

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON GLOBAL OPPORTUNITIES
AND THE CREATIVE/INNOVATIVE ECONOMY

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, February 27, 2013
1:20 p.m.

PRESENT:

COUNCILMAN DAVID OH, CHAIR
COUNCILMAN BOBBY HENON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DENNIS O'BRIEN
COUNCILMAN BRIAN J. O'NEILL

RESOLUTION 120128 - Resolution authorizing
Council's Committee on Global Opportunities
and Creative/Innovative Economy to hold
hearings to investigate how to fully take
advantage of global opportunities and the
creative/innovative economy to spur economic
development in Philadelphia...

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COUNCILMAN OH: We are ready to begin. I will ask our Majority Leader and Councilman, Curtis Jones, Jr., who has been certainly a leader in the international effort, to come join us at our hearing table. I see Councilman Brian O'Neill is here.

And so with that, I am going to just give a brief introduction and I will then give it to Senator Brubaker to make an opening statement.

Good afternoon. My name is Councilman David Oh. I chair the Committee on Global Opportunities and the Creative/Innovative Economy. At this time, I will call to order a hearing of our committee, and we will ask the Clerk to read the title of the resolution.

THE CLERK: Resolution No. 120128, authorizing Council's Committee on Global Opportunities and the Creative/Innovative Economy to hold hearings to investigate how to fully take advantage of global opportunities and the

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2 creative/innovative economy to spur
3 economic development in Philadelphia by
4 increasing overseas investments,
5 incubating technology and innovation,
6 encouraging creativity, and attracting
7 and retaining the workforce to create
8 good-paying, family-sustaining jobs with
9 benefits and improve the quality of life
10 for all residents of Philadelphia.

11 COUNCILMAN OH: Thank you.

12 This is our third and final of
13 a three-part series of hearings that
14 began in October. We had the second
15 hearing at MaST Charter School, which was
16 devoted to workforce, workforce
17 development. This being the final
18 hearing. After this, we will summarize
19 all the testimony and then draw up our
20 recommendations and introduce it as a
21 resolution to our City Council, and then
22 proceed from there.

23 So at this time, I would like
24 to introduce Senator Michael Brubaker and
25 ask him to give us our opening statement.

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2 SENATOR BRUBAKER: Well, thank
3 you so much, Councilman. Mr. Leader,
4 thank you for having me in your
5 distinguished Chambers.

6 It's an honor and a privilege
7 for me to be here. I'm State Senator
8 Mike Brubaker. I represent the 36th
9 Senatorial District in the Commonwealth
10 of Pennsylvania, and as was introduced
11 prior, I'm the current Chair of the
12 Senate Finance Committee and the Chair of
13 the International Commerce Caucus, also
14 Chair of the International Relations
15 Committee for the Council of State
16 Governments for the United States of
17 America.

18 Whoever wrote the proclamation
19 I think did an outstanding job. "To
20 fully take advantage of the global
21 economy" was stated among the priorities
22 of this initiative. So I could not be
23 more proud and delighted to be here. I
24 can't wait for the 25 or so expert
25 testimonies that we're all going to have

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2 an opportunity to hear today. I'll be
3 listening with both ears and taking lots
4 of notes, and look forward to actionable
5 items so that we can translate some of
6 this expert input and advice we are
7 receiving here today on Day 3 of this
8 three-day hearing, as the Councilman just
9 stated, translated into some kind of
10 actionable outcomes, distinguished,
11 quantifiable outcomes so that we can
12 indeed have a healthier, more prosperous
13 economy here in the Commonwealth of
14 Pennsylvania, City of Philadelphia, and
15 of course the United States of America
16 and globally.

17 Thank you.

18 COUNCILMAN OH: Thank you very
19 much, Senator.

20 Councilman Jones, would you
21 like to make a statement.

22 COUNCILMAN JONES: Only to
23 thank you and the Senator for taking up
24 this worthwhile cause. One of the things
25 that we're very proud of as a city is

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2 that we will once again try to bid on the
3 Olympics coming here to the City of
4 Philadelphia, Commonwealth of
5 Pennsylvania, and one of the issues that
6 are raised is that is Philadelphia an
7 international city, both culturally but
8 also economically, and your resolution
9 and your involvement with the Senator are
10 helping establish that branding and
11 placing it as a public policy priority,
12 and we thank you both for this.

13 COUNCILMAN OH: Thank you very
14 much, Majority Leader.

15 I will ask Councilman O'Neill
16 if he has an opening statement that he
17 would like to add.

18 COUNCILMAN O'NEILL: No. I
19 just want to tell you we're all
20 supportive of your efforts here to open
21 us up to more than we've been doing and
22 seeing how much more we're capable of
23 than we actually believe maybe in the
24 past.

25 Thank you.

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2 COUNCILMAN OH: Thank you very
3 much, Councilman.

4 I'd ask the Clerk to call the
5 first witnesses.

6 THE CLERK: At this time I
7 would like to invite our first panel to
8 the front. We have Michael Scullin,
9 Consular Corps Association of
10 Philadelphia and Honorary Consul for
11 France; Terry Cooke, China Partnership of
12 Greater Philadelphia; Debbie Buchwald,
13 Philadelphia-Israel Chamber of Commerce;
14 David Webster, Webster Marketing
15 International; Carlos Giralt-Cabrales,
16 Consul of Mexico; Harris Baum, Honorary
17 Consul for the Republic of Korea.

18 (Witnesses approached witness
19 table.)

20 COUNCILMAN OH: And why don't
21 we do it that way since we have three
22 seats and we have three people in them.
23 So we'll start with that half of our
24 panel.

25 Would you just please just

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2 always state your name and then provide
3 us with your testimony, beginning with
4 Michael Scullin.

5 MR. SCULLIN: Good afternoon.

6 My name is Michael Scullin. Good
7 afternoon, Councilman Oh, Councilman, and
8 other members of the Council and
9 specially welcome again to Philadelphia
10 Senator Brubaker, and thank you for all
11 that you're doing, and thank you for the
12 opportunity to participate in this most
13 important initiative to take advantage of
14 the global economy.

15 My name is Michael Scullin.
16 I'm the President of the Consular Corps
17 Association of Philadelphia; Honorary
18 Consul of France in Philadelphia;
19 immediate past Chair of the International
20 Law Committee of the Philadelphia Bar
21 Association; and counsel to the law firm
22 of McElroy, Deutsch, Mulvaney and
23 Carpenter, where I focus on cross-border
24 transactions, corporate and commercial
25 advice, and international estates.

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2 The Consular Corps Association
3 of Philadelphia is the oldest association
4 of foreign consuls in the United States,
5 encompassing representatives of 40
6 counties around the globe. It is a
7 501(c)(3) organization. More information
8 is available at its website at
9 consularcorpsofphiladelphia.org.

10 The mission of the Corps is to
11 promote trade, economic development,
12 education, culture, and science; to
13 educate youth of the Philadelphia region
14 regarding international affairs; and to
15 promote international awareness and
16 understanding. Working together, we are
17 able to strengthen our relations with
18 foreign countries as well as broaden the
19 views of the global community. We
20 develop access for business and industry,
21 build partnerships for cultural exchange,
22 and assist with information-sharing on
23 various issues including disease control
24 and prevention, and educational
25 advancements. We work with various

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2 federal, state, and local agencies to
3 provide an economic environment to
4 enhance business opportunities.

5 Philadelphia has many
6 international aspects, but it does not
7 fully capitalize on them. More support
8 and coordination is needed. This
9 includes financial support.

10 I have submitted prepared
11 remarks, but I just wanted to highlight a
12 few suggestions. First, leadership of
13 international development. Promotion and
14 development must come from leadership,
15 from the top down. The Mayor and
16 appropriate senior staff and government
17 officials must drive economic development
18 at both local and international levels.
19 The Mayor, as you know, is already fairly
20 disposable to visitors with economic
21 development potential, and in his second
22 term, he has started to travel
23 internationally. He must also travel to
24 strategic foreign destinations to show
25 the muscle and authority behind our

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2 development and marketing efforts. This
3 puts a strong face on the initiative. It
4 says we mean business.

5 I've also found anecdotally
6 that leaders in foreign countries are
7 quite surprised that our leaders do not
8 travel, do not come to visit them, do not
9 see the world as it exists, but
10 conversely, they very much appreciate it
11 when a high-level political leader comes
12 in an official capacity to visit them.

13 Second, networks. Philadelphia
14 and its institutions already benefit from
15 many relationships with foreign cities,
16 institutions, et cetera. We should
17 develop a map of these relationships to
18 determine what these assets are, what
19 synergies exist among them, how they can
20 be developed further, and how they can be
21 strategically grown. For example, the
22 City of Philadelphia has a memorandum of
23 understanding with the City of Lyon in
24 France. The Bar Association has had a
25 20-year relationship with the Bar of

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2 Lyon, which I helped establish in 1997.

3 The Commonwealth of Pennsylvania has a
4 very well-developed relationship with the
5 Rhone-Alpes region where Lyon is located,
6 and indeed Governor Corbett went there as
7 part of his first economic development
8 initiative earlier this year -- last
9 year. The Rhone-Alpes region has an
10 economic agency called ERAI -- it's an
11 acronym, E-R-A-I -- that has had an
12 office in Philadelphia for several years.

13 So as a suggestion, why not
14 organize a business development visit to
15 Lyon with the Mayor and members of City
16 Council, which would also reciprocate the
17 multiple visits by their Mayor and other
18 representatives to Philadelphia.

19 Third, support for the Consular
20 Corps. This is one body that already
21 consists of official representatives of
22 the governments and trade offices of 40
23 countries. Among its other functions,
24 the Consular Corps essentially provides a
25 free resource to the City in the

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2 promotion of trade, the arts, tourism,
3 and international relations. As
4 President of the Consular Corps, I have
5 started an initiative to grow the number
6 of countries represented. We have
7 reached out to the Mayor's Office and to
8 Deputy Mayor Greenberger, and they have
9 expressed support for this initiative.
10 But we will all benefit from a more
11 robust coordination of our efforts to
12 build on what we already have, to make it
13 a resource more broadly reflecting the
14 world's opportunities.

15 I see that my time is coming to
16 a close, so I would just point out that
17 since resources are limited, we should
18 target currently unrepresented countries
19 that have an actual or potential
20 relationship with or value to the City.
21 This would include countries like India,
22 China, Russia, Indonesia, Turkey,
23 Vietnam, South Africa, and other
24 countries to be identified in Africa and
25 Eastern Europe.

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2 There are many other points in
3 my -- several other points in my prepared
4 remarks, but I would give a final shot
5 for capitalizing on immigration. And I
6 know you've had other speakers and
7 witnesses describing the importance of
8 immigration, but just if you did nothing
9 more than consider the brain drain of
10 STEM, science, technology, engineering,
11 and math area students, who come here at
12 the undergraduate level or master's
13 programs and then go back to their
14 countries like China, we're sending them
15 to build China's economy and not our own.
16 We should do whatever we can to keep them
17 here.

18 Finally, the City has to be
19 proactive. There needs to be more
20 activity by the government and its
21 officials to market and recruit abroad
22 and to assist and persuade existing local
23 business to expand international.

24 Thank you again for this
25 opportunity.

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2 COUNCILMAN OH: Thank you very
3 much.

4 Mr. Cooke, would you please
5 state your name and provide your
6 testimony.

7 MR. COOKE: Yes. I'm Terry
8 Cooke. Good afternoon. It's an honor to
9 have this opportunity to testify before
10 City Council. I would particularly like
11 to thank Councilman Oh and State Senator
12 Brubaker for convening this important
13 panel and for including the China
14 Partnership of Greater Philadelphia on
15 it.

16 Who is the China Partnership of
17 Greater Philadelphia? We are an
18 18-month-old 501(c)(3) pending non-profit
19 organization. We operate on an open,
20 inclusive, and transparent basis so that
21 all stakeholders in the region can take
22 part in our work. Moreover, we are
23 expressly designed to help plug our
24 13-county region into a funded U.S.
25 government-led ten-year cooperation

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2 program of research-based
3 commercialization with China in energy
4 and the environment. I have brought two
5 small booklets to help the Council
6 understand better both the national and
7 regional dimensions of this opportunity,
8 and Adelaide Braddock, my Deputy, will
9 distribute them to you later.

10 I am going to use my five
11 minutes to tell the Council a simple
12 story that is also a global story. As
13 Americans do, I will begin my story with
14 a joke.

15 An eminent American is
16 addressing the national association of
17 his professional peers in an Asian
18 country. To warm up the audience, he
19 launches into an extended, somewhat
20 intricate and quite hilarious joke. His
21 interpreter does the translation with
22 great economy, and the audience bursts
23 into laughter and applause. After the
24 speech, which goes successfully, the
25 speaker asks his interpreter how she

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2 managed to convey all of the nuances of
3 his joke so succinctly. She looks at him
4 matter-of-factly and says, Oh, it was
5 simple. I told the audience that since
6 the speaker is a foreigner, he is trying
7 to tell you a joke. You, the audience,
8 won't understand the joke, and I won't
9 translate it. All that matters is that
10 you laugh and applaud when I say so. So
11 please laugh and applaud right now.

12 This tells us something about
13 the challenge of doing business in Asia.
14 Without the language, without the
15 cultural familiarity, it is hard. What
16 is the challenge for Philadelphia in
17 doing business with China, the world's
18 second biggest economy, the world's
19 fastest growing economy, and the world's
20 most populous market.

21 China has its own distinct
22 culture, its own political system, and
23 its own way of doing business. The
24 challenge for Philadelphia is to create a
25 pipeline of business relationships in

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2 China that are not one-off, but that are
3 high-placed, enduring, and build toward
4 the levels of export flows, job creation,
5 and inbound investment that China avidly
6 is looking for in the U.S. This is not
7 an easy dance, but it is one that can be
8 mastered and must be mastered for
9 Philadelphia to flourish as the
10 revitalized global city, which Mayor
11 Nutter described to the Chamber in his
12 remarks yesterday. Simply put, no other
13 market in the world offers the huge scale
14 of business opportunity as China, and no
15 other market operates with the speed of
16 decision-making as China. The key is to
17 present the business face for our region
18 which the Chinese are comfortable doing
19 business with. You do business with
20 those that you feel most comfortable
21 with.

22 In Philadelphia and its
23 surrounding region -- is Philadelphia and
24 its surrounding region an attractive
25 partner for this economic dance with

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2 China?

3 In the interest of economy of
4 time, I will skip four points that are
5 detailed in the testimony. They're
6 relatively well -- well, not as well
7 known as they should be, but unique
8 historical advantages that Philadelphia
9 has with China, unique locational
10 advantages, unique institutional
11 advantages.

12 And then, finally, the City has
13 raised its profile in China and shown
14 that it is eager to do business for
15 mutual benefit. Chinese top
16 decision-makers have noted that
17 Philadelphia has a Mayor with a national
18 profile who has shown keen interest in
19 building economic relationships with
20 China, particularly in his trip in
21 December. And accompanying the Mayor to
22 China, we at China Partnership of Greater
23 Philadelphia offered the region a
24 purpose-built vehicle to tap U.S. funding
25 in support of energy efficiency and clean

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2 energy commercialization projects with
3 China.

4 What are these concrete
5 commercializable projects in 2013? I'll
6 identify three quickly, which we have
7 already started in 2012 and one which has
8 just recently emerged from our
9 partnership dialogue with the U.S.
10 Department of Commerce. Much more
11 detailed description is included in the
12 appendices of our written testimony.

13 Number one, technology
14 exchange. On December 3rd, 2012 in the
15 presence of Mayor Nutter and Mayor Huang
16 of Tianjin, the China Partnership of
17 Greater Philadelphia signed a three-way
18 memorandum of understanding with Ben
19 Franklin Technology Partners of Southeast
20 Pennsylvania and with the Tianjin
21 Economic-Technological Development Area
22 of Tianjin. This MOU offers our region's
23 companies direct access, under strict
24 intellectual property protection
25 protocols, to the Chinese national market

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2 for cleantech products and services.

3 Educational exchange. Building

4 on a successful 2012 beta program, which

5 we organized with City Hall and the

6 University of Pennsylvania, we have the

7 opportunity to host in Philadelphia in

8 October over 100 of China's brightest

9 students for a bi-national global

10 sustainability debate and to explore

11 making Philadelphia public schools a

12 center for international exchange

13 programs with Chinese students. CCTV,

14 China's BBC, will accompany that student

15 delegation in 2013, as it did in 2012.

16 I'll move along. I have noted

17 the time constraints.

18 Cultural exchange. We did a

19 VIP reception before the Orchestra's

20 performance in June 2012 for Philadelphia

21 and Tianjin VIPs, and we are organizing

22 an expanded effort focused around

23 Tianjin's \$1 billion Culture Center, and

24 globally preeminent Philadelphia cultural

25 institutions for June 2014. And we are

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2 in the process of defining some global
3 scale opportunities for our port and for
4 investment attraction based on our
5 proximity to Marcellus shale oil and gas.

6 So if I can be allowed just a
7 quick moment to read the most important
8 concluding part of my remarks.

9 What is required for us to
10 start realizing the economic gains from
11 these opportunities in 2013 and to grow
12 them substantially in the year beyond?

13 I'll answer that with three
14 brief concluding observations. Number
15 one, we need to stay true to our heritage
16 of William Penn, Benjamin Franklin, and
17 the entrepreneurs who made Philadelphia
18 the workshop of the world. The Great
19 Experiment was open to all, and in 2013,
20 we need to reach out to the Chinese on
21 the basis of our values to share our
22 inventiveness and entrepreneurialism to
23 tackle global problems of climate change
24 and to help pioneer 21st century
25 technology solutions.

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2 Number two, some modest
3 resources are needed in the short term,
4 but we need to recognize that the
5 fundamental challenge is not one of
6 resources. The China Partnership knows
7 that there is sufficient support from the
8 U.S. government, from big business, from
9 start-ups and investors, from foundation
10 grants, and from philanthropic sources to
11 make this effort a long-term success.
12 What is indispensably needed is the
13 vision, will, and spirit to make this
14 happen, to look outward to the way the
15 world is today, to come together to
16 collaborate in new ways. The Mayor, City
17 Council, and government officials all
18 have their part to play to seize this
19 global opportunity and to make this
20 public-private initiative succeed.

21 Finally, I will end on a
22 personal note. My father, Todd Cooke,
23 loved this city. As Chairman and CEO of
24 PSFS, as President of the Philadelphia
25 Orchestra, and in his countless other

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2 civic capacities, he always believed in
3 and worked towards Philadelphia's future.
4 With my father's full backing, I took a
5 different course as a Philadelphian. I
6 left the City to get my Ph.D. in cultural
7 anthropology at UC Berkeley and to spend
8 a 15-year career ending with the Senior
9 Foreign Commercial Service in Shanghai,
10 Tokyo, Berlin, and Taipei. I also worked
11 as a Director for the World Economic
12 Forum for two years in Geneva and New
13 York.

14 From my perspective in the
15 world, from the perspective of looking at
16 Philadelphia from the outside in, I
17 implore you, the City Council, to
18 recognize that there is a vast
19 opportunity for our city and region's
20 economic revitalization lying just across
21 the Pacific in China. The work has been
22 done to identify the best opportunities
23 and to organize ourselves. We just need
24 to move smartly and quickly to seize the
25 opportunity right in front of us. What

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2 we will lose if we don't seize this
3 opportunity, we lose the opportunity to
4 make the Philadelphia region the leading
5 high school destination of choice for the
6 best and brightest from China's 1.3
7 billion population. We lose the chance
8 to make the Navy Yard a key node for
9 energy efficiency and cleantech exchange
10 between the two countries that account
11 for half of worldwide carbon emissions.
12 We lose the chance to hold our cultural
13 institutions as world leaders to a new
14 audience throughout China. And we lose
15 the chance to follow Boston's example in
16 using Chinese money to revitalize our
17 port for 21st century global demands.

18 To underpin Philadelphia's
19 urban renaissance, it must be a globally
20 connected city. No country has more to
21 offer us for global vitality right now
22 than China. We have already moved the
23 ball to the red zone, so to speak. We
24 just need immediate focus, determined
25 execution, and teamwork to get over the

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2 goal line and score those benefits for
3 Philadelphia in 2013 and for many, many
4 years to come.

5 COUNCILMAN OH: Thank you very
6 much.

7 Ms. Buchwald, would you provide
8 your name and then your testimony.

9 MS. BUCHWALD: Certainly.
10 Debbie Buchwald.

11 Good afternoon, Senator
12 Brubaker, Councilman Oh, and members of
13 the City Council Committee on Global
14 Opportunities. Thank you for inviting
15 me. I am the Executive Director of the
16 Philadelphia-Israel Chamber of Commerce.
17 We facilitate bi-national trade,
18 investment, and strategic partnering with
19 a focus on Israel's cutting-edge
20 innovations. I am also the Pennsylvania
21 representative of the U.S.-Israel
22 Bi-National Research and Development
23 Foundation that has made over the last
24 ten years \$10 million in grants
25 regionally to U.S.-Israel company

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2 technology ventures.

3 When I took this job in 2004, I
4 was eager to share my love of
5 Philadelphia and its business strengths
6 with companies in Israel. I quickly
7 learned that Israel's east coast trade
8 minister based in New York for the last
9 four years had never been to Philadelphia
10 and did not intend to include
11 Philadelphia in his business plan. This
12 was a long time ago, though. And so
13 began a campaign by our Chamber to put
14 Philadelphia on the map in Israel.

15 As you know, Israel is a small
16 country, about seven million people, and
17 its economy is based on intellectual
18 capital, creative solutions to universal
19 issues like energy efficiency, disease,
20 and security. A small country whose core
21 competency is creating technology
22 start-ups needs North American markets to
23 succeed. This was the niche that our
24 Chamber leveraged to attract Israeli
25 companies to the region.

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2 We brought Israeli companies to
3 the region to meet with investors and
4 strategic partners in life sciences,
5 healthcare information technology, clean
6 and efficient energy, software and
7 internet. We took delegations of
8 business leaders to Israel. We've
9 literally put Philadelphia on the map in
10 Israel at its largest life science
11 conference, the Biomed, where our booth
12 is decorated with maps of our superior
13 East Coast location.

14 These initiatives, together
15 with a study that we just commissioned
16 from the Fox Business School that
17 measures Israel's impact on the regional
18 economy and the region's competitiveness
19 to attract Israeli companies, form the
20 basis for the insights that I would like
21 to share.

22 The study confirmed what we
23 knew to be true anecdotally, brought new
24 information to light, and included
25 outstanding recommendations for ways to

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2 attract foreign direct investment.

3 The majority of the
4 approximately 59 companies based here
5 from Israel or formed here by Israelis
6 that create about 7,000 direct and
7 indirect jobs were in the pharmaceutical,
8 medical device, and high technology
9 sectors.

10 The greatest opportunity for
11 growth lies not with large, big
12 manufacturing facilities that are
13 critical to our economy, but with small
14 companies with less than 20 employees
15 that may become the next Teva or the next
16 SAP or the next Unisys.

17 Four percent more of Israeli
18 exports come through the airport than
19 come through our ports.

20 Approximately 70 percent of the
21 travelers that come on that US Air flight
22 from Tel Aviv to Philadelphia every day
23 don't get off the plane. They continue
24 to other destinations.

25 Philadelphia ranked sixth out

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2 of eight among eight U.S. cities that are
3 active in Israel, but outperformed its
4 overall ranking in two areas. The first
5 was location and infrastructure, and the
6 second was workforce capability.

7 However, on the investment
8 side, Philadelphia ranked last, eight out
9 of eight, and of the venture capital
10 dollars invested here, 50 percent came
11 from outside of the region.

12 Philadelphia ranks sixth in the
13 level at which it works to compete with
14 other regions, even though among Israelis
15 it ranked third in overall
16 attractiveness.

17 So what does this mean for the
18 region and what does it need to do to
19 attract foreign companies, including
20 Israeli companies? Philadelphia needs to
21 get its message across that it is a
22 desired place to live and conduct
23 business.

24 Elected officials need to go to
25 Israel, personally meet with companies

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2 and tell them how they can benefit from
3 our competitive advantages.

4 The region needs a dedicated
5 representative in Israel and elsewhere,
6 driving home its message that Philly is
7 open for business.

8 Regional economic development
9 organizations need to coordinate their
10 resources, use social media more, and
11 share the successes of foreign companies
12 in this region.

13 We need a point-by-point
14 strategy that distinguishes Philadelphia
15 from other communities based on its
16 competitive advantages.

17 We need to attract outside
18 investment. Without that, the rest of
19 this really doesn't matter.

20 We need to retain tourists that
21 pass through Philadelphia.

22 We need to build on
23 relationships already formed by Israeli
24 companies with research institutions to
25 attract them before they go somewhere

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2 else since they already have a foothold
3 here.

4 And we need to create
5 incentives that are attractive to
6 early-stage companies that will grow into
7 the corporate leaders of tomorrow.

8 Now, this is a long list, and
9 Israel is only one of the many countries
10 that you need to address here today, but
11 identifying where there are intersecting
12 interests, prioritizing and coordinating
13 are key factors on which a successful
14 foreign direct investment initiative can
15 be built. Please know that we, the
16 Philadelphia-Israel Chamber of Commerce,
17 are eager to make Philadelphia become the
18 global leader among U.S. cities that it
19 deserves to be. We're happy to help in
20 any way, and we really thank you for
21 inviting us here today.

22 COUNCILMAN OH: Thank you very
23 much.

24 What I'm going to do to let you
25 know how this will work is, I will have

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2 the next three panelists come up that is
3 part of this six-person panel. I will
4 ask you to take seats right directly
5 behind you, because then we'll then have
6 questions with all six of you seated at
7 the table.

8 Would you call the next
9 witnesses, please.

10 THE CLERK: We have David
11 Webster, Webster Marketing International;
12 Carlos Giralt-Cabrales, Consulate of
13 Mexico; Harris Baum, Honorary Consul for
14 the Republic of Korea.

15 COUNCILMAN OH: Thank you very
16 much.

17 And so why don't we start in
18 that order, with Mr. Webster first. If
19 you please state your name and then
20 provide your testimony.

21 MR. WEBSTER: Yes. My name is
22 David Webster. Again, I'd like to thank
23 Committee Chairman David Oh,
24 Councilmembers, Senator Michael Brubaker,
25 business associates, and guests for

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2 inviting me to speak today.

3 COUNCILMAN JONES: Can you pull
4 the mic a little closer, sir.

5 MR. WEBSTER: As I mentioned,
6 my name is David Webster. My company is
7 Webster Marketing International. I've
8 been involved in international business
9 for over 30 years. I currently serve on
10 the Advisory Board of the World Trade
11 Center of Greater Philadelphia, the
12 International Visitors Council of Greater
13 Philadelphia, the Mid-Atlantic District
14 Export Council, the Philadelphia Society
15 for Promoting Agriculture, and I am the
16 past Vice President of the Jamaica Trade
17 Council of Greater Philadelphia.

18 What makes Philadelphia an
19 international city? To begin with, I
20 think we should talk about the World
21 Trade Center of Greater Philadelphia.
22 Many people are only familiar with the
23 World Trader Center buildings in New York
24 that were destroyed at 9/11. To begin
25 with, the World Trade Center of Greater

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2 Philadelphia is run by an outstanding
3 individual, Ms. Linda Collins. Before
4 joining the World Trade Center of Greater
5 Philadelphia, she was a member of the
6 Board and Vice Chair of the Export-Import
7 Bank of the United States, and prior to
8 this, Assistant Secretary of Commerce for
9 Trade and Development. Truly an honor
10 for Philadelphia to have her as the head
11 of the World Trade Center.

12 The World Trade Center brings
13 tremendous value to the region, working
14 with many international organizations and
15 country representatives in the region.
16 They recently worked with the Canadian
17 Trade Commissioner, Mr. Vince Finn, in
18 helping to organize the recent and
19 successful meeting between Canada's
20 largest energy companies and Pennsylvania
21 companies as potential suppliers to them.

22 The World Trade Center of
23 Greater Philadelphia is a member and
24 economic development organization
25 belonging to the largest private-sector

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2 international organization of the world,
3 the World Trade Center Association. This
4 powerful network includes over 300 world
5 trade centers in over 100 countries.

6 The World Trade Center of
7 Greater Philadelphia annually works with
8 over 300 to 400 local and regional
9 companies providing individual trade
10 counseling and education seminars.

11 The staff at the World Trade
12 Center of Greater Philadelphia has over
13 180 years of experience in more than 75
14 markets and speaks nine languages.
15 They're a tremendous global resource for
16 many companies in the State of
17 Pennsylvania. Just in 2012, they helped
18 the region's companies increase their
19 exports by \$170 million, and since their
20 inception, have increased export sales to
21 almost \$1 billion.

22 They also have a program within
23 the World Trade Center called
24 International Design and Engineering
25 Consortium. It comprises leading

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2 architectural, engineering, and
3 construction management services in the
4 Philadelphia area, working to provide
5 coordinated services for the
6 international community. That's a
7 tremendous program that allows companies
8 to work. Maybe some of these companies
9 individually aren't large enough, but
10 collectively they can compete with some
11 of the major international companies
12 overseas for these projects.

13 Besides the World Trade Center
14 of Greater Philadelphia, we have the
15 International Visitors Council of Greater
16 Philadelphia. Many people think this
17 program is just for tourists visiting our
18 city. It is not. It is the official
19 host for the U.S. Department of State's
20 highest exchange, an International
21 Visitors Leadership Program. It's part
22 of the unique Citizen Diplomacy Network
23 of over 95 councils in 48 states that
24 receives established emerging leaders
25 from 120 countries. Many of these

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2 leaders go on to become presidents, prime
3 ministers, and key governing officials in
4 their country. Some of the past visitors
5 include F.W. de Klerk, Hamid Karzai,
6 Willie Bront, Nicholas Sarkozy, and over
7 300 others who later became heads of
8 government.

9 We also have the Mid-Atlantic
10 District Export Council, which is an
11 advisory group working directly with our
12 U.S. Department of Commerce U.S.
13 commercial service to help find ways to
14 increase exports for the region's
15 companies for international sales.

16 In addition, we have the
17 Consular Corps of Philadelphia, over 30
18 different consulates located in
19 Philadelphia. Ghana will soon be added
20 to that list. That's a tremendous asset
21 for any city, and I think an envy for
22 many cities.

23 We have Select Greater
24 Philadelphia. We have the World Affairs
25 Council, the Mayor's Commission on

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2 Caribbean and African Immigrant Affairs,
3 the African-Caribbean Business Council.

4 We have over 20 or 30 international
5 Chambers of Commerce, including
6 France-American Chamber of Commerce,
7 Italy-American Chamber of Commerce,
8 Chilean-American Chamber of Commerce,
9 US-Guinea Chamber of Commerce,
10 US-Cameroon Chamber of Commerce, the
11 Ghana-American Chamber of Commerce, and
12 the Philadelphia-Israeli Chamber of
13 Commerce, just to name a few.

14 We're a great location,
15 Philadelphia is. In only two hours by
16 air, we cover over 50 percent of the U.S.
17 population. In six hours we can go
18 non-stop to California or Great Britain,
19 Europe, and Latin America. Just a little
20 longer we can go to the growing markets
21 in Africa.

22 We have world-class colleges
23 and universities.

24 Some of the current factors
25 affecting international business in the

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2 Philadelphia region, however, I think are
3 lack of coordinated effort to inform the
4 various international organizations of
5 programs, visits, and trade
6 opportunities; limited funding by the
7 City of Philadelphia to welcome key
8 international dignitaries and guests;
9 very few City of Philadelphia initiated
10 trade missions. There's little outreach
11 by the City of Philadelphia to work with
12 or embrace Philadelphia and regional
13 businesses. There's a lack of
14 understanding as to how Philadelphia
15 benefits from international trade; lack
16 of input in meetings with the various
17 international business community leaders;
18 virtually no local or regional press
19 coverage of any international guest or
20 programs.

21 Besides giving issues or
22 problems, I'd like to also offer some
23 solutions maybe. I think that we should,
24 through the City of Philadelphia, have an
25 international -- have all international

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2 business and commerce organizations
3 report to a City administrator, let's
4 say. It could be an intern, for
5 instance, we could use from the leading
6 universities, but to have all this
7 information given to one location and
8 then disseminated out to all the
9 different organizations.

10 I understand that funding is a
11 major concern for the City. Maybe
12 there's a way for the City to work with
13 various businesses to help offset some of
14 the costs of hosting receptions or events
15 for some of the major dignitaries and
16 international guests.

17 Even though the City of
18 Philadelphia has not sponsored very many
19 trade missions, they could work and
20 coordinate the trade missions through the
21 different International Business Councils
22 and the U.S. Department of Commerce.

23 I believe that much more effort
24 should take place between the City of
25 Philadelphia and the various business and

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2 regions to understand more as to what
3 they do, how they do export, and how the
4 City might be able to help them.

5 Many people in Philadelphia
6 just do not understand how a company
7 exporting or inputting products overseas
8 helps the City. Just to name a few, the
9 Chilean fruit that comes through the City
10 of Philadelphia provides one-third of all
11 the stevedoring jobs for the ports. Then
12 you add the fruits from South Africa, the
13 meat from Australia, the cocoa beans from
14 Africa, you can see how many jobs it
15 creates. Besides the immediate jobs of
16 unloading the vessels, you have the
17 companies involved in cold storage,
18 transportation, sales, marketing,
19 distribution.

20 It is very important for the
21 City Council and the members of City
22 government to realize just how important
23 international business is in job
24 creation.

25 There are many other

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2 recommendations. I know I'm limited on
3 time, but I thank you for your time. And
4 I believe in international business and I
5 believe the City of Philadelphia can do
6 better.

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

9 Consul General Carlos
10 Giralt-Cabrales, would you identify
11 yourself and give your testimony.

12 MR. GIRALT-CABRALES: Thank
13 you. Councilman David Oh, Senator
14 Brubaker, members of the Committee, my
15 name is Carlos Giralt. I'm the Consul of
16 Mexico in Philadelphia. I am also the
17 Vice President of the Consular Corps
18 Association of the City. It is with
19 great pleasure that I attend this hearing
20 on international trade.

21 Before I begin, I would like to
22 point out that I am a consul, but not an
23 expert on international trade, although
24 in my daily activities from time to time,
25 I have a connection with this subject.

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2 It is also clear that I have
3 some limits on the scope of issues that I
4 may address due to the nature of my
5 consular assignment. Nonetheless, I will
6 try to share with this panel a few ideas
7 on trade and commerce, and of course I
8 will focus on the connection to Mexico.

9 My first point is obvious.
10 Mexico and the United States of America
11 are very good trade partners. As a
12 result of NAFTA, in 2012, the U.S.
13 exported to Mexico 216.3 billion and
14 imported from Mexico \$277.6 billion.
15 This give us \$493 billion of combined
16 trade between our two nations.

17 But Pennsylvania is also a very
18 good partner with Mexico on matters of
19 trade and commerce. This situation
20 unfortunately is not normally a very well
21 known fact. According to our preliminary
22 data, Mexico remains as the third largest
23 export market for the state, after Canada
24 and China. In the last four years, the
25 export to Mexico has shown increasing

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2 trend, passing from 2009 from \$2 billion
3 up to \$2.8 billion in 2012.

4 Since NAFTA, and until mid
5 2012, Pennsylvania exports to Mexico have
6 increased by 302 percent. In contrast,
7 the exports to the rest of the world rose
8 only 232 percent.

9 According to the data for the
10 first semester of 2012, Pennsylvania was
11 ranked 11th as an exporter to Mexico
12 among all the United States states.

13 The group of products from
14 Pennsylvania that are most exported to
15 Mexico are chemicals, primary metal
16 manufacturing, non-electrical machinery,
17 computer and electronic products,
18 transportation equipment.

19 Although I do not have these
20 the specific information for the City of
21 Philadelphia in relation to Mexico, I am
22 sure that some of these goods were
23 produced or at least are related to
24 businesses established within the City.

25 It is clear that the economic

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2 connection between the Greater
3 Philadelphia area and Mexico exists. At
4 the same time, it's obvious that we can
5 do much better.

6 The City of Philadelphia have a
7 wide range of strong elements to support
8 its effort to reach higher levels as an
9 international hub. It is with this in
10 mind and with a constructive perspective
11 that I will dare to volunteer the
12 following ideas:

13 An element that could
14 contribute towards the goal of enhancing
15 trade and commerce could be a direct
16 flight connection with an already
17 important partner, Mexico. We may
18 remember that in the mid '90s a local
19 airline initiated flights directly to
20 Mexico City. Maybe it is time to review
21 the viability of a new direct airline
22 connection. Any efforts in this
23 direction will definitely enhance the
24 possibility of more business contact.

25 In a visit to the Philadelphia

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2 Wholesale Product Market in March of
3 2012, I was surprised by the assertion of
4 some of the distributors that around 25
5 percent of the fresh fruit that they
6 resell came from Mexico by trucks. I
7 have always wondered why we cannot have a
8 direct port-to-port connection between
9 Philadelphia and some of our facilities
10 in Mexico, in the Gulf of Mexico. Maybe
11 there is an opportunity in the long term
12 to establish a bigger and sustained flow
13 of products supported by a ship line
14 service.

15 The Commonwealth of
16 Pennsylvania has sustained a Trade
17 Representative Office in Mexico for a
18 number of years. It may be feasible to
19 enhance the level of cooperation and
20 mutual support between the state and city
21 agencies.

22 Also, being well known abroad
23 requires many factors, and it is costly.
24 I will not dare to explore in point
25 extensively due to the concern of time.

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2 In any case, I just want to mention that
3 information campaign about the highlights
4 of the City may be in order, oriented to
5 specific foreign markets, and for precise
6 products. A partnership between the City
7 and private organizations may provide the
8 framework for exploring this idea.

9 As always, where an
10 international promotional campaign is
11 launched, the goals and markets that will
12 be involved have to be very carefully
13 chosen in order not to waste valuable
14 resources. The best results may require
15 a strong cooperation among the
16 businesses, city, state, and federal
17 agencies.

18 You want to make a deal? As a
19 general rule, most probably you may need
20 to be visit your partner. So trade
21 missions could be an important and
22 effective tool to increase trade and
23 commerce, provided that the matchmaking
24 process before the trip was appropriately
25 done. In those cases, the work with

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2 local, state, and federal agencies could
3 be crucial for the development of the
4 initiative. In some instances, foreign
5 agencies, as my office, may play some
6 supportive role for the mission.

7 Keeping the City friendly is
8 also a relevant part for any
9 international endeavor. The City is
10 already a friendly place, thanks to the
11 effort of many people and institutions,
12 and especially among them, the Mayor's
13 Office and the City Council.
14 Nonetheless, any new action or any
15 initiative that may enrich the friendly
16 environment towards international
17 affairs, international business or
18 towards people from other parts of the
19 world could assist directly and
20 indirectly to make Philadelphia a more
21 appealing place. After all, tourists and
22 business people go where they feel well
23 received.

24 It is obvious that in recent
25 years the City government, together with

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2 the institution, business and cultural
3 organizations, have invested resources
4 and ingenuity in promoting Philadelphia
5 as a hub for national and international
6 events. All these efforts should
7 continue in order to advertise the
8 benefit of conducting seminars,
9 conference, meeting, sports events, and
10 businesses in Philadelphia. These may
11 also include, among many other elements,
12 the vocation for multi-lingual signs in
13 public places, transportation facilities,
14 hotels, and restaurants. Although this
15 idea may be costly, it is obvious that if
16 a city wants to become a more
17 foreign-friendly city, the mere fact that
18 they launch a campaign could catch the
19 attention of potential visitors and
20 business people.

21 Finally, trade and commerce are
22 only preserved in the long term if the
23 relationship between the partners
24 represent benefits for partners.
25 Therefore, I dare to suggest that any

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2 initiative in this matter should not
3 focus exclusively in the promotion of the
4 export side. This is equivalent to
5 mention that in matters of trade and
6 commerce, import, export, and joint
7 ventures tend to create jobs and
8 opportunities for everyone.

9 In the case of U.S. and Mexico
10 relationship, the reality has shown that
11 the two partners have seen sustained
12 growth in their exports. Both consume
13 more from the other partner, and along
14 the way both have created many new jobs.
15 And, yes, this can be done in a
16 sustainable way.

17 Thank you very much.

18 COUNCILMAN OH: Thank you very
19 much, Consul General.

20 Honorary Consul General Harris
21 Baum, would you please identify yourself
22 and provide your testimony.

23 MR. BAUM: Good afternoon. My
24 name is Harris Baum, B-A-U-M, and I'm
25 Honorary Consul for South Korean

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2 government, Republic of South Korea.

3 Senator Brubaker, thank you for taking

4 the time and being with us today,

5 Mr. Chairman and members of City Council.

6 My position as Consul General

7 for the Republic of Korea requires many

8 other tasks and responsibilities of

9 bringing to Pennsylvania Korean business

10 activities. The companies from Korea who

11 are interested in establishing a business

12 here or becoming partners with existing

13 businesses are very important to Korea

14 and I believe the State of Pennsylvania

15 and Philadelphia. We also are

16 encouraging various companies from

17 Pennsylvania to move over and seek

18 partnerships in Korea.

19 After a number of trips to

20 Korea and as a result of numerous

21 meetings with governmental officials and

22 Korean businessmen, I have determined how

23 to prevent Philadelphia from becoming an

24 international city, and these are the

25 rules that they have told me how

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2 Philadelphia can remain not an
3 international city.

4 One, refuse to fund programs
5 that will encourage governmental and
6 international visitors from seeking to
7 develop business relationships here in
8 the Philadelphia area.

9 Two, refuse to recognize the
10 impact that our educational system has
11 upon potential employers.

12 Three, refuse to recognize the
13 impact that our violent crime rate has
14 upon potential employers.

15 Four, refuse to recognize
16 competitive tax rates of other cities
17 compared to Philadelphia.

18 Five, refuse to promote our
19 ports and transportation system.

20 Six, refuse to provide
21 apprenticeship programs in fields to
22 develop an experienced workforce.

23 Seven, refuse to seek
24 partnerships with various ethnic groups
25 or associations that can reach out across

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2 the seas for business opportunities to be
3 developed in the Delaware Valley area.

4 Eight, refuse to realize the
5 importance of the Consular Corps of
6 Philadelphia and the potential role that
7 they can play in a marketing of
8 Philadelphia and developing business
9 potential.

10 Nine, refusal to recognize the
11 importance of funding or subsidizing
12 major business groups for trade missions
13 to various countries of interest.

14 Refusal to create and implement
15 a marketing program broken down into
16 various business categories to match
17 comparable similar overseas
18 organizations.

19 Refuse to create a working
20 relationship with labor unions in order
21 to seek their assistance in aiding any
22 new foreign companies creating jobs in
23 the Philadelphia and in Pennsylvania
24 area.

25 Those are the rules and

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2 regulations of not to have an
3 international city in Philadelphia.

4 Now, prior to the Free Trade
5 Act -- I don't know if you're familiar
6 with it. The Free Trade Act was passed
7 with the Korean Free Trade Act last year,
8 approved by Congress and the government
9 of Seoul. And it is a very important Act
10 I believe for Pennsylvania and the
11 government of South Korea. It will
12 create more business, more activities,
13 and this is the time that we should jump
14 aboard this particular issue and develop
15 the businesses between our two wonderful
16 countries in order to gain an economic
17 position and to make Philadelphia an
18 international city.

19 A good example is, if you walk
20 into our Philadelphia airport and you do
21 not speak the language, the English
22 language, and you want to go to the
23 bathroom, you don't know where it is. If
24 you want to get your luggage and you
25 don't know where the luggage is and

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2 there's no signs in various languages
3 other than English to get your luggage.
4 If you're looking for a taxicab, there's
5 no way that you can find a taxicab at the
6 our airport because there's no sign in
7 the various languages other than English
8 where the taxicabs is.

9 There are in various other
10 airports throughout this world -- and I
11 have traveled through most of this
12 world -- electric signs which have the
13 various language which focus in at
14 various times English, French, German,
15 whatever it is, to be able to help people
16 out.

17 This is a little idea of what
18 we have here. For instance, there is
19 various booklets which could be shown and
20 delivered by the informational booth at
21 the airports to be able to show people
22 coming into our country in various
23 languages where the various historical
24 places are in our city. We don't have
25 that. We have prepared, the Korean

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2 government has prepared, with the help of
3 the City of Philadelphia, such booklets,
4 but they are not being distributed by the
5 airport.

6 There are various things that
7 we can do to make Philadelphia an
8 international city. We have to say to
9 ourselves, do we want to become an
10 international city? And the answer is
11 yes.

12 Why? Economically it's a help
13 to our people.

14 How can we do it? The only way
15 you can do it is do the things that are
16 important to the people to increase the
17 trade. Trade missions are very
18 important. They have to be paid for by
19 the State or the City. And the trade
20 missions are important because in the
21 Asian view, business is not done by
22 Skype. Business is not done by
23 television. Business is not done
24 advertising. Business is done one by
25 one, face by face. And if we send

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2 entrepreneurial business people out to
3 these various countries to be there one
4 to one, have a relationship developing,
5 we will get business in the City of
6 Philadelphia, and we will then become an
7 international city.

8 Let's stop talking about it.

9 Let's get it moving. Let's put the money
10 where it is, money where the mouth is,
11 and, that is, get these trade missions
12 moving into the various countries to get
13 this country to understand that we are an
14 international city.

15 Thank you.

16 COUNCILMAN OH: Thank you very
17 much, Mr. Baum.

18 At this time, I will, although
19 a little awkward, ask everyone to come
20 up, just bring those chairs right up
21 there.

22 And I will note that Councilman
23 Dennis O'Brien, former Speaker of the
24 Pennsylvania House, has joined us, and
25 he's seated to my left. And the first

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2 question will be asked by Councilman
3 Curtis Jones, Jr.

4 COUNCILMAN JONES: Thank you,
5 Mr. Chairman, and again for you and
6 Senator Brubaker's moving this issue
7 forward for Philadelphia.

8 I want to say that I agree that
9 business is not done fax to fax. It's
10 done face to face. And there's a thing
11 called prensi (ph), I think it's called,
12 in China where they want to develop a
13 relationship with you before they begin
14 to do business.

15 I want to say to you,
16 Mr. Cooke, your father, I had the
17 privilege of knowing him and he was a
18 great Philadelphian. I knew him from the
19 Greater Philadelphia Partnership, where
20 he promoted Philadelphia, and it's good
21 to see that you've taken on that cause.

22 I had an opportunity to travel
23 on behalf of the City of Philadelphia to
24 China, to South Korea, to Amman, Jordan
25 and close to Israel, not in Israel but

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2 close to it, and on behalf of the City of
3 Philadelphia, had to negotiate through
4 interpreters power plants for provinces
5 in China where they value Philadelphia
6 and United States technology and steel.
7 And what I noticed -- and I wanted to get
8 this from the entire panel. Do you
9 believe that we as a nation and us as a
10 region don't tend to aggressively push
11 Philadelphia and its products and
12 entrepreneurs as other countries do
13 globally? And that's a general
14 open-ended question.

15 MR. WEBSTER: The Mayor just
16 came back from China recently, and I
17 don't know if you saw his report or if
18 you saw any photographs there, but the
19 Chinese people treated him literally like
20 a king. They had banquets in his honor.
21 They had ceremonial gifts. They had many
22 things that I think he was very impressed
23 with. Yet a week doesn't go by in the
24 City of Philadelphia that we don't have a
25 governor -- I mean, I'm sorry, a mayor, a

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2 governor, an ambassador, a minister, and
3 sometimes head of state, and rarely, very
4 rarely, do we see City Council there,
5 outside of Mrs. Blackwell, Mr. Oh, and
6 maybe a couple other people. And many
7 times when we have dignitaries come to
8 the City of Philadelphia it's like
9 pulling teeth to get anyone to give them
10 a presentation or something.

11 I understand that the City is
12 under budget constraints, but I believe
13 that they can collaborate with businesses
14 to help offer something more than a
15 five-minute meeting. And I can tell you
16 from experience that that's the
17 impression that these people get of the
18 City, is how they're treated when they go
19 visit that city and --

20 COUNCILMAN JONES: So do I take
21 that as a yes?

22 MR. WEBSTER: Yes.

23 MR. BAUM: Can I add to that?
24 May I interrupt for a second? In that
25 regard, relative to the City's many times

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2 failure to be present when we have
3 various meetings, approximately two years
4 ago we had 18 mayors come in from South
5 Korea, and I spoke in my broken Korean
6 language to them at one of the
7 restaurants and the City did not have the
8 money to pay for these 18 people to have
9 dinner. My firm kicked in and we paid
10 for the dinner. And after dinner, I
11 asked the representative who was there,
12 who really didn't know too much about
13 what was going on, from the City, I said,
14 Where are you taking them from here?
15 They were staying at the Sheraton in
16 Society Hill.

17 He says, We're taking them back
18 to the hotel.

19 I said, We have a Korean
20 Memorial here in Society Hill, which is a
21 wonderful memorial. I said, Do you mind
22 if I take them over there?

23 He says, I never heard of the
24 Society -- that Memorial in Society Hill.

25 I said, Well, I'm taking them

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2 over there.

3 We went over there, and we held
4 hands and we said a prayer for the
5 Americans who were killed over in Korea
6 to make that country a democratic country
7 and a free country, and there were tears
8 in everybody's eyes. But I say to
9 myself, why doesn't the City get more
10 involved in this type of situation? It's
11 so important to our people, to our
12 representatives to be there, to take part
13 of this, to show that they are interested
14 in doing something for the City of
15 Philadelphia. And that's what the
16 problem is.

17 COUNCILMAN JONES: In another
18 lifetime, I again represented the City,
19 and so Imjemsey Traylor (ph) -- you may
20 not know him -- First Deputy Director of
21 Commerce, took us, two delegations, to
22 Korea. We met with 50 companies easy,
23 and they were very industrious and very
24 aggressive about business meetings going
25 late into the night. China was another

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2 place. They had no problem having a
3 business meeting 2:00 in the morning. I
4 was not used to that, quite frankly. But
5 it was a big investment. Some of that
6 travel partnership came from private
7 sponsorship, but it resulted only in one
8 company, just one, coming to the City of
9 Philadelphia. But I would say for the
10 record that that company is Rotem,
11 manufactures railcars, which has hundreds
12 of employees that contributes thousands,
13 if not millions, to the tax rolls over
14 its existence. So it was an investment
15 worthwhile, and I'm again emphasizing I'm
16 glad that Councilman Oh --

17 MR. BAUM: When you go fishing,
18 sometimes it takes a while to wait for
19 that fish to bite. I was recently
20 invited by the Port Authority to the port
21 when 170,000 Hyundais were coming into
22 Philadelphia. That meant so much
23 employment from City of Philadelphia, not
24 only taking the cars off the ship but
25 moving them over to where they were

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2 housed, cleaning the cars and moving them
3 over throughout the United States.

4 It takes time, it takes
5 patience, but it takes money. It takes
6 investment.

7 COUNCILMAN JONES: The only
8 other comment I would have is that it's
9 important that we have different regions,
10 Israel, China, Korea, represented. It is
11 also important not to recognize -- that
12 we should recognize the continent of
13 Africa as an opportunity, because in my
14 travels, each of the countries that I
15 went to, China had an aggressive office
16 of exporting their materials. No matter
17 where I went, there was an office
18 represented from China pushing
19 manufactured products from China, and we
20 need to take a lesson from that.

21 And so I'm hoping that one of
22 the deliverables, I think you mentioned,
23 was that we learn from this and actually
24 invest a little bit in a traveling squad
25 of representatives, some from the public,

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2 some from the private sector to put forth
3 the best foot, if you would, for
4 Philadelphia. So I'm looking to hear
5 comments from that.

6 COUNCILMAN OH: I'm going to
7 interrupt for one second just to say that
8 we have a lot of important people whose
9 time -- we're very thankful they've come
10 here. I know they're pressed for time.
11 I also mentioned we may have to
12 interrupt, as it appears we will at some
13 point in time, on something that does
14 have to do with things international.

15 So what I'd like to say is,
16 we'll have a comment from Ms. Buchwald
17 and then from Mr. Cooke, and then I'll
18 ask the panel for any additional
19 questions. We'll try to wrap that up to
20 bring our next panel on board.

21 MS. BUCHWALD: I'll be brief.

22 We talked a little bit about
23 trade missions, and what I would really
24 encourage elected officials to do when
25 they go on trade missions is to pick

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2 their partners wisely. There's a
3 tremendous amount of talent in this room
4 and beyond throughout the City of
5 Philadelphia, and in order for a trade
6 mission to be successful, the prospects
7 with whom you meet need to be the right
8 people. I think that all of the
9 organizations that are involved in
10 international business development can
11 help to create the kinds of missions that
12 will yield some success.

13 I also want to add that it's
14 not always a cause-and-effect
15 relationship, that relationships are
16 built, companies can come here, do
17 business here. It may not be always the
18 company that you meet with, but it
19 doesn't mean that there was no impact
20 from the company with which you met. So
21 it's also question of how you quantify
22 the results that you get or how you
23 measure the results that you get. And
24 you may pitch a company in Dubai and you
25 may find that a different company from

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2 Dubai comes to Philadelphia as a result
3 of the pitch that you made to somebody
4 else. So it's important to keep in mind
5 when you're trying to establish your
6 metrics for success in international
7 business development.

8 COUNCILMAN OH: Thank you.

9 MR. COOKE: Thank you. And I
10 just wanted to -- Rotem was a huge
11 success. I think this Council meeting is
12 itself important. Not a Chinese -- I had
13 the great honor to be with Mayor Nutter
14 in China. Every Chinese understood what
15 that meant about the interest of
16 Philadelphia in engaging with them. We
17 need to encourage our own citizens in
18 Philadelphia to understand how important
19 this is.

20 Resources are important. My
21 organization needs resources, but the
22 most important thing is understanding the
23 way the world is working and showing that
24 we care to engage.

25 The Chinese have an expression:

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2 Culture sets the stage; economics sings
3 the song. We now have the Philadelphia
4 Orchestra acting as a cultural ambassador
5 for Philadelphia regional companies in
6 China. That's extremely important. We
7 have high school students from China who
8 can go on to our colleges, they can found
9 businesses after they graduate, and they
10 can become employers in this region. We
11 just need to show them that we recognize
12 their value. It's as much a matter of
13 mindset and will as it is a question of
14 resources.

15 COUNCILMAN OH: Thank you very
16 much. We can be in touch with you for
17 further comment, for other interaction.
18 And I will ask the panelists if they have
19 any additional comments.

20 Senator Brubaker.

21 SENATOR BRUBAKER: I realize
22 we're way over time, so I'll ask each of
23 the panelists to offer a one- or two-word
24 answer.

25 In reviewing your 60 pages of

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2 collective testimony, we keep focusing on
3 key objectives. So if you could share,
4 if you have an answer to this, what's the
5 one or two -- what's the one, if you have
6 to identify one, key barrier that's
7 currently in place for either trade
8 and/or investment today?

9 COUNCILMAN OH: Why don't we go
10 your left to right.

11 MR. SCULLIN: I think the key
12 barrier is, we don't have a strategy, and
13 hopefully that will develop out of these
14 hearings, and then you need to implement
15 that strategy. There has to be a
16 willingness also.

17 MR. COOKE: Existing
18 organizations in government, business,
19 and the non-profit sector have to partner
20 together in new ways to take advantage of
21 new opportunities.

22 MR. WEBSTER: It's
23 communication. As I said, we have so
24 many international organizations here in
25 Philadelphia, but yet everyone is doing

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2 their own thing, and rarely do they all
3 work together. And as I said earlier, if
4 there was some way that all this
5 information about international guests or
6 programs could be given to someone in the
7 City and then that goes out to all of the
8 organizations, I think that would give us
9 a tremendous amount of more exposure.

10 MR. GIRALT-CABRALES: I think
11 that you need to know better your
12 partners, and in particular in the case
13 of Mexico, you need to know better your
14 neighbor. Your neighbor is buying a lot
15 of things from you. You are selling a
16 lot of things to your neighbors, and we
17 don't always know about these tremendous
18 dynamics, economic dynamics, that exist
19 between Mexico and the State of
20 Pennsylvania. We can do better, but it's
21 also a matter of knowing us better.

22 COUNCILMAN OH: Thank you.

23 MR. BAUM: I think, briefly, it
24 is a mindset of our representatives.
25 It's important for them to be able to

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2 understand what additional trade can be
3 to the Philadelphia and to the State of
4 Pennsylvania. We are so busy with so
5 many other things such as crime, such as
6 taxation, such as real estate valuations,
7 things of that nature, that sometimes we
8 miss the mark, not realizing how
9 important it is economically what it can
10 do to our community.

11 The only other way that
12 Philadelphia can become an international
13 city is to succeed from the union and
14 become its own country, and that may be
15 the only way it becomes an international
16 nation. That doesn't make sense. We
17 need help, and we have to have that
18 mindset reset.

19 MS. BUCHWALD: I concur that
20 the coordination of resources and
21 networks is key, but I don't think we can
22 ignore the need for both investment
23 opportunities for foreign countries and
24 favorable incentives for the companies
25 that we want to attract.

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2 COUNCILMAN OH: Thank you very
3 much. I appreciate all of you being
4 here, and I'll ask the Clerk to call the
5 next panel.

6 THE CLERK: I would like to
7 invite our next panel to the front. We
8 have David Yoxthimer, Penn State
9 Marcellus Center for Outreach and
10 Research; Steve Forde, Marcellus Shale
11 Coalition; Philip Rinaldi, Philadelphia
12 Energy Solutions; Mitchell Bormack, TRC
13 Engineering Services; Kyle Isakower,
14 American Petroleum Institute.

15 COUNCILMAN OH: Well, I did say
16 we may interrupt. And are we
17 interrupting right now?

18 Okay. So what I'll do is, I
19 will ask the camera crew to come in here,
20 and we'll go off the record at this point
21 in time. We'll recess for about five
22 minutes.

23 (Short recess.)

24 COUNCILMAN OH: Thank you very
25 much for your patience. I know how

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2 important your time is, so we're going to
3 resume our hearing as they take that
4 interview outside.

5 I will ask our panelists -- or
6 actually our Committee to return. I
7 certainly want to give the Committee
8 members every opportunity to exchange
9 cards. Certainly it is an exciting
10 proposition that I hope will return well
11 for us here in Philadelphia.

12 Just so you know, yes, we are
13 working on a skateboarding event. Yes,
14 that's important too.

15 So I'm rejoined by Senator
16 Michael Brubaker, and I believe we will
17 be joined shortly by Councilman Curtis
18 Jones, Jr. and Dennis O'Brien, but we
19 don't want to hold you up any longer.
20 And I will once again say for anyone who
21 wasn't here, this hearing is being
22 televised. It is being recorded. It is
23 being transcribed. This basically
24 deposition is very important for us. It
25 forms the basis of any regulations that

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2 we will come up with, any legislation
3 that we will introduce.

4 So at this time, I will ask you
5 to please state your name, moving left to
6 right, with the three members of the
7 panel that are seated. We'll then have
8 the next two panelists come up, identify
9 themselves, give their testimony, and
10 then we'll have questions for the
11 panelists, all five of you.

12 Thank you very much.

13 MR. YOXTHEIMER: Good
14 afternoon. My name is Dave Yoxtheimer.
15 I'm a hydrogeologist.

16 COUNCILMAN OH: Let me make
17 sure that our microphone is working and
18 our recording devices are on.

19 Could we try that microphone
20 again.

21 MR. YOXTHEIMER: Hello.
22 Testing.

23 COUNCILMAN OH: There we go.
24 Thank you.

25 MR. YOXTHEIMER: Good

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2 afternoon, Councilman Oh, Senator

3 Brubaker. It's a pleasure to be here. I

4 appreciate the opportunity to provide

5 some testimony. Again, my name is Dave

6 Yoxtheimer. I'm a hydrogeologist and

7 extension associate with the Pennsylvania

8 State University's Marcellus Center for

9 Outreach and Research, and I want to

10 discuss the potential natural gas

11 development opportunities and what they

12 mean for not only the Commonwealth but

13 specifically for Philadelphia.

14 Pennsylvania has been witness

15 to significant natural gas developments,

16 specifically with respect to the

17 Marcellus shale over the last five years.

18 We currently have approximately 6,500

19 Marcellus wells in Pennsylvania, with

20 about 3,500 of them producing natural

21 gas. In 2012, collectively, those wells

22 have produced approximately two trillion

23 cubic feet of natural gas, which

24 represents approximately 10 percent of

25 our nation's annual demand.

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2 During the last several years,
3 the Pennsylvania Department of
4 Environmental Protection and the
5 Susquehanna River Basin Commission have
6 worked diligently to craft new rules and
7 regulations to ensure this industry is
8 adequately regulated to be protective of
9 our environment and our water resources.

10 The Marcellus shale is
11 estimated to contain nearly 500 trillion
12 cubic feet of recoverable natural gas,
13 which represents more than a 20-year
14 domestic supply for the entire United
15 States.

16 Currently, there are nearly
17 50,000 jobs tied directly to the
18 Marcellus shale within Pennsylvania and
19 another 200,000 jobs which are indirectly
20 or partially supported by the industry.

21 During 2012, the Marcellus
22 shale became the most productive shale
23 play in the United States, and basically
24 because of that, it has reduced our
25 energy costs significantly. In fact,

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2 Pennsylvania became a net exporter of gas
3 over the last year rather than having to
4 import our natural gas.

5 This low-cost natural gas is
6 being used to produce electricity and
7 heating our homes and saved approximately
8 \$250 million in energy costs in
9 Pennsylvania just during the last year,
10 which represents nearly a \$600 savings in
11 heating and power bills for individual
12 households.

13 Wholesale electricity costs in
14 the Northeastern U.S. were approximately
15 40 percent lower in 2012 as compared to
16 2008. This represents significant
17 savings for commercial enterprises as
18 well.

19 In 2012, carbon dioxide
20 emissions associated with power
21 generation in the U.S. were at a 20-year
22 low due at least in part due to the
23 displacement of coal with use of natural
24 gas for power generation.

25 So with that as a backdrop, it

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2 is quite apparent that natural gas can
3 potentially have significant benefits
4 both economically and environmentally,
5 but only if this resource is properly
6 harvested with environmental protection
7 and thoughtfully harnessed for a variety
8 of beneficial uses.

9 So how can the development of
10 shale energy occurring 200 miles north
11 and west of Philadelphia provide tangible
12 economic benefits to the City? Simply
13 put, affordable energy and abundant raw
14 materials attract investment in
15 manufacturing, not only domestically but
16 also globally. This can be especially
17 true when low-cost energy is combined
18 with robust infrastructure such as deep
19 water ports and railways, along with
20 world-class universities, a ready
21 workforce, and unique cultural
22 opportunities, all of which Philadelphia
23 clearly offers.

24 Shale energy development and
25 production impacts are already occurring

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2 in Philadelphia. The Mariner East
3 project is allowing the rebirth of the
4 Marcus Hook refinery to process Marcellus
5 shale ethane and propane for shipment,
6 which will provide new construction and
7 traffic through the Delaware River port.
8 This project will require approximately
9 \$200 million in investment, 450 people
10 for construction, and create 100
11 permanent jobs. The propane and butane
12 will be shipped to Europe and other
13 countries, which is already occurring on
14 some level, for use in petrochemical
15 manufacturing, again, showing the global
16 reach that this resource can have from
17 Philadelphia.

18 Another example is the
19 Philadelphia refinery, which you'll hear
20 more about I'm sure here in a minute,
21 which is the oldest continuously
22 operating petroleum facility in the world
23 and the largest on the East Coast,
24 producing approximately 330,000 barrels
25 of crude oil into fuels on a daily basis.

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2 This facility will continue to employ
3 approximately 900 people.

4 These are just a couple of the
5 concrete examples that exemplify the
6 possibilities to attract international
7 investment in industries and businesses
8 to Philadelphia. One needs to look no
9 further than Shell Chemical's proposed
10 multi-billion-dollar ethane cracker in
11 Western Pennsylvania to begin to imagine
12 the global investment opportunities for
13 Pennsylvania and specifically for
14 Philadelphia. The upstream development
15 and production of gas, even though that's
16 occurring in Northern and Western
17 Pennsylvania, has been demonstrated to
18 create jobs in those parts of the
19 country, but now Philadelphia can benefit
20 on the downstream side with this abundant
21 low-cost and cleaner burning source of
22 energy.

23 So while maintaining refinery
24 operations for both regional use and
25 international exports will be good for

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2 Philadelphia, attracting more
3 international investment to Philadelphia
4 will be even better. The top industrial
5 uses for natural gas include
6 manufacturing petrochemicals,
7 fertilizers, steel, glass, brick, and
8 ceramics to name a few. These are
9 industries that have been well
10 represented with international investment
11 in the U.S. and, therefore, Philadelphia
12 should be no exception.

13 However, beyond these
14 traditional manufacturing facilities,
15 international investment in Philadelphia
16 for a variety of high-tech industries
17 will now be attractive now and in the
18 future. Philadelphia's energy-efficient
19 building hub facility or redevelopment of
20 underutilized industrial facilities
21 provide unique opportunities for global
22 international businesses to locate here.
23 Philadelphia is well poised for global
24 market growth given its close proximity
25 to abundant energy resources, the import

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2 and export capacity of the Delaware River
3 port, a ready workforce, all of which are
4 building blocks toward a bright future.

5 I thank you very much for the
6 opportunity for me to provide this
7 information to you.

8 COUNCILMAN OH: Thank you very
9 much.

10 Is it Steve Forde?

11 MR. FORDE: Yes.

12 COUNCILMAN OH: Would you
13 please identify yourself and provide your
14 testimony.

15 MR. FORDE: Absolutely. Thank
16 you. Steve Ford.

17 Councilman Oh, Senator
18 Brubaker, Councilman Jones and O'Brien,
19 my name is Steve Forde, Vice President of
20 Policy and Communication with the
21 Marcellus Shale Coalition. Our
22 organization is comprised of
23 approximately 300 member companies, each
24 with the same focus, promoting the safe
25 production of natural gas in the

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2 Commonwealth and throughout our region,
3 while maximizing the economic,
4 environmental, and energy security
5 benefits of this clean-burning and
6 versatile resource. We represent
7 exploration, production, midstream, and
8 local distribution companies, along with
9 a dynamic supply chain comprised of
10 environmental consulting, water
11 management, engineering, and
12 manufacturing firms, among others. One
13 of our dozens of Southeastern
14 Pennsylvania member companies, TRC
15 Solutions, is represented on today's
16 panel as well.

17 Philadelphia is in a unique
18 position. While true that neither the
19 Marcellus nor Utica shale formations
20 underlie Southeastern Pennsylvania, it is
21 also true that Greater Philadelphia is at
22 the doorstep of one of the most important
23 natural gas plays in the world, and the
24 economic opportunities that exist because
25 of it are abundant.

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2 The clearest initial
3 beneficiaries in Southeastern
4 Pennsylvania of responsible natural gas
5 development have been consumers. For
6 example, the region's largest natural gas
7 utilities averaged a 41.25 percent cut in
8 rates for consumers from 2008 to 2011,
9 equating to nearly \$3,200 in average
10 savings per customer during that period.
11 Those are real savings for families and
12 for businesses. State and local
13 governments also are experiencing higher
14 revenues, directly attributable to our
15 industry, from more tax dollars to impact
16 fee payments that yielded more than \$1
17 million to Philadelphia alone, without a
18 single well drilled anywhere near the
19 City limits.

20 Other economic beneficiaries,
21 of course, are men and women who can
22 attribute their jobs to the work of our
23 industry. According to the state's
24 Department of Labor and Industry, more
25 than 240,000 Pennsylvanians are employed

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2 in an occupation connected to the natural
3 gas development in some way. With
4 sustained development of natural gas in
5 the Commonwealth, that number should
6 remain strong for years to come,
7 including here in Greater Philadelphia as
8 more economic opportunities are maximized
9 in the supply chain and downstream
10 industry through exports and in
11 manufacturing.

12 As you know, Philadelphia's
13 access to key waterways and markets has
14 long positioned Southeastern Pennsylvania
15 as a powerful economic engine.
16 Philadelphia's piers and the region's
17 economic have long been sustained by
18 energy resources, and the natural gas
19 play is poised to play an even greater
20 role. Consider Philadelphia's refinery
21 sites. They're experiencing new life
22 that few could have predicted just a few
23 years ago, buoyed by abundant supplies of
24 oil and natural gas, a fundamental
25 building block for a strong manufacturing

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2 sector. Various acquisitions and
3 investments are further proof of the
4 undeniably positive impact that shale gas
5 development continues to have on Greater
6 Philadelphia's economy. Indeed, despite
7 the current economic difficulties, the
8 long-term regional outlook is shifting
9 and for the better.

10 Civic and City leaders have the
11 unique ability to position Philadelphia
12 to take full advantage of these
13 opportunities. We're already seeing some
14 signs of progress on this front. The
15 Community College of Philadelphia, for
16 example, has launched its Energy Training
17 Center to prepare students in the region
18 for careers in our growing industry, and
19 other academic institutions at all levels
20 have indicated an interest in doing the
21 same. And business leaders in the region
22 are stepping up as well, with the civic
23 conversation turning from one focused on
24 whether Philadelphia can benefit from
25 natural gas development to one focused on

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2 how the region may best take advantage of
3 this historic opportunity.

4 As an industry, we too share
5 the responsibility for conducting honest
6 public education and outreach to key
7 constituencies across the five-county
8 region. To that end, we are in the midst
9 of a Learn About Shale community
10 conversation on natural gas, through
11 which we are seeking and answering
12 questions of men and women throughout
13 Greater Philadelphia. Literally hundreds
14 of questions have been asked through the
15 web hub of this conversation,
16 www.learnaboutshale.org, ranging from
17 questions on environmental protections to
18 economic opportunities to government
19 regulations. We are committed to
20 answering each straightforwardly and with
21 facts.

22 Indeed, water quality has
23 consistently been a priority here in
24 Philadelphia, just as it has across the
25 Commonwealth and nation. It is important

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2 to remember that through the many
3 applicable regulations and water
4 management plans required of our members,
5 we are tightly regulated under the law.
6 Whereas no drilling is currently
7 happening in the Delaware River basin due
8 to the DRBC's delays in issuing
9 regulations, if that development were to
10 take place in the near or distant future,
11 it too would be tightly regulated and
12 transparent.

13 We take seriously this
14 responsibility to communicate with
15 residents of this region with the
16 transparency and openness that they
17 expect and deserve, and I look forward to
18 doing the same with you this afternoon as
19 we examine the economic opportunities
20 presented to this region by clean and
21 abundant natural gas.

22 Thank you again to Chairman Oh,
23 Senator Brubaker, Councilman Jones and
24 O'Brien for the invitation to join you
25 today.

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2 COUNCILMAN OH: Thank you very
3 much, Mr. Forde.

4 Philip Rinaldi, would you
5 please identify yourself and provide your
6 testimony.

7 MR. RINALDI: Yes. Thank you.
8 My name is Philip Rinaldi. I'm the Chief
9 Executive Officer of Philadelphia Energy
10 Solutions and I'm Chairman of the Board
11 of Overseers of New Jersey Institute of
12 Technology. And I raise the university
13 connection for a reason that I hope will
14 become apparent in a moment or two.

15 Councilman Oh, Senator
16 Brubaker, thank you very much for two
17 things. First, thank you for the help
18 that the City of Philadelphia gave that
19 enabled Philadelphia Energy Solutions to
20 come to fruition, and thank you very much
21 for the privilege here of having the
22 opportunity to try to help my newly
23 adopted home in Philadelphia.

24 I have a couple of things that
25 I want to stay focused on for this

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2 testimony. My experience has been that
3 if you ask for too many things, it gets
4 lost. So I'm going to try to stay
5 focused a little bit in here.

6 When I was young, it was a
7 conventional wisdom phrase that said
8 what's good for General Motors is good
9 for America. Sometimes that phrase was
10 used in a little bit of a sardonic way,
11 but I think times have shown that there
12 was an awful lot of validity to that,
13 that things that took out some
14 underpinnings from General Motors really
15 caused some of the melees that have
16 afflicted this country.

17 I'd like to say today that I
18 think what's good for Philadelphia Energy
19 Solutions is good for the City of
20 Philadelphia, and that's what I'm going
21 to try to stay focused on here.

22 We had the privilege of helping
23 to save a really precious asset with
24 precious, high-quality jobs in
25 Philadelphia Energy Solutions. These two

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2 oil refineries, the Point Breeze and
3 Girard Point oil refineries, that
4 together comprise the Philadelphia Energy
5 Solutions refining complex here employs
6 now 960 people. Of those 960 people,
7 more than 250 are really very high
8 technology people. They're degreed
9 engineers, chemical engineers, mechanical
10 engineers, electrical engineers. And
11 while it's easy to think about oil
12 refining as old-school technology, I
13 assure you it's very, very high tech.
14 The level of computer sophistication to
15 operate these facilities is there with
16 anything. It is not as much fun as a
17 video game, but it's every bit as
18 impressive. And part of what we need in
19 Philadelphia is to have an attraction
20 that will expand that talent pool that
21 wants to come and work for a company like
22 ours.

23 I'm really pleased to say that
24 universities here have reached out to us
25 already. The University of Pennsylvania

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2 and Wharton, Drexel, Temple have all had
3 programs in association with Philadelphia
4 Energy Solutions to help kind of promote
5 what we're doing, to understand better,
6 to find things to outreach and help make
7 it better. And that's a terrific start.

8 That's local, but how do you
9 attract people we do need to be able to
10 attract from outside the kind of natural
11 area if there's going to be any kind of
12 vitality, if there's going to be any kind
13 of diversity of opinion to allow it to
14 grow? And one of the issues that has
15 happened here is that when people who are
16 from farther afield than Philadelphia
17 think about Philadelphia, they think
18 about a place with a deteriorating
19 economy. They think about a place where
20 people have been laid off, where economic
21 times are difficult, and try to convert
22 that to see the same vibrancy that we see
23 in Philadelphia Energy Solutions is I
24 think an extremely important role for the
25 City and the City Council to do, the

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2 promotion of Philadelphia as a new
3 vitality.

4 So when we look at what we're
5 doing in Philadelphia Energy Solutions,
6 we are in the middle at the Girard Point
7 refinery today. We're in the midst of
8 the six-week turnaround. It's an intense
9 period of time, where we're investing at
10 the moment \$125 million in improvements
11 and betterments to make these assets even
12 more effective and efficient.

13 In addition to the 960
14 employees permanently on the staff, there
15 are 1,400 additional contractors in the
16 facility right now. We are -- by the end
17 of this year, we will have completed our
18 high-speed rail unloading project, and
19 that will create an additional
20 80-some-odd jobs in this facility.

21 What is the key? We're all
22 about growth. The assets that we saw
23 here were the access to the Marcellus
24 shale gas and a place to valorize that
25 gas and a place to kind of grow this

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2 refining and energy business. What we
3 need is speed. We're going to be
4 building things. And this is really the
5 ask that I have, is that the City Council
6 do what it can to help the regulatory
7 apparatus be true to its mission, but be
8 progressive in allowing things to happen
9 in realtime. Because as all football
10 fans know, the Redskins came out of
11 nowhere because of RG3. Speed is the
12 key, and we need speed.

13 Thank you very much.

14 COUNCILMAN OH: Thank you very
15 much.

16 I would ask the next two
17 members to come up. I'd ask the three
18 members to take a seat to the back, and
19 then we'll have all five members
20 available to answer questions.

21 So why don't we start with
22 Mitchell Bormack. Please identify
23 yourself and then provide your testimony.

24 MR. BORMACK: Sure. Senator
25 Brubaker, Councilman Oh, my name is

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2 Mitchell Bormack. I'm a lifelong
3 Philadelphian and I am Vice President of
4 TRC in business development and client
5 service management, and we are an
6 international consulting, engineering,
7 and construction management firm that
8 focuses on environmental infrastructure
9 and energy projects. We have a really
10 deep focus on energy projects, all forms,
11 electric power generation, transmission,
12 distribution, to oil and natural gas
13 production, transmission, and
14 distribution, and downstream businesses
15 such as refining and liquefied natural
16 gas and other types of processing and
17 manufacturing.

18 We have about 3,000 employees
19 in 85 offices, but we're here in
20 Philadelphia as well. We have seven
21 offices in Pennsylvania, five in New
22 Jersey, 500 people sort of surrounding.

23 As a lifelong Philadelphian, I
24 just take a great interest in seeing the
25 City and region position itself to take

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2 advantage of amazing opportunities that
3 have unfolded in the last five-plus years
4 in the energy sector, but it's my role at
5 TRC where I can testify that we were one
6 of the lucky ones with such an intense
7 focus on energy in an otherwise pretty
8 difficult economic climate. We expanded
9 and did really well. I opened an office
10 in 2008 in the worst economic times of
11 our life, and we've grown.

12 And, you know, our role in
13 helping companies plan and permit and
14 license and design and build and operate
15 facilities, we gain a really good
16 appreciation of their business decisions
17 as to why they would want to expand, why
18 they would want to locate a facility say
19 in Philadelphia versus somewhere else.
20 So that's sort of the basis of my
21 testimony. And what I'd like to do is
22 provide a little bit of breadth of
23 opportunities that I see. We can't get
24 too deep into any one of them, but then
25 suggest that maybe we have future

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2 opportunities to discuss it and mine down
3 into it in perhaps a working group.

4 I think other people have
5 already -- other panelists here have
6 shown that Philadelphia is strategically
7 logistically well positioned in the
8 downstream market. I don't need to go
9 too much further on that. My testimony
10 in written form will talk more about
11 that. Also, the changing energy
12 landscape has already been sort of talked
13 about. Basically because of the ability
14 to extract natural gas from the Marcellus
15 shale region and other regions and oils
16 and natural gas liquids as well in the
17 country, we now have a relatively stable
18 and inexpensive source of feedstock to
19 increase our manufacturing base, and that
20 is projected to stay that way, stable and
21 relatively inexpensive, for the
22 foreseeable future, and that's really
23 important for financing of anything.

24 And just a little bit more. In
25 2012, the U.S. produced six billion

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2 barrels of crude oil. It's the most
3 they've done since 1998. It's the
4 biggest uptick ever in history from year
5 to year.

6 And as far as natural gas
7 liquids, others have said that those
8 distillates, ethane, butane, propane,
9 they're the building blocks of chemistry.
10 And so with the right access of reliable
11 supply, opportunities will abound. It
12 turns out that natural gas liquid
13 production costs in the U.S. and Canada
14 are the lowest in the world. So that
15 affords a proposition where we can even
16 export in times of lower demand here. So
17 that's really important.

18 Analysts are projecting by 2020
19 a 40 percent increase in natural gas
20 liquid production and an increased focus
21 on export. A lot of business plans are
22 showing 50 percent export in some of
23 these companies' business plans. So
24 that's really important. And you've seen
25 Braskem come in and take over a facility

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2 down at Sunoco-Marcus Hook. So these are
3 international companies who recognize
4 this.

5 So what opportunities do we see
6 for Philadelphia? Liquefied natural gas
7 export is one of the things that
8 everybody talks about. Given the low
9 price of natural gas in the U.S. relative
10 to the rest of the world and even though
11 there's high variations in the rest of
12 the world, along with the fact that we've
13 got an oversupply of gas here and
14 tremendous demand in places like Japan
15 and India, I mean, it's a tremendous
16 potential opportunity. These facilities
17 take on average four years to permit and
18 build and are typically built to operate
19 20 years.

20 The average cost of a train --
21 and they're usually built in multiple
22 trains -- is just under a half billion
23 dollars. And here in Philadelphia, we've
24 got existing infrastructure to work with,
25 so it could be a little bit less.

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2 Just to give you an example of
3 LNG opportunity, the one facility that's
4 been permitted by FERC and has approval
5 to actually go export by DOE, they're
6 saying it will be 3,000 jobs created and
7 sustained -- just for the design,
8 engineering, and construction of the
9 project. It will be a billion dollars in
10 wages, and the facility storage --
11 eventually there'll be 120 long-term
12 jobs. This is just one project. And
13 through some confidential discussions
14 that we've had, we know there's really
15 keen interest in Philadelphia as a
16 location to export LNG from. There's
17 competition. There's permitting issues,
18 but those are things that everyone can
19 get together and rally around.

20 Since I don't have a lot of
21 time, I'll just tick through the other
22 opportunities, and we can talk about them
23 in-depth at any other time.

24 Repurposing refineries has
25 already been talked about. The potential

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2 to invest with natural gas producers and
3 incur savings in our rates around here is
4 a possibility. There's the rail
5 transport of crude and fuel oil terminals
6 that can be built here and have that
7 whole distribution network, and that's
8 already starting to happen. Gas to
9 liquid is another billion-dollar type
10 investment. And, interesting, it doesn't
11 have any legislative holdbacks like crude
12 oil does. So you can get it out. It's
13 probably considered a domestic market,
14 but you can export it, and there are
15 great markets for it.

16 And natural gas liquids has
17 been talked about before. It's probably
18 the most interesting, because you can
19 generate an entire petrochemical industry
20 around the feedstock of natural gas
21 liquids if we can just get them here.

22 So I'll just sum up. If
23 there's a pipeline project that's going
24 to bring feedstock, we should try and
25 embrace it. As a downstream participant

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2 in the oil, natural gas, and natural gas
3 liquid market, we will only benefit if
4 the supplies of these commodities get
5 here reliably, safely, and inexpensively
6 as possible. In order to take advantage
7 of all these opportunities that I just
8 ticked off and our logistically
9 downstream position, additional midstream
10 capacity of pipes is going to need to be
11 built. We're going to need to support
12 that to bring feedstock to market. And
13 if there is interest in mining down in
14 this in a working group to talk about
15 policy and expedited permitting and the
16 things that Phil just mentioned, I'd be
17 happy to help and I'd be happy to
18 facilitate bringing additional expertise.

19 Thank you, Senator Brubaker and
20 Councilman Oh, for allowing me to
21 testify.

22 COUNCILMAN OH: Thank you very
23 much.

24 Our next witness will be Kyle
25 Isakower.

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2 MR. ISAKOWER: Good afternoon.

3 Thank you for the invitation to join you
4 as we consider the game-changing
5 opportunity before us resulting from our
6 abundant domestic natural gas supply.

7 My name is Kyle Isakower, Vice
8 President of Economic and Regulatory
9 Policy at the American Petroleum
10 Institute. API represents all aspects of
11 the oil and natural gas industry, with
12 more than 500 members who supply most of
13 the nation's energy.

14 Today's hearing on
15 international trade, and specifically
16 this panel on natural gas, is extremely
17 timely given our nation's emergence as a
18 global energy leader. This change in the
19 global energy equation is due largely to
20 technological advances in the extraction
21 of natural gas and oil from shale
22 formations. These technologies are
23 driving America's 21st century energy
24 renaissance and have the potential to
25 benefit our nation and the Commonwealth

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2 of Pennsylvania well beyond traditional
3 energy policy.

4 Recent research by IHS shows
5 that here in Pennsylvania unconventional
6 oil and gas development currently
7 supports more than 102,000 jobs, and that
8 figure is expected to more than double to
9 over 220,000 jobs by 2020 and continue
10 climbing to more than 387,000 jobs by
11 2035.

12 According to the Bureau of
13 Labor Statistics, jobs in the oil and
14 natural gas exploration and production
15 sector pay more than -- pay an average
16 more than \$100,000 per year, more than
17 twice the national average. These are
18 good jobs our economy desperately needs.

19 Currently, the entire natural
20 gas and oil industry supports 9.2 million
21 U.S. jobs, accounts for 7.7 percent of
22 the U.S. economy, and delivers \$86
23 million every day in revenue to our
24 government.

25 Here in Pennsylvania,

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2 unconventional oil and gas development
3 generated nearly \$3 billion in total
4 government revenue in 2012 and is
5 projected to generate more than 5.6
6 billion in 2020 and over 9.8 billion in
7 2035.

8 And we should remember that
9 this is not happening in a vacuum. The
10 world is watching and understands that
11 our decisions could alter the
12 geopolitical energy equation for
13 generations.

14 Case in point are liquefied
15 natural gas exports, which will create
16 thousands of U.S. jobs, generate billions
17 of dollars in revenue, improve our trade
18 deficit, and spur major investment in
19 infrastructure, which will strengthen our
20 energy security. In fact, an ongoing
21 analysis of the impacts of LNG exports
22 helps to quantify these benefits.

23 Preliminary figures from ICF
24 International indicate that a modest U.S.
25 LNG export market reaching eight billion

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2 cubic feet per day would increase U.S.

3 GDP by about \$57 billion in 2035.

4 Further, overall employment would

5 increase by over 300,000 jobs in 2035.

6 Importantly, overall the

7 manufacturing sector benefits from LNG

8 exports. Not only does the increased

9 economic activity create greater demand

10 for manufacturers' products, but the

11 additional natural gas production

12 increases the associated production of

13 natural gas liquids, or NGLs. These NGLs

14 are essential in chemicals and plastics

15 manufacturing, vital industries to the

16 Philadelphia economy.

17 It is my understanding that

18 there may be growing interest in siting

19 an LNG export terminal here in the port

20 of Philadelphia. The construction and

21 operation of an LNG export terminal in

22 the United States is a highly regulated,

23 highly capital-intensive activity. A

24 single export facility can cost \$5 to \$20

25 billion or more. Broadly speaking,

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2 robust regulatory oversight and approval
3 processes exist at every stage of
4 facility planning, construction, and
5 operation at the federal, state, and
6 sometimes regional and local level.

7 As described in greater detail
8 in my written testimony, at the federal
9 level, both the Department of Energy and
10 the Federal Energy Regulatory Commission,
11 FERC, must approve LNG export facilities.
12 If there is opposition to a proposed
13 export facility, DOE must consider
14 whether the export is consistent with the
15 public interest.

16 FERC's authorization process
17 for to LNG export facilities requires
18 extensive environmental, safety, and
19 security reviews. The process can take
20 18 to 30 months or longer.

21 In addition to the federal
22 approvals, the Pennsylvania Department of
23 Environmental Protection must also issue
24 several permits addressing coastal zone
25 management and use, water quality, and

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2 air quality. DEP may also need to
3 approve the construction of new
4 structures such as piers on submerged
5 land in the Delaware River. Further, the
6 Delaware River Basin Commission may
7 exercise its review authority, requiring
8 an additional public notice and hearing
9 process before the project can go
10 forward. Last, a proposed facility may
11 also require a special exemption from a
12 local zoning board.

13 Although the DOE process for
14 authorizing exports in particular is the
15 subject of much debate in Washington
16 today, the United States has abundant
17 natural gas reserves that can be exported
18 overseas without significantly impacting
19 prices domestically, owing in major part
20 to the development of the Marcellus shale
21 formation here in Pennsylvania.

22 Accordingly, 16 proposed export projects
23 are currently awaiting authorization
24 before DOE. Communities around these
25 projects stand to significantly benefit

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2 economically if these projects progress
3 to fruition.

4 However, as the combined
5 capacity of existing and proposed LNG
6 export terminals worldwide far exceeds
7 most projections of global LNG demand,
8 competition between the proposed LNG
9 export terminals will be steep, which is
10 why we are urging DOE to approve export
11 authorizations without delay.

12 Similarly, I would also urge
13 the City of Philadelphia to move quickly
14 if they wish to site an LNG facility
15 here.

16 In conclusion, natural gas has
17 already done much to improve our economy,
18 generate government revenue, and foster
19 job growth. These benefits are expected
20 to increase in the years ahead. Natural
21 gas exports will enhance these benefits
22 in cities like Philadelphia and
23 throughout our nation.

24 Thank you for your time and
25 attention.

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2 COUNCILMAN OH: Thank you very
3 much. And I would ask, although it might
4 be a little uncomfortable, for all the
5 members to approach the table to answer
6 questions.

7 I will note that this hearing
8 is being broadcast throughout City Hall,
9 and certainly for any Councilmembers who
10 would like to ask a question, you are
11 welcome at any time to come down to ask
12 that question.

13 At this time, I'll ask Senator
14 Brubaker if he has any questions.

15 SENATOR BRUBAKER: Thank you
16 very much, Councilman.

17 I found the testimony to be
18 extremely informative and very detailed.
19 Thank you.

20 First question to the Penn
21 State professor. From a statewide
22 perspective, we hear the number one
23 concern from our citizens is
24 environmental safety. Can you -- and
25 I've been informed that here in the

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2 Commonwealth of Pennsylvania, as we
3 extract natural gas, we have among the
4 strictest environmental protections of
5 anywhere in the country or the world.

6 Can you speak to the citizens
7 of Pennsylvania that our extraction
8 process is indeed protecting the
9 environment in an adequate way.

10 MR. YOXTHEIMER: Yes.
11 Pennsylvania has enacted several very
12 strong regulatory initiatives over the
13 last few years specifically with respect
14 to protecting the state's water
15 resources. One would be the Chapter 95
16 regulations where any of the produced
17 fluids associated with natural gas
18 production, the water that comes back out
19 of the well after it's been fractured, if
20 any of that water is to be discharged to
21 a stream or a river now, it must meet
22 drinking water standards for total
23 dissolved solids and chloride. So no
24 contaminated waters can be discharged
25 legally in the streams and rivers.

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2 Well construction regulations
3 have been improved to make sure that
4 methane migration isn't an issue, where
5 it has been in some instances.

6 The setback distances from the
7 wells and well pads to private wells,
8 public water supplies, streams, and
9 rivers have been improved so as to
10 prevent any sort of runoff contamination
11 from the well pads and facilities.

12 So those would be some examples
13 of some of the recent regulatory
14 improvements over the last few years to
15 protect our environment and water
16 resources.

17 SENATOR BRUBAKER: Two very
18 quick follow-up questions, if I may,
19 Mr. Chairman. One is, what percent of
20 the industry's frac water is being
21 recycled? Do you have an approximate
22 number?

23 MR. YOXTHEIMER: Yeah.
24 Approximately 90 percent of the
25 wastewater is now being recycled for

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2 hydraulic fracturing, where that was just
3 about 20 percent just a few years ago.

4 So a major shift.

5 SENATOR BRUBAKER: And that 90
6 percent recycled water ranks among the
7 highest recyclable rate in the country or
8 the world?

9 MR. YOXTHEIMER: I would say
10 definitely in the country. If you look
11 at other places, it's a very much lower
12 number.

13 SENATOR BRUBAKER: The last
14 question to you as an expert in the
15 extraction field. MSDS sheets, are
16 those -- so if a citizen wants to know
17 what the chemical ingredients are of the
18 water and sand mixture, along with some
19 chemicals that's being -- I shouldn't
20 just ask you, but do citizens have access
21 to that chemical recipe?

22 MR. YOXTHEIMER: Yes. As part
23 of Act 13, the companies must now
24 publicly disclose what goes into their
25 fracturing mixture on fracfocus.org. So

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2 that's now a state requirement.

3 SENATOR BRUBAKER: Thank you.

4 And to the entire panel, I just
5 got back from Saudi Arabia and Dubai on a
6 trade mission there, and I can tell you
7 most everywhere I went, they talked about
8 this fantastic Marcellus shale region
9 that we have, not only in the
10 Commonwealth of Pennsylvania but
11 specifically they were asking about it
12 here and whether or not the abundance of
13 it was nearly to the magnitude as what's
14 being reported to them. So it's
15 certainly hit their radar screen of
16 course front and center.

17 So as a state elected official,
18 I can commit to you, I believe that we
19 need to continue to do all we possibly
20 can to extract in a safe way the natural
21 gas that lies within our natural
22 reserves, make jobs, improve our economy
23 and not jeopardize the environment. So
24 toward that end, if there's anything that
25 I can do at the state level, I would

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2 commit my alliance to building an
3 effective partnership with you when it
4 comes to pipelines, when it comes to
5 making sure that LNG can be appropriately
6 exported. If there's state, federal
7 communications that need to occur or
8 support letters, resolutions on the
9 Senate floor, I would stand to have those
10 kind of conversations with anybody on the
11 panel.

12 Thank you very much.

13 COUNCILMAN OH: Thank you,
14 Senator.

15 I will have kind of a comment
16 and open it up for your reaction, and
17 this is probably revealing of the
18 position that I'm in.

19 We look at Philadelphia and the
20 loss of jobs that we have suffered over
21 the past several decades. We look at the
22 rate of violent crime in Philadelphia,
23 which is very high per hundred thousand
24 in comparison to most other major cities.
25 And we are the highest.

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2 We have a very large dropout
3 rate. We have certainly challenges in
4 our workforce profile, being that we only
5 have about 23 percent of our residents
6 with a college degree or higher, in
7 comparison with New York that has about
8 34 percent, Boston with 45 percent.

9 We have 300,000 of our
10 residents who have been to prison. We
11 have 200,000 of our residents who are
12 described as low literacy.

13 And so the challenge for us to
14 improve conditions in the City for
15 everyone is to improve the economic
16 condition of this city. We cannot get
17 any more taxes out of folk. We can't cut
18 any more. We hardly have enough
19 firefighters, police officers, teachers,
20 and even tax collectors.

21 So we're challenged really to
22 increase the economy here, and energy
23 seems to be such an exciting opportunity
24 that has appeared on our doorstep.

25 However, the general impression I would

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2 say among the population here among the
3 residents is not up to speed with an
4 understanding that energy is already in
5 our state and happening currently. There
6 certainly has been a lot of concern about
7 the dangers of LNG, natural gas, harm to
8 the environment, things like that.

9 In order to educate the public,
10 I thought it was important that we allow
11 expert persons and persons involved in
12 the industry to talk about the good side,
13 the upside of energy, natural gas, and
14 other things.

15 In terms of time, which is the
16 critical question here; in other words,
17 we have a limited amount of time in order
18 to capitalize on the opportunity that is
19 at our doorstep, and the concern for me
20 is how not to make sure we don't miss the
21 opportunity. Could you put into context
22 what we need to do, what we need in terms
23 of getting processes done in realtime in
24 order to not find ourselves having missed
25 the boat. Anybody.

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2 MR. RINALDI: Well, I

3 definitely are going to go back again and
4 talk about speed. This idea about energy
5 is, we shouldn't lose sight of the
6 simple. We have for some decades now
7 complained about loss of competitiveness
8 in the United States, losing jobs to
9 other economies because of generally
10 cheap labor, is what's cited, but there
11 are a variety of things that are
12 associated, not just cheapness of labor
13 but the ease of capital building. But
14 we've had this opportunity right now with
15 shale production of not only natural gas
16 here in the Marcellus, but crude oil
17 coming out of the Bach and crude oil
18 coming out of the Eagle Ford, cruel oil
19 coming out of the Niobrara. We have
20 regained a significant economic advantage
21 over much of the rest of the world, and
22 that means that today if we can harvest
23 that quickly enough, the plastics that
24 get made here are going to allow the
25 radios that get made here -- or I guess

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2 nobody uses a radio anymore, but whatever
3 it is manufactured to be cheaper, much
4 more competitive, and we're going to
5 stimulate exports all across the board
6 one more time.

7 So I think -- but that bubble
8 won't last forever. You need to get in
9 and get that exploited.

10 MR. ISAKOWER: I think your
11 question relates specifically to the
12 testimony that I was giving, specifically
13 in regards to LNG exports. LNG exports
14 is a very limited market. Although it is
15 a large one when you think on a global
16 scale, it can be somewhat limited. Most
17 projections of total LNG demand worldwide
18 are for about the 2025 timeframe are on
19 the order of 50 to 65 BCF per day.

20 Currently, we have in regards
21 to existing and under construction LNG
22 facilities, we have capacity for about 48
23 BCF per day, which means that by 2025,
24 the only additional capacity for LNG
25 terminals is going to be anywhere between

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2 2 and about 17 BCF per day.

3 If you look at the 16 terminals
4 that are currently awaiting approval in
5 DOE now, as well as all the terminals
6 globally, you've got over 65 BCF per day
7 in total capacity. So obviously not
8 everything out there is going to be
9 built, and if the City of Philadelphia
10 were put in an application tomorrow, it
11 would be 17th in line at DOE. That means
12 that there is a very, very urgent need if
13 you're going to have something sited in
14 the port of Philadelphia that you need to
15 move very, very quickly, because there is
16 very, very steep competition going ahead.

17 MR. BORMACK: Just to tag onto
18 that, our company actually has been
19 fortunate to permit, I think, 80 percent
20 of the active LNG facilities out there in
21 the U.S. right now, and we're active on
22 getting them re-permitted for export
23 right now. There are -- I think there's
24 19 that have gotten their DOE approval to
25 export if they can get their FERC

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2 licensing. And we understand it's a
3 couple-year process. So I think the
4 point is is that get yourself in the
5 queue.

6 COUNCILMAN OH: I'm assuming
7 we're not in the queue.

8 MR. BORMACK: We're not in the
9 queue.

10 COUNCILMAN OH: And who would
11 put us in the queue? Would that be the
12 Port Authority? What entity would put us
13 in the queue?

14 MR. BORMACK: More likely
15 Philly Gas Works or somebody who we'll
16 partner with.

17 MR. RINALDI: You need to have
18 a commercial sponsor, somebody who wants
19 to go ahead and take on that challenge.

20 MR. BORMACK: And that's one
21 project, and it would be huge, but the
22 point about the market being sort of
23 limited is true. You're only going to
24 get one in this region, at best. Whereas
25 if you get natural gas liquids here, like

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2 they're going to Sunoco-Marcus Hook, all
3 the petrochemical industry can grow up
4 around that. I mean, that's a real
5 market-maker. Not to say LNG isn't a
6 huge project. It doesn't create a lot of
7 jobs, but it is one project that -- all
8 it does is just export, or that's the
9 intent of it.

10 But in terms of what can you do
11 from a policy standpoint, can we help
12 truncate the permitting process, you
13 know, as a region? Can we help truncate
14 some of the real like nitty gritty
15 permitting issues that are going on with
16 regard to air and wetlands and water on
17 pipeline projects so that it won't take
18 until 2016 to get a pipeline here, phased
19 to Mariner East, but maybe you get it
20 here in 2014, just as an example.

21 So then there's a whole the
22 public-private partnership financing
23 issue. Financing is really big, and
24 that's a whole other discussion, and Phil
25 is probably in a lot better position to

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2 talk about that.

3 MR. FORDE: And, Councilman, if
4 I may, there are really three points I'd
5 like to make on this very briefly. The
6 first is, I think it's incumbent upon
7 industry in order to maximize these
8 benefits that we've been talking about
9 here and seize that window of
10 opportunity, it's incumbent upon industry
11 to ensure that we're communicating in a
12 transparent and open and honest way with
13 a variety of stakeholders. And we've got
14 to concerted effort going here in the
15 southeastern part of Pennsylvania to shed
16 further light on the real opportunities,
17 not just economically but environmentally
18 as well that are available to residents
19 of this region as a result of what's
20 happening in the Marcellus and Utica
21 shale plays.

22 Secondly, I think that
23 conversation needs to be two ways. I
24 think in order for us to communicate with
25 transparency and talk with a variety of

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2 stakeholders throughout the region, we
3 need to have that become a two-way
4 conversation. I commend you certainly
5 and Senator Brubaker for having this
6 hearing today to provide a stage upon
7 which we can have some of these
8 conversations, and I believe from the
9 highest levels of leadership here in
10 Philadelphia and throughout Southeastern
11 Pennsylvania, continuing that
12 conversation is vital if we're to
13 maximize these opportunities.

14 The third thing that I'd note
15 is that in order to maximize the
16 opportunities and promote demand, whether
17 it's through LNG exports or whether it's
18 through transportation or manufacturing
19 sector, whatever the case may be, we need
20 to ensure that we're protecting supply.
21 And I don't mean that from a
22 protectionist standpoint by any stretch.
23 I mean due to the technology that is
24 being utilized to develop the resource
25 here in the Marcellus. It's able to be

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2 developed in a variety of shale plays
3 throughout the United States and
4 throughout the world as well. It's a
5 competitive landscape. Natural gas
6 prices are very, very low right now. And
7 public policy has a direct impact, and
8 the words and the conversation being had
9 by public servants has an impact on that
10 playing field. And this is a world-class
11 shale play in the Marcellus, and we need
12 to have world-class public policy to go
13 along with that, and ensuring that we're
14 protecting and promoting the supply and
15 development of natural gas here in
16 Pennsylvania is vital to maximize the
17 downstream opportunities that will exist
18 because of it.

19 COUNCILMAN OH: Thank you.

20 MR. YOXTHEIMER: I'd just like
21 to offer -- I'm sure many Philadelphians
22 wonder, again, what's in this for them.
23 The drilling is not occurring here, then
24 there aren't those direct jobs here. But
25 more than 70 percent of the jobs that are

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2 being created by the industry are now
3 going to Pennsylvanians, and some of that
4 is due in part to the training programs
5 and some of the technical colleges and
6 universities here. But not all of those
7 jobs require a degree. In fact, probably
8 two-thirds of those jobs are more
9 blue-collar type jobs. And so if people
10 are willing to leave this beautiful city
11 to go find a job around Pennsylvania, not
12 that you want them to do that, those
13 opportunities do exist within the
14 Commonwealth. And I think, again, the
15 ability to have a cheap and abundant and
16 clean-burning power supply to build up
17 your industrial base or rebuild up the
18 industrial base, especially given the
19 many, I'm sure, underutilized industrial
20 facilities here, some of which I used to
21 work at back in my consulting day -- so I
22 know the kind of infrastructure exists in
23 this town, and there are many people who
24 worked at those facilities and maybe
25 can't find a replacement job. So I

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2 think, again, you have a ready workforce
3 here. So those would be some of the
4 immediate opportunities.

5 I'd also mention that our group
6 has been working very close with the
7 Pennsylvania Department of Community and
8 Economic Development, specifically the
9 International Business Development group,
10 and I know of at least two facilities
11 that -- or two companies that are very
12 interested coming from Europe and
13 locating here so that they can make
14 meters and other monitoring equipment for
15 the industry. So I'd advise you to stay
16 in touch with those folks and see what
17 they're up to, because they're up to some
18 good things.

19 COUNCILMAN OH: Thank you.

20 MR. RINALDI: Councilman, I'd
21 like to make one final comment. This
22 is -- I'm going to try to plant the seed
23 for a thought a little bit outside of the
24 box here in terms of being able to
25 effectively develop a Marcellus gas-based

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2 industry here in Philadelphia.

3 There is a close physical nexus
4 between Philadelphia Energy Solutions and
5 Philadelphia Gas Works. We share
6 property line boundaries there. And
7 there are things that would work as joint
8 ventures that's different. For a
9 municipal utility, there is no ability to
10 be in profit-making business, and I know
11 the City Council is considering whether
12 or not that's a saleable asset and there
13 are all kinds of thoughts going around,
14 but one that I'd like to plant the seed
15 is that maybe with the right change in
16 regulation and the right other things,
17 there could be profit made by an
18 appropriate joint venture in the
19 development of a gas-based project
20 between my company and PGW.

21 COUNCILMAN OH: That's very
22 helpful and certainly worthwhile for us
23 to consider, as we have to consider all
24 the possibilities. So thank you very
25 much for that.

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2 Thank you all for taking the
3 time. And I know some of you traveled
4 quite a distance to be here. Your
5 testimony is very valuable and it will be
6 used well. Thank you.

7 So I'll ask the Clerk to call
8 the next panel.

9 THE CLERK: Blair Woodring,
10 member of Mid-Atlantic Export Council;
11 Girard Vogt, Manufacturing Project
12 Manager with Kingsbury; Jeff Uhlenburg,
13 President of Donovan Heat Treating.

14 (Witnesses approached witness
15 table.)

16 COUNCILMAN OH: I will note
17 that we're running approximately 45
18 minutes behind schedule. What I will do
19 is try to speed things along a bit. We
20 are now kind of in our manufacturing
21 panel.

22 And so I'll just check with the
23 stenographer. Are you okay?

24 COURT STENOGRAPHER: Yes.

25 COUNCILMAN OH: Very good.

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2 Then we will continue forward.

3 So if our panel will come take
4 their seats, and I'll ask Blair Woodring
5 to first identify himself and then
6 present his testimony.

7 MR. WOODRING: Okay. Well,
8 this is exciting for me, to be quite
9 honest with you. Lois was nice enough to
10 come over and introduce herself at the
11 last tech meeting.

12 Good afternoon. My name is
13 Blair Woodring. I was asked to speak to
14 the Council about what might be done to
15 increase manufacturing, with the emphasis
16 on incorporating shale gas developments
17 in the Appalachian Basin. This will
18 conclude Marcellus, Utica shales. I'm
19 the previous -- well, obviously the
20 previous speakers have gone into the
21 specifics of the economics of gas, so
22 what I'm going to do is use this as a
23 reference and maybe shorten my testimony
24 a little bit. You have what was written.
25 I think you have a couple documents,

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2 Excel documents, with some companies to
3 use as comparisons to what I'm talking
4 about.

5 What I've been involved with in
6 my past and still am is steel conversion,
7 heavy fabrication, and manufacturing in
8 general. I'm on the District Export
9 Council because I'm interested in
10 exporting our company exports. I got to
11 learn a lot about what happens to
12 companies that export and obviously with
13 the obvious ramifications that 95 percent
14 of the world's money is spent outside the
15 U.S.

16 COUNCILMAN OH: I will take a
17 brief second to acknowledge that
18 Councilman Bobby Henon has joined us, who
19 is really kind of the impetus and founder
20 of the Mayor's new Committee on Advanced
21 Manufacturing Matters. So thanks for
22 joining us.

23 And please continue.

24 MR. WOODRING: Absolutely. So
25 as I said, my background is in steel,

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2 heavy fabrication, power generation, oil
3 and gas exploration, defense and things
4 like that. So we're a consumer of
5 natural gas, as many of these heavy
6 industries are.

7 I guess what I'm getting at is
8 the geographic location of Philadelphia,
9 the infrastructure that's already here,
10 the manufacturing capacity that either
11 has existed, may or may not still be
12 available, but certainly the land that's
13 here is extensive, and there's
14 opportunities to take what was once a
15 major defense contracting area, you still
16 have refineries here that are in the
17 state of, I guess, transition. I don't
18 really know exactly specifics of it. The
19 universities are here to support any kind
20 of technology development, marketing
21 studies. The students are here from all
22 these universities that can do a lot of
23 comparative studies on the economics of
24 shale gas and what goes around it. So I
25 won't go into detail.

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2 But one of the previous
3 speakers talked about gas to liquids
4 being a big opportunity. It's huge. The
5 by-products that come out of it,
6 paraffin, kerosene, base oil, gasoline
7 oil that be can used in terms of -- to
8 replace diesel, the heavy fuels that are
9 imported so heavily into the U.S., all
10 these things can come out of natural gas.
11 There are countries around the world that
12 are working on that technology right now
13 because they don't have any natural
14 resources at all. So, again, the world
15 is closer than it used to be, and the
16 City is making outreach to find these
17 technologies anyway. People make tours.
18 People make visits. It's easily enough
19 to obtain.

20 So, again, I guess
21 commercialize this technology. Extract
22 the gas. The fields are right here. The
23 gas needs to be separated from water and
24 condensate. And these are some of the
25 opportunities that may come along with

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2 it. Weren't necessarily spoken about,
3 but are available in all sorts of
4 documentations and publications and that
5 type of specifics.

6 You have fertilizers that come
7 out of this, asphalt, concrete, things
8 like that that come out through the
9 natural particulate and the natural
10 separation. It happens out in the gas
11 fields along the way.

12 Synthesize the dry gas. The
13 decay heat can be used to hook into steam
14 generators, produce electricity to almost
15 make this a sustainable -- I don't know
16 enough about the economics of it, but you
17 can kind of be harvesting energy off of
18 all of these refinement techniques.

19 As these convert into synthetic
20 natural gas -- syngas they call it.
21 That's where you get it to the gas to
22 liquid.

23 Again, I might look into the
24 specific types of refineries that are
25 here. I don't know what they are, but

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2 there seem to be a lot of them. And one
3 of the other company -- the new company
4 that took over one of these facilities,
5 these guys are bringing in highly skilled
6 technical people, and I got to believe
7 there's an economic benefit that's
8 derived by the bringing in of high-paying
9 jobs. And they're not working in a
10 refinery. That's dirty work, but it's
11 continuous. And if you can qualify and
12 weld -- and these are sustainable things.

13 Build the country. It can
14 keep -- you have it right here in our
15 backyard. We're a natural port of exit.
16 We're already set up to do refinement and
17 to harvest these things that come out of
18 the gas.

19 So to go through some of the
20 things that are other by-products.
21 Natural gas for transportation uses. I
22 know the City of Pittsburgh has been
23 doing a lot of work on that. I think the
24 price is about \$2 a gallon of gas, which
25 is 3.50 regular. I traveled to Brazil.

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2 I traveled to other countries that use
3 compressed natural gas in all their
4 vehicles. Italy, for example, the cabs.
5 I know Brazil is a hundred percent. They
6 can switch from ethanol, from sugar,
7 compressed natural gas to regular gas.
8 It's a requirement. It's a mandate
9 inside the country, and it's something
10 that maybe a government can do. I don't
11 know if you can do it at the City level,
12 at the regional level, but I'm sure you
13 have the horsepower to start to enact
14 some kind of pressure on a natural
15 policy.

16 Installing a pipeline honestly
17 across the Turnpike. I don't know what
18 the figures are for truck traffic, but I
19 understand it's immense. Again, this is
20 heavy diesel fuel that's being imported
21 all the time.

22 I ran into -- he wasn't the
23 Governor then, but in Pittsburgh in an
24 elevator the night of his election, he
25 was -- I said, What are you going to do?

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2 Do you think you're going to do a
3 pipeline? Do you got the power to do
4 that kind of stuff?

5 He goes, Ah, you just wait.

6 So next time I see him, he
7 might not remember me, but he'll remember
8 the question, because we were all kind of
9 happy at the moment.

10 You have the steel mills here
11 in middle, which is Lukens. Evraz is
12 Citisteel. Again, this infrastructure
13 does still exist to make the pipelines to
14 make -- we make high-yield gas line
15 fittings. We paint them. We were
16 participants in the FERC pipeline that
17 goes into New York City. So, again,
18 we're here, around. There's plenty of
19 talent.

20 And I guess we operate on our
21 own because we're not -- we don't really
22 need or look to government or look any
23 kind of public policy to tell us where to
24 get our next set of business. We go out
25 and find it and try to work within the

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2 guidelines.

3 So to touch on that, I mean,
4 establishing policy, I think that's what
5 would be a big help as this goes along.
6 Again, using the -- I don't know if this
7 is the right word, but the strength of
8 the City of Philadelphia, the strength of
9 the Mayor's Office, the strength of the
10 City Council to start pushing in a
11 leadership role to get to a policy, work
12 with the manufacturers, work with the
13 users to find out what they need. Don't
14 waste a lot of time. I mean, it doesn't
15 take a whole lot of people to do some of
16 these things. Send out your research
17 people to get this stuff and bring it in
18 front for the public discussions like
19 we're having.

20 The last thing, natural gas for
21 electricity and manufacturing. All the
22 gas turbine companies that are making
23 these land-based turbines for a variety
24 of things are locating in -- think about
25 locating in South Caroline. I believe

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2 Wilmington is the big hub. I know GE has
3 a company. There's a lot of different
4 style of gas turbines, not just the big
5 ones that are generating these 600
6 kilowatt plants -- megawatt plants,
7 excuse me. But there's a range of them
8 that are being used for producing steam
9 for homes and for heating and that type
10 of thing. I would look to that.

11 And then, of course, natural
12 gas to export. You have my
13 documentation. There's a couple of
14 things about that Freeport-McMoRan
15 project. I was in Israel this fall.
16 They were having a big discussion. They
17 developed -- they discovered a huge gas
18 field in the Mediterranean. It was there
19 all the time. And now they're discussing
20 what to do with it. You have a faction.
21 Export it. Make the money now. And then
22 you have another faction that said this
23 is our bank, this is our energy
24 independence. We're going to build an
25 economy around this or build a smaller

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2 economy. I mean, there's all --
3 synthetic gas, plastics, everything to
4 keep so they're not relying on energy.

5 So I guess to sum up, I would
6 look at this thing as a role of business
7 development, which is what my job, my
8 real job, is. Determine the strengths,
9 the assets, the areas where you can
10 potentially bring in complementary
11 customers and vendors to expand what you
12 participate already in or what these
13 markets are, which we've heard before and
14 what I've enumerated.

15 Maintain a market or end-use
16 focus, not the product. You make what
17 the people need or what the market needs.
18 Look at that.

19 Determine the tools you already
20 have at your disposal. Determine their
21 actual worth or return and be prepared to
22 increase or reduce your reliance on them.
23 When I say that, there was a discussion
24 or a commentary about there's a lot of
25 organizations that are trying to bring in

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2 foreign investment, and they're all
3 working independently and they're all --
4 they're associations with members,
5 interested members. If there's a way to
6 somehow coordinate that, I don't know
7 what it is yet, but there are smarter
8 people than me that probably do.

9 What the government can do.
10 You have public money available. You
11 have the ability to raise capital. You
12 have the ability to put policy in force
13 or to push policy from your position.
14 You have the ability and the expectation
15 to lead in an effort like this.

16 The negatives or I should say
17 the perception may be is the pace that
18 things get done. To keep private
19 industry interested or to keep even
20 private companies interested, they have
21 to see something happening.

22 Again, I'm speaking for my own
23 view of what I know as our company.

24 Public image sometimes is
25 difficult when they see, well, the

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2 government is going to do that. So,
3 again, it's what your perception is.

4 And then the constraints of a
5 range of special interests. If you can
6 somehow minimize the amount of voices
7 that are speaking, it would be very
8 helpful.

9 So I would leave this then to
10 look at, if you can, the German model of
11 manufacturing policy that they have in
12 their country. I know it's a much bigger
13 thing, but there's a lot of information
14 about what they do as a country. They're
15 a net exporter. Despite the economic
16 downturn, they managed to hold on to many
17 more manufacturing jobs than the U.S. or
18 any of the other -- many of the other
19 developed countries have. They also have
20 vocational programs, a strong emphasis on
21 vocational training. There's no stigma
22 attached to being a machinist, a welder,
23 whatever -- and these are very
24 high-paying jobs. There's not a German
25 product out there -- I say this with all

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2 due respect -- that is inexpensive.

3 People buy it for the value. People buy
4 it for the reliability. So I think,
5 again, the City and this region can do
6 the same sort of thing by looking at West
7 Virginia, what they're trying to do in
8 their state, by giving incentives to
9 homeowners to put in gas outlets for
10 their cars. I don't know how big that
11 program went, but the University of West
12 Virginia University -- I'm not sure how
13 they go by -- there's a profession down
14 there -- and I'll be glad to find his
15 name -- who has done a massive amount of
16 studying on shale gas economy.

17 So I guess with that, I'd just
18 like to say thanks. You can ask me
19 anything you want later.

20 COUNCILMAN OH: Thank you very
21 much.

22 I'll ask Gerard Vogt to
23 identify himself and provide his
24 testimony.

25 MR. VOGT: Hi. I'm Gerry Vogt.

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2 Good afternoon, Chairman Oh, Senator
3 Brubaker, and the members of the
4 Committee on Global Opportunities. Thank
5 you for the opportunity to speak and
6 present my testimony today.

7 First, let me introduce myself
8 and my company. I am Gerry Vogt,
9 Manufacturing Project Manager and ITAR
10 Compliance Officer. ITAR, in case you
11 don't know about it, is the International
12 Trade in Arms Regulations.

13 In 2012, Kingsbury celebrated
14 its 100th anniversary. We've been
15 located in Philadelphia for 90 of that
16 hundred years. We are a leader in the
17 design and manufacture of hydrodynamic
18 thrust and journal bearings, servicing
19 the power generation and petrochemical
20 industries in the U.S. and throughout the
21 world.

22 Our company also provides a
23 majority of the main propulsion bearings
24 used in the U.S. Naval fleet.

25 Over the course of the past

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2 century, we've been fortunate to receive
3 three Presidential "E" awards. In 1942,
4 Kingsbury was awarded the first "E" award
5 for outstanding manufacturing quality in
6 support of the war effort. In 2002,
7 Kingsbury received a Presidential "E"
8 award for exporting excellence. And in
9 2012, we received the "E" Star award for
10 continuing exporting excellence.

11 At present, we have
12 representatives in 13 different
13 countries. Exports account for over 50
14 percent of our business to over 30
15 different countries.

16 During my 46 years at
17 Kingsbury, I've been part of that growth
18 and experienced many of the challenges
19 associated with competing in the
20 international arena. Today my focus will
21 be on three areas.

22 The first one for us is
23 workforce development. One of the
24 biggest challenges that affect our
25 company and many companies manufacturing

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2 still remaining in our area is a constant
3 need to acquire an educated and skilled
4 workforce. Philadelphia cannot expect
5 businesses to set up and stay in our area
6 when we cannot provide prospective
7 employers with the skilled employees
8 needed to create products that compete in
9 the world economy.

10 At present, we employ over 350
11 people in our facilities in Philadelphia,
12 Hatboro, Oshkosh, Wisconsin, and Yuba
13 City, California, with more than 60
14 percent of those involved in
15 manufacturing.

16 To keep pace in our area of
17 engineering, we developed internships
18 with local colleges and universities.
19 These programs provide us with bright,
20 young, smart people for our engineering,
21 drafting, and research laboratory.

22 But it's not the case in our
23 manufacturing staff. We see shortages of
24 skilled personnel in our machinists for
25 both manual and computer aided machining,

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2 computer numerical control programming,
3 manufacturing engineering, quality
4 assurance, and purchasing.

5 While in charge of the
6 Philadelphia operation, I experienced the
7 difficulties of finding skilled labor in
8 our city as well as our surrounding
9 areas. We have witnessed the demise of
10 vocational trade schools in Philadelphia
11 that formally existed to provide basic
12 education and the trade skills needed for
13 young people to enter the manufacturing
14 environment. The average manufacturing
15 salary in our company is \$50,000 to
16 \$60,000, and such jobs do not require a
17 college education.

18 At one time, trade schools
19 provided a steady flow of new work into
20 our workforce. Today there is not a
21 single vocational trade school in our
22 vicinity, and the school system doesn't
23 have a curriculum to provide the
24 education and skills for people who are
25 not cut out for college but could have

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2 employable skills and opportunities for
3 advancement.

4 As a result, Kingsbury
5 developed its own machine apprentice
6 program. We now provide the hands-on
7 machine experience, but still want to
8 ensure that our apprentices receive a
9 well-rounded education, enabling them to
10 eventually move up into managerial
11 positions after graduating from our
12 program. Unfortunately, we could not
13 find this kind of vocational training in
14 Philadelphia school system, much less
15 qualified students to enter our program.

16 At present, for new applicants
17 we work with the Williamson Free School
18 of Mechanical Trade in Media,
19 Pennsylvania. Our school system needs to
20 maintain the curriculum provided for
21 college bound but, at the same time,
22 create a curriculum to provide the
23 students with the fundamental preparation
24 required to succeed in a manufacturing
25 environment vital to our city's economy.

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2 We've heard other people talk
3 about the different shale development.
4 Kingsbury comes in after that. If you
5 have rotating equipment, it's normally a
6 Kingsbury style bearing in there. We
7 mention 350 employees. They're directly
8 related to the company. We also have our
9 subs who work for us. One of them is
10 sitting next to me today, very
11 instrumental in doing a lot of our heat
12 treating for our parts. It just gives
13 you a little bit of breadth of where we
14 are.

15 The number two thing is
16 restrictive governmental programs. As I
17 mentioned, I am the ITAR Compliance
18 Officer for Kingsbury. When normally
19 that topic comes up, people -- the back
20 of their hair stands up.

21 Kingsbury provides bearings to
22 the U.S. Navy. We fall under the U.S.
23 Munitions List and must comply with the
24 International Trade in Arms Regulations.

25 Being an international

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2 manufacturer and exporter, we are asked
3 by other governments to provide bearings
4 for their navies. The ITAR presents a
5 specific set of rules and regulations for
6 Kingsbury to follow in the international
7 sales of our bearings.

8 A majority of our competition
9 is international and capable of
10 manufacturing these same type of
11 bearings. Trade restrictions place us at
12 a huge disadvantage in our efforts to win
13 such contracts and give an undue
14 advantage to our European and Asian
15 competitors.

16 There is a presidential
17 initiative to change the USML. These
18 changes could remove non-critical items
19 off the USML and into the commercial side
20 of exporting.

21 These changes will be
22 beneficial for many of the small to
23 medium manufacturing companies in
24 Philadelphia and Pennsylvania and
25 allowing them to compete on a level

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2 playing field in the international
3 marketplace.

4 We ask that our representatives
5 be aware of this initiative and use their
6 influence to ensure that it becomes a
7 reality.

8 The last thing that we're
9 concerned about is taxation of
10 businesses. Philadelphia businesses seem
11 to carry the brunt of taxes being levied
12 by our local, state, and federal
13 governments. This is an impediment to
14 maintain our existing business and entice
15 new business to move into our area. In
16 many cases, these taxes are only passable
17 under the consumer, making it more
18 difficult to compete internationally.

19 Philadelphia government has to
20 be aware of this, and instead of new
21 taxes, invest in our infrastructures and
22 offer new incentives for businesses to
23 grow.

24 Philadelphia needs to form
25 closer relationships with its

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2 manufacturing base, sometimes what's left
3 of it. We are anxious to be part of that
4 initiative and help promote our global
5 opportunities.

6 Please accept my thanks for
7 allowing Kingsbury to attend today and
8 present this testimony.

9 COUNCILMAN OH: Thank you very
10 much.

11 And then we'll move on to our
12 next witness, Jeff Uhlenburg.

13 Would you please state your
14 name and identify yourself and give your
15 testimony.

16 MR. UHLENBURG: I'm Jeff
17 Uhlenburg from Donovan Heat Treating
18 Company in Northeast Philadelphia. Thank
19 you, Chairman Oh, Senator Brubaker,
20 Councilman Henon, and members of the
21 Committee on Global Opportunities. I
22 want to thank you all for taking interest
23 in the issues that affect the City of
24 Philadelphia's ability to maintain a
25 globally competitive manufacturing

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2 industry and for this opportunity to
3 present testimony on behalf of small
4 manufacturers in the City of
5 Philadelphia.

6 Again, I'm Jeff Uhlenburg,
7 President of Donovan Heat Treating
8 Company, a steel heat treating company
9 now celebrating its 70th anniversary here
10 in Northeast Philadelphia, District No.
11 6, which happens to be, to my
12 understanding, the strongest
13 manufacturing sector of the City. I am a
14 member of MAP as well, and I volunteered
15 to become a part of the task committee
16 that's being formed now. I'm very
17 excited about that.

18 My father purchased the company
19 back in 1972, and at the time, we were
20 employing as many as 37 people. Now we
21 employ only a total of 13 people and run
22 a 24-hour-a-day, five-day-a-week work
23 operation, with only eight people in our
24 shop. It takes all this and more to be
25 competitive today.

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2 As President, I'm very focused
3 on getting work in the door. We have
4 experienced a steep decline in our local
5 steel industry with the closing of
6 Bethlehem Steel, Worthington Steel, and
7 many other long-term customers that we
8 now see work from companies headquartered
9 in South Korea, Europe, and Asia. And
10 what I hear from these customers
11 consistently is, can you give us a lower
12 price?

13 We're the little guys in a
14 large commodity industry, and we have to
15 be price competitive with large steel
16 mills. In spite of having only eight
17 hourly workers, I'm able to move upwards
18 of 850 tons a month through my facility.

19 To remain competitive, we need
20 to watch all of our costs very closely,
21 but there's three main areas, and you'll
22 see a common theme here. And these three
23 areas are labor, energy and
24 infrastructure, government and taxes,
25 particularly the City of Philadelphia

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2 gross receipts tax.

3 First, labor. At Donovan's
4 we're very fortunate to have very little
5 turnover, and I've been asked to convey
6 the need for the importance of a
7 trainable and dependable workforce with
8 basic math, reading, writing, and
9 computer knowledge, shop skills such as
10 maintenance workers, and the need for
11 certified tradesmen such as welders.
12 These people also need soft skills such
13 as dependability, commitment to getting
14 assignments done at work in a timely
15 manner. It's all about ergonomics today,
16 and getting along with others as well.

17 In order to stay competitive,
18 every manufacturer in Philadelphia has to
19 run lean. I cannot stress this enough.
20 Labor issues are the number one drain on
21 my management time and resources, and in
22 addition, there is a tremendous
23 uncertainty in benefit costs.

24 Donovan Heat Treating employs a
25 union workforce, and after nearly four

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2 months of negotiations and significant
3 time, expense, and involvement with a
4 state -- actually, federal mediator, we
5 recently settled on a four-year labor
6 contract. Our benefits company could not
7 even give us an estimate of what our
8 costs will be for medical insurance
9 coverage in 2014. So how do we know what
10 is going to be a realistic health and
11 welfare cost for budgeting out to 2016?
12 These are all challenges that we face.

13 Energy and infrastructure comes
14 in after labor costs and costs of energy,
15 in our case natural gas. We've heard
16 plenty about that here today, and I'm
17 excited about what I've heard. And we're
18 required to run furnaces that go up to
19 temperatures of 2,300 degrees Fahrenheit
20 and burn up to 18 billion BTUs per hour.

21 We have been fortunate that in
22 recent years a consistent supply of
23 relatively low-cost and clean-burning
24 natural gas has been available, but it
25 needs to remain so. The mining of the

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2 Marcellus shale natural gas in
3 Pennsylvania should be supported in order
4 to provide low-cost and consistent clean
5 fuel to Pennsylvania manufacturers.

6 A steady supply of electricity
7 is also required. And we were actually
8 fortunate that when Hurricane Sandy hit,
9 our power was only out for two and a half
10 days, which was a loss of eight shifts.
11 I know other manufacturers that lost an
12 entire week or more of production as a
13 result of subsequent power outages and
14 brownouts. It's important to prioritize
15 manufacturing during weather events to
16 get the power back on and even the
17 streets cleaned of snow in lanes and bad
18 weather so that we can get our trucks
19 that bring the work and pick up and
20 delivery to us as quickly as possible.

21 My entire management community
22 on Tulip Street in Northeast Philadelphia
23 has had to pay to have our streets
24 plowed. Several years ago when we had
25 some of the most snow, I spent over

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2 \$8,000 myself paying out of pocket for
3 snow removal. Maybe we can deduct these
4 costs from our tax bill.

5 Either way, maintaining
6 streets, highways, ports, bridges, and
7 all of this is all necessary for global
8 commerce. And steel is a very heavy
9 trucking expense, and much of our
10 overseas work comes in through the port
11 of Baltimore and is trucked up the I-95
12 corridor.

13 The demand for energy will
14 never go away. In order to attract
15 manufacturing to the Philadelphia area,
16 clean and economically competitive forms
17 of energy are needed as well as the
18 infrastructure to support all of this.
19 Attracting industry means jobs, and jobs
20 stimulate the economy, moving our City
21 forward.

22 Government and taxes. Finally,
23 the cost of complying with government
24 regulations and the time required to
25 straighten out issues involving a

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2 government agency and the current tax
3 structure are stacked against the small
4 manufacturer.

5 My father passed away on June 1
6 of 2009, and it took until November of
7 2010 to straighten out my tax issues and
8 transfer the City tax accounts. Six
9 months later, we were still receiving
10 duplicate bills, both from the closed
11 account and the newly opened account, and
12 every month I resubmitted the entire
13 package back to the City with the
14 information on that account and that it
15 was closed and had been transferred.
16 This resulted in significant time that
17 took me away from my business, and this
18 issue we feel should have been resolved
19 in one phone call to someone who could
20 make the appropriate change in the
21 computer or certainly after the
22 information was submitted the first time.

23 This is just one example of a
24 myriad of others, and I could go on, but
25 there's other people to hear from here

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2 today.

3 I truly appreciate your time
4 and invite you to come to see Donovan's
5 and see what's needed in order to create
6 a global competitive manufacturing
7 community in Philadelphia. Please do not
8 hesitate to contact me if you have any
9 questions or require additional
10 information.

11 I thank you for the opportunity
12 to testify today.

13 COUNCILMAN OH: Thank you very
14 much.

15 I will once again say that we
16 will try to keep up with time. It's
17 difficult with such very good testimony.
18 I appreciate the thoroughness and
19 frankness by which you've all testified.

20 Let me ask if there's any
21 questions.

22 Councilman Henon.

23 COUNCILMAN HENON: Thank you,
24 Mr. Chairman, Senator. Although I'm not
25 a member, I appreciate the open

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2 invitation --

3 COUNCILMAN OH: You're a
4 leader.

5 COUNCILMAN HENON: -- to sit in
6 the big seat up front.

7 Gentlemen, thank you for coming
8 in. I appreciate you coming in. And,
9 yes, you're in the district, in the 6th
10 District, which I represent, Jeff.

11 I just have a question for all
12 three of you. It seemed to be a common
13 thread of the lack of CTE training in the
14 pipeline to education to have our
15 workforce properly trained at various
16 levels, from CNC numbering and welding
17 and certain other kind of CAD training
18 for any kind of simulations.

19 As I jumped into the
20 manufacturing sector -- and I didn't do
21 anything. I have a large concentration
22 of manufacturers that are in my district
23 and had the opportunity over the last
24 year and a half to actually knock on the
25 doors and visit sites and plants, and

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2 some of the manufacturing, to my
3 surprise, was clean. It wasn't dirty
4 manufacturing. It was live computer
5 simulation of the product, specialty
6 product, which you're producing, you're
7 putting out with trained workforce.

8 So I hear you on the education
9 component. It's coincidental that I just
10 left a few folks from the Philadelphia
11 School District going over CTE training
12 right before I entered into the room
13 here. So the timing was kind of good.
14 And they recognize as well that with some
15 help with the state, Senator, and the
16 School District and the City and a lot of
17 private and public partnerships, we
18 recognize that there's a -- we could do a
19 better job getting people ready for the
20 workforce and the manufacturing sector.
21 And I look forward to working not only
22 with my colleagues, Councilman Oh is a
23 member of the Manufacturing Matters Task
24 Force, and the Mayor, as has stated, has
25 recognized this not just on a national

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2 level but a local level and on the
3 regional look at making sure that we
4 address and identify what we have in the
5 manufacturing industry and how we can
6 prepare for the future, whether it's the
7 natural gas, petroleum, chemical
8 industry, which is also a large part of
9 the manufacturing industry and its
10 supplier network.

11 So I appreciate you coming in
12 here, and I can tell you that the City of
13 Philadelphia, especially this Committee
14 on the global aspect, is paying attention
15 to the industry as well. So thank you
16 for coming in.

17 COUNCILMAN OH: Senator.

18 SENATOR BRUBAKER: Thank you.

19 Each of the three of you said
20 something about workforce issues on
21 technical education. You're no doubt
22 fully aware that we do have Stevens
23 College in Lancaster County. It's the
24 only state-owned trade school, and they
25 do have interest and they're currently

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2 exploring interest about setting up a
3 relationship here in the City of
4 Philadelphia. So if you would have
5 interest in visiting Stevens College,
6 learning more about what they're doing
7 and building a relationship with some of
8 their technical professors with some of
9 your resources here in the City of
10 Philadelphia, I assure you Stevens
11 College is fully anxious to have that
12 conversation.

13 And, finally, on taxation, as
14 Chairman of the Senate Finance Committee,
15 we deal with this issue frequently.
16 You're right, taxation to businesses in
17 the Commonwealth of Pennsylvania and City
18 of Philadelphia is staggering. If the
19 Commonwealth of Pennsylvania were to be a
20 country, we would have the highest
21 business tax climate in the world. That
22 does not bode well for job creation when
23 employers have, some employers anyway,
24 have flexibility on where they choose to
25 house new start-ups and where they choose

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2 to house new expansions.

3 So the Governor has proposed
4 a -- well, actually the General Assembly
5 for many years is doing a stepdown of
6 capital stock and franchise tax, and this
7 next step down will take it down to zero.
8 That was a 15-year -- it should not have
9 taken 15 years, but it was a 15-year
10 initiative to take it from where it was
11 to zero, which is where it needs to be to
12 be competitive with some of our -- we're
13 still not competitive even as we move to
14 zero.

15 Next is NOL. We need to reduce
16 NOL. We need to make ourselves more
17 competitive so we can allow our employers
18 that are employing five, eight, ten, 15
19 employees and more to put those one and
20 two additional employees on. It's
21 amazing the power that small business has
22 in today's economy.

23 So I congratulate the
24 job-makers for making jobs, and we in
25 government need to listen to you and we

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2 need to make sure that we're not creating
3 barriers. We all want more jobs. We all
4 want a better economy. So if we're
5 putting barriers up from taxation that's
6 impeding growth, we need to listen to
7 you. We need to find out innovative ways
8 to reduce those barriers.

9 Thank you.

10 COUNCILMAN OH: Thank you very
11 much.

12 I will say that you have given
13 us concrete things to do. You have
14 explained them rather clearly. Perhaps
15 not always for our benefit, but for the
16 public benefit and the benefit of those
17 listening. The next step for us to do is
18 to summarize your testimony, your
19 recommendations. You will see that, and
20 then for us to come up with a resolution
21 that we hope will be adopted by Council
22 as a whole on what steps to take, and I
23 believe that will then be the initiative
24 process of introducing bills to make some
25 of those changes happen.

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2 That's our political process
3 here, and I thank you for being part of
4 that and I hope you will see the changes
5 that you are looking for.

6 Thank you very much.

7 Clerk, would you call the next
8 witnesses, please.

9 THE CLERK: Deborah Diamond,
10 Executive Director with Campus Philly;
11 Zabeth Teelecksingh, Executive Director
12 with The Global Philadelphia Association.

13 (Witnesses approached witness
14 table.)

15 COUNCILMAN OH: Thank you very
16 much for being here and being patient
17 with us. We have such good testimony and
18 a little bit of excitement today with our
19 press conference, but all towards the
20 good that we're trying to do.

21 So would you please identify
22 yourself, starting with Ms. Diamond and
23 we'll have your testimony.

24 MS. DIAMOND: Good afternoon.

25 My name is Deborah Diamond. I'm the

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2 President of Campus Philly, a regional
3 non-profit that works to fuel economic
4 growth by encouraging college students to
5 study, explore, live, and work in
6 Philadelphia.

7 Councilman Oh, Senator
8 Brubaker, thank you so much for inviting
9 me here today and for convening this
10 hearing regarding Philadelphia's global
11 opportunities and the creative and
12 innovative economy.

13 Campus Philly works in
14 partnership with 29 regional colleges and
15 universities, and I am pleased to be able
16 to represent on their behalf the
17 significant impact and growing importance
18 of international students on our regional
19 economy and for our regional colleges and
20 universities.

21 Since 2004, Campus Philly's
22 programs have concentrated in three
23 areas. We attract students to come to
24 Greater Philadelphia colleges and
25 universities; we engage students while

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2 they're experiencing their four-year test
3 drive of Philadelphia; and we work to
4 retain them as residents and knowledge
5 workers after they graduate.

6 Campus Philly measures its
7 impact by surveying recent graduates
8 every four to six years to learn where
9 they go after graduation and why. In our
10 most recent survey in 2010, we found that
11 48 percent of non-native college
12 students, students from outside our
13 region, including international students,
14 stayed in the region after graduation for
15 a year or more. That's up from 29
16 percent who stayed when the same study
17 was conducted in 2004.

18 The City has benefited from
19 this retention of regional college
20 students, contributing to the increase in
21 the City's population for the first time
22 in 50 years and to the increase in
23 college attainment among City residents
24 ages 25 to 34, which is now close to 40
25 percent.

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2 Today I'd like to outline the
3 opportunities for attracting and
4 retaining more international students to
5 Greater Philadelphia colleges and
6 universities.

7 First, we are starting from a
8 position of strength. Pennsylvania and
9 Greater Philadelphia are already popular
10 destinations for international college
11 students. Pennsylvania ranked sixth in
12 the country in the number of
13 international students on its campuses,
14 with 30,507 international students in the
15 Commonwealth. More than a third of those
16 students attend colleges and universities
17 in the Greater Philadelphia region. At
18 last count, there were 11,532
19 international students in the region,
20 with the University of Pennsylvania and
21 Drexel home to the largest cohort.

22 Second, national trends and a
23 recent survey just completed by Campus
24 Philly demonstrate that U.S. colleges and
25 universities are increasingly interested

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2 in attracting international students to
3 their campuses. The pool of 18-year-olds
4 in the U.S. is shrinking, leading
5 colleges and universities to look outside
6 the U.S. in order to grow applications,
7 enrollment, and increase the quality of
8 their student body. Even more
9 importantly, however, as the world
10 becomes flatter, our regional campuses
11 seek to become microcosms of the global
12 community and the global workforce their
13 graduates will find themselves in.
14 Increasingly, it's part of the
15 educational mission of our regional
16 colleges and universities to have an
17 international student body.

18 As one senior enrollment
19 officer at a Campus Philly partner school
20 stated, Our institution is committed to
21 internationalizing our environment.
22 Enrolling international students enriches
23 the educational experience for all
24 students.

25 Campus Philly works to further

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2 the impact of international students on
3 our region in two ways. First, we serve
4 as a conduit for our regional colleges
5 and universities to share their
6 priorities and challenges in attracting
7 and serving international students. A
8 recent Campus Philly survey of 29 partner
9 schools puts these priorities and
10 challenges into sharp relief, and I'd
11 like to highlight two key findings from
12 our survey with enrollment officers that
13 may be helpful in guiding the Committee
14 and the Caucus's work in this area.

15 First, 93 percent of regional
16 schools surveyed report that their
17 international students will grow as a
18 portion of their student body, with 29
19 percent saying international students
20 will grow substantially in the next few
21 years. As international students grow as
22 a presence on regional colleges and
23 university campuses, our partner schools
24 are seeking to, in one enrollment
25 officer's words, better serve

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2 international students, as well as ensure
3 meaningful engagement and learning
4 opportunities between domestic and
5 international students.

6 From improving international
7 students' orientation to Philadelphia as
8 a place to live, to providing assistance
9 for international students to obtain
10 internships and post-graduation jobs,
11 which is quite a challenge, our regional
12 colleges and universities are seeking
13 ways to more fully integrate
14 international students in the life of the
15 region.

16 A second way that Campus Philly
17 works to further the impact of
18 international students on our region is
19 to encourage them to consider a
20 Philadelphia college or university in the
21 first place. Campus Philly promotes
22 Philadelphia as a place to go to college,
23 and our marketing efforts have
24 international reach. There were more
25 than 5,000 visits to campusphilly.org

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2 from international regions in 2012, with
3 the top countries being Canada, UK,
4 India, China, and Italy. And Campus
5 Philly has recently launched a joint
6 marketing program with the Philadelphia
7 Convention and Visitors Bureau, focusing
8 on edutourism, whereby Campus Philly will
9 function as the one-stop shop for
10 international tour operators shaping
11 education-based experience for
12 international visitors.

13 Philadelphia has always been
14 rich in resources for international
15 students, but there's an even greater
16 opportunity in the years ahead with three
17 trends paving the way for Philadelphia to
18 become an even larger international
19 student powerhouse.

20 First, our regional colleges
21 and universities will become increasingly
22 global, attracting more students from all
23 over the world.

24 Two, there's increased
25 collaboration among organizations that

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2 reach and serve international students,
3 including Campus Philly's collaboration
4 with the PCVB, our own 29 college and
5 university partners, International House,
6 and the Global Philadelphia Association,
7 to name a few.

8 And, third, we're building from
9 a position of strength with
10 world-renowned educational institutions
11 and strong standing relative to other
12 regions as a great place for
13 international students.

14 Thank you for the opportunity
15 to testify, and I'd be happy to answer
16 any questions.

17 COUNCILMAN OH: Thank you very
18 much.

19 Uh-oh. When your name is Oh,
20 anything really long is hard, so would
21 you identify yourself for the record and
22 give your testimony.

23 MS. TEELECKSINGH: Certainly.
24 I'd be happy to. It looks more
25 complicated than it is.

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2 Good afternoon, Councilman Oh,
3 Senator Brubaker, and members of the City
4 Council. First, I would like to thank
5 you for this opportunity. My name is
6 Zabeth Teelecksingh, Executive Director
7 of Global Philadelphia Association.

8 For the last year and a half, I
9 have been working along with John Smith,
10 Board Chair of the Association, to bring
11 together the global components of
12 Philadelphia in order to raise the
13 profile of this fabulous city. This has
14 involved developing a website, which is
15 now seen as the international magazine
16 for the region, globalphiladelphia.org,
17 where we both list any event that is
18 global in nature and also highlight
19 international occurrences that are
20 business, educational, cultural or
21 otherwise in the region.

22 In addition to this, we host a
23 series of conversations around issues
24 where we might receive some timely goals
25 that would be beneficial to Philadelphia.

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2 This, of course, involving our
3 membership. One of these conversations
4 is on knowledge and culture. Another is
5 on educating citizenry in the world. And
6 a third is on immigration and national
7 origin.

8 Those are three of our active
9 conversation efforts. In addition to
10 those, we also talk about the airport
11 expansion of Philadelphia and we'll
12 shortly have a place on our web where
13 this will be actively discussed and
14 showcased in association with Select
15 Greater Philadelphia, our member.

16 Fifth, and not least, we are
17 currently in the process of seeing
18 whether UNESCO and Philadelphia might
19 become a World Heritage city. This will
20 be spoken about further by Kathleen
21 Wilkinson, who will be presenting on
22 behalf of the Bar Association.

23 What I'd like to speak to you
24 about today is something that we have put
25 together and are promoting for the fall

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2 of this year. It falls exactly into the
3 line of the achievements that you are
4 attaining in terms of goals showcasing
5 this city as truly global. Let me
6 explain.

7 I am referring to Global Philly
8 2013. This is a showcase of events
9 occurring between September 15th and
10 October 31st of this year. It will be
11 Greater Philadelphia's largest public
12 exposition of international resources,
13 programs, activities, and assets, and
14 will be held at locations throughout the
15 City and the surrounding region.

16 This is sponsored by The Global
17 Philadelphia Association, and the
18 exposition will showcase offerings by a
19 diverse group of international actors in
20 the region, bringing attention to their
21 work, building audiences for their
22 programs, and in the process raising
23 awareness of the region's international
24 character and potential. It's expected
25 that thousands of people will attend one

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2 or more of the events.

3 Global Philly 2013 will consist
4 of at least 50 events and activities,
5 each of which will be presented by a
6 participating organization independently
7 or in combination with others.

8 Sports being the global unifier
9 that it is, this will also play an
10 important role in our efforts. I was
11 fortunate enough to be in Toronto, Canada
12 in July of 2012 where I found myself with
13 the Economy League of Greater
14 Philadelphia on their Leadership Exchange
15 program. A senior Canadian community and
16 immigration specialist said at that
17 meeting, Build more cricket pitches in
18 your local parks. This is because sports
19 is a global unifier and a wonderful
20 resource.

21 At Global Philadelphia through
22 Global Philly 2013, we intend to reach
23 out our Global Philadelphia audiences
24 through cricket, squash, soccer, rowing,
25 cycling, rugby, and polo. The

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2 celebration will be packaged and marketed
3 to the City and the region with the help
4 of our partners. The opportunity is
5 obviously a great way to reach global
6 players in the region, an opportunity to
7 rebrand Philadelphia as a truly global
8 city, and a fabulous way to showcase the
9 myriad people from all over the globe who
10 make this region their home.

11 I'm delighted today to be
12 presenting our Global Philadelphia's
13 global initiatives in the company of many
14 senior contributors to the economic life
15 of the City of Philadelphia. Here
16 present are several members of the
17 Philadelphia Association. Earlier spoke
18 Michael Scullin, Carlos Giralt-Cabrales,
19 and Harris Baum, Terry Cooke of the China
20 Partnerships, Deborah Diamond who sits
21 next to me of Campus Philly, Leonard
22 Karp, who will be speaking shortly of
23 Philadelphia International Medicine,
24 Peter Grollman of CHOP, Kathleen
25 Wilkinson, Chancellor of the Philadelphia

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2 Bar Association, and Linda Conlin,
3 President of the World Trade Center
4 Association.

5 In closing, I would draw your
6 attention to the significance of global
7 competitiveness of the City around the
8 world. You will find on our website an
9 article that was written in January 2011
10 by the Economist Intelligent Unit. In
11 fact, they drew up a report on the
12 subject where Philadelphia featured well
13 placed as 30th city in global
14 competitiveness ahead of Berlin and
15 Beijing. The report went on to say that
16 every global city is engaged in this sort
17 of activity. If we as Philadelphians do
18 not do this ourselves, other global
19 cities will take the lead.

20 The work of The Global
21 Philadelphia Association is highlighting
22 a need for the region. I'm delighted to
23 be a part of this exciting journey, and I
24 thank you for the opportunity to showcase
25 some of our work to the City Council.

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2 Thank you very much.

3 COUNCILMAN OH: Thank you very
4 much.

5 Senator Brubaker?

6 SENATOR BRUBAKER: Thank you.

7 I found both testimonies to be very
8 helpful and informative. I appreciate
9 it.

10 I have the great fortune of
11 traveling internationally, and no doubt
12 every one of the last 20 countries I
13 visited, I talked with parents and
14 leaders and people on the ground who told
15 me it was their life mission, regardless
16 of their level of family economy, to send
17 their children to schools in America. I
18 hear that everywhere I go. And families
19 that can't afford to pay tuition for one
20 child are sending two and three and four,
21 and they're just making their life
22 commitment to do all they possibly can to
23 get their family members here to America
24 to our fine schools.

25 So it's clear, A, we definitely

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2 have something to market, and, B, we need
3 to do a better job. But right in my
4 small town in Lancaster County is Linden
5 Hall. It's the oldest female girls
6 boarding school in the country. And I've
7 visited there recently, and there was a
8 small group, maybe 20 or so, young ladies
9 exclusively from China who were there for
10 their boarding school education, and to a
11 person, they were immensely proud of the
12 kind of education that they're receiving.
13 So thank you for that testimony.

14 I'd like to communicate with
15 you beyond today, because our time is so
16 short, but I'm certainly looking from the
17 state perspective for each of you to
18 understand better how I could help you
19 each complete your vision. So thank you.

20 COUNCILMAN OH: I certainly
21 concur with Senator Brubaker that your
22 efforts are very important. I'm
23 familiar, of course, with Campus Philly,
24 and what you do on a personal level is
25 you've helped our office in our reach,

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2 and certainly Global Philadelphia as
3 well. And I think it is an issue of what
4 kind of resources and help we can provide
5 and I think recognition of the importance
6 of what you do.

7 I will say something that is a
8 little bit of concern to me, and, that
9 is, sometimes when you think you're fast,
10 you find out that you're slow because
11 somebody else was far faster. And so I
12 think this is fantastic, the efforts that
13 you're doing, and we need more of it.

14 I got a visit -- or actually I
15 went to Drexel University this past
16 weekend to meet with a group from
17 Busan-Jinhae Economic Zone, and they're
18 the second entity that I've interfaced
19 with, the other being from Incheon. They
20 both having invested large amounts of
21 money, really billions of dollars, into
22 basically building campuses, beautiful
23 campuses, and they'll pay \$10 million to
24 any university over ten years -- or five
25 years, I'm sorry, \$10 million free

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2 facilities, everything else, because
3 exactly what we're talking about. They
4 have some of the brightest and most
5 successful high school students in the
6 world, and their students want to come to
7 the U.S. So they are out recruiting U.S.
8 colleges and universities to put in their
9 global campuses, along with all the other
10 things they do. The scale of which that
11 they're doing it is I think really a
12 challenge to us here in the United
13 States. It goes beyond us here in the
14 City of Philadelphia and really to our
15 national government. When cities are
16 putting in international business
17 districts that cost \$42 billion and are
18 tremendously advanced and are now putting
19 in entire medical facilities -- not one
20 hospital. I certainly know they've been
21 visiting CHOP and Penn, and they'll keep
22 coming, luring away the doctors and the
23 professors and trying to get that brand
24 name over in whatever country. They're
25 not the only one to do it. It's just all

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2 over the place.

3 So we are actually challenged.
4 I really appreciate the work you're
5 doing, because you're doing something
6 that was not being done that we really
7 need to do, and certainly lift to a more
8 higher level of importance. So thank you
9 for your testimony, and be in touch with
10 us for whatever we can do.

11 SENATOR BRUBAKER: I just
12 looked up globalphilly2013.org and I was
13 looking at the website as the Councilman
14 was speaking, as I was listening to him
15 at the same time. It's quite an
16 impressive website. So I hope we can
17 cooperatively make sure we get that word
18 out for everyone to spend some time on
19 that website to look at the wide
20 variety -- the events are actually listed
21 there, as you said they would be. So I'm
22 very impressed with the website and its
23 functionality.

24 Thank you.

25 MS. TEELECKSINGH: That means a

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2 great deal, and I really thank you.

3 COUNCILMAN OH: Thank you very
4 much.

5 I'll ask the Clerk to call the
6 next set of witnesses.

7 THE CLERK: Leonard Karp,
8 President and CEO of Philadelphia
9 International Medicine; Mike Vennera,
10 Vice President, Independence Blue Cross;
11 Peter Grollman, Vice President, the
12 Children's Hospital of Philadelphia.

13 COUNCILMAN OH: Certainly
14 Philadelphia is well known for its
15 healthcare. Eds and meds is always here
16 as we always hear, and biotech and all
17 that. So I suppose not only are you here
18 as experts in one of the shining examples
19 of what's great about our city and
20 certainly appealing to the world, but
21 also probably as targets of the world to
22 come into their areas. So let us know
23 all of about it.

24 (Witnesses approached witness
25 table.)

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2 MR. KARP: My name is Leonard
3 Karp and I'm President and CEO of
4 Philadelphia International Medicine.
5 Councilman Oh, Senator Brubaker, thank
6 you for inviting us to testify here
7 today. I think you've been thanked quite
8 a bit, but heartfelt. Thank you.

9 The estimates -- and I'm going
10 to be talking about cross-border
11 healthcare. It goes by a lot of
12 different names, medical travel, medical
13 tourism, but I'll probably use them all.

14 Estimates on cross-border
15 healthcare vary. An organization called
16 Patients Beyond Borders provided a range
17 of 20 billion to 35 billion for this
18 globally, and they also estimated the
19 annual growth to be 25 to 35 percent.
20 That's enormous from a base of 20 to 35
21 billion.

22 More recently, the World Health
23 Organization just in February released a
24 report on medical travel in Thailand.
25 And Thailand is one of the leaders in

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2 medical travel. And the estimate that it
3 gave for the value in Thailand, which is
4 a relatively small country compared to
5 the United States, was \$1.5 to \$1.7
6 billion. By contrast, in the United
7 States, the estimate for medical travel
8 is about \$1.1 billion.

9 So you can see we have a long
10 way to go. There are people who are not
11 considered leaders in healthcare research
12 and medical research that are way ahead
13 of us in the scale of attracting patients
14 from around the world.

15 So by whatever measure,
16 cross-border healthcare is a dynamic
17 growing industry with a substantial
18 upside. McKinsey and Company calls
19 healthcare the world's largest industry,
20 with a value and cost three times greater
21 than the banking sector.

22 Therefore, any action plan to
23 boost global commerce in this region
24 should surely include strategies to
25 increase cross-border medical care.

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2 Philadelphia International

3 Medicine was established in 1999 by
4 hospitals to enhance their global
5 footprint and to help make Philadelphia a
6 global medical destination.

7 We're owned by Fox Chase Cancer
8 Center, Temple University, Thomas
9 Jefferson University Hospital, and we
10 have affiliations with duPont Hospital
11 for Children, Magee Rehab Hospital, and
12 Wills Eye Institute. And we work with a
13 number of different medical
14 organizations.

15 What we've tried to do is put
16 together an entire network for an
17 international patient, from acute care to
18 rehab care to even home care.

19 Although we were capitalized by
20 the hospitals, we could not have opened
21 our doors without assistance from a PIDC
22 loan -- so thank you for the City of
23 Philadelphia for that -- as well as
24 grants from the State of Pennsylvania.
25 So thank you, Senator Brubaker.

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2 We have paid back most of that
3 PIDC loan. We're still working through
4 that. And we've gone from very few
5 international patients to last year we
6 had 4,600 patient encounters, and that
7 was our best year yet. We've attracted
8 new economic activity to the City in
9 patient care of about \$24 million last
10 year and provided medical care to
11 patients from 38 different countries.

12 But Philadelphia International
13 Medicine plays other roles. We hold
14 seminars and mini conferences for
15 physicians around the world and also
16 hospital administrators. We also have
17 conducted consulting projects. For
18 example, we've done two projects. We
19 designed an academic medical center in
20 Incheon, one of the projects you were
21 talking about before, and also in Jeju
22 Island, the same thing. Many more
23 examples of those are in my written
24 statement.

25 In addition, our hospitals have

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2 also had global relationships in
3 education and research, training and
4 assistance. For instance, Fox Chase has
5 partnerships in place with six hospitals
6 in China, including one in our sister
7 city, in Tianjin.

8 Thomas Jefferson has hospital
9 alliances in China, Sierra Leone, South
10 Sudan, and Rowanda.

11 And Temple meanwhile has sent
12 residents abroad as part of its Medicine
13 Around the World program, including the
14 Tin Tad Clinic in remote Thailand. And,
15 again, more of this information is my
16 written statement.

17 These are just a sampling of
18 the charitable side of our mission. PIM
19 is the commercial arm, and we look for
20 additional opportunities where we can do
21 well by doing good.

22 Through our marketing efforts,
23 we're able to produce tangible gains for
24 those inside our network as well as in
25 the general community. It's a

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2 collaboration that benefits all.

3 We are proud of our
4 accomplishments. There is so much more
5 global opportunity.

6 And how can we better tap into
7 that potential? Our competition is from
8 similar academic medical centers across
9 the nation and even across the table, but
10 increasingly, it is from around the
11 globe. Primarily our patients come from
12 latest available -- come for the latest
13 available treatment for cancer,
14 neurological diseases, pulmonary
15 diseases, disorder of the eye, bone
16 marrow and organ transplants, and other
17 conditions that are life threatening.

18 But in marketing our hospitals
19 around the world, we face many barriers.
20 Here are some that other industries may
21 also share.

22 One is the relative strength of
23 the identity of the Philadelphia region,
24 quote, the Philadelphia brand. There's
25 insufficient direct international

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2 flights. There's insufficient signage
3 around the City in foreign languages, and
4 there are very few services for
5 non-English speakers.

6 Some barriers that are unique
7 to healthcare is, one, we all can
8 identify this, the cost of care. While
9 the cost of care may be high for we who
10 live here, it's approximately two-thirds
11 more for international patients who come
12 here.

13 The inability to provide
14 package prices. That's also -- in
15 Thailand, in India, they provide a firm
16 price for a hip replacement or
17 what-have-you. We really can't do that
18 here.

19 Increased competition by
20 national health systems. For instance,
21 in Europe, a patient can go anywhere in
22 Europe with their own national health
23 system. They can't come here and get
24 healthcare, however, without their system
25 paying for it.

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2 Foreign insurers buying
3 domestic provider networks and also
4 insufficient funds for marketing. On top
5 of these barriers, we face competition by
6 other cities and regions. Las Vegas,
7 which is better known for high-stakes
8 better than high-risk surgery, has made
9 medical travel a top priority, and
10 their -- Las Vegas Convention and
11 Visitors Authority has produced a
12 176-page Health and Wellness Destination
13 Guide to attract medical tourists.

14 Dubai, which we all think of as
15 a referral source, is now developing its
16 medical -- has developed its medical city
17 and is launching substantial efforts
18 through the Dubai Health Authority and
19 the Department of Tourism.

20 There are many other examples.
21 One I do want to talk about, because it's
22 something I think we need to do here. In
23 Great Britain, Healthcare UK has been put
24 together to use its network of national
25 offices in a hundred different countries

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2 to promote British medical travel. And
3 I'll get to what we can do in a second.

4 Here are some ideas. One is
5 the inclusion of our healthcare resources
6 and contacts on marketing sites such as
7 visitphilly.com and discoverphilly.com.
8 We're really not on those sites. We
9 bring tourists here just like
10 conventions.

11 Increase the number of inbound
12 medical trade missions to the City
13 utilizing our state offices. We have 21
14 state offices. If each one of them
15 brought one group to this city, that's 21
16 groups coming to Philadelphia. And we
17 know from being in this business for 14
18 years, it's much easier to talk to people
19 and show -- when they see the substantial
20 healthcare infrastructure here.

21 Utilization of the state
22 international offices as information
23 depots, where we could supply brochures,
24 contact information, and website
25 inclusion. That really isn't happening.

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2 Increase the Philadelphia
3 brand, a launching of a Philadelphia
4 global medical expo, tapping into the
5 U.S. Department of Commerce's Trade Winds
6 program where people from around the
7 world would come here. And as part of
8 that, since we're the birth place of
9 American medicine, an annual award for a
10 medical innovation to a research or a
11 physician from an emerging country as
12 well as from a developed country.

13 Strategies to take advantage of
14 U.S. trade agreements. We have -- we're
15 launching European union-U.S. trade
16 negotiations. We have one with the
17 Pacific. Let's see if we can find ways
18 to reduce these barriers through these
19 trade agreements that are being.

20 Also expansion of the
21 international flights with the
22 opportunity with the American-US Airways
23 merger.

24 I know I'm running out of time.
25 There are other ideas I have. I'd love

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2 to share them with you. They are in my
3 written statement.

4 COUNCILMAN OH: Thank you very
5 much. I'm going to interrupt, I'm sorry,
6 because we do have someone who has to
7 catch an airplane flight out. And so I
8 will ask Kathleen Sullivan (sic) to come
9 up to the seat right there. And there's
10 a microphone, if someone can assist her
11 in turning that on to provide her with
12 testimony.

13 MS. WILKINSON: Thank you.

14 COUNCILMAN Oh: And let me just
15 ask, technically does that work? Can she
16 sit at that table?

17 Okay. Very good. I know
18 there's cameras that are going to zoom on
19 you now.

20 MS. WILKINSON: Thank you very
21 much. It's Kathleen Wilkinson.

22 COUNCILMAN OH: Oh, I'm sorry.
23 Wilkinson.

24 MS. WILKINSON: No problem.
25 Thank you so much for taking me out of

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2 order. As I sit here right now, I'm
3 about to get on a flight with a group of
4 lawyers representing the Temple Law
5 School Inn of Court and the Brandeis Law
6 Society to fly to Miami tonight and take
7 a chartered flight to Cuba tomorrow for
8 humanitarian reasons. So thank you.

9 I am the Chancellor of the
10 Philadelphia Bar Association. As one of
11 the largest professional organizations in
12 Philadelphia, whose 13,000 members are
13 collectively a major contributor to the
14 economic health of this city, the
15 Philadelphia Bar Association is the
16 oldest association of lawyers in the
17 United States, and encourages the City's
18 goal of improving Philadelphia's business
19 climate to attract international
20 investment. Increases in international
21 investment and international business
22 activity in Philadelphia will inevitably
23 trickle down and create demand for our
24 members' legal services, this positively
25 affecting the legal community.

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2 There are other big-ticket
3 investments by which this city can
4 increase its global profile and attract
5 more foreign investment that I trust your
6 other invitees have addressed prior to my
7 testimony. Ideas such as improving the
8 transit infrastructure and changing our
9 city's tax base to remove the
10 disincentives for doing business in our
11 city are not new to this discussion. As
12 we all know, there are initiatives
13 requiring significant investment that the
14 City cannot tackle overnight. However,
15 there are some simple and concrete ways
16 that the City can improve its global
17 profile in the short term.

18 Today, I'd like to focus on the
19 Bar Association's work in improving
20 Philadelphia's global profile, including
21 fostering relationships with attorneys
22 from foreign jurisdictions, as these
23 relationships often form the foundation
24 for future business opportunities.

25 I would also like to mention

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2 some nationwide legal initiatives that,
3 if adopted here, could open up our legal
4 market to foreign-trained attorneys
5 somewhat.

6 Due to our city's role in the
7 founding of this country, we have a
8 unique opportunity to set ourselves apart
9 from other East Coast cities for the
10 purposes of attracting global visitors
11 and raising our international profile.
12 The Philadelphia Bar Association wants to
13 be a partner with the City and others in
14 this investment in Philadelphia. One
15 step we have made is joining, as you
16 heard, The Global Philadelphia
17 Association, an umbrella organization
18 whose member groups share a collective
19 drive to increase the region's global
20 profile.

21 One idea that Global
22 Philadelphia has set forth and I support
23 is to promote Philadelphia to become a
24 World Heritage city. This opportunity is
25 available to Philadelphia by virtue of

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2 the location of Independence Hall, a
3 World Heritage site. The minimal annual
4 cost for maintaining observer status,
5 only \$5,000, is dwarfed by the marketing
6 potential of Philadelphia being the old
7 World Heritage city on the East Coast,
8 and it happens to be where my office is
9 located, I should add.

10 It has also been my experience
11 that when Philadelphia lawyers or lawyers
12 of foreign jurisdictions interact, that
13 interaction often leads to opportunities
14 to work collectively on an international
15 scale toward common goals as well as
16 creating the foundation for future
17 business opportunities. The Bar
18 Association facilitates these
19 interactions by hosting international
20 legal minds, such as Judge Sang-Hyun
21 Song, President of the International
22 Criminal Court, ICC, and Patricia Viseur
23 Sellers, Special Advisor to the ICC
24 Office of the Prosecutor, who visited us
25 earlier this month.

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2 We also collaborate with
3 foreign bar associations. The
4 Philadelphia Bar Association is a member
5 of the World City Bar Leaders Conference,
6 a biannual gathering of the world's
7 largest city bar associations. In recent
8 conferences held in Tokyo and Montreal,
9 we showcased the City's Commerce Court,
10 our seat also as a major local
11 arbitration center, the First Judicial
12 District's efforts on mortgage
13 foreclosure, and our sophisticated legal
14 practices. We also explored the
15 challenges of conducting business in the
16 United States with our 50 states'
17 territories and separate federal
18 licensing systems.

19 By standing aside, London,
20 Tokyo, Paris, Seoul, Ho Chi Minh City,
21 Brussels, Anthrop, Montreal, New York,
22 Chicago, and others, we displayed our
23 talents and learned of the trends
24 sweeping global legal markets.
25 Philadelphia was selected to host this

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2 annual conference in 2014, and we look
3 forward to opportunities -- the
4 opportunities this will create to
5 showcase our city and expand our dialogue
6 or foreign business opportunities.

7 The Philadelphia Bar

8 Association also has a sister agreement
9 with the Lyon Bar Association in France,
10 which has existed since 1997. I have
11 sitting in the audience here Anne
12 Gel-Prose (ph), who is my French intern,
13 who has been here for six months and is
14 leaving tomorrow to go back to France.

15 COUNCILMAN OH: Well, sorry to
16 meet you when you're leaving. I hope you
17 had a good time here.

18 MS. WILKINSON: She did.

19 One of the most successful
20 aspects of this relationship has been the
21 annual exchange of young lawyer and law
22 student interns between the two cities.
23 Every year three or four young lawyers or
24 law students from Lyon will typically
25 spend a six-month internship at a host

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2 Philadelphia law firm. Past interns have
3 found this position invaluable in
4 learning more about how American lawyers
5 and business leaders think.

6 From the Philadelphia host
7 point of view, the program provides a
8 good way to develop international
9 contacts and perspectives at virtually no
10 expense since we do not compensate the
11 French interns.

12 For Philadelphia lawyers who
13 are selected to go to France, the
14 internship offers a means of gaining
15 international and EU experience during a
16 time of awareness of the global
17 environment. Past participants have
18 brought back with them significant
19 business as well.

20 We continue to reach out to our
21 colleagues overseas and are currently
22 evaluating whether to launch programs in
23 Montreal and China. We keep our members
24 informed by having panel discussions and
25 information sessions organized under the

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2 auspices of our international law and
3 international business initiative
4 committees. It is the interest of the
5 City to likewise promote cross-cultural
6 interactions, whether by hosting
7 international interns in City government
8 or incorporating this type of global
9 exposure into a comprehensive plan for
10 development.

11 Another idea we might want to
12 discuss is whether Pennsylvania should
13 adopt its admission procedures to make it
14 easier for foreign-trained attorneys to
15 take the bar exam and become admitted
16 into the Commonwealth. There is an
17 argument to be made that by so doing, we
18 would attract more international
19 attorneys to LLM programs in Philadelphia
20 and introduce them to the City at an
21 early stage in their careers. Attorneys
22 who develop a relationship with our
23 city's legal community would presumably
24 be more likely to recommend Philadelphia
25 as a host city for future business

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2 initiatives and recommend Philadelphia
3 firms for international work.

4 We might also want to consider
5 whether the increased presence of foreign
6 attorneys as in-house counsel would
7 benefit our community. The American Bar
8 Association recently adopted changes to
9 Model Rules that will facilitate the
10 participation of foreign-trained
11 attorneys in the U.S. legal market. Of
12 particular interest is a recent change to
13 the ABA's Rule, Model Rule, for the
14 registration of in-house counsel to allow
15 a foreign lawyer who is employed by an
16 organization and who maintains a
17 continuous presence in a licensing
18 jurisdiction to serve as in-house
19 counsel, providing advice on the law of
20 the jurisdiction where he or she is
21 admitted. The foreign attorney would be
22 prohibited from providing advice on the
23 law of any U.S. jurisdiction, except on
24 the basis of advice from a U.S. attorney.
25 The foreign in-house counsel would be

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2 required to comply with Bar dues
3 payments, provide protection funds,
4 fulfilment of the CLE, and notification
5 to disciplinary counsel.

6 Currently, the Pennsylvania Bar
7 admission rules on in-house counsel do
8 not provide, do not provide for the
9 admission of foreign lawyers as in-house
10 counsel. As the rule is presently
11 drafted, it uses language that implies
12 that graduation from a U.S. law school is
13 required. If ordered by the Pennsylvania
14 Supreme Court, a change in that language
15 could result in allowing foreign lawyers
16 to receive the limited in-house license.
17 Nevertheless, those licenses under the
18 rule are strictly limited in their
19 activities and may not appear in court on
20 behalf of their employer without special
21 admission in particular case.

22 Furthermore, the rule governing
23 admission of foreign attorneys
24 unambiguously requires such individuals
25 not only to have engaged in the practice

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2 of law in their native jurisdiction for
3 five of the last eight years, but also
4 requires that before allowed to take the
5 Pennsylvania bar exam, they must first
6 take 30 hours of instruction in certain
7 prescribed areas of law. That can take
8 up to two years to complete that
9 education.

10 Pennsylvania also has a rule
11 for the practice of law under the
12 category of foreign legal consultant.
13 They are limited to rendering legal
14 services in Pennsylvania regarding the
15 law of the country in which they are
16 admitted. In addition, that rule has
17 other restrictions which are contained in
18 my comments.

19 Thus, while a presence for
20 foreign attorneys is permitted in
21 Pennsylvania at this time, the unfettered
22 ability to practice law is not. My
23 comments go on further in that regard. I
24 know the time is limited, but I did
25 understand particularly Councilman Oh

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2 would like input on that. So there's
3 further information.

4 Thank you so much.

5 COUNCILMAN OH: Thank you so
6 very much. Thank you for patiently
7 sitting.

8 Thank you, panelists, for
9 letting our Chancellor give her testimony
10 in person. I know that you have someone
11 sitting in for Q and A.

12 MS. WILKINSON: I do. Danielle
13 Jouenne is here, and she will sit in
14 during my panel and answer any questions
15 you have.

16 Thank you for allowing me.

17 COUNCILMAN OH: Thank you so
18 much. Have a safe trip and say hello to
19 everyone in Cuba. Tell them we certainly
20 would love to interface with them here in
21 Philadelphia.

22 MS. WILKINSON: Thank you so
23 much.

24 COUNCILMAN OH: Thank you.

25 I'm sorry. Would you now

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2 introduce yourself and we can continue
3 with this panel.

4 MR. VENNERA: Sure. Good
5 afternoon. My name is Mike Vennera, Vice
6 President of Strategy and Innovation at
7 Independence Blue Cross. On behalf of
8 independence Blue Cross and my
9 colleagues, I'm honored to have the
10 opportunity to participate on this panel
11 and offer some insight into our view of
12 innovation in the Philadelphia region
13 within healthcare.

14 IBC is the region's largest
15 insurer, one of the region's largest
16 employers, and a leader in the Blue Cross
17 and Blue Shield nationally. We've been
18 committed to enhancing the health and
19 wellness of the people and communities we
20 serve for 75 years, and as our industry
21 undergoes the largest and most rapid
22 changes in a generation, we remain
23 unwavering in that commitment to our
24 members, but we truly believe that the
25 game in healthcare needs to change in

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2 this new world.

3 The U.S. healthcare system
4 faces a number of significant challenges,
5 from a lack of access to an affordability
6 crisis and the unsustainable cost of an
7 older sicker population. In 2012, total
8 U.S. Healthcare expenditures alone
9 represented 18 percent of GDP, up from a
10 mere 5 percent in the early 1960s. We
11 believe that these are large, complex
12 issues for which there is no one silver
13 bullet. However, we also believe that in
14 these challenges, there lies great
15 opportunity, opportunity for our
16 industry, for our region, and for our
17 company as well. However, we can only
18 meet these challenges and capitalize on
19 the opportunities with new innovative
20 solutions. This will require large
21 companies like IBC to find ways of
22 embracing an innovation culture and
23 reaching across the aisle to partner in
24 new ways with other stakeholders in the
25 healthcare system. It will also require

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2 companies like IBC to take a corporate
3 leadership role in supporting the
4 entrepreneurial community.

5 Understanding that change needs
6 to start from within to be lasting and
7 effective, IBC created the Office of
8 Strategy and Innovation over a year ago,
9 which I lead, to oversee our innovation
10 initiative, growth opportunities, and new
11 projects. While we're fully committed to
12 developing the culture and capabilities
13 to foster innovation within our own four
14 walls, we recognize that the challenges
15 facing the healthcare system are far too
16 large to be solved within our
17 organization or any one organization.
18 That's why we believe it is critical to
19 foster and support innovation within the
20 broader community. One example of IBC
21 reaching out to the community for
22 innovative solutions around health and
23 wellness was our IBX Game Changers
24 Challenge. This took place in the summer
25 of 2012 and was a collaborative effort

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2 between IBC and Deputy Mayor and Health
3 Commissioner Donald Schwarz, the
4 Philadelphia Department of Health, and
5 the Wharton Entrepreneurial Program. The
6 challenge invited the region's
7 entrepreneurs, healthcare professionals,
8 college students, technology experts and
9 others to submit high-impact ideas that
10 could scale up to support healthy
11 lifestyles and improve the overall health
12 and wellness of Philadelphia and the
13 surrounding region. Three winners were
14 selected, each of which received seed
15 capital and access to resources from IBC
16 and Wharton to help launch their efforts.

17 I can also add that at least
18 one of the companies that came out of
19 that turned into a real company and has
20 customers and real revenues today.

21 In a similar vein, we're
22 currently working with DreamIt Ventures
23 and Penn Medicine to run DreamIt Health,
24 the first ever Philadelphia-based
25 healthcare accelerator and the first

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2 accelerator nationally to pair a leading
3 payor and a leading health system. This
4 program will select ten early-stage
5 companies from across the U.S. and
6 potentially further afield to participate
7 in a four-month intensive boot camp
8 designed to accelerate each company's
9 efforts to develop a business plan, build
10 a product, and close initial customers.
11 Each of the companies will be required to
12 relocate to Philadelphia for the duration
13 of the program, and we hope to find
14 creative ways of encouraging them to
15 plant their roots here.

16 There is both a need and a
17 great opportunity for the region's large
18 corporate citizens such as IBC to provide
19 leadership to and support for this
20 growing entrepreneurial and innovative
21 community. Over the least year, I have
22 had a number of conversations with
23 different players and potential players
24 in the local community, ranging from
25 corporate executives to wannabe

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2 entrepreneurs, and the one common theme
3 has been excitement and a real sense of
4 pent-up demand, a belief that
5 Philadelphia has all of the right
6 ingredients - world-class universities
7 and teaching hospitals, a strong health
8 and life sciences economy, and an active
9 entrepreneurial community - to be a
10 national magnet for healthcare
11 innovation, investment, and employment.
12 The missing ingredient to date has really
13 been active corporate leadership in this
14 space. Our goal at IBC is to help
15 provide that leadership. It makes sense
16 for Philadelphia and it makes sense for
17 our business. Together I think we can
18 make this happen.

19 Thank you.

20 COUNCILMAN OH: Thank you very
21 much.

22 Mr. Grollman, would you
23 identify yourself and provide your
24 testimony.

25 MR. GROLLMAN: Yes. Good

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2 afternoon. I'm Peter Grollman, Vice
3 President for Government Affairs and
4 Community Relations at the Children's
5 Hospital of Philadelphia. Councilman Oh,
6 Senator Brubaker, thank you very much for
7 inviting me to provide just a few brief
8 comments about our work at CHOP.

9 As an aside, I am a Board
10 member of the Economy League of Greater
11 Philadelphia, so I really commend you for
12 putting this forum together, as I really
13 truly believe that it complements the
14 League's World Class Initiative in a way
15 that will help make our region even more
16 competitive.

17 I think Mike did a great job of
18 sort of setting the stage by way of where
19 things stand with respect to the
20 healthcare industry overall. We are
21 undergoing tremendous change. You're
22 certainly seeing levels of consolidation
23 throughout the country. And we're also
24 seeing downward pressure, as we speak, by
25 way of reimbursements from government

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2 payers like Medicaid, and that is
3 something that is deeply concerning to an
4 organization like ours.

5 To that end, you need to really
6 be prepared, look around the corner, if
7 you will, as to where there are
8 opportunities to keep your organization
9 healthy and, of course, keep children
10 healthy, as that is consistent with our
11 mission.

12 So as we look at CHOP's
13 international medicine program, there's
14 sort of four key pillars - international
15 patient services, international
16 collaborations, international medical
17 education, and global health.

18 By way of providing care to
19 children from throughout the world, our
20 goal is access, no matter where a child
21 comes from. I'll tell you that in 2009,
22 our international program saw 30 children
23 throughout the world. Here we are in
24 2012 and we're actually now seeing 600
25 kids from throughout the world. And as

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2 you would expect, these are children that
3 are coming to us with very medically
4 complex conditions. They're coming to us
5 through referrals from embassies.

6 They're coming to us through physicians
7 who are recommending CHOP as a provider,
8 and parents who may be surfing the
9 internet and are aware of some of our
10 luminary programs that we offer. So
11 we're seeing kids from about 55 countries
12 throughout the world. Probably about 65
13 percent of them come from the Gulf region
14 and the rest from Latin America, Europe,
15 Canada, Asia, and other parts of the
16 world.

17 Just to give you a sense for
18 the level of care, actually the
19 procedures. Mostly oncology treatments,
20 bone marrow transplants, proton therapy
21 which we offer in coordination with Penn
22 Medicine in treatment for neuroblastoma.

23 So when these families come and
24 these children come for treatment,
25 they're usually here with their parents,

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2 siblings, extended members of the family.

3 They will stay for very long periods of

4 time. I'm told that the average length

5 of stay for an inpatient is ten days to

6 two weeks. As you would expect, they

7 need housing options, hotel

8 accommodations. They have very

9 particular cultural needs, and we are

10 able, in large part, to help facilitate

11 that. It does not come without

12 challenges. So I'll tell you overall,

13 we're probably looking at about 2,900

14 inpatient days a year at CHOP. So for us

15 to have capacity to accommodate, we have

16 about 25 employees that we have brought

17 on to support the international patient

18 services.

19 By way of international

20 collaborations, we're working with 14

21 organizations from throughout the world,

22 and we have just forged a relationship

23 with Beijing Hospital for Women and

24 Children to build a children's hospital

25 in Beijing. We are providing consulting

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2 services. CHOP is not building this
3 hospital, but by way of facilities and
4 infrastructure and programs, we are
5 helping to develop that.

6 By way of bringing business
7 opportunities here to Philadelphia, we
8 have partnered with a firm out of Beijing
9 called BGI, whose premier mission is to
10 partner with other organizations around
11 applied genomics. This is really
12 important. I think if you are following,
13 as a lot of us are, the debate in
14 Washington over the sequester, these cuts
15 are real for us. We have about a \$280
16 million research institute, of which
17 probably 70 percent comes from the NIH.
18 We modeled cuts to this. We're looking
19 at about a \$10 million loss in grant
20 opportunities.

21 To really continue to build a
22 robust research program with great
23 outcomes like we've had recently in the
24 field of childhood leukemia, in
25 partnership again with Penn, you have to

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2 have the resources. So for us to partner
3 with a firm like BGI who has come in to
4 provide us the technical expertise and
5 the equipment, it's really been a
6 terrific partnership that is really going
7 to accelerate a whole lot of novel
8 therapies for children by way of shared
9 resources. And they are located in our
10 new \$500 million research tower. So you
11 build buildings like that and they will
12 come, and we expect to be able to recruit
13 even more opportunities like that.

14 The international medical
15 education is an area -- as CHOP, as you
16 may know, is one of the largest pediatric
17 training institutes in the country, we
18 have 51 active accredited graduate
19 medical education residency and
20 fellowship programs. And so we see this
21 as a great opportunity to bring
22 physicians in, train them, send them
23 back, even do it by way of telemedicine
24 as well, and the state has been extremely
25 supportive of that.

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2 And then in terms of our
3 commitment to our global community, we
4 have had since 2004 about 100 CHOP staff
5 treat about 4,000 kids from the Dominican
6 Republic to Botswana and elsewhere. So
7 this is a great training opportunity for
8 these folks as well.

9 So in closing, we have a very
10 comprehensive approach that we feel
11 provides a tremendous economic impact
12 here in Philadelphia and also allows us
13 to become and to maintain our status as a
14 healthy organization throughout the
15 world.

16 So thank you very much, and I'm
17 happy to take questions.

18 COUNCILMAN OH: Thank you very
19 much.

20 I'll ask Senator Brubaker.

21 SENATOR BRUBAKER: Thank you,
22 Mr. Chairman.

23 I've enjoyed the presentation
24 very much. Thank you so much.

25 It was five years ago that I

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2 went into my family doctor for a regular
3 health check and my PSA level was
4 elevated. Sent me to a specialist. And
5 the results came in, and I had a 9
6 o'clock appointment in Harrisburg and I
7 wanted to visit the specialist at 8
8 o'clock in the morning. At about 8:15 I
9 needed to leave. I still had not been
10 called in, so I went to the nurse station
11 and I said, I had an 8 o'clock
12 appointment, it's 8:15, I'm going to
13 leave.

14 They said, Well, just a minute.
15 They went back to talk to the doctor.
16 The doctor came -- the doctor told the
17 nurse, who said, I don't know where he's
18 going or who he is, but he needs to stay
19 and hear what I have to say. I called my
20 wife right away. I said, I'm not sure
21 what the news is, but I know it's bad.

22 So a long story short, I was
23 diagnosed with prostate cancer. And that
24 was five years ago.

25 My wife and I went into a very

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2 elaborate study, and we just decided we
3 were going to find the best doctor for
4 me. And the reason I'm telling this
5 story, of course, is that we came up with
6 what we believe to be the best doctor, a
7 doctor that performed 1,500 of these
8 surgeries as opposed to -- we have great
9 hospitals in our local community, but the
10 technology, the Da Vinci method of
11 prostate removal at the time was new. It
12 was new to our area, not new here. So we
13 came to Philadelphia, had exceptionally
14 great treatment. This is just somebody
15 from Lancaster County coming to
16 Philadelphia.

17 But I'm hearing your stories
18 that whether it's Lancaster County or
19 whether it's somebody across the nation
20 or whether it's somebody across the
21 world, people want to come to
22 Philadelphia. And the end of my story at
23 least to date is that I've been perfectly
24 clean, and I continue to be monitored on
25 an appropriate basis. So I'm immensely

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2 grateful to the fantastic talent that you
3 have right here in Philadelphia.

4 I attended the Arab Health Show
5 in Dubai, over a hundred thousand
6 visitors, a phenomenal show. They told
7 me it's the second largest health show in
8 the world. I don't know what the number
9 one is. But in three days of walking and
10 visiting the booths, I couldn't see them
11 all in three days. So incredible.

12 So your concept of health expos
13 and making sure that this becomes a
14 regional hub globally for that type of
15 activity makes perfect sense to me.

16 Two questions very quickly. At
17 the state level, we used to have, I
18 think -- and you can tell me if I'm
19 wrong -- a certificate of need. You
20 talked about consolidation of healthcare.
21 The opposite end is growing new health
22 facilities. We used to have a
23 certificate of need legislation, I
24 believe, that said that if you're going
25 to build a new facility, you have to

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2 prove that there is a need and a
3 non-competitive environment. I believe
4 that does not exist today. Can anyone on
5 the panel speak to that, whether we
6 should have a certificate of need in
7 Pennsylvania and whether that legislation
8 was good or bad?

9 MR. GROLLMAN: I am not
10 familiar with the underlying legislation,
11 although I can speak to our own
12 experiences at CHOP and how we also
13 depend upon alliances with other
14 community-based hospitals. So, for
15 example, in Phoenixville, we run the
16 Neonatal Intensive Care Unit. Our
17 doctors are out there.

18 So what we try to do is, we try
19 to push as much of the care as possible
20 out into the community. So really if you
21 think about our main hospital, which, as
22 I heard yesterday, was probably at 85, 95
23 percent census -- so it's pretty full --
24 that to the extent we're able to do this,
25 it's sort a rational way to deliver

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2 healthcare. You're able to make sure
3 that everyone's resources are being used
4 appropriately, whether it's a community
5 hospital or whether it's our own. So at
6 this point in time, my own opinion, I
7 would argue that Pennsylvania, we
8 probably have a pretty good system.

9 SENATOR BRUBAKER: Thank you.

10 My final question to the
11 panel -- and if it takes you to get back
12 to the Chairman, please don't hesitate to
13 do that -- will be on telemedicine, and
14 you brought that up to your testimony,
15 sir.

16 So as we're talking about doing
17 healthcare globally, using all the global
18 experts that you have access to, then
19 you're communicating and consulting and
20 diagnosing electronically around the
21 world. I'm interested if we have laws,
22 especially at the state law or the
23 federal level, that get in the way of
24 experts communicating back and forth to
25 each other so that you do indeed -- that

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2 you can give that patient the most
3 collaborative expert opinion possible.

4 MR. GROLLMAN: I would have to
5 go back. That's one I would have to
6 respond to, because I'm not familiar sort
7 of with which laws in fact would preclude
8 us from being able to do this seamlessly.
9 A lot of what we're trying to do in this
10 space is very new, and obviously given
11 that we're such a global reach, I'm not
12 quite sure what the protocols may be.
13 But I'll go ahead and follow up directly
14 with you, Councilman.

15 SENATOR BRUBAKER: I would
16 appreciate that. I think I'm being told
17 that it's the education level and the
18 expertise and the degrees and
19 certifications don't all -- aren't all
20 equal from country to country, and I can
21 begin to comprehend all that, and
22 sometimes your profession potentially
23 stumbling over these certification and
24 degree issues that don't translate.

25 MR. KARP: It's a two-way

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2 problem. It's not just in this country.
3 You have licensing issues, but you also
4 in the other country. So, for instance,
5 we tried to set up a telemedicine network
6 in India where we do live consults, and
7 it just -- at the time, it really wasn't
8 practical. First of all, there are so
9 many issues in India to overcome that we
10 really couldn't get it off the ground.
11 And it ranges from the territoriality of
12 the local physician and not wanting to
13 lose a patient and why do I need to have
14 an American doctor be part of this care,
15 which is a very real issue to the
16 licensing.

17 So if you set systems up that
18 all you're doing is
19 physician-to-physician discussions, you
20 can get around some of those licensing
21 issues, because the physician here is
22 really not treating the patient in India.
23 You're just an advisor to the physician
24 in India, who then administers the care.

25 SENATOR BRUBAKER: Thank you.

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2 COUNCILMAN OH: Here is my
3 concern, not just for this area but for
4 just in general. Because when we're
5 behind, I feel bad, we have to catch up.
6 When we're ahead, I feel bad, who is
7 catching up on us. So I just feel
8 generally kind of concerned.

9 So here's my concern: I'll
10 say, for example, when I graduated from
11 law school, I was going to be in
12 Philadelphia. I wasn't going to be in
13 New Jersey, Delaware or any other place
14 but Philadelphia.

15 I have a friend who just told
16 me he quit his job, getting paid a lot of
17 money as a lawyer, and he has three
18 options. He's going to move to
19 Charlotte, Phoenix or Singapore. It's
20 just really to me a completely different
21 situation. The idea that I'll just go to
22 Singapore and work there is not a big
23 deal anymore, because I'll fly back to
24 the U.S., I'll still have a family, I'll
25 do all these things.

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2 And I guess my point is that
3 all that went into making the U.S. health
4 and medical system the best in the world
5 is certainly challenged today when
6 wealthy -- I won't even say wealthy;
7 other countries can invest so much money
8 into building high-tech facilities with
9 living quarters and campuses and put so
10 much more money into research, and
11 there's not only the issues of -- while
12 we're the best in medicine, still our
13 graduates are facing lots of debt.
14 They're challenged with insurance.
15 There's bureaucracies. We as a nation
16 are trying to service everyone that we
17 possibly can, which is a good thing.
18 There's a downside to it. And then comes
19 other countries pulling away at our
20 doctors, our administrators, our
21 institutions.

22 Where are we in this process?
23 How do we keep Philadelphia as one of the
24 best medical locations? How do we keep
25 people coming here when so many other

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2 places are trying to make sure that
3 they're not coming here?

4 MR. KARP: That's a good
5 question.

6 MR. GROLLMAN: It's a very good
7 question. I mean, I think we need to
8 continue very strong medical education
9 programs, and we all do in academic
10 medicine in Philadelphia, but even in
11 this climate, it becomes more
12 challenging. I mean, these are programs
13 that are threatened, their very
14 existence, by way of the public funding
15 is a challenge.

16 The other is the demand for the
17 services. We don't have enough pediatric
18 subspecialists to meet the demands that
19 we see here in the organization. And so
20 to that end, that's a very critical
21 issue. So there are positions. There
22 are needs here in Philadelphia. I'll
23 tell you, when the economic crisis hit,
24 from then until now, we were still able
25 to add about 1,400, 1,500 jobs at CHOP

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2 alone, even during a very difficult time.

3 So, look, to get to your

4 question, I think there's sort of room

5 for both, frankly. I mean, we do need

6 our work internationally to continue to

7 support and keep us strong here at home.

8 I think that's important as we continue

9 to face that downward pressure I spoke of
10 earlier that we face. I think it's

11 critical, it's vital, it's a must-have.

12 MR. KARP: I'm going to answer

13 a little differently. I think we have to

14 look at healthcare differently, actually

15 building off of what you just said.

16 Right now we look at healthcare as when

17 we go to the doctor and the medical side

18 of it, but it's so much more than that,

19 and we really have to look at the other

20 opportunities. It's a really

21 knowledge-based industry that has so many

22 more components. And you're seeing the

23 genesis of new industries branching out

24 or business opportunities branching out

25 from the provision of medical care,

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2 consulting, healthcare consulting. We're
3 all -- I'm in a group of about 21
4 different of my peers across the country.
5 We're all doing medical consulting or
6 healthcare consulting really around the
7 world, from advising the people in Dubai
8 on how to develop their medical city to
9 which you just heard in Beijing. We did
10 two projects in Korea.

11 So we have to start looking at
12 the knowledge that comes with being a
13 doctor or running a hospital and how do
14 you export that as a service. And I
15 think we're all doing different modeling,
16 but we're all getting there.

17 MR. VENNERA: The one thing I
18 would just add to that, I think you were
19 right that we've got to look at it
20 broader, and I'd go even beyond sort of
21 the delivery of care itself and look at
22 sort of innovations around healthcare,
23 whether those are technologies or -- we
24 talked a little bit about telemedicine,
25 but think about the technology platforms

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2 that potentially underlie that. I think
3 it's incumbent on us not only to think
4 about Philadelphia as the center for the
5 kind of more traditional delivery of care
6 assets, but all the things that are going
7 to wrap around it. I think that's a
8 really important element that we need to
9 focus on as well.

10 COUNCILMAN OH: Well, thank you
11 very much. I know this could be a very
12 long discussion, so I'll end it here.
13 Thank you for that, and hopefully we'll
14 continue this on another occasion. Thank
15 you.

16 The stenographer needs a quick
17 break. In the meantime, I will ask our
18 next panel to approach the witness stand.

19 So would you call the witnesses
20 forward.

21 THE CLERK: Matthew Parker,
22 Assistant Dean, University of
23 Pennsylvania Law School; Matthew
24 Melinson, member of Pennsylvania
25 Institute of Certified Public

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2 Accountants; John Claypool, Executive
3 Director, Philadelphia Chapter of
4 American Institute of Architects; Susan
5 Best, Executive Director of Engineers'
6 Club of Philadelphia; James Markham, Vice
7 President of Engineers' Club of
8 Philadelphia.

9 (Witnesses approached witness
10 stand.)

11 (Short recess for
12 stenographer.)

13 COUNCILMAN OH: Thank you very
14 much. We're ready to resume. So at this
15 time, I will ask the witnesses, because
16 I'm not exactly sure what order you're
17 in, to identify yourselves and then
18 present your testimony.

19 MR. PARKER: I think I'm first
20 on the list after Kathleen Wilkinson.

21 COUNCILMAN OH: Okay.
22 Fantastic.

23 MR. PARKER: My name is Matthew
24 Parker. I am Assistant Dean for Graduate
25 Programs at the University of

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2 Pennsylvania Law School. Thank you very
3 much for giving me the opportunity to
4 provide testimony.

5 I could be relatively quick, I
6 think, because Kathleen covered a lot of
7 the issues that I think are relevant from
8 my perspective, and a lot of it has to do
9 with the LM degree, which I'll just
10 briefly set forth is a degree that is
11 obtained by many international attorneys.
12 It is one year in length in general. And
13 in my view, the current rules in
14 Pennsylvania make it just difficult
15 enough for an international attorney to
16 be dissuaded from trying to do it, and as
17 a result, these graduates from
18 Pennsylvania law schools as well as law
19 schools from around the country will take
20 the bar exam for New York, for example.
21 So there is an out-flux of these talented
22 attorneys to nearby jurisdictions. DC
23 also has a much easier path.

24 So there are some, I think,
25 relatively easy rule changes that could

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2 be made, and one of them Kathleen
3 mentioned, which is the ABA proposed
4 Model Rule, which brings the credit
5 number down, which is 26 credits is what
6 they recommend. Pennsylvania is
7 currently at 30 credits. Most school
8 classes are three or four credits. So to
9 get 30 credits might be possible, but
10 Pennsylvania goes a little bit further
11 and has very narrow requirements within
12 those 30 credits. So you almost have to
13 put together a perfect schedule to do it.

14 The other rule change that
15 would seem to be something that could be
16 easily adopted is that Pennsylvania has
17 reciprocity with a number of neighboring
18 states, but built into the rules is a
19 requirement that the student or the
20 person requesting reciprocity had
21 attended an ABA credited school. So if
22 you are an OOM student and you've been
23 practicing in New York for many, many
24 years as an international attorney and
25 all of your colleagues can have

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2 reciprocity from Pennsylvania, you can't,
3 which doesn't seem to be something that
4 should exist.

5 Kathleen also mentioned the
6 foreign legal consultant rule, which does
7 exist here in Pennsylvania, but it is
8 very, very narrow. People who qualify
9 for that cannot appear in court. They
10 can't solicit legal work in their own
11 name, and there are lots of restrictions.
12 So that really isn't much of an option.

13 So through, I think, some
14 simple rule changes, we could really
15 harness this group of very talented
16 international attorneys. And it isn't a
17 matter of having more attorneys eating
18 the same size pie. It is bringing in
19 their connections and their expertise
20 expands the pie, because it allows people
21 to get work that they would not have
22 otherwise been able to do it.

23 And that really, in conjunction
24 with much of Ms. Wilkinson's testimony,
25 is what I wanted to talk to you about.

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2 COUNCILMAN OH: Thank you very
3 much.

4 What I'm going to do is, I'm
5 going to take the two lawyers and
6 separate them from the group, because I
7 think we're really kind of talking about
8 one issue here, and I will say that I do
9 have a biased opinion and I'm always
10 willing to be corrected or told
11 otherwise.

12 I really think that -- and so
13 I'm telling you what I think, and you
14 could tell me otherwise. So that's how
15 this part will go.

16 I do think that our state and
17 our city is a loser for these
18 restrictions. I understand that New
19 York, which has a lot of foreign lawyers
20 taking their Bar and passing their Bar,
21 is now looking to be more restrictive,
22 and I think that's great. If they want
23 to do that, that's more opportunities for
24 our state.

25 Basically I am familiar with

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2 oversea lawyers, particularly those in
3 Asia. And for the population of lawyers,
4 that basically 3 percent pass the bar
5 exam. They're very smart, they're very
6 bright. Most of them are bilingual.
7 They come to New York. Some of them take
8 classes and they pass the New York Bar.
9 They are not going to practice law in New
10 York. They're going back to Korea where
11 they are a U.S.-Korean lawyer. They have
12 great sense of fraternity with the
13 lawyers in New York and to the State of
14 New York, and what they do is, they bring
15 deals, mergers, acquisitions, contracts,
16 all sorts of things, international
17 arbitrations to New York.

18 We don't have that in
19 Pennsylvania. And people say, Well, why
20 do you need more lawyers? I tell people,
21 Look, lawyers, they're part of the glue
22 that make everything stick together, and
23 the more that you have lawyers doing
24 these things, the more you have deals.
25 Korea, for example, has opened up its

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2 entire legal system, 3 or 4 percent
3 passing the Bar. They've opened up to
4 any foreign lawyers to come in and
5 practice. That was over the objections
6 of the Korean lawyers, but at the end of
7 the day, the idea that all of these other
8 deals could only come into Korea through
9 Korean lawyers was not the situation.
10 Deals are going to other countries like
11 China and other places. They were
12 looking to expand and create more
13 opportunities for economic growth in
14 Korea.

15 So my opinions really are based
16 on the fact that I think that if we had
17 more overseas lawyers coming to our law
18 schools, taking courses, going back,
19 bringing -- looking at Philadelphia as a
20 place of doing business and commerce,
21 that that would be actually more
22 beneficial to the lawyers in
23 Philadelphia. And I also believe that if
24 we don't get into this global situation
25 as attorneys, if we are not in the

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2 first-rung category, we should at least
3 be making relationships with other
4 emerging countries. And eventually if
5 you're not doing any of those, you will,
6 in my opinion, lose out as who will want
7 to do business in Philadelphia and why
8 would you need Philadelphia lawyers at
9 that kind of a thought process.

10 So that may be a harsh way of
11 saying it for certain people listening.
12 I'm trying not to alarm anybody. It's my
13 position, my thoughts.

14 Would you comment on that? You
15 could criticize it or do whatever you
16 want with it.

17 MR. PARKER: I think that's
18 absolutely right, and I think that even
19 if there were prior eras where it may
20 have made less sense, the current
21 environment where technology allows you
22 to truly practice law and as law has gone
23 from the local to the regional to the
24 national to the international, the kinds
25 of deals and interactions that you are

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2 describing are so much more prevalent are
3 becoming more prevalent. And I agree
4 that there is a window that you do want
5 to create an environment where the
6 attorneys who are now the people who are
7 very active all over the world are
8 looking to move. The United States is
9 the number one economy. This is where
10 they want to be, and if there are
11 restrictions or headwinds built in to
12 allow them to do that, they will seek the
13 path of least resistance. They'll go
14 somewhere where they can get that done,
15 and making a rule change at this time I
16 think makes a lot of sense for that
17 reason.

18 COUNCILMAN OH: I won't belabor
19 this, because I'm not a witness, but I'll
20 throw this additional point out. I have
21 a friend who is a high-ranking IP lawyer
22 in a multi-national high-tech-oriented
23 company in electronics, let's put it that
24 way. When he does business with Japanese
25 corporations, they do it a certain way,

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2 and when they deal with U.S. companies,
3 they do it a completely different way,
4 and it's almost backwards. The fact that
5 they can't find lawyers in the U.S. -- I
6 won't say they can't find. They have to
7 find lawyers who know how to do it this
8 way, the created Japan way, and they need
9 to find lawyers -- they need to adjust to
10 how it's done in the U.S. There's a very
11 different way of doing things, and it's
12 not based on rules, it's based on culture
13 that impasses just on the fact that a
14 deal is done in the U.S. and you can't
15 change a letter of it, but a deal done
16 with a Japanese company is just the
17 beginning of a living document and the
18 relationships and how they approach it is
19 very important in getting these
20 multi-billion-dollar deals done, and the
21 fact that the lawyers are not able to
22 adapt to what is not only the changing
23 economy of the world, but who is right in
24 the world. So that used to be the wrong
25 way to do it. Now it's not anymore.

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2 They figure, look, Japan-Korea,
3 Korea-China, Korea-the Middle East, this
4 is no longer the wrong way to do it.
5 We'll do it the way we like to do it, is
6 kind of a concern if we're not really
7 developing that in a city. I'm sure it's
8 in New York. I'm sure it's in other
9 places, but I'm not sure about
10 Philadelphia.

11 MR. PARKER: As to whether or
12 not that opportunity exists?

13 COUNCILMAN OH: Whether or not
14 we have enough of that multicultural
15 global perspective in how when you're in
16 France law is done so we can get a deal
17 done instead of trying to insist the
18 lawyers used to kill the deal, that the
19 lawyers are able to adjust to the culture
20 to make it easy and to really communicate
21 the needs and desires of the clients,
22 cross-border, cross-culturally, I think
23 is one of the benefits of having more
24 overseas lawyers take our Bar and be
25 parts of our law firms and our

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2 corporations, because it reflects a
3 real-world situation as opposed to an
4 idea of trying to keep everyone out and
5 you got to use a Pennsylvania lawyer.

6 MR. PARKER: I think that's
7 absolutely right.

8 MS. JOUENNE: I just wanted to
9 state -- and I like your line about the
10 lawyers being the glue. I'm going to use
11 that in the future.

12 COUNCILMAN OH: Thank you.

13 MS. JOUENNE: But I do want to
14 state that the Philadelphia Bar
15 Association hasn't developed an official
16 position on whether we are going to
17 support the Supreme Court adopting any of
18 these rule changes, but this is a
19 perception that we train LMs here in this
20 city and that they leave. We train them
21 here, and they leave and they go to New
22 York because of a lot of the obstacles
23 that have been mentioned today, and we
24 lose the people that have these
25 international perspectives that you're

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2 referring to and know how culturally
3 things are done in other countries.

4 COUNCILMAN OH: Well, thank you
5 very much.

6 Senator Brubaker, any
7 questions?

8 SENATOR BRUBAKER: I just will
9 attempt to understand this rule change
10 that you're each speaking about. Would
11 that take place within state law or would
12 that take place somewhere else?

13 MR. PARKER: That's a very good
14 question. The Pennsylvania Board of Law
15 Examiners is actually under the Supreme
16 Court of State of Pennsylvania. So it
17 would have to be a motion that is adopted
18 by the Supreme Court, and then they would
19 promulgate a rule change to the
20 Pennsylvania Board of Law Examiners, I
21 believe.

22 SENATOR BRUBAKER: Thank you.

23 COUNCILMAN OH: And since I'm a
24 little active on this issue, I would say
25 that if the membership is going to want

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2 this, if the lawyers are going to start
3 talking about it and wanting it, it would
4 be more likely to happen. If there's no
5 conversation about this, it would
6 probably be delayed or not happen. I'm
7 not sure.

8 All right. Thank you very
9 much, and thank you, panelists, for
10 letting me do that. And so we can let
11 the other panelists come forward, and
12 we'll finish this professional -- we are
13 a professional services city, and
14 certainly we want our professionals to be
15 sought after by companies and clients all
16 over the world.

17 Yes, sir.

18 MR. MELINSON: Thank you,
19 Councilman Oh and nice to see you,
20 Senator Brubaker. My name is Matt
21 Melinson and I'm here in perhaps even a
22 couple capacities to provide some
23 background here.

24 I'm a partner with the
25 international accounting firm called

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2 Grant Thornton LLP. We have
3 approximately, for perspective, we're one
4 of six global firms in the accounting
5 industry. We have 527 global offices
6 with over 2,000 partners and 2,500
7 employees in over 100 countries.

8 I'm here on behalf also of the
9 Pennsylvania Institute of Certified
10 Public Accountants that I'll call the
11 PICPA throughout testimony here. And we
12 serve approximately 22,000 members
13 statewide, with more than 10,000 locally,
14 right in the five-county area here within
15 Philadelphia. I'm a former President of
16 the Philadelphia area and have been on
17 the statewide executive board. I also
18 served on Mayor Nutter's 2009 Task Force
19 on Tax Policy and Economic
20 Competitiveness, and served for many
21 years on Commissioner Richardson's and
22 previously Commissioner Kammerdeiner of
23 the Revenue Department's Advisory
24 Committee.

25 Also on a personal note, a

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2 life-long area resident and very proud to
3 be part of the City community here.

4 What I'd like to comment on --
5 I'll probably emphasize tax a little bit,
6 and I'm going to audible some things in
7 the interest of time. What I focus on is
8 a few things here.

9 A component of the practice
10 that I oversee, it's about 50 people in
11 the Northeast region of the United
12 States - Philadelphia area, the New
13 Jersey area, New York, Boston,
14 Massachusetts. These people, all they do
15 every day for a living is state and local
16 tax. That's the nature of our business
17 or my subcomponent of our business. And
18 a component of that business on a
19 national level for our organization is to
20 provide business location analysis
21 services. We call it the credits and
22 incentives industry. So there's a
23 cottage out there that -- and we have a
24 piece of that -- is engaged in guiding
25 businesses that are considering where to

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2 locate and why to locate within
3 jurisdictions, as certainly as has been
4 testified many times probably earlier
5 today and many other formats in Council.
6 There's a lot of factors that a business
7 considers when it's considering its
8 business location, and one of those is
9 tax. And that's the one I'll probably
10 spend the most emphasis on, because it's
11 the one that I'm closest to. And I think
12 it's also very relevant, particularly
13 relevant in the City of Philadelphia.
14 There's a lot other things, labor pool,
15 real estate, transportation and many,
16 many, many other factors that are
17 considered also, of course. And there's
18 a lot of excellent traits about
19 Philadelphia, again, some of which I
20 heard earlier in testimony. So I'll skip
21 for purposes of respect for the people
22 who come behind me here also, in the
23 interest of time.

24 But obviously there's a lot of
25 great things that can attract a business

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2 to Philadelphia, an international global
3 business to Philadelphia.

4 Now, let me get into some of
5 the tax matters here. As we presented in
6 the 2009 Tax Economic Competitive report
7 for Mayor Nutter, Philadelphia imposes
8 numerous taxes that are complex and
9 onerous for businesses, employees, and
10 residents. Probably not exactly new news
11 for you here. The wage tax -- a couple
12 I'll highlight that I think are really
13 worthy of some attention.

14 The City wage tax on employees
15 is extremely high relative to other
16 cities throughout the United States.
17 This creates a disincentive for retaining
18 qualified employees who have the ability
19 to move and gain employment elsewhere.
20 Reductions to the wage taxes can
21 potentially persuade firms that continue
22 to grow within the City of Philadelphia
23 and encourage national and global
24 companies to locate facilities and expand
25 their workforces within PA.

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2 I can tell you firsthand on
3 this. I've been in the trenches doing
4 the taxation analysis. This one
5 sometimes becomes a material factor in
6 the consideration, and quite candidly it
7 becomes a material factor, not limited
8 necessarily to a global economy but even
9 on a regional basis. If a global
10 business or if an international business
11 decides we're going to be in this general
12 area, then you say, is it going to come
13 to Philadelphia or might it go to South
14 Jersey, Wilmington, Delaware, one of the
15 surrounding suburbs, and the wage tax
16 becomes a material disincentive and
17 sometimes becomes a cost, because you
18 literally have to -- if you're moving out
19 from the suburbs, you have to pay up the
20 people to make them move into the City.
21 So it becomes a direct cost to the
22 business in many ways.

23 The net income portion of the
24 business income and receipts tax is
25 another one that's extremely high

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2 relative to municipalities throughout the
3 United States. Most cities in the United
4 States don't have such a tax on income at
5 all. We have a tax rate of 6.45 percent,
6 plus a gross receipts component, as is
7 widely publicized.

8 And there's some antiquated
9 laws within the system that stem back to
10 laws that were created nationally in
11 1957. In 1957, we were largely a
12 manufacturing economy. Councilman Oh
13 during the transition just a few minutes
14 ago talked about professional services
15 and service businesses in general. I
16 would take your comment further to say
17 that is where the economy has moved in
18 large part, whether it be financial
19 services or healthcare was here earlier.
20 Certainly manufacturing remains a
21 critical component, and I know that the
22 Chamber -- Mayor Nutter is putting
23 together the Manufacturing Task Force.
24 So by no means do I mean to suggest it's
25 not a critical component of the economy,

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2 but it's not the dominant force in the
3 economy also. We've moved much more to a
4 service-based economy.

5 The rules were written in the
6 City business and income receipts tax,
7 the rules that were written stem from the
8 old rules of 1957. And so what you have
9 here is antiquated laws that penalize
10 businesses which employ people or have
11 properties within the City.

12 There was a number of kind of
13 technical suggestions that we made in the
14 report in 2009 that I'll spare the
15 details of for the moment, but to say
16 that as the global economy evolves here,
17 our laws must evolve as it pertains to
18 taxation. That's critical for
19 Philadelphia to maintain competitiveness.

20 Businesses, again in contrast
21 to the old manufacturing type style of
22 economy, can be much more selective about
23 their business location today. That is a
24 real evolving issue today. In fact, I
25 would go so far as to say they have a

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2 fiduciary responsibility. If they have
3 the ability to truly be mobile, they have
4 a fiduciary responsibility to analyze the
5 numerous factors, which includes the tax
6 structure, in making a decision where to
7 locate their business, where to expand
8 their business.

9 We have a lot of credits and
10 incentives that are specialized and
11 targeted at both the State and the City
12 level. One of the most prominent ones is
13 keystone opportunity zones, which serves
14 a valid purpose in many ways. It
15 provides much-needed relief for
16 taxpayers. But I would opine on behalf
17 of the PICPA and on behalf of Grant
18 Thornton that if we had a little bit more
19 of a broad-based lower rate tax
20 structure, we probably wouldn't need all
21 these incentives that are specifically
22 targeted.

23 So in closing, I'd like to say
24 Philadelphia and the surrounding region
25 possess many outstanding qualities that

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2 could draw, attract, and retain global
3 businesses. The City should strive to
4 modify its tax system in a manner that's
5 favorable to local businesses while
6 maintaining fiscal responsibility, of
7 course.

8 Thank you again for the
9 opportunity to testify. I'm happy to
10 take any questions after my fellow
11 panelists.

12 COUNCILMAN OH: Thank you very
13 much.

14 Would you proceed, then.

15 MR. CLAYPOOL: Good afternoon.
16 My name is John Claypool. Councilman Oh,
17 Senator Brubaker, it's my pleasure to be
18 here. Today I'm testifying on behalf of
19 the American Institute of Architects,
20 Philadelphia Chapter, and its Center for
21 Architecture. Philadelphia represents
22 approximately 1,700 architects and
23 affiliated members. Yes, we are a small
24 group, but we have a high impact and lots
25 of leverage.

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2 It is the professional society
3 that supports the profession, founded the
4 Community Design Collaborative you may be
5 familiar with that provides pro bono
6 services to communities throughout the
7 City, also founded the Charter High
8 School for Architecture and Design that
9 now serve over 600 high school students
10 in Philadelphia.

11 Ten years ago, AI of
12 Philadelphia founded -- we're inventors.
13 We founded the Center for Architecture.
14 Center is a non-profit organization that
15 engages the public on topics about
16 architecture, city planning, and
17 development. The Center's facility is at
18 1218 Arch Street, right across from the
19 Convention Center. The Center seeks to
20 increase public knowledge about the
21 buildings, process, and the role of
22 buildings in our community. It's
23 interested in challenging Philadelphians
24 to raise their aspirations for a better
25 community, a more sustainable community,

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2 and a more beautiful community.

3 Just a note on history,

4 Philadelphia has a long and rich legacy

5 of buildings that stand as architectural

6 landmarks and make Philadelphia the most

7 architecturally robust city -- we're

8 proud of it -- in the United States.

9 World Heritage site it is. Even in

10 architecture, one could argue.

11 It is a destination for

12 architects, architectural students,

13 architectural lovers to visit and study.

14 Its practitioners provide leadership in

15 the field of architecture today

16 worldwide.

17 The City contains many

18 nationally recognized architectural firms

19 and four schools of architecture with

20 over a thousand students.

21 Philadelphia-based firm Kieran

22 Timberlake Associates received the AI

23 Firm of the Year Award in 2008. It's the

24 single highest distinction a firm can

25 receive. And four other firms in the

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2 City have received that same designation
3 over the last 25 years.

4 With its history, its
5 educational resources, its legacy,
6 Philadelphia is a great city to practice
7 architecture. So what could we do to
8 make Philadelphia an even better place to
9 practice architecture and serve worldwide
10 clients? We have opportunities and we
11 have some impediments. So let me talk
12 about the opportunities first.

13 We need to make connections,
14 build our image as a city, and expand our
15 relationships. Connections you've heard
16 much about, I am sure, but let me
17 emphasize the three most important. Air
18 service, air service, air service. If
19 you can't reach the places in the world
20 where you're trying to serve, you will
21 not be able to operate here. You'll be
22 in New York.

23 The Northeast corridor, don't
24 shy away from Amtrak. Without rapid
25 connections to Washington and New York,

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2 two world centers in their own right, we
3 won't succeed as well. It's an
4 opportunity for us as a city.

5 And, third, you may not hear
6 too much about it, but
7 telecommunications. Whether it's
8 healthcare, engineering, architecture,
9 one must be at the front edge of
10 broadband communications worldwide. I'm
11 not sure we are, but it's a worthy topic
12 to explore.

13 Image. Philadelphians have
14 believed for many years that we have a
15 bad image. That's been surveyed and
16 proven untrue. We simply don't have much
17 of an image worldwide. That's not so bad
18 on the one hand, but on the other hand --
19 because we don't have to correct a bad
20 image. On the other hand, though, how do
21 we establish a much more strong image?
22 The Philadelphia brand or reputation,
23 it's not strong enough to penetrate over
24 the volume of other major cities.

25 Opportunity to compete for

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2 international work for our firms, for any
3 professional service firm is limited by
4 our awareness worldwide. Truth be known,
5 if you're in China, students there will
6 know of the University of Pennsylvania
7 and would not be sure where Philadelphia
8 is, because the ivy league will bring
9 that to their attention.

10 Progress is being made in
11 tourism, and utilization of the
12 Convention Center increases. We
13 nevertheless must continue to press on
14 authentic, positive, consistent, and
15 persistent messages about the qualities
16 and opportunities that Philadelphia
17 offers.

18 Its architecture may be a
19 continuing and future opportunity since
20 it is a worldwide fascination, and
21 Philadelphia has much to offer. A modest
22 walking tour of modern Philadelphia
23 architecture that was presented by the
24 Center for Architecture started about
25 four or five years ago is doubling its

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2 participants every year. Even a small
3 initiative such as this attracts
4 international travelers and students and
5 invites them to discover modern
6 Philadelphia.

7 Relationships. All
8 professional business services are built
9 on relationships. How might we
10 cooperatively create more opportunities
11 for Philadelphians and Philadelphia
12 architects to expand their partnerships
13 and their relationships worldwide? A few
14 ideas. Promote more international
15 meetings in Philadelphia. I know we're
16 working at it. We need to grow it more,
17 starting today as a meeting of the
18 National Association of Independent
19 Schools. Just yesterday my wife at
20 Friends Select around the corner hosted
21 two Nigerian educators for lunch.

22 Philadelphia City Council --
23 here's an opportunity for you -- might
24 invite their counterparts in our sister
25 cities and other targeted international

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2 cities to visit Philadelphia and learn
3 more about our government and city. In
4 many parts of the world -- and I'm sure
5 you know this -- especially China, these
6 relations often precede and are part of
7 doing business. So you can be a great
8 forerunner by bringing your counterparts
9 to this part of the world.

10 Support and expand student
11 exchanges -- I listened to those earlier
12 today -- in universities and colleges.
13 Don't forget the families of these
14 students. Engage them in our community.
15 My wife happens to handle all of the
16 international students.

17 I'm straying from architecture,
18 so forgive me.

19 At a school many of the parents
20 that come with those students are
21 influential and powerful in their own
22 countries, particularly the ones paying
23 full fare.

24 Deputize Philadelphia business
25 leaders that travel internationally to

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2 talk to their counterparts and explain
3 the opportunities and benefits of
4 Philadelphia. It's been done over the
5 years. I'm not sure it is today.

6 And the last comment,
7 student-designed competitions are another
8 method. The Center for Architecture just
9 last week presented five awards, winners,
10 of its Ed Bacon-inspired international
11 student urban design competition.

12 Student winners were here from the
13 University of Nottingham in England and
14 from the University of Singapore. Over
15 17 of the best urban design students
16 worldwide were here exploring our city
17 and taking back their experiences to
18 their home communities and countries.

19 So those are a few ways that in
20 a modest way we're building more
21 relationships.

22 Now, we still need to be
23 competitive, and with deference to my
24 co-panelists here, I need to
25 unfortunately return to our business

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2 privilege tax and, in particular, the
3 application of the gross receipts portion
4 in our case. Please let me explain.

5 All architects and many other
6 consulting firms often retain additional
7 consultants to undertake design
8 commissions. For instance, an architect
9 main retain a structural engineer to
10 design portions of a building structure.
11 That engineer may retain a soils
12 consultant to determine the site
13 conditions. That soil's consultant may
14 retain a testing lab to further establish
15 the site's conditions.

16 Assuming for the moment that
17 all of these businesses are located in
18 the City of Philadelphia, the current
19 interpretation of the gross receipts tax
20 requires each to pay the gross receipts
21 tax on the entire fee. So in this
22 hypothetical situation, \$1 of client
23 expenditure is taxed four times by the
24 City of Philadelphia through the business
25 privilege tax.

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2 I don't need to explain to you
3 that in a competitive world, those costs
4 have to be built into the fee bid of a
5 firm in Philadelphia.

6 It further is exacerbated by
7 professional firms often will begin to
8 establish multiple offices.

9 KlingStubbins, one of our largest
10 architectural firms just purchased by
11 Jacobs, has 22 offices in the United
12 States and about a half a dozen
13 worldwide. The fastest growing one is in
14 Beijing.

15 When it comes time to perform
16 business, they're very tempted when tax
17 impediments like this occur to simply do
18 that business somewhere else, which
19 limits the ability of that firm, as great
20 as Philadelphia is for architects, to
21 continue to grow here.

22 Thank you very much.

23 COUNCILMAN OH: Thank you very
24 much.

25 And Susan Best and then James

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2 Markham.

3 MS. BEST: Yes. Thank you very
4 much for having us, and I will indicate
5 that one of the ironies of this testimony
6 today from myself and from Jim Markham is
7 that one of the reasons we're here and
8 not the President of the Engineers' Club
9 is that he is currently on his way to
10 Pakistan for some business dealings.

11 My name is Susan Best. I'm the
12 Executive Director for the Engineers'
13 Club of Philadelphia.

14 Engineering is a professional
15 service with a long history, much longer
16 than that of many management and similar
17 business consulting. The Engineers' Club
18 of Philadelphia was founded in 1877 and
19 has a long tradition in the region.

20 Engineering a wide-ranging
21 field with many specialties and subsets,
22 and unlike organizations such as the Bar
23 Association or AIA, most of our
24 engineering disciplines have their own
25 technical societies that represent their

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2 interests and provides a means for
3 collective action and communication. The
4 Engineers' Club communicates regularly
5 with over 70 affiliated engineering
6 technical societies in the region, which
7 represent tens of thousands of engineers
8 and firms. The Engineers' Club is the
9 one ring that binds them all.

10 The Engineers' Club and our
11 member firms are a hundred percent behind
12 the City's initiative to promote and
13 expand both investment in the City and
14 exporting both goods and services to
15 promote and expand the City's economy.

16 Many of our firms have and are
17 engaged in international work. The
18 City's advocacy on behalf of our
19 engineering economic ecosystem would be a
20 great help. Our firms work tirelessly to
21 perfect our skills, train our staff, and
22 provide innovative solutions to complex
23 problems.

24 It is always rewarding to be
25 appreciated by the hometown fans. We

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2 certainly try to promote our firms, but
3 that message rings more true if there are
4 independent voices saying good things
5 about us.

6 The Engineers' Club is
7 available to help the City in identifying
8 firms and individuals in the area who
9 have specific expertise as requested. As
10 was discussed in our February 14th
11 briefing, we can convene our own members
12 in the Technical Advisory Council to
13 assist in high-level technical
14 assessments and considerations on
15 development issues.

16 And then Jim will continue.

17 MR. MARKHAM: Councilman Oh,
18 Senator Brubaker, thank you. I'll be
19 very brief.

20 When I was introduced to the
21 Philadelphia Streets Department, at the
22 time they had just implemented their
23 first bike lane and created the Bicycle
24 Network. This was around 2000. And at
25 the time, it was groundbreaking. When I

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2 was introduced to them, they were
3 described as a "think tank" of urban
4 transportation design. Since then, the
5 Water Department also is at the forefront
6 of green stormwater initiatives. And I
7 say at the forefront globally. They are
8 out in front of using soil, water, plant
9 systems to replace what we used to do
10 with pipes, pumps, and chemicals.
11 They're out there.

12 My firm, Pennoni Associates,
13 and a lot of firms like ours have been
14 working with the Streets Department and
15 the Water Department through the last
16 couple of decades, and in Philadelphia,
17 we have a tremendous skill set that is in
18 high demand all around the world, thanks
19 to sort of the "think tank" approach and
20 leading edge technology that the City has
21 fostered.

22 Tomorrow my colleague from
23 Pennoni Associates is going to Annapolis
24 to expand some of the -- to sell some of
25 the skill set that we've learned here

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2 there. Why not Tianjin or Doha?

3 You've already heard earlier
4 today about the World Trade Center of
5 Greater Philadelphia and specifically the
6 International Design and Engineering
7 Consortium. My firm, Pennoni Associates,
8 is an active member of that. We work
9 with them and other firms here to go to
10 Doha and other countries to try to bring
11 the advanced technology and skills we
12 have here to the marketplace around the
13 world.

14 Susan mentioned what the
15 Engineers' Club is doing and who we
16 represent. So when you bring it all
17 together, here in Philadelphia we've got
18 the potent mix of public-sector entities
19 like the Streets Department, Planning
20 Commission, and Water Department,
21 private-sector entities like Pennoni
22 Associates, and non-profits like the
23 Engineers' Club and the World Trade
24 Center of Greater Philadelphia that
25 provides a professional service that's

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2 very well marketable and will be in huge
3 demand over the next several decades
4 around the world.

5 So on behalf of the Engineers'
6 Club, we appreciate the Council and the
7 State is putting this kind of attention
8 on providing professional services around
9 the world, and the Engineers' Club is
10 here to help.

11 COUNCILMAN OH: Thank you very
12 much. You know, certainly very important
13 and certainly some of the themes that
14 have been or points been have been made
15 and made and made and made and cannot be
16 made enough until you see some
17 legislation hit the floor, which I hope
18 you will see in the not-too-distant
19 future.

20 Before I go to Senator
21 Brubaker, I will kind of raise this
22 issue, which is kind of on my mind about
23 this. I find some things about
24 Philadelphia kind of so striking. I
25 mentioned this the other day, that smart

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2 people from around the world come to our
3 colleges and universities, yet our own
4 kids don't have a very good school
5 system. Some great schools and some
6 really bad schools. It's just so odd,
7 isn't it? And we have these great
8 doctors and innovators in medicine, and
9 yet their hospital settings -- which I'm
10 always surprised at how not really that
11 good they are on a global basis. And I
12 don't mean the actual medical work. I
13 mean just the comfort and convenience of
14 it.

15 So here we have these great
16 architects, this great architecture. We
17 have some of the best consultants in the
18 world. We have these great engineers.
19 But when I look around the City, I'm not
20 really amazed at what I see, but I've
21 been to some other countries, as the
22 Senator has, and you're just amazed at
23 what you're walking in and seeing. I
24 mean, wouldn't it be kind of an issue for
25 us all that where we have some of the

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2 best at something in the world, that we
3 would see and participate in and be in a
4 situation where we had those amazing
5 buildings with the amazing technology --
6 I mean, I did visit Songdo City and
7 Incheon. That is a \$42 billion project,
8 high tech, porous, green, interactive and
9 all that. And I'm not saying it has
10 anything to do with anybody but our
11 government.

12 Time after time when I am
13 meeting these organizations and they have
14 billions of dollars in governmental
15 support and determination to put in the
16 most state-of-the-art entities or
17 sections or technology in their cities, I
18 just think about just the competitiveness
19 of which we're faced with. And I myself
20 am quite interested in putting a
21 state-of-the-art section and trying to
22 get federal funding or whatever we can do
23 to put high tech, innovative, amazing
24 portion or section in our city for that
25 type of thing.

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2 But could you comment on that,
3 and you can make any comment you like.

4 MR. MARKHAM: In PennDOT
5 District 6, which is Southeast
6 Pennsylvania, basically they could spend
7 their entire budget rebuilding 95 exactly
8 as it is today for the next 20 years. So
9 the funding issue there is to maintain
10 the infrastructure. They're doing it
11 with Band-Aids, innovation, and a lot of
12 work. So I'm sure everyone at PennDot,
13 every civil engineer in the world would
14 love to build the next signature project,
15 would love to have been here when we
16 built the Orange Line and the
17 Market-Frankford surface elevated when
18 we -- subway elevated when we built 95,
19 but that's not where we are. We are
20 trying to keep together what we have.

21 With more funding on the
22 federal and state level -- and I'm always
23 optimistic that the constituents in this
24 country and state will see that as an
25 important investment -- we can do more

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2 for sure, but right now with the funding
3 we have, we're just trying to keep it all
4 together.

5 COUNCILMAN OH: Yeah. I will
6 again say -- and I know what you're
7 saying is true. We kind of don't have
8 the funds to really build the most
9 advanced stuff, but in not building the
10 most advanced stuff when somebody else is
11 building the most advanced stuff, I just
12 think that we will lose, and the issue of
13 prioritization of where we are as a
14 nation or as a state or as a city, in our
15 case a city and a state, as to how do we
16 kind of move ourselves forward in a way
17 where we -- in other words, I've been to
18 just about three sites in Seoul and
19 Incheon where there's a \$30 billion
20 project, a \$42 billion project in the
21 city. And, yes, it is a federal
22 government project, but the airport to
23 bridges, the free trade zones, the
24 medical areas, I mean, I don't know how
25 we as a city, let's say, compete with a

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2 city like that, which at a certain point
3 in time -- I know, for example, with
4 professors and research professors that
5 you may be at a name brand university,
6 but the minute someone builds an advanced
7 laboratory with state-of-the-art
8 equipment that nobody else can touch,
9 people are leaving and taking their
10 research, their funding, and their
11 students perhaps over to those new
12 facilities. And I just wonder that at
13 some point in time, we as a city, just
14 going back to the fact that I'm a
15 Councilman, have to have some type of
16 strategy of putting our city in some type
17 of competitive basis, and I don't see
18 another way around it other than that
19 we're going to have to somehow lobby for
20 try, to get whatever new tax zones,
21 tax -- whatever we're going to do to
22 raise a really globally competitive
23 section to our city. I don't know. What
24 do you think?

25 MR. CLAYPOOL: Neither of you

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2 may know that I spent about 20-some years
3 of my career with offices worldwide and
4 competing to bring development to this
5 region and to the City. And you've used
6 the key word, "competitive." It's a
7 delight to hear that in City Council
8 Chambers, because my testimony over those
9 25 or 30 years, competition wasn't a
10 strong concept a long time ago here.

11 So it is about competition,
12 it's about investment, and it's about
13 growth. All three are interrelated, and
14 they do engage government at some point.

15 We are making progress, and I
16 would just say pick your targets
17 carefully. Do your homework -- and this
18 is all of us, not just City Council or
19 the City -- and invest. We probably
20 aren't going to do it all at one time. I
21 picked the targets that I believe are
22 important. We have to connect to the
23 rest of the world. So let's get on with
24 building that airport and make it a
25 world-class facility.

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2 Next week, the Community Design
3 Collaborative is actually hosting a Water
4 Department-sponsored engineering and
5 architectural design competition.
6 Pennoni in fact may be a participant in
7 that. That is called Soak It Up, and
8 that's a chance for us to, as you pointed
9 out and as this panelist Jim pointed out,
10 to be a world-class investor without
11 maybe having to put \$10 billion into
12 investment.

13 So my thoughts were to be
14 strategic, pick things we can win at,
15 promote them more aggressively, and then
16 look at our competitive situation and try
17 to do the little things and in some cases
18 the big things that are getting in our
19 way and remove them.

20 MS. BEST: I think sort of
21 building on that, I think one of the
22 things to keep in mind is that, yes,
23 sometimes the big fancy glitzy is not all
24 that's there. I mean, we may not have a
25 lot of glitzy, but it's talked about the

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2 stormwater management system. I mean,
3 that sounds boring. That's not the sort
4 of thing that you're going to -- it's
5 just dying to be touted and highlighted,
6 but that's important. It's a very
7 important aspect of our infrastructure
8 and how we handle that and how we build
9 things. A lot of what we do is high tech
10 and state of the art. It's just not
11 necessarily seen.

12 I think you also have to
13 realize that you look at the airport.
14 And that's been brought up a couple
15 times. We have a very small parcel of
16 land available for our airport. And you
17 talked about building -- in some areas
18 what they've done in order to build a
19 world-class airport, they've moved it 50
20 miles away, and then you have to -- I
21 mean, look at what they did in Denver.
22 They built a new airport. It's huge.
23 It's humongous. It takes a lot of
24 ground, and it also takes a long time to
25 get from Denver to the airport.

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2 We have -- actually, the fact
3 that our airport is so close is actually
4 good. I mean, it's very convenient to
5 Center City. But, again, it takes
6 dollars to make what we do with it, and
7 there is a plan. Obviously it's still a
8 little bit controversial in terms of what
9 we actually do do with the airport, but
10 it's important that we keep moving with
11 what we do and taking everybody's options
12 on there. And, again, there's a lot of
13 areas like that where -- in the City,
14 utilities. It's very crowded under the
15 ground. So when you're talking about
16 building things in the City, again, it
17 sounds boring, but there's a lot of
18 effort and a lot of thought and a lot
19 of -- state-of-the-art has to go into how
20 do we build these things so that we don't
21 cut the power line or the phone line or
22 this line as we're constructing. So a
23 lot of those things are -- they're just
24 not seen.

25 MR. MELINSON: I'll put a

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2 little bit of a -- potentially a
3 different angle on your comments and on
4 my fellow panelists' comments. Some of
5 your comments, Councilman Oh, makes me
6 reflect and think about -- I have a
7 unique perspective of serving many, many
8 different clients throughout the area and
9 seeing different buildings, and it just
10 struck me that when you talk about
11 building kind of what looks like
12 world-class workplaces in the area, three
13 places came to mind. One is the Comcast
14 building, but became as a large expense
15 to the taxpayers also. So to John's
16 point, there's some push and pull to
17 that, and we have to be very strategic
18 about our investments.

19 The Cira Centre would be
20 another one, where we have several
21 clients in that building. It's a
22 beautiful building, right at 30th Street,
23 and obviously Cira Centre South on the
24 horizon here. Again, we have to -- I can
25 assure you, those businesses probably

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2 would not be there, at least they
3 wouldn't be paying the rents that they're
4 paying there, but for that tax break that
5 they get inside that zone.

6 And then the other obvious one,
7 I heard Mayor Nutter comment on it
8 yesterday at Chamber's luncheon, that we
9 now have more than 10,000 employees
10 working down at the Naval Yard, the old
11 Navy Yard. And we have Urban outfitters.
12 What a kind of a cool building that is
13 down there with just -- that's kind the
14 building that could attract these young
15 professionals and say, I want to work
16 here, and kind of have people galvanize
17 around.

18 So I do think we have some
19 positive investments that have been made,
20 but what's the common place out of those
21 three locations? You had to make some
22 material governmental investments in tax
23 incentives in each of the three, which
24 tells you a little something also.

25 COUNCILMAN OH: Do you have any

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2 questions, Senator?

3 SENATOR BRUBAKER: A compliment
4 to you, Councilman, on how well you run
5 this meeting. It was a very robust
6 number of testifiers, a lot of expertise,
7 and I just appreciate you and your focus
8 on this issue very, very much.

9 And to this distinguished
10 panel, thank you. Great job.

11 A few just general comments.
12 Number one, I am a Seoul scientist. So I
13 can't tell you how unusual it is for me
14 to hear a Seoul scientist referenced in
15 any conversation at all.

16 Two, I'm Chairman of the Senate
17 Finance Committee, and we are challenged
18 with oversight of revenue and taxation
19 policies. And I'll take what I learned
20 here today into that committee and we'll
21 certainly debate that. One of the big
22 issues, of course, is what should the
23 state role be in inside of a first-class
24 city's taxation policy. No doubt most of
25 the Councilman's colleagues would prefer

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2 that we be as hands-off as possible.

3 Others would argue that we ought to
4 establish more firm collars on individual
5 taxation policy. So we'll continue that
6 dialogue.

7 I visited -- I was in Taipei
8 not too long ago, Taiwan, Taipei, and
9 talking about really incredible
10 infrastructure development projects, and
11 they're doing some incredible work there.
12 I represent a very fiscally conservative
13 part of the Commonwealth of Pennsylvania.
14 I do a town hall meeting almost once a
15 month, and I tell my bosses, which are my
16 286,000 constituents, that I would vote
17 for a tax increase. And people
18 generally, especially in the conservative
19 area, don't like to hear that, but I
20 would vote for a targeted tax increase in
21 a targeted area. And one place where I
22 would do that would be if that's how we
23 get -- that's how governments get money.
24 I believe that we must, not should, but
25 must invest significantly in

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2 transportation and the types of
3 infrastructure that was discussed here.
4 It's simply not optional.

5 So what we're doing now in
6 transportation is PPP, public-private
7 partnerships, but we must do more. I
8 support \$3 billion of additional spending
9 in transportation infrastructure in the
10 Commonwealth of Pennsylvania. We have no
11 choice. And we don't -- in my opinion,
12 we don't save money by delaying these
13 projects. We just push the expenditure
14 down the road.

15 So I think we need to be brave
16 enough to tell our constituencies that
17 some government spending projects are not
18 optional. That means taxation. We can
19 either raise taxes, of course, or we can
20 debate how we can cut, reduce or
21 eliminate other expenditures our
22 governments, city governments and state
23 governments, are currently involved with
24 which are not constitutionally mandated.
25 So that's a viable argument, but it's not

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2 a viable argument, in my opinion, as to
3 whether or not we should be investing in
4 meaningful professional services and
5 infrastructure projects in the
6 Commonwealth of Pennsylvania and the City
7 of Philadelphia. I think it's totally
8 irresponsible for elected leaders to not
9 be bold and tell our constituencies that
10 it is our obligation to keep these
11 important infrastructure conduits open
12 and healthy and viable. And we must work
13 creatively, republicans and democrats
14 alike, to find innovative solutions on
15 how to fund them.

16 So thank you very much.

17 COUNCILMAN OH: Well, I too
18 would like to thank you. Your expertise,
19 your honesty, and your testimony and, of
20 course, being the last panel today. So
21 thank you so very much.

22 I would also like to commend
23 Senator Brubaker. I know what part of
24 the state he's from, and he is the Chair
25 of the International Caucus. I'm very

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2 proud of the fact that our City Council
3 established last year a Committee on
4 Global Opportunities and
5 Innovative/Creative Economy, thanks to
6 our Council President, Darrell Clarke.
7 And I do make a very energetic effort
8 going to my constituents all across the
9 City of Philadelphia, because I am
10 citywide, to explain to them that
11 everything that we do that has to do with
12 some place around the world is all about
13 better education for our kids, a better
14 quality of life, better jobs, everything
15 here, as well as just a better way of
16 living up to date with what's going on in
17 the world. And so I agree with Senator
18 Brubaker that it's not just a matter that
19 we can cut services that are not
20 considered to be that good to begin with.
21 We can't raise taxes to pay for all that
22 we need, but we do have to ensure that
23 we're competitive, that we are the best,
24 that we remain the best so that we can be
25 a world-class city.

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2 With that, I have a script to
3 read, if I could find it.

4 This is the conclusion of our
5 hearing on Resolution 130128. I am, of
6 course, very appreciative to all those
7 who have testified. At this time, I
8 would invite anyone who would like to
9 make public comment, as this is a public
10 hearing, to make public comment of any of
11 our hearings over the last three sessions
12 that we've had.

13 No one has signed up to make
14 public comment at this time, and seeing
15 that there's no one here to make public
16 comment, I will then conclude this
17 hearing on global competitiveness, and
18 our meeting is now adjourned.

19 Thank you very much.

20 (Committee on Global
21 Opportunities and Creative/Innovative
22 Economy concluded at 6:05 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the
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