

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, June 10, 2013
10:03 a.m.

PRESENT:

ANGELA DOWD-BURTON, CHAIR
STEVEN SCOTT BRADLEY
VARSOVIA FERNANDEZ

1 who will be at the table to my right shortly.
2 Public testimony will be limited to about four
3 minutes, and the committee may have some questions
4 that we would like to ask you. We ask that
5 everyone that is present please sign up with
6 LaShawnda because we do distribute public
7 announcements that are hosted with regard to
8 events that are hosted by the Office of Economic
9 Opportunity and by the Greater Philadelphia
10 Chambers, African-American Chamber and the
11 Hispanic Chamber of Commerce.

12 So with that, I would like to begin with an
13 introduction of our committee that is here today.
14 We have three, so we have a quorum. I am
15 expecting our fourth member to join us shortly.
16 Varsovia, if you would like to introduce yourself.

17 MS. FERNANDEZ: Good morning. Thank you
18 again for being here. Varsovia Fernandez,
19 Presidency of the Greater Philadelphia Hispanic
20 Chamber of Commerce.

21 MR. BRADLEY: Good morning. I'm Steven
22 Scott Bradley. President of African-American
23 Chamber of Commerce and President of Bradley and
24 Bradley Insurance Associates here in Philadelphia.

1 MS. DOWD-BURTON: Thank you both. And so,
2 what we would like to do today is just briefly
3 summarize the mission of this committee which is
4 two-fold.

5 The first is to evaluate the implementation
6 of legislation that governs economic opportunity
7 plans. These are plans that are executed in the
8 public, private and nonprofit sectors. The second
9 is to look at ways that we can improve, and this
10 part of the first part. Evaluate the legislation,
11 look at ways that we can improve it and then make
12 recommendations to City Council.

13 The second major goal of the committee is
14 to identify any contractors that are in the
15 community that violate the spirit as well as the
16 letter of the law as it relates to economic
17 opportunity plans. And so there are consequences
18 for contractors who fall into this category. Our
19 goal is to ensure that they are at a minimum
20 because we work very closely with the private
21 sectors. And education is basically the first
22 goal of how we operate and our focus on supplier
23 inclusion and workforce diversity on our capital
24 projects and those around the city.

1 So today I am going to just walk through a
2 couple of the documents that the committee has,
3 and then we will move right into our public
4 hearings. We have a significant number of
5 individuals who are here to testify today.

6 So as we talk each meeting about the Office
7 of Economic Opportunity and how we operate, we
8 want to sort of add another layer of understanding
9 of that process. In general, when transactions or
10 capital projects are going to be bid by the City,
11 the Office of Economic Opportunity receive as
12 scope of those capital projects. We decipher the
13 kinds of work that will be done in those projects.
14 And maybe decipher is not the best word, it's sort
15 of evaluate the components.

16 So, there are two documents in your
17 packages and both of them highlight projects that
18 were recently evaluated by the Office of Economic
19 Opportunity and ranges were set. One was for a
20 new chloride starch tank at Baxter Water Treatment
21 Facility. And you can see there the ranges for
22 minority and women contractors and some of the
23 potential subcontracting opportunities, which is
24 really where we spend a lot of our time trying to

1 evaluate what are the components and who is
2 available to do the work.

3 So in this particular category, we see
4 opportunities for the disposal of waste on the
5 project, electrical work, utility relocation,
6 paving, concrete, painting, equipment supply.

7 On the second example, and this is for the
8 reconstruction of sewer and relay of water mains
9 at one of our facilities in the Germantown area.
10 So, this is related to what can contractors do in
11 this area. So we have got the construction, the
12 paving, suppliers, the hauling and the maintenance
13 and protection of traffic during the project.

14 I just wanted to give you a couple of
15 examples of the work that we do, how we do it.
16 This information is then embedded in the bid
17 documents. Contractors respond back with their
18 recommendations for how they will subcontract
19 portions of the work, and we review the
20 solicitation and commitment forms as it relates to
21 compliance.

22 This is just an example. Questions?

23 Okay. So, the second document that you
24 have in front of you is process of EOP postings

1 and submissions. And this takes on the role after
2 bids come back and they're evaluated and the flow
3 of information between the Law Department,
4 Operating Departments, OEO, Procurement, the
5 contractors and then online posting. So, I wanted
6 to share with you that flow of information. And
7 this is a matrix that will appear in the
8 transcript that spells out each of the individual
9 processes.

10 The third page that you have in front of
11 you is just a summary. It speaks to the
12 escalation in the number of economic opportunity
13 plans that the City of Philadelphia's Office of
14 Economic Opportunity is responsible for. We go
15 back to Fiscal Year 2010 where the threshold was
16 about a million dollars for projects that had
17 economic opportunity plans.

18 Over the last three years, that threshold
19 is \$250,000. In fact, that is the threshold
20 \$250,000. And so, you can see the escalation from
21 15 plans in Fiscal Year '10 to 89 plans in Fiscal
22 Year '11; 187 plans in Fiscal Year '12 and so on.
23 And so, we are just looking at how we measure and
24 monitor and will continue to evaluate the

1 efficiency of managing this portfolio.

2 At the end of this month, we will be
3 publishing a report that summarizes 365 plans and
4 where they fit into the process. Some of these
5 projects are complete, so you will have a great
6 understanding of how the contractors and the
7 subcontractors fell in terms of compliance with
8 their plans and their goals versus what they
9 actually accomplished.

10 Other projects are in progress, so it will
11 be challenging to say whether or not a company is
12 in compliance along with their subcontractors
13 because contractors fit at various stages within a
14 construction project. But we will do an
15 assessment of all of these projects by the end of
16 June. Of course, a part of that process will be
17 providing this committee with that kind of
18 information.

19 Questions so far?

20 MR. BRADLEY: No.

21 MS. DOWD-BURTON: Okay. Varsovia?

22 MS. FERNANDEZ: I don't have a question.

23 But can you just in one sentence explain to
24 everybody what an EOP is to make sure that

1 everybody knows --

2 MS. DOWD-BURTON: Yes.

3 MS. FERNANDEZ: -- what we do? Because we
4 do spend a quite a bit of time meeting and doing
5 these things.

6 MS. DOWD-BURTON: Yes. Absolutely.

7 MS. FERNANDEZ: Thanks.

8 MS. DOWD-BURTON: And we -- thank you for
9 that. We presume everyone knows what an economic
10 opportunity plan is. And actually, some do not.

11 The Economic Opportunity Plan is a document
12 that is incorporated in capital projects in some
13 major contracts within the City that speaks to the
14 level of minority and female participation on
15 these projects. There are ranges set on those
16 projects based on the kinds of work that is
17 required in each of those capital projects.

18 The second major component of an economic
19 opportunity plan is the workforce and the
20 diversity of those workers that we would like to
21 see incorporated on the project. And so, we have
22 goals for the workforce. Those goals were set by
23 the Mayor's Advisory Commission on Construction
24 Industry Diversity.

1 So, there is 32 percent minority inclusion
2 on these projects, this goal. That is 32 percent
3 as it relates to journeyperson; 7 percent women is
4 a goal as it relates to journeypersons. With
5 regard to apprentices on the projects, we look to
6 50 percent of all apprentices being minority on
7 these capital projects and 7 percent being women.

8 These goals were set as targets, as I
9 mentioned, after a comprehensive study conducted
10 by the Mayor's Advisory Commission on Construction
11 Industry Diversity. A copy of that report is
12 online and was released in 2009.

13 So with that, we are going to begin our
14 testimony with an overview of how the City is
15 doing. And we're going to ask that our first
16 speaker approach the hearing table. This will be
17 Lee Huang who is Senior Vice President and
18 Principal of Econsult. And Lee has a young lady
19 who is accompanying him from Milligen Company.

20 So, we are going to ask the two of you to
21 please have a seat and introduce yourself for the
22 record. A copy of the summary of the Disparity
23 Summary is in your packages. And so, we are just
24 going to role through this process expeditiously,

1 correct?

2 MR. HUANG: Yes. Expeditiously. Good
3 morning.

4 MS. DOWD-BURTON: Good morning.

5 MR. HUANG: I will be brief. If you want a
6 more extensive understanding of the City's
7 performance, the disparity study which clocks in
8 at 150-plus pages will be available for you. And
9 I am happy to answer any questions about that.

10 What is a disparity study? I will start
11 with that. It is essentially a comparison of the
12 utilization of minority, women and disabled-owned
13 businesses and city contracts compared to their
14 availability. And in turn, the comparison of
15 utilization availability yields what is known as a
16 disparity ratio. A ratio that is greater than one
17 means that utilization exceeds availability. And
18 a ratio of less than one means that utilization is
19 less than availability.

20 So, we received and have been working with
21 OEO for the last several months. We received a
22 dataset from the City of the OEO's directory of
23 M/W/DSBEs as well as of the City spend during the
24 fiscal year that we did this analysis for which

1 was Fiscal Year 2012.

2 Give you a few headlines, and then turn
3 things over to my colleague Sandy Swiatkee
4 [phonetic] from Milligan and Company to talk about
5 the recommendations that emerge from our analysis.
6 And again, I will be very brief. I can -- happy
7 to go into detail either in this setting or
8 offsite.

9 First, I will note that M/W/DSBE
10 utilization remained relatively unchanged from
11 FY11 to FY12. In FY11, it was 23.3 percent, that
12 is of City contracts left during FY 2012,
13 23.3 percent of them went to M/W/DSBEs in FY11.
14 In FY12, the number was 22.5 percent. Slight
15 decrease just about the same, up 3 percent from
16 2008 by the way.

17 I will also note related to that overall
18 headline number that there is an increase in use
19 in M/W/DSBEs located within the city and region.
20 That 22.5 percent number that I cited represents
21 the percentage of contracts that go to MW/DSBEs
22 regardless of where they are located. Since we
23 know where M/W/DSBEs are located since we have
24 good information from the OEO directory, we can

1 further separate and calculate the percentage of
2 City contracts that are going to M/W/DSBEs that
3 are located within the City as well as those
4 located within the region.

5 On both of those fronts, the numbers are up
6 between FY11 and FY12. City-based M/W/DSBEs
7 receive 7.3 percent of city contracts in FY11 and
8 8.8 percent in FY12. Region-based M/W/DSBEs
9 receive 13.4 of city contracts in FY11,
10 13.9 percent in FY12.

11 We also know what the participation levels
12 are not just in general but related to prime
13 contractors. And I understand that this is an
14 important policy priority of the Nutter
15 Administration. And here the results are as
16 follows.

17 In terms of the number of contracts that
18 have gone to M/W/DSBE primes, that number has gone
19 up from FY11 to FY12. 14 percent of contracts
20 were primed by M/W/DSBEs in FY11, 16.7 percent in
21 FY12. However, by dollar amount, the number --
22 the proportion has gone down. In FY11,
23 8.7 percent of the dollars represented by
24 contracts went to M/W/DSBE primes. In FY12, that

1 number was 7.5 percent. I will note at this point
2 that contracts that are primed by M/W/DSBEs tend
3 to have a smaller contract size than those that
4 are primed by non-M/W/DSBEs. In FY12,
5 non-M/W/DSBE primes -- prime contracts that had an
6 average contract size of 360,000. M/W/DSBE prime
7 contracts had an average contract size of 150,000.
8 Significantly less. That's the utilization side.

9 On the availability side, which again
10 represents the universe of businesses that the
11 City can have access to in terms of the city
12 contracts that are minorities, women or
13 disabled-owned businesses. And this is based on
14 U.S. Census Bureau Survey of Business Owners data.
15 Availability, as you might imagine, is a very
16 imprecise or a difficult thing to know precisely.

17 Our best understanding, which is based on
18 the proportion of firms with employees that are
19 located in the Philadelphia Metro area, is that
20 based on the type of contracts that were spent in
21 FY11 and FY12, the M/W/DSBE availability in FY11
22 was 19.1 percent. The FY12 availability was
23 20.7 percent. There was an increase between FY11
24 and FY12.

1 So in combination with a slightly down
2 utilization ratio and a slightly up availability
3 ratio, what this means is that disparity ratios
4 declined slightly. And they are in the aggregate
5 below one. In other words, the utilization is
6 less than availability. In FY11, the disparity
7 ratio overall was 0.70, and FY12 it was 0.67.

8 One other calculation or set of
9 calculations that we did in conjunction with OEO
10 was to look at contracts which they categorized as
11 "few or no." What that means is that there are a
12 universe of contracts that for whatever reason
13 there are few or no M/W/DSBEs in the city
14 directory that could even compete let alone secure
15 such contracts. It could very well be an issue of
16 contracts or could very well be that these are
17 contracts that involve very specialized types of
18 goods and services for which there are very few
19 companies altogether let alone M/W/DSBEs.

20 And so in one sense, one could make the
21 argument that it would be prohibitively difficult
22 to set a goal for such contracts since there are
23 no or few or no M/W/DSBEs in the city directory or
24 perhaps at all that these contracts could go to.

1 So in calculating utilization rather than dividing
2 the total amount of contracts let by the City by
3 the ones that go to M/W/DSBEs, one could make an
4 argument to exclude those contracts from such an
5 analysis. And with what's left, say what
6 proportion of those contracts went to M/W/DSBEs.
7 If you do that, then the utilization numbers go up
8 significantly in FY12 excluding the few or no
9 contracts would have yielded an M/W/DSBE
10 utilization of 28 percent. And this would have
11 yielded a disparity ratio of 0.84, still below one
12 but higher than the 0.67 that I had just reported.

13 Based on what we understand utilization and
14 availability to be, part of our job in producing
15 this report is to recommend participation goals
16 which are then reviewed by OEO and by the Economic
17 Opportunity Cabinet. We maintain an overall
18 M/W/DSBE goal of 25 percent. And as noted in the
19 previous testimony, the percentage numbers are
20 going up over time. And I also noted that we are
21 up 3 percent since FY08.

22 With that, I will turn things over to
23 Ms. Swiatkee.

24 MS. SWIATKEE: Thanks, Lee. Based on the

1 results of the disparity study, there were
2 basically six recommendations that were contained
3 in the report. The first recommendation was that
4 the Office of Economic Opportunity should continue
5 its capacity building and its inclusion programs.

6 As Lee mentioned, there was an increase in
7 the participation of minority and women-owned
8 firms located inside City of Philadelphia and the
9 Philadelphia Metropolitan statistical area. And
10 this speaks to the successful efforts of the
11 office to increase business capacity of minority
12 and women-owned businesses in the Philadelphia
13 area and their availability to fulfil city
14 contracts.

15 Another recommendation was to review
16 contracts specific goal setting to evaluate
17 understated or overstated availability for project
18 specific goals for consistency. Part of the
19 disparity study looked at the seven completed
20 projects that had economic opportunity plans.
21 Four of the projects exceeded the utilization goal
22 by an average of close to 12 percentage points
23 while three projects missed the goal of an average
24 of 9 percentage points. The recommendation is to

1 take a closer look at the reason for variance and
2 utilization and the reasons the three projects did
3 not meet the goals.

4 Another recommendation was to grow more
5 firms, more minority and women-owned firms, to
6 prime public works contracts. The number of
7 firms who were -- the number of minority and women
8 firms who were primed on city contracts increased.
9 However, as Lee mentioned, the actual dollar
10 contract value is decreased. Here we believe that
11 OEO should continue to focus their efforts to
12 prepare minority and women-owned businesses in the
13 Public Works industry to participate as prime
14 contractors which could yield higher contract
15 values. These efforts could include focusing on
16 capacity building and increased access to
17 financing and bonding.

18 Another recommendation is to consider the
19 development of a joint venture protocol for Public
20 Works contracts. And based on some of the
21 national trends that we are seeing, the City may
22 want to explore the use of joint venture
23 arrangements to increase minority and women-owned
24 firms participating as primes on Public Works

1 contracts and set a threshold for what would
2 trigger forming joint ventures.

3 Continue to increase the OEO registry. OEO
4 should continue their outreach functions and
5 agreements with certification agencies to increase
6 their registry. The number -- directory numbers
7 have continued to increase even though OEO have
8 taken steps to purge firms that have not been
9 active within the City.

10 Lastly, the Office of Economic Opportunity
11 should explore conducting more robust disparity
12 studies that review disparities and factors
13 outside of the OEO data that we looked at. Some
14 trends reviewed and other national disparity
15 studies look at disparities and earning capacity,
16 business formation, loan approval and access to
17 credit and bonding. And some even incorporate an
18 analysis of the private sector and anecdotal
19 evidence to better understand the causes of
20 disparity due to discrimination.

21 These types of studies get to the roots of
22 disparities and would allow OEO to focus efforts
23 and resources to remedy the causes of these
24 disparities.

1 MS. DOWD-BURTON: Thank you both. Any
2 questions from the committee?

3 MS. FERNANDEZ: I am just curious. I'm
4 curious about the data. I am sorry. It's not
5 clear to me, where did the data of minority
6 businesses come from?

7 MR. HUANG: The question is about the data.
8 On the utilization side, we received participation
9 reports from OEO. On the availability side, we
10 looked primarily at U.S. Census Bureau Survey
11 data. We also did look at data provided to us by
12 OEO and by the Procurement Department of the City.

13 MS. FERNANDEZ: So, if the business is not
14 registered in our registry and does not do
15 business with the City, it would not appear in
16 these numbers?

17 MR. HUANG: It would because we calculate
18 availability in a multiplicity of ways.
19 Availability is very difficult to understand
20 because per the case law, what you are looking for
21 is something known as "ready, willing and able,"
22 which are obviously very subjective criteria. So
23 our response, short of conducting a more extensive
24 exercise involving lots of primary research, is to

1 look at who are registered via OEO as well as by
2 the Procurement Department. But also, to look at
3 national data via the U.S. Census Bureau, which
4 takes a count at the City and Metro level at
5 businesses. And through that we have an
6 understanding of the distribution of businesses by
7 industry, those who have employees; and therefore,
8 have some sense of scale and capacity and their
9 revenue levels to better understand their capacity
10 levels.

11 We do not know from that exactly which are
12 interested or have the ability or wherewithal to
13 do business with the City. So it is just an
14 educated guess, but it is informed by actual
15 datasets.

16 MS. FERNANDEZ: And my last question.

17 Does that include, the City Registry and
18 the OEO data, does it include the out-of-region
19 and out-of-state contractors, as well?

20 MR. HUANG: Absolutely.

21 MS. FERNANDEZ: Yes you.

22 MS. DOWD-BURTON: Okay. I think the
23 other -- any other questions?

24 MR. BRADLEY: No.

1 MS. DOWD-BURTON: So one of the comments
2 that was made with regard to the scope of the
3 disparity study, historically the disparity study
4 has been limited to the City's transactions, so it
5 does not -- and federally funded projects. Both
6 have separate kinds of goals attached to them.
7 And so the more -- this is a very conservative
8 number given it comingles the Federal Government's
9 goals which are around 13 percent with the City of
10 Philadelphia's given construction projects.

11 The other piece it does not do is capture
12 the quasi-public agencies which were at 28 percent
13 participation in Fiscal Year '12.

14 So, we have a feel for what we're looking
15 for and what we are looking at. And we'll
16 continue to refine the numbers to have a better
17 understanding of what the marketplace looks like
18 and how well we're doing in it. We really
19 appreciate the work that you do to help us with
20 this assignment each year.

21 Okay. If there are no other questions or
22 comments, thank you both very much.

23 Our next speaker will be from the Commerce
24 Department, John Mondlak, who is Director of Real

1 Estate Development for the City of Philadelphia
2 Commerce Department. And one of the ways we have
3 sort of decompartmentalized the agenda today is to
4 talk first about the public sector. Then we'll
5 roll into then private sector and the nonprofit
6 sectors. We have a number of speakers who will
7 speak eloquently to all.

8 MR. MONDLAK: Thank you. And I handed up
9 testimony earlier, so if you need to cut me off,
10 feel free. I already submitted the testimony.

11 Good morning. My name is John Mondlak. I
12 am the Director of Real Estate Development with
13 the Commerce Department. The Department of
14 Commerce provides many services to
15 Philadelphia-based businesses as well as those
16 companies considering relocating to Philadelphia.
17 Obviously, this committee is familiar with the
18 work of the Office of Economic Opportunity. But
19 in addition to OEO, Commerce provides many other
20 services to local businesses.

21 Our Office of Business Services acts as a
22 point of contact for all Philadelphia businesses
23 and the various city departments regardless of the
24 question or issue. Our Office of Labor and

1 Standards ensures that companies contracting with
2 the City adhere to labor laws in an endeavor to
3 ensure that employees working on this contract
4 receive the benefits of prevailing wage loss.

5 Our Office of Neighborhood and Economic
6 Development provides comprehensive commercial
7 corridor coordination activities including
8 planning, cleaning, revitalizing and assisting in
9 the growth of commercial corridors throughout the
10 City. The Commerce Department's Office of
11 Business Retention and Attraction works with
12 companies in Philadelphia that are contemplating
13 expanding within or relocating from Philadelphia.
14 And they market the City to companies outside of
15 Philadelphia that are considering Philadelphia as
16 their primary headquarters or simply establishing
17 some level of operations in Philadelphia.

18 The Real Estate Development Unit, which I
19 am a part of, attempts to coordinate approvals
20 among the various City departments, boards and
21 commissions for large real estate development
22 projects. Through the Development Services
23 Program, we offer a voluntary series of meetings
24 for developments exceeding 25 residential units or

1 50,000 square foot of commercial or industrial
2 development or redevelopment since larger projects
3 tend to involve complicating matters that overlap
4 multiple departments.

5 Most relevant for this committee, it is
6 during these meetings and interactions with
7 developers that my unit often introduces
8 developers to the Office of Economic Opportunity.
9 Particularly, when my unit is involved in projects
10 in the very early stages, we would introduce to
11 the Office of Economic Opportunity any developer
12 proposing a project that appears to be a covered
13 project under Section 17-1600 of The Philadelphia
14 Code. This introduction can take the form of a
15 brief introduction to provide an opportunity for
16 OEO to develop and execute an EOP with the
17 developer, or occasionally a meeting with the
18 developer and OEO as was the case last week when I
19 arranged such a meeting with a hotel developer in
20 the process of arranging financing for their hotel
21 project.

22 My unit also has introduced several other
23 projects to OEO including development doing a
24 project at 2nd and Race, a proposed museum

1 development at Chestnut Community Health Center in
2 South Philadelphia and several others. Because my
3 unit operates a voluntary program for large
4 developments, we only see those developments that
5 choose to take advantage of our services. And
6 therefore, we are not involved with many
7 developments occurring around the city.

8 However, my unit along with many other
9 people within the Commerce Department coordinate
10 very closely with the Philadelphia Industrial
11 Development Corporation. Since the City does not
12 lend money directly, PIDC is often point of entry
13 for many development projects through the various
14 lending programs. Because PIDC considers all of
15 its loan products to be financial assistance under
16 17-1600 of The Philadelphia Code, Economic
17 Opportunity funds are required for all projects
18 utilizing PIDC loans funded with City dollars.

19 For the past year and a half, I've been in
20 the Commerce Department. It's been my pleasure to
21 work with Angela and her group. And I look
22 forward to working with the Office of Economic
23 Opportunity on many development projects that I am
24 sure we will collaborate with together on in the

1 future.

2 MS. DOWD-BURTON: Thank you.

3 Questions for --

4 MR. BRADLEY: I have a question.

5 In your testimony you stated particularly
6 when my unit is involved in projects in the
7 earlier stages.

8 How often are you active in earlier stages?

9 MR. MONDLAK: Well, we would like to be
10 active in the early stages in all projects that
11 come in to us. And we try to get the word out. I
12 speak at many community -- many groups of
13 professionals, attorneys, architects to try to
14 explain who we are. But we really can't control
15 when folks come in to us.

16 So, we do get a number of projects
17 primarily introduced to us through the Planning
18 Department, Planning Commission Staff or Alan
19 Greenberger, the Deputy Mayor for Economic
20 Development. But it is not uncommon for us to get
21 projects that have already gone through many of
22 the processes but ran into a snag, found out about
23 our services and contacted us.

24 So again, we are trying to get the word out

1 to make contact as soon as possible because we can
2 be much more helpful the earlier we are engaged in
3 the process. But at a certain extent, we can't
4 control when folks reach out to us or whether or
5 not they do take advantage of our services.

6 MR. BRADLEY: Is any effort being done to
7 be more proactive?

8 MR. MONDLAK: Yeah, we are. We are
9 constantly trying to look at other ways to reach
10 out to different developers and different
11 programs.

12 But at the end of the day, there are a
13 certain segment of Philadelphia developers that
14 have been developing for a long time. They have a
15 team of attorneys or consultants that are very,
16 very familiar, and they simply don't feel that
17 they need our services and so we don't see those
18 projects. Because they do have to dedicate
19 resources in coming to our meetings, explaining
20 the projects and walking through it. And some may
21 deliberately make the choice not to do that.

22 Then there are others that probably don't
23 know about us. We are trying to make that effort
24 to get the word out that we do exist, we're here

1 to help and we are here to help early in the
2 process to streamline it and avoid wrinkles down
3 the road.

4 MR. BRADLEY: I mean, I think we would
5 reach our goals if we can be more proactive. I
6 mean, if they continue to use the same
7 relationships, you are never going to break the
8 cycle.

9 MR. MONDLAK: Right. And the earlier you
10 are, you get them before they have established
11 their team of developers.

12 MR. BRADLEY: Correct.

13 MR. MONDLAK: So, that is one of the goals
14 of why we try to do that.

15 MR. BRADLEY: Great.

16 MS. DOWD-BURTON: And so, in general, there
17 are some developers that you mention who know the
18 process. They work their way through the
19 protocols. They are doing the right thing. And
20 there are others who don't know all of the
21 process. They get hung up in snags.

22 MR. MONDLAK: Correct.

23 MS. DOWD-BURTON: And so, you help them
24 out. And then there is the third group who don't

1 know the process, who work their way around the
2 process. And at some point we catch them in the
3 aftermath. So, it's that piece that we need to --

4 MR. MONDLAK: Focus on.

5 MS. DOWD-BURTON: -- I guess -- yes. And
6 be more vigilant on. So, we will work with you
7 more closely on that.

8 In a final comment, can you sort of
9 identify the individuals who are at the table with
10 you sort of priming this process with developers?

11 MR. MONDLAK: When we have our Developer
12 Service Meetings, the process is typically if we
13 see a project early enough before they are --
14 before they have initiated anything and they have
15 an idea and they reduced it to a plan but that's
16 about it, we tend to sit down first with our
17 Planning Commission and nobody else to talk
18 through the longer term issues such as Zoning
19 Code, impacts on their development, possibly
20 Streets and Water impacts because those processes
21 tend to take a long time. Once we sort through
22 the longer range issues that need to be resolved,
23 the next step is to sit down with a much broader
24 group of development related entities within the

1 City.

2 And I do have -- I should have left copies
3 up with you. But I do have a one sheet
4 summarizing our services that I am happy to leave
5 to LaShawnda. But essentially a list of folks we
6 invite. Not every one comes because not every one
7 of these departments is triggered by every
8 project. But we send out the information about
9 our project, and they determine whether or not
10 it's appropriate for them to show up. But they
11 are all welcomes whether or not they have anything
12 to say.

13 And they include the Art Commission,
14 Planning Commission, Department of Commerce,
15 Department of Environmental Protection --
16 Pennsylvania Department of Environmental
17 Protection, Department of License and Inspections,
18 Department of Public Health, Department of Public
19 Properties, Department of Records, Fire
20 Department, Governor's Action Team, Historical
21 Commission, Office of Housing and Community
22 Development, PECO Energy, PGW, PIDC, Philadelphia
23 Industrial Development Corporation, Philadelphia
24 ReDevelopment Authority, Streets Department, Feola

1 Energy, Verizon and the Water Department.

2 MS. DOWD-BURTON: Okay.

3 MR. MONDLAK: It's not unusual to get most
4 or even all. We may get all of them at a
5 particular projects that are large enough.

6 MS. DOWD-BURTON: Okay. Thank you very
7 much. I appreciate it.

8 Our next speakers this morning will be with
9 regard to the Cogen project owned by the Water
10 Department. And we have speaking for this project
11 today Lee Norelli from AP Construction who is
12 project manager. And we have -- could you
13 introduce both of you.

14 MR. CROCKETT: Sure.

15 MS. DOWD-BURTON: I'm sorry.

16 MR. CROCKETT: I'm Deputy Commissioner
17 Chris Crockett with the Water Department here on
18 behalf of Commissioner Howard Neukrug today.

19 MS. DOWD-BURTON: Thank you. I was looking
20 for Howard and you stunned me. Thank you very
21 much for being here. Please proceed.

22 MR. CROCKETT: Good morning, Executive
23 Director Dowd-Burton and thank you Committee
24 Members and guests here today.

1 The Water Department is excited to be here.
2 My name is Chris Crockett. I'm Deputy
3 Commissioner for Planning Environmental Services.
4 With me is Lee Norelli from A.P. Construction who
5 worked on the Northeast Biogas Cogeneration
6 Project. And also here today is Janira Barroso,
7 our Participation Director and Paul Kohl our
8 project manager for the Water Department who
9 helped make this project a success.

10 PWD, as you know, is committed to the long
11 term economic opportunities for minorities,
12 disabled and women businesses and growth of those
13 activities in our operations. And I am pleased to
14 report here today on our OEO progress for the
15 Northeast Biogas Cogeneration Project, there is a
16 number of aspects of this project that make it
17 exciting for us. Not only was it a great economic
18 opportunity for businesses in Philadelphia, but it
19 was also a good environmental project.

20 We stopped flaring gas. We'll be stopping
21 flaring gas at our waste water facility which you
22 see off of I-95. And with that, it provides a
23 benefit of roughly 5,400 acres of pine for forest
24 for the air. It's also the equivalent of over

1 3,000 cars off the road. And this not only
2 economically beneficial project which will save us
3 over \$12 million a year and provide economic
4 opportunities for construction, it also did
5 positive environmental aspects for the City, as
6 well.

7 This project overall will help us get
8 closer to achieving energy independence at our
9 facilities. It will generate 85 percent of the
10 electricity at that waste water facility instead
11 of using it, which costs us roughly \$4 million a
12 year. Overall for the department, this project
13 represents a 15 percent reduction in energy that
14 we would normally purchase from PECO. I'm going
15 to have Lee Norelli talk a little later about the
16 details of the project.

17 But some of the more important aspects are
18 that we had an OEO committee oversee this project
19 including a project monitor and involvement from
20 the Commissioner and Deputy Commissioner on down
21 through the teams including members of the
22 construction team that met monthly to monitor
23 progress of this project to make sure it was on
24 track and to make sure that we were achieving

1 meaningful participation in our goals. And
2 through that process, we were able to achieve over
3 42 percent participation in our project or over
4 ten and a half million dollars worth of
5 expenditures towards minority and disadvantaged
6 and women businesses.

7 As well, we achieved over 50 percent local
8 participation by our contractors. We achieved
9 over 32 percent participation by our minority
10 journeymen and -- as well as over 50 percent by
11 our minority apprentices. And one of the most
12 interesting aspects of this project is we achieved
13 5 percent participation by female journeymen on
14 this project, which is something that the City has
15 not seen on a construction project to date.

16 So we continue to make progress. And we
17 always are looking forward for more opportunities
18 to improve our participation and make meaningful
19 economic opportunities available to all businesses
20 in Philadelphia. I am going to turn it over to
21 Lee to talk about some of the more details since
22 he was on the ground making it happen during the
23 project.

24 MR. NORELLI: Thanks, Chris. Good morning.

1 MS. DOWD-BURTON: Good morning.

2 MR. NORELLI: My name is Lee Norelli. I am
3 the project manager for A.P. Construction for the
4 Cogeneration Project. I want to thank the
5 Chairwoman and the Committee for the invitation to
6 speak at this meeting about our economic
7 opportunity plan that was implemented as part of
8 the Cogen Project.

9 Please let me begin by introducing A.P.
10 Construction. A.P. Construction is a multifaceted
11 general contractor that has been working on City
12 of Philadelphia contracts for the past five
13 decades.

14 Some of the notable regional projects that
15 A.P. has been involved with include Lincoln
16 Financial Field, Citizens Bank Park, the
17 Philadelphia Youth Study Center, the New
18 Kensington Creative and Performing Arts High
19 School, the reconstruction of Delaware Avenue, the
20 Vine Street Expressway, the Race Street Pier and
21 numerous projects at Philly International Airport.
22 A.P. continually supports the Philadelphia
23 community by employing many local residents. A.P.
24 continues to support many local charities,

1 especially the March of Dimes.

2 Now about the project. A.P. Construction
3 was approached by Ameresco, a nationally
4 recognized renewable energy company prior to
5 response to a request from a proposal from PWD.
6 Ameresco was sequentially awarded the Engineering
7 Procurement and Construction Contract to complete
8 the Cogeneration facility at the Northeast Water
9 Pollution Control Plant.

10 The state of the art project will utilize
11 the plant produced digester gas to run the
12 generators and will produce electricity and hot
13 water to be utilized at the plant and eliminate
14 waste gas flaring. As part of the RFP, the City
15 had incorporated an aggressive EOP. As part of
16 the A.P.'s contract agreement with Ameresco, they
17 inserted specific provisions requiring
18 satisfaction of the EOP targets.

19 As with all A.P. projects, we made
20 commitments to meet, work to see EOP targets. As
21 the project teamed formed an EOP oversight
22 committee and met on a monthly basis. The
23 committee was comprised of cochairs, the
24 Commissioner Howard Neukrug, Cochair Angela

1 Dowd-Burton the Executive Director, Chevelle
2 Harrison, Charisse Price. Chevelle was the MBE
3 Coordinator for the Office of Economic
4 Opportunity. Charisse Price was the business
5 analyst and liaison for the Philadelphia Water
6 Department -- Paul Kohl, Project Manager in
7 planning and research for Philadelphia Water
8 Department; Sadique Akbar, representative Office
9 of Councilman Wilson Goode; Linda Nugent, Project
10 Director for Ameresco; Bill Slack, Manager of
11 Ameresco and myself for A.P. Construction.

12 The committee provided oversight of the
13 EOP. They tracked and recorded the workforce
14 hours and hours worked by minority and females.
15 They tracked and recorded the progress and
16 payments to minority subcontractors. They
17 debated, pushed, challenged and inspired the
18 committee to achieve success.

19 I am proud to report that the minority and
20 female hours worked to date have exceeded the
21 project target. The project is 50,000 workforce
22 hours of which 22,420 were minority and female
23 hours or 44.75 percent. A total of 11,378,000 has
24 been committed to minority and female contractors

1 or 42 percent.

2 I would be remiss if I did not acknowledge
3 and thank the project EOP oversight committee for
4 their hard work and dedication this successful
5 project. I thank you for allowing me to present
6 at this committee.

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

8 Questions?

9 MR. BRADLEY: No.

10 MS. FERNANDEZ: I don't have any questions.

11 MS. DOWD-BURTON: Thank you both for your
12 hard work and dedication. Look forward to working
13 with you on completion of the project and future
14 projects, as well. Thank you.

15 MR. NORELLI: Thank you.

16 MS. DOWD-BURTON: Now we are going to
17 switch gears a bit and we're going to focus in on
18 workforce. And I am very pleased and honored to
19 have as a part of this morning's testimony Mr. Sam
20 Staten, Jr., if you will join us at the table.

21 MR. STATEN: Good morning.

22 MS. DOWD-BURTON: Good morning.

23 MR. STATEN: My name is Sam Staten, Jr.,
24 business manager of Laborers Local 332 and

1 affiliate of the Laborers International Union of
2 North America. Our mission is to work
3 collectively with our signatory contractors and
4 our union affiliates in the ongoing efforts of
5 providing the best trained, experienced and most
6 reliable workforce possible and to represent our
7 members on collective bargaining issues.

8 While our membership today is integrated,
9 it is first chartered on November 1, 1932 as a union
10 for African Americans. Currently, the Local has
11 over 2,000 members. In addition, our stated
12 mission over the past 20 years, Local 332 has been
13 committed to bridging the gap in work
14 opportunities for the low wage earners of the City
15 of Philadelphia.

16 In 1995, the Local was cofounder of the
17 Philadelphia Revitalization Program in creating
18 union employment, opportunity for public housing
19 tenants and assisting nonprofit groups to develop
20 construction-oriented economic development
21 projects that provided long term employment for
22 their constituencies.

23 In 2000, Local 332 cofounded the Diversity
24 Apprenticeship Program. The Apprenticeship

1 Program which mission is to prepare Philadelphia
2 minority residents to end up in all of the
3 construction building trades. That was to place
4 more than 700 minorities in union jobs. In 2001,
5 that begins it's School To Work Program visiting
6 junior high schools to expose these young people
7 to the benefits of working in the building and
8 construction trades.

9 Another part of this effort was trying to
10 convince the School Board of the importance of
11 vocational classes and impact the loss of these
12 classes were having on students interested in the
13 building trades.

14 I want to thank this committee for allowing
15 me to speak with you today about an issue that has
16 been a major concern for Local 332 for many people
17 in the City and its across the country. The issue
18 is the elimination of the vocational and technical
19 classes in our schools. Specifically, I'm
20 speaking about the hands-on classes related to the
21 building trade industry.

22 Let me say from the onset, I read the
23 papers. I hear the radio and I watch the
24 television news. I am well aware of the budget

1 crisis facing Philadelphia school system.
2 However, if the mission of our school system is to
3 truly provide high school quality and education
4 that prepares and empowers all students to achieve
5 their full potential in order to become productive
6 members of society, then we must consistently
7 think and rethink how we meet this goal.

8 What we know is that each year hundreds of
9 Philadelphia high school students drop out of
10 school. What we know is that dropping out leads
11 to a severe disconnect with the job market. 60 to
12 65 percent of high school dropouts between the
13 ages of 18 and 24 in this City are unemployed.
14 What we know is that the majority of these
15 dropouts are African-Americans and Latinos,
16 largely males.

17 We know that all students entering high
18 school in this City, only about 10 percent of them
19 will graduate college with their degree. While we
20 begin -- while we can give some praise to the
21 recent report that indicates that there have been
22 a slowing of massive dropout rates and that the
23 number of students now graduating on time is about
24 61 percent. Still over half of the dropouts say

1 that they quit because they feel disconnected with
2 what they are being taught. They feel that they
3 will not be able to do anything with the education
4 they are receiving and they see too many high
5 school graduates who are unable to find jobs.

6 Likewise, there have been studies upon
7 studies that have shown the relationship of these
8 high school dropouts in the growing number of
9 youths entering the criminal institutions. We
10 continue investing in the buildings of prisons or
11 we can invest in training more of our young people
12 to have a skill that leads to a career.

13 In his February State of the Union Address,
14 President Obama spoke of the need for schools to
15 provide more alternatives, going to college for
16 students, and the need for increasing training in
17 the technical skills. Senator Marco Rubio of
18 Florida, a Republican sponsor, also talked about
19 the need for the government to provide incentives
20 for schools to teach more vocational classes.

21 Across this country in city after city in
22 states from Rhode Island to California to Florida,
23 the local leaders and public educator leaders are
24 finding ways and money to put back classes in the

1 trade skills to meet the need of millions of
2 students who would not go to college. A number of
3 these schools have created what they call "make or
4 space" where students can learn how to work on and
5 build automobiles and electronic devices and learn
6 carpentry, sheet metal and other trade skills.
7 They have also found relationship between B
8 students learning to make things and their
9 enthusiasm for education.

10 In the City of Philadelphia Office of
11 Economic Opportunity sets its goals to increase
12 the number of minorites, women and disabled
13 persons working on many construction project in
14 the city, we must think about how we at the same
15 time might foster environment where our children
16 can get the skills to prepare for these jobs. It
17 should be a part of our stated mission to do this.

18 Again, I understand the financial and cost
19 of offering these classes, but I think that we
20 have to look at the cost of not offering these
21 kids a meaningful opportunity to succeed. We can
22 look at shifting current dollars from failing
23 programs and we can look to the city, state and
24 private sectors or whatever sources there are.

1 But I think we have to make a commitment to return
2 training in the trades to our schools. And then
3 we can begin to determine where we might get the
4 funds. This commitment is critical. I truly
5 believe that we will see a decline in the number
6 of dropouts and decline in a number of these
7 youths in the criminal justice.

8 Again, I thank you for this opportunity to
9 discuss this issue with you this morning.

10 MS. DOWD-BURTON: Thank you very much,
11 Mr. Staten.

12 Questions?

13 MR. BRADLEY: I am 100 percent support of
14 your comments. I think they are critical and
15 definitely, I think, something we should explore.
16 I am making this part of our mission.

17 MS. FERNANDEZ: I, too, have a comment.

18 First of all, thank you so much for coming
19 before us and sharing this with everyone in the
20 room. This is a concern that I share, as well.
21 And also, thank you for including Latinos in your
22 testimony. That is something we don't see very
23 often, all of us working together towards the same
24 goal. I encourage that.

1 As the President of the Hispanic Chamber, I
2 am very interested in further exploring this.
3 Because a lot of our conversation and semantics
4 need to be changed to higher education and not to
5 college. Not all of us want to go to college,
6 right, and yet a lot of us have skills that some
7 of the developers and carpenters and everybody
8 else can use. We can spend a little bit more of
9 time working on that.

10 I am very interested in furthe interest in
11 this as the Hispanic Chamber President.

12 MR. STATEN: Yes. Thank you.

13 MS. DOWD-BURTON: I also want to
14 acknowledge you as a Member of the Mayor's
15 Advisory Commission on Construction Industry
16 Diversity for the work that you do behind the
17 scenes in helping to sort of drive us forward as
18 it relates to workforce development and inclusion.

19 MR. STATEN: Yes. Thank you.

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

21 It is important that we use Mr. Staten's
22 comments and remarks in the context of our next
23 speaker who we are extremely pleased to have with
24 us today. The City of Philadelphia School

1 District, I met just last week with Michelle
2 Armstrong who said the School District is doing a
3 number of things in the trades. And I said, we
4 need to get that information into the public view
5 because we share the same concerns that Mr. Staten
6 just stated.

7 So today we have with us Mr. David
8 Kaput[sic] and other guests. Thank you for
9 joining us today. If you will introduce
10 yourselves.

11 MR. KIPPHUT: Well, good morning.

12 MS. DOWD-BURTON: Good morning.

13 MR. KIPPHUT: My name is David Kipphut.

14 MS. DOWD-BURTON: Kapit. Thank you.

15 MR. KIPPHUT: That's okay. It's a
16 difficult name to -- I'm the Deputy to the
17 Superintendent for the School District of
18 Philadelphia for Career and Technical Education.

19 And with me we have Michelle Armstrong, who
20 is our Director for Career and Technology
21 Education. Michelle -- Ms. Armstrong's
22 responsibilities really involve curriculum and
23 connections with our industry partners and
24 business partners and the advisory committees we

1 have.

2 And then we also have with us Mr. Charles
3 Lewis who is our industry development specialist
4 for the construction and manufacturing trades.
5 And so, his responsibility is to work with the
6 teachers and the schools to prepare the teachers
7 and the students, make sure our programs are of
8 high quality, that the curriculum is relevant and
9 make those connections between industry and
10 business partners.

11 So to begin with, I'd just like to mention
12 that I been with the District for 40 years, 22
13 years as a vocational technical teacher. Now we
14 call them career and technical teachers. And 18
15 years as building administrators of two high
16 schools, one of them being Swenson Arts Technology
17 High School. And for the last year, I've been in
18 my present role as a Deputy.

19 And I was charged by the Superintendent and
20 the SRC to develop a plan to improve, expand our
21 career and technical education programs which over
22 the years have declined because of a number of
23 different reasons. However, as I go through my
24 testimony, you are going to hear one of the

1 reasons why the District really wants to go this
2 direction. And Dr. Hite, we actually developed a
3 plan before Dr. Hite arrived, our present
4 Superintendent. But we actually held it. And he
5 reviewed it, and it has been approve by the SRC
6 and Dr. Hite. And was adopted as a policy by the
7 SRC this past January.

8 And I also have a -- you have copies of the
9 information. And I also have extra copies for any
10 of the members or anyone present that would like
11 to have a copy of this information. We really are
12 looking forward to developing the opportunity to
13 work with our business and industry partners.

14 Currently, in the School District we have
15 approximately 5,000 students involved in career
16 and technical education programs. We have
17 programs in 32 different high schools. There are
18 120 programs. And those 120 programs cover 41
19 different career areas. Those career areas
20 involve the automotive fields and transportation,
21 of course our construction, manufacturing
22 programs, information technologies, cosmetology
23 and fashion design, culinary and tourism, digital
24 media arts and communications, agriculture,

1 business and health related technologies.

2 This year we will be awarding or our
3 students will have not been awarded but actually
4 have earned over 2,000 industry certifications
5 which generally occur within the 11th and 12th
6 grade year, the second and third year of their
7 programs. And this is a very interesting fact.
8 Our on-time graduation rate, our graduation rate
9 for students enrolled in Career and Technical
10 Education programs in the City of Philadelphia and
11 the School District of the Philadelphia is
12 92 percent. We have graduation rate of
13 92 percent. And we have an average daily
14 attendance for those students in those programs of
15 90 percent.

16 This year, 75.8 percent of our seniors have
17 attained either advance or proficient scores their
18 NOCTI, which is a national assessment of their
19 technical skills. They are both written as well
20 as hands-on skills within their CTE programs.
21 It's a requirement of the State of Pennsylvania,
22 every student and seniors, graduating senior must
23 take the NOCTI, N-O-C-T-I. And again, we have a
24 90 -- pardon me, 75.8 percent of the students in

1 our program receiving advanced and proficient
2 scores.

3 We are very proud of the fact that we have
4 30 percent of our students in our Career and
5 Technical Education programs are nontraditional
6 students. Not that nontraditional means it's
7 really gender based. And it's for, for instance,
8 a male student that might be in a nursing program
9 or female students in our automotive program or
10 carpentry program or plumbing program or welding
11 program. So, that's 30 percent.

12 What we have tried to do in the past year
13 is really redesign and realign our Career and
14 Technical Education programs in the School
15 District. We want to make sure they align with
16 our workforce development needs. And we are
17 making sure that every one of our programs is on
18 the high priority occ -- high priority occupation
19 list for the region.

20 We have also restructured a way that we
21 advise our committee -- our committees and our
22 programs in the schools. So at the top level, we
23 have the Philadelphia Council for Career and
24 College Readiness. That organization serves as

1 our Perkins Participatory Committee which reviews
2 our plans for CTE as well as our budgets. So we
3 do that on a yearly basis now.

4 We also have newly created citywide
5 advisory committees based upon our career areas,
6 the ones I mentioned before. Those organizations,
7 those committees with roughly between 10 and 12
8 individuals representing the industries in the
9 City advise us citywide on our curriculum, our
10 programming, our equipment.

11 It's important for us to do this because
12 since we have so many different programs and so
13 many different schools, we want to make sure and
14 guarantee that every one of our programs has the
15 same programming, the same curriculum, the same
16 access to services, the same access to
17 opportunities across the City. So we have the
18 citywide industry opportunities.

19 And then of course at the school level, we
20 have the citywide school-based occupational
21 advisory committees which actually is a committee
22 of roughly between 6 and 12 industry
23 representatives or business representatives in the
24 programs at the school level that work directly

1 with the teacher and the principal and the
2 school -- and the students in the school. It's
3 interesting to note that we have over 500
4 Philadelphia businesses and industries involved in
5 our Occupational Advisory Committees at the school
6 level.

7 So with the new plan, what we are really
8 looking to do is realizing a success that our
9 Career and Technical Education students have. We
10 are looking to expand the numbers to 12,000
11 students. We are also looking to increase our
12 number of programs from 120. The plan calls us to
13 go to 160. We are adding 40 new programs
14 throughout the City. We want to make sure that
15 there is programs available in every school in the
16 City, whether it be a neighbor high school,
17 whether it be a career and technical high school
18 whether it be a special admin high school.

19 We also, because of the difficulty of
20 really engaging and attracting students to our
21 career and technical education programs, it's
22 interesting in our career and technical education
23 schools, eight high schools we have -- the
24 Dobbins, the Swenson, the Bache, the Mastbaum --

1 these schools are traditional, have been in the
2 City. Some of them date back to the '20s. Very
3 successful schools, very long track in history.
4 But they are citywide, so they can access students
5 citywide.

6 This past September, we had approximately
7 2,500 seats for ninth graders entering those
8 schools. We had close to 12,000 students apply
9 for those 2,500 seats, that is why we need to
10 increase in number spaces because we have the
11 demand. We just don't have the -- we don't have
12 the seats in the right schools. Because what we
13 have done is, and actually as of September 14 --
14 September 2014, every one of our career and
15 technical education programs, no matter what
16 school they are in, will be available to students
17 on a citywide basis.

18 Presently, we have -- for instance at
19 Edison High School, we have programs that -- we
20 have a welding program that sits with -- the
21 enrollment is approximately 50 percent of the
22 capacity. And on the chart that I gave you, it
23 shows you the capacity. Because Edison does not
24 have citywide access for students -- students

1 don't have citywide access to get to Edison for
2 their CTE programs, we have those programs sitting
3 empty. Starting September 2014, that program will
4 first be available to students within their
5 catchment, within their neighborhood and then any
6 other open seats will become available to students
7 throughout the City of Philadelphia. This is all
8 part of the Superintendent's facility master plan.
9 It's the piece that you don't really hear about
10 because of the closing of the schools sort of
11 takes -- takes all the attention. But all of
12 these other pieces have become a part of it as far
13 as providing opportunities for students to access
14 these programs.

15 We are also looking to increase our -- and
16 expand our relationship with our industry and
17 business partners, our community organizations and
18 the trades and so forth. And because in the
19 past -- and I'll be quite honest. In the past,
20 the District tended to ignore the business and
21 industry. We had a situation where we worked in
22 silos. The School District did their thing and
23 the business and industry did other things. We
24 understand that business and industry did not look

1 to the School District of Philadelphia for its
2 employees. We are really working very hard to
3 develop pathways, pathways for our students.
4 Working with the different organizations here in
5 the City.

6 We just, in fact, had a very successful
7 meeting with the City of Philadelphia the
8 Commissioner of Public Property. We are actually
9 going to be starting an internship for our
10 students in our constructions trades to
11 actually -- leads them into employment within the
12 Department of Public Property here in the City of
13 Philadelphia. We are doing this with a number of
14 entities around, reinstating cooperative
15 education, which has not been available to
16 students. But Dr. Hite is a strong proponent of
17 it. We are developing and redeveloping that.

18 We are actually going to reclaim the
19 stature that career technical education had in the
20 City back when I started teaching at -- back in
21 the '60s and restore that so we can provide those
22 opportunities for the students.

23 MS. DOWD-BURTON: Okay. Thank you. Thank
24 you all very much.

1 If you have comments -- did you have any
2 questions?

3 MS. FERNANDEZ: I did have comments, but I
4 am going to wait until after for the sake of the
5 other witnesses.

6 MS. DOWD-BURTON: Okay. Thank you very
7 much. If you could stay a little longer after.

8 MR. KIPPHUT: Sure.

9 MS. DOWD-BURTON: Very good. Thank you so
10 much for being here.

11 Now I'd like to -- we are going to sort of
12 switch gears and go to the private sector side of
13 our region. And we are going to talk a little bit
14 about the 2013 Capacity Building Program that was
15 sponsored by the Minority Supplier Development
16 Council with Skanska and Temple University.

17 The speakers that are here, please join us.
18 We have with us today Wade Colclough who is
19 President and CEO of the Pennsylvania, New Jersey
20 and Delaware Minority Supplier Development
21 Council; and Mr. Ed Szwarc, General Manager and
22 Vice President of Skanska.

23 So, if you two can introduce yourselves and
24 proceed with your testimony.

1 MR. COLCLOUGH: Sure.

2 First and foremost, let me say thank you so
3 much to Chairman Bradley, Executive Director
4 Dowd-Burton and President Fernandez. It's been my
5 privilege to serve with the pleasure of the Mayor
6 as well as with Executive Director Dowd-Burton as
7 the co-advisory for the Office of Economic
8 Opportunity Advisory Board and bring some great
9 private sector best practices to the City of
10 Philadelphia. It's been truly, truly my honor and
11 pleasure to head up the
12 Pennsylvania-Jersey-Delaware Minority Supplier
13 Development Council and utilize all of your
14 organizations for resource partners to bring about
15 economic development in our great City of
16 Philadelphia.

17 The National Minority Supplier Development
18 Council is corporate membership organization that
19 comprises of 3,500 private corporations, fines
20 institution and also City organizations throughout
21 the country. And I head up the Pennsylvania-New
22 Jersey-Delaware region of that. And happy to say
23 that we are the third-party certification
24 organization for the City of Philadelphia.

1 MR. SZWARC: Thanks Wade. I am Ed Szwarc,
2 the General Manager for Skanska USA Building for
3 the MidAtlantic region. Skanska is a global
4 construction company from one of our 33 offices in
5 the U.S. or here in the Philadelphia region. I
6 would also like to recognize Sherry Nacci who is
7 with us today. She is the Regional Diversity
8 Manager for Skanska who has done a great job of
9 continuing to work with us and engaging us in the
10 subcontractors community.

11 We want to talk today about what we recently in
12 our efforts to continue to remain engaged in the
13 M/W/DBE subcontracting community along with the
14 Minority Supplier Diversity Council and Temple
15 University. The three organizations teamed
16 together to conduct a Construction Management
17 Building Blocks Program, which is a training
18 program to smaller minority and women-owned
19 businesses to train them and to try and help them
20 grow, take the next step and to work with us in
21 our organizations as they get to work with larger
22 products. And also, they started to understand
23 how they can work with Temple University as
24 suppliers to them.

1 The program consists of a number of topics
2 that were talked about. We talked about business
3 development, marketing, safety and -- on work site
4 conditions, access to capital and bonding for the
5 contractors as they continue to grow, field
6 management techniques, accounting, project
7 manager, estimating and bidding along with some
8 other indirect related topics like human resources
9 management in their organizations.

10 Something really important to them that a
11 lot of them didn't realize was the importance of
12 the networking and collaboration within their own
13 group and especially within their peer groups. A
14 lot of times within our industry we hold
15 everything tight to the vest and consider our
16 peers our enemies. I think they really got to
17 acknowledge the importance of working together
18 with their peers and how they can help each other.
19 Wade will talk a little bit to some of the
20 successes of that that they also had.

21 We started out with 60 companies that we
22 worked through the certifying agencies. They were
23 either certified with Wade's organization or with
24 WBEC. We added 60 companies that started. There

1 were 43 that completed -- pretty much it was
2 grueling eight week program two nights a week for
3 eight weeks at Temple. They gave up two nights a
4 week and really participated and learned a lot
5 from the program.

6 As with any program, we're just having a
7 training. We want to make sure it's useful. So
8 we developed a program to track the
9 participativeness of these organizations going
10 forward. To date, most of the contractors have
11 bid work to us and will continue to bid work to
12 us. And we are tracking that with goals that we
13 have with the organizations. Obviously, with
14 them, there is no guarantee for them to win work.
15 But the guarantee was to get them on the bid list
16 and to give them opportunities to bid work with us
17 with Temple University also and with our
18 competitors. It's not just to work with us but
19 it's to grow in the community, so it's been a
20 success.

21 We want to make sure that these -- we
22 continue to track these and then how they are
23 going to be doing for our organization.

24 MR. COLCLOUGH: In addition to that, the

1 MSDC's responsibility is to ensure that suppliers
2 are 51 percent minority owned and operated. We
3 represent Hispanic, African American, Asian
4 American and Native American. In particular the
5 success of this organization, we saw the breadth
6 of suppliers it was, of course, the gamut that
7 represented the City of Philadelphia. We saw
8 quite a number of African Americans that
9 participated in the Construction Building Blocks
10 Program as well as Hispanic Americans, as well.

11 And some of the great outcomes we had from
12 that was it created a strong economic development
13 or job creation. A number of suppliers that went
14 through the program employed each other and worked
15 on other projects or increased MBE to MBE spend.
16 In addition to that, the program also increased
17 the word for construction managers of suppliers
18 who are locally here that they normally would not
19 think could perform for certain periods or certain
20 job. Increased their awareness of suppliers right
21 here in the City of Philadelphia to compete on
22 jobs in diverse commodities as for as diverse
23 ethnicities.

24 In addition to that, the collaboration was

1 very, very clear between not just Temple
2 University and MSDC and Skanska but also, too,
3 with the Office of Economic Opportunity. In
4 addition to that was the Philadelphia Industrial
5 Development Corporation, various chambers of
6 commerce. Thank you to the City Council,
7 Councilwoman Maria Sanchez also participated, as
8 well, Nelson Diaz and John Macklin who is the
9 President of the North American Minorities
10 Contractors Organization.

11 The arms were -- are very extensive in
12 reaching out to not just suppliers who are part of
13 the MSDC repertoire but also, too, that
14 represented very course mix of diverse suppliers
15 throughout the City of Philadelphia and the
16 region. It also helped the suppliers understand
17 how to leverage their certification when seeking
18 new business, not just working with the City of
19 Philadelphia or Skanska, but how do you go out and
20 attract and retain new business outside of their
21 current customers.

22 Again, I just have to say that it was an
23 excellent opportunity for us to reach out to not
24 just the authority leaders of the three

1 organizations but also authority leaders
2 throughout the City of Philadelphia and
3 demonstrate that it was a collaborative effort to
4 ensure that diverse suppliers were included on
5 various opportunities.

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

7 Questions?

8 MS. FERNANDEZ: No comments. Thanks for
9 your support.

10 MR. SZWARC: Thank you.

11 MS. DOWD-BURTON: I just want to
12 acknowledge the Capacity Building Program. This
13 is the second year that the City has hosted a
14 capacity building program. Last year with the
15 Office of Economic Opportunity, this year MSDC,
16 Temple and Skanska. And I just think that
17 reinforcement of the tools of the trade across our
18 community will hold well in the years ahead in
19 helping to build these businesses.

20 Thank you so much for that commitment.

21 MR. COLCLOUGH: Thank you.

22 MR. SZWARC: Thanks for having us here.
23 Appreciate it.

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

1 Now we are going to sort of turn our
2 attention to the nonprofit sector. And we are
3 very pleased to have with us today representatives
4 from the Barnes Museum, Mr. Bill McDowell who is
5 Senior Project Executive at the Barnes Foundation
6 is here.

7 Welcome.

8 MR. MCDOWELL: Good morning. My name is
9 Bill McDowell. And I'm the Senior Project
10 Director for the Barnes Foundation for the design
11 and construction of the new building on the
12 Parkway. And I would like to thank you for having
13 us here and for letting us present our final
14 construction report.

15 I am also here with Roslyn Schaeffer who is
16 our Senior Director of Human Resources who
17 basically will carry the ball forward regarding
18 operations. But I am here to present the facts on
19 the actual design and construction of the
20 building.

21 We are proud of our efforts, and we think
22 that it was an extraordinary success in that it
23 was a very complicated project. It was a project
24 like no other in terms of the technical details in

1 addition to the schedule and quality issues that
2 are -- surround a cultural institution.

3 At the very beginning, we created our own
4 EOP Advisory Committee of which Ms. Dowd-Burton is
5 a member. It also included a member from the
6 Fifth Councilmatic District, from the School
7 District, from the construction firm from the
8 Barnes and also from PIDC. That committee met
9 periodically to review the progress of the plan to
10 provide suggestions to the Barnes for going
11 forward.

12 The construction of the project was carried
13 out by a construction manager, which was a joint
14 venture of L.F. Driscoll and the Temple Group
15 and -- under which all of the subcontracts were
16 let. The total value of the project was \$85
17 million less the No Opportunity deductions of
18 8 million. We basically had \$76 million of awards
19 to make.

20 We achieved our MDBE goals of
21 28.72 percent, our WDBE goals of 9.45 percent, and
22 our DSDBE of 1.8 percent, totaling a 40 percent
23 participation rate. This document with all of the
24 findings has been submitted to your office along

1 with all the detail.

2 We also were very aware of the outreach
3 efforts in the community in hiring minority and
4 female skilled workers and minority and female
5 laborers. In the skilled worker category, we were
6 able to achieve a 20 percent participation rate.
7 And with -- on the laborers, we were able to
8 achieve 54 percent. I think these numbers
9 actually don't recognize the amount of outreach
10 that was actually conducted to achieve this.
11 Partly because, again, due to the specialized
12 nature of the trades for -- for this building,
13 there really were a very limited pool of
14 candidates.

15 What we were able to do through a mentoring
16 and training program and working with the unions,
17 we basically had meetings with the union hall
18 twice to basically see what kinds of training
19 programs could produce the skills necessary and
20 the inclusion of minority and female laborer in
21 those trades. And it worked.

22 We also had some community outreach efforts
23 that was conducted by UAC and Carlos Jones and
24 Lisa Ashton were very active in our program and

1 really literally knocking on the doors of
2 companies to make sure that they were aware of the
3 project, aware of subcontracting opportunities and
4 making sure that just people knew that the project
5 was going on. We had a field office. We had
6 forms posted. You can knock on the door of the
7 construction trailer and there was somebody
8 available to take your level of interest.

9 Over and above the facts that I present
10 here in this report, we also had other
11 initiatives. These were some things that
12 Ms. Dowd-Burton and I personally, you know, worked
13 on to encourage that are really not the facts that
14 are recorded on a form. But we provided
15 internships during the design and construction
16 process to high school minority and female
17 students, which were unpaid but they were able
18 basically to shadow people both on -- in the
19 design field and in the construction field.

20 We also provided some mentoring
21 opportunities for smaller minority owned firms on
22 the engineering and architecture side. We had
23 actually a number of professional firms that were
24 not even from the region from New York City, from

1 other areas just due to the specialty of the firm.
2 What we were able to do is actually to take
3 minority owned firms in the City and merge them
4 with a majority firm with the trade. And we
5 actually paid to have the majority firm take on
6 the local Philadelphia firm and literally
7 transplant the employee into the office of the
8 majority firm and some of these other areas.

9 It was a great success. And I think that
10 the opportunities that were afforded these
11 individuals were remarkable. Actually in one
12 case, it became almost a dangerous situation
13 because the majority firm wanted to hire the fella
14 from the Philadelphia firm to his firm's dismay.
15 So, we were able to work something out there. But
16 that just -- to give you the sort of the level of
17 interest and participation that we went through.

18 We also participated in the ACE Mentoring
19 Program and had a very, very successful
20 relationship with them for a period of about a
21 year and a half. We also offered art classes to
22 the workers both -- to all workers. And a lot of
23 our minority and female workers became very
24 interested in that subject. And outside of the

1 work atmosphere, were able to actually take art
2 classes at the Barnes and were offered free passes
3 to see the gallery collection in Merion prior to
4 the building of the Barnes.

5 We have completed the construction of the
6 building. The building is now open. It's been
7 open for about a year. We have a few other
8 remaining small projects which we will continue to
9 try to achieve our goal. And at this point and in
10 the future, we now sort of turn it over to Ros and
11 the continued operation of the Barnes that I think
12 in the future can be reported on.

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

14 Questions?

15 Thank you very much for your testimony and
16 for the diligent work that you have done at the
17 Barnes. We certainly look forward to maintaining
18 and sustaining that workforce diversity now that
19 the Barnes is open and operational.

20 MR. MCDOWELL: You're welcome. Thank you
21 very much.

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

23 We have a representative here from
24 Saint Joseph's. Thank you for representing

1 Saint Joseph's University and recent dormatory
2 project that hosted a EOP. So if you introduce.

3 MR. SMITH: Good morning. My name is
4 Jeffrey Smith. I am with Baker & Company. I want
5 to thank you Chairwoman and the Committee for give
6 us the opportunity to speak this morning to
7 discuss the economic opportunity plan that was
8 implemented as part of the development of the
9 Saint Joseph's University Villager Freshmen
10 Residence Hall Development Project.

11 The developer campus apartments is being
12 represented by Mr. Steven MacBeth who is here
13 with. Mr. MacBeth serves as senior project
14 manager on residence hall project. And together
15 Mr. MacBeth and I are going to go ahead and
16 present the facts of the project.

17 The construction manager and developer was
18 Campus Apartments. And the general contractor was
19 INTEC Construction Group of Philadelphia.
20 Throughout the construction process, Campus and
21 INTEC were very supportive. The efforts and
22 commitment to making the EOP goals were
23 particularly important because it is the inner
24 workings of the subcontracting process that

1 ultimately determines whether the EOP goals are
2 met or not.

3 The accelerated construction schedule meant
4 that in order to meet our EOP targets, we needed
5 to organize and focus on implementation from the
6 very beginning of the Villager project. The first
7 step was to hire Baker & Company. Jim and our
8 team helped Saint Joseph's University to develop
9 an EOP implementation plan that address
10 contractual requirements, developing outreach plan
11 to the diverse vendors in Philadelphia, reached
12 out to the unions to identify our EOP targets and
13 created the effective oversight committee.

14 As a part of this effort, we inserted an
15 INTEC Construction contract with specific
16 provisions requiring satisfaction of the EOP
17 targets. These provisions required that every
18 request for proposal or request for qualifications
19 for INTEC Construction sent out for the
20 contractors included the terms of the EOP and
21 required the proposal to state how the
22 subcontractor intended to meet those EOP goals.

23 In addition, at the inception of the
24 subcontracting process, Baker & Company was

1 directed to publicize the opportunities available
2 for the residence hall project. Notices were
3 placed in various publications and directed to the
4 MBE and WBE community. Saint Joseph's University
5 also hosted a contractor fair in March of 2011 on
6 the campus. The projet was described in detail
7 and identified the various opportunities available
8 to the MBE and WBE communities.

9 From our prior development, we knew that
10 other practical steps were needed at the
11 initiation of the subcontracting phase. With
12 tight construction deadlines and consequences of
13 the contractors for failing to meet those
14 deadlines, it is not surprising that contractors
15 look to tried and true subcontracting partners,
16 people in relationships they know and trust.
17 Recognizing this cycle which often results in lost
18 opportunities for minority and women contractors,
19 we took a number of additional steps.

20 The INTEC Construction group was directed
21 to notify the Baker team in advance of their
22 schedule and to send out subcontracting proposals.
23 The purpose of this directive was to ensure the
24 proposal distribution list included qualified M

1 and WBE firms. Fundamentally, if they don't know
2 the opportunities are there, then they can't
3 submit proposals.

4 To that end, Baker was directed to not only
5 provide the names of M and WBE firms, but also to
6 qualify them assuring the vendors they submitted
7 to INTEC Construction were capable of doing the
8 work to the quality within the time requirements
9 of the job. This is critical to keeping the
10 confidence of the contractors in the EOP process.
11 Another vital effort by the Baker team was to
12 identify potential joint venture opportunities for
13 M and WBE firms and to breakdown project proposals
14 identifying specific large scopes of contracts so
15 that the M and WBE firms would have better
16 opportunity to compete.

17 Outside of the subcontracting process, the
18 Baker team also engaged with successful bids to
19 review the EOP requirements to discuss options for
20 satisfying those requirements and to encourage the
21 subcontractors to reach out to the unions early in
22 the process to identify the contractors EOP
23 requirements.

24 To ensure our efforts were not operating in

1 a vacuum, an OEO oversight committee was formed.
2 They committee met quarterly from the beginning of
3 the construction until the final meeting in
4 September 2012, three months after opening of the
5 project. In addition to six local community
6 organizations, the committee was comprised of
7 Angela Dowd-Burton from Office of Economic
8 Opportunity; representatives from Councilman's
9 office Curtis Jones; representative from the
10 Office of Councilman Wilson Goode; representative
11 from the Office of Councilwoman Blondell
12 Reynolds-Brown; Mr. Baker from Baker & Company;
13 myself from Baker & Company; Mr. Kevin Robinson,
14 who is the Vice President of Administrative
15 Services for Saint Joseph's University; Mr. Wadell
16 Ridley, Assistant Vice President of Government and
17 Community Relations for Saint Joseph's University;
18 Mr. Daniel Bernstein, Executive Vice President and
19 Chief Information Officer for Campus Apartments;
20 Mr. Warren Berk, who is the Vice President of
21 Development for Campus Apartments; Mr. Steven
22 MacBeth who is the senior project manager again
23 for Campus Apartments; and two representatives
24 from INTEC Construction.

1 The committee provided crucial insight into
2 our overall process, assured our members were
3 accurate and understandable, questioned and
4 challenged us when necessary and provided to be a
5 great partner showing the success of the EOP goal.
6 It is always gratifying when hard work can commit
7 in result and success. Of a total of just under
8 \$25 million, opportunity contracts worth more than
9 12.8 million or 52 percent were awarded to M/W/DBE
10 firms.

11 Specific breakdowns, 14 percent to MBEs and
12 38 percent to WBEs. Our targets were 25 to 30
13 percent MBE and 10 to 15 percent WBE. On a
14 workforce basis, 25 percent of the hours worked
15 for by minority workers and 1.2 percent by women.
16 34 percent of the workforce were local and
17 representing the City of Philadelphia.

18 We had several large contracts that went
19 out to M and WBE contractors. And they were
20 example of Motley Construction had a concrete and
21 unit masonry for contract value of \$7.4 million.
22 Preston Construction had site work contract for a
23 total of \$1,370,890. Decision Distribution had
24 electrical supplies for \$683,000. Accord

1 Mechanical did the HVAC system for 534,000. And
2 MFP Pryor Protection had a contract which was
3 worth \$389,000.

4 We thank you for allowing us to testify in
5 front of the committee today.

6 MS. DOWD-BURTON: Okay. In view of our
7 limited time left, I am just going to wrap up your
8 testimony by asking you what do you feel was the
9 most challenging part of the project in terms of
10 the inclusion? And have you addressed that
11 question whether it's inclusion on the workforce
12 side or the supplier side?

13 MR. MCDOWELL: On the contracting side, I
14 would say you have to, of course, identify the
15 companies that pertain to the actual work. This
16 job was very heavily masonry. Motley Construction
17 did the concrete and the masonry. It came on a
18 great number. For that reason, that's why the WBE
19 number was so high. This building had to emulate
20 the buildings that were already on Saint Joseph's
21 campus. It was 8 or 9 million dollars worth of
22 masonry work.

23 For the workforce side, for example, when
24 we sent out letters to the local union for

1 masonry, there were eight members of that union
2 which were minority. They were currently working
3 on other jobs, so that brought our numbers down
4 greatly because of the number of hours due to the
5 high demand for the masonry contract.

6 It's something that we, if it's not
7 available to us, we have to go through the process
8 of identifying it and making sure that it is
9 available to us. In this particular case, this
10 specific issue we can document because we can say
11 these eight people were working in other places.
12 But we still have to find areas in other parts of
13 the contract where we can fill those.

14 It's a diligent process yet to go through
15 day by day and step by step. Have a good grip on
16 your minority community as far as contractors and
17 being able to contact them and have a fruitful
18 conversation.

19 MS. DOWD-BURTON: Okay. Very good. Thank
20 you.

21 Did you have any comments?

22 MR. MACBETH: I just wanted reiterate, I
23 think one of the special challenges of the project
24 was the fact that because of the type of

1 construction that we had here is somewhat unique.
2 It was heavily laden on the masonry trades. We
3 didn't have the kind of diversity of trades that
4 you typically have on a project of this scale.

5 So that along with, you know, availability
6 of workforce within the particular locals of the
7 trades that we had to work with was challenging.
8 Along with, we put an enormous effort into hiring
9 local workers wherever we could across the board.
10 And I know Baker & Company also was successful in
11 some tangential hirings that weren't specifically
12 related to this project but were able to assist
13 some of the --

14 MR. MCDOWELL: Actually, yeah.

15 MR. MACBETH: -- local residents in gaining
16 employment, I think, with contractors on other
17 projects, as well.

18 MR. MCDOWELL: There were a couple, you
19 know, very winning stories on this project. We
20 actually did a barbershop outreach contract. Like
21 a kind of thing where we went and got the local
22 barbershop and we pulled in all the guys that kind
23 of hang out at the barbershops and weren't
24 working. We brought them in and, you know, took

1 them over and gave them lunch and dinner. We
2 talked about the problems they were facing. And
3 through the whole process, we actually got into
4 two people into the local Laborers Union 332 of
5 which to this date, two years after opening, one
6 of them is still a member of the union and going
7 to all their classes and doing the right thing.

8 We always try to reach out to the
9 community, to those people what are not working
10 and trying to find viable candidates. We had two
11 other people that had contracts or employed by the
12 fencing contractor throughout the course of the
13 neighboring time. At that time, they weren't
14 working and they went on to obtain other
15 employment not directly with the fencing
16 contractor but as a result of being employed with
17 the fencing contractor at that time. They made
18 contacts which made their employment possible.

19 We always take that extra step in reaching
20 out to the actual community itself. Finding out
21 who is in the community, what their stories are
22 and what their interests are. Because everybody
23 unemployed doesn't want to work construction. But
24 if there are some out there, then we try to take

1 the steps to make that possible for them.

2 MS. DOWD-BURTON: Okay. Any other
3 questions or comments?

4 Thank you so much for your testimony. We
5 truly appreciate it.

6 MR. MACBETH: Thank you very much.

7 MR. MCDOWELL: Thank you.

8 MS. DOWD-BURTON: This meeting this morning
9 was geared to sort of give you a flavor of what's
10 happening in the marketplace across sectors. And
11 so, I think some of the testimony that you
12 received both within government, within the School
13 District, within the marketplace and the union
14 should be helpful in the assignment that we have
15 for this summer which is to review the testimony
16 over the last four meetings and to begin to
17 distill out some of our findings.

18 I want to thank everyone who came today to
19 speak and contribute your advice and counsel in
20 our work.

21 MR. ALI: Ms. Burton, do I have time to
22 comment?

23 MS. DOWD-BURTON: Did you sign up? Okay.
24 You may but we recognize is 11:38. And four

1 minutes, if you will.

2 MR. ALI: Okay. My name is Jihad Ali. I'm
3 here on behalf of the National Association
4 Minority Contractor Philadelphia Chapter. I'm
5 also here on behalf of Guardian Civic League.

6 Originally, when I came, I am prepared to
7 speak frank and blunt, but I'm going to talk about
8 the truth. I'd like to talk about
9 some administrative stuff. In regards to
10 documents this committee has, Ms. Burton, when you
11 started, you had documents for your other
12 committee members. In this hall when we have
13 meetings, it's normally law that other -- the
14 agenda be available for the public at the time of
15 the meeting.

16 Will you do that in the future?

17 MS. DOWD-BURTON: Absolutely.

18 MR. ALI: The other thing is, Ms. Burton,
19 on your last meeting you said that one of your
20 missions according to the Executive Order 12-0184
21 was that the notes be transcribed and be available
22 on the website. Was your last hearing transcribed
23 and on the website?

24 MS. DOWD-BURTON: Yes.

1 MR. ALI: I checked this morning and I
2 didn't see it. Maybe it just hasn't been posted
3 yet.

4 In regards to how people were notified, we
5 had several speakers come up here today. Were
6 they invited by your office to be here?

7 MS. DOWD-BURTON: We extended invitations,
8 yes.

9 MR. ALI: How was the general public
10 notified about this meeting?

11 MS. DOWD-BURTON: It was published. And we
12 also talked to the Head of the National
13 Association of Minority Contractors as well as and
14 other members of the public. This meeting is
15 advertised.

16 MR. ALI: Is it advertised in printed media
17 somewhere?

18 MS. DOWD-BURTON: Yes. It's advertised by
19 City Council.

20 MR. ALI: It's advertised by City Council
21 on the -- it's advertised by City Council as
22 regards to the public hearing notice?

23 MS. DOWD-BURTON: Yes. Yes.

24 MR. ALI: Okay. I would like to get into

1 what I wanted to talk about.

2 In regards to the report that was given by
3 Econsult, one of the things like Ms. Fernandez --
4 and I would like to just say, make some
5 assumptions. You know, I care about Latinos. I
6 care about Asians. I care about Native Americans.
7 I care about all of them as I care about
8 African-American males and females. We are going
9 to put that on the table.

10 But the thing is, when you -- you asked
11 them a great question. Where does that data come
12 from? That is question I want to know. When he
13 gave the report, he talked about some things
14 that -- they looked at some people that were in
15 Philadelphia, some of the money went to people
16 outside of Philadelphia. But he's only taking
17 about the registry of OEO. If we are going to
18 talk about availability and those firms that are
19 ready, willing and able, we have to look at all
20 the firms that are certified because that's all
21 we're counting are certified firms.

22 We need to look at SEPTA. We need to look
23 at all the firms that Mr. Wade firms certify. We
24 need to look at the whole universe of firms that

1 are certified. I would recommend that this
2 committee and to the Councilmembers that are
3 listening, that they oppose any exclusions until
4 we get all the data there.

5 And to the committee members, Mr. Bradley
6 and Ms. Fernandez, I know that you are doing a
7 public good. I know you are here to serve. The
8 question I am always reminded of when I come here
9 is what do you know and when do you get to know
10 it? Because I know the Administration --
11 Ms. Burton is here representing the Administration
12 as well as the Commerce Department and other hosts
13 of other departments that she's affiliated. But
14 you two are here to do the public good.

15 When are you -- when are you informed? It
16 can't just be an hour before coming in this
17 meeting. I'd just like you to look at that in the
18 future. Because when they come up here and give
19 you all these numbers, 50 percent, this percent,
20 so forth and so on, one thing that you should be
21 aware of is that those documents are not released
22 to the general public. When they bring these
23 outside certified firms like Mr. Baker and W -- I
24 mean, can't think of the -- Urban Affairs, their

1 information is proprietary, so we don't get it.

2 When we asked to attend the oversight
3 meetings -- and speaking about the oversight
4 meetings, Ms. Burton testified there is 87 OEO
5 plans available on the website -- not on the
6 website but available now. On the website there
7 was 60. But it was through the leadership of this
8 Council, Council President Clarke, Councilman
9 Goode, Jannie Blackwell, Blondell, Curtis Jones,
10 all them that really came out with that number
11 387 -- 65 plans that are circulating out there.
12 But when we look at -- you are only counting plans
13 on the capital budget.

14 What is the dollar value that you establish
15 OEO oversight committees?

16 MS. DOWD-BURTON: Okay. You've raised a
17 number of different questions. I want to answer
18 each one of them, and I want to be mindful of
19 time.

20 MR. ALI: Okay. Well, let me get my
21 questions out so I can finish. I might have
22 another minute.

23 MS. DOWD-BURTON: Thank you.

24 MR. ALI: Of the questions I would like you

1 to answer, if you are only have OEO plans in place
2 of projects above 25 million, so those 365 plans,
3 those are only for projects that are above
4 25 million. When we look at the number that the
5 ordinance recommends which is anything above 250
6 and 24,999,000, there is no oversight at all on
7 that.

8 When we look at quasi agencies like the
9 Redevelopment Authority, which the chair of the
10 Commerce Department Mr. Greenberger sits on, there
11 is no oversight on any project that comes over
12 there. Anything between 250,000 and 24 million.
13 We need to look at that because that's a great
14 opportunity when we talk about making things work
15 for, like, the School Board and Mr. Staten and
16 those are two individuals, this committee needs to
17 make them in the process.

18 There is three powerful men in this city
19 when it comes to construction. There is Pat
20 Gillespie, John Dougherty and Sam Staten, Jr among
21 other powerful men. But if you got those three on
22 your team, you can deal with something. I don't
23 know what you know about the School Board, when we
24 went back years ago and there was an issue about

1 trying to get those graduates problems jobs, by
2 not having those three men on your team, we got
3 absolutely nothing.

4 I think the School Board is doing a
5 tremendous job. I think everything that they are
6 doing about giving opportunities to these people
7 who would otherwise be in prisons, I think we need
8 to encourage that. When we talk about capacity,
9 helping them grow, let's help those two grow.
10 When we talk about finding solutions to solve
11 their problems, let's give more opportunities to
12 Mr. Wade.

13 When we look at these contractors, these
14 universities, they do absolute nothing for us.

15 MS. DOWD-BURTON: Okay. Thank you very
16 much. A couple of things just to sort of wrap up.
17 I think there is some confusion. And thank you
18 for your testimony.

19 MR. ALI: You're welcome. Thank you as
20 always.

21 MS. DOWD-BURTON: Okay. Economic
22 opportunity plans are on transactions over
23 \$250,000. 25 million is not the number that we
24 want to put in the marketplace to say we don't

1 have EOPs on transactions unless they are over
2 25 million. That is --

3 MR. ALI: It was oversight committees, not
4 EOP plans.

5 MS. DOWD-BURTON: Okay. There are some
6 oversight committees that are also on projects
7 that are less than 25 million. And so, one of the
8 things that we'll do in the report that we are
9 releasing the end of the month is clarify which
10 projects have oversight committees and which do
11 not.

12 MR. ALI: Thank you.

13 MS. DOWD-BURTON: The EOPs that are
14 available, the number of EOPs that are on our
15 website that are available, are more than the 60
16 that you referenced. So, I will be happy to walk
17 with you the portfolio of EOPs that we have, all
18 of the documents that are online in the public,
19 the private and the nonprofit sectors, as well.
20 Not the summary, but the actual plans are on the
21 website.

22 With regard to the disparity study, the
23 summary that the committee received here, the
24 synopsis of the disparity study was sent out last

1 week in order for them to prepare for this meeting
2 today. It was not an hour before or during this
3 meeting. And so --

4 MR. ALI: I'm glad to hear that.

5 MS. DOWD-BURTON: We are committed to
6 providing information to our committee so they
7 come to these meetings prepared.

8 MS. FERNANDEZ: This was the right place to
9 ask the information about the data because some of
10 the concerns that you have, I, too, have those
11 concerns. Thank you again for reiterating them.

12 MS. DOWD-BURTON: The disparity study in
13 whole is also on our website. And I will tell
14 you that -- and I did send you an email to this
15 effect -- the Office of Economic Opportunity's
16 website is being updated so that it will be more
17 user friendly in terms of people being able to
18 find projects as well as other information
19 regarding the Office of Economic Opportunity.

20 MR. ALI: But, Ms. Burton, the law requires
21 that that be available now, not being updated
22 later. We need that information now.

23 MS. DOWD-BURTON: I understand. And so,
24 one of the things that we have been waiting for is

1 the website to be updated. We have -- while over
2 the last couple of weeks, have the same individual
3 who publishes the EOPs has been committed to
4 helping us bring up our payment tracking system,
5 which will help us track not only the awarding of
6 contracts to minority and women-owned businesses
7 but the tracking of payments to them. And so, we
8 had to balance where our resources would be.

9 What I have said is we will post what we
10 have. It will be on our old website. We will
11 transfer it ultimately onto our new website. I
12 really -- I appreciate your vigilance in making
13 sure that the information is out there for
14 everyone.

15 I also want to follow up on your comments
16 with regard to companies that are in the MSDC data
17 base that are certified companies, that are
18 certified by SEPTA and the Airport who are under
19 the Pennsylvania Unified Certification Program.
20 All of the companies who have registered to do
21 business with the Office of Economic Opportunity
22 are included in our registry. We have over 2,000
23 companies in our registry that has grown over
24 50 percent over the last three years as a result

1 of the work that we have done with MSDC, with
2 WBEC, the Women Business Enterprise Council, and
3 the Pennsylvania Unified Certification Program.
4 So if you look at the registry and our definition
5 of availability, that is one component that
6 Econsult and Millagen look as part of the
7 disparity study.

8 They also look at how many of those
9 companies responded to the small business owners
10 survey which was a census that was done for all
11 small businesses in 2007. That census is updated
12 every five years, so we are expecting this year to
13 get an update from that 2007 and really begin to
14 use more current data.

15 And so, the posting of the transcript
16 should be online. I will look with you on it
17 because it has been passed over to the
18 Administrator who does the posting. The posting
19 of the disparity study, online; the EOPs, online.
20 And the ultimate report that we deliver to City
21 Council the end of June will also be online. So,
22 I thank you for being here and raising --

23 MR. ALI: Can we get the reports that your
24 certifying agencies submit to you, can that be

1 either deposited in the Chief Clerk's office or be
2 made available online?

3 MS. DOWD-BURTON: When you say "certifying
4 agencies" --

5 MR. ALI: Yes. Like the report that the
6 gentleman from the Barnes Foundation, he noted
7 that he had GPUAC was their compliance -- was
8 their report generator, so to speak. When that
9 report that they give to the owner, can that
10 report that the owner receives for the summary of
11 the project whether it is quarterly or the end,
12 can that report be submitted to your office and
13 your office submit it to the chief clerk's office?

14 MS. DOWD-BURTON: Their final report data
15 will be included in our final report in June.

16 MR. ALI: We would like to have the
17 quarterly reports. Because they are submitting
18 those reports on a quarterly basis. If we, the
19 complainants are not able to be informed, how can
20 we complain to you our leadership about what we
21 see as problems in the situation?

22 MS. DOWD-BURTON: Well, when you look
23 online, you will see that we are updating our
24 information as we get it from these companies.

1 MR. ALI: I also noted -- you noted that
2 for whatever reason, you're not up to date now.
3 But that's a problem that this Administration
4 needs to solve. But for me the complainants, we
5 need you to be obedient to the law. And the law
6 requires that that stuff be available. That is
7 all we're asking for. Obey the law like we obey
8 it. Thank you.

9 MS. DOWD-BURTON: Thank you. All right.

10 I want to thank you both for attending our
11 community meeting. Happy anniversary for one
12 year. And the assignment for this summer is to
13 pull out the transcripts that we have assembled
14 over the last four meetings. And we will meet to
15 begin to distill out the learnings so we can come
16 up with recommendations to City Council for the
17 fall.

18 MS. FERNANDEZ: Yes. Public notice, I will
19 not be at the September 9 meeting. That is one of
20 our biggest fundraisers for also the Hispanic
21 Chamber.

22 MS. DOWD-BURTON: Okay. So, we will
23 address your absence and the information, your
24 recommendations prior to that.

1 MS. FERNANDEZ: Correct. Thank you.

2 MS. DOWD-BURTON: All right. Thank you.

3 This concludes our meeting. Thank you everyone
4 for attending.

5 - - -

6 (Economic Opportunity Review Committee
7 Meeting adjourned at 11:52 a.m.)

8 - - -

9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

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

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

(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				
ability 21:12	added 60:24	aftermath 30:3	Angela 1:9 2:10	arranged 25:19
able 20:21 35:2	adding 53:13	agencies 19:5	26:21 37:24	arrangements
43:3 67:6,7,15	addition 23:19	22:12 60:22	75:7	18:23
68:17 69:2,15	40:11 61:24	87:8 92:24 93:4	anniversary 2:10	arranging 25:20
70:1 78:17	62:16,24 63:4	agenda 23:3	94:11	arrived 49:3
79:12 84:19	66:1 72:23 75:5	82:14	announcements	art 31:13 37:10
90:17 93:19	additional 73:19	ages 42:13	3:7	69:21 70:1
absence 94:23	address 43:13	aggregate 15:4	answer 11:9	arts 36:18 48:16
absolute 88:14	72:9 94:23	aggressive 37:15	86:17 87:1	49:24
absolutely 9:6	addressed 77:10	ago 87:24	AP 32:11	Ashton 67:24
21:20 82:17	adhere 24:2	agreement 37:16	apartments 71:11	Asian 62:3
88:3	adjourned 95:7	agreements 19:5	71:18 75:19,21	Asians 84:6
accelerated 72:3	admin 53:18	agriculture 49:24	75:23	asked 84:10 86:2
access 14:11	Administration	ahead 64:18	appear 7:7 20:15	asking 77:8 94:7
18:16 19:16	13:15 85:10,11	71:15	appears 25:12	aspects 33:16
52:16,16 54:4	94:3	air 33:24	apply 54:8 96:16	34:5,17 35:12
54:24 55:1,13	administrative	Airport 36:21	appreciate 22:19	assembled 94:13
60:4	75:14 82:9	91:18	32:7 64:23 81:5	assessment 8:15
accompanying	Administrator	Akbar 38:8	91:12	50:18
10:19	92:18	Alan 27:18	apprentices 10:5	assignment 22:20
accomplished 8:9	administrators	Ali 81:21 82:2,2	10:6 35:11	81:14 94:12
Accord 76:24	48:15	82:18 83:1,9,16	Apprenticeship	assist 79:12
accounting 60:6	adopted 49:6	83:20,24 86:20	40:24,24	assistance 26:15
accurate 76:3	advance 2:22	86:24 88:19	approach 10:16	Assistant 75:16
accurately 96:6	50:17 73:21	89:3,12 90:4,20	approached 37:3	assisting 24:8
ACE 69:18	advanced 51:1	92:23 93:5,16	appropriate	40:19
achieve 35:2	advantage 26:5	94:1	31:10	Associates 3:24
38:18 42:4 67:6	28:5	align 51:15	approval 19:16	Association 82:3
67:8,10 70:9	advertised 83:15	allow 19:22	approvals 24:19	83:13
achieved 35:7,8	83:16,18,20,21	allowing 39:5	approve 49:5	assumptions 84:5
35:12 66:20	advice 81:19	41:14 77:4	approximately	assured 76:2
achieving 34:8,24	advise 51:21 52:9	alternatives 43:15	49:15 54:6,21	assuring 74:6
acknowledge 39:2	advisory 9:23	altogether 15:19	architects 27:13	atmosphere 70:1
46:14 60:17	10:10 46:15	Ameresco 37:3,6	architecture	attached 22:6
64:12	47:24 52:5,21	37:16 38:10,11	68:22	attained 50:17
acres 33:23	53:5 58:8 66:4	America 40:2	area 6:9,11 14:19	attempts 24:19
Action 31:20	Affairs 85:24	American 62:3,4	17:9,13	attend 86:2
active 19:9 27:8	affiliate 40:1	62:4 63:9	areas 49:19,19	attendance 50:14
27:10 67:24	affiliated 85:13	Americans 40:10	52:5 69:1,8	attending 94:10
activities 24:7	affiliates 40:4	62:8,10 84:6	78:12	95:4
33:13	afforded 69:10	amount 13:21	argument 15:21	attention 55:11
acts 23:21	African 40:10	16:2 67:9	16:4	65:2
actual 18:9 21:14	62:3,8	analysis 11:24	arms 63:11	attorneys 27:13
65:19 77:15	African-Ameri...	12:5 16:5 19:18	Armstrong 47:2	28:15
80:20 89:20	3:10,22 84:8	analyst 38:5	47:19	attract 63:20
add 5:8	African-Ameri...	and/or 96:18	Armstrong's	attracting 53:20
	42:15	anecdotal 19:18	47:21	Attraction 24:11

84:20,21 85:1 85:23 91:17,18 certify 84:23 96:4 certifying 60:22 92:24 93:3 96:19 chair 1:9 87:9 Chairman 58:3 Chairwoman 36:5 71:5 challenged 38:17 76:4 challenges 78:23 challenging 8:11 77:9 79:7 Chamber 3:10,11 3:20,23 46:1,11 94:21 chambers 3:10 63:5 changed 46:4 Chapter 82:4 charged 48:19 Charisse 38:2,4 charities 36:24 Charles 48:2 chart 54:22 charted 40:9 checked 83:1 Chestnut 26:1 Chevelle 38:1,2 chief 75:19 93:1 93:13 children 44:15 chloride 5:20 choice 28:21 choose 26:5 Chris 32:17 33:2 35:24 circulating 86:11 cited 12:20 Citizens 36:16 city 1:5 2:15 4:12 4:24 5:10 7:13 9:13 10:14 11:13,22,23 12:12,19 13:2,3	13:7,9 14:11,11 15:13,23 16:2 17:8,13 18:8,21 19:9 20:12,15 21:4,13,17 22:9 23:1,23 24:2,10 24:14,20 26:7 26:11,18 31:1 34:5 35:14 36:11 37:14 40:14 41:17 42:13,18 43:21 43:21 44:10,14 44:23 46:24 50:10 52:9,17 53:14,16 54:2 55:7 56:5,7,12 56:20 58:9,15 58:20,24 62:7 62:21 63:6,15 63:18 64:2,13 68:24 69:3 76:17 83:19,20 83:21 87:18 92:20 94:16 citywide 52:4,9 52:18,20 54:4,5 54:17,24 55:1 City's 11:6 22:4 City-based 13:6 Civic 82:5 clarify 89:9 Clarke 86:8 classes 41:11,12 41:19,20 43:20 43:24 44:19 69:21 70:2 80:7 cleaning 24:8 clear 20:5 63:1 clerk's 93:1,13 clocks 11:7 close 17:22 54:8 closely 4:20 26:10 30:7 closer 18:1 34:8 closing 55:10 Cochair 37:24	cochairs 37:23 Code 25:14 26:16 30:19 cofounded 40:23 cofounder 40:16 Cogen 32:9 36:8 Cogeneration 33:5,15 36:4 37:8 Colclough 57:18 58:1 61:24 64:21 collaborate 26:24 collaboration 60:12 62:24 collaborative 64:3 colleague 12:3 collection 70:3 collective 40:7 collectively 40:3 college 42:19 43:15 44:2 46:5 46:5 51:24 combination 15:1 come 7:2 20:6 27:11,15 83:5 84:11 85:8,18 90:7 94:15 comes 31:6 87:11 87:19 coming 28:19 45:18 85:16 comings 22:8 comment 30:8 45:17 81:22 comments 22:1 22:22 45:14 46:22 57:1,3 64:8 78:21 81:3 91:15 commerce 3:11 3:20,23 22:23 23:2,13,14,19 24:10 26:9,20 31:14 63:6 85:12 87:10	commercial 24:6 24:9 25:1 Commission 9:23 10:10 27:18 30:17 31:13,14 31:21 46:15 Commissioner 32:16,18 33:3 34:20,20 37:24 56:8 commissions 24:21 commit 76:6 commitment 6:20 45:1,4 64:20 71:22 commitments 37:20 committed 33:10 38:24 40:13 90:5 91:3 committee 1:2 2:6 2:8,12,13,14,16 3:3,13 4:3,13 5:2 8:17 20:2 23:17 25:5 32:23 34:18 36:5 37:22,23 38:12,18 39:3,6 41:14 51:21 52:1,21 66:4,8 71:5 72:13 75:1 75:2,6 76:1 77:5 82:10,12 85:2,5 87:16 89:23 90:6 95:6 committees 47:24 51:21 52:5,7,21 53:5 86:15 89:3 89:6,10 commodities 62:22 communications 49:24 communities 73:8 community 4:15 26:1 27:12	31:21 36:23 55:17 59:10,13 61:19 64:18 67:3,22 73:4 75:5,17 78:16 80:9,20,21 94:11 companies 15:19 23:16 24:1,12 24:14 60:21,24 68:2 77:15 91:16,17,20,23 92:9 93:24 company 8:11 10:19 12:4 37:4 59:4 71:4 72:7 72:24 75:12,13 79:10 compared 11:13 comparison 11:11 11:14 compete 15:14 62:21 74:16 competitors 61:18 complain 93:20 complainants 93:19 94:4 complete 8:5 37:7 completed 17:19 61:1 70:5 completion 39:13 compliance 6:21 8:7,12 93:7 complicated 65:23 complicating 25:3 component 9:18 92:5 components 5:15 6:1 comprehensive 10:9 24:6 comprised 37:23 75:6 comprises 58:19 concern 41:16
--	--	---	--	--

45:20	75:3,24 76:20	72:20 73:13,14	Council 2:15 4:12	32:17,22 33:2
concerns 47:5	76:22 77:16	73:18 74:10,22	51:23 57:16,21	crucial 76:1
90:10,11	79:1 80:23	76:19 78:16	58:13,18 59:14	CTE 50:20 52:2
concludes 95:3	87:19	79:16 83:13	63:6 83:19,20	55:2
concrete 6:6	constructions	88:13	83:21 86:8,8	culinary 49:23
76:20 77:17	56:10	contracts 9:13	92:2,21 94:16	cultural 66:2
conditions 60:4	construction-or...	11:13 12:12,21	Councilman 38:9	curious 20:3,4
conduct 59:16	40:20	13:2,7,9,17,19	75:10 86:8	current 44:22
conducted 10:9	consultants 28:15	13:24 14:2,5,7	Councilman's	63:21 92:14
67:10,23	contact 23:22	14:12,20 15:10	75:8	currently 40:10
conducting 19:11	28:1 78:17	15:12,15,16,17	Councilmatic	49:14 78:2
20:23	contacted 27:23	15:22,24 16:2,4	66:6	curriculum 47:22
confidence 74:10	contacts 80:18	16:6,9 17:14,16	Councilmembers	48:8 52:9,15
confusion 88:17	contained 17:2	18:6,8,20 19:1	85:2	Curtis 75:9 86:9
conjunction 15:9	96:6	36:12 74:14	Councilwoman	customers 63:21
connections 47:23	contemplating	76:8,18 80:11	63:7 75:11	cut 23:9
48:9	24:12	91:6	counsel 81:19	cycle 29:8 73:17
consequences	context 46:22	contractual 72:10	count 21:4	
4:17 73:12	continually 36:22	contribute 81:19	counting 84:21	D
conservative 22:7	continue 7:24	control 27:14	86:12	daily 50:13
consider 18:18	17:4 18:11 19:3	28:4 37:9 96:18	country 41:17	dangerous 69:12
60:15	19:4 22:16 29:6	conversation 46:3	43:21 58:21	Daniel 75:18
considering 23:16	35:16 43:10	78:18	couple 5:2 6:14	data 14:14 19:13
24:15	59:12 60:5	convince 41:10	79:18 88:16	20:4,5,7,11,11
considers 26:14	61:11,22 70:8	cooperative 56:14	91:2	21:3,18 84:11
consistency 17:18	continued 19:7	coordinate 24:19	course 8:16 49:21	85:4 90:9 91:16
consistently 42:6	70:11	26:9	52:19 62:6	92:14 93:14
consists 60:1	continues 36:24	coordination 24:7	63:14 77:14	dataset 11:22
constantly 28:9	continuing 59:9	Coordinator 38:3	80:12	datasets 21:15
constituencies	contract 14:3,6,7	copies 31:2 49:8,9	Court 96:12	date 35:15 38:20
40:22	18:10,14 24:3	copy 10:11,22	cover 49:18	54:2 61:10 80:5
construction 6:11	37:7,16 72:15	49:11	covered 25:12	94:2
8:14 9:23 10:10	76:21,22 77:2	corporate 58:18	co-advisory 58:7	David 47:7,13
22:10 32:11	78:5,13 79:20	Corporation	created 44:3 52:4	day 28:12 78:15
33:4 34:4,22	contracting 24:1	26:11 31:23	62:12 66:3	78:15
35:15 36:3,10	77:13	63:5	72:13	deadlines 73:12
36:10 37:2,7	contractor 36:11	corporations	creating 40:17	73:14
38:11 41:3,8	71:18 73:5	58:19	creation 62:13	deal 87:22
44:13 46:15	80:12,16,17	correct 11:1	Creative 36:18	debated 38:17
48:4 49:21 59:4	82:4	29:12,22 95:1	credit 19:17	decades 36:13
59:16 62:9,17	contractors 4:14	96:9	criminal 43:9	decipher 5:12,14
65:11,14,19	4:18 5:22 6:10	corridor 24:7	45:7	Decision 76:23
66:7,12,13 68:7	6:17 7:5 8:6,13	corridors 24:9	crisis 42:1	decline 45:5,6
68:15,19 70:5	13:13 18:14	cosmetology	criteria 20:22	declined 15:4
71:17,19,20	21:19 35:8	49:22	critical 45:4,14	48:22
72:3,15,19	38:24 40:3 60:5	cost 44:18,20	74:9	decompartmentmen...
73:12,20 74:7	61:10 63:10	costs 34:11	Crockett 32:14,16	23:3

decrease 12:15	45:3	dinner 80:1	66:6,7 81:13	81:2,8,23 82:17
decreased 18:10	determines 72:1	direct 96:18	diverse 62:22,22	82:24 83:7,11
dedicate 28:18	develop 25:16	directed 73:1,3,20	63:14 64:4	83:18,23 86:16
dedication 39:4	40:19 48:20	74:4	72:11	86:23 88:15,21
39:12	56:3 72:8	direction 49:2	diversity 4:23	89:5,13 90:5,12
deductions 66:17	developed 49:2	directive 73:23	9:20,24 10:11	90:23 93:3,14
definitely 45:15	61:8	directly 26:12	40:23 46:16	93:22 94:9,22
definition 92:4	developer 25:11	52:24 80:15	59:7,14 70:18	95:2
degree 42:19	25:17,18,19	Director 2:11	79:3	Dr 49:2,3,6 56:16
Delaware 36:19	30:11 71:11,17	22:24 23:12	dividing 16:1	Driscoll 66:14
57:20	developers 25:7,8	32:23 33:7 38:1	Dobbins 53:24	drive 46:17
deliberately	28:10,13 29:11	38:10 47:20	document 6:23	drop 42:9
28:21	29:17 30:10	58:3,6 65:10,16	9:11 66:23	dropout 42:22
deliver 92:20	46:7	directory 11:22	78:10	dropouts 42:12
demand 54:11	developing 28:14	12:24 15:14,23	documents 5:2,16	42:15,24 43:8
78:5	49:12 56:17	19:6	6:17 82:10,11	45:6
demonstrate 64:3	72:10	disabled 33:12	85:21 89:18	dropping 42:10
department 7:3	development	44:12	doing 9:4 10:15	DSDBE 66:22
20:12 21:2	18:19 23:1,12	disabled-owned	22:18 25:23	due 19:20 67:11
22:24 23:2,13	24:6,18,21,22	11:12 14:13	29:19 47:2	69:1 78:4
23:13 26:9,20	25:2,23 26:1,11	disadvantaged	56:13 61:23	
27:18 31:14,15	26:13,23 27:20	35:5	74:7 80:7 85:6	E
31:16,17,18,18	30:19,24 31:22	disconnect 42:11	88:4,6	E 96:2
31:19,20,24	31:23 40:20	disconnected 43:1	dollar 13:21 18:9	earlier 23:9 27:7
32:1,10,17 33:1	46:18 48:3	discrimination	86:14	27:8 28:2 29:9
33:8 34:12 38:6	51:16 57:15,20	19:20	dollars 7:16 13:23	early 25:10 27:10
38:8 56:12	58:13,15,17	discuss 45:9 71:7	26:18 35:4	29:1 30:13
85:12 87:10	60:3 62:12 63:5	74:19	44:22 77:21	74:21
departments 7:4	71:8,10 73:9	dismay 69:14	door 68:6	earned 50:4
23:23 24:20	75:21	disparities 19:12	doors 68:1	earners 40:14
25:4 31:7 85:13	developments	19:15,22,24	dormatory 71:1	earning 19:15
Department's	24:24 26:4,4,7	disparity 10:22	Dougherty 87:20	economic 1:2 2:6
24:10	devices 44:5	11:7,10,16 15:3	Dowd-Burton 1:9	2:7,11,14,18 3:8
deposited 93:1	Diaz 63:8	15:6 16:11 17:1	2:2,10 4:1 8:21	4:6,16 5:7,11,18
Deputy 27:19	different 28:10,10	17:19 19:11,14	9:2,6,8 11:4	7:12,14,17 9:9
32:16 33:2	48:23 49:17,19	19:20 22:3,3	20:1 21:22 22:1	9:11,18 16:16
34:20 47:16	52:12,13 56:4	89:22,24 90:12	27:2 29:16,23	17:4,20 19:10
48:18	86:17	92:7,19	30:5 32:2,6,15	23:18 24:5 25:8
described 73:6	difficult 14:16	disposal 6:4	32:19,23 36:1	25:11 26:16,22
design 49:23	15:21 20:19	distill 81:17 94:15	38:1 39:7,11,16	27:19 33:11,17
65:10,19 68:15	47:16	distribute 3:6	39:22 45:10	34:3 35:19 36:6
68:19	difficulty 53:19	distribution 21:6	46:13,20 47:12	38:3 40:20
detail 12:7 67:1	digester 37:11	73:24 76:23	47:14 56:23	44:11 58:7,15
73:6	digital 49:23	District 47:1,2,17	57:6,9 58:4,6	62:12 63:3
details 34:16	diligent 70:16	48:12 49:1,14	64:6,11,24 66:4	64:15 71:7 75:7
35:21 65:24	78:14	50:11 51:15	68:12 70:13,22	88:21 90:15,19
determine 31:9	Dimes 37:1	55:20,22 56:1	75:7 77:6 78:19	91:21 95:6

economically 34:2	employing 36:23	EOPs 89:1,13,14	32:22 38:1 58:3	familiar 23:17
Econsult 10:18	employment	89:17 91:3	58:6 65:5 75:18	28:16
84:3 92:6	40:18,21 56:11	92:19	82:20	far 8:19 55:12
Ed 57:21 59:1	79:16 80:15,18	equipment 6:6	exercise 20:24	78:16
Edison 54:19,23	empowers 42:4	52:10	exist 28:24	fashion 49:23
55:1	empty 55:3	equivalent 33:24	expand 48:20	February 43:13
educated 21:14	emulate 77:19	escalation 7:12,20	53:10 55:16	Federal 22:8
education 4:21	encourage 45:24	especially 37:1	expanding 24:13	federally 22:5
42:3 43:3 44:9	68:13 74:20	60:13	expecting 3:15	feel 22:14 23:10
46:4 47:18,21	88:8	essentially 11:11	92:12	28:16 43:1,2
48:21 49:16	endeavor 24:2	31:5	expeditiously	77:8
50:10 51:5,14	enemies 60:16	establish 86:14	10:24 11:2	fell 8:7
53:9,21,22	energy 31:22 32:1	established 2:15	expenditures 35:5	fella 69:13
54:15 56:15,19	34:8,13 37:4	29:10	experienced 40:5	female 9:14 35:13
educator 43:23	engaged 28:2	establishing	explain 8:23	38:20,22,24
effect 90:15	59:12 74:18	24:16	27:14	51:9 67:4,4,20
effective 72:13	engaging 53:20	estate 23:1,12	explaining 28:19	68:16 69:23
efficiency 8:1	59:9	24:18,21	explore 18:22	females 38:14
effort 28:6,23	engineering 37:6	estimating 60:7	19:11 45:15	84:8
41:9 64:3 72:14	68:22	ethnicities 62:23	exploring 46:2	fencing 80:12,15
74:11 79:8	enormous 79:8	evaluate 4:5,10	expose 41:6	80:17
efforts 17:10	enrolled 50:9	5:15 6:1 7:24	Expressway	Feola 31:24
18:11,15 19:22	enrollment 54:21	17:16	36:20	Fernandez 1:10
40:4 59:12	ensure 4:19 24:3	evaluated 5:18	extended 83:7	3:17,18 8:22 9:3
65:21 67:3,22	62:1 64:4 73:23	7:2	extensive 11:6	9:7 20:3,13
71:21 74:24	74:24	events 3:8	20:23 63:11	21:16,21 39:10
eight 53:23 61:2,3	ensures 24:1	everybody 8:24	extent 28:3	45:17 57:3 58:4
78:1,11	entering 42:17	9:1 46:7 80:22	extra 49:9 80:19	64:8 84:3 85:6
either 12:7 50:17	43:9 54:7	evidence 19:19	extraordinary	90:8 94:18 95:1
60:23 93:1	Enterprise 92:2	96:5	65:22	field 36:16 60:5
electrical 6:5	enthusiasm 44:9	exactly 21:11	extremely 46:23	68:5,19,19
76:24	entities 30:24	example 6:7,22		fields 49:20
electricity 34:10	56:14	76:20 77:23	F	Fifth 66:6
37:12	entry 26:12	examples 6:15	F 96:2	fill 78:13
electronic 44:5	environment	exceeded 17:21	facilities 6:9 34:9	final 30:8 65:13
eliminate 37:13	44:15	38:20	facility 5:21 33:21	75:3 93:14,15
elimination 41:18	environmental	exceeding 24:24	34:10 37:8 55:8	financial 26:15
eloquently 23:7	31:15,16 33:3	exceeds 11:17	facing 42:1 80:2	36:16 44:18
email 90:14	33:19 34:5	excellent 63:23	fact 7:19 50:7	financing 18:17
embedded 6:16	EOP 6:24 8:24	excited 33:1	51:3 56:6 78:24	25:20
emerge 12:5	25:16 37:15,18	exciting 33:17	factors 19:12	find 43:5 78:12
employed 62:14	37:20,21 38:13	exclude 16:4	facts 65:18 68:9	80:10 90:18
80:11,16	39:3 66:4 71:2	excluding 16:8	68:13 71:16	finding 43:24
employee 69:7	71:22 72:1,4,9	exclusions 85:3	failing 44:22	80:20 88:10
employees 14:18	72:12,16,20,22	execute 25:16	73:13	findings 66:24
21:7 24:3 56:2	74:10,19,22	executed 4:7	fair 73:5	81:17
	76:5 89:4	Executive 2:10	fall 4:18 94:17	fin 58:19

finish 86:21	35:17 39:12	gallery 70:3	71:22 72:1,22	greater 3:9,19
Fire 31:19	46:17 49:12	gamut 62:6	going 2:4 5:1,10	11:16
firm 66:7 69:1,4,5	61:10 65:17	gap 40:13	10:13,15,20,24	greatly 78:4
69:6,8,13,14	66:11 70:17	gas 33:20,21	13:2 16:20 29:7	Greenberger
firms 14:18 17:8	foster 44:15	37:11,14	34:14 35:20	27:19 87:10
18:5,5,7,8,24	found 27:22 44:7	geared 81:9	39:16,17 43:15	grip 78:15
19:8 68:21,23	Foundation 65:5	gears 39:17 57:12	48:24 56:9,18	ground 35:22
69:3 74:1,5,13	65:10 93:6	gender 51:7	57:4,11,13 61:9	group 26:21
74:15 76:10	four 3:2 17:21	general 5:9 13:12	61:23 65:1	29:24 30:24
84:18,20,21,23	81:16,24 94:14	29:16 36:11	66:10 68:5	60:13 66:14
84:23,24 85:23	fourth 2:5 3:15	57:21 59:2	71:15 77:7 80:6	71:19 73:20
firm's 69:14	frank 82:7	71:18 83:9	82:7 84:8,17	groups 27:12
first 4:5,10,21	free 23:10 70:2	85:22	good 2:2,4 3:17	40:19 60:13
10:15 12:9 17:3	Freshmen 71:9	generally 50:5	3:21 11:2,4	grow 18:4 59:20
23:4 30:16 40:9	friendly 90:17	generate 34:9	12:24 23:11	60:5 61:19 88:9
45:18 55:4 58:2	front 6:24 7:10	generator 93:8	32:22 33:19	88:9
72:6	77:5	generators 37:12	35:24 36:1	growing 43:8
fiscal 7:15,21,21	fronts 13:5	gentleman 93:6	39:21,22 47:11	grown 91:23
7:22 11:24 12:1	fruitful 78:17	Germantown 6:9	47:12 57:9 65:8	growth 24:9
22:13	fulfil 17:13	Gillespie 87:20	71:3 78:15,19	33:12
fit 8:4,13	full 42:5	give 6:14 12:2	85:7,14	grueling 61:2
five 36:12 92:12	fully 96:6	42:20 61:16	Goode 38:9 75:10	guarantee 52:14
flaring 33:20,21	functions 19:4	69:16 71:5 81:9	86:9	61:14,15
37:14	Fundamentally	85:18 88:11	goods 15:18	Guardian 82:5
flavor 81:9	74:1	93:9	government	guess 21:14 30:5
Florida 43:18,22	funded 22:5 26:18	given 22:8,10	43:19 75:16	guests 32:24 47:8
flow 7:2,6	fundraisers 94:20	84:2	81:12	guys 79:22
focus 4:22 18:11	funds 26:17 45:4	giving 88:6	Government's	
19:22 30:4	furthe 46:10	glad 90:4	22:8	<hr/> H <hr/>
39:17 72:5	further 13:1 46:2	global 59:3	Governor's 31:20	half 26:19 35:4
focusing 18:15	future 27:1 39:13	go 7:14 12:7,21	governs 4:6	42:24 69:21
folks 27:15 28:4	70:10,12 82:16	15:24 16:3,7	GPUAC 93:7	hall 1:5 67:17
31:5	85:18	44:2 46:5 48:23	grade 50:6	71:10,14 73:2
follow 91:15	FY 12:12	49:1 53:13	graders 54:7	82:12
follows 13:16	FY08 16:21	57:12 63:19	graduate 42:19	handed 23:8
foot 25:1	FY11 12:11,11,13	71:15 78:7,14	graduates 43:5	hands-on 41:20
foregoing 96:8,15	13:6,7,9,19,20	goal 4:13,19,22	88:1	50:20
foremost 58:2	13:22 14:21,21	10:2,4 15:22	graduating 42:23	hang 79:23
forest 33:23	14:23 15:6	16:18 17:16,21	50:22	happen 35:22
form 25:14 68:14	FY12 12:11,14	17:23 42:7	graduation 50:8,8	happening 81:10
formation 19:16	13:6,8,10,19,21	45:24 70:9 76:5	50:12	happy 11:9 12:6
formed 37:21	13:24 14:4,21	goals 8:8 9:22,22	gratifying 76:6	31:4 58:22
75:1	14:22,24 15:7	10:8 16:15	great 8:5 29:15	89:16 94:11
forming 19:2	16:8	17:18 18:3 22:6	33:17 58:8,15	hard 39:4,12 56:2
forms 6:20 68:6		22:9 29:5,13	59:8 62:11 69:9	76:6
forth 55:18 85:20	<hr/> G <hr/>	35:1 44:11	76:5 77:18	Harrison 38:2
forward 26:22	gaining 79:15	61:12 66:20,21	84:11 87:13	hauling 6:12

head 58:11,21 83:12	56:16	71:23	46:15 47:23	internship 56:9
headline 12:18	hold 60:14	imprecise 14:16	48:3,9 49:13	internships 68:15
headlines 12:2	honest 55:19	improve 4:9,11	50:4 52:18,22	introduce 2:13
headquarters 24:16	honor 58:10	35:18 48:20	55:16,21,23,24	3:16 10:21
health 26:1 31:18	honored 39:18	incentives 43:19	60:14	25:10 32:13
50:1	hosted 3:7,8	inception 72:23	information 6:16	47:9 57:23 71:2
hear 41:23 48:24	64:13 71:2 73:5	include 18:15	7:3,6 8:18 12:24	introduced 25:22
55:9 90:4	hosts 85:12	21:17,18 31:13	31:8 47:4 49:9	27:17
hearing 2:20	hot 37:12	36:15	49:11,22 75:19	introduces 25:7
10:16 82:22	hotel 25:19,20	included 64:4	86:1 90:6,9,18	introducing 36:9
83:22	hour 85:16 90:2	66:5 72:20	90:22 91:13	introduction 3:13
hearings 5:4	hours 38:14,14,20	73:24 91:22	93:24 94:23	25:14,15
heavily 77:16	38:22,23 76:14	93:15	informed 21:14	invest 43:11
79:2	78:4	including 24:7	85:15 93:19	investing 43:10
held 49:4	housing 31:21	25:23 34:19,21	initiated 30:14	invitation 36:5
help 22:19 29:1,1	40:18	45:21	initiation 73:11	invitations 83:7
29:23 34:7	Howard 32:18,20	inclusion 4:23	initiatives 68:11	invite 31:6
59:19 60:18	37:24	10:1 17:5 46:18	inner 71:23	invited 83:6
88:9 91:5	Huang 10:17 11:2	67:20 77:10,11	inserted 37:17	involve 15:17
helped 33:9 63:16	11:5 20:7,17	incorporate 19:17	72:14	25:3 47:22
72:8	21:20	incorporated	inside 17:8	49:20
helpful 28:2 81:14	human 60:8 65:16	9:12,21 37:15	insight 76:1	involved 25:9
helping 46:17	hundreds 42:8	increase 12:18	Inspections 31:17	26:6 27:6 36:15
64:19 88:9 91:4	hung 29:21	14:23 17:6,11	inspired 38:17	49:15 53:4
high 36:18 41:6	HVAC 77:1	18:23 19:3,5,7	instance 51:7	involvement
42:3,9,12,17	<hr/> I <hr/>	44:11 53:11	54:18	34:19
43:4,8 48:8,15	idea 30:15	54:10 55:15	institution 58:20	involving 20:24
48:17 49:17	idea 30:15	increased 18:8,16	66:2	Island 43:22
51:18,18 53:16	identified 73:7	62:15,16,20	institutions 43:9	issue 15:15 23:24
53:17,18,23	identify 4:14 30:9	increasing 43:16	Insurance 3:24	41:15,17 45:9
54:19 68:16	72:12 74:12,22	independence	int 59:12	78:10 87:24
77:19 78:5	77:14	34:8	INTEC 71:19,21	issues 30:18,22
higher 16:12	identifying 74:14	indicates 42:21	72:15,19 73:20	40:7 66:1
18:14 46:4	78:8	indirect 60:8	74:7 75:24	I-95 33:22
highlight 5:17	ignore 55:20	individual 7:8	integrated 40:8	<hr/> J <hr/>
hire 69:13 72:7	imagine 14:15	91:2	intended 72:22	Janira 33:6
hiring 67:3 79:8	impact 41:11	individuals 5:5	interactions 25:6	Jannie 86:9
hirings 79:11	impacts 30:19,20	30:9 52:8 69:11	interest 46:10	January 49:7
Hispanic 3:11,19	implementation	87:16	68:8 69:17	Jeffrey 71:4
46:1,11 62:3,10	4:5 72:5,9	industrial 25:1	interested 21:12	Jersey 57:19
94:20	implemented	26:10 31:23	41:12 46:2,10	Jersey-Delaware
Historical 31:20	36:7 71:8	63:4	69:24	58:22
historically 22:3	importance 41:10	industries 52:8	interesting 35:12	Jihad 82:2
history 54:3	60:11,17	53:4	50:7 53:3,22	Jim 72:7
Hite 49:2,3,6	important 13:14	industry 9:24	interests 80:22	job 16:14 42:11
	34:17 46:21	10:11 18:13	International	59:8 62:13,20
	52:11 60:10	21:7 41:21	36:21 40:1	

74:9 77:16 88:5	28:23 29:17,20	leave 31:4	locals 79:6	Macklin 63:8
jobs 41:4 43:5	30:1 33:10 42:8	Lee 10:17,18	located 12:19,22	mains 6:8
44:16 62:22	42:10,14,17	16:24 17:6 18:9	12:23 13:3,4	maintain 16:17
78:3 88:1	68:12 73:16	32:11 33:4	14:19 17:8	maintaining
John 22:24 23:11	74:1 79:5,10,19	34:15 35:21	long 28:14 30:21	70:17
63:8 87:20	79:24 84:5,12	36:2	33:10 40:21	maintenance 6:12
join 3:15 39:20	85:6,7,9,9,10	left 12:12 16:5	54:3	major 4:13 9:13
57:17	87:23,23	31:2 77:7	longer 30:18,22	9:18 41:16
joining 47:9	known 11:15	legislation 4:6,10	57:7	majority 42:14
joint 18:19,22	20:21	lend 26:12	look 4:9,11 10:5	69:4,5,8,13
19:2 66:13	knows 9:1,9	lending 26:14	15:10 18:1	making 35:22
74:12	Kohl 33:7 38:6	letter 4:16	19:15 20:11	45:16 51:17
Jones 67:23 75:9		letters 77:24	21:1,2 26:21	68:4 71:22 78:8
86:9	L	letting 65:13	28:9 39:12	87:14 91:12
Joseph's 70:24	labor 23:24 24:2	let's 88:9,11	44:20,22,23	male 51:8
71:1,9 72:8 73:4	laborer 67:20	level 9:14 21:4	55:24 70:17	males 42:16 84:8
75:15,17 77:20	laborers 39:24	24:17 51:22	73:15 84:19,22	management
journeymen	40:1 67:5,7 80:4	52:19,24 53:6	84:22,24 85:17	59:16 60:6,9
35:10,13	laden 79:2	68:8 69:16	86:12 87:4,8,13	manager 32:12
journeyperson	lady 10:18	levels 13:11 21:9	88:13 92:4,6,8	33:8 36:3 38:6
10:3	large 24:21 26:3	21:10	92:16 93:22	38:10 39:24
journeypersons	32:5 74:14	leverage 63:17	looked 17:19	57:21 59:2,8
10:4	76:18	Lewis 48:3	19:13 20:10	60:7 66:13
Jr 39:20,23 87:20	largely 42:16	liaison 38:5	84:14	71:14,17 75:22
June 1:6 8:16	larger 25:2 59:21	License 31:17	looking 7:23	managers 62:17
92:21 93:15	LaShawnda 2:24	Likewise 43:6	20:20 22:14,15	managing 8:1
junior 41:6	3:6 31:5	limited 3:2 22:4	32:19 35:17	manufacturing
justice 45:7	Lastly 19:10	67:13 77:7	49:12 53:8,10	48:4 49:21
	Latinos 42:15	Lincoln 36:15	53:11 55:15	March 37:1 73:5
K	45:21 84:5	Linda 38:9	looks 22:17	Marco 43:17
Kapit 47:14	launched 2:8	Lisa 67:24	loss 24:4 41:11	Maria 63:7
Kaput[sic] 47:8	law 4:16 7:3	list 31:5 51:19	lost 73:17	market 24:14
keeping 74:9	20:20 82:13	61:15 73:24	lot 5:24 46:3,6	42:11
Kensington 36:18	90:20 94:5,5,7	listening 85:3	60:11,14 61:4	marketing 60:3
Kevin 75:13	laws 24:2	literally 68:1 69:6	69:22	marketplace
kids 44:21	layer 5:8	little 34:15 46:8	lots 20:24	22:17 81:10,13
kind 8:17 79:3,21	leaders 43:23,23	57:7,13 60:19	low 40:14	88:24
79:22	63:24 64:1	loan 19:16 26:15	lunch 80:1	masonry 76:21
kinds 5:13 9:16	leadership 86:7	loans 26:18	L.F 66:14	77:16,17,22
22:6 67:18	93:20	local 23:20 35:7		78:1,5 79:2
Kipput 47:11,13	leads 42:10 43:12	36:23,24 39:24	M	massive 42:22
47:13,15 57:8	56:11	40:10,12,16,23	M 73:24 74:5,13	Mastbaum 53:24
knew 68:4 73:9	League 82:5	41:16 43:23	74:15 76:19	master 55:8
knock 68:6	learn 44:4,5	69:6 75:5 76:16	MacBeth 71:12	matrix 7:7
knocking 68:1	learned 61:4	77:24 79:9,15	71:13,15 75:22	matter 54:15 96:8
know 12:23 13:11	learning 44:8	79:21 80:4	78:22 79:15	matters 25:3
14:16 21:11	learnings 94:15	locally 62:18	81:6	Mayor 27:19 58:5

Mayor's 9:23 10:10 46:14	83:14 85:5	58:17 59:14,18	museum 25:24 65:4	80:13
MBE 38:2 62:15 62:15 73:4,8 76:13	membership 40:8 58:18	62:2 67:3,4,20 68:16,21 69:3 69:23 73:18 76:15 78:2,16 82:4 83:13 91:6	MW/DSBEs 12:21	Nelson 63:8
MBEs 76:11	men 87:18,21 88:2	minute 86:22	M/W/DBE 59:13 76:9	networking 60:12
McDowell 65:4,8 65:9 70:20 77:13 79:14,18 81:7	mention 29:17 48:11	minutes 3:3 82:1	M/W/DSBE 12:9 13:18,24 14:6 14:21 16:9,18	Neukrug 32:18 37:24
MDBE 66:20	mentioned 10:9 17:6 18:9 52:6	missed 17:23	M/W/DSBEs 11:23 12:13,19 12:23 13:2,6,8 13:20 14:2 15:13,19,23 16:3,6	never 29:7
mean 29:4,6 85:24	mentoring 67:15 68:20 69:18	mission 4:3 40:2 40:12 41:1 42:2 44:17 45:16		new 5:20 36:17 53:7,13 57:19 63:18,20 65:11 68:24 91:11
meaningful 35:1 35:18 44:21	merge 69:3	missions 82:20	N	newly 52:4
means 11:17,18 15:3,11 51:6 96:17	Merion 70:3	mix 63:14	N 96:2	news 41:24
meant 72:3	met 34:22 37:22 47:1 66:8 72:2 75:2	Monday 1:6	Nacci 59:6	nights 61:2,3
measure 7:23	metal 44:6	Mondlak 22:24 23:8,11 27:9 28:8 29:9,13,22 30:4,11 32:3	name 23:11 33:2 36:2 39:23 47:13,16 65:8 71:3 82:2	ninth 54:7
Mechanical 77:1	Metro 14:19 21:4	money 26:12 43:24 84:15	names 74:5	NOCTI 50:18,23
media 49:24 83:16	Metropolitan 17:9	monitor 7:24 34:19,22	national 18:21 19:14 21:3 50:18 58:17 82:3 83:12	nonprofit 4:8 23:5 40:19 65:2 89:19
meet 18:3 37:20 42:7 44:1 72:4 72:22 73:13 94:14	MFP 77:2	month 8:2 89:9	Native 62:4 84:6	nontraditional 51:5,6
meeting 2:5,19 5:6 9:4 25:17,19 36:6 56:7 75:3 81:8 82:15,19 83:10,14 85:17 90:1,3 94:11,19 95:3,7	Michelle 47:1,19 47:21	monthly 34:22 37:22	nature 67:12	non-M/W/DSBE 14:5
meetings 24:23 25:6 28:19 30:12 67:17 81:16 82:13 86:3,4 90:7 94:14	MidAtlantic 59:3	months 11:21 75:4	necessary 67:19 76:4	non-M/W/DSBEs 14:4
member 3:15 46:14 66:5,5 80:6	Millagen 92:6	morning 2:2,4 3:17,21 11:3,4 23:11 32:8,22 35:24 36:1 39:21,22 45:9 47:11,12 65:8 71:3,6 81:8 83:1	need 23:9 28:17 30:3,22 43:14 43:16,19 44:1 46:4 47:4 54:9 84:22,22,24 87:13 88:7 90:22 94:5	Norelli 32:11 33:4 34:15 35:24 36:2,2 39:15
members 32:24 34:21 40:7,11 42:6 49:10 76:2 78:1 82:12	Milligan 12:4	morning's 39:19	Native 62:4 84:6	normally 34:14 62:18 82:13
	Milligen 10:19	Motley 76:20 77:16	nature 67:12	North 40:2 63:9
	million 7:16 34:3 34:11 35:4 66:17,18,18 76:8,9,21 77:21 87:2,4,12 88:23 89:2,7	move 5:3	needed 72:4 73:10	Northeast 33:5,15 37:8
	millions 44:1	MSDC 63:2,13 64:15 91:16 92:1	needs 51:16 87:16 94:4	notable 36:14
	mindful 86:18	MSDC's 62:1	neighbor 53:16	Notary 96:12
	minimum 4:19	multifaceted 36:10	neighborhood 24:5 55:5	note 12:9,17 14:1 53:3
	minorities 44:12 33:11 41:4 63:9	multiple 25:4	neighboring	noted 16:18,20 93:6 94:1,1 96:5
	minority 5:22 9:14 10:1,6 11:12 17:7,11 18:5,7,12,23 20:5 35:5,9,11 38:14,16,19,22 38:24 41:2 57:15,20 58:12	multiplicity 20:18		notes 82:21 96:7

12:14,18,20 13:17,18,21 14:1 18:6,7 19:6 22:8 23:6 27:16 33:16 42:23 43:8 44:2,12 45:5,6 47:3 48:22 53:12 54:10 56:13 60:1 62:8,13 68:23 73:19 77:18,19 78:4 86:10,17 87:4 88:23 89:14 numbers 13:5 16:7,19 19:6 20:16 22:16 53:10 67:8 78:3 85:19 numerous 36:21 nursing 51:8 Nutter 13:14 N-O-C-T-I 50:23	34:18 75:1 84:17 86:4,15 87:1 OEO's 11:22 offer 24:23 offered 69:21 70:2 offering 44:19,20 office 2:11,17 3:8 5:6,11,18 7:13 17:4,11 19:10 23:18,21,24 24:5,10 25:8,11 26:22 31:21 38:3,8 44:10 58:7 63:3 64:15 66:24 68:5 69:7 75:7,9,10,11 83:6 90:15,19 91:21 93:1,12 93:13,13 Officer 75:19 offices 59:4 offsite 12:8 okay 6:23 8:21 21:22 22:21 32:2,6 47:15 56:23 57:6 64:6 70:13 77:6 78:19 81:2,23 82:2 83:24 86:16,20 88:15 88:21 89:5 94:22 old 91:10 Once 30:21 ones 16:3 52:6 ongoing 40:4 online 7:5 10:12 89:18 92:16,19 92:19,21 93:2 93:23 onset 41:22 on-time 50:8 open 55:6 70:6,7 70:19 opening 75:4 80:5	operate 4:22 5:7 operated 62:2 operates 26:3 operating 7:4 74:24 operation 70:11 operational 70:19 operations 24:17 33:13 65:18 opportunities 5:23 6:4 33:11 34:4 35:17,19 40:14 52:17,18 55:13 56:22 61:16 64:5 68:3 68:21 69:10 73:1,7,18 74:2 74:12 88:6,11 opportunity 1:2 2:6,7,11,14,18 3:9 4:6,17 5:7 5:11,19 7:12,14 7:17 9:10,11,19 16:17 17:4,20 19:10 23:18 25:8,11,15 26:17,23 33:18 36:7 38:4 40:18 44:11,21 45:8 49:12 58:8 63:3 63:23 64:15 66:17 71:6,7 74:16 75:8 76:8 87:14 88:22 90:19 91:21 95:6 Opportunity's 90:15 oppose 85:3 options 74:19 order 42:5 72:4 82:20 90:1 ordinance 87:5 organization 51:24 58:18,24 60:23 61:23 62:5 63:10	organizations 52:6 55:17 56:4 58:14,20 59:15 59:21 60:9 61:9 61:13 64:1 75:6 organize 72:5 Originally 82:6 outcomes 62:11 outreach 19:4 67:2,9,22 72:10 79:20 outside 19:13 24:14 63:20 69:24 74:17 84:16 85:23 out-of-region 21:18 out-of-state 21:19 overall 12:17 15:7 16:17 34:7,12 76:2 overlap 25:3 oversee 34:18 oversight 37:21 38:12 39:3 72:13 75:1 86:2 86:3,15 87:6,11 89:3,6,10 overstated 17:17 overview 10:14 owned 32:9 62:2 68:21 69:3 owner 93:9,10 owners 14:14 92:9	part 4:10,10 8:16 16:14 17:18 24:19 36:7 37:14,15 39:19 41:9 44:17 45:16 55:8,12 63:12 71:8 72:14 77:9 92:6 participate 18:13 participated 61:4 62:9 63:7 69:18 participating 18:24 participation 9:14 13:11 16:15 17:7 20:8 22:13 33:7 35:1 35:3,8,9,13,18 66:23 67:6 69:17 participativeness 61:9 Participatory 52:1 particular 6:3 32:5 78:9 79:6 particularly 25:9 27:5 62:4 71:23 Partly 67:11 partner 76:5 partners 47:23,24 48:10 49:13 55:17 58:14 73:15 parts 78:12 passed 92:17 passes 70:2 Pat 87:19 pathways 56:3,3 Paul 33:7 38:6 paving 6:6,12 payment 91:4 payments 38:16 91:7 PECO 31:22 34:14 peer 60:13
O				P
O 96:2 Obama 43:14 obedient 94:5 obey 94:7,7 obtain 80:14 obviously 20:22 23:17 61:13 occ 51:18 occasionally 25:17 occupation 51:18 occupational 52:20 53:5 occur 50:5 occurring 26:7 OEO 7:4 11:21 12:24 15:9 16:16 18:11 19:3,3,7,13,22 20:9,12 21:1,18 23:19 25:16,18 25:23 33:14				packages 5:17 10:23 page 7:10 pages 11:8 paid 69:5 painting 6:6 papers 41:23 pardon 50:24 Park 36:16 Parkway 65:12

peers 60:16,18	pertain 77:15	planning 24:8	90:1	proactive 28:7
Pennsylvania 1:5	PGW 31:22	27:17,18 30:17	prepared 82:6	29:5
31:16 50:21	phase 73:11	31:14 33:3 38:7	90:7	probably 28:22
57:19 91:19	Philadelphia 1:5	plans 4:7,7,17	prepares 42:4	problem 94:3
92:3	3:9,19,24 14:19	7:13,17,21,21	present 1:8 3:5	problems 80:2
Pennsylvania-J...	17:8,9,12 23:1	7:22 8:3,8 17:20	39:5 48:18 49:3	88:1,11 93:21
58:12	23:16,22 24:12	52:2 86:5,11,12	49:10 65:13,18	proceed 32:21
Pennsylvania-N...	24:13,15,15,17	87:1,2 88:22	68:9 71:16	57:24
58:21	25:13 26:2,10	89:4,20	Presently 54:18	proceedings 96:5
people 26:9 41:6	26:16 28:13	plant 37:9,11,13	Presidency 3:19	process 5:9 6:24
41:16 43:11	31:22,23 33:18	please 3:5 10:21	President 3:22,23	8:4,16 10:24
68:4,18 73:16	35:20 36:12,17	32:21 36:9	10:17 43:14	25:20 28:3 29:2
78:11 80:4,9,11	36:22 38:5,7	57:17	46:1,11 57:19	29:18,21 30:1,2
83:4 84:14,15	40:15,17 41:1	pleased 33:13	57:22 58:4 63:9	30:10,12 35:2
88:6 90:17	42:1,9 44:10	39:18 46:23	75:14,16,18,20	68:16 71:20,24
percen 13:8	46:24 47:18	65:3	86:8	72:24 74:10,17
percent 10:1,2,3,6	50:10,11 51:23	pleasure 26:20	Preston 76:22	74:22 76:2 78:7
10:7 12:11,13	53:4 55:7 56:1,7	58:5,11	presume 9:9	78:14 80:3
12:14,15,20	56:13 58:10,16	plumbing 51:10	pretty 61:1	87:17
13:7,10,19,20	58:24 59:5 62:7	point 14:1 23:22	prevailing 24:4	processes 7:9
13:23 14:1,22	62:21 63:4,15	26:12 30:2 70:9	previous 16:19	27:22 30:20
14:23 16:10,18	63:19 64:2 69:6	points 17:22,24	Price 38:2,4	Procurement 7:4
16:21 22:9,12	69:14 71:19	policy 13:14 49:6	primarily 20:10	20:12 21:2 37:7
34:9,13 35:3,7,9	72:11 76:17	Pollution 37:9	27:17	produce 37:12
35:10,13 38:23	82:4 84:15,16	pool 67:13	primary 20:24	67:19
39:1 42:12,18	Philadelphia's	portfolio 8:1	24:16	produced 37:11
42:24 45:13	7:13 22:10	89:17	prime 13:12 14:5	producing 16:14
50:12,13,15,16	Philadelphia-b...	portions 6:19	14:6 18:6,13	productive 42:5
50:24 51:4,11	23:15	positive 34:5	primed 13:20	products 26:15
54:21 62:2	Philly 36:21	possible 28:1 40:6	14:2,4 18:8	59:22
66:21,21,22,22	phonetic 12:4	80:18 81:1	primes 13:18,24	professional
67:6,8 76:9,11	PIDC 26:12,14,18	possibly 30:19	14:5 18:24	68:23
76:12,13,13,14	31:22 66:8	post 91:9	priming 30:10	professionals
76:15,16 85:19	piece 22:11 30:3	posted 68:6 83:2	principal 10:18	27:13
85:19 91:24	55:9	posting 7:5 92:15	53:1	proficient 50:17
percentage 12:21	pieces 55:12	92:18,18	printed 83:16	51:1
13:1 16:19	Pier 36:20	postings 6:24	prior 37:4 70:3	program 24:23
17:22,24	pine 33:23	potential 5:23	73:9 94:24	26:3 40:17,24
perform 62:19	place 41:3 87:1	42:5 74:12	priority 13:14	41:1,5 51:1,8,9
performance 11:7	90:8	powerful 87:18	51:18,18	51:10,10,11
Performing 36:18	placed 73:3	87:21	prisons 43:10	54:20 55:3
period 69:20	places 78:11	practical 73:10	88:7	57:14 59:17,18
periodically 66:9	plan 9:10,11,19	practices 58:9	private 4:8,20	60:1 61:2,5,6,8
periods 62:19	30:15 36:7	praise 42:20	19:18 23:5	62:10,14,16
Perkins 52:1	48:20 49:3 53:7	precisely 14:16	44:24 57:12	64:12,14 67:16
personally 68:12	53:12 55:8 66:9	prepare 18:12	58:9,19 89:19	67:24 69:19
persons 44:13	71:7 72:9,10	41:1 44:16 48:6	privilege 58:5	91:19 92:3

programming 52:10,15	25:2,9,23 26:13 26:17,23 27:6 27:10,16,21 28:18,20 32:5 36:14,21 37:19 39:14 40:21 62:15 70:8 79:17 87:2,3 89:6,10 90:18	47:4 56:8,12 82:14 83:9,14 83:22 85:7,14 85:22 89:18 94:18 96:12	quit 43:1 quite 9:4 55:19 62:8 quorum 3:14	receive 5:11 13:7 13:9 24:4 received 11:20,21 20:8 81:12 89:23 receives 93:10 receiving 43:4 51:1 reclaim 56:18 recognize 59:6 67:9 81:24 recognized 37:4 Recognizing 73:17 recommend 16:15 85:1 recommendation 17:3,15,24 18:4 18:18 recommendatio... 4:12 6:18 12:5 17:2 94:16,24 recommends 87:5 reconstruction 6:8 36:19 record 10:22 recorded 38:13 38:15 68:14 Records 31:19 redesign 51:13 redeveloping 56:17 redevelopment 25:2 31:24 87:9 reduced 30:15 reduction 34:13 referenced 89:16 refine 22:16 regard 3:7 10:5 22:2 32:9 89:22 91:16 regarding 65:17 90:19 regardless 12:22 23:23 regards 82:9 83:4 83:22 84:2
programs 17:5 26:14 28:11 44:23 48:7,21 49:16,17,18,18 49:22 50:7,10 50:14,20 51:5 51:14,17,22 52:12,14,24 53:12,13,15,21 54:15,19 55:2,2 55:14 67:19	projet 73:6 Properties 31:19 Property 56:8,12 proponent 56:16 proportion 13:22 14:18 16:6 proposal 37:5 72:18,21 73:24 proposals 73:22 74:3,13 proposed 25:24 proposing 25:12 proprietary 86:1 protection 6:13 31:15,17 77:2 protocol 18:19 protocols 29:19 proud 38:19 51:3 65:21 provide 25:15 34:3 42:3 43:15 43:19 56:21 66:10 74:5 provided 20:11 38:12 40:21 68:14,20 76:1,4 provides 23:14,19 24:6 33:22 providing 8:17 40:5 55:13 90:6 provisions 37:17 72:16,17 Pryor 77:2 public 2:19,20 3:2 3:6 4:8 5:3 18:6 18:13,19,24 23:4 31:18,18 40:18 43:23	publications 73:3 publicize 73:1 published 2:17 83:11 publishes 91:3 publishing 8:3 pull 94:13 pulled 79:22 purchase 34:14 purge 19:8 purpose 73:23 pushed 38:17 put 43:24 79:8 84:9 88:24 PWD 33:10 37:5	R R 96:2 Race 25:24 36:20 radio 41:23 raised 86:16 raising 92:22 ran 27:22 range 30:22 ranges 5:19,21 9:15 rate 50:8,8,12 66:23 67:6 rates 42:22 ratio 11:16,16,18 15:2,3,7 16:11 ratios 15:3 reach 28:4,9 29:5 63:23 74:21 80:8 reached 72:11 reaching 63:12 80:19 read 41:22 Readiness 51:24 ready 20:21 84:19 real 22:24 23:12 24:18,21 realign 51:13 realize 60:11 realizing 53:8 really 5:24 22:18 27:14 47:22 49:1,11 51:7,13 53:7,20 55:9 56:2 60:10,16 61:4 67:13 68:1 68:13 86:10 91:12 92:13 reason 15:12 18:1 77:18 94:2 reasons 18:2 48:23 49:1	
progress 8:10 33:14 34:23 35:16 38:15 66:9	projet 73:6 Properties 31:19 Property 56:8,12 proponent 56:16 proportion 13:22 14:18 16:6 proposal 37:5 72:18,21 73:24 proposals 73:22 74:3,13 proposed 25:24 proposing 25:12 proprietary 86:1 protection 6:13 31:15,17 77:2 protocol 18:19 protocols 29:19 proud 38:19 51:3 65:21 provide 25:15 34:3 42:3 43:15 43:19 56:21 66:10 74:5 provided 20:11 38:12 40:21 68:14,20 76:1,4 provides 23:14,19 24:6 33:22 providing 8:17 40:5 55:13 90:6 provisions 37:17 72:16,17 Pryor 77:2 public 2:19,20 3:2 3:6 4:8 5:3 18:6 18:13,19,24 23:4 31:18,18 40:18 43:23	qualified 72:18 qualified 73:24 qualify 74:6 quality 42:3 48:8 66:1 74:8 quarterly 2:5 75:2 93:11,17 93:18 quasi 87:8 quasi-public 22:12 question 8:22 20:7 21:16 23:24 27:4 77:11 84:11,12 85:8 questioned 76:3 questions 3:3 6:22 8:19 11:9 20:2 21:23 22:21 27:3 39:8,10 45:12 57:2 64:7 70:14 81:3 86:17,21,24	reach 28:4,9 29:5 63:23 74:21 80:8 reached 72:11 reaching 63:12 80:19 read 41:22 Readiness 51:24 ready 20:21 84:19 real 22:24 23:12 24:18,21 realign 51:13 realize 60:11 realizing 53:8 really 5:24 22:18 27:14 47:22 49:1,11 51:7,13 53:7,20 55:9 56:2 60:10,16 61:4 67:13 68:1 68:13 86:10 91:12 92:13 reason 15:12 18:1 77:18 94:2 reasons 18:2 48:23 49:1	
prohibitively 15:21	projet 73:6 Properties 31:19 Property 56:8,12 proponent 56:16 proportion 13:22 14:18 16:6 proposal 37:5 72:18,21 73:24 proposals 73:22 74:3,13 proposed 25:24 proposing 25:12 proprietary 86:1 protection 6:13 31:15,17 77:2 protocol 18:19 protocols 29:19 proud 38:19 51:3 65:21 provide 25:15 34:3 42:3 43:15 43:19 56:21 66:10 74:5 provided 20:11 38:12 40:21 68:14,20 76:1,4 provides 23:14,19 24:6 33:22 providing 8:17 40:5 55:13 90:6 provisions 37:17 72:16,17 Pryor 77:2 public 2:19,20 3:2 3:6 4:8 5:3 18:6 18:13,19,24 23:4 31:18,18 40:18 43:23	Q qualifications 72:18 qualified 73:24 qualify 74:6 quality 42:3 48:8 66:1 74:8 quarterly 2:5 75:2 93:11,17 93:18 quasi 87:8 quasi-public 22:12 question 8:22 20:7 21:16 23:24 27:4 77:11 84:11,12 85:8 questioned 76:3 questions 3:3 6:22 8:19 11:9 20:2 21:23 22:21 27:3 39:8,10 45:12 57:2 64:7 70:14 81:3 86:17,21,24	ratios 15:3 reach 28:4,9 29:5 63:23 74:21 80:8 reached 72:11 reaching 63:12 80:19 read 41:22 Readiness 51:24 ready 20:21 84:19 real 22:24 23:12 24:18,21 realign 51:13 realize 60:11 realizing 53:8 really 5:24 22:18 27:14 47:22 49:1,11 51:7,13 53:7,20 55:9 56:2 60:10,16 61:4 67:13 68:1 68:13 86:10 91:12 92:13 reason 15:12 18:1 77:18 94:2 reasons 18:2 48:23 49:1	
project 6:5,13 8:14 9:21 17:17 25:12,13,21,24 30:13 31:8,9 32:9,10,12 33:6 33:8,9,15,16,19 34:2,7,12,16,18 34:19,23 35:3 35:12,14,15,23 36:3,4,8 37:2,10 37:21 38:6,9,21 38:21 39:3,5,13 44:13 60:6 65:5 65:9,23,23 66:12,16 68:3,4 71:2,10,13,14 71:16 72:6 73:2 74:13 75:5,22 77:9 78:23 79:4 79:12,19 87:11 93:11	projects 4:24 5:10 5:12,13,17 7:16 8:5,10,15 9:12 9:15,16,17 10:2 10:5,7 17:20,21 17:23 18:2 22:5 22:10 24:22	reach 28:4,9 29:5 63:23 74:21 80:8 reached 72:11 reaching 63:12 80:19 read 41:22 Readiness 51:24 ready 20:21 84:19 real 22:24 23:12 24:18,21 realign 51:13 realize 60:11 realizing 53:8 really 5:24 22:18 27:14 47:22 49:1,11 51:7,13 53:7,20 55:9 56:2 60:10,16 61:4 67:13 68:1 68:13 86:10 91:12 92:13 reason 15:12 18:1 77:18 94:2 reasons 18:2 48:23 49:1	recommendatio... 4:12 6:18 12:5 17:2 94:16,24 recommends 87:5 reconstruction 6:8 36:19 record 10:22 recorded 38:13 38:15 68:14 Records 31:19 redesign 51:13 redeveloping 56:17 redevelopment 25:2 31:24 87:9 reduced 30:15 reduction 34:13 referenced 89:16 refine 22:16 regard 3:7 10:5 22:2 32:9 89:22 91:16 regarding 65:17 90:19 regardless 12:22 23:23 regards 82:9 83:4 83:22 84:2	

region 12:19 13:4 51:19 57:13 58:22 59:3,5 63:16 68:24	remarks 46:22 remedy 19:23 reminded 85:8 remiss 39:2 renewable 37:4 repertoire 63:13 report 8:3 10:11 16:15 17:3 33:14 38:19 42:21 65:14 68:10 84:2,13 89:8 92:20 93:5 93:8,9,10,12,14 93:15	requires 90:20 94:6 requiring 37:17 72:16 research 20:24 38:7 residence 71:10 71:14 73:2 residential 24:24 residents 36:23 41:2 79:15 Resolution 2:15 resolved 30:22 resource 58:14 resources 19:23 28:19 60:8 65:16 91:8 respond 6:17 responded 92:9 response 20:23 37:5 responsibilities 47:22 responsibility 48:5 62:1 responsible 7:14 restore 56:21 restructured 51:20 result 76:7 80:16 91:24 results 13:15 17:1 73:17 retain 63:20 Retention 24:11 rethink 42:7 return 45:1 revenue 21:9 review 1:2 2:6,8 2:14 6:19 17:15 19:12 66:9 74:19 81:15 95:6 reviewed 16:16 19:14 49:5 reviews 52:1 Revitalization	40:17 revitalizing 24:8 Reynolds-Brown 75:12 RFP 37:14 Rhode 43:22 Ridley 75:16 right 3:1 5:3 29:9 29:19 46:6 54:12 62:20 80:7 90:8 94:9 95:2 road 29:3 34:1 Robinson 75:13 robust 19:11 role 7:1 10:24 48:18 roll 23:5 room 1:5 45:20 roots 19:21 Ros 70:10 Roslyn 65:15 roughly 33:23 34:11 52:7,22 Rubio 43:17 run 37:11	Schaeffer 65:15 schedule 66:1 72:3 73:22 school 36:19 41:5 41:10 42:1,2,3,9 42:10,12,18 43:5,8 46:24 47:2,17 48:17 49:14 50:11 51:14 52:19,24 53:2,2,5,15,16 53:17,18 54:16 54:19 55:22 56:1 66:6 68:16 81:12 87:15,23 88:4 schools 41:6,19 43:14,20 44:3 45:2 48:6,16 49:17 51:22 52:13 53:23,23 54:1,3,8,12 55:10 school-based 52:20 scope 5:12 22:2 scopes 74:14 scores 50:17 51:2 Scott 1:9 3:22 seat 10:21 seats 54:7,9,12 55:6 second 4:8,13 6:7 6:23 9:18 50:6 64:13 Section 25:13 sector 19:18 23:4 23:5 57:12 58:9 65:2 sectors 4:8,21 23:6 44:24 81:10 89:19 secure 15:14 see 2:24 5:21 6:3 7:20 9:21 26:4 28:17 30:13 33:22 37:20
related 6:10 12:17 13:12 30:24 41:20 50:1 60:8 79:12 relates 4:16 6:20 10:3,4 46:18 Relations 75:17 relationship 43:7 44:7 55:16 69:20 relationships 29:7 73:16 relatively 2:9 12:10 relay 6:8 released 10:12 85:21 releasing 89:9 relevant 25:5 48:8 reliable 40:6 relocating 23:16 24:13 relocation 6:5 remain 59:12 remained 12:10 remaining 70:8 remarkable 69:11	reported 16:12 70:12 reporter 96:12,19 reports 20:9 92:23 93:17,18 represent 40:6 62:3 representative 38:8 70:23 75:9 75:10 representatives 52:23,23 65:3 75:8,23 represented 13:23 62:7 63:14 71:12 representing 52:8 70:24 76:17 85:11 represents 12:20 14:10 34:13 reproduction 96:17 Republican 43:18 request 37:5 72:18,18 required 9:17 26:17 72:17,21 requirement 50:21 requirements 72:10 74:8,19 74:20,23	restored 51:20 restructured 51:20 result 76:7 80:16 91:24 results 13:15 17:1 73:17 retain 63:20 Retention 24:11 rethink 42:7 return 45:1 revenue 21:9 review 1:2 2:6,8 2:14 6:19 17:15 19:12 66:9 74:19 81:15 95:6 reviewed 16:16 19:14 49:5 reviews 52:1 Revitalization	S s 37:16 Sadique 38:8 safety 60:3 Saint 70:24 71:1,9 72:8 73:4 75:15 75:17 77:20 sake 57:4 Sam 39:19,23 87:20 Sanchez 63:7 Sandy 12:3 satisfaction 37:18 72:16 satisfying 74:20 save 34:2 saw 62:5,7 says 2:3 scale 21:8 79:4 scenes 46:17	

43:4 45:5,22 67:18 70:3 83:2 93:21,23 seeing 18:21 seeking 63:17 seen 35:15 segment 28:13 semantics 46:3 Senator 43:17 send 31:8 73:22 90:14 senior 10:17 50:22 65:5,9,16 71:13 75:22 seniors 50:16,22 sense 15:20 21:8 sent 72:19 77:24 89:24 sentence 8:23 separate 13:1 22:6 SEPTA 84:22 91:18 September 54:6 54:13,14 55:3 75:4 94:19 sequentially 37:6 series 24:23 serve 58:5 85:7 serves 51:24 71:13 Service 30:12 services 15:18 23:14,20,21 24:22 26:5 27:23 28:5,17 31:4 33:3 52:16 75:15 set 5:19 9:15,22 10:8 15:8,22 19:1 sets 44:11 setting 12:7 17:16 seven 17:19 severe 42:11 sewer 6:8 shadow 68:18	share 7:6 45:20 47:5 sharing 45:19 sheet 31:3 44:6 Sherry 59:6 shifting 44:22 short 20:23 shortly 2:13,20 3:1,15 show 31:10 showing 76:5 shown 43:7 shows 54:23 side 14:8,9 20:8,9 57:12 68:22 77:12,12,13,23 sign 3:5 81:23 signatory 40:3 significant 5:4 significantly 14:8 16:8 silos 55:22 simply 24:16 28:16 sit 30:16,23 site 60:3 76:22 sits 54:20 87:10 sitting 55:2 situation 55:21 69:12 93:21 six 17:2 75:5 size 14:3,6,7 Skanska 57:16,22 59:2,3,8 63:2,19 64:16 skill 43:12 skilled 67:4,5 skills 43:17 44:1,6 44:16 46:6 50:19,20 67:19 Slack 38:10 Slight 12:14 slightly 15:1,2,4 slowing 42:22 small 70:8 92:9 92:11 smaller 14:3	59:18 68:21 Smith 71:3,4 snag 27:22 snags 29:21 society 42:6 solicitation 6:20 solutions 88:10 solve 88:10 94:4 somebody 68:7 somewhat 79:1 soon 28:1 sorry 20:4 32:15 sort 5:8,14 23:3 30:8,10,21 46:17 55:10 57:11 65:1 69:16 70:10 81:9 88:16 sources 44:24 South 26:2 space 44:4 spaces 54:10 speak 23:7 27:12 36:6 41:15 71:6 81:19 82:7 93:8 speaker 10:16 22:23 46:23 speakers 23:6 32:8 57:17 83:5 speaking 2:9 32:10 41:20 86:3 speaks 7:11 9:13 17:10 special 53:18 78:23 specialist 48:3 specialized 15:17 67:11 specialty 69:1 specific 17:16,18 37:17 72:15 74:14 76:11 78:10 specifically 41:19 79:11 spells 7:8	spend 5:24 9:4 11:23 46:8 62:15 spent 14:20 spirit 4:15 spoke 43:14 sponsor 43:18 sponsored 57:15 square 25:1 SRC 48:20 49:5,7 Staff 27:18 stages 8:13 25:10 27:7,8,10 Standards 24:1 starch 5:20 start 11:10 started 2:5 56:20 59:22 60:21,24 82:11 starting 55:3 56:9 state 37:10 43:13 44:23 50:21 72:21 stated 27:5 40:11 44:17 47:6 Staten 39:20,21 39:23,23 45:11 46:12,19 47:5 87:15,20 Staten's 46:21 states 43:22 statistical 17:9 stature 56:19 stay 57:7 stenographic 96:7 step 30:23 59:20 72:7 78:15,15 80:19 steps 19:8 73:10 73:19 81:1 Steven 1:9 3:21 71:12 75:21 stopped 33:20 stopping 33:20 stories 79:19 80:21 streamline 29:2	Street 36:20,20 Streets 30:20 31:24 strong 56:16 62:12 student 50:22 51:8 students 41:12 42:4,9,17,23 43:16 44:2,4,8 48:7 49:15 50:3 50:9,14,24 51:4 51:6,9 53:2,9,11 53:20 54:4,8,16 54:24,24 55:4,6 55:13 56:3,10 56:16,22 68:17 studies 19:12,15 19:21 43:6,7 study 10:9 11:7 11:10 17:1,19 22:3,3 36:17 89:22,24 90:12 92:7,19 stuff 82:9 94:6 stunned 32:20 subcontract 6:18 subcontracting 5:23 59:13 68:3 71:24 72:24 73:11,15,22 74:17 subcontractor 72:22 subcontractors 8:7,12 38:16 59:10 74:21 subcontracts 66:15 subject 69:24 subjective 20:22 submissions 7:1 submit 74:3 92:24 93:13 submitted 23:10 66:24 74:6 93:12
--	---	--	--	--

submitting 93:17	61:21 68:2,4	teach 43:20	3:2 10:14 16:19	third 7:10 29:24
succeed 44:21	78:8 91:13	teacher 48:13	23:9,10 27:5	50:6
success 33:9	surprising 73:14	53:1	39:19 45:22	third-party 58:23
38:18 53:8	surround 66:2	teachers 48:6,6	48:24 57:24	three 3:14 7:18
61:20 62:5	survey 14:14	48:14	70:15 77:8 81:4	17:23 18:2
65:22 69:9 76:5	20:10 92:10	teaching 56:20	81:11,15 88:18	59:15 63:24
76:7	sustaining 70:18	team 28:15 29:11	thank 2:22 3:17	75:4 87:18,21
successes 60:20	Swenson 48:16	31:20 34:22	4:1 9:8 20:1	88:2 91:24
successful 17:10	53:24	72:8 73:21	22:22 23:8 27:2	threshold 7:15,18
39:4 54:3 56:6	Swiatkee 12:3	74:11,18 87:22	32:6,19,20,23	7:19 19:1
69:19 74:18	16:23,24	88:2	36:4 39:3,5,7,11	tight 60:15 73:12
79:10	switch 39:17	teamed 37:21	39:14,15 41:14	time 5:24 9:4
suggestions 66:10	57:12	59:15	45:8,10,18,21	16:20 28:14
summarize 4:3	synopsis 89:24	teams 34:21	46:12,19 47:8	30:21 42:23
summarizes 8:3	system 42:1,2	technical 41:18	47:14 56:23,23	44:15 46:9 74:8
summarizing	77:1 91:4	43:17 47:18	57:6,9 58:2 63:6	77:7 80:13,13
31:4	Szwarc 57:21	48:13,14,21	64:6,10,20,21	80:17 81:21
summary 7:11	59:1,1 64:10,22	49:16 50:9,19	65:12 70:13,15	82:14 86:19
10:22,23 89:20	T	51:5,14 53:9,17	70:20,24 71:5	times 60:14
89:23 93:10	T 96:2,2	53:21,22 54:15	77:4 78:19 81:4	today 2:8,23 3:13
summer 81:15	table 3:1 10:16	56:19 65:24	81:6,7,18 86:23	4:2 5:1,5 23:3
94:12	30:9 39:20 84:9	techniques 60:6	88:15,17,19	32:11,18,24
Superintendent	take 18:1 25:14	technologies	89:12 90:11	33:6,14 40:8
47:17 48:19	26:5 28:5 30:21	49:22 50:1	92:22 94:8,9,10	41:15 46:24
49:4	50:23 59:20	Technology 47:20	95:1,2,3	47:7,9 57:18
Superintendent's	68:8 69:2,5 70:1	48:16	Thanks 9:7 16:24	59:7,11 65:3
55:8	80:19,24	television 41:24	35:24 59:1 64:8	77:5 81:18 83:5
supervision 96:19	taken 19:8 96:7	tell 90:13	64:22	90:2
supplier 4:22	takes 7:1 21:4	Temple 57:16	thing 14:16 29:19	Tompkins 2:24
57:15,20 58:12	55:11,11	59:14,23 61:3	55:22 79:21	tools 64:17
58:17 59:14	talk 5:6 12:4 23:4	61:17 63:1	80:7 82:18	top 43:4 51:22
77:12	30:17 34:15	64:16 66:14	84:10 85:20	topics 60:1,8
suppliers 6:12	35:21 57:13	ten 35:4	things 9:5 12:3	total 16:2 38:23
59:24 62:1,6,13	59:11 60:19	tenants 40:19	16:22 44:8 47:3	66:16 76:7,23
62:17,20 63:12	82:7,8 84:1,18	tend 14:2 25:3	55:23 68:11	totaling 66:22
63:14,16 64:4	87:14 88:8,10	30:16,21	84:3,13 87:14	tourism 49:23
supplies 76:24	talked 43:18 60:2	tended 55:20	88:16 89:8	track 34:24 54:3
supply 6:6	60:2 80:2 83:12	term 30:18 33:11	90:24	61:8,22 91:5
support 36:24	84:13	40:21	think 21:22 29:4	tracked 38:13,15
45:13 64:9	tangential 79:11	terms 8:7 13:17	42:7 44:14,19	tracking 61:12
supportive 71:21	tank 5:20	14:11 65:24	45:1,14,15	91:4,7
supports 36:22	target 38:21	72:20 77:9	60:16 62:19	trade 41:21 44:1
sure 8:24 26:24	targets 10:8 37:18	90:17	64:16 65:21	44:6 64:17 69:4
32:14 34:23,24	37:20 72:4,12	testified 86:4	67:8 69:9 70:11	trades 41:3,8,13
48:7 51:15,17	72:17 76:12	testify 2:23 5:5	78:23 79:16	45:2 47:3 48:4
52:13 53:14	taught 43:2	77:4	81:11 85:24	55:18 56:10
57:8 58:1 61:7		testimony 2:20	88:4,5,7,17	67:12,21 79:2,3

79:7 traditional 54:1 traffic 6:13 trailer 68:7 train 59:19 trained 40:5 training 43:11,16 45:2 59:17 61:7 67:16,18 transactions 5:9 22:4 88:22 89:1 transcribed 2:17 82:21,22 transcript 7:8 92:15 96:9,16 transcripts 94:13 transfer 91:11 transplant 69:7 transportation 49:20 Treatment 5:20 tremendous 88:5 trends 18:21 19:14 tried 51:12 73:15 trigger 19:2 triggered 31:7 true 73:15 truly 42:3 45:4 58:10,10 81:5 trust 73:16 truth 82:8 try 27:11,13 29:14 59:19 70:9 80:8,24 trying 5:24 27:24 28:9,23 41:9 80:10 88:1 turn 11:14 12:2 16:22 35:20 65:1 70:10 twice 67:18 two 5:16 10:20 48:15 57:23 61:2,3 75:23 80:4,5,10 85:14 87:16 88:9	two-fold 4:4 type 14:20 78:24 types 15:17 19:21 typically 30:12 79:4 <hr/> U <hr/> UAC 67:23 ultimate 92:20 ultimately 72:1 91:11 unable 43:5 unchanged 12:10 uncommon 27:20 understand 13:13 16:13 19:19 20:19 21:9 44:18 55:24 59:22 63:16 90:23 understandable 76:3 understanding 5:8 8:6 11:6 14:17 21:6 22:17 understated 17:17 unemployed 42:13 80:23 Unified 91:19 92:3 union 40:1,4,9,18 41:4 43:13 67:17 77:24 78:1 80:4,6 81:13 unions 67:16 72:12 74:21 unique 79:1 unit 24:18 25:7,9 25:22 26:3,8 27:6 76:21 units 24:24 universe 14:10 15:12 84:24 universities 88:14	University 57:16 59:15,23 61:17 63:2 71:1,9 72:8 73:4 75:15,17 unpaid 68:17 unusual 32:3 update 92:13 updated 90:16,21 91:1 92:11 updating 93:23 Urban 85:24 USA 59:2 use 12:18 18:22 29:6 46:8,21 92:14 useful 61:7 user 90:17 utility 6:5 utilization 11:12 11:15,17,18 12:10 14:8 15:2 15:5 16:1,7,10 16:13 17:21 18:2 20:8 utilize 37:10 58:13 utilized 37:13 utilizing 26:18 U.S 14:14 20:10 21:3 59:5 <hr/> V <hr/> vacuum 75:1 value 18:10 66:16 76:21 86:14 values 18:15 variance 18:1 various 8:13 23:23 24:20 26:13 63:5 64:5 73:3,7 Varsovia 1:10 3:16,18 8:21 vendors 72:11 74:6 venture 18:19,22 66:14 74:12	ventures 19:2 Verizon 32:1 versus 8:8 vest 60:15 viable 80:10 Vice 10:17 57:22 75:14,16,18,20 view 47:4 77:6 vigilance 91:12 vigilant 30:6 Villager 71:9 72:6 Vine 36:20 violate 4:15 visiting 41:5 vital 74:11 vocational 41:11 41:18 43:20 48:13 voluntary 24:23 26:3 <hr/> W <hr/> W 85:23 Wade 57:18 59:1 60:19 84:23 88:12 Wadell 75:15 Wade's 60:23 wage 24:4 40:14 wait 57:4 waiting 90:24 walk 5:1 89:16 walking 28:20 want 5:8 11:5 18:22 36:4 41:14 46:5,13 51:15 52:13 53:14 59:11 61:7,21 64:11 71:4 80:23 81:18 84:12 86:17,18 88:24 91:15 94:10 wanted 6:14 7:5 69:13 78:22 84:1 wants 49:1	Warren 75:20 waste 6:4 33:21 34:10 37:14 watch 41:23 water 5:20 6:8 30:20 32:1,9,17 33:1,8,21 34:10 37:8,13 38:5,7 way 12:16 29:18 30:1 51:20 ways 4:9,11 20:18 23:2 28:9 43:24 WBE 73:4,8 74:1 74:5,13,15 76:13,19 77:18 WBEC 60:24 92:2 WBEs 76:12 WDBE 66:21 website 2:18 82:22,23 86:5,6 86:6 89:15,21 90:13,16 91:1 91:10,11 week 25:18 47:1 61:2,2,4 90:1 weeks 61:3 91:2 welcome 2:12 46:20 64:24 65:7 70:20,22 88:19 welcomes 31:11 welding 51:10 54:20 went 12:13 13:24 16:6 62:13 69:17 76:18 79:21 80:14 84:15 87:24 weren't 79:11,23 80:13 we'll 22:15 23:4 33:20 89:8 we're 10:15 22:14 22:18 28:24 39:17 61:6 84:21 94:7
---	--	---	--	--

wherewithal 21:12	76:15 79:9	yields 11:15	53:12	76:12,14 87:2,4
willing 20:21 84:19	workforce 4:23 9:19,22 38:13	York 68:24	120184 2:16	88:23 89:2,7
Wilson 38:9 75:10	38:21 39:18	young 10:18 41:6	13 22:9	250 87:5
win 61:14	40:6 46:18	43:11	13.4 13:9	250,000 87:12
winning 79:19	51:16 70:18	Youth 36:17	13.9 13:10	28 16:10 22:12
witnesses 57:5	76:14,16 77:11	youths 43:9 45:7	14 2:7 13:19	28.72 66:21
women 5:22 10:3	77:23 79:6	<hr/> Z <hr/>	54:13 76:11	<hr/> 3 <hr/>
10:7 11:12	working 11:20	Zoning 30:18	15 7:21 34:13	3 12:15 16:21
14:12 18:7	24:3 26:22	<hr/> \$ <hr/>	76:13	3,000 34:1
33:12 35:6	36:11 39:12	\$1,370,890 76:23	150,000 14:7	3,500 58:19
44:12 73:18	41:7 44:13	\$12 34:3	150-plus 11:8	30 51:4,11 76:12
76:15 92:2	45:23 46:9 56:2	\$25 76:8	16.7 13:20	32 10:1,2 35:9
women-owned	56:4 60:17	\$250,000 7:19,20	160 53:13	49:17
17:7,12 18:5,12	63:18 67:16	88:23	17-1600 25:13	33 59:4
18:23 59:18	78:2,11 79:24	\$389,000 77:3	26:16	332 39:24 40:12
91:6	80:9,14	\$4 34:11	18 42:13 48:14	40:23 41:16
word 5:14 27:11	workings 71:24	\$683,000 76:24	187 7:22	80:4
27:24 28:24	works 18:6,13,20	\$7.4 76:21	19.1 14:22	34 76:16
62:17	18:24 24:11	\$76 66:18	1932 40:9	360,000 14:6
words 15:5	worth 35:4 76:8	\$85 66:16	1995 40:16	365 8:3 87:2
work 4:20 5:13	77:3,21	<hr/> 0 <hr/>	<hr/> 2 <hr/>	38 76:12
6:2,5,15,19 9:16	wrap 77:7 88:16	0.67 15:7 16:12	2nd 25:24	387 86:11
22:19 23:18	wrinkles 29:2	0.70 15:7	2,000 40:11 50:4	<hr/> 4 <hr/>
26:21 29:18	written 50:19	0.84 16:11	91:22	40 48:12 53:13
30:1,6 37:20	www.Phila.gov/...	<hr/> 1 <hr/>	2,500 54:7,9	66:22
39:4,12 40:2,13	2:18	1 40:9	20 40:12 67:6	400 1:5
41:5 44:4 46:16	<hr/> Y <hr/>	1.2 76:15	20s 54:2	41 49:18
48:5 49:13	yeah 28:8 79:14	1.8 66:22	20.7 14:23	42 35:3 39:1
52:24 59:9,20	year 2:9 7:15,21	10 1:6 7:21 42:18	2000 40:23	43 61:1
59:21,23 60:3	7:22,22 11:24	52:7 76:13	2001 41:4	44.75 38:23
61:11,11,14,16	12:1 22:13,20	10:03 1:6 2:3	2007 92:11,13	<hr/> 5 <hr/>
61:18 69:15	26:19 34:3,12	100 45:13	2008 12:16	5 35:13
70:1,16 74:8	42:8 48:17 50:2	11 7:22	2009 10:12	5,000 49:15
76:6,22 77:15	50:6,6,16 51:12	11th 50:5	2010 7:15	5,400 33:23
77:22 79:7	64:13,14,15	11,378,000 38:23	2011 73:5	50 10:6 35:7,10
80:23 81:20	69:21 70:7	11:38 81:24	2012 2:7 12:1,12	54:21 85:19
87:14 92:1	92:12 94:12	11:52 95:7	75:4	91:24
worked 33:5	yearly 52:3	12 7:22 17:22	2013 1:6 57:14	50,000 25:1 38:21
38:14,20 55:21	years 7:18 40:12	22:13 52:7,22	2014 54:14 55:3	500 53:3
60:22 62:14	48:12,13,15,22	12th 50:5	22 48:12	51 62:2
67:21 68:12	64:18 80:5	12,000 53:10 54:8	22,420 38:22	52 76:9
76:14	87:24 91:24	12-0184 82:20	22.5 12:14,20	534,000 77:1
worker 67:5	92:12	12.8 76:9	23.3 12:11,13	54 67:8
workers 9:20 67:4	yield 18:14	120 49:18,18	24 42:13 87:12	<hr/> 6 <hr/>
69:22,22,23	yielded 16:9,11		24,999,000 87:6	
			25 16:18 24:24	

6 52:22
60 42:11 60:21,24
86:7 89:15
60s 56:21
61 42:24
65 42:12 86:11

7

7 10:3,7
7.3 13:7
7.5 14:1
700 41:4
75.8 50:16,24

8

8 66:18 77:21
8.7 13:23
8.8 13:8
85 34:9
87 86:4
89 7:21

9

9 17:24 77:21
94:19
9.45 66:21
90 50:15,24
92 50:12,13



**CITY OF PHILADELPHIA
Office of Economic Opportunity**

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

**City Council Chambers
City Hall, 4th Floor, Room 400**

Monday, June 10, 2013

**ECONOMIC OPPORTUNITY REVIEW COMMITTEE
MEETING AGENDA**

**June 10, 2013
10:00 - 11:30 am**

I. Committee Members:

- ___ Steven Scott Bradley, Chairman of the African-American Chamber of Commerce, PA-NJ-DE
- ___ Varsovia Fernandez, President and CEO, Philadelphia Hispanic Chamber of Commerce
- ___ Judy Hoover, Legislative Director, AFSCME District Council 47
- ___ Peter Matthews, President AFSCME District Council 33

II. Welcome

III. Introductions

IV. Work of Committee

- a. Mission
- b. Goal
- c. Meeting Structure

V. Review of Meeting Materials

VI. Work of OEO

- a. OEO EOP Process
- b. Systems to monitor progress of projects
- c. EOP Portfolio

VII. Public Hearing (5 minutes per speaker)

Ground-rules

- Sign-in sheet for future announcements
- Sign-in sheet to provide testimony
- State your name, organization
- 5 minutes per speaker

Speakers Scheduled:

Public Sector

- **City of Philadelphia FY12 Disparity Study**
Lee Huang, Senior Vice President and Principal, Econsult Solutions, Inc.

- **Commerce Department Support for Private Developers**
John Mondlak, Director of Real Estate Development
City of Philadelphia Commerce Department

- **Cogeneration Project**

Howard Neukrug, Water Commissioner
Lee Norelli AP Construction, Project Manager of BAL, LLC Ameresco
PWD NEWPCP Cogeneration Project
Ameresco

- **School District Of Philadelphia**

David Kipphut, Deputy - The Office of Career and Technical Education,

Union Representative

- **Laborers' International Union of North America Local 332**
Sam Staten, Jr., Business Manager

Private Sector

- **2013 Capacity Building Program Sponsored by MSDC, Temple University and Skanska**
Sherry Nacci, Diversity Manager, Skanska USA Building and
Wade Colclough, President & CEO, PA-NJ-DE Minority Supplier
Development Council

Non-Profit Sector

- **Barnes Museum**
William McDowell, Senior Project Executive, Barnes Foundation

- **St. Joseph's University Dormitory**

VIII. Meeting Dates

- a. Monday, September 9, 2013
- b. Monday, December 9, 2013

Punch list items:

- Committee Books
- Egg timer
- Annual Reports



Office of Economic Opportunity

MEMORANDUM

June 3, 2013

TO : Trisha Grace, Project Manager , PWD
FROM : Ekpenyong Oji, MBE Coordinator, Office of Economic Opportunity
SUBJECT : MINORITY WOMEN AND DISABLED BUSINESS ENTERPRISE OPPORTUNITY – BID: 2021 PARTICIPATION RANGE

New Ferric Chloride Storage Tanks at Baxer WTP

Pursuant to Executive Order 03-12 the above subject project has been reviewed by the OEO and it has been determined that the opportunity ranges that exist for minority, women and disabled businesses are as follows:

Table with 2 columns: (Subcontractor) and (Supplier). Rows include MBE Range (15% - 20% and 3% - 5%) and WBE Range (15% - 20% and 3% - 5%).

Potential Subcontracting Opportunities:

- Demolition & Disposal
Electrical Work
Utility Relocation
Paving
Concrete & Masonry work
Painting
Equipment Supply

"A reminder to all bidders"

The Solicitation and Commitment must include the following information. This information must be submitted with the bid. Indicate the scope of work being performed, dollar amount and percentage of work being performed by your company on the Solicitation and Commitment form. Bidders: Failure to include this documentation with a bid submission may result in a rejection of your bid.

All worksheets and documentation supporting these ranges are on file at the OEO office.

EO

cc: file



Office of Economic Opportunity

MEMORANDUM

May 31, 2013

TO : Jessica Musti, Bid Coordinator, PWD

FROM : Ekpenyong Oji, MBE Coordinator, Office of Economic Opportunity

SUBJECT : MINORITY WOMEN AND DISABLED BUSINESS
ENTERPRISE OPPORTUNITY – BID: 2333
PARTICIPATION RANGE

Reconstruction of Sewers and Relay of Water Mains in Morse St from Germantown Ave to Montgomery Ave, Lawrence St from Berks St to Norris St.

Pursuant to Executive Order 03-12 the above subject project has been reviewed by the OEO and it has been determined that the opportunity ranges that exist for minority, women and disabled businesses are as follows:

(Subcontractor)

MBE Range - 10% - 15%

WBE Range - 5% - 10%

Potential Subcontracting Opportunities:

- Construction/Paving
- Suppliers
- Hauling
- Maintenance and Protection of Traffic during the project

"A reminder to all bidders"

The Solicitation and Commitment must include the following information. This information must be submitted with the bid. Indicate the scope of work being performed, dollar amount and percentage of work being performed by your company on the Solicitation and Commitment form. Bidders: Failure to include this documentation with a bid submission may result in a rejection of your bid.

All worksheets and documentation supporting these ranges are on file at the OEO office.

EO

cc: file

Process for EOP Posting and Submission

9-Nov-11

<u>Law</u>	<u>Department</u>	<u>OEO</u>	<u>Procurement</u>	<u>Contractor</u>
***Prepare language for bid docs	1. Prepares bid docs and forwards to OEO	2. Inserts EOP language and returns to Departments	3. Provides bidders with a checklist of documents to be signed and returned to be responsive to the bid.	
	4. Inserts OEO language on an as needed basis.			
	5. Forward bid documents to Procurement			
			6. Release invitation to bid	
	7. Conduct pre-bid meeting	8. OEO presents new EOP certification process at pre-bid meeting		9. Prepare bid response and forward to Procurement with S&C commitment and signed EOP
	10. Review bids for responsiveness and responsibility with Procurement Department	11. Confirm M/W/DSBE compliance requirements are met: 1. S&C form and 2. EOP signed by contractor	12. Review bids for responsiveness and responsibility with Operating Departments	
		13. If EOP is not signed, OEO will: 1. get signature from the contractor, 2. Have ADB sign, 3. Return to Procurement		14. Upon request, sign and return EOP for certification by OEO (if not signed when bid is submitted)
			15. Issue Award Letter and Go Ahead letter with a copy of the EOP signed by ADB	
			16. Delivered EOP to the Chief Clerks Office with 15 days of date of Award Letter	
			17. Send OEO copy of the Award Letter (Angela Dowd-Burton, Barbara Oliver, Joyce Strother)	
		18. Post EOP on line.		

Office of Economic Opportunity Compliance Review
M/W/DSBE Participation

Projects Completed FY11 and FY12 By Department

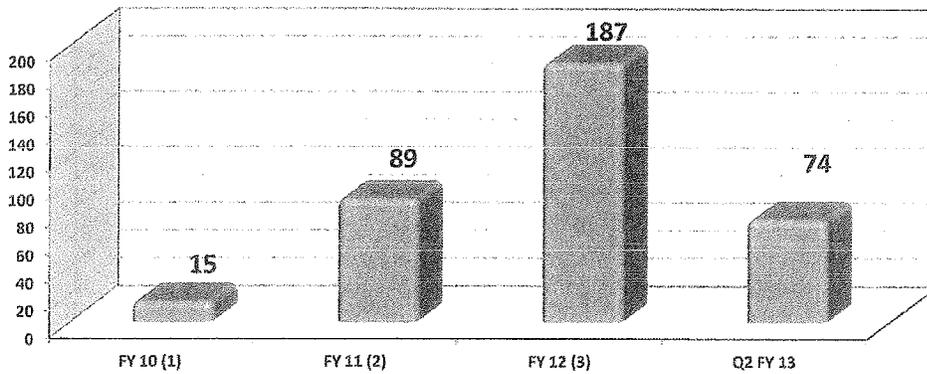
	# of EOPs on Completed Projects	# of EOPs not Compliance	# of EOPs at Goal	# of EOPs over Goal	# of EOPs in Compliance	% of EOPs in Compliance	Total Contracts \$ Million	M/WBEs	% Participation
Aviation	13	0	13	0	13	100%	\$ 56.93	\$ 10.15	18%
Public Property (1)	9	2	4	1	7	78%	\$ 73.81	\$ 17.47	24%
Streets (under review)				0	0	0%			0%
Water (2)	19	1	1	17	18	95%	\$ 104.33	\$ 43.16	41%
Total	41	3	18	18	38		\$ 235.07	\$ 70.78	30%
Percentage of Total		7%	44%	44%	93%				
OHDC	10	3	2	5	8	80%	\$ 48.08	\$ 11.30	24%
		30%	20%	50%	80%				

(1) Includes the Youth Study Center (Oct Report - used contract amt. Need final prnts and final dollars paid to M/W);
 (2) Includes Co-Gen, Venice Island and Biosolids

Non-compliance:

Brightline	Public Property	Payments are being held
Minority Services	Public Property	Investigation (company change of ownership - owner died)
Townscapes	Public Property	Investigation
JPC Group	Water	Change of scope - Site conditions different from bid documents

Number of EOPs Per Year



EOP Portfolio

<u>EOPs BY CATEGORY</u>	<u>FY 10 (1)</u>	<u>FY 11 (2)</u>	<u>FY 12 (3)</u>	<u>Q2 FY 13</u>	<u>Total</u>
TOTAL	15	89	187	74	365
City	15	89	98	42	244
Quasi			60	30	90
Private/Non-Profit			29	2	31

(1) 9/2010 threshold reduced from \$1 million to \$250,000
 (2) 10/2011 EOPs required to be posted on line
 (3) 3/2012 Economic Opportunity Review Committee established to meet on a quarterly basis

EOPs do not include Federally funded projects where restrictions apply.

CITY OF PHILADELPHIA FY 2012 DISPARITY STUDY



economics | policy | strategy

May 28, 2013

MILLIGAN
CONSULTANTS & FINANCIAL ENGINEERS
COMPANY

STUDY PURPOSE

- Disparity = Utilization ÷ Availability
- Utilization = \$ Awarded to M/W/DSBE Primes/Subs ÷ \$ Awarded to Firms
- Availability = # RWA M/W/DSBES ÷ # RWA Firms
- Recommended Participation Goals Based in Part on Historical Utilization and Availability

STUDY SCOPE

- M/W/DSBE Categories: White Female, Native American, Asian, African American, Hispanic, Disabled
- Contract Types: Public Works, Personal and Professional Services, Supplies Services and Equipment
- City Departments + Federal Stimulus Funds, Not Quasi-Public Entities (PHDC, PIDC, RDA)
- Awarded Contracts to For-Profit Primes and Subs (i.e. Not Non-Profits, Not Amendments)

M/W/DSBE UTILIZATION REMAINED RELATIVELY UNCHANGED

M/W/DSBE Category	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 AI***	FY 11 PW	FY 11 PPS	FY 11 SSE	FY 11 AI
White Female	7.5%	4.8%	8.8%	6.3%	10.5%	5.5%	6.8%	8.0%
Native American	0.2%	0.0%	0.1%	0.1%	0.7%	0.0%	0.0%	0.2%
Asian American	1.5%	2.1%	0.1%	1.5%	1.3%	4.7%	0.1%	2.7%
African American	4.5%	14.0%	12.0%	11.0%	4.0%	14.5%	9.9%	10.0%
Hispanic	7.5%	1.7%	2.2%	3.3%	3.3%	1.3%	2.0%	2.2%
AI MBE	13.6%	18.1%	14.7%	16.2%	9.3%	20.7%	12.1%	15.3%
AI WBE	8.7%	8.5%	8.9%	8.6%	12.1%	10.0%	7.0%	10.8%
Disabled	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AI M/W/DSBE	21.2%	22.9%	23.5%	22.5%	19.8%	26.2%	18.9%	23.3%

***note that All Contracts includes PW + PPS + SSE and also MPO/SOP



INCREASING USE OF M/W/DSBES INSIDE THE CITY AND MSA

Location of M/W/DSBE	FY 12		FY 12		FY 12		FY 11		FY 11		FY 11	
	PW	PPS	SSE	All	PW	PPS	SSE	All	PW	PPS	SSE	All
City	6.5%	10.3%	7.5%	8.8%	2.2%	12.0%	5.1%	7.3%				
In Metro, Out of City	9.3%	4.6%	0.8%	5.1%	11.1%	4.0%	0.2%	6.1%				
MSA	15.8%	14.9%	8.3%	13.9%	13.3%	16.0%	5.3%	13.4%				
In US, Out of Metro	5.3%	8.0%	15.2%	8.6%	6.5%	10.2%	13.5%	9.9%				
US	21.2%	22.9%	23.5%	22.5%	19.8%	26.2%	18.9%	23.3%				
Non-M/W/DSBES	78.8%	77.1%	76.5%	77.5%	80.2%	73.8%	81.1%	76.7%				

M/W/DSBE PRIME CONTRACTOR PARTICIPATION UP IN #, DOWN IN \$

	FY 12	FY 11	FY 11	FY 11	FY 11	FY 11				
	PW	PPS	SSE	All	All	PW	PPS	SSE	All	All
% Primed by M/W/DSBE	10.8%	22.9%	10.4%	16.7%	4.6%	21.5%	5.1%	14.0%		
By #	6.6%	9.2%	3.3%	7.5%	2.2%	15.0%	5.0%	8.7%		
By \$										
Avg Contract Size (\$M)										
M/W/DSBE Primes	\$0.90	\$0.24	\$0.15	\$0.15	\$0.87	\$0.33	\$0.34	\$0.35		
Non-M/W/DSBE Primes	\$1.54	\$0.71	\$0.52	\$0.36	\$1.92	\$0.51	\$0.35	\$0.65		

M/W/DSBE AVAILABILITY INCREASING

(source: US Census Bureau 2007 Survey of Business Owners)

M/W/DSBE Category	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All	FY 11 PW	FY 11 PPS	FY 11 SSE	FY 11 All
All MBE	2.9%	8.8%	4.8%	6.5%	2.9%	8.6%	4.5%	5.9%
All WBE	8.5%	18.0%	11.4%	14.2%	8.5%	17.7%	11.1%	13.3%
All M/W/DSBE	11.4%	26.7%	16.1%	20.7%	11.4%	26.3%	15.6%	19.1%

DISPARITY RATIOS STILL BELOW 1.0

MW/DSBE Category	FY 12		FY 12		FY 12		FY 11		FY 11		FY 11	
	PW	PPS	SSE	All	PW	PPS	SSE	All	PW	PPS	SSE	All
All MBE	3.31	1.43	0.28	1.48	2.07	1.63	0.13	1.53				
All WBE	0.78	0.26	0.62	0.40	0.90	0.28	0.44	0.45				
All MW/DSBE	1.38	0.56	0.52	0.67	1.16	0.61	0.34	0.70				

(M/W/DSBE UTILIZATION AT THE MSA LEVEL)

M/W/DSBE Category	FY 12		FY 12		FY 12		FY 11		FY 11		FY 11	
	PW	PPS	SSE	All	PW	PPS	SSE	All	PW	PPS	SSE	All
All MBE	9.6%	12.5%	1.3%	9.6%	6.0%	14.1%	0.6%	9.0%				
All WBE	6.7%	4.6%	7.1%	5.6%	7.7%	4.9%	4.9%	6.0%				
All M/W/DSBE	15.8%	14.9%	8.3%	13.9%	13.3%	16.0%	5.3%	13.4%				

M/W/DSBE UTILIZATION WOULD BE HIGHER IF “FEW OR NO” CONTRACTS WERE EXCLUDED

Location of M/W/DSBE	FY 12		FY 12		FY 12		FY 11		FY 11		FY 11	
	PW	PPS	SSE	All	PW	PPS	SSE	All	PW	PPS	SSE	All
City	6.5%	13.6%	11.7%	10.9%	2.2%	16.0%	5.2%	8.3%				
In Metro, Out of City	9.3%	6.0%	1.3%	6.4%	11.1%	5.4%	0.2%	6.9%				
MSA	15.8%	19.6%	13.0%	17.3%	13.3%	21.4%	5.4%	15.2%				
In US, Out of Metro	5.3%	10.6%	23.7%	10.7%	6.5%	13.6%	13.7%	11.2%				
US	21.2%	31.0%	35.8%	28.0%	19.8%	35.0%	19.1%	26.4%				
Non-M/W/DSBES	78.8%	69.0%	64.2%	72.0%	80.2%	65.0%	81.0%	73.6%				

DISPARITY RATIOS IF “FEW OR NO” CONTRACTS WERE EXCLUDED

	FY 12		FY 12		FY 12		FY 11		FY 11		FY 11	
	PW	PPS	SSE	All	PW	PPS	SSE	All	PW	PPS	SSE	All
“Few or No” Included	1.38	0.56	0.52	0.67	1.16	0.61	0.34	0.70				
“Few or No” Excluded	1.39	0.73	0.81	0.84	1.16	0.81	0.35	0.80				

RECOMMENDED PARTICIPATION GOALS

	PW	PPS	SSE	All
White Female	U: 8%	U: 5%	U: 9%	U: 6%
Native American	U: 0.2%	U/A: 0%	U: 0.1%	U: 0.1%
Asian American	U: 2%	A: 4%	A: 3%	A: 3%
African American	U: 5%	U: 14%	U: 12%	U: 11%
Hispanic	U: 8%	U: 2%	U: 2%	U: 3%
All MBE	U: 14%	U: 18%	U: 15%	U: 16%
All WBE	U/A: 9%	A: 18%	A: 11%	A: 14%
City-Based M/W/DSBE	U: 7%	U: 10%	U: 8%	U: 9%
All M/W/DSBE	U: 21%	A: 27%	U: 24%	S: 25%

RECOMMENDED PARTICIPATION GOALS VS. HISTORICAL ACTUALS

	Actual										Recommended		
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 13	FY 14	FY 15
All	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%	22.5%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%	16.2%	16.0%	16.0%	16.0%	16.0%	16.0%	16.0%
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%	8.6%	10.0%	12.0%	12.0%	12.0%	14.0%	14.0%
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%	21.2%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%	22.9%	23.0%	25.0%	25.0%	25.0%	27.0%	27.0%
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%	23.5%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%

ACHIEVEMENTS AND RECOMMENDATIONS

Achievements

- Economic Opportunity Plans (EOP)
- Economic Opportunity Review Committee (EORC)
- Public Works Contracts
- Registry Quality Control
- Compliance System Enhancements
- Capacity Building Program
- Outreach and Business Development Initiatives
- Non-Profits Supplier Diversity

Recommendations

- Continue Capacity Building and Inclusion Programs
- Review Contract Specific Goal Setting
- Grow More M/W/DSBE Firms to Prime PW Contracts
- Development of a Joint Venture Protocol for PW Contracts
- Continue to Increase OEO Registry
- Conduct More Robust Disparity Study



ECONSULT
SOLUTIONS

economics | policy | strategy

NEXT STEPS, QUESTIONS, DISCUSSION

Economic Opportunity Review Committee

June 10, 2013

Good morning, my name is John Mondlak and I am the Director of Real Estate Development within the Department of Commerce. The Department of Commerce provides many services to Philadelphia based businesses, as well as those companies considering relocating to Philadelphia. Obviously, this committee is familiar with the work of the Office of Economic Opportunity. But in addition to OEO, Commerce provides many other services to local businesses. Our Office of Business Services acts as point of contact for all Philadelphia businesses and the various City departments, regardless of the question or issue. Our Office of Labor and Standards ensures that companies contracting with the City adhere to labor laws and they endeavor to ensure that employees working on these contracts receive the benefit of the prevailing wage laws. Our Office of Neighborhood and Economic Development provides comprehensive commercial corridor coordination activities including planning, cleaning, revitalizing and assisting in the growth of commercial corridors throughout the City. The Commerce Department's Office of Business Retention and Attraction works with companies in Philadelphia that are contemplating expanding within or relocating from the City, and they market the City to companies outside of Philadelphia that are considering Philadelphia as their primary headquarters or are simply establishing some level of operations in Philadelphia.

The Real Estate Development unit, of which I am a part, attempts to coordinate approvals among the various City departments, boards and commissions for large scale

real estate development projects. Through the Development Services Program, we offer a voluntary series of meetings for developments exceeding 25 residential units or 50,000 square feet of commercial or industrial development or redevelopment, since larger projects tend to involve complicating matters that overlap multiple departments. Most relevant for this Committee, it is during these meetings and interactions with developers that my unit often introduces developers to the Office of Economic Opportunity.

Particularly when my unit is involved in projects in the very early stages, we would introduce to the Office of Economic Opportunity any developer proposing a project that appears to be a 'covered' project under Section 17-1600 of the Philadelphia Code. This introduction can take the form of a brief introduction to provide an opportunity for OEO to develop and execute an EOP with the developer, or occasionally a meeting with the developer and OEO, as was the case last week when I arranged such a meeting with a hotel developer in the process of arranging financing for their hotel project. My unit has also introduced several other projects to OEO including a residential developer doing a project at 2nd and Race Streets, a proposed museum development at 3rd and Chestnut, and many others. Because my unit operates a voluntary program for large developments, we only see those developments that choose to take advantage of our services, and therefore are not involved with many of the development projects around the City. However, my unit, along with many other people within the Commerce Department, coordinate very closely with the Philadelphia Industrial Development Corporation. Since the City does not lend money directly, PIDC is often the point of entry for many development projects through their various lending programs. Because PIDC considers all of its loan products

to be “Financial Assistance” under Section 17-600 of the Code, Economic Opportunity Plans are required for all projects utilizing PIDC loans funded with City dollars.

For the past year and half that I have been in the Commerce Department, it has been my pleasure to work with Angela and her group, and I look forward to working with the Office of Economic Opportunity on the many development projects I am sure we will collaborate on in the future.

Testimony of Lee Norelli,
Project Manager of BAL, LLC Ameresco PWD NEWPCP Cogeneration Project,
before the Economic Opportunity Review Committee
June 10, 2013

Good morning. My name is Lee Norelli. I am the Project Manager, from A.P. Construction, Inc., for the Cogeneration Project. I want to thank the chairwomen and the committee for the invitation to speak at this meeting about the Economic Opportunity Plan that was implemented as part of the Cogeneration Project.

Please let me begin by introducing A.P. Construction, Inc. As most of you know A.P. is a multi-faceted General Contractor that has been working on City of Philadelphia contracts for the past five decades. Some of notable regional projects that A.P. has been involved with include: Lincoln Financial Field, Citizens' Bank Park, Philadelphia Youth Study Center, New Kensington Creative and Performing Arts High School, Reconstruction of Delaware Avenue, Vine Street Expressway, and the Race Street Pier. A.P. continually supports the Philadelphia community by employing many local residents. A.P. continues to support many local charities especially the March of Dimes.

Now about the project, A.P. was approached by Ameresco prior to their response to the Request for Proposal from PWD. Ameresco was subsequently awarded an Engineering, Procurement, and Construction contract to complete the Cogeneration Facility at the NE Water Pollution Control Plant. This state of the art project will utilize the plant produced digester gas to run generators that will produce electricity and hot water to be utilized at the Plant and eliminate waste gas flaring.

As part of the RFP, the City had incorporated an aggressive EOP. As part of A.P.'s contract agreement with Ameresco, they inserted specific provisions requiring satisfaction of EOP targets.

As with all A.P. projects, we made commitment to meet or exceed the EOP targets.

The project team formed an EOP oversight committee and meet on a monthly basis.

The Committee was comprised of :

Co-chair – Howard M. Neukrug – Commissioner – Philadelphia Water Department
Co-chair - Angela Dowd-Burton – Executive Director – Office of Economic Opportunity

LaShawnda N. Tompkins – Executive Assistant – Office of Economic Opportunity
Chevelle E. Harrison – MBE Coordinator - Office of Economic Opportunity
Charisse Price - Business Analyst & Liaison – Philadelphia Water Department
Paul M. Kohl – P&R - Philadelphia Water Department
Sadique Akbar – Representative – Office of Councilman Wilson Goode
Linda Nugent – Project Developer – Ameresco
Bill Slack – Project Manager – Ameresco
Lee Norelli – Project Manager – A.P. Construction, Inc.

The Committee provided oversight of EOP. They tracked and recorded the workforce hours and those hours worked by minorities and females. They tracked and recorded the progress and payments to minority subcontractors. They debated, pushed, challenged and inspired the Committee to achieve success.

I am proud to report that the minority and female hours worked to date have exceeded the project target. The project has 50,092 workforce hours of which 22,420 were minority and female hours or 44.75%. A total of \$11,378,020.00 has been committed to minority and female subcontractors or 42%.

We would be remiss if we don't acknowledge and thank the project EOP oversight committee for their hard work and dedication to this successful project.

Thank you for allowing me to present our project to the Committee today.



TESTIMONY OF HOWARD NEUKRUG, P.E.
WATER COMMISSIONER
CITY OF PHILADELPHIA

BEFORE THE
ECONOMIC OPPORTUNITY REVIEW COMMITTEE
JUNE 10, 2013

Northeast Water Pollution Control Plant (NEWPCP) Biogas Project

Good Morning, Executive Director and Committee Chair, Angela Dowd-Burton, Members of the Economic Opportunity Review Committee, and distinguished guests. I'm Howard Neukrug, Water Commissioner, appearing before you today to testify on behalf of the Philadelphia Water Department's Economic Opportunity Plan results for the Northeast Water Pollution Control Plant (NEWPCP) Biogas Project. Joining me today are Deputy Commissioner Chris Crockett, Project Manager Paul Kohl, and Janira Barroso, Director of Participation.

The Philadelphia Water Department (PWD) is committed to helping the long-term growth of market opportunities for minority, woman, and disabled-owned businesses and we continue to drive participation in our contracts. I am pleased to report that with the assistance of the Office of Economic Opportunity (OEO), PWD continues to make progress towards our commitment to increasing meaningful business participation.

Thank you for giving me the opportunity to share our success regarding the Northeast Water Pollution Control Plant (NEWPCP) Biogas Project. This project is a public private partnership (PPP) between the PWD, Ameresco, and Bank of America capital leasing. This project will generate both thermal energy and electricity to be used on-site which will fulfill 85% of the plant's energy needs. The engines are fueled mainly by biogas from the NEWPCP digesters. The \$47.5M project is designed to generate 5.6 MW of power, and is expected to reduce PWD energy costs by over \$12 million throughout the course of the 16 year contract. The project is being led by Ameresco as the project developer, AP Construction as the general contractor, and AECOM as the engineer of record.

Even though this is not a public works project, an Economic Opportunity Plan (EOP) was included which set minority and woman participation goals and called for the establishment of oversight committee that meets monthly with contractors, community members, and city officials to assure the aggressive EOP goals are met. The committee is comprised of:

- Howard Neukrug, PWD Commissioner and Committee Co-Chair
- Angela Dowd-Burton, Executive Director, OEO and Committee Co-Chair
- Chris Crockett, PWD Deputy Commissioner for Planning and Environmental Resources
- John Elfrey, Director of Operations, Mayor's Office of Transportation and Utilities
- Christine Marjoram, PWD Director of Planning and Research
- Bob Britt, PWD Chief of Construction
- Paul Kohl, PWD Project Manager
- Charisse Price, PWD EOP Project Monitor
- Janira Barroso, PWD Director of Participation
- Lorna Gallman, Senior Leasing Officer, Philadelphia Municipal Authority
- Sadique Akbar, Chief of Staff, Office of Councilman Wilson Goode, Jr.
- Christina Adenaike, OEO Director of Special Projects
- Ekpenyong Oji, OEOMBE Coordinator,
- Bill Slack, Ameresco
- Linda Nugent, Ameresco
- Lee Norelli, AP Construction
- Joseph McMichael, AP Construction
- Fred Clark, of Fred Clark Resources
- Len Gipson, PWD Director of Wastewater Operations

The project is currently achieving over 42% participation-- exceeding its EOP goal of 40%. To date, the project has exceeded its 32% minority journeymen goal and currently achieving 33.76% minority inclusion. In addition, we are making history towards our female inclusion goal. Thus far, the project has attained 5% inclusion for female journeypersons, better than any other city project.

Highlights:

- Some key highlights of the EOP include:
 - The oversight committee has been meeting monthly for 8 months. The information and data shared during the oversight committee meetings is essential to gaining cooperation from contractors and finding solutions to meet the EOP workforce goals.

- While the EOP did not stipulate local participation for workforce, PWD and its contractors made an unofficial goal of 50% and have made great strides towards meeting that goal.
 - Local apprentice hours - 80.81%
 - Local journeymen hours - 32.75%
- We are exceeding both minority journeymen and apprentice hours.
 - Minority journeymen hours – 33.76% (*goal: 32%*)
 - Minority apprentice hours – 53.58% (*goal: 50%*)
- We are on our way towards meeting our female journeypersons hour's goal, an achievement we are proud of. However, we must continue to do more to recruit female apprentices and journeymen.
 - Female journeymen hours – 5.15% (*goal: 7%*)
 - Female apprentice hours – 0% (*goal: 7%*)
- The primary contractor, AP Construction, has been cooperative with the City in working to meet the workforce goals.
 - Subcontractor YTD payment is \$9,775,069.10
 - The original goal of \$10,821,931 (40%) is expected to be surpassed by an additional \$556,089

Construction is 94% complete. The Engineer/Procure/Construct (EPC) contract mechanical completion date is September 16, 2013; however, we anticipate achieving this milestone by August 12, 2013. The EPC contract substantial completion date is December 13, 2013 and here again we anticipate achieving this ahead of schedule.

PWD is continuing to place emphasis on supporting our local, minority, green and small businesses through the implementation of our Participation Plan. This plan includes tactics such as improved communication tools like newsletters, informational sessions and networking to highlight short and long term trends in water infrastructure, construction opportunities, and related education. We are also working with OEO to explore barriers for disadvantaged businesses in doing business with PWD so that we can address these issues and create more opportunities. We have also partnered with several local and national experts in this field to identify and implement strategies for broadening participation in PWD contracting. I welcome the opportunity to speak with Council members and members of the Economic Opportunity Review Committee further about this initiative.

OEO Committee Review Testimony

Skanska's Construction Management Building Blocks Training Program is designed to introduce and familiarize minority-owned, women-owned and other small businesses with various business management tools necessary for becoming strong enterprises in their communities. The program, taught by Skanska employees and local subject matter experts, is uniquely designed to enhance the technical, administrative, and managerial skills of these companies, and offers them the opportunity to become economically viable business enterprises with reputations for managing construction projects efficiently and effectively.

When and where was the program held?

- January-March, 2013; Temple University

What topics were covered?

- Business Development and Marketing
- Safety and Injury-Free® Work Environment
- Access to Capital and Bonding
- RFP Response and Prequalification
- Filed Management and Techniques
- Construction Accounting
- Onsite Management
- Estimating and Bidding
- Leadership in Energy and Environmental Design
- HR Management

How many companies participated?

- 60 companies participated; 43 successfully completed the program

What were some of the outcomes/ lessons learned?

(The program is designed to improve efficiency and overall management skills of small businesses. Unless we design a project specific program, where we are actually trying to engage M/WBE's in the procurement and bidding process of the project, there will not be immediate, tangible results.)

- Make sure expectations are clear and that participants understand that they are not graduating from the program with guaranteed work with Skanska.
- Offer a broader overview on some of the industry specifics (i.e., LEED, etc.)
- Utilize some actual (field) project managers as instructors to offer "real-life" situations and solutions
- Track opportunities presented and work contracted of past and future participants

SKANSKA

What benefits did the participants derive from the program?

- Successful techniques that can be applied to their small business or whatever career areas they choose to pursue
- Exposure to new industry practices
- Introduction to corporate, educational and local organizational stakeholders
- Opportunities for potential business
- Networking and building partnerships and relationships with decision makers from Skanska, city agencies, government officials and other, local small businesses

What benefits do the sponsors gain from hosting the program?

- Skanska
 - Preparedness of our regional subcontractor base to be ready when we have opportunities for them
 - Giving back to the communities where we work
 - Partnering with our constituents and resource organizations
- Temple
 - Technical assistance in the construction trade to like minded students
 - Potential intern opportunities
- MSDC PA-NJ-DE
 - Technical assistance in the construction trade to constituents
 - Promotion of the program to members offers a level of validity

Other conclusions or next steps you might want to cover. (Limit remarks to 3-5 minutes).

- By joining with our education and resource partners in the region, we are able to attract the caliber of small businesses that we hope to advance with our efforts. This partnership allows us to combine our experience and expertise to provide real opportunities and continue this program throughout the region. As a result of the success of the recent program, Penn State University has already asked us to work with them to host a program in the Harrisburg area in 2013, their main campus in the spring of 2014, and their Pittsburgh campus late 2014. We have begun efforts to do a CMBB program in the DC metro area this upcoming fall.

STATEMENT OF REMARKS FOR SKANSKA OEO REVIEW

When you examine partnerships – legislative, not-for-profit, or business – all relationships experience ebbs and flows. The partnership created between Skanska Construction USA, Temple University, and the PA-NJ-DE Minority Supplier Development Council, through the Construction Management Building Blocks Program (CMBB), was truly a demonstration of power and progress through partnerships.

The program,

- **Created economic development.** Suppliers employed each other to work on other projects. Increased MBE-to-MBE spend within the City of Philadelphia;
- **Increased awareness.** Construction managers and suppliers increased their awareness of opportunities and local firms capable of delivering quality service;
- **Collaboration.** Suppliers investigated new teaming relationships to increase business development opportunities. Facilitators included other noted resource partners such as, PIDC and other successful diverse suppliers;
- **Increased bench strength.** Suppliers employed attendees in their respective businesses' operational areas to improve back-office capabilities;
- **Leverage.** Suppliers learned how to *leverage* their certification when seeking new business opportunities.
- **Stakeholder relations.** Philadelphia's thought-leaders were present, involved, and encouraged everyone to lean forward and forget the past to increase economic opportunities in the region. We enjoyed visits from Councilwoman Maria Sanchez; Judge Nelson Diaz; John Macklin, President of the NAMC, etc.

I would like to applaud my teammates for their creativity and tenacity for seeing see this project to fruition and beyond.

Respectfully,

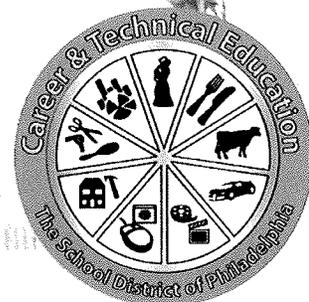
Wade Colclough | President & CEO

PA-NJ-DE Minority Supplier Development Council – **Top 25 Economic Development Group by the Philadelphia Business Journal**

The Bourse Building | 111 S. Independence Mall East, Suite 630 | Philadelphia, PA 19106

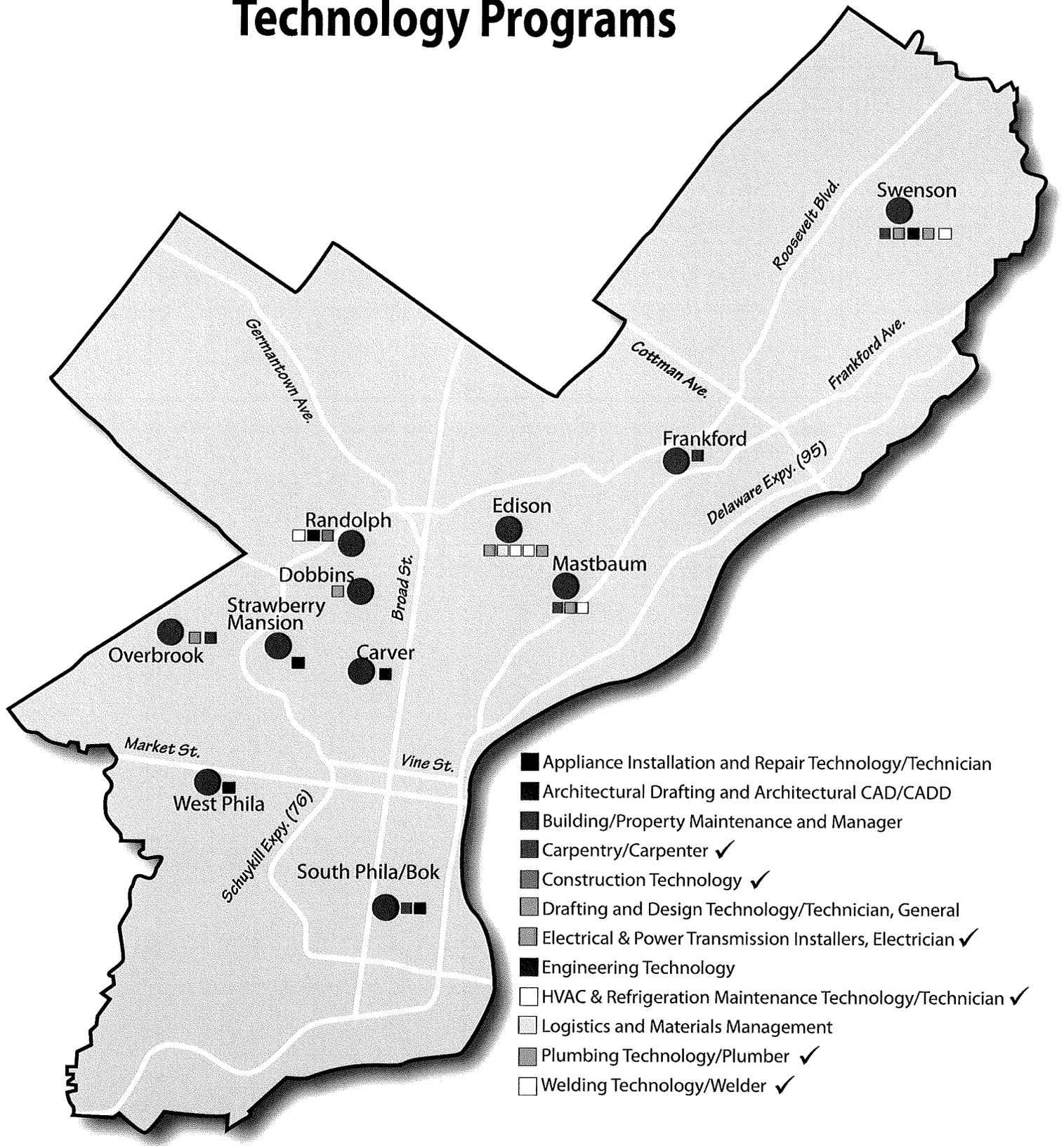
P 215-569-1005 | F 215-569-2667 | www.msdc-panjde.org

Mayor's Advisory Commission on Construction Industry Diversity (MACCID)



The School District of Philadelphia
Office of Career and Technical Education
David Kipphut - *Deputy*
Michelle Armstrong - *Director*
Charles Lewis - *Industry Development Specialist*

Career and Technical Education Construction and Related Technology Programs



✓ Indicates programs in your information packet

	School Name	Program Name	CIP Code	Student Enrollment					2012-13 NOCTI Results			
				10th	11th	12th	Total	Capacity	Basic	Competent	Advanced	# Certs
1	Mastbaum Tech	Carpentry / Carpenter	46.0201	19	21	10	50	72	11.1%	0.0%	88.9%	49
2	Swenson Arts & Tech	Carpentry / Carpenter	46.0201	15	14	16	45	72	23.1%	15.4%	61.5%	46
3	Edward Bok Tech	Carpentry / Carpenter	46.0201	24	24	16	64	72	20.0%	46.7%	33.3%	1
TOTALS				58	59	42	159	216	18.1%	20.7%	61.2%	96

	School Name	Program Name	CIP Code	Student Enrollment					2012-13 NOCTI Results			
				10th	11th	12th	Total	Capacity	Basic	Competent	Advanced	# Certs
1	Edison High School	Elec./Power Trans Installer	46.0399	13	6	7	26	72	14.3%	57.1%	28.6%	0
2	Swenson Arts & Tech	Elec./Power Trans Installer	46.0399	9	8	10	27	72	25.0%	50.0%	25.0%	0
3	Mastbaum Tech	Elec./Power Trans Installer	46.0399	18	21	17	56	72	0.0%	0.0%	100.0%	30
TOTALS				40	35	34	109	216	13.1%	35.7%	51.2%	30

	School Name	Program Name	CIP Code	Student Enrollment					2012-13 NOCTI Results			
				10th	11th	12th	Total	Capacity	Basic	Competent	Advanced	# Certs
1	Dobbins Tech High School	Plumbing / Technology	46.0502	14	22	6	42	72	100.0%	0.0%	0.0%	0
2	Swenson Arts & Tech	Plumbing / Technology	46.0502	3	5	5	13	72	40.0%	40.0%	20.0%	0
3	Edison High School	Plumbing / Technology	46.0502	10			10	72				0
TOTALS				27	27	11	65	216	70.0%	20.0%	10.0%	0

	School Name	Program Name	CIP Code	Student Enrollment				Capacity	2012-13 NOCTI Results			# Certs
				10th	11th	12th	Total		Basic	Competent	Advanced	
1	Randolph Skills Center	Construction Technology	46.9999	19	24	24	67	72	8.3%	33.3%	58.3%	21

	School Name	Program Name	CIP Code	Student Enrollment				Capacity	2012-13 NOCTI Results			# Certs
				10th	11th	12th	Total		Basic	Competent	Advanced	
1	Edison High School	Heating Vent. Refrig. Air Condit.	47.0201	7	6	5	18	72	100.0%	0.0%	0.0%	0

	School Name	Program Name	CIP Code	Student Enrollment				Capacity	2012-13 NOCTI Results			# Certs
				10th	11th	12th	Total		Basic	Competent	Advanced	
1	Swenson Arts & Tech	Welding Technology	48.0508	24			24	72				0
2	Randolph Skills Center	Welding Technology	48.0508	24	12		36	72				0
3	Edison High School	Welding Technology	48.0508	13	12	5	30	72	10.0%	30.0%	60.0%	10
4	Mastbaum Tech	Welding Technology	48.0508	16	19	7	42	72	28.6%	28.6%	42.9%	0

TOTALS												
				53	43	12	108	216	19.3%	29.3%	51.5%	10

Testimony of Samuel Staten, Jr. Business Manager of Laborers' Local 332
Before the Economic Opportunity Plan Review Committee
City Council Chambers
June 10, 2013

Good morning:

I am Sam Staten, Jr., Business Manager of Laborers' Local 332, an affiliate of the Laborers' International Union of North America. Our mission is to work collectively with our signatory contractors and our Union affiliates in the on-going efforts of providing the best trained, experienced, and most reliable work force possible and to represent our members on collective bargaining issues. While our membership today is integrated, it was first Charter on November 1, 1932 as a union for African-Americans. Currently the local has over 2000 members.

In addition to our stated mission, over the past twenty years Local 332 has been committed to bridging the gap in work opportunities for low-wage earners in the City of Philadelphia. In 1995 the Local was a co-founder of the Philadelphia Revitalization Program, (PREP) a non-profit organization offering construction training programs and creating union employment opportunities for public housing tenants and assisting non-profit groups to develop construction oriented economic development projects that provided long-term employment for their constituencies.

In 2000, Local 332 co-founded the Diversity Apprenticeship Program (DAP) a pre-apprenticeship program whose mission is to prepare Philadelphia minority residents to enter all of the construction building trades. DAP has placed more than 700 minorities in union jobs. In 2001, DAP began its "School to Work" program, visiting junior high schools to expose these young people to the benefits of working in the building and construction trades. Another part of this effort was trying to convince the School Board of the importance of the vocational classes and the impact the lost of these classes was having on students interested in the building trades.

I want to thank this committee for allowing me to speak with you today about an issue that has been a major concern for Local 332, for many people in this City and a concern across the country. That issue is the elimination of vocational and technical classes in our schools. Specifically I am speaking about the hands-on classes related to the building trades industry.

Let me say from the onset, I read the papers, hear the radio and watch the television news. I am well aware of the budget crisis facing the Philadelphia School System. However, if the mission of our school system is truly to provide a high-quality education that prepares and empowers all students to achieve their full potential in order to become productive members of society, then we must constantly think and rethink how we meet this goal?

What we know is that each year hundreds of Philadelphia high school students dropout of school. What we know is that dropping out leads to a severe disconnect with the job market - 60 - 65% of high school dropouts between the ages of 18 and 24 in this city are unemployed. What we know is that the majority of these dropouts are African-Americans and Latinos, largely males. We know that of all students entering high school in this city only about 10% of them will graduate college with a degree.

While we can give some praise to the recent reports that indicate that there has been a slowing of the massive dropout rate and that the number of students now graduating on time is about 61%, still over half of the dropouts say that they quit because they feel a disconnect with what they are being taught - they feel that they will not be able to do anything with the education they are receiving and they see too many high school graduates who are unable to find jobs.

Likewise there have been studies upon studies that have shown the relationship of these high school dropouts and the growing number of youth entering the criminal institutions. We can continue investing in the building of prisons or we can invest in training more of our young people to have a skill that leads to a career.

In his February State of the Union Message, President Obama spoke of the need for schools to provide more alternatives to going to college for students and the need for an increase in training in the technical skills. Senator Marco Rubio of Florida in the Republican Response also talked about the need for the government to provide incentives to schools to teach more vocational classes.

Across this country in city after city in states from Rhode Island, to California to Florida, political leaders and public education leaders are finding ways and money to put back classes in the trade skills to meet the needs of millions of students who will not go to college.

A number of these schools have created what they call "Maker Spaces" where students can learn how to work on and build automobiles and electronic devices and learn carpentry, sheet metal and other trade skills. They have also found a relationship between these students learning to make things and their enthusiasm for education.

As the City of Philadelphia Office of Economic Opportunities sets its goals to increase the number of minorities, women and disabled persons working on the many construction projects in the city, we must think about how we at the same time might foster an environment where our children can get the skills to be prepared for these jobs. It should be a part of our stated mission to do this.

Again, I understand the financial cost of offering these classes. But I think we have to look at the cost of not offering these kids a meaningful opportunity to succeed. We can look at shifting current dollars from failing programs, and we can look to the City, state and the private sector or whatever sources there are. But I think we have to make a commitment to return training in the trades to our schools and then we can begin to determine where we might get the funds. This commitment is critical. I truly believe that we will see a decline in the number of dropout and a decline in the number of these youth in the criminal justice system.

Again, I thank you for this opportunity to discuss this issue with you this morning.

Bricklayers

Local 11
Dennis J. Pagliotti
President/Business Manager
Philadelphia, PA
(800) 889-4550

**Metropolitan Regional Council of Carpenters of Philadelphia and Vicinity
(United Brotherhood of Carpenters)**

Edward C. Coryell
Business Manager
Philadelphia, PA
(215) 569-1634

Cement Masons and Plasterers Union

Local 592
Bill Ousey
President/Business Manager
Philadelphia, PA
(215) 271-5222

Drywall Finishers

Local 1955
Al Pisacano
Business Representative
Philadelphia, PA
(215) 677-7980

Elevator Constructors

Local 5
Edward Loomis
Business Manager
Philadelphia, PA
(215) 676-2555

International Brotherhood of Electrical Workers (IBEW)

Local 98
John Dougherty
Business Manager
Philadelphia, PA
(215) 563-5592
John.J.Dougherty@aol.com

Insulators

Local 14
Martin Campbell
Business Manager
Philadelphia, PA
(215) 289-4303

Iron Workers

Local 401
Joseph J. Dougherty
Business Manager
Philadelphia, PA
(215) 676-3000

Laborers

Local 332
Samuel Staton
Business Manager
Philadelphia, PA
(215) 765-6272

Painters

Local 2011
Harry Williams
Business Representative
Philadelphia, PA
(215) 677-7980

Plasterers and Cement Masons

Local 8
Thomas Kilkenny, Jr.
Business Manager
Philadelphia, PA
(215) 288-4280

Plumbers

Local 690
John Kane
Business Manager
Philadelphia, PA
(215) 677-6900

Reinf. Iron Workers

Local 405
Samuel Malone
Business Manager
Philadelphia, PA
(215) 462-7300

Roofers, Waterproofers, and Allied Workers

Local 30, Philadelphia
Thomas Pedrick
Trustee
Philadelphia, PA
(215) 331-8770

Roofers

Local 130

Clark Shiley

Business Manager

Philadelphia, PA

(215) 331-8770

Sprinkler Fitters

Local 692

Wayne Miller

Business Manager

Philadelphia, PA

(215) 671-1692

Steamfitters

Local 420

Thomas P. Gallo

Business Manager

Philadelphia, PA

(267) 350-4200

Pennsylvania State Building and Construction Trades Department (Trades Council)

Frank Sirtanni, President, GL

Harrisburg, PA

(717) 233-5726

pa.bldg@verizon.net

Pennsylvania Local Building and Construction Trades Department

Patrick Gillespie, Business Manager, OE

Philadelphia, PA

(215) 677-8500

philadelphiabtc@aol.com