

Economic Opportunity Review Committee  
December 11, 2017

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ECONOMIC OPPORTUNITY REVIEW  
COMMITTEE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Monday, December 11, 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

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2 CHAIRWOMAN HARPER: We've got a  
3 standing-room-only crowd today, so we  
4 want to get started so you all can get  
5 about your week.

6 Good morning. I want to call  
7 this meeting to order. My name is Iola  
8 Harper. I'm the Deputy Commerce Director  
9 for the City of Philadelphia charged with  
10 leading the Office of Economic  
11 Opportunity.

12 Some very brief context for  
13 those of you who have not been to this  
14 meeting before to give you a brief  
15 overview of the history and purpose of  
16 the EORC, Economic Opportunity Review  
17 Committee.

18 In 2012, City Council  
19 introduced an ordinance which called for  
20 the creation of this Committee, the  
21 Economic Opportunity Review Committee,  
22 17-1607 of The Philadelphia Code. The  
23 work of this Committee includes a number  
24 of things. One of them is to oversee and  
25 facilitate a public review of the

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

20 These meetings are held on a  
21 quarterly basis, and the dates for 2018  
22 are forthcoming. Transcripts of this and  
23 all previous meetings are available  
24 online at the OEO website, which can be  
25 found at [Philadelphia.gov/OEO](http://Philadelphia.gov/OEO).

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2 I'd like to ask the members of  
3 the EORC to introduce themselves at this  
4 time.

5 MR. BRADLEY: Good morning.  
6 I'm Steven Bradley. I'm Chair of the  
7 African American Chamber of Commerce.

8 MS. BAYLOR: Good morning,  
9 everyone. Ethelind Baylor, Vice  
10 President of AFSCME District Council 47.

11 MS. RODRIGUEZ: And good  
12 morning. Jennifer Rodriguez, President  
13 of the Greater Philadelphia Hispanic  
14 Chamber of Commerce.

15 CHAIRWOMAN HARPER: I'd like to  
16 say thank you to the Committee for  
17 continuing to serve and for your ongoing  
18 time and wisdom.

19 And now on to the agenda. We  
20 have a fairly brief agenda today, but we  
21 do have some very interesting and  
22 important topics. First we have Victoria  
23 Hosendorf from the Minority Business  
24 Development Agency, who will provide  
25 updates on the Construction Consortium.

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2 We then have updates from Sheila Ireland  
3 and Nicole Westerman on Rebuild and,  
4 finally, we have Nicholas Jann from the  
5 Office of Economic Opportunity who will  
6 provide updates on policy that's impacted  
7 OEO and the minority, women, and disabled  
8 business community in Philadelphia.

9 So I'd like to ask, without  
10 further adieu, Victoria to join us up at  
11 the desk, please.

12 (Witness approached witness  
13 table.)

14 CHAIRWOMAN HARPER: Just  
15 briefly, each speaker has been asked to  
16 limit their remarks to eight minutes to  
17 allow time for questions from the  
18 Committee. So whenever you're ready to  
19 commence.

20 MS. HOSENDORF: Good morning.  
21 I'm Victoria Hosendorf, the Director for  
22 the Minority Business Development Agency  
23 operated out of The Enterprise Center,  
24 and we are a federally funded contract  
25 which is under the U.S. Department of

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2 Commerce. And I have some information  
3 that I'll leave with each of you.

4 Probably a year and a half ago,  
5 we had been asked by a number of people  
6 about all of the construction that's been  
7 going on in the City of Philadelphia,  
8 specifically to west of the Schuylkill,  
9 Schuylkill Yards project, what was going  
10 on, were minority contractors going to be  
11 included, et cetera, et cetera, et  
12 cetera.

13 So we started by asking the  
14 question, one, who was already certified  
15 through OEO and registered in the OEO  
16 database; what construction firms were in  
17 the union; what their makeup looked like  
18 completely.

19 We started by having -- we  
20 separated them by income, and they  
21 started coming by their availability. We  
22 culminated with a meeting that had Harold  
23 Epps come, Jannie Blackwell come, and we  
24 had that meeting probably about 75 folks  
25 in the minority construction space.

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2                   We realized from conversation  
3           that they expanded into three different  
4           groups - construction, construction  
5           management, and FF&E, furniture, fixture,  
6           and equipment. And then we wanted to  
7           find out what their revenue looked like,  
8           past performance. We asked them to put  
9           together a capability statement so that  
10          we had some information on each of those  
11          firms. From there, we started winded up  
12          having -- it just morphed into its own  
13          little meeting. So the meetings are  
14          every third Friday of the month at The  
15          Enterprise Center from 11:00 to 1:00,  
16          1:30.

17                   I try to make the meeting have  
18          at least two focuses, the first one being  
19          on procurement opportunities that may be  
20          happening in the construction space, as  
21          well as either some technical assistance  
22          or some additional support that they may  
23          be looking for. We ask them what they  
24          are looking for, what they may need to  
25          help strengthen and grow their

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2 businesses. And from that, we develop  
3 what the next set of meetings are going  
4 to look like.

5 So the Consortium currently has  
6 over 60 minority firms that have been  
7 coming. We now know which one of those  
8 are union, those that are not.

9 Throughout the last year we've pulled  
10 together various type of workshops,  
11 networking events for them to participate  
12 in. We did a Capital Day where we had  
13 over 20 financial investors that will  
14 come and talk about various forms of  
15 access to capital for them. We did a  
16 reverse trade show where they were the  
17 host and everyone else walked around and  
18 got to see the work that they did. We've  
19 done a University Day where we've had the  
20 various universities come in and talk  
21 about procurement opportunities that  
22 would support what they're looking for,  
23 what their build is going to be on the  
24 university levels, the college levels.  
25 So we've had Drexel, Temple, Penn State,



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2 CCP come in to be able to just kind of  
3 give this information.

4 We've actually had Iola come  
5 and present to the Committee to talk  
6 about what's happening in the City of  
7 Philadelphia, how OEO is here to support  
8 these businesses. Of course, Jannie  
9 Blackwell has been to a number of these  
10 events presenting and speaking to them.

11 We've brought in -- they wanted  
12 to talk about -- in Baltimore their City  
13 Council had been able to do very well  
14 with using diverse suppliers in their  
15 supply chain. So we brought in Wayne  
16 Frazier from the Maryland Washington  
17 Minority Companies Association, along  
18 with Courtney Billups, who was the Chief  
19 Minority and Women's Business Opportunity  
20 Officer for the City of Baltimore. We've  
21 brought in developers, Brandywine Trust,  
22 Clemson, SEPTA, Amtrak. Last month we  
23 had Sheila Ireland from Rebuild come in  
24 and talk about -- so we've had Rebuild  
25 come in twice so far and talk about

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2 what's happening in the City. At this  
3 point, last month's meeting was how do we  
4 get them ready, what is going to be  
5 needed. So not only did we have her in,  
6 we had three bonding companies come in,  
7 because these firms will need to be  
8 bonded as well for these projects.

9 And our main focus was, we  
10 realized that folks were coming to  
11 pre-bid meetings complaining, and we've  
12 all sat in these meetings and hearing  
13 them complain and they had no place or an  
14 avenue to really voice their concerns,  
15 their heartaches, their disappointments.  
16 So this has allowed them to come in, have  
17 a place to talk, someone to hear, and  
18 then we talk about strategies and ways  
19 for them to actually make some changes.  
20 And some of the stuff I'm giving you is  
21 one of their PowerPoints that they put  
22 together of some of their concerns and  
23 issues about how do we address some of  
24 those issues. One is procurement and the  
25 other one we know is access to capital.

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2                   So we're diligently working  
3 with them to make sure what's going on,  
4 how do we review helping them strengthen  
5 their financial acumen to understand  
6 their businesses, and how do we get them  
7 to grow and go to the next level.

8                   MR. BRADLEY: Good morning. My  
9 question is, are you collecting data?  
10 Are you sharing this information with  
11 everybody? Are you getting the same  
12 consistent group of constituents every  
13 morning or do you find different groups  
14 will come in?

15                   I mean, one of my questions is,  
16 when you bring those people together, the  
17 goal is to collect data so that we can  
18 continue to communicate with them and  
19 keep them informed of future  
20 opportunities and try to build a network  
21 so that they can kind of share each  
22 other's wins and losses and try to build  
23 that organization up, because there's a  
24 lot of resources out there, but it  
25 doesn't seem like we're all working

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2 together. So that's a good opportunity  
3 to start bringing people together.

4 MS. HOSENDORF: Yes. So what  
5 we've done, we noticed probably the first  
6 year there was about 20, 25 consistent  
7 people coming every month. Since then,  
8 since September we kind of opened up our  
9 database. So some of you will get  
10 e-mails saying can you push this out to  
11 your network, because we wanted to make  
12 sure that other organizations know what's  
13 going on, know what's coming out there,  
14 and know who the presenters are so that  
15 that information can go out to everyone.

16 CHAIRWOMAN HARPER: Victoria,  
17 what can we do, as in the City and OEO,  
18 what do you think -- I mean, you've had a  
19 year with these folks, and I realize that  
20 capital access is a huge obstacle and  
21 challenge, and I don't mean to say  
22 putting that aside, but I am going to say  
23 putting that issue aside, do you have  
24 something that you can suggest to my  
25 office that we can do, an actionable

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2 strategy, to really be helpful to the  
3 businesses that are in the Consortium?

4 MS. HOSENDORF: The biggest  
5 thing that we see, as you know, any  
6 project over a certain size, that once it  
7 gets to a certain level, it needs to be a  
8 union contractor. A lot of the small  
9 MBEs are not in the union. So,  
10 therefore, they can't bid on these  
11 projects. It's hard for them to work, so  
12 they're looking to be -- if they can be a  
13 sub inside of a project, a sub of a sub,  
14 it's what's happening, it's how they're  
15 getting in.

16 So that's where their issues  
17 are coming from, of not being able to  
18 actually do the work that is slotted for  
19 union contractors or union suppliers.  
20 And then their concern is even if they  
21 are offering the fair wage, they're still  
22 having challenges with the unions to be  
23 able to work. So how do we get everyone  
24 on the same page and figure out is there  
25 a strategy, is there a way, is there a

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2 certain percentage that could go aside --  
3 put aside for small non-union businesses,  
4 because there's no way for them to be  
5 able to grow and develop and strengthen  
6 their businesses if they can't work.

7 And then the other part is that  
8 we hear when they're getting paid. So,  
9 yes, some of that is their fault on not  
10 having a strong back office of if their  
11 invoice was not put in properly or in  
12 helping them to understand when the  
13 payout is. So now we're trying to  
14 restructure their thinking about you're  
15 going to work for this company. When are  
16 they paying out. So it's pay when paid.  
17 What does that mean? Ask the question.  
18 So that might mean you might submit your  
19 invoice on the 10th, but that particular  
20 company is submitting their invoices on  
21 the 5th. So now you have to wait that  
22 whole entire month to go back around,  
23 knowing what that means. And then if it  
24 went all the way around through the next  
25 month and there was an issue, they may

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2 not find out soon enough, so now it might  
3 be two months before that particular  
4 supplier is getting paid. So helping  
5 them to really, really understand what is  
6 going on with the companies that they're  
7 beginning to work with, accept contracts  
8 from, and then helping them -- like you  
9 said, the part we put aside is the access  
10 to the capital, but if they can't pay  
11 their current employees, they're not  
12 going to be able to go after their --  
13 they're afraid to go after the next bid,  
14 knowing that they can do the work, but  
15 they not be able to service the debt.

16 MS. RODRIGUEZ: So are you  
17 looking -- I think I would be interested  
18 in having a document that in some way  
19 actually tells us what your findings are  
20 after this one year.

21 MS. HOSENDORF: Okay.

22 MS. RODRIGUEZ: I think it  
23 would be really useful to have something  
24 that you can go back on, otherwise we  
25 have this conversation and it sort of

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2 disappears and it's hard for

3 organizations like the Chamber to really

4 start looking at doing things a little

5 bit differently or preparing the

6 businesses that would like to know a

7 breakdown demographically, how many Asian

8 businesses are you having in the

9 Consortium. I think this is something

10 that it's very interesting to me

11 personally as a representative of the

12 Hispanic Chamber.

13 I'm also interested in learning

14 from you, do these businesses, in your

15 estimation, do they have business models

16 that are replicable and are they

17 profitable? So I find in the work that I

18 do that businesses do not have systems

19 that really enable them to scale, that

20 their utilization of technology is poor,

21 that their back office is not really up

22 to standard. What's your sense?

23 MS. HOSENDORF: So I agree.

24 We've seen where the ones that do have

25 the systems put in place, those are the



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2 ones that have been very profitable,  
3 making an impact in their community and  
4 in their firm. Also some of those firms  
5 have JV'd with other people, had joint  
6 ventures, partnership arrangements. Some  
7 of them might have already gone through  
8 the 8A program even on the construction  
9 side. So they have built their wealth  
10 from the 8A program, those contracts on  
11 the federal side, and they're still  
12 having issues trying to get through some  
13 of our local -- say some of the  
14 universities that are here, they're still  
15 having those challenges.

16 And then the ones that don't  
17 have the full systems in place, it's  
18 truly trying to get them to understand  
19 where are they, you know. You came into  
20 this. You have the skill set, but now  
21 let's help develop everything else that  
22 you might need. So when we bring some of  
23 the presenters, we'll see that the  
24 attendance may not be high at first, and  
25 then we have to make phone calls to help

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2       them understand like we're bringing in  
3       what you asked for, you asked for a tax  
4       attorney to come in to help you  
5       understand because we're ending this year  
6       and you're getting ready to go into a  
7       brand new year. You asked for tax credit  
8       information, so we're bringing these  
9       people in. Now we need you to actually  
10      be in the room to hear the information.  
11      And that's where we're seeing some of our  
12      challenges too.

13                   MS. RODRIGUEZ: So how many of  
14      the 60 businesses that you have in the  
15      cohort would you say are profitable with  
16      systems that are replicable and are on a  
17      scaling sort of mode, if you will? And  
18      the reason I ask is because there's data  
19      about Latino-owned businesses that states  
20      that only 3 percent of Latino-owned  
21      businesses generate over a million  
22      dollars in revenue a year. So if that is  
23      the case, you can only imagine how few  
24      businesses are ready to really engage in  
25      the type of contracting that we are so

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2 concerned about, right? So I'm  
3 interested in knowing of those 60, how  
4 many would you say are sort of ready and  
5 prepared at the moment?

6 MS. HOSENDORF: So we haven't  
7 run the data to find out exactly what's  
8 what, and that's a lot of them opening up  
9 and sharing some information to us. But  
10 based upon what we see, what I've seen  
11 from these businesses, when I sit in  
12 other oversight committee meetings and I  
13 look to see if their names are up there,  
14 you know, because you can say one thing,  
15 but proof is in the pudding. When I look  
16 up and I don't see your name there  
17 nowhere along the way, then that makes me  
18 wonder. I'm also able to run Hoover  
19 reports to find out what's going on on  
20 some of these businesses to understand  
21 what their makeup has been in the past.

22 I would say so out of the 60 or  
23 so that we have, we have about -- so it  
24 varies, because you got to understand  
25 those that come to the meetings may not

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2 be always those -- those are the ones  
3 that some will take the time and put  
4 aside to come. Others will, I can't come  
5 because I have five projects that I'm  
6 working on. So I see both. We see both.

7 I would say at least half are  
8 doing well in their mind. The other half  
9 are ones that we know that there are  
10 challenges, whether it's back office,  
11 whether it's we talk about capital,  
12 whether it's them not understanding that  
13 they are not the face of their  
14 organization and we need to bring someone  
15 else in, whether it's union issues,  
16 non-union issues, whether they're working  
17 in the City, federal. So it's a lot of  
18 variables there.

19 MS. RODRIGUEZ: Thank you.

20 MS. BAYLOR: Hi. When you were  
21 speaking, you said you had 60 minority  
22 firms. Inclusive of the minority, does  
23 that include women, disabled, as well as  
24 all other races?

25 MS. HOSENDORF: Yes. We have

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2 Asian, we have Latino. All of the races  
3 are included. I don't think we have any  
4 disabled, but we do have some veterans.

5 MS. BAYLOR: You also said that  
6 you have already identified those that  
7 are union and those that are not.

8 MS. HOSENDORF: Yes.

9 MS. BAYLOR: Is that  
10 information shared with Iola and her  
11 office?

12 MS. HOSENDORF: As of right  
13 now, it is not, because we just had that  
14 meeting last month.

15 MS. BAYLOR: Is it possible  
16 that you could share that information  
17 with her?

18 MS. HOSENDORF: I can, yes.

19 MS. BAYLOR: So do you find  
20 that -- and I heard you mention this --  
21 that some of the work is slotted for  
22 union workers and union suppliers. Some  
23 of the work is slotted for union workers  
24 as well as union suppliers, but others  
25 are finding it hard to access into the

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2 labor unions. Is that what you're  
3 saying?

4 MS. HOSENDORF: That's what  
5 they're saying back to us, yes.

6 MS. BAYLOR: So have you looked  
7 into that any further?

8 MS. HOSENDORF: We are -- so  
9 we'll ask them what's going on, but we've  
10 not sat down with all of -- we haven't  
11 sat down with any of the unions actually.  
12 We're still new.

13 MS. BAYLOR: All right. Thank  
14 you.

15 MS. HOSENDORF: You're welcome.

16 CHAIRWOMAN HARPER: Thank you,  
17 Victoria.

18 MS. HOSENDORF: Thank you.

19 CHAIRWOMAN HARPER: I'd like to  
20 ask Sheila Ireland and Nicole Westerman  
21 to join us, and they are going to give  
22 some programmatic updates -- or just  
23 Sheila Ireland -- on the Rebuild program.  
24 They're both coming. Thank you.

25 (Witnesses approached witness

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2 table.)

3 CHAIRWOMAN HARPER: Whenever  
4 you ladies are ready.

5 MS. IRELAND: Good morning.  
6 I'm pleased to present the following  
7 information as an update on the progress  
8 of the Rebuild initiative. In this  
9 presentation I'll focus on four  
10 fundamental areas of Rebuild's  
11 operations - physical improvement,  
12 diversity and inclusion, community  
13 engagement, and fiscal management.

14 I'll start with physical  
15 improvements. We are in the process of  
16 establishing the first cohort of project  
17 users. As you are aware, the Rebuild  
18 program is structured so that  
19 Philadelphia area non-profits, referred  
20 to us as project users, will execute the  
21 physical improvements to our parks,  
22 libraries, and recreation centers.

23 Qualifications to become a  
24 project user were established in the  
25 Rebuild ordinance passed in June. Four

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2 public information sessions were held  
3 with over 200 attendees.

4 The first request for  
5 qualifications for project users was due  
6 on September 29th. Thirty-one  
7 organizations applied, and these  
8 applications were reviewed by an RFQ  
9 review committee, which included  
10 individuals from Commerce, Planning and  
11 Development, OEO, Philadelphia Parks and  
12 Recreation, Public Property, the Chief  
13 Administrative Office, and two  
14 representatives from City Council, Matt  
15 Stitt and Councilman Wilson Goode, Jr.

16 The committee qualified 21  
17 project users. They are -- and don't  
18 kill me -- Asociacion Puertorriquenos en  
19 Marcha -- good? Okay. Good -- Beech  
20 Interplex, Boys and Girls Clubs,  
21 Community Ventures, Diversified Community  
22 Services, the Fairmount Park Conservancy,  
23 Free Library Foundation, Habitat for  
24 Humanity Philadelphia, Hace, Impact  
25 Services Corporation, Mount Airy USA, New



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2 Kensington CDC, Nicetown CDC,  
3 Pennsylvania Horticultural Society,  
4 People's Emergency Center, Public Health  
5 Management Corporation, Spring Garden  
6 CDC, The Enterprise Center, the Universal  
7 Companies, Trust for Public Land, and  
8 Urban Roots.

9 The next order of business was  
10 to build the Rebuild project statement.  
11 The Rebuild team submitted a preliminary  
12 project statement budget and site list to  
13 City Council in late September for the  
14 first 18 months of Rebuild. These  
15 documents were slated to be formally  
16 introduced in City Council at the end of  
17 November, 60 days, as required, after the  
18 submission of the preliminary versions.

19 On November 30th, the bill was not  
20 introduced, but it is our hope that it  
21 will be introduced when Council  
22 reconvenes in mid-January.

23 Once approved, Rebuild projects  
24 could be initiated in early 2018. The  
25 site selection process drew heavily on a

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2 planning process that mapped data to  
3 identify neighborhoods needing  
4 investment, neighborhoods in transition,  
5 priorities identified in previous  
6 planning processes, and co-located civic  
7 assets.

8 Rebuild staff also worked  
9 closely with City Council members and the  
10 staff on project prioritization, as well  
11 as multiple City agencies, including, but  
12 not limited to, Parks and Recs, the Free  
13 Library, the Office of Sustainability,  
14 the Office to Transportation and  
15 Infrastructure, oTIS, Planning and  
16 Development, Commerce Department, Office  
17 of Diversity and Inclusion, Water  
18 Department, and Community Schools.

19 So as we begin to prepare to  
20 take on these projects with the passing  
21 of legislation of the soda tax and  
22 passing of the ordinance, Rebuild staff  
23 has been working on various operational  
24 procedures and mechanisms to enable the  
25 implementation of Rebuild design and

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2 construction work once legislation is  
3 passed. These include working with Parks  
4 and Rec staff to establish design  
5 standards to be used by project users and  
6 others to promote efficiency and simplify  
7 maintenance across facilities; planning  
8 for the orientation and training of  
9 project users to prepare them properly  
10 for the multiple responsibilities of  
11 Rebuild projects; creating a grant  
12 application process to enable project  
13 users to apply to work and receive  
14 funding on Rebuild eligible sites; and,  
15 lastly, coordinating with the  
16 Philadelphia Redevelopment Authority and  
17 Parks and Rec's skill trades to prepare  
18 for any projects not implemented by  
19 project users.

20 In the area of diversity and  
21 inclusion, I'll begin with business  
22 supports. To rebuild -- to reach  
23 Rebuild's goal, the participation by  
24 minority-owned businesses, which is 15 to  
25 20 percent participation by women in

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2 professional services contracts, 30 to 35

3 percent participation by minority-owned,

4 and 15 to 20 percent by women-owned

5 businesses in construction contracts,

6 Rebuild has conducted an ambitious

7 communication strategy. To date, we have

8 conducted over ten public information

9 sessions from September 3rd through

10 November 2nd. And in addition,

11 presentations have been made to the

12 Chambers of Commerce and to various

13 consortiums throughout the City.

14 The goal of this work has been

15 simple: to spread the word about the

16 availability of contracting opportunities

17 with Rebuild to the minority, women, and

18 disabled-owned business community.

19 Rebuild has contracted services

20 with Talson Solutions to support these

21 efforts. In addition to their community

22 engagement work, they have been focused

23 on understanding where there are common

24 barriers to contracting with the City of

25 Philadelphia. Two surveys have been

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2 completed. The first survey was with the  
3 registered vendors in the OEO database.  
4 The second survey was sent to businesses  
5 who have expressed direct interest in  
6 working with Rebuild. One hundred and  
7 eighty-eight companies responded to the  
8 survey, and as you can imagine, thanks to  
9 Victoria's testimony, the top three  
10 issues identified were slow payments,  
11 obtaining work as a prime, and funding.

12 Part of the role that Talson  
13 Solutions will play is to provide  
14 concierge services for Rebuild vendors.  
15 The service will be designed to promote  
16 the growth and development of minority,  
17 women, and disabled firms working on  
18 Rebuild projects. In addition, Rebuild  
19 is exploring different mechanisms to  
20 support the ability of minority, women,  
21 and disabled businesses to engage in work  
22 with the City of Philadelphia, including  
23 normalizing insurance requirements and  
24 creating an owner-controlled insurance  
25 program for Rebuild projects.

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2 We are also working with OEO to  
3 develop the Emerging Vendors Program.  
4 Deputy Commerce Director Harper has  
5 envisioned a program that will allow  
6 non-certified businesses the opportunity  
7 to do business with Rebuild up to a  
8 maximum of 150,000 over one year. The  
9 caveat being that these businesses will  
10 be actively seeking certification during  
11 that timeframe.

12 The workforce update, as you  
13 know, the City has developed for us  
14 stretch goals for workforce diversity.  
15 They are as follows: Total minority  
16 labor and skilled workforce hours 45  
17 percent, 27 percent going to African  
18 Americans, 14 percent to Hispanic, and 3  
19 percent to Asian. Total hours for women  
20 equals 5 percent, and local hires must  
21 equal 50 percent.

22 Rebuild is building a  
23 two-pronged approach to workforce  
24 development within the City of  
25 Philadelphia to meet the historic 45

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2 percent participation rate established by  
3 the City, a new skilled trades pipeline  
4 program called the PHL Pipeline in  
5 support of talent development for the  
6 staff at PRA. Phase 1 of the PHL  
7 Pipeline is conducting a targeted needs  
8 assessment to understand the business  
9 needs of key stakeholders involved. To  
10 that end, the following steps have been  
11 taken: a comprehensive investigation in  
12 approach of the results of the PennAssist  
13 program; ongoing meetings with  
14 Philadelphia Area Labor Management  
15 Committee to ensure organized labor's  
16 commitment and engagement in the  
17 development of the PHL Pipeline; ongoing  
18 meetings with Philadelphia Works to  
19 ensure our program design is in alignment  
20 with their resources.

21 The grounding philosophy, logic  
22 model, implementation timeline, and  
23 initial mind map for the PHL Pipeline has  
24 been developed, and strategic  
25 partnerships between Rebuild, CCP, and

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2 Philadelphia Works are being formulated  
3 to deliver talent to the Redevelopment  
4 Authority.

5 Third on the agenda is  
6 community engagement. Since October of  
7 2016, we have provided numerous in-person  
8 updates to a variety of groups to keep  
9 stakeholders up to date on how the  
10 Rebuild project is progressing. These  
11 groups include, but are not limited to,  
12 the Parks Friends Network, Philadelphia  
13 Recreation Advisory Council, Friends of  
14 the Free Library, Library Community  
15 Schools, Neighborhood Advisory Councils,  
16 citywide meetings. We've also made  
17 various radio appearances, WURD, WHYI, to  
18 provide periodic updates on how the  
19 program is progressing.

20 Last, but not least, for  
21 finance and administration, whose  
22 overarching goal is integrity and  
23 transparency, Rebuild has held regular  
24 planning meetings with the offices most  
25 directly involved in establishing the



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2 framework for program integrity and  
3 transparency, including the Office of the  
4 Chief Integrity Officer; the Inspector  
5 General, with whom we are drafting the  
6 Rebuild rule book to be used in project  
7 user training as a compliance reference  
8 for all partners; Office of the City  
9 Controller, which will serve as the  
10 independent fiscal monitor for all  
11 Rebuild funds expended by the City or  
12 that through PAID; Office of the Director  
13 of Finance, which will oversee the issue  
14 of Rebuild bonds through PAID and is  
15 helping the Rebuild Office establish  
16 budgeting and payment processes/practices  
17 consistent with establishing City  
18 policies and best practices; and of  
19 course PIDC and PAID -- boy, the  
20 alphabets -- which will serve as the  
21 financing conduit for the Rebuild program  
22 process, most Rebuild financial  
23 transactions, and establish a Rebuild  
24 financial database and reporting system  
25 that will be accessible to the Rebuild

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2 Office, Controller's Office, and the  
3 Office of Director of Finance.

4 This work will facilitate  
5 Rebuild's work to create a streamlined  
6 vehicle for the delivery of contracts  
7 and, more importantly, payments to  
8 project users. Ongoing work includes  
9 finalizing agreements with the  
10 Controller's Office to carry out  
11 financial reviews throughout the life of  
12 the initiative; finalize the form of  
13 Rebuild sub-grant agreements and  
14 establish requirements for contracts and  
15 invoice and processing; and through PIDC  
16 and PAID, complete the build-out of  
17 Rebuild's financial system and database  
18 designs, standard financial reports to  
19 provide it on a quarterly basis to the  
20 Rebuild oversight committees, City  
21 Council, other City departments, and the  
22 general public.

23 That concludes my testimony on  
24 the progress of Rebuild. I apologize.  
25 I'm sure I went over eight minutes.

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2 CHAIRWOMAN HARPER: Any

3 questions?

4 MS. RODRIGUEZ: Yes. Can you  
5 tell me a little bit more about the scope  
6 of work that Talson Solutions is  
7 undertaking with the concierge services?

8 MS. IRELAND: Yeah. So Talson  
9 Solutions' contract falls into some  
10 distinct areas. One, where concierge  
11 services are what we call technical  
12 assistance. So when you heard me speak  
13 before, the process has been, one, to  
14 survey the OEO database to get some  
15 understanding of basic barriers. Two was  
16 to survey our database to understand what  
17 we're doing. And then, third, once we  
18 have aggregated that database, we had  
19 about 188 people respond to the survey.  
20 It's to have a deeper understanding  
21 through their doing focus groups and  
22 ongoing questionnaires, so to speak, to  
23 dig in to really understand the  
24 constraints that businesses have when  
25 they're trying to work with the City.

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2 As a result of that, we'll  
3 develop a baseline understanding of the  
4 type of vendors we're able to serve,  
5 because funds are limited, and the types  
6 of issues we'll be able to address as we  
7 move forward.

8 We are trying to really segment  
9 the issues we can address, because as you  
10 know, the issues for business can be as  
11 individual as the business, but they are  
12 centering around the issue of slow  
13 payments, which is similar to what  
14 Victoria found, back office operations,  
15 capital funding, those types of issues.

16 There is a training program  
17 that we are in the midst of rolling out  
18 as we speak that talks about specifically  
19 addressing those areas as well, and then  
20 there is -- they have report cards that  
21 tell you what their baseline is and their  
22 ability to move their business forward  
23 with the support of Talson Solutions.

24 MS. RODRIGUEZ: Will the  
25 findings of the surveys be made

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2 available?

3 MS. IRELAND: They certainly  
4 can be.

5 MS. RODRIGUEZ: Thank you.

6 MS. BAYLOR: I like the idea of  
7 the skills trade pipeline. I just wanted  
8 to know if you had quantity. Like how  
9 many people would be needed to fill that  
10 leadership pipeline as of yet?

11 MS. IRELAND: So the pipeline  
12 is intended very specifically to create  
13 opportunities for people to enter the  
14 skilled trades via the work of the  
15 Rebuild projects. So as the legislation  
16 passes, as project users apply for grants  
17 and we know what projects they will be  
18 engaged with, that will dictate the  
19 number of people who can participate in  
20 the pipeline.

21 MS. BAYLOR: So if I understand  
22 you correctly, and I just want to make  
23 sure that I'm clear, you have to wait  
24 first for the legislation to pass and  
25 then to see how many vendors are

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2 applying --

3 MS. IRELAND: Yes.

4 MS. BAYLOR: -- to determine

5 the number who will be in that pipeline?

6 But at that point, do you think it's --

7 do you think at that point it may be a

8 little bit behind the eight ball or would

9 you be able to make sure you get the

10 people trained in enough time to produce

11 the work?

12 MS. IRELAND: That's a good

13 question. So the way I like to build

14 programs specifically is to understand

15 the skill sets across the disciplines

16 that we know we're able to employ on

17 Rebuild projects and then to be able to

18 build the curriculum, build the program

19 from recruitment, selection, assessment

20 to actual training, evaluation, and

21 support. And then it's just a matter of

22 pressing go once you know what is going

23 on. Because the reality is that for most

24 projects, there's a community design and

25 engagement process that will take them at

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2 least three months before a shovel can  
3 hit the ground. So we have that lead  
4 time in addition to the time that we have  
5 now to build out. So we will be ready.

6 MS. BAYLOR: Okay. Thank you.

7 MS. RODRIGUEZ: So what areas  
8 of work do you anticipate the pipeline  
9 will be fulfilling?

10 MS. IRELAND: So one of the  
11 things that's going on during the needs  
12 assessment is to understand a couple  
13 things, right? I'd like to understand  
14 both labor supply and labor demand and  
15 whether or not I can take the population  
16 that we're trying to serve and actually  
17 build the skills that they need to be  
18 successful within the constraints of time  
19 and money. So a lot of times when we  
20 build programs, we have this idea of what  
21 the outcome is. I'd like to work from  
22 both ends at the same time so I  
23 understand.

24 So, for instance, some of the  
25 problems that we have here in

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2 Philadelphia are, we have schools that  
3 are not necessarily equipping a lot of  
4 their population with the math and  
5 reading skills that are required to get  
6 into the trades. That 10th grade math  
7 requirement is just real. It is what is  
8 required to pass the test to get into the  
9 trades. So given the constraints that I  
10 have, who can I serve specifically and  
11 how can I get them there in the fastest,  
12 most efficient manner. So that requires  
13 me to look at projects and look across  
14 the skilled trades and understand also  
15 where they have capacity.

16 So as an example, if you're  
17 going to compare the number of carpenters  
18 that are available and the number of  
19 vacancies that are available to say the  
20 number of vacancies that are available in  
21 steamfitters, you're talking about a huge  
22 difference from one discipline to  
23 another. I'm trying to push as many  
24 people as I can into the union in jobs  
25 that fit their skills, strengths, and



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2 temperaments and work that's readily  
3 available.

4           Some work is more readily  
5 available than others. So I can tell you  
6 as the conversations go through, it's  
7 focused more on carpentry, drywall,  
8 painting, taping, laborers. At the high  
9 end I have some interest in plumbers and  
10 electricians, but I have a higher skill  
11 set that's harder for me to get to and I  
12 have a lower number of employees that I  
13 can place. So I'm trying to balance the  
14 two, especially coming right out of the  
15 gate, to make sure that I have both the  
16 ability to train and train effectively so  
17 people can get where they are and then I  
18 have the need for them long term over  
19 projects so this is just not a Band-Aid  
20 but a long-term solution to entering the  
21 trades.

22           Did I answer --

23           MS. RODRIGUEZ: It does. My  
24 hesitation here is, Philadelphia is a  
25 place where a million and a half people

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2 live, and Rebuild is only going to employ  
3 so many people. So this match that we're  
4 talking about seems to me almost like an  
5 artificial sort of challenge, if you  
6 will, because I can't imagine that there  
7 are not more people qualified to do the  
8 math than jobs available. So I'm just  
9 wondering this whole exercise, how real  
10 must it really be, because, you know, I  
11 can't just imagine that you're going to  
12 employ so many people that you're really  
13 going to -- that we need all this  
14 training and all of -- there should be  
15 people out there that are just plug and  
16 play, you know, that you may have to do  
17 some retraining of some sort but that  
18 don't require this three-month  
19 necessarily. That's just my doing a  
20 rough math here in my head.

21 MS. IRELAND: I completely  
22 agree with you, and I would say to you in  
23 this particular case, you're preaching to  
24 the choir, because the way I like to  
25 build programs specifically is to address

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2 the soft skills gap, not the technical  
3 skills gap. But here we have a different  
4 kind of issue we're dealing with, where  
5 regardless of your experience or  
6 background, ultimately to get to the job  
7 that we are talking about you're getting  
8 to, at least on projects over \$3 million,  
9 you have to take and pass the union test.  
10 So it's nothing other than -- I think  
11 about going to college. I could not pass  
12 the GRE today. I'm not ashamed to say  
13 it, but I studied for it and I practiced  
14 for it and I passed and I went to  
15 college. You know what I mean? And so I  
16 think in that particular aspect, there is  
17 some technical skills training. But I  
18 agree with you. There are more than  
19 enough people to fill the number of  
20 positions that Rebuild will represent who  
21 already have the skill sets, absolutely,  
22 but there are other things that are  
23 preventing them from getting into the  
24 union that we plan to address in the  
25 context of that training program.

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2 MS. RODRIGUEZ: Thank you.

3 MR. BRADLEY: My question is,  
4 are efforts being made for professional  
5 services, doing outreach for professional  
6 services, whether it's legal, insurance,  
7 whatever other industries, to make  
8 sure -- the professional service tends to  
9 be kept under the table and contracts are  
10 rewarded, but I want to make sure that  
11 we're doing outreach in those areas also.

12 MS. IRELAND: Yeah.

13 MS. WESTERMAN: Nicole  
14 Westerman.

15 Yes, definitely professional  
16 services are a focus for Rebuild as well.  
17 We think that the professional services  
18 that we will be using the most will be  
19 architecture, engineering, project  
20 management services, but certainly as you  
21 mentioned, insurance, attorney services  
22 also very necessary, and we have had  
23 interest in all of those areas so far.  
24 So in the work that Sheila was talking  
25 about by Talson, we're working diligently

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2 to make sure that we're capturing all of  
3 the firms who are interested in those  
4 professional services opportunities as  
5 well and looking ahead to the near  
6 future. The long game is developing the  
7 capacity of professional services firms  
8 so that they are able to take on larger  
9 contracts over time.

10 One of our hopes for Rebuild is  
11 that since it's supposed to be a  
12 multi-year initiative, that firms do have  
13 enough work to build their capacity over  
14 time. So in the near term, I think in  
15 architecture in particular, there is --  
16 today there's not a huge pool of minority  
17 firms in particular. So we really hope  
18 to encourage those project users and the  
19 Redevelopment Authority, to the extent  
20 that they're holding contracts, to  
21 structure contract opportunities in such  
22 a way that we're building smaller firms  
23 and making sure that they are coming  
24 along during the process.

25 MS. IRELAND: I might add also

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2 that as part of the work that we're doing  
3 around engagement with small business, it  
4 is about bringing the project users and  
5 small business together for networking  
6 opportunities to understand that  
7 minority, women, and disabled businesses  
8 are out here, right, ready to do business  
9 on Rebuild projects as well. And then in  
10 the project user training the project  
11 users will have, they will be introduced  
12 to specific scenarios that we've created  
13 for them to understand how to engage  
14 minority, women, and disabled businesses.

15 CHAIRWOMAN HARPER: Thank you.

16 Our final presenter today is  
17 Nicholas Jann from the Office of Economic  
18 Opportunity.

19 (Witness approached witness  
20 table.)

21 MR. JANN: Good morning. I  
22 want to apologize in advance for being  
23 very congested.

24 My name is Nick Jann. I am the  
25 Director of Data and Policy for the

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2 Office of Economic Opportunity. I'm here  
3 this morning to discuss the publication  
4 of the 2017 OEO Annual Report as well as  
5 some recent legislation that will affect  
6 our work in OEO.

7 Our office released the Fiscal  
8 Year 2017 Annual Report this past  
9 November. The report details the  
10 minority and women-owned business  
11 participation on most of the for-profit  
12 contracting done by the City and its  
13 quasi-public agencies, as well as some  
14 federally funded projects.

15 The total eligible contract  
16 value exceeded \$1.1 billion. When we  
17 calculate our annual participation rate,  
18 we remove contracts on which there is no  
19 possibility of participation. This can  
20 be because there are no minority or  
21 woman-owned firms in the industry or  
22 because of strict requirements placed on  
23 the contract by the department that makes  
24 contracting more difficult.

25 After these contracts are

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2 removed, the total dollars across all  
3 categories is reduced to about a billion.

4 For these available dollars, the City  
5 achieved a 35 percent participation rate  
6 across its five main contracting  
7 categories in all its major departments.

8 When citywide contracts are added in, the  
9 participation rate is nearly 34 percent.

10 When we add in the quasi-public and  
11 federally funded contracts, over which  
12 the City and OEO has less influence, the  
13 participation rate drops to 31.7 percent.

14 This cumulative number is still an  
15 improvement of 1.2 percent on the FY16  
16 rate.

17 So moving forward, in the past  
18 year, three bills have been introduced  
19 and passed that will affect our work in  
20 OEO, Bills No. 161106, 170726, and  
21 170849. And I'll briefly provide a  
22 description of each bill and its  
23 implications.

24 Bill No. 161106 was introduced  
25 by Councilwoman Reynolds Brown in 2016



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2 and signed into law in October of this  
3 year. It alters the contents of the  
4 standard Economic Opportunity Plan by  
5 stating that any project with a budget of  
6 at least \$5 million must require an  
7 oversight committee. This committee can  
8 take many forms, providing OEO with the  
9 freedom and discretion to determine what  
10 sort of oversight each project requires.  
11 This bill will increase the scrutiny with  
12 which the City oversees EOP projects,  
13 both that are owned by the City as well  
14 as projects in the private sector that  
15 require Council approval. It will create  
16 new work for our office, but we are in  
17 the process of hiring additional staff  
18 whose primary role will be oversight  
19 related. This bill and the additional  
20 staffing will allow us to increase the  
21 breadth of our reporting and the  
22 accountability of project owners and  
23 prime contractors.

24 Next, Bill No. 170726 was  
25 introduced by Councilman Oh and signed in

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2 November of this year. It develops a  
3 framework by which City Council may  
4 decide to hold a public hearing and adopt  
5 a resolution to withhold payment or  
6 terminate a contract from a contractor  
7 that failed to meet its EOP goals.

8 And, finally, Bill No. 170849  
9 was also introduced by Councilwoman  
10 Reynolds Brown. It was voted out of  
11 committee and will be read at Council  
12 this week. This bill amends the content  
13 of the EOP to require all those signing  
14 to disclose as a part of the EOP document  
15 their past performance on any other  
16 projects they worked on with EOPs dating  
17 back three years. The bill goes even  
18 further requiring applicants to disclose  
19 EOP performance not only under their  
20 current incarnation but any other  
21 corporate entities with which they were  
22 associated. This will help OEO and the  
23 City understand how to approach each  
24 project by establishing a baseline from  
25 prior performance and ensuring that we do

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2 not miss any data because a firm has  
3 created a new corporate entity for a  
4 particular development project.

5 OEO will work in conjunction  
6 with the developers requesting the EOP  
7 and the City's Developer Services Office  
8 to quickly and accurately collect this  
9 data, which will then be memorialized in  
10 the EOP itself.

11 I'm happy to answer any  
12 questions anyone may have about the  
13 legislation or the report.

14 (No response.)

15 MR. JANN: Fantastic. Thank  
16 you.

17 CHAIRWOMAN HARPER: So it looks  
18 like we have no public testimony today.  
19 So seeing as there is no one here to  
20 provide public testimony, I'd like to  
21 dismiss the meeting, but -- adjourn the  
22 meeting, but I want to end by thanking  
23 again our Committee members for your year  
24 of service. OEO appreciates your time  
25 and your wisdom, and we look forward to a

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2 prosperous and forward-moving 2018.

3 Thank you so much.

4 (Economic Opportunity Review

5 Committee concluded at 10:55 a.m.)

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CERTIFICATE

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

-----  
MICHELE L. MURPHY  
RPR-Notary Public

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Economic Opportunity Review Committee  
December 11, 2017

|                                 |                                 |                                |                                 |                           |                                   |                                     |                               |
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Economic Opportunity Review Committee  
December 11, 2017

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Economic Opportunity Review Committee  
December 11, 2017

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