

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

Room 400, City Hall
Philadelphia, Pennsylvania
Friday, November 17, 2017
10:30 a.m.

PRESENT:

COUNCILMAN CURTIS JONES, JR., CHAIR
COUNCILMAN ALLAN DOMB
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN DAVID OH
COUNCILWOMAN BLONDELL REYNOLDS BROWN

BILL 170849 - An ordinance amending Section
17-1603 of The Philadelphia Code, entitled
"Economic Opportunity Plans: Contents," to
require the provision of information relating
to prior history of meeting goals established
in connection with City contracts and the
prior history of related corporate entities...

- - -

1 11/17/17 - COMMERCE - BILL 170849

2 COUNCILMAN JONES: Good
3 morning. This hearing is called to
4 order. This is a public hearing on the
5 City Council's Committee on Commerce and
6 Economic Development. The purpose of
7 this public hearing is to hear testimony
8 on Bill No. 170849.

9 I recognize the presence of a
10 quorum by Councilman Oh, myself,
11 Councilman Johnson, Councilman Domb, and
12 the author of the bill, Blondell Reynolds
13 Brown, Councilwoman.

14 So will the Clerk please read
15 the title of the bill.

16 THE CLERK: Bill No. 170849, an
17 ordinance amending Section 17-1603 of The
18 Philadelphia Code, entitled "Economic
19 Opportunity Plans: Contents," to require
20 the provision of information relating to
21 prior history of meeting goals
22 established in connection with City
23 contracts and the prior history of
24 related corporate entities, all under
25 certain terms and conditions.

1 11/17/17 - COMMERCE - BILL 170849

2 COUNCILMAN JONES: Thank you,
3 Ms. Williams.

4 Councilwoman Reynolds Brown,
5 would you like to give us some comment on
6 this bill?

7 COUNCILWOMAN BROWN: Thank you,
8 thank you, thank you. Absolutely,
9 Mr. Chairman. Context and history is
10 always important.

11 So let me say good morning to
12 my colleagues, to Chairman Jones, and the
13 members of the City Council Committee on
14 Commerce and Economic Development, and to
15 all of those who stepped away from your
16 desk to join us as we drill down another
17 layer on this issue of diversity and
18 inclusion.

19 Let me say thank you also to
20 the Administration that we worked very,
21 very closely with, in particular for the
22 partnership my office enjoyed with the
23 Mayor's policy team, the Office of
24 Economic Opportunity, and the
25 Philadelphia Law Department.

1 11/17/17 - COMMERCE - BILL 170849

2 Collectively we've come up with this
3 measure today.

4 Please note that a copy of the
5 amendments to Bill No. 170849 was
6 circulated to all members of this
7 Committee.

8 Let me begin by first saying
9 that, again, we live in a city where many
10 of us have echoed, talked about, debated,
11 discussed ad nauseam the importance of
12 ensuring that we have a government that
13 looks like Philadelphia. This includes
14 reducing barriers in contracting so that
15 every person, every business that has the
16 skill set has an equal chance to grow
17 their business in Philadelphia.

18 The significance of Bill No.
19 170849, as amended, is a step forward in
20 the continuous battle to provide a
21 clearer pathway for more meaningful and
22 substantive opportunities for minorities,
23 women, and disabled businesses to
24 participate in all phases of covered
25 projects or contracts.

11/17/17 - COMMERCE - BILL 170849

As amended, this bill requires the following, that a project owner when developing an EOP that ultimately has to come before City Council must disclose prior corporate entities in which it had control as a majority interest that have participated in projects subject to an EOP. Because we've discovered in budget testimony and in other hearings that too often organizations, businesses come before us with a new LLP or a new LLC and, thus, they don't have recent history about how much they're committed to MBE/WBE opportunity. This bill would further increase transparency on the side of developers and provide both Council and the Office of Equal Opportunity with a better ability to oversee EOP projects.

This measure will also establish a new level of accountability. Thereby if a developer does not meet certain MBE/WBE/DSBE goals on a project, they will have to answer for that performance on subsequent projects by

1 11/17/17 - COMMERCE - BILL 170849

2 being subject to increased oversight.

3 Furthermore, this bill
4 addresses the fact that many developers
5 create new LLCs for specific projects.
6 They have no history of meeting MBE/WBE
7 goals.

8 So in closing, goals remain
9 vital to the process, but they only
10 represent the beginning. Simply focusing
11 on hiring is not enough. When you take a
12 closer look at the definition of
13 diversity and inclusion, you cannot have
14 one without the other.

15 It's a fact that when you
16 have -- and it's been researched and
17 documented that when you have a diverse
18 and inclusive mix of voices at the table,
19 research says that you actually end up
20 with better decisions, better solutions,
21 and always better outcomes.

22 And I just left PCCY where they
23 have policy wonks from around the country
24 looking at lead, and there Donna Cooper
25 made the statement that, more

1 11/17/17 - COMMERCE - BILL 170849
2 importantly, when you have diversity and
3 inclusion, it really does create a
4 brighter and more sustainable future for
5 our children.

6 And so with that, Mr. Chairman,
7 I thank you for these opening remarks,
8 and I thank the team for the team effort.
9 Thank you.

10 COUNCILMAN JONES: Thank you,
11 Councilwoman, for, as you say, focusing
12 like a laser beam on this issue. I also
13 know a great Councilwoman that always
14 said if you're not at the table, then you
15 are on the menu. That's another one of
16 your quotes. I'd like to say in my own
17 insight to what you're attempting to
18 accomplish, past performance is the best
19 predictor of future behavior. So if
20 people are starting companies, it doesn't
21 necessarily mean that they're taking a
22 new sense of inclusion in that new
23 company, and we want to know what your
24 track record is.

25 So, Ms. Williams, can you

1 11/17/17 - COMMERCE - BILL 170849
2 announce the first and hopefully only
3 witness to testify on this legislation.

4 THE CLERK: Iola Harper.

5 COUNCILMAN JONES: Ms. Harper,
6 good afternoon -- good morning. I'm
7 going to try to get you out of here
8 before the afternoon.

9 (Witnesses approached witness
10 table.)

11 COUNCILMAN JONES: Welcome.
12 Have a seat at the table. Please pull
13 the mic close to you and state your name
14 for the record and begin your testimony.

15 MS. HARPER: Sure. Good
16 morning, Chairman Jones and members of
17 the Committee on Commerce and Economic
18 Development. I also asked Nicholas Jann,
19 who is our Director of Data and Policy,
20 to join me in case there are questions
21 related to data collection.

22 COUNCILMAN JONES: Welcome.

23 MR. JANN: Thank you.

24 MS. HARPER: I am here this
25 morning to testify on Bill No. 170849

1 11/17/17 - COMMERCE - BILL 170849
2 sponsored by Councilwoman Blondell
3 Reynolds Brown. As proposed to be
4 amended, this bill requires that a
5 project owner, when developing an
6 Economic Opportunity Plan that will go
7 before City Council, must disclose prior
8 corporate entities in which they had a
9 majority stake that have had projects
10 that were governed by EOPs. This will
11 require increased transparency on the
12 side of the developers and provide both
13 Council and OEO with a better vantage
14 point to oversee EOP projects as they
15 proceed. Additionally, it will create a
16 new layer of accountability. If a
17 developer underperforms on one project,
18 they will have to answer for that
19 performance on subsequent projects by
20 being subject to increased monitoring and
21 oversight. On behalf of the
22 Administration, I am pleased to support
23 this measure.

24 Subsection 1 of Chapter 17-1603
25 of The Philadelphia Code requires that

1 11/17/17 - COMMERCE - BILL 170849
2 project owners seeking Council approval
3 share information about their firms
4 related to their histories with
5 diversity. However, many firms that come
6 before Council and OEO for an EOP are new
7 entities created specifically for
8 whatever development they are hoping to
9 begin work on. Because of this fact,
10 these developers are not always inclined
11 to disclose diversity information of any
12 other entity with which they were
13 involved. This bill addresses that
14 concern by requiring firms to report on
15 all EOP projects that anyone with a
16 controlling interest in the current firm
17 has worked on. This will be illuminating
18 for Council and the Administration and
19 can help OEO determine exactly how to
20 approach its oversight activities over
21 the course of the project.

22 OEO currently maintains a
23 database of information on current and
24 past projects with EOPs. This data is
25 accurate for approximately the last five

11/17/17 - COMMERCE - BILL 170849

years. If OEO is given enough time before the submission of the EOP, we can work with the developer and project owners to identify and confirm this information. With the amendments developed jointly by Councilwoman Brown's office, OEO, and the Chief Administrative Officer, developers will be required to identify and report all previous firms with which they were involved and all EOP projects those firms worked on. OEO will then check its records for performance data on those firms and projects and add it to the EOP prior to its submission to Council by the developer. We will coordinate with the Office of Developer Services to determine how to implement this new process efficiently and effectively.

We have also communicated with developers and construction managers on how this bill will affect their work, and we believe that if OEO supports their data collection, the new reporting

11/17/17 - COMMERCE - BILL 170849

requirement will not impose an excessive burden. For this reason, it is important that this bill be scoped to EOP performance only.

Over time, we will increase the EOP record retention requirements to five years in order to give developers the opportunity to comply with accurate information and ensure that we have solid and verifiable data upon which we can rely for past performance. We believe that this bill helps to increase transparency and accountability and will ultimately make OEO more effective in terms of data collection and oversight. We are happy to work with Council to get this done.

On behalf of the Administration, I would like to thank the sponsor, Councilwoman Brown, and her staff for inviting us to work closely with them in developing the amendments that are before you. We believe that they enhance the bill as a tool for

1 11/17/17 - COMMERCE - BILL 170849

2 oversight and accountability.

3 Thank you, and I'm happy to
4 answer any questions that you may have.

5 COUNCILMAN JONES: Thank you,
6 Madam Director.

7 Councilwoman, do you have any
8 questions?

9 COUNCILWOMAN BROWN: I do not.
10 The beauty of this hearing this morning
11 is that we worked out all the kinks over
12 many, many weeks of work, and because of
13 that, I have no questions this morning.

14 Thank you.

15 COUNCILMAN JONES: Thank you,
16 Councilwoman Brown.

17 And I would say I listened to
18 your testimony intensely and it answered
19 99 percent of the questions I would have.
20 So I have one. You mentioned you wanted
21 to limit it to the scope of the OEO.
22 Could you elaborate a little bit by way
23 of data why you want to limit it to that?

24 MS. HARPER: The scope of the
25 EOP.

1 11/17/17 - COMMERCE - BILL 170849

2 COUNCILMAN JONES: Yes, EOP.

3 Sorry.

4 MS. HARPER: Because that is
5 what we currently track, is diversity
6 data related to EOPs that come before
7 Council.

8 Do you want to add to --

9 MR. JANN: Yeah, exactly. So
10 if we -- if the bill was scoped beyond
11 that and we were asking developers to
12 provide just like general like diversity
13 performance on various projects that did
14 not have EOPs, we would not be able to
15 confirm that data.

16 COUNCILMAN JONES: Got it. Got
17 it. Okay. So that's my question.

18 Are there any other questions
19 for this panel?

20 (No response.)

21 COUNCILMAN JONES: Seeing none,
22 thank you very much for your testimony.

23 MS. HARPER: Thank you.

24 COUNCILMAN JONES: Are there
25 any others to testify on this bill?

1 11/17/17 - COMMERCE - BILL 170849

2 (No response.)

3 COUNCILMAN JONES: Seeing none,
4 this will conclude our public hearing and
5 we will now go into our public meeting to
6 consider action to be taken on Bill No.
7 170849.

8 The Chair now recognizes
9 Councilwoman Reynolds Brown for an
10 amendment to Bill No. 170849.

11 COUNCILWOMAN BROWN: Thank you,
12 Mr. Chairman. I offer an amendment to
13 Bill No. 170849. A copy of the amendment
14 has been circulated to all members of the
15 Committee, and I move that the amendment
16 to Bill No. 170849 be approved.

17 (Duly seconded.)

18 COUNCILMAN JONES: It has been
19 moved and properly seconded that the
20 amendment to Bill No. 170849 be approved.

21 All those in favor will signify
22 by saying aye.

23 (Aye.)

24 COUNCILMAN JONES: All those
25 opposed?

1 11/17/17 - COMMERCE - BILL 170849

2 (No response.)

3 COUNCILMAN JONES: The ayes
4 have it and the motion carries, and the
5 amendment to Bill No. 170849 has been
6 approved.

7 The Chair again recognizes
8 Councilwoman Reynolds Brown for a motion
9 on the amended Bill No. 170849.

10 COUNCILWOMAN BROWN: Thank you,
11 Mr. Chairman. I move that Bill No.
12 170849, as amended, be reported from this
13 Committee with a favorable recommendation
14 and further move that the rules of
15 Council be suspended so as to permit
16 first reading at our next scheduled
17 session.

18 (Duly seconded.)

19 COUNCILMAN JONES: It has been
20 moved and properly seconded that -- is
21 there a vote? All those in favor?

22 (Aye.)

23 COUNCILMAN JONES: All those
24 opposed?

25 (No response.)

11/17/17 - COMMERCE - BILL 170849

COUNCILMAN JONES: The ayes
have it and the motion carries. Bill No.
170849, as amended, will be reported from
this Committee with a favorable
recommendation and with a request that
the rules of Council be suspended to
permit first reading at our next session
of Council.

This concludes the business of
this Committee, the Committee on Commerce
and Economic Development, and would the
author of this successfully passed
legislation have a comment?

COUNCILWOMAN BROWN: I do. I
really do not take it for granted when we
work on opposite sides of government work
together, and we started on this, I
think, in April, May or June and worked
through the summer. And so we're now at
the end, close to the end of session, and
we have a tangible work product that was
really the result of team effort.
Granted, we didn't start all on the same
page, but we worked and figured it out to

1 11/17/17 - COMMERCE - BILL 170849
2 do it in a way that is not onerous to the
3 Administration, and that should not go
4 unrecognized.

5 Thank you, Mr. Chairman.

6 COUNCILMAN JONES: No. Thank
7 you for again staying focused on this
8 issue. It is important for the public to
9 know that we are interested in inclusion
10 and diversity within the contracting
11 process. What Ms. Harper does is an
12 essential part of that, and so thank you
13 for staying focused on this.

14 This concludes the business of
15 the Committee on Commerce and Economic
16 Development for today.

17 Thank you very much.

18 (Committee on Commerce and
19 Economic Development concluded at 10:45
20 a.m.)

21 - - -

22
23
24
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.)

Committee on Commerce and Economic Development
November 17, 2017

Page 1

A	13:18	15:1,6,10	4:9 5:5 9:7	concluded	14:16,21,24	5:4 9:5	ensuring 4:12
a.m 1:8 18:20	apply 19:21	15:13,16,20	clearer 4:21	18:19	15:3,18,24	12:23	entities 1:18
ability 5:19	approach	16:1,5,9,11	Clerk 2:14,16	concludes	16:3,19,23	development	2:24 5:6 9:8
able 14:14	10:20	17:1,3 18:1	8:4	17:10 18:14	17:2 18:6	1:4 2:6 3:14	10:7
Absolutely	approached	bit 13:22	close 8:13	conditions	Councilwo...	8:18 10:8	entitled 1:15
3:8	8:9	Blondell 1:13	17:21	2:25	1:13 2:13	17:12 18:16	2:18
accomplish	approval	2:12 9:2	closely 3:21	confirm 11:5	3:4,7 7:11	18:19	entity 10:12
7:18	10:2	brighter 7:4	12:22	14:15	7:13 9:2	direct 19:23	EOP 5:4,9,19
accountabil...	approved	Brown 1:13	closer 6:12	connection	11:7 12:21	Director 8:19	9:14 10:6
5:21 9:16	15:16,20	2:13 3:4,7	closing 6:8	1:17 2:22	13:7,9,16	13:6	10:15 11:3
12:14 13:2	16:6	9:3 12:21	Code 1:15	consider 15:6	15:9,11	disabled 4:23	11:11,15
accurate	approximat...	13:9,16	2:18 9:25	construction	16:8,10	disclose 5:5	12:4,7
10:25 12:9	10:25	15:9,11	colleagues	11:22	17:15	9:7 10:11	13:25 14:2
accurately	April 17:19	16:8,10	3:12	contained	country 6:23	discovered	EOPs 9:10
19:5	asked 8:18	17:15	collection	19:5	course 10:21	5:9	10:24 14:6
action 15:6	asking 14:11	Brown's 11:7	8:21 11:25	Contents	covered 4:24	discussed	14:14
activities	attempting	budget 5:9	12:16	1:16 2:19	create 6:5 7:3	4:11	equal 4:16
10:20	7:17	burden 12:3	Collectively	Context 3:9	9:15	diverse 6:17	5:18
ad 4:11	author 2:12	business 4:15	4:2	continuous	created 10:7	diversity 3:17	essential
add 11:14	17:13	4:17 17:10	come 4:2 5:5	4:20	current 10:16	6:13 7:2	18:12
14:8	aye 15:22,23	18:14	5:11 10:5	contracting	10:23	10:5,11	establish 5:21
Additionally	16:22	businesses	14:6	4:14 18:10	currently	14:5,12	established
9:15	ayes 16:3	4:23 5:11	comment 3:5	contracts	10:22 14:5	18:10	1:17 2:22
addresses 6:4	17:2		17:14	1:17 2:23	CURTIS 1:11	documented	evidence 19:4
10:13		C	Commerce	4:25		6:17	exactly 10:19
Administra...	B	called 2:3	1:3 2:1,5	control 5:7	D	Domb 1:11	14:9
3:20 9:22	barriers 4:14	carries 16:4	3:1,14 4:1	19:23	data 8:19,21	2:11	excessive 12:2
10:18 12:20	battle 4:20	17:3	5:1 6:1 7:1	controlling	10:24 11:14	Donna 6:24	
18:3	beam 7:12	case 8:20	8:1,17 9:1	10:16	11:25 12:11	drill 3:16	F
Administra...	beauty 13:10	certain 2:25	10:1 11:1	Cooper 6:24	12:16 13:23	Duly 15:17	fact 6:4,15
11:8	beginning	5:23	12:1 13:1	coordinate	14:6,15	16:18	10:9
affect 11:23	6:10	CERTIFIC...	14:1 15:1	11:17	database		favor 15:21
afternoon 8:6	behalf 9:21	19:2	16:1 17:1	copy 4:4	10:23	E	16:21
8:8	12:19	certification	17:11 18:1	15:13	DAVID 1:12	echoed 4:10	favorable
ALLAN 1:11	behavior 7:19	19:20	18:15,18	corporate	debated 4:10	Economic 1:3	16:13 17:5
amended	believe 11:24	CERTIFY	committed	1:18 2:24	decisions 6:20	1:16 2:6,18	figured 17:25
4:19 5:2 9:4	12:12,24	19:3	5:14	5:6 9:8	definition	3:14,24	firm 10:16
16:9,12	best 7:18	certifying	Committee	correct 19:8	6:12	8:17 9:6	firms 10:3,5
17:4	better 5:19	19:24	1:3 2:5 3:13	Council 1:2	Department	17:12 18:15	10:14 11:10
amending	6:20,20,21	Chair 1:11	4:7 8:17	3:13 5:5,17	3:25	18:19	11:12,14
1:15 2:17	9:13	15:8 16:7	15:15 16:13	9:7,13 10:2	desk 3:16	effective	first 4:8 8:2
amendment	beyond 14:10	Chairman	17:5,11,11	10:6,18	determine	12:15	16:16 17:8
15:10,12,13	bill 1:15 2:1,8	3:9,12 7:6	18:15,18	11:16 12:17	10:19 11:18	effectively	five 10:25
15:15,20	2:12,15,16	8:16 15:12	communica...	14:7 16:15	developed	11:20	12:7
16:5	3:1,6 4:1,5	16:11 18:5	11:21	17:7,9	11:7	efficiently	focused 18:7
amendments	4:18 5:1,2	chance 4:16	companies	Council's 2:5	developer	11:19	18:13
4:5 11:6	5:15 6:1,3	Chapter 9:24	7:20	Councilman	5:22 9:17	effort 7:8	focusing 6:10
12:23	7:1 8:1,25	check 11:13	company	1:11,11,12	11:4,16,17	17:23	7:11
and/or 19:23	9:1,4 10:1	Chief 11:8	7:23	1:12 2:2,10	developers	elaborate	following 5:3
announce 8:2	10:13 11:1	children 7:5	comply 12:9	2:11,11 3:2	5:17 6:4	13:22	foregoing
answer 5:24	11:23 12:1	circulated 4:6	concern	7:10 8:5,11	9:12 10:10	enhance	19:7,20
9:18 13:4	12:4,13,25	15:14	10:14	8:22 13:5	11:9,22	12:25	forward 4:19
answered	13:1 14:1	city 1:2,7,17	conclude 15:4	13:15 14:2	12:8 14:11	enjoyed 3:22	Friday 1:8
	14:10,25	2:5,22 3:13			developing	ensure 12:10	fully 19:5

Committee on Commerce and Economic Development
November 17, 2017

Page 2

further 5:16 16:14 Furthermore 6:3 future 7:4,19 G general 14:12 give 3:5 12:8 given 11:2 go 9:6 15:5 18:3 goals 1:17 2:21 5:23 6:7,8 going 8:7 good 2:2 3:11 8:6,6,15 governed 9:10 government 4:12 17:17 granted 17:16,24 great 7:13 grow 4:16 H Hall 1:7 happy 12:17 13:3 Harper 8:4,5 8:15,24 13:24 14:4 14:23 18:11 hear 2:7 hearing 2:3,4 2:7 13:10 15:4 hearings 5:10 help 10:19 helps 12:13 hiring 6:11 histories 10:4 history 1:17 1:18 2:21 2:23 3:9 5:13 6:6 hopefully 8:2 hoping 10:8 I identify 11:5 11:10	illuminating 10:17 implement 11:18 importance 4:11 important 3:10 12:3 18:8 importantly 7:2 impose 12:2 inclined 10:10 includes 4:13 inclusion 3:18 6:13 7:3,22 18:9 inclusive 6:18 increase 5:16 12:6,13 increased 6:2 9:11,20 information 1:16 2:20 10:3,11,23 11:6 12:10 insight 7:17 intensely 13:18 interest 5:7 10:16 interested 18:9 inviting 12:22 involved 10:13 11:11 Iola 8:4 issue 3:17 7:12 18:8 J Jann 8:18,23 14:9 Johnson 1:12 2:11 join 3:16 8:20 jointly 11:7 Jones 1:11 2:2 3:2,12 7:10 8:5,11 8:16,22 13:5,15 14:2,16,21	14:24 15:3 15:18,24 16:3,19,23 17:2 18:6 JR 1:11 June 17:19 K KENYATTA 1:12 kinks 13:11 know 7:13,23 18:9 L L 19:14 laser 7:12 Law 3:25 layer 3:17 9:16 lead 6:24 left 6:22 legislation 8:3 17:14 level 5:21 limit 13:21,23 listened 13:17 little 13:22 live 4:9 LLC 5:12 LLCs 6:5 LLP 5:12 look 6:12 looking 6:24 looks 4:13 M Madam 13:6 maintains 10:22 majority 5:7 9:9 managers 11:22 matter 19:7 Mayor's 3:23 MBE/WBE 5:15 6:6 MBE/WBE... 5:23 mean 7:21 meaningful 4:21 means 19:22	measure 4:3 5:20 9:23 meet 5:22 meeting 1:17 2:21 6:6 15:5 members 3:13 4:6 8:16 15:14 mentioned 13:20 menu 7:15 mic 8:13 MICHELE 19:14 minorities 4:22 mix 6:18 monitoring 9:20 morning 2:3 3:11 8:6,16 8:25 13:10 13:13 motion 16:4,8 17:3 move 15:15 16:11,14 moved 15:19 16:20 MURPHY 19:14 N name 8:13 nauseam 4:11 necessarily 7:21 new 5:12,12 5:21 6:5 7:22,22 9:16 10:6 11:19,25 Nicholas 8:18 note 4:4 notes 19:6 November 1:8 O objections 19:4 OEO 9:13 10:6,19,22	11:2,8,12 11:24 12:15 13:21 offer 15:12 office 3:22,23 5:18 11:8 11:17 Officer 11:9 Oh 1:12 2:10 Okay 14:17 onerous 18:2 opening 7:7 opportunities 4:22 opportunity 1:16 2:19 3:24 5:15 5:18 9:6 12:9 opposed 15:25 16:24 opposite 17:17 order 2:4 12:8 ordinance 1:15 2:17 organizations 5:11 outcomes 6:21 oversee 5:19 9:14 oversight 6:2 9:21 10:20 12:16 13:2 owner 5:3 9:5 owners 10:2 11:5 P page 17:25 panel 14:19 part 18:12 participate 4:24 participated 5:8 particular 3:21 partnership 3:22 passed 17:13 pathway 4:21	PCCY 6:22 Pennsylvania 1:7 people 7:20 percent 13:19 performance 5:25 7:18 9:19 11:13 12:5,12 14:13 permit 16:15 17:8 person 4:15 phases 4:24 Philadelphia 1:2,7,15 2:18 3:25 4:13,17 9:25 Plan 9:6 Plans 1:16 2:19 please 2:14 4:4 8:12 pleased 9:22 point 9:14 policy 3:23 6:23 8:19 predictor 7:19 presence 2:9 PRESENT 1:10 previous 11:10 prior 1:17,18 2:21,23 5:6 9:7 11:15 proceed 9:15 proceedings 19:4 process 6:9 11:19 18:11 product 17:22 project 5:3,23 9:5,17 10:2 10:21 11:4 projects 4:25 5:8,19,25 6:5 9:9,14 9:19 10:15 10:24 11:12	11:14 14:13 properly 15:19 16:20 proposed 9:3 provide 4:20 5:17 9:12 14:12 provision 1:16 2:20 public 2:4,7 15:4,5 18:8 19:15 pull 8:12 purpose 2:6 Q question 14:17 questions 8:20 13:4,8 13:13,19 14:18 quorum 2:10 quotes 7:16 R read 2:14 reading 16:16 17:8 really 7:3 17:16,23 reason 12:3 recognize 2:9 recognizes 15:8 16:7 recommend... 16:13 17:6 record 7:24 8:14 12:7 records 11:13 reducing 4:14 related 1:18 2:24 8:21 10:4 14:6 relating 1:16 2:20 rely 12:12 remain 6:8 remarks 7:7 report 10:14 11:10 reported 16:12 17:4 reporter	19:24 reporting 11:25 represent 6:10 reproduction 19:21 request 17:6 require 1:16 2:19 9:11 required 11:9 requirement 12:2 requirements 12:7 requires 5:2 9:4,25 requiring 10:14 research 6:19 researched 6:16 response 14:20 15:2 16:2,25 result 17:23 retention 12:7 Reynolds 1:13 2:12 3:4 9:3 15:9 16:8 Room 1:7 RPR-Notary 19:15 rules 16:14 17:7 S saying 4:8 15:22 says 6:19 scheduled 16:16 scope 13:21 13:24 scoped 12:4 14:10 seat 8:12 seconded 15:17,19 16:18,20 Section 1:15 2:17
---	--	--	---	--	---	--	--

Committee on Commerce and Economic Development
November 17, 2017

Page 3

Seeing 14:21 15:3	17:20	12:14	Z				
seeking 10:2	supervision	true 19:7					
sense 7:22	19:23	try 8:7	0				
Services	support 9:22						
11:18	supports	U	1				
session 16:17	11:24	ultimately	1 9:24				
17:8,21	Sure 8:15	5:4 12:15	10:30 1:8				
set 4:16	suspended	underperfo...	10:45 18:19				
share 10:3	16:15 17:7	9:17	11/17/17 2:1				
side 5:16 9:12	sustainable	unrecognized	3:1 4:1 5:1				
sides 17:17	7:4	18:4	6:1 7:1 8:1				
significance	T	V	9:1 10:1				
4:18	table 6:18	vantage 9:13	11:1 12:1				
signify 15:21	7:14 8:10	various 14:13	13:1 14:1				
Simply 6:10	8:12	verifiable	15:1 16:1				
skill 4:16	take 6:11	12:11	17:1 18:1				
solid 12:10	17:16	vital 6:9	17 1:8				
solutions 6:20	taken 15:6	voices 6:18	17-1603 1:15				
Sorry 14:3	19:6	vote 16:21	2:17 9:24				
specific 6:5	talked 4:10		170849 1:15				
specifically	tangible	W	2:1,8,16 3:1				
10:7	17:22	want 7:23	4:1,5,19 5:1				
sponsor	team 3:23 7:8	13:23 14:8	6:1 7:1 8:1				
12:21	7:8 17:23	wanted 13:20	8:25 9:1				
sponsored 9:2	terms 2:25	way 13:22	10:1 11:1				
staff 12:22	12:16	18:2	12:1 13:1				
stake 9:9	testify 8:3,25	we're 17:20	14:1 15:1,7				
start 17:24	14:25	we've 4:2 5:9	15:10,13,16				
started 17:18	testimony 2:7	weeks 13:12	15:20 16:1				
starting 7:20	5:10 8:14	Welcome	16:5,9,12				
state 8:13	13:18 14:22	8:11,22	17:1,4 18:1				
statement	thank 3:2,7,8	Williams 3:3	2				
6:25	3:8,19 7:7,8	7:25	2017 1:8				
staying 18:7	7:9,10 8:23	witness 8:3,9	3				
18:13	12:20 13:3	Witnesses 8:9					
stenographic	13:5,14,15	women 4:23	4				
19:6	14:22,23	wonks 6:23	400 1:7				
step 4:19	15:11 16:10	work 10:9	5				
stepped 3:15	18:5,6,12	11:4,23	6				
subject 5:8	18:17	12:17,22	7				
6:2 9:20	think 17:19	13:12 17:17	8				
submission	time 11:2	17:17,22	9				
11:3,15	12:6	worked 3:20	99 13:19				
Subsection	title 2:15	10:17 11:12					
9:24	today 4:3	13:11 17:19					
subsequent	18:16	17:25					
5:25 9:19	tool 12:25						
substantive	track 7:24	X					
4:22	14:5						
successfully	transcript	Y					
17:13	19:8,21	Yeah 14:9					
summer	transparency	years 11:2					
	5:16 9:11	12:8					