

Economic Opportunity Review Committee  
March 6, 2017

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ECONOMIC OPPORTUNITY REVIEW  
COMMITTEE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Monday, March 6, 2017  
10:05 a.m.

PRESENT:

IOLA HARPER, Executive Director, Office of  
Economic Opportunity  
STEVEN SCOTT BRADLEY, Chairman,  
African-American Chamber of Commerce  
ETHELIND BAYLOR, Vice President, AFSCME  
District Council 47  
JENNIFER RODRIGUEZ, President and CEO,  
Philadelphia Hispanic Chamber of  
Commerce

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CHAIRWOMAN HARPER: Good morning. We are going to get today's Committee meeting started. My name is Iola Harper and I am the Executive Director of the Office of Economic Opportunity.

I'd like to extend some very brief context for those of you who are not familiar with this meeting and maybe who have not attended before to give you an idea of the purpose of the Economic Opportunity Review Committee.

In 2012, Council produced an ordinance which called for the creation of this Committee. The Economic Opportunity Review Committee information or details can be found in 17-1607 of The Philadelphia Code.

The work of this Committee includes a number of things. One of them is to oversee and facilitate a public review of the implementation, effectiveness, and enforcement of Equal Opportunity Plans. Another is taking

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2 public testimony related to diversity and  
3 inclusion in the City and being  
4 responsive to that testimony. A third is  
5 facilitating public access to key  
6 information that will enhance and enable  
7 minority, women, and disabled business  
8 owners to successfully do business in the  
9 City of Philadelphia. And, finally, this  
10 Committee -- this is the committee that  
11 will make recommendations to City Council  
12 for the adoption of resolutions calling  
13 for appropriate remedial and legal  
14 remedies where we see flagrant violations  
15 to inclusion commitments made by  
16 contractors and subcontractors on City  
17 contracts.

18 These meetings are held  
19 quarterly, and the dates for 2017 are in  
20 your packets. These are public meetings  
21 and they are open to anyone who would  
22 like to attend.

23 Transcripts of this and all  
24 previous meetings are available online at  
25 the OEO website, which can be found at

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2 Philadelphia.gov/OEO.

3 I'd like to take a very quick  
4 moment to acknowledge members of the  
5 Administration that are present. We've  
6 got Nolan Atkinson here. Thank you for  
7 coming, who heads the Office of Diversity  
8 and Inclusion for the City. As of right  
9 now, we don't have City Council members  
10 present, but I also like to give my  
11 colleagues here on the Committee a chance  
12 to introduce themselves and offer any  
13 brief remarks if they'd like to do so.

14 MR. BRADLEY: Good morning.

15 I'm Steven Scott Bradley. I'm Chair of  
16 the African American Chamber of Commerce.

17 MS. RODRIGUEZ: Good morning.

18 I'm Jennifer Rodriguez. I am the  
19 President of the Hispanic Chamber of  
20 Commerce.

21 CHAIRWOMAN HARPER: All right.

22 And we have another Committee member just  
23 joining us, and I know I'm putting you  
24 right on the spot, but would you mind  
25 just introducing yourself quickly and

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2 your affiliation.

3 MS. BAYLOR: Good morning,  
4 everyone. Ethelind Baylor, AFSCME  
5 District Council 47, Vice President.

6 CHAIRWOMAN HARPER: Thank you  
7 so much.

8 And I want to just offer  
9 appreciation for my Committee members.  
10 Thank you for sharing your time with us  
11 this morning.

12 As always, we have a full  
13 agenda. If you would like to speak today  
14 and your name is not on the formal  
15 agenda, you have an opportunity to do so.  
16 If you just see Michelle on my right over  
17 there, you can sign up, and if there's  
18 time, which I believe there should be  
19 time, we allocate time, you'll have the  
20 opportunity to come up and provide  
21 testimony as well.

22 So if you look at the agenda  
23 for today, our first speaker is Valarie  
24 Cofield. She's from the Eastern Minority  
25 Supplier Development Council. I'd like

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2 to ask Valarie to come on up to the  
3 front.

4 There are often questions about  
5 certification, what is certification,  
6 what does it mean to be minority  
7 certified, what is that process, why is  
8 that process hard. And so I've invited  
9 my colleague Valarie to come and share a  
10 little bit today about the MBE, minority  
11 business enterprise certification  
12 process, and whatever else you'd like to  
13 share.

14 (Witness approached witness  
15 table.)

16 MS. COFIELD: Thank you. Thank  
17 you very much. I am honored to be  
18 speaking in front of this group. My name  
19 is Valarie Cofield. I am President and  
20 CEO of the Eastern Minority Supplier  
21 Development Council.

22 The Eastern Minority Supplier  
23 Development Council is an affiliate of  
24 the National Minority Supplier  
25 Development Council. The National

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2 Minority Supplier Development Council was  
3 started by Executive Order under  
4 President Richard Nixon back in 1971. It  
5 is one of the oldest, if not the oldest,  
6 certifying bodies in the nation. It was  
7 primarily established for the purposes of  
8 creating a mechanism by which private  
9 industry would engage with diverse  
10 businesses in their supply chain.

11 Certification became a part of  
12 that process as a way to distinguish  
13 minority businesses from others  
14 participating in the supply chain. And  
15 as many of us know, certification can be  
16 an onerous process.

17 I sit here in the distinct  
18 position of not only leading an  
19 organization that is responsible for  
20 certifying over 12,000 businesses  
21 nationwide, but also as being formerly  
22 the Certification Manager for the City of  
23 Philadelphia under the Minority Business  
24 Enterprise Council, the predecessor to  
25 OEO.

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2                   So my experience with  
3           certification is both longstanding and  
4           in-depth, having led an organization such  
5           as EMSDC, but also the Minority Business  
6           Enterprise Council. Prior to that, I was  
7           actively involved in the response to  
8           Richmond v. Croson, which overturned  
9           set-aside programs and minority business  
10          goals programs by the Supreme Court back  
11          in 1989. At that point, many local,  
12          state, and federal institutions went to  
13          disparity studies for the purposes of  
14          justifying having MBE programs  
15          specifically. A lot of them went to a  
16          local orientation in terms of their  
17          programs. A number of them relied on the  
18          DBE program which was established by the  
19          U.S. Department of Transportation in  
20          1983.

21                   The purpose of certification is  
22          simply one: to ensure that the  
23          beneficiaries of protected opportunities  
24          are legitimately minority-owned  
25          businesses. It has been in the past a

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2 very onerous process. I know that when I  
3 was leading the MBEC certification  
4 program, our backlog was upwards of six  
5 months. I am happy to say that with the  
6 advent of technology, we have found a  
7 substantial reduction in the processing  
8 time of certification applicants.

9 It is also a more streamlined  
10 process because much of what we are  
11 investigating is common information, and  
12 we have well-trained staff members  
13 capable of investigating and determining  
14 very quickly who is eligible for  
15 certification.

16 So I'm going to back up and  
17 talk about eligibility.

18 Certification is eligible to  
19 any minority person who meets certain  
20 protected classes -- or racial or ethnic  
21 backgrounds, should I say - black,  
22 Hispanic, Asian, Asian-Indian. Persons  
23 who are not covered in those categories  
24 of ethnic minority are persons who are  
25 from Sub-Saharan Africa and what we would

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2 call the Arab nations. All others,  
3 non-European, Latinos, are included, but  
4 European Latinos, those on Spaniard or  
5 Portuguese descent are not included.

6 You must be a minimum of 51  
7 percent owned and control the business  
8 for which you are seeking certification.  
9 There is no size criteria, and that's  
10 important to distinguish. It is this  
11 distinguishing factor from a DBE  
12 certification. DBE requires that you not  
13 only be socially disadvantaged; that is, a  
14 part of a protected class, but that you  
15 be economically disadvantaged. Under MBE  
16 certification, you are not required to be  
17 economically disadvantaged. You are  
18 simply required to be a minimum of a 51  
19 percent owner of a business.

20 The distinction of the EMSDC  
21 certification process is that it is a  
22 national certification. Once you are  
23 certified by EMSDC or any council in your  
24 home jurisdiction, you hold national  
25 certification. It is a distinguishing

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2 factor that is appreciated by most buying  
3 entities, because that means that you do  
4 not have to have a business go through a  
5 separate local certification process.

6 There is a cost, and oftentimes  
7 that is the pushback to certification, is  
8 the cost. And I think it's because  
9 people assume that you're paying for the  
10 piece of paper and not for the services  
11 rendered.

12 We have a strategic partnership  
13 with the City of Philadelphia that  
14 reduces the cost for all first-time Class  
15 1 businesses located in the City of  
16 Philadelphia. That is a partnership that  
17 we extend to members of the African  
18 American, Hispanic, and Asian American  
19 Chambers of Commerce. It is a reduced  
20 cost for Class 1's from \$500 to \$300.

21 It is important to note that,  
22 again, the certification is a payment for  
23 services rendered and not for the  
24 certification itself. But certification  
25 does, again, give access to the MBEs to

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2 additional supportive services in the  
3 areas of developing their businesses, in  
4 the areas of access to information  
5 regarding contract and contract  
6 opportunities.

7 What's really important for  
8 me -- I can talk about certification all  
9 day, and I have both pros and cons when  
10 it comes to certification myself  
11 personally, but what I will tell you is  
12 that we have been very focused on getting  
13 companies certification-ready and not  
14 contract-ready, and that is the secondary  
15 part of what it is that EMSDC is  
16 looking -- does offer to businesses, is  
17 making them contract-ready and not  
18 certification-ready.

19 Certification is simply a tool  
20 for engagement. It is not the vehicle of  
21 engagement. And so it's very important  
22 that when we focus on certification, we  
23 focus on it as a tool, but that we really  
24 get into the business of making  
25 businesses contract-ready; that is,

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2 capable of building capacity within our  
3 minority business community to do prime  
4 level work throughout the City, the  
5 region, and the nation, and hopefully we  
6 move them to a global engagement as well.

7 So from my perspective,  
8 certification is very important. I do  
9 think that we distinguish ourselves in  
10 the fact that we are a national  
11 certification, and we certainly have  
12 global reach as well. But, more  
13 importantly, I think we distinguish  
14 ourself because we have four pillars -  
15 certify, develop, connect, and advocate.

16 The development and connection  
17 piece of our four pillars is what  
18 distinguishes us from every other  
19 organization that is certifying. We  
20 certify you, but our next step is to  
21 develop you, get you contract-ready, and  
22 then to connect you to those  
23 opportunities in the marketplace.

24 And with that, I'm open to any  
25 questions that you may have.

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2 MS. RODRIGUEZ: Good morning.

3 MS. COFIELD: I'm going to put  
4 on my glasses so I can see you.

5 MS. RODRIGUEZ: So you  
6 mentioned that you had reduced processing  
7 times, that we were at some point at six  
8 months. What would you say an applicant  
9 can expect the turnaround time?

10 MS. COFIELD: A standard  
11 turnaround time on applications, a  
12 completed application, is 30 to 45 days.  
13 That is because our certification process  
14 is fully automated. All documents are  
15 submitted online. They're uploaded.  
16 There's very little mailing back. Our  
17 site visit is conducted as soon as a  
18 certification application is complete.

19 CHAIRWOMAN HARPER: Valarie,  
20 are there businesses that you would say  
21 are not appropriate for certification or  
22 for whom certification may not  
23 necessarily be a relevant tool for?

24 MS. COFIELD: Well, I think  
25 that any business that is not seeking to

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2 engage in the supply chain, the sourcing  
3 chain of large buying institutions may  
4 not be appropriate for certification.

5 But I do think there is a relevant need  
6 to identify those businesses that can  
7 provide B to B services to other  
8 businesses who may be operating in the  
9 supply chain.

10 And so not every business  
11 should get certified. Like one of the  
12 first things that we try to do is make  
13 sure that you are not a start-up coming  
14 to get certified. Certification should  
15 not be a check-the-box process. When you  
16 come in to our office to get certified,  
17 we are hoping, at minimum, that you are  
18 either operating or you're seeking  
19 certification as a direct result of an  
20 opportunity that you have. And,  
21 therefore, if you are a start-up, it is  
22 directly tied to an opportunity that is  
23 presenting itself to you.

24 MR. BRADLEY: Question. Do you  
25 accept other certifications from SEPTA or

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2 the City, or you still have to go through  
3 the whole process?

4 MS. COFIELD: We don't do  
5 reciprocity in that regard because it is  
6 a national certification. However, they  
7 are reviewed in conjunction with our  
8 certification.

9 CHAIRWOMAN HARPER: Thank you  
10 so much.

11 MS. COFIELD: Thank you.

12 CHAIRWOMAN HARPER: I  
13 appreciate you coming.

14 All right. Now I would like to  
15 welcome up Della Clark and Victoria  
16 Hosendorf. Are you coming up, Victoria?

17 MS. HOSENDORF: No.

18 CHAIRWOMAN HARPER: Oh, Della  
19 Clark from The Enterprise Center, and she  
20 is going to share information with us  
21 about a new initiative coming out of The  
22 Enterprise Center called the Center for  
23 Equitable Solutions.

24 (Witness approached witness  
25 table.)

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2 MS. CLARK: Good morning. I'm  
3 Della Clark. I'm President of The  
4 Enterprise Center, and I want to thank  
5 you for the opportunity to share not only  
6 some information about the new division  
7 we're starting called the Center for  
8 Equitable Solutions, but also before I  
9 speak about that, to kind of give you  
10 some additional background as to how this  
11 new division came about.

12 The Enterprise Center  
13 celebrated 27 years in January, and I  
14 have been with the organization for 25 of  
15 those 27 years. And my two mottos since  
16 I joined The Enterprise Center was build  
17 an organization to last and also keep the  
18 organization searching for excellence.

19 And so about two years ago, The  
20 Enterprise Center looked at what it was  
21 currently doing, which I think it has  
22 been doing a wonderful job in working  
23 with MBEs for 27 years, but we decided  
24 that we wanted to take our work and our  
25 tools in terms of working with small

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2 businesses to another level. So we  
3 engaged Temple University, the Fox  
4 Management Consultant Group, to help us  
5 look at our entrepreneur tools. So we  
6 came up with three developmental tools.

7 One of them is that we're  
8 coming up with an overarching  
9 entrepreneur operating system that would  
10 be called Stage Coaching.

11 The second component of that is  
12 that we decided to use sales force and  
13 embed an assessment tool that will help  
14 us be able to assess eight core  
15 competencies of a small business owner,  
16 from accounting to marketing to  
17 organizational, leadership, the major key  
18 areas we think they need to develop as  
19 they go through the staging development  
20 of their business, from start, scale, and  
21 sustain.

22 And then, finally, we needed a  
23 more efficient tool to source our  
24 clients, and we're calling it D Biz  
25 Connect, which is essentially using sales

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2 force again that will combine not only  
3 the capability of our small businesses  
4 but also the opportunity so we can do a  
5 better job at matchmaking.

6 As a result of these tools --  
7 and, by the way, we will have invested  
8 about \$250,000 in these tools when  
9 they're done, and they should be ready to  
10 roll out probably at the beginning of our  
11 fiscal year in July.

12 And so the second thing that  
13 has occurred in the past two years is  
14 that we formed a construction consortium.  
15 This is comprised of construction firms  
16 in three different areas - professional  
17 services and construction management; the  
18 second one is construction firms; and  
19 then the final one is furniture, fixture,  
20 and supplies. And so we pretty much  
21 organize about 50 clients in those three  
22 buckets.

23 So for the past year, these 50  
24 entrepreneurs have been meeting on the  
25 third Friday of every month and getting

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2 organized, deciding how they can do  
3 business together, as well as listening  
4 to subject-matter experts. And so I am  
5 pleased to inform you today that we have  
6 come a long way with this committee and  
7 that it is functioning. It's not a legal  
8 structure. It doesn't focus on  
9 organization of the committee or the  
10 group or body, but it focuses on subject  
11 matter, access to capital, and  
12 opportunities. And it is a great way to  
13 connect construction firms to real  
14 opportunities.

15 And I think all of you know or  
16 probably have heard that west of the  
17 Schuylkill Expressway there are probably  
18 about \$20 to \$30 billion of construction  
19 projects on the drawing board with the  
20 major institutions, eds and meds in West  
21 Philadelphia. And so the goal is to try  
22 to connect some of these construction  
23 firms to these opportunities. So we're  
24 really excited about that.

25 Another way in which is laying

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2 the groundwork for the Center for  
3 Culinary Enterprises, about five years  
4 ago The Enterprise Center opened up a  
5 commercial kitchen. And so if you look  
6 at west of the Schuylkill Expressway  
7 again with the eds and meds and the  
8 private sector, there is probably about  
9 \$100 million annually being spent on  
10 food. Most of those eds and meds use  
11 food service companies. Primarily the  
12 three is Bon Appetit, which is owned by  
13 Compass; Aramark; Sodexo. And so with  
14 our small food producers, we have been  
15 trying to connect them to opportunities  
16 through those food service companies.

17 Last year we did approximately  
18 somewhere between \$250,000 to \$300,000  
19 with these food service companies. Our  
20 goal over the next two years is to double  
21 that number and eventually get it to  
22 about a million a year annually. Now,  
23 that's not The Enterprise Center revenue.  
24 This is aggregately the revenue of the  
25 small food producers.

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2                   How we have done that, we serve  
3 as the main vendor. We purchased a  
4 delivery truck. We managed their back  
5 office, and we also do their invoicing,  
6 and when we get paid, we pay the client.

7                   And so with these two  
8 consortiums, one being construction, one  
9 being food, we started thinking about how  
10 can we put together a suite of services  
11 that will be customized for them. And so  
12 this is how the Center for Equitable  
13 Solutions has come about.

14                   This is a brand new division  
15 that we are currently rolling out. It  
16 will include strategic sourcing. We're  
17 going to get into EOP monitoring and  
18 outreach. We also would like to request  
19 from the City of Philadelphia to be  
20 sanctioned to do certifications. We are  
21 building a team to be able to do that, as  
22 well as we have looked at the  
23 capacity-building services of The  
24 Enterprise Center and we're bringing  
25 those key areas over to this new center.

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2                   And then, finally, one of the  
3           other areas that we are working in is  
4           around capital. Capital is the number  
5           one disruptor of growing a small business  
6           and particularly to minority businesses  
7           who are undercapitalized. So last year  
8           we deployed about 2.5 million to 82  
9           loans. This year we want to try to  
10          double that number closer to 5 million,  
11          and in the next three years, we would  
12          like to deploy about 15 million a year.

13                   We have engaged two consultants  
14          in that area, one to help us with a  
15          capitalization plan and the other one  
16          with a fundraising plan. So essentially  
17          we're going to go out to banks and  
18          foundations and get them to loan us money  
19          in the form of line of credits that we  
20          will reloan then to small businesses,  
21          because without access to capital, these  
22          small businesses, whether they're in  
23          food, construction, regardless of the  
24          industry, will not be able to achieve  
25          their goals without capital. Capital is

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2 the number one disruptor in scaling a  
3 business, and in most cases, since we  
4 operate in the lane of minority business  
5 enterprises, they start out  
6 underresourced, and if they never catch  
7 up on the capital side, the business is  
8 stifled and it really doesn't grow and it  
9 hits these lows. And that's where we  
10 want to move the needle over the next  
11 five years.

12 We have built capacity in that  
13 area, and so right now we're doing  
14 business with Republic Bank, Customers  
15 Bank, and a number of foundations that we  
16 are getting capital from.

17 The other area in capital that  
18 we have made some movement and want to do  
19 a much better job is around equity. In  
20 the past two years, we raised about \$1.6  
21 million in equity from both foundations  
22 and the federal government. We've  
23 invested in two businesses so far, a  
24 janitorial firm and an engineering firm,  
25 and the goal is to invest more.

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2           The way this works is that the  
3 business gets to use the capital for  
4 three years. They don't have to make any  
5 payments during those three years. They  
6 don't have to service any debt. And at  
7 the end of the three years, they return  
8 the capital with what we call a coupon  
9 rate, and that is a great way to provide  
10 patient capital to these small  
11 businesses.

12           So I'd be happy to come back in  
13 September when we have our Center for  
14 Equitable Solutions fully developed and  
15 rolled out and staffed, but today I  
16 wanted to publicly announce that we are  
17 launching the Center for Equitable  
18 Solutions. We think that the growth and  
19 development of The Enterprise Center  
20 times very well with this new division.  
21 And so I am extremely excited about it  
22 and how we are aggregating all of our  
23 resources to offer a suite of services to  
24 our clients.

25           As I mentioned, we want to get

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2 into certification, but we're not  
3 interested in just being a certifier.  
4 Our goal is to bring all of the other  
5 components of The Enterprise Center  
6 together, because as Val mentioned, it's  
7 not about certification. It is really  
8 about helping clients connect to  
9 opportunities, and that is the ultimate  
10 goal of what we want to achieve at The  
11 Enterprise Center.

12 So our overarching theme is  
13 that if the opportunity doesn't knock,  
14 you have to build a door. And our goal  
15 is to help our clients build the doors  
16 for new opportunities to not only create  
17 jobs but increase their profitability.

18 So thank you, and I'll take any  
19 questions.

20 MR. BRADLEY: My question is  
21 for the contractor division, have you met  
22 with the people from Rebuild? Because  
23 they've been doing a lot of outreach.  
24 Have they had that opportunity to talk to  
25 your --

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2 MS. CLARK: Yes. They did come  
3 and speak to the construction consortium.

4 MR. BRADLEY: Good. So you're  
5 going to make sure they take advantage of  
6 those opportunities?

7 MS. CLARK: Yes, we will.

8 MS. RODRIGUEZ: For the  
9 contracting consortium, is there a  
10 curriculum or is it -- how is it  
11 directed? So you mentioned that this  
12 group meets on a periodic basis and that  
13 they have subject-matter experts. Is  
14 that, I would say, pre-scheduled or is it  
15 more organic in the way that it operates?

16 MS. CLARK: It is scheduled the  
17 third Friday of every month from 11  
18 o'clock to 1 o'clock. The topics are  
19 generated by the small businesses. Okay?  
20 The leadership is driven by the small  
21 businesses. So we try to understand  
22 their needs and then go and identify a  
23 subject-matter expert.

24 So to give you an example, last  
25 month we had heard conversation around

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2 bonding, surety bonds. So we brought in  
3 two experts around surety bonds. So  
4 one-half of the meeting is around a  
5 particular topic of interest to them and  
6 then, secondly, opportunities that are of  
7 interest to them. So we really are the  
8 convener of it, but we let them drive the  
9 topic and the opportunities.

10 CHAIRWOMAN HARPER: Della, if a  
11 business is already certified, where  
12 would they fall in the ecosystem for the  
13 Center for Equitable Solutions? So if  
14 they come to the Center already  
15 certified, what is the product or service  
16 that will be available for that type of  
17 business owner?

18 MS. CLARK: Well, the first  
19 goal would be to establish where they are  
20 in terms of their growth and development,  
21 and that will be done through an  
22 assessment tool. And we try to rank  
23 them, and we rank them -- we will rank  
24 them over the time that they're a client,  
25 and they too would get their score.

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2                   And then once we determine  
3           that -- so as you know, many  
4           entrepreneurs are weak in financial  
5           acumen. That is one of the areas that we  
6           try to get a sense of where they are in  
7           that particular category, in that core  
8           competency. If they're strong in it but  
9           weak in marketing, then we will put  
10          together a suite of services that will  
11          help them build capacity around  
12          marketing, getting their name out,  
13          finding about opportunities. If they're  
14          weak in financial acumen, then we would  
15          do the same.

16                   So what we try to do is first  
17          do an assessment of where they are  
18          skills-wise and where they are in the  
19          development of their business, and then  
20          from there, we would do a customization  
21          of services around that particular  
22          business and what they need.

23                   MS. BAYLOR: I do have a  
24          question, Ms. Clark. When you mentioned  
25          about you are looking to be sanctioned by

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2 the City to offer certification, what  
3 would that certification consist of for  
4 the business?

5 MS. CLARK: I'm sorry. The  
6 last part?

7 MS. BAYLOR: What would the  
8 certification consist of? Like how many  
9 classes? What would be the topics? Is  
10 it, as you mentioned, that it's organic  
11 or do you have a curriculum that would be  
12 designed for that certification that  
13 you're looking for?

14 MS. CLARK: No. The  
15 certification that we want to do is that  
16 we want to certify small businesses that  
17 the City of Philadelphia would accept.  
18 So we have reviewed SEPTA's certification  
19 checklist. We have reviewed other  
20 checklists. And so we think that we can  
21 help our clients meet that checklist.

22 One of the things that prevent  
23 many clients from completing that  
24 checklist is their tax returns.  
25 Oftentimes they are slow in doing their

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2 taxes, because every checklist requires  
3 tax returns. So we are building  
4 relationships with CPA firms, so that  
5 when we price out our certification, it  
6 would include three years of their tax  
7 returns so that they won't have any  
8 excuse why they don't have their tax  
9 return.

10 So we're looking at every  
11 single area of that checklist and saying  
12 how do we need to align services and  
13 align resources that will help them not  
14 only get their certification but also get  
15 contracts and build capacity.

16 CHAIRWOMAN HARPER: Thank you,  
17 Della.

18 I'd like to welcome up the  
19 Mayor's Office of Education right now,  
20 Mary Strasser.

21 (Witnesses approached witness  
22 table.)

23 MS. STRASSER: Good morning.

24 (Good morning.)

25 MS. STRASSER: Good morning,

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2 Mr. Bradley, a member of our Pre-K  
3 Advisory Board. My name is Mary Strasser  
4 and I'm the Acting Director of the new  
5 pre-K initiative in the Mayor's Office of  
6 Education, and I'm joined by my colleague  
7 Julie Beamon, who is the Provider  
8 Coordinator. We also had expected to be  
9 joined by Dr. Stacy Phillips, who is one  
10 of our providers, who has been awarded 90  
11 slots for pre-K in West Philadelphia.

12 She runs Pee Wee Prep in West  
13 Philadelphia. But she's unable to make  
14 it today because she had some teachers  
15 that had called in sick and she has to  
16 cover the classrooms, which is really  
17 important. She's a wonderful example of  
18 how this pre-K initiative is not only a  
19 wonderful opportunity for young children  
20 and families, but it's also a great  
21 business opportunity for many women and  
22 minority business owners in the City.

23 So Julie is going to provide  
24 our testimony on behalf of the pre-K  
25 initiative.

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2 CHAIRWOMAN HARPER: Julie, can  
3 just state your full name for the record.

4 MS. BEAMON: Sure. Julie  
5 Beamon, B-E-A-M-O-N.

6 Good morning again. Thank you  
7 so much for inviting us to provide  
8 testimony on behalf of the Philly pre-K  
9 providers.

10 So today we just want to talk a  
11 little bit about the economic impact that  
12 our providers have experienced as a  
13 result of participating in Philly pre-K.

14 One of Mayor Kenney's signature  
15 campaign promises was, and I quote, to  
16 bring pre-kindergarten to as many kids as  
17 we can reach. Establishing quality pre-K  
18 is essential to ensuring that our  
19 children are able to enter kindergarten  
20 with the foundation necessary to be  
21 successful in school. While this  
22 foundation would most certainly include  
23 basic literacy and numeracy skills, such  
24 as learning your ABC's and 123's, I'm  
25 sure that many pre-kindergarten and

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2 kindergarten teachers alike will tell you  
3 that the social and emotional development  
4 that occurs in children during this  
5 critical time is just as important.

6           These teachers and childcare  
7 providers are the heartbeat of the pre-K  
8 experience. Most days their  
9 responsibilities go far above and beyond  
10 what they may have originally intended or  
11 anticipated they would be for that day.  
12 In addition to providing quality pre-K  
13 and serving as CEO of their small  
14 business, they may also have served that  
15 day as a nurse, a social worker,  
16 mediator, counselor or substitute  
17 teacher. Often they utilize, without  
18 hesitation, their limited resources to  
19 ensure that a child has an appropriate  
20 winter coat or to provide other essential  
21 items to their families in need, such as  
22 groceries, diapers or wipes. Many will  
23 tell you this is simply what they do  
24 because they love the children and the  
25 families that they serve. There are few

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2 opportunities for them to seek or receive  
3 additional compensation for all that they  
4 do.

5 The Philly pre-K contract has  
6 truly been a game changer for our  
7 providers. We received over 100  
8 applications at more than 165 sites and  
9 ultimately selected 88 providers to fill  
10 2,000 slots. Of the 88 providers  
11 selected, 64 are for-profit agencies and  
12 24 are non-profit agencies, 17 are family  
13 childcare providers who provide services  
14 in the home setting. A little more than  
15 half of our 88 providers meet the  
16 criteria for classification as a small  
17 business.

18 For this prorated contracted  
19 year of January through June, providers  
20 will receive an allotment of \$5,100 per  
21 child. This rate will increase to \$8,500  
22 per child for the school year beginning  
23 in September 2017, and that \$8,500 rate  
24 is consistent with the state-funded Pre-K  
25 Counts allotment that is awarded.

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2 Our slot allocations vary by  
3 provider and are based on a number of  
4 factors, including location capacity,  
5 availability of quality pre-K  
6 programming, and the number of risk  
7 factors experienced by children in the  
8 area.

9 The most immediate area of  
10 economic impact that we've seen thus far  
11 for providers has been in the area of  
12 employment and staffing. As of March  
13 1st, the Philly pre-K program has  
14 generated a total of 213 new positions  
15 for our providers. Of this total, 122  
16 are full-time teacher positions, 38 are  
17 part-time teacher positions, and 53 are  
18 support staff positions. The average  
19 hourly wage for all positions is \$14.79  
20 per hour, which exceeds the current  
21 minimum wage standard of \$12.10 required  
22 of City contractors.

23 In addition to now having the  
24 ability to hire more staff, our providers  
25 have reported that they have been able to

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2 further enhance their centers through  
3 purchasing laptops, books, and additional  
4 furniture. Another provider reported  
5 being able to resurface her play space  
6 and buy additional playground equipment.  
7 One provider has the ability to now bring  
8 in specialist teachers one day a week to  
9 teach gym and French. And we have a  
10 family provider who after 20 years of  
11 being in operation has reported that she  
12 is now able to open up a retirement  
13 account as a result of participation in  
14 the Philly pre-K program.

15 To that end, the Mayor's Office  
16 of Education has implemented three key  
17 initiatives surrounding workforce  
18 development, technical assistance, and  
19 building capacity to support the growth  
20 and stabilization of our Philly pre-K  
21 providers. Our first initiative involves  
22 workforce development.

23 The field of early childhood  
24 education is historically known for  
25 having a high turnover rate. First, with

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2 support from the current Administration,  
3 we were able to successfully advocate for  
4 the pre-K teacher position to be added as  
5 a high-priority occupation through  
6 Philadelphia Works, the local workforce  
7 investment board.

8 Second, through the work of our  
9 amazing Workforce Development  
10 Coordinator, Ms. Jade Wallace, we have  
11 developed partnerships with District  
12 1199C and Community College of  
13 Philadelphia to assist current teachers  
14 working in our Philly pre-K programs to  
15 obtain their Associate's degree. In  
16 addition, Jade has presented several  
17 scholarship nights from our providers  
18 throughout the City to discuss the  
19 scholarship and tuition assistance  
20 opportunities available in early  
21 childhood education.

22 As our centers continue to  
23 expand, we are also supporting our  
24 providers by posting their available  
25 positions on our Mayor's Office of

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2 Education website and sharing them  
3 through our social media feeds.

4 Next, through our intermediary  
5 contracts with PHMC and UAC, the Urban  
6 Affairs Coalition, we have been able to  
7 provide technical assistance and  
8 back-office support. UAC offers HR  
9 support, benefits administration,  
10 accounting, payroll management, and audit  
11 compliance. Our office has also  
12 partnered with United Way's Success by 6  
13 program to provide training to our growth  
14 providers on how to move their centers to  
15 high quality. There are currently seven  
16 Philly pre-K providers enrolled in  
17 Success by 6.

18 In addition, our family  
19 providers who traditionally have not had  
20 access to participating in similar  
21 contracting opportunities, such as Head  
22 Start or Pre-K Counts, are receiving  
23 specialized technical assistance and  
24 support to their unique structure as a  
25 family provider through a partnership

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2 with District 1199C.

3 Lastly, we are committed to  
4 working with our providers to help them  
5 build capacity. Through a grant from  
6 PNC, the Mayor's Office of Education was  
7 able to offer a free series of early  
8 childhood education business management  
9 workshops designed to teach financial  
10 literacy to our pre-K center owners and  
11 directors. Some of the topics include  
12 learning how to blend multiple funding  
13 streams, building the capacity of a small  
14 business, and personnel management. Thus  
15 far, we have had 21 providers take  
16 advantage of this opportunity.

17 The last and newest project  
18 that I'd like to mention is that our  
19 office is currently planning, in  
20 conjunction with the Office of Economic  
21 Opportunity, to provide a pathway for our  
22 providers to become certified through --  
23 minority, women, disabled business  
24 enterprise certified.

25 In our current provider pool,

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2 we have 55 providers that are eligible  
3 for this certification. Fifty-one of the  
4 55 are owned by women and at least 40 are  
5 owned by a minority.

6 Becoming certified will allow  
7 providers to enjoy the benefits of being  
8 part of the OEO registry and allows them  
9 to have preference for future City  
10 contracts. This is a crucial step in  
11 validating the work that they do.

12 Daycare owners and childcare  
13 providers, whether big or small, are  
14 often marginalized as babysitters. This  
15 misconception has had a detrimental  
16 economic impact on the early childhood  
17 education profession. This is most  
18 evidently seen in the lower wages that  
19 they receive in comparison to educators  
20 in the public school system.

21 As I mentioned in my opening  
22 remarks and as we all know, they do so  
23 much more. We want our Philly pre-K  
24 providers to know that they are valued  
25 and supported by our city, and that our

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2 city also supports diversity and  
3 inclusion.

4 It's amazing to see how much  
5 we've accomplished in just a few short  
6 months. There are nearly 2,000 three-  
7 and four-year-old children now enrolled  
8 in Philly pre-K. Through the revenue  
9 generated as a result of the  
10 sweetened-beverage tax, just imagine how  
11 many more children we can enroll into  
12 quality pre-K and also how many more  
13 providers we can help to expand.

14 Again, I'd like to thank the  
15 Committee for inviting us to provide  
16 testimony regarding the economic benefits  
17 to our Philly pre-K providers.

18 Thank you.

19 CHAIRWOMAN HARPER: I just have  
20 a quick one. Can you share with us the  
21 total contract -- the total amount of the  
22 contracts that will go to these  
23 businesses from the City of Philadelphia?

24 MS. STRASSER: Yeah. It's  
25 \$10.2 million in this abbreviated year,

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2 and it will expand to -- I should do the  
3 math more quickly -- 16 million next  
4 year.

5 CHAIRWOMAN HARPER: For FY18?

6 MS. STRASSER: Yes.

7 CHAIRWOMAN HARPER: Okay.

8 MS. STRASSER: I can give you  
9 a -- I'm trying to sort out some of the  
10 other costs, but it's 10.2 in '17.

11 CHAIRWOMAN HARPER: Okay.

12 MR. BRADLEY: I just wanted to  
13 thank you for the comprehensive data that  
14 you explained as far as the numbers,  
15 minority firms, disadvantaged firms. I  
16 mean, I think you made a very compelling  
17 argument. I appreciate that. Important.

18 MS. BEAMON: Thank you.

19 MS. STRASSER: We appreciate  
20 your support on the Advisory Board.

21 CHAIRWOMAN HARPER: I'm excited  
22 about our partnership. Thank you so  
23 much.

24 MS. STRASSER: Thank you.

25 MS. BEAMON: Thank you.

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2 MS. STRASSER: Have a great  
3 day.

4 CHAIRWOMAN HARPER: Next I'd  
5 like to welcome up Drexel University to  
6 talk about The Summit project.

7 (Witnesses approached witness  
8 table.)

9 MS. STELTZ: Good morning,  
10 Madam Chair and other distinguished  
11 members of the Committee. Thanks for  
12 giving us the opportunity to testify  
13 about The Summit project, which is  
14 located at 3400 Lancaster Avenue and was  
15 completed in September of 2015. I'm  
16 Sarah Steltz. I'm the Director of  
17 Workforce and Economic Inclusion at  
18 Drexel.

19 The Summit development was part  
20 of the third-party model that the  
21 University often uses. In these  
22 instances, a development -- an  
23 independent developer enters into a  
24 long-term ground lease with the  
25 University. The projects are in line

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2 with the strategic interest of the  
3 University, but the developer has full  
4 autonomy on the project, meaning that  
5 they hire the contractors, they perform  
6 the EOP, and they fully fund the work.

7 In this case, we worked with  
8 our third-party partners at American  
9 Campus Community and Hunter Roberts to  
10 maximize participation on the project.  
11 An Economic Opportunity Plan wasn't  
12 required in this case because it was  
13 approved by the Zoning Board of  
14 Adjustment and not by a City ordinance,  
15 but Drexel does ask that its partners in  
16 Hunter Roberts and ACC establish an EOP  
17 committee and report on a quarterly  
18 basis, as we do on all our projects.

19 At Drexel, we seek third-party  
20 partners that share our values around  
21 local and diversity inclusion, and I  
22 believe that ACC and Hunter Roberts have  
23 demonstrated through the work on this  
24 project that they share those principles.

25 So at this point, I'll turn it

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2 over to Talson Solutions and let them  
3 talk in more detail about the EOP report  
4 itself.

5 MR. BOSTON: Good morning,  
6 everyone. My name is Tariq Boston. I'm  
7 a Senior Associate at Talson Solutions.

8 Talson was hired as the EOP  
9 monitor for the duration of this project,  
10 and from March 2014 through October 2015,  
11 we facilitated and conducted eight  
12 quarterly oversight committee meetings,  
13 and that comprised of members from  
14 ownership of American Campus Communities;  
15 Drexel University, the development  
16 partner; Hunter Roberts Construction  
17 Group, who was the general contractor;  
18 members of the City of Philadelphia  
19 Office of Economic Opportunity; City  
20 Council representation; and  
21 representation from the Minority Business  
22 Development Agency Business Center.

23 Throughout the project, some of  
24 the EOP best effort activities that  
25 occurred was essentially effective

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2 outreach with the MBDA and other  
3 community organizations; due diligence  
4 through continued outreach in attracting  
5 any minority and women business entity  
6 suppliers and subcontractors throughout  
7 the project. Not just at the beginning  
8 and not just at the end but essentially  
9 every month as the project was going on,  
10 there was some sort of outreach that was  
11 occurring, and there was also a focused  
12 effort on exceeding the contract  
13 commitments and workforce participation  
14 EOP metrics through procurement  
15 practices.

16 Some specific data as related  
17 to the project. As stated before, the  
18 project commenced in September 2013 and  
19 was completed in August 2015. Throughout  
20 that time period, Talson reviewed  
21 approximately 696,000 man hours.

22 When it comes to the actual  
23 contract commitments, there was  
24 approximately \$104 million of available  
25 contracting opportunities. Of that \$104

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2 million, \$28.2 million, or 27 percent of  
3 the total contract value, was committed  
4 and paid to minority and women business  
5 entities. That \$104 million excludes  
6 some contract values. And what's  
7 excluded are non-opportunities, and that  
8 means that there is not an opportunity  
9 for a viable minority or women business  
10 entity. Some of that may be asbestos  
11 removal, glass and glazing. It's very  
12 specific trades where there just may be a  
13 very limited number of firms that are  
14 actually capable of doing that work.

15 Hunter Roberts contracted with  
16 eight minority and women business entity  
17 prime subcontractors, which totaled \$8.8  
18 million, and those firms were 100 percent  
19 either minority or 100 percent women.  
20 And Hunter Roberts also awarded \$20.7  
21 million to local Philadelphia  
22 neighborhood subcontractors, any  
23 subcontractors that had a 191 zip code.

24 When it comes to the actual EOP  
25 metrics, MBE and WBE construction

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2 contract commitments were achieved at 18  
3 percent and 9 percent, respectively,  
4 combined 27 percent. And just for a  
5 perspective, the OEO Dashboard at the  
6 time was at 30 percent.

7 When Talson reports on our EOP  
8 data, we like to use the OEO Dashboard  
9 just to keep things in the context that  
10 the OEO Dashboard lists a number of  
11 projects. The last I saw was  
12 approximately 600 to 700 projects, and it  
13 gives you an average of all of the  
14 metrics. So even though there are goals  
15 that you certainly want to achieve on a  
16 project, we do want to show the  
17 comparison to the other projects as to  
18 what was actually achieved.

19 For your minority journeymen,  
20 minority journeymen achieved a goal of 24  
21 percent versus a goal of 32 percent. And  
22 just for perspective, at that time the  
23 OEO Dashboard for minority journeymen was  
24 actually at 24 percent. So it was  
25 actually still in line with other

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2 comparable City projects.

3 Female journeymen came in at 1

4 percent versus the goal of 2 percent.

5 The OEO Dashboard at the time was at 2

6 percent for female journeymen.

7 Minority apprentices ended up

8 achieving a goal of 18 percent versus a

9 goal of 50 percent. And your female

10 apprentices actually achieved 2 percent

11 even though there was no actual

12 established goal for female apprentices.

13 When it came to Philadelphia

14 resident participation, a goal of 37

15 percent was achieved versus 50 percent.

16 And at the time for the OEO Dashboard,

17 the City of Philadelphia comparable

18 projects were actually at 33 percent. So

19 Philadelphia on this one was actually

20 slightly above the rest of the City

21 average.

22 Within your Philadelphia

23 workforce metrics, 33 percent were

24 minority workers versus a goal of 32

25 percent. And 2 percent were female

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2 workers versus a goal of 7 percent.

3 Of your total minority  
4 workforce participation, that came out to  
5 approximately 21 percent cumulative.

6 And I tell you, some of the  
7 successes on this project had to do with  
8 a lot of the outreach efforts of a  
9 combination of Hunter Roberts, ACC, and  
10 Drexel. Hunter Roberts utilized its best  
11 efforts to collaborate with OEO, MBDA,  
12 ACC, and Drexel during the subcontract  
13 award process in an effort to achieve the  
14 EOP goals.

15 Hunter Roberts also held  
16 biweekly meetings throughout the project  
17 with the subcontractors to discuss any  
18 local and workforce diversity  
19 participation efforts. As I said, this  
20 was a continued effort that was going on  
21 throughout the lifecycle of the project.

22 And throughout the project,  
23 there were some walk-ins on the site.  
24 There was approximately 145 individuals  
25 that walked into the site seeking

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2 employment. Of the 145, 13 of those  
3 workers were hired, and that was  
4 approximately 9 percent of the people  
5 seeking employment.

6 Some people seeking employment  
7 were members of the union; some people  
8 were not members of the union.

9 Essentially the members of the union were  
10 directed to their local labor union hall,  
11 and essentially they were hired from  
12 there.

13 I'll open up the floor right  
14 now to any questions unless Drexel or ACC  
15 has anything else they would like to add.

16 MR. BRADLEY: As far as the  
17 outreach, you were very competitive with  
18 your goals. Did you do any unique  
19 outreach to achieve such success?

20 MR. BOSTON: I would say that a  
21 lot of the successes come from early on  
22 outreach at the early onset of the  
23 project before construction has started,  
24 so any of the pre-construction, and  
25 basically just reaching out to

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2 subcontractors as well as any local labor  
3 unions just so that they essentially know  
4 that a project is coming up and that they  
5 can help line up some individuals that  
6 may be able to work on a project.

7 At the time of this project --  
8 this project commenced in September  
9 2013 -- there were still other projects  
10 going on in the City, but right now in  
11 the current market, there's a lot more  
12 projects going on, and I would say that  
13 for projects to be successful, to be  
14 involved as early on in the project. And  
15 as Hunter Roberts was still focusing on  
16 conducting biweekly meetings throughout  
17 the project, it is just the continued  
18 effort on an ongoing basis just to  
19 essentially let the individuals know  
20 what's needed and what numbers that  
21 they're trying to achieve.

22 MR. BRADLEY: Do you have a  
23 relationship with Della's organization?

24 MR. BOSTON: Talson Solutions,  
25 we actually are involved with Drexel's

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2 organization. We actually --

3 MR. BRADLEY: No. I said  
4 Della's, The Enterprise Center.

5 MR. BOSTON: Yes. We only did  
6 the monitoring of it, but we do have some  
7 involvement with her organization. As I  
8 noted, they do hold various outreach  
9 matchmaking events, which we've actually  
10 participated in the past, and I actually  
11 think that they're very, very useful and  
12 have been successful.

13 MR. BRADLEY: Great.

14 CHAIRWOMAN HARPER: So I  
15 appreciate the report and I also  
16 appreciate your aggressive goal, but I do  
17 have a question and I'd be interested in  
18 hearing from, I guess, your firm,  
19 American Campus Community.

20 MR. GUNN: Yes, ma'am.

21 CHAIRWOMAN HARPER: So for your  
22 minority apprentice goal, you had again a  
23 very aggressive 50 percent goal and you  
24 fell a little short, and I'm curious if  
25 you'd share with us what you perceive as

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2 the challenge. I mean, what is the  
3 challenge and what can our Committee  
4 that's comprised of the Chambers and the  
5 unions as well as everyone sitting in  
6 Chambers today, what can we do to begin  
7 to work on this challenge?

8 MR. GUNN: That's a very good  
9 question.

10 CHAIRWOMAN HARPER: Can you  
11 just --

12 MR. GUNN: Absolutely. Not a  
13 problem.

14 CHAIRWOMAN HARPER: And if you  
15 could state your name for the record too,  
16 that would be helpful.

17 MR. GUNN: Yes. My name is  
18 Emanuel Gunn and I work for American  
19 Campus Communities as the Area Manager on  
20 the management side of our company.

21 For this project specifically,  
22 I didn't get involved until probably  
23 halfway through the construction project,  
24 as I was more for the office side of it.  
25 So I locally managed three of the

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2 properties, culminating with the  
3 development of The Summit that's at 3400  
4 Lancaster Avenue. So unfortunately I  
5 wasn't a part of those conversations at  
6 the very beginning in terms of setting  
7 those goals and targets. However, I  
8 mean, I do think the goal was ambitious,  
9 and with time I'm assuming we'll be able  
10 to reach those eventually with our future  
11 projects and developments with Drexel.

12 CHAIRWOMAN HARPER: Any  
13 thoughts, Tariq, on what we can do to  
14 ensure that the next project, that we get  
15 a little closer to the goals that are set  
16 for the project?

17 MR. BOSTON: Sure. One last  
18 thing I'll say, Kate Stillings from  
19 Hunter Roberts will have a little add-on.

20 I would say that essentially a  
21 few years ago there were more  
22 pre-apprenticeship programs that were in  
23 place in the City, whether it was through  
24 the Philadelphia Housing Authority or  
25 some other agencies. So you had a large

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2 pool of qualified minority or women  
3 apprentices that were able to be fed into  
4 the union. I do understand that some of  
5 those apprenticeship programs no longer  
6 exist. I do know there are talks to  
7 create some new ones, but I think  
8 essentially for that apprenticeship goal  
9 of 50 percent to be achieved would be to  
10 have as many pre-apprenticeship programs  
11 as possible within the City that people  
12 can attend.

13 CHAIRWOMAN HARPER: Okay.

14 MS. STILLINGS: Good morning.

15 I'm Kate Stillings with Hunter Roberts  
16 and I was the Senior Project Manager, the  
17 one holding the meetings with the  
18 subcontractors and with different  
19 entities trying to get as much  
20 participation as we could get.

21 In relationship to the  
22 apprentices, Tariq's answer is right on.  
23 In 2008, as everybody knows, the  
24 construction industry kind of died, and  
25 when the economy went so bad, the

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2 apprenticeship programs went south.

3 People weren't entering into the

4 construction industry. There was no

5 work. So we lost a lot of trade folks

6 during 2008, '09, '10, '11 and we kind of

7 had to start over again, and the

8 apprenticeship programs just haven't

9 caught up yet. They need to get more

10 apprenticeships going so that we can get

11 more qualified workers into the business.

12 We probably used less

13 apprentices on this project because they

14 were just so hard to get and tried to get

15 the minority participation. People

16 weren't in the programs. So we did

17 pretty good, but we did not reach our

18 goal.

19 But I think that over the last

20 few years, the industry and especially in

21 the City of Philadelphia, we have moved

22 forward with getting a lot of

23 construction started, and that will get

24 us a lot of apprentices in the programs.

25 MS. BAYLOR: I just have a

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2 question. You said you did work for some  
3 unions in the past or you would send  
4 workers back to their unions so that  
5 their unions can work on projects. Do  
6 you have an idea of what unions you  
7 worked with in the past, where they came  
8 from?

9 MS. STILLINGS: I'd have to go  
10 back and check the sign-in sheet. We had  
11 145 workers, you know, come in. Probably  
12 less than a third of those were from the  
13 union halls, because they were already  
14 working through their labor unions to get  
15 work. But we did have an open-door  
16 policy where you come in, you sign in a  
17 book. We sent that information to all  
18 the subcontractors so that we would try  
19 to get people hired.

20 MR. BOSTON: I would say that  
21 the majority of the walk-ins that came in  
22 on the walk-in sheet were most likely  
23 members of the labor union. There was a  
24 handful of carpenters and a handful of  
25 guys that were doing concrete or brick

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2 mason work, but the majority were from  
3 the local labor union.

4 MS. BAYLOR: So just to follow  
5 up, so is there opportunity for more work  
6 to go to labor unions such as the  
7 electricians, the steel workers, the  
8 laborers? Is there an opportunity? Like  
9 is there any type of reach-out from  
10 Hunter to those labor organizations to  
11 get journeymen enrolled in a project?

12 MS. STILLINGS: Hunter Roberts  
13 is a construction management firm, so we  
14 don't hire very many of our own workers.  
15 We hire subcontractors, and all those  
16 subcontractors go through their unions to  
17 bring folks on board.

18 MS. BAYLOR: Thank you.

19 CHAIRWOMAN HARPER: One other  
20 question I'm waiting for. It's coming.  
21 Just hang on for one second.

22 MR. BRADLEY: So what's the  
23 process for the next project? Have y'all  
24 started in thinking about the next  
25 project and goals for the next project as

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2 far as now that you have a work pool and  
3 a relationship?

4 MS. STELTZ: Sure. Ongoing  
5 projects at Drexel?

6 MR. BRADLEY: Yes.

7 MS. STELTZ: I think right now  
8 a lot of our construction -- we talked  
9 today about third-party construction  
10 work, that type that we do. Our  
11 on-campus projects that are Drexel-owned  
12 construction are done by Bittenbender  
13 Construction. We have a contract with  
14 them for all of our renovation work on  
15 campus, and that has been in place for  
16 about two years.

17 MR. BRADLEY: Okay.

18 MS. STELTZ: And in that case,  
19 Bittenbender has been able to establish a  
20 steady stream of workers, keeping many  
21 diverse and local employees on for a  
22 consistent period of time instead of  
23 having them jump from project to project.  
24 So that's been very successful. And  
25 their sort of in-place strategy that

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2 Bittenbender has used has also led them  
3 to be incredibly successful in their  
4 contracting, coming in at over, I believe  
5 it's about, 46 percent of diversity and  
6 women-owned companies that they're  
7 contracting with.

8 So that's our strategy going  
9 forward for all internal projects, and  
10 they have another year on that contract.  
11 So I think that's our -- where a lot of  
12 our focus is right now, on that model.

13 CHAIRWOMAN HARPER: So I do  
14 have -- it's kind of a question/comment.  
15 There needs to be a new partnership with  
16 the School District to get students into  
17 the union. How can CMs like Hunter  
18 Roberts work with the School District and  
19 unions to create a pipeline program, is  
20 the question.

21 MS. STILLINGS: I can tell you  
22 that Hunter Roberts does reach out to  
23 local schools and goes to local schools  
24 talking about the industry, just trying  
25 to get more people involved. Hunter

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2 Roberts also hires a lot of interns,  
3 particularly out of Drexel, and those  
4 people then become project managers  
5 and/or superintendents within Hunter  
6 Roberts. So we do do some outreach into  
7 local schools.

8 MR. BRADLEY: Do you currently  
9 have a relationship with the School  
10 District?

11 MS. STILLINGS: I'm up in  
12 Newark right now, so I've changed  
13 positions and gone through a different  
14 job. Plus I'm pretty much tied to a  
15 specific job for the length of that job.  
16 There are folks in the office that do do  
17 that.

18 MS. STELTZ: And, Iola, I would  
19 commend the work of your office recently  
20 in bringing together a subcommittee  
21 that's dedicated to talking about this  
22 topic. I think it's one of the first  
23 times that Drexel as an owner has had the  
24 opportunity to sit at the table with  
25 construction managers and subs and trades

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2 and folks from the School District and  
3 the workforce world to be in the same  
4 room discussing this problem in a  
5 realistic and practical way and thinking  
6 about how we can move forward. So we've  
7 been energized by that opportunity and  
8 feel very optimistic.

9 CHAIRWOMAN HARPER: Thank you  
10 very much.

11 MR. BOSTON: Thank you.

12 CHAIRWOMAN HARPER: All right.  
13 I'd like to welcome up Labor Standards.  
14 Manny, is that you?

15 MR. CITRON: Yes.

16 CHAIRWOMAN HARPER: He's going  
17 to give us an update on what's going on  
18 in Labor Standards and maybe some context  
19 on the role of Labor Standards.

20 I'm not sure what you have.

21 (Witness approached witness  
22 table.)

23 MR. CITRON: Thank you, Madam  
24 Chairwoman, and good morning to the  
25 members of the Committee. So my name is

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2 Manny Citron. I'm the Chief of Staff  
3 from the Mayor's Office of Labor.

4 On your agenda it would have  
5 been Perry DiVirgilio, who is the  
6 Director of the Labor Standards Unit.  
7 Unfortunately he's unable to be here. I  
8 don't have his testimony in front of me,  
9 but I am familiar with the subject  
10 matter, so I'm going to be here to speak  
11 a little bit about Labor Standards and  
12 how they interface with OEO.

13 But before I start, I do want  
14 to say thank you to the Mayor's Office of  
15 Education. One of the other hats I wear  
16 is, I administer the compliance process  
17 for the City's living wage ordinance, and  
18 I just learned that for the pre-K  
19 teachers, it's \$14 an hour or 14 and  
20 change, which is well over the \$12.10  
21 hourly, and they're going to come to our  
22 Living Wage hearing tomorrow to speak to  
23 that so it can be put into the record  
24 there also.

25 So Labor Standards and the

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2 interface with OEO, amendments to Chapter  
3 17-1600 of The Philadelphia Code  
4 established that the Labor Standards Unit  
5 in the Mayor's Office of Labor is  
6 responsible for monitoring and enforcing  
7 contractor compliance on workforce  
8 diversity goals that are included in  
9 Economic Opportunity Plans on City  
10 contracts. So this is a little bit  
11 different from the work that OEO has  
12 traditionally done. Traditionally OEO  
13 has been responsible for managing  
14 diversity participation in terms of the  
15 ownerships of the companies. Here this  
16 is just specifically the workforce that  
17 shows up every day and turns the wrenches  
18 and swings the hammers and that type of  
19 stuff.

20 Projects that fall under this  
21 specification are, where the workforce  
22 diversity requirements apply, are  
23 projects that have EOPs. So these are  
24 public works contracts and contracts for  
25 the purchase of services where the

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2 Procurement Department solicits sealed  
3 bids which will cost the City more than  
4 \$100,000, and compliance with the  
5 workforce diversity requirements is  
6 evaluated in stages throughout the term  
7 of the contract.

8 So I'll talk a little about the  
9 work that's been done since this bill  
10 went live last July and kind of where we  
11 are in terms of moving forward and really  
12 formalizing the process.

13 So basically from day one, the  
14 Labor Standards Unit has been conducting  
15 on-site interviews with the workforce on  
16 job sites to determine workforce  
17 composition. There's an existing set of  
18 questions which the Labor Standards Unit  
19 would ask about prevailing wages, and  
20 they've amended the workforce diversity  
21 questions specifically to ask about  
22 ethnic background, race, gender, that  
23 type of stuff, while they're on the job  
24 site.

25 So far, they've had -- they've

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2 had 100 percent response rate. No one  
3 has ever refused to answer those  
4 questions and, as I said, those  
5 interviews are occurring at any project  
6 where prevailing wage is applied. So  
7 it's any project over \$100,000 with the  
8 sealed bid.

9 Information -- so after they  
10 get back to the office, they have the  
11 information from the interviews, and they  
12 correlate that with the racial and ethnic  
13 background and -- racial, ethnic, and  
14 gender background on the project's  
15 workforce that is submitted to them in  
16 the term of -- in the form of certified  
17 payrolls, which are a weekly reporting  
18 requirement for any project of prevailing  
19 wages. So they have the interviews that  
20 they've done on site, and they can  
21 correlate that and back that up to the  
22 data that they get from the contractors  
23 who need to deliver the certified  
24 payrolls.

25 So that's what's been

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2 happening, and that was -- a good way to  
3 think about that is the law became live  
4 and our office put its head down and  
5 started operating and working through  
6 what it looks like to do this and to ask  
7 the questions and to get the responses  
8 from the people on site and to make sure  
9 that looks right with what they see in  
10 their certified payrolls.

11 But moving forward, we want to  
12 formalize, and we've been in this process  
13 for a number of months now. So the  
14 current contracting process requires --  
15 the current contracting process for OEO  
16 requires bidders to submit documentation  
17 of best and good-faith efforts to find  
18 diversity for the operation of -- for the  
19 ownership on the project. As a -- we are  
20 updating this to also include a workforce  
21 diversity component and some changes to  
22 the bidding process.

23 So there will be winning  
24 bidders. So after the sealed bids are  
25 returned, they're scored. Then the

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2 winning bidder is required or will be  
3 required to compete a best and good-faith  
4 efforts form specific to how they will  
5 hit the workforce diversity goals. The  
6 form will be returned to the Labor  
7 Standards Unit, and it must  
8 satisfactorily document how the bidder  
9 will achieve those goals before the City  
10 will issue its notice to proceed.

11 During the course of the  
12 project, Labor Standards will use that  
13 best and good-faith effort performance in  
14 the form that was returned to benchmark  
15 the actual performance in the field and  
16 will make course corrections with the  
17 project manager and with the operating  
18 department with the contractor as needed.

19 We have worked very closely  
20 with the Procurement Department to  
21 develop the process, and we've engaged  
22 with Water, Streets, Airport, and Public  
23 Property to socialize these changes to  
24 their conformance managers so they  
25 understand what enforcement will look

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2 like once we kind of step up to this next  
3 level of enforcement for this ordinance.

4 So that's the quick talking  
5 points I have, but I'm happy to answer  
6 any questions that arise.

7 CHAIRWOMAN HARPER: Well,  
8 you'll probably be invited back to all of  
9 our hearings given your role. I thank  
10 you for coming, and I wanted to at least  
11 have you share where you are right now  
12 and what we can expect from your office  
13 going forward.

14 So it looks like there are no  
15 questions.

16 MR. CITRON: Thank you.

17 CHAIRWOMAN HARPER: All right.  
18 Thank you so much.

19 And then, finally, before we  
20 get to public testimony, I'd like to  
21 invite our two staffers from the Office  
22 of Economic Opportunity up just to share  
23 some brief updates. We've got a lot  
24 going on and we will try to bring that  
25 information to you via these Committee

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2 meetings and our monthly website --  
3 monthly newsletter, I'm sorry, which will  
4 launch this month.

5 (Witnesses approached witness  
6 table.)

7 CHAIRWOMAN HARPER: So we've  
8 got Yvonne and Nick, if you could take us  
9 through the final part.

10 MS. FARRELL: Good morning. My  
11 name is Yvonne Farrell and I'm the Senior  
12 Director for the Office of Economic  
13 Opportunity. Today I'd like to share  
14 information about one of the strategies  
15 that the OEO leadership has identified to  
16 increase contracting opportunities for  
17 minority businesses, that being the focus  
18 on OEO officers.

19 There are over 39 officers that  
20 represent the City departments and  
21 agencies, and their role is to impact  
22 contracting opportunities and also to  
23 work with OEO to develop strategies to  
24 ensure that there's an inclusion message  
25 and messaging across departments.

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2                   We meet with the OEO officers  
3                   quarterly. Our next meeting is October  
4                   14th. During those meetings, we usually  
5                   talk about the departments' performance  
6                   and to look at some of the strategies  
7                   that we can do to improve their  
8                   performance. We thought it would best --  
9                   our next priority is to make sure that we  
10                  focus on refining the roles and  
11                  responsibilities of the officers so that  
12                  there's a consistent message across the  
13                  department about what the roles and  
14                  responsibilities are. We also want to  
15                  give departments an opportunity to look  
16                  at those roles and responsibilities to  
17                  make sure that they have appropriately  
18                  assigned senior-level staff that have the  
19                  authority to impact on contracts. We  
20                  also want to get their input in terms of  
21                  what training they might need so they can  
22                  effectively function in their role.

23                         Over the next several weeks,  
24                         the OEO leadership will be meeting with  
25                         agency and department leadership to talk

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2 about what their strategy is to make sure  
3 there's inclusion with regard to minority  
4 contracting and so that we can look at  
5 also how they can include -- increase and  
6 include contracting opportunities for  
7 miscellaneous purchase orders and single  
8 order purchases, as well as other  
9 contract structures.

10 We hope that these meetings  
11 will be our first opportunity as ongoing  
12 dialogue to create a partnership where we  
13 can actually forge together a plan as to  
14 how to make sure the departments are  
15 meeting their participation goals.

16 Thank you.

17 MR. JANN: Good morning,  
18 everybody. My name is Nick Jann. I'm  
19 the Director of Data and Policy for the  
20 Office of Economic Opportunity. So I  
21 oversee data collection and production  
22 within the office, and I also help to  
23 develop and oversee Economic Opportunity  
24 Plans, or EOPs.

25 An EOP is an agreement between

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2 the City and either the prime contractor  
3 on a City-owned project or the project  
4 owner on a private development to strive  
5 for certain levels of diverse business  
6 and workforce participation on that  
7 project.

8 Since their creation in 2007,  
9 OEO has drafted and executed over 900  
10 EOPs. Currently, there are 350 active  
11 EOPs being monitored by our office, and  
12 this encompasses City-owned projects,  
13 developments in the private sector that  
14 meet certain requirements, and some  
15 administered by quasi-public agencies,  
16 like the Office of Housing and Community  
17 Development.

18 These projects represent over  
19 \$5 billion in total value, and on these  
20 projects, over a billion dollars has been  
21 paid or contracted to minority and  
22 women-owned firms. This amounts to about  
23 a 26 participation rate, but this number  
24 factors in many variables, and  
25 participation often changes drastically

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2 over the course of a project, because  
3 these are active projects rather than  
4 closed ones.

5 Cumulatively on closed projects  
6 over the course of the office's  
7 existence, there's been an average  
8 minority and women-owned business  
9 participation of 31 percent.

10 More information on EOPs is  
11 always available in the recently  
12 published 2016 EOP report, which is  
13 available on the OEO and Commerce  
14 Department websites.

15 One of my other  
16 responsibilities as they pertain to EOPs  
17 is organizing and participating in  
18 oversight committees. Typically these  
19 committees are on projects in the private  
20 sector, but occasionally City-owned  
21 projects have oversight committees as  
22 well. Some developments that OEO is  
23 currently attending oversight committees  
24 for include the new Comcast Tower, the  
25 core renovation for the Art Museum, and

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2 the W Hotel.

3           These oversight committees are  
4 convened at the discretion of the Deputy  
5 Commerce Director for OEO. There has  
6 been discussion, however, to  
7 legislatively require an oversight  
8 committee based upon a certain project  
9 value. The two values that have been  
10 suggested are \$5 and \$10 million. Our  
11 office is excited for the possibility of  
12 increased accountability and transparency  
13 for EOP projects. Such legislation,  
14 however, would greatly increase the  
15 number of oversight committees and, thus,  
16 the work of OEO.

17           There are currently 14  
18 development projects in Philadelphia with  
19 EOPs that have an ongoing oversight  
20 committee and 10 that will require one  
21 once construction begins. These are  
22 largely projects in the private and  
23 non-profit sectors rather than City-owned  
24 projects. City projects are typically  
25 monitored by the OEO specialist assigned

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2 to their department using contract  
3 compliance monitoring software.

4 If legislation does pass that  
5 requires oversight committees for  
6 projects with a budget of at least \$5  
7 million, the number of those committees  
8 would increase to 83. If the threshold  
9 is 10 million, there will be 59 total  
10 projects with such committees.

11 These committees typically meet  
12 monthly, bimonthly or quarterly. With  
13 the 14 current active committees, OEO  
14 staff spend on average about six hours  
15 per week attending these committees.  
16 This does not include time spent  
17 coordinating and planning these meetings,  
18 which is the responsibility OEO has for  
19 some of them.

20 If the number of committees is  
21 increased to either 83 or 59, attending  
22 these committees would become a full-time  
23 job unto itself.

24 In addition to the oversight  
25 committees, there is also a need to keep

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2 tabs on projects without official  
3 committees. For City-owned projects,  
4 this is done primarily through the City's  
5 payment systems and the contract  
6 compliance reporting system. In the  
7 private sector, however, OEO receives  
8 reports generated by project owners and  
9 their construction managers. OEO  
10 currently lacks the resources to  
11 independently verify these reports.

12 Thanks very much, and I'm happy  
13 to answer any questions.

14 CHAIRWOMAN HARPER: I need my  
15 Staples button. That was easy. Thank  
16 you both.

17 MR. JANN: All right.

18 CHAIRWOMAN HARPER: So now I'd  
19 like to invite up those who have signed  
20 up to come and speak. And so Mr. Allen  
21 from Mantua Civic Association and Mr. Ali  
22 from the Contractors' Roundtable. I'd  
23 like to welcome you both up. Thank you  
24 for coming.

25 (Witnesses approached witness

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2 table.)

3 MR. ALLEN: Good morning. Glad  
4 to be here and glad to see this Committee  
5 and participate in some of the future  
6 projects and things that we need to do  
7 here for the community.

8 My name is Jimmy Allen. I am  
9 the coordinator for Mantua Civic  
10 Association's Youth Committee and  
11 Community Outreach. I also participated  
12 with the Youth Study Center for the  
13 Community Advisory Council. I was the  
14 Chairman of the Construction and Employee  
15 Committee to make sure that minorities  
16 participated, joined before and after the  
17 program. We're doing very well there.

18 So I'm here today because of  
19 the December meeting when we talked about  
20 The Summit and some of the Drexel  
21 projects. Based upon the community,  
22 we're not really getting the  
23 participation that we really look for.  
24 So I have a few things I wrote down.

25 So we are putting together a

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2 Promise Zone Review Committee. Many of  
3 our leaders that participated in some of  
4 the projects didn't have the construction  
5 skills or the skills to really go into  
6 the project that they did. So we got  
7 very little out of some of the projects  
8 that came about.

9 We need to see the database  
10 that they use where they pick their  
11 workers and stuff like that. We don't  
12 have apprenticeship programs. We don't  
13 have internship programs. We don't have  
14 an OJT process going on.

15 I see all these beautiful  
16 statistics and all, but how do we know  
17 that these statistics are true? They're  
18 not in most cases.

19 So we attend meetings and we  
20 get information at these meetings, and  
21 then we find out later that we've been  
22 put on there as a part of accepting the  
23 project, and we really don't. We just  
24 came to get some information. But they  
25 say that, you know, we're a part of the

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2 project, and we're really not.

3 So how can this Committee get  
4 evidence or proof of the evidence that's  
5 given here and how can we find out  
6 community access to some of these  
7 projects? We don't have really any  
8 viable information.

9 MR. BRADLEY: You're saying the  
10 outreach, you're not being part of these  
11 conversations about outreach that they're  
12 doing?

13 MR. ALLEN: No. We haven't  
14 gotten it. Sometimes outreach comes a  
15 week before, a day before. Sometimes it  
16 comes later.

17 We just had a proposal agreed  
18 to by Drexel that was written up in a  
19 hurry, and we're supposed to get with  
20 them later to come to some agreements and  
21 all, and we haven't done that yet. And  
22 when we do, I'm sure we won't get much  
23 out of it.

24 MR. BRADLEY: So can we try to  
25 work on the communication?

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2 CHAIRWOMAN HARPER: Absolutely.

3 Well, I have two suggestions  
4 right now, and I may think of some  
5 others. If you have a meeting that  
6 convenes on a regular basis --

7 MR. ALLEN: Yes, we do.

8 CHAIRWOMAN HARPER: -- I can  
9 make sure someone from my office is  
10 there.

11 MR. ALLEN: Thank you.

12 CHAIRWOMAN HARPER: That's the  
13 first thing.

14 Second thing is, there is some  
15 information regarding the outcomes of a  
16 lot of these projects that is publicly  
17 available, and we can share with you how  
18 to access the publicly available  
19 information. And I'm happy to brainstorm  
20 with you further, but those are two that  
21 I can at least offer up right now.

22 MR. ALLEN: Appreciate that.

23 And also even with West  
24 Philadelphia High, we have a work-ready  
25 program. We're pushing to make it a

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2 year-round program, because we train  
3 youth in all kinds of future jobs, 21st  
4 century jobs, and we need to sit down  
5 with some of these universities or some  
6 of these contractors now before they come  
7 into our communities to have some type of  
8 community agreement or training program.  
9 Now, they always say they want to do this  
10 and do that, but for this reason, the  
11 union can't do it, they can't do it, and  
12 it never gets done.

13 I was in Mantua. I lived at  
14 33rd and Market. It is now called  
15 University City. Okay? So all of our  
16 legacies and all of our family histories  
17 and all have been wiped away.

18 University City High School is  
19 the same way. Nobody knows where those  
20 kids are, what they did. Many of them  
21 graduated from college. Many of them  
22 done well. But who knows, who cares,  
23 because the process happens when you want  
24 to build your facilities and you come  
25 into the communities and you get shoved

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2 and pushed around.

3 I was coming over the Spring  
4 Garden Street bridge the other day and  
5 coming into Mantua and Powelton Village,  
6 but a big sign said University City. So  
7 we get intimidated. We get pushed around  
8 and shoved around based on future  
9 projects, which are good. We can't stop  
10 prosperity. We just want to be a better  
11 part of it.

12 CHAIRWOMAN HARPER: Mr. Ali.

13 MR. ALI: Good morning, members  
14 of this Committee, Ms. Harper, and the  
15 other distinguished members of the  
16 Committee. I'd like to give a shout-out  
17 to Councilman Wilson Goode, Jr. sitting  
18 in the back, because it was through his  
19 efforts in the Council Chambers that we  
20 got these legislations enacted.

21 I also would like to thank  
22 Councilwoman Jannie Blackwell, who has  
23 been a big advocate on behalf of  
24 disadvantaged businesses. I can recall  
25 when she once said, you know, I hear all

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2 these glowing reports, but something must  
3 be wrong because people are stopping by  
4 my office asking for things.

5 I wanted to follow up where he  
6 just ended, where he talked about the  
7 community, because when you think about  
8 it, when you think -- when Drexel talks,  
9 like when Drexel talked about the  
10 American Campus Communities, they shot  
11 some numbers by you real quick. And so  
12 we refer to those as like a magic trick.  
13 With magic, you got to -- you see one  
14 thing, but you also have to keep in  
15 mind -- it gives you the logic, you see  
16 A, B, and C, but what you really have to  
17 know is what happened before A, what  
18 happened in between A and B, and what  
19 happened between B and C. So at the end  
20 of the day, American Communities, let me  
21 give you my interpretation of American  
22 Communities.

23 First of all, I never really  
24 heard of them until, I think it was, in  
25 2003. They first arrived in

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2 Philadelphia. They did -- American  
3 Communities did University Crossings with  
4 Drexel. That was roughly like 747 bids.  
5 And the thing to remember when you're  
6 talking about universities and housing is  
7 we're talking about beds, not units. If  
8 you look at multi-family housing and if I  
9 say apartments or I say give me a  
10 one-bedroom apartment, a three-bedroom  
11 apartment, when I rent that, I'm renting  
12 that apartment with the three beds in it.  
13 However, when the University talks, they  
14 have a lease called a limit liability  
15 lease, where they're renting those beds  
16 to students typically on a 12-month or a  
17 nine-month basis. That's how that goes,  
18 and that's important for you to know that  
19 when you're talking to the universities.  
20 Because in terms of beds -- and beds are  
21 students coming into these neighborhoods.

22 So American Communities arrives  
23 in 2003. It brings a building in play  
24 and they put 747 students in it. Then  
25 they come back in 2004 at Temple and they

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2 do University Village at Temple, and they  
3 put -- I'm sorry. The number is wrong  
4 for American Crossings. They put 1,011  
5 students in University Crossings at  
6 Drexel. When they come back in Temple,  
7 they put University Village and they put  
8 747 students there. Then they come back  
9 in 2008 -- I'm sorry; 2013. They do  
10 Chestnut Square. That's something like  
11 861 beds. And then they do The Summit,  
12 which is 1,374 beds, for a total roughly  
13 of about 3,996 beds.

14 So those are people that's  
15 coming in. And if you look at the Third  
16 Councilman District where Ms. Clark is  
17 from, you got roughly 4,000 students --  
18 I'm sorry; 3,200 students coming through  
19 that neighborhood every day. So when we  
20 look at those communities and this  
21 organization, American Communities, as  
22 the person from Drexel, the lady  
23 testified that they work in -- they work  
24 some deals with them, and when she  
25 testified, she talked about the three

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2 projects that Drexel had did because they  
3 weren't aware of the fourth project  
4 because it was Temple.

5 At the end of the day, that  
6 organization is making \$40 million a  
7 year, roughly \$4 million a month. And so  
8 when they come and do these projects, we  
9 expect black people to participate.

10 Now, to the two young people  
11 that came up here from -- the brother  
12 from Talson, I'm familiar with Talson.  
13 They're a real reputable company and the  
14 young guy from American Communities.  
15 Now, at your last hearing, I was under --  
16 well, I read the transcript. Brian Keech  
17 was here, and he said one of the officers  
18 or one of the higher, I guess,  
19 organizational members of the  
20 organization was coming. And that's  
21 important, because when we start talking  
22 about this money, we want to know what is  
23 their responsibility, because in those  
24 relationships where they have -- where  
25 the University has a ground lease,

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2 they're granting a ground lease to  
3 somebody, well, American Communities  
4 takes full responsibility for everything.

5 So when you have Hunter Roberts get up  
6 here and talk about -- she mentioned to  
7 you this thing about apprentices. She  
8 started with 2008. So we'll give them  
9 2008. Let's give them until 2012. The  
10 typical apprentice program is what? Four  
11 years. And so we have from 2012 to 2016.  
12 There's no really reason why to answer  
13 that question, why did they do so bad.  
14 Why did they fail in achieving that  
15 number for apprentices? And the real  
16 reason for that is -- see, this game  
17 is -- numbers don't lie, but they will  
18 tell a story depending on what kind of  
19 story you want the numbers to tell, but  
20 you have to be knowledgeable about the  
21 subject.

22 I'm sorry. Are you Ms. Baylor?

23 MS. BAYLOR: Yes.

24 MR. ALI: Because you're in  
25 that union mindset, you got to remember

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2 how that whole dialogue is going. So  
3 when they start talking about unions, you  
4 have to break them unions down. When you  
5 talk about apprentice programs, you can't  
6 talk to me about a pre-apprentice program  
7 unless you tell me it was approved by the  
8 State of Pennsylvania, the Department of  
9 Labor, or approved by -- or it's in an  
10 apprentice program approved by the U.S.  
11 Department of Labor. Anything else in  
12 that is nonsense and it's nothing but  
13 bamboozling you. So you have to be clear  
14 on that.

15 And so we're not getting young  
16 black men and women into that. Because  
17 if you look at those numbers, when the  
18 previous person testified, he ran numbers  
19 by you. He said, well, you know, we  
20 achieved, I think, 696,000 man hours.  
21 That sounds very impressive. So you have  
22 to have the formula for what does that  
23 mean. Well, that really means that they  
24 achieved 353 men and women working. We  
25 already know that 1 percent of that

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2 number was women. So what does it mean  
3 in terms of the 18 percent that they  
4 achieved for black men and, let's say,  
5 Hispanics, right, out of respect for  
6 other minorities. Let's say minorities.  
7 So of that number, 60 people worked.  
8 Sixty people worked on that job, which  
9 was \$175 million. Sixty black men and  
10 Latinos and maybe Asians worked on that  
11 job for one year. So the remaining 275  
12 white men, of that number 37 percent of  
13 them were Philadelphians. So that's 37  
14 percent of that number was all  
15 Philadelphia, white males included, came  
16 from that number, but the vast majority  
17 of that number, the other 152, they came  
18 from outside the City, and that's the  
19 thing to remember.

20 When we taught unions -- when  
21 the woman from Hunter Roberts talked, she  
22 is a union company. She's not -- she has  
23 to stay in her lane, and when you talk  
24 unions, you got to stay in your lane. So  
25 the unions, the labor unions, when we

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2 talk, we're talking about -- we're really  
3 talking about a regional union, but they  
4 use the word Philadelphia. Because when  
5 you talk unions, you're talking Philly.  
6 When they talk unions, they're talking  
7 regional, because all of them are  
8 councils.

9 When you talk about the  
10 Philadelphia building trades, you need to  
11 know what that council is. You need to  
12 know that that council is composed of 17  
13 leaders of other trades, and each one of  
14 those leaders have jurisdictions outside  
15 the City.

16 So that's the game, and that's  
17 the things I wanted to just tell you  
18 about. But that concludes my testimony  
19 about American Communities, but I want to  
20 just touch on the Rebuild. And the  
21 Rebuild, there's a lot of dialogue in  
22 there about this apprentice program. So  
23 what my previous testimony was, you need  
24 to be mindful about that.

25 And then in this recent RFP

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2 they put out, they're talking about  
3 creating a new apprentice program. Well,  
4 that's caution there, because it can't be  
5 new unless it's approved by who? The PA  
6 Department of Labor or the Labor  
7 Department.

8 So the thing is, you can't make  
9 the assumption that because they're  
10 unions -- and you would know,  
11 Ms. Baylor -- that they have authority to  
12 create a new apprentice program. That  
13 needs to be vetted by the U.S. Department  
14 of Labor if it's an apprentice program,  
15 and the same thing if it's a  
16 pre-apprentice program.

17 The other thing about that,  
18 about the pre-apprentice program, the  
19 Rebuild program, is that there's talk on  
20 the street about having these third  
21 parties monitor that program. The word  
22 is the Library and PIDC. Look at your  
23 record, Ms. Harper. Look at the  
24 participation record and see what were  
25 they able to achieve. What has the

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2 Library achieved in terms of  
3 participation? PIDC, keep in mind, the  
4 building trades has a seat on the PIDC  
5 Board and they also have a seat on the  
6 parent corporation, PAID.

7 So you have to keep that in  
8 mind that if you're going to get these  
9 programs approved, you need to be  
10 knowledgeable about it and you need to  
11 start talking about it.

12 And the third thing, as you  
13 said at the start of this hearing,  
14 there's two purposes. One is for you to  
15 give us an update and for us to give some  
16 feedback and some of the recommendations  
17 we want. So one of the things I'd like  
18 to talk about is debarment. And I would  
19 like to bring to your attention,  
20 Ms. Harper, the case out of 4601 Market  
21 concerning D.A. Nolt, a subject that  
22 you're thinking about. But I'm  
23 recommending that as you find out more  
24 about it, that you debar D.A. Nolt,  
25 because you have to come in -- as a new

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2 sheriff in town, you got to come in with  
3 law and order. You got to come in with  
4 crime and punishment. So my thought on  
5 that is -- and anybody, any of these  
6 reports. You talked about Drexel. You  
7 mentioned to Mr. Allen that you're going  
8 to share information. The only thing  
9 about your annual disparity -- your  
10 annual participation report that I  
11 question is the integrity of the data,  
12 because there's so many reports in there  
13 that you have no data. Simply they just  
14 didn't send it in to you. Look at all --

15 CHAIRWOMAN HARPER: You're  
16 speaking of the EOP?

17 MR. ALI: EOP. The annual  
18 report, the final report, the  
19 participation. So you have a lot of  
20 projects that there's no data in it.

21 Drexel, very rarely you had --  
22 in the last one, I think you had one  
23 project from Drexel in there, although  
24 they've had a number of projects. This  
25 project, American Cities, was actually

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2 reported in the first.

3 So, you know, that's really  
4 where we need to tighten up on that.

5 And the third thing I think  
6 you're doing -- I heard -- in conclusion,  
7 I want to say, you know, I took my gloves  
8 off, right? I kept them on for a while.  
9 I took them off. I know you're here.

10 CHAIRWOMAN HARPER: Thank you.  
11 I appreciate that.

12 MR. ALI: I know you're doing a  
13 great job. Most of the people up there,  
14 you know me. I know you're all concerned  
15 about this issue. My caution to you is  
16 just that you're dealing with people who  
17 are knowledgeable.

18 I used to have black hair and  
19 was a young guy. Now I'm an old guy and  
20 I got gray hair. We've been in that  
21 battle for 30 years, and most of those  
22 leaders of these unions, they started  
23 when I started. Look where they are now.  
24 So you have to be knowledgeable about  
25 your opponent so you can come up with

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2 solutions. Because if we're about coming  
3 up with solutions, we need to know what  
4 we need to ask for.

5 Everything that we're talking  
6 about is achievable. We're talking about  
7 giving black men and black women,  
8 Latinos -- please excuse me when I'm  
9 talking, because I get passionate. But  
10 we're talking about giving them an  
11 opportunity, and all that takes is  
12 negotiation, but you have to be level on  
13 both sides.

14 So I'd like to thank you for  
15 allowing me to talk today.

16 MR. ALLEN: And just in  
17 conclusion for myself and the community,  
18 what do we want? We want sustainability.  
19 We want when these projects are done and  
20 these people move on, that in our  
21 communities we have people who have been  
22 trained, who can sustain the jobs in  
23 those facilities, because they're going  
24 to be there for 20 or 30 years. We want  
25 people to have residential opportunities

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2 and move in some of these facilities, but  
3 they can't because we have more poverty  
4 than we ever did in the Promise Zone. We  
5 have more unemployment than we ever did.  
6 Our schools are closing down more than  
7 before.

8 So what we want to do is start  
9 building sustainability so that when  
10 these projects are over, the professors  
11 move on, the contractors move on, we have  
12 trained people, either internships or  
13 apprenticeships or OJT or opportunities  
14 of employment that will last. That's  
15 what we want.

16 CHAIRWOMAN HARPER: Thank you  
17 both.

18 MR. ALI: Thank you.

19 CHAIRWOMAN HARPER: I'd like to  
20 adjourn the meeting, and I'd like to  
21 thank all of you for coming out and  
22 our -- we do this quarterly and our next  
23 meeting date is in your meeting packet.  
24 If you did not receive a meeting packet,  
25 I believe there are some extra ones

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2 available, and then transcripts for  
3 today's meeting will be available on  
4 OEO's website, as I mentioned earlier  
5 today.

6 (Economic Opportunity Review  
7 Committee concluded at 11:35 a.m.)

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CERTIFICATE

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

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MICHELE L. MURPHY  
RPR-Notary Public

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Economic Opportunity Review Committee  
March 6, 2017

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