

ECONOMIC OPPORTUNITY REVIEW
COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, September 14, 2015
10:05 a.m.

PRESENT:

ANGELA DOWD-BURTON, Chair, Office of
Economic Opportunity
STEVEN SCOTT BRADLEY, African American
Chamber of Commerce
VANESSA FIELDS, AFSCME District Council 47
SHERMAN HARRIS, AFSCME District Council 33

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CHAIRWOMAN DOWD-BURTON: Good morning. Good morning, everyone. My name is Angela Dowd-Burton. I am Executive Director for the Office of Economic Opportunity and I chair the City Council Economic Opportunity Review Committee. It's my pleasure to welcome you here this morning, and I'd like to ask my colleague Steve to introduce himself.

MR. BRADLEY: Good morning. My name is Steven Scott Bradley. I'm Chair of the African American Chamber of Commerce, Pennsylvania, Delaware, and New Jersey.

CHAIRWOMAN DOWD-BURTON: Thank you, Steven.

On behalf of the Committee, I also would like to bring a hello from Varsovia Fernandez. She is CEO of the Hispanic Chamber of Commerce. She's in a golf outing today. We hope she does well. And so we're going to thank her in her absence for representing us. And we

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2 also have representatives that come
3 occasionally from District Council 33 and
4 District Council 47. But because we only
5 need two members of our Committee to
6 represent a quorum, we will carry on
7 today's business in their absence.

8 So, again, welcome to the third
9 quarter 2015 meeting of the Economic
10 Opportunity Review Committee, also known
11 as the EORC. I'm excited about our
12 agenda today. We're going to give you a
13 brief preview of the results we
14 anticipate from Fiscal Year 2015's annual
15 report representing our public works
16 portfolio. We will also give Steve an
17 opportunity to talk to you about what's
18 going on with the African American
19 Chamber and some of the events you can
20 look forward to coming up shortly. And
21 we have a number of witnesses in the
22 audience, and we truly appreciate your
23 being here. We recognize time is money,
24 and so we're going to get on with the
25 business of hearing all of the expertise

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2 that you have to share. Our witnesses
3 represent the anchor institutions,
4 minority contracting community, union
5 trades, the disparity study, and the
6 Administration.

7 We'll wrap up this morning's
8 meeting with a few announcements
9 regarding different events happening
10 around the City, and we'll talk briefly
11 about the Minority Enterprise Development
12 Week, MED Week, which will run from
13 October 1st to October 8th. We'll also
14 give a few acknowledgments.

15 So for those of you who are
16 here for the first time, we want to share
17 with you the purpose of the Economic
18 Opportunity Review Committee. It's a
19 committee that was established by City
20 Council Bill No. 120013 on March 1st,
21 2012, and the purpose of the Committee is
22 twofold - to review the implementation,
23 effectiveness, and the enforcement of
24 Chapter 17-1600 of The Philadelphia Code
25 as it relates to Economic Opportunity

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2 Plans and, secondly, to make
3 recommendations to Council regarding the
4 adoption and resolution calling for the
5 debarment of any contractors or
6 recipients of City financial assistance
7 should they be found in violation of the
8 Economic Opportunity Plan goals and
9 objectives of anti-discrimination.

10 The EORC conducts public
11 hearings on a quarterly basis to capture
12 the state of the market. That's why
13 you're here today. We want to understand
14 the perspectives of the project owners,
15 developers, the contractors,
16 subcontractors, union leaders, the
17 perspective of employees and consultants.
18 And we also want to take the opportunity
19 to update the Committee and the community
20 on the inner workings of the Office of
21 Economic Opportunity.

22 The business of this Committee
23 will be transcribed and posted on the
24 Office of Economic Opportunity website
25 under "governance," and that typically is

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2 about two weeks after our meetings here.

3 So any questions on the agenda,
4 Steve?

5 MR. BRADLEY: No.

6 CHAIRWOMAN DOWD-BURTON: So
7 we're going to get started with just a
8 brief preview of the participation
9 report. We anticipate -- and we're still
10 closing the books, still doing a little
11 bit of review of our statistics and our
12 contracting opportunity with City
13 departments, but right now the
14 preliminary numbers indicate that we have
15 contracted or awarded \$227 million in
16 public works contracts for Fiscal Year
17 2015. And of those dollars awarded, 25
18 percent went to minority and women-owned
19 businesses, and that's just in City
20 government.

21 We also will be tracking the
22 quasi public agencies. We're still
23 working on their numbers and the
24 contracts that were awarded through the
25 federal government funding vehicle.

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2 The major contributor to the
3 success of our participation on the
4 public works contracts is actually the
5 Water Department. The Water Department
6 awarded 132 million of the \$227 million
7 in contracts, and they generated 26
8 percent participation on their contracts
9 alone.

10 The OEO registry is currently
11 at 2,419 businesses.

12 Steve, that's up 81 percent
13 over the number of companies we had in
14 our registry when we launched the
15 Inclusion Works' business strategy in
16 2010.

17 And we know and want the
18 community to know that the growth in that
19 registry really allows us to put more
20 advanced participation goals on contracts
21 that are awarded by the City. So the
22 growth in that registry is extremely
23 important, and it is also used by a
24 number of the individuals, the project
25 owners, and contractors in this audience

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2 who are interested in seeking minority,
3 women, disabled-owned businesses for
4 contracting opportunities.

5 Finally, in terms of the
6 anticipated participation report this
7 year, we're looking at over the fiscal
8 years from Fiscal Year '08 through the
9 end of Fiscal Year '15, which ended June
10 30th this year. The Nutter
11 Administration will have awarded \$1.9
12 billion to minority and women-owned
13 businesses. Our expectation is by the
14 end of this Administration, we will have
15 awarded over \$2 billion to minority and
16 women-owned businesses. These are
17 contracts that are documented. You can
18 review them. And over the last few
19 years, we've also instituted tools that
20 will allow us to track not only the
21 awarding of contracts, but the flow of
22 dollars on those contracts into the
23 minority, women, and disabled-owned
24 business community.

25 And then finally I'll just

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2 share that the Economic
3 Opportunity dashboard, which is online
4 and created by and with Mr. Nicholas
5 Jann's assistance -- he's here today --
6 he will report on the results of that
7 dashboard and give you sort of an update
8 of the results of the 726 projects that
9 we're actually tracking.

10 So the Economic Opportunity
11 Committee -- and I want to extend a
12 welcome to my friends here from District
13 Council 33 and 47. We certainly
14 appreciate your being here. And so thank
15 you. And so if you want to introduce
16 yourself before we move on, we'll be
17 happy.

18 MS. FIELDS: My name is Vanessa
19 Fields and I am the Vice President of
20 AFSCME District Council 47.

21 MR. HARRIS: My name is Sherman
22 Harris and I'm assistant to the President
23 of AFSCME District Council 33.

24 CHAIRWOMAN DOWD-BURTON: Thank
25 you both.

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2 So the Economic Opportunity
3 Review Committee looks forward to working
4 with members of City Council, Mayor
5 Nutter's Administration, the business
6 community, and citizens to strengthen the
7 impact of the Economic Opportunity Plans
8 that are designed to include minority,
9 women, and disabled-owned businesses, as
10 well as a diverse workforce on major
11 public works projects around the City.
12 That's in the private, non-profit, and
13 public sectors as well. And, in fact,
14 you should know that City Council will be
15 holding a public hearing this Thursday on
16 Bill 150614. That is a bill that will
17 look at strengthening the reporting
18 requirements on Economic Opportunity
19 Plans as it relates to workforce
20 diversity.

21 So now I would like to roll
22 right in to the public hearing, if I
23 might, and I'd like to also just
24 highlight for members of the Committee,
25 you actually have copies of the bill in

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2 your handout. You also have copies of
3 the participation report outlining the
4 names of the contractors as well as the
5 subcontractors on projects that have been
6 awarded by Aviation, Public Property,
7 Streets, and the Water Department for
8 Fiscal Year 2015. And you also have the
9 top ten minority-owned businesses and
10 women-owned businesses that were awarded
11 contracts during Fiscal Year '15 as it
12 relates to public works. And maybe just
13 for the record I'll read over those
14 fairly quickly. So we had Torrado
15 Construction, Ramos & Associates, L&R
16 Construction, Robert Ganter Contractors,
17 SJA Construction, Munn Roofing, Manna
18 Building Supply -- and we have to
19 acknowledge that the President and CEO of
20 Manna Construction passed away recently.
21 We extend our deepest sympathies to her
22 family and her business community -- and
23 Zavorski Masonry Restoration and Mangual
24 Excavations. Those were the top ten
25 companies that we had listed. Torrado

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2 was mentioned for two major projects. So
3 he would be the tenth one if we counted
4 them all.

5 So with that, it gives me great
6 pleasure to welcome those of you who have
7 come today to provide expert testimony to
8 the EORC. And so we're going to invite
9 first up Mr. Glenn Bryan, who is
10 Assistant Vice President of Community
11 Relations for the University of
12 Pennsylvania, one of our major anchor
13 institutions. In fact, one of the
14 largest -- in fact, maybe the largest
15 employer within the region.

16 Is that correct, Glenn?
17 (Witness approached witness
18 table.)

19 MR. BRYAN: Thank you. Thank
20 you for having me.

21 CHAIRWOMAN DOWD-BURTON: You're
22 welcome.

23 MR. BRYAN: My name again is
24 Glenn Bryan, Assistant Vice President of
25 Government and Community Affairs at Penn

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2 and a chair and founder -- one of the
3 founders of our Economic Inclusion
4 Program some many years ago. I'm not
5 going to say how many, but you can do the
6 math. It's a couple decades at least.

7 I'd like to thank each of --
8 Angela Dowd-Burton, first of all, for
9 having me and the members of the
10 Committee - Steven Bradley and Vanessa
11 Fields and Sherman Harris, who are here,
12 and Varsovia. We work with a lot as well
13 with the Hispanic Chamber of Commerce.

14 But I would want to certainly
15 thank OEO and the other partners. The
16 African American Chamber of Commerce has
17 been a great partner with us and the
18 Asian American Chamber of Commerce as
19 well as the Urban Affairs Coalition, who
20 I see in the room, and the Enterprise
21 Center for their ongoing support and
22 participation in our program.

23 As mentioned in previous
24 discussions, Penn's Economic Inclusion
25 Program also includes human resources,

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2 workforce development, and purchasing.

3 We see all these areas tied together,

4 purchasing, construction, and their set

5 of objectives for each one of those areas

6 of inclusion.

7 Despite the many challenges

8 faced, Penn continues to successfully

9 average between the ranges of 25 and 30

10 percent with minority and women

11 contractors and 25 to 28 percent of

12 minority and women workforce

13 participation. On a number of the

14 projects, the numbers are even higher.

15 At any given point, we can have 12 to 13

16 projects going on at one given time. So

17 it's quite active at Penn in terms of

18 construction and purchasing.

19 The most recent report to the

20 Office of Economic Opportunity provides a

21 listing and figures for all of these

22 projects I'm referring to. However, a

23 consistent threat amongst all of our

24 Economic Inclusion Program happens to be

25 the need for capacity building.

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2 We've been doing this for quite
3 some time and, yes, we have numbers and
4 all of that, but it's imperative that we
5 as a university and beyond look at the
6 capacity building as an issue, especially
7 in terms of construction contracting and
8 workforce development.

9 Penn's philosophy and practice
10 for all of our projects includes those
11 with City EOPs. It's the set objectives
12 that we feel are challenging, and that
13 was the beginning -- that was the very
14 genesis of our program, was to really be
15 challenging and set challenging goals.
16 However, capacity needs to be in place to
17 achieve these objectives, especially when
18 we're monitoring 12 to 14 projects, as I
19 said, at any given time.

20 This places Penn in kind of a
21 compromising position in agreeing to
22 objectives that realistically cannot be
23 met due to the lack of capacity in all of
24 the projects that we have going on at
25 Penn at the same time. Same applies

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2 certainly to workforce development.

3 We're shrinking training resources,

4 heavily impacting on the number of

5 minority and women skill workers. I

6 can't think of many training programs

7 that are in existence right now in

8 Philadelphia, in the neighborhoods or

9 close by to accommodate this sort of

10 training for folks that want to get in

11 the skill trades.

12 As you're aware, the workforce

13 in our projects is 100 percent union

14 labor, which limits our ability to

15 directly solicit or select workforce

16 personnel. It becomes even more of a

17 challenge to increase the utilization of

18 area workforce from our surrounding seven

19 zip codes in West and Southwest

20 Philadelphia, which was part of the

21 genesis of our program. We were looking

22 to generate more workforce opportunities

23 in our several zip codes near campus in

24 West and Southwest Philadelphia. It's

25 still something that we're looking at

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2 closely and we're trying to evaluate.

3 This all may sound daunting,
4 but Penn remains committed to the
5 objectives of inclusion, as evidenced in
6 the targets and achievements listed in
7 the most recent released OEO report.

8 At our previous discussion, we
9 brought Advantage Contracting Company to
10 testify regarding contractual
11 opportunities provided and how they
12 leveraged these opportunities to actually
13 build their capacity. We're very proud
14 of that, and Advantage Company -- which
15 is just one of a number of companies that
16 have gained capacity as a result of doing
17 business at Penn.

18 We're working with and looking
19 at other companies also. We don't want
20 to just rely on a few companies. We want
21 to build that capacity in others and to
22 be able to do it in a meaningful and
23 profitable way to do business with Penn.

24 In the coming weeks, Penn will
25 have a diversity supply purchasing event

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2 and a few others through the years. Part
3 of our -- and also we'll be part of the
4 upcoming MED Week as well as other
5 planned events throughout the year,
6 working closely with a lot of the
7 partners that I mentioned earlier.

8 On the workforce front, the
9 best way for all project owners like Penn
10 to increase their minority workforce
11 component is to strive to increase the
12 diversity of the City's union workforce
13 and their apprentice opportunities. When
14 diversity in this pool is increased, the
15 journeymen and journey women and
16 apprenticeship goals can and, most
17 importantly, should be hopefully raised.
18 And I say raised in all future EOPs if
19 these things happen.

20 A major focus of Penn is its
21 local engagement, as I said, in the area
22 of the City we mainly reside. We're
23 working with the building trades as we
24 speak to help identify the local area
25 skill labor union workforce in these zip

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2 codes to really better understand the
3 capacity in West and Southwest
4 Philadelphia; in other words, what we
5 have to work with, and then what do we
6 have to key in on in terms of building as
7 far as the trades are concerned in
8 different trades. We feel we have to
9 start from somewhere. It's very
10 important for us to do that, and if I
11 give this testimony or somebody else,
12 probably not me, in 20 years, we don't
13 want to be talking about the same things.
14 We want to be talking about new things,
15 and those new things are very important
16 in terms of capacity, having the capacity
17 to really do jobs, major jobs, at Penn
18 and Penn Medicine.

19 So I just -- that's actually my
20 testimony for today. I look forward to
21 working with all of you, because it is
22 going to be a team effort to move this
23 needle forward. It's not going to be
24 just individual institutions in the City
25 doing stuff. We have to actually come

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2 together if we're going to really go to
3 the next level to get this done and
4 really have a strong Philadelphia, have a
5 strong community through working with
6 these higher educational institutions,
7 private companies or what-have-you.

8 So we remain committed in
9 advancing the objectives of inclusion,
10 which is also a key part of our
11 university's relationship in our
12 community and city. It's part of our
13 present agenda of local engagement, a
14 major part of it, and we hope to work
15 with you all in the future. The future
16 is now, and so that we can get some of
17 this stuff done and move to the next
18 level.

19 That concludes my testimony.
20 Thank you for allowing me to speak to
21 you. If there are any questions, do I do
22 questions now?

23 CHAIRWOMAN DOWD-BURTON: Thank
24 you very much, Glenn.

25 Vanessa, I see your light.

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2 MS. FIELDS: Yes. My question
3 is, you said that you are to increase or
4 improve capacity building, that you're
5 now working with the building trades.
6 Exactly what are you doing with the
7 building trades? I mean, exactly what is
8 your focus, what are you doing?

9 MR. BRYAN: Trying to find out
10 in all the trades how many people
11 actually are in the trades, in all of the
12 22 trades that live in the seven zip
13 codes of West and Southwest Philadelphia,
14 everything across the river on the other
15 side. We have a percentage of about 83
16 percent African American that live in
17 that those zip codes, and it's good
18 business for us if we can employ people
19 that live in the neighborhood working on
20 projects at Penn, construction projects
21 at Penn. Soon we're going to be
22 unleashing a \$2 billion project as part
23 of our Penn Medicine portfolio. So
24 there's opportunities. Schools, colleges
25 within our 12 colleges always want new

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2 stuff, new buildings, and one sees the
3 other and say, Well, we want a new
4 building. That's all construction just
5 at Penn, but just think about all of the
6 other surrounding entities like the
7 Science Center and others that are
8 around.

9 So there's a lot of work that's
10 coming up. So we want to be -- we want
11 to know what's there.

12 MS. FIELDS: I'm glad to hear
13 that, because I live near there. I ride
14 pass the University of Pennsylvania every
15 day, and it is a lot of work being done,
16 you're correct, when you're talking about
17 construction, and it's disheartening as
18 an African American person to see that
19 the folk who are working there do not
20 look like me.

21 So I'm glad to hear you all are
22 doing something, but you said the
23 building trades. Specifically which of
24 the building trades organizations are you
25 working with? Because there's a couple

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2 of them.

3 MR. BRYAN: We're working with
4 the building trades' construction
5 industry. We work through
6 PALM/Built-Rite to help access some of
7 that information, but all of the trades,
8 the Steamfitters. You name them, that's
9 what we're looking at, the skill trades.

10 MS. FIELDS: So it doesn't
11 sound like you're working with any
12 particular labor organization.

13 MR. BRYAN: Ryan Boyer. Sure.
14 Yeah. I include that as one of the
15 trades.

16 MS. FIELDS: Okay. Thank you.

17 CHAIRWOMAN DOWD-BURTON: Thank
18 you.

19 MR. HARRIS: My question
20 piggybacks off of Vanessa's, but in
21 talking earlier, you mentioned that there
22 were problems with getting people through
23 the apprenticeship programs. Is there a
24 way to address this? Because it's been
25 traditionally a problem through the

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2 apprenticeship programs to get minorities
3 to move up. So once you get your
4 numbers, how do we address this, or is
5 there some kind of way we're going to
6 look at this here to change the way
7 they're hiring people?

8 MR. BRYAN: Yeah. I think it's
9 a collective look, and I'm not -- we're
10 in the business of higher education.
11 That's what we do. All right? So we
12 started an apprenticeship program called
13 the Lucien E. Blackwell Apprenticeship
14 Program. I see one of my colleagues here
15 from Urban Affairs Coalition helped us
16 get that going, and it was a pilot
17 program. And we were working with
18 training entities in the City like the
19 Diversified Apprenticeship Program, which
20 no longer exists, and there is a void
21 there, a major void in terms of where the
22 training is come from. Sure, there's
23 training, the YouthBuild and other
24 activities, OIC and all of that, but
25 that's actually for younger folks. We're

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2 talking about 21 and over, the folks that
3 are walking the streets that are doing
4 hustling and have great skills, but have
5 not connected to hone in to those skills
6 in various different trades.

7 So we are as a university and
8 others -- it would include everybody, the
9 City -- need to create some type of
10 entity that would allow for that kind of
11 capacity building. You got a giant
12 airport project. Where are you going to
13 get the people? Where are we going to
14 get the people? That's the issue.

15 So we're trying to find out,
16 pinpoint by trade. I think there's 22
17 we're looking at and get the numbers and
18 start to work with our contractors, the
19 major contractors, to make sure these
20 folks get employed and get called on. We
21 know who -- well, we don't know who they
22 are, but we have numbers in terms of in
23 every zip code who exists.

24 MR. HARRIS: So I guess my
25 final question or my summary is, in this

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2 development will you have any influence
3 on these programs, the first
4 apprenticeship program, which was a
5 success as far as we knew, in bringing --

6 MR. BRYAN: The program that
7 we -- the pilot program we had, I would
8 say it was successful.

9 MR. HARRIS: It was?

10 MR. BRYAN: Yes, it was
11 successful. We've even employed some
12 folks that were in that apprenticeship
13 program at Penn, in Penn Medicine, within
14 our facility's real estate division.
15 We've actually employed them. Some of
16 them have worked on projects at Penn
17 because it was -- we're the owner. You
18 know, we have a program and the
19 President -- it comes all the way down
20 from the President. We have a program
21 and it's up to you, Driscoll, whoever,
22 Hunter Roberts, I don't want to --
23 Intech, whoever is doing the work, hire
24 these individuals, make sure that these
25 folks are on the job. Because just what

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2 you're saying, you won't ride by and, you
3 know, you don't see people that look like
4 you on jobs. That's an issue, and that's
5 something that I know we're going to be
6 having to address for quite some time
7 until we build this capacity that we're
8 talking about in the workforce as much as
9 the contracting. It's a dual thing.

10 MR. HARRIS: Thank you.

11 CHAIRWOMAN DOWD-BURTON: Thank
12 you, Glenn.

13 Thank you, Sherman, for your
14 question and Vanessa.

15 MR. BRYAN: Thank you.

16 CHAIRWOMAN DOWD-BURTON: Glenn
17 raises an extraordinary -- well,
18 succinctly, I should say, describes an
19 extraordinary challenge that we do have
20 within this region, because we have
21 created a demand that continues to grow
22 exponentially. And so we do have to have
23 some solution or strategy for dealing
24 with the capacity within the workforce.

25 I want to make note that we

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2 have two representatives from the unions
3 here today to talk specifically about
4 that, right? It's almost like a chess
5 game. I got to move two steps ahead of
6 you guys to make sure that we get all of
7 our questions answered. But we
8 anticipated that these are some of the
9 questions, and so we're really looking
10 forward to the finishing trades who are
11 here, hearing from them, and
12 International Brotherhood of the
13 Electrical Workers, Local Union 98, and
14 they'll be coming up shortly.

15 MR. BRYAN: Good. Who we work
16 with as well. I mean, they were very
17 important to us in our program before,
18 and moving forward they will be as well.

19 CHAIRWOMAN DOWD-BURTON: Thank
20 you, Glenn.

21 Steve, did you have any
22 questions?

23 MR. BRADLEY: No.

24 CHAIRWOMAN DOWD-BURTON: Thank
25 you very much for being here. It's

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2 certainly a privilege to work with an
3 organization that's really committed to
4 what we're trying to do. Our anchor
5 institutions really help to move the
6 tide, as it were, in terms of gaining
7 traction for minority and women-owned
8 businesses as well as a diverse workforce
9 in our local communities. So thank you
10 for that.

11 MR. BRYAN: Thank you. Thank
12 you for having me.

13 CHAIRWOMAN DOWD-BURTON: And I
14 hope you stay, because we've got some
15 great people coming right after you that
16 I would like for you to meet.

17 MR. BRYAN: Okay.

18 CHAIRWOMAN DOWD-BURTON: Okay.
19 So with that, I'm now going to ask if
20 Steve Armstrong, Senior Project Manager
21 for the Church of Latter Day Saints out
22 on Vine Street. He's responsible for the
23 Temple and the Special Services
24 Department. He also has representatives
25 here from the Urban Affairs Coalition.

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2 We thank you, Carlos Jones, for being
3 here and your colleagues.

4 (Witness approached witness
5 table.)

6 MR. ARMSTRONG: Thank you for
7 the invitation. I appreciate it. My
8 name is Steve Armstrong. I'm from
9 Syracuse, Utah, a bedroom community of
10 Salt Lake City, and I have the great
11 opportunity to be a Senior Project
12 Manager building temples all around the
13 world, and I have to admit that
14 Philadelphia is one of my very favorite
15 places to come. I will be sad when these
16 projects are over.

17 Before I get into the detail of
18 my projects, I want to support Mr. Bryan
19 and his comments. I think through the
20 efforts of the City and this Committee
21 and the good intentions of many
22 contractors and developers, there has
23 been a wonderful demand created for
24 minority and women-owned business
25 enterprises and their workforce. But

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2 we're not meeting the supply. But we're
3 not supplying the people, Mr. Bryan's
4 word "capacity." I have a degree in
5 labor economics, and so I'm a supply and
6 demand kind of guy. We have the demand.
7 We need to work a little harder on the
8 supply. In spite of all of our best
9 efforts, many of the goals that have been
10 established have yet to be satisfied
11 because we don't have qualified firms and
12 qualified people.

13 We have -- by the way, I was
14 impressed with the number of firms that
15 you mentioned in your list, but in a
16 large construction project, it requires
17 bonding, and the bonding capacity of many
18 of these firms is too small to satisfy
19 the needs of projects like mine. And we
20 put some of these firms at a great risk,
21 tremendous risk, when they mortgage their
22 homes and their vehicles and their
23 equipment and their savings accounts and
24 they go out to their families and they
25 get whatever resources are available and

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2 they go out and they buy that bond, and
3 then we get them on a job site and
4 perhaps a contractor is slow to pay,
5 perhaps an owner is slow to pay, a piece
6 of equipment breaks down, needs to be
7 replaced and they're already on the fine
8 edge and they can't weather the hiccup.
9 And so the project has to perfect the
10 bond, and it puts them out of business
11 and it wipes out all of that financial
12 resource. We can't keep doing that. And
13 so that's my soapbox.

14 Okay. Let me talk about my
15 projects. We have three -- we have two
16 City blocks in downtown Philadelphia on
17 Vine Street between 18th and 16th. The
18 first project is the Latter Day Saint
19 temple. By the way, the full name of
20 this church is the Church of Jesus Christ
21 of Latter Day Saints. Many people call
22 us the LDS church for short, also
23 nicknamed Mormons, and we use that term
24 ourselves, so it's not derogatory in any
25 way.

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2 Our temple we consider to be --
3 our temples are the most sacred buildings
4 on the earth for the ordinances that take
5 place there. They are hugely significant
6 to us. They have great meaning for us,
7 and we pick cities to hold our temples
8 with great care. We're thrilled to be in
9 Philadelphia. This temple will serve the
10 members of the church throughout
11 Pennsylvania, Delaware, most of New
12 Jersey, and a little sliver of Maryland.
13 We kind of have temple districts. A
14 member can go to any temple they want,
15 but you're kind of assigned to a
16 particular district, geographic based.

17 It is not a standard
18 Sunday-go-to-meeting building. We have
19 meetinghouses scattered all over creation
20 for that, but a temple is special.

21 Between the two blocks, we have
22 the temple on the west side. On the east
23 side we have one of those meetinghouses I
24 referred to, and you can see the super
25 structure up in place right now.

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2 Immediately east of that and yet on the
3 same block will be a 34-story apartment
4 house, street-level retail and then
5 apartments above that. It is intended to
6 be a high-end, market-rate apartment
7 building for everyone. It's a commercial
8 purpose building. Actually, with the
9 talk of the casino, there was some noise
10 that the casino might be built across the
11 street from the temple, and we were
12 wholly uninterested in that, as you might
13 imagine. So we bought that block and
14 decided to put best use to the block. So
15 we're using a meetinghouse and the high
16 rise. If that was a political ploy, it
17 worked very, very well, but I don't think
18 that was the case.

19 So we're thrilled to be here.
20 Between the two blocks we are investing
21 \$380 million into the City of
22 Philadelphia. It's a huge commitment to
23 Philadelphia. We have a large and a
24 growing membership of our church and this
25 district, and we want to serve them.

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2 Currently the members of the church,
3 which we call the saints, currently the
4 saints are going to Manhattan and
5 Washington, DC to go to the temple, and
6 this will make it much more convenient.
7 And, again, we're excited.

8 Some of the impact of our \$380
9 million investment. So far, on the
10 temple itself we have minority and
11 women-owned business enterprise contracts
12 totalling \$25,700,000. We have spent
13 over \$20 million on those contracts
14 already. That equates to a little over
15 94,000 hours of quality work provided by
16 minorities and women on the temple
17 project on that block. If you multiply
18 94,000 hours by an average of \$60 an hour
19 pay scale, that's a chunk of change into
20 the pockets of the citizens, the
21 residents of the Philadelphia area.
22 We're pleased and proud with that.

23 We are right on the line, some
24 slightly ahead, some slightly behind of
25 our goals on the temple project. We were

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2 fortunate in that that went to bid prior
3 to the economic resurgence of the City.
4 And so satisfying our goals was a much
5 easier task than we're experiencing right
6 now on the high rise, and Mr. Bryan is
7 referring to his current projects. We
8 certainly have the demand. The supply is
9 wanting right now.

10 On the tower -- and we're still
11 digging our hole on the tower project.
12 It's starting to come up out of it with a
13 little bit of concrete, rock anchors, and
14 foundations and footings. We have \$5.8
15 million of minority and women-owned
16 business enterprise contracts. We've
17 spent one and three-quarter million
18 dollars on those contracts, and we have
19 not and are not meeting our goals on that
20 block. With the assistance of Urban
21 Affairs Coalition and the aggressive
22 efforts of our general contractor, LF
23 Driscoll, big D, it's a joint venture,
24 but with LF Driscoll's large pool and, as
25 Mr. Jones uses the term, their cache in

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2 the City, they have a lot of influence.

3 They have a lot of pull, and they're

4 throwing in every chip they can to help

5 us satisfy these goals. We are not

6 satisfying them so far. We're still

7 working on it. We'll keep going.

8 That is my presentation. I

9 would like to support Mr. Bryan and his

10 comments.

11 I hope you don't mind me using

12 your comments and name too often.

13 If there's any recommendation I

14 could make, it is to recruit, recruit,

15 recruit. These are high-paying jobs.

16 This is honorable work. To have your

17 kids in the back seat and to drive

18 through the City of Philadelphia and say,

19 Hey, I built that or that's where your

20 dad or that's where your mom is working

21 right now, that's significant. These are

22 tangible projects that families can say,

23 My mom, my dad did that. And I did that

24 with my kids. I still do that with my

25 kids, and it's honorable.

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2 We need to put together
3 programs to get minorities and women
4 interested in the trades, invited to the
5 trades, welcomed in the trades. And I'm
6 glad to hear that we have locals here.
7 I'm sure they're going to talk about
8 programs that they're doing. That is
9 their effort. I applaud it.

10 And so I'm open for any
11 questions.

12 CHAIRWOMAN DOWD-BURTON:
13 Questions?

14 MS. FIELDS: Yes. You referred
15 to Mr. Bryan a lot during your
16 discussion. So like Mr. Bryan, have you
17 done outreach to the building trades?

18 MR. ARMSTRONG: Yes. Not me
19 personally. My general contractor has
20 and Urban Affairs Coalition on our behalf
21 have also done that.

22 I asked a question at breakfast
23 today with Vince and Carlos. I said,
24 Now, we received a letter from one of the
25 building trades. Which one was it that

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2 sent us a letter saying please stop
3 asking? We don't have any more people
4 for you. Okay? And I think I know which
5 one it was, but I don't want to say and
6 be wrong. But we have received one
7 letter like that and comments from others
8 at our inquiry saying, Do you have anyone
9 that you could send to us, we're looking
10 to satisfy these goals, and the answer
11 is, If they're employable, if they
12 already are in the union, they're already
13 working. It's a tough time. Let me
14 rephrase that. It's a great time, great
15 time to be in construction in
16 Philadelphia. If you're qualified, if
17 you're willing to work, and if you can
18 pass a urine test, you're working. Okay.
19 It's a great time, but that doesn't help
20 us satisfy the demand.

21 MS. FIELDS: I'll ask more
22 questions of my union brothers when they
23 get up there. Thank you.

24 CHAIRWOMAN DOWD-BURTON: Any
25 other questions, Steve, Sherman?

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2 (No response.)

3 CHAIRWOMAN DOWD-BURTON: I want
4 to thank you for coming in. I know that
5 we talk across the table during our
6 Economic Opportunity Oversight Committee
7 meetings about the challenges that
8 project owners face. We have similar
9 conversations at the University of
10 Pennsylvania. We do agree that the
11 challenge is getting heightened because
12 of not knowing the level of supply as we
13 continue to increase the level of demand.

14 So we appreciate you being
15 here, certainly look forward to working
16 with you. I can tell you the next person
17 coming up to testify is one of the
18 companies that you might want to consider
19 to increase your participation between
20 her and her network, outstanding young
21 lady.

22 MR. ARMSTRONG: Good.

23 CHAIRWOMAN DOWD-BURTON: Thank
24 you very much.

25 MR. ARMSTRONG: Thank you.

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2 MR. BRADLEY: When do you
3 expect the completion date of the
4 project?

5 MR. ARMSTRONG: The temple will
6 probably get dedicated a year from this
7 month, next summer, late summer. There
8 will be a public open house. It hasn't
9 been decided how many weeks that will be,
10 but please come. I think you'll love
11 what you see. And the meetinghouse, also
12 called a chapel, is supposed to be
13 completed in conjunction with the temple,
14 because we want to use that building as
15 part of our open house. That will be a
16 gathering point and then we'll go across
17 the street and tour the temple and show
18 some videos and that kind of stuff. The
19 tower is currently scheduled to complete,
20 I think it's, January of 2018.

21 CHAIRWOMAN DOWD-BURTON: Okay.

22 MR. BRADLEY: Thank you.

23 MR. ARMSTRONG: Thank you.

24 CHAIRWOMAN DOWD-BURTON: Thank
25 you.

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2 Next we will have Joanna
3 Harris, President of ARB Construction.

4 (Witness approached witness
5 table.)

6 MS. HARRIS: Good morning, all.

7 CHAIRWOMAN DOWD-BURTON: Good
8 morning.

9 MS. HARRIS: Thank you for
10 having me. I sit here in awe after 15
11 years as a true tradesperson. I am a
12 young lady who applied for the
13 apprenticeship program with the Operating
14 Engineers. I was accepted into the
15 program as a part of a court decree,
16 which kind of sort of forced the entrance
17 of minorities and females into their
18 apprenticeship program.

19 Upon my completion, I became a
20 civil rights representative and I am
21 currently a trustee of the apprenticeship
22 program. So I am remiss in hearing that
23 there has been an outreach to unions in
24 regard to the hiring of minorities,
25 including the women, workforces. And I

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2 say this to say one of the reasons why I
3 work Local 542 apprenticeship program, in
4 my opinion, it's not ready for the
5 expansion of construction that's
6 happening right now in Philadelphia.

7 Prior to this, we were in a recession and
8 there was no hiring, and we decided as a
9 union not to take on apprenticeship
10 credit classes for a number of years
11 because we just did not have work to
12 sustain them during their apprenticeship
13 time. So now it's caught up to itself.

14 I know this to be true with other
15 apprenticeship programs as well. And now
16 we are in the midst of the largest amount
17 of construction that I have ever seen in
18 the City of Philadelphia, and I am a
19 native Philadelphian. So I say this to
20 say that the construction has not caught
21 up to the workforce, because we went from
22 no need at all to a great need. And
23 being a person who has worked on the
24 Comcast, the original Comcast Center, we
25 do recruit a lot of people who are not

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2 Philadelphians used, and of course, they
3 are not minority. I just need to be
4 honest. Black business hires black
5 business people. I can tell you from the
6 minority numbers that I look at, the
7 disparity that I see in our union's
8 reporting in terms of the amount of
9 journey persons that remain for long
10 periods of time in leadership positions
11 in those lucrative jobs on these job
12 sites. I can tell you from being a
13 woman, when you go on -- there is
14 still -- we have overcome much, but we
15 still have some of the same bad habits.
16 They still exist.

17 To answer those types of
18 questions, where do we find people,
19 people are always willing to work. You
20 have to find them. You have to tap into
21 the School District to begin to let the
22 young people know and make those
23 outreaches that these are lucrative
24 programs, these are lucrative training
25 programs that if you finish your high

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2 school diploma, if you get your GED, that
3 we have a place for you to go to be
4 trained. I think we have not done our
5 due diligence as a community and as a
6 business community to reach out to those
7 educational components to let the
8 children know that if you don't go to
9 college, you can go to a four-year
10 apprenticeship program and make just as
11 much money, if not more, and owe no
12 student loans. And I say that to say
13 because I have children who are in
14 college, and I know how important that
15 is.

16 So I don't think that as a
17 community of people that we have reached
18 out to the young people to keep them in
19 the STEM programs and to encourage them
20 to be able to get into the trades.

21 One of the things that I have
22 seen over the past 15 years as a business
23 owner and as a trades person is, we still
24 have a network of people. We are still
25 very politically connected and who gets

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2 on these projects, how the contracts are
3 awarded. I would say that I've sat down
4 with PHA. I love their new approach to
5 really building the capacity of the
6 minority contractor, where they're
7 breaking down contracts, where they're
8 requiring you to take on a joint venture
9 with a smaller company on those larger
10 projects to cut it out to say what can
11 you handle, so that you don't have the
12 situations that Mr. Armstrong spoke about
13 when you put your everything. And I've
14 been there and I've done it, and Angela
15 has known me for a very long time. I've
16 been at that point in my business prior
17 to its growth where you do put your
18 everything and your all, because this is
19 your baby and you will give it
20 everything, but the opportunity needs to
21 be there. The bidding needs to be more
22 inclusive. When you're going against a
23 company, a firm that's been doing the
24 same thing for 25, 30 years and you're
25 the little guy that comes in and nobody

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2 knows your name, I think that if we truly
3 mean that we're going to have
4 inclusion -- and I think that these
5 larger projects such as those with
6 University of Penn, Temple University,
7 the temple that's upcoming, that you
8 really look at these greater fractions
9 that come in with the LF Driscolls to
10 say, Listen, you need to find a smaller
11 company, give them a piece of it. I
12 don't care if you just give them a
13 stairwell. Give them something to begin
14 to let them have a better leverage and
15 building their bonding capacity, getting
16 recognition to help with their marketing
17 strategies. And those are the things
18 that are important.

19 And I can say that from my
20 standpoint, my firm offers manpower to
21 hoist elevators. It is a specialty
22 trade. There are only three other
23 companies in the Philadelphia region that
24 offer these services. And for me to go
25 up against such a large animal, should I

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2 say, because that's the way I call it, I
3 call it as I see it, I see that there are
4 long ties. I see that -- everybody says
5 we want a firm. I am a firm that is,
6 number one, union owned. I am minority
7 female-owned. I have the capacity and
8 the previous past experience on
9 construction projects. So there is no
10 reason not to give me the opportunity.

11 In terms of my number, my
12 number in the bidding process, I know
13 because I worked for both of the entities
14 before I went into business for myself.
15 So I researched it. I know what the
16 numbers look like. I think that we need
17 to do our due diligence not only as a
18 minority community, but as a city to say
19 if we're going to put money into it and
20 you're going to be the big guy, well,
21 guess what, on one or two of them, you're
22 going to have to break off the smaller
23 guy. And I've gone to all of the
24 University of Pennsylvania outreach
25 sessions. I am in every vendor file.

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2 And I say that to say that I followed the
3 blueprint for success in terms of
4 construction that's supposed to be there.
5 I not only talk the game, I know the
6 game. I am a union trustee. I oversee
7 training for the Operating Engineers. I
8 am the first African American, female,
9 nationally certified crane operator in
10 the history of our union hall since 1863.
11 I have never been called for a crane job
12 ever.

13 So when you say, I can't find
14 them, you're not calling the right
15 places. We are a city that is on the
16 move, but we have some bad habits that
17 remain, the political connections, who
18 knows who, if your bid is really making
19 it to where it should be when it gets
20 there. I am very proactive. I am very
21 user friendly. I can just say that for
22 myself -- and I know that there are some
23 others -- I have weathered the storm of
24 the economic demise of the City and
25 watched it come up.

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2 I refaced my firm. Angela
3 knows I used to offer masonry services.
4 I've had a general contractor who was a
5 big name in the City of Philadelphia not
6 pay me a large amount of money, and I
7 have withstood that storm as well. I am
8 union.

9 So when I hear people say that
10 there are not firms that are ready to
11 build their capacity in the City, that
12 discourages me. And it has actually
13 given me an incentive to go to Baltimore.

14 I was speaking with Angela. I
15 have opened up my firm in what I call and
16 I've said to Angela, because I wear it on
17 my sleeve, they're minority friendly.
18 I've gone to the Baltimore/DC area. They
19 call it the mecca of the African American
20 business person. There are more African
21 Americans that are self-made
22 millionaires, and 50 percent of them are
23 in the construction trade in the State of
24 Maryland alone than any other place in
25 this world. I research where I place my

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2 company now strategically so that it is
3 user friendly.

4 In terms of the programs, the
5 DAP programs and programs of that nature,
6 how do I say it politically correct?

7 They hinder. They sucked up the money,
8 because you send them to us, to these
9 apprenticeship programs, and I do
10 interviews, and you've sat there and
11 you've sucked up money, and these people
12 are absolutely not ready. They're not
13 ready in terms of their soft skills.

14 They're not ready in terms of their
15 ability to withstand what comes out there
16 in that culture. I'd like to see the
17 workforce be diverse, but I'd like to see
18 corporate ownership, because minority
19 firms hire minority people.

20 I can speak for myself. On my
21 job site I hire minority people, and it's
22 not always easy. It puts you up against
23 a GC that wants you to put in a brother
24 or a cousin or a relative or a past
25 political person that you've made this

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2 agreement with, and then you make this
3 promise down the line. So, no, it's not
4 always easy for the minority firm, but
5 firms like my own, we will continue to
6 fight. We will continue to bid. I will
7 continue to e-mail. I will call you. I
8 show up to everywhere that I am invited,
9 and I will continue to be a listening ear
10 to other minority firms who have closed,
11 who have closed because they could not
12 weather the storm. And there's too much
13 work in the City of Philadelphia for us
14 to continually still hear the same story,
15 we can't find people. How can you not
16 find people when 50 percent of
17 Philadelphia are minority people or more?
18 Why can't you find them? If you can find
19 them in Delaware, New York, New Jersey.

20 I've seen people travel from
21 New York, New York state at the Quebec
22 line to come down here to work as an
23 ironworker. You mean to tell me that we
24 got to go all the way to some people in
25 Canada to get people to be qualified

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2 union workers in this town?

3 There's a problem, and there
4 needs to be a better -- there needs to be
5 a better in-place monitoring system. The
6 EOP that I saw from my perspective that
7 worked most successfully was the building
8 of the -- and I can't think of the place.
9 The Convention Center. The Convention
10 Center EOP in terms of workforce on the
11 ground, they monitored that on a daily
12 basis. They actually did a head number
13 count to be sure that the numbers that
14 the ownerships are saying that they want
15 are fulfilled. And I just would like to
16 see something better happen in
17 Philadelphia in terms of that.

18 Angela Dowd-Burton has done a
19 tremendous job, and I tell her all the
20 time, we would not have this transparency
21 to the point where we are sitting here
22 having this conversation today, because
23 15 years ago the only thing that we had
24 was NAMIC and the Roundtable. That was
25 it.

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2 I remember the inception of
3 this Committee itself. I sat and spoke
4 for this Committee to be created, what,
5 five, six years ago when they were
6 talking about it, when it was passed in
7 City Council to even have this Committee,
8 and I'd like to see the Committee work to
9 stop the same conversation, we can't find
10 them, we don't have them that could do
11 the capacity.

12 I do T&M. I don't even need a
13 bond. Mine's is time and material. It
14 doesn't even require a bond. I've been
15 in business 15 years. I've been in that
16 OEO registry since it opened up. My
17 certifications are there. I'm just
18 discouraged when I hear people say we
19 still can't find these firms.

20 Is there any suggestions?

21 CHAIRWOMAN DOWD-BURTON: Well,
22 the first suggestion is this: Number
23 one, we will have all of your comments in
24 our transcript.

25 MS. HARRIS: Thank you.

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2 CHAIRWOMAN DOWD-BURTON: And
3 our transcripts that we've collected over
4 the last three years now, since 2012,
5 have had tremendous input and feedback,
6 and I think your comments summed them up
7 so succinctly and eloquently. We
8 appreciate you being here, number one. I
9 have to tell you that I am encouraged by
10 you being here, because one of the
11 reasons you were invited is because you
12 said your company had turned a curve and
13 there's some lessons that you learned
14 about how to do business.

15 MS. HARRIS: Absolutely.

16 CHAIRWOMAN DOWD-BURTON: That
17 we want to make sure others learn as
18 well.

19 MS. HARRIS: Absolutely. I'm
20 always willing to share that information,
21 as you know. I am a person that would
22 give the information and give a listening
23 ear. I can tell them some things that
24 I've been through. And Angela knows some
25 things that my firm has absolutely come

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2 through, but in that fight and in that
3 courage and in the provision of what I
4 see around Philadelphia, I'm not going
5 anywhere. I'm not going anywhere, and I
6 am encouraged to give the input and the
7 experience that I have in this
8 construction trade.

9 I've come from an apprentice to
10 a journey woman, to a supervisor, to a
11 trustee, to a representative of my union
12 hall, to ownership as a minority female,
13 and I have a lot to give to any program.
14 I'm remiss to ask University of Penn,
15 open up their program again, open your
16 program again, open it up again. And now
17 is the time to open. I know that some
18 things have not worked successfully
19 previously, but we can't say, Oh, it
20 didn't work before and it can't work now.
21 Before we didn't have what we have in
22 Philadelphia right now. We have a
23 tremendous amount, billions of dollars
24 being put into our economy, and we're
25 still having the same conversation we had

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2 25 years.

3 So I'm asking anyone that wants
4 to listen who will welcome my input,
5 welcome my consultation, to open up any
6 programs to encourage and empower not
7 only businesses but the workforce.

8 CHAIRWOMAN DOWD-BURTON: Thank
9 you for that.

10 Let me ask, Vanessa, did you
11 have a question? I know we're running
12 short on time, but I --

13 MS. FIELDS: Real quick. I
14 really didn't have a question. I just
15 wanted to thank you for being honest with
16 what you see is what the real issue is,
17 because we've only been on this Committee
18 for a short period of time, but I keep
19 hearing the same song. So I was
20 wondering. Now I understand it just a
21 tad better. So I just wanted to thank
22 you for being honest and also to keep up
23 the good fight.

24 MS. HARRIS: Thank you.

25 MS. FIELDS: And we have a

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2 program at 47 where we are speaking to
3 high school students, and I'd like to get
4 your information afterwards so that you
5 can come and speak to our teenagers.

6 MS. HARRIS: I welcome that.

7 CHAIRWOMAN DOWD-BURTON:

8 Sherman.

9 MR. HARRIS: Somewhat of the
10 same. Vanessa mentioned 47. At 33 we
11 have the same program. And when you
12 talked about the DAP programs not working
13 and being a hindrance, we tend to find
14 out education is a problem starting
15 younger. We're doing the same thing
16 they're doing. We're going into the high
17 schools early, developing the people so
18 that when they come out of high school,
19 they go right into the program, and they
20 have to maintain certain levels to get
21 where they're going. So thanks for your
22 help.

23 MS. HARRIS: So it's a good
24 start. That's a great place.

25 MR. HARRIS: Thank you.

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2 MR. BRADLEY: Joanna, I just
3 wanted to commend you again for your
4 honesty and for sharing your testimony
5 and, again, stay on the battlefield. But
6 we appreciate your honesty today. You
7 added a lot with your testimony. Thank
8 you.

9 MS. HARRIS: Thank you. Thank
10 you for having me.

11 Thank you, Angela.

12 CHAIRWOMAN DOWD-BURTON: Thank
13 you.

14 We are now going to proceed on
15 with a representative from the Finishing
16 Trades Institute of the Mid-Atlantic
17 Region, Mr. Dennis McDonough, who is a
18 Recruitment Coordinator. Thank you so
19 much for being here. We're certainly
20 looking forward to your comments and how
21 you help us out.

22 (Witness approached witness
23 table.)

24 MR. McDONOUGH: Good morning.
25 Thanks for having me. I'm actually

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2 here -- I met Angela at a career fair or
3 it was actually about economic
4 development, and I was telling her about
5 my high school program.

6 Let me tell you a little bit
7 about the Finishing Trades Institute.
8 We're the apprenticeship programs for the
9 glazers, drywall finishers, painters, and
10 paper hangers. We have six
11 apprenticeship programs. Five are four
12 years and the glass workers two years.
13 Seven years ago after -- the Bush
14 Administration like ten years ago, ten,
15 12 years ago, how long it was, put in
16 that No Left Behind law, No Child Left
17 Behind in school, and going out to the
18 schools, they didn't want -- the guidance
19 counselors didn't want to talk to someone
20 from the trades. So what could we do?
21 We decided to be a college. We went
22 through an accreditation process. Seven
23 years ago we were the first
24 apprenticeship program in the country to
25 be an accredited institution by the

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2 United States Department of Education.

3 So now I can go into the
4 schools. The guidance counselors will
5 talk to me. Although they still don't
6 think of us as a college -- everybody has
7 to go to college, has to go to college.
8 So our leadership started reaching out to
9 the Philadelphia School District, and
10 eight years ago we started a
11 partnership -- seven years ago we started
12 a partnership with them called the
13 Vocational Intern Partnership.

14 Each year I have 60
15 Philadelphia high school students, which
16 95 percent are African American or
17 Hispanic, and they get a two-year
18 program. They come for 15 weeks, one day
19 a week throughout the school year, and
20 they learn about our trades. We teach
21 them soft skills, interview skills. We
22 teach them how to take the test, and they
23 learn a little bit about the trades.

24 When they're done, if they
25 complete everything -- we have strict

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2 attendance rules. It's only a 15-week
3 program. You cannot be late or absent
4 more than once, unless there's a valid --
5 some kids, you know, they were in the
6 hospital or something, I'd let that go.

7 In the first couple years of
8 the program the School District was
9 actually sending us any kid they wanted
10 to, and we were having dismal results.
11 I'd have 60 kids in the beginning of the
12 year. At the end I'd wind up with eight
13 or nine, because the kids think they can
14 take off two or three days. You know,
15 they're getting out of school.

16 So I stopped that and I started
17 going around to the schools and
18 interviewing the kids to make sure this
19 is something they want. The last three
20 years I have had over 60 each year. I've
21 had 70 kids each year, and out of the 210
22 students, 208 finished.

23 We implemented through our
24 partner at Mountwest, each of the
25 students get nine college credits that

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2 are transferable, and we help them -- if
3 they want to get into our trade, one of
4 our trades, they get advanced standing in
5 the interview and test process. And we
6 help them -- just say if somebody wants
7 to get into the Carpenters. We'll write
8 them letters of recommendation. We'll
9 talk to the coordinators, and we're
10 having great success.

11 A lot of kids go on to college.
12 This past year I had 23 out of the 70
13 kids apply to various apprenticeship
14 programs. Twenty-one of them got into
15 the apprenticeship programs. They were
16 all African American, every single one.

17 Right before I came here today,
18 I got a call from one of our contractors
19 and he was looking for a glass worker. I
20 actually -- I was here with Todd. We
21 were here early. I went back downstairs,
22 called that, and I just put another kid
23 to work, a job.

24 It's a success. It works. I
25 go to every single school in the City and

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2 talk to them. You know, some schools
3 still don't want to see me, you know,
4 because I'm the trades, but I go to every
5 single -- I go to grade schools, high
6 schools, middle schools, colleges. I go
7 to colleges in the City, community
8 groups. We have partnerships with
9 YouthBuild Charter High School. I go
10 many a times there. We had their
11 students come up for welding. We did
12 career days with them. I did first
13 aid/CPR with them. You know, we had some
14 of their students apply, and some of them
15 got in, some of them did not. But it's
16 not all on the application process. It's
17 a lot on the kids. They don't have a
18 driver's license. They're not
19 dependable.

20 When you sit in front of
21 somebody who is going to be employing you
22 of our 300 signatory contractors in the
23 interview process, they sit there with
24 the coordinators and interview the
25 applicants, and they look at their

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2 transcripts. If a kid just graduated
3 high school and had 51 absences or
4 latenesses and the kid next to him had
5 three, who do you think they're going to
6 take? They want the dependable person.
7 So I try to instill this. That's why I
8 have the one day absent or late in my
9 program where you're done, because I want
10 to instill in them you have to be
11 dependable. If you're not dependable,
12 you're not going to have a job. So we do
13 that.

14 Our application, it's all done
15 online. It's done online. All's we ask
16 is you print out the application and
17 bring the required documents up, which is
18 copy of your license, copy of your
19 diploma, three letters of recommendation.
20 You bring them up. Everybody that brings
21 them up, everybody that brings up the
22 test -- their application is tested. You
23 need a 265 out of a possible 500 on the
24 test. It's a Wonderlic test. It's a
25 basic Wonderlic test on tenth grade math

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2 and English. Anybody who passes that at
3 265 is brought in for an interview, and
4 they sit before our contractors and our
5 apprentice coordinators. And it all
6 depends on our signatory contractors. If
7 they tell us this year we have enough
8 work for 100 apprentices, we'll bring the
9 top 100 on that list, because you're
10 ranked. If you're 101, you're going to
11 be number one the next time. Your
12 application is good for two years. If
13 you're 98, you're going to get in. We do
14 not disparage race, ethnic, religion,
15 anything. It is what it is.

16 We have -- with women, we host
17 every year the MAGIC Camp. I don't know
18 if any of you's heard it, the National
19 Association of Women in Construction,
20 their MAGIC Camp. We host that every
21 year. We have a partnership with the PHA
22 where we do a pre-apprenticeship for
23 them, and they're members of District
24 Council 21 when they're done. It's a
25 great partnership.

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2 If you's ever want me to go in
3 any career fairs or anything, please call
4 me. I'll gladly go into the
5 neighborhoods. I go wherever. This
6 coming Saturday I have one for State
7 Representative Cherelle Parker. She has
8 a big community. I'm there every year.
9 All the trades are there. We try. We
10 try. It's getting them -- giving them --
11 you have to have the want and you won't
12 have a problem.

13 CHAIRWOMAN DOWD-BURTON: Okay.
14 Well, thank you very much. I can hear
15 the passion and your interest. It sounds
16 like you've got a program that works. I
17 wonder how many other unions have taken
18 on your approach or your strategy. Do
19 you see that sort of emerging as a new --

20 MR. McDONOUGH: Yes, I do.

21 CHAIRWOMAN DOWD-BURTON: --
22 business model?

23 MR. McDONOUGH: I know a couple
24 of them are working towards that and
25 working in conjunction with the School

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2 District trying to do the same programs.

3 CHAIRWOMAN DOWD-BURTON: Okay.

4 MR. McDONOUGH: Which would be
5 a great thing.

6 CHAIRWOMAN DOWD-BURTON: Thank
7 you.

8 Vanessa.

9 MS. FIELDS: I don't know what
10 the MAGIC Camp is. If you can give me a
11 little bit more information.

12 MR. McDONOUGH: The National
13 Association of Women in Construction,
14 it's a national organization. Their
15 Philadelphia chapter, every year during
16 the Easter holidays at school they have a
17 group of high school girls who are
18 interested in the trades, and Maura
19 Hesdon, who leads it up, is a phenomenal
20 woman. She contacts the trades, and they
21 come up to us for a couple days. They
22 get an introduction to the drywall, the
23 paint, the glazing, and they go to the
24 sheet metal workers, the carpenters, the
25 plumbers, electricians, steamfitters, and

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2 they're all given projects to do and they
3 learn a little bit about the trades.
4 It's a great, great program she runs.

5 CHAIRWOMAN DOWD-BURTON: And I
6 would second your endorsement. We were
7 fortunate to have them here to testify
8 during one of the, I think, quarters that
9 you might have been absent, but I will
10 highlight for you where their testimony
11 is, because they were -- it's an
12 extraordinary group. I've actually gone
13 out and spoken with their girls. So we
14 thank you for supporting that.

15 MR. McDONOUGH: I don't know --
16 you're trying to figure out how to do it.
17 If the City School District needs
18 funding -- and I know it's not coming
19 from you guys, but their career and
20 technical education -- I don't know if
21 you ever seen the documentation for
22 career and technical education, but the
23 students that are in that are like 85, 87
24 percent graduating, and the regular high
25 school, not that, is 40 percent.

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2 Something is going on right with the CTE
3 education, and that's where all the
4 students, you know, that are coming from
5 my program, majority of them -- some are
6 coming from basic schools -- but are
7 coming from CTE education. They want --
8 they have that drive. It interests them,
9 some kind of career, no matter what it
10 is, in all the trades, the nursing, the
11 allied health, everything. It's a
12 wonderful thing.

13 CHAIRWOMAN DOWD-BURTON: Thank
14 you.

15 MR. McDONOUGH: Our school
16 system is broken.

17 CHAIRWOMAN DOWD-BURTON: Well,
18 thank you. I think we all recognize
19 there are some challenges that certainly
20 have to be addressed.

21 For the sake of time, you've
22 got two quick questions? And then we've
23 got two more speakers.

24 MR. HARRIS: Just a quick one.
25 You were talking about going

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2 into schools early and changed your
3 program. Since you changed your program,
4 do you see a difference in hiring rates
5 for your apprentices?

6 MR. McDONOUGH: Oh, absolutely.
7 Absolutely. Because these are kids that
8 want it. These are kids that want it.

9 MR. HARRIS: Thank you.

10 CHAIRWOMAN DOWD-BURTON: Steve?

11 MR. BRADLEY: No.

12 CHAIRWOMAN DOWD-BURTON: All
13 right. I want to thank you very much for
14 coming in.

15 MR. McDONOUGH: You're welcome.

16 CHAIRWOMAN DOWD-BURTON: We
17 will certainly stay close to you and your
18 program, and rest assured, we will be
19 looking you up for future testimonies,
20 because yours is a best practice.

21 MR. McDONOUGH: Thank you.

22 CHAIRWOMAN DOWD-BURTON: Thank
23 you.

24 Next I'd like to invite Todd
25 Neilson, who is Treasurer of the

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2 International Brotherhood of Electrical
3 Workers, Local Union 98.

4 (Witness approached witness
5 table.)

6 MR. NEILSON: Good morning,
7 guys. How are you?

8 CHAIRWOMAN DOWD-BURTON: Good
9 morning.

10 MR. NEILSON: I'd like to thank
11 you for inviting us here to speak with
12 you today. I'm here on behalf of my
13 training director, Michael Neill, who was
14 unable to be here today, as well as
15 business manager John Dougherty.

16 We know what kind of challenges
17 the City of Philadelphia faces as a
18 whole. I know just working with our --
19 we have a charter school, a charter high
20 school, of which has students from 32
21 different zip codes in the City of
22 Philadelphia, made up of 68 percent of
23 minorities. So we understand the
24 challenges for the young people today.

25 I know just since I've been on

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2 staff full time in the last two years,
3 there isn't a career fair that we're
4 invited to that we don't go, whether it's
5 through Nicole Fuller with the AFL-CIO,
6 going to the School District. The
7 Honorable Cherelle Parker, who Dennis was
8 so kind to mention, makes sure that they
9 reach out to the trades, because the
10 trades are viable career choices for many
11 of our young people, and for the longest
12 time we weren't invited to those forums.
13 And, you know, right now I've been just
14 this year alone four times to the
15 Universal Charter School for Audenried,
16 which is a technical school for high
17 school students, and going in, different
18 roundtable events, different programs and
19 speaking to the students, whether it's
20 on -- in a small group or whether it's in
21 a large setting.

22 I know that it is indeed a
23 struggle to get invited to those events.
24 As my predecessor, Dennis, said, becoming
25 a college was the route that they went,

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2 and we're in the process of doing so
3 right now. At the end of this month,
4 we're going to have our accrediting
5 agency come in to vote on our final
6 candidacy, and hopefully by the end of
7 this year, we too will be able to offer
8 all of our apprentices a two-year degree.
9 Because, quite frankly, in today's world,
10 a lot of people look down upon you if you
11 don't have that little piece of paper
12 saying that you -- that it means
13 something, and that's a shame. And
14 there's so many programs out there,
15 training programs, that are in it for the
16 quick money grab. And we're not. We're
17 in it for anybody that comes in. We pay
18 our students to go to school, which is
19 paid by the working members out there.

20 We also reach out to our -- a
21 lot of our minority retirees, and they
22 have programs that they get these
23 students together, they put them into
24 these training programs, prep them for
25 the test. And this year alone -- and

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2 that's a coalition between all the
3 trades. These are people that went
4 through and retired and said, Hey,
5 listen, we need to do something. We need
6 to get out into our community, and they
7 start boot camp programs on their own.
8 And, again, funding is difficult. These
9 guys are doing it all on their own. So
10 it's tough. And they're prepping them,
11 making them go through drug testing
12 throughout. They go into these boot camp
13 programs. And the biggest thing is
14 prepping them to pass these entrance
15 tests. They are just aptitude tests, and
16 again like Dennis said, they're written
17 on a tenth grade level, and it's
18 difficult for some of our students
19 nowadays. And they just don't understand
20 that -- the math portion we're finding
21 that they do well on, but it's the
22 reading portion that becomes difficult,
23 because it's not written in a language
24 that sometimes people can understand.

25 We understand the challenges

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2 out there for everyone and we do the best
3 we can to try to reach out to everybody,
4 and we know we don't match what the
5 City's makeup is, and we're trying to do
6 a better job. And whether it's out there
7 in the community, whether even it's on a
8 community service project, doing little
9 church jobs, going out there and doing
10 volunteer projects, we ask our students
11 not only to come in and to be productive
12 construction workers, but it's also just
13 as important that they're active in their
14 communities. And I don't know what your
15 guys' feelings are. I'm a lifelong City
16 of Philadelphia resident. My brother sat
17 down three seats down up until recently.
18 So we care about this place. And I'm
19 third generation of Local 98, and I hope
20 that there's many, many more generations
21 of many of your families and some of the
22 people behind me, because they are good,
23 viable career choices. And we welcome
24 anything that you guys can suggest to us
25 that we're not doing. We're 100 percent

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2 open to get out there and reach every
3 community.

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

6 Vanessa.

7 MS. FIELDS: Okay. I was going
8 to ask this question of the previous
9 person.

10 MR. NEILSON: Well, you still
11 can if you'd like.

12 MS. FIELDS: But you both said
13 the same thing, about this test that folk
14 have to take and it's at the tenth grade
15 math and English level, and we've already
16 commented on there's some struggles in
17 the Philadelphia public school system.
18 So my question is, what are you doing?
19 Because you're really trying to get
20 minorities, females, whatever minorities
21 in there. So what are you doing to help
22 these kids pass this test?

23 MR. NEILSON: Here's what we
24 do: Every single applicant that comes
25 down to us, we give them an online prep

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2 course, which allows them to go on there
3 and it's -- you sign up for it. It's
4 good for one year. And that's for the
5 English portion and the mathematics
6 portion. And they go in there, they can
7 do -- it's basically prepping them and
8 practice testing, and they can do it over
9 and over and over again. And we find
10 since we started this last year that our
11 success rate as far as the individual
12 applicants passing the test has been
13 overwhelmingly better than what it was in
14 years past. Ten, 15 years ago, it used
15 to be a state-administered test. Those
16 aptitude tests were given by the state,
17 and our national training council said,
18 You know what, why should we have people
19 from the state coming in and testing?
20 Let's take this upon ourselves to make
21 sure that we have better control over
22 preparing the applicants to come in here
23 and be successful when it comes to
24 passing that aptitude test.

25 MS. FIELDS: So it's online.

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2 So where are they accessing these
3 computers?

4 MR. NEILSON: Excuse me?

5 MS. FIELDS: How are they doing
6 this online? Because a lot of kids in
7 poorer families don't have access to --

8 MR. NEILSON: Understood, but
9 what happens is, we also know that a lot
10 of our free libraries in Philadelphia
11 have computer systems. Ninety-nine point
12 nine percent of everybody has a
13 smartphone nowadays. I know that there's
14 lower income people that don't. There's
15 not a 9-year-old around that doesn't have
16 some sort of a smartphone that can teach
17 us how to use our own, no pun intended.
18 But the libraries have the availability
19 of computers, as do a lot of the schools
20 nowadays too. Now, how they open up
21 their computer labs to those students, I
22 don't know, but they're also willing to
23 come down and use our facility to prep
24 themselves.

25 MS. FIELDS: That's what I was

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2 going to suggest, that you may want to
3 have that at your facility.

4 MR. NEILSON: Absolutely.

5 MS. FIELDS: Because we
6 represent the folk who work in the
7 libraries, and there's a lot of folk
8 waiting to use these computers.

9 MR. NEILSON: Understood.
10 Because there's not enough of them as
11 well. I totally understand.

12 MS. FIELDS: It's not really a
13 good option. Okay.

14 CHAIRWOMAN DOWD-BURTON:
15 Sherman.

16 MR. HARRIS: Yes. Thank you.

17 So this question I guess is to
18 Dennis and yourself. When you're talking
19 about college programs and recruiting
20 people earlier, are you finding a good
21 retention on the job sites? Are we
22 losing people once we push them through
23 or are we keeping them longer now because
24 of these new changes?

25 MR. NEILSON: Actually, all of

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2 our apprentices when they go through the
3 program, provided we get this
4 accreditation, they're going to go
5 through and upon completion of their
6 apprenticeship, they're going to have to
7 do some other prerequisite courses, which
8 your English, your computer training
9 course, which is required by all two-year
10 colleges, and we're going to be able to
11 offer the equivalent of what a community
12 college would do, in the hopes that a lot
13 of these students go on and possibly go
14 into the business management. Because,
15 quite frankly, just like our sister
16 before us from Local 542, you know, just
17 going through the apprenticeship, that's
18 great, but in order to operate a
19 business, we're construction people, but
20 you need to get those other skills to
21 understand how to operate, how to run a
22 business, how to balance checkbooks and
23 accounts payable, accounts receivable.
24 But that that way their apprenticeship
25 training program, the schooling that they

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2 did, we get 1100 hours of in-class
3 training. It shouldn't be flushed down
4 the toilet for somebody to say, All
5 right, I did all this classroom training,
6 now I have to start from square one. And
7 we all know what a college education
8 costs. So at least they've got two
9 years, you know, an Associate degree in
10 their pocket so they can go on and
11 possibly get their Bachelor's degree in
12 business. Because there's a lot of
13 different things, so that that way, all
14 the education that they went through up
15 until that point isn't wasted per se
16 other than, you know, what they can do in
17 the trade per se. If they wanted to
18 better themselves and go on even further,
19 that it's not a waste.

20 MR. HARRIS: Thank you.

21 CHAIRWOMAN DOWD-BURTON: Steve.

22 MR. BRADLEY: I just wanted to
23 commend you for your outreach with State
24 Representative Cherelle Parker, and I
25 hope you will continue that kind of

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2 grassroots outreach to different parts of
3 the City of Philadelphia.

4 MR. NEILSON: Yeah. She does a
5 great job, and also State Representative
6 Brian Sims does one at Peirce College.
7 I've gone to that the last two years.
8 You know, there's just not enough.
9 There's just not enough that they let us
10 be aware of. So, again, I can't -- I
11 applaud you guys for doing what you do,
12 and I plead to you, let us know if
13 there's somewhere that we can go, because
14 we would definitely welcome the
15 opportunity to tell about our programs to
16 up-and-coming young students.

17 CHAIRWOMAN DOWD-BURTON: Thank
18 you very much for being here. We really
19 appreciate your presence --

20 MR. NEILSON: Thank you so much
21 for having me.

22 CHAIRWOMAN DOWD-BURTON: -- and
23 your commitment. And we will also be
24 reaching out to you with a more concerted
25 strategy for how we increase the pipeline

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2 for union trades. Thank you.

3 MR. NEILSON: Thank you very
4 much.

5 CHAIRWOMAN DOWD-BURTON: So
6 that brings us now to -- we're going to
7 sort of change hats here, talk a little
8 bit about business, and we're going to
9 invite Lee Huang here, who will sort of
10 review with you the summary of the
11 disparity study that was recently
12 published and shared with members of our
13 business community.

14 (Witness approached witness
15 table.)

16 CHAIRWOMAN DOWD-BURTON: Thank
17 you for being here. Please introduce
18 yourself.

19 MR. HUANG: Sure. Lee Huang,
20 Senior Vice President and Principal of
21 Econsult Solutions. Angela, Committee
22 members, thank you very much for your
23 time. Thank you also for your commitment
24 on this issue. I think we all know and
25 yet have been inspired by the previous

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2 testifiers that our city is only going to
3 be as successful and as vibrant as it is
4 inclusive in terms of economic
5 opportunity. So I'm heartened by all of
6 the good work that's being done in our
7 city by those that preceded me and so
8 many others.

9 As Angela mentioned, our firm,
10 with the help of Milligan and Company,
11 has done for the last several years the
12 annual disparity study, and I'll talk a
13 little bit about what that looks like,
14 but first I just wanted to express my
15 regrets on behalf of our partner,
16 Milligan and Company. They were unable
17 to send a representative to join me in
18 sharing this information with you. You
19 may know that John Milligan is for
20 30-plus years a successful business
21 person in the City and very much
22 exemplifies the sort of work that we are
23 talking about this morning. So he sends
24 his regrets.

25 The disparity study, which I

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2 commend to you a copy of when you have an
3 opportunity to review it, is simply a
4 review of the distribution of City
5 contracts in terms of the dollars that go
6 to minority, women, and disabled-owned
7 businesses. It is also a review of what
8 are called Economic Opportunity Plans,
9 EOPs, and the extent to which those EOPs
10 meet or exceed the goals that were set
11 for them.

12 So I know that we're running
13 out of time and I want to be brief, but I
14 certainly want to answer any questions
15 that folks might have after I get through
16 my brief presentation of the results.

17 I'll start with really the
18 headline number, which is what percentage
19 of City contract dollars go to minority,
20 women, and disabled-owned businesses.
21 And I'm happy to report that for Fiscal
22 Year 2014, which is the most recent full
23 year for which we've been able to study,
24 that number is 29.4 percent. That
25 represents over \$250 million of City

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2 contract spending with minority, women,
3 and disabled-owned businesses. It also
4 represents an increase over the previous
5 year, which the figure was 28.1 percent.

6 I'll also note a couple of
7 things related to that headline number of
8 29.4 percent. First of all, that is an
9 over 50 percent increase from Fiscal Year
10 2008. So in six-plus years, the City has
11 increased its participation, which is to
12 say its utilization of minority, women,
13 and disabled-owned businesses, by over 50
14 percent.

15 Secondly, I'll note that we
16 looked at some other jurisdictions,
17 cities, counties, states as a benchmark
18 to see how the City is performing in
19 terms of its utilization as compared to
20 those other places. And obviously it's
21 difficult to make comparisons across
22 location, but it's still useful to see
23 how we're doing. And I'm happy to report
24 that that 29.4 percent was higher, and in
25 some cases much higher, than all of the

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2 benchmark locations that we were looking
3 at. So certainly want to commend Angela,
4 the entire Office of Economic
5 Opportunity, Mayor Nutter, and the entire
6 City Administration, City Council for
7 this headline number of 29.4 percent
8 utilization.

9 MR. BRADLEY: Excuse me. When
10 you say "comparison," are you talking
11 about other major cities or the region?

12 MR. HUANG: Other major cities
13 and states across the country.

14 MR. BRADLEY: Okay.

15 MR. HUANG: Thank you.

16 I'll also note that in addition
17 to the utilization of minority, women,
18 and disabled-owned businesses increasing
19 from FY13 to FY14, it's important to
20 understand what percentage of those
21 dollars went to City minority, women, and
22 disabled-owned businesses that are
23 physically located within the City, and
24 that percentage also increased from 12.5
25 percent in FY13 to 13.6 percent in FY14.

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2 So that is a significant metric to be
3 keeping an eye out on, and I'm happy to
4 report that the City improved from the
5 previous year.

6 An important, I should say,
7 agenda item for the Mayor, for Angela,
8 and for the entire Office of Economic
9 Opportunity was to increase participation
10 not only in general but as prime
11 contractors. So I wanted to talk a
12 little bit about the participation in
13 City contracts of minority, women, and
14 disabled-owned businesses as prime
15 contractors. And I'm happy to report
16 there that both in terms of the number of
17 contracts and in the dollar value of
18 contracts, those numbers are up between
19 FY13 and FY14. Sixteen point seven
20 percent of contracts went to teams that
21 were primed by a minority, woman or
22 disabled-owned business. That is up from
23 14.6 percent in the previous year. And
24 9.5 percent of the dollars that were
25 spent by the City went to teams that were

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2 primed by minority, women or
3 disabled-owned businesses. That is up
4 from 8.4 percent in FY13.

5 Now, you'll notice that the
6 minority, women, and disabled-owned
7 business participation percentage is
8 higher when you're talking about numbers
9 of contracts rather than dollar amounts,
10 and that tells you something. What it
11 tells you is that when a minority, woman
12 or disabled-owned business is priming a
13 contract by the City, those dollar
14 amounts tend to be smaller. And many of
15 my previous testifiers spoke about issues
16 of capacity and bonding, and we'll talk
17 about that, but I just wanted to point
18 that out, that the average contract size
19 for a contract that was primed by a
20 minority, woman or disabled-owned
21 business was about \$170,000, whereas for
22 non-minority, women, and disabled-owned
23 businesses it was almost double that,
24 \$320,000. So good that we're moving in
25 the right direction, but we note some

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2 capacity and bonding and other issues
3 that are preventing minority, women, and
4 disabled-owned businesses from having the
5 same contract size types of opportunities
6 to prime versus non-minority, women, and
7 disabled-owned businesses.

8 The report that we do is called
9 a disparity study, and a disparity ratio
10 is simply the utilization of minority and
11 women and disabled-owned businesses
12 compared to their availability. What you
13 want is for that ratio to be 1 or
14 greater. Anything greater than 1 tells
15 you that their utilization is higher than
16 their availability. Anything less than 1
17 tells you that their utilization is less
18 than their availability.

19 Between FY13 and FY14, the
20 disparity ratio went up from 0.80 to
21 0.93. So we're getting close to what you
22 might call fair utilization. We're
23 getting close to 1, and that's a number
24 to track in the years to come.

25 We take all this information to

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2 advise the Office of Economic
3 Opportunity, the Mayor, and City
4 Administration, City Council on
5 participation goals for future years, and
6 based on our analysis, it is our
7 recommendation that the participation
8 goal for future years would be 30
9 percent, which is to say 30 percent of
10 all contract dollars that go out there go
11 to minority, women, and disabled-owned
12 businesses, whether as prime contractors
13 or subcontractors. And we further
14 recommend that 15 percent of all City
15 contract dollars go to those minority,
16 women, and disabled-owned businesses that
17 are physically located in the City of
18 Philadelphia.

19 I'll conclude with some
20 achievements and recommendations that
21 emerged from our research and analysis.
22 There is a lot to commend OEO for the
23 last several years of work in terms of
24 building what I'll call process
25 infrastructure, to look at and improve

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2 these numbers as it relates to
3 participation. There are now Economic
4 Opportunity Plans in place and analyses
5 that look at the extent to which those
6 goals are met or not met or exceeded.
7 There is an advisory board in place. The
8 Mayor's Advisory Commission on
9 Construction Industry Diversity has
10 continued to operate since its inception.
11 And I think that this segues nicely to my
12 final recommendations. I mentioned this
13 notion of capacity, and that is something
14 that we recommend that OEO continue to
15 look at its current programming and
16 programming that it's exploring to figure
17 out ways to enhance the capacity of
18 minority and women and disabled-owned
19 businesses.

20 We also think that OEO should
21 continue to do outreach to increase its
22 registry. The more businesses that are
23 out there that are qualified, that are
24 legitimate minority, women, and
25 disabled-owned businesses, the larger

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2 that directory is, the more likely that
3 the City itself and/or prime contractors
4 will be able to find a minority, woman or
5 disabled-owned business for the
6 particular contract opportunity in mind.

7 And, lastly -- and I've
8 mentioned this a few times -- is to
9 continue this notion of a local
10 preference, to monitor and set as goals a
11 high percentage of contract dollars going
12 to minority, women, and disabled-owned
13 businesses that are physically located in
14 the City. That is going to be very
15 important for our economy and for the
16 purpose of inclusion.

17 So that concludes my remarks.
18 There are many more numbers and findings
19 in the disparity study. I encourage you
20 to review it at your leisure. I'll
21 certainly take any questions that you
22 might have at this time.

23 CHAIRWOMAN DOWD-BURTON: Thank
24 you very much, Lee.

25 Sherman, Vanessa?

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2 MS. FIELDS: I haven't really
3 read it, so I guess my question is, you
4 have these recommendations, but you don't
5 have specifics. Like you say to continue
6 building inclusion programs or capacity
7 building or whatever, but what are the
8 specifics to do that? Do you speak about
9 that at all?

10 MR. HUANG: Sure. And I'm
11 remiss that my colleagues from Milligan
12 aren't here, but they took the lead in
13 writing, I think, a very good and very
14 thorough section on recommendations. The
15 slides in front of you are simply a very
16 brief summary of that, but I will note
17 that there are specifics in the disparity
18 study. Many of them are simply to extend
19 existing efforts by OEO. So certainly
20 there is some good work in place that
21 just needs to continue in order for those
22 recommendations to really be fulfilled.

23 MS. FIELDS: So in doing that,
24 have you included folk like Ms. Harris,
25 for example? I mean, she spoke about

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2 some specific ways to increase
3 minorities. So do you have conversations
4 with folk like herself?

5 MR. HUANG: We did try to get
6 out there and talk with folks, both
7 formally on the record and informally off
8 the record, and that was part of our
9 research, is not only conversing with OEO
10 but also with other business and civic
11 leaders.

12 MS. FIELDS: Okay. Thank you.

13 CHAIRWOMAN DOWD-BURTON:
14 Vanessa, you asked some very good
15 questions and, in fact, that's one of the
16 conversations that I have each time I run
17 into Ms. Harris in terms of ideas and
18 what she's hearing in the marketplace and
19 what additional needs do we need to be
20 pursuing.

21 OEO has had a capacity-building
22 program. We've worked with Turner
23 Construction. We've worked with Skanska.
24 And so we've got some different models
25 that we continue to roll out. I guess

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2 the question is, how do we
3 institutionalize it and make it
4 consistent across the board. And so
5 that's one of the things we'll be giving
6 more time to.

7 Questions?

8 MR. BRADLEY: My question in
9 line with Lee's presentation, with the
10 new Administration, is this Committee
11 assigned by the President of City Council
12 or from the Mayor's Office? Where does
13 this Committee go forward with the new
14 Administration coming in?

15 CHAIRWOMAN DOWD-BURTON: Sure.
16 This Committee was established by City
17 Council. It was approved by the Mayor,
18 but it is law.

19 MR. BRADLEY: Okay.

20 CHAIRWOMAN DOWD-BURTON: So it
21 will remain as long as you continue to do
22 a good job.

23 MR. BRADLEY: Thank you for
24 your report, Lee. Very good report.

25 MR. HUANG: Thank you.

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2 CHAIRWOMAN DOWD-BURTON: Thank
3 you very much.

4 Our last and final -- we've got
5 a two-minute EOP dashboard, and this may
6 be as simple -- and while Lee is taking
7 his seat and Nicholas is coming up, all
8 of this information is on our website.
9 And so we're not going to belabor the
10 point, but Mr. Jann has been waiting
11 patiently.

12 (Witness approached witness
13 table.)

14 MR. JANN: Good morning.

15 CHAIRWOMAN DOWD-BURTON: Good
16 morning.

17 MR. JANN: Again, my name is
18 Nicholas Jann and I'm the Manager of
19 Special Projects for the Office of
20 Economic Opportunity. One of my
21 responsibilities is the maintenance and
22 sometimes analysis of the Economic
23 Opportunity Plan dashboard, the EOP
24 dashboard. This dashboard provides sort
25 of snapshot summaries of minority and

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2 women-owned firms' participation on City
3 and private-sector projects, those
4 projects that meet certain criteria,
5 which is that they require an Economic
6 Opportunity Plan.

7 As Angela mentioned, the
8 dashboard is available via our website.
9 If you get to the portion of the website
10 that details the EOPs where you can look
11 at the PDFs of those Economic Opportunity
12 Plans, there's a link to this dashboard.

13 So currently there are 726
14 projects, and that covers active and
15 closed projects. And then -- so projects
16 that are currently taking place and those
17 that have completed and also those that
18 are in planning and a handful that were
19 cancelled, that we drafted an EOP for but
20 just never came to fruition.

21 Of those projects, 436 are City
22 owned, 110 are in the private and
23 non-profit sectors, and the remaining 180
24 are quasi public.

25 According to our current data,

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2 which encompasses basically from about
3 2009 to currently, the City has achieved
4 29.2 percent minority and women-owned
5 participation. The private/non-profit
6 sector has achieved 27.5 percent combined
7 participation. This participation is
8 equivalent to about \$1.5 billion in
9 awards over that time span.

10 The EOP dashboard also
11 summarizes workforce participation on
12 certain private and non-profit projects.
13 Those are those that have an oversight
14 committee that monitor a waiver, labor
15 force participation. And for those
16 projects, we've seen about -- or we are
17 seeing on active projects 29.7 percent
18 minority participation for the workforce
19 and about 2.3 percent women participation
20 for workforce.

21 That's my brief summary. I'm
22 happy to answer any questions.

23 CHAIRWOMAN DOWD-BURTON:

24 Questions?

25 (No response.)

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2 CHAIRWOMAN DOWD-BURTON: Okay.

3 Thank you very much, Nick.

4 MR. JANN: Thank you.

5 CHAIRWOMAN DOWD-BURTON: I'm
6 just going to wrap up with some good
7 news, and, Steve, if there's anything
8 specific coming up that you want to share
9 with everyone, you can.

10 MED Week is fast approaching,
11 Minority Enterprise Development Week. It
12 is October 1st to October 8th. That's a
13 Thursday to a Thursday. It's the first
14 time it's been over a seven-day period.
15 We have some extraordinary programming
16 that is scheduled. And so, first of all,
17 we want to thank City Council, who always
18 introduces a resolution launching and
19 celebrating MED Week, but also the many,
20 many sponsors. We have about 27
21 sponsors. We have about 24 programs
22 during that seven-day period. The
23 Democratic National Convention is going
24 to have an event during that MED Week to
25 wrap up the MED weekend launch, the

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2 Democratic National Committee.

3 So I'm going to invite everyone
4 to go to our website, learn more about
5 it, read the programming register. It's
6 all electronic. It is all free. And our
7 sponsors have been working tremendously
8 hard throughout this past year making it
9 a program that will provide you with
10 opportunity as well as connections for
11 the future.

12 Questions, comments, final
13 thoughts?

14 MR. BRADLEY: I mean, my
15 recommendation is to go to the
16 aachamber.org so you can see the schedule
17 of events. We have an event coming up in
18 October. We have three events coming up
19 in October. We have all the information
20 regarding the DNC opportunities to bid
21 and to be part of their vending
22 opportunity. So I highly recommend you
23 go to aachamber.org, a list of vendor and
24 employment opportunities.

25 Thank you.

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2 CHAIRWOMAN DOWD-BURTON:

3 Sherman, Vanessa, any closing comments?

4 MR. HARRIS: No. Thank you
5 very much.

6 MS. FIELDS: Thank you very
7 much.

8 CHAIRWOMAN DOWD-BURTON: Okay.
9 We'll see you outside in the business
10 community.

11 Thank you.

12 (Economic Opportunity Review
13 Committee adjourned at 11:50 a.m.)

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CERTIFICATE

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

MICHELE L. MURPHY
RPR-Notary Public

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