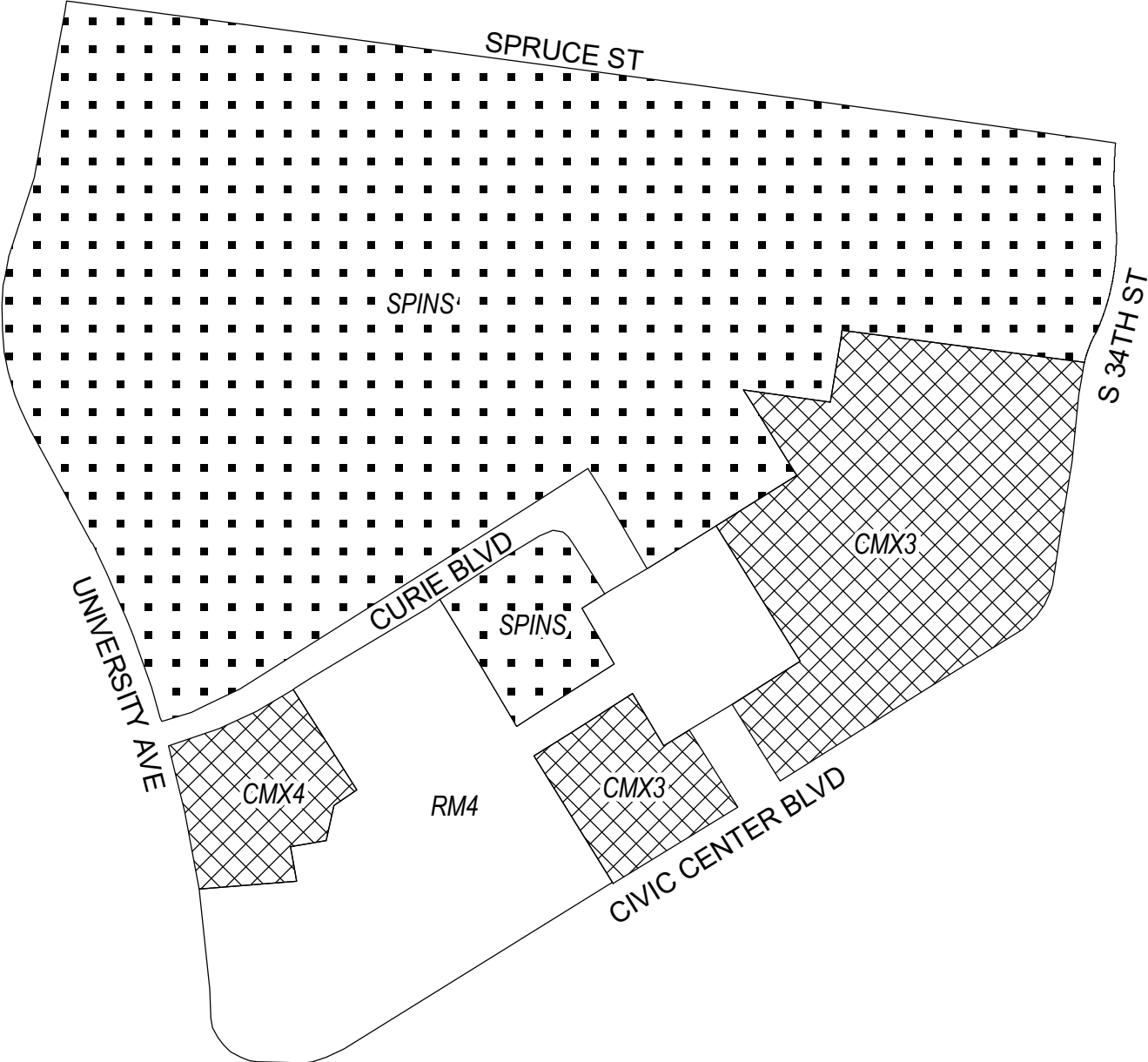





# Map A Existing Zoning



## Zoning Districts




-  CMX-3/CMX-4, Commercial Mixed-Use
-  RM-4, Residential Multi-Family
-  SP-INS, Institutional



# Map B Proposed Zoning



## Zoning Districts

-  CMX-4/CMX-5, Commercial Mixed-Use
-  RM-4, Residential Multi-Family
-  SP-INS, Institutional



**Project name: New Patient Tower**  
**Name of developer: Children's Hospital of Philadelphia**  
**Headquarters location: 3401 Civic Center Blvd.**  
**No. employees: 14,490**  
**Annual revenues: \$3,020,041,000**  
**Project budget (construction): TBD**  
**Project budget (professional services): TBD**

**City of Philadelphia  
Economic Opportunity Plan**

**The New Patient Tower**

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## I. Introduction and Definitions

The City of Philadelphia strongly encourages the use of certified Minority ("MBE"), Women ("WBE"), Disabled ("DSBE") and Disadvantaged ("DBEs") Business Enterprises (collectively, "M/W/DSBEs") and minority and female workers in all aspects of The CHOP New Patient Tower (the "NPT") located at 3401 Civic Center Blvd, Philadelphia, PA 19104 ("the Site") which may include financial investment, design, engineering, security, signage, construction, furniture, equipment, furnishings, landscaping and operations. <sup>1</sup> In support of this objective, the City of Philadelphia will require that the CHOP (the "Owner") commit to this Economic Opportunity Plan ("EOP" or "Plan"). This Plan contains ranges of projected M/W/DSBE utilization and goals for the employment of minority and female workers in connection with the development of the NPT. This Plan shall be a part of and incorporated into the resulting agreement(s) with the owners of NPT.

The Owner hereby verifies that all information submitted to the Office of Economic Opportunity ("OEO") in response to this Plan is true and correct and takes notice that the submission of false information is subject to the penalties of 18 PA C. S. Section 4904, relating to unsworn falsification to authorities and 18 PA C. S. Section 4107.2 (a)(4), relating to fraud in connection with minority business enterprises or women's business enterprises.

For the purposes of this Plan, MBE, WBE, DBE and DSBE shall refer to certified businesses so recognized by OEO. Only the work or supply efforts of firms that are certified as M/W/DSBEs by an OEO-approved certifying agency will be eligible to receive credit as a Best and Good Faith Effort. <sup>2</sup> In order to be counted, certified firms must successfully complete and submit to the OEO an application to be included in the OEO Registry which is a list of registered M/W/DSBEs maintained by the OEO and available online at [www.phila.gov/oeo](http://www.phila.gov/oeo)

For this Plan, the term "Best and Good Faith Efforts," the sufficiency of which shall be in the sole determination of the City, means: efforts, the scope, intensity and appropriateness of which are designed and performed to foster meaningful and representative opportunities for participation by M/W/DSBEs and an appropriately diverse workforce and to achieve the objectives herein stated. Best and Good Faith Efforts are rebuttably presumed met when commitments are made within the M/W/DSBE participation ranges established for the Project and a commitment is made to employ a diverse workforce as enumerated herein.

## II. Project Scope

The New Patient Tower, located at 3401 Civic Center Blvd, Philadelphia, PA 19104, will be an approximately 1,030,000 square foot medical facility used to provide diagnostic and inpatient treatment services for children. The NPT will include approximately 270 inpatient beds, operating rooms and interventional spaces, imaging, an emergency department, and clinical and non-clinical support for these services.

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<sup>1</sup> Disadvantaged Business Enterprises ("DBEs") are those socially or economically disadvantaged minority and woman owned businesses certified under 49 C.F.R. Part 26.

<sup>2</sup> A list of "OEO approved certifying agencies" can be found at [www.phila.gov/oeo](http://www.phila.gov/oeo)

### III. Goals

#### A. M/W/DSBE Participation Ranges

As a benchmark for the expression of "Best and Good Faith Efforts" to provide meaningful and representative opportunities for M/W/DSBEs in the Project, the following participation ranges have been established. These participation ranges represent, in the absence of discrimination in the solicitation and selection of M/W/DSBEs, the percentage of MBE, WBE and DSBE participation that is reasonably attainable through the exercise of Best and Good Faith Efforts. These percentages relate to the good faith estimated cost of the entire Project. In order to maximize opportunities for as many businesses as possible, a firm that is certified in two or more categories (e.g., MBE and WBE and DSBE or WBE and DSBE) will only be credited toward one participation range as either an MBE or WBE or DSBE. The ranges are based upon an analysis of factors such as the size and scope of the Project and the availability of MBEs, WBEs, and DSBEs to participate in this development.

The following professional services, construction, and supply contract goals have been set for the Project:

<b>Contracts</b>	<b>Minority Owned</b>	<b>Female Owned</b>	<b>DSBE</b>	<b>Total</b>
<b>Construction</b>	<b>15-20%</b>	<b>5-15%</b>	<b>BGFE</b>	<b>20-35%</b>
<b>Professional Services</b> (Architecture, Engineering, Design, etc.)	<b>20-30%</b>	<b>10-15%</b>	<b>BGFE</b>	<b>30-40%</b>

#### B. Employment Goals

The Owner agrees to exhaust its Best and Good Faith Efforts to employ minority persons, by race and ethnicity, and females in its workforce of apprentices and journeypersons at the following levels:

African American journeypersons: 22% of all journey hours worked across all trades  
 Asian journeypersons: 3% of all journey hours worked across all trades  
 Hispanic journeypersons: 15% of all journey hours worked across all trades  
 Female journeypersons: 5% of all journey hours worked across all trades

Minority apprentices: 50% of all hours worked by all apprentices  
 Female apprentices: 5% of all hours worked by all apprentices

<b>Local Residents</b>
<b>50%</b>

The Owner will be required to submit to the City, no later than seven (7) days before the starting date of work on any such contract, a Workforce Diversity Goal Plan which shall include specific availability and utilization strategies for meeting the Workforce Diversity goals. The City's Labor Standards Unit shall have the responsibility of administering oversight of these Workforce Diversity Goals including evaluating the sufficiency of the Workforce Diversity Goal Plan and monitoring the successful Bidder's Best and Good Faith Efforts towards realization of the goals throughout the duration of the contract.

#### IV. Equity Ownership

The Philadelphia Code 17-1603 requires that each Economic Opportunity Plan include information concerning the Equity Ownership (as defined) of (1) the contractor, developer and/or recipient of financial assistance required to submit the Plan; (2) participants (as defined) engaged by the contractor, developer and/or recipient of financial assistance; and (3) the eventual owner or owners of the project or contract to which the Plan relates; and requiring periodic reports for the purpose of updating Equity Ownership information; all under certain terms and conditions.

Identify the current equity owners of the project.

Type of Ownership	% Minority Owned	% Women-Owned	% Disabled Persons
Sole Proprietorship	N/A	N/A	N/A
Partnership	N/A	N/A	N/A
Corporation	0%	0%	0%

Following the completion of the project, the project owner is responsible for meeting the reporting guideline identified in the Philadelphia Code.<sup>3</sup>

#### V. Diversity Practices

In compliance with Chapter 17-1603, the Economic Opportunity Plan shall contain a statement from the contractor, developer, and/or recipient of financial assistance summarizing past practices by identifying and describing examples of processes used to develop diversity at any/all levels of its organization including, but not limited to, Board and managerial positions. This statement shall also summarize strategic business plans specific to current or past practices of M/W/DSBE utilization on government and non-government projects and procurement.

<sup>3</sup> Per The Philadelphia Code 17-1603: *Continuing Reporting Requirements*.

(i) Within 30 days of each anniversary of the date that the Plan is finally certified, the contractor, developer and/or recipient of financial assistance shall file with the Chief Clerk of Council and the certifying agency an addendum to the original Plan that provides the Equity Ownership information required in subsection (g)(.2), updated so that it is accurate as of the anniversary date. This requirement shall continue until the project is completed.

(ii) The final EOP report required pursuant to § 17-1604(2)(.a) shall include updated Equity Ownership information that is accurate as of the date of the final report.

(iii) After the final EOP report has been filed, the owner or owners of the completed project shall have a continuing obligation to file a Statement of the owner's or owners' Equity Ownership within 30 days of each anniversary of the date that the final EOP report is submitted. The Statement shall be accurate as of the relevant anniversary date, and shall be filed with the Chief Clerk of Council and the certifying agency. No Statement shall be required if the completed project is not privately-owned.



1. Describe employment and recruitment policies used to achieve diversity in your workforce.

Creating a safe, culturally competent, diverse and caring environment is at the foundation of everything we do at Children's Hospital of Philadelphia (CHOP). As a leading pediatric healthcare system, we know how many individual lives we impact on a daily basis, and we take our responsibility seriously to uphold these values and standards.

Inclusion and diversity are critical drivers for creating the ideal experience for every patient, family, employee and member of the communities we serve. By embracing and celebrating our differences, we can continue to make breakthroughs that will improve the lives of children around the world — and create an environment where every person who walks through our doors will feel at home.

2. Provide the race, gender, and residential (local) status of your:

	<b>Gender</b>	<b>Race</b>	<b>Residence</b>
<b>A. Directors 17</b>	13 Men 4 Women	14 Caucasian trustees 1 Black/African American trustee 2 Asian trustees	2 Philadelphia residents
<b>B. Management 1,273</b>	357 Men 916 Women	3 American Indian/Native Alaskan 64 Asian 199 Black/African American 48 Hispanic/Latino 3 Native Hawaiian/Pacific Islander 14 Two or more races 942 Caucasian	372 Philadelphia residents
<b>C. General Workforce 13,200</b>	2,645 Men 10,555 Women	17 American Indian/Native Alaskan 1,260 Asian 3,156 Black/African American 578 Hispanic/Latino 6 Native Hawaiian/Pacific Islander 228 Two or more races 7,955 Caucasian	5,986 Philadelphia residents

3. Identify your organization's methods of solicitation and utilization of Minority, Woman and Disabled Businesses (M/W/DSBEs). Please be specific in describing outreach and any procurement policies that are focused on creating or sustaining business relationships with M/W/DSBEs.

At CHOP, inclusion and diversity are drivers for creating the ideal experience for every patient, family and employee in a safe, culturally competent, diverse and caring environment. Supply Chain recognizes CHOP's commitment to diversity and inclusion, and works with the hospital's Diversity Council, the Greater Philadelphia Chamber of Commerce, The Enterprise Center, and

the University City District to identify small, disadvantaged and local businesses. In addition to providing sourcing opportunities for disabled, LGBTQ, minority, women and veteran-owned businesses through the development of mutually beneficial business relationships, CHOP educates the community about CHOP's initiatives in this area.

CHOP encourages all small, local, diverse and disadvantaged businesses to participate in sourcing event opportunities for large purchase orders and/or term contracts available at CHOP. Supply Chain utilizes competitive bidding to drive fiscal responsibility, leverage spend, ensure compliance, promote good stewardship of CHOP's resources, and support equal opportunity, diversity and local supplier relationships.

4. What percentage of your company's total spend with vendors and suppliers is attributable to M/W/DSBEs? Please include a list of the largest M/W/DSBEs used by your organization in the last 12 months.

	Firm Name/Address	Scope of Work	Payments to Firm from (July 2017-June 2018)	Ownership Type		
				Minority Owned	Woman Owned	Disabled Owned
1.	A POMERANTZ & COMPANY	Furniture	\$X,XXX,XXX.XX	X		
2.	LANGUAGE SERVICES ASSOCIATES	Language interpretation & translation services	\$XXX,XXX.XX	X		
3.	TALSON SOLUTIONS LLC	Construction auditing & financial consulting	\$XXX,XXX.XX	X		
4.	12TH STREET CATERING	Catering services	\$XXX,XXX.XX		X	
5.	WATERFRONT GOURMET	Catering services	\$XXX,XXX.XX		X	
6.	BOXED SOURCING & PRODUCTION	Promotional items	\$XX,XXX.XX		X	
7.	SERA ENGINEERING PC	Engineering consulting services	\$XX,XXX.XX		X	
8.	AMERICAN FLOORS INC	Commercial flooring contractor	\$XX,XXX.XX		X	

5. Describe any initiatives made by your organization to increase investment and promote equity ownership by minorities and women.

N/A

## **VI. Responsiveness**

A. The owner shall identify M/W/DSBE commitments and other agreements evidencing their intent to use Best and Good Faith efforts to employ minority persons and females at the levels stated herein. The identified commitments constitute a representation that the M/W/DSBE is capable of providing commercially useful goods or services relevant to the commitments and that the Owner has entered into legally binding commitments or other legally binding agreements with the listed M/W/DSBEs for the work or supply effort described and the dollar/percentage amounts set forth. In calculating the percentage of M/W/DSBE participation, the standard mathematical rules apply in rounding off numbers. In the event of inconsistency between the dollar and percentage amounts listed on the form, the percentage will govern.

B. M/W/DSBE commitments are to be memorialized in a written subcontract agreement. Letters of intent, quotations, contracts, subcontracts and any other documents evidencing commitments with M/W/DSBEs become part of and an exhibit to the Agreement resulting from the RFP.

C. OEO will review the owner's commitments for the purpose of determining whether Best and Good Faith Efforts have been made. OEO reserves the right to request further documentation and/or clarifying information at any time during the construction and development of the Project.

## **VII. Compliance and Monitoring of Best and Good Faith Efforts**

A. The owner agrees to cooperate with OEO in its compliance monitoring efforts, and to submit, upon the request of OEO, documentation relative to its implementation of the Plan, including the items described below:

- Copies of signed contracts and purchase orders with M/W/DSBE subcontractors
- Evidence of payments (cancelled checks, invoices, etc.) to subcontractors and suppliers to verify participation; and
- Telephone logs and correspondence relating to M/W/DSBE commitments.
- To the extent required by law, the Owner shall ensure that its on-site contractors maintain certified payrolls which include a breakout of hours worked by minority and female apprentices and journeypersons. These documents are subject to inspection by OEO.

### **B. Prompt Payment of M/W/DSBEs**

The owner agrees and shall cause its contractors to ensure that M/W/DSBEs participating on the Project receive prompt payment for their work or supply effort within five (5) days after receipt of payment from the project owner.

### **C. Oversight Committee**

For this Project, an Oversight Committee ("Committee") must be established if the project budget exceeds five million dollars. With the sole discretion of the City, an oversight committee may consist of representatives from the Owner, representatives of the building trades, the construction manager, and the City which may include the Project site's district councilperson, OEO, and

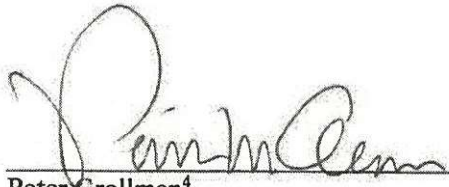
appropriate community organizations. The Committee will meet regularly to provide advice for the purpose of facilitating compliance with the Plan.

#### D. Reporting

The owner agrees to file an annual report with the City of Philadelphia and City Council concerning the performance of the Economic Opportunity Plan through the duration of the Project. In addition, during construction, the Owner will provide "snapshot" reports containing updates for certain categories of information contained in its annual report on a monthly basis during construction. Snapshot reporting will include: (i) utilization of M/W/DSBEs, and (ii) the hiring and employment of minorities and females. All reports (quarterly & annually) provided to the City under this section will also be provided to the Office of Economic Opportunity.

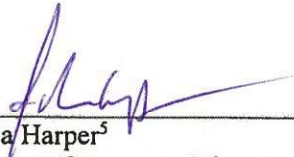
### **VIII. Remedies and Penalties for Non-Compliance**

A. The owner agrees that its compliance with the requirements of this Plan is material to the Agreement. Failure to comply with the Plan may constitute a substantial breach of the Agreement and is subject to the remedies and penalties contained therein or otherwise available at law or in equity. Notwithstanding the foregoing, no privity of contract exists between the City and any M/W/DSBE identified in any contract resulting from implementation of the Plan. Neither the Owner nor the City intends to give or confer upon any such M/W/DSBE any legal rights or remedies in connection with subcontracted services under any law or policy or by any reason of any contract resulting from implementation of the Plan except such rights or remedies that the M/W/DSBE may seek as a private cause of action under any legally binding contract to which it may be a party.



5/14/19  
Date

Peter Grollman<sup>4</sup>  
Senior Vice President, External Affairs  
Children's Hospital of Philadelphia



5/14/19  
Date

Iola Harper<sup>5</sup>  
Deputy Commerce Director for the Office of Economic Opportunity  
Department of Commerce  
City of Philadelphia

<sup>4</sup> The Owner's Representative is required to sign and date, but the City reserves the right to obtain the Owner's Representative signature thereon at any time prior to Plan certification. The Owner Representative will receive from the City a certified copy of its Plan which should be filed with the Chief Clerk of City Council within fifteen (15) days of the issuance and published by OEO, in a downloadable format, on the OEO website.

<sup>5</sup> Pursuant to Section 17-1603 (2) of The Philadelphia Code, the representative of the City of Philadelphia's Office of Economic Opportunity, the "certifying agency", certifies that the contents of this Plan are in compliance with Chapter 17-1600.

**Children's Hospital of Philadelphia  
New Patient Tower  
CHOP EOP Addendum – Further Clarified Project Information**

This Addendum dated June 15, 2021 will amend the Owner's, Children's Hospital of Philadelphia (CHOP), Economic Opportunity Plan for a New Patient Tower (NTP-EOP or EOP), executed by Owner and certified by the Executive Director of the Office of Economic Opportunity (OEO) on May 14, 2019. With the exception of the following terms set forth below in this Addendum to the NTP-EOP, the terms and conditions of the NTP-EOP, as now amended, shall be and remain in full force and effect:

1. CHOP will consider proposals from the OEO in its identification of and advocacy for meaningful opportunities for racially diverse and local, Minority, Women, Disadvantaged Business Enterprise (MWDDBE) firms to bid for contracts in coordination with LFDPR, the construction management firm responsible for the construction of the new patient tower at CHOP. CHOP and LFDPR will accomplish this goal in the following manner:
  - **Development of the Bid List:** Ensuring that all available candidates identified by OEO are incorporated in our solicitations; OEO makes no warranty of the candidates' technical ability but has determined "availability" based upon OEO's vetting of OEO's Registry of Certified firms. Candidates will be encouraged to bid the project and assistance will be given to facilitate the named firms' bidding the project
  - **Prequalification Support:** Recognizing the hesitance of some firms to complete the prequalification process, LFDPR will provide additional assistance, explanation and support to firms identified by LFDPR and OEO who are not otherwise engaging in the process. CHOP commits to a comprehensive review of the pre-qualification process and screens to gain insight into any impediments that may exclude fair opportunities for MWDDBE firms to bid for contracts. CHOP will identify best practices to employ in coordination with the City and other entities, including Philadelphia Anchors for Growth and Equity.
  - **Bid Package Development:** Whenever possible, bid package sizes will be developed to match various prequalification levels to maximize opportunities for diverse companies to operate as a prime contractor to LFDPR
  - **Post Bid Debriefing:** Each candidate will be given the opportunity to have a post bid review so that lessons learned can be shared for future opportunities for both the bidding firm and CHOP
2. CHOP will work with public and private sector partners, including LFDPR, to implement apprenticeship and pre-apprenticeship programs, focusing on opportunities for people living within the 3<sup>rd</sup> Council District, in close proximity to this project.

The program will be modeled on the previously successful Penn Assist program. Because success on this goal is dependent upon the degree of interest that exists within the community in the relevant trade professions, predicting trade by trade goals at this stage is challenging. However, CHOP and LFDPR will endeavor to make Best and Good Faith Efforts to realize the City of Philadelphia's Workforce Diversity Goals (as indicated on Page 4 of the CHOP EOP dated executed on 5/14/19 and restated below) and will aspire to exceed them. We will utilize the following lessons learned from Penn Assist:

- **Labor Commitments:** LFDPR will regularly communicate with the trades to ensure that the Economic Opportunity Plan (EOP) is a success, and will aspire to identify and maximize apprenticeship opportunities for individuals in ways that closely align with the City of Philadelphia's Workforce Diversity Goals as described below to ensure greater diversity on this project and within the trades. Apprenticeship goals will be

## Children’s Hospital of Philadelphia

### New Patient Tower

#### CHOP EOP Addendum – Further Clarified Project Information

established based on the availability of apprenticeships as bid packages are assembled throughout the duration of the project. Factors include: availability of labor in the market, number of projects within the local market as well as the scale and complexity of projects within the market, as well as the scope definition of the CHOP-defined packages over the life of the project.

- **Apprenticeship Opportunities:** The target class size at peak of construction is ideally 25 pre-apprenticeship participants. This allows for dedicated one-on-one involvement to be sure intervention and follow-up can be as effective as possible. Based on work in place and interest of candidates, this class size will fluctuate during portions of the project
- **Recruitment:** Candidates are typically drawn from the City of Philadelphia High Schools; however other sponsor organizations may be considered such as the Construction Apprentice Preparatory Program (CAPP) or similar programs. Trade assignments are based on the candidate’s interest in a particular trade, trade pre-requisites and what trades are active onsite
- **The City of Philadelphia’s Workforce Diversity Goals, as informed by its annual assessment of workforce availability, are as follows:**

African American Journeypersons – 22% of all journey hours worked across all trades

Asian Journeypersons – 3% of all journey hours worked across all trades

Hispanic Journeypersons – 15% of all journey hours worked across all trades

Female Journeypersons – 5% of all journey hours worked across all trades

Minority Apprentices – 50% of all hours worked by all apprentices

Female Apprentices – 5% of all hours worked by all apprentices

3. CHOP will include a representative from the City’s Labor Standards Unit on its EOP Oversight Committee. To ensure alignment, suggestions from the Department will need to be timely shared in order for CHOP and LFDPR to properly integrate them into the various EOP project initiatives. To facilitate compliance with Workforce Diversity Goals, the attached form “Workforce Diversity Plan” is provided to LFDPR and made a part of this EOP. CHOP will facilitate the EOP Oversight Committee’s evaluation of key performance indicators and provide appropriate support and insights to assist CHOP and LFDPR in achieving EOP goals. This project will be implemented over a 6 to 7-year continuum, with various stages and many opportunities along the way for participation by diverse businesses and workers across a variety of trade scopes and professions. CHOP recognizes that the EOP Oversight Committee is an appropriate forum for the presentation of information that can help optimize the achievement of EOP goals. For example, each stage of the project will present an opportunity to identify targeted goal possibilities given the professional trades involved and the degree to which diverse businesses and workers, and apprentices, are represented within each trade. One of the core functions of the wide variety of members of the EOP Oversight Committee is to provide timely insight, strategy and guidance to assist CHOP’s appropriate and realistic benchmarking to measure what will constitute success (by way of achieving EOP goals) in terms of contracts awards to diverse businesses and the promotion and utilization of a diverse workforce. CHOP and LFDPR will meet at least bi-annually with the Office of the Councilperson for the Third District and OEO to analyze contract awards to businesses, project workforce data, and barriers to achieving EOP goals.

CHOP is currently in the process of establishing the EOP Oversight Committee to be sure they can help drive the desired outcomes. Below is current complement of participants:

- City’s Labor Standards Unit Representative
- Building Trades Representative

**Children’s Hospital of Philadelphia**

**New Patient Tower**

**CHOP EOP Addendum – Further Clarified Project Information**

- 3<sup>rd</sup> District Council Team Member Representative
- OEO Representative
- Chair Person – TBD
- CHOP Office of Diversity & Inclusion Representative
- CHOP Facilities SVP
- CHOP Government Affairs Representative
- 3<sup>rd</sup> Party Monitoring Firm Representative
- LFDPR Project Representatives (2)

4. CHOP will work to identify solutions for systemic problems that have plagued MWDBE firms – including quicker payment to them for services rendered, and support with overcoming cumbersome bonding and auditing requirements. The following LFDPR processes are being implemented to support this initiative:

- **Direct Payment:** Enrollment of subcontractors in LFDPR’s vendor program (after required prerequisites are completed) to allow for direct payment
- **Quick Payment Plan:** An LFDPR initiative facilitated by CHOP to facilitate more rapid payments to contractors. This would be made available and negotiated on a case by case and contract by contract basis when normal payment timelines are identified as an impediment to participation. Allows subcontractors to be paid at an increased frequency absent of any related fees incurred by the subcontractor
- **Bonding:** Upon a successful pre-qualification, subcontractors will be enrolled in the LFDPR Subcontractor Default Insurance (SDI) Program, thereby eliminating the need for obtaining a payment and performance bond to participate on this project
- **Technical Support:** Technical support and education for systems used on the project, including Contractor Controlled Insurance Program (CCIP)\Risk Management; on-line payment systems; auditing, compliance and wage rate review assistance where permitted, and the processing of invoices and change orders. Ultimate submission and tracking is the responsibility of the subcontractor

5. CHOP will advance meaningful mentoring opportunities with LFDPR for select local, MWDBE businesses to gain expertise on a CHOP project and build capacity for future opportunities through the following avenues:

- **OEO’s Mentor Protégé program:** LFDPR currently mentors 5 firms that are part of the OEO’s Mentor Protégé Program. The new patient tower project can allow for additional participants as well as identify opportunities for these firms to participate in the project
- **Participation in Philadelphia Anchors for Growth and Equity (PAGE):** CHOP has a leading role on the PAGE Construction Subcommittee in an effort to advance policies and practices that address systemic barriers to success in Philadelphia’s construction industry for local, diverse construction firms – and identify meaningful opportunities to bid for contracts that support their continued growth.
- **Bid Debriefings:** All unsuccessful MWDBE firms will be provided a debrief as necessary, and as an educational and mentoring opportunity in order to cultivate their participation in future competitive opportunities on this or other future CHOP projects

DocuSigned by:

*Iola Harper*

By OEO: \_\_\_\_\_  
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Name: Iola Harper

Title: Deputy Commerce Director for OEO

By Children’s Hospital of Philadelphia: *Peter M. Grollman*

Name: Peter M. Grollman

Title: Senior Vice President, External Affairs