

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, March 11, 2013
10:00 a.m.

PRESENT:

ANGELA DOWD-BURTON, CHAIRWOMAN
STEVEN SCOTT BRADLEY

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MS. DOWD-BURTON: Good morning, everyone.

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My name is Angela Dowd-Burton. And I would like

4

to welcome you to the Economic Opportunity Review

5

Committee. This committee was established by City

6

Council in an effort to identify areas in which

7

we can improve Chapter 17-1600 of the Philadelphia

8

Code as it relates to economic opportunity plans.

9

Members of the Committee today include

10

Steve Bradley. Steve, if you would introduce

11

yourself.

12

MR. BRADLEY: Good morning. My name is

13

Steven Scott Bradley. I'm Chairman of African

14

American Chamber of Commerce, president of Bradley

15

and Bradley Insurance Associates.

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MS. DOWD-BURTON: Thank you, Steve.

17

We also have two other members of our

18

committee who are normally here; Judy Hoover who

19

represents the District Council 47, AFSCME. And

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we also have Varsovia Fernandez who is President

21

and CEO of the Philadelphia Hispanic Chamber of

22

Commerce. Both are out today due to various

23

illnesses, so we wish them well and a speedy

24

recovery. Because we do have two members of the

1 committee which constitutes a quorum, we are going
2 to proceed with the committee's business for
3 today.

4 The structure of the meeting includes just
5 a brief overview of things that are going on
6 within the Office of Economic Opportunity that may
7 impact the way we implement economic opportunity
8 plans.

9 The second component of the meeting is to
10 identify some of the opportunities for events and
11 programs that members of the contracting community
12 can participate in which will help them expand
13 their capacity to do business in the public,
14 private and nonprofit sectors. We will be making
15 some announcements today.

16 The third component of this meeting, and
17 perhaps the most important, is to receive
18 information and insight and feedback from the
19 business community and the public. So we want to
20 thank those of you who have come today to provide
21 testimony to the committee. If there is anyone
22 here who has not registered yet with Lashawnda
23 Tompkins, who is sitting over at the table to my
24 right, I would like for you to sign up now.

1 With that, we're going to move into an
2 update, a brief update of the Office of Economic
3 Opportunity operations. Those in this community
4 and specifically in the area of public works,
5 because we have identified contractors who work
6 for the City, will be a part of the institution of
7 our new program for tracking payments from prime
8 to subs. So this program which was established by
9 B2Gnow and has now been uploaded into the City's
10 system will be an extraordinary tool for us to
11 track the progress of commitments that are being
12 made by prime contractors and subcontractors with
13 regard to supplier diversity.

14 We are also establishing a tracking system
15 for workforce diversity. And that program is
16 called LCPtracker. That is currently in the pilot
17 phase. You will be hearing more about that in the
18 months to come.

19 But going back to B2Gnow, letters have been
20 sent out to contractors, primes and subs. We will
21 be expecting them to go online in the weeks ahead
22 to confirm payments that they have received from
23 the City and payments that have been made to
24 minority, women and disabled-owned businesses as a

1 part of their project management process. So, we
2 will be tracking that progress. We will be
3 reporting on it at subsequent Economic Opportunity
4 Review Meetings.

5 The next item I wanted to highlight is the
6 ranking of economic opportunity plans. We are
7 proceeding with looking at projects that have been
8 completed. And those projects will be published
9 and ranked as it relates to supplier diversity.

10 You will be hearing more about that, Steve,
11 as we move along. You will have a preliminary
12 document in your book --

13 MR. BRADLEY: Okay.

14 MS. DOWD-BURTON: -- today that shows you
15 where we are with regard to some of the major
16 projects around the City.

17 MR. BRADLEY: Excellent.

18 MS. DOWD-BURTON: Then I wanted to let
19 everyone know that we have had an addition to the
20 Office of Economic Opportunity. Christina
21 Adenaike Gardiner will be replacing Janara
22 Burros[phonetic] who has moved onto the Water
23 Department. Christina will be instrumental in
24 managing our portfolio of economic opportunity

1 plans. We just wanted to welcome you to our
2 staff.

3 With that, Steve, did you have any
4 questions before we proceed?

5 MR. BRADLEY: No.

6 MS. DOWD-BURTON: One of the other things
7 that I think the business community -- and this is
8 both for information for primes and subs who want
9 to be in compliance on City projects -- is this
10 whole issue around diesel fuel emissions. There
11 are going to be some changes in the regulations as
12 it relates to vehicles that are used for
13 construction. These are called off-road vehicles.

14 And there is regulation in place now that
15 will be implemented in -- the language will be
16 going into contracts in April, as I understand it,
17 with full implementation in the fall. This will
18 require these vehicles to be retrofitted. So
19 anyone who is in that particular area of
20 construction industry, hauling of either products
21 to and from the sites or removing wastes from the
22 site, will need to have their vehicles in
23 compliance or there will be hefty fines.

24 We have information on that. You have that

1 as part of your package to share, Steve, with your
2 constituents.

3 MR. BRADLEY: Okay.

4 MS. DOWD-BURTON: With that, we are going
5 to move into the section of the program that I
6 believe is most productive. And that is the one
7 with regard to receiving public testimony. And so
8 I want to invite members of the public who are
9 here today to approach the bench.

10 And the first two people that I would like
11 to call will be Jeffrey Snyder of the Cordish
12 Company and James Baker, President of Baker and
13 Company.

14 MR. SNYDER: Good morning.

15 MS. DOWD-BURTON: Good morning.

16 MR. BRADLEY: Good morning.

17 MS. DOWD-BURTON: Welcome.

18 Can you state your name again for the
19 record?

20 MR. SNYDER: Sure. My name is Jeffrey
21 Snyder from the Cordish Companies. I want to
22 thank the Chairwoman and the Committee for giving
23 us the opportunity this morning to talk about the
24 economic opportunity plan that we implemented as

1 part of the development of XFINITY Live. I'm
2 joined today by James Baker, Founder and President
3 of Baker Company, LLC, and our partner in the
4 implementation of our economic opportunity plan.

5 The Cordish Companies are a fourth
6 generation real estate development company that is
7 widely recognized as a leader in the development
8 of large scale urban revitalisation projects and
9 one of the most successful developers and
10 operators of entertainment districts and casinos
11 in the country.

12 Indeed, urban development is part of our
13 life blood. From our Chairman David Cordish's
14 time as Director of the Urban Development Action
15 Grant Program during the Carter Administration to
16 our development through public/private
17 partnerships of mixed use districts including
18 Power Plant Live in Baltimore, Fourth Street Live
19 in Louisville, the Power and Light District in
20 Kansas City, the Walk in Atlantic City and now
21 under construction Ballpark Village in St. Louis,
22 the Cordish Company's vision has revitalized
23 downtown districts in places where other
24 developers saw only urban blight.

1 As part of its development efforts, the
2 Cordish Companies has been a leader in contract
3 diversity. It had been recognized by the Economic
4 Development Corporation of Kansas City for
5 exceeding minority and women business enterprise
6 goals.

7 In its most recent project, development of
8 the Maryland Live Casino in Anne Arundel County,
9 Maryland, the Cordish Company received for 2011
10 Most Inclusive Corporation Of The Year for
11 Minority Business Award from the Maryland/DC
12 Minority Contractors Association and the 2011
13 Bridging the Gap Award for key strategic alliance
14 from the Greater Baltimore Committee for hiring
15 commercial interiors and minority business
16 enterprise as a primary interior contractor.

17 Our partner in the development of XFINITY
18 Live is Comcast Spectacor, one of the most
19 recognizable and highly respected companies in
20 Philadelphia. Under the guidance of its Chairman
21 Ed Snider and its President Peter Luukko, Comcast
22 Spectacor is a leader in support of the
23 Philadelphia community. In addition to the more
24 than 25 million that Comcast-Spectacor charities

1 has contributed in Philadelphia area causes, the
2 Ed Snider Youth Hockey Foundation in conjunction
3 with the City of Philadelphia Parks and Recreation
4 Department has refurbished four city ice rinks.
5 Laura Sims Skatehouse in West Philadelphia, the
6 Scanlon Ice Rink in Kensington, the Simons Rink in
7 West Oak Lane and the most recently completed
8 Tarken Ice Rink in Oxford Circle. These newly
9 revitalized rinks provide a safe and welcoming
10 environment for hundreds of kids in the city to
11 learn hockey and further themselves socially and
12 academically.

13 Our project was XFINITY Live. The
14 partnership began in 2007 to seek approval for its
15 development of Philly Live, a 450,000-square foot
16 retail dining and entertainment development in the
17 Wells Fargo complex in the heart of the stadium
18 district. The Philly Live development, including
19 a 300 room hotel, was approved by the Planning
20 Commission and City Council in 2010. Our
21 development proposal submitted to City Council
22 included a comprehensive economic opportunity plan
23 that we prepared with the help of the Office of
24 Economic Opportunity. This new EOP substantially

1 expanded and enhanced MBE/WBE provisions of 1994
2 leases that govern development on the Wells Fargo
3 Complex.

4 XFINITY Live, which is phase one of the
5 Philly Live Project, is a 50,000-square foot
6 building located at the corner of Pattison Avenue
7 and South 11th Street featuring more than a dozen
8 dining and entertainment venues. Development
9 started in November 2010 with the demolition of
10 the beloved but antiquated Spectrum. Construction
11 of the XFINITY Live building began in March 2011.
12 And the building opened for business just twelve
13 months later on March 30, 2012.

14 The accelerated construction process
15 schedule meant that to meet our EOP targets, we
16 needed to organize and focus on implementation
17 from the very beginning of XFINITY Live's
18 development. The first step was to hire Baker and
19 Associates. Jim and his team helped us to develop
20 an EOP implementation plan that addressed
21 conceptual requirements, developed -- contractual
22 requirements, developed an outreach plan to the
23 diverse vendors in Philadelphia, reached out to
24 the unions to identify our EOP targets and created

1 an oversight committee.

2 Our general contractor was Hunter Roberts
3 Construction Group of Philadelphia. Throughout
4 the construction process, Hunter Roberts was
5 extremely supportive. Their efforts and
6 commitments to meeting the EOP goals were
7 particularly important because it is the inner
8 workings of the subcontracting process that
9 ultimately determines whether EOP goals are met or
10 not.

11 As part of this effort, we inserted in the
12 Hunter Roberts' contracts specific provisions
13 requiring satisfaction of the EOP targets. These
14 provisions require that every request for proposal
15 or request for qualifications that Hunter Roberts
16 sent out for subcontractors included the terms of
17 the EOP and required the proposals to state how
18 the subcontractor intended to meet their EOP
19 goals.

20 In addition, at the inception of the
21 subcontracting process, we directed Baker and
22 Associates to publicize the opportunities
23 available for the XFINITY Live project. They
24 placed notices and publications directed to the

1 MBE and WBE community. We also hosted a
2 contractor fair in March 2011 at McFadden's in
3 Citizens Bank Park where we described the project
4 in detail and identified the types of
5 opportunities available to MBEs and WBEs.

6 From our prior developments, we knew that
7 other practical steps were needed at the
8 initiation of the subcontracting phase. With
9 extremely tight construction deadlines and
10 substantial economic consequences to the
11 contractors for failing to meet those deadlines,
12 it is not surprising that contractors look to
13 tried and true subcontracting partners, people and
14 relationships they know and trust.

15 Recognizing the cycle which often results
16 in lost opportunities for minority and women
17 contractors, we took a number of additional steps.
18 We directed Hunter Roberts to notify the Baker
19 team in advance of their schedule to send out
20 subcontracting proposals. The purpose of this
21 directive was to assure that the proposal
22 distribution list included qualified MBEs and
23 WBEs. Fundamentally, if contractors don't know
24 about the opportunities, they can't submit

1 proposals.

2 On its end, we directed Baker not only to
3 provide names of MBEs and WBEs, but also to
4 qualify them to assure that vendors that were
5 submitting to Hunter Roberts were capable of doing
6 the work to the quality and within the time
7 requirements of the job. This is critical to
8 keeping the confidence of the primary contractors
9 in the EOP process.

10 Another vital effort by the Baker team was
11 to identify potential joint venture opportunities
12 for MBEs and WBEs and to break down project
13 proposal to identify discreet parts of target jobs
14 that MBEs and WBEs would have a better opportunity
15 to compete for. Outside of the subcontracting
16 process, the Baker team also engaged with
17 successful bidders to review the EOP requirements
18 to discuss options for satisfying those
19 requirements and to encourage subcontractors to
20 reach out to the unions early in the process to
21 identify the contractors EOP requirements. When
22 I'm finished, Jim Baker will discuss his team's
23 role in more detail.

24 To assure that our efforts were not

1 operating in a vacuum, an OEO Oversight Committee
2 was formed. The committee met quarterly from the
3 beginning of construction, and its final meeting
4 in June 2012 three months after the opening. The
5 committee was comprised of Angela Dowd-Burton, the
6 Executive Director of the Office of Economic
7 Opportunity; a representative from the office of
8 then Council President Anna Verna, who is also the
9 Council Member from District 2 where the project
10 is located; representative from the Office of
11 Councilman Kenyatta Johnson when he took over the
12 seat for the Council 2 District; representative
13 from the Office of Councilman Wilson Goode;
14 myself, representative of the Cordish Companies
15 who is Director of Development for the XFINITY
16 Live Project; Bill Barnes also from the Cordish
17 Companies who was our construction project
18 manager; James Baker from Baker and Company; and
19 Jeffrey Smith who is also here today who is our
20 Senior EOP Specialist.

21 The committee provided crucial oversight of
22 our process, assured our numbers were accurate and
23 understandable, questioned and challenged us when
24 necessary and was a great partner to ensure the

1 success of the EOP. It is always gratifying when
2 hard work and commitment result in success. Of a
3 total of over 16 million MBE/WBE contracts, more
4 than 7.6 million or about 47 percent were let to
5 MBEs and WBEs. The specific breakdown was
6 33 percent to MBEs and 14 percent to WBEs. Our
7 targets were MBE 25 to 30 percent; and for WBE, 10
8 to 15 percent.

9 On a workforce basis, 29 percent of the
10 hours worked were provided by minority workers and
11 3.1 percent by women. 34 percent of our workforce
12 were local meeting within the ZIP codes of the
13 City of Philadelphia. Our largest MBE/WBE
14 contractors were City Mechanical, who is one of
15 the primary contractors for HVAC and Mechanical at
16 2.3 million; Guthrie who helped us with exterior
17 and interior windows, over 600,000; ML Jones who
18 assisted in demolition, over 500,000; Umoja
19 Erectors who provided the steel erection for the
20 project, over 550,000; and Decision Distribution,
21 a contract supplier, who is over 500,000.

22 Again, I want to thank you for allowing us
23 to present to the committee today. Jim Baker will
24 continue with the description of his team's work.

1 When he is finished, we will be available to
2 answer any of your questions you may have.

3 MR. BAKER: Thank you.

4 I'm Jim Baker, President of Baker and
5 Company, LLC. We are an EOP consulting firm. Our
6 work with XFINITY Live consisted of a number of
7 steps.

8 One, we conducted extensive outreach to the
9 minority and women owned and disabled own
10 contracting community. As Jeffrey mentioned, we
11 held a forum to explain the opportunities. We
12 advertized the opportunities in papers that
13 reached minority markets. We -- as part of our
14 process, we formed an internal EOP team with the
15 contractor construction manager. And we were in
16 attendance at all of the descope meetings. And as
17 part of that process, we were able to suggest
18 opportunities where additional minority firms
19 might be considered.

20 Furthermore, we worked with firms that were
21 submitting bids in order to make sure that they
22 responded in the best light possible. As Jeffrey
23 mentioned, we formed and suggested and held the
24 oversight -- regular oversight committee meetings

1 throughout the project. And the oversight
2 committee provided keen input to the process and
3 challenged us and asked questions of us and we
4 responded in kind. And they helped us with the
5 effort.

6 We had a very supportive owner. Cordish
7 Companies and Jeffrey Snyder was there. And
8 insisted that every -- at every instance Hunter
9 Roberts and others would put the EOP requirements
10 into subcontracts and into the documents and take
11 those things seriously.

12 Part of our process is to conduct site
13 monitoring. And so on-site, site monitoring was
14 conducted by one of our folks who was there to
15 interview and to randomly come and to check the
16 trades and to see who was actually on site at the
17 job. That allowed us to respond if there was a
18 need to insist on and ask for adjustments to be
19 made to the workforce composition. We did that
20 ahead of a certified payroll process, which
21 typically takes a couple of months by the time you
22 get the certified payrolls. Then it's a little
23 too late to actually make some difference. Our
24 site monitoring process helped us with that.

1 That, in essence, is what we do. And
2 our -- the strength of us doing what we do really
3 depends on the owner's commitment. There is no
4 owner more committed to diversity that we have
5 worked with than the Cordish Companies.

6 MS. DOWD-BURTON: Okay. Thank you very
7 much, Jeffrey and Jim.

8 Steve, do you have any questions?

9 MR. BRADLEY: Yes.

10 My comments is, the numbers are very
11 impressive. Now that the project is completed, is
12 there ongoing efforts to continue to use minority
13 firms, women-owned firms for professional services
14 going forward?

15 MR. SNYDER: Yeah. I will start off by
16 saying that I'm in the development process, not in
17 the operations, so I don't know the particulars.
18 But we are -- we have do workforce requirements
19 under the EOP for continued operations. You know,
20 as with all projects in the Cordish Companies, we
21 are very much aware of our requirements but also
22 we're very much committed to locales in which we
23 operate.

24 MR. BRADLEY: Great.

1 MS. DOWD-BURTON: So, I know this sort of
2 summarizes the project. And it ties all of --
3 ties up the loose ends.

4 Can you tell us what your greatest
5 challenges were in terms of achieving these goals?

6 MR. SNYDER: I will start here, which is I
7 think the greatest challenges are simply just
8 making people aware of who the contracting --
9 minority, women contractors are and making sure
10 that they get into the process, which is why we
11 implemented those steps.

12 Once -- and Jim, I guess, can comment on
13 whether what I am saying is actually accurate.
14 But once I saw that the names of the contractors
15 were getting into play, we really didn't have any
16 specific problems. We did target a couple of
17 particular areas. So City Mechanical was, in
18 fact, a very large contract. We did target some
19 areas to make sure that we had some prime
20 contractors in there in order to try to meet our
21 goals. I think the challenge is just being aware
22 and focusing on the issue. I think Jim and --
23 actually, it was Jeffrey participating in the
24 descope meetings with the contractors was an

1 essential part of our process.

2 MR. BAKER: That's a very important part of
3 it, is to be involved in the descope process so
4 that we are there at the table and able to suggest
5 possible firms that could help them do the work.
6 So, by being involved and being intimately
7 involved by forming an internal EOP team and
8 having that team meet regularly, that allows us to
9 really be a part of the whole process. So that
10 was -- they enabled us to meet these numbers.

11 MS. DOWD-BURTON: Okay. Can you identify
12 how you located some of the contractors that you
13 enrolled in this project?

14 MR. BAKER: We maintain our own internal
15 database and we also use the OEO database of firms
16 because we are active in the space. We are
17 regularly involved and see firms and know firms
18 that are doing work and doing quality work. That
19 enables us to -- and Jeffrey certainly who is
20 here -- enables us to make suggestions and make
21 recommendations that usually prove to be helpful.

22 MS. DOWD-BURTON: Okay. Very good.

23 Any other questions, Steve?

24 MR. BRADLEY: No.

1 MS. DOWD-BURTON: Well, with regard to
2 workforce, one of the areas that you also made
3 some inroads into is making sure there was a
4 diverse workforce.

5 Can you talk to us about your relationship
6 with the unions?

7 MR. BAKER: Well, we work with the
8 contractors and make sure that the contractors
9 know about the requirements. The contractors in
10 then in turn make those requirements known to the
11 unions. And the unions cooperate with us to the
12 extent that they can, so that has enabled us to be
13 able to meet these requirements and to achieve the
14 goals that we've -- the results that we did
15 through the working relationship we have with the
16 unions.

17 The unions are quite cooperative. We work
18 with the contractors and make sure the contractors
19 are clear about the requirements. They, in turn,
20 communicate to the unions.

21 MS. DOWD-BURTON: Okay. Thank you both
22 very much for your testimony and the work that you
23 have done with XFINITY Live.

24 Now, I would like to welcome Joseph Meade,

1 Director of Government Relations and External
2 Affairs at the Philadelphia Museum of Art.

3 MR. BAKER: Mr. Meade, Jr., correct?

4 MR. MEADE: That is correct.

5 MS. DOWD-BURTON: Thank you very much.

6 MR. MEADE: Good morning, again. And thank
7 you for the opportunity.

8 MS. DOWD-BURTON: Good morning.

9 MR. MEADE: Good morning, Chairwoman Angela
10 Dowd-Burton and members of the Economic
11 Opportunity Review Committee. My name is Joe
12 Meade, Director of Government and External Affairs
13 of the Philadelphia Museum of Art, here on behalf
14 of the Museum to testify on the Museum's recently
15 completed construction project the Art Handling
16 Facility.

17 The Philadelphia Museum of Art is one of
18 the premiere cultural institutions in the world
19 housing close to 229,000 works of arts
20 representing some of the greatest achievements of
21 human creativity from around the world and across
22 the millennia. As an economic engine to the
23 cultural vibrancy of the City of Philadelphia,
24 Southeastern Pennsylvania and the Commonwealth of

1 Pennsylvania, the Museum contributes directly to
2 the economy as an employer, taxpayer and purchaser
3 of goods and services over a range of initiatives
4 from preserving our common cultural history to
5 providing educational experiences and
6 family-friendly cultural attractions from
7 constructing the new Art Handling Facility to
8 partnering with the Association for Public Art on
9 the Sol Lewitt Garden Installation. It is our
10 mission to open our Museum to people from every
11 council district to our schools and from around
12 the world with the expectation that our signature
13 contribution to enhance the attractiveness of
14 Philadelphia as a place to live, work and locate
15 business will continue.

16 The Museum produces an ambitious roster of
17 exhibitions and educational programs to serve as
18 broad a public as possible including individuals
19 of all backgrounds, abilities, ages and interest.
20 As a primary attraction for the local tourism
21 industry, Philadelphia's second largest industry,
22 the Museum is an icon for enumerable marketing
23 initiatives attracting up to 1 million visitors
24 each year and averaging approximately 820,000 over

1 the past five years.

2 A recent report prepared by the Legislative
3 Budget and Finance Committee, a joint committee of
4 the General Assembly of the Commonwealth,
5 concluded that tourism ranks among the largest
6 industries in the Commonwealth and that the Museum
7 itself and its significant number of employees
8 generate considerable economic impact and tax
9 revenues. This restates the fact that the Museums
10 programs and exhibitions generate economic
11 activity, create jobs and produce substantial tax
12 revenues for the City, region and Commonwealth.

13 Over the last two years, the Museum
14 contracted the services of the firm Urban Partners
15 to estimate our impact on the City, region and
16 Commonwealth. They reported the Museum attracts
17 significant numbers of visitors, many of whom live
18 outside of the city and were motivated to visit
19 other cultural institutions in the area.

20 For Fiscal Years 2010 and 2011, Museum
21 visitors were estimated at nearly 1.3 million and
22 averaging approximately 648 and 500,000 per year
23 even during the current economic slow down.
24 Approximately three quarters of those individuals

1 came from outside the City and contributed to the
2 local economy. It is estimated that the Museum
3 visits produced an annual average of approximately
4 42,500 hotel room nights in the City and average
5 of 40,000 additional overnight visitor stays.

6 We recently finalized construction and
7 opened a new Art Handling Facility which I am
8 proud to say was on time and under budget. In
9 working with the Urban Affairs Coalition, we were
10 able to track and monitor the minority and female
11 craft worker and site participation along with the
12 minority and women contractors and suppliers on
13 the construction of the Art Handling Facility.
14 The project employment goals were between 25 to
15 43 percent for minority craft worker participation
16 hours and 5 to 7 percent for female craft worker
17 participation hours.

18 The final number of site and craft workers
19 who have helped complete the Art Handling Facility
20 totals 940. Cumulatively, all have worked nearly
21 232 and 700 hours with minority male workers
22 performing 27.6 percent of the hours and female
23 workers performing 12.5 percent of the total
24 hours. The combined total for the project site

1 and craft worker participation is nearly
2 41 percent. The monthly project participation is
3 averaged 26.4 percent minority and female
4 participation hours with minority males averaging
5 nearly 23 percent and females averaging
6 3.5 percent of the hours per month.

7 Philadelphia residents working on the
8 project totaled 416 people who earned a total of
9 nearly 109,000 hours. There were 42 local area
10 residents counted from the targeted ZIP codes
11 19121, 19122, 19123, 19125, 19140 and 19130 who
12 earned over 18,500 site and craft worker hours.
13 The site has had 48 new and current apprentices
14 from electricians, carpenters, rod setters,
15 operating engineers, pile drivers, teamsters,
16 laborers, sheet metal, roofers, plumbers, cement
17 masons, sprinkler fitters and steam fitter unions.

18 The minority/women/disabled-owned business
19 enterprise participation contracting goals are
20 25 percent for MBE, 5 percent WBE and 2 percent
21 DSBE. Monitored construction dollars totaled
22 slightly over 38 million. This amount includes no
23 opportunity deductions about 1.4 million, which
24 are contract dollars for work that has no

1 MBE/WBE/DSBE firms in operation to bid. MBE firms
2 have earned 6.3 million or 17.3 percent of the
3 total contract value. WBE firms have earned
4 nearly 2.9 million or 7.9 percent of the total
5 construction contract.

6 While the project exceeded the WBE goal of
7 5 percent, the MBE goal fell short of 25 percent
8 due to the nature of unforeseen conditions below
9 the surface of the construction site. MBE firms
10 scheduled to work the site were unable to perform
11 the task due to time constraints, capacity and
12 availability. LF Driscoll, the Art Museum along
13 with the Urban Affairs Coalition made every effort
14 to hire a diverse work team site with as many
15 Philadelphia residents and target area residents
16 as available.

17 The economic impact as a result shows 416
18 Philadelphians earn 2.5 million in wages
19 collectively. Pennsylvania residents earned 5.7
20 million in wages and our targeted ZIP code
21 residents earned 374,000 in wages. In total, 940
22 site and craft workers earned 232 -- nearly 233
23 hours of work and 7.5 million in wages for the
24 construction of the Art Handling Facility.

1 Projects such as the Art Handling Facility
2 and recent renovations of the Rodin Museum have
3 had a direct and indirect impact on Philadelphia's
4 regions, economy and job creation. The total
5 spent for the five-year period ending June 2011
6 was estimated over 1 billion, an average spending
7 of approximately 206.3 million a year. That
8 spending allowed the Museum to create an annual
9 average of nearly 2,900 full-time jobs during that
10 five-year period.

11 In FY '10, nearly 2,600 full-time jobs
12 equivalents were created with nearly 2,100 located
13 in Philadelphia and 1,500 held by City residents.

14 In FY '11, nearly 2,500 full-time job
15 equivalents were created with 2,035 located in
16 Philadelphia and 1,500 held by City residents.
17 The salaries and wages associated with these
18 full-time job opportunities produced approximately
19 2.4 and 2.3 million in wage tax revenues for both
20 the City and Commonwealth, respectively.

21 In Fiscal Year 2011, the Museum generated
22 nearly 187 million and paid close to 12 million in
23 tax revenues, 6 million of which went to the City
24 of Philadelphia and the balance to the

1 Commonwealth. Cumulative economic impact over the
2 last five fiscal years totaled more than 1 billion
3 as stated, and resulted in nearly 73 million in
4 tax revenues and creating 2,800 full-time job
5 equivalents for both the City and the state.

6 In short, year after year the City's
7 investment in the Museum pays a handsome return.
8 We are proud of our involvement in helping to grow
9 the job market as well as exceed the City's
10 minority participation and contracting goals which
11 further amplifies our commitment to diversity and
12 opportunity.

13 The Museum remains as one of Philadelphia's
14 key assets, a cultural focal point, and engine for
15 economic growth that enhances the image and
16 quality of life of Philadelphians. Such an asset
17 as perhaps the largest and most visible, the
18 Museum is no doubt a key driver of the local
19 economy with merits ongoing support and investment
20 by the City as well as the Commonwealth to
21 preserve economic and cultural benefits. The
22 presentation of great exhibition and the provision
23 of a broad range of educational programs would not
24 be possible without substantial support and

1 investment of the City.

2 We applaud this Administration in
3 recognizing that the arts are, in fact, more
4 important than ever before. Once again, we
5 appreciate the opportunity to highlight and share
6 our impact and offerings to Philadelphia. I am
7 more than willing to answer any questions,
8 comments or concerns the Committee may have as it
9 relates to our City's most iconic and recognizable
10 cultural institution.

11 Thank you.

12 MS. DOWD-BURTON: Thank you very much,
13 Mr. Meade, Jr.

14 MR. MEADE: Sure.

15 MS. DOWD-BURTON: I want to just ask you
16 first a couple questions.

17 MR. MEADE: Sure.

18 MS. DOWD-BURTON: The first is, there is
19 that 1.4 million dollar deduction --

20 MR. MEADE: Yes.

21 MS. DOWD-BURTON: -- for no opportunity
22 from minorities and women to participate.

23 Can you describe what that cost was?

24 MR. MEADE: Well, specifically, I think

1 it's really the cost more to the Museum. And for
2 us not complying or being able to meet that direct
3 goal for the minority participation, we then in
4 return would be responsible to bear that burden
5 for that cost. So that's kind -- we actually
6 budgeted that in realizing, I think, midway
7 through the project that we probably were not
8 going to get to that goal. We were prepared to
9 make that.

10 I will say in noting and going forward, as
11 a part of the larger overall plan of the Museum
12 and its facilities master plan, we have just
13 received a 5 million dollar grant from the
14 Commonwealth of Pennsylvania. We are going to
15 move forward with future phases of our, I guess --
16 as our capital project program, for lack of a
17 better word. But then more importantly, our hope
18 is that we are going to exceed the minority
19 participation levels just by pretty much outreach.

20 Your office, I should say the Office of
21 Economic Opportunity and Urban Affairs Coalition,
22 have done a yeoman's job in being able to, one,
23 more importantly manage this project with us but
24 then also point us in the right direction for who

1 we need to be targeting so that we can meet the
2 need or, excuse me, meet the onsite worker and
3 participation goals the City has set before us.

4 MS. DOWD-BURTON: Okay. Thank you.

5 I think that 1.4 million had to do with the
6 sliding doors, was it not, that's a unique
7 component of the Museum's construction.

8 MR. MEADE: Yes. Directly to your
9 question, yes, that is correct. We have -- our
10 building is over 90 years now. I think we have
11 some really antiquated structures within the
12 building that need repair. I think just to the
13 scope of the work is the reason why we weren't
14 able to meet that need in that regard.

15 MS. DOWD-BURTON: Okay. Thank you.

16 Steve, did you have any questions?

17 MR. BRADLEY: Mr. Meade, the question is
18 the City pays the Chambers, the African-American
19 and Latino Chamber and Asian Chambers. That is
20 another opportunity that you want to might reach
21 out in the future with projects to take advantage
22 of the responsibility that the City outsources
23 those services to us. There are several Chambers
24 in the City. We have a membership base. And

1 again, another resource that you might want to
2 keep in your Rolodex.

3 MR. MEADE: So noted. Will definitely be
4 considering them moving forward. As I said, we
5 are really excited for the public support and also
6 from the City, as well, too, I should say. So, I
7 think that that has help move the needle for us to
8 move projects forward that we are really committed
9 to meeting the various diversity rates or goals
10 with the City.

11 MR. BRADLEY: I am really impressed with
12 the documentation as far as the ZIP codes. Your
13 commitment to those targeted ZIP codes.

14 MR. MEADE: We're a little biased in the
15 Fairmount area.

16 MR. BRADLEY: I think that's really
17 commendable in light of the article in the
18 Philadelphia Magazine recently.

19 MR. MEADE: Yeah.

20 MR. BRADLEY: This is very positive.

21 MR. MEADE: Thank you.

22 MS. DOWD-BURTON: Thank you.

23 MR. MEADE: Thank you very much.

24 MS. DOWD-BURTON: You're welcome.

1 Our next guest for today is Diana Lu. She
2 is Director for the Partnership and Outreach of
3 the new program 10,000 Small Businesses.

4 Welcome.

5 (Witness approaches podium.)

6 MS. LU: Thank you very much.

7 MR. BRADLEY: Good morning.

8 MS. LU: Good morning to you both and thank
9 you for having me on to speak.

10 As Ms. Dowd-Burton mentioned, I am the new
11 Director of Partnerships in Outreach. So the
12 10k-SB Program is actually quite -- quite new. I
13 will take a little bit of time to just speak a
14 little bit about 10K-SB.

15 We have been -- the program has been
16 launched only about a month and a half ago really.
17 It is a multi-partnered program. The overall
18 program was a partnership between the City and the
19 Goldman Sachs Foundation to put in from Goldman
20 Sachs \$20 million over five years to the City. A
21 good chunk of that is going to be through small
22 business loans that are going to be handle by PIDC
23 in the City and outside of the City will be
24 Community First Fund.

1 The other primary component of the program
2 in which I am very much involved with is the
3 education portion of the program. And that is
4 going to be 100 hours of classes taught through
5 Community College of Philadelphia. This is going
6 to happen two or three times a year again for the
7 five-year term. And in addition to working with
8 Community College, PIDC and Community First Fund,
9 we have a variety of partners that are going to be
10 involved as part of the outreach and the technical
11 assistance.

12 And these partners are the Urban League of
13 Philadelphia, the Hispanic Chamber of Commerce and
14 also the Chamber of Commerce for Greater
15 Philadelphia. These are our named partners that
16 we will be working with many other organizations
17 and nonprofits that are interested in the greater
18 goal of furthering small business development.

19 Please feel free to stop me at any point to
20 ask questions about the program. I know can I
21 speak for a good while. I want to make sure that
22 I cover what is appropriate.

23 MR. BRADLEY: Can I interrupt you?

24 Just tell us, you are the new Executive

1 Director, correct.

2 MS. LU: No, no, I'm not. The new
3 Executive Director, her name is Margaret Berger
4 Bradley. I am the Director of Partnerships and
5 Outreach. When I was speaking --

6 MR. BRADLEY: Okay.

7 MS. LU: I'm happy to clarify that.

8 When I was speaking about all of those
9 different partners, all those floating pieces of
10 the program, I am doing outreach for the program
11 and also communicating and coordinating with all
12 the different partners.

13 MR. BRADLEY: Okay.

14 MS. LU: Well, I guess --

15 MS. DOWD-BURTON: So maybe one of the
16 things you can share is the deadline for
17 applications for the first cohort.

18 MS. LU: Yes. Yes.

19 So, the first cohort of the inaugural
20 cohorts, the applications are due this Wednesday.
21 We have -- the Mayor announced the program, I want
22 to say, about a month and a half ago. We have
23 been pushing through multiple media platforms as
24 well as through special workshops and info

1 sessions held by the partners at Community
2 College. We have been getting in a lot of
3 applications from qualified -- from qualified and
4 interested businesses. The points of the program
5 is that we had seen that there is a gap in terms
6 of business support to small business owners.

7 We have a handful of programs in the City
8 that help start-up businesses. And those often
9 come in the form of lengthy workshops or classes
10 or special info meetings, networking events. They
11 are really geared towards lower commitment for
12 start-up businesses that are really in the
13 learning phase. Then we have at the other end of
14 the spectrum many, many business that have 100 or
15 more employees, are definitely comfortable and
16 have a better understanding of the financials.

17 What this program is aiming for is to help
18 those businesses that have just passed that
19 struggle of the first two years. They definitely
20 need all the opportunities and resources that they
21 can get. They would like to be more bankable.
22 They want to know how to better manage their
23 companies and better understand their financials.
24 And a good group of these types of applicants that

1 would be ideal for the 10K-SB Program would be the
2 ones that are regularly involved with the Office
3 of Economic Opportunity because of the different
4 workshop series and just how the resources that
5 come through OEO.

6 I believe that many -- I have started going
7 to some of these events just to meet and present a
8 little bit. I'm definitely seeing that there
9 are -- this is a very good gathering of these
10 types of businesses that are looking for
11 complementary programs to help boost them to the
12 next level.

13 MS. DOWD-BURTON: The Community College was
14 granted, I guess, \$5 million by Goldman Sachs to
15 set up this curriculum. It's a 11 --

16 MS. LU: Just about.

17 MS. DOWD-BURTON: Eleven-week curriculum?

18 MS. LU: Correct.

19 MS. DOWD-BURTON: Can you sort of go
20 through what that time investment would be for
21 small businesses.

22 MS. LU: Absolutely. When we say eleven
23 weeks or 100 hours to small business owners,
24 sometimes their eyes get a little big because

1 they -- it's definitely a time commitment. We
2 have general guidelines for the applicants so that
3 they know exactly what they are getting themselves
4 into and so that they know just how much of a
5 commitment it is.

6 It's more or less the SBA's definition of
7 small business that you -- it's been in business
8 for two or more years. You have four more
9 employees. You have -- you can show three years
10 of your financial statements easily, the -- and
11 that you have revenues between 150,000 and
12 4 million. In order to be -- these are general
13 guidelines.

14 In order to be this comfortable, these are
15 the type of businesses where the owner would be
16 able to walk away from the business, take these
17 100 hours of classes, and their business can
18 continue to keep on going, that they are not going
19 to be -- they don't need to be running the
20 business every day in order to take advantage of
21 this. They are ready for the next step.

22 These 100 hours, these eleven classes -- I
23 mean, these eleven weeks, there are many classes
24 that are -- some of them are on Fridays, some of

1 them are on Saturdays. Some of them are a
2 combination of Friday and Saturday. They tend to
3 be from about 8:30 in the morning to 5 o'clock.
4 It's an all-day commitment.

5 The learning aspect is pretty unique. The
6 curriculum was created by Babson College, which is
7 a leader in entrepreneurial teaching. The
8 students, once they get into the program, they
9 will be using their business as their case study
10 model. When they work on projects, when they
11 learn new lessons, they are going to apply them to
12 their business. That is going to be their
13 homework for the week.

14 All the scholars who get -- once you get
15 into the program, you do get a scholarship from
16 Goldman to be able to take all the classes for
17 free. They will also be assigned a business
18 adviser. The homework is assumed to take about
19 six to eight hours of the week. In addition to
20 the class time, you will also be working with your
21 business adviser to find out how to best apply
22 what you just learned into the practice of your
23 business. In addition to that, we will be
24 encouraging scholars to go to networking events,

1 other workshops.

2 The technical assistance component of the
3 program comes right back to the partners. It's a
4 great time to look at what the City has to offer,
5 what the Urban League has to offer. In terms of
6 if you wanted to have an additional two-hour
7 workshop on how to work with social media, if you
8 have certain particular questions that aren't
9 answered as a part of the curriculum, you want
10 that extra boost, that is where the technical
11 assistance comes in. Because this class
12 curriculum is not technical assistance. It's
13 about how to create a growth plan and be more
14 bankable and work on your business. That is what
15 the 100 hours plus entails over eleven weeks.

16 We are planning on having this two to three
17 times a year for five years. Some people the
18 summer is a really difficult time for them. We
19 encourage them to apply for the fall semester or
20 instead for the winter session. This first
21 session happens to be the summer session.

22 MS. DOWD-BURTON: Okay.

23 Steve, any other questions?

24 MR. BRADLEY: No.

1 MS. DOWD-BURTON: You know, Diana, I think
2 the work you are doing and the Community College
3 to educate small businesses, especially those that
4 fit in that area of moving, wanting to move their
5 businesses to the next level, is really key. So,
6 I appreciate you and the work that your team is
7 doing.

8 Thank you very much for your testimony.

9 MS. LU: Thank you. And please forward,
10 you know, other opportunities where you have
11 businesses that could use 10K-SB's help or vice
12 versa.

13 MS. DOWD-BURTON: Absolutely.

14 MS. LU: Thank you very much.

15 MS. DOWD-BURTON: You know, Steve, I'm
16 going to turn the tide for a minute because we
17 have been talking off and on about small
18 businesses and then workforce.

19 It just so happens there is a recent
20 announcement by Iron Workers Local Union No. 405
21 and Iron Workers Local Union No. 399. They are
22 launching an apprentice program.

23 MR. BRADLEY: Excellent.

24 MS. DOWD-BURTON: And so, I just want those

1 who are in the listening audience and viewing
2 audience to know that both unions will be
3 accepting applications from March 11 to the 14,
4 2013 and May 13 to the 24th. So March 11 to the
5 14th, Local 405 is accepting the applications; May
6 13 to the 24th, Local 399 is accepting
7 applications.

8 Those interested can call Ms. Charlotte
9 Vollmer. She is President and EEO Officer at L&R
10 Construction Company. The number is
11 (856)795-9800. That's (856)795-9800 or
12 (215)627-8100. That's (215)627-8100. I am hoping
13 those who are interested in this apprentice
14 program will follow up.

15 So our next speaker for today is from our
16 Inspector General's Office. Let me just ask, is
17 there anyone else here to speak today in addition
18 to the Inspector General's Office?

19 (No response.)

20 MS. DOWD-BURTON: Okay. The answer is no.

21 I am going to ask Krystle Baker who is --
22 Esquire to join us at the table, please. She is
23 an investigator for the Inspector General's
24 Office. And Alexander Desantis, will you be

1 joining her?

2 MS. BAKER: Yes.

3 MS. DOWD-BURTON: Krystle, perhaps you can
4 also introduce your other colleagues.

5 MS. BAKER: Yes, I will.

6 Again, my name is Krystle Baker. I'm
7 joined by my colleagues Alex Desantis and Jordan
8 Segall. We are all investigators and attorneys
9 that work for the Office of Inspector General.

10 We'd like to thank you both Angela and
11 Steven for having us today to share with you what
12 our office does and how others can reach out to
13 our office if they have a complaint. The mission
14 of the Office of Inspector General is to boost
15 confidence in City government by rooting out
16 corruption, fraud, misconduct, waste and
17 mismanagement.

18 As part of that mission, our office is
19 committed to leveling the playing field so that
20 everyone who has the opportunity to compete for
21 city contracts, to do that and work diligently to
22 ensure that all those who contract with the City
23 are complying with the City's antidiscrimination
24 policies. Our office has received complaints and

1 investigated allegation of past through minority,
2 women and disabled business entities and circular
3 billing arrangements. In those cases, we have
4 entered into settlement agreements which include
5 language to ensure future compliance with the
6 City's policies, or we have recommended debarment
7 or removal from the OEO Registry.

8 That said, we need your help. We would
9 like to make sure that all contractors are in
10 compliance with the rules. And so if you do have
11 a complaint, we ask you to reach out to our
12 office. There are many ways you can reach out to
13 our office. You can call our hotline. The
14 telephone number is (215)686-1770. Again, that's
15 (215)686-1770. We have an email address where you
16 can email a complaint. That is the OIG@phila.gov.
17 Again, that's the OIG@phila.gov.

18 You can visit our website, which is
19 www.phila.gov/OIG. And finally, you can reach out
20 to us in person. You can reach out to us at our
21 office which is located at 601 Walnut Street,
22 Suite 300 East or you can reach out to us here at
23 these committee meetings. It is our goal to
24 always have a representative from our office at

1 this meeting. You can reach out to us before
2 meetings or after meetings. We would be happy to
3 take your complaints in person.

4 Thank you.

5 MS. DOWD-BURTON: Thank very much.

6 Any questions, Steve?

7 MR. BRADLEY: Are the public relation
8 campaign that you have, I know the billboards
9 around the City, is it paying off?

10 Are you getting more inquiries?

11 MS. BAKER: We hope to. We are busy
12 diligently taking every complaint we can.
13 Hopefully, we will be able to make a little
14 footprint in this whole matter.

15 MR. BRADLEY: I've been very impressed with
16 the PR.

17 MS. BAKER: Thank you very much, Steven.

18 MS. DOWD-BURTON: Krystle, I just want to
19 congratulate once again Amy Kurland, the Chief of
20 the Inspector General's Office, for the national
21 award that all of you have contributed to in
22 acknowledging the level of integrity in the
23 contracting process for the City of Philadelphia.

24 I certainly value the partnership that the

1 Office of Economic Opportunity has with the Office
2 of the Inspector General. I believe it has truly
3 made a difference in the way contractors, both
4 primes and subs, are responding to the
5 commitments that they are making with the City.
6 I look forward to a continued working
7 relationship.

8 MS. BAKER: Thank you, Angela. We feel the
9 same way.

10 MS. DOWD-BURTON: You're welcome.

11 One of the things I want to do just in
12 terms of wrapping up is remind everyone that our
13 meetings are quarterly.

14 So, thank you for your testimony.

15 MS. BAKER: Thank you.

16 MS. DOWD-BURTON: That our meetings are
17 quarterly. Our next meeting is June 10. That's
18 Monday, June 10 at 10 o'clock. So, we also have
19 meetings September 9 at 10 and December 9 at 10
20 o'clock.

21 I guess the final thing that I would like
22 to do is remind everyone that the Office of
23 Economic Opportunity has a monthly meeting the
24 fourth Wednesday every month doing business in the

1 City. This meeting is at 2:30. It runs until 4
2 o'clock. It includes a number of experts from
3 around City government who are involved in the
4 procurement process who talks about opportunities
5 to do business with the City. We also have our
6 special guest.

7 And this month we are providing an
8 opportunity for the University of Pennsylvania to
9 share their procurement strategy for attracting
10 and retaining those that represent their supplier
11 diversity program. This is a unique opportunity
12 for members of the OEO Registry to come out and
13 learn more about the University of Pennsylvania.

14 Steve, did you have any closing comments?

15 MR. BRADLEY: No.

16 MS. DOWD-BURTON: With that said, I just
17 want to thank everyone again for coming and for
18 your time and joining us at the Economic
19 Opportunity Review Committee. And I certainly
20 want to thank members of City Council for giving
21 us an opportunity to work with the public and the
22 business community in this realm.

23 Thank you.

24 (Economic Opportunity Review Committee

1 Meeting adjourned at 10:56 a.m.)

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

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

Court Reporter - Notary Public

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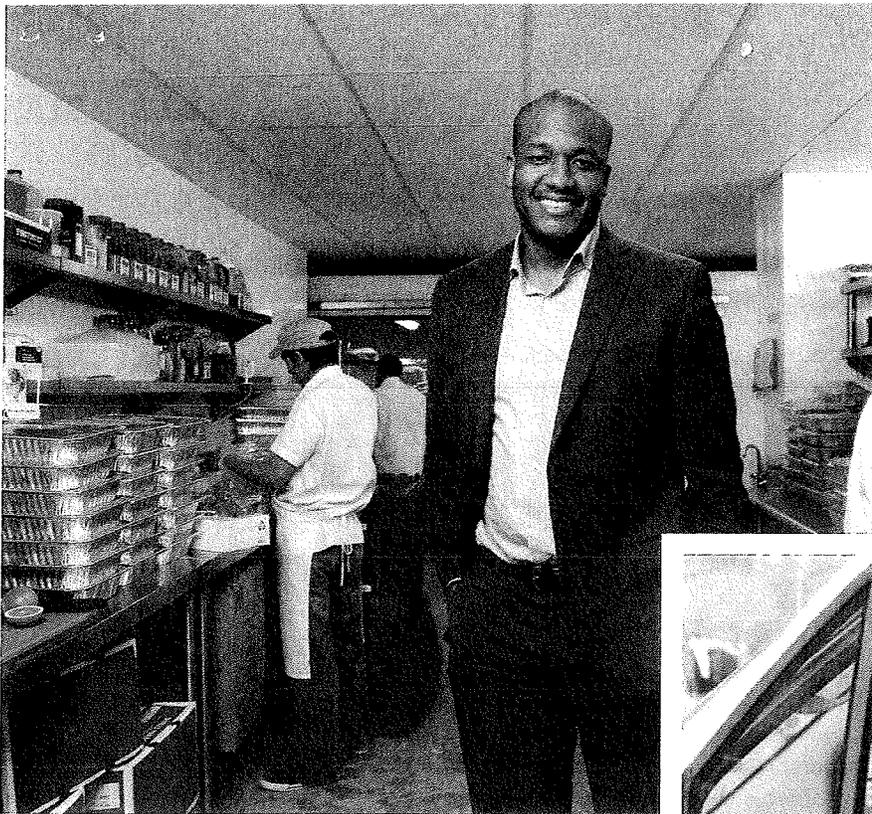
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Rhys Powell
10,000 Small Businesses Graduate



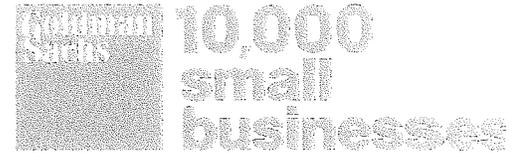
10,000
small
businesses

CONVENIENT CLASSES.
ACCESS TO CAPITAL.
POWERFUL NETWORKING.
REMARKABLE RESULTS.

Goldman Sachs *10,000 Small Businesses* gives you valuable skills for growing your business, the opportunity to access financial capital, powerful networking and more.

The educational component helps you develop the skills to recognize new opportunities, embrace practices that grow your business and create jobs in your community. If accepted, you will receive a scholarship funded by the Goldman Sachs Foundation covering the full cost of tuition and program materials.

HOW YOU CAN BENEFIT



You'll get information and resources that can have a direct and positive impact on your business.

Practical Business Education: You'll receive 100 hours of classroom instruction at Community College of Philadelphia. The curriculum focuses on skills you can apply immediately, including:

- Accounting
- Negotiating
- Marketing / Sales
- Operations
- Human Resources Management

Capital to Expand: Goldman Sachs *10,000 Small Businesses* will work with two Community Development Financial Institutions (CDFIs) — Philadelphia Industrial Development Corporation (PIDC) and Community First Fund — to expand access to loans for local businesses. Through these partnerships, loans will be available to qualifying small businesses that lack access to affordable capital or may not qualify for traditional sources of credit.

A Network of Support: You will receive one-on-one business counseling and powerful networking opportunities. The program provides this expert advice and technical assistance through partnerships with national and local business organizations, professional services firms and the people of Goldman Sachs.

In Partnership with:



Community
College
of Philadelphia



Community First Fund

WHO SHOULD APPLY

The program is designed for small business owners with limited resources who have a business poised for growth. You must demonstrate a commitment to growing your businesses and creating jobs in your community, and generally meet these criteria:

- Owner or co-owner of a business
- Business in operation for at least two years
- Business revenues between \$150,000 and \$4 million in the most recent fiscal year
- Minimum of four employees, including the owner



GREATER PHILADELPHIA
CHAMBER OF COMMERCE
Get Involved. Get results..

EDUCATION PROGRAM REQUIREMENTS

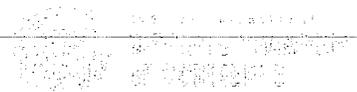
To get the maximum benefit from the program at Community College of Philadelphia you will be required to:

- Attend a mandatory program orientation
- Attend 11 pre-scheduled learning sessions
- Commit to an additional 6-8 hours per week for out-of-class activities, including completing assignments, attending networking events and business support clinics
- Develop a tailored plan for growth prior to graduation

APPLY NOW

To apply for the *10,000 Small Businesses* education program, please visit:
Community College of Philadelphia www.ccp.edu/10KSB

To apply for a *10,000 Small Businesses* loan, please visit:
Community First Fund www.commfirstfund.org
PIDC www.pidc-pa.org



Urban League of
Philadelphia

Opportunities for the Employment of Minorities, Women and Veterans

Ladies and Gentlemen:

Please be aware that L&R Construction (EOE) has and continues to recruit qualified/qualifiable minorities, women and veteran applicants into the Iron Worker craft industry through the apprentice programs. **Both unions will be accepting applications from March 11-14, 2013 at Local #405 and May 13-24, 2013 at Local #399.**

**Iron Workers' Local Union #405
2444 Reed Street,
Philadelphia, PA 19146
(215) 462-7300**

**Iron Workers' Local Union #399
409 Crown Point Road
Westville, New Jersey 08093
(856) 456-9323**

In the interest of increasing minorities, women and veterans participation in this industry, I am asking for your assistance in posting this information on your bulletin boards, during any meetings you may have as well as word of mouth to your congregations, etc.

Attached you will find all the information that is needed for the apprenticeship program.

If you need any other information or have any further questions, please do not hesitate to contact:

**Ms. Charlotte Vollmer, President/EEO Officer
L&R Construction Co., Inc.
(856) 795-9800 or (215) 627-8100**

In the interim, would you please acknowledge this correspondence by stating that you have read this email, by affixing your electronic signature and title, as well as how you can assist by being a social media for L&R Construction Company, Inc. with the attached documentation.

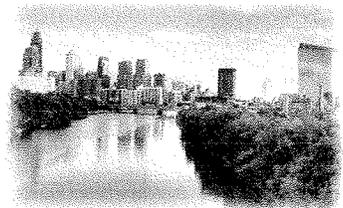
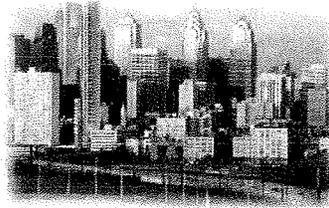
Thank you for any assistance in promoting minorities, women and veterans into the Iron Workers Apprenticeship Program in the heavy highway construction industry.

Received by: _____
Name

Date: _____

Title

How did you post: _____



DOING BUSINESS IN THE CITY

Let's Get Started...

Explore the opportunity of building your business with City contracts. Develop your strategy for pursuing competitive bid and non-competitive contracts. Learn the steps for getting started and the resources that are available to support your enterprise.

March 27, 2013
1515 Arch Street
18th Floor, Room 18-029
City Planning Conference Room
2:30PM - 4:00PM

Introduction:	Angela Dowd-Burton, Executive Director
Procurement :	Hugh Ortman, Procurement Commissioner
Finance:	Drew Menten, Contract Management Analyst Tarleton David, Williams, Jr. Esq. , Deputy Director of Finance
OEO:	Angela Dowd-Burton, Executive Director Alice Dungee-James, Assistant Director
OBS:	Roger Kern, Office of Business Services
L & I:	Evelyn Langston, Chief
PIDC:	Marla S. Hamilton , Vice President
Revenue:	Paul Danella, Director of Taxpayer Services
All:	Networking
WRAP-UP:	Angela Dowd-Burton, Executive Director

RSVP: (215) 683-2057 or lashawnda.tompkins@phila.gov

Section XX.XXX DIESEL ENGINE EMISSIONS CONTROLS FOR PUBLIC WORKS PROJECTS

In accordance with Executive Order 1-07, as it may be amended from time to time, the City has established a requirement to include clean diesel specifications in public works contracts. In furtherance of the purposes of Executive Order 1-07, the contractor agrees to meet the requirements of this Section. This Section applies to contract bids advertised and awarded between 4/1/2013 and 3/31/2014 in which the total award amount, or total anticipated award amount, is \$1,000,000 or greater, and all contracts awarded on or after 4/1/2014 regardless of award value.

- A. Vehicles covered under this Section include any nonroad diesel engine that has a horsepower greater than 50.
- B. Requirements
 - 1. All solicitations for public works contracts and all applicable contracts entered into as a result of such solicitations covered under this Section shall include specifications that all contractors in the performance of such contracts use ultra low sulfur diesel fuel, and a listed clean diesel technology for reducing the emission of pollutants for diesel-powered non-road engines. Listed technologies include: diesel retrofits or units listed by the Environmental Protection Agency (EPA) as meeting "Tier 4" emissions requirements. Retrofit emission control devices shall consist of: diesel oxidation catalysts, diesel particulate filters, closed crankcase technologies, flow-through filters, emissions upgrade groups, selective catalytic reduction, or similar retrofit equipment control technology that: (a) is included on the Environmental Protection Agency (EPA) Verified Retrofit Technology List or the California Air Resources Board (CARB) Currently Verified Technologies List, and (b) is listed by EPA or CARB as providing a minimum emissions reduction of twenty percent (20%) of particulate matter with a mean aerodynamic width of less than ten (10) microns (PM10) in the application for which it is verified. Engine repowers or other clean diesel technologies including non-verified retrofit devices may also be used if the contractor can provide documentation from the technology vendor that the new equipment reduced particulate matter emissions by 20% or more.
 - 2. The contractor shall submit with its bid a certification, in the form and containing the content as the certification in sub-Section E below, by an authorized representative of the contractor stating contractor's agreement to comply with the provisions under this Section. On or before the start date of the project, the contractor shall provide to the project manager for the City of Philadelphia and Air Management Services a fleet list of non-road vehicles and/or equipment to be used on site and any emissions control technologies that will be installed on each. Subsequently, if nonroad diesel units must be added to the site, the contractor shall notify the project manager for the City of Philadelphia and Air Management Services in writing at least 24 hours before the vehicle is brought on site.
 - a) *Fleet list shall include the following information:*
 - i. vehicle identification number (VIN; *if applicable*) or serial number, the

- equipment type, make, year and owning entity;
- ii. the horsepower rating of each engine;
- iii. the emission control device manufacturer name, model, and verifying organization; and
- iv. the type of fuel to be used and expected quantity.

b) *Notification under this section shall be directed to the City's project manager and to AMS, as follows:*

**Chief of Source Registration
City of Philadelphia Department of Public Health
Air Management Services (AMS)
321 University Avenue, 2nd Floor Philadelphia, PA 19104-4543**

Facsimile Number: 215-685-7593 (Please note if faxing notice, a hard copy should be mailed to AMS as well)

- 3. The contractor shall establish truck-staging zones for vehicles that are waiting to load or unload material at the contract site. Such zones shall be located where the emissions from the trucks will have minimum impact to the public.
- 4. The contractor shall not permit idling of delivery and/or dump trucks, or equipment on the contract site during periods of non-active use, and it should be limited to five (5) minutes in accordance with the Philadelphia Traffic Code Anti-Idling Ordinance Section 12-1127(1) of The Philadelphia Code (http://www.phila.gov/philacode/html/data/title12/chapter_12_1100_miscellaneous_/12_1127_excessive_idling_of_an.html) and the Pennsylvania Diesel-Powered Motor Vehicle Idling Act, Title 35 Purdon's Pennsylvania Statutes, Section 4601 *et seq.*

C. Definitions

- 1. Contract site – all areas covered under the contract, and areas accessed for purposes of performing activity under the contract;
- 2. Non-active use – a period of time greater than 5 minutes when a piece of diesel equipment is not being operated in performance of its work;
- 3. Non-road – diesel vehicles listed by EPA for use in non-road applications. These include construction, agricultural, and other industrial vehicles that are not legally operable on highways;
- 4. On-road – vehicles listed by EPA for on-highway applications;
- 5. Truck-staging zone – a designated area on the contract site where delivery or pickup activities will be located;

6. Ultra low sulfur diesel fuel – Diesel fuel with a sulfur content of 15 parts per million or less;
7. Vehicle/unit – a piece of diesel-powered equipment being used for contract activities; and
8. Listed diesel technology – includes:
 - a) *Diesel oxidation catalyst – a device similar to a catalytic converter that reduces diesel emissions and does not require regeneration;*
 - b) *Particulate filter – a device that traps soot produced by the engine and vaporizes this soot through the application of heat, requiring only periodic maintenance;*
 - c) *Closed crankcase ventilation – a device that reduces fugitive emissions from the vehicle's crankcase by routing them through the tailpipe;*
 - d) *Selective catalytic reduction – A device that reduces emissions of oxides of nitrogen by treating exhaust with urea;*
 - e) *Emissions upgrade groups – groups of replacement components that, when installed during vehicle overhaul, reduce engine emissions;*
 - f) *Engine repower – the replacement of a vehicle's engine with a newer model to reduce tailpipe emissions.*
 - g) *Any other technology verified by EPA or CARB to reduce diesel particulate emissions by 20% or more.*

D. General

1. City reserves the right to request purchasing and/or installation documents to verify contractor's installation of the retrofit in the vehicle and/or equipment. These purchasing documents shall be provided to the City's project manager and AMS by the contractor within five (5) days of the request. The contractor shall in addition submit written notification to the City's project manager and AMS when an addition or deletion of diesel retrofit equipment occurs.
2. Any false certification or representation in connection with the requirements of this Section XX.XXX and/or any failure to comply with the requirements of this Section shall constitute a material breach of contract entitling the City to all rights and remedies provided in the contract and otherwise available at law and/or in equity, including but not limited to the monetary assessment set forth herein. For contracts of \$500,000.00 or less, an assessment of \$500.00 per offence per day shall be imposed upon the contractor for every vehicle or machinery operating in violation of this section. For all other contracts, an assessment of \$1000.00 per offence per day shall be imposed upon the contractor for every vehicle operating in violation of this section. In addition, it is understood that false certification or representation is subject to penalties under Title 18 Pa. C.S.A. § 4904 (relating to unsworn falsification to authorities).

E. Certification Form

Insert Certification

Insert Certification Form here in full.

PHILADELPHIA MUSEUM OF ART
Presented before the Economic Opportunity Review Committee
March 11, 2013, City Hall Room 400

Good Morning Chair, Ms. Angela Dowd-Burton and members of the Economic Opportunity Review Committee. My name is Joe Meade, Director of Government and External Affairs, at the Philadelphia Museum of Art, here on behalf of the Museum to testify on the Museum's recently completed construction project, the Art Handling Facility.

The Philadelphia Museum of Art is one of the premier cultural institutions in the world, housing close to 229,000 works of art representing some of the greatest achievements of human creativity from around the world and across millennia. As an economic engine to the cultural vibrancy of the City of Philadelphia, southeastern Pennsylvania, and the Commonwealth of Pennsylvania, the Museum contributes directly to the economy as an employer, taxpayer, and purchaser of goods and services over a range of initiatives: from preserving our common cultural history to providing educational experiences and family-friendly cultural attractions; from constructing the new Art Handling Facility to partnering with the Association for Public Art on the Sol Lewitt Garden installation. It is our mission to open our Museum to people from every council district, from our schools, and from around the world with the expectation that our significant contribution to enhance the attractiveness of Philadelphia as a place to live, work and locate businesses, will continue.

The Museum produces an ambitious roster of exhibitions and educational programs to serve as broad a public as possible, including individuals of all backgrounds, abilities, ages, and interests. As a primary attraction for the local tourism industry, Philadelphia's second largest industry, the Museum is an icon for innumerable marketing initiatives, attracting up to one million visitors each year (averaging approximately 820,000 over the past 5 years). A recent report prepared by the Legislative Budget and Finance Committee, a joint committee of the

General Assembly of the Commonwealth, concluded that tourism ranks among the largest industries in the Commonwealth and that the Museum itself and its significant number of employees generate considerable economic impact and tax revenues. This re-states the fact that Museum's programs and exhibitions generate economic activity, create jobs, and produce substantial tax revenues for the City, region, and Commonwealth.

Over the last two years the Museum contracted the services of the firm Urban Partners to estimate our impact on the City, region, and Commonwealth. They reported the Museum attracts significant numbers of visitors, many of whom live outside the city and were motivated to visit other cultural institutions in the area. For fiscal years 2010 and 2011, Museum visitors were estimated at nearly 1.3 million, averaging approximately 648,500 per year even during the current economic slow-down. Approximately three-quarters of those individuals came from outside the City and contributed to the local economy. It is estimated that Museum visits produced an annual average of approximately 42,500 hotel room nights in the City, an average of 40,000 additional overnight visitor stays.

We recently finalized construction and opened a new Art Handling Facility, which I am proud to say was on time and under budget. In summary and working with the Urban Affairs Coalition, we have been able to track and monitor the minority and female craft worker and site participation along with the minority and women contractors & suppliers on the construction of the *Art Handling Facility*. The Project Employment goals are 25%-43% minority craft worker participation hours and 5%-7% female craft worker participation hours. The final number of site and craft workers who have helped complete the Art Handling Facility totals 940. Cumulatively, all have worked nearly 232,700 hours with minority male workers performing 27.62% (64,260.77) of the hours and female workers performing 12.56% (29,216.05) of the total hours. **The combined total for the project site and craft worker participation is**

40.18%. *The monthly project participation has averaged 26.40% minority and female participation hours with minority males averaging 22.84% and females averaging 3.55% of the hours per month.* Philadelphia residents working on the project totaled 416 people who earned a total of nearly 109,185 hours. There were 42 local area residents counted from the targeted zip codes (19121, 19122, 19123, 19125, 19140 and 19130) who earned over 18,500 site and craft worker hours. The site has had 48 new and current apprentices from the Electricians, Carpenters, Rod Setters, Operating Engineers, Pile Drivers, Teamsters, Laborers, Sheet Metal, Roofers, Plumbers, Cement Masons, Sprinkler Fitters and Steam Fitters Unions.

The Minority/Women/Disabled-Owned Business Enterprise Participation

(M/W/DsBE) contracting goals are 25% MBE, 5% WBE, and 2% DsBE. Monitored construction dollars totaled slight over \$38 million (\$38,077,609). This amount includes no opportunity deductions about \$1.4 million (\$1,442,923) which are contract dollars for work that has no M/W/DsBE firms in operation to bid. MBE firms have earned \$6,371,292 or 17.39% of the total contract value. WBE firms have earned \$2,892,785 or 7.90% of the total construction contract. While the project exceeded the WBE goal of 5% the MBE goal fell short of 25% due to the nature of unforeseen conditions below the surface of the construction site. MBE firms scheduled to work the site were unable to perform the tasks due to time constraints, capacity, and availability. LF Driscoll, PMA, along with the UAC made every effort to hire a diverse site work team with as many Philadelphia residents and targeted area residents as available. The economic impact as a result shows 416 Philadelphians earned \$2,520,668.60 in wages collectively. Pennsylvania residents earned \$5,791,891.29 in wages and our targeted zip code residents earned \$373,379.25 in wages. **In total 940 site and craft workers earned 232,690.78 hours of work and \$7,528,279.63 in wages for the construction of Art Handling Facility.**

Projects such as the Art Handling Facility and recent renovations of the Rodin Museum have had a direct and indirect impact on Philadelphia region's economy and job creation. The total spend for the five year period ending June 2011 was estimated at over \$1 billion and average spending of approximately \$206.3 million per year (\$170.3 million in 2010, \$186.3 million in 2011). That spending allowed the Museum to create an annual average of 2,868 full-time jobs during that five year period. In FY'10, 2,590 full-time job equivalents were created, with 2,070 located in Philadelphia and 1,530 held by City residents. In FY'11, 2,480 full time job equivalents were created with 2,035 located in Philadelphia, and 1,505 held by City residents. The salaries and wages associated with these full time job opportunities produced approximately \$2.4 and \$2.3 million in wage tax revenues for the City and Commonwealth respectively. In fiscal year 2011, the Museum generated \$186.22 million and paid \$11.88 million in tax revenues, \$6 million of which went to the City of Philadelphia and the balance to the Commonwealth. Cumulative economic impact over the last five fiscal years totaled more than \$1.03 billion, resulting in \$72.4 million in tax revenues, and created 2,800 full – time equivalent jobs for both the City and State. In short, year after year the City's investment in the Museum pays a handsome return. We are proud of our involvement in helping to grow the job market as well as exceed the City's minority participation and contracting goals, which further amplifies our commitment to diversity and opportunity.

The Museum remains one of Philadelphia's key assets, a cultural focal point and an engine for economic growth that enhances the image and the quality of life of Philadelphians. Such an asset, as perhaps the largest and most visible, the Museum is no doubt a key driver of the local economy which merits ongoing support and investment by the City, as well as the Commonwealth, to preserve economic and cultural benefits. The presentation of great exhibitions and the provision of a broad range of educational programs would not be possible

without substantial support and investment of the City. We applaud this administration in recognizing that the arts are in fact more important than ever before. Once again, we appreciate the opportunity to highlight and share our impact and offerings to Philadelphia. I am more than willing to answer any questions, comments, or concerns the committee may have as it relates to our City's most iconic and recognizable cultural institution. Thank you.