



Project Statement

FY2018 - FY2019



Building stronger communities – **one park, recreation center & library at a time.**

REBUILD
Project Statement
FY2018 - FY2019

In accordance with Bill No. 170206, this Rebuild Project Statement sets forth a proposed plan for disposition of Rebuild bond proceeds pursuant to that ordinance, as follows:

- I. Site Selections FY2018-FY2019;
- II. Plan for disposition of proceeds of bonds to be issued by the Philadelphia Authority for Industrial Development (“PAID”);
- III. Projected Rebuild Revenues and Expenditures, FY2018-FY2019;
- IV. Master EOP for the participation of minority and female workers and M/W/DBE/DSBEs in all Rebuild work.

Rebuild bond proceeds will be used exclusively for capital improvements at City of Philadelphia libraries, parks and recreation centers. Grant funds and City Capital funds will also be used for capital improvements. Community engagement work, workforce development programming, and supports for small, local businesses will be funded by grant funds.

This initial document covers the time period December 2017 to June 2019 (FY2018 and FY2019). In spring 2019, an updated Rebuild project statement will be proposed for FY2020, after which Rebuild project statements will be proposed to Council on an annual cycle.

Background

Rebuilding Community Infrastructure (Rebuild) is a seven-year, \$500 million investment in Philadelphia’s parks, recreation centers, playgrounds and libraries. Rebuild seeks to revitalize shared public spaces, empower and engage communities, and promote economic opportunity through diversity and inclusion.

- Physical Improvements. After decades of under-investment and deferred maintenance due to competing budget priorities, only 10% of about 400 total Free Library of Philadelphia (FLP) and Philadelphia Parks and Recreation (PPR) facilities are considered to be in excellent condition. The remaining 90% of facilities need improvements, ranging from small scale renovations to complete overhauls. Preliminary construction cost estimates for individual sites range from \$50,000 to \$13 million, with an average of \$1.4 million across all sites. Over the anticipated seven-year duration of Rebuild, improvements will be completed at sites selected jointly by City Council and the Administration based on existing data and other information on physical conditions and community factors, as well as data and information gathered through Rebuild’s planning process.
- Community Engagement and Empowerment. Rebuild will engage individuals who use and live near selected sites in the planning process so they will be able to shape design and programming. Rebuild seeks to empower existing community groups that are committed to creating change at their local recreation center, library, park, or playground by working with them to grow their capacity as stewards and bring high quality programs to their community.
- Diversity and Economic Inclusion. Rebuild aims to serve as a model for diversity and economic inclusion in the skilled labor sector by helping people become apprentices and journeypersons or find family-sustaining employment in the construction industry. Efforts will focus on low-income,

unemployed, and under-employed individuals, particularly minorities and women who have faced barriers to working in the building trades, as well as experienced workers who have not previously gained membership in the trades. Additionally, Rebuild will increase contracting opportunities for minority-, women-, and disabled-owned businesses and increase their stability and capacity by providing technical and financial supports.

Rebuild Funding

Rebuild will be funded by both public and private sources, and is made possible by the Philadelphia Beverage Tax. Dedicated funding for Rebuild will include \$300 million in bonds, \$48 million in City of Philadelphia (City) capital funding, and \$152 million of grants and contributions from other sources, more than \$100 million of which has already been raised. These sources are summarized in Table 1 below. Section III of this document indicates the portion of revenues expected to be received during the FY2018-FY2019 time period covered by this Project Statement.

**Table 1
Total Projected Rebuild Funding Sources**

Source	Amt (\$M)
Rebuild Bonds (Issued by PAID)	\$300.0
City GO Capital Funds	\$48.0
Grants – (Philanthropic, State/Federal)	\$152.0
TOTAL	\$500.0



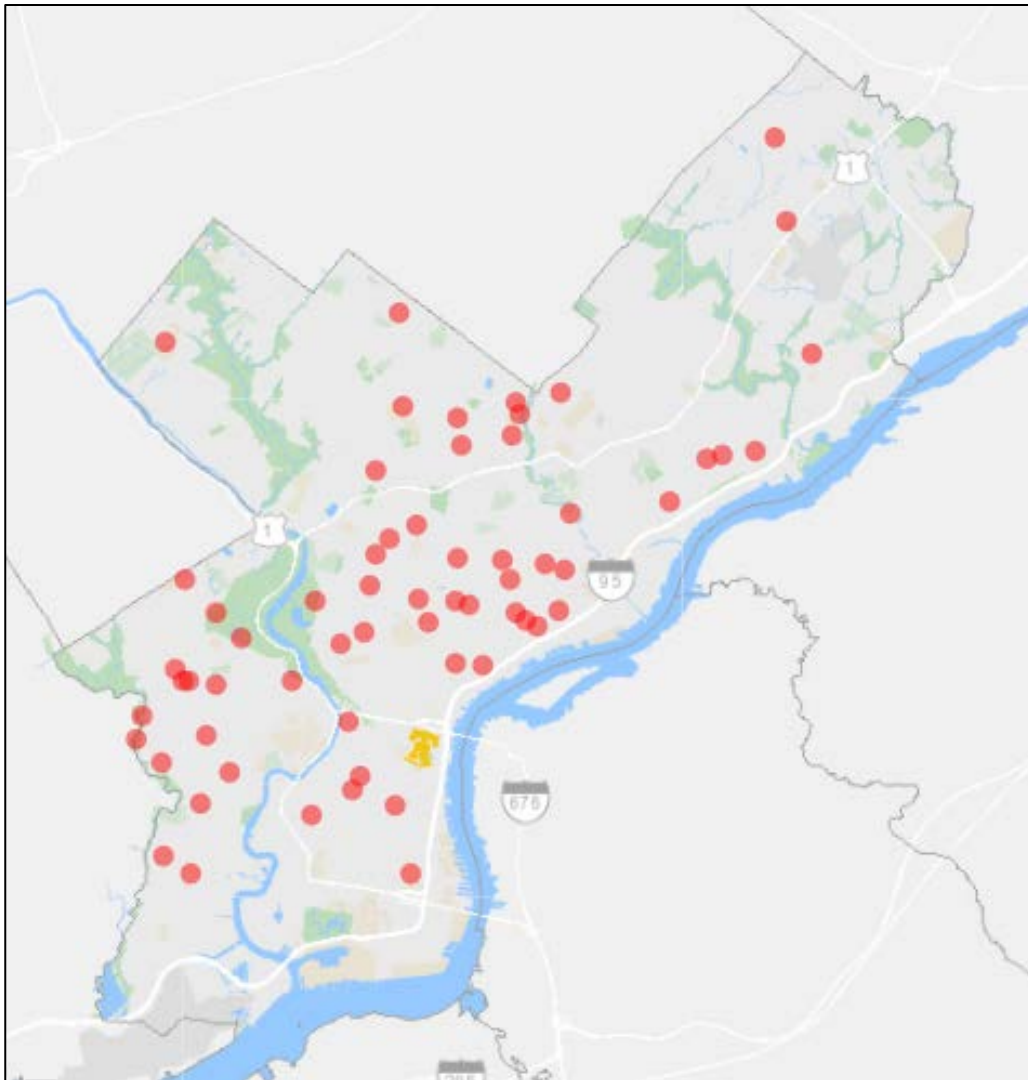
Site Selections FY2018 - FY2019

I. Site Selections – FY2018-FY2019

The Rebuild sites presented in this section have been selected based on the following:

- Information about Philadelphia neighborhoods, indicating where investments can further the Administration’s primary goal of working in areas with great needs, like poverty, drug offenses, and health challenges, and the secondary goal of stabilizing or lifting neighborhoods in transition;
- Information about the physical conditions of sites;
- Information provided by staff of PPR and FLP; and
- Information provided by members of City Council.

Locations of Rebuild Sites, FY2018-FY2019



FY2018-FY2019 Rebuild Projects

Table 2 below lists the Philadelphia Parks and Recreation and Free Library of Philadelphia sites that will be eligible for Rebuild funding in FY2018 and FY2019.

The sites presented on the following pages are proposed for Rebuild improvements in FY2018-FY2019 and may be leased to PAID for implementation by Project Users. It is anticipated that not all projects below will be undertaken within the time frame of this project statement; however, this more expansive list will allow other Rebuild projects to proceed in case of delays such as environmental issues.

**Table 2
1.a. Rebuild Sites – Recreation Centers & Libraries (Co-Located)**

CD	Site Name	Address
1	Powers Park, Richmond Library	2987 Almond Street
3	Kingsessing Recreation Center, Kingsessing Library	4901 Kingsessing Avenue
4	John C. Anderson Cultural Center, Wynnefield Library	5325 Overbrook Avenue
5	Martin Luther King Recreation Center, Cecil B Moore Library	2101-35 Cecil B. Moore Avenue
5	Fishtown Recreation Center, Fishtown Library	1202-32 E Montgomery Avenue
7	McPherson Square	601 E Indiana Avenue
9	Lawncrest Recreation Center, Lawncrest Library	6000 Rising Sun Avenue

1.b. Rebuild Sites – Libraries (Not Co-Located)

CD	Site Name	Address
2	Library Branch – Paschalville	6942 Woodland Avenue
3	Library Branch – Blanche A. Nixon	5800 Cobbs Creek Parkway
4	Library Branch – Haverford Avenue	5543 Haverford Avenue
8	Library Branch – Nicetown-Tioga	3720 N Broad Street
9	Library Branch – West Oak Lane	2000 Washington Lane

1.c. Rebuild Sites –Playgrounds

CD	Site Name	Address
1	Trenton & Auburn Playground	2200 E Auburn Street
1	Capitolo Playground	900 Federal Street
2	Chew Playground	1800 Washington Avenue

CD	Site Name	Address
2	James Finnegan Playground	6801 Grovers Avenue
3	Miles Mack Playground	732-66 N 36th Street
3	West Mill Creek Playground	5100 Westminster Avenue
4	Mander Playground	33 rd and Diamond Streets
5	Hancock Playground	147 Master Street
5	8th & Diamond Playground	2032-62 N 8 th Street
5	Coxe Park Playground	2132-34 Cherry Street
6	Moss Playground	5700 Torresdale Avenue
6	Frank Glavin Playground	3267-81 Almond Street
6	Holme School Playground	9152 Academy Road
6	Russo Park Playground	7301 Torresdale Avenue
7	Piccoli Playground	1501 E Bristol Street
7	Waterloo Playground	2502-12 N Howard Street
7	Nelson Playground	2500-34 N 03rd Street
8	Jerome Brown Playground	1919-41 W Ontario Street
8	Barrett Playground	641 Lindley Avenue
9	Zeihler Playground	200-64 E Olney Avenue
9	Cherashore Playground	851 W Olney Avenue
10	Hayes Playground	9850 Roosevelt Boulevard
10	Gifford Playground	575 Tomlinson Road

1.d. Rebuild Sites –Parks and Other

CD	Site Name	Address
1	Harrowgate Park	3455 Kensington Avenue
3	Malcolm X Memorial Park	5100 Pine Street
3	Cobbs Creek Environmental Center	700 Cobbs Creek Parkway
4	Carroll Park	5801 W Girard Avenue
4	Al Pearlman Sports Complex	600 Port Royal Avenue

CD	Site Name	Address
4	Parkside Fields	West Fairmount Park
5	Fotteral Square	2400 N 11th Street

1.e. Rebuild Sites –Recreation Centers

CD	Site Name	Address
1	Cohocksink Recreation Center	2901 Cedar Street
1	Heitzman Recreation Center	2136 Castor Avenue
1	Murphy Recreation Center	300 Shunk Street
2	Vare Recreation Center	2600 Morris Street
2	Francis J Meyers Recreation Center	5800 Chester Avenue
2	Marian Anderson Recreation Center	740 S 17 th Street
3	Cobbs Creek Park & Rec Center	280 Cobbs Creek Parkway
4	Carousel House	1701 Belmont Avenue
4	Shepard Recreation Center	5700 Haverford Avenue
5	Cecil B Moore Recreation Center	2020-50 W Lehigh Avenue
5	Athletic Recreation Center	1450 N 26th Street
6	Vogt Recreation Center	4131 Unruh Avenue
6	Disston Recreation Center	4423 Longshore Avenue
7	Rivera Recreation Center	3201 North 5th Street
7	McVeigh Recreation Center	400-64 E Ontario Street
8	Happy Hollow Recreation Center	4740 Wayne Avenue
8	Belfield Recreation Center	2109 W Chew Avenue
8	Panati Recreation Center	3101-27 N 22 nd Street
9	Olney Recreation Center / Hammond and Nedro	100 E Godfrey Avenue

Intended Uses of Rebuild Bond Proceeds



II. Intended Uses of Rebuild Bond Proceeds

Bonds for Rebuild will be issued by PAID, as authorized by Bill no. 170206. The bonds are expected to be issued in three tranches of \$100 million. The first tranche would be issued shortly after favorable resolution of the Philadelphia Beverage Tax litigation. The other two tranches are expected to be issued at two-year intervals, although timing will be subject to adjustment based on the rate of spending of proceeds.

Rebuild bonds may be used for purposes that are eligible under applicable bond covenants – generally, for construction and related design services. Proposed expenditures are subject to a review by the Office of the Director of Finance and the Office of the City Controller to verify capital eligibility under current guidelines¹. Table 3 below shows projected uses of Rebuild bond proceeds as well as other funding sources for the period December 2017 to June 2019. Each of the categories are described below.

Table 3
Projected Use of Rebuild Bond Proceeds, FY2018-FY2019

Budget Category	Rebuild Bond Proceeds (M) ²	Combined Other Sources (see Table 7)	Total
Design and Pre-Construction	\$3.7	\$1.2	\$4.9
Construction	\$36.8	\$12.5	\$49.3
Project Management & Project Review Team	\$1.1	\$0.4	\$1.5
Diversity & Inclusion ³	\$0.0	\$1.7	\$1.7
Community Engagement ⁴	\$0.0	\$1.0	\$1.0
Administrative Costs	\$0.0	\$3.0	\$3.0
Contingency	\$3.7	\$1.2	\$4.9
TOTAL	\$45.3	\$21.0	\$66.3

Design and Pre-Construction. This budget line will accommodate design services, including “on call” design services or services not related to a specific project (e.g., prototypes or standard details). This budget line also includes funding for environmental testing, inspection and management services.

Construction. Construction expenditures will be spent on the following kinds of projects:

- *Site specific projects.* The majority of bond funds will be used for projects at specific sites identified in annual Rebuild budgets and project statements. Projects will be managed by Project Users, the

¹ Please refer to City of Philadelphia Capital Eligibility Guidelines Effective March 21, 2014.

² Uses of Rebuild bond proceeds are subject to Philadelphia City Council approval, pursuant to Bill no. 170206, Section 2.

³ Rebuild diversity and inclusion expenditures (workforce development and small business supports) are not expected to be capital eligible.

⁴ Rebuild community engagement work is generally not expected to be capital eligible.

Philadelphia Redevelopment Authority (PRA), by Philadelphia Parks and Recreation (PPR) skilled trades staff, or by the City's capital project management staff.

- *Multi-site projects.* Projects at some sites may be grouped and managed together to achieve economies of scale. Examples include sidewalk improvements, exterior lighting improvements, and playground projects. Projects also might be grouped and managed together to allow for a more predictable and continuous stream of work for small, local businesses.
- *PPR skilled trades projects.* PPR skilled trades staff are well qualified for projects of limited size, scope and complexity, for example plumbing, HVAC and roofing projects. PPR receives an additional \$2 million in operating funds per year for skilled trades staff for Rebuild projects; this budget line would fund the materials.

Project Management & Project Review Team Services. Professional services may be required to fulfill the functions of the Project Review Team defined in the Rebuild Ordinance. This line also includes such project management services as project status tracking and reporting; review of grant amendment requests; review of construction documents for consistency with PPR or FLP requirements; and construction inspection.

Diversity & Inclusion. This category includes costs related to providing pathways for more minorities and women into the building trades; specifically, costs associated with paid, on-the-job training for participants, and training, education, and comprehensive supports provided while participants prepare to take an apprentice test. This category also includes the costs of consultant support in connecting M/W/DBE/DSBEs to Rebuild contract opportunities and providing them with supports to help build their capacity and sustainability.

Community Engagement. This category includes costs incurred by Project Users in developing and implementing a broad-based, high-quality community engagement in concert with project scope development and design. It also includes the costs of developing the capacity of friends groups and advisory councils, as well as developing the capacity of PPR and FLP employees to support the work of friends groups, recreation advisory councils, and other community groups.

Administrative Costs. Administrative costs will include overall program coordination; development of reports for City Council, the Oversight Board, and the public; and financial management.

Contingency. Contingency will be used to fund unanticipated costs. The contingency amount is set at 10% of projected construction expenditures.

Projected Rebuild Revenues and Expenditures FY2018 – FY2019



III. Projected Rebuild Revenues and Expenditures, FY2018-FY2019

This section describes projected amounts and sources of funding and anticipated spending for the period of this project statement. Table 4 below shows the portion of Rebuild funding sources anticipated to be received in the period from December 2017 to June 2019.

Table 4
Rebuild –Projected Program Funding Sources, FY2018-FY2019

	Actual FY2017	Projected FY2018	Projected FY2019	Subtotal 12/17-6/19
Rebuild Bonds	\$0.0	\$100.0	\$0.0	\$100.0
City GO Capital Funds	\$3.4	\$8.0	\$8.0	\$19.4
Grants	\$0.7	\$16.0	\$11.7	\$28.3
TOTAL	\$4.1	\$124.0	\$19.7	\$147.7

Rebuild Bonds. As described above, the single largest source of funding for Rebuild will be bonds to be issued by PAID, authorized by Bill no. 170206. The bonds are expected to be issued in three tranches of \$100 million. The first tranche would be issued shortly after favorable resolution of the Philadelphia Beverage Tax litigation. The other two tranches are expected to be issued at two-year intervals, although timing will be subject to adjustment based on the rate of spending of proceeds.

City GO Capital Funds. Planned Rebuild funding sources include \$48.0 million in City of Philadelphia capital funds. FY17 and FY18 amounts were in the approved Capital Budgets for those years; amounts for future years were included in the Six Year Capital Program for Fiscal Years 2018-2023. These funds are designated for Rebuild in annual capital appropriations of Philadelphia Parks and Recreation and the Free Library of Philadelphia. FY2017-FY2019 capital budget amounts for Rebuild are itemized in Table 5 below.

Table 5
City GO Capital for Rebuild, FY2018-FY2019

FY	Dept. Budget	Amt (M)
FY17	PPR	\$2.4
FY17	FLP	\$1.0
FY18	PPR	\$7.0
FY18	FLP	\$1.0
FY19	PPR	\$7.0
FY19	FLP	\$1.0
	Total	\$19.4

Grant Funds. To date, Rebuild has the following conditional grant commitments:

- \$4.8 million to launch the program;
- \$95.2 million contingent on the issuance of \$300 million in bonds, to be used for any of the three

- Rebuild pillars (capital improvements, diversity and inclusion, and community engagement; and
- \$450,000 for community engagement.

Table 6 below shows grant funds expected to be received during the period of this project statement. The \$28.3 million of grant funds for December 2017 to June 2019 shown in Table 4 above is the amount anticipated to be received out of current grant commitments.

Table 6
Rebuild Grant Funds, FY2018-FY2019

	Actual	Projected		Projected
	FY 2017	FY 2018	FY 2019	FY17-FY19 Total
Start-up Grant	\$0.5	\$4.3	\$0.0	\$4.8
Contingent on Bonds	\$0.0	\$10.0	\$10.0	\$20.0
Contingent on Bonds, 1:2 Match	\$0.0	\$0.5	\$0.5	\$1.0
Other Grants	\$0.2	\$1.2	\$1.2	\$2.5
Total	\$0.7	\$16.0	\$11.7	\$28.3

Efforts are underway to obtain additional grant commitments for Rebuild. A \$20.2 million portion of the \$95.2 million referenced above will be matching funds – \$1 of match for every \$2 commitment – as an incentive for donors and foundations.

Table 7
Rebuild Projected Expenditures by Source, FY2018-FY2019 (\$M)

Budget Category	Rebuild Bonds (M) ⁵	GO Capital	Grants	Total
Design and Pre-Construction	\$3.7	\$0.6	\$0.6	\$5.5
Construction	\$36.8	\$6.5	\$6.0	\$54.5
Project Management & Project Review Team	\$1.1	\$0.2	\$0.2	\$1.6
Diversity & Inclusion ⁶	\$0.0	\$0.0	\$1.7	\$1.7
Community Engagement ⁷	\$0.0	\$0.0	\$1.0	\$1.0
Administrative Costs	\$0.0	\$0.0	\$3.0	\$3.0
Contingency	\$3.7	\$0.6	\$0.6	\$5.5
TOTAL	\$45.3	\$7.9	\$13.1	\$66.3

⁵ Uses of Bond Proceeds are subject to Philadelphia City Council approval, pursuant to Bill no. 170206, Section 2.

⁶ Rebuild diversity and inclusion expenditures (workforce development and small business supports) are not expected to be capital eligible.

⁷ Rebuild community engagement work is generally not expected to be capital eligible.

Table 7 above shows projected expenditures by funding source. It is similar to Table 3 in the previous section, except that it identifies projected expenditures for each source of Rebuild funding. As shown in the table, the costs of Rebuild's diversity & inclusion work and community engagement are not expected to be eligible uses for Rebuild bond proceeds or GO capital. These efforts will be funded from grant sources, as will Rebuild's administrative costs.

Each of the categories in Table 7 are as defined in the previous section.



Rebuild Master Economic Opportunity Plan

IV. Rebuild Master Economic Opportunity Plan

I. Introduction and Definitions

A. Chapter 17-1600 of The Philadelphia Code requires the development and implementation of “Economic Opportunity Plan(s)” (“EOPs”) for certain classes of contracts and covered projects as defined in Section 17-1601. Rebuilding Community Infrastructure, generally referred to as “Rebuild,” is a City program for the construction, demolition, renovation and equipping of the City’s parks, libraries, playgrounds, recreation centers and other related facilities for the purpose of creating first-class, modern, safe, and clean parks, recreation centers, and libraries. Diversity and inclusion is a pillar of the Rebuild program and this Master Economic Opportunity Plan (“MEOP”) will establish overall goals for achieving the objectives of diverse business inclusion and workforce diversity and outline and delineate roles and responsibilities between the City, Philadelphia Authority for Industrial Development (“PAID”), the Rebuild/ Building Trades Community Initiative, and Project Users, as these parties are defined in Exhibit “B” to City of Philadelphia Ordinance Number 170206.

For purposes of this MEOP, the following definitions will apply:

Diverse Business Inclusion shall mean each Project Users’ best and good faith efforts to provide meaningful and representative opportunities for Minority Business Enterprises (“MBEs”), Woman Business Enterprises (“WBEs”) and Disabled Business Enterprises (“DSBEs”) (collectively, “M/W/DSBEs” which also includes firms designated as Disadvantaged Business Enterprises or “DBEs”). In furtherance of Section 17-1502 of The Philadelphia Code and as informed by the City’s most current Annual Disparity Study, contract opportunities for MBEs may be separated into categories of firms owned by African Americans, Hispanic Americans, Asian Americans and Native Americans.

Best and Good Faith Efforts shall mean those 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 achieve an appropriately diverse workforce. Best and Good Faith Efforts are considered met (subject to audit and verification), when a Project User makes binding contractual commitments within the M/W/DSBE Participation Ranges established for the contract and commits to employ a diverse workforce within the goals and timetable established for the contract.

Diverse Workforce shall refer to the recruitment, hiring, training, employment and trades union referral, as both journeypersons and apprentices, of workers who are African American, Hispanic American, Asian American, and/or Female.

Philadelphia Resident as used herein shall mean, to the extent permitted by law, a positive factor for consideration given to those workers residing in Philadelphia and shall also include those businesses certified as Local Business Enterprises under Section 17-109 of The Philadelphia Code or meeting the criteria described in Executive Order 04-12.

It is understood that each contract between PAID and Project User arising under Rebuild is subject to the requirements of this MEOP which will be fully incorporated into an EOP for that specific grant agreement and related contracts. The EOP will be specifically designed according to the scope and dollar amount of the project and will contain detailed instructions, forms and legal obligations regarding compliance with the Rebuild Diversity and Inclusion Goals.

II. Rebuild Diversity and Inclusion Goals

A. Participation Goals for Diverse Business Inclusion

In order to achieve Diverse Business Inclusion in Rebuild, each contract between PAID and Project User will require an EOP containing participation ranges for M/W/DSBEs. Goals for Rebuild are informed by the City's most current Annual Disparity Study as follows:

Professional services contracts: 25-30% minority and 15-20% women

Construction contracts: 30-35% minority and 15-20% women

EOPs will contain individualized participation ranges for both MBEs and WBEs according to project scope and dollar value.

B. Employment Goals for Diverse Workforce

Project User agrees to exhaust its Best and Good Faith Efforts to employ an appropriately diverse workforce which will include minority persons and females at all tiers of employment and management. Project User shall also cause its Participants to employ an appropriately diverse workforce. For this Plan, an appropriately diverse workforce is one which reflects the local availability and historic utilization of Philadelphia residents, and also recognizes underutilization of diverse workers across all trades. The following are expressed as hourly project goals:

Total minority journeyman hours 45% (African American journeymen 27%, Hispanic journeymen 15%, and Asian journeymen 3%); and of the foregoing total minority workforce hours, 60% laborer hours and 40% skilled hours.

Total women journeyman hours 5%, skilled and laborer.

Total minority apprentice workforce hours 50%, skilled and laborer and total women apprentice workforce hours 5%, skilled and laborer.

Local construction workforce: 50-60%.

III. Project User Responsiveness and Responsibility Relative to Rebuild Goals

A. Project User shall identify all its M/W/DSBE commitments and evidence its agreement to employ a diverse workforce on the forms entitled, "M/W/DSBE Participation and Commitment Form" and "Documentation of Best and Good Faith Efforts, Workforce Diversity Goals."

(i) In support of achieving the Employment Goals, Project Users are expected to obtain worker referrals resulting from the Rebuild/ Building Trades Community Initiative which will support training to develop apprentice-ready workers. The Project User shall identify its plan to solicit and maintain a diverse workforce on a weekly, monthly or quarterly basis depending on project scope and as set forth in the grant agreement with the estimated hourly breakout for African American, Hispanic, Asian and Women

workers. The plan shall be contained in the Documentation of Best and Good Faith Efforts, Workforce Diversity Goals Form. The plan must demonstrate that efforts have been made and are ongoing to meet or exceed the aforementioned Employment Goals.

(ii) In support of achieving diverse business inclusion, the Project User will identify its commitments to use M/W/DSBEs on the M/W/DSBE Participation and Commitment Form; the identification of these commitments constitutes a representation by Project User that the M/W/DSBE is capable of completing the subcontract with its own workforce, and that the Project User has made a legally binding commitment with the firm. Project User is to maintain the M/W/DSBE percentage commitments throughout the term of the contract which shall apply to the total amount of the contract and any additional increases.

(iii) In support of Rebuild's overall goal of a local construction workforce of 50%-60% Philadelphia residents, Project Users are strongly encouraged to cause their contractors to hire workers residing in Philadelphia and make commitments with businesses certified as Local Business Enterprises (LBE) under Section 17-109 of The Philadelphia Code or meeting the criteria described in Executive Order 04-12.

IV. Administration of EOPs

A. The City's Office of Economic Opportunity (OEO) has delegated to the Rebuild Office the responsibility of establishing project participation ranges and evaluating the responsiveness of the Project User's EOP for compliance with the Rebuild Diversity Goals. The OEO will furnish to the Rebuild Office a model EOP which will be in substantially the same form as EOPs used on City of Philadelphia awarded projects.

V. Compliance and Monitoring of Best and Good Faith Efforts

A. Rebuild EOP Oversight Committee and Rebuild Monitor.

(i) Members of the Rebuild EOP Oversight Committee will include Councilmembers, City department representatives including the Rebuild Office and the Office of Economic Opportunity, and non-governmental experts in workforce development and development of M/W/DSBEs. The Rebuild EOP Oversight Committee will oversee the performance of the Rebuild Diversity and Inclusion Goals, including reviewing EOPs, reviewing supports provided to M/W/DSBEs and activities pursuant to the Rebuild Memorandum of Understanding with the Building Trades. The Rebuild EOP Oversight Committee shall meet no less frequently than quarterly.

(ii) A third party contract monitor ("Rebuild Monitor") will be given full access to contracts, job sites and all data needed to verify Project User performance as compared to the Project User's commitments in its EOP. The Rebuild Monitor will be empowered to assist consultants and contractors with achieving workforce and contract participation goals as necessary. The Rebuild Monitor will report findings to the Rebuild EOP Oversight Committee.

(iii) On each contract for Rebuild improvements, when twenty-five percent (25%) of total projected employment hours are complete, and when twenty-five percent (25%) of the total contract value has been expended, the Rebuild Monitor will determine whether the contractor or sub-contractor is on track to meet workforce and contract participation goals. The results of that determination will be shared with

the Rebuild office, the district Councilmember, and, if requested, by any member of the Project Review Team.

B. Prompt Payment of M/W/DSBEs

(i) In accordance with practices to be established in the Rebuild Project User rulebook, M/W/DSBE(s) will be paid promptly for work performed satisfactorily under the contract/ subcontract (including the supply of materials). The goal is payment within thirty (30) business days of grantor's receipt of a proper invoice. In connection with payment of M/W/DSBE subcontractors, Project User agrees to fully comply with any established payment reporting process which may include the use of electronic payment verification systems.

(ii) Each month of the contract term and at the conclusion of the contract, the Project User shall provide to the Rebuild Office documentation reconciling actual dollar amounts paid to M/W/DSBE subcontractors to M/W/DSBE commitments presented in the EOP.

VI. Remedies and Incentives

(i) Project User grant agreements will include provisions related to failure to achieve M/W/DSBE commitments and Workforce Diversity, and will require that the agreements between Project Users and contractors allow the Project Users to terminate agreements if their contractors are not meeting the M/W/DSBE commitments and Workforce Diversity goals. In addition, the agreements will refer to criminal penalties relating to falsification and minority business fraud and may include other contract terms such as liquidated damages, withholding payments, and debarment from Rebuild projects.

Appendix 1: Rebuild Maps



Figure 1.
Proposed Sites
Poverty

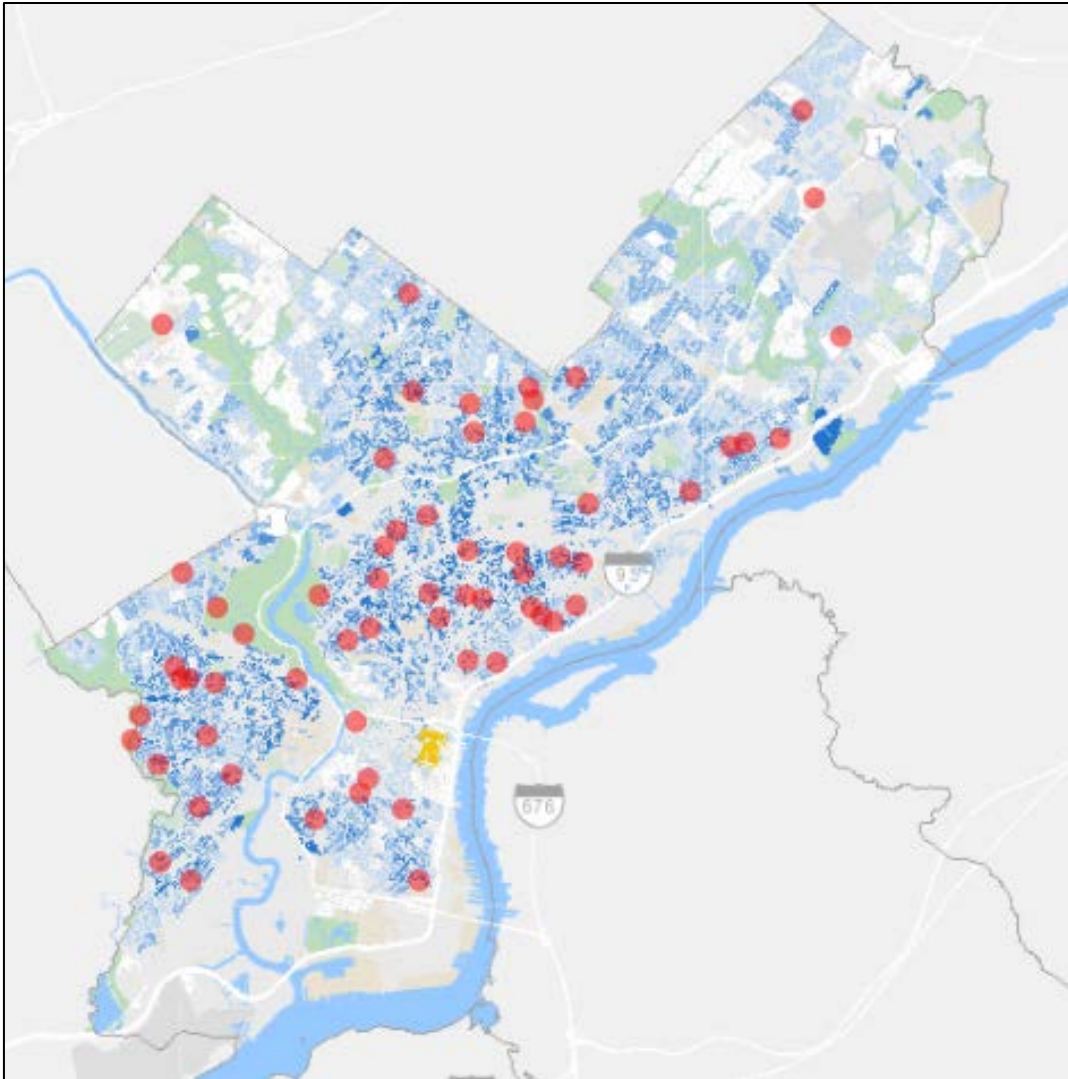


Figure 2.
Proposed Sites
Drug Crimes

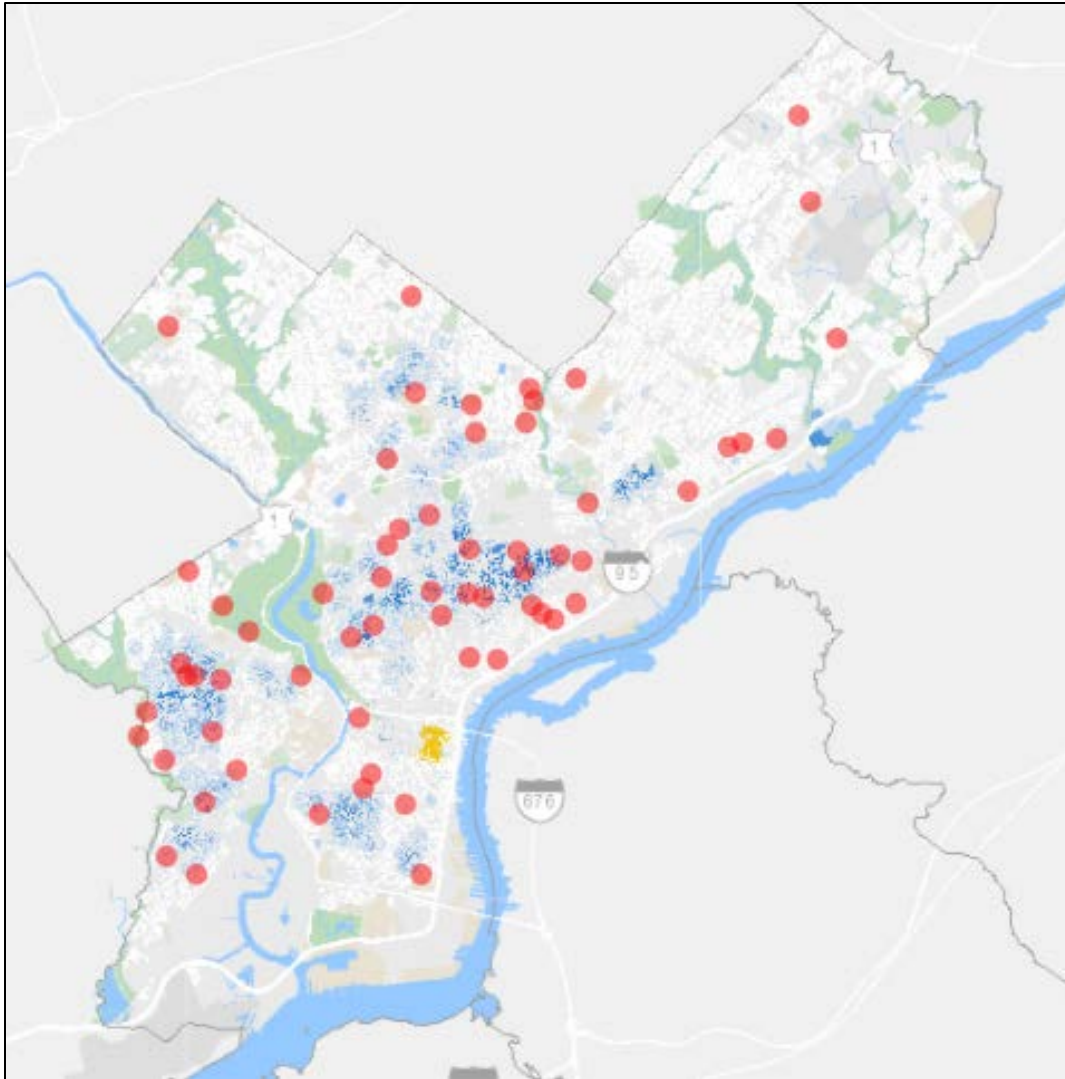
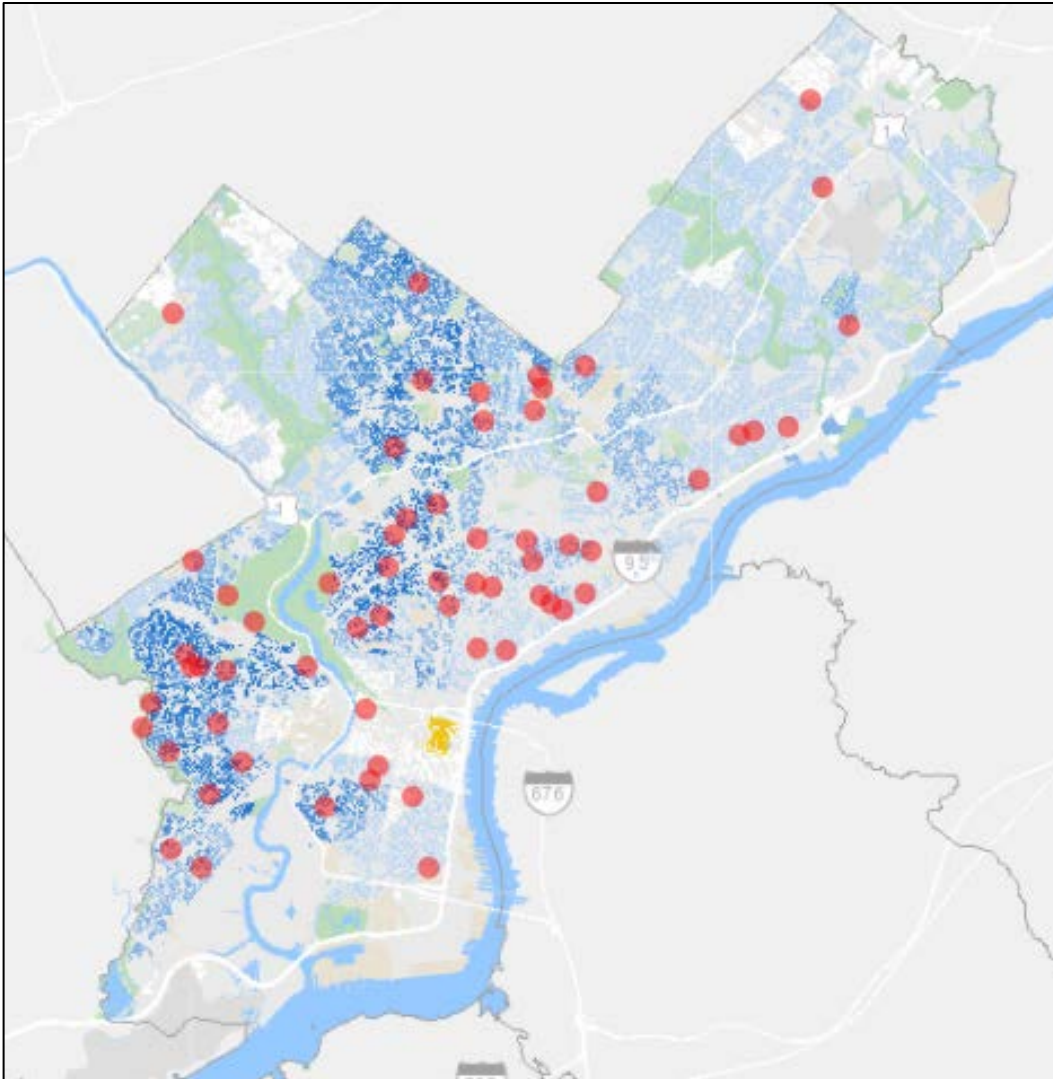


Figure 3.
Proposed Sites
Obesity



**Figure 4.
Proposed Sites
Diabetes**

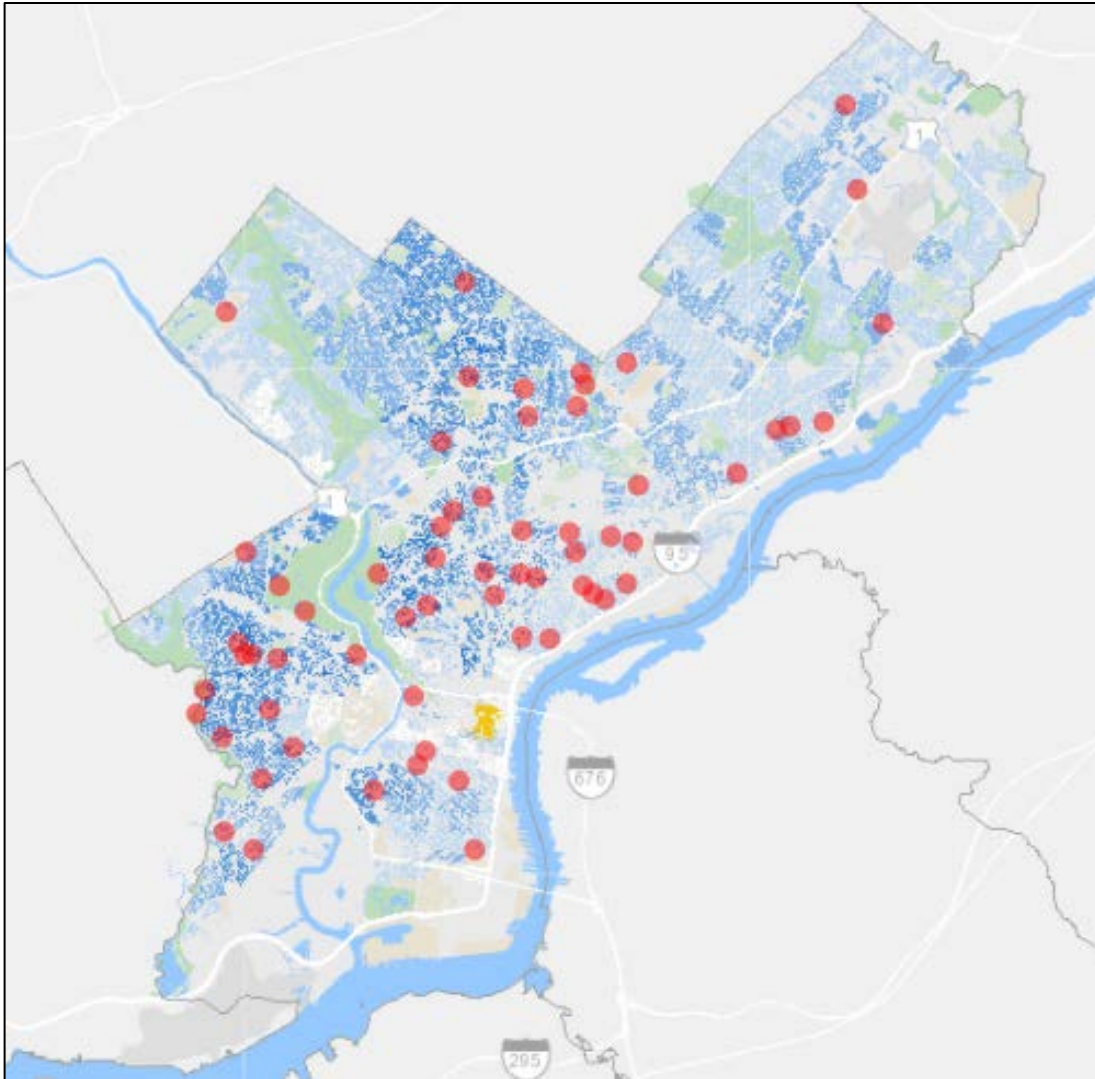


Figure 5.
Proposed Sites
Asthma

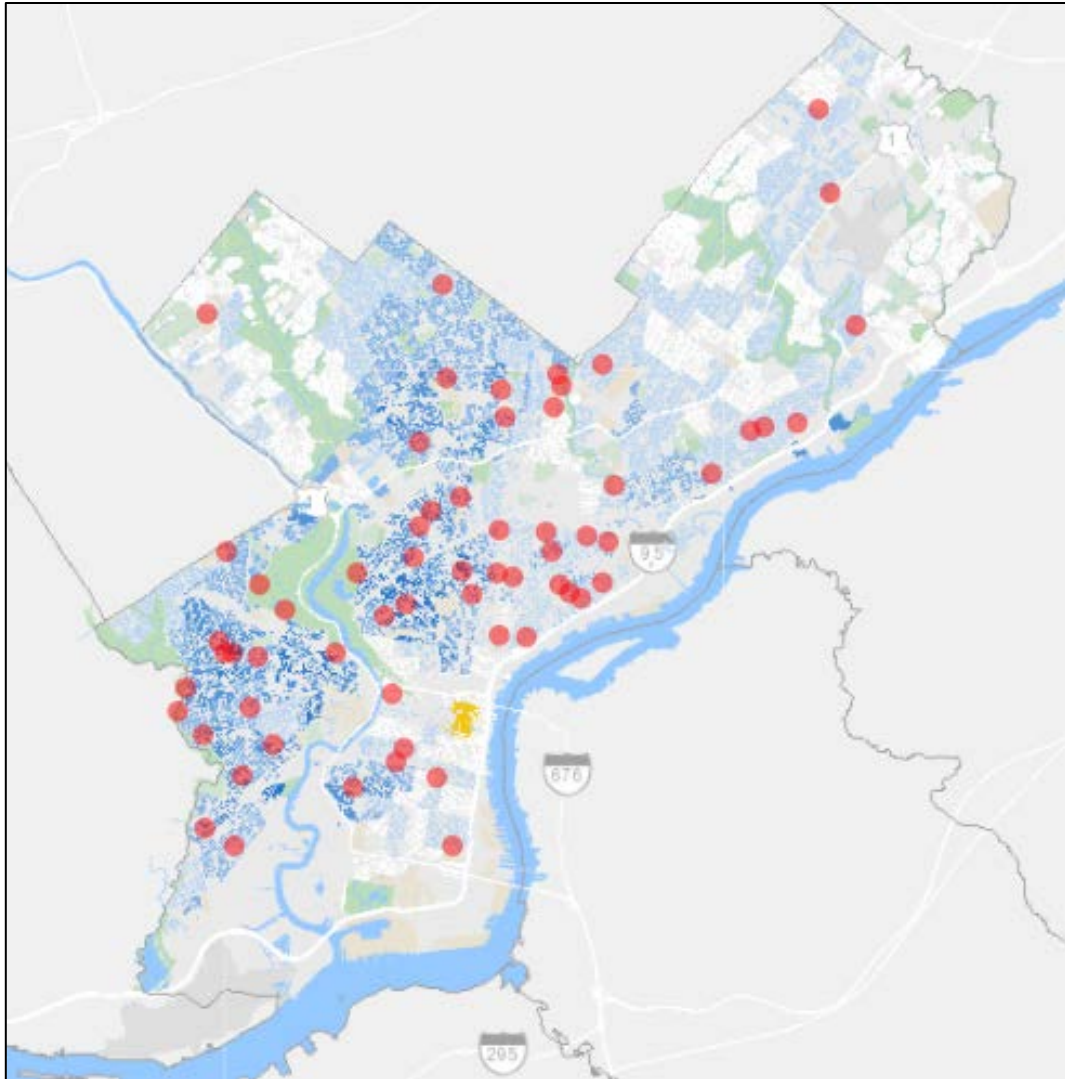


Figure 6.
Proposed Sites
Household Growth

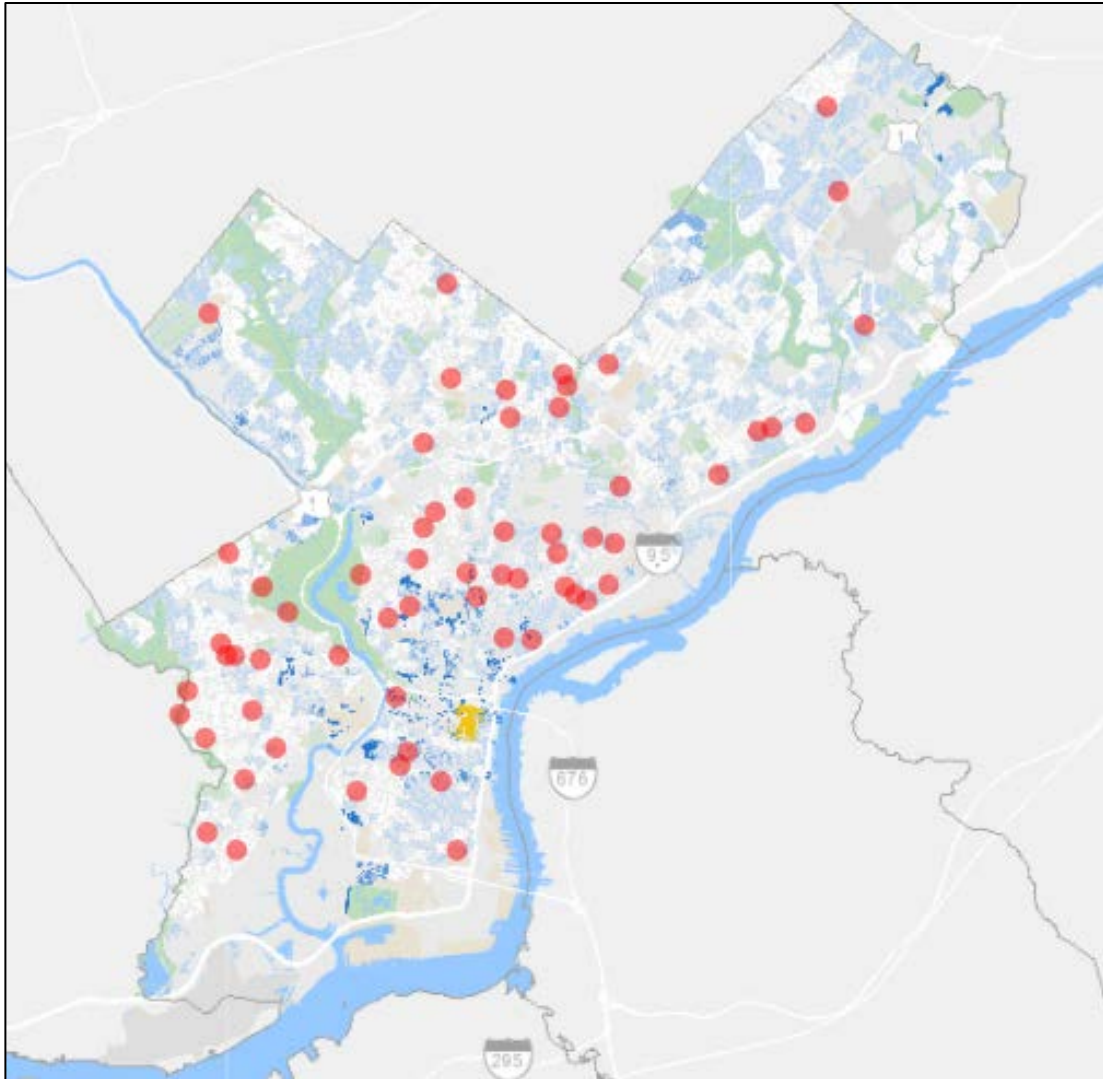


Figure 7.
Proposed Sites
Building Permits

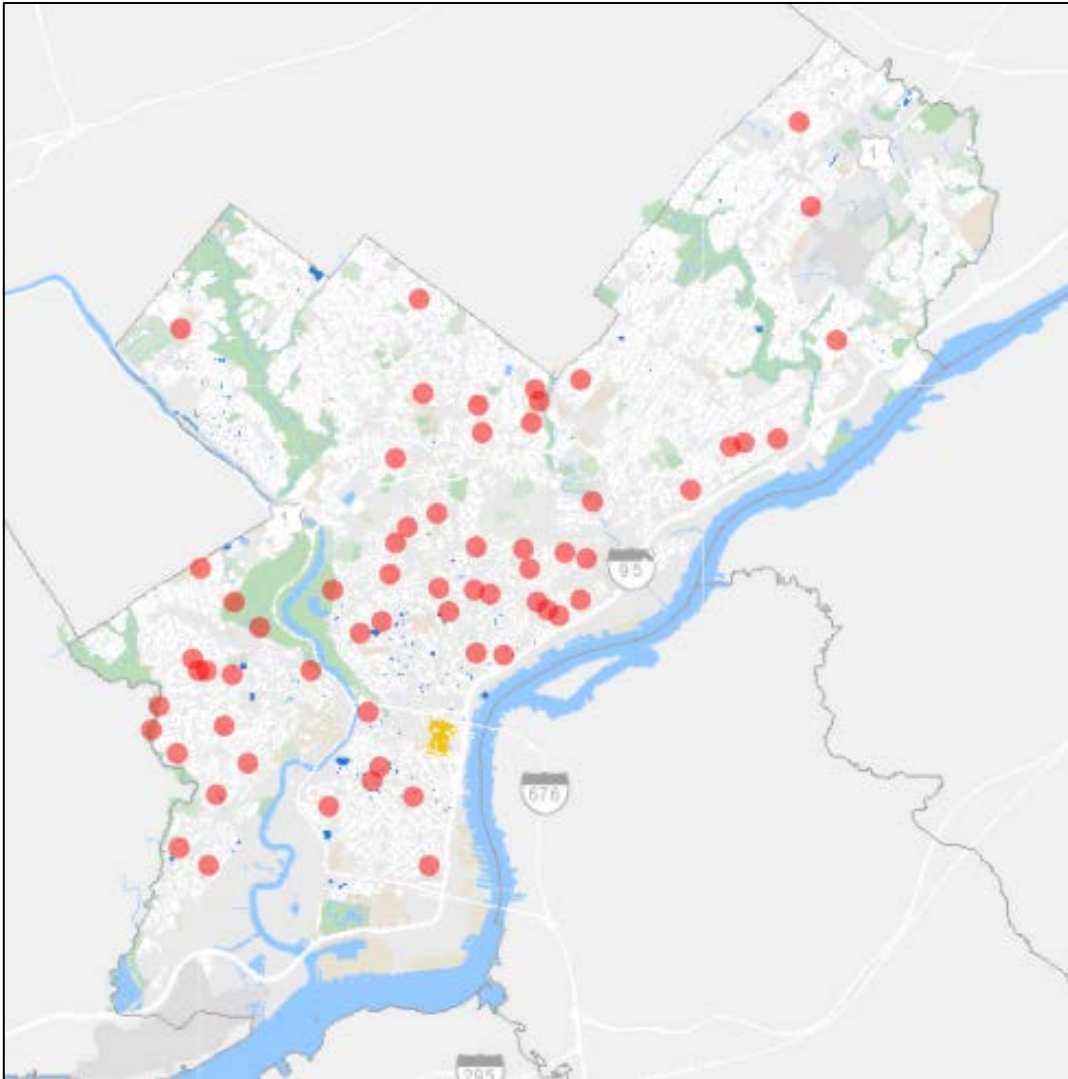


Figure 8.
Proposed Sites
Market Value Analysis

