way of the job and then you get a change
7 order, something moves, so it doesn't
8 make its way to the blueprint. So that
9 institutional memory of knowing that is
10 critical, and if it's not transferred in
11 some meaningful way, you know, you get
12 thousands of gallons of water running
13 through people's homes as a result.

14 So just one quick point of
15 information -- and this is for my
16 colleague Councilman Oh -- that in
17 another lifetime, the Minority Business
18 Enterprise Council had 38 full-time
19 employees. I don't know what the
20 complement of employees of OEO is today.

21 DEPUTY COMMISSIONER STITT:
22 Thirteen now.

23 COUNCILMAN JONES: So it's 13
24 now. 38 to 13. And the complication of
25 certification, you have to make a

1 4/2/13 - WHOLE - BILL 130178, etc.
2 strategic decision as to, do I want to
3 certify or do I want to make people
4 comply. And I think the thinking and
5 evolution of the agency was that you want
6 to spend your limited resources on
7 compliance as opposed to certification
8 that others did. Now, whether that's
9 right or wrong, whether that's good or
10 bad, but when you go from 38 full-time
11 employees down to 13, you have to make
12 some critical decisions on how you deploy
13 those resources.

14 Thank you, Mrs. Chair.

15 COUNCILWOMAN BROWN: Anything
16 else you care to offer up for the record?

17 COMMISSIONER ORTMAN: I'm
18 sorry?

19 COUNCILWOMAN BROWN: Is there
20 anything else you would like us to know
21 for the record?

22 COMMISSIONER ORTMAN: No,
23 ma'am. I'm fine. We're fine.

24 COUNCILWOMAN BROWN: Well, we
25 thank you very much for your testimony.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COMMISSIONER ORTMAN: Thank
3 you.

4 DEPUTY COMMISSIONER STITT:
5 Thank you.

6 COUNCILWOMAN BROWN: You're
7 welcome.

8 Good afternoon. We want to
9 invite to the table the Office of
10 Innovation and Technology.

11 (Witnesses approached witness
12 table.)

13 COUNCILMAN GREENLEE: Good
14 afternoon. We're almost into good
15 evening. Please identify yourself for
16 the record and proceed. And we have a
17 copy of your testimony, so you can
18 certainly abbreviate it.

19 MR. EBEID: Good evening. I
20 realize I stand between you and the next
21 set of events, especially dinner.

22 COUNCILMAN GREENLEE: I wasn't
23 going to say that, but I'm glad you did.

24 MR. EBEID: Councilwoman Tasco
25 offered it, so I took it.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 You do have my testimony. I
3 just want to maybe spend no more than 30
4 seconds just highlighting a few things.

5 Again, good evening. My name
6 is Adel Ebeid. I'm the Chief Innovation
7 Officer for the Office of Innovation and
8 Technology, and to my left is Raymond
9 Hayling and he's my Deputy CIO overseeing
10 unified communications and public safety,
11 as well as to my right Jim White, who is
12 my Chief Operating Officer. I also have
13 other members of my team in the audience
14 in case a question comes up.

15 The Office of Innovation and
16 Technology oversees almost in its
17 entirety all the technology operations in
18 the City, which includes roughly 381
19 total personnel and managing a total
20 budget of 166.3 million. It's a
21 combination of operating and capital.
22 The FY14 budget represents an increase of
23 13.79 million, and you obviously have the
24 breakdown of where those increases are.

25 As far as looking at our

1 4/2/13 - WHOLE - BILL 130178, etc.
2 organization, we're organized into four
3 units - enterprise and core,
4 communications, departmental services,
5 and 911/emergency. If you were to look
6 at the entire number of full-time staff
7 at OIT of 347, it breaks down into 229
8 male and 118 female. Another way to look
9 at it is 196 non-Caucasian and 151
10 Caucasian.

11 We have included a small
12 sampling of accomplishments, about 28
13 things that we're pretty proud of. The
14 entire team, not just in OIT but the IT
15 community was able to pull together and
16 accomplish. I won't go through them. I
17 will give you as much time as you want to
18 ask questions and I'm happy to answer.

19 COUNCILMAN GREENLEE: Thank
20 you, sir. I just have one. Your
21 proposed budget for FY14 includes, I
22 believe it's, 297 budgeted positions
23 supported by the General Fund.

24 MR. EBEID: Two hundred
25 ninety-seven positions are under the

1 4/2/13 - WHOLE - BILL 130178, etc.

2 General Fund, correct.

3 COUNCILMAN GREENLEE: And you
4 have 255 filled as of the end of last
5 year. Has that changed? How many
6 vacancies are in OIT as of have today?

7 MR. EBEID: The total vacancies
8 as of today are -- I have that number for
9 you. It's roughly 31.

10 COUNCILMAN GREENLEE:
11 Thirty-one vacancies? Okay. And are
12 there plans or any timelines to hire for
13 those budgeted positions?

14 MR. EBEID: Yes. Most likely a
15 significant number of transactions are in
16 the hopper. They're just not counted
17 yet.

18 COUNCILMAN GREENLEE: As we
19 speak? Okay. All right. Thank you.

20 Councilman Jones.

21 COUNCILMAN JONES: Thank you,
22 Mr. Chair.

23 What is your total budget?

24 MR. EBEID: So my total
25 budget -- General Fund total?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN JONES: Total
3 budget.

4 MR. EBEID: Total budget is
5 166.3 million, which includes --

6 COUNCILMAN JONES: Say it again
7 slow.

8 MR. EBEID: I'm sorry?

9 COUNCILMAN JONES: I couldn't
10 hear you.

11 MR. EBEID: Sorry. 166.339.

12 COUNCILMAN JONES: Million?

13 MR. EBEID: Yes.

14 COUNCILMAN JONES: 166 million.
15 According to your testimony, you have 381
16 people. How many of them are impacted by
17 the DROP program that you may lose in the
18 next three years, let's say?

19 MR. EBEID: Nine individuals in
20 DROP for this current calendar year.

21 COUNCILMAN JONES: Did you say
22 90?

23 MR. EBEID: Nine. Thirteen for
24 Calendar Year 2014, 11 for Calendar Year
25 2015, and four for Calendar Year 2016,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 for a total of 37.

3 COUNCILMAN JONES: How many of
4 those individuals are in key management
5 or skill sets within your department?

6 MR. EBEID: It's roughly ten of
7 those 37 are considered to be supporting
8 areas where we would like to use the term
9 a single point of failure.

10 COUNCILMAN JONES: And could
11 you elaborate on what that means.

12 MR. EBEID: It means that
13 there's no bench behind them. They're
14 supporting a mission-critical process or
15 system and there's no one identified to
16 succeed them.

17 COUNCILMAN JONES: Can you
18 define or describe for us some of those
19 critical functions that they support.

20 MR. EBEID: I'll give you a
21 couple of examples. It could be someone
22 who perhaps supports the payroll system
23 or it could be someone who supports a
24 critical system within the public safety
25 arena.

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2 COUNCILMAN JONES: So how are
3 you planning for succession?

4 MR. EBEID: Well, the first
5 thing we did is identify what the single
6 points of failure are, identified, mapped
7 them to the individuals who are
8 supporting them. We are targeting our
9 backfills to support those critical
10 hires. At the same time, we're also
11 looking at technology that would help us
12 document the business requirements that
13 are embedded in some of these systems to
14 really beef up our documentation of what
15 the systems do.

16 COUNCILMAN JONES: What
17 percentage of your budget goes to
18 contracting out?

19 MR. EBEID: I don't have that
20 number with me, but I can easily get the
21 number through the Chair.

22 COUNCILMAN JONES: Rough
23 guesstimate.

24 MR. EBEID: I wouldn't venture
25 to guess, because not all the contracts

1 4/2/13 - WHOLE - BILL 130178, etc.
2 are under my department.

3 COUNCILMAN JONES: Describe for
4 us which -- all right. So when you say
5 not under your department, I have an org
6 chart that you've presented. So what
7 departments are major contractors of
8 management information services?

9 MR. EBEID: Some departments
10 may own some contracts, some technology
11 contracts, and will proceed to award
12 those. And for those contracts, the
13 money can either be with OIT or it could
14 be in their own budget, so --

15 COUNCILMAN JONES: So you have,
16 if I understand that, some independent
17 contractors by department?

18 MR. EBEID: I'm sorry?

19 COUNCILMAN JONES: I need a
20 breakdown for the Chair of your Class 200
21 contracts that you administer and then
22 those subordinate organizations or that
23 report to you in some fashion what their
24 consultant contracts related to
25 technology or management information

1 4/2/13 - WHOLE - BILL 130178, etc.

2 systems are. So I need to know what you
3 govern, because I don't know.

4 MR. EBEID: Sure. We can get
5 those numbers.

6 COUNCILMAN JONES: All right.
7 How many directors or people who held
8 your position have there been in the last
9 five years?

10 MR. EBEID: I am able to count
11 five in the last --

12 COUNCILMAN JONES: Five years?

13 MR. EBEID: In the last nine
14 years, eight to nine years.

15 COUNCILMAN JONES: I'm thinking
16 more like -- since I've been here, there
17 have been -- Mr. Chair, you recall how
18 many there have been?

19 COUNCILMAN GREENLEE: I was
20 going to guess about five too.

21 COUNCILMAN JONES: About five
22 in five years?

23 COUNCILMAN GREENLEE: Or maybe
24 a little more.

25 COUNCILMAN JONES: Can you

1 4/2/13 - WHOLE - BILL 130178, etc.
2 provide that to us? I'm trying to build
3 a case here and what my concerns are.
4 Each year it's almost like rebranding of
5 what we're going to do and how we're
6 going to get better, and when we talk
7 about a \$166 million budget that is so
8 vital to our infrastructure, I am
9 concerned that we start, stop again and
10 don't have that consistent direction that
11 we need to accomplish whatever goals any
12 of the five have had. So that's my first
13 concern. So I need to get a sense of who
14 your contractors, subcontractors, and
15 respective delegate agencies have,
16 because I'm going to put my arm around it
17 if it kills me.

18 I also need to know is that as
19 we start to look at other departments
20 that rely on you, such as the newly
21 created revenue czar -- that's a good
22 one, right -- that he's going to or she,
23 Councilwoman, is going to need to be able
24 to integrate information from a number of
25 sources to be able to go after

1 4/2/13 - WHOLE - BILL 130178, etc.
2 receivables that you need. What is your
3 strategy to assist him or her?

4 MR. EBEID: So actually the
5 Mayor's announcement, we put together a
6 quick working group to begin to implement
7 what the Mayor talked about in his press
8 release about increasing tax
9 delinquencies. We are in the process of
10 completing a request for proposal to
11 solicit the services of a vendor to come
12 in, help develop the data warehouse. And
13 the data warehouse is just a term for
14 being able to go out and collect all the
15 data that's available in databases that's
16 out there. The services that the vendor
17 would be able to provide that we could
18 not provide would be that once all that
19 data is collected, they have ways to
20 enrich that data to be able to identify
21 who exactly and where to find those who
22 owe us taxes.

23 COUNCILMAN JONES: So --

24 MR. EBEID: And the RFP should
25 be completed this week.

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2 COUNCILMAN JONES: If history
3 of that type of Herculean effort -- and I
4 don't -- this is not on you. This is the
5 nature of silos versus firewalls. I'm
6 going to say it, silos versus firewalls.
7 Firewalls are truly important because one
8 person's access to data probably
9 shouldn't be open and -- I don't know how
10 to say it in techie terms, but, you know,
11 you need to have safeguards against
12 people acquiring data that is sensitive
13 to maybe a client. But the silo is that
14 this is my turf, I guard it, I don't want
15 anybody in it, this is my procurement,
16 this is my operation. And breaking down
17 those silos I think is going to be a
18 Herculean effort.

19 So I guess I'm going to need in
20 this Council, as we start to talk about
21 \$166 million, more than just an ad hoc
22 team but a real strategy that shows how
23 we're going to get real revenues. But if
24 I were to use that same scenario about
25 silos and firewalls in criminal justice,

1 4/2/13 - WHOLE - BILL 130178, etc.
2 it would equally be true. The outcomes
3 are different. We're trying to catch the
4 bad guys and girls and ladies, but we
5 don't integrate our information as well
6 as we should. So the arresting officer
7 doesn't have a paperless system to go to
8 the bail person that goes to the District
9 Attorney's Office, that goes to the
10 Defender's Association in an efficient
11 kind of paperless route. So, again,
12 silos versus firewalls, trying to break
13 them down. And I really could repeat
14 that scenario among a number of
15 departments that are in your org chart of
16 people you have dealing with it.

17 So, for example, I need to -- I
18 kind of -- there are groups of silos that
19 seems to me would work together in
20 different crossing patterns. And I don't
21 know how to express it maybe the
22 technical way that I should, but it
23 becomes -- and as I see your hierarchal
24 chart, it seems like there aren't people
25 that are assigned to clusters. And just

1 4/2/13 - WHOLE - BILL 130178, etc.
2 as an organizational management person,
3 which is something that -- it's what I
4 do, but it seems to me that you would
5 break it down into smaller clusters to
6 get those smaller clusters to work
7 together in a synchronized manner, and I
8 don't see that on your org chart.

9 MR. EBEID: So I think I heard
10 three questions in there, so let me see
11 if I could address all of those.

12 COUNCILMAN JONES: Take any of
13 the three in whatever order you want.

14 MR. EBEID: So the first
15 question, I want you to take comfort in
16 knowing that although I'm somewhat new to
17 the City, I've implemented five data
18 warehouses in my career that are much
19 more complex than the tax delinquency.
20 So take comfort knowing that I do know
21 how to do this and I do know how to help
22 the City get results.

23 Number two, the Mayor himself,
24 I mean recognizing how important this is,
25 called a meeting about three weeks ago on

1 4/2/13 - WHOLE - BILL 130178, etc.
2 a Sunday that lasted three and a half
3 hours with all the parties involved, and
4 he made it very clear that whether it's
5 silos or firewalls or hurdles or whatever
6 they are, that he doesn't want to hear
7 any of that. What he wants to see is
8 outcomes. So that's -- we're all
9 marching through those orders.

10 COUNCILMAN JONES: That's
11 encouraging.

12 MR. EBEID: The third issue is
13 the -- I've held many senior-level
14 positions in my lifetime and I have tried
15 to organize them in ways that respond to
16 the issues I'm dealing with at hand. So
17 the organizational structure that you're
18 looking at is really in response to an
19 assessment I made of the City in my first
20 100 days. There is a new box in there
21 called engagement management, and
22 engagement management attempts to sort of
23 assign an engagement person to a cluster
24 so that we -- that that individual can
25 understand all the issues that are

1 4/2/13 - WHOLE - BILL 130178, etc.
2 within, let's say, the Public Safety
3 cluster, Finance, MDO, bring that
4 intelligence back so that we know how to
5 best organize our services to respond
6 back to those agencies. So that's a very
7 critical office for me that sort of I
8 redefined from a previous organization
9 that existed within OIT.

10 As far as maybe just -- not one
11 of your questions, but a comment on the
12 systems not integrated and the legacy.
13 You're absolutely right. Systems are not
14 communicating. Data is not shared in an
15 efficient manner, and we're -- I think
16 everyone understands that services could
17 be delivered in a much more efficient
18 way. What people sometimes fail to see
19 is that the systems are mirroring the
20 organizational structure and the legacy
21 processes that have existed even before
22 the systems were there. So behind every
23 legacy system, there's always -- there's
24 a legacy process. And sometimes actually
25 we throw technology at things that we

1 4/2/13 - WHOLE - BILL 130178, etc.
2 cannot reorganize. So when a government
3 entity finds itself in a position where
4 it's too complicated or too timely or too
5 costly to reorganize all of city
6 government, sometimes they look at
7 technology to be the savior of that and
8 to try to provide a unified view of the
9 services that are being provided and
10 integrate across the silos, because that
11 is perhaps more achievable or you can
12 achieve that in a less cost and less
13 disruption than just reorganizing all of
14 city, state or any government entity.

15 So sometimes technology takes
16 the brunt of government perhaps not
17 organized in the most efficient way.

18 COUNCILMAN JONES: Well --
19 excuse me; allergy season. I'm okay.

20 MR. EBEID: Three times. That
21 must mean something.

22 COUNCILMAN GREENLEE:
23 Councilman, if I could just -- the
24 Council President has one question and
25 then he has to leave.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 COUNCILMAN JONES: I yield.

3 COUNCILMAN GREENLEE: Okay.

4 Thank you.

5 COUNCIL PRESIDENT CLARKE:

6 Thank you, Councilman. Thank you,

7 Councilman, so much.

8 I just want to make sure I get
9 a little clarity. City Council has been
10 focusing on AVI for obvious reasons, and
11 one of the things that we've been able to
12 do in the recent past is access the OIT
13 system and particularly the GIS account,
14 the primary communal GIS accounts, and my
15 question is, do we still have access to
16 that? Because our ability to do maps for
17 the Councilmembers has been very
18 productive, and we anticipate continuing
19 having the need to continue to do mapping
20 as we move through this AVI process. Do
21 we still have access? Because there's
22 some question about whether or not --

23 MR. EBEID: Yeah. I think one
24 of your staff folks, we talked about ten
25 minutes ago before I started. And we did

1 4/2/13 - WHOLE - BILL 130178, etc.
2 not take any access away, but it appears
3 that you could benefit from having
4 additional access that you don't have
5 today. So I promised them that I would
6 go back and look at it.

7 COUNCIL PRESIDENT CLARKE: All
8 right.

9 MR. EBEID: I don't have an
10 answer for you. I don't want to make a
11 commitment I can't meet.

12 COUNCIL PRESIDENT CLARKE:
13 Okay. Staff members, they come to the
14 Councilmembers and say, Get it on the
15 record.

16 MR. EBEID: Understood.

17 COUNCIL PRESIDENT CLARKE:
18 Because it's been very helpful for us to
19 move through this process. I think
20 tonight one of the Councilmembers has to
21 go out to the community and they needed
22 some maps to kind of talk people through
23 the process. Sometimes visuals tell a
24 whole lot more than simply words coming
25 out of an elected official's mouth.

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2 People need to see it. So if you can
3 make sure --

4 MR. EBEID: I committed to
5 looking into it and I will.

6 COUNCIL PRESIDENT CLARKE: All
7 right. Looking into it is one thing. I
8 know you've only been here a year. We've
9 been hearing looking into it pretty much
10 every year. Sometimes it actually gets
11 looked into.

12 MR. EBEID: My guess is if you
13 don't hear back from me soon, you have
14 the option of calling me back, and I
15 don't want that, so I will really look
16 into it.

17 COUNCIL PRESIDENT CLARKE:
18 Okay. I'll follow up with that. The
19 question is, if you look into it and you
20 find out that we don't have access, then
21 you will make sure that we have access?

22 MR. EBEID: I will work with
23 you to get you what you need.

24 COUNCIL PRESIDENT CLARKE: All
25 right. That's close enough. Sounds like

1 4/2/13 - WHOLE - BILL 130178, etc.
2 you've been talking to Ms. Rhynhart back
3 there to get some coaching on how to
4 answer Councilmembers' questions. Well,
5 that's sufficient. Thank you very much.

6 MR. EBEID: Thank you.

7 COUNCILMAN JONES: It sounded
8 like he didn't want to get called back.

9 So I took into consideration
10 what you said about trying to techno
11 improve a bad system, and I'll grant you
12 that, but when we start digging down into
13 technology, what is the average age of a
14 PC in the City of Philadelphia's
15 inventory?

16 MR. EBEID: So when I came in,
17 there were several departments that had
18 PCs anywhere between five and eight years
19 old. We've immediately collected the
20 best inventory we could get our hands on.
21 We've ranked who needs them the most, and
22 we've identified, as an example, last
23 year Department of Law that had the
24 oldest PCs. Their PCs were more than
25 eight years old each. And the practice

1 4/2/13 - WHOLE - BILL 130178, etc.
2 before I came in was to kind of give
3 everybody -- just spread the butter
4 around and give everybody 10, 20 PCs to
5 kind of spread the budget. But what we
6 did with last budget year was that we
7 placed all the PCs for the Department of
8 Law. And that might have come at the
9 cost of some other agencies, but at least
10 we've handled one complete agency. And
11 since then, we purchase PCs two cycles
12 per calendar year. And, again, we're
13 working off of a list of who has got the
14 oldest PCs, and goal is to try to bring
15 that entire department up to an
16 acceptable level rather than just give a
17 handful of PCs here and there.

18 COUNCILMAN JONES: What would
19 be helpful to this Council is if you gave
20 us an inventory or median and mode of age
21 by department. And the reason I say that
22 is, I've gotten complaints that the
23 private sector in cases cannot
24 communicate with government because the
25 software we use and the hardware we use

1 4/2/13 - WHOLE - BILL 130178, etc.
2 is so old that they have to down and
3 convert it into a different and slower,
4 less capable model in order to
5 communicate with us, and that for me
6 doesn't speak of a system. It speaks of
7 our inability to communicate with the
8 outside real world in meaningful ways.
9 And so there were people that were --
10 that there's one computer in a department
11 that's upgraded that can do that kind of
12 outreach, and that to me says that we
13 should categorize where we have that kind
14 of problem and prioritize where it is
15 needed for upgrade. And I just -- it
16 just was incredible to me to hear that.
17 So that's number one.

18 Number two, do we own or do we
19 lease our PCs?

20 MR. EBEID: So let me address
21 number one. Number one is, yes, we can
22 give you -- share with you a list of
23 inventory of the age of the PC, the
24 department, number of PCs, and you can
25 also see how we ranked them and what

1 4/2/13 - WHOLE - BILL 130178, etc.
2 we've done so far with two or three
3 purchasing cycles.

4 As far as the issue with folks
5 dummying down their system so they can
6 get to us, I'm actually familiar with
7 that, and it's not a PC issue. When it
8 was brought to our attention --

9 COUNCILMAN JONES: Software.

10 MR. EBEID: -- it was folks who
11 are trying to access the Department of
12 Revenue's website to make a payment. The
13 system was designed by a vendor that
14 operated in an Internet Explorer, a very
15 old version of Internet Explorer, meaning
16 that no other web browser could be able
17 to access that. The first we heard about
18 it, we immediately put a team around it,
19 and we got that completed by the end of
20 February actually and now all browsers
21 can access that particular website.

22 We'll happily, gladly respond
23 to any problem once we know about it, but
24 I think sometimes folks will complain to
25 other departments and by the time it gets

1 4/2/13 - WHOLE - BILL 130178, etc.

2 to us, unfortunately the tension is high,
3 the stress level is -- from the
4 frustration, as you can imagine.

5 The second part is the --
6 wasn't about the PCs. It was about --

7 COUNCILMAN JONES: Do we own or
8 lease?

9 MR. EBEID: We currently own
10 PCs. I'm only aware of one agency that
11 has dabbled with leasing, and that's the
12 Free Library, I believe.

13 COUNCILMAN JONES: And by way
14 of cost effectiveness, everyone that --
15 and, again, I don't have the wealth of
16 experience you have in this department,
17 but the common wisdom is why own it
18 when -- you own obsolesce when you can
19 lease.

20 MR. EBEID: That's an excellent
21 point, and I think the deciding factor is
22 that because the City has a history of
23 holding on to their PCs more than three
24 years, then it knocks leasing out as an
25 attractive option. Why would you want to

1 4/2/13 - WHOLE - BILL 130178, etc.
2 lease for more than three years? You
3 would not lease your car for more than
4 three years.

5 So I think that's kind of the
6 deciding factor. If the City had a
7 pattern where every three years it
8 replaced all their PCs, then I would tell
9 you leasing becomes a very attractive
10 option.

11 COUNCILMAN JONES: So you're
12 saying with the bulk that we buy, we
13 can't find a vendor that's willing to
14 work with us on a three, maybe even
15 four-year lease?

16 MR. EBEID: Oh, you'll find
17 vendors who will work with you on a four
18 or five-year lease, but when you look at
19 the total cost of ownership at four and
20 five, you've exceeded the cost of a brand
21 new PC just from day one.

22 COUNCILMAN JONES: So are there
23 departments that it's meritorious of us
24 to consider them in a lease as opposed to
25 owning dinosaurs that become very much

1 4/2/13 - WHOLE - BILL 130178, etc.
2 more than paper weights?

3 MR. EBEID: I think if there's
4 a department that is disciplined to
5 replace their PCs every three years, that
6 has a clear funding stream that will
7 always be there, I would say leasing
8 might make more sense for them, sure.

9 COUNCILMAN JONES: Can you
10 provide to the Chair an analysis of our
11 equipment in addition to age but to what
12 the market would bear by way of lease
13 options and why it is not a financially
14 prudent thing to do? Make your case.

15 MR. EBEID: Yeah. I'll gladly
16 share with you research that's been done
17 by very reputable technology research
18 firms.

19 COUNCILMAN JONES: And I would
20 also ask that you, not me, because I have
21 no dog in that fight, also go to some
22 vendors and ask them, Is this the best we
23 could do, and could you suggest ways that
24 we can do it better and more cost
25 effectively and provide that to this

1 4/2/13 - WHOLE - BILL 130178, etc.
2 Council? Because I'm beginning to think
3 sometimes we're stuck in the same way we
4 do things with the same vendors we do
5 them with and it is designed to create
6 dependence on us. And I'll shift to,
7 when we get past that, to our phone
8 lines, for example.

9 MR. EBEID: Sure. I'll just
10 encourage you one observation is, I think
11 the days where the City is buying PCs are
12 really coming to an end, frankly. I
13 think with the introduction of tablets
14 and mobile computing, it wouldn't
15 surprise me if by the end of this
16 calendar year we would probably buy our
17 last PC and that we would shift to a
18 completely different strategy where we
19 could have a single device that isn't
20 just good enough for your office, but is
21 good enough to take on the road, is good
22 enough to take home and bring back. So I
23 think those are -- government is probably
24 the last to embrace that.

25 COUNCILMAN JONES: I would love

1 4/2/13 - WHOLE - BILL 130178, etc.
2 to do a ceremony where we buried, in an
3 environmentally friendly way, PCs,
4 because -- I mean, I'm just saying when
5 we're interfacing with other -- I'll give
6 it to you this way, in a micro verse: My
7 interns have better technology than I
8 had. So we were happy to have interns
9 because they brought their tablets, their
10 laptops, and they were able to run rings
11 around what we were able to do. So, I
12 mean, let's look at that.

13 The other thing -- and I'll end
14 on this because we are now into the
15 evening hour, but we may call you back.

16 What analysis has been -- how
17 many phone lines does the City of
18 Philadelphia have?

19 MR. EBEID: The number
20 fluctuates, but I want to say it's in the
21 neighborhood of 20 to 22 thousand.

22 COUNCILMAN JONES: And when was
23 the last time we did an analysis of who
24 those phones went to, did we need as
25 many?

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2 MR. EBEID: I'm sorry. You're
3 talking land lines, correct?

4 COUNCILMAN JONES: Yes.

5 MR. EBEID: Okay. Yes.

6 COUNCILMAN JONES: So when was
7 the last time we did an analysis to say
8 that this phone was still even being used
9 by anyone, whether it was a line that was
10 just sitting there idle? How often do we
11 do that type of analysis?

12 MR. EBEID: I've been here a
13 little over a year and I have not done
14 that analysis, but someone before me, I
15 believe, did it about three years ago
16 where they did sort of a telephone
17 billing expense audit. We do plan to
18 take that on ourselves.

19 COUNCILMAN JONES: What is our
20 total phone bill per year?

21 MR. EBEID: We look at a
22 combined. So for voice and for data,
23 we're looking at about \$11 to \$12
24 million.

25 COUNCILMAN JONES: Is that on

1 4/2/13 - WHOLE - BILL 130178, etc.
2 top of the 166? Is that included in
3 the --

4 MR. EBEID: It's included as
5 part of the 166, correct.

6 COUNCILMAN JONES: So we spent
7 approximately \$11 million a year on phone
8 bills for how many lines?

9 MR. EBEID: Voice plus
10 telephone -- plus data. I'm sorry. Data
11 is also a big chunk of that.

12 COUNCILMAN JONES: For about
13 22,000 lines?

14 MR. EBEID: Twenty-two thousand
15 lines and hundreds of connections between
16 buildings and -- 350 connections between
17 police departments, city offices. So
18 it's a big chunk.

19 COUNCILMAN JONES: So my thing
20 is that we haven't done it in maybe three
21 years. We need to take a look at that,
22 and I will ask that you take that under
23 consideration.

24 How many cell phones do we have
25 issued in the City of Philadelphia?

1 4/2/13 - WHOLE - BILL 130178, etc.

2 MR. EBEID: Between 1,800 and
3 1,900.

4 COUNCILMAN JONES: And --

5 MR. EBEID: I'm sorry. Cell
6 phones or BlackBerries?

7 COUNCILMAN JONES: Both.

8 MR. EBEID: There's roughly
9 3,900 cell phones and 1,900 BlackBerries.

10 COUNCILMAN JONES: And how
11 often do we do an inventory of
12 utilization and things like that? How
13 often do we, similar to land lines, just
14 do a cursory review of that?

15 MR. EBEID: Well, on the cell
16 phones and the BlackBerries, there's
17 already pre-negotiated plans, flat rates,
18 \$39.99.

19 COUNCILMAN JONES: So is it a
20 flat rate as in -- describe the flat
21 rate. What is that?

22 MR. EBEID: It's a flat rate
23 per device per month. The devices, I
24 believe, we get for free and included in
25 that is one free upgrade per year, I

1 4/2/13 - WHOLE - BILL 130178, etc.

2 think, or after one year.

3 COUNCILMAN JONES: So I'm going
4 to stop, but I reserve the right to call
5 him back on --

6 COUNCILMAN GREENLEE: You
7 certainly do, sir.

8 COUNCILMAN JONES: So that we
9 can drill down into this at \$166 million
10 and the potential to improve us as a
11 municipality to be more efficient. It's
12 like Luke Skywalker, you're our last and
13 greatest hope. And what I do want,
14 however, is to challenge you to look at
15 some of the things that we talked about,
16 leases versus owning, the number of lines
17 we use, breaking down some of those silos
18 in a way that create efficiencies. And
19 these are just a few that -- I'm totally
20 low tech, but I do know how things should
21 work together. I'm an end user. I'm an
22 ultimate end user, and I think that if we
23 started looking at things in a way we
24 find efficiencies, particularly by way of
25 phone lines, everybody is using the cloud

1 4/2/13 - WHOLE - BILL 130178, etc.
2 nowadays. I don't know what our
3 conversion to the cloud has been.

4 MR. EBEID: Right after I came
5 in and during the 100-day assessment, we
6 made it clear that we were going to adopt
7 a cloud-first strategy, and we pushed out
8 quite a bit of services out to the cloud
9 actually. I would even tell you that as
10 I meet with my peers around the country,
11 I can honestly say that Philadelphia has
12 probably put more things in the cloud
13 than any other city in the top ten
14 largest cities.

15 COUNCILMAN JONES: I think
16 that's important, because as we start to
17 combine systems managers that can, again,
18 be redeployed to break down silos and
19 create firewalls where necessary, that's
20 a better utilization of our technical
21 staff.

22 And, Mr. Chairman, I'll end on
23 that. Thank you.

24 COUNCILMAN GREENLEE: Thank
25 you, sir. Thank you.

1 4/2/13 - WHOLE - BILL 130178, etc.

2 Being no further questions,
3 thank you for your patience.

4 MR. EBEID: No problem.

5 COUNCILMAN GREENLEE: This
6 Committee will be recessed until
7 tomorrow, Wednesday, April 3rd, 2013 at
8 10:00 a.m.

9 Thank you.

10 (Committee of the Whole
11 recessed at 5:55 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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transcript does not apply to any reproduction
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direct control and/or supervision of the
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