

Economic Opportunity Review Committee  
March 7, 2016

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Monday, March 7, 2016  
10:04 a.m.

PRESENT:

ANGELA DOWD-BURTON - CHAIR  
STEVEN SCOTT BRADLEY  
VANESSA FIELDS  
JENNIFER RODRIQUEZ

ALSO PRESENT:

COUNCILMAN ALLAN DOMB



1 District 33.

2 So on behalf of the Committee, I'd like  
3 to acknowledge some special guests that are  
4 in the audience today separate and apart  
5 from those who are going to be speaking.

6 I'd like to introduce Nolan Atkinson who is  
7 Chief Diversity and Inclusion Officer for  
8 the Mayor. Thank you for being here Nolan.

9 He is a member of the Mayor's "A" Team. And  
10 we also have Mary Stitt who is Assistant  
11 Director of Diversity and Inclusion who  
12 reports to Mr. Atkinson as well as the  
13 Office of Economic Opportunity.

14 I want to thank Councilman Allan Domb  
15 who will be joining us or you just passing  
16 through? You are joining us. Wonderful.  
17 Thank you for joining us this morning. And  
18 I did get an opportunity to meet Brian  
19 Higgins earlier on your staff, so thank you  
20 for that.

21 So, welcome to the first Economic  
22 Opportunity Review Committee Meeting of  
23 2016. We have a fast moving agenda. I will  
24 begin with a few opening comments and then

1 welcome the following speakers. And if you  
2 do not hear your name -- I think I have  
3 everyone on the list, but if you do not hear  
4 your name, please, see Michelle over at the  
5 table to my right and she will sign you in.

6 So Michael Delaney; Charlotte McKines;  
7 Sharmain Matlock-Turner, who should be  
8 arriving shortly -- I see her team here,  
9 that you will acknowledge her remarks I  
10 believe -- Benjamin Connors, thank you for  
11 being here; William Carter; LaShawnda  
12 Tompkins and Nicholas Jann. We also have a  
13 gentleman Hanford Jones who will also be  
14 speaking today. If you plan to introduce  
15 testimony and I have not called your name,  
16 please let us know.

17 Okay. All right. So for those of you  
18 who are joining us for the first time, the  
19 Economic Opportunity Review Community or  
20 EORC was established by City Council Bill  
21 120013 on March 1, 2012. The purpose of the  
22 committee is twofold: To review the  
23 implementation, effectiveness and  
24 enforcement of Chapter 17-1600 of the

1 Philadelphia Code as it relates to economic  
2 opportunity plans, and to make  
3 recommendations to Council regarding the  
4 adoption of resolutions calling for the  
5 debarment of certain contractors and  
6 recipients of City financial assistance  
7 under Paragraph 17-606.

8 The EORC conducts public hearings on a  
9 quarterly basis to capture the state of the  
10 market from the perspective of project  
11 owners, developers, contractors,  
12 subcontractors, union leaders, perspective  
13 employees and consultants. We also take  
14 this opportunity to update the Committee on  
15 the inner workings of the Office of Economic  
16 Opportunity.

17 The business of this Committee is  
18 transcribed and posted on the Office of  
19 Economic Opportunity website at governance  
20 or under governance. And I would like to  
21 invite our member Jennifer Rodriguez to join  
22 us here.

23 I want to share just a few comments  
24 before we get started with our public

1 hearing. Jennifer, I know you are about to  
2 take your coat off and sort of transition  
3 from outside, but I would like to welcome  
4 you to your first meeting of the Economic  
5 Opportunity Review Committee. Jennifer  
6 Rodriguez, CEO of the Greater Philadelphia  
7 Hispanic Chamber of Commerce replaces  
8 Varsovia Fernandez who has served three  
9 years on the Committee and transitioned into  
10 the private sector last year. So welcome,  
11 Jennifer.

12 A few highlights from this -- from 2015.  
13 In December we released the annual report  
14 for the Office of Economic Opportunity  
15 showcasing the level of participation on  
16 City contracts that minority and women-owned  
17 businesses were able to generate. And so,  
18 copies of those annual reports are online  
19 for your review. They highlight that in the  
20 area of Public Works, \$226 million was  
21 awarded to contractors in Public Works. And  
22 25 percent of those dollars were awarded to  
23 minority women and disabled-owned  
24 businesses.

1           The Water Department contributed a  
2 significant share of those dollars,  
3 \$132 million in contracts. And the  
4 Commissioner of the Water Department will be  
5 testifying before this Council at our  
6 June 13 meeting. The Water Department was  
7 able to generate 26 percent participation on  
8 their contracts.

9           The Office of Economic Opportunity has  
10 2,478 businesses in our registry. These  
11 businesses are certified as minority, women  
12 and disabled-owned businesses. They can be  
13 found online at [www.phila.gov/OEO](http://www.phila.gov/OEO). And so,  
14 we have a very broad range of companies that  
15 are in that registry. About 35 percent of  
16 them are affiliated in some way as suppliers  
17 and/or contractors to the Public Works  
18 industry.

19           Now I want to welcome our CEO or Chair  
20 of the Board of the African-American Chamber  
21 Steven Scott Bradley. Thank you for joining  
22 us, Steven.

23           The Economic Opportunity Dashboard is  
24 now tracking over 800 business awarded

1 contracts. And so, we will hear a little  
2 bit later from the Office of Economic  
3 Opportunity on how the City is doing in the  
4 first half of Fiscal Year 2016 as it relates  
5 to Public Works contracts and economic  
6 opportunity plans. I also want to highlight  
7 a couple of legislative updates.

8 Last year we reported on the Economic  
9 Opportunity Review Committee and the fact  
10 that there was a workforce diversity bill  
11 that had been introduced in the past which  
12 would require the disparity study to include  
13 some of the utilization of our diverse  
14 workforce and give the Office of Economic  
15 Opportunity a chance to begin to forecast  
16 and design goals around the ethnic groups  
17 within our diverse workforce. And so, you  
18 will be hearing more about the outcome of  
19 the disparity study at our June meeting.

20 There has also recently been introduced  
21 a bill by City Council, it's Bill 160129.  
22 It was emailed out to each of you. It is  
23 related to the First Source Workforce  
24 Development. And so, it would entitle the

1 Economic Opportunity Review Committee to  
2 take on additional responsibilities as it  
3 relates to reports and holding hearings  
4 regarding First Source job creation. And  
5 so, you will hear more about that as that  
6 bill progresses through Council and the  
7 Administration's review.

8 That is our legislative update. Are  
9 there any questions thus far?

10 (No response.)

11 Okay. With that, we are going to  
12 proceed into our public hearing. Over the  
13 past three and a half years, many market  
14 experts have testified before this  
15 Committee. Transcripts, as I mentioned  
16 earlier, are online. And they capture the  
17 lessons learned, the challenges, some of the  
18 best practices of the most successful  
19 project owners, contractors and  
20 subcontractors that are located in the  
21 Greater Philadelphia area. And so, what I'm  
22 going to do next is begin to call those who  
23 are here to speak this morning.

24 I would like to ask your indulgence.

1 There has been a change in our agenda. We  
2 are going to ask if Charlotte McKines who  
3 represents the Pennsylvania Treasurer's  
4 Office if she can speak first. I understand  
5 that you do have a time constraint, so I  
6 just want to thank you for being here.

7 Yes, please.

8 (Approaches Witness Table.)

9 MS. MCKINES: Thank you, Madam President  
10 or Madam Chairperson for allowing us to  
11 speak. I am Charlotte McKines. I am the  
12 Chief of Staff in the PA Treasury Office. I  
13 am here on behalf of our Treasurer, the  
14 Honorable Tim Reese.

15 The PA Treasury Department is developing  
16 a new program. We call it the PA Treasury  
17 Small Business Initiative, which is really  
18 designed to provide small businesses in the  
19 Commonwealth with access to information and  
20 resources really needed for continued growth  
21 of their businesses. We believe by  
22 marshaling the unique resources of our  
23 partners in academic institutions and the  
24 private sector and government, we can

1 provide small businesses with information  
2 such as insurance and health, corporate  
3 governance, finance and capital to really  
4 help their businesses grow.

5 And to that end we have -- are launching  
6 the Small Business Initiative. It is a half  
7 day workshop designed to provide immediate  
8 and impactful knowledge and networking to  
9 small businesses. We will be holding these  
10 workshops in four MSAs around the state.

11 Our launch program is going to be in  
12 Philadelphia on Friday, March 11. We will  
13 be in Lehigh in May. We will be in York.  
14 And we will be in Pittsburgh.

15 The purpose of this is to, again, small  
16 intimate classroom settings, opportunities  
17 for folks to register and help navigate and  
18 understand the state procurement process.  
19 And you'll be able to consult with  
20 individuals and professionals directly in  
21 private debt and equity, finance and  
22 accounting, corporate and tax issues, health  
23 and insurance and legal-related matters.

24 Our partners. We have leveraged our

1 private sector partners -- EY, Morgan Lewis,  
2 United Healthcare -- as well as some of our  
3 government agencies DCED and DGS. Again, the  
4 program -- our inaugural program is Friday,  
5 March 11 at LeBow on Drexel's campus. It's  
6 \$50. It's three-quarters of a day, again,  
7 designed to be small, impactful, getting key  
8 information at these sessions that small  
9 businesses can readily leverage as they walk  
10 out the door.

11 We have also invited to be our guest  
12 speaker Greg Coleman. For those of you who  
13 watched Shark Tank a few weeks ago, Greg was  
14 able to secure the largest investment, tech  
15 investment from Mark Cuban on Shark Tank.  
16 He will be our keynote speaker at the event  
17 as someone who has been there, done that and  
18 can share his experiences with some of the  
19 small businesses.

20 So, this is awareness. We encourage you  
21 to have our small businesses, check at our  
22 website PA Treasury -- PATreasurygov.SBI.  
23 It's a wonderful program. And really, we  
24 believe that it's small businesses that will

1 grow the economy in Pennsylvania and really  
2 need support for these small businesses.

3 MS. DOWD-BURTON: Thank you, Charlotte.  
4 Can you repeat that website again?

5 MS. MCKINES: Yes. It's  
6 PATreasury.gov/SBI.

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

8 MR. BRADLEY: Is it possible for you to  
9 share the link with us?

10 MS. MCKINES: Absolutely. I will do  
11 that.

12 MS. DOWD-BURTON: And I believe the  
13 Office of Economic Opportunity and the  
14 Commerce Department have sent out to all of  
15 our networks that link. We will resend  
16 it --

17 MS. MCKINES: Yes, thank you.

18 MS. DOWD-BURTON: -- just to make sure  
19 everyone gets an opportunity.

20 MS. MCKINES: Yes. Registration is  
21 limited to 100 participants. We want to  
22 keep it very small, very intimate. And I  
23 think now we are probably at 85. Great.

24 MS. DOWD-BURTON: Any other questions?

1 MS. FIELDS: So, what other ways are you  
2 advertising this? It sounds like it's a  
3 great opportunity. Is it advertized in the  
4 newspapers, also?

5 MS. MCKINES: Yes.

6 MS. FIELDS: For small businesses.

7 MS. MCKINES: We have leveraged all of  
8 our contacts in the small business  
9 community. We are starting mass  
10 advertising. We started that on Friday with  
11 press releases and things like that. We are  
12 looking a little bit late generating  
13 advertisement, but we have had significant  
14 uptakes.

15 So, we are really starting -- you will  
16 see a little bit more PSAs this week about  
17 the event. And we -- you know, if I need to  
18 send something to you so you can cascade it  
19 down, please, I will do that.

20 MS. FIELDS: Thank you.

21 MS. MCKINES: Thank you very much.

22 Thanks for your assistance.

23 MS. DOWD-BURTON: It's also important to  
24 note that this is the first.

1 MS. MCKINES: It is the first.

2 MS. DOWD-BURTON: And it's ongoing.

3 MS. MCKINES: Absolutely. Again, we are  
4 planning four across the state. If we get  
5 an overflow crowd for the Philadelphia  
6 event, we will have another event in  
7 Philadelphia in the fall. The intent is to  
8 institutionalize this in the PA Treasury's  
9 Office and become an ongoing kind of event  
10 over the next several years.

11 MS. DOWD-BURTON: Any other questions  
12 for, Charlotte? Okay.

13 MS. MCKINES: Thank you very much.

14 MS. DOWD-BURTON: Oh, I'm sorry,  
15 councilman.

16 COUNCILMAN DOMB: I have a question.

17 MS. DOWD-BURTON: Charlotte, please.

18 MS. MCKINES: Yes.

19 COUNCILMAN DOMB: This is desperately  
20 needed. But I will say it's more needed in  
21 the neighborhoods than at Drexel. So if  
22 there's any way we can have five or ten of  
23 these events in the surrounding  
24 neighborhoods of Philadelphia that need

1 entrepreneurship, that's where we need to do  
2 it. I'd like to know what that cost is to  
3 fund it, because that's the best way to help  
4 people in poverty. Get them into  
5 entrepreneurship. This is important.

6 Doing at Drexel is good, but doing it  
7 like on Sundays after church is even better.  
8 And we have lots of churches where lots of  
9 people go and people would sign up. This is  
10 a great way to help them.

11 MS. MCKINES: Yes.

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

14 MS. MCKINES: Thank you.

15 MS. DOWD-BURTON: I see the gentleman  
16 raising his hand. If you would sign in, we  
17 will be happy to hear your testimony. Thank  
18 you very much, Ms. McKines.

19 MS. MCKINES: Thank you.

20 MS. DOWD-BURTON: Okay. Next we would  
21 like to ask Michael Delaney to please come  
22 to the table.

23 (Approaches Witness Table.)

24 Michael, if you would introduce

1 yourself. I know you well having worked on  
2 your Economic Opportunity Committee for  
3 Comcast.

4 MR. DELANEY: Sure.

5 MS. DOWD-BURTON: Just introduce  
6 yourself.

7 MR. DELANEY: My name is Mike Delaney.  
8 I'm Executive Vice President with LF  
9 Driscoll. I'm the executive in charge for  
10 the Comcast Center and overseeing the work  
11 on that project.

12 So, would you like a little status of  
13 the project?

14 MS. DOWD-BURTON: Yes, please.

15 MR. DELANEY: In terms of just the  
16 regular straight construction, we are little  
17 bit less than halfway through construction.  
18 We started in July of 2014. And right now  
19 we sit with concrete up in the low 40s and  
20 steel on in the mid 20s. We are on schedule  
21 to deliver the space for the first folks to  
22 move in about the third quarter of 2017.  
23 And move in will take about a year through  
24 the second -- the end of the second, early

1 third quarter of 2018, so we're about  
2 halfway there.

3 In terms of our contracting and  
4 employment so far, we are about 40 percent  
5 contracted as of right now even though we're  
6 halfway through the project. We  
7 substantively have only purchased the  
8 contracts for the structure: The concrete,  
9 the steel, the glass envelope, the roofing  
10 and the core infrastructure of the building,  
11 mechanical and electrical systems. While  
12 we're in the process of right now and  
13 through mid 2016 would be the bidding and  
14 purchasing of the interior trades: Wall,  
15 ceiling, floors, the electrical fit out, the  
16 mechanical fit out, et cetera, et cetera.  
17 That work is going to take place here  
18 through, like I said, July -- probably July  
19 of this year. And maybe some of it will  
20 even bleed into some of the later design  
21 elements through the end of the year.

22 We currently have been working a robust  
23 reporting transparent reporting process with  
24 the UAC. And Angela is on the team. We

1 have an oversight committee that is -- has  
2 broad representation of the Economic  
3 Opportunity Office as well as Councilman  
4 Clarke's Office, the regular labor and  
5 various other constituents around the table.

6 I am pleased to report right now that on  
7 the contracting side, on the portion that  
8 we've done, we are about 35 percent for  
9 minority and female and disadvantaged  
10 businesses. And on the labor side, we are  
11 around 28 percent. Like I said, the needle  
12 is going to move quite a bit in terms of our  
13 purchasing and bidding here through the  
14 middle of this year because we still have  
15 more than half of the job to bid and buy.

16 We have had five major outreach events  
17 between Moore College of Art and the  
18 Enterprise Center on Market Street. We  
19 expect to have at least one or two more of  
20 those. And we have copies -- I guess,  
21 Angela, copies of our newsletter that we put  
22 together. I could talk about some of the  
23 other personal stories that we have achieved  
24 through some innovative things like

1 mentoring -- mentor/protege program that we  
2 have on the site and some other -- some  
3 other innovative things that we have done.  
4 This is just a little bit of what we have  
5 done. And we love to share our experiences  
6 with you.

7 MS. DOWD-BURTON: So, Michael, can you  
8 share just a couple of examples of the  
9 mentoring? And also give us an update on  
10 the next outreach event.

11 MR. DELANEY: Well, we just had one on  
12 March the 1st which was last week. I would  
13 expect we are going to have one in early  
14 April, that would be mid April. That will  
15 be when our next set of drawings are due to  
16 come out. So, we would like to have the  
17 outreach events around the time of bidding  
18 so that when people can come out, they can  
19 get a set of plans and be prepared to bid.

20 In terms of the mentor/protege, we have  
21 at least three candidates that we have  
22 selected. Two directly prime to Driscoll,  
23 and one that is prime to some of the subs.  
24 Alexander Perry and BFW, which is Blane

1 Fitzgerald are both contracting consulting  
2 type firms. We brought their personnel onto  
3 our staff under mentor/protege. We are  
4 training their staff to learn what it's like  
5 to be on a big job, learn the Driscoll  
6 systems, learn things like virtual  
7 construction, building information modeling,  
8 some of the things that we do so that at the  
9 end of the project, those folks can go back  
10 to those organizations and contribute at the  
11 level that Driscoll does. So, we have found  
12 it to be very beneficial.

13 As a matter of fact, one of the folks  
14 who were -- who is on our staff is leading  
15 the quality control program for the entire  
16 project.

17 MS. DOWD-BURTON: Thank you. Any  
18 questions?

19 (No response.)

20 One of the things that I'd also like for  
21 you to sort of share is the work that you do  
22 to maximize the level of workforce  
23 diversity. Some of the things.

24 MR. DELANEY: We have regular meetings

1 with our subcontractors about their  
2 performance. We have PALM engaged on the  
3 project to help us do that. We have monthly  
4 meetings. And we also -- we also have  
5 rigorous oversight of what the compliance is  
6 when subcontractors mobilize. We try to  
7 maximize right from the beginning the  
8 opportunities for minorities and females so  
9 that we can maximize the numbers.

10 We also have a robust apprenticeship  
11 program where we are trying to maximize  
12 those number hours. And we've been somewhat  
13 successful. I will say that as we move into  
14 the interior trades, not so much the high  
15 rise steel and the high rise concrete, we  
16 will have a lot more opportunities for  
17 additional apprentices and -- and workforce.  
18 Some of the trades we are doing right now  
19 are particularly specialized, and they  
20 are -- the high steel guys that's especially  
21 the high crane guys are especially. As we  
22 move into the interior trades, we would hope  
23 to see that improve.

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

1 Any additional questions?

2 MS. FIELDS: Yes, I have a question.

3 You said you have a robust plan to get  
4 more minorities, women, disabled or  
5 whatever.

6 Exactly what are you doing? What are  
7 the robust activities?

8 MR. DELANEY: We meet with the trades,  
9 if not individually, monthly. All of them  
10 monthly. We have record -- robust record,  
11 quick record keeping to see how they are  
12 doing. We measure them. If they get out of  
13 line, they're not performing as they should,  
14 we put them on notice. And we make sure  
15 that they don't bring any other folks on  
16 site until we are satisfied, that they can  
17 fill their next positions with minorities  
18 and females.

19 We just had an instance with the  
20 elevator constructors who claimed they  
21 couldn't find somebody. We found somebody.  
22 And within a week, they were on the payroll.  
23 So if we become aware of opportunities that  
24 aren't being taken care of, we step in and

1 intercede to make sure that that does  
2 happen.

3 MS. FIELDS: So, how do you become aware  
4 of the situations? How does that --

5 MR. DELANEY: Well, people in the  
6 community talk to us. You know, we have a  
7 big -- a big group, UAC. They also talk to  
8 labor. You know, PALM gets direct inquiries  
9 from people. And then we do get people come  
10 to our door and come to our job site and we  
11 address them, as well.

12 But there are three or four different  
13 sources that come back to us: UAC, PALM,  
14 labor like Fred Cosenza, he is on our  
15 committee. And he is aware of folks and  
16 then at the door of our job site.

17 MS. DOWD-BURTON: Thank you. You have  
18 other questions? Go ahead.

19 MS. FIELDS: I was wondering, exactly  
20 what is -- what are your goals in terms of  
21 the percentages in terms of achieving -- in  
22 my mind, I would think that you would have a  
23 particular goal in terms of how many folk  
24 you want in those different minority groups.

1 So, what are your goals?

2 MR. DELANEY: Well, I think the program  
3 goals that are in our work letter here is  
4 that for minority-owned firms, it's 25 to  
5 30 percent; for female owned, it's 7 to  
6 12 percent. And on -- on disabled owned,  
7 it's best efforts.

8 On the employment, I believe our goals  
9 are -- I believe they are at 35 percent.  
10 I'm going to look to Sharmain if she's here,  
11 but I believe they are.

12 MS. DOWD-BURTON: You referenced PALM  
13 several times. And for those in the  
14 listening audience who are not familiar with  
15 PALM, P-A-L-M, it's really the labor  
16 management group. They work together with  
17 project owners to ensure that there's sort  
18 of a smooth level of communication and  
19 strategy between contractors and the union.  
20 So, I just wanted to clarify that for the  
21 audience.

22 Okay. Any other questions? No?

23 Thank you very much, Mr. Delaney.

24 Next we have Ms. Sharmain

1 Matlock-Turner.

2 (Approaches Witness Table.)

3 MR. DELANEY: Should I leave these  
4 somewhere?

5 MS. DOWD-BURTON: Oh, yes. We will be  
6 happy to take copies of your newsletter and  
7 make sure that they are part of the  
8 transcript. Thank you. We will continue to  
9 watch that Comcast innovation tower rise.

10 (Audience member raises hand.)

11 We are calling the speakers in order.  
12 You are on the list. We will call you.

13 Ms. Sharmain Matlock-Turner.

14 MS. MATLOCK-TURNER: Yes. Thank you  
15 very much, Angela and to Steven and Jennifer  
16 and also to Vanessa. Thank you for inviting  
17 me to be here today to talk to the Economic  
18 Opportunity Review Committee. This is very,  
19 very important work. And we are really  
20 excited to be a part of it.

21 I also have with me Michelle Gomes who  
22 works on many of our projects, so I wanted  
23 to make sure I have the person who had the  
24 numbers so when Vanessa asks what's the

1 percentage, I want to make sure I have the  
2 people who are responsible for keeping that  
3 data. I am going to speak a little bit more  
4 about the history of UAC and our involvement  
5 in this area. And then, I'm certainly open  
6 to answering any questions you might have if  
7 that's okay.

8 Good morning, again. My name is  
9 Sharmain Matlock-Turner. Thank you for the  
10 opportunity to be here this morning. I am  
11 pleased to provide testimony on behalf of  
12 the Urban Affairs Coalition and our  
13 experience with inclusion. I provide this  
14 experience through the lens of UAC's  
15 business consulting service, EDP as it's  
16 commonly known or Economic Development  
17 Projects or as many people will say, we are  
18 working with UAC. My role is a member of  
19 OEO's Economic Opportunity Advisory  
20 Committee and my role in developing the  
21 construction industry diversity report of  
22 2008.

23 UAC is now entering its 47th year. We  
24 were born at a time of civil unrest as

1 people of color fought to make America a  
2 land of equal opportunity by, in part,  
3 driving down economic disparities. The  
4 construction industry, especially commercial  
5 construction, has been one of the most  
6 visible industries in our City. We all  
7 notice when a hospital is being built, a  
8 recreation center rises in our community or  
9 a new office tower is built downtown.

10 In 1978, the landmark U.S. Supreme Court  
11 decision Regents of the University of  
12 California v. Bakke upheld affirmative  
13 action but outlawed specific quotas. The  
14 Bakke decision had an indirect impact on the  
15 construction industry setting off a decade  
16 of systemic changes to affirmative action as  
17 a practice.

18 UAC started its inclusion practice in  
19 the construction industry in 1982. Ernie  
20 Jones, my predecessor, formed the Economic  
21 Development Projects Group or EDP to work  
22 with Temple University and the Turner  
23 Construction Company in the building of  
24 Temple University Hospital. Up to that

1 point, there had been no major construction  
2 projects in this City with an affirmative  
3 action plan. He developed the first plan in  
4 conjunction with Temple officials to monitor  
5 contracting opportunities and workforce  
6 participation.

7 In 1986, EDP wrote the affirmative  
8 action plan for another significant project,  
9 the Pennsylvania Convention Center.

10 Philadelphia, like many cities, had racial  
11 quotas and percentage-based set-asides for  
12 awarding government contracts. These were  
13 hotly contested across the country. As  
14 such, the plan for the convention center was  
15 challenged in federal court and was one of  
16 the few which withstood the legal challenge.

17 However, the 1989 Supreme Court ruling in  
18 the City of Richmond v. J.A. Croson Company  
19 impacted our work. The Supreme Court ruled  
20 that quotas and set-asides in the City of  
21 Richmond were not justified by general  
22 statistical evidence of inequality. The  
23 court found that neither the City of  
24 Richmond investigated any race neutral

1 methods to correct the imbalance nor did its  
2 30 percent minority-business enterprise  
3 set-aside goal correspond to any actual  
4 measured industry and lacked strict  
5 scrutiny. The ruling led to a shift from a  
6 mandated to a voluntary system and the  
7 development of the annual disparity studies  
8 for driving inclusions including the  
9 construction industry.

10 UAC in close collaboration with  
11 Councilmembers Street and Blackwell designed  
12 a diversity inclusion program in  
13 collaboration with developers, project  
14 owners, disadvantaged businesses and the  
15 community. Today we work in a variety of  
16 ways. We support project owners who want to  
17 provide contracting opportunities to  
18 businesses owned by minorities and women.  
19 We support project owners who want to  
20 provide employment to minorities and women  
21 specifically in the construction trades. We  
22 work with corporations that want to align  
23 their business practices to expand  
24 inclusion.

1 Over the last 34 years, we have worked  
2 on more than 100 projects valued at over  
3 \$7.5 billion of which 2.3 billion went to  
4 minority-owned and women-owned businesses.  
5 These projects paid laborers and skill  
6 trades workers more than \$559 million over a  
7 half a billion dollars in wages.

8 We work to create win-win opportunities  
9 for project owners and disadvantaged  
10 businesses by fostering a citywide culture  
11 of inclusionary projects. Private and  
12 public sector clients seek out EDP to  
13 design, implement and monitor their economic  
14 opportunity plans. We work with developers  
15 and project owners to identify inclusion  
16 opportunities and to help them assess  
17 projects in a way that ensures that  
18 minority, disabled and disadvantaged  
19 businesses and projects are sized so that  
20 those opportunities are available.

21 Our clients in this area have included  
22 some of the largest projects in the City,  
23 including the Convention Center and its  
24 expansion, the sports stadiums and the

1 Delaware River master plan. We have also  
2 worked with John Hopkins University in  
3 Baltimore. We have worked on every major  
4 project at Temple University and the  
5 University of Pennsylvania.

6 Today, besides our ongoing work with the  
7 University of Penn and Temple, we are  
8 working on the FMC Tower. And as Mike  
9 Delaney said from Driscoll, the Comcast  
10 Innovation Center and the Church of Latter  
11 Day Saints to name a few.

12 EDP maintains a comprehensive  
13 proprietary database of qualified  
14 disadvantaged businesses that we use to  
15 conduct outreach campaigns to keep the field  
16 abreast of upcoming opportunities. These  
17 businesses often attend our educational  
18 workshops on business development. We  
19 inform the community of job opportunities on  
20 our projects and monitor them to ensure  
21 inclusion through workforce participation.  
22 We conduct work site monitoring and review  
23 payroll records, making sure that projects  
24 maintain their commitments to diversity.

1 Through the lens of UAC inclusion  
2 business, we believe that all businesses can  
3 create practices to be inclusive and create  
4 economic opportunity.

5 First and foremost, it's valuing  
6 inclusion and then building connections to  
7 minority communities. For our primary  
8 industry, the construction industry, it is  
9 critical that pipeline promotions, strategic  
10 outreach and project restructuring be used  
11 to increase economic opportunity. It will  
12 continue to be important for women and  
13 minority-owned businesses to grow and  
14 partner in new ways. We must also stay  
15 focused on workforce opportunities.

16 As a member of the 2008 report on  
17 construction and industry diversity, I  
18 co-chaired the workforce committee. The  
19 pressures of the recent recession resulted  
20 in the construction industry having one of  
21 the highest rates of unemployment.  
22 Apprenticeship training programs, the only  
23 practical access to construction employment  
24 in Philadelphia, were closed. Now with the

1 construction boom and an aging workforce, we  
2 need to roll up our sleeves and work through  
3 any barriers to minority and female access  
4 to the trades. We must also bring our  
5 middle and high schools back into the  
6 discussion. Our students need to know how  
7 valuable these jobs are for our communities  
8 and for their own personal bottom line.

9 In conclusion, I'd like to say first UAC  
10 and EDP is here to partner with the City.  
11 And we hope that you will continue to reach  
12 out to us to help you maximize inclusion.

13 Secondly, economic opportunity plans and  
14 diversity studies will continue to be key to  
15 the inclusion work in Philadelphia. Let's  
16 continue to focus on inclusion plans which  
17 use pipeline promotion, that is, sales  
18 directed at wholesalers and strategic  
19 outreach, analyzing data to see how many  
20 disadvantaged firms might be best suited for  
21 a particular contract and project  
22 structuring, breaking larger contracts into  
23 smaller ones to result in high yield quality  
24 economic impact.

1 Third, open more apprenticeship classes  
2 and programs and recruit aggressively.  
3 Partner with middle schools and high schools  
4 to prepare students with good jobs that  
5 allow them to comfortably anchor the City's  
6 neighborhoods as they eventually raise  
7 families, buy homes, save, pay taxes and  
8 contribute in many ways.

9 We are excited to be a part of this  
10 industry. And hope that we will all be able  
11 to continue to work together to maximize  
12 participation.

13 Thank you very much.

14 MS. DOWD-BURTON: Thank you.

15 MS. MATLOCK-TURNER: Any questions?

16 MS. DOWD-BURTON: That was Sharmain  
17 Matlock-Turner, CEO of the Urban Affairs  
18 Coalition.

19 Questions, please.

20 MS. FIELDS: Yes. I'm particularly  
21 interested in terms of the building's  
22 trades. We see construction all over the  
23 City. And when you look at the folk who are  
24 doing the work, they are not minorities.

1 They are still predominantly white males.

2 So my question is, because I know you  
3 spoke a little bit about apprenticeship  
4 programs in the high schools. So  
5 specifically, what are you doing to do that  
6 to accomplish that goal? Because that's a  
7 way to kind of get folk in there, if you got  
8 them in the high schools in those programs,  
9 then they will be able to join these unions  
10 and then we see more diversity at these  
11 construction sites.

12 MS. MATLOCK-TURNER: Absolutely. Well,  
13 first and foremost, there has been some  
14 increased membership in the building trades.  
15 And so, we are happy to say that we have  
16 been able to meet many of our goals in  
17 reaching not only on the laborer side, which  
18 is a critical part. Laborers are critical  
19 to the process, and their numbers have been  
20 very strong. But also on the skilled labor  
21 side, too. It's absolutely critical.

22 We have spoken to the School District of  
23 Philadelphia about the importance of being  
24 involved in this effort. And we are hoping

1 that they will continue to see construction  
2 as a key part of opportunities for young  
3 people who may be aren't on -- not in line  
4 to go to college.

5 I know when I originally started talking  
6 about this about 15 years ago when I arrived  
7 at the coalition, there was a lot of push  
8 back from educators as to whether or not we  
9 were directing students into fields away  
10 from college. Now we understand that these  
11 jobs, many of them now, are highly technical  
12 and really require a lot of training as well  
13 as they are extremely lucrative.

14 And so, we are encouraging schools,  
15 certainly elected officials and others to  
16 continue to look at the systems that will  
17 ultimately lead people to take advantage of  
18 these opportunities.

19 MS. FIELDS: Thank you.

20 MS. MATLOCK-TURNER: You're welcome.

21 And I know we didn't talk a lot about  
22 ladies. But I will have to say, I had an  
23 opportunity to recently to tour the FMC  
24 Tower building with young ladies who are in

1 the construction industry, Angela, right?

2 MS. DOWD-BURTON: Yes.

3 MS. MATLOCK-TURNER: And it is really  
4 exciting to see not only as we reach out to  
5 try to get more minorities, but also to try  
6 to encourage more women and women of color  
7 to be a part of the construction industry,  
8 too.

9 MS. DOWD-BURTON: And we have just in  
10 follow up to that, had where you are sitting  
11 right now the executive team of the National  
12 Association of Women in Construction who  
13 were here to testify last year.

14 MS. MATLOCK-TURNER: Great.

15 MS. DOWD-BURTON: Thank you for that.

16 MS. MATLOCK-TURNER: You're welcome.

17 MS. DOWD-BURTON: Any other questions?

18 MR. BRADLEY: Good morning, Sharmain.

19 MS. MATLOCK-TURNER: Good morning,  
20 Steven.

21 MR. BRADLEY: My question is regarding  
22 your summer internship program. Have you  
23 been successful in leading those individuals  
24 from summer interns into professional

1 service jobs once they graduate from high  
2 school? I think that's such a great  
3 opportunity.

4 MS. MATLOCK-TURNER: Absolutely. We had  
5 an opportunity to work specifically with  
6 PECO on their line person program. Again, a  
7 great construction non-college job that is  
8 critical to the overall health of our City  
9 and that pays very, very well. And Angela  
10 and I were a part of that conversation.

11 But there really does need to be  
12 greater, I think, buy in and really  
13 engagement by those of us who know how  
14 lucrative these fields are to really let  
15 young people know that there are some real  
16 opportunities here. I really think we need  
17 to start in the middle schools with, first  
18 and foremost, letting people know about  
19 these jobs. For young people, let's be  
20 honest, these jobs pay. These jobs pay  
21 really, really well. And it's not so scary  
22 being up -- 50 floors up. I tried it just  
23 so that I could say honestly that I did it.

24 And again, I think it's really sort of

1 engaging them early. Letting them know how  
2 much technology now plays in this whole  
3 field. So, it's not just about, you know,  
4 putting a door maybe in place. But it's  
5 trying to figure out how does that structure  
6 really work along the Delaware River or  
7 along the Schuylkill River. How do those  
8 winds make a difference? What's the site  
9 line for that particular project? How do  
10 you mix commercial and residential into a  
11 particular space?

12 There is some real exciting things that  
13 are going on in the construction industry.  
14 And I think we really need to get started  
15 early.

16 If I can just make one other pitch, I do  
17 think we need, like, a television show. I  
18 was talking to Jerry Sweeney who is the  
19 President of Brandywine recently about the  
20 fact that I really think we need a cool  
21 television show, to be honest with you, to  
22 remind young people that this is an industry  
23 that is critical. It can't be outsourced.  
24 And it also, I think, can be very

1 challenging but also a lot of fun.

2 MS. DOWD-BURTON: I'd love to work with  
3 you on that.

4 MS. MATLOCK-TURNER: Thank you.

5 MS. DOWD-BURTON: Sounds like a great  
6 idea. Any other questions for Sharmain?

7 MS. RODRIQUEZ: Yes. Good morning.

8 MS. MATLOCK-TURNER: Hi, Jennifer.

9 MS. RODRIQUEZ: Hi. How are you?

10 MS. MATLOCK-TURNER: Good.

11 MS. RODRIQUEZ: I do -- you mentioned  
12 that in the construction trades we are  
13 seeing retirement, the roles being reduced  
14 by retirement and the need. And how, you  
15 know, we're using minorities are sort of  
16 coming in, filling those roles.

17 Is there a sense of how many individuals  
18 will be retiring, and a plan for recruitment  
19 of minority and disadvantaged communities to  
20 fill those roles? And do we know -- you  
21 mentioned that there have been gains not  
22 only at the laborer sort of segment but also  
23 on skilled trades.

24 Do we know what those gains have been?

1 MS. MATLOCK-TURNER: One of the areas  
2 that I know that Angela knows, that the  
3 trades are private organizations. And their  
4 data on their membership is their data. The  
5 way that we are able to analyze and measure  
6 is because we are working on numerous  
7 projects and we have a proprietary database.  
8 And so, we can really sort of look over time  
9 and have some sense, not a perfect sense but  
10 a good sense of what the trade looks like,  
11 maybe what the age of the members are and  
12 where we think that there are some  
13 opportunities.

14 I have had a chance to talk to Angela  
15 about it. I have a great team of people who  
16 crunch these numbers and have a lot of the  
17 data. We would be glad to sit down with you  
18 with our information. But again, you know,  
19 getting -- continue to encourage the trades  
20 to share their data is certainly something  
21 that I think government should continue to  
22 do. But we -- with the information that we  
23 have, without giving specifics because our  
24 information is proprietary to the projects

1 we work on, we can give you an overall view  
2 of what we think the numbers are, where we  
3 think the opportunities are within each  
4 trade, where we think the greatest  
5 retirements are. And also, the fact that we  
6 worked on over a hundred projects, where we  
7 think the trades are most active and most  
8 involved and really want to bring about  
9 changes.

10 So, I do think the aging of the  
11 population gives us a chance for the market  
12 to be helping to make some of these  
13 decisions and for it not just to be  
14 government mandating. And I think when we  
15 can have government support but also market  
16 forces working together, we got the best  
17 chance of maximizing participation.

18 MS. DOWD-BURTON: Okay. Thank you so  
19 much.

20 MS. MATLOCK-TURNER: Thank you. Please  
21 keep this going and keep it in front of the  
22 public. It is so very, very important that  
23 we do that.

24 MS. DOWD-BURTON: Absolutely. We look

1 forward to working with you -- continuing to  
2 work with you.

3 Next I'd like to call Benjamin Connors,  
4 Esquire representing the General Building  
5 Contractors Association.

6 (Approaches Witness Table.)

7 MR. CONNORS: Good morning, Chairwoman  
8 Dowd-Burton and the Members of the  
9 Committee. As previously stated, my name is  
10 Ben Connors. I'm the President of the  
11 General Building Contractor Association. I  
12 want to start by saying thank you for this  
13 opportunity. Really appreciate the chance  
14 to testify before this committee.

15 Since 1891, GBCA has been committed to  
16 advancing commercial, industrial  
17 institutional construction in the  
18 Philadelphia region. What we recognize  
19 today is part of that commitment is  
20 advancing the MBE/WBE contractor members of  
21 the association as well as helping to  
22 further diversification in the industry  
23 itself.

24 Part of fostering that diversification

1 is also recognizing the fact that it's more  
2 than just a fair and equitable thing to do,  
3 it's also economically beneficial.

4 We did a study back in 2013. In the  
5 time between 2003 and 2013, there was  
6 \$12 billion invested in Philadelphia in  
7 major construction, commercial construction  
8 and new renovations. That \$12 billion  
9 represented \$18 billion in economic impact  
10 supported 65,000 jobs and created about  
11 \$3 billion in earning which in turn  
12 generated \$167 million in tax revenue for  
13 the City of Philadelphia.

14 The reason why I point this out is  
15 because while the impact of commercial  
16 construction over that ten-year span was  
17 pretty profound, there is no doubt that  
18 through greater diversification in the  
19 construction industry, the impact would be  
20 even greater. Diversification grows a tax  
21 base, increases personal expenditures of  
22 Philadelphia residents, thereby raising  
23 resources needed by the City to further  
24 improve Philadelphia which, in turn,

1 encouraging the advancement -- encourages  
2 the development and further growth of the  
3 City. We see, again, this not only being a  
4 moral imperative but also albeit moral is  
5 the primary imperative here. But it's also  
6 an economic imperative for the City.

7 So recognizing this imperative, over the  
8 past ten months, GBCA has been looking to  
9 see what it can do to increase diversity in  
10 the construction industry. Starting last  
11 June, we had a panel discussion on why  
12 diversity inclusion is vital to our  
13 industry. We are fortunate enough to have  
14 Ms. Dowd-Burton come and participate in the  
15 panel.

16 From that discussion, we then broke off  
17 to start directly engaging with a number of  
18 schools in the District of Philadelphia.  
19 The effort there was to further educate our  
20 students about the opportunities available  
21 in the construction industry. During these  
22 visits, GBCA provided students and faculty  
23 with informational materials to help  
24 communicate the various opportunities in the

1 construction industry. Another way that  
2 GBCA has worked to raise awareness is by  
3 partnering with a number of the other  
4 tremendous organizations that are already in  
5 this field.

6 In particular, over the past ten months,  
7 GBCA has begun working closely with NAWIC,  
8 which was mentioned earlier, as well as the  
9 Ace Mentoring Program which focuses on  
10 getting young people into architecture or  
11 construction and engineering in the  
12 industry. In 2015 specifically, GBCA helped  
13 to financially support NAWIC but also to  
14 help facilitate their magic camp which is a  
15 condensed program which they raise awareness  
16 for young women about the construction  
17 industry.

18 And then with Ace Mentoring Program,  
19 GBCA recently this past January had a  
20 service project in Hunting Park which  
21 members of Ace Mentoring Program as well as  
22 members of the community came together to  
23 help build planting boxes for the park  
24 itself along with the support, both

1 financial and through instruction, with  
2 Turner Construction Company.

3 The goal behind the school visits, the  
4 informational materials and our strategic  
5 partnership is to generate more interest  
6 earlier in the construction industry. If  
7 we're able to generate interest in the  
8 industry itself earlier with individuals  
9 when they're at a younger age before  
10 students are ready to enter the workforce or  
11 go to college, it's been proven that our  
12 chances of creating a well equipped and  
13 prepared employee increase dramatically.

14 Once a student decides to enter into the  
15 construction industry, GBCA sees its role as  
16 being a supportive role. What we have done  
17 there is to try to help alleviate some of  
18 the financial burdens. If someone wants to  
19 take advanced degree to either become a  
20 project manager, engineer or architect in  
21 the industry itself. We have done this  
22 through a number of vehicles.

23 One in particular, we have a student  
24 tuition reimbursement program that will

1 reimburse tuition for college student in the  
2 area that pursues either construction  
3 management or project management of up to  
4 \$4,000 per year in their pursuit of those  
5 degrees.

6 Another tool that GBCA has recently put  
7 into place is to try to expand the benefit,  
8 particularly in this case of GBCA  
9 membership. But a member of GBCA now can  
10 have their employees and also the families  
11 of those employees get discounted rates on  
12 online courses through Drexel University  
13 online. Again, these two are seen as  
14 opportunities to help further educate people  
15 that want to be in the construction industry  
16 through their membership in GBCA.

17 And lastly, what the association is  
18 working on for 2017 is we're going to start  
19 three local scholarships for students that  
20 want to attend a local university and pursue  
21 a degree in construction management. Now we  
22 recognize that GBCA's encouragement and  
23 support of those that want to work in the  
24 industry also has to be coupled with

1 providing more opportunities for contractors  
2 and MB/WBE. And what GBCA has done there is  
3 recently reconstituted our membership  
4 committee with one of the primary goals  
5 being increase the MBE/WBE membership of the  
6 association itself so we better represent  
7 the communities that our contractors want to  
8 serve.

9 In the few months that this committee  
10 has been in place, we have seen of the new  
11 contractor members that we have had, half of  
12 them have been WBE/MBEs this is over the  
13 last three or so months. What we expect is  
14 that as we refine our process to bring in  
15 new members, we expect the makeup of the  
16 association itself to better reflect the  
17 communities in which we serve. We do  
18 realize this is a process and will take some  
19 time. We are encouraged by the early  
20 returns on our membership itself.

21 This is some of what the General  
22 Building Contractor Association has done  
23 over the past ten months. As we build on  
24 this foundation, I have no doubt that we

1 will continue to increase awareness of the  
2 opportunities in this industry. And GBCA  
3 fully recognizes that striving to achieve a  
4 more diverse construction industry is both a  
5 moral and economic imperative that we will  
6 help to ensure the growth and prosperity of  
7 the City of Philadelphia.

8 Thank you for your time.

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

10 Questions?

11 MR. BRADLEY: Yes. My question is, have  
12 you done any outreach to Community College?

13 MR. CONNORS: To CCP?

14 MR. BRADLEY: Yes.

15 MR. CONNORS: Yes. They have a  
16 construction management program there. And  
17 now GBCA has our Director of Education  
18 Workforce Development is a member of their  
19 board there -- the Construction Management  
20 Board. We are working with them to try to  
21 expand their understanding of what GBCA  
22 employees that go to CCP, what they can  
23 receive in terms of tuition reimbursement.

24 We have done this in part by engaging

1 directly with the trades to let them know  
2 that, frankly, anyone who is employed by one  
3 of the unions in the City could go through  
4 this program for us. As they become more  
5 diverse, we also feel this is a tool to help  
6 further educate those that want to get an  
7 advanced degree. Part of that is through  
8 CCP.

9 MR. BRADLEY: I mean, I think it's a  
10 great opportunity because I was just in some  
11 discussions recently about the number of the  
12 male engagement program. They have a lot of  
13 opportunities where people are coming  
14 through CCP but not staying.

15 MR. CONNORS: Yes.

16 MR. BRADLEY: I think if you had a  
17 better working relationship, there is a  
18 market that's untapped there. Also, I hope  
19 you can do some more outreach to the  
20 Chambers because we have a strong networks  
21 that I think would benefit your membership  
22 if you could, you know, share some links or  
23 do some joint ventures with the Chambers. I  
24 think there's another great potential there.

1 MR. CONNORS: I would love that  
2 opportunity. While we rolled out this  
3 program of outreach, a lot of it has been in  
4 the front end of us gaining more information  
5 and knowledge about what is needed. We are  
6 confident now that really what's needed is  
7 more information to the students. As we  
8 said earlier, the younger really the better.

9 MR. BRADLEY: I agree.

10 MR. CONNORS: But the immediate need is  
11 not for middle schoolers to want to get into  
12 construction industry, it's people that are  
13 ready today. And they are hard to find.  
14 And what GBCA would look forward to an  
15 opportunity to engage with any of the  
16 Chambers to figure out how to discuss this  
17 with their membership, as well.

18 MS. RODRIQUEZ: Are you a nonprofit  
19 organization or for profit?

20 MR. CONNORS: We are nonprofit.

21 MS. RODRIQUEZ: Does your Board have  
22 minorities in its leadership?

23 MR. CONNORS: It currently does not. We  
24 have -- our Chairwoman -- we have female

1 participation, but currently not minority  
2 participation on the Board level.

3 MS. RODRIQUEZ: Thank you.

4 MS. FIELDS: I want to kind of piggyback  
5 on her question.

6 So, how does one become a member of the  
7 General Building Contractor Association  
8 then?

9 MR. CONNORS: Well, it's a good  
10 question.

11 First and foremost, we are private  
12 nonprofit organization. We have a  
13 membership application that has to be  
14 completed. You have to be a union  
15 commercial contractor in the City of  
16 Philadelphia around -- in this region, I  
17 guess.

18 You go through the application process  
19 and then you're reviewed by membership  
20 committee. And then finally, a board  
21 reviews you. A lot of that process itself  
22 is the financial strength of the company  
23 that comes in. We are -- we've been looking  
24 at the process to see if there's any

1 inherent issues with it in and of itself.  
2 It hasn't been changed yet, but it's  
3 something that we're looking at.

4 MS. FIELDS: So, do you have a lot of  
5 minorities who apply for membership?

6 MR. CONNORS: Ummm --

7 MS. FIELDS: When I say minorities, I  
8 mean, women, people of color, disabled. I  
9 know were getting ready to LGBT, also. But  
10 right now -- so, do you have a lot of  
11 minorities who apply to your organization?

12 MR. CONNORS: I would say we don't have  
13 enough. What we found is through the  
14 formation of the membership committee,  
15 hiring a full-time person to do membership  
16 services, that's the reason why we have  
17 increased in the short period of time the  
18 number of minority and women-own business we  
19 have because we have targeted them to try to  
20 identify the ones that would be qualified.  
21 Get them to apply.

22 It's not a free membership, too. There  
23 is a financial obligation there, as well.  
24 But we have increased our advertising and

1 our targeted marketing to individuals we  
2 think would be good candidates to come into  
3 GBCA. So, those that apply on their own, I  
4 would say not enough. But I think through  
5 these other efforts, we are going to  
6 increase that number.

7 MS. FIELDS: And what is your goal in  
8 terms of increasing the percentage of  
9 minorities?

10 MR. CONNORS: Also a good question.

11 What we are looking at now is to figure  
12 out what we could consider the, I guess, the  
13 qualified market of contractors out there.  
14 Again, you'd have to be a union contractor  
15 in this region. You'd have to be doing  
16 commercial construction, so that's not  
17 private, residential, smaller scale.

18 So, we believe we have a limited market.  
19 We haven't defined that market yet. I would  
20 say depending on what that is, if I had to  
21 guess, I would think it would mirror some of  
22 the contractor participation rates on some  
23 of the larger projects. So, I believe it's  
24 normally 25 to 30 percent is about what's in

1 the largest projects in terms of minority  
2 contractor participation. But I'm  
3 speculating. I don't yet know the defined  
4 market of qualified contractors out there.

5 MS. FIELDS: Okay. And I'm guessing  
6 that you are going to look into that and --

7 MR. CONNORS: Yes.

8 MS. FIELDS: -- address that.

9 One last question of mine is you speak  
10 about visiting the schools. How often do  
11 you attend schools, visit schools and talk  
12 to them about getting into this particular  
13 line of work?

14 MR. CONNORS: So far, the process has  
15 been relatively ad hoc. We started with CTE  
16 schools -- well, frankly, we started with  
17 the universities. So, we've been active in  
18 the construction management programs here  
19 through Drexel, CCP, Villanova, Temple to a  
20 lesser degree. But we are engaged with  
21 them. And then from there we have started  
22 to now target CTE schools in Philadelphia  
23 first and foremost.

24 Outside of that, we have talked with

1 Chad. And then Williamson Trade College  
2 which is not, strictly speaking, a high  
3 school in Philadelphia. But it does vary --  
4 does a very good job with preparing young  
5 men and women for this industry. Right now  
6 it's just targeted schools. We hope to  
7 expand that eventually.

8 MS. FIELDS: So, you're just --  
9 colleges, you're not going to high school  
10 and middle schools?

11 MR. CONNORS: We are. We are doing --  
12 some of the CTE high schools.

13 MS. FIELDS: I don't know what the  
14 acronym is.

15 MS. DOWD-BURTON: So, explain CHAD.

16 MR. CONNORS: CHAD is the Charter High  
17 School Architecture and Design.

18 MS. FIELDS: Oh, okay.

19 MR. CONNORS: Their primary focus is to  
20 get people interested in architecture and  
21 design fields in the industry. But that, to  
22 us, is an important part of this process.  
23 We don't -- we're not just concerned with  
24 labor in the field, but those engineering

1 and designing the projects, as well, we  
2 believe will better serve more of those  
3 Philadelphia residents, as well.

4 MS. DOWD-BURTON: Any other questions?  
5 Jennifer?

6 Councilman, I'm sorry.

7 COUNCILMAN DOMB: Just a suggestion.  
8 I'm not sure if we have it. But when you  
9 think about it, the importance of education  
10 is very important to the building industry.  
11 Because if you don't have an educated  
12 population and we don't have a healthy city,  
13 not much we can build. I come from that  
14 background.

15 So, here is a thought. I don't know if  
16 it's possible. Can the unions or your  
17 organization basically adopt a high school,  
18 9th through 12th grade, and teach all the  
19 skills of carpentry, tile setting, plumbing,  
20 et cetera and actually have the students  
21 work one day a week -- kind of like the  
22 Cristo Rey model, but adopt it for building  
23 trades. And when they graduate in 12th  
24 grade they get a job that pays pretty well

1 if they decided to go that track.

2 Is that a possibility that you guys  
3 could consider?

4 MR. CONNORS: It is. And I believe -- I  
5 don't want to speak for the trades  
6 themselves. But I believe the finishing  
7 trades have a similar, essentially,  
8 pre-apprenticeship program where they take  
9 high schoolers, give them a day or two a  
10 week in the field and really develop them  
11 early in the program. They have had some  
12 really incredible success in their program.

13 COUNCILMAN DOMB: I would think for your  
14 trade organization, I mean adopt a school.  
15 Not just one day. You guys are helping with  
16 the curriculum from 9th through 12th grade.  
17 You are going to have train employees when  
18 they graduate. It's in your interest to do  
19 it.

20 MR. CONNORS: I certainly agree.

21 MS. DOWD-BURTON: Thank you, Councilman.  
22 Jennifer?

23 MS. RODRIQUEZ: So, my sense is that you  
24 work with the union trades. And that they

1 have a sense of who is retiring and how many  
2 new individuals will be needed in the future  
3 to fulfill their sort of goals and prospects  
4 and obligations in the industry.

5 Is that something that you can speak to?

6 MR. CONNORS: Unfortunately, I cannot.

7 The association itself represents  
8 contractors. We don't have -- the  
9 association doesn't have access to the  
10 actuarial data that you are looking for  
11 here.

12 MS. RODRIQUEZ: Do you have a sense from  
13 your contractors what exactly are the fields  
14 that you need and how many people will you  
15 need and in the next five, ten years to  
16 fulfill certain positions in the industry?

17 MR. CONNORS: Currently, the training  
18 function is done exclusively by the unions.  
19 They --

20 MS. RODRIQUEZ: But you are going to the  
21 schools, right?

22 MR. CONNORS: Yes.

23 MS. RODRIQUEZ: The idea is you are  
24 building a pipeline. And so, you are

1 building a pipeline that you know what you  
2 are supposed to be building a pipeline for  
3 or you just building a pipeline because it's  
4 ad hoc and there's no planning behind it?

5 MR. CONNORS: I would say what we hope  
6 happens is this level of development  
7 continues in the City. If it does, frankly,  
8 the pipeline is across the board.  
9 Particularly in the more labor intensive  
10 trades. Just the number of hours a day of  
11 recruit now is substantially higher.

12 We have a sense of where the work is,  
13 but we don't unfortunately know rates and  
14 retirement, average age of retirement,  
15 exactly, you know, the numbers that would be  
16 particularly helpful in this case.

17 MS. RODRIQUEZ: They would be. I mean,  
18 and the idea is that we are in the community  
19 and we would like to do the best in order to  
20 assist the members that we represent and  
21 guide them, right? So having a more  
22 concrete sort of idea of what is needed so  
23 that we can then work with our high schools  
24 and we can then work with our middle schools

1 and identifying really more concretely what  
2 needs to be done. That would be very  
3 helpful.

4 MR. CONNORS: Of course.

5 MS. DOWD-BURTON: Okay. Thank you very  
6 much. We appreciate your being here and the  
7 inroads that you have made over the last ten  
8 months. I know you came in and hit the  
9 ground running. And we certainly look  
10 forward to working with you.

11 MR. CONNORS: I look forward to coming  
12 back and having more to discuss. I do have  
13 some marketing material I would love to give  
14 to the committee if they're interested.

15 MS. DOWD-BURTON: We would love to have  
16 it.

17 MR. BRADLEY: I hope you take advantage  
18 of the opportunities to work with the  
19 Chambers availing ourselves.

20 MR. CONNORS: Of course. I look  
21 forward -- I would like to reach out to you.  
22 We will start that discussion, as well.

23 MS. DOWD-BURTON: And while you are  
24 distributing the marketing materials, I

1 would like to call William Carter.

2 (Approaches Witness Table.)

3 Mr. Carter.

4 MR. CARTER: Good morning.

5 MS. DOWD-BURTON: Representing Gilbane  
6 Building Company.

7 MR. CARTER: Good morning. Now I know  
8 why Sharmain sat so far up in the seat.  
9 It's so low, so please bear with me.

10 MS. DOWD-BURTON: Sure.

11 MR. CARTER: First, I want to thank you  
12 for the invitation to be part of this  
13 discussion this morning and for the  
14 committee taking up their time. Just as  
15 kind of a repeat, my name is Bill Carter.  
16 I'm an area manager for Gilbane Building  
17 Company. I'm responsible for private sector  
18 projects in the City and for the entire  
19 southern New Jersey market.

20 I'm a product of Philadelphia. I grew  
21 up in Strawberry Mansion. I worked in  
22 Philadelphia school systems, and I worked in  
23 Philadelphia and the surrounding communities  
24 for plus or minus the last 30 years.

1 I've been doing this for a little bit of  
2 time. And I take it relatively personal  
3 coming from where I came from. The goal of  
4 all of the various economic and community  
5 engagement strategies is to provide real  
6 opportunity for minority women -- minority  
7 women and disadvantaged businesses and  
8 workers. Opportunities that will help them  
9 build relationships, acquire experience,  
10 build a resume, build capacity, provide for  
11 their families and sometimes even build  
12 generation of wealth.

13 Some of the key components for this we  
14 have found are commitment, a strong initial  
15 mandate. Whether be public or private  
16 project, a strong mandate and commitment  
17 from the owner developer and the lead  
18 contractor construction manager is essential  
19 to the overall success of the plan. And I  
20 think you heard that echoed in the very  
21 beginning with the results we were having  
22 over at the Comcast Center. It's not my  
23 project.

24 MS. DOWD-BURTON: Sure.

1           MR. CARTER: Communication. A sincere  
2 willingness to get to know the firms as more  
3 than a potential line item on the form that  
4 documents that you reached out to someone,  
5 you can confirm your best effort. We really  
6 need to be able to talk to people, find out  
7 what they do and how they do it.

8           Cooperation. Very similar to all of  
9 what I call the majority construction firms  
10 owner and developers, the firms that make up  
11 the MW and DBE community all have their  
12 particular strengths and challenges, their  
13 sweet spots.

14          When you take the time to meet the firms  
15 and their principals and form relationships  
16 before a particular opportunity becomes  
17 available, works in everyone's favor. This  
18 also helps avoid the potential pitfall of  
19 awarding each either too much or too little  
20 work to a firm. Firms have their sweet  
21 spot. Our objective is to be able to award  
22 work in the middle to the upper end of that  
23 sweet spot so the firms have a realistic  
24 opportunity to successfully complete the

1 work but also get the opportunity to stretch  
2 and grow and build capacity.

3 Gilbane Building Company has a  
4 longstanding commitment and experience in  
5 supporting community, benefit priorities on  
6 behalf of its clients across the  
7 enterprises. We're a national company so we  
8 work not only in Philadelphia but across the  
9 country. A demonstration of this commitment  
10 is centered and is partner relationships,  
11 some that date back more than 50 years.

12 I work with our Community Engagement  
13 Director Linda Graves. She's the director  
14 for the entire country. She couldn't be  
15 here today due to a prior commitment, but we  
16 all work together within the various  
17 business units because we are committed to  
18 what this does.

19 Roadmap for success. We actively  
20 support thousands of minority and  
21 women-owned businesses across the country on  
22 our jobs. Whether there is a requirement or  
23 not, we have a minimum 15 percent goal  
24 because we work for a variety of people.

1 Sometimes there are goals and sometimes they  
2 are higher. We do achieve that. You know,  
3 we had that information. We were the  
4 representative for CCD on the Dilworth Plaza  
5 Project. And you know, what we went through  
6 there with the Oversight Committee and the  
7 goals and the things of that nature.

8 Typically, we exceed 20 to 30 percent  
9 utilization. We find a multi-faceted  
10 discipline approach built in cooperation  
11 with the owners and development partners  
12 helps ensure success. Key elements of this  
13 are partnerships. One of them is market  
14 assessment.

15 The success of an informed community  
16 engagement strategy is based on an accurate  
17 assessment of an MB/WBE capacity and the  
18 current market place. Sometimes you will  
19 have firms that are a lot of firms in some  
20 particular trades and none in others. You  
21 have to make sure you know that in advance  
22 so you know where to take advantage of the  
23 opportunities that exist.

24 The evaluation can include the numbers

1 and types of firms, average contract size,  
2 competing projects and the projection of the  
3 capacity needed to support the particular  
4 building program we are working on.

5 Then we have a specific subcontracting  
6 strategy. In collaboration with the owner  
7 and development team, we create a  
8 procurement plan that seeks to maximize  
9 targeted business utilization where project  
10 costs are allocated to bid category specific  
11 to the project or building program. The  
12 procurement plan creates a guide of where  
13 the MBE/W/DBE firms are available to  
14 participate and where there are challenges  
15 in their capacity.

16 Multiple scenarios can be created to try  
17 to predict where we are going to be the most  
18 successful. Some of the key elements are a  
19 hundred percent focus utilization in certain  
20 areas. We might find that there's enough  
21 capacity there, we can give the whole thing  
22 to MBE/W/DBE firms. Bid packages are  
23 suitable. Once you know how big the market  
24 is and who's in that market, you can break

1 your bid packages up so that you can get the  
2 competition you need.

3 We encourage and create teams. You  
4 heard about that a little earlier, between  
5 minority and majority firms, so that they  
6 can get an opportunity to learn and grow. I  
7 find that I learn something all the time  
8 from whether it be minority or majority  
9 partners, there is always something to  
10 learn.

11 Early engagement of scalable MBE/WBE  
12 firms search for every opportunity in every  
13 scope of work. Our risk management plans.  
14 We try to help out because a lot of the --  
15 some of the subcontracting companies don't  
16 really understand the whole risk management  
17 and how to do that, subguard. We provide a  
18 lot of information to try to make sure that  
19 everybody we bring into the arena is going  
20 to have the opportunity to be successful.  
21 Doesn't do us or them any good to award a  
22 contract and not have it turn out well.

23 Create awareness opportunities, partner  
24 with City counties, state and federal

1 sources along with local and national  
2 association partners to provide to help  
3 build MBE/WBE capacity. We have done this  
4 all over the country.

5 Host multiple bid conferences -- we've  
6 heard about that -- to present  
7 opportunities. Once you have a specific  
8 project host those bid conferences early,  
9 sometimes it comes down to just figuring out  
10 who can do what and making a package that  
11 will help them. There are certain  
12 contractors that you know their bid capacity  
13 is \$4 million. You need to have a  
14 4 million-dollar package somewhere in that  
15 so that they can compete and try to get  
16 that.

17 Facilitate early procurement briefings  
18 to prime contractors that clearly define  
19 project requirements. Some might say, we  
20 really didn't understand that. They have to  
21 understand that.

22 Deploy consistent communications in the  
23 front end documents, the bid submittals and  
24 the scope reviews to assure that the

1 expectations of the programs are clearly  
2 defined.

3 We facilitate an ongoing dialogue and  
4 strategy development together with owner and  
5 development team to ensure consistent  
6 performance by prime and MBE/WBE firms over  
7 the life cycle of the project. The team  
8 seeks to identify potential barriers,  
9 leverage collective resources and  
10 relationships, monitors ongoing progress  
11 against program goals and creates  
12 opportunity to recognize accomplishment of  
13 key stakeholders throughout the project.

14 One of the things we have spoken about  
15 is working with our young people. For the  
16 last, I don't know, eight or nine years at  
17 Gilbane, we have had a building blocks  
18 program where we reach out to the School  
19 District of Philadelphia and we try to get  
20 students between 10th and 11th grade. And  
21 we bring them in every summer and we  
22 introduce them to our business. It's  
23 usually a half a day program. Sometimes  
24 it's a little difficult to find students

1 because they still have to work.

2 But it's a half a day program for a  
3 month. And we take them to architects'  
4 offices. We have the various trades people  
5 come in. We show them around our offices.  
6 We show them everything we do. We take them  
7 to the job sites. And at the end of the  
8 day, they actually have to produce a  
9 project.

10 We typically give them, when they  
11 graduate from high school, a small  
12 scholarship, 500,000-dollar scholarship  
13 towards their education. We have had some  
14 very, very successful students with this  
15 opportunity. Now, we can only take eight,  
16 ten, students a year.

17 We have had students come back year  
18 after year starting at 10th grade and  
19 actually graduate. And we help them,  
20 assistance with college and things of that  
21 nature, understanding what we do, how we do  
22 it, the various options to them, the various  
23 schools, the local schools. We have  
24 partnered with Temple, not so much with

1 Drexel, and Penn State.

2 So, these are the things that we try to  
3 do to not only build capacity on the  
4 contracting side but also on the labor side.

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

7 Any questions for Mr. Carter?

8 MR. BRADLEY: Again, I'm a big proponent  
9 of Community College of Philadelphia. I  
10 just think that's a resource that we need to  
11 tap into because they have a growing  
12 population that's unemployable and don't  
13 have skills. I hope there's a way you might  
14 consider allowing them to be part of your  
15 network.

16 MR. CARTER: Oh, we would. In fact,  
17 we -- Community College is one our past  
18 clients, so we would be very open to that.

19 MR. BRADLEY: Great.

20 MS. DOWD-BURTON: Any other questions or  
21 comments?

22 MS. FIELDS: I guess comment.

23 So, do you have any plans to start in  
24 middle school in terms of what your company

1 does? I'm still a little confused, to be  
2 honest.

3 Do you have any plans for middle school  
4 students for this? And why only during the  
5 summer are you even reaching out to 10th  
6 through 12th graders?

7 MR. CARTER: Well, currently, we do not  
8 have a middle school proponent to that plan.  
9 Originally when we started out, we felt  
10 that, you know, a lot of the high school  
11 students have interest, but sometimes during  
12 the summer months they don't have a whole  
13 lot necessarily to do. We wanted to give  
14 them an opportunity to be able to pursue  
15 some of those interests. We found it went  
16 well.

17 It's kind of like our sweet spot, if you  
18 will. We found success there, so we  
19 continued to do that. Possibly we could  
20 reach out to middle schools, but that isn't  
21 in our immediate plans.

22 MS. FIELDS: What is the goals of your  
23 company? I mean, what are you trying to  
24 achieve?

1 MR. CARTER: What we're trying to  
2 achieve, we are a national construction  
3 management firm. So, we do same thing  
4 everybody else does. We do hospitals. We  
5 do schools. We do higher ed. We do all of  
6 those items. We do aviation. I have been  
7 at the airport now for the last, I don't  
8 know, ten years. One of my major clients.

9 So what we try to do is to build  
10 structures, partner with firms. Almost all  
11 of our projects have very high MBE/DBE  
12 participation. We partner with firms. We  
13 try to help them build capacity, help them  
14 make money while we are building capacity  
15 and making money on our side.

16 MS. FIELDS: Thank you.

17 MR. CARTER: We have been around since  
18 1873. Still family owned, headquarters out  
19 of Providence. And we've just gotten to the  
20 point where we are international concern.

21 MS. FIELDS: Okay.

22 MS. DOWD-BURTON: Okay. Any other  
23 questions or comments?

24 (No response.)

1 Thank you, Mr. Carter. And you have  
2 summarized a lot of what we've been talking  
3 about for the last three and a half years.  
4 I appreciate that.

5 MR. CARTER: Thank you.

6 MS. DOWD-BURTON: Best practices.

7 We do have LaShawnda Tompkins and  
8 Nicholas Jann. We have two additional  
9 citizens who signed up here this morning.  
10 We are targeting 11:30. We begin on time  
11 and we end on time.

12 And so, I'm going to just ask LaShawnda  
13 and Nick, if you would come to the table.  
14 Give us two minutes. We're going to talk  
15 about the Dashboard, we are going to talk  
16 about the results. And then we are going to  
17 roll into comments from Mr. Hanford. Is  
18 he -- before you begin, is there anyone else  
19 here to testify today that has not signed up  
20 yet?

21 (No response.)

22 All right. So, I will give you five  
23 minutes then.

24 MS. TOMPKINS: I am LaShawnda Tompkins,

1 Director of Special Projects, at the Office  
2 of Economic Opportunity. Going to just  
3 provide a brief overview of the second  
4 quarter of Fiscal Year 2016 Public Works  
5 contracts.

6 There was a grand total of \$190 million  
7 that was awarded to minority and women-owned  
8 businesses. The City and quasi-public  
9 agencies awarded 181.8 million to minority  
10 enterprises. And when you look at the  
11 federally funded contracts, there was about  
12 8.2 million.

13 So of those dollars, 38.4 million of the  
14 Public Works contracts went to minority and  
15 women. When you break that down,  
16 22.2 million were awarded to 38  
17 minority-owned companies and 16.1 was  
18 awarded to 45 women-owned companies.

19 There was ten, top ten Public Works  
20 contracts which totaled a total of  
21 \$22.8 million. The Committee has a list of  
22 those ten companies and the departments that  
23 they reported to. There was also -- three  
24 of those contracts was with the Water

1 Department. And there have been four  
2 contractors during this fiscal year who  
3 served as prime contractors, and that is  
4 Mangual Excavations, LLC. That was within  
5 the License and Inspections Department;  
6 Ray's Home Repair and Demolition, that's in  
7 the License and Inspections Department, as  
8 well; Smith Construction Company, they  
9 served in the Water Department; and Gessler  
10 Construction was also in the Water  
11 Department.

12 So now I'm going to let Nick handle the  
13 Dashboard.

14 MR. JANN: Good morning.

15 MS. DOWD-BURTON: Thank you.

16 MR. JANN: My name is Nick Jann. I'm  
17 the Manager of Special Projects in OEO. I  
18 helped to collect and oversee much of the  
19 data related to economic opportunity plans  
20 or EOPs. One of the ways we do this is  
21 through the EOP Database and the EOP  
22 Dashboard.

23 The EOP Database is just that, it's a  
24 collection of data related to EOPs. And

1 then the Dashboard is the public facing  
2 component of the database which summarizes  
3 all of the basic statistics and inclusion  
4 data and makes them available to relevant  
5 stakeholders.

6 So currently, the Database is tracking  
7 813 EOPs spanning the City, quasi-public and  
8 private sectors. These projects represent  
9 potential value of over \$10 billion. All  
10 closed projects have demonstrated 29 percent  
11 participation with projects in the private  
12 sector achieving 31 percent. Closed City  
13 projects recorded 25.8 percent, but those  
14 projects cover a very large span of time.  
15 And currently, active City projects are  
16 tracking at 31 percent participation, which  
17 is a good indication of more aggressive goal  
18 setting than we have engaged in, in recent  
19 years.

20 The Dashboard also tracks to some extent  
21 workforce participation on certain private  
22 and non-private sector projects. Active  
23 projects are seeing 29.7 percent  
24 participation for minority workforce and

1 2.2 percent for female workforce; while  
2 closed projects have demonstrated  
3 21.7 percent and 2.05 percent participation  
4 respectively. While the higher numbers for  
5 active projects are attributable to several  
6 factors, ambitious goal setting and changing  
7 culture are clearly responsible. Per our  
8 new legislation, OEO will be soon also be  
9 tracking workforce participation on a much  
10 wider variety of projects and at a much more  
11 detailed level in conjunction with our  
12 colleagues and the labor standards unit.

13 As these data come in, we will add  
14 summaries of them to the EOP Dashboard.

15 Thank you very much.

16 MS. DOWD-BURTON: Okay. Thank you. Any  
17 questions for LaShawnda Tompkins or Nicholas  
18 Jann?

19 Okay. I would like to ask that you give  
20 the website address.

21 MR. JANN: [OEO.phila.gov](http://OEO.phila.gov). And if you  
22 follow the links to get you to the economic  
23 opportunity plans, that will lead you to the  
24 Dashboard.

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

3 Sir, I know you've been waiting. Could  
4 you come to the table. You had comments to  
5 make. Hanford, you were first. I'm sorry,  
6 sir. I didn't see you before. I thought  
7 you had left. I'm glad you're back.

8 MR. JONES: Had to go to the men's room.

9 MS. DOWD-BURTON: Okay. No problem.  
10 You have three minutes. And then the  
11 gentleman behind you have three minutes.  
12 That will bring us up to the 11:30 hour.

13 MR. JONES: Good morning.

14 MS. DOWD-BURTON: Good morning.

15 MR. JONES: EO Review Committee, and  
16 Councilman Domb. Real quick, in '77 a  
17 Maryland Minority Contract Association came  
18 to Philly and worked with the MBEC in 1990.  
19 So, I have had a few days at this.

20 In Maryland, they try to use  
21 African-American goals on their projects.  
22 Of course, I came from Maryland. Our  
23 association helped them get to a law in  
24 1978. Philly, of course, had one in 1982.

1 We have -- and what I'm saying is that we  
2 did use Black goals for a minute here in  
3 Philadelphia, got sued. One night,  
4 Ms. Dowd-Burton and Kurt Jones, the Deputy  
5 Michelle Flamer, we sat around until 3:30  
6 and came up with Executive Order 193 to  
7 counteract Judge Bechtol's striking down  
8 Chapter 17-500. So, I would hope that City  
9 revisits having a Black goal.

10 We have small businesses set-asides, VA  
11 set-asides, but no Black business  
12 set-asides. We have local business entity  
13 set-asides for people who have a hundred of  
14 percent of the marketplace, and the City  
15 thought wise to give them further assistance  
16 mandating the marketplace be theirs with the  
17 local business entity. Not many Black firms  
18 have an advantage of the LBE process.

19 The P3 process, I'm hoping that this  
20 government body here, looks at P3 projects.  
21 You have, you know, public/private  
22 partnerships at the state level which  
23 involves this jurisdiction here. 167  
24 bridges was awarded \$4 billion 26 years of

1 the work. And Blacks to be found in that  
2 contractor are so minimum. It was the one  
3 firm actually. So, we would hope that this  
4 committee really starts to taking a hard  
5 look at P3 projects.

6 I would hope that also OEO stops the  
7 and/or in between the ranges, you know.  
8 When this stuff started, stuff being EEO,  
9 MBE participation, equality, it was about  
10 Black people. I have grown up here in  
11 America. That EEO stuff and the Voting  
12 Rights Act, that was primarily about Black  
13 people. Indeed, others have suffered. But  
14 when I grew up, I remember it being for  
15 Black people. Now we are the last one to  
16 the banks.

17 Make EEO plans inclusive of design and  
18 financing and legal work. I remember when  
19 Dietz and Watson's EOP when it got passed,  
20 it left out OEO like that ain't a part of  
21 it. How you going to build a job without  
22 design. You got to make these Black  
23 architects and engineers have an opportunity  
24 and the EOPs are one of the best places

1 because mandated up front. And right now,  
2 we have gotten Gallery, Market East, some of  
3 those places don't have A&E involvement in  
4 the EOP plans.

5 The Project Labor agreements. 90  
6 percent of the board members or  
7 organizations in the PLAs do not have Blacks  
8 and minorities on their board. So, the City  
9 is in bed in folks that don't have  
10 diversity. From the Philadelphia plan back  
11 in the '80s, actually before that, these  
12 unions are responsible to anything you ask  
13 them for.

14 Now, with their PLAs with PHA and the  
15 SRC, they have gotten to those PLAs by  
16 promising to help get apprentices for  
17 Section 3PHA clients, which nobody has ever  
18 seen their records. With the SRC, they did  
19 the Project Labor Agreements promising to  
20 get some of these kids into apprenticeships  
21 and journeyman for instance first. But no  
22 one has seen those reports. Hopefully, in  
23 order to be a project labor agreement union,  
24 this body or the Council, rather, would make

1 a requirement that no union can be an in a  
2 project labor agreement with the City unless  
3 they did have diversity among their board  
4 members and among their officers. Right now  
5 outside of the laborers, that ain't  
6 happening. And that's been like 40 years.  
7 The Philadelphia plan try to correct their  
8 actions, and they haven't been corrected  
9 since. But yet the City finds it beneficial  
10 to be in business with them and to exclude  
11 contracts just for the members, which is not  
12 right.

13 I would hope that this body looks at  
14 redefining construction in the workforce for  
15 women businesses whereby non-Black and  
16 minority women would have to have in their  
17 workforce, whatever trade they are in, women  
18 in their representative number. Since the  
19 Johnson era 6.9 percent was supposed to be  
20 achieved in the workforce on federal  
21 contracts. Johnson has been dead over 50  
22 years. It hasn't been achieved yet.

23 There are some serious work that has to  
24 be done getting women in the construction

1 journeyperson trades.

2 MS. DOWD-BURTON: Mr. Jones --

3 MR. JONES: The SBA program --

4 MS. DOWD-BURTON: Mr. Jones, are you  
5 almost done?

6 MR. JONES: Yes, I am. Very much I am.

7 MS. DOWD-BURTON: Go ahead.

8 MR. JONES: The SBA, we do a lot to keep  
9 businesses in the City. All kinds of breaks  
10 and advantages. We would hope that one of  
11 the things you would look at is creating a  
12 process where contracts can be set aside for  
13 graduates of 8A firms, small business  
14 administration 8A program firms, who would  
15 agree to joint venture with local Black and  
16 minority firms and work could be set aside  
17 for them.

18 MS. DOWD-BURTON: Okay.

19 MR. JONES: Then finally, the reporting  
20 periods, reporting mechanisms for people  
21 like the First Judicial District, Center  
22 City District in particular, is not  
23 consistent with how the City does business.  
24 And one cannot look online and find who has

1 done work with these agencies because  
2 there's really not nothing going on.  
3 Basically, we would hope that -- I would  
4 hope that some of these things do and are  
5 looked at because it would help get more  
6 Blacks on the left side of the column. The  
7 City only has -- any government agency only  
8 has one contract, and that's with the prime.  
9 Outside of those L&I firms that are listed  
10 in the report, the rest are subcontracts.  
11 The City has no contracts with those vendors  
12 in those 3, 4, 5 million dollar categories.

13 MS. DOWD-BURTON: Thank you, sir. Thank  
14 you very much. There was and I will just  
15 given the sign-in sheet.

16 Sir, do you have brief comments?

17 MR. DUBE: Yeah. I can make brief.

18 MS. DOWD-BURTON: I'll ask Ms. Thomasine  
19 King if you would also approach the table,  
20 as well. Be prepared to give your comments.  
21 And we will wrap up. We know that you've  
22 been patient and appreciate you're being  
23 here. And I hope -- I apologize for going  
24 over time.

1 Please introduce yourself while she's  
2 coming up and start your comments.

3 MR. DUBE: My name is James Dube. I was  
4 just listening to the man talk about, you  
5 know, getting jobs for the Black people and  
6 the minorities and basically the poor  
7 people, which is what I'm here for today.

8 Like to say, we all know the story about  
9 teach a man to fish and feed him for a  
10 lifetime. Give him a fish, and feed him for  
11 a day.

12 But when we teach everybody how to fish  
13 and they keep fishing, then take the money  
14 and they go to Asia or something like  
15 Indonesia or, you know, some other foreign  
16 country sort of like Driscoll is going to  
17 build Comcast Center, when I call my Comcast  
18 people to say can you fix my cable, I'm  
19 talking to somebody in Pakistan, okay?

20 So we've given the job, construction job  
21 to, you know, a laborer -- my father was a  
22 laborer in the laborer's union. They worked  
23 six months on a high rise and then they were  
24 laid off for two years until the next high

1 rise came about.

2 When Sharmain, who happens to be a Black  
3 women talks about she's going to help the  
4 Black people, things like that -- you know,  
5 the Black people don't need no enemies with  
6 her around. I tell you that right now.

7 Because here is the problem. Unless  
8 Comcast, Dietz and Watson and Philadelphia  
9 Redevelopment Authority are actually going  
10 to include the people in the process, you  
11 keep excluding people, guess who they will  
12 going to exclude at the end of the day.

13 What I'm say to you is, once they build  
14 the Comcast Center or the other places on  
15 the Market Street -- and she mentioned  
16 strict scrutiny, okay, is what she mentioned  
17 long term. And I will give you -- she also  
18 mentioned case of Virginia, Supreme Court  
19 case of Virginia. Going to give you another  
20 one. The (unintelligible) v. Hopkins,  
21 United States Supreme Court. Law applied  
22 with an unequal hand, equal protection still  
23 denied.

24 What that means is, if you're going to

1 just let them be laborers, plumbers,  
2 electricians for temporary job here and  
3 there when we're building and they're not  
4 going to have stocks or, like the  
5 Philadelphia Redevelopment Authority, giving  
6 \$3 million out to developers 40 years for  
7 0 percent, okay, \$3 million -- we loan  
8 \$3 million to developer for 40 years or  
9 nonprofit for 40 years, the only one you're  
10 enriching is the White people, okay? The  
11 rich White people, that's who you're  
12 enriching.

13 You're not helping the small person in  
14 these low income housing. You are giving  
15 them \$18 million. Giving that developer  
16 \$18 million in interest free loans.  
17 Basically, Philadelphia Redevelopment  
18 Authority is doing is giving \$3 million  
19 loans 40 years at 0 percent. That's  
20 5 percent interest. That's \$18 million they  
21 save. That's not going in the pockets of  
22 the poor. That's coming from the pockets of  
23 the poor.

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

1 MR. DUBE: That's what I'd like to say.  
2 I appreciate to maintain the poor. I know  
3 the panel is mostly Black. I happen to be  
4 White and poor. But that's okay. It's not  
5 a Black or White thing. If we keep just  
6 maintaining the poor, one day you only have  
7 poor. And there won't be no more fish in  
8 the sea. Thank you.

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

10 Questions?

11 (No response.)

12 Thank you. Okay. Ms. King, CEO of  
13 Lloyd Moving Company.

14 MS. KING: Yes. I gave you all  
15 brochures. My father founded this business  
16 since 1929. I have roadblocks dealing with  
17 the city. I am the only woman minority with  
18 double certification.

19 MS. DOWD-BURTON: Just a moment, I'm  
20 going to ask that we minimize the  
21 conversation in the back just so we can  
22 hear.

23 Go ahead. I'm sorry.

24 MR. JANN: Double certification, I am a

1 woman and I happen to be minority Black,  
2 okay?

3 It has been a struggle. I hear the word  
4 opportunity. And when we get the  
5 opportunity, the scopes of the contract  
6 changes. One which Ms. Burton knows about,  
7 we had a meeting with the Procurement  
8 Department, Hugh Upman. And I caught this,  
9 nobody else did, about being chartered  
10 members of the American Moving and Storage  
11 Association and shall continue to be a  
12 chartered member during the lifetime of this  
13 contract. And we have to pay dues to them.

14 The other one was a chartered -- listen  
15 to what I say -- chartered member of the  
16 Pennsylvania Moving and Storage Association.  
17 They have no privilege to do business in  
18 Pennsylvania. We look on the internet.  
19 What I'm saying is, how can this happen to  
20 the Procurement Department when you -- we  
21 can't even with the Procurement Department  
22 and now you want private chartered that  
23 means from the beginning. We are excluded.  
24 That's like being -- I hate to be blunt

1 about it, being a member of the Klu Klux  
2 Klan. It's right there. We had to go,  
3 Ms. Burton, did take it out. Had it taken  
4 out. Thank you very much.

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

6 MS. KING: But who wrote it? Who wrote  
7 this?

8 Then another thing, participation. When  
9 we had the contract before, it was  
10 participation was 15 to 20 percent. The new  
11 contract they lowered it. Why? I did go to  
12 Blondell's office and I'm working with  
13 Najih. I asks questions. Why?

14 Then in the contract, the new contract,  
15 you have to have a staff of twelve permanent  
16 workers. This is to qualify. And you have  
17 to have your supervisors have a high school  
18 diploma or a GED. You can see all the  
19 blocks that we confronted with. This is  
20 from the Procurement Department.

21 I'm going to just tell you a little  
22 history about Isaac T. Lloyd born in -- n  
23 '98, okay? We were featured in the  
24 Philadelphia Business and the entrepreneur

1 magazine because over the country we are  
2 3 percent -- I will make sure you all get  
3 the magazine - 3 percent minority going into  
4 the fourth generation. It's unheard of. We  
5 have all kind of blocks. And written --  
6 it's written in the contract.

7 So who is writing these contracts? Who  
8 is approving these contracts? Who is  
9 putting up the blocks that we can't? I have  
10 a young upcoming sort of taking him under  
11 the wing of going into the moving business.  
12 He has enough facing him with the ICC, PUC.  
13 I was just lucky with the regulations,  
14 changes and transportation that we were old  
15 enough to grandfather in. But it's hard for  
16 anybody else coming in. Hard for anybody  
17 else coming in.

18 And I can go on and on, but I'm just  
19 asking --

20 MS. DOWD-BURTON: I think we hear you  
21 loud and clear, that there is work to be  
22 done by the City as it relates specifically  
23 to the specifications and the justification  
24 of those that appear to be barriers to

1 ongoing businesses who have been successful  
2 in running their business for years.

3 And so, we appreciate you certainly for  
4 bringing to our attention those specs that  
5 you identified earlier. And we addressed  
6 them with the Procurement Department. And  
7 we will continue to work with the business  
8 community to be vigilant in this area.

9 MS. KING: Okay. Thank you.

10 MS. DOWD-BURTON: Thank you.

11 Any questions or comments?

12 Thank you very much. I did have some  
13 closing comments. And I just, number one,  
14 want to thank you all for joining me today.  
15 It is certainly -- as you can see, it's been  
16 a very informative morning. We think we  
17 have added value to the business community  
18 and to our staff. I mean, all of this  
19 information is going to be transcribed. We  
20 will be able to reference it and continue to  
21 build our strategy for inclusion and  
22 workforce diversity.

23 Closing thoughts? Are there any  
24 activities coming up from the Greater

1 Hispanic Chamber or the African-American  
2 Chamber that we should highlight quickly?  
3 No.

4 Okay. Doing business with the City  
5 workshop will be March 23, two o'clock, 18th  
6 floor at 1515 Arch Street. For those who  
7 are interested, just check out our website  
8 for upcoming events. And you'll have the  
9 details there.

10 MS. KING: Ms. Burton, just one thing I  
11 would like to say. Just one thing.

12 MS. DOWD-BURTON: One last thing.

13 MS. KING: One last thing.

14 MS. DOWD-BURTON: Okay.

15 MS. KING: Going before the Commissioner  
16 Hugh Upman, this is what I get. We qualify  
17 completely. But I just want to share this  
18 with you --

19 MS. DOWD-BURTON: I will tell you --

20 MS. KING: Just let me, please. Just  
21 let me get this pass.

22 MS. DOWD-BURTON: Okay. All right.

23 MS. KING: Ms. King, I see that you  
24 can't be a prime. You're going to have to

1 be a subcontractor. My father said, "can'ts  
2 come in failures, and can come in success."  
3 That's all I wanted to said.

4 MS. DOWD-BURTON: Thank you very much.  
5 It's a most appropriate end to our committee  
6 meeting.

7 Thank you all for coming. Thank those  
8 in our listening audience for listening.  
9 And we will look forward to seeing you on  
10 June 13 for our next Committee meeting.

11 (EORC adjourned at 11:42 a.m.)

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

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

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

-----  
ANGELA M. KING, RPR  
Court Reporter - Notary Public

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

Economic Opportunity Review Committee  
March 7, 2016

<b>A</b>	<b>actively</b> 67:19	<b>African-A...</b>	<b>anchor</b> 35:5	<b>architects'</b>	91:18	22:7 65:21	<b>Black</b> 83:2,9
<b>A&amp;E</b> 85:3	<b>activities</b> 23:7	2:20 7:20	<b>and/or</b> 7:17	73:3	<b>available</b>	93:23	83:11,17
<b>a.m</b> 1:5 98:11	96:24	82:21 97:1	84:7 99:18	<b>architecture</b>	31:20 46:20	<b>begun</b> 47:7	84:10,12,15
<b>able</b> 6:17 7:7	<b>actual</b> 30:3	<b>AFSCME</b>	<b>Angela</b> 1:8	47:10 58:17	66:17 69:13	<b>behalf</b> 3:2	84:22 87:15
11:19 12:14	<b>actuarial</b>	2:16,24	2:5 18:24	58:20	80:4	10:13 27:11	89:5 90:2,4
35:10 36:9	61:10	<b>age</b> 42:11	19:21 26:15	<b>area</b> 6:20	<b>availing</b>	67:6	90:5 92:3,5
36:16 42:5	<b>ad</b> 57:15 62:4	48:9 62:14	38:1 39:9	9:21 27:5	63:19	<b>believe</b> 4:10	93:1
48:7 66:6	<b>add</b> 81:13	<b>agencies</b> 12:3	42:2,14	31:21 49:2	<b>average</b>	10:21 12:24	<b>Blacks</b> 84:1
66:21 75:14	<b>added</b> 96:17	78:9 88:1	99:11	64:16 96:8	62:14 69:1	13:12 25:8	85:7 88:6
96:20	<b>additional</b>	<b>agency</b> 88:7	<b>annual</b> 6:13	<b>areas</b> 42:1	<b>aviation</b> 76:6	25:9,11	<b>Blackwell</b>
<b>abreast</b> 32:16	9:2 22:17	<b>agenda</b> 3:23	6:18 30:7	69:20	<b>avoid</b> 66:18	33:2 56:18	30:11
<b>absolutely</b>	23:1 77:8	10:1	<b>answering</b>	<b>arena</b> 70:19	<b>award</b> 66:21	56:23 59:2	<b>Blane</b> 20:24
13:10 15:3	<b>address</b> 24:11	<b>aggressive</b>	27:6	<b>arrived</b> 37:6	70:21	60:4,6	<b>bleed</b> 18:20
36:12,21	57:8 81:20	80:17	<b>anybody</b>	<b>arriving</b> 4:8	<b>awarded</b> 6:21	<b>Ben</b> 44:10	<b>blocks</b> 72:17
39:4 43:24	<b>addressed</b>	<b>aggressively</b>	95:16,16	<b>Art</b> 19:17	6:22 7:24	<b>beneficial</b>	94:19 95:5
<b>academic</b>	96:5	35:2	<b>apart</b> 3:4	<b>Asia</b> 89:14	78:7,9,16	21:12 45:3	95:9
10:23	<b>adjourned</b>	<b>aging</b> 34:1	<b>apologize</b>	<b>aside</b> 87:12	78:18 83:24	86:9	<b>Blondell's</b>
<b>access</b> 10:19	98:11	43:10	88:23	87:16	<b>awarding</b>	<b>benefit</b> 49:7	94:12
33:23 34:3	<b>administrat...</b>	<b>ago</b> 12:13	<b>appear</b> 95:24	<b>asking</b> 95:19	29:12 66:19	52:21 67:5	<b>blunt</b> 93:24
61:9	87:14	37:6	<b>application</b>	<b>asks</b> 26:24	<b>aware</b> 23:23	<b>Benjamin</b>	<b>board</b> 7:20
<b>accomplish</b>	<b>Administra...</b>	<b>agree</b> 53:9	54:13,18	94:13	24:3,15	4:10 44:3	51:19,20
36:6	9:7	60:20 87:15	<b>applied</b> 90:21	<b>assess</b> 31:16	<b>awareness</b>	<b>best</b> 9:18 16:3	53:21 54:2
<b>accomplish...</b>	<b>adopt</b> 59:17	<b>agreement</b>	<b>apply</b> 55:5,11	<b>assessment</b>	12:20 47:2	25:7 34:20	54:20 62:8
72:12	59:22 60:14	85:23 86:2	55:21 56:3	68:14,17	47:15 51:1	43:16 62:19	85:6,8 86:3
<b>accounting</b>	<b>adoption</b> 5:4	<b>agreements</b>	99:16	<b>assist</b> 62:20	70:23	66:5 77:6	<b>body</b> 83:20
11:22	<b>advance</b>	85:5,19	<b>appreciate</b>	<b>assistance</b> 5:6		84:24	85:24 86:13
<b>accurate</b>	68:21	<b>ahead</b> 24:18	44:13 63:6	14:22 73:20	<b>B</b>	<b>better</b> 16:7	<b>boom</b> 34:1
68:16	<b>advanced</b>	87:7 92:23	77:4 88:22	83:15	<b>back</b> 21:9	50:6,16	<b>born</b> 27:24
<b>accurately</b>	48:19 52:7	<b>ain't</b> 84:20	92:2 96:3	<b>Assistant</b>	24:13 34:5	52:17 53:8	94:22
99:5	<b>advancement</b>	86:5	<b>apprentices</b>	2:24 3:10	37:8 45:4	59:2	<b>bottom</b> 34:8
<b>Ace</b> 47:9,18	46:1	<b>airport</b> 76:7	22:17 85:16	<b>association</b>	63:12 67:11	<b>BFW</b> 20:24	<b>boxes</b> 47:23
47:21	<b>advancing</b>	<b>albeit</b> 46:4	<b>apprentices...</b>	38:12 44:5	73:17 82:7	<b>bid</b> 19:15	<b>Bradley</b> 1:8
<b>achieve</b> 51:3	44:16,20	<b>Alexander</b>	22:10 33:22	44:11,21	85:10 92:21	20:19 69:10	2:20 7:21
68:2 75:24	<b>advantage</b>	20:24	35:1 36:3	49:17 50:6	<b>background</b>	69:22 70:1	13:8 38:18
76:2	37:17 63:17	<b>align</b> 30:22	<b>apprentices...</b>	50:16,22	59:14	71:5,8,12	38:21 51:11
<b>achieved</b>	68:22 83:18	<b>Allan</b> 1:12	85:20	54:7 61:7,9	<b>Bakke</b> 28:12	71:23	51:14 52:9
19:23 86:20	<b>advantages</b>	3:14	<b>approach</b>	71:2 82:17	28:14	<b>bidding</b> 18:13	52:16 53:9
86:22	87:10	<b>alleviate</b>	68:10 88:19	82:23 93:11	<b>Baltimore</b>	19:13 20:17	63:17 74:8
<b>achieving</b>	<b>advertisem...</b>	48:17	<b>Approaches</b>	93:16	32:3	<b>big</b> 21:5 24:7	74:19
24:21 80:12	14:13	<b>allocated</b>	10:8 16:23	<b>assure</b> 71:24	<b>banks</b> 84:16	24:7 69:23	<b>Brandywine</b>
<b>acknowledge</b>	<b>advertising</b>	69:10	26:2 44:6	<b>Atkinson</b> 3:6	<b>barriers</b> 34:3	74:8	40:19
3:3 4:9	14:2,10	<b>allow</b> 35:5	64:2	3:12	72:8 95:24	<b>bill</b> 4:20 8:10	<b>break</b> 69:24
<b>acquire</b> 65:9	55:24	<b>allowing</b>	<b>appropriate</b>	<b>attend</b> 32:17	<b>base</b> 45:21	8:21,21 9:6	78:15
<b>acronym</b>	<b>advertized</b>	10:10 74:14	98:5	49:20 57:11	<b>based</b> 68:16	64:15	<b>breaking</b>
58:14	14:3	<b>ambitious</b>	<b>approving</b>	<b>attention</b>	<b>basic</b> 80:3	<b>billion</b> 31:3,3	34:22
<b>Act</b> 84:12	<b>Advisory</b>	81:6	95:8	96:4	<b>basically</b>	31:7 45:6,8	<b>breaks</b> 87:9
<b>action</b> 28:13	27:19	<b>America</b> 28:1	<b>April</b> 20:14	<b>attributable</b>	59:17 88:3	45:9,11	<b>breath</b> 2:13
28:16 29:3	<b>Affairs</b> 27:12	84:11	20:14	81:5	89:6 91:17	<b>Brit</b> 9:83:24	<b>Brian</b> 3:18
29:8	35:17	<b>American</b>	<b>Arch</b> 97:6	<b>audience</b> 3:4	<b>basis</b> 5:9	<b>bit</b> 8:2 14:12	<b>bridges</b> 83:24
<b>actions</b> 86:8	<b>affiliated</b> 7:16	93:10	<b>architect</b>	25:14,21	<b>bear</b> 64:9	14:16 17:17	<b>brief</b> 78:3
<b>active</b> 43:7	<b>affirmative</b>	<b>analyze</b> 42:5	48:20	26:10 98:8	<b>Bechtol's</b>	19:12 20:4	88:16,17
57:17 80:15	28:12,16	<b>analyzing</b>	<b>architects</b>	<b>Authority</b>	83:7	27:3 36:3	<b>briefings</b>
80:22 81:5	29:2,7	34:19	84:23	90:9 91:5	<b>bed</b> 85:9	65:1	71:17
					<b>beginning</b>		

Economic Opportunity Review Committee  
 March 7, 2016

<b>bring</b> 23:15 34:4 43:8 50:14 70:19 72:21 82:12 <b>bringing</b> 96:4 <b>broad</b> 7:14 19:2 <b>brochures</b> 92:15 <b>broke</b> 46:16 <b>brought</b> 21:2 <b>build</b> 47:23 50:23 59:13 65:9,10,10 65:11 67:2 71:3 74:3 76:9,13 84:21 89:17 90:13 96:21 <b>building</b> 18:10 21:7 28:23 33:6 36:14 37:24 44:4,11 50:22 54:7 59:10,22 61:24 62:1 62:2,3 64:6 64:16 67:3 69:4,11 72:17 76:14 91:3 <b>building's</b> 35:21 <b>built</b> 28:7,9 68:10 <b>burdens</b> 48:18 <b>Burton</b> 93:6 94:3 97:10 <b>business</b> 5:17 7:24 10:17 11:6 14:8 27:15 30:23 32:18 33:2 55:18 67:17 69:9 72:22 83:11,12,17 86:10 87:13 87:23 92:15 93:17 94:24 95:11 96:2 96:7,17	97:4 <b>businesses</b> 6:17,24 7:10,11,12 10:18,21 11:1,4,9 12:9,19,21 12:24 13:2 14:6 19:10 30:14,18 31:4,10,19 32:14,17 33:2,13 65:7 67:21 78:8 83:10 86:15 87:9 96:1 <b>buy</b> 19:15 35:7 39:12 <hr/> <b>C</b> <b>C</b> 99:1,1 <b>cable</b> 89:18 <b>California</b> 28:12 <b>call</b> 9:22 10:16 26:12 44:3 64:1 66:9 89:17 <b>called</b> 4:15 <b>calling</b> 5:4 26:11 <b>camp</b> 47:14 <b>campaigns</b> 32:15 <b>campus</b> 12:5 <b>can'ts</b> 98:1 <b>candidates</b> 20:21 56:2 <b>capacity</b> 65:10 67:2 68:17 69:3 69:15,21 71:3,12 74:3 76:13 76:14 <b>capital</b> 11:3 <b>capture</b> 5:9 9:16 <b>care</b> 23:24 <b>carpentry</b> 59:19 <b>Carter</b> 4:11 64:1,3,4,7	64:11,15 66:1 74:7 74:16 75:7 76:1,17 77:1,5 <b>cascade</b> 14:18 <b>case</b> 49:8 62:16 90:18 90:19 <b>catch</b> 2:13 <b>categories</b> 88:12 <b>category</b> 69:10 <b>caught</b> 93:8 <b>CCD</b> 68:4 <b>CCP</b> 51:13 51:22 52:8 52:14 57:19 <b>ceiling</b> 18:15 <b>center</b> 17:10 19:18 28:8 29:9,14 31:23 32:10 65:22 87:21 89:17 90:14 <b>centered</b> 67:10 <b>CEO</b> 2:22 6:6 7:19 35:17 92:12 <b>certain</b> 5:5 61:16 69:19 71:11 80:21 <b>certainly</b> 27:5 37:15 42:20 60:20 63:9 96:3,15 <b>certification</b> 92:18,24 99:15 <b>certified</b> 7:11 <b>certify</b> 99:3 <b>certifying</b> 99:19 <b>cetera</b> 18:16 18:16 59:20 <b>Chad</b> 58:1,15 58:16 <b>Chair</b> 1:8 2:9 7:19 <b>Chairman</b> 2:20	<b>Chairperson</b> 10:10 <b>Chairwoman</b> 44:7 53:24 <b>challenge</b> 29:16 <b>challenged</b> 29:15 <b>challenges</b> 9:17 66:12 69:14 <b>challenging</b> 41:1 <b>Chamber</b> 2:21,22 6:7 7:20 97:1,2 <b>Chambers</b> 52:20,23 53:16 63:19 <b>chance</b> 8:15 42:14 43:11 43:17 44:13 <b>chances</b> 48:12 <b>change</b> 10:1 <b>changed</b> 55:2 <b>changes</b> 28:16 43:9 93:6 95:14 <b>changing</b> 81:6 <b>Chapter</b> 4:24 83:8 <b>charge</b> 17:9 <b>Charlotte</b> 4:6 10:2,11 13:3 15:12 15:17 <b>Charter</b> 58:16 <b>chartered</b> 93:9,12,14 93:15,22 <b>check</b> 12:21 97:7 <b>Chief</b> 3:7 10:12 <b>church</b> 16:7 32:10 <b>churches</b> 16:8 <b>cities</b> 29:10 <b>citizens</b> 77:9	<b>city</b> 1:4 2:7,9 4:20 5:6 6:16 8:3,21 28:6 29:2 29:18,20,23 31:22 34:10 35:23 39:8 45:13,23 46:3,6 51:7 52:3 54:15 59:12 62:7 64:18 70:24 78:8 80:7 80:12,15 83:8,14 85:8 86:2,9 87:9,22,23 88:7,11 92:17 95:22 97:4 <b>City's</b> 2:9 35:5 <b>citywide</b> 31:10 <b>civil</b> 27:24 <b>claimed</b> 23:20 <b>clarify</b> 25:20 <b>Clarke's</b> 19:4 <b>classes</b> 35:1 <b>classroom</b> 11:16 <b>clear</b> 95:21 <b>clearly</b> 71:18 72:1 81:7 <b>clients</b> 31:12 31:21 67:6 74:18 76:8 85:17 <b>close</b> 30:10 <b>closed</b> 33:24 80:10,12 81:2 <b>closely</b> 47:7 <b>closing</b> 96:13 96:23 <b>co-chaired</b> 33:18 <b>coalition</b> 27:12 35:18 37:7 <b>coat</b> 6:2 <b>Code</b> 5:1	<b>Coleman</b> 12:12 <b>collaboration</b> 30:10,13 69:6 <b>colleague</b> 2:12 <b>colleagues</b> 81:12 <b>collect</b> 79:18 <b>collection</b> 79:24 <b>collective</b> 72:9 <b>college</b> 19:17 37:4,10 48:11 49:1 51:12 58:1 73:20 74:9 74:17 <b>colleges</b> 58:9 <b>color</b> 28:1 38:6 55:8 <b>column</b> 88:6 <b>Comcast</b> 17:3 17:10 26:9 32:9 65:22 89:17,17 90:8,14 <b>come</b> 16:21 20:16,18 24:9,10,13 46:14 56:2 59:13 73:5 73:17 77:13 81:13 82:4 98:2,2 <b>comes</b> 54:23 71:9 <b>comfortably</b> 35:5 <b>coming</b> 41:16 52:13 63:11 65:3 89:2 91:22 95:16 95:17 96:24 98:7 <b>comment</b> 74:22 <b>comments</b> 3:24 5:23 74:21 76:23 77:17 82:4	88:16,20 89:2 96:11 96:13 <b>Commerce</b> 2:6,21,23 6:7 13:14 <b>commercial</b> 28:4 40:10 44:16 45:7 45:15 54:15 56:16 <b>Commissio...</b> 7:4 97:15 <b>commitment</b> 44:19 65:14 65:16 67:4 67:9,15 <b>commitments</b> 32:24 <b>committed</b> 44:15 67:17 <b>committee</b> 1:1 2:4,10 3:2,22 4:22 5:14,17 6:5 6:9 8:9 9:1 9:15 17:2 19:1 24:15 26:18 27:20 33:18 44:9 44:14 50:4 50:9 54:20 55:14 63:14 64:14 68:6 78:21 82:15 84:4 98:5 98:10 <b>commonly</b> 27:16 <b>Commonwe...</b> 10:19 <b>communicate</b> 46:24 <b>communica...</b> 25:18 66:1 <b>communica...</b> 71:22 <b>communities</b> 33:7 34:7 41:19 50:7 50:17 64:23 <b>community</b> 4:19 14:9	24:6 28:8 30:15 32:19 47:22 51:12 62:18 65:4 66:11 67:5 67:12 68:15 74:9,17 96:8,17 <b>companies</b> 7:14 70:15 78:17,18,22 <b>company</b> 28:23 29:18 48:2 54:22 64:6,17 67:3,7 74:24 75:23 79:8 92:13 <b>compete</b> 71:15 <b>competing</b> 69:2 <b>competition</b> 70:2 <b>complete</b> 66:24 <b>completed</b> 54:14 <b>completely</b> 97:17 <b>compliance</b> 22:5 <b>component</b> 80:2 <b>components</b> 65:13 <b>comprehen...</b> 32:12 <b>concern</b> 76:20 <b>concerned</b> 58:23 <b>conclusion</b> 34:9 <b>concrete</b> 17:19 18:8 22:15 62:22 <b>concretely</b> 63:1 <b>condensed</b> 47:15 <b>conduct</b> 32:15,22
--	--	---	--	--	---	---	--

Economic Opportunity Review Committee  
March 7, 2016

<b>conducts</b> 5:8	48:2,6,15	57:2 65:18	4:20 5:3 7:5	<b>CTE</b> 57:15	<b>decisions</b>	<b>details</b> 97:9	31:9,18
<b>conferences</b>	49:2,15,21	84:2	8:21 9:6	57:22 58:12	43:13	<b>develop</b> 60:10	32:14 34:20
71:5,8	51:4,16,19	<b>contractors</b>	85:24	<b>Cuban</b> 12:15	<b>define</b> 71:18	<b>developed</b>	41:19 65:7
<b>confident</b>	53:12 56:16	5:5,11 6:21	<b>Council's</b> 2:9	<b>culture</b> 31:10	<b>defined</b> 56:19	29:3	<b>discipline</b>
53:6	57:18 65:18	7:17 9:19	<b>councilman</b>	81:7	57:3 72:2	<b>developer</b>	68:10
<b>confirm</b> 66:5	66:9 76:2	25:19 44:5	1:12 3:14	<b>current</b> 68:18	<b>degree</b> 48:19	65:17 91:8	<b>discounted</b>
<b>confronted</b>	79:8,10	50:1,7	15:15,16,19	<b>currently</b>	49:21 52:7	91:15	49:11
94:19	86:14,24	56:13 57:4	16:13 19:3	18:22 53:23	57:20	<b>developers</b>	<b>discuss</b> 53:16
<b>confused</b> 75:1	89:20	61:8,13	59:6,7	54:1 61:17	<b>degrees</b> 49:5	5:11 30:13	63:12
<b>conjunction</b>	<b>constructors</b>	71:12,18	60:13,21	75:7 80:6	<b>Delaney</b> 4:6	31:14 66:10	<b>discussion</b>
29:4 81:11	23:20	79:2,3	82:16	80:15	16:21 17:4	91:6	34:6 46:11
<b>connections</b>	<b>consult</b> 11:19	<b>contracts</b>	<b>Councilme...</b>	<b>curriculum</b>	17:7,7,15	<b>developing</b>	46:16 63:22
33:6	<b>consultants</b>	6:16 7:3,8	30:11	60:16	20:11 21:24	10:15 27:20	64:13
<b>Connors</b> 4:10	5:13	8:1,5 18:8	<b>counteract</b>	<b>cycle</b> 72:7	23:8 24:5	<b>development</b>	<b>discussions</b>
44:3,7,10	<b>consulting</b>	29:12 34:22	83:7	<hr/>	25:2,23	8:24 27:16	52:11
51:13,15	21:1 27:15	78:5,11,14	<b>counties</b>	<b>D</b>	26:3 32:9	28:21 30:7	<b>disparities</b>
52:15 53:1	<b>contacts</b> 14:8	78:20,24	70:24	<b>Dashboard</b>	<b>Delaware</b>	32:18 46:2	28:3
53:10,20,23	<b>contained</b>	86:11,21	<b>country</b>	7:23 77:15	32:1 40:6	51:18 62:6	<b>disparity</b>
54:9 55:6	99:5	87:12 88:11	29:13 67:9	79:13,22	<b>deliver</b> 17:21	68:11 69:7	8:12,19
55:12 56:10	<b>contested</b>	95:7,8	67:14,21	80:1,20	<b>Demolition</b>	72:4,5	30:7
57:7,14	29:13	<b>contribute</b>	71:4 89:16	81:14,24	79:6	<b>DGS</b> 12:3	<b>distributing</b>
58:11,16,19	<b>continue</b> 26:8	21:10 35:8	95:1	<b>data</b> 27:3	<b>demonstrat...</b>	<b>dialogue</b> 72:3	63:24
60:4,20	33:12 34:11	<b>contributed</b>	<b>couple</b> 8:7	34:19 42:4	80:10 81:2	<b>Dietz</b> 84:19	<b>District</b> 2:17
61:6,17,22	34:14,16	7:1	20:8	42:4,17,20	<b>demonstrat...</b>	90:8	3:1 36:22
62:5 63:4	35:11 37:1	<b>control</b> 21:15	<b>coupled</b>	61:10 79:19	67:9	<b>difference</b>	46:18 72:19
63:11,20	37:16 42:19	99:18	49:24	79:24 80:4	<b>denied</b> 90:23	40:8	87:21,22
<b>consider</b>	42:21 51:1	<b>convention</b>	<b>course</b> 63:4	81:13	<b>Department</b>	<b>different</b>	<b>diverse</b> 8:13
56:12 60:3	93:11 96:7	29:9,14	63:20 82:22	<b>database</b>	7:1,4,6	24:12,24	8:17 51:4
74:14	96:20	31:23	82:24	32:13 42:7	10:15 13:14	<b>difficult</b>	52:5
<b>consistent</b>	<b>continued</b>	<b>conversation</b>	<b>courses</b> 49:12	79:21,23	79:1,5,7,9	72:24	<b>diversificati...</b>
71:22 72:5	10:20 75:19	39:10 92:21	<b>court</b> 28:10	80:2,6	79:11 93:8	<b>Dilworth</b> 68:4	44:22,24
87:23	<b>continues</b>	<b>cool</b> 40:20	29:15,17,19	<b>date</b> 67:11	93:20,21	<b>diploma</b>	45:18,20
<b>constituents</b>	62:7	<b>cooperation</b>	29:23 90:18	<b>day</b> 11:7 12:6	94:20 96:6	94:18	<b>diversity</b> 3:7
19:5	<b>continuing</b>	66:8 68:10	90:21 99:12	32:11 59:21	<b>departments</b>	<b>direct</b> 24:8	3:11 8:10
<b>constraint</b>	44:1	<b>copies</b> 6:18	<b>cover</b> 80:14	60:9,15	78:22	99:18	21:23 27:21
10:5	<b>contract</b>	19:20,21	<b>crane</b> 22:21	62:10 72:23	<b>depending</b>	<b>directed</b>	30:12 32:24
<b>construction</b>	34:21 69:1	26:6	<b>create</b> 31:8	73:2,8	56:20	34:18	33:17 34:14
17:16,17	70:22 82:17	<b>core</b> 18:10	33:3,3 69:7	89:11 90:12	<b>Deploy</b> 71:22	<b>directing</b>	36:10 46:9
21:7 27:21	88:8 93:5	<b>corporate</b>	70:3,23	92:6	<b>Deputy</b> 2:5	37:9	46:12 85:10
28:4,5,15	93:13 94:9	11:2,22	<b>created</b> 45:10	<b>days</b> 82:19	83:4	<b>directly</b> 11:20	86:3 96:22
28:19,23	94:11,14,14	<b>corporations</b>	69:16	<b>DBE</b> 66:11	<b>design</b> 8:16	20:22 46:17	<b>documents</b>
29:1 30:9	95:6	30:22	<b>creates</b> 69:12	<b>DCED</b> 12:3	18:20 31:13	52:1	66:4 71:23
30:21 33:8	<b>contracted</b>	<b>correct</b> 30:1	72:11	<b>dead</b> 86:21	58:17,21	<b>director</b> 2:5,6	<b>doing</b> 8:3
33:17,20,23	18:5	86:7 99:8	<b>creating</b>	<b>dealing</b> 92:16	84:17,22	3:11 51:17	16:6,6
34:1 35:22	<b>contracting</b>	<b>corrected</b>	48:12 87:11	<b>debarment</b>	5:5	67:13,13	22:18 23:6
36:11 37:1	18:3 19:7	86:8	<b>creation</b> 9:4	<b>debt</b> 11:21	10:18 11:7	78:1	23:12 35:24
38:1,7,12	21:1 29:5	<b>correspond</b>	<b>Cristo</b> 59:22	<b>decade</b> 28:15	12:7 30:11	<b>disabled</b> 23:4	36:5 56:15
39:7 40:13	30:17 74:4	30:3	<b>critical</b> 33:9	<b>December</b>	<b>designing</b>	25:6 31:18	58:11 65:1
41:12 44:17	<b>contractor</b>	<b>Cosenza</b>	36:18,18,21	6:13	59:1	55:8	91:18 97:4
45:7,7,16	44:11,20	24:14	39:8 40:23	<b>decided</b> 60:1	<b>desperately</b>	<b>disabled-ow...</b>	<b>dollar</b> 88:12
45:19 46:10	50:11,22	<b>cost</b> 16:2	<b>Crososn</b> 29:18	<b>decides</b> 48:14	15:19	6:23 7:12	<b>dollars</b> 6:22
46:21 47:1	54:7,15	<b>costs</b> 69:10	<b>crowd</b> 15:5	<b>decision</b>	<b>detailed</b>	19:9 30:14	7:2 31:7
47:11,16	56:14,22	<b>Council</b> 2:17	<b>crunch</b> 42:16	28:11,14	81:11		78:13

Economic Opportunity Review Committee  
March 7, 2016

<b>Domb</b> 1:12 3:14 15:16 15:19 59:7 60:13 82:16	57:19 74:1 <b>Drexel's</b> 12:5 <b>Driscoll</b> 17:9 20:22 21:5 21:11 32:9 89:16 <b>driving</b> 28:3 30:8 <b>Dube</b> 88:17 89:3,3 92:1 <b>due</b> 20:15 67:15 <b>dues</b> 93:13	49:14 52:6 <b>educated</b> 59:11 <b>education</b> 51:17 59:9 73:13 <b>educational</b> 32:17 <b>educators</b> 37:8 <b>EEO</b> 84:8,11 84:17 <b>effectiveness</b> 4:23 <b>effort</b> 36:24 46:19 66:5 <b>efforts</b> 25:7 56:5 <b>eight</b> 72:16 73:15 <b>either</b> 48:19 49:2 66:19 <b>elected</b> 37:15 <b>electrical</b> 18:11,15 <b>electricians</b> 91:2 <b>elements</b> 18:21 68:12 69:18 <b>elevator</b> 23:20 <b>emailed</b> 8:22 <b>employed</b> 52:2 <b>employee</b> 48:13 <b>employees</b> 5:13 49:10 49:11 51:22 60:17 <b>employment</b> 18:4 25:8 30:20 33:23 <b>encourage</b> 12:20 38:6 42:19 70:3 <b>encouraged</b> 50:19 <b>encourage...</b> 49:22 <b>encourages</b> 46:1	<b>encouraging</b> 37:14 46:1 <b>enemies</b> 90:5 <b>enforcement</b> 4:24 <b>engage</b> 53:15 <b>engaged</b> 22:2 57:20 80:18 <b>engagement</b> 39:13 52:12 65:5 67:12 68:16 70:11 <b>engaging</b> 40:1 46:17 51:24 <b>engineer</b> 48:20 <b>engineering</b> 47:11 58:24 <b>engineers</b> 84:23 <b>enriching</b> 91:10,12 <b>ensure</b> 25:17 32:20 51:6 68:12 72:5 <b>ensures</b> 31:17 <b>enter</b> 48:10 48:14 <b>entering</b> 27:23 <b>enterprise</b> 19:18 30:2 <b>enterprises</b> 67:7 78:10 <b>entire</b> 21:15 64:18 67:14 <b>entitle</b> 8:24 <b>entity</b> 83:12 83:17 <b>entrepreneur</b> 94:24 <b>entreprene...</b> 16:1,5 <b>envelope</b> 18:9 <b>EO</b> 82:15 <b>EOP</b> 79:21 79:21,23 81:14 84:19 85:4 <b>EOPs</b> 79:20 79:24 80:7 84:24	<b>EORC</b> 4:20 5:8 98:11 <b>equal</b> 28:2 90:22 <b>equality</b> 84:9 <b>equipped</b> 48:12 <b>equitable</b> 45:2 <b>equity</b> 11:21 <b>era</b> 86:19 <b>Ernie</b> 28:19 <b>especially</b> 22:20,21 28:4 <b>Esquire</b> 44:4 <b>essential</b> 65:18 <b>essentially</b> 60:7 <b>established</b> 4:20 <b>et</b> 18:16,16 59:20 <b>ethnic</b> 8:16 <b>evaluation</b> 68:24 <b>event</b> 12:16 14:17 15:6 15:6,9 20:10 <b>events</b> 15:23 19:16 20:17 97:8 <b>eventually</b> 35:6 58:7 <b>everybody</b> 70:19 76:4 89:12 <b>everyone's</b> 66:17 <b>evidence</b> 29:22 99:4 <b>exactly</b> 23:6 24:19 61:13 62:15 <b>examples</b> 20:8 <b>Excavations</b> 79:4 <b>exceed</b> 68:8 <b>Excellent</b> 82:1	<b>excited</b> 26:20 35:9 <b>exciting</b> 38:4 40:12 <b>exclude</b> 86:10 90:12 <b>excluded</b> 93:23 <b>excluding</b> 90:11 <b>exclusively</b> 61:18 <b>executive</b> 2:6 17:8,9 38:11 83:6 <b>exist</b> 68:23 <b>expand</b> 30:23 49:7 51:21 58:7 <b>expansion</b> 31:24 <b>expect</b> 19:19 20:13 50:13 50:15 <b>expectations</b> 72:1 <b>expecting</b> 2:19 <b>expenditures</b> 45:21 <b>experience</b> 27:13,14 65:9 67:4 <b>experiences</b> 12:18 20:5 <b>experts</b> 9:14 <b>explain</b> 58:15 <b>extent</b> 80:20 <b>extremely</b> 37:13 <b>EY</b> 12:1	<b>failures</b> 98:2 <b>fair</b> 45:2 <b>fall</b> 15:7 <b>familiar</b> 25:14 <b>families</b> 35:7 49:10 65:11 <b>family</b> 76:18 <b>far</b> 9:9 18:4 57:14 64:8 <b>fast</b> 3:23 <b>father</b> 89:21 92:15 98:1 <b>favor</b> 66:17 <b>featured</b> 94:23 <b>federal</b> 29:15 70:24 86:20 <b>federally</b> 78:11 <b>feed</b> 89:9,10 <b>feel</b> 52:5 <b>felt</b> 75:9 <b>female</b> 19:9 25:5 34:3 53:24 81:1 <b>females</b> 22:8 23:18 <b>Fernandez</b> 6:8 <b>field</b> 32:15 40:3 47:5 58:24 60:10 <b>fields</b> 1:9 2:15 2:16 14:1,6 14:20 23:2 24:3,19 35:20 37:9 37:19 39:14 54:4 55:4,7 56:7 57:5,8 58:8,13,18 58:21 61:13 74:22 75:22 76:16,21 <b>figure</b> 40:5 53:16 56:11 <b>figuring</b> 71:9 <b>fill</b> 23:17 41:20 <b>filling</b> 41:16 <b>finally</b> 54:20 87:19	<b>finance</b> 11:3 11:21 <b>financial</b> 5:6 48:1,18 54:22 55:23 <b>financially</b> 47:13 <b>financing</b> 84:18 <b>find</b> 23:21 53:13 66:6 68:9 69:20 70:7 72:24 87:24 <b>finds</b> 86:9 <b>finishing</b> 60:6 <b>firm</b> 66:20 76:3 84:3 <b>firms</b> 21:2 25:4 34:20 66:2,9,10 66:14,20,23 68:19,19 69:1,13,22 70:5,12 72:6 76:10 76:12 83:17 87:13,14,16 88:9 <b>first</b> 3:21 4:18 6:4 8:4,23 9:4 10:4 14:24 15:1 17:21 29:3 33:5 34:9 36:13 39:17 54:11 57:23 64:11 82:5 85:21 87:21 <b>fiscal</b> 8:4 78:4 79:2 <b>fish</b> 89:9,10 89:12 92:7 <b>fishing</b> 89:13 <b>fit</b> 18:15,16 <b>Fitzgerald</b> 21:1 <b>five</b> 15:22 19:16 61:15 77:22 <b>fix</b> 89:18 <b>Flamer</b> 83:5 <b>floor</b> 97:6
	<b>E</b>					<b>F</b>	
<b>doubt</b> 45:17 50:24 <b>Dowd-Burt...</b> 1:8 2:2,5,18 13:3,7,12 13:18,24 14:23 15:2 15:11,14,17 16:12,15,20 17:5,14 20:7 21:17 22:24 24:17 25:12 26:5 35:14,16 38:2,9,15 38:17 41:2 41:5 43:18 43:24 44:8 46:14 51:9 58:15 59:4 60:21 63:5 63:15,23 64:5,10 65:24 74:5 74:20 76:22 77:6 79:15 81:16 82:1 82:9,14 83:4 87:2,4 87:7,18 88:13,18 91:24 92:9 92:19 94:5 95:20 96:10 97:12,14,19 97:22 98:4 <b>downtown</b> 28:9 <b>dramatically</b> 48:13 <b>drawings</b> 20:15 <b>Drexel</b> 15:21 16:6 49:12	<b>E</b> 99:1 <b>earlier</b> 3:19 9:16 47:8 48:6,8 53:8 70:4 96:5 <b>early</b> 17:24 20:13 40:1 40:15 50:19 60:11 70:11 71:8,17 <b>earning</b> 45:11 <b>East</b> 85:2 <b>echoed</b> 65:20 <b>economic</b> 1:1 2:7,9 3:13 3:21 4:19 5:1,15,19 6:4,14 7:9 7:23 8:2,5,8 8:14 9:1 13:13 17:2 19:2 26:17 27:16,19 28:3,20 31:13 33:4 33:11 34:13 34:24 45:9 46:6 51:5 65:4 78:2 79:19 81:22 <b>economically</b> 45:3 <b>economy</b> 13:1 <b>ed</b> 76:5 <b>EDP</b> 27:15 28:21 29:7 31:12 32:12 34:10 <b>educate</b> 46:19					<b>F</b> 99:1 <b>facilitate</b> 47:14 71:17 72:3 <b>facing</b> 80:1 95:12 <b>fact</b> 8:9 21:13 40:20 43:5 45:1 74:16 <b>factors</b> 81:6 <b>faculty</b> 46:22	

<b>floors</b> 18:15 39:22 <b>FMC</b> 32:8 37:23 <b>focus</b> 34:16 58:19 69:19 <b>focused</b> 33:15 <b>focuses</b> 47:9 <b>folk</b> 24:23 35:23 36:7 <b>folks</b> 11:17 17:21 21:9 21:13 23:15 24:15 85:9 <b>follow</b> 38:10 81:22 <b>following</b> 4:1 <b>forces</b> 43:16 <b>forecast</b> 8:15 <b>foregoing</b> 99:7,15 <b>foreign</b> 89:15 <b>foremost</b> 33:5 36:13 39:18 54:11 57:23 <b>form</b> 66:3,15 <b>formation</b> 55:14 <b>formed</b> 28:20 <b>fortunate</b> 46:13 <b>forward</b> 44:1 53:14 63:10 63:11,21 98:9 <b>fostering</b> 31:10 44:24 <b>fought</b> 28:1 <b>found</b> 7:13 21:11 23:21 29:23 55:13 65:14 75:15 75:18 84:1 <b>foundation</b> 50:24 <b>founded</b> 92:15 <b>four</b> 11:10 15:4 24:12 79:1 <b>fourth</b> 95:4 <b>frankly</b> 52:2 57:16 62:7	<b>Fred</b> 24:14 <b>free</b> 55:22 91:16 <b>Friday</b> 11:12 12:4 14:10 <b>front</b> 43:21 53:4 71:23 85:1 <b>fulfill</b> 61:3,16 <b>full-time</b> 55:15 <b>fully</b> 51:3 99:5 <b>fun</b> 41:1 <b>function</b> 61:18 <b>fund</b> 16:3 <b>funded</b> 78:11 <b>further</b> 44:22 45:23 46:2 46:19 49:14 52:6 83:15 <b>future</b> 61:2 <hr/> <b>G</b> <hr/> <b>gaining</b> 53:4 <b>gains</b> 41:21 41:24 <b>Gallery</b> 85:2 <b>GBCA</b> 44:15 46:8,22 47:2,7,12 47:19 48:15 49:6,8,9,16 50:2 51:2 51:17,21 53:14 56:3 <b>GBCA's</b> 49:22 <b>GED</b> 94:18 <b>general</b> 29:21 44:4,11 50:21 54:7 <b>generate</b> 6:17 7:7 48:5,7 <b>generated</b> 45:12 <b>generating</b> 14:12 <b>generation</b> 65:12 95:4 <b>gentleman</b> 4:13 16:15 82:11	<b>Gessler</b> 79:9 <b>getting</b> 12:7 42:19 47:10 55:9 57:12 86:24 89:5 <b>Gilbane</b> 64:5 64:16 67:3 72:17 <b>give</b> 8:14 20:9 43:1 60:9 63:13 69:21 73:10 75:13 77:14,22 81:19 83:15 88:20 89:10 90:17,19 <b>given</b> 88:15 89:20 <b>gives</b> 43:11 <b>giving</b> 42:23 91:5,14,15 91:18 <b>glad</b> 42:17 82:7 <b>glass</b> 18:9 <b>go</b> 16:9 21:9 24:18 37:4 48:11 51:22 52:3 54:18 60:1 82:8 87:7 89:14 92:23 94:2 94:11 95:18 <b>goal</b> 24:23 30:3 36:6 48:3 56:7 65:3 67:23 80:17 81:6 83:9 <b>goals</b> 8:16 24:20 25:1 25:3,8 36:16 50:4 61:3 68:1,7 72:11 75:22 82:21 83:2 <b>going</b> 3:5 9:11,22 10:2 11:11 18:17 19:12 20:13 25:10 27:3 40:13 43:21 49:18	56:5 57:6 58:9 60:17 61:20 69:17 70:19 77:12 77:14,15,16 78:2 79:12 84:21 88:2 88:23 89:16 90:3,9,12 90:19,24 91:4,21 92:20 94:21 95:3,11 96:19 97:15 97:24 <b>Gomes</b> 26:21 <b>good</b> 2:2,15 16:6 27:8 35:4 38:18 38:19 41:7 41:10 42:10 44:7 54:9 56:2,10 58:4 64:4,7 70:21 79:14 80:17 82:13 82:14 <b>gotten</b> 76:19 85:2,15 <b>governance</b> 5:19,20 11:3 <b>government</b> 10:24 12:3 29:12 42:21 43:14,15 83:20 88:7 <b>grade</b> 59:18 59:24 60:16 72:20 73:18 <b>graders</b> 75:6 <b>graduate</b> 39:1 59:23 60:18 73:11 73:19 <b>graduates</b> 87:13 <b>grand</b> 78:6 <b>grandfather</b> 95:15 <b>Graves</b> 67:13 <b>great</b> 13:23 14:3 16:10	38:14 39:2 39:7 41:5 42:15 52:10 52:24 74:19 <b>greater</b> 6:6 9:21 39:12 45:18,20 96:24 <b>greatest</b> 43:4 <b>Greg</b> 12:12 12:13 <b>grew</b> 64:20 84:14 <b>ground</b> 63:9 <b>group</b> 24:7 25:16 28:21 <b>groups</b> 8:16 24:24 <b>grow</b> 11:4 13:1 33:13 67:2 70:6 <b>growing</b> 74:11 <b>grown</b> 84:10 <b>grows</b> 45:20 <b>growth</b> 10:20 46:2 51:6 <b>guess</b> 19:20 54:17 56:12 56:21 74:22 90:11 <b>guessing</b> 57:5 <b>guest</b> 12:11 <b>guests</b> 3:3 <b>guide</b> 62:21 69:12 <b>guys</b> 22:20,21 60:2,15 <hr/> <b>H</b> <hr/> <b>half</b> 8:4 9:13 11:6 19:15 31:7 50:11 72:23 73:2 77:3 <b>halfway</b> 17:17 18:2 18:6 <b>Hall</b> 1:4 <b>hand</b> 16:16 26:10 90:22 <b>handle</b> 79:12 <b>Hanford</b> 4:13 77:17 82:5	<b>happen</b> 24:2 92:3 93:1 93:19 <b>happening</b> 86:6 <b>happens</b> 62:6 90:2 <b>happy</b> 16:17 26:6 36:15 <b>hard</b> 53:13 84:4 95:15 95:16 <b>Harris</b> 2:23 <b>hate</b> 93:24 <b>headquarters</b> 76:18 <b>health</b> 11:2 11:22 39:8 <b>Healthcare</b> 12:2 <b>healthy</b> 59:12 <b>hear</b> 4:2,3 8:1 9:5 16:17 92:22 93:3 95:20 <b>heard</b> 65:20 70:4 71:6 <b>hearing</b> 6:1 8:18 9:12 <b>hearings</b> 5:8 9:3 <b>help</b> 11:4,17 16:3,10 22:3 31:16 34:12 46:23 47:14,23 48:17 49:14 51:6 52:5 65:8 70:14 71:2,11 73:19 76:13 76:13 85:16 88:5 90:3 <b>helped</b> 47:12 79:18 82:23 <b>helpful</b> 62:16 63:3 <b>helping</b> 43:12 44:21 60:15 91:13 <b>helps</b> 66:18 68:12 <b>Hi</b> 41:8,9	<b>Higgins</b> 3:19 <b>high</b> 22:14,15 22:20,21 34:5,23 35:3 36:4,8 39:1 58:2,9 58:12,16 59:17 60:9 62:23 73:11 75:10 76:11 89:23,24 94:17 <b>higher</b> 62:11 68:2 76:5 81:4 <b>highest</b> 33:21 <b>highlight</b> 6:19 8:6 97:2 <b>highlights</b> 6:12 <b>highly</b> 37:11 <b>hiring</b> 55:15 <b>Hispanic</b> 2:22 6:7 97:1 <b>history</b> 27:4 94:22 <b>hit</b> 63:8 <b>hoc</b> 57:15 62:4 <b>holding</b> 9:3 11:9 <b>Home</b> 79:6 <b>homes</b> 35:7 <b>honest</b> 39:20 40:21 75:2 <b>honestly</b> 39:23 <b>Honorable</b> 10:14 73:19 76:13 76:13 85:16 88:5 90:3 <b>helped</b> 47:12 79:18 82:23 <b>helpful</b> 62:16 63:3 <b>helping</b> 43:12 44:21 60:15 91:13 <b>helps</b> 66:18 68:12 <b>Hopkins</b> 32:2	90:20 <b>hospital</b> 28:7 28:24 <b>hospitals</b> 76:4 <b>host</b> 71:5,8 <b>hotly</b> 29:13 <b>hour</b> 82:12 <b>hours</b> 22:12 62:10 <b>housing</b> 91:14 <b>Hugh</b> 93:8 97:16 <b>hundred</b> 43:6 69:19 83:13 <b>Hunting</b> 47:20 <hr/> <b>I</b> <hr/> <b>ICC</b> 95:12 <b>idea</b> 41:6 61:23 62:18 62:22 <b>identified</b> 96:5 <b>identify</b> 31:15 55:20 72:8 <b>identifying</b> 63:1 <b>imbalance</b> 30:1 <b>immediate</b> 11:7 53:10 75:21 <b>impact</b> 28:14 34:24 45:9 45:15,19 <b>impacted</b> 29:19 <b>impactful</b> 11:8 12:7 <b>imperative</b> 46:4,5,6,7 51:5 <b>implement</b> 31:13 <b>implementa...</b> 4:23 <b>importance</b> 36:23 59:9 <b>important</b> 14:23 16:5 26:19 33:12 43:22 58:22
--	---	--	---	---	--	---	---

Economic Opportunity Review Committee  
March 7, 2016

59:10 <b>improve</b> 22:23 45:24 <b>inaugural</b> 12:4 <b>include</b> 8:12 68:24 90:10 <b>included</b> 31:21 <b>including</b> 30:8 31:23 <b>inclusion</b> 3:7 3:11 27:13 28:18 30:12 30:24 31:15 32:21 33:1 33:6 34:12 34:15,16 46:12 80:3 96:21 <b>inclusionary</b> 31:11 <b>inclusions</b> 30:8 <b>inclusive</b> 33:3 84:17 <b>income</b> 91:14 <b>increase</b> 33:11 46:9 48:13 50:5 51:1 56:6 <b>increased</b> 36:14 55:17 55:24 <b>increases</b> 45:21 <b>increasing</b> 56:8 <b>incredible</b> 60:12 <b>indication</b> 80:17 <b>indirect</b> 28:14 <b>individually</b> 23:9 <b>individuals</b> 11:20 38:23 41:17 48:8 56:1 61:2 <b>Indonesia</b> 89:15 <b>indulgence</b>	9:24 <b>industrial</b> 44:16 <b>industries</b> 28:6 <b>industry</b> 7:18 27:21 28:4 28:15,19 30:4,9 33:8 33:8,17,20 35:10 38:1 38:7 40:13 40:22 44:22 45:19 46:10 46:13,21 47:1,12,17 48:6,8,15 48:21 49:15 49:24 51:2 51:4 53:12 58:5,21 59:10 61:4 61:16 <b>inequality</b> 29:22 <b>inform</b> 32:19 <b>information</b> 10:19 11:1 12:8 21:7 42:18,22,24 53:4,7 68:3 70:18 96:19 <b>information...</b> 46:23 48:4 <b>informative</b> 96:16 <b>informed</b> 68:15 <b>infrastruct...</b> 18:10 <b>inherent</b> 55:1 <b>initial</b> 65:14 <b>Initiative</b> 10:17 11:6 <b>inner</b> 5:15 <b>innovation</b> 26:9 32:10 <b>innovative</b> 19:24 20:3 <b>inquiries</b> 24:8 <b>inroads</b> 63:7 <b>Inspections</b> 79:5,7	<b>instance</b> 23:19 85:21 <b>institutional</b> 44:17 <b>institutiona...</b> 15:8 <b>institutions</b> 10:23 <b>instruction</b> 48:1 <b>insurance</b> 11:2,23 <b>intensive</b> 62:9 <b>intent</b> 15:7 <b>intercede</b> 24:1 <b>interest</b> 48:5 48:7 60:18 75:11 91:16 91:20 <b>interested</b> 35:21 58:20 63:14 97:7 <b>interests</b> 75:15 <b>interior</b> 18:14 22:14,22 <b>international</b> 76:20 <b>internet</b> 93:18 <b>interns</b> 38:24 <b>internship</b> 38:22 <b>intimate</b> 11:16 13:22 <b>introduce</b> 2:12 3:6 4:14 16:24 17:5 72:22 89:1 <b>introduced</b> 8:11,20 <b>invested</b> 45:6 <b>investigated</b> 29:24 <b>investment</b> 12:14,15 <b>invitation</b> 64:12 <b>invite</b> 2:11 5:21 <b>invited</b> 12:11	<b>inviting</b> 26:16 <b>involved</b> 36:24 43:8 <b>involvement</b> 27:4 85:3 <b>involves</b> 83:23 <b>Isaac</b> 94:22 <b>issues</b> 11:22 55:1 <b>item</b> 66:3 <b>items</b> 76:6 <hr/> <b>J</b> <b>J.A</b> 29:18 <b>James</b> 89:3 <b>Jann</b> 4:12 77:8 79:14 79:16,16 81:18,21 92:24 <b>January</b> 47:19 <b>Jennifer</b> 1:9 2:21 5:21 6:1,5,11 26:15 41:8 59:5 60:22 <b>Jerry</b> 40:18 <b>Jersey</b> 64:19 <b>job</b> 9:4 19:15 21:5 24:10 24:16 32:19 39:7 58:4 59:24 73:7 84:21 89:20 89:20 91:2 <b>jobs</b> 34:7 35:4 37:11 39:1,19,20 39:20 45:10 67:22 89:5 <b>John</b> 32:2 <b>Johnson</b> 86:19,21 <b>join</b> 5:21 36:9 <b>joining</b> 3:15 3:16,17 4:18 7:21 96:14 <b>joint</b> 52:23 87:15 <b>Jones</b> 4:13 28:20 82:8	82:13,15 83:4 87:2,3 87:4,6,8,19 <b>journeyman</b> 85:21 <b>journeyper...</b> 87:1 <b>Judge</b> 83:7 <b>Judicial</b> 87:21 <b>July</b> 17:18 18:18,18 <b>June</b> 7:6 8:19 46:11 98:10 <b>jurisdiction</b> 83:23 <b>justification</b> 95:23 <b>justified</b> 29:21 <hr/> <b>K</b> <b>keep</b> 13:22 32:15 43:21 43:21 87:8 89:13 90:11 92:5 <b>keeping</b> 23:11 27:2 <b>key</b> 12:7 34:14 37:2 65:13 68:12 69:18 72:13 <b>keynote</b> 12:16 <b>kids</b> 85:20 <b>kind</b> 15:9 36:7 54:4 59:21 64:15 75:17 95:5 <b>kinds</b> 87:9 <b>King</b> 88:19 92:12,14 94:6 96:9 97:10,13,15 97:20,23,23 99:11 <b>Klan</b> 94:2 <b>Klu</b> 94:1 <b>Klux</b> 94:1 <b>know</b> 4:16 6:1 14:17 16:2 17:1 24:6,8 34:6	36:2 37:5 37:21 39:13 39:15,18 40:1,3 41:15,20,24 42:2,18 52:1,22 55:9 57:3 58:13 59:15 62:1,13,15 63:8 64:7 66:2 68:2,5 68:21,22 69:23 71:12 72:16 75:10 76:8 82:3 83:21 84:7 88:21 89:5 89:8,15,21 90:4 92:2 <b>knowledge</b> 11:8 53:5 <b>known</b> 27:16 <b>knows</b> 42:2 93:6 <b>Kurt</b> 83:4 <hr/> <b>L</b> <b>L&amp;I</b> 88:9 <b>labor</b> 19:4,10 24:8,14 25:15 36:20 58:24 62:9 74:4 81:12 85:5,19,23 86:2 <b>laborer</b> 36:17 41:22 89:21 89:22 <b>laborer's</b> 89:22 <b>laborers</b> 31:5 36:18 86:5 91:1 <b>lacked</b> 30:4 <b>ladies</b> 37:22 37:24 <b>laid</b> 89:24 <b>land</b> 28:2 <b>landmark</b> 28:10 <b>large</b> 80:14 <b>larger</b> 34:22 56:23	<b>largest</b> 12:14 31:22 57:1 <b>LaShawnda</b> 4:11 77:7 77:12,24 81:17 <b>lastly</b> 49:17 <b>late</b> 14:12 <b>launch</b> 11:11 <b>launching</b> 11:5 <b>law</b> 82:23 90:21 <b>LBE</b> 83:18 <b>lead</b> 37:17 65:17 81:23 <b>leaders</b> 5:12 <b>leadership</b> 53:22 <b>leading</b> 21:14 38:23 <b>learn</b> 21:4,5,6 70:6,7,10 <b>learned</b> 9:17 <b>leave</b> 26:3 <b>LeBow</b> 12:5 <b>led</b> 30:5 <b>left</b> 82:7 84:20 88:6 <b>legal</b> 29:16 84:18 <b>legal-related</b> 11:23 <b>legislation</b> 81:8 <b>legislative</b> 8:7 9:8 <b>Lehigh</b> 11:13 <b>lens</b> 27:14 33:1 <b>lessens</b> 9:17 <b>lesser</b> 57:20 <b>let's</b> 34:15 39:19 <b>letter</b> 25:3 <b>letting</b> 39:18 40:1 <b>level</b> 6:15 21:11,22 25:18 54:2 62:6 81:11 83:22 <b>leverage</b> 12:9	72:9 <b>leveraged</b> 11:24 14:7 <b>Lewis</b> 12:1 <b>LF</b> 17:8 <b>LGBT</b> 55:9 <b>License</b> 79:5 79:7 <b>life</b> 72:7 <b>lifetime</b> 89:10 93:12 <b>limited</b> 13:21 56:18 <b>Linda</b> 67:13 <b>line</b> 23:13 34:8 37:3 39:6 40:9 57:13 66:3 <b>link</b> 13:9,15 <b>links</b> 52:22 81:22 <b>list</b> 4:3 26:12 78:21 <b>listed</b> 88:9 <b>listen</b> 93:14 <b>listening</b> 25:14 89:4 98:8,8 <b>little</b> 8:1 14:12,16 17:12,16 20:4 27:3 36:3 65:1 66:19 70:4 72:24 75:1 94:21 <b>LLC</b> 79:4 <b>Lloyd</b> 92:13 94:22 <b>loan</b> 91:7 <b>loans</b> 91:16 91:19 <b>local</b> 49:19,20 71:1 73:23 83:12,17 87:15 <b>located</b> 9:20 <b>long</b> 90:17 <b>longstanding</b> 67:4 <b>look</b> 25:10 35:23 37:16 42:8 43:24
--	---	---	--	---	--	--	---

Economic Opportunity Review Committee  
March 7, 2016

53:14 57:6 63:9,11,20 78:10 84:5 87:11,24 93:18 98:9 <b>looked</b> 88:5 <b>looking</b> 14:12 46:8 54:23 55:3 56:11 61:10 <b>looks</b> 42:10 83:20 86:13 <b>lot</b> 22:16 37:7 37:12,21 41:1 42:16 52:12 53:3 54:21 55:4 55:10 68:19 70:14,18 75:10,13 77:2 87:8 <b>lots</b> 16:8,8 <b>loud</b> 95:21 <b>love</b> 20:5 41:2 53:1 63:13 63:15 <b>low</b> 17:19 64:9 91:14 <b>lowered</b> 94:11 <b>lucky</b> 95:13 <b>lucrative</b> 37:13 39:14	<b>making</b> 32:23 71:10 76:15 <b>male</b> 52:12 <b>males</b> 36:1 <b>man</b> 89:4,9 <b>management</b> 25:16 49:3 49:3,21 51:16,19 57:18 70:13 70:16 76:3 <b>manager</b> 48:20 64:16 65:18 79:17 <b>mandate</b> 65:15,16 <b>mandated</b> 30:6 85:1 <b>mandating</b> 43:14 83:16 <b>Mangual</b> 79:4 <b>Mansion</b> 64:21 <b>March</b> 1:5 4:21 11:12 12:5 20:12 97:5 <b>Mark</b> 12:15 <b>market</b> 5:10 9:13 19:18 43:11,15 52:18 56:13 56:18,19 57:4 64:19 68:13,18 69:23,24 85:2 90:15 <b>marketing</b> 56:1 63:13 63:24 <b>marketplace</b> 83:14,16 <b>marshaling</b> 10:22 <b>Mary</b> 3:10 <b>Maryland</b> 82:17,20,22 <b>mass</b> 14:9 <b>master</b> 32:1 <b>material</b> 63:13 <b>materials</b>	46:23 48:4 63:24 <b>Matlock-T...</b> 4:7 26:1,13 26:14 27:9 35:15,17 36:12 37:20 38:3,14,16 38:19 39:4 41:4,8,10 42:1 43:20 <b>matter</b> 21:13 99:7 <b>matters</b> 11:23 <b>maximize</b> 21:22 22:7 22:9,11 34:12 35:11 69:8 <b>maximizing</b> 43:17 <b>Mayor</b> 3:8 <b>Mayor's</b> 3:9 <b>MB/WBE</b> 50:2 68:17 <b>MBE</b> 84:9 <b>MBE/DBE</b> 76:11 <b>MBE/W/D...</b> 69:13,22 <b>MBE/WBE</b> 44:20 50:5 70:11 71:3 72:6 <b>MBEC</b> 82:18 <b>McKines</b> 4:6 10:2,9,11 13:5,10,17 13:20 14:5 14:7,21 15:1,3,13 15:18 16:11 16:14,18,19 <b>mean</b> 52:9 55:8 60:14 62:17 75:23 96:18 <b>means</b> 90:24 93:23 99:17 <b>measure</b> 23:12 42:5 <b>measured</b> 30:4	<b>mechanical</b> 18:11,16 <b>mechanisms</b> 87:20 <b>meet</b> 3:18 23:8 36:16 66:14 <b>meeting</b> 2:4 3:22 6:4 7:6 8:19 93:7 98:6,10 <b>meetings</b> 21:24 22:4 <b>member</b> 3:9 5:21 26:10 27:18 33:16 49:9 51:18 54:6 93:12 93:15 94:1 <b>members</b> 42:11 44:8 44:20 47:21 47:22 50:11 50:15 62:20 85:6 86:4 86:11 93:10 <b>membership</b> 36:14 42:4 49:9,16 50:3,5,20 52:21 53:17 54:13,19 55:5,14,15 55:22 <b>men</b> 58:5 <b>men's</b> 82:8 <b>mentioned</b> 9:15 41:11 41:21 47:8 90:15,16,18 <b>mentor/pro...</b> 20:1,20 21:3 <b>mentoring</b> 20:1,9 47:9 47:18,21 <b>methods</b> 30:1 <b>Michael</b> 4:6 16:21,24 20:7 <b>Michelle</b> 4:4 26:21 83:5 <b>mid</b> 17:20	18:13 20:14 <b>middle</b> 19:14 34:5 35:3 39:17 53:11 58:10 62:24 66:22 74:24 75:3,8,20 <b>Mike</b> 17:7 32:8 <b>million</b> 6:20 7:3 31:6 45:12 71:13 78:6,9,12 78:13,16,21 88:12 91:6 91:7,8,15 91:16,18,20 <b>million-dollar</b> 71:14 <b>mind</b> 24:22 <b>mine</b> 57:9 <b>minimize</b> 92:20 <b>minimum</b> 67:23 84:2 <b>minorities</b> 22:8 23:4 23:17 30:18 30:20 35:24 38:5 41:15 53:22 55:5 55:7,11 56:9 85:8 89:6 <b>minority</b> 6:16 6:23 7:11 19:9 24:24 31:18 33:7 34:3 41:19 54:1 55:18 57:1 65:6,6 67:20 70:5 70:8 78:7,9 78:14 80:24 82:17 86:16 87:16 92:17 93:1 95:3 <b>minority-b...</b> 30:2 <b>minority-o...</b> 25:4 31:4 33:13 78:17 <b>minus</b> 64:24	<b>minute</b> 83:2 <b>minutes</b> 77:14,23 82:10,11 <b>mirror</b> 56:21 <b>mix</b> 40:10 <b>mobilize</b> 22:6 <b>model</b> 59:22 <b>modeling</b> 21:7 <b>moment</b> 92:19 <b>Monday</b> 1:5 <b>money</b> 76:14 76:15 89:13 <b>monitor</b> 29:4 31:13 32:20 <b>monitoring</b> 32:22 <b>monitors</b> 72:10 <b>month</b> 73:3 <b>monthly</b> 22:3 23:9,10 <b>months</b> 46:8 47:6 50:9 50:13,23 63:8 75:12 89:23 <b>Moore</b> 19:17 <b>moral</b> 46:4,4 51:5 <b>Morgan</b> 12:1 <b>morning</b> 2:2 2:15 3:17 9:23 27:8 27:10 38:18 38:19 41:7 44:7 64:4,7 64:13 77:9 79:14 82:13 82:14 96:16 <b>move</b> 17:22 17:23 19:12 22:13,22 <b>moving</b> 3:23 92:13 93:10 93:16 95:11 <b>MSAs</b> 11:10 <b>multi-faceted</b> 68:9 <b>multiple</b> 69:16 71:5	<b>MW</b> 66:11 <hr/> <b>N</b> <hr/> <b>n</b> 29:17 94:22 99:1 <b>Najih</b> 94:13 <b>name</b> 2:4,15 4:2,4,15 17:7 27:8 32:11 44:9 64:15 79:16 89:3 <b>national</b> 38:11 67:7 71:1 76:2 <b>nature</b> 68:7 73:21 <b>navigate</b> 11:17 <b>NAWIC</b> 47:7 47:13 <b>necessarily</b> 75:13 <b>need</b> 13:2 14:17 15:24 16:1 34:2,6 39:11,16 40:14,17,20 41:14 53:10 61:14,15 66:6 70:2 71:13 74:10 90:5 <b>needed</b> 10:20 15:20,20 45:23 53:5 53:6 61:2 62:22 69:3 <b>needle</b> 19:11 <b>needs</b> 63:2 <b>neighborho...</b> 15:21,24 35:6 <b>neither</b> 29:23 <b>network</b> 74:15 <b>networking</b> 11:8 <b>networks</b> 13:15 52:20 <b>neutral</b> 29:24 <b>new</b> 10:16 28:9 33:14 45:8 50:10	50:15 61:2 64:19 81:8 94:10,14 <b>newsletter</b> 19:21 26:6 <b>newspapers</b> 14:4 <b>Nicholas</b> 4:12 77:8 81:17 <b>Nick</b> 77:13 79:12,16 <b>night</b> 83:3 <b>nine</b> 72:16 <b>Nolan</b> 3:6,8 <b>non-Black</b> 86:15 <b>non-college</b> 39:7 <b>non-private</b> 80:22 <b>nonprofit</b> 53:18,20 54:12 91:9 <b>normally</b> 56:24 <b>Notary</b> 99:12 <b>note</b> 14:24 <b>noted</b> 99:4 <b>notes</b> 99:6 <b>notice</b> 23:14 28:7 <b>number</b> 22:12 46:17 47:3 48:22 52:11 55:18 56:6 62:10 86:18 96:13 <b>numbers</b> 22:9 26:24 36:19 42:16 43:2 62:15 68:24 81:4 <b>numerous</b> 42:6 <hr/> <b>O</b> <hr/> <b>O</b> 99:1 <b>o'clock</b> 2:3 97:5 <b>objective</b> 66:21 <b>obligation</b> 55:23 <b>obligations</b>
--	---	---	--	---	--	---	--

Economic Opportunity Review Committee  
March 7, 2016

61:4 <b>OEO</b> 79:17 81:8 84:6 84:20 <b>OEO's</b> 27:19 <b>OEO.phila....</b> 81:21 <b>office</b> 2:7 3:13 5:15,18 6:14 7:9 8:2 8:14 10:4 10:12 13:13 15:9 19:3,4 28:9 78:1 94:12 <b>Officer</b> 3:7 <b>officers</b> 86:4 <b>offices</b> 73:4,5 <b>officials</b> 29:4 37:15 <b>Oh</b> 15:14 26:5 58:18 74:16 <b>okay</b> 4:17 9:11 13:7 15:12 16:20 22:24 25:22 27:7 43:18 57:5 58:18 63:5 74:5 76:21,22 81:16,19 82:9 87:18 89:19 90:16 91:7,10,24 92:4,12 93:2 94:23 96:9 97:4 97:14,22 <b>old</b> 95:14 <b>once</b> 39:1 48:14 69:23 71:7 90:13 <b>ones</b> 34:23 55:20 <b>ongoing</b> 15:2 15:9 32:6 72:3,10 96:1 <b>online</b> 6:18 7:13 9:16 49:12,13 87:24	<b>open</b> 27:5 35:1 74:18 <b>opening</b> 3:24 <b>opportunities</b> 11:16 22:8 22:16 23:23 29:5 30:17 31:8,16,20 32:16,19 33:15 37:2 37:18 39:16 42:13 43:3 46:20,24 49:14 50:1 51:2 52:13 63:18 65:8 68:23 70:23 71:7 <b>opportunity</b> 1:1 2:7,10 3:13,18,22 4:19 5:2,14 5:16,19 6:5 6:14 7:9,23 8:3,6,9,15 9:1 13:13 13:19 14:3 17:2 19:3 26:18 27:10 27:19 28:2 31:14 33:4 33:11 34:13 37:23 39:3 39:5 44:13 52:10 53:2 53:15 65:6 66:16,24 67:1 70:6 70:12,20 72:12 73:15 75:14 78:2 79:19 81:23 84:23 93:4 93:5 <b>options</b> 73:22 <b>order</b> 26:11 62:19 83:6 85:23 <b>organization</b> 53:19 54:12 55:11 59:17 60:14 <b>organizations</b>	21:10 42:3 47:4 85:7 <b>originally</b> 37:5 75:9 <b>outcome</b> 8:18 <b>outlawed</b> 28:13 <b>outreach</b> 19:16 20:10 20:17 32:15 33:10 34:19 51:12 52:19 53:3 <b>outside</b> 6:3 57:24 86:5 88:9 <b>outsourced</b> 40:23 <b>overall</b> 39:8 43:1 65:19 <b>overflow</b> 15:5 <b>oversee</b> 79:18 <b>overseeing</b> 17:10 <b>oversight</b> 19:1 22:5 68:6 <b>overview</b> 78:3 <b>owned</b> 25:5,6 30:18 76:18 <b>owner</b> 65:17 66:10 69:6 72:4 <b>owners</b> 5:11 9:19 25:17 30:14,16,19 31:9,15 68:11	<b>P</b> <b>P-A-L-M</b> 25:15 <b>P3</b> 83:19,20 84:5 <b>PA</b> 10:12,15 10:16 12:22 15:8 <b>package</b> 71:10,14 <b>packages</b> 69:22 70:1 <b>paid</b> 31:5 <b>Pakistan</b> 89:19	<b>PALM</b> 22:2 24:8,13 25:12,15 <b>panel</b> 46:11 46:15 92:3 <b>Paragraph</b> 5:7 <b>park</b> 47:20 47:23 <b>part</b> 26:7,20 28:2 35:9 36:18 37:2 38:7 39:10 44:19,24 51:24 52:7 58:22 64:12 74:14 84:20 <b>participants</b> 13:21 <b>participate</b> 46:14 69:14 <b>participation</b> 6:15 7:7 29:6 32:21 35:12 43:17 54:1,2 56:22 57:2 76:12 80:11 80:16,21,24 81:3,9 84:9 94:8,10 <b>particular</b> 24:23 34:21 40:9,11 47:6 48:23 57:12 66:12 66:16 68:20 69:3 87:22 <b>particularly</b> 22:19 35:20 49:8 62:9 62:16 <b>partner</b> 33:14 34:10 35:3 67:10 70:23 76:10,12 <b>partnered</b> 73:24 <b>partnering</b> 47:3 <b>partners</b> 10:23 11:24 12:1 68:11	70:9 71:2 <b>partnership</b> 48:5 <b>partnerships</b> 68:13 83:22 <b>pass</b> 97:21 <b>passed</b> 84:19 <b>passing</b> 3:15 <b>patient</b> 88:22 <b>PATreasur...</b> 13:6 <b>PATreasur...</b> 12:22 <b>pay</b> 35:7 39:20,20 93:13 <b>payroll</b> 23:22 32:23 <b>pays</b> 39:9 59:24 <b>PECO</b> 39:6 <b>Penn</b> 32:7 74:1 <b>Pennsylvania</b> 1:4 10:3 13:1 29:9 32:5 93:16 93:18 <b>people</b> 16:4,9 16:9 20:18 24:5,9,9 27:2,17 28:1 37:3 37:17 39:15 39:18,19 40:22 42:15 47:10 49:14 52:13 53:12 55:8 58:20 61:14 66:6 67:24 72:15 73:4 83:13 84:10,13,15 87:20 89:5 89:7,18 90:4,5,10 90:11 91:10 91:11 <b>percent</b> 6:22 7:7,15 18:4 19:8,11 25:5,6,9 30:2 56:24	67:23 68:8 69:19 80:10 80:12,13,16 80:23 81:1 81:3,3 83:14 85:6 86:19 91:7 91:19,20 94:10 95:2 95:3 <b>percentage</b> 27:1 56:8 <b>percentage-...</b> 29:11 <b>percentages</b> 24:21 <b>perfect</b> 42:9 <b>performance</b> 22:2 72:6 <b>performing</b> 23:13 <b>period</b> 55:17 <b>periods</b> 87:20 <b>permanent</b> 94:15 <b>Perry</b> 20:24 <b>person</b> 26:23 39:6 55:15 91:13 <b>personal</b> 19:23 34:8 45:21 65:2 <b>personnel</b> 21:2 <b>perspective</b> 5:10,12 <b>PHA</b> 85:14 <b>Philadelphia</b> 1:4 2:8 5:1 6:6 9:21 11:12 15:5 15:7,24 29:10 33:24 34:15 36:23 44:18 45:6 45:13,22,24 46:18 51:7 54:16 57:22 58:3 59:3 64:20,22,23 67:8 72:19 74:9 83:3 85:10 86:7	90:8 91:5 91:17 94:24 <b>Philly</b> 82:18 82:24 <b>piggyback</b> 54:4 <b>pipeline</b> 33:9 34:17 61:24 62:1,2,3,8 <b>pitch</b> 40:16 <b>pitfall</b> 66:18 <b>Pittsburgh</b> 11:14 <b>place</b> 40:4 49:7 50:10 68:18 <b>places</b> 84:24 85:3 90:14 <b>plan</b> 4:14 23:3 29:3,3 29:8,14 32:1 41:18 65:19 69:8 69:12 75:8 85:10 86:7 <b>planning</b> 15:4 62:4 <b>plans</b> 5:2 8:6 20:19 31:14 34:13,16 70:13 74:23 75:3,21 79:19 81:23 84:17 85:4 <b>planting</b> 47:23 <b>PLAs</b> 85:7,14 85:15 <b>plays</b> 40:2 <b>Plaza</b> 68:4 <b>please</b> 4:4,16 10:7 14:19 15:17 16:21 17:14 18:17 35:19 43:20 64:9 89:1 97:20 <b>pleased</b> 19:6 27:11 <b>plumbers</b> 91:1 <b>plumbing</b> 59:19	<b>plus</b> 64:24 <b>pockets</b> 91:21 91:22 <b>point</b> 29:1 45:14 76:20 <b>poor</b> 89:6 91:22,23 92:2,4,6,7 <b>population</b> 43:11 59:12 74:12 <b>portion</b> 19:7 <b>positions</b> 23:17 61:16 <b>possibility</b> 60:2 <b>possible</b> 13:8 59:16 <b>Possibly</b> 75:19 <b>posted</b> 5:18 <b>potential</b> 52:24 66:3 66:18 72:8 80:9 <b>poverty</b> 16:4 <b>practical</b> 33:23 <b>practice</b> 28:17,18 <b>practices</b> 9:18 30:23 33:3 77:6 <b>pre-appren...</b> 60:8 <b>predecessor</b> 28:20 <b>predict</b> 69:17 <b>predomina...</b> 36:1 <b>prepare</b> 35:4 <b>prepared</b> 20:19 48:13 88:20 <b>preparing</b> 58:4 <b>present</b> 1:7 1:11 71:6 <b>President</b> 2:16,22,24 10:9 17:8 40:19 44:10 <b>press</b> 14:11
---	---	--	---	--	---	---	--	---

33:19 <b>pretty</b> 45:17 59:24 <b>previously</b> 44:9 <b>primarily</b> 84:12 <b>primary</b> 33:7 46:5 50:4 58:19 <b>prime</b> 20:22 20:23 71:18 72:6 79:3 88:8 97:24 <b>principals</b> 66:15 <b>prior</b> 67:15 <b>priorities</b> 67:5 <b>private</b> 6:10 10:24 11:21 12:1 31:11 42:3 54:11 56:17 64:17 65:15 80:8 80:11,21 93:22 <b>privilege</b> 2:8 93:17 <b>probably</b> 13:23 18:18 <b>problem</b> 82:9 90:7 <b>proceed</b> 9:12 <b>proceedings</b> 99:4 <b>process</b> 11:18 18:12,23 36:19 50:14 50:18 54:18 54:21,24 57:14 58:22 83:18,19 87:12 90:10 <b>procurement</b> 11:18 69:8 69:12 71:17 93:7,20,21 94:20 96:6 <b>produce</b> 73:8 <b>product</b> 64:20 <b>professional</b>	38:24 <b>professionals</b> 11:20 <b>profit</b> 53:19 <b>profound</b> 45:17 <b>program</b> 10:16 11:11 12:4,4,23 20:1 21:15 22:11 25:2 30:12 38:22 39:6 47:9 47:15,18,21 48:24 51:16 52:4,12 53:3 60:8 60:11,12 69:4,11 72:11,18,23 73:2 87:3 87:14 <b>programs</b> 33:22 35:2 36:4,8 57:18 72:1 <b>progress</b> 72:10 <b>progresses</b> 9:6 <b>project</b> 5:10 9:19 17:11 17:13 18:6 21:9,16 22:3 25:17 29:8 30:13 30:16,19 31:9,15 32:4 33:10 34:21 40:9 47:20 48:20 49:3 65:16 65:23 68:5 69:9,11 71:8,19 72:7,13 73:9 85:5 85:19,23 86:2 <b>projection</b> 69:2 <b>projects</b> 26:22 27:17	28:21 29:2 31:2,5,11 31:17,19,22 32:20,23 42:7,24 43:6 56:23 57:1 59:1 64:18 69:2 76:11 78:1 79:17 80:8 80:10,11,13 80:14,15,22 80:23 81:2 81:5,10 82:21 83:20 84:5 <b>promising</b> 85:16,19 <b>promotion</b> 34:17 <b>promotions</b> 33:9 <b>proponent</b> 74:8 75:8 <b>proprietary</b> 32:13 42:7 42:24 <b>prospects</b> 61:3 <b>prosperity</b> 51:6 <b>protection</b> 90:22 <b>proven</b> 48:11 <b>provide</b> 10:18 11:1,7 27:11,13 30:17,20 65:5,10 70:17 71:2 78:3 <b>provided</b> 46:22 <b>Providence</b> 76:19 <b>providing</b> 50:1 <b>PSAs</b> 14:16 <b>public</b> 5:8,24 6:20,21 7:17 8:5 9:12 31:12 43:22 65:15	78:4,14,19 80:1 99:12 <b>public/priv...</b> 83:21 <b>PUC</b> 95:12 <b>purchased</b> 18:7 <b>purchasing</b> 18:14 19:13 <b>purpose</b> 4:21 11:15 <b>pursue</b> 49:20 75:14 <b>pursues</b> 49:2 <b>pursuit</b> 49:4 <b>push</b> 37:7 <b>put</b> 19:21 23:14 49:6 <b>putting</b> 40:4 95:9 <hr/> <b>Q</b> <hr/> <b>qualified</b> 32:13 55:20 56:13 57:4 <b>qualify</b> 94:16 97:16 <b>quality</b> 21:15 34:23 <b>quarter</b> 17:22 18:1 78:4 <b>quarterly</b> 5:9 <b>quasi-public</b> 78:8 80:7 <b>question</b> 15:16 23:2 36:2 38:21 51:11 54:5 54:10 56:10 57:9 <b>questions</b> 9:9 13:24 15:11 21:18 23:1 24:18 25:22 27:6 35:15 35:19 38:17 41:6 51:10 59:4 74:7 74:20 76:23 81:17 92:10 94:13 96:11 <b>quick</b> 23:11 82:16 <b>quickly</b> 97:2	78:4,14,19 80:1 99:12 <b>public/priv...</b> 83:21 <b>PUC</b> 95:12 <b>purchased</b> 18:7 <b>purchasing</b> 18:14 19:13 <b>purpose</b> 4:21 11:15 <b>pursue</b> 49:20 75:14 <b>pursues</b> 49:2 <b>pursuit</b> 49:4 <b>push</b> 37:7 <b>put</b> 19:21 23:14 49:6 <b>putting</b> 40:4 95:9 <hr/> <b>Q</b> <hr/> <b>qualified</b> 32:13 55:20 56:13 57:4 <b>qualify</b> 94:16 97:16 <b>quality</b> 21:15 34:23 <b>quarter</b> 17:22 18:1 78:4 <b>quarterly</b> 5:9 <b>quasi-public</b> 78:8 80:7 <b>question</b> 15:16 23:2 36:2 38:21 51:11 54:5 54:10 56:10 57:9 <b>questions</b> 9:9 13:24 15:11 21:18 23:1 24:18 25:22 27:6 35:15 35:19 38:17 41:6 51:10 59:4 74:7 74:20 76:23 81:17 92:10 94:13 96:11 <b>quick</b> 23:11 82:16 <b>quickly</b> 97:2	<b>quite</b> 19:12 <b>quotas</b> 28:13 29:11,20 <hr/> <b>R</b> <hr/> <b>R</b> 99:1 <b>race</b> 29:24 <b>racial</b> 29:10 <b>raise</b> 35:6 47:2,15 <b>raises</b> 26:10 <b>raising</b> 16:16 45:22 <b>range</b> 7:14 <b>ranges</b> 84:7 <b>rates</b> 33:21 49:11 56:22 62:13 <b>Ray's</b> 79:6 <b>reach</b> 34:11 38:4 63:21 72:18 75:20 <b>reached</b> 66:4 <b>reaching</b> 36:17 75:5 <b>readily</b> 12:9 <b>ready</b> 48:10 53:13 55:9 <b>real</b> 39:15 40:12 65:5 82:16 <b>realistic</b> 66:23 <b>realize</b> 50:18 <b>really</b> 10:17 10:20 11:3 12:23 13:1 14:15 25:15 26:19 37:12 38:3 39:11 39:12,14,16 39:21,21,24 40:6,14,20 42:8 43:8 44:13 53:6 53:8 60:10 60:12 63:1 66:5 70:16 71:20 84:4 88:2 <b>reason</b> 45:14 55:16 <b>receive</b> 51:23 <b>recession</b>	33:19 <b>recipients</b> 5:6 <b>recognize</b> 44:18 49:22 72:12 <b>recognizes</b> 51:3 <b>recognizing</b> 45:1 46:7 <b>recommend...</b> 5:3 <b>reconstituted</b> 50:3 <b>record</b> 23:10 23:10,11 <b>recorded</b> 80:13 <b>records</b> 32:23 85:18 <b>recreation</b> 28:8 <b>recruit</b> 35:2 62:11 <b>recruitment</b> 41:18 <b>redefining</b> 86:14 <b>Redevelop...</b> 90:9 91:5 91:17 <b>reduced</b> 41:13 <b>Reese</b> 10:14 <b>reference</b> 96:20 <b>referenced</b> 25:12 <b>refine</b> 50:14 <b>reflect</b> 50:16 <b>regarding</b> 5:3 9:4 38:21 <b>Regents</b> 28:11 <b>region</b> 44:18 54:16 56:15 <b>register</b> 11:17 <b>Registration</b> 13:20 <b>registry</b> 7:10 7:15 <b>regular</b> 17:16 19:4 21:24 <b>regulations</b>	95:13 <b>reimburse</b> 49:1 <b>reimburse...</b> 48:24 51:23 <b>related</b> 8:23 79:19,24 <b>relates</b> 5:1 8:4 9:3 95:22 <b>relationship</b> 52:17 <b>relationships</b> 65:9 66:15 67:10 72:10 <b>relatively</b> 57:15 65:2 <b>released</b> 6:13 <b>releases</b> 14:11 <b>relevant</b> 80:4 <b>remarks</b> 4:9 <b>remember</b> 84:14,18 <b>remind</b> 40:22 <b>renovations</b> 45:8 <b>Repair</b> 79:6 <b>repeat</b> 13:4 64:15 <b>replaces</b> 6:7 <b>report</b> 6:13 19:6 27:21 33:16 88:10 <b>reported</b> 8:8 78:23 <b>reporter</b> 99:12,19 <b>reporting</b> 18:23,23 87:19,20 <b>reports</b> 3:12 6:18 9:3 85:22 <b>represent</b> 50:6 62:20 80:8 <b>representat...</b> 19:2 <b>representat...</b> 68:4 86:18 <b>represented</b> 45:9	<b>representing</b> 44:4 64:5 <b>represents</b> 10:3 61:7 <b>reproduction</b> 99:17 <b>require</b> 8:12 37:12 <b>requirement</b> 67:22 86:1 <b>requirements</b> 71:19 <b>resend</b> 13:15 <b>residential</b> 40:10 56:17 <b>residents</b> 45:22 59:3 <b>resolutions</b> 5:4 <b>resource</b> 74:10 <b>resources</b> 10:20,22 45:23 72:9 <b>respectively</b> 81:4 <b>response</b> 9:10 21:19 76:24 77:21 92:11 <b>responsibili...</b> 9:2 <b>responsible</b> 27:2 64:17 81:7 85:12 <b>rest</b> 88:10 <b>restructuring</b> 33:10 <b>result</b> 34:23 <b>resulted</b> 33:19 <b>results</b> 65:21 77:16 <b>resume</b> 65:10 <b>retirement</b> 41:13,14 62:14,14 <b>retirements</b> 43:5 <b>retiring</b> 41:18 61:1 <b>returns</b> 50:20 <b>revenue</b> 45:12
--	---	--	---	---	--	---	--	---

2:10 3:22 4:19,22 6:5 6:19 8:9 9:1 9:7 26:18 32:22 82:15 <b>reviewed</b> 54:19 <b>reviews</b> 54:21 71:24 <b>revisits</b> 83:9 <b>Rey</b> 59:22 <b>rich</b> 91:11 <b>Richmond</b> 29:18,21,24 <b>right</b> 4:5,17 17:18 18:5 18:12 19:6 22:7,18 38:1,11 55:10 58:5 61:21 62:21 77:22 85:1 86:4,12 90:6 94:2 97:22 <b>Rights</b> 84:12 <b>rigorous</b> 22:5 <b>rise</b> 22:15,15 26:9 89:23 90:1 <b>rises</b> 28:8 <b>risk</b> 70:13,16 <b>River</b> 32:1 40:6,7 <b>roadblocks</b> 92:16 <b>Roadmap</b> 67:19 <b>robust</b> 18:22 22:10 23:3 23:7,10 <b>Rodriguez</b> 1:9 2:21 5:21 6:6 41:7,9,11 53:18,21 54:3 60:23 61:12,20,23 62:17 <b>role</b> 27:18,20 48:15,16 <b>roles</b> 41:13,16 41:20	<b>roll</b> 34:2 77:17 <b>rolled</b> 53:2 <b>roofing</b> 18:9 <b>room</b> 1:4 82:8 <b>RPR</b> 99:11 <b>ruled</b> 29:19 <b>ruling</b> 29:17 30:5 <b>running</b> 63:9 96:2 <hr/> <b>S</b> <hr/> <b>Saints</b> 32:11 <b>sales</b> 34:17 <b>sat</b> 64:8 83:5 <b>satisfied</b> 23:16 <b>save</b> 35:7 91:21 <b>saying</b> 44:12 83:1 93:19 <b>SBA</b> 87:3,8 <b>scalable</b> 70:11 <b>scale</b> 56:17 <b>scary</b> 39:21 <b>scenarios</b> 69:16 <b>schedule</b> 17:20 <b>scholarship</b> 73:12,12 <b>scholarships</b> 49:19 <b>school</b> 36:22 39:2 48:3 58:3,9,17 59:17 60:14 64:22 72:18 73:11 74:24 75:3,8,10 94:17 <b>schoolers</b> 53:11 60:9 <b>schools</b> 34:5 35:3,3 36:4 36:8 37:14 39:17 46:18 57:10,11,11 57:16,22 58:6,10,12 61:21 62:23 62:24 73:23	73:23 75:20 76:5 <b>Schuylkill</b> 40:7 <b>scope</b> 70:13 71:24 <b>scopes</b> 93:5 <b>Scott</b> 1:8 2:19 7:21 <b>scrutiny</b> 30:5 90:16 <b>sea</b> 92:8 <b>search</b> 70:12 <b>seat</b> 64:8 <b>second</b> 17:24 17:24 78:3 <b>Secondly</b> 34:13 <b>Section</b> 85:17 <b>sector</b> 6:10 10:24 12:1 31:12 64:17 80:12,22 <b>sectors</b> 80:8 <b>secure</b> 12:14 <b>see</b> 4:4,8 14:16 16:15 22:23 23:11 34:19 35:22 36:10 37:1 38:4 46:3,9 54:24 82:6 94:18 96:15 97:23 <b>seeing</b> 41:13 80:23 98:9 <b>seek</b> 31:12 <b>seeks</b> 69:8 72:8 <b>seen</b> 49:13 50:10 85:18 85:22 <b>sees</b> 48:15 <b>segment</b> 41:22 <b>selected</b> 20:22 <b>send</b> 14:18 <b>sense</b> 41:17 42:9,9,10 60:23 61:1 61:12 62:12 <b>sent</b> 13:14	<b>separate</b> 3:4 <b>serious</b> 86:23 <b>serve</b> 50:8,17 59:2 <b>served</b> 6:8 79:3,9 <b>service</b> 27:15 39:1 47:20 <b>services</b> 55:16 <b>sessions</b> 12:8 <b>set</b> 20:15,19 87:12,16 <b>set-aside</b> 30:3 <b>set-asides</b> 29:11,20 83:10,11,12 83:13 <b>setting</b> 28:15 59:19 80:18 81:6 <b>settings</b> 11:16 <b>share</b> 5:23 7:2 12:18 13:9 20:5,8 21:21 42:20 52:22 97:17 <b>Shark</b> 12:13 12:15 <b>Sharmain</b> 4:7 25:10,24 26:13 27:9 35:16 38:18 41:6 64:8 90:2 <b>sheet</b> 88:15 <b>Sherman</b> 2:23 <b>shift</b> 30:5 <b>short</b> 55:17 <b>shortly</b> 4:8 <b>show</b> 40:17 40:21 73:5 73:6 <b>showcasing</b> 6:15 <b>side</b> 19:7,10 36:17,21 74:4,4 76:15 88:6 <b>sign</b> 4:5 16:9 16:16 <b>sign-in</b> 88:15	<b>signed</b> 77:9 77:19 <b>significant</b> 7:2 14:13 29:8 <b>similar</b> 60:7 66:8 <b>sincere</b> 66:1 <b>sir</b> 82:3,6 88:13,16 <b>sit</b> 17:19 42:17 <b>site</b> 20:2 23:16 24:10 24:16 32:22 40:8 <b>sites</b> 36:11 73:7 <b>sitting</b> 38:10 <b>situations</b> 24:4 <b>six</b> 89:23 <b>size</b> 69:1 <b>sized</b> 31:19 <b>skill</b> 31:5 <b>skilled</b> 36:20 41:23 <b>skills</b> 59:19 74:13 <b>sleeves</b> 34:2 <b>small</b> 10:17 10:18 11:1 11:6,9,15 12:7,8,19 12:21,24 13:2,22 14:6,8 73:11 83:10 87:13 91:13 <b>smaller</b> 34:23 56:17 <b>Smith</b> 79:8 <b>smooth</b> 25:18 <b>somebody</b> 23:21,21 89:19 <b>somewhat</b> 22:12 <b>soon</b> 81:8 <b>sorry</b> 15:14 59:6 82:5 92:23 <b>sort</b> 6:2 21:21	25:17 39:24 41:15,22 42:8 61:3 62:22 89:16 95:10 <b>sounds</b> 14:2 41:5 <b>Source</b> 8:23 9:4 <b>sources</b> 24:13 71:1 <b>southern</b> 64:19 <b>space</b> 17:21 40:11 <b>span</b> 45:16 80:14 <b>spanning</b> 80:7 <b>speak</b> 9:23 10:4,11 27:3 57:9 60:5 61:5 <b>speaker</b> 12:12,16 <b>speakers</b> 4:1 26:11 <b>speaking</b> 3:5 4:14 58:2 <b>special</b> 3:3 78:1 79:17 <b>specialized</b> 22:19 <b>specific</b> 28:13 69:5,10 71:7 <b>specifically</b> 30:21 36:5 39:5 47:12 95:22 <b>specifications</b> 95:23 <b>specifics</b> 42:23 <b>specs</b> 96:4 <b>speculating</b> 57:3 <b>spoke</b> 36:3 <b>spoken</b> 36:22 72:14 <b>sports</b> 31:24 <b>spot</b> 66:21,23 75:17	<b>spots</b> 66:13 <b>SRC</b> 85:15,18 <b>stadiums</b> 31:24 <b>staff</b> 3:19 10:12 21:3 21:4,14 94:15 96:18 <b>stakeholders</b> 72:13 80:5 <b>standards</b> 81:12 <b>start</b> 39:17 44:12 46:17 49:18 63:22 74:23 89:2 <b>started</b> 2:14 5:24 14:10 17:18 28:18 37:5 40:14 57:15,16,21 75:9 84:8 <b>starting</b> 14:9 14:15 46:10 73:18 <b>starts</b> 84:4 <b>state</b> 5:9 11:10,18 15:4 70:24 74:1 83:22 <b>stated</b> 44:9 <b>States</b> 90:21 <b>statistical</b> 29:22 <b>statistics</b> 80:3 <b>status</b> 17:12 <b>stay</b> 33:14 <b>staying</b> 52:14 <b>steel</b> 17:20 18:9 22:15 22:20 <b>stenographic</b> 99:6 <b>step</b> 23:24 <b>Steven</b> 1:8 2:19 7:21 7:22 26:15 38:20 <b>Stitt</b> 3:10 <b>stocks</b> 91:4 <b>stops</b> 84:6 <b>Storage</b> 93:10 93:16	<b>stories</b> 19:23 <b>story</b> 89:8 <b>straight</b> 17:16 <b>strategic</b> 33:9 34:18 48:4 <b>strategies</b> 65:5 <b>strategy</b> 25:19 68:16 69:6 72:4 96:21 <b>Strawberry</b> 64:21 <b>Street</b> 19:18 30:11 90:15 97:6 <b>strength</b> 54:22 <b>strengths</b> 66:12 <b>stretch</b> 67:1 <b>strict</b> 30:4 90:16 <b>strictly</b> 58:2 <b>striking</b> 83:7 <b>striving</b> 51:3 <b>strong</b> 36:20 52:20 65:14 65:16 <b>structure</b> 18:8 40:5 <b>structures</b> 76:10 <b>structuring</b> 34:22 <b>struggle</b> 93:3 <b>student</b> 48:14 48:23 49:1 <b>students</b> 34:6 35:4 37:9 46:20,22 48:10 49:19 53:7 59:20 72:20,24 73:14,16,17 75:4,11 <b>studies</b> 30:7 34:14 <b>study</b> 8:12,19 45:4 <b>stuff</b> 84:8,8 84:11
--	---	---	---	---	---	---	---



Economic Opportunity Review Committee  
 March 7, 2016

<b>upper</b> 66:22	<b>vital</b> 46:12	57:17 71:5	<b>women-own...</b>	43:16 44:1	95:10	<b>1990</b> 82:18	<b>4</b>
<b>uptakes</b>	<b>voluntary</b>	76:19 77:2	6:16 31:4	47:7 49:18	<b>younger</b> 48:9	<b>1st</b> 20:12	<b>4</b> 71:13,14
14:14	30:6	89:20	67:21 78:7	51:20 52:17	53:8		83:24 88:12
<b>Urban</b> 27:12	<b>Voting</b> 84:11	<b>wealth</b> 65:12	78:18	63:10 69:4		<b>2</b>	<b>4,000</b> 49:4
35:17		<b>website</b> 5:19	<b>wonderful</b>	72:15 94:12	<b>Z</b>	<b>2,478</b> 7:10	<b>40</b> 18:4 86:6
<b>use</b> 32:14	<b>W</b>	12:22 13:4	3:16 12:23	<b>workings</b>	<b>0</b>	<b>2.05</b> 81:3	91:6,8,9,19
34:17 82:20	<b>wages</b> 31:7	81:20 97:7	<b>wondering</b>	5:15	<b>0</b> 91:7,19	<b>2.2</b> 81:1	<b>400</b> 1:4
83:2	<b>waiting</b> 82:3	<b>week</b> 14:16	24:19	<b>works</b> 6:20		<b>2.3</b> 31:3	<b>40s</b> 17:19
<b>usually</b> 72:23	<b>walk</b> 12:9	20:12 23:22	<b>word</b> 93:3	6:21 7:17	<b>1</b>	<b>20</b> 68:8 94:10	<b>45</b> 78:18
<b>utilization</b>	<b>Wall</b> 18:14	59:21 60:10	<b>work</b> 17:10	8:5 26:22		<b>2003</b> 45:5	<b>47</b> 2:17
8:13 68:9	<b>want</b> 3:14	<b>weeks</b> 12:13	18:17 21:21	66:17 78:4	<b>1</b> 4:21	<b>2008</b> 27:22	<b>47th</b> 27:23
69:9,19	5:23 7:19	<b>welcome</b> 3:21	25:3,16	78:14,19	<b>10</b> 80:9	33:16	<b>5</b>
<b>V</b>	8:6 10:6	4:1 6:3,10	26:19 28:21	<b>workshop</b>	<b>10:04</b> 1:5	<b>2012</b> 4:21	<b>5</b> 88:12 91:20
<b>v</b> 28:12 29:18	13:21 24:24	7:19 37:20	29:19 30:15	11:7 97:5	<b>100</b> 13:21	<b>2013</b> 45:4,5	<b>50</b> 12:6 39:22
90:20	27:1 30:16	38:16 94:5	30:22 31:8	<b>workshops</b>	31:2	<b>2014</b> 17:18	67:11 86:21
<b>VA</b> 83:10	30:19,22	<b>went</b> 31:3	31:14 32:6	11:10 32:18	<b>10th</b> 72:20	<b>2015</b> 6:12	<b>500,000-dol...</b>
<b>valuable</b> 34:7	43:8 44:12	68:5 75:15	32:22 34:2	<b>wrap</b> 88:21	73:18 75:5	47:12	73:12
<b>value</b> 80:9	49:15,20,23	78:14	34:15 35:11	<b>writing</b> 95:7	<b>11</b> 11:12 12:5	<b>2016</b> 1:5 3:23	<b>559</b> 31:6
96:17	50:7 52:6	<b>white</b> 36:1	35:24 39:5	<b>written</b> 95:5	<b>11:30</b> 77:10	8:4 18:13	
<b>valued</b> 31:2	53:11 54:4	91:10,11	40:6 41:2	95:6	82:12	78:4	<b>6</b>
<b>valuing</b> 33:5	60:5 64:11	92:4,5	43:1 44:2	<b>wrote</b> 29:7	<b>11:42</b> 98:11	<b>2017</b> 17:22	<b>6.9</b> 86:19
<b>Vanessa</b> 1:9	93:22 96:14	<b>wholesalers</b>	49:23 57:13	94:6,6	<b>11th</b> 72:20	49:18	<b>65,000</b> 45:10
2:16,18	97:17	34:18	59:21 60:24	<b>www.phila....</b>	<b>12</b> 25:6 45:6	<b>20s</b> 17:20	<b>7</b>
26:16,24	<b>wanted</b> 25:20	<b>wider</b> 81:10	62:12,23,24	7:13	45:8	<b>21.7</b> 81:3	<b>7</b> 1:5 25:5
<b>variety</b> 30:15	26:22 75:13	<b>William</b> 4:11	63:18 66:20	<b>X</b>	<b>120013</b> 4:21	<b>21.7</b> 81:3	<b>7.5</b> 31:3
67:24 81:10	98:3	64:1	66:22 67:1	<b>Y</b>	<b>12th</b> 59:18,23	<b>22.2</b> 78:16	<b>77</b> 82:16
<b>various</b> 19:5	<b>wants</b> 48:18	<b>Williamson</b>	67:8,12,16	<b>Yeah</b> 88:17	60:16 75:6	<b>22.8</b> 78:21	
46:24 65:4	<b>watch</b> 26:9	58:1	67:24 70:13	<b>year</b> 6:10 8:4	<b>13</b> 7:6 98:10	<b>226</b> 6:20	
67:16 73:4	<b>watched</b>	<b>willingness</b>	73:1 84:1	8:8 17:23	<b>132</b> 7:3	<b>23</b> 97:5	<b>8</b>
73:22,22	12:13	66:2	84:18 86:23	18:19,21	<b>15</b> 37:6 67:23	<b>25</b> 6:22 25:4	<b>8.2</b> 78:12
<b>Varsovia</b> 6:8	<b>Water</b> 7:1,4,6	<b>win-win</b> 31:8	87:16 88:1	19:14 27:23	94:10	56:24	<b>800</b> 7:24
<b>vary</b> 58:3	78:24 79:9	40:8	95:21 96:7	38:13 49:4	<b>1515</b> 97:6	<b>25.8</b> 80:13	<b>80s</b> 85:11
<b>vehicles</b>	79:10	<b>wing</b> 95:11	<b>worked</b> 17:1	73:16,17,18	<b>16.1</b> 78:17	<b>26</b> 7:7 83:24	<b>813</b> 80:7
48:22	<b>Watson</b> 90:8	<b>wise</b> 83:15	31:1 32:2,3	78:4 79:2	<b>160129</b> 8:21	<b>28</b> 19:11	<b>85</b> 13:23
<b>vendors</b>	<b>Watson's</b>	<b>withstood</b>	43:6 47:2	<b>years</b> 6:9	<b>167</b> 45:12	<b>29</b> 80:10	<b>8A</b> 87:13,14
88:11	84:19	29:16	64:21,22	9:13 15:10	83:23	<b>29.7</b> 80:23	
<b>venture</b> 87:15	<b>way</b> 7:16	<b>Witness</b> 10:8	82:18 89:22	31:1 37:6	<b>17-1600</b> 4:24		<b>9</b>
<b>ventures</b>	15:22 16:3	16:23 26:2	<b>workers</b> 31:6	61:15 64:24	<b>17-500</b> 83:8	<b>3</b> 45:11 88:12	<b>90</b> 85:5
52:23	16:10 31:17	44:6 64:2	65:8 94:16	67:11 72:16	<b>17-606</b> 5:7	91:6,7,8,18	<b>98</b> 94:23
<b>Vice</b> 2:16	36:7 42:5	<b>woman</b> 92:17	<b>workforce</b>	76:8 77:3	<b>18</b> 45:9 91:15	95:2,3	<b>9th</b> 59:18
17:8	47:1 74:13	93:1	8:10,14,17	80:19 83:24	91:16,20	<b>3:30</b> 83:5	60:16
<b>view</b> 43:1	<b>ways</b> 14:1	<b>women</b> 6:23	8:23 21:22	86:6,22	<b>181.8</b> 78:9	<b>30</b> 25:5 30:2	
<b>vigilant</b> 96:8	30:16 33:14	7:11 23:4	22:17 29:5	89:24 91:6	<b>1873</b> 76:18	56:24 64:24	
<b>Villanova</b>	35:8 79:20	30:18,20	32:21 33:15	91:8,9,19	<b>1891</b> 44:15	68:8	
57:19	<b>WBE/MBEs</b>	33:12 38:6	33:18 34:1	96:2	<b>18th</b> 97:5	<b>31</b> 80:12,16	
<b>Virginia</b>	50:12	38:6,12	48:10 51:18	<b>yield</b> 34:23	<b>190</b> 78:6	<b>33</b> 3:1	
90:18,19	<b>we're</b> 18:1,5	47:16 55:8	80:21,24	<b>York</b> 11:13	<b>1929</b> 92:16	<b>34</b> 31:1	
<b>virtual</b> 21:6	18:12 41:15	58:5 65:6,7	81:1,9	<b>young</b> 37:2	<b>193</b> 83:6	<b>35</b> 7:15 19:8	
<b>visible</b> 28:6	48:7 49:18	78:15 86:15	86:14,17,20	37:24 39:15	<b>1978</b> 28:10	25:9	
<b>visit</b> 57:11	55:3 58:23	86:16,17,24	96:22	39:19 40:22	82:24	<b>38</b> 78:16	
<b>visiting</b> 57:10	67:7 76:1	90:3	<b>working</b>	47:10,16	<b>1982</b> 28:19	<b>38.4</b> 78:13	
<b>visits</b> 46:22	77:14 91:3	<b>women-own</b>	18:22 27:18	58:4 72:15	82:24	<b>3PHA</b> 85:17	
48:3	<b>we've</b> 19:8	55:18	32:8 42:6		<b>1986</b> 29:7		
	22:12 54:23				<b>1989</b> 29:17		