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COUNCIL OF THE CITY OF PHILADELPHIA

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COMMITTEE ON HOUSING, NEIGHBORHOOD

5

DEVELOPMENT AND THE HOMELESS

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Thursday, December 8, 2005.

8

1:15 P.m.

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Room 400, City Hall

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Philadelphia, Pennsylvania

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RESOLUTION NO. 050871 - Resolution calling on
the Committee on Housing, Neighborhood
Development and the Homeless to hold public
hearings on the administration's proposed
reorganization of housing agencies.

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PRESENT:

18

JANNIE L. BLACKWELL, Chair

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JUAN RAMOS, Vice-Chair

20

DARRELL L. CLARKE

DONNA REED MILLER

BLONDELL REYNOLDS BROWN

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I N D E X

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Kevin Hanna, Secretary, Housing and

Neighborhood Preservation-----

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Andrew Buss, Office of Housing and

Community Development-----

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Veronica M. Pankey, President, Local

1971, AFSCME, AFL-CIO-----

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2 COUNCILWOMAN BLACKWELL: Good
3 afternoon. Thank you for your patience. We
4 will begin our public hearing.

5 This is the Committee on Housing,
6 Neighborhood Development and the Homeless. We
7 will ask the clerk to read the title of the
8 resolution.

9 THE CLERK: Resolution 050871,
10 calling on the Committee on Housing,
11 Neighborhood Development and the Homeless to
12 hold public hearings on the Administration's
13 proposed reorganization of housing agencies.

14 This hearing was previously
15 scheduled for November the 15th, and then
16 recessed until November the 29th, and then
17 recessed from that point until today, December
18 the 8th, 1 o'clock.

19 COUNCILWOMAN BLACKWELL: Thank you
20 very much.

21 We are very happy to see all of you,
22 and certainly thank you for taking time out of
23 your busy days in this horribly cold weather.

24 We are happy to have this
25 discussion. It is the responsibility of the

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2 Committee on Housing, Neighborhood Development
3 and the Homeless to consider this and other
4 issues that deal with housing.

5 It is our goal that out of this
6 hearing will be a commitment to not do any
7 reorganization that we're not made aware of.

8 We regret that there have been some
9 negative feelings in terms of this issue and
10 this committee, but it is our goal to
11 represent the citizens of Philadelphia.

12 And it frightens us when the rumor
13 mill abounds that housing reorganization will
14 occur and neither the committee nor myself
15 have any assurances that nothing will happen
16 without us knowing. And that is our goal.

17 And, Mr. Hanna, we welcome you. And
18 if you will commit to us that nothing will
19 happen without our committee knowing, that
20 will get us at least started in an amiable
21 fashion.

22 And certainly the other part of that
23 is that, we would like to hear that the
24 various housing agencies -- and I know that
25 they are all represented -- PHDC, Anthony

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2 McIntosh whom I have seen who is here, who was
3 here last time. Certainly I see Vacant
4 Property Review Committee, Deb mcColloch from
5 Office of Housing and Community Development,
6 and Herb Wetzel, Development Authority.

7 We will just ask if they have been
8 negotiating with the unions; unless, Mr.
9 Hanna, you are prepared to ask all questions.
10 It is your choice.

11 When we recessed at the end of our
12 last hearing, we asked that the unions be
13 considered and that you come back saying that
14 there's been at least negotiations. And we
15 want to hear about that there are negotiations
16 with the union.

17 We want a commitment that housing
18 will not be reorganized without us having some
19 input and discussion and at least
20 notification.

21 And, having said that, again, we say
22 welcome, and we are happy to entertain your
23 testimony.

24 MR. KEVIN R. HANNA: Thank you,
25 Madam Chairwoman.

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2 First of all, in response to your
3 requests, you certainly have my commitment,
4 the Mayor's commitment, to not do anything
5 from a reorganizational standpoint without
6 talking to you and providing you information.

7 First step in that process would be
8 today, this afternoon.

9 COUNCILWOMAN BLACKWELL: Thank you.

10 MR. HANNA: You are very welcome.

11 Second of all, relative to our
12 communications with the union, we have been in
13 contact with the union, we have scheduled
14 followup meetings, negotiating sessions, for
15 next week. Well, they start next week. They
16 may extend into the week after that.

17 But the first of those negotiating
18 sessions, which I think is with the
19 negotiating team for OHCD, takes place next
20 week.

21 And we have, as far as I know,
22 sessions scheduled for each of the other two
23 over the next week to ten days or so.

24 It is our hope that those renewed
25 talks will create some means by which we can

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2 get closer from the standpoint of our
3 respective demands. So that process is back
4 underway.

5 COUNCILWOMAN BLACKWELL: That's
6 good. That's very, very, very important. And
7 that's a major accomplishment, if we had made
8 no other accomplishments. We wanted to know
9 that the unions can look forward to
10 negotiations.

11 The other issue where we need a
12 commitment is that, we talked at our last
13 meeting about the Redevelopment Authority
14 having one appraiser.

15 And, as you know, the Redevelopment
16 Authority agency is an issue; that the agency
17 that acquires and disposes of properties, and
18 all properties have to be appraised not once,
19 but twice. So, obviously, a city cannot
20 survive with one appraiser.

21 Now, I understand, and after our
22 discussions, I understand that it was not you
23 or the Administration who created that number,
24 because people retire or leave.

25 But we would like a commitment from

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2 you that, in your budget deliberations this
3 year, that some additional appraisers will be
4 budgeted for.

5 Because it is my knowledge -- I
6 meant to mention it yesterday, I had
7 forgotten -- that, also, again through the
8 rumor mill, that RDA would need a budget
9 commitment from the Administration in order to
10 hire appraisers, so that we can move the
11 city's agenda forward.

12 MR. HANNA: Well, not to comment so
13 much on rumors.

14 We will commit to you that we will
15 do everything that we can to hire not just
16 another appraiser, but as many as we can.

17 As we talked about, the issue isn't
18 so much a matter of will, whether or not we
19 want to; it is more a matter of the supply of
20 appraisers.

21 Appraisers in this real estate
22 market are doing very well on their own. And
23 it's difficult for us, therefore, to attract
24 them to the city.

25 As you mentioned, we've had a couple

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2 of folks who have retired. And, in fact,
3 that's one of the areas we're looking at to
4 find, for us, new appraisers, retirees, to
5 hopefully bring them back out of retirement
6 and put them on our payroll.

7 But, yes, we certainly understand
8 the need for them and are working -- "we," the
9 Administration, RDA, all of us are working --
10 hard to find and then get appraisers on staff.
11 We understand that's a huge bottleneck.

12 COUNCILWOMAN BLACKWELL: Yes, that's
13 very, very important. We are glad to hear
14 that. And we will continue to try to monitor
15 that issue.

16 To my left is Councilwoman Blondell
17 Reynolds Brown, who is a part of this
18 committee. And we thank her for joining us.

19 MR. HANNA: Madam Chairwoman, I have
20 testimony that I would like to read into the
21 record, and copies that I can make available
22 to members of the committee.

23 COUNCILWOMAN BLACKWELL: Thank you.
24 Would a sergeant at arms pick up copies of the
25 testimony. Thank you.

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2 The Chair notes that Councilman
3 Clarke is here. Thank you, Councilman.

4 Thank you very much, Mr. Hanna.
5 Please begin your testimony.

6 MR. HANNA: Thank you. Again, my
7 name for the record is Kevin R. Hanna. I
8 serve the as the Secretary of Housing and
9 Neighborhood Preservation for the City of
10 Philadelphia.

11 Good afternoon, Councilwoman
12 Blackwell and members of the Committee on
13 Housing, Neighborhood Development and the
14 Homeless. I am here to testify on Resolution
15 050871.

16 Pursuant to our discussion,
17 Councilwoman, and agreement last evening, I
18 will be representing the Administration on all
19 questions regarding the reorganization. Our
20 consultants will not be testifying this
21 afternoon.

22 Housing values in Philadelphia have
23 reached unprecedented levels. Homes in
24 neighborhoods throughout the city have
25 skyrocketed in value and neighborhoods

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2 themselves, many of which were once thought to
3 be in irreversible decline, have experienced a
4 turn-around that is nothing short of
5 remarkable.

6 Neighborhood transformation
7 Initiative has been at the center of
8 Philadelphia's neighborhood renaissance,
9 serving as the catalyst for reclaiming city
10 blocks, clearing blight, assembling land
11 parcels for acquisition and development, and
12 stimulating new investment throughout the City
13 of Philadelphia.

14 NTI's impact has been dramatic.
15 Families are benefitting from rising home
16 values across the city. Together with key
17 city investments in both the affordable and
18 private housing market, the city has seen
19 unprecedented private residential development
20 throughout Philadelphia.

21 However, our current scope of
22 housing services and programs do not impact
23 the lives and conditions of enough
24 Philadelphians.

25 As a result, the city now seeks to

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2 maximize the effectiveness of the housing
3 services that it does provide so that all
4 Philadelphians will benefit from this
5 remarkable renaissance and so that city
6 government can maximize the effectiveness of
7 its taxpayer-funded housing programs and
8 services.

9 To get there, it is critically
10 important for the city to build a coordinated
11 system of housing programs and services, all
12 working in support of the housing policies and
13 strategies as set forth by the Mayor.

14 The necessary first step in this
15 regard is a reorganization of the city's three
16 principal housing agencies: OHCD, PHDC, and
17 the Redevelopment Authority.

18 In an era of tight city budgets and
19 reduced Community Development Block Grant
20 funding, the city must maximize its shrinking
21 resources by investing strategically,
22 balancing affordable and market-rate housing,
23 and eliminating redundant and wasteful
24 administrative costs, even as it works to find
25 new ways to generate revenue and streamline

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2 the cumbersome process of buying and disposing
3 of land.

4 From a fiscal perspective,
5 reorganization makes sense because it saves
6 dollars. The city's fragmented housing
7 agencies continue to operate almost
8 independently of each other, with overlapping
9 administrative functions, antiquated and
10 disconnected technology systems, and separate
11 and dissimilar labor agreements.

12 Perhaps most importantly,
13 reorganization fosters a strategic and
14 coordinated approach to the provision of
15 housing programs and services.

16 In this regard, the current state of
17 the city's land disposition and acquisition
18 system is particularly telling.

19 Today, land disposition typically
20 involves as many as five different departments
21 that employ a dizzying array of rules and
22 procedures, some of which are so foreboding as
23 to practically dare developers and others to
24 do business with the city.

25 To address these and other issues, a

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2 team led by PFM and the reinvestment fund is
3 working with key city housing officials and
4 staff to craft a comprehensive reorganization
5 plan for organizing the city's housing
6 agencies.

7 We believe the plan, when completed,
8 will present an extraordinary opportunity for
9 Philadelphia to provide housing programs and
10 services in a more coordinated, efficient, and
11 cost-effective manner.

12 Reorganization will put the city on
13 a solid programmatic and financial footing to
14 generate new momentum and extend housing
15 services and programs to all neighborhoods.

16 The plan will unfold in three
17 phases. In Phase One, the consultants
18 performed an organizational assessment of the
19 three agencies. A team of consultants used a
20 number of traditional tools to assess the
21 current agency structures at OHCD, RDA, and
22 PHDC.

23 They interviewed management, they
24 reviewed previous reorganizational documents,
25 met with agency, quote, customers, end quote,

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2 and conducted an employee survey based on
3 industry standards.

4 In Phase Two, they convened and
5 facilitated five business process teams
6 designed to assess current key processes. The
7 goal of this effort was to develop
8 recommendations regarding how the housing
9 agencies can be improved and made more
10 cost-efficient.

11 The five teams were Administration,
12 Housing Preservation, Housing Development,
13 Real Estate Operations, and Best Practices.
14 Teams were comprised of employees from OHCD,
15 RDA, and PHDC.

16 In the end, over 100 recommendations
17 were proposed that can save money, streamline
18 and improve current business processes. These
19 are being assessed for their feasibility and
20 cost-effectiveness.

21 Overall, the consultants found that
22 the housing agencies did the following:
23 Number one, lacked a clear strategy that goes
24 beyond the consolidated plan; number two,
25 share a variety of common functions; number

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2 three, are not integrated into the traditional
3 business of the city; number four, have
4 varying terms and conditions of employment;
5 number five, manage information through
6 multiple, sometimes incompatible
7 nonconnecting, IT systems; number six, do not
8 have a consistent means for evaluating their
9 progress.

10 Phase Three involves the Office of
11 Housing engaging in discussions with the Mayor
12 as to how best to structure the office to take
13 advantage of these and potentially other
14 cost-cutting and efficiency-improving efforts.

15 Implementing these efforts on a
16 timely basis becomes an even more important
17 issue, in light of the potential further cuts
18 in CDBG funding now being debated in Congress.

19 That ends my formal testimony. I
20 and members of the staff will certainly be
21 available for questions.

22 I would ask, though, that you direct
23 specific reorganizational questions to me.

24 COUNCILWOMAN BLACKWELL: Thank you,
25 Mr. Hanna.

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2 MR. HANNA: You are very welcome.

3 I am sorry, there is one other thing
4 I needed to add that is not part of the formal
5 testimony.

6 We had talked last night,
7 Councilwoman, about the idea of providing some
8 kind of a presentation on the vacant property
9 management information system that I touched
10 upon, I guess, in the first hearing a couple
11 of weeks ago.

12 Due to technical difficulties, we're
13 not going to be able to do that. We had hoped
14 actually to provide a Power Point
15 presentation, but couldn't pull that together
16 in a timely fashion.

17 We will, however, commit to
18 providing that kind of a presentation either
19 to individual Council members or to Council as
20 a whole at your convenience.

21 COUNCILWOMAN BLACKWELL: Thank you.
22 We'll try to maybe convene a hearing. Given
23 the holiday recess and Council's yearly recess
24 around this time, we'll try to come up with a
25 date maybe at the end of January or the first

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2 week or two in February before we recess, and
3 perhaps we can consider it at that time.

4 MR. HANNA: Yes.

5 COUNCILWOMAN BLACKWELL: We are
6 happy to hear that there is a strategy and
7 overall plan to deal with this issue.

8 Let me ask you a question as to a
9 time line. Can you give us some time line as
10 to when these issues will be considered?

11 Do you have the results from these
12 steps, the strategies? Is that much
13 completed?

14 MR. HANNA: The time line for
15 completing or implementing is really kind of
16 up in the air; however, a de facto drop-dead
17 date is going to be provided for us.

18 Our budget hearings are coming up
19 pretty soon. And I know I said I wouldn't
20 respond to rumors, but there is a rumor afoot
21 in Washington that we may be cut another 5 or
22 10 percent in CDBG for the upcoming fiscal
23 year.

24 If those rumors are correct, in
25 order to make ends meet, we're going to need

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2 to implement a number of these cost-saving
3 proposals in anticipation of the upcoming
4 budget.

5 And, so, in answer to your question,
6 right now the Mayor is considering all of the
7 proposals, all of the information we have
8 provided to him, and will give us some
9 indication, hopefully some time soon, as to
10 when he is ready to make a decision.

11 But, in the absence of that, like I
12 said, on a de facto basis, we are going to be
13 forced to make some decisions by virtue of the
14 budget.

15 COUNCILWOMAN BLACKWELL: We
16 certainly feel that the housing agency should
17 be a part and are a part of the traditional
18 business of the city, and certainly want them
19 to be integrated, and feel that they should
20 be.

21 And I don't really understand why
22 they don't, and why they feel they are -- I
23 don't understand why they're not -- I don't
24 understand why they're not a part of the
25 general business of the city.

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2 Every area has its own boundaries,
3 but I don't understand why -- maybe you can
4 explain more what you mean about them not
5 being integrated into the traditional business
6 of the city.

7 MR. HANNA: Just to give you a
8 couple of examples.

9 Oftentimes when looking to do
10 individual developments, whether large scale,
11 small scale, or somewhere in between, our
12 plans are driven more by finance; meaning, the
13 availability of tax credits for a given
14 developer who is looking to do a given
15 development in a given neighborhood.

16 Planning's responsibility is to plan
17 for the orderly development of blocks within
18 communities, within neighborhoods, within the
19 city.

20 In one sense, those two processes,
21 the actual implementation of a given
22 development and the planning, are disjointed.

23 And, so, one of the things we are
24 considering in coming up with a plan is better
25 coordinating with the office of --

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2 reorganization plan, better coordinating with
3 the planning department, when we put together
4 deals or help put together deals in
5 neighborhoods and as they put together
6 neighborhoods plans.

7 That's just one example; but, in our
8 eyes, that's a very important strategic
9 example of it.

10 COUNCILWOMAN BLACKWELL: I heard
11 what you said last evening about sharing
12 common functions. That's an easy one to
13 understand.

14 And in terms of employment, you
15 know, we want to hear, again, and we will hear
16 from the union, with how streamlining and
17 sharing of functions, how that affects them.

18 And with regard to IT systems, would
19 the whole issue of IT systems help in the
20 whole issue of employment and people being
21 able to, maybe, share functions or being able
22 to move from one area to another?

23 Wouldn't the IT systems create more
24 employment?

25 MR. HANNA: The IT systems that we

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2 are talking about, to be honest, we're not
3 really looking at it from an employment
4 standpoint; it is more from an efficiency --
5 well, information and efficiency standpoint.

6 What we contemplated with Vacant
7 Property Management Information System is to,
8 first of all, make available to us, all of us,
9 starting with the Office of Housing and its
10 three departments, as well as to Council and
11 the city, information that we don't now have;
12 namely, the whereabouts and the ownership of
13 all of the parcels within the city. That's,
14 for the most part, first and foremost.

15 Second of all, being able to analyze
16 and massage that information is also very
17 important. Because right now not having the
18 information, obviously, we can't do that.

19 But the goal of VPMIS is more to
20 improve efficiency, rather than to make or
21 eliminate jobs.

22 COUNCILWOMAN BLACKWELL: Where are
23 we? Just yesterday I raised a question,
24 because we talked about legislation to charge
25 taxes on vacant lots and vacant properties, 5

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2 and 10 percent respectively.

3 And my question to them was, whose
4 lists are we looking at, and have we actually
5 consolidated lists in terms of everybody's
6 department identifying what's vacant, what's
7 real.

8 And my impression out of that
9 meeting was that we're not tight in the city
10 yet on who lives where, what's occupied, what
11 isn't, what's a lot, and what isn't a lot.

12 What is your feeling on that?

13 MR. HANNA: Councilwoman, I can't
14 answer that level of detail. But I do have
15 here Andrew bus, who is working on that
16 project for our department.

17 I will ask Andrew to come up and
18 maybe address that and any other VPMIS
19 specific issues.

20 COUNCILWOMAN BLACKWELL: Thank you.
21 Good afternoon.

22 MR. BUSS: Good afternoon.

23 COUNCILWOMAN BLACKWELL: Please
24 identify yourself for the record.

25 MR. ANDREW BUSS: My name is Andrew

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2 Buss. I work for the Office of Housing and
3 Community Development, and I am managing the
4 business half of our VPMIS project.

5 COUNCILWOMAN BLACKWELL: Okay. Do
6 you have any idea where we are?

7 I mean, because this affects
8 Licenses & Inspections, as well as the housing
9 agencies, of wanting lists of what's a house,
10 what's a lot, and what's a business, or what
11 isn't.

12 MR. BUSS: As soon as we have the
13 public component of what we're calling Build
14 up and running, in the first phase we will
15 have information from BRT, Revenue, and
16 Licenses & Inspections.

17 So as far as vacancy indicators, you
18 know, L & I does their vacancy survey, I
19 guess, every couple of years. So we would
20 have that indicator.

21 In the next phase what we want to do
22 is, pull in information also from the Gas
23 Works and the water company, just as more
24 indicators for vacancy.

25 So that's what we would be looking

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2 at right now in terms of trying to determine
3 which properties are vacant.

4 COUNCILWOMAN BLACKWELL: So we
5 still, in our city, don't have a tight record?

6 This is part of the questions that
7 Councilman Clarke raised yesterday during
8 other hearings on housing issues.

9 Councilwoman Blondell Reynolds
10 Brown, you had a question.

11 COUNCILWOMAN BROWN: Thank you,
12 Madam Chair. Good afternoon.

13 MR. HANNA: Good afternoon.

14 COUNCILWOMAN BROWN: First let me
15 acknowledge the enormous amount of work that
16 goes into taking what I know to be -- because
17 I actually remember the early meetings of NTI
18 and the early informal conversations and
19 discussions regarding looking differently at
20 our housing agencies.

21 So when I look at where I know we
22 started X number of years ago, in my first
23 term of City Council, and where you have come
24 to at this point, having to reduce enormous
25 amount of findings into a four- or five-page

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2 document counts for something.

3 So to the leadership of all the
4 housing agencies, we need to acknowledge that.

5 Secondly, it is not an unusual
6 discussion being had across a number of city
7 agencies where there is an effort, an interest
8 to look at best-practice models.

9 Right now Councilman Clarke and I
10 are looking at Parks in a similar kind of way,
11 and trying to figure out how we get from where
12 we are to where the future probably requires
13 us to be.

14 With that said, can you speak to or
15 list or cite, of the findings that you
16 articulate on Pages 4 and 5, is there any
17 level of consensus with any one or number of
18 these amongst the various consultants and/or
19 department heads with any of the findings that
20 you have listed here?

21 MR. HANNA: Relative --

22 COUNCILWOMAN BROWN: Consensus
23 amongst all the stakeholders that this is a
24 prudent way to move.

25 Councilwoman Blackwell just spoke to

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2 number two, share a variety of common
3 functions. And that's a finding. So --

4 MR. HANNA: That's certainly one
5 that pretty much everybody agrees with.

6 COUNCILWOMAN BROWN: There is some
7 level of consensus?

8 MR. HANNA: Yes.

9 And No. 5 would also be included in
10 that group; that is, the management of
11 information through multiple incompatible,
12 nonconnecting IT systems.

13 And that really is a function of how
14 each one of the departments kind of grew up,
15 having their own IT systems, their own IT
16 staff.

17 And there has been, I want to say,
18 little, because there has certainly been
19 communication, but not as much communication
20 as perhaps there should have been, between and
21 among the three functions. And, so, as a
22 result, the IT systems kind of function in
23 silos.

24 That's one I think, I'm pretty sure,
25 most folks would, for the most part, agree.

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2 For the other four, there are going
3 to be some who may come down on one side or
4 the other. But on those two, there is pretty
5 much a consensus of agreement.

6 COUNCILWOMAN BROWN: And state again
7 the answer to the question with regard to time
8 line or time frame, and speaking to the phases
9 you have outlined.

10 MR. HANNA: Phase One started maybe
11 12, 15 months ago. Phase Two we got into
12 maybe earlier this year. And we are literally
13 in Phase Three.

14 Relative to when we can expect to
15 implement an approved or authorized plan,
16 really is kind of on the Mayor's time line.

17 We have had several discussions with
18 him. He has asked for more information. He
19 has asked to tweak certain aspects and change
20 other things, for us to go back and take a
21 look at still other things. And, so, to a
22 large extent, we are on his time line.

23 So for me to give you a date, a
24 month by which things will be done, would be
25 kind of difficult.

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2 COUNCILWOMAN BROWN: And how did you
3 tie it to the budget process?

4 MR. HANNA: The budget process has,
5 as you know, certain dates by which decisions
6 have to be made.

7 If, God forbid, we are cut by
8 another 10 percent by Congress, then that's
9 going to entail our having to make some
10 savings, some savings decisions.

11 A lot of these recommendations, as
12 promulgated by the staff and the teams, are
13 cost-saving measures. It would behoove us,
14 therefore, to go ahead and implement as many
15 of those cost-savings as possible, as we go
16 into and certainly before we finish budget
17 season.

18 COUNCILWOMAN BROWN: And is there
19 any signal or green flag as to when Congress
20 will be making those determinations with
21 regards to allocations to municipalities?

22 MR. HANNA: I am told that a Senate
23 subcommittee earlier this week approved
24 something.

25 Now, I don't know if that means it

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2 will have to go to joint committee in order to
3 get something out, or if the Senate's version
4 is any worse or any better than the House's
5 version.

6 But at least the Senate has passed,
7 subcommittee of the Senate has passed,
8 something.

9 COUNCILWOMAN BROWN: I see. Thank
10 you for your testimony.

11 COUNCILWOMAN BLACKWELL: Mr. Hanna,
12 with regard to the IT system that you
13 referenced, and its ability to help reduce
14 time and improve the process for the
15 collection of needed documents, such as
16 reports, appraisals, et cetera, we understand
17 that this may help the city move closer
18 towards creating the goal of a land bank, to
19 package parcels of vacant properties to offer
20 to profit and nonprofit developers.

21 How will this impact the development
22 process so far as, one, who will manage the
23 information; two, what will be the central
24 point of entry for development ideas so that
25 projects created, initiated by Council, won't

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2 conflict with those initiated by the
3 Administration and/or departments like
4 Commerce, Housing, Planning, et cetera?

5 And the third part of that question
6 is, given this process, what assurances do we
7 have that we will maintain our voice in the
8 disposition of properties?

9 MR. HANNA: Why don't we start
10 with -- we can go into a lot of detail in
11 answering those questions.

12 I am going to ask Andrew to talk a
13 little bit, first of all, about how what is
14 being developed will improve the flow of
15 paper, maybe even eliminate the flow of paper.
16 Then from there, I will try it address some of
17 your questions

18 COUNCILWOMAN BLACKWELL: Thank you.

19 MR. BUSS: First of all, we will
20 have as part of the Build system that I
21 mentioned, we will have, basically, an
22 electronic accumulation of all publicly owned
23 properties.

24 And, from my standpoint, that's all
25 I can say about that, because I'm not dealing

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2 with the land bank issue at all.

3 We're also giving the RDA more of an
4 automated system that I think really will make
5 their jobs much easier, because there is just
6 a lot less paper to deal with.

7 So instead of, in a lot of cases,
8 carrying paper around the city, you're able to
9 do it in a more automated fashion.

10 COUNCILWOMAN BLACKWELL: Thank you.

11 MR. HANNA: Councilwoman, relative
12 to land bank, there are currently -- well, a
13 number of entities who either acquire and/or
14 dispose of properties; PIDC, PAID, the RDA,
15 Public Properties, and there's one other I
16 want to say. But each of those four or five
17 maintain different processes for disposing of
18 land.

19 The idea of a land bank is being
20 discussed from the standpoint of trying to
21 create a single, as you have used the term, a
22 single point to which developers, as well as
23 Council, can approach the city for land and
24 can look to the city for the disposition of
25 land.

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2 Right now there are, like I said,
3 four or five different ways for land to leave,
4 quote, the city for development purposes.

5 Our hope is that, with a land bank,
6 we can narrow that down to two or hopefully
7 just one means by which a developer will have
8 to go through -- a process by which a
9 developer will have to go through in order to
10 acquire land.

11 Right now City Council weighs in
12 either on the acquisition side, but almost
13 always on the disposition side.

14 It's our expectation that that won't
15 change; that Council, especially district City
16 Council people, will continue to weigh in on
17 what gets disposed of, where, when, and to
18 whom.

19 COUNCILMAN CLARKE: Point of order,
20 Madam Chair.

21 COUNCILWOMAN BLACKWELL: Certainly.
22 Point of order, Councilman Clarke.

23 COUNCILMAN CLARKE: What does "weigh
24 in" mean?

25 MR. HANNA: "Weigh in" means it

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2 doesn't happen until and unless the City
3 Council person says it happens. Just like it
4 happens right now.

5 COUNCILMAN CLARKE: Current process
6 is by virtue resolution or ordinance.

7 MR. HANNA: Depending upon which
8 process you are talking about.

9 If you are talking about RDA, then
10 it is an ordinance process. If you are
11 talking about PIDC, it is not as formal a
12 process.

13 If you are talking about Public
14 Property, Public Property typically transfers
15 property to VPRC/RDA for the disposition of
16 property, in which case it kind of goes
17 through a little different process.

18 So what I am committing to, what we
19 committed to last night, was that Council will
20 continue to have the final say in what gets
21 disposed of, when, and where.

22 COUNCILMAN CLARKE: It is my
23 understanding that any disposition of publicly
24 owned property, regardless of the agency, must
25 be disposed of by some sort of Council action;

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2 i.e., resolution or ordinance.

3 Are you saying that that process
4 will stay intact?

5 MR. HANNA: No. Technically, that's
6 not correct.

7 Because with PIDC, to dispose of
8 property -- and this is pursuant to
9 legislation that was passed by Council back in
10 the '60s -- currently, PIDC does not need
11 Council approval for the disposition of
12 property.

13 But what I am saying is, with the
14 creation of a land bank, that land bank's
15 disposition policy will include something,
16 whether ordinance or resolution, that's one of
17 the things we are still working on, but
18 something that would require Council approval
19 before it is disposed of.

20 COUNCILMAN CLARKE: Council has to
21 approve PIDC or PAID prior to the sale.

22 MR. HANNA: To my knowledge, I don't
23 know. I don't think -- I can't speak for
24 PAID.

25 COUNCILMAN CLARKE: PAID is the

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2 entity that PIDC uses to --

3 MR. HANNA: I apologize. I am
4 saying, "PIDC." I meant to say, "PHDC." My
5 apologies. You are right. PIDC uses PAID.

6 PHDC is the entity to whom Council
7 gave authority back in the '60s to dispose of
8 properties without Council. I apologize.

9 COUNCILMAN CLARKE: Right. Okay.

10 So with the exception of PHDC --

11 MR. HANNA: Everybody else --

12 COUNCILMAN CLARKE: -- everybody
13 else must go through Council with ordinance or
14 resolution?

15 MR. HANNA: Right.

16 COUNCILMAN CLARKE: And that will be
17 maintained in whatever organization?

18 MR. HANNA: Right. We want it make
19 that consistent from a single point of
20 disposition, if we can work that out.

21 COUNCILMAN CLARKE: Okay. Thank
22 you. Thank you, Madam Chair.

23 COUNCILWOMAN BLACKWELL: With regard
24 to Commerce Department, how do you view that
25 relationship, where City Council is concerned?

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2 Because Commerce at times wants to
3 make decisions that affect how we think and
4 how the community thinks; but they are part of
5 the Administration, and oftentimes we have
6 issues there.

7 MR. HANNA: The Commerce Department
8 especially, through PIDC and PAID, often gets
9 into the land acquisition and disposition
10 process issue, as you well know.

11 Unfortunately, we have, my
12 department in particular has, very little, if
13 any, input as to how those type of decisions
14 are made.

15 So I'm real uncomfortable about
16 trying to go into a whole lot of detail about
17 Commerce's process.

18 COUNCILWOMAN BLACKWELL: We will
19 talk to them during the budget process.
20 Because we do at times have issues with the
21 Commerce Department and their view of the
22 world, that is not necessarily our view of the
23 world.

24 While it is significant that we
25 spend up to 40 percent of every CDBG,

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2 Community Development Block Grant, dollar in
3 administrative costs, how do you view
4 concerns, insofar as you can, about office
5 operations, insofar as you can, given a part
6 of this union negotiation, part of it may not,
7 with operations such as legal, purchasing and
8 procurement, accounting, human resources, et
9 cetera?

10 Can you respond to any of that?

11 MR. HANNA: I can respond by saying
12 that that is certainly -- what you are talking
13 about is what we, I, characterize in my
14 testimony as "redundant services."

15 That's certainly one of the things
16 we are looking at very closely, especially in
17 light of possible upcoming cuts.

18 COUNCILWOMAN BLACKWELL: We are
19 very, very concerned. I hear you. All of us
20 want the city to operate well.

21 But certainly we are really
22 concerned about people maintaining their jobs
23 in this environment, where everything goes up
24 except salaries.

25 You know, we cut back, we lay off,

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2 and, you know, taxes, we are threatened with
3 full valuation that Council didn't agree with,
4 higher gas costs, water rates, all of those
5 things.

6 And, yet, salaries either stay
7 constant and don't go up with everything else
8 in our environment. And people are threatened
9 and frightened about the possibility of being
10 laid off.

11 So we are really, really concerned
12 about those issues and how they affect the
13 people who are here and people who work for
14 these city agencies and who don't know where
15 their future is.

16 And, as you know, that's one of the
17 reasons why we held this hearing, because we
18 were really, really concerned about labor
19 negotiations.

20 And we are glad, again, to hear that
21 they are underway and scheduled for all the
22 departments where they are not -- or, have not
23 in the past been meeting.

24 The Chair also recognizes
25 Councilwoman Donna Miller is here. She is

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2 also part of this committee. We are glad to
3 have her.

4 Councilman Clarke, questions?

5 COUNCILMAN CLARKE: Yes.

6 Thank you. Thank you, Madam Chair.

7 Good afternoon, Mr. Hanna.

8 MR. HANNA: Councilman.

9 COUNCILMAN CLARKE: I just had a
10 couple of questions about your testimony.

11 First let me ask you this question:
12 Are you familiar with the Brophy committee
13 report?

14 MR. HANNA: Yes. This goes back
15 three years. In fact, three years yesterday
16 is when I started at the city.

17 But when I first got here, I
18 remember reading the Brophy report. So I
19 vaguely remember having read it two or three
20 years ago.

21 COUNCILMAN CLARKE: Actually, I
22 think it may go back beyond.

23 MR. HANNA: It went back way beyond
24 three years ago. That's when I read it.

25 COUNCILMAN CLARKE: And you are

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2 familiar with, the intent was to reorganize
3 the city's housing agencies?

4 MR. HANNA: Yes.

5 COUNCILMAN CLARKE: And you may not
6 be able to answer this question, because you
7 were not really around -- and I don't know if
8 anybody is here that can -- but do you, to
9 whatever degree, think it achieved its goal?

10 MR. HANNA: I really can't answer
11 that.

12 Number one, because I am a little
13 bit unsure about what the ultimate goal was.
14 There are all kinds of strata in reorganizing,
15 and I'm not quite sure what the ultimate goal
16 was.

17 But, that's a tough question. I
18 mean, that might be a better one for Mr.
19 Kromer, maybe.

20 COUNCILMAN CLARKE: It was a very
21 similar process. It didn't involve the level
22 of public participation, i.e., of Public
23 Hearing; but, during the Rendell years, former
24 Mayor Rendell said that he wanted to
25 reorganize the housing agencies. And they

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2 hired this team of, quote, unquote,
3 consultants. And Brophy, I guess, was the
4 head of the consultant team.

5 And they embarked on this process of
6 reorganizing the agencies. Frankly speaking,
7 from my perspective, it probably created more
8 confusion than anything else. And here we are
9 almost eight, nine, ten years later talking
10 about reorganizing the agencies again.

11 So I am wondering, you know, was
12 that effort worth it, you know? Because I am
13 sure traditionally consultants charge us a
14 nice piece of change, and a whole bunch of
15 interviews.

16 (Applause.)

17 COUNCILMAN CLARKE: One of the
18 things that I was concerned about -- at that
19 time I actually wasn't a Council person, but I
20 had a little ability, had some ability to be
21 involved to some degree -- is that the level
22 of participation by the elected officials was
23 minimal, at best, in the whole reorganization
24 efforts.

25 I think that they, essentially,

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2 embarked on a similar path of interviewing
3 people, and then coming up with a finished
4 product, not necessarily including people in
5 the whole processing of that finished product
6 beyond simply asking a bunch of questions.

7 And, as I said earlier, at the end
8 of the day, it didn't really achieve anything.
9 And I don't know what your process now beyond
10 your testimony that these consultants are
11 going to talk to people and, I guess,
12 ultimately issue a final report.

13 And I don't know the level of
14 participation in the formulation of that
15 report, beyond simply asking a bunch of
16 questions, you will have in this process.

17 Because I believe that if it is not
18 beyond a level that happened during the Brophy
19 report, you may end up with a similar
20 situation, where you didn't really achieve
21 your ultimate goal.

22 I'm glad to see that you are
23 participating. I know Councilwoman Blackwell
24 is being relentless, she is going to make sure
25 that you all have the political structure

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2 involved in this process.

3 But I would hope that the employee
4 structure of the process is more participatory
5 as it relates to the formulation of the
6 ultimate document, not just simply asking a
7 lot of questions.

8 Because one thing -- and I may not
9 be here, you know, I might end up after a
10 little while deciding I don't want to do this
11 anymore -- but I hope we're not here nine, ten
12 years later talking about reorganizing the
13 housing agencies because we didn't do it in
14 the appropriate way this time.

15 MR. HANNA: Let me just speak to
16 that particular issue.

17 Not necessarily for government
18 department, but in certain areas it's not
19 unusual to reorganize a department or a
20 company a couple of times, you know, every
21 couple of decades.

22 If you think back to -- this is
23 2005 -- 1995, a lot of stuff was happening,
24 changed since then. I mean, this Blackberry
25 was -- nobody knew what a Blackberry was. In

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2 fact, I don't even know if the company existed
3 ten years ago.

4 Fax machines were kind of the
5 in-thing back in the early '90s. A lot of the
6 technology that exists today didn't exist back
7 in 1995.

8 So just from a technology
9 standpoint, if your organization hasn't
10 evolved with the technology or with new ways
11 of doing things, it makes sense to stop and
12 try to shape things in one fell swoop, again,
13 if it hasn't evolved in the past years.

14 So from that standpoint, going every
15 10 or 15 years and then reorganizing is not
16 necessarily a bad thing, and it certainly
17 doesn't mean that the last time it was done,
18 it was not done properly or effectively or to
19 the full extent it should have.

20 Again, I'm not opining one way or
21 the other as to the effectiveness or the
22 degree to which success was reached with the
23 Brophy reorganization.

24 But the mere fact that we're looking
25 to reorganize now shouldn't speak positively

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2 or negatively, shouldn't be looked upon
3 positively or negatively, given the fact that
4 it was done ten years ago.

5 COUNCILMAN CLARKE: I don't want you
6 to think that I have a problem with
7 reorganization.

8 As Councilwoman Blondell Reynolds
9 Brown indicated earlier, we are currently
10 embarking on a process where we will
11 consolidate, hopefully, Fairmount Park
12 Commission and the Recreation Department,
13 because its time has come. We are the only
14 municipalities that has two agencies. So I am
15 not adverse to doing that.

16 But I am simply saying that, if it
17 is going to be done, it should be done in a
18 way, and the formulation of that
19 recommendation should be done, with the
20 participation of all involved, not simply
21 having a bunch of consultants running around
22 asking a lot of questions, then they come up
23 with a report without any real followup or any
24 real -- taking the real advice of those
25 individuals who will ultimately have to carry

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2 out the duties and responsibilities. That's
3 all I am suggesting.

4 MR. HANNA: I understand. Okay.

5 COUNCILMAN CLARKE: Which leads me
6 to my next question. PFM and Reinvestment
7 Fund, TRF, are these two agencies or companies
8 that have done this type of work before,
9 reorganizing?

10 MR. HANNA: Yes. Absolutely.

11 COUNCILMAN CLARKE: Is that what
12 they do?

13 MR. HANNA: We went through an RFP
14 process and reviewed somewhere about five
15 different proposals from various
16 organizations; some with roots in
17 Philadelphia, others with roots as far away as
18 Georgia.

19 And this team was looked at as the
20 best suited by virtue of, among other things,
21 the fact that both TRF and PHM -- TRF and PFM
22 have done this kind of thing elsewhere.

23 I want to say PFM is doing it, a
24 similar type project, in Pittsburgh, or at
25 least in western Pennsylvania. And TRF has

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2 done the same thing in -- again, don't quote
3 me on this -- but I want to say Maryland, but
4 somewhere nearby.

5 But, yes, they both have pretty
6 substantial experience.

7 COUNCILMAN CLARKE: So I am assuming
8 their resume will show some levels of success
9 in reorganization?

10 MR. HANNA: Yes, sir.

11 COUNCILMAN CLARKE: On Page 4 of
12 your testimony, you talk about a lack of clear
13 strategy that goes beyond, you know, the
14 consolidating plan as a result of actions that
15 are driven not only by overall strategy for
16 neighborhoods, but for individual initiatives
17 and projects. And I agree with that a hundred
18 percent.

19 In this reorganization plan, will
20 there be -- well, let me ask you this
21 question: To what degree will the city's
22 planning agencies and other agencies that
23 relate to strategies for neighborhoods and the
24 city generally, for it being developed?

25 How can you -- I am just trying to

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2 understand how, if we are going to reorganize
3 these agencies, and one of the focal points
4 will be about being able to adequately define
5 a strategy for the development of the city,
6 how can that be done without the Planning
7 Commission?

8 MR. HANNA: One of the things, one
9 of the recommendations that we're discussing
10 with the Mayor, is that of actually employing
11 a planner or two or three, but at least a
12 planner, in the Office of Housing, again, in
13 an effort to better coordinate the way -- not
14 so much the way plans are put together.

15 But as plans are put together,
16 better coordinate the implementation strategy
17 that we are, for the most part, responsible
18 for.

19 So, to answer your question, the
20 idea would be to have a planner in the Office
21 of Housing who might have a dotted line to me,
22 as well as a dotted line to the Secretary of
23 Planning.

24 COUNCILMAN CLARKE: So a planner
25 separate and aside from the Planning

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2 Commission?

3 MR. HANNA: No. A planner, just
4 like -- law, perfect example.

5 Right now we have -- "we," the
6 Office of Housing and Community Development --
7 has a law staff; I think two, two lawyers,
8 secretary, maybe a paralegal. All of those
9 folks work for Romi Diaz, but they are housed
10 at our offices.

11 Something along the lines of that
12 kind of relationship is being contemplated.

13 COUNCILMAN CLARKE: So you could
14 potentially have current city planners
15 assigned to the Office of Housing, or would it
16 be with the Redevelopment Authority, or --

17 MR. HANNA: It would be with the
18 Office of Housing and Neighborhood
19 Preservation, kind of the omni housing
20 organization.

21 COUNCILMAN CLARKE: See, this is one
22 of the concerns I have. And I know that you
23 are trying to achieve this goal.

24 So how would that work as it relates
25 to the Redevelopment Authority and PHDC? And

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2 I don't know what the ultimate outcome of all
3 these agencies will be.

4 When you have a PHDC, who is
5 currently the development arm of the city,
6 quasi development arm of the city, and RDA,
7 who does land acquisition and disposition, is
8 the planner rests solely under the auspices of
9 OH --

10 MR. HANNA: That's not what I meant
11 to infer. That the planner would not be
12 responsible solely for OH and solely do work
13 in OH. They would be responsible for and do
14 work for the Office of Housing.

15 And I use that term almost
16 generically, so as not to say that they will
17 only do work for one department or another.

18 They would be available for and
19 would do work for everyone who has anything to
20 do with housing, provision of housing service
21 in the city.

22 COUNCILMAN CLARKE: So would the
23 Office of Housing essentially be the entity
24 that develops the plan?

25 MR. HANNA: See, now you are getting

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2 into a level of detail that I am not quite
3 comfortable with. Because that's the kind of
4 detail that we are talking to the Mayor about
5 right now.

6 COUNCILWOMAN MILLER: Point of
7 information.

8 COUNCILWOMAN BLACKWELL: Point of
9 information, Councilwoman Miller.

10 COUNCILWOMAN MILLER: Thank you.

11 How would this planner interact and
12 work with Council members?

13 And it would just be one planner for
14 the entire city, or do you envision -- and I'm
15 not asking for a job description; I am just
16 asking about the role of the planner.

17 And I guess we would still have
18 whatever relationship we have with city
19 Planning?

20 MR. HANNA: Yes. Absolutely. We
21 are not looking to usurp your relationship
22 with City Planning. Our goal -- and, again,
23 we haven't burrowed down to that level of
24 detail just yet.

25 But the goal of having a closer

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2 relationship with the planning department is
3 to better coordinate what you all envision for
4 your districts, how that vision is documented
5 in the form of a plan created by the planning
6 department, or planners, and then how that
7 plan is implemented by us, the Office of
8 Housing, to include PHDC and RDA.

9 We're not looking to in any way
10 usurp or otherwise interrupt your relationship
11 with the Office of Planning. We are just
12 trying to better coordinate what's in your
13 head, in terms of what you would like to see,
14 and how that gets to an actual project on the
15 ground on a particular block within your
16 district.

17 But, again, as far as the detail as
18 to, you know, how many hours they would spend,
19 you know, in our office versus that office
20 versus talking to you, what they would even do
21 on a typical day, no, we haven't quite broken
22 down to that level of detail just yet.

23 COUNCILWOMAN BLACKWELL: I think
24 Councilman Clarke and Councilwoman Miller --
25 also Councilman Juan Ramos is part of our

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2 committee is here, as well -- I think
3 Councilman Clarke mentioned workers.

4 There is no way anybody has been
5 around here for years. And if there is a
6 disconnect between housing agencies and the
7 city, input of the workers is vital, because
8 they know. They know their jobs.

9 And all you need do is ask them, and
10 I am sure they know how we can be together in
11 one entity.

12 MR. HANNA: Councilwoman, I agree
13 with you.

14 In fact, that particular issue, that
15 of the disconnect between planning and
16 housing, was one of the things that our -- I
17 say, "our staff" -- the consultants gleaned
18 from their gathering of information from the
19 Office of Housing staff.

20 COUNCILWOMAN BLACKWELL: I think you
21 did mention that.

22 I am also concerned about the Brophy
23 report, which I also have a copy of in my
24 office from back in the day, as they say.

25 And we are really concerned because

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2 we found out that when the business or even
3 universities -- and, you know, I have four in
4 my district, and just received an award from
5 Penn from the housing agency, Dale Grundy, who
6 was here, so I work closely with all of them.

7 But certainly -- and then we will
8 give the floor back to Darrell, because we
9 only interrupted him for a point of order --
10 but we are concerned that other business
11 types, universities, come up with plans,
12 academic plans, that govern how we live.

13 And it doesn't work, it hasn't
14 worked. It hasn't worked in the past. And I
15 am very pleased that Councilman Clarke brought
16 that issue up.

17 Because, you know, from what you're
18 saying -- and then I will defer to him -- from
19 what you're saying, not only do we have to be
20 concerned about Council's input, but we have
21 to be concerned, it seems to me you are
22 talking about growing another entity, your
23 office, since you mentioned Housing,
24 Neighborhood Preservation, as opposed to NTI
25 or some other entity --

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2 (Applause.)

3 COUNCILWOMAN BLACKWELL: -- and
4 maybe redirecting what happens with VPRC and
5 PHDC and RDA and OHCD. That really concerns
6 us.

7 We believe their functions are vital
8 to neighborhood development and housing
9 development. And obviously we haven't seen a
10 report, so I know we're speaking in the dark,
11 but I don't know -- I'm not only worried about
12 our input on our end; but I'm worried about
13 your changing what those agencies do. And
14 putting people under the housing and
15 neighborhood preservation arm, growing that,
16 diminishing the others, but changing their
17 functions. We're really concerned about that.

18 So, as I turn the mike back to
19 Councilman Clarke, I hope that you will
20 respond to that issue.

21 COUNCILMAN CLARKE: Thank you, Madam
22 Chair.

23 With respect to the planning issue,
24 to what degree does the Office of Housing --
25 I'm not sure if you can speak for the RDA or

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2 PHDC -- adhere to the recommendations of the
3 Planning Commission as we know it?

4 Because I know that the Planning
5 Commission has done a number of plans
6 throughout the City of Philadelphia that
7 recommend certain strategies for these
8 neighborhoods.

9 Before we go to adding planners to
10 OHCD or wherever, or office of neighborhood
11 and transformation, to what degree do we pay
12 it any attention to the existing plans in
13 formulating a strategy as it relates to
14 funding, development, things of that nature?

15 Do we to any degree pay attention to
16 what the Planning Commission says now?

17 MR. HANNA: Certainly we pay
18 attention to the community development plans
19 that the Planning Commission completes. In
20 fact, I get a copy of every plan that's
21 completed. In fact, I am consulted
22 periodically on the progress on plans.

23 So, no, it is not a matter of our
24 not knowing about them or, once they are done,
25 we ignore them. That's not it at all.

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2 What I am talking about is just a
3 better relationship with the planning
4 department and a closer working relationship
5 with planners when it comes to plans for
6 specific neighborhoods and specific
7 councilmanic districts.

8 COUNCILMAN CLARKE: So wouldn't it
9 make more sense to just work with the Planning
10 Commission on the development of strategies,
11 as opposed to bringing more staff to your
12 agency?

13 MR. HANNA: We may end up there. I
14 don't know. The question was asked, how might
15 we improve this. And my answer was, here is a
16 recommendation.

17 COUNCILMAN CLARKE: Let me ask my
18 last question. I know other members have
19 questions.

20 Again on Page 4, there was an
21 acknowledgment that the agencies are currently
22 not integrated into the traditional business
23 of the city.

24 Is the implication that possibly
25 some of these agencies could be a part of the

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2 city, i.e., cross-employees, cross-unions,
3 things of that nature; or would there just
4 simply be more sharing of information, or
5 would there possibly be the physical
6 transformation of employees to other city
7 agencies?

8 As an example, the Department of
9 Licenses & Inspections has inspectors, I
10 believe the RDA has inspectors, and possibly
11 PHDC has inspectors.

12 MR. HANNA: They do.

13 COUNCILMAN CLARKE: Would there be
14 some intermingling of employees as it relates
15 to that?

16 MR. HANNA: All of the above, to
17 what you just suggested. There could be
18 commingling of employees, there could be
19 better sharing of information.

20 All of those things literally are
21 being considered, are considered, when you
22 address that particular issue.

23 COUNCILMAN CLARKE: So this
24 consolidation could go beyond the three
25 housing agencies? There could be other

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2 agencies involved in this consolidation
3 process, are you saying?

4 MR. HANNA: Lot of what we do
5 affects other people; obviously, L & I,
6 Planning, a lot of --

7 COUNCILMAN CLARKE: Let me be more
8 specific as it relates to its employees.

9 MR. HANNA: As it relates to its
10 employees?

11 COUNCILMAN CLARKE: As an example,
12 could there be a situation that, if there is
13 an inspector in one of the housing
14 departments, one of the agencies, and, as a
15 result of the interaction with L & I as it
16 relates to some strategy for better
17 determining things, that those two agencies
18 could interact in order to provide a service
19 for the city in the neighborhood, could there
20 be the possibility that that employee, who was
21 now in the Redevelopment Authority, end up
22 working for the Department of Licenses &
23 Inspections, or vice versa?

24 MR. HANNA: No, not in that strict
25 sense of the term.

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2 L & I inspectors do different things
3 from our inspectors, both PHDC and RDA. And I
4 will tell you that what's being considered --
5 that is not one of the things that's being
6 considered.

7 You used the specific word
8 "possibility." Might that be a possibility?
9 Who knows. It may be. But that's not one of
10 the things that we are currently considering.

11 COUNCILMAN CLARKE: How come you can
12 tell us what's not being considered, but you
13 can't tell us what is being considered?

14 (Applause.)

15 MR. HANNA: That universe is much,
16 much larger than the universe of what is being
17 considered.

18 COUNCILMAN CLARKE: So if the Chair
19 decided to hold these hearings for the next 30
20 days, we can just wear you down. Through
21 process of elimination, you could tell us
22 everything that's not being considered. And
23 whatever is left, we would then know what's
24 being considered?

25 MR. HANNA: That could be a

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2 strategy, Councilman. That could be a
3 strategy.

4 COUNCILMAN CLARKE: Thank you, Madam
5 Chair.

6 COUNCILWOMAN BLACKWELL: Councilman,
7 we are continuing this until January 26 at
8 10:00 a.m., so let's see what happens.

9 (Applause.)

10 COUNCILWOMAN BLACKWELL:
11 Councilwoman Miller had a question.

12 COUNCILWOMAN MILLER: Thank you.
13 Thank you, Madam Chair.

14 I have a question. And I guess what
15 I would like to receive, Mr. Hanna, is a copy
16 of the organizational structure, who works
17 where.

18 Like OHCD, who your employees are,
19 their titles, their role, their gender, their
20 race, for each of these housing agencies.

21 And I also have a question
22 regarding -- or just a comment or a question
23 regarding the recommendations from the
24 consultant. And it is under No. 2, that they
25 share a variety of common functions.

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2 Are we talking about decreasing
3 staff, decreasing the number of employees in
4 this reorganizational plan? Because I would
5 think that the workload, the volume of the
6 work remains the same.

7 And, so, I would wonder -- I mean, I
8 can see you incorporating, but what needs to
9 get done still needs to get done. And,
10 evidently, you still need the same number of
11 people to do it.

12 And I don't understand anything
13 right now, I don't have a clear picture of the
14 reorganization of the housing agencies,
15 because I have not seen anything written about
16 this. And if we didn't have these hearings,
17 we would probably know less about it.

18 Because all I have heard for years
19 is just talk about it. And whether it needs
20 to be done or not, I'm not going to say it is
21 a good idea or a bad idea. But I do know that
22 volume still -- the work still has to get
23 done.

24 And, so, even if you consolidate
25 departments, to me, the volume of work won't

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2 decrease.

3 So if you have ten people doing
4 whatever they are doing now across agencies, I
5 would think that maybe you might even just
6 want to incorporate, but not lower the number
7 of staff people. Because I think --

8 (Applause.)

9 COUNCILWOMAN MILLER: Because
10 sometimes we're backlogged now, and I just
11 wonder why we are backlogged. And if you get
12 rid of people, then we are just going to
13 remain in a backlogged status. So, is that
14 part of this?

15 Will RDA no longer exist? Will PHDC
16 no longer exist? Will any of these agencies
17 no longer exist? Or, will they still exist in
18 name only? I mean, I am just like real
19 unclear about what's happening here.

20 And I also, I really, really -- I
21 don't have a good sense of who works where. I
22 mean, I know the leadership, and I know a lot
23 of the key people in the agencies. But who
24 else works there? And that's why I want a
25 list of each organization and structure, its

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2 staff, what they do and their gender and their
3 titles and their race.

4 MR. HANNA: That, we can get you
5 pretty quickly.

6 COUNCILWOMAN MILLER: Thank you.

7 Because I was thinking, if these
8 consultants have made recommendations, some of
9 those recommendations, I would think, can even
10 start to happen. I'm not saying anybody
11 should be laid off.

12 But, for example, the one on the
13 nonconnecting IT system. I mean, do we have a
14 good IT system in use right now from one of
15 the agencies that actually helps us here in
16 City Council, also? And I keep trying to tie
17 this into what we do in our role as Council
18 members.

19 And I think in budget hearings,
20 we've talked about a new computer system that
21 would help us with land acquisition and
22 tracking, you know, what's going on out there
23 in the neighborhoods which we serve, in terms
24 of our ability to really talk to developers
25 and really target certain areas and try to do

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2 planning for development in certain areas, be
3 it housing or commercial.

4 MR. HANNA: That particular effort,
5 I mean, we are in mid stream with that
6 particular effort.

7 And as you weren't here,
8 Councilwoman, when I committed before, we will
9 be happy to come and give you a briefing, any
10 of the Council people, a briefing relative to
11 where we are with management information, the
12 improvement of the management information
13 system.

14 COUNCILWOMAN MILLER: Because you
15 really don't have to go with reorganization to
16 do that; right?

17 MR. HANNA: No, you don't. But if
18 you are going to reorganize in an effective
19 way, that's one of the foundational pillars
20 that needs to be in place.

21 I mean, you can't really look to
22 improve the efficiency of an organization,
23 when the IT system is still 19th or 20th
24 Century, and everything else is 21st.

25 COUNCILWOMAN MILLER: Who has the

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2 most modern IT system between the four
3 agencies?

4 COUNCILWOMAN MILLER: RDA?

5 MR. HANNA: I will take the Fifth.

6 COUNCILWOMAN MILLER: You will take
7 the Fifth. Okay.

8 Well, whoever has the most modern
9 should take the lead in the IT systems. I
10 mean, I am just saying this. But, okay.
11 Thank you.

12 Thank you, Madam Chair.

13 COUNCILWOMAN BLACKWELL: Thank you
14 very much.

15 Councilman Ramos.

16 COUNCILMAN RAMOS: Thank you, Madam
17 Chair. I am sorry for being late. So if I am
18 asking something that has already been
19 addressed, please stop me.

20 Are you saying that at this time,
21 Mr. Hanna, you cannot answer whether the RDA
22 or PHDC or any of the other housing
23 organizations will be disbanded or merged with
24 a new structure?

25 MR. HANNA: No, sir, I really can't.

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2 I can't respond to that in any real detail.

3 COUNCILMAN RAMOS: And that's
4 because you are still in the planning stages,
5 and you are going to wait until you get these
6 other --

7 MR. HANNA: That's because the Mayor
8 is currently reviewing several proposed
9 structures. And until he kind of comes down
10 one way or the other, then, again, it would be
11 premature for me to say anything.

12 COUNCILMAN RAMOS: Are you permitted
13 to talk with, you know, for example, the RDA
14 about this merger now? Or have you, and how
15 are things going?

16 MR. HANNA: Certainly we have talked
17 to the RDA and PHDC and OHCD staff before we
18 have gotten to this point.

19 In my mind, we're at a point now
20 where the Mayor needs to, and in fact is,
21 giving us direction as to which way he wants
22 the thing to go.

23 That's the thing that people need to
24 understand. This isn't Kevin Hanna's
25 reorganization. It is not the Council's

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2 reorganization. This is something that the
3 Mayor mandated, as I understand it, before
4 Kevin Hanna was hired for the job.

5 I certainly take ownership as being
6 the Secretary of the Office of Housing. But I
7 look at my mission as doing the best job I
8 could in gathering information, getting input
9 from the best minds available, internal and
10 external, putting together a proposal, and
11 then having a discussion with the Mayor and
12 letting him decide where the chips fall.

13 COUNCILMAN RAMOS: I understand your
14 reasoning for the way you're answering
15 questions. But I sure hope that I would
16 understand that your best minds are probably
17 internally.

18 Because these are folks and agencies
19 that know, you know, what they're doing.
20 Maybe not to perfection. But that I know
21 that, these different agencies, people at all
22 levels have worked very hard to provide
23 services to the people.

24 So I think that we would -- I would
25 want to see you and your colleagues in this

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2 process, the Mayor, to make sure that we hear,
3 you know, from our rank and file employees, to
4 our people in management level, that have done
5 the different parts of the big housing afield.

6 So that if there is, in fact, going
7 to be a restructuring, that it takes into
8 account all of that knowledge that we have
9 in-house and protect, as we go along, that
10 knowledge and those people that have
11 contributed so much to the city in providing
12 services in all the varying areas of housing.

13 I, along with the members that are
14 here today, probably get more visits to our
15 offices about housing than anything else.
16 There is always housing and employment,
17 usually unemployment. And those are our
18 realities.

19 And we do see ourselves calling
20 different housing agencies to find out who
21 does what. But we always find people on the
22 other side, on the other line, that are
23 committed to helping people resolve their
24 housing concerns.

25 Maybe we need to bring the Mayor,

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2 Madam Chair.

3 (Applause.)

4 COUNCILMAN RAMOS: Tell Mr. Hanna to
5 get the Mayor for our next hearing. Unless he
6 is available now.

7 COUNCILWOMAN BLACKWELL: Obviously
8 that's a great idea.

9 (Applause.)

10 COUNCILWOMAN BLACKWELL: When I
11 talked to the Mayor as recently as yesterday,
12 the Mayor said he had not yet reviewed the
13 materials; and, so, he didn't know what he was
14 willing to do, because he had not reviewed
15 them.

16 And, so, therefore, he wouldn't
17 respond, nor did he want the people who
18 prepared them to respond.

19 Because they are people we also
20 subpoenaed, to make sure we could have a
21 hearing today with other than union members
22 taking off from their busy time to come.

23 But the Mayor said that he had not
24 yet decided what to do.

25 COUNCILMAN RAMOS: I know that the

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2 committee, you have established a time frame
3 at least to have another hearing in January.

4 Is there a time frame that you are
5 aware of, Mr. Hanna, on when we will be able
6 to get more information and get this
7 restructuring going?

8 MR. HANNA: No. Again, given where
9 we are and given who needs to decide on what,
10 it is all kind of dependent upon the Mayor.

11 But, as I had stated before, to some
12 extent, some of these, hopefully many of
13 these, cost-saving type recommendations by the
14 staff, by the consultants, will be
15 implemented, if for no other reason, than to
16 help ends meet as we look at, again, God
17 forbid, yet another federal cut in the block
18 grant.

19 So one way or the other, we are
20 going to have to make some decisions anyway,
21 if not final decision, on what the Office of
22 Housing will look like.

23 But some decisions will be forced on
24 us, I think, by virtue of federal budget cuts,
25 which are going to have to translate into

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2 local changes.

3 COUNCILMAN RAMOS: Thank you, Madam
4 Chair. Thank you, Mr. Hanna.

5 MR. HANNA: Surely.

6 COUNCILWOMAN BLACKWELL: Thank you.
7 Are there more questions? That frightens us,
8 as well.

9 Mr. Hanna, would you wait? Before
10 we call Ms. Pankey, Councilwoman Miller has a
11 question for you.

12 COUNCILWOMAN MILLER: Mr. Hanna, in
13 your testimony, you said that, in the end,
14 over 100 recommendations were proposed that
15 can save money, streamline, improve, et
16 cetera.

17 Did they happen to make a
18 recommendation on who should be the lead
19 agency? The consultants.

20 MR. HANNA: No, they didn't.

21 COUNCILWOMAN MILLER: Thank you.

22 COUNCILWOMAN BLACKWELL: Thank you,
23 Councilwoman Miller.

24 Mr. Hanna, would you stay around, in
25 case we have questions after the next witness?

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2 MR. HANNA: Sure.

3 COUNCILWOMAN BLACKWELL: Veronica M.
4 Pankey, President Local 1971, American
5 Federation of State, County, and Municipal
6 Employees, or AFSCME, AFL-CIO, we invite you
7 to come forward and to bring whomever you
8 would like with you.

9 (Applause.)

10 COUNCILWOMAN BLACKWELL: We thank
11 you for your patience and invite you to begin
12 your testimony.

13 Please identify yourself for the
14 record.

15 MS. VERONICA M. PANKEY: Good
16 afternoon, Madam Chairwoman and members of the
17 Neighborhood and Homeless Committee and
18 attendees.

19 My name is Veronica M. Pankey, and
20 this is Caswell Curtis, President and
21 Vice-President of AFSCME Local 1971, District
22 Council 33, AFL-CIO.

23 I am here today to testify on the
24 impending housing reorganization plan and the
25 impact thus far it has had on the 205 members

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2 for whom we represent.

3 Permit me to reiterate a portion of
4 my testimony before this Committee on November
5 15, 2005, by informing you of the work
6 performed by AFSCME Local 1971 union members
7 and the agencies for which we work; the
8 Redevelopment Authority, the Philadelphia
9 Housing Development Corporation, and the
10 Office of Housing and Community Development.

11 The Redevelopment Authority
12 coordinates real estate activity and acquires
13 and disposes of properties for the development
14 purposes; it finances and oversees the
15 development of housing and rental projects
16 undertaken by nonprofit/for-profit developers.

17 It also issues debt to finance
18 specific projects for pragmatic purposes; such
19 as, low-interest home-improvement loans.

20 The Redevelopment Authority staff
21 authorize site improvement contracts for
22 street improvements, including curb and
23 sidewalk, street lighting, street trees, and
24 award demolition contracts for authority-owned
25 building.

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2 The Redevelopment Authority is the
3 only state agency and the only body in
4 Philadelphia that can create housing bonds and
5 acquire land through eminent domain for the
6 public good.

7 PHDC administers the weatherization
8 program and oversees the rehabilitation
9 services provided by contractors to
10 low-income-eligible occupants.

11 PHDC acts at a developer for
12 projects, as directed by OHCD, and is
13 responsible for the Homestart Program, which
14 involves the rehabilitation of homes for sale
15 to income-eligible first-time home buyers.

16 It administers the adaptive
17 modification program to eligible disabled
18 citizens to afford them safe mobility through
19 their homes.

20 It also manages and maintains a few
21 low/moderate income scattered site rental
22 properties.

23 OHCD is responsible for establishing
24 housing and community development policy for
25 all the city housing agencies, setting

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2 priority, and coordinating planning efforts.

3 It administers the housing budget
4 and contracts with the Redevelopment
5 Authority, PHDC, the Philadelphia Housing
6 Authority, as well as subrecipient nonprofit
7 organizations, to conduct planning activities
8 and perform services in support of the overall
9 housing plan.

10 As you can see, theoretically,
11 virtually all the work performed by Local 1971
12 union members and the agencies for which we
13 work could be affected by the reorganization.
14 Therefore, we have a crucial interest in its
15 implementation both as employees and residents
16 of the city.

17 Since testimony on November 15,
18 2005, the city Administration has not
19 responded to concerns and issues raised by
20 Local 1971 and this committee as requested by
21 Chairwoman Blackwell.

22 The only initiated contact that
23 Local 1971 received was Monday, December 5,
24 from OHCD and RDA to arrange dates to resume
25 contract negotiations. Coincidentally, just

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2 prior to today's public hearings.

3 As it pertains to PHDC, I spoke with
4 Sandra Barnhill, their chief negotiator, on
5 Wednesday, November 30.

6 She stated that PHDC's position had
7 not changed since September 19, last
8 negotiation session; however, if the union had
9 changes, we could meet.

10 I responded that the union does have
11 revisions to submit; however, there is no need
12 to meet for this Administration to continue to
13 attempt to strip us of the foundation for
14 which unionism was established and to shove
15 proposals of concessions, give-backs,
16 take-backs, a less-than-four-year contract, no
17 retroactivity, no economic and reorganization
18 language, and we receive nothing in return.

19 On Monday, December 5, the union
20 presented in writing to OHCD and PHDC a
21 revised proposal for economics.

22 As for Kevin Hanna and the Office of
23 Housing and Community Preservation, their
24 continued ignorance with the concerns of Local
25 1971, and apparently for those on this

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2 committee, is consistently demonstrated by
3 their unwillingness to provide information
4 regarding the reorganization status and its
5 impact not only on the future of the city,
6 but, more important, to Local 1971, our
7 members' future employment.

8 Regardless of the unfair treatment
9 this union receives from this Administration,
10 we continue to produce; despite recent layoffs
11 of July 2004, when at least 28 of our members
12 among the three agencies were affected;
13 despite every employee who has ever retired or
14 sought other avenues of employment within the
15 past four years, specifically at PHDC, has not
16 been replaced, and the work has not decreased.

17 And for those departments affected
18 by those vacancies, and despite the increased
19 volume of work at the Redevelopment Authority
20 with NTI, VPRC, development projects,
21 convention center expansion, and insufficient
22 staffing, we, labor, meet the full level of
23 production budgetarily permissible for each
24 agency at the end of each fiscal year. And,
25 for this, we get no recognition.

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2 (Applause.)

3 MS. PANKEY: To further demonstrate
4 the unfair treatment by the Administration,
5 nonunionized employees of OHCD and PHDC
6 received the economic package of \$750 and 2
7 percent.

8 Additionally, contract language
9 proposed and rejected at the bargaining table
10 was imposed upon the memorandum document for
11 the representative supervisory unit at PHDC,
12 along with the economic package this
13 despite -- I'm sorry, this despite of the
14 newspaper article quoting the Mayor that every
15 city agency received the economic package.

16 Local 1971 is being held hostage due
17 to a reorganization plan for which we have no
18 knowledge and negotiations sessions have
19 stalled at these two agencies.

20 The Redevelopment Authority, who
21 once aligned with the city, has pulled away
22 and resumed sessions; this, due to their
23 dissatisfaction with the reorganization plan
24 and the Administration's negotiation tactics.

25 On February 3, 2005, AFSCME Local

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2 1971 last met with Kevin Hanna and the
3 consultants regarding the reorganization.

4 The union again re-emphasized to the
5 city's Administration that Local 1971 is
6 willing to work with the city and the three
7 housing agencies to ensure smooth
8 reorganization and to help improve living and
9 working conditions for all citizens of the
10 city.

11 We also explained that the union had
12 legal and moral responsibility to protect the
13 rights, benefits, and working conditions of
14 the employees we represent.

15 The union has repeatedly asked for
16 transparency of and be privy to the planning
17 process regarding any reorganization on a
18 continuous basis, not after such
19 reorganization has been finalized.

20 We were told that the city would sit
21 down and talk with the union about the
22 reorganization at the point where there was
23 some idea where they needed to be going, how
24 they planned to get there, and, most important
25 to this union, who were going.

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2 The Administration made an
3 investment with PFM, Public Financial
4 Management, with the expectation of receiving
5 a service in exchange for \$550,000.

6 As identified in a providers
7 agreement, Exhibit PA-1 identified as Scope of
8 Service, I quote, it quotes, The contract
9 between OHCD and PFM shall provide support for
10 review and assessment, work plan development,
11 and implementation of reorganization of the
12 housing agencies. Activity shall be completed
13 in the time frame as indicated in Attachment
14 1, end quote.

15 Attachment 1 shows 52 weeks, one
16 year, from the commencement date of the
17 contract; with the terms of the contract being
18 July 1, 2004, through June 30, 2005.

19 Full production was budgetarily
20 providing -- full production was budgetarily
21 permissible, should have been achieved, by
22 June 30, 2005.

23 Today it is six months beyond the
24 expiration date, and there is no finished
25 product, no evidence of it even existing.

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2 Compare this to the finished
3 products, the projects and achieved levels
4 produced of PHDC, RDA, and OHCD, and you will
5 find fully expended budgets and full evidence
6 of completed projects and their existence.

7 Yet, this Administration is not
8 willing to invest in a fair contract with
9 Local 1971, with a guarantee on their return,
10 nor provide us with information that impacts
11 our future.

12 Local 1971 came before this
13 Committee on November 15, 2005, requesting
14 assistance in obtaining transparency of and
15 participation in the planning process of the
16 impending housing reorganization and the
17 impact it has had on our stalled contract
18 negotiations.

19 Despite the city Administration's
20 claim that it wants to work cooperatively with
21 Local 1971 and to ensure fair treatment of the
22 employees, the Administration continues to
23 stall negotiation sessions.

24 Proposed reorganization language and
25 numerous concessions from management remain on

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2 the table.

3 Local 1971 reiterates our desire to
4 meet with the city Administration to not only
5 obtain answers to our questions and concerns,
6 but to resume negotiation sessions and obtain
7 a fair contract.

8 AFSCME Local 1971 is extremely
9 concerned about the employees we represent.
10 Officials have not said which current housing
11 agency employees will be laid off, who will be
12 hired by the new agencies, where the employees
13 will be assigned, what their wages, benefits,
14 hours, or working conditions will be, or who
15 will represent them. And they will not
16 negotiate a fair contract, in spite of.

17 Based upon the union's experience in
18 dealing with the city Administration, we are
19 extremely apprehensive about the future
20 employment and working conditions of our union
21 members.

22 Madam Chairwoman and members of this
23 Committee of the Whole, on behalf of the
24 members of AFSCME Local 1971, I respectfully
25 ask City Council not to authorize any service

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2 agreements pertaining to or inclusive of
3 aspects of housing reorganization until a fair
4 contract is obtained and written details of
5 the housing reorganization plan, in a
6 certified summary report from Public Financial
7 Management, are provided, and the city
8 Administration meets with representatives of
9 Local 1971 and works with the union to ensure
10 that current union represented employees are
11 not adversely affected.

12 We of Local 1971, District Council
13 33, thank you, Madam Chairwoman, the
14 committee, and City Council for your support.

15 (Applause.)

16 COUNCILWOMAN BLACKWELL: Thank you.

17 Mr. Curtis, would you like to make a
18 statement?

19 MR. CURTIS: Not at this time, Madam
20 Chair.

21 COUNCILWOMAN BLACKWELL: Thank you.
22 We are checking on our authority, Ms. Pankey,
23 one moment.

24 Thank you for your excellent
25 testimony. I was certainly checking with our

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2 labor leader and our attorney on our authority
3 as a legislative branch, as opposed to the
4 executive branch of government, Council versus
5 the Mayor.

6 And it appears to me that we have a
7 commitment from them with regard to housing
8 reorganization not taking place without coming
9 back to us.

10 Unfortunately, I don't believe that
11 we have the authority to authorize or not
12 authorize service agreements.

13 We do have a commitment from them
14 with regard to not doing anything until we
15 know what this housing reorganization plan is
16 all about. And we intend to get a copy of
17 these reports that have been commissioned by
18 the executive branch.

19 Certainly we have not received one
20 piece of paper, either, just as you have not,
21 and albeit we have asked for it last time and
22 this time and have continued this hearing
23 because of that.

24 We were also told as recently as
25 yesterday that -- I was told by the Mayor

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2 himself, that we would not have the
3 consultants here, nor would we be given any
4 written documents when we talked about meeting
5 with Kevin Hanna, with whom I met Kevin Hanna,
6 Joyce Wilkerson, and Kathy Califano last night
7 from about 4:30, for the next couple of hours.
8 We still received no written documentation,
9 nor have we talked to the consultants.

10 So, in that review, we too are in
11 the dark. And we too, as a committee, are
12 struggling to understand various aspects of
13 this plan.

14 But I am encouraged because we have
15 been assured by Mr. Hanna that nothing would
16 happen without our knowing what's happening.

17 So we are with you in that regard.
18 We are worried, as your representatives, as to
19 who is working, who isn't, and what will
20 happen.

21 So it seems to me that what we have
22 to do is continue to meet and continue to
23 raise questions and continue to let you know
24 that we are here and that we are concerned
25 about reorganization, as we've told them, as

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2 well.

3 Having said that, does anybody have
4 anything they need to add?

5 Ms. Pankey, Mr. Hanna, is there
6 anything that you would like to respond to at
7 this time about Ms. Pankey's statement? Okay.

8 Is there anyone else here to would
9 like to testify in this regard dealing with
10 any of this?

11 MS. PANKEY: Just for the record, I
12 wanted to enter the dates, the tentative
13 dates, of negotiations that we have for each
14 agency.

15 COUNCILWOMAN BLACKWELL: Thank you.
16 Please.

17 MS. PANKEY: For OHCD, tentatively
18 we have the 13th of December, the 20th of
19 December, and the 29th of December; for the
20 Redevelopment Authority, we have the 15th of
21 December and the 28th of December; we have
22 nothing for PHDC; and certainly nothing for
23 the Office of Housing and Community
24 Development, in terms of them providing us
25 information for reorganization.

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2 COUNCILWOMAN BLACKWELL: Thank you,
3 Ms. Pankey.

4 We will certainly ask that those
5 departments respond and make sure that, by the
6 time we meet again, we will expect -- we know
7 this is some movement, but we would certainly
8 ask that Mr. Hanna, since you are speaking for
9 all agencies, that all agencies have the
10 opportunity to meet with the union so that
11 their employees know there is some light at
12 the end of this tunnel somewhere.

13 So we will ask that all agencies
14 have scheduled meetings.

15 We are going to continue this
16 hearing again so that we can help monitor this
17 and help keep ourselves and everyone else on
18 their toes, so that we can monitor this whole
19 issue, as is our responsibility as a
20 legislative branch and as a Committee on
21 Housing Neighborhood Development and the
22 Homeless.

23 And, therefore, if all minds are
24 clear, there are no other questions or
25 concerns, we will continue this hearing until

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2 January 26 at 10:00 a.m.

3 Thank you very much. Thank you all.

4 Thank you, members of the committee. Thank
5 you.

6 (Hearing adjourned at 3:00 p.m.)

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

I HEREBY CERTIFY that the
foregoing proceedings of the Council of the
City of Philadelphia of Thursday, December 8,
2005, were reported fully and accurately by
me, and that this is a correct transcript of
same.

RE: COMMITTEE ON HOUSING, NEIGHBORHOOD
DEVELOPMENT AND THE HOMELESS

DEBRA A. WHITEHEAD