

ECONOMIC OPPORTUNITY REVIEW COMMITTEE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, March 11, 2024
10:00 a.m.

PRESENT:

LYNN T. NEWSOME, DEPUTY COMMERCE DIRECTOR
OF THE OFFICE OF ECONOMIC OPPORTUNITY, CHAIR
REGINA A. HAIRSTON, PRESIDENT, CEO OF THE
AFRICAN AMERICAN CHAMBER OF COMMERCE OF PA,
NJ, & DE
APRIL GIGETTS, PRESIDENT OF AFSCME
DISTRICT COUNCIL 47
JENNIFER RODRIGUEZ, CEO OF GREATER
PHILADELPHIA HISPANIC CHAMBER OF COMMERCE

1 - - -

2 CHAIR NEWSOME: Good
3 morning. The March 11, 2024
4 meeting of the Economic Opportunity
5 Review Committee is hereby called
6 to order. We welcome our guest
7 speakers and members of the public
8 and those watching on Xfinity
9 Channel 64. EORC members include
10 the Office of Economic Opportunity,
11 whose Deputy Commerce Director is
12 the Ex-officio Chair of this
13 Committee, Representatives from the
14 African American and Hispanic
15 Chambers of Commerce as well as
16 Representatives from District
17 Council 47 and District Council 33.

18 My name is Lynn Newsome. I
19 am the Deputy Commerce Director for
20 the City of Philadelphia's Office
21 of Economic Opportunity under the
22 Commerce Department. At this time,
23 I'll ask the members of EORC to
24 introduce themselves starting with
25 my left.

1 MS. GIGETTS: Thank you so
2 much. My name is April Gigetts and
3 I am currently the President of
4 AFSCME District Council 47. We
5 represent nine different Locals in
6 the City of Philadelphia. The
7 biggest Local of course is the
8 2187, 2186 which are the
9 professional, administrative and
10 technical employees of the City of
11 Philadelphia. Thank you.

12 MS. RODRIGUEZ: Good
13 morning. I'm Jennifer Rodriguez.
14 I'm the President and CEO of the
15 Greater Philadelphia Hispanic
16 Chamber of Commerce.

17 MS. HAIRSTON: Good
18 morning. Regina Hairston,
19 President and CEO of the African
20 American Chamber of Commerce for
21 Pennsylvania, New Jersey and
22 Delaware.

23 CHAIR NEWSOME: And for the
24 record, we will note the absence of
25 the District Council 33 member.

1 Thank you.

2 The EORC was established by
3 City Council on March 1, 2012. The
4 Committee is responsible for the
5 following: To oversee and
6 facilitate a public review of the
7 implementation, effectiveness and
8 enforcement of Chapter 17-1600,
9 entitled "Economic Opportunity
10 Plans," taking testimony related to
11 diversity and inclusion of the City
12 and being responsive to that
13 testimony, and to share information
14 that is relevant and useful to the
15 development of MBE/WBE/DSBE firms
16 seeking to do business with the
17 City of Philadelphia, and last to
18 make recommendations to the City
19 Council for the adoption of
20 resolutions calling for the
21 appropriate and remedial and legal
22 remedies where we see flagrant
23 violations to inclusion and
24 comments made by contractors --
25 commitments made by contractors to

1 subcontractors on City contracts.

2 These meetings are held on
3 a quarterly basis. The next
4 meeting will be Monday, June 10,
5 2012 at 10:00 a.m. Transcripts of
6 this and all previous meetings are
7 available online at OEO's website
8 which can be found at
9 phila.gov/oeo.

10 Anyone that is interested
11 in giving testimony at the next
12 scheduled meeting must call
13 215-683-2057 or send an email to
14 ariana.d.forde. That's
15 [a-r-i-a-n-a-.d.-f-o-r-d-e@phila.](mailto:a-r-i-a-n-a-.d.-f-o-r-d-e@phila.gov)
16 [gov](mailto:a-r-i-a-n-a-.d.-f-o-r-d-e@phila.gov) by 3:00 p.m. the day before the
17 meeting. You want to submit your
18 full name, your callback telephone
19 number, an email address where you
20 may be reached.

21 At this time we will allow
22 the public an opportunity to give
23 testimony. The ground rules for
24 giving testimony is you come in,
25 you sign in to provide testimony

1 and then step to the mic.

2 (No response.)

3 CHAIR NEWSOME: Being that
4 there's nobody here for testimony,
5 we'll move on to our speakers. But
6 before that, I would like Ariana to
7 come up and make an announcement on
8 behalf of the Office of Economic
9 Opportunity and the EORC.

10 Ariana.

11 MS. FORDE: Good morning.
12 On behalf of the Office of Economic
13 Opportunity and the EORC Committee,
14 I would like to express our
15 condolences regarding the passing
16 of Michael Decker, Chief Clerk of
17 the Philadelphia City Council.

18 My first communication with
19 him was over email last year. He
20 would help me with the scheduling
21 and advertising for the EORC
22 hearings. The last time I spoke to
23 him was in January. His last words
24 to me was, I look forward to
25 finally meeting you in person. He

1 was such a nice person and he was
2 very helpful. He would be greatly
3 missed. Thank you.

4 CHAIR NEWSOME: Thank you,
5 Ariana.

6 Now, we'll ask our speakers
7 to come up and take their seats.

8 (Witnesses approached
9 Witness table.)

10 CHAIR NEWSOME: We have
11 with us today Ms. Rachel Branson,
12 Director of the Office of Minority
13 Businesses Success, a newly created
14 office that will be and has been
15 working with the Office of Economic
16 Opportunity closely. And with her
17 also is her Deputy Darnell Thomas.
18 Whenever you're ready, Rachel.

19 MS. BRANSON: Good morning.

20 MR. THOMAS: Good morning.

21 MS. BRANSON: Again, my
22 name is Rachel Branson. I am the
23 Director of the Office of Minority
24 Business Success, which is a new
25 role created by Mayor Parker as

1 part of her Administration. It's a
2 cabinet-level position.

3 As I am told that part of
4 the origin of this role is this
5 idea that if it's not measured,
6 it's not monitored and it's not
7 done. And so, part of the creation
8 of the Office of Minority Business
9 Success in the Mayor's cabinet is
10 to keep minorities, MBEs, Minority
11 Business Enterprises at the
12 forefront of all discussions in the
13 City, so to elevate any issues
14 regarding MBEs to the cabinet where
15 I work closely with Commerce, the
16 Managing Director, the Law
17 Department and the other members of
18 the Mayor's cabinet.

19 Just some background about
20 myself. I'm an attorney by
21 training. I started my career in
22 Philadelphia at Schnader Harrison
23 Segal & Lewis where I practiced law
24 in the Corporate and IP practice
25 groups. Schnader has a large

1 entrepreneurial base -- well, had
2 entrepreneurial base. At Schnader
3 I worked very closely with small
4 businesses doing M&A deals -- well,
5 small businesses, nonprofits and
6 some larger businesses, but that is
7 where I was trained to work with
8 small businesses and assess their
9 needs.

10 Also while I was at
11 Schnader, I was President of the
12 Black Lawyers of Philadelphia, the
13 Barrister's Association. And
14 through that role I had the
15 opportunity to engage with the
16 community in a meaningful way as
17 well as the Philadelphia Bar
18 Association.

19 I left Schnader to go
20 inhouse, and I was at SunGard Data
21 Systems which got acquired by a
22 company called FIS. There I was in
23 their Legal department, but I
24 supported the sales team, managing
25 all of their legal needs and moved

1 from legal to procurement where I
2 ran legal operations for FIS'
3 global procurement, which had a
4 spend of about \$4 billion. I left
5 there and was most recently general
6 counsel of a fintech.

7 So I share my experience to
8 say that I've worked closely with
9 entrepreneurs. I've worked closely
10 with the community. I've worked
11 with procurement and I've worked in
12 a startup. And some of this role
13 is to create an office, so stand up
14 an office, assess the needs of
15 minority businesses and to be an
16 advocate for them, which is
17 integral to what attorneys do, but
18 to bring all of my experiences and
19 to advocate MBEs while working
20 closely with OEO.

21 I've met with the Hispanic
22 Chamber and with the African
23 American Chamber as well. But part
24 of the role is to be a convener of
25 all of the organizations that -- or

1 organizations in Philadelphia that
2 purport to support MBEs, to make
3 sure to cross-pollinate.

4 We're meeting with the
5 public and private sectors, which I
6 think is a little different than
7 what's currently happening. And
8 so, we're able to hear the
9 conversations, hear the needs,
10 talking directly with entrepreneurs
11 since we've started and trying to
12 lay a roadmap or kind of a map to
13 all of the resources that are
14 available to MBEs in Philadelphia.

15 Part of our goal and our
16 mission is to be a one-stop shop
17 for MBEs. And already since the
18 announcement of the role, we've had
19 entrepreneurs call us with issues
20 and challenges they've had in
21 working with the City or they just
22 want to share their story about
23 starting a business, running a
24 business and challenges they've
25 had.

1 One of the things that
2 we've -- as Darnell and I, we've
3 been meeting with stakeholders,
4 we've been hearing some themes and
5 we are here to help kind of I would
6 say grease the skids for our MBEs
7 in Philadelphia and make sure they
8 thrive.

9 MR. THOMAS: Thank you.
10 Good morning. I'm Darnell Thomas.
11 I'd like to say that I am the
12 resident entrepreneur, but my
13 official title is Deputy Director
14 of MBS. Just a brief background.
15 I started as an entrepreneur at the
16 age of 14. Got my first business
17 loan from PCDC at 18. Opened
18 retail locations along the East
19 Coast and grew that company over 14
20 years.

21 And one of the reasons why
22 I was appointed to this position is
23 because I failed at that business
24 once I garnered a huge client Five
25 Below, and it grew me right out of

1 business. And so, I started
2 another business which was a
3 successful exit. So I have both
4 sides of the story and the daily
5 trials and tribulations that
6 entrepreneurs go through, so I
7 speak the same language that they
8 speak and I can also help
9 communicate that need or the wants
10 and desires or frustrations that
11 that entrepreneur may have to my
12 Director as well as the Mayor and
13 the team in the Admin.

14 So I'm just here to help
15 disrupt and innovate internally and
16 also connect to the larger
17 entrepreneur community to make sure
18 they are successful. And one of
19 the things we want to do is create
20 a success map so that entrepreneurs
21 from startups to the emerging to
22 mature entrepreneurs, mature
23 companies know where to go, who to
24 talk to and how to become more
25 successful. So that's what I'm

1 here to do.

2 MS. BRANSON: Do you have
3 any questions for us?

4 MS. RODRIGUEZ: Hi. So is
5 the -- have you defined the groups
6 that you are going to be serving?
7 So you mentioned MBEs. Is that
8 exclusively MBEs or are there other
9 disadvantaged groups that are going
10 to fall under the purview of the
11 office?

12 MS. BRANSON: So as the
13 Mayor's directed, we are here to
14 serve Black and Brown businesses,
15 but we are here to serve all of the
16 citizens of Philadelphia. So
17 looking specifically at Black and
18 Brown but also serving everyone.

19 As you know, it's important
20 to the Mayor that there be economic
21 opportunity for all. And so, we're
22 focused to the all as well. Some
23 of the efforts that we've
24 identified and some of the gaps in
25 service for MBEs we've identified I

1 guess fall under the category of
2 the rising tide lifts all boats.
3 So there are some challenges that
4 impact all small businesses in
5 Philadelphia, but just
6 disproportionately impact MBEs.
7 But we intend to try to improve all
8 of those processes, which will
9 better everyone.

10 MS. RODRIGUEZ: Thank you.

11 MS. HAIRSTON: Thank you
12 for sharing your stories. You both
13 are uniquely positioned to be
14 successful in this role, so we
15 appreciate you for serving.

16 Director Branson, you
17 talked about the Mayor's vision.
18 It is your charge to operationalize
19 that vision. And can you help me
20 and the Committee understand what
21 measure of success is going to look
22 like? And then Part 2 of that,
23 there was a study done by Arizona
24 State University and Philadelphia
25 ranked second to last as far as the

1 ease of doing business. Can you
2 talk to us about how you plan to
3 incorporate that into your
4 operational plan?

5 MS. BRANSON: So on your
6 first question on operationalizing
7 the Mayor's vision, what I've been
8 doing or what we've been doing
9 since we started at the end of
10 January is going on a listening
11 tour. So as you know, we met with
12 the African American Chamber, I've
13 met with the Hispanic Chamber.
14 We've met with folks in nonprofits,
15 folks that have capital, many
16 people in this space who are doing
17 work in service of MBEs.

18 And so, as part of that
19 process we have been listening and
20 distilling and trying to identify
21 where to focus our efforts, what
22 our efforts are and where to focus
23 them. As we've done that, we've
24 identified that under our convening
25 power of the Mayor's Office there

1 is -- we intend to advocate for
2 MBEs. What does that look like?

3 That looks like elevating
4 the issues to the Mayor, but also
5 we've been looking at policies,
6 looking at every policy, practice,
7 procedure, rule, law that stands in
8 the way of MBE success and we've
9 been identifying them and intend to
10 raise them with the Mayor and
11 others that can modify that,
12 working with the Law Department as
13 well as our partners in the Law
14 Department. So that's one way.

15 Also, through customer
16 service. So I think some of our
17 vision included -- I know it's
18 important to the Mayor that we have
19 a government that people can see,
20 touch and feel. And so, as we go
21 into the community and become the
22 face of minority business success
23 to, one, listen to the stories,
24 take action, so we've been able to
25 connect with our partners in

1 Commerce and elevate issues of
2 small business owners. Say if
3 someone hasn't gotten back to them,
4 it's just really a lot of the red
5 tape that I guess probably the
6 Arizona report that you've
7 identified. So we've been able to
8 elevate those issues and kind of
9 move them forward, get background
10 information.

11 Things aren't as easy as
12 people -- sometimes people don't
13 know all the steps involved, but
14 our goal is we want them to call us
15 and then we reach out to our
16 partners in Commerce and say, hey,
17 can you check into this issue for
18 us. So that's one area that we've
19 had a lot of success.

20 I think the other thing
21 that keeps coming up --

22 MR. THOMAS: May I?

23 MS. BRANSON: Yes, you may.

24 MR. THOMAS: So one
25 specific area that we keep hearing

1 about is the certification process
2 and how daunting and how long it
3 takes. And so, we're going to take
4 a look at that right away because I
5 think that's low-hanging fruit
6 maybe, maybe --

7 MS. BRANSON: I don't --
8 okay, you said so.

9 MR. THOMAS: Yeah. I
10 think -- well, half of the problem
11 is identifying the problem, right.
12 So we know that's a problem across,
13 we heard it from different
14 departments internally. So we
15 certainly want to take a look at
16 that process and see are there ways
17 to improve it, eliminate some of
18 the steps, bring in other partners
19 that could help end that process
20 just to speed up the ability to do
21 business with the City or the
22 different departments.

23 So that's one immediate
24 thing that's low-hanging fruit for
25 us to take a look at. So again, we

1 have convening powers and we also
2 can elevate a lot of these issues
3 to the Mayor to make the team aware
4 of what's happening of what
5 entrepreneurs like myself go
6 through.

7 MS. BRANSON: Another thing
8 I want to raise is just scaling.
9 There are a number -- and I forget
10 the statistic. I don't know if
11 it's 96 percent of MBEs that have
12 zero employees. And so, one of the
13 things that we want to be
14 supportive in is helping MBEs
15 scale.

16 And one of the things that
17 keeps coming up as you know is with
18 regard to back office support. So
19 there are several organizations in
20 Philadelphia that are offering or
21 creating their own version of that.
22 And so, we want to be part of that
23 conversation and perhaps structure
24 it so that we are all kind of
25 rowing in the same direction and

1 making sure that, one, people know
2 about these resources. I think
3 that's something else that keeps
4 coming up, is that the public is
5 not aware of the resources
6 available to them.

7 And so, marketing those
8 efforts and making sure that for
9 MBEs and for any small business in
10 Philadelphia, when they start, they
11 should be calling the Commerce
12 Department because there are so
13 many resources there. But some of
14 it is just marketing and letting
15 people know what's available to
16 them.

17 MR. THOMAS: Yeah. Well,
18 one of the things we found out just
19 Friday was that entrepreneurs don't
20 know what's happening in Commerce
21 to the degree in which they should,
22 and they also connect Commerce to
23 some of the compliance offices such
24 as to L&I, so in general the City
25 is not good for me to contact so

1 they want to stay away.

2 So we have a branding issue
3 that again we can convene the
4 correct stakeholders and partners
5 to help us get the word out that,
6 no, Commerce is a friend. Maybe
7 you don't like L&I, but Commerce is
8 a friend and you should talk to
9 Commerce about any L&I issue or
10 talk to MBS about any issue you may
11 have with the City.

12 CHAIR NEWSOME: I do have a
13 question. Your office is the
14 Minority Business Success.

15 MS. BRANSON: Yes.

16 CHAIR NEWSOME: And we know
17 that success is contingent on
18 finances. Do you have any plans on
19 tackling the issue of low access to
20 capital for minority businesses,
21 contacting financial institutions
22 to help with credit lines or low
23 interest rates, anything of that
24 that nature?

25 MS. BRANSON: So one of our

1 key partners in this work is Kafi
2 Lindsay, who is heading up the
3 Mayor's Office of Strategic
4 Partnerships. So she has been
5 actively meeting with foundations
6 to find out what resources are
7 available, what their areas of
8 interest are and things that they
9 are able to support.

10 We also are identifying
11 sources, CDFIs and others that have
12 resources for MBEs as well.

13 Anything else on that?
14 Darnell's our expert on that.

15 MR. THOMAS: Yeah. We all
16 know and heard in the campaign
17 patient capital. And so, we can't
18 start a bank or do anything like
19 that, but what we can do is again
20 convene CDFIs such as PIDC, the
21 Enterprise Center, NPF in North
22 Philadelphia and make sure that
23 they work together to possibly --
24 these here are some ideas to pull
25 money and we talked to Kafi and see

1 if banks will -- if they had pulled
2 money that they can guarantee the
3 debt from the banks, for example,
4 that patient capital where they
5 underwrite more friendly.

6 So those are some of the
7 ideas. So we have ideas around
8 this. And we just have to convene
9 and we just need to be given time
10 to do it. So it's still early yet.
11 But at the end of the day, we do
12 know we're charged with access to
13 capital, patient capital, friendly
14 capital. And so, again we're going
15 to convene folks in those spaces
16 and make sure that we get any City
17 resources that we can to help those
18 CDFIs and lenders lend to local
19 businesses, not just MBEs.

20 MS. HAIRSTON: I have a
21 follow-up question in that regard.
22 So with CDFIs, in the process of
23 convening them are you asking how
24 much money they're lending now?
25 Because we've seen an enormous

1 amount of investment coming out of
2 the state to CDFIs for lending. We
3 saw an enormous investment during
4 COVID that was put into CDFIs for
5 this particular reason. So I think
6 it would be helpful to understand
7 what is the rate they are lending
8 at now.

9 MR. THOMAS: I agree with
10 that and, no, we haven't talked
11 about that as of yet. But it would
12 be great to get the data to know
13 who are you lending to, what areas
14 are you covering, what industries
15 are you covering. For example, we
16 talked to a CDFI in Delaware that's
17 lending probably 80 percent of
18 their portfolio in Philadelphia to
19 the Latino market and they're doing
20 acquisitions.

21 And so -- and that's
22 amazing to me because acquisitions
23 for grocery stores and stuff like
24 that, maybe one day they can get
25 bigger acquisitions because they

1 know how to do it. So I think in
2 general we have to collect data
3 from the market, from the
4 stakeholders, from the
5 entrepreneurs to really get a good
6 picture of where the gaps are so
7 that we can create that success
8 back. But thank you for that.

9 MS. RODRIGUEZ: So during
10 the Kenney Administration, there
11 was -- he issued an Executive order
12 with the Small Business Owner Bill
13 of Rights that basically not
14 guarantees, but makes a promise
15 that the City of Philadelphia will
16 provide good customer service,
17 customer service that is I would
18 say fair. So that is I think a
19 really important document that I
20 think should be re-activated and
21 it's a way -- and perhaps reissue
22 it. This idea that you as a
23 business owner have the right to
24 customer service, to transparent
25 processes, et cetera, et cetera.

1 And I think a lot of it
2 goes to the point that Regina made
3 related to the ease of doing
4 business. When we surveyed small
5 business owners, which we have done
6 now collectively for close to three
7 years, we're about to issue a new
8 survey in collaboration with the
9 Asian and African American Chambers
10 and the LGBTQ Chamber.
11 Consistently three things rise up
12 as priorities: The ease of doing
13 business, the cost of doing
14 business and crime and safety.

15 And the ease of doing
16 business in the opinion of the
17 Hispanic Chamber is probably the
18 top priority because the time and
19 complexity equals cost, so not only
20 are businesses having to pay taxes,
21 and we know the story about
22 Philadelphia's small business
23 taxes, but in addition to that,
24 that complexity bureaucracy adds
25 dollars and cents. So I think it's

1 almost like a double tax in many --
2 triple tax because you double tax
3 and now one more, triple tax,
4 right.

5 And so many of our
6 businesses in communities of color
7 are in industries that require a
8 lot of licensing, permitting and
9 they just do not have the back
10 office --

11 MR. THOMAS: Right.

12 MS. RODRIGUEZ: -- and the
13 funding to really get this done
14 fast, so they have to step out of
15 their business to perform this
16 task, which then they have to come
17 back. So there's this whole
18 process that I think, that I know
19 if we could streamline some key
20 processes at predictability to
21 them, there would be a significant
22 improvement in the perception of
23 the City of Philadelphia as a place
24 in which to do business.

25 And finally, those same

1 surveys that we have conducted we
2 are probably the only organizations
3 that ask small businesses and
4 entrepreneurs whether they would
5 recommend the City of Philadelphia
6 as a place in which to do business
7 to other entrepreneurs. So that's
8 your opinion as an entrepreneur to
9 other entrepreneurs.

10 MR. THOMAS: Yeah.

11 MS. RODRIGUEZ: And the
12 scale, really the outcome of that
13 question is that less than 50
14 percent of entrepreneurs would
15 recommend the City of Philadelphia.
16 In fact, the Net Promoter Score is
17 -55, right. So it's really not a
18 good picture of the City of
19 Philadelphia. So those are the
20 three items that they mentioned
21 that would make a significant
22 difference.

23 MS. BRANSON: Thank you --

24 MR. THOMAS: Thank you.

25 MS. BRANSON: -- for

1 sharing that. After my meeting
2 with the Policy Committee of the
3 Hispanic Chamber, that was one of
4 the things that stayed with me
5 because when I think about, one,
6 that there's generally concerns
7 with small business owners about
8 the difficulty or the perception
9 it's very difficult to do business
10 in Philadelphia and then if you add
11 English not being your first
12 language to that, I can only
13 imagine how that just compounds the
14 issue.

15 In our capacity, we sit on
16 the Open for Business PHL
17 Committee. And so, we are in the
18 process, we had our kick-off
19 meeting on Friday to elevate again
20 those issues that have been
21 identified, the amount of time that
22 it takes to get L&I or the
23 inspections, and then how the
24 trickle effect when there's a delay
25 in the inspection, landlords,

1 tenants or business owners are
2 still paying rent, employees aren't
3 working. And we know that MBE
4 owners hire minorities. And so,
5 there's that concern too.

6 And so, we've been
7 collecting those stories and we
8 intend to advance those and elevate
9 those as part of that Open for
10 Business PHL discussion.

11 MS. RODRIGUEZ: And if I
12 may, one thing you may want to look
13 at is the service delivery
14 district-to-district, right. So
15 you have L&I and these other
16 offices divided by zones. And what
17 we're finding at times is that
18 there's a disparity in service
19 delivery between zones. So we will
20 have one of our CPAs in our
21 membership that works with
22 businesses across different areas
23 and they will be doing the same
24 transaction with two different L&I
25 offices and one L&I office will

1 work at a decent pace and the other
2 one will be super delayed.

3 And when asked -- and I've
4 seen this. I've been copied on
5 communication. And when asked
6 about the delay, they've been told
7 it takes as long as it takes, so
8 the average may not tell you the
9 full story but really look at
10 disparities. And I think in all
11 areas of services in the City of
12 Philadelphia when things are
13 divided, when tasks are divided by
14 zone, the tendency we hear is that
15 one zone gets better service than
16 another, and that's important to
17 also assess.

18 MS. BRANSON: Thank you.

19 MR. THOMAS: Thank you.

20 MS. GIGETTS: If I can just
21 jump in. When you look at these
22 kinds of disparities -- so my
23 background, before I was the
24 President of District Council, I
25 was a building inspector for L&I.

1 MS. BRANSON: Oh, okay.

2 MR. THOMAS: Okay.

3 MS. GIGETTS: And so, I
4 know some of the challenges that
5 folks can have from
6 district-to-district. And L&I I
7 think has always been a department
8 that suffers from many, many, many
9 different kinds of directives and
10 essentially is understaffed. And
11 that's one of the challenges I know
12 as an employee or former employee.

13 And actually I'm working on
14 the L&I Task Force. The report
15 just came out from Driscoll's
16 office, Councilman Driscoll's
17 office, and I believe Basil Merenda
18 was the Chair of that Committee and
19 now is the Commissioner of L&I.
20 And so, the hope is some of these
21 disparities come from the City just
22 not being able to recruit and
23 retain. And my life even before
24 that was a union carpenter.

25 And so, as a minority

1 person working in this industry I
2 guess my question is around the
3 building trades and how minority
4 businesses and the challenges
5 minority businesses have in the
6 building trades and whether or not
7 there's been some discussion around
8 elevating that sector as well
9 because that is an avenue out of
10 poverty for people of color in the
11 building trades unionized work?

12 And so, I know that there
13 has been talk about that for many
14 years and I know that's on the
15 heart of this Mayor. And so, I was
16 hoping there has been some dialogue
17 around that as well.

18 MR. THOMAS: Yeah. I don't
19 know about you, Rachel. But last
20 week it just came to my attention
21 that workforce is directly
22 connected to the success of
23 business. So I'm so focused on
24 business, business, business and we
25 heard from various departments here

1 how that pipeline is needed. And
2 so, you are absolutely right.

3 But I swear it just came to
4 me Friday after talking to two
5 different departments that
6 discussed that pipeline, how we
7 need to get young people involved
8 in the unions and apprenticeships
9 quite honestly so that they are
10 ready to start a business or work
11 for a local business. And so, it's
12 something that's now on my radar at
13 least. I'm sure yours as well.

14 I do know the Mayor and the
15 team talked about workforce
16 development and we know there's
17 tons of dollars there, federal,
18 state dollars for workforce
19 development. And quite honestly,
20 the youth here need it with the
21 violence and everything. Now, it's
22 on my rader and I know Rachel's
23 also. She heard the same thing
24 last week.

25 MS. HAIRSTON: And if I can

1 just lift something up around that.

2 As it relates to union labor and
3 small businesses and minority
4 businesses, in order to grow
5 businesses in Philadelphia so that
6 they can afford union labor so that
7 they can compete on bids, they have
8 to grow and they have to scale.

9 Because if not, we've heard the
10 statistic 96 percent, and in
11 Philadelphia it's actually 97
12 percent of businesses that don't
13 have employees. 96 percent is the
14 national statistic. So until we're
15 actually able to grow and scale
16 Black businesses so that ecosystem
17 can work together.

18 MR. THOMAS: Thank you.
19 You're absolutely right.

20 MS. BRANSON: Thank you.

21 CHAIR NEWSOME: And to that
22 point, one of the first
23 conversations we had was when I
24 asked the question, you're charged
25 with creating business, but how do

1 you do that? Can you give us an
2 outline on how you intend to grow
3 businesses like Regina said, that
4 it's the scaling up making sure
5 they have the capacity to do bigger
6 projects. How do you begin to
7 tackle that dilemma? How do you
8 actually grow a business?

9 MS. BRANSON: So some of
10 the things that we took some time
11 to identify is what businesses need
12 based on I guess where they are in
13 their business lifecycle, right.
14 So for early stage companies, that
15 could be seed capital. There are
16 resources such as programs. Our
17 intention is to connect them with
18 programs available for new business
19 owners. I don't remember anything
20 else for early stage.

21 MR. THOMAS: Accelerators.

22 MS. BRANSON: Accelerators.
23 For mid-stage and emerging growth
24 companies, we talked again about
25 resources but specific resources

1 and part of our mapping exercise
2 and our meetings with Commerce is
3 to identify -- and the Land Bank
4 and others where there are these
5 accelerators that already exist.

6 So again, one of the themes
7 that we've identified is a lack of
8 knowledge about where these
9 resources are, right. So
10 connecting MBEs to the resources
11 that are readily available to them
12 such as these accelerators. And
13 we've even discussed creating a
14 procurement accelerator
15 specifically to grow and scale some
16 MBEs, to ready them for City
17 contracts.

18 And then for late stage
19 companies, we talked about VC,
20 connecting them with venture
21 capital dollars, more patient
22 capital --

23 MR. THOMAS: Fellowships.

24 MS. BRANSON: Fellowships,
25 that's exactly right. So it

1 depends on the business and where
2 they are in their stage of
3 development.

4 MR. THOMAS: And each
5 business will need -- back in the
6 day it was technical support, but
7 that doesn't work as well now,
8 right. So they need -- and,
9 Regina, we've talked about this,
10 triage, right. You come in and we
11 see specific -- a generalist will
12 look at the specific issues that
13 that business may face and then
14 send you out to a specialist who
15 can help you in that particular
16 area at your stage in business. So
17 they will need professional
18 services going forward, coaching
19 going forward.

20 Todd from PHDC, he
21 mentioned mindset because again, if
22 we can teach small business owners
23 how to be persistent and forever
24 learning and how to network, how to
25 be resilient to take care of your

1 body and health, all of those
2 things help with success. So
3 that's the new type of training,
4 leadership training that we have to
5 talk about, those soft skills. If
6 we teach them that, they can do
7 almost anything and learn almost
8 anything. So these are some of the
9 ways that we need to ready these
10 businesses, because there are huge
11 opportunities coming from the
12 federal government, from the state.

13 And just to look at some of
14 these models that are out here, we
15 plan to reach out to the City of
16 El Paso, San Antonio who has great
17 playbooks developed by the Nowak
18 Metro Finance Lab on Drexel's
19 campus. So these are local
20 institutions that help other
21 cities. So again, they face red
22 tape here in this City and we have
23 to elevate what they've done to the
24 Mayor, to the different departments
25 and say, hey, let's look at other

1 cities and see what they did around
2 procurement.

3 Let's look at other cities,
4 international cities. Copenhagen,
5 what did they do with land, what
6 did they do with bonds and how did
7 they get funding for entrepreneurs,
8 because Copenhagen was one of the
9 poorest cities and now it's No. 2.
10 Now, these models are out there.
11 We don't want to reinvent the
12 wheel.

13 And we have a great
14 Governor now too. If you look at
15 what's happening with Open for
16 Business, PA Open for Business,
17 whatever it's called, the state is
18 now penalized if they don't serve
19 that entrepreneur within 48 hours I
20 think or something like that. So
21 there are models out there and we
22 just have to put the pieces of the
23 puzzle together to help them
24 succeed.

25 MS. BRANSON: Lynn, one

1 more thing. One thing that has
2 become kind of clear to me as we do
3 this work is that there are
4 cultural issues that impact MBEs
5 that may not impact a larger small
6 business community. So one of the
7 things I know for sure is there is
8 no one-size-fit-all answer for each
9 MBE. We know that there are some
10 MBES that look very successful,
11 that their books aren't together.
12 But we know that this is going to
13 require, as someone said, business
14 social workers. So it is a one-to-
15 one type of triage, as Darnell
16 mentioned, looking at that business
17 seeing what it needs in particular.

18 We even met with one
19 entrepreneur who's been fairly
20 successful but doesn't know why
21 they're successful. And so, one of
22 the things that they've asked for
23 is for someone to come look at
24 their business so they can tell
25 their story because they're not

1 even sure how to tell their story.

2 They're like, something I'm doing

3 works, but I don't really know.

4 So when we met with Penn

5 last week, we said, well, we need

6 some resources from Wharton, you

7 know, can you make a connection so

8 that our MBES can get in there and

9 get some dedicated consulting and

10 find out how they can tell their

11 story so that they can help another

12 MBE.

13 CHAIR NEWSOME: That's

14 interesting because that's pretty

15 much like what we try to do with

16 our Business Development Series

17 where we give them that education,

18 some of that knowledge that they

19 lack. They know how to do the

20 work. They know their skill. They

21 know how to perform the work.

22 However, they may not know, like

23 you said, why their business is

24 working. They might not have had a

25 business plan when they started

1 out. So our Business Development
2 Series is geared to do that.

3 And, Darnell, you talked
4 about the technical assistance. We
5 try to define or redefine what
6 technical assistance looks like.
7 And a lot of it is informational,
8 how to set up a business, how to
9 staff your business, whether you're
10 an entrepreneur, whether you know
11 what it is to be an entrepreneur,
12 those types of things that weren't
13 taught in the past.

14 So we look forward to
15 working with your office very
16 closely on tackling some of those
17 issues, breaking down some of those
18 barriers that impede the success
19 for minority businesses.

20 One of the things I wanted
21 to ask you about is the procurement
22 process in the City. Have you
23 taken a look at the procurement
24 process and what are your
25 initiatives into cutting some of

1 it -- I heard you talk about red
2 tape, cutting some of the red tape
3 in the City's procurement
4 processes?

5 MS. BRANSON: You want to
6 take that?

7 MR. THOMAS: Yeah. So it's
8 still early yet for us, Lynn. But
9 there are -- the behind the scenes
10 talks about ways to streamline the
11 process, right, and so to be more
12 transparent and more inclusive.
13 But it's a bunch of red tape too
14 with that. So everybody knows it's
15 a problem, including the Mayor and
16 the team there. And they have
17 strategies that they can deploy.

18 But again, we have to be
19 careful in that we don't want to
20 topple things that are working, but
21 we want to kind of quell some of
22 those things that aren't working or
23 stop them or cut them out. So we
24 have to take a deeper look. And I
25 think over the next couple of weeks

1 we will start looking at these
2 processes and just seeing what are
3 the problems, what are the
4 opportunities inside of the
5 procurement process.

6 But the main thing that we
7 want to do is make MBEs in
8 particular aware of the
9 opportunities in the City because
10 we're notoriously famous for
11 starting the wrong businesses,
12 right. We start just risky
13 low-margin businesses that
14 typically go out of business within
15 5 years where other groups they
16 fail in 9 to 10 years. Business is
17 just tough for everybody, right.
18 So we want to make sure that we
19 connect them to the information
20 that we'll say, hey, look, the City
21 buys this amount of services per
22 year. You can have this kind of
23 business if you go through the
24 readiness programs available here.

25 So we have to figure out

1 what are those steps they would
2 have to go through. But the most
3 important thing is to prepare them
4 to say, you know what, I'll go
5 through hell to get that business,
6 excuse my French. But that's the
7 real idea. While we take our time,
8 I know it's going to take some time
9 to go through this process and
10 finetune and cut some of the fat.

11 CHAIR NEWSOME: And one
12 last question, and I know Rachel we
13 talked about this. People are
14 going to ask what's the difference
15 between your office and my office,
16 the Office of Economic Opportunity.
17 So shall we together try to put
18 that in some kind of context?

19 MS. BRANSON: So one of the
20 things that we aligned on was that
21 part of the role of the Office of
22 Minority Business Success is to
23 elevate issues that are not part of
24 the larger Commerce Department
25 conversation. Commerce

1 Department's mandate is large.

2 And so, some of the role of
3 MBS is to elevate the policies and
4 processes that stand in the way of
5 MBE success. We've taken some that
6 you've identified in your day-to-
7 day and just bringing them to the
8 table for the Mayor to hear.

9 Things like the certification
10 process we've talked about and
11 trying to streamline that. So
12 that's one area. It's just, one,
13 that main line to the Mayor to
14 elevate the issues, some that
15 you've identified and just passing
16 that agenda on.

17 Also the customer service
18 piece, being part of the government
19 that people can see, touch and
20 feel -- well, see -- touching and
21 feeling are the same, but being a
22 one-stop shop so entrepreneurs can
23 call us. And then we can say,
24 well, you know what, I know OEO has
25 a program about this or they're

1 going to have a program on Friday
2 or next week, just I'm pointing
3 people to the resources that they
4 need.

5 MR. THOMAS: Yeah.

6 MS. BRANSON: Also, we're
7 in some ways co-conspirators for
8 the success of MBEs. And so,
9 working together we'll identify
10 things that need to be modified and
11 changed. But we can't do our work
12 without you and you have all the
13 data.

14 CHAIR NEWSOME: We do have
15 the data.

16 MS. BRANSON: And you're
17 going to make sure that we comply
18 with the law as well. So whereas
19 we're public and private, we're
20 looking at the government's systems
21 as well as community partners and
22 seeing how we can identify
23 efficiencies and then bring those
24 back to you, things that we hear.

25 It's an ongoing dialogue

1 and exchange of information and
2 knowledge exchange drawing on your
3 vast experience dealing with MBEs
4 and making sure they're in
5 compliance and government's in
6 compliance and then giving us the
7 tools we need to go out and elevate
8 them in this Administration.

9 MR. THOMAS: May I?

10 MS. BRANSON: Yes.

11 MR. THOMAS: Lynn, you
12 talked about being a pit bull
13 enforcer and we want to keep you in
14 that role. So if you're the
15 pit bull, we want to be the nimble
16 cat that goes from department to
17 department and bring resources to
18 those departments.

19 So maybe you're too busy
20 enforcing some of the rules and
21 policies, right, with your
22 mainstream businesses as well as
23 MBEs. So maybe we can help out
24 with the certification process or
25 we'll hear some of your needs and

1 elevate it to the Mayor to make
2 sure that we have the resources
3 surrounding OEO.

4 And so, there are other
5 departments, for example, that we
6 can bring to the table. Kafi
7 Lindsay, Strategic Partnerships;
8 Donovan West with Business
9 Roundtables, those are things that
10 we can bring to the table,
11 departments we can bring to the
12 table, community engagement, to let
13 people know about the Commerce
14 Department resources and things
15 like that. So we want to be the
16 nimble cat while you remain the
17 pit bull, which we gladly hand over
18 to you.

19 CHAIR NEWSOME: Well, I
20 would like to say that we are the
21 ones that uncover or identify the
22 barriers. You're the ones that
23 have the power to break those
24 barriers. So we work very well
25 together and I look forward to

1 continuing working with both of
2 you. And thank you very much for
3 being with us today.

4 MS. BRANSON: Thank you.
5 Thank you.

6 MR. THOMAS: Thank you.
7 Thank you.

8 CHAIR NEWSOME: I think
9 that's all that we have today. So
10 I'd just like to thank all of our
11 speakers today. And as both the
12 Chair of the Committee as well as
13 the Deputy Commerce Director for
14 the Office of Economic Opportunity,
15 we continue to look for ways that
16 innovate and increase MBE
17 participation in the City of
18 Philadelphia's contracts.

19 As always, I invite the
20 public and minority and women
21 businesses to utilize our workshops
22 at OEO. We have workshops every
23 third and fourth Wednesday of the
24 month from 1:00 to 3:00. And I
25 strongly encourage our diverse

1 communities to attend these
2 meetings that play an important
3 role to providing the information
4 that is relevant and useful to the
5 development of your companies.

6 As always, I remain
7 grateful for the opportunity to
8 lead and thank you. And this
9 meeting is adjourned.

10 MR. THOMAS: Thank you.

11 MS. BRANSON: Thank you.

12 (Economic Opportunity
13 Review Committee concluded at
14 10:51 a.m.)

15

16

17

18

19

20

21

22

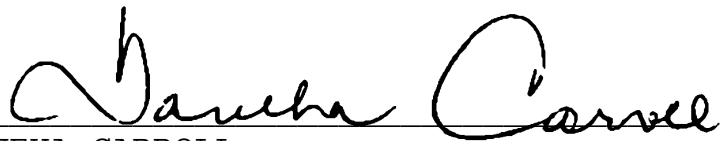
23

24

25

C E R T I F I C A T I O N

I, hereby certify that the proceedings
and evidence noted are contained fully and
accurately in the stenographic notes taken by
me in the foregoing matter, and that this is a
correct transcript of the same.

A handwritten signature in black ink, reading "Taneha Carroll". The signature is fluid and cursive, with the first name "Taneha" and the last name "Carroll" clearly distinguishable.

TANEHA CARROLL
Court Reporter - Notary Public

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

<hr/>	2187	<hr/>	address	amazing
\$	3:8	A	5:19	25:22
\$4	<hr/>	a-r-i-a-n-	adds	American
10:4	3	a--d--f-	27:24	2:14 3:20
<hr/>	33	o-r-d-e@	Admin	10:23
-	2:17 3:25	phila.	13:13	16:12 27:9
-55	3:00	5:15	Administrat	amount
29:17	5:16	a.m.	ion	25:1 30:21
<hr/>	<hr/>	5:5	8:1 26:10	46:21
1	4	ability	administrat	announcemen
1	47	19:20	ive	t
4:3	2:17 3:4	absence	3:9	6:7 11:18
10	48	3:24	adoption	Antonio
5:4 46:16	41:19	absolutely	4:19	40:16
10:00	<hr/>	35:2 36:19	advance	appointed
5:5	5	accelerator	31:8	12:22
11	5	38:14	advertising	apprentices
2:3	46:15	accelerator	6:21	hips
14	50	s	advocate	35:8
12:16,19	29:13	37:21,22	10:16,19	approached
17-1600	<hr/>	38:5,12	17:1	7:8
4:8	6	access	afford	April
18	64	22:19	36:6	3:2
12:17	2:9	24:12	African	area
<hr/>	<hr/>	acquired	2:14 3:19	18:18,25
2	8	9:21	10:22	39:16
2	80	acquisition	16:12 27:9	48:12
15:22 41:9	25:17	s	AFSCME	areas
2012	<hr/>	25:20,22,	3:4	23:7 25:13
4:3 5:5	9	25	age	31:22
2024	9	action	12:16	32:11
2:3	46:16	17:24	agenda	Ariana
215-683-	96	actively	48:16	6:6,10 7:5
2057	20:11	23:5	agree	ariana.d.
5:13	36:10,13	add	25:9	forde.
2186	97	30:10	aligned	5:14
3:8	36:11	addition	47:20	Arizona
		27:23		15:23 18:6

Asian 27:9	barriers 44:18	41:6	11:23,24	46:11,13
assess 9:8 10:14 32:17	Barrister's 9:13	books 42:11	12:16,23 13:1,2	buys 46:21
assistance 44:4,6	base 9:1,2	branding 22:2	16:1 17:22 18:2 19:21 21:9 22:14	<hr/> C
Association 9:13,18	based 37:12	Branson 7:11,19, 21,22	26:12,23 27:4,5,13, 14,16,22	cabinet 8:9,14,18
attention 34:20	basically 26:13	14:2,12 15:16 16:5 18:23 19:7	28:15,24 29:6 30:7, 9,16 31:1,	cabinet- level 8:2
attorney 8:20	Basil 33:17	20:7 22:15,25 29:23,25	10 34:23, 24 35:10, 11 36:25	call 5:12 11:19 18:14 48:23
attorneys 10:17	basis 5:3	32:18 33:1 36:20 37:9,22	37:8,13,18 39:1,5,13, 16,22	callback 5:18
avenue 34:9	begin 37:6	38:24 41:25 45:5 47:19	41:16 42:6,13, 16,24	called 2:5 9:22 41:17
average 32:8	behalf 6:8,12	breaking 44:17	43:16,23, 25 44:1,8, 9 46:14, 16,23 47:5,22	calling 4:20 21:11
aware 20:3 21:5 46:8	bids 36:7	bring 10:18 19:18	businesses 7:13 9:4, 5,6,8 10:15 14:14 15:4	campaign 23:16
<hr/> B	bigger 25:25 37:5	bringing 48:7	businesses 7:13 9:4, 5,6,8 10:15 14:14 15:4	campus 40:19
back 18:3 20:18 26:8 28:9, 17 39:5	biggest 3:7	Brown 14:14,18	22:20 24:19 27:20 28:6 29:3 31:22 34:4,5 36:3,4,5, 12,16 37:3,11 40:10 44:19	capacity 30:15 37:5
background 8:19 12:14 18:9 32:23	Bill 26:12	building 32:25 34:3,6,11		capital 16:15 22:20 23:17 24:4,13,14 37:15 38:21,22
bank 23:18 38:3	billion 10:4	bunch 45:13		care 39:25
banks 24:1,3	Black 9:12 14:14,17 36:16	bureaucracy 27:24		career 8:21
Bar 9:17	boats 15:2	business 4:16 7:24 8:8,11		
	body 40:1			
	bonds			

careful 45:19	16:12,13 27:10,17 30:3	40:15,22 44:22 46:9,20	3:16,20 8:15 18:1, 16 21:11, 20,22 22:6,7,9 38:2 47:24,25	compliance 21:23
carpenter 33:24	Chambers 2:15 27:9	City's 45:3	Commissioner 33:19	compounds 30:13
category 15:1	Channel 2:9	clear 42:2	commitments 4:25	concern 31:5
CDFI 25:16	Chapter 4:8	Clerk 6:16	Committee 2:5,13 4:4 6:13 15:20 30:2,17 33:18	concerns 30:6
CDFIS 23:11,20 24:18,22 25:2,4	charge 15:18	client 12:24	communicate 13:9	condolences 6:15
Center 23:21	charged 24:12 36:24	close 27:6	communication 6:18 32:5	conducted 29:1
cents 27:25	check 18:17	closely 7:16 8:15 9:3 10:8, 9,20 44:16	communities 28:6	connect 13:16 17:25 21:22 37:17 46:19
CEO 3:14,19	Chief 6:16	coaching 39:18	community 9:16 10:10 13:17 17:21 42:6	connected 34:22
certificati on 19:1 48:9	cities 40:21 41:1,3,4,9	Coast 12:19	companies 13:23 37:14,24 38:19	connecting 38:10,20
cetera 26:25	citizens 14:16	collaborati on 27:8	company 9:22 12:19	connection 43:7
Chair 2:2,12 3:23 6:3 7:4,10 22:12,16 33:18 36:21 43:13 47:11	City 2:20 3:6, 10 4:3,11, 17,18 5:1 6:17 8:13 11:21 19:21 21:24 22:11 24:16 26:15 28:23 29:5,15,18 32:11 33:21 38:16	collect 26:2 collecting 31:7 collectivel y 27:6 color 28:6 34:10 comments 4:24 Commerce 2:11,15, 19,22	complexity 27:19,24	Consistentl y 27:11 consulting 43:9 contact 21:25 contacting 22:21 context 47:18 contingent 22:17
challenges 11:20,24 15:3 33:4, 11 34:4				
Chamber 3:16,20 10:22,23				

contractors 4:24,25	couple 45:25	D	degree 21:21	44:1
contracts 5:1 38:17	covering 25:14,15	daily 13:4	Delaware 3:22 25:16	dialogue 34:16
convene 22:3 23:20 24:8,15	COVID 25:4	Darnell 7:17 12:2, 10 42:15 44:3	delay 30:24 32:6	difference 29:22 47:14
convener 10:24	CPAS 31:20	Darnell's 23:14	delayed 32:2	difficult 30:9
convening 16:24 20:1 24:23	create 10:13 13:19 26:7	data 9:20 25:12 26:2	delivery 31:13,19	difficulty 30:8
conversatio n 20:23 47:25	created 7:13,25	daunting 19:2	department 2:22 8:17 9:23 17:12,14 21:12 33:7 47:24	dilemma 37:7
conversatio ns 11:9 36:23	creating 20:21 36:25 38:13	day 5:16 24:11 25:24 39:6 48:7	Department' s 48:1	directed 14:13
Copenhagen 41:4,8	creation 8:7	day-to- 48:6	departments 19:14,22 34:25 35:5 40:24	direction 20:25
copied 32:4	credit 22:22	deals 9:4	Department' s 48:1	directives 33:9
Corporate 8:24	crime 27:14	debt 24:3	departments 19:14,22 34:25 35:5 40:24	directly 11:10 34:21
correct 22:4	cross- pollinate 11:3	decent 32:1	depends 39:1	Director 2:11,19 7:12,23 8:16 12:13 13:12 15:16
cost 27:13,19	cultural 42:4	Decker 6:16	deploy 45:17	disadvantag ed 14:9
Council 2:17 3:4, 25 4:3,19 6:17 32:24	customer 17:15 26:16,17, 24 48:17	dedicated 43:9	Deputy 2:11,19 7:17 12:13	discussed 35:6 38:13
Councilman 33:16	cut 45:23 47:10	deeper 45:24	desires 13:10	discussion 31:10 34:7
counsel 10:6	cutting 44:25 45:2	define 44:5	developed 40:17	discussions 8:12
		defined 14:5	development 4:15 35:16,19 39:3 43:16	disparities 32:10,22

33:21	37:14,20	eliminate	entrepreneu	10:18
disparity	45:8	19:17	rial	expert
31:18	ease	email	9:1,2	23:14
disproporti	16:1 27:3,	5:13,19	entrepreneu	express
onately	12,15	6:19	rs	6:14
15:6	East	emerging	10:9	
disrupt	12:18	13:21	11:10,19	F
13:15	easy	37:23	13:6,20,22	face
distilling	18:11	employee	20:5 21:19	17:22
16:20	economic	33:12	26:5 29:4,	39:13
District	2:4,10,21	employees	7,9,14	40:21
2:16,17	4:9 6:8,12	3:10 20:12	41:7 48:22	facilitate
3:4,25	7:15 14:20	31:2 36:13	EORC	4:6
32:24	47:16	end	2:9,23 4:2	fact
district-	ecosystem	16:9 19:19	6:9,13,21	29:16
to-district	36:16	24:11	equals	fail
31:14 33:6	education	enforcement	27:19	46:16
diversity	43:17	4:8	essentially	failed
4:11	effect	engage	33:10	12:23
divided	30:24	9:15	established	fair
31:16	effectivene	English	4:2	26:18
32:13	ss	30:11	Ex-officio	fairly
document	4:7	enormous	2:12	42:19
26:19	efforts	24:25 25:3	exclusively	fall
dollars	14:23	Enterprise	14:8	14:10 15:1
27:25	16:21,22	23:21	excuse	famous
35:17,18	21:8	Enterprises	47:6	46:10
38:21	El	8:11	Executive	fast
double	40:16	entitled	26:11	28:14
28:1,2	elevate	4:9	exercise	fat
Drexel's	8:13 18:1,	entrepreneu	38:1	47:10
40:18	8 20:2	r	38:5	federal
Driscoll's	30:19 31:8	12:12,15	exit	35:17
33:15,16	40:23	13:11,17	13:3	40:12
	47:23	29:8 41:19	experience	feel
	48:3,14	42:19	10:7	17:20
E	elevating	44:10,11	experiences	48:20
early	17:3 34:8			
24:10				

feeling 48:21	24:15 33:5	funding 28:13 41:7	gov 5:16	guess 15:1 18:5 34:2 37:12
Fellowships 38:23,24	follow-up 24:21		government 17:19	guest 2:6
figure 46:25	Force 33:14	G	40:12	
finally 6:25 28:25	FORDE 6:11	gaps 14:24 26:6	48:18	H
Finance 40:18	forefront 8:12	garnered 12:24	Governor 41:14	Hairston 3:17,18
finances 22:18	forever 39:23	geared 44:2	grease 12:6	15:11
financial 22:21	forget 20:9	general 10:5 21:24	great 25:12	24:20
find 23:6 43:10	forward 6:24 18:9	26:2	40:16	35:25
finding 31:17	39:18,19	generalist 39:11	41:13	half 19:10
finetune 47:10	44:14	generally 30:6	Greater 3:15	happening 11:7 20:4
fintech 10:6	found 5:8 21:18	Gigetts 3:1,2	greatly 7:2	21:20
firms 4:15	foundations 23:5	32:20 33:3	grew 12:19,25	41:15
FIS 9:22	French 47:6	give 5:22 37:1	grocery 25:23	Harrison 8:22
FIS' 10:2	Friday 21:19	43:17	ground 5:23	heading 23:2
flagrant 4:22	30:19 35:4	giving 5:11,24	groups 8:25 14:5, 9 46:15	health 40:1
focus 16:21,22	friend 22:6,8	global 10:3	grow 36:4,8,15	hear 11:8,9 32:14 48:8
focused 14:22	friendly 24:5,13	goal 11:15	37:2,8	heard 19:13
34:23	fruit 19:5,24	18:14	38:15	23:16
folks 16:14,15	frustration 13:10	good 2:2 3:12, 17 6:11	growth 37:23	34:25
	s	7:19,20	guarantee 24:2	35:23 36:9
	full 5:18 32:9	12:10	guarantees 26:14	45:1
		21:25		hearing 12:4 18:25
		26:5,16		hearings 6:22
		29:18		heart

34:15	identified	inclusive	intention	items
held	14:24,25	45:12	37:17	29:20
5:2	16:24 18:7	incorporate	interest	
hell	30:21 38:7	16:3	22:23 23:8	J
47:5	48:6,15	industries	interested	January
helpful	identify	25:14 28:7	5:10	6:23 16:10
7:2 25:6	16:20	industry	interesting	Jennifer
helping	37:11 38:3	34:1	43:14	3:13
20:14	identifying	information	internally	Jersey
hey	17:9 19:11	4:13 18:10	13:15	3:21
18:16	23:10	46:19	19:14	jump
40:25	imagine	information	international	32:21
46:20	30:13	al	al	June
hire	impact	44:7	41:4	5:4
31:4	15:4,6	inhouse	introduce	
Hispanic	42:4,5	9:20	2:24	K
2:14 3:15	impede	initiatives	investment	Kafi
10:21	44:18	44:25	25:1,3	23:1,25
16:13	implementat	innovate	involved	Kenney
27:17 30:3	ion	13:15	18:13 35:7	26:10
honestly	4:7	inside	IP	key
35:9,19	important	46:4	8:24	23:1 28:19
hope	14:19	inspection	issue	kick-off
33:20	17:18	30:25	18:17	30:18
hoping	26:19	inspections	22:2,9,10,	kind
34:16	32:16 47:3	30:23	19 27:7	11:12 12:5
hours	improve	inspector	30:14	18:8 20:24
41:19	15:7 19:17	32:25	issued	42:2 45:21
huge	improvement	institution	26:11	46:22
12:24	28:22	s	issues	47:18
40:10	include	22:21	8:13 11:19	kinds
	2:9	40:20	17:4 18:1,	32:22 33:9
I	included	integral	8 20:2	knowledge
idea	17:17	10:17	30:20	38:8 43:18
8:5 26:22	including	intend	39:12 42:4	
47:7	45:15	15:7 17:1,	44:17	L
ideas	inclusion	9 31:8	47:23	L&i
23:24 24:7	4:11,23	37:2	48:14	21:24

22:7,9	learning	listening	11:2 12:7	14:13
30:22	39:24	16:10,19	13:17 20:3	15:17
31:15,24,	left	loan	23:22	16:7,25
25 32:25	2:25 9:19	12:17	24:16	23:3
33:6,14,19	10:4	local	29:21 43:7	MBE
Lab	legal	3:7 24:18	46:7,18	17:8 31:3
40:18	4:21 9:23,	35:11	makes	42:9 43:12
labor	25 10:1,2	40:19	26:14	48:5
36:2,6	lend	Locals	making	MBE/WBE/
lack	24:18	3:5	21:1,8	DSBE
38:7 43:19	lenders	locations	37:4	4:15
land	24:18	12:18	managing	MBES
38:3 41:5	lending	long	8:16 9:24	8:10,14
landlords	24:24	19:2 32:7	mandate	10:19
30:25	25:2,7,13,	lot	48:1	11:2,14,17
language	17	18:4,19	map	12:6 14:7,
13:7 30:12	letting	20:2 27:1	11:12	8,25 15:6
large	21:14	28:8 44:7	13:20	16:17 17:2
8:25 48:1	Lewis	low	mapping	20:11,14
larger	8:23	22:19,22	38:1	21:9 23:12
9:6 13:16	LGBTQ	low-hanging	March	24:19
42:5 47:24	27:10	19:5,24	2:3 4:3	38:10,16
late	licensing	low-margin	market	42:4,10
38:18	28:8	46:13	25:19 26:3	43:8 46:7
Latino	life	Lynn	marketing	MBS
25:19	33:23	2:18 41:25	21:7,14	12:14
law	lifecycle	45:8	mature	22:10 48:3
8:16,23	37:13		13:22	meaningful
17:7,12,13	lift	M	Mayor	9:16
Lawyers	36:1	M&a	7:25 13:12	measure
9:12	lifts	9:4	14:20	15:21
lay	15:2	made	17:4,10,18	measured
11:12	Lindsay	4:24,25	20:3 34:15	8:5
leadership	23:2	27:2	35:14	meeting
40:4	lines	main	40:24	2:4 5:4,
learn	22:22	46:6 48:13	45:15	12,17 6:25
40:7	listen	make	48:8,13	11:4 12:3
	17:23	4:18 6:7	Mayor's	23:5 30:1,
			8:9,18	19

meetings	33:25	Net	offering	16:4
5:2,6 38:2	34:3,5	29:16	20:20	operational
member	36:3 44:19	network	office	ize
3:25	47:22	39:24	2:10,20	15:18
members	missed	newly	6:8,12	operational
2:7,9,23	7:3	7:13	7:12,14,	izing
8:17	mission	Newsome	15,23 8:8	16:6
membership	11:16	2:2,18	10:13,14	operations
31:21	models	3:23 6:3	14:11	10:2
mentioned	40:14	7:4,10	16:25	opinion
14:7 29:20	41:10,21	22:12,16	20:18	27:16 29:8
39:21	modify	36:21	22:13 23:3	opportuniti
42:16	17:11	43:13	28:10	es
Merenda	Monday	47:11	31:25	40:11
33:17	5:4	nice	33:16,17	46:4,9
met	money	7:1	44:15	opportunity
10:21	23:25	nonprofits	47:15,16,	2:4,10,21
16:11,13,	24:2,24	9:5 16:14	21	4:9 5:22
14 42:18	monitored	North	offices	6:9,13
43:4	8:6	23:21	21:23	7:16 9:15
Metro	morning	note	31:16,25	14:21
40:18	2:3 3:13,	3:24	official	47:16
mic	18 6:11	notoriously	12:13	order
6:1	7:19,20	46:10	one-size-	2:6 26:11
Michael	12:10	Nowak	fit-all	36:4
6:16	move	40:17	42:8	organizatio
mid-stage	6:5 18:9	NPF	one-stop	ns
37:23	moved	23:21	11:16	10:25 11:1
mindset	9:25	number	48:22	20:19 29:2
39:21		5:19 20:9	one-to-	origin
minorities	N		42:14	8:4
8:10 31:4	national	O	online	outcome
minority	36:14	OEO	5:7	29:12
7:12,23	nature	10:20	Open	outline
8:8,10	22:24	48:24	30:16 31:9	37:2
10:15	needed	OEO's	41:15,16	oversee
17:22	35:1	5:7	Opened	4:5
22:14,20			12:17	owner
			operational	

26:12,23	past	permitting	23:20	powers
owners	44:13	28:8	piece	20:1
18:2 27:5	patient	persistent	48:18	practice
30:7 31:1,	23:17	39:23	pieces	8:24 17:6
4 37:19	24:4,13	person	41:22	practiced
39:22	38:21	6:25 7:1	pipeline	8:23
	pay	34:1	35:1,6	predictabil
P	27:20	PHDC	place	ity
p.m.	paying	39:20	28:23 29:6	28:20
5:16	31:2	phila.gov/	plan	prepare
PA	PCDC	oeo.	16:2,4	47:3
41:16	12:17	5:9	40:15	President
pace	penalized	Philadelphi	43:25	3:3,14,19
32:1	41:18	a	plans	9:11 32:24
Parker	Penn	3:6,11,15	4:10 22:18	pretty
7:25	43:4	4:17 6:17	playbooks	43:14
part	Pennsylvani	8:22 9:12,	40:17	previous
8:1,3,7	a	17 11:1,14	point	5:6
10:23	3:21	12:7 14:16	27:2 36:22	priorities
11:15	people	15:5,24	policies	27:12
15:22	16:16	20:20	17:5 48:3	priority
16:18	17:19	21:10	policy	27:18
20:22 31:9	18:12	23:22	17:6 30:2	private
38:1	21:1,15	25:18	poorest	11:5
47:21,23	34:10 35:7	26:15	41:9	problem
48:18	47:13	28:23	portfolio	19:10,11,
partners	48:19	29:5,15,19	25:18	12 45:15
17:13,25	percent	30:10	position	problems
18:16	20:11	32:12	8:2 12:22	46:3
19:18 22:4	25:17	36:5,11	positioned	procedure
23:1	29:14	Philadelphi	15:13	17:7
Partnership	36:10,12,	a's	possibly	process
s	13	2:20 27:22	23:23	16:19
23:4	perception	PHL	poverty	19:1,16,19
Paso	28:22 30:8	30:16	34:10	24:22
40:16	perform	31:10	power	28:18
passing	28:15	picture	16:25	30:18
6:15 48:15	43:21	26:6 29:18		44:22,24
		PIDC		

45:11 46:5 47:9 48:10 processes 15:8 26:25 28:20 45:4 46:2 48:4 procurement 10:1,3,11 38:14 41:2 44:21,23 45:3 46:5 professiona l 3:9 39:17 program 48:25 programs 37:16,18 46:24 projects 37:6 promise 26:14 Promoter 29:16 provide 5:25 26:16 public 2:7 4:6 5:22 11:5 21:4 pull 23:24 pulled 24:1 purport 11:2 purview	14:10 put 25:4 41:22 47:17 puzzle 41:23 <hr/> Q quarterly 5:3 quell 45:21 question 16:6 22:13 24:21 29:13 34:2 36:24 47:12 questions 14:3 <hr/> R Rachel 7:11,18,22 34:19 47:12 Rachel's 35:22 radar 35:12 rader 35:22 raise 17:10 20:8 ran 10:2 ranked 15:25	rate 25:7 rates 22:23 re- activated 26:20 reach 18:15 40:15 reached 5:20 readily 38:11 readiness 46:24 ready 7:18 35:10 38:16 40:9 real 47:7 reason 25:5 reasons 12:21 recently 10:5 recommend 29:5,15 recommendat ions 4:18 record 3:24 recruit 33:22 red 18:4 40:21	45:1,2,13 redefine 44:5 regard 20:18 24:21 Regina 3:18 27:2 37:3 39:9 reinvent 41:11 reissue 26:21 related 4:10 27:3 relates 36:2 relevant 4:14 remedial 4:21 remedies 4:22 remember 37:19 rent 31:2 report 18:6 33:14 represent 3:5 Representat ives 2:13,16 require 28:7 42:13 resident	12:12 resilient 39:25 resolutions 4:20 resources 11:13 21:2,5,13 23:6,12 24:17 37:16,25 38:9,10 43:6 response 6:2 responsible 4:4 responsive 4:12 retail 12:18 retain 33:23 review 2:5 4:6 Rights 26:13 rise 27:11 rising 15:2 risky 46:12 roadmap 11:12 Rodriguez 3:12,13 14:4 15:10
---	---	---	---	---

26:9 28:12	6:20	14:6,18	40:5	stand
29:11	Schnader	15:15	sources	10:13 48:4
31:11	8:22,25	set	23:11	stands
role	9:2,11,19	44:8	space	17:7
7:25 8:4	Score	share	16:16	start
9:14	29:16	4:13 10:7	spaces	21:10
10:12,24	seats	11:22	24:15	23:18
11:18	7:7	sharing	speak	35:10
15:14	sector	15:12 30:1	13:7,8	46:1,12
47:21 48:2	34:8	shop	speakers	started
rowing	sectors	11:16	2:7 6:5	8:21 11:11
20:25	11:5	48:22	7:6	12:15 13:1
rule	seed	sides	specialist	16:9 43:25
17:7	37:15	13:4	39:14	starting
rules	seeking	sign	specific	2:24 11:23
5:23	4:16	5:25	18:25	46:11
running	Segal	significant	37:25	startup
11:23	8:23	28:21	39:11,12	10:12
	send	29:21	specificall	startups
s	5:13 39:14	sit	y	13:21
safety	Series	30:15	14:17	state
27:14	43:16 44:2	skids	38:15	15:24 25:2
sales	serve	12:6	speed	35:18
9:24	14:14,15	skill	19:20	40:12
San	41:18	43:20	spend	41:17
40:16	service	skills	10:4	statistic
scale	14:25	40:5	spoke	20:10
20:15	16:17	small	6:22	36:10,14
29:12	17:16	9:3,5,8	staff	stay
36:8,15	26:16,17,	15:4 18:2	44:9	22:1
38:15	24 31:13,	21:9 26:12	stage	stayed
scaling	18 32:15	27:4,22	37:14,20	30:4
20:8 37:4	48:17	29:3 30:7	38:18	step
scenes	services	36:3 39:22	39:2,16	6:1 28:14
45:9	32:11	42:5	stakeholder	steps
scheduled	39:18	social	s	18:13
5:12	46:21	42:14	12:3 22:4	19:18 47:1
scheduling	serving	soft	26:4	stop

45:23	22:14,17	tackling	taxes	45:20,22
stores	26:7 34:22	22:19	27:20,23	47:20 48:9
25:23	40:2 44:18	44:16	teach	Thomas
stories	47:22 48:5	takes	39:22 40:6	7:17,20
15:12	successful	19:3 30:22	team	12:9,10
17:23 31:7	13:3,18,25	32:7	9:24 13:13	18:22,24
story	15:14	taking	20:3 35:15	19:9 21:17
11:22 13:4	42:10,20,	4:10	45:16	23:15 25:9
27:21 32:9	21	talk	technical	28:11
42:25	suffers	13:24 16:2	3:10 39:6	29:10,24
43:1,11	33:8	22:8,10	44:4,6	32:19 33:2
Strategic	Sungard	34:13 40:5	telephone	34:18
23:3	9:20	45:1	5:18	36:18
strategies	super	talked	tenants	37:21
45:17	32:2	15:17	31:1	38:23 39:4
streamline	support	23:25	tendency	45:7
28:19	11:2 20:18	25:10,16	32:14	thrive
45:10	23:9 39:6	35:15	testimony	12:8
48:11	supported	37:24	4:10,13	tide
structure	9:24	38:19 39:9	5:11,23,	15:2
20:23	supportive	44:3 47:13	24,25 6:4	time
study	20:14	48:10	themes	2:22 5:21
15:23	survey	talking	12:4 38:6	6:22 24:9
stuff	27:8	11:10 35:4	thing	27:18
25:23	surveyed	talks	18:20	30:21
subcontract	27:4	45:10	19:24 20:7	37:10
ors	surveys	tape	31:12	47:7,8
5:1	29:1	18:5 40:22	35:23 42:1	times
submit	swear	45:2,13	46:6 47:3	31:17
5:17	35:3	task	things	title
succeed	Systems	28:16	12:1 13:19	12:13
41:24	9:21	33:14	18:11	today
success		tasks	20:13,16	7:11
7:13,24	T	32:13	21:18 23:8	Todd
8:9 13:20	table	taught	27:11 30:4	39:20
15:21	7:9 48:8	44:13	32:12	told
17:8,22	tackle	tax	37:10 40:2	8:3 32:6
18:19	37:7	28:1,2,3	42:7,22	tons
			44:12,20	35:17

top 27:18	triple 28:2,3	4:23	36:17 39:7	35:20
topple 45:20	type 40:3 42:15	violence 35:21	42:3 43:20,21	<hr/> Z
touch 17:20 48:19	types 44:12	vision 15:17,19 16:7 17:17	worked 9:3 10:8, 9,10,11	zone 32:14,15
touching 48:20	typically 46:14	<hr/> W	workers 42:14	zones 31:16,19
tough 46:17	<hr/> U	wanted 44:20	workforce 34:21 35:15,18	
tour 16:11	understaffe d 33:10	watching 2:8	working 7:15 10:19 11:21 17:12 31:3 33:13 34:1 43:24 44:15 45:20,22	
trades 34:3,6,11	understand 15:20 25:6	ways 19:16 40:9 45:10		
trained 9:7	underwrite 24:5	website 5:7		
training 8:21 40:3, 4	union 33:24 36:2,6	week 34:20 35:24 43:5	works 31:21 43:3	
transaction 31:24	unionized 34:11	weeks 45:25	wrong 46:11	
Transcripts 5:5	unions 35:8	Wharton 43:6	<hr/> X	
transparent 26:24 45:12	uniquely 15:13	wheel 41:12	Xfinity 2:8	
triage 39:10 42:15	University 15:24	witnesses 7:8	<hr/> Y	
trials 13:5	<hr/> V	word 22:5	year 6:19 46:22	
tribulation s 13:5	VC 38:19	words 6:23	years 12:20 27:7 34:14 46:15,16	
trickle 30:24	venture 38:20	work 8:15 9:7 16:17 23:1,23 32:1 34:11 35:10	young 35:7	
	version 20:21		youth	
	violations			