

ECONOMIC OPPORTUNITY REVIEW
COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, December 12, 2012
10:03 a.m.

PRESENT:

ANGELA DOWD-BURTON, CHAIR, Executive
Director, Office of Economic Opportunity
VARSOVIA FERNANDEZ, CEO Greater
Philadelphia Hispanic Chamber of Commerce
JUDY HOOVER, Legislative Director, AFSCME
District Council 47

- - -

1

2 CHAIRWOMAN DOWD-BURTON: Good
3 morning, everyone. It is 10:03. We have
4 a quorum. Good morning again everyone.
5 My name is Angela Dowd-Burton. I'm
6 Executive Director for the Office of
7 Economic Opportunity, and it is my
8 pleasure to convene the Economic
9 Opportunity Review Committee.

10 We are here today to do two
11 things. First is to review the
12 implementation of the effectiveness of
13 Chapter 17-1600 of The Philadelphia Code
14 as it relates to economic opportunity
15 plans. Second is to make
16 recommendations, gather information that
17 will enable us to make recommendations to
18 City Council as it relates to improving
19 on the legislation that supports the
20 economic opportunity plans.

21 So today we're going to discuss
22 a bit of the Office of Economic
23 Opportunity, how we operate, some of the
24 processes and procedures we have in
25 place. We'll talk about the recent

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE
2 annual report that was released. It is
3 online at www.phila.gov/oeo. That annual
4 report was put together in a way that
5 will provide market intelligence for
6 those of you who are interested in
7 learning more about how the City operates
8 and how you can build opportunities to do
9 business with the City of Philadelphia.

10 I'd like to ask at this time
11 those of you who have not registered to
12 give testimony during our open testimony
13 portion of the meeting to please sign up
14 with Lashawnda Tompkins. She's to my
15 right at the table. We would love to
16 have you make comments. So if you would
17 just see her, that would be great.

18 She also has a second sign-in
19 sheet that captures those who attend so
20 that we can send you information about
21 information, events, and opportunities.
22 And if you're not interested, we ask that
23 you forward that information on to those
24 in your business community that might be
25 interested.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 So, again, welcome. We look
3 forward to a productive conversation. I
4 want to ask my members of the Committee
5 to introduce themselves at this time.

6 MS. HOOVER: Hi. I'm Judy
7 Hoover from AFSCME District Council 47.
8 I'm the Legislative Director for AFSCME.

9 MS. FERNANDEZ: Varsovia
10 Fernandez, President and CEO of the
11 Greater Philadelphia Hispanic Chamber of
12 Commerce.

13 CHAIRWOMAN DOWD-BURTON: Thank
14 you both for being here.

15 So what we're going to do is
16 just reference a couple of documents
17 that's in front of you. You actually
18 have one document which is a collection
19 of reference materials. It's the
20 Economic Opportunity Review Committee
21 report, and in it you will find again the
22 mission of our report, the agenda for
23 today that we will go through fairly
24 quickly.

25 I also want to highlight that

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 you have a brand new copy of the
3 Executive Order that was signed by the
4 Mayor, Executive Order 03-12. This order
5 replaced 05-10 and 02-05 and 04-18.

6 The essence of this report is
7 to capture the operations of the Office
8 of Economic Opportunity, and a lot of the
9 information in this document is actually
10 reflected in the contract language that
11 we include in our request for proposals
12 as well as our bids.

13 One of the areas that has been
14 changed to be more succinct and add more
15 clarity is around suppliers and how
16 suppliers are used on public works
17 contracts. There's also an adjustment as
18 it relates to appeals when contractors
19 have been denied their opportunity to
20 receive a bid award because they have not
21 demonstrated good or best-faith efforts.
22 When there's a denial, they have an
23 opportunity to appeal. Historically
24 they've had two opportunities to appeal.
25 This new Executive Order gives them one.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 And so that is another major change. And
3 there are a few others that are somewhat
4 minor. It defines who is on the Mayor's
5 Economic Opportunity Cabinet. It also
6 defines our expectations of the
7 non-profits, et cetera.

8 Under Tab 3 you have a list of
9 all the contracts that were awarded in
10 Fiscal Year 2012 within the construction
11 industry. This report is a part of the
12 annual report, but we specifically took
13 it out and put it in your books for ease
14 of reference. It identifies the
15 contractors, general contractors, the
16 dollars that were awarded to them, the
17 teams that they've built in terms of the
18 minorities that participate on the
19 contracts, as well as the women-owned
20 businesses that have also been a part of
21 their bidding process in general. I
22 think now you recognize when a company
23 adds minority or women on their
24 contracts -- we'll try to get that print
25 a little bit bigger for you, Judy, in the

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 future.

3 But when a contractor adds a
4 minority or a woman on a bid proposal,
5 when we review those documents and find
6 that they are in compliance, that team
7 automatically goes into the contract
8 document for the City, and so we will
9 hold those contractors accountable for
10 using those minority and women on those
11 contracts.

12 The next under Tab 4 is just
13 the reference documents that you've seen
14 before that establishes the Committee.
15 And then, finally, under Tab 5, you have
16 the contract language that actually goes
17 in our bids, and you can correlate the
18 language here versus the new Executive
19 Order.

20 Under Tab 6 is a list of
21 economic opportunity plans. It presents
22 the ranking of some of these projects,
23 along with the details of those projects
24 that have not been completed yet. So
25 what we're beginning to do is rank our

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 contracts based on those that have been
3 completed, the level of participation
4 that was set as a goal on those projects,
5 and what was actually achieved.

6 If you recall at the last
7 meeting, we had the Youth Study Center
8 reported and we also had the Venice
9 Island project for the Water Department
10 reported out as well.

11 There's some additional
12 documents here. They're all from our
13 website, just so that you can share that
14 information with your constituents.

15 The other two pieces that I'll
16 share quickly are two notices. Skanska,
17 the Minority Supplier Development
18 Council, and Temple University are
19 teaming up for a Construction Management
20 Building Blocks program. We do have the
21 flyers here, and we will be handing them
22 out at this session, but we also invite
23 those who are really interested in
24 learning more about the program to call
25 Sherry Nace, and she is at 267-470-1094.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Sherry Nace, 267-470-1094. She works
3 with Skanska, and she's in the process of
4 recruiting for this Building Blocks
5 program, which will begin January 22nd.
6 So it's very important, and I ask that
7 you share that information with your
8 group.

9 We also have a notice for the
10 Building Businesses and Putting People to
11 Work, which is a program operated by the
12 Office of Economic Opportunity. We will
13 be featuring the Water Department in
14 January, along with AP, Turner
15 Construction, Grenite and Steve Lakin
16 from the General Building Contractors
17 Association will be there. So see Tonya
18 if you're interested -- or Lashawnda if
19 you're interested in participating in
20 that program. Lashawnda Tompkins number
21 is 215-683-2057. That's 683-2057 in the
22 Office of Economic Opportunity.

23 So with that, that concludes a
24 number of the announcements that I had.
25 I just wanted to get those out of the way

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 first.

3 I want to make sure everyone
4 knows that all of the remarks that are
5 made at the Economic Opportunity Review
6 Committee are also transcribed and
7 they're posted on our website. This is a
8 copy of the transcription from our
9 September 12th meeting, and anyone who is
10 interested in looking at it briefly after
11 the meeting can feel free to do so, but
12 it is also on the Office of Economic
13 Opportunity website at www.phila.gov/oeo.

14 Now, fairly quickly I'm going
15 to review with you your annual report,
16 and this is a special annual report
17 because I think one of the things it does
18 is highlight where we are today, with the
19 recognition that we started working on
20 the legislation that established the
21 Minority Business Enterprise Council and
22 subsequently the Office of Economic
23 Opportunity. That legislation was passed
24 by City Council 30 years ago. And so
25 this is a milestone in our history. It's

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 one where today we're not only looking to
3 make some inroads in terms of what we
4 achieve, but institutionalize some of the
5 changes that will enable us to sustain
6 the growth that we're seeing in the
7 minority, women, and disabled business
8 communities.

9 So with that, fairly quickly,
10 the report that is online includes a
11 number of things, but I wanted to sort of
12 highlight them. If you walk away and you
13 don't remember anything else, you should
14 know that the number of contracts awarded
15 to minority, women, and disabled-owned
16 businesses are up 31 percent, Fiscal Year
17 '12 versus Fiscal Year '11, number of
18 contracts awarded to minorities and women
19 are up 31 percent. The number of
20 companies, minority and women-owned
21 businesses who are actually receiving
22 these awards, are up 7 percent. The
23 dollars have expanded, and if you look at
24 your executive summary, the dollars that
25 have been awarded to minority and

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 women-owned businesses have actually gone
3 up over the last four years from \$169
4 million to \$280 million, a 17 percent
5 increase. So that's on Page 2 of the
6 executive summary.

7 And we're trying to track not
8 only the number of companies that are
9 receiving awards, the size of those
10 awards, the dollar value of the awards,
11 but we're also looking at whether or not
12 these companies are bidding and
13 succeeding as prime contractors. And so
14 we're going to be watching more companies
15 over time increase their confidence, bid,
16 and win and be successful as prime
17 contractors. That's the most critical
18 component of us being able to increase
19 the level of participation on contracts.

20 So moving fairly quickly
21 through this report, sometimes we're
22 asked what's the composition of our
23 portfolio. So 23 percent of the dollars
24 that are spent by operating departments,
25 23 percent of those dollars are awarded

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE
2 for construction contracts, and that
3 represents \$127 million in 2012.

4 Questions so far?

5 (No response.)

6 CHAIRWOMAN DOWD-BURTON: Okay.

7 I want to make sure that we're answering
8 some of the questions that might be
9 coming up for you.

10 Professional services contracts
11 represent 62 percent of the dollars that
12 we spend, and last year that was 339
13 million for operating departments. And
14 you can go through this report in a
15 fashion that allows you to see
16 testimonials from companies that have
17 been successful, some of the challenges
18 identified for having companies be more
19 successful. We're nowhere near where we
20 want to be, but we are hitting some
21 milestones.

22 I'm particularly proud of one
23 company, New Comfort Energy Solutions.
24 This is a gentleman, Burgett Williams,
25 who is quoted in the report. The reason

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 why I'm proud of him is because he was
3 one of the 37 companies that actually
4 graduated from the capacity-building
5 program that we ran over a six-month
6 period, and the graduates were presented
7 in February of 2012. There's a picture
8 of them in here. But he speaks to the
9 success that he's had in building his
10 business since that award.

11 Now, here is a company that had
12 achieved some of their goals, but they
13 have elevated their performance since
14 participating in that capacity-building
15 program. So I'm pleased to have Skanska,
16 MSDC, and Temple begin to build on their
17 programs. I know Turner has one, and I
18 would encourage all the companies that
19 have not attended a capacity-building
20 program to do so.

21 The other piece that's included
22 in this report are snapshots of what
23 we're seeing from the department's
24 perspective. They talk about some of the
25 minority and women-owned businesses that

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 they're doing business with and that they
3 think are doing a great job. And so we
4 wanted to acknowledge them in this report
5 and some of the strategies the
6 Treasurer's Office had implemented to
7 expand the capacity of those companies
8 who had been successful.

9 So going through this report,
10 you see public works contracts and the
11 kind of awards that are being made.

12 One of the other comments I'll
13 say -- and I'm just going to use three
14 more minutes to quickly wrap up this
15 synopsis -- of where do the dollars go in
16 the minority, women, and disabled
17 business community? So if you look at
18 the operating departments, the dollars
19 that are awarded, 52 percent of the
20 dollars are awarded to African American
21 businesses, 27 percent to women-owned
22 businesses. These are white women. And
23 so we are separating out our demographics
24 so that we can actually track where the
25 dollars are going. Twelve percent of

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 those dollars are actually going to
3 Hispanic and Latino American businesses
4 and an additional 8 percent to Asian
5 American businesses, and then the balance
6 would be Hawaiian and American Indian.

7 This report also includes
8 information as it relates to PIDC, their
9 Emerging Loan Program. In the last
10 meeting, we talked to a gentleman who
11 testified about working capital and being
12 paid slowly. And so we want companies to
13 know that the Philadelphia Industrial
14 Development Corporation, PIDC, has an
15 Emerging Loan Program, and they can learn
16 more about that.

17 There's a federal awards
18 summary in here, and there's a
19 conversation about what do we do with
20 those areas where we have few or no
21 minority or women-owned businesses. We
22 call this limited availability and the
23 impact on our participation report. So
24 people can learn more about what goes on
25 there.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 There's a disparity study and
3 how we look at the goals that are
4 generated by the Office of Economic
5 Opportunity, what's the origin of those
6 goals. And so the disparity study
7 synopsis is also in there.

8 And then there's a section On
9 the Horizon that speaks to the expansion
10 at the airport, talks about the Executive
11 Order signed by the Mayor, the Project
12 Labor Agreement, the establishment of
13 this Committee. We have summaries of
14 comments made by Drexel University and
15 Temple University and University of
16 Pennsylvania as it relates to their
17 commitment to the economic opportunity
18 plans and workforce diversity within
19 their community.

20 So we're engaging our strategic
21 alliance partners as a part of this
22 process. We want to create opportunities
23 for businesses to work not only within
24 City government but within the non-profit
25 and the for-profit sectors as well.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 So there's new systems in
3 place. There's a picture of our
4 graduating class, as I mentioned, also a
5 picture of those that attended our Navy
6 program where we spoke to the expansion
7 of the airport, \$6.4 million -- billion,
8 with a B, dollars and what we have to do
9 to get ready as the airport begins to
10 pursue that expansion.

11 There's a report card on our
12 business strategy and all of the
13 contracts awarded by all of the
14 departments for fiscal year. So this is
15 market intelligence at your fingertips,
16 and you can share that with your
17 constituents. We also have lists of our
18 Mayor's Advisory Commission on
19 Construction Industry Diversity that we
20 work with to drive the scope of work that
21 we do around supporting public works, and
22 we also have a list of officers and
23 members of the OEO Advisory Board, of
24 which I thank you, Varsovia, for serving
25 on, along with Steven Bradley, and many

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 others in the community. A list of the
3 OEO officers by departments are also in
4 there.

5 So that's just a recap of all
6 the material that we tried to put
7 together from a marketing perspective.

8 Questions?

9 MS. FERNANDEZ: I want to thank
10 you for taking time to do this and having
11 a few minutes for the public to know what
12 is going on with OEO. I think that OEO
13 has done an incredible job at
14 re-establishing credibility and
15 re-establishing services for businesses,
16 particularly small businesses in the
17 City, and holding all of us, not just
18 OEO, but holding all of us accountable to
19 make sure that we know what's going on,
20 that the resources are available, that
21 the partners are included, and that all
22 of us are fit in the registry and telling
23 businesses, Sign up, there's opportunity,
24 be a business, become viable, grow,
25 enhance the majority of the population in

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 the City through small business
3 development.

4 So congratulations and thanks
5 for taking time to do this.

6 CHAIRWOMAN DOWD-BURTON: You're
7 welcome. Thank you. And I'll tell you,
8 one of the inspirations behind this was
9 the conversation we actually had at the
10 last Review Committee where Councilwoman
11 Blackwell spoke to the fact that she
12 meets with people on a regular basis who
13 say, I don't see it happening. And what
14 we wanted to do was put together a
15 document that shows it is happening, it's
16 happening more. There's certainly many
17 more people that we need to touch. And
18 so we wanted to have this accessible to
19 the community.

20 I will go anywhere. I will
21 speak any time about it. So I await the
22 invitations. But it is key. It is on
23 the website. Hard copies are at OEO if
24 people want to review it in hard copy.
25 And so it's just key to what we need to

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 be doing in terms of informing the
3 marketplace.

4 Any other questions or
5 comments, Judy?

6 MS. HOOVER: No. I'm very
7 pleased with this report. I just -- I
8 guess we need more publicity, because
9 people don't know. I get complaints as
10 an executive Board member of the
11 Coalition of Labor Union Women. I've
12 heard people complain like for the Temple
13 project, for example, that, yes, they
14 have minorities on the job, but they're
15 all low-level labor jobs and they're not
16 getting the good-paying jobs and there's
17 only 9 percent Philadelphians and things
18 like that.

19 So I was wondering if at some
20 point the department is going to try to
21 also gauge the amount of residents that
22 are hired.

23 CHAIRWOMAN DOWD-BURTON: So
24 there are a couple of things that we are
25 doing, and we can spend a little bit more

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 time drilling down into the data from the
3 economic opportunity plans, the data
4 that's being provided to the oversight
5 committees on many of the projects. The
6 goal is 32 percent minority and 7 percent
7 female. We do know that the 7 percent
8 female is a stretch goal for us. We've
9 heard on a number of projects on a
10 regular basis, frequently that there are
11 not enough women in certain trades or
12 there are not enough minorities in
13 certain trades, and one of the things
14 that we're trying to capture over time is
15 what are the demographics by trade within
16 each of the unions. And, of course,
17 that's been information that we had
18 difficulty in capturing, and we will
19 continue to pursue that, because what we
20 don't really know right now is with a
21 number of construction contracts or
22 projects going on at the same time, when
23 do we strip the supply side by the demand
24 that we're creating.

25 MS. HOOVER: Right.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 CHAIRWOMAN DOWD-BURTON: So

3 it's important for us to know what is the
4 supply by trade and when is it necessary
5 to introduce new apprentice programs and
6 what is the strategy of the unions to
7 actually prepare for advancing their
8 workforce and the demographics of it in
9 terms of minorities and women with the
10 airport expansion looming. And so we
11 recognize we're coming out of a
12 recession. We've heard from certain
13 union representatives sitting at the
14 table at the oversight committee meetings
15 that they are working with us. And so we
16 want to be able to understand more about
17 what that looks like. Does that mean
18 everyone that's a minority or female who
19 is a member of the union that was on the
20 bench has been deployed? Are they being
21 deployed on a long-term basis versus
22 shorter term? How are they treated going
23 from one project to the next project?
24 And we measure the level of workforce by
25 hours on the job, not by the body,

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 because we want to have a prorated share
3 of total hours worked and then how many
4 were worked by minorities and women.

5 MS. HOOVER: I see.

6 MS. FERNANDEZ: And also if
7 they're being paid, both contractors and
8 staff. That's another thing.

9 CHAIRWOMAN DOWD-BURTON: Yes.

10 MS. FERNANDEZ: But I also want
11 to note that it is really good to have
12 tools and the infrastructure, have a
13 platform that we can build on to measure
14 the progress and to continue the
15 progress. As some of us would agree,
16 it's taking us a long time to get
17 minority businesses and minority
18 employees where we need them to be, to
19 have a more equitable position, but we
20 need to have a platform, and I think that
21 this report is evidence of the platform,
22 the tools, the resources that are being
23 gathered and strengthened to make sure
24 that we can continue to build on that in
25 future years and make it easier to

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 increase those numbers.

3 CHAIRWOMAN DOWD-BURTON: Right.

4 Any other questions or

5 comments?

6 MS. FERNANDEZ: I am good.

7 CHAIRWOMAN DOWD-BURTON: Okay.

8 Thank you.

9 So at this time, what I'd like
10 to do is have a list of the speakers for
11 today in the open forum, those that
12 registered initially. Would Mr. Michael
13 Brown, if you would come to the table
14 first, please.

15 (Witness approached witness
16 table.)

17 MR. BROWN: Hello.

18 CHAIRWOMAN DOWD-BURTON: Good
19 morning. Could you state your name for
20 the record, please.

21 MR. BROWN: Michael Brown.

22 CHAIRWOMAN DOWD-BURTON: And
23 your organization.

24 MR. BROWN: My company is
25 Environmental Construction Services, and

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 I also have a joint venture called
3 Element Mechanical Services.

4 I would like to thank everyone
5 for having me here. I'm a mechanical
6 union contractor based out of
7 Philadelphia. I've been in business now
8 going on three years. It's been, you
9 know, tough because of the economic
10 situation that we've encountered over the
11 last -- since I started the company, but
12 one of the main issues that I've had has
13 been with non-stocking suppliers. For
14 every million dollars in contracts that I
15 get, it creates about seven to ten
16 high-paying jobs.

17 I heard you speak about
18 apprenticeship programs. Without us
19 contractors involved, it's hard to get
20 people through a four- or five-year
21 apprenticeship program. I sit on the
22 Board for the Sheet Metal Contractors
23 Association for the State of
24 Pennsylvania. Our apprenticeship program
25 with Local 19 is four years, and we're

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE
2 about to sign with the Pipe Fitters Local
3 420. That apprenticeship program is five
4 years.

5 If I hire someone on a project
6 and I have to -- let's say it's for a
7 local resident in one area and I can't
8 take that local resident to the next area
9 when I go to do a job, how do you expect
10 for them to stay in an apprenticeship
11 program when they have no way of making
12 any money? That's the issue. So we have
13 to carry residents from one community to
14 the next and use various organizations
15 that exist to keep people motivated to
16 finish these programs. I mean, these
17 programs are harder than college. You
18 know, being a person that graduated from
19 college and also worked in a trade before
20 I went to college, kind of used it to pay
21 through college, I can tell you that
22 college was a lot easier than working on
23 sheet metal in areas that are
24 unconditioned, cold in the winter, hot in
25 the summer.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 So that's a big issue. We have
3 to get people through. And I want to
4 commend the Office of Economic
5 Opportunity for looking at the
6 non-stocking suppliers out there that are
7 taking 2 or 3 percent. So let's say it's
8 a million dollar project. The owner
9 makes \$30,000. That creates really no
10 opportunity for anyone, including that
11 owner. That's not capacity building in
12 any way. The owner doesn't learn
13 anything.

14 One of the important things for
15 us is, we self-perform. In the
16 mechanical trades, there's usually sheet
17 metal, piping, and plumbing. Typically
18 you perform at least one of those
19 functions, if not two, if you can get in
20 there, and there's some other sub-trades
21 within that. So for us, when you
22 self-perform and you're able to carry a
23 margin of 30 or 35 percent, you know,
24 that creates the opportunity to grow, to
25 build the bank, to get the bonding and

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 everything you need to be a successful
3 business.

4 The second issue that I have is
5 use of Philadelphia local businesses on
6 some of these larger projects. In
7 particular, the Philadelphia Airport
8 energy project. That's a \$50 million
9 project with NORESKO and these ESCO
10 companies, these energy service
11 companies, have a reputation. I'm
12 sitting now on a Board in Delaware where
13 they came into the state, agreed to use
14 local contractors, and then bring
15 contractors from all over the country to
16 meet all their goals, whether it's
17 technical or even minority goals or
18 woman-owned goals, by bringing companies
19 from out of the area. I would like for
20 the Office of Economic Opportunity and
21 City Council to actually look to see
22 whether they're using local Philadelphia
23 companies on these projects.

24 And, lastly, I want to -- I
25 want to not just have to majority firms

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 come in, I really -- one problem that I
3 have is when we have -- working with
4 majority firms. So we strip that down to
5 what a majority firm is, is working with
6 non-black and Hispanic firms and then we
7 qualify them as the primes, right, at the
8 same time. So then we're seeing the
9 primes are only white firms. There are
10 some of us that are primes that are
11 minority firms. There's some of us that
12 could be primes as minority firms. So it
13 should be working with primes and never
14 working with majority firms, and bring
15 prime firms in so that we have people to
16 look up to as well, that it's not just
17 non-minority firms that are sitting there
18 as the primes.

19 So anyway, those are -- that's
20 my take. I really -- again, I want to
21 thank the work that you're putting in and
22 giving us the forum to be able to express
23 our issues and concerns, and we thank all
24 of you on the panel.

25 CHAIRWOMAN DOWD-BURTON:

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Excellent. Thank you very much.

3 Any questions for Mr. Brown?

4 MS. HOOVER: No. I think it's
5 pretty clear.

6 CHAIRWOMAN DOWD-BURTON: I
7 think you nailed it. Thank you.

8 The next person that I had
9 registered to give comments was Jonathan
10 Chopp. Is Jonathan here? Jonathan, yes.
11 Homewood Suites.

12 (Witness approached witness
13 table.)

14 CHAIRWOMAN DOWD-BURTON: Would
15 you state your name.

16 MR. CHOPP: My name is Jonathan
17 Chopp. I'm with Campus Apartments. I
18 just wanted to come and speak on behalf
19 of Campus Apartments and commend the OEO
20 on the efforts and -- you know, we just
21 completed a project in University City
22 where we were able to achieve some of our
23 goals, but used best efforts to achieve
24 others and learned a lot from the
25 experience with the help of Ms. Dowd and

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 some others. And we just wanted to say
3 that the OEO is doing a great job and we
4 look forward to working with them again.

5 CHAIRWOMAN DOWD-BURTON: Well,
6 I think if you actually looked at the
7 detail of your numbers, you got about 35
8 percent participation, 36.

9 MR. CHOPP: Yes. That's
10 correct. That was from pressure that we
11 put on the contractor to perform, and
12 they did an excellent job working with
13 some larger contractors to partner up
14 with some other minority firms, and that
15 seemed to help the cause significantly
16 where there weren't minority contractors
17 in some areas. I think that helped in
18 that area.

19 CHAIRWOMAN DOWD-BURTON: So
20 where would you say was your greatest
21 challenge?

22 MR. CHOPP: I think our
23 greatest challenge was as we were pushing
24 ahead and as we're monitoring, once you
25 find out you're slipping on some of your

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 goals, it's usually too late. You've got
3 to be really on top of it. I think we
4 learned that from the experience. Using
5 a third-party monitoring firm, they did
6 an excellent job, but by the time you
7 hear back that numbers are starting to
8 slip, it's usually too late to make up
9 that slippage. And so that was one thing
10 that we did learn from the experience, is
11 that you got to be one step ahead of the
12 process.

13 CHAIRWOMAN DOWD-BURTON: And
14 the slippage was in terms of workforce
15 goals?

16 MR. CHOPP: Correct.

17 CHAIRWOMAN DOWD-BURTON: And
18 the timing of the submission of certified
19 payrolls.

20 MR. CHOPP: Exactly. By the
21 time the information was getting back to
22 us and our third-party consultant and
23 then we went to communicate with the
24 contractor, who then communicates with
25 the subcontractor, at that point as

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 you're finishing up a job, it's hard to
3 make up levels that where you've slipped.

4 CHAIRWOMAN DOWD-BURTON: Right.

5 And I think in that instance, the goal
6 was around 32 percent minority and 7
7 percent female, and you came in around 20
8 percent for the minority side.

9 MR. CHOPP: I think a little
10 bit north of that, yes.

11 CHAIRWOMAN DOWD-BURTON: And
12 we're going to -- we're looking at -- and
13 I thank you for being here, because one
14 of the things that we want to capture is
15 where is the challenge, where is the
16 lesson, and how do we improve it the next
17 go-around. So I thank you for that.

18 MR. CHOPP: Yeah. No. This
19 was a learning experience for us, and we
20 look forward to improving but continuing
21 to use best efforts as we work inside the
22 City.

23 CHAIRWOMAN DOWD-BURTON: So I
24 thank you for being here. And I'm just
25 going to do a small comment regarding St.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Joe's, because you're also part of the
3 St. Joe piece, and we'll expect some
4 remarks on them next time, but St. Joe
5 exceeded their goals. And so we
6 appreciate Campus Apartment and the work
7 they do with the contractors.

8 MR. CHOPP: Thank you. I
9 appreciate that.

10 CHAIRWOMAN DOWD-BURTON: You're
11 welcome.

12 The next person that we had to
13 speak was Colin Johnson.

14 (Witness approached witness
15 table.)

16 MR. JOHNSON: Good morning.

17 CHAIRWOMAN DOWD-BURTON: Good
18 morning.

19 MR. JOHNSON: My basic reason
20 for coming down --

21 CHAIRWOMAN DOWD-BURTON: Please
22 introduce yourself and your affiliation.

23 MR. JOHNSON: Yeah. My basic
24 reason for coming down is to talk about
25 the lack of representation in the

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 construction when it comes to African
3 American participation on the workforce
4 as well as contracts. When you have an
5 industry, particularly construction,
6 which is one of the biggest budgeted
7 items in Philadelphia -- it's a big
8 budget item. We're talking about
9 billions of dollars. For every billion
10 dollars, 132,000 jobs are produced,
11 according to the construction scientists.
12 And when you have that kind of money
13 involved and then you have the
14 underrepresentation of a community that
15 makes up just about half the City of
16 Philadelphia, we want to look at
17 solutions to correct that problem.

18 And what I found that -- like,
19 for instance, your job, you have a
20 humongous job when you go in front of
21 these contractors and you talk about
22 participation. Actually, I'd like to
23 come there with you and support you,
24 because you're by yourself when you're in
25 there. You need a strong man with you to

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 talk about these issues. And I think
3 that one of the problems is that when you
4 talk about a problem in an industry,
5 usually the people that help solve that
6 problem are from the industry. Like, for
7 instance, like lawyers, they have a bar
8 association. Well, lawyers run that bar
9 association. Doctors, they have American
10 Medical Association. Doctors run that.

11 So here it is, we're talking
12 about a construction problem in
13 Philadelphia. We should have contractors
14 that came from the industry from the
15 inner city helping solve those problems.
16 Like, for instance, you got John Macklin
17 from the National Association of Minority
18 Contractors. I think that he should be
19 working side by side with you.

20 I think that these
21 organizations like RDA, they issue out
22 hundreds of millions of dollars in
23 construction, but there's nobody from the
24 African American community there to help
25 talk about how those dollars are going to

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 reach our community. When they reach our
3 community, they reach our youth, they
4 reach our young men.

5 So we think that the
6 construction industry in Philadelphia is
7 totally underrepresented by the group
8 that -- the African American community.
9 We're underrepresented. And we think
10 that, for instance, the RDA, when they
11 talk about issuing out hundreds of
12 millions of dollars, we should have
13 somebody like, for instance, a Jihad Ali
14 there to represent our community. Or,
15 for instance, PHA, currently they're
16 doing \$250 million in the City. Well,
17 where is a rep from the African American
18 construction community? I mean, we like
19 to see civic leadership put competent
20 people from the industry there to help
21 out with these decisions. We can give
22 you intelligent solutions. We can give
23 you intelligent procedures on how to make
24 this thing include us.

25 For instance, the City of

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Philadelphia has a signature with the
3 trade unions in Philadelphia. Mostly all
4 the hundreds of millions of dollars that
5 the City let out, the unions -- which
6 don't get me wrong. I'm not anti-union,
7 because they produce good workers, good
8 benefit package and all that, but when it
9 come to the African American community,
10 we're not represented there as much as we
11 should be. You have, for instance, the
12 trade unions. Their executive body is
13 made up of 100 percent white males. So
14 when they're making decisions, they're
15 not making decisions on a West
16 Philadelphia young boy or a youth from
17 Germantown. They're making decisions
18 that are going to help their friends,
19 families, and cousins for their
20 existence.

21 So we think that if we could
22 somehow produce a larger representation
23 when it comes to decisions affecting the
24 African American construction community,
25 I think we should be there. I mean,

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 you're doing a great job -- believe me,
3 the EOP, your efforts are, you know --
4 you're just completely trying to make
5 this thing happen, but if you don't have
6 the expertise from the organization that
7 you're trying to help give you ideas and
8 tell you about the problems that we're
9 confronted with, the issues that we're
10 faced, then it's kind of difficult for
11 you to look at this construction, because
12 it's an industry of its own. Like, for
13 instance, when you go to school, you got
14 a Ph.D., and you got a Ph.D. at -- I
15 don't know what industry it is, but
16 construction is a science also. It's an
17 industry. We need people from the
18 community that's been in the industry,
19 that's trained, that know the industry,
20 that could be intelligent when making
21 decisions that affect our community where
22 we have vans in our community. We had
23 tradesmen in our community, vans in West
24 Philly on every block. Like, for
25 instance, Northeast, down South Philly,

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 you got vans on every block from members
3 of their community, but when our
4 community, you don't see a lot of vans on
5 our blocks. And the very industry that
6 issues out hundreds of millions of
7 dollars in the City, you got trade unions
8 made up of 100 percent white men that
9 just aren't making decisions that are
10 benefitting our youth.

11 When I was in my early 20's, I
12 went and took a test at the Local 19. I
13 got a Catholic school education, so I was
14 pretty smart. We went -- I went and took
15 that test. The guy next to me, the white
16 kid next to me, he passed that test -- he
17 finished the test in 15 minutes. I took
18 about 45 minutes to finish this test.
19 And I'm like, man, this guy must be a
20 genius. But what happens is, if your
21 father is issuing out the test and here
22 it is I'm coming from West Philly trying
23 to make an honest career and I got this
24 test in front of me, me trying to pass
25 this test is like going in the casino or

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 playing the lottery where it's like
3 rolling the dice. They might pick me;
4 they might not. Whereas this kid next to
5 me, he's surely going to get in because
6 his father, his uncle or his cousin
7 administered the test.

8 They pretty much run the trade
9 unions that sit -- they have a shoe-in
10 win with the hundreds of millions of
11 dollars that the City issue out. So this
12 happens because we don't have no
13 representation in executive boards or
14 these specialty trades, the carpenters
15 that do all the structural work in the
16 City, Sheetrock, the plumbers. No
17 African American membership in these
18 unions that are guaranteed hundreds of
19 millions of dollars of contracts in
20 public works contracts, no
21 representation.

22 For instance, right now they're
23 getting ready to change all the toilets
24 in City Hall. They're getting ready to
25 change all the toilets in the MSB

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 building. That's going to be done by
3 union contractor. And that hall up
4 there, 690, there's no black
5 representation whatsoever. So the
6 chances of an African American getting
7 this contract to change these toilets is
8 almost zero, because the way the City is
9 set up.

10 We need representation across
11 the board. Don't get me wrong, the EOP
12 goals, they're the right thing to do, but
13 when you try to execute them and you try
14 to help a person out, you trying to help
15 an industry out where there's nobody in
16 there, nobody from that industry helping
17 out with the solutions and problems, it
18 makes it very -- you have a very
19 difficult job.

20 For instance, now if we had
21 like guys like Jihad Ali out there at RDA
22 trying to issue out, to make sure that
23 these contracts go to our community, you
24 have guys like Anthony Fullard, John
25 Macklin, you got a guy like Charles Giles

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 that's been in the plumbers union for
3 years, why aren't these guys in
4 influential positions to help get our
5 young boys working so we can have
6 tradesmen in our community? We have very
7 little tradesmen in our community.

8 So in closing, I just think
9 that if we can figure out how to increase
10 our representation in the pertinent
11 areas, RDA, PHA, trade unions, EOP
12 staff -- like, for instance, the EOP
13 staff, they're dedicated workers, but if
14 they don't know nothing about
15 construction, it's hard for them to help
16 a community contractor who is an
17 electrician trying to get -- have
18 electrical problems. It's hard for the
19 EOP staff if they never did any
20 construction. They went to school, they
21 graduated, they got a college degree, but
22 if they never did any construction, it's
23 hard for them to help a contractor,
24 because they don't know the anatomy of
25 the problems that the contractor have.

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 They just getting it from being on the
3 job. No experience.

4 So what we're trying to do is,
5 we're trying to get people from our
6 organization to help these organizations
7 in the City to help us. We want to help
8 them help us. And then we'll be in a
9 better position to have some concrete
10 problems where these hundreds of millions
11 of dollars going to these organizations
12 that are controlled completely by white
13 men -- believe me, if that don't
14 change -- I mean, the laws are good and
15 everything, but ain't nothing substantial
16 going to change until some decent
17 representation get in Philadelphia's
18 anatomy of construction.

19 Thank you.

20 CHAIRWOMAN DOWD-BURTON: Thank
21 you very much.

22 Do you have any questions,
23 Varsovia?

24 MS. FERNANDEZ: I actually do.

25 Can I ask you to give us one or

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 two suggestions on how we do that since
3 you've been doing some thinking on that
4 for a while.

5 MR. JOHNSON: Excuse me?

6 MS. FERNANDEZ: Can you give me
7 a couple of suggestions as to how you
8 would do that, without taking too much
9 time.

10 MR. JOHNSON: Yes. I did a
11 couple suggestions. Like, for instance,
12 the PHA -- I mean, the RDA, when they're
13 issuing out hundreds of million dollars
14 to developers, once they get the money,
15 there's no followup until later on.
16 Because it's like these EOP laws, they're
17 good, but what happens, when the
18 contractor's developers get the money, we
19 have to wait for them to see what they're
20 going to do, and by the time they get the
21 money and send it back and it's all
22 issued out, we got to wait for them to
23 see what they're going to do. They may
24 have a plan, but there's nothing
25 concrete. But if we had a person like

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Jihad Ali on the RDA Board that knows the
3 anatomy on how this money is trickled
4 down to the contractors, which usually
5 don't include us, we could have his
6 intelligent input to make sure that
7 you'll see a ripple effect that the
8 community receives, the African American
9 community. Because it's public works.
10 These are public dollars. That's really
11 not filtering down to make us tradesmen,
12 because we want to be tradesmen too. We
13 want to be part of the high rises in
14 Philadelphia. We want to learn the
15 latest innovations in construction. We
16 want to be out there, you know, being
17 responsible for running this electrical,
18 mechanicals of all these high-rise
19 buildings. We want to be -- when they
20 building -- when the RDA does 100 houses
21 in the neighborhood and when our young
22 boy go to the construction sites, they
23 tell him he got to be in the union. Then
24 when he goes down the union, you got to
25 take a test that they administer. We

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 don't know if he pass -- he didn't pass,
3 because there ain't nobody there
4 representing us. We don't know what kind
5 of score he got. So we're at their
6 mercy.

7 So we really want some
8 representation. For instance, Jihad Ali
9 can do that. For instance, John Macklin,
10 National Association of Minority
11 Contractors, we'd like to see him with
12 PHA. When they're issuing out -- right
13 now they're currently doing \$250 million
14 worth of work. You got two people from
15 the residence, you got a lawyer, and you
16 got three other people on the Board, but
17 yet \$250 million, and the housing -- the
18 majority of the housing is African
19 American people, but the majority of the
20 contracts, it's not filtering down in our
21 community.

22 And one more thing. Like we
23 got Anthony Fullard, we got Charles
24 Giles, who has been in the union. We got
25 Manny Green that been in the electricians

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 union. Let these retired union tradesmen
3 get on the staff so they can make
4 decisions that will allow our youth to
5 enjoy some of these nice-paying jobs.
6 These guys make a thousand dollars a
7 week. They 18 to 40. We want -- we'd
8 like to participate in some of this
9 windfall that they got. They sitting --
10 they know that these hundreds of millions
11 of dollars that the City is going to
12 issue out is going to go to their office.
13 They sitting there with their feet on the
14 desk laughing all the way to the bank.
15 Their cousins, aunts, uncles, they
16 getting work.

17 So we just want some of that to
18 filter down to our community, but it
19 won't filter down if we don't have the
20 proper representation. We're going to
21 wait -- we're going to be doing what
22 we're doing now, and her job is going to
23 be harder as it is now.

24 MS. FERNANDEZ: I understand,
25 Mr. Johnson. Thanks so much for the

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 suggestion and the explanation.

3 CHAIRWOMAN DOWD-BURTON: Thank
4 you.

5 Just a footnote to the
6 conversation regarding PHA. PHA,
7 Philadelphia Housing Authority, is part
8 of the federal process as opposed to
9 local. And so our goal is to work with
10 PHA, but we do not have jurisdiction
11 there.

12 With regard to the RDA, there
13 are some reports that I'd be happy to
14 share with you, and we can do that at the
15 next meeting, to really highlight the
16 minorities and women who are working on
17 those projects, so that we can see the
18 measure of where we are and still where
19 we need to be. But I'll be happy to
20 share that information with all of you.

21 All right. Thank you,
22 Mr. Colin again, Colin Johnson.

23 Jihad Ali is next for comments.

24 (Witness approached witness
25 table.)

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 MR. ALI: Good afternoon.

3 CHAIRWOMAN DOWD-BURTON: Good
4 afternoon.

5 MR. ALI: My name is Jihad Ali.
6 I'm here on behalf of United -- the
7 National Association of Minority
8 Contractors and on behalf of myself.
9 This is my third time appearing at this
10 hearing, these quarterly hearings.

11 I just wanted to back up to
12 when we started, I know there's five
13 members. Can you tell me the names of
14 the other two members that are not here?

15 CHAIRWOMAN DOWD-BURTON: Steve
16 Bradley, who is the CEO of the African
17 American Chamber, and a representative
18 from District Council 33 that has yet to
19 be identified. We've requested
20 frequently for representation there.

21 MR. ALI: So when the -- since
22 this Committee was formed, the
23 representative from District Council 33
24 has not sat in any meetings yet?

25 CHAIRWOMAN DOWD-BURTON: That's

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 correct.

3 MR. ALI: Have you brought that
4 to the attention to anybody like
5 Councilman Goode?

6 CHAIRWOMAN DOWD-BURTON: I'll
7 be happy to speak with him privately.
8 This is a public meeting. And so I have
9 discussed it with his staff.

10 MR. ALI: One of the things
11 that often gets me when people ask people
12 to serve, we expect them to serve, and we
13 expect them to take that serious and we
14 expect them to show us respect. At least
15 I expect them to show me respect, because
16 at this mic, I'm only one man. I'm
17 sitting here to speak how I see things,
18 in my opinion.

19 In some of the earlier
20 testimony, I'd like to commend Colin
21 Johnson who spoke before me, because if
22 you knew his story, we should make him a
23 poster guy for all young guys who is
24 trying to pull their selves up from their
25 bootstraps, because he did it. He made a

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 mistake, like all of us make mistakes,
3 these young men, but he pulled his-self
4 up by has boot straps with no help from
5 anybody, and he never looked back. And
6 now that he's been in construction --
7 when I came out the Marine Corps, I was
8 24 when I met him. He was just starting
9 on his electrical career. He mastered
10 that and he moved up to plumbing. He
11 can't get any help from anybody.

12 So I really commend him, and I
13 would encourage you to find out more
14 about him, Ms. Burton, because I think
15 you can help him to be a poster guy for
16 some of these other young guys that's
17 blind, deaf, and dumb looking for their
18 direction. He can show them that it can
19 be done. And there's a host of guys like
20 Jamal, but somebody has got to stop and
21 recognize him.

22 Now, in regards to this
23 testimony, I like to get into things and
24 I like to get into them fast. One reason
25 that I know that we're here and I know

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE
2 that the reason why we're here, because
3 I'm here on a regular basis in City Hall,
4 and I know that I'm not here because of
5 OEO. I'm not here because of any one of
6 you sitting up here. I'm here because of
7 the Council President Darrell Clarke,
8 Councilman Goode, Blondell, Curtis Jones,
9 Angela -- Marian Tasco, Jannie Blackwell.
10 I'm here because -- Cindy Bass, Bobby
11 Henon, Jim Kenney, Greenlee, all the
12 Councilpeople that take this issue
13 seriously. Because every bill that has
14 been passed since 2010 when the voters of
15 Philadelphia empowered Council to enact
16 legislation, every bill that has passed
17 that deals with African Americans
18 participation, Council unanimously has
19 passed it, and that's significant,
20 because when we come up here, guys like
21 Jamal and I, we come up and we talk rough
22 talk. We talk about black and white,
23 black men, white men. And I really
24 commend those white Councilmembers. They
25 respect the fact that we as black men

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 have a right to speak on things that we
3 feel that are against us, and they still
4 voted to support those bills.

5 But one thing you talked about
6 during your presentation, Ms. Burton, you
7 said your reports are online, and a
8 lot -- I will commend you, a lot of your
9 reports are online, but the reports that
10 are not online are the reports that are
11 done by third-party monitoring agents.
12 Those reports, you have to pay for those
13 reports. When the guy from Campus
14 Apartments --

15 CHAIRWOMAN DOWD-BURTON: Excuse
16 me just a moment.

17 Because there is another
18 hearing that's about to take place, could
19 you summarize fairly quickly. Thank you.

20 MR. ALI: The reports that are
21 not online are the third-party reports by
22 your monitoring agents. And by the
23 City's own admission, you only monitor
24 projects that are above, I believe it's,
25 above \$25 million, is that correct, or is

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 it 15 million?

3 CHAIRWOMAN DOWD-BURTON: No,
4 it's not. Those projects have oversight
5 committees. However, we monitor all of
6 the projects.

7 MR. ALI: Well, the projects
8 that have oversight committees normally
9 have a monitoring agent.

10 CHAIRWOMAN DOWD-BURTON: That's
11 correct.

12 MR. ALI: And the monitoring
13 agent, their reports are not online.
14 Those reports, you have to pay for those
15 reports, and you have to request them
16 from the right to know.

17 For instance, the Campus
18 Apartments, that was one of the
19 worst-performing projects that the City
20 has. They did 98,000 man hours in
21 participation on that job, people that
22 actually worked on that job. When you
23 look at minority males that worked, there
24 was only 3,000 man hours. That's an
25 equivalent of one person working on that

1 12/12/12-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 job that was a local resident. We need
3 to do better than that.

4 CHAIRWOMAN DOWD-BURTON: Thank
5 you very much.

6 We gave certain public
7 announcements earlier. I'll ask those
8 who are very much interested in making
9 comments, we'll be happy to see you after
10 this meeting and at the next public
11 hearing, which is being scheduled once
12 City Council has their calendar in place.

13 Thank you very much.

14 (Economic Opportunity Review
15 Committee concluded at 11:02 a.m.)

16 - - -

17

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the proceedings, evidence and objections are contained fully and accurately in the stenographic notes taken by me upon the foregoing matter, and that this is a true and correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this transcript does not apply to any reproduction of the same by any means, unless under the direct control and/or supervision of the certifying reporter.)

A	18:7,9 23:10 29:7 Ali 38:13 43:21 47:2 48:8 50:23 51:2,5,5,21 52:3 52:10 55:20 56:7,12 alliance 17:21 allow 49:4 allows 13:15 American 15:20 16:3,5,6 36:3 37:9,24 38:8,17 39:9,24 42:17 43:6 47:8 48:19 51:17 Americans 54:17 amount 21:21 anatomy 44:24 45:18 47:3 and/or 58:23 Angela 1:10 2:5 54:9 announcements 9:24 57:7 annual 3:2,3 6:12 10:15,16 answering 13:7 Anthony 43:24 48:23 anti-union 39:6 anybody 52:4 53:5,11 anyway 30:19 AP 9:14 Apartment 35:6 Apartments 31:17,19 55:14 56:18 appeal 5:23,24 appeals 5:18 appearing 51:9 apply 58:21 appreciate 35:6,9 apprentice 23:5 apprenticeship 26:18,21,24	27:3,10 approached 25:15 31:12 35:14 50:24 area 27:7,8 29:19 32:18 areas 5:13 16:20 27:23 32:17 44:11 Asian 16:4 asked 12:22 association 9:17 26:23 37:8,9,10 37:17 48:10 51:7 attend 3:19 attended 14:19 18:5 attention 52:4 aunts 49:15 Authority 50:7 automatically 7:7 availability 16:22 available 19:20 await 20:21 award 5:20 14:10 awarded 6:9,16 11:14,18,25 12:25 15:19,20 18:13 awards 11:22 12:9,10,10 15:11 16:17 a.m 1:7 57:15	Bass 54:10 beginning 7:25 begins 18:9 behalf 31:18 51:6 51:8 believe 40:2 45:13 55:24 bench 23:20 benefit 39:8 benefitting 41:10 best 31:23 34:21 best-faith 5:21 better 45:9 57:3 bid 5:20 7:4 12:15 bidding 6:21 12:12 bids 5:12 7:17 big 28:2 36:7 bigger 6:25 biggest 36:6 bill 54:13,16 billion 18:7 36:9 billions 36:9 bills 55:4 bit 2:22 6:25 21:25 34:10 black 43:4 54:22 54:23,25 Blackwell 20:11 54:9 blind 53:17 block 40:24 41:2 blocks 8:20 9:4 41:5 Blondell 54:8 board 18:23 21:10 26:22 29:12 43:11 47:2 48:16 boards 42:13 Bobby 54:10 body 23:25 39:12 bonding 28:25 books 6:13 boot 53:4 bootstraps 52:25 boy 39:16 47:22	boys 44:5 Bradley 18:25 51:16 brand 5:2 briefly 10:10 bring 29:14 30:14 bringing 29:18 brought 52:3 Brown 25:13,17 25:21,21,24 31:3 budget 36:8 budgeted 36:6 build 3:8 14:16 24:13,24 28:25 building 8:20 9:4 9:10,16 14:9 28:11 43:2 47:20 buildings 47:19 built 6:17 Burgett 13:24 Burton 53:14 55:6 business 3:9,24 10:21 11:7 14:10 15:2,17 18:12 19:24 20:2 26:7 29:3 businesses 6:20 9:10 11:16,21 12:2 14:25 15:21,22 16:3,5 16:21 17:23 19:15,16,23 24:17 29:5
	B		C	
able 12:18 23:16 28:22 30:22 31:22 accessible 20:18 accountable 7:9 19:18 accurately 58:5 achieve 11:4 31:22,23 achieved 8:5 14:12 acknowledge 15:4 add 5:14 additional 8:11 16:4 adds 6:23 7:3 adjustment 5:17 administer 47:25 administered 42:7 admission 55:23 advancing 23:7 Advisory 18:18 18:23 affect 40:21 affiliation 35:22 African 15:20 36:2 37:24 38:8 38:17 39:9,24 42:17 43:6 47:8 48:18 51:16 54:17 AFSCME 1:12 4:7,8 afternoon 51:2,4 agenda 4:22 agent 56:9,13 agents 55:11,22 ago 10:24 agree 24:15 agreed 29:13 Agreement 17:12 ahead 32:24 33:11 ain't 45:15 48:3 airport 17:10	B 18:8 back 33:7,21 46:21 51:11 53:5 balance 16:5 bank 28:25 49:14 bar 37:7,8 based 8:2 26:6 basic 35:19,23 basis 20:12 22:10 23:21 54:3	board 18:23 21:10 26:22 29:12 43:11 47:2 48:16 boards 42:13 Bobby 54:10 body 23:25 39:12 bonding 28:25 books 6:13 boot 53:4 bootstraps 52:25 boy 39:16 47:22	Cabinet 6:5 calendar 57:12 call 8:24 16:22 called 26:2 Campus 31:17,19 35:6 55:13 56:17 capacity 15:7 28:11	

capacity-building 14:4,14,19	change 6:2 42:23 42:25 43:7 45:14,16	commend 28:4 31:19 52:20 53:12 54:24 55:8	37:24 38:2,3,8 38:14,18 39:9 39:24 40:18,21 40:22,23 41:3,4 43:23 44:6,7,16 47:8,9 48:21 49:18	consultant 33:22 contained 58:5 continue 22:19 24:14,24 continuing 34:20 contract 5:10 7:7 7:16 43:7 contractor 7:3 26:6 32:11 33:24 43:3 44:16,23,25 contractors 5:18 6:15,15 7:9 9:16 12:13,17 24:7 26:19,22 29:14 29:15 32:13,16 35:7 36:21 37:13,18 47:4 48:11 51:8 contractor's 46:18 contracts 5:17 6:9 6:19,24 7:11 8:2 11:14,18 12:19 13:2,10 15:10 18:13 22:21 26:14 36:4 42:19,20 43:23 48:20 control 58:23 controlled 45:12 convene 2:8 conversation 4:3 16:19 20:9 50:6 copies 20:23 copy 5:2 10:8 20:24 Corporation 16:14 Corps 53:7 correct 32:10 33:16 36:17 52:2 55:25 56:11 58:8 correlate 7:17 Council 1:12 2:18 4:7 8:18 10:21
capital 16:11	changed 5:14	comment 34:25		
capture 5:7 22:14 34:14	changes 11:5	comments 3:16 15:12 17:14 21:5 25:5 31:9 50:23 57:9		
captures 3:19	Chapter 2:13	Commerce 1:11 4:12	companies 11:20 12:8,12,14 13:16,18 14:3 14:18 15:7 16:12 29:10,11 29:18,23	
capturing 22:18	Charles 43:25 48:23	Commission 18:18	company 6:22 13:23 14:11 25:24 26:11	
card 18:11	Chopp 31:10,16 31:17 32:9,22 33:16,20 34:9 34:18 35:8	commitment 17:17	competent 38:19	
career 41:23 53:9	Cindy 54:10	committee 1:3 2:9 3:1 4:1,4,20 5:1 6:1 7:1,14 8:1 9:1 10:1,6 11:1 12:1 13:1 14:1 15:1 16:1 17:1 17:13 18:1 19:1 20:1,10 21:1 22:1 23:1,14 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1,22 52:1 53:1 54:1 55:1 56:1 57:1,15	complain 21:12 complaints 21:9 completed 7:24 8:3 31:21 completely 40:4 45:12 compliance 7:6 component 12:18 composition 12:22 concerns 30:23 concluded 57:15 concludes 9:23 concrete 45:9 46:25 confidence 12:15 confronted 40:9 congratulations 20:4 constituents 8:14 18:17 construction 6:10 8:19 9:15 13:2 18:19 22:21 25:25 36:2,5,11 37:12,23 38:6 38:18 39:24 40:11,16 44:15 44:20,22 45:18 47:15,22 53:6	
carpenters 42:14	city 1:6 2:18 3:7,9 7:8 10:24 17:24 19:17 20:2 29:21 31:21 34:22 36:15 37:15 38:16,25 39:5 41:7 42:11 42:16,24 43:8 45:7 49:11 54:3 56:19 57:12	City's 55:23	complaints 21:9	
carry 27:13 28:22	Civic 38:19	civic 38:19	complaints 21:9	
casino 41:25	clarity 5:15	clarify 5:15	completed 7:24	
Catholic 41:13	Clarke 54:7	Clarke 54:7	completely 40:4	
cause 32:15	class 18:4	class 18:4	compliance 7:6	
Center 8:7	clear 31:5	clear 31:5	component 12:18	
CEO 1:11 4:10 51:16	closing 44:8	closing 44:8	composition 12:22	
certain 22:11,13 23:12 57:6	Coalition 21:11	Coalition 21:11	concerns 30:23	
certainly 20:16	Code 2:13	Code 2:13	concluded 57:15	
CERTIFICATE 58:2	cold 27:24	cold 27:24	concludes 9:23	
certification 58:20	Colin 35:13 50:22 50:22 52:20	Colin 35:13 50:22 50:22 52:20	concrete 45:9	
certified 33:18	collection 4:18	collection 4:18	confidence 12:15	
CERTIFY 58:3	college 27:17,19 27:20,21,22 44:21	college 27:17,19 27:20,21,22 44:21	confronted 40:9	
certifying 58:24	come 25:13 30:2 31:18 36:23 39:9 54:20,21	come 25:13 30:2 31:18 36:23 39:9 54:20,21	congratulations 20:4	
cetera 6:7	comes 36:2 39:23	comes 36:2 39:23	constituents 8:14 18:17	
CHAIR 1:10	Comfort 13:23	Comfort 13:23	construction 6:10 8:19 9:15 13:2 18:19 22:21 25:25 36:2,5,11 37:12,23 38:6 38:18 39:24 40:11,16 44:15 44:20,22 45:18 47:15,22 53:6	
CHAIRWOMAN 2:2 4:13 13:6 20:6 21:23 23:2 24:9 25:3,7,18 25:22 30:25 31:6,14 32:5,19 33:13,17 34:4 34:11,23 35:10 35:17,21 45:20 50:3 51:3,15,25 52:6 55:15 56:3 56:10 57:4	coming 13:9 23:11 35:20,24 41:22	coming 13:9 23:11 35:20,24 41:22	concluded 57:15	
challenge 32:21 32:23 34:15			concludes 9:23	
challenges 13:17			concrete 45:9 46:25	
Chamber 1:11 4:11 51:17			confidence 12:15	
chances 43:6			confronted 40:9	

10:24 29:21 51:18,23 54:7 54:15,18 57:12 Councilman 52:5 54:8 Councilmembers 54:24 Councilpeople 54:12 Councilwoman 20:10 country 29:15 couple 4:16 21:24 46:7,11 course 22:16 cousin 42:6 cousins 39:19 49:15 create 17:22 creates 26:15 28:9 28:24 creating 22:24 credibility 19:14 critical 12:17 currently 38:15 48:13 Curtis 54:8	5:21 denial 5:22 denied 5:19 department 8:9 9:13 21:20 departments 12:24 13:13 15:18 18:14 19:3 department's 14:23 deployed 23:20 23:21 desk 49:14 detail 32:7 details 7:23 developers 46:14 46:18 development 8:17 16:14 20:3 dice 42:3 difficult 40:10 43:19 difficulty 22:18 direct 58:23 direction 53:18 Director 1:10,12 2:6 4:8 disabled 11:7 15:16 disabled-owned 11:15 discuss 2:21 discussed 52:9 disparity 17:2,6 District 1:12 4:7 51:18,23 diversity 17:18 18:19 Doctors 37:9,10 document 4:18 5:9 7:8 20:15 documents 4:16 7:5,13 8:12 doing 15:2,3 21:2 21:25 32:3 38:16 40:2 46:3	48:13 49:21,22 dollar 12:10 28:8 dollars 6:16 11:23 11:24 12:23,25 13:11 15:15,18 15:20,25 16:2 18:8 26:14 36:9 36:10 37:22,25 38:12 39:4 41:7 42:11,19 45:11 46:13 47:10 49:6,11 Dowd 31:25 Dowd-Burton 1:10 2:2,5 4:13 13:6 20:6 21:23 23:2 24:9 25:3,7 25:18,22 30:25 31:6,14 32:5,19 33:13,17 34:4 34:11,23 35:10 35:17,21 45:20 50:3 51:3,15,25 52:6 55:15 56:3 56:10 57:4 Drexel 17:14 drilling 22:2 drive 18:20 dumb 53:17	31:23 34:21 40:3 electrical 44:18 47:17 53:9 electrician 44:17 electricians 48:25 Element 26:3 elevated 14:13 Emerging 16:9,15 employees 24:18 empowered 54:15 enable 2:17 11:5 enact 54:15 encountered 26:10 encourage 14:18 53:13 energy 13:23 29:8 29:10 engaging 17:20 enhance 19:25 enjoy 49:5 Enterprise 10:21 Environmental 25:25 EOP 40:3 43:11 44:11,12,19 46:16 equitable 24:19 equivalent 56:25 ESCO 29:9 essence 5:6 established 10:20 establishes 7:14 establishment 17:12 et 6:7 events 3:21 evidence 24:21 58:4 Exactly 33:20 example 21:13 exceeded 35:5 excellent 31:2 32:12 33:6 Excuse 46:5 55:15 execute 43:13	executive 1:10 2:6 5:3,4,25 7:18 11:24 12:6 17:10 21:10 39:12 42:13 exist 27:15 existence 39:20 expand 15:7 expanded 11:23 expansion 17:9 18:6,10 23:10 expect 27:9 35:3 52:12,13,14,15 expectations 6:6 experience 31:25 33:4,10 34:19 45:3 expertise 40:6 explanation 50:2 express 30:22
<hr/> D <hr/> Darrell 54:7 data 22:2,3 deaf 53:17 deals 54:17 December 1:7 decent 45:16 decisions 38:21 39:14,15,17,23 40:21 41:9 49:4 dedicated 44:13 defines 6:4,6 degree 44:21 Delaware 29:12 demand 22:23 demographics 15:23 22:15 23:8 demonstrated				<hr/> F <hr/> faced 40:10 fact 20:11 54:25 fairly 4:23 10:14 11:9 12:20 55:19 families 39:19 far 13:4 fashion 13:15 fast 53:24 father 41:21 42:6 featuring 9:13 February 14:7 federal 16:17 50:8 feel 10:11 55:3 feet 49:13 female 22:7,8 23:18 34:7 Fernandez 1:11 4:9,10 19:9 24:6 24:10 25:6 45:24 46:6 49:24 figure 44:9 filter 49:18,19 filtering 47:11

48:20 finally 7:15 find 4:21 7:5 32:25 53:13 fingertips 18:15 finish 27:16 41:18 finished 41:17 finishing 34:2 firm 30:5 33:5 firms 29:25 30:4 30:6,9,11,12,14 30:15,17 32:14 first 2:11 10:2 25:14 fiscal 6:10 11:16 11:17 18:14 fit 19:22 Fitters 27:2 five 27:3 51:12 five-year 26:20 flyers 8:21 followup 46:15 footnote 50:5 foregoing 58:7,20 formed 51:22 forum 25:11 30:22 forward 3:23 4:3 32:4 34:20 for-profit 17:25 found 36:18 four 12:3 26:20 26:25 free 10:11 frequently 22:10 51:20 friends 39:18 front 4:17 36:20 41:24 Fullard 43:24 48:23 fully 58:5 functions 28:19 future 7:2 24:25	gathered 24:23 gauge 21:21 general 6:15,21 9:16 generated 17:4 genius 41:20 gentleman 13:24 16:10 Germantown 39:17 getting 21:16 33:21 42:23,24 43:6 45:2 49:16 Giles 43:25 48:24 give 3:12 31:9 38:21,22 40:7 45:25 46:6 gives 5:25 giving 30:22 go 4:23 13:14 15:15 20:20 27:9 36:20 40:13 43:23 47:22 49:12 goal 8:4 22:6,8 34:5 50:9 goals 14:12 17:3,6 29:16,17,18 31:23 33:2,15 35:5 43:12 goes 7:7,16 16:24 47:24 going 2:21 4:15 10:14 12:14 15:9,13,25 16:2 19:12,19 21:20 22:22 23:22 26:8 34:12,25 37:25 39:18 41:25 42:5 43:2 45:11,16 46:20 46:23 49:11,12 49:20,21,22 good 2:2,4 5:21 24:11 25:6,18 35:16,17 39:7,7 45:14 46:17	51:2,3 Goode 52:5 54:8 good-paying 21:16 government 17:24 go-around 34:17 graduated 14:4 27:18 44:21 graduates 14:6 graduating 18:4 great 3:17 15:3 32:3 40:2 Greater 1:11 4:11 greatest 32:20,23 Green 48:25 Greenlee 54:11 Grenite 9:15 group 9:8 38:7 grow 19:24 28:24 growth 11:6 guaranteed 42:18 guess 21:8 guy 41:15,19 43:25 52:23 53:15 55:13 guys 43:21,24 44:3 49:6 52:23 53:16,19 54:20	Hawaiian 16:6 hear 33:7 heard 21:12 22:9 23:12 26:17 hearing 51:10 55:18 57:11 hearings 51:10 Hello 25:17 help 31:25 32:15 37:5,24 38:20 39:18 40:7 43:14,14 44:4 44:15,23 45:6,7 45:7,8 53:4,11 53:15 helped 32:17 helping 37:15 43:16 Henon 54:11 Hi 4:6 high 47:13 highlight 4:25 10:18 11:12 50:15 high-paying 26:16 high-rise 47:18 hire 27:5 hired 21:22 Hispanic 1:11 4:11 16:3 30:6 Historically 5:23 history 10:25 his-self 53:3 hitting 13:20 hold 7:9 holding 19:17,18 Homewood 31:11 honest 41:23 Hoover 1:12 4:6,7 21:6 22:25 24:5 31:4 Horizon 17:9 host 53:19 hot 27:24 hours 23:25 24:3 56:20,24	houses 47:20 housing 48:17,18 50:7 humongous 36:20 hundreds 37:22 38:11 39:4 41:6 42:10,18 45:10 46:13 49:10
<hr/> G <hr/> gather 2:16		<hr/> H <hr/> half 36:15 hall 1:6 42:24 43:3 54:3 handing 8:21 happen 40:5 happening 20:13 20:15,16 happens 41:20 42:12 46:17 happy 50:13,19 52:7 57:9 hard 20:23,24 26:19 34:2 44:15,18,23 harder 27:17 49:23	<hr/> I <hr/> ideas 40:7 identified 13:18 51:19 identifies 6:14 impact 16:23 implementation 2:12 implemented 15:6 important 9:6 23:3 28:14 improve 34:16 improving 2:18 34:20 include 5:11 38:24 47:5 included 14:21 19:21 includes 11:10 16:7 including 28:10 increase 12:5,15 12:18 25:2 44:9 incredible 19:13 Indian 16:6 Industrial 16:13 industry 6:11 18:19 36:5 37:4 37:6,14 38:6,20 40:12,15,17,18 40:19 41:5 43:15,16 influential 44:4 information 2:16 3:20,21,23 5:9 8:14 9:7 16:8 22:17 33:21	

50:20 informing 21:2 infrastructure 24:12 initially 25:12 inner 37:15 innovations 47:15 input 47:6 inroads 11:3 inside 34:21 inspirations 20:8 instance 34:5 36:19 37:7,16 38:10,13,15,25 39:11 40:13,25 42:22 43:20 44:12 46:11 48:8,9 56:17 institutionalize 11:4 intelligence 3:5 18:15 intelligent 38:22 38:23 40:20 47:6 interested 3:6,22 3:25 8:23 9:18 9:19 10:10 57:8 introduce 4:5 23:5 35:22 invitations 20:22 invite 8:22 involved 26:19 36:13 Island 8:9 issue 27:12 28:2 29:4 37:21 42:11 43:22 49:12 54:12 issued 46:22 issues 26:12 30:23 37:2 40:9 41:6 issuing 38:11 41:21 46:13 48:12 item 36:8 items 36:7	<hr/> J <hr/>	21:9 22:7,20 23:3 26:9 27:18 28:23 31:20 40:3,15,19 44:14,24 47:16 48:2,4 49:10 51:12 53:25,25 54:4 56:16 knows 10:4 47:2	limited 16:22 list 6:8 7:20 18:22 19:2 25:10 lists 18:17 little 6:25 21:25 34:9 44:7 Loan 16:9,15 local 26:25 27:2,7 27:8 29:5,14,22 41:12 50:9 57:2 long 24:16 long-term 23:21 look 4:2 11:23 15:17 17:3 29:21 30:16 32:4 34:20 36:16 40:11 56:23 looked 32:6 53:5 looking 10:10 11:2 12:11 28:5 34:12 53:17 looks 23:17 looming 23:10 lot 5:8 27:22 31:24 41:4 55:8 55:8 lottery 42:2 love 3:15 low-level 21:15	Manny 48:25 margin 28:23 Marian 54:9 Marine 53:7 market 3:5 18:15 marketing 19:7 marketplace 21:3 mastered 53:9 material 19:6 materials 4:19 matter 58:7 Mayor 5:4 17:11 Mayor's 6:4 18:18 mean 23:17 27:16 38:18 39:25 45:14 46:12 means 58:22 measure 23:24 24:13 50:18 mechanical 26:3 26:5 28:16 mechanicals 47:18 Medical 37:10 meet 29:16 meeting 3:13 8:7 10:9,11 16:10 50:15 52:8 57:10 meetings 23:14 51:24 meets 20:12 member 21:10 23:19 members 4:4 18:23 41:2 51:13,14 membership 42:17 men 38:4 41:8 45:13 53:3 54:23,23,25 mentioned 18:4 mercy 48:6 met 53:8 metal 26:22 27:23
	<hr/> K <hr/>	<hr/> L <hr/>		
	keep 27:15 Kenney 54:11 key 20:22,25 kid 41:16 42:4 kind 15:11 27:20 36:12 40:10 48:4 knew 52:22 know 11:14 14:17 16:13 19:11,19	labor 17:12 21:11 21:15 lack 35:25 Lakin 9:15 language 5:10 7:16,18 larger 29:6 32:13 39:22 Lashawnda 3:14 9:18,20 lastly 29:24 late 33:2,8 latest 47:15 Latino 16:3 laughing 49:14 laws 45:14 46:16 lawyer 48:15 lawyers 37:7,8 leadership 38:19 learn 16:15,24 28:12 33:10 47:14 learned 31:24 33:4 learning 3:7 8:24 34:19 legislation 2:19 10:20,23 54:16 Legislative 1:12 4:8 lesson 34:16 let's 27:6 28:7 level 8:3 12:19 23:24 levels 34:3	long 24:16 long-term 23:21 look 4:2 11:23 15:17 17:3 29:21 30:16 32:4 34:20 36:16 40:11 56:23 looked 32:6 53:5 looking 10:10 11:2 12:11 28:5 34:12 53:17 looks 23:17 looming 23:10 lot 5:8 27:22 31:24 41:4 55:8 55:8 lottery 42:2 love 3:15 low-level 21:15	<hr/> M <hr/>

28:17	motivated 27:15	12:8 22:9,21	29:1,20 30:1	pass 41:24 48:2,2
mic 52:16	moved 53:10	numbers 25:2	31:1 32:1 33:1	passed 10:23
Michael 25:12,21	moving 12:20	32:7 33:7	34:1 35:1 36:1	41:16 54:14,16
MICHELE 58:14	MSB 42:25		37:1 38:1 39:1	54:19
milestone 10:25	MSDC 14:16	O	40:1 41:1 42:1	pay 27:20 55:12
milestones 13:21	MURPHY 58:14	objections 58:4	43:1 44:1 45:1	56:14
million 12:4,4		OEO 18:23 19:3	46:1 47:1 48:1	payrolls 33:19
13:3,13 18:7	N	19:12,12,18	49:1 50:1 51:1	Pennsylvania 1:6
26:14 28:8 29:8	Nace 8:25 9:2	20:23 31:19	52:1 53:1 54:1	17:16 26:24
38:16 46:13	nailed 31:7	32:3 54:5	55:1 56:1 57:1	people 9:10 16:24
48:13,17 55:25	name 2:5 25:19	office 1:10 2:6,22	57:14	20:12,17,24
56:2	31:15,16 51:5	5:7 9:12,22	opposed 50:8	21:9,12 26:20
millions 37:22	names 51:13	10:12,22 15:6	order 5:3,4,4,25	27:15 28:3
38:12 39:4 41:6	National 37:17	17:4 28:4 29:20	7:19 17:11	30:15 37:5
42:10,19 45:10	48:10 51:7	49:12	organization	38:20 40:17
49:10	Navy 18:5	officers 18:22	25:23 40:6 45:6	45:5 48:14,16
minor 6:4	near 13:19	19:3	organizations	48:19 52:11,11
minorities 6:18	necessary 23:4	Okay 13:6 25:7	27:14 37:21	56:21
11:18 21:14	need 20:17,25	once 32:24 46:14	45:6,11	percent 11:16,19
22:12 23:9 24:4	21:8 24:18,20	57:11	origin 17:5	11:22 12:4,23
50:16	29:2 36:25	online 3:3 11:10	oversight 22:4	12:25 13:11
minority 6:23 7:4	40:17 43:10	55:7,9,10,21	23:14 56:4,8	15:19,21,25
7:10 8:17 10:21	50:19 57:2	56:13	owner 28:8,11,12	16:4 21:17 22:6
11:7,15,20,25	neighborhood	open 3:12 25:11		22:6,7 28:7,23
14:25 15:16	47:21	operate 2:23	P	32:8 34:6,7,8
16:21 22:6	never 30:13 44:19	operated 9:11	package 39:8	39:13 41:8
23:18 24:17,17	44:22 53:5	operates 3:7	Page 12:5	perform 28:18
29:17 30:11,12	new 5:2,25 7:18	operating 12:24	paid 16:12 24:7	32:11
32:14,16 34:6,8	13:23 18:2 23:5	13:13 15:18	panel 30:24	performance
37:17 48:10	nice-paying 49:5	operations 5:7	part 6:11,20	14:13
51:7 56:23	non-black 30:6	opinion 52:18	17:21 35:2	period 14:6
minutes 15:14	non-minority	opportunities 3:8	47:13 50:7	person 27:18 31:8
19:11 41:17,18	30:17	3:21 5:24 17:22	participate 6:18	35:12 43:14
mission 4:22	non-profit 17:24	opportunity 1:2	49:8	46:25 56:25
mistake 53:2	non-profits 6:7	1:10 2:7,9,14,20	participating	perspective 14:24
mistakes 53:2	non-stocking	2:23 3:1 4:1,20	9:19 14:14	19:7
moment 55:16	26:13 28:6	5:1,8,19,23 6:1	participation 8:3	pertinent 44:10
money 27:12	NORESCO 29:9	6:5 7:1,21 8:1	12:19 16:23	PHA 38:15 44:11
36:12 46:14,18	normally 56:8	9:1,12,22 10:1,5	32:8 36:3,22	46:12 48:12
46:21 47:3	north 34:10	10:13,23 11:1	54:18 56:21	50:6,6,10
monitor 55:23	Northeast 40:25	12:1 13:1 14:1	particular 29:7	Philadelphia 1:6
56:5	note 24:11	15:1 16:1 17:1,5	particularly	1:11 2:13 3:9
monitoring 32:24	notes 58:6	17:17 18:1 19:1	13:22 19:16	4:11 16:13 26:7
33:5 55:11,22	notice 9:9	19:23 20:1 21:1	36:5	29:5,7,22 36:7
56:9,12	notices 8:16	22:1,3 23:1 24:1	partner 32:13	36:16 37:13
morning 2:3,4	number 9:20,24	25:1 26:1 27:1	partners 17:21	38:6 39:2,3,16
25:19 35:16,18	11:11,14,17,19	28:1,5,10,24	19:21	47:14 50:7

54:15	presents 7:21	56:19	42:24	12:21 13:14,25
Philadelphians	President 4:10	proper 49:20	really 8:23 22:20	14:22 15:4,9
21:17	54:7	proposal 7:4	24:11 28:9 30:2	16:7,23 18:11
Philadelphia's	pressure 32:10	proposals 5:11	30:20 33:3	21:7 24:21
45:17	pretty 31:5 41:14	prorated 24:2	47:10 48:7	reported 8:8,10
Philly 40:24,25	42:8	proud 13:22 14:2	50:15 53:12	reporter 58:24
41:22	prime 12:13,16	provide 3:5	54:23	reports 50:13
Ph.D 40:14,14	30:15	provided 22:4	reason 13:25	55:7,9,9,10,12
pick 42:3	primes 30:7,9,10	public 5:16 15:10	35:19,24 53:24	55:13,20,21
picture 14:7 18:3	30:12,13,18	18:21 19:11	54:2	56:13,14,15
18:5	print 6:24	42:20 47:9,10	recall 8:6	represent 13:11
PIDC 16:8,14	privately 52:7	52:8 57:6,10	recap 19:5	38:14
piece 14:21 35:3	problem 30:2	58:15	receive 5:20	representation
pieces 8:15	36:17 37:4,6,12	publicity 21:8	receives 47:8	35:25 39:22
Pipe 27:2	problems 37:3,15	pull 52:24	receiving 11:21	42:13,21 43:5
pipng 28:17	40:8 43:17	pulled 53:3	12:9	43:10 44:10
place 2:25 18:3	44:18,25 45:10	pursue 18:10	recession 23:12	45:17 48:8
55:18 57:12	procedures 2:24	22:19	recognition 10:19	49:20 51:20
plan 46:24	38:23	pushing 32:23	recognize 6:22	representative
plans 2:15,20	proceedings 58:4	put 3:4 6:13 19:6	23:11 53:21	51:17,23
7:21 17:18 22:3	process 6:21 9:3	20:14 32:11	recommendatio...	representatives
platform 24:13,20	17:22 33:12	38:19	2:16,17	23:13
24:21	50:8	putting 9:10	record 25:20	represented
playing 42:2	processes 2:24	30:21	recruiting 9:4	39:10
please 3:13 25:14	produce 39:7,22		reference 4:16,19	representing 48:4
25:20 35:21	produced 36:10	Q	6:14 7:13	represents 13:3
pleased 14:15	productive 4:3	qualify 30:7	reflected 5:10	reproduction
21:7	Professional	quarterly 51:10	regard 50:12	58:21
pleasure 2:8	13:10	questions 13:4,8	regarding 34:25	reputation 29:11
plumbers 42:16	program 8:20,24	19:8 21:4 25:4	50:6	request 5:11
44:2	9:5,11,20 14:5	31:3 45:22	regards 53:22	56:15
plumbing 28:17	14:15,20 16:9	quickly 4:24 8:16	registered 3:11	requested 51:19
53:10	16:15 18:6	10:14 11:9	25:12 31:9	residence 48:15
point 21:20 33:25	26:21,24 27:3	12:20 15:14	registry 19:22	resident 27:7,8
population 19:25	27:11	55:19	regular 20:12	57:2
portfolio 12:23	programs 14:17	quorum 2:4	22:10 54:3	residents 21:21
portion 3:13	23:5 26:18	quoted 13:25	relates 2:14,18	27:13
position 24:19	27:16,17		5:18 16:8 17:16	resources 19:20
45:9	progress 24:14,15	R	released 3:2	24:22
positions 44:4	project 8:9 17:11	ran 14:5	remarks 10:4	respect 52:14,15
posted 10:7	21:13 23:23,23	rank 7:25	35:4	54:25
poster 52:23	27:5 28:8 29:8,9	ranking 7:22	remember 11:13	response 13:5
53:15	31:21	RDA 37:21 38:10	rep 38:17	responsible 47:17
prepare 23:7	projects 7:22,23	43:21 44:11	replaced 5:5	retired 49:2
PRESENT 1:9	8:4 22:5,9,22	46:12 47:2,20	report 3:2,4 4:21	review 1:2 2:9,11
presentation 55:6	29:6,23 50:17	50:12	4:22 5:6 6:11,12	3:1 4:1,20 5:1
presented 14:6	55:24 56:4,6,7	reach 38:2,2,3,4	10:15,16 11:10	6:1 7:1,5 8:1 9:1
		ready 18:9 42:23		

10:1,5,15 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 20:10,24 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 57:14	section 17:8 sectors 17:25 see 3:17 9:17 13:15 15:10 20:13 24:5 29:21 38:19 41:4 46:19,23 47:7 48:11 50:17 52:17 57:9 seeing 11:6 14:23 30:8 seen 7:13 self-perform 28:15,22 selves 52:24 send 3:20 46:21 separating 15:23 September 10:9 serious 52:13 seriously 54:13 serve 52:12,12 service 29:10 services 13:10 19:15 25:25 26:3 serving 18:24 session 8:22 set 8:4 43:9 seven 26:15 share 8:13,16 9:7 18:16 24:2 50:14,20 sheet 3:19 26:22 27:23 28:16 Sheetrock 42:16 Sherry 8:25 9:2 shoe-in 42:9 shorter 23:22 show 52:14,15 53:18 shows 20:15 side 22:23 34:8 37:19,19 sign 3:13 19:23 27:2 signature 39:2	signed 5:3 17:11 significant 54:19 significantly 32:15 sign-in 3:18 sit 26:21 42:9 sites 47:22 sitting 23:13 29:12 30:17 49:9,13 52:17 54:6 situation 26:10 six-month 14:5 size 12:9 Skanska 8:16 9:3 14:15 slip 33:8 slippage 33:9,14 slipped 34:3 slipping 32:25 slowly 16:12 small 19:16 20:2 34:25 smart 41:14 snapshots 14:22 solutions 13:23 36:17 38:22 43:17 solve 37:5,15 somebody 38:13 53:20 somewhat 6:3 sort 11:11 South 40:25 speak 20:21 26:17 31:18 35:13 52:7,17 55:2 speakers 25:10 speaks 14:8 17:9 special 10:16 specialty 42:14 specifically 6:12 spend 13:12 21:25 spent 12:24 spoke 18:6 20:11 52:21 St 34:25 35:3,4	staff 24:8 44:12 44:13,19 49:3 52:9 started 10:19 26:11 51:12 starting 33:7 53:8 state 25:19 26:23 29:13 31:15 stay 27:10 stenographic 58:6 step 33:11 Steve 9:15 51:15 Steven 18:25 stop 53:20 story 52:22 straps 53:4 strategic 17:20 strategies 15:5 strategy 18:12 23:6 strengthened 24:23 stretch 22:8 strip 22:23 30:4 strong 36:25 structural 42:15 study 8:7 17:2,6 subcontractor 33:25 submission 33:18 subsequently 10:22 substantial 45:15 sub-trades 28:20 succeeding 12:13 success 14:9 successful 12:16 13:17,19 15:8 29:2 succinct 5:14 suggestion 50:2 suggestions 46:2 46:7,11 Suites 31:11 summaries 17:13 summarize 55:19 summary 11:24	12:6 16:18 summer 27:25 supervision 58:23 Supplier 8:17 suppliers 5:15,16 26:13 28:6 supply 22:23 23:4 support 36:23 55:4 supporting 18:21 supports 2:19 sure 10:3 13:7 19:19 24:23 43:22 47:6 surely 42:5 sustain 11:5 synopsis 15:15 17:7 systems 18:2
<hr/> S <hr/>			<hr/> T <hr/>	
sat 51:24 scheduled 57:11 school 40:13 41:13 44:20 science 40:16 scientists 36:11 scope 18:20 score 48:5 second 2:15 3:18 29:4			Tab 6:8 7:12,15 7:20 table 3:15 23:14 25:13,16 31:13 35:15 50:25 take 27:8 30:20 47:25 52:13 54:12 55:18 taken 58:6 talk 2:25 14:24 35:24 36:21 37:2,4,25 38:11 54:21,22,22 talked 16:10 55:5 talking 36:8 37:11 talks 17:10 Tasco 54:9 team 7:6 teaming 8:19 teams 6:17 technical 29:17 tell 20:7 27:21 40:8 47:23 51:13 telling 19:22	

Temple 8:18 14:16 17:15 21:12	three 15:13 26:8 48:16	43:14,22 44:17 45:4,5 52:24	venture 26:2	13:7,19 14:23
ten 26:15	time 3:10 4:5 12:15 19:10	Turner 9:14 14:17	versus 7:18 11:17 23:21	17:20 22:14,24 23:11 26:25
term 23:22	20:5,21 22:2,14 22:22 24:16	Twelve 15:25	viable 19:24	30:8 32:24 34:12,12 36:8
terms 6:17 11:3 21:2 23:9 33:14	25:9 30:8 33:6 33:21 35:4 46:9	two 2:10 5:24 8:15,16 28:19	voted 55:4	37:11 38:9 39:10 40:8,9
test 41:12,15,16 41:17,18,21,24 41:25 42:7 47:25	46:20 51:9	46:2 48:14 51:14	voters 54:14	45:4,5 48:5 49:20,21,22 53:25 54:2
testified 16:11	timing 33:18	Typically 28:17	<hr/> W <hr/>	wait 46:19,22 49:21
testimonials 13:16	today 2:10,21 4:23 10:18 11:2 25:11	<hr/> U <hr/>	walk 11:12	want 4:4,25 10:3 13:7,20 16:12 17:22 19:9 20:24 23:16 24:2,10 28:3 29:24,25 30:20 34:14 36:16 45:7 47:12,13 47:14,16,19 48:7 49:7,17
testimony 3:12,12 52:20 53:23	toilets 42:23,25 43:7	unanimously 54:18	wanted 9:25 11:11 15:4 20:14,18 31:18 32:2 51:11	we've 22:8 23:12 26:10 51:19
thank 4:13 18:24 19:9 20:7 25:8 26:4 30:21,23 31:2,7 34:13,17 34:24 35:8 45:19,20 50:3 50:21 55:19 57:4,13	Tompkins 3:14 9:20	uncle 42:6	watching 12:14	whatsoever 43:5
thanks 20:4 49:25	Tonya 9:17	uncles 49:15	Water 8:9 9:13	white 15:22 30:9 39:13 41:8,15 45:12 54:22,23 54:24
thing 24:8 33:9 38:24 40:5 43:12 48:22 55:5	tools 24:12,22	unconditioned 27:24	way 3:4 9:25 27:11 28:12 43:8 49:14	Williams 13:24
things 2:11 10:17 11:11 21:17,24 22:13 28:14 34:14 52:10,17 53:23 55:2	top 33:3	underrepresent... 36:14	website 8:13 10:7 10:13 20:23	win 12:16 42:10
think 6:22 10:17 15:3 19:12 24:20 31:4,7 32:6,17,22 33:3 34:5,9 37:2,18 37:20 38:5,9 39:21,25 44:8 53:14	total 24:3	underrepresent... 38:7,9	wednesday 1:7	windfall 49:9
thinking 46:3	totally 38:7	understand 23:16 49:24	week 49:7	winter 27:24
third 51:9	touch 20:17	union 21:11 23:13 23:19 26:6 43:3 44:2 47:23,24 48:24 49:2,2	welcome 4:2 20:7 35:11	witness 25:15,15 31:12,12 35:14 35:14 50:24,24
third-party 33:5 33:22 55:11,21	tough 26:9	unions 22:16 23:6 39:3,5,12 41:7 42:9,18 44:11	went 27:20 33:23 41:12,14,14 44:20	woman 7:4
thousand 49:6	track 12:7 15:24	United 51:6	weren't 32:16	woman-owned 29:18
	trade 22:15 23:4 27:19 39:3,12 41:7 42:8 44:11	University 8:18 17:14,15,15 31:21	West 39:15 40:23 41:22	women 6:23 7:10 11:7,15,18 15:16,22 21:11 22:11 23:9 24:4 50:16
	trades 22:11,13 28:16 42:14	use 15:13 27:14 29:5,13 34:21	we'll 2:25 6:24 35:3 45:8 57:9	women-owned 6:19 11:20 12:2 14:25 15:21 16:21
	tradesmen 40:23 44:6,7 47:11,12 49:2	usually 28:16 33:2,8 37:5 47:4	we're 2:21 4:15 7:25 11:2,6 12:7 12:11,14,21	wondering 21:19
	trained 40:19	<hr/> V <hr/>		work 9:11 17:23 18:20,20 30:21 34:21 35:6 42:15 48:14 49:16 50:9
	transcribed 10:6	value 12:10		worked 24:3,4 27:19 56:22,23
	transcript 58:8,21 10:8	vans 40:22,23 41:2,4		workers 39:7 44:13
	transcription 10:8	various 27:14		workforce 17:18
	Treasurer's 15:6	Varsovia 1:11 4:9 18:24 45:23		
	treated 23:22	Venice 8:8		
	trickled 47:3			
	tried 19:6			
	true 58:7			
	try 6:24 21:20 43:13,13			
	trying 12:7 22:14 40:4,7 41:22,24			

23:8,24 33:14 36:3 working 10:19 16:11 23:15 27:22 30:3,5,13 30:14 32:4,12 37:19 44:5 50:16 56:25 works 5:16 9:2 15:10 18:21 42:20 47:9 worst-performi... 56:19 worth 48:14 wrap 15:14 wrong 39:6 43:11 www.phila.gov/... 3:3 10:13	<hr/> 0 <hr/> 02-05 5:5 03-12 5:4 04-18 5:5 05-10 5:5 <hr/> 1 <hr/> 10:03 1:7 2:3 100 39:13 41:8 47:20 11 11:17 11:02 57:15 12 1:7 11:17 12th 10:9 12/12/12-ECO... 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 132,000 36:10 15 41:17 56:2 17 12:4 17-1600 2:13 18 49:7 19 26:25 41:12 <hr/> 2 <hr/> 2 12:5 28:7 20 34:7 20's 41:11 2010 54:14 2012 1:7 6:10 13:3 14:7	215-683-2057 9:21 22nd 9:5 23 12:23,25 24 53:8 267-470-1094 8:25 9:2 27 15:21 <hr/> 3 <hr/> 3 6:8 28:7 3,000 56:24 30 10:24 28:23 31 11:16,19 32 22:6 34:6 33 51:18,23 339 13:12 35 28:23 32:7 36 32:8 37 14:3 <hr/> 4 <hr/> 4 7:12 40 49:7 400 1:6 420 27:3 45 41:18 47 1:12 4:7 <hr/> 5 <hr/> 5 7:15 52 15:19 <hr/> 6 <hr/> 6 7:20 62 13:11 683-2057 9:21 690 43:4 <hr/> 7 <hr/> 7 11:22 22:6,7 34:6 <hr/> 8 <hr/> 8 16:4 <hr/> 9 <hr/> 9 21:17	98,000 56:20
<hr/> Y <hr/> Yeah 34:18 35:23 year 6:10 11:16 11:17 13:12 18:14 years 10:24 12:3 24:25 26:8,25 27:4 44:3 young 38:4 39:16 44:5 47:21 52:23 53:3,16 youth 8:7 38:3 39:16 41:10 49:4 <hr/> Z <hr/> zero 43:8 <hr/> \$ <hr/> \$127 13:3 \$169 12:3 \$25 55:25 \$250 38:16 48:13 48:17 \$280 12:4 \$30,000 28:9 \$50 29:8 \$6.4 18:7			