

4/20/2022

COUNCIL OF THE CITY OF PHILADELPHIA

COMMITTEE OF THE WHOLE

Remote location using Microsoft® Teams
Wednesday, April 20, 2022
10:00 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE, CHAIR
COUNCILWOMAN CHERELLE L. PARKER, VICE-CHAIR
COUNCILWOMAN CINDY BASS
COUNCILWOMAN KENDRA BROOKS
COUNCILMAN ALLAN DOMB
COUNCILWOMAN JAMIE GAUTHIER
COUNCILWOMAN KATHERINE GILMORE RICHARDSON
COUNCILMAN DEREK S. GREEN
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILMAN MARK SQUILLA
COUNCILMAN ISAIAH THOMAS

BILLS: 220240, 220284, 220285, 220286, 220287,
220288

RESOLUTION: 220300

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1

- - -

2

COUNCIL PRESIDENT CLARKE: Good

3

morning. We're going to get started,

4

and thank you all for being here.

5

Before we begin the public

6

hearing, I'll make the following

7

announcement: Due to the continuing

8

threat to public health from COVID-19,

9

City Council Committees are currently

10

meeting remotely. We are using

11

Microsoft Teams to make these remote

12

hearings possible.

13

Instructions for how the public

14

may view and offer public testimony of

15

public hearings of Council Committees

16

are included in the public hearing

17

notices that are published in the Daily

18

News, the Inquirer and the Legal

19

Intelligencer prior to the hearing and

20

can also be found on PHLCouncil.com. I

21

now note that the hour has come.

22

Mr. McDermott, will you please

23

call the roll to take attendance. And

24

Members that are in attendance, say a

25

couple of words to make sure that your

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1 image is displayed on the screen.

2 Mr. McDermott, please call the roll.

3 THE CLERK: Councilmember Bass.

4 COUNCILWOMAN BASS: Good

5 morning, Mr. President and colleagues.

6 (Background interruption.)

7 COUNCIL PRESIDENT CLARKE: Hold

8 on. Somebody needs to mute.

9 (Background interruption.)

10 COUNCIL PRESIDENT CLARKE:

11 There we go. Okay. Thank you.

12 THE CLERK: Councilmember

13 Brooks.

14 COUNCILWOMAN BROOKS: Good

15 morning, Council President and

16 colleagues. I'm present.

17 COUNCIL PRESIDENT CLARKE: Good

18 morning.

19 THE CLERK: Councilmember Domb.

20 COUNCILMAN DOMB: Good morning,

21 Council President and colleagues. And

22 good morning, Philadelphia.

23 COUNCIL PRESIDENT CLARKE: Good

24 morning.

25 THE CLERK: Councilmember

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1 Gauthier.

2 COUNCILWOMAN GAUTHIER: Good

3 morning, Council President, colleagues

4 and Philadelphia. Present.

5 COUNCIL PRESIDENT CLARKE: Good

6 morning.

7 THE CLERK: Councilmember

8 Gilmore Richardson.

9 COUNCILWOMAN GILMORE

10 RICHARDSON: Good morning, Council

11 President. Good morning, colleagues.

12 And good morning, Philadelphia. I am

13 present.

14 COUNCIL PRESIDENT CLARKE: Good

15 morning.

16 THE CLERK: Councilmember

17 Green.

18 COUNCILMAN GREEN: Good

19 morning, Council President. Good

20 morning, colleagues. Good morning to

21 all the attendees and to the viewing

22 public. I am present.

23 COUNCIL PRESIDENT CLARKE: Good

24 morning.

25 THE CLERK: Councilmember Gym.

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1 (No response.)

2 THE CLERK: Councilmember

3 Johnson.

4 (No response.)

5 THE CLERK: Councilmember

6 Jones.

7 COUNCILMAN JONES: Good

8 morning, Mr. President. Good morning,

9 colleagues. Good morning, Philadelphia.

10 I am present.

11 COUNCIL PRESIDENT CLARKE: Good

12 morning.

13 THE CLERK: Councilmember

14 O'Neill.

15 COUNCILMAN O'NEILL: Good

16 morning, everyone.

17 COUNCIL PRESIDENT CLARKE: Good

18 morning.

19 THE CLERK: Councilmember Oh.

20 COUNCILMAN OH: Good morning,

21 Council President. Good morning,

22 colleagues. I'm present.

23 COUNCIL PRESIDENT CLARKE: Good

24 morning.

25 THE CLERK: Councilmember

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1 Parker.

2 (No response.)

3 THE CLERK: Councilmember

4 Quinones-Sanchez.

5 COUNCILWOMAN QUINONES-SANCHEZ:

6 Good morning, Council President,

7 colleagues. I am present.

8 COUNCIL PRESIDENT CLARKE: Good

9 morning.

10 THE CLERK: Councilmember

11 Squilla.

12 COUNCILMAN SQUILLA: Good

13 morning, Council President, colleagues.

14 Present.

15 COUNCIL PRESIDENT CLARKE: Good

16 morning.

17 THE CLERK: Councilmember

18 Thomas.

19 COUNCILMAN THOMAS: Good

20 morning, Council President. Good

21 morning, colleagues. Good morning,

22 everyone. I'm present.

23 COUNCIL PRESIDENT CLARKE: Good

24 morning.

25 THE CLERK: And, Council

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1 President Clarke.

2 COUNCIL PRESIDENT CLARKE: And
3 good morning to all. We have
4 established a quorum and we're going to
5 get started. This is the continued
6 public hearing of the Committee of the
7 Whole regarding Bill Nos. 220284,
8 220285, 220286, 220287, 220288, 220240
9 and Resolution No. 220300.

10 Mr. McDermott, would you please
11 read the titles of the bills.

12 THE CLERK: Bill No. 220284, an
13 ordinance to adopt the Capital Program
14 for the six Fiscal Years 2023 to 2028
15 inclusive.

16 Bill No. 220285, an ordinance
17 to adopt a Fiscal 2023 Capital Budget.

18 Bill No. 220286, an ordinance
19 adopting the Operating Budget for Fiscal
20 Year 2023.

21 Bill No. 220287, an ordinance
22 amending Section 10-1001 of The
23 Philadelphia Code, entitled "Fees of
24 Commissioner of Records," to increase
25 certain fees for the recording of deeds

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1 and mortgages and related documents,
2 under certain terms and conditions.

3 Bill No. 220288, an ordinance
4 amending Section 19-1403 of The
5 Philadelphia Code, entitled "Imposition
6 of Tax," by creating a Philadelphia
7 County Demolition Fund to increase and
8 encourage economic development by
9 demolishing blighted properties within
10 the City, imposing a related fee for
11 recorded documents and related items;
12 and making technical changes; all under
13 certain terms and conditions.

14 Bill No. 220240, an ordinance
15 substantially increasing the budget and
16 number of areas and neighborhoods around
17 the City served by the Community Life
18 Improvement Program, CLIP, to improve
19 the health, safety and cleanliness of
20 every neighborhood and enhance the
21 quality of life for all residents.

22 And Resolution No. 220300,
23 resolution providing for the approval by
24 the Council of the City of Philadelphia,
25 a Revised Five Year Financial Plan for

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1 the City of Philadelphia covering Fiscal
2 Years 2023 through 2027 and
3 incorporating revised changes with
4 respect to Fiscal Year 2022, which is to
5 be submitted by the Mayor to the
6 Pennsylvania Intergovernmental
7 Cooperation Authority, pursuant to the
8 Intergovernmental Cooperation Agreement,
9 authorized by an ordinance of this
10 Council approved by the Mayor on January
11 3, 1992 by and between the City and the
12 Authority.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you, Mr. McDermott.

15 Today we continue the public
16 hearing of the Committee of the Whole to
17 consider the bills read by the Clerk
18 that constitute proposed operating and
19 capital spending measures for Fiscal
20 2023, a Capital Program, a forward-
21 looking Capital Program Fiscal Year 2023
22 through Fiscal Year 2028.

23 Before we begin to hear
24 testimony from the witnesses we have for
25 today, everyone who has been invited to

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1 the meeting to testify should be aware
2 that this is a public hearing and it is
3 being recorded. Because the hearing is
4 public, participants and viewers have no
5 reasonable expectation of privacy. So
6 by continuing to be in the meeting, you
7 are consenting to being recorded.

8 Additionally, prior to
9 recognizing Members for questions or
10 comments they have for witnesses, I will
11 note for the record at this time that we
12 will use the chat feature available in
13 Microsoft Teams to allow Members to
14 signify that they wish to be recognized.
15 In order to comply with the Sunshine
16 Act, the chat feature must only be used
17 for this particular purpose.

18 This morning we will hear
19 testimony from the Department of
20 Commerce, Office of Human Resources,
21 Chief Administrative Officer and the
22 Office of Innovation and Technology.

23 Mr. McDermott, the first person
24 to testify from the Administration is?

25 THE CLERK: Anne Nadol,

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1 Director of Commerce.

2 COUNCIL PRESIDENT CLARKE: Good
3 morning.

4 MS. NADOL: Good morning,
5 Council President.

6 COUNCIL PRESIDENT CLARKE:
7 Please state your name for the record
8 and please proceed with your testimony.

9 MS. NADOL: Good morning,
10 Council President Clarke and members of
11 City Council. I am Anne Nadol, Director
12 of Commerce. Joining me today are
13 Deputy Directors and senior leaders of
14 the Commerce team. I am pleased to
15 provide testimony on the Department of
16 Commerce's Fiscal Year 2023 operating
17 budget. I will first provide a brief
18 overview of some of the programs that
19 Commerce supported this fiscal year and
20 then highlight our strategic priorities
21 and investments going forward.

22 In Fiscal Year 2022, Commerce
23 in partnership with PIDC, the Office of
24 Community, Empowerment and Opportunity
25 and other partners disbursed nearly \$34

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1 million in financial relief to more than
2 that 2,000 small businesses adversely
3 impacted by COVID-19 and other events.

4 These initiatives include the Restaurant
5 and Gym Relief Program that was funded
6 at \$12.1 million, the Pennsylvania
7 COVID-19 Hospitality Industry Recovery
8 Program known as CHIRP funded at \$17.4
9 million, the Salon and Barber Emergency
10 Relief fund known as SABER funded at
11 \$750,000, Disaster and Flood Relief
12 grants for businesses impacted by
13 Hurricane Ida at \$300,000 and 3 million
14 in hospitality support to Visit
15 Philadelphia and the Philadelphia
16 Convention and Visitors Bureau to help
17 drive with tourism recovery.

18 Nearly 75 percent of the
19 businesses awarded these relief dollars
20 were minority-, women- and immigrant-
21 owned businesses situated in some of our
22 most impacted neighborhoods. In Fiscal
23 Year 2023 and beyond, we strive to be
24 the economic catalysts for the City of
25 Philadelphia, by creating equitable

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1 wealth-building opportunities through
2 strategic investments, resources and
3 ecosystem partnerships.

4 The Department is committed to
5 helping all businesses thrive in
6 Philadelphia by growing quality jobs,
7 building capacity in underresourced
8 communities and making it easier to
9 start and run a business in
10 Philadelphia.

11 Going forward, Commerce will
12 focus on the following strategic
13 priorities and investments: First,
14 provide trusted guidance in a simplified
15 process to establish, grow and operate a
16 business in the City, drive equitable
17 neighborhood revitalization that
18 contributes to vibrant commercial
19 corridors, attract and retain businesses
20 with resources and strategic
21 investments, connect talent to growth
22 industries and to jobs that pay family-
23 sustaining wages, strive to build wealth
24 in communities of color through more
25 equitable access to capital and

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1 contracting opportunities and finally,
2 leverage economic research to drive
3 policy and strategy.

4 Council President and members
5 of Council, on behalf of the Commerce
6 Department I thank you for the
7 opportunity to appear before you today
8 in support of our FY2023 operating
9 budget. We are eager to partner with
10 each of you to move our City forward as
11 we emerge from the pandemic, and we
12 welcome any questions you have.

13 COUNCIL PRESIDENT CLARKE:
14 Thank you. Thank you for your
15 testimony. And welcome.

16 MS. NADOL: Thank you.

17 COUNCIL PRESIDENT CLARKE: I
18 hope you're enjoying yourself.

19 MS. NADOL: Yes.

20 COUNCIL PRESIDENT CLARKE:
21 Good. I got a couple of questions
22 before I turn it over to my colleagues.
23 I'm actually going to ask this because
24 Councilwoman Parker is not on the call.
25 I know she would be interested in this

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1 one.

2 In your testimony, you
3 highlight the workers training program,
4 which employs 200 cleaning ambassadors
5 as part of the Taking Care of Business
6 initiative, and I must say it has been
7 extremely successful. It has made a
8 significant difference in our commercial
9 corridors. Particularly, I just want to
10 say kudos to Councilwoman Parker for
11 pushing that initiative and getting it
12 funded.

13 But as a part of that, we want
14 to talk about opportunities and pathways
15 for those individuals in moving forward
16 to possible enhancement of the skill
17 sets, the business acumen that they may
18 provide. I actually met a person
19 yesterday at a ceremony that used to be
20 one of the maintenance people at Temple
21 University, and I met the person. I was
22 wondering why was the person at this
23 event for this senior citizen building.
24 They said, oh, I now have a company. We
25 have the cleaning contract for this

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1 particular building, and that was
2 clearly a situation where that person
3 advanced to another level.

4 What's the strategy or do we
5 have one yet for these individuals that
6 are part of our cleaning ambassadors
7 program?

8 MS. NADOL: So first, I'd like
9 to take this opportunity, we can never
10 thank the people that are involved in
11 that program enough, right. As you
12 said, the impact has just been
13 tremendous and I think often we don't
14 get the opportunity to say thank you. I
15 know Friday we're having a rally for the
16 cleaning ambassadors to thank them and
17 I'd like to do it publicly now as well.

18 I'd like to ask Karen Fegely
19 who has the Taking Care of Business
20 program which includes the cleaning
21 corridors in her shop and she'll be able
22 to give a little more information.

23 MS. FEGELY: Good morning,
24 everyone. Karen Fegely, Deputy Commerce
25 Director. Thank you for asking about

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1 this, Council President, and we do
2 appreciate Council's support to make
3 Taking Care of Business what it is. It
4 really elevated a -- we had an existing
5 Corridor Cleaning program that was
6 basic. Now, it's sort of hitting on
7 all, you know, multiple fronts. And one
8 of them is ensuring that the folks who
9 are employed sort of have further
10 opportunities.

11 There is mandatory training
12 involved for all the participants. We
13 call them corridor ambassadors. And so,
14 whether they're employed by the
15 nonprofit community organization or
16 whether they're employed by a private
17 for-profit company that is contracted by
18 the community organization, they all
19 participate.

20 And I don't have the numbers
21 right in front of me, but a number of
22 them we have percentages of who's
23 achieved different certificates through
24 that, OSHA certificates, other things
25 that are transferrable to other jobs,

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1 and we're just continuously trying to
2 raise the bar among our providers
3 regarding their hiring, their
4 onboarding, their supervising. We're
5 also starting to offer supervisory
6 training, recognizing that that's really
7 important on the ground and just the
8 practices, the management practices,
9 that they're all sharing best practices
10 so more experienced groups can share
11 their learnings with the newer ones.

12 For some folks, it is
13 definitely a pathway to something else
14 and we are looking for those
15 opportunities in connecting with the
16 workforce folks in our office, Heloise
17 Jettison and company and in the City to
18 look for those opportunities so that we
19 can create more of a direct pathway.

20 We also rely on the community
21 organizations. That's one of the
22 reasons why the community organizations
23 run this program so that they have
24 relationships with these people and can
25 really connect them to other

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1 opportunities.

2 COUNCIL PRESIDENT CLARKE: All
3 right. So with respect to the community
4 organizations, and I want to give kudos
5 to them, they do a good job, probably
6 most of them this might be their first
7 time in this type of function, and as I
8 said earlier, the situation that I ran
9 into yesterday where that person created
10 a business, are we looking at talking to
11 those community organizations and
12 possibly expanding the role that they
13 currently have in creating businesses
14 and cleaning crews that have janitorial
15 services for office buildings and
16 universities and all the other types of
17 things, because most of this is private
18 work? We want to take them to the next
19 level as possible.

20 And I think that's a way of
21 ensuring that we're going to get local
22 residents, Philadelphia residents,
23 residents from these various communities
24 opportunities. So you own the business,
25 you get a contract with the company,

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1 with a university or with the City of
2 Philadelphia because a significant
3 amount of our cleaning staff are private
4 companies. Are we looking at possibly
5 doing that?

6 MS. FEGELY: I mean, absolutely
7 open to it. It's a great idea. I don't
8 know if we've had that opportunity yet
9 to promote an individual in the program
10 into being their own business. I do
11 know the business --

12 COUNCIL PRESIDENT CLARKE: No,
13 Karen. Excuse me. I didn't mean to --
14 no, I'm saying promote the nonprofit.

15 MS. FEGELY: Oh, to form their
16 own cleaning companies and do more of
17 this?

18 COUNCIL PRESIDENT CLARKE:
19 Exactly.

20 MS. FEGELY: Again, it's a
21 great idea. I'm open to it. I don't
22 know that any of them have expressed
23 that interest, but we can start talking
24 about it. I do want to stress that one
25 of the outcomes of TCB was also

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1 providing those for-profit contracts.
2 And so, some of the nonprofits do it
3 themselves. Some of them have contracts
4 and I know we have -- they're all local
5 firms. They actually are all minority-
6 owned firms. And in TCB they're getting
7 \$1.4 million in 2021 through contracts.
8 So this is for the private firms that
9 already exist in Philly.

10 Now, the idea of a nonprofit
11 forming their own company, that
12 certainly would be a great -- we
13 encourage them to find revenue streams
14 that are different from grants and that
15 would be a good way to do it, yeah.

16 COUNCIL PRESIDENT CLARKE:
17 That's what I'm talking about. Self-
18 sufficiency is a good thing. Don't want
19 to depend on what Administration is in
20 the office, you know.

21 MS. FEGELY: Yeah.

22 COUNCIL PRESIDENT CLARKE:
23 Can't depend on the government all the
24 time. All right. We actually had the
25 Airport on this. So in your budget

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1 proposal, you included an increase of
2 \$54 million. And a little over half of
3 that increase is contributed to purchase
4 of services, most of which are for
5 Aviation Department. And interestingly
6 enough, the Aviation Department is
7 looking to bolt from Commerce per the
8 proposed Charter change. Can you detail
9 how the funds will be spent, the
10 additional 54, if at all?

11 MS. NADOL: I'm going ask Keola
12 Harrington to hop on to help respond to
13 that please. Keola.

14 MS. HARRINGTON: Hi, everyone.
15 My name's Keola Harrington, Senior
16 Director of Finance for Commerce. So I
17 just want to point out so because
18 Airport currently reports under
19 Commerce, a bulk of that is for Airport.
20 But I can go through the numbers that
21 are specifically for Commerce, if you
22 want.

23 COUNCIL PRESIDENT CLARKE:
24 Sure.

25 MS. HARRINGTON: So in our

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1 Class 100, we're receiving an additional
2 1.6 million. And so, 1.6 million is a
3 combination of additional positions to
4 support just increasing capacity across
5 the Department really to restore
6 positions back to prepandemic funding
7 levels as well as supporting the
8 Administration and infrastructure
9 positions being filled.

10 And then we also have 6
11 million. 6 million is in Class 200,
12 which will support primarily TCB as well
13 as our quality job incentive program.
14 And then also, we're doing some software
15 to support Permit Wizard which will make
16 it easier for businesses to communicate
17 with various departments when they want
18 to come to the City and do business with
19 the City. And then we also do have some
20 funding in Class 300 and 400 which is
21 about 36,000. And that 36,000 will
22 support technology needs for the
23 additional staff that will come on as
24 part of the Infrastructure and
25 Investment Jobs Act.

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1 And then we also have some
2 funding in Class 500, but some funding
3 was already existing. So we do 500,000
4 for CDC grants that we give to the
5 nonprofit organizations, but then also
6 this year we're adding some funding to
7 support OEO's MED Week. So historically
8 OEO has raised funds to have their
9 annual week to promote minority-owned
10 businesses, but now we've creating a
11 budget line for them to have actual
12 dollars to promote that event.

13 COUNCIL PRESIDENT CLARKE:

14 Okay. All right. We'll pivot back to
15 the Airport. I forgot to ask them that
16 question yesterday about --

17 MS. HARRINGTON: Okay.

18 COUNCIL PRESIDENT CLARKE: --

19 that funding. One last question before
20 I turn it over to my colleagues.

21 Looking at talking about building out
22 and enhancing a business retention team,
23 I know we have a small group now and I
24 think that's very important. I know
25 Councilman Green brings this up on a

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1 number of hearings. We're talking about
2 marketing the City of Philadelphia, and
3 traditionally we're marketing people to
4 come see the Liberty Bell and ride the
5 horses and some of these other things
6 that are primarily tourist-related.

7 But I can recall that in
8 New York and other locations they were
9 actually marketing opportunities for
10 light industrial or commercial
11 activities. Separate and aside,
12 marketing is a good place to do business
13 and jobs and I just always felt that we
14 fell short on that. I know I may not be
15 in the marketing where we are marketing
16 too because I'm in Philadelphia and
17 we're marketing to people outside, but
18 I've just seen no evidence of that.

19 Can you tell me this business
20 expansion and retention team, what will
21 it do? Because this is so, so important
22 in this time, this whole issue around
23 the COVID-19 pandemic, a lot of
24 companies are making decisions as to
25 whether or not to stay, go, expand.

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1 They're moving all over the place and I
2 just need to feel comfortable that we're
3 in the midst and we're aggressively
4 seeking opportunities for people to come
5 into the City of Philadelphia to do
6 business separate and aside from
7 tourism.

8 We have a number of KOZs. We
9 have the Navy Yard. We have all kinds
10 of places where there are all kinds of
11 incentives. So can you kind of talk to
12 us about that?

13 MS. NADOL: Sure. I'll just
14 say a few words and then I'll turn it
15 over to Dawn who's really on the ground
16 every -- Dawn Summerville, everyday
17 working with our existing business
18 community as well as expanding our
19 community.

20 I think COVID has certainly
21 highlighted for us the need to first
22 stabilize the companies that are here,
23 stabilize our base and stop companies
24 from leaving and then use every tool
25 that we have at our disposal to do that.

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1 And then Dawn can talk about how we are
2 strategically working in sectors that we
3 know have tremendous growth potential
4 not only for companies, but for our
5 residents that can get jobs in those
6 sectors for careers and long-term job
7 prospects. So I'll turn that over to
8 Dawn.

9 MS. SUMMERVILLE: Good morning,
10 everyone. Dawn Summerville, Deputy
11 Commerce Director. Good morning,
12 Council President Clarke. Thank you for
13 that question. So as you stated, the
14 Business Development Team, we are a
15 small team, small but mighty, focused on
16 business attraction and retention
17 efforts.

18 There is a need, as you pointed
19 out, to have a retention team which is
20 what we're looking to stand up this year
21 as a matter of fact to have managers
22 that are strategically placed across the
23 City, just as you stated, to talk about
24 our opportunities and to also make sure
25 that we're checking in on businesses

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1 that we attract.

2 Our attraction team does a
3 great job of bringing companies in.
4 There's a lot to follow up. We should
5 have checkpoints with those companies
6 within six months up to a year once they
7 are on the ground to see how they're
8 making out and making sure that they're
9 also connected into our Chambers or into
10 the communities and just to see what's
11 going on.

12 It's amazing some of the
13 conversations that we have had when
14 we've meet with employers, how some of
15 them feel that they're not connected to
16 Philadelphia even after being here for
17 over several years. That's a problem.
18 And for our companies to feel like
19 they're home and that Philadelphia is
20 their home, we want to make sure that
21 we're having our retention team scour
22 out to talk about growth, to talk about
23 what new jobs they're bringing on or
24 with the trajectory of the company,
25 which way they're moving in the market.

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1 We're in a very competitive
2 space right now with companies having to
3 make decisions whether or not they're
4 going to remain in the City, whether or
5 not they're doing hybrid, how they're
6 attracting employees to their companies.
7 Right now as you're hearing in housing,
8 it's a seller's market. It's an
9 employee's market. I mean, down to the
10 point that folks are having to bring
11 their pets to work and companies are
12 adhering to that.

13 So we have to be proactive in
14 how we're approaching our work for
15 retention for our companies, making sure
16 that we're connecting them again to the
17 communities, making sure we're
18 connecting them to folks like yourselves
19 that they need to talk to, and that's
20 what we're focused on moving forward.

21 We have some dynamic industries
22 that continue to grow here with the life
23 sciences, biotechnology, but we also
24 have other sectors and entrepreneurship
25 with folks that are growing companies in

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1 that space and we want to make sure that
2 we're supporting everyone all the way
3 around.

4 COUNCIL PRESIDENT CLARKE:

5 Okay. I know I promised that was my
6 last question, but this will be the last
7 question. Life sciences, you just
8 referenced it, that is an obvious growth
9 industry and probably likely sustainable
10 high-paying jobs. What type of
11 dedicated workforce or team will we have
12 working on that? And I ask that
13 question, I know what's going on out in
14 West Philadelphia and I actually had
15 some conversations with some people from
16 Temple University, and we've been trying
17 to encourage them to get engaged in
18 that.

19 Do we have a focus team that's
20 not only City employees, but folks from,
21 say, the Chambers and PIDC working on
22 that type of activity? Those are really
23 jobs, between that and some other types
24 of industry, there's really some awesome
25 opportunities out there.

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1 MS. SUMMERVILLE: I'd --

2 MS. NADOL: Absolutely.

3 MS. SUMMERVILLE: I'm sorry.

4 MS. NADOL: No. Please go
5 ahead.

6 MS. SUMMERVILLE: So I'd like
7 to refer to life sciences and
8 biotechnology and some of those high
9 impact sectors as career opportunities
10 and not jobs because they are career
11 paths and career opportunities to grow
12 families and to help build wealth in
13 those areas.

14 Leading the life sciences on
15 behalf of the Commerce Department was
16 Sam Woods Thomas who is now our Senior
17 Director for Business Development. He
18 continues to do that role. We are
19 currently looking to hire a new Director
20 for Life Sciences. However, we continue
21 to partner with everyone, the Planning
22 Department, the Chamber. Across the
23 board, there are so many different I
24 would say sectors or groups that are
25 working with this.

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1 We partner with PIDC, with the
2 Navy Yard, we're talking to Philadelphia
3 Works. Everyone's at the table around
4 the life science piece, to your point.
5 There is a clear path for those who have
6 not pursued a college degree or four-
7 year degree. There's a clear path with
8 a certification. There's a clear path
9 with a two-year degree for these folks
10 to get training into opportunities
11 within the manufacturing field for life
12 sciences. Coming in the door, they can
13 make between \$45,000 up to \$65,000.

14 We are focused on that
15 trajectory for them, especially for our
16 Philadelphia residents. Some folks are
17 not made to go to college, don't want to
18 go to college, but this is opportunity
19 for them to really have a clear career
20 opportunity.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you. Thank you.

23 MS. SUMMERVILLE: Thank you.

24 COUNCIL PRESIDENT CLARKE: I've
25 abused my Chairmanship pretty much to

4/20/2022

1 the limit today.

2 So I will now recognize

3 Councilman Jones. Councilman Jones.

4 COUNCILMAN JONES:

5 Mr. President, you can never abuse your

6 privilege as the Chair. That's why you

7 have that privilege.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you.

10 COUNCILMAN JONES: So feel

11 free.

12 I want to thank you, Madam

13 Director, for taking on this charge

14 being our Commerce Director for the City

15 of Philadelphia. But I also want to

16 acknowledge your team. Your team I've

17 seen up close and personal, whether it's

18 on business walks throughout my

19 corridors from Main Street to Market

20 Street, literally walked these corridors

21 and their understanding of what is

22 needed to keep small businesses alive.

23 I want to thank you guys during

24 the civil unrest that we had. Your team

25 kicked into gear, did alerts to people

4/20/2022

1 who were in malls about what was going
2 on, how to prepare. And I think it
3 almost served as an Amber Alert system
4 that things were going on in
5 neighborhoods. Downtown was not the
6 only place that was ravaged. It was
7 neighborhood businesses that were
8 decimated. And not to mention the
9 pandemic, and I began to think it was
10 almost biblical. You know, I was
11 waiting for the -- and then the cicadas
12 came and I really got scared. But all
13 throughout all of that pressure, they
14 worked with as a team PIDC and City
15 Council to give out PPEs, and I am
16 grateful.

17 A couple of things that -- we
18 have already talked. You've shared some
19 of your vision with me. A couple of
20 things I thought about after the meeting
21 and thought that we might be able to add
22 to the discussion, President Clarke and
23 I talked about the devastation left
24 behind and that some businesses have not
25 recovered on these commercial corridors.

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1 I'd love to get a better sense
2 of what our vacancy ratios are on those
3 100 or so commercial corridors in the
4 City of Philadelphia and what
5 specifically we can do to replace,
6 attract or expand businesses, what that
7 strategy is. Germantown and Lehigh is
8 not the same still, has not covered
9 still, places like 52nd Street, 60th
10 Street. I don't know about Cheltenham
11 Avenue, Wadsworth, up in other areas,
12 but I would like to do a census of who
13 did not return and why.

14 The other thing that I think
15 might be something that you guys could
16 help us to understand is the insurance
17 situation in the City of Philadelphia.
18 We pay too much and get too little in
19 return for small businesses. It's
20 probably true for auto insurance and
21 all, but for small businesses. And
22 between you and the Commerce Department,
23 African American Chamber, Hispanic
24 Chamber, Women's Chamber to put together
25 a technical assistance response to the

4/20/2022

1 fact that many of these businesses were
2 underinsured, took the money and run,
3 and could we work with the insurance
4 people to create a shared risk pool for
5 Philadelphia?

6 And then finally I got a lot of
7 industrial space, Hunting Park, Parkside
8 and the Paper Mill that needs to be
9 studied further into today's times to
10 see how we can put them in a better
11 position to be like the Navy Yard. So
12 with that, share your vision on those
13 topics please.

14 MS. NADOL: Okay. I'm going to
15 ask for the first part Karen Fegely join
16 me on this one because the commercial
17 corridors report up to her. I believe
18 that we all recognize that every
19 commercial corridor has been impacted in
20 one way or another and not in a good way
21 with the pandemic. And like wanting to
22 retain our major employers and grow that
23 base, we need to have the exact same
24 approach on the commercial corridors,
25 and we can certainly take -- I don't

4/20/2022

1 believe that we have a census by
2 commercial corridors yet, but that is
3 something that we can absolutely
4 undertake and would be a valuable data
5 set for all of us to have and to work
6 from and really help us strategize.

7 And, Karen, I'll turn it over
8 to you about everything that we're doing
9 to stabilize the neighborhood commercial
10 corridors and attract businesses to
11 them.

12 MS. FEGELY: And you're right,
13 the vacancy question is a very important
14 one. We have over time relied on, you
15 know, the Planning Commission leads sort
16 of a PhilaShops survey where every
17 vacancy is for every corridor in the
18 City. That can only be done every so
19 often because it's a really big project.
20 In the in-between years, we rely on our
21 corridor managers to give us that data.
22 It has been challenging because of the
23 ups and downs that have been happening
24 on our business corridors. Sometimes
25 it's literally hard to know if a

4/20/2022

1 business is really closed or closed
2 temporarily and so forth.

3 So we are collecting that data.

4 We're also working closely with the
5 community groups to do that. We're
6 bringing on Novista, hoping to assign
7 Novista to help our community groups do
8 some of that census surveying. So open
9 to ideas, Councilman, on sort of best
10 practices there.

11 Our strategy is on top of
12 continuing sort of what we call our
13 staple programs which is supporting
14 corridor managers, the clean corridors,
15 storefronts, instore, that sort of
16 thing, our strategy is becoming about
17 wealth-building through business
18 ownership and property ownership.

19 And so, we have a couple of
20 newer initiatives where we're creating
21 loan programs and grant subsidies to
22 help both nonprofits as well as business
23 owners themselves to buy their real
24 estate. We believe that will have a
25 dual benefit of creating wealth for

4/20/2022

1 those individuals, but also the local
2 control sort of like more buy-in and
3 investment on the street that will help
4 in some of the things we've been through
5 recently.

6 We are also -- the Neighborhood
7 Preservation Initiative is a great
8 resource for the City, and some of those
9 dollars are directed towards Commerce,
10 thank you very much, to support
11 neighborhood businesses. And we are
12 using those in similar ways to expand
13 our Instore Program, which is our
14 program for new or expanding businesses
15 to help them with fit-out costs. We're
16 going to be able to do more of those and
17 a higher dollar amount on our corridors
18 that need it the most.

19 We're going to support this
20 commercial real estate acquisition loan
21 program by again not only providing the
22 loan, but by providing grants up to
23 \$35,000 to help a business owner with
24 closing costs and that sort of thing.
25 We're doing more of what we call our

4/20/2022

1 Neighborhood Economic Development
2 grants. These are grants to nonprofits
3 who are developing commercial real
4 estate. That just ensures that that
5 property, key properties in our
6 neighborhoods will sort of always be for
7 the benefit of the community.

8 And then the new and pretty
9 exciting initiative we're going to do is
10 building on our Philadelphia Business
11 Lending Network, which is a program
12 we've already established a few years
13 ago, that allows a business that's
14 interested in a loan to fill out an
15 intake form and it gets blasted out to a
16 number of 30-plus lenders in the City.
17 What we're adding on to it with the NPI
18 funds, it's going to be a new program
19 that provides part of that loan as a
20 grant.

21 So a business owner, a minority
22 historically-disadvantaged business
23 owner who may be undercapitalized and
24 the lender might be giving them a
25 pretty, you know, not so sure if this is

4/20/2022

1 the right loan to make, will now feel
2 more secure making that loan because
3 they know that they can come back to us
4 and get half of it as a grant, so it
5 helps the lenders, incentivizes the
6 lender to make the loans they want to
7 do, especially our CDFI partners, but
8 also obviously puts the business
9 borrower in a better position, right.

10 So they shouldn't have to borrow all of
11 that money upfront. They need a little
12 bit of equity in their pockets to make
13 these deals happen. So we're always
14 open to trying new things and other
15 ideas, but that's what we have on the
16 table right now.

17 COUNCILMAN JONES: So,
18 Mr. President, I'm going to yield. But
19 I just want to re-emphasize I've walked
20 with you guys on Main Street, I've
21 walked with you guys on Market Street
22 and knowing the two areas is
23 instinctual. And I'm appreciative if
24 not for tender loving care, many more
25 businesses, if you didn't package those

4/20/2022

1 loans, if you didn't work with L&I to
2 approve those outdoor eateries, many
3 more businesses would have failed. So
4 we in Council don't want to be in the
5 business of too much compliment to
6 the -- but credit where credit is due
7 we're going to do that.

8 So thank you, Mr. President.

9 MS. FEGELY: Thank you.

10 COUNCIL PRESIDENT CLARKE:

11 Thank you, Councilman.

12 Chair recognizes Councilman
13 Domb.

14 COUNCILMAN DOMB: Thank you,
15 Council President.

16 And good morning, Director
17 Nadol, and welcome.

18 MS. NADOL: Good morning,
19 Councilman.

20 COUNCILMAN DOMB: And I just
21 want to echo my colleagues on the small
22 business corridors. It's so important,
23 especially coming out of the pandemic.
24 What I've seen is a lot of the
25 restaurants have become kind of the

4/20/2022

1 anchors in some of these neighborhoods
2 where people go to eat and then they go
3 out and shop, and we need to make sure
4 that they're not just the restaurants,
5 but all of the businesses are supported
6 because it's important, and those are
7 neighborhood jobs that are important for
8 the whole City.

9 But I want to talk about also
10 not just the neighborhoods, but the
11 whole City because I think the whole
12 City benefits in the neighborhood areas
13 and in all areas of the City when we
14 have a thriving economy. Coming out of
15 this pandemic you probably saw the Pew
16 chart that showed how fragile our
17 economy is. And when our economy takes
18 a hit, our local economy gets hit
19 harder. And when the economy recovers,
20 we seem to lag behind everyone else.

21 And I think the best way to
22 overcome this trend that we've been
23 seeing is growing these good-paying jobs
24 in the City. And I define good-paying
25 jobs as \$35,000 to \$100,000. And I

4/20/2022

1 think there's two ways to do that. One,
2 support the local businesses that are
3 here that have made a commitment to us
4 and that are here for the long term and,
5 two, attracting new businesses.

6 I'm just going go through some
7 past facts for your benefit. Pew did a
8 report showing coming out of the
9 pandemic, for the last few years our
10 budget shortfall was the second worst in
11 the country. It was next to Detroit.
12 And nothing against Detroit, but it's
13 not a positive to be next to Detroit in
14 most of the financial metrics.

15 We had a shortfall of 14.7.
16 Detroit was 17. Comparison cities like
17 Baltimore was 5.4, and this is because
18 we rely on wage taxes and business
19 taxes. And then we have other charts
20 that just point to all of the issues
21 that the City is struggling with like
22 the number of small- and mid-sized
23 businesses. Compared to 15 peer cities,
24 we're at the bottom. We're at the
25 bottom there.

4/20/2022

1 And then we compare Black-owned
2 businesses to five or six peer cities
3 and we're at the bottom again. Not just
4 for Black-owned businesses, but even all
5 businesses. And then we look at cities
6 versus suburbs. Employment in the
7 cities versus suburbs, so the suburb of
8 Baltimore versus the city of Baltimore
9 or D.C. or Washington or whatever. Most
10 cities and suburbs, the percentage of
11 the employees in the core cities versus
12 the suburbs are within 1 to 2 points.
13 We're 25 percent less employment in our
14 City than in our suburbs. We're the
15 outlier.

16 Then when we look at the lowest
17 ranking city on average employment per
18 1,000 residents, just to give you some
19 idea, most people are over 500, we're at
20 411 employees per 1,000. Here's the
21 killer for me. This one is my -- I'm
22 obsessed with this one. We grow lower
23 salary jobs. In the last 10 years, '09
24 to '18, in the country jobs that paid
25 less than 35,000, 29 percent of all jobs

4/20/2022

1 paid less than 35,000.

2 In the cities, it was 28
3 percent. In Philadelphia, 60.5 percent,
4 double everybody else. What we're
5 losing out on, Director, is the middle-
6 paying jobs, those good family
7 sustaining 35 to 100. The average in
8 the U.S. is 58 percent, and we're at 26.
9 The average in the cities is 52. We're
10 at 26. We're half or less than
11 everybody else of the jobs that take
12 people out of poverty.

13 Then you look at the tax rates
14 for businesses combining the state and
15 local rates of all the top 50 cities.
16 New York gets the award as number one.
17 They're at 16.1. But we're at 16.09.
18 We're basically the same as New York,
19 that's local and state. The third
20 highest of the United States is
21 Pittsburgh; they're at 9.9. And the
22 fourth highest in the United States are
23 California cities at 8.84, basically
24 half of us. Chicago is at 7. Boston is
25 at 8. They're half of us. Atlanta is

4/20/2022

1 5.75, roughly a third of us.

2 My point is I think it's
3 challenging for existing businesses to
4 grow their employment and their
5 companies here with that backdrop and
6 it's also challenging for us to attract
7 new businesses. In light of that, my
8 question to you, and you may not have
9 the answer yet because you're new at the
10 job, how do we make this economy thrive
11 not just for big businesses, middle
12 businesses, but also the small
13 businesses, also the neighborhood
14 businesses, they are essential to
15 entrepreneurs and the local
16 neighborhoods that we have to support?

17 What are your suggestions and
18 recommendations? And I realize you're
19 new so you may not have this fully
20 flushed out, but give me your thoughts
21 on this.

22 MS. NADOL: It is obviously a
23 multi-pronged approach, right. There's
24 not one solution to all of this. It's
25 going to take developing a workforce and

4/20/2022

1 having a workforce available for
2 businesses who can pay those higher wage
3 jobs, have a workforce that is ready to
4 be employed that helps in recruitment
5 and retention. Obviously, if we are
6 able to do something in conjunction with
7 Council and the Administration on
8 helping to ease the tax burdens, that is
9 another tool in our kit that we have.
10 We have not been able to make as much
11 advancement as we would have liked.

12 And I believe just the general
13 business retention tools that we have
14 and attraction tools, we need to -- I
15 don't want to say throw everything at
16 this, but we need to use absolutely
17 every tool at our disposal to make us a
18 desirable region.

19 And so, I'm going to ask both
20 Dawn who does our business attraction
21 and retention and then Heloise Jettison
22 to talk a little bit about our
23 initiatives in workforce to really
24 target industries that will lead to high
25 paying and career opportunities for our

4/20/2022

1 residents. So, Dawn, do you want to
2 start?

3 MS. SUMMERVILLE: Sure. Good
4 morning again. Dawn Summerville, Deputy
5 Commerce Director. Good morning,
6 Councilman Domb. How are you?

7 COUNCILMAN DOMB: Morning.
8 Thank you. Hope you're well.

9 MS. SUMMERVILLE: Thank you
10 again for that question. I have so many
11 thoughts around that. But let me just
12 start here, over the past calendar year
13 business development has worked on over
14 65 projects or companies that we've
15 brought into the market that has yielded
16 us approximately over 4,000 jobs, 4500
17 jobs this past year. Those jobs again
18 are opportunities, are in areas of food
19 industry, manufacturing, life sciences,
20 biotechnology as well as last-mile
21 distribution.

22 But back to your question as
23 well as speaking about the low income
24 wages that we have that are
25 outperforming, so to speak, the middle-

4/20/2022

1 income jobs, I first want to say that we
2 shouldn't discount those jobs that are
3 lower wages for many. They are
4 steppingstones that have allowed folks
5 to keep their families afloat even if it
6 meant taking two jobs, right, to fill
7 those various fields.

8 Throughout the pandemic, not
9 everyone has had the luxury to work from
10 home or have their groceries delivered
11 to their front doors. During the
12 pandemic, local supermarket shelves
13 needed to be stocked, hospitals and care
14 centers needed to be cleaned and
15 astronomical levels of trash were
16 collected from our homes during the
17 pandemic.

18 Finally, many folks found
19 themselves having to hire caregivers and
20 nannies as they worked from home, right,
21 with their children being home as well.
22 I'm in total agreement that Philadelphia
23 should be attracting more middle income
24 opportunities and the work that Commerce
25 does both in business development from

4/20/2022

1 our Office in Neighborhood Economic
2 Development and Workforce and OEO is
3 just only part of the ecosystem.

4 Other cities have outranked us
5 in this space. We have had
6 conversations with some of our other
7 partners in those peer cities. The same
8 energy that our City has put behind
9 going after what is an Amazon bid should
10 be the same energy that we're putting in
11 place to attract companies to
12 Philadelphia to provide career
13 opportunities for career paths for
14 citizens, and I'm speaking from the
15 element of all of us, public, private
16 sector.

17 And why other cities are so
18 successful is because everyone's at the
19 table. We can't continue to have
20 conversations in silos. And we have
21 conversations that folks are having on
22 Saturdays and we're having separate
23 conversations when everyone needs to
24 come to the table and figure out what
25 are we targeting, career, education.

4/20/2022

1 And to your point, education attainment
2 in this City we need to target that as
3 well.

4 We have folks that are not --
5 again, I talked about this -- set to do
6 work for college or career. They want
7 to be entrepreneurs, so how do we grow
8 them. How do we grow capacity to grow
9 wealth for entrepreneurship. Ownership
10 equals wealth. So these are the areas
11 that I want to see the same energy that
12 this City as a whole, from legislators
13 like yourselves, from universities to
14 residents. The same energy that we put
15 in for Amazon is the energy that we
16 should be putting in to figure out how
17 do we compete with other cities to bring
18 those types of jobs in.

19 I've said it throughout the
20 pandemic. Commerce Department continues
21 to be at the table for these
22 conversations. I've said it time and
23 time again. This is lived experience
24 for many of us. I was once one of those
25 mothers who had one of those jobs. So

4/20/2022

1 for us to continue to grow as a city, we
2 have to be rowing in the same direction.
3 Eagles have to be sat down from the
4 table and that's how we move forward.

5 We have opportunities in life
6 sciences and biotechnology. We have
7 opportunities to grow entrepreneurship.
8 We have opportunities in the tech
9 sector. But if everyone is rowing in a
10 different direction, we're not going to
11 get there. I've said it before through
12 the pandemic. Commerce is open for
13 business. We remain open for business,
14 and we're ready to partner and talk with
15 any and everyone to move the needle. I
16 will move my time over to my Deputy
17 Heloise for Workforce. Thank you.

18 COUNCILMAN DOMB: I think I've
19 used up my time. So I want to be
20 respectful to my colleagues. But I
21 appreciate the answers and I'll come
22 back in Round 2.

23 Thank you, Council President.

24 COUNCIL PRESIDENT CLARKE:

25 Thank you, Councilman. You know what,

4/20/2022

1 Councilman, I just wanted to add to
2 that. One of the things we need to look
3 at generally, and I know people are
4 critical of the City of Philadelphia in
5 terms of not -- creating jobs at a lower
6 level.

7 But the bottom line is we live
8 in a state that is probably last in
9 terms of job creation. And a lot has to
10 do with the state regulations, the state
11 laws, the inability or unwillingness to
12 give us the level of flexibility. And
13 you know around taxes, that if we had
14 that flexibility we could do a lot of
15 different things in the City. Similarly
16 on crime, the inability or unwillingness
17 to give us flexibility on guns.

18 I mean, there's all these
19 things in the state of Pennsylvania that
20 have hamstrung us that has basically
21 limited our ability to grow our City to
22 the next level. We are a strategically-
23 based city right between New York and
24 Washington along the I-95 corridor.

25 But if we can get somebody to

4/20/2022

1 do an analysis and, Councilman Domb, I
2 know you talk to these folks all the
3 time, if we can get Pew and some of
4 these other -- they do all of this
5 analysis about the City, what would
6 happen if we had the flexibility that
7 they may have in New York at the state
8 level, and that might put us in a much
9 better position to do some things
10 locally, not that they're going to
11 change in the state. But at least we
12 would have a sense of what real
13 challenges are. But thanks, Councilman.

14 COUNCILMAN DOMB: Thank you.

15 COUNCIL PRESIDENT CLARKE:

16 Chair recognizes Councilwoman Katherine
17 Gilmore Richardson.

18 COUNCILWOMAN GILMORE

19 RICHARDSON: Thank you. Thank you so
20 much, Council President.

21 And thank you to the Commerce
22 Department. Anne, welcome to your first
23 set of budget hearings and to the entire
24 team there. We truly appreciate working
25 with you all. I know we've had several

4/20/2022

1 meetings since you've joined the City
2 and they have been wonderful. But I
3 just want to really start by saying
4 thank you to Commerce Department and
5 your entire team for all the work they
6 have been doing to work with us on
7 workforce development and around
8 nuisance business and really trying to
9 help with businesses on commercial
10 corridors who have an adverse impact
11 because of the nuisance businesses that
12 are popping up on the corridor.

13 But in addition to that, over
14 the last year we have gone out
15 throughout the City and I've heard my
16 colleague Councilmember Jones talk about
17 the tours that I know Commerce was with
18 us on the North 54th Street corridor and
19 then the 5th Council District, CP, with
20 your office, and also in the 7th Council
21 District and also in the 6th Council
22 District. And so, we've gone throughout
23 the City and we're going to the 9th
24 Council District with our Majority
25 Leader Councilmember Parker very, very

4/20/2022

1 soon. And so, I start with thank you
2 for all the work you all have done.

3 You all know that I have a
4 focus on workforce development, and that
5 has been very important to me since my
6 time in Council. So I wanted to start
7 there. I wanted to ask about how much
8 money is the Workforce Development Unit
9 proposed to receive in this year's
10 budget and how you all will prioritize
11 the unit's work as you move into your
12 new role?

13 And then also, I took note of
14 one part of the budget detail that I was
15 reading on Page 45 that talked about the
16 loss of over 200,000 in federal grant
17 money for workforce development. And
18 so, I just wanted to ask about those
19 particular dollars, what class of funds
20 they would technically be coming from
21 and how many positions would we lose, if
22 any, without those funds? I was just
23 curious about that federal grant money
24 on Page 45. And I'll stop there.

25 MS. NADOL: Keola, do you want

4/20/2022

1 to answer the funding question first?

2 MS. HARRINGTON: Hi. Keola

3 Harrington, Senior Director of Finance.

4 So two part question: So in Fiscal Year

5 '22 the Workforce Development Unit

6 received 2.9, almost 3 million. And so,

7 at that time we actually received a

8 local grant from Philadelphia Works to

9 cover the salary of the workforce

10 development team. And so, what you see

11 now in Fiscal Year '23 is that we are no

12 longer receiving that grant so we

13 re-allocated a portion of the salaries

14 for the workforce development staff to

15 cover the work that they're doing. And

16 so, they'll have 2.5 million to run and

17 operate the workforce development work.

18 COUNCILWOMAN GILMORE

19 RICHARDSON: I see. So basically that

20 was sort of the stop-gap when the unit

21 was created initially so that we can

22 maintain a workforce development role

23 sort of in Commerce as we were going

24 through that transition during COVID?

25 MS. HARRINGTON: Yes.

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1 COUNCILWOMAN GILMORE

2 RICHARDSON: Okay. That makes sense.

3 Okay. So thank you very, very much for
4 that response. Also, just wanted to for
5 the record note how much the Workforce
6 Development Unit is receiving in this
7 year's budget?

8 MS. HARRINGTON: 2.5 million.

9 COUNCILWOMAN GILMORE

10 RICHARDSON: Okay. Is that for the
11 Class 100 funds for the staffing piece
12 or is that separate from --

13 MS. HARRINGTON: So 2.5 million
14 is in Class 200 and then there will be
15 an additional 400,000 in Class 100 to
16 cover the salaries for the staff.

17 COUNCILWOMAN GILMORE

18 RICHARDSON: Got it. Okay. That makes
19 sense. Excellent. And so, I wanted to
20 also circle back to the workforce
21 development work that has been
22 happening. If you can talk about the
23 organizations that have been funded
24 through the work that's been done with
25 Commerce?

4/20/2022

1 And, Heloise, I thank you for
2 your partnership because you have just
3 been wonderful as it relates to
4 workforce development.

5 MS. JETTISON: Thank you.

6 Thank you, Councilwoman. Good morning.

7 Heloise Jettison, Deputy Commerce

8 Director for Workforce. And, one, I

9 want to also add thank you, Keola, for

10 breaking our Class 100 budget, but we

11 will also, have also been able to add

12 two employer engagement managers to our

13 team, thank goodness. So we have

14 expanded a bit and we're able to do more

15 work in that employer space as you all

16 were speaking about earlier as it

17 relates to making those connections of

18 employers to grow all levels of jobs,

19 entry and middle level.

20 And we also will be able to

21 thankfully add an additional Director in

22 Fiscal Year '23 because of the budget

23 that we are receiving that fall under

24 that Class 100 space that Keola was just

25 mentioning. And --

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1 COUNCILWOMAN GILMORE

2 RICHARDSON: Okay. That will be great.

3 And let me tell you why I bring that up

4 because I heard what you all were

5 speaking about previously and you talked

6 about the life sciences positions and

7 the biotech positions and the tech

8 sector positions that we know most of

9 them will not require a college degree,

10 but additional skills certification for

11 individuals to move into those roles.

12 And so, I'm really also

13 interested -- and you've answered this

14 partly around the employer engagement

15 managers, but I'm really interested in

16 finding out how you all are working with

17 these employers directly to create

18 pathways in these jobs. Because one

19 thing I continue to hear from some of

20 these companies is that, oh, we created

21 an internship program and we have young

22 people from the School District here for

23 internships, and that is wonderful and I

24 think that's great. But an internship

25 is a one-time opportunity and it does

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1 not necessarily create a pathway to go
2 directly into family supporting and
3 sustaining career opportunity and not
4 just a job.

5 So how are they making direct
6 pathways from schools into these
7 positions and sort of what are the
8 requirements around it? And I know we
9 have work to do with the School District
10 on that topic and I've been working with
11 them over the year. But how are you all
12 going to work with them to do that also?

13 MS. JETTISON: No problem. So
14 there are two initiatives that we've
15 actually already started working on that
16 speak to that exact issue of growing
17 pathways into our employers. We have
18 the Career-Connected Learning
19 initiative, which we began last year and
20 that's a multi-pronged approach between
21 the School District, CCP, Commerce,
22 Philadelphia Works, and we have been
23 meeting diligently and working also with
24 our Office of Children and Families to
25 take what we have already and taking it

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1 beyond summer and then year-round
2 internships which is work experience,
3 which is also going to be a requirement
4 as many of us know starting in 2023 for
5 our graduating seniors.

6 But beyond that, that Career-
7 Connected Learning track, so we have
8 been meeting with them. They are
9 developing a guide that we have informed
10 as far as how to help employers
11 understand what it means to have young
12 people have multiple types of expansions
13 with them and then the bridging from
14 that experience to their school work and
15 into post-high school completion
16 opportunities.

17 At the same time, we have our
18 ecosystem building initiative that we
19 are piecing together now with my team to
20 work with employers and provide those
21 cogent opportunities for relationships
22 with training providers and the schools
23 to inform each end, so that employers
24 know, the training providers know and
25 the School District knows, what do we

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1 need to get to our young people as well
2 as adults, right. We (inaudible) that
3 bridge and there's a direct and better
4 match for the person and the area that
5 they are interested in and can be
6 sustained in.

7 COUNCILWOMAN GILMORE

8 RICHARDSON: Okay. Well, I heard the
9 bell and I will honor the clock. But I
10 will certainly come back on the second
11 round relative to the nuisance business
12 piece, business attraction and retention
13 and also the circular economy and
14 diversity in contracting. So thank you
15 all so very, very much for the work that
16 you do and I look forward to continuing
17 to have this discussion with you.

18 Thank you, Council President.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you, Councilwoman.

21 Chair recognizes Councilwoman
22 Gauthier.

23 COUNCILWOMAN GAUTHIER: Thank
24 you, Council President.

25 And good morning, Director

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1 Nadol, and welcome to the City. It
2 looks like you're jumping right in. And
3 I hope that you feel like you're
4 settling in well.

5 MS. NADOL: Yes. Thank you.

6 COUNCILWOMAN GAUTHIER: Before
7 I jump into questions, I want to
8 acknowledge the incredible work of your
9 Department under very difficult
10 circumstances, particularly your senior
11 leadership, Deputy Commerce Director
12 Dawn Summerville, Deputy Commerce
13 Director Heloise Jettison and Deputy
14 Commerce Director Karen Fegely who have
15 just done a tremendous job stewarding
16 the Department and serving our
17 communities. Myself and my office
18 really enjoy partnering with your staff
19 and we were excited to see the Mayor
20 propose a significant funding increase
21 for Commerce.

22 I'd like to start my questions
23 on the topic of gun violence. During
24 last year's budget, Council was able to
25 agree on a historic level of funding for

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1 violence prevention and intervention
2 initiatives to try to stem the violence
3 that's happening in our communities. As
4 a part of that, Council allocated \$5.6
5 million to the Commerce Department for
6 anti-violence spending. Can you
7 describe how those funds were spent?

8 MS. NADOL: Yes. And I'm going
9 to ask Heloise Jettison to jump back on
10 here because she can better explain what
11 happened with part of that money because
12 that predates me. I can say that
13 Commerce's role -- in addition to those
14 dollars, Commerce's role in violence
15 prevention has several approaches. One
16 is making sure that our commercial
17 corridors are clean and safe, through
18 the business camera program, the BizCam
19 program, through funding some of the
20 public cameras that are in the
21 commercial corridors, to being the eyes
22 and ears when police cannot, and then
23 obviously and almost more importantly,
24 workforce development to provide
25 opportunities for folks who want to

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1 break the cycle of violence and better
2 themselves and their families through
3 workforce training to connect themselves
4 to family-sustaining wage jobs to help
5 them be productive. And that is what
6 Heloise can talk to you about.

7 COUNCILWOMAN GAUTHIER: Thank
8 you.

9 MS. NADOL: Thank you.

10 MS. JETTISON: Good morning
11 again. Heloise Jettison, Deputy
12 Commerce Director. So as Director Anne,
13 Director Nadol just mentioned, we're an
14 economic development unit, right, all of
15 us and we work together. So it's not
16 just us alone. It's how do we create
17 the environment, the neighborhood and
18 the opportunities for our residents and
19 for our businesses to make sure they're
20 able to thrive and our people know that
21 they have a place to go, a place to work
22 when they want a job, which we know is
23 something to help them survive,
24 employment opportunities that get you on
25 that middle level of I can sustain my

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1 family, and then finally, your career
2 path. So you have those three different
3 areas. So there's a continuum, a
4 preworkforce, direct workforce
5 opportunities and then beyond, right.

6 So most of the monies for
7 violence prevention flatly flows through
8 the Office of Violence Prevention, who
9 we work very closely with. There is a
10 dotted line position as in a director of
11 economic mobility and workforce that we
12 are in the process of trying to hire.
13 We have a couple of candidates. But as
14 you know, sometimes it's challenging in
15 this environment to get folks, to get
16 the right person in the seat. And Erica
17 Atwood and I continue to hone for that
18 position to fill, who will be the one
19 that will lead the major investment on
20 their side of bringing the READI Chicago
21 model to Philadelphia.

22 Beyond that when it comes to
23 us, we are intricately involved, my
24 workforce team, in the Philadelphia
25 Roadmap for Safer Communities. We meet

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1 every week. It's a very detailed
2 opportunity for all of us, cross-city
3 departments and external community
4 organizations and other interested
5 individuals and Behavioral Health and
6 Health, that we literally every week
7 come together, tackle the district, the
8 police district that might be reporting
9 for that week, find out what the
10 challenges are and then we address it,
11 and the following week we follow up.

12 This includes for us where the
13 neighborhoods are, is there an
14 intersection, cross-intersection of
15 where the challenges are and is it near
16 commercial corridors, is it near where
17 any of our businesses might be trying to
18 stand up, is there growth opportunity,
19 are there jobs there. That's where we
20 come in and make sure that our
21 resources, our partners and our direct
22 resources go straight to the right
23 people on the ground, those trusted
24 advisors, to talk to the residents.

25 And in the meantime, our

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1 conduit is to make sure we're working
2 with those businesses to help them grow,
3 sustain. If they're ready to get more
4 support on attracting and retaining and
5 hiring from the neighborhood, that's
6 where our team comes in, providing
7 direct and indirect technical assistance
8 for those businesses.

9 COUNCILWOMAN GAUTHIER: Thank
10 you for that answer. I do think it's
11 very important when we're allocating
12 towards particularly violence prevention
13 is at such a high priority that we're
14 able to talk about where those funds
15 went and what happened, so I thank you
16 for the explanation. I would be
17 interested in seeing an accounting of
18 what we did with that 5.6 million and
19 how it related specifically to the
20 City's violence prevention efforts.

21 MS. JETTISON: I'll be able to
22 follow up with -- some portions I'll let
23 Keola speak to, but I'll be happy to
24 follow up with any more detail that you
25 may need. Keola.

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1 MS. HARRINGTON: Yeah, hi.

2 Keola Harrington, Senior Director of
3 Finance. I do want to just mention we
4 can provide the account in detail. But
5 the 5.6 million was a combination of
6 Class 100 as well as Class 200, right.
7 So a portion of the funds, about almost
8 700,000 we used to bring on nine
9 additional staff members.

10 And so, the staff members were
11 a variety of areas across the
12 Department. We increased staff for the
13 Workforce Development team so the
14 expansion that Heloise talked about, a
15 portion of the funds came from that. We
16 expanded staff for TCB. We expanded
17 staff for our business services, the
18 people who are on the ground. And so,
19 we really did a lot of hiring over the
20 last year. But also in Class 200, we
21 expand some of our programs that have
22 been really great, right. So we've
23 expanded funding for our security
24 business cameras. We've expanded
25 funding for storefront improvements.

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1 We created a new program which
2 Karen Fegely can talk more about, right,
3 Boost Your Business, right, where we're
4 helping folks scale their business and
5 create more jobs in the community.
6 We're also doing more to provide job
7 incentives and provide that job
8 attraction or business attraction to
9 Philadelphia. So it was really just an
10 opportunity to elevate what we were
11 doing and create some new things that
12 all contributed towards violence
13 prevention, public safety because those
14 issues we recognize and understand that
15 it's not just one department or one
16 team. It's everybody's concern. And
17 so, we really drilled down on making
18 sure our resources told that narrative.

19 COUNCILWOMAN GAUTHIER: Thank
20 you so much. It sounds like Heloise was
21 talking about Commerce's participation
22 in the City's Tactical Team meetings.
23 Can you tell me who from Commerce
24 participates in those Gun Violence
25 Tactical meetings?

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1 MS. JETTISON: Absolutely.

2 Myself, I sit on every week -- from
3 Karen Fegely's shop, Karen Fegely,
4 NazAarah Sabree and often times there's
5 other colleagues of mine from NazAarah
6 Sabree's unit, but definitely she and I
7 are on there every week.

8 COUNCILWOMAN GAUTHIER: Thank
9 you very much.

10 Thank you, Council President.

11 COUNCIL PRESIDENT CLARKE:

12 Thank you, Councilwoman.

13 Chair recognizes Councilwoman
14 Brooks.

15 COUNCILWOMAN BROOKS: Thank
16 you, Council President.

17 COUNCIL PRESIDENT CLARKE:

18 You're welcome.

19 COUNCILWOMAN BROOKS: The
20 Department will be restoring a number of
21 positions to prepandemic staffing
22 levels, but I'm concerned to hear that a
23 popular program that created pipelines
24 to middle-income jobs during the
25 pandemic won't be reinstated. So can

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1 you or another staff member from the
2 Office of Workforce Development speak
3 about the City as a Model Employer
4 program?

5 And I have a few other
6 questions about it. And I would like to
7 hear more about the demographics of the
8 City that participated in the program,
9 what departments worked to employ
10 participants in the program and what was
11 the three-year goal of the program? I'm
12 very interested because it seems like it
13 was doing well, and I would like to know
14 what happened with that.

15 MS. NADOL: I'd ask Heloise to
16 chime in on that item as well.

17 MS. JETTISON: Heloise Jettison
18 again, Deputy Director for the Commerce
19 Department. So you're speaking about
20 the City as Model Employer program that
21 was in effect about 2019 until 2020 when
22 it had to conclude. It was very
23 successful. We had actually exceeded
24 the goals.

25 The original goal was to place

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1 200 individuals that came through this
2 opportunity to train and place
3 individuals in certain City departments,
4 which included Streets and Water and a
5 couple of others. I'm sorry I don't
6 have the exact detail and I can give you
7 some more. But the original goal was to
8 place 200 individuals. We exceeded that
9 target, and actually 209 people were
10 placed by the end of Fiscal '19 in Q4,
11 and overall we came out at the very end
12 with 238 individuals.

13 So, yes, the opportunity was
14 very effective. And unfortunately,
15 because the original Office of Workforce
16 Development was eliminated. But due to
17 the pandemic, we had the staffing
18 component obviously being our own
19 department to man that program and the
20 folks that managed it and ran it up
21 through and including the training were
22 unfortunately laid off, so we had to
23 close out the program.

24 So at this point right now we
25 are still continuing to think about how

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1 do we have those conversations with
2 doing that in a different way with our
3 fellow department in the Office of Human
4 Resources, that we have started to have
5 those conversations. But that's
6 actually why the program does not exist
7 is because of that, because of the hit
8 to the office from the pandemic.

9 COUNCILWOMAN BROOKS: And I
10 figured that. I know that all City
11 departments are talking about this
12 hiring thing. Everyone's saying it's
13 hard to hire folks, and I was just
14 wondering how much would it cost for you
15 to allocate money to reinstate that
16 program?

17 MS. JETTISON: So one of the
18 things, so we had a grant that actually
19 covered the training and parts of the
20 program that we oversaw. So the grant
21 might have been \$250,000, but that did
22 not even touch the cost really, and
23 that's without the staff, that's not
24 including the staffing cost, because it
25 is a heavy lift. Definitely, I can

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1 probably give you some numbers behind
2 that and how much it would cost if we
3 were to do it ourselves.

4 But in general, we were able to
5 work from a grant with all the supplies
6 and materials, the time for training and
7 location and then the staffing. Not
8 cheap, but it's well worth it. But we
9 can get you that data.

10 COUNCILWOMAN BROOKS: Thank you
11 so much. Because I would like to see
12 this program up and going again. I
13 think Councilmember Domb and a few
14 others before me talked about quality
15 family-sustaining jobs and these are
16 viable pathways to permanent jobs for
17 unemployed or underemployed Philadelphia
18 residents. And if this helps the City
19 fill these roles, I think it will
20 definitely be a program to bring back,
21 especially since the hiring freeze is
22 over.

23 And I was hoping will the
24 Commerce Department be hiring back all
25 the staff and will any of those staff

4/20/2022

1 members possibly be able to serve in a
2 role to get something like this going
3 again because you said there were
4 additional costs outside of the grant?

5 MS. JETTISON: So at this point
6 we do not have the ability to reinstate
7 all the staffing. And the ones that did
8 work have all gotten other jobs, one of
9 which in a like industry with a partner
10 organization so we still have the
11 benefit of that person's expertise doing
12 this in a different way. But at this
13 point, we don't have that. And our
14 current employer engagement managers
15 serve a different purpose, but as we
16 work with our Office of Human Resources
17 and think differently of how we can do
18 this at a scale and a capacity that we
19 can manage together, they will be a part
20 of that as well.

21 COUNCILWOMAN BROOKS: Thank you
22 very much. And I also wanted to kind of
23 echo the statements of one of your
24 colleagues mentioned earlier. I
25 actually sent her an email. Now, I

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1 can't remember. But just the importance
2 of I think -- and we had this
3 conversation about entrepreneurship and
4 investing in folks becoming
5 entrepreneurs as multiple pathways to
6 recover from this pandemic and to pull
7 our City out of poverty.

8 So I just want to thank you
9 again for the work you guys are doing
10 and I'll be asking more about this City
11 as Model Employer program, because I
12 think of other programs like Library and
13 other folks that are also having
14 problems bringing in staff, and this is
15 an excellent way to prepare young people
16 for strong careers in the City. But I
17 want to thank you for the work you're
18 doing.

19 Council President, that ends my
20 questions.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you. Thank you, Councilwoman.

23 Chair recognizes Councilman

24 Thomas.

25 COUNCILMAN THOMAS: Good

4/20/2022

1 morning, Council President.

2 Good morning, everybody. First
3 of all, welcome to our new Commerce
4 Director. Thank you for taking on such
5 an important position and also, thank
6 you to everybody on the Commerce
7 Department team for the hard work that
8 they're doing and trying their best to
9 put us in a position to address a lot of
10 the issues that's already been discussed
11 and for time purposes, I don't want to
12 repeat them. But I do agree with a lot
13 of the questions that my colleagues have
14 raised. I've crossed off some of my
15 questions.

16 I'll start with the nightlife
17 economy position. I know that we're
18 struggling with exactly what we're going
19 to call that position. But I'm
20 wondering on the Commerce side if you
21 can give us an update. This is
22 something that came out of the Arts and
23 Culture Taskforce recommendation. And I
24 know we're close to actually having
25 someone -- well, I know we have a

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1 timeline. If you can talk to us about
2 the timeline for that position first and
3 foremost, and then I can do a deeper
4 dive into a few other questions I have.

5 MS. NADOL: Sure. I'm going to
6 have Dawn Summerville. That position is
7 going to be reporting to her and she's
8 been leading the charge on filling that
9 position.

10 MS. SUMMERVILLE: Good morning.
11 Dawn Summerville, Deputy Commerce
12 Director. Good morning, Councilman
13 Thomas. How are you?

14 COUNCILMAN THOMAS: Good
15 morning, Dawn. How are you? Good to
16 see you.

17 MS. SUMMERVILLE: Thank you.
18 So I'm happy to report the Director of
19 Nighttime Economy, we had a very robust
20 response to the application or the
21 posting that went out. We had over 25
22 entries. We whittled it down to 15 and
23 then down to a final 6. We have
24 completed the interview process and are
25 now going back and to whittle down even

4/20/2022

1 more. So it looks like we're looking at
2 a final 4.

3 Since all the basketball talk
4 earlier, we're at the final 4 to take a
5 look at a Director. Very qualified,
6 highly qualified candidates with great
7 vision for the City that would
8 incorporate all into the night economy.
9 They're looking at every aspect, not
10 just the operations of night economy,
11 but those that work during the night
12 economy, the residents and the impact
13 that it has. So we're taking a broad
14 look across the spectrum on public
15 safety to opportunities to growth, but
16 I'm very happy with the candidates that
17 we've had in this process.

18 COUNCILMAN THOMAS: That's
19 great to hear. And I don't want to hold
20 you to it. But when do you think you'll
21 have this position filled and the person
22 onboarded? When would be your target
23 date for that?

24 MS. SUMMERVILLE: I want to be
25 ambitious here, but I would like to have

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1 a decision made I would say by mid or
2 the end of May and inhouse --

3 COUNCILMAN THOMAS: Awesome.

4 We won't hold you to that, but we
5 appreciate the ambition. Thank you for
6 that and we look forward to working with
7 the Department on that. One of the
8 things that we've been pushing the Admin
9 on is a new website, something that puts
10 businesses in a position to be able to
11 easily access what licenses they need
12 when they're trying to start a business,
13 ways of transparency to let people know
14 when things have expired and things of
15 that capacity, support navigating
16 L&I-related issues, and we know that
17 there's been an appetite for it.

18 So I'm wondering what is the
19 vision for that new website and where
20 are we in the midst of that process?

21 MS. NADOL: So I'm happy to
22 report that we'll be launching in the
23 next couple of months something that we
24 are calling Permit Wizard, which is
25 based on a software program that has

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1 been used in other cities, so this has
2 been tested. We are not the guinea pigs
3 for it, which I was worried about when
4 you launch a new website or a program
5 like that, that will be a one-stop shop
6 for licensing. And at this point, it is
7 licensing only with the hopes that this
8 works to move it beyond that.

9 I'll ask Karen Fegely to give
10 you more details on it. But I believe
11 the contract is literally currently with
12 the Law Department to be finalized so
13 that we can launch this program. We are
14 hoping for -- again, don't hold us to
15 it, just like you're not going to hold
16 Dawn to the nighttime economy -- to June
17 or July we're hoping to have this up and
18 running.

19 MS. FEGELY: Yeah. I don't
20 have too much to add, Councilman, just
21 that this is a test that the proposed
22 budget for FY23 includes some additional
23 funding so that Commerce -- for the
24 pilot, multiple departments are pitching
25 in and chipping in to cover the cost of

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1 the pilot, if FY23 proposed budget
2 includes funding for Commerce to able to
3 continue to fund this, assuming the
4 pilot is successful. So we're really
5 excited about that, and just continuing
6 business advocacy and process
7 improvement work that came out of the
8 earlier Regulatory Reform Commission and
9 other efforts just trying to consolidate
10 that.

11 And I thank you for your
12 interest in this topic. I know we're in
13 the process I believe of scheduling a
14 meeting so we can really dig down into
15 some things with you and get your
16 support on some efforts. So I look
17 forward to working with you on that.

18 COUNCILMAN THOMAS: Thank you.
19 No, we want to continue to work with
20 you. Again, we've talked to other
21 elected officials across the country
22 just to try to figure out best practices
23 as it relates to what did they do to
24 successfully grow the businesses that
25 are already there as well as attract

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1 businesses to their City. I've had
2 great talks with folks in Atlanta as
3 well as folks across the Commonwealth.

4 My last question for you is
5 this, and this will be a creative one
6 and then I'll come back for a second
7 round just because I have a few more
8 technical questions.

9 I listened to a lot of the
10 testimony that has taken place thus far
11 today. One of the concerns that I
12 talked to you about, Director, is the
13 idea that Philadelphia doesn't have that
14 industry, that signature industry
15 outside of health care, right. We do
16 great with health care. Of course, we
17 do great with education because we have
18 the great institutions here. But unlike
19 other cities where somebody might travel
20 because they're an expert in tech and
21 they want to maximize their ability or
22 maybe they're an artist and they might
23 travel to New York or Hollywood or
24 Atlanta or if they're into something
25 that's like I said tech-related, they

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1 might go to Silicon Valley or Boston.

2 If you had to identify a
3 direction for Philadelphia to go in
4 with, with all the different innovation
5 that's taking place, what could be a
6 signature industry that we could begin
7 to brand Philadelphia as a place people
8 can maximize their potential?

9 MS. NADOL: So the first that
10 comes to my mind and, team, feel free to
11 jump in here, but I think the way to
12 pick those industries is to piggyback on
13 the assets that we have here, right.
14 We're not just going to sprout something
15 that has no connection to the assets
16 that Philadelphia already offers.

17 I believe that the life
18 sciences, and we're getting known for
19 that area, we're not there yet, but I
20 would argue that that is sort of our
21 next big area to land, and the related
22 industries that come with it, be it the
23 advanced manufacturing, the logistics.
24 Those all feed off of a big sector like
25 the life sciences.

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1 Sorry, I don't know if I'm
2 supposed to keep talking after the bell
3 goes off. Dawn, do you have more to add
4 to that?

5 MS. SUMMERVILLE: No, I think
6 that would be one of them. I think
7 that's accurate. I'll also go back to
8 tech. Right now we have our Tech Hub
9 that I co-chair with Heloise Jettison as
10 we're looking to grow that sector for
11 start-ups. I think again going back to
12 supporting and looking at
13 entrepreneurship in this City as a way
14 to help people move out of poverty and
15 build their businesses, I think things
16 began, Councilman, to take their own
17 shape.

18 Businesses follow businesses,
19 sectors follow sectors and create hubs.
20 And there's opportunity here for the
21 creative economy, for entrepreneurship.
22 And quite frankly, there's an
23 underground economy here in the City
24 that probably needs to come above ground
25 at some point, and I'm not talking about

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1 anything illegal. But folks have found
2 a way to make their hobbies into
3 meaningful moneymakers or opportunities
4 to support their families through the
5 pandemic. So we should make it easy for
6 these folks to come up above ground,
7 right, and to do this work and to grow
8 their businesses. So I think that is
9 something that we also have a real
10 conversation about as well.

11 COUNCILMAN THOMAS: I
12 appreciate the response. I know the
13 bell went off and I'm going to come back
14 for a second round more than likely.
15 But I think -- and I appreciate all the
16 work you're doing. I appreciate your
17 perspective. I think that my concern is
18 when I think about the industries that
19 you talked about, I agree and I think
20 that we can have huge success in those
21 industries, but those are industries
22 that we're not doing a good job of
23 preparing the next generation of young
24 people to be able to step into and to be
25 able to prosper.

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1 And I think my concern with
2 those industries is that we don't have
3 the proper pipelines in place, and I
4 know that's not a Commerce problem.
5 It's more of a collective problem. But
6 I just wanted to put that out there.
7 And I just want to again say thank you
8 to the entire Commerce Department, the
9 entire team over there for all the great
10 work you're doing.

11 Thank you, Council President.
12 I'll come back for second round.

13 MS. SUMMERVILLE: Thank you.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilman.

16 Chair recognizes Councilman
17 Squilla.

18 COUNCILMAN SQUILLA: Thank you,
19 Mr. President. I think I was
20 permanently muted because I keep talking
21 with my mic unmuted.

22 But thank you, Anne. Thank you
23 for being here. Thank your team for all
24 their efforts during these challenging
25 times. The staff has been very

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1 responsive and very helpful to our
2 office. And I know this was mentioned
3 earlier. I don't know if Karen Fegely
4 touched on it. Somebody was speaking
5 about the TCB funding for the corridor
6 management. And it seemed to be just
7 under 2.8 million this year.

8 And we believe that obviously
9 it's a great program. We know that
10 having those people engaged in the
11 community working with the businesses on
12 a daily basis is so important,
13 especially for the businesses who don't
14 know what's available for them. So
15 obviously looking to increase that
16 money, do you see this as a good program
17 and do you think it's easy to apply at
18 this point the way it's set up?

19 MS. NADOL: I think it's a
20 fantastic program. Could it be better
21 and are there improvements that we could
22 make, of course. No program is perfect
23 and we would never pretend that it is.
24 But I think that the impact that we have
25 seen so far certainly leads us to

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1 conclude that it is absolutely a
2 wonderful program and has been I think
3 very impactful. And I'll let Karen talk
4 a little bit more about any expansions.

5 MS. FEGELY: Thanks, Anne.

6 Thanks, Councilman. So I think as you
7 probably understand and as you've
8 stated, it's really important. One of
9 the first steps of corridor
10 revitalization, sort of recognized
11 nationally is to have a person whose job
12 it is, right, who's out there walking
13 the street being like the mom manager,
14 so to speak, for this outdoor mall.

15 So we do that for a number of
16 ways. One, we have our Office of
17 Business Services, right. So our folks
18 try to step in in communities where
19 there's a lot of commercial density, but
20 there's not a strong organization on the
21 ground. And so, our folks go out there
22 and really spend a lot of time building
23 up I'd say the first layers of a
24 business association which is not
25 something that we're currently set up to

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1 really support with funds, with staff
2 funds.

3 So the next level is trying to
4 have a CDC, a community organization,
5 and that's where we fund the corridor
6 managers. The Corridor Management
7 program as it's currently defined is
8 done through an RFP, it's CDBG dollars.
9 And I'm going to say it's not -- I'll go
10 on record. It's not the easiest program
11 to apply for and to contract with, but
12 we really do, you know, customer service
13 is always top priority at Commerce, so
14 we try to make it as easy as possible to
15 make sure we're getting these resources
16 out there.

17 What complements really well
18 and I think that's been really important
19 is the CDC Tax Credit program and the
20 sister program, the CDC Economic
21 Development Support program. We are
22 currently funding 47 CDCs or CDC-like
23 organizations around the City with those
24 dollars, and those dollars are for
25 operating costs. So folks, we encourage

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1 them to use it for staff, for like a
2 corridor manager, tech staff, but they
3 can use it as they see fit.

4 I also just want to recognize
5 while I've got a minute, the next step
6 beyond CDCs is Business Improvement
7 Districts. And you know, you have a
8 number of them in your District.

9 COUNCILMAN SQUILLA: Yes.

10 MS. FEGELY: I think there's
11 currently 13 in the City. And that's
12 really great because this is when the
13 property owners of the community are
14 supporting themselves. They're running
15 things and paying for it. It's great
16 when a community can do that, when a
17 neighbor can do that. It's not
18 practical in all neighborhoods because
19 the real estate value just isn't there.
20 So we work with those folks too and
21 provide them some additional assistance
22 because we want to sort of recognize
23 that they're paying for it themselves.
24 We try to give some wraparound services
25 in those cases.

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1 COUNCILMAN SQUILLA: Yeah. I'm
2 not saying because it's hard to apply
3 for anything on Commerce. It's just
4 that sometimes we get some questions and
5 concerns how it could be challenging.
6 And the other issue is you need a
7 certain density of businesses. So some
8 of our smaller corridors, especially in
9 our minority communities there's not as
10 many stores there to really be eligible
11 for it. Is there any consideration of
12 maybe reducing that number to help these
13 folks or no?

14 MS. FEGELY: Sure. The
15 eligibility is not -- it's not set in
16 stone. We had put the eligibility in
17 place because of limited funds, right.
18 So we know we only have so many dollars.
19 We know it's important to ensure that
20 the corridors that are really, really
21 busy dense corridors are getting funded.

22 COUNCILMAN SQUILLA: Right.

23 MS. FEGELY: Yeah. So if there
24 were more resources, we could do more.
25 And again, that's where we try to use

4/20/2022

1 those other programs like the Economic
2 Development Support Grant to kind of get
3 to some of those smaller areas that we
4 know aren't going to qualify for
5 corridor money.

6 COUNCILMAN SQUILLA: Right,
7 because also we want to build those
8 areas up so they become more dense
9 corridors, right. And it's hard to do
10 that because they struggle to get them.
11 And sometimes we have empty storefronts.
12 And again, like you said not everybody
13 can become a BID. But I support it. I
14 actually support more money into this
15 program. I think it's very important to
16 grow.

17 We know that these people love
18 going to businesses in their own
19 communities and it's a part of a great
20 community feel. And so, you guys have
21 done a great job with that. And even as
22 far as has there been any change in the
23 Storefront Improvement Program, SIP, or
24 the Camera program as far as any
25 increase in resources for those

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1 programs?

2 MS. FEGELY: Yeah. We're
3 really pleased that in the proposed FY23
4 budget both of those are back to
5 actually beyond a little bit higher than
6 prepandemic levels. So we were able to
7 keep Storefront Improvement Program
8 running throughout, and I think it's a
9 really positive sign. Applications kept
10 coming in. Even during the worst part
11 of the pandemic, businesses were
12 submitting applications which again was
13 sort of heartening for us as a sign of
14 the economy. So we were able to kind of
15 patch together money to keep that
16 program going throughout. We had to
17 close the Camera program for that year.
18 We reopened it again. It's alive and
19 well, and we're approving people as fast
20 as we can. And next year we upped the
21 dollar amounts a little bit for each.
22 So \$700,000 for storefronts. \$400,000
23 for cameras and we believe that will
24 satisfy sort of the demand for the next
25 year.

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1 COUNCILMAN SQUILLA: Yeah,
2 because we see a high demand for that,
3 especially as you guys are coordinating
4 with some of these storefront corridor
5 managers and they're spreading the word
6 more because that's how we get people to
7 know about these programs. And we don't
8 want to get them to know about them and
9 say we don't have any resources for them
10 now and be counterproductive. So it's
11 really important.

12 And I've just seen the effect
13 that Commerce has had on these
14 corridors. It's been really, really
15 important. And it's been an asset to
16 them. And then the small businesses
17 know, I mean it's always a challenge
18 with us because we have a tax structure
19 that sometimes makes it difficult. And
20 so, we're looking to say, all right, if
21 we can maybe fix some of those things
22 but also help you become a more
23 profitable business, help you to maybe
24 increase your storefront and have
25 cameras, I think it's so important.

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1 I guess that's it for this
2 round for me, but I'll come back in the
3 second round. Thank you for your help.

4 COUNCIL PRESIDENT CLARKE:
5 Thank you. Thank you, Councilman.

6 We are now going to start I
7 believe our second round. My
8 information --

9 COUNCILWOMAN PARKER:
10 Mr. President.

11 COUNCIL PRESIDENT CLARKE:
12 Yeah. Pull it up for me again. I'm
13 having technology issues over here. So
14 first up on the second round -- oh,
15 first round.

16 Chair recognizes Councilwoman
17 Parker. I'm sorry. My technology is
18 failing me. Sorry, Councilwoman.

19 COUNCILWOMAN PARKER: No
20 problem, Mr. President.

21 Director Anne Nadol, hello and
22 welcome.

23 MS. NADOL: Hello,
24 Councilwoman.

25 COUNCILWOMAN PARKER: Let me

4/20/2022

1 start by saying Salim Wilson, Michelle
2 Price, Terrine Datts, Robert Somerville,
3 Nagiarry Meneus, Maxine Ferguson, Dennis
4 Murry, Keola Harrington, Yvonne Boye,
5 Dawn Summerville, Karen Fegely, Ana
6 Irizarry, Gen Rollins, Heloise Jettison
7 and Gianna Grossmann, thank you. And I
8 apologize in advance for the future and
9 from past times for being an ever-
10 present thorn in your side, but thank
11 you for the diplomacy and the commitment
12 that you have to working with my office
13 in addressing many of the challenges
14 that we have had in trying to address
15 issues overseen by the Commerce
16 Department.

17 So, Director, I want to start
18 and you already noticed that I was giddy
19 when I saw the PHL Taking Care of
20 Business 2020 Report. And I want to
21 share with you and I want to start here,
22 this is on Page 4 for the viewing public
23 and for my colleagues, and this is third
24 party independent verification from Leroy
25 Townes: I was making \$0.19 an hour and

4/20/2022

1 now I make \$19 an hour. Coming from
2 being incarcerated to being a
3 supervisor, I take nothing for granted.
4 I'm glad they have programs like this
5 and I hope more people learn and take
6 advantage of this life-changing
7 opportunity. This is a handout and
8 it's -- this isn't a handout. It's a
9 hand-up.

10 With that being said, Director,
11 I want to ask you for the record today,
12 PHL TCB will, in fact, according to my
13 notes be flat-funded at 7 million for
14 FY23; is that correct?

15 MS. NADOL: Yes, I believe so.

16 COUNCILWOMAN PARKER: Okay. So
17 now I want to ask you a question related
18 to funding. And I want to ensure that
19 due to inflation and rising costs
20 because the program is flat-funded, that
21 it's not going to, in fact, translate in
22 what I will call a cut to the program.

23 And let me give you an example:
24 If inflation is 8 percent, then an 8
25 percent increase in cost will be

4/20/2022

1 \$560,000. That's more than half a
2 million dollars. Can you comment on
3 that? The program is being flat-funded.
4 But when we look at inflation, we're not
5 going to end up seeing a cut in the
6 program.

7 MS. NADOL: I'm going to ask
8 Keola Harrington to join me on this one.
9 I think we have to balance obviously the
10 budget realities that we have -- or
11 Karen Fegely can help talk about this.
12 Look, we completely understand the
13 value. And everybody has seen the
14 benefit and outcomes from this program.
15 They're tangible not only in terms of
16 the cleaner corridors, but in terms of
17 employment for local residents, so
18 obviously this is a large priority for
19 us. But we also have many other
20 priorities that we are trying to
21 balance.

22 Karen, do you want to talk a
23 little bit about the plans for this
24 coming year -- no, okay --

25 MS. FEGELY: Sure. I just want

4/20/2022

1 to assure you we are not making any cuts
2 this year. We have a little bit of
3 cushion built in. I don't want to say a
4 lot of cushion because I know my budget
5 colleagues are on this call, but we have
6 a little bit of cushion built in for
7 rising costs. It is something, it's a
8 really good point though that we will
9 have to watch that going forward. I do
10 feel like we have a tendency to think
11 something's funded and it's good, but
12 with rising costs we'll have to make
13 sure that it stays, yeah, as fully
14 funded as it needs to be. So thanks --

15 COUNCILWOMAN PARKER: All
16 right. Let me just add for the record,
17 and I have shared this, Director Nadol,
18 with the Administration, and that is
19 level funding doesn't allow any
20 expansion both to new corridors or of
21 existing ones or take into account an 8
22 percent inflation. So let's talk about
23 83 corridors cleaned by 39 organizations
24 through partnerships. Very good, but
25 for the record when this program was

4/20/2022

1 rolled out, it was rolled out and it was
2 envisioned, I would say planned as a \$10
3 million a year program.

4 And although I understand that
5 the funding was secure just before COVID
6 hit, we didn't even get rolling until
7 October 2020. But, Director Nadol, as
8 you just said the program has proven its
9 worth. We had a problem in this City,
10 how would we rid ourselves of the
11 Philthadelphia moniker that people refer
12 to us as, Philthadelphia. And this idea
13 and concept that we would be able to
14 assist the economic development hubs in
15 veins of our community via our
16 neighborhood commercial corridors and do
17 something basic, right, connect people
18 in need of opportunity and growth with
19 the problem we had, which was again
20 cleaning our City. So we know we're
21 worth it.

22 But my hope is, and we'll
23 continue to have these considerations,
24 that we can get to that \$10 million
25 mark. And just a little note for any

4/20/2022

1 members of the Greater Philadelphia
2 Chamber of Commerce who are listening,
3 Director, and I'm going to ask you and
4 your team to join me in this effort and,
5 that is, asking the Chamber to pony up.
6 You say that supporting
7 neighborhood-based commercial corridors
8 is extremely important. And when we
9 rolled out this program, it was with the
10 hope that the private sector would match
11 this City's investment.

12 And with the commercial back in
13 the day the lady said, where is the
14 beef. Where is the investment, how do
15 you match us, private sector, with this
16 program. Because they're not just
17 making \$15 an hour, they're getting OSHA
18 10 certification, ServSafe
19 certification, all your digital
20 literacy. Surprised to hear so many
21 people say, this was the first time that
22 I've ever even had access to an email
23 address through this program, the soft
24 skills that were being provided.

25 And so, I hope you will join

4/20/2022

1 me, Director Nadol, as we move forward
2 to have conversations with the Chamber,
3 all of the Chambers, about their
4 investment in this program because PIDC,
5 they can match any funding to this
6 program and it can be written off, which
7 is why the program was designed with
8 that element in it.

9 In addition to that, I also
10 want to note the report that you read,
11 it is because we built in qualitative
12 and quantitative analysis of this
13 program so that we could have a third
14 party outside of government measure its
15 effectiveness so we weren't just
16 throwing good money after bad. And so,
17 I hope the private sector will take that
18 into consideration.

19 We knew that the first round
20 would solely be focused on PHL TCB. I'm
21 already queued up for the second round
22 and I'm going to ask you, Director, and
23 members of your team to really get
24 queued up for public safety and
25 quality-of-life issues on commercial

4/20/2022

1 corridors.

2 Thank you so very much,

3 Mr. President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman. Sorry about

6 the technology issues.

7 We are now prepared to move to

8 our second round. And Chair recognizes

9 Councilman Domb.

10 COUNCILMAN DOMB: Thank you,

11 Council President.

12 And in this round if I could,

13 30-second answers are perfect for me. I

14 don't need to have any long answers so

15 we can get through the round. So let me

16 start with we formed a Tax Commission

17 with four Councilmembers with myself

18 included and three of my colleagues and

19 several other people, Administration and

20 outside people. And we've been going

21 back and forth. And I want to hear from

22 the Commerce Department what we can do

23 to help the City of Philadelphia grow

24 our economy and bring people back into

25 the neighborhoods and bring people back

4/20/2022

1 into the jobs, especially in these
2 office buildings where they're sitting
3 empty.

4 So the two big topics are wage
5 taxes and I guess the net income of
6 BIRT. And the question is which one in
7 your opinion is more important to bring
8 people back in the City so we can get
9 our wage taxes back and how do we grow
10 the City? I would like to just hear
11 your thoughts on those two areas.

12 MS. NADOL: I would say with
13 your 30-second parameter that both are
14 equally important. And I know that the
15 Administration and the City Council have
16 been working on these matters, and we
17 hope that if the real estate assessments
18 come back as was presented during the
19 budget hearings originally, the
20 assessments come back where we think
21 they are and we have the opportunity to
22 be able to make some cuts, both will be
23 important. Even if they are not as
24 great as we would like, the message that
25 it sends that we are business-friendly,

4/20/2022

1 that we are conscious of the impact of
2 the wage tax on our citizens and on the
3 people that work in the City, that goes
4 a long way. That's where I would --

5 COUNCILMAN DOMB: If you had to
6 pick one, keeping in mind we're faced
7 with wanting suburbanites to come back
8 to the City and work -- they're an
9 important part of our economy, 41
10 percent of our workforce lives in the
11 suburbs -- and understanding the net
12 income is important for the long-term,
13 we understand that both are important,
14 but if we could only pick one from the
15 boat, which one do we pick?

16 MS. NADOL: This is my personal
17 preference, not the Administration's
18 perspective. I would argue the wage tax
19 to get people back into the City because
20 the spend that those people have when
21 they are in the City and the vibrancy
22 that it brings to the City will lead to
23 more successful and established business
24 community. That's just my personal
25 perspective. That is not the

4/20/2022

1 Administration's perspective. I don't
2 pretend to argue for them.

3 COUNCILMAN DOMB: Well, thank
4 you. By the way, my initial reaction
5 would have been before the pandemic the
6 net income of BIRT. But because of the
7 pandemic and the importance of us
8 bringing people back in the City to get
9 the wage taxes, I actually agree with
10 you. And even though I understand the
11 problems with the BIRT as we outlined
12 earlier, so I'm in agreement with that.

13 One quick question: If our
14 taxes are second highest in the country,
15 almost similar to New York, can we at
16 least make our service to the businesses
17 easier? Is there any plan to have like
18 a one-stop shop wherein Commerce you
19 have one person who walks people through
20 from the application to the
21 ribbon-cutting, because even myself if I
22 were to open a business, I think it's
23 complicated, I wouldn't even know all
24 the steps? Is there someone in the
25 Commerce Department or any of the

4/20/2022

1 departments that can be that liaison
2 that gets you from start to finish?

3 MS. NADOL: So I would answer
4 that with two questions. The Office of
5 Business Services, which is a more
6 established office than just a person
7 who can walk you around, there are so
8 many people involved. And I'll let Naz
9 Sabree talk about that in a second.

10 That is sort of the place to start, but
11 even that can be complicated. It is a
12 large group.

13 I believe tools like what we
14 talked about earlier with the Permit
15 Wizard that are online, electronic
16 people can go and look at them
17 themselves, we can walk people through
18 steps. It's definitely a model that we
19 need to be using. And I hope that with
20 the success of the Permit Wizard and the
21 pilot program that we can then expand to
22 really use technology to our advantage
23 for just that purpose. But I'll let Naz
24 talk about how we walk people through
25 the entire process.

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1 MS. SABREE: Good morning,
2 Councilman Domb and everyone. My name
3 is NazAarah Sabree. I'm the Senior
4 Director for the Office of Business
5 Services. And so, thank you for that
6 question. So the Office of Business
7 Services team, we work with businesses
8 throughout the City to help them
9 navigate City bureaucracy and help hem
10 to connect to programs and resources.
11 And a part of that is helping to walk
12 them through A through Z as it relates
13 to starting and operating a business.

14 And so, if they don't know
15 where to go to apply for their license
16 or they don't understand zoning, our
17 team here will help them walk through
18 that. And each of our managers are
19 geographically assigned, so each of the
20 Districts has a specific business
21 services manager that they can contact
22 directly to help them work through
23 whatever issues or concerns or questions
24 that they have. So we always say that
25 we are the first point of contact for

4/20/2022

1 entrepreneurs.

2 And so, as we get that Permit
3 Wizard up-to-date and L&I has a very
4 robust new website that they
5 established, we still help them walk
6 through all of that and even help them
7 understand what it is to be in
8 compliance and help them understand what
9 licenses and permits they need to have.

10 COUNCILMAN DOMB: Okay. Thank
11 you. I'll yield on this round. I know
12 the bell sounded. So thank you for
13 those answers. I appreciate it.

14 Thank you, Council President.

15 COUNCIL PRESIDENT CLARKE:
16 Thank you, Councilman.

17 Chair recognizes Councilwoman
18 Gilmore Richardson.

19 COUNCILWOMAN GILMORE
20 RICHARDSON: Thank you. Thank you,
21 Council President.

22 I just quickly wanted to circle
23 back to a few other questions I had for
24 the Commerce Department, first starting
25 with the circular economy. You know

4/20/2022

1 that the circular economy provides a lot
2 of opportunity for innovation and for
3 business development, particularly on
4 commercial corridors. And as we're
5 looking to create more of a circular
6 economy here in Philadelphia, how are
7 you all at Commerce engaging in these
8 conversations and are you connected to
9 the circular economy strategy work
10 that's being done in the Office of
11 Innovation and Technology?

12 MS. NADOL: I'm going to let
13 Dawn handle that. I know she's been
14 having conversations and been focused on
15 that sector.

16 COUNCILWOMAN GILMORE

17 RICHARDSON: Okay. And also for the
18 Office of Sustainability too. I just
19 wanted to ensure that everybody is sort
20 of working together as we frame out what
21 this will look like in Philadelphia.

22 MS. SUMMERVILLE: Good morn --
23 oh, good afternoon. Good afternoon.
24 Dawn Summerville, Deputy Commerce
25 Director. Good afternoon, Councilwoman

4/20/2022

1 Gilmore. How are you?

2 COUNCILWOMAN GILMORE

3 RICHARDSON: Good. How are you?

4 MS. SUMMERVILLE: Doing well.

5 Thank you. So in regards to the

6 circular economy, the Commerce

7 Department, our Senior Manager Creative

8 Economy Sophie Heng has participated in

9 several meetings with Circular

10 Philadelphia around this discussion and

11 within this field. There is an interest

12 in the Department, particularly in the

13 creative economy. It does remain an

14 interest to us.

15 I know according to the latest

16 data information that we received from

17 the Department of Community and Economic

18 Development for Philadelphia there's

19 over 120-plus businesses with revenues

20 of approximately \$150 million with

21 employees of 450 employees, I believe,

22 that are participating within the

23 circular economy.

24 I know that there have been a

25 couple of conversations that stalled,

4/20/2022

1 but we want to maintain that we stay a
2 part of the conversation and that we
3 stay engaged in this space. But as far
4 as strategy-wise, that's where we sit at
5 this present moment.

6 COUNCILWOMAN GILMORE

7 RICHARDSON: Okay. If you all can just
8 keep me updated on that. I know that
9 we've done a lot of work in that regard
10 just working with Circular Philadelphia,
11 and we recently had a briefing also just
12 working with Sustainability and OIT in
13 general. I just want to ensure that I'm
14 up-to-date on sort of how the City is
15 moving around the circular economy and
16 helping our businesses that may or may
17 not be focusing on zero waste
18 activities, particularly those on
19 commercial corridors how we're helping
20 them as well.

21 I will reserve the balance of
22 my questions so that we can continue
23 with this round. Thank you,
24 Mr. President.

25 COUNCIL PRESIDENT CLARKE:

4/20/2022

1 Thank you, Councilwoman.

2 Chair recognizes Councilwoman

3 Parker.

4 COUNCILWOMAN PARKER: Thank

5 you, Mr. President.

6 Director Nadol, I now want to

7 talk about the support for Black and

8 Brown barbershops and beauty salons.

9 NazAarah Sabree was on and she made me

10 think about the Vernon Road commercial

11 corridor that she was intricately

12 involved in, selecting the quality of

13 the wood grain going up for the

14 storefront improvements. And

15 unfortunately, we just lost that

16 barbershop there and it is happening

17 with barbershops and beauty salons

18 across the City.

19 We announced in October of 2021

20 that 159 hair care businesses were

21 selected to receive a total of \$795,000

22 from Salons and Barbershop Emergency

23 Relief Program. That was the SABER

24 Program. They were selected from a pool

25 of businesses that already had applied

4/20/2022

1 for grants through our COVID-19 Small
2 Business Relief Fund and with the
3 Commonwealth funded COVID-19 Relief Fund
4 Statewide Small Business Assistance
5 Program. They got up to a one-time
6 grant of \$5,000. 99 percent were
7 minority. 60 percent were women-owned.

8 Now, this was great, Director,
9 when we look at this. And from what I
10 understand from talking to these
11 barbershop owners, particularly the
12 Black and Brown ones and small
13 neighborhood-based that are not
14 connected to any of the chains, the
15 chain barbershops that we are familiar
16 with, I've introduced the resolution
17 supported by the majority of my
18 colleagues and we're going to be holding
19 a hearing in May.

20 And my hope is that we can make
21 the case that while that one-time
22 funding of \$795,000 for those 159
23 businesses was a good start, that they
24 are definitely in need of support and
25 just wanted to hear if you had any

4/20/2022

1 comments about that issue?

2 MS. NADOL: Thank you,

3 Councilwoman Parker, for that question.

4 I will say something very broad and then

5 I'll let Karen Fegely talk a little bit

6 about the plans. I think we all

7 recognize not only the business impact

8 or that these are businesses, but they

9 are also cornerstones of our

10 communities, right. So it's got an

11 impact broader than just a storefront

12 being closed when barbershops and salons

13 close. So we understand the importance

14 on commercial corridors and in

15 communities of this particular business

16 sector that has broader impact than

17 maybe your average store. Karen, do you

18 want to talk a little bit about the

19 future of that?

20 MS. FEGELY: Yeah. I mean, I

21 think it's an active discussion and I

22 thank you, Councilwoman, for taking lead

23 on this. As you mentioned, the SABER

24 grant program was an additional relief

25 program beyond sort of our first wave of

4/20/2022

1 City funds and then the state program.

2 I want to recognize the funding
3 for that actually came through our
4 colleagues at the Office of Community
5 Empowerment and Opportunity. And so, it
6 was a great partnership with Commerce
7 and Office of CEO and two of our CDFIs
8 invested in entrepreneur work and then
9 another entity, which I believe sort of
10 developed through the pandemic, the PA
11 Professional Image Alliance, that's an
12 association of barbershops and hair
13 salons. And the importance of that is
14 this term trusted guidance that we've
15 been using, where you need folks who
16 really know -- businesses turn to each
17 other for help. They don't always come
18 to the City. And so, having those folks
19 on the ground to really be able to
20 spread the word and help people fill out
21 applications is really important.

22 COUNCILWOMAN PARKER: Karen,
23 when you mentioned that Image Alliance,
24 that is clearly the organization. I've
25 never seen this constituency as

4/20/2022

1 well-organized as they are right now.
2 So let me just say that I look forward
3 to talking with you, Karen, Director
4 Nadol, along with members of the
5 Administration to see how we can move
6 the needle on providing some additional
7 supports for this industry. It's, one,
8 particularly for the Black community
9 where our barbershops and our hair
10 salons, there are not a lot of people
11 who can come in and take that work,
12 right.

13 And so, the idea that they've
14 been closing as quickly as they are and
15 they haven't survived COVID and the
16 pandemic's economic impact as strongly
17 as we would have liked requires us to
18 think about additional supports.

19 Thank you, Mr. President. And
20 if we have a third round, I will add my
21 name to it.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Councilwoman.

24 I believe, Councilman Jones,
25 did you wish to be recognized?

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1 COUNCILMAN JONES: Pres?

2 COUNCIL PRESIDENT CLARKE:

3 Yeah.

4 COUNCILMAN JONES: I put in for
5 the second round?

6 COUNCIL PRESIDENT CLARKE: Yes.
7 That's why I'm calling on you now.

8 COUNCILMAN JONES: Oh, all
9 right. Thank you. Thank you so much.

10 What I'd like to talk about is
11 your involvement in the micro business.
12 I'm talking about people that probably
13 sold pocketbooks, purses out of the back
14 of their truck, jeans, not quite and
15 weigh a little more but jewelry, things
16 like that. And we are working
17 collaboratively with you guys, and your
18 staff has been amazing again to identify
19 these individuals that want to come out
20 from under what you mentioned
21 underground economy and move into
22 legitimacy to establish a temporary
23 location within a container village
24 model. And what is that? If you would
25 imagine a Christmas village down by City

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1 Hall or on your plaza if Jerry's Corner
2 had a baby, they would create the
3 container village.

4 And I want to thank in
5 particular all of your team for working
6 with us. We must have interviewed
7 50-plus businesses almost in a shark
8 tank manner where we took people -- some
9 people were ready, some people weren't
10 ready. Some people thought they were
11 ready. But when you start talking about
12 filling up an entire container, one of
13 those overseas shipping containers, it's
14 more than a notion. But that kind of
15 innovation that you guys are working
16 with us on, we hope to replicate
17 throughout the City.

18 I was saying the other day in
19 Councilwoman Bass' District, there's
20 under an underpass where they have the
21 Give Back Day, the Nicetown CDC does
22 that. That would be an excellent
23 location for a container village. Have
24 you given that much thought? I know
25 we're in the early stages of this one,

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1 but I would love to see that kind of
2 first rung on the ladder of
3 entrepreneurship develop for small
4 businesses that don't -- I always tell
5 people Sears met Roebuck somewhere. Why
6 couldn't it be here.

7 MS. NADOL: (Muted).

8 MS. FEGELY: Anne, you're
9 muted.

10 MS. NADOL: My apologies. I
11 get to start that answer over again. We
12 all recognize the value and the growth
13 potential of the entrepreneur level of
14 businesses, right. And one of the
15 biggest barriers for those businesses to
16 grow and expand and become more widely
17 known is the start-up costs, right. And
18 so, something like the container village
19 that you have piloted and championed is
20 an excellent solution to giving
21 businesses like that a home to get
22 started.

23 And so, we would absolutely
24 love to have those conversations with
25 you and be supportive of this initiative

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1 because it is an avenue for small
2 businesses who just don't have the
3 start-up capital to get a location.
4 They may have it for the product, but
5 not for the location. And I think
6 that's an invaluable tool that we have
7 and that has been proven just with your
8 pilot program to be successful.

9 COUNCILMAN JONES: So every
10 workplace has a hustler and that hustler
11 comes in on payday, and they whip out
12 from their trunk all of these goodies
13 they went and maybe got from New York
14 and put a mark-up on. And you know,
15 I've been a supporter of those types of
16 entrepreneurs and their spirit. But if
17 we can cultivate that, I think it allows
18 that hustler mentality that often falls
19 on the wrong side of legality, they go
20 out and they find illegal drugs or
21 whatever it is that they start to do.
22 But some of those same skill sets if put
23 in fertile soil, if given a positive
24 direction, they can really find their
25 way into legitimacy. And I just want to

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1 thank you guys.

2 I remember NazAarah Sabree was
3 the -- she probably doesn't claim this
4 anymore, but she was the Director of our
5 Small Business Library. And I want you
6 guys to know back then those kinds of
7 entrepreneurs came through and really
8 learned how to legitimize themselves,
9 pay taxes, deal with issues of zoning,
10 supply their businesses. And I just
11 want us to continue that type of
12 technical assistance to people, so thank
13 you for what you're doing.

14 MS. NADOL: Thank you,
15 Councilman.

16 COUNCIL PRESIDENT CLARKE:
17 Thank you. Thank you, Councilman.

18 Councilwoman Parker, did you
19 want to come back for another round?

20 COUNCILWOMAN PARKER: Yes,
21 Mr. President. But I saw that
22 Councilmember -- is Domb off? I didn't
23 want him to think that I was moving in
24 his place, Mr. President.

25 COUNCIL PRESIDENT CLARKE:

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1 Councilman Domb.

2 COUNCILMAN DOMB: Thank you,
3 Council President. Thank you, Majority
4 Leader.

5 Again, brief answers is great
6 for me so we can move this along. I
7 have two or three more questions.
8 Basically, this has to do with getting a
9 lot of calls from constituents, telling
10 us how complicated it is to get
11 certified as a minority-owned business
12 and then maintaining that certification.
13 And for a lot of these companies the
14 contracts that they get are directly
15 related to whether a prime contractor
16 can count them toward the City's equal
17 opportunity participation goals. So
18 when it's hard for them to get certified
19 or stay certified for that matter, they
20 lose out on the work.

21 And the bottom line here is if
22 we're using certification to make sure
23 public dollars are invested more
24 equitably, which we all agree on, we
25 can't be asking the same companies who

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1 need this investment the most to jump
2 through all of these hoops in order to
3 get it. So how do we streamline and
4 simplify the process for minority-owned
5 business certification? And there's a
6 growing trend I think in benefits
7 administration that's trying to use tech
8 to make applying for and receiving
9 benefits as close to automatic as
10 possible for those who qualify. So
11 sometimes it can be as straightforward
12 as getting two separate databases to
13 talk to each other. Have we looked at
14 any technology solutions that might
15 streamline this certification process so
16 we can help these businesses?

17 MS. NADOL: Thank you for that
18 question, Councilman Domb. And I
19 thought I was the new kid on the block,
20 but we have somebody even newer who's
21 been in the job for 48 hours. And
22 that's Lynn Newsome, our Deputy for the
23 Office of Economic Opportunity, who I
24 think is going to hop on here. And Lynn
25 has -- we've been hearing these same

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1 stories so obviously they know how to --
2 we're hearing the same concerns and
3 frustrations. Lynn has some terrific
4 ideas on changing some of the workflow
5 of the processes for that to make it
6 easier for companies to be certified and
7 registered and really start doing
8 business to the City.

9 So, Lynn, I'll turn this over
10 to you.

11 MS. NEWSOME: Good morning all.
12 My name is Lynn Newsome, Deputy Commerce
13 Director for the Office of Economic
14 Opportunity. And I thank you for that
15 question. That's one of the main
16 concerns I have coming into this
17 position talking about certification.
18 Certification process has been, you
19 know, this way for years. And I think
20 one of the things that I want to tackle
21 is developing new models for the way we
22 do business.

23 And we had this discussion on
24 Monday when I first took office. And
25 what we're going to try to do is convene

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1 a group of certification specialists
2 from all over the country and talk about
3 certification. One of the main things I
4 found out with certification even when
5 it was free, so it's not the cost, even
6 when it was free that people were
7 reluctant to get into that process
8 because of the financials, looking at
9 the books. So we're going to try to
10 find a streamlined process where we can
11 do certification a little quicker and
12 maybe find another way to identify them
13 as business owners without going deeply
14 into the financial records.

15 COUNCILMAN DOMB: Okay. The
16 point is if we can make this much easier
17 for them through technology, that's the
18 goal. It sounds like you're working on
19 it so that's great.

20 My second question is, and this
21 is kind of a combination of several
22 questions, Kensington Avenue from
23 Allegheny down to Lehigh, the Northeast,
24 West Philadelphia, every District
25 Council, do we have a business plan for

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1 every District Council on how to grow
2 the economy within those District
3 Councils on how to grow jobs in each
4 individual District for my colleagues or
5 District Councilmembers? Our targeted
6 efforts, 10 different business plans
7 because every section of the City has a
8 different requirement. Everyone needs a
9 different plan. And if we don't, we
10 should consider it. Do we have a
11 business plan on how do we increase job
12 opportunities on every member's
13 District?

14 I'll give an example though,
15 and I haven't talked to Councilman
16 O'Neill, but we have an airport up in
17 the Northeast section of the City. We
18 should have a business plan on how do we
19 grow the economy around that airport,
20 what's going to happen in the next 10
21 years in the Northeast, what are we
22 doing out in West Philadelphia, down in
23 Lawnside, what are we doing in these
24 neighborhoods. So my question is do we
25 have a business plan and can we look

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1 forward to maybe accomplishing that
2 goal?

3 MS. NADOL: I apologize. I
4 think that would be a goal that we
5 should absolutely work towards and it
6 would be in conjunction with the
7 District Council staff and Councilpeople
8 to be able to really capture, as you
9 said, the assets that are in each of the
10 Districts and maximize those assets to
11 attract businesses.

12 I don't know if Karen or Dawn
13 has more articulate thoughts than that,
14 but absolutely it would be a great goal
15 and project to undertake, absolutely.
16 And it would be something that would
17 need to be fluid, right. It's not going
18 to be something that just stands at one
19 point and it sits on a shelf for 10
20 years. That's not how that works.

21 MS. FEGELY: I can just add and
22 I'll try to be concise. I would say we
23 don't necessarily -- Philly
24 neighborhoods do not necessarily think
25 of themselves by Council Districts. We

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1 would be happy of course to work with
2 each Councilmember to do this, but
3 really it's more targeted than that. So
4 we have plans for every commercial
5 corridor. We have plans for industrial
6 areas. We have plans depending on what
7 the assets are in that community.

8 Again, it's a live thing that needs to
9 always be in process. So happy to sort
10 of revisit that with each Councilmember.

11 COUNCILMAN DOMB: And I
12 guess -- and my time's up. But those
13 District Councilmembers who have the
14 largest level of poverty in their areas,
15 what are we specifically doing to change
16 that and help those people get jobs?
17 Anyway, my time's up but something for
18 us to talk about.

19 Thank you, Council President.

20 COUNCIL PRESIDENT CLARKE:
21 Thank you. Thank you, Councilman.
22 Councilman, actually that question, I
23 know you posed it to the Commerce
24 Director, but that might be better posed
25 to the District Councilmembers because I

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1 know that -- I can speak for myself, but
2 I'm assuming most Council District
3 members have a plan for the districts
4 that they represent. The question is
5 will the appropriate resources and the
6 appropriate ability to designate certain
7 areas, like right now is an example,
8 I'll bring one to you.

9 Ever since I've represented the
10 Hunting Park area folks have wanted me
11 to get the supermarket at 10th & Erie
12 open again. It used to be a Cousin's
13 Market, right. And as far as they're
14 concerned, that should be priority
15 number one plan. But the simple reality
16 is as much as I would like that to
17 happen, first of all, you have to have a
18 willing participant. Second of all,
19 they want you to put a bunch of money in
20 the site to accommodate the developer,
21 so there's a lot of things that goes
22 along with that.

23 The District Councilpeople know
24 their areas better. The question should
25 be can we have the support of the

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1 Commerce Department and more importantly
2 the support of money that could be
3 available to support these various
4 developments. Because as you know, when
5 people make these business decisions,
6 and I'll say this to say for them, all
7 due respect to us, they're going to go
8 where they can make money. That's just
9 the way they function, right. And if
10 that particular location doesn't make
11 economic sense for them, it doesn't
12 matter.

13 So what we would like -- and I
14 can speak for myself again -- is to be
15 in a position to have more resources for
16 the plan that is developed jointly with
17 Commerce, City Planning, the community,
18 the District Councilperson to go as a
19 part of that, and that would be more
20 helpful.

21 As was said earlier -- and I
22 know I'm answering the question for
23 Commerce, but I just want to be fair,
24 they're not saying it but I know in
25 their mind they said, well, the

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1 Councilpeople kind of us tell us what to
2 do in their Districts, right, so I'll
3 say it for them.

4 MS. NADOL: It's a partnership.
5 It's a partnership.

6 COUNCIL PRESIDENT CLARKE:
7 Yeah. So the reality is it can't all be
8 on them because we are in it and we are
9 drivers of that, and we have to work
10 together. But having more support would
11 actually be a lot easier for us to
12 develop all of those different areas.
13 The global picture though bringing as
14 you reference frequently, Councilman,
15 the global issue about bringing in more
16 jobs to the City of Philadelphia puts us
17 in a much better position in those
18 different areas.

19 But as was said earlier, every
20 area has particular assets. I represent
21 Center City, so it's kind of easy for
22 half of my District to attract jobs, but
23 in other parts it's not as easy. So it
24 remains a challenge. But thank you.
25 Thank you, Councilman, because that is a

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1 very important issue. We got to figure
2 out how to develop, create opportunities
3 across the City in every District in the
4 City. Thank you.

5 COUNCILMAN DOMB: Thank you.
6 Thank you.

7 COUNCIL PRESIDENT CLARKE:
8 You're welcome, sir.

9 Councilman Jones, I'm trying to
10 get back on track on who I'm calling up
11 to speak because I got a little --
12 Councilman Jones, now my latest
13 iteration of my list has you next.

14 COUNCILMAN JONES: No, I'm
15 fine. I've asked what I needed to ask.

16 COUNCIL PRESIDENT CLARKE:
17 Okay. Just having technology challenges
18 over here.

19 Chair now recognizes
20 Councilwoman Parker.

21 COUNCILWOMAN PARKER: Thank
22 you. Thank you, Mr. President. And
23 thank you for your comments.

24 And, Councilmember Domb, thank
25 you as well. We have a 9th Councilmanic

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1 District Neighborhood Preservation and
2 Economic Development Plan and I'll make
3 sure we send it over to you. But the
4 issue is how do we get the dollars to
5 implement what -- and it wasn't my plan.
6 It took us two years to do it, and it
7 came from community-based leaders and
8 block captains throughout the 9th
9 District, how do we implement it and pay
10 for it. So thank you for putting that
11 out there, Councilmember Domb.

12 I want to go back to
13 Councilmember Squilla's comments on the
14 Targeted Commercial Corridor Management
15 Program. And, Deputy Karen Fegely, you
16 pushed a button for me when you talked
17 about BIDs and the importance of having
18 as it relates to those commercial
19 corridor managers. It being somebody's
20 job, right, to build relationships and
21 organize. If there is one, you know,
22 not a successful business association
23 because you took it back to where it
24 really starts right there, organizing
25 public safety campaigns. And that is,

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1 Director Nadol, actually how PHL TCB was
2 built.

3 I was in my office and I kept
4 saying, people don't drop trash less in
5 Center City than they do in our
6 neighborhood. Then I saw the
7 ambassadors out with their jackets and
8 hats and they were cleaning. I said,
9 no, the difference is versus our
10 neighborhoods that in Center City it is
11 somebody's job to pick up the trash
12 constantly and our neighborhoods deserve
13 that same kind of treatment.

14 And so, with that being said I
15 want to echo Councilmember Squilla's
16 comments about the importance of that
17 Targeted Corridor Management Program
18 because not everyone -- thank you,
19 Karen, for saying this, I hate saying
20 it -- not all commercial corridors are
21 created equal and that everyone is not
22 successful enough to establish a
23 Business Improvement District. And just
24 because I'm not as wealthy doesn't mean
25 I don't deserve those kind of services.

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1 And I want us to think about
2 that program in conjunction with
3 something that I hope you are familiar
4 with and let me know that you are, it's
5 something called a Livable Communities
6 Campaign that has a goal of trying to
7 increase funding for this program by
8 1.21 to 2 -- from that \$2 million up to
9 about 4 million. And this would allow
10 more organizations to participate and
11 increase funding, not a lot, but just a
12 little bit for the participants already
13 in that program. And I wanted to know
14 if you could comment on that briefly for
15 me because I wanted to get one more in
16 before you finish?

17 MS. NADOL: Karen, do you want
18 to take that?

19 COUNCILWOMAN PARKER: The
20 increasing of the funding.

21 MS. FEGELY: Sounds good.

22 COUNCILWOMAN PARKER: So,
23 listen, I just again want to echo and
24 put that on the book. That's extremely
25 important, because if it's not

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1 somebody's job to organize, our
2 neighborhoods get left behind. So,
3 Director Nadol, I know again a lot of
4 demand, we all can spend money. I can
5 spend your entire budget in the
6 District, right. But if you would just
7 take that into consideration as you are
8 developing your priorities.

9 MS. NADOL: Yes.

10 COUNCILWOMAN PARKER: The final
11 question that I wanted you to tell me
12 about and, that is, relative to the CDC
13 Tax Credit program. You mentioned it,
14 Karen. But again, this Livable
15 Communities Campaign, is there any
16 thought to expanding this program?
17 Because I think now and help me, Karen,
18 if I'm wrong, my last data says it's
19 about 40 organizations across the
20 District. And I think PACDC, we work
21 with them along with the Design
22 Collaborative, I'm biased because I've
23 seen their work on Vernon Road and in
24 other portions of the District. This is
25 the best program for all of the CDCs who

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1 have managed to get into it. How do we
2 expand it?

3 MS. FEGELY: Well, what we --
4 actually, what Council did is expanded
5 it a couple of years ago with a sort
6 of -- I can't figure the right word, but
7 you charged that the program would
8 expand unless Commerce created a new
9 grant program which we've done, so the
10 City continues to fund this extra grant
11 program which is really great because
12 the way the CDC Tax Credit program works
13 it relies on the CDC to find a business
14 partner, and that can be tricky and
15 sometimes the business partner, if
16 something happens to the business,
17 whatever reason they lose their partner
18 and then they're out of luck. So by
19 having this sister program, we call it a
20 sister program of the grant program, it
21 allows us to make direct grants to
22 organizations.

23 And I honestly feel that we are
24 funding -- I think we are funding all of
25 the CDCs in the City that do economic

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1 development work by these two programs
2 right now. Now, can they all use more
3 money? Of course.

4 COUNCILWOMAN PARKER: Right.
5 Karen, if you could just technically
6 check into that for me so that I can
7 give that answer because that's
8 powerful. If every organization, every
9 Community Development Corporation in
10 this City operated in neighborhoods
11 across the City are already
12 participants, that's a hell of a stat to
13 be able to have on the record and those
14 that don't have CDCs, if they're getting
15 the grants, that's pretty powerful. So
16 if you can get that information to me,
17 that will be great. And if we learn
18 that that is not the fact, we will
19 continue trying to push the needle to
20 get some more dollars.

21 And I'm glad you didn't say
22 either or because that bothers me too.
23 We put those who have just a little bit
24 against the have-nots, and I hate that
25 false narrative. We need the grant

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1 program along with the CDC program so we
2 can take advantage of both avenues.

3 Thank you, Mr. President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman.

6 I believe we have one more
7 question and then we do have three more
8 departments. So we're going to ask
9 Members if they have any additional
10 inquiries, either for the callbacks or
11 forward it via email or letter.

12 Chair recognizes Councilman
13 Domb. Councilman Domb, did you have
14 some additional questions?

15 COUNCILMAN DOMB: One last
16 quick question. Thank you, Council
17 President.

18 COUNCIL PRESIDENT CLARKE:
19 You're welcome.

20 COUNCILMAN DOMB: As we move
21 forward, Director Nadol, in supporting
22 some of our greatest needs in the
23 Kensington area, and Kensington really
24 is top of my view right now because of
25 what's going on there, how is the

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1 Commerce Department working with my
2 colleagues Councilmember Sanchez and
3 Councilmember Squilla in helping
4 targeting activities to bring back
5 Kensington area, to bring back stores?

6 I drove through there again
7 last night around 10 o'clock, and it is
8 a disaster, a disaster. Even McPherson
9 Square had two or three fires going
10 outside with people all over the street,
11 and all of these stores are shut down.
12 What are we doing to try to help that
13 community and support my colleagues?

14 MS. NADOL: And Karen can
15 piggyback on this, but I can talk about,
16 A, that corridor we have spent more
17 resources there cleaning if I'm correct,
18 Karen, than we do in almost any other
19 corridor, and as well we have been
20 working with the local CDC, the New
21 Kensington CDC, to help stabilize the
22 neighborhood by giving them some grants
23 to take control of some property so that
24 we don't have speculators coming in and
25 then just sitting on the properties and

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1 the storefronts remain vacant.

2 Just last week, I believe it
3 was just last week, we awarded some
4 grants to New Kensington to be able to
5 make those investments and hopefully
6 turn those into productive properties.
7 Karen, do you want to add more?

8 MS. FEGELY: I mean, only to
9 just reiterate what both of you are
10 saying. Commerce coordinates with MDO
11 and the City's Opioid Response Unit.
12 But it is limited what we can do for the
13 businesses while the situation is what
14 it is out there. We have this corridor
15 manager role we've been talking about.
16 We have one out K&A. It's really
17 important. The guy does a great job.
18 He works for Impact Services, and he's
19 really out there trying his best. But
20 the way you deliver service to those
21 businesses in that area, you're limited.
22 You can't help them in the way you can
23 in other areas while we have this issue
24 we're dealing with.

25 So it's the cleaning. It's the

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1 control of the properties. We're trying
2 to look at the future and make sure that
3 the folks that live in that community
4 and the organizations that are dedicated
5 to that community are going to have some
6 control over that real estate and we're
7 working closely with them to follow
8 their lead.

9 COUNCILMAN DOMB: Okay. I just
10 wanted to call attention on it because
11 it needs help, and it's really a
12 disgrace to the City what's going on
13 there. Anyway, thank you for all your
14 efforts. Thank you for today and I
15 appreciate it.

16 Thank you, Council President.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Councilman.

19 And, Director Nadol and team,
20 thank you all so much for the work you
21 do. We know you had a very challenging
22 last couple of years and you all stood
23 up and you were up to the task. I mean,
24 this has been more of a notion, but now
25 it's time for us to take it the next

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1 level and get us back to where we need
2 to be and surpass that. So thank you
3 all so much. We'll be in touch.

4 MS. NADOL: Thank you for your
5 continued support.

6 COUNCIL PRESIDENT CLARKE:
7 Thank you. I'm sorry, Director Nadol.
8 Any questions that were asked that you
9 could not answer today, you weren't in a
10 position to answer today, can you please
11 forward that to us as soon as possible?

12 MS. NADOL: Absolutely.

13 COUNCIL PRESIDENT CLARKE: In
14 the event that we need callbacks to have
15 more dialogue around those issues.

16 MS. NADOL: Absolutely. Thank
17 you so much.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you so much.

20 Next up? The next person to
21 testify, Mr. McDermott is?

22 THE CLERK: Michael Zaccagni,
23 Director of Human Resources.

24 COUNCIL PRESIDENT CLARKE:
25 Thank you very much and good afternoon.

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1 MR. ZACCAGNI: Good afternoon.

2 COUNCIL PRESIDENT CLARKE: All

3 right. A couple of quick ones I have

4 for you: In your testimony you

5 highlight a mobile application and

6 testing lab that will be stood up at the

7 end of the fiscal year where staff will

8 recruit candidates for City jobs in

9 neighborhoods to reach a diverse

10 population. And that sounds like a very

11 good thing. So can you provide me with

12 more information about this program and

13 how the neighborhoods will be selected

14 and what types of jobs will actually be

15 available, if you can at this point in

16 time?

17 MR. ZACCAGNI: Yes. Actually,

18 it's not a mobile app. Mike Zaccagni,

19 Director of Human Resources. It's going

20 to be actually a mobile vehicle. It's

21 going to be a physical vehicle that

22 we're going to have probably about six

23 to seven workstations in it, so we

24 thought that it would be great. And

25 this is being funded through a grant

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1 through the CAO, and we thought this
2 would be a really good idea.

3 Actually, Janine LaBletta, our
4 Deputy for Hiring Services, her team
5 came up with this idea and they thought
6 it would be a great idea to be able to
7 get a presence out in the neighborhoods
8 because we're still wrestling with -- as
9 we all know, the digital divide doesn't
10 exist primarily for smartphones, but it
11 does as you go down the food chain of
12 technology.

13 So we want to be able to get
14 out there, partner with libraries,
15 community libraries and also, the
16 community groups that are out there. So
17 we intend to use this around as many
18 jobs as we can. So as we go through our
19 normal job announcement process, we will
20 be scheduling meetings, scheduling site
21 visits, scheduling events so that we can
22 generate that type of interest around
23 it.

24 And because it came from
25 Ms. LaBletta's unit, I'm going to ask

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1 her if she wants to add anything to that
2 if you don't mind. Janine.

3 MS. LaBLETТА: Hi. Good
4 afternoon, Council. Yes, Janine
5 LaBletta, Deputy for Hiring Services.
6 We've identified some target zip codes
7 based on the highest poverty rates and
8 lowest representation among our existing
9 City workforce, so that's how the zip
10 codes were decided. But we're happy to
11 visit other zip codes for special events
12 to promote those job opportunities as
13 well.

14 COUNCIL PRESIDENT CLARKE:
15 Okay. Well, that's good and thank you
16 for coming up with this idea. It's much
17 needed. It's a little bit of old
18 school. You take the opportunity to the
19 people as opposed to always trying to
20 get the people to the opportunity. In
21 my mind, that's always a good thing.

22 Let me ask you a question as it
23 relates to this particular program. And
24 as you were listening to the testimony
25 earlier, a question came up about these

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1 different Councilmembers, and
2 particularly Councilmembers about
3 developing plans for their neighborhoods
4 and the whole process about the
5 involvement of the District
6 Councilperson, is there a plan to
7 involve the District Councilperson in
8 the process of notifying and
9 participating in this initiative in
10 these various neighborhoods?

11 Unfortunately, too frequently
12 we kind of find out actually sometimes
13 after the event has happened and
14 somebody will ask one of us how come you
15 weren't at this event, you know. We had
16 a couple of recent issues, similar
17 incidents recently that events happened
18 and we got calls during the actual event
19 wanting to know why we hadn't notified
20 the people about it, blah, blah, blah.
21 How will you all work with the
22 Councilmembers as it relates to these
23 sites and these events because we
24 actually can be helpful?

25 MR. ZACCAGNI: I'll pass this

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1 off to Janine in a second. But we do
2 try to work with Council. We do try to
3 reach out. Obviously, there's probably
4 some miscommunication that goes on.
5 But, Janine, do you want to talk a
6 little bit about how we do try to loop
7 in Council?

8 MS. LaBLETTA: Yes. I think we
9 definitely have room for improvement
10 there and we welcome whatever those best
11 practices are to communicate with you
12 all. Our hiring manager team who came
13 up with the idea with the mobile unit
14 also recommended that, because our main
15 partner right now is the Free Library so
16 we want to give some credit and
17 recognition and thanks for all their
18 time and support on this effort.

19 So right now we're attached to
20 the brick-and-mortar libraries in those
21 areas, but our goal -- and we've been
22 developing that, our partnerships with
23 community organizations and with all of
24 you to be present at other events
25 outside of the library walls. So our

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1 plan would be we can initiate those
2 conversations with the Councilmembers in
3 those target districts and then hear
4 what else in the nontarget districts we
5 need to be doing as well.

6 COUNCIL PRESIDENT CLARKE:

7 Okay. Yeah, I mean it's just a simple
8 matter of notification that gives us
9 enough time to enhance the event. We do
10 have a network where we can actually
11 notify people of activities,
12 particularly positive activities. So we
13 can only improve it based on what we do.
14 So the sooner the better that you guys
15 can plug us into the roll-out of this
16 will be very helpful to us.

17 MR. ZACCAGNI: Just to add,
18 Council President, as with all vehicles,
19 anybody who's bought a vehicle lately,
20 it's probably not going to be for a
21 little while, so I don't want to get
22 expectations up there too high. We've
23 met with Fleet. We've got the process
24 moving, but they do anticipate delays
25 with the supply chain.

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1 COUNCIL PRESIDENT CLARKE:

2 Yeah, I've heard about that. I'm not in
3 the market for a car any time soon, but
4 I've been hearing about how challenging
5 it is to buy cars now.

6 Mr. Zaccagni, police
7 recruitment. I'm sure you thought that
8 would come up. What's your role and
9 your Department's role as it relates to
10 police recruitment?

11 MR. ZACCAGNI: So we actually
12 have very small support of that. Police
13 have their own recruitment office. We
14 do try to support them wherever we can
15 with that process. We do talk to them.
16 We do meet with them. But right now at
17 least, they actually have probably more
18 recruiting staff than we do in OHR. So
19 they really take the lead with that type
20 of recruitment for that. Now, we will
21 press information out to local
22 communities and so forth when we do an
23 announcement, but they take the brunt of
24 that and they take the major load of
25 that on themselves.

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1 COUNCIL PRESIDENT CLARKE: Is
2 there any other department that does it
3 outside of OHR?

4 MR. ZACCAGNI: One thing I
5 would like to mention is in this year's
6 budget we finally got approval for some
7 funding so we're going to be staffing a
8 small recruitment unit in OHR so that
9 we're going to be able to do more from a
10 central standpoint. There are a couple
11 of departments that do recruitment
12 outside.

13 I know the Water Department
14 used to have some resources dedicated to
15 it. Airport used to have some
16 resources. It tends to be those
17 departments that are a little bit more
18 resource-rich than we are from that
19 standpoint. But we're really excited
20 about the fact that we got approved for
21 several positions to do this type of
22 work.

23 COUNCIL PRESIDENT CLARKE: When
24 you say resource-rich, what does that
25 mean?

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1 MR. ZACCAGNI: Resource-rich.

2 COUNCIL PRESIDENT CLARKE:

3 Yeah, I know. What do you mean by that?

4 MR. ZACCAGNI: I mean that
5 departments -- I was with Streets for 27
6 years so because we had \$150 million
7 budget if we needed to find some money
8 some place, we sometimes could move
9 things around for being able to resource
10 that. Our budget is 6.7 million, so we
11 really have to rely on building capacity
12 to do this type of work. But I think
13 we're going to be able to do a lot more
14 in the next year when we get some of
15 those resources on board.

16 COUNCIL PRESIDENT CLARKE:

17 Okay. So going back to the police
18 recruitment, they have their own
19 department. And you know there's this
20 conversation, you were on a couple of
21 the Teams calls that we had referencing
22 this particular issue. And I actually
23 didn't know that you had limited, almost
24 virtually no involvement in that, and
25 they have their own department. And I'm

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1 not going to ask you to critique their
2 department.

3 But I am going to ask you,
4 particularly given the fact that you're
5 talking about something that I think is
6 very creative today of having this
7 mobile application process, and it's not
8 clear to me that other departments and I
9 hate to keep picking on the Police, but
10 that is the subject of the day of
11 whether or not they do something similar
12 to that and if this whole process can be
13 enhanced if they take creative ideas
14 such as you're referencing today in the
15 Police Department and the other
16 departments where we're trying to get
17 the level of diversity, the level of
18 City residents involved and engaged in
19 this process, that having you all a
20 little more involved in this process
21 actually may help us be in a position to
22 recruit City residents and residents
23 that reflect the demographics of the
24 City of Philadelphia. And I'm not going
25 to put you -- I know you think I'm going

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1 down this path. I'm not going to put
2 you in the middle of this little debate
3 with the police --

4 MR. ZACCAGNI: But we do
5 partner with them. I don't want to make
6 it seem like we don't. And Janine can
7 speak a little bit more to that.
8 They've done some creative things.
9 They've partnered with, for example, our
10 Recs Department in trying to get people
11 prepared for the physical capacity
12 examinations. They're trying to do some
13 things around the reading test which is
14 a major hurdle for us. But I do
15 understand the other piece and we'd love
16 to continue that partnership to see what
17 else we can do and also support,
18 especially if we can get some more
19 resources of them being able to get the
20 candidates that they need in a timely
21 fashion.

22 Janine, did you have anything
23 to add with --

24 MS. LaBLETTA: Yes. I would
25 just mention that we are looking to

4/20/2022

1 build out our support of their efforts
2 with the community-based recruitment,
3 and they are looking at zip codes to
4 build presence to recruit. We also
5 feature police officer recruitment with
6 our talent partners for like Community
7 College or Philadelphia School District
8 and we'll have a virtual hot jobs
9 session. But some of our partners like
10 CareerLink and others when we get there,
11 we actually see that the Recruitment
12 Unit of Police has already shared
13 recruitment materials. But we continue
14 to align those particular zip code
15 recruitment efforts with them as we move
16 forward with the mobile unit.

17 COUNCIL PRESIDENT CLARKE: All
18 right. Okay. And I know other Members
19 are going to be watching this because
20 this is a very significant issue. And
21 having 2500 people on the application
22 list -- and I can't no way in the world
23 not to take advantage in getting this
24 one in -- 2500 inquiries and people
25 expressing their interest in being

4/20/2022

1 police officers and we're not in a
2 position to get classes is beyond me.

3 So I will be watching and
4 encouraging you all's participation in
5 recruitment given some of the creative
6 things. I actually don't ever recall
7 any relationship with the Department of
8 Recreation with the police recruitment.
9 It's the first I'm hearing of this. I
10 know they're proposing to do a number of
11 things as it relates to enhancing the
12 recruitment process, but nothing that's
13 happened in the past fiscal years. So
14 it's good to hear that you believe that
15 they have actually done something with
16 the Department of Rec. We'll check
17 that. Okay. Well, thank you. That
18 concludes my questions. I appreciate
19 that.

20 So Round 1. Chair recognizes
21 Councilman Jones.

22 COUNCILMAN JONES: Thank you,
23 Council President.

24 And thank you, Mr. Zaccagni.
25 Are you related to Anne Zaccagni?

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1 MR. ZACCAGNI: Yes. Anybody
2 with the name Zaccagni I'm related to.

3 COUNCILMAN JONES: Okay. I
4 worked with Anne. I worked with her.
5 My questions are similar to the
6 President's. First and foremost, are we
7 experiencing any pushback from the whole
8 resign experience we went through during
9 the pandemic, I'm going to take this job
10 and shove it kind of thing as it relates
11 to finding people who may not want to be
12 employed?

13 MR. ZACCAGNI: It's funny. I
14 sat on a panel last week with the state
15 about this same situation. Everybody's
16 experiencing some issues around this.
17 We shared some information last week
18 with PICA, which did a report. We were
19 looking at the same data about how it is
20 impacting us.

21 What was interesting is we
22 looked at this 18 months after the
23 pandemic started, and we didn't see a
24 lot of impact except in maybe one
25 department. Now, when we look at it

4/20/2022

1 again, everything had changed. So it
2 really changed quickly for us from that
3 standpoint. But most of the delta, most
4 of the change for us, most of the
5 departments that have lost people over
6 the last two years, four departments
7 sort of are generating most of that.
8 And two of them are independent offices.
9 The DA and actually First Judicial,
10 which is not really an independent
11 office.

12 The other departments that
13 we've had some issues with include
14 Police. And when I say issues, they're
15 just having struggle issues. Prisons, I
16 saw Fleet high on the list. Their
17 numbers aren't high, but their
18 percentage was high. So we are looking
19 at that. We looked at what the
20 resignation has been for each
21 department. We looked at what drop has
22 been, people retiring either on drop and
23 not on drop. And we've also looked at
24 projecting outward.

25 So I can't go through all of

4/20/2022

1 that information once. But what we do
2 there is Janine's team meets with
3 departments on a bi-annual basis to go
4 through a workforce planning process.
5 So we share that data, we look at that
6 data. We try to get an assessment of
7 where that's going. So, yes, we are
8 seeing some of that.

9 COUNCILMAN JONES: So in the
10 case of Prisons, we're finding it hard
11 to maintain similar to Police, recruit
12 lists of names, hold those names and
13 then we wind up losing those names at a
14 point. Are we making adjustments to
15 recruit and keep in that pipeline of
16 folk, and how do we adjust salaries of
17 what comparable work might be in the
18 private sector?

19 MR. ZACCAGNI: So I'll let
20 Janine talk about the salary piece of
21 it. I'll give just a quick overview.
22 On trying to engage with candidates, we
23 do try that. As long as you're having
24 some engagement, you may keep them
25 basically on the hook that they're still

4/20/2022

1 interested.

2 I know Police has experienced
3 some of that not just this year, but
4 over the years when candidates for some
5 reason after two or three months when we
6 contact them, they're not any longer
7 interested in the position. Some of the
8 anecdotal feedback we received on that
9 was they rethought whether or not they
10 passed the drug test, they rethought
11 whether or not they passed the
12 background check or that they rethought
13 taking the job because now it's been two
14 or three months. So most applicants go
15 through that lengthy process with not
16 just public employment, but also private
17 employment.

18 So one of the things that we
19 hope to do with the additional staff
20 that we get is do a better job with the
21 engagement of candidates and trying to
22 keep them interested and trying to get
23 information out to them so they don't
24 sit there waiting for when are we going
25 to get called, because as you know our

4/20/2022

1 eligible lists can last for two years.

2 Police officers is not a case

3 like that nor is Prison correctional

4 officers. We pretty much run through

5 those lists and exhaust those lists

6 completely. We do look at salary. I'm

7 not saying that we may put ourselves

8 against private sector. We do look at

9 salary though across the board, across

10 the industry and in the public sector.

11 And I'll ask Janine to talk a little bit

12 more about that. Janine.

13 MS. LaBLETТА: Yes. So we look

14 at our starting salary mainly for those

15 positions, Councilmember, because it's

16 an entry-level opportunity so we do

17 gauge our starting salary against other

18 governments, particularly governments of

19 our comparable size and major

20 metropolitan areas. Then we're also

21 looking now, for example, correctional

22 officer at ranges, how much can they

23 earn beyond once they become a

24 correctional -- beyond correctional

25 officer in the academy or police recruit

4/20/2022

1 in the academy and if that too is
2 marketable and what we're offering long-
3 term over their career.

4 COUNCILMAN JONES: So I would
5 say that starting salary is an
6 inducement for someone to take a job.
7 But I think we are comparable, if not,
8 superior in a lot of ways with our
9 benefits package and our retirement
10 package, how do we market that and do we
11 do bonuses for signing in certain
12 hard-to-recruit professions?

13 MR. ZACCAGNI: So I'll talk to
14 the bonus piece and I'll let Janine talk
15 to our total compensation package
16 because they've looked at that and
17 they've kind of got numbers on that, and
18 we do try to promote that because we
19 actually have a benefit package. Even
20 though we have sort of an old-fashioned
21 leave package, we do provide a lot of
22 leave time for people.

23 From the standpoint of the
24 hiring bonuses, something that we're
25 looking at now, I've talked to some

4/20/2022

1 jurisdictions, and some jurisdictions
2 are jumping with both feet. Other
3 jurisdictions are being really cautious
4 about it because they're not sure
5 they're seeing a lot of the benefits of
6 it, and we also have to be conscious not
7 only of recruiting people in, but then
8 the retention part. So this can get
9 very expensive very quickly that if we
10 look at, and I will just use
11 correctional officers, for example, or
12 even police officers, I'll use police
13 officers.

14 If we give a hiring bonus to a
15 police officer, we have to stagger it a
16 certain way where we're going to keep
17 them for some time. But then other
18 police officers if we're experiencing a
19 retention issue, they also look at that
20 and say, obviously, why are we not
21 getting something too. So we want to be
22 cautious of creating this sort of
23 two-tier system.

24 And unfortunately, you've heard
25 Commerce talk and I'm sure Revenue has

4/20/2022

1 talked about this, I'd like to say we're
2 like a Fortune 100 company, we have a \$5
3 billion revenue source, but when we talk
4 about some of the resources that were
5 available, we can't compete with certain
6 areas. We really have to be really
7 conscious of the cost right now,
8 especially with how the pandemic has
9 impacted businesses, as we just talked
10 about. I spent three years in Revenue
11 so this is why I'm talking a little bit
12 about this. We just really have to be
13 conscious of the cost of those things.

14 COUNCILMAN JONES: My final
15 point, because I heard it in my good ear
16 that that was happening. But have we --
17 we had the Fleet Department in
18 yesterday. One of the shining examples
19 of school-to-paycheck recruiting, they
20 go right out of some of the CTE schools
21 to get some of their mechanics.
22 Randolph Skills Center is one. I was
23 wondering if we could do more of that,
24 particularly around our hard-to-reach
25 positions, particularly in the skills

4/20/2022

1 trades. Have we done that?

2 MR. ZACCAGNI: I'm going to let

3 Janine talk a little bit about this

4 because they've been working with the

5 CTE programs throughout the year and

6 we've partnered with other Councilpeople

7 on this. Janine.

8 MS. LaBLETTA: Yes. We meet

9 twice a year with the Philadelphia

10 School District, Office of Career

11 Readiness to time these announcements.

12 We also anticipate eligibility for their

13 senior graduates with the timing of the

14 exam or job posting, so we are working

15 to close that partnership making it even

16 closer. We've also reviewed

17 requirements to allow the completion of

18 the CTE program to meet the requirements

19 for our trades helper we call it, our

20 entry-level to the skills trade journey

21 level.

22 COUNCILMAN JONES: So we're

23 filling our skills trade positions well

24 or we need work? And that's my final

25 word.

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1 MS. LaBLETTA: Our entry level,
2 our lists are shorter than two years ago
3 post-pandemic. But right now CTE is
4 about I guess 40 to 50 percent of our
5 eligible candidates. We want to
6 increase that rate, and there are about
7 30 percent of our hires from those
8 lists. There's other Philadelphia
9 School Districts that are not CTE
10 programs as well.

11 COUNCILMAN JONES: Okay. Thank
12 you.

13 MR. ZACCAGNI: We also can make
14 our trades hiring more robust too. It
15 is a challenge. It's been a challenge
16 since I started with the City, and
17 that's a long time ago.

18 COUNCILMAN JONES: Thank you,
19 Mr. President.

20 COUNCIL PRESIDENT CLARKE:
21 Thank you, Councilman.

22 Chair recognizes Councilwoman
23 Parker.

24 COUNCILWOMAN PARKER: Thank
25 you, Council President.

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1 And let me just start, Mike
2 Zaccagni, Valerie Hosendorf, Marsha
3 Greene-Jones, Janine LaBletta and Shelia
4 Pate with saying thank you. As Chair of
5 City Council's Committee on Labor and
6 Civil Service, I communicate with OHR
7 and Civil Service Commission quite
8 often, and just thank you all for being
9 responsive to my concerns.

10 Let me go and just start where
11 Council President Clarke and
12 Councilmember Whip Jones, where they
13 left off, because I talked about this on
14 the first day of our budget hearings.
15 And this was in relationship to our
16 Philadelphia Neighborhood Safety and
17 Community Policing Plan calling for 300
18 more police officers to do community
19 policing, beat officers and bike patrols
20 in neighborhoods across the City from a
21 preventive perspective, not just
22 responding to crime.

23 And so, during that time I
24 stated that we'll never be able to have
25 true community policing unless we figure

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1 out how to better recruit and retain
2 police officers. And so, everybody's
3 already talked about sort of this race
4 against time. Councilmember Jones
5 talked about Corrections is also in the
6 same position to deal with people who
7 are retiring or resigning at the same
8 time that we're dealing with a number of
9 vacancies. And so, for me I'm
10 ultimately concerned about the City's
11 ability to remain a competitive
12 employer, right, in this post-COVID
13 world.

14 I know I'm going to sound a
15 little older now, but we have an aging
16 workforce. And then many younger
17 workers or they seem to be less
18 interested in doing what was the
19 standard practice in the past. What was
20 it, take a job working in government
21 which is a lower paying job in exchange
22 for more long-term economic security,
23 right, with a pension and health care.
24 Listen, with the gig economy what they
25 can learn, what they can earn online

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1 based on the number of clicks and just
2 the mobility now of 401(k)s being
3 portable, folks are no longer as
4 attracted it seems to that.

5 With that being said, I want to
6 know how much are we spending on
7 advertising and marketing City jobs to
8 potential candidates and also what the
9 recruitment and hiring process looks and
10 feels like for these candidates? I know
11 you'll say, Cherelle, it's different
12 depending on the position, depending on
13 the department. But how long does it
14 typically take and how many steps does a
15 candidate go through?

16 And I've got to add this and
17 I'm going to listen to your response.
18 In the midst of doing that, how are we
19 ensuring that we're recruiting
20 candidates that reflect Philadelphia,
21 right, to ensure that the City workforce
22 across all levels reflect the diversity
23 of our City? I know I asked you three
24 questions there and then I'm going to
25 listen to the response.

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1 MR. ZACCAGNI: I'm going to ask
2 Janine to talk about the process real
3 quickly and then I'll talk about some of
4 the other processes both with the
5 advertising and also with the reflection
6 of the City as a whole.

7 MS. LaBLETTA: Yes. Good
8 afternoon, Councilmember. So we post
9 the job for about two weeks and then
10 there's an appeal process where
11 candidates can send us additional
12 information, amend their application,
13 provide licenses or other things they
14 need to consider their eligibility, so
15 that whole process. And to establish an
16 eligible list on average right now is
17 about 40 days, so that's how long it
18 takes us from opening, closing, review
19 of applications and administering the
20 exam to get the list ready for
21 departments to hire.

22 COUNCILWOMAN PARKER: Janine,
23 when we compare ourselves to other
24 cities of a similar size, that 40
25 day-span that you gave me, is that the

4/20/2022

1 range?

2 MS. LaBLETТА: It is
3 competitive. I don't know the exact
4 range. We can get that. We have looked
5 at that. Some of our lists I will
6 mention are under 30 days, but that's
7 our overall average for the
8 380-something lists that we're
9 establishing per year.

10 COUNCILWOMAN PARKER: I would
11 like to just ask for the record,
12 Mr. Zaccagni and Janine, if you could
13 provide that information to the
14 President's Office, that will be really
15 helpful so Philadelphia can compare how
16 our recruit process, the timeliness of
17 it, how long it is compared to other
18 cities. That will be extremely helpful.

19 And, Mike Zaccagni, I know you
20 are going to answer for us now the
21 diversity and inclusion piece. And I
22 want you to, if you can, speak about how
23 the elimination of the Rule of Two will
24 help in increasing the diversity of our
25 City's workforce as it relates to entry

4/20/2022

1 level and then promotions to upper
2 management. So can you sort of talk
3 about that?

4 And we requested that the City
5 thanks to our communication with our
6 represented employees, that the City now
7 reports on an annual basis its findings
8 so that we can figure out whether or not
9 this elimination of this rule is doing
10 exactly what we intended it to be. And
11 a special thank you to D.C. 33 and its
12 leadership for making sure that we did
13 such.

14 MR. ZACCAGNI: Yes. We're very
15 conscious of that, and thank you for
16 bringing that to our attention. And
17 also, thank you for your leadership with
18 the whole Charter change. And this is
19 something that I did not think I'd see
20 in my tenure, so we're very excited
21 about this. But we also know that
22 there's a lot of responsibility here
23 that we work and we try to get this
24 right.

25 So we look at some of the data

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1 and we have shared some of this before
2 where if we're able to dig down deeper
3 into the eligible list, we're going to
4 get a more diverse group of candidates
5 both from the standpoint of race and
6 also gender. So we're looking forward
7 to being able to give departments not
8 only the ability to reach a broader
9 group of candidates but also -- and
10 Janine has said this very well and
11 Valerie Hosendorf has too -- to engage
12 more people in the selection process.
13 So we're looking forward to that.

14 And we will also be, as you
15 said, looking at what's the results
16 coming up. So we don't have a lot of
17 capacity from a standpoint of analysis,
18 but we will be looking at that on a
19 regular basis. And as the resolution
20 requested, that we will be reporting
21 that out on an annual basis. So we --

22 COUNCILWOMAN PARKER: Let me
23 just quickly interject here,
24 Mr. Zaccagni, and say, one, I want to
25 join Council President Clarke and

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1 Councilmember Jones in saying thank you
2 so very much for the innovative thinking
3 that went into this idea of a mobile
4 recruitment unit.

5 Councilmember Jones, I'm
6 telling my age. Do you remember when we
7 used to have the mobile police unit?
8 When we had a hot drug corner, they
9 would go -- this is excellent and I'm
10 happy to hear you say because when you
11 just mentioned library although that may
12 be a formal relationship, I can think of
13 every rec center, family fun night,
14 movie nights that we're having, all of
15 these events taking place, if we had it
16 now, you would be prescheduled a year in
17 advance just with District
18 Councilmembers and even At-large members
19 telling you about events that they
20 wanted to get you lined up to attend so
21 that we -- it's not just one department
22 either, just Police or just Corrections,
23 but the idea that it's OHR.

24 So when the Council President
25 says, and I didn't know -- and, Pres, I

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1 have to agree with you, I didn't know
2 until today that the Police Department
3 and OHR that -- I thank you, Mike, for
4 sort of acknowledging the whole physical
5 exam, the reading exam and sort of that
6 you do talk. But I thought that you all
7 were a little bit more engaged in that
8 recruitment process than you are, so I
9 was a little shocked in that response.

10 But the idea that any job, any
11 employment opportunity available in the
12 City of Philadelphia will be accessible
13 via that mobile unit, I don't know about
14 you but, Mr. President, I think
15 somebody's going to be advocating for
16 more than one mobile unit. I don't know
17 if you're thinking about one. But if we
18 can do what you just said with seven
19 workstations in a bus, that is powerful.

20 And let me end on this. I was
21 impressed by Fleet when I listened to
22 them. President, he's a car guy. He
23 was talking about the kit built in cars
24 yesterday. In my mind, all I could
25 think about is what if every school in

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1 the School District of Philadelphia had
2 an extreme -- not just the CTE schools,
3 because there's so many that don't have
4 formal CTE programs. But what if
5 employment with the City of Philadelphia
6 for the range of careers available, they
7 knew that it was a direct pipeline and
8 it was some sort of consistent training
9 very much like Fleet described. And if
10 we did that for Police -- well, I don't
11 know -- and Corrections, I don't know
12 what would happen.

13 Thank you, Mr. President. If
14 we get a second round, sir, and if we
15 have to forego it, that's fine. I'll
16 put those questions in writing. But
17 thank you all for your patience.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you, Council Lady. I appreciate
20 it.

21 Chair recognizes Councilwoman
22 Katherine Gilmore Richardson.

23 COUNCILWOMAN GILMORE

24 RICHARDSON: Thank you. Thank you so
25 much, Council President.

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1 Good to you see, Mr. Zaccagni
2 and Janine LaBletta. It's been
3 wonderful to work with you all
4 throughout the year on all the
5 initiatives that we have been working on
6 together. Particularly, I want to thank
7 you all for aligning a number of job
8 opportunities in the City to graduates
9 of CTE programs. I think that has been
10 exceedingly helpful, and I was really
11 happy to join you for the latest
12 recruitment event you had with the
13 School District of Philadelphia.

14 So I'm actually going to start
15 with a question that relates to a
16 question that was posed earlier by one
17 of my colleagues relative to the idea
18 that I offered to the School District of
19 Philadelphia around creating a Police
20 Science CTE program. That information
21 and letter was sent to the District last
22 year. We know that it takes at least
23 two to three years for a new CTE program
24 to start because of the research that
25 must be done identifying the specific

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1 school, going through the approval
2 through the Pennsylvania Department of
3 Education. And I've talked to Governor
4 Wolf about this particular program
5 specifically.

6 But I wanted to get your
7 opinion for the record on the need for
8 us to create a Police Science CTE
9 program to help as a feeder for our
10 young people in Philadelphia to
11 positions not only as police officers,
12 but some of the other technical
13 positions within the Police Department?

14 MR. ZACCAGNI: I think that
15 would be a great idea. I think we would
16 have to pair that with some type of
17 bridge position only because there would
18 be a delay between when the candidate
19 graduates from high school and when they
20 would actually be eligible to become a
21 police officer. It's something that we
22 kicked around with the Police Department
23 about having something like this. They
24 brought up, I think Boston has a similar
25 program where they have this cadet

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1 program.

2 But I think anything that we
3 could do to build these more seamless
4 transitions, especially for students
5 coming out of high school, is really
6 important. But again, for that to
7 really work because I would be concerned
8 with somebody graduating from high
9 school and then having to wait two years
10 until they actually qualify for police
11 officer recruitment --

12 COUNCILWOMAN GILMORE

13 RICHARDSON: Agree.

14 MR. ZACCAGNI: So to bridge
15 that gap would be important.

16 COUNCILWOMAN GILMORE

17 RICHARDSON: So what I'd like to do as
18 part of this process, and this was
19 included in the plan that has been
20 offered by our Majority Leader around
21 the Community Policing Plan, I really
22 wanted to figure out how we can work
23 with you all to come up with that bridge
24 position. This has come up before for
25 the students that go through even the

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1 Police Explorers program, right, because
2 they'll go through the Police Explorers,
3 you age out of the program. Once you
4 age out of the program even though you
5 will have the point preference to apply
6 to the Police Department, you still
7 don't have the age.

8 And so, I think if this is
9 something that we are serious about
10 working towards, that we need to create
11 a bridged position for young people who
12 are graduating from high school from a
13 CTE program and/or for the young people
14 that are going through the Police
15 Explorers program. And so, that is
16 something that we want to work with you
17 all on as a part of this budget process
18 and ensure that that effort can be
19 funded and resourced so that we can get
20 that up and running over the next couple
21 of months.

22 I'm going to now go to the
23 topic of workforce recruitment and
24 retention. And again, you all we've
25 been working very closely throughout the

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1 year. My team has reviewed all of the
2 job specs that your office has posted
3 online, over 900 positions. And we
4 found that over 60 positions have
5 required or preferred skills that align
6 with the experience of a recent graduate
7 of a career and technical education
8 program. So almost all of these
9 positions are represented by D.C. 33,
10 meaning they have comprehensive benefits
11 packages and the support provided by the
12 union.

13 The average salary for the
14 positions are about \$40,000 and again,
15 that will be entry level, which is
16 significantly above the above average
17 annual salary of someone making minimum
18 wage in Pennsylvania. And we recognize
19 that unemployment is strongly correlated
20 with gun violence in our City and the
21 challenges that we continue to face.
22 And so, we know we have to create these
23 strong pipelines, and you all know that
24 this is something that we've been
25 working on.

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1 So how do you think we can
2 better attract young people who complete
3 Career and Technical Education programs
4 to apply for these particular positions,
5 the 60 positions, and help them to see
6 long-term careers with the City?

7 MR. ZACCAGNI: So one of the
8 things that I think we need to do is
9 more around engagement. I know Janine
10 meets on somewhat of a regular basis
11 with the School District. We try to
12 make sure we're aligned with the
13 announced positions to when those youth
14 are graduating or leaving the School
15 District. But if we're able to just
16 have more contact I think with the
17 School District, we were stressed with
18 that because we just didn't have the
19 capacity.

20 As we build out our Recruitment
21 Unit, I think we'll be able to make
22 those connections more. I think we're
23 going to be on social media more from
24 the standpoint of getting our profile
25 out there. We hope that one of these

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1 positions will manage that on an ongoing
2 basis. So not only are we doing the old
3 school with the mobile lab driving
4 around the City, but we're also engaging
5 in leveraging the technology that's out
6 there that many of the students are
7 using. So we're really trying to build
8 those connections. And I'll ask Janine
9 if she wanted to add anything else to
10 that piece.

11 MS. LaBLETТА: Yes, I think we
12 need to get into the schools. We'll be
13 at Mastbaum tomorrow. So whether
14 there's an open announcement or not,
15 exposing the students to the wide
16 variety we agree of opportunities. We
17 know students want room for growth and
18 they want the opportunity to make an
19 impact, so our marketing materials brand
20 those pillars for them as well as all of
21 the wonderful benefits and rewards we
22 offer, but also helping them apply.
23 That has been our model, having the
24 computers available to go through and
25 apply in that moment if the job is open.

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1 And if not, connecting them to our job
2 notification systems so they can be
3 notified when it is open to apply.

4 COUNCILWOMAN GILMORE

5 RICHARDSON: No, and you're right, the
6 career exposure is very, very important,
7 particularly starting in the middle
8 years and then helping them with the
9 applications when they're in high
10 school, particularly for the seniors and
11 those who are ready to enter the
12 workforce.

13 I will pose this question to
14 the School District obviously, and we
15 recognize that they will be in a
16 leadership transition. And I will
17 continue to work with the District on
18 the CTE issue. But I really believe
19 that the School District has to do a
20 better job of aligning the CTE programs
21 to the opportunities that are in our
22 labor market forecast. And I continue
23 to work with them on this issue, which
24 is why we are working towards the
25 establishment of the Police Science CTE

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1 program because we don't have one in
2 Philadelphia at all, and this is
3 something that we could easily do with
4 just a little elbow hard work and elbow
5 grease.

6 And so, I just wanted to also
7 ask you about the marketing budget for
8 the recruitment and the advertising,
9 specifically for the School District of
10 Philadelphia. And I know we'll be at
11 Frankford soon with Representative Joe
12 Hohenstein for another recruitment
13 around CTE, but I wanted to ask about
14 the marketing. I will have to come back
15 on the second round because I have a
16 number of questions for your office
17 because of the work we do. And that's
18 my last question for this round.

19 MR. ZACCAGNI: Just to mention
20 about the budget, we really don't have
21 an advertising budget, per se. We do a
22 lot with on the street. We do have some
23 resources because obviously, we partner
24 closely with CAO and the HR&T Unit. We
25 fund out of that unit our LinkedIn seat,

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1 our recruiter seat out of that unit. We
2 have some other connections out of that
3 group from the standpoint of social
4 media, but we're doing a lot of this
5 where we're -- it's people meeting
6 people or reaching out to people on
7 social media.

8 COUNCILWOMAN GILMORE

9 RICHARDSON: Got it. All right. I'll
10 come back on the second round. I heard
11 the bell. Thank you.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you, Councilwoman.

14 Chair recognizes Councilman
15 Domb.

16 COUNCILMAN DOMB: Thank you,
17 Council President.

18 And good afternoon. Thank you,
19 Mr. Zaccagni, for all you're doing and
20 your team. I first want to really thank
21 you for the quick work of re-evaluating
22 how veterans points were being applied
23 to the Fire Department Civil Service
24 test. We had a constituent reach out to
25 our office. We reached out to your

4/20/2022

1 office and the issue got resolved
2 quickly and professionally. And if all
3 of government worked that way, it would
4 be amazing. So thank you so much for
5 your work on that.

6 And then I'm going to talk
7 about and pick up where my colleague
8 Councilmember Gilmore Richardson and my
9 other colleagues spoke about on the
10 recruitment aspect. And just speaking,
11 is it a possibility when our students
12 turn 17 or 18 to have that gap to get to
13 the Police Department, I think it's at
14 22, could we hire them to do
15 administrative jobs in the Police
16 Department? Could we hire them to
17 answer the phone calls where we need
18 operators and we have a shortage?

19 Could we find other jobs within
20 our government that accommodate them?
21 Could they do internships, for example,
22 at the FBI and ATF and Attorney
23 General's Office and U.S. Attorney's
24 Office where they can actually learn all
25 about law enforcement? It will be

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1 tremendous for them to learn that.

2 And my concern is that when we
3 had our Deputy Attorney General at our
4 staffing hearing a few weeks ago, and
5 what he said to us was 80 percent of the
6 police force that they have surveyed --
7 I'm sorry, 100 percent of the force they
8 surveyed. 80 percent said they would
9 not recommend becoming a police officer
10 to their children, to their friends or
11 family. 80 percent don't recommend what
12 they are doing today. That to me was a
13 real wake-up call.

14 And it's a wake-up call that's
15 not to just Philadelphia, but the state
16 of Pennsylvania and I talked to Governor
17 Wolf about it and the whole country. We
18 need to really revisit how we treat
19 police officers, the benefits of being a
20 police officer. We need more positive
21 marketing around that. Maybe we should
22 do as my colleague Councilmember Gilmore
23 Richardson mentioned, some sort of
24 marketing social media or advertising,
25 taking 10 Philadelphia residents who are

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1 police officers and talking about why
2 they are police officers and the
3 benefits, but we need to change this
4 because we're going to have a shortage
5 regardless of the rules of people who
6 want to become public service, police
7 officers and protect cities throughout
8 the country.

9 I know you don't have a
10 marketing budget, but I will say that
11 social media is a big piece of it and
12 maybe we should give you a marketing
13 budget because we need to market. Any
14 company spends a fortune on recruiting
15 people. We spend very little. So just
16 something, I don't know if you have any
17 thoughts on that. But I would like to
18 bring that up to you.

19 MR. ZACCAGNI: So I think they
20 are good ideas. We've talked about
21 those bridge positions with Police.
22 Actually, they brought that up. We're
23 still working with them on that. We've
24 looked at a number of different possible
25 functions that students or graduating

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1 students would work at. We haven't
2 really tagged that down yet.

3 As for getting out into social
4 media, some of the things that you
5 mentioned, Councilman, we're going to
6 try to do, with getting testimonials
7 online, with having the face of our
8 employees out there. When we did a
9 partnership with the Department of Rec a
10 few years ago when Christine Baranek was
11 here, on the recreational leader
12 trainee, we did a lot of that. There
13 was some social media. We were getting
14 that out there, but we even went to the
15 bus shelters and had things placed on
16 the bus shelters and so forth. Just so
17 people could see, hey, here's a rec
18 leader, this is what they look like,
19 this is why it's important.

20 And I do think that one thing
21 that we have going for us, I know a
22 couple of Councilpeople mentioned this,
23 is we really have the job that I think
24 can attract people who want to give
25 back. And I think that's one of the

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1 things that you're seeing here. We saw
2 it a little bit after 911, but it was
3 more focused because of the tragedy that
4 occurred there. Because the pandemic
5 has been so widespread, you have a lot
6 of people not only leaving the workforce
7 because they don't like their jobs,
8 they're looking for a better position,
9 but also because they're re-evaluating
10 whether or not they're getting value out
11 of the work that they're doing. And I
12 think that's where government can really
13 try to advertise to, try to market to
14 say, yes, you're not just here for a
15 job, you're here to have an impact on
16 people's lives.

17 COUNCILMAN DOMB: Okay. I just
18 think right now, I'm being realistic,
19 when I -- I sound like an old man. When
20 I was growing up, my two best friends
21 from kindergarten to 6th grade were
22 police officers, and you looked up to
23 them and you respected them. I just
24 don't know if the kids in school today
25 have that same kind of respect for

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1 police officers because of what's been
2 going on in our country.

3 So I think it's something that
4 we need to rebuild. Otherwise, we're
5 going to have a shortage across the
6 board. And I think we should allocate
7 more dollars into the marketing, social
8 media and so forth. And if you come to
9 us with a request, I'd be supportive of
10 it because we need to do this. There's
11 a labor shortage across the country and
12 if we don't focus on that, we're going
13 to have that shortage continue.

14 What are we down right now, 480
15 vacant police officers, and we have
16 almost 1,000 on desk duty or out sick.
17 We only have what, 6400 roughly
18 authorized. So there's a clear shortage
19 right now. You don't see police
20 officers on the street that much.
21 There's a shortage. So whatever we can
22 do to advance that, I will be supportive
23 of. And we thank you for all you've
24 been doing. Thank you to your team.

25 Thank you, Council President.

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1 COUNCIL PRESIDENT CLARKE:

2 Thank you, Councilman.

3 Next up I believe we have

4 Councilwoman Katherine Gilmore

5 Richardson.

6 COUNCILWOMAN GILMORE

7 RICHARDSON: Thank you. Thank you so

8 much, Council President.

9 And I won't belabor, but I do

10 have a number of questions because this

11 is an area that I'm very interested in.

12 So, Mr. Zaccagni, I wanted to circle

13 back. You know that my first bill in

14 City Council after a very robust

15 engagement process and through a lot of

16 work would provide a five-point

17 preference to graduates of Career and

18 Technical Education programs for three

19 years after their graduation from high

20 school.

21 And so, how do you think this

22 could help us create a strong pipeline

23 for recent graduates into the City and

24 provide them with family supporting and

25 sustaining work, recognizing that most

4/20/2022

1 of them will be eligible for entry-level
2 positions because they wouldn't have
3 much work experience?

4 MR. ZACCAGNI: I think anything
5 we can do to help students move into
6 City workforce is beneficial. The one
7 thing I will add, and you know we've had
8 discussions on this one, is I think that
9 engagement process because -- and I'll
10 ask Janine -- with our trades positions,
11 we go through those lists pretty
12 quickly. If you get on a list, you're
13 going to get hired. Whenever you wind
14 up on that list, so if you're No. 1 or
15 No. 10, you're going to get hired just
16 because we have such a dire need for
17 that.

18 I think the resources, I think
19 the most important piece is what you
20 mentioned before, engaging not only when
21 they're getting ready to graduate but
22 throughout their process through the CTE
23 program so that they understand that
24 this is a possibility that we're in
25 there so that they're comfortable with

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1 our hiring process, so that they're
2 comfortable with working with the City,
3 so that they understand what it means to
4 work for the City and the benefit that
5 you can get from it, the security.

6 And also the promotional
7 opportunities, we promote everybody from
8 within. There's a lot of great things
9 that exist about working for the City,
10 and I think if we can engage them, it's
11 there that we're going to get them
12 interested, and maybe we get to a point
13 then, Councilmember, where we have more
14 people than we need, but we don't right
15 now. We hire just about everybody that
16 we need off of those lists.

17 Janine, am I missing anything
18 on that piece?

19 MS. LaBLETTA: That's correct,
20 yes. I will just add too we want to
21 make sure that they're successful. So
22 what does our instrument look like, our
23 assessment, if it is competitive as it
24 correlates to their curriculum. And I
25 know there have been conversations

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1 between our operating departments
2 facilitated through you or other
3 Councilmembers around that process to
4 make sure they're successful, because no
5 additional points are awarded unless
6 you've passed the assessment or if we
7 need to rethink that assessment as well
8 as educating them around being
9 responsive to our emails for interviews,
10 are they prepared for the interview
11 process when paired with other
12 candidates, those kinds of longer term
13 structural supports as well.

14 COUNCILWOMAN GILMORE

15 RICHARDSON: Great. Okay. That's good
16 to hear. And I know like you said we've
17 been working very closely throughout the
18 year and I wanted to just get some of
19 this on the record for this process.
20 How have you all continued to align all
21 of the job requirements and the job
22 specs with the CTE programs that are
23 currently available in the District?
24 And I say currently available because I
25 know you all have to work with the new

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1 Superintendent Mr. Watlington around the
2 work that he wants to do as it relates
3 to CTE programs and we'll have to work
4 on building that relationship with the
5 District as they transition.

6 So how are you all continuing
7 to align these job requirements and job
8 specs with the CTE programs that are
9 currently available in the District?

10 MR. ZACCAGNI: So we've aligned
11 quite a few. We worked on a lot of
12 different specifications. I'll ask
13 Janine to get on with the details.

14 MS. LaBLETTA: Sure. I think
15 right now we have programs aligned with
16 obviously the skills trades. One of the
17 most recent ones is something you've
18 just spoken to. It's the biotechnology
19 program, and we're actually trying to
20 get that paired with Police for
21 fingerprint identification, so that
22 would be a nice career path that's not
23 directly leading to policing, but
24 exposing them to the law enforcement
25 industry.

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1 So that has not been announced
2 yet, Councilmember, but we have revised
3 that job description and that completion
4 of the program works, and our hiring
5 manager is working with Police and the
6 CTE schools to make sure that they're
7 aware when that opportunity opens.

8 COUNCILWOMAN GILMORE

9 RICHARDSON: For the record though, the
10 two biotech schools, is that Roxborough
11 and what is the second school?

12 MS. LaBLETTA: Dobbins.

13 COUNCILWOMAN GILMORE

14 RICHARDSON: Roxborough and Dobbins.
15 Okay. I just wanted to make sure. And
16 so, last year you stated that 32 percent
17 of your hires were School District of
18 Philadelphia students, but your goal is
19 to exceed 50 percent. What is the
20 percentage currently?

21 MS. LaBLETTA: It's still
22 around 30 percent on average. So it
23 varies by list, but we're still at that
24 same mark.

25 COUNCILWOMAN GILMORE

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1 RICHARDSON: Got it. Okay. And lastly,
2 I know you all I think in this proposed
3 budget you're receiving additional
4 dollars to expand your marketing for the
5 City positions, is that correct --

6 MR. ZACCAGNI: For recruitment.

7 COUNCILWOMAN GILMORE

8 RICHARDSON: -- for recruitment.

9 MR. ZACCAGNI: For actual
10 positions, we're getting four additional
11 positions and I think that's going to
12 help us also engage the students that we
13 just discussed.

14 COUNCILWOMAN GILMORE

15 RICHARDSON: Okay. So I just want to
16 ensure as you roll this out and the
17 program with the mobile unit, and I'll
18 say units, what metrics will you be
19 using to determine the success of the
20 expanded marketing campaign and the work
21 that you all are seeking to do? How are
22 you measuring the success of the
23 initiatives that you all are working on?

24 MR. ZACCAGNI: One of the
25 things we're looking at broadly is the

4/20/2022

1 diversity of our new hires, and we can
2 share some information wit Council as
3 opposed to me going into it and taking
4 time. But over the last couple of
5 years, we've seen an uptick in new
6 hires. When we look at the profile
7 overall of positions or of the City, a
8 lot of that is because we have a lot of
9 long-term employees so we really focused
10 on people coming in the door, are they
11 meeting what our goals are.

12 Janine's team looks at -- we
13 got to look at some of our own internal
14 systems because they can be a bit
15 challenging for us. And I don't mean
16 One Philly. This is our applicant
17 tracking system, so we need to look at
18 that. They keep track of what's coming
19 in. So we would be looking at how many
20 engagements are we doing, are those
21 engagements turning into applications
22 for the City, are those applications for
23 the City actually turning into hires.
24 We're looking at that funnel throughout
25 the organization. So again, a lot of

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1 this -- the linchpin at least from my
2 perspective is that engagement at the
3 beginning trying to get more and more
4 students interested in positions and
5 then actually going through the
6 application process. Once we know those
7 people are coming in, we can look at
8 that and see whether or not that's also
9 translating into jobs, because the
10 ultimate goal here is to have youth get
11 those jobs and get those opportunities.

12 COUNCILWOMAN GILMORE

13 RICHARDSON: Sure. So I'll ask that you
14 can provide us that information via the
15 Chair and just keep us updated on the
16 progress, okay, moving forward. My very
17 last question, and it's just a few and I
18 want to try to get it in, is if you
19 could all provide detail regarding every
20 preference that is currently available
21 to a qualified applicant for a City job.
22 How often do qualified applicants
23 utilize these preferences to gain
24 employment with the City, what is the
25 average number of additional points a

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1 qualified applicant receives when they
2 are utilizing a preference and which
3 preference is used the most in gaining
4 City employment?

5 MR. ZACCAGNI: I can provide
6 that for you.

7 COUNCILWOMAN GILMORE

8 RICHARDSON: Okay. If you can provide
9 that information to the Chair so that it
10 can be shared with all of my colleagues,
11 that will be exceedingly helpful.

12 Thank you, Mr. President. And
13 thank you, colleagues.

14 COUNCIL PRESIDENT CLARKE:

15 Thank you, Councilwoman.

16 Chair recognizes Councilwoman
17 Parker.

18 COUNCILWOMAN PARKER: (Muted).

19 COUNCIL PRESIDENT CLARKE:

20 You're on mute, Councilwoman.

21 COUNCILWOMAN PARKER: To

22 Mike -- and thank you, Mr. President.

23 To Mike and Janine, I want you
24 to know that Council President Clarke,
25 Member Jones, Gilmore Richardson and my

4/20/2022

1 colleagues, they know I am a fan of what
2 you will often hear me refer to as
3 standard operating procedures. I don't
4 care if it is who is receiving
5 Philadelphia activity funds, groups that
6 we're giving gun violence prevention
7 dollars to on the ground, how you get
8 access to that information, you know,
9 hotlines, just a one-stop shop where
10 people don't have to press 1 and hold or
11 try to get access on the computer.

12 So I'm going to ask for you to
13 not answer me now, but provide this
14 information to the President and to me
15 as Chair of Council's Committee on Labor
16 and Civil Service on this process and,
17 that is, the process that occurs when an
18 employee brings forward an internal
19 complaint about discrimination. How do
20 those complaints actually make it to
21 you, how do they get investigated and
22 then how do they get resolved? On
23 average I would say -- and how long does
24 it take you to resolve internal
25 complaints specifically about

4/20/2022

1 discrimination?

2 And I want to give you this
3 hypothetical after my communication with
4 some recent employees. Let's say my
5 office is the office that brought
6 forward an internal complaint about
7 discrimination in my role as Chair of
8 Labor and Civil Service. Do you have a
9 standard protocol in place for
10 communicating back to the person who
11 made the complaint or the entity that
12 first brought the complaint forward,
13 letting them know, one, that you're
14 working on it, how long it will take
15 possibly and then just saying, look,
16 Cherelle Parker, Chair of Labor and
17 Civil Service, the complaint is
18 resolved.

19 Not that you -- because I know
20 sometimes because of collective
21 bargaining and privacy, you can't
22 communicate to us specifics, but just
23 letting us know that kind of issue is
24 resolved is important because now my
25 team, they get a chance to close the

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1 file, right, and they're able to say to
2 me, Cherelle, they came to us with this
3 complaint, we sent it over to OHR, it
4 was investigated. They know the
5 response so you know it's done,
6 Mr. President, because that would make
7 my supermarket visits, my relish visits,
8 dry cleaners visits a whole lot better
9 because I can say, let me check with the
10 team and I'll let you know when that was
11 taken care of.

12 You don't have to answer me
13 now, Janine and Mike, but get that
14 process back because all Councilmembers
15 will be able to benefit from that
16 information.

17 MR. ZACCAGNI: We just want to
18 clarify that at the department level
19 usually Human Resource Office will
20 investigate something at a department
21 level, but the actual unit that's
22 responsible for oversight of all that
23 sits in the Department of Labor, not in
24 the Office of Human Resources. It's the
25 Employees Relation Unit. So over in

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1 Monica Marchetti-Brock's group, they
2 actually work with departments if they
3 need assistance on doing an
4 investigation.

5 So like with the hiring system,
6 it's bifurcated. You got an
7 investigation that will go on in a
8 department level, but you have the ERU
9 Unit that manages that, so it's not
10 actually out of our house here. We --

11 COUNCILWOMAN PARKER: So --

12 MR. ZACCAGNI: We can --

13 COUNCILWOMAN PARKER: I just
14 want to make sure that I have this right
15 for the record. Obviously, if it was
16 something in Council for example, we
17 have an HR Department within City
18 Council. And obviously, it would be
19 investigated departmentally. We got
20 that.

21 I'm talking about when it is
22 over a respective department and we're
23 saying we're not satisfied or the person
24 is not satisfied with the response,
25 you're telling me it is not our office

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1 of Human Relations who addresses the
2 issue but -- or Human Resources, it's
3 actually our Department of Labor?
4 Because guess what, we have gotten some,
5 and I'm being diplomatic, Mr. President,
6 but we've gotten some conflicting
7 responses about responsibility in that
8 area.

9 We can talk offline about that,
10 Mike, but we need to get some clarity.
11 And then if it's a one-page fact sheet
12 that can be distributed to everybody so
13 that they know what the process is, that
14 would be real clear about who's
15 responsible for what.

16 MR. ZACCAGNI: And this is --
17 we're actually looking into that now
18 because we have several different groups
19 that do people practices so we just
20 started yesterday getting a team
21 together to sort of say, we need to have
22 better communications as to what's going
23 on, not only internally among ourselves,
24 but externally to the people that are
25 accessing resources. So we actually

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1 just started that because we have seen
2 this come up before that there's some
3 confusion as to -- so we are trying to
4 clarify.

5 The ERU Unit went over to the
6 Mayor's Office of Labor Relations around
7 the beginning of this Administration.
8 It used to sit in OHR. But certainly
9 after the Administration has been in,
10 it's in a different group.

11 COUNCILWOMAN PARKER: Thank
12 you, Mr. President.

13 And thank you, Mike, because
14 there are some Philadelphia City
15 employees who are watching this right
16 now and they're saying, Councilwoman
17 Parker, thank you for getting on the
18 record that we're not crazy, okay, in
19 terms of the workflow and the response
20 flow and them not knowing who's
21 responsible for getting back to them.
22 So thank you all so very much for your
23 response.

24 And thank you, Mr. President.

25 COUNCIL PRESIDENT CLARKE:

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1 Thank you, Councilwoman.

2 I have one last question:

3 Exempt employees in the City of

4 Philadelphia, I think we have around

5 what, 2,000 or so?

6 MR. ZACCAGNI: It depends on

7 how you look at that number. There's a

8 lot of exempt employees that are with

9 independent offices and so forth, but

10 the ones that we traditionally look at

11 within the Administration are around --

12 COUNCIL PRESIDENT CLARKE: No,

13 count all of them, independent offices

14 also.

15 MR. ZACCAGNI: Probably and

16 don't quote me on this, probably close

17 to 4,000 or maybe higher than that.

18 Janine, would you know off the top of

19 your head or anybody else, Sheila --

20 MS. GREENE-JONES: I think

21 that's -- it's Marsha. I think that's

22 about right.

23 MR. ZACCAGNI: Thank you,

24 Marsha.

25 COUNCIL PRESIDENT CLARKE:

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1 What's the relationship between OHR and
2 exempt employees? I know primarily you
3 focus on recruiting for civil service
4 employees. Do you all recruit for
5 exempt employees, like say an
6 independent office needed to have some
7 positions filled? How does that work?

8 MR. ZACCAGNI: The independent
9 offices normally handle that themselves.
10 Some independent offices also has civil
11 service -- the Sheriff's Office, for
12 example --

13 COUNCIL PRESIDENT CLARKE:
14 Right.

15 MR. ZACCAGNI: -- and we work
16 with them there. HR&T that sits in CAO
17 but is aligned with us -- Deputy Valerie
18 Horsendorf leads that group now -- they
19 assist departments with their
20 recruitment of exempt positions from the
21 standpoint of looking at strategies. We
22 have a recruitment platform called Smart
23 Recruiters that actually reports this
24 out to different recruiting platforms.
25 So we are involved with that because we

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1 partner with HR&T very closely.

2 COUNCIL PRESIDENT CLARKE:

3 So -- well, okay --

4 MR. ZACCAGNI: So yes, it's
5 under CAO but --

6 COUNCIL PRESIDENT CLARKE: It
7 sounds like there's a lot of employees
8 that are exempt --

9 MR. ZACCAGNI: Yes.

10 COUNCIL PRESIDENT CLARKE: --
11 and if they need to recruit or if they
12 need to access employees -- I mean,
13 believe it or not I can tell you we're
14 having difficulty hiring people, you
15 know, it's the environment, right. Do
16 you all work with exempt and independent
17 elected officials that are trying to --

18 MR. ZACCAGNI: We will gladly
19 work with your office if you need some
20 assistance. You can reach out to Val
21 Hosendorf who can partner with Tracey
22 Bryant who heads up the office of HR&T.
23 If there's anything we can do -- again,
24 we have limited capacity, we don't have
25 great resources. We don't have a lot of

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1 resources there either, but we can
2 certainly provide some assistance to you
3 if you need some help with that.

4 COUNCIL PRESIDENT CLARKE: I'm
5 not sure how to take that answer. It
6 sounds like you said if we have anything
7 left over, we'll get back to you.

8 MR. ZACCAGNI: No, no, it's not
9 that at all.

10 COUNCIL PRESIDENT CLARKE: I'm
11 just saying people are City employees.
12 Either you're a City employee or you're
13 not a City employee, so --

14 MR. ZACCAGNI: If you reach
15 out, we'll assist you. There's no
16 hidden meaning there.

17 COUNCIL PRESIDENT CLARKE: No,
18 I'm just, you know. I'm responding to
19 the way you said that. You tell me
20 you've got limited resources in your --
21 and I'm not suggesting this for us. I'm
22 just saying generally 4,000 exempt
23 employees, people talk about parity. So
24 it would be good if it was parity across
25 the board.

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1 MR. ZACCAGNI: For example, we
2 don't usually hear from the DA's Office
3 to help them recruit District Attorneys.
4 But we do assist all the operating
5 departments with recruitment of their
6 exempt employees even if it's just
7 posting it to smartboards or doing
8 something more intensive. We had a
9 couple of recruiting firms on board sort
10 of on-call that if somebody wanted to do
11 sort of an executive search, you could
12 actually go to those firms. Departments
13 pay for those activities, but we have
14 resources that are available outside if
15 somebody wants to use that.

16 COUNCIL PRESIDENT CLARKE:
17 Okay. I'm just -- you know, trying to
18 hire people has been a challenge for
19 everyone now. And you guys do what you
20 do and you do it well. So the natural
21 inclination is to look at possibilities
22 that currently exist. Okay. Well,
23 thank you. I won't continue that
24 conversation on this platform, but I'm
25 sure there will be follow-up

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1 conversation.

2 MR. ZACCAGNI: I (inaudible).

3 COUNCIL PRESIDENT CLARKE: All

4 right. So that appears to be the last

5 questions from members of the Committee

6 for this witness. I want to thank you

7 all very much and thank you all for your

8 creativity. We look forward to working

9 with you on this mobile application

10 platform. This is very creative and we

11 look forward to it.

12 MR. ZACCAGNI: We'll have a big

13 kickoff and invite everybody to the

14 event.

15 COUNCIL PRESIDENT CLARKE:

16 Yeah, let us know because we want to

17 help you. We're in a position to get a

18 lot of people out there and participate

19 in this program. So thank you and thank

20 you all very much. We appreciate it.

21 MR. ZACCAGNI: All right.

22 Thank you very much.

23 COUNCIL PRESIDENT CLARKE:

24 Thank you for your testimony.

25 MS. LaBLETТА: Thank you.

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1 COUNCIL PRESIDENT CLARKE:

2 Colleagues, we are halfway through
3 today's witness list so I suggest that
4 we take a break and give our folks a
5 break, our technology professionals a
6 break. So we can come back around,
7 let's take a recess until like 2:30, if
8 that's okay with everyone.

9 So we're currently in recess,
10 and we will be back, the Committee of
11 the Whole at 2:30 today.

12 (Brief recess.)

13 COUNCILWOMAN PARKER: Thank you
14 so very much. We will now reconvene
15 this morning's meeting. And so, in
16 essence we're going to resume the public
17 hearing.

18 And I'm going to ask
19 Mr. McDermott if he would please read
20 the name of the next person we have on
21 the list scheduled to testify.

22 THE CLERK: The next member to
23 testify is Stephanie Tipton, Chief
24 Administrative Officer.

25 COUNCILWOMAN PARKER: Thank you

4/20/2022

1 so very much. Good afternoon,
2 Stephanie. Please state your name for
3 the record and please proceed with your
4 testimony, summarize, and we'll get
5 right into the line of questioning for
6 Members.

7 MS. TIPTON: Good afternoon.
8 Good afternoon, Councilmember Parker,
9 Council President Clarke and members of
10 City Council. I'm Stephanie Tipton,
11 Chief Administrative Officer. I am
12 pleased to provide testimony on the
13 Office of the Chief Administrative
14 Officer Fiscal Year 2023 operating
15 budget. Joining me today are members of
16 our executive team, including Libby
17 Peters, Chief of Staff; DeWayne Gordon
18 First Deputy Chief Administrative
19 Officer; Liana Dragoman, our Director of
20 Strategic Design; Melissa Andre,
21 Executive Director of the Office of
22 Administrative Review; Val Hosendorf,
23 Deputy (inaudible) Director as well as
24 Records Commissioner Jim Leonard.

25 The Office of the Chief

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1 Administrative Officer or CAO for short
2 centers our work around four strategic
3 pillars: Building a culture of trust,
4 respect and operational excellence in
5 government; using both qualitative and
6 quantitative data to drive decision-
7 making; delivering transformational
8 projections with measurable and
9 equitable outcomes; and lastly, leaving
10 the City better than before by
11 strengthening administrative functions
12 across departments.

13 We advance these strategies
14 through our partnership across various
15 City departments, including the Office
16 of Human Resources and by supporting the
17 departments within our portfolio, which
18 include OIT, Procurement and Records.

19 Our work over FY22 reflects our
20 investment in these areas.

21 Specifically, we launched the Operations
22 Transformation Fund which invests \$10
23 million over FY22 and FY23 to underwrite
24 the upfront costs of departmental
25 efforts to re-imagine City processes to

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1 better serve Philadelphia residents.

2 For our first grant cycle, we

3 were able to support 11 projects

4 representing 20 different departments,

5 which focused on transforming internal

6 and external processes to make service

7 delivering more efficient and equitable.

8 In addition to nearly \$5 million

9 financial investment, the CAO is

10 providing ongoing technical assistance

11 to grantees to ensure these projects

12 will have a sustained and long-term

13 impact on government operations.

14 We will continue these

15 investments in FY23 as we currently

16 evaluate projects for the second funding

17 cycle of the Operations Transformation

18 Fund. Additionally, in FY22 and in

19 collaboration with the Office of

20 Director of Finance as well as the

21 project team leading our OPAL project,

22 which is a project to replace the City's

23 Legacy financial and supply chain

24 systems, the CAO launched a vendor

25 payment portal which digitizes and

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1 automates the vendor invoice submission
2 process and is part of a streamlined and
3 user-friendly vendor payment website.

4 Since launching in February of
5 2021, over 8,907 vendor invoices have
6 been processed through the portal,
7 resulting in 86 percent of these
8 invoices being paid in 30 days or less.

9 We also continue to support a variety of
10 contracts and procurement-related reform
11 activities, including the implementation
12 of Councilmember Parker's Walter P.
13 Lomax, Jr. Transparency and Business
14 Act, launching in monthly contract
15 resource groups to provide tools and
16 best practices for departmental
17 contracting staff and beginning work on
18 redesigning and improving usability of
19 the City's request for proposal
20 documents for the goal of making it
21 easier for vendors to respond to our
22 contract opportunities.

23 Lastly, we continue to advance
24 projects and initiatives that support
25 our workforce in a variety of ways,

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1 including leading professional
2 development opportunities for employees
3 like the Lead Academy and providing
4 training for hiring managers on
5 effective interviewing strategies as
6 well as championing workplace policies
7 like parental leave, which is now a
8 benefit provided to all City employees.

9 Additionally, through the work
10 of our PHL Service Design Studio, we
11 engaged in a multi-year project to
12 create an equitable community engagement
13 toolkit which will provide City staff,
14 community groups and community members
15 with resources on how City government
16 thinks about, plans for and facilitates
17 equitable engagement with staff and
18 residents. This important work has
19 engaged over 150 stakeholders, including
20 City staff, community-based
21 practitioners from local community
22 groups and City residents in deep
23 qualitative research that will be used
24 to form the foundation of the toolkit.

25 I also want to highlight the

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1 tremendous work of the Records
2 Department, particularly in their
3 efforts to combat deed fraud and tangled
4 titles, much of which has been in
5 partnership with this body and other
6 elected officials like the Register of
7 Wills. Records will continue this
8 effort, including rolling out this
9 spring and summer the first ever city-
10 wide deed fraud outreach campaign and
11 continuing community outreach on tangled
12 titles in partnership with the Register
13 of Wills.

14 Our proposed Fiscal Year 2023
15 General Fund budget which totals
16 \$14,647,948, which is an increase of
17 about 6.9 million, reflects our
18 continued investment in our strategic
19 pillars, specifically a little over \$7.9
20 million or approximately 54 percent of
21 the FY23 General Fund budget will go
22 towards funding current and future
23 projects through the Operations
24 Transformation Fund.

25 Additionally, over 600,000 in

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1 our FY23 General Fund budget will
2 support a variety of new workforce
3 initiatives within our Human Resources
4 and Talent Division, including the
5 salary of a Director of Professional
6 Development who will coordinate and
7 deliver development programs, focused on
8 building competency for City employees
9 and leadership to drive a culture of
10 diversity, equity and inclusion and new
11 managers training series to support
12 civil service and exempt managers and
13 leading teams effectively, understanding
14 leadership styles, conflict management
15 and communication methods, all to help
16 cultivate a positive working
17 relationship and to support employee
18 productivity and morale.

19 And lastly, we'll be
20 relaunching the Mayor's Internship
21 Program, which is an entry-level
22 pipeline for college students interested
23 in careers in City government. These
24 new investments in addition to our work
25 on current and ongoing projects continue

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1 to advance the CAO's core mission to
2 work with City departments to transform
3 service delivery, provide people-
4 centered solutions and strengthen
5 administrative functions to better serve
6 Philadelphia residents and employees.

7 Mr. President, Councilwoman
8 Parker, members of City Council joining
9 us today, this concludes my remarks and
10 we're happy to answer any questions that
11 you have. Thank you.

12 COUNCILWOMAN PARKER: Thank you
13 so very much for that testimony,
14 Stephanie Tipton, our Chief
15 Administrative Officer for the City.
16 I'm going to get us started, Stephanie,
17 and I want to just start by doing what
18 we should do more often and that's
19 saying thank you. Thank you to you and
20 to Libby and to Erica. And if I'm
21 forgetting someone else and I probably
22 am, charge it to my head and not my
23 heart. And I'm thanking you as it
24 relates to the Walter P. Lomax
25 Transparency and Business Act.

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1 I did spend some time yesterday
2 talking about the WPLT with Procurement
3 so I'm not going to spend so much time
4 on that again today. But I do want it
5 to be said for the record. I feel this
6 way about your Department as I do about
7 the Commerce Department, that I know the
8 implementation of this legislation in
9 particular, it's been a yeoman's job.

10 And I want to thank you,
11 everybody on your team, thank the
12 Procurement Commissioner, everyone in
13 that Department and the Law Department
14 for ensuring that it gets implemented as
15 best as possible. And it doesn't become
16 what I refer to as a paper tiger. If
17 you want to irritate a legislator, pass
18 some legislation that does absolutely
19 nothing and it's not effective. But
20 your implementation of this is ensured
21 that it's not.

22 With that being said, I want to
23 reiterate to you the same thing I said
24 to Procurement: You need additional
25 funding to ensure that we have the best

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1 implementation possible of this
2 legislation. That's 100,000 in Class
3 200 for CAO staff, sort of to augment
4 the work alongside OIT to develop an
5 online disclosure portal. And this
6 would be similar to the campaign finance
7 disclosure portal.

8 And for my colleagues and even
9 the viewing public, just like you can
10 access anything you want, all of that
11 information is public and readily
12 available about campaign finance
13 reports. Imagine if we had that kind of
14 accessibility and we could pull back the
15 layers and know about the firms who are
16 benefiting from doing business with the
17 City of Philadelphia, building wealth,
18 their level of diversity. But in order
19 for us to be effective in rolling it
20 out, we've got to save that information
21 from year to year.

22 We need to create checklists
23 and workflows and just create a more
24 streamlined collection and reporting of
25 the information because it's currently I

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1 would say spread across different
2 systems and departments and using like a
3 wide variety of different tools, so we
4 want a portal that creates a one-stop
5 shop for vendors to submit all of this
6 information.

7 It has to be somebody's job to
8 do it. That's \$100,000. And then
9 \$80,000 in Class 100 procurement and
10 that would fund one position. So, one,
11 think about the portal, the technology
12 needed. This 80,000 in Class 100 for
13 procurement to fund a position to lead
14 on all of the disclosures positioned
15 with the part policy, part data analyst,
16 but will be the primary point of
17 contact.

18 So I want you to know that I'm
19 willing to advocate for it and it's
20 worth it to see this legislation
21 implemented as best as possible. And I
22 wanted to know if you could, if you
23 will, just note for the record any
24 comments about the Walter P. Lomax
25 Transparency and Business Act and how it

4/20/2022

1 empowers the tools of transparency?

2 MS. TIPTON: Sure. So thank
3 you for advocating for that. I think
4 we've in partnership with your office,
5 you know, have been able to get to a
6 very good place in terms of the initial
7 implementation. I think with six months
8 of implementation, seven months under
9 our belt we've learned a lot of things.

10 We've seen areas that we can
11 improve and optimize for sure, but one
12 thing is for certain in order for us to
13 make that data most useful, to make the
14 reporting most useful, we do need to
15 probably have it come in a little bit of
16 a different way so it is more accessible
17 to the public because that is ultimately
18 the goal of this and the goal of a lot
19 of the disclosure requirements that we
20 have, whether it be campaign
21 contribution disclosures or campaign
22 finance disclosures. We want that
23 information to be accessible to the
24 public so you can know more about the
25 businesses that we're working with.

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1 So we do think that some
2 additional investments, some tweaks in
3 how we might collect the data we can
4 really optimize how we're presenting
5 that data to the public and also using
6 that data to inform some of the work
7 that we're doing internally in the
8 contract decisions that we might be
9 making.

10 COUNCILWOMAN PARKER: (Muted).

11 MS. TIPTON: I think you're
12 muted, Councilwoman.

13 COUNCILWOMAN PARKER: We don't
14 want you to have to peel through I'm
15 talking about for members of the press
16 and members of the public no right-to-
17 know requests. It should not be
18 difficult for anyone who is interested
19 in knowing that information who's
20 financially building wealth from doing
21 business with our City. We want to make
22 that ready available. So, Stephanie,
23 thank you for your work there.

24 Let's pivot now over to the
25 Operations Transformation Fund. Your

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1 proposed FY23 budget request, an almost
2 \$7 million increase over last year's
3 budget. And it appears that a large
4 share of that money is going to the
5 Operations Transformation Fund. Can you
6 briefly just discuss some of the
7 upcoming projects? I heard you mention
8 briefly what this funding is going to.
9 And then talk to us about what I would
10 call the status of the first round of
11 projects funded by OTF.

12 MS. TIPTON: So in the first
13 round of funding that we went through in
14 the fall, we awarded about \$4.7 million
15 towards OTF projects. And that was
16 really for projects spanning January of
17 2022 all the way through the end of
18 Fiscal '23, so June of 2023. We expect
19 to spend down, you know, probably a good
20 portion of that in FY22. But some of
21 the money and some of the increase that
22 you're seeing in FY23 budget is to sort
23 of put money in reserve for the projects
24 that we've already awarded, to the 11
25 projects that we've already awarded

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1 funding towards, we want to make sure
2 that they have the funding they need for
3 next year as well.

4 So that funding in addition to
5 the additional \$5 million that is going
6 to fund sort of our second cohort of
7 projects, that really rounds out the \$10
8 million that we have allocated to the
9 fund. So like I mentioned, we went
10 through the fall funding cycle. We have
11 11 different projects that we
12 identified.

13 You heard about one of them
14 actually today during the HR hearing,
15 the mobile recruitment lab. Yeah, so
16 it's really -- we're very excited about
17 that project. But that's just one
18 example of the projects that we're
19 funding. We're using the funding to go
20 towards expanding translation for the
21 phila.gov website, digitizing police
22 reports, making City forms, digital
23 forms more accessible. We're even using
24 the funding to support an apprenticeship
25 program in OIT to help upskill our

4/20/2022

1 current employees to move into jobs in
2 US and software engineering. So it's
3 really going to be a whole host of
4 different projects.

5 We are currently in the second
6 cycle right now, so we had sort of an
7 initial intake, initial idea intake that
8 we went through. We had about 48 ideas
9 that came through that. We have folks
10 who are doing pitches right now, so we
11 whittled that group down to about 26
12 folks projects that are doing actual
13 pitches with our Advisory Committee.
14 And then from there, we'll have a
15 smaller group probably go through a more
16 robust application, and then we'll make
17 decisions by the end of this fiscal year
18 and the projects themselves will start
19 in July.

20 So we're really just excited
21 about this because it's very -- it's not
22 very often that we get a chance to fund
23 sort of innovation and transformation on
24 a very grand scale across City
25 departments. And so, this has been

4/20/2022

1 really an exciting opportunity for our
2 office to lead.

3 COUNCILWOMAN PARKER: I was
4 about to say this is a little bit
5 different. And if you paid attention to
6 our exchange with our Office of Human
7 Resources, Mike Zaccagni, we were
8 talking about just the overall
9 challenges, and you saw I know a recent
10 news account talking about the loss
11 through attrition like those who are
12 retiring and who have just decided they
13 no longer want to take the lower salary
14 offered by government and they will take
15 their chances out in the private sector.
16 We got to figure out a way to make sure
17 we strengthen the pipeline.

18 Listen, any of the programs
19 that you just talked about, have any of
20 them actually been implemented? Are
21 feasibility studies sort of a part of
22 the analysis of these projects to ensure
23 that the money to fund them is going to
24 be available long-term?

25 And I'll give you an example.

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1 With Commerce, we just talked about PHL
2 TCB, our commercial corridor cleaning
3 program. But built into that program,
4 we were intentional about hiring a third
5 party independent firm to on an annual
6 basis give us a cost-benefit analysis
7 and an overall report to give us both
8 qualitative and quantitative data to
9 affirm the program's impact here in the
10 City of Philadelphia, and it wasn't us
11 evaluating ourselves. It was a third-
12 party firm. Any role for feasibility
13 studies in what we're building out?

14 MS. TIPTON: I can talk a
15 little bit about what we are doing to
16 help sort of track the performance and
17 goals for not only the OTF as a whole,
18 but also for the projects themselves.
19 So we recognize that there is right now
20 we're sort of early on in the
21 implementation for some of the projects.
22 So I think we're still -- I wouldn't say
23 that we had a lot of data to report out
24 on, but we have about 70 individualized
25 metrics for the first cohort of

4/20/2022

1 projects, and that was something that we
2 worked very closely with all of the
3 grantees.

4 A big part of OTF is providing
5 technical assistance to the grantees, so
6 we just don't want to just provide them
7 the funding and say, good luck and here
8 you go. We want to actually really
9 provide them a lot of support, and the
10 CAO has a lot of resources internally to
11 help them do that.

12 We helped them develop their
13 individualized metrics to measure sort
14 of their performance across the project
15 itself to help them meet their goals.
16 We also in the actual support that we
17 provide, we do quarterly check-ins with
18 each of the projects to make sure that
19 they're still on track. We do sort of
20 monthly reports. They give us monthly
21 reports on how they're doing, where
22 things are going.

23 We also do cohort meetings, so
24 we bring all of the grantees and the
25 projects together to share information

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1 with one another, to help support one
2 another. We also have a lot of hands-on
3 sort of services that we provide to help
4 them with anything from procurement, new
5 hiring, so there's a lot of very hands-
6 on support that we provide.

7 In addition, we also have sort
8 of overarching methods for the OTF that
9 we're measuring. So for example, things
10 like how many of the projects are on
11 track with their workplan for budget,
12 meeting the KPIs themselves, what
13 efficiencies are being created by OTF
14 projects. So we've asked all of the
15 projects to really identify how many
16 dollars or time is being saved as part
17 of what they're doing. And also, if
18 there's increased access to certain
19 systems, what are we kind of seeing
20 around that.

21 And then a big part of the
22 projects that we're supporting and what
23 we're looking at is how many residents
24 are being engaged, how many frontline
25 staff are being engaged in designing the

4/20/2022

1 solution or rethinking the process
2 itself. And we have put money or asked
3 departments, fundees to put money aside
4 to compensate residents who are lending
5 their time and expertise to help us with
6 this. And then also, what new processes
7 have been instituted with the money.

8 So --

9 COUNCILWOMAN PARKER: Let me
10 ask you this for the benefit of the
11 viewing public, she just mentioned KPIs.
12 Those are key performance indicators,
13 right. It's nothing more than --

14 MS. TIPTON: Yes.

15 COUNCILWOMAN PARKER: -- being
16 frustrated watching from home,
17 Stephanie, and you're talking about
18 metrics and how we're going to determine
19 the success, failure or efficiency,
20 effectiveness of a government program.
21 But it's how we measure, Philadelphia,
22 whether or not investments that we are
23 making, how well are they doing and are
24 they officially doing what we sought for
25 them to do when we enacted them.

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1 With that being said, I want to
2 turn to a tough issue, Stephanie. And I
3 want you to the best of your ability, if
4 you will, we've asked this of every
5 department very much like we do about
6 how does what you do help the City in
7 its efforts to eliminate gun violence,
8 right, and create more opportunities,
9 but this issue as it relates to
10 diversity, equity and inclusion.

11 Many City departments, and you
12 know we just had the elimination of the
13 Rule of Two occur in the City of
14 Philadelphia, but many of our City
15 departments they continue to have low
16 levels of M/W/DSBEs as it relates to
17 employment. Tell us from your
18 perspective what is being done to
19 increase the M/W/DSBEs, their employment
20 with the City of Philadelphia and very
21 specifically, what programs and policies
22 are in place to increase these numbers,
23 and then how much money is budgeted for
24 FY22 and '23 for these efforts
25 specifically?

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1 MS. TIPTON: Councilmember, are
2 you talking specifically about employees
3 or contractors? I just want to make
4 sure I understand your question.

5 COUNCILWOMAN PARKER: We want
6 you to talk about City governments now,
7 so we're talking about our employees.

8 MS. TIPTON: Sure, of course.
9 I would say in FY22 the CAO provides
10 resources primarily in the form of
11 staffing to support DEI city-wide. So
12 for example, in FY22 our team continues
13 to drive improvements to the vendor pay
14 process, delays to which we know
15 disproportionately impacts minority-
16 owned businesses. So we continue to
17 work on aggregating that data to ensure
18 that we can provide more robust
19 information that that is having on
20 minority- and women-owned businesses.
21 So that's on that piece of it.

22 As it relates to some of the
23 work that we're also doing with our
24 Service Design Studio, they continue to
25 lead efforts on building out an

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1 equitable engagement toolkit for the
2 City, and the goal of that is really to
3 envision what equitable community
4 engagement can look like for the City,
5 particularly engagement of historically
6 disenfranchised communities. And we
7 think that the toolkit itself, which is
8 going to be principles and tactics and
9 tools and training for engagement
10 practitioners is really going to help
11 support the employers and the
12 practitioners and community-based
13 organizations who are engaged in that
14 type of work, and that is something
15 that's also getting funded through the
16 OTF, so we have about \$500,000 going
17 toward that project. And then I would
18 say --

19 COUNCILWOMAN PARKER: You know
20 what I want to do here, because I just
21 got a note from someone saying to me,
22 please have this information sent to us,
23 if you will, so that we can distribute
24 it to all members of Council, be it the
25 President's Office, because when we're

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1 asked this question relative at-large to
2 the City, the overreaching way that your
3 office impacts diversity, equity and
4 inclusion across the board in the City,
5 I don't think people make that
6 connection. So this is just one more
7 layer of informing us on how the City is
8 making investments. So that will be
9 very helpful, if you can.

10 MS. TIPTON: Sure, I can do
11 that. And the one thing I do want to
12 talk about is that we are making
13 investments specifically around our
14 workforce too. So I mentioned in my
15 testimony, specifically in this fiscal
16 year, our Human Resources and Talent
17 Division, they led up some DEI
18 recruitment info sessions, effective
19 interview strategies, we're hiring
20 managers really to help give them the
21 resources they need to reach out and
22 hire more diverse employees. And then
23 we're continuing those investments in
24 FY23.

25 So for example, we have about

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1 \$600,000 that's going toward
2 (inaudible).

3 COUNCILWOMAN PARKER:

4 Hopefully, she'll -- can you hear me,
5 Stephanie? It looks like you froze for
6 a second. We'll see if you come back.

7 MS. TIPTON: Training series
8 really focused on middle managers -- oh,
9 I think -- I'm sorry. Can you hear me
10 still?

11 COUNCILWOMAN PARKER: You froze
12 for a second. And to the viewing
13 public, thank you so much for your
14 patience, but we can now see and hear
15 you.

16 MS. TIPTON: Okay. Great.
17 Awesome. But about 600,000 is going to
18 be going towards the Director of
19 Professional Development providing more
20 training to sort of middle managers
21 around building effective work
22 relationships, cultivating sort of that
23 culture of respect within the workplace,
24 and then also the Mayor's Internship
25 Program, which is a paid internship

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1 program. And for us shifting a few
2 years ago to that being a paid program,
3 I think it really helps support the
4 diversity of the program and
5 diversifying the types of students that
6 were able to participate in that
7 program. And for us that's really nice
8 exposure and a pipeline for students
9 into careers in City government. So
10 those are just a few of the things that
11 we're going to be investing in next year
12 too.

13 COUNCILWOMAN PARKER: Well,
14 listen, I want you to finally -- and
15 this is my second to final question. I
16 have to ask you to go back to what you
17 mentioned about professional
18 development. There is nothing more
19 frustrating for the Councilperson than
20 during a budget hearing and talking with
21 employees throughout the year who do a
22 yeoman's job working for the City.
23 They've been there for 20 years. And
24 then someone who doesn't have any
25 experience, however has the academic

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1 credentials and/or have met some other
2 requirements and they get to come in.
3 And then a person that's been working
4 there ends up having to train a person
5 who knows nothing about what you do to
6 do a job and you ultimately end up
7 reporting to that person. So
8 professional development and making sure
9 that those opportunities are available
10 so there is some equity and access to
11 opportunity to move up the food chain is
12 extremely important.

13 I want you to talk about that
14 investment on the record, if you will,
15 and what that means for Philadelphia's
16 employees.

17 MS. TIPTON: Sure. I mean, I
18 think our Human Resources and Talent
19 team has been a small and mighty team
20 who has engaged in a lot of different
21 ways. They lead things like our Lead
22 Academy, which is really a professional
23 development program for sort of emerging
24 leaders in City government.

25 They have done all of our

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1 employee onboarding. So when we have
2 new employees that start with the City,
3 really making sure that we're meeting
4 with them, we're giving them resources
5 and tools to understand government and
6 what they're going to be doing and all
7 the important things that they need to
8 do. And what's really exciting for me
9 is that next year that team is going to
10 get more resources to really build out
11 that capacity and really expand the
12 training that they're able to do, and
13 this is really in partnership with a lot
14 of offices of DE&I, Office of Human
15 Resources, our ERU Unit.

16 You talked about that this
17 morning. It's really talking about not
18 only providing tools to employees, but
19 also providing them with an
20 understanding of where can you go when
21 there is a problem and who can you talk
22 to, and that is work that we're going to
23 be doing and investing in as well.

24 Starting this year, our Service Design
25 Studio is going to be really helping us

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1 work out some of those.

2 So I think I agree, leadership
3 development, professional development of
4 our resource, of our City employees is
5 so important and it's really heartening
6 to me to see that there are investments
7 being made and really expanding our
8 capacity in human resources and talent,
9 so we're very excited about that.

10 COUNCILWOMAN PARKER: I don't
11 know if you were here with us a little
12 earlier. But I love the way you
13 describe the team, sort of. They're
14 like the little engine that could with
15 the resources that they had, and we gave
16 Mike and Janine, Marsha, Sheila,
17 Valerie, just the entire team huge
18 shout-outs this morning. And I heard
19 that from all of my colleagues talking
20 about the important work that they do
21 and how much more we know that they can
22 do with the appropriate amount of
23 funding. So thank you also for
24 acknowledging that off the record.

25 This is my final question in

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1 regards to the elimination of the Rule
2 of Two. I did ask the same question of
3 OHR today. Just want to hear from your
4 perspective as I see 804 of the City.
5 Tell us, if you will, as we talk about
6 diversity, equity and inclusion, what is
7 your perspective about how that
8 elimination of the Rule of Two would in
9 essence help the City increase the
10 diversity of the City's workforce when
11 it comes to entry level, but also
12 promotions and moving up to upper
13 management?

14 MS. TIPTON: I mean, I think
15 it's a huge change. And I think Mike
16 said it best where it was something that
17 I don't think he ever imagined we'd
18 actually see a change to. I certainly
19 didn't, so I really thank you for your
20 leadership on that issue, in particular.
21 I think it's going to make a tremendous
22 difference.

23 Not only are hiring managers,
24 departments going to have more
25 flexibility in terms of casting a

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1 broader net for applicants, but it
2 allows us to reach more people on lists.
3 And we know HR has looked at this. We
4 know that that will increase the
5 diversity of the applicant pool.

6 Having been a hiring manager
7 myself at one point in an operating
8 department, the Rule of Two was really
9 challenging. When you have a need to
10 fill a position, you just want to find
11 the best most qualified candidate. You
12 want to make sure that they're able to
13 do the job and that will really inhibit
14 our ability to bring on talent. And so,
15 I think the fact that we've gotten rid
16 of that, not only is it going to help
17 give us more flexibility, but it's also
18 going to diversify, 100 percent is going
19 to diversify the pool of candidates.

20 And when you talk about
21 promotional exams, that again is a
22 smaller list sometimes. And so, if you
23 have the ability to interview -- and in
24 some cases you might have five
25 candidates on that list. I can now

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1 interview potentially all five of those
2 candidates, whereas before I could only
3 interview two. And so, I think again
4 for management positions, promotional
5 positions, that's really important
6 because you want to make sure that you
7 have the best person possible for that
8 job.

9 COUNCILWOMAN PARKER: Well,
10 thank you so very much, Stephanie, for
11 your testimony. And I am now going to
12 defer and recognize Councilmember Allan
13 Domb.

14 COUNCILMAN DOMB: Thank you,
15 Majority Leader.

16 And good afternoon, Stephanie.
17 I have a couple of quick questions. Are
18 you involved with any of the CAMA system
19 implementation?

20 MS. TIPTON: (Muted).

21 COUNCILMAN DOMB: I think
22 you're on mute.

23 MS. TIPTON: Sorry. I'm having
24 lots of delays with my system. So my
25 office is not directly involved in that,

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1 but our Office of Innovation and
2 Technology is. So I know they're
3 testifying today, so I don't know if you
4 have specific questions about that that
5 they can probably speak to.

6 COUNCILMAN DOMB: So let me ask
7 you about OPAL and the implementation.
8 What is the investment cost of the OPAL
9 system that we're putting in?

10 MS. TIPTON: Sure. So if you
11 just give me one second, I will actually
12 pull up the budget for OPAL. So OPAL is
13 essentially the replacement of the
14 City's Legacy financial and supply chain
15 system. So we have a number of systems
16 that are very, very old. And if you've
17 ever had occasion to use any of them,
18 our financial system is still like a
19 green screen function-enabled system.
20 And so, this has been identified as a
21 deficiency for a while. It's something
22 that we need to replace. And so, OPAL
23 is the project essentially to do that.
24 So we would be replacing things like
25 FAMIS and ADPICS, but also other systems

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1 like ACIS, which is our contracting
2 supply chain system.

3 We have in the capital budget,
4 which is where the bulk of the money is
5 for the project, the total investment
6 which would be from FY20 all the way
7 through FY27, so this is a multi-year
8 project. It's about \$93 million in
9 capital. I don't know if I have the
10 operating budget total right in front of
11 me. Let's see -- I'm sorry. But that
12 is a capital budget investment that
13 we're making, and that includes the
14 purchase of the software, the
15 implementation vendor and then also the
16 consulting services that we have. So we
17 have a number of folks on board now as
18 part of the PMO both internal to City
19 government and also consultants who are
20 working on the project.

21 COUNCILMAN DOMB: It's a \$93
22 million capital cost. Is there ongoing
23 annual costs?

24 MS. TIPTON: Beyond FY27, let
25 me see if I have that. My apologies.

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1 COUNCILMAN DOMB: That's okay.

2 MS. TIPTON: And I know that
3 OIT probably definitely has all of the
4 numbers. I'm sorry. I don't think I
5 have the ongoing cost after the capital
6 investment, but I can get that for you.
7 We can get you the full budget.

8 COUNCILMAN DOMB: On a schedule
9 standpoint, are we ahead of schedule,
10 behind schedule? Where are we on the
11 implementation?

12 MS. TIPTON: So we're on
13 schedule. We are currently in -- we're
14 building up the project team, so we've
15 already gone through the process of
16 going an RFI to identify and purchase
17 the software to support the system, so
18 we did make that award I guess about a
19 month and a half ago to Workday. And
20 so, that is the system we'll be using.

21 We are currently going through
22 the process right now of identifying the
23 implementation vendor, our vendors that
24 are going to work with us to implement
25 at the Workday solution. And then we're

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1 also currently hiring or staffing up the
2 team that's going to do sort of the
3 implementation. And so, there's a
4 finance lead. On all of the financial
5 system there's going to be a lead person
6 and a team supporting that
7 implementation. There's going to be a
8 supply chain lead and a team supporting
9 that, and then also a technical lead
10 that will be supporting the technical
11 implementation.

12 We've already added on a chain
13 management, a chain management lead.
14 And so, we are kind of in the process
15 right now bringing on that team. I
16 believe the goal is to have that team
17 fully on board probably by some time at
18 the end of the summer is our goal.

19 COUNCILMAN DOMB: Okay. Let me
20 ask this question. This is a big
21 investment for the City, 93 million.
22 And I remember when we put in One
23 Philly, we had some operational issues
24 with One Philly. That's what my
25 colleagues had comments about. But what

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1 could we expect from OPAL as far as
2 operational and in terms of improvements
3 on this \$90-something million
4 investment? When it's fully
5 implemented, what are the benefits to
6 the City? What is the return on that
7 \$90-something million investment?

8 MS. TIPTON: Right now all of
9 these systems are completely disparate
10 systems, and we have a number of
11 integrations to talk to each other. But
12 with OPAL, it will be a full integration
13 from the time that we identify a thing
14 that we need to buy all the way to the
15 management of that thing, so invoicing
16 and inventory management. It will also
17 provide us a way to integrate all of
18 those systems.

19 So right now like I said, it's
20 a disparate system so we'll be able to
21 see better returns on things like
22 invoicing, for example. We'll have an
23 automated process to invoice, for
24 vendors to invoice and get paid faster
25 because all of these systems are going

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1 to be talking to each other. So I think
2 we'll definitely see returns there.

3 I think the other thing is, and
4 this is where we're not probably as good
5 in sort of quantifying but it's going to
6 be part of this, but the transaction
7 time, the staff time that is spent doing
8 a lot of manual processes. So those are
9 the types of things that will really be
10 eliminated by the implementation of this
11 type of system. And that allows staff
12 to focus on more what I want to call
13 high value strategic type of things.

14 So when I think about the
15 Procurement Department, a lot of the
16 transactional time that they're
17 spending, they can spend more of their
18 time focused on strategic sourcing and
19 helping to identify vendors and working
20 with departments in that way. So I
21 think that there is going to be time
22 savings and staff savings in terms of
23 the time that they're spending doing
24 more of these manual role tasks
25 themselves.

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1 COUNCILMAN DOMB: I guess my
2 question is investing, what is it, \$93
3 million, are we getting a savings to our
4 operations of 3 million, 5 million, 10
5 million? Is there any type of return on
6 that investment?

7 MS. TIPTON: I don't have an
8 exact dollar figure, but I certainly
9 believe that we will see a return on
10 that investment in terms of, A, for
11 example things like the costs that get
12 marked up on our contracts because we
13 are so late to pay or it takes us time
14 to process transactions. Those are the
15 types of things that I think we can
16 start seeing an elimination of over time
17 once you implement the system itself. I
18 think there's other areas too, but I can
19 certainly provide you a more fuller
20 breakdown of that, if that's helpful for
21 you.

22 COUNCILMAN DOMB: I mean,
23 normally I'm used to when you invest in
24 technology at that level, it improves
25 customer service, it improves delivery

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1 across the board, but it also saves
2 money. And my question is, and you can
3 get back to me on this, what are the
4 savings that we can realize from this in
5 the way of a return on that investment?

6 MS. TIPTON: Certainly, yup.

7 COUNCILMAN DOMB: Thank you.
8 Thank you very much.

9 Thank you, Ms. Majority Leader
10 or Council President. I'm finished with
11 my questions. Thank you.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you. Thank you, Councilman.

14 I'm not sure if any other
15 Councilmembers have questions for
16 Ms. Tipton. I know we have a question
17 for Office of Technology.

18 COUNCILMAN DOMB: I have one
19 more question.

20 COUNCIL PRESIDENT CLARKE:
21 Sure.

22 COUNCILMAN DOMB: In the Five
23 Year Plan, Stephanie, you mentioned the
24 Operations Transformation Fund I think,
25 where the City workers propose

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1 relatively low-cost ideas to shift
2 operations and improve efficiency. So
3 what kind of long-term outcomes have we
4 seen so far from that Operations
5 Transformation Fund that have been
6 funded and implemented?

7 MS. TIPTON: So we started
8 providing funding in January, so we're
9 still very early on in terms of the
10 types of return we're going to see, so
11 not all of the solutions projects have
12 really been fully implemented. But I
13 had mentioned previously we have worked
14 with each of the projects, the grantees,
15 to develop KPIs and metrics to really
16 measure the outcomes of those projects.
17 So there's about 70 different
18 individualized metrics across all of
19 those projects, and that's how we're
20 really going to start -- how we're going
21 to measure their success.

22 And then in addition to that,
23 we also have metrics for the overall
24 Operations Transformation Fund across
25 all of the projects, what kind of

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1 (inaudible) have we seen, what kind of
2 cost savings have we seen, how many
3 processes have we changed or replaced.
4 So we're still very early on. I can't
5 say that we have data that we can report
6 out.

7 The projects that we funded in
8 the first round they go through in terms
9 of implementation the end of next fiscal
10 year. So for us, this is really
11 investing in something that's going to
12 have outcomes probably after a lot of us
13 are here or impacts potentially after
14 we're here.

15 COUNCILMAN DOMB: I think it's
16 a good idea because I think the best
17 ideas come from the people who are doing
18 the job so --

19 MS. TIPTON: Definitely.

20 COUNCILMAN DOMB: -- it's a
21 great idea. So wherever we can be
22 supportive, let us know. And let us
23 know some of those results, if you
24 could.

25 MS. TIPTON: We will, yes.

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1 Definitely when we have more data to
2 share, I will be sharing with as many
3 people as possible.

4 COUNCILMAN DOMB: All right.
5 Thank you very much. Thank you for all
6 the work.

7 And thank you, Council
8 President.

9 MS. TIPTON: Thank you.

10 COUNCIL PRESIDENT CLARKE:

11 Thank you. Thank you, Councilman.

12 Any additional questions for
13 Ms. Tipton?

14 (No response.)

15 COUNCIL PRESIDENT CLARKE: Not
16 seeing any, thank you, Ms. Tipton. Can
17 you still kind of hang on since you --

18 MS. TIPTON: Yup, I will.

19 COUNCIL PRESIDENT CLARKE: We
20 may need you as we talk about OIT.

21 MS. TIPTON: Yup, definitely.

22 COUNCIL PRESIDENT CLARKE:

23 Okay. Next up we have the Office of
24 Innovation and Technology. And
25 testifying from that Department is,

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1 Mr. McDermott?

2 THE CLERK: Mark Wheeler, Chief
3 Information Officer.

4 COUNCIL PRESIDENT CLARKE: Good
5 morning -- afternoon, Mr. Wheeler. How
6 are you?

7 MR. WHEELER: Good afternoon,
8 Council President Clarke.

9 COUNCIL PRESIDENT CLARKE: I
10 suspect you'll have a lot of more
11 questions than Ms. Tipton.

12 MR. WHEELER: Well, I'm very
13 happy to take them today. So thank you
14 again, Council President. And good
15 afternoon, members of City Council. I'm
16 Mark Wheeler, the Chief Information
17 Officer. Joining me today to respond to
18 your questions are Sandra Carter, Chief
19 Operating Officer, Steve Robertson, our
20 Chief of Staff and Chris Donato, our
21 Chief Financial Officer.

22 I'm pleased to provide you
23 testimony on the Office of Innovation
24 Technology's Fiscal Year 2023 operating
25 budget. The proposed FY23 General Fund

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1 budget totals \$116,730,793. That is a
2 decrease of 4.7 million over FY22, and
3 that's primarily due to the cost of
4 radio replacements for public safety
5 operations that we worked on a midyear
6 transfer with the Budget Office and
7 placed that in FY22, so we've started
8 planning for that work and the Budget
9 Office took that amount from our FY23,
10 and then there are some increases in
11 Class 100 positions.

12 I would like to take this
13 opportunity to thank the entire staff of
14 OIT for their continued commitment and
15 hard work during another extremely
16 challenging year. There are successes
17 that the OIT team members have achieved,
18 but those don't often get the attention
19 deserved for the positive impact. Those
20 solutions have had on service delivery
21 in the City and the security of our data
22 information systems and on public
23 safety.

24 And I just want to briefly note
25 one example of that, which is the

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1 Philadelphia Public Safety Building,
2 which now has been designed with highly
3 resilient state-of-the-art IT
4 infrastructure. That was built out by
5 OIT with partners at Public Property and
6 our vendors MCP, Schrader, Motorola,
7 VMware, Comcast, Verizon and Crown
8 Castle. So we've had quite a group
9 supporting us with that, highly forward-
10 thinking IT infrastructure with multiple
11 redundancies in power, in
12 telecommunications and network
13 connectivity.

14 And primarily, it's going to be
15 the first joint e-911 call center for
16 the City. And that design is intended
17 to bring the highest levels of e-911
18 operations for the City's residents in
19 our businesses. So I think the City
20 should be proud of the operational state
21 of the PPBS when it comes to technology
22 readiness and resilience. And I would
23 like to thank the CAO and the
24 Administration and City Council
25 Councilmembers for their support of OIT.

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1 I'm happy to take your questions.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you. Thank you very much for your
4 testimony. I just have a couple of
5 questions. I'm going to start out with
6 a question that I'm frequently asked
7 about, and I believe that your
8 department, at least some have had said
9 that your department has something to do
10 with this.

11 A couple of years ago, maybe
12 three or four years ago, Councilwoman
13 Quinones-Sanchez and myself and a number
14 of individuals, we stood out up in
15 Venango Street up in Lower Tioga, and
16 we were unveiling these cameras that was
17 for the purpose of identifying
18 individuals that were short dumping and
19 we were quite excited about it, and a
20 big brouhaha and got a lot of fanfare
21 and the people in the neighborhood were
22 excited. But this whole issue with
23 respect to short dumping is really out
24 of control for lack of a better term.

25 So when I asked, and I'm not

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1 going to get into specifics, but I asked
2 about why we have not moved these
3 cameras around because the whole issue
4 was the flexibility of the cameras. We
5 know if you identify a dump site, you
6 catch a couple of people, they're going
7 to dump somewhere else, right.

8 And I was told that the
9 inability to move these cameras around
10 to multiple locations to be able to
11 track this issue as it relates to short
12 dumping had to do with OIT. Is that
13 real? And if it is real, tell me about
14 what we're doing to correct that.

15 MR. WHEELER: Thank you for the
16 question, Council President. I believe
17 that those were, if I'm correct, those
18 were the cameras that were not only
19 positioned at places that were frequent
20 to dumping, but we may have also been
21 investigating the use of some AI there;
22 is that -- we were training some machine
23 learning to help us in the criminal
24 investigation part of it. But maybe
25 it's --

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1 COUNCIL PRESIDENT CLARKE: I
2 mean, yeah, they said that was also
3 going to be the application. But at
4 that point because we picked the
5 location where there's mounds and mounds
6 of trash dumped all the time.

7 MR. WHEELER: Well, I think
8 part of the issue is that in these
9 locations if I'm correct, and I'll go
10 back and speak with my colleagues at the
11 Streets Department about this, that we
12 did not have either the City fiber to
13 connect to the network or there had to
14 be a significant amount of make-ready
15 work to get cameras in those locations,
16 so there may not be commercially
17 available fiber where we connect to
18 either a Comcast or a Verizon.

19 As you know, we use Comcast
20 primarily to augment our City network
21 and we lease -- we lease the capacity
22 and the connectivity from Comcast. So
23 if there's not wiring there, it has to
24 be trenched to be brought in. That may
25 be presenting some of the difficulty.

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1 When we looked at using Wi-Fi enabled
2 devices, you have to have a good line of
3 sight. So that's going back a few years
4 now that there's been changes both in
5 Comcast network and in the technology,
6 it's probably -- it is worth revisiting
7 how we could use some of the Wi-Fi
8 availability in the City, but that would
9 have to be investigated.

10 And similar to the same issues
11 we have with the video surveillance
12 program with the police, there are
13 places that the watts cameras, it takes
14 a while to either get the trench thing
15 or get the cabling from above or aerial
16 wiring to those sites. So there may be
17 some complications that we have to work
18 through with vendors and it would take a
19 little bit longer to do. Again, I would
20 like to go back to the Streets
21 Department and speak to them about the
22 exact issues.

23 COUNCIL PRESIDENT CLARKE:

24 Okay. So it sounds like to me that we
25 had an event and we told people in the

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1 community, because they were there, that
2 these were going to be moved to various
3 locations. I would assume that prior to
4 us putting money in place, because City
5 Council approved the budget to purchase
6 these cameras, as a matter of fact some
7 of us actually used some of our ITEF
8 money because we were in need of those
9 cameras in these various locations. And
10 we were told that we had the capability.
11 So here we are years later and you're
12 saying we may not have had the
13 capability. And if we didn't, I don't
14 understand why we seem to not know this
15 years later?

16 MR. WHEELER: Not knowing where
17 the exact locations are, I'm
18 hypothesizing about what the
19 complications of the challenges might
20 be, and those are typical challenges
21 with the placement of any cameras that
22 we need high availability and network
23 reliability.

24 So I would definitely want to
25 talk to Streets about where those were

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1 positioned. And based on those
2 locations, I could provide better
3 details back to Council as to why that
4 stymied or what the complicating factor
5 was.

6 COUNCIL PRESIDENT CLARKE: So
7 it sounds like there's a real
8 disconnect. I mean, if you don't know
9 why we're having challenges with the
10 cameras and the ability to move these
11 cameras to these short dumping sites
12 around the City, that's a real problem.
13 You're talking about a disconnect
14 between departments.

15 MR. WHEELER: There are
16 different networks. The Streets have
17 their own camera network and then we for
18 Police manage the VSS network. They're
19 not exactly -- they're not the same
20 thing. So I would be happy to talk to
21 Streets and find out what the challenge
22 was on their end or our end and get back
23 to you because I do understand that
24 dumping is a problem that we have an
25 incredible challenge to solve.

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1 COUNCIL PRESIDENT CLARKE: All
2 right. Well, again it's clear that
3 that's a disconnect.

4 MR. WHEELER: Sure.

5 COUNCIL PRESIDENT CLARKE: And
6 I'm not going to keep beating you over
7 the head with this question. But can
8 you please find out --

9 MR. WHEELER: Will do, sir.

10 COUNCIL PRESIDENT CLARKE: --
11 what the issue is because we had
12 everybody and their mother out there,
13 the Mayor and everybody. And it's
14 unfortunate that if we stood there and
15 we gave people a sense that we were
16 going to handle this very challenging
17 issue and we weren't ready to do it,
18 that's what it sounds like because we
19 didn't have the capabilities that we
20 thought we did or either we did and
21 you're not aware of it or whatever.
22 Bottom line is it's a problem. Can you
23 get back to us? I'm assuming tomorrow
24 you can get word as to what's going on.

25 MR. WHEELER: Yes, we'll reach

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1 out to Streets right now and start the
2 conversation.

3 COUNCIL PRESIDENT CLARKE: All
4 right. One Philly, is that corrected,
5 the issue with respect to hitting people
6 with their homes and paychecks and all
7 the other things and individuals having
8 to make up money that they thought was
9 being taken out of their compensation,
10 and then they were told, no, it wasn't,
11 you got to make this money up, and it's
12 been real problematic for a lot of City
13 employees, that One Philly --

14 MR. WHEELER: Yes. I think
15 that the One Philly team had financing
16 with support from OIT has been working
17 through those problems with our vendor
18 and the challenges, and in the last
19 couple of years have made a lot of
20 strides in resolving those. And we're
21 now looking at making some additional
22 changes to secure a more robust support
23 system for that. So if there's any
24 particular issues, I'm happy to look
25 into those and address those with the

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1 Finance Department. That still may be
2 ongoing. But as far as I'm aware,
3 there's been a number of functional
4 changes and those specific issues have
5 been on the decrease thankfully.

6 COUNCIL PRESIDENT CLARKE:

7 Okay. All right. In your testimony,
8 you highlight general funding for a new
9 Smart City Director to oversee Smart
10 City projects expected to be funded by a
11 grant. Glad to hear that. We need
12 somebody to oversee Smart City
13 opportunities. Can you tell me about
14 what work this Director will oversee and
15 why the role is necessary for OIT?

16 MR. WHEELER: The Smart City
17 Director has been a role that we have
18 had going back four years now. We're
19 now recruiting for a replacement. Emily
20 Yates has left. I think in our budget
21 what we noted was a project manager to
22 work on the Infrastructure Act
23 coordination that we'll need.

24 We're partnering with the
25 Office of Children and Families to focus

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1 IJJA money under the broadband umbrella
2 when that money comes available to put
3 that into the Parks & Rec systems so we
4 can make our recreational centers equal
5 in the type of anchor institutions that
6 our libraries are.

7 And we also want to work with
8 the Streets Department once
9 infrastructure money comes available if
10 there's projects that we can support
11 like the Good Roads pilot that we did
12 with the Streets where we're using
13 machine learning and we're using mobile
14 sensors to gather data much more quickly
15 than we do just using supervisors and
16 going out in the field and using cameras
17 and our own visual senses. If we can
18 bring in some of that money to optimize
19 what we're doing and cut down on some
20 personnel costs and we direct them to
21 other important tasks, that's what that
22 project manager will be working on.

23 So the Smart City Director is a
24 position that we had. We're hiring for
25 a replacement now. It would be a

4/20/2022

1 project manager specific to IIJA funding
2 that will be coming in, the
3 Infrastructure Act.

4 COUNCIL PRESIDENT CLARKE:

5 Okay. So we've already budgeted in
6 prior fiscals for this position. We're
7 just replacing it --

8 MR. WHEELER: Just to
9 distinguish, the Director is something
10 we've had. The project manager specific
11 to helping us with any funds that we
12 would get for the broadband or for Smart
13 City infrastructure, we want a project
14 manager for that. So that is what is in
15 the budget --

16 COUNCIL PRESIDENT CLARKE:

17 That's the new position --

18 MR. WHEELER: That's the new
19 position.

20 COUNCIL PRESIDENT CLARKE: --
21 for additional dollars?

22 MR. WHEELER: Yes.

23 COUNCIL PRESIDENT CLARKE:

24 Okay. All right. This whole issue with
25 respect to these short dumping cameras

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1 I'm somewhat perplexed. That's why I'm
2 hesitating in terms of going to my next
3 question. I really wish you could get a
4 response before you leave here today,
5 but I'm going to be patient.

6 MR. WHEELER: They are reaching
7 out right now.

8 COUNCIL PRESIDENT CLARKE: And
9 this has been an ongoing issue and the
10 fact that we don't know -- it seems like
11 you're not aware that this was even a
12 problem is pretty amazing. All right.
13 I'm going to leave that alone for now.
14 I might come back. And if you get the
15 response before you finish testifying
16 today, it will be helpful.

17 MR. WHEELER: Council
18 President, I do have a brief response on
19 that one, that we did get some
20 preliminary information. As I said, the
21 camera locations if they require fiber
22 and backhauling to some place in the
23 street or they require aerial wiring,
24 once that's set up, those cameras can't
25 be moved around.

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1 Every time there's a new
2 location found, you have to trench and
3 you have to find the appropriate wiring.
4 So these were issues that I think we're
5 aware of and you would just have to
6 solve for them knowing the number of
7 locations and then budgeting and then
8 establishing cameras in those locations.
9 They weren't intended to be mobile from
10 my understanding.

11 COUNCIL PRESIDENT CLARKE: You
12 said they were or weren't?

13 MR. WHEELER: They were not
14 intended to be mobile. They are fixed
15 cameras like the Police VSS are fixed
16 cameras.

17 COUNCIL PRESIDENT CLARKE: Are
18 you sure the person that's giving you
19 that information is the right person? I
20 mean, that was the whole point of having
21 the press conference. We stood there
22 and we talked about we could configure
23 so where they're just going to dump
24 somewhere else, we said we were going to
25 be able to be mobile.

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1 MR. WHEELER: I think that this
2 is a conversation that my counterparts
3 and Streets and I are going to have to
4 have to get a response back to you
5 that's coordinated. My understanding at
6 this point, as I understand it, like the
7 VSS cameras, they were fixed in place.

8 COUNCIL PRESIDENT CLARKE: All
9 right. Just operationally, it makes no
10 sense to do cameras like that as
11 expensive as one camera is for short
12 dumping. I mean, you want to put a
13 camera to look at one location for
14 somebody dumping debris when the person
15 can go around the corner and dump and
16 that debris and won't be in the sight of
17 the camera, that makes no sense for
18 somebody intending for it to not be
19 mobile. And I'm telling you at the
20 press conference they were talking about
21 being able to be mobile. All right.
22 You guys need to pull it together --

23 MR. WHEELER: Right.

24 COUNCIL PRESIDENT CLARKE: --
25 because this is quite bizarre. All

4/20/2022

1 right. I'm going to leave that alone.

2 And then you'll get back as soon as you
3 talk to Streets?

4 MR. WHEELER: Yes, sir.

5 COUNCIL PRESIDENT CLARKE:

6 Chair recognizes Councilwoman Gauthier.

7 COUNCILWOMAN GAUTHIER: Thank
8 you, Council President.

9 Good afternoon, Mr. Wheeler.

10 Thank you first for all of the work that
11 you and your team do on a daily basis.

12 My initial questions are also about
13 cameras. It seems like security cameras
14 and data capacity are hampering the
15 execution of vitally important City
16 functions like the use of dropboxes in
17 elections and the operations of new
18 cameras to help with monitoring illegal
19 dumping and crime, as the Council
20 President just talked about.

21 First, yesterday the City
22 Commissioners testified that there are
23 difficulties finding cameras in West and
24 Southwest Philadelphia that can be used
25 for dropboxes. I believe they said

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1 there are issues with the positioning of
2 cameras and with data retention
3 capabilities. Can you respond to these
4 concerns and let me know how OIT has
5 been working to address this issue?

6 MR. WHEELER: Yes. Thank you
7 for the question, Councilmember. The
8 need for cameras at the dropboxes is a
9 new mandate from the state. So the
10 locations which are most suitable based
11 on equity and access for our citizens
12 aren't necessarily locations where
13 there's already a VSS, a video
14 surveillance, some cameras that are used
15 by police and intended for police
16 purposes.

17 So in this case, a new network
18 needs to be set up or we're going to
19 have to build off of the existing VSS
20 network. When I say build off of it,
21 meaning using the same types of
22 technology, same vendors, same camera
23 systems and then designate this all just
24 for the dropbox location. That's a very
25 big IT project undertaking.

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1 As I explained to the Council
2 President, the locations of cameras
3 require a connection back to available
4 networks. That's commercial networks
5 like Verizon and Comcast or networks set
6 up by other vendors like Crown Castle
7 that is in the fiber business. There is
8 then a whole system that has to be built
9 out to retain the imagery based on
10 whatever the state mandate is, whatever
11 the length of time is needed and then
12 staff will know how to manage that and
13 then do the investigation work if there
14 is a problem. It's an entirely new
15 system.

16 Right now OIT's project
17 management office is tasked with
18 supporting the City Commissioners on the
19 poll books. These new digital poll
20 books, that is a significant PM'g
21 effort. And in my view as Chief
22 Information Officer, the teams are
23 stretched very, very thin on these major
24 IT projects and to take on another one
25 and to do it well, I think is some of

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1 the issues that we're having.

2 And many of the conversations
3 that you've already had with departments
4 already about staffing leads into this
5 capacity issue of can we even bring
6 people on to do this, can we even find
7 the vendors who have the capacity to do
8 the work. I just want to bottom line
9 this to say, it's a significant IT
10 project, it needs planning, it needs a
11 budget to be paid for and it has an
12 operational budget that has to be
13 maintained. None of those things have
14 really been built out as far as I
15 understand it by those City
16 Commissioners.

17 I am aware of the problem. We
18 are trying to solve for it and put them
19 in conversations with some of our camera
20 vendors, Comcast, so we can really
21 understand the problem. But we need to
22 designate a true soup-to-nuts project
23 management operation out of this, and
24 City Commissioners don't have the
25 capacity and right now OIT does not

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1 either.

2 COUNCILWOMAN GAUTHIER: So are
3 you saying that City Commissioners --
4 who is driving the train on this
5 project?

6 MR. WHEELER: This is a mandate
7 by the state for elections, so this does
8 fall to the City Commissioners.

9 COUNCILWOMAN GAUTHIER: Is
10 there any new funding in this project to
11 cover your part of the project?

12 MR. WHEELER: We don't have a
13 part in the project because it's a
14 mandate. I don't want to be
15 argumentative, but the state said you
16 need to do this as part of elections,
17 and it caught us off guard so we don't
18 have the budget for this. So the
19 cameras, the project management, the
20 installation, the management of the
21 system, I don't have any numbers on what
22 that would require yet.

23 COUNCILWOMAN GAUTHIER: Okay.
24 Moving on, I understand there's a data
25 capacity issue that is preventing the

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1 City from putting new cameras online for
2 certain functions like monitoring for
3 illegal dumping. For example, over a
4 year ago I allocated some of my ITEF
5 dollars for the purpose of surveillance
6 cameras from monitoring illegal dumping
7 at sites where this habitually happens.

8 One year later the cameras are
9 not running due to a data capacity
10 issue. Can you explain what the issue
11 is, how OIT is working to solve it and
12 when the problem will be solved?

13 MR. WHEELER: Councilmember, I
14 will have to look into this. I'm not
15 aware of a data capacity problem with
16 the VSS system itself. I would have to
17 check with the team at Police that
18 manages that operation. We do support
19 the renewals on the technology, and I'm
20 just not aware of this so I would have
21 to look into it.

22 COUNCILWOMAN GAUTHIER: Okay.
23 That's interesting. I've spoken to
24 Streets many times about this and they
25 spoke with great specificity numerous

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1 times that there was some kind of data
2 capacity issue that falls to your shop.
3 They even said that we had capacity for
4 900 cameras and we need to go up to
5 2,000, but I wanted you to talk about
6 that on the record. So it's just
7 interesting that they are so affirmative
8 about it, but you don't know about it,
9 because it seems like a big deal.

10 MR. WHEELER: I think the
11 illegal dumping and tracking, that is a
12 big deal. What I'm trying to make clear
13 is that we work with Police to set up
14 cameras where they ask us to. We're not
15 in the mission and it's not under OIT's
16 purview to say where the cameras can go.
17 We just work on the operational side.

18 I am taken a little aback by
19 the number of times that illegal dumping
20 has come up because under our operation
21 for VSS, it is for the police
22 operations. And I'm not aware that
23 there had been so many cameras diverted
24 towards an illegal dumping program. So
25 I will have to talk to my counterparts

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1 at Streets to understand if this is
2 being led by Police, if they're
3 coordinating with Police or is this
4 something that is on their network which
5 is separate from any of the work that
6 OIT does. I'm sorry that it is
7 complicated. And I know that this is a
8 very big issue for the City, and I will
9 look into this.

10 COUNCILWOMAN GAUTHIER: Okay.
11 I've been pushing on this for a year.
12 The last three times I've asked Streets
13 about this, they said it was a capacity
14 issue that was in your wheelhouse. But
15 thank you.

16 MR. WHEELER: Thank you.

17 COUNCIL PRESIDENT CLARKE:
18 Councilwoman, you're done?

19 COUNCILWOMAN GAUTHIER: Yes.
20 Thank you.

21 COUNCIL PRESIDENT CLARKE:
22 Okay. It's added to the bizarre nature
23 of this whole issue around short dumping
24 cameras.

25 Okay. Chair recognizes

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1 Councilwoman Parker.

2 COUNCILWOMAN PARKER: Thank
3 you. Thank you, Mr. President.

4 And to Mark, let me start the
5 way I normally do and that's with
6 thanking members of your Department who
7 I've worked with. Nate Thomas, Anthony
8 Rosatto, Clifton Weldon, Jahlil Crawle,
9 Sherry Leake for all of their help, but
10 I'm very extremely biased with Sarah
11 Hall and Rianna Morgan who I've gotten
12 to work with because they've helped us
13 as we worked to eliminate the Walter P.
14 Lomax Transparency and Business Act
15 legislation and those systems that I
16 just talked with Procurement about
17 yesterday and our CAO Stephanie Tipton
18 today, so thank you all for your help.

19 Mark, I'm going to go back and
20 I've got to follow Council President
21 Clarke and Councilmember Gauthier
22 because this role of cameras play a
23 significant role in so many areas in
24 what we're trying to do here in the
25 City. And I want to give you a quote

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1 because I want you to help me because
2 I've got to go explain what I said to
3 people and give them an accurate answer.

4 In the Philadelphia
5 Neighborhood Safety and Community
6 Policing Plan that was unveiled a few
7 weeks ago, this is what I stated: We
8 must increase funding to the Police
9 Department for their security camera
10 program, that's one, Police Security
11 program, to the Commerce Department for
12 their business camera program, second
13 program, cameras Commerce, and to the
14 Streets Department for their cameras to
15 catch and penalize trash dumpers. All
16 of these programs should be funded to at
17 least their prepandemic levels and even
18 adjusted for inflation. Additionally,
19 an analysis must be performed to
20 quantify how it will cost to ensure --
21 listen to this, you heard Council
22 President talk about that we were under
23 the impression that cameras would be
24 mobile and he talked about mobility -- I
25 go on to say, this cost analysis should

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1 be conducted to perform how much it
2 would cost to ensure that people are
3 actively monitoring the cameras or at
4 least able to review the footage in a
5 timely manner.

6 So for the members of the
7 public who are viewing at home who
8 listen to Council President Clarke,
9 listen to Councilmember Gauthier, my
10 question is this: Does OIT do all of
11 the installation of cameras, listen, for
12 Police, for Commerce and for the Streets
13 Department? And I got a little bit of
14 an answer when you talked about the
15 dynamics between the Streets cameras and
16 those that were on, I think you
17 described it as the VSS network with the
18 Police Department. So answer that
19 question first: Do you install Police
20 cameras, Commerce and/or Streets?
21 Explain that role.

22 MR. WHEELER: We support the
23 video surveillance system that was set
24 up for Police, which we have \$630,000 in
25 operating budgets for the camera

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1 package, the wiring and to do the
2 installation and to maintain those
3 cameras. Those are used by Police for
4 investigations of crimes. Commerce
5 contributes money to that VSS program
6 and coordinates with Police to set up
7 cameras in commercial corridors as part
8 of a deterrent as well as crime
9 investigation work. So if we --

10 COUNCILWOMAN PARKER: Stop,
11 stop, Mark. Stop --

12 MR. WHEELER: Yes --

13 COUNCILWOMAN PARKER: -- for me.
14 Stop for me for the public. They're
15 like me, they're technical dinosaurs,
16 right. You described the VSS network
17 used by the Police Department to
18 investigate crime. You talked about
19 wiring, so that's one, this VSS network.

20 And then you said Commerce then
21 makes an investment for cameras into
22 that same network along commercial
23 corridors; am I clear?

24 MR. WHEELER: Yes, that is
25 correct. Commerce and Police coordinate

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1 on where those VSS cameras should go
2 that serve both a police and commercial
3 corridor safety concern.

4 COUNCILWOMAN PARKER: So both
5 of those are public safety. One
6 business corridor and the other overall
7 police department. The only role you
8 have in the cameras that are much
9 needed, and I appreciated Councilwoman
10 Gauthier talking about dollars from her
11 District's ITEF funding, and if you talk
12 to every District Councilperson we've
13 all because of this problem with illegal
14 dumping in neighborhoods across the City
15 have investigated dollars to get cameras
16 strategically placed in areas where we
17 have a high volume, and to not be able
18 to have those cameras to be mobile is a
19 little confusing to me.

20 But the only role that you have
21 as it relates to those Streets
22 Department cameras or the installation
23 of them is what?

24 MR. WHEELER: I don't have a or
25 OIT does not have a role outside of the

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1 VSS system.

2 COUNCILWOMAN PARKER: So
3 outside of the technical system that the
4 Police and the Commerce plug into, you
5 have nothing to do with that, and all of
6 that work from Streets as it relates to
7 installing cameras to help us deal with
8 illegal dumping is done by Streets
9 Department staff or an external vendor?

10 MR. WHEELER: Yes. It's for
11 Streets and led by Streets or a vendor.
12 The answer would be, yes, Streets
13 maintains their own camera system and
14 monitoring. When I was speaking to
15 Councilmember Gauthier, my impression is
16 that some of the police video
17 surveillance, the VSS, was being used
18 for illegal dumping.

19 I need to confirm if that's the
20 case, if there's some type of blending
21 of Streets system cameras and VSS Police
22 cameras to solve for the short dumping
23 problem, if that makes sense. I'm not
24 sure if both systems are being used for
25 that or not.

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1 COUNCILWOMAN PARKER: And
2 listen, I respect what you just said and
3 I appreciate it. But if we're talking
4 about a strategic investment that has an
5 impact overall, not just with dumping
6 but with neighborhood safety, I don't
7 care if we're talking about community
8 policing because dumping impacts public
9 safety, right --

10 MR. WHEELER: Yes.

11 COUNCILWOMAN PARKER: --
12 overall in neighborhoods. We know a
13 brighter community that's well lit where
14 we don't see trash, all of that is a
15 part of our strategy to fight crime and
16 to keep neighborhoods safe. So I too
17 would appreciate a response to that.

18 I also want you to tell me this
19 as it relates to -- because my question
20 was this, it was going to be about
21 staffing, right, because it doesn't seem
22 like we can get enough of the cameras up
23 and installed quickly enough. I'm
24 talking about as it relates to demand.
25 So tell me about the staffing needed for

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1 such an installation and any other
2 management or maintenance that may be
3 related to our existing cameras that we
4 have, what is that like? How much does
5 that cost to install, the management and
6 then ongoing maintenance? And who's
7 watching those cameras in realtime?
8 Because I remember, and I can't remember
9 the story, cameras being put up, people
10 thinking they were connected into -- now
11 I know it's technically called VSS --
12 they were connecting it to the police
13 system and nobody's monitoring the shot.

14 I'm thinking about 5th Street.
15 Somebody defaced the George Floyd mural
16 that we had out there. There was a
17 camera and nobody was monitoring the
18 camera. We got no data from it. So
19 help me with that, if you will.

20 MR. WHEELER: Sure. I will
21 also ask Sandra Carter, Chief Operating
22 Officer for our OIT team that does the
23 installation of the VSS cameras, to
24 chime in here. What I can tell you from
25 my perspective is that we use Class 100

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1 to fund a team of seven individuals.
2 One being a supervisor. That's roughly
3 415,000 that we spend per year in that
4 hat. 213,000 is also spent on the
5 equipment.

6 There is a camera bundle that
7 has the camera equipment and some of the
8 necessary wiring that needs to attach to
9 a pole, and that is something that we
10 can maintain and swap out if those
11 cameras fail. And there is an
12 additional cost though as I was
13 describing to Council President for what
14 we will call make-ready work for the
15 site that house the camera, is the pole
16 stable, is there the available electric
17 connection, is there the available
18 network connection and does any of that
19 have to be installed and do we have to
20 work with PECO or other partners to get
21 that done. And --

22 COUNCILWOMAN PARKER: The bell
23 has rung. I've got to respect the time.
24 Other Members have questions. Your FY
25 budget allocates more than 5 million

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1 more, right, towards Class 100. Tell us
2 how much of that wage increase is going
3 to the new hiring of employees and how
4 much for raises for current employees.
5 Are we talking about new folks or is
6 this raises for others?

7 MR. WHEELER: Thank you,
8 Councilmember.

9 Chris Donato, would you have
10 any details there? Do we need to
11 reflect back on our numbers and give the
12 Councilmember a response later?

13 MR. DONATO: Hi. Chris Donato
14 from OIT. That funding mostly is for
15 new positions, correct.

16 COUNCILWOMAN PARKER: Do you
17 know how many?

18 MR. DONATO: Not off the top of
19 my head, but I definitely could get you
20 that within a day.

21 COUNCILWOMAN PARKER: Thank you
22 so very much.

23 And, Mr. President, thank you
24 for the leeway you just provided, sir.

25 COUNCIL PRESIDENT CLARKE:

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1 Absolutely, Councilwoman.

2 Next up I think we have

3 Councilwoman Gilmore Richardson.

4 COUNCILWOMAN GILMORE

5 RICHARDSON: Thank you. Thank you so

6 much, Council President.

7 And thank you, Mr. Wheeler, for

8 your Department's work and testimony and

9 for the meetings we've had throughout

10 the year regarding a few issues that we

11 have discussed, particularly around

12 interfacing interdepartmentally with our

13 OIT systems and ensuring that

14 information is readily available. And I

15 know movement has been made in that

16 regard.

17 I wanted to first circle back

18 to this conversation around short

19 dumping because it's a challenge and an

20 issue all across the City and something

21 that we've been working with, not only

22 the Streets Department but with CLIP

23 very, very closely in a variety of

24 neighborhoods.

25 And my concern is -- I want to

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1 hone in specifically on the Fairmount
2 Park area because it has really been a
3 challenge around short dumping over
4 these last couple of months. And I'll
5 particularly talk about the areas that
6 are off of Belmont Avenue. There's
7 another area when you're soon to enter
8 off of Ford Road to go towards the
9 Strawberry Mansion Bridge, and that's
10 where I've seen most of it and it's
11 really been bad.

12 And so, what I wanted to ask
13 about is OIT's capability to set up
14 cameras around the short dumping in the
15 Parks system. And the reason why I
16 asked is because I just sent a letter to
17 the Administration today after having a
18 meeting about a week or two ago with one
19 of the districts in the Police
20 Department regarding police radios not
21 being able to work in certain areas.
22 And so, I wanted to talk about how you
23 are able to establish a camera network
24 in the Fairmount Park system?

25 MR. WHEELER: Thank you,

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1 Councilmember Gilmore Richardson. When
2 it comes to the use of the VSS system,
3 we put cameras where police direct us
4 to. So if the police are involved in
5 the investigation, I think there is an
6 Environmental Crimes Unit that is
7 involved in this illegal dumping, if
8 they were to direct OIT through the
9 process that we have, we would install
10 the cameras and do the correct make-
11 ready work in Fairmount Park and likely
12 work with our partners at Parks & Rec
13 because it's under their management and
14 work with PECO and others.

15 So I would be happy to go to
16 them and understand as I stated earlier,
17 if the VSS program is being directed in
18 this way for the illegal dumping and
19 OIT, whether through more staffing or
20 through work with our vendors or PECO to
21 make sure that we can get these cameras
22 up faster and reprioritize where we are
23 being directed to do the work in that
24 conversation and would be happy to do
25 that.

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1 I also think that this problem
2 with illegal dumping and being able to
3 respond quickly is one of those programs
4 that is ripe for our SmartCityPHL where
5 we can partner with technologists who
6 are working with optical sensors and
7 working with machine learning and how
8 that could help us respond more quickly,
9 could identify it as soon as it happens
10 and spot license plates --

11 COUNCILWOMAN GILMORE

12 RICHARDSON: Sure.

13 MR. WHEELER: -- get us the
14 relevant information to that
15 Environmental Investigations Unit so
16 they can act even faster or give
17 information to the community group so
18 they could respond. I'm not saying it
19 should be their burden, but I'm just
20 proposing it could be ways to make this
21 fast data available to others to react,
22 if that makes sense.

23 We would be more than happy to
24 look at some type of pilot, and I think
25 there are solution providers out there

4/20/2022

1 that would like to partner on this and
2 develop something that's workable and
3 scalable for the City. But I definitely
4 want to make it clear that we're going
5 to get this question about how OIT and
6 Streets and Police all should be working
7 together and solving the illegal dumping
8 problem with cameras.

9 COUNCILWOMAN GILMORE

10 RICHARDSON: No, for sure. And I'll be
11 honest with you. I've been listening to
12 the testimony this afternoon, and I am
13 just floored that Emily is no longer
14 with us because I was working with Emily
15 very closely around the SmartCityPHL
16 initiative, particularly around circular
17 (inaudible) PHL. And we had a meeting
18 just this past January regarding that
19 program and the initiative and sort of
20 where we are with the different phases
21 and the implementation strategy for the
22 later part of this year.

23 And so, I was completely
24 shocked when I heard you say that Emily
25 is no longer with us. And so, I just

4/20/2022

1 quickly wanted to ask you relative to
2 that position whether or not the
3 SmartCity Director will still be
4 reporting directly up to executive
5 leadership?

6 MR. WHEELER: Yes. That is not
7 going to change. And I thank you for
8 recognizing Emily's work. In a sense we
9 haven't lost her. She's going to be
10 working in a -- I don't know if it's
11 been publicly announced yet, this is
12 Emily's story to tell, but she's going
13 to be working with an agency very close
14 to all of us in an executive position.
15 So she's going to be in the City and in
16 a role that will contribute to the
17 issues that you're concerned about with
18 the circular economy and sustainability.

19 So that role is open. We're
20 currently hiring for it. If anyone's
21 watching and they're interested in
22 joining the City, this is probably one
23 of the most interesting and mission-
24 driven positions. Emily had a very
25 small budget and took that amount of

4/20/2022

1 money, like under \$200,000 and brought
2 in another \$600,000 worth of in-kind
3 contributions from solution providers
4 and grant money. So it's --

5 COUNCILWOMAN GILMORE

6 RICHARDSON: I'm sorry to cut you off
7 because I know the bell is going to
8 ring, Emily did a lot with a little and
9 she maximized the funding she had to
10 leverage opportunities for the City, and
11 that's what we need. We need someone
12 who is a visionary who can really help
13 us with this particular pilot.

14 I just don't know that we'll be
15 able to continue with the same timeline
16 that we had based on her departure, but
17 I'm hopeful that you all will just at
18 least update the briefing memo that she
19 gave me so that I can understand what
20 the timeline will look like moving
21 forward and if there are any changes to
22 the timeline, because you know I have
23 this document right up on my phone right
24 now. I had been working with her very,
25 very closely. And I just wanted to know

4/20/2022

1 if the timeline would change in any way
2 because of her departure.

3 And so, quickly I just wanted
4 to ask you a couple of questions that I
5 had for the record. You know last year
6 we had talked about the diversity and IT
7 program and how the program was geared
8 towards your staff and not the School
9 District of Philadelphia students, and
10 you remember, we talked about working to
11 create a workforce pipeline for young
12 people in the School District and OIT.
13 Because when I look at the City's
14 website, there's always openings in your
15 Department.

16 So can you provide us an update
17 on the progress of the program and do
18 you foresee opening up this opportunity
19 to School District students,
20 particularly for the entry-level
21 positions? And can you provide us with
22 any details on other recommendations you
23 have put forth directly to the School
24 District regarding the creation of the
25 workforce development pipeline program

4/20/2022

1 in IT, particularly now that we have the
2 new Superintendent who's on the way?

3 MR. WHEELER: Thank you,
4 Councilmember. We like all departments
5 have been challenged with hiring. When
6 it comes to bringing students from the
7 School District on, we're more -- I
8 understand that there is a technology
9 program and training that they can go
10 through. We would be happy to take on
11 students at those entry-level positions
12 and skill them up. That's typically
13 what we have been doing inside of OIT.

14 We have a new IT command center
15 that is a new group that we stood up so
16 we could do faster response on major
17 outages and incidences where systems
18 were down and not working and we can
19 coordinate efforts. Most of those staff
20 members have been skilled up from entry-
21 level positions.

22 We would also work with the
23 Community College to bring in students
24 that have a basic IT understanding and
25 add them to the staff. One of the other

4/20/2022

1 things that we've done on the diversity
2 inclusion side is to look at staff
3 inside City government itself, folks who
4 have the will, the desire and some of
5 the aptitude to learn an entirely new IT
6 skill. They can come from anywhere in
7 City government.

8 We've set up a pilot in the
9 software engineering and the user
10 experience programs. We've got four
11 individuals that we just brought on at
12 the beginning of the year. The
13 Operations Transformation Fund is paying
14 for their boot camps. These are
15 professional boot camps. One of them is
16 with LaunchCode, the local Philly
17 LaunchCode program, giving them the
18 skills we need for them to walk in the
19 door and then through mentorship on
20 those two teams led by the Directors
21 Sara Hall and Dan Lopez. They're going
22 to get the type of one-on-one attention
23 to make them intermediary-level software
24 developers and NUX designers as fast as
25 we can. And we think that's a much more

4/20/2022

1 cost-effective way to get work done, but
2 also it upskills our people and we can
3 be very intentional about recruiting for
4 women and people of color in those
5 roles, because one of the things that I
6 think OIT does well is that we do have a
7 very good representation of who Philly
8 is within our departments, both at
9 leadership levels with directors and
10 team managers as well as members of the
11 teams.

12 So I'm happy with the new
13 Superintendent coming on board as part
14 of our digital equity work to talk about
15 a tighter integration and pipeline with
16 the new Commissioner to bring in the
17 entry-level staff. We don't tend -- our
18 problem doesn't tend to be entry level
19 though. It tends to be in the middle
20 management ranges. We have the most
21 staffing challenges. And I think the
22 longer time to hire is in those middle
23 management positions. I just want to
24 qualify that as well.

25 COUNCILWOMAN GILMORE

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1 RICHARDSON: So then let me ask you this
2 question if possible, if you could send
3 us a list of all the entry-level
4 positions that OIT has and sort of I
5 guess over the last one to three years
6 how you all or where you all have hired
7 from those entry-levels positions. And
8 then if you could work with OHR to look
9 at the specs for those positions to
10 ensure that at least the entry-level
11 positions align with the Tech CTE
12 programs so that as you're bringing in
13 young people for entry-level positions
14 that we're doing the upskilling while
15 they are employed by the City so they
16 can move into those sort of middle-
17 market positions, if you will. That's
18 the goal.

19 MR. WHEELER: Yes, I
20 understand. I agree with you. Steve
21 Robertson, Chief of Staff, is here and
22 Concetta Lilly-Pearson, our HR Director,
23 are also available. I don't know if you
24 have any points, Steve or Connie, on
25 where we're getting some of the entry-

4/20/2022

1 level staff or what our knowledge is or
2 tracking on hiring directly from high
3 school or even the Philadelphia
4 Community College. That's fine if you
5 don't. We'll definitely respond to
6 Councilmember Gilmore Richardson as soon
7 as we can pull the data together.

8 COUNCILWOMAN GILMORE

9 RICHARDSON: Okay. That will be great.
10 Thank you for that and we'll certainly
11 follow up on the other issues we've been
12 working on throughout the year.

13 And thank you very much,
14 Council President.

15 COUNCIL PRESIDENT CLARKE:

16 Thank you, Councilwoman.

17 It doesn't appear that we have
18 any other Members teed up for questions.
19 Councilwoman Parker, you did have
20 another question?

21 COUNCILWOMAN PARKER: Yes,
22 Mr. President, and this is just one.

23 And, Mark, I want you to help
24 me here. Listen, I know you feel like,
25 listen, you've heard the same thing over

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1 and over here today, but this is a whole
2 lot different from a lot that we've
3 heard, so I just want you to help me get
4 this because I just had to check with my
5 team.

6 The Police Department and their
7 cameras that are utilized to investigate
8 crime, the Commerce Department's cameras
9 on commercial corridors to help with
10 public safety are all plugged into what
11 you kept calling the VSS system, and
12 that's the video surveillance system,
13 correct?

14 MR. WHEELER: Correct.

15 COUNCILWOMAN PARKER: But when
16 I talk about Streets Department cameras,
17 I am referring to something that we've
18 heard called the Genetec System. Is the
19 Genetec System the system that Police,
20 Commerce and Streets Department cameras,
21 all of our City cameras are a part of
22 the Genetec System and isn't that our
23 video surveillance system or did I miss
24 something, Mark?

25 MR. WHEELER: Genetec is the

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1 system for recording the images coming
2 from the cameras that we do use on the
3 video surveillance system. It may be
4 also used by Streets as their system as
5 well. That is the verification I need
6 to make in the conversation. My guess
7 is, yes, it is.

8 COUNCILWOMAN PARKER: I just
9 want to affirm to you for the record
10 that I have communicated directly with
11 my staff. We went back through notes,
12 we've contacted the folks who we worked
13 with in the Streets Department. And
14 while the VSS term, that video
15 surveillance system term that you kept
16 employing, I hadn't heard that used as
17 much. But this term Genetec System I
18 heard that quite often, and then I heard
19 that that is the one system that Police,
20 Commerce and Streets, all of our cameras
21 are on that same system.

22 So now that we know that the
23 Streets Department's cameras are a part
24 of that same system, would they all
25 operate the same?

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1 MR. WHEELER: It is --
2 Councilmember, I did get a confirmation
3 that Streets and Police or OIT are using
4 Genetec for our image storage. I would
5 have to look into whether we're sharing
6 the same storage capacity or they're
7 separate. I just would need to get
8 those details from the teams that are
9 directly involved there. Does that
10 answer your question?

11 COUNCILWOMAN PARKER: Listen,
12 Mark, you just hit it. And if
13 Councilmember Gauthier is listening, you
14 saw the Council President look like it
15 was mind-boggling, right, listening to
16 the response that Councilwoman Gauthier
17 begins to talk about data and storage
18 capacity and then your response to us --
19 and I come with the same thing. And
20 your response was basically, look, our
21 video surveillance system is like Police
22 and Commerce, not connected really with
23 Streets. And then we're like wait a
24 minute, we're told something totally
25 different, that it's all a part of that

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1 same Genetec System.

2 Now, what I just learned from
3 your response is that what Councilmember
4 Gauthier had said was the information
5 she got from the Streets Department
6 about data storage capacity, that that
7 could in essence be the challenge here
8 because you have acknowledged that you
9 are all using the same system to record
10 images on video surveillance. The issue
11 is about the capacity to store the data.
12 So that goes back to the response that
13 she said that she received from Streets.

14 I don't profess, Mark, to know
15 your job or to be the most technically
16 savvy person in the world, but the
17 messaging that we've all gotten because
18 the demand from the public for these
19 cameras across the board as it relates
20 to neighborhood public safety, it has
21 been one of the number one priorities.

22 So I'm going to -- I know it's
23 callbacks and I'm just going to humbly
24 recommend this because I'm going to ask
25 for it in particular, that Streets along

4/20/2022

1 with OIT come back together to address
2 follow-up on this issue when the two of
3 you have been able to communicate, and
4 then we have a clear message with the
5 both of you on board along with Police,
6 along with Commerce, all three entities
7 that we rely on for three different not
8 systems, but cameras that serve
9 different roles, but we rely on them and
10 they're on that Genetec System.

11 So just thank you so much. I
12 couldn't put this one down because it
13 was the opposite of everything that we
14 had heard that we had told members of
15 the public. So thank you so much for
16 your patience and responding. And I'm
17 going to look forward to you all getting
18 together before callbacks so that we can
19 have a unified response into what the
20 messaging is.

21 Council President Clarke, thank
22 you so very much, sir. I had to get an
23 answer to it because that whole systems
24 piece, it wasn't what we just
25 communicated at a town meeting up in

4/20/2022

1 Lawncrest not long ago about this same
2 issue. So thank you, Mr. President, for
3 the leeway you just provided.

4 COUNCIL PRESIDENT CLARKE:
5 Thank you, Council Lady.

6 MR. WHEELER: No, I wanted to
7 say that I apologize for not having the
8 answers that you need here and not
9 having the visibility down to the level
10 of work that the cameras -- the need for
11 the cameras are and how this is all
12 working together. The Genetec System as
13 my staff has been telling me through
14 messaging is used equally for the Police
15 cameras and for the Streets short
16 dumping cameras. So if there has been a
17 data-capacity issue, I'm definitely
18 going to talk to Streets and we're going
19 to sort through that.

20 I'm also being told that
21 there's an upgrade that's happening next
22 week on Genetec so they may have had to
23 pause recently on either adding capacity
24 or on adding some type of storage. I'm
25 just postulating, because sometimes

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1 upgrades do require you to stop any
2 types of changes or additions and keep
3 things at a status quo, so then you can
4 do your upgrade as easily and as
5 effective as possible without creating
6 disruptions.

7 I'm just hypothesizing on that
8 one. But we will have a joint response
9 back to you on the state of the system
10 and who's responsible for what and how
11 the coordination is working to solve for
12 the short dumping problems.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you. Thank you, Mr. Wheeler.

15 That seems to have concluded
16 the questions by Members for these
17 witnesses. There being no one else to
18 testify, no additional questions, the
19 Committee will stand in recess until
20 Tuesday, April 26th at 10:00 a.m. at
21 which time we will reconvene on
22 Microsoft Teams. Thank you all very
23 much and we'll be talking to you all
24 later. Thank you.

25 COUNCILWOMAN GILMORE

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1 RICHARDSON: Thank you, CP.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you.

4 (Committee of the Whole

5 concluded at 4:45 p.m.)

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I, hereby certify that the

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

TANEHA CARROLL
Court Reporter - Notary Public

(The foregoing certification of
this transcript does not apply to any
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