

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

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, April 30, 2014
10:15 a.m.

PRESENT:

COUNCILMAN W. WILSON GOODE, JR., CHAIR
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILWOMAN BLONDELL REYNOLDS BROWN

BILL 140312 - An ordinance amending Chapter 17-1500 of The Philadelphia Code, entitled "Annual Disparity Study and Participation Goals," by specifying the principal formulas to be used in calculating (1) the percentage of contracts awarded to Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs)...

- - -

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

COUNCILMAN GOODE: Good morning. This hearing is called to order. This is a public hearing of the Commerce and Economic Development Committee on Bill No. 140312. My name is W. Wilson Goode, Jr., Chair of this Committee.

I note that a quorum is present. To my left is Councilwoman Blondell Reynolds Brown. To my right is Majority Leader Curtis Jones, and Councilman Kenyatta Johnson.

The title of the Bill 140312, an ordinance amending Chapter 17-1500 of The Philadelphia Code, entitled "Annual Disparity Study and Participation Goals," by specifying the principal formulas to be used in calculating (1) the percentage of contracts awarded to Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs) (collectively known as M/W/DSBEs); and (2) participation goals for future contracts to be awarded

1 4/30/14 - COMMERCE - BILL 140312
2 to M/W/DSBEs; all under certain terms and
3 conditions.

4 The Administration has
5 submitted written testimony in support of
6 this bill. It's been given to the
7 Committee and the stenographer and will
8 be made part of the permanent record.

9 I will call my first panel.
10 Steve Masters, if he is here, and Hanford
11 Jones.

12 (Witness approached witness
13 table.)

14 MR. JONES: Thank you. Members
15 of the Committee on Commerce and Economic
16 Development, my name is Hanford Jones.
17 I've been doing this since 1977, and this
18 has never been a job for me. It's been a
19 life experience of pleasure trying to
20 help economic equality take place.

21 I would like to start by saying
22 that the disparity study itself is
23 absolutely important. It should be an
24 open competition situation. I don't
25 understand how the current vendor keeps

1 4/30/14 - COMMERCE - BILL 140312

2 getting a sole source award when in a
3 Civil Service capacity in the Commerce
4 Department, no efforts were ever
5 witnessed to increase black, minority,
6 and women business participation while in
7 the capacity of the Commerce Department
8 Director, and now he's getting the
9 economic advantage through
10 non-competition to study what he didn't
11 do when he was getting paid by the City
12 to do. And that's not personal. It's a
13 fact.

14 COUNCILMAN GOODE: That's not a
15 fact, Mr. Jones.

16 MR. JONES: What?

17 COUNCILMAN GOODE: The
18 opportunity is posted.

19 MR. JONES: The contract for a
20 disparity study?

21 COUNCILMAN GOODE: Yes.

22 MR. JONES: All right.

23 The first study that was done
24 was re-reviewed by the University of
25 Pennsylvania. I don't believe any other

1 4/30/14 - COMMERCE - BILL 140312

2 disparity studies have been re-reviewed.

3 The data needed to be collected
4 in the current or future disparity
5 studies need to involve looking at the
6 PennDOT records of vehicles and
7 construction equipment ownership. In the
8 Philadelphia standard metropolitan
9 statistical area, the disparity between
10 white contractors doing business with the
11 City of Philly and their ownership of
12 construction vehicles and equipment far,
13 far, far exceed those of black and
14 minority firms in particular and women
15 business enterprises. So to have an open
16 competition among white and minority and
17 female contractors as primes will never
18 be equal, because on the surface, the
19 equipment ability alone of the white
20 contracting community versus the black
21 and minority contracting community is so
22 far dispersed. There's no way our prices
23 can be lower and profitable. So
24 hopefully this next disparity study will
25 take into consideration of who owns what

1 4/30/14 - COMMERCE - BILL 140312

2 and their ability to do the work. And
3 when the statistics come out to show that
4 we don't have the type of equipment,
5 numbers of equipment, that contract
6 advantages need to go towards us in order
7 for us to be a prime contractor when
8 competing on the open market.

9 Places like Water, Streets
10 Department, Airport, and Capital Program
11 Office's prime contract awards, black
12 firms in particular aren't even bidding,
13 let alone winning. And without such an
14 advantage process like local business
15 enterprises have, many of whom are from
16 New Jersey, we won't see any changes in
17 the numbers of prime contracts going to
18 black firms in particular and minorities
19 in general.

20 As it relates to white
21 female-owned businesses, I would hope
22 that the City in their new disparity
23 study sees and understands why the State
24 of Washington has elected to go to U.S.
25 DOT to try to get white females out of

1 4/30/14 - COMMERCE - BILL 140312

2 their disadvantaged business enterprise
3 category. That effort has been underway
4 for over eight months now.

5 In our city, we have firms like
6 Danella, for example, who has been
7 convicted over billing the City, not on
8 any list of debarred firms. If you go to
9 the City website for debarred bidders,
10 they're not on there. They made some
11 agreement to be allowed to still do
12 business after defrauding us for over \$2
13 million. To my knowledge, they still are
14 an approved WBE.

15 You have firms like SJA, Molly,
16 Gessler, Mary Pat Geppert, Central
17 Metals, Swipes, D&S Environmental, C.
18 Abbonizio, Athena Contracting. All are
19 previously existing white family
20 businesses, legal albeit, not
21 advantageous to other female firms who do
22 not have family-owned business support
23 banking-wise, equipment-wise, men,
24 construction, employee-wise.

25 If the category for women-owned

1 4/30/14 - COMMERCE - BILL 140312

2 businesses involved the fact that your
3 firm had to have 30 percent of females in
4 the workforce, you wouldn't have any WBEs
5 in construction approved, because despite
6 the amounts of money and millions that
7 WBEs are winning on contracts and
8 subcontracts, there's no outcry to
9 increase women in the construction field
10 to any noticeable degree, no job actions
11 or kinds of activities on women business
12 owners here in the City of Philadelphia
13 in particular to try to increase women in
14 the construction field trades. And I
15 think if that was a definition
16 consideration, you would have a better
17 field of women-owned businesses who truly
18 are disadvantaged competing for
19 categories that are out there for them to
20 compete for.

21 It's just a shame that folks
22 who sat on the front of the bus less than
23 50, 60 years ago are now in the level
24 playing field category of folks who are
25 allowed to take advantage of economic

1 4/30/14 - COMMERCE - BILL 140312

2 opportunity goals that are set for folks
3 who sat on the back of the bus less than
4 60 years ago.

5 I would hope that this new
6 disparity study makes the determination
7 that black architects in particular are
8 almost a non-entity in the City of
9 Philadelphia doing business. There are
10 black engineers, electrical, mechanical,
11 landscape design architects, but black
12 hundred percent-owned architectural
13 engineering firms are pretty much extinct
14 right now, and I don't understand why
15 there isn't a special program to help
16 get, one, us back in business as
17 architects and, two, doing business with
18 the City government as architects.

19 I think a lot of things can be
20 done to help that situation by the way
21 the bid specs read. The U.S. Postal
22 Service some years ago used to have bids
23 that required you to have a minority
24 business prime contractor in order to be
25 qualified to bid, and I think there are

1 4/30/14 - COMMERCE - BILL 140312

2 other ways that we can do it.

3 When Mr. Jones was MBEC
4 Director, we had a Memorandum of
5 Understanding with the Federal Bureau of
6 Prisons and SBA, and we were able to get
7 8(a) work on two different projects, one
8 here in Philly and one up in Allenwood,
9 with firms who were certified by the City
10 of Philadelphia MBEC at the time and who
11 also were in the SBA 8(a) program. And
12 the guy who ran the Federal Bureau of
13 Prisons' Office of Small Disadvantaged
14 Business Utilization now has risen beyond
15 all kinds of success stories as an office
16 of smaller disadvantaged federal officer
17 achieving high goals, and that experience
18 started right here in Philadelphia.

19 So I think that in conclusion,
20 different kinds of numbers need to be
21 had. In summation, right now you're only
22 looking at for-profit contracts because
23 the non-profit approval process that we
24 used to have was discontinued, because
25 two major non-profit organizations

1 4/30/14 - COMMERCE - BILL 140312

2 weren't allowed to be counted because
3 their Board of Director members, majority
4 of which were not minority or female
5 people, they couldn't classify. But I
6 think if they reinstituted OE0 the
7 non-profit approval process, maybe then
8 the annual report will include for
9 Council and the public's review
10 not-for-profit contract activity like it
11 used to 15-some years ago where many of
12 those vendors were approved MBEC at that
13 time firms and their reports looked
14 really great. Now it's not even being
15 reported to the degree that it should be
16 because no one could be approved as a
17 not-for-profit organization, because we
18 don't have that process in place, and I
19 think it needs to be reinstituted.

20 Thank you.

21 COUNCILMAN GOODE: Mr. Masters.

22 MR. MASTERS: Chairman Goode, I
23 have copies of my testimony. Can I
24 present that?

25 COUNCILMAN GOODE: We have it.

1 4/30/14 - COMMERCE - BILL 140312

2 MR. MASTERS: You have it
3 already? The wonders of electronic
4 communication.

5 Good morning, Chairman Goode,
6 Councilwoman Reynolds Brown, Councilman
7 Jones, Councilman Johnson. My name is
8 Steve Masters and I'm the President of
9 JustLaws.

10 JustLaws is an innovative
11 government relations and community
12 empowerment law firm launched in October
13 2012. Our mission is to deliver
14 significant legislative victories for
15 non-profits, unions, businesses, and
16 concerned citizens at City Council to
17 help local businesses and MBEs/WBEs win
18 major contract bids with federal, state,
19 and local agencies, and to empower
20 community groups to shape local economic
21 development and win strong community
22 benefit agreements.

23 Today I come before you to
24 strongly support passage of Bill No.
25 140312. This legislation has a very

1 4/30/14 - COMMERCE - BILL 140312
2 important goal - to ensure equitable
3 participation by M/W/DSBEs on all City
4 contracts, including contracts which
5 currently have zero M/W/DSBE
6 participation.

7 Almost exactly a year ago,
8 JustLaws began to look at ways that we
9 could help increase participation of
10 minority and women-owned businesses in
11 City competitively bid contracts. So we
12 focused our attention on the 22 percent
13 of City contracts that are classified as
14 few to no M/W/DSBEs. That troubling
15 category is broken down into two
16 subcategories - citywide and service,
17 supply, and equipment contracts with few
18 or no M/W/DSBEs. That total is \$53.5
19 million in Fiscal Year 2012, and then the
20 personal, professional service contracts
21 with few or no of disadvantaged
22 businesses totaled \$107.8 million in
23 2012. Those were the figures that we
24 were working with at that point.

25 We decided to tackle the

1 4/30/14 - COMMERCE - BILL 140312
2 largest contract in the citywide and
3 service, supply, and equipment category,
4 the water treatment chemical contract.
5 That one contract accounts for nearly
6 half of that entire category, and it
7 totaled \$23 million in Fiscal Year 2012.

8 When we looked at the situation
9 more, we read the 2012 annual disparity
10 report and found that OEO was
11 recommending that those 22 percent of the
12 contracts with few to no M/W/DSBEs be
13 removed from the whole calculation.
14 Basically they wanted City Council and
15 the City to say that those contracts
16 would be hidden, would be no longer taken
17 into account statistically so that the
18 record of participation would look a lot
19 better for the contracts that were still
20 being considered. We thought that was
21 the wrong approach. We thought the right
22 approach was to go out and recruit
23 minority, women-owned businesses that
24 could perform these contracts. So that's
25 what we set out to do. And we

1 4/30/14 - COMMERCE - BILL 140312
2 basically -- we met with the leadership
3 of OEO and with Procurement to help us
4 develop an outreach strategy for the
5 water treatment chemical contract. We
6 then did some research and located six
7 businesses that were all either MBEs or
8 WBEs -- actually, three of them were both
9 MBEs and WBEs -- that had the capacity,
10 in our calculation, to do at least part
11 of this contract, and we brought those
12 companies to the attention of OEO. OEO
13 then helped these companies all register
14 with the registry and is in the process
15 of evaluating the ones who seem to be
16 inclined to bid on City's contracts to
17 see what their capacity is.

18 Surprisingly, as part of that
19 investigation, OEO determined for the
20 first time that one of the existing
21 vendors who supplies the City with water
22 treatment chemical contracts is actually
23 a WBE but is not certified. It's a
24 company that's owned by a woman. It's
25 always -- it's a multi-generational

1 4/30/14 - COMMERCE - BILL 140312
2 family business, has always been owned by
3 a woman. So we actually had some
4 participation in this contract that we
5 didn't even know about because those
6 questions weren't being asked.

7 We believe that our experience
8 with the water treatment chemical
9 contract can be replicated with all the
10 other City contracts that currently have
11 zero M/W/DSBE participation, which is
12 precisely the goal of Bill No. 140312 and
13 we're happy to support it today.

14 COUNCILMAN GOODE: Thank you.

15 COUNCILWOMAN BROWN: Good
16 morning and thank you for your passionate
17 testimony. Can you just give us
18 background on the organization you're now
19 a member of, please.

20 MR. MASTERS: Of JustLaws?

21 COUNCILWOMAN BROWN: Yes.

22 MR. MASTERS: JustLaws is my
23 law firm. So, as you know, I worked at
24 City Council as an attorney for 12 years,
25 and then when I left City Council, I

1 4/30/14 - COMMERCE - BILL 140312
2 started my own law firm that focuses --
3 it's a mission-driven law firm that
4 focuses on community empowerment and
5 basically getting access and help to
6 organizations and groups that
7 traditionally don't have that kind of
8 access to City Council.

9 COUNCILWOMAN BROWN:
10 Commendable. Thank you.

11 MR. MASTERS: Thank you.

12 COUNCILMAN GOODE: Any other
13 questions for this panel?

14 (No response.)

15 COUNCILMAN GOODE: Seeing none,
16 thank you very much.

17 Is there anyone else to testify
18 on this bill?

19 (No response.)

20 COUNCILMAN GOODE: Seeing none,
21 we will move from our public hearing into
22 a public meeting to consider Bill No.
23 140312.

24 There is a technical amendment
25 to the bill. The Chair recognizes

1 4/30/14 - COMMERCE - BILL 140312

2 Councilman Jones for a motion on the
3 amendment to Bill No. 140312.

4 COUNCILMAN JONES: Thank you,
5 Mr. Chairman. I'd like to make a motion
6 to amend Bill No. 140312. A copy of that
7 amendment has been circulated to all
8 members of the Committee.

9 COUNCILMAN GOODE: Do I have a
10 second?

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 recognizes Councilman
21 Jones for a motion on Bill No. 140312, as
22 amended.

23 COUNCILMAN JONES: Thank you,
24 Mr. Chairman. I make a motion to approve
25 Bill No. 140312, as amended, from this

1 4/30/14 - COMMERCE - BILL 140312

2 Committee with a favorable
3 recommendation, to suspend the rules of
4 Council to allow first reading at our
5 next scheduled session of Council.

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 140312, as amended, is reported out of
15 this Committee with a favorable
16 recommendation and suspension of the
17 rules to allow first reading at our next
18 Council session.

19 This concludes our public
20 meeting.

21 Thank you very much.

22 (Committee on Commerce and
23 Economic Development concluded at 10:30
24 a.m.)

25 - - -

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

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

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

A Abbonizio 7:18 ability 5:19 6:2 able 10:6 absolutely 3:23 access 17:5,8 account 14:17 accounts 14:5 accurately 20:5 achieving 10:17 actions 8:10 activities 8:11 activity 11:10 Administration 3:4 advantage 4:9 6:14 8:25 advantageous 7:21 advantages 6:6 agencies 12:19 ago 8:23 9:4,22 11:11 13:7 agreement 7:11 agreements 12:22 Airport 6:10 albeit 7:20 Allenwood 10:8 allow 19:4,17 allowed 7:11 8:25 11:2 amend 18:6 amended 18:19 18:22,25 19:14 amending 1:15 2:15 amendment 17:24 18:3,7 amounts 8:6 and/or 20:22 annual 1:16 2:16 11:8 14:9 apply 20:20 approach 14:21 14:22 approached 3:12 approval 10:23	11:7 approve 18:24 approved 7:14 8:5 11:12,16 April 1:8 architects 9:7,11 9:17,18 architectural 9:12 area 5:9 asked 16:6 Athena 7:18 attention 13:12 15:12 attorney 16:24 award 4:2 awarded 1:17 2:20,25 awards 6:11 Aye 18:14 19:9 a.m 1:8 19:24 B back 9:3,16 background 16:18 banking-wise 7:23 basically 14:14 15:2 17:5 began 13:8 believe 4:25 16:7 benefit 12:22 better 8:16 14:19 beyond 10:14 bid 9:21,25 13:11 15:16 bidders 7:9 bidding 6:12 bids 9:22 12:18 bill 1:15 2:6,14 3:1,6 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1,24 13:1 14:1 15:1 16:1,12 17:1,18 17:22,25 18:1,3	18:6,18,21,25 19:1,13 billing 7:7 black 4:5 5:13,20 6:11,18 9:7,10 9:11 BLACKWELL 1:11 Blondell 1:13 2:11 Board 11:3 broken 13:15 brought 15:11 Brown 1:13 2:11 12:6 16:15,21 17:9 Bureau 10:5,12 bus 8:22 9:3 business 1:17,18 1:18 2:20,21,22 4:6 5:10,15 6:14 7:2,12,22 8:11 9:9,16,17,24 10:14 16:2 businesses 6:21 7:20 8:2,17 12:15,17 13:10 13:22 14:23 15:7 C C 7:17 calculating 1:17 2:19 calculation 14:13 15:10 call 3:9 called 2:3 capacity 4:3,7 15:9,17 Capital 6:10 categories 8:19 category 7:3,25 8:24 13:15 14:3 14:6 Central 7:16 certain 3:2	CERTIFICATE 20:2 certification 20:19 certified 10:9 15:23 CERTIFY 20:3 certifying 20:23 Chair 1:11 2:7 17:25 18:20 Chairman 11:22 12:5 18:5,24 changes 6:16 Chapter 1:15 2:15 chemical 14:4 15:5,22 16:8 circulated 18:7 citizens 12:16 city 1:2,7 4:11 5:11 6:22 7:5,7 7:9 8:12 9:8,18 10:9 12:16 13:3 13:11,13 14:14 14:15 15:21 16:10,24,25 17:8 citywide 13:16 14:2 City's 15:16 Civil 4:3 classified 13:13 classify 11:5 Code 1:15 2:16 collected 5:3 collectively 2:23 come 6:3 12:23 Commendable 17:10 Commerce 1:3 2:5 3:1,15 4:1,3 4:7 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 19:22	Committee 1:3 2:6,8 3:7,15 18:8 19:2,15,22 communication 12:4 community 5:20 5:21 12:11,20 12:21 17:4 companies 15:12 15:13 company 15:24 compete 8:20 competing 6:8 8:18 competition 3:24 5:16 competitively 13:11 concerned 12:16 concluded 19:23 concludes 19:19 conclusion 10:19 conditions 3:3 consider 17:22 consideration 5:25 8:16 considered 14:20 construction 5:7 5:12 7:24 8:5,9 8:14 contained 20:5 contract 4:19 6:5 6:11 11:10 12:18 14:2,4,5 15:5,11 16:4,9 contracting 5:20 5:21 7:18 contractor 6:7 9:24 contractors 5:10 5:17 contracts 1:17 2:20,25 6:17 8:7 10:22 13:4,4,11 13:13,17,20 14:12,15,19,24 15:16,22 16:10
--	--	---	---	--

control 20:22 convicted 7:7 copies 11:23 copy 18:6 correct 20:8 Council 1:2 11:9 12:16 14:14 16:24,25 17:8 19:4,5,18 Councilman 1:11 1:12,12 2:2,13 4:14,17,21 11:21,25 12:6,7 16:14 17:12,15 17:20 18:2,4,9 18:12,15,18,20 18:23 19:7,10 19:13 Councilwoman 1:11,13 2:10 12:6 16:15,21 17:9 counted 11:2 current 3:25 5:4 currently 13:5 16:10 Curtis 1:12 2:12	19:23 different 10:7,20 direct 20:22 Director 4:8 10:4 11:3 Disabled 1:18 2:22 disadvantaged 7:2 8:18 10:13 10:16 13:21 discontinued 10:24 disparity 1:16 2:17 3:22 4:20 5:2,4,9,24 6:22 9:6 14:9 dispersed 5:22 doing 3:17 5:10 9:9,17 DOT 6:25 DSBEs 1:19 2:23 Duly 18:11 19:6 D&S 7:17	entire 14:6 entitled 1:15 2:16 Environmental 7:17 equal 5:18 equality 3:20 equipment 5:7,12 5:19 6:4,5 13:17 14:3 equipment-wise 7:23 equitable 13:2 evaluating 15:15 evidence 20:4 exactly 13:7 example 7:6 exceed 5:13 existing 7:19 15:20 experience 3:19 10:17 16:7 extinct 9:13	Fiscal 13:19 14:7 focused 13:12 focuses 17:2,4 folks 8:21,24 9:2 foregoing 20:7,19 formulas 1:16 2:18 for-profit 10:22 found 14:10 front 8:22 fully 20:5 future 2:25 5:4	17:21 help 3:20 9:15,20 12:17 13:9 15:3 17:5 helped 15:13 hidden 14:16 high 10:17 hope 6:21 9:5 hopefully 5:24 hundred 9:12
				I
				important 3:23 13:2
				inclined 15:16
				include 11:8
				including 13:4
				increase 4:5 8:9 8:13 13:9
				innovative 12:10
				investigation 15:19
				involve 5:5
				involved 8:2
				J
				JANNIE 1:11
				Jersey 6:16
				job 3:18 8:10
				Johnson 1:12 2:13 12:7
				Jones 1:12 2:12 3:11,14,16 4:15 4:16,19,22 10:3 12:7 18:2,4,21 18:23
				Jr 1:11,12 2:7
				JustLaws 12:9,10 13:8 16:20,22
				K
				keeps 3:25
				Kenyatta 1:12 2:13
				kind 17:7
				kinds 8:11 10:15 10:20
				know 16:5,23

knowledge 7:13 known 2:23	meeting 17:22 19:20 member 16:19 members 3:14 11:3 18:8 Memorandum 10:4 men 7:23 met 15:2 Metals 7:17 metropolitan 5:8 MICHELE 20:14 million 7:13 13:19,22 14:7 millions 8:6 minorities 6:18 minority 1:17 2:20 4:5 5:14,16 5:21 9:23 11:4 13:10 14:23 mission 12:13 mission-driven 17:3 Molly 7:15 money 8:6 months 7:4 morning 2:3 12:5 16:16 motion 18:2,5,21 18:24 move 17:21 multi-generatio... 15:25 MURPHY 20:14 M/W/DSBE 13:5 16:11 M/W/DSBEs 2:24 3:2 13:3,14,18 14:12	needs 11:19 never 3:18 5:17 new 6:16,22 9:5 non-competition 4:10 non-entity 9:8 non-profit 10:23 10:25 11:7 non-profits 12:15 note 2:9 notes 20:6 noticeable 8:10 not-for-profit 11:10,17 numbers 6:5,17 10:20	panel 3:9 17:13 part 3:8 15:10,18 participation 1:16 2:17,24 4:6 13:3,6,9 14:18 16:4,11 particular 5:14 6:12,18 8:13 9:7 passage 12:24 passionate 16:16 Pat 7:16 PennDOT 5:6 Pennsylvania 1:7 4:25 people 11:5 percent 8:3 13:12 14:11 percentage 1:17 2:19 percent-owned 9:12 perform 14:24 permanent 3:8 personal 4:12 13:20 Philadelphia 1:2 1:7,15 2:16 5:8 8:12 9:9 10:10 10:18 Philly 5:11 10:8 place 3:20 11:18 Places 6:9 playing 8:24 please 16:19 pleasure 3:19 point 13:24 Postal 9:21 posted 4:18 precisely 16:12 present 1:10 2:10 11:24 President 12:8 pretty 9:13 previously 7:19 prices 5:22 prime 6:7,11,17 9:24	primes 5:17 principal 1:16 2:18 Prisons 10:6,13 proceedings 20:4 process 6:14 10:23 11:7,18 15:14 Procurement 15:3 professional 13:20 profitable 5:23 program 6:10 9:15 10:11 projects 10:7 public 2:4 17:21 17:22 19:19 20:15 public's 11:9
L L 20:14 landscape 9:11 largest 14:2 launched 12:12 law 12:12 16:23 17:2,3 Leader 2:12 leadership 15:2 left 2:10 16:25 legal 7:20 legislation 12:25 legislative 12:14 level 8:23 life 3:19 list 7:8 local 6:14 12:17 12:19,20 located 15:6 longer 14:16 look 13:8 14:18 looked 11:13 14:8 looking 5:5 10:22 lot 9:19 14:18 lower 5:23	M major 10:25 12:18 majority 2:12 11:3 market 6:8 Mary 7:16 Masters 3:10 11:21,22 12:2,8 16:20,22 17:11 matter 20:7 MBEC 10:3,10 11:12 MBEs 1:18 2:21 15:7,9 MBEs/WBEs 12:17 means 20:21 mechanical 9:10	O objections 20:4 October 12:12 OEO 11:6 14:10 15:3,12,12,19 office 10:13,15 officer 10:16 Office's 6:11 ones 15:15 open 3:24 5:15 6:8 opportunity 4:18 9:2 opposed 18:16 19:11 order 2:4 6:6 9:24 ordinance 1:15 2:15 organization 11:17 16:18 organizations 10:25 17:6 outcry 8:8 outreach 15:4 owned 15:24 16:2 owners 8:12 ownership 5:7,11 owns 5:25	Q qualified 9:25 questions 16:6 17:13 quorum 2:9	
	N name 2:6 3:16 12:7 nearly 14:5 need 5:5 6:6 10:20 needed 5:3	P paid 4:11	R ran 10:12 read 9:21 14:9 reading 19:4,17 really 11:14 recognizes 17:25 18:20 recommendation 19:3,16 recommending 14:11 record 3:8 14:18 records 5:6 recruit 14:22 register 15:13 registry 15:14 reinstated 11:6 11:19 relates 6:20 relations 12:11 removed 14:13	

replicated 16:9 report 11:8 14:10 reported 11:15 19:14 reporter 20:23 reports 11:13 reproduction 20:20 required 9:23 research 15:6 response 17:14,19 18:17 19:12 review 11:9 Reynolds 1:13 2:11 12:6 re-reviewed 4:24 5:2 right 2:11 4:22 9:14 10:18,21 14:21 risen 10:14 Room 1:7 RPR-Notary 20:15 rules 19:3,17	six 15:6 SJA 7:15 Small 10:13 smaller 10:16 sole 4:2 source 4:2 special 9:15 specifying 1:16 2:18 specs 9:21 standard 5:8 start 3:21 started 10:18 17:2 state 6:23 12:18 statistical 5:9 statistically 14:17 statistics 6:3 stenographer 3:7 stenographic 20:6 Steve 3:10 12:8 stories 10:15 strategy 15:4 Streets 6:9 strong 12:21 strongly 12:24 studies 5:2,5 study 1:16 2:17 3:22 4:10,20,23 5:24 6:23 9:6 subcategories 13:16 subcontracts 8:8 submitted 3:5 success 10:15 summation 10:21 supervision 20:22 supplies 15:21 supply 13:17 14:3 support 3:5 7:22 12:24 16:13 surface 5:18 Surprisingly 15:18 suspend 19:3 suspension 19:16 Swipes 7:17	T table 3:13 tackle 13:25 take 3:20 5:25 8:25 taken 14:16 20:6 technical 17:24 terms 3:2 testify 17:17 testimony 3:5 11:23 16:17 thank 3:14 11:20 16:14,16 17:10 17:11,16 18:4 18:23 19:21 things 9:19 think 8:15 9:19 9:25 10:19 11:6 11:19 thought 14:20,21 three 15:8 time 10:10 11:13 15:20 title 2:14 today 12:23 16:13 total 13:18 totaled 13:22 14:7 trades 8:14 traditionally 17:7 transcript 20:8,20 treatment 14:4 15:5,22 16:8 troubling 13:14 true 20:7 truly 8:17 try 6:25 8:13 trying 3:19 two 9:17 10:7,25 13:15 type 6:4	underway 7:3 unions 12:15 University 4:24 Utilization 10:14 U.S 6:24 9:21	working 13:24 wouldn't 8:4 written 3:5 wrong 14:21
S sat 8:22 9:3 saying 3:21 SBA 10:6,11 scheduled 19:5 second 18:10 seconded 18:11 19:6 see 6:16 15:17 Seeing 17:15,20 sees 6:23 service 4:3 9:22 13:16,20 14:3 session 19:5,18 set 9:2 14:25 shame 8:21 shape 12:20 show 6:3 significant 12:14 situation 3:24 9:20 14:8		U understand 3:25 9:14 Understanding 10:5 understands 6:23	V vehicles 5:6,12 vendor 3:25 vendors 11:12 15:21 versus 5:20 victories 12:14	Y year 13:7,19 14:7 years 8:23 9:4,22 11:11 16:24
			W W 1:11 2:7 wanted 14:14 Washington 6:24 water 6:9 14:4 15:5,21 16:8 way 5:22 9:20 ways 10:2 13:8 WBE 7:14 15:23 WBEs 1:18 2:22 8:4,7 15:8,9 website 7:9 Wednesday 1:8 weren't 11:2 16:6 we're 16:13 white 5:10,16,19 6:20,25 7:19 Wilson 1:11 2:7 win 12:17,21 winning 6:13 8:7 witness 3:12,12 witnessed 4:5 woman 15:24 16:3 women 1:18 2:21 4:6 5:14 8:9,11 8:13 women-owned 7:25 8:17 13:10 14:23 wonders 12:3 work 6:2 10:7 worked 16:23 workforce 8:4	Z zero 13:5 16:11
				\$ \$107.8 13:22 \$2 7:12 \$23 14:7 \$53.5 13:18
				1 1 1:17 2:19 10:15 1:8 10:30 19:23 12 16:24 140312 1:15 2:6 2:14 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 12:25 13:1 14:1 15:1 16:1,12 17:1,23 18:1,3,6 18:21,25 19:1 19:14 15-some 11:11 17-1500 1:15 2:15 1977 3:17
				2 2 2:24 2012 12:13 13:19 13:23 14:7,9 2014 1:8 22 13:12 14:11
				3 30 1:8 8:3
				4

4/30/14 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 400 1:7 5 50 8:23 6 60 8:23 9:4 8 8(a) 10:7,11				
---	--	--	--	--