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COUNCIL OF THE CITY OF PHILADELPHIA

3

COMMITTEE ON COMMERCE AND ECONOMIC

4

DEVELOPMENT

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Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, January 20, 2010
10:30 a.m.

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PRESENT:

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COUNCILMAN W. WILSON GOODE, JR., CHAIR

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COUNCILMAN BILL GREEN

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COUNCILMAN CURTIS JONES, JR.

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COUNCILWOMAN MARIA QUINONES-SANCHEZ

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COUNCILWOMAN BLONDELL REYNOLDS BROWN

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RESOLUTION 090860 - Resolution authorizing the
Committee on Commerce and Economic Development
to hold hearings to review the strategic plan
of the Office of Economic Opportunity.

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COUNCILMAN GOODE: Good

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morning. This hearing is called to

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order. This is a public hearing of the

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Commerce and Economic Development

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Committee on Resolution 090860. My name

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is W. Wilson Goode, Jr., Chair of this

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Committee.

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A quorum is not necessary. I

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note for the record the Vice-Chair of the

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Committee, Councilwoman Blondell Reynolds

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Brown, is present, as well as Councilman

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Bill Green. Other members may join us as

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we go along.

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The title of the Resolution No.

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090860, resolution authorizing the

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Committee on Commerce and Economic

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Development to hold hearings to review

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the strategic plan of the Office of

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Economic Opportunity. Our first witness

21

is Kevin Dow.

22

(Witnesses approached witness

23

table.)

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MR. DOW: Good morning. Good

25

morning, Chairman Goode and members of

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2 the Committee on Commerce and Economic
3 Development. I am Kevin Dow, Deputy
4 Commerce Director and Acting Chief
5 Operating Officer of the Commerce
6 Department. Joining me today is Curtis
7 Gregory, who is the interim Director of
8 the Office of Economic Opportunity,
9 otherwise known as OEO.

10 We are here today to provide
11 testimony regarding Resolution No.
12 090860, which calls for Council hearings
13 to review the strategic plan of the OEO,
14 Office of Economic Opportunity, which
15 will be released shortly. However, it is
16 my understanding that a focus of today's
17 hearing will be the review of the Annual
18 Disparity Study and those completed over
19 the last few years.

20 Pursuant to Section 6-109 of
21 the Home Rule Charter and Chapter 17-1500
22 of The Philadelphia Code, the Annual
23 Disparity Study is designed to analyze
24 the City of Philadelphia's utilization of
25 minority, women and disabled-owned

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2 businesses, collectively known as
3 disadvantaged business enterprises,
4 relative to the availability of such
5 firms to compete for City business, for
6 Public Works, Personal and Professional
7 Services, and Supplies, Services and
8 Equipment contracts.

9 Per the Home Rule Charter, the
10 Annual Disparity Study is due 30 days
11 before the start of the new fiscal year
12 to the Mayor and the President and Chief
13 Clerk of City Council, and as such, the
14 Fiscal Year 2008 study has been delivered
15 to City Council. The Fiscal Year 2009
16 report is in process and will be
17 delivered to Council by June 1st, 2010.

18 The goal is to identify areas
19 in which disparity exists between
20 availability and utilization of minority,
21 women and disabled firms and compare the
22 results to those of the Fiscal Year
23 1998-2003 Disparity Study conducted by DJ
24 Miller and Associates and provide
25 recommendations and goals for future

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2 M/W/DSBE participation based on these
3 results.

4 We have gained invaluable
5 information from the Disparity Studies
6 conducted by Econsult since Fiscal Year
7 2006. The data demonstrates that the
8 City of Philadelphia has indeed made
9 tremendous gains in MBE, minority
10 business, and WBE, women business,
11 utilization between the 1998-2003 time
12 period and 2008. In the years between
13 1998-2003, participation for MBEs,
14 minority businesses, was 2.3 percent and
15 2.2 percent for WBEs, or women
16 businesses. This participation has
17 increased to 12.7 percent for minority
18 businesses and 5.1 percent for women
19 businesses in 2008, representing
20 approximately a 280 percent overall
21 increase as measured on a percentage
22 basis. Although these numbers are not
23 quite where we would like to be or where
24 we strive to be, we have come a long,
25 long way, and we will continue to work

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2 with Councilman Goode and this committee
3 so that this trend continues.

4 The Commerce Department has
5 already begun to implement changes at
6 OEO, incorporating many of Econsult's
7 recommendations. This is clearly
8 reflected in the Economic Opportunity
9 Strategic Plan. These changes include
10 reforming the certification process to
11 streamline it, taking a more proactive
12 approach in enforcement, promoting
13 capacity, establishing a process for
14 reporting DBE participation on non-profit
15 contracts, and verifying actual payments
16 to DBE subcontractors.

17 Thank you for the opportunity
18 to testify today. This concludes my
19 written remarks. I will be happy to
20 answer any further questions. In
21 addition, representatives from Econsult
22 are also present today to assist in
23 responding to any questions you may have
24 regarding the Annual Disparity Study.

25 Thank you.

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2 COUNCILMAN GOODE: Thank you
3 for your testimony, Mr. Dow. I have a
4 series of questions. I've already
5 informed the Committee that I'm going to
6 go through my line of questioning, then I
7 will open it up to other members of the
8 Committee. Please feel free to take your
9 time in answering them. Don't feel free
10 to rush and answer.

11 The first question is, should
12 the Office of Economic Opportunity be an
13 independent agency, a Charter-mandated
14 authority like the Board of Ethics, with
15 the power to institute penalties and
16 fines?

17 MR. DOW: Should we have an
18 independent Charter agency, we be an
19 independent Charter agency?

20 COUNCILMAN GOODE: Like the
21 Board of Ethics, like has been
22 recommended for the Office of Inspector
23 General. Should the Office of Economic
24 Opportunity be a Charter-mandated agency
25 with its own authority and

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2 responsibilities separate from any
3 administration, any branch of government?

4 MR. DOW: I think the answer to
5 that question depends on what you would
6 have the mission of the Office of
7 Economic Opportunity to be. If it's
8 solely an enforcement and monitoring,
9 that could possibly be a case where it
10 might be a separate Charter agency, but I
11 would also argue that that could also be
12 considered part of the IG's office or the
13 Board of Ethics' office as separate -- as
14 a function of that, so not a separate
15 function.

16 If the current charter or
17 mission of the Office of Economic
18 Opportunity, which is to help engage
19 departments achieve participation ranges
20 and goals around minority participation,
21 remains the same, I think it remains a
22 part of the Administration, so that we
23 can have the influence we need to drive
24 the outcomes.

25 COUNCILMAN GOODE: The Board of

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2 Ethics was originally done by Executive
3 Order. The Inspector General's Office is
4 still done by Executive Order. OEO is
5 under Executive Order. Should it be an
6 independent agency like the other two?

7 I mean, essentially the Mayor,
8 when he was a Councilperson, drafted
9 legislation that made the Board of Ethics
10 independent. The Mayor has submitted
11 legislation to Council to make the
12 Inspector General's Office independent.

13 Should the Office of Economic
14 Opportunity be independent or do you have
15 sufficient authority to reach your goals?

16 MR. DOW: Well, I don't know if
17 I have authority to say whether or not
18 this should be independent or not, to be
19 quite candid with you. Do we have the
20 authority to reach our goals? I think
21 what we have to do is to have -- we have
22 the authority to influence departments in
23 reaching their goals. The overall
24 responsibility of the Office of Economic
25 Opportunity is to help guide departments

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2 in achieving participation goals.

3 COUNCILMAN GOODE:

4 Specifically, does OEO have sufficient
5 authority to reach its FY11 goals?

6 MR. DOW: I would say yes.

7 COUNCILMAN GOODE: According to
8 the strategic plan, the total DBE goal
9 for FY11 is 25 percent; is that correct?

10 MR. DOW: Say that again.

11 COUNCILMAN GOODE: According to
12 the strategic plan, the total DBE goal
13 for Fiscal Year '11 is 25 percent; is
14 that correct?

15 MR. DOW: That's in a draft
16 document that we've provided, yes. That
17 is stated there. Until that document is
18 finalized and executed and delivered by
19 the Mayor, I can't commit solely to that
20 goal right now. But that is what's
21 stated in the goal plan right now.

22 COUNCILMAN GOODE: What's the
23 MBE goal?

24 MR. DOW: I don't have that
25 information -- hold on. Let me see. Do

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2 we break it out?

3 Okay. What we have is minority
4 and women. It would be -- again, this is
5 not defined, set in stone. This is
6 something that's still being debated, and
7 once we have finalized the document, we
8 will --

9 COUNCILMAN GOODE: Mr. Dow, I
10 understand that the strategic plan is
11 still in draft form, and the purpose of
12 the hearing is to allow the Committee
13 some input before it's in its final
14 draft, but I don't think there should be
15 any problem referring to what's already
16 in draft form.

17 MR. DOW: Sure. Thank you very
18 much.

19 We would put it at a range of
20 anywhere between -- it would be anywhere
21 between 12 and 20 percent. And then the
22 women would be anywhere between a range
23 of 7 and 12 percent. The total goal is
24 around the range of between 20 and 30
25 percent, is really what's stated. In the

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2 plan that you have as a draft, it's
3 stated as a specific goal of 25 percent.

4 COUNCILMAN GOODE: What's the
5 African American goal?

6 MR. DOW: We have not broken
7 out the African American segment. To
8 break out an individual segment of the
9 goal would be, in our estimate, improper
10 and that we should not set specific goals
11 to an African American segment or
12 Hispanic segment or --

13 COUNCILMAN GOODE: It's the
14 law.

15 MR. DOW: My understanding is
16 that is correct.

17 COUNCILMAN GOODE: It's the
18 law.

19 MR. DOW: Yeah. So I don't
20 have a goal for that.

21 COUNCILMAN GOODE: No. It's
22 the law to set that goal.

23 MR. DOW: It's the goal to get
24 the recommendations --

25 COUNCILMAN GOODE: No. The

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2 Home Rule Charter gave Council the power
3 to define what goes in the Disparity
4 Study and in participation goals, and the
5 law -- in fact, I have the bill here.

6 It's Bill 060855-A, and the law
7 specifically says that it should be
8 broken down by African Americans, by
9 Hispanic Americans, by Asian Americans,
10 by Native Americans, by women, by
11 disabled persons and by DBEs operating
12 within the City of Philadelphia.

13 So what is the African American
14 goal?

15 MR. GREGORY: Well, right now
16 the process that we just embarked on was
17 to meet with individual departments to
18 find out what their specific commitment
19 was going to be from a participation --

20 COUNCILMAN GOODE: What is the
21 African American goal?

22 MR. GREGORY: I'm explaining
23 that.

24 COUNCILMAN GOODE: If you don't
25 have it, you don't have it. It's a

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2 number. It's a range.

3 MR. GREGORY: We don't have it
4 right now. We don't have that level of
5 detail.

6 COUNCILMAN GOODE: What's the
7 goal for Philadelphia-based DBEs?

8 MR. DOW: Is that the local
9 versus the MSA in terms of Philadelphia
10 specific, Philadelphia County?

11 COUNCILMAN GOODE: The same
12 bill I referenced --

13 MR. DOW: So I don't have the
14 breakout between the --

15 COUNCILMAN GOODE: -- sets a
16 goal for these areas. The last one is
17 DBEs operating within the City of
18 Philadelphia.

19 MR. DOW: Right. And right now
20 we don't have that broken out either.

21 COUNCILMAN GOODE: Will the
22 departmental goals be submitted to City
23 Council in June?

24 MR. DOW: Yes.

25 COUNCILMAN GOODE: You do

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2 realize that usually when a Disparity
3 Study and participation goals are done,
4 participation goals are generally broader
5 goals and we do not give them by
6 department in June. My question is more
7 specifically, will we get the goals by
8 department in June?

9 MR. DOW: Yes.

10 COUNCILMAN GOODE: Can you
11 please describe the new goal achievement
12 process outlined in the strategic plan
13 and the assignment of OEO staff to
14 project managers and procurement
15 officials?

16 MR. DOW: We've commenced -- as
17 we've being putting together the
18 strategic plan, we figured that we would
19 begin to implement the structural changes
20 that we are anticipating moving forward
21 and announced in the strategic plan.
22 That includes a goal achievement process
23 or a goal process whereby which we engage
24 individual departments by department as
25 individuals to determine what their

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2 contracting opportunities are, what
3 opportunities are available for minority
4 firms, and we do analysis of what
5 availability we have in our
6 participation -- our certified database
7 rather, and we do a match, working hand
8 in hand with the individual departments
9 to get the individual goal and objective
10 for that department. The idea is that we
11 build accountability at the department
12 level so that we can achieve and hold
13 them accountable to achieving their
14 success at the individual goal.

15 So this is a process that will
16 take place -- has already begun to take
17 place. That's how we're getting the
18 individual department goals that we will
19 report to you. It will be an ongoing
20 process by which we will begin to look at
21 monitoring and compliance around those
22 individual departmental goals. We'll
23 look at each individual department
24 individually.

25 We've had additional staff --

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2 or staff rather, excuse me, assigned. So
3 the OEO staff has been assigned and will
4 continue to be assigned to individual
5 departments so that there will be an
6 ongoing relationship with those
7 individual departments. So it's not
8 changing characters on the OEO side.

9 Again, we believe that allows that
10 relationship to be built, allows us to be
11 viewed as a partner, as a contributing
12 and valued partner into their contracting
13 process where we can add information,
14 value to the minority participation
15 aspects of that, which over time there
16 will be some success in achieving goals
17 and objectives. So that's it in a
18 nutshell.

19 COUNCILMAN GOODE: When did
20 that process begin?

21 MR. DOW: It began back in
22 earnest in August, September timeframe of
23 2009.

24 COUNCILMAN GOODE: And what
25 happened prior to that?

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2 MR. DOW: My understanding is
3 that it was not -- it was a process that
4 did not occur consistently over the years
5 prior to our involvement. It was one in
6 which -- as an example, when we came in
7 front of you guys, in front of the
8 Council last budget season, it was a
9 process by which the departments didn't
10 feel as though that there was a working
11 relationship with the Office of Economic
12 Opportunity, that we just gave them their
13 goals and really didn't have the dialogue
14 about how to achieve them. And so that
15 dialogue, while it may have taken place
16 in some areas, it was not across the
17 board and consistent, and our internal
18 departments didn't feel that we provided
19 value there.

20 COUNCILMAN GOODE: How many
21 staff were assigned to that
22 responsibility before and how many are
23 assigned to that now?

24 MR. GREGORY: I don't know how
25 many were assigned to it before. I know

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2 in terms of the goal-setting process,
3 that was led by myself, Candace Hitchcock
4 and Alice Dungee-James.

5 COUNCILMAN GOODE: I'm
6 referring to the goal achievement
7 process.

8 MR. DOW: Prior to it?

9 COUNCILMAN GOODE: The goal
10 achievement process.

11 MR. DOW: So that started in
12 August timeframe.

13 MR. GREGORY: You're asking how
14 many department people actually?

15 MR. DOW: How many people
16 assigned to the department process?

17 COUNCILMAN GOODE: To the goal
18 achievement process.

19 MR. DOW: That's about seven.
20 I'll put it at seven.

21 COUNCILMAN GOODE: How many
22 were assigned before?

23 MR. DOW: It's the same amount
24 of people.

25 COUNCILMAN GOODE: So they

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2 weren't doing their job before? I don't
3 understand. If it's a new process, it's
4 in your strategic plan as a new process,
5 goal achievement process, the acronym is
6 GAP --

7 MR. DOW: Right.

8 COUNCILMAN GOODE: -- you said
9 the new process began in August,
10 September of 2009?

11 MR. DOW: Right.

12 COUNCILMAN GOODE: I asked how
13 many people were assigned to it, this new
14 process, and how many people were
15 assigned to those responsibilities
16 before. So there were seven people
17 assigned to it before?

18 MR. DOW: Yeah. I just think
19 that what we did was that it was
20 configured in a way in which -- well, let
21 me stop. Let me retract that.

22 It was -- the results of a
23 process that existed before did not
24 achieve what we would like to achieve in
25 terms of outcomes. So what we've done is

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2 that we've refined the process --

3 COUNCILMAN GOODE: Let me try
4 to simplify it more. The goals have not
5 been achieved in the past.

6 MR. DOW: Right.

7 COUNCILMAN GOODE: Right? You
8 have a new goal achievement process.

9 MR. DOW: Right.

10 COUNCILMAN GOODE: Do you have
11 new people assigned to it?

12 MR. DOW: No. We've
13 reallocated the current staff that was
14 already in the Office of Economic
15 Opportunity to this particular staff.

16 COUNCILMAN GOODE: So if they
17 didn't achieve the goals before, what's
18 going to make them achieve the goals now?

19 MR. DOW: Leadership and
20 direction and accountability.

21 MR. GREGORY: I think what you
22 might be referring to is, there is a
23 shift of resources. There's no addition
24 to staff, there's no reduction to staff,
25 but what has taken place is, in the past

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2 a significant amount of time and energy

3 and resources was spent on the actual

4 certification process as it's designed.

5 Going forward, we are going to shift

6 those resources away from the

7 certification aspect of what we do and

8 more towards the reporting and monitoring

9 aspect of what OEO is responsible for.

10 COUNCILMAN GOODE: That's the

11 answer I was looking for.

12 In terms of DBE availability,

13 what are your certification goals over

14 the next six months into Fiscal Year '11?

15 MR. DOW: We'd like to see a 25

16 percent increase in the number of

17 certified firms in our database within

18 the first year. So if we are at

19 approximately 1,200 firms right now, 25

20 percent increase in that, and then

21 increasing it all the way through in each

22 year.

23 COUNCILMAN GOODE: I'm asking

24 actually before Fiscal Year '11, through

25 January 2010 to July 1st, 2010 as Fiscal

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2 Year '11 starts, how many certified firms
3 will we have based upon your new
4 certification process?

5 MR. DOW: I can't tell you how
6 many we will have. Our goal is to
7 increase it by 25 percent. So that
8 would be --

9 COUNCILMAN GOODE: In the next
10 six months or the next year?

11 MR. DOW: Next year. So
12 between this calendar year, essentially
13 we would have it increased by 25 percent.

14 COUNCILMAN GOODE: Roughly 300?

15 MR. DOW: Yes.

16 COUNCILMAN GOODE: So roughly
17 150 over six months perhaps.

18 Does the Fiscal Year '11 goal
19 take that into account?

20 MR. DOW: Yes.

21 COUNCILMAN GOODE: So as you
22 stated, the plan is to shift human
23 resources from local certification into
24 the goal achievement process. Is that
25 how you reach 25 percent?

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2 MR. GREGORY: That's part of
3 it. The other part of it is, when you're
4 reaching out to other partners that do
5 certification, to add them to our list of
6 organizations that do certifications. So
7 we're hoping to get immediate lift.

8 COUNCILMAN GOODE: But you're
9 only going to have 150 to 300 more firms
10 over the next year. So there's a new
11 certification process that will bring
12 some new firms up to 25 percent, is your
13 goal. So you're not going to get it
14 necessarily by increasing availability
15 dramatically, because that's not within
16 the strategic plan per se. The Disparity
17 Studies already show based upon
18 availability that you can achieve a 25 to
19 28 percent goal, although you have not
20 achieved a 25 to 28 percent goal. My
21 question is, is it the goal achievement
22 process and the shifting of human
23 resources from certification to the goal
24 achievement process that you've outlined
25 that's going to make you reach 25

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2 percent?

3 MR. DOW: I think it's a
4 combination. I think, like I said, it's
5 not just the availability side, it's the
6 utilization side. And so the shifting of
7 the resources or shifting of staff focus
8 from the certification process to the
9 compliance and monitoring side,
10 consulting with internal departments,
11 will allow us to engage them in a way
12 where we will see an increase in the
13 utilization of firms.

14 COUNCILMAN GOODE: You would
15 agree that the availability already
16 exists?

17 MR. DOW: I think the
18 availability -- it depends on how you
19 define "availability." I think that
20 there's a greater need for availability
21 to capture more firms within the database
22 outside of what we have right now.

23 COUNCILMAN GOODE: You actually
24 can bring your consultant to the table
25 now.

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2 (Witness approached witness
3 table.)

4 MR. HUANG: Lee Huang. I'm a
5 Director at Econsult Corporation. Last
6 name is H-U-A-N-G.

7 COUNCILMAN GOODE: Good
8 morning.

9 MR. HUANG: Good morning.

10 COUNCILMAN GOODE: According to
11 your last Disparity Study, is it fair to
12 say that availability exists to effect
13 utilization of 25 to 28 percent?

14 MR. HUANG: Broadly speaking,
15 yes. Obviously every department, every
16 procurement varies, but broadly speaking,
17 I think that answer is yes.

18 COUNCILMAN GOODE: Thank you.

19 Mr. Dow, from 1998 to 2003,
20 only a single percentage of City contract
21 dollars were committed to all
22 minority-owned businesses, black, Latino
23 and Asian combined. How and why has it
24 risen to a double-digit percentage?

25 MR. DOW: I think if you look

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2 at the work of certainly your committee
3 and your efforts to make sure that there
4 was a focus by past and current
5 Administrations to make sure that the
6 City paid attention to minority
7 participation where it was not before,
8 that certainly has had a tremendous
9 impact in our ability to change the
10 numbers to where -- increase and improve
11 the numbers to where they are today.

12 I think also that they're
13 looking at how we do the work of minority
14 participation has been a greater focus in
15 helping departments understand that, with
16 more work around that. That's how we
17 believe we'll increase the utilization of
18 minorities and women and disabled going
19 forward.

20 So I think if you look at the
21 combination of all of the efforts, the
22 increased awareness around it has driven
23 that number of increasing over the years.

24 COUNCILMAN GOODE: Mr. Huang,
25 where specifically did the increase

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2 occur?

3 MR. HUANG: The increase in
4 utilization?

5 COUNCILMAN GOODE: From the
6 single-digit percentage of participation
7 from 1998 to 2003 to the double-digit
8 percentage of utilization from 2005 on.

9 MR. HUANG: From 1998 to 2003,
10 it was in the single digits for the
11 total --

12 COUNCILMAN GOODE: The question
13 is, in what area of contracting did it
14 occur?

15 MR. HUANG: Oh, the contract
16 type?

17 COUNCILMAN GOODE: Yes.

18 MR. HUANG: According to the
19 FY08 Disparity Study, we now have
20 double-digit utilization of minority,
21 women and disabled-owned businesses in
22 Public Works at 15.1 percent and in
23 Personal and Professional Services at
24 22.7 percent. It is still under double
25 digits for Services, Supplies and

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2 Equipment at 9.2 percent.

3 COUNCILMAN GOODE: Is it safe
4 to say that most of the increase in
5 participation came from Professional
6 Services?

7 MR. HUANG: I think that's fair
8 to say.

9 COUNCILMAN GOODE: How is it
10 taken into account related to the
11 strategic plan?

12 MR. DOW: The increase in
13 Professional Services? So we look at
14 that and from the context of if we know
15 that there's opportunities for
16 utilization that we have right now and
17 don't have the ability to fill, we go out
18 and do technical assistance outreach.
19 We're looking at how do we -- from an
20 outreach perspective, how do we identify
21 firms that are not ready in our database
22 that we could go out and put in the
23 database that are in Professional
24 Services. So we're doing that across the
25 board. That's part of the monitoring,

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2 the compliance in departments working
3 with OEO.

4 As we begin to be more involved
5 in those contracting conversations and
6 processes, we'll be able to identify the
7 gaps that are available there and then go
8 out and work within the Commerce
9 Department and all of our resources
10 there, in addition to OEO, which is part
11 of Commerce, to find out how we can go
12 and attract those types of businesses,
13 even if it's coming into the City or it's
14 us going outside the City where we don't
15 have the availability in the City and
16 reaching out to minority firms that are
17 outside the City or looking at firms that
18 just traditionally have never been
19 certified for various reason and going
20 back to them and saying, Hey, we've
21 changed this process, it's less invasive,
22 it's easier, it's faster, why don't you
23 come on in, get certified so that we can
24 count your numbers.

25 The other part about that, we

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2 believe -- and we're getting more and
3 more information about this, so I don't
4 have quantifiable information, but we
5 believe that there are firms out there
6 that are being utilized that are not
7 certified, that are being utilized by the
8 City of Philadelphia already that we
9 can't count because they're not
10 certified. So we think that there's also
11 a base right there that we could reach
12 out to and say, Okay, we've changed this,
13 we made it better, we want to be able to
14 count you as far as our participation
15 number.

16 COUNCILMAN GOODE: Mr. Huang, I
17 guess my question really is, how has
18 availability changed by contract type
19 since the 1998 to 2003 period? If from
20 1998 to 2003 we were in single digits in
21 terms of participation and we moved to
22 double digits, can you tell me by
23 contract type how the availability has
24 changed?

25 MR. HUANG: The most relevant

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2 availability figures that we take into
3 account are for the metro area. So I
4 want to preface by noting that there has
5 been an out-flux of minority and
6 women-owned businesses from the cities to
7 the suburbs. This is a general
8 demographic trend, and it is true of
9 entrepreneurs as well.

10 The availability has increased
11 at the same time and approximately the
12 same rate as the utilization. We now see
13 double-digit availability rates in
14 Personal and Professional Services, as
15 well as Public Works and as well as
16 Services, Supplies and Equipment when we
17 compare for the period --

18 COUNCILMAN GOODE: I'm asking
19 specifically what's the change in
20 availability by contract type.

21 MR. HUANG: I'm not aware that
22 DJ Miller showed availability by contract
23 type. I have the report with me and I
24 can look at that. So I don't know what
25 the change is from '98 to '03 versus '06

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2 to '08.

3 COUNCILMAN GOODE: Would it
4 make sense that if availability has risen
5 for certain contract types, that those
6 are the types of businesses that OEO
7 should go after aggressively in terms of
8 certification?

9 MR. HUANG: That would be one
10 factor, is if there is more availability
11 of a particular type of business, that
12 they may want to consider focusing their
13 outreach in that type of industry, but it
14 also depends on the types of contracts
15 that are available.

16 COUNCILMAN GOODE: Well, I was
17 already assuming that we're dealing
18 within the contract types that exist in
19 the City.

20 MR. DOW: Right. So if I may,
21 what I think we're -- if there's an
22 opportunity for a greater level of
23 utilization in any one particular type
24 and we see that there is a low level of
25 availability of the firms that can do

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2 those type of contracts --

3 COUNCILMAN GOODE: I'm asking
4 if there is a higher availability.

5 MR. DOW: Oh, if there's a
6 higher availability. So if there's a
7 greater availability --

8 COUNCILMAN GOODE: I'm asking
9 because this is based on what the
10 Disparity Study -- this is what I meant.
11 If availability is rising in a certain
12 area, are we capturing those
13 opportunities, and how closely are we
14 monitoring availability to capture those
15 opportunities to make sure we
16 aggressively certify those people?

17 MR. HUANG: I guess what I was
18 suggesting is that it does depend on what
19 City contracts are available.

20 COUNCILMAN GOODE: That's
21 already understood, that we're basing it
22 upon what City contracts are available,
23 if this is the agency that is monitoring
24 City contracting for opportunities for
25 disadvantaged businesses. If we also,

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2 through a Disparity Study, are monitoring
3 the availability of those businesses that
4 could be certified for those
5 opportunities and we see availability
6 rising, right now are we actually -- have
7 we actually, based upon that, tracked
8 availability and made decisions to
9 actually go out and take advantage of
10 those opportunities?

11 MR. DOW: I think the general
12 answer is, probably not as well as we
13 would like to. The general answer is no.

14 COUNCILMAN GOODE: Well, that's
15 actually how we went from single digits
16 to double digits.

17 MR. DOW: Okay.

18 COUNCILMAN GOODE: And the only
19 way you're going to go to 25 percent or
20 over is actually to look at availability
21 and make sure that all those available
22 firms are certified and that we're
23 actually doing the outreach to them, not
24 only to get them certified but for their
25 participation, and that's actually, in my

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2 mind, a goal achievement process.

3 MR. DOW: Right.

4 MR. HUANG: I think what

5 Mr. Dow is referring to -- and you can

6 correct me if I'm wrong. I don't want to

7 put words in your mouth -- is, I don't

8 think it needs to be an either/or.

9 Councilman Goode, you're correct that

10 where there is high availability, you

11 would want to focus some effort to match

12 that with high utilization, and the

13 long-term strategy is that where there

14 are situations where the City has

15 contracts that are available and the

16 availability of minorities, women and

17 disabled-owned businesses is low, that

18 there are some ways that OEO can be

19 involved with other entities in the City

20 that provide technical assistance and

21 business outreach and entrepreneurial

22 support to increase those availability

23 numbers, in the hopes that, in concert,

24 utilization levels would increase as

25 well.

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2 MR. DOW: I would agree.

3 COUNCILMAN GOODE: Mr. Huang,
4 you did not present your testimony, but
5 just one question in your testimony and
6 then I'm going to finish up very quickly
7 so my colleagues can jump in. In your
8 testimony, your numbers actually differ
9 from the numbers in the Disparity Study.
10 Why is that?

11 MR. HUANG: Do you have the
12 most recent version which I made
13 available this morning?

14 COUNCILMAN GOODE: Of the
15 numbers?

16 MR. HUANG: Yes.

17 COUNCILMAN GOODE: Yes.

18 MR. HUANG: So if you look at,
19 for example, Page VII in the Disparity
20 Study, the 2008 numbers are consistent
21 with what's in the executive summary of
22 the Disparity Study.

23 COUNCILMAN GOODE: I'm sorry.
24 Look at what page of the Disparity Study?

25 MR. HUANG: Page VII is --

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2 COUNCILMAN GOODE: I'm actually
3 looking at Page 10.

4 MR. HUANG: Right. Yes. Thank
5 you for bringing this up. This is a --
6 Figure 1.2, Page 10 of the FY08 Annual
7 Disparity Study is incompletely labeled.
8 Those numbers represent -- the DJ Miller
9 study that covered '98 to '03 looked at
10 utilization in three ways - purchase
11 orders, awarded contracts and, where
12 possible, where the data was available,
13 payments.

14 The FY08 Disparity Study Figure
15 1.2 shows the utilization based on
16 purchase orders, and I believe those were
17 the numbers that were quoted by Mr. Dow
18 in his remarks. In my testimony, I felt
19 it more appropriate since we, Econsult,
20 for the '06, '07 and '08 reports used
21 awarded contracts, that a fairer
22 side-by-side comparison would be to use
23 the awarded contracts number for the DJ
24 Miller years so as to be resonant with
25 the Econsult numbers for '06, '07 and

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2 '08. And so that's what I put in my
3 prepared remarks.

4 COUNCILMAN GOODE: I guess my
5 only question is, what will go in the
6 next Disparity Study?

7 MR. HUANG: We're going to
8 decide either to more properly label this
9 or to change it to reflect awarded
10 contracts.

11 COUNCILMAN GOODE: And you
12 understand why I'm asking that question.
13 We want to make sure that we're comparing
14 apples to apples and oranges to oranges.

15 MR. HUANG: Understood.

16 COUNCILMAN GOODE: So which
17 numbers are you going to use?

18 MR. HUANG: Well, we may show
19 both since both are available.

20 COUNCILMAN GOODE: Okay.

21 MR. HUANG: We haven't decided
22 that yet. But we'll certainly be sure to
23 label everything so that it's not as
24 misleading as this one is.

25 COUNCILMAN GOODE: Mr. Dow or

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2 Mr. Huang, what's the most current DBE
3 participation info that you have?

4 MR. DOW: Most current DBE
5 participation for the City? We have
6 draft numbers for Fiscal Year '09.

7 COUNCILMAN GOODE: And what are
8 they?

9 MR. DOW: We have participation
10 roughly 7.5 -- excuse me. I apologize.
11 17.5 for the total participation.
12 Minority participation would be 11.05 and
13 women would be 6.44.

14 COUNCILMAN GOODE: African
15 American?

16 MR. DOW: I don't have that
17 information right here. Hold on. Maybe.
18 Excuse me. I apologize for that. I
19 think I do. I apologize for that. We
20 have -- hold on, give me a moment.

21 In 2009, the total was 17.5.
22 African American would be 8.61.

23 COUNCILMAN GOODE: So it
24 decreased.

25 MR. DOW: Somewhat.

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2 COUNCILMAN GOODE: Latino?
3 MR. DOW: We have that as 2.15.
4 COUNCILMAN GOODE: Asian?
5 MR. DOW: 1.72.
6 COUNCILMAN GOODE: Disabled?
7 MR. DOW: On a percentage
8 basis, it comes out to zero percent. On
9 an absolute dollars basis, it is \$14,000.
10 COUNCILMAN GOODE: Philadelphia
11 based?
12 MR. DOW: I don't have that
13 right here.
14 COUNCILMAN GOODE: Okay. The
15 strategic plan calls for quarterly
16 tracking. Why not --
17 MR. DOW: Calls for what? I'm
18 sorry.
19 COUNCILMAN GOODE: Quarterly
20 tracking. Why not realtime tracking?
21 MR. DOW: It boils down to when
22 we are able to -- essentially, it's a
23 systems problem, technology problem.
24 COUNCILMAN GOODE: That cannot
25 be overcome?

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2 MR. DOW: We're working at it.

3 That's what we're trying to work at.

4 COUNCILMAN GOODE: If you have
5 a strategic plan that is not final, in
6 your draft strategic plan why would you
7 aim for quarterly tracking rather than
8 realtime tracking?

9 MR. DOW: Well, what we would
10 try to do is get what is most
11 reasonably -- what we can deliver. So if
12 we know we can't deliver the realtime,
13 we're not going to tell you we're going
14 to deliver that. Right now we know that
15 it's a systems problem.

16 COUNCILMAN GOODE: Does
17 quarterly tracking allow you enough
18 response time?

19 MR. DOW: I believe it does,
20 because what you should be less focused
21 on necessarily on terms of how do we
22 change behaviors, it's not necessarily
23 the tracking of it.

24 COUNCILMAN GOODE: So we are in
25 the third quarter of Fiscal Year '10.

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2 Where are we?

3 MR. DOW: I don't have that
4 actual information right now.

5 COUNCILMAN GOODE: This is the
6 third quarter --

7 MR. DOW: I understand that.

8 COUNCILMAN GOODE: -- of Fiscal
9 Year '10. So you have no idea whether
10 you're going to meet your Fiscal Year '10
11 goals or not?

12 MR. DOW: We believe we're
13 going to be able to be successful in
14 that.

15 COUNCILMAN GOODE: How do you
16 know?

17 MR. DOW: In our recent
18 conversations with the departments --

19 COUNCILMAN GOODE: If we are in
20 the third quarter of Fiscal Year '10 and
21 you can't give me a number, there's no
22 way you can have an idea whether you're
23 going to meet your goals or not. So
24 quarterly tracking is not sufficient.

25 MR. DOW: Okay.

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2 COUNCILMAN GOODE: When is
3 quarterly going to start for real?

4 MR. DOW: It's starting now.

5 COUNCILMAN GOODE: And will it
6 be made available to City Council?

7 MR. DOW: I would assume so,
8 yes.

9 COUNCILMAN GOODE: You would
10 assume so?

11 MR. DOW: That will be made
12 available to Council, yes.

13 COUNCILMAN GOODE: Will it be
14 made available to the public?

15 MR. DOW: I mean, that's public
16 information. I would believe that it
17 should be.

18 COUNCILMAN GOODE: You believe
19 that it should be?

20 MR. DOW: My understanding is
21 that that information is public
22 information and so it can be asked for.

23 COUNCILMAN GOODE: Would
24 someone have to request it or are you
25 going to post it on your website?

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2 MR. DOW: To be determined. I
3 believe that in order to be transparent,
4 we should post it, but that's to be
5 determined.

6 COUNCILMAN GOODE: This is my
7 last question. You set a Fiscal Year '11
8 goal of 25 percent. Moving forward, you
9 roll out the strategic plan. The
10 strategic plan is final. The strategic
11 plan is working, even if you only have
12 quarterly tracking. What's the earliest
13 point that we will actually know that we
14 are achieving that 25 percent for Fiscal
15 Year '11?

16 MR. DOW: I think if we are
17 doing --

18 COUNCILMAN GOODE: Will we know
19 October 1st, after the end of the first
20 quarter? Will we know January 1st, at
21 the end of the second quarter?

22 MR. DOW: Typically we report
23 out -- participation numbers come out in
24 November timeframe, if I'm not mistaken.
25 November timeframe. So after November

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2 1st, we would be able to have a good
3 indication of where we were. I would --

4 COUNCILMAN GOODE: So a year
5 from now when we hold this hearing and
6 you have a 25 percent goal for Fiscal
7 Year '11 and we're halfway through Fiscal
8 Year '11, you'll be able to tell me --

9 MR. DOW: What I would hope to
10 be able to -- what I will be able to tell
11 you, excuse me, is that we are trending
12 in this direction or that direction, and
13 I will be able to tell you --

14 COUNCILMAN GOODE: But a year
15 from now, when we are halfway through
16 Fiscal Year '11, will you be able to give
17 me a number in terms of whether you're
18 reaching your goals?

19 MR. DOW: I will be able to
20 give you a good estimate, yes. I can't
21 say --

22 COUNCILMAN GOODE: Why would it
23 be an estimate if you're doing quarterly
24 tracking and you've already had two
25 quarters pass?

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2 MR. DOW: To be honest, I think
3 it's really a systems. It's about when
4 actual payments come in, when they don't
5 come in. It's the process by which we go
6 through our procurement process. So
7 depending on how fast what happens in
8 that particular aspect of it will dictate
9 how much good information we will be able
10 to account for. And so I'm hesitant --
11 my hesitancy is about not being able to
12 verify the information at that point in
13 time.

14 COUNCILMAN GOODE: Will the
15 Procurement Commissioner approach the
16 witness able.

17 (Witness approached witness
18 table.)

19 COUNCILMAN GOODE: Good
20 morning, Mr. Ortman.

21 COMMISSIONER ORTMAN: Good
22 morning.

23 COUNCILMAN GOODE: Identify
24 yourself for the record.

25 COMMISSIONER ORTMAN: Hugh

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2 Ortman, the Procurement Commissioner for
3 the City of Philadelphia.

4 COUNCILMAN GOODE: Mr. Ortman,
5 two questions. One, is realtime tracking
6 possible?

7 COMMISSIONER ORTMAN: For
8 this --

9 COUNCILMAN GOODE: For DBE
10 participation.

11 COMMISSIONER ORTMAN: Not in my
12 opinion, but I don't actually track it.
13 From what I'm aware of, I would say no.

14 COUNCILMAN GOODE: Why is it
15 not?

16 COMMISSIONER ORTMAN: Because
17 there's so much involved with the actual
18 process, so many if's, and's or but's. I
19 mean, you can award a contract --

20 COUNCILMAN GOODE: When a
21 contract is awarded -- let me step back.

22 Other than for this
23 information, in terms of City contracts
24 in general, is realtime tracking possible
25 in terms of your process? Do you have

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2 realtime tracking?

3 COMMISSIONER ORTMAN: As to
4 where it is in the process?

5 COUNCILMAN GOODE: Yes.

6 COMMISSIONER ORTMAN: Just for
7 the bids and awards themselves, not
8 participation, yes.

9 COUNCILMAN GOODE: So if under
10 the strategic plan OEO is going to be
11 involved before the contract is let, in
12 the bid process, they're going to be
13 involved in the contracting process and
14 they're going to be involved in the
15 monitoring, if you have realtime tracking
16 capability and they're involved in the
17 process, then why is it not possible?

18 COMMISSIONER ORTMAN: From what
19 I know about the participation
20 reporting --

21 COUNCILMAN GOODE: We're not
22 talking about the past. We're talking
23 about the future.

24 COMMISSIONER ORTMAN: I
25 understand. If you award a contract, a

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2 hundred-thousand-dollar contract, and
3 there's 10 percent participation, that's
4 \$10,000. That hundred-thousand-dollar
5 contract may not be touched for a year
6 before somebody finally uses part of that
7 contract. So that 10,000 is still
8 sitting out there.

9 I'm sorry. So I guess my point
10 is, it depends which answers you want as
11 to whether there's realtime tracking.

12 COUNCILMAN GOODE: So in terms
13 of realtime tracking, if you go into your
14 system right now, is there any DBE
15 information?

16 COMMISSIONER ORTMAN: No.

17 COUNCILMAN GOODE: Thank you.
18 I'm finished.

19 Councilwoman Brown.

20 COUNCILWOMAN BROWN: Good
21 morning, gentlemen.

22 MR. DOW: Good morning.

23 COUNCILWOMAN BROWN: What is
24 your anticipated date for the formal
25 release of the OEO plan?

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2 MR. DOW: I would think very
3 shortly. I don't have an exact date for
4 you right now, but this was the last kind
5 of feedback opportunity we were looking
6 for which was going to influence the
7 final strategic plan, the final draft of
8 it. Conversations with the
9 Administration would be held at this
10 point in time, to roll it out within a
11 very short timeframe.

12 COUNCILWOMAN BROWN: At what
13 juncture did you meet with department
14 heads to help them understand their role
15 in helping your department reach the
16 OEO --

17 MR. DOW: We began in earnest
18 in September.

19 COUNCILWOMAN BROWN:
20 One-on-one's?

21 MR. DOW: Yes.

22 MR. GREGORY: Yes.

23 COUNCILWOMAN BROWN: You stated
24 in your testimony and in answering
25 Chairman Goode's questions that you,

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2 quote, plan to influence the departments
3 or help guide departments in helping you
4 meet the OEO plans. Elaborate on what
5 that means.

6 MR. DOW: Well, first of all,
7 we take the philosophy we want to make
8 sure everyone understands. The Office of
9 Economic Opportunity does not write the
10 contracts itself. So all of the
11 contracting processes are taking place in
12 the departments, and so what we want to
13 be able to do is hold them accountable to
14 contracting. It's these individuals who
15 are writing the contracts and the
16 individual departments that have to be
17 accountable to holding it.

18 And so when I say influence and
19 guide them and so forth, what we need to
20 do is be able to be a valued partner by
21 giving them information, statistics,
22 availability, what they can do, what they
23 cannot do in an ongoing process that will
24 allow them to make more informed
25 decisions about minority participation in

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2 the contracting process. That's what I
3 meant by influence.

4 MR. GREGORY: The process that
5 actually took place was that we sat down
6 initially with the big spends, the Water,
7 the Aviation, and we had one-on-one
8 conversations with them in terms of what
9 their historical participation has been,
10 and then recognizing that the economic
11 climate has changed significantly from
12 2008, we talked about what's getting
13 ready to happen with the upcoming budget
14 and where are there opportunities to
15 improve your participation and then
16 sought commitment from them on that
17 participation.

18 In addition to that, we're
19 working with the -- I believe it's the
20 Finance Department, starting in February
21 where we're going to meet with the
22 individual purchasing managers throughout
23 the City to talk about how you can have a
24 positive influence on that goal. By the
25 way, this is the goal that your Deputy

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2 Mayor has committed to, what can you do
3 to exceed that goal.

4 No matter what we commit to or
5 what the Mayor commits to -- and I said
6 this to the Mayor as well -- my goal for
7 OEO is going to be a little bit higher
8 than that.

9 COUNCILWOMAN BROWN: So you
10 expect to guide and influence them, and
11 then you used the word you expect to hold
12 them accountable. What does that mean
13 for departments who do not meet their
14 goals? What's the hammer?

15 MR. DOW: Well, we got the
16 Mayor being part of that as a hammer.
17 We're also looking at -- well, first of
18 all, it's a leadership perspective. So
19 we're asking leadership all the way from
20 the Mayor to Deputy Mayor to
21 Commissioners to hold these folks
22 accountable. So in a performance
23 management perspective, it's holding them
24 accountable and to actually get the
25 results that we want. It's looking at --

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2 if we are unable to -- if they're unable
3 to achieve goals, we have to understand
4 why they didn't achieve the goals. Is it
5 because they chose not to do the minority
6 participation that they elected or that
7 they said they would do for some reason
8 or another or they didn't do contracts.
9 We have to understand that and then hold
10 them accountable to what they've said in
11 the beginning. So if they said they're
12 going to issue so many contracts within a
13 certain period of time and within those
14 contracts they're going to have minority
15 participation and for whatever reason
16 they didn't issue those contracts, we
17 have to hold them accountable to issuing
18 those contracts in order to meet those
19 goals. That's what we mean by
20 accountability.

21 MR. GREGORY: To get more
22 specific, the Economic Opportunity
23 Cabinet, which is pretty much the same
24 composition as the Mayor's Cabinet, is
25 our opportunity to go back to the Deputy

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2 Mayors and go, Look, here are the ones
3 that are doing very well and let's share
4 some of the best practices with the ones
5 that are doing really well. Here are the
6 ones that are struggling.

7 In my initial conversation with
8 those department heads, I said for the
9 ones that are doing very well, you may
10 hear from me on a quarterly basis. For
11 the ones that are struggling, you're
12 going to hear from me more often and
13 we're going to talk about ways we can
14 improve your utilization.

15 COUNCILWOMAN BROWN: So what
16 are your red flags or signals for those
17 departments that are struggling? Because
18 it goes straight to Councilman Goode's
19 question regarding realtime reporting.

20 MR. DOW: Yeah, and this is
21 when contracts go through the process and
22 one red flag is when it goes through the
23 ASIS process and it doesn't have
24 participation, that's a red flag, we're
25 going to stop it. Finance is a wonderful

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2 partner in that report, the Finance
3 Department, in making sure that we're
4 able to capture or catch, quote/unquote,
5 those contracts that are not coming
6 through. So that's an example, where we
7 will say, Okay -- and then if we see bad
8 behavior, continuing bad behavior of
9 departments, let's just say it's one
10 department that never gets participation
11 ranges and we always see their contracts,
12 we're going to go and have some deeper
13 and more direct conversations with them.
14 We're going to make sure that the Mayor
15 is aware of what's going on. We're going
16 to highlight the bad behaviors so that we
17 can then change the subsequent outcomes.

18 MR. GREGORY: If I could, the
19 process right now unfortunately is a very
20 manual process. We're looking to try to
21 make that more of an automated process.
22 Now, those conversations are happening
23 with the Department of Technology even as
24 we speak, and the men and women of the
25 Office of Economic Opportunity have done

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2 a fantastic job, quite frankly, in
3 catching some of those human errors that
4 may take place as it pertains to our
5 process. But if I could be king for the
6 day and write the script, it would be a
7 matter of a point and click and I could
8 have realtime data, but I'm working with
9 the systems that we have right now in
10 place with the Department of Technology.

11 COUNCILWOMAN BROWN: As a part
12 of the strategic plan that you're rolling
13 out, are there discussions with the
14 Department of Technology? Because you
15 mention a lot in your testimony how the
16 systems are not in place to -- systems
17 are simply not in place to help address
18 quarterly, I might argue monthly and
19 Councilman Goode's expectation is
20 realtime.

21 MR. DOW: We are having those
22 conversations with DOT, the Department of
23 Technology, to see what we can do in
24 terms of capturing actual data, the
25 Procurement process, which we get

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2 involved in. It's a much bigger process
3 than OEO, but it's the Procurement
4 process, they're looking at that. So
5 we're at the table having those
6 conversations trying to make sure that
7 any changes that come about are going to
8 have things in there that benefits the
9 Office of Economic Opportunity and our
10 ability to track awards, current, real
11 data, so forth.

12 COUNCILWOMAN BROWN: So can we
13 expect to see some discussion of that in
14 the final draft --

15 MR. DOW: Yes.

16 COUNCILWOMAN BROWN: -- in the
17 final document?

18 MR. DOW: Yes.

19 MR. GREGORY: Yeah. It's
20 taking place. We've even talked to some
21 outside partners, like University of
22 Pennsylvania has a very nice procurement
23 system. There are some shelf products
24 out there. My plan is to come up with a
25 proposal, quite frankly, for Kevin and

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2 say, Look, this was what the actual cost
3 might be to either put a Band-Aid on it
4 or help fix part of it. This might be
5 the cost to do the bells and whistles,
6 Cadillac in terms of meeting all of OEO's
7 needs.

8 So it's too complex to get into
9 this conversation today and it is a lot
10 of detail involved and, quite frankly, I
11 need the people that are actually day by
12 day doing it having that interaction with
13 the Department of Technology, but we are
14 working through that.

15 COUNCILWOMAN BROWN: Who makes
16 up the OEO Cabinet? What is the
17 composition of the Cabinet?

18 MR. GREGORY: The Economic
19 Opportunity Cabinet is all the Deputy
20 Mayors, it's the Managing Director, it's
21 the City Solicitor, it's --

22 MR. DOW: Hugh Ortman and a
23 procurement officer, IG, Mayor, Chief of
24 Staff.

25 COUNCILWOMAN BROWN: How often

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2 do you meet?

3 MR. DOW: We've been meeting
4 monthly, it seems like, the last three
5 months, four months, but quarterly is the
6 standing meetings, and over the last
7 three months, we've met three times.

8 COUNCILWOMAN BROWN: And where
9 is the overlap with the OEO and the
10 Mayor's Cabinet?

11 MR. DOW: Well, the Mayor's
12 Cabinet -- essentially the folks that are
13 on, other than -- I mean, the key people
14 on the Economic Opportunity Cabinet are
15 Mayor Cabinet members. The Deputy Mayors
16 are all there. We didn't mention Rina
17 Cutler. She's there. All the Deputy
18 Mayors are there. So that's part of the
19 Cabinet. We've added additional folks
20 like Hugh Ortman, like -- Hugh Ortman, as
21 an example, who is not on the Mayor's
22 Cabinet because of his critical role in
23 the procurement process. So the Mayor's
24 Cabinet also includes the City Solicitor.
25 She's on the Economic Opportunity Cabinet

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2 as well. So it's a mirrored group. We
3 don't have everybody on both, but there's
4 a mirrored group.

5 COUNCILWOMAN BROWN: My last
6 question is, can we therefore expect that
7 the breakdown in your final document will
8 be by ethnic group so that it is
9 consistent with the law?

10 MR. DOW: Yes.

11 MR. GREGORY: Yeah.

12 COUNCILWOMAN BROWN: Thank you
13 very much for your testimony.

14 Thank you, Mr. Chairman.

15 COUNCILMAN GOODE: Thank you,
16 Councilwoman.

17 Let me note for the record that
18 Councilwoman Sanchez and Councilman Jones
19 are here.

20 Councilman Green.

21 COUNCILMAN GREEN: Thank you,
22 Mr. Chairman.

23 I just have a few quick
24 questions. You've sort of briefly hit on
25 my areas of interest with respect to

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2 improving the efficiency of this process.

3 So how many people right now
4 are in the Office of OEO?

5 MR. GREGORY: I believe it's
6 12.

7 COUNCILMAN GREEN: And seven
8 people are in charge of what we're
9 calling GAP now?

10 MR. DOW: In charge of?

11 COUNCILMAN GREEN: Or
12 undertaking the process of measurement.

13 MR. GREGORY: Well, I guess
14 there were two that were mainly focused
15 on certification, and those two are
16 shifting towards the -- I mean, we're not
17 rolling it out yet, but they're getting
18 ready to shift towards more of a
19 reporting/monitoring responsibility. It
20 might be three.

21 COUNCILMAN GREEN: Three? I
22 thought we said seven earlier.

23 MR. DOW: Right. Three on the
24 certification side. So you have support
25 staff there as well. So you got two,

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2 three people of support staff. You have
3 a manager, two managers, Alice Candace.
4 So you subtract those out, you have
5 basically five, six people. And then if
6 you add in the other seven, that's where
7 we get the 12.

8 COUNCILMAN GREEN: Okay. So
9 describe to me the typical day for
10 somebody with that responsibility.

11 MR. DOW: Going forward?

12 COUNCILMAN GREEN: No.

13 MR. DOW: Today, right now?

14 COUNCILMAN GREEN: Today, right
15 now.

16 MR. GREGORY: Well, there's two
17 aspects. There's one group that is
18 receiving RFPs and setting ranges and
19 goals and monitoring those RFPs to see if
20 those participation goals are being met.

21 COUNCILMAN GREEN: Okay.
22 That's a job description. I want to know
23 a typical day. You come into the office.
24 You've had your cup of coffee. What do
25 you do?

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2 MR. GREGORY: I don't know if I
3 can describe my typical day. I don't
4 know if I have a typical day. Every day
5 is unique, with different challenges and
6 different opportunities.

7 COUNCILMAN GREEN: Is there a
8 specific process -- I mean, that should
9 not be true of staff people who have a
10 specific responsibility like measuring,
11 right? There should be a specific
12 process in place that is, Okay, these are
13 the contract -- are contracts assigned to
14 specific people in the office? In other
15 words, are the people who are doing
16 measurement assigned to specific
17 departments?

18 MR. GREGORY: Yes. Yes.

19 COUNCILMAN GREEN: So if you're
20 in charge, say, of --

21 MR. GREGORY: Water, for
22 instance.

23 COUNCILMAN GREEN: Okay, the
24 Water Department, and you measure that
25 department, what do you do on a --

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2 MR. GREGORY: Like what I
3 started to say before, you're receiving
4 those proposals from the Water
5 Department. You're setting the ranges
6 for those particular contracts, and at
7 the same time, you're monitoring to
8 ensure there's compliance with those
9 contracts.

10 COUNCILMAN GREEN: So what do
11 you do on a daily basis to monitor?

12 MR. GREGORY: I think there's
13 several systems reports that they look
14 at. I think ASIS is one of them. Don't
15 ask me what that acronym is. I'm still
16 learning some of those.

17 COUNCILMAN GREEN: That's just
18 the actual -- ASIS is the contract being
19 awarded presumably with language that's
20 already been approved for a goal or some
21 other kind of understanding in it. But
22 then how are you actually doing
23 monitoring? What is the daily function
24 of monitoring or weekly function with
25 respect to every contract? In other

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2 words, are there written processes in
3 place for this -- written processes in
4 place for the performance of the job so
5 that the people who are supposed to be
6 monitoring can be held accountable to a
7 process? Every week I will review every
8 contract in every department that is
9 under my purview to see what progress has
10 been measured. Is there any kind of --

11 MR. DOW: Yes.

12 COUNCILMAN GREEN: There is?
13 Could you please provide those written
14 processes to the Chair?

15 MR. DOW: Okay.

16 MR. GREGORY: Sure.

17 COUNCILMAN GREEN: Thank you.

18 My other question is, what cities in the
19 country do this very well?

20 MR. GREGORY: I've heard good
21 things about Baltimore and I've also
22 heard some good things about Toledo.
23 Toledo has a very similar demographic
24 composition to what the City of
25 Philadelphia has.

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2 COUNCILMAN GREEN: What do they
3 do that we don't do?

4 MR. GREGORY: Right now it's
5 really execution. I mean, I looked at
6 New York, I looked at DC. I attended a
7 conference down in DC. A lot of the
8 strategic things, a lot of the tactical
9 things are very, very synonymous, very,
10 very similar to what the City of
11 Philadelphia is proposing to do in their
12 strategic plan. The difference might be
13 just execution.

14 COUNCILMAN GREEN: Execution.
15 And that would mean sort of what people
16 do in their daily everyday job?

17 MR. GREGORY: Mm-hmm.

18 COUNCILMAN GREEN: And how we
19 measure that, their performance in their
20 job?

21 MR. GREGORY: Accountability,
22 all those things.

23 COUNCILMAN GREEN: So have we
24 looked at what their written processes
25 are and what the technology is that they

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2 use that make them able to better execute
3 than we can?

4 MR. GREGORY: Yes.

5 COUNCILMAN GREEN: We have? So
6 you said you've heard good things about
7 it, but you've actually gone and looked
8 at it or you've got a written report on
9 it, or what?

10 MR. DOW: From other cities?

11 COUNCILMAN GREEN: Yes.

12 MR. DOW: I think through our
13 general research as we began writing the
14 plan, as Econsult looks at the statistics
15 and so forth, through a combination of
16 all of that.

17 COUNCILMAN GREEN: That
18 specifically described the technology the
19 cities use, the workflow processes those
20 cities use?

21 MR. GREGORY: I haven't gotten
22 into that level of detail. Most of the
23 people -- some of them, matter of fact,
24 are even in this room right now -- are
25 some of our, what I'll call, technical

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2 assistant partners in gathering

3 information from them. Baltimore came

4 into my radar from talking -- from

5 conversations with those technical

6 assistant partners.

7 COUNCILMAN GREEN: Okay. So

8 what I'd like to ask you to do before

9 Councilman Goode calls another hearing on

10 this is to actually figure out the cities

11 that are doing this well and better than

12 we are, what their workflow processes

13 are, what their job descriptions are and

14 what technology is it that they are using

15 that we may be able to implement here to

16 get closer to a realtime system, like,

17 for example, requiring in contracts that

18 people report weekly to us on

19 subcontracts, what they've spent where

20 and stuff like that, that makes the

21 information available so that you can

22 catch things before the end of a

23 contract. We could certainly put

24 whatever we want into our contract in

25 terms of a reporting mechanism and have a

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2 website where people can go in and have
3 to fill in, and if they haven't filled
4 that in, they don't get their next check.
5 There's lots of different ways we can
6 improve the process to make it easy for
7 you to do monitoring without a lot of
8 manpower involved, pushing buttons, as
9 you were saying.

10 MR. GREGORY: Absolutely.
11 That's an excellent idea and we will do
12 so.

13 COUNCILMAN GREEN: Leaving more
14 time for us to sign up people that are
15 firms that we want to help.

16 MR. GREGORY: Okay.

17 COUNCILMAN GREEN: Thank you.

18 COUNCILMAN GOODE: Thank you,
19 Councilman.

20 Councilwoman Sanchez.

21 COUNCILWOMAN SANCHEZ: Thank
22 you.

23 Gentlemen, obviously this
24 Committee, particularly our Chair, who
25 has worked with this for a long time, has

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2 some concerns when you see a trend going
3 downward, especially when we've been
4 talking about this issue for so long, and
5 so there is a concern, a serious concern,
6 around this.

7 In terms of certification and
8 increasing our numbers -- and you talked
9 about a 25 percent increase -- have we
10 cross-referenced the minority
11 certification list at the state as a
12 potential pool of folks that are not in
13 our pipeline in light of the fact that
14 we're now doing reciprocity? Have we
15 looked at what that pool looks like?

16 MR. DOW: We're doing that
17 right now. I mean, we've looked at it.

18 COUNCILWOMAN SANCHEZ: So
19 what's their list compared to ours in
20 terms of Philly-based minority firms?

21 MR. DOW: I really could not
22 answer that specifically. We do know
23 that there's some opportunities for
24 growth there. We do know that --

25 COUNCILWOMAN SANCHEZ: So we

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2 have the list and we're cross-referencing
3 it?

4 MR. DOW: Yeah. It's a public
5 list. So we'll cross-reference it, make
6 sure that -- one, we look at our own list
7 first, make sure that if -- and we focus
8 on those that don't have any other
9 certifications out there. So that's our
10 first tier group that we're going to
11 concentrate on.

12 Second of all, second direction
13 is to look at other entities that we want
14 to consider, so like the SEPTAs, the
15 states and things of that nature, to see
16 if there are any there that are not on
17 ours, and then we do an outreach to those
18 that are not on ours to say, Hey, get on
19 ours so we can count you.

20 The third list is maybe even
21 looking at private organizations,
22 Minority Supplier Development Council,
23 Women's Business Enterprise Center, a
24 number of different ones there that also
25 have firms here that might not be on the

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2 list, have an outreach to them as well.

3 COUNCILWOMAN SANCHEZ: In terms
4 of the goal-setting process, we are now
5 meeting with department heads in
6 preparation for the budget, and I must
7 say, I am extremely concerned at
8 department heads' inability to give me
9 goals, and a lot of them say, Well, we're
10 meeting with OEO. So I'm really
11 concerned about who is going to set the
12 goal in light of the fact that there is
13 literally historical resistance from
14 these folks to change some of the stuff
15 they're doing, especially from our large
16 departments who consume many goods,
17 whether it's the Water Department's 200
18 million or whatever.

19 So when you were talking about
20 the goal-setting process, I'm a little
21 concerned that we're leaving a lot of
22 this up to the departments and then not
23 raising the bar on them. And to that,
24 when you talked about the contracts, I
25 have yet to hear any discussions around

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2 the potential de-bundling of contracts so
3 that we can make sure smaller guys --
4 create that pipeline to increase this.

5 So I'm very concerned, because
6 when I have these conversations with
7 department heads, if they're not telling
8 me they're looking to de-bundle the
9 work -- we talk about the stimulus
10 packet, we're doing a lot dredging, we're
11 doing a lot of small projects, small
12 projects where we do have utilization and
13 opportunity for increased utilization,
14 and I haven't heard any of you gentlemen
15 mention that. So that's an extreme
16 concern, because double-digit increase is
17 very hard and painful to get to. The
18 decrease seems to be happening much
19 quicker, and unless we're seeing those
20 things, unless we're telling departments,
21 You must de-bundle, you must do certain
22 things, if you're leaving it up to these
23 folks to make up numbers, we're going to
24 be back at the same place. I really want
25 to get to a place -- I think Councilwoman

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2 Blondell Reynolds says this at the
3 budget -- where this language around
4 de-bundling, participation flows out of
5 these Commissioners, not out of just
6 OEO's office, and I haven't seen that so
7 far with the departments that I'm meeting
8 with.

9 MR. GREGORY: You're right, and
10 that's exactly where our focus has been.
11 Even though we talk a lot about metrics
12 or the participation goals or the
13 availability, utilization, the bottom
14 line of what we're trying to create right
15 here is changing the DNA of the City
16 where part of their day-by-day,
17 week-by-week, minute-by-minute
18 environment is to think about inclusion
19 and participation. So in the front end,
20 we started those conversations with
21 department heads so that -- I heard the
22 message loud and clear, I don't want to
23 see departments standing in front of City
24 Council not know what their participation
25 goals are and not have any interaction

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2 with OEO. So we eliminated that right
3 out of the gate. But on the flip side,
4 we're going back to the actual purchasing
5 managers, recognizing that the Deputy
6 Mayors are here -- the department
7 managers might be there, but the ones
8 that are actually getting capital on the
9 streets and getting contracts in those
10 businesses' hands are the purchasing
11 managers, and that takes some time.

12 There are a lot of interaction
13 back and forth where some would come back
14 with a goal of two percent, where
15 historically it had been 15 percent.
16 We'd go, Wait a minute, let's talk about
17 this a little bit. And there were some
18 that might have came back with a goal of
19 80 percent and historically they're
20 running five percent. Well, we need to
21 have a conversation with them as well.
22 And that's where a lot of our energies, a
23 lot of our efforts have been taking place
24 over the last few months.

25 COUNCILWOMAN SANCHEZ: Okay.

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2 Again, we have three or four months
3 before this budget process, and I don't
4 see a good trend in my meetings so far
5 with some of the department heads. I
6 don't see them owning this. That has
7 always been our concern, whether it was
8 MBEC or OEO, how these departments view
9 your role and how much they think they
10 have to give you to satisfy you and get
11 off your radar. It has to flow
12 naturally, and it only flows when you
13 follow the contracts and you follow the
14 money.

15 So unless departments heads are
16 going to be prepared to come in here and
17 say, Over the last year, these were the
18 contracting opportunities that we opened
19 up through this process, we're going to
20 be playing this song and dance for the
21 next ten years. Wilson has been doing
22 this for ten years. I don't like to do
23 this dance for ten years. I think that
24 we have to be extremely serious about
25 this, and until the department heads --

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2 we're political candidates. If we can't
3 say in two minutes why we're here, then
4 we have a problem. If a department head
5 comes to me and in two minutes he can't
6 tell me how he's reaching the goal, I
7 know I have a problem and we have a
8 problem.

9 MR. GREGORY: Right.

10 COUNCILWOMAN SANCHEZ: So we
11 have to do a better job before folks
12 start testifying in March about their
13 goals.

14 MR. GREGORY: Agreed.

15 COUNCILWOMAN SANCHEZ: Thank
16 you.

17 MR. GREGORY: Thank you.

18 COUNCILMAN GOODE: Councilman
19 Jones.

20 COUNCILMAN JONES: Thank you,
21 Mr. Chairman, and let me go on the record
22 and say thank you for your years of
23 consistent development of an MBE, WBE,
24 DBE program for the City and being
25 consistent on your public policy stance

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2 on this.

3 Are we in the afternoon yet?

4 MR. DOW: Not yet.

5 COUNCILMAN JONES: Okay. Good
6 morning.

7 MR. DOW: He's warning me,
8 right?

9 COUNCILMAN JONES: No, I'm not.
10 No, I'm not.

11 I think a lot of the questions
12 that I would have have already been
13 vetted. I think the answers are or
14 aren't what they are. And I think that
15 the expectation has been made real clear
16 by this Committee. So I will try to
17 narrowly tailor my focus to things that I
18 don't think were covered.

19 Could the Procurement
20 Commissioner please join us back at the
21 stand for this.

22 (Witness approached witness
23 table.)

24 COUNCILMAN JONES: I don't know
25 who is doing your math over there, but if

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2 I were to look at -- if I were to ask you
3 what is the flagship example of minority
4 participation in the City of
5 Philadelphia's procurement process and I
6 want to eliminate Scotlandyard and I want
7 to eliminate Team Clean, who would be
8 that flagship? What would be that
9 example of what us getting it right and
10 what would be the prototypical way that
11 we could expand that to other
12 departments? Give me one WBE, one MBE
13 example of that, your signature --

14 COMMISSIONER ORTMAN: You took
15 my two best answers away now.

16 I don't recall the actual name
17 of the company. It's a minority company
18 that's over in Camden that handles some
19 of the pest control. It does an
20 excellent job. Never get complaints, and
21 he's --

22 COUNCILMAN JONES: Is that a
23 female-owned firm?

24 COMMISSIONER ORTMAN: He's a
25 minority-owned company and he has subs

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2 that are minorities.

3 COUNCILMAN JONES: And what
4 would be the total contract value that
5 they have?

6 COMMISSIONER ORTMAN: Off the
7 top of my head, it's over a hundred
8 thousand a year. It's a pretty good
9 size. There's different areas around the
10 City that are covered by different
11 contracts.

12 COUNCILMAN JONES: So your
13 flagship example of minority
14 participation is a
15 hundred-thousand-dollar contract? And
16 what is our total budget?

17 COMMISSIONER ORTMAN: Other
18 than --

19 COUNCILMAN JONES: What is our
20 total Procurement expenditure for FY09?

21 COMMISSIONER ORTMAN: Upwards
22 of several hundred million. I don't know
23 the exact figure in front of me.

24 COUNCILMAN JONES: We only
25 purchased --

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2 COMMISSIONER ORTMAN: And we're
3 talking SS&E, we're talking Public Works?
4 Public Works, of course, they're huge,
5 much larger than that. I don't have the
6 total dollar figure with me.

7 COUNCILMAN JONES: My question
8 to you -- and I'll repeat it -- is, if
9 you were to use one company, other than
10 Team Clean and other than Scotlandyard,
11 what would be your example of a
12 successful minority and/or female
13 contract and how much would that contract
14 be for?

15 COMMISSIONER ORTMAN: The
16 dollar figures I'd have to go check.

17 COUNCILMAN JONES: You said a
18 hundred thousand dollars.

19 COMMISSIONER ORTMAN: I don't
20 have them in front of me. We have 800
21 active contracts. I don't have all the
22 numbers in front of me.

23 COUNCILMAN JONES: But what
24 jumps to your mind as a --

25 COMMISSIONER ORTMAN: There's a

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2 trucking company that's used both by SS&E

3 and --

4 COUNCILMAN JONES: Do you know
5 the name?

6 COMMISSIONER ORTMAN: Yes;
7 Beasley.

8 COUNCILMAN JONES: And what was
9 their contract award?

10 COMMISSIONER ORTMAN: Well,
11 he's a sub for all these different
12 companies.

13 COUNCILMAN JONES: And what was
14 his subcontract award?

15 COMMISSIONER ORTMAN: I
16 wouldn't -- I'd have to check on that
17 figure, sir. I could get that for you,
18 but I don't have it off the top of my
19 head. I don't want to give you the wrong
20 answer, that's for sure.

21 COUNCILMAN JONES: Do
22 Scotlandyard and Team Clean still have
23 the triplex contract?

24 COMMISSIONER ORTMAN: The
25 triplex contract is not handled through

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2 Procurement. I know Scotlandyard is the
3 actual security force there. I know Team
4 Clean is the actual janitorial service
5 there, but it's not something that
6 directly goes through Procurement.

7 COUNCILMAN JONES: I will --

8 COMMISSIONER ORTMAN: It would
9 go through Public Property.

10 COUNCILMAN JONES: I will pose
11 that question to the two of you. If you
12 had one example of a minority company, a
13 female company, what would that company
14 be and what would the contract award be?

15 MR. DOW: And straight up, I
16 wouldn't know the actual dollar amount of
17 the contract really. I just don't have
18 that detail right on the top of my head
19 right here right now. I would say Alpha
20 Supplies is one company that we partner
21 with. Particularly it's a nice
22 partnership because that's on one of our
23 citywide contracts, which is the office
24 supply, their sub there.

25 Beasley was another one. You

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2 took away Team Clean. You took away that
3 one. They're under U.S. Facilities,
4 Inc., which is a minority-owned company,
5 one of the largest in the United States.
6 So I would include them there as a
7 significant contract that that goes
8 through.

9 We've had some success with --

10 COUNCILMAN JONES: Do you
11 know -- let's go back to Alpha. Do you
12 have any idea what Alpha's award is?

13 MR. DOW: Not right now.

14 COUNCILMAN JONES: It's a
15 requirements contract, which means an
16 annual contract and you use them as
17 needed. Do you know what their
18 participation levels were last year?

19 MR. DOW: Not right now. Not
20 right off the top of my head right now,
21 no. I can certainly get that to you.
22 It's easy information to get, but I don't
23 have it right now.

24 COUNCILMAN JONES: Do you want
25 to take a stab at it?

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2 MR. GREGORY: No. I was going
3 to say most of my focus has primarily
4 been on meeting new business, new
5 minority-owned businesses, new
6 women-owned businesses and getting our
7 availability and utilization increased.
8 I haven't really focused a lot of time or
9 focus on the past or what past contracts
10 have been, but we certainly can get that
11 information for you.

12 COUNCILMAN JONES: All right.
13 Let's go to the question that was posed
14 for realtime payments and the difficulty,
15 technological challenge of doing that.

16 If I were to allow you to use
17 the phone and you needed to find out how
18 much the contract was for the moving of
19 election voting machines, would you be
20 able to tell me exactly who, what, where
21 and how much that contract was for?

22 COMMISSIONER ORTMAN: Yes, sir,
23 within 15, 20 minutes. That's a -- find
24 the contract number, the vendor.

25 COUNCILMAN JONES: Pretty much

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2 realtime.

3 COMMISSIONER ORTMAN: I can get
4 that for you.

5 COUNCILMAN JONES: And you
6 probably could do that also for a
7 requirements contract, let's say salt
8 expenditures for the year after a big
9 snowstorm. You could pretty much tell me
10 where we were by utilization of salt.

11 COMMISSIONER ORTMAN:
12 Utilization or contract award?

13 COUNCILMAN JONES: Contract
14 award and then what the amount of use we
15 actually drew down on that contract,
16 within 15 minutes.

17 COMMISSIONER ORTMAN: I can
18 tell you how much money was encumbered on
19 that particular contract. I can't tell
20 you what was spent on that particular
21 contract without contacting Finance.

22 COUNCILMAN JONES: Then my
23 question becomes, why is it so difficult
24 to track minorities and females and
25 disadvantaged companies --

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2 COMMISSIONER ORTMAN: What you

3 just asked me would be manually done.

4 Those two contracts would have to be

5 pulled. I would have to look at them,

6 research them and give you the answer.

7 We have a technology called Speed, which

8 unfortunately was built on Access 95,

9 Windows 95, and that is falling apart.

10 We're in the process of trying to fix it.

11 That was our only way of tracking

12 minority participation on an electronic

13 basis and it just isn't working right

14 now, and as we've discussed already, DOT

15 is working feverishly to try and fix that

16 problem or possibly get an off-the-shelf

17 product that would work.

18 COUNCILMAN JONES: Let me pose

19 the question a different way.

20 If you could not on a daily,

21 monthly, quarterly basis track how much

22 we expended in a Procurement commodity,

23 would that be of concern to you?

24 COMMISSIONER ORTMAN: Are you

25 talking one commodity and one contract?

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2 I'm not sure what you're asking.

3 COUNCILMAN JONES: Let me try
4 it again. We can do this.

5 If we were just dealing in
6 commodities and in payments and in fiscal
7 integrity of how we pay our vendors and
8 for some reason you could not track your
9 vendor payments to know whether you had
10 an outstanding payable, would that be of
11 concern to you?

12 COMMISSIONER ORTMAN:
13 Procurement does not handle invoices or
14 payments. That's why I can't really
15 answer your question.

16 COUNCILMAN JONES: Okay. But
17 you work with --

18 COMMISSIONER ORTMAN: I can
19 call Finance or get into FAMIS and try
20 and look it up. It's usually a lot
21 quicker to call, to tell you the truth.

22 COUNCILMAN JONES: All right.
23 We'll try it one more time.

24 If we can keep track of our
25 fiscal record-keeping, because there are

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2 penalties and consequences of not doing
3 that, why is it so difficult for you and
4 other departments to not keep track of
5 minority participation? Is there some
6 reason technologically that we just can't
7 accomplish that? And this is not -- this
8 doesn't begin with you and it goes back
9 to other administrations, previous
10 administrations, but I don't understand
11 for any logical reason why we can't have
12 another input, another category that we
13 can just keep track of what we are doing
14 on a realtime basis, and I just need to
15 know what that challenge is so we can
16 meet it.

17 COMMISSIONER ORTMAN: I
18 believe -- maybe Kevin could answer this
19 or Curtis -- DOT has worked every day
20 practically with these two guys trying to
21 come up with an off-the-shelf program or
22 something that we already have in order
23 to be able to do exactly what you want us
24 to do. And we agree it should be done.
25 Nobody is arguing that, but it still

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2 takes a little time for DOT to come up
3 with this particular program. But it
4 should be -- if I were in charge, it
5 would be a system where OEO gets the
6 participation, enters it into their
7 system, does what they want with it and
8 ten minutes later they go back and look
9 at the whole thing all over again
10 electronically. We just don't have that
11 yet. We did have it, but it broke.

12 COUNCILMAN JONES: I just sense
13 if it was a fiscal issue and we had a
14 monetary defalcation, that we would have
15 a sense of urgency in fixing the problem,
16 and that sense of urgency, when it comes
17 to participation, needs to be there. It
18 needs to be there. There are people that
19 count on us for their livelihoods,
20 taxpayers, business owners, that are
21 counting on us to meet and get it right.
22 So that sense of urgency needs to be
23 there.

24 If I were to do case in points,
25 the Neighborhood Stabilization Program,

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2 for example, that we have had for a
3 number of months now, how are we doing on
4 participation with that?

5 MR. DOW: We don't have that
6 information right here with us. That's
7 through the Regional Development --
8 Redevelopment Authority. Are you talking
9 about the NSP program?

10 COUNCILMAN JONES: Yes.

11 MR. DOW: I don't have that
12 right now, to be candid with you. We
13 were focused solely on our internal
14 departments and the quasi agencies.
15 While we are focused on them, making sure
16 we get them playing in this val park as
17 well, they do a good job and we just
18 don't have that information right now.
19 We can get that for you.

20 COUNCILMAN JONES: You know
21 they're a quasi governmental agency as
22 well.

23 MR. DOW: Yeah. That's what I
24 mean. And they do very well, let me tell
25 you. RDA, they've done -- historically

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2 they've done fairly well. So we are
3 confident that that is going to continue
4 on down the path. We have had
5 goal-setting conversations with them as
6 well.

7 COUNCILMAN JONES: And I want
8 to commend publicly the Mayor and the
9 Administration for receiving extra money.
10 The City is, I think, scheduled to
11 receive --

12 MR. DOW: Forty-four million.

13 COUNCILMAN JONES: --
14 forty-four million dollars.

15 Are there going to be
16 conversations about how that can benefit
17 minority, female companies?

18 MR. DOW: Absolutely.

19 COUNCILMAN JONES: And in that
20 process, in order to know what we need to
21 do, we should know what we have done and
22 what works and what has not worked. So
23 that kind of dialogue, seems to me, needs
24 to be engaged, and I would like to get
25 the Chairman information on that.

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2 Finally, some of the big-ticket
3 departments are the Water Department, the
4 Airport, DHS, Police, Fire and Prisons.
5 Police, Fire and Prisons represent 24
6 percent of our entire budget. How are we
7 doing there?

8 MR. DOW: How are we doing
9 that?

10 COUNCILMAN JONES: How are we
11 achieving our goals there and what --

12 MR. DOW: Well, this is where
13 we have a department that has good
14 behaviors. They're helping us track,
15 they're helping us count for it. We
16 probably -- if there was one area where
17 we get solid information, it's from the
18 Prisons area. I mean, we've had some
19 very good conversations, and not only
20 that, it has been in their behavior, in
21 their mindset for years. So they have
22 been able to institute programs there,
23 processes there that allow us to achieve
24 the goals and objectives that we want to
25 achieve, and what we would want to do is

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2 take some of those best practices out of
3 there and apply them to some of the other
4 areas. Plus they have large dollars, so
5 there's been always a focus on -- the
6 larger departments there's always been a
7 focus on.

8 COUNCILMAN JONES: Do you deal
9 with participation from the courts?

10 MR. DOW: We are having
11 dialogues with them. They are, I
12 guess -- I call them -- I lump them in
13 with quasi organizations. But we
14 certainly are beginning to -- it's the
15 First Judicial District. We capture
16 their numbers. We're looking to have
17 some ongoing conversations with them
18 where we talk to them, engage them, try
19 to influence them in their decisions as
20 well. So we are -- yes.

21 COUNCILMAN JONES: So has there
22 been dialogue about the new Family Court
23 that's being built?

24 MR. DOW: Youth Study Center?

25 COUNCILMAN JONES: No.

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2 MR. DOW: Family Court?

3 COUNCILMAN JONES: Family
4 Court.

5 MR. DOW: Not yet. I don't
6 know that answer right now. I can't say
7 yea or nay about that. That has not
8 gotten to the point where we've begun to
9 have some conversations about minority
10 participation in there. So I would
11 reserve final say in that regard, because
12 I just have not been involved in that
13 type of conversation.

14 COUNCILMAN JONES: What is
15 important is the timeliness of
16 information, whether you're talking about
17 the African American Chamber of Commerce,
18 whether you're talking about the Hispanic
19 Chamber of Commerce, Women's Chambers of
20 Commerce or just Philadelphia-based
21 businesses in general. By the time the
22 bids hit the street, it's too late.

23 MR. DOW: We agree with that.

24 COUNCILMAN JONES: So the
25 dialogue needs to begin earlier so that

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2 the information flow to those entities

3 can happen and so that roundtable

4 matchmaker sessions can happen.

5 A positive example -- and maybe

6 not under your direct influence, but I

7 would say you delivered a check, so

8 therefore you get a -- in for a penny, in

9 for a pound -- is the Salvation Army.

10 That dialogue began well before they ever

11 broke ground. And if that is -- and I

12 would have used that as a flagship

13 example, not under the departments but in

14 the private sector, in their voluntary

15 compliance, as an example and best

16 practice, if you would, on how to engage

17 early, how to disseminate information

18 often, and then at the end of the

19 process, it doesn't take rocket science

20 to understand why the participation

21 levels are higher there. So it means

22 bringing people to the table so that they

23 can have that information.

24 One of the things that you and

25 I struggle with on a weekly basis with

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2 the whole stimulus package is how do we
3 engage different groups so that they are
4 at the table early so that they can
5 prepare in advance to get their bonding
6 and insurance correct, so that they can
7 craft strategic partnerships that work
8 and that are meaningful, meaningful joint
9 ventures. But it takes time, and what we
10 find ourselves doing is responding at the
11 last minute. The more information out
12 front and early, the better the
13 participation at the other end. So if
14 that is true, we have to have those
15 dialogues a lot earlier.

16 They're getting ready to build
17 probably the largest courthouse in our
18 lifetime, and we need to be at the table
19 early, before the bids go on the street,
20 so that that inclusion is, first of all,
21 acknowledged that it is a requirement and
22 then, B, actually -- which are people
23 that actually do the work every day and
24 your consultants that actually bring
25 people to the table, so that they have

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2 enough lead time to actually, at the end
3 of the process, be able to report good
4 numbers back.

5 The Chairman and other members
6 of this Committee, this is how it gets
7 done. It's not a question of 17-500
8 whatever. It's a question of will and
9 consistency. And we have the will, and
10 we're going to be consistent. So we need
11 to kind of use these best practices and
12 examples as rules and guides for the
13 future.

14 I will conclude with one other
15 thing. That Philly-based information for
16 me is just as important as the levels of
17 minority, female and disadvantaged
18 businesses, because it better gives me a
19 sense of the economic impact of how we're
20 doing by way of increasing tax revenues.
21 And Lord knows and you know, we need
22 them, but also in the job creation end.
23 If we have local firms, they tend to hire
24 local people, and to me if we were
25 scoring -- and I know there is no matrix

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2 to do that, but if we were scoring, I'll
3 take one local business over two
4 minorities that are from Chicago any day.
5 So to some degree, whether or not it's in
6 the regs to do that, that Philly-based
7 information is critical for me as a
8 participant on this Committee.

9 Thank you, Mr. Chairman.

10 MR. DOW: Mr. Chairman, if I
11 may address one last thing that
12 Councilman Jones had brought up.

13 Alpha Supplies participates in
14 the Staples contract, and their number --
15 and Alpha Supplies is an African American
16 male, and their number is 190,023. It's
17 18.7 percent of that participation.

18 We referred to Natural Pest
19 Control, I believe was the company that
20 Mr. Ortman was referring to. They are a
21 participant on a contract that's African
22 American male. That is \$197,000. And
23 one more for you is Manna Building
24 Supply, which is an Asian female company,
25 and that's roughly -- they have a couple

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2 contracts, maybe three that I have right
3 here in front of me, 150-odd-thousand
4 dollars.

5 COUNCILMAN JONES: One of the
6 things -- and I know you have a lot of
7 responsibilities, all of you gentlemen
8 do, but those are the kinds of examples
9 I'd have tattooed on my forehead. I
10 mean, whenever you come here, you need to
11 be able to lead with some good news. And
12 I understand how difficult the challenge
13 is before you, but every now and then, we
14 like to hear about a success story so
15 that all of our back and forth, all of
16 your good efforts aren't in vain, that
17 somebody somewhere has a contract doing
18 something. And if you get a dozen of
19 them and then analyze them, how did they
20 become successful, how are they
21 sustaining themselves in a recession and
22 kind of make that your mold and model, I
23 think we can all benefit and learn from
24 it.

25 MR. DOW: Thank you.

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2 COUNCILMAN JONES: Thank you,
3 Mr. Chairman.

4 COUNCILMAN GOODE: Thank you,
5 Councilman.

6 I'm glad you provided
7 information to the Councilman before you
8 left. I can tell you that I had a
9 professional flashback to the point when
10 I worked for him, and there is a
11 difference --

12 MR. DOW: I got a current
13 flashback.

14 COUNCILMAN GOODE: There's a
15 difference between these responsibilities
16 being in the Finance Department and being
17 under the Commerce Department. The
18 difference is not just what share or
19 procurement there is, but actually when
20 it becomes an economic development
21 mission, you have to have success
22 stories. It's a much different scenario.
23 I mean, I cannot imagine looking at five,
24 six, seven hundred million dollars worth
25 of contracts and running the Office of

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2 Economic Opportunity and not being able
3 to rattle off the top of my head my
4 success stories in terms of, I got this
5 contract, I got this contract, I got this
6 contract, in terms of what I did. And
7 that's very serious, not just when you
8 come before this Council but in terms of
9 how people will view how credible your
10 strategic plan is in the future. If they
11 can't see it in those simple terms, then
12 it's not going to be real for them.

13 But, Mr. Gregory, I had a more
14 specific question in that regard. When
15 the Councilman asked you about what DBEs
16 jump out and what size contracts they
17 have, you said you've been focused more
18 on new businesses rather than old
19 businesses.

20 MR. GREGORY: I've been focused
21 primarily on meeting some of those new
22 businesses, increasing the availability
23 of firms on our registry, on our list,
24 yes.

25 COUNCILMAN GOODE: What does

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2 that mean?

3 MR. GREGORY: I'm sorry?

4 COUNCILMAN GOODE: What does

5 that mean?

6 MR. GREGORY: That means

7 although I'm happy about the victories

8 we've had, I'm excited --

9 COUNCILMAN GOODE: What does it
10 mean in terms of you've been meeting with
11 new businesses?

12 MR. GREGORY: Well, just that.
13 I meet with new businesses. I talk to
14 them. I reach out. I sit as part of
15 panel discussions and talk about how to
16 do business with --

17 COUNCILMAN GOODE: And what
18 happens?

19 MR. GREGORY: Well, in some
20 cases we matched purchasing managers with
21 the actual vendors or contractors and
22 they get awarded contracts.

23 COUNCILMAN GOODE: Those are
24 old businesses. I'm talking about new
25 businesses.

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2 MR. GREGORY: That's what I'm
3 talking about, is new businesses.

4 COUNCILMAN GOODE: So how many
5 new businesses have been certified since
6 you have been head of OEO?

7 MR. GREGORY: Oh, wow. I know
8 what's in the pipeline right now. It's
9 about 129.

10 COUNCILMAN GOODE: I asked how
11 many new businesses --

12 MR. GREGORY: I know. I'm
13 trying to remember. I don't have every
14 single statistic for OEO.

15 COUNCILMAN GOODE: Not every
16 single statistic. If what you've been
17 doing is meeting with new businesses --
18 Mr. Gregory? Mr. Gregory?

19 MR. GREGORY: Yeah. I'm trying
20 to get that answer for you. I'm sorry.

21 COUNCILMAN GOODE: If what
22 you've been doing is meeting with new
23 businesses to increase availability and
24 availability means certification, then
25 you should know how many businesses have

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2 been certified under your watch. That's
3 what I'm trying to tell you. If you
4 don't know, that's a problem.

5 MR. GREGORY: Okay.

6 COUNCILMAN GOODE: If you don't
7 know what new contracts have been awarded
8 to DBEs, that's a problem. If you don't
9 know the range of the awards in terms of
10 what the typical DBE contract is by
11 contract type, that's a problem.

12 MR. GREGORY: Okay.

13 COUNCILMAN GOODE: This is my
14 last question, then I'll move to
15 Councilwoman Brown. Can you tell me what
16 the strategic plan calls for in terms of
17 Economic Opportunity Plans and how that
18 information is communicated to department
19 heads and to the contractors?

20 MR. DOW: Well, legislation
21 requires Economic Opportunity Plans on
22 contracts over a million dollars. As
23 those then are developed and contracts
24 are going up in that range, we develop
25 EOPs in that regard. The departments

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2 that are responsible for those contracts
3 are intimately involved in the creation
4 of those EOPs, and the ongoing monitoring
5 and compliance with all of that,
6 reporting out of all of that, most
7 situations of that particular size,
8 particularly the larger ones, engage
9 oversight committees where the
10 departments are involved with it, a
11 number of community partners are involved
12 with those as a means in which we are
13 able to monitor those particular types of
14 contracts that have EOPs attached with
15 them.

16 COUNCILMAN GOODE: So for all
17 contracts or projects where EOPs are
18 required, department heads are fulfilling
19 that responsibility and communicating
20 that to the contractors?

21 MR. DOW: Sure. Yes.

22 COUNCILMAN GOODE: That's all I
23 have.

24 Councilwoman Brown.

25 COUNCILWOMAN BROWN: I would

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2 simply like to underscore the concern
3 raised by Councilwoman Sanchez. During
4 budget hearings, I know for sure
5 Councilman Goode and I, when every
6 department head sat down, we pulled out
7 our little grid here that lists all City
8 departments, what the goal was and then
9 what actually happened. And when I
10 looked at where we were a year ago, the
11 signals here indicate that there's a lot
12 of work that has to be done on your part,
13 and you've already spoken to that. And
14 the challenge is getting department heads
15 to recognize -- it's not going to be in
16 what they tell us. It's going to be in
17 what they do, and what they do is
18 reflected on this sheet.

19 So we are maybe 90 days away
20 from budget hearings again, and I have
21 for sure kept a record of department
22 heads who came to us who used the excuse,
23 Oh, we haven't had meetings. No. In
24 fact, many of them punted the ball to OEO
25 saying, We hadn't met with OEO, which may

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2 have been true, because it was a new
3 Administration.

4 So as we look to the next 90
5 days, you assured us that come this year,
6 we would not hear that explanation at
7 all. The flag for me is in Councilwoman
8 Sanchez's acknowledgement that she has
9 actually met with some department heads
10 and she is not encouraged at all that
11 they are embracing what your mission is.

12 So know that we are paying
13 attention, and for the department heads
14 that don't get it, it's going to be real,
15 real clear to them that we are not
16 dissatisfied, we are unhappy, because
17 it's been ten years for me and ten years
18 for the Councilman. And this strategic
19 plan will have been released by then,
20 correct?

21 MR. DOW: Yes.

22 COUNCILWOMAN BROWN: And so we
23 can be assured that they will have read
24 it and they get it and be prepared to
25 report accordingly?

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2 MR. DOW: Yes.

3 COUNCILWOMAN BROWN: Very well.

4 Thank you for your testimony.

5 MR. DOW: Thank you.

6 COUNCILWOMAN BROWN: Thank you,

7 Mr. Chairman.

8 COUNCILMAN GOODE: Thank you.

9 Any questions?

10 (No response.)

11 COUNCILMAN GOODE: Thank you.

12 MR. DOW: Thank you,

13 Mr. Chairman.

14 COUNCILMAN GOODE: Is there

15 anyone else to testify on this

16 resolution?

17 (Witness approached witness

18 table.)

19 MS. HILL: My name is

20 Jacqueline Hill, and I promise to be

21 brief, but I'd just like to make a couple

22 comments. I am the Director of the

23 Pennsylvania Minority Business

24 Development Center, a program of the

25 Enterprise Center, and as you know, our

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2 focus is advocating on behalf and growing
3 minority-owned businesses. And I've sat
4 here this morning and I've listened, and
5 I guess my first question is, who is on
6 first?

7 There seemed to be a passing of
8 the ball between Mr. Dow and Mr. Gregory,
9 because we don't have a permanent OEO
10 Director. We have Acting. And so that
11 concerns me about who do we hold
12 accountable and who is empowered to be
13 able to get some of the work done that is
14 proposed in the strategic plan. So one
15 of the requests I would make of Council
16 is that we push for some permanency so
17 that there is someone empowered and in
18 place and held accountable for the
19 outcomes and activities that are being
20 proposed.

21 Number two, this is a
22 three-legged stool, in my opinion. It is
23 not an OEO issue. It is an
24 OEO/Procurement issue. I heard Mr. Ott
25 (sic) say that these two had been meeting

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2 with DOT around the technology issue, but
3 I think in listening, if you were
4 listening well, that that would be in
5 isolation. Procurement clearly has to be
6 a part of that discussion for all of the
7 pieces to come together to be able to
8 track. We need that body of information
9 from Procurement as well as the body of
10 information from OEO for all of the
11 pieces to ultimately come together.

12 I think that's what we've done
13 in the past. We have lived in isolation
14 and none of the dots are kind of clicked
15 together here. Therefore, it has not
16 worked.

17 Thirdly, I sit on the EOP
18 Committee for SugarHouse and for Verizon.
19 Verizon has not had a meeting since July
20 the 7th of 2009. I have had personal
21 interactions with Verizon, the company,
22 just to keep the process moving in order
23 to ensure that the qualified minority
24 firms with which we work have been given
25 opportunity and access for contracting.

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2 But in terms of a committee meeting
3 formally to say, Hey, this is what's
4 happening, there have been a couple of
5 outreach events. So I'm wondering about
6 the accountability on that.

7 And in regard to SugarHouse, we
8 have met consistently. There's a regular
9 standard meeting, but we get the reports,
10 and they remain in red in terms of what
11 the minority participation is. They
12 print them out in color and you see a lot
13 of red.

14 One of the issues that concerns
15 me is -- Ms. Flamer is on the SugarHouse
16 Committee, and we have discussions about
17 locally owned businesses and we have a
18 situation where -- and, Ms. Flamer,
19 please feel free to correct me if I'm
20 wrong -- where Ballard Spahr, as long
21 there's a minority partner heading the
22 account, is considered minority. And
23 that becomes a concern for me, because
24 how do I get the opportunity to engage a
25 growing minority-owned law firm and put

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2 them in position, because they're
3 continually competing against a Ballard
4 Spahr, if that's an acceptable practice.
5 And so I guess my question is -- I mean,
6 I know it's a habit that somehow
7 somewhere along time has been acquired,
8 but I question the legitimacy of that, if
9 I'm going to be able to engage and grow a
10 minority law firm or an accounting firm,
11 because all of those could go and hire
12 someone and put them in position and get
13 credit, but then I don't get the
14 opportunity to engage accounting firms
15 and law firms and other legal
16 professions.

17 COUNCILMAN GOODE: Ms. Flamer?

18 MS. HILL: So I -- I'm sorry.

19 COUNCILMAN GOODE: Ms. Flamer?

20 (Witness approached witness
21 table.)

22 COUNCILMAN GOODE: Please state
23 your name for the record.

24 MS. FLAMER: Yes. Michelle
25 Flamer, City of Philadelphia Law

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2 Department, Senior Attorney.

3 The process that Ms. Hill just
4 described is correct, in that the City
5 has a policy of counting participation of
6 minority lead counsel at majority-owned
7 law firms. This practice was started
8 pretty much, I believe, really when
9 Stephanie Franklin-Suber was the City
10 Solicitor, and it's really an outgrowth
11 of a need to encourage diversity at
12 majority-owned law firms. It was never
13 intended to supplant the actual
14 participation of minority-owned law firms
15 or minority accounting firms or other
16 types of professional service providers.
17 It's just really a way of encouraging
18 participation of minorities and
19 increasing diversity at those
20 majority-owned law firms.

21 COUNCILMAN GOODE: I guess my
22 question is, is that how the data is
23 compiled on an annual basis in terms of
24 City contracting?

25 MS. FLAMER: No. In terms of

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2 the raw data that we put into the
3 participation reports, we only count
4 certified firms. So we're not certifying
5 Ballard Spahr. But for purposes of
6 counting in terms of EOP reporting,
7 there's credit given, but it's sort of --

8 COUNCILMAN GOODE: So it's for
9 the purpose of EOP reporting and not for
10 the purpose of the Disparity Study and/or
11 the annual reports from MBEC or the
12 Office of Economic Opportunity?

13 MS. FLAMER: Yes. That's
14 correct.

15 COUNCILMAN GOODE: Thank you.

16 MS. HILL: I am finished.
17 Those were all the remarks that I'd like
18 to make.

19 COUNCILMAN GOODE: Councilman
20 Jones.

21 COUNCILMAN JONES: How are you?

22 MS. HILL: I'm good.

23 COUNCILMAN JONES: Are we still
24 in the morning?

25 MR. DOW: No, we are not.

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2 COUNCILMAN JONES: It's

3 afternoon officially?

4 Good afternoon. I wanted to

5 ask -- and you've been a part of a number

6 of hearings that the Chairman has pulled

7 together, and in one of the hearings

8 there was a question of communications

9 and dialogue between the Commerce

10 Department and OEO, and the response was

11 not enough communications. Has that

12 improved since the last hearing?

13 MS. HILL: I don't know that I

14 can respond to that, that I have enough

15 information to respond fairly.

16 COUNCILMAN GOODE: What do you

17 want to say?

18 MS. HILL: I'm sorry?

19 COUNCILMAN GOODE: What do you

20 want to say?

21 MS. HILL: What I would like to

22 see -- I think we got to get away from

23 this little numbers game, percentage

24 game. When a majority of the population

25 of a city is comprised of majority people

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2 and we can't get off of the two and three
3 percent in ranges and that kind of stuff
4 and reposition our sales to grow the
5 economy of the City, then we have an
6 overall problem.

7 I think that in fairness to
8 Mr. Dow and Mr. Gregory, MBEs are at the
9 mercy of their learning curve as we go
10 through this process. They are new to
11 this field. They are -- this is a new
12 administration and inherent in that are
13 some challenges, as with any system, but
14 if you throw that on top of it, then that
15 creates some additional challenges and it
16 takes us ultimately longer to get there.

17 I think some of the questions
18 that you asked today were very basic
19 questions. They weren't rocket science,
20 but it was an indication of where the
21 learning curve is.

22 So in terms of internal
23 communication -- and that's why the first
24 issue that I raised was who is on first
25 becomes very fundamental, because then at

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2 that point, if I'm Director, I'm
3 accountable. If I'm Acting, I'm kind of
4 there, but I'm not there.

5 I think the communication
6 between the two of them is probably very
7 effective, but, again, who is held
8 accountable, who is empowered to make
9 decisions, to have the right
10 conversation, to gather the right
11 information, meet with you and get your
12 support. But if we kind of still haven't
13 made that decision, I can only go so far.
14 So I think that's where there may be the
15 challenge of the communication, because
16 we don't have a permanent appointee.

17 COUNCILMAN JONES: Well, I'll
18 give you this. I was encouraged when I
19 went out to the Enterprise Center where
20 we pulled together a meet, greet,
21 information session on the stimulus
22 program. That is the type of
23 communication that I encourage. That is
24 the type of dialogue between people who
25 have opportunities and those seeking

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2 those opportunities that I want to see
3 continuously happen. Even if we do not
4 always result in a total moving of the
5 meter on percentage participation, that
6 dialogue at least explores and exhausts
7 some of the possibilities, and it is
8 important to me as a Councilmember that
9 that continue, and I think it was clear
10 by each of the comments that I was able
11 to hear by each of the members of this
12 Committee that during the budget process,
13 which is going to happen, that the -- and
14 I can almost hear my colleague Blondell
15 Reynolds Brown in my ear say, Where is
16 the participation, how are you engaged,
17 when did you get the mandate. So real
18 simple, basic questions are simple, basic
19 solutions - dialogue between the
20 departments and those entities
21 responsible for that participation,
22 dialogue between those entities and the
23 business community. If that happens,
24 then at least we can earnestly say that
25 we were attempting a good-faith effort.

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2 And so when I hear
3 communication happening, I'm encouraged.
4 At least if there's dialogue, there's an
5 opportunity for a contract. Somebody may
6 get some work out of this. But I want us
7 to kind of have a sense of urgency about
8 this, because we're halfway through the
9 Administration. We're halfway through
10 the Administration. This is our big year
11 coming up and this is an example to --
12 and I think the economy slowly, painfully
13 is coming around, but on that upswing, I
14 want us to take advantage of that and
15 have the basics done, have the
16 communication channels established, have
17 the challenges by way of technology
18 solved, have the kinds of matchmaker
19 sessions where prime contractors
20 understand and respect the capabilities
21 of subcontractors, and grow some
22 subcontractors into primes, so that as
23 the economy improves, as the economy is
24 stimulated, that some of that stimulation
25 trickles down to some folk who have been

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2 underutilized. That's just my hope.

3 MS. HILL: I agree.

4 COUNCILMAN JONES: Thank you,
5 Mr. Chairman.

6 MS. HILL: Thank you.

7 COUNCILMAN GOODE: Any more
8 questions for this witness?

9 (No response.)

10 MS. HILL: Thank you.

11 COUNCILMAN GOODE: Is there
12 anyone else to testify?

13 (No response.)

14 COUNCILMAN GOODE: Seeing none,
15 the hearing on this resolution is
16 recessed to the call of the Chair.

17 (Committee on Commerce and
18 Economic Development recessed at 12:15
19 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the
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MICHELE L. MURPHY
RPR-Notary Public

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