

ECONOMIC OPPORTUNITY REVIEW  
COMMITTEE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Monday, December 12, 2016  
10:05 a.m.

PRESENT:

IOLA HARPER, Executive Director, Office of  
Economic Opportunity  
STEVEN SCOTT BRADLEY, Chairman,  
African-American Chamber of Commerce

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MS. HARPER: It's officially five after and we are going to get started. I want to welcome everyone here today to the December 12th City Council Economic Opportunity Review Committee meeting. My name is Iola Harper and I am the newly appointed Executive Director of the Office of Economic Opportunity. And I want to offer some very brief context for those of you who have not been to this meeting before just to kind of give you an overview of what this is about.

So really quickly, in 2012, City Council introduced an ordinance that called for the creation of this Committee, the Economic 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

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 responsive to that testimony. A third is  
3 facilitating public access to key  
4 information that will enhance and enable  
5 minority, women, and disabled business  
6 owners to successfully do business in the  
7 City of Philadelphia. And, finally, this  
8 is the committee that will make  
9 recommendations to the City Council for  
10 the adoption of resolutions calling for  
11 the debarment of certain contractors and  
12 recipients of City's financial assistance  
13 in cases where we see flagrant violations  
14 to the inclusion commitments made by  
15 contractors and subcontractors on City  
16 contracts.

17 These meetings are held on a  
18 quarterly basis, and the dates for 2017  
19 are available in the packets that most of  
20 you should have. And if you don't have,  
21 we can make sure you get them.

22 Transcripts for this meeting  
23 and all previous meetings are available  
24 online at the OEO website, which is  
25 [phila.gov/o eo](http://phila.gov/o eo).

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 I'd like to take a quick moment  
3 to thank the members of City Council for  
4 providing this platform, and I'd like to  
5 thank the Administration for selecting me  
6 to lead this critically important work.

7 And so now I'd like to take a  
8 moment to introduce the sole Committee  
9 member that's here today with me, and I'm  
10 going to let him introduce himself and  
11 offer any remarks that he may want to  
12 offer.

13 MR. BRADLEY: Good morning,  
14 everyone. My name is Steven Scott  
15 Bradley and I'm Chair of the  
16 African-American Chamber, also President  
17 of Bradley and Bradley Insurance Brokers  
18 in Philadelphia.

19 Thank you.

20 MS. HARPER: All right. So our  
21 other Committee members may come in  
22 throughout the meeting, and I will have  
23 them introduce themselves at that time.

24 So I want to now begin our  
25 public forum, and you can see by the

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 agenda, we already have a number of  
3 people scheduled to testify. Is Tiffany  
4 Newmuis here? She is here, okay.

5 Tiffany Newmuis is going to talk about --  
6 oh, there she is. She's going to talk  
7 about the Democratic National Convention  
8 that was held here and the amazing  
9 inclusion outcomes and diversity outcomes  
10 that they were able to achieve with the  
11 DNC.

12 We have Drexel University and  
13 Wexford, who are going to talk a bit  
14 about the University City High School  
15 project.

16 We also have Mary Stitt from  
17 Rebuild, who is going to talk about  
18 inclusion and M/W/DSBE efforts as it  
19 pertains to Rebuild.

20 And then, finally, Nicholas  
21 Jann, who is running a little late --  
22 he's at another meeting -- from OEO will  
23 come to talk about the apprenticeship  
24 roundtable that OEO has been working on,  
25 as well as share a little bit of our EOP

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Dashboard.

3 So if you did not hear your  
4 name and you'd like to offer testimony  
5 today, I'd like to direct you to Michelle  
6 over on the side there. If you give her  
7 your name, we can put you in the queue  
8 and we can have you come up at the  
9 appropriate time.

10 So at this time, I'd like to  
11 invite you up, Tiffany.

12 (Witness approached witness  
13 table.)

14 MS. HARPER: Good morning.

15 MS. NEWMUIS: Good morning.

16 MS. HARPER: Whenever you're  
17 ready.

18 MS. NEWMUIS: Good morning. My  
19 name is Tiffany Newmuis. I am the former  
20 Deputy Chief of Staff and Director of  
21 Diversity and Community Engagement for  
22 the Philadelphia 2016 Host Committee for  
23 the Democratic National Convention, which  
24 was held here in Philadelphia in July  
25 2016.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 I would like to extend thanks  
3 to Iola Harper and the members of the  
4 Economic Review Committee, many of whom  
5 assisted me through our outreach process  
6 and presenting the DNC. So I thank you  
7 for having me here today.

8 Additionally, I would thank any  
9 of the vendors here today who helped  
10 support us -- I think Kristin Aldress  
11 (ph) is supposed to be here -- for  
12 supporting our efforts today.

13 And I also want to talk a  
14 little bit about the Philadelphia 2016  
15 Host Committee. The Host Committee was a  
16 temporary organization that was formed to  
17 prepare the City to host the Democratic  
18 National Convention. I am the former  
19 Deputy Chief of Staff because our  
20 organization, this entity, has since  
21 dissolved in closing down our efforts in  
22 July.

23 The Democratic National  
24 Convention Committee was the entity that  
25 was politically affiliated and planned

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 the activities within the arena and all  
3 of the activities related to the  
4 democratic party. Together we presented  
5 the four weeks of activities that  
6 occurred in July. And with that, I would  
7 like to present to you some of the  
8 process and outcomes related to that  
9 process.

10 While Philadelphia was bidding  
11 on the Democratic National Convention,  
12 Philadelphia leaders made a commitment to  
13 ensure the City showcased its finest  
14 assets, which naturally included our  
15 substantial diverse business community.  
16 From the inception, the Host Committee  
17 was dedicated to making the 2016  
18 Democratic National Convention the most  
19 diverse convention yet. This commitment  
20 was demonstrated early on by hiring me as  
21 one of the first hires in April.

22 The Host Committee also created  
23 a panel of experts, the Diversity Working  
24 Group, comprised of 30 stakeholders, key  
25 leaders from partner organizations



1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 throughout the City, and regional -- the  
3 regional business community by leaders  
4 from the business -- business leaders,  
5 rather, who held position on this Diverse  
6 Working Group.

7 The purpose of this group was  
8 to advise the Host Committee on how to  
9 achieve and receive maximum engagement  
10 from the diverse business community.  
11 Additionally, the Host Committee embraced  
12 the diversity goal that was set by the  
13 2015 Democratic National Committee  
14 leadership in leading up to the  
15 Democratic National Convention. They  
16 mandated 35 percent of total  
17 discretionary funds to be spent with  
18 diverse-owned businesses.

19 In the summer of 2015, the Host  
20 Committee announced the creation of an  
21 online registration form through which  
22 vendors could express their interest in  
23 receiving contracts for  
24 convention-related projects. The Host  
25 Committee's 2016 vendor directory acted

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 as the primary referral database for  
3 internal and external vendor inquiries.  
4 The Host Committee, in partnership with  
5 the Democratic National Convention  
6 Committee, held an in-person and virtual  
7 outreach meetings that the regional  
8 business community were aware of the  
9 types of opportunities the convention  
10 planning teams would be offering. The  
11 results of the fall engagement series  
12 included more than 700 business owners  
13 registered for the tele-town hall, which  
14 was an open conference line that  
15 discussed business engagement  
16 opportunities. There were more than 400  
17 people registered for a webinar that took  
18 businesses through the process of signing  
19 them up. And nearly 300 people  
20 registered and attended the business  
21 community outreach meeting, which was  
22 held in person at Community College of  
23 Philadelphia.

24 The vendor directory remained  
25 on the Host Committee's website during

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 convention so that outside attendees  
3 could use that as a referral database for  
4 restaurants and transportation needs,  
5 last-minute needs the week of convention.  
6 By this time, there were more than 2,800  
7 businesses registered. The majority of  
8 registrants were based in Pennsylvania,  
9 and 47 percent of the businesses were  
10 based in Philadelphia. The top five  
11 industries represented in the cache of  
12 registrants were catering, marketing and  
13 promotional materials, entertainment,  
14 event rentals, and graphic design.

15 The Host Committee was focused  
16 on ensuring diversity and inclusion with  
17 major contracts and in our expenditures  
18 in the daily course of operations.  
19 During -- I'm sorry. Our operating  
20 departments looked to local and diverse  
21 businesses first in order to fill  
22 specific needs.

23 The Democratic National  
24 Convention Committee and the Host  
25 Committee awarded 12 contracts in total.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Eleven of those major contractors were  
3 diverse-owned businesses.

4 Additionally, of the 37.9  
5 million spent with contracted vendors, 73  
6 percent of those dollars were spent with  
7 diverse-owned firms and over 5 million of  
8 those dollars were spent in the local  
9 region.

10 Collectively, the Host  
11 Committee's discretionary spend of 43  
12 million, with over 29 million of that 43,  
13 which is 67 percent, was spent with  
14 diverse-owned businesses, and that is  
15 inclusive of the dollars spent on our  
16 major contracting needs.

17 The Host Committee's diversity  
18 and inclusion efforts yielded the  
19 following best practices:

20 Setting a diversity goal in the  
21 early stages of planning afforded the  
22 Host Committee to create a realistic  
23 strategy and an approach to achieving  
24 diversity goals. Implementing processes  
25 that support the strategy is key to

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 achieving these goals. And establishing  
3 goals early on communicates real  
4 commitment to diversity and inclusion  
5 within the business community and the  
6 public at large. Allocating resources,  
7 both monetary and human resources, are  
8 necessary to achieve these goals. And  
9 the support of the convention leadership  
10 is essential.

11 The diversity and inclusion  
12 goals for the 2016 Democratic National  
13 Convention were achieved and were  
14 reflective of the demographics of the  
15 City of Philadelphia.

16 Although these were temporary  
17 organizations that were organized to  
18 produce a special event and this event  
19 has come and gone, there are a lot of  
20 lessons to learn from the best practices.  
21 The special events industry is a growing  
22 industry, and there are many assets  
23 within the Greater Philadelphia region  
24 that attracts special event planners to  
25 this region. Additionally, the City of

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Philadelphia hosts special events such as  
3 the Philadelphia Marathon and Welcome  
4 America, and there's an opportunity here  
5 to look at the successes of the results  
6 from the DNC and replicate these results  
7 within the events we host in the City and  
8 those that will come to Philadelphia in  
9 the future.

10 Thank you.

11 MR. BRADLEY: Tiffany, can we  
12 have a written copy?

13 MS. NEWMUIS: Yes.

14 MR. BRADLEY: My question is,  
15 as far as the demographics of the money  
16 purchased, do you have the statistics as  
17 far as African Americans, Latinos? Do  
18 you have those kind of breakdowns?

19 MS. NEWMUIS: Yes, and I can  
20 provide that in the written copy as well.

21 MR. BRADLEY: Great. Thank  
22 you.

23 MS. HARPER: A quick question.  
24 In terms of the businesses that  
25 registered to go into the database, were

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 there certification requirements for  
3 those businesses? And if not, was there  
4 a vetting process to let you know that  
5 the businesses that went into that  
6 database were in fact diverse?

7 MS. NEWMUIS: Great question.

8 Great question. We did prefer -- we  
9 preferred certification, and we looked at  
10 that first and vendors with certification  
11 first because, again, special events are  
12 pop-up type of activities. We didn't  
13 want that to be exclusionary to some  
14 smaller firms such as caterers who don't  
15 necessarily do business with the City of  
16 Philadelphia or entities that require  
17 certification. So, therefore, we heavily  
18 relied on the African American Chamber,  
19 the Hispanic Chamber, the Independence  
20 Business Alliance, and other entities  
21 that have membership and that can verify  
22 that those businesses and individuals  
23 were members of the groups that they were  
24 claiming.

25 MS. HARPER: Okay.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 MR. BRADLEY: I just wanted to  
3 commend you for the outreach. You did an  
4 excellent outreach I know especially with  
5 the Chambers and going out into the  
6 communities. So I think you did an  
7 excellent job with the outreach. So I  
8 hope that information can be passed to  
9 some other organizations, future events,  
10 that data is shared with other  
11 organizations. I think that's crucial.

12 MS. NEWMUIS: Yes. And I'd  
13 like to comment. This was an incredible  
14 display of partnership, not just with  
15 entities coming into the City but  
16 partnership between the diverse Chambers  
17 of Commerce.

18 MS. HARPER: Final question.  
19 If you had one piece of advice to offer  
20 to the NFL, who will be joining us in the  
21 near future in the City, what would that  
22 advice be?

23 MS. NEWMUIS: To know that this  
24 business community and the greater region  
25 is a very sophisticated community that is



1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 skilled in producing large events and to  
3 really open up the process and have those  
4 businesses be ingrained, because they'll  
5 be true partners that way.

6 MS. HARPER: All right. Thank  
7 you, Tiffany.

8 MS. NEWMUIS: Thank you.

9 MS. HARPER: I'd like to ask  
10 Drexel and Wexford join us at the table,  
11 please.

12 (Witness approached witness  
13 table.)

14 MR. KEECH: Good morning,  
15 distinguished members of the Committee.  
16 My name is Brian Keech and I'm the Senior  
17 Vice President for Government and  
18 Community Relations at Drexel University.

19 As you know, we received a  
20 request to provide testimony in today's  
21 hearing for American Campus Communities'  
22 development project at 3400 Lancaster  
23 Avenue called The Summit. We have  
24 notified the Office of Economic  
25 Opportunity and Ms. Harper that Drexel

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 and American Campus Communities will not  
3 be testifying today in regards to The  
4 Summit project due to the timing of the  
5 request and of the unavailability of the  
6 developer, ACC, to travel to  
7 Philadelphia. Due to other pending  
8 projects that ACC is working on outside  
9 of the City of Philadelphia, it was not  
10 possible to organize their testimony  
11 today.

12 Drexel has been and continues  
13 to be in partnership with ACC, a  
14 third-party developer, with headquarters  
15 in Austin, Texas. As we discussed with  
16 OEO, Drexel and ACC will be on the agenda  
17 for the Committee's next quarterly  
18 meeting to discuss the project and  
19 provide an overview of their commitment  
20 to diversity and inclusion. And I  
21 believe that is scheduled for March 6th  
22 in 2017.

23 I'd be happy to answer any  
24 questions you have at this time.

25 MR. BRADLEY: What type of

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 efforts are being made for your outreach?

3 Do you have any outreach partners that

4 you're working with in an effort to

5 ensure diversity?

6 MR. KEECH: We have a host of

7 outreach partners. They're really

8 different for each construction project

9 that we have. I believe on this one it

10 was Talson Solutions, who will be

11 testifying on our University City High

12 School site. But each project does have

13 an outreach coordinator, yes.

14 MR. BRADLEY: Thank you.

15 MR. KEECH: You're welcome.

16 MS. HARPER: Thank you.

17 MR. KEECH: Thanks.

18 (Witnesses approached witness

19 table.)

20 MR. REAGAN: Good morning. My

21 name is Joseph Reagan. I'm a Senior Vice

22 President of Development for Wexford

23 Science and Technology.

24 By way of background, Wexford,

25 in partnership with Drexel, purchased the

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 high school site from the School District  
3 a little over two years ago, and then  
4 Wexford and Drexel in partnership pursued  
5 the demolition and abatement of the  
6 existing buildings. That work was  
7 completed, which we'll be reporting on in  
8 a minute, and Wexford managed that  
9 process on behalf of the joint venture.

10 I wanted to thank the Committee  
11 for the opportunity to come and present  
12 our project. I think we have some  
13 interesting things to say and some  
14 perspective on the process. I'd like to  
15 also particularly thank the Councilwoman  
16 for her help in establishing the plan and  
17 particularly in helping us proceed with  
18 the plan, particularly the outreach  
19 portion of that effort.

20 I'm going to turn it over to  
21 Tariq Boston from Talson to report the  
22 results and then to Melonease Shaw to  
23 talk a little bit about our outreach  
24 program.

25 MR. BOSTON: Yes. Hi. Good

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 morning. My name is Tariq Boston. I am  
3 the Senior Associate with Talson  
4 Solutions, LLC. Talson Solutions was  
5 selected as the EOP monitor for the  
6 University City High School project.  
7 Essentially we reported on project  
8 activities, from project commencement in  
9 November of 2014 through completion in  
10 December 2015 for the Phase 1 activities,  
11 which was primarily demolition and  
12 abatement activities for the existing  
13 University City High School Annex  
14 Building, as well as the Charles R. Drew  
15 School and Drew Walnut Center.

16 To date, we've conducted six  
17 EOP Oversight Committee meetings, and the  
18 Committee meetings essentially comprise a  
19 number of people, and that included  
20 ownership representation from Drexel  
21 University as well as Wexford Science and  
22 Technology, LLC, the general contractor,  
23 which was Intech/Perryman Joint Venture,  
24 owner representative CBRE,  
25 representatives from the City of

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Philadelphia Office of Economic  
3 Opportunity, representatives of local  
4 resident community organizations, City  
5 Council representation, the Minority  
6 Business Development Agency Business  
7 Center, Maven Consulting, as well as  
8 Talson Solutions. Melonease will speak a  
9 little bit more on some of the outreach  
10 efforts in a second, but I just wanted to  
11 point out a couple of things that  
12 occurred during the project that were  
13 very successful.

14 There was effective outreach  
15 with the resident community organizations  
16 through the help of The Enterprise Center  
17 and other community participants. There  
18 was diligence through continued outreach  
19 in attracting minority and women business  
20 entity professional consultants,  
21 suppliers as well as subcontractors.  
22 There was a successful joint venture  
23 partnership between Intech and Perryman  
24 Building and Construction Services. And  
25 as always, there is a focused effort on

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 exceeding any of the contract commitments  
3 and workforce participation EOP metrics,  
4 and that was achieved through procurement  
5 practices and on-site meetings with the  
6 Intech and Perryman group.

7 Just a little bit of the  
8 project facts. Again, the project  
9 activities reported on were from November  
10 2014 through December 2015. There was  
11 approximately 56,000 man hours expended.  
12 Of those 56,000 man hours, 67 percent  
13 were minority journeymen, 4 percent --  
14 the 67 percent was actually well above  
15 the project goal of 32 percent, which is  
16 a fantastic number. The female  
17 journeymen, there was a goal of 2  
18 percent, and the project actually  
19 achieved 4 percent for that phase.  
20 Again, another metric that's well above  
21 the goal. Minority apprentices came in  
22 at 100 percent of all apprentices on the  
23 project. Your Philadelphia resident  
24 participation for this phase was 72  
25 percent versus a goal of 50 percent,

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 another goal that was exceeded. And your  
3 minority workforce participation was 73  
4 percent of the cumulative man hours.

5 As far as your contract  
6 commitments, it was split between both  
7 professional services as well as  
8 construction commitments. Of the  
9 professional services of an approximate  
10 \$795,000 budget, 100 percent of  
11 commitments were paid and committed to,  
12 which was approximately 27 percent. And  
13 on your construction side of a \$9.3  
14 million budget, 37 percent was committed  
15 to MBEs and WBEs and 100 percent was  
16 paid. Again, fantastic numbers on a  
17 project. Everything that was committed  
18 to was achieved, and currently any of the  
19 craft labor participation goals have been  
20 far exceeded. And I will let Melonease  
21 speak a little bit more about the  
22 outreach efforts during the project.

23 MR. BRADLEY: Can I ask one  
24 question? I mean, those are some  
25 outstanding numbers, and you should be



1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 commended. Any lessons learned, anything  
3 if you had to do it all over again you  
4 would improve on?

5 MR. BOSTON: I would say there  
6 was actually a lot of representation from  
7 some of the immediate zip codes within  
8 the surrounding site. So I think that as  
9 long as there's outreach very early on in  
10 the project, that's what helps to get the  
11 successful numbers versus waiting until  
12 the project starts. And that's where a  
13 lot of help with Maven came in, just  
14 doing some of the outreach with the local  
15 community organizations. And there was a  
16 lot of representation and participation  
17 from the local resident community  
18 organizations.

19 MR. BRADLEY: So you would have  
20 started earlier?

21 MR. BOSTON: Starting earlier  
22 is certainly always key, as early on in  
23 the project, whether it's  
24 pre-construction or even when the first  
25 onset of a project is being talked about,

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 talking with the local labor unions and  
3 basically just reaching out to them and  
4 just giving them the heads-up as to what  
5 is anticipated to come within the future.

6 MR. BRADLEY: Thank you.

7 MS. HARPER: What phase of this  
8 project are you in, would you say?

9 MR. BOSTON: Phase 1 for the  
10 demolition and abatement was complete in  
11 December 2015, and they're moving into --  
12 Phase 2 is going to essentially be  
13 commencing within the first quarter of  
14 next year. Some limited site utilities  
15 and future phases will consist of further  
16 building construction.

17 MS. HARPER: And so the future  
18 phases will involve skilled labor, right?

19 MR. BOSTON: Yes, it will.

20 MS. HARPER: So I guess I'd  
21 like you to speak to, either now or  
22 later -- you have amazing numbers.  
23 What's your plan to maintain that level  
24 given now that you're going to need  
25 skilled labor, which I'm sure is going to

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 impact your ability to kind of maintain  
3 that high level. So I'm really curious  
4 about what your plan is going forward.

5 MR. BOSTON: Yes, because  
6 essentially since Phase 1 was primarily  
7 demolition and abatement, a lot of your  
8 numbers are coming from the laborer  
9 union, which is heavily minority, and I  
10 would say for the plan is to essentially  
11 continue with the outreach with the local  
12 resident communities, identifying any  
13 workers in there that are members of the  
14 union, reaching out to the unions as well  
15 just to let them know the anticipation as  
16 the future phases arise, whether it's for  
17 iron workers, sheet metal workers,  
18 whatever union it may be, that there are  
19 certain metrics for minority  
20 participation, to reach out to  
21 subcontractors that are hired on the  
22 project as well to ensure that their  
23 superintendents and their foremen are  
24 requesting those same workers from the  
25 union and it's basically staying within

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 the area and everybody is aware of the  
3 numbers that need to be achieved.

4 MS. HARPER: Great. Thank you.

5 MS. SHAW: Good morning. The  
6 first one I would like to say is that  
7 outreach is probably a very limited  
8 description of the activities that we  
9 were involved in. It really had as much  
10 to do with engagement as it had to do  
11 with outreach. And so from the very  
12 beginning, by Wexford and Drexel making a  
13 commitment to have not only the MBE and  
14 WBE participation being on the  
15 construction side, but they also made a  
16 commitment for that on the professional  
17 services side, which is the reason you  
18 have Talson and you have Maven. And they  
19 also made a very specific commitment to  
20 separate those two activities because of  
21 the importance of them.

22 So from an engagement  
23 standpoint, we really started with the  
24 lowest common denominator, which was the  
25 zip codes that were specifically

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 represented in the immediate construction  
3 area, and in doing that, we engaged not  
4 only the RCOs, but we engaged block  
5 captains and we engaged committee folks  
6 and we also actually developed a listing  
7 of union members that live in those zip  
8 codes so that they can help with the  
9 outreach and the engagement as different  
10 phases come along.

11 So as we look to where we're  
12 going with more of the professional, as  
13 you say, unions, we already have a  
14 database of those that are carpenters,  
15 those that are electricians. And then we  
16 made it our business to share with union  
17 leadership who we knew were in those zip  
18 codes and in those neighborhoods and  
19 encouraged them to help them be able to  
20 participate.

21 Now, it is very clear to those  
22 of us that know about what's going on in  
23 the City that there's a lot of  
24 competition for specific types of union  
25 members in the West Philadelphia area.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 So I don't -- my telling you that we do  
3 everything we can to make sure that they  
4 know about our project and our activity  
5 prior to any other, because we're  
6 competing, and we recognize that.

7 The other thing that we were  
8 very diligent about was not only sending  
9 out RFPs, but doing match events and  
10 using those events with existing  
11 organizations and institutions that were  
12 already in place. So instead of  
13 reinventing the wheel and having RFP and  
14 matching, we would work with the African  
15 American Chamber, we would work with The  
16 Enterprise Center, and we participated  
17 through financial support to make sure  
18 that we could do the right kind of  
19 matching and so on, and that was whether  
20 or not you were an MBE that wanted to be  
21 a prime or a non-MBE. And the important  
22 thing there was that we were also trying  
23 to make sure that we got Tier 1, Tier 2,  
24 and in some cases Tier 3. And we also  
25 not only did matching between a prime and

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 a sub, but we also encouraged MBEs and  
3 WBEs to team up together.

4 And so we kept track of every  
5 single phone call -- and there's some in  
6 here that called more often than  
7 others -- every single phone call, every  
8 single e-mail, and then on a bimonthly  
9 basis, I would share with owner and  
10 developer who was calling, what they were  
11 calling about, and when it needed to be  
12 alerted to the level of making sure that  
13 they had a direct conversation with some  
14 of the minority firms who didn't  
15 necessarily always -- weren't always as  
16 qualified for the work as they thought  
17 they should be -- as much as they said  
18 they were. Particularly Mr. Reagan, he  
19 spent time articulating to them what the  
20 project required, what potential  
21 opportunities down the road we would be  
22 able to break into smaller pieces  
23 potentially so that they can participate.  
24 That also helped us diversify who was  
25 responding so that we didn't have the

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 same guys on every phase participating.

3 We were mixing up the MBEs and the WBEs.

4 We also participated on the  
5 engagement and outreach side in the RFP  
6 process so that when we were sending out  
7 the RFPs, we were expanding the base as  
8 much as we could of who we were sending  
9 it to, making sure that they had prior  
10 notification of the bid -- the pre-bid  
11 conferences that we were going to do, and  
12 we also made sure that when the proposals  
13 were submitted, we validated the  
14 certification and the certification  
15 entity that certified the individuals so  
16 that we could make sure that we also had  
17 certified MBEs and WBEs that were  
18 participating.

19 So the engagement portion I  
20 would say of the outreach work that we  
21 did was not just RCOs. It was also key  
22 stakeholders, it was also unions, and it  
23 was also very much the churches and the  
24 neighborhood groups in the specific zip  
25 codes. And I believe that that



1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 foundation and that base, because we will  
3 be dealing with some of the same  
4 neighborhoods going forward and the same  
5 zip codes, that we will keep them engaged  
6 in the process as we go forth.

7 MR. BRADLEY: I have a general  
8 question. Do you have a newsletter or  
9 Facebook or anything where you're  
10 publicizing all this good data? How are  
11 you getting the word out to the community  
12 when people complain so much that we're  
13 not participating? But with outstanding  
14 numbers that you're sharing today, how  
15 are you spreading that good news  
16 throughout the City?

17 MR. REAGAN: I'll answer that,  
18 and Tariq or Mel can add to it. We  
19 didn't really touch on the process that  
20 we went through during the planning and  
21 pre-development of the infrastructure  
22 work and the demolition. We had been  
23 meeting sometimes as frequently as every  
24 three or four weeks with seven different  
25 RCO groups from the larger community, and

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 when Melonease mentioned sending the RFP  
3 out to a broad range of people, we  
4 included those RFPs to those groups.

5 Similarly, as Talson did their  
6 audit of the results, we would meet  
7 quarterly with the RCOs that were a part  
8 of the development process to report back  
9 our results on the contracting and the  
10 professional services side, and then they  
11 in turn were sharing that with their  
12 organizations within the community.

13 So I think there was a good  
14 dialogue there both of reaching out to  
15 them looking for companies and  
16 individuals to work on the projects as  
17 well as reporting back successes and  
18 difficulties where we had trouble finding  
19 people and using that dialogue as a way  
20 to increase the interaction amongst the  
21 groups.

22 MS. HARPER: I just want to  
23 thank you for offering some best  
24 practices. I think the takeaway is that  
25 nothing beats boots on the ground. So I

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 look forward to continued good work, and  
3 I'll see you at the next, I guess,  
4 oversight meeting. Thank you very much.

5 (Thank you.)

6 MS. HARPER: I'd like to  
7 welcome Mary Stitt up at this time from  
8 Rebuild.

9 (Witness approached witness  
10 table.)

11 MS. STITT: Good morning.

12 (Good morning.)

13 MS. STITT: Good morning,  
14 members of the Economic Opportunity  
15 Review Committee. My name is Mary Stitt  
16 and I am the Deputy Director for  
17 Workforce Diversity and Inclusion for  
18 Rebuild. Also in attendance is Nicole  
19 Westerman, the Executive Director of  
20 Rebuild. I'm happy to be here today to  
21 provide an overview of Rebuilding  
22 Community Infrastructure, most commonly  
23 known as Rebuild. In addition to an  
24 overview of the program, I will provide  
25 testimony with a focus on our goals and

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 plans for workforce and contracting  
3 diversity and inclusion.

4 Rebuild is investing in the  
5 neighborhoods across Philadelphia by  
6 revitalizing parks, recreation centers,  
7 playgrounds, and libraries. Many of the  
8 City's sites are in need of maintenance  
9 and improvements, and Rebuild is intended  
10 to address those challenges.

11 Rebuild has three goals that  
12 it's seeking to accomplish. As I  
13 mentioned a moment ago, we're  
14 revitalizing the parks, recreation  
15 centers, libraries, and playgrounds.  
16 We're also promoting economic  
17 opportunity, especially for the  
18 underserved and underemployed  
19 populations. And, finally, empowering  
20 and engaging communities in a meaningful  
21 way.

22 In total, Rebuild will  
23 represent an investment of \$500 million  
24 in Philadelphia neighborhoods over  
25 multiple years. As you are aware, too

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 many Philadelphians have been excluded  
3 from the career opportunities and  
4 economic benefits of the recent growth in  
5 construction boom. The City still has  
6 the highest poverty rate out of the  
7 country's ten largest cities. The  
8 Administration recognizes these serious  
9 matters and is committed to taking steps  
10 that will move Philadelphia in the right  
11 direction.

12 Rebuild will work to ensure  
13 that the economic and career  
14 opportunities created by the initiative  
15 are targeted to Philadelphia residents,  
16 especially those with the greatest  
17 economic needs.

18 The workforce participation  
19 goals for Rebuild are 40 percent minority  
20 and 5 percent women, and the contracting  
21 participation goal is 40 percent over the  
22 life of the program.

23 The Rebuild team is gathering  
24 knowledge and expertise to put in place  
25 the following agreements, programs, and

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 supports to reach the goal of providing  
3 family-sustaining career opportunities  
4 and meaningful inclusion of minority and  
5 women-owned businesses:

6           Currently, a memorandum of  
7 understanding with the building trades is  
8 being negotiated to set specific  
9 diversity goals and formalize the role  
10 that the trades will play in efforts to  
11 diversify its membership.

12           An apprentice-ready program  
13 that recruits candidates from lower  
14 income zip codes in Philadelphia to  
15 provide technical skills training and  
16 test preparation will be offered by the  
17 trades, and soft skills training in case  
18 management will be offered by a  
19 third-party, high-quality service  
20 provider.

21           We hope these strategies will  
22 bolster the likelihood of success and  
23 mitigate external risks that may create  
24 impediments to graduation from the  
25 program.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 We plan to build awareness and  
3 recruit through traditional avenues and  
4 those that may be more creative, such as  
5 stopping in neighborhood businesses and  
6 sports leagues. Also, we intend to  
7 target various groups. We want to build  
8 awareness with middle school students who  
9 may not be aware of careers in the  
10 building trades, high school students who  
11 may want additional professional options  
12 once they graduate, opportunity youth who  
13 are in the midst of getting back on  
14 track, and the under and unemployed who  
15 may already have construction skills but  
16 were unable to find an apprentice  
17 position in the trades previously.

18 Bridge employment will be  
19 provided in instances where an  
20 apprenticeship position is not  
21 immediately available. Apprentice-ready  
22 graduates will be offered paid job  
23 opportunities to work on Rebuild work  
24 sites. A contract delivery structure  
25 that will go through non-profits and will

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 not automatically be awarded to the  
3 lowest responsible bidder will be  
4 followed. Within this structure,  
5 contracts can be awarded based on  
6 multiple criteria, including track record  
7 on meeting goals. For example, a  
8 contract may have higher costs,  
9 construction costs, if we find that they  
10 are justified by the added economic and  
11 social benefits of workforce diversity  
12 and inclusion.

13 We will consider incentives for  
14 construction managers and contractors.  
15 For instance, when decisions are being  
16 made regarding future Rebuild project  
17 assignments, their commitment and ability  
18 to reach diversity targets will be taken  
19 into account. Business supports that  
20 will meet M/WBEs where they are will be  
21 provided - professional advisement,  
22 technical assistance, and financial  
23 support from established programs and  
24 experienced businesses. These supports  
25 are designed to help grow the size and



1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 capacity of M/WBES so that after Rebuild,  
3 they are better equipped to compete for  
4 large publicly and privately funded  
5 capital contracts.

6 A robust monitoring and  
7 governance program for both workforce and  
8 contracting will be used to report out  
9 publicly on diversity and inclusion  
10 goals.

11 It is our hope that the  
12 practices and supports offered by Rebuild  
13 will change mindsets and result in a  
14 precedent that will extend to other  
15 entities participating in the  
16 construction market.

17 Thank you for the opportunity  
18 to appear today.

19 MS. HARPER: Okay. I feel like  
20 you and I have spoken a lot about this.  
21 One of the things that I do want to offer  
22 is that the two groups that have come up  
23 to the table before you, both Tiffany  
24 Newmuis as well as the Drexel/Wexford --  
25 tongue twister there -- group offer some

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 really good best practices in terms of  
3 outreach and in terms of really being  
4 able to connect to the individuals that  
5 you're trying to connect to.

6 MS. STITT: Yes.

7 MS. HARPER: So one of my  
8 pieces of advice is that I hope that your  
9 team will consider reaching out to both  
10 Tiffany and Talson and Maven to talk  
11 about opportunities or even best  
12 practices, because they clearly have been  
13 able to do some things really well.

14 MS. STITT: Absolutely. I was  
15 already taking notes and making sure that  
16 I have their information so that we can  
17 reach out to them.

18 MR. BRADLEY: And take full  
19 advantage of that database.

20 MS. STITT: Absolutely.

21 MS. HARPER: The other thing is  
22 that Jennifer is not here today, but  
23 getting to the Chambers very early.

24 MS. STITT: We've actually  
25 already spoke to Jennifer, and we are

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 going to speak with the African American  
3 Chamber very shortly.

4 MS. HARPER: And the Asian  
5 Chamber.

6 MS. STITT: And the Asian  
7 Chamber, and we're even considering  
8 Philadelphia Greater.

9 MS. HARPER: Great Philadelphia  
10 Chamber.

11 MS. STITT: Absolutely.

12 MS. HARPER: All right. Thank  
13 you for sharing, and we look forward to  
14 more updates.

15 MS. STITT: Absolutely. Thank  
16 you.

17 MS. HARPER: It's a very big  
18 project.

19 MS. STITT: Yes, it is. Very  
20 exciting.

21 MS. HARPER: All right. So  
22 Nicholas Jann is still at an oversight  
23 meeting, so I'd like to call Heloise  
24 Jettison up from Commerce to offer  
25 testimony.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 (Witness approached witness  
3 table.)

4 MS. JETTISON: Good morning,  
5 everyone.

6 MS. HARPER: Good morning.

7 MS. JETTISON: My name is  
8 Heloise Jettison and I am the Director  
9 for Talent Development with the Commerce  
10 Department. I'm here today to provide  
11 our quarterly update regarding the First  
12 Source Jobs Policy.

13 The Department of Commerce is  
14 the designated department to implement  
15 and enforce this policy in partnership  
16 with Philadelphia Works, with the  
17 guidance and oversight of the Economic  
18 Opportunity Review Committee. As a  
19 reminder of how the First Source Jobs  
20 Policy works, as per the legislation,  
21 projects that receive financial  
22 assistance of \$25,000 or more and require  
23 City Council approval are eligible under  
24 the First Source Policy. These  
25 recipients must notify the Department of

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Commerce and sign a First Source  
3 agreement. Once the recipient is ready  
4 to hire for any entry-level jobs, they  
5 must first post the jobs through  
6 Philadelphia Works and receive and screen  
7 referrals from the Philadelphia Works  
8 registry.

9 A recent amendment through Bill  
10 160129 has increased the First Source  
11 period to 30 calendar days. It was  
12 previously 10.

13 The recipient of financial  
14 assistance or any tenant of theirs must  
15 make best and good-faith efforts to hire  
16 candidates from the registry and notify  
17 Philadelphia Works of such hires. After  
18 the 30-day period has passed, the  
19 beneficiary can post the job elsewhere  
20 and pursue any hiring process that they  
21 choose.

22 The Department of Commerce and  
23 Philadelphia Works continue to work  
24 together to ensure this process is  
25 implemented and that there is a clear

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 compliance with the First Source Policy.

3 At the end of September,

4 Commerce submitted its third quarterly

5 report on First Source, a copy of which

6 is included for distribution. At this

7 time, four recipients are eligible under

8 First Source - the W Element Hotel;

9 Pennsylvania Real Estate Investment

10 Trust, the Gallery project; Orinoka

11 Mills; and New Kensington CDC. All of

12 these projects are in the construction

13 phase and will not be creating jobs for

14 several months and in some cases longer.

15 Specifically, the New Kensington CDC

16 project, I've spoke when the developer

17 and their project is expected to be

18 completed by June 2017. So there are no

19 jobs at this point in time. They

20 responded to our inquiry for an update,

21 that at the end of the first quarter of

22 2017, they will have a firmer picture of

23 the project completion and rental

24 lease-up schedule and will be able to

25 discuss internally the timing of any

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 potential entry-level positions.

3 Commerce and Philadelphia Works will

4 continue to follow up and advise them as

5 the time draws near for posting

6 positions.

7 The Department of Commerce will

8 also send a letter to all City and

9 quasi-City agencies involved in land

10 disposal or grant-making in January 2017

11 reminding them of the First Source

12 requirement. This letter will be sent

13 annually moving forward. This is to keep

14 up with progress.

15 The Department of Commerce is

16 monitoring the progress of all of these

17 projects, and Philadelphia Works is

18 reaching out to these recipients to

19 ensure that they have all the information

20 that they need to be compliant.

21 Thank you.

22 MS. HARPER: Thank you for the

23 update.

24 MS. JETTISON: You're welcome.

25 MS. HARPER: I'd like to invite

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Phoebe Coles from Community Marketing  
3 Concepts to come up and offer testimony.  
4 (Witness approached witness  
5 table.)

6 MS. COLES: Good morning. My  
7 name is Phoebe Coles and I'm actually  
8 here to offer testimony on the other side  
9 of the aisle as the actual  
10 MBE/WBE/SBE/DBE, all those opportunities  
11 to be certified as a business in  
12 Philadelphia.

13 I consider our company an OEO  
14 success story. We've been in business  
15 for 18 years, and 10 of those years we've  
16 been able to effectively use the OEO  
17 system to partner on opportunities that  
18 we may have not had due to our capacity  
19 and experience in the marketplace.

20 Some of our partnerships have  
21 involved municipal projects that involve  
22 public health, recycling, public safety,  
23 and energy. One of the last workforce  
24 projects that we're working on with the  
25 Streets Department is actually an



1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 opportunity for young people to begin  
3 workforce development as a personal  
4 skill. So we are looking at young people  
5 18 to 24 who have not had any  
6 opportunities.

7 In our history, we've hired  
8 approximately 600 folks throughout our 18  
9 years to be able to begin working at  
10 entry-level positions, whether it be on  
11 our street teams or as ambassadors for  
12 various campaigns that we're supporting  
13 in the City. I bring that up because,  
14 one, without having the opportunity to  
15 work through the OEO system to partner  
16 with larger agencies, we aren't able to  
17 bring that component to the City to be  
18 able to dig down to work on workforce  
19 issues for people that may not be  
20 prepared to be in the workforce. I also  
21 bring that up because as an agency, we  
22 also need the support to do this through  
23 your monitoring. So let me just talk a  
24 little bit about the things that have  
25 worked for us.

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 Pre-bid conferences are  
3 critically important to match us with  
4 larger partners. The registry of  
5 industry-specific companies, another very  
6 important aspect. Monitoring awards and  
7 also announcing when awards are made, and  
8 then the timely monitoring. And I'm  
9 going to say the last one is probably the  
10 most important to me, because that's  
11 actually when I get paid, and it's really  
12 important for me to be able to be paid so  
13 I can pay the people that I'm working  
14 with.

15 I absolutely echo the  
16 sentiments of Tiffany Newmuis when she  
17 says that monitoring is the key to  
18 understanding where you're at throughout  
19 various phases of the process. I will  
20 give you one specific example from this  
21 year. In January and February of 2016,  
22 we were asked to submit payment  
23 information for jobs that had happened as  
24 far back as 2013. To me that's a problem  
25 if we weren't able to access the money

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 that was supposed to be paid for us or if  
3 the money was reported and we never got  
4 it. So I think those are issues that  
5 really need to be followed up on. And  
6 just letting you know that I appreciate  
7 the opportunities that the agency has  
8 afforded us, and as we continue to work  
9 in the City and work on public  
10 partnerships as well as private  
11 partnerships, know that we are a company  
12 that considers ourself an OEO success  
13 story.

14 Thank you.

15 MR. BRADLEY: Thank you.

16 MS. HARPER: Thank you. And I  
17 appreciate you sharing your challenge,  
18 and one of the things that we're looking  
19 at in terms of our strategic vision going  
20 forward is in fact increased monitoring.  
21 And so I am hopeful that those type of  
22 problems will become fewer and fewer,  
23 we'll have fewer and fewer of those type  
24 of issues and problems.

25 So thank you for raising the

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 issue, and I look at you as an OEO  
3 success story as well, even before I came  
4 to OEO. So congratulations on the good  
5 work that you are doing.

6 MS. JETTISON: Thank you.

7 MS. HARPER: Are there any  
8 others who would like to testify that  
9 have not signed up to testify?

10 (No response.)

11 MS. HARPER: Okay. Well, what  
12 we will do, our final -- the final person  
13 that we had on the agenda, Nicholas Jann  
14 from my office, is stuck in a Gallery  
15 meeting. He's doing the oversight for  
16 the Gallery. And so we will put him on  
17 the agenda for our next meeting.

18 So when is our next meeting,  
19 Michelle? Do you remember what month?

20 MR. BRADLEY: March 6th.

21 MS. HARPER: Oh, there it is.  
22 It's March 6th.

23 So I hope that many of you will  
24 join us for our next meeting or at least  
25 tune in, but at this time, I'd like to

Economic Opportunity Review Committee  
December 12, 2016

Page 53

1 12/12/16-ECONOMIC OPPORTUNITY REVIEW COMMITTEE

2 adjourn this meeting and wish you all a  
3 very happy holiday.

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 12, 2016

<b>A</b>	<b>adjourn</b> 53:2	<b>and/or</b> 54:23	<b>assignments</b>	<b>behalf</b> 20:9	<b>build</b> 39:2,7	15:14	2:15,25 3:7
<b>a.m</b> 1:7 53:5	<b>Administra...</b>	<b>Annex</b> 21:13	40:17	<b>believe</b> 18:21	<b>building</b>	<b>catering</b>	3:9,15 4:3
<b>abatement</b>	4:5 37:8	<b>announced</b>	<b>assistance</b>	19:9 32:25	21:14 22:24	11:12	5:14 7:17
20:5 21:12	<b>adoption</b> 3:10	9:20	3:12 40:22	<b>beneficiary</b>	26:16 38:7	<b>CBRE</b> 21:24	8:13 9:2
26:10 27:7	<b>advantage</b>	<b>announcing</b>	44:22 45:14	45:19	39:10	<b>CDC</b> 46:11	13:15,25
<b>ability</b> 27:2	42:19	50:7	<b>assisted</b> 7:5	<b>benefits</b> 37:4	<b>buildings</b>	46:15	14:7 15:15
40:17	<b>advice</b> 16:19	<b>annually</b>	<b>Associate</b>	40:11	20:6	<b>Center</b> 21:15	16:15,21
<b>able</b> 5:10	16:22 42:8	47:13	21:3	<b>best</b> 12:19	<b>business</b> 3:5,6	22:7,16	18:9 19:11
29:19 31:22	<b>advise</b> 9:8	<b>answer</b> 18:23	<b>attendance</b>	13:20 34:23	8:15 9:3,4,4	30:16	21:6,13,25
42:4,13	47:4	33:17	35:18	42:2,11	9:10 10:8	<b>centers</b> 36:6	22:4 29:23
46:24 48:16	<b>advisement</b>	<b>anticipated</b>	<b>attended</b>	45:15	10:12,15,20	36:15	33:16 37:5
49:9,16,18	40:21	26:5	10:20	<b>better</b> 41:3	13:5 15:15	<b>certain</b> 3:11	44:23 47:8
50:12,25	<b>affiliated</b> 7:25	<b>anticipation</b>	<b>attendees</b>	<b>bid</b> 32:10	15:20 16:24	27:19	49:13,17
<b>absolutely</b>	<b>afforded</b>	27:15	11:2	<b>bidder</b> 40:3	22:6,6,19	<b>certainly</b>	51:9
42:14,20	12:21 51:8	<b>appear</b> 41:18	<b>attracting</b>	<b>bidding</b> 8:10	29:16 40:19	25:22	<b>City's</b> 3:12
43:11,15	<b>African</b> 14:17	<b>apply</b> 54:21	22:19	<b>big</b> 43:17	48:11,14	<b>CERTIFIC...</b>	36:8
50:15	15:18 30:14	<b>appointed</b> 2:8	<b>attracts</b>	<b>Bill</b> 45:9	<b>businesses</b>	54:2	<b>claiming</b>
<b>ACC</b> 18:6,8	43:2	<b>appreciate</b>	13:24	<b>bimonthly</b>	9:18 10:18	<b>certification</b>	15:24
18:13,16	<b>African-A...</b>	51:6,17	<b>audit</b> 34:6	31:8	11:7,9,21	15:2,9,10	<b>clear</b> 29:21
<b>access</b> 3:3	1:12 4:16	<b>apprentice</b>	<b>Austin</b> 18:15	<b>bit</b> 5:13,25	12:3,14	15:17 32:14	45:25
50:25	<b>agencies</b> 47:9	39:16	<b>automatical...</b>	7:14 20:23	14:24 15:3	32:14 54:20	<b>clearly</b> 42:12
<b>accomplish</b>	49:16	<b>apprentice-...</b>	40:2	22:9 23:7	15:5,22	<b>certified</b>	<b>closing</b> 7:21
36:12	<b>agency</b> 22:6	38:12 39:21	<b>available</b>	24:21 49:24	17:4 38:5	32:15,17	<b>codes</b> 25:7
<b>account</b>	49:21 51:7	<b>apprentices</b>	3:19,23	<b>block</b> 29:4	39:5 40:24	48:11	28:25 29:8
40:19	<b>agenda</b> 5:2	23:21,22	39:21	<b>bolster</b> 38:22		<b>CERTIFY</b>	29:18 32:25
<b>accurately</b>	18:16 52:13	<b>apprentices...</b>	<b>Avenue</b> 17:23	<b>boom</b> 37:5	<b>C</b>	54:3	33:5 38:14
54:5	52:17	5:23 39:20	<b>avenues</b> 39:3	<b>boots</b> 34:25	<b>cache</b> 11:11	<b>certifying</b>	<b>Coles</b> 48:2,6
<b>achieve</b> 5:10	<b>ago</b> 20:3	<b>approach</b>	<b>awarded</b>	<b>Boston</b> 20:21	<b>calendar</b>	54:24	48:7
9:9 13:8	36:13	12:23	11:25 40:2	20:25 21:2	45:11	<b>Chair</b> 4:15	<b>Collectively</b>
<b>achieved</b>	<b>agreement</b>	<b>approached</b>	40:5	25:5,21	<b>call</b> 31:5,7	<b>Chairman</b>	12:10
13:13 23:4	45:3	6:12 17:12	<b>awards</b> 50:6	26:9,19	43:23	1:11	<b>College</b> 10:22
23:19 24:18	<b>agreements</b>	19:18 35:9	50:7	27:5	<b>called</b> 2:16	<b>challenge</b>	<b>come</b> 4:21
28:3	37:25	44:2 48:4	<b>aware</b> 10:8	<b>Bradley</b> 1:11	17:23 31:6	51:17	5:23 6:8
<b>achieving</b>	<b>aisle</b> 48:9	<b>appropriate</b>	28:2 36:25	4:13,15,17	<b>calling</b> 3:10	<b>challenges</b>	13:19 14:8
12:23 13:2	<b>Address</b> 7:10	6:9	39:9	4:17 14:11	31:10,11	36:10	20:11 26:5
<b>acted</b> 9:25	<b>alerted</b> 31:12	<b>approval</b>	<b>awareness</b>	14:14,21	<b>campaigns</b>	<b>Chamber</b>	29:10 41:22
<b>activities</b> 8:2	<b>Alliance</b>	44:23	39:2,8	16:2 18:25	49:12	1:12 4:16	48:3
8:3,5 15:12	15:20	<b>approximate</b>		19:14 24:23	<b>Campus</b>	15:18,19	<b>coming</b> 16:15
21:8,10,12	<b>Allocating</b>	24:9	<b>B</b>	25:19 26:6	17:21 18:2	30:15 43:3	27:8
23:9 28:8	13:6	<b>approximat...</b>	<b>back</b> 34:8,17	33:7 42:18	<b>candidates</b>	43:5,7,10	<b>commence...</b>
28:20	<b>amazing</b> 5:8	23:11 24:12	39:13 50:24	51:15 52:20	38:13 45:16	<b>Chambers</b>	21:8
<b>activity</b> 30:4	26:22	49:8	<b>background</b>	<b>break</b> 31:22	<b>capacity</b> 41:2	16:5,16	<b>commencing</b>
<b>actual</b> 48:9	<b>ambassadors</b>	<b>April</b> 8:21	19:24	<b>breakdowns</b>	48:18	42:23	26:13
<b>add</b> 33:18	49:11	<b>area</b> 28:2	<b>base</b> 32:7	14:18	<b>capital</b> 41:5	<b>change</b> 41:13	<b>commend</b>
<b>added</b> 40:10	<b>amendment</b>	29:3,25	33:2	<b>Brian</b> 17:16	<b>captains</b> 29:5	<b>Charles</b>	16:3
<b>addition</b>	45:9	<b>arena</b> 8:2	<b>based</b> 11:8,10	<b>Bridge</b> 39:18	<b>career</b> 37:3	21:14	<b>commended</b>
35:23	<b>America</b> 14:4	<b>articulating</b>	40:5	<b>brief</b> 2:10	37:13 38:3	<b>Chief</b> 6:20	25:2
<b>additional</b>	<b>American</b>	31:19	<b>basically</b> 26:3	<b>bring</b> 49:13	<b>careers</b> 39:9	7:19	<b>comment</b>
39:11	15:18 17:21	<b>Asian</b> 43:4,6	27:25	49:17,21	<b>carpenters</b>	<b>choose</b> 45:21	16:13
<b>Additionally</b>	18:2 30:15	<b>asked</b> 50:22	<b>basis</b> 3:18	<b>broad</b> 34:3	29:14	<b>churches</b>	<b>Commerce</b>
7:8 9:11	43:2	<b>aspect</b> 50:6	31:9	<b>Brokers</b> 4:17	<b>case</b> 38:17	32:23	1:12 16:17
12:4 13:25	<b>Americans</b>	<b>assets</b> 8:14	<b>beats</b> 34:25	<b>budget</b> 24:10	<b>cases</b> 3:13	<b>cities</b> 37:7	43:24 44:9
<b>address</b> 36:10	14:17	13:22	<b>beginning</b>	24:14	30:24 46:14	<b>City</b> 1:6 2:5	44:13 45:2
			28:12		<b>caterers</b>		

45:22 46:4 47:3,7,15 <b>commitment</b> 8:12,19 13:4 18:19 28:13,16,19 40:17 <b>commitments</b> 3:14 23:2 24:6,8,11 <b>committed</b> 24:11,14,17 37:9 <b>committee</b> 1:3 2:6,17 2:18,19 3:1 3:8 4:1,8,21 5:1 6:1,22 7:1,4,15,15 7:24 8:1,16 8:22 9:1,8 9:11,13,20 10:1,4,6 11:1,15,24 11:25 12:1 12:22 13:1 14:1 15:1 16:1 17:1 17:15 18:1 19:1 20:1 20:10 21:1 21:17,18 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1,5 30:1 31:1 32:1 33:1 34:1 35:1 35:15 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 44:18 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1,5 <b>Committee's</b> 9:25 10:25 12:11,17 18:17	<b>common</b> 28:24 <b>commonly</b> 35:22 <b>communica...</b> 13:3 <b>communities</b> 16:6 18:2 27:12 36:20 <b>Communiti...</b> 17:21 <b>community</b> 6:21 8:15 9:3,10 10:8 10:21,22 13:5 16:24 16:25 17:18 22:4,15,17 25:15,17 33:11,25 34:12 35:22 48:2 <b>companies</b> 34:15 50:5 <b>company</b> 48:13 51:11 <b>compete</b> 41:3 <b>competing</b> 30:6 <b>competition</b> 29:24 <b>complain</b> 33:12 <b>complete</b> 26:10 27:11 45:23 47:4 51:8 <b>completed</b> 20:7 46:18 <b>completion</b> 21:9 46:23 <b>compliance</b> 46:2 <b>compliant</b> 47:20 <b>component</b> 49:17 <b>comprise</b> 21:18 <b>comprised</b> 8:24 <b>Concepts</b> 48:3 <b>concluded</b> 53:5	<b>conducted</b> 21:16 <b>conference</b> 10:14 <b>conferences</b> 32:11 50:2 <b>congratulat...</b> 52:4 <b>connect</b> 42:4 42:5 <b>consider</b> 40:13 42:9 48:13 <b>considering</b> 43:7 <b>considers</b> 51:12 <b>consist</b> 26:15 <b>construction</b> 19:8 22:24 24:8,13 26:16 28:15 29:2 37:5 39:15 40:9 40:14 41:16 46:12 <b>consultants</b> 22:20 <b>Consulting</b> 22:7 <b>contained</b> 54:5 <b>context</b> 2:10 <b>continue</b> 27:11 45:23 47:4 51:8 <b>continued</b> 22:18 35:2 <b>continues</b> 18:12 <b>contract</b> 23:2 24:5 39:24 40:8 <b>contracted</b> 12:5 <b>contracting</b> 12:16 34:9 36:2 37:20 41:8 <b>contractor</b> 21:22 <b>contractors</b> 3:11,15	12:2 40:14 <b>contracts</b> 3:16 9:23 11:17,25 40:5 41:5 <b>control</b> 54:23 <b>convention</b> 5:7 6:23 7:18,24 8:11,18,19 9:15 10:5,9 11:2,5,24 13:9,13 <b>convention-...</b> 9:24 <b>conversation</b> 31:13 <b>coordinator</b> 19:13 <b>copy</b> 14:12,20 46:5 <b>correct</b> 54:8 <b>costs</b> 40:8,9 <b>Council</b> 2:5 2:15 3:9 4:3 22:5 44:23 <b>Councilwo...</b> 20:15 <b>country's</b> 37:7 <b>couple</b> 22:11 <b>course</b> 11:18 <b>craft</b> 24:19 <b>create</b> 12:22 38:23 <b>created</b> 8:22 37:14 <b>creating</b> 46:13 <b>creation</b> 2:16 9:20 <b>creative</b> 39:4 <b>criteria</b> 40:6 <b>critically</b> 4:6 50:3 <b>crucial</b> 16:11 <b>cumulative</b> 24:4 <b>curious</b> 27:3 <b>currently</b> 24:18 38:6	<b>Dashboard</b> 6:2 <b>data</b> 16:10 33:10 <b>database</b> 10:2 11:3 14:25 15:6 29:14 42:19 <b>date</b> 21:16 <b>dates</b> 3:18 <b>days</b> 45:11 <b>dealing</b> 33:3 <b>debarment</b> 3:11 <b>December</b> 1:7 2:5 21:10 23:10 26:11 <b>decisions</b> 40:15 <b>dedicated</b> 8:17 <b>delivery</b> 39:24 <b>democratic</b> 5:7 6:23 7:17,23 8:4 8:11,18 9:13,15 10:5 11:23 13:12 <b>demograph...</b> 13:14 14:15 <b>demolition</b> 20:5 21:11 26:10 27:7 33:22 <b>demonstrat...</b> 8:20 <b>denominator</b> 28:24 <b>department</b> 44:10,13,14 44:25 45:22 47:7,15 48:25 <b>departments</b> 11:20 <b>Deputy</b> 6:20 7:19 35:16 <b>description</b> 28:8 <b>design</b> 11:14 <b>designated</b> 44:14 <b>designed</b> 40:25 <b>developed</b> 29:6 <b>developer</b> 18:6,14 31:10 46:16 <b>development</b> 17:22 19:22 22:6 34:8 44:9 49:3 <b>dialogue</b> 34:14,19 <b>different</b> 19:8 29:9 33:24 <b>difficulties</b> 34:18 <b>dig</b> 49:18 <b>diligence</b> 22:18 <b>diligent</b> 30:8 <b>direct</b> 6:5 31:13 54:23 <b>direction</b> 37:11 <b>Director</b> 1:10 2:8 6:20 35:16,19 44:8 <b>directory</b> 9:25 10:24 <b>disabled</b> 3:5 <b>discretionary</b> 9:17 12:11 <b>discuss</b> 18:18 46:25 <b>discussed</b> 10:15 18:15 <b>display</b> 16:14 <b>disposal</b> 47:10 <b>dissolved</b> 7:21 <b>distinguished</b> 17:15 <b>distribution</b> 46:6 <b>District</b> 20:2 <b>diverse</b> 8:15 8:19 9:5,10 11:20 15:6 16:16	44:14 <b>diverse-ow...</b> 9:18 12:3,7 12:14 <b>diversify</b> 31:24 38:11 <b>diversity</b> 2:24 5:9 6:21 8:23 9:12 11:16 12:17 12:20,24 13:4,11 18:20 19:5 35:17 36:3 38:9 40:11 40:18 41:9 <b>DNC</b> 5:11 7:6 14:6 <b>doing</b> 25:14 29:3 30:9 52:5,15 <b>dollars</b> 12:6,8 12:15 <b>draws</b> 47:5 <b>Drew</b> 21:14 21:15 <b>Drexel</b> 5:12 17:10,18,25 18:12,16 19:25 20:4 21:20 28:12 <b>Drexel/Wex...</b> 41:24 <b>due</b> 18:4,7 48:18	<b>effectively</b> 48:16 <b>effectiveness</b> 2:22 <b>effort</b> 19:4 20:19 22:25 <b>efforts</b> 5:18 7:12,21 12:18 19:2 22:10 24:22 38:10 45:15 <b>either</b> 26:21 <b>electricians</b> 29:15 <b>Element</b> 46:8 <b>Eleven</b> 12:2 <b>eligible</b> 44:23 46:7 <b>embraced</b> 9:11 <b>employment</b> 39:18 <b>empowering</b> 36:19 <b>enable</b> 3:4 <b>encouraged</b> 29:19 31:2 <b>energy</b> 48:23 <b>enforce</b> 44:15 <b>enforcement</b> 2:22 <b>engaged</b> 29:3 29:4,5 33:5 <b>engagement</b> 6:21 9:9 10:11,15 28:10,22 29:9 32:5 32:19 <b>engaging</b> 36:20 <b>enhance</b> 3:4 <b>ensure</b> 8:13 19:5 27:22 37:12 45:24 47:19 <b>ensuring</b> 11:16 <b>Enterprise</b> 22:16 30:16 <b>entertainm...</b> 11:13 <b>entities</b> 15:16
--	---	---	--	--	---	--



15:20 16:15 41:15 <b>entity</b> 7:20,24 22:20 32:15 <b>entry-level</b> 45:4 47:2 49:10 <b>EOP</b> 5:25 21:5,17 23:3 <b>Equal</b> 2:22 <b>equipped</b> 41:3 <b>especially</b> 16:4 36:17 37:16 <b>essential</b> 13:10 <b>essentially</b> 21:7,18 26:12 27:6 27:10 <b>established</b> 40:23 <b>establishing</b> 13:2 20:16 <b>Estate</b> 46:9 <b>event</b> 11:14 13:18,18,24 <b>events</b> 13:21 14:2,7 15:11 16:9 17:2 30:9 30:10 <b>everybody</b> 28:2 <b>evidence</b> 54:4 <b>example</b> 40:7 50:20 <b>exceeded</b> 24:2 24:20 <b>exceeding</b> 23:2 <b>excellent</b> 16:4 16:7 <b>exciting</b> 43:20 <b>excluded</b> 37:2 <b>exclusionary</b> 15:13 <b>Executive</b> 1:10 2:8 35:19	<b>existing</b> 20:6 21:12 30:10 <b>expanding</b> 32:7 <b>expected</b> 46:17 <b>expended</b> 23:11 <b>expenditures</b> 11:17 <b>experience</b> 48:19 <b>experienced</b> 40:24 <b>expertise</b> 37:24 <b>experts</b> 8:23 <b>express</b> 9:22 <b>extend</b> 7:2 41:14 <b>external</b> 10:3 38:23 <hr/> <b>F</b> <b>Facebook</b> 33:9 <b>facilitate</b> 2:20 <b>facilitating</b> 3:3 <b>fact</b> 15:6 51:20 <b>facts</b> 23:8 <b>fall</b> 10:11 <b>family-sust...</b> 38:3 <b>fantastic</b> 23:16 24:16 <b>far</b> 14:15,17 24:5,20 50:24 <b>February</b> 50:21 <b>feel</b> 41:19 <b>female</b> 23:16 <b>fewer</b> 51:22 51:22,23,23 <b>fill</b> 11:21 <b>final</b> 16:18 52:12,12 <b>finally</b> 3:7 5:20 36:19 <b>financial</b> 3:12 30:17 40:22 44:21 45:13	<b>find</b> 39:16 40:9 <b>finding</b> 34:18 <b>finest</b> 8:13 <b>firmer</b> 46:22 <b>firms</b> 12:7 15:14 31:14 <b>first</b> 8:21 11:21 15:10 15:11 25:24 26:13 28:6 44:11,19,24 45:2,5,10 46:2,5,8,21 47:11 <b>five</b> 2:3 11:10 <b>flagrant</b> 3:13 <b>focus</b> 35:25 <b>focused</b> 11:15 22:25 <b>folks</b> 29:5 49:8 <b>follow</b> 47:4 <b>followed</b> 40:4 51:5 <b>following</b> 12:19 37:25 <b>foregoing</b> 54:7,20 <b>foremen</b> 27:23 <b>form</b> 9:21 <b>formalize</b> 38:9 <b>formed</b> 7:16 <b>former</b> 6:19 7:18 <b>forth</b> 33:6 <b>forum</b> 4:25 <b>forward</b> 27:4 33:4 35:2 43:13 47:13 51:20 <b>foundation</b> 33:2 <b>four</b> 8:5 33:24 46:7 <b>frequently</b> 33:23 <b>full</b> 42:18 <b>fully</b> 54:5 <b>funded</b> 41:4 <b>funds</b> 9:17	<b>further</b> 26:15 <b>future</b> 14:9 16:9,21 26:5,15,17 27:16 40:16 <hr/> <b>G</b> <b>Gallery</b> 46:10 52:14,16 <b>gathering</b> 37:23 <b>general</b> 21:22 33:7 <b>getting</b> 33:11 39:13 42:23 <b>give</b> 2:12 6:6 50:20 <b>given</b> 26:24 <b>giving</b> 26:4 <b>go</b> 14:25 33:6 39:25 <b>goal</b> 9:12 12:20 23:15 23:17,21,25 24:2 37:21 38:2 <b>goals</b> 12:24 13:2,3,8,12 24:19 35:25 36:11 37:19 38:9 40:7 41:10 <b>going</b> 2:3 4:10 5:5,6 5:13,17 16:5 20:20 26:12,24,25 27:4 29:12 29:22 32:11 33:4 43:2 50:9 51:19 <b>good</b> 4:13 6:14,15,18 17:14 19:20 20:25 28:5 33:10,15 34:13 35:2 35:11,12,13 42:2 44:4,6 48:6 52:4 <b>good-faith</b> 45:15 <b>governance</b> 41:7	<b>Government</b> 17:17 <b>graduate</b> 39:12 <b>graduates</b> 39:22 <b>graduation</b> 38:24 <b>grant-maki...</b> 47:10 <b>graphic</b> 11:14 <b>Great</b> 14:21 15:7,8 28:4 43:9 <b>greater</b> 13:23 16:24 43:8 <b>greatest</b> 37:16 <b>ground</b> 34:25 <b>group</b> 8:24 9:6,7 23:6 41:25 <b>groups</b> 15:23 32:24 33:25 34:4,21 39:7 41:22 <b>grow</b> 40:25 <b>growing</b> 13:21 <b>growth</b> 37:4 <b>guess</b> 26:20 35:3 <b>guidance</b> 44:17 <b>guys</b> 32:2 <hr/> <b>H</b> <b>hall</b> 1:6 10:13 <b>happened</b> 50:23 <b>happy</b> 18:23 35:20 53:3 <b>Harper</b> 1:10 2:2,7 4:20 6:14,16 7:3 14:23 15:25 16:18 17:6 17:9,25 19:16 26:7 26:17,20 28:4 34:22 35:6 41:19 42:7,21 43:4,9,12	43:17,21 44:6 47:22 47:25 51:16 52:7,11,21 <b>headquarters</b> 18:14 <b>heads-up</b> 26:4 <b>health</b> 48:22 <b>hear</b> 6:3 <b>hearing</b> 17:21 <b>heavily</b> 15:17 27:9 <b>held</b> 3:17 5:8 6:24 9:5 10:6,22 <b>Heloise</b> 43:23 44:8 <b>help</b> 20:16 22:16 25:13 29:8,19 40:25 <b>helped</b> 7:9 31:24 <b>helping</b> 20:17 <b>helps</b> 25:10 <b>Hi</b> 20:25 <b>high</b> 5:14 19:11 20:2 21:6,13 27:3 39:10 <b>high-quality</b> 38:19 <b>higher</b> 40:8 <b>highest</b> 37:6 <b>hire</b> 45:4,15 <b>hired</b> 27:21 49:7 <b>hires</b> 8:21 45:17 <b>hiring</b> 8:20 45:20 <b>Hispanic</b> 15:19 <b>history</b> 49:7 <b>holiday</b> 53:3 <b>hope</b> 16:8 38:21 41:11 42:8 52:23 <b>hopeful</b> 51:21 <b>host</b> 6:22 7:15,15,17 8:16,22 9:8	9:11,19,24 10:4,25 11:15,24 12:10,17,22 14:7 19:6 <b>hosts</b> 14:2 <b>Hotel</b> 46:8 <b>hours</b> 23:11 23:12 24:4 <b>human</b> 13:7 <hr/> <b>I</b> <b>identifying</b> 27:12 <b>immediate</b> 25:7 29:2 <b>immediately</b> 39:21 <b>impact</b> 27:2 <b>impediments</b> 38:24 <b>implement</b> 44:14 <b>implementa...</b> 2:21 <b>implemented</b> 45:25 <b>Implementi...</b> 12:24 <b>importance</b> 28:21 <b>important</b> 4:6 30:21 50:3,6,10 50:12 <b>improve</b> 25:4 <b>improveme...</b> 36:9 <b>in-person</b> 10:6 <b>incentives</b> 40:13 <b>inception</b> 8:16 <b>included</b> 8:14 10:12 21:19 34:4 46:6 <b>includes</b> 2:19 <b>including</b> 40:6 <b>inclusion</b> 2:25 3:14 5:9,18 11:16 12:18 13:4,11	18:20 35:17 36:3 38:4 40:12 41:9 <b>inclusive</b> 12:15 <b>income</b> 38:14 <b>increase</b> 34:20 <b>increased</b> 45:10 51:20 <b>incredible</b> 16:13 <b>Independen...</b> 15:19 <b>individuals</b> 15:22 32:15 34:16 42:4 <b>industries</b> 11:11 <b>industry</b> 13:21,22 <b>industry-sp...</b> 50:5 <b>information</b> 3:4 16:8 42:16 47:19 50:23 <b>infrastruct...</b> 33:21 35:22 <b>ingrained</b> 17:4 <b>initiative</b> 37:14 <b>inquiries</b> 10:3 <b>inquiry</b> 46:20 <b>instance</b> 40:15 <b>instances</b> 39:19 <b>institutions</b> 30:11 <b>Insurance</b> 4:17 <b>Intech</b> 22:23 23:6 <b>Intech/Perr...</b> 21:23 <b>intend</b> 39:6 <b>intended</b> 36:9 <b>interaction</b> 34:20 <b>interest</b> 9:22 <b>interesting</b>
--	--	--	--	---	--	--	---

20:13 <b>internal</b> 10:3 <b>internally</b> 46:25 <b>introduce</b> 4:8 4:10,23 <b>introduced</b> 2:15 <b>investing</b> 36:4 <b>investment</b> 36:23 46:9 <b>invite</b> 6:11 47:25 <b>involve</b> 26:18 48:21 <b>involved</b> 28:9 47:9 48:21 <b>Iola</b> 1:10 2:7 7:3 <b>iron</b> 27:17 <b>issue</b> 52:2 <b>issues</b> 49:19 51:4,24	40:10 <hr/> <b>K</b> <b>Keech</b> 17:14 17:16 19:6 19:15,17 <b>keep</b> 33:5 47:13 <b>Kensington</b> 46:11,15 <b>kept</b> 31:4 <b>key</b> 3:3 8:24 12:25 25:22 32:21 50:17 <b>kind</b> 2:12 14:18 27:2 30:18 <b>knew</b> 29:17 <b>know</b> 15:4 16:4,23 17:19 27:15 29:22 30:4 51:6,11 <b>knowledge</b> 37:24 <b>known</b> 35:23 <b>Kristin</b> 7:10	<b>learned</b> 25:2 <b>lease-up</b> 46:24 <b>legislation</b> 44:20 <b>lessons</b> 13:20 25:2 <b>letter</b> 47:8,12 <b>letting</b> 51:6 <b>level</b> 26:23 27:3 31:12 <b>libraries</b> 36:7 36:15 <b>life</b> 37:22 <b>likelihood</b> 38:22 <b>limited</b> 26:14 28:7 <b>line</b> 10:14 <b>listing</b> 29:6 <b>little</b> 5:21,25 7:14 20:3 20:23 22:9 23:7 24:21 49:24 <b>live</b> 29:7 <b>LLC</b> 21:4,22 <b>local</b> 11:20 12:8 22:3 25:14,17 26:2 27:11 <b>long</b> 25:9 <b>longer</b> 46:14 <b>look</b> 14:5 29:11 35:2 43:13 52:2 <b>looked</b> 11:20 15:9 <b>looking</b> 34:15 49:4 51:18 <b>lot</b> 13:19 25:6 25:13,16 27:7 29:23 41:20 <b>lower</b> 38:13 <b>lowest</b> 28:24 40:3	26:23 27:2 <b>maintenance</b> 36:8 <b>major</b> 11:17 12:2,16 <b>majority</b> 11:7 <b>making</b> 8:17 28:12 31:12 32:9 42:15 <b>man</b> 23:11,12 24:4 <b>managed</b> 20:8 <b>management</b> 38:18 <b>managers</b> 40:14 <b>mandated</b> 9:16 <b>Marathon</b> 14:3 <b>March</b> 18:21 52:20,22 <b>market</b> 41:16 <b>marketing</b> 11:12 48:2 <b>marketplace</b> 48:19 <b>Mary</b> 5:16 35:7,15 <b>match</b> 30:9 50:3 <b>matching</b> 30:14,19,25 <b>materials</b> 11:13 <b>matter</b> 54:7 <b>matters</b> 37:9 <b>Maven</b> 22:7 25:13 28:18 42:10 <b>maximum</b> 9:9 <b>MBE</b> 28:13 30:20 <b>MBE/WBE...</b> 48:10 <b>MBEs</b> 24:15 31:2 32:3 32:17 <b>mean</b> 24:24 <b>meaningful</b> 36:20 38:4 <b>means</b> 54:22	<b>meet</b> 34:6 40:20 <b>meeting</b> 2:7 2:12 3:22 4:22 5:22 10:21 18:18 33:23 35:4 40:7 43:23 52:15,17,18 52:24 53:2 <b>meetings</b> 3:17 3:23 10:7 21:17,18 23:5 <b>Mel</b> 33:18 <b>Melonease</b> 20:22 22:8 24:20 34:2 <b>member</b> 4:9 <b>members</b> 4:3 4:21 7:3 15:23 17:15 27:13 29:7 29:25 35:14 <b>membership</b> 15:21 38:11 <b>memorand...</b> 38:6 <b>mentioned</b> 34:2 36:13 <b>metal</b> 27:17 <b>metric</b> 23:20 <b>metrics</b> 23:3 27:19 <b>MICHELE</b> 54:14 <b>Michelle</b> 6:5 52:19 <b>middle</b> 39:8 <b>midst</b> 39:13 <b>million</b> 12:5,7 12:12,12 24:14 36:23 <b>Mills</b> 46:11 <b>mindsets</b> 41:13 <b>minority</b> 3:5 22:5,19 23:13,21 24:3 27:9 27:19 31:14 37:19 38:4 <b>minute</b> 20:8	<b>mitigate</b> 38:23 <b>mixing</b> 32:3 <b>moment</b> 4:2,8 36:13 <b>Monday</b> 1:7 <b>monetary</b> 13:7 <b>money</b> 14:15 50:25 51:3 <b>monitor</b> 21:5 <b>monitoring</b> 41:6 47:16 49:23 50:6 50:8,17 51:20 <b>month</b> 52:19 <b>months</b> 46:14 <b>morning</b> 4:13 6:14,15,18 17:14 19:20 21:2 28:5 35:11,12,13 44:4,6 48:6 <b>move</b> 37:10 <b>moving</b> 26:11 47:13 <b>multiple</b> 36:25 40:6 <b>municipal</b> 48:21 <b>MURPHY</b> 54:14	<b>necessary</b> 13:8 <b>need</b> 26:24 28:3 36:8 47:20 49:22 51:5 <b>needed</b> 31:11 <b>needs</b> 11:4,5 11:22 12:16 37:17 <b>negotiated</b> 38:8 <b>neighborho...</b> 32:24 39:5 <b>neighborho...</b> 29:18 33:4 36:5,24 <b>never</b> 51:3 <b>New</b> 46:11,15 <b>newly</b> 2:8 <b>Newmuis</b> 5:4 5:5 6:15,18 6:19 14:13 14:19 15:7 16:12,23 17:8 41:24 50:16 <b>news</b> 33:15 <b>newsletter</b> 33:8 <b>NFL</b> 16:20 <b>Nicholas</b> 5:20 43:22 52:13 <b>Nicole</b> 35:18 <b>non-MBE</b> 30:21 <b>non-profits</b> 39:25 <b>notes</b> 42:15 54:6 <b>notification</b> 32:10 <b>notified</b> 17:24 <b>notify</b> 44:25 45:16 <b>November</b> 21:9 23:9 <b>number</b> 2:19 5:2 21:19 23:16 <b>numbers</b> 24:16,25 25:11 26:22 15:15 31:15	27:8 28:3 33:14 <hr/> <b>O</b> <b>objections</b> 54:4 <b>occurred</b> 8:6 22:12 <b>OEO</b> 3:24 5:22,24 18:16 48:13 48:16 49:15 51:12 52:2 52:4 <b>offer</b> 2:10 4:11,12 6:4 16:19 41:21 41:25 43:24 48:3,8 <b>offered</b> 38:16 38:18 39:22 41:12 <b>offering</b> 10:10 34:23 <b>office</b> 1:10 2:9 17:24 22:2 52:14 <b>officially</b> 2:2 <b>oh</b> 5:6 52:21 <b>okay</b> 5:4 15:25 41:19 52:11 <b>on-site</b> 23:5 <b>once</b> 39:12 45:3 <b>online</b> 3:24 9:21 <b>onset</b> 25:25 <b>open</b> 10:14 17:3 <b>operating</b> 11:19 <b>operations</b> 11:18 <b>opportunities</b> 10:9,16 31:21 37:3 37:14 38:3 39:23 42:11 48:10,17 49:6 51:7 <b>opportunity</b> 1:2,11 2:6,9 2:17,23 3:1
---	---	--	--	---	---	--	---

Economic Opportunity Review Committee  
December 12, 2016

4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1,4 15:1 16:1 17:1 17:25 18:1 19:1 20:1 20:11 21:1 22:1,3 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 35:14 36:1 36:17 37:1 38:1 39:1 39:12 40:1 41:1,17 42:1 43:1 44:1,18 45:1 46:1 47:1 48:1 49:1,2,14 50:1 51:1 52:1 53:1,4 <b>options</b> 39:11 <b>order</b> 11:21 <b>ordinance</b> 2:15 <b>organization</b> 7:16,20 <b>organizations</b> 8:25 13:17 16:9,11 22:4,15 25:15,18 30:11 34:12 <b>organize</b> 18:10 <b>organized</b> 13:17 <b>Orinoka</b> 46:10 <b>ourself</b> 51:12 <b>outcomes</b> 5:9 5:9 8:8 <b>outreach</b> 7:5 10:7,21 16:3,4,7 19:2,3,7,13	20:18,23 22:9,14,18 24:22 25:9 25:14 27:11 28:7,11 29:9 32:5 32:20 42:3 <b>outside</b> 11:2 18:8 <b>outstanding</b> 24:25 33:13 <b>oversee</b> 2:20 <b>oversight</b> 21:17 35:4 43:22 44:17 52:15 <b>overview</b> 2:13 18:19 35:21 35:24 <b>owner</b> 21:24 31:9 <b>owners</b> 3:6 10:12 <b>ownership</b> 21:20 <hr/> <b>P</b> <b>packets</b> 3:19 <b>paid</b> 24:11,16 39:22 50:11 50:12 51:2 <b>panel</b> 8:23 <b>parks</b> 36:6,14 <b>part</b> 34:7 <b>participants</b> 22:17 <b>participate</b> 29:20 31:23 <b>participated</b> 30:16 32:4 <b>participating</b> 32:2,18 33:13 41:15 <b>participation</b> 23:3,24 24:3,19 25:16 27:20 28:14 37:18 37:21 <b>particularly</b> 20:15,17,18 31:18 <b>partner</b> 8:25 48:17 49:15	<b>partners</b> 17:5 19:3,7 50:4 <b>partnership</b> 10:4 16:14 16:16 18:13 19:25 20:4 22:23 44:15 <b>partnerships</b> 48:20 51:10 51:11 <b>party</b> 8:4 <b>passed</b> 16:8 45:18 <b>pay</b> 50:13 <b>payment</b> 50:22 <b>pending</b> 18:7 <b>Pennsylvania</b> 1:6 11:8 46:9 <b>people</b> 5:3 10:17,19 21:19 33:12 34:3,19 49:2,4,19 50:13 <b>percent</b> 9:16 11:9 12:6 12:13 23:12 23:13,14,15 23:18,19,22 23:25,25 24:4,10,12 24:14,15 37:19,20,21 <b>period</b> 45:11 45:18 <b>Perryman</b> 22:23 23:6 <b>person</b> 10:22 52:12 <b>personal</b> 49:3 <b>perspective</b> 20:14 <b>pertains</b> 5:19 <b>ph</b> 7:11 <b>phase</b> 21:10 23:19,24 26:7,9,12 27:6 32:2 46:13 <b>phases</b> 26:15 26:18 27:16	29:10 50:19 <b>phila.gov/oeo</b> 3:25 <b>Philadelphia</b> 1:6 3:7 4:18 6:22,24 7:14 8:10 8:12 10:23 11:10 13:15 13:23 14:2 14:3,8 15:16 18:7 18:9 22:2 23:23 29:25 36:5,24 37:10,15 38:14 43:8 43:9 44:16 45:6,7,17 45:23 47:3 47:17 48:12 <b>Philadelphi...</b> 37:2 <b>Phoebe</b> 48:2 48:7 <b>phone</b> 31:5,7 <b>picture</b> 46:22 <b>piece</b> 16:19 <b>pieces</b> 31:22 42:8 <b>place</b> 30:12 37:24 <b>plan</b> 20:16,18 26:23 27:4 27:10 39:2 <b>planned</b> 7:25 <b>planners</b> 13:24 <b>planning</b> 10:10 12:21 33:20 <b>plans</b> 2:23 36:2 <b>platform</b> 4:4 <b>play</b> 38:10 <b>playgrounds</b> 36:7,15 <b>please</b> 17:11 <b>point</b> 22:11 46:19 <b>policy</b> 44:12 44:15,20,24 46:2	<b>politically</b> 7:25 <b>pop-up</b> 15:12 <b>populations</b> 36:19 <b>portion</b> 20:19 32:19 <b>position</b> 9:5 39:17,20 <b>positions</b> 47:2 47:6 49:10 <b>possible</b> 18:10 <b>post</b> 45:5,19 <b>posting</b> 47:5 <b>potential</b> 31:20 47:2 <b>potentially</b> 31:23 <b>poverty</b> 37:6 <b>practices</b> 12:19 13:20 23:5 34:24 41:12 42:2 42:12 <b>pre-bid</b> 32:10 50:2 <b>pre-constru...</b> 25:24 <b>pre-develop...</b> 33:21 <b>precedent</b> 41:14 <b>prefer</b> 15:8 <b>preferred</b> 15:9 <b>preparation</b> 38:16 <b>prepare</b> 7:17 <b>prepared</b> 49:20 <b>present</b> 1:9 8:7 20:11 <b>presented</b> 8:4 <b>presenting</b> 7:6 <b>President</b> 4:16 17:17 19:22 <b>previous</b> 3:23 <b>previously</b> 39:17 45:12 <b>primarily</b>	21:11 27:6 <b>primary</b> 10:2 <b>prime</b> 30:21 30:25 <b>prior</b> 30:5 32:9 <b>private</b> 51:10 <b>privately</b> 41:4 <b>probably</b> 28:7 50:9 <b>problem</b> 50:24 <b>problems</b> 51:22,24 <b>proceed</b> 20:17 <b>proceedings</b> 54:4 <b>process</b> 7:5 8:8,9 10:18 15:4 17:3 20:9,14 32:6 33:6 33:19 34:8 45:20,24 50:19 <b>processes</b> 12:24 <b>procurement</b> 23:4 <b>produce</b> 13:18 <b>producing</b> 17:2 <b>professional</b> 22:20 24:7 24:9 28:16 29:12 34:10 39:11 40:21 <b>program</b> 20:24 35:24 37:22 38:12 38:25 41:7 <b>programs</b> 37:25 40:23 <b>progress</b> 47:14,16 <b>project</b> 5:15 17:22 18:4 18:18 19:8 19:12 20:12 21:6,7,8	22:12 23:8 23:8,15,18 23:23 24:17 24:22 25:10 25:12,23,25 26:8 27:22 30:4 31:20 40:16 43:18 46:10,16,17 46:23 <b>projects</b> 9:24 18:8 34:16 44:21 46:12 47:17 48:21 48:24 <b>promoting</b> 36:16 <b>promotional</b> 11:13 <b>proposals</b> 32:12 <b>provide</b> 14:20 17:20 18:19 35:21,24 38:15 44:10 <b>provided</b> 39:19 40:21 <b>provider</b> 38:20 <b>providing</b> 4:4 38:2 <b>public</b> 2:21 2:24 3:3 4:25 13:6 48:22,22 51:9 54:15 <b>publicizing</b> 33:10 <b>publicly</b> 41:4 41:9 <b>purchased</b> 14:16 19:25 <b>purpose</b> 9:7 <b>pursue</b> 45:20 <b>pursued</b> 20:4 <b>put</b> 6:7 37:24 52:16 <hr/> <b>Q</b> <b>qualified</b> 31:16 <b>quarter</b> 26:13 46:21 <b>quarterly</b>	3:18 18:17 34:7 44:11 46:4 <b>quasi-City</b> 47:9 <b>question</b> 14:14,23 15:7,8 16:18 24:24 33:8 <b>questions</b> 18:24 <b>queue</b> 6:7 <b>quick</b> 4:2 14:23 <b>quickly</b> 2:14 <hr/> <b>R</b> <b>R</b> 21:14 <b>raising</b> 51:25 <b>range</b> 34:3 <b>rate</b> 37:6 <b>RCO</b> 33:25 <b>RCOs</b> 29:4 32:21 34:7 <b>reach</b> 27:20 38:2 40:18 42:17 <b>reaching</b> 26:3 27:14 34:14 42:9 47:18 <b>ready</b> 6:17 45:3 <b>Reagan</b> 19:20 19:21 31:18 33:17 <b>real</b> 13:3 46:9 <b>realistic</b> 12:22 <b>really</b> 2:14 17:3 19:7 27:3 28:9 28:23 33:19 42:2,3,13 50:11 51:5 <b>reason</b> 28:17 <b>Rebuild</b> 5:17 5:19 35:8 35:18,20,23 36:4,9,11 36:22 37:12 37:19,23 39:23 40:16 41:2,12
---	--	--	--	--	---	--	---

Economic Opportunity Review Committee  
December 12, 2016

<b>Rebuilding</b> 35:21	<b>Relations</b> 17:18	37:15	32:5 34:2	<b>serious</b> 37:8	16:25	42:14,20,24	<b>supports</b> 38:2
<b>receive</b> 9:9	<b>relied</b> 15:18	<b>resolutions</b> 3:10	<b>RFPs</b> 30:9	<b>service</b> 38:19	<b>sorry</b> 11:19	43:6,11,15	40:19,24
44:21 45:6	<b>remained</b>	<b>resources</b> 13:6,7	32:7 34:4	<b>services</b> 22:24 24:7	<b>Source</b> 44:12	43:19	41:12
<b>received</b> 17:19	10:24	<b>responded</b> 46:20	<b>right</b> 4:20	24:9 28:17	44:19,24	<b>stopping</b> 39:5	<b>supposed</b> 7:11 51:2
<b>receiving</b> 9:23	<b>remarks</b> 4:11	<b>responding</b> 31:25	17:6 26:18	34:10	45:2,10	<b>story</b> 48:14	<b>sure</b> 3:21
<b>recipient</b> 45:3	<b>remember</b> 52:19	<b>road</b> 31:21	30:18 37:10	<b>set</b> 9:12 38:8	46:2,5,8	51:13 52:3	26:25 30:3
45:13	<b>reminder</b> 44:19	<b>robust</b> 41:6	43:12,21	<b>Setting</b> 12:20	47:11	<b>strategic</b> 51:19	30:17,23
<b>recipients</b> 3:12 44:25	<b>reminding</b> 47:11	<b>role</b> 38:9	<b>risks</b> 38:23	<b>seven</b> 33:24	<b>speak</b> 22:8	<b>strategies</b> 38:21	31:12 32:9
46:7 47:18	<b>rental</b> 46:23	<b>Room</b> 1:6	<b>road</b> 31:21	<b>share</b> 5:25	24:21 26:21	<b>strategy</b> 12:23,25	32:12,16
<b>recognize</b> 30:6	<b>rentals</b> 11:14	<b>roundtable</b> 5:24	<b>robust</b> 41:6	29:16 31:9	43:2	<b>street</b> 49:11	42:15
<b>recognizes</b> 37:8	<b>replicate</b> 14:6	<b>RPR-Notary</b> 54:15	<b>role</b> 38:9	<b>shared</b> 16:10	<b>special</b> 13:18	<b>Streets</b> 48:25	<b>surrounding</b> 25:8
<b>recommend...</b> 3:9	<b>report</b> 20:21	<b>running</b> 5:21	<b>Room</b> 1:6	<b>sharing</b> 33:14	13:21,24	<b>structure</b> 39:24 40:4	<b>system</b> 48:17
<b>record</b> 40:6	34:8 41:8	<b>result</b> 41:13	<b>roundtable</b> 5:24	34:11 43:13	14:2 15:11	<b>stuck</b> 52:14	49:15
<b>recreation</b> 36:6,14	46:5	<b>results</b> 10:11	<b>RPR-Notary</b> 54:15	51:17	12:15 15:11	<b>students</b> 39:8	<b>T</b>
<b>recruit</b> 39:3	<b>reported</b> 21:7	14:5,6	<b>running</b> 5:21	<b>Shaw</b> 20:22	12:15 31:19	39:10	<b>table</b> 6:13
<b>recruits</b> 38:13	23:9 51:3	20:22 34:6	<b>S</b>	28:5	12:5,6,8,13	<b>sub</b> 31:2	17:10,13
<b>recycling</b> 48:22	<b>reporter</b> 54:24	34:9	<b>safety</b> 48:22	<b>sheet</b> 27:17	12:15 31:19	<b>subcontract...</b> 3:15 22:21	19:19 35:10
<b>referral</b> 10:2	<b>reporting</b> 20:7 34:17	<b>review</b> 1:2 2:6	<b>says</b> 50:17	<b>shortly</b> 43:3	12:15 31:19	27:21	41:23 44:3
11:3	<b>represent</b> 4:1 5:1 6:1	2:18,21 3:1	<b>schedule</b> 46:24	<b>showcased</b> 8:13	<b>split</b> 24:6	<b>submit</b> 50:22	48:5
<b>referrals</b> 45:7	<b>representat...</b> 9:1 10:1	4:1 5:1 6:1	<b>scheduled</b> 5:3	<b>side</b> 6:6 24:13	<b>spoke</b> 42:25	<b>submitted</b> 32:13 46:4	<b>take</b> 4:2,7
<b>reflective</b> 13:14	11:1 12:1	7:1,4 8:1	18:21	28:15,17	46:16	<b>substantial</b> 8:15	42:18
<b>regarding</b> 40:16 44:11	13:1 14:1	9:1 10:1	<b>school</b> 5:14	32:5 34:10	<b>spoken</b> 41:20	<b>success</b> 38:22	<b>takeaway</b> 34:24
<b>regards</b> 18:3	15:1 16:1	11:1 12:1	19:12 20:2	48:8	<b>sports</b> 39:6	48:14 51:12	<b>taken</b> 40:18
<b>region</b> 12:9	17:1 18:1	13:1 14:1	20:2 21:6	<b>sign</b> 45:2	<b>spreading</b> 33:15	52:3	54:6
13:23,25	19:1 20:1	15:1 16:1	21:13,15	<b>signed</b> 52:9	<b>Staff</b> 6:20	<b>successes</b> 7:13 20:23	<b>Talent</b> 44:9
16:24	21:25 22:3	17:1 18:1	39:8,10	<b>signing</b> 10:18	7:19	14:5 34:17	<b>talk</b> 5:5,6,13
<b>regional</b> 9:2,3	<b>represented</b> 11:11 29:2	19:1 20:1	<b>Science</b> 19:23	<b>Similarly</b> 34:5	<b>stages</b> 12:21	48:14 51:12	5:17,23
10:7	<b>reproduction</b> 54:21	21:1 22:1	21:21	<b>single</b> 31:5,7	<b>stakeholders</b> 8:24 32:22	52:3	7:13 20:23
<b>registered</b> 10:13,17,20	<b>request</b> 17:20	23:1 24:1	<b>Scott</b> 1:11	31:8	28:23	<b>successful</b> 22:13,22	42:10 49:23
11:7 14:25	18:5	25:1 26:1	4:14	<b>site</b> 19:12	<b>standpoint</b> 28:23	25:11	<b>talked</b> 25:25
<b>registrants</b> 11:8,12	<b>requesting</b> 27:24	27:1 28:1	<b>screen</b> 45:6	20:2 25:8	<b>started</b> 2:4	<b>successfully</b> 3:6	<b>talking</b> 26:2
<b>registration</b> 9:21	<b>required</b> 31:20	29:1 30:1	<b>second</b> 22:10	26:14	25:20 28:23	<b>summer</b> 9:19	<b>Talson</b> 19:10
<b>registry</b> 45:8	<b>requirement</b> 47:12	31:1 32:1	<b>see</b> 3:13 4:25	<b>sites</b> 36:8	<b>Starting</b> 25:21	<b>Summit</b> 17:23 18:4	20:21 21:3
45:16 50:4	<b>requirements</b> 15:2	33:1 34:1	35:3	39:24	<b>starts</b> 25:12	<b>superinten...</b> 27:23	21:4 22:8
<b>reinventing</b> 30:13	<b>resident</b> 22:4	35:1,15	<b>seeking</b> 36:12	<b>size</b> 40:25	<b>statistics</b> 14:16	<b>supervision</b> 54:23	28:18 34:5
<b>related</b> 2:24	22:15 23:23	36:1 37:1	<b>selected</b> 21:5	<b>skill</b> 49:4	<b>staying</b> 27:25	<b>suppliers</b> 22:21	42:10
8:3,8	25:17 27:12	38:1 39:1	<b>selecting</b> 4:5	<b>skilled</b> 17:2	<b>stenographic</b> 54:6	<b>support</b> 7:10	<b>target</b> 39:7
	<b>residents</b>	40:1 41:1	<b>send</b> 47:8	26:18,25	<b>steps</b> 37:9	12:25 13:9	<b>targeted</b> 37:15
		42:1 43:1	<b>sending</b> 30:8	38:17 39:15	<b>Steven</b> 1:11	30:17 40:23	<b>targets</b> 40:18
		44:1,18	32:6,8 34:2	<b>smaller</b> 15:14	4:14	49:22	<b>Tariq</b> 20:21
		45:1 46:1	<b>Senior</b> 17:16	31:22	<b>Stitt</b> 5:16	<b>technical</b> 38:15 40:22	<b>team</b> 31:3
		47:1 48:1	19:21 21:3	<b>social</b> 40:11	35:7,11,13	<b>Technology</b> 19:23 21:22	37:23 42:9
		49:1 50:1	<b>sent</b> 47:12	<b>soft</b> 38:17	35:15 42:6		<b>teams</b> 10:10
		51:1 52:1	<b>sentiments</b> 50:16	<b>sole</b> 4:8			49:11
		53:1,4	<b>separate</b> 28:20	<b>Solutions</b> 19:10 21:4			<b>technical</b> 38:15 40:22
		<b>revitalizing</b> 36:6,14	<b>September</b> 46:3	<b>sophisticated</b>			19:23 21:22
		<b>RFP</b> 30:13	<b>series</b> 10:11				

Economic Opportunity Review Committee  
December 12, 2016

<b>tele-town</b> 10:13	<b>three</b> 33:24 36:11	<b>turn</b> 20:20 34:11	<b>versus</b> 23:25 25:11	<b>Westerman</b> 35:19	<b>Y</b>	53:1	<b>6</b>
<b>telling</b> 30:2	<b>Tier</b> 30:23,23 30:24	<b>twister</b> 41:25	<b>vetting</b> 15:4	<b>Wexford</b> 5:13	<b>year</b> 26:14 50:21	<b>12th</b> 2:5	<b>600</b> 49:8
<b>temporary</b> 7:16 13:16	<b>Tiffany</b> 5:3,5 6:11,19	<b>two</b> 20:3 28:20 41:22	<b>Vice</b> 17:17 19:21	17:10 19:22	<b>years</b> 20:3 36:25 48:15	<b>160129</b> 45:10	<b>67</b> 12:13
<b>ten</b> 37:7	14:11 17:7	<b>type</b> 15:12 18:25 51:21	<b>violations</b> 3:13	19:24 20:4	48:15 49:9	<b>18</b> 48:15 49:5 49:8	23:12,14
<b>tenant</b> 45:14	41:23 42:10	51:23	<b>virtual</b> 10:6	20:8 21:21	<b>yielded</b> 12:18	<b>2</b>	<b>6th</b> 18:21
<b>terms</b> 14:24 42:2,3	50:16	<b>types</b> 10:9 29:24	<b>vision</b> 51:19	28:12	<b>young</b> 49:2,4	<b>2015</b> 9:13,19 21:10 23:10	52:20,22
51:19	<b>time</b> 4:23 6:9 6:10 11:6	<b>U</b>	<b>W</b>	<b>wheel</b> 30:13	<b>youth</b> 39:12	<b>2</b> 23:17 26:12 30:23	<b>7</b>
<b>test</b> 38:16	18:24 31:19	<b>unable</b> 39:16	<b>W</b> 46:8	<b>wish</b> 53:2	<b>Z</b>	<b>2,800</b> 11:6	<b>700</b> 10:12
<b>testify</b> 5:3 52:8,9	35:7 46:7	<b>unavailabili...</b> 18:5	<b>waiting</b> 25:11	<b>witness</b> 6:12 6:12 17:12	<b>zip</b> 25:7 28:25 29:7	<b>2012</b> 2:14	<b>72</b> 23:24
<b>testifying</b> 18:3 19:11	46:19 47:5	<b>underempl...</b> 36:18	<b>Walnut</b> 21:15	44:2 48:4,4	29:17 32:24	<b>2013</b> 50:24	<b>73</b> 12:5 24:3
<b>testimony</b> 2:24 3:2 6:4	52:25	<b>underserved</b> 36:18	<b>want</b> 2:4,10 4:11,24	<b>Witnesses</b> 19:18	33:5 38:14	<b>2014</b> 21:9 23:10	<b>795,000</b> 24:10
17:20 18:10	<b>timely</b> 50:8	<b>understand...</b> 38:7 50:18	7:13 15:13	<b>women</b> 3:5 22:19 37:20	<b>0</b>	<b>2015</b> 9:13,19 21:10 23:10	<b>8</b>
35:25 43:25	<b>timing</b> 18:4 46:25	<b>unemployed</b> 39:14	34:22 39:7	<b>women-own...</b> 38:5	<b>1</b>	26:11	<b>9</b>
48:3,8	<b>today</b> 2:5 4:9 6:5 7:7,9,12	<b>union</b> 27:9,14 27:18,25	39:11 41:21	<b>work</b> 2:18 4:6 20:6 30:14	<b>1</b> 21:10 26:9 27:6 30:23	<b>2016</b> 1:7 6:22 6:25 7:14	<b>9.3</b> 24:13
<b>Texas</b> 18:15	18:3,11	36:21	<b>wanted</b> 16:2 20:10 22:10	30:15 31:16	48:15	8:17 9:25	
<b>thank</b> 4:3,5 4:19 7:6,8	33:14 35:20	<b>unions</b> 26:2 27:14 29:13	30:20	32:20 33:22	<b>10:05</b> 1:7	13:12 50:21	
14:10,21	41:18 42:22	32:22	<b>way</b> 17:5 19:24 34:19	34:16 35:2	<b>10:55</b> 53:5	18:22 46:18	
17:6,8	44:10	<b>University</b> 5:12,14	36:21	37:12 39:23	<b>100</b> 23:22 24:10,15	46:22 47:10	
19:14,16	<b>today's</b> 17:20	17:18 19:11	<b>WBE</b> 28:14	39:23 45:23	<b>12</b> 1:7 11:25	<b>24</b> 49:5	
20:10,15	<b>tongue</b> 41:25	21:6,13,21	<b>WBEs</b> 24:15	49:15,18	<b>12/12/16-E...</b> 3:1 4:1 5:1	<b>25,000</b> 44:22	
26:6 28:4	<b>top</b> 11:10	43:7 48:24	31:3 32:3	51:8,9 52:5	6:1 7:1 8:1	<b>27</b> 24:12	
34:23 35:4	<b>total</b> 9:16 11:25 36:22	49:12 51:18	32:17	<b>worked</b> 49:25	9:1 10:1	<b>29</b> 12:12	
35:5 41:17	<b>touch</b> 33:19	<b>we'll</b> 20:7 51:23	<b>we're</b> 29:11 30:5 33:12	<b>workers</b> 27:13,17,17	11:1 12:1	<b>3</b>	
43:12,15	<b>track</b> 31:4 39:14 40:6	42:24 48:14	36:13,16	27:24	13:1 14:1	<b>3</b> 30:24	
47:21,22	<b>trades</b> 38:7 38:10,17	48:15 49:7	43:7 48:24	<b>workforce</b> 23:3 24:3	15:1 16:1	<b>30</b> 8:24 45:11	
51:14,15,16	39:10,17	<b>webinar</b> 10:17	49:12 51:18	35:17 36:2	17:1 18:1	<b>30-day</b> 45:18	
51:25 52:6	<b>traditional</b> 39:3	<b>website</b> 3:24 10:25	<b>we've</b> 21:16 42:24 48:14	37:18 40:11	19:1 20:1	<b>300</b> 10:19	
<b>thanks</b> 7:2 19:17	<b>training</b> 38:15,17	<b>week</b> 11:5 weeks 8:5	48:15 49:7	41:7 48:23	21:1 22:1	<b>32</b> 23:15	
<b>theirs</b> 45:14	<b>transcript</b> 54:8,21	<b>we're</b> 29:11 30:5 33:12	<b>webinar</b> 10:17	49:3,18,20	23:1 24:1	<b>3400</b> 17:22	
<b>thing</b> 30:7,22 42:21	<b>Transcripts</b> 3:22	33:24	<b>website</b> 3:24 10:25	<b>working</b> 5:24 8:23 9:6	25:1 26:1	<b>35</b> 9:16	
<b>things</b> 2:19 20:13 22:11	<b>transportat...</b> 11:4	<b>welcome</b> 2:4 14:3 19:15	<b>week</b> 11:5 weeks 8:5	48:24 49:9	27:1 28:1	<b>37</b> 24:14	
41:21 42:13	<b>travel</b> 18:6	35:7 47:24	<b>weeks</b> 8:5 33:24	50:13	29:1 30:1	<b>37.9</b> 12:4	
49:24 51:18	<b>trouble</b> 34:18	<b>went</b> 15:5 33:20	<b>welcome</b> 2:4 14:3 19:15	<b>works</b> 44:16 44:20 45:6	31:1 32:1	<b>4</b>	
<b>think</b> 7:10 16:6,11	<b>true</b> 17:5 54:7	<b>weren't</b> 31:15 50:25	35:7 47:24	45:7,17,23	33:1 34:1	<b>4</b> 23:13,19	
20:12 25:8	<b>Trust</b> 46:10	<b>West</b> 29:25	<b>went</b> 15:5 33:20	47:3,17	35:1 36:1	<b>40</b> 37:19,21	
34:13,24	<b>trying</b> 30:22 42:5		<b>weren't</b> 31:15 50:25	<b>written</b> 14:12 14:20	37:1 38:1	<b>400</b> 1:6 10:16	
51:4	<b>tune</b> 52:25			<b>X</b>	39:1 40:1	<b>43</b> 12:11,12	
<b>third</b> 3:2 46:4					41:1 42:1	<b>47</b> 11:9	
<b>third-party</b> 18:14 38:19					43:1 44:1	<b>5</b>	
<b>thought</b> 31:16					45:1 46:1	<b>5</b> 12:7 37:20	
					47:1 48:1	<b>50</b> 23:25	
					49:1 50:1	<b>500</b> 36:23	
					51:1 52:1	<b>56,000</b> 23:11 23:12	