

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON COMMERCE AND
ECONOMIC DEVELOPMENT

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, March 5, 2014
10:20 a.m.

PRESENT:

COUNCILMAN W. WILSON GOODE, JR., CHAIR
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA

BILLS 140002 and 140100
RESOLUTIONS 130599 and 140067

- - -

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COUNCILMAN GOODE: Good

3

morning. This hearing is called to

4

order. This is a public hearing of the

5

Commerce and Economic Development

6

Committee on Bills No. 140002 and 140100

7

as well as Resolutions 130599 and 140067.

8

My name is W. Wilson Goode, Jr., Chair of

9

the Committee.

10

I note that a quorum is

11

present. To my immediate left is

12

Majority Leader Curtis Jones. To my

13

immediate right is Councilman Kenyatta

14

Johnson. Also present is Councilwoman

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Blondell Reynolds Brown as well as

16

Councilman William Greenlee.

17

The title of Bill No. 140002,

18

authorizing the Philadelphia Authority

19

for Industrial Development (PAID) to

20

purchase approximately Two and

21

Seven-Tenths acres of land situate at

22

5210 Lindbergh Boulevard, under and

23

subject to the terms and conditions of

24

the Philadelphia Industrial and

25

Commercial Development Agreement between

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 the City, PAID, and the Philadelphia
3 Industrial Development Corporation
4 (PIDC).

5 The title of Bill No. 140100,
6 amending Chapter 17-1300 of The
7 Philadelphia Code, entitled "Philadelphia
8 21st Century Minimum Wage and Benefits
9 Standard," by further providing with
10 respect to the membership of the Living
11 Wage and Benefits Review Committee, all
12 under certain terms and conditions.

13 The title of Resolution No.
14 130599, calling on the City Council of
15 Philadelphia Committee on Commerce and
16 Economic Development to Hold Hearings
17 Concerning Women's Economic and Social
18 Issues and the Challenges Women Face in
19 the Workplace and to Examine Solutions
20 Which the City Can Provide to Increase
21 Economic Security for Women.

22 And the title of Resolution No.
23 140067, authorizing the Committee on
24 Commerce and Economic Development to
25 conduct hearings to examine the minority

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 participation goals and strategies for
3 workforce inclusion by applicants
4 pursuing a casino license in
5 Philadelphia.

6 The first matter we will deal
7 with today is Bill No. 140002. I'll ask
8 PIDC to come forward.

9 (Witness approached witness
10 table.)

11 MR. DALFO: Good morning,
12 Mr. Chairman, members of the Committee.
13 Thank you for having me here today. My
14 name is Thomas Dalfo and I am with the
15 Philadelphia Industrial Development
16 Corporation and the Philadelphia
17 Authority for Industrial Development. I
18 am here to testify in support of Bill No.
19 140002.

20 The bill authorizes PAID to
21 purchase an approximately 2.7 acre parcel
22 located at 5210 Lindbergh Boulevard for
23 consideration not to exceed \$300,000.

24 The parcel is located in the
25 Innovation District that was established

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 by the 2013 Lower Schuylkill Master Plan.
3 Currently this area has many vacant,
4 underutilized, and blighted industrial
5 properties. The Lower Schuylkill Master
6 Plan calls for strategic investments in
7 infrastructure, amenities, and the
8 environment to attract new jobs,
9 investment, high-quality development, and
10 new activity.

11 Acquisition of this 2.7 acre
12 parcel is an important step in improving
13 the appearance of Lindbergh Boulevard,
14 which provides access to redevelopment
15 sites on the west bank of the Innovation
16 District. The site is also strategically
17 located to support future infrastructure
18 needs of the Innovation District and the
19 Lower Schuylkill.

20 The purchase price is the
21 amount negotiated with the property
22 owner. The current owner of the parcel
23 has agreed to sell the site to PAID. The
24 cost of this acquisition will be paid
25 from the Industrial and Commercial

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Revolving Development Fund.

3 Finally, I would like to offer
4 an amendment and an exhibit to this bill
5 to bring it into compliance with Section
6 17-1602 of The Philadelphia Code,
7 Economic Opportunity Plans. The purchase
8 price of the transaction exceeds the
9 threshold of \$250,000 specified by this
10 section of the Code, and accordingly we
11 offer this amendment and the required map
12 which we have marked as Exhibit A. The
13 effect of the amendment will be to
14 require any subsequent developer of the
15 site to submit an Economic Opportunity
16 Plan for the development that they
17 propose.

18 I ask that the Committee
19 consider this bill favorably and that the
20 rules of Council be suspended to permit
21 first reading at the next regularly
22 scheduled meeting of Council.

23 Thank you for the opportunity
24 to testify. I would be happy to answer
25 any questions you may have.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILMAN GOODE: Thank you
3 for your testimony. The amendment has
4 been included in the packet for the
5 Committee.

6 Councilwoman Blackwell, who is
7 the primary sponsor of the bill, is
8 unable to attend because of a funeral,
9 but she definitely supports the bill.

10 Are there any questions for
11 this witness?

12 (No response.)

13 COUNCILMAN GOODE: Seeing none,
14 is there anyone else to testify on this
15 bill?

16 (No response.)

17 COUNCILMAN GOODE: Thank you
18 very much.

19 MR. DALFO: Great. Thank you.

20 COUNCILMAN GOODE: We will move
21 to our second bill, which is Bill No.
22 140100. Is there anyone to testify on
23 that bill?

24 (No response.)

25 COUNCILMAN GOODE: Seeing none,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 we will briefly move from our public
3 hearing into a public meeting to consider
4 those two bills.

5 The Chair recognizes Councilman
6 Jones on the amendment to Bill No.
7 140002.

8 COUNCILMAN JONES: Thank you,
9 Mr. Chairman. I make a motion to adopt
10 the amendment on Bill No. 140002.

11 (Duly seconded.)

12 COUNCILMAN GOODE: All in
13 favor?

14 (Aye.)

15 COUNCILMAN GOODE: Those
16 opposed?

17 (No response.)

18 COUNCILMAN GOODE: The bill is
19 amended.

20 The Chair now recognizes
21 Councilman Jones for a motion on Bill No.
22 140002, as amended.

23 COUNCILMAN JONES: Thank you,
24 Mr. Chairman. I make a motion to move
25 Bill No. 140002 from this committee with

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 a favorable recommendation and the rules
3 of Council be suspended to allow next
4 reading of this bill at our regular
5 scheduled meeting.

6 (Duly seconded.)

7 COUNCILMAN GOODE: All in
8 favor?

9 (Aye.)

10 COUNCILMAN GOODE: Those
11 opposed?

12 (No response.)

13 COUNCILMAN GOODE: Bill No.
14 140002, as amended, is reported out of
15 this committee with a favorable
16 recommendation and suspension of the
17 rules to allow its first reading at our
18 next session of Council.

19 The Chair now recognizes
20 Councilman Jones for a motion on Bill No.
21 140100.

22 COUNCILMAN JONES: Thank you,
23 Mr. Chairman. I make a motion that Bill
24 No. 140100 be moved with a favorable
25 recommendation from this committee and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 that the rules of Council be suspended to
3 allow next reading at our regular
4 scheduled Council session.

5 (Duly seconded.)

6 COUNCILMAN GOODE: All in
7 favor?

8 (Aye.)

9 COUNCILMAN GOODE: Those
10 opposed?

11 (No response.)

12 COUNCILMAN GOODE: Bill No.
13 140100 is reported out of this committee
14 with a favorable recommendation and
15 suspension of the rules to allow its
16 first reading at our next Council
17 session.

18 We will now move back into our
19 public hearing on the resolutions, and
20 the next matter before us is Resolution
21 130599. Our first panel is from PathWays
22 PA and Women's Law Project.

23 (Witnesses approached witness
24 table.)

25 COUNCILMAN GOODE: Excuse me.

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Councilman Greenlee, did you have any
3 opening remarks?

4 COUNCILMAN GREENLEE: Thank
5 you, Mr. Chairman. First of all, thank
6 you for calling this hearing and for
7 co-sponsoring this resolution. The issue
8 of women's economic health and gender
9 equality has been an issue I know we've
10 talked about a lot. I think what's
11 important about this hearing is, we don't
12 have a lot of witnesses, but we have
13 witnesses that have a lot of experience,
14 a lot of expertise, and I think the best
15 thing that could come out of this hearing
16 is recommendations to actual action
17 Council might be able to take to further
18 benefit gender equality and women's
19 economic issues.

20 So hopefully we'll get some
21 good information here and we'll be able
22 to move forward for other solutions.

23 Again, thank you very much,
24 Mr. Chairman.

25 COUNCILMAN GOODE: Thank you,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Councilman.

3 Please state your name for the
4 record and proceed with your testimony.

5 MS. BELLESORTE: Thank you.
6 I'm Marianne Bellesorte. I'm the Vice
7 President of Policy, Strategy, and
8 Communications at PathWays PA. I'm
9 really happy that we're able to hold a
10 hearing on this today. Thank you so much
11 for inviting us.

12 So we are about to start
13 discussing a topic that's coming up in
14 homes across the country, in meetings and
15 events held by coalitions nationwide, and
16 the halls of our government at all
17 levels, the fact that when women succeed
18 in our country, we all succeed. Right
19 now women make up half of our workforce,
20 and 40 percent of all families rely on
21 women as their primary breadwinner.

22 But at the same time, women are
23 being held back by outdated policies that
24 keep them from fully participating in the
25 workplace. These policies don't just

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 hold back women, of course. They hold
3 back everyone.

4 For instance, one issue that
5 affects all families is the pay gap, the
6 difference between what men and women
7 earn each year, which amounts to more
8 than \$11,000 per year. Think about what
9 any family could do with that money. It
10 could mean an additional 89 weeks of
11 food, more than a year's rent or 3,000
12 gallons of gas.

13 Then there is the issue of
14 affordable childcare, the need that all
15 parents have to find quality, affordable,
16 and accessible childcare for their
17 children. Nearly two-thirds of American
18 women with preschool-age children work,
19 but in the U.S. and here in Philadelphia,
20 families are generally left on their own
21 for providing childcare. Policies that
22 would help parents access universal pre-K
23 or that would help them find more
24 affordable childcare would benefit all of
25 our children and would benefit our bottom

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 line.

3 Finally, there's an issue that
4 you all have heard me talk about many
5 times before, the need for policies that
6 balance work and family. Far too many
7 Americans and far too many Philadelphians
8 lack access to even a few paid sick days
9 to care for themselves and their family
10 members. Forty percent of our workforce
11 goes to work with the flu or with
12 children home sick or even worse. And
13 when workers have to take unpaid sick
14 days, they are often threatened with
15 losing their jobs. At the very least,
16 they have less money in their pockets,
17 which affects all of the businesses who
18 rely on them as customers.

19 As I mentioned, these issues
20 are being addressed at all levels of
21 government. Some of the solutions will
22 need to come from your federal and state
23 colleagues. However, we are here today
24 to address legislative actions that could
25 be taken within the City of Philadelphia.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 The speakers following me will
3 highlight some specific policies. Here
4 are a few more to consider:

5 One would be looking at
6 sanitary conditions for nursing mothers.
7 Right now under the ACA, nursing mothers
8 are allowed certain circumstances where
9 they must have access to sanitary,
10 private, non-bathroom areas for
11 expressing breast milk. But this policy
12 doesn't apply to exempt employees. It
13 doesn't apply to all employees, and it's
14 something that the City could take a look
15 at and try to pass legislation around.
16 Any legislation that would require safe
17 conditions with exemptions for small
18 employers who might truly face a hardship
19 would be appropriate and very welcome.

20 There's also the issue of pay
21 equity legislation, which Carol will be
22 speaking on in a moment. Let me just say
23 that legislation, working groups, and
24 public education could all play a role in
25 ending the pay discrimination that all

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 women, and especially women of color,
3 face in the workplace.

4 And, finally, there's
5 protection of workers from family
6 discrimination. Currently, job
7 candidates in Pennsylvania have no
8 protection from questions about their
9 marital or family status. In other
10 words, an employer could make a hiring
11 decision based on whether or not a
12 candidate is a parent, whether or not the
13 candidate is married, whether or not the
14 candidate is a single mother. This is an
15 issue that's certainly being looked at in
16 Pennsylvania at the state level, but
17 there's been a bill off and on for years
18 and years with no action. This is
19 definitely a place where the City could
20 take a look at amending what is on the
21 books here in order to make sure that
22 parents do not face that discrimination
23 in the workplace.

24 Thank you so much for taking
25 the time to listen to us today, and we

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 look forward to any questions.

3 COUNCILMAN GOODE: Thank you
4 for your testimony.

5 Ms. Tracy.

6 MS. TRACY: Good morning. My
7 name is Carol Tracy. I'm the Executive
8 Director of the Women's Law Project in
9 Philadelphia. We wish to thank City
10 Council for holding this hearing and
11 providing a platform to explore and
12 pursue remedies for the consequences of
13 the long-term discrimination and bias
14 that women face in the workplace.

15 The Women's Law Project is one
16 of the few public interest law centers in
17 the United States that are devoted to
18 women's rights and, of course, we're the
19 only one in Pennsylvania. Our vigorous
20 advocacy to protect women's rights and
21 opportunities in Pennsylvania is crucial
22 to the women and families in our state.

23 Since our founding in 1974, the
24 Women's Law Project has worked at the
25 vanguard of the battle against sex bias,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 violence, and injustice by combining
3 high-impact litigation, public policy
4 advocacy, and community education.

5 As we celebrate our 40th
6 anniversary, we are grateful that City
7 Council has focused its attention on the
8 social and economic discrimination women
9 face in their daily lives. In 2012, the
10 Law Project published Through the Lens of
11 Equality: Eliminating Sex Bias to
12 Improve the Health of Pennsylvania's
13 Women. We documented the myriad ways in
14 which bias in all facets of women's lives
15 negatively affect women's health,
16 well-being, and economic status.
17 Addressing the inequality in women's
18 lives will improve their health, their
19 participation in society, and their
20 economic circumstances.

21 As I think we all know, there's
22 been dramatic change in the last 50 years
23 in women's rights. I won't go through
24 all of that here. I wanted to make it
25 part of the record. But I do want to say

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 despite the major advances that have been
3 made, deeply embedded cultural biases and
4 stereotypes about women's place in
5 society continue to impede women's equal
6 participation in society. In our homes
7 and communities, women are subjected to
8 violence, poverty, and the burden of
9 caretaking responsibilities. In the
10 workplace, women are paid less than men
11 for the same work, remain concentrated in
12 stereotypically female low-paying jobs,
13 are subjected to sexual harassment and
14 discrimination on the basis of pregnancy
15 and caregiving, and are denied advances
16 to managerial and higher paying jobs.

17 City Council has highlighted
18 the persistence of the gender gap and the
19 failure of the workplace to accommodate
20 and balance family needs in its
21 resolution calling for today's hearing.
22 The underlying cause of this wage gap is
23 sex discrimination, plain and simple.
24 Employers pay women less than men.
25 Employers offer them fewer jobs and fewer

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 promotions and pay them less for the same
3 work. This ongoing sex discrimination is
4 aggravated by a number of additional
5 factors. Gender segregation persists in
6 the workforce with sex stereotypes
7 driving women into low-wage, often
8 part-time jobs predominantly occupied by
9 women. In these often minimum wage jobs,
10 two-thirds of the minimum wage workers in
11 the United States are women. It's
12 important to remember that. Women are
13 also subjected to wage theft when they
14 are shorted hours, forced to work off the
15 clock, not paid overtime or not paid at
16 all. Overlaying this picture is the
17 further diminishment of wages due to
18 assumptions about pregnancy and
19 caregiving responsibilities at the time
20 of hire and lost time from work and the
21 workforce due to family responsibilities
22 disproportionately borne by women when
23 employers fail to provide men and women
24 with accommodations and flexibility to
25 address their family needs.

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Philadelphia has already taken
3 steps to address some of the factors
4 contributing to the wage gap, and in
5 2011, Philadelphia adopted groundbreaking
6 amendments to its Fair Practices
7 Ordinance, which I think is probably one
8 of the best in the United States. These
9 amendments made it unlawful in
10 Philadelphia to discriminate in
11 employment on the basis of domestic or
12 sexual violence victim status, genetic
13 information or familial responsibilities,
14 including caregiving of adult family
15 members in addition to children. They
16 also outlawed discrimination in terms and
17 conditions of employment of domestic
18 workers. In 2008, Philadelphia required
19 employers to provide unpaid leave for
20 victims of domestic and sexual violence
21 and stalking so that they could address
22 the resulting safety, medical, legal, and
23 counseling needs without risking loss of
24 employment. Just in this past year, City
25 Council adopted legislation requiring

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 employers to provide reasonable
3 accommodations to pregnant women. And I
4 congratulate this body and I hope this
5 body understands how progressive and how
6 we're leading the nation in some of these
7 issues.

8 We do have a number of
9 recommendations for further legislative
10 action that would help reduce the wage
11 gap. First, adoption of legislation that
12 would provide paid sick leave for
13 individuals who must take time off from
14 work to care for children and other
15 family members. We know Council has
16 passed such legislation in the past and
17 it has not been signed by the Mayor. We
18 encourage you to persist with your
19 reports in this regard. It will have an
20 immense impact on women's treatment in
21 the workplace. As we discussed in
22 Through the Lens, women bear the brunt of
23 caregiving responsibilities and are
24 disproportionately impacted by the lack
25 of paid leave. In the absence of paid

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 leave, women are less likely to obtain
3 healthcare for themselves and their
4 children.

5 Requiring employers to provide
6 reasonable accommodation to nursing
7 mothers will also allow women to provide
8 important benefits to their children
9 while retaining their employment.
10 Breastfeeding, which decreases
11 significantly six months after the birth
12 of a child, provides children with
13 important antibodies and is proven to
14 reduce infections and reduce healthcare
15 visits. It also has long-term preventive
16 health benefits for the mother, including
17 a reduced risk of premenopausal breast
18 cancer and osteoporosis. The Affordable
19 Care Act requires employers to provide to
20 employees reasonable break time in a
21 sanitary place other than a bathroom to
22 express breast milk for one year after
23 the child's birth. While an important
24 step forward, the ACA's requirements does
25 not apply to all employees, such as

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 exempt employees under the Fair Labor
3 Standards Act or employees who want to
4 nurse after the child's first birthday.
5 Adoption of an ordinance providing more
6 nursing employees with reasonable break
7 time and a clean, private location to
8 express milk will keep women in the
9 workplace and contribute to wage
10 equality. Bill No. 130922 introduced on
11 December 5th, 2013 and sponsored by all
12 City Councilmembers prohibits employers
13 from failing to accommodate an
14 individual's need to express milk. It is
15 a good start in the right direction. We
16 have provided Councilman Oh, the primary
17 sponsor of the bill, with suggestions to
18 more specifically describe accommodations
19 that would benefit nursing mothers, which
20 must include reasonable break time, use
21 of paid break time, and a private
22 sanitary space other than a bathroom to
23 express milk as long as these
24 accommodations do not unduly burden an
25 employer with fewer than 50 employees.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Lastly, while not necessarily
3 legislative in nature, we encourage
4 Council to take the lead in implementing
5 an initiative like the one adopted in
6 Boston aimed at reducing gender wage gap.
7 In 2013, Boston established the Women's
8 Workforce Council made up of
9 representatives of the financial,
10 engineering, medical, law, technology,
11 and retail sectors to find new ways to
12 address the gender gap. The Council
13 identified 33 interventions for business
14 institutions of higher education and
15 investors that include, most importantly,
16 evaluating starting salaries for new
17 hires, making wages transparent by
18 publishing salary ranges in accessible
19 formats, standardizing compensation and
20 bonuses, and addressing work family
21 flexibility. The Council created a
22 Compact, and at least 35 businesses and
23 educational institutions have signed the
24 100 Percent Talent: The Boston Women's
25 Compact, thereby continuing to accomplish

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 three goals:

3 One, understand the gender wage
4 gap and the underlying causes that
5 contribute to the gap by, for example,
6 reviewing and sharing with its employees
7 the report prepared by the Council and
8 analyzing internal employment practices
9 and data.

10 Two, closing the gap by
11 reviewing the evidence-based
12 interventions in the Council's report,
13 conducting a self-assessment of any
14 interventions they have already
15 implemented internally, and implementing
16 or undertaking to improve three
17 interventions tailored to their
18 workplace.

19 Three, evaluating success by
20 participating in the biannual review to
21 discuss successes and challenges as well
22 as contributing data to a report compiled
23 by a third party on the Compact's success
24 to date.

25 We believe that Philadelphia

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 can do what Boston is doing for women,
3 and we believe Philadelphia can probably
4 do it better.

5 Thank you for being here today
6 and taking this important step to end the
7 wage gap and inequality in the workplace.

8 COUNCILMAN GOODE: Thank you
9 both for your testimony.

10 Are there questions or comments
11 from members of the Committee?

12 Councilman Jones.

13 COUNCILMAN JONES: First of
14 all, as a father of daughters, thank you
15 for your work. And that sensitivity
16 isn't just because of my personal family.
17 It's not by chance that the author of
18 this resolution happens to be an
19 enlightened male and further demonstrated
20 by my colleagues' push for more dollars
21 for at-risk sheltered women, victims of
22 abuse. But the reason that you have
23 enlightened males like Councilman
24 Greenlee is because of persistent female
25 members of Council that remind us every

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 day throughout our budgeting what our
3 goal to make this a balanced society is,
4 and we thank them publicly for that
5 advocacy.

6 So I just -- this is not a
7 question, but a comment. Thank you for
8 reminding us. And I think as the
9 Chairman whispered to me, it is not by
10 chance that also some major employers in
11 this room, potential employers, of
12 casinos needed to hear this testimony
13 today. Not that they aren't doing what
14 they should do, but this reinforces some
15 of the higher goals that we should have.

16 So thank you.

17 MS. TRACY: If I could just add
18 one other thing. The power of these
19 hearings has demonstrated their
20 effectiveness in the past. You may
21 remember -- well, I think Councilwoman
22 Blackwell was on Council during the time
23 of the crisis with the Philadelphia
24 police and sex crimes, but through
25 hearings on sex crimes and the police

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 response in domestic violence, we have
3 really changed police practice in
4 Philadelphia as it relates to sexual
5 assaults and domestic violence and
6 stalking such that we have become a
7 national model, and it is because City
8 Council had the foresight to have the
9 hearings, to be transparent about it, and
10 to push the envelope on it. So I want to
11 thank you for that and recognize that I
12 think we're now in the same place in
13 looking at the complicated issues of
14 economic justice.

15 COUNCILMAN GOODE: Thank you.
16 Any more questions or comments?
17 Councilwoman Brown.

18 COUNCILWOMAN BROWN: Thank you.
19 Good morning, ladies. To your
20 testimony on Page 2, Ms. Bellesorte,
21 nursing homes are regulated by the state;
22 are they not?

23 MS. BELLESORTE: Nursing homes
24 are, yes, as far as I know.

25 COUNCILWOMAN BROWN: And so you

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 have documented evidence or is it
3 anecdotal evidence that suggests that the
4 observations you're making here with
5 regards to nursing mothers?

6 MS. BELLESORTE: Nursing
7 mothers, we do have documented evidence I
8 believe, with the needs of nursing
9 mothers to have clean and sanitary places
10 to express their breast milk.

11 COUNCILWOMAN BROWN: And you've
12 registered this with the state?

13 MS. BELLESORTE: We don't have
14 anything that specifically relates to
15 nursing homes and nursing mothers that
16 I'm aware of.

17 COUNCILWOMAN BROWN: So then
18 there may be an opportunity for us
19 together to sit with some member of the
20 Philadelphia delegation to see who would
21 be interested in taking that on.

22 MS. BELLESORTE: Certainly.

23 COUNCILWOMAN BROWN: So that
24 would be one follow-up task I would ask
25 of the sponsor of the bill, my office,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 and for you to do.

3 MS. TRACY: If I could
4 interrupt, Councilwoman.

5 COUNCILWOMAN BROWN: Please.

6 MS. TRACY: We do have
7 something that's called the Pennsylvania
8 Women's Health Agenda, and in that agenda
9 we have a bill to outlaw pregnancy
10 discrimination and also breastfeeding to
11 fill the gaps, because what we had been
12 finding at the Women's Law Project -- and
13 that's why we're so grateful for the bill
14 outlawing pregnancy discrimination -- is
15 there had been gaps in the law, and many
16 of the individual women who are pregnant
17 who had been fired have worked in nursing
18 homes.

19 So we are pursuing this at the
20 state level as well. The time is here to
21 be proactive, and we're working with our
22 State Assembly very effectively on that.

23 COUNCILWOMAN BROWN: So to the
24 extent where you believe there's a role
25 appropriate for our offices, lean on us.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 MS. TRACY: Absolutely. We
3 will. It will be very important
4 actually.

5 COUNCILWOMAN BROWN: Secondly,
6 I'm sure you're aware that President
7 Barack Obama released after 50 years a
8 report on the status of women and girls
9 nationwide, and in it there was more than
10 a suggestion but a fact that where you
11 have women in executive leadership
12 positions and on boards, the life for
13 those employees who are women tend to
14 have better outcomes.

15 So with that said, you should
16 be aware that my office for the past six
17 months actually has been doing the
18 homework and research around submitting a
19 bill that we plan to introduce later this
20 month on the occasion of the celebration
21 of Women's History Month to now create,
22 for lack of a better word, a division of
23 government that focuses purely on some of
24 the issues that you have articulated in
25 this document, including the Boston

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 model. We don't go as far as the Boston
3 model, but the ultimate intent of that is
4 to look at employment or lack thereof,
5 gender equity, wage opportunities for
6 women as well. So we need to confer with
7 you before we finally introduce it at the
8 end of the month. And really it's the
9 next step up from just having a
10 commission of sorts which existed under
11 Mayor Goode and Mayor Rendell, to take it
12 now to a division of government that
13 focuses on these in a very structural,
14 systemic way. So know that that's on the
15 horizon.

16 MS. BELLESORTE: That's
17 wonderful. Thank you.

18 COUNCILWOMAN BROWN: Thank you
19 very much for your testimony.

20 MS. BELLESORTE: Thank you.

21 COUNCILMAN GOODE: Thank you,
22 Councilwoman.

23 Any other questions or comments
24 for these witnesses?

25 (No response.)

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILMAN GOODE: Seeing none,
3 thank you very much.

4 Our next panel, Childspace CDI
5 and Witnesses to Hunger.

6 (Witnesses approached witness
7 table.)

8 COUNCILWOMAN BLACKWELL: Mr.
9 Chairman and members of the Committee, if
10 I may, let me apologize for being late,
11 and thank you for noting that we were
12 attending a funeral and a speaking
13 engagement before that and voting out
14 Bill 140002. Thank you very much.

15 COUNCILMAN GOODE: You're
16 welcome.

17 Thank you. Please state your
18 name for the record and proceed with your
19 testimony.

20 MS. YOUNG: Good morning. My
21 name is Doris Young. I'm going to be
22 giving the testimony for Susan Kavchok,
23 who could not be here. She's the
24 Financial Director of Childspace Daycare
25 Centers. She was sick this morning, so

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 here I am.

3 Childspace owns and operates
4 three childcare programs in the City of
5 Philadelphia. All three of the childcare
6 centers are STAR 4, the highest quality a
7 childcare center can receive. Our
8 centers serve over 180 children, which
9 over 70 percent, approximately 126,
10 receive state subsidy funding. Our
11 annual sales last year were \$1.5 million.
12 We have a workforce of over 45 employees.

13 Having been in business for the
14 last 25 years, this year has been the
15 most financially challenging since
16 opening. Keystone STARS and Childcare
17 Facility Fund has helped the centers
18 continue to provide quality care through
19 the merit awards as well as funding for
20 capital improvements. However, childcare
21 subsidy fees continue to reimburse
22 quality centers at approximately 15
23 percent less than the actual cost of the
24 service. This, in combination with the
25 decrease in funding and eligibility for

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 families, has left many programs with
3 enrollment openings, resulting in
4 deficits, cash flow challenge, and
5 struggling to maintain their quality.

6 I am slowly seeing everything
7 that our centers have worked for over the
8 last seven years to increase and maintain
9 quality slowly chipping away because of
10 the decreased funding and eligibility for
11 families. Although Childspace pays above
12 average wages and provides benefits,
13 including sick and vacation as well as
14 health insurance to our employees,
15 maintaining qualified staff in our
16 industry is a struggle, because they
17 cannot afford to stay in a field where
18 wages are stagnant and not keeping up
19 with the cost of living.

20 The hardest hit programs are
21 the ones that rely heavily on childcare
22 subsidy fees and located in low-income
23 neighborhoods. There is not enough funds
24 to cover quality based solely on
25 reimbursement rates.

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2 Investing in our children is a
3 critical component to their success in
4 the future. The City and State has to
5 invest in programs that are making great
6 strides increasing or maintaining the
7 quality of their programs. We need to
8 advocate for our families whose daily
9 stresses make it impossible for them to
10 speak for themselves.

11 Thank you.

12 COUNCILMAN GOODE: Thank you
13 for your testimony.

14 Please proceed.

15 MS. SCULLY: Good morning. My
16 name is Kate Scully and I am the Policy
17 Analyst with the Center for Hunger-Free
18 Community. At the Center we have a
19 project called Witnesses to Hunger, which
20 is a research and advocacy project where
21 we engage with low-income primarily
22 mothers to raise their voices as to their
23 experiences living in hunger and poverty.
24 Tangela Fedrick is a witness and
25 unfortunately she could not be here this

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 morning, so she asked me to come and read
3 her testimony for her. The good news is
4 she can't be here because she just found
5 a job. So that's very good news that
6 we're excited about for her.

7 Good morning and thank you for
8 asking me to testify today on the
9 challenges women face in the workplace.
10 My name is Tangela Fedrick and I am a
11 member of Witnesses to Hunger, a research
12 and advocacy project that features the
13 photographs and voices of those who know
14 firsthand the experience of raising a
15 child on a limited income. I am a mother
16 of two beautiful children, Asyiah, age 6,
17 and Tasir, age 5. My children are
18 amazing, and just like any parent, I want
19 to be able to give them the best
20 opportunities in life. I know for them
21 to succeed, education is key. I have
22 worked hard and tried my best to give
23 them their best chance of success.
24 Despite my efforts, the sheer cost of
25 care for my son, care that would prepare

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 him for school, has become unaffordable.

3 Until recently, my son attended
4 a childcare program that he and I loved.

5 He was given instruction and pushed to

6 learn more. He attended the same program

7 his sister had and has been there since

8 shortly after birth. Being at the same

9 center gave my son a sense of stability

10 and security that allowed him to excel.

11 I am a proud mother and I love to talk

12 about how smart my kids are. I believe

13 that is a result of the quality of the

14 care and instruction that they have

15 received starting at an early age.

16 Unfortunately, due to financial

17 reasons, Tasir had to leave his childcare

18 center at the end of the fall. I lost my

19 job and had to rely on cash assistance to

20 make ends meet, but I lost my childcare

21 subsidy, my subsidy that helped to pay

22 for childcare. It broke my heart to have

23 to move my son from the care he loved and

24 relied on simply because I could not

25 afford it. Losing my job and then my

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 subsidy not only cost me, but it has cost
3 my son.

4 I have seen the benefits of
5 high-quality childcare in the education
6 of my daughter. Asyiah is a smart girl.
7 She wants to learn and do well at school.
8 I believe this is a result of the
9 instruction and stable care she received
10 in the first years of life. She has a
11 strong foundation to build upon.

12 Since losing our childcare
13 subsidy, my son, Tasir, has nowhere to
14 go. For four months I have been piecing
15 together care with the network of
16 relatives and neighbors while I looked
17 for work. I know I am lucky to have
18 people to care for my son. Otherwise, I
19 have no idea how I would be able to find
20 work again. The loss of the childcare
21 subsidy is not only a snowball effect
22 from a lost job, but is also an obstacle
23 to getting any other job. Without care
24 for my son, how would I be able to find a
25 new job? It is a vicious cycle that too

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 many families are stuck in.

3 While I am grateful that Tasir
4 is safe and fed with my relatives and
5 friends, this is not the stable care he
6 was accustomed to, and he is not learning
7 anything. At his old childcare center,
8 Tasir engaged with children his age and
9 learned new things each day. Now I am
10 just focused on making sure he is safe.
11 I want him to excel, but right now our
12 situation is not giving him any tools to
13 help him prepare for school next year.
14 My son cannot redo these last few months.
15 They will always be a time of lost
16 potential.

17 I know the importance of early
18 education. I did not benefit from such
19 programs, and I do not want my kids to
20 ever fall behind or feel left behind. No
21 child should miss the opportunity to
22 learn because his or her parents lack the
23 money to afford it. My daughter or son
24 could be a doctor, a lawyer, a member of
25 City Council, but without education,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 without a strong foundation, I fear they
3 will not get there. That my struggles
4 could impact my children's future keeps
5 me up at night.

6 Today, I am happy to say that I
7 have a new job. Ironically, I am now
8 working at a childcare center. With my
9 new job, I am hopeful that I will be able
10 to get my subsidy back and be able to
11 afford care for my son. But there is no
12 guarantee that I can get my son back into
13 the same program, meaning this disruption
14 in his life might be permanent. I will
15 continue to fight for him and for his
16 potential, and I ask you as members of
17 City Council to do the same.

18 No child should be prevented
19 from reaching his or her potential
20 because the caregiver lacks the funding.
21 I am here today to share my story to show
22 the needs for high-quality affordable
23 childcare for all families in
24 Philadelphia. No parent wants to hear
25 her child cry for something she cannot

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 afford to give him. I can't afford to
3 have options. This is all I've got.
4 This is not fair for my children or the
5 many other children in Philadelphia in
6 the same position.

7 It is a never-ending cycle. I
8 only want what's best for my kids, and
9 having them in good childcare is very
10 important to me. Asyiah and Tasir and
11 all children deserve the opportunity to
12 reach their potential.

13 I also, if you have the printed
14 copies of the testimony, just want to
15 point out the picture that Tangela sent
16 us to include with her testimony and,
17 along with it, a quote. She described
18 the picture, saying that without
19 childcare, this is how my son spends his
20 day. He said he wants to learn with the
21 other kids and asked if he did something
22 wrong and that is why he can't go to
23 school. He doesn't understand that it is
24 because I can't afford it anymore.

25 Thank you very much.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILMAN GOODE: Thank you
3 both for presenting testimony.

4 Let me note for the record that
5 Councilman Squilla is here as well.

6 Any questions or comments for
7 these witnesses?

8 (No response.)

9 COUNCILMAN GOODE: Seeing none,
10 thank you again very much.

11 Women's Way.

12 (Witness approached witness
13 table.)

14 COUNCILMAN GOODE: Good
15 morning. Please state your name for the
16 record and proceed with your testimony.

17 MS. VOET: Thank you very much
18 for having me. My name is Wendy Voet and
19 I'm the Executive Director for Women's
20 Way. I would like to thank the Committee
21 for hearing testimony on critical issues
22 tied to women's economic self-sufficiency
23 and empowerment.

24 Women's Way is the region's
25 leading grant-making, advocacy, and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 community education organization for
3 women, girls, and families in Greater
4 Philadelphia. Through this three-pronged
5 approach, Women's Way works to create a
6 more equitable, safe, and just future for
7 all communities in the Greater
8 Philadelphia region. We believe that the
9 future of Philadelphia must address
10 women's economic equity in order to
11 ensure the success of our full community.

12 Every year, Women's Way invests
13 thousands of dollars in other women and
14 girl-serving organizations, many of which
15 focus on the issue of women's economic
16 self-sufficiency. And each June, Women's
17 Way convenes our Women's Issues Summit,
18 an event that brings together our grantee
19 organizations and our coalition and
20 community partners as well as other
21 stakeholders to discuss important issues
22 impacting women in our region. During
23 our 2013 Summit, participants in our
24 Women's Economic Self-Sufficiency track
25 addressed the overarching question of

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 what do agencies and organizations need
3 in the area of policy, funding, and
4 practice to ensure that women with whom
5 they work become self-reliant and
6 self-sufficient. Within this overarching
7 question, participants discussed three
8 interconnected issues - education,
9 childcare, jobs, and identified possible
10 ways to address women's economic
11 self-sufficiency and success.

12 In addition to the ever-present
13 need of increased and flexible funding,
14 participants identified two significant
15 recommendations.

16 The first one is better
17 policies around education, childcare, and
18 jobs. As you've heard and will hear from
19 other presenters, we need to do more to
20 ensure that our public policies reflect
21 the day-to-day needs of women and their
22 families. This includes critically
23 evaluating how we're addressing core
24 issues such as daycare, pay equity,
25 women's leadership opportunities, paid

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 family leave, and other important issues.

3 Number two, development and
4 access to quality jobs that can help move
5 families out of poverty, particularly for
6 low-income women and also formerly
7 incarcerated women.

8 Women's Way fully supports the
9 programmatic and policy suggestions made
10 by our fellow presenters, and we hope
11 that City Council will join us in working
12 to improve the economic future of women
13 in Philadelphia by investing through
14 policy and practice in creating a more
15 economically equitable future for women
16 and families in our community.

17 Thank you so much.

18 COUNCILMAN GOODE: Thank you
19 for your testimony.

20 Any questions or comments from
21 members of the Committee?

22 Councilwoman Brown.

23 COUNCILWOMAN BROWN: Yes. Good
24 morning, and congratulations on the new
25 leadership there. I would be remiss not

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 to say thank you for working closely with
3 my office on issues that impact women,
4 children, and families.

5 With the new leadership, what
6 is the one or two priority that the Board
7 has established as action items over the
8 next 12, 24 months?

9 MS. VOET: Well, there's a
10 variety. We want to maintain our
11 grant-making portfolio. That's a major
12 priority. We're looking at the Women's
13 Action Partners as well as the Community
14 Women's Fund and making sure that we fund
15 the priorities that are outlined by our
16 grantees and community, which right now
17 are focused in on healthcare access, on
18 economic self-sufficiency -- that's why
19 I'm here today -- on prevention of
20 violence against women, and then also
21 girls leadership.

22 We have our upcoming Women's
23 Summit on June 10th and we'll be
24 re-looking at those, but likely they'll
25 stay stable.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 I would say -- so that's the
3 first one. The second one is evaluation.
4 We want to really start looking at the
5 impact of the work that we're doing, both
6 in terms of working with our grantees and
7 then also advocacy and education efforts.
8 So looking at how are we really moving
9 the needle on women's status and on
10 specific issues and how we can identify
11 metrics so that we can say when we're
12 spending our money that we're making real
13 impact in the community and making lives
14 better for women and girls in the
15 Philadelphia region.

16 COUNCILWOMAN BROWN: Elaborate
17 on what you mean when you say "leadership
18 development." What does that look like?

19 MS. VOET: Leadership
20 development in terms of girls leadership
21 development. We fund a variety of
22 different organizations. One is the
23 Alice Paul Institute. And we also
24 partner with schools across the City and
25 an organization, Need in Deed. One of

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 the schools that we're partnering with is
3 Agnes Irwin, and one of the things that
4 we're actually planning on doing is
5 launching a campaign with girls in the
6 region to talk about what they see as
7 being powerful in terms of being a girl
8 and doing a photo voice project on that,
9 so that girls' voices are heard in terms
10 of both what they see as empowering about
11 being a girl and then also challenges
12 that they face. And we're hoping to turn
13 that into a media campaign.

14 But there's a variety of
15 different things, education, making sure
16 that girls' opportunities are in science
17 and math and engineering and lots of
18 other opportunities modeling leadership
19 positions.

20 COUNCILWOMAN BROWN: Well, I'm
21 going to seize the moment and put on your
22 radar screen the request or need for help
23 with regards to the Women on Boards
24 legislation that was passed or at least
25 signed by the Mayor last September. The

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Mayor has created a separate executive
3 committee to see how the City can and
4 should do better when it comes to women
5 on boards, since I mean the fact is that
6 less than 1 percent of women of color are
7 sitting on boards in this region, less
8 than 1 percent, and 17 percent for
9 non-African American women. So a lift,
10 help, nudge, laser-beam focus on that
11 would be useful in helping us move that
12 needle when it comes to that issue.

13 MS. VOET: That was one of the
14 very first reports put on my desk when I
15 started. So it's on our radar, and I
16 agree, and I think we have to model
17 leadership for women at the top level so
18 that girls see it. I mean, I think
19 that's the number one thing that we can
20 do.

21 COUNCILWOMAN BROWN: Coupled
22 with the fact that only when women are
23 on -- you have a critical mass of women
24 on boards are the outcomes for women and
25 all these public policy issues that we

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 care about where you see some level of
3 action taken. Agreed?

4 MS. VOET: Agreed.

5 COUNCILWOMAN BROWN: Thank you
6 very much.

7 COUNCILMAN GOODE: Thank you.

8 Any other questions or comments
9 for this witness?

10 (No response.)

11 COUNCILMAN GOODE: Seeing none,
12 thank you very much.

13 MS. VOET: Thank you.

14 COUNCILMAN GOODE: Is there
15 anyone else to testify on this
16 resolution?

17 (No response.)

18 COUNCILMAN GREENLEE: Can I
19 just say something.

20 COUNCILMAN GOODE: Councilman
21 Greenlee.

22 COUNCILMAN GREENLEE: Thank
23 you, Mr. Chairman. I just want to thank
24 those who testified and those who are
25 here on this issue and to just make a

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 pledge. I know other members of the
3 Committee will agree with me that we need
4 to certainly do the follow-up and
5 hopefully get some of these concerns that
6 are raised into real policy in the City
7 of Philadelphia. So look forward to
8 working.

9 I want it noted for the record
10 that I fought the temptation to make a
11 speech on paid sick leave, Mr. Chairman.
12 All I'll say is stay tuned.

13 Thank you.

14 COUNCILMAN GOODE: Thank you,
15 Councilman.

16 We will now consider Resolution
17 No. 140067, and the Chair recognizes
18 Councilman Jones for opening remarks.

19 COUNCILMAN JONES: Thank you
20 again, Mr. Chairman, and thank you for
21 all those who are here that were patient
22 and allowed us to do our duty as members
23 of this committee.

24 We're here today to hear
25 testimony from the applicants of the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 second casino license in the City of
3 Philadelphia and, in particular, plans
4 for goals of economic inclusion of all
5 citizens of the City of Philadelphia.

6 However you feel about gambling
7 in general, one thing is inescapably
8 true, that gambling in the City of
9 Philadelphia has had an economic impact
10 for us all. Contributing from the
11 SugarHouse Casino, \$394 million in tax
12 revenue, creating over a thousand jobs,
13 with plans for 450 more, and 5 million of
14 those annual revenues going to the School
15 Board for needed education of our young
16 in our city.

17 Historically, it's interesting
18 that this city was a city that was
19 created in part by garment workers, and
20 it was one of the industries -- in
21 particular, my grandfather was able to
22 leave high school, go right into a
23 factory, and get a living wage to provide
24 for my mother and her brothers.

25 Gambling in the City of

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Philadelphia is similar to that, with the
3 potential of expanding not only direct
4 jobs in the City of Philadelphia in the
5 industry of gambling, but having a
6 synergistic effect to other industries
7 that can provide them goods and services.

8 In light of the Pew study, the
9 shrinking middle class in the City is an
10 issue, and we need to do whatever we can
11 to encourage the passage of that second
12 license opportunity for one of these
13 applicants.

14 I want to say this for the
15 record and say it clearly: This is,
16 however, not an attempt to weigh in on
17 who the license should be issued to, but
18 an attempt to look at best practices on
19 how inclusion can be achieved by all
20 applicants. It is the purview of the
21 Gaming Commission to make that decision,
22 but we are well within our rights to
23 highlight those best practices and
24 encourage others.

25 So in advance, I want to thank

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 all of the participants that will testify
3 here today and thank the Parx Casino and
4 others that will be here testifying on
5 how they were able to achieve those kinds
6 of inclusionary practices, and hopefully
7 we replicate that here in the City of
8 Philadelphia.

9 So thank you, Mr. Chairman.

10 COUNCILMAN GOODE: Thank you,
11 Councilman.

12 Let the games begin. The first
13 panel is SugarHouse Casino.

14 (Witnesses approached witness
15 table.)

16 MS. HAMILTON: Good morning.

17 (Good morning.)

18 MS. HAMILTON: Chairman Goode,
19 members of City Council, good to see you.
20 My name is Wendy Hamilton and I'm the
21 General Manager at the SugarHouse Casino.
22 I am joined today by Patricia Tuck, Vice
23 President of Human Resources at
24 SugarHouse, and we are here today to
25 offer testimony on Resolution 140067.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 As you know, SugarHouse opened
3 a little more than three years ago, in
4 September 2010. Although we are one of
5 the smallest casinos in the Commonwealth
6 with just over 1,600 slots and 58 tables,
7 we have consistently had among the
8 highest win per slot machine and the
9 highest win per table game among all of
10 the state's casinos. You may remember
11 that although we were granted a license
12 in December 2006, we were unable to start
13 construction until October 2009 due to
14 factors beyond our control. As a result
15 of this delay and the 2008 financial
16 crisis, we had to scale back our original
17 plan and build a smaller facility
18 designed with the ability to expand.

19 We invested \$385 million to
20 build SugarHouse's interim phase, which
21 revitalized what was a vacant, blighted
22 18-acre parcel on the Delaware River. In
23 a few months, actually any day -- and
24 you'll see some activity if you go there
25 today -- we will embark upon a \$155

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 million expansion of our current
3 facility. The expansion will more than
4 double the size of the existing public
5 space and add much-needed amenities that
6 don't exist today, including a parking
7 garage, additional restaurants, a poker
8 room, and banquet and event space.

9 Because of current market conditions, we
10 are adding very little additional gaming.

11 We estimate the proposed
12 expansion will create 450 additional
13 permanent full- and part-time jobs,
14 bringing the total casino workforce to
15 over 1,500 team members. We also expect
16 to create 1,500 direct and indirect
17 construction jobs for the expansion
18 project.

19 Through January 31st of this
20 year, SugarHouse has generated nearly
21 \$394 million in total tax revenue to the
22 City of Philadelphia and the
23 Commonwealth. Of the total, 46 million
24 was paid to the City in host fees as well
25 as other taxes. As a reminder, the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 School District gets \$5 million annually
3 off the top, and while I don't have the
4 exact amount of revenue that was paid to
5 the District, we estimate that it is
6 likely a little more than \$15 million to
7 date.

8 From the very beginning, we
9 have been committed to being a good
10 neighbor and a good corporate citizen.
11 In November 2008, we signed a Community
12 Benefits Agreement that provides a half a
13 million dollars annually to the Penn
14 Treaty Special Services District during
15 the interim casino phase, and that
16 contributions increases to a million
17 dollars annually once our next phase of
18 expansion is complete.

19 To date, we have contributed
20 2.18 million to the SSD. In addition to
21 our financial commitment to the SSD, we
22 have made charitable contributions of
23 more than 3 million to organizations
24 across the Philadelphia region.

25 As part of our development

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 agreement with the City, we are bound by
3 an Economic Opportunity Plan that
4 establishes participation goals for our
5 casino workforce. I am pleased to report
6 that we are performing well against those
7 goals. However, we are as diverse as we
8 are because it is critical to our
9 business and our culture. How could we
10 attempt to invite and encourage all
11 potential customers if we don't invite
12 and encourage all potential team members?
13 Great ideas, whether they pertain to
14 marketing, HR, finance, come from
15 enthusiastic, dedicated, and fulfilled
16 team members. If we want more great
17 ideas, we need team members from the
18 greatest number of backgrounds,
19 experiences, and neighborhoods.

20 We are inclusive in our search
21 for new employees and inclusive in our
22 development of team members because this
23 fosters great ideas and outstanding team
24 spirit. We are successful and productive
25 as a team because we represent every

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 piece of the puzzle.

3 We work very hard to foster a
4 positive productive work environment, and
5 we consistently reward employees for
6 their outstanding work. And we think
7 that hard work is paying off, because for
8 three consecutive years, our team members
9 have voted us both a "best place to work"
10 in the Philadelphia Business Journal and
11 a "top workplace" in the Philadelphia
12 Inquirer, voted by the employees, every
13 year we've been open, both publications.
14 The Business Journal awards were bronze,
15 silver, and gold.

16 Thank you for allowing me the
17 opportunity to testify before the
18 Committee. I will now introduce Trish
19 Tuck, our VP of Human Resources, who will
20 tell you more about our recruitment and
21 retention initiatives and our fantastic
22 team.

23 MS. TUCK: Hi. Good morning,
24 Chairman Goode and members of City
25 Council. My name is Patricia Tuck and I

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 am the Vice President of Human Resources
3 for SugarHouse Casino. As long as I have
4 been in this profession, I have never
5 worked for an organization that puts its
6 team members first like SugarHouse Casino
7 does. I am here today to offer testimony
8 on Resolution 140067.

9 At SugarHouse Casino, we work
10 very hard to make sure we create and
11 maintain a diverse workforce at every
12 employment level of our organization,
13 starting at the top. Our senior
14 executive team is comprised of eight
15 people, 88 percent women and 25 percent
16 minority. Our supervisor and above team
17 is comprised of 203 people, 37 percent
18 women and 38 percent minority.

19 On a visit to SugarHouse you
20 will see a team comprised of 1,097 team
21 members, 41 percent women to a goal of 15
22 percent, 50 percent minority to a goal of
23 30 percent, and 56 percent Philadelphia
24 residents to a goal of 65 percent. We
25 invite you to visit and check out our

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 very diverse team.

3 Diversity for us has always
4 been top of mind, and it is more to us
5 than just our EEO categories. It is
6 important to us to create a diverse
7 workforce that is reflective of the
8 population in the city and communities in
9 which we live and do business, and it is
10 equally important to us to have diversity
11 of thought, experience, and creativity.
12 A diverse team empowers us to think
13 differently about how to create a better
14 experience for our guests and our team
15 members every day.

16 Prior to opening, we began
17 developing partnerships with local
18 workforce agencies in the City to create
19 awareness about career opportunities at
20 SugarHouse and to reach, develop, and
21 recruit qualified candidates to join our
22 amazing team. To date, we have worked
23 with more than 30 organizations in the
24 community. A few of the organizations
25 that we partner with include the Urban

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 League of Philadelphia, the Philadelphia
3 Opportunities Industrialization Center,
4 EARN Center West, Welcoming Center for
5 New Pennsylvanians, The Sierra Group
6 Academy, Community Integrated Services,
7 Special People in Northeast, and Jewish
8 Employment and Vocational Services, just
9 to name a few.

10 The SugarHouse team works very
11 hard to develop and maintain valuable
12 relationships with these agencies and
13 organizations. Our activities with these
14 business partners include information
15 sessions on their site, participation and
16 recruiting and mock interview panels,
17 conducting interview etiquette workshops
18 for their candidates, and participating
19 on HR panel discussions.

20 As a result of these valuable
21 partnerships, we have been fortunate to
22 hire some great team members who
23 contribute to our overall success and
24 make us better on a daily basis. These
25 valuable partnerships have also resulted

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 in us being recognized for various awards
3 from SPIN, CIS, Welcoming Center for New
4 Pennsylvanians, and JEVS. In addition,
5 we were recently recognized by the
6 International Association of the Jewish
7 Vocational Services with the prestigious
8 Corporate Leadership Award.

9 Partnering with the local
10 workforce agencies is only one piece of
11 our recruiting strategy. In addition to
12 local workforce agency events, in the
13 past 12 months we have regularly
14 participated in career fairs hosted by
15 Councilman Kenyatta Johnson, City Council
16 President Darrell Clarke, and State
17 Representative W. Curtis Thomas, as well
18 as career fairs hosted by numerous
19 community-based organizations around the
20 City.

21 Once we identify potential
22 candidates for employment at SugarHouse,
23 we utilize a unique group audition
24 process for candidates who are interested
25 in joining our team. Think a combination

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 of American Idol and Minute to Win It.

3 Candidates are observed by a
4 panel of senior leaders who are looking
5 for qualities and traits that demonstrate
6 a sincere, genuine enthusiasm and passion
7 to provide great service to our guests
8 while the candidate maintains their own
9 individual uniqueness.

10 We are proud to offer a very
11 generous compensation and benefits
12 package, including domestic partner
13 coverage, to our team members. We have
14 provided a complete list of benefits for
15 your review, ranging from more than 20
16 days of paid time off, eight-hour shifts
17 with paid breaks, perfect attendance
18 awards, annual merit increases, a general
19 manager review process, promotions from
20 within, free onsite parking, and
21 discounted \$3 team member dining options.
22 I encourage you to take a look at the
23 back page of this document for a full
24 list of our amazing benefits.

25 We offer competitive wages and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 comprehensive medical and 401(k) plans
3 with the following plan highlights: 71
4 percent of our eligible team members
5 participate in our company medical plan,
6 and SugarHouse funds the majority of
7 healthcare premium costs. In addition,
8 there has been no increase in premiums to
9 team members for the past four years.
10 That's unheard of.

11 Our 401(k) plan is one of the
12 most lucrative plans in the industry,
13 with company matching contributions for
14 all participating team members, including
15 a dollar-for-dollar match on the first 3
16 percent of team member contributions.

17 Ninety-one percent of our
18 eligible team members participate in our
19 company-sponsored plan. And our
20 company-sponsored plan provides 100
21 percent immediate investing. Virtually
22 unheard of these days.

23 In addition, we provide team
24 members with SugarHouse medical leave day
25 one of employment since they are not

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 eligible for federally provided FMLA
3 until after one year of employment. I've
4 never heard of another company that does
5 that.

6 In addition, we offer \$5,000
7 per year in educational assistance to
8 support the further education and
9 development of our team members.

10 We strive daily to ensure that
11 our team members have a great work
12 experience. We spend a lot of time
13 together working as a team to do
14 everything possible to ensure that our
15 work life is fun and rewarding for our
16 team members. We are always looking for
17 any opportunity to say "woo-hoo," and we
18 celebrate everything, from favorable
19 customer service results with quarterly
20 bonus payouts to national random acts of
21 kindness day. It is important to us to
22 invest in our team's professional health
23 and growth by providing ongoing and
24 training development opportunities.

25 When our team speaks, we

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 listen. Their feedback is critical to
3 our success. We conduct focus groups on
4 a consistent basis. We value and respect
5 our team members' ideas and input, and we
6 are continuously making changes to our
7 policies and procedures to reflect their
8 ideas and feedback.

9 For example, feedback from an
10 EVS focus group resulted in sweeping
11 changes to our attendance policy and the
12 addition of SugarHouse days. While we
13 will never be perfect, our goal is to
14 consistently improve the team member
15 experience so that we are always better
16 tomorrow than we are today.

17 Thank you for listening, and
18 I'm happy to answer any questions you may
19 have.

20 COUNCILMAN GOODE: Thank you
21 for your testimony. We spoke to business
22 and workforce diversity as well as job
23 quality, and those are issues that this
24 Council has cared about for some time and
25 have had some success in terms of policy

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 implementation, but as we move forward,
3 there needs to be a broader discussion
4 about equity ownership, and as we look
5 towards these new applicants, I will
6 raise that question with those applicants
7 as well. But who owns SugarHouse?

8 MS. HAMILTON: SugarHouse has
9 several owners. The majority owner is a
10 group led by Neil Bluhm out of Chicago.

11 COUNCILMAN GOODE: So do you
12 have ownership that are women or people
13 of color?

14 MS. HAMILTON: Yes.

15 COUNCILMAN GOODE: And can you
16 name the minority and women owners, how
17 much they own and the combined
18 percentage?

19 MS. HAMILTON: I cannot give
20 you percentages sitting here, but I can
21 provide them to you later.

22 COUNCILMAN GOODE: Can you tell
23 me what information you do have on the
24 ownership as it relates to women and
25 people of color?

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 MS. HAMILTON: I'm sorry. What
3 was the question?

4 COUNCILMAN GOODE: Can you tell
5 me whatever information you do have right
6 now with regard to ownership as it
7 relates to women and people of color?

8 MS. HAMILTON: Yeah. I can
9 give you names. I can't give you
10 percentages.

11 COUNCILMAN GOODE: You can give
12 me names.

13 MS. HAMILTON: Jerry Johnson is
14 a member of our Philadelphia ownership
15 group. Barbara Sprague is a member of
16 our Philadelphia ownership group.

17 COUNCILMAN GOODE: Is that it?

18 MS. HAMILTON: That's it, that
19 I know of. I don't know everyone's
20 heritage.

21 COUNCILMAN GOODE: Okay. But
22 that's what you're aware of?

23 MS. HAMILTON: That's what I'm
24 aware of.

25 COUNCILMAN GOODE: And what

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 percentage do you believe they own?

3 MS. HAMILTON: I cannot sit
4 here and tell you that. That's way above
5 my pay grade. I can provide you with
6 that later.

7 COUNCILMAN GOODE: Do you think
8 it's 50 percent?

9 MS. HAMILTON: I don't think
10 so.

11 COUNCILMAN GOODE: Thank you.
12 Questions from members of the
13 Committee?

14 COUNCILMAN JONES: First of
15 all, I've had an opportunity to meet with
16 your organization, and you didn't cite
17 that in your testimony, that on MED Week,
18 Minority Enterprise Development Week,
19 your casino was kind enough to
20 participate in a diversity outreach to
21 entrepreneurs. So my question is not so
22 much on hiring or ownership, but as it
23 relates to supply, services, and
24 equipment, how does your casino stack up?
25 Do you have statistics on that?

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 MS. HAMILTON: Yeah. I think
3 we brought some.

4 To be honest with you, I really
5 didn't come prepared to talk about the
6 vendor numbers, and these notes are
7 unclear to me. But let me provide that
8 to you in the future. I know that we do
9 for a very long time -- and I would have
10 to verify that this is still the case. I
11 believe we do better than any casino in
12 the State of Pennsylvania on our vendor
13 diversity numbers.

14 COUNCILMAN JONES: Well, at the
15 particular workshop we had, that was the
16 case. I wanted to see if you continued
17 in that practice.

18 By way of expansion, what are
19 your goals for construction of the
20 expanded area within your footprint?

21 MS. HAMILTON: Again, I didn't
22 bring construction specific. I really
23 have all the employment information with
24 us today. But we have exerted a lot of
25 effort in the past the first time we were

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 under construction. We obviously have
3 the same intention again, and I can
4 provide to you what goals have been
5 developed.

6 COUNCILMAN JONES: If you could
7 provide that to the Chairman, that would
8 be appreciated.

9 MS. HAMILTON: Sure.

10 COUNCILMAN JONES: And I want
11 to thank you for those areas that you
12 spoke to under HR. It is a high bar that
13 you've been able to do well in, and we
14 encourage going higher always, but we
15 appreciate the effort that your casino
16 has given thus far.

17 MS. HAMILTON: Thank you.

18 COUNCILMAN JONES: Thank you,
19 Mr. Chairman.

20 COUNCILMAN GOODE: Councilman
21 Squilla.

22 COUNCILMAN SQUILLA: Yes.
23 Thank you, Mr. Chair.

24 Good morning. Thank you for
25 your testimony. My question -- and I

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 know it's hard. There's obviously a
3 rigorous background check that goes along
4 with hiring practices, and I know that
5 the Philadelphia number that you are
6 looking at is hard to get up to the 65
7 percent. Is there a specific reason for
8 that? Because I know if there is another
9 casino opening, that we can't get more
10 Philadelphians to work there?

11 MS. HAMILTON: Sure. That is
12 the one goal that we've not exceeded yet.
13 We have made progress toward that goal.
14 I think if we looked at the workforce
15 minus the table games staff, we would
16 exceed that goal. And if you remember,
17 when those goals were set, table games
18 were not part of the plan anywhere in
19 Pennsylvania and also at SugarHouse.

20 There's a large group of people
21 that fall under the title of table game
22 supervisor, and there is a requirement
23 from the Gaming Board that to be a table
24 game supervisor, you have at least two
25 years experience as a dealer. So a lot

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 of those folks when we opened, you know,
3 were attracted to come to us from casinos
4 in Atlantic City. Because the distance
5 is a doable commute, many of those people
6 didn't move their lives, their families,
7 their high school kids. They commute and
8 they live in New Jersey. I think we'll
9 always have a contingent of New Jersey
10 employees, just like we have a contingent
11 of New Jersey customers. But the
12 struggle -- one of the key struggles has
13 been that particular large work group
14 with an experiential requirement from the
15 Gaming Board.

16 COUNCILMAN SQUILLA: Okay. I
17 mean --

18 MS. HAMILTON: And over time
19 that changes. Over time we've promoted
20 dealers from within to supervisor
21 positions, and it starts to eat away at
22 the differential.

23 COUNCILMAN SQUILLA: And what
24 would be your average, I guess, salary
25 for your team, the workforce on the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 floor?

3 MS. HAMILTON: We have that.

4 MS. TUCK: The average salary
5 for all SugarHouse team members,
6 including benefits and payroll taxes, is
7 \$45,645.

8 COUNCILMAN SQUILLA: That
9 includes the healthcare and I guess
10 pension?

11 MS. TUCK: Correct.

12 MS. HAMILTON: The salary and
13 wage average alone is 31,000.

14 COUNCILMAN SQUILLA: And is the
15 average work week 40 hour or is that more
16 part time than full time?

17 MS. HAMILTON: We have very,
18 very few part-time employees. We prefer
19 to have a very engaged employee that's up
20 on all the latest news and has friends
21 among their work group. And so while
22 there are a few, the vast majority of our
23 work group is all full-time employees,
24 which would indicate a 40-hour work week.

25 MS. TUCK: Specifically, we

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 have 63 part-time team members.

3 COUNCILMAN SQUILLA:
4 Sixty-three?

5 MS. HAMILTON: Out of 1,100.

6 COUNCILMAN SQUILLA: So that's
7 pretty good.

8 MS. TUCK: And the majority of
9 those prefer to be part time.

10 COUNCILMAN SQUILLA: Some
11 people want to work part time, which is
12 great.

13 All right. Well, thank you
14 very much for your answers. I appreciate
15 it.

16 COUNCILMAN GOODE: Councilwoman
17 Brown.

18 COUNCILWOMAN BROWN: Yes.
19 Thank you.

20 Good morning. I want to follow
21 Councilman Squilla's line of questioning,
22 but first let me compliment you on the
23 rich mix of employees on the operational
24 side of the ledger and underscore
25 Councilman Goode's point of how important

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 it is to us that we see going forward
3 equity in gender and ethnicity on the
4 ownership side of the ledger and how that
5 too is becoming increasingly and should
6 be important.

7 What are the number of Board
8 members that are at SugarHouse?

9 MS. HAMILTON: Well, we don't
10 have a Board per se as a privately owned
11 company, but if you counted all of the
12 ownership, that number is somewhere in
13 the range of a dozen.

14 COUNCILWOMAN BROWN: Okay. So
15 I too will look forward to the document
16 that you'll forward to the Chair on the
17 ownership numbers for the Board.

18 What was the answer to the
19 question regarding your 1,500 member
20 team, how many of them are from
21 Philadelphia?

22 MS. HAMILTON: So 1,500 is the
23 future number. Today it's 1,100, and the
24 Philadelphia percentage is --

25 MS. TUCK: Fifty-six percent.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILWOMAN BROWN: Fifty-six
3 percent. And you mention in your
4 testimony that \$5,000 is given a year for
5 education?

6 MS. HAMILTON: Yes.

7 COUNCILWOMAN BROWN: So is that
8 to suggest that there is a pipeline of
9 sorts between the educational subsidy
10 that you provide and those who want to
11 grow in their careers at the casino?

12 MS. HAMILTON: Yes. And in
13 three and a half years, we have hundreds
14 of internal promotions, some a result of
15 furthering their education, some just as
16 a result of being great and learning an
17 area and wanting to learn another area
18 and exhibiting great guest service
19 skills.

20 COUNCILWOMAN BROWN: So follow
21 up, if you will, or state again your
22 response to Councilman Squilla's question
23 regarding those that come in from
24 Atlantic City.

25 MS. HAMILTON: So there are

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 some areas in table games where the
3 Gaming Board requires a certain amount of
4 experience in table games. For example,
5 to be a table game supervisor, you need
6 to have worked in table games; for
7 example, been a dealer, for at least two
8 years. Those people didn't exist in
9 Philadelphia before we had casinos, and
10 so a lot of folks out of Atlantic City,
11 ironically many of them from Philadelphia
12 one day in the past, sought those jobs.
13 And I can think of dozens of cases
14 offhand where their families are there.
15 These are middle-aged people who have
16 families, kids in school and they just
17 haven't chosen to uproot.

18 So I think that over time, a
19 couple things happen. Over time we hire
20 from within, which we've done. We
21 promote from within into the supervisor
22 ranks, because now we have dealers with
23 three and a half years experience, which
24 meets that requirement. But in addition,
25 I think you'll see some of the folks who

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 currently live in Atlantic City and make
3 the commute relocate to Philadelphia
4 because they're not going back to
5 Atlantic City.

6 COUNCILWOMAN BROWN: Okay.
7 Well, thanks again for your testimony,
8 and again I commend you for leading by
9 example when it comes to having women in
10 position of leadership and responsibility
11 and how that does have a filtering down
12 effect to the workforce.

13 MS. HAMILTON: Thank you.

14 COUNCILWOMAN BROWN: Thank you
15 very much.

16 COUNCILMAN GOODE: Any other
17 questions or comments from members of the
18 Committee?

19 (No response.)

20 COUNCILMAN GOODE: Seeing none,
21 thank you very much.

22 MS. HAMILTON: Thank you.

23 COUNCILMAN GOODE: Our next
24 panel will be Parx Casino.

25 Just by way of announcement,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 I'm going to ask those people testifying
3 and members of the Committee to restrict
4 their discussion to the subject of the
5 resolution, which is minority
6 participation goals and workforce
7 inclusion, so we can stay focused and
8 move along. Thank you.

9 (Witnesses approached witness
10 table.)

11 COUNCILMAN GOODE: Please state
12 your name for the record and proceed with
13 your testimony.

14 MR. HAYDEN: Good morning,
15 Chairman Goode and members of the
16 Committee. My name is Richard Hayden.
17 I'm with the law firm Saul Ewing. We
18 serve as local counsel for Stadium
19 Casino, which is one of the five
20 applicants for the Category 2 license in
21 Philadelphia. Joining me this morning is
22 Ron Davis, who is an executive with Parx
23 Casino, as well as Jeffrey Snyder. The
24 application for Stadium Casino is
25 actually a partnership involving the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 parent company of Parx Casino -- and
3 Mr. Davis is an executive with Parx
4 Casino -- and Jeffrey Snyder is the
5 Development Director with the Cordish
6 Companies and is involved with this
7 application as well.

8 At the request of the counsel
9 to the Committee, Mr. Davis will address
10 first his experience as an officer
11 responsible for minority participation
12 inclusion at Parx Casino, and then at the
13 conclusion of his testimony or questions,
14 we would move to the Stadium Casino
15 application, if that suits the Committee.

16 COUNCILMAN GOODE: Please state
17 your name for the record and proceed.

18 MR. DAVIS: Good morning,
19 Chairman Goode and members of the
20 Committee. It is an outstanding pleasure
21 for me to be here to present some
22 information that I think would be very
23 pertinent to your proceedings.

24 My name is Ronald Davis and I
25 am the Chief Diversity Inclusion Officer

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 and Director of Community Development for
3 Parx Casino in Bensalem, Pennsylvania.
4 Your Council invited me to participate in
5 this hearing to share our experiences at
6 Parx Casino in the development and
7 implementation of our diversity inclusion
8 plan. I am pleased to share those
9 experiences with you. But I am also here
10 in my capacity representing Parx Casino
11 as one of the two partners in the Stadium
12 Casino project adjacent to Sports Stadium
13 District. Our partner in that project is
14 Cordish Company, the owners and operators
15 of Maryland Live Casino near BWI airport.
16 You will hear from us later -- you will
17 hear the diversity plan and inclusion
18 plan that we filed for the Stadium Casino
19 project.

20 Parx Casino development: First
21 of all, I am proud to be a resident of
22 Philadelphia and have been active in the
23 community. I'm on the Crime Commission.
24 I'm a Board member with the American Red
25 Cross. I am a trustee of Mother Bethel

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 AME Church. I'm also a member, proud
3 member, of Kappa Alpha Psi fraternity. I
4 have a child also in the schools, at
5 Russell Byers Charter School. So it
6 really means a lot to me to be here and
7 I'm proud to be here.

8 I was the first person hired by
9 the parent company for Parx after they
10 received the gaming license from the
11 Pennsylvania Gaming Control Board,
12 because our owners knew that diversity
13 was important. And I'll mention my
14 understanding of diversity. Diversity is
15 different individuals valuing each other
16 regardless of skin, intellect, talent or
17 years. We go on that basis.

18 We were transitioning from a
19 company that was a horse race company to
20 a fuller service gaming operator with the
21 award of the slot license. We began the
22 diversity plan and included four
23 features, but the basis of the four
24 features was sharing our success with our
25 community. We've been very successful in

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 doing that.

3 The construction phase,
4 participation, one, one of the four
5 features. Two was sustainable vendor and
6 supplier program. Three, diversity and
7 full-time work recruitment and retention.
8 And, four, diversity in guest marketing.
9 We feel that a welcoming atmosphere for
10 all was a must and is a must. Also,
11 community giving. I am responsible for
12 all of our community giving, and I'm
13 proud to say that Parx Casino, according
14 to the last diversity study done by the
15 Gaming Board, has more than ten times the
16 amount of community giving than all other
17 casinos in Pennsylvania combined. I'm
18 proud of that fact, and we continue to
19 lead in that fact, but we also continue
20 to do outreach in Habitat for Humanity
21 and we have a new outreach to veterans,
22 which is another important quadrant,
23 called Veterans Stand Down. If you're
24 not familiar with that, it is a very
25 important outreach to homeless veterans.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Parx's performance on minority
3 inclusion diversity: On the construction
4 end, we have done outreach to 50
5 contractor pre-bid meetings for MBE/WBE
6 vendors for the construction phase of our
7 project. We were able to place 40.5
8 million of our total construction budget
9 with MBE and WBE contractors. That
10 represents 20.6 of our spending in that
11 category.

12 Our vendor outreach included a
13 tutorial on requirements for different
14 categories of licensure required by the
15 Gaming Board regulations. I have a copy
16 of that if you'd like to see it. Part of
17 one of our responsibilities as operators,
18 we are partners with the state. The
19 state requires, through its regulatory
20 requirements, certain fees and fees in
21 applications, and those applications may
22 be listed, and it can be at sometimes
23 onerous. It was more onerous at the
24 beginning of our process because we were
25 literally the second casino open. We

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 were actually building analogous an
3 airplane in the air and still are flying,
4 and that's a hard thing to do, as we
5 know.

6 So these fees are presented to
7 a vendor who wishes to come partner with
8 us. They are fees that are required, and
9 I want to note that for the record.

10 We have a successful local
11 business -- MBE business record. Local
12 business that we uncovered, there's a
13 standard called LBE. There's MBE, WBE,
14 and LBE. Mozelle Daniels, who is
15 tremendous with the Gaming Board, who is
16 the Chief Diversity Officer of the Gaming
17 Board, came up with an LBE measurement.
18 LBE is local business enterprise. The
19 casino is in your town, city or wherever
20 you are. The local business should
21 profit from that in some way, form or
22 fashion, the cleaners next door, the
23 restaurant, the people who provide
24 services in that area. So LBE is an
25 outstanding measurement that you need to

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 consider in addition to MBE/WBE, because
3 as stewards of the citizens of the City,
4 you will have another measure in order to
5 measure the effectiveness of a business
6 such as a casino. And, in fact, in LBE,
7 we have been very successful. Out of the
8 \$1 billion spent at Parx Casino since it
9 opened in 2006, we have spent \$500
10 million in LBE, and that includes MBE and
11 WBE business.

12 We're also proud of our
13 employment and outreach efforts. Our
14 employment census last taken in 2012
15 presents the following breakdown: Total
16 employment is 2,396 employees.
17 Eighty-one percent of those employees are
18 Pennsylvanians, and we're very proud of
19 that. Underrepresented groups as
20 reported by employees, African Americans
21 12 percent, Hispanics 6 percent, Asians
22 17 percent, for a total of 35 percent,
23 and with women 38 percent. We are very
24 proud of that because in our host
25 community, the total census for those

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 groups is 10 percent. So we're actually
3 overrepresented.

4 Parx was recognized by the U.S.
5 Department of State for our diversity
6 inclusion program. We were also awarded
7 the Women's Business Enterprise Council
8 Award of Excellence, and we're recognized
9 by Bucks County NAACP for our community
10 service. And we are corporate members of
11 the NAACP in Bucks County.

12 We continue to track our
13 performance. We file a quarterly report
14 with the Gaming Board, which includes our
15 performance data and an annual report,
16 which also updates our goals and
17 objectives for the year. It's important
18 for us and for the state and for our
19 township to be aware of what's going on,
20 so as an addition, we report to the
21 Bensalem Gaming Advisory Board. This is
22 a group that was formed by the Mayor
23 there in Bensalem that gives them a sense
24 of what's going on in our casino at all
25 times. We give them updates, and it's a

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 monthly breakdown. We are very proud of
3 that and our performance there.

4 Next I'll have Jeffrey Snyder
5 give our report on Cordish inclusion and
6 plan.

7 MR. SNYDER: Thank you very
8 much for inviting us. My name is Jeffrey
9 Snyder. I'm a Senior Development
10 Director at the Cordish Companies, and
11 I'm here to testify regarding the Live
12 Casino, which is the joint venture
13 between the Cordish Companies and Parx.
14 I was also the Development Director for
15 Xfinity Live, the two-year-old dining and
16 entertainment facility that's located in
17 the Stadium District.

18 As Ron mentioned, the joint
19 venture applied for a Category 2 gaming
20 license for a gaming project at 900
21 Packer Avenue, which is at the location
22 of the current Holiday Inn. Together, we
23 represent two of the most successful
24 gaming companies in the region. Parx
25 Casino is the most successful

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Pennsylvania gaming project and the
3 Cordish gaming project, Maryland Live, is
4 the largest grossing gaming facility in
5 the Midatlantic region.

6 The Cordish Companies are
7 national developers with an expertise in
8 urban usually public-private partnership
9 projects. We have won more Urban Land
10 Institute awards than any other company.
11 Our Power and Light District in Kansas
12 City redeveloped 12 square blocks of
13 urban blight into a dynamic dining and
14 entertainment district that is driving
15 unprecedented growth in the downtown
16 area. In all of these projects, Cordish
17 has an extensive history of constructive
18 engagement of minority business
19 organizations, trade associations, and
20 employment opportunity-driven non-profits
21 in the development of minority
22 participation plans. Most importantly,
23 we have a record of execution on these
24 plans.

25 I had the privilege to testify

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 before this committee last year. The
3 Office of Economic Opportunity asked us
4 to provide a report on our experience
5 with the Xfinity Live project in the
6 Stadium District. We executed an
7 Economic Opportunity Plan for that
8 project that contained the following
9 goals: Construction contracts, MBE, 25
10 percent to 30 percent; WBE, 10 percent to
11 15 percent; and in terms of construction
12 employment, minority of 25 percent to 30
13 percent and female employment, 5 percent
14 to 10 percent.

15 To implement the project, we
16 worked with a local consulting firm to
17 monitor efforts and help us identify
18 local contractors. We required that our
19 construction manager include the EOP
20 goals in every request for proposals and
21 bid for subcontractors. That sent the
22 right signal at the earliest possible
23 stage of the contracting process.

24 Then working with our monitor,
25 we identified qualified WBE/MBE

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 subcontractors to our construction
3 manager to assure there was a real choice
4 in the subcontracting process. I'm
5 pleased to report that our work paid off.
6 We achieved greater participation than
7 some of our targets, with a final total
8 40 percent of eligible construction spend
9 booked with MBE and WBE firms. Our
10 employment hours totaled 29 percent for
11 minority workers and 3 percent for women
12 workers.

13 We achieved comparable results
14 for our Maryland Live Casino project. In
15 fact, our primary interior contractor was
16 an MBE contractor. Our total MBE/WBE
17 participation during the construction
18 phase was 36 percent. We followed that
19 construction phase with a full-time
20 employment outreach program and a
21 minority vendor program. The awards that
22 we received speak to our ability to
23 achieve our goals. The DC/Maryland
24 Minority Contractors Association
25 recognized our company as The Most

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Inclusive Company of 2012, and the
3 Greater Baltimore Committee recognized us
4 for The Best Minority Partnering
5 Distinction in 2012 as well.

6 Our employment census at
7 Maryland Live as of January 1 of this
8 year proves that our employment outreach
9 efforts were also successful. In an area
10 that is 70 percent Caucasian, our
11 employees include total employment of
12 over 2,700 people, and in terms of groups
13 that are typically underrepresented, we
14 have an African American participation of
15 35 percent, Hispanic participation 6
16 percent, Asian participation of 12
17 percent, and our women, including all
18 these different subsets, are 47 percent.

19 At Cordish, assuring
20 participation of MBE/WBE contractors in a
21 fully diverse workforce are not just
22 targets. It's part of our ethos, not
23 just for Live Casino, but for all of our
24 projects throughout the country.

25 And, Ron, do you want to talk

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 about...

3 MR. DAVIS: Now I'll talk about
4 our Stadium diversity -- Stadium Casino
5 diversity inclusion plan. I worked with
6 the Cordish team to develop the Stadium
7 Casino diversity inclusion plan. We
8 filed a Gaming Board -- that we filed
9 with the Gaming Board as part of our
10 application. The relevant targets
11 include the following: Construction
12 contractors, you can see that listing
13 there, MBE/WBE/LBE, which again is very
14 important; construction workforce, local
15 residents, minority and female; post
16 construction workforce listed; D,
17 professional services; and supplier
18 diversity.

19 Our partnership's outreach
20 activities will include a range of
21 successful local strategies used by our
22 companies. Partnerships include
23 memberships and inclusion with the
24 African American Chamber and all the
25 relevant Chambers, Hispanic Chamber,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Asian American Chamber, and the Minority
3 Supplier Development Council, as well as
4 the Women's Business Enterprise Council.
5 We will engage the Office of Economic
6 Opportunity, OEO, to update the list of
7 relevant contractors, schedule contractor
8 seminars, and coordinate with the
9 Philadelphia African American, Hispanic,
10 and Asian American Chambers. The company
11 will build on successful models that we
12 used in other projects. Under my
13 supervision, we will quickly fill the
14 position of Director of Diversity and
15 Community Development to ensure that the
16 objectives are met. We are committed to
17 performance and transparency. In the
18 event that we are awarded the license, we
19 will share the data and we will file with
20 the Gaming Board's Chief Diversity
21 Officer as part of the external
22 evaluation of our performance.

23 Awareness, fairness, inclusion,
24 and leverage. Those are the four
25 quadrants of diversity. Minority

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 inclusion and diversity is engrained in
3 our business culture. It adds to our
4 value, our business, and we share your
5 view that it is an important public
6 policy objective. We listen, learn, and
7 we lead.

8 Thank you for your attention.
9 Jeff and I would like to answer any
10 questions that you might have at this
11 time.

12 COUNCILMAN GOODE: Thank all of
13 you for your testimony. Mr. Davis, for
14 the record, we do monitor LBE
15 participation and we're very well aware
16 of that and we push for that as well.
17 But the subject of this hearing actually
18 is related to disadvantaged business
19 participation and workforce inclusion,
20 and as you know, my specific question is
21 going to be related to both Parx and the
22 Live project in terms of the ownership.
23 Can you name the minority and women
24 owners, how much they own and the
25 combined percentage?

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 MR. DAVIS: No minority
3 ownership.

4 COUNCILMAN GOODE: No women
5 ownership either?

6 MR. DAVIS: No women ownership.

7 COUNCILMAN GOODE: Thank you.
8 That's all I have.

9 MR. DAVIS: It's a family
10 ownership.

11 COUNCILMAN GOODE: Councilman
12 Jones.

13 COUNCILMAN JONES: Thank you,
14 Mr. Chairman.

15 COUNCILMAN GOODE: For the
16 record, Councilman Brian O'Neill is
17 present as well.

18 COUNCILMAN JONES: As you can
19 see, our line of questioning is designed
20 to highlight what you do well and
21 highlight aspirational goals in the
22 future. And so that's why we're here.

23 I want to thank you publicly.
24 Parx Casino during last year Congressman
25 Brady, realizing that we were going to

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 lose an institution called the
3 Philadelphia Bike Race, sought
4 sponsorship. So when you in your
5 testimony talked about the corporate
6 gaming, even though you're in Bensalem,
7 you decided to come to Philadelphia's
8 assistance in that bike race, and that's
9 in the 4th Councilmanic District in part,
10 so I want to personally thank you for
11 that.

12 By way of participation, you
13 also were a part of the MED Week
14 celebration and talked about that
15 diversity. Can you tell us how you're
16 doing in supplies, services, and
17 equipment from everything from chips to
18 who does the laundry there. How are we
19 doing by way of minorities and females in
20 that category?

21 MR. DAVIS: Well, I can supply
22 you with that information. I'm not
23 prepared to give you all of that, but
24 we're doing very well. One of the things
25 that we measure ourselves, again, is

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 against our host community. We are
3 approximately 10 percent of performance
4 in those areas that you're talking about.
5 Suppliers -- and that is above the
6 existence of businesses within Bucks
7 County. If you were to have those
8 implications here, we would be above that
9 information or above that goal.

10 Our challenge and our
11 perspective is that we want to be
12 overrepresented and in every category.
13 So we strive to do so. One of the
14 challenges -- and I mention that, and
15 some of the casinos have that same
16 challenge -- is going through the
17 qualifications of some of our businesses.
18 That's a real challenge. And then,
19 again, the costs to get into the game,
20 that's another real challenge. But we
21 are -- from the things that I've seen,
22 we're doing well in those categories.

23 COUNCILMAN JONES: Again, we
24 applaud the things you do well and hope
25 to nudge you in the right direction to do

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 better in some categories. I remember --
3 I'm old enough here to remember when
4 cable franchising came to the City, and
5 this body insisted upon participation,
6 which not only directly impacted the
7 cable industry but created some other
8 stellar companies that wound up spinning
9 off of that.

10 So that goal is still our goal
11 to create economic diversity, but create
12 economic opportunity for minorities and
13 females as well through things like joint
14 ventures. So if you don't stand alone
15 with the proper qualifications and
16 financial backing, then you create a
17 synergistic partnership that accomplishes
18 that goal.

19 So we applaud you for what
20 you're doing well, but we encourage you
21 to look into equity partnerships that
22 provide opportunity for all boats to
23 rise.

24 MR. DAVIS: And that's what
25 Parx Casino is all about, sharing our

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 success with our community.

3 COUNCILMAN JONES: Thank you,

4 Mr. Chairman.

5 COUNCILMAN GOODE: Councilman

6 Squilla.

7 COUNCILMAN SQUILLA: Just one

8 quick question again. Thank you for your

9 testimony. Sort of along the lines of

10 the question with SugarHouse was I guess

11 the average salary for the people working

12 in the casino. What is that for Parx?

13 MR. HAYDEN: Councilman, the

14 applicants placed that testimony into the

15 record at the suitability hearing before

16 the Gaming Control Board. I can testify

17 from memory, but I'll get you the -- I'll

18 have to read the transcript and get the

19 information to you.

20 My recollection is Parx was

21 north of \$35,000, which was salary and

22 benefits, but did not include tips. As

23 you probably well know, a number of

24 employees in a gaming operation certainly

25 benefit from tips, but they're not

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 calculated in that number.

3 COUNCILMAN SQUILLA: So that
4 includes the benefits as well as --

5 MR. HAYDEN: Correct, the
6 healthcare plan as well as a retirement
7 plan.

8 COUNCILMAN SQUILLA: And a
9 retirement plan included in that 35,000
10 or north of 35,000.

11 MR. HAYDEN: Yes. I'll get you
12 the precise number. I have to pull it
13 from the transcript.

14 COUNCILMAN SQUILLA: Okay.
15 Thank you very much.

16 COUNCILMAN GOODE: Councilwoman
17 Brown.

18 COUNCILWOMAN BROWN: Thank you.

19 Good morning, gentlemen. Thank
20 you for the data, the percentages with
21 regards to 47 percent women and 35
22 percent African Americans. Let's dig
23 down another layer. Can you tell me what
24 percentage of either of those groups are
25 people in positions of leadership and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 responsibility?

3 MR. DAVIS: About 15 percent of
4 that number.

5 COUNCILWOMAN BROWN: Middle
6 management and above. For which group?

7 MR. DAVIS: For the executive
8 group. We actually have, for your review
9 to answer that question, a diversity
10 report that was done by the Gaming
11 Control Board that is annual, and I'll
12 certainly give you -- give that to you so
13 you'll have a full read of what we've
14 done and what other casinos have done.
15 It's not only us, but what other casinos
16 have done that we submitted to them, so
17 you'll have it.

18 COUNCILWOMAN BROWN: Thank you.
19 We would be interested in that data as
20 well.

21 MR. DAVIS: Yes.

22 COUNCILWOMAN BROWN: Thank you.
23 Thank you, Mr. Chairman.

24 COUNCILMAN GOODE: Councilman
25 Squilla.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILMAN SQUILLA: The other
3 question was, is the majority of the
4 workforce full time, 40 hours?

5 MR. DAVIS: Yes.

6 COUNCILMAN SQUILLA: Is there a
7 percentage of that compared to part time?

8 MR. DAVIS: I wouldn't have
9 that information, but I certainly could
10 get it to you.

11 COUNCILMAN SQUILLA: Great. If
12 you could present it to the Chair.

13 MR. DAVIS: Sure.

14 COUNCILMAN SQUILLA: Thank you
15 very much.

16 MR. SNYDER: For many people
17 the part time is a second job,
18 particularly on weekends and nights, and
19 remember, these facilities are open 24
20 hours a day. So most of our key
21 employees are full time, but part time
22 fulfills a need for people in the
23 community in terms of what they're
24 looking for to supplement their income,
25 sort of second jobs.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILMAN GOODE: Are there
3 any other questions or comments from
4 members of the Committee?

5 (No response.)

6 COUNCILMAN GOODE: Seeing none,
7 thank you very much.

8 MR. DAVIS: Thank you for the
9 opportunity.

10 COUNCILMAN GOODE: Our next
11 panel is Casino Revolution, PHL Local
12 Gambling.

13 (Witnesses approached witness
14 table.)

15 COUNCILMAN GOODE: Good
16 afternoon. Please state your name for
17 the record and proceed with your
18 testimony.

19 MR. CRAWLEY: Good morning.
20 Thank you very much, Chairman Goode. I'm
21 Bruce Crawley and I'm a representative of
22 PHL Local Gaming, and I have with me
23 today to my far left Anthony Fullard, who
24 is also as a part of our firm a
25 consultant to PHL Local Gaming for

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 marketing, communications, PR, branding,
3 et cetera. To my near left is John
4 O'Reardon, who is the General Counsel of
5 PHL Local Gaming and also the VP of
6 Community Affairs for our PHL Local
7 Gaming, which is the company that would
8 bring Casino Revolution. And to my right
9 is very germane to your earlier
10 discussions about leadership at the Board
11 level and equity participation, Bennett
12 Lomax, who is the CEO of Lomax Companies,
13 who happens also to be a member of the
14 Board of PHL Local Gaming, would be a
15 member of the Board of Casino Revolution
16 and whose family business is a 12.3
17 percent owner, equity participant, in PHL
18 Local Gaming. Those are who we have
19 here. And we would hope after this brief
20 testimony that you would feel free to
21 bounce any questions you have off these
22 people that have a great deal of
23 information.

24 Tied very closely to your
25 earlier discussions about ownership and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Board representation, we have frequently
3 emphasized at PHL Local Gaming that like
4 anything else in business, a corporate
5 commitment to diversity in employment,
6 purchasing, and community outreach
7 absolutely cannot be achieved unless it
8 originates from the very top of the
9 organization.

10 Accordingly, the principal
11 owners of PHL Local Gaming have
12 structured the company in a way that
13 ensures that its diversity goals will be
14 met and that the achievement of those
15 goals will enhance the overall success of
16 the gaming operation. PHL Local Gaming
17 has the largest local minority control
18 equity participation among any of the
19 five bidders. It also has an African
20 American Board member, Bennett Lomax,
21 whom you just met. It has announced that
22 it plans to invite Nelson Diaz, a
23 prominent Hispanic attorney, to join the
24 Board should the company be selected as
25 the licensee. At that point, there is

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 also a plan to add a female member to the
3 Board, Councilwoman Brown.

4 Under CEO Joe Procacci's
5 "Philadelphia-First" economic model, PHL
6 Local Gaming intends to provide as many
7 of its contracts to Philadelphia business
8 owners as it possibly can. In fact, the
9 company has announced that it will offer
10 7 percent bid preferences for
11 Philadelphia-based businesses and 5
12 percent bid preferences for Southeast
13 Pennsylvania-based businesses.

14 As part of its construction
15 plans, the company has announced the
16 addition of H.J. Russell and Company, the
17 15th largest African American-owned
18 business in the United States, to its
19 construction team. The team is headed by
20 L.F. Driscoll Company, LLC, the largest
21 construction management company in the
22 Greater Philadelphia area. Driscoll will
23 ensure that the Philadelphia-First
24 commitment will extend across the board
25 to local businesses, suppliers, and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 workforces, and H.J. Russell will ensure,
3 among other things, that local firms
4 headed by African Americans, Hispanics,
5 Asians, and females will be bid
6 participants.

7 Not surprisingly, therefore,
8 PHL Local Gaming, as you'll see, has
9 committed to the most aggressive goals in
10 the bid process in every
11 construction-related and casino
12 operations-related diversity category.

13 Under the general heading of
14 Diversity Policy, PHL Local Gaming's
15 diversity plan has been developed to
16 ensure that its proposed casino reflects
17 in its governance structure - management,
18 employee ranks, and suppliers - the
19 composition of its surrounding community.

20 PHL understands the significant
21 potential for positive economic and
22 social impact inherent in a successfully
23 operated gaming entity. Secondly, the
24 company wants to ensure, to the greatest
25 extent reasonably possible, that its

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 human resources and procurement
3 activities are inclusive as it relates to
4 race, ethnicity, gender, disability,
5 veteran status, sexual orientation,
6 lifestyle, age or religion. The
7 company's specific diversity plans and
8 goals are outlined as follows, and you
9 can follow that succinctly in the
10 attachment at the back, which is a chart
11 of how we break down our diversity plan.

12 PHL Local Gaming from its
13 inception has been committed to
14 meaningful substantive levels of
15 diversity within its ownership structure.
16 In that regard, the company announced, as
17 we pointed out, in January of 2013 that
18 Walter Lomax, an African American
19 physician and businessman, had committed
20 to acquire equity in PHL, which at the
21 time constituted 12.3 percent of total
22 outstanding equity. Following
23 Dr. Lomax's death in October 2013, his
24 equity interest was transferred to his
25 son, Bennett, who, as we stated earlier,

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 also serves as a Board member of PHL.

3 The composition of the term
4 "minority," I know we've been in here and
5 had these kinds of discussions before and
6 oftentimes when the word "minority" is
7 simply used, people in the African
8 American community, Hispanic community,
9 in the Asian community will say, Well,
10 it's okay that you use the word
11 "minority," but is my ethnic group
12 involved? Is my racial group involved?
13 You can have 35 percent achievement and
14 all of them could be white female. So we
15 want to break out for your use how we use
16 the term and see the term "minority."

17 For purposes of diversity and
18 inclusion goals, we are guided by the
19 fact that, quote/unquote, "minorities"
20 actually comprise 62 percent of the City
21 of Philadelphia's population; i.e., 43.4
22 percent Black, 12.3 percent Hispanic, and
23 6.3 percent Asian. For those who ask, as
24 they should, what a 35 percent minority
25 goal equates to for specific racial and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 ethnic categories, we point out that 69
3 percent of the City's minorities are
4 Black, 19.8 percent of them are Hispanic,
5 and 9.9 percent of them are Asian. We
6 believe, therefore, that it's fair to
7 target such percentages as part of PHL's
8 local overall minority workforce and
9 business allocations. So that 35
10 percent, if you see that number, will be
11 70 percent -- about 70 percent comprised
12 of Blacks, about 20 percent comprised of
13 Hispanics, and about 10 percent comprised
14 of Asians.

15 The workforce: PHL Local
16 Gaming's commitment to workforce
17 diversity is broadly quantified as
18 follows: The casino workforce will be
19 comprised 35 percent of minorities and 50
20 percent of females. The construction
21 workforce will be comprised 35 percent of
22 minorities and 7 percent of females.

23 In the area of construction,
24 PHL has committed to a target which
25 includes 32 percent of contract revenues

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 being allocated through a competitive bid
3 process to minority vendors and suppliers
4 and 15 percent being allocated to female
5 vendors and suppliers.

6 In the area of procurement of
7 goods and services at its permanent
8 casino operation, PHL is committed to a
9 target which includes 35 percent of its
10 contract revenue being allocated through
11 a competitive bid process to minority
12 vendors and suppliers and 15 percent to
13 female vendors and suppliers.

14 We add here that to ensure the
15 achievement of its apprentice diversity
16 goals, with a focus on youth, which is
17 critically important for the economic
18 future of our city, PHL has provided a
19 youth training mandate to its
20 construction manager to include 50
21 percent minority and 7 percent female
22 apprentices.

23 PHL Local Gaming is committed
24 to utilizing the employment model that
25 its principal owner, Joseph G. Procacci,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 has utilized at his own company, Procacci
3 Brothers Sales Corporation, over the past
4 65 years in South Philadelphia.

5 That policy has resulted in the
6 company having a current workforce that
7 is 75 percent comprised of Philadelphia
8 residents and 35 percent comprised of
9 residents of the neighboring South
10 Philadelphia communities. It is,
11 however, 69 percent comprised of
12 minorities and 35 percent female.

13 PHL Local Gaming's human
14 resources management plans will be
15 designed to produce the same favorable
16 employment outcomes for its proposed
17 casino. Accordingly, the Casino
18 Revolution workforce will be 35 percent
19 comprised of minorities and 50 percent
20 comprised of females.

21 We're going to do -- to ensure
22 that we have appropriate outreach to
23 potential vendors and suppliers, we're
24 going to do a digital RFQ process. So
25 we're committed to implementing that

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 process to develop a comprehensive list
3 of local minority, female, and other
4 diverse firms that may be interested in
5 or qualified for bidding on our
6 contracts.

7 W/B and DBE inclusion: PHL
8 Local Gaming departments that have
9 purchasing authority will be strongly
10 encouraged, required when possible, to
11 solicit bids from at least one W/M/DBE in
12 every bid process.

13 Unbundling, critically
14 important. PHL Local will identify and
15 carve out pieces of larger contracts that
16 smaller women, minority, and DBE
17 suppliers can handle as direct bidders.

18 PHL will partner large national
19 suppliers with smaller local and regional
20 suppliers.

21 In the general category of
22 bringing diversity inclusion messages to
23 the Philadelphia community even during
24 this bid process, you'll hear a lot of
25 ambitious goal-setting from people who

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 make presentations in this and other
3 matters, but we encourage you to look at
4 what has been done to date even through
5 the bid process.

6 PHL Local Gaming is not only
7 taking special steps to develop its
8 diversity and inclusion plan, it has also
9 very aggressively communicated the
10 existence of that plan and the scope of
11 its commitments to African American,
12 Hispanic, Asian, and community newspaper
13 audiences over the past year. We have
14 also reached out directly to the
15 editorial boards of those publications
16 and directly to the audience of
17 Black-owned WURD Radio on numerous
18 occasions to clear up any doubt about the
19 quality of our commitment.

20 In ads placed in business and
21 neighborhood newspapers and in
22 minority-owned publications such as Al
23 Dia, The Philadelphia Tribune, Scoop USA,
24 Metro Chinese Weekly, World Journal, and
25 Chinese News Weekend, PHL Local has

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 delivered the following messages: One ad
3 says, "When our Casino Revolution comes,
4 there will be more jobs sooner for
5 Philadelphians." And that alludes to the
6 fact that we can open six months earlier
7 than any of the other bidders, creating
8 \$60 million in impact for the City and
9 State and 600 jobs before anybody else
10 can open. So that message is there.

11 The other message in the ads
12 are, "When our Casino Revolution comes,
13 Philadelphia businesses will get local
14 preferences on contract bids."

15 Third, "Under our Casino
16 Revolution, 'Philadelphia-First' plan,
17 there are specific goals that emphasize
18 local and minority businesses."

19 The fourth, "Under our Casino
20 Revolution plan, there are specific goals
21 for female-owned businesses."

22 And so aside from the consent
23 of our messaging, the purchase of 50
24 print ads in those publications through
25 the end of last year was just one early

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 indicator of PHL's commitment to do
3 business with minority-owned firms and
4 locally owned firms should it be granted
5 the Commonwealth's gaming license. Those
6 same messages, by design, have created
7 expectations in the community which we
8 are absolutely prepared to meet.

9 Diversity plan procedures, how
10 do we get this done: The diversity plan
11 is intended to facilitate equal
12 employment opportunities through its
13 workforce and ensure equal opportunities
14 in its purchasing and contracting
15 efforts.

16 PHL is committed to recruiting,
17 employing, training, and advancing people
18 without regard to race, color, national
19 origin, ancestry, sex, sexual
20 orientation, identity, and expression,
21 marital status, family status, lifestyle,
22 age, culture, religion, military, and
23 veteran status, citizenship or
24 disability, all protected classes. We
25 are focused on ensuring that workforce

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 and our business portfolio reflects the
3 composition of the City of Philadelphia
4 and this region.

5 PHL is committed to offering
6 opportunities to vendors, suppliers,
7 contractors, and other service providers
8 from throughout the City and into the
9 surrounding four Southeast Pennsylvania
10 counties to enhance the participation of
11 all groups in the success of our facility
12 and to ensure opportunities for
13 inclusion.

14 PHL will also require that its
15 contractors and vendors practice equal
16 opportunity policies when they deal with
17 others who provide goods or service. So
18 we'll be looking for Tier 2 inclusion.
19 Not just ensuring that contracts are let
20 to minorities directly and females
21 directly by PHL's procurement operation,
22 but we will be checking and we will be
23 encouraging our vendors to do the same
24 thing. If our vendor is a mainstream
25 vendor or a diverse vendor, we will be

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 making sure through encouragement that
3 they also go down the chain and let
4 contracts through a competitive process
5 to minority and female business owners.

6 Diversity plan implementation:
7 In order to foster successful inclusion
8 programs for employees and vendors, it is
9 critical to have support, as we've said,
10 from the top down. Accordingly, PHL
11 Local Gaming will establish a Diversity
12 Committee to ensure compliance and
13 effectiveness in advancing the company's
14 diversity initiatives. The Committee
15 will assist in setting agendas and to
16 internally and externally marketing the
17 company's goals and objectives.

18 The Diversity Committee sets
19 the diversity vision and objectives for
20 PHL. The Committee will meet quarterly,
21 at a minimum, to monitor current
22 initiatives as well as to set the
23 direction of future programs. The
24 Committee's duties include developing
25 policy statements and diversity programs,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 crafting and executing internal and
3 external communications, designing a
4 reporting program that will measure
5 effectiveness, identify areas with
6 opportunities for improvement, determine
7 the degree to which objectives have been
8 obtained, provide all required
9 statistical reports and documentation to
10 the Gaming Board and to the City as
11 required, assist the purchasing
12 department in fulfilling the goal of
13 creating participation opportunities, aid
14 the purchasing department in the
15 development of diverse vendor and
16 supplier database. And then we have a
17 table you might see included in our
18 presentation in our testimony. There's a
19 table which shows that this part of our
20 operation will report directly to the
21 President of PHL Local Gaming. So this
22 is not going to be relegated to some
23 middle-of-the-department kind of
24 structure.

25 In summary, PHL's diversity

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 initiatives will fall into three distinct
3 areas - human resources, procurement, and
4 construction. Perhaps more importantly,
5 PHL will ensure a system is in place that
6 provides for accountability. As we are
7 all well aware in the area of diversity
8 and inclusion, having goals is always a
9 good thing, but having systems that
10 create accountability for achieving them
11 is even better.

12 Thank you very much for
13 listening. We look forward to your
14 questions.

15 COUNCILMAN GOODE: Thank you
16 for your testimony. Is there any
17 additional testimony?

18 MR. CRAWLEY: No. We're just
19 ready for questions.

20 COUNCILMAN GOODE: I will ask
21 the same question I asked the other
22 witnesses. Just for the record again,
23 can you name the minority and women
24 owners, how much they own and the
25 combined percentage?

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 MR. LOMAX: Good morning,
3 Mr. Chairman, distinguished Committee
4 members. Thank you for this opportunity.
5 My name is Bennett Lomax. I'm a 12.3
6 percent equity owner in PHL Local Gaming.

7 COUNCILMAN GOODE: Any other
8 questions or comments from members of the
9 Committee?

10 Councilwoman Brown.

11 COUNCILWOMAN BROWN: I am
12 struck by the youth training component of
13 this. The testimony principally focused
14 on equity ownership. So this partner has
15 a history already or track record already
16 of creating those type of opportunities
17 for young people?

18 MR. CRAWLEY: Does he have a --

19 COUNCILWOMAN BROWN: Has a
20 history, a track record already.

21 MR. CRAWLEY: Does Joe
22 Procacci?

23 COUNCILWOMAN BROWN: Yes.

24 MR. CRAWLEY: Joe Procacci
25 clearly has such a record, and if you

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 look at the employment status at his
3 company, as we pointed out, 69 percent of
4 the employees at Procacci Brothers Sales
5 are either African American, Hispanic or
6 Asian. That's huge. And if you look at
7 the other -- we've got three principal
8 owners. The third is Joe Canfora. He's
9 not here, but he is the President and an
10 equity participant also, but Joe Procacci
11 is the primary equity participant. But
12 clearly the Lomax companies and Bennett
13 Lomax's father is an icon in terms of
14 involvement and inclusion of African
15 Americans and other minorities.

16 Bennett, you can talk to that.

17 MR. LOMAX: Specifically to
18 speak to your question, Councilwoman
19 Brown, we've done a fair amount of real
20 estate development in West Philadelphia,
21 and we have a long and noted track record
22 of employing more African American
23 subcontractors probably than any other
24 projects in the City. Additionally, we
25 have funded or capitalized start-ups and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 other businesses that were started by
3 African American entrepreneurs probably
4 more than anybody else in the City as
5 well.

6 And so from our standpoint, we
7 definitely have the track record of
8 supporting both young African American
9 entrepreneurs as well as African American
10 and other minority entrepreneurs in
11 general. Joe Procacci, from my
12 association with him, is absolutely
13 committed to these types of principles.
14 This is frankly one of the reasons why my
15 father wanted to invest in and
16 participate in this opportunity. We had
17 opportunities to look at some of the
18 other casino applicants to participate in
19 those as well, but we just frankly didn't
20 want to put our name on something that
21 wasn't meaningful as it related to our
22 community. And we're delighted frankly
23 with the commitment that Joe Procacci has
24 shown at Procacci Brothers Sales
25 Corporation as well as what he's agreed

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 to do in this venture specifically.

3 COUNCILWOMAN BROWN: That added
4 testimony is very, very important for the
5 record.

6 Mr. Crawley?

7 MR. CRAWLEY: Councilwoman, I
8 just want to reemphasize while you're
9 talking about track records for
10 inclusion, we breezed through pretty
11 quickly the fact that H.J. Russell
12 Company out of Atlanta is a part of the
13 construction management team. H.J.
14 Russell, as you may know, was founded by
15 Herman Russell, and that is the Russell
16 company that was used by Maynard Jackson
17 to build the Atlanta Airport when -- the
18 legendary story, when the people in
19 Atlanta, the business community, said to
20 Maynard Jackson that it was impossible to
21 find diverse and qualified construction
22 people to build the Atlanta Airport,
23 Maynard Jackson said simply that we won't
24 have the construction of the airport, and
25 somehow they found H.J. Russell, and H.J.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Russell not only built that airport, but
3 has built a part of the current stadium
4 that the Atlanta Falcons play in and is
5 working right now on a billion-dollar
6 project in Atlanta for the new Atlanta
7 Falcons stadium. I can't even name the
8 others, but this is a primary African
9 American construction team, and they will
10 have responsibility, as they do have a
11 strong track record. They will have
12 responsibility for ensuring that local
13 general contractors, local subcontractors
14 in diverse communities are at the table.
15 We often hear across the board with
16 construction management companies that
17 they don't know how to find diverse
18 bidders. Well, this company does this
19 all over the country, knows how to do it,
20 and has a stellar track record. They
21 will be a part of our team.

22 COUNCILWOMAN BROWN: Very well.
23 Thank you all for your testimony.

24 COUNCILMAN GOODE: Thank you,
25 Councilwoman.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Any other questions or comments
3 for this panel?

4 (No response.)

5 COUNCILMAN GOODE: Seeing none,
6 thank you very much.

7 (Thank you.)

8 COUNCILMAN GOODE: Our next
9 panel is Hollywood Casino, Penn National.

10 For those in attendance who may
11 not know, we actually have an
12 Appropriations hearing scheduled for 1
13 o'clock. So I ask if you please could
14 limit your testimony, as I mentioned
15 before, to issues relevant to the
16 resolution in regards to minority
17 participation. I don't want to hear
18 about your charitable contributions or
19 your resume.

20 Thank you very much.

21 MS. COLES: Good afternoon,
22 Councilman Goode, Councilwoman Blondell
23 Reynolds Brown, Councilman Squilla, and
24 Councilwoman Bass. My name is Phoebe
25 Coles. I'm a partner at Community

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Marketing Concepts, a local minority and
3 woman-owned communications and marketing
4 firm located in West Philadelphia. CMC,
5 or Community Marketing Concepts, has been
6 a part of the consulting team for the
7 Hollywood project for the past year.

8 CMC provides community outreach
9 and communication strategies for Penn
10 National Gaming's Hollywood Casino
11 proposal. Our focus has been to help
12 Penn National Gaming's executives engage
13 the education community and various
14 ethnic communities across the City. To
15 achieve this, we have convened leadership
16 from diverse groups to meet with Penn
17 National Gaming executives to discuss how
18 the Hollywood proposal would impact
19 families in Philadelphia should the Penn
20 National Gaming organization secure the
21 second license.

22 These efforts have been
23 replicated by a broader team of
24 consultants, including Hazzouri
25 Associates and David Dunphy, who are also

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 providing outreach services for the
3 project to political and union
4 leadership.

5 If Penn National Gaming wins
6 the second Philadelphia license, CMC
7 would work hand in hand with diversity
8 and human resource staff to reach out to
9 underserved communities for contracting
10 and for workforce needs through the
11 development phase of the project. We
12 have had past experience providing these
13 services for companies coming into
14 Philadelphia, including Aetna Insurance,
15 Coca-Cola USA, and most recently Gateway
16 Health Plan, which entered the
17 Philadelphia market from Pittsburgh in
18 2012. In the two years that we worked
19 with Gateway, CMC has assisted them in
20 connecting with leadership and
21 influencers to gain market share. We
22 have also assisted in key employee
23 recruitment and local supplier
24 introductions.

25 Today, I will be introducing

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 two executives from Penn National Gaming
3 here to highlight aspects of their
4 inclusion strategy which is part of the
5 proposal that was submitted to the PA
6 Gaming Commission.

7 Our first speaker to my left is
8 Chy Stewart, who currently serves as the
9 Manager of Slot Operations, but will be
10 officially promoted to the Director of
11 Security and Public Safety next week.
12 This promotion is in addition to her
13 title as Diversity Officer at Penn's
14 Grantville, PA property in Central
15 Pennsylvania. Her comments today will be
16 an overview of the diversity performance
17 at Penn National Gaming's only PA
18 property.

19 Chy.

20 MS. STEWART: Good morning,
21 Mr. Chairman and members of City Council.
22 My name is Chy Stewart. I am currently
23 serving as the Manager of Slot Services
24 and the Diversity Officer for Penn
25 National Gaming's Hollywood Casino at

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Penn National Race Course located in
3 Grantville, Pennsylvania.

4 As Phoebe already noted, I come
5 to you today to talk a little about Penn
6 National's experience in the area of
7 diversity, both in our workforce as well
8 as our business purchasing practices.

9 In 2008, we completed
10 construction of the facility, and
11 according to the Pennsylvania Gaming
12 Control Board's report for that year --
13 and that was the first year that they
14 provided the overall performance for the
15 industry statewide -- Penn National
16 exceeded the industry's performance in
17 both construction and non-construction
18 spend, spending 11 percent of performance
19 in both construction and non-construction
20 spend, non-construction dollars; 21
21 percent of construction dollars with
22 minority and women-owned businesses. We
23 were pleased with this performance given
24 that the population in our respective
25 region of Central Pennsylvania, the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 average minority population runs
3 approximately 9 percent.

4 As we have grown as a business,
5 we've continued our commitment to MBE/WBE
6 participation. While our numbers may not
7 be as high as other casinos in the state
8 with larger minority populations, our
9 numbers do reflect the size of the
10 minority community in our region. We
11 also work closely with the Pennsylvania
12 Gaming Control Board's Diversity Officer
13 to help in broadening our opportunities
14 to do business with MBEs and WBEs. As a
15 matter of standard practice, we employ
16 the following practices in our MBE and
17 WBE efforts, in complement with our local
18 business purchasing:

19 For every contract we put out
20 for bid, we specifically seek out an MBE
21 and WBE designated business to submit a
22 proposal.

23 We partner with our local and
24 regional business organizations, minority
25 and majority alike, to promote

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 opportunities to do business with our
3 company.

4 We also partner with local
5 organizations and regional schools to
6 promote job opportunities at our
7 facility.

8 And we offer the company's
9 leadership training opportunities for
10 everyone in our workforce, giving them
11 the ability to move up the ladder not
12 only at our Pennsylvania facility but
13 also at our 26 properties across the
14 United States and Canada.

15 I am a product of those
16 opportunities, as I have recently been
17 promoted to Director of Security, and I
18 will maintain the Diversity Officer
19 position, an achievement that I am very
20 proud of.

21 Thank you for the opportunity
22 to talk about our programs and
23 achievements at Hollywood Casino at Penn
24 National Race Course. Nothing can
25 replace experience and the diligence

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 required to implement these kinds of
3 programs.

4 MS. COLES: Our next speaker is
5 Karen Bailey, Penn National Gaming's Vice
6 President of Public Affairs. Ms. Bailey
7 will highlight Penn National Gaming's
8 national diversity program and the
9 company's most recent history of minority
10 employment and supplier participation for
11 the six new projects Penn National Gaming
12 has built in the last six years.

13 MS. BAILEY: Good morning,
14 Mr. Chairman, Councilmen, Councilwomen.
15 It's nice to see the plural in the women.
16 As Phoebe mentioned, I'm Vice President
17 of Public Affairs as well as the Senior
18 Corporate Representative designated to
19 oversee our project development minority,
20 women-owned programs.

21 As Chy noted in her testimony,
22 experience matters. Penn National Gaming
23 is the only applicant for Philadelphia's
24 second casino license that can say we've
25 built the most number of gaming

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 facilities in the last six years and
3 operate the most number of facilities
4 overall. In fact, we've built and opened
5 six new gaming facilities since 2008,
6 with two more opening later this year,
7 and we operate a total of 26 facilities
8 overall. And we actually also just were
9 recently awarded yet another license in
10 building Massachusetts's first casino or
11 slots facility up there just outside of
12 Boston.

13 We employ over 16,000 people,
14 of which nearly 34 percent are of
15 minority status, and over 20 percent of
16 our workforce that holds the title of
17 professional, manager or above, including
18 the executive team, is of minority
19 status.

20 In addition to our workforce
21 diversity programs, we also develop and
22 follow inclusion plans during the
23 construction and development of our
24 projects. In each of these communities
25 we either met or exceeded the goals for

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 MBE/WBE participation as well as local
3 hiring goals. Each community is unique,
4 and we tailor our minority, women-owned
5 business, and the local business programs
6 to each community's needs and with the
7 overall goal of making our programs as
8 well as our workforce reflective of the
9 community around us. At the risk of
10 stating the obvious, the community of
11 Bangor, Maine differs from cities like
12 Chicago, Toledo or Kansas City. And
13 Philadelphia too has its own unique
14 characteristics, and if we are the ones
15 chosen to build here, we will design our
16 programs around the priorities of the
17 Philadelphia community.

18 There are several elements to
19 designing our minority and women-owned
20 and local-owned business programs. We
21 have submitted as part of our testimony
22 today a copy of the diversity plan that
23 we've submitted as a requirement to the
24 Pennsylvania Gaming Control Board. But
25 I'd like to highlight some of the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 specifics that we go through and the
3 process that we go through as we put our
4 programs together and will be similar to
5 what we do here in Philadelphia.

6 We work with local government
7 agencies and offices to understand the
8 current goals in place for public
9 projects, as this is often a good
10 baseline for us to start from in
11 determining our goals. We also work with
12 local government agencies and offices to
13 determine what are the priorities for
14 each particular community, especially in
15 the use of business. Is local priority?
16 Is minority priority? And oftentimes the
17 answer is both, but we set those goals
18 based on those local priorities.

19 We also work to understand the
20 local workforce and business community.
21 As it relates to Philadelphia, it is our
22 intent, as it is with any community in
23 which we have built, to make our
24 workforce reflective of the community
25 around us. As for the business

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 community, we task our construction
3 management team as well as our future
4 procurement teams to work with local
5 agencies and business organizations to
6 understand what businesses are present in
7 the local marketplace that can serve our
8 construction project as well as our
9 ongoing purchasing projects -- programs.
10 For instance, we like to know things like
11 if there are ten Phoebe type businesses,
12 like Phoebe represents us here, but we
13 only have one contract for a Phoebe, then
14 we have to take that into consideration.
15 And we go through the entire project in
16 its entirety to determine what we can --
17 what we will be able to serve as far as
18 it goes to minority and local-owned
19 businesses.

20 We've achieved and exceeded
21 minority and women-owned and local-owned
22 business goals while building our
23 facilities union. This is where
24 experience and a determined owner like
25 Penn National cannot be replaced. We

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 have achieved these goals several times
3 over.

4 We also have an extensive
5 program that allows for smaller and/or
6 disadvantaged businesses to participate
7 in a project as large as ours. We
8 provide mentoring programs, fast pay
9 programs that allow us to pay our vendors
10 within 30 days instead of the standard 60
11 to 90 that takes place in construction
12 projects, as well as assistance in
13 getting registered and certified by state
14 gaming agencies and any other local or
15 state agency certifications.

16 We also design our bid packages
17 around the availability of minority,
18 women-owned businesses in our community.
19 This includes breaking up -- potentially
20 breaking up larger bid packages that can
21 serve several smaller businesses so that
22 they can participate in a project. As a
23 result, they then are able to add these
24 projects onto their resume, increase
25 their bonding capacity, and then

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 participate and compete for projects of
3 greater scale after they finish our
4 project, improving their ability to grow
5 and to get work on larger projects.

6 We also partner through local
7 business membership organizations such as
8 African American Chambers, Hispanic
9 Chambers, the NAACP and others to
10 outreach to businesses to educate them on
11 not only the bid opportunities, but also
12 on the certification requirements that
13 any given state may have in place.
14 Oftentimes that takes a little bit of
15 time, and so we want to be able to offer
16 the opportunity for these businesses to
17 properly meet the requirements in order
18 to do business with us. We also employ
19 consultants like Phoebe's Community
20 Marketing Concepts to work with the
21 development team to implement these
22 programs.

23 I can't emphasize enough how
24 much experience matters. Other projects
25 may tout specific goal numbers, but we

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 actually have the track record to
3 demonstrate that experience and the
4 ability to execute the plan. I offer to
5 you today to talk to the communities
6 where we've built and operated and ask
7 them about their experience as it relates
8 to our construction building programs and
9 our workforce hiring programs as well as
10 our ongoing procurement programs. I have
11 the utmost confidence that each of them
12 will verify what I've described to you
13 today.

14 In fact, just last week I was
15 invited to speak to the Minority Business
16 Partnership in Dayton, Ohio to discuss
17 Penn National's best practices in MBE/WBE
18 programs. It's the standard that we've
19 set in that community that has created
20 the opportunity that local officials were
21 able to go to the builders of the new
22 public library in their community to
23 better and actually set goals in minority
24 and women-owned business participation
25 that didn't exist prior to us being in

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 the community and setting the thresholds
3 that we have set.

4 I have many more examples of
5 these achievements that I'd be happy to
6 talk with you about at greater length.

7 Before I conclude, I'd also
8 like to take the opportunity to
9 re-highlight a very big piece of our
10 project. I think several of you were in
11 attendance about a year ago when we
12 talked about our two-thirds
13 profit-sharing with Philadelphia schools
14 and pension systems. While other
15 applicants have chosen to partner with
16 other operators or investors, we have
17 chosen to make our host community the
18 primary beneficiary of the cash flow
19 coming from this facility.
20 Philadelphia's pension system serves
21 roughly 35,000 people currently and will
22 on an ongoing basis, while Philadelphia's
23 schools serve over 130,000 students here
24 in the City, of which approximately 85
25 percent are comprised of minorities. No

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 other applicant in this process benefits
3 or touches as many Philadelphians as the
4 Hollywood Casino project does.

5 Thank you very much for your
6 time.

7 COUNCILMAN GOODE: Thank you
8 for your testimony. I have the same
9 question. Can you please name the
10 minority and women owners, how much they
11 own and the combined percentage.

12 MS. BAILEY: Due to the
13 two-thirds ownership structure of going
14 back into the pensions and school
15 systems, that is that ownership
16 structure.

17 COUNCILMAN GOODE: That's not
18 an appropriate answer.

19 MS. BAILEY: Okay.

20 COUNCILMAN GOODE: Can you name
21 the minority and women owners?

22 MS. BAILEY: We don't have any
23 additional investors.

24 COUNCILMAN GOODE: So you have
25 no minority or women owners?

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 MS. BAILEY: No.

3 COUNCILMAN GOODE: That's the
4 proper answer to the question. If
5 there's none, then there's none. Okay?

6 MS. BAILEY: Sure.

7 COUNCILMAN GOODE: Any
8 questions or comments from members of the
9 Committee?

10 (No response.)

11 COUNCILMAN GOODE: Seeing none,
12 thank you very much.

13 Market8 Casino.

14 (Witnesses approached witness
15 table.)

16 COUNCILMAN GOODE: Good
17 afternoon, Councilman.

18 MR. DiCICCO: Good afternoon.

19 COUNCILMAN GOODE: Please
20 introduce yourself for the record and
21 proceed with your testimony.

22 MR. DiCICCO: Good afternoon,
23 Chairman Goode and members of the
24 Committee. My name is Frank DiCicco and
25 I am the consultant to the Market8

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 project. I speak for the entire team
3 when I say we are happy to be here, and
4 we thank you for giving Market8 the
5 opportunity to make this presentation.
6 We'd also like to thank Majority Leader
7 Jones for introducing the resolution that
8 has brought us here today.

9 With me to share an overview of
10 our plan and our commitment to inclusion
11 through this project are Willie Johnson,
12 Chairman of PRWT and an investor in
13 Market8; Regine Metellus, Senior Vice
14 President and Chief Operating Officer of
15 the Urban League of Philadelphia; and
16 Kawel LauBach, Senior Vice President and
17 Chief Human Resource Officer for Mohegan
18 Sun Tribal Authority.

19 Market East Associates is
20 committed to making Market8 a national
21 model for transformative economic
22 development by designing a quality
23 entertainment project with a casino at
24 its core. We know that crafting an
25 outstanding inclusion program is integral

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 to achieving this result.

3 We believe this casino license
4 affords us the opportunity to not only
5 transform East Market Street into one of
6 the great avenues in the country, but to
7 create a collection of charitable,
8 community, and inclusion programs that
9 are unprecedented.

10 You already know that Market8
11 reflects cultural diversity in our
12 investor group through the ownership
13 interest of the Inner-City Group and
14 Mohegan Sun.

15 To underscore our commitment to
16 establish an ideal program and to
17 maximize the opportunities that will be
18 created through this project, we engaged
19 the experts - the Urban League of
20 Philadelphia, the Urban Affair Coalition,
21 and John Milligan, CPA.

22 They worked with us to develop
23 an inclusion strategy that will provide
24 the greatest economic benefit to the
25 local community, particularly for those

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 who are traditionally unable to take
3 advantage of opportunities in big
4 development projects.

5 We recognize that setting goals
6 is admirable, but that's only the start.
7 This committee has certainly heard many
8 project representatives come in and
9 present lofty goals, but you and I both
10 know that they mean nothing without a
11 system in place to help achieve them.

12 Market East Associates intends
13 to continue working with the Urban League
14 and others to meet our goals and to make
15 good on this plan.

16 Regine Metellus of the Urban
17 League will walk you through our strategy
18 in a few minutes, but first I would like
19 to introduce Mr. Willie Johnson. Before
20 he begins, there are a few things I'd
21 like to share with you about him.

22 As you may know, PRWT is one of
23 the largest minority-owned businesses in
24 the United States. Just last month,
25 Mr. Johnson was honored by the United

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 States Senate for his focus on
3 cooperative citizenship in commemoration
4 of Black History Month. Under his
5 leadership, PRWT has promoted some
6 positive social change for the benefits
7 of its shareholders, employees, clients,
8 and the community at large. PRWT has
9 been ranked in the top 100 companies by
10 Black Enterprise Magazine for the last
11 nine years and has been honored by the
12 magazine as Industrial Service Company of
13 the Year. We are proud to have him -- we
14 are proud to have a partner with
15 Mr. Johnson's commitment to inclusion and
16 to the community as a member of the
17 Market8 team.

18 I now introduce Mr. Johnson,
19 and thank you.

20 MR. JOHNSON: Thanks, Frankie.

21 Good afternoon, Mr. Chairman
22 and members of the Committee. My name is
23 Willie Johnson and I'm a member of the
24 Market8 investors group. I've been in
25 Philadelphia a long time and have been

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 involved in a lot of projects, as all of
3 the members of the Market East Associates
4 investor group have, and we can tell you
5 this kind of commitment doesn't always
6 happen.

7 Market8 doesn't need to be as
8 committed as we are or dedicated the
9 resources we have to ensure inclusion,
10 but as a group, we are determined to make
11 sure that the minority community would
12 not be an afterthought.

13 We have made every effort to
14 ensure that what we establish here was
15 not simply an affirmative action program,
16 and that's precisely why Market8 engaged
17 the Urban Affairs Coalition and the Urban
18 League to put their expertise to work in
19 cooperation with the development team of
20 The Goldenberg Group and our casino
21 operator, Mohegan Sun. Together, we
22 created an inclusion strategy that we
23 believe would provide the greatest
24 economic benefit possible to the local
25 community. And I give Ken Goldenberg,

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 our lead developer and investor, a lot of
3 credit. Ken is a successful developer
4 with a history of charitable giving and
5 commitment to inclusion that defines him
6 as much as his development projects.
7 This was an immediate priority for him
8 personally and for the whole development
9 team and, consequently, a focus on
10 economic inclusion has been at the
11 forefront of our conversation from the
12 get-go and is truly about the culture in
13 Market8.

14 At the City hearings before the
15 Pennsylvania Gaming Control Board in
16 September, Alan Greenberger,
17 Philadelphia's Deputy Mayor for Economic
18 Development, said that the two Center
19 City sites have the greatest potential to
20 spur additional economic development and
21 that Market8 would have the most
22 immediate effect.

23 Members of the Committee, I
24 submit to you that this is critically
25 important. With a poverty rate nearing

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 30 percent, Philadelphia is among the
3 poorest major American cities, and the
4 facts in your resolution make the
5 argument. The unemployment rate in
6 Philadelphia is 10.4 percent compared to
7 the national average of 6.7 percent. We
8 need to focus on increasing jobs for
9 minority workers who experience the
10 highest rate of unemployment.

11 Each of the investors in this
12 project view this as a once-in-a-lifetime
13 opportunity to make a real difference for
14 minorities in the City of Philadelphia.
15 Our comprehensive plan reaches beyond
16 hiring and contracting to provide diverse
17 opportunities. Market8's rewards program
18 will stimulate growth to benefit the
19 entire surrounding commercial and tourist
20 zone. The project's charitable programs
21 will funnel a minimum of 2 million a year
22 back into the community to support the
23 economic viability of the areas in a
24 number of ways, including development
25 assistance, micro-financing, cultural and

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 arts activities, as well as
3 cross-promotional efforts.

4 The partners in Market8
5 recognize that being a good corporate
6 citizen is no longer a noble gesture.
7 It's an absolute necessity to make it in
8 this marketplace. It's just one of the
9 many things that sets us apart.

10 Thank you for your time, and
11 I'd like to introduce Ms. Regine Metellus
12 to walk you through the details of our
13 inclusion plan.

14 MS. METELLUS: Good afternoon.
15 Thank you, Mr. Johnson.

16 Chairman Goode, ladies and
17 gentlemen of the Committee, thank you for
18 the chance to present Market8's historic
19 inclusion plan. Speaking on behalf of
20 both the Urban League and the Urban
21 Affairs Coalition, we were impressed to
22 have been brought in at the ground floor
23 of this process. From our experience,
24 this approach speaks volumes about the
25 group's commitment to inclusion. This

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 has been a very productive partnership to
3 date, and should Market8 be awarded the
4 license by the Gaming Control Board, we
5 look forward to continuing our
6 relationship with the project to
7 implement this plan.

8 Market8, the Urban League, the
9 Urban Affairs Coalition, and John
10 Milligan, CPA created an inclusion plan
11 to ensure that Market8 has the greatest
12 economic benefit to the local community.

13 Through this collaborative
14 effort, goals have been identified for
15 the participation in the construction of
16 the project by minority, women-owned, and
17 disadvantaged business enterprises, and
18 aggressive but attainable goals have been
19 set for the workforce utilization of
20 minorities, women, the disabled, and
21 veterans in the casino, its hotels, and
22 restaurants during both the construction
23 and in ongoing operations. We have a
24 strong commitment to meeting our goals
25 for the employment of Philadelphians as

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 well as residents of the Commonwealth.

3 Market8 has set the following
4 inclusion goals that we believe are
5 responsible to the diverse groups
6 represented. There are four goals that
7 we'd like to highlight.

8 First, 40 to 45 percent women
9 and minorities employees in construction
10 and in ongoing operation; second, 40 to
11 45 percent of contracts during
12 construction; third, 24 percent of
13 contracts in ongoing operations going to
14 minority, women-owned, and disadvantaged
15 businesses; and, finally, and during both
16 construction and in ongoing operations,
17 we are targeting that half of our workers
18 will come from the City of Philadelphia
19 and 75 percent will come from the
20 Commonwealth.

21 Critical to the success in
22 achieving these goals will be a concerted
23 effort to conduct an extensive community
24 engagement process to maximize
25 information dissemination.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 A comprehensive program has
3 been devised whereby Mohegan Sun and
4 Market8 will coordinate resources and
5 communications with community partners.
6 Communication efforts will range from
7 general information dissemination to more
8 targeted workforce development in
9 coordination with Market8's Human
10 Resources Department, providing access to
11 the widest hiring pool possible.
12 Information will be shared to generate
13 awareness of the employment authorization
14 and clearances required to work in the
15 gaming industry, and information will
16 also be shared regarding training and
17 career advancement opportunities.

18 Market8 recognizes that
19 goal-setting, communication, and outreach
20 are just the start to achieving a
21 transformational inclusion strategy.

22 The team understands the need
23 to provide prospective employees and
24 suppliers with the education and
25 resources necessary to work for or

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 benefit from a business relationship with
3 the urban entertainment complex.

4 One element of our strategy
5 anticipates a partnership with the
6 Community College of Philadelphia and
7 other educational institutions to create
8 curricula to prepare candidates with the
9 skills that they need not only to be
10 prepared but to be successful.

11 Market8 will collaborate with
12 minority and women business enterprise
13 support organizations to make sure the
14 project's operations are reflective of
15 the diverse groups served in the City and
16 surrounding counties.

17 Market8 will also work with
18 minority chambers to identify barriers in
19 corporate supplier diversity through
20 focus groups and community forums.

21 We will use technical
22 assistance providers, including the Urban
23 League Entrepreneurship Centers and
24 others, to allow the project to meet the
25 needs of growth businesses, small

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 businesses, and start-ups for business
3 opportunities with Market8.

4 Market8 will help to identify
5 and coordinate the resources necessary to
6 allow vendors to meet the financial
7 requirements to do business with the
8 gaming industry -- gaming entity,
9 including access to capital, bonding, and
10 other financial requirements.
11 Information sessions will be held to
12 address requirements for licensing.

13 Additionally, Market8 has
14 designed its rewards and charitable
15 programs to benefit small and
16 disadvantaged businesses in the
17 surrounding areas.

18 As Mr. Johnson mentioned,
19 Market8's unique rewards program takes an
20 innovative approach that extends the
21 business transaction target area well
22 beyond the footprint of this project.
23 Casino patrons are incentivized to use
24 businesses in and around the casino, an
25 economic growth tool designed to include

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 and to promote existing local businesses
3 rather than to compete with them.

4 To maximize the success of the
5 rewards program, Market8 will coordinate
6 with Philadelphia's ethnic chambers of
7 commerce, including the African American
8 Chamber of Commerce and the Greater
9 Philadelphia Chamber of Commerce. It
10 will target area businesses and business
11 organizations to determine how to best
12 market and structure a successful rewards
13 program so that it works for everyone.

14 Market8's public interest
15 program, which commits 10 percent of its
16 distributable profits, or a minimum
17 contribution of \$2 million per year to
18 the community, further benefits small and
19 disadvantaged businesses in the area
20 through its two charitable programs.

21 The Market8 Foundation will
22 support education, the underprivileged,
23 health initiatives, the environment, arts
24 and culture, and other community
25 projects. The support will be in the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 form of grants for worthy projects and
3 organizations.

4 Funds from the Market8
5 Improvement Zone will be used for efforts
6 such as increased security, lighting,
7 landscaping, street improvements, master
8 planning, facilitating additional
9 development in the zone, business
10 assistance, micro-financing, and joint
11 marketing. We know that small
12 businesses, often minority and
13 women-owned, simply do not have the
14 access to capital to be competitive on a
15 bid. This is not charity, but rather a
16 leveling of the playing field to allow
17 all and everyone in Philadelphia the
18 chance to be a part of the project.

19 To ensure that its
20 comprehensive inclusion strategies are
21 effective, Market8 will create an
22 Oversight Committee to meet regularly and
23 inform outcomes as well as continue to
24 plan for the creation of new economic
25 opportunities.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Market8 believes that this
3 accountability structure will provide the
4 best tools, resources, and incentives to
5 attain its goals and will become a
6 national model for transformative
7 inclusionary economic development.

8 Throughout this presentation, I
9 have referenced Market8's partnership
10 with its operator, Mohegan Sun. With us
11 today is Kawel LauBach of the Mohegan
12 Tribal Gaming Authority, who will share
13 Mohegan Sun's perspective and efforts
14 regarding inclusion.

15 MR. LAUBACH: Thank you,
16 Regine.

17 Chairman Goode, Committee
18 members, you have heard from Market8's
19 ownership group. You've heard from the
20 architect of Market8's inclusion
21 strategy, Regine. And I'm here today
22 representing Mohegan Sun to assure you
23 that we will create the right team with
24 the right energy, personality, and drive
25 to make Market8 as successful as our

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 other properties.

3 As a minority-owned
4 corporation, the Mohegan Tribal Gaming
5 Authority has a longstanding commitment
6 to, as well as a generational and
7 cultural understanding of, the importance
8 of achieving diversity in all aspects of
9 our operation. Our 16-plus-year track
10 record in this area is something we are
11 proud of, and it is a part of our
12 corporate culture that we look forward to
13 bringing to Market8.

14 Our entire team is committed to
15 diversity, including senior leadership
16 who are actively involved in the
17 diversity committee and who are
18 responsible for administering our
19 diversity plan.

20 Currently, our Connecticut,
21 Atlantic City, and Pennsylvania
22 properties have a combined minority
23 employment percentage of nearly 50
24 percent, which has been achieved in
25 regions that are far less diverse than

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Philadelphia metropolitan area.

3 To provide a proper perspective
4 of just how impressive this number is,
5 Northeast Pennsylvania has 9 percent
6 minority, and rural Uncasville,
7 Connecticut has less than 15 percent.

8 Our team is also represented
9 equally by gender. Mohegan Sun's model
10 is very simple: We are focused on
11 service, and we know that service begins
12 within.

13 We hire like our business
14 depends upon it, because it does. The
15 truly outstanding contributing factor to
16 our diversity is our hiring process,
17 which is strongly based on soft skills
18 versus technical. We believe that a
19 resume and experience are always
20 secondary to a friendly smile, that this
21 opens doors to many who wouldn't
22 otherwise apply, feeling they lacked
23 experience. We do not subscribe to
24 typical technical recruiting methods and
25 are heavily focused on personality of the

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 applicant. As we all know, you can teach
3 the fundamentals of a job, but the
4 invaluable traits of a friendly -- you
5 cannot -- I'm sorry. Excuse me. You
6 cannot provide as far as invaluable
7 traits of a friendly demeanor.

8 We are both confident and
9 excited about our ability to put together
10 a world-class program here at Market8.

11 MR. DiCICCO: Thank you,
12 members of the Committee. That ends our
13 presentation, and we are here to respond
14 to any questions you may have.

15 COUNCILMAN GOODE: Thank you
16 for your testimony. I think you know
17 what my question is. Will you please
18 name the minority and women owners, how
19 much they own and the combined
20 percentage?

21 MR. JOHNSON: I'm not having to
22 see them. Dennis Cook, Mary Lawton,
23 Bernard Smalley, Cheryl McKissack, and
24 Willie Johnson. The five of us are
25 investors, along with one non-minority.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 We control the group known as Inner-City
3 Gaming and we represent 10 percent of the
4 partner of our Market8. Overall, along
5 with Mohegan Sun, as it stands now, a
6 little under 17 percent minority
7 ownership of the enterprise.

8 COUNCILMAN GOODE: Thank you.

9 Any questions from members of
10 the Committee?

11 Councilman Jones.

12 COUNCILMAN JONES: First of
13 all, thank you, Mr. Chairman, for
14 allowing me to take a side meeting on a
15 worthwhile cause dealing with inclusion
16 in another part of the building. But I
17 wanted to -- I ran over here when I heard
18 you guys talking because of, again, in my
19 opening remarks, I talked about the TV
20 cable franchise and how it changed
21 opportunity for a number of people, and
22 when I was saying it, I was looking right
23 at you, Mr. Johnson, who benefited from
24 those kinds of insistences by bodies like
25 this to make sure that all people had an

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 opportunity to be at the table. And true
3 to that covenant, you've done pretty well
4 for yourself in this life. We won't tell
5 nobody else. Nobody is listening.

6 But what we want to do is hold
7 that same standard for the industry of
8 gambling.

9 And I do see one of our alumnus
10 also at the table. Many people don't
11 know as a freshman when we were talking
12 about the industry of trades union, that
13 I was thoroughly shocked when a
14 Councilperson introduced that and banged
15 their hand on the table to make sure more
16 minorities and females had an opportunity
17 in the 17-plus trades represented, and
18 that's my colleague Frank DiCicco.

19 So I just wanted to make those
20 comments on the record and say that we
21 want all boats to rise based on these
22 kinds of opportunities offered by the
23 City. So thank you for your commitment
24 to that.

25 Mr. Chairman.

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2 COUNCILMAN GOODE: Thank you.

3 Any other questions or comments
4 from the Committee?

5 COUNCILWOMAN BROWN: Yes, I do,
6 Mr. Chairman. Thank you.

7 COUNCILMAN GOODE: Councilwoman
8 Brown.

9 COUNCILWOMAN BROWN: Good
10 morning. I know well of the work of the
11 Urban League having been a former
12 employee, so there's no question there.
13 We know of the unwavering commitment and
14 track record of Mr. Johnson, and
15 Councilman DiCicco having been a member
16 of this body demonstrated over and over
17 and over why this issue matters. My
18 question is, what is the track record of
19 The Goldenberg Group when it comes to
20 MBE/WBE participation?

21 MR. DiCICCO: I apologize. I
22 was distracted. Mr. Johnson left out
23 Mr. Miller as also being a partner.

24 COUNCILWOMAN BROWN: Okay.

25 MR. DiCICCO: So I didn't hear

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 the question.

3 MR. JOHNSON: Well, The
4 Goldenberg Group -- a part of our due
5 diligence was to look at some of the
6 projects that he's been involved in, both
7 here in Philadelphia and other parts of
8 the world. He basically has a real
9 commitment and track record to giving
10 back and being involved in the community.
11 It was the kind of partner that myself
12 and the other minorities sought out.

13 I think -- and I cannot
14 quantify them, because I didn't come
15 prepared with that, but we can get that
16 for you. There are development projects
17 here in Philadelphia that he's been
18 involved in that can give you some sense
19 of what the commitment of The Goldenberg
20 Group is and how they've gone about
21 carrying out that commitment.

22 MR. DiCICCO: If I may follow
23 up on that. My history of having worked
24 with The Goldenberg Group as a member of
25 this body, the first time I met Ken

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Goldenberg was when they were preparing
3 to do the Lowe's -- Whitman Plaza down on
4 Front Street where Lowe's is now located.
5 It was my first opportunity, and one of
6 the first things that came out of that
7 initial meeting was inclusion, minority
8 inclusion, but also commitment to
9 investing in the community. And they've
10 done that time after time after time with
11 developments in South Philadelphia, in
12 North Philadelphia, in West Philadelphia,
13 I think in Councilman Jones' district.
14 Before you were a Councilman, they
15 developed that shopping center up there
16 as well.

17 So I speak from having had that
18 experience with The Goldenberg Group.

19 COUNCILWOMAN BROWN: Okay,
20 then. Thank you for your testimony.

21 COUNCILMAN GOODE: Any other
22 questions or comments?

23 (No response.)

24 COUNCILMAN GOODE: Seeing none,
25 thank you very much.

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2 (Thank you.)

3 COUNCILMAN GOODE: The

4 Provence, Tower Entertainment, LLC.

5 (Witnesses approached witness

6 table.)

7 COUNCILMAN GOODE: Good

8 afternoon, Councilman.

9 MR. BURRELL: Good morning,

10 Mr. Chairman. Thank you. My name is

11 George Burrell. I am here on behalf of

12 the Provence, and with me is Sarah

13 Jackson, who is the Senior Vice President

14 for Human Resources at the Isle of Capri,

15 who is our operator. And as he is moving

16 out, I couldn't pass up the opportunity,

17 I had the chance to be in Washington when

18 Willie Johnson was recognized by Senator

19 Casey a couple of weeks ago. He's a

20 great Philadelphian. I also had the

21 privilege of working for many years as

22 General Counsel with PRWT. It's a great

23 company.

24 Our interests conflict today,

25 though.

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2 I'm going to attempt to be
3 relatively brief.

4 Good morning, Mr. Chairman and
5 members of City Council. I am pleased to
6 have this opportunity to discuss with you
7 the issues of diversity and inclusion as
8 they relate to the construction and
9 operation of a second gaming and
10 entertainment venue in Philadelphia.
11 During my time as a member of City
12 Council, in the administrations of Mayors
13 Green and Street, and as a private
14 citizen both with respect to contracts
15 and employment, I have consistently
16 advocated for expanded participation by
17 African Americans, Latinos, women, and
18 other minorities. In addition to public
19 service, I have been an executive with
20 two respected African American-owned
21 businesses. Thus, I know firsthand the
22 potential and pitfalls of participation
23 programs.

24 These issues are important to
25 me. I have discussed with many of you on

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Council and many of you on this committee
3 and other members of City Council the
4 importance of awarding prime contracts to
5 African American businesses to facilitate
6 those businesses growing to scale and
7 creating the jobs required to help
8 reverse the poverty epidemic, a growing
9 problem in minority communities and the
10 City at large.

11 I discussed the issues of
12 employment and contracting aggressively
13 with Bart Blatstein before agreeing to
14 join his team and advocate for the
15 Provence.

16 The Provence's diversity and
17 inclusion program will address Board and
18 executive leadership, workforce issues,
19 and contracts, including, as a matter of
20 priority, prime contracts and Tier 1
21 contracts for African American and other
22 minority businesses. The participation
23 issues will focus both on workforce and
24 contract initiatives during the period of
25 both construction and operation.

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2 I have known and respected Bart
3 Blatstein for two decades. Bart takes
4 financial and project risks other
5 developers avoid in our city. He
6 delivers signature projects like Avenue
7 North, Columbus Boulevard, the Tower
8 Apartments on North Broad Street, and
9 Northern Liberties that transform
10 Philadelphia's neighborhoods. Bart's
11 record of finishing what he starts, how
12 important I believe a rejuvenated North
13 Philadelphia is to the future of our
14 city, and Bart's innovative commitment to
15 diversity motivate my support of Bart and
16 the Provence.

17 The objective of our diversity
18 program is to award contracts that
19 position minority and women-owned
20 businesses to manage important and
21 visible parts of the project, build
22 capital, and grow to scale. Governments
23 and private-sector companies typically
24 focus on percentage participation to
25 measure success in diversity procurement

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 programs, an honest and well-intended
3 strategy. Percentage programs typically
4 produce job sites with large numbers of
5 small businesses with modest contracts
6 who generate cash flow, not retained
7 earnings and strong financial statements.
8 They also are not positioned to make the
9 investments in management and marketing
10 required to underwrite growth.

11 Because minority and
12 women-owned businesses in Philadelphia
13 work too often as Tier 2 subcontractors
14 with no job site management or budget
15 responsibility, they are not
16 competitively positioned to grow to scale
17 and compete for prime contracts. The
18 culprit, lack of project management
19 experience and access to capital. This
20 is a fundamental problem that anyone
21 concerned with the maturity and success
22 of minority and women-owned businesses
23 must address.

24 Although percentages are
25 relevant, the scope and dollar value of

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 contracts awarded to minority and
3 women-owned businesses is more important.
4 Awarding prime contracts and Tier 1
5 subcontracts with significant scopes of
6 work and contract value to minority and
7 women-owned businesses will be a priority
8 for the Provence. We will take
9 responsible risks to meet this objective.
10 We will not embrace the age-old retort
11 that qualified minority and women-owned
12 businesses cannot be found to do
13 important work.

14 I cannot overemphasize in my
15 own judgment how important I believe the
16 Provence's strategy, if copied by others,
17 can be in growing historically challenged
18 businesses to scale. Maturing businesses
19 will grow jobs, make important
20 contributions to the economies of the
21 City and Commonwealth, and have a direct
22 impact on poverty.

23 The Provence's priority will be
24 to award contracts to local companies.
25 However, if necessary to achieve our

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 objectives, national companies willing to
3 establish offices in Philadelphia will be
4 invited to compete. Opportunities also
5 will be afforded to smaller companies.
6 The Provenance will not discriminate.

7 Diverse company signs will be
8 visible at our North Broad Street
9 worksite. The team constructing,
10 operating, and managing this world-class
11 facility will be diverse. The Isle of
12 Capri and other members of our
13 experienced team will work with
14 interested businesses to ensure they
15 apply for and obtain the certifications
16 required to work in the gaming industry
17 in Pennsylvania.

18 Although the Provenance has an
19 important goal of 38 percent minority and
20 women-owned business participation both
21 during construction and during operation,
22 the distinguishing characteristic is the
23 Provenance's proactive commitment to award
24 prime contracts and Tier 1 contracts to
25 minority and women-owned businesses.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 This is a commitment that should resonate
3 among minority and women-owned businesses
4 throughout the City.

5 The Provence will partner with
6 organizations like the National Minority
7 Supplier Development Council and the
8 Hispanic Chamber of Commerce to identify
9 companies. Over the coming weeks, we
10 will create opportunities for interested
11 companies to meet with the Provence team
12 and discuss the work that will be
13 available. We anticipate working with
14 OIC and Community College to train
15 hospitality workers, and we have agreed
16 to provide Lincoln University and Cheyney
17 Universities 25 paid internships for each
18 school each semester.

19 The Provence will have a
20 diverse Board of Directors, executive
21 leadership team, workforce, and an
22 affirmative action advisory committee.
23 The Isle of Capri, the Provence's
24 operator -- and Sarah will speak to that
25 in a moment -- has a strong diversity

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 track record with respect to contracting
3 and employment, and companies contracted
4 to do business with the Provence will be
5 held accountable to achieve diversity
6 consistent with the Provence's goals and
7 strategy.

8 Bart Blatstein, who was here
9 earlier today and apologizes for having
10 to leave to keep another commitment, has
11 asked Bob Bogle, who has an ownership
12 interest in the Provence, former State
13 Representative Tony Payton, who has
14 arrived late, former State Representative
15 Tony Payton and me to develop and
16 implement this cutting-edge diversity
17 program. I look forward to working with
18 Bart, Tony, Bob, the Isle of Capri, and
19 Pierce Keating, the general contractor
20 for this site, who achieved 38 percent
21 workforce participation on its
22 construction of the expansion of the
23 Convention Center. Our shared objective
24 is to achieve our diversity and inclusion
25 goals in a new, and for the successful

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 companies, more profitable light.

3 Thank you, Mr. Chairman, and I
4 will turn this over to Sarah to talk very
5 quickly, we're going to be very brief, on
6 the numbers of Isle of Capri. And I do
7 want to for the record note that former
8 State Representative Payton is with us.

9 MS. JACKSON: Good morning, Mr.
10 Chairman and members of City Council. My
11 name is Sarah Jackson. I am the Senior
12 Vice President for Isle of Capri and
13 Human Resources.

14 I am pleased to have this
15 opportunity to discuss with you the
16 issues of diversity and inclusion with
17 regard to the operation of the Provence.
18 We are excited about being partnered with
19 Bart Blatstein to operate the Provence
20 because we know that this will truly be a
21 unique and special project in
22 Philadelphia and the Commonwealth as a
23 whole. Our team knows the Philadelphia
24 market well, and we're excited to help
25 bring Bart's vision for this premier

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 property to fruition.

3 Isle of Capri Casinos, Inc. is
4 a publicly traded gaming company. We
5 currently operate 15 casinos in seven
6 states and employ 7,400 people, give or
7 take.

8 Our commitment to diversity
9 starts from the top down. Virginia
10 McDowell, our President and Chief
11 Executive Officer, is the only woman CEO
12 of a publicly traded gaming operating
13 company in the country. Ms. McDowell is
14 a co-founder and co-chair of an
15 international mentoring program through
16 the American Gaming Association called
17 Global Gaming Women. I am on the
18 mentorship committee as well.

19 We are proud of our track
20 record and commitment to a diverse
21 workforce and believe that our employees
22 should reflect the diversity of our
23 customers.

24 Isle of Capri currently employs
25 approximately 7,400 individuals, of which

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 39 percent meet the federal guidelines
3 for diverse populations.

4 Additionally, 25 percent of
5 Isle's current management staff also
6 meets these guidelines. We provide our
7 employees with comprehensive benefits.
8 We also provide tuition reimbursement
9 opportunities for employees to promote
10 upward mobility within our workforce. We
11 promote and engage equal opportunities in
12 all aspects of employment and training as
13 well as advancement opportunities.

14 We estimate the Provence will
15 employ over 2,500 people directly.
16 Approximately 10 percent of the overall
17 jobs will be management positions.

18 There's a tremendous amount of
19 industry-specific training that has to
20 happen for employees in these jobs to be
21 successful. From the gaming floor to the
22 restaurants, retail and other venues, we
23 will provide extensive training for our
24 employees prior to opening and leadership
25 development opportunities as well.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Additionally, Isle works
3 diligently to ensure the dollars it
4 spends in the community on goods and
5 services also include minority and
6 women-owned businesses.

7 Thank you, Mr. Chairman and
8 members of the Committee, Councilwoman,
9 for your time and consideration. I'll
10 now turn it over to...

11 MR. PAYTON: Thank you. I am
12 happy to be here as a part of the
13 Provence team and know working with
14 Mr. Burrell, Mr. Bogle, we will have one
15 of the highest participation rates. And
16 in addition, we have the largest project
17 of all the five and we'll significantly
18 change the landscape for minority
19 businesses in Philadelphia. I'll keep it
20 brief because I know we're time
21 constrained here.

22 So thank you very much and I
23 appreciate your indulgence.

24 COUNCILMAN GOODE: Thank you
25 very much. Thank you for your testimony.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 Mr. Burrell, the same question
3 I asked every other participant. Please
4 name the minority and women owners, how
5 much they own and the combined
6 percentage.

7 MR. BURRELL: Mr. Chairman, I
8 can give you 50 percent of the answer to
9 your question. I will get you the other
10 50 percent. Bob Bogle, Robert Bogle, is
11 an owner in the Provence. I don't know
12 his interest, but I'll get that to you
13 today.

14 COUNCILMAN GOODE: Thank you.
15 Questions or comments from the
16 Committee?

17 COUNCILWOMAN BROWN: Similar
18 question I asked the others. Track
19 record is important, because there's the
20 old adage, the best predictor of future
21 behavior is past behavior. So what's the
22 track record of Bart Blatstein when it
23 comes to MBE/WBE participation?

24 MR. BURRELL: I have worked
25 with Bart Blatstein in the Green

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 Administration, in the Street
3 Administration and have now represented
4 him as a private practicing lawyer, and
5 from his projects from Delaware Avenue to
6 Manayunk to Avenue North and to Northern
7 Liberties, in each of those projects,
8 some part of which may have had some
9 public funding in them, he has always
10 worked affirmatively, sometimes in joint
11 venture partnerships, sometimes just in
12 participation, but has had successful
13 relationships with many folks who we've
14 already begun discussions with about this
15 project. But he is -- Bart is a guy who
16 has developed in a lot of places but
17 primarily in Philadelphia, and he has
18 conformed to participation guidelines
19 both in terms of workforce and in terms
20 of contract opportunities. And we'll get
21 you some more specifics about it, but I
22 can assure you that his track record on
23 this issue is solid.

24 COUNCILWOMAN BROWN: Then
25 lastly, Mr. Burrell, you in your

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 testimony made a distinction that I tried
3 to follow and cannot re-articulate, but I
4 think it's important. On percentages for
5 MBE/WBE participation is important, but
6 your clarification or distinction seemed
7 to speak to critical mass so that
8 businesses have the opportunity to expand
9 and grow. Could you elaborate on that?

10 MR. BURRELL: I am a believer
11 that if you look at -- and I see myself
12 as part of this problem. If you look at
13 well-intended and successful affirmative
14 action programs over the years, because
15 businesses are very often acting as Tier
16 2 subcontractors, which means they
17 basically just send workers to the job
18 site, they don't get to manage any part
19 of the project, they don't get to finish
20 a project, which allows them to build a
21 resume and build capital that gives them
22 the opportunity to grow, and therefore we
23 have seen, even among our successful
24 African American and other minority
25 businesses, them develop sustainable

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 revenue bases, but not bases that allow
3 them to grow their employee base
4 dramatically. And it is my view that
5 unless we find a way to begin to grow the
6 employee base, we can continue to produce
7 relatively successful companies, but we
8 will not be able to address getting jobs
9 to unskilled and semi-skilled people in
10 neighborhoods that many of us care about,
11 which will address the issue of poverty.

12 COUNCILWOMAN BROWN: And thus
13 the distinction in the way you described
14 this team's efforts is that there will be
15 more focus on Tier 1 opportunities?

16 MR. BURRELL: Mr. Blatstein has
17 asked me to take the leadership on
18 implementing his affirmative action
19 program, in this participation program.
20 And so we are going to take risks. We
21 are going to award prime contracts to
22 people, and a classic example -- and I'm
23 not using this, but classic example what
24 I'm talking about is the Perryman
25 Construction Company, for example, just

1 3/5/14 - COMMERCE - BILL 140002, etc.
2 recently finished the parking lot at the
3 zoo where they were a joint venture
4 partner, but they had direct
5 responsibility for doing that.

6 If you listened at the ceremony
7 recognizing Willie Johnson last week,
8 Donna Allie spoke very clearly at that
9 ceremony about the importance of the
10 first contract that Willie Johnson
11 awarded to her company which allowed her
12 to behave as a prime contractor and how
13 important it was to the growth and
14 success of her business today, and hers
15 is one of the companies that's grown its
16 employee base significantly over the last
17 decade and a half or so, and we have to
18 implement that and get beyond this "we
19 can't find them."

20 COUNCILWOMAN BROWN: Yes. Yes.
21 Well taken. Thank you very much for your
22 testimony, all of you.

23 MR. BURRELL: Thank you,
24 Councilwoman.

25 Thank you, Mr. Chairman.

1 3/5/14 - COMMERCE - BILL 140002, etc.

2 COUNCILMAN GOODE: Thank you.

3 Seeing no other questions or
4 comments, thank you very much.

5 Is there anyone else to testify
6 on this resolution?

7 (No response.)

8 COUNCILMAN GOODE: Seeing none,
9 the hearing on both resolutions is
10 recessed to the call of the Chair.

11 The Committee on Commerce and
12 Economic Development has concluded. The
13 hearing on the Appropriations will start
14 shortly. Thank you very much for your
15 patience.

16 (Committee on Commerce and
17 Economic Development concluded at 1:10
18 p.m.)

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CERTIFICATE

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

MICHELE L. MURPHY
RPR-Notary Public

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