

COUNCIL OF THE CITY OF PHILADELPHIA  
JOINT COMMITTEES ON PUBLIC PROPERTY AND PUBLIC WORKS  
AND LABOR AND CIVIL SERVICE

Remote location using Microsoft® Teams  
Monday, April 12, 2021  
10:00 a.m.

PRESENT:

COUNCILMAN BOBBY HENON, CHAIR  
COUNCILWOMAN CHERELLE L. PARKER, CHAIR  
COUNCILMAN ALLAN DOMB  
COUNCILMAN DEREK S. GREEN  
COUNCILWOMAN HELEN GYM  
COUNCILMAN BRIAN J. O'NEILL  
COUNCILMAN MARK SQUILLA

RESOLUTION: 200521

1                               -   -   -

2                       COUNCILMAN HENON:   Good  
3    morning, and welcome to the Joint  
4    Committee on Labor and Civil Service and  
5    Public Property and Public Works.  It's  
6    Monday, April 12, 2021.

7                       I understand that the state law  
8    currently requires that the following  
9    announcement be made at the beginning of  
10   every public hearing as follows:  Due to  
11   the current public health emergency,  
12   City Council Committees are currently  
13   meeting remotely.  We are using  
14   Microsoft Teams to make these remote  
15   hearings possible.

16                      Instructions for how the public  
17    may view and other public testimony at  
18    public hearings of Council Committees  
19    are included in the public hearing  
20    notices that are published in the Daily  
21    News, Inquirer and Legal Intelligencer  
22    prior to the hearings and can also be  
23    found on PHLCouncil.com.  I note that  
24    the hour has come.

25                      Our Clerk is Mr. Perzel.  Will

1 you please call the roll and take  
2 attendance. Members that are in  
3 attendance will please indicate that you  
4 are present when your name is called.

5 Also, please say a few brief words when  
6 responding so that your image will be  
7 displayed on the screen when you speak.

8 Mr. Perzel.

9 THE CLERK: Councilmember  
10 Cherelle Parker.

11 COUNCILWOMAN PARKER: Yes,  
12 present. Good morning. And thank you,  
13 Chairman Henon, for your leadership on  
14 this issue.

15 THE CLERK: Councilmember Mark  
16 Squilla.

17 COUNCILMAN SQUILLA: Good  
18 morning, Mr. Chairman and colleagues.  
19 Present.

20 THE CLERK: Councilmember Helen  
21 Gym.

22 COUNCILWOMAN GYM: Good  
23 morning, Councilmember. Good morning,  
24 colleagues. Good morning, Mr. Chair. I  
25 am present.

1 THE CLERK: Councilmember David

2 Oh.

3 (No response.)

4 THE CLERK: Councilmember Allan

5 Domb.

6 COUNCILMAN DOMB: Good morning,

7 Mr. Chair and colleagues. I am present.

8 THE CLERK: Councilmember

9 Curtis Jones, Jr.

10 (No response.)

11 THE CLERK: Councilmember Maria

12 Quinones- Sanchez.

13 (No response.)

14 THE CLERK: Councilmember Brian

15 O'Neill.

16 COUNCILMAN O'NEILL: Good

17 morning, everyone.

18 THE CLERK: Councilmember Derek

19 Green.

20 (No response.)

21 COUNCILMAN HENON: I know

22 Councilmember Green is present.

23 THE CLERK: All right. I will

24 mark him as present.

25 Councilmember Katherine Gilmore

1 Richardson.

2 (No response.)

3 THE CLERK: And, Chairman Bobby  
4 Henon.

5 COUNCILMAN HENON: I am  
6 present. Thank you. A quorum of both  
7 Committees is present at the hearing and  
8 the hearing is now called to order.

9 Again, this is a public hearing  
10 of the Joint Committees on Labor and  
11 Civil Service and Public Property and  
12 Public Works regarding Resolution No.  
13 200521. And I want to thank our Joint  
14 Committee Chair Councilmember Majority  
15 Leader Parker and your Committee for  
16 joining us here today on this  
17 resolution. Thank you so much.

18 Clerk, will you please read the  
19 title of the resolution.

20 THE CLERK: Bill No. 200521,  
21 authorizing the committee on Public  
22 Property and Public Works and the  
23 Committee on Labor and Civil Service to  
24 hold joint hearings to evaluate the  
25 impact, effectiveness, experience and

1 outcomes of remote work during the  
2 COVID-19 pandemic on the City of  
3 Philadelphia's citizens workforce and  
4 calling on the City of Philadelphia to  
5 produce an action plan to guide future  
6 remote work of City employees.

7 COUNCILMAN HENON: Thank you.  
8 I want to make a correction for  
9 clarification. It is a resolution.  
10 Resolution No. 200521.

11 Before we begin hearing  
12 testimony from the witnesses we have  
13 here for today, everyone who has been  
14 invited to the meeting to testify should  
15 be aware that this is a public hearing  
16 and this public hearing is being  
17 recorded. Because the hearing is  
18 public, participants and viewers have no  
19 reasonable expectation of privacy. By  
20 continuing to be in the meeting, you are  
21 consenting to being recorded.

22 Additionally, prior to  
23 recognizing Members for questions or  
24 comments they may have for witnesses, I  
25 will note for the record that we will be

1 using the chat feature available in  
2 Microsoft Teams to allow Members to  
3 signify that they wish to be recognized.  
4 In order to comply with the Sunshine  
5 Act, the chat feature must only be used  
6 for this purpose.

7 Before we call the first  
8 witness for Resolution No. 200521, my  
9 comment is any of my colleagues wish to  
10 make an opening statement or comments on  
11 the resolution?

12 (No response.)

13 COUNCILMAN HENON: Okay.  
14 Great. Thank you. As stated, this is a  
15 resolution to discuss remote work in the  
16 various levels.

17 The hearing goals today I want  
18 to state for the record is to evaluate  
19 the impact of remote work in the public  
20 sector on City's effectiveness in  
21 service delivery, to evaluate the impact  
22 of remote work on the work experience of  
23 employees, to evaluate the impact of  
24 remote work on the financial performance  
25 of the City, how we evaluate and how we

1 measure productivity and what factors go  
2 into those outcomes, to evaluate the  
3 equity in remote work, assess the impact  
4 of remote work on the use of our public  
5 building, evaluate the perception of the  
6 public, how does the public feel about  
7 the remote work model, identify  
8 opportunities to improve work experience  
9 of employees and the public and to urge  
10 the Mayor and the City to conduct a  
11 comprehensive indepth assessment of  
12 remote work and to identify the type of  
13 work that can be effectively and be  
14 conducted remotely and identify these  
15 opportunities to save money, improve  
16 employee work life satisfaction and  
17 customer experience by embracing remote  
18 work. So these are the hearing goals.

19 With that, Clerk, would you  
20 please read the first person to testify  
21 to the Administration on Panel 1 please,  
22 and thank you.

23 THE CLERK: Stephanie Tipton.

24 MS. TIPTON: Good morning. My  
25 name is Stephanie Tipton. I'm the Chief

1 Administrative Officer for the City of  
2 Philadelphia. Good morning, Chairperson  
3 Parker, Chairperson Henon, sponsor of  
4 the resolution, other members of the  
5 Joint Committee. I'm joined today with  
6 other members of the Administration to  
7 discuss this transition to remote work  
8 on City employees.

9 Resolution No. 200521  
10 authorizes hearings to evaluate the  
11 impact, effectiveness, experience and  
12 outcomes of remote work during COVID-19  
13 and calls on the City to produce an  
14 action plan to guide future remote work  
15 for City employees. To give you some  
16 background of my office, the Chief  
17 Administrative Officer or CAO, is  
18 charged with the oversight of the City's  
19 core administrative departments and  
20 functions, including the Office of  
21 Innovation of Technology, Human  
22 Resources and Talent, Records  
23 Department, Office of Administrative  
24 Review, Procurement Department and  
25 Contracts Unit.

1           The goal is to ensure that City  
2 services are efficient and effective,  
3 inclusive and equitable, transparent and  
4 conducted with integrity. The serial  
5 cluster and others provide and continue  
6 to provide critical support to City  
7 departments, residents and the workforce  
8 as part of the City's response to the  
9 COVID-19 pandemic. And in particular,  
10 the unprecedented shift to remote work  
11 for thousands of City employees.

12           Some examples include enabling  
13 the near overnight transition to virtual  
14 work by providing the City workforce  
15 with equipment and technology necessary  
16 to maintain critical services, working  
17 with City departments to develop digital  
18 tools and automate various paper-based  
19 or inperson processes, supporting the  
20 City's workforce during an unprecedented  
21 crisis by providing resources for  
22 employee well-being and enacting  
23 policies to promote social distancing  
24 and employee and family health and  
25 safety and leading the City's reopening

1 efforts.

2           Presently, there are  
3 approximately 5,833 employees throughout  
4 City government working from home which  
5 represents almost 20 percent of the  
6 City's workforce. Throughout this  
7 transition through remote work, we've  
8 been able to identify areas of  
9 opportunity to improve the way we do  
10 business while also keeping a key focus  
11 on digital inclusion and access for both  
12 employees and those accessing City  
13 services. These changes and insights  
14 will become part of our new normal.

15           I'd like to thank you,  
16 Councilmember Henon, for sponsoring the  
17 resolution and providing a forum to  
18 discuss both the opportunities and  
19 challenges of remote work. The CAO and  
20 the Administration as a whole is  
21 committed to working together with  
22 members of City Council as well as our  
23 workforce to address the important  
24 questions raised by remote work as well  
25 as build upon demonstrated successes and

1 benefits. This concludes my testimony.  
2 I along with other representatives from  
3 the Administration are happy to answer  
4 questions from the Joint Committee.

5 COUNCILMAN HENON: Thank you  
6 for your testimony. And your office is  
7 certainly critical for making sure that  
8 our City functions with technology and  
9 in the spirit and goals that this City  
10 Council would like to see from a policy  
11 perspective.

12 I got at lot of questions, but  
13 I'm going to start off by saying this  
14 week the Mayor is going to be giving his  
15 budget address. And our experience over  
16 the past year and a half due to the  
17 pandemic and the challenges, is that  
18 going to be reflected in this year's  
19 budget introduction?

20 MS. TIPTON: I can't speak  
21 specifically to what's in everyone's --  
22 various departments' budgets. But we've  
23 certainly taken into account sort of the  
24 infrastructure from a technology  
25 perspective that's necessary to enable

1 remote work. Many of these costs are or  
2 were reimbursable because they were in  
3 response to the COVID-19 pandemic. So  
4 in terms of a technology perspective, we  
5 certainly have taken that into account  
6 in terms of the budget and what we need  
7 to enable employees to work from home.

8 COUNCILMAN HENON: Exactly. So  
9 being the office that oversees the OIT  
10 and a lot of other technical  
11 infrastructure systems that we have in  
12 the City of Philadelphia, at least from  
13 my experience we saw some challenges  
14 immediately, just like the world saw  
15 challenges last March when everything  
16 shut down instantly. But then we  
17 adjusted and people were given the  
18 opportunity or actually some were given  
19 tools to work from home, and every year  
20 the OIT, the Office of Information and  
21 Technology, submitted its budget. And  
22 its budget is reflected into the capital  
23 budget for our infrastructure projects.

24 Have those priority  
25 infrastructure projects changed due to

1 the past year and a half?

2 MS. TIPTON: I wouldn't  
3 necessarily say they changed, per se. I  
4 guess the good news is prepandemic we  
5 had began to invest in both the capital  
6 budget and our operating budget in  
7 various projects that would enable us to  
8 automate more of our processes that are  
9 done very manually.

10 So a good example is our OPAL  
11 Project, which is the replacement of  
12 some of our Legacy, financial  
13 procurement system. As you may imagine,  
14 a lot of that is very manual. We had  
15 already put money in the budget, both  
16 capital and operating to begin that  
17 project which began last fiscal year.  
18 Obviously due to some influence on the  
19 budget this fiscal year, we had to pull  
20 in some of the timeline for the  
21 implementation of those things, but that  
22 is definitely something that was already  
23 contemplated and already budgeted and is  
24 continuing to move forward.

25 I think, if anything, the

1 pandemic highlighted how critical  
2 replacing some of our Legacy technology  
3 is. And even though we had to push back  
4 the timeline for that large project, we  
5 did identify some areas again that we  
6 had already been exploring and looking  
7 at prepandemic ways that we might be  
8 able to move from more manual  
9 paper-based processes to a more  
10 automated or digital process.

11           So one example, I guess last  
12 month we -- prior to last month, we had  
13 piloted with some departments for the  
14 automated or online submission of  
15 invoices by vendors. Previously it was  
16 a very paper-based process. We were  
17 mailing physical invoices from vendors  
18 to departments. I think very, very  
19 early on in the pandemic we realized  
20 that that is something that if we can  
21 figure out a way to do that  
22 electronically, let's do that because  
23 someone having to come on site just to  
24 pick up mail and process an invoice,  
25 there's a way that we can address that.

1 It seemed like it would be a win-win for  
2 everybody.

3 And so, we really very quickly  
4 expanded upon the pilot that we had  
5 started prior to the pandemic. And I  
6 would say about a month or so ago we  
7 rolled out a fully automated tool for  
8 vendors to submit invoices  
9 electronically and for us to process  
10 them electronically.

11 So that is something, again  
12 just to give you one example, we had  
13 already been working on and if anything,  
14 the pandemic really just pushed that  
15 effort forward much quickly. And that  
16 was something we had in the CAO's budget  
17 money for and that was money that we  
18 kind of retained to incur so we can get  
19 that technology launched.

20 COUNCILMAN HENON: And I  
21 certainly thank you for that. And I  
22 certainly know over the years by going  
23 through the capital budget when it comes  
24 to technology because that's where a lot  
25 of the cost will be in the

1 infrastructure, so my question is  
2 leading into has our priority changed in  
3 investing more upfront now to streamline  
4 some of these capital investments and  
5 how much of a change has the technology  
6 investment when it comes to prepandemic  
7 and as we currently sit and we're  
8 looking to get out of it, how much has  
9 the budget changed in 2019 versus FY22,  
10 shifting our priorities? And if you  
11 don't know the answer to that, you can  
12 provide that to us.

13 MS. TIPTON: Yes, definitely.  
14 So unfortunately, our CIO is sick today  
15 so he couldn't join us to give a lot  
16 more specifics on this. But what I can  
17 say is that from the beginning of the  
18 pandemic, we definitely saw that we had  
19 a lot of employees that were not enabled  
20 with things like laptops or had the  
21 ability, had sufficient Wi-Fi, et  
22 cetera. And so, I would say probably  
23 since the beginning of the pandemic  
24 we've spent nearly \$8 million to enable  
25 various things like the provisioning of

1 laptops, Wi-Fi, hotspots, et cetera.  
2 And I would say that at this point any  
3 department that reached out to us and  
4 said we need this type of equipment for  
5 our employees to get them enabled to do  
6 remote work, probably 95 percent of  
7 those requests have been fulfilled at  
8 this point, and that is something that  
9 we will continue to ensure it is  
10 budgeted as part of our budget moving  
11 forward.

12 Another piece that we had to  
13 invest in a little bit more, and that's  
14 reflected in our budget as well, are  
15 some of the telecommunication tools that  
16 we used. So prepandemic, we had a few  
17 departments that were piloting Teams.  
18 Not many departments were using it. And  
19 as you can see here, these have become  
20 one of the critical tools by which we  
21 are doing our meetings, our virtual  
22 hearings, et cetera. And so, we had to  
23 invest in a lot of the licensing around  
24 those things.

25 So I would say, if anything,

1 the pandemic started through the  
2 direction we were already going in, in  
3 terms of the investments we were making  
4 with not only sort of some of the  
5 equipment, but also the infrastructure  
6 that we had already planned to invest  
7 in. So I wouldn't say that that  
8 investment has changed. If anything,  
9 it's been sustained. In some ways,  
10 we've had to adjust to enable providing  
11 more equipment to employees. And I can  
12 also get you more information.

13 COUNCILMAN HENON: That's all  
14 right, and we can continue to have this  
15 conversation offline. And I think other  
16 Members might want to do the same. It's  
17 not changing as much as prioritizing and  
18 funding these investments and systems  
19 that might have been talked about for  
20 years and it's become more of a  
21 necessity I believe at this point.

22 I have one more comment and  
23 then I'm going to turn it over because I  
24 do have a list of questions and I don't  
25 want to be taking up a lot of time,

1 which I will yield. So there's a lot of  
2 research out in the private sector from  
3 Bloomberg, Brookings, America Psychology  
4 Association, Harvard and many more, and  
5 that pertains to the private sector, not  
6 much on in government, right, because we  
7 have the very deliberate systematic  
8 (inaudible) for progress. This way  
9 drastic change doesn't have a drastic  
10 impact, but working towards it.

11 I think if the City can perform  
12 a comprehensive study in integrating the  
13 talent pool, and I know next up in the  
14 line of questioning is Councilmember  
15 Domb who is always talking about data,  
16 who is always talking about the talent  
17 in the IT world, which is a growing  
18 sector, and I'm curious from an HR  
19 standpoint, which you oversee, how are  
20 talented IT people in our private sector  
21 been affected and how that will help  
22 benefit the City as we recover, and if  
23 there are any positions that remain open  
24 for those opportunities?

25 MS. TIPTON: I can certainly

1 provide more information to you on some  
2 of the open IT positions on where we  
3 might have some difficulty and  
4 challenges in filling them. I will say  
5 that probably where we I think we'll see  
6 a benefit with having more robust remote  
7 work policies is in recruitment. I  
8 definitely think that is a benefit for  
9 folks to have sort of that ability to  
10 work from home as well as some of the  
11 flexibility that can come with that.

12 I think it's going to be a  
13 really powerful tool to attract talent  
14 to the City. I don't think it's going  
15 to diminish some of the challenges we  
16 have in filling some of our positions.  
17 We still have a residency requirement  
18 which can be challenging, especially for  
19 folks who might be mid or far along in  
20 their careers and they have families  
21 that they might be sort of moving into  
22 the City and that's not to say that we  
23 don't have a pool of talent here too,  
24 but that sometimes can pose some of the  
25 challenges that we see with some of our

1 tech positions. But certainly, I do see  
2 a benefit to recruitment in having a  
3 work-from-home policy that is more  
4 robust than what we had prepandemic.

5 COUNCILMAN HENON: And I want  
6 to be clear, I'm not suggesting that we  
7 have 20 or 50 percent of our workforce  
8 working from home. The world changed  
9 and we're in a service kind of  
10 complaint-driven industry, but we can be  
11 proactive about things with a little bit  
12 of flexibility, but we can't do any of  
13 that if we don't have the technology for  
14 that. And if we don't do that, we're  
15 not going to be able to feed and help  
16 support our current City employees in  
17 making sure that the services are what  
18 the general public expects.

19 So with that, Chair recognizes  
20 Councilmember Domb.

21 COUNCILMAN DOMB: Thank you,  
22 Mr. Chair, and thank you for your  
23 questions. I thought they were very  
24 good.

25 And good morning, Stephanie.

1 MS. TIPTON: Good morning.

2 COUNCILMAN DOMB: I have a few  
3 questions. I just want to clarify,  
4 total employees in the City of  
5 Philadelphia right now, what is the  
6 total number of full and part-time?

7 MS. TIPTON: I think Mike  
8 might be on the call. I think it's  
9 around 30,000. I don't know if that  
10 includes part-time as well, but we're  
11 looking at about 30,000 City employees.

12 COUNCILMAN DOMB: Of those  
13 employees, do we require residency for  
14 all? I know that police probably don't,  
15 but do we require residency for the  
16 rest?

17 MS. TIPTON: We do. So for  
18 exempt employees, they have to move into  
19 the City within six months of their  
20 hiring. For all other employees, you'll  
21 know that Council did pass an ordinance  
22 that has been implemented that requires  
23 that applicants the City exams has a  
24 residency of one year before they can  
25 apply. So, yes, there are definitely

1 residency requirements for all of our  
2 employees.

3 COUNCILMAN DOMB: Because I'm  
4 thinking when I'm listening to this  
5 hearing about the wage tax, I want to  
6 make sure we're not losing any wage  
7 taxes, so that's a good thing.

8 MS. TIPTON: No.

9 COUNCILMAN DOMB: When the City  
10 shut down because of COVID-19, when did  
11 the City implement basically a  
12 work-from-home procedure? When did that  
13 occur?

14 MS. TIPTON: So we have always  
15 had -- I shouldn't say always. But for  
16 a few years prepandemic, we did have a  
17 work-from-home policy that I would say  
18 was very ad hoc. So it was very limited  
19 to exempt employees. It was for sort of  
20 emergent things that might happen. I  
21 have a contractor coming to my home so I  
22 need to stay at home, so it was pretty  
23 limited.

24 As more news was coming out  
25 about the pandemic and even before we

1 sort of shut down City government  
2 buildings and sent a lot of our  
3 employees home, we had already started  
4 to have conversations about revising the  
5 work-from-home policy as well as  
6 adjusting some of our HR policies around  
7 that. And so, probably within the  
8 first -- I want to say the first week  
9 that we actually sort of shut down City  
10 offices and really just focused on  
11 essential services and sent a lot of our  
12 workforce home, we did issue a more  
13 expansive work-from-home policy to  
14 adjust some of the requirements in  
15 response to the pandemic. So it  
16 obviously became much more expansive.  
17 It applied to any type of employee so  
18 long as it was determined that their job  
19 could be done specifically from home and  
20 that we enabled them with the technology  
21 to do that.

22 I would say that probably after  
23 a month or two of us being in the  
24 pandemic we realized that, A, we're  
25 going to be working from home for quite

1 some time and, B, I think once we got  
2 over sort of the initial culture of  
3 working from home, I think more  
4 employees, more departments saw that,  
5 hey, this can be something that we can  
6 maybe work into our regular schedule,  
7 maybe there is some benefit either to  
8 employee satisfaction, recruitment or  
9 even just productivity.

10 And so, we did adjust the  
11 policy and made it our permanent  
12 work-from-home policy so it's much more  
13 expansive like I said. It applies to  
14 any type of employee whose jobs can be  
15 done remotely and it allows departments  
16 once we get through sort of the pandemic  
17 to have work from home as a regular part  
18 of an employee's schedule based on the  
19 operation of the department and what  
20 makes sense for both the employee and  
21 the department itself. So we adjusted  
22 very quickly in terms of our policies  
23 and procedures around work from home at  
24 the very beginning of the pandemic.

25 COUNCILMAN DOMB: Right now as

1 we stand here today how many City  
2 employees are working from home and how  
3 many are working in City offices?

4 MS. TIPTON: So we have 5800  
5 employees right now who are working from  
6 home. This is just based on the most  
7 recent timesheet data from the One  
8 Philly. So like I said, that's about  
9 19.4 percent of the entire workforce.  
10 So I would say that the delta has  
11 obviously decreased between the  
12 beginning of the pandemic to now, we  
13 probably have a few more employees who  
14 are working on site than we did at the  
15 very beginning of the pandemic. But I  
16 would say that the vast majority of City  
17 employees were working in roles that  
18 could not be done from home.

19 The bulk of our workforce are  
20 uniform departments. And so, we had a  
21 lot of employees, nearly half of our  
22 workforce when you include uniforms,  
23 streets and sanitation, other sorts of  
24 critical functions that had to be done  
25 onsite because it's not jobs that can be

1 done from home. That was probably  
2 nearly half of our workforce from the  
3 very beginning that were working on  
4 site.

5 I would say that we probably  
6 had initially more employees who were on  
7 excuse time initially until we were able  
8 to sort of catch up with the technology  
9 in getting them the equipment they  
10 needed. So at the beginning of the  
11 pandemic, there were supplies needed for  
12 technology so it took us a little time  
13 to get all of the orders in. But I  
14 would say probably by the fourth or  
15 fifth month we were able to really get  
16 out and provision the technology  
17 necessary to employees who could do the  
18 work from home once they had the  
19 technology to do it.

20 COUNCILMAN DOMB: So right now  
21 we're at about 20 percent roughly of our  
22 workforce is remote currently?

23 MS. TIPTON: Yes.

24 COUNCILMAN DOMB: Do we have  
25 any kind of statistics on the workforce

1 that work from home during the pandemic  
2 in 2020 their productivity versus the  
3 productivity in 2019?

4 MS. TIPTON: I wouldn't say  
5 that we have exact measures on the  
6 productivity. I can provide you with  
7 some anecdotal stories where we did see  
8 improvements in productivity or just the  
9 overall performance. For example, one  
10 of the functions that falls under the  
11 Chief Administrative Officer is our  
12 Office of Administrative review. Part  
13 of that is the Bureau of Administrative  
14 Adjudication, our Tax Review Board, et  
15 cetera. And so, if you're appealing a  
16 parking ticket or you have some other  
17 code violation that needs to be  
18 appealed, after we go through the first  
19 few months of the pandemic in getting  
20 sort of our feet underneath us, we were  
21 able to enable many of those employees  
22 to do some work from home. We still had  
23 to refer those residents that may not  
24 have as much access to online tools or  
25 equipment or Wi-Fi was still able to do

1 some of their hearings in person, so we  
2 enabled sort of a hybrid approach.

3 And I can say that they have  
4 been able to get through an incredible  
5 backlog that they had. Now they're  
6 doing hearings within a week of someone  
7 asking to be heard, which we've never  
8 had that kind of turnaround. Part of it  
9 is also a reduced volume, but part of it  
10 is we've seen that this is a model that  
11 provides a lot more productivity and we  
12 can improve our performance. So we  
13 probably won't go back to the way that  
14 we were doing things based on that. We  
15 can have hearings months after with  
16 folks and get the appeals heard in a  
17 much faster way. That's just one  
18 example I can give you and I'm sure  
19 there's other examples of that across  
20 City government.

21 COUNCILMAN DOMB: Is it  
22 possible that we look at the department  
23 goals of 2019 and what they achieve and  
24 compare them to the department goals of  
25 2020, so you can have a basis to see the

1 performance levels?

2 MS. TIPTON: Yeah, certainly  
3 with the performance measures that are  
4 collected as part of the budget on a  
5 quarterly basis I think we can do that.  
6 So I can follow up with our Budget  
7 Office that really holds all of those  
8 performance measures to see what kind of  
9 information we might be able to provide.

10 COUNCILMAN DOMB: I definitely  
11 think we're going to find areas where  
12 we're way more productive and we should  
13 duplicate what we're doing there in  
14 other areas, so that's the reason for  
15 that.

16 MS. TIPTON: Mm-hmm.

17 COUNCILMAN DOMB: The other  
18 question I have is around cost. Have  
19 you done any analysis as to what  
20 potential costs were for the additional  
21 technology versus what the savings might  
22 be on the real estate side as far as  
23 office space and other expenses?

24 MS. TIPTON: So I can tell you  
25 in terms of technology, we spent about

1 7.6 million on laptops and licensing for  
2 different telecommunication tools that  
3 we're using for security that has to be  
4 enhanced. Now that we're moving to a  
5 more remote workforce, security is  
6 obviously a huge issue and concern so we  
7 did invest in some of our security as  
8 well.

9 In terms of the cost for lease  
10 space, I don't have the exact cost of  
11 that. We can certainly follow up with  
12 more information on what that looks like  
13 for us this fiscal year as opposed to  
14 last fiscal year.

15 COUNCILMAN DOMB: I just think  
16 if we're ever going to get to some more  
17 remote workers than we had before, we  
18 might have some office spaces we can  
19 save money on and that might be helpful.  
20 And also, I don't know if it's possible,  
21 that 7.6 million, let's just say that's  
22 COVID-related technology expenses, maybe  
23 you don't have the estimate, maybe we  
24 find out, is that reimbursable from the  
25 federal government?

1 MS. TIPTON: I don't have the  
2 information on exactly how much of that  
3 was reimbursed or slated to be  
4 reimbursed, but I think much of it is  
5 because it is COVID-related.

6 COUNCILMAN DOMB: All right.  
7 Well, thank you very much. Thanks for  
8 your testimony. Thank you.

9 MS. TIPTON: Thank you.

10 COUNCILMAN HENON: Thank you,  
11 Councilmember. I think your line of  
12 questioning along with other Members who  
13 will be asking questions will be totally  
14 appropriate as well to continue during  
15 the budget process.

16 Chair recognizes Councilmember  
17 Parker who is also the Chair of the  
18 Labor and Civil Service Committee.  
19 Councilmember Parker.

20 COUNCILWOMAN PARKER: Thank  
21 you, Chairman Henon.

22 And good morning, Stephanie.  
23 Stephanie, before I even speak, you  
24 already know where I'm going.

25 MS. TIPTON: Yes.

1                   COUNCILWOMAN PARKER: I just  
2   need to get this on the record. Okay.  
3   I need to clarify on the record that the  
4   bill that I introduced on behalf of our  
5   Council President that was passed by  
6   this Council, Bill No. 200363, it does  
7   not, I want to repeat, it does not in  
8   any way, shape or form preclude people  
9   from applying, applying, for a job if  
10   they haven't lived in the City for a  
11   year. Specifically, the language says  
12   that no person shall be appointed unless  
13   they live here for one year.

14                  In addition to that, I need to  
15   put on the record that there is a  
16   waiver. We have a waiver process that  
17   anyone can get any department head, if  
18   there's some talent that we in the City  
19   are seeking and a person is not in  
20   compliance with that legislation, they  
21   can get a waiver from our Human  
22   Resources Department.

23                  But I do also want to state  
24   this, and the reason why I needed to get  
25   this on the record because I've just

1   gotten, Stephanie, my first complaint  
2   from someone about this issue stating  
3   that the Police Department is not even  
4   allowing people to take the test if they  
5   haven't lived here for a year. And if  
6   that is the case, and I don't know yet,  
7   Stephanie, because we still have to be  
8   in contact with the Police Department to  
9   figure out if that is a policy or an  
10  approach that they have developed, if  
11  they are doing it, it is an  
12  overinterpretation of the law. And so,  
13  we are going to be looking out for this.

14           The one-year residency  
15  requirement was also the law of the land  
16  for 55 years here in Philadelphia. And  
17  so, I really don't even understand why  
18  we can't figure out the waiver process.  
19  That's a little trying for me. There  
20  are people who work for City government  
21  now who were here before 2008 when the  
22  one-year residency requirement was in  
23  place.

24           So, Stephanie, just again I'm  
25  not asking you to respond. I am

1 researching that overprescription of the  
2 law, particularly as it relates to even  
3 allowing people to apply, not even  
4 allowing people to take the test I would  
5 say in the Police Department. And as  
6 soon as I get some concrete information,  
7 I'll make sure that I'm back in touch  
8 with you, Stephanie. But I just wanted  
9 to note that for the record because  
10 Stephanie referenced that in one of her  
11 responses to Councilmember Henon or  
12 either Councilmember Domb's question.

13 Thank you so much,  
14 Mr. Chairman, for the latitude.

15 COUNCILMAN HENON: Thank you,  
16 Councilmember Parker, and thank you for  
17 that clarity because I think it is  
18 important for people to understand what  
19 legislation we actually passed and what  
20 it says when it comes to the general  
21 public and our knowledge. We don't want  
22 misinformation out there because that  
23 can create issues that really is a  
24 problem, so thank you for that.

25 Are there any other Members

1 that have any questions?

2 (No response.)

3 COUNCILMAN HENON: Chair

4 recognizes -- one, we are joined here in

5 today's joint hearing along with

6 Councilmember Oh and he just indicated

7 that he is going to leave and return

8 momentarily. So if he comes back and

9 has any questions, we will certainly be

10 here.

11 I have a couple other

12 questions, if I may. So what steps were

13 taken to ensure that the employees

14 required to work from home had to

15 require technology supports to complete

16 the job and task at hand? And what were

17 the costs associated with that? I

18 missed that. Was that one of the

19 questions earlier in today's hearing?

20 MS. TIPTON: Yeah, that's okay.

21 So we spent about 7.6 million on the

22 provisioning of technology,

23 telecommunication tools, so different

24 licenses for things like Teams or Webex

25 and Zoom as well as some of our

1 bolstered security that we needed to put  
2 into place to enable more employees to  
3 take technology home.

4           In terms of the steps that we  
5 took, so at the very beginning of the  
6 pandemic we actually met with most of  
7 our large operating departments to talk  
8 through what services were necessary,  
9 for a lack of a better term, bringing  
10 back online. So if there were things  
11 that -- at the beginning of the pandemic  
12 we did a very pretty significant  
13 stepdown of pretty much everything  
14 except the things that were completely  
15 essential and critical.

16           After probably about two or  
17 three weeks, we realized we had to sort  
18 of transition probably more things, more  
19 things that had to be sort of brought  
20 back online because we were going to be  
21 in sort of this position for quite some  
22 time. So we actually met with every  
23 department. We had members from my team  
24 as part of those calls, so OIT,  
25 Procurement, Public Property, Labor, HR.

1 We met with each department individually  
2 to talk about what their needs were.

3 And so, departments were able  
4 to talk through the requests they had  
5 made for technology, who was still  
6 needing technology, any other sort of  
7 ways that we could help them automate or  
8 digitize certain processes to enable  
9 work that maybe traditionally had to be  
10 done on site doing it at home. So we  
11 did sort of that assessment with all of  
12 those departments. And I would say  
13 after those, we were able to provide a  
14 lot of the employees with the requisite  
15 technology that they needed.

16 We then also probably a few  
17 months into the pandemic when we were  
18 starting to reopen a little bit more, we  
19 had additional meetings with departments  
20 to talk with them more about if you are  
21 going to bring some employees back on  
22 site, safety protocols, what do you need  
23 for your space, et cetera, and then also  
24 reassess some of the technology that  
25 they were still needing and also talking

1 through other things that they might  
2 need to purchase, some PPE to cleaning  
3 supplies, et cetera.

4 And so, I would say that we  
5 have like a very robust way in which we  
6 were meeting individually with  
7 departments to understand their needs  
8 and identify where, A, there were still  
9 some gaps in terms of the technology and  
10 then also any other sort of process  
11 things that we could help them change or  
12 support those changes that would enable  
13 some more work to be done from home than  
14 done on site.

15 COUNCILMAN HENON: Okay. Thank  
16 you. And before I recognize another  
17 Councilmember, just a couple of  
18 follow-up questions on my end. It was  
19 discussed earlier in the hearing. So  
20 you had mentioned roughly 20 percent of  
21 our workforce is working remotely with  
22 the tools necessary which I'm glad to  
23 hear, which means roughly 80 or 75  
24 percent are working either out in the  
25 field or touchdowning in some office

1 space somewhere.

2 MS. TIPTON: Yes.

3 COUNCILMAN HENON: I asked  
4 Public Property as Chair of Public  
5 Property for nearly 10 years now every  
6 budget hearing, as Public Property, what  
7 does the City own, what do we lease,  
8 what are those costs, what is the square  
9 footage of our buildings and/or lease  
10 space, how many employees are in that  
11 space, what is storage space, are they  
12 part-time, are they out in the field.

13 So I think in lieu of not  
14 getting a very comprehensive asset  
15 evaluation in the past years, it's more  
16 fitting to have this conversation now  
17 during this budget hearing than ever  
18 before, and it's not just because of  
19 COVID. COVID just made us recognize  
20 certain things and how we operate and  
21 what can we do to help support our  
22 employees full-time and part-time for  
23 better services. So I'm going to be  
24 asking those questions again as always  
25 every year.

1                   And I think Councilmember Domb  
2    had asked -- and if you don't know the  
3    answer, we'll get it prior to the  
4    budget -- if 80 percent or 75 percent of  
5    our workforce, that's roughly 23,000 and  
6    some change of employees full-time or  
7    part-time, what amount of space are they  
8    working in, in all of our buildings and  
9    are our buildings fully operating to  
10   accommodate them safely?

11                  If you know the answer to that,  
12   that's great. If you don't, you can  
13   provide it to the Chair and I will make  
14   sure it gets out.

15                  MS. TIPTON: Sure. I can  
16   follow up with Public Property on that.  
17   I will say that we will be meeting with  
18   the departments that have the highest  
19   number of employees who are working from  
20   home, similar to what we did at the  
21   beginning of the pandemic to talk  
22   through sort of their needs, what their  
23   new normal, if you will, is going to  
24   look like. And that's both in terms of  
25   technology, the scheduling of employees

1 and also space.

2           So for departments that might  
3 have a lot of employees still working  
4 from home and may want to continue to  
5 have some portion of their employees  
6 working from home, what does that mean  
7 for your space. Do you need all of this  
8 space. Do you just need hotel space, et  
9 cetera, touchdown space, if you will.  
10 So those are going to be part of the  
11 discussions that we're going to have  
12 with those departments specifically,  
13 because I think those are the right  
14 questions to ask.

15           The vast majority of employees  
16 are working on site, but there are 20  
17 percent of our employees who are still  
18 working from home and will probably  
19 continue to do so in some way even once  
20 we get through the pandemic itself.

21           COUNCILMAN HENON: And that  
22 will be great. If you could also add to  
23 that as you do your due diligence, which  
24 I know you will and you have, those who  
25 are working out in the field such as DHS

1 workers and those who are visiting homes  
2 who put themselves in danger during the  
3 pandemic, do they have the tools and  
4 technology to constantly communicate so  
5 they can assess children in potentially  
6 dangerous or complaint-driven  
7 situations, making house calls for  
8 whatever reason they do, but they're  
9 doing a lot of hard work and they're  
10 putting themselves at health risk at  
11 times, but taking the health risk out,  
12 they still need the tools to do their  
13 job as we move forward.

14 MS. TIPTON: Right.

15 COUNCILMAN HENON: Chair  
16 recognizes Councilmember Domb.

17 COUNCILMAN DOMB: Thank you,  
18 Mr. Chair.

19 I just have a comment. I'm  
20 listening to the hearing today and I'm  
21 thinking to myself that it is so  
22 important for cities like Philadelphia  
23 and other cities with this remote  
24 working situation to understand their  
25 future, and the future mainly now is

1 going to be the quality of life in the  
2 City and the lifestyle of the City  
3 because people now have choices, and  
4 people don't have to work in cities or  
5 go to work in cities, they can work  
6 remotely.

7 Just as a general comment it's  
8 very important for us as a City to  
9 understand that we need to be very  
10 competitive across the board, whether  
11 it's in lifestyle, taxation policies. I  
12 introduced three bills last week. One  
13 was around wage tax reduction. And  
14 overall, when you think about the  
15 homicide rate in the City and the crime,  
16 this all connects and it's really  
17 important for us all to work together  
18 because we need to be really strong.

19 And I'm just mentioning this  
20 because over the weekend I had four or  
21 five people who I know who live in New  
22 York City tell me they're leaving,  
23 telling me they're not coming back,  
24 telling me how many companies are  
25 leaving, so that all affects all of us.

1 So I want to make sure that we are  
2 really focused on quality-of-life  
3 lifestyle, economic benefits for our  
4 residents to make sure they come back.

5 So I just wanted to make that  
6 statement, Mr. Chair. And I know we're  
7 all focused on it, but everything we do  
8 as a City right now is very important  
9 for us to be more competitive. Thank  
10 you.

11 COUNCILMAN HENON: Thank you,  
12 Councilmember, and I agree. We went  
13 through unprecedented times, but times  
14 that we can plan smartly for the future.

15 My last question and then we'll  
16 move on to our next panel, do you have  
17 the demographics of the employees  
18 working at home remotely?

19 MS. TIPTON: I do. If you want  
20 me to share with the Chair following the  
21 hearing, but we do have the demographics  
22 based on the most recent time card data.  
23 So about almost 50 percent or 49 percent  
24 are Black and African-American employees  
25 and 36 percent are White and then the

1 remaining are sort of divided among  
2 Asian is the next category and then  
3 Hispanic or Latino, but I can provide  
4 all the data if that's helpful to the  
5 Chair.

6 COUNCILMAN HENON: Okay.  
7 Great. When Councilmembers and our  
8 Committees debrief, we'll do some  
9 follow-up on indepth questions for data.  
10 So thank you for having that available,  
11 and ready for the Members and the  
12 viewers.

13 MS. TIPTON: Sure.

14 COUNCILMAN HENON: Are there  
15 any other members of the Committee that  
16 have any questions for Stephanie?

17 (No response.)

18 COUNCILMAN HENON: I want to  
19 thank you for being prepared for today's  
20 hearing and thank you for attending.  
21 That's all we have for our Committee for  
22 you. If you can stand by, we would  
23 appreciate it. But again, thank you so  
24 much for your time.

25 MS. TIPTON: Sure.

1                   COUNCILMAN HENON: Clerk, would  
2 you please read our next panelist.

3                   THE CLERK: April Gidgetts,  
4 Janay Hawthorne, Lena Hughey and David  
5 Harris.

6                   COUNCILMAN HENON: Good  
7 morning. Thank you for your patience.  
8 April, welcome. You may state your name  
9 for the record and proceed with your  
10 testimony.

11                  MS. GIDGETTS: Thank you. My  
12 name is April Gidgetts. Good morning,  
13 Chairs Henon and Parker and members of  
14 the Committees. Again, my name is April  
15 Gidgetts. I am President of AFSCME Local  
16 2187 District Council 47. My local  
17 represents the nonsupervisory  
18 administrative professionals and  
19 technical employees of the City. Thank  
20 you for the opportunity to provide  
21 testimony today concerning Resolution  
22 200521.

23                  Alternative work schedules  
24 including remote work has long been an  
25 area of interest for the members of

1 Local 2187. And for multiple collective  
2 bargaining agreements, we have obtained  
3 agreements with the City to develop a  
4 process to address various alternative  
5 work schedules on behalf of our members.

6           Unfortunately, the City was  
7 very slow in addressing these issues  
8 delegating the discussions to each  
9 individual department. The pandemic  
10 forced both the private and public  
11 sector to be creative concerning work  
12 schedules. Local 2187 was able to  
13 negotiate many variant schedules that  
14 accommodated both departmental  
15 operational needs and the health and  
16 safety of my members. The schedules  
17 varied depending on the work members  
18 performed, but mainly included working  
19 from home, rotational schedules which  
20 involved one week on and one week off  
21 mainly because of the inability of the  
22 department to provide the infrastructure  
23 and equipment needed to work from home,  
24 hybrid schedules consisting of a couple  
25 of days in the office and a couple of

1 days working from home and having some  
2 members who work in the field work from  
3 their cars so they didn't have to report  
4 to District offices where social  
5 distancing cannot be achieved.

6 To be sure, accomplishing this  
7 was not always easy. Each department  
8 had the autonomy to decide their own  
9 situations. Some Commissioners or  
10 Department heads were flexible even when  
11 the challenges required laptops when  
12 demand was high. Without a city-wide  
13 policy on working from home and how that  
14 is determined, negotiating was daunting,  
15 especially when some Commissioners were  
16 not cooperative. Prisons as an example  
17 still to this day will not allow members  
18 who primarily do administrative work to  
19 work from home.

20 The feedback that I have  
21 received has been positive and the  
22 overall alternative work programs has  
23 been successful. To date I have not  
24 received any reports of poor work  
25 performance or any discipline concerning

1 work performance. We now know these  
2 types of alternative work schedules can  
3 work for City employees. The City has  
4 continued to function and services  
5 continue to be offered to the residents  
6 of Philadelphia.

7           This successful flexibility and  
8 methods of working makes the City  
9 competitive and attractive to private  
10 sector workers and enhances the  
11 recruitment of prospective employee  
12 candidates. These schedules were  
13 certainly a relief to my members that  
14 have a concern about their safety. It  
15 was beneficial when child care became an  
16 issue when the School District went  
17 virtual.

18           Honestly, this has been a win  
19 for the City, for our members and for  
20 those whom Philadelphia provide  
21 services. I would request that AFSCME  
22 District Council 47 and Local 2187 be  
23 included in any assessment of the impact  
24 of remote work during the COVID-19  
25 pandemic and any action plan that would

1 be developed to guide future remote  
2 work. Thank you for the opportunity to  
3 provide testimony today and I will be  
4 happy to answer any questions the  
5 Committees may have. Thank you.

6 THE CLERK: Janay Hawthorne.

7 MS. HAWTHORNE: Good morning.

8 My name is Janay Hawthorne. I would  
9 like to say good morning to Chairs Henon  
10 and Parker, members of the Committee as  
11 well as all other parties here today.  
12 Like I said before, my name is Janay  
13 Hawthorne and I'm a member of AFSCME  
14 D.C. 47 Local 2187 working as a  
15 behavioral health program management  
16 analyst within DBHIDS.

17 I'm here today to provide  
18 testimony concerning Resolution 200521  
19 and my experience working remotely since  
20 the onset of the COVID-19 pandemic. As  
21 we all know, COVID-19 upended life as we  
22 knew it. As a current John Hopkins  
23 public health doctoral student, I knew  
24 that a two-week shutdown was  
25 unrealistic. Despite all of the loss

1 that everyone has experienced because of  
2 this nondiscriminatory virus, there was  
3 one significant positive outcome for a  
4 good amount of City workers in this last  
5 year, working from home.

6 I know that I had not had a  
7 sufficient break from the hustle and  
8 bustle of what people may call adulding  
9 since my daughter's birth in 2009. With  
10 all of the activities that my family is  
11 involved in, my daughter plays soccer  
12 competitively, my husband and I coach  
13 Philadelphia youth as well as being  
14 members on community organization  
15 boards, working from home has enabled me  
16 to have a better work life balance, less  
17 commute stress and increased  
18 productivity and performance.

19 I can also genuinely state that  
20 most of the members within my work unit  
21 have expressed a preference to  
22 continuing to work from home, especially  
23 those with pre-existing health  
24 conditions with the option of coming  
25 into the office if required or desired.

1 Besides my personal experiences within  
2 the last year, it has been expressed in  
3 testimonies within other localities  
4 throughout the country, that  
5 work-from-home policies also improve  
6 inclusivity as cities aim to recruit  
7 more workers.

8               This means that adopting a  
9 work-from-home approach allows  
10 individuals with specific disabilities  
11 to fill the numerous position openings  
12 throughout the City, as a traditional  
13 work model prevents them from coming  
14 into a brick-and-mortar worksite.

15               I would ask that whatever is  
16 decided that it includes solutions that  
17 reduce the risk of burnout for workers  
18 and workplace disconnect as well as  
19 providing options to help subsidize the  
20 cost for increased use of personal  
21 Internet connections.

22               To conclude, although the  
23 pandemic was the catalyst for remote  
24 work worldwide, it's not the only reason  
25 to work from home. The benefits of

1 working from home have had a positive  
2 impact that is sure to become the best  
3 path forward. As Philadelphia is a  
4 leader in my rights when it comes to  
5 initiatives implemented, especially  
6 within DBHIDS, this resolution's focus  
7 is another means of moving towards the  
8 future of a happier, healthier and  
9 efficient workplace. Thank you for your  
10 time and consideration.

11 THE CLERK: Lena Hughey.

12 MS. HUGHEY: Good morning. I'm  
13 Lena Hughey. Without leaving anyone  
14 out, I'm saying good morning to all.  
15 It's an honor to be able to testify this  
16 morning and for me to share my  
17 experience with working from home.  
18 Since working from home and being a  
19 mother of three small children, ones who  
20 so happen to be a toddler, their ages  
21 range from 3 years old, 8 years old and  
22 12 years old. This has allowed me the  
23 flexibility not only to work but also to  
24 be able to teach and assist my children  
25 on a daily basis. Working from home has

1 also reduced stress and has also allowed  
2 for me to care for my parent who I am  
3 now a caregiver for as well  
4 (inaudible) -- can you hear me? I'm  
5 sorry. I think I'm having audio issues.

6 COUNCILWOMAN PARKER: You went  
7 out for a second, but we can hear you.

8 MS. HUGHEY: (Inaudible).

9 COUNCILWOMAN PARKER: Now, we  
10 can't hear you.

11 COUNCILMAN HENON: Lena?

12 (No response.)

13 COUNCILMAN HENON: Lena, what  
14 we're going to do -- Clerk, could you  
15 ask David our next panelist to speak.  
16 And then when Lena comes back and joins  
17 us, she'll be up for her testimony.

18 THE CLERK: Okay. David  
19 Harris.

20 MR. HARRIS: Good morning,  
21 everyone. My name is David Harris. I  
22 work out of the Philadelphia Water  
23 Department as service rep. And I want  
24 to be clear, I was listening to  
25 everybody testify and that made me

1 realize even more the importance of just  
2 saying thank you for the opportunity to  
3 be included. You know, often times  
4 decisions are made and maybe management  
5 is included, but a lot of the  
6 rank-and-file isn't. So I just want to  
7 say thank you and I'm grateful for this  
8 opportunity to participate.

9 Now, with regard to working  
10 from home, this pandemic hit the country  
11 like a bomb and no one could have  
12 prepared for it and there are so many  
13 additional benefits that come from  
14 working from home. As someone with an  
15 elderly parent whom requires care, the  
16 versatility of being able to take them  
17 to doctors' appointments, be there when  
18 they need you as well as continue to get  
19 the work done.

20 We have situations where if  
21 there's a computer problem or an issue  
22 of any kind, we can reach out to IT.  
23 They immediately respond. They  
24 immediately assist us with what needs to  
25 be done. We don't deal in our unit

1 specifically face-to-face with the  
2 public, which means there's really not a  
3 necessity for us to be in the office.  
4 If the work is being completed and  
5 completed in a timely fashion, then  
6 working from home is a benefit. Not  
7 just to the staff, but to the City as  
8 well because all success should be  
9 circular.

10 If everyone in the relationship  
11 benefits, then the relationship is a  
12 beneficial relationship. Our customers  
13 are still getting the service that they  
14 need. They're still able to reach us  
15 when they need be. We're safe. We're  
16 home. We're in a comfortable  
17 environment, which makes performance  
18 even better.

19 It's also important that we're  
20 essential in our department so we have  
21 to work regardless. So because of that,  
22 being home and being safe, there's a  
23 health reduction on our part. We're not  
24 exposed. And again, I reiterate we're  
25 always able to assist our residents in

1 the City which is the most important  
2 thing.

3 As far as management, and I can  
4 speak specifically, as far as with our  
5 supervisors, whenever there's an issue  
6 with a customer and I need to reach out  
7 to a supervisor, when we're in the  
8 office you call in a queue. We're  
9 calling our supervisors directly now and  
10 our supervisors are responding. We're  
11 giving the customers everything they  
12 need.

13 Even if we come in and the  
14 numbers may be extremely high, by the  
15 end of the day we're able to get  
16 everything done because the people are  
17 working in a more comfortable  
18 environment and they feel safer, again  
19 which gives them the opportunity to  
20 perform at a higher clip. And I  
21 understand that there's budget issues  
22 and things of that nature that come into  
23 play. But collectively as a City, the  
24 City can be more successful when the  
25 workers are more comfortable and the

1 workers feel safer. And I think again  
2 specifically in our unit, the work has  
3 been done, has been completed directly.  
4 The supervisors are given the best  
5 information we need to relate to the  
6 customers. And I think all in all while  
7 there are some challenges, collectively  
8 working from home is an extreme benefit,  
9 not just from us but for our residents  
10 as well. So thank you for the  
11 opportunity.

12 COUNCILMAN HENON: Thank you,  
13 David.

14 MR. HARRIS: All right.

15 COUNCILMAN HENON: I think Lena  
16 has joined us again. Lena, are you  
17 there?

18 MS. HUGHEY: I am and I do  
19 apologize for that.

20 COUNCILMAN HENON: All good.  
21 No worries. You may proceed again with  
22 your testimony.

23 MS. HUGHEY: Thank you so  
24 kindly. As my colleague stated, I am an  
25 employee with the Philadelphia Water

1 Department. And working from home has  
2 definitely served me and my family very  
3 well. Of course, with this novel  
4 coronavirus, no one was prepared for  
5 this at all. And I find that it  
6 provided me a better work life balance  
7 in the sense of as I stated before I  
8 went out, I am the mother of three  
9 children, school-aged children at that.  
10 No one was prepared -- at least I was  
11 not -- to become a teacher, to become a  
12 day care provider and to become a middle  
13 school teacher as well and also working  
14 a full-time job.

15 I'm an essential employee with  
16 the Water Department so I never stopped  
17 working since the virus. My husband is  
18 also an essential employee and he has to  
19 be in the field, so I was left alone to  
20 man the fortress at home. The  
21 responsibility, the bar was raised when  
22 it came to being a teacher for the  
23 children. There were no ifs, ands or  
24 buts about it. School had to continue  
25 on as well as work. So this allowed for

1 me to be able to be very productive in  
2 scheduling my work as far as making sure  
3 that the children understood what they  
4 needed to do and provided them with the  
5 tools that they needed.

6           Working from home in our  
7 department, we were able to get the  
8 tools that we needed. If there were any  
9 issues or concerns in terms of IT, they  
10 were phenomenal. Any questions or  
11 concerns we emailed our supervisor, mine  
12 which is Mrs. Ali, and she would forward  
13 that to our IT team who responded very  
14 quickly and precisely.

15           I find that also not being able  
16 to not commute every day is a definite  
17 asset. Again, my children attend school  
18 and day care in the Center City area  
19 where I work and it has saved hours of  
20 commuting, it has saved money on gas and  
21 also stress. Commuting as a downside is  
22 wasted time. So working at home has  
23 allowed for me -- it's a benefit because  
24 it has also allowed for me to dive into  
25 work and I don't have to worry about

1 spending that money. And utilizing now  
2 that money in terms of not spending the  
3 money on commuting or day care, we have  
4 been able to put that money in an  
5 account for our children for college.  
6 So all the money that we would normally  
7 spend on child care, aftercare and  
8 commute along with lunch and wardrobe,  
9 we have now created three separate  
10 accounts for our children for their  
11 college fund, so that has definitely  
12 been an asset.

13 I am unfortunately an  
14 individual that has multiple underlying  
15 issues, so with this virus I had to be  
16 extra, extra careful. So being at home  
17 and also continuing to be a great asset  
18 to my department has definitely been a  
19 win-win. I am able to be very  
20 productive. It's important for me to  
21 see our deadlines through. And the  
22 bottom line is to get the job done. So  
23 working from home has not only allowed  
24 for me to have a greater loyalty I  
25 should say to the City of Philadelphia,

1 my department, but it has also helped me  
2 with my self-esteem and being proud of  
3 being in that department. Because with  
4 all departments in the City of  
5 Philadelphia, there are some politics.  
6 Of course, there's chatter. So working  
7 from home allows for me to be working  
8 independently and not having to be  
9 face-to-face, but it has also developed  
10 a greater line of communication with my  
11 supervisor and also with my management  
12 team. And I don't think I would have  
13 had that opportunity if we didn't have  
14 this novel fluid virus that's going on.

15 Also, I'm very interested and  
16 have always been concerned about global  
17 warming. Since we've been home,  
18 pollution has been reduced. We don't  
19 have to worry about the traffic and so  
20 forth, and that has been a definite  
21 win-win for the City as well. And I did  
22 make mention that I am taking care of my  
23 parent. I have a mother who is in her  
24 90s now. She's still able to live alone  
25 and just the work stress balance has

1 also been reduced because now by me  
2 being home, I don't have to, so to  
3 speak, really worry about what's going  
4 on with my parent while I'm at work. I  
5 am now able to definitely make sure that  
6 her needs are being met as well and that  
7 my work has not suffered by me doing so.  
8 I thank you so much for this opportunity  
9 to give my testimony this morning, if  
10 you have any questions.

11 COUNCILMAN HENON: Thank you  
12 for your testimony. If you can hang on  
13 the line, we would all appreciate it.

14 Clerk, would you please read  
15 our last panel.

16 THE CLERK: Councilman, do you  
17 want me to add Anne to this panel or do  
18 you want me to have her be the third  
19 panel.

20 COUNCILMAN HENON: If Anne is  
21 on the call, we would love for her to be  
22 a panelist.

23 THE CLERK: Okay. So Anne  
24 Gemmell.

25 MS. GEMMELL: Hi, Council,

1 Councilman Henon and Councilwoman  
2 Parker. Thanks for calling this hearing  
3 about remote work. I submitted written  
4 testimony, but I'll keep it really short  
5 because I think we heard from voices  
6 from the City workforce that really echo  
7 some of the points that I've made.

8           Again, my name is Anne Gemmell.  
9 I used to work for the Office of  
10 Workforce Development under the Kenney  
11 Administration, but recently founded  
12 Future Works Alliance Philadelphia,  
13 which is a nonprofit that is working to  
14 strengthen our talent pool and do more  
15 long-term collective equity-driven  
16 scenario planning for the future work.

17           We all know what has happened  
18 with the pandemic. Remote work is here  
19 to stay in some form or another.  
20 However, I think the point I want to  
21 make for my testimony is that it really  
22 will vary quite widely from industry to  
23 industry, from company to company and  
24 from region to region how much of a  
25 percentage of each workforce will go

1 fully remote, will be fully back in the  
2 office or some mix of what was being  
3 called hybrid in different circles.

4           And so, we don't know. And  
5 that's very typical of the future of  
6 work, is that really strategic planning  
7 is by and large a dead art. Now,  
8 leaders of the public and private sector  
9 need to become comfortable with  
10 perpetual change because digital  
11 transformation is accelerating and it  
12 will affect all the ways that we live  
13 and work. So this perpetual changed  
14 environment that all of us have  
15 experienced in the pandemic is actually  
16 the new normal and leaders need to  
17 become more comfortable with constantly  
18 collecting data from trusted sources in  
19 the private sector.

20           I would hope that the Commerce  
21 Department and the Revenue Department  
22 and City Council, for instance, are  
23 teaming up to survey our major employers  
24 and find out exactly what is going to be  
25 their policy so that we can have a

1 talent pool and a market that is  
2 somewhat consistent and understand where  
3 the trends are going regionally. This  
4 has impact on our City revenues. It has  
5 impact on how many people are riding  
6 SEPTA. It has impact on our sales tax,  
7 foot traffic in Center City, the list  
8 goes on. So constantly bringing in new  
9 information, setting up trusted  
10 pipelines of data, trusted pipelines of  
11 information to inform this. And the  
12 City of Philadelphia as an employer is  
13 no different.

14 Most companies right now are  
15 busy serving their employers to find out  
16 how is their well-being, how is it  
17 working, what are their needs in a  
18 work-from-home environment and what is  
19 their preference. With that said,  
20 employee preference is really just one  
21 factor, that all enterprises are going  
22 to take into account. Ultimately it  
23 rests on two factors -- can you hear me?  
24 Can you all hear me?

25 COUNCILMAN HENON: Yes, Anne,

1 we can hear you.

2 MS. GEMMELL: Okay. The  
3 decision to decide what percentage of  
4 your workforce will be remote work and  
5 how many days of the week, that decision  
6 needs to be made department by  
7 department based on three different  
8 factors in my view, productivity and  
9 performance management -- sorry, there's  
10 a parrot in the background -- equity and  
11 talent attraction, so all occupations  
12 are not the same. Some occupations are  
13 in higher demand than others. But the  
14 biggest factor really is productivity.

15 We heard from some great  
16 workers that obviously have good  
17 situations. This is working well for  
18 them. But the question really has to be  
19 from a taxpayer perspective what is  
20 happening to productivity as the  
21 workforce shifts to remote work. So  
22 given the Office of Performance  
23 Management was eliminated not too long  
24 ago, exactly what are the productivity  
25 measures department by department. In

1 my experience inside of City government,  
2 I worked in three different environments  
3 over the course of four years. It  
4 varies very widely how performance is  
5 managed.

6 My most recent position, I  
7 wrote my own performance management  
8 review which didn't feel very authentic.  
9 So exactly how is performance being  
10 managed, that's how we will know what is  
11 happening in productivity, and that's  
12 how we will really know if remote work  
13 is working.

14 So employee preference is  
15 certainly one thing and a really  
16 important thing. The well-being, you  
17 know, long-term of workers ultimately  
18 affects the service we give to citizens.  
19 But the overall thing really is  
20 productivity, talent management and  
21 equity. So real quick, one of the  
22 things that I feel the City needs is an  
23 overarching talent strategy, and remote  
24 work department by department should be  
25 a part of an overarching talent

1 strategy.

2           Every company as we enter in  
3 this age known as the future of work of  
4 rapid technological change knows that  
5 people are the most important thing, the  
6 talent that you have and the skills that  
7 make us uniquely human are the highest  
8 value skills. And so, if your employees  
9 prefer working from home and that's  
10 going to retain top talent, that  
11 certainly is a bigger factor.

12           So in closing, I think the  
13 biggest thing is that we really need  
14 data on a regular basis from departments  
15 about how they're attracting and  
16 retaining talent, how is work from home  
17 affecting equity. Many departments,  
18 let's be honest, are stuck in a culture  
19 of it's who you know to get promotions,  
20 it's who you know about plum assignments  
21 instead of pure performance. And so, if  
22 we do authentically start to manage our  
23 workforce with more departments in a  
24 more highly professional way where you  
25 do have purely performance-based

1 assessments of how the department is  
2 doing, how the units are doing, we can  
3 really move into the modern era and a  
4 way from a culture of favoritism and who  
5 you know. That's an anti-equity  
6 culture.

7           And so, those three things are  
8 really my main points to make here  
9 today. And also, echoing what  
10 Councilman Domb said about Philadelphia,  
11 I couldn't agree more. One of the  
12 collective strategic collaborations that  
13 the Future Works Alliance will be doing  
14 in the next month or so is developing a  
15 branding strategy for Philadelphia to  
16 attract and retain, to retain our  
17 skilled independent contractors, the  
18 people who can work from anywhere and to  
19 attract more people who are tired of  
20 paying New York City and Washington,  
21 D.C. rents.

22           Philly is a great place for  
23 them. We have a lot to offer to a  
24 work-from-home worker with our City of  
25 neighborhoods and pedestrian culture,

1 parks, et cetera. The list goes on.  
2 I'm a big fan of the City as many of you  
3 know. So to echo that, I agree it is  
4 all about quality of life.

5 And the wage tax and the tax  
6 climate for independent contractors and  
7 other employees who can work for  
8 employers anywhere is a real detriment.  
9 We need to address that. We need to  
10 modernize and really think about  
11 building our tax base for a  
12 work-from-anywhere future of workers.  
13 I'm happy to hang on and take any  
14 questions. Thanks for the opportunity.  
15 It's good to "see all of you."

16 COUNCILMAN HENON: Well, thank  
17 you for your testimony.

18 Clerk, do we have any other  
19 panelists on this last panel?

20 THE CLERK: No, that is it.

21 COUNCILMAN HENON: Okay. Thank  
22 you. Before I open it up for any  
23 questions of the Committee and/or if  
24 there is anyone else that has joined  
25 this public joint hearing today, if they

1 still wish to have any kind of public  
2 comment or testify, I want to thank this  
3 panel, especially the employees.

4 And, April, I know you have  
5 been representing members for a long  
6 time, and just know a few things that  
7 you had mentioned about being included  
8 on a comprehensive plan and study is I  
9 think critical, especially when it comes  
10 to negotiating with the City, D.C. 47  
11 and I know D.C. 33 will be in a similar  
12 situation. So I think there's a lot to  
13 discuss at the bargaining table as you  
14 move forward and as we move forward with  
15 the City and our essential employees in  
16 having the tools that we can utilize  
17 safely, but people need to be included.

18 Listening to members of 47 and  
19 33 here and Gemmell, it reminds me of --  
20 I introduced a bill last session and  
21 then we were hit with COVID so I had  
22 already introduced it, Paid Family  
23 Leave. But it reminds me of this talent  
24 that Allan Domb and others have been  
25 talking about when it comes to retention

1 and when it comes to having a balance,  
2 taking care of loved ones, taking care  
3 of their family while still producing  
4 for the City and having the tools to do  
5 so.

6 And I think everybody's right,  
7 it is not a one-size-fits-all kind of  
8 new normal when we're trying to figure  
9 out what the new normal is. So if  
10 everybody's included, if the City can  
11 conduct a comprehensive plan and start  
12 having these conversations sooner than  
13 later, then we will be inclusive. We'll  
14 speak with members. We'll speak with  
15 labor representatives. We'll speak with  
16 nonprofits and the private sector to  
17 address some of these issues that's  
18 being brought up today and many more  
19 issues that we'll have to dig deep even.  
20 So I think this is very informative.

21 I think the question is can we  
22 shift to work remote, how much can we  
23 shift and what will it look like, will  
24 it be dependent upon how included we are  
25 in a comprehensive study.

1 I don't have any -- I guess  
2 that's more of a statement than any  
3 question. Any members of the Committees  
4 wish to have any parting comments or  
5 questions before we conclude?

6 (No response.)

7 COUNCILMAN HENON: Anybody else  
8 here who has not been recognized in  
9 today's hearing wish to be recognized?

10 (No response.)

11 COUNCILMAN HENON: All right.  
12 With that, I want to thank again all my  
13 members of the Committees in today's  
14 hearing. I want to thank all of you,  
15 all the panelists and the City for being  
16 prepared and being here.

17 This will conclude the joint  
18 hearing of Labor and Civil Service and  
19 Public Property and Public Works.  
20 Resolution 200521 will be held at the  
21 call of the Chair and will reconvene at  
22 a further date. So I want to thank you  
23 all for your attendance today and have a  
24 blessed and safe day. Thank you.

25 COUNCILWOMAN PARKER: Thank

1     you, Mr. Chairman.

2                     (Joint Committees on Public  
3     Property and Public Works and Labor and  
4     Civil Service concluded at 11:25 a.m.)

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C E R T I F I C A T I O N

I, hereby certify that the  
proceedings and evidence noted are contained  
fully and accurately in the stenographic  
notes taken by me in the foregoing matter,  
and this is a correct transcript of the  
same.

\_\_\_\_\_  
TANEHA C. CARROLL  
Court Reporter - Notary Public

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