

**City of Philadelphia
Economic Opportunity Plan**

**Community College of
Philadelphia Biology Lab
Renovations**

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I. Introduction and Definitions

The City of Philadelphia strongly encourages the use of certified Minority ("MBE"), Women ("WBE"), Disabled ("DSBE") and Disadvantaged ("DBEs") Business Enterprises (collectively, "M/W/DSBEs") and minority and female workers in all aspects of the Biology Laboratory Renovations (the "Project") located at 1700 Spring Garden Street; West Bldg. ("the Site") which may include financial investment, design, construction, and operations. ¹ In support of this objective, the City of Philadelphia will require that The Community College of Philadelphia (the "Owner") commit to this Economic Opportunity Plan ("EOP" or "Plan"). This Plan contains ranges of projected M/W/DSBE utilization and goals for the employment of minority and female workers in connection with the Project at the Site. This Plan shall be a part of and incorporated into the resulting agreement(s) with the owners of the the Project.

The Owner hereby verifies that all information submitted to the Office of Economic Opportunity ("OEO") in response to this Plan is true and correct and takes notice that the submission of false information is subject to the penalties of 18 PA C. S. Section 4904, relating to unsworn falsification to authorities and 18 PA C. S. Section 4107.2 (a)(4), relating to fraud in connection with minority business enterprises or women's business enterprises.

For the purposes of this Plan, MBE, WBE, DBE and DSBE shall refer to certified businesses so recognized by OEO. Only the work or supply efforts of firms that are certified as M/W/DSBEs by an OEO-approved certifying agency will be eligible to receive credit as a Best and Good Faith Effort. ² In order to be counted, certified firms must successfully complete and submit to the OEO an application to be included in the OEO Registry which is a list of registered M/W/DSBEs maintained by the OEO and available online at www.phila.gov/oeo/directory.

For this Plan, the term "Best and Good Faith Efforts," the sufficiency of which shall be in the sole determination of the City, means: efforts, the scope, intensity and appropriateness of which are designed and performed to foster meaningful and representative opportunities for participation by M/W/DSBEs and an appropriately diverse workforce and to achieve the objectives herein stated. Best and Good Faith Efforts are rebuttably presumed met when commitments are made within the M/W/DSBE participation ranges established for the Project and a commitment is made to employ a diverse workforce as enumerated herein.

II. Project Scope

The scope of the project is a phased renovation of existing laboratories on the 3rd Floor of the West Building. The laboratories included in this scope are two student study areas, Prep Rooms A and B, General Biology 1 Lab W3-36, General Biology 2 Lab W3-68, Classroom W3-37, Multi-purpose Biology Lab W3-65, A&P 1 Lab W3-43,; A&P 2 Lab W3-62, Microbiology Lab W3-56, and Open Lab W3-26. Renovations include, but are not limited to: selective demolition, new flooring, wall and ceiling finishes in labs, offices and corridors; new lab benches and equipment; new lighting, power and data; HVAC system upgrades, including equipment, distribution and controls, plumbing upgrades including supply, sanitary and vent piping, fixtures and accessories, new teaching aides and AV equipment

¹ Disadvantaged Business Enterprises ("DBEs") are those socially or economically disadvantaged minority and woman owned businesses certified under 49 C.F.R. Part 26.

² A list of "OEO approved certifying agencies" can be found at www.phila.gov/oeo

III. Goals

A. M/W/DSBE Participation Ranges

As a benchmark for the expression of "Best and Good Faith Efforts" to provide meaningful and representative opportunities for M/W/DSBEs in the Project, the following participation ranges have been established. These participation ranges represent, in the absence of discrimination in the solicitation and selection of M/W/DSBEs, the percentage of MBE, WBE and DSBE participation that is reasonably attainable through the exercise of Best and Good Faith Efforts. These percentages relate to the good faith estimated cost of the entire Project. In order to maximize opportunities for as many businesses as possible, a firm that is certified in two or more categories (e.g., MBE and WBE and DSBE or WBE and DSBE) will only be credited toward one participation range as either an MBE or WBE or DSBE. The ranges are based upon an analysis of factors such as the size and scope of the Project and the availability of MBEs, WBEs, and DSBEs to participate in this development.

The following contract goals have been set for the Project:

Contracts	Minority Owned	Female Owned	DSBE	Total
Construction	20-25%	15-20%	10-15%	35-45%

B. Employment Goals

The Owner agrees to exhaust its Best and Good Faith Efforts to employ minority persons, by race and ethnicity, and females in its workforce of apprentices and journeypersons at the following levels:

African American journeypersons: 22% of all journey hours worked across all trades
 Asian journeypersons: 3% of all journey hours worked across all trades
 Hispanic journeypersons: 15% of all journey hours worked across all trades
 Female journeypersons: 5% of all journey hours worked across all trades

Minority apprentices: 50% of all hours worked by all apprentices
 Female apprentices: 5% of all hours worked by all apprentices

Local Residents
8-9%

IV. Equity Ownership

The Philadelphia Code 17-1603 requires that each Economic Opportunity Plan include information concerning the Equity Ownership (as defined) of (1) the contractor, developer and/or recipient of financial assistance required to submit the Plan; (2) participants (as defined) engaged by the contractor, developer and/or recipient of financial assistance; and (3) the eventual owner or owners of the project or contract to which the Plan relates; and requiring periodic reports for the purpose of updating Equity Ownership information; all under certain terms and conditions.

Identify the current equity owners of the project.

Type of Ownership	% Minority Owned	% Women-Owned	% Disabled Persons
Sole Proprietorship			
Partnership			
Corporation	0%	0%	0%

If the project is privately owned, the following individuals will become the anticipated Equity Owners upon completion.

Type of Ownership	% Minority Owned	% Women-Owned	% Disabled Persons
Sole Proprietorship			
Partnership			
Corporation			

Following the completion of the project, the project owner is responsible for meeting the reporting guideline identified in the Philadelphia Code.³

V. Diversity Practices

In compliance with Chapter 17-1603, the Economic Opportunity Plan shall contain a statement from the contractor, developer, and/or recipient of financial assistance summarizing past practices by identifying and describing examples of processes used to develop diversity at any/all levels of its organization including, but not limited to, Board and managerial positions. This statement shall also summarize strategic business plans specific to current or past practices of M/W/DSBE utilization on government and non-government projects and procurement.

See attached document

VI. Responsiveness

A. The owner shall identify M/W/DSBE commitments and other agreements evidencing their intent to use Best and Good Faith efforts to employ minority persons and females at the levels stated herein. The identified commitments constitute a representation that the M/W/DSBE is capable of providing commercially useful goods or services relevant to the commitments and that the Owner has entered into legally binding commitments or other legally binding agreements with the listed M/W/DSBEs for the work or supply effort described and the dollar/percentage amounts set forth. In calculating the percentage of M/W/DSBE participation, the standard mathematical rules apply in rounding off numbers. In the event of inconsistency between the dollar and percentage amounts listed on the form, the percentage will govern.

³ Per The Philadelphia Code 17-1603: *Continuing Reporting Requirements*.

(i) Within 30 days of each anniversary of the date that the Plan is finally certified, the contractor, developer and/or recipient of financial assistance shall file with the Chief Clerk of Council and the certifying agency an addendum to the original Plan that provides the Equity Ownership information required in subsection (g)(2), updated so that it is accurate as of the anniversary date. This requirement shall continue until the project is completed.

(ii) The final EOP report required pursuant to § 17-1604(2)(a) shall include updated Equity Ownership information that is accurate as of the date of the final report.

(iii) After the final EOP report has been filed, the owner or owners of the completed project shall have a continuing obligation to file a Statement of the owner's or owners' Equity Ownership within 30 days of each anniversary of the date that the final EOP report is submitted. The Statement shall be accurate as of the relevant anniversary date, and shall be filed with the Chief Clerk of Council and the certifying agency. No Statement shall be required if the completed project is not privately-owned.

B. M/W/DSBE commitments are to be memorialized in a written subcontract agreement. Letters of intent, quotations, contracts, subcontracts and any other documents evidencing commitments with M/W/DSBEs become part of and an exhibit to the Agreement resulting from the RFP.

C. OEO will review the owner's commitments for the purpose of determining whether Best and Good Faith Efforts have been made. OEO reserves the right to request further documentation and/or clarifying information at any time during the construction and development of the Project.

VII. Compliance and Monitoring of Best and Good Faith Efforts

A. The owner agrees to cooperate with OEO in its compliance monitoring efforts, and to submit, upon the request of OEO, documentation relative to its implementation of the Plan, including the items described below:

- Copies of signed contracts and purchase orders with M/W/DSBE subcontractors
- Evidence of payments (cancelled checks, invoices, etc.) to subcontractors and suppliers to verify participation; and
- Telephone logs and correspondence relating to M/W/DSBE commitments.
- To the extent required by law, the Owner shall ensure that its on-site contractors maintain certified payrolls which include a breakout of hours worked by minority and female apprentices and journeypersons. These documents are subject to inspection by OEO.

B. Prompt Payment of M/W/DSBEs

The owner agrees and shall cause its contractors to ensure that M/W/DSBEs participating on the Project receive prompt payment for their work or supply effort within five (5) days after receipt of payment from the project owner.

C. Oversight Committee

For this Project, in the sole discretion of the City, an oversight committee may be established consisting of representatives from the Owner, representatives of the building trades, the construction manager, and the City which may include the Project site's district councilperson, OEO, and appropriate community organizations ("Committee"). The Committee will meet regularly to provide advice for the purpose of facilitating compliance with the Plan.

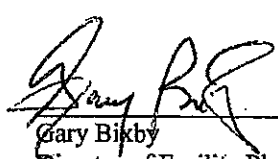
D: Reporting

The owner agrees to file an annual report with the City of Philadelphia and City Council concerning the performance of the Economic Opportunity Plan through the duration of the Project. In addition, during construction, the Owner will provide "snapshot" reports containing updates for certain categories of information contained in its annual report on a monthly basis during construction. Snapshot reporting will include: (i) utilization of M/W/DSBEs, and (ii) the hiring and employment of minorities and females. All reports (quarterly & annually) provided to the City under this section will also be provided to the Office of Economic Opportunity.

VIII. Remedies and Penalties for Non-Compliance

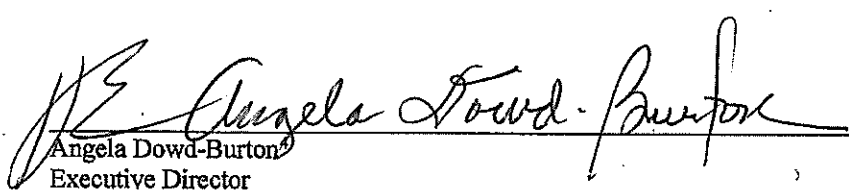
A. The owner agrees that its compliance with the requirements of this Plan is material to the Agreement. Failure to comply with the Plan may constitute a substantial breach of the Agreement and is subject to the

remedies and penalties contained therein or otherwise available at law or in equity. Notwithstanding the foregoing, no privity of contract exists between the City and any M/W/DSBE identified in any contract resulting from implementation of the Plan. Neither the Owner nor the City intends to give or confer upon any such M/W/DSBE any legal rights or remedies in connection with subcontracted services under any law or policy or by any reason of any contract resulting from implementation of the Plan except such rights or remedies that the M/W/DSBE may seek as a private cause of action under any legally binding contract to which it may be a party.



Gary Bixby
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Date



Angela Dowd-Burton
Executive Director
Office of Economic Opportunity
City of Philadelphia

8/9/2016
Date

⁴ Pursuant to Section 17-1603 (2) of The Philadelphia Code, the representative of the City of Philadelphia's Office of Economic Opportunity, the "certifying agency", certifies that the contents of this Plan are in compliance with Chapter 17-1600.

HIGHLIGHT OF DIVERSITY PRACTICES, POLICIES AND ACHIEVEMENTS

Community College of Philadelphia's Core Values

Diversity and inclusion are core values of the Community College of Philadelphia (the "College"). The College embraces and understands the importance of providing an education and environment that promotes the uniqueness of students, faculty, staff and the communities that we serve. The College's Mission and Core Values affirm that diversity and inclusion are crucial to a democratic society, as they enrich the educational experience and celebrate differences among individuals.

The College's Board of Trustees, Senior Leadership, and Faculty

The profiles of the College's fifteen member Board of Trustees are attached. Nine of the fifteen trustees are minorities and seven of the fifteen trustees are women. (Attachment A). The College's senior leadership includes nine Cabinet members, including four minorities and five women. Additionally, twenty-eight point six percent (28.6%) of the College's full-time faculty self-identify as minorities.

Diversity Awards

The College has been recognized as a leader in diversity and is a 2015 recipient of the Higher Education Excellence in Diversity (HEED) award, which recognizes institutions of higher education nationwide that demonstrate outstanding commitment to diversity and inclusion throughout their campus and the Charles Kennedy Equity Award for leadership in assuring opportunities for minorities and women.

The College's Policy on the Inclusion of Diverse Suppliers and Philadelphia -based Businesses in College Purchasing Activities

The College has a comprehensive policy to support the diversity and use of Philadelphia-based businesses to ensure supplier diversity in its procurement procedures and maintains partnerships with numerous local business organizations to assist the College with obtaining qualified diverse suppliers. The College also has an Equal Opportunity Program (EOP) for large scale construction projects which mirrors the City of Philadelphia and State of Pennsylvania goals for diverse supplier participation. The College's policy on the Inclusion of Diverse Suppliers and Philadelphia-based Businesses in College Purchasing Activities is attached as Attachment B. Based on the implementation of this policy, attached are the College's outcomes, Attachment C.

The College's Equal Employment Opportunity and Non-Discrimination Policies

The College is an equal opportunity employer and has strict policies that prohibit discrimination on the basis of race, color, religion, sex, sexual orientation, age, national or ethnic origin, disability, genetic information, gender identification, status as a disabled or Vietnam era veteran and other protected statuses. The College's Equal Employment Opportunity Policy, Disability Accommodations Policy, Disabled, Vietnam-Era and Other Eligible Veterans Policy, and Religious Accommodations Policy are included as Attachment D. Further, to ensure that the College's non-discrimination policies are properly and fairly enforced, the College has a full-time Director of Diversity & Equity.

The College's Support Centers Empower Our Diverse Student Body

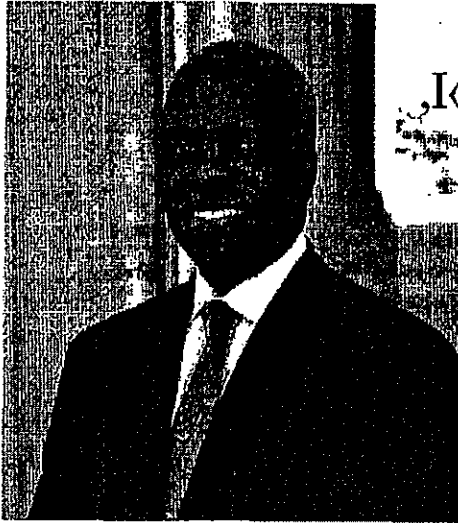
The College has a diverse student body. More than half (54%) of our students are 25 or older, and the median age is 25. There are more women (62%) than men. Approximately 75% of our students are minorities. To support the College's diverse student body, we maintain several support centers that foster and empower our students. A few of our support centers include: (1) the Center for Male Engagement which provides a community of support for African-American men while they pursue a college degree; (2) the Women's Outreach & Advocacy Center which seeks to empower women; (3) the Center on Disability which works with the College community to facilitate access for all learners to participate in educational programs, services, and activities; and (4) the Veterans Resource Center that serves students who are veterans, spouses of veterans, and dependents of veterans.

The College's Workforce Development Programs

Through the College's Center on Business and Industry, the College offers numerous workforce initiatives to support local entrepreneurs and diverse communities with ongoing professional and workforce training. Goldman Sachs *10,000 Small Businesses* at Community College of Philadelphia is a practical business education program that gives entrepreneurs valuable skills for growing their businesses, the opportunity to access financial capital, powerful networking opportunities and more at absolutely no cost to participants.

The College places a high priority on diversity and inclusion and will ensure that the selected contractors meet the City's EOP requirements and shares these values.

ATTACHMENT A



Clarence Armbrister

President, Girard College

After serving as the interim president of Girard College, Mr. Armbrister became president of Girard in spring 2014. At the College, he has steered the institution through a Middle States Association of Schools and Colleges reaccreditation; supervised a community celebration of the 45th anniversary of the desegregation of Girard College, which included participation by several of

Girard's first students of color; and is currently overseeing the enhancement of the school-wide curriculum and the adoption of the Common Core State Standards.

Mr. Armbrister's previous positions in higher education include chief operating officer at Temple University and managing director of the Philadelphia School District. Mr. Armbrister also served as chief of staff to Mayor Michael A. Nutter for three years, where he led the daily operations of the administration and its 23,000 public employees. He was also the Philadelphia City Treasurer from 1994 to 1996, served as a partner in the Public Finance department at the Saul Ewing law firm and worked as an investment banker at UBS.

Currently, Mr. Armbrister is a member of the board of directors of the National Adoption Center, and formerly served as president.

Mr. Armbrister earned a Bachelor of Arts in Political Science and Economics from the University of Pennsylvania and a Doctor of Law degree from the University of Michigan Law School.



Matthew Bergheiser

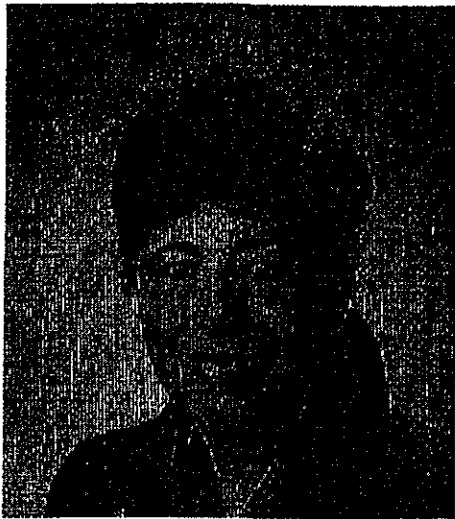
Executive Director, University City District

Matthew Bergheiser is Executive Director of University City District (UCD), a nonprofit neighborhood improvement organization with a \$10 million annual budget and 85 professional and public maintenance employees. UCD assists the continuing economic and real estate development renaissance of West Philadelphia from

29th Street to 50th Street. Previously, he was regional director of the John S. and James L. Knight Foundation, where he oversaw a grantmaking budget of more than \$6 million that funded transformational projects that helped communities reach their highest potential.

To help create employment opportunities for Philadelphians, Mr. Bergheiser co-founded the Job Opportunity Investment Network in 2008, a regional effort to advance low-skilled workers into career ladder jobs through partnerships with employers. He was recognized as one of the "40 under 40" business leaders by the *Philadelphia Business Journal* and as an Emerging Connector by Leadership Philadelphia.

Mr. Bergheiser earned a B.A. from Princeton University and an M.B.A. from the Wharton School of Business at the University of Pennsylvania.



Judith Renyi

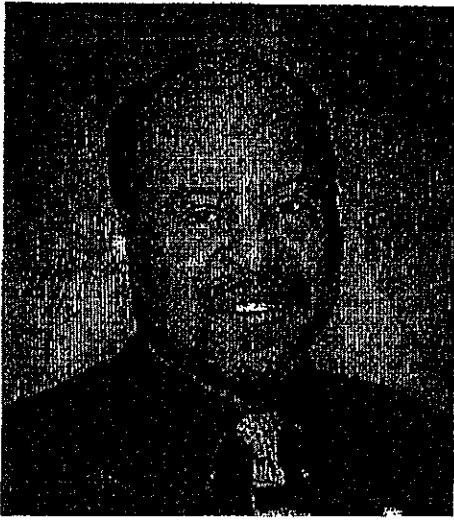
Executive Director, Mayor's
Commission on Literacy

As the executive director of the Mayor's Commission on Literacy, Judith Renyi, Ph.D., has worked to ensure access to high quality learning opportunities that will help adults to enter the knowledge economy. She has created neighborhood-based adult learning communities; integrated adult literacy with workforce

development; maximized the use of instructional technologies; and implemented real-time online referrals, testing and placement. The Commission's work provides policy advice to the city, the commonwealth and the nation. Her past positions include dean of the Schools of Graduate and Professional Studies at Rosemont College, and president and chief executive officer of The NEA Foundation for the Improvement of Education.

In addition, Dr. Renyi has extensive faculty development experience as a dean at New York University and nationally through her former work managing national school reform projects for The Rockefeller Foundation. She serves on the boards of Philadelphia Works, Inc., and FairTest, a nonprofit organization dedicated to preventing the misuse of standardized testing.

Dr. Renyi earned an A.B. from the University of Pennsylvania; an M.A. from the University of Warwick, England; and a Ph.D. from the University of Pennsylvania.



The Honorable James R. Roebuck, Jr.

Pennsylvania State Representative, 188th
Legislative District

Rep. Roebuck has served in the state House of Representatives since 1985. He has been a board member since 1993 and served as vice chairman from 2003 to 2006. His legislative committee service and appointments include first vice chairman of the Democratic Ward

Executive Committee, a member of the board of directors of the Pennsylvania Higher Education Assistance Agency and member of the Legislative Office for Research Liaison. He is also the Democratic chair of the state Education Committee. For 14 years, he taught in the History/Politics department at Drexel University.

Active in the community, Rep. Roebuck is on the board of managers for the Alumni Association of Central High School, a member of the board of overseers for University of Pennsylvania's Annenberg Center for the Performing Arts, a member of the board of trustees of the Garden Court Community Organization and member of the board of directors for the Philadelphia chapter of the NAACP.

His honors and awards include a citation from the National Association for Equal Opportunity in Higher Education and the Dr. William Ross Jr. Scholarship Fund Service award.

Rep. Roebuck earned a B.A. from Virginia Union University and an M.A. and Ph.D. from the University of Virginia. He also completed the University of Virginia- Darden School State Legislative Leaders Foundation's Advanced Management program and the John F. Kennedy School of Government Program for Senior Executives in State and Local Government at Harvard University.



Suzanne Biemiller

Chief of Staff, The American Board of Internal Medicine

As chief of staff at The American Board of Internal Medicine, Suzanne Biemiller oversees the operations of ABIM's Government Affairs section, where she is responsible for monitoring and coordinating all activities at ABIM. Ms. Biemiller acts as a key representative of Dr. Richard Baron, President and Chief Executive Officer, by supporting

communication among all leadership team members.

Ms. Biemiller serves as a board member of the Urban Policy Advisory Group at the Harvard Kennedy School, the Philadelphia Facilities Management Corporation and Women's Way, and secretary of the board for the Fund for Philadelphia.

Ms. Biemiller earned a B.A. from Williams College and a master's in Public Policy from the Harvard Kennedy School, Harvard University.



Mark Edwards

President and Chief Executive Officer, Philadelphia Works

Mark Edwards is president and chief executive officer of Philadelphia Works, an organization that connects employers to skilled Philadelphians and helps residents develop skills to succeed in the workplace. The organization also provides data on workforce trends and Philadelphia's labor market. He previously served as executive director

of the Local Initiatives Support Corporation, which assists residents in revitalizing their neighborhoods and creating healthy and sustainable

communities.

A member of the Pennsylvania Association of Workforce Investment Boards, Mr. Edwards is also a member of the Community Development Advisory Board of PNC Bank and a trustee of Peirce College. Mr. Edwards earned a B.A. from Morehouse College.



Lydia Hernandez Velez, Esq.

Deputy Managing Director for Aging,
City of Philadelphia

As deputy managing director for Aging, Ms. Hernandez Velez is responsible for developing a 10-year plan to address the changing needs of seniors and creating ways to simplify how seniors can access services. Most recently, she served as head of the regional chapter of the

Leukemia and Lymphoma Society, which is dedicated to blood cancer research, education and patient services. Previously she was senior vice president of Community Relations, Atlantic Region, for Wachovia Bank. Involved with youth education and leadership for the Latino community, Ms. Hernandez Velez has been a member of Aspira, Inc. of Pennsylvania for nearly 30 years and currently serves as chair of their board of directors. In 2007, she was named one of the Most Influential Latino Leaders in the Delaware Valley by *Impacto Latin Newspaper*.

Ms. Hernandez Velez earned a B.A. from Barnard College and a J.D. from the School of Law at Hofstra University. She also received certificates in Management of Critical Resources from the Darden School of Business at the University of Virginia and in Corporate Responsibility from the School of Business at Harvard University.



V. Steve Herzog

Senior Vice President, Strategic Planning, Philadelphia Energy Solutions
Mr. Herzog has been the senior vice president of Strategic Planning at Philadelphia Energy Solutions since October 2012. He previously served as director of Strategic Planning and Execution and as refinery general manager at Sunoco. Throughout his career, he has held operations, maintenance and technical positions at

refineries, and has assisted with the sale of refineries in different locations around the country.

Committed to assisting students in meeting their educational goals, Mr. Herzog served on the Board of Governors of Philadelphia Academies, a nonprofit organization that helps prepare Philadelphia public school students for careers and postsecondary education, for twelve years. Mr. Herzog also created a training program with high school students, where they learned how to become operators in the process industry.

Mr. Herzog earned a Bachelor of Science in Chemical Engineering from the University of Washington and an M.B.A. from Villanova University.



Mary Horstmann

Chief of Staff

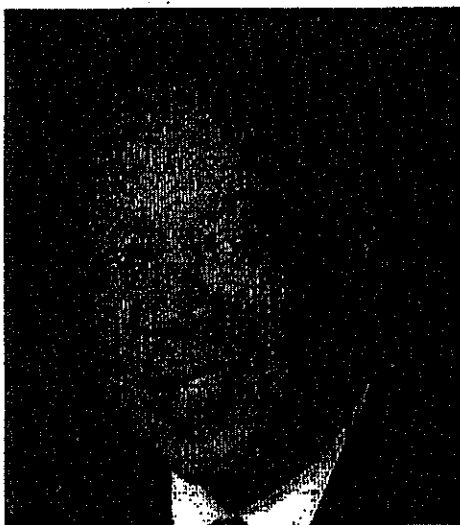
Mayor's Office of Community Empowerment and Opportunity, City of Philadelphia

As deputy director of Policy Planning and Coordination, Mary Horstmann's responsibilities include overseeing policy and planning for the city's anti-poverty measures, and leading the reorganization of the city's workforce

development system. She is also the project lead for Digital On-Ramps, an initiative designed to provide a digital framework for delivering comprehensive education and workforce training to youth and adults. Her previous positions include deputy recovery officer in the City of Philadelphia Recovery Office and interim state director/Pennsylvania program director at the Center for Progressive Leadership.

Ms. Horstmann is a fundraising trainer for Teach for America, a Pennsylvania faculty member for the Center for Progressive Leadership and a young friend of Project H.O.M.E.

Ms. Horstmann earned a B.A. from Wellesley College.



Willie F. Johnson

Founder and Chairman, PRWT Services, Inc.

Mr. Johnson is the founder and chairman of PRWT Services, Inc., one of the largest minority-owned business services firms in the nation. He also serves on the Board of Trustees for the Cheyney University Foundation, The Girard College Foundation and Allen University, as well as *The Philadelphia Tribune* and U.S. Facilities, Inc.

Mr. Johnson earned a B.A. from Allen University and a Master's of Social Work from the University of Pennsylvania.



Chad Dion Lassiter

Director; Recovery and Red Cross
House Emergency Services
American Red Cross, Southeastern
Pennsylvania Chapter

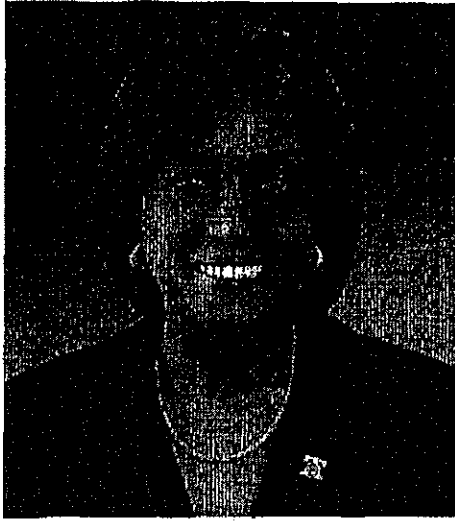
Chad Dion Lassiter is nationally recognized in the fields of American race relations and violence prevention among African-American males. His research interest attempts to contribute to a more informed analysis of the diverse ways that adolescents and

families, especially people of color, cope with socioeconomic challenges and institutional racism.

Mr. Lassiter is affiliated with the Black Men at Penn School of Social Work, Inc. at the University of Pennsylvania School of Social Policy and Practice. The group, which he co-founded, seeks to recruit black males into the profession of social work and provide anti-racism and violence prevention training to urban and suburban schools around the country. He is also an adjunct professor at the University of Pennsylvania and a visiting lecturer at West Chester University.

As the co-director of FAMILY (Fostering, Adopting and Mentoring to Improve the Lives of Youth), Inc., Mr. Lassiter works with youth to improve their life outcomes by providing mentors to those who have a parent incarcerated in a state or federal prison. In addition, he is an appointee of Mayor Nutter to the Prison Board of Trustees.

His awards include the Dr. Martin Luther King, Jr. Community Involvement Award from the University of Pennsylvania and the A. Phillip Randolph Award from the University of Pennsylvania Graduate School of Social Work. In February 2003, Mr. Lassiter was chosen by *Ebony Magazine* as one of the "Young Leaders of the Future Under 30." Mr. Lassiter earned a B.S.W. from Johnson C. Smith University and an M.S.W. from the University of Pennsylvania Graduate School of Social Work.



Rosalyn McPherson

President and CEO, The Urban League of Philadelphia

In her role as president and CEO of the Urban League of Philadelphia, Ms. McPherson leads an organization that seeks to connect individuals, community-based groups, civic organizations and businesses dedicated to improving the social and economic well-being of African-Americans throughout the region.

Before joining the Urban League, Ms. McPherson was president and founder of The ROZ Group, Inc., a firm that provided construction management of historic sites and museum exhibitions; strategic planning; and marketing and communications to corporations, governmental agencies, and nonprofit institutions.

Prior to launching her firm, Ms. McPherson had a distinguished career in educational publishing and subsequently museum administration. She also served as an adjunct professor at the School of Business in Rutgers University in New Jersey.

A committed civic leader, Ms. McPherson sits on the boards of a number of associations, including the Mental Health Association of Southeastern Pennsylvania, The Greater Philadelphia Chamber of Commerce, National Philanthropic Trust and First Person Arts. She recently served on the Advisory Council for Drexel University's School of Media Arts and Design and for Temple University's Public Relations department. Her recognitions include the 2012 Madame CJ Walker Award for Women Entrepreneurs from the Philadelphia Chapter of the National Coalition of 100 Black Women.

Ms. McPherson earned a Bachelor of Science in Secondary Education from Southern University A&M College and an M.B.A. from Fairleigh Dickinson University.



Jennie Sparandara

Executive Director, Job Opportunity Investment Network

Jennie Sparandara is the executive director of Job Opportunity Investment Network, or JOIN, an organization that works to increase the number of individuals in greater Philadelphia who are earning wages capable of sustaining their families. Her responsibilities include leading strategy, fundraising and grantmaking efforts, as well as

overseeing staff and consultants. Previously, she was the director of Human Capital Investments in the Mayor's Office for the City of Philadelphia.

Ms. Sparandara is a member of the selection advisory committee of the GreenLight Fund, which benefits low-income children and families with various needs. She is also a mentor with Mighty Writers and a member of the Roots to Re-entry advisory board.

Ms. Sparandara earned a B.A. from Barnard College, Columbia University and an M.P.P. from the Georgetown Public Policy Institute, Georgetown University.



Stella M. Tsai, Esq.

Partner, Archer & Greiner, PC

Stella Tsai, Esq., is a partner at Archer & Greiner, P.C., where her practice emphasis includes commercial litigation, government affairs and civil rights. At the firm, she is a member of the Diversity Committee and chair of the Commercial Litigation Subcommittee on Ethics and Professional Responsibility. Previously, she focused on business

litigation at Christie, Pabarue, Mortensen and Young.

Ms. Tsai is a member and past president of the Asian Pacific Bar Association of Pennsylvania, member and past president of the board of managers of Penn Law School's Law Alumni Society, member of the City of Philadelphia Zoning Code Commission and member of the board of directors of CHOICE, or Concern for Health Options-Information, Care and Education. Ms. Tsai's accolades include the Alumni Award of Merit from the University of Pennsylvania Law School Law Alumni Society, being named a Woman of Distinction by the *Philadelphia Business Journal* and listed in the Inaugural Class of Best Under Forty by the National Asian Pacific American Bar Association.

Ms. Tsai earned a B.A. from The Pennsylvania State University and a J.D. from the University of Pennsylvania Law School.



Jeremiah J. White, Jr.

Chief Executive Officer, White and Associates

As chief executive officer of White and Associates, Jeremiah White, Jr. leads the development of consulting strategies, such as business development and fundraising, designed to help mid-sized business and nonprofit organizations overcome market challenges and pursue growth. Most recently, he was president and CEO of Osiris Group, Inc., a

marketing and business strategy firm. Mr. White is co-founder and past president of Intercultural Family Services, Inc., a nonprofit health and service organization for Philadelphia's in-need and ethnically diverse citizens.

Currently, Mr. White is the board vice president of the Glaucoma Service Foundation at Wills Eye Institute and Thomas Jefferson University Hospitals, board member of the Entrepreneur Works Fund and member of the Wistar Institute Leadership Council.

Mr. White earned a B.A. in Education and an M.A. in Planning and Administration in Health Services from Antioch College.

ATTACHMENT B

COLLEGE POLICIES AND PROCEDURES MEMORANDUM NO. 216

Inclusion of Diverse Suppliers and Philadelphia-based Businesses in College Purchasing Activities

November 1, 2012

Support of diversity and use of Philadelphia-based businesses is a business objective of the College in undertaking its procurement of goods and services. Supplier diversity fosters positive economic impacts and increases competition within the College's pool of goods and service suppliers. The Purchasing Department is committed to including diverse suppliers in procurement procedures whenever possible. The Purchasing Department is the College's organization unit with the responsibility for identifying and qualifying diverse and Philadelphia-based suppliers capable of meeting the College's procurement requirements.

DEFINITIONS:

Minority, Woman or Disabled Business Enterprise (M/W/DSBE)

Business that is a sole proprietorship owned and controlled by a minority, woman or disabled person, or a partnership, joint venture, corporation or other entity where at least 51% of the business interest is held by one or more minority, woman or disabled persons.

Disadvantaged Business Enterprise (DBE)

Small Business that is owned and controlled by socially and economically disadvantaged persons as defined in Title 49 of the Code of Federal Regulations Part 26 and certified in accordance with those federal regulations.

RESPONSIBILITIES OF THE PURCHASING DEPARTMENT:

The Purchasing Department is responsible for:

- identifying certified diverse suppliers
- assisting diverse and Philadelphia-based suppliers in understanding the College procurement process
- mentoring diverse and Philadelphia-based suppliers before and after awards are made to promote and facilitate continued business growth within the College
- delivering an on-going effort to increase the amount of purchases from diverse and community suppliers
- encouraging all internal departments to include diverse suppliers when looking to source a service or commodity

- providing annual reports of diverse supplier participation

IDENTIFYING AND CERTIFYING SUPPLIERS:

The Purchasing and Services Department has established and will maintain partnerships with the following local business organizations to assist the College with obtaining qualified diverse suppliers:

- Minority Supplier Development Council (MSDC) PA-NJ-DE
- Minority Business Development Agency (MBDA) Center of Pennsylvania
- Office of Economic Opportunity, City of Philadelphia
- Women Business Enterprise Council PA-DE-sNJ
- Greater Philadelphia Chamber of Commerce
- African American Chamber of Commerce of Pennsylvania, New Jersey & Delaware
- Asian American Chamber of Commerce of Greater Philadelphia
- Greater Philadelphia Hispanic Chamber of Commerce
- Greater Philadelphia Urban Affairs Coalition

The College recognizes and accepts the certifications of agencies acceptable to the City of Philadelphia. The City of Philadelphia Office of Economic Opportunity website at www.oeo.phila.gov/certification.asp provides a complete listing of certifying agencies that are acceptable to the City.

The College has an Equal Opportunity Program (EOP) for large scale construction projects which mirrors the City of Philadelphia and State of Pennsylvania goals for diverse supplier participation.

OTHER RELATED COLLEGE POLICIES:

All purchasing procedures are guided by College Policies Numbers 201, 201, and 203.

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Attachment C

COMMUNITY COLLEGE OF PHILADELPHIA

Spending on Capital Purchases; Professional Services; and Supplies, Services and Other
Non-Salary Expenses

	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>
Discretionary Spending level *	\$7,173,432	\$6,859,211	\$7,311,875	\$6,671,899	\$5,536,125	\$6,822,535
Minority-Owned - Men	\$441,450 6.15%	\$397,756 5.80%	\$692,580 9.65%	\$378,712 5.68%	\$425,906 7.69%	\$759,105 11.13%
Minority-Owned-Woman	\$159,363 2.22%	\$48,863 0.71%	\$110,017 1.50%	\$232,547 3.49%	\$873,454 15.78%	\$734,454 10.77%
Total Minority-Owned	\$600,813 8.38%	\$446,619 6.51%	\$802,597 10.98%	\$611,259 9.16%	\$1,299,360 23.47%	\$1,493,559 21.89%
Woman-Owned	\$1,847,411 25.75%	\$2,259,818 31.50%	\$2,696,881 37.60%	\$2,286,470 34.27%	\$2,395,498 43.27%	\$2,771,258 40.62%
Grand Total	\$2,448,224 34.13%	\$2,706,437 39.46%	\$3,499,478 47.86%	\$2,897,728 43.43%	\$3,694,858 66.74%	\$4,264,817 62.51%

* Represents spending on Capital Purchases; Professional Services;
and Supplies, Non-Professional Services and Other Non-Salary Expenses

Attachment D

COLLEGE POLICIES AND PROCEDURES MEMORANDUM NO. 355

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Revised: April 26, 2010

Date of Issue: October, 1999

Purpose

To establish and outline our commitment to the principle of equal employment opportunity by means of our Affirmative Action Program.

Accountability

Under the direction of the President, the Director of Diversity & Equity shall ensure compliance with this policy. The Director of Diversity & Equity, in conjunction with the Vice Presidents and Deans, and all other staff in a supervisory capacity, shall implement this policy. The duties of the Director of Diversity & Equity includes developing policy statements, affirmative action programs and internal and external communication techniques; identifying problem areas; assisting managers and supervisors in arriving at solutions to problems; designing and implementing auditing and reporting systems; serving as liaison between the College and enforcement agencies; monitoring compliance with this policy.

Policy

The Community College of Philadelphia is committed to and reaffirms its policy of equal employment opportunity to all applicants, employees, and students without regard to race, color, religion, sex (except where sex is a bona fide occupational qualification), sexual orientation, age, national or ethnic origin, disability, genetic information, gender identification, or status as a disabled or Vietnam era veteran status and to provide each and every individual with the ability to work in a safe, productive and professional work environment that is free from discriminatory practices.

In achieving equal opportunity, we commit ourselves to:

- Recruit, hire, train, and promote the most qualified persons without regard to race, color, religion, sex, sexual orientation, age, national or ethnic origin, disability or status as a disabled or Vietnam era veteran.
- Ensure that promotion decisions are in accordance with equal employment opportunity requirements by imposing only valid, job-related requirements for promotional opportunities.
- Ensure that all personnel actions relating to compensation, benefits, transfers, retention,

terminations, training, social and recreational programs and education are administered in a nondiscriminatory manner.

Dissemination of Policy

The College will continue to make its equal employment opportunity policy known internally by the following means:

- Conducting meetings with personnel to explain the intent of the policy, the President's commitment to the policy and individual responsibilities for effective implementation.
- Explaining the policy thoroughly in employee orientation and management training programs.
- Posting the policy on bulletin boards and in internal publications.
- Including nondiscrimination clauses in all collective bargaining agreements and reviewing all contractual provisions to ensure that they are nondiscriminatory.
- The College will continue to disseminate its policy externally by:
 - I. Informing all recruiting sources of the policy.
 2. Incorporating the policy into all purchase orders, leases and contracts covered by Executive Order 11246, as amended.

Assuring equal employment opportunity is a fundamental and direct responsibility of all levels of management. Managers and department heads are required to comply with government regulations and the affirmative action goals of the College.

The College is dedicated to the task of institutional self-examination in accordance with federal equal employment guidelines and Board policies, and to the correction of any deficiencies which are found to exist through the adoption of appropriate action plans and programs.

These statements are founded on a firm belief that fulfillment of employment and education objectives must be a function of each individual's ability and interest. Successful attainment of goals and support plans is considered essential to the fundamental mission of the College. In making this statement, the College is recognizing both a moral and legal responsibility.

COLLEGE POLICIES AND PROCEDURES MEMORANDUM NO. 353

DISABILITY ACCOMMODATIONS POLICY

Date of Issue: October, 1999

Date last Revised: August 16, 2007

Revised: November 6, 2015

Purpose

To establish a policy to ensure compliance with the Americans with Disabilities Act of 1990, as amended, Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, the Pennsylvania Human Relations Act, and the Philadelphia Fair Practices Ordinance which prohibits employment discrimination against qualified individuals with disabilities. To prevent discrimination on the basis of disability in employment and employment opportunities and provide reasonable accommodations for qualified individuals with disabilities to enable them to perform the essential functions of their positions unless such accommodations will impose an undue hardship on the College.

Accountability

Under the direction of the President, the Director of Diversity and Equity shall ensure compliance with this policy. The Director of Diversity and Equity in conjunction with the Vice Presidents, Deans, and all other supervisory staff, shall implement this policy.

Policy

It is the policy of the Community College of Philadelphia to prevent discrimination on the basis of disability and provide equal employment opportunity for all qualified individuals, including those with disabilities. The College will provide reasonable accommodations to enable such qualified individuals to perform the essential functions of their jobs provided that the accommodations do not impose an undue hardship to the College.

Procedure

Any individual with a disability who is seeking a reasonable accommodation in connection with employment should contact the Associate Vice President for Human Resources or the Director of Diversity and Equity to obtain the ADA Request for Reasonable Accommodation Form and the Disability Status Determination Form to be completed by the individual's licensed health care practitioner. Both forms should be completed and returned to the Associate Vice President for Human Resources. Both forms are available online by going to the Office of Diversity and Equity website at

Once all the required documentation has been provided to the Associate Vice President for Human Resources, a determination will be made to determine if the employee is entitled to an accommodation under the policy. If the requesting employee is entitled to an accommodation under the policy, the Associate Vice President for Human Resources will forward the request to the Director of Diversity and Equity to determine whether a reasonable accommodation is available that will enable the employee to perform the essential functions of the job.

The College may offer a reasonable accommodation other than the one requested by the employee if the College determines the alternative reasonable accommodation allows the employee to perform the essential job functions. Once a determination has been made regarding the request, the Director of Diversity and Equity shall provide a written response to the employee, his or her supervisor, and relevant Vice President. The accommodation request and any personal health information will be kept confidential to the degree practical.

Appeal

An employee who disagrees with the Director of Diversity and Equity's determination may appeal by providing a written appeal to the college President. The President or his designee will make a decision regarding the appeal within 14 business days and render a written decision to the employee, the employee's supervisor, and to the Director of Diversity and Equity concerning the accommodation request. The decision of the President or his designee is final.

Financial Responsibility for Accommodations

The employee's department assumes the responsibility for funding the approved accommodations. If the department head or relevant divisional vice president believes that the cost of providing the accommodation will cause an undue burden on the operations of the department, the Director of Diversity and Equity should be notified and the department shall submit a request with an explanation for additional funding to the Vice President of Business and Finance for consideration of a final determination regarding funding the accommodation.

COLLEGE POLICIES AND PROCEDURES MEMORANDUM NO. 354

DISABLED, VIETNAM-ERA AND OTHER ELIGIBLE VETERANS

Date of Issue: October, 1999

Revised: August 16, 2007

Purpose

To establish a policy to ensure equal employment opportunity without regard to veteran status in accordance with the Vietnam-Era Veterans' Readjustment Assistance Act of 1974, as amended.

Accountability

Under the direction of the President, the Director of Diversity & Equity and Affirmative Action shall ensure compliance with this policy. The Director of Diversity & Equity, in conjunction with the Vice Presidents and Deans, and all other staff in a supervisory capacity, shall implement this policy.

Definitions

1. *Disabled Veteran* - A person entitled to disability compensation under laws administered by the Veteran's Administration for disability rated at 30% or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.
2. *Qualified Special Disabled Veteran* - a Special Disabled Veteran as defined in 41 C.F.R. Part 60-250.2 who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such veteran holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.
3. *Veteran of the Vietnam-Era* - a person who served on active duty for a period of more than 180 days in the Republic of Vietnam between February 28, 1961 and May 7, 1975 or between August 5, 1964 through May 7, 1975 in an area other than Vietnam with a discharge or release other than dishonorable discharge.
4. *Other Eligible Veterans* - A person who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.

Policy

The Community College of Philadelphia provides fair employment, educational and career

opportunities to every qualified individual. Accordingly, the College will take affirmative action to employ, advance in employment and otherwise treat qualified special disabled veterans, veterans of the Vietnam-Era and other eligible veterans without discrimination in all employment and educational practices.

The College will not discriminate against any employee or applicant for employment because he or she is a special disabled veteran or veteran of the Vietnam era or is otherwise eligible. The College will recruit, hire, train and promote persons in all job titles, and ensure that all other personnel actions are administered without regard to special disabled veteran or Vietnam era veteran status; and ensure that all employment decisions are based only on valid job requirements.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint; (2) assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Act of 1974, as amended ("VEVRAA") or any other federal, state or local law requiring equal opportunity for veterans; (3) opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for veterans; or (4) exercising any other right protected by VEVRAA or its implementing regulations.

Reasonable accommodations shall be made to the known physical or mental limitations of a qualified special disabled veteran employee or applicant unless such accommodation would impose an undue hardship on the conduct of the College's educational mission or operations.

COLLEGE POLICIES AND PROCEDURES MEMORANDUM NO. 356

Religious Accommodation Policy

Date of Issue: October 1999

Date last Revised: August 16, 2007

Revised: November 6, 2015

Purpose

To prevent discrimination and ensure compliance on the basis of religion and provide guidance regarding the procedure by which religious accommodations will be provided to the College's employees, applicants for employment, and students in accordance with Title VII of the Civil Rights Act of 1964, as amended, the Pennsylvania Human Relations Act, and the Philadelphia Fair Practices Ordinance.

Accountability

Under the direction of the President, the Director of Diversity and Equity shall ensure compliance with this policy. The Director of Diversity and Equity in conjunction with the Vice Presidents, Deans, and all other supervisory staff, shall implement this policy.

Policy

The Community College of Philadelphia prohibits discrimination based upon religion. The College will provide reasonable religious accommodations when necessary for individuals to participate in employment and educational opportunities, as well as other college programs and activities, unless the accommodation poses an undue hardship on the College or requires the College to fundamentally alter the nature of a College course, program, or activity.

Procedures

Process for Employee Accommodation

An employee who requires a reasonable religious accommodation should make the request directly to his/her supervisor. If the supervisor determines that the request may pose an undue hardship for the department and/or interfere with the employee's essential job functions, or if the supervisor otherwise has concerns about the accommodation request, the supervisor should contact the Director of Diversity and Equity. If there are concerns about the requested accommodation, the supervisor and/or the Director of Diversity and Equity may initiate discussions with the employee to determine whether an alternative accommodation would suffice. A supervisor may not unilaterally deny a request for a

reasonable religious accommodation without first consulting the Director of Diversity and Equity.

Process for Applicant Accommodation

An applicant who requires a reasonable religious accommodation should make the request directly to the Human Resources Department.

If Human Resources determines that the request may pose an undue hardship on the College, Human Resources should contact the Director of Diversity and Equity. If there are concerns about the requested accommodation, the supervisor and/or the Director of Diversity and Equity may initiate discussions with the employee to determine whether an alternative accommodation would suffice. Human Resources may not unilaterally deny a request for a reasonable religious accommodation without first consulting the Director of Diversity and Equity.

Process for Student Accommodation

A student who requires a reasonable religious accommodation should make the request directly to his/her course instructor. It is expected that the student will provide sufficient notice of the need for an accommodation to course instructors in order for the accommodation to be implemented. In the event that a student's request for religious accommodation involves an alternative examination time or date, any make-up examinations given for purposes of test security must be comparable, in terms of format and difficulty, to the examinations given to the entire class. If there are concerns about the requested accommodation, the instructor should consult his/her department chair, dean or the Director of Diversity and Equity. An instructor may not unilaterally deny a request for a reasonable religious accommodation without first consulting the Director of Diversity and Equity. All religious accommodations for other College programs and activities outside of the classroom must be submitted to the Director of Diversity and Equity.

Complaints

Individuals who believe that there is a violation of this policy, disagree with a determination regarding a request for a reasonable religious accommodation, believe they have been treated in a discriminatory manner, or are experiencing harassment should contact the Director of Diversity and Equity. Complaints will be investigated in accordance with the procedure contained in the Colleges' Anti-Discrimination and Harassment Compliant Policy. An individual who files a complaint or participates in an investigation will be protected against retaliation. Complaints will be kept confidential to the extent possible.

Appeal

An employee who disagrees with the Director of Diversity and Equity's determination may appeal by providing a written appeal to the college President. The President or his designee will make a decision regarding the appeal within 14 business days and render a written decision to the employee, the employee's supervisor, and to the Director of Diversity and Equity concerning the accommodation request. The decision of the President or his/her designee is final.
