

Economic Opportunity Review Committee
December 8, 2014

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, December 8, 2014
10:00 a.m.

PRESENT:

ANGELA DOWD BURTON - CHAIR
STEVEN SCOTT BRADLEY
VANESSA FIELDS
VARSOVIA FERNANDEZ

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1 development that will be speaking with you
2 today. And so, we are going to move fairly
3 quickly through the preliminary portion of this
4 meeting so that we can get to their comments and
5 suggestions.

6 Let me first ask -- and I think what we'll
7 do is allow a couple minutes for our members to
8 join us on the Committee. So, I'm just going to
9 share with some of you who are new to our
10 meeting the mission of this Committee.

11 The Economic Opportunity Review Committee
12 was established in May of 2012. It was
13 established by City Council Bill No. 120013. It
14 has a two-fold purpose. The purpose first is to
15 review the implementation, effectiveness and
16 enforcement of Chapter 17-1600 of the
17 Philadelphia Code as it relates to our economic
18 opportunity plans.

19 The second major purpose is to make
20 recommendations to Council regarding the
21 adoption and resolution calling for the
22 debarrment of certain contractors who may -- and
23 those contracts who are recipients of City
24 financial assistance when they are found in

1 violation of our anti-discrimination laws and
2 our economic opportunity plan.

3 So the EORC conducts -- thank you very
4 much. The EORC conducts public hearings on a
5 quarterly basis to capture the state of the
6 marketplace from the perspective of project
7 owners, developers, contractors, subcontractors,
8 union leaders, perspective employees and
9 consultants. We also have this opportunity to
10 update the committee on the inner workings of
11 the Office of Economic Opportunity.

12 So, the business of this committee, of
13 course, is transcribed by our City Council
14 transcriber. So, thank you for being here. And
15 when you come up to testify, we'll ask that you
16 speak into the mic and clearly for her to
17 capture all of your great wisdom. The
18 transcripts are then placed on the OEO website.
19 Right now we have 10 transcripts on the website
20 that captures over 50 expert witnesses over the
21 past two, almost three years in fact. And so,
22 we suggest those of you who are really
23 interested in learning what's going on in the
24 marketplace to take a look at those.

1 So, I am going to just ask members of our
2 Committee if they would introduce themselves at
3 this time.

4 MS. FIELDS: My name is Vanessa Fields.
5 And I'm Vice President of AFSCME District
6 Council 47.

7 MR. BRADLEY: Good morning. My name is
8 Steven Scott Bradley, Chairman of the
9 African-American Chamber of Commerce of
10 Pennsylvania, New Jersey and Delaware.

11 MS. DOWD-BURTON: Thank you both. And I
12 just want to highlight that Steven Scott Bradley
13 not only serves on this Committee, but he also
14 serves on the OEO Advisory Board as well as
15 Varsovia Fernandez who we hope to be joining us
16 shortly. And that Advisory Board, which was
17 established four years ago by the Mayor,
18 responsible for assisting the Office of Economic
19 Opportunity to identify best practices in the
20 area of economic development. We will be
21 distributing a list of those who participate on
22 the OEO Advisory Board because it is key to our
23 outreach and our taking a look from the outside
24 in.

1 I also want to highlight the fact that
2 Sharmain Matlock-Turner co-chairs that
3 Committee. And that Angelo Perryman co-chairs
4 the Mayor's Advisory Commission on Construction
5 Industry Diversity. MACCID, as we call it,
6 issued a report in 2009 that drives a lot of
7 what we do. And so, I just want to acknowledge
8 the work of the members of that committee. And
9 we have a gentleman who will be testifying today
10 who represents Temple University who serves on
11 that committee. So, we truly appreciate the
12 investment of time and talent and the advancing
13 of OEO as a result of their interest.

14 So, I bring those organizations up as well
15 as the members who sit on this Committee who
16 meet on a quarterly basis to inquire about
17 what's going on and try to cultivate a
18 communication with the market to understand best
19 of what we need to be doing on a more prudent,
20 efficient, vigilant basis to help advance small
21 businesses. So in effect, we're about
22 solutions.

23 With that said, one of the things that I'd
24 like to do is share with you some of the results

1 that have been generated by the Office of
2 Economic Opportunity over the last twelve
3 months. And we'll take a reflection back to the
4 first seven years of this administration in a
5 moment. But I want to highlight in Fiscal Year
6 2014, \$267 million were spent with
7 minority/women and disabled-owned businesses.
8 That's \$267 million which is up from the
9 243 million that was spent with this business
10 community in 2013.

11 A major contributor to the opportunity to
12 increase that -- those contracts with small
13 businesses has been the fact that OEO has been
14 able to increase the number of companies who are
15 in our OEO Registry. That registry now has
16 2,272 companies in it. These are certified
17 minority/women/disabled-owned businesses that
18 are ready, willing and able to do business not
19 only with the City but in the public and the
20 private sector and nonprofit sectors, as well.
21 And we market that registry to those sectors.

22 So when you look back at the past seven
23 years of this Administration, you will note that
24 in 2010 about four and a half years ago, we

1 launched the Inclusion Works Strategy from the
2 Office of Economic Opportunity. And we also
3 launched OEO Advisory Board and renewed the
4 Mayor's Advisory Commission on Construction
5 Industry Diversity.

6 From that critical juncture, an analysis
7 of the dollars that have been awarded to
8 minority and women-owned businesses over the
9 past seven years has been \$1.56 billion. That's
10 1 billion 560 million dollars into the
11 minority/women and disabled-owned business
12 community over the last seven years. But what's
13 notable about the last four years when we
14 introduced the strategic plan is that the
15 contributions towards opportunity dollars to
16 minorities and women have gone up over
17 30 percent. So, we think that's a testament to
18 the fact that the Inclusion Works Strategy is
19 working. And we want to thank members of the
20 business community. We want to thank members of
21 the Mayor's Administration and so many others
22 who've had a part in that process.

23 If you look at just the Public Works --
24 and in your packet, I want to highlight just for

1 the Committee and the public here that there is
2 a detailed listing of all of the companies who
3 were awarded contracts in the area of Public
4 Works.

5 And so, in 2014 Fiscal Year, \$207 million
6 were awarded in contracts. That's in total.
7 And 22 percent of the contract dollars were
8 awarded to minority and women-owned businesses.
9 What's also notable is the fact that in this
10 past fiscal year, we had 30 -- about 36 new
11 companies, minorities and women, who have not
12 won contracts with the City in the past six
13 years winning contracts this past fiscal year.
14 And so, we think our outreach is being a lot
15 more effective and impactful and attracting more
16 companies to do business with the City. I just
17 want to highlight that for you. We will be
18 showcasing all of the companies that have won
19 contracts with the City in our annual report.

20 With that being said, I am going to ask
21 that we move quickly into the Public Hearing.
22 We certainly value all of your time. And we
23 will ask our first speaker to approach the
24 bench, and that will be James Creedon now that

1 he's had a chance to catch his breath.

2 James Creedon is Senior Vice President for
3 Construction Facilities and Operations at Temple
4 University. As I mentioned earlier, he is a
5 member of the Mayor's Advisory Commission. We
6 certainly recognize all of the work that's being
7 done at Temple University and are interested in
8 learning more about your efforts there for
9 inclusion, so welcome.

10 MR. CREEDON: Thank you. Good morning.

11 (Committee: "Good morning.")

12 MR. CREEDON: It's good to see members of
13 the Committee again. Angela, good to see you
14 again here. I think it's about a year ago that
15 I had a chance to speak with the group about
16 some of our progress to date and our strategies
17 moving forward. And I also want to especially
18 thank Angela for her participation with us
19 throughout the year, had our different advisory
20 board meetings and sessions on campus. And her
21 and her staff providing us with some guidance
22 along the way as we work our way through the
23 many projects that we have underway on both of
24 our campuses here in Philadelphia.

1 When I was here a year ago, we had just
2 finished Morgan Hall and we were in the middle
3 of the construction of the Science Education and
4 Research Center more at the interior of our
5 campus. And we were also in the process of
6 continuing to attest -- to test new ideas and
7 new models to see how we can improve both the
8 business participation as well as the workforce
9 participation and to make sure that some of the
10 strong trends that we had seen on Morgan Hall
11 could be sustained.

12 Overall, the University has a strong
13 commitment to diversity and our student body and
14 our workforce and with those who do business
15 with us beyond just the portfolio that I'm
16 involved with, which is the Operations of
17 Facilities and Construction. And then also, as
18 we're here today to talk with you about,
19 commitment to making sure that that diversity is
20 reflected in our construction projects
21 themselves.

22 Having a partner like the City is
23 important for us because it helps us to set
24 goals, but also gives us an extra layer of

1 emphasizing the importance of diversity to those
2 who do business with us on our construction
3 projects and who also provide a valuable way for
4 us to evaluate our progress and watch for trends
5 and to make course corrections along the way.
6 Because not every project is going to give us
7 stellar results, not every one is going to be
8 perfect. As with any -- almost as if very
9 similar to the construction of the building
10 itself and the things that change the
11 intricacies of building a building, the
12 intricacies and the things that change involved
13 in business participation and workforce
14 participation are there, as well.

15 I thought it would be good this morning
16 that now that we have completed two major
17 projects, one at Morgan Hall and Science
18 Education Research building which just opened in
19 October; although, actually, there is still work
20 occurring on the project as we speak on some of
21 the floors. It might be good to just kind of go
22 over some of the data and look at the two and
23 see were there any trends, good and bad, that we
24 need to monitor as we move forward with some of

1 our projects.

2 Very quickly, Morgan Hall is a \$216
3 million project. Our MBE participation
4 finalized at 28.5 percent or \$40 million. Our
5 WBE finalized at about 12 percent or 16.5 for a
6 total of 35 percent. Our workforce numbers were
7 combined minority and women were just under 40
8 percent, 37 percent minority, 2.3 percent women.
9 Our goal had been 32 percent minority and 7
10 percent female. Philadelphia residents working
11 on Morgan Hall by hours worked was about 42
12 percent. Off our local community reached, by
13 the time we were finished, about 8.5 percent.

14 The Science Education and Research
15 building was 138 or is \$138 million project. As
16 I said, just opened officially in October for
17 classes. We still actually have the sixth floor
18 under construction. That won't be ready until
19 January. Our MBE participation on this project
20 dropped to 20.8 percent or 17.9 million. Our
21 WBE participation was just a little under
22 14 percent for about \$11.8 million worth of
23 business. And we exceeded our WBE target but
24 missed our MBE target by about 4 percent. We

1 are just about 0.17 percent shy of our total
2 target for business participation.

3 On minority workforce side, we also saw
4 the numbers we had on Morgan Hall drop a little
5 bit. Our target for minority workforce had been
6 32 percent. We finished at just about
7 27 percent for the SERC. Our female workforce
8 number was 2.3 for a total of just under
9 30 percent against a target of 39 percent.
10 Philadelphia residents were at 36 percent, and
11 our local dropped to 4.5.

12 If you examine those trends, we had shifts
13 that really weren't in the right direction. We
14 were hoping that the lessons learned on Morgan
15 would allow us to sustain, at minimum, sustain
16 those levels we were seeing. We were still
17 within where I think we wanted to be relative to
18 the goals, but not the direction that we wanted
19 to go.

20 So looking back over what our key tactics
21 were, I thought it would be useful just to kind
22 of from a broader perspective, what changes from
23 project to project because each one is
24 different. Certainly, the commitment from

1 Temple remained on the two projects. It had a
2 high level focus. Something that the President
3 talks about. And as I mentioned to this
4 Committee in the past, actually, every time we
5 give a presentation on the status of any of our
6 construction projects, there is a section that
7 discusses with our Board of Trustees the level
8 of participation of MBE and WBE business and
9 minority workforce local Philadelphia, we break
10 it down for them.

11 We continue to have the involvement of
12 PALM Built-Rite to get us access to the union
13 leadership that we need to say we need to move
14 the workforce over here and have it look more
15 like our neighborhood and our community. We had
16 the Urban Affairs Coalition counting our --
17 counting our man hours and making sure we
18 were -- our people hours, I guess a better way
19 to say it -- our people hours and making sure we
20 are calculating, we have the right data.

21 And we had our internal committee that
22 still met about every three to four weeks. We
23 had our biweekly meetings with the construction
24 manager. And we were always looking at the

1 data. We saw at one point we were up there. We
2 thought we were right where we needed to be.
3 And then at the end of the project, it tailed
4 off just a little bit. And we had a commitment,
5 as we always do, to be very transparent about
6 this. To put all the information out on our
7 website so every month you can -- somebody wants
8 to take a look at it, see how we're doing, it's
9 all there for everyone.

10 But several factors did change from Morgan
11 Hall to the Science building, which I think are
12 interesting to look at and what their impact
13 were in the numbers.

14 The first one was in Morgan Hall, we
15 employed a CM at-risk. Single construction
16 manager that was Driscoll in that case who was
17 responsible for the management of the entire
18 project. So, they were bidding out electrical
19 packages, painting packages, ceiling
20 installation packages, equipment packages.

21 And they really -- and all the entire
22 project team there took that commitment to
23 particularly the minority workforce very
24 seriously and was able to work, I think, in a

1 way that since they were working for that CM
2 at-risk, in a much more responsive manner is the
3 best way you can describe. You can kind of say
4 things like, look, come back tomorrow when your
5 workforce looks a little bit more like it's
6 supposed to work -- look like.

7 Whereas, the Science building we were
8 utilizing a CM agent. So, the construction
9 manager was really just an extension of Temple
10 University itself. They were there to manage
11 the project.

12 And the key difference was that Morgan
13 Hall was a project that was funded entirely by
14 Temple. While the Science Education Research
15 building had almost \$110 million of state
16 funding in the project. Our ability to use
17 things like CM at-risk was limited -- not
18 limited, was prohibited. So, we had to go with
19 the CM agent. And the project, as a result,
20 also had to be multiple primes. So in this
21 case, while the state minimum is four, which you
22 are probably all familiar with the famous
23 four-part bidding, we were up to almost 18 or 19
24 prime contractors on this job. So, that while

1 our CM agent and Temple staff themselves could
2 be emphasizing the need on those projects for
3 participation levels and workforce, it really
4 didn't give us the same leverage that we had
5 when it was our own money. Even some of the
6 shifts that were made from 2010 to 20 -- today
7 in the DGS requirements that even we could
8 include in contracts for participation, we saw
9 them shift from an emphasis on MBE/WBE to an
10 emphasis on small business participation. So
11 that we weren't -- we couldn't be as, guess the
12 best way to describe it, as aggressive as we
13 could on Morgan Hall.

14 I think as I look through -- and I've got
15 a couple other trends to talk or some
16 differences. To me, that was probably the
17 major -- the major challenge that we had between
18 those two projects. Where it's kind of the
19 owner's money, the owner's approach. You can
20 kind of set the rules a little bit different.
21 When you're using somebody else's money who has
22 a different set of rules, different set of
23 requirements, makes it a little bit more
24 challenging for what we want to do.

1 We also saw, you know, the economy
2 basically improve. Workers had more options.
3 People in the trades could go and work on other
4 projects throughout the City. And it was
5 tougher for us, even though we emphasize we
6 wanted to do it, to draw in like we had at
7 Morgan where things were a little bit tighter.
8 The economy was a little bit tighter.

9 Also, if you look at the Science building,
10 some of the skills required were -- and we
11 talked, I think, the last time I was in -- the
12 split between the labor numbers and the skill
13 trade numbers. While we saw actually a little
14 bit better result on the SERC, we also had a
15 high degree of skill labor required because of
16 the nature of the Science building as opposed to
17 the repetitiveness of a residence hall.

18 Also, within our numbers that get counted
19 against us or suppliers that get counted against
20 us, the building itself had a lot of specialized
21 equipment, specialized manufacturers, clean
22 rooms, case work. We were -- we weren't working
23 with, you know, okay, let's go and paint four
24 floors. Let's go do electricity on four floors

1 like we were at Morgan. It was really dealing
2 with limited suppliers, limited manufacturers,
3 limited -- and even then, they come in and
4 install their equipment. So they -- you know,
5 the ability for us to say to them, you know,
6 come in and do a clean room. We want you to
7 have a minority workforce representing a local
8 neighborhood, it was very difficult to do. It
9 was high price for that clean room, but they
10 also brought their own teams in to do it because
11 of the specialized nature of doing that. I
12 think you'll find that with a lot of buildings,
13 Science buildings, hospital buildings, that type
14 of thing really becomes a challenge.

15 As you look at this, though, you'll also
16 though see some very positive impact out of the
17 Science Education Research building. You can --
18 and I showed this with the Committee last year.
19 I'm not one to always necessarily look at the
20 percentage. I like to look at what does that
21 percentage mean in terms of dollars into the
22 neighborhood, into the local community, into
23 Philadelphia.

24 The minority employment alone on the SERC

1 generated almost \$8.2 million in payroll. The
2 local neighborhood, about \$1.2 million in
3 payroll. And the -- I'm sorry, Philadelphia
4 residents was \$8.2 million in payroll. And the
5 overall minority payroll was about \$6 million.
6 So while our percentages dipped down, it was
7 still a significant amount of money that was
8 being paid to workers to go home and pay their
9 bills and educate their children and buy
10 whatever they need to stimulate the economy.

11 So, really where Temple is at now is --
12 you say where do we go from here? We got a
13 lesson learned with Morgan Hall. We got a
14 lesson learned with the SERC, but we got a
15 strategy going forward to continue on projects.

16 So, our next big project is the
17 construction of our new library. It's under
18 design now. As a matter of fact, this afternoon
19 our Board of Trustees will see for the first
20 time the exterior views of the new building
21 being placed at the interior of our campus.
22 It's \$190 million budgeted project right now.
23 About 140 of that will be construction as we
24 think of our construction. It won't start until

1 2016, January 2016 maybe with some site prep or
2 demo about a year from today.

3 But that means we have about a year to get
4 ourselves figured out and to see what kind of
5 adjustments we want to make. We know we want to
6 improve on local hiring, but that number we
7 really want to see how we can finally -- maybe
8 the library is the one to make a breakthrough on
9 that local hiring number. We also know we want
10 to improve on the Latino hiring, which also
11 impacts some of the local hiring numbers. And
12 we're hopeful that the female hiring, while a
13 challenge I think for everyone in the City,
14 perhaps can go up. I know I saw a lot of female
15 carpenters on the SERC. As a matter of fact, I
16 saw them almost every day I went down there, and
17 it was good to see. But it's kind of
18 interesting when you're happy to see two or
19 three, that's still not giving you the numbers
20 that you really want to have, but they're there.
21 Obviously, you want to monitor that split
22 between skill and labor force.

23 As far as tactics go forward, we plan on
24 continuing to work with PALM Built-Rite to

1 ensure access to the highest levels of union
2 leadership to make sure they're aware of what
3 Temple University's goals and plans are and what
4 we expect to see be made available to our
5 contractors. We plan to continue to monitor
6 force as we have in the past and count our
7 numbers as we have in the past and to have the
8 usual review committees and advisory groups that
9 work together.

10 However, we are going to face some
11 challenges on this one, as well. It is a state
12 funded project to a great degree, so we are not
13 going to be able to go with the CM at-risk like
14 we did on Morgan Hall. We hope to lower the
15 number of primes that we have on this project
16 that we did on the Science project. I think we
17 have more time involved in design so we can do
18 that. I think that will help.

19 And as I mentioned, the state funding is
20 involved. But we also have -- beginning to see
21 in our conversations here with our colleagues
22 here in the City, as the economy continues to
23 improve and more work continues to come on the
24 books, we anticipate this can become even

1 tougher to get to the supply of labor that we
2 anticipate. So, the real challenge then moves
3 even getting ahead of ourselves even more to how
4 do we increase the supply of minority workforce
5 that's available to us. Even when we want them,
6 we can't get at them.

7 Thinking beyond the library and with the
8 amount of work that we see in Philadelphia with
9 the Comcast Tower, CHOP, Penn, us, Drexel and
10 all the other things that are just going to go
11 on around all of that, we will be working with
12 PALM and we have been with them on a particular
13 outreach program to young women in the high
14 schools particularly and getting them interested
15 in seeing that the construction trades are a
16 career path for work for them. They would -- a
17 lot of the work they do on some of the SERC was
18 in those areas. But we also want to find ways
19 to begin to reach into the high schools and
20 mentor directly with Temple.

21 Just last week, we started a program with
22 25 high school students that are going to be
23 coming in and working with our plumbers, our
24 mechanics, our general engineers and our

1 electricians. Both our employees being in the
2 schools but also them coming to actually shadow
3 them at Temple to show them that career path
4 that could be some day working for Temple.

5 It could be going into Local 98. It could
6 be going into the Labor's Union, could be going
7 into carpenters or the plumbers union, whatever
8 that might be. But to kind of give them not
9 only the mentorship from our -- directly from
10 our employees, but also real life experience and
11 seeing what's occurring so that whatever project
12 is beyond the library, even maybe the project
13 that's beyond the project beyond the library,
14 that maybe we've done something to start, you
15 know, out of our local neighborhood. Getting
16 people -- having them understand what they need
17 to do to be able to get into that career path in
18 some way.

19 So, we remain committed to making this
20 happen. I think we've learned a lot from our
21 two major projects. While we've seen a
22 down-take, I'm still very proud of what we've
23 done. I think the commitment level is there to
24 do make -- to do the right things and to make

1 sure that we're delivering what is necessary.
2 We will continue to be very transparent on our
3 results. We will share the good, the bad. And
4 try to hopefully help get advice from this
5 Committee and from others on what we can do as
6 we continue now what will be a very aggressive
7 construction work over the next several years.

8 So, thank you for having me.

9 MS. DOWD-BURTON: Well, thank you very
10 much, Jim. I think that that was an excellent
11 summary and comparison of projects. I'm
12 certainly most interested in your trends and
13 your findings.

14 And I would like to open the questions up
15 to our Committee.

16 MR. BRADLEY: I just want to commend you
17 on a thorough analysis and I like the pluses and
18 the minus. My question centers around
19 professional services.

20 Is any effort being done to, you know,
21 reach out to make sure that professional service
22 whether minorities or non-minorities, whether
23 that's part of your composition also?

24 MR. CREEDON: Well, when we hire design

1 professionals for large project, that is
2 included as part of what they have to propose to
3 us.

4 MR. BRADLEY: Okay.

5 MR. CREEDON: I think what happens is it
6 generally becomes such a small number that it
7 gets lost a little bit in the final analysis,
8 and we tend to focus on the big project. But
9 yes, that is part of it.

10 For example, artist core organization was
11 part of the team with Turner Construction on the
12 CM agent work that we did. And I'm not -- I
13 believe there was a women-owned firm team with
14 the architect on that project who was local.

15 MR. BRADLEY: That's an area where I
16 think, you know, some outreach needs to be done
17 as far as new generation of young professionals
18 that are starting their own business. And I
19 just hope there is some effort in the future to
20 reach out to not just the traditional artist
21 core group but some of the younger architects
22 and engineering firms in the City.

23 MR. CREEDON: You can help us do that,
24 too. I mean, a lot of times what I find is

1 there is the assumption made that we're not
2 welcoming that. One of the goals we have is
3 that we certainly want the best work possible
4 done, but we also want to see new --

5 MR. BRADLEY: Opportunities.

6 MR. CREEDON: New opportunities. A lot of
7 times, I think people are afraid to kind of
8 approach us. I think if you can help us send a
9 message that we want to get as many different
10 firms on our list as possible. One of the
11 things we look for is that not only are you
12 MBE/WBE but also is this a new name that we are
13 looking at.

14 MR. BRADLEY: Okay.

15 MR. CREEDON: Somebody new involved with
16 us.

17 MR. BRADLEY: Also regarding the
18 mentorship program, I'm really excited to hear
19 that you're going to start to mentor.

20 What schools are you working with?

21 MR. CREEDON: You know, I was afraid you
22 were going to ask me that as I was walking over
23 here this morning from the train. I don't
24 remember what they told me last week. I knew

1 that the group had -- they were in, they let me
2 know. But I don't remember the name of the
3 school.

4 MR. BRADLEY: Thank you, sir.

5 MS. DOWD-BURTON: Okay. Yes.

6 MS. FIELDS: I don't really have any
7 questions. I wanted to commend you on the work
8 you're doing with outreach, with labor. I was
9 going to ask the same question, which high
10 schools. Because it's important that these
11 children get the training so that they can join
12 these labor organizations that would then meet
13 the percentage that you need in terms of
14 minorities at these various work stations. I
15 just wanted to commend you on that and wish you
16 had the name of the schools with you.

17 MR. CREEDON: I will get it to Angela.
18 Yeah, I'm sorry. There is always something at
19 one of these that just didn't anticipate.

20 MS. FIELDS: Thank you.

21 MS. DOWD-BURTON: So, the question that I
22 have is regarding your work with PALM
23 Built-Rite. And I applaud the mentorship
24 program, as well.

1 Do you see as part of trends, the
2 engagement of the unions in terms of building
3 apprentice programs?

4 MR. CREEDON: We have started the
5 conversation about that because we have this
6 year, you know, that we want to see what the
7 best is to do. Whether we want to have
8 something that more formalizes the need for
9 certain apprenticeship program representing the
10 diversity of the neighborhood on our different
11 projects, they will take the first quarter of
12 Calendar Year 15 to kind of sort that out and
13 see what's possible.

14 Part of the challenge is we try to balance
15 the, you know, the economic realities versus
16 what can really be done on some of the projects.
17 But I think we're going to put that on the table
18 to see what we might be able to do.

19 MS. DOWD-BURTON: Okay. All right. Thank
20 you.

21 I'd like to welcome our fourth member of
22 the Committee, Varsovia Fernandez. Varsovia,
23 I'm going to ask that you switch chairs because
24 it does look like you're sinking a little bit.

1 MS. FERNANDEZ: Yes.

2 MS. DOWD-BURTON: Thank you for joining
3 us. James Creedon from Temple University is --
4 has provided excellent testimony.

5 And so, I just, number one, want to thank
6 you again for your taking the time to conduct
7 the analysis to look at the trends, what is
8 working, what can be improved. These are all
9 lessons learned that we truly want to share
10 across the region because it is, for us, about
11 building solutions to the challenges that we
12 face.

13 And so, I think Temple has done a great
14 job and assembled the right team on the ground
15 to really make things happen. So thank you.

16 MR. CREEDON: Thank you. Good to see you
17 again.

18 MS. DOWD-BURTON: You too.

19 So, the next speaker for today will be
20 Manik Arora of Arora Engineers.

21 Welcome.

22 MR. ARORA: Thank you.

23 MS. DOWD-BURTON: Please introduce
24 yourself and tell us about your company.

1 MR. ARORA: Again, my name is Manik Arora
2 from Arora Engineers. I'm the President and CEO
3 of a multi-discipline engineering construction
4 management, facilities management firm. We've
5 been in business for 27 years. And 25 of them
6 have been certified with MBEC now OEO and it's
7 been a success.

8 We're focused on the industries for
9 aviation, education and transportation
10 infrastructure for the built environment. We're
11 roughly about 100 people at this point. And
12 some of our peer-play city contracts include our
13 largest one -- which is a Division of Aviation,
14 been there for 20 years -- the Department of
15 Public Property, Philadelphia Water Department,
16 Streets Department and then ancillary units such
17 as SEPTA, School District of Philadelphia when
18 it was governed by MBEC a few years ago.

19 And success in our view, I think what I
20 want to get across today is that if you go from
21 a 10,000 foot level, it's really do what you say
22 and be persistent. That's the message I give
23 out to the entire M&W community. OEO is here as
24 a framework. At times, it provides events to

1 help with matchmaking and networking. But you
2 have to do what you say and be persistent. And
3 if they can take that message with them that's
4 great.

5 But the real success of the future of the
6 program and the City, I think, there is an
7 appetite to grow capacity through all M&W teams
8 and services. Ad the difference there is, is
9 that the mentor/protegee approach is a success
10 when it's coming from the agency level or even
11 the prime level. But when the mentor is coming
12 from a firm such as ours that's been in the
13 capacity issued for collecting the cash, that's
14 been in the capacity issue for hiring work,
15 creating lines of credit, that sometimes the
16 biggest value you can educate business owners
17 that are growing from one to five people and
18 then scalable to whatever they want to grow
19 their firm to.

20 I believe there's an opportunity. How do
21 we create and dissect that where there is
22 opportunity just for the M&W community to create
23 a team that's only related to that?

24 Quietly, we did a design-build contract

1 for the City of Philadelphia at Terminal E
2 Airport at Philadelphia International Airport.
3 And we were the prime. We were designer led
4 design build firm that gave 80 percent of the
5 work to minority and women owned firms. And
6 that's a clear example that you can do it. And
7 you will see the next tier of firms five to ten
8 years from now be able to compete as primes. It
9 has to start now.

10 Some of the growth and success in planning
11 that's within our firm, we have grown at a
12 thousand percent in the past ten years. I have
13 some grey hair to prove that. And if we
14 continue on that thousand percent growth, it
15 would value our firm at a hundred plus million
16 going into a ten-year span. By then, again,
17 internally our successes should be that we were
18 able to grow ten firms out of projects that
19 helped us grow in the region. It also takes
20 some of the heavy lifting off of some of the
21 primes and the agencies that were able to
22 support that within the system.

23 As far as succession planning, I own 78
24 and a half percent of the company. My father

1 who also started the business was -- has
2 21 percent. Currently, we are buying him out
3 and we are transferring shares to owners within
4 the firm, senior managers. 50 percent of that
5 transfer is going to African-American
6 leadership. So, diversity matters not only
7 externally, as I spoke of, but internally as
8 well. How do we measure that will be another
9 success factor down the road versus just a
10 percentage.

11 Then finally, I'd like to close with some
12 of the lessons learned over the years.

13 Making sure people get paid is very
14 important. There is a lot of events and
15 feedback we get that when paid get paid in the
16 professional service industry is just the norm.
17 I don't believe that is the status quo. I have
18 seen other markets around the country that we're
19 participating in where they need to pay their
20 subs in 30 days. And not trying to have an
21 enforcement around it, but trying to have an
22 education that that matters to small business
23 and especially to minority and women owned
24 businesses.

1 That's definitely a lessons learned and a
2 challenge ahead that we need to focus on.

3 Finally, just reiterating what I said,
4 that diversity matters externally but it matters
5 internally as well. And we should be on a
6 campaign moving forward to show that firms are
7 making efforts to increase that internal
8 diversity.

9 Thank you.

10 MS. DOWD-BURTON: Thank you very much. I
11 have to share that your organization received
12 the Passing the Torch Award during the Minority
13 Enterprise Development Week. It was an
14 extraordinary event at the Enterprise Center.

15 And I just commend you and your team and
16 your family. It was a wonderful lesson shared
17 with everyone that was there.

18 MR. ARORA: Thank you very much.

19 MS. DOWD-BURTON: Thank you.

20 Members of the Committee, I'd like to open
21 the floor for questions.

22 MR. BRADLEY: Again, I want to
23 congratulate you on your vision and congratulate
24 you on having already put into place a

1 succession plan. And a lot of minority-owned
2 business skip that step that is so vital for
3 long term sustainability.

4 I just want to congratulate you and much
5 success.

6 MR. ARORA: Thank you.

7 MS. FERNANDEZ: That's what I had to say,
8 so I am just going to add to that.

9 The pride that your father showed at the
10 awards when he smiled from one ear to the other
11 is just priceless. And to see your mother and
12 everybody, that is truly fantastic because you
13 illustrated how a community works, how the
14 family unit into the community organization into
15 the community work that goes on into the
16 services that we use every day, it matters how
17 we all as a community contribute and grow and
18 succeed.

19 So congratulations.

20 MR. ARORA: Thank you.

21 MS. DOWD-BURTON: Okay. All right. Thank
22 you.

23 Thank you so much for providing testimony
24 in all that you do. It's great to see walking

1 the talk.

2 MR. ARORA: Thank you.

3 MS. DOWD-BURTON: You're welcome. I want
4 to acknowledge Sadique Akbar who represents
5 Councilman Goode's office has joined us. Thank
6 you for being here.

7 Now I'd like to invite Janira Barroso and
8 members of the Water Department to join her for
9 testimony.

10 Good morning.

11 MS. BARROSO: Good morning. Can you hear
12 me well here?

13 MS. DOWD-BURTON: Yes.

14 MS. BARROSO: Okay, great. Well, thank
15 you for having me this morning.

16 Good morning, Executive Director Committee
17 Chairperson Angela Dowd-Burton and members of
18 the Economic Opportunity Review Committee. My
19 name is Janira Barroso. I'm the Director
20 Participation for the Philadelphia Water
21 Department. And I'm here to testify on behalf
22 of the results of the Economic Opportunity Plan
23 for the Venice Island underground Storage Tank
24 Recreation Center Project and Venice Island in

1 Manayunk neighborhood.

2 Joining me here today is Brian Mohl,
3 Capital Project Manager; Trisha Grace, Assistant
4 Projects Manager; and Jim Giffear, construction
5 engineer. Jim Giffear is here next to me. He
6 will provide any technical questions you may
7 have regarding the project.

8 MR. GIFFEAR: Good morning.

9 MS. DOWD-BURTON: Wonderful. Thank you.

10 MS. BARROSO: PWD is committed to creating
11 long term opportunities for minority and women
12 and disabled businesses to drive participation
13 on our contracts. I am pleased to report that
14 with the assistance of the Office of Economic
15 Opportunity, PWD continues to make progress
16 towards our commitment to increasing meaningful,
17 equitable business participation.

18 Thank you for giving me this opportunity
19 to share the success regarding Venice Island
20 which is now complete. The project is located
21 between the Manayunk Canal and the Schuylkill
22 River, between Lock and Cotton Street Bridges in
23 the Manayunk neighborhood of Philadelphia.

24 We also had a ribbon cutting that occurred

1 in October 7 of 2004 which celebrated this
2 visionary project and partnerships between PWD,
3 Philadelphia Parks and Recreation and the
4 community of Manayunk. Venice Island is a place
5 for community events, afterschool haven for city
6 kids. It has a community theater, a hub for
7 waterfront activities. And it also has -- is a
8 model for stormwater management which drove this
9 project to its fruition.

10 Venice Island boasts a state of the art
11 250-seat performing arts recreation center, a
12 spray park, a outdoor amphitheater, basketball
13 court, a green roof, rain garden and underground
14 storage tank which holds about 4 million gallons
15 on water.

16 Venice Island is representative of PWD's
17 approach to partnerships. Again, we worked with
18 Parks and Recreation, of course that Manayunk
19 community there, they were very much concerned
20 about the flood that were occurring in that
21 neighborhood. So, Parks and Recreation, you
22 know, the site that was debilitating the rec
23 site. So, Parks and Recreation saw an
24 opportunity to revitalize a popular aging

1 recreation center in a cost effective way when
2 PWD identified Venice Island as an ideal site
3 for underground basin to temporarily store
4 stormwater runoff and keep sewage overflows out
5 of the Schuylkill. This project had an economic
6 opportunity plan with a project labor agreement.
7 This is our first project that had a project
8 labor agreement and an economic opportunity
9 plan.

10 Project labor agreements can provide
11 opportunities for the City, contractors and
12 labor organizations to make progress in meeting
13 their respective goals for worker diversity and
14 local employment. PLAs can ensure a building
15 and construction projects are completed at
16 lowest responsible reasonable costs by high
17 quality and professional workforce in a timely
18 manner without labor disruptions.

19 The City of Philadelphia is determined --
20 has determined that certain projects because of
21 their size complexity and need for variety of
22 craft labor, critical deadlines are generally
23 appropriate for project labor agreements.
24 Venice Island is an excellent example of a PLA

1 working well.

2 The \$45 million project included work to
3 construct the underground storage tank, head
4 house facilities to protect and improve the
5 health of the Schuylkill River, the construction
6 of a new performing arts center to replace
7 recreation facilities which were demolished to
8 accommodate this project and the development of
9 a new parking lot that includes green stormwater
10 management practices. Again, the underground
11 storage tank holds nearly 4 million gallons of
12 stormwater thus avoiding overflows directly to
13 the Schuylkill River. The complimentary canal
14 improvements will also greatly benefit the area
15 by creating more flows through the canal and
16 improving water quality.

17 The Economic Opportunity Plan included
18 minority and participation goals and called for
19 the establishment of oversight committees that
20 met monthly with contractors and City officials
21 to assure that the aggressive EOP goals were
22 maintained. They were comprised of PWD
23 representative, the Office of Economic
24 Opportunity, some City Council members such as

1 City Councilman Goode's office, also the
2 contractors that were on the project which are
3 Daniel J. Keating, Rick Dischler and Company for
4 the electrical contract and Five Star who
5 handled plumbing and HVAC. I'm sorry, I didn't
6 mention that Daniel J. Keating was a general
7 contractor on the project.

8 Subcontracts, minority and women subs that
9 were already on the project were Grassroots
10 Installation, Decisions Distribution, LaBelle
11 Sales, Manna Supply, MJK Electrical Corporation,
12 Thomas Building Group, TRIJAY Systems, CNS
13 Construction Corp, Disposal Corporation of
14 America, Lake Glenn Enterprises, minority
15 contractors, Lebeau Plumbing and Heating supply,
16 Interior Construction Services.

17 The project achieved 30 percent in
18 contract participation. This is actual
19 payments, not just commitments but 30 percent in
20 payments. The workforce diversity shows
21 minority journeyman achieved at 30 percent;
22 minority apprentice, 28 percent; female
23 journeyman, 5 percent; female apprentices,
24 9 percent. This project, I should highlight,

1 did not have an official -- an official local
2 goal on it. However, we enforced in working
3 with the contractors to have one. We did an
4 unofficial goal of 50 percent.

5 We achieved, you know, we tried to achieve
6 that goal. We achieved 43 percent for local
7 journeypersons and local apprentice 44 percent.

8 Now some of the key highlights I would
9 mention is that the EOP -- the EOP and PLA had
10 is that it forced the people to come together.
11 We met on a monthly basis for 28 months. We
12 looked at the data and information shared during
13 the oversight committees. We troubleshooted
14 during these meetings and addressed any issues
15 amongst our members to find solutions to meet
16 these workforce goals. We held pre-construction
17 meetings with the union trade members and their
18 business agents to reinforce our goals on these
19 projects as far as workforce diversity and
20 contract participation.

21 Also, I want to mention that PWD currently
22 has three other active projects that have an EOP
23 and a PLA. Those are Belmont Raw Water Basin,
24 Northern Liberties Flood Relief and Northeast

1 Water Pollution Bypass Projects. All of those
2 have aggressive goals, as well. We will be
3 meeting in January 2015 with committee members
4 to discuss those projects.

5 We're following a best practice model to
6 monitor our projects especially based on our
7 lessons learned and how we implemented our last
8 oversight committee through Venice Island.

9 I thank you again for this opportunity to
10 present this information. I'm happy to answer
11 any questions.

12 MS. DOWD-BURTON: Thank you very much,
13 Janira.

14 Questions from the committee?

15 MS. FERNANDEZ: Just a comment. Thank you
16 for coming in and thank you for making a true
17 effort to make minority a value of what PWD is
18 doing. I have seen the progress in the last
19 seven years.

20 MS. BARROSO: Thank you.

21 MS. FERNANDEZ: That's truly fantastic.
22 So, congratulations in the success of Venice.
23 And I look forward to hearing more when the
24 other three projects are finished.

1 MS. BARROSO: Thank you.

2 I also would hate to miss this opportunity
3 to mention that PWD has been working with the
4 MidAtlantic Region Transportation Resource
5 Center that's housed in the Enterprise Center
6 for Bond Education Program for companies in the
7 construction industry. We just held a class
8 this past fall that graduated thirteen
9 companies, three of which are bond ready or
10 received a bond. Two have pending applications.

11 So you know, with that we are striving,
12 you know, to making sure that companies are
13 growing, understanding the process of doing
14 business with PWD. We partnered with SEPTA in
15 that initiative also with Cheyney University,
16 Streets Department. And I -- I'm sorry if I
17 forgot someone else, but it was a collaboration.
18 And I would like to thank the Enterprise Center
19 for housing that program there and also my
20 partners in that initiative.

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

22 MS. FIELDS: I have a question. Maybe I
23 didn't hear it. But what were the minority and
24 women participation goals? What were the

1 specific numbers?

2 MS. BARROSO: The breakout?

3 MS. FIELDS: Yeah.

4 MS. BARROSO: The initial commitment for
5 MBE commitment was 12 percent and for WBE was
6 18 percent.

7 MS. FIELDS: And how did you come to that
8 determination in terms of what your goals would
9 be for each group?

10 MS. BARROSO: Well, with this particular
11 project since it's a City program, we worked
12 with the Office of Economic Opportunity to set
13 those goals. Those goals are set by OEO. We
14 worked with them in establishing those goals.
15 And then, of course, the contractor who is
16 either the lowest most responsible and
17 responsive bidder provides where the area of
18 commitments that they have made on their
19 contract or, I should say, their bid.

20 MS. FIELDS: I noticed that in some areas
21 the goal were very, very low. For example,
22 female journeypersons and female apprentices.
23 Extremely low.

24 So, what is the initiative moving forward

1 to -- I mean, because this is about getting more
2 minorities, more diversity. So, what are the
3 initiatives that you are working on to make that
4 number higher?

5 MS. BARROSO: Right. We work off the
6 established goals that were placed by MACCID,
7 which is at 7 percent for women workforce goals.
8 We were at 5 for journeyperson which we were 2
9 percent short of the female journeyperson. We
10 actually exceeded the goal under the apprentice
11 over 2 percent with 9 percent of the female
12 apprenticeship. We do know that there is a need
13 for improving, you know, union membership with
14 females in that workforce.

15 I have been working with the Southeastern
16 Contractor Association. Now, that's not the
17 union. Because, of course, I don't want to
18 really get into the relationship with unions and
19 the city and whatever. But I believe that
20 working with contractors and making that as part
21 of our primary goal, having it -- creating those
22 relationship with people that are actually doing
23 the hiring.

24 If they have -- they're signatory to a

1 union, bringing in people through that avenue
2 versus, you know, if the unions are not opening
3 the doors to minority and women, that is a
4 barrier. However, if we have contractors that
5 pay union dues and benefits and they have their
6 own workforce and they are the ones doing the
7 hiring, I think we can, you know, at least start
8 breaking down those barriers that way.

9 MS. FIELDS: You made a comment just now
10 that you don't want to get into the relationship
11 between the City and unions. I don't know if
12 you realize, but I'm the Vice President of
13 AFSCME.

14 MS. BARROSO: Yes. Yes.

15 MS. FIELDS: So, we may need to talk about
16 it a little bit afterwards. Thank you.

17 MS. DOWD-BURTON: All right. Thank you,
18 Janira, for your diplomacy.

19 MS. BARROSO: All right. Thank you.

20 MS. DOWD-BURTON: One of the things that I
21 just want to acknowledge is that nationally
22 women on -- in the trades have been around 2
23 percent. When MACCID set their goals, they
24 recognized that 2 percent was sort of where we

1 are. But where we want to be is closer to 7,
2 and so that number was set as a stretch goal in
3 the MACCID study.

4 That's the goal we're pursuing. And there
5 was truly an effort. I've seen on the Economic
6 Opportunity Oversight Committee's conversations
7 where people are sort of going after every woman
8 they can find who is not -- who is on a bench
9 anywhere to make sure that we get their presence
10 on projects to drive that number up.

11 And so, I thank you for that effort. We
12 will continue to push that number.

13 MS. FIELDS: You may want to have a
14 discussion with Coalition of Labor Union Women.
15 It's an organization that is comprised of women
16 in leadership position of almost every union you
17 can think of in the City. I am actually on
18 their executive board.

19 MS. DOWD-BURTON: Excellent.

20 MS. FIELDS: There are ways and we are
21 working on those issues right now ourselves.

22 MS. BARROSO: I thank you for that
23 opportunity. I'm more than happy to speak with
24 you afterwards. Thank you.

1 MS. FIELDS: Thank you.

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

3 And sorry we didn't get into technical

4 questions, but it's an extraordinary project.

5 I've been there and I invite everyone to sort of

6 drop in to Venice Island in Manayunk.

7 MS. BARROSO: It is awesome.

8 MR. GIFFEAR: It was an honor to work on

9 it.

10 MS. DOWD-BURTON: Thank you.

11 So Janira raised the issue with regard to

12 structures of support for minority and

13 women-owned businesses. And we are going to

14 move into presentations by three individuals. I

15 know Curtis and James are here. I'm not sure if

16 Darryl is here yet.

17 But we are going to hear first from Curtis

18 Gregory, Office of Economic Opportunity who is

19 going to just be in -- I'm sorry, Office of

20 Business Services. We do adopt, do we not?

21 I just said he was from OEO. He's from

22 the Office of Business Services, OBS. And they

23 are the concierge of business service.

24 MR. GREGORY: Oh, you stole my punchline.

1 MS. DOWD-BURTON: Sorry.

2 MR. GREGORY: Good morning. My name is
3 Curtis Gregory. I'm the Senior Director of the
4 Office of Business Services. And we are a
5 customer service driven provider of rich
6 information housed within the Commerce
7 Department.

8 Since the majority of the committee is
9 already familiar with the Office of Business
10 Services, what I thought I would do today is
11 kind of give you a brief overview and talk about
12 our work that we do from a reactionary
13 standpoint and then get into the work that we do
14 from a proactive standpoint.

15 If I could draw your attention to page 28
16 in your packet, you'll see an overview of a very
17 talented team that's geographically assigned
18 that comprises the Office of Business Services.
19 Although that page shows some of the work we've
20 been doing from a quantitative standpoint, we
21 have literally touched well over 10,000
22 businesses since we formed as a group in 2009.

23 If you turn to page 28 -- I mean, excuse
24 me, 29, you will see kind of an overview of

1 where we are referring a lot of clients, case
2 referrals, reasons people are contacting the
3 Office of Business Services and a top industries
4 that we tend to get inquiries on. To give you
5 an idea of how that has changed over the years,
6 it has pretty much remained the same with the
7 exception of the top five client industries.
8 The number one and the number two spots will
9 flip back and forth from one fiscal year to
10 another.

11 We know the type of industries that
12 normally call upon us for services. We know the
13 reasons for the inquiry. And we know typically
14 where we tend to refer those particular clients.

15 When I first joined the team in 2009, we
16 weren't tracking anything, quite frankly. For
17 those of us that worked in private sector or
18 anybody that's run an organization or run a
19 business, you know it's very difficult to manage
20 an organization if you're not tracking at least
21 something. So the quantitative aspect of what
22 we track is reflected in our numbers of cases,
23 contacts, things like that. The qualitative
24 aspect of what we tracked is reflected in

1 turnaround time and client satisfaction.

2 The industry norm as you see on page 30
3 usually runs around 64 to 70 percent. We have
4 consistently been above 90 percent even though
5 we strive for a goal of 100 percent in client
6 satisfaction. There is a typo at the very
7 beginning. That score is actually improved to
8 96 percent of business reporting in 2013 up from
9 90 percent. I apologize for that typo, but I
10 didn't catch that until this morning.

11 From a quantitative standpoint, cases and
12 contacts; from a qualitative standpoint, it's
13 turnaround time. We normally average about
14 three to five days. I think we're tracking
15 around two days for Fiscal Year 2013 in terms of
16 case turnaround time. And I will tell you, a
17 lot of people may not have heard of the Office
18 of Business Services, but you're heard about the
19 individuals that comprise that team: Samuel and
20 Bob Collazo, Sabree and Sandi King. I don't
21 want to name all of them. I am going to forget
22 somebody. You kind of get the idea.

23 The proactive work we do is something I'm
24 also very, very proud of. So, historically

1 speaking, people called us on our hotline
2 (215)683-2100 or they reached out to us through
3 our business portal which is
4 www.phila.gov/business. And they engaged us
5 with whatever needs they might have.

6 We recognize that from a report from the
7 Sustainable Business Network about two years
8 ago, there are literally 92,000 small businesses
9 in Greater Philadelphia. I have a team of nine.
10 So, it's literally impossible for us to service
11 all of those clients. So, we partner with a lot
12 of different organizations, some that are
13 represented here in this room right now like the
14 Hispanic Chamber of Commerce, the
15 African-American Chamber of Commerce, the
16 Enterprise Center, SCORE and the list goes on to
17 engage those business owners and let them know
18 that there's a resource available to them to
19 help them navigate the resources of the City.

20 One of the things that we've found has
21 been very, very successful is our business
22 associations. And we've been very active in
23 creating a number of business associations to
24 name a few. The Wynnefield Business

1 Association, the Germantown Erie Merchants
2 Association, and the Bustleton Cottman and
3 Castor Business Association. These are not
4 things that are easily done overnight or
5 something you put together in a month. This has
6 taken years of work. And I'm very, very proud
7 of the effort that this team has done in terms
8 of creating those business associations.

9 When I first joined the team, we had a lot
10 of what I would call "fire drills." We would
11 hear about something, a change in policy or a
12 change in procedure from various city agencies.
13 And we would react accordingly as our phones
14 would blow up from the small business community.
15 But now I can say the Office of Business
16 Services now has a proactive relationship with
17 those City agencies so that when things like
18 food service business or tax reform or any kind
19 of policies or initiatives are coming down, we
20 are usually consulted with. And so, we
21 anticipate and we're ready to respond
22 accordingly when there are changes in procedures
23 and policies from an internal perspective.

24 So, I'm very, very, very proud to report

1 that this team is starting to impact our has
2 been impacting the small business community from
3 a proactive standpoint, as well.

4 A few years ago we also introduced a
5 program called the AmeriCorps VISTA Program. We
6 recognize the fact that English was not
7 necessarily the dominant language for a
8 significant part of our small business
9 community. So, we engage VISTA volunteers.
10 These were people that -- it's similar to Peace
11 Corps if you're not familiar with the VISTA
12 Program, except it's at a domestic standpoint.
13 Typically, college-age students. The term is
14 for a year. And what they get out of it is
15 tuition relief or tuition reimbursement.

16 We specifically focused on VISTA
17 volunteers that had linguistic skills. I'm
18 trying to remember all the languages. We
19 reached out to the Asian, Russian, Portuguese,
20 Haitian, Carribean and Latin communities. We
21 actually hired one of those VISTA volunteers. I
22 would have loved to have hired more than just
23 one. But recognizing limited resources, we were
24 very, very fortunate to hire one that has -- I

1 think he speaks six languages, maybe five.

2 Some things that are coming, and I just
3 want to highlight -- there was an excellent
4 report done by the Hispanic Chamber of Commerce
5 that talked about the state of small business in
6 the Hispanic community. The two main
7 recommendations or the two main needs that came
8 out of that report was business owners need help
9 in terms of generating more customers and access
10 to capital. The reason I wanted to highlight
11 that report is even though it had a focus on
12 Hispanic-owned businesses, I think people in
13 this room will probably agree with me, that
14 translates to all small businesses have that
15 same need. Whether it's -- I don't want to get
16 in the whole list. Anyway, it translated to all
17 small business needs.

18 So in the interest of access to capital,
19 we just recently launched a Kiva Zip Program,
20 which is a funding source that addresses the
21 micro loan needs that we tend to see
22 particularly in the early stage businesses. So,
23 I'm not going to get into details about the Kiva
24 Zip. I'd be more than happy to engage anybody

1 in terms of conversations about that. But the
2 Kiva Zip manager now is part of my team. Her
3 name is Alyssa Thomas. These are for loans up
4 to \$5,000 for the first go around and can go up
5 to as high as \$25,000 for the second go round.
6 It really meets a strong need for what I will
7 call micro loans.

8 The other thing that we started doing is
9 what we call City Service Access Training or
10 CSAT training where we brought new quarter
11 managers, technical assistant partners, actually
12 whoever wanted to learn what is it that this
13 talented group of people does? What does Office
14 of Business Services, what do we actually do?
15 How do we get things done?

16 Instead of us teaching the class, though,
17 we brought in our City agency partners to
18 actually present the class. So, we had
19 representatives from L&I, Revenue Department,
20 the Office of Food Protection or Health
21 Department, 311, the list goes on. This was for
22 four weeks, half days on Wednesdays. And
23 we're -- we just finished our second year. The
24 response that we've gotten from the surveys that

1 we always send out at the end of each session
2 have been tremendously positive. Everything
3 from agree to strongly agree that this program
4 has helped them understand how to navigate the
5 resource of the City and get a better
6 understanding of the City.

7 The last and final thing I want to talk
8 about is we recognize the fact that business
9 owners need help in terms of generating more
10 customers, generating more clientele. In the
11 City of Chicago, they discussed a program -- I
12 talked to them about a program called the ITT
13 Ambassador Program where they basically paired
14 up students with ITT skills or technical skills
15 with small business owners.

16 Our strategy on this one is there are
17 certain business owners in the community that I
18 don't have anything to do with internet, I just
19 like to do it the old fashion way. And we think
20 there's an opportunity to educate and inform
21 those business owners and possibly tap into
22 another revenue stream for them if we can get
23 them to embrace the opportunities that might
24 exist with social media and embracing technology

1 as a way to generate customer flow.

2 So, this is something that is in the idea
3 stage. It's kind of like on the cocktail napkin
4 stage. But the program has already been
5 implemented in Chicago. We've gotten a lot of
6 information about it. We're not just trying to
7 figure out how to put it together, how to fund
8 it, et cetera, et cetera. So, that's a brief
9 overview of the Office of Business Services from
10 a reactionary, from a proactive standpoint and
11 some quantitative as well as qualitative goals.

12 Questions?

13 MS. DOWD-BURTON: Thank you very much,
14 Curtis. Questions from the Committee?

15 MS. FERNANDEZ: I do. I have a question.
16 I am full of congratulations today, but I've
17 been doing this now for nine years on the
18 Hispanic Chamber. When I got to the Hispanic
19 Chamber, we didn't have OEO and we didn't have
20 Business Services. This is pretty incredible to
21 see the growth of the services, so thank you for
22 that. It helps us a lot as you know.

23 So the question I have is you quoted the
24 Greater Philadelphia 92,000 small businesses but

1 you restrict it to service in the City only,
2 right, unless the county business is recommended
3 and they need services, right.

4 MR. GREGORY: I'm sorry. Say that again
5 now? The -- that quote that I has was from
6 the --

7 MS. FERNANDEZ: The Business Services are
8 for businesses located in Philadelphia?

9 MR. GREGORY: Correct.

10 MS. FERNANDEZ: Except when we have
11 questions for the businesses that are trying to
12 establish themselves in Philly, then you have to
13 service them even though the City doesn't have
14 resources outside?

15 MR. GREGORY: We do get calls from outside
16 the City of Philadelphia. We're on the same
17 page on this. We don't go, I'm sorry, we can't
18 help you.

19 MS. FERNANDEZ: Right.

20 MR. GREGORY: Nine times out of ten, we
21 try to find what county they are talking about
22 and try to direct them to who our counterpart
23 might be. When I quoted the 92,000 small
24 businesses, that was something I pulled from the

1 Sustainable Business Network Report. If your
2 question is does that include Greater
3 Philadelphia or region, I don't remember now off
4 the top of my head.

5 MS. FERNANDEZ: Yeah. You said it was
6 Greater. The reason why I point it out is
7 because I want people to understand that it's
8 more than the City, and this happens to all of
9 us. I mean, we are regional. But when those
10 businesses outside of the City require help, the
11 City does not technically allocate a lot of
12 resources for that; yet, they are still being
13 served. There is a need --

14 MR. GREGORY: Yes.

15 MS. FERNANDEZ: -- sometimes for the City,
16 for your department to have more resources. And
17 I think that that's really important to note
18 because we can't do it all sometimes.

19 MS. DOWD-BURTON: Sure.

20 MS. FERNANDEZ: We are really appreciative
21 of that service.

22 MR. GREGORY: Thank you.

23 MS. FERNANDEZ: So, no, thank you for all
24 you do.

1 MS. DOWD-BURTON: Thank you.

2 Steve, questions?

3 MR. BRADLEY: No.

4 MS. DOWD-BURTON: Okay. All right. Thank
5 you very much, Mr. Gregory.

6 MR. GREGORY: Thank you. Appreciate it.

7 MS. DOWD-BURTON: And I also want to thank
8 Curtis and his team for participating over the
9 last four years in doing business with the City
10 of Philadelphia program that the Office of
11 Economic Opportunity also runs on a monthly
12 basis.

13 Okay. With that I'd like to invite James
14 Sanders to provide testimony from the Minority
15 Business Development Agency housed at the
16 Enterprise Center.

17 MR. BRADLEY: Thank you for your written
18 copy, Mr. Sanders.

19 MR. SANDERS: Good morning.

20 There was a Ph.D. up here with a 30-page
21 document. I don't have a 30-page document. I
22 only have an MBA. One day I'll get there. That
23 was for Mr. Gregory.

24 Good morning. My name is James Sanders,

1 Senior Director at the Enterprise Center. Bring
2 you greetings from Della Clark and the Board of
3 Directors, so I'd like to thank the Economic
4 Opportunity Review Committee, Varsovia, Steven,
5 Angela and Ms. Vanessa Fields for inviting me
6 here to speak. Today I will provide you with
7 insight on our programs, initiatives focused on
8 minority and disadvantaged business enterprises.

9 The Enterprise Center is an economic
10 development organization with over 20 years of
11 experience servicing the minority-owned
12 business. There are some things you may or may
13 not know about the Enterprise Center, but I will
14 share a lot of that information overall. Allow
15 me to share with you some background on several
16 public and private partnerships that we have
17 that afford us the opportunity to deliver much
18 needed service to the minority and disadvantaged
19 businesses in the region.

20 So, the Enterprise Center has a public and
21 private partnership with the U.S. Department of
22 Commerce, Minority Business Development Agency
23 which is 1 of the 44 network offices throughout
24 the continental U.S. including Puerto Rico. I

1 am the director of that office located at the
2 Enterprise Center.

3 MBDA was established in 1969 under
4 President Nixon. The mission of MBDA is to
5 foster the growth and global competitiveness of
6 the U.S. minority-owned businesses. Here are
7 some facts about minority businesses according
8 to MBDA.

9 Minority owned firms account for
10 \$1 trillion of revenue and 5.8 million jobs
11 along with 5.8 million businesses. That
12 information can be found on MBDA.gov. The
13 minority business population buying power is
14 approximately 2.5 trillion. According to U.S.
15 Census, minorities represent 35 percent of U.S.
16 population and are expected to be the majority
17 by 2043.

18 The Enterprise Center also has a
19 public/private partnership as you heard earlier
20 from Ms. Janira Barroso -- Janira from the
21 Philadelphia Water Department. The U.S.
22 Department of Transportation Office of Small
23 Disadvantaged Business Utilization is located at
24 our office, the Small Business Transportation

1 Resource Center. Small Business Transportation
2 Resource Center focuses on disadvantaged
3 business enterprises that are seeking to do
4 business in the transportation industry. We
5 host a bonding education program through five
6 states annually here in Philadelphia. We also
7 have a short-term lending program that does
8 contract financing for firms that have or won a
9 contract under the Transportation Authority
10 whether it's PennDOT, DelDOT and any one of the
11 authorities under the U.S. Department of
12 Transportation funding.

13 In addition to the prior two partnerships,
14 we also work with the U.S. Small Business
15 Administration and the U.S. Department of
16 Treasury to provide financing under the SBA
17 Micro lending program and the Community
18 Development Financial Institutions fund,
19 respectively CDFI. It was important that I
20 provide you with background on these
21 partnerships as they are and will remain to be
22 significant in our delivery of service to
23 minority and disadvantaged businesses. Our
24 primary service area is Philadelphia although

1 our partnerships give us capacity to work with
2 firms outside of Philadelphia such as the entire
3 state of Pennsylvania, Delaware, New Jersey and
4 farther out.

5 Our office has a breath of experienced
6 professionals and services that we deliver. In
7 this presentation, I will focus on three service
8 areas to keep it clear and concise. We provide
9 access to procurement and contracts, access to
10 capital and technical assistance. You will see
11 those three bullet-points there. MBDA
12 commissioned a disparity study on access to
13 capital in 2010. Again, you can find that on
14 MBDA.gov.

15 That disparity study provided some
16 substantial information that really kind of
17 tells a story about some of the services that
18 the Enterprise Center provides overall as well
19 as Hispanic Chamber of Commerce,
20 African-American Chamber of Commerce, Asian
21 Chamber and some of the other organizations.
22 One of the banner of access the procurement
23 contract, want to touch on three bullets. There
24 are a lot more in that study.

1 Young minority-owned firms create jobs at
2 similar rates as young non-minority firms.
3 Minority businesses create jobs with good pay.
4 Minority-owned firms outpace growth of
5 non-minority firms.

6 On to access to capital. Again, just
7 three, but there are a lot more in the study.
8 Minority-owned firms are less likely to receive
9 loans than non-minority firms. Minority-owned
10 firms are more likely to be denied loans. And
11 lastly, lower wealth levels are barriers to
12 entry for minority entrepreneurs.

13 Moving now to technical assistance. I
14 will touch on a study that was done most
15 recently. It was called -- it is called the
16 Life Cycle of minority-owned businesses.
17 Implications for American economy prepared by
18 the National Minority -- prepared for the
19 National Minority Enterprise Development Week
20 back in 2004. Was sponsored by MBDA. It
21 provided a strong case for the services, again,
22 that we provide here at the Enterprise Center.
23 The report outlined the life cycle of minority
24 business as follows.

1 Birth, adolescence, maturity and death of,
2 again, the business. At each stage of the life
3 cycle, technical assistance is needed. For
4 instance, at birth, most minority-owned
5 businesses may start with one employee and have
6 a strong need for these services within the
7 first few months and/or years or else they fail.
8 I'd like to focus on the maturity phase of the
9 business.

10 In the maturity phase, minority-owned
11 businesses either expand or decline. Based on
12 this information, the maturity phase is a
13 critical and critically important stage as this
14 is the time when these firms contribute heavily
15 to employment growth overall for the U.S.
16 economy. Based on my observations and the work
17 that we do at the Enterprise Center with large
18 organizations, minority-owned firms,
19 disadvantaged businesses, our market
20 Philadelphia does not have a substantial number
21 of mature firms to compete within the supply
22 chain and procurement process. This is why the
23 Enterprise Center and other service providers
24 exist to strengthen MBDA firms to bring them to

1 scale and hopefully create a strong labor force
2 and a diverse and inclusive business environment
3 while remaining highly competitive.

4 At this time, I'd like to transition into
5 some of the work we have done to continue
6 providing access to opportunities to minority
7 businesses. Over the past year, we have hosted
8 business-to-business matchmaking events, hosted
9 and co-hosted workshops, delivered these
10 services.

11 Some of programs and initiatives include
12 the following: The U.S. Department of
13 Transportation Bonding Education Program, which
14 is a formalized training program for firms
15 seeking to learn about bonding, financing, doing
16 business and transportation, partnering,
17 strategic partnerships and so forth. We held a
18 very successful PHL construction 2014, was a
19 business matchmaking event focused on
20 construction industry. Our goal was to bring
21 together local minority-owned businesses with
22 shovel-ready projects.

23 The event had two panels with some of the
24 largest and most active organizations building

1 in Philadelphia. Those organizations included
2 the University of Pennsylvania, Intech, LF
3 Driscoll, Skanska, Pennsylvania Convention
4 Center Authority and many others. Your very own
5 Ms. Angela Dowd-Burton presented to open the
6 conference and to provide remarks on
7 construction activity from the City of
8 Philadelphia and the importance of the economic
9 opportunity for the diverse businesses.

10 Success for us is not measured by the
11 number of attendees nor is it measured by the
12 number of events we host or cohost. Our success
13 is measured on helping clients, MBE firms and
14 diverse businesses, to secure contracts, capital
15 and optimally to create jobs. The work
16 continues after the events by working with
17 business owners to increase their pipeline and
18 win new business to contribute to their topline
19 gross profits, bottom line, net profits and
20 community job creation. One week later, we
21 hosted a construction meeting in partnership
22 with Wexford and Drexel University regarding the
23 expansion of the University City High School
24 site which is a multi-year project.

1 The for-profit industries we service
2 represent minority businesses in this region our
3 construction, facility management, technology,
4 professional services, food and retail. A
5 market with building permits increasing and
6 construction happening more rapidly are signs of
7 a growing and healthy economy. Construction, as
8 you know it, is an economic indicator.

9 According to the Philadelphia Business
10 Journal that you may have read back in August of
11 2014, Philadelphia ranks as the third largest
12 region for construction according to job growth.
13 In 2015 thereafter, construction will continue
14 to grow according to a research done by McGraw
15 Hill. You can find it on McGraw Hill and we
16 actually subscribe to that.

17 So, here are a few of the construction
18 projects that you may see or have seen or know
19 about: The FMC Tower, the Comcast Tower Number
20 2, Philadelphia International Airport, \$3
21 billion expansion approved some time ago in 2014
22 for highways, roads and bridges. The
23 hospitality industry is expanding with the
24 recent award of an additional license for

1 casino.

2 There will be, that I know of, three
3 additional hotels being constructed here in the
4 Philadelphia region. You have the W Hotel
5 coming, the Kempton and Intercontinental Brands
6 hotel and several others. That's just in 2015.
7 There is a huge opportunity for minority
8 businesses to grow their capacity and create
9 jobs now, but there are still many challenges.

10 MBE firms face -- MBE firms face with all
11 the opportunities, many are not poised for
12 growth due to lack of skilled labor. We heard
13 about the low journeyman number for women as
14 well as minorities, access to timely
15 information, getting access to these bids, RFPs
16 in the development phase prior to, you know, a
17 week or two before they are due, technology and
18 access to capital, adequate bonding and working
19 capital.

20 Our job is to help these firms become
21 scalable. We will continue to partner with
22 organizations like the City of Philadelphia
23 Office of Economic Opportunity, Greater
24 Philadelphia Hispanic Chamber of Commerce, the

1 African-American Chamber of Commerce, Asian
2 Chamber, the Eastern Minority Supplier
3 Development Council, Pennsylvania Convention
4 Center Authority and many other organizations in
5 a quest to strengthen minority businesses in
6 this region.

7 I thank you for affording me the time and
8 opportunity to present to you today. At this
9 time, I will feel free to answer any questions.

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

12 Questions from the Committee?

13 MR. BRADLEY: Good job, James.

14 MS. FIELDS: You said that the maturity
15 phase is the most critical for businesses. What
16 are some of the other initiatives you are
17 working on to help businesses during that
18 critical phase?

19 MR. SANDERS: Thank you for that question.
20 So, what we are working on are a couple of
21 opportunities in the construction phase and in
22 the construction industry, technology as well as
23 professional services.

24 So in our -- in our office, we work in a

1 clustered approach, so to speak. What we found
2 is it is a much more effective and efficient
3 when we target industry groups that are highly
4 represented and concentrated with minority-owned
5 businesses. So, we take a, I would say, a
6 multi-pronged approach by working with some of
7 the large organizations that procure for
8 products and services. I will use the
9 University of Penn, for example, because we work
10 with them very much so on their supply chain for
11 construction as well as goods and services.

12 So in their establishment of their
13 diversity programs, we help them kind of review
14 their diversity goals around purchasing, goods
15 and services, staffing as well as construction.
16 And we also sit on their procurement committees,
17 as well. So, that gives us sort of an inside
18 view of how they do business. And we are then
19 able to provide sort of intelligence on the
20 marketplace as far as the minority business that
21 they seek to do or sort of bid opportunities to.
22 That's one example.

23 Did that answer your question?

24 MS. FIELDS: Sort of.

1 MR. SANDERS: Okay. So --

2 MS. DOWD-BURTON: Well --

3 MR. SANDERS: Go ahead.

4 MS. DOWD-BURTON: I'm sorry. Did you want
5 to elaborate or confer after the meeting?

6 MS. FIELDS: Probably confer after the
7 meeting.

8 MS. DOWD-BURTON: Okay. Thank you very
9 much, James. We really appreciate your being
10 here and sharing the expertise of the Enterprise
11 Center and especially the Minority Business
12 Development Agency. We appreciate your
13 partnership.

14 MR. SANDERS: Thank you.

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

16 For the sake of time, I know we had one
17 more presentation. That was going to be done by
18 Darryl, but I don't think Darryl is here. And
19 we also had William Clark who is going to sort
20 of give us some highlights of the Economic
21 Opportunity Plan. We are going to save those
22 highlights until January when we actually
23 release the report and just sort of wrap up.

24 I think you know why we certainly value

1 the transcripts that we've been able to assemble
2 over the last two and a half years. It's
3 because there is a lot of similarity in terms of
4 the wisdom, the expertise, certainly the
5 commitment that you've heard here from those who
6 have testified today. So, we truly appreciate
7 the solutions you bring. Not only the
8 challenges, but the solutions to a lot of what
9 we see in the marketplace for the construction
10 industry in general, but also specifically for
11 small businesses.

12 I'm just going to wrap up with a few
13 closing comments. The first is to acknowledge
14 the Office of Economic Opportunity staff for all
15 of their hard work throughout the year and the
16 OEO officers that support them from the
17 different operating departments.

18 OEO received acknowledgement from the
19 Insight Center of Community Economic
20 Opportunity, which is a national research
21 consulting and legal organization out of
22 Oakland, California. And that study indicated
23 that the City of Philadelphia, is a best class
24 City in terms of its economic inclusion strategy

1 and implementation. And that's in large part to
2 the fantastic, hard working dedicated people
3 that work within government and are guided by
4 the Office of Economic Opportunity and their
5 experts there, so I thank them for that.

6 The second acknowledgement that the Office
7 of Economic Opportunity received is being shared
8 with the Office of Innovation and Technology.
9 The Public Technology Institute provided the
10 2013/14 Solutions Award for significant
11 achievement in mobilizing data to drive supplier
12 diversity. That presentation and award was
13 given to the Office of Economic Opportunity for
14 its implementation of the recent payment
15 tracking system.

16 I just want to acknowledge those who are
17 on the leadership team for the implementation of
18 that project, which was Joyce Strother who
19 recently retired after 30 years at the Office of
20 Economic Opportunity. We were happy to
21 institutionalize a lot of lessons that she
22 learned and her processes and procedures in this
23 implementation; Lashawnda Tompkins of the Office
24 of Economic Opportunity and Alice Dungy James.

1 On the IT side, Scott Strickler, David
2 Mauro and Shonique McCall who are also major
3 contributors to helping us implement a system
4 that will help us track and solidify the
5 commitments that are being made to minority and
6 women-owned businesses. And again, that's
7 \$1.56 billion over the last seven years.

8 Finally, I just want to thank the Mayor
9 for his leadership and that of the Mayor's
10 Economic Opportunity Cabinet. I certainly want
11 to thank the members of City Council,
12 specifically Councilman Wilson Goode for
13 providing us with this venue to actually capture
14 for the public and share with those project
15 owners and contractors and subcontractors the
16 best practices in the construction industry can
17 be heard hear and read in the transcripts that
18 are being placed on OEO website. And other
19 members of Council who have certainly supported
20 the Office of Economic Opportunity throughout
21 the year.

22 And so, with that I want to just
23 acknowledge again this tremendous Committee who
24 has been serving now for almost three years. I

1 appreciate your time and your investment and
2 your interest and talent that you lend to this
3 Committee. So, I want to wish everyone a sort
4 of fun-filled blessed holiday season; and
5 certainly, a prosperous and healthy new year.

6 Thank you.

7 (Economic Opportunity Review Committee
8 adjourned at 11:32 a.m.)

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

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

ANGELA M. KING, RPR
Court Reporter - Notary Public

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Economic Opportunity Review Committee
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CITY OF PHILADELPHIA
Office of Economic Opportunity

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

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

Monday, December 08, 2014



**CITY OF PHILADELPHIA
OFFICE OF ECONOMIC OPPORTUNITY**

ECONOMIC OPPORTUNITY REVIEW COMMITTEE MEETING

December 8, 2014

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**ECONOMIC OPPORTUNITY REVIEW COMMITTEE
MEETING AGENDA
December 8, 2014
10:00 - 11:30 am**

I. Committee Members:

- ___ Steven Scott Bradley, Chairman of the African-American Chamber of Commerce, PA-NJ-DE
- ___ Angela Dowd-Burton, City of Philadelphia Executive Director, Office of Economic Opportunity
- ___ Varsovia Fernandez, President and CEO, Philadelphia Hispanic Chamber of Commerce
- ___ Vanessa Fields, Vice President, AFSCME District Council 47
- ___ Sherman Harris, Assistant to the 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

- a. FY2014 Annual Participation Report

VI. Public Hearing (5 minutes per speaker)

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

VII. Speakers Scheduled:

- **Temple University**
James Creedon, Senior Vice President for Construction, Facilities, and Operations
- **Arora Engineers**
Manik K. Arora, P.E., President and CEO
- **Philadelphia Water Department ("PWD")**
Janira Barroso, Director of Participation
Jim Giffear, Construction Engineer
Trisha Grace, Assistant Projects Manager
Brian Mohl, Capital Program Manager

MAYOR'S ADVISORY COMMISSION ON CONSTRUCTION INDUSTRY DIVERSITY (MACCID)

Lorraine Brown

Chief Executive Officer
The Temple Group

Glenn Bryan

Assistant Vice President
University of Pennsylvania

Angela Dowd-Burton

Executive Director
Office of Economic Opportunity

William Carter

Director of Legislative Affairs
City Council, Councilman Darrell L. Clarke

John W. Chin

Executive Director
Philadelphia Chinatown Development Corporation

Fredrick A. Clark

President & CEO
Clark Resources

David Crawford

President
Econsult Corporation

James P Creedon

Sr. Vice President for Construction, Facilities, &
Operations
Temple University

Sharon Dietrich

Attorney
Community Legal Services of Philadelphia

Michelle Flamer

Senior Attorney
City of Philadelphia

Everett Gillison

Chief of Staff
Mayor's Office

Beverly Harper

Founder & President
Portfolio Associates, Inc.

Pierce Keating

Chief Executive Officer
Keating Construction

Steven S. Lakin

Executive Managing Director
General Building Contractors Association (GBCA)

John Macklin

Vice President for the NE Region
National Association of Minority Contractors (NAMC)

Cheryl Mckissack

Chief Executive Officer
McKissack Group Inc.

Angelo Perryman

Chief Executive Officer
Perryman Building and Construction

Sam Staten, Jr.

Business Manager
Laborers' International Union of North America Local
332

James Tucker

Sr. Vice President Student Life & Administration
Drexel University

Tony Wigglesworth

Executive Director
Philadelphia Area Labor Management Committee

Ahmeenah Young

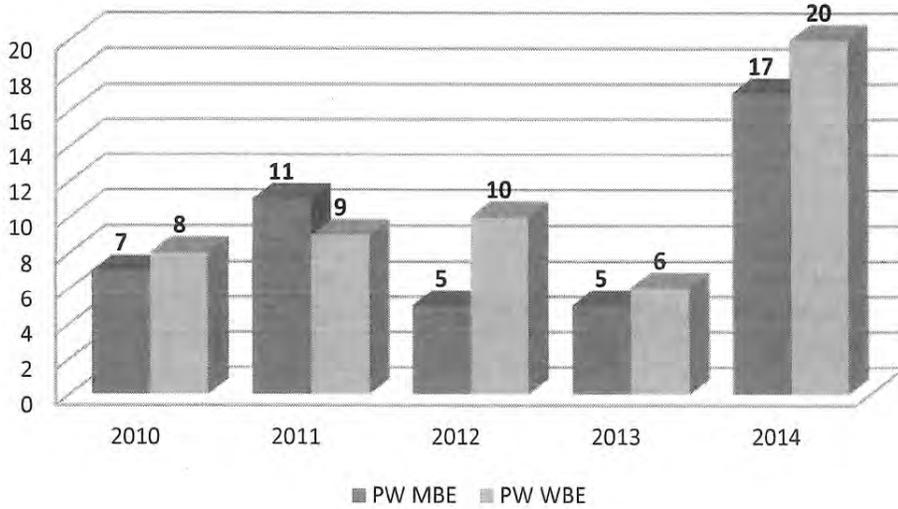
President and CEO
Pennsylvania Convention Center

Mario Zacharjasz

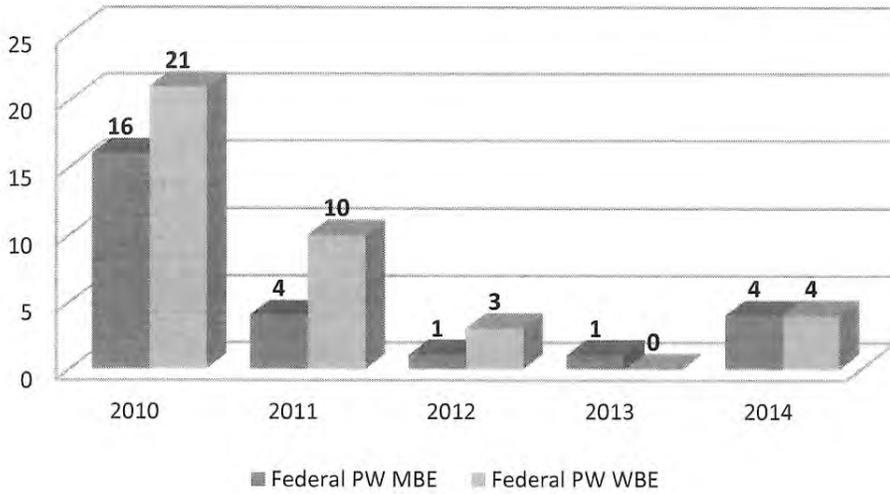
Chief Executive Officer
PZS Architects, LLC

<u>Department</u>	<u>Officer Name</u>	<u>Email Address</u>	<u>Phone Number</u>	<u>OEO Liaison</u>	<u>Phone Number</u>
1 Department of Human Resources (Personnel)	Brian Albert	brian.albert@phila.gov	(215) 686-2322	Danielle Snead	(215) 683-2082
2 Department of Public Property	Lori Davey Kathy Kennedy	Lori.Davey@phila.gov kathy.kennedy@phila.gov	(215) 686-4484 (215) 686-4414	Danielle Snead	(215) 683-2082
3 Phila Industrial Development Corporation (PIDC)	Anthony Simonetta	ASimonetta@pidc-pa.org	(215) 496-8122	Danielle Snead	(215) 683-2082
4 Philadelphia Fire Department	Diane Schweizer	Diane.Schweizer@phila.gov	(215) 686-1370	Danielle Snead	(215) 683-2082
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8 Mayor's Office	Kathleen Lonie	kathleen.lonie@phila.gov	(215) 686-7508	Ekpenyong Oji	(215) 683-2078
9 Mayor's Office of Transportation and Utilities	Andrew Stober Maryann Womelsdorf	andrew.stober@phila.gov maryann.womelsdorf@phila.gov	(215) 686-8158 (215) 686-3694	Ekpenyong Oji	(215) 683-2078
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13 Office of the Managing Director	Maryann Womelsdorf	maryann.womelsdorf@phila.gov	(215) 686-3694	Ekpenyong Oji	(215) 683-2078
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17 City Treasurer	Bhavin Patel Mark DiSilvestro	bhavin.patel@phila.gov mark.disilvestro@phila.gov	(215) 686-3823 (215) 686-3812	Joseph Wene	(215) 683-2079
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20 Office of Sustainability	Katherine Gajewski Maryann Womelsdorf	Katherine.Gajewski@phila.gov maryann.womelsdorf@phila.gov	(215) 686-4471 (215) 686-3694	Joseph Wene	(215) 683-2079
21 Office of the Finance Director	Catherine Paster Beth A. Weitzel	catherine.paster@phila.gov beth.weitzel@phila.gov	(215) 686-6160 (215) 686-6203	Joseph Wene	(215) 683-2079
22 Philadelphia City Planning Commission	Farah Blackwell	farah.blackwell@phila.gov	(215) 683-4627	Joseph Wene	(215) 683-2079
23 Police Department	Yvonne Whittington	yvonne.whittington@phila.gov	(215) 686-1225	Joseph Wene	(215) 683-2079
24 Board of Pensions and Retirement	Dave Fegan Shamika D. Taliaferro	dave.fegan@phila.gov shamika.taliaferro@phila.gov	(215) 496-3154 (215) 496-7420	Julie Simmons	(215) 683-2083
25 Department of Recreation	Sylvia Kennedy	sylvia.kennedy@phila.gov	(215) 683-3609	Julie Simmons	(215) 683-2083
26 Office of Fleet Management	Robert Razler	robert.razler@phila.gov	(215) 686-1856	Julie Simmons	(215) 683-2083

City Public Works Minority and Woman Single Contract Awardees



Federal Public Works Minority and Woman Single Contract Awardees



Contract #	Bid #	Company Name	Bid Amount	MBE	MBE Race	MBE %	WBE	WBE Race	WBE %	WBE \$
		AVIATION								
134135	6957	MC MULLEN ROOFING INC	238,938	MINORITY CONTRACTORS INC	AF Amer Mal	2.00%	J MANN R FINLEY INC	Whit Fem	6.00%	14,336
144020	6964	ROCKPORT CONSTRUCTION CO INC	2,773,700	GRACIE PAINTING L L C	AF Amer Fem	4.05%	ALEXISON SUPPLY INCORPORATED	Whit Fem	0.21%	5,825
144025	6963	EDWARD J MELONEY INC	6,058,000	JACK PEARS & ASSOCIATES, LLC	AF Amer Mal	0.91%	LABE SALES INC	Whit Fem	3.00%	182,040
144025	6963	EDWARD J MELONEY INC	0				J MANN FINLEY INC	Whit Fem	9.48%	575,000
144026	6963	EDWARD J MELONEY INC	0				SCOUTIS COATINGS ENTERPRISE, INC.	Hisp Amer Fem	0.58%	35,000
144026	6961	A P CONSTRUCTION	387,200	AVIMAN MANAGEMENT LLC	AF Amer Mal	10.20%	CALLAHAN PAVING PRODUCTS INC	Whit Fem	2.00%	7,344
144026	6951	A P CONSTRUCTION	0	SABLE CONSTRUCTION INC	AF Amer Mal	7.00%	A K M CONSTRUCTION SERVICES INC	Whit Fem	1.00%	3,672
144030	6958	GROUND PENETRATION & RESTORATION INC	1,000,000	AHJ CONSTRUCTION	AF Amer Mal	2.00%	L&R CONSTRUCTION	Whit Fem	2.00%	20,000
144030	6958	GROUND PENETRATION & RESTORATION INC	0				A K M CONSTRUCTION SERVICES INC	Whit Fem	2.00%	20,000
144030	6958	GROUND PENETRATION & RESTORATION INC	0				ATLANTIC CONCRETE CUTTING INC	Whit Fem	2.00%	20,000
144041	6968ELB	WASON BUILDING GROUP INC	3,975,750	Hammada Roofing Inc.	Asia Mal	15.28%	SJA CONSTRUCTION	Whit Fem	2.00%	200,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	2,000,000	Tornado Construction Company, Inc.	Hisp Amer Mal	1.60%	Thomas Building Group, Inc.	Whit Fem	5.03%	40,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	0	Lester Bailey & Associates, Inc	AF Amer Mal	1.60%	DeltaB.J.D.S Inc	Whit Fem	2.00%	40,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	0	Crystal Steel Fabricators, Inc.	Asia Mal	1.60%	Molly Construction Co.	Whit Fem	2.00%	40,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	0	Leaks Construction & Millwork	AF Amer Mal	1.60%	Central Metals Inc	Whit Fem	2.00%	40,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	0	Hamada - Inc	AF Amer Mal	1.60%	Carotenuto Brown, LLC	Whit Fem	2.00%	40,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	0				Pioneer Contracting, Inc.	Whit Fem	2.00%	40,000
144103	6965	HUNTER ROBERTS CONSTRUCTION GROUP (REQ K)**	0				Restoration Solutions, LLC	Whit Fem	2.00%	40,000
		AVIATION	16,423,566			6.23%				1,343,217
		LICENSES AND INSPECTIONS, DEPARTMENT OF								
144002	8007	RAY'S HOME REPAIR & DEMOLITION INC	111,065	RAY'S HOME REPAIR & DEMOLITION INC	AF Amer Mal	100.00%				
144002	8007	RAY'S HOME REPAIR & DEMOLITION INC	69,590	RAY'S HOME REPAIR & DEMOLITION INC	AF Amer Mal	100.00%				
144004	8000	GAMA WRECKING CO	1,003,355							
144004	8000	GAMA WRECKING CO	972,444							
144005	8004	J P C GROUP INC	37,900							
144005	8004	J P C GROUP INC	4,375							
144006	8006	A & M CURRAN LLC	548,682							
144006	8006	A & M CURRAN LLC	328,995							
144007	8002	USA ENVIRONMENTAL MANAGEMENT INC	184,718							
144007	8002	USA ENVIRONMENTAL MANAGEMENT INC	174,390							
144008	8005	GERPERT BROTHERS INC	1,011,860							
144011	8009	PEDRO PALMER CONSTRUCTION INC*	1,124,345							
144011	8009	PEDRO PALMER CONSTRUCTION INC*	852,496							
144012	8010	MANGUAL EXCAVATIONS LLC	764,480	MANGUAL EXCAVATIONS LLC	Hisp Amer Fem	100.00%				
144012	8010	MANGUAL EXCAVATIONS LLC	641,985	MANGUAL EXCAVATIONS LLC	Hisp Amer Fem	100.00%				
144013	8011	RLC CONTRACTORS*	117,905	RLC CONTRACTORS	AF Amer Mal	100.00%				
144013	8011	RLC CONTRACTORS*	93,900	RLC CONTRACTORS	AF Amer Mal	100.00%				
144023	8013	MANGUAL EXCAVATIONS LLC	126,450	MANGUAL EXCAVATIONS LLC	Hisp Amer Fem	100.00%				
144029	8014	MONTICELLO CONTRACTORS INC*	62,677	MONTICELLO CONTRACTORS INC	AF Amer Mal	100.00%				
144029	8014	MONTICELLO CONTRACTORS INC*	78,326	MONTICELLO CONTRACTORS INC	AF Amer Mal	100.00%				
144033	8015	GAMA WRECKING CO	83,333							
144104	8017	GAMA WRECKING CO	83,788							
144105	8018	MANGUAL EXCAVATIONS LLC	89,989	MANGUAL EXCAVATIONS LLC	Hisp Amer Fem	100.00%				
144124	8019	MANGUAL EXCAVATIONS LLC	83,400	MANGUAL EXCAVATIONS LLC	Hisp Amer Fem	100.00%				
144126	8020	PEDRO PALMER CONSTRUCTION INC*	106,500							
144143	8022	USA ENVIRONMENTAL MANAGEMENT INC	223,670							
		LICENSES AND INSPECTIONS, DEPARTMENT OF	8,980,618							
			2,239,767			24.94%				0
										0

*Includes certifiable but unregistered vendors.

**Requirement contract consist of various services. MBE/MBE will be selected on services required.

Contract #	Bid #	Company Name	Bid Amount	MBE	MBE Race	MBE \$	MBE %	WBE	WBE Race	WBE \$	WBE %
144132	4281ELBG	J.P.C. GROUP, INC.	223,890								
144137	4108GCON D	USA ENVIRONMENTAL MANAGEMENT INC	11,481,880	LUZON INC	Asia Fem	2,296,376	20.00%	D & S ENVIRONMENTAL	Wht Fem	1,148,188	10.00%
144139	4235PLUM	GENERAL ASPHALT PAVING CO OF PHILADELPHIA	124,950	V J SUPPLY INC	Asia Mal	12,495	10.00%	LABE SALES INC	Wht Fem	2,499	2.00%
144140	4235MECH	GENERAL ASPHALT PAVING CO OF PHILADELPHIA	121,890					GENESIO CO	Wht Fem	17,748	14.56%
144142	4108ELEC D	EAGLE INDUSTRIAL ELECTRIC INC	1,086,983					BUILDING RESTORATION INC	Wht Fem	1,500,000	100.00%
144147	4284GCONR	BUILDING RESTORATION INC	1,500,000								
144150	4235ELEC	MULHERN ELECTRIC CO INC	56,785								
144157	4128ELEC	CARR & DUFF INC	466,066								
144160	4242PLUM	KASER MECHANICAL LLC	92,496								
144162	4242ELEC	SCHLEIG ELECTRIC INC	67,394								
144163	4320GCON	DONATO SPAVENTA & SONS INC	482,052								
144167	4242MECH	ALLSTATES MECHANICAL LTD	462,060								
144169	4221ELEC	PALMAN ELECTRIC INC**	1								
144170	4221ELEC	SCHLEIG ELECTRIC INC**	1								
144171	4221MECH	GENERAL ASPHALT PAVING CO OF PHILADELPHIA**	1								
144172	4221MECH	DEVINE BROTHERS INC**	1								
144173	4223PLUM	GENERAL ASPHALT PAVING CO OF PHILADELPHIA**	1								
144174	4223PLUM	DEVINE BROTHERS INC**	156,000								
144175	4220MECH	GENERAL ASPHALT PAVING CO OF PHILADELPHIA**	1								
144176	4220MECH	DEVINE BROTHERS INC**	1								
144177	4221GCON	PRESTIGE BUILDING COMPANY LLC**	1								
144178	4221GCON	SMITH BUILDERS INC**	1								
144179		PROPERTY, DEPARTMENT OF PUBLIC	40,129,070			5,501,104	13.71%			5,956,075	14.84%
144181	3752	STREETS									
144181	3752	GESSELER CONSTRUCTION CO INC	316,500					GESSELER CONSTRUCTION CO INC	Wht Fem	316,500	100.00%
144024	3735	JAMES J ANDERSON CONSTRUCTION CO INC	12,691,990	T & G CONSTRUCTION	Af Amer Fem	2,030,718	16.00%	OLIVIERI & ASSOC INC	Wht Fem	888,439	7.00%
144024	3735	JAMES J ANDERSON CONSTRUCTION CO INC	0					SJA CONSTRUCTION CO	Wht Fem	507,679	4.00%
144051	3695	JAMES J ANDERSON CONSTRUCTION CO INC	275,790					S J A Construction, Inc.	Wht Fem	5,626	2.04%
144085	3757R	THOMAS P CARNNEY INC	2,169,400	TORRADO CONSTRUCTION CO INC	Hispanic Amer Mal	1,106,394	51.00%				
144108	3772	CARR & DUFF INC	281,154					Garden State Highway Products, Inc.	Wht Fem	14,058	5.00%
144108	3772	SERAVALLI INC	554,000	Decision Distribution LLC	Hispanic Amer Mal	3,435	0.62%	Atlas Flasher & Supply Co., Inc.	Wht Fem	14,072	2.54%
144108	3772	SERAVALLI INC	0	Aviman Management	Af Amer Mal	52,021	9.39%	General Highway Products	Wht Fem	61,549	11.11%
144108	3772	SERAVALLI INC	0					Bella Trucking Corp	Wht Fem	7,590	1.37%
144109	3774	JAMES J ANDERSON CONSTRUCTION CO INC	2,442,772	Nortons Tow Squad	Af Amer Mal	86,474	3.54%	S J A Construction, Inc.	Wht Fem	66,688	2.73%
144115	3766	RAMOS & ASSOCIATES INC	1,124,792	RAMOS & ASSOCIATES INC	Hispanic Amer Mal	1,124,792	100.00%				
144116	3769	TOMY DEPAUL & SON	749,824	Nortons Tow Squad	Af Amer Mal	50,825	6.78%	Amarda Stevenson Photography	Wht Fem	1,874	0.25%
144116	3769	TONY DEPAUL & SON	0					CALLAHAN PAVING PRODUCTS, INC.	Wht Fem	37,561	5.01%
144135	3759	WAMPOLE MILLER INC db/a MILLER BROTHERS	33,902					GESSELER CONSTRUCTION CO INC	Wht Fem	383,337	100.00%
144144	3763	GESSELER CONSTRUCTION CO INC	383,337								
144149	3758	CARR & DUFF INC	368,699								
144161	3777	ROBERT GANTER CONTRACTORS INC	156,000					ROBERT GANTER CONTRACTORS INC	Wht Fem	156,000	100.00%
144161	3777	STREETS	21,548,160			4,454,659	20.67%			2,460,973	11.42%
144034	2582	WATER DEPARTMENT									
144034	2582	J.P.C. GROUP, INC	615,000	U.S. LUMBER INC	Asia Fem	61,900	10.00%	SJA CONSTRUCTION CO	Wht Fem	30,865	5.02%
144035	2518	CARUSONE CONSTRUCTION INC	2,727,000	Decision Distribution	Hispanic Amer Mal	216,088	7.92%	Geseler Construction, Co. Inc.	Wht Fem	43,285	1.59%
144035	2518	CARUSONE CONSTRUCTION INC	0	Single-Ion Contracting	Af Amer Mal	83,000	3.04%	US Lumber	Asia Fem	104,500	3.83%
144036	2555	PETRONGOLO CONTRACTORS INC	1,524,928	G. E. FRISCO CO INC	Asia Mal	140,000	9.18%	GESSELER CONSTRUCTION CO INC	Wht Fem	85,000	5.57%
144036	2555	PETRONGOLO CONTRACTORS INC	0	AVIMAN MANAGEMENT LLC	Af Amer Mal	45,000	2.95%				

*Includes certifiable but unregistered vendors

**Requirement contract consist of various services. MBE/WBE will be selected on services required

Contract #	Bid #	Company Name	Bid Amount	MBE	MBE Race	MBE \$	MBE %	WBE	WBE Race	WBE \$	WBE %
144089	2009	CARUSONE CONSTRUCTION INC	0								
144090	2861	C & T ASSOCIATES INC	855,750	VENTURE TWO CONTRACTING INC	Af Amer Mal	100,000	11.69%	L & R CONSTRUCTION CO INC	Whi Fem	18,894	1.09%
144090	2861	C & T ASSOCIATES INC	0					CITY CLEANING CO INC	Whi Fem	3,936	0.46%
144090	2861	C & T ASSOCIATES INC	0					ATHENA CONTRACTING INC	Whi Fem	3,936	0.46%
144091	2511	SERAVALLI INC	1,420,900	DECISION DISTRIBUTION LLC	Hisp Amer Mal	144,300	10.16%	Tristate Panning	Whi Fem	50,000	5.84%
144092	2503	J P C GROUP INC	2,430,000	AVIMAN MANAGEMENT LLC	Af Amer Mal	56,370	2.32%	The Labov Plumbing & Heating Supply	Whi Fem	75,800	5.33%
144092	2503	J P C GROUP INC	0	DDC Contracting Inc	Af Amer Mal	118,500	4.88%	SJA CONSTRUCTION CO	Whi Fem	97,200	4.00%
144092	2503	J P C GROUP INC	0	U S LUMBER INC	Asia Mal	68,500	2.82%	The Labov Plumbing & Heating Supply	Whi Fem	24,500	1.00%
144093	2594	SERAVALLI INC	2,248,000	AVIMAN MANAGEMENT LLC	Af Amer Mal	55,000	2.45%	NICO LANDSCAPING	Whi Fem	98,000	4.36%
144094	2593	A P CONSTRUCTION	2,569,763	Sable Construction	Hisp Amer Mal	170,000	7.56%	BELLA TRUCKING	Whi Fem	14,400	0.94%
144094	2593	A P CONSTRUCTION	0	TIERRA CONSTRUCTION SERVICES LLC	Af Amer Mal	77,093	3.00%	AKM Construction Services	Whi Fem	33,407	1.30%
144095	2552	J P C GROUP INC	2,814,000	AVIMAN MANAGEMENT LLC	Af Amer Mal	179,883	7.00%	Gessler Construction	Whi Fem	97,651	3.80%
144095	2552	J P C GROUP INC	0	DDC Contracting Inc	Af Amer Mal	56,560	2.01%	SJA CONSTRUCTION CO	Whi Fem	115,745	4.11%
144096	2393	NELLO CONSTRUCTION CO INC	2,495,401	IGE Frisco	Asia Mal	99,980	3.52%	The Labov Plumbing & Heating Supply	Whi Fem	24,300	0.86%
144096	2393	NELLO CONSTRUCTION CO INC	0	IGE Frisco	Asia Mal	127,260	4.52%				
144096	2393	NELLO CONSTRUCTION CO INC	0	AVIMAN MANAGEMENT LLC	Asia Mal	74,862	3.00%	AKM Construction Services	Whi Fem	33,407	1.34%
144096	2393	NELLO CONSTRUCTION CO INC	0	AVIMAN MANAGEMENT LLC	Af Amer Mal	179,883	7.21%	Gessler Construction	Whi Fem	74,862	3.00%
144102	2707ELB	CARUSONE CONSTRUCTION INC	1,244,000	Singleton Construction Co	Af Amer Mal	130,000	10.45%	The Labov Plumbing & Heating Supply	Whi Fem	50,000	2.00%
144107	2032ELB	QUAD CONSTRUCTION CO	1,418,000	Decision Distribution	Hisp Amer Mal	730,735	51.53%	Gessler Construction	Whi Fem	92,169	7.41%
144111	2184	CARUSONE CONSTRUCTION INC	1,421,999	Decision Distribution	Hisp Amer Mal	45,000	3.16%	ART Rental Services	Whi Fem	500	0.04%
144111	2184	CARUSONE CONSTRUCTION INC	0	Singleton Construction Co	Af Amer Mal	170,000	11.95%	Disposal Corp of America	Af Amer Fem	500	0.04%
144112	2702	NELLO CONSTRUCTION CO INC	628,135	AVIMAN MANAGEMENT LLC	Af Amer Mal	56,000	8.92%	Gessler Construction	Whi Fem	7,000	1.11%
144112	2702	NELLO CONSTRUCTION CO INC	0	Ramos Associates	Hisp Amer Mal	7,000	1.11%	The Labov Plumbing & Heating Supply	Whi Fem	31,000	4.94%
144112	2702	NELLO CONSTRUCTION CO INC	0	IGE Frisco	Asia Mal	12,000	1.91%	Gessler Construction	Whi Fem	78,595	5.27%
144113	2554	SERAVALLI INC	1,411,000	Decision Distribution	Hisp Amer Mal	178,000	12.62%	Bella Trucking	Whi Fem	14,000	0.99%
144113	2554	SERAVALLI INC	0	Aviman Management LLC	Af Amer Mal	43,210	3.06%	The Labov Plumbing & Heating	Whi Fem	63,000	4.46%
144117	2586	PETRONGOLO CONTRACTORS INC	4,281,105	AVIMAN MANAGEMENT LLC	Af Amer Mal	450,000	10.51%	GESSLER CONSTRUCTION CO INC	Whi Fem	55,000	1.28%
144117	2586	PETRONGOLO CONTRACTORS INC	0	BillyBoy Contracting	Af Amer Mal	200,000	4.67%	The Labov Plumbing & Heating Supply	Whi Fem	45,000	1.05%
144121	2517	PETRONGOLO CONTRACTORS INC	1,451,060	IGE Frisco	Asia Mal	100,000	2.34%	LABOV PLUMBING & HEATING SUPPLY INC	Whi Fem	45,000	3.10%
144121	2517	PETRONGOLO CONTRACTORS INC	0	BILLY BOY TRUCKING INC	Af Amer Mal	48,000	3.17%	GESSLER CONSTRUCTION CO INC	Whi Fem	90,000	6.20%
144122	2575	PHILIP PIO CONSTRUCTION INC	1,142,885	AVIMAN MANAGEMENT LLC	Asia Mal	60,000	4.13%	LABOV PLUMBING & HEATING SUPPLY INC	Whi Fem	11,500	1.01%
144122	2575	PHILIP PIO CONSTRUCTION INC	0	G E FRISCO CO INC	Af Amer Mal	137,200	12.00%	GESSLER CONSTRUCTION CO INC	Whi Fem	80,000	7.00%
144133	2897	STONE HILL CONTRACTING CO INC	5,476,896	G E FRISCO CO INC	Asia Mal	23,000	2.01%	GESSLER CONSTRUCTION CO INC	Whi Fem	249,746	4.56%
144133	2897	STONE HILL CONTRACTING CO INC	0	ACCORD MECHANICAL & MGMT SERVICES INC	Af Amer Mal	306,706	5.60%	MANNA BUILDING SUPPLY INC	Asia Fem	14,240	0.25%
144133	2897	STONE HILL CONTRACTING CO INC	0	TRJAY SYSTEMS INC	Hisp Amer Mal	55,317	1.01%				
144134	2690R2	J J D URETHANE CO INC	489,930	VENTURE TWO CONTRACTING INC	Af Amer Mal	345,949	6.28%	ATHENA CONTRACTING INC	Whi Fem	15,300	3.12%
144145	2712ELB	J P C GROUP INC	1,871,500	U S LUMBER INC	Asia Fem	89,840	4.80%	S J A CONSTRUCTION INC	Whi Fem	156,550	8.36%
144146	2713ELB	SERAVALLI INC	343,000					LABOV PLUMBING & HEATING SUPPLY INC	Whi Fem	7,720	0.41%
144151	2306	SERAVALLI INC	676,000	Decision Distribution	Hisp Amer Mal	81,910	12.12%	Bella Trucking	Whi Fem	12,000	1.78%
144151	2306	SERAVALLI INC	0	Decision Distribution	Hisp Amer Mal	189,000	12.93%	LABOV PLUMBING & HEATING SUPPLY INC	Whi Fem	56	0.01%
144152	2548	SERAVALLI INC	1,462,000	DECISION DISTRIBUTION LLC	Hisp Amer Mal	30,400	2.08%	The Labov Plumbing & Heating	Whi Fem	21,600	1.48%
144152	2548	SERAVALLI INC	0	City Roots Contracting	Af Amer Mal			Bella Trucking Corp	Whi Fem	1,488	0.10%
144152	2548	SERAVALLI INC	0					Gessler Construction Co Inc	Whi Fem	59,340	4.06%

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Contract#	Bid#	Company Name	Bid Amount	MBE	MBE Race	MBE Amount	MBE %	WBE	WBE Race	WBE Amount	WBE %
		AVIATION									
144016	6948	JAMES J ANDERSON CONSTRUCTION CO INC	12,361,847	MANNA BUILDING SUPPLY INC	Asia Fem	164,413	1.33%	A K M CONSTRUCTION SERVICES INC	Wht Fem	118,674	0.96%
144016	6948	JAMES J ANDERSON CONSTRUCTION CO INC	0	VANN ORGANIZATION THE	Af Amer Mal	12,362	0.10%	SJA CONSTRUCTION CO	Wht Fem	2,175,685	17.60%
		AVIATION	12,361,847			178,774	1.43%			2,294,359	18.56%
		PROPERTY, DEPARTMENT OF PUBLIC									
144164	4047ECMS	BUCKLEY & COMPANY INC	5,332,034								
144128	4608ECMS	TONY DEPAUL & SON	3,324,064								
		PROPERTY, DEPARTMENT OF PUBLIC	8,656,098			0	0.00%			0	0.00%
		STREETS									
134136	3760ECMS	SERAVALLI INC	6,065,009	Mama Supply Co	Asia Fem	359,285	5.92%	Gessler Construction Co	Wht Fem	92,856	1.53%
134136	3769ECMS	SERAVALLI INC	0	M.H. Corbin, Inc.	Af Amer Fem	36,415	0.60%	B2 Rents Inc	Wht Fem	20,973	0.35%
144031	3754ECMS	JAMES J ANDERSON CONSTRUCTION CO INC	1,731,840	Norton Tow Squad Inc	Af Amer Mal	5,022	0.29%	Atlas Flasher and Supply Co	Wht Fem	5,542	0.32%
144031	3754ECMS	JAMES J ANDERSON CONSTRUCTION CO INC	0	Peggy Grant db/a T & G Construction Co	Af Amer Fem	40,005	2.31%	Oliveri & Associates	Wht Fem	40,005	2.31%
144031	3754ECMS	JAMES J ANDERSON CONSTRUCTION CO INC	0					SJA Construction Co	Wht Fem	99,927	5.77%
144043	3762ECMS	KUCHARCHIK CONSTRUCTION INC	5,947,279	Ramos & Associates, Inc.	Hisp Amer Mal	1,586,139	26.67%				
144044	3765ECMS	TONY DEPAUL & SON	8,678,982	Decision Distribution LLC	Hisp Amer Mal	412,252	4.75%	L & R Construction Co., Inc.	Wht Fem	24,301	0.28%
144044	3765ECMS	TONY DEPAUL & SON	0	Ramos & Associates, Inc.	Hisp Amer Mal	59,017	0.68%	Atlas Flasher & Supply Co., Inc.	Wht Fem	10,415	0.12%
144044	3765ECMS	TONY DEPAUL & SON	0					Callahan Paving Products, Inc.	Wht Fem	13,018	0.15%
144044	3765ECMS	TONY DEPAUL & SON	0					Cocco Contracting Corporation	Wht Fem	395,762	4.56%
144045	3761ECMS	WAMPOLE MILLER INC db/a MILLER BROTHERS	5,885,885	M.H. Corbin, Inc.	Af Amer Mal	63,546	1.08%	Peggy Grant db/a T & G Construction Co.	Wht Fem	210,055	3.57%
144045	3761ECMS	WAMPOLE MILLER INC db/a MILLER BROTHERS	0	Decision Distribution LLC	Hisp Amer Mal	60,016	1.02%	Established Traffic Control, Inc	Wht Fem	52,955	0.90%
144045	3761ECMS	WAMPOLE MILLER INC db/a MILLER BROTHERS	0	T & G Construction Co	Af Amer Fem	40,005	0.68%	SJA Construction, Inc.	Wht Fem	100,026	1.70%
144045	3761ECMS	WAMPOLE MILLER INC db/a MILLER BROTHERS	0					Oliveri & Associates	Wht Fem	40,005	0.68%
144076	3715ECMS	BRIGHTLINE CONSTRUCTION INC	489,335					SJA Construction Co	Wht Fem	99,927	1.70%
144080	3748ECMS	BUCKLEY & COMPANY INC	11,187,125	Decision Distribution LLC	Hisp Amer Mal	198,012	1.77%	L & R Construction Inc.	Wht Fem	319,952	2.86%
144080	3748ECMS	BUCKLEY & COMPANY INC	0					SJA Construction, Inc.	Wht Fem	883,783	7.90%
144141	3771ECMS	SERAVALLI INC	10,568,072	AVIMAN Management, LLC	Af Amer Mal	310,701	2.94%	ABC Construction, Co	Wht Fem	60,238	0.57%
144141	3771ECMS	SERAVALLI INC	0					General Highway Products	Wht Fem	549,540	5.20%
144141	3771ECMS	SERAVALLI INC	0					Gessler Construction Co., Inc	Wht Fem	277,940	2.63%
144148	3770ECMS	ARMOUR & SONS ELECTRIC INC	9,103,453	Ramos & Associates	Hisp Amer Mal	1,114,263	12.24%				
144099	3749ECMS	A P CONSTRUCTION	4,112,165	Decision Distribution LLC	Hisp Amer Mal	300,188	7.30%	Atlas Flasher & Supply Co., Inc.	Wht Fem	9,869	0.24%
144099	3749ECMS	A P CONSTRUCTION	0	The Vann Organization, Inc.	Af Amer Mal	4,935	0.12%	Gessler Construction Co. Inc.	Wht Fem	80,187	1.95%
144099	3749ECMS	A P CONSTRUCTION	0					B2 Rents Inc	Wht Fem	20,972	0.51%
		STREETS	63,771,145			4,589,801	7.20%			3,457,182	5.42%
		TOTAL PUBLIC WORKS	84,788,088			4,786,575	5.62%			5,751,541	6.78%



INSIGHT.

CENTER FOR COMMUNITY
ECONOMIC DEVELOPMENT

Economic Development in Diverse Communities

Inclusive Procurement by
Cities and Counties

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This study examines 40 cities and counties across the United States, selected for their large population and geographic diversity,² to determine trends and best practices in the administration of MWBE and SBE programs. Our study underscores a dynamic reach, evolution, and impact of these programs toward regional economic vitality, and highlights a broad range of approaches that maximize their public benefits.

Of the jurisdictions reviewed, nearly 90 percent have either Small Business Enterprise procurement programs (SBE programs), Minority- and Women-Owned Businesses procurement programs (MWBE programs), or both types of procurement programs. More than half seek to increase business development and employment opportunities for communities of color or women through MWBE programs.

While a small number of select jurisdictions have scaled back or eliminated MWBE procurement programs in favor of expanding more generic small business support efforts, others have renewed or emboldened their programs. As a result, MWBE and allied SBE programs are increasingly robust fixtures of the American political economy.

Key Findings

Most public authorities support race conscious MWBE programs.

- Of all 40 jurisdictions reviewed, nearly 60 percent support MWBE programs. About 18 percent of all jurisdictions are “race-neutral” programs and 40 percent are “race-conscious” programs.³
- Of the 20 cities surveyed, fully 74 percent support some form of MWBE program.

SBE programs that target increased diversity appear to be on the rise.

- 13 percent of our review cohort (five jurisdictions) have initiated a Small Business Enterprise (SBE) program in the last five years, with important elements targeting racial and gender diversity aims. Only five percent (two jurisdictions) have ended MWBE programs and initiated SBE programs instead.

² Jurisdictions in the study are listed in Appendix 1.

³ “Race-neutral” programs do not incorporate race and gender preferences in public bidding projects, although they may employ strategies that increase the number and quality of MWBE bids. Conversely, “race-conscious” programs directly incentivize diversity aims by putting in place either a binding MWBE sub-contracting program or an MWBE bid discount/preference.

offer no MWBE programs at all.

Generally, states with race-conscious procurement policies do not require counties and cities to offer race-conscious policies, with the exception of Massachusetts (in a limited way) and North Carolina. In North Carolina, cities, school districts, and other jurisdictions above a certain size must have an MWBE policy.

Best Practices

Our survey of the field reveals MWBE policies and practices that tend to increase jobs in diverse, low-income communities and enhance regional asset distribution. Typically, successful efforts are characterized by the following strategies:

1. Set specific sub-contracting goals and benchmarks

Policies that set clear goals to address specific disparities and barriers facing Minority- and Women-Owned Business Enterprises and follow through programmatically seem to have a better chance of success. Some of the best examples are in Philadelphia, Houston, and New York City, which apply MWBE sub-contracting goals to a majority of their mid- and large-size city contracts.

These cities promote specific sub-contracting goals for a range of procurement sizes and sectors, such as construction, design, professional services, and/or consumer goods and services. They also support one reporting agency and coordinated program implementation in all relevant city departments. Finally, they have well-established processes for continuous improvement that include benchmarking, feedback, and adjustment mechanisms involving various community players. Many other jurisdictions have worthy and diverse race-conscious program components as well, such as Baltimore, MD, Chicago, IL, San Antonio, TX, Indianapolis, IN and Cook County, IL.

2. Help MWBE Firms Grow from Sub-Contractors to Prime Contractors

One key best practice for supporting small and diverse businesses is to target prime contractors and sub-contractors under separate components. As MWBE firms grow, they can "graduate" from a sub-contractor component, which is legally allowed greater flexibility in procurement policy, to a prime contractor component, which requires more capacity of firms. MWBEs without access to a prime contractor component lack a clear path of growth, outside of more frequent sub-contracting.

In one example, Austin, TX combines an MWBE sub-contracting program with an SBE sheltered market (set-aside) program. This allows the city added

6. *Set aggressive procurement goals to expand opportunity*

Aggressive small business sub-contracting goals are key to positive outcomes. Hennepin County has a goal-oriented SBE sub-contracting program that stands out for its aggressive SBE goals, along with its active collaboration with other levels of government, non-profit organizations, and neighboring counties. It has a broad array of innovative business development services that are linked closely to the procurement program, and it actively tracks MWBE participation and performance. Together, these efforts make Hennepin County an unusually successful promoter of MWBE opportunities, despite its race-neutral policy stance. In its last reporting year, Hennepin County had a higher MWBE attainment rate at 13 percent than most cities or counties with race- and gender-conscious policies.

7. *Encourage micro-enterprise development through contract scale adjustments and set asides*

Scaling opportunities for different-sized small businesses increases the potential for growth. San Diego utilizes a goal-centered SBE sub-contract program and tracks MWBE attainment within it. The city also has a local SBE set-aside for construction and professional service contracts below \$500,000. The set-aside is tiered so that only emerging local businesses can bid on projects below \$250,000.⁵

⁵ "Emerging Business Enterprises" are smaller than SBEs and tend to be no more than 50 percent of federal Small Business Administration standards for capitalization and receipts.



**TESTIMONY OF JANIRA BARROSO
DIRECTOR OF PARTICIPATION
PHILADELPHIA WATER DEPARTMENT**

**BEFORE THE
ECONOMIC OPPORTUNITY REVIEW COMMITTEE
December 8, 2014**

Venice Island Underground Storage Tank and Recreation Center

Good Morning, Executive Director and Committee Chair, Angela Dowd-Burton, Members of the Economic Opportunity Review Committee, and distinguished guests. I am Janira Barroso, Director of Participation for the Philadelphia Water Department (PWD), appearing before you today to testify on behalf of PWD's Economic Opportunity Plan results for the Venice Island Underground Storage Tank and Recreation Center Project. Joining me today are Brian Mohl, Capital Program Manager, Trisha Grace, Assistant Projects Manager, and Jim Giffear, Construction Engineer.

PWD is committed to creating long-term opportunities for minority, woman, and disabled-owned businesses as we continue to drive participation on 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 equitable business participation.

Thank you for giving me the opportunity to share our success regarding the Venice Island Underground Storage Tank and Recreation Center Project (Venice Island) which is now complete. The project is located between the Manayunk Canal and the Schuylkill River, between the Lock and Cotton Street bridges in the Manayunk neighborhood of Philadelphia. The ribbon cutting and official opening of Venice Island occurred October 7, 2014 which celebrated the visionary project and partnership between the PWD, Philadelphia Parks & Recreation and the Manayunk community. Venice Island is now a place for community events, an after-school haven for city kids and a spot for community theatre. It's also a hub for waterfront activities and a model of stormwater management. Venice Island boasts a state-of-the-art, 250-seat performing arts and recreation center, a spray park, an outdoor amphitheater, basketball court, green roof and rain gardens, underground storage basin and more.

Venice Island is representative of PWD's approach to partnerships. Parks and Recreation saw an opportunity to revitalize a popular but aging recreation center in a cost-effective way when PWD identified Venice Island as the ideal site for an underground basin to temporarily store stormwater runoff and keep sewage overflow out of the Schuylkill. The underground storage basin is 400 feet long, 75 feet wide and 25 feet deep, capable of holding nearly four million gallons of water. The pump

- Paul Bizon, Riggs Distler

The Prime Contractors on the Project were Daniel J. Keating (General Contractor), Riggs Distler & Co. (Electrical), and Five Star (Plumbing and HVAC).

The M/W/DSBE contractors that participated on this project included:

Brass Roots Insulation, Inc (WBE)	CNS Construction Corp (MBE)
Decision Distribution, LLC (MBE)	Disposal Corporation of America (MWBE)
Labe Sales, Inc (WBE)	Lake Glenn Enterprises, Inc (MBE)
Manna Supply, Inc (MWBE)	Minority Contractors, Inc (MBE)
MJK Electrical Corp (MBE)	Labov Plumbing & Heating Supply, Inc (WBE)
Thomas Building Group, Inc (WBE)	Tierra Construction Services, LLC (MBE)
Trijay Systems, Inc (MBE)	

This project achieved 30% in contract participation. The workforce diversity of this project shows workforce participation in the following categories:

Minority Journeypersons: 30%	Minority Apprentices: 28%
Female Journeypersons: 5%	Female Apprentices: 9%
Local Journeypersons: 43%	Local Apprentices: 44%

Highlights:

- Some key highlights of the EOP and PLA include:
 - The oversight committee met monthly for 28 months. The information and data shared during the oversight committee meetings was essential to gaining cooperation from contractors and finding solutions to meet the EOP workforce goals.
 - Pre-construction meetings were held with all primes and subcontractors, along with business agents from all trades including labor, to foster collaboration in working toward meeting the workforce diversity goals.
 - While the EOP did not stipulate local participation for workforce, PWD and its contractors made an unofficial goal of 50% and made great strides in trying to meet that goal.
 - Local apprentice hours - 44%
 - Local journeymen hours- 43%
 - PWD exceeded the female apprentice goal
 - Female journeymen hours – 9% (*goal: 7%*)

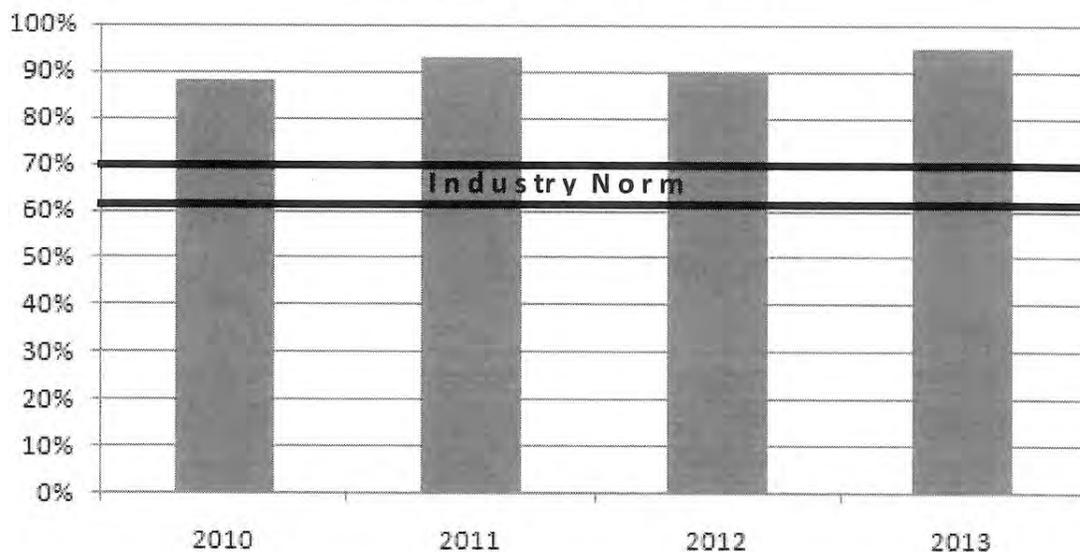
PWD currently has three other active projects that have an EOP with a PLA. We are also planning for six additional projects that will have opportunities for contract and workforce inclusion in the coming fiscal year. We are following a best practice model from our experience and lessons learned on the Venice Island project to monitor our initiatives. Our next oversight committee meeting will be on January 14, 2015 for the Belmont Raw Water Basin, Northern Liberties Flood Relief and Northeast Water Pollution Control Plant Bypass projects.

Office of Business Services | FY 2013 Performance Overview

Client satisfaction scores improved to 90% of business reporting being satisfied or very satisfied with the service received from their interaction with the Office of Business Services. This satisfaction score continues to remain well above the industry norm of 64-70%.

Year	Client Satisfaction
2010	88%
2011	93%
2012	90%
2013	96%

OBS Client Satisfaction



Union	Local	Deadline for Application	Test Date	Telephone#	Contact Person	Comments	Website
Carpenter	8	May 9, 12, 13, 14, 15, 16, 17, 19, 20, 21, (accept applications between 8:00 a.m. - 12 noon)	Friday, May 23, 2014	215-824-2303	Edward C. Coryell	Application fee \$35.00 money order, non refundable – need to be 17 years old, diploma	www.CarpentersOfPhila.com
Drapery Worker	1823	"	"	"	"	"	
Mill/Cabinetmaker	"	"	"	"	"	"	
Floor Layer/Pile Drivers	"	"	"	215-569-3044	"	"	Installlocal1823.org
Millwright	1906	"	"	215-569-2558	"	"	PhilaMillwrights.com
Wharf and Dock Builder	454	"	"	"	"	"	Local454.org
Labor	57, 135, 332, 413			610-524-0404	. Tracey Woodall	Not Accepting Applications at this time	www.ldc-phila-vic.org
Iron	405			856-795-9800 (215) 462-7300	Charlotte Vollmer	Not Accepting Applications waiting for work to pick up Philadelphia – Maybe in June	www.IronWorkersLocal405.org
Electrician	98	Once a year in April		215-567-6405	Michael Neal	Application fee \$40.00	www.Atei98.org
Masons/Concrete	592	Waiting list at this time, 3 year program		267-549-2304	Jeff Wildsmith	Application fee \$247.50	www.Opcmia592.org
Elevator/Mechanical	5	Class began in October 2013 - 4 year program, next class 2015		609-929-2356 (215) 676-2555	Art Rogers	Testing fee \$25.00	www.luec5.com
Sheet Metal	19	On line application		215-952-1950	Aldo Zambetti	Application fee \$10.00 money order	www.Smmwlu19.org
Plumber	690	Second and third week of January	Once January	215-677-6900	Raymond Boyd	Application fee \$60.00	www.Plumbers690.org
Painters	21	On line application	Testing shortly after receiving application	215-501-0130	Domenic Gaeta	Application fee \$10.00	www.DC21.org

