

ECONOMIC OPPORTUNITY REVIEW
COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, June 19, 2017
10:00 a.m.

PRESENT:

IOLA HARPER, Executive Director, Office of
Economic Opportunity, Chair
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
SHERMAN HARRIS, Assistant to the President
of AFSCME District Council 33

- - -

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CHAIRWOMAN HARPER: Good morning. It is 10:00 a.m. and we're going to get started. My name is Iola, and just by way of introduction and orientation, I'll share a little bit about the EORC Committee process.

In 2012, City Council introduced an ordinance which called for the creation of this Committee, the Equal Opportunity Review Committee. 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 public testimony related to diversity and inclusion in the City and being responsive to that testimony.

A third is facilitating public access to key information that will enhance and enable minority, women, and disabled business owners to successfully do business in the City of Philadelphia.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 And, finally, this Committee --
3 this is the Committee that will make
4 recommendations to the City Council for
5 the adoption of resolutions calling for
6 appropriate remedial and legal remedies
7 where we see flagrant violation to the
8 inclusion commitments made by contractors
9 and subcontractors on City contracts.

10 These meetings are held on a
11 quarterly basis, and the dates for 2017
12 are available in the packets that most of
13 you should have in your hand. So we've
14 got two more for the year, I believe one
15 in September and another in December.
16 Transcripts of this meeting and all
17 previous meetings are available at the
18 OEO website, which can be found at
19 phila.gov/OEO.

20 I would like to also note that
21 the FY16 Disparity Study for the City of
22 Philadelphia is available and online, and
23 you can find that at phila.gov/commerce,
24 and on that page you will see a link to
25 click on to the FY16 Disparity Study if

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 you have not seen it yet.

3 At this time, I'd like to ask
4 the members of the Equal Opportunity
5 Advisory Committee who are here and
6 present to introduce themselves quickly.

7 So if we could start with you,
8 Steven.

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

14 MS. RODRIGUEZ: Good morning.
15 Jennifer Rodriguez, President and CEO of
16 the Greater Philadelphia Hispanic Chamber
17 of Commerce.

18 MS. BAYLOR: Good morning,
19 everyone. Ethelind Baylor, Vice
20 President of AFSCME District Council 47.

21 CHAIRWOMAN HARPER: And we're
22 missing one member, who I understand is
23 on the way, but that's not going to stop
24 our forward movement.

25 So I want to thank the

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Committee for coming today, and now onto
3 the agenda, you will see we've got a
4 number of folks lined up to talk to us
5 today. If you are here and you'd like to
6 speak and your name is not on the formal
7 agenda, you can come forward and see
8 Michelle, and she will take your name and
9 if there's time at the end, you will have
10 an opportunity to come up and speak and
11 have your comments noted for the record.

12 So at this time, I would like
13 to ask -- really quickly, each of you
14 please make sure you limit your remarks
15 to eight minutes, and then there may be
16 questions from the panel.

17 So at this time, I'd like to
18 call up the Philadelphia Gas Works. I
19 believe Craig Campbell and Tony Mauro are
20 here to speak on behalf of PGW.

21 (Witnesses approached witness
22 table.)

23 CHAIRWOMAN HARPER: Good
24 morning.

25 (Good morning.)

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 CHAIRWOMAN HARPER: So if you
3 state your name for the record and then
4 you can just get started.

5 MR. MAURO: My name is Tony
6 Mauro. I'm the Vice President of Supply
7 Chain, Philadelphia Gas Works.

8 MR. CAMPBELL: Good morning.
9 My name is Craig Campbell. I'm the
10 Supplier Diversity Program Administrator
11 for Philadelphia Gas Works, and I'll be
12 speaking on behalf of my Director, Erica
13 Patterson, in her absence.

14 So I prepared some notes, so
15 I'll be brief. Okay?

16 CHAIRWOMAN HARPER: Yes.

17 MR. CAMPBELL: So we are eager
18 to promote our diversity efforts and
19 inclusion by enhancing our current
20 supplier diversity program. It will
21 allow us to have a more robust and
22 measurable program going forward.

23 To initiate the process with
24 forward thinking, we have done the
25 following: established a well-structured

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 supplier diversity program by
3 implementing a five-element structure to
4 diversify our supply chain practices,
5 establishing a framework, resources, and
6 tools; an example, we've added a sourcing
7 specialist as well as myself, the
8 Supplier Diversity Program Administrator;
9 data analysis, we've completed a
10 disparity study with Econsult and
11 Milligan.

12 Number two, develop strategies
13 and procedures for diversity and
14 inclusion. Part of that process is,
15 we're verifying certifications to make
16 sure that they're up to date and valid to
17 this day. We're pre-qualifying our
18 vendors. We have a robust reporting
19 system. We've also included a DBE
20 evaluation procedure for diversity and
21 inclusion from issue to award. Lastly,
22 we incorporated some compliance tracking.

23 Number three, building
24 strategic partnerships. Recently we --
25 well, we already are a corporate member

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 of EMSDC. Recently we've joined the
3 Hispanic Chamber of Commerce, the African
4 American Chamber of Commerce, and we're
5 looking to join the Asian American
6 Chamber of Commerce, and we're also
7 members of the Institute of Supply
8 Management, also known as ISM. Other
9 partnerships, we have a strategic
10 partnership with MBDA. We're committee
11 members of the EORC and OEO committee
12 officer. We also participate in various
13 diversity networking events and training
14 seminars.

15 Number four, communicating our
16 efforts, internally and externally. We
17 have quarterly meetings with OEO as well
18 as the Gas Commission and then we're
19 bringing awareness to PGW and outside
20 stakeholders as well as business
21 entities.

22 Number five, training and
23 awareness. We're learning more about any
24 certifications that we may need to help
25 better serve the diversity and inclusion

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 process, and then we're also doing
3 sourcing and inclusion training on
4 diversity best practices, trends, et
5 cetera.

6 Some of our success stories:

7 February 2017, we hosted a PHL and SEPTA
8 Certification Matters event. This event
9 gave the opportunity for DBEs to see how
10 the certification process works, how to
11 do business with PGW, PHL, and SEPTA. It
12 also gave us an opportunity for some of
13 our primes to meet our new potential
14 subs. We also have representatives on
15 many panel discussions we've hosted by
16 MBDA, Show Works, The Enterprise Center,
17 Councilman K. Johnson's diversity event,
18 and ISM's vendor expo diversity yearly
19 event. We conduct meet-and-greets
20 meetings for our DBEs to meet PGW and PGW
21 to meet new DBE vendors and learn more
22 about our procurement opportunities as
23 well as their products and services. And
24 we're looking to partner with MBDA and
25 OEO for MED Week to host an event for

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 this October 2017.

3 Lastly, the overall inclusion
4 effort is to bring awareness internally
5 and externally, and by doing so, PGW is
6 committed to the following: diversifying
7 and increasing our vendor pool to have a
8 variety of DBEs in various areas of
9 expertise for sourcing and soliciting our
10 goods and services; thoroughly examining
11 our outgoing procurement opportunities to
12 assign DBE participation targets for
13 commitment and contract inclusion for all
14 our goods and services; and bringing
15 awareness to the community as it relates
16 to PGW's procurement opportunities from a
17 workforce and supplier diversity
18 perspective.

19 The vision of PGW as it relates
20 to diversity is to ensure that we have a
21 program that matches our diverse
22 workforce and our customers and
23 residents.

24 CHAIRWOMAN HARPER: Thank you.

25 Are there questions from the

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 panel? I've got a few, but I'd like to
3 open the floor up first.

4 MR. BRADLEY: My question, you
5 haven't shared your written report with
6 us yet, have you?

7 MR. MAURO: I believe we --

8 CHAIRWOMAN HARPER: With OEO.

9 MR. MAURO: With OEO we have
10 sent copies.

11 CHAIRWOMAN HARPER: I can share
12 that with you.

13 MR. MAURO: We'd be happy to --
14 or if you would like to forward it or we
15 can forward it. Either way.

16 MR. BRADLEY: I'm just trying
17 to get some understanding of the actual
18 numbers compared to 2016 versus '17. Has
19 it increased, is it flat, the number of
20 contracts to minority firms, especially
21 in the professional services?

22 MR. MAURO: If you look at the
23 Disparity Study itself -- this was the
24 first study that PGW did -- it
25 encompassed the last four years in total.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 So it really looked at the last four
3 years in aggregate, and that's really
4 what they based the utilization and the
5 disparity numbers on. So if we look at
6 our -- where we are at this point, we are
7 better than we were last year, but
8 certainly nowhere near where we would
9 like to be, and what we're doing with the
10 Disparity Study, right now it's in --
11 we've given it to the OEO. We've given
12 it to the Philadelphia Gas Commission.
13 We also gave it to the PFMC Board, who
14 manages PGW on the City's behalf. We're
15 waiting for feedback from them.

16 The Econsult and Milligan, who
17 did the Disparity Study, is coming in
18 next week to do a presentation to the
19 PFMC Board. So after that, we'll have a
20 better understanding of any feedback that
21 we get from them.

22 We're also going to put
23 together our own -- the end result of the
24 Disparity Study is for us to come up with
25 an action plan, and professional services

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 is one area where we feel, at least from
3 our initial look at the Disparity Study,
4 where there's more -- certainly a lot
5 more opportunity for us. That's an area
6 we're specifically going to target.

7 MR. BRADLEY: Thank you.

8 MS. RODRIGUEZ: And what is
9 your timeline -- sorry.

10 CHAIRWOMAN HARPER: No. Go
11 ahead.

12 MS. RODRIGUEZ: I do apologize
13 for interrupting.

14 What is your timeline for
15 developing the action plan and will that
16 be made public?

17 MR. MAURO: Yes. We will
18 provide -- we certainly plan to provide
19 the OEO with a copy of that action plan,
20 and that could be shared to this
21 committee too. We would expect by the
22 end of our fiscal year, which ends August
23 31st, that we would have that action plan
24 in place so that we can go right into the
25 next fiscal year ready to go.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 MR. CAMPBELL: But we've
3 actually already started putting stuff
4 into action from our action plan, though.
5 It just hasn't been made out to everybody
6 yet.

7 MS. RODRIGUEZ: In your
8 statement, you mention a number of
9 activities that you are undertaking and
10 you have been reviewing. I'm not sure
11 that I heard anything about looking at
12 contracts and the size of the contracts
13 and whether you're looking at how to
14 really break down those contracts so that
15 more minority participation can be
16 achieved.

17 MR. CAMPBELL: So myself and
18 Erica, we actually do break down our
19 contracts, and we look at the contract
20 amount as well as the access of vendors
21 in that contract category, and then we do
22 set DBE participation targets based off
23 of that. So we actually do break down
24 the contracts.

25 CHAIRWOMAN HARPER: Can you

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 share maybe your top two challenges that
3 you face when you're trying to fulfill
4 the participation goals that you set for
5 the contracts with PGW.

6 MR. CAMPBELL: Well, PGW has a
7 lot of -- we work with natural gas and
8 laying pipeline. So a lot of our
9 opportunities our specialty opportunities
10 and there's not a lot of DBEs that fit
11 those requirements. So that's probably
12 the number one challenge we face when
13 we're outsourcing, is just the specialty
14 of the work when it comes to natural gas.

15 CHAIRWOMAN HARPER: And so I
16 guess the follow-up question to that then
17 is, what are your thoughts on how firms
18 that are in that space but not in that
19 exact space of specialized work, how is
20 it that a firm like that might be able to
21 pivot slightly and begin to get some
22 capacity or competency in those areas so
23 that they then can become competitive? I
24 don't know if you've thought about this,
25 but it's just kind of a question that a

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 lot of our diverse firms are asking.

3 MR. MAURO: That is something
4 we've been really discussing a lot
5 recently because, one, there's only a few
6 contractors who are in this area that can
7 or do lay natural gas pipeline. So we're
8 really limited to maybe four or five
9 different companies that perform that
10 work. None of them -- none of the prime
11 contractors are women or minority or
12 disabled-owned businesses. So we look to
13 the -- in order to get into that, to be a
14 prime contractor in that area, it takes
15 access to certain capital, equipment, and
16 a certain qualification. So it's
17 operator qualification for the natural
18 gas service. So they're the two areas
19 where if you are a woman or
20 minority-owned business, one, you'd have
21 to have the tools and the equipment to do
22 the job. So there's access to capital.
23 And then you would have to go through a
24 qualification process, and that's
25 something we're working now with the PFMC

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Board to figure out how do we get a woman
3 or minority-owned business engaged and
4 involved in that area as a prime.

5 So I don't have a real easy
6 answer for that right now, but that is
7 something that PGW is actively -- they're
8 trying to figure out how to do it.

9 CHAIRWOMAN HARPER: Thank you.
10 I think understanding these paths to
11 opportunity is really important, and I'm
12 glad that you guys are discussing it, and
13 it would be really useful for you to
14 share what you can share once you arrive
15 at something substantive that would be
16 helpful to our firms, because they're
17 locked out of some of these
18 opportunities, because frankly they just
19 don't have the access to learning these
20 new types of work and technology and
21 related things that go along with that.
22 So thank you for your due diligence
23 there.
24 I don't think I have any other
25 questions.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Anyone from the panel have
3 other questions?

4 (No response.)

5 CHAIRWOMAN HARPER: Thank you
6 so much.

7 (Thank you.)

8 CHAIRWOMAN HARPER: I'd like to
9 welcome PIDC up now. We've got Thomas
10 Queenan and Sam Rhoads.

11 (Witnesses approached witness
12 table.)

13 MR. QUEENAN: Good morning,
14 everyone. My name is Thomas Queenan.
15 I'm the Senior Vice President and Chief
16 Operating Officer of PIDC.

17 MR. RHOADS: Good morning. I'm
18 Sam Rhoads. I'm the Executive Vice
19 President of PIDC.

20 So good morning, Ms. Harper and
21 members of the Committee. We are here
22 today to provide brief background on PIDC
23 and our efforts with respect to
24 development of opportunities for
25 minority, women, and disabled businesses

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 in Philadelphia and our specific
3 experiences with implementation of
4 Economic Opportunity Plans.

5 By way of background, PIDC is
6 Philadelphia's public-private economic
7 development corporation. We were founded
8 in 1958 by the City and the Chamber of
9 Commerce. Our mission is to spur
10 investment, support business growth, and
11 foster development that creates jobs,
12 revitalizes neighborhoods, and drives
13 growth to every corner of the City.

14 Through our flexible financing
15 products, a targeted portfolio of
16 industrial and commercial real estate,
17 and decades of Philadelphia-based
18 knowledge, PIDC provides the resources
19 and expertise to help Philadelphia
20 businesses invest and develop and grow.
21 That's our mission.

22 We evaluate our promotion of
23 opportunities for minority, female, and
24 disabled individuals and businesses at
25 the level of our Board and staff

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 composition, as well as through our
3 activities, which includes small business
4 lending and contracting and then finally
5 our conduit activity on behalf of the
6 City.

7 At the Board and the staff
8 level, PIDC has a full-time staff of 55
9 people, of which we have 33 percent of
10 minority participation and 71 percent
11 female. Of this total, we have a
12 10-member senior staff, of which four
13 members are minority and four are female,
14 40 percent each of the ten senior staff.

15 Our PIDC Board of Directors is
16 comprised of 30 people that are appointed
17 by the City and the Chamber of Commerce
18 and includes 37 percent minority
19 participation and 30 percent female
20 participation. And our paid Board, which
21 is only four members, of which two, or 50
22 percent, are minority and one, or 25
23 percent, are female.

24 Secondly, we look at
25 PIDC-directed activities, which include

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 small business lending as well as our
3 contracting opportunities.

4 Focusing first on our small
5 business lending, over the past five
6 years, we've developed and implemented a
7 strategic plan around small business
8 lending that raised funds from private
9 rather than traditional governmental
10 sources and created financial products
11 specifically aimed at investing in the
12 City's small minority and women-owned
13 businesses that don't otherwise have
14 access to capital, to traditional bank or
15 equity financing.

16 Over the last four years,
17 through 2016, PIDC has lent over \$88
18 million to almost 300 small businesses,
19 of which 41 percent are minority owned
20 and 25 percent are women owned, for a
21 combined total of women and
22 minority-owned borrowers in excess of 60
23 percent.

24 We've been able to achieve
25 these numbers largely by designing our

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 financial products carefully to meet the
3 community's needs and also through
4 proactively marketing them throughout the
5 entire City.

6 Secondly, PIDC and the
7 Philadelphia Authority for Industrial
8 Development has a number of contracting
9 opportunities. Over the course of the
10 year, these opportunities generally
11 involve professional consulting type
12 services in addition to work related to
13 our industrial land inventory.

14 Over the past four years,
15 through 2016, PIDC has entered into
16 contracts for over \$15 million, of which
17 12 percent were with minority-owned firms
18 and 26 percent were women owned.

19 Through the third quarter of
20 2017, PIDC and PAID have achieved a 14.7
21 percent minority participation and 11.6
22 percent female participation on contracts
23 that are under our control of
24 approximately \$2.1 million through this
25 current fiscal year.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 PIDC is also responsible for
3 operations and infrastructure at the Navy
4 Yard, and we track these activities as
5 well. Over the past four years, we've
6 achieved 12 percent participation for
7 minority firms in that activity and 23
8 percent for female firms on \$12 and a
9 half million of contracted work.

10 And, last, as I think this
11 Committee knows, PIDC frequently serves
12 as a conduit function for City-related
13 initiatives in which we ensure that
14 various City policies are met, including
15 specifically the requirements for
16 Economic Opportunity Plans. These
17 conduit functions include land sales on
18 behalf of the City where the land passes
19 through from the City to our organization
20 and out to the designated purchaser and
21 financing programs such as tax increment
22 financing, the Cultural and Commercial
23 Corridor program, the Water Department's
24 Stormwater Management program and so on.

25 Typically our role here is to

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 be a fiscal agent to enter into the grant
3 or the loan or the real estate agreements
4 on behalf of the City and at their
5 direction with the clients and the
6 projects that the City selects and to
7 manage the financial aspects of that
8 activity. So, for example, we really are
9 tracking whether a loan gets repaid or
10 not and so on.

11 And, therefore, our role is
12 really to ensure, as a fiscal agent, is
13 really to ensure that the client and the
14 project identified by the City has a
15 signed EOP, Economic Opportunity Plan,
16 with the Office of Economic Opportunity
17 while the City departments working with
18 OEO set, track, and report on the goals
19 for these various programs.

20 For the Stormwater Management
21 program, for example, we collect
22 information on behalf of the OEO and then
23 help you collect questions and follow up
24 on questions as you direct.

25 So that really hopefully covers

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 the waterfront of the different ways in
3 which PIDC looks at these different
4 opportunities, and we'd be happy to
5 answer any questions.

6 CHAIRWOMAN HARPER: Thank you.

7 A question. I made note of some of your
8 participation achievement, and I wonder
9 if you have internally set goals for
10 participation that are different than the
11 City of Philadelphia's goals. Do you all
12 set ranges or goals internally that you
13 shoot for as an agency?

14 MR. RHOADS: That's a great
15 question, because we don't. I would have
16 said our goal is always to do better.
17 So, no, we haven't set formal goals, but
18 it is something where we're always trying
19 to improve.

20 CHAIRWOMAN HARPER: Yeah. I
21 guess I'm wondering or hopeful that we
22 can have a discussion about getting
23 closer to the City of Philadelphia's
24 goals. I know I'm in this work every
25 day, so I'm aware of many of the

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 challenges that all of the agencies face
3 in terms of trying to meet participation,
4 but I guess I wonder if you've got some
5 type of thoughts around strategy to
6 really begin to move you from the 12 and
7 13 percent MBE really closer to the 35
8 percent, which is the mandate of the
9 Administration.

10 MR. BRADLEY: Just to add on to
11 that, I think it's good while you're
12 going through that process to have some
13 incentives for management. So if you
14 don't have any goals, then there's no
15 benchmark. If there's some incentive or
16 management is rewarded for exceeding the
17 12 percent or reaching close to 35
18 percent, I think that might motivate some
19 people to really do some outreach.

20 MR. QUEENAN: We agree with
21 you, and we say that the spirit of what
22 PIDC has been doing for many, many years
23 with our small business lending programs,
24 project financing as conduits, sort of
25 managers or agents on behalf of the City,

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 when you think about the composition of
3 our Board and our senior staff, the
4 spirit of inclusion and diversity is very
5 important to us. And so we are
6 evaluating just how we do more of that
7 with regard to our own professional
8 services for the overall operations of
9 PIDC.

10 So your point is well made. We
11 are going to -- we are evaluating more
12 formally what our own internal operating
13 goals will be, and we certainly want to
14 bring them into alignment with the City
15 as well. So that is our objective over
16 the next six to 12 months.

17 MR. BRADLEY: Thank you.

18 MS. RODRIGUEZ: So I was going
19 to ask about timeline. So you are
20 looking at it more formally. So do you
21 expect to have some sort of document or
22 resolution on this matter? By when
23 should that be expected?

24 MR. QUEENAN: Well, as I
25 mentioned, we are in the process of

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 supposedly documenting more of the work
3 that we do specifically for PIDC. And so
4 we will in the next 12 months certainly
5 make available our guidelines that we
6 will be using internally with regard to
7 professional services that PIDC utilizes
8 for our service for the City of
9 Philadelphia and on behalf of our own
10 sort of mission and goals.

11 CHAIRWOMAN HARPER: Thank you.
12 I'll certainly loop back with you guys
13 offline to talk a little more about it.

14 Any other questions?

15 MS. RODRIGUEZ: Sure.

16 So land sales versus loans and
17 financing, is lending the largest
18 activity that PIDC undertakes or is it
19 land sales?

20 MR. RHOADS: By numbers of
21 transactions, it's lending by far.

22 MS. RODRIGUEZ: And does PIDC
23 track land sales, those that you control,
24 whether the land sale goes to a minority,
25 women-owned or other demographics?

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 MR. RHOADS: Yes, we do have
3 that information.

4 MS. RODRIGUEZ: That would be
5 something I think that would be
6 interesting given the impact of land
7 acquisition and wealth creation and
8 minority advancement.

9 MR. RHOADS: Yeah. We have
10 that information. Keep in mind also for
11 land sales, frequently when we're acting
12 as a conduit for the City, we're not
13 picking the buyer. So we're fulfilling
14 that function.

15 MS. RODRIGUEZ: Exactly. So I
16 meant the ones that you control.

17 MR. RHOADS: The ones we
18 control, sure.

19 CHAIRWOMAN HARPER: Any other
20 questions from the panel?

21 (No response.)

22 CHAIRWOMAN HARPER: Okay.
23 Thank you, gentlemen.

24 (Thank you very much.)

25 CHAIRWOMAN HARPER: I'd like to

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 welcome up the Department of Housing and
3 Community Development, Lynn Newsome.

4 (Witness approached witness
5 table.)

6 MS. NEWSOME: Good morning,
7 everyone. My name is Lynn Newsome. I'm
8 the Compliance Director for the Division.
9 It's the Division of Housing and
10 Community Development.

11 Maya DeRosa does compliance for
12 the Philadelphia Redevelopment Authority
13 and also the Philadelphia Housing
14 Development Corporation.

15 I've been asked to discuss
16 tracking and reporting for diversity --
17 of our diversity goals for the
18 preservation and production programs.
19 The first thing we do when we start the
20 monitoring/tracking process is, we meet
21 with our contractors. We meet with them
22 for briefings for PHDC and we also have
23 pre-development and pre-construction
24 meetings for PRA projects, and we talk
25 about during those briefings and the

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 pre-development and pre-construction
3 meetings, we talk about the EO goals,
4 rules, regulations, and expectations of
5 participation goals.

6 At the beginning of a project,
7 the contractor sends a template of 12
8 spreadsheets, one for each month. That
9 mirrors our master spreadsheets. At
10 DHCD, we use a database and system
11 developed in-house specifically for
12 compliance made up of a series of Excel
13 spreadsheets to track and report our
14 diversity goals.

15 As the monthly spend comes in,
16 each month we record this information and
17 enter it into our master spreadsheet.
18 The system allows us to do a side-by-side
19 comparison of previous months, making it
20 easier for our analysts to see mistakes
21 such as redundancy; for example, if a
22 number is repeated from month to month,
23 or if a number is unusually high, higher
24 than either the supplies that they're
25 purchasing or the type of service being

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 rendered. Unfortunately, this happens
3 frequently. However, the method allows
4 mistakes to be caught and corrected,
5 assuring the accuracy of the data. It
6 also puts our contractors on notice that
7 we are watching the numbers very closely,
8 and this prevents and cuts down on fraud.

9 One of the benefits of our
10 system is that the Compliance Unit is
11 responsible for monthly, quarterly, and
12 annual reports to various entities such
13 as HUD, which is our primary funder, City
14 Council, OEO of course, agency boards, as
15 well as numerous right-to-know requests.
16 Our spreadsheets allow us to give data
17 and reports in various formats; for
18 example, how many MBE/WBEs on a project
19 at a particular time or month; the
20 workforce on a project by race, gender,
21 ethnicity, and the same information by
22 Council district.

23 Our system also provides a look
24 at where the contractor is throughout the
25 life of the project. In the case of PRA

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 projects, the contractor is sending
3 monthly letters charting their progress
4 in reaching the participation goals.

5 This is important because it provides my
6 staff an opportunity to get in front of
7 any issues that may impede a GC from
8 attaining goals.

9 For example, if a contractor is
10 halfway through a project and the
11 participation is low, then we will have a
12 conversation with the GC on the reasons
13 why the participation is low, what steps
14 or plans are being made to reach the
15 goals before the end of the project. It
16 also gives us a heads-up on an MBE/WBE
17 that is not performing well on the
18 project.

19 It's important for PRA projects
20 to be completed on time so that the
21 sooner we detect a problem with an
22 MBE/WBE, the sooner we can do whatever
23 possible to correct the situation in
24 order to achieve maximum participation.

25 Another important thing to note

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 is, these are actual numbers, not
3 projected.

4 The outcomes: PRA projects
5 historically reach between 20 to 25
6 percent MBE/WBE participation. PHDC
7 projects is around 40 percent, sometimes
8 higher but rarely lower.

9 I would be remiss not to
10 mention that although PHDC percentages
11 are much higher than the Redevelopment
12 Authority's, the dollar amount given to
13 MBE/WBEs from PRA projects are
14 considerably larger. For example, in
15 Year 41, which is 2016, 5.9 million went
16 to PHDC's MBE/WBEs compared to 14.6
17 million to PRA's MBE/WBEs. So that's
18 almost triple the amount that PRA gives
19 for MBE/WBE participation.

20 Our successes are due to the
21 relationships my staff has with
22 contractors and subcontractors. The time
23 spent explaining the purpose and benefits
24 of the program to our contractors is
25 rewarded with compliance. We often bring

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 contractors and subcontractors in to hear
3 any work-related issues, and I find that
4 this hands-on practice makes for better
5 working relationships.

6 The challenges: The challenges
7 are the lack of MBE/WBE for PRA
8 large-scale projects. PHDC gets a higher
9 participation from having MBE/WBEs as
10 general contractors as well as subs. PRA
11 right now, we do not have any general
12 contractors that do the PRA projects.

13 The challenges, as I said, are
14 the fact that we don't have the larger
15 scale -- for the larger-scale projects
16 the MBE/WBE contractors. Therefore, a
17 mentorship program would be a great
18 benefit for the MBE/WBE program.

19 Given small business owners'
20 hands-on experience, from the planning
21 stage through financial progress,
22 including dealing with banks, obtaining
23 bonds and other insurances, obtaining
24 permits, to ground-breaking, would be a
25 very good benefit for a small -- the

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 smaller contractors. This hands-on
3 experience would not only show the small
4 businesses what it takes to handle a
5 large-scale project, but it also would
6 serve as a benchmark as to where they are
7 as a business and what they need to do to
8 grow their business. The mentor would
9 have to be given an incentive to engage
10 in this process.

11 MS. RODRIGUEZ: So you're
12 saying that PRA -- the amount of the
13 contracts are much higher than PHDC. I
14 think that's just the nature. PHDC does
15 a lot of rehab work.

16 MS. NEWSOME: Right.

17 MS. RODRIGUEZ: So one thing I
18 would -- and this is a comment, an
19 observation, not necessarily directed at
20 you, but general, is if you look at the
21 numbers and the average contract size for
22 minority-owned businesses at the City, it
23 is about \$260,000 for Fiscal Year 2016.
24 So for those entities that are looking to
25 increase the participation of

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 minority-owned businesses in contracting,
3 the City has achieved about, what -- has
4 a level of around 30 percent or so, but
5 the contract amounts are around on the
6 average of \$260,000.

7 So, for example, at PGW that is
8 looking to increase participation rates
9 and if the contracts are mostly about
10 pipeline, of which are multi-million
11 dollar contracts, you can immediately see
12 how you're going to be challenged with a
13 multi-million dollar contract trying to
14 seek minority participation. So really
15 the way that your contracts are unbundled
16 become critical to your success in
17 increasing the participation rate of
18 minorities. So it may be that in a large
19 contract that is multi-million dollars,
20 you may need to separate the sidewalks
21 from the other -- you may need to look at
22 the concrete and dividing it in segments
23 so that you can more approximate the
24 capacity of the minority firms in the
25 City.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 So these are things as -- you
3 need to get down in the -- if you're
4 going to make this work, because it's
5 really hard to expect minority companies
6 to grow from a limited capacity to a
7 multi-million dollar project overnight.
8 In fact, only 3 percent of Latino-owned
9 businesses generate revenues of more than
10 a million dollars. That's a national
11 figure, right? So if you're going to
12 seek the higher participation of
13 Latino-owned businesses, you need to take
14 into account that 97 percent of
15 Latino-owned businesses generate less
16 than a million dollars in revenue, right?
17 So the capacity to absorb a large
18 contract is impaired significantly.

19 MS. NEWSOME: You're preaching
20 to the choir. I did compliance for the
21 state for many years before coming to
22 Philadelphia in 2009, and the practice of
23 unbundling was one of the first things
24 that I brought when I came down from
25 Philadelphia. So we do unbundle so that

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 we have smaller contracts, but I think
3 the problem with PRA is not only -- I
4 mean, it's not the fact that the
5 contracts aren't unbundled; it's that our
6 prime contractors get up to a \$91 million
7 project. So there's a difference
8 between -- when you unbundle a contract,
9 it's different between the capacity to
10 wire, like if you're an MBE/WBE
11 electrician, to wire a building that is
12 maybe 17 floors versus one where PHDC
13 would have like just a house that they go
14 into. So we're talking about not only --
15 we're not talking about the concept of
16 unbundling, but we're also talking about
17 capacity. So the smaller contracts don't
18 have the capacity to go into the larger.
19 Like we just got finished the Divine
20 Lorraine, and if we asked one of our PHDC
21 smaller contractors if they would do a --
22 they might be able to do a couple floors,
23 but they would not be able to do that
24 whole building. So there's the problem
25 that I see that we actually need to try

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 to have a program that helps them grow
3 into these larger projects so they
4 understand what it is to do a larger
5 project, whether it's the equipment,
6 obtaining more equipment, workforce,
7 knowing how to go to the bank, how to
8 have a business plan. They need to learn
9 all that, and the only way you can learn
10 that is through a mentoring process to
11 actually have that hands-on experience.

12 CHAIRWOMAN HARPER: I have a
13 couple of questions. I know you run a
14 tight ship. My first question, though,
15 is, how does the process that you
16 describe intersect with the oversight
17 process that's in place for a number of
18 these large projects? I don't know if
19 there was one for the Divine Lorraine.
20 That predates me. But like for the
21 Gallery, for example, you talked about
22 pre-notification when goals aren't being
23 met and you talked about a number of good
24 things that you have in place, and I'm
25 just wondering how that coincides with an

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 oversight committee, as an example.

3 MS. NEWSOME: Well, I think our
4 process is similar to oversight because
5 we do watch the project from the time --
6 from the beginning, from the
7 pre-construction when you're talking
8 about the larger, from the --
9 pre-development is the first meeting that
10 we have with the contractors, and then we
11 have the pre-construction, and then every
12 month we have a conversation with them as
13 to where they are. We send out a letter.
14 Then we follow up with a conversation as
15 to where they are, and that's our
16 oversight. We're doing this on a monthly
17 basis. And as I said before, that
18 process allows us to get in front of any
19 problems that may develop before the
20 closing of the project.

21 CHAIRWOMAN HARPER: Got you.

22 And I know Greg is not here today, but I
23 guess my comment is, I like that process,
24 but something is happening because with
25 the PRA projects, especially the large

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 ones that aren't meeting the EOP goals,
3 that's why I asked kind of where your
4 process fits in with the oversight
5 process. And so I guess maybe that's a
6 question we can talk about offline a
7 little bit more.

8 MS. NEWSOME: But most PRA
9 projects do meet their participation
10 goals. The problem with PRA projects is
11 when we report out with the project. If
12 you have a project that is finished from,
13 say, in a year, then it's easier to
14 report that out because it's a smaller
15 amount of time and we can give you like
16 the beginning, like -- we do it
17 quarterly. Like they're reporting now
18 quarterly, but, however, PRA projects can
19 last anywhere from 18 months, some of
20 them are for 24 months. So most of the
21 participation on the larger projects come
22 on the back end when you get inside the
23 building after it's built. You go in,
24 you're doing the painting, you're doing
25 small electrical work and that way. So

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 if you asked me if a -- to report out on
3 a PRA project, say, at the 12-month
4 interval, you might get very little
5 participation.

6 So PRA projects do meet their
7 goals. However, it depends on when
8 you're asking for the report and when
9 we're reporting it out what those numbers
10 look like.

11 CHAIRWOMAN HARPER: Right. The
12 other thing I'd be interested in
13 exploring, though, is sometimes the MBE
14 or the contractor commitments, even
15 though the project might only be 30
16 percent complete, the contract
17 commitments are made through the
18 completion of the project. So when I'm
19 looking at oversight reports and I'm
20 seeing that it's 30 percent complete,
21 thinking I can exhale because maybe
22 they're not close to the goal, but then
23 sometimes find out that, yes, the work
24 hasn't started yet, but the commitments
25 have been made. And so I think maybe

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 sitting down, maybe I need to get a
3 better understanding of the process, and
4 I'm happy to do that, but those are
5 concerns of OEO in terms of the PRA
6 projects at least that I'm aware of.

7 MS. NEWSOME: Yeah. I'm not
8 quite sure I'm understanding your concern
9 because they do meet their goals.

10 However, the only way that I can
11 reiterate that if you ask in the middle
12 of a project, you're probably going to
13 have -- those people that are not
14 familiar with PRA projects would look at
15 that. Even Greg, who is relatively new,
16 sometimes he'll look at the project or
17 he'll ask us for goals and we give it to
18 them, and he says, Well, that's low. We
19 don't panic. I always say to him, When
20 Compliance panics, then you panic. So we
21 understand at the end of the project when
22 MBE/WBE participation is more prevalent,
23 then we'll get there, and if we don't
24 think that it's going to get there for
25 some reason, we will have a conversation

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 with the contractor.

3 And sometimes keep in mind with
4 those larger projects, there are times
5 when they have a goal and they're on
6 track, but something happens. We've had
7 instances where the MBE/WBE has walked
8 off a project because they're just
9 overwhelmed, and we have to be able to
10 make up for that some way. And sometimes
11 we have to give the general contractor in
12 the interest of finishing the project on
13 time, we have to give them permission to
14 go ahead and use whatever subcontractor
15 they can to get the project done. And
16 that's the only time that I can say that
17 PRA projects have not come within the
18 goal ranges, if there's a problem.

19 CHAIRWOMAN HARPER: Okay. All
20 right. And then my final thought,
21 because you actually talked about the
22 difference in contractor capacity for
23 PHDC projects versus PRA projects, and I
24 think there's some -- it's worth having a
25 discussion about bridging your

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 contractors. So you've got contractors
3 with a certain type of capacity that
4 you're already working with. You've got
5 a captive audience, and looking at maybe
6 how we can work together from a technical
7 assistance perspective or a
8 mentorship/protege perspective to bridge
9 some of those contractors that are
10 already on PHDC projects so that they
11 then can graduate and maybe work on some
12 of the PRA projects.

13 MS. NEWSOME: That's my hope,
14 is that we can identify some of the PHDC
15 MBE/WBEs that we think have done well and
16 that may be able to fill that gap and go
17 into a mentorship program to grow. But
18 right now -- we'll know a little bit more
19 because PHDC, as everyone knows, has
20 gotten that \$60 million to increase
21 their -- or eliminate the backlog on the
22 BSRP program. So those contractors now
23 will double the work, and we'll see how
24 they perform. If they perform well, then
25 we'll know that a mentorship program

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 would be better suited for them.

3 CHAIRWOMAN HARPER: So I'll
4 definitely loop back and we can talk a
5 little bit more about how we might be
6 able to work together on something like
7 that. I think it's a tremendous
8 opportunity there.

9 MS. NEWSOME: I'm looking
10 forward to that conversation.

11 CHAIRWOMAN HARPER: All right.
12 Thank you so much.

13 Our final presenter today is
14 Nicholas Jann from my office, Office of
15 Economic Opportunity, and he is going to
16 offer an update on our EOP dashboards,
17 where we stand overall with Economic
18 Opportunity Plans in terms of goal
19 attainment.

20 So, Nick, please.

21 (Witness approached witness
22 table.)

23 MR. JANN: Good morning. So as
24 Iola said, my name is Nick Jann. I'm the
25 Director of Data and Policy for OEO. So

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 I oversee data collection and production
3 within the office. I help to develop and
4 oversee Economic Opportunity Plans in the
5 private sectors. And for those who are
6 unfamiliar, an EOP is an agreement
7 between the City and either the prime
8 contractor on a City-owned project or the
9 project owner on a private development to
10 strive for certain levels of diverse
11 business and workforce participation on
12 the project.

13 Since their inception in 2007,
14 OEO has drafted and executed over 970
15 EOPs. There are currently 377 active
16 EOPs being monitored by our office
17 encompassing City-owned projects,
18 developments in the private sector, and
19 some administered by quasi-public
20 agencies like OHCD and the Redevelopment
21 Authority.

22 These projects in total
23 represent over \$5.5 billion in total
24 value, and on those projects, nearly a
25 billion dollars has been paid or

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 contracted to minority and women-owned
3 firms. That total dollar amount is
4 equivalent to about 23 percent
5 participation of minority and women-owned
6 businesses, but this number factors in
7 many variables, and participation often
8 changes drastically over the course of a
9 project.

10 Conversely, on closed projects,
11 there has been an average minority and
12 women-owned business participation of 31
13 percent. If you're interested, more
14 information on EOPs is available in the
15 recently published FY16 EOP report
16 available on our website and the Commerce
17 website, as well as the FY16 Disparity
18 Study Economic Opportunity Plan analysis.

19 So up through FY16, OEO has
20 reported on EOPs cumulatively and that
21 we've looked at the number basically from
22 the inception of EOPs when we started
23 reporting and just added on each year,
24 each subsequent year when we reported.

25 Starting in FY17, we're going

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 to report on the EOP data annually. So
3 we're going to start breaking out the
4 years and doing year-by-year comparisons.
5 We'll continue to calculate the
6 cumulative data and look at that as well,
7 but to get a more accurate sense and
8 provide better comparisons, we're going
9 to start breaking them out at least
10 annually and possibly eventually
11 quarterly.

12 Additionally, we'll develop
13 strategies this year to better track
14 spend on all City contracting rather than
15 only the larger public works and supplies
16 contracts that we currently track now
17 through the B2Gnow system. Our goal is
18 that the FY18 participation report will
19 fully include spend data in addition to
20 contracting.

21 So for those that are
22 unfamiliar, the participation report that
23 OEO publishes annually is a document that
24 tracks the commitments made by the City
25 to minority and women-owned businesses.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 The EOP report that we produce annually
3 documents the actual money that was
4 spent. But those two datasets aren't
5 necessarily the same. Like everything
6 that's in the participation report
7 doesn't necessarily have an EOP. So it's
8 not like one to one. But we think that
9 the systems are in place that we can go
10 through the participation report and not
11 only document the contracting but also
12 the actual dollars spent on those
13 businesses, and it's our goal that when
14 we produce the FY18 report, that's what
15 we'll be doing -- or the FY17 report
16 rather.

17 So additionally, there are many
18 large projects starting in the next six
19 months that require EOPs in the private
20 sector. In the last two weeks alone, OEO
21 has executed seven EOPs that total over
22 \$1.8 billion in project values at an
23 average of the 35 percent target
24 participation. These projects alone
25 represent a potential \$630 million

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 possibly spent with minority and
3 women-owned firms. OEO will be convening
4 oversight committees for nearly all of
5 these projects.

6 And I am happy to answer any
7 questions related to EOPs or other data
8 that you might have.

9 MR. BRADLEY: What determines
10 an OEO -- when is an OEO project? I
11 mean, how do you determine which project?
12 Is it based on the contract size?

13 MR. JANN: For an EOP?

14 MR. BRADLEY: Yes.

15 MR. JANN: Yeah, it's the
16 contract size. \$100,000 is the --

17 MR. BRADLEY: A minimum of
18 \$100,000?

19 MR. JANN: Yeah. So anything
20 that's City owned, the trigger is just
21 automatically \$100,000. If it's in the
22 private sector, it has to meet certain
23 criteria, like if it needs an action of
24 Council or has public funding and then
25 also the \$100,000 threshold.

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 MR. BRADLEY: So you mentioned
3 there's several recently announced. Are
4 you allowed to share that? Is that
5 public information?

6 MR. JANN: Honestly, the bulk
7 of that \$1.8 billion is the Liberty on
8 the Water project on Columbus Boulevard,
9 which is a huge development on Columbus
10 Boulevard from like Tasker, I think, all
11 the way down to like past Mifflin. It's
12 going to be like a multi-use apartment
13 building, and that's 1.4 billion of that
14 1.8.

15 CHAIRWOMAN HARPER: Thank you.

16 MR. JANN: Thanks very much.

17 CHAIRWOMAN HARPER: Are there
18 any others present that would like to
19 offer testimony?

20 (No response.)

21 CHAIRWOMAN HARPER: Okay.
22 Well, thank you all for coming. I'd like
23 to adjourn the June 19th meeting of the
24 Economic Opportunity Review Committee,
25 and I thank you all for coming.

Economic Opportunity Review Committee
June 19, 2017

1 6/19/17 - ECONOMIC OPPORTUNITY REVIEW COMMITTEE
2 (Economic Opportunity Review
3 Committee concluded at 10:50 a.m.)

4 - - -

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

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

MICHELE L. MURPHY
RPR-Notary Public

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

Economic Opportunity Review Committee
June 19, 2017

A	53:23	and/or 55:23	Authority's	best 9:4	9:11 16:20	55:20	29:12 32:13
a.m 1:7 2:3	administered	announced	34:12	better 8:25	17:3 19:10	certifications	36:22 37:3
54:3	48:19	53:3	automatical...	12:7,20	20:3 21:2,5	7:15 8:24	37:25 48:7
able 15:20	Administra...	annual 32:12	52:21	25:16 35:4	21:7 26:23	CERTIFY	50:14,24
21:24 39:22	26:9	annually 50:2	available	44:3 47:2	35:19 36:7	55:3	52:20
39:23 45:9	Administra...	50:10,23	3:12,17,22	50:8,13	36:8 40:8	certifying	City's 12:14
46:16 47:6	6:10 7:8	51:2	28:5 49:14	billion 48:23	48:11 49:12	55:24	21:12
absence 6:13	adoption 3:5	answer 17:6	49:16	48:25 51:22	businesses	cetera 9:5	City-owned
absorb 38:17	advancement	25:5 52:6	average	53:7,13	16:12 18:25	chain 6:7 7:4	48:8,17
access 2:22	29:8	apartment	36:21 37:6	bit 2:6 42:7	19:20,24	Chair 1:11	City-related
14:20 16:15	Advisory 4:5	53:12	49:11 51:23	46:18 47:5	21:13,18	4:10	23:12
16:22 17:19	African 4:11	apologize	award 7:21	Board 12:13	36:4,22	Chairman	click 3:25
21:14	8:3	13:12	aware 25:25	12:19 17:2	37:2 38:9	1:11	client 24:13
account	African-A...	apply 55:21	44:6	19:25 20:7	38:13,15	CHAIRW...	clients 24:5
38:14	1:12	appointed	awareness	20:15,20	49:6 50:25	2:2 4:21	close 26:17
accuracy	AFSCME	20:16	8:19,23	27:3	51:13	5:23 6:2,16	43:22
32:5	1:12,15	approached	10:4,15	boards 32:14	buyer 29:13	10:24 11:8	closed 49:10
accurate 50:7	4:20	5:21 18:11		bonds 35:23		11:11 13:10	closely 32:7
accurately	agencies 26:2	30:4 47:21	B	borrowers	C	14:25 15:15	closer 25:23
55:5	48:20	appropriate	B2Gnow	21:22	calculate 50:5	17:9 18:5,8	26:7
achieve 21:24	agency 25:13	3:6	50:17	Boulevard	call 5:18	25:6,20	closing 41:20
33:24	32:14	approximate	back 28:12	53:8,10	called 2:9	28:11 29:19	coincides
achieved	agenda 5:3,7	37:23	42:22 47:4	Bradley 1:11	calling 3:5	29:22,25	40:25
14:16 22:20	agent 24:2,12	approximat...	background	4:9,10 11:4	Campbell	40:12 41:21	collect 24:21
23:6 37:3	agents 26:25	22:24	18:22 19:5	11:16 13:7	5:19 6:8,9	43:11 45:19	24:23
achievement	aggregate	area 13:2,5	backlog	26:10 27:17	6:17 14:2	47:3,11	collection
25:8	12:3	16:6,14	46:21	52:9,14,17	14:17 15:6	53:15,17,21	48:2
acquisition	agree 26:20	17:4	bank 21:14	53:2	capacity	challenge	Columbus
29:7	agreement	areas 10:8	40:7	break 14:14	15:22 37:24	15:12	53:8,9
acting 29:11	48:6	15:22 16:18	banks 35:22	14:18,23	38:6,17	challenged	combined
action 12:25	agreements	arrive 17:14	based 12:4	breaking	39:9,17,18	37:12	21:21
13:15,19,23	24:3	Asian 8:5	14:22 52:12	50:3,9	45:22 46:3	challenges	come 5:7,10
14:4,4	ahead 13:11	asked 30:15	basically	bridge 46:8	capital 16:15	15:2 26:2	12:24 42:21
52:23	45:14	39:20 42:3	49:21	bridging	16:22 21:14	35:6,6,13	45:17
active 48:15	aimed 21:11	43:2	basis 3:11	45:25	captive 46:5	Chamber	comes 15:14
actively 17:7	alignment	asking 16:2	41:17	brief 6:15	carefully 22:2	1:12,14	31:15
activities 14:9	27:14	43:8	Baylor 1:12	18:22	case 32:25	4:11,16 8:3	coming 5:2
20:3,25	allow 6:21	aspects 24:7	4:18,19	briefings	category	8:4,6 19:8	12:17 38:21
23:4	32:16	assign 10:12	beginning	30:22,25	14:21	20:17	53:22,25
activity 20:5	allowed 53:4	assistance	31:6 41:6	bring 10:4	caught 32:4	changes 49:8	comment
23:7 24:8	allows 31:18	46:7	42:16	27:14 34:25	Center 9:16	charting 33:3	36:18 41:23
28:18	32:3 41:18	Assistant	behalf 5:20	bringing 8:19	CEO 1:13	Chief 18:15	comments
actual 11:17	American	1:15	6:12 12:14	10:14	4:15	choir 38:20	5:11
34:2 51:3	4:11 8:4,5	assuring 32:5	20:5 23:18	brought	certain 16:15	City 1:6 2:8	Commerce
51:12	amount 14:20	attaining	24:4,22	38:24	16:16 46:3	2:19,25 3:4	1:12,14
add 26:10	34:12,18	33:8	26:25 28:9	BSRP 46:22	48:10 52:22	3:9,21 19:8	4:12,17 8:3
added 7:6	36:12 42:15	attainment	believe 3:14	building 7:23	certainly 12:8	19:13 20:6	8:4,6 19:9
49:23	49:3	47:19	5:19 11:7	39:11,24	13:4,18	20:17 22:5	20:17 49:16
addition	amounts 37:5	audience 46:5	benchmark	42:23 53:13	27:13 28:4	23:14,18,19	commercial
22:12 50:19	analysis 7:9	August 13:22	26:15 36:6	built 42:23	28:12	24:4,6,14	19:16 23:22
additionally	49:18	Authority	benefit 35:18	bulk 53:6	CERTIFIC...	24:17 25:11	Commission
50:12 51:17	analysts	22:7 30:12	35:25	business 2:24	55:2	25:23 26:25	8:18 12:12
adjourn	31:20	48:21	benefits 32:9	2:25 8:20	certification	27:14 28:8	commitment
			34:23		9:8,10		

Economic Opportunity Review Committee
June 19, 2017

10:13 commitments 3:8 43:14 43:17,24 50:24 committed 10:6 committee 1:3 2:7,10 2:11,12 3:1 3:2,3 4:1,5 5:1,2 6:1 7:1 8:1,10 8:11 9:1 10:1 11:1 12:1 13:1 13:21 14:1 15:1 16:1 17:1 18:1 18:21 19:1 20:1 21:1 22:1 23:1 23:11 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1,2 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1,24 54:1,3 committees 52:4 communica... 8:15 community 10:15 30:3 30:10 community's 22:3 companies 16:9 38:5 compared 11:18 34:16 comparison	31:19 comparisons 50:4,8 competency 15:22 competitive 15:23 complete 43:16,20 completed 7:9 33:20 completion 43:18 compliance 7:22 30:8 30:11 31:12 32:10 34:25 38:20 44:20 composition 20:2 27:2 comprised 20:16 concept 39:15 concern 44:8 concerns 44:5 concluded 54:3 concrete 37:22 conduct 9:19 conduit 20:5 23:12,17 29:12 conduits 26:24 considerably 34:14 consulting 22:11 contained 55:5 continue 50:5 contract 10:13 14:19 14:21 36:21 37:5,13,19 38:18 39:8 43:16 52:12 52:16 contracted 23:9 49:2 contracting 20:4 21:3	22:8 37:2 50:14,20 51:11 contractor 16:14 31:7 32:24 33:2 33:9 43:14 45:2,11,22 48:8 contractors 3:8 16:6,11 30:21 32:6 34:22,24 35:2,10,12 35:16 36:2 39:6,21 41:10 46:2 46:2,9,22 contracts 3:9 11:20 14:12 14:12,14,19 14:24 15:5 22:16,22 36:13 37:9 37:11,15 39:2,5,17 50:16 control 22:23 28:23 29:16 29:18 55:23 convening 52:3 conversation 33:12 41:12 41:14 44:25 47:10 Conversely 49:10 copies 11:10 copy 13:19 corner 19:13 corporate 7:25 corporation 19:7 30:14 correct 33:23 55:8 corrected 32:4 Corridor 23:23 Council 1:13 1:15 2:8 3:4	4:20 32:14 32:22 52:24 Councilman 9:17 couple 39:22 40:13 course 22:9 32:14 49:8 covers 24:25 Craig 5:19 6:9 created 21:10 creates 19:11 creation 2:10 29:7 criteria 52:23 critical 37:16 Cultural 23:22 cumulative 50:6 cumulatively 49:20 current 6:19 22:25 currently 48:15 50:16 customers 10:22 cuts 32:8 <hr/> D <hr/> dashboards 47:16 data 7:9 32:5 32:16 47:25 48:2 50:2,6 50:19 52:7 database 31:10 datasets 51:4 date 7:16 dates 3:11 day 7:17 25:25 DBE 7:19 9:21 10:12 14:22 DBEs 9:9,20 10:8 15:10 dealing 35:22 decades 19:17 December	3:15 definitely 47:4 Delaware 4:12 demograph... 28:25 Department 30:2 Departmen... 23:23 departments 24:17 depends 43:7 DeRosa 30:11 describe 40:16 designated 23:20 designing 21:25 detect 33:21 determine 52:11 determines 52:9 develop 7:12 19:20 41:19 48:3 50:12 developed 21:6 31:11 developing 13:15 development 18:24 19:7 19:11 22:8 30:3,10,14 48:9 53:9 developments 48:18 DHCD 31:10 difference 39:7 45:22 different 16:9 25:2,3,10 39:9 diligence 17:22 direct 24:24 55:23 directed 36:19 direction 24:5	Director 1:10 6:12 30:8 47:25 Directors 20:15 disabled 2:24 18:25 19:24 disabled-ow... 16:12 discuss 30:15 discussing 16:4 17:12 discussion 25:22 45:25 discussions 9:15 disparity 3:21,25 7:10 11:23 12:5,10,17 12:24 13:3 49:17 district 1:13 1:15 4:20 32:22 diverse 10:21 16:2 48:10 diversify 7:4 diversifying 10:6 diversity 2:18 6:10,18,20 7:2,8,13,20 8:13,25 9:4 9:17,18 10:17,20 27:4 30:16 30:17 31:14 dividing 37:22 Divine 39:19 40:19 Division 30:8 30:9 document 27:21 50:23 51:11 documenting 28:2 documents 51:3 doing 9:2 10:5 12:9	26:22 41:16 42:24,24 50:4 51:15 dollar 34:12 37:11,13 38:7 49:3 dollars 37:19 38:10,16 48:25 51:12 double 46:23 drafted 48:14 drastically 49:8 drives 19:12 due 17:22 34:20 <hr/> E <hr/> eager 6:17 easier 31:20 42:13 easy 17:5 economic 1:2 1:11 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1,4,6 20:1 21:1 22:1 23:1 23:16 24:1 24:15,16 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1,15,17 48:1,4 49:1 49:18 50:1 51:1 52:1 53:1,24 54:1,2 Econsult 7:10 12:16	effectiveness 2:15 effort 10:4 efforts 6:18 8:16 18:23 eight 5:15 either 11:15 31:24 48:7 electrical 42:25 electrician 39:11 eliminate 46:21 EMSDC 8:2 enable 2:23 encompassed 11:25 encompassi... 48:17 ends 13:22 enforcement 2:16 engage 36:9 engaged 17:3 enhance 2:23 enhancing 6:19 ensure 10:20 23:13 24:12 24:13 enter 24:2 31:17 entered 22:15 Enterprise 9:16 entire 22:5 entities 8:21 32:12 36:24 EO 31:3 EOP 24:15 42:2 47:16 48:6 49:15 50:2 51:2,7 52:13 EOPs 48:15 48:16 49:14 49:20,22 51:19,21 52:7 EORC 2:7 8:11 Equal 2:10
--	---	--	--	---	---	--	---

equipment 16:15,21 40:5,6	exhale 43:21 expect 13:21 27:21 38:5 expectations 31:4 expected 27:23 experience 35:20 36:3 40:11 experiences 19:3 expertise 10:9 19:19 explaining 34:23 exploring 43:13 expo 9:18 externally 8:16 10:5	23:21,22 26:24 28:17 find 3:23 35:3 43:23 finished 39:19 42:12 finishing 45:12 firm 15:20 firms 11:20 15:17 16:2 17:16 22:17 23:7,8 37:24 49:3 52:3 first 11:3,24 21:4 30:19 38:23 40:14 41:9 fiscal 13:22 13:25 22:25 24:2,12 36:23 fit 15:10 fits 42:4 five 8:22 16:8 21:5 five-element 7:3 flagrant 3:7 flat 11:19 flexible 19:14 floor 11:3 floors 39:12 39:22 Focusing 21:4 folks 5:4 follow 24:23 41:14 follow-up 15:16 following 6:25 10:6 foregoing 55:7,20 formal 5:6 25:17 formally 27:12,20 formats 32:17 forward 4:24	5:7 6:22,24 11:14,15 47:10 foster 19:11 found 3:18 founded 19:7 four 8:15 11:25 12:2 16:8 20:12 20:13,21 21:16 22:14 23:5 framework 7:5 frankly 17:18 fraud 32:8 frequently 23:11 29:11 32:3 front 33:6 41:18 fulfill 15:3 fulfilling 29:13 full-time 20:8 fully 50:19 55:5 function 23:12 29:14 functions 23:17 funder 32:13 funding 52:24 funds 21:8 FY16 3:21,25 49:15,17,19 FY17 49:25 51:15 FY18 50:18 51:14	45:11 generally 22:10 generate 38:9 38:15 gentlemen 29:23 getting 25:22 give 32:16 42:15 44:17 45:11,13 given 12:11 12:11 29:6 34:12 35:19 36:9 gives 33:16 34:18 glad 17:12 go 13:10,24 13:25 16:23 17:21 39:13 39:18 40:7 42:23 45:14 46:16 51:9 goal 25:16 43:22 45:5 45:18 47:18 50:17 51:13 goals 15:4 24:18 25:9 25:11,12,17 25:24 26:14 27:13 28:10 30:17 31:3 31:5,14 33:4,8,15 40:22 42:2 42:10 43:7 44:9,17 goes 28:24 going 2:4 4:23 6:22 12:22 13:6 26:12 27:11 27:18 37:12 38:4,11 44:12,24 47:15 49:25 50:3,8 53:12 good 2:2 4:9 4:14,18 5:23,25 6:8	18:13,17,20 26:11 30:6 35:25 40:23 47:23 goods 10:10 10:14 gotten 46:20 governmen... 21:9 graduate 46:11 grant 24:2 great 25:14 35:17 Greater 4:16 Greg 41:22 44:15 ground-bre... 35:24 grow 19:20 36:8 38:6 40:2 46:17 growth 19:10 19:13 guess 15:16 25:21 26:4 41:23 42:5 guidelines 28:5 guys 17:12 28:12	11:11 13:10 14:25 15:15 17:9 18:5,8 18:20 25:6 25:20 28:11 29:19,22,25 40:12 41:21 43:11 45:19 47:3,11 53:15,17,21 HARRIS 1:15 he'll 44:16,17 heads-up 33:16 hear 35:2 heard 14:11 held 3:10 help 8:24 19:19 24:23 48:3 helpful 17:16 helps 40:2 high 31:23 higher 31:23 34:8,11 35:8 36:13 38:12 Hispanic 1:14 4:16 8:3 historically 34:5 Honestly 53:6 hope 46:13 hopeful 25:21 hopefully 24:25 host 9:25 hosted 9:7,15 house 39:13 Housing 30:2 30:9,13 HUD 32:13 huge 53:9	impede 33:7 implementa... 2:15 19:3 implemented 21:6 implementi... 7:3 important 17:11 27:5 33:5,19,25 improve 25:19 in-house 31:11 incentive 26:15 36:9 incentives 26:13 inception 48:13 49:22 include 20:25 23:17 50:19 included 7:19 includes 2:12 20:3,18 including 23:14 35:22 inclusion 2:19 3:8 6:19 7:14,21 8:25 9:3 10:3,13 27:4 incorporated 7:22 increase 36:25 37:8 46:20 increased 11:19 increasing 10:7 37:17 increment 23:21 individuals 19:24 industrial 19:16 22:7 22:13 information 2:22 24:22 29:3,10 31:16 32:21
--	--	---	--	--	---	--	---

49:14 53:5 infrastruct... 23:3 initial 13:3 initiate 6:23 initiatives 23:13 inside 42:22 instances 45:7 Institute 8:7 insurances 35:23 interest 45:12 interested 43:12 49:13 interesting 29:6 internal 27:12 internally 8:16 10:4 25:9,12 28:6 interrupting 13:13 intersect 40:16 interval 43:4 introduce 4:6 introduced 2:9 introduction 2:5 inventory 22:13 invest 19:20 investing 21:11 investment 19:10 involve 22:11 involved 17:4 Iola 1:10 2:4 47:24 ISM 8:8 ISM's 9:18 issue 7:21 issues 33:7 35:3	52:13,15,19 53:6,16 Jennifer 1:13 4:15 Jersey 4:13 job 16:22 jobs 19:11 Johnson's 9:17 join 8:5 joined 8:2 June 1:7 53:23	Lastly 7:21 10:3 Latino-own... 38:8,13,15 lay 16:7 laying 15:8 learn 9:21 40:8,9 learning 8:23 17:19 legal 3:6 lending 20:4 21:2,5,8 26:23 28:17 28:21 lent 21:17 letter 41:13 letters 33:3 level 19:25 20:8 37:4 levels 48:10 Liberty 53:7 life 32:25 limit 5:14 limited 16:8 38:6 lined 5:4 link 3:24 little 2:6 28:13 42:7 43:4 46:18 47:5 loan 24:3,9 loans 28:16 locked 17:17 look 11:22 12:5 13:3 14:19 16:12 20:24 32:23 36:20 37:21 43:10 44:14 44:16 50:6 looked 12:2 49:21 looking 8:5 9:24 14:11 14:13 27:20 36:24 37:8 43:19 46:5 47:9 looks 25:3 loop 28:12 47:4	Lorraine 39:20 40:19 lot 13:4 15:7 15:8,10 16:2,4 36:15 low 33:11,13 44:18 lower 34:8 Lynn 30:3,7	<hr/> M <hr/> making 31:19 manage 24:7 management 8:8 23:24 24:20 26:13 26:16 managers 26:25 manages 12:14 mandate 26:8 marketing 22:4 master 31:9 31:17 matches 10:21 matter 27:22 55:7 Matters 9:8 Mauro 5:19 6:5,6 11:7,9 11:13,22 13:17 16:3 maximum 33:24 Maya 30:11 MBDA 8:10 9:16,24 MBE 26:7 43:13 MBE/WBE 33:16,22 34:6,19 35:7,16,18 39:10 44:22 45:7 MBE/WBEs 32:18 34:13 34:16,17 35:9 46:15 mean 39:4	52:11 means 55:22 meant 29:16 measurable 6:22 MED 9:25 meet 9:13,20 9:21 22:2 26:3 30:20 30:21 42:9 43:6 44:9 52:22 meet-and-g... 9:19 meeting 3:16 41:9 42:2 53:23 meetings 3:10 3:17 8:17 9:20 30:24 31:3 member 4:22 7:25 members 4:4 8:7,11 18:21 20:13 20:21 mention 14:8 34:10 mentioned 27:25 53:2 mentor 36:8 mentoring 40:10 mentorship 35:17 46:17 46:25 mentorship... 46:8 met 23:14 40:23 method 32:3 MICHELE 55:14 Michelle 5:8 middle 44:11 Mifflin 53:11 Milligan 7:11 12:16 million 21:18 22:16,24 23:9 34:15 34:17 38:10	38:16 39:6 46:20 51:25 mind 29:10 45:3 minimum 52:17 minorities 37:18 minority 2:23 11:20 14:15 16:11 18:25 19:23 20:10 20:13,18,22 21:12,19 22:21 23:7 28:24 29:8 37:14,24 38:5 49:2,5 49:11 50:25 52:2 minority-o... 16:20 17:3 21:22 22:17 36:22 37:2 minutes 5:15 mirrors 31:9 missing 4:22 mission 19:9 19:21 28:10 mistakes 31:20 32:4 Monday 1:7 money 51:3 monitored 48:16 monitoring/... 30:20 month 31:8 31:16,22,22 32:19 41:12 monthly 31:15 32:11 33:3 41:16 months 27:16 28:4 31:19 42:19,20 51:19 morning 2:3 4:9,14,18 5:24,25 6:8 18:13,17,20 30:6 47:23 motivate	26:18 move 26:6 movement 4:24 multi-million 37:10,13,19 38:7 multi-use 53:12 MURPHY 55:14	<hr/> N <hr/> name 2:4 4:10 5:6,8 6:3,5,9 18:14 30:7 47:24 national 38:10 natural 15:7 15:14 16:7 16:17 nature 36:14 Navy 23:3 near 12:8 nearly 48:24 52:4 necessarily 36:19 51:5 51:7 need 8:24 36:7 37:20 37:21 38:3 38:13 39:25 40:8 44:2 needs 22:3 52:23 neighborho... 19:12 networking 8:13 new 4:13 9:13 9:21 17:20 44:15 Newsome 30:3,6,7 36:16 38:19 41:3 42:8 44:7 46:13 47:9 Nicholas 47:14 Nick 47:20,24	note 3:20 25:7 33:25 noted 5:11 notes 6:14 55:6 notice 32:6 number 2:12 5:4 7:12,23 8:15,22 11:19 14:8 15:12 22:8 31:22,23 40:17,23 49:6,21 numbers 11:18 12:5 21:25 28:20 32:7 34:2 36:21 43:9 numerous 32:15
<hr/> J <hr/> Jann 47:14 47:23,24	<hr/> K <hr/> K 9:17 keep 29:10 45:3 key 2:22 kind 15:25 42:3 know 15:24 25:24 40:13 40:18 41:22 46:18,25 knowing 40:7 knowledge 19:18 known 8:8 knows 23:11 46:19	<hr/> L <hr/> L 55:14 lack 35:7 land 22:13 23:17,18 28:16,19,23 28:24 29:6 29:11 large 37:18 38:17 40:18 41:25 51:18 large-scale 35:8 36:5 largely 21:25 larger 34:14 35:14 39:18 40:3,4 41:8 42:21 45:4 50:15 larger-scale 35:15 largest 28:17	<hr/> M <hr/> making 31:19 manage 24:7 management 8:8 23:24 24:20 26:13 26:16 managers 26:25 manages 12:14 mandate 26:8 marketing 22:4 master 31:9 31:17 matches 10:21 matter 27:22 55:7 Matters 9:8 Mauro 5:19 6:5,6 11:7,9 11:13,22 13:17 16:3 maximum 33:24 Maya 30:11 MBDA 8:10 9:16,24 MBE 26:7 43:13 MBE/WBE 33:16,22 34:6,19 35:7,16,18 39:10 44:22 45:7 MBE/WBEs 32:18 34:13 34:16,17 35:9 46:15 mean 39:4	<hr/> M <hr/> making 31:19 manage 24:7 management 8:8 23:24 24:20 26:13 26:16 managers 26:25 manages 12:14 mandate 26:8 marketing 22:4 master 31:9 31:17 matches 10:21 matter 27:22 55:7 Matters 9:8 Mauro 5:19 6:5,6 11:7,9 11:13,22 13:17 16:3 maximum 33:24 Maya 30:11 MBDA 8:10 9:16,24 MBE 26:7 43:13 MBE/WBE 33:16,22 34:6,19 35:7,16,18 39:10 44:22 45:7 MBE/WBEs 32:18 34:13 34:16,17 35:9 46:15 mean 39:4	meet-and-g... 9:19 meeting 3:16 41:9 42:2 53:23 meetings 3:10 3:17 8:17 9:20 30:24 31:3 member 4:22 7:25 members 4:4 8:7,11 18:21 20:13 20:21 mention 14:8 34:10 mentioned 27:25 53:2 mentor 36:8 mentoring 40:10 mentorship 35:17 46:17 46:25 mentorship... 46:8 met 23:14 40:23 method 32:3 MICHELE 55:14 Michelle 5:8 middle 44:11 Mifflin 53:11 Milligan 7:11 12:16 million 21:18 22:16,24 23:9 34:15 34:17 38:10	26:18 move 26:6 movement 4:24 multi-million 37:10,13,19 38:7 multi-use 53:12 MURPHY 55:14	<hr/> N <hr/> name 2:4 4:10 5:6,8 6:3,5,9 18:14 30:7 47:24 national 38:10 natural 15:7 15:14 16:7 16:17 nature 36:14 Navy 23:3 near 12:8 nearly 48:24 52:4 necessarily 36:19 51:5 51:7 need 8:24 36:7 37:20 37:21 38:3 38:13 39:25 40:8 44:2 needs 22:3 52:23 neighborho... 19:12 networking 8:13 new 4:13 9:13 9:21 17:20 44:15 Newsome 30:3,6,7 36:16 38:19 41:3 42:8 44:7 46:13 47:9 Nicholas 47:14 Nick 47:20,24	<hr/> O <hr/> objections 55:4 objective 27:15 observation 36:19 obtaining 35:22,23 40:6 October 10:2 OEO 3:18 8:11,17 9:25 11:8,9 12:11 13:19 24:18,22 32:14 44:5 47:25 48:14 49:19 50:23 51:20 52:3 52:10,10 offer 47:16 53:19 office 1:10 24:16 47:14 47:14 48:3 48:16 officer 8:12 18:16 offline 28:13 42:6 OHCD 48:20	

Okay 6:15 29:22 45:19 53:21 once 17:14 ones 29:16,17 42:2 online 3:22 open 11:3 operating 18:16 27:12 operations 23:3 27:8 operator 16:17 opportunities 9:22 10:11 10:16 15:9 15:9 17:18 18:24 19:23 21:3 22:9 22:10 25:4 opportunity 1:2,11 2:11 2:16 3:1 4:1 4:4 5:1,10 6:1 7:1 8:1 9:1,9,12 10:1 11:1 12:1 13:1,5 14:1 15:1 16:1 17:1 17:11 18:1 19:1,4 20:1 21:1 22:1 23:1,16 24:1,15,16 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1,6 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1,8,15 47:18 48:1 48:4 49:1 49:18 50:1 51:1 52:1 53:1,24	54:1,2 order 16:13 33:24 ordinance 2:9 organization 23:19 orientation 2:6 outcomes 34:4 outgoing 10:11 outreach 26:19 outside 8:19 outsourcing 15:13 overall 10:3 27:8 47:17 overnight 38:7 oversee 2:13 48:2,4 oversight 40:16 41:2 41:4,16 42:4 43:19 52:4 overwhelmed 45:9 owned 21:19 21:20 22:18 52:20 owner 48:9 owners 2:24 owners' 35:19 <hr/> P <hr/> packets 3:12 page 3:24 paid 20:20 22:20 48:25 painting 42:24 panel 5:16 9:15 11:2 18:2 29:20 panic 44:19 44:20 panics 44:20 Part 7:14 participate 8:12 participation	10:12 14:15 14:22 15:4 20:10,19,20 22:21,22 23:6 25:8 25:10 26:3 31:5 33:4 33:11,13,24 34:6,19 35:9 36:25 37:8,14,17 38:12 42:9 42:21 43:5 44:22 48:11 49:5,7,12 50:18,22 51:6,10,24 particular 32:19 partner 9:24 partnership 8:10 partnerships 7:24 8:9 passes 23:18 paths 17:10 Patterson 6:13 Pennsylvania 1:6 4:12 people 20:9 20:16 26:19 44:13 percent 20:9 20:10,14,18 20:19,22,23 21:19,20,23 22:17,18,21 22:22 23:6 23:8 26:7,8 26:17,18 34:6,7 37:4 38:8,14 43:16,20 49:4,13 51:23 percentages 34:10 perform 16:9 46:24,24 performing 33:17 permission	45:13 permits 35:24 perspective 10:18 46:7 46:8 PFMC 12:13 12:19 16:25 PGW 5:20 8:19 9:11 9:20,20 10:5,19 11:24 12:14 15:5,6 17:7 37:7 PGW's 10:16 PHDC 30:22 34:6,10 35:8 36:13 36:14 39:12 39:20 45:23 46:10,14,19 PHDC's 34:16 phila.gov/c... 3:23 phila.gov/O... 3:19 Philadelphia 1:6,14 2:25 3:22 4:16 5:18 6:7,11 12:12 19:2 19:19 22:7 28:9 30:12 30:13 38:22 38:25 Philadelphi... 19:6 25:11 25:23 Philadelphi... 19:17 PHL 9:7,11 picking 29:13 PIDC 18:9,16 18:19,22 19:5,18 20:8,15 21:17 22:6 22:15,20 23:2,11 25:3 26:22 27:9 28:3,7 28:18,22	PIDC-direc... 20:25 pipeline 15:8 16:7 37:10 pivot 15:21 place 13:24 40:17,24 51:9 plan 12:25 13:15,18,19 13:23 14:4 21:7 24:15 40:8 49:18 planning 35:20 plans 2:16 19:4 23:16 33:14 47:18 48:4 please 5:14 47:20 point 12:6 27:10 policies 23:14 Policy 47:25 pool 10:7 portfolio 19:15 possible 33:23 possibly 50:10 52:2 potential 9:13 51:25 PRA 30:24 32:25 33:19 34:4,13,18 35:7,10,12 36:12 39:3 41:25 42:8 42:10,18 43:3,6 44:5 44:14 45:17 45:23 46:12 PRA's 34:17 practice 35:4 38:22 practices 7:4 9:4 pre-constru... 30:23 31:2 41:7,11 pre-develop...	30:23 31:2 41:9 pre-notifica... 40:22 pre-qualifyi... 7:17 preaching 38:19 predates 40:20 prepared 6:14 present 1:9 4:6 53:18 presentation 12:18 presenter 47:13 preservation 30:18 President 1:12,13,15 4:15,20 6:6 18:15,19 prevalent 44:22 prevents 32:8 previous 3:17 31:19 primary 32:13 prime 16:10 16:14 17:4 39:6 48:7 primes 9:13 private 21:8 48:5,9,18 51:19 52:22 proactively 22:4 probably 15:11 44:12 problem 33:21 39:3 39:24 42:10 45:18 problems 41:19 procedure 7:20 procedures 7:13 proceedings	55:4 process 2:7 6:23 7:14 9:2,10 16:24 26:12 27:25 30:20 36:10 40:10 40:15,17 41:4,18,23 42:4,5 44:3 procurement 9:22 10:11 10:16 produce 51:2 51:14 production 30:18 48:2 products 9:23 19:15 21:10 22:2 professional 11:21 12:25 22:11 27:7 28:7 program 6:10 6:20,22 7:2 7:8 10:21 23:23,24 24:21 34:24 35:17,18 40:2 46:17 46:22,25 programs 23:21 24:19 26:23 30:18 progress 33:3 35:21 project 24:14 26:24 31:6 32:18,20,25 33:10,15,18 36:5 38:7 39:7 40:5 41:5,20 42:11,12 43:3,15,18 44:12,16,21 45:8,12,15 48:8,9,12 49:9 51:22 52:10,11 53:8 projected	34:3 projects 24:6 30:24 33:2 33:19 34:4 34:7,13 35:8,12,15 40:3,18 41:25 42:9 42:10,18,21 43:6 44:6 44:14 45:4 45:17,23,23 46:10,12 48:17,22,24 49:10 51:18 51:24 52:5 promote 6:18 promotion 19:22 provide 13:18 13:18 18:22 50:8 provides 19:18 32:23 33:5 public 2:14 2:17,21 13:16 50:15 52:24 53:5 55:15 public-priv... 19:6 published 49:15 publishes 50:23 purchaser 23:20 purchasing 31:25 purpose 34:23 put 12:22 puts 32:6 putting 14:3 <hr/> Q <hr/> qualification 16:16,17,24 quarter 22:19 quarterly 3:11 8:17 32:11 42:17 42:18 50:11
--	---	---	---	---	--	--	--

Economic Opportunity Review Committee
June 19, 2017

quasi-public 48:19	regard 27:7 28:6	15:11 23:15	26:16 34:25	seen 4:2	38:18	31:8,9,13	49:24
Queenan 18:10,13,14 26:20 27:24	regulations 31:4	residents 10:23	Rhoads 18:10 18:17,18 25:14 28:20 29:2,9,17	segments 37:22	similar 41:4	32:16	substantive 17:15
question 11:4 15:16,25 25:7,15 40:14 42:6	rehab 36:15	resolution 27:22	right 12:10 13:24 17:6 35:11 36:16 38:11,16 43:11 45:20 46:18 47:11	selects 24:6	sitting 44:2	spur 19:9	success 9:6 37:16
questions 5:16 10:25 17:25 18:3 24:23,24 25:5 28:14 29:20 40:13 52:7	reiterate 44:11	resolutions 3:5	right-to-know... 32:15	seminars 8:14	situation 33:23	staff 19:25 20:7,8,12 20:14 27:3 33:6 34:21	successes 34:20
quickly 4:6 5:13	related 2:18 17:21 22:12	resources 7:5 19:18	Robust 6:21 7:18	send 41:13	six 27:16 51:18	stage 35:21	successfully 2:24
quite 44:8	relates 10:15 10:19	respect 18:23	Rodriguez 1:13 4:14 4:15 13:8 13:12 14:7 27:18 28:15 28:22 29:4 29:15 36:11 36:17	sending 33:2	size 14:12 36:21 52:12 52:16	stakeholders 8:20	suited 47:2
R	relationships 34:21 35:5	response 18:4 29:21 53:20	role 23:25 24:11	sends 31:7	slightly 15:21	stand 47:17	supervision 55:23
race 32:20	relatively 44:15	responsible 23:2 32:11	Room 1:6	senior 18:15 20:12,14 27:3	small 20:3	start 4:7	supplier 6:10 6:20 7:2,8 10:17
raised 21:8	remarks 5:14	responsive 2:20	RPR-Notary 55:15	separate 37:20	smaller 36:2 39:2,17,21 42:14	started 2:4 6:4 14:3 43:24 49:22	supplies 31:24 50:15
ranges 25:12 45:18	remedial 3:6	result 12:23	run 40:13	SEPTA 9:7 9:11	starting 49:25 51:18	state 6:3 38:21	supply 6:6 7:4 8:7
rarely 34:8	remedies 3:6	revenues 38:9	S	September 3:15	state 6:3	statement 14:8	support 19:10
rate 37:17	remiss 34:9	review 1:2 2:11,14 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 53:24 54:1 54:2	sale 28:24	series 31:12	statement 14:8	supposedly 28:2	sure 5:14 7:16 14:10 28:15 29:18 44:8
rates 37:8	rendered 32:2	repeated 31:22	Room 1:6	serve 8:25 36:6	sooner 33:21 33:22	stenographic 55:6	system 7:19 31:10,18 32:10,23 50:17
reach 33:14 34:5	repaid 24:9	report 11:5 24:18 31:13 42:11,14 43:2,8 49:15 50:2 50:18,22 51:2,6,10 51:14,15	RPR-Notary 55:15	serves 23:11	sort 26:24 27:21 28:10	steps 33:13	systems 51:9
reaching 26:17 33:4	repeated 31:22	reporter 11:5	rules 31:4	service 16:18 28:8 31:25	sourcing 7:6 9:3 10:9	stop 4:23	table 5:22 18:12 30:5 47:22
ready 13:25	reported 49:20,24	reporting 7:18 30:16 42:17 43:9 49:23	run 40:13	services 9:23 10:10,14 11:21 12:25 22:12 27:8 28:7	space 15:18 15:19	stories 9:6	take 5:8 38:13
real 17:5 19:16 24:3	reporter 55:24	reports 32:12 32:17 43:19	run 40:13	seven 51:21	speak 5:6,10 5:20	Stormwater 23:24 24:20	taken 55:6 16:14 36:4
really 5:13 12:2,3 14:14 16:4 16:8 17:11 17:13 24:8 24:12,13,25 26:6,7,19 37:14 38:5	reporting 7:18 30:16 42:17 43:9 49:23	represent 48:23 51:25	Sam 18:10,18	share 2:6 11:11 15:2 17:14,14 53:4	speaking 6:12	strategic 7:24 8:9 21:7	takes 16:14 36:4
reason 44:25	representat... 9:14	representat... 9:14	saying 36:12	shared 11:5 13:20	specialist 7:7	strategies 7:12 50:13	talk 5:4 28:13 30:24 31:3 42:6 47:4
reasons 33:12	reproduction 55:21	reproduction 55:21	says 44:18	SHERMAN 1:15	specialized 15:19	strategy 26:5	talking 39:14 39:15,16 41:7
recommend... 3:4	requests 32:15	requests 32:15	scale 35:15	ship 40:14	specific 19:2	strive 48:10	target 13:6 51:23
record 5:11 6:3 31:16	require 51:19	require 51:19	Scott 1:11 4:10	shoot 25:13	specifically 13:6 21:11 23:15 28:3 31:11	structure 7:3	targeted 19:15
Redevelop... 30:12 34:11 48:20	requirements	requirements	Secondly 20:24 22:6	show 9:16 36:3	spreadsheet 31:17	study 3:21,25 7:10 11:23 11:24 12:10 12:17,24 13:3 49:18	
redundancy 31:21		reviewing 14:10	sector 48:18 51:20 52:22	side-by-side 31:18	spend 31:15 50:14,19	stuff 14:3	
		revitalizes 19:12	sectors 48:5 see 3:7,24 5:3 5:7 9:9 31:20 37:11 39:25 46:23	sidewalks 37:20	spent 34:23 51:4,12 52:2	subcontract... 45:14	
		rewarded	seeing 43:20	signed 24:15	spirit 26:21 27:4	subcontract... 3:9 34:22 35:2	
			seek 37:14 38:12	significantly	spreadsheet 31:17	subs 9:14 35:10	
					spreadsheets	subsequent	

targets 10:12 14:22	52:25 tight 40:14	51:20 type 22:11	vendors 7:18 9:21 14:20	18:9 21:6 21:24 23:5	works 5:18 6:7,11 9:10	15 22:16	6
Tasker 53:10	time 4:3 5:9	26:5 31:25	verifying 7:15	45:6 49:21	9:16 50:15	17 11:18	6/19/17 3:1
tax 23:21	5:12,17	46:3	7:15	wealth 29:7	worth 45:24	39:12	4:1 5:1 6:1
technical 46:6	32:19 33:20	types 17:20	versus 11:18	website 3:18	written 11:5	18 42:19	7:1 8:1 9:1
technology 17:20	34:22 41:5	Typically 23:25	28:16 39:12	49:16,17	<hr/> X <hr/>	19 1:7	10:1 11:1
template 31:7	42:15 45:13	<hr/> U <hr/>	45:23	week 9:25	<hr/> Y <hr/>	1958 19:8	12:1 13:1
ten 20:14	45:16	unbundle 38:25 39:8	Vice 1:12	12:18	Yard 23:4	19th 53:23	14:1 15:1
terms 26:3	timeline 13:9	unbundled 37:15 39:5	4:19 6:6	weeks 51:20	Yeah 25:20	<hr/> 2 <hr/>	16:1 17:1
44:5 47:18	13:14 27:19	unbundling 38:23 39:16	18:15,18	welcome 18:9	29:9 44:7	2.1 22:24	18:1 19:1
testimony 2:18,20	times 45:4	understand 4:22 40:4	violation 3:7	30:2	52:15,19	20 34:5	20:1 21:1
53:19	today 5:2,5	44:21	vision 10:19	well-structu... 6:25	year 3:14	2007 48:13	22:1 23:1
thank 4:25	18:22 41:22	understand... 11:17 12:20	<hr/> W <hr/>	went 34:15	12:7 13:22	2009 38:22	24:1 25:1
10:24 13:7	47:13	17:10 44:3	waiting 12:15	wire 39:10,11	13:25 22:10	2012 2:8	26:1 27:1
17:9,22	Tony 5:19 6:5	44:8	walked 45:7	witness 5:21	22:25 34:15	2016 11:18	28:1 29:1
18:5,7 25:6	16:21	48:22,23	want 4:25	18:11 30:4	36:23 42:13	21:17 22:15	30:1 31:1
27:17 28:11	top 15:2	49:3 51:21	27:13	30:4 47:21	49:23,24	34:15 36:23	32:1 33:1
29:23,24	total 11:25	53:22,25	watch 41:5	47:21	50:13	2017 1:7 3:11	34:1 35:1
47:12 53:15	20:11 21:21	undertakes 28:18	watching 32:7	Witnesses 5:21 18:11	year-by-year 50:4	9:7 10:2	36:1 37:1
53:22,25	48:22,23	14:9	Water 23:23	woman 16:19	yearly 9:18	22:20	38:1 39:1
Thanks 53:16	49:3 51:21	unfamiliar 48:6 50:22	53:8	17:2	years 11:25	23 23:7 49:4	40:1 41:1
thing 30:19	track 23:4	Unfortunat... 32:2	waterfront 25:2	women 2:23	12:3 21:6	24 42:20	42:1 43:1
33:25 36:17	31:13 45:6	Unit 32:10	way 2:5 4:23	16:11 18:25	21:16 22:14	25 20:22	44:1 45:1
43:12	50:13,16	unusually 31:23	11:15 19:5	21:20,21	23:5 26:22	21:20 34:5	46:1 47:1
things 2:13	tracking 7:22	45:10 53:11	37:15 40:9	22:18	38:21 50:4	26 22:18	48:1 49:1
17:21 38:2	24:9 30:16	ways 25:2	42:25 44:10	women-own... 21:12 28:25	<hr/> Z <hr/>	260,000 36:23 37:6	50:1 51:1
38:23 40:24	tracks 50:24	we'll 12:19	45:10 53:11	49:2,5,12	<hr/> 0 <hr/>	60 21:22	52:1 53:1
think 17:10	traditional 21:9,14	44:23 46:18	ways 25:2	50:25 52:3	<hr/> 1 <hr/>	54:1	60 21:22
17:24 23:10	training 8:13	46:23,25	we'll 12:19	wonder 25:8	1.4 53:13	630 51:25	46:20
26:11,18	8:22 9:3	50:5,12	44:23 46:18	26:4	1.8 51:22	<hr/> 3 <hr/>	7
27:2 29:5	transactions 28:21	51:15	46:23,25	wondering 25:21 40:25	53:7,14	30 20:16,19	46:20
36:14 39:2	transcript 55:8,21	we're 2:3 4:21	50:5,12	work 2:11	10-member 20:12	37:4 43:15	630 51:25
41:3 43:25	Transcripts 3:16	7:15,17 8:4	51:15	15:7,14,19	10:00 1:7 2:3	43:20	<hr/> 7 <hr/>
44:24 45:24	tremendous 47:7	8:6,10,18	useful 17:13	16:10 17:20	10:50 54:3	300 21:18	<hr/> 8 <hr/>
46:15 47:7	trends 9:4	8:23 9:2,24	12:4	22:12 23:9	100,000 52:16,18,21	31 49:12	88 21:17
51:8 53:10	trigger 52:20	12:9,14,22	utilization 12:4	25:24 28:2	52:25	33 1:15 20:9	<hr/> 9 <hr/>
thinking 6:24	triple 34:18	13:6 15:13	utilizes 28:7	36:15 38:4	11.6 22:21	35 26:7,17	91 39:6
43:21	true 55:7	16:7,25	<hr/> V <hr/>	42:25 43:23	12 22:17 23:6	51:23	97 38:14
third 2:21	try 39:25	25:18 29:11	valid 7:16	46:6,11,23	23:8 26:6	37 20:18	970 48:14
22:19	trying 11:16	29:12,13	value 48:24	47:6	26:17 27:16	377 48:15	
Thomas 18:9	15:3 17:8	39:14,15,16	values 51:22	work-related 35:3	28:4 31:7	<hr/> 4 <hr/>	
18:14	25:18 26:3	41:16 43:9	variables 49:7	workforce 10:17,22	12-month 43:3	40 20:14 34:7	
thoroughly 10:10	37:13	49:25 50:3	variety 10:8	32:20 40:6	13 26:7	400 1:6	
thought 15:24 45:20	two 3:14 7:12	50:8	various 8:12	48:11	14.6 34:16	41 21:19	
15:17 26:5	15:2 16:18	we've 3:13	10:8 23:14	working 16:25 24:17	14.7 22:20	34:15	
three 7:23	20:21 51:4	5:3 7:6,9,19	24:19 32:12	35:5 46:4	<hr/> 5 <hr/>	47 1:13 4:20	
threshold		8:2 9:15	32:17		5.5 48:23	55 20:8	
		12:11,11	vendor 9:18		5.9 34:15		
		14:2 16:4	10:7		50 20:21		
					55 20:8		