



**MBE WBE**

**Minority Business Enterprise**

**Women Business Enterprise**



**Philadelphia Housing Authority**  
**Building Beyond Expectations**



## Letter from Carl R. Greene

At PHA, we are very proud of our accomplishments—rebuilding Philadelphia’s most blighted neighborhoods and scoring the highest grades possible for customer satisfaction and property management—but ranking along side those achievements is our record of doing business with companies owned by minorities and women.

This report covers the past three years and shows that more than 30% of PHA contracts in that period were awarded to minority-owned businesses, with another almost 11% awarded to women-owned companies. The results reflect the priority that PHA places on aggressively seeking minority and women participation, and then tracking the results.

We don’t set quotas, but we do set expectations. In every solicitation, PHA clearly outlines its goals to prospective contractors, and we require those contractors to make their best efforts at meeting those goals in the hiring of subcontractors. PHA will not work with companies who disregard our guidelines, and do not at least make an effort to meet our objectives.

In the coming pages you will see more than statistics. You will see real life examples of the kinds of companies who have helped PHA become a national leader among housing authorities. Their stories are

inspirational; their records of success are unquestionable.

At PHA, we are proud of the way we do business. The information in this brochure is another example why.

You are about to read a story of success.

It’s a story of an agency that sets goals and constantly exceeds them. And it’s a story of entrepreneurs who have overcome historical barriers through the excellence of their work.



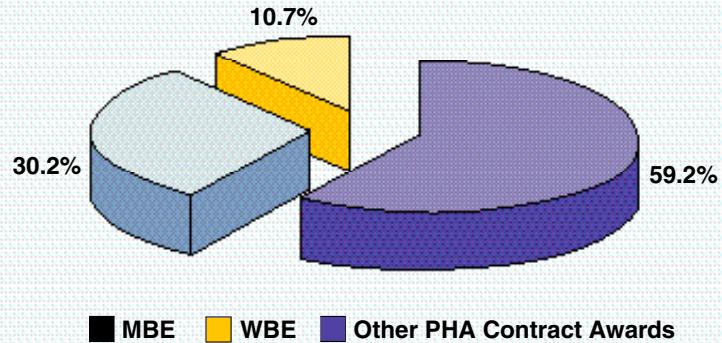
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*It’s a story of an agency that sets goals and constantly exceeds them. And it’s a story of entrepreneurs who have overcome historical barriers through the excellence of their work.”*

## PHA 2000–2002 Contract Awards

What does MBE/WBE mean?

“Minority Business Enterprises (MBE) are businesses owned and controlled by members of these racial groups: African Americans, Hispanic Americans, Asian Americans and Native Americans. Women Business Enterprises (WBEs) Businesses owned and controlled by a woman or women.”



### MBE and WBE Summary Contract Award Values

#### Total Value of Contract Awards

MBE + WBE + Other PHA Contract Awards

2000	\$	51,139,117.00
2001	\$	34,736,500.00
2002	\$	115,122,920.00
<b>Total</b>	<b>\$</b>	<b>200,998,537.00</b>

Year	MBE	WBE
2000	\$ 21,135,054.00	\$ 4,709,660.00
2001	\$ 6,959,081.00	\$ 2,540,808.00
2002	\$ 32,522,691.00	\$ 14,185,881.00

<b>Total MBE Value</b>	<b>\$</b>	<b>60,616,826.00</b>
<b>Total WBE Value</b>	<b>\$</b>	<b>21,436,349.00</b>
<b>Total MBE+WBE</b>	<b>\$</b>	<b>82,053,175.00</b>



One of our missions at PHA, is to provide job opportunities for residents of public housing. These are not “make work” positions. These are real jobs with real expectations, accountability and a livable wage. More than that, these jobs provide the first work experience for many residents.



## Denise J. Smyler, Attorney at Law

*Denise Smyler heads her own successful and respected law firm. The road she traveled to get there took some unusual turns, but she found her true calling. She learned that having a passion for what you do is more important than how much money you make.*

Smyler graduated from New York University with a degree in accounting and a minor in marketing. Then, when she went on job interviews, she realized she wasn't made to be an accountant. So, she pursued a career in retailing first, and later moved to Washington to work for AT&T as an account executive where she was very successful. Still, she felt, something was missing.

"I made more money in marketing than I made in my legal career for the first ten years," she said. "I did very well financially, but there wasn't any kind of real, emotional reward. There was no real human give and take. I didn't feel like I was giving anything back."



Smyler began attending Georgetown University's law school at night, graduating in 1987. She had every intention of going back to New York, having interned at the Manhattan District Attorney's Office. But before Smyler could do that, the Philadelphia DA's office made her an offer she couldn't refuse. She worked there until 1993 and then went into private practice until 1995 when the city recruited her to serve as Legal Counsel to the Philadelphia Prison Commissioner.

Next, Smyler became chief legal counsel to the Philadelphia police commissioner, addressing numerous labor issues and representing the city in state and federal court proceedings.

In October of 1997, Smyler returned to private practice and founded her law firm, Smyler, Taylor and Gentile. The firm was established to provide quality legal services to insurance companies, corporate entities, government agencies and the citizens of the Philadelphia area. It specializes in civil defense litigation, civil rights, employment discrimination, labor and employment and workers' compensation defense.

Smyler began representing PHA in 2000. She already knew about some of the problems confronting housing authorities. Her mother was the director of housing for the City of Glen Cove on Long Island. Today, her firm handles grievances for the Housing Choice Voucher program, and represents PHA in landlord/tenant matters.

Smyler, Taylor and Gentile also works with PHA residents and Tenant

Support Services Inc., advising them on the operation of the day care and Head Start programs. The firm makes sure that federal regulations are followed while trying to make it easier for residents to use those programs.

Denise Smyler says she enjoys working with PHA most of all because of the people who work for the agency. She says they're very helpful and courteous and a good relationship has developed.

"One of the other reasons that I like working for PHA is that I have a great respect for Carl Greene," Smyler says. "I think he's doing an excellent job and he's really doing something positive for the people of this city. It's always nice to be representing or supporting a positive entity or individual. I think Carl has really had a tremendous impact on this city."

Denise Smyler came to Philadelphia intending to go back to New York, but she's grown very fond of Philadelphia. We at PHA are glad that she has.

Charles Ang, president of Ang Associates, believes he is living the American dream. It is, however, a far cry from anything he dreamed of when he left China as a boy following the Japanese invasion of that country in 1937.

For Ang, the American dream is more than owning a full service engineering firm and making a good living. He says the dream encompasses the fulfillment of many objectives during his lifetime, including work on high profile public and private construction projects (10 of them PHA projects) and seeing his employees form their own businesses.

Ang says affirmative action and work from PHA and other government agencies gave him an opportunity that would have been difficult to realize in the private sector. He likes taking on PHA projects because they give his firm lots of opportunities in civil, structural, mechanical, electrical and plumbing engineering. Public housing represents one of the major types of facilities his company handles. It's a diversified firm that more recently has started working on airports, air terminals and communications.

## Ang Associates, Inc.

Charles Ang graduated from Lehigh University in 1950 and went to work for the state highway department, now known as PENNDOT, supervising bridge construction. A few years later, he moved to Pittsburgh to work for Rust Engineering to gain industrial building experience. Eventually, he came back to Philadelphia to work for several companies concentrating on bridge projects and others who specialized in buildings.

One day in 1977, a friend of Ang's, Joe Caudet, suggested he form his own business. Ang was comfortably employed as the chief structural engineer at D'Ambly

Ang says he was a little scared at venturing out on his own, but in Caudet he had an experienced partner who already had his own company specializing in construction management. That helped when Omega Associates began to bid on public building contracts.

Ang Associates has taken part in a string of PHA modernization projects that have given residents quality housing while improving the neighborhoods around PHA developments. The sites include Raymond Rosen, Champlost, Parkview, Fairhill, Emlen Arms, the Port Richmond Senior Citizen's Center, Norris Homes and Schuylkill Falls.

While working with PHA, his firm has also worked on other major league projects such as Lincoln Field, the new home of the Eagles, and the Kimmel Center for the Performing Arts.

Beginning in 1985, Ang

started to invite some of his employees to become partners in his firm.

"One of my objectives when I leave the company," Ang says, "is to see that it will remain in good hands and carry on our traditions."



Incorporated and he had partial ownership in the company. Caudet, however, encouraged Ang to take advantage of America's affirmative action programs. So, with a few thousand dollars, Ang and Caudet founded Omega Associates, with Ang as the majority owner.



## Synterra, Ltd.

*“If you want me to do this project, you have to give me the opportunity to give others who look like me the chance to work on this project.”*

Those are the words of Myrna Toro president/CEO of Synterra Ltd. She first issued that challenge to the Philadelphia School District several years ago. The philosophy of affirmative equal opportunity worked there, and it has continued to work for Synterra at PHA. Toro considers the inclusion of more minority contractors one of Synterra’s crowning achievements.

The firm provides PHA with construction management and site landscape architectural services. It has handled jobs at some of the authority’s major sites, including Cambridge Plaza, Richard Allen Homes, West Park apartments, Wilson Park Homes and the new Raymond Rosen.

The firm began in Philadelphia in 1972 and has expanded, with offices in Washington and New York.

Myrna Toro came to Synterra in 1986. She started out as director of marketing and worked her way



up to the top. She had come to Philadelphia from New York in 1979 to work for Local 1199-C, the Health and Hospital Care Workers Union.

“When I came to Synterra, I was a little frustrated,” she says.

“As I went around, I would hear horror stories from (minority) contractors. They were upset about their relationships with the general contractors and their inability to get work, or getting less work than originally promised.”

Toro convinced management that both the community and the company benefit when no group is excluded from competing. She also believes strongly in community involvement.

At PHA’s Wilson Park development, the company followed up on a promise and hired

some residents. One of those residents eventually moved off of public assistance and became an administrative assistant.

“It’s important to engage and hire the residents from these communities, so they can be employed and have longstanding self-sustaining jobs,” Toro says. “We’re willing to take people without training and train them and keep them long term.”

Another hallmark for the company is its team approach to construction projects, including input from residents at PHA sites. Toro says the company took a Wilson Park resident to design meetings and used some of her suggestions for its modernization. The woman went back and talked to other tenants, creating a sense of ownership.



Wilson Park

“In all projects, we try to get the community to buy in,” Toro says. “Construction management requires a lot of community work. You have to go out and talk to the community and make sure they’re comfortable. You have to make sure they’re whole at the end of the day.”

## Molly Construction Company



Molly Construction is a medium-sized concrete and demolition company based in Northeast Philadelphia that employs 50 people. The company provides quality service to all general contractors in the region.

Contractors often seek out Molly Construction for their projects. The company lives off its reputation for quality workmanship, and qualified estimators and project managers with diversified backgrounds and experience in different fields. The company’s business has grown steadily over the years.

Most recently, Molly Construction handled the excavation and concrete work for the final phase of redevelopment at PHA’s Richard Allen Homes. The company did similar work on some of PHA’s scattered sites in North Philadelphia.

Melinda DeNofa, the president of Molly Construction, says her mother formed the company in 1987. Melinda helped her mother over the summer while she attended Villanova University. After graduating, she worked for various

companies, before returning full-time to Molly in 1996. Two years later, DeNofa was running the company.

Teamwork is the hallmark of Molly Construction. DeNofa says that’s critical when you’re competing for business. She is particularly proud of her staff’s ability to make precision estimates on the cost of a job. That’s important to PHA when it’s making up its budget, but it’s equally important to a contractor who might have to eat some of the costs if an estimate is not accurate.

“We feed off of each other a lot. It’s a really great thing,” DeNofa says. “This is a team thing. This is what we’re doing. Let’s sit down. Let’s discuss it. How can we approach the job better?”

She says, as your company grows you understand how much volume you can handle, what size project you need, so the company is at its most productive level.

DeNofa says Philadelphia needed an infusion of rejuvenation. So, she’s glad to see the efforts by PHA to revitalize neighborhoods.

“It’s been a wonderful thing for contractors. It’s been a wonderful thing for employees,” she says. “It’s stimulated business and it’s also created jobs and training for people who have no education or skill set.”

DeNofa says her firm has great rapport with PHA employees, solving issues and getting work done. She encourages other contractors to bid with the agency. The firm has also used people from PHA’s Pre-Apprenticeship Program.

As for the future, DeNofa has high hopes for the renewal of the City of Philadelphia and the role PHA is playing.

“Philadelphia offers whatever you want and it’s beautiful, and it doesn’t cost you an arm and a leg,” she says. “So, when you start driving around and you see all this work that’s being done, it’s exciting. It’s wonderful to see that we’re beautifying the city, that we’re making it more welcoming.”

## Lloyd's Moving

*Lloyd's Moving was one of Philadelphia's first black-owned businesses and remains one of the city's enduring family-owned companies. It's one of the highly qualified businesses PHA turns to as the agency moves hundreds of families each year.*

Isaac Thomas Lloyd, known as "Pop" to his employees and neighbors, began the company 73 years ago. He came to Philadelphia early in the 20th century and worked a variety of jobs. One of them involved carrying passengers' trunks home from the old Pennsylvania Railroad station on Broad Street. "Pop" Lloyd saw a business opportunity and he capitalized on it. By 1967, the business became known as Lloyd's Moving Company, Inc.

In the early years, "Pop" Lloyd struggled because many people were unwilling to deal with a black-owned business. Potential customers were willing to do business with the firm as long as they didn't know Lloyd was the owner.

"Pop" Lloyd continued working into the late 80's, booking jobs on the telephone and doing maintenance to the company's trucks. He died in 1990 at the age of 92 and left the business to his four surviving children: Tina King, Essie Ancrum, Thomas Lloyd, and Jackie Moore. King is now the secretary and business manager. Ancrum is the vice president and treasurer. Lloyd is the company president and Moore is a part-time bookkeeper.

The hallmark of Lloyd's Moving is that the company treats employees and customers like family. "We handle the furniture, handle anybody's possessions, just like it was ours," says Tina King. The payoff has been lots of repeat business from generations of customers, including PHA residents and employees. The company thrives on word-of-mouth advertising by satisfied customers. Essie Ancrum says she gets calls



from the grandchildren of past customers. They'll show up with old brochures or bills that their grandparents had.

Lloyd's Moving today employs 15 people in addition to the family members. Tina King says competition in the moving business keeps getting tougher with the growth of companies such as Ryder and U-Haul. So, Lloyd's has diversified and taken on more corporate and business clients, including PHA.

Tina King and Essie Ancrum say they wouldn't change a thing about their business. They still follow the pattern laid down by their father. King encourages others to go into business for themselves, but says they should do it with their eyes wide open. "It has to be a labor of love," King says. "Going into any business, you're not going to get rich quick. It's not a get rich quick scheme."

The deliveryman's cap worn by "Pop" Lloyd until he died still hangs in the company office on 40th Street. It's a reminder of the hard work and values that his children carry on today.

## Komplete Welding Inc.

Al Brown says he always liked to work with his hands. He also says he doesn't know what he wants to be when he grows up. Brown owns Komplete Welding Inc. with his wife, Wilhelmina, who says it's the best place she's ever worked and she's never had so much fun.

Komplete Welding began operation in May 1987. Since then, it has provided a complete line of structural and ornamental metal products and services to a diverse client base, including PHA. The manufacture of custom structural and ornamental metal products is among the services offered by the company.

Brown is a Philadelphia native who grew up in the city's Germantown section and graduated from Germantown High School. He worked in his family's clothing business in Mount Airy for a few years as a salesperson and store manager. Then, he went to work for the Budd Company where he did several different jobs, including welding.

Eventually, Brown earned an Associates Degree in electronics through Budd's tuition reimbursement program, took some business courses at Philadelphia Textile College and moved into management at Budd. The company, which made railroad cars, closed its doors in 1986. Brown, who had moonlighted making ornamental iron railings on the side, wanted to stay in manufacturing.

Initially, Brown hoped to make Komplete Welding a complete service company focusing on transit authorities such as



fire towers, for example, and fabricate structural steel for new buildings, including the new Phillies' ballpark.

Since 1998, Komplete Welding has worked on a dozen jobs for PHA. The jobs include projects at Arch Homes, Blumberg, Raymond Rosen, Sharswood, Plymouth Hall, Westpark Apartments, Martin Luther King, Jr., Plaza and Schuylkill Falls.

Brown says the work provided by PHA does more than just keep his staff employed. It provides him the opportunity to employ people from the community. Komplete Welding also has a co-op program with Dobbins-Randolph Skills High School. Just as PHA is building better neighborhoods with new housing, Brown believes his company is doing the same thing by providing training and employment.

SEPTA, manufacturers such as Boeing or Lockheed-Martin and the Defense Department. However, the best opportunities for his company came in the residential and commercial construction. They make exterior step rails and interior

Wilhelmina Brown says she likes the independence of having her own business. She had worked in a corporate environment in personnel for AIG, CNA, and Unisys before forming the business with her husband. Brown says corporations always say the employees are the most important people, but in the end profits are what really matter.

"You know that your value devalues as time goes on," she says. "I really advocate that anyone, in any position that they take, whether it's their own company or working



for someone else...that you get such a thrill from that you want to keep with it."

Next year, Al and Wilhelmina Brown will take the next step toward becoming a full service company. They'll build a new manufacturing facility complete with showroom on Ridge Avenue just one-half block from their current location on 19th Street.

## Section 3: Economic Opportunity for PHA Residents



accountability and a livable wage. More than that, these jobs provide the first work experience for many residents. That's why we also ask companies to include training as part of the Section 3 process.

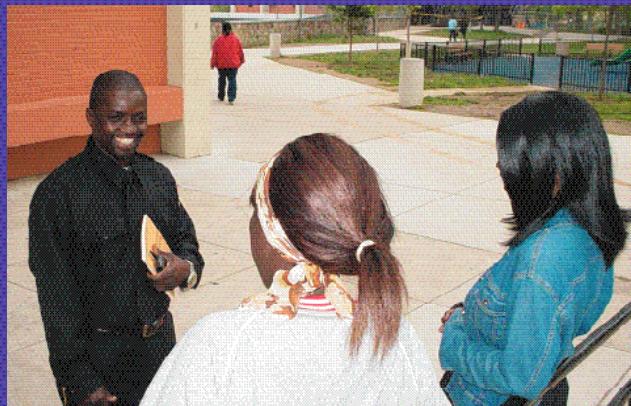
PHA also offers Section 3 business opportunities. Almost 1.5% of PHA contracts over the last three years went to companies in this category. These are companies either primarily owned by PHA residents or companies who agree to hire or

Providing job opportunities for residents of public housing is another of our missions at PHA. Under a Department of Housing and Urban Development program called Section 3, we require companies who do business with us to hire low and very low-income individuals when it's feasible. We also hold ourselves to that same standard when we seek to fill job vacancies.

These are not "make work" positions. These are real jobs with real expectations,

subcontract a substantial percentage of PHA tenants for their workforce.

One such company is Top of the Clock Security and Protective Services.



## Section 3: Top of the Clock

Top of the Clock provides security personnel at all PHA sites, complementing the efforts of PHA Police. The firm employs about 200 people and hires many PHA tenants, helping them find careers and become independent. Many people who started with Top of the Clock have gone on to good paying security jobs elsewhere.

Gregory Stith, the president and chief executive officer of the company, founded Top of the Clock with two other partners in 1991. Stith had worked as a machinist at the Philadelphia Navy Yard for a number of years, but the yard was closing down. He had done security work on the side at some local nightclubs, as well as some executive protection, and he enjoyed it. Two friends suggested that he form his own security business and he did.

Stith says he likes dealing with the public, and he emphasizes in training that he wants his officers to feel the same way. He says people-handling skills and avoiding the use of force are very important. "If you just use force," Stith says, "the younger generation will use force right back at you."

"You have to understand the psychology of the people you're dealing with," Stith says. "Once you understand that, then you can meet them on their level and hopefully bring them up to another level. But you can't come in as a storm trooper."

Top of the Clock began serving PHA several years ago and helps the agency fulfill its Section 3 obligations. (See previous page)

The challenge for Stith and Top of the Clock is to find people who are committed and willing to work all hours of the day and night. The ability to handle a gun is not important and few of the company's personnel carry weapons. Stith says what is important is discipline and one of the

Stith says he likes working with PHA because he likes working with the residents. He feels that his company can change the quality of their lives and make them better citizens. Stith also says his security personnel also grow from their experience, making them better human beings who understand the plight of some people.

*Eventually, Stith says he'd like to see Top of the Clock become a Wall Street company.*

*"We'd make plenty of money and give a great service, the American way," he says.*



first things a visitor to the company's command center notices is a series of memos on a bulletin board, one of them detailing a list of demerits for various infractions related to an individual's job performance.

"We try to hire as many tenants as we can," Stith says. "The idea is that...they can move on and get much better security jobs and better themselves. I'm interested in educating people so that they can do better for themselves. When people can do better for themselves, they'll do better for society."





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**Building Beyond Expectations**

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