CITY OF PHILADELPHIA
FISCAL YEAR 2013
ANNUAL DISPARITY STUDY

Final Report Submitted To:
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EXECUTIVE SUMMARY

INTRODUCTION

Econsult Solutions, Inc. and Milligan & Company, LLC are pleased to submit the **Annual Disparity Study for Fiscal Year (FY) 2013** to the City of Philadelphia. This study is designed to analyze the City's utilization of Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs) (collectively known as M/W/DSBEs), relative to the availability of such firms to compete for City business, on **Public Works (PW)**, **Personal and Professional Services (PPS)**, and **Supplies, Services, and Equipment (SSE)** contracts. It determines the extent to which a disparity between utilization and availability exists, and provides critical data in the formation of annual Participation Goals.

Only $841 million, or less than one-third of the City's $3.5 billion annual operating budget, were directly analyzed in this Disparity Study. This represents sealed bid and non-sealed contracts. It does not include $39 million in federally funded PW contracts over which the City has limited goal-setting influence, for which M/W/DSBE utilization was 17.3 percent. It does include $239 million in spending by quasi-public entities (Philadelphia Housing Development Corporation, Philadelphia Industrial Development Corporation, and Philadelphia Redevelopment Authority), for which M/W/DSBE utilization under the City's governance was 29.4 percent.

There were an additional 59 contracts totaling $156 million in FY 2013 for which there are few or no M/W/DSBEs available to participate. This study reports utilization levels including and excluding these "few or no opportunity" contracts.

RESULTS

1. **Utilization Higher on Contracts for Which the City Had More Goal-Setting Influence –** There was higher M/W/DSBE utilization on City contracts and on quasi-public contracts than on federally funded City contracts, for which the City has limited goal-setting influence. M/W/DSBE utilization was 27.7 percent for City contracts and 29.4 percent for quasi-public contracts, versus 17.3 percent for federally funded City contracts (see Table ES.1).

Table ES.1 – FY 2013 Utilization of M/W/DSBEs in City Contracts, Quasi-Public Contracts, and Federally Funded City Contracts, Less Contracts with Few or No Opportunity for M/W/DSBE Participation[1]

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types[2]	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City Contracts	20.6%	32.6%	20.8%	27.7%	24.4%	30.2%	26.9%	28.0%
Quasi-Public Contracts	N/A	N/A	N/A	29.4%	N/A	N/A	N/A	28.5%
City + Quasi-Public Contracts	20.6%	32.6%	20.8%	28.1%	24.4%	30.2%	26.9%	28.2%
Federally Funded City Contracts	17.3%	N/A	N/A	17.3%	16.7%	N/A	N/A	16.7%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[1] FY 2012 and FY 2013 results include City electric utility contracts which were not included in the results for prior years

[2] "All Contract Types" includes Miscellaneous Purchase Order (MPO) and Small Order Purchase (SOP) contracts.

2. **Overall M/W/DSBE Utilization Levels Stayed Flat –** M/W/DSBEs were awarded $237 million out of $841 million in contracts in FY 2013, compared to $264 million out of $939 million in contracts in FY 2012. Utilization decreased by 0.1 percentage points to 28.1 percent in FY 2013 from 28.2 percent in FY 2012 (see Table ES.2).

Table ES.2 – FY 2013 Utilization of M/W/DSBEs in City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity for M/W/DSBE Participation, by M/W/DSBE Category

M/W/DSBE Category	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White Female	8.1%	11.3%	10.4%	9.9%	9.9%	6.3%	9.1%	4.7%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	1.6%	3.0%	0.0%	2.0%	2.3%	2.7%	0.2%	1.3%
African American	6.4%	16.5%	9.3%	11.9%	5.8%	18.4%	12.9%	8.9%
Hispanic	4.6%	1.5%	1.1%	1.9%	6.0%	2.3%	3.4%	2.0%
All MBE	**12.5%**	**21.3%**	**10.5%**	**18.8%**	**14.4%**	**23.9%**	**17.5%**	**21.2%**
All WBE	**10.0%**	**16.1%**	**14.3%**	**12.2%**	**11.3%**	**11.2%**	**9.1%**	**9.0%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE[3]	**20.6%**	**32.6%**	**20.8%**	**28.1%**	**24.4%**	**30.2%**	**26.1%**	**28.2%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[3] Quasi-public contract data is accounted for in the MBE, WBE, and M/W/DSBE rows, but not in the individual M/W/DSBE category rows. This is because contract-level data were not available for some quasi-public agencies.

3. **Continued Increased Use of M/W/DSBEs within the City –** There was an increase in the participation of M/W/DSBEs located inside the City of Philadelphia. City-based participation increased by 1.8 percentage points to 12.5 percent in FY 2013 from 10.7 percent in FY 2012, while participation by M/W/DSBEs located within the Philadelphia Metropolitan Statistical Area (MSA)[4] increased by 0.8 percentage points to 17.8 percent in FY 2013 from 17.0 percent in FY 2012 (see Table ES.3).

Table ES.3 – FY 2013 Utilization of M/W/DSBEs in City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity for M/W/DSBE Participation, by Location of M/W/DSBE

Location of M/W/DSBE[5]	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City	7.5%	13.0%	16.9%	12.5%	5.9%	13.6%	7.1%	10.7%
In Metro but Outside City	8.6%	5.6%	1.2%	5.3%	10.9%	6.2%	1.3%	6.3%
MSA	16.1%	18.7%	17.9%	17.8%	16.7%	20.2%	8.5%	17.0%
In US but Outside Metro	4.5%	13.9%	3.0%	9.8%	7.7%	10.9%	18.2%	11.1%
US	20.6%	32.6%	20.8%	27.7%	24.4%	31.1%	26.1%	28.0%
Non-M/W/DSBEs	79.4%	67.4%	79.2%	72.3%	75.6%	68.9%	73.9%	72.0%
Including Quasi-Public Contracts[6]								
US				28.1%				28.2%
Non-M/W/DSBEs				71.9%				71.8%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[4] The counties included in the Philadelphia MSA are Philadelphia (PA), Bucks (PA), Chester (PA), Delaware (PA), Montgomery (PA), Burlington (NJ), Camden (NJ), Gloucester (NJ), Salem (NJ), New Castle (DE), and Cecil (MD).

[5] "Location" represents three concentric circles: "City" means the M/W/DSBE is located within the City of Philadelphia, "MSA" means it is located within the Philadelphia MSA, and "US" is the whole nation.

[6] Contract-level data were not available for some quasi-public agencies, so the geographic location of M/W/DSBEs participating in quasi-public contracts was not known. Therefore, their information is included only in the "US" row and not in the "City" or MSA" rows.

4. **M/W/DSBE Prime Contractor Participation Increased in Dollar Amount of Contracts —** In FY 2013, M/W/DSBE prime contractors received 8.4 percent of contract dollars, an increase of 0.8 percentage points from 7.6 percent in FY 2012. This yielded an increase in average contract size, to $210,000 in FY 2013 (vs. $360,000 for non-M/W/DSBE prime contractors) up from $130,000 in FY 2012 (vs. $330,000 for non-M/W/DSBE prime contractors). The percentage of contracts primed by M/W/DSBEs decreased: M/W/DSBEs primed 14.6 percent of City contracts in FY 2013, down 2.1 percentage points from 16.7 percent in FY 2012 (see Table ES.4). The percentage of contracts with at least one M/W/DSBE sub-contractor increased, from 11.0 percent in FY 2012 to 15.6 percent in FY 2013 (see Table ES.5).

Table ES.4 – FY 2013 Utilization of M/W/DSBEs Prime Contractors (by # and $ of Contracts), in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All
% Primed by M/W/DSBE								
By #	**7.1%**	**20.3%**	**6.4%**	**14.6%**	**11.1%**	**22.9%**	**10.4%**	**16.7%**
By $	**3.7%**	**9.6%**	**8.0%**	**8.4%**	**6.1%**	**9.2%**	**3.3%**	**7.6%**
Average Contract Size ($M)								
M/W/DSBE Primes	**$0.74**	**$0.42**	**$0.46**	**$0.21**	**$0.56**	**$0.24**	**$0.15**	**$0.13**
Non-M/W/DSBE Primes	**$1.35**	**$0.84**	**$0.34**	**$0.36**	**$1.06**	**$0.71**	**$0.52**	**$0.33**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table ES.5 – FY 2013 Distribution of M/W/DSBE Utilization in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All
# Contracts	99	611	391	2,263	126	739	316	2,520
% Contracts Awarded to M/W/DSBE Prime Contractors	7.1%	20.3%	6.4%	14.6%	11.1%	22.9%	10.4%	16.7%
% Contracts With at Least 1 M/W/DSBE Sub-Contractor	92.9%	35.2%	9.7%	15.6%	81.0%	20.7%	7.0%	11.0%
% Contracts with at Least 1 M/W/DSBE Participating (as prime or sub-contractor)	**93.9%**	**52.5%**	**16.1%**	**28.3%**	**93.7%**	**43.6%**	**17.4%**	**27.7%**

Source: Econsult Solutions, Inc. (2013, 2014); Utilization = OEO Annual Participation Report (FY 2012, FY 2013); Availability = US Census Bureau Survey of Business Owners (2007)

5. **M/W/DSBE Availability Increased Slightly, and Overall Disparity Remains an Issue –** It is estimated that M/W/DSBEs represented 22.9 percent of "ready, willing, and able" firms within the Philadelphia MSA, up 2.2 percentage points from 20.7 percent in FY 2012 (see Table ES.6).[7] Since MSA utilization had a smaller increase than MSA availability, there was a decrease in the disparity ratio, from 0.82 in FY 2012 (MSA utilization of 17.0 percent vs. MSA availability of 20.7 percent) to 0.78 in FY 2013 (MSA utilization of 17.8 percent vs. MSA availability of 22.9 percent) when looking at all contracts (see Table ES.7). An overall disparity ratio of less than 1 means that M/W/DSBE utilization is still not in parity with M/W/DSBE availability.

Table ES.6 – FY 2013 Availability of Ready, Willing, and Able M/W/DSBEs within the Philadelphia MSA (Weighted Average Approach)

M/W/DSBE Category	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
All MBE	2.9%	8.8%	6.3%	7.3%	2.9%	8.8%	4.8%	6.5%
All WBE	8.5%	18.1%	13.7%	15.6%	8.5%	18.0%	11.4%	14.2%
All M/W/DSBE	**11.4%**	**26.9%**	**20.0%**	**22.9%**	**11.4%**	**26.7%**	**16.1%**	**20.7%**

Source: US Census Bureau Survey of Business Owners (2007), OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table ES.7 – FY 2013 Disparity Ratio = Utilization of M/W/DSBEs Located in the Philadelphia MSA in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts), Less Contracts with Few or No Opportunity for M/W/DSBE Participation, Divided by Availability of Ready, Willing, and Able M/W/DSBEs in Philadelphia MSA

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
MSA Utilization	16.1%	18.7%	17.9%	17.8%	16.7%	20.2%	8.5%	17.0%
MSA Availability	11.4%	26.9%	20.0%	22.9%	11.4%	26.7%	16.1%	20.7%
Disparity Ratio	**1.41**	**0.69**	**0.89**	**0.78**	**1.46**	**0.76**	**0.52**	**0.82**

Source: Econsult Solutions, Inc. (2013, 2014); Utilization = FY 2012 OEO Participation Report (2013); Availability = US Small Business Administration – Philadelphia District Office (2012)

[7] "Ready, willing, and able" is assumed to mean firms with one or more employee in industry codes for which the City contracts for goods and services. The change from FY 2012 to FY 2013 reflects not a change in availability at the individual product or service level, but rather a change in the composition of products and services procured by the City.

6. **Utilization Rates Would Be Lower if "Few or No" Opportunity Contracts Were Included –** Excluded from the $841 million in contracts analyzed in this report are 59 contracts totaling $156 million for which there are few or no M/W/DSBEs available to participate and therefore very little chance for M/W/DSBE utilization (see Table ES.8). Including these contracts in the analysis, the utilization of M/W/DSBEs in the US would be 22.0 percent (rather than 27.7 percent) and the utilization of M/W/DSBEs in the MSA would be 14.1 percent (rather than 17.8 percent), which would yield a disparity ratio of 0.62 instead of 0.78 (see Table ES.9).

Table ES.8 – FY 2013 Contracts with Few or No Opportunity for M/W/DSBE Participation, as Determined by the City's Office of Economic Opportunity[8]

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
#	2	34	23	59	0	34	26	60
$M	$11.2	$117.2	$26.0	$155.5	$0	$107.9	$54.7	$162.5

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table ES.9 – FY 2013 Disparity Ratio = Utilization of M/W/DSBEs Located in the Philadelphia MSA in City Contracts (Excluding Federally Funded City Contracts), Including Contracts with Few or No Opportunity for M/W/DSBE Participation, Divided by Availability of Ready, Willing, and Able M/W/DSBE Firms in the Philadelphia MSA

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
Utilization of US M/W/DSBEs	18.8%	24.5%	17.0%	22.0%	24.4%	22.9%	16.7%	21.8%
Utilization of MSA M/W/DSBEs	**14.7%**	**14.0%**	**14.4%**	**14.1%**	**16.7%**	**14.9%**	**5.3%**	**13.2%**
Disparity Ratio	**1.29**	**0.52**	**0.72**	**0.62**	**1.46**	**0.56**	**0.33**	**0.64**

Source: Econsult Solutions, Inc. (2014); Utilization = FY 2013 OEO Participation Report (2013); Availability = US Small Business Administration - Philadelphia District Office (2013)

[8] See Appendix J for a full list of FY 2013 and FY 2012 contracts with few or no opportunity for M/W/DSBEs.

PARTICIPATION GOALS

For some M/W/DSBE categories and some contract types, current utilization rates are lower than current availability rates (i.e. the disparity ratio is less than 1.0), while for other M/W/DSBE categories and contract types, current utilization rates are higher than current availability rates (i.e. the disparity ratio is greater than 1.0). We base our recommended participation goals on these comparisons, and in some cases recommend a "stretch goal" that may be higher than both FY 2013 utilization and availability. Our recommended goal for M/W/DSBE utilization for all contract types is 30 percent, and is based on FY 2013 utilization and availability for City contracts (excluding federally funded City contracts) and quasi-public contracts, excluding contracts with few or no opportunity for M/W/DSBE participation; this is the equivalent of a M/W/DSBE utilization goal of 25 percent if contracts with few or no opportunity for M/W/DSBE participation are included (see Table ES.10 and Table ES.11).

Table ES.10 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Excluding and Including Contracts with Few or No Opportunity for M/W/DSBE Participation

Excluding Few or No Opportunity Contracts	PW	PPS	SSE	All Contract Types
All MBE	13%	21%	11%	19%
All WBE	10%	18%	14%	16%
All M/W/DSBE	24%	33%	26%	30%
Including Few or No Opportunity Contracts	**PW**	**PPS**	**SSE**	**All Contract Types**
All MBE	12%	16%	9%	16%
All WBE	9%	14%	12%	14%
All M/W/DSBE	22%	25%	21%	25%

Source: Econsult Solutions, Inc. (2014)

Table ES.11 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity for M/W/DSBE Participation, by Contract Type and by M/W/DSBE Category[9]

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY12/FY13 Actual
White Female	U: 8%	U: 11%	U: 10%	U: 10%	FY12: 4.6% FY13: 9.9%
Native American	U/A: 0%	U/A: 0%	U/A: 0%	U/A: 0%	FY12: 0.0% FY13: 0.0%
Asian American	U: 2%	A: 5%	A: 3%	A: 4%	FY12: 1.3% FY13: 2.0%
African American	U: 6%	U: 17%	U: 9%	U: 12%	FY12: 8.9% FY13: 11.9%
Hispanic	U: 5%	U: 2%	U: 1%	U: 2%	FY12: 1.9% FY13: 2.0%
All MBE	**U: 13%**	**U: 21%**	**U: 11%**	**U: 19%**	**FY12: 21.2% FY13:18.8%**
All WBE	**U: 10%**	**A: 18%**	**A: 14%**	**A: 16%**	**FY12: 9.0% FY13 12.2%**
City-Based M/W/DSBE	**U: 7.5%**	**U: 13%**	**U: 12.5%**	**U: 12%**	**FY12: 11.4% FY13: 12.5%**
All M/W/DSBE	**S: 24%**	**U: 33%**	**S: 26%**	**S: 30%**	**FY12: 28.2% FY13: 28.1%**
FY12/FY13 Actual	**FY12: 24.4% FY13: 20.6%**	**FY12: 30.2% FY13: 32.6%**	**FY12: 26.1% FY13: 20.8%**	**FY12: 28.2% FY13: 28.1%**	

Source: Econsult Solutions, Inc. (2014)

[9] Prefix of "U" = FY 2013 Utilization > FY 2013 Availability (i.e. disparity ratio > 1.0), so Participation Goal = FY 2013 Utilization. Prefix of "A" = FY 2013 Availability > FY 2013 Utilization (i.e. disparity ratio < 1.0), so Participation Goal = FY 2013 Availability. Prefix of "S" = "Stretch Goal," since Participation Goal > FY 2013 Utilization and FY 2013 Availability.

1 OVERVIEW

Econsult Solutions, Inc. and Milligan & Company, LLC are pleased to submit the **Annual Disparity Study for Fiscal Year (FY) 2013** to the City of Philadelphia. The study includes a brief discussion of the purpose, results of the study, and recommendations for FY 2014. The legal basis of this study, a broad overview of the legal context under which the establishment of procurement programs for disadvantaged groups arose, a contextual summary of the procurement process, the expenditure context, and a report overview, as well as all detailed data tables are included in the accompanying appendices.

1.1 STUDY BACKGROUND

Pursuant to Title 17 of the Philadelphia Code, as amended by Ordinance 060855-A, this study is designed to analyze the City's utilization of Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs) (collectively known as M/W/DSBEs), relative to the availability of such firms to compete for City business, on **Public Works (PW)**, **Personal and Professional Services (PPS)**, and **Supplies, Services, and Equipment (SSE)** contracts. It determines the extent to which a disparity between utilization and availability exists, and provides critical data in the formation of annual Participation Goals.

With the *Richmond v. J.A. Croson Company* (1989) case, the Supreme Court clearly defined the parameters under which race-based programs will stand as those that meet a compelling government interest, are narrowly tailored to remedy the effects of prior discrimination, and define an availability rate that utilizes the notion of **"ready, willing and able" (RWA)** firms. Disparity studies have subsequently become a recognized manner in which localities can determine whether and where disparities exist, so as to respond accordingly with a combination of race- and gender-specific, as well as race- and gender-neutral, programming.

Only $997.2 million, or less than one-third of the City's $3.5 billion annual operating budget, were directly analyzed in this Disparity Study. This represents sealed bid and non-sealed bid contracts. It does not include $38.8 million in federally funded PW contracts over which the City has limited goal-setting influence, for which M/W/DSBE utilization was 17.3 percent.[10] It

[10] US Department of Transportation funded contracts (i.e., Federal Aviation Administration (FAA), Federal Highway Administration (FHWA), and Federal Transit Administration (FTA) funded contracts) are subject to 49 CFR Part 26 which establishes a single goal for the participation of Disadvantaged Business Enterprises (DBEs), as those firms are defined in Section 26.5. In the instance of FHWA contracts, the Pennsylvania Department of Transportation (PennDOT) establishes the contract goal for DBEs since the City is a subrecipient to PennDOT. For FAA assisted

does include $238.6 million in spending by quasi-public entities (Philadelphia Housing Development Corporation, Philadelphia Industrial Development Corporation, and Philadelphia Redevelopment Authority), for which M/W/DSBE utilization under the City's governance was 29.4 percent. The expenditures evaluated in this report therefore represent **what is under executive control from a procurement standpoint**.

1.2 STUDY PURPOSE

Pursuant to Title 17 of the Philadelphia Code, as amended by **Ordinance 060855-A**, this Disparity Study is designed to analyze the City's utilization of Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs), collectively known as M/W/DSBEs,[11] relative to the availability of such firms to compete for City business.

By doing so, it will determine the extent to which disparity exists, as well as provide critical data in the development and formulation of Annual Participation Goals. This is an important component of what should be an overall, multifaceted strategy to safeguard the public interest by identifying and rectifying instances of discrimination, and proactively seeking ways to promote the inclusive participation of minority, women, and disabled owned businesses in economic opportunities. It also presents an opportunity to evaluate operational and programmatic changes for greater efficiency in internal administration and in the provision of technical assistance and business financing resources.[12]

contracts, the City's DBE Program Office, and not OEO, establishes the DBE contract goal which is subject to federal guidance. Likewise, contracts funded by the Environmental Protection Agency do not contain a numeric goal but require the solicitation of DBEs. These federal programs do not permit the application of local requirements (i.e., Executive Order 03-12 or Chapter 17-1600) to contracts receiving this express type of federal financial assistance.

[11] "Disadvantaged Business Enterprise (DBE)" is a federal designation that applies to federally funded contracts. Within the City, the DBE program is implemented by the Philadelphia International Airport.

[12] It is important to distinguish between disparity and discrimination, and to note that the scope of this report is to determine the existence of the former and not the latter. Disparity is the difference between two groups on an outcome of interest and is a necessary, but insufficient condition for finding discrimination. In other words, disparity does not necessarily equal discrimination; discrimination requires additional analysis and proof. (*Based on a 2008 interview with Dr. Bernard Anderson, Whitney M. Young Jr. Professor of Management at the Wharton School of Business at the University of Pennsylvania.)*

1.3 LEGAL BASIS

Ordinance 060855-A requires that an annual Disparity Study is produced, from which annual Participation Goals can be set, pursuant to Section 6-109 of the City's Home Rule Charter. Per the ordinance, this Annual Disparity Study must distinguish between Personal and Professional Services (PPS) contracts, Public Works (PW) contracts, and Services, Supplies and Equipment (SSE) contracts. In addition, this study is required to analyze M/W/DSBEs owned by persons within the following racial, ethnic, and gender categories:

- African Americans
- Asian Americans
- Women
- Hispanics
- Native Americans
- Disabled

"Disparity" reflects the ratio of M/W/DSBE utilization to M/W/DSBE availability. For the purposes of this report, **"utilization"** for each M/W/DSBE category and contract type is defined as the total dollar value of contracts awarded to for-profit M/W/DSBE prime contractors and sub-contractors registered by the City's Office of Economic Opportunity (OEO) divided by the dollar value of all City contracts awarded to all for-profit prime contractors and sub-contractors, as recorded in OEO's annual Participation Report. Stated briefly, the utilization rate for a given M/W/DSBE category can be viewed as the percentage of dollars from all City contracts that went to businesses that have been registered as M/W/DSBEs by OEO.

Conversely, **"availability"** for each M/W/DSBE category and contract type is defined as the proportion of "ready, willing and able" (RWA) M/W/DSBEs located within a particular geography, relative to the total number of all RWA enterprises within that same geography. Thus, the availability rate for a given M/W/DSBE category can be viewed as the percentage of RWA businesses in a particular geography that belong to an M/W/DSBE category.

The target result, the "**disparity ratio"**, is the utilization rate divided by the availability rate. A disparity ratio that is greater than 1.0 represents "over-utilization," whereas a disparity ratio less than 1.0 represents "under-utilization."

1.4 DISPARITY

We define our disparity ratio in the following way: **utilization rate divided by availability rate**. The utilization rate is defined as the total dollar value of contracts awarded to for-profit M/W/DSBE prime contractors and sub-contractors registered by OEO, divided by the dollar value of all City contracts awarded to all for-profit entities. In a similar fashion, the availability

rate is defined as the proportion of "ready, willing and able" (RWA) M/W/DSBEs in the City, or alternatively, the Philadelphia Metropolitan Statistical Area (MSA),[13] relative to the City or MSA's total number of all RWA enterprises.

In other words, we compare the actual utilization of M/W/DSBEs, in the form of contract awards, with an expected utilization of M/W/DSBEs, based on the availability of RWA M/W/DSBEs. Keep in mind that a disparity ratio of less than 1.0 would be considered under-utilization, and a ratio of greater than 1.0 would be considered over-utilization. These utilization rates, availability rates, and disparity ratios can be further sub-divided by M/W/DSBE category (Minority Business Enterprises (MBE), and specific racial and ethnic groups within, as well as Women Business Enterprises (WBE) and contract type (Public Works (PW), Personal and Professional Services (PPS), and Services, Supplies, and Equipment (SSE)).

1.5 UTILIZATION

Utilization refers to **the participation of firms in various M/W/DSBE categories, as a percentage of all contracts awarded**. In determining utilization rates, we used raw data from OEO's FY 2013 Participation Report. This data, in addition to summarizing participation by various M/W/DSBE categories and in various City contract types, also lists all contracts awarded, including cases in which the prime contractor and/or one or more sub-contractors was a OEO-registered M/W/DSBE.[14]

Given this data set, we were able to verify and reproduce the summary figures in OEO's Participation Report. Also, given access to OEO's Vendor List, we were further able to identify the proportion of City contracts awarded to M/W/DSBEs that are headquartered within the City, as well as those that are headquartered within the Philadelphia MSA.

[13] The Philadelphia MSA is an 11-county region that is the modern equivalent of the now-defunct 9-county Primary Metropolitan Statistical Area (PMSA) used in the DJMA report. The counties included in the Philadelphia MSA are Philadelphia (PA), Bucks (PA), Chester (PA), Delaware (PA), Montgomery (PA), Burlington (NJ), Camden (NJ), Gloucester (NJ), Salem (NJ), New Castle (DE), and Cecil (MD).

[14] Importantly, the OEO-registered list we use in determining which contract dollars were awarded to OEO-registered firms is from January 2013. Technically, that list represents a specific point in time, while in reality the OEO-registered list is ever-changing, as M/W/DSBEs are added (i.e. become registered) or removed (e.g. went out of business). What truly matters in terms of M/W/DSBE participation is whether a prime contractor or sub-contractor was OEO-registered at the time of the contract, rather than at the end of the fiscal year. However, a list at a specific point in time, in this case subsequent to the end of the fiscal year which the study is covering, is a close enough approximation.

1.6 AVAILABILITY

To match the "numerator" of the utilization rate, we must consider the equivalent "denominator," which is **the proportion of the available universe of firms that can secure City contracts that belongs to a particular M/W/DSBE category**. To begin with, availability cannot simply be measured as "percent of total population." Although a certain demographic may compose a certain percentage of the total population, this gives no accurate indication of the number of firms available to do business with the City that are owned by individuals who fall into that demographic category.

What is useful to consider, which we elaborate on in further detail later in the report, is the extent to which the City can partner with public and private technical assistance providers to increase the availability of M/W/DSBEs with which the City can do business. If, for example, an M/W/DSBE category had a utilization rate higher than its availability rate, but an availability rate that was lower than its proportion of the total population, one could draw two conclusions. First, the City has done acceptably well in terms of utilizing firms owned by members of that M/W/DSBE category. Second, the City should collaborate with other entities to strive towards a higher availability of firms owned by members of that M/W/DSBE category. This illustrates the importance of both utilization and availability; if utilization exceeds availability, that may represent a commendable use of M/W/DSBEs, but it may also represent a troubling dearth of M/W/DSBEs. That should induce action to increase M/W/DSBE capacity-building and expand the OEO registry.

We will use the legal foundation of **"ready, willing, and able"** (RWA) for availability, as discussed previously. We affirm the previous reports' analysis of this legal basis, as well as the use of the Philadelphia MSA as the geographic boundaries of their availability analysis.

1.7 REPORT OVERVIEW

Volume I of the report consists of sections for results, participation goals, and recommendations.

The Results section of this report (Section 2) provides the major highlights uncovered in the analysis of the FY 2013 data as well as some multi-year trends that are emerging in the City's utilization of M/W/DSBEs. For a more detailed analysis of the FY 2013 data, see Appendix B.

The Participation Goals section (Section 3) provides **participation goals** for future years based on the disparity ratios calculated from the FY 2013 data. We include aggregate participation

goals as well as separate participation goals for MBEs, WBEs, and DSBEs, and for PW, PPS, and SSE contracts.

The Recommendations section (Section 4) focuses on strategies and best practices for improving the utilization and availability of M/W/DSBE firms by OEO and the City of Philadelphia with the goal of reducing the disparity ratio.

In Volume II of this report, Appendices A though C of the Annual Disparity Study for Fiscal Year (FY) 2013 provide the background and analysis for the City of Philadelphia FY 2013 Annual Disparity Study.

Appendix A of this report explains the context in which the report was generated and the methodology used. Appendix A also details the approach used to measure the levels of utilization and availability of the various M/W/DSBE categories under consideration. We will also briefly discuss how our **methodology** both builds on and differs from that used by DJ Miller & Associates (DJMA) in the FY 1998-2003 study and what changes have been made from the methodology employed in Econsult Solutions' previous studies.[15]

Appendix B provides a detailed analysis of the **utilization** and **availability** rates we calculated, as well as the **disparity ratios** for the M/W/DSBE categories under consideration. Our analysis is broken down by M/W/DSBE category, as well as geographic location, in order to give a full picture of M/W/DSBE participation in the City of Philadelphia and in the Philadelphia MSA.

Appendix C provides **participation goals** for next year based on the disparity ratios calculated from the FY 2013 data. We include aggregate participation goals as well as separate participation goals for MBEs, WBEs, and DSBEs, and for PW, PPS, and SSE contracts.

Appendices D through I provide detailed data tables generated for the report.

Appendix J is a partial list of commodity codes for which there are few or no M/W/DSBEs available to participate.

Appendix K provides a list of acronyms for reference.

Addendum: The City of Philadelphia Economic Opportunity Plan Analysis Fiscal Years 2009-2013 discusses the City's performance in achieving participation goals set on various Economic Opportunity Plan (EOP) projects.

[15] The FY 1998 to FY 2003 report by DJMA represents the previous Disparity Study completed prior to the FY 2006 Disparity Study completed by Econsult.

2 RESULTS

For FY 2013, where possible, the utilization data was analyzed two ways:

- City contracts (excluding federally funded City contracts) and quasi-public contracts, excluding those contracts with few or no opportunities for M/W/DSBE participation
- City contracts (excluding federally funded City contracts) and quasi-public contracts, including those contracts with few or no opportunities for M/W/DSBE participation
- All contracts less those contracts with few or no opportunity for M/W/DSBEs, including quasi-public agencies and excluding federally funded City contracts
- All contracts including quasi-public agencies and excluding federally funded City contracts

Federally funded City contracts were excluded in both data sets since the City does not fully control the goal setting on such contracts. In the first data set, contracts with few or no opportunities for M/W/DSBE firms were excluded for comparison to evaluate utilization on contracts in which there is a real opportunity for an M/W/DSBE firm to participate.[16] In the second data set, contracts with few or no opportunity are included. A discussion of the comparison between the two data sets accompanies each pair of tables.

An analysis of the FY 2013 data revealed the following highlights and trends. For all detailed data tables, including department specific data, please see Appendices D through I.

[16] See Appendix J for a full list of FY 2013 contracts with few or no opportunity for M/W/DSBE participation

1. **M/W/DSBE Utilization Remained Relatively Unchanged –** The M/W/DSBE utilization in City contracts and contracts of quasi-public entities (excluding federal contracts) decreased slightly by 0.1 percentage point, from 28.2 percent in FY 2012 to 28.1 percent in FY 2013 (see Table 2.1). Participation in SSE contracts decreased by 5.3 percentage points in FY 2013. Participation also decreased in PW contracts but slightly increased in PPS contracts. Overall participation increased in the category of all WBE firms except for PPS contracts which had a 1.9 percentage point decrease. Participation decreased for MBE firms across all contract types.

Table 2.1 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity, by Contract Type and M/W/DSBE Type (by $ Contracts Awarded)[17]

M/W/DSBE Category	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White Female	8.1%	11.3%	10.4%	9.9%	9.9%	6.3%	9.1%	4.7%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	1.6%	3.0%	0.0%	2.0%	2.3%	2.7%	0.2%	1.3%
African American	6.4%	16.5%	9.3%	11.9%	5.8%	18.4%	12.9%	8.9%
Hispanic	4.6%	1.5%	1.1%	1.9%	6.0%	2.3%	3.4%	2.0%
All MBE	**12.5%**	**21.3%**	**10.5%**	**18.8%**	**14.4%**	**23.9%**	**17.5%**	**21.2%**
All WBE	**10.0%**	**16.1%**	**14.3%**	**12.2%**	**11.3%**	**11.2%**	**9.1%**	**9.0%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE[18]	**20.6%**	**32.6%**	**20.8%**	**28.1%**	**24.4%**	**30.2%**	**26.1%**	**28.2%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table 2.1 includes contracts analyzed for FY 2013, excluding federal contracts and contracts with few or no opportunities for M/W/DSBE firms because there are few or no firms available

[17] For utilization tables throughout this report, the figure in the bottom row may not total the sum of the above rows, because of businesses that belong to more than one category (e.g. MBE and WBE).

[18] Quasi-public contract data is accounted for in the MBE, WBE, and M/W/DSBE rows, but not in the individual M/W/DSBE category rows. This is because contract-level data were not available for some quasi-public agencies.

to perform the contracted work. When excluding those contracts with few or no opportunities as shown in Table 2.1, the utilization shows a slight decrease from FY 2012. By comparison, as shown in Table 2.2, if the contracts with few or no opportunities for M/W/DSBEs are included then the FY 2013 utilization is much lower at 23.8 percent instead of 28.1 percent (see Table 2.2).

Table 2.2 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Including Contracts with Few or No Opportunity, by Contract Type and M/W/DSBE Type (by $ Contracts Awarded)

M/W/DSBE Category	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White Female	7.4%	8.5%	8.5%	8.3%	9.9%	4.8%	5.8%	4.0%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	1.4%	2.2%	0.0%	1.7%	2.3%	2.1%	0.1%	1.1%
African American	5.8%	12.4%	7.6%	10.1%	5.8%	14.0%	8.2%	7.5%
Hispanic	4.2%	1.2%	0.9%	1.6%	6.0%	1.7%	2.2%	1.7%
All MBE	**11.5%**	**16.0%**	**8.6%**	**15.9%**	**14.4%**	**18.1%**	**11.0%**	**18.1%**
All WBE	**9.2%**	**12.2%**	**11.7%**	**10.3%**	**11.3%**	**8.5%**	**5.9%**	**7.6%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**18.8%**	**24.5%**	**17.1%**	**23.8%**	**24.4%**	**22.9%**	**16.7%**	**24.0%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

2. **Use of M/W/DSBEs Inside the City Continues to Increase –** There is an increase in the participation of M/W/DSBEs located inside the City of Philadelphia. There was an increase in the participation of M/W/DSBEs based in the City by 1.8 percentage points to 12.5 percent in FY 2013 up from 10.7 percent in FY 2012, (see Table 2.3 and Figure 2.1). In FY 2013, there was an increase of 1.6 percentage points in the utilization of City-located M/W/DSBEs for PW contracts, a decrease of 0.6 percentage point in the utilization of City-located M/W/DSBEs for PPS contracts, and an increase of 9.6 percentage points in the utilization of City-located M/W/DSBEs for SSE contracts.

Table 2.3 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity, by Location of M/W/DSBE

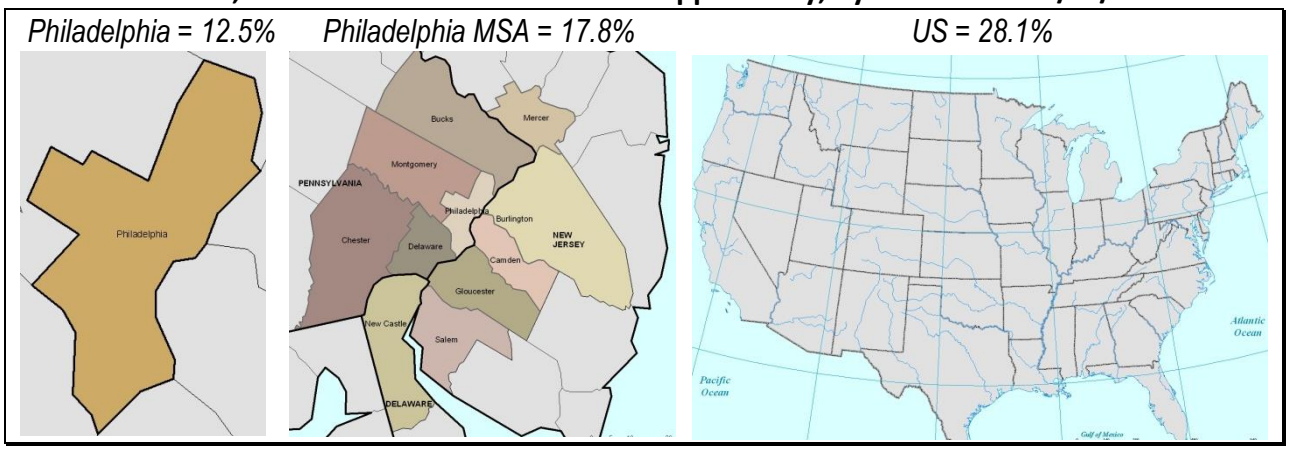
Location of M/W/DSBE[19]	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City	7.5%	13.0%	16.7%	12.5%	5.9%	13.6%	7.1%	10.7%
In Metro but Outside City	8.6%	5.6%	1.2%	5.3%	10.9%	6.2%	1.3%	6.3%
MSA	16.1%	18.7%	17.9%	17.8%	16.7%	20.2%	8.5%	17.0%
In US but Outside Metro	4.5%	13.9%	3.0%	9.8%	7.7%	10.9%	18.2%	11.1%
US	20.6%	32.6%	20.8%	27.7%	24.4%	31.1%	26.1%	28.0%
Non-M/W/DSBEs	79.4%	67.4%	79.2%	72.3%	75.6%	68.9%	73.9%	72.0%
Including Quasi-Public Contracts[20]								
US				28.1%				28.2%
Non-M/W/DSBEs				71.9%				71.8%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[19] "Location" represents three concentric circles: "City" means the M/W/DSBE is located within the City of Philadelphia, "MSA" means it is located within the Philadelphia MSA, and "US" is the whole nation. About two-thirds of firms in the OEO directory are located within the Commonwealth of Pennsylvania, and about 90 percent are within Pennsylvania, New Jersey, New York, Maryland, or Delaware. See also Appendix F for further information on the distribution of firms in the OEO directory, as of January 2014.

[20] Contract-level data were not available for some quasi-public agencies, so the geographic location of M/W/DSBEs participating in quasi-public contracts was not known. Therefore, their information is included only in the "US" row and not in the "City" or MSA" rows, which means that these "City" and "MSA" figures are lower than they should be.

Figure 2.1 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity, by Location of M/W/DSBE



Source: OEO Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

Table 2.4 below shows the comparison of utilization by location when "few or no opportunity" contracts are included in the analysis. Between FY 2012 and FY 2013, utilization of M/W/DSBEs located in the City increased by 1.7 percentage points, from 8.3 percent in FY 2012 to 10.0 percent in FY 2013.

Table 2.4 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, by Contract Type and Location of M/W/DSBE (by $ Contracts Awarded)

Location of M/W/DSBE	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City	6.8%	9.8%	13.6%	10.0%	5.9%	10.3%	4.5%	8.3%
In Metro but Outside City	7.8%	4.2%	0.8%	4.2%	10.9%	4.6%	0.8%	4.9%
MSA	14.7%	14.0%	14.4%	14.1%	16.7%	14.9%	5.3%	13.2%
In US but Outside Metro	4.2%	10.5%	2.6%	7.9%	7.7%	8.0%	11.4%	8.6%
US	18.8%	24.5%	17.0%	22.0%	24.4%	22.9%	16.7%	21.8%
Non-M/W/DSBEs	81.2%	75.5%	83.0%	76.2%	75.6%	77.1%	83.3%	78.2%
Including Quasi-Public Contracts								
US				23.8%				24.0%
Non-M/W/DSBEs				76.2%				76.0%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Additionally, the total dollar amount of contracts awarded to M/W/DSBEs in the City continued to grow from $61.2 million in FY 2012 to $75.5 million in FY 2013, an increase of $14.3 million. M/W/DSBEs located in the MSA also saw increases in the total dollar amount of contracts awarded (see Table 2.5).

Table 2.5 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity, by Contract Type and Location of M/W/DSBE (in $M)

Location of M/W/DSBE	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City	$8.9	$46.4	$19.6	$75.5	$7.4	$46.3	$6.8	$61.2
In Metro but Outside City	$10.2	$20.1	$1.4	$32.1	$13.8	$20.4	$1.3	$36.1
MSA	$19.1	$66.5	$21.0	$107.6	$21.2	$66.6	$8.1	$97.2
In US but Outside Metro	$5.4	$49.6	$3.5	$59.4	$9.7	$35.9	$17.3	$63.6
US	$24.6	$116.2	$24.5	$167.1	$31.0	$102.6	$25.4	$160.9
Non-M/W/DSBEs	$94.6	$240.5	$93.1	$437.2	$95.9	$237.0	$71.9	$414.2
Including Quasi-Public Contracts								
US				$237.2				$264.4
Non-M/W/DSBEs				$605.7				$674.0

Source: OEO Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

3. **M/W/DSBE Prime Participation Increased in Dollar Amount of Contracts, Decreased in the Number of Contracts —** In FY 2013, the percentage of contract dollars primed by M/W/DSBEs increased to 8.4 percent, up from 7.6 percent in FY 2012. The average contract size awarded to M/W/DSBE primes also increased from $130,000 in FY 2012 to $210,000 in FY 2013, while the average contract size of non-M/W/DSBE primes remained relatively the same between FY 2012 ($330,000) and FY 2013 ($360,000). The percentage of contracts primed by M/W/DSBEs decreased from 16.7 percent in FY 2012 to 14.6 percent in FY 2013, but remained higher than FY 2011 which was 14 percent (see Table 2.6).

Table 2.6 – FY 2013 Utilization of M/W/DSBEs as Prime Contractor (by # and $ of Contracts) in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
% Primed by M/W/DSBE								
By #	7.1%	20.3%	6.4%	14.6%	11.1%	22.9%	10.4%	16.7%
By $	3.7%	9.6%	8.0%	8.4%	6.1%	9.2%	3.3%	7.6%
Average Contract Size ($M)								
M/W/DSBE Primes	$0.74	$0.42	$0.46	$0.21	$0.56	$0.24	$0.15	$0.13
Non-M/W/DSBE Primes	$1.35	$0.84	$0.34	$0.36	$1.06	$0.71	$0.52	$0.33

Source: OEO Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

The total number of contracts awarded by the City of Philadelphia in FY 2013 decreased by 257 from 2,520 in FY 2012 to 2,263 in FY 2013. The number of contracts with at least one M/W/DSBE participating (prime contractors and subcontractors) also decreased in FY 2013 to 659 contracts, down from 699 contracts in FY 2012.

Despite the overall decrease in both the total number of contracts awarded and the number of contracts with at least one M/W/DSBE participating, the percentage of contracts with at least one M/W/DSBE participating increased slightly from 27.7 percent in FY 2012 to 28.3 percent in FY 2013and the percentage of contracts with at least one M/W/DSBE subcontractor increased from 11.0 percent in FY 2012 to 15.6 percent in FY 2013. The number of prime contracts awarded to M/W/DSBEs also declined from 420 contracts in FY 2012 to 330 prime contracts in FY 2013. It should also be noted that 93.9 percent of PW contracts (93 out of 99) had at least one M/W/DSBE participating in FY 2013, although only 7.1 percent of these contracts were

primed by an M/W/DSBE. On PPS contracts, the percentage of contracts with at least one M/W/DSBE participating increased by 8.9 percentage points to 52.5 percent in FY 2013. PPS contracts continue to have the highest percentage of contracts awarded to M/W/DSBE primes at 20.3 percent in FY 2013. M/W/DSBE participation on SSE contracts remains the lowest by contract type at 16.1 percent in FY 2013 (see Table 2.7).

Table 2.7 – FY 2013 Distribution of M/W/DSBE Participation in City Contracts (Excluding Federally Funded City Contracts)[21][22]

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
# Contracts	99	611	391	2,263	126	739	316	2,520
# Contracts With at Least 1 M/W/DSBE Participating	**93**	**321**	**63**	**659**	**118**	**322**	**55**	**699**
% Contracts with at Least 1 M/W/DSBE Participating	**93.9%**	**52.5%**	**16.1%**	**28.3%**	**93.7%**	**43.6%**	**17.4%**	**27.7%**
# Contracts Awarded to M/W/DSBE Prime Contractors	7	124	25	330	14	169	33	420
% Contracts Awarded to M/W/DSBE Prime Contractors	7.1%	20.3%	6.4%	14.6%	11.1%	22.9%	10.4%	16.7%
# Contracts With at Least 1 M/W/DSBE Sub-Contractor	92	215	38	354	102	153	22	277
% Contracts With at Least 1 M/W/DSBE Sub-Contractor	92.9%	35.2%	9.7%	15.6%	81.0%	20.7%	7.0%	11.0%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[21] All Contract Types includes PW, PPS, and SSE contracts, and also MPO and SOP contracts.

[22] Econsult Solutions' counting methodology differs slightly from that of the City in relation to the use of unique contract identification numbers. As a result, there are differences between these results and those that appear in OEO's FY 2013 Participation Report.

4. **M/W/DSBE Availability Increased Slightly** – M/W/DSBEs represented 22.9 percent of "ready, willing, and able" firms within the Philadelphia MSA, up 2.2 percentage points from 20.7 percent in FY 2012. In FY 2013, availability increased or remained the same for all M/W/DSBE categories (see Table 2.8). "Ready, willing, and able" is assumed to mean firms with one or more employees in industry codes for which the City contracts for goods and services. The change from FY 2012 to FY 2013 reflects not a change in availability at the individual product or service level, but rather a change in the composition of products and services procured by the City.

Table 2.8 – FY 2013 Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA (Weighted Average Approach)

M/W/DSBE Category	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
All MBE	2.9%	8.8%	6.3%	7.3%	2.9%	8.8%	4.8%	6.5%
All WBE	8.5%	18.1%	13.7%	15.6%	8.5%	18.0%	11.4%	14.2%
All M/W/DSBE	**11.4%**	**26.9%**	**20.0%**	**22.9%**	**11.4%**	**26.7%**	**16.1%**	**20.7%**

Source: US Census Bureau Survey of Business Owners (2007), OEO Annual Participation Report (FY 2011, FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

5. **Overall Disparity Remains an Issue –** There was a small decrease in the disparity ratio, from 0.82 in FY 2012 (MSA utilization of 17.0 percent vs. MSA availability of 20.7 percent) to 0.78 in FY 2013 (MSA utilization of 17.8 percent vs. MSA availability of 22.9 percent) (see Table 2.9). An overall disparity ratio of less than 1 means that M/W/DSBE utilization is still not in parity with M/W/DSBE availability, although the disparity ratio is over 1 for PW contracts.

Table 2.9 – FY 2013 Disparity Ratio = Utilization of M/W/DSBEs Located in the Philadelphia MSA in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts), Less Contracts with Few or No Opportunity, Divided by Availability of Ready, Willing, and Able M/W/DSBEs in Philadelphia MSA

FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
1.41	0.69	0.89	0.78	1.46	0.76	0.52	0.82

Source: Econsult Solutions, Inc. (2013, 2014); Utilization = FY 2012 OEO Participation Report (2013); Availability = US Small Business Administration – Philadelphia District Office (2012)

6. **Utilization Rates Would Be Lower, and Therefore Disparity Ratios Would Worsen, if "Few or No Opportunity" Contracts Were Included –** Excluded from the $841 million in contracts analyzed in this report are 59 contracts totaling $156 million for which there are few or no M/W/DSBEs available to participate and therefore very little chance for M/W/DSBE utilization (see Table 2.10).

Table 2.10 – FY 2013 Contracts with Few or No Opportunity, as Determined by the City's Office of Economic Opportunity

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types[23]	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
#	2	34	23	59	0	34	26	60
$M	$11.2	$117.2	$26.0	$155.5	$0	$107.9	$54.7	$162.5

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Including these contracts in the analysis, the utilization of M/W/DSBEs in the US would be 23.3 percent (rather than 27.7 percent) and the utilization of M/W/DSBEs in the MSA would be 13.5 percent (rather than 17.8 percent), which would yield a disparity ratio of 0.62 instead of 0.78 (see Table 2.11). Utilization levels and corresponding recommended participation goals were determined based on the exclusion of these "few or no opportunity" contracts in order to focus efforts on those contracts for which there was more of a chance for M/W/DSBE utilization.

[23] Includes $1.5 million in sole source contracts

Table 2.11 – FY 2013 Disparity Ratio, Both Excluding and Including Contracts with Few or No Opportunity[24]

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
MSA Availability	11.4%	26.9%	20.0%	22.9%	11.4%	26.7%	16.1%	20.7%
MSA Utilization Excluding "Few or No"	16.1%	18.7%	17.9%	17.8%	16.7%	20.2%	8.5%	17.0%
Disparity Ratio Excluding "Few or No"	**1.41**	**0.69**	**0.89**	**0.78**	**1.46**	**0.76**	**0.52**	**0.82**
MSA Utilization Including "Few or No"	14.7%	14.0%	14.4%	14.1%	16.7%	14.9%	5.3%	13.2%
Disparity Ratio Including "Few or No"	**1.29**	**0.52**	**0.72**	**0.62**	**1.46**	**0.56**	**0.33**	**0.64**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[24] See Appendix J for a full list of FY 2013 and FY 2012 contracts with few or no opportunity for M/W/DSBEs.

3 PARTICIPATION GOALS

For some M/W/DSBE categories and some contract types, current utilization rates are lower than current availability rates (i.e. the disparity ratio is less than 1.0), while for other M/W/DSBE categories and contract types, current utilization rates are higher than current availability rates (i.e. the disparity ratio is greater than 1.0). We base our recommended participation goals on these comparisons, and in some cases recommend a "stretch goal" that may be higher than both FY 2013 utilization and availability (see Table 3.1, Table 3.2, and Table 3.3).

Table 3.1 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Excluding and Including Contracts with Few or No Opportunity for M/W/DSBE Participation

Excluding Few or No Opportunity Contracts	PW	PPS	SSE	All Contract Types
All MBE	13%	21%	11%	19%
All WBE	10%	18%	14%	16%
All M/W/DSBE	24%	33%	26%	30%
Including Few or No Opportunity Contracts	**PW**	**PPS**	**SSE**	**All Contract Types**
All MBE	12%	16%	9%	16%
All WBE	9%	14%	12%	14%
All M/W/DSBE	22%	25%	21%	25%

Source: Econsult Solutions, Inc. (2014)

Table 3.2 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Less Contracts with Few or No Opportunity, by Contract Type and by M/W/DSBE Category[25]

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY12/FY13 Actual
White Female	U: 8%	U: 11%	U: 10%	U: 10%	
Native American	U/A: 0%	U/A: 0%	U/A: 0%	U/A: 0%	
Asian American	U: 2%	A: 5%	A: 3%	A: 4%	
African American	U: 6%	U: 17%	U: 9%	U: 12%	
Hispanic	U: 5%	U: 2%	U: 1%	U: 2%	
All MBE	**U: 13%**	**U: 21%**	**U: 11%**	**U: 19%**	**FY12: 21.2% FY13:18.8%**
All WBE	**U: 10%**	**A: 18%**	**A: 14%**	**A: 16%**	**FY12: 9.0% FY13 12.2%**
City-Based M/W/DSBE	**U: 7.5%**	**U: 13%**	**U: 12.5%**	**U: 12%**	**FY12: 11.4% FY13: 12.5%**
All M/W/DSBE	**S: 24%**	**U: 33%**	**S: 26%**	**S: 30%**	**FY12: 28.2% FY13: 28.1%**
FY12/FY13 Actual	**FY12: 24.4% FY13: 20.6%**	**FY12: 30.2% FY13: 32.6%**	**FY12: 26.1% FY13: 20.8%**	**FY12: 28.2% FY13: 28.1%**	

Source: Econsult Solutions, Inc. (2014)

[25] The utilization rates used to set participation goals do not include federally funded contracts, over which the City has limited influence to set participation goals, and does not include contracts for which there are few or no opportunities for M/W/DSBE participation. Prefix of "U" = FY 2013 Utilization > FY 2013 Availability (i.e. disparity ratio > 1.0), so Participation Goal = FY 2013 Utilization. Prefix of "A" = FY 2013 Availability > FY 2013 Utilization (i.e. disparity ratio < 1.0), so Participation Goal = FY 2013 Availability. Prefix of "S" = "Stretch Goal," since Participation Goal > FY 2013 Utilization and FY 2013 Availability. FY 2006 to FY 2011 results also do not include City contracts for electric utilities, which are included in the FY 2012 and FY 2013 results.

Table 3.3 – Actual and Recommended M/W/DSBE Utilization for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts

	Actual (incl. "Few or No Opportunity" Contracts)[26]						Actual (excl. "Few or No")[27]		Goal
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	
All M/W/DSBE	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%	28.2%	28.1%	30%
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%	21.2%	18.8%	19%
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%	9.0%	12.2%	16%
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%	24.4%	20.6%	24%
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%	30.2%	32.6%	33%
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%	26.1%	20.8%	26%

Source: Econsult Solutions, Inc. (2014)

In cases where actual utilization is less than actual availability (i.e. the disparity ratio is less than 1.0, which represents under-utilization), we tend to recommend that future utilization rates increase to current availability rates as measured in this analysis.

Conversely, in cases where actual utilization is greater than actual availability (i.e. the disparity ratio is greater than 1.0, which represents over-utilization), we tend to recommend that future utilization rates hold at current utilization rates.

Thus, the levels suggested as participation goals can be offered as benchmark utilization rates that should be strived for, with a prefix of "U" signifying cases in which M/W/DSBE utilization is currently greater than M/W/DSBE availability, and a prefix of "A" signifying cases in which M/W/DSBE utilization is currently lower than M/W/DSBE availability.

[26] FY 2006 to FY 2009 results are adjusted to include SSE waste management spending that was not previously accounted for in published Annual Disparity Studies because it was from amendments to existing contracts rather than awarded contracts. FY 2006 to FY 2011 results do not exclude City contracts for which there were few or no opportunities for M/W/DSBE participation.

[27] FY 2012 to FY 2013 results exclude City contracts for which there were few or no opportunities for M/W/DSBE participation. FY 2006 to FY 2011 results also do not include City contracts for electric utilities, which are included in the FY 2012 and FY 2013 results.

In the case of overall M/W/DSBE utilization, we recommend a participation goal that is higher than both FY 2013 utilization and FY 2013 availability. This **"stretch" goal,** signified with a prefix of "S," represents a desire to reach past the limitations set by both historical utilization and historical availability. "Stretch" goals acknowledge that increasing participation beyond historical utilization and historical availability may be a worthwhile public policy goal.[28]

This particular "stretch" goal is also based on the fact that FY 2012 utilization for city operating departments was almost 30 percent (29.0 percent). Also, it should also be noted that the FY 2013 availability at the City of Philadelphia level was 32.3 percent (vs. 19.6 percent at Philadelphia MSA level) (see Table C.4 and Table C.5 in Appendix C). While we weighted MSA-level data more heavily than City-level data, the higher availability estimate for the City-level data suggests that availability may be far higher than the estimated 19.6 percent, and provides numerical support for higher participation goal levels.

In the case of M/W/DSBE utilization in PW and SSE contracts, we recommend a participation goal that is higher than both FY 2013 utilization and FY 2013 availability, but that is in line with FY 2012 utilization.

The MBE and WBE goals add up to more than the overall goal because it is assumed that some M/W/DSBE participation will come from businesses that are both MBE and WBE. The PW and SSE goals are less than the overall goal because these goals are meant to be minimums; it is not intended for the City to simply reach but also exceed its participation goals in PW, PPS, and SSE contracts, such that its overall participation level reaches or exceeds 30 percent. It is also meant to ensure that the City does not reach its overall participation goal simply by having very high participation in some but not all contract types; rather, it is hoped that the City reaches its overall participation goal and also has relatively high participation in all contract types.

[28] Section 6-109 of the Philadelphia Home Rule Charter, which provides guidance on how Annual Participation Goals are to be set, notes that goals must be informed by historical utilization and availability rates, but it does not appear to infer that they must be constrained by them, particularly as it relates to redressing specific patterns of past discrimination. Hence, recommending "stretch goals" that are set in part by considering historical utilization and availability rates but that are themselves higher than these historical rates does not appear to be forbidden.

4 RECOMMENDATIONS

4.1 OVERVIEW

The FY 2013 Disparity Study project team of Econsult Solutions, Inc. and Milligan & Company, LLC presents the following recommendations and program achievements to the City of Philadelphia Office of Economic Opportunity (OEO). This section reinforces many of the activities currently implemented by OEO and offers additional focus areas for continued sustainability.

Table 4.1 summarizes the recommendations based on the findings from the FY 2013 study. There were many positive findings and others will need further exploration to reduce disparity ratios identified in the study. OEO's capacity enhancement efforts are being realized as shown in the increases in prime contractor dollars to M/W/DSBEs over past years along with utilization of M/W/DSBE firms within the Philadelphia MSA and city limits.

Table 4.1 – FY 2013 Annual Disparity Study Recommendations

Findings and Recommendations		
Finding	Use of M/W/DSBEs inside City/MSA increasing	Continue Capacity Building and Inclusion Programs with emphasis in Professional Services
Finding	Prime contracts dollars to M/W/DSBEs increasing	Grow More M/W/DSBE Firms to Prime Contractors
Finding	M/W/DSBE availability changing	Continue to Increase OEO Registry
Finding	Overall disparity remains an issue	Review Procurement and Bidding Practices Continue Conducting Business Surveys and Focus Groups
Achievements		
Achievement	Increased Oversight & Accountability	Economic Opportunity Plans (EOP) Analysis Quasi-Public/Federally Funded Utilization Reporting Information Technology Initiatives
Achievement	Capacity Building & Inclusion	Capacity Building Initiatives
Achievement	Research & Development	Low Availability Categories

Source: Econsult Solutions, Inc./Milligan & Company, LLC (2014)

In FY 2013, the Office of Economic Opportunity (OEO) committed to three key areas for inclusion within City government- Talent, Tools and Transparency. This section additionally highlights the many achievements of OEO as a result of their commitment to M/W/DSBE inclusion. Of the many achievements conducted by OEO this past year, five are highlighted that speak to Talent, Tools and Transparency. A significant investment in personnel has enhanced the knowledge base of the OEO T*alent* pool through software training and certifications in contract compliance. These innovative *Tools* enabled OEO to increase its level of oversight in prompt payment, monitoring and reporting. The monitoring of Economic Opportunity Plans and reporting M/W/DSBE utilization based on quasi-public, federally funded and low availability factors has created a level of *Transparency* in contracting with City government.

4.2 FINDINGS AND RECOMMENDATIONS

4.2.1 Use of M/W/DSBEs Inside the City Continues to Increase

RECOMMENDATION: Continue Capacity Building and Inclusion Programs with emphasis in Professional Services

For the past three fiscal years, utilization of M/W/DSBEs within the City of Philadelphia limits has continued to increase in the "all contracts" category. The utilization for FY 2012 and FY 2013 was 10.7 percent and 12.5 percent excluding contracts with few or no opportunities for minority participation, and 5.6 percent and 10.0 percent including contracts with few or no opportunities for minority participation, respectively. This trend can be directly attributed to OEO supporting capacity building programs in FY 2013 designed to strengthen the finances and operations of small businesses, as reported in the OEO Annual Report. OEO supported a Construction Management Building Blocks Program with Skanska USA, Temple University and the Minority Supplier Development Council, a Women's Business Enterprise National Council program for business start-ups, and the Goldman Sachs 10,000 Small Business Program. OEO is collaborating with Turner Construction on a Capacity Building Outreach Program in FY 2014 and has plans to roll out a capacity building program for professional service businesses in FY 2015

Table 2.3 shows a 0.6 point decline in professional service contract awards for businesses located within city limits between FY 2012 (13.6 percent) and FY 2013 (13 percent). Professional Services accounted for 65 percent of the City's annual departmental spending according to the FY 2013 Annual Report. These statistics support that M/W/DSBE growth is needed for professional services within Philadelphia city limits.

The City should continue its collaboration efforts with existing capacity building programs and new program initiatives. This should include creating a program focusing on professional service firms and modeling a new program on the Goldman Sachs 10,000 business program for smaller businesses that may not meet the Goldman Sachs program criteria of having a business in operation for two or more years with revenues between $150,000 and $4 million and with a minimum of four employees including the owner.

4.2.2 Prime Contracts Dollars to M/W/DSBEs Increasing

RECOMMENDATION: Grow more M/W/DSBE firms to Prime Contractors

A number of firms completed the OEO sponsored Capacity Enhancement Program in FY 2012 to better position themselves for contract opportunities in FY 2013. Although there was a decline in the number of prime awards to M/W/DSBEs, there was an increase in the prime contract dollars awarded to these firms. The average contract size awarded to M/W/DSBE primes increased from $130,000 in FY 2012 to $210,000 in FY 2013 while the number of prime contracts awarded decreased from 420 contracts in FY 2012 to 330 contracts in FY 2013. The FY 2012 Disparity Study recommendation was to prepare firms for prime award opportunities in public works contracts. The FY 2013 recommendation will be to expand the emphasis to all contract categories.

4.2.3 M/W/DSBE Availability Changing

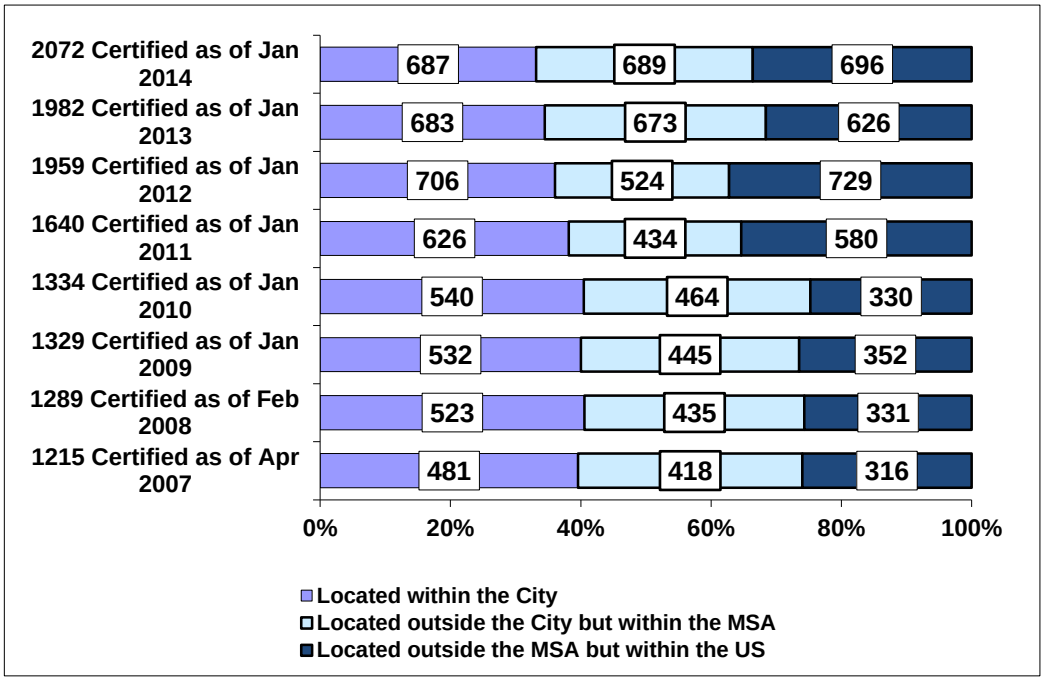
RECOMMENDATION: Continue outreach functions and researching certification agencies to increase OEO Registry

The availability of M/W/DSBEs represented 22.9 percent for firms within the Philadelphia MSA, which was up slightly from 20.7 percent in FY 2012 (See Table 2.8). As noted in the results, the change from FY 2012 to FY 2013 reflects not a change in availability at the individual product or service level, but rather a change in the composition of products and services procured by the City.

Figure 4.1 represents the number of firms in the OEO registry based on location. Since 2007, OEO has increased the registry by 857 certified firms. This is a 70.5 percent increase despite occasional purging of the registry by OEO to remove inactive firms. The majority of this increase, 65 percent, occurred in the number of firms located in the MSA. M/W/DSBE firms located in the City and MSA represent 66.4 percent of the OEO registry. The remaining 33.6

percent of firms are located outside of the MSA but are ready, willing, and able to do business with the City of Philadelphia. The number of firms located in the City and MSA for FY 2013 was 1,376, which was a 1.5 percent increase from the previous year of 1,356 firms. There was an 11 percent increase in the number of firms located outside of the MSA. The number of firms in the OEO registry located outside the MSA but in the US grew from 626 in FY 2012 to 696 in FY 2013. This increase reflects OEO's ongoing outreach efforts to find qualified M/W/DSBEs who are ready, willing, and able to participate on contracts.

Figure 4.1 - Distribution of OEO-Certified Firms



Source: City of Philadelphia Office of Economic Opportunity (2007-2014), Econsult Solutions, Inc. (2007-2014)

OEO has continued to increase the registry every year through certification outreach efforts and researching certification agencies that maintain a thorough review process to ensure firms are qualified M/W/DSBEs. The Pennsylvania Unified Certification Program (PA UCP), Minority Supplier Diversity Council (MSDC), and Women's Business Enterprise National Council (WBENC) are the predominant certifying agencies from which OEO identifies firms. The OEO registry includes approximately 14 percent more certified firms than the PA UCP statewide directory. The list of approved certification agencies continues to increase even beyond the Pennsylvania borders. The OEO will additionally accept Minority, Women, and Disabled Business Enterprise

certifications from approved agencies in New Jersey, Delaware, Maryland, Virginia and other municipal level certifications across the nation.

Challenges persist with finding reputable agencies that conduct a "full review" rather than "self certification" process. The certification process is a labor intensive process and agencies have gone to self certification or discontinued providing certification services for eligible M/W/DSBEs. This presents a struggle for OEO and other registry end users who seek to do business with ready, willing and able M/W/DSBE firms to provide quality products and/or services on local, state and federally funded projects. Similarly, firms are discouraged from going through a rigorous process to prove their M/W/DSBE status. Registration benefits are outlined on the OEO website which includes a list of approved certification agencies and information on City purchasing patterns and contracting opportunities. The OEO should continue to encourage firms to seek certification through the various agencies, highlight success stories, and educate businesses through capacity enhancement programs offered by the City and its strategic partners in the public, private, and non-profit sectors.

4.2.4 Overall Disparity Remains an Issue

RECOMMENDATION: Review Procurement and Bidding Practices

The FY 2013 disparity ratio shown in Table 2.9 indicates an overall disparity with M/W/DSBE participation in the Philadelphia MSA. The disparity ratio went down, meaning that disparity worsened, from FY 2012 (0.82) to FY 2013 (0.78). More M/W/DSBE inclusion is needed to close the disparity gap. The availability of firms will increase as the OEO registry increases. Addressing some of the issues discussed in the OEO registry recommendation section of this report should muster more firms seeking registration with OEO.

Public procurement processes can often create barriers for small businesses. OEO should examine the City's procurement procedures to ensure that bidders and proposers have adequate time to assemble teams for M/W/DSBE inclusion prior to the bid or proposal due dates. For professional service and public works contracts, primes may need additional time to review quotes and negotiate with M/W/DSBEs. The response time allotted should be commensurate with the scope and size of the project.

Certified M/W/DSBEs may also need additional time to market their products and services to prime contractors. Opportunities are usually provided during the pre-bid or pre-proposal phase for match making between primes and subcontractors. Frequently prime contractors rely on existing relationships with both M/W/DSBE and non-M/W/DSBE subcontractors to form teams

for bidding on contracting opportunities. Subcontractors, especially those trying to grow and build capacity related to specific contracting opportunities, need time to form relationships and to demonstrate to prime contractors and other potential bidders that they have the skills and experience to successfully perform as part of the team. OEO directs suppliers to the City's Procurement Department website and all personal and professional service firms to the econtractphilly.gov website. The City should explore creating a "plan holders" list. Firms that register on the procurement website would be granted viewing only access to all opportunities. If the firm downloads the entire proposal, then they are classified and advertised as a "plan holder" for that particular opportunity. Subcontractors can then contact these "plan holders" directly to market their services. This allows M/W/DSBEs to get in earlier on the contracting process and potentially prior to any pre-bid meetings.

RECOMMENDATION: Continue to conduct Business Surveys and Focus Groups

OEO completed the compilation of the FY 2012 business survey results from the City's program participants. Business surveys are an excellent tool for determining barriers to achieving success in the market place. Anecdotal analysis is a common component of most disparity studies to gather qualitative evidence for disparities between M/W/DSBE and non-M/W/DSBE firms. It is recommended that OEO continue conducting the business surveys for the next fiscal year. The surveys should include collecting information from both M/W/DSBE and non-M/W/DSBE firms as recommended in the U.S. Commission on Civil Rights 2006 Briefing Report.[29]

4.3 ACHIEVEMENTS

4.3.1 INCREASED OVERSIGHT & ACCOUNTABILITY

Economic Opportunity Plan Analysis

An Economic Opportunity Plan (EOP) is required whenever a company is pursuing or enters into a development project or contract with the City exceeding $250,000, in accordance to Section 17-1603 (2) of The Philadelphia Code. The Code identifies an EOP as a document that provides a written commitment by the contractor to use best and good faith efforts to provide opportunities for M/W/DSBEs to participate in all phases of the project or contract and

[29] http://www.usccr.gov/pubs/DisparityStudies5-2006.pdf

maximize workforce diversity. The City also expects Non-Profit organizations to implement best and good faith efforts to supplier diversity.

The City is to be commended for their implementation, monitoring and reporting efforts for Economic Opportunity Plans. As part of their commitment to transparency, OEO published the 2013 Report, *A Review of Philadelphia's Economic Opportunity Plans 2009 – 2013; Assessing Goal Achievement and Compliance*. The report reviewed goal achievement related to 473 EOPs initiated on projects between 2009 and 2013. This expansive report was the City's first ranking of EOPs since becoming a law in 2007. The 2013 Disparity Study includes an addendum with further analysis of Economic Opportunity Plan achievements and trends (see Addendum: Economic Opportunity Plan Analysis 2009-2013).

Quasi-Public / Federally Funded Utilization Reporting

OEO is to be acknowledged for its commitment to transparency and accuracy in reporting M/W/DSBE utilization. The 2013 Disparity Study has taken into consideration the impact of quasi-public and federally funded contracts on M/W/DSBE participation. The City disparity studies did not include quasi-public City contracts. The consultant team recommended revising the reporting structure to include quasi-public City contracts and not include U.S. Department of Transportation (USDOT) funded contracts in utilization and goals since the City has limited control in goal setting on federal contracts OEO was instrumental in providing data collected from quasi-public entities going toward the base in City funded contract opportunities in time for the 2013 Disparity Study. According to the FY 2013 City of Philadelphia OEO Annual Report, contracts awarded by quasi-public agencies represented $70.1 million, or 29.4 percent to M/W/DSBEs.

The 2013 annual report identified that federally funded City contracts represented $38.7 million or 17.3 percent in M/W/DSBE awards. The OEO establishes and administers opportunities for Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs) collectively known as M/W/DSBEs. The USDOT Disadvantaged Business Enterprise (DBE) program is implemented by different departments and governed by different statues and should be segregated from City M/W/DSBE goals and utilization.

The Disadvantaged Business Enterprise (DBE) program is required for recipients who anticipate awarding $250,000 or more in U.S. Department of Transportation funded contracts. The DBE program is governed by Title 49 Code of Federal Regulations (CFR) Part 26 and Part 23 for the Airport Concessionaire DBE program (ACDBE). The City of Philadelphia is a direct recipient of funds from the USDOT Federal Aviation Administration (FAA) and a sub-recipient of USDOT Federal Highway Administration (FHWA) funds through Pennsylvania Department of Transportation (PennDOT). The City of Philadelphia Aviation Department DBE Program Office

establishes DBE overall and contract goals in accordance to 49 CFR Parts 23 and 26. For FHWA funded contracts, PennDOT establishes DBE contract goals for funds passed-on to the City. Therefore, OEO does not establish a DBE goal for either program and is restricted from applying local requirements such as Chapter 17-1600 or Executive Order 03-12. The DBE goals and participation are reported to FAA and FHWA by the direct recipients, Aviation and PennDOT, respectively for these federal funds.

Information Technology Initiatives

The City continues to make significant strides with incorporating technology in their monitoring and reporting process. OEO and Office of Innovation and Technology (OIT) launched the Contract Compliance Reporting System in 2013. This system allows for automated input and review of prompt payment and other monitoring functions which was historically done manually. OEO reports that the new system has already provided returns on investment through reallocation of city resources to outreach, research and development of firms.

Initiatives for FY 2014 include the Labor Standards Unit launching a certified payroll tracking system for City construction projects and a Contract Activity Data Base. The labor module software will allow the City to monitor prevailing wages and workforce data online. The OIT is seeking to provide public access to over 2000 contracts awarded by the City each year. Obtaining access to activity database information will allow businesses to align with City spending patterns and be more competitive in bid and RFP responses.

4.3.2 CAPACITY BUILDING & INCLUSION

Capacity Building Initiatives

The 2013 Disparity Study included a recommendation that OEO continue the capacity building programs with expansion in specific industries. OEO has played a pivotal role in the success of many businesses this past year. The 2013 OEO Annual Report highlights profiles of successful M/W/DSBEs that completed the Goldman Sachs 10,000 Small Business Initiative, participated in OEO Alliance Partners programs or other outreach opportunities provided by OEO.

OEO is also to be commended for its collaborative efforts with organizations for the enhancement of small business. In FY 2013, OEO reported supporting three capacity building programs to strengthen the finances and operations of small businesses. Temple University, Skanska USA and the Minority Supplier Development Council provided a Construction Management Building Blocks program for contractors as a follow up to the 2012 OEO sponsored Capacity Enhancement Program. Many OEO registered firms also benefited from the Emerging Business Loan Program provided by the Philadelphia Industrial Development

Corporation (PIDC). With plans to work with Turner Construction's Capacity Building Outreach program in FY 2014, OEO continues to institute programs and build relationships to help small businesses such as a construction outreach program with the University of Pennsylvania to build small construction businesses to a $5 million capacity.

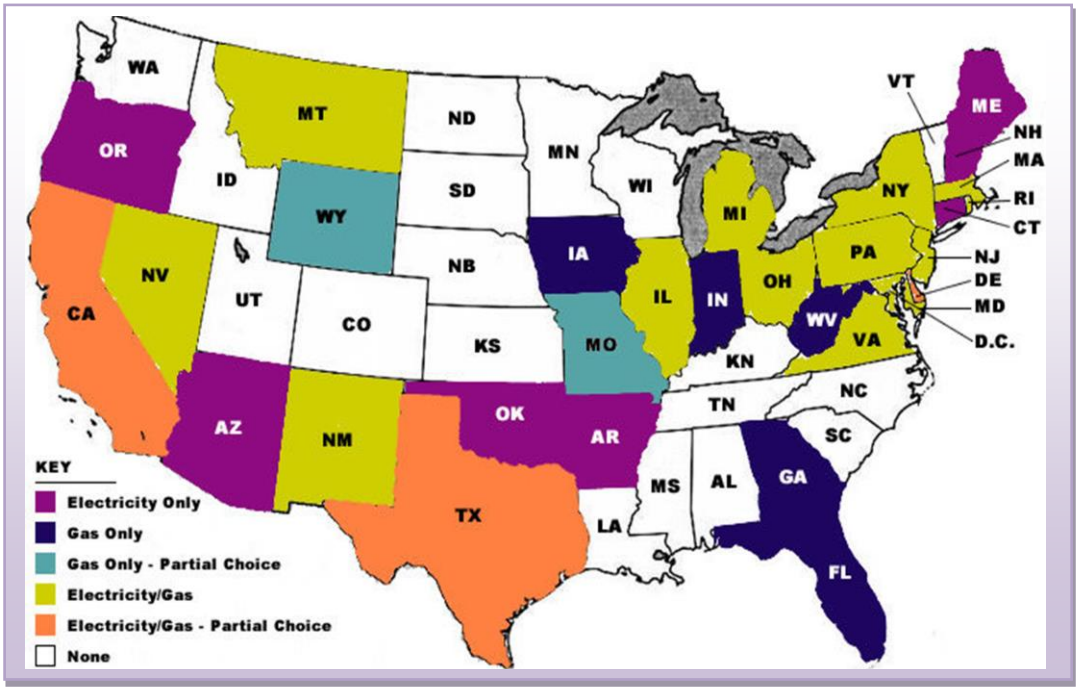
4.3.3 RESEARCH & DEVELOPMENT

Low Availability Categories

OEO is to be recognized for its continuous efforts in researching the availability of M/W/DSBEs in highly regulated commodities. Challenges remain with increasing M/W/DSBE availability for various services and commodities as part of the City's spend categories. OEO identified water treatment chemical contracts in the Supply, Service and Equipment category and Electric Supply and Services contracts in the Personal and Professional Service category as the top two highest City spend areas with limited M/W/DSBEs in the OEO registry. The availability of M/W/DSBE firms is historically low in commodities such as fuel, water and electricity supply primarily due to stringent licensing and capital requirements. In addition to wholesale electricity providers, there are other extensive licenses and certifications required, such as the International Organization for Standardization (ISO) certifications, in certain wholesale utility markets. Water Treatment Chemicals is another area in the City's spend with high regulatory standards and limited M/W/DSBE availability. OEO has conducted extensive research to find qualified M/W/DSBE firms that can participate in water and electricity industries. With deregulation of utilities, public and private sector organizations are facing challenges in maintaining their supplier diversity levels.

The Federal Energy Regulatory Commission (FERC) allowed states to choose if they wanted deregulation of gas and electricity. Several states chose to deregulate either gas or electric with some states choosing both or partial deregulation (see Figure 4.2). In FY 2011, the Commonwealth deregulated the electricity market in Pennsylvania opening competition in the utility wholesale market. The City subsequently separated the purchase of electricity supply, historically distributed by PECO, to a Licensed Service Provider (LSP) selected through a competitive process. These LSPs must be licensed by the FERC and the State of Pennsylvania's Public Utility Commission.

Figure 4.2 – Gas and Electricity Deregulation by State



Source: QuantumGas.com

As part of their efforts, OEO has encouraged firms from across the nation to get registered on the OEO directory to increase availability in historically limited M/W/DSBE categories. As a result, approximately one-third of the OEO registry is outside of the Commonwealth and Philadelphia Metropolitan Statistical Area (MSA). States and municipalities throughout the country face similar challenges with sustaining M/W/DSBE participation in deregulated utility markets. See the highlight below for more information of how this was addressed by the California Public Utilities Commission.[30]

[30]The California Public Utility Commission (CPUC) regulates privately owned electric, natural gas, telecommunications, water, railroad, rail transit, and passenger transportation companies, in addition to authorizing video franchises. CPUC was established in 1911 by Constitutional Amendment as the Railroad Commission. In 1912, the Legislature passed the Public Utilities Act, expanding the Commission's regulatory authority to include natural gas, electric, telephone, and water companies as well as railroads and marine transportation companies. In 1946, the Commission was renamed the California Public Utilities Commission.

California Public Utilities Commission

In May 1988, the California Public Utilities Commission (CPUC) issued General Order 156 (GO 156). Under GO 156, all investor-owned electric, gas, water and telecommunication utility companies with gross annual revenues in excess of $25 million and their regulated subsidiaries and affiliates, are to develop and implement programs to increase the utilization of woman and minority owned businesses. Voluntary procurement goals of 5% for women and 15% for minorities were initially established, and later expanded to include a goal of 1.5% for service-disabled veterans.

Certification of eligible suppliers was designed to encourage, recruit, and utilize woman and minority owned businesses by participating utilities through creation of a Clearinghouse program. The Clearinghouse is a Commission-supervised entity whose primary purpose is to audit and verify the status of woman and minority owned businesses, and to establish and maintain a database of woman, minority, and service disabled veteran owned businesses that is accessible to the CPUC and to participating utilities. The Clearinghouse audit and verification program precludes the need for individual utilities to audit and verify woman and minority owned businesses with whom they do business.

The Commission collects annual reports of M/W/DSBE participation from participating utilities and communication companies. The 2013 reports submitted to the Commission highlighted several utility and water companies' efforts to include Diverse Business Enterprises (DBEs) in their Supplier Diversity Programs, capacity building and inclusion initiatives, annual subcontracting plans, and M/W/DSBE sponsorships to obtain ISO certifications and other regulatory licenses for increased opportunities in their applicable markets.

Source: California Public Utilities Commission

The CPUC annual report inclusions are similar to what OEO requires in contractor Economic Opportunity Plans. The question may be asked, what opportunities are available for OEO to capture second tier participation and how would it be counted? The City spends upwards of $50 million for electric service from PECO, a company that has a strong supplier diversity program in place. As OEO continues to explore M/W/DSBE opportunities in the utility and water markets, approaches from the CPUC and its participating companies, as well as research

around cities incorporating second tier participation could identify best practices to increase utilization in limited M/W/DSBE availability categories.

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OVERVIEW

Appendices A through C in this volume provide the background and analysis behind Volume I of the City of Philadelphia FY 2013 Annual Disparity Study.

Appendix A of this report explains the context in which the report was generated and the methodology used. Appendix A also details the approach used to measure the levels of utilization and availability of the various M/W/DSBE categories under consideration. We will also briefly discuss how our **methodology** both builds on and differs from that used by DJMA in the FY 1998-2003 study, and what changes have been made from the methodology employed in Econsult Solutions' previous studies.

Appendix B provides a detailed analysis of the **utilization** and **availability** rates we calculated, as well as the **disparity ratios** for the M/W/DSBE categories under consideration. Our analysis is broken down by M/W/DSBE category, as well as geographic location, in order to give a full picture of M/W/DSBE participation in the City of Philadelphia and in the Philadelphia MSA. Appendix B also provides an analysis and discussion on the impact of excluding contracts when there are few or no M/W/DSBEs available to participate.

Appendix C provides **participation goals** for future years based on the disparity ratios calculated from the FY 2013 data. We include aggregate participation goals as well as separate participation goals for MBEs, WBEs, and DSBEs, and for PW, PPS, and SSE contracts.

Appendices D through I provide the detailed data tables generated for the report. Appendix D and Appendix E provide additional documentation of data sources, methodological approaches, and resulting data files for the FY 2013 Disparity Study. Appendix F provides a distribution of OEO-registered firms. Appendix G, Appendix H, and Appendix I provide additional detail on estimated results for utilization, availability, and disparity.

Appendix J shows FY 2012 and FY 2013 contracts for which there are few or no M/W/DSBEs available to participate.

Appendix K provides a list of acronyms for reference.

Addendum: The City of Philadelphia Economic Opportunity Plan Analysis Fiscal Years 2009-2013 discusses the City's performance in achieving participation goals set on various Economic Opportunity Plan (EOP) projects.

APPENDIX A: CONTEXT AND METHODOLOGY

A.1 CONTEXT

A.1.1 LEGAL BASIS

Ordinance 060855-A requires that an Annual Disparity Study is produced, from which annual Participation Goals can be set, pursuant to Section 6-109 of the City's Home Rule Charter. Per the ordinance, this Annual Disparity Study must distinguish between Personal and Professional Services (PPS) contracts, Public Works (PW) contracts, and Services, Supplies and Equipment (SSE) contracts. In addition, this study is required to analyze M/W/DSBEs owned by persons within the following racial, ethnic, and gender categories:

- African Americans
- Hispanics
- Asian Americans
- Native Americans
- Women
- Disabled

"Disparity" reflects the ratio of M/W/DSBE utilization to M/W/DSBE availability. For the purposes of this report, **"utilization"** for each M/W/DSBE category and contract type is defined as the total dollar value of contracts awarded to for-profit M/W/DSBE prime contractors and sub-contractors registered by the City's Office of Economic Opportunity (OEO, formerly known as the Minority Business Enterprise Council, or MBEC), divided by the dollar value of all City contracts awarded to all for-profit prime contractors and sub-contractors, as recorded in OEO's annual Participation Report. Stated briefly, the utilization rate for a given M/W/DSBE category can be viewed as the percentage of dollars from all City contracts that went to businesses that have been registered as M/W/DSBEs by OEO in that category.

Conversely, **"availability"** for each M/W/DSBE category and contract type is defined as the proportion of "ready, willing and able" (RWA) M/W/DSBEs located within a particular geography, relative to the total number of all RWA enterprises within that same geography. Thus, the availability rate for a given M/W/DSBE category can be viewed as the percentage of RWA businesses in a particular geography that belong to an M/W/DSBE category.

The target result, the "**disparity ratio**,**"** is the utilization rate divided by the availability rate. A disparity ratio that is greater than 1.0 represents "over-utilization," whereas a disparity ratio less than 1.0 represents "under-utilization."

A.1.2 LEGAL CONTEXT

In presenting the Annual Disparity Study's findings and recommendations, it is important to understand the legal context of M/W/DSBE disparity, and the extent to which legal doctrine has shaped the development of programs for M/W/DSBEs. The *"Croson"* case is universally recognized as the catalyst for the subsequent emergence of standards with respect to race-based municipal programs.

In *Richmond v. J.A. Croson Company, 488 U.S. 469 (1989)*, the Appellant, the City of Richmond, had issued an invitation to bid on a project for the provision and installation of plumbing fixtures at the City's jail. The bid, consistent with the guidelines adopted by the City's Minority Business Utilization Plan, required prime contractors to subcontract 30 percent of the dollar value to minority business enterprises. In large part, the Plan was established as a response to the fact that, though 50 percent of the City's population was African American, less than one percent of construction contracts were awarded to minority business enterprises.

The Supreme Court found the City's reliance on the disparity between the number of prime contracts awarded to M/W/DSBEs and the City's minority population "misplaced". Specifically, the Supreme Court noted that the City did not ascertain the number of M/W/DSBEs available in the local construction market, and consequently failed to identify the need for remedial action. In establishing discriminatory exclusion, the Court set the test as follows:

> *Where there is a statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise.*[1]

With this case, the Supreme Court clearly defined the parameters under which race-based programs will stand: they must meet a compelling government interest, be narrowly tailored to remedy the effects of prior discrimination,[2] and define an availability rate that utilizes the notion of **"ready, willing and able" (RWA)** firms. Disparity Studies have subsequently become a recognized tool for localities in determining whether and where disparities exist, so as to respond and implement accordingly from a roster of race- and gender-specific as well as race- and gender-neutral programming.

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[1] *Richmond v. J.A. Croson Company (1989).*

[2] "Narrowly tailored" was explicitly defined in the *Croson* case to mean that the program should: 1) be instituted either after or in conjunction with race-neutral means of increasing minority business participation, 2) the program should not make use of strict numerical quotas, and 3) the program should be limited to the boundaries of the governmental entity that instituted it.

A.1.3 PROCUREMENT CONTEXT

In furtherance of the City's policy to foster an environment of inclusion, MBEC was established in 1982 to ensure that minority, women and disabled enterprises are afforded equal access and opportunity to compete for and secure contracts within the City. OEO was created in 2008 by Mayor Michael Nutter through Executive Order 14-08 to replace MBEC and to play a broader role on behalf of M/W/DSBEs. Importantly, whereas MBEC fell within the Finance Department and the Finance Director's supervision, OEO was conceived to have dual reporting status, to the Department of Commerce as well as directly to the Mayor, signifying Mayor Nutter's elevation of OEO in terms of holding his administration accountable for success in this arena. Since 2010, OEO has developed an Inclusion Works Strategic Plan and has further integrated its administrative and advocacy roles with other programmatic efforts within the Commerce Department to assist local businesses and stimulate economic development.

Within the City, **the Procurement Department** is a central purchasing agency. The City's stated objective is to acquire services, equipment, and construction at the lowest possible price within an equitable competitive bidding framework. The City generally subdivides contracts into three types: **Public Works (PW), Services, Supplies, and Equipment (SSE), and Personal and Professional Services (PPS)**, with PW and SSE contracts falling under Procurement and PPS contracts controlled at the individual department level**.** These three subdivisions are the contract types that are further examined in this Annual Disparity Study.[3]

[3] For race-neutral purposes, PW bids and all competitive bids for SSE in excess of $30,000 are advertised locally for a specified period of time (typically a two-week period), and contracts are awarded to the lowest responsible bidder. Conversely, for Small Order Purchases, the process is decentralized and driven by local individual operating departments. Specifically, for purchases greater than $500 but less than $30,000, departments are urged to solicit from firms registered by OEO and by the US Small Business Administration (SBA).

Within the PW sector, critical components of responsiveness include:

- For all bids exceeding $30,000, a bid surety that guarantees a vendor's commitment to hold the price, terms and conditions firm or incur liability for losses suffered by the City.
- For all PW contracts in excess of $5,000, contractors are required to furnish a performance as well as payment bond equivalent to 100 percent of the contract amount.

The City attempts to process payments within a timely fashion. Under the OEO anti-discrimination policy, M/W/DSBEs must be paid within a timely fashion, with "timely" being defined as no later than five (5) business days after the prime contractor receives payment. Information technology projects currently being undertaken by OEO and Procurement are improving the accuracy and timeliness of data needed by OEO to monitor this and other related issues.

As for PPS contract opportunities, in February 2006, the City implemented an automated Request for Proposal (RFP) process called "eContractPhilly." eContractPhilly is an online interface that manages the PPS bid contracting process electronically. Under the program, vendors register to create a Vendor Record and submit applications online for PPS bid opportunities, which are posted for a period of 14 days. The system's features are comprehensive and allow vendors to:

- Search new PPS bid contract opportunities.

A.1.4 EXPENDITURE CONTEXT

It is important to define the expenditures analyzed in this Annual Disparity Study with respect to the total distribution of economic opportunity to various M/W/DSBE categories. FY 2013 operating expenditures for the City were $3.5 billion.[4] However, only $997.2 million, or less than one-third, were directly analyzed in this Annual Disparity Study. That $997.2 million represents sealed bid and non-competitively bid contracts. The remainder, which is not included in this report, includes items that cannot as easily be discussed in the context of utilization and availability, with salaries and benefits being the major categories. Effectively, the expenditures evaluated in this report represent **what is under executive control from a procurement standpoint**, and as such the results are one indication of the performance of the Mayor and his administration on the issue of the participation of M/W/DSBEs in City contracts. However, they by no means represent all or even most of City spending.[5]

The FY 2013 report analyzed spending primarily on City contracts as expenditures under executive control. Where available and applicable, information on federally funded City contracts is provided but excluded from the overall analysis since the City does not fully control the goal setting on federally funded contracts (see Table A.1.4.1). M/W/DSBE utilization for FY 2013 federally funded City contracts was 17.3 percent.

- View the names of all applicants for each advertised opportunity.
- Research awarded contracts.
- View renewal certifications for contracts.
- Access reports that summarize non-bid contract activity.

[4] City of Philadelphia Mayor's Operating Budget in Brief for Fiscal Year Ending June 30, 2013, as published by the Office of the Director of Finance in June 2013.

[5] Even within the universe of bid and PPS bid contracts and requests for proposals, not all dollars are included in the data sets used to produce an Annual Disparity Study, due to limitations in the City's present information systems. For example, in cases in which a PW or SSE contract has been awarded in Year 1, and then it is extended in subsequent years through amendments, any M/W/DSBE participation levels for those subsequent years is not captured, but rather only for the original awarded contract, with a few exceptions.

Table A.1.4.1 – FY 2013 MBE/WBE Utilization for Federally Funded City Contracts (In $M)

Contract Type	Number of Contracts	All $ Contracts	% M/W/DSBE	Included in Core Disparity Study Analysis?
PW	20	$38.75	17.3%	No
PPS	0	$0	N/A	N/A
SSE	0	$0	N/A	N/A
All Contract Types	**20**	**$38.75**	**17.3%**	

Source: OEO Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

There are a number of other **quasi-public agencies** that intersect with the City and over which the City holds some influence. These represent additional opportunities for M/W/DSBE participation and are included within the scope of this report. Some of these other agencies report their M/W/DSBE utilization directly to OEO and are therefore listed in OEO's Annual Participation Report. Combined, these agencies represent an additional $238.6 million in contracts in FY 2013 (down from $363 million in FY 2012), for which there was M/W/DSBE participation of 29.4 percent (up from 28.5 percent in FY 2012) (see Table A.1.4.2). Combined M/W/DSBE utilization on City and quasi-public City Contracts was 28.1 percent in FY 2013, down from 28.2 percent in FY 2012 (see Table A.1.4.3).

Table A.1.4.2 – FY 2013 MBE/WBE Utilization for Selected Quasi-Public Agencies

		FY 2013			FY 2012		
Entity	Time Period	All $ Contracts	MBE%	WBE%	All $ Contracts	MBE%	WBE%
PHDC	7/1-6/30	$12.6M	32.8%	6.7%	$42.1M	24.2%	4.7%
PIDC	7/1-6/30	$9.7M	13.6%	19.1%	$7.6M	10.1%	13.5%
RDA	7/1-6/30	$216.3M	22.9%	5.7%	$313.3M	22.6%	6.0%
Total		**$238.6M**	**29.4%**		**$363.0M**	**28.5%**	

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table A.1.4.3 – FY 2013 Utilization of M/W/DSBEs in City Contracts, Quasi-Public City Contracts, and Federally Funded City Contracts, Less Contracts with Few or No Opportunity, by M/W/DSBE Category

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City Contracts	20.6%	32.6%	20.8%	27.7%	24.4%	30.2%	26.9%	28.0%
Quasi-Public City Contracts	N/A	N/A	N/A	29.4%	N/A	N/A	N/A	28.5%
City + Quasi-Public City Contracts	20.6%	32.6%	20.8%	28.1%	24.4%	30.2%	26.9%	28.2%
Federally Funded City Contracts	17.3%	N/A	N/A	17.3%	16.7%	N/A	N/A	16.7%

OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Certain local public sector units, such as the Southeastern Pennsylvania Transportation Authority or the School District of Philadelphia, have programs outside the scope of this report. For example, other city agencies and public entities, most notably the Department of Health and Opportunity, within which lie the Department of Human Services and the Department of Behavioral Health and Intellectual Disability Services, contract out significant amounts of work to non-profit prime contractors, who then enlist the services of for-profit and non-profit subcontractors. As this study only considers for-profit prime contractors and their sub-contractors, procurement opportunities to nonprofit prime contractors and their sub-contractors, such as the ones described above, are excluded from direct analysis. However, OEO is currently working on ways to measure and account for spending associated with contracts to non-profit prime contractors.

Thus, one significant shortcoming of the current and previous studies is that it only analyzes **the subset of all local public expenditures directly under mayoral control**.[8] M/W/DSBEs and their advocates understandably consider all public sector expenditures equally when it comes to business opportunities. Most do not make the narrow legal and administrative distinctions among government departments and quasi-government agencies which are under various degrees of authority by the Mayor and City Council, and which keep differing levels of contract-

[8] These limitations also make disparity comparisons across cities difficult, since mayoral control over various local government functions is not uniform across cities.

by-contract data on M/W/DSBE participation. Said another way, the direct topic an Annual Disparity Study covers is the performance of the Mayor and the procurement decisions made by his or her departments.

Heretofore, we have discussed only local public sector contract opportunities, of which there are many available to local M/W/DSBEs over and above that which is being discussed in this report. Of course, there are a significant number of **state and federal** contract opportunities that are available locally, and the total universe of public sector contract opportunities (federal, state, and local) is dwarfed by opportunities that are available in the broader **private sector**: the US Department of Commerce estimates that private industry contributed over 91 percent of the Philadelphia MSA's Gross Domestic Product of $364 billion.[9]

Therefore, in summary, although this report is necessarily focused on mayoral departments, it is worth noting that there are other public and private sector dollars being spent that are available for M/W/DSBE participation, and other, albeit less forceful, levers the City has at its disposal to encourage M/W/DSBE participation outside of its own contracts. When considering the analysis contained within this report and others like it, it is important to be aware of these limitations, and to appreciate the larger scope of government and private expenditures that is not included in this analysis.[10]

A.1.5 SUMMARY OF PREVIOUS STUDIES

DJ Miller & Associates (DJMA) conducted a Disparity Study for the City in which it analyzed data from 1998 to 2003,[11] while Econsult has conducted the last eight Annual Disparity Studies, looking annually at FY 2006 to FY 2013 data. It is important to note three important differences between the DJMA report and the Econsult report:

- In calculating availability using US Census datasets, DJMA used 1997 data while Econsult had access to 2007 data.

[9] As of 2012, private industries contributed $333 billion, while federal, state, and local governments contributed $31 billion. "Gross Domestic Product by Metropolitan Area," US Department of Commerce – Bureau of Economic Analysis (September 2013).

[10] The 2009 OEO Inclusion Works Strategic Plan noted the importance of non-City procurement opportunities in its efforts to assist M/W/DSBEs, and among other actions OEO completed a "state of inclusive procurement" document that will highlight procurement activities by other large public and private sector procurers within the Philadelphia MSA.

[11] "City of Philadelphia Disparity Study Update Final Report," DJ Miller & Associates (January 27, 2004).

- Where available, Econsult presented data to a finer level of detail, in terms of specific M/W/DSBE categories, the geographic distribution of M/W/DSBE utilization and availability, and department by department performance.

- The DJMA study was used to satisfy the standards established in the *Croson* case, whereas Econsult reports were more designed to address issues of performance.

Despite these differences, it is instructive to compare results from these two sets of reports. Doing so provides some sense of M/W/DSBE utilization during the time periods of the two reports. We note, for example, the significant increase in M/W/DSBE utilization between the 1998-2003 time period and FY 2006 to FY 2013 (see Table A.1.5.1).

Table A.1.5.1 – FY 1998-2003 vs. FY 2006-2013 Utilization of M/W/DSBEs Located within the Philadelphia Metropolitan Statistical Area (MSA) for City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts)

	DJ Miller FY 1998-2003	Econsult FY 2006	Econsult FY 2007	Econsult FY 2008	Econsult FY 2009	Econsult FY 2010	Econsult FY 2011	Econsult FY 2012	Econsult FY 2013
MBE	5.7%	14.6%	13.0%	12.7%	11.6%	7.2%	9.0%	9.6%	9.4%
WBE	2.3%	7.1%	8.0%	4.8%	5.7%	5.1%	6.0%	5.6%	6.3%
DSBE	N/A	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBEs Located within the Philadelphia MSA	**8.0%**	**17.6%**	**17.6%**	**14.8%**	**14.2%**	**10.9%**	**13.4%**	**13.9%**	**14.1%**
M/W/DSBEs Located Outside the Philadelphia MSA, Plus All Non-M/W/DSBEs	**92.0%**	**82.4%**	**82.4%**	**85.2%**	**85.8%**	**89.1%**	**86.6%**	**86.1%**	**85.9%**

Source: DJ Miller & Associates (2004), Econsult Solutions, Inc. (2007, 2008, 2009, 2010, 2011, 2012, 2013, and 2014)

A.2 METHODOLOGY

In determining our methodology for this study, we first examined the methodology utilized by DJ Miller & Associates (DJMA) in their initial 1998-2003 Disparity Study for the City of

Philadelphia.[13] We also examined methodologies developed by other consulting firms for other Annual Disparity Studies. Finally, we revisited the methodology employed in our Fiscal Year (FY) 2006 to FY 2013 studies, to determine where amendments could be made for this year's Disparity Study.

This section describes the methods we used to determine and compare the level of actual and expected utilization of the required Minority Business Enterprise (MBE), Women Business Enterprise (WBE), and Disabled Business Enterprise (DSBE) (collectively known as M/W/DSBE) categories for the stated contract types.[14] Specifically, we were interested in calculating the disparity ratio for the following M/W/DSBE categories and City contract types, per the City ordinance, the Mayor's Executive Order, and the annual Participation Report of the City of Philadelphia's Office of Economic Opportunity (OEO) (see Table A.2).

Table A.2 – M/W/DSBE Categories and City Contract Types of Interest

M/W/DSBE Categories		City Contract Types
• Native American males • Asian American males • African American males • Hispanic males • Disabled	• Native American females • Asian American females • African American females • Hispanic females • Caucasian females	• Public Works (PW) • Personal and Professional Services >$30K (PPS) • Services, Supplies, and Equipment >$30K (SSE)

Source: City of Philadelphia (2013)

A.2.1 DISPARITY

We define our disparity ratio in the following way: **utilization rate divided by availability rate**. The utilization rate is defined as the total dollar value of contracts awarded to for-profit M/W/DSBE prime contractors and sub-contractors registered by OEO, divided by the dollar value of all City contracts awarded to all for-profit entities. In a similar fashion, the availability rate is defined as the proportion of "ready, willing, and able" (RWA) M/W/DSBEs in the City, or

[13] Because DJMA discussed various interpretations of the requirements of the US Supreme Court's *Croson* decision (as well as subsequent court rulings) with respect to defining what a disparity study should actually measure and examine, we will not go into further legal context description beyond what is discussed in Section A.1.2

[14] See Appendix D for more information on our specific methodology in obtaining, filtering, and organizing data from these sources, and Appendix E for a list of files used for the production of the FY 2013 Disparity Study results.

alternatively, the Philadelphia Metropolitan Statistical Area (MSA),[15] relative to the City or MSA's total number of all RWA enterprises.

In other words, we compare the actual utilization of M/W/DSBEs, in the form of contract awards, with an expected utilization of M/W/DSBEs, based on the availability of RWA M/W/DSBEs. Thus, a disparity ratio of less than 1.0 would be considered under-utilization, and a ratio of greater than 1.0 would be considered over-utilization. These utilization rates, availability rates, and disparity ratios can be further sub-divided by M/W/DSBE category (Minority Business Enterprises (MBE), and specific racial and ethnic groups within, as well as Women Business Enterprises (WBE) and Disabled Business Enterprises (DSBE)[16]) and contract type (Public Works (PW), Personal and Professional Services (PPS), and Services, Supplies, and Equipment (SSE)) (see Table A.2.1.1).

Table A.2.1.1 – Hypothetical Examples of Over- and Under-Utilization

Disparity Ratio	Hypothetical Example	Over or Under
1.5	Utilization of African American owned M/W/DSBEs for PPS contracts was 12%, Availability of African American owned M/W/DSBEs for PPS contracts was 8% (12% ÷ 8% = 1.5)	Over-Utilization
1.0	Utilization of WBEs for PW contracts was 6%, Availability of WBEs for PW contracts was 6% (6% ÷ 6% = 1.0)	Neither Over Nor Under
0.5	Utilization of MBEs for SSE contracts was 0.5%, Availability of MBEs for SSE contracts was 1.0% (0.5% ÷ 1.0% = 0.5)	Under-Utilization

Source: Econsult Solutions, Inc. (2014)

Both the numerator and denominator in the disparity ratio are themselves fractions. "Utilization" is defined as the dollar amount of contracts awarded in a given contract type and M/W/DSBE category, divided by the total dollar amount of contracts awarded in that given contract type. "Availability" is defined as the number of "ready, willing, and able" firms in a given contract type and M/W/DSBE category, divided by the total number of "ready, willing, and able" firms in that given contract type (see Table A.2.1.2).

[15] The Philadelphia MSA is an 11-county region is the modern equivalent of the now-defunct 9-county Primary Metropolitan Statistical Area (PMSA) used in the DJMA report. The counties included in the Philadelphia MSA are Bucks (PA), Chester (PA), Delaware (PA), Montgomery (PA), Philadelphia (PA), Burlington (NJ), Camden (NJ), Gloucester (NJ), Salem (NJ), New Castle (DE), and Cecil (MD).

[16] No availability or disparity data for DSBE.

Table A.2.1.2 – Components of a Disparity Ratio

Utilization		*Availability*
$ value of City contracts awarded to M/W/DSBE prime contractors and sub-contractors	*divided by*	M/W/DSBE for-profit firms that are "ready, willing, and able"
Total $ value of City contracts awarded to all for-profit prime contractors and sub-contractors		All for-profit firms that are "ready, willing, and able"

Source: Econsult Solutions, Inc. (2014)

For the purposes of this report, we are interested exclusively in FY 2013 data. Where data constraints result in missing, insufficient or ambiguous figures, we do not include these figures, but instead show an "*". Therefore, all figures shown are statistically significant.

A.2.2 Utilization

Utilization refers to **the participation of firms in various M/W/DSBE categories, as a percentage of all contracts awarded**. In determining utilization rates, we used raw data from OEO's FY 2013 Participation Report. These data, in addition to summarizing participation by various M/W/DSBE categories and in various City contract types, also list all contracts awarded, including cases in which the prime contractor and/or one or more sub-contractors was a OEO-registered M/W/DSBE.[17][18]

Given this data set, we were able to verify and reproduce the summary figures in OEO's Participation Report. Also, given access to OEO's Vendor List, we were further able to identify the proportion of City contracts awarded to M/W/DSBEs whose main location is within the City, as well as those whose main location is within the Philadelphia MSA.

[17] Importantly, the OEO-registered list we use in determining which contract dollars were awarded to OEO-registered firms is from January 2014. Technically, that list represents a specific point in time, while in reality the OEO-registered list is ever-changing, as M/W/DSBEs are added (i.e. become registered) or removed (e.g. went out of business). What truly matters in terms of M/W/DSBE participation is whether a prime contractor or sub-contractor was OEO-registered at the time of the contract, rather than at the end of the fiscal year. However, a list at a specific point in time, in this case subsequent to the end of the fiscal year which the study is covering, is a close enough approximation.

[18] The OEO register does not included sole practitioners, however their participation is accounted for manually in the participation report. Sole practitioner contracts typically fall in the MPO and SOP contract categories

In approaching the utilization rate in this manner, we acknowledge the following challenges in understanding the true utilization of M/W/DSBEs in the awarding of City contracts:

- There are an unknown amount of City contracts that are awarded to firms that would qualify under one or more M/W/DSBE classifications, but who have not (or not yet) been registered by OEO. Thus, there may be some amount of City contracts that are awarded to firms that should be considered M/W/DSBEs (i.e. they are owned by minorities, women, and/or disabled persons), but for whatever reason have not (or not yet) registered with OEO. Not including the participation of these certifiable firms would mean that our calculated utilization rates are artificially low.[19]

- The universe of contracts we have studied only includes departments that fall within OEO's Annual Participation Report. Therefore, as noted in the previous section, there are a large amount of contracts that represent local public sector procurement opportunities but that are not included in this analysis: large local public entities like the School District of Philadelphia, Philadelphia Gas Works, SEPTA, and non-profit prime contractors. If thinking even more broadly about large procurement opportunities available to M/W/DSBEs, one would also need to mention state and federal contracts, as well as the purchasing dollars of large non-public entities like universities and private corporations. The scope of our study is necessarily circumscribed to the procurement activity of the departments covered in OEO's Annual Participation Report, and thus only covers a small slice of the overall regional economic picture in terms of procurement opportunities for M/W/DSBEs.

- The City has a new system that will track payments on the subcontracts awarded to M/W/DSBEs. The online payment tracking system requires prime contractors and M/W/DSBEs to confirm payments for performance on their contracts. We are exclusively focused on the dollar amount of contracts awarded by category and contract type. We are therefore not commenting on the actual amounts earned and received, which, in the case of sub-contractors, could deviate substantially from the initial award amounts. On one level, this is acceptable, as it is the initial award that represents a decision within the City's ability to influence. On another level, however, it may not tell

[19] To get a sense of the scale of this discrepancy, in the next chapter we note that a subset of City departments self-report their utilization of "certifiables," or minority- and/or women owned firms that are not or not yet registered with OEO. To the extent that any of these "certifiables" received contracts in FY 2013, a utilization figure that looked solely at OEO-registered M/W/DSBEs would not totally represent the participation of minority-, women-, and/or disabled-owned firms in City contracts.

Future reports may attempt to capture information on "certifiable" firms to portray the difference in M/W/DSBE utilization between those firms that are OEO-registered and those that are not registered but are in fact owned by minorities, women, and/or the disabled. OEO is currently taking a step in this direction, by allowing for self-certification of sole practitioners (i.e. minorities or women who directly provide products and services to the City)

the whole story of M/W/DSBE participation in the economic opportunities generated by City procurement activity. In other words, focusing on awarded contracts rather than dollars actually disbursed means that one has an accurate sense of the City's performance in distributing contracts but that one may not necessarily have an accurate sense of the extent to which M/W/DSBEs are financially benefitting from their participation in City contracts.

- Publicly traded companies cannot be classified as M/W/DSBEs, nor can previously designated M/W/DSBEs that have since been purchased in whole by non-M/W/DSBEs. Thus, it is possible that the City is doing business with firms that are largely if not completely controlled by minorities, women, or disabled persons, but that do not show up as M/W/DSBEs, although this is a relatively rare occurrence.

There is no one standardized way to conduct a Disparity Study. Nevertheless, based on the scope of services, data limitations, and a thorough review of other methodologies we have come to the conclusion that our approach is an appropriate one. However, we revisit these limitations in Section 5, as they relate to possible adjustments for future study and policy-making.

A.2.3 Availability

To match the "numerator" of utilization rate, we must consider the equivalent "denominator," which is **the proportion of available firms that belong to a particular M/W/DSBE category**. To begin with, availability cannot simply be measured as "percent of total population." Although a certain demographic may compose a certain percentage of the total population, this gives no accurate indication of the number of firms available to do business with the City that are owned by individuals who fall into that demographic category.[20]

Therefore, we will use the legal foundation of **"ready, willing, and able"** (RWA) for availability, as discussed previously. We affirm the previous reports' analysis of this legal basis, as well as their use of the Philadelphia MSA as the geographic boundaries of their availability analysis.

[20] What is useful to consider, which we elaborate on in further detail later in the report, is the extent to which the City can partner with public and private technical assistance providers to increase the availability of M/W/DSBEs with which the City can do business. If, for example, an M/W/DSBE category had a utilization rate higher than its availability rate, but an availability rate that was lower than its proportion of the total population, one could draw two conclusions: first, that the City has done acceptably well in terms of utilizing firms owned by members of that M/W/DSBE category; but second, that the City should work with other entities to work towards a higher availability of firms owned by members of that M/W/DSBE category.

In keeping with the legal precedent for defining availability as set forth by *Croson,* DJMA used a definition for availability that examined a firm's readiness, willingness, and ability to do business with the City.[21]

1. Specifically, a firm was considered *ready* simply by virtue of its existence. Thus, Census data on the number of minority firms existing in the MSA were taken as the number of *ready* firms.

2. Similarly, willingness was determined by one of two sources: a firm was considered to be *willing* if it was either registered with the City's Procurement Department or with the federal government.

3. *Ability* to do business with the City, or capacity, is an important part of determining overall M/W/DSBE availability rates.

Thus, DJMA was careful to define a benchmark for availability based upon the notion of *capacity,* as was determined legally in *Concrete Works of Colorado, Inc. v. the City and County of Denver*. Nonetheless, a fair amount of ambiguity remains as to how exactly capacity should be measured and in what way these three characteristics could be viewed together to determine a useful method of distinguishing an RWA firm from a non-RWA firm. After all, readiness, willingness, and ability are all relatively subjective terms, which do not easily lend themselves to being determined by objective data sources.

Other similar Disparity Studies, such as MGT of America in Phoenix[22] and Mason Tillman in New York City[23] have used *Croson* as a guideline for defining availability. Our methodology in determining availability rates takes this existing body of knowledge into account, and evaluates it from the perspective of determining an approach that is sensitive to the constraints involved in considering either broader or narrow definitions of RWA firms.

One can define this universe of RWA firms to varying degrees of strictness. In the narrowest sense, that universe can be considered as only those firms that have demonstrated RWA by actually registering or certifying to do business with the City. The availability rate for each category and industry of interest would be the number of M/W/DSBEs registered with OEO, divided by the number of all firms registered with the City's Procurement Department.

[21] In FY 2012 and FY 2014, OEO conducted a survey of M/W/DSBEs in its directory to explore these aspects of capacity.

[22] Second Generation Disparity Study, MGT of America, Inc. (1999).

[23] City of New York Disparity Study, Mason Tillman and Associates, Ltd. (2005).

Using a broader definition of RWA, one could use the US Census Survey of Business Owners (SBO),[24] which gives us a sense of the number of all firms, and the annual revenues of such firms, in a geographic location and under a particular industry. Using NAICS codes, we can reasonably know the total number of firms by category and industry, as well as the number with one or more paid employees and the annual revenues in aggregate.[25]

However, we now have the opposite problem of the narrower definition of RWA, since there are certainly firms out there that, while they are in full operation and are generating positive revenues, for whatever reason are not in fact ready, willing, and able to do business with the City. For example, the vast majority of firms inventoried in the SBO (both M/W/DSBE and non-M/W/DSBE) have one or fewer employees, which would likely exclude them from most if not all City contract opportunities. This leads to a situation in which the number of firms used to calculate the availability rate (both M/W/DSBE and non-M/W/DSBE) is far greater than the number of firms which are actually ready, willing, and able to do business with the City.

Either way, we have to contend with the fact that there are certainly firms that are ready, willing, and able to do business with the City, both M/W/DSBE and non-M/W/DSBE, who for a variety of reasons have not (or not yet) registered with the City. Considering only registered firms would under-count both the M/W/DSBE amount and the non-M/W/DSBE amount, with a possible skewing on the availability rate, depending on whether M/W/DSBEs were more or less likely than non-M/W/DSBEs to choose not to identify themselves as ready, willing, and able by registering with the City's Procurement Department and/or obtaining OEO registration.

In order to more fully understand availability, we pursued both a "broad" and "narrow" approach, and calculated availability rates for both approaches. In this way, we could determine the differences in disparity ratios using the different approaches, and comment based on the actual results as to which approach is preferable, and where and why there are differences in results based on these approaches. Specifically, our "broad" approach utilizes the most recent SBO data (2007), whereas our "narrow" approach utilized OEO and Procurement Department data.[26]

[24] The majority of the availability data used in our study comes from the Economic Census conducted every five years by the US Census Bureau. In particular, we used the Survey of Business Owners (SBO), which, since 2002, is a consolidation of two former studies, the Survey of Minority- and Women-Owned Business Enterprises (SMOBE/SWOBE). The most recently released SBO data is from 2007 and was released between 2011 and 2012; the 2012 SBO data is currently scheduled to be released the in second half of 2015.

[25] At a more detailed industry level, a fair amount of major City spending categories involve NAICS codes for which there are no currently available M/W/DSBEs, and likely no prospects for available M/W/DSBEs in the foreseeable future. Thus, it may be unfair to include that spending in the comparison of utilization versus availability.

[26] We have ruled out the use of the Central Contractor Registration (formerly known as PRONet) as a proxy for RWA because this federal level of certification is vastly more cumbersome than its local equivalent, causing well too much attrition in qualified firms to be considered a fair measure of availability. In other words, we found such a methodology to be far too narrow to yield a reasonably accurate availability rate.

Because of the difficulty in determining the actual availability rate of RWA M/W/DSBEs, we considered multiple sets of proxies. First, using a narrower approach, we took the number of M/W/DSBEs that have registered with OEO, divided by the number of all firms that have registered with the City's Procurement Department. Second, using a broader approach, we took the number of M/W/DSBEs, divided by the number of all firms, as reported in the 2007 SBO data. These data are only available at the metropolitan level.[27] Third, we must consider the appropriate geography to use when determining M/W/DSBE utilization versus M/W/DSBE availability. Because we know where OEO-registered firms are located, we can easily determine M/W/DSBE utilization within the City versus within the Philadelphia MSA versus within the US as a whole. However, most availability data are only available at the metropolitan and not city or county level. Finally, similar to the FY 2012 methodology for calculating "A3," in which two-digit NAICS codes were determined for each contract type and then information from the SBO was summed to determine availability by contract type, the approach for the FY 2013 Disparity Study weights A1 – A5 data according to the distribution of FY 2013 spending by industry, per the FY 2013 Participation Report.

Furthermore, there is no absolute legal consensus as to **the appropriate geographic market for determining M/W/DSBE availability**. In some cases, it has been validated that the relevant geographic market for a government jurisdiction's disparity study is the jurisdiction of that government: state boundaries for a state, municipal or county boundaries for a local entity.[28] In other cases, it has been validated that the relevant geographic market for a government's disparity analysis extends beyond that government's jurisdiction (for example: a state whose disparity analysis includes counties in another state, or a local entity whose disparity analysis includes surrounding municipalities or counties, to the extent that those nearby jurisdictions are natural sources for firms in a position to bid on and be awarded contracts within that jurisdiction).[29]

What does seem to be consistent is that the unit of geography should represent the best approximation of the geographic area within which the vast majority of available and awarded firms are located. To put it another way, what constitutes the relevant geographic area

[27] Whichever the data source, we must further decide if we are interested in the raw number of firms or only those with one or more paid employees. Alternatively, we might consider capacity commensurate to firm size, and so rather than adding up the raw number of firms, we could add up the annual revenues of such businesses. This is because it may not be accurate to say, hypothetically, that Asian American-owned public works businesses have an availability rate of 20 percent if they represent 20 percent of all public works firms but only 2 percent of the revenues of all public works firms.

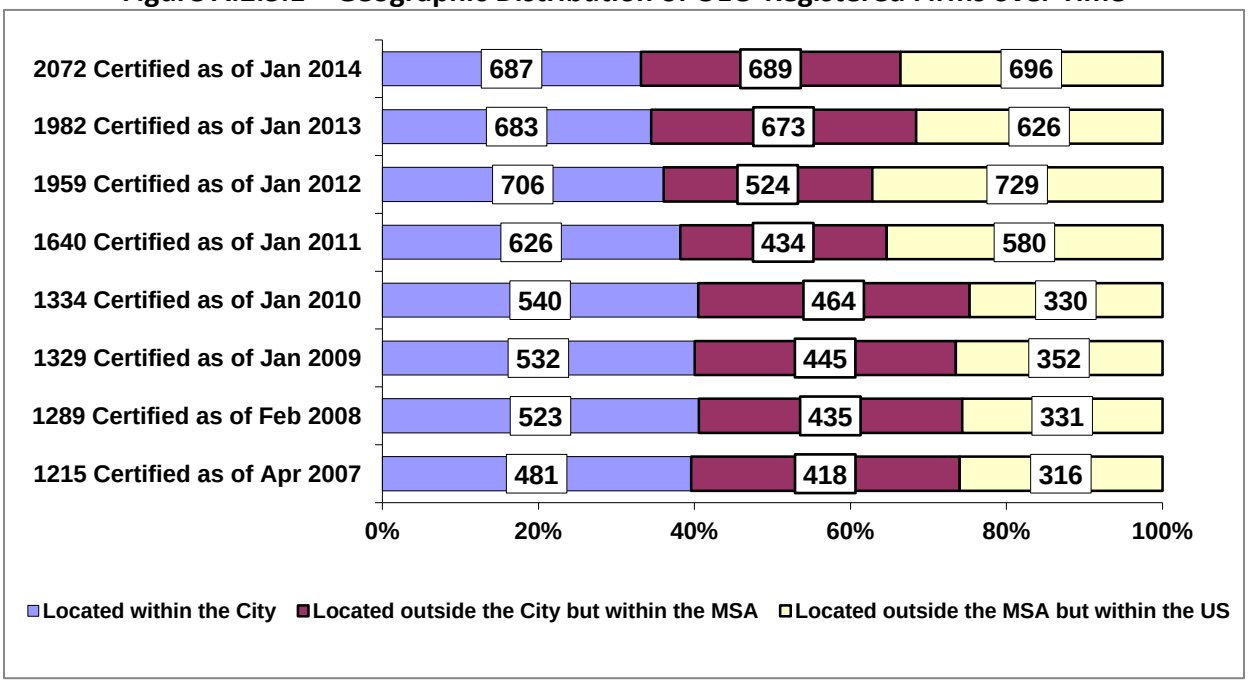
[28] See *Coral Construction*, 941 F. 2d at 925: "An MBE program must limit its geographical scope to the boundaries of the enacting jurisdiction."

[29] See *Concrete Works*, 823 F.Supp. 821, 835-836 (D. Colo. 1993), in which the Denver MSA was upheld as the appropriate market area.

depends on what is deemed the appropriate economic market from which the government entity draws its contractors and vendors.

It is instructive to report at this time the geographic distribution of OEO-registered firms. In FY 2012, OEO began purging inactive firms from the OEO directory and continues to aggressively review the directory so that it remains as up to date as possible. Even with regular purging, close to a quarter of firms are located outside the City but within the Philadelphia MSA and a third are located outside the Philadelphia MSA altogether (see Figure A.2.3.1).[30]

Figure A.2.3.1 – Geographic Distribution of OEO-Registered Firms over Time



Source: City of Philadelphia Minority Business Enterprise Council (2007, 2008, 2009), City of Philadelphia Office of Economic Opportunity (2010-2014), Econsult Solutions, Inc. (2007- 2014)

Thus, it makes sense to consider the Philadelphia MSA the best approximation of the geographic area within which the vast majority of available and awarded firms are located, since OEO's own directory suggests such a geographic distribution. Using the US as a whole

[30] About two-thirds of firms in the OEO directory are located within the Commonwealth of Pennsylvania, and about 90 percent are within Pennsylvania, New Jersey, New York, Maryland, or Delaware. See also Appendix F for further information on the distribution of firms in the OEO directory, as of January 2014.

would clearly be far too vast a geographic unit, but using just the City itself might be too narrow a geographic unit.[31]

These proxies can only approximate the actual availability rate of RWA M/W/DSBEs as a proportion of all RWA firms because of the difficulty in determining readiness, willingness, and ability.[32] Disparity Studies necessarily have to utilize existing data and cannot perfectly know the actual availability rate because of the challenge in quantifying the appropriate universes of RWA firms. This hinders the preciseness of stated availability rates, which justifies not relying on any one approach or data set for determining availability (see Table A.2.3.2).[33]

Table A.2.3.2 – Different Approaches to Determining M/W/DSBE Availability Rate

# M/W/DSBEs		Actual # M/W/DSBE RWA Firms		# M/W/DSBE Registered Firms
# All Firms	*may or may not be equal to*	Actual # All RWA Firms	*may or may not be equal to*	# All Registered Firms
(based on SBA/ Census data)		*(i.e. the actual availability rate)*		*(based on OEO / Procurement Department)*

Source: Econsult Solutions, Inc. (2014)

[31] As a point of reference, DJMA used the Philadelphia PMSA in its analysis of 1998-2003 data. MSAs were used in other disparity studies we reviewed, and represent a reasonable in-between level of geography with a strictly City focus, missing the regional nature of procurement opportunities and a broader focus (statewide or nationwide) being too diffuse of a geographic range to derive meaningful results. Therefore, many of our analyses utilize the Philadelphia MSA as the unit of geography.

However, City-level availability estimates are still useful in understanding the distribution of RWA M/W/DSBE firms. Therefore, City-level availability estimates are made and accounted for in making participation goal recommendations.

[32] In fact, the first proxy will be different to the extent that the proportion of M/W/DSBEs that are in fact RWA but have not or have not yet registered with OEO is different than the proportion of all firms that are RWA but have not or have not yet registered with the City's Procurement Department; while the second and third proxies will be different to the extent that the proportion of M/W/DSBEs that are not in fact RWA is different than the proportion of all firms that are not RWA.

[33] Furthermore, in contrast to the thorough datasets provided by OEO for the calculation of utilization rates, the datasets used in calculating availability rates contain considerable gaps. For example, US Census data does not always break out data down to our desired level of ethnic, geographic, or industry detail. Also, there are some instances in which the US Census datasets choose not to display certain figures, because their small counts are either statistically insufficient or would reveal too much detail about one or two large firms within an ethnic, geographic, or industry category.

APPENDIX B: ANALYSIS

In this section, we provide a series of charts and accompanying narratives that depict the disparity ratio for all relevant Minority Business Enterprise (MBE), Women Business Enterprise (WBE), and Disabled Business Enterprise (DSBE) (collectively known as M/W/DSBE) categories and contract types. We arrive at these disparity ratios by looking first at the utilization rate and then at the availability rate. In each set of charts, we can examine the City of Philadelphia's performance in one or more of five ways:

- Fiscal Year (FY) 2013 results relative to results from Econsult Corporation's FY 2012 report;
- FY 2013 results across all for-profit contract types;
- FY 2013 results across geographic boundaries (i.e. the physical location of M/W/DSBEs);
- FY 2013 results across M/W/DSBE categories: MBEs (and, where data availability allows it, distinct ethnic groupings within), WBEs, and DSBEs;[34] and
- FY 2013 results by City department.

Where data constraints result in missing, insufficient or ambiguous figures we do not include these figures, but instead show an "*".

B.1 UTILIZATION

As described in Appendix A, M/W/DSBE utilization is defined as the dollar value of contracts awarded to for-profit M/W/DSBE prime contractors and sub-contractors divided by the total dollar value of contracts awarded to for-profit contractors, as reported in the FY 2013 Annual Participation Report of the City's Office of Economic Opportunity (OEO), which lists contracts awarded and (if any) M/W/DSBE participation in those contracts. We are further interested in the geographic distribution of contracts awarded to M/W/DSBEs, to the extent that we know, per OEO's registry, whether they are located within the City of Philadelphia, within the

[34] It is important to note that while many government agencies allow a firm to certify as one and only one M/W/DSBE type (example: MBE or WBE, but not both), and/or will designate contracts that have been awarded to M/W/DSBEs as having gone to only one M/W/DSBE type, we depict and analyze figures that allow for M/W/DSBEs to be classified as more than one M/W/DSBE type. Where data is available to make such distinctions, this allows for a finer level of detail and therefore a finer level of analysis. When totaling up figures for all M/W/DSBE categories, we are careful to ensure that there is no double-counting.

Philadelphia Metropolitan Statistical Area (MSA), or within the US. In fact, these three sizes of geography represent the three different ways we can express utilization (see Table B.1.1).[35]

Table B.1.1 – Utilization Methods Employed in This Report
**** Denotes Weighted More Heavily in Determining Participation Goals**

Method	Description	Data Source(s)
"U1"	Utilization of M/W/DSBEs located in the City of Philadelphia ÷ utilization of all firms	OEO Annual Participation Report (FY 2013)
"U2" **	**Utilization of M/W/DSBEs located in the Philadelphia MSA ÷ utilization of all firms**	**OEO Annual Participation Report (FY 2013)**
"U3"**	**Utilization of M/W/DSBEs located in the US ÷ utilization of all firms**	**OEO Annual Participation Report (FY 2013)**

Source: Econsult Solutions, Inc. (2014)

Before we look at dollar values, let us first consider the distribution of contracts by contract type in FY 2013 (see Table B.1.2 and Table B.1.3).[36] Out of 2,263 total contracts, 659 (28.3

[35] Note that the denominator for all three of these utilization rates is the dollar value of contracts awarded by the City to all for-profit prime contractors and sub-contractors, irrespective of their geographic location. In other words, in determining M/W/DSBE utilization at these three levels of geography, we are interested in the amount of all contract dollars that went to M/W/DSBEs within the City, within the Philadelphia MSA, and within the US.

Conversely, one could calculate utilization rates by comparing contract dollars that went to M/W/DSBEs located within the City with contract dollars that went to all firms located within the City, and contract dollars that went to M/W/DSBEs located within the Philadelphia MSA with contract dollars that went to all firms located within the Philadelphia MSA, and finally contract dollars that went to M/W/DSBEs located within the US with contract dollars that went to all firms located within the US.

We reject such an approach because it is less important to know what proportion of City contract dollars that went to firms located within the City went to M/W/DSBEs located within the City, and more important to know what proportion of all City contract dollars went to M/W/DSBEs located within the City, and so on.

[36] These contract types are:

- Public Works (PW)
- Personal and Professional Services (PPS)
- Services, Supplies and Equipment (SSE)

percent) had one or more M/W/DSBEs involved: 330 (14.6 percent) where the M/W/DSBE was a prime contractor, and 354 (15.6 percent) where one or more of the sub-contractors was an M/W/DSBE. Across contract types, there was wide variation: the proportion of contracts with at least one M/W/DSBE participating ranged from 93.9 percent for PW contracts to 52.5 percent for PPS contracts to 16.1 percent for SSE contracts, while the proportion of contracts with M/W/DSBE prime contractors ranged from 20.3 percent for PPS contracts to 7.1 percent for PW contracts to 6.4 percent for SSE contracts. Compared to FY 2012, the proportion of all City contracts increased with regards to M/W/DSBE participation by 0.6 percent (27.7 percent in FY 2012 and 28.3 percent in FY 2013). However, the number of M/W/DBSE prime contracts awarded decreased from 420 (and 16.7 percent of contracts) in FY 2012 to 330 (and 14.6 percent of contracts) in FY 2013.

Table B.1.2 – FY 2013 Distribution of M/W/DSBE City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
# Contracts	99	611	391	2,263	126	739	316	2,520
# Contracts with at Least 1 M/W/DSBE Participating	**93**	**321**	**63**	**659**	**118**	**322**	**55**	**699**
% Contracts with at Least 1 M/W/DSBE Participating	**93.9%**	**52.5%**	**16.1%**	**28.3%**	**93.7%**	**43.6%**	**17.4%**	**27.7%**
# Contracts Awarded to M/W/DSBE Prime Contractors	7	124	25	330	14	169	33	420
% Contracts Awarded to M/W/DSBE Prime Contractors	7.1%	20.3%	6.4%	14.6%	11.1%	22.9%	10.4%	16.7%
# Contracts with at Least 1 M/W/DSBE Sub-Contractor	92	215	38	354	102	153	22	277
% Contracts with at Least 1 M/W/DSBE Sub-Contractor	92.9%	35.2%	9.7%	15.6%	81.0%	20.7%	7.0%	11.0%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Miscellaneous Purchase Orders (MPOs) and Small Order Purchases (SOPs) were not included in this calculation. See Appendix G for additional detail on FY 2013 distribution of M/W/DSBE utilization.

Table B.1.3 – FY 2013 Distribution of DBE Contracts - # Firms Participating in Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts)[37]

	PW = 99 total contracts				PPS = 611 total contracts				SSE = 391 total contracts			
	All M/W/ DSBE	MBE	WBE	DSBE	All M/W/ DSBE	MBE	WBE	DSBE	All M/W/ DSBE	MBE	WBE	DSBE
# M/W/DSBEs Participating in At Least One Contract	93	45	48	0	295	158	183	0	31	22	14	0
Highest # of Contracts a Single M/W/DSBE Participated in	37	26	37	0	20	20	37	0	16	16	10	0
# M/W/DSBEs Participating in Exactly 1 Contract	51	23	28	0	185	94	121	0	22	14	12	0
# M/W/DSBEs Participating in 2-5 Contracts	31	16	15	0	87	47	49	0	6	6	1	0
# M/W/DSBEs Participating in 6-10 Contracts	6	3	3	0	18	13	12	0	2	1	1	0
# M/W/DSBEs Participating in 11-20 Contracts	3	2	1	0	4	4	0	0	1	1	0	0
# M/W/DSBEs Participating in 21 or More Contracts	2	1	1	0	1	0	1	0	0	0	0	0

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

Contrary to common perception, while there are certainly M/W/DSBEs that have participated in a high number of contracts, **M/W/DSBE participation is fairly widely distributed**: the majority of M/W/DSBEs that participated in at least one contract in FY 2013 participated in five or fewer contracts. In other words, there was relatively equitable distribution of contracts to M/W/DSBEs across contract types, in that there was never a case in which the majority of contracts were awarded to just a small subset of M/W/DSBEs.

For example, within the 99 Public Works (PW) contracts in which at least one M/W/DSBE participated as either a prime contractor or sub-contractor, 93 different M/W/DSBEs participated. Of those 93 M/W/DSBEs, 82 of them (88.2 percent) participated in five or fewer PW contracts: 51 (54.8 percent) participated in exactly one PW contract and another 31 (over 33 percent) participated in two to five PW contracts. Personal and Professional Services (PPS)

[37] M/W/DSBE subtotals and totals may be less than the sum of MBE, WBE, and DSBE amounts, because participating firms can be in more than one M/W/DSBE category.

contracts and Services, Supplies, and Equipment (SSE) contracts were just as widely distributed: 272 out of 295, or 92.2 percent, of M/W/DSBEs that participated in at least one PPS contract participated in five or fewer PPS contracts, while 28 out of 31, or 90.3 percent, of M/W/DSBEs that participated in at least one SSE contract participated in five or fewer SSE contracts. Seven PW contracts and 25 SSE contracts were awarded to M/W/DSBE prime contractors. Far more PPS contracts were awarded to M/W/DSBE prime contractors: 124, or 20.3 percent of the City's 611 PPS contracts.

The figures below provide an overview of the City's utilization of M/W/DSBEs in its awarding of contracts. The percentages represent the dollar amount of contracts within each contract type, and then for all contract types in aggregate, that were awarded to different categories of M/W/DSBEs. We provide three sets of utilization results, representing three units of geography or concentric circles: "U1" is utilization of M/W/DSBEs that are located within the City (see Table B.1.4), "U2" is utilization of M/W/DSBEs that are located within the Philadelphia MSA (see Table B.1.5), and "U3" is utilization of M/W/DSBEs that are located within the US (see Table B.1.6).

As noted previously, the FY 2013 results do not include federally funded contracts. Because M/W/DSBE location is unknown for some quasi-public contracts, quasi-public contract data are shown only in the "U3" table.

Table B.1.4 – FY 2013 Utilization (U1) - Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the City of Philadelphia, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts) (by $ Contracts Awarded)

M/W/DSBE Category		FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White	Female	1.9%	1.0%	7.3%	2.4%	1.8%	0.6%	3.4%	1.4%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	0.1%	0.1%	0.0%	0.1%	1.2%	0.1%	0.0%	0.3%
African American	Male & Female	1.6%	8.1%	6.3%	6.5%	1.4%	8.6%	0.4%	5.6%
Hispanic	Male & Female	3.2%	0.6%	0.0%	0.9%	1.4%	1.0%	0.4%	1.0%
All MBE	**Male & Female**	**4.9%**	**8.8%**	**6.3%**	**7.6%**	**4.0%**	**9.7%**	**1.1%**	**6.9%**
All WBE	**Female**	**3.1%**	**3.0%**	**9.5%**	**4.2%**	**1.8%**	**2.3%**	**3.4%**	**2.4%**
Disabled	**Male & Female**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**Male & Female**	**6.8%**	**9.8%**	**13.6%**	**10.0%**	**5.9%**	**10.3%**	**4.5%**	**8.3%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table B.1.5 – FY 2013 Utilization (U2) - Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the Philadelphia MSA, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts) (by $ Contracts Awarded)

M/W/DSBE Category		FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White	Female	5.2%	2.4%	8.0%	4.0%	7.9%	2.3%	4.0%	3.7%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	0.0%	1.1%	0.0%	0.8%	0.0%	1.1%	0.0%	0.9%
African American	Male & Female	4.9%	9.3%	6.4%	7.9%	3.5%	9.6%	0.4%	6.6%
Hispanic	Male & Female	4.1%	1.1%	0.0%	1.4%	3.9%	1.6%	0.5%	1.7%
All MBE	**Male & Female**	**9.5%**	**11.6%**	**6.4%**	**10.2%**	**8.8%**	**12.6%**	**1.3%**	**9.5%**
All WBE	**Female**	**6.5%**	**4.9%**	**10.2%**	**6.2%**	**8.6%**	**4.6%**	**4.0%**	**5.2%**
Disabled	**Male & Female**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**Male & Female**	**14.7%**	**14.0%**	**14.4%**	**14.1%**	**16.7%**	**14.9%**	**5.3%**	**13.2%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table B.1.6 – FY 2013 Utilization (U3) of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts (by $ Contracts Awarded)

M/W/DSBE Category		FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White	Female	7.4%	8.5%	8.5%	8.3%	9.9%	4.8%	8.8%	4.4%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	1.4%	2.2%	0.0%	1.7%	2.3%	2.1%	0.1%	1.1%
African American	Male & Female	5.8%	12.4%	7.6%	10.1%	5.8%	14.0%	12.0%	8.1%
Hispanic	Male & Female	4.2%	1.2%	0.9%	1.6%	6.0%	1.7%	2.2%	1.7%
All MBE	**Male & Female**	**11.5%**	**16.0%**	**8.6%**	**15.9%**	**14.4%**	**18.1%**	**11.0%**	**18.1%**
All WBE	**Female**	**9.2%**	**12.2%**	**11.7%**	**10.3%**	**11.3%**	**8.5%**	**5.7%**	**7.6%**
Disabled	**Male & Female**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**Male & Female**	**18.8%**	**24.5%**	**17.1%**	**23.8%**	**24.4%**	**22.9%**	**16.6%**	**24.0%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

The previous three tables include all contracts, including those for which there are few or no M/W/DSBEs available to participate. Table B.1.6 includes contracts with few or no opportunities for M/W/DSBE firms because there are few or no firms available to perform the contracted work. By comparison, if the contracts with few or no opportunities for M/W/DSBEs are excluded then the FY 2013 utilization is much higher at 28.1 percent instead of 23.8 percent (see Table B.1.7).

Table B.1.7 – FY 2013 Utilization (U3) of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Less Contracts with Few or No Opportunity, by Contract Type and M/W/DSBE Type (by $ Contracts Awarded)

M/W/DSBE Category		FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White	Female	8.1%	11.3%	10.4%	9.9%	9.9%	6.3%	9.1%	4.7%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	1.6%	3.0%	0.0%	2.0%	2.3%	2.7%	0.2%	1.3%
African American	Male & Female	6.4%	16.5%	9.3%	11.9%	5.8%	18.4%	13.1%	8.9%
Hispanic	Male & Female	4.6%	1.5%	1.1%	1.9%	6.0%	2.3%	3.4%	2.0%
All MBE	**Male & Female**	**12.5%**	**21.3%**	**10.5%**	**18.8%**	**14.4%**	**23.9%**	**17.5%**	**21.2%**
All MBE	**Female**	**10.0%**	**16.1%**	**14.3%**	**12.2%**	**11.3%**	**11.2%**	**9.1%**	**9.0%**
Disabled	**Male & Female**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**Male & Female**	**20.6%**	**32.6%**	**20.8%**	**28.1%**	**24.4%**	**30.2%**	**26.1%**	**28.2%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Bear in mind that because the numerator in these three tables represents M/W/DSBE utilization at three levels of geography, the difference between 100 percent and the stated utilization rate for "U1" and "U2" is not equal to the utilization of white male-owned firms. For example, utilization of M/W/DSBEs located within the City was 12.5 percent in FY 2013. That does not mean that 87.5 percent of City contract dollars awarded went to white male-owned firms. Rather, 5.3 percent went to M/W/DSBEs located outside the City but within the Philadelphia MSA (since M/W/DSBE utilization at the Philadelphia MSA level was 17.8 percent); and an additional 9.8 percent went to M/W/DSBEs located outside the Philadelphia MSA but within the US. M/W/DMSBE utilization at the US level was 28.1 percent, including Quasi-Public City Contracts. The remaining 71.9 percent of City contract dollars awarded went to non-M/W/DSBEs (see Table B.1.8 and Table B.1.9).[38]

[38] See Appendix G for additional detail by M/W/DSBE category. We use the term "non-M/W/DSBEs" instead of "white male owned firms" because the category includes, in addition to white male owned firms, two other business ownership types: 1) publicly traded companies, and 2) companies owned and operated by minorities,

Table B.1.8 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Less Contracts with Few or No Opportunity, by Location of M/W/DSBE

Location of M/W/DSBE	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City	7.5%	13.0%	16.7%	12.5%	5.9%	13.6%	7.1%	10.7%
In Metro but Outside City	8.6%	5.6%	1.2%	5.3%	10.9%	6.2%	1.3%	6.3%
MSA	16.1%	18.7%	17.9%	17.8%	16.7%	20.2%	8.5%	17.0%
In US but Outside Metro	4.5%	13.9%	3.0%	9.8%	7.7%	10.9%	18.2%	11.1%
US	20.6%	32.6%	20.8%	27.7%	24.4%	31.1%	26.1%	28.0%
Non-M/W/DSBEs	79.4%	67.4%	79.2%	72.3%	75.6%	68.9%	73.9%	72.0%
Including Quasi-Public City Contracts								
US				28.1%				28.2%
Non-M/W/DSBEs				71.9%				71.8%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

women, or disabled persons that are not OEO-registered as M/W/DSBEs and are therefore not counted as M/W/DSBEs.

Table B.1.9 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors on City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Less Contracts with Few or No Opportunity, by Contract Type and Location of M/W/DSBE (in $M)

Location of M/W/DSBE	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
City	$8.9	$46.4	$19.6	$75.5	$7.4	$46.3	$6.8	$61.2
In Metro but Outside City	$10.2	$20.1	$1.4	$32.1	$13.8	$20.4	$1.3	$36.1
MSA	$19.1	$66.5	$21.0	$107.6	$21.2	$66.6	$8.1	$97.2
In US but Outside Metro	$5.4	$49.6	$3.5	$59.4	$9.7	$35.9	$17.3	$63.6
US	$24.6	$116.2	$24.5	$167.1	$31.0	$102.6	$25.4	$160.9
Non-M/W/DSBEs	$94.6	$240.5	$93.1	$437.2	$95.9	$237.0	$71.9	$414.2
Including Quasi-Public City Contracts								
US				$237.2				$264.4
Non-M/W/DSBEs				$605.7				$674.0

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

We can make a number of observations regarding these data by making comparisons across time and type:[39]

- Comparing FY 2013 utilization results with FY 2012 utilization results:
  - The proportion of M/W/DSBE participation coming from firms inside the City and the MSA has grown. It is clear the City is committed to using M/W/DSBEs where possible and particularly within the City and MSA. There is still local benefit from using M/W/DSBEs from outside the area, since non-local M/W/DSBEs doing work for the City are likely to hire locally, particularly as it relates to PW work.
  - Overall M/W/DSBE utilization decreased slightly from 28.2 percent in FY 2012 to 28.1 percent in FY 2013 for all M/W/DSBEs irrespective of location.

[39] References to City, MSA, and US geographies include only City contracts and therefore exclude federally funded City contracts and quasi-public contracts.

- M/W/DSBE utilization increased from 10.7 percent in FY 2012 to 12.5 percent in FY 2013 for M/W/DSBEs located within the City and increased from 17.0 percent in FY 2012 to 17.8 percent in FY 2013 for firms located within the Philadelphia MSA.

- There was an increase in utilization of M/W/DSBEs located within the City for PW and SSE and a slight decrease in utilization PPS contract types. Utilization of M/W/DSBEs located within the City on PW contracts increased from 5.9 percent to 7.5 percent from FY 2012 to FY 2013. PPS contracts decreased from 13.6 percent in FY 2012 to 13.0 percent in FY 2013. SSE utilization increased from 7.1 percent in FY 2012 to 16.7 percent in FY 2013.

- Comparing results across M/W/DSBE categories:

  - Utilization of African American firms increased in the City, the MSA, and the US. Utilization of African American firms located within the City increased from 5.6 percent in FY 2012 to 6.5 percent in FY 2013 and increased from 8.1 percent in FY 2012 to 10.1 percent in FY 2013 for firms located within the Philadelphia MSA. Firms located within the US saw an increase in utilization from 8.9 percent in FY 2012 to 11.9 percent in FY 2013. Overall, across all locations, utilization of African American firms increased by 3.0 percentage points, and they remain the M/W/DSBE category with the highest utilization levels for most contract types.

  - Utilization of Hispanic firms decreased in the City, MSA and across the US. For firms located within the City, utilization decreased from 1.0 percent in FY 2012 to 0.9 in FY 2013. Utilization experienced a slight decrease from 1.7 percent in FY 2012 to 1.4 percent in FY 2013 for firms located within the Philadelphia MSA and a decrease from 1.7 percent in FY 2012 to 1.6 percent in FY 2013 for firms located within the US. Thus, the utilization of Hispanic firms across all locations decreased by 0.1 percentage points.

  - Utilization of Asian American firms decreased in the City of Philadelphia and in the Philadelphia MSA, but increased across the US. Utilization decreased from 0.3 percent in FY 2012 to 0.1 percent in FY 2013 for firms located within the City of Philadelphia and decreased from 0.9 percent in FY 2012 to 0.8 percent in FY 2013 for firms located within the Philadelphia MSA. Utilization increased from 1.1 percent in FY 2012 to 1.7 percent in FY 2013 for firms located within the US. Overall, the utilization of Asian American firms across all locations increased by 0.6 percentage points.

  - Utilization of white female owned firms increased from 2.4 percent in FY 2012 to 4.2 percent in FY 2013 for firms located within the City of Philadelphia, increased from 5.2 percent in FY 2012 to 6.2 percent in FY 2013 for firms located within the Philadelphia MSA, and increased from 7.6 percent in FY 2012 to 10.3 percent in FY

2013 for firms located within the US. Overall, utilization of female firms in all locations increased by 5.2 percentage points.

- There was no utilization of Native American firms in FY 2012 or FY 2013.

- Comparing results across contract types:
  - In FY 2013, PPS was the contract type that enjoyed the highest utilization rate across contract types (from 30.2 percent in FY 2012 to 32.6 percent in FY 2013). SSE contract types had the largest decrease across all contract types (from 26.1 percent in FY 2012 to 20.8 percent in FY 2013, a decrease of 5.3 percentage points).
  - Utilization of M/W/DSBEs for PW contracts increased within the City, but decreased within the MSA and US. Utilization increased from 5.9 percent in FY 2012 to 7.5 percent in FY 2013 for firms located within the City, decreased from 16.7 percent in FY 2012 to 16.1 percent in FY 2013 for firms located within the Philadelphia MSA, and down from 24.4 percent in FY 2012 to 20.6 percent in FY 2013 for firms located within the US.
  - Utilization of M/W/DSBEs for PPS contracts decreased slightly for the City and Philadelphia MSA, and increased for firms located within the US. Utilization of M/W/DSBEs for PPS contracts decreased from 13.6 percent in FY 2012 to 13.0 percent in FY 2013 for firms located within the City, down from 20.2 percent in FY 2012 to 18.7 percent in FY 2013 for firms located within the Philadelphia MSA, and increased from 31.1 percent in FY 2012 to 22.6 percent in FY 2013 for firms located within the US.
  - Utilization of M/W/DSBEs for SSE contracts increased in the City and within the Philadelphia MSA, but decreased for firms located within the US. Utilization increased from 7.1 percent in FY 2012 to 16.7 percent in FY 2013 for firms located within the City, increased from 8.5 percent in FY 2012 to 17.9 percent in FY 2013 for firms located within the Philadelphia MSA, and decreased from 26.1 percent in FY 2012 to 20.8 percent in FY 2013 for firms located within the US.

Figure B.1.10 – FY 2013 Utilization of M/W/DSBEs as Prime Contractors, on City Contracts (Excluding Federally Funded City Contracts), Based on FY 2013 OEO Participation Report

Contract Type	FY 13 # M/W/DSBE Prime Contracts	FY 13 $M M/W/DSBE Prime Contracts	FY 12 # M/W/DSBE Prime Contracts	FY 12 $M M/W/DSBE Prime Contracts
Public Works	7	$4.44	14	$7.8
M/W/DSBE Utilization as Prime	7.1%	3.7%	11.1%	6.1%
M/W/DSBE Total Utilization (Prime + Sub)		18.8%		14.8%
Personal and Professional Services	124	$51.47	169	$41.28
M/W/DSBE Utilization as Prime	20.3%	9.6%	22.9%	9.2%
M/W/DSBE Total Utilization (Prime + Sub)		24.5%		22.9%
Services, Supplies, and Equipment	25	$11.55	33	$4.95
M/W/DSBE Utilization as Prime	6.4%	8.0%	10.4%	3.3%
M/W/DSBE Total Utilization (Prime + Sub)		17.1 %		16.7%
All Contract Types (Not Incl SOP/MPO)	**156**	**$67.46**	**216**	**$54.0**
M/W/DSBE Utilization as Prime	**14.2%**	**8.3%**	**18.3%**	**7.4%**
M/W/DSBE Total Utilization (Prime + Sub)		**22.1%**		**21.3%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Information from the FY 2013 OEO Participation Report indicates that **14.2 percent of all City contracts were primed by OEO M/W/DSBEs (down from 18.3 percent in FY 2012), representing 8.3 percent of the aggregate dollar value of all City contracts (an increase from 7.4 percent in FY 2012).** M/W/DSBEs primed 7.1 percent of PW contracts (representing 3.7 percent of City contract dollar amounts), 20.3 percent of PPS contracts (representing 9.6 percent of City contract dollar amounts), and 6.4 percent of SSE contracts (representing 8.0 percent of City contract dollar amounts) (see Figures B.1.10 and B.1.11).

Figure B.1.11 – FY 2013 Utilization of M/W/DSBEs as Prime Contractors in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts)[40]

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
All Contracts								
# Contract	99	611	391	**2,263**	126	739	316	**2,510**
Amount ($M)	$130.3	$473.9	$143.6	**$758.6**	$126.9	$447.4	$152.0	**$737.9**
Avg Contract ($M)	$1.32	$0.78	$0.37	**$0.34**	$1.01	$0.61	$0.48	**$0.29**
Primed by M/W/DSBE								
# Contract	7	124	25	**330**	14	169	33	**420**
Amount ($M)	$4.4	$51.5	$11.6	**$69.3**	$7.8	$41.3	$5.0	**$55.8**
Avg Contract ($M)	$0.63	$0.42	$0.46	**$0.21**	$0.56	$0.24	$0.15	**$0.13**
Primed by non-M/W/DSBE								
# Contract	92	487	366	**1,933**	112	570	283	**2,090**
Amount ($M)	$125.9	$422.4	$132.0	**$689.4**	$119.1	$406.1	$147.0	**$682.1**
Avg Contract ($M)	$1.37	$0.87	$0.36	**$0.36**	$1.06	$0.71	$0.52	**$0.33**
% of # Primed by M/W/DSBE	**7.1%**	**20.3%**	**6.4%**	**14.6%**	**11.1%**	**22.9%**	**10.4%**	**16.7%**
% of $ Primed by M/W/DSBE	**3.7%**	**9.6%**	**8.0%**	**8.4%**	**6.1%**	**9.2%**	**3.3%**	**7.6%**
Avg Contract Size, M/W/DSBE ($M)	**$0.74**	**$0.42**	**$0.46**	**$0.21**	**$0.56**	**$0.24**	**$0.15**	**$0.13**
Avg Contract Size, non-M/W/DSBE ($M)	**$1.35**	**$0.84**	**$0.34**	**$0.36**	**$1.06**	**$0.71**	**$0.52**	**$0.33**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Overall, **14.6 percent of all City contracts were primed by M/W/DSBEs (down from 16.7 percent in FY 2012), representing almost $69.3 million of all contracts awarded, an increase of $13.5 million from FY 2012 at $55.8 million.** However, the average size of contracts primed by M/W/DSBE increased from $130,000 to $210,000 between FY 2012 and FY 2013. Therefore, M/W/DSBEs were a prime on a greater share of contracts and their average contract size increased in FY 2013 (see Figure B.1.11).

[40]"All Contract Types" Includes MPOs and SOPs.

Since this report is to be used in part to set annual Participation Goals, it is useful to depict utilization results at the department level (see Table B.1.12 and B.1.13).[41] In this way, all departments can be held accountable, strong performers celebrated and struggling performers identified for additional attention. At the same time, it is important to note that different departments may represent different kinds of contracts, and to the extent that M/W/DSBE availability is not uniform across types of services and industries, it can make it difficult to truly compare performance across categories.

Table B.1.12 – FY 2013 Utilization (U3) - Utilization by Department of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors from City Contracts (Excluding Federally Funded City Contracts, Quasi-Public City Contracts, and Contracts with Few or No Opportunity) (by $ Contracts Awarded)

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	+/- Percent Increase
Aviation	$73.07	$19.97	27.3%	32.3%	-15.4%
Behavioral Health/Mental Retardation Services	$11.25	$1.61	14.3%	17.0%	-15.9%
Board of Ethics	$0.00	$0.00	0.0%	0.0%	-
City Planning Commission	$0.32	$0.07	21.1%	52.1%	-59.5%
City Representative	$0.03	$0.03	100.0%	100.0%	0.0%
Civil Service Commission	$0.00	$0.00	0.0%	100.0%	-100.0%
Commerce	$0.08	$0.03	42.5%	37.9%	12.3%
Division of Technology*	$17.03	$2.44	14.3%	18.6%	-22.9%
Finance	$27.07	$7.68	28.4%	36.2%	-21.5%
Fire	$2.84	$0.02	0.6%	14.8%	-96.2%
First Judicial District of PA	$0.00	$0.0	0.0%	0.0%	-
Fleet Management	$2.33	$0.05	2.1%	1.3%	65.1%
Health, Department of Public	$6.41	$1.33	20.8%	12.1%	71.6%
Historical Commission	$0.00	$0.0	0.0%	0.0%	-
Human Services, Department of	$10.98	$4.13	37.6%	5.3%	609.6%
Labor Relations	$0.00	$0.0	0.0%	0.0%	-
Law Department	$6.99	$2.24	32.1%	11.4%	180.7%
Library, Free	$1.18	$0.15	13.2%	19.8%	-33.5%
Licenses and Inspections, Department of (L&I)	$7.81	$1.76	22.5%	45.2%	-50.2%
Managing Director's Office	$1.46	$0.21	14.4%	1.2%	1,101.0%
Mayor's Office	$0.73	$0.10	13.7%	20.0%	-31.5%
Mayor's Office of Community	$0.06	$0.01	16.7%	55.6%	-70.0%

[41] See Appendix G for additional detail on M/W/DSBE utilization by department.

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	+/- Percent Increase
Services					
Mural Arts Program	$0.00	$0.0	0.0%	0.0%	-
Office of Arts and Culture	$0.08	$0.0	36.8%	-	
Office of Emergency Services	$0.00	$0.0	0.0%	0.0%	-
Office of Housing & Community Development (OHCD)	$0.79	$0.07	8.8%	40.9%	-78.4%
Office of Supportive Housing (OSH)	$4.52	$1.71	37.8%	36.5%	3.7%
Office of the Inspector General	$0.00	$0.00	0.0%	11.2%	-100.0%
Parks and Recreation**	$1.12	$0.05	4.3%	13.3%	-67.9%
Personnel	$0.40	$0.05	13.2%	11.9%	10.4%
Police	$3.34	$0.22	6.6%	10.3%	-36.0%
Prisons	$99.47	$28.40	28.6%	22.6%	26.3%
Procurement	$0.03	$0.00	12.5%	0.0%	-
Property, Department of Public	$39.05	$22.99	58.9%	45.5%	29.3%
Records	$1.91	$0.52	27.0%	46.1%	-41.4%
Parks and Recreation**	$2.60	$0.56	21.5%	21.4%	0.7%
Revenue	$12.35	$6.26	50.7%	39.3%	29.1%
Revision of Taxes, Board of***	$2.49	$1.78	71.6%	33.7%	112.3%
Sinking Fund Commission	$0.00	$0.00	0.0%	100.0%	-100.0%
Streets	$66.95	$20.14	30.1%	40.5%	-25.7%
Treasurer, City	$0.50	$0.04	8.1%	28.0%	-70.9%
Water Department	$145.70	$33.11	22.7%	21.1%	7.7%
Youth Commission	$0.00	$0.0	0.0%	0.0%	-
Zoning Code Commission	$0.00	$0.0	0.0%	0.0%	-
All Departments	**$550.93**	**$157.79**	**28.6%**	**25.1%**	**14.1%**
All with Citywide SSE	**$604.27**	**$167.09**	**27.7%**	**22.7%**	**21.8%**
All Departments + Citywide SSE + Quasi-Public	**$842.84**	**$237.14**	**23.8%**	**24.6%**	**14.4%**

*Division of Technology contains information for the Office of Innovation and Technology for FY 2013

**Parks and Recreation Department is consolidation of the Fairmount Park Commission and Recreation Department

*** Board of Revision of Taxes contains data for the Department of Property Assessment

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table B.1.13 – FY 2013 Utilization (U3) - Utilization by Department of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors from City Contracts (Excluding Federally Funded City Contracts), Quasi-Public City Contracts, and Including Contracts with Few or No Opportunity (by $ Contracts Awarded)

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	+/- Percent Increase
Aviation	$73.07	$19.97	27.3%	32.3%	-15.4%
Behavioral Health/Mental Retardation Services	$11.25	$1.61	14.3%	17.0%	-15.9%
Board of Ethics	$0.00	$0.00	0.0%	0.0%	-
City Planning Commission	$0.32	$0.07	21.1%	52.1%	-59.5%
City Representative	$0.03	$0.03	100.0%	100.0%	0.0%
Civil Service Commission	$0.00	$0.00	0.0%	100.0%	-100.0%
Commerce	$0.08	$0.03	42.5%	37.9%	12.3%
Division of Technology*	$17.03	$2.44	14.3%	18.6%	-22.9%
Finance	$27.07	$7.68	28.4%	36.2%	-21.5%
Fire	$2.84	$0.02	0.6%	14.8%	-96.2%
First Judicial District of PA	$0.00	$0.0	0.0%	0.0%	-
Fleet Management	$4.04	$0.05	1.1%	1.3%	-15.4%
Health, Department of Public	$7.56	$1.33	17.6%	12.1%	45.3%
Historical Commission	$0.00	$0.0	0.0%	0.0%	-
Human Services, Department of	$58.06	$4.13	7.1%	5.3%	33.2%
Labor Relations	$0.00	$0.0	0.0%	0.0%	-
Law Department	$6.99	$2.24	32.1%	11.4%	180.7%
Library, Free	$1.18	$0.15	13.2%	19.8%	-33.5%
Licenses and Inspections, Department of (L&I)	$7.81	$1.76	22.5%	45.2%	-50.2%
Managing Director's Office	$53.89	$0.21	0.4%	1.2%	-68.5%
Mayor's Office	$0.73	$0.10	13.7%	20.0%	-31.5%
Mayor's Office of Community Services	$0.06	$0.01	16.7%	55.6%	-70.0%
Mural Arts Program	$0.00	$0.0	0.0%	0.0%	-
Office of Arts and Culture	$0.08	$0.0	36.8%	-	
Office of Emergency Services	$0.00	$0.0	0.0%	0.0%	-
Office of Housing & Community Development (OHCD)	$0.79	$0.07	8.8%	40.9%	-78.4%
Office of Supportive Housing (OSH)	$4.52	$1.71	37.8%	36.5%	3.7%
Office of the Inspector General	$0.15	$0.00	0.0%	11.2%	-100.0%
Parks and Recreation**	$1.12	$0.05	4.3%	13.3%	-67.9%
Personnel	$0.40	$0.05	13.2%	11.9%	10.4%

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	+/- Percent Increase
Police	$4.12	$0.22	5.2%	10.3%	-49.3%
Prisons	$113.57	$28.40	25.0%	22.6%	10.8%
Procurement	$0.03	$0.00	12.5%	0.0%	-
Property, Department of Public	$39.05	$22.99	58.9%	45.5%	29.3%
Records	$1.91	$0.52	27.0%	46.1%	-41.4%
Parks and Recreation**	$2.60	$0.56	21.5%	21.4%	0.7%
Revenue	$12.35	$6.26	50.7%	39.3%	29.1%
Revision of Taxes, Board of***	$2.49	$1.78	71.6%	33.7%	112.3%
Sinking Fund Commission	$0.00	$0.00	0.0%	100.0%	-100.0%
Streets	$66.95	$20.14	30.1%	40.5%	-25.7%
Treasurer, City	$0.50	$0.04	8.1%	28.0%	-70.9%
Water Department	$159.50	$33.11	20.8%	21.1%	-1.6%
Youth Commission	$0.00	$0.0	0.0%	0.0%	-
Zoning Code Commission	$0.00	$0.0	0.0%	0.0%	-
All Departments	**$682.11**	**$157.75**	**23.1%**	**25.1%**	**-7.8%**
All with Citywide SSE	**$758.63**	**$167.09**	**22.0%**	**22.7%**	**-3.0%**
All Departments + Citywide SSE + Quasi-Public	**$997.20**	**$237.14**	**23.8%**	**24.6%**	**-3.3%**

*Division of Technology contains information for the Office of Innovation and Technology for FY 2013
**Parks and Recreation Department is consolidation of the Fairmount Park Commission and Recreation Department
*** Board of Revision of Taxes contains data for the Department of Property Assessment

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

The following departments merit additional discussion:

- The top three departments out of the 44 City departments in terms of M/W/DSBE utilization for FY 2013 – Water Department, Prisons, and Aviation – represent $346.1 million in contracts, or nearly 51 percent (50.7 percent) of the dollars spent by City departments. In terms of M/W/DSBE utilization, the following 13 departments had utilization rates above that of all City departments (23.1 percent): Aviation (27.3 percent), City Representative (100.0 percent), Commerce (42.5 percent), Finance (28.4 percent), Law Department (32.1 percent), Office of Arts and Culture (36.8 percent), Office of Supportive Housing (37.8 percent), Prisons (25 percent), Public Property (58.9 percent), Records (27 percent), Revenue (50.7 percent), Revision of Taxes (71.6 percent), and Streets (30.1 percent).

- Among the City departments with at least $1 million in contracts, Revision of Taxes (71.6 percent) and Public Property (58.9 percent) had the highest utilization rates. At the

other end of the spectrum, Behavioral Health/Mental Retardation Services (14.3 percent) and Human Services (7.1 percent) had the lowest utilization rates.

- The City's overall utilization M/W/DSBE rate decreased from 22.7 percent in FY 2012 to 21.3 percent in FY 2013, including all Citywide SSE contracts. Four City departments that had at least $1 million in contracts had double-digit percentage increases in M/W/DSBE utilization rates from FY 2012 to FY 2013 as well as FY 2013 utilization rates above the utilization for all City departments: Law Department (from 11.4 percent to 32.1 percent in FY 2013), Revenue (39.3 percent to 50.7 percent in FY 2013), Revision of Taxes (11.4 percent to 32.1 percent in FY 2013), and Property (from 45.5 percent to 58.9 percent in FY 2013).

- In contrast, two City departments that had at least $1 million in contracts had double-digit percentage decreases in M/W/DSBE utilization and FY 2012 utilization rates below the utilization for all City departments: Streets (from 40.5 percent to 30.1 percent in FY 2013), and Licenses and Inspections (from 45.2 percent to 22.5 percent in FY 2013). In 2012, four departments were categorized this way.

- Looking across all departments, regardless of total contracts awarded, departments with at least a 100 percent increase in utilization in FY 2013 include the Law Department (180.7 percent) and the Board of Revision of Taxes (112.3 percent).

- Finally, we must note that the above utilization tables do not account for contracts awarded to firms owned by minorities or women that are not OEO-registered. In some cases, individual departments keep lists of "certifiable" firms; those they know to be owned by minorities or women, regardless of whether or not they are OEO-registered.[42] Furthermore, OEO currently accounts for self-certification of sole proprietorships. This notion of "certifiables," then, is a useful topic to include in any discussion on M/W/DSBE utilization. After all, the broader objective is to ensure the fair participation in City

[42]One could also possibly include in this list of "certifiables" any firms that were not OEO-registered during the study period but that have subsequently become OEO-registered, under the assumption that these were minority-owned, woman-owned, and/or disabled-owned all along, and subsequent to the study period were finally OEO-registered. We do not choose to include such firms, because the above explanation for why they were not OEO-registered during the study period but have become OEO-registered afterwards is only one of three possibilities. It is also possible that the firm did not exist at all during the study period, and only came into existence afterwards. It is also possible that the firm was not minority-owned, woman-owned, and/or disabled-owned during the study period, but subsequently experienced a change in ownership and therefore became eligible to be registered by OEO. Since there is no way of knowing which is the reason a firm was not OEO-registered during the study period but became OEO-registered afterwards, we choose to not include such firms in this list of "certifiables."

contracts of minority-owned and woman-owned firms; whether or not such firms have been registered by OEO is simply a compliance issue, albeit an important one.[43]

OEO's policy, implemented in the midst of FY 2010, to accept certifications from other certifying bodies has increased the number of minority- and women-owned firms that can now be more easily registered by OEO and whose participation in City contracts can then be counted towards the City's utilization rate. Nevertheless, there will likely continue to be a universe of minority-owned or woman-owned sole-proprietors that are not OEO-registered but participate in City contracts, whose participation will continue to not be counted.

B.2 AVAILABILITY

As described in Section A.2.3, in defining M/W/DSBE availability, one must be mindful to be neither too broad nor too narrow. Accordingly, we have calculated availability ten different ways. A spectrum of results can then inform the appropriate choice of availability approach when calculating disparity ratios (see Table B.2.1).

[43] Put another way, it is quite possible that the City's true utilization of minority-owned, woman-owned, and disabled-owned firms is actually quite larger than this report would appear to indicate. Recall that for the purposes of this report, utilization is defined as the dollar value of awarded contracts that go to OEO-registered firms in various M/W/DSBE categories, divided by the total dollar value of awarded contracts. Therefore, in theory there are at least two possible differences between that ratio and the ratio of the dollar value of awarded contracts that go to minority-owned, woman-owned, and disabled-owned firms divided by the total dollar value of awarded contracts:

- If there are minority-owned, woman-owned, or disabled-owned firms that do business with the City but are not OEO-registered, true M/W/DSBE utilization would actually be higher than reported M/W/DSBE utilization.
- If there are firms that are OEO-registered but that are not in fact owned by a minority, woman, or disabled person (whether because of fraud or because of a change in ownership that has not yet been accounted for in the firm's certification status), true M/W/DSBE utilization would actually be lower than reported M/W/DSBE utilization.

If the variance associated with the first point is larger than the variance associated with the second point, then the City's true M/W/DSBE utilization is higher than its reported M/W/DSBE utilization. In fact, it is quite likely that the variance associated with first point is larger than the variance associated with the second point; that is, there are more minority-owned, woman-owned, or disabled-owned firms that are not OEO-registered than there are OEO-registered firms that are not minority-owned, woman-owned, or disabled-owned.

Table B.2.1 – Availability Methods Employed in This Report
**** Denotes Weighted More Heavily in Determining Participation Goals**

Method	Description	Data Source(s)
"A1"	# Minority-, Women-, and Disabled-Owned Firms Located within the City of Philadelphia÷ # All Firms Located within the City of Philadelphia, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A2"	# Minority-, Women-, and Disabled-Owned Firms w/ >1 Employee Located within the City of Philadelphia ÷ # All Firms w/ >1 Employee Located within the City of Philadelphia, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A3"	$ Revenue of Minority-, Women-, and Disabled-Owned Firms Located within the City of Philadelphia ÷$ Revenue of All Firms Located within the City of Philadelphia, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A4"	$ Revenue of Minority-, Women-, and Disabled-Owned Firms > 1 Employee Located within the City of Philadelphia ÷ $ Revenue of All Firms > 1 Employee Located within the City of Philadelphia, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A5"	# Minority-, Women-, and Disabled-Owned Firms Located within the Philadelphia MSA ÷ # All Firms Located within the Philadelphia MSA, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A6" **	**# Minority-, Women-, and Disabled-Owned Firms w/ >1 Employee Located within the Philadelphia MSA ÷ # All Firms w/ >1 Employee Located within the Philadelphia MSA, by Contract Type**	**2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report**
"A7"	$ Revenue of Minority-, Women-, and Disabled-Owned Firms Located within the Philadelphia MSA ÷$ Revenue of All Firms Located within the Philadelphia MSA, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A8"	$ Revenue of Minority-, Women-, and Disabled-Owned Firms > 1 Employee Located within the Philadelphia MSA ÷ $ Revenue of All Firms > 1 Employee Located within the Philadelphia MSA, by Contract Type	2007 US Census Survey of Business Owners, FY 2013 OEO Participation Report
"A9"	# OEO-Registered M/W/DSBEs ÷ # All Firms on City of Philadelphia Procurement Department Vendor List, by Contract Type	Office of Economic Opportunity (2014), Procurement Department (2014)
"A10"	# MBE/WBEs on City of Philadelphia Procurement Department Vendor List ÷ # All Firms on City of Philadelphia Procurement Department Vendor List, by Contract Type	Procurement Department (2014)

Source: Econsult Solutions, Inc. (2014)

In any given contract category, the number of M/W/DSBEs in the Philadelphia MSA are divided by the number of all firms in the City of Philadelphia and the Philadelphia MSA. For such an approach, we utilized the 2007 US Census Survey of Business Owners.

This data set includes counts by industry, enabling us to select only firms in those industries that represent functions in which the City can contract work, and thus excluding firms - both

M/W/DSBE and non-M/W/DSBE - in non-relevant industries. Based on the broad approach and using US Census survey data, we can further delineate between the number of firms, the number of firms with paid employees, the aggregate annual revenues of firms, and the aggregate annual revenues of firms with paid employees. These represent four approaches to determining the appropriate availability of M/W/DSBEs, and together help better clarify that availability rate.[44]

Because we have considered multiple approaches to determining availability rate, we consider these four approaches A5-A8:[45]

- "A5" - # M/W/DSBEs Divided By # All Firms in Philadelphia MSA, Based on SBA/Census Survey of Business Owners
- "A6" - # M/W/DSBEs > 1 Employee Divided by # All Firms > 1 Employee in Philadelphia MSA, Based on SBA/Census Survey of Business Owners (* this method is weighted more heavily in determining Participation Goals)
- "A7" - $ Revenue of M/W/DSBEs Divided by $ Revenue of All Firms in Philadelphia MSA, Based on SBA/Census Survey of Business Owners
- "A8" - $ Revenue of M/W/DSBEs > 1 Employee Divided by $ Revenue of All Firms > 1 Employee in Philadelphia MSA, Based on SBA/Census Survey of Business Owners

In contrast, with the narrow approach, we recognized that not all firms are in fact part of the universe of RWA firms, and that a stricter interpretation of the legal requirements of RWA necessitates that we include only those businesses that are already ready to do business with the City, as evidenced by registering with the City to bid for contracts and/or obtaining registration from OEO. This, of course, would exclude otherwise RWA firms – M/W/DSBE and non-M/W/DSBE – that have not yet registered and yet are no less worthy of being considered in an availability calculation. Nevertheless, this approach yields two additional ways to calculate availability:

- "A9" - # OEO-Registered M/W/DSBEs Divided by # All Firms on City of Philadelphia Procurement Department Vendor List

[44] For example, using the number of firms might disproportionately weight firms that have no employees and are really not of a scale to be RWA. Using the number of firms with paid employees is probably a more accurate number, but it would still tend to disproportionately weight smaller firms over larger firms; using the aggregate annual revenues of firms speaks to this notion of capacity, but might have the opposite problem of disproportionately weighting larger firms over smaller firms. Data availability also becomes an issue, as not all M/W/DSBE categories are delineated in this data source, and it may be important to differentiate between availability for various MBE categories, as well as WBEs and DSBEs.

[45] A1 to A4 are the same approaches, but with data for the City of Philadelphia only.

- "A10" - # MBE/WBEs on City of Philadelphia Procurement Department Vendor List Divided by # All Firms on City of Philadelphia Procurement Department Vendor List

Of the availability approaches that use the Philadelphia MSA as the unit of geography, we believe "A6" (# Minority-, Women-, and Disabled-Owned Firms w/ >1 Employee Located within the Philadelphia MSA ÷ # All Firms w/ >1 Employee Located within the Philadelphia MSA, by Contract Type) is the one that most effectively balances "broad" and "narrow" considerations. It accounts for a more inclusive universe of RWA firms – both M/W/DSBE and non-M/W/DSBE – but excludes the vast majority of firms in the MSA that have one or fewer employees, which would otherwise grossly overstate both M/W/DSBE and non-M/W/DSBE counts. It also uses a data set that includes industry-by-industry breakouts, which allows us to select only those firms - M/W/DSBE and non-M/W/DSBE - that represent functions in which the City of Philadelphia can contract work. It is not perfect – "ready," "willing," and "able" are too conceptual and subjective to be directly translatable into a data set – but it is the best of the lot, in terms of balancing "broad" and "narrow" objections as well as in terms of capturing the appropriate geography and industry composition.

Similar to the FY 2012 methodology for calculating availability in which two-digit NAICS codes were determined for each contract type and then information from the SBO was summed to determine availability by contract type, the approach for the FY 2013 Disparity Study weights A1-A8 data according to the distribution of FY 2013 spending by industry, per the FY 2013 Participation Report (see Table B.2.2).[46]

[46] See Appendix H for additional detail on M/W/DSBE availability.

Table B.2.2 – FY 2013 Availability ("A6") # M/W/DSBE Firms > 1 Employee in Philadelphia MSA, Divided by # All Firms > 1 Employee in Philadelphia MSA, by Contract Type and by M/W/DSBE Category

		FY 2013				FY 2012			
		PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*	*	*	*	*
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	0.4%	5.4%	3.3%	4.1%	0.4%	4.4%	2.5%	3.0%
African American	Male & Female	1.0%	1.4%	1.3%	1.3%	1.0%	1.8%	1.0%	1.4%
Hispanic	Male & Female	0.1%	0.6%	0.6%	0.5%	0.1%	0.5%	0.4%	0.4%
All MBE	**Male & Female**	**2.9%**	**8.8%**	**6.3%**	**7.3%**	**2.9%**	**8.8%**	**4.8%**	**6.5%**
All	**Female**	**8.5%**	**18.1%**	**13.7%**	**15.6%**	**8.5%**	**18.0%**	**11.4%**	**14.2%**
Disabled	**Male & Female**	**X**	**X**	**X**	**X**	*	*	*	*
All M/W/DSBE	**Male & Female**	**11.4%**	**26.9%**	**20.0%**	**22.9%**	**11.4%**	**26.7%**	**16.1%**	**20.7%**

Source: 2007 US Census Survey of Business Owners (2013), Econsult Solutions, Inc. (2013, 2014)
Note: "" denotes data unavailable or insufficient.*

In terms of the characteristics of the Philadelphia MSA as they pertain to M/W/DSBE availability in FY 2012 (based on 2007 data and FY 2012 spending) and FY 2013 (based on 2007 data and FY 2013 spending), we note the following points:

- MBE availability increased from 6.5 percent in 2012 to 7.3 percent in 2013. WBE availability increased from 14.2 percent in 2012 to 15.6 percent in 2013.
- M/W/DSBE availability for PW contracts was constant between 2012 and 2013 at 11.4 percent. M/W/DSBE availability for PPS contracts increased slightly from 26.7 percent in 2012 to 26.9 percent in 2013. M/W/DSBE availability for SSE contracts increased from 16.1 percent in 2012 to 20.0 percent in 2013.
- Availability by M/WDSBE category increased across nearly all groups and for all contract types.

It is important to clarify the cause of these changes in availability. The change from FY 2012 to FY 2013 reflects not a change in availability at the individual product or service level, but rather a change in the composition of products and services procured by the City. The data source from which availability is estimated remains the 2007 SBO, and was used in both the FY 2012 and FY 2013 Disparity Studies. However, those data are weighted differently between FY 2012 and FY 2013, reflecting differences in the composition of the City's spending that was analyzed in each report. Therefore, declines in availability do not suggest that M/W/DSBE availability is lower at the individual product or service level; rather, they suggest that the City's spending shifted slightly into categories in which there is lower M/W/DSBE availability.[47]

B.3 DISPARITY

M/W/DSBE disparity is defined as the utilization rate divided by the availability rate. A disparity ratio of more than 1.0 means the utilization rate is greater than the availability rate, and a disparity ratio of less than 1.0 means the utilization rate is lower than the availability rate. It is important to note that an under-representation of M/W/DSBEs in the economic opportunities represented by the universe of City contracts can manifest itself in at least two ways:

1. Under-utilization of M/W/DSBEs in a particular contract category, commensurate to M/W/DSBE availability (unusually low utilization rate divided by normal availability rate = disparity ratio of less than 1.0).

2. Relatively low availability of M/W/DSBEs in a particular contract category (normal utilization rate divided by unusually low availability rate = disparity ratio of greater than 1.0).

Again, this qualification applies only to situations in which availability rates are unusually low. Of course, where availability rates are relatively reasonable, a disparity ratio of over 1.0 is a very positive outcome, as it means that the M/W/DSBE utilization rate exceeds the M/W/DSBE availability rate. Furthermore, even in cases in which availability rates are unusually low, leading to somewhat misleadingly high disparity ratios, this is still a very positive outcome in one sense, as it means that despite the relative lack of RWA M/W/DSBEs, City agencies were able to utilize M/W/DSBEs.

Recall that we have determined both utilization and availability using a number of different approaches. When using these utilization and availability results to determine disparity ratios, it is important to match utilization and availability methods appropriately. In particular, if a utilization rate represents City boundaries only, its corresponding availability rate should also

[47] See Appendix H for more detail on how categories were weighted, and for a breakdown of FY 2013 spending.

represent only City boundaries. Accordingly, we match up utilization and availability methods as follows:[48]

- "D2" = "U1" ÷ "A2" = Utilization of M/W/DSBEs in the City, divided by Availability of M/W/DSBEs with employees in the City (see Table B.3.2)
- "D6" = "U2" ÷ "A6" = Utilization of M/W/DSBEs in the Philadelphia MSA, divided by Availability of M/W/DSBEs with employees in the MSA (see Table B.3.2)

Table B.3.1 – FY 2013 Disparity Ratio ("D1") = Utilization ("U1") Divided by Availability ("A2"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the City of Philadelphia)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)	All Contract Types (FY 2012)
White	Female	*	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00	0.35
Asian American	Male & Female	0.02	0.02	0.00	0.02	0.05
African American	Male & Female	0.16	1.24	0.89	0.70	0.69
Hispanic	Male & Female	0.00	0.32	0.00	0.72	2.21
All MBE	**Male & Female**	**0.29**	**0.56**	**0.39**	**0.47**	**0.47**
All WBE	**Female**	**0.40**	**0.15**	**0.62**	**0.27**	**0.16**
Disabled	**Male & Female**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
All M/W/DSBE	**Male & Female**	**0.27**	**0.29**	**0.40**	**0.31**	**0.27**

Econsult Solutions, Inc. (2014); Utilization = FY 2013 OEO Participation Report (2013); Availability = US Small Business Administration - Philadelphia District Office (2013)
Note: "" denotes data unavailable or insufficient.*

[48] "U1" can also be divided by the "A1:, "A3", and "A4" to determine disparity at the City level. "U2" can also be divided by "A5", "A7", and "A8" to determine disparity at the MSA level. See Appendix I for additional detail on M/W/DSBE disparity.

Table B.3.2 – FY 2013 Disparity Ratio ("D3") = Utilization ("U2") Divided by Availability ("A6"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the Philadelphia MSA)

Ethnicity	Gender	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 2013 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 2012 All Contract Types
White	Female	*	*	*	*	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.34
Asian American	Male & Female	0.00	0.21	0.01	0.20	0.00	0.24	0.01	0.27
African American	Male & Female	5.03	6.40	4.92	5.89	2.81	5.47	0.41	4.28
Hispanic	Male & Female	59.58	1.74	0.03	2.73	87.26	3.16	1.02	6.80
All MBE	**Male & Female**	**3.29**	**1.32**	**1.02**	**1.40**	**3.31**	**1.43**	**0.28**	**1.48**
All WBE	**Female**	**0.76**	**0.27**	**0.75**	**0.39**	**0.78**	**0.26**	**0.62**	**0.40**
Disabled	**Male & Female**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
All M/W/DSBE	**Male & Female**	**1.29**	**0.52**	**0.72**	**0.62**	**1.46**	**0.56**	**0.33**	**0.64**

Source: Econsult Solutions, Inc. (2014); Utilization = FY 2013 OEO Participation Report (2013); Availability = US Small Business Administration - Philadelphia District Office (2013)
Note: "" denotes data unavailable or insufficient.*

The disparity ratios that were calculated based on the utilization and availability data sources that look at utilization and availability within the City (see Table B.3.1) demonstrate under-utilization across the board:[49]

- Asian Americans located within the City represented 6.1 percent of all firms located within the City but received few City contracts (City utilization of 0.1 percent), for a disparity ratio of 0.02.
- Female firms located within the City represented 15.5 percent of all firms located within the City and received 4.2 percent of all City contracts for a disparity ratio of 0.27.

[49] Again, these disparity ratios assume that availability as calculated as the number of all M/W/DSBEs to all firms is a reasonable proxy for the proportion of RWA M/W/DSBEs to all RWA firms. As discussed above, since the vast majority of firms are very small, this may not be the most accurate proxy for true M/W/DSBE availability.

- African Americans located within the City represented 9.4 percent of all firms located within the City and received only 6.5 percent of City contracts, for a disparity ratio of 0.70.

- Hispanics located within the City represented 1.3 percent of all firms located within the City and received 0.9 percent of City contracts, for a disparity ratio of 0.72.

- MBEs located within the City represented 16.1 percent of all firms located within the City but received only 7.6 percent of City contracts, for a disparity ratio of 0.47.

- All M/W/DSBEs located within the City represented 32.3 percent of all firms located within the City but received only 10.0 percent of City contracts, for a disparity ratio of 0.31. The FY 2013 ratio increased by .04 from the FY 2012 disparity ratio for all M/W/DSBEs, showing that M/W/DSBE firms are still underutilized in City procurements.

The disparity ratios that were calculated based on the utilization and availability data sources that look at utilization and availability within the Philadelphia MSA (see Table B.3.2) demonstrate relative under-utilization, but with pockets of over-utilization:

- Asian Americans located within the Philadelphia MSA represented 4.1 percent of all MSA firms, but were utilized for only 0.8 percent of City contracts, for a disparity ratio of 0.20.

- African Americans located within the Philadelphia MSA represented 1.3 percent of all MSA firms, and were utilized for 7.9 percent of City contracts, for a disparity ratio of 5.89.

- Hispanics located within the Philadelphia MSA represented 0.5 percent of all MSA firms, and were utilized for 1.4 percent of City contracts, for a disparity ratio of 2.73.

- Female firms located within the Philadelphia MSA represented 15.6 percent of all MSA firms, and were utilized for 6.2 percent of City contracts, for a disparity ratio of 0.39.

- There is overall M/W/DSBE under-utilization, with a disparity ratio of 0.62 for FY 2013; it is below 1.00 for PPS contracts at 0.52 and SSE contracts at 0.62 and above 1.00 for PW contracts at 1.29.

- The overall disparity ratio of all contract types decreased slightly by 0.05 from FY 2012 (0.67) to FY 2013 (0.62). Disparity ratios for Hispanic firms in PW contracts and African American firms in PW, PPS and SSE contracts indicate over-utilization in these contract areas.

B.4 DISPARITY – FEW OR NO EXCLUDED

In some NAICS codes there are few or no M/W/DSBEs available to participate on City contracts. There are also some contracts, particularly court mandated contracts, which the City has no control over and for which there are few or no M/W/DSBEs available for participation, or there is no opportunity for M/W/DSBEs to participate. The following set of tables considers the impact of excluding those City contracts from the overall analysis. For a list of contract categories where there are "Few or No" opportunities for M/W/DSBEs in FY 2012 and FY 2013, see Appendix J.

Included among the $997.2 million in contracts analyzed in this report are 59 contracts totaling $154.4 million for which there are few or no M/W/DSBEs available to participate (see Table B.4.1). Should these contracts be excluded from the analysis, the utilization of M/W/DSBEs would be 28.1 percent rather than 23.8 percent (see Table B.4.2), which would yield a disparity ratio of 0.78 (MSA utilization of 17.8 percent vs. availability of 22.9 percent) instead of 0.62 (MSA utilization of 14.1 percent vs. availability of 22.9 percent) (see Table B.4.4).

Table B.4.1 – FY 2013 Contracts with Few or No Opportunity, as Determined by the City's Office of Economic Opportunity[50]

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types[51]	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
#	2	34	23	59	0	34	26	60
$M	$11.2	$117.2	$26.0	$155.8	$0	$107.9	$54.7	$162.5

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

[50] See Appendix J for a full list of FY 2013 contracts with few or no opportunity for M/W/DSBE participation.

[51] Included $1.5 million in sole source contracts.

Table B.4.2 – FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located within the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors, Less Contracts with Few or No Opportunity, by Contract Type and M/W/DSBE Type (by $ Contracts Awarded)

M/W/DSBE Category	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
White Female	8.1%	11.3%	10.4%	9.9%	9.9%	6.3%	9.0%	4.7%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	1.6%	3.0%	0.0%	2.0%	2.3%	2.7%	0.2%	1.3%
African American	6.4%	16.5%	9.3%	11.9%	5.8%	18.4%	12.8%	8.8%
Hispanic	4.6%	1.5%	1.1%	1.9%	6.0%	2.3%	3.4%	2.0%
All MBE	**12.5%**	**21.3%**	**10.5%**	**18.8%**	**14.4%**	**23.9%**	**17.0%**	**21.2%**
All WBE	**10.0%**	**16.1%**	**14.3%**	**12.2%**	**11.3%**	**11.2%**	**9.1%**	**9.0%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**20.6%**	**32.6%**	**20.8%**	**28.1%**	**24.4%**	**30.2%**	**26.1%**	**28.2%**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table B.4.3 – FY 2013 Utilization of M/W/DSBEs Prime Contractors (by # and $ of Contracts), in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All
% Primed by M/W/DSBE								
By #	**7.1%**	**20.3%**	**6.4%**	**14.6%**	**11.1%**	**22.9%**	**10.4%**	**16.7%**
By $	**3.7%**	**9.6%**	**8.0%**	**8.4%**	**6.1%**	**9.2%**	**3.3%**	**7.6%**
Average Contract Size ($M)								
M/W/DSBE Primes	**$0.74**	**$0.42**	**$0.46**	**$0.21**	**$0.56**	**$0.24**	**$0.15**	**$0.13**
Non-M/W/DSBE Primes	**$1.35**	**$0.84**	**$0.34**	**$0.36**	**$1.06**	**$0.71**	**$0.52**	**$0.33**

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

Table B.4.4 – FY 2013 Disparity Ratio = Utilization of For-Profit M/W/DSBE Contractors Located in the Philadelphia MSA in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts), Less Contracts with Few or No Opportunity, Divided by Availability of Ready, Willing, and Able M/W/DSBE Firms in Philadelphia MSA

Ethnicity	Gender	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
All M/W/DSBE	Male & Female	1.41	0.69	0.89	0.78	1.46	0.76	0.52	0.82

Source: US Census Bureau Survey of Business Owners (2007), OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)

APPENDIX C: PARTICIPATION GOALS

In this section, we offer recommended Annual Participation Goals for Fiscal Year (FY) 2013 and beyond to the City of Philadelphia's Office of Economic Opportunity (OEO) for future Minority Business Enterprise (MBE), Women Business Enterprise (WBE), and Disabled Business Enterprise (DSBE) (collectively known as M/W/DSBE) utilization, based on FY 2013 M/W/DSBE utilization and availability. This is an important component of what should be an overall strategy to safeguard the public interest in identifying and rectifying instances of discrimination, and proactively seeking ways to promote the inclusive participation of M/W/DSBEs in economic opportunities.

We base our recommended participation goals on a comparison of current utilization rates (see Table C.1 ("U1") and Table C.2 ("U2"), and availability rates (see Table C.4 ("A2") and Table C.5 ("A6")). For some M/W/DSBE categories and some contract types, current utilization rates are lower than current availability rates (i.e. the disparity ratio is less than 1.0), while for other M/W/DSBE categories and contract types, current utilization rates are higher than current availability rates (i.e. the disparity ratio is greater than 1.0) (see Table C.6 ("D2") and Table C.7 ("D6")).[52]

Table C.1 – FY 2013 Utilization (U1) – Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the City of Philadelphia, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors for City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts) (by $ Contracts Awarded)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
MBE	4.9%	8.8%	6.3%	7.6%	4.0%	9.7%	1.1%	6.9%
WBE	3.1%	3.0%	9.5%	4.2%	1.8%	2.3%	3.4%	2.4%
DSBE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBE	6.8%	9.8%	13.6%	10.0%	5.9%	10.3%	4.5%	8.3%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)
Note: Figures in the bottom row are not necessarily the sum of the above rows, because businesses can belong to more than one M/W/DSBE category.

[52] PW = Public Works contracts. PPS = Personal and Professional Services contracts. SSE = Services, Supplies, and Equipment contracts.

Table C.2 – FY 2013 Utilization (U2) – Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the Philadelphia MSA, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors for City Contracts (Excluding Federally Funded City Contracts and Quasi-Public Contracts) (by $ Contracts Awarded)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
MBE	9.5%	11.6%	6.4%	10.2%	8.8%	12.6%	1.3%	9.5%
WBE	6.5%	4.9%	10.2%	6.2%	8.6%	4.6%	4.0%	5.2%
DSBE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBE	14.7%	14.0%	14.4%	14.1%	16.7%	14.9%	5.3%	13.2%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)
Note: Figures in the bottom row are not necessarily the sum of the above rows, because businesses can belong to more than one M/W/DSBE category.

Table C.3 – FY 2013 Utilization (U3) – Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the US, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts (by $ Contracts Awarded)

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 12 PW	FY 12 PPS	FY 12 SSE	FY 12 All Contract Types
MBE	11.5%	16.0%	8.5%	13.7%	14.4%	18.1%	10.9%	15.9%
WBE	9.2%	12.2%	11.8%	11.5%	11.3%	8.5%	5.9%	8.5%
DSBE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBE	18.8%	24.5%	17.0%	22.0%	24.4%	22.9%	16.7%	21.8%
Including Quasi-Public City Contracts								
All M/W/DSBE				23.8%				24.0%

Source: OEO Annual Participation Report (FY 2012, FY 2013), Econsult Solutions, Inc. (2013, 2014)
Note: Figures in the bottom row are not necessarily the sum of the above rows, because businesses can belong to more than one M/W/DSBE category.

Table C.4 – FY 2013 Availability (A2) - # M/W/DSBE Firms in Philadelphia County with >1 Employee, Divided by # All Firms in Philadelphia County with >1 Employee

Category		FY 2013				FY 2012			
		PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
All MBE	Male & Female	17.2%	15.7%	16.2%	16.1%	17.2%	13.4%	15.6%	14.8%
All	Female	7.7%	19.4%	15.4%	15.5%	7.7%	19.4%	15.4%	15.5%
Disabled	Male & Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	24.9%	33.4%	34.1%	32.3%	24.9%	32.8%	31.1%	30.3%

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2013, 2014)
Note: "" denotes data unavailable or insufficient.*

Table C.5 – FY 2013 Availability (A6) - # M/W/DSBE Firms > 1 Employee in Philadelphia MSA, Divided by # All Firms > 1 Employee in Philadelphia MSA (Weighted Approach)

Category		FY 2013				FY 2012			
		PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
All MBE	Male & Female	2.9%	8.8%	6.3%	7.3%	2.9%	8.8%	4.8%	6.5%
All	Female	8.5%	18.1%	13.7%	15.6%	8.5%	18.0%	11.4%	14.2%
Disabled	Male & Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	11.4%	26.9%	20.0%	22.9%	11.4%	26.7%	16.1%	20.7%

Source: 2007 US Census Survey of Business Owners (2013), Econsult Solutions, Inc. (2013, 2014)
Note: "" denotes data unavailable or insufficient*

Table C.6 – FY 2013 Disparity Ratio ("D2") = Utilization ("U1") Divided by Availability ("A2), by Contract Type

	Gender	PW	PPS	SSE	FY 2013 All Contract Types	FY 2012 All Contract Types
All MBE	Male & Female	0.29	0.56	0.39	0.47	0.47
All WBE	Female	0.40	0.15	0.62	0.27	0.16
Disabled	Male & Female	*	*	*	*	*
All M/W/DSBE	Male & Female	0.27	0.29	0.40	0.31	0.27

Source: Econsult Solutions, Inc. (2013, 2014); Utilization = FY 2013 OEO Participation Report (2014); Availability = 2007 US Census Survey of Business Owners (2013)

Table C.7 – FY 2013 Disparity Ratio ("D6") = Utilization ("U2") Divided by Availability ("A6"), by Contract Type

		FY 12 PW	FY 12 PPS	FY 12 SSE	FY 2012 All Contract Types	FY 11 PW	FY 11 PPS	FY 11 SSE	FY 2011 All Contract Types
All MBE	Male & Female	3.29	1.32	1.02	1.40	3.31	1.43	0.28	1.48
All WBE	Female	0.76	0.27	0.75	0.39	0.78	0.26	0.62	0.40
Disabled	Male & Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	1.29	0.52	0.72	0.62	1.46	0.56	0.33	0.64

Source: Econsult Solutions, Inc. (2013, 2014); Utilization = OEO Participation Report (FY 2012, FY 2013); Availability = 2007 US Census Survey of Business Owners (2013)
Note: "" denotes data unavailable or insufficient.*

Based on these utilization rates and availability rates for FY 2013, we can set participation goals for future years (see Table C.8 and Table C.9).

Table C.8 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Less Contracts with Few or No Opportunity, by Contract Type and by M/W/DSBE Category[53]

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY12/FY13 Actual
White Female	U: 8%	U: 11%	U: 10%	U: 10%	FY12: 4.6% FY13: 9.9%
Native American	U/A: 0%	U/A: 0%	U/A: 0%	U/A: 0%	FY12: 0.0% FY13: 0.0%
Asian American	U: 2%	A: 5%	A: 3%	A: 4%	FY12: 1.3% FY13: 2.0%
African American	U: 6%	U: 17%	U: 9%	U: 12%	FY12: 8.9% FY13: 11.9%
Hispanic	U: 5%	U: 2%	U: 1%	U: 2%	FY12: 1.9% FY13: 2.0%
All MBE	**U: 13%**	**U: 21%**	**U: 11%**	**U: 19%**	**FY12 21.2% FY13 18.8%**
All WBE	**U: 10%**	**A: 18%**	**U: 14%**	**A: 16%**	**FY12: 9.0% FY13 12.2%**
City-Based M/W/DSBE	**U: 7.5%**	**U: 13%**	**U: 12.5%**	**U: 12%**	**FY12: 11.4% FY13: 12.5%**
All M/W/DSBE	**S: 24%**	**U: 33%**	**S: 26%**	**S: 30%**	**FY12: 28.2% FY13: 28.1%**
FY12/FY13 Actual	**FY12: 24.4% FY13: 20.6%**	**FY12: 30.2% FY13: 32.6%**	**FY12: 26.1% FY13: 20.8%**		

Source: Econsult Solutions, Inc. (2014)

[53] The utilization rates used to set participation goals do not include federally funded contracts, over which the City has limited influence to set participation goals, and does not include contracts for which there are few or no opportunities for M/W/DSBE participation. Prefix of "U" = FY 2013 Utilization > FY 2013 Availability (i.e. disparity ratio > 1.0), so Participation Goal = FY 2013 Utilization. Prefix of "A" = FY 2013 Availability > FY 2013 Utilization (i.e. disparity ratio < 1.0), so Participation Goal = FY 2013 Availability. Prefix of "S" = "Stretch Goal," since Participation Goal > FY 2013 Utilization and FY 2013 Availability.

Table C.9 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Excluding and Including Contracts with Few or No Opportunity for M/W/DSBE Participation

Excluding Few or No Opportunity Contracts	PW	PPS	SSE	All Contract Types
All MBE	13%	21%	11%	19%
All WBE	10%	18%	14%	16%
All M/W/DSBE	24%	33%	26%	30%
Including Few or No Opportunity Contracts	**PW**	**PPS**	**SSE**	**All Contract Types**
All MBE	12%	16%	9%	16%
All WBE	9%	14%	12%	14%
All M/W/DSBE	22%	25%	21%	25%

Source: Econsult Solutions, Inc. (2014)

In cases where actual utilization is less than actual availability (i.e. the disparity ratio is less than 1.0, which represents under-utilization), we tend to recommend that future utilization rates increase to current availability rates as measured in this analysis. We further suggest that departments that have under-achieved in this area be strongly encouraged to understand what measures may be utilized to increase their M/W/DSBE participation in the upcoming year (see Table B.1.12).

Conversely, in cases where actual utilization is greater than actual availability (i.e. the disparity ratio is greater than 1.0, which represents over-utilization), we tend to recommend that future utilization rates hold at current utilization rates. We further suggest that, since the issue in these cases is not low utilization rates but low availability rates, the City should work with other public and private technical assistance providers to help increase the amount of "ready, willing, and able" (RWA) M/W/DSBEs, a recommendation that is further elaborated in the next section.

Thus, the levels suggested as participation goals can be offered as benchmark utilization rates that should be strived for, with a prefix of "U" signifying cases in which M/W/DSBE utilization is currently greater than M/W/DSBE availability, and a prefix of "A" signifying cases in which M/W/DSBE utilization is currently lower than M/W/DSBE availability. These levels provide **a citywide framework for OEO's development of department-by-department participation goals,** particularly in cases where under-utilization has occurred and individual departments therefore need to be identified for improvement.

In some cases, we recommend a participation goal that is higher than both FY 2013 utilization and FY 2013 availability. These **"stretch" goals,** signified with a prefix of "S", represent a desire to reach past the limitations set by both historical utilization and historical availability, and will require efforts on both fronts: holding City agencies accountable to increase utilization, and leveraging both Administration resources and other public and private sector efforts to increase availability. "Stretch" goals acknowledge that both historical utilization and historical availability have been lower than they could be, given their relative under-representation in the OEO directory when compared to the evident potential of each group to do business with the City, and that increasing participation beyond historical utilization and historical availability is a worthwhile public policy goal.[54]

For recommended citywide participation goals based on FY 2013 results, there is one case in which a "stretch" goal is advanced, and that is for all contract types for all M/W/DSBEs. Overall, FY 2013 availability was 22.9 percent, and FY 2013 utilization was 28.1 percent. Given that the structural improvements the City has put in place to increase M/W/DSBE participation are starting to yield results, and given the fact that recent Annual Disparity Studies have set this overall goal at least 25 percent, we recommend a "stretch" goal of 30 percent for FY 2013. Bear in mind also, that FY 2013 availability at the City of Philadelphia level was 32.3 percent (vs. 22.9 percent at Philadelphia MSA level). While we weighed MSA-level data more heavily than City-level data, the higher availability estimate for the City-level data suggests that availability may be higher than the estimated 22.9 percent.

A number of recent significant organizational shifts – moving OEO from the Finance Department to the Commerce Department, hiring a new OEO director, and getting out of the certification business to deploy more resources towards outreach and capacity-building – appear to be paying dividends in improving the City's utilization of M/W/DSBEs and in strengthening the overall capacity of M/W/DSBEs. Accordingly, we encourage the City to see our recommended Annual Participation Goals as levels that it should reach and eventually exceed over a multi-year period, reaching **M/W/DSBE utilization of at least 30 percent by FY 2014** (see Table C.10).

[54] Section 6-109 of the Philadelphia Home Rule Charter, which provides guidance on how Annual Participation Goals are to be set, notes that goals must be informed by historical utilization and availability rates, but it does not appear to infer that they must be constrained by them, particularly as it relates to redressing specific patterns of past discrimination. Hence, setting "stretch goals" that are set in part by considering historical utilization and availability rates but that are themselves higher than these historical rates does not appear to be forbidden.

Table C.10 – Actual and Recommended M/W/DSBE Utilization for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts[55]

	Actual (incl. "Few or No Opportunity" Contracts)[56]						Actual (excl. "Few or No")[57]		Goal
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	
All M/W/DSBE	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%	28.2%	28.1%	30%
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%	21.2%	18.8%	19%
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%	9.0%	12.2%	16%
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%	24.4%	20.6%	24%
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%	30.2%	32.6%	33%
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%	26.1%	20.8%	26%

Source: Econsult Solutions, Inc. (2014)

Of course, setting recommended future utilization rates to meet or exceed current availability rates assumes relatively constant availability rates over time. In fact, availability rates change all the time: if the number of RWA M/W/DSBEs grows faster than the number of all RWA firms, the availability rate will increase, and previously set targets for utilization rates will result in disparity ratios lower than expected. If the number of RWA M/W/DSBEs grows slower than the number of all RWA firms, the availability rate will decrease, and previously set targets for utilization rates will result in disparity ratios higher than expected.

This is a significant overarching fact that must be taken into consideration when policymakers scrutinize these and other disparity ratios. To the extent that the problem of unusually low M/W/DSBE participation in regional economic opportunities manifests itself in low availability rates, not only will this not be picked up in low disparity ratios, but disparity ratios will in fact be

[55] The MBE and WBE goals add up to more than the overall goal because it is assumed that some M/W/DSBE participation will come from businesses that are both MBE and WBE.

[56] FY 2006 to FY 2009 results are adjusted to include SSE waste management spending that was not previously accounted for in published Annual Disparity Studies because it was from amendments to existing contracts rather than awarded contracts. FY 2006 to FY 2011 results do not exclude City contracts for which there were few or no opportunities for M/W/DSBE participation. FY 2006 to FY 2011results also do not include City contracts for water and electric utilities which are included in the FY 2012 and FY 2013 results.

[57] FY 2012 to FY 2013 results exclude City contracts for which there were few or no opportunities for M/W/DSBE participation.

above 1.0. This otherwise desirable ratio masks the real problem, not just of low M/W/DSBE utilization that needs to be increased but of low M/W/DSBE availability that needs to be increased.

Note, for example, the disparity ratios that would be above 1.0 if the City were to meet our stated FY 2014 participation goals using M/W/DSBEs within the Philadelphia MSA, and current availability rates still applied (see Table C.11). We would not interpret such ratios above 1.0 as demonstrating "over-utilization" but rather "under-availability."[58]

Table C.11 – Disparity Ratios if Recommended Participation Goals Set Using Participation Including "Few or No Opportunity" Contracts are Met Using M/W/DSBEs Located within the Philadelphia MSA and FY 2013 Availability Rates Hold Steady, by Contract Type and by M/W/DSBE Category

	PW	PPS	SSE	All Contract Types
White Female	*	*	*	*
Native American	0.00	0.00	0.00	0.00
Asian American	3.50	1.00	1.00	1.00
African American	5.80	8.86	3.08	7.31
Hispanic	42.00	2.00	1.50	3.20
All MBE	**4.14**	**1.82**	**1.43**	**2.19**
All WBE	**1.06**	**0.77**	**0.88**	**0.90**
DSBE	*	*	*	*
All M/W/DSBE	**1.93**	**0.93**	**1.05**	**1.09**

Source: FY 2013 OEO Participation Report (2014), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

In seeking to advocate for utilization rates to be as high as or higher than availability rates, it is equally important to advocate for availability rates to be higher as well. It is important to note that a disparity ratio is merely one tool for identifying any differences between utilization rates and availability rates. It is certainly a useful measure in cases in which current utilization rates trail current availability rates, and pushing for higher future utilization rates is equivalent to promoting greater M/W/DSBE participation in the economic opportunities represented by City

[58] Again, this qualification applies only to situations in which availability rates are unusually low. Of course, where availability rates are relatively reasonable, a disparity ratio of over 1.0 is a very positive outcome, for it means that M/W/DSBE utilization rates exceed M/W/DSBE availability rates. Furthermore, even in cases in which availability rates are unusually low, leading to somewhat misleading high disparity ratios, this is still a very positive outcome in one sense, as it means that despite the relative lack of ready, willing, and able M/W/DSBEs, City agencies were able to enable M/W/DSBE participation at significant rates.

contracts. However, there should be equal attention given to situations when availability is low, in which case steps can and should be taken to provide technical assistance and organizational support to develop more qualified M/W/DSBEs and thus increase availability rates.

APPENDIX D: ADDITIONAL DOCUMENTATION OF DATA SETS AND METHODOLOGICAL APPROACH FOR UTILIZATION AND AVAILABILITY ESTIMATES

D.1 UTILIZATION - OEO PARTICIPATION REPORT (USED FOR UTILIZATION "U1," "U2," AND "U3")

In order to obtain all the utilization figures used in this report, we used both the "Fourth Quarter FY 2013 Participation Report" and "Listing of OEO-registered M/W/DSBEs" reports provided by the City of Philadelphia's Office of Economic Opportunity (OEO). The former document contains all the contracts that have been awarded to Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disabled Business Enterprises (DSBEs) (collectively known as M/W/DSBEs) throughout the year and provides the company name, the race and gender of the business owners, as well as the contract amount. The Participation Report is further subdivided by contract type and provides the above-mentioned detail for the Public Works (PW); Supplies, Services and Equipment (SSE); and Personal and Professional Services (PPS) categories.

1. In order to classify each contract on the Participation Report as belonging to one of the three geographical categories identified by OEO, namely "City", "MSA", and "All", we first identified the component parts of the Philadelphia Metropolitan Statistical Area (MSA)[59] as defined by the Office of Management and Budget and listed on the US Census Bureau site at http://www.census.gov/population/estimates/MSA-city/0312msa.txt. The counties included in the MSA are:

    - Philadelphia County, PA
    - Bucks County, PA
    - Chester County, PA
    - Delaware County, PA
    - Montgomery County, PA
    - Burlington County, NJ
    - Camden County, NJ
    - Gloucester County, NJ
    - Salem County, NJ

[59] The Philadelphia MSA is an 11-county region is the modern equivalent of the 9-county Primary Metropolitan Statistical Area (PMSA) used in the DJ Miller & Associates report.

- New Castle County, DE
- Cecil County, MD

2. In order to identify the vendors falling under each location category, we obtained a zip code database list through www.zip-codes.com. This database provides all the towns and zip codes of every county in the MSA territory.

3. By using an Excel "lookup" function, we were able to link the two documents listed above and to automatically assign a category, such as "City" or "MSA", to each vendor by comparing the vendor's actual zip code as provided in the "Listing of OEO-registered M/W/DSBEs" spreadsheet to the database we had compiled.

4. The vendors registered outside of either the "City" or "MSA" categories were counted under the third category, "All".

5. Although this was not the case for the FY 2013 data, if any of the vendors on the list of OEO-registered M/W/DSBEs did not have zip code information, we would perform additional research via the Internet, as well as through OEO's website, in order to establish their location and thus classify them correctly.

6. After flagging each vendor as either "City" or "MSA" we separated all contract awards by the gender or ethnicity of the firm's owner in order to obtain the total contract amounts applicable to each category in the utilization table.

7. We performed the same steps in order to assign a vendor location to each vendor and to sum up the total contract amounts for each ethnic or gender category for each of the contract types listed in this report.

8. In order to present the data in the format required by OEO, and in order to ease comparison with previously conducted disparity studies, we consolidated the data from the Participation Report into the following five categories according to the contract type:

    a. Public Works (PW)

    b. Personal and Professional Services (PPS)

    c. Supplies, Services, and Equipment (SSE)

    d. Miscellaneous Purchase Orders (MPO)

    e. Small Order Purchases (SOP)

D.2 AVAILABILITY

D.2.1 US Census (Used for availability) "A1", "A2," "A3," "A4," "A5", "A6", "A7", and "A8")

The majority of the availability data used in our study come from the SBO, which is conducted by the US Census Bureau every five years and which, since 2002, is a consolidation of two former studies, the Survey of Minority- and Women-Owned Business Enterprises (SMOBE/SWOBE). SBO data reports provide information on US businesses by geographic location, by the gender and ethnic origin or race of business owners, by the 2-digit industry classification code according to the North American Industry Classification System (NAICS), and by size of the firms in terms of total employment and revenues.

This report uses data from the 2007 SBO. SBO data are available for the City of Philadelphia and the Philadelphia MSA from 2007 (the most recent year available) through the Company Statistics Division of the US Census Bureau at http://www.census.gov/csd/sbo/index.html and through the American FactFinder website of the U.S. Census Bureau, available at:

> http://factfinder.census.gov/servlet/EconSectorServlet?caller=dataset&sv_name=2007+Survey+of+Business+Owners&_SectorId=*&ds_name=EC0700A1

We used the following process to calculate availability rate using census data (a weighted approach to estimating availability is discussed in Appendix H):

1. Start by going to the American FactFinder website listed above, which can be reached by going first to the American FactFinder homepage.

   > http://factfinder.census.gov/home/saff/main.html?_lang=en *and clicking on the "Get Data" link under "Economic Census."*

2. Once opened, the link automatically connects to the 2007 Economic Census dataset. Click on the "2007 Survey of Business Owners" link under "Detailed Statistics."

3. The page that opens up has three tabs that allow for data to be searched by sector, keyword, or geography. Click on the third tab, "filter by geography/industry/data item".

4. Click on the box that says "Geographic Area" and select "Metropolitan Statistical Area/Micropolitan Statistical Area" from the dropdown menu under "geographic type". Once the list of options appears, scroll down and select "Philadelphia-Camden-Wilmington, PA-NJ-DE-MD MSA Area" and click OK on the right. The datasets available

for the Philadelphia Metropolitan Statistical Area (MSA) will appear in the window below.[60]

5. Select the dataset U.S. Firms by Geographic Area, Industry, Gender, Ethnicity, and Race: 2007. This is a summary view of the rest of the reports listed. It provides the following data:

   - Total number of employer and non-employer firms in the MSA and their total receipts for all industry sectors and for all gender and ethnic categories, including majority-owned firms;

   - Total number of employer and non-employer firms and their total receipts in the MSA by ethnic category (Hispanic or Latino; Black or African American; American Indian and Alaska Native; Asian American; Native Hawaiian or Other Pacific Islander) *in all industry sectors*;

   - Total number of employer and non-employer firms and their total receipts in the MSA by the above-listed ethnic categories *in each industry sector*.

   - The SBO does not collect data on DSBEs.

6. For various reasons, the Census reports do not provide data for all the categories and subcategories. There are two major data error classifications:

   a. **"D** - Withheld to avoid disclosing data for individual companies; data are included in higher level totals"

   b. **"S** - Withheld because estimate did not meet publication standards"

The SBO datasets also do not provide sufficient cross-reference detail in the sense that one could not find data on the number of business owners who are both women *and* belong to an ethnic minority.

D.2.2 Procurement Department Vendor List (Used for Availability "A9" and "A10")

Another way that we chose to study the availability of firms in the Philadelphia MSA was to look at all the firms that have registered with the City's Procurement Department and whose physical address was within the Metropolitan area. This approach must be tempered by the fact that this list is for firms for PW and SSE contracts, and not for PPS contracts.

[60] "Philadelphia County" can also be selected, yielding data for the City of Philadelphia by itself.

1. The list of companies registered to do business with the City of Philadelphia, provided by the Procurement Department, included 5,732 firms.

2. Since we only needed the total number of firms in the Philadelphia MSA and not those whose physical location was outside of it, we used a zip code database, obtained from www.zip-codes.com, in order to flag in an Excel spreadsheet all vendors as either belonging to the "MSA" category or not. By compiling a database of all zip codes of the counties included in MSA and by comparing each vendor zip code against that database, we were able to determine the count and breakdown all vendors on the Procurement Department list by the minority- or women-owned business category. We found out that there were no disabled-owned businesses in the Philadelphia MSA in the Public Works or Services, Supplies, and Equipment categories.

3. From those identified as falling under the "MSA" location category, we further pulled out only those vendors whose contracts awarded pertained either to the Public Works or to the Services, Supplies and Equipment categories. We were informed by OEO, as well as by the Procurement Department, that Personal and Professional Services contracts are performed through the e-contracts system of the City of Philadelphia and therefore not all PPS vendors are included in the Procurement Department's Vendor List.

4. By using a pivot table to analyze these records, we were able to calculate the total number of firms under the minority- or women-owned businesses classification categories.

5. By using these data, there were two different ways of approaching the disparity ratio: either by comparing the total number of M/W/DSBEs registered with OEO (from OEO's Race Detail Report) to the total number of firms registered with the Procurement Department, or by comparing the total number of M/W/DSBEs to the total number of firms registered with the Procurement Department, i.e. comparing a subset to the total within the same data pool. We have provided both variations.

APPENDIX E: DISPARITY STUDY DATASET AND RELATED FILES

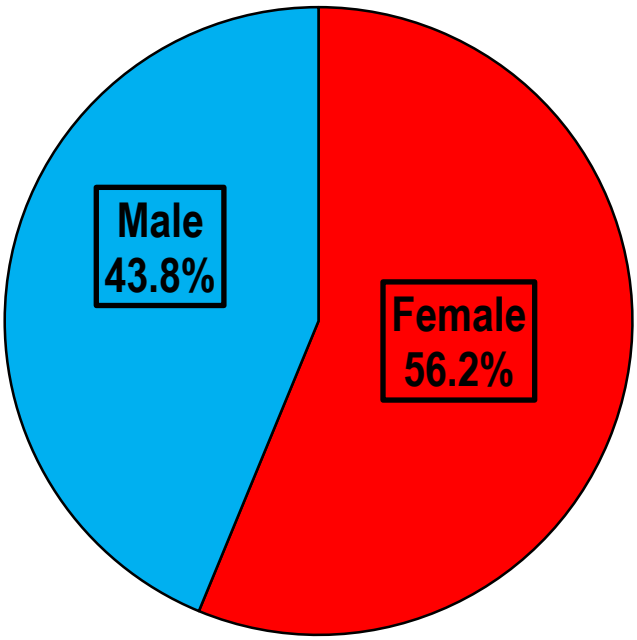
Table E.1: Datasets for the Annual Disparity Study

File Name	File Type	Description
"Commodity_Codes_to_Lookup"	MS Excel (.xls)	A file which lists commodity codes and descriptions and corresponding NAICS codes which have been hand-coded.
"GAS: Economy-Wide Estimates"	Adobe Acrobat (.pdf)	A scanned report from the U.S. Census website providing the numbers that were used to present the Census availability data in the above-mentioned file.
"Master_contract_list"	STATA Dataset (.dta)	A STATA dataset containing all of the prime and subcontract vendors and contract amounts included in the "OEO Contract Participation 4th Qt FY 13 Report.xls".
"OEO Vendors with Race FY 2013"	MS Excel (.xls)	The original file provided to Econsult by OEO listing all current registered vendors.
"OEO Contract Participation 4th Qtr FY13 Report"	MS Excel (.xls)	The original file provided to Econsult by OEO listing all prime and subcontract vendors along with contract amounts.
"PMSA Zip Codes"	MS Excel (.xls)	A compilation of all the zip codes in the City and MSA areas.
"pmsa_zip_codes"	STATA Dataset (.dta)	A STATA dataset version of "PMSA Zip Codes.xls"
"Procurement Vendor Listing"	MS Excel (.xls)	A list of vendors registered with the City's Procurement Office, provided by same.
"Pro-Net Vendors"	MS Excel (.xls)	A list of all vendors registered with the Central Contractor Registration website (formerly SBA Pro-Net). Each tab lists only the vendors registered under total MBE, MBE/males, WBE, and Veterans. Each tab also displays the calculations we used to identify each vendor by ethnicity and/or gender.
"Summary of Availability Data – SBA Census"	MS Excel (.xls)	A spreadsheet with four tabs, each summarizing the data available from the 2007 Economic (SBO) Census by category: total MBEs, total WBEs, employer MBEs, employer WBEs. The cells that are blank represent categories for which the Census provides no data.

Source: Econsult Solutions, Inc. (2014)

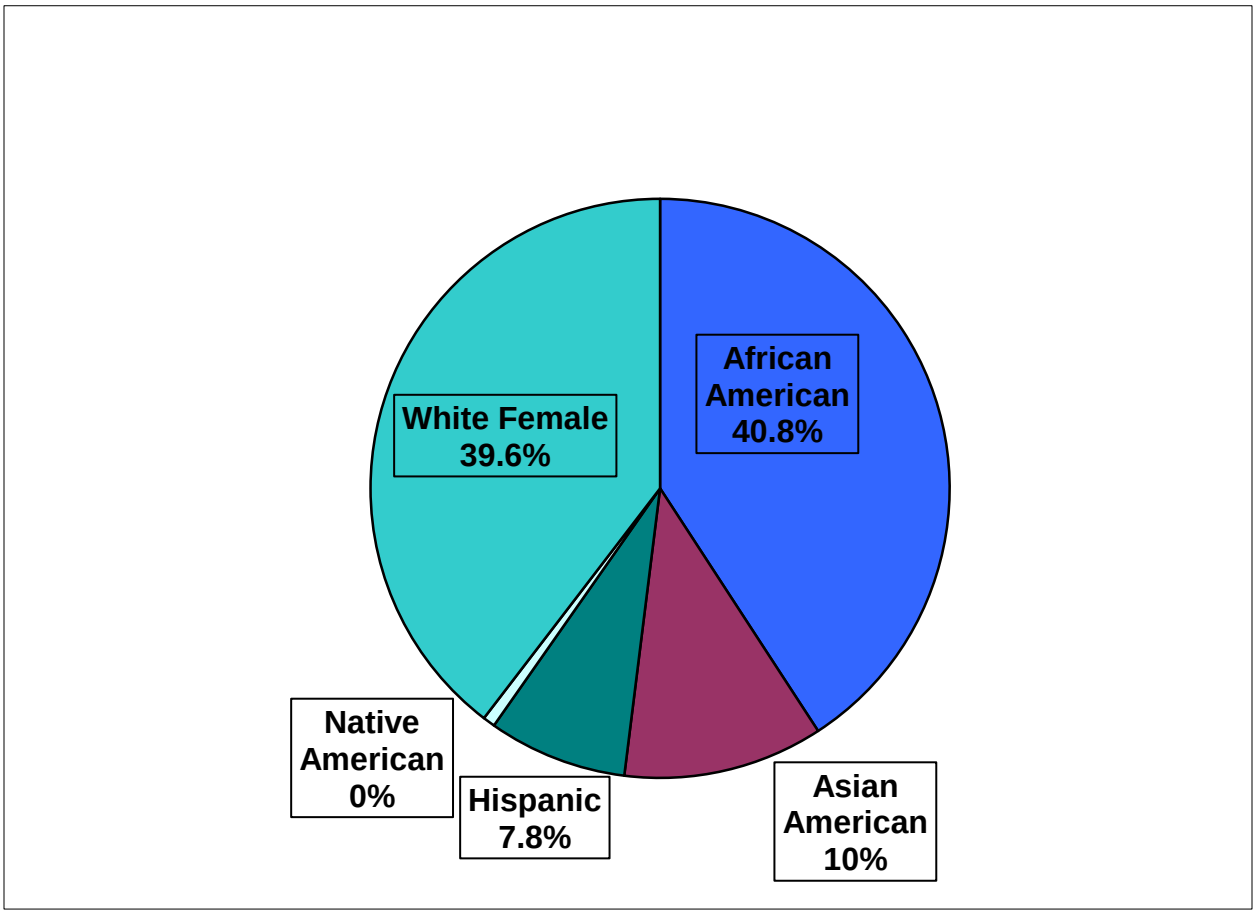
APPENDIX F: DISTRIBUTION OF ALL OEO REGISTERED FIRMS

Figure F.1 – January 2014 Distribution of OEO-Registered Firms by Gender



Source: City of Philadelphia Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

Figure F.2 – January 2014 Distribution of OEO-Registered Firms by Ethnicity



Source: City of Philadelphia Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

Table F.1 – Distribution of OEO-Registered Firms by State (as of January 2014)

State	Number of Firms	% of Total
Pennsylvania	1,299	62.69%
New Jersey	293	14.14%
Maryland	85	4.10%
New York	74	3.57%
Delaware	52	2.51%
Virginia	30	1.45%
Illinois	26	1.25%
Florida	25	1.21%
Texas	24	1.16%
California	23	1.11%
District of Columbia	21	1.01%
Georgia	20	0.97%
Massachusetts	15	0.72%
North Carolina	12	0.58%
Michigan	11	0.53%
Indiana	8	0.39%
Missouri	6	0.29%
Connecticut	5	0.24%
Ohio	5	0.24%
Tennessee	5	0.24%
South Carolina	4	0.19%
Washington	4	0.19%
Colorado	3	0.14%
Minnesota	3	0.14%
Rhode Island	3	0.14%
Wisconsin	3	0.14%
Arizona	2	0.10%
Kansas	2	0.10%
Oregon	2	0.10%
Utah	2	0.10%
Louisiana	1	0.05%
Maine	1	0.05%
New Hampshire	1	0.05%
Nevada	1	0.05%
Oklahoma	1	0.05%
Total	**2,072**	**100.00%**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

Table F.2 – Distribution of OEO-Registered Firms by Industry by Location of Firm (as of January 2014)

Contract Type	City		MSA		US	
	#	%	#	%	#	%
PW	291	14.0%	548	26.4%	743	35.9%
PPS	362	17.5%	734	35.4%	1224	59.1%
SSE	240	11.6%	493	23.8%	738	35.6%
All Contract Types	**687**	**33.2%**	**1,376**	**66.4%**	**2,072**	**100.0%**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

Table F.3 – Distribution of OEO-Registered Firms by Industry by M/W/DSBE Category (as of January 2014)

Contract Type	MBE		WBE		DSBE		M/W/DSBE	
	#	%	#	%	#	%	#	%
PW	369	17.8%	371	17.9%	3	0.1%	743	35.9%
PPS	510	24.6%	712	34.4%	2	0.1%	1224	59.1%
SSE	299	14.4%	437	21.1%	2	0.1%	738	35.6%
All Contract Types	**902**	**43.5%**	**1,165**	**56.2%**	**5**	**0.2%**	**2,072**	**100.0%**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

Table F.4 – Change in Distribution of OEO-Registered Firms by Location of Firm (Q1 2013 to Q1 2014)

		As of Q1 2013			Additions Since Q1 2013			Subtractions Since Q1 2013			As of Q1 2014		
		City	MSA	US	City	MSA	US	City	MSA	US	City	MSA	US
MBE - African American	Male	253	401	537	31	50	84	14	26	36	270	425	585
MBE - Hispanic or Latino	Male	47	84	127	1	1	1	4	6	8	44	79	120
MBE – Asian	Male	30	82	161	1	9	22	1	3	10	30	88	173
MBE - Native American	Male	2	4	11	0	1	2	1	2	2	1	3	11
MBE – Other	Male	0	0	13	0	0	0	2	2	1	2	9	13
MBE – Total	Male	**332**	**571**	**849**	**33**	**61**	**109**	**22**	**39**	**57**	**347**	**604**	**902**
WBE – White	Female	190	528	797	16	49	92	24	59	77	182	518	812
WBE - African American	Female	128	190	242	8	13	28	10	12	18	126	191	252
WBE - Hispanic or Latino	Female	13	30	33	0	1	7	0	1	1	13	30	39
WBE – Asian	Female	18	32	54	1	4	6	1	2	6	18	34	54
WBE - Native American	Female	0	1	1	0	0	0	0	0	0	0	1	1
WBE – Other	Female	0	0	1	0	1	0	0	0	0	0	1	1
WBE – Total	Female	**349**	**781**	**1128**	**25**	**68**	**133**	**35**	**74**	**102**	**339**	**775**	**1159**
White	Female	190	528	797	16	49	92	24	59	77	182	518	812
Native American	M&F	2	4	14	0	1	2	1	2	2	1	4	14
Asian American	M&F	48	114	215	2	13	28	2	5	16	48	122	227
African American	M&F	381	591	779	39	63	112	24	38	54	396	616	837
Hispanic	M&F	60	114	160	1	2	8	4	7	9	57	109	159
Other	M&F	0	5	14	0	1	0	2	2	1	2	5	14
All MBE	**M&F**	**491**	**828**	**1182**	**42**	**80**	**150**	**33**	**54**	**82**	**504**	**856**	**1251**
All	**Female**	**349**	**781**	**1128**	**25**	**68**	**133**	**35**	**74**	**102**	**339**	**775**	**1159**
Disabled	**M&F**	**2**	**4**	**5**	**1**	**1**	**1**	**0**	**0**	**0**	**2**	**5**	**5**
All M/W/DSBE	**M&F**	**683**	**1,356**	**1,982**	**59**	**130**	**243**	**57**	**113**	**159**	**688**	**1,384**	**2,066**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

Table F.5 – Change in Distribution of OEO-Registered Firms by Location of Firm (Q1 2013 to Q1 2014)

	As of Q1 2013			Additions Since Q1 2013			Subtractions Since Q1 2013			As of Q1 2014		
	City	MSA	US	City	MSA	US	City	MSA	US	City	MSA	US
PW	256	502	672	30	58	98	9	17	25	277	543	745
PPS	378	749	1192	23	55	135	30	57	86	371	747	1241
SSE	161	312	689	19	18	97	6	18	24	174	312	762
Total	**683**	**1,356**	**1,982**	**59**	**130**	**243**	**57**	**113**	**159**	**688**	**1,384**	**2,066**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2014)

APPENDIX G: UTILIZATION CHARTS

Here we provide an overview of the City of Philadelphia's utilization of M/W/DSBEs in its awarding of contracts, sized to three geographies: City, Philadelphia MSA, and US (see Table G.1).

- The first two columns delineate which M/W/DSBE category is being considered.
- The next three columns show the utilization of various M/W/DSBE categories in PW contracts.
- The following three columns show the utilization of various M/W/DSBE categories in PPS contracts.
- The next three columns show the utilization of various M/W/DSBE categories in SSE contracts.
- The next three columns show the utilization of various M/W/DSBE categories across all contract types.

Within each set of columns, we further broke out contracts awarded to M/W/DSBEs based on whether they are listed in the OEO directory as having a Philadelphia zip code ("City") or a zip code of one of the eleven counties in the Philadelphia MSA ("MSA"), or regardless of where they are located ("US"). In this way, we can further determine the utilization of local M/W/DSBEs, not just all M/W/DSBEs.

We also distinguish between M/W/DSBE utilization as prime contractors versus utilization as sub-contractors (see Table G.2). We also provide utilization goals and actuals by department, compared to FY 2012 (see Table G.3), by geographic location compared to FY 2012 (see Table G.4), and over three years (see Table G.5). We also account for the distribution of contracts by M/W/DSBE type (see Table G.6). Finally, we looked at the M/W/DSBE distribution of contracts, in terms of the proportion of contracts with M/W/DSBE participation (see Table G.7) and the number of contracts participated in by various M/W/DSBEs (see Table G.8).

As noted previously, these utilization results do not include federally funded contracts; these are influenced by federal guidelines and are subject to lower federal M/W/DSBE participation goals. These utilization results do include spending by quasi-public entities such as Philadelphia Housing Development Corporation, Philadelphia Industrial Development Corporation, and the Philadelphia Redevelopment Authority.

Table G.1 – FY 2013 Utilization of M/W/DSBEs for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts (by $ Contracts Awarded)[61]

		PW			PPS			SSE			All Contract Types		
Ethnicity	Gender	City	MSA	US	City	MSA	US	City	MSA	US	City	MSA	US
White	Female	1.9%	5.2%	7.4%	1.0%	2.4%	8.5%	7.3%	8.0%	8.5%	2.4%	4.0%	8.3%
Native American	M&F	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	M&F	0.1%	0.0%	1.4%	0.1%	1.1%	2.2%	0.0%	0.0%	0.0%	0.1%	0.8%	1.7%
African American	M&F	1.6%	4.9%	5.8%	8.1%	9.3%	12.4%	6.3%	6.4%	7.6%	6.5%	7.9%	10.2%
Hispanic	M&F	3.2%	4.1%	4.2%	0.6%	1.1%	1.2%	0.0%	0.0%	0.9%	0.9%	1.4%	1.6%
Other	M&F	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
All MBE	**M&F**	**4.9%**	**9.5%**	**11.5%**	**8.8%**	**11.6%**	**16.0%**	**6.3%**	**6.4%**	**8.5%**	**7.6%**	**10.2%**	**15.9%**
Disabled	**M&F**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All	**Female**	**3.1%**	**6.5%**	**9.2%**	**3.0%**	**4.9%**	**12.2%**	**9.5%**	**10.2%**	**11.8%**	**4.2%**	**6.2%**	**10.3%**
All M/W/DSBE	**M&F**	**6.8%**	**14.7%**	**18.8%**	**9.8%**	**14.0%**	**24.5%**	**13.6%**	**14.4%**	**17.0%**	**10.0%**	**14.1%**	**23.8%**

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

[61] Figures in the bottom row are not necessarily the sum of the above rows, because businesses can belong to more than one M/W/DSBE category.

Table G.2 – FY 2013 Utilization of M/W/DSBEs as Prime Contractors for City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts) (by $ Contracts Awarded)

Contract Type	Total # Contracts	Total $M Contracts	# MWDSBE Contracts	$M MWDSBE Contracts
Public Works	99	$130.35	7	$4.44
MWDSBE Utilization as Prime			7.1%	3.7%
MWDSBE Total Utilization (Prime + Sub)				18.8%
Services, Supplies, and Equipment	391	$143.59	25	$11.55
MWDSBE Utilization as Prime			6.4%	8.0%
MWDSBE Total Utilization (Prime + Sub)				17.1%
Personal and Professional Services	611	$473.90	124	$51.47
MWDSBE Utilization as Prime			20.3%	9.6%
MWDSBE Total Utilization (Prime + Sub)				24.5%
All Contract Types (Not Incl SOP/MPO)	**1,101**	**$747.84**	**156**	**$67.46**
MWDSBE Utilization as Prime			**14.2%**	**8.3%**
MWDSBE Total Utilization (Prime + Sub)				**22.1%**
Small Order Purchases (SOP)	916	$6.70	113	$0.76
MWDSBE Utilization as Prime			12.3%	11.3%
MWDSBE Total Utilization (Prime + Sub)				11.4%
Miscellaneous Purchase Orders (MPO)	246	$4.09	61	$1.03
MWDSBE Utilization as Prime			24.8%	25.2%
MWDSBE Total Utilization (Prime + Sub)				27.5%
All Contract Types Incl SOP/MPO	**2,263**	**$758.63**	**330**	**$69.25**
MWDSBE Utilization as Prime			**14.6%**	**8.4%**
MWDSBE Total Utilization (Prime + Sub)				**22.0%**

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

Table G.3 – FY 2013 Utilization (U3) - Utilization by Department of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the US (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors (by $ Contracts Awarded)

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY13 MBE %Utilization Actual	FY13 MBE %Utilization Goal	FY13 WBE %Utilization Actual	FY13 WBE %Utilization Goal	FY13 DSBE %Utilization Actual	FY13 DSBE %Utilization Goal
Aviation	$73.07	$19.97	27.3%	32.3%	17.1%	22.0%	16.7%	10.0%	0.0%	0.0%
Behavioral Health/Mental Retardation Services	$11.25	$1.61	14.3%	17.0%	5.3%	8.0%	10.9%	0.0%	0.0%	0.0%
Board of Ethics	$0.00	$0.00	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
City Planning Commission	$0.32	$0.07	21.1%	52.1%	0.0%	15.0%	21.1%	10.0%	0.0%	0.0%
City Representative	$0.03	$0.03	100.3%	100.0%	0.0%	15.0%	100.0%	10.0%	0.0%	0.0%
Civil Service Commission	$0.00	$0.00	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Commerce	$0.08	$0.03	42.5%	37.9%	42.5%	15.0%	0.0%	10.0%	0.0%	0.0%
Division of Technology*	$17.03	$2.44	14.3%	18.6%	12.7%	20.0%	6.8%	5.0%	0.0%	0.0%
Finance	$27.07	$7.68	28.4%	36.2%	24.1%	25.0%	8.7%	12.0%	0.0%	0.0%
Fire	$2.84	$0.02	0.6%	14.8%	0.0%	15.0%	0.6%	5.0%	0.0%	0.0%
First Judicial District of PA	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fleet Management	$4.04	$0.05	1.1%	1.3%	0.4%	5.0%	1.0%	0.0%	0.0%	0.0%
Health, Department of Public	$7.56	$1.33	17.6%	12.1%	4.9%	3.0%	13.1%	0.0%	0.0%	0.0%
Historical Commission	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY13 MBE %Utilization Actual	FY13 MBE %Utilization Goal	FY13 WBE %Utilization Actual	FY13 WBE %Utilization Goal	FY13 DSBE %Utilization Actual	FY13 DSBE %Utilization Goal
Human Services, Department of	$58.06	$4.13	7.1%	5.3%	6.4%	15.0%	2.6%	10.0%	0.0%	0.0%
Labor Relations	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Law Department	$6.99	$2.24	32.1%	11.4%	8.5%	20.0%	27.1%	10.0%	0.0%	0.0%
Library, Free	$1.18	$0.15	13.2%	19.8%	10.2%	10.0%	6.0%	5.0%	0.0%	0.0%
Licenses and Inspections, Department of (L&I)	$7.81	$1.76	22.5%	45.2%	22.5%	25.0%	16.5%	10.0%	0.0%	0.0%
Managing Director's Office	$53.89	$0.21	0.4%	1.2%	0.3%	10.0%	0.4%	5.0%	0.0%	0.0%
Mayor's Office	$0.73	$0.10	13.7%	20.0%	13.7%	20.0%	0.0%	5.0%	0.0%	0.0%
Mayor's Office of Community Services	$0.06	$0.01	16.7%	55.6%	0.0%	25.0%	16.7%	10.0%	0.0%	0.0%
Mural Arts Program	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Office of Arts and Culture	$0.08	$0.0	36.8%	--	0.0%	0.0%	36.9%	0.0%	0.0%	0.0%
Office of Emergency Services	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Office of Housing & Community Development (OHCD)	$0.79	$0.07	8.8%	40.9%	0.0%	0.0%	8.8%	34.0%	0.0%	0.0%
Office of Supportive Housing (OSH)	$4.52	$1.71	37.8%	36.5%	37.5%	20.0%	9.5%	5.0%	0.0%	0.0%
Office of the Inspector General	$0.15	$0.00	0.0%	11.2%	0.0%	11.0%	0.0%	0.0%	0.0%	0.0%

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY13 MBE %Utilization Actual	FY13 MBE %Utilization Goal	FY13 WBE %Utilization Actual	FY13 WBE %Utilization Goal	FY13 DSBE %Utilization Actual	FY13 DSBE %Utilization Goal
Pensions & Retirement, Board of	$1.12	$0.05	4.3%	13.3%	3.1%	0.0%	1.1%	0.0%	0.0%	0.0%
Personnel	$0.40	$0.05	13.2%	11.9%	9.2%	5.0%	13.3%	0.0%	0.0%	0.0%
Police	$4.12	$0.22	5.2%	10.3%	4.2%	10.0%	1.2%	3.0%	0.0%	0.0%
Prisons	$113.57	$28.40	25.0%	22.6%	13.4%	20.0%	12.2%	5.0%	0.0%	0.0%
Procurement	$0.03	$0.00	12.5%	0.0%	0.0%	15.0%	12.5%	0.0%	0.0%	0.0%
Property, Department of	$39.05	$22.99	58.9%	45.5%	48.2%	25.0%	21.8%	14.0%	0.0%	0.0%
Public Records	$1.91	$0.52	27.0%	46.1%	3.1%	20.0%	23.9%	5.0%	0.0%	0.0%
Parks and Recreation**	$2.60	$0.56	21.5%	21.4%	4.1%	15.0%	17.4%	10.0%	0.0%	0.0%
Revenue	$12.35	$6.26	50.7%	39.3%	23.3%	15.0%	40.0%	10.0%	0.0%	0.0%
Revision of Taxes Board of***	$2.49	$1.78	71.6%	33.7%	2.4%	0.0%	71.6%	25.0%	0.0%	0.0%
Sinking Fund Commission	$0.00	$0.00	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Streets	$66.95	$20.14	30.1%	35.7%	8.2%	20.0%	23.5%	10.0%	0.0%	0.0%
Treasurer, City	$0.50	$0.04	8.1%	28.0%	4.1%	15.0%	8.1%	10.0%	0.0%	0.0%
Water Department	$159.50	$33.11	20.8%	21.1%	14.0%	15.0%	8.9%	10.0%	0.0%	0.0%
Youth Commission	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Zoning Code Commission	$0.00	$0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All Departments	**$682.11**	**$157.76**	**23.1%**	**24.1%**	**13.7%**		**12.1%**		**0.0%**	
All with Citywide SSE	**$758.63**	**$166.97**	**22.0%**	**21.8%**	**12.8%**		**11.4%**		**0.0%**	

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY13 MBE %Utilization Actual	FY13 MBE %Utilization Goal	FY13 WBE %Utilization Actual	FY13 WBE %Utilization Goal	FY13 DSBE %Utilization Actual	FY13 DSBE %Utilization Goal
All Departments + Citywide SSE + Quasi-Public City Contracts	**$997.20**	**$237.02**	**23.8%**	**24.0%**	**15.4%**		**10.3%**		**0.0%**	

*Division of Technology contains information for the Office of Innovation and Technology for FY 2013
**Parks and Recreation Department is consolidation of the Fairmount Park Commission and Recreation Department
*** Board of Revision of Taxes contains data for the Department of Property Assessment

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

Table G.4 – FY 2013 Utilization by Department of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors (by $ Contracts Awarded)

City Department	FY 13 Dept Total (in $M)	FY 13 M/W/DSBE Total (in $M)			FY 13 M/W/DSBE %Utilization		
		City	MSA	US	City	MSA	US
Aviation	$73.07	$8.02	$15.26	$19.97	11.0%	20.9%	27.3%
Behavioral Health/Mental Retardation Services	$11.25	$0.00	$0.00	$1.61	0.0%	0.0%	14.3%
Board of Ethics	$0.00	$0.00	$0.00	$0.00	0.0%	0.0%	0.0%
City Planning Commission	$0.32	$0.00	$0.00	$0.07	0.0%	0.2%	21.1%
City Representative	$0.03	$0.00	$0.03	$0.03	0.0%	99.9%	100.3%
Civil Service Commission	$0.00	$0.00	$0.00	$0.00	0.0%	0.0%	0.0%
Commerce	$0.08	$0.03	$0.03	$0.03	42.5%	42.5%	42.5%
Division of Technology*	$17.03	$0.55	$1.04	$2.44	3.2%	6.1%	14.3%
Finance	$27.07	$1.75	$2.75	$7.68	6.5%	10.2%	28.4%
Fire	$2.84	$0.01	$0.01	$0.02	0.4%	0.5%	0.6%

City Department	FY 13 Dept Total (in $M)	FY 13 M/W/DSBE Total (in $M)			FY 13 M/W/DSBE %Utilization		
		City	MSA	US	City	MSA	US
First Judicial District of PA	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Fleet Management	$4.04	$0.01	$0.05	$0.05	0.1%	1.1%	1.1%
Health, Department of Public	$7.56	$0.35	$0.38	$1.33	4.6%	5.0%	17.6%
Historical Commission	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Human Services, Department of	$58.06	$1.78	$2.19	$4.13	3.1%	3.8%	7.1%
Labor Relations	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Law Department	$6.99	$0.31	$0.41	$2.24	4.5%	5.9%	32.1%
Library, Free	$1.18	$0.07	$0.14	$0.15	5.6%	12.2%	13.2%
Licenses and Inspections, Department of (L&I)	$7.81	$0.07	$0.22	$1.76	0.8%	2.9%	22.5%
Managing Director's Office	$53.89	$0.14	$0.15	$0.21	0.3%	0.3%	0.4%
Mayor's Office	$0.73	$0.00	$0.00	$0.10	0.0%	0.0%	13.7%
Mayor's Office of Community Services	$0.06	$0.00	$0.00	$0.01	0.0%	0.0%	16.7%
Mural Arts Program	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Office of Arts and Culture	$0.08	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Office of Emergency Services	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Office of Housing & Community Development (OHCD)	$0.79	$0.00	$0.07	$0.07	0.0%	0.0%	0.0%
Office of Supportive Housing (OSH)	$4.52	$0.71	$1.28	$1.71	15.8%	28.3%	37.8%
Office of the Inspector General	$0.15	$0.00	$0.00	$0.00	0.0%	0.0%	0.0%
Pensions & Retirement, Board of	$1.12	$0.00	$0.00	$0.05	0.0%	0.0%	4.3%
Personnel	$0.40	$0.00	$0.01	$0.05	0.0%	2.8%	13.2%
Police	$4.12	$0.05	$0.06	$0.22	1.2%	1.6%	5.2%
Prisons	$113.57	$10.61	$11.13	$28.40	9.3%	9.8%	25.0%
Procurement	$0.03	$0.00	$0.00	$0.00	0.0%	0.0%	12.5%
Property, Department of Public	$39.05	$17.58	$20.13	$22.99	45.0%	51.5%	58.9%
Records	$1.91	$0.01	$0.29	$0.52	0.3%	15.1%	27.0%
Parks and Recreation**	$2.60	$0.11	$0.37	$0.56	4.0%	14.4%	21.5%
Revenue	$12.35	$2.25	$2.30	$6.26	18.2%	18.6%	50.7%
Revision of Taxes, Board of***	$2.49	$0.06	$0.06	$1.78	2.4%	2.4%	71.6%
Sinking Fund Commission	$0.00	$0.00	$0.00	$0.00	0.0%	0.0%	0.0%

City Department	FY 13 Dept Total (in $M)	FY 13 M/W/DSBE Total (in $M)			FY 13 M/W/DSBE %Utilization		
		City	MSA	US	City	MSA	US
Streets	$66.95	$11.34	$15.32	$20.14	16.9%	22.9%	30.1%
Treasurer, City	$0.50	$0.00	$0.00	$0.04	0.0%	0.0%	8.1%
Water Department	$159.50	$11.44	$25.21	$33.11	7.2%	15.8%	20.8%
Youth Commission	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
Zoning Code Commission	$0.00	$0.00	$0.00	$0.0	0.0%	0.0%	0.0%
All Departments	**$682.11**	**$67.24**	**$98.90**	**$157.76**	**9.9%**	**14.5%**	**23.1%**
All with Citywide SSE	**$758.63**	**$75.47**	**$107.32**	**$166.97**	**9.9%**	**14.1%**	**22.0%**
All Departments + Citywide SSE + Quasi-Public City Contracts	**$997.20**			**$237.02**			**23.8%**

*Division of Technology contains information for the Office of Innovation and Technology for FY 2013

**Parks and Recreation Department is consolidation of the Fairmount Park Commission and Recreation Department

*** Board of Revision of Taxes contains data for the Department of Property Assessment

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

Table G.5 - FY 2013 Utilization (U3) - Utilization by Department of For-Profit DBE Prime Contractors and Sub-Contractors Located within the US (Excluding Federally Funded City Contracts) and Quasi-Public City Contracts, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors (by $ Contracts Awarded)

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY11 M/W/DSBE %Utilization Actual
Aviation	$73.07	$19.97	27.3%	32.3%	20.6%
Behavioral Health/Mental Retardation Services	$11.25	$1.61	14.3%	17.0%	6.0%
Board of Ethics	$0.00	$0.00	0.0%	0.0%	0.0%
City Planning Commission	$0.32	$0.07	21.1%	52.1%	32.5%
City Representative	$0.03	$0.03	100.3%	100.0%	75.1%
Civil Service Commission	$0.00	$0.00	0.0%	100.0%	100.0%

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY11 M/W/DSBE %Utilization Actual
Commerce	$0.08	$0.03	42.5%	37.9%	23.5%
Division of Technology*	$17.03	$2.44	14.3%	18.6%	25.1%
Finance	$27.07	$7.68	28.4%	36.2%	40.3%
Fire	$2.84	$0.02	0.6%	14.8%	13.3%
First Judicial District of PA	$0.00	$0.0	0.0%	0.0%	0.0%
Fleet Management	$4.04	$0.05	1.1%	1.3%	35.2%
Health, Department of Public	$7.56	$1.33	17.6%	12.1%	53.0%
Historical Commission	$0.00	$0.0	0.0%	0.0%	0.0%
Human Services, Department of	$58.06	$4.13	7.1%	5.3%	3.3%
Labor Relations	$0.00	$0.0	0.0%	0.0%	0.0%
Law Department	$6.99	$2.24	32.1%	11.4%	34.6%
Library, Free	$1.18	$0.15	13.2%	19.8%	18.2%
Licenses and Inspections, Department of (L&I)	$7.81	$1.76	22.5%	45.2%	21.3%
Managing Director's Office	$53.89	$0.21	0.4%	1.2%	29.6%
Mayor's Office	$0.73	$0.10	13.7%	20.0%	13.2%
Mayor's Office of Community Services	$0.06	$0.01	16.7%	55.6%	0.0%
Mural Arts Program	$0.00	$0.0	0.0%	0.0%	0.0%
Office of Arts and Culture	$0.08	$0.0	36.8%	0.0%	0.0%
Office of Emergency Services	$0.00	$0.0	0.0%	40.9%	0.0%
Office of Housing & Community Development (OHCD)	$0.79	$0.07	8.8%	36.5%	28.4%
Office of Supportive Housing (OSH)	$4.52	$1.71	37.8%	11.2%	20.6%
Office of the Inspector General	$0.15	$0.00	0.0%	13.3%	0.0%
Pensions & Retirement, Board of	$1.12	$0.05	4.3%	11.9%	12.2%
Personnel	$0.40	$0.05	13.2%	10.3%	1.5%
Police	$4.12	$0.22	5.2%	22.6%	16.0%
Prisons	$113.57	$28.40	25.0%	0.0%	27.0%
Procurement	$0.03	$0.00	12.5%	45.5%	0.0%

City Department	FY13 Dept Total (in $M)	FY13 M/W/DSBE Total (in $M)	FY13 M/W/DSBE %Utilization Actual	FY12 M/W/DSBE %Utilization Actual	FY11 M/W/DSBE %Utilization Actual
Property, Department of Public	$39.05	$22.99	58.9%	46.1%	38.1%
Records	$1.91	$0.52	27.0%	21.4%	41.5%
Parks and Recreation**	$2.60	$0.56	21.5%	39.3%	24.4%
Revenue	$12.35	$6.26	50.7%	33.7%	3.7%
Revision of Taxes, Board of***	$2.49	$1.78	71.6%	100.0%	0.0%
Sinking Fund Commission	$0.00	$0.00	0.0%	35.7%	0.0%
Streets	$66.95	$20.14	30.1%	28.0%	22.1%
Treasurer, City	$0.50	$0.04	8.1%	21.1%	24.3%
Water Department	$159.50	$33.11	20.8%	0.0%	24.7%
Youth Commission	$0.00	$0.0	0.0%	0.0%	0.0%
Zoning Code Commission	$0.00	$0.0	0.0%	24.1%	27.0%
All Departments	**$682.11**	**$157.75**	**23.1%**	**21.8%**	**23.2%**
All with Citywide SSE	**$758.63**	**$166.97**	**22.0%**	**24.0%**	**23.3%**
All Departments + Citywide SSE + Quasi-Public City Contracts	**$997.20**	**$237.02**	**23.8%**	**24.6%**	**-**

Source: OEO Annual Participation Report (FY 2011, 2012, 2013), Econsult Solutions, Inc. (2011, 2012, 2013)

Table G.6 – Distribution of M/W/DSBE Participation in FY 2013 City Contracts (Excluding Federally Funded City Contracts)[62]

	All Contracts		All PW Contracts		All PPS Contracts		All SSE Contracts		All Contracts >=$500K		All Contracts $100K-$500K		All Contracts <=$100K	
	Prime	Sub	Prime	Sub	Prime	Sub	Prime	Sub	Prime	Sub	Prime	Sub	Prime	Sub
MBE - African American	88	228	0	68	42	137	14	19	13	163	16	61	59	4
MBE - Hispanic or Latino	22	69	2	24	5	44	0	4	4	45	1	22	17	2
MBE – Asian	40	102	0	29	18	80	0	3	3	73	8	23	29	7
MBE - Native American	1	3	0	0	0	2	0	0	0	0	0	2	1	1
MBE – Other	0	13	0	1	0	12	0	0	0	8	0	4	0	1
MBE – Total	**151**	**415**	**2**	**122**	**65**	**275**	**14**	**26**	**20**	**289**	**25**	**112**	**106**	**15**
WBE – White	152	347	5	103	51	214	7	26	10	230	15	105	127	13
WBE - African American	22	77	0	13	15	62	3	2	5	47	6	21	11	9
WBE - Hispanic or Latino	7	3	0	1	0	1	0	1	0	0	0	3	7	0
WBE – Asian	11	31	0	5	4	24	1	2	0	18	2	10	9	3
WBE - Native American	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WBE – Other	0	6	0	0	0	5	0	1	0	2	0	4	0	0
WBE – Total	**192**	**464**	**5**	**122**	**70**	**306**	**11**	**32**	**15**	**297**	**23**	**143**	**154**	**25**
DSBE – Total	**0**	**2**	**0**	**1**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**1**	**0**	**1**
M/W/DSBE – Total	**343**	**893**	**7**	**245**	**135**	**581**	**25**	**59**	**35**	**586**	**48**	**256**	**260**	**51**
Excluding MP/SOP	**167**	**873**	**7**	**245**	**135**	**581**	**25**	**59**	**35**	**586**	**48**	**256**	**84**	**31**

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

[62] For sub-contractor columns, MBE counts do not add up to "MBE – Total" and WBE counts do not add up to "WBE – Total" because more than one type of MBE or WBE sub-contractor could have been on a contract, and in such cases, that contract would have been counted in multiple MBE or WBE types but would have only been counted once in "MBE – Total" or "WBE – Total."

Table G.7 – FY 2013 Distribution of M/W/DSBE Utilization in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts) by Contract Type [63]

	PW = 99 total contracts				PPS = 611 total contracts				SSE = 391 total contracts			
	M/W/ DSBE	MBE	WBE	DS BE	M/W/ DSBE	MBE	WBE	DSBE	MM/W/ DSBE	MBE	WBE	DSBE
# Contracts with at Least 1 M/W/DSBE Participating	93	86	91	0	321	249	226	0	63	44	35	1
% Contracts with at Least 1 M/W/DSBE Participating	93.9%	86.9%	91.9%	0.0%	52.5%	40.8%	37.0%	0.0%	16.1%	11.3%	9.0%	0.3%
# Contracts Awarded to M/W/DSBE Prime Contractors	7	2	5	0	124	73	59	0	25	18	10	0
% Contracts Awarded to M/W/DSBE Prime Contractors	7.1%	2.0%	5.1%	0.0%	20.3%	11.9%	9.7%	0.0%	6.4%	4.6%	2.6%	0.0%
# Contracts with at Least 1 M/W/DSBE Sub-Contractor	86	84	86	0	197	176	167	0	38	26	25	1
% Contracts with at Least 1 M/W/DSBE Sub-Contractor	86.9%	84.8%	86.9%	0.0%	32.2%	28.8%	27.3%	0.0%	9.7%	6.6%	6.4%	0.3%

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

[63] M/W/DSBE subtotals and totals may be less than the sum of MBE, WBE, and DSBE amounts, because participating firms can be considered more than one M/W/DSBE category, and because contracts can have multiple sub-contractors, including both one or more MBE and one or more WBE.

Table G.8 – FY 2013 Distribution of M/W/DSBE Utilization in City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts)[64]

	PW = 99 total contracts				PPS = 611 total contracts				SSE = 391 total contracts			
	M/W/ DSBE	MBE	WBE	DSBE	M/W/ DSBE	MBE	WBE	DSBE	M/W/ DSBE	MBE	WBE	DSBE
# M/W/DSBEs Participating in at Least One Contract	93	45	48	0	295	158	183	0	31	22	14	0
Highest # of Contracts a Single M/W/DSBE Participated in	37	26	37	0	37	20	37	0	16	16	10	0
# M/W/DSBEs Participating in Exactly 1 Contract	51	23	28	0	185	94	121	0	22	14	12	0
# M/W/DSBEs Participating in 2-5 Contracts	31	16	15	0	87	47	49	0	6	6	1	0
# M/W/DSBEs Participating in 6-10 Contracts	6	3	3	0	18	13	12	0	2	1	1	0
# M/W/DSBEs Participating in 11-20 Contracts	3	2	1	0	4	4	0	0	1	1	0	0
# M/W/DSBEs Participating in 21 or More Contracts	2	1	1	0	1	0	1	0	0	0	0	0

Source: OEO Annual Participation Report (FY 2014), Econsult Solutions, Inc. (2014)

[64] M/W/DSBE subtotals and totals may be less than the sum of MBE, WBE, and DSBE amounts, because participating firms can be considered more than one M/W/DSBE category, and because contracts can have multiple sub-contractors, including both one or more MBE and one or more WBE.

APPENDIX H: AVAILABILITY CHARTS

In a departure from previous years' methodology for calculating availability, in which two-digit NAICS codes were determined for each contract type and then information from the 2007 US Census Bureau Survey of Business Owners (SBO) was summed to determine availability by contract type, the approach for the FY 2013 Disparity Study weights the 2007 SBO data according to the distribution of FY 2013 spending by industry, per the FY 2013 Participation Report. In contrast, in years past, to give one example, availability for PW contracts was based on 2002 and 2007 SBO data for five two-digit NAICS codes, and information for each of those two-digit NAICS codes was weighted equally.

This year, availability for PW contracts is based on 2007 SBO data for all two-digit NAICS codes for which there was spending in FY 2013, and the 2007 SBO data are weighted by spending by industry. For example, if NAICS code 23 (Construction) represented 50 percent of PW spending, and then its SBO results were weighted 50 percent when determining PW availability. Thus, the approach to estimating "A6" Availability is as follows:

1. Contracts were manually sorted into two-digit NAICS codes by OEO staff.

2. Spending, as reported in the FY 2013 Participation Report, was sorted by two-digit NAICS code; weights for each two-digit NAICS code for each contract type (and for all spending) could then be calculated by dividing by total amounts spent by contract type (and for all spending) (see Table H.1 and Table H.2).

Table H.1 – City Spending Amounts from FY 2013 Participation Report, Sorted by Two-Digit NAICS Code (Excluding Quasi-Public City Contracts and $10M in MPOs and SOPs)

NAICS	NAICS Description	PW	PPS	SSE	All Contract Types
11	Forestry, fishing & hunting, & agricultural support services	$0	$0	$0	$0
21	Mining, quarrying, and oil and gas extraction	$0	$0	$30,001	$30,001
22	Utilities	$0	$0	$87,232	$87,232
23	Construction	$169,095,212	$0	$14,533,459	$183,628,671
31	Manufacturing	$0	$0	$2,228,733	$2,228,733
32	Manufacturing	$0	$0	$15,538,908	$15,538,908
33	Manufacturing	$0	$0	$21,383,706	$21,383,706
42	Wholesale trade	$0	$0	$12,606,705	$12,606,705
44	Retail trade	$0	$0	$1,076,718	$1,076,718
48	Transportation and warehousing	$0	$0	$1,290,775	$1,290,775
49	Transportation and warehousing	$0	$0	$13,121	$13,121
51	Information	$0	$0	$571,691	$571,691
52	Finance and insurance	$0	$0	$0	$0
53	Real estate & rental & leasing	$0	$0	$463,650	$463,650
54	Professional, scientific, and technical services	$0	$463,509,534	$22,662,166	$486,171,700
56	Administrative and support and waste management & remediation services	$0	$0	$40,380,210	$40,380,210
61	Educational services	$0	$0	$0	$0
62	Health care and social assistance	$0	$9,457,448	$308,565	$9,766,013
71	Arts, entertainment, & recreation	$0	$935,660	$0	$935,660
72	Accommodation and food services	$0	$0	$292,212	$292,212
81	Other services	$0	$0	$9,556,278	$9,556,278
92	Public administration	$0	$0	$0	$0
99	Industry not classified	$0	$0	$450,478	$450,478
Grand Total		**$169,095,212**	**$473,902,642**	**$143,474,608**	**$786,472,462**

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

Table H.2 – City Spending Proportions from FY 2013 Participation Report, Sorted by Two-Digit NAICS Code (Excluding Federally Funded City Contracts, Quasi-Public City Contracts and $10M in MPOs and SOPs)

NAICS	NAICS Description	PW	PPS	SSE	All Contract Types
11	Agriculture	0.00%	0.00%	0.00%	0.00%
21	Mining	0.00%	0.00%	0.02%	0.00%
22	Utilities	0.00%	0.00%	0.06%	0.01%
23	Construction	100.00%	0.00%	10.13%	23.35%
31	Manufacturing	0.00%	0.00%	1.55%	0.28%
32	Manufacturing	0.00%	0.00%	10.83%	1.98%
33	Manufacturing	0.00%	0.00%	14.90%	2.72%
42	Wholesale Trade	0.00%	0.00%	8.79%	1.60%
44	Retail Trade	0.00%	0.00%	0.75%	0.14%
48	Transportation and Warehousing	0.00%	0.00%	0.90%	0.16%
49	Transportation and Warehousing	0.00%	0.00%	0.01%	0.00%
51	Information	0.00%	0.00%	0.40%	0.07%
52	Finance	0.00%	0.00%	0.00%	0.00%
53	Real Estate	0.00%	0.00%	0.32%	0.06%
54	Professional Services	0.00%	97.81%	15.80%	61.82%
56	Administration and Support Services	0.00%	0.00%	28.14%	5.13%
62	Arts, Entertainment, and Recreation	0.00%	0.00%	0.00%	0.00%
72	Accommodation and Food Services	0.00%	2.00%	0.22%	1.24%
81	Other Services	0.00%	0.20%	0.00%	0.12%
92	Public Administration	0.00%	0.00%	0.20%	0.04%
99	Industry not Classified	0.00%	0.00%	6.66%	1.22%
Grand Total		**100%**	**100%**	**100%**	**100%**

Source: OEO Annual Participation Report (FY 2013), Econsult Solutions, Inc. (2014)

3. SBO data were obtained for all M/W/DSBE types and for all two-digit NAICS codes (see Table H.3 and Table H.4).[65]

Table H.3 – Proportion of Firms with Employees in the City of Philadelphia by M/W/DSBE Category as a Percentage of All Firms, Sorted by Two-Digit NAICS Code

NAICS	NAICS Description	American Indian and Alaska Native	Asian	Black or African American	Hispanic	Minority	Female-owned
11	Agriculture	0.0%	100.0%	0.0%	#DIV/0!	100.0%	N/A
22	Utilities	N/A	N/A	N/A	N/A	N/A	N/A
23	Construction	0.0%	4.3%	10.2%	0.0%	17.2%	7.7%
31-33	Manufacturing	0.0%	11.1%	1.5%	0.8%	13.5%	14.7%
42	Wholesale Trade	0.0%	13.1%	3.5%	0.0%	16.7%	17.7%
44-45	Retail Trade	0.0%	29.9%	3.2%	2.3%	34.0%	15.1%
48-49	Transportation and Warehousing	0.0%	0.0%	3.0%	0.0%	13.3%	15.4%
51	Information	0.0%	5.4%	0.5%	0.0%	5.9%	0.0%
52	Finance and Insurance	0.0%	5.0%	5.3%	0.0%	11.5%	0.0%
53	Real Estate	0.0%	4.4%	0.0%	0.0%	15.3%	11.5%
54	Professional Services	0.1%	4.8%	5.0%	1.3%	11.2%	19.5%
55	Management of Companies	0.0%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
56	Administrative and Support Services	0.0%	0.0%	8.6%	3.3%	17.4%	26.2%
61	Educational Services	0.0%	5.3%	16.7%	0.0%	28.1%	28.8%
62	Health Care and Social Assistance	0.0%	0.0%	14.2%	0.0%	24.3%	26.6%
71	Arts, Entertainment, and Recreation	0.0%	0.0%	0.0%	0.0%	0.0%	12.7%
72	Accommodation and Food Services	0.0%	25.1%	8.3%	6.9%	39.9%	12.7%
81	Other Services	0.0%	26.2%	6.4%	0.0%	35.5%	29.1%
99	Industry not Classified	N/A	N/A	N/A	N/A	N/A	N/A
Grand Total		**0.1%**	**14.9%**	**6.4%**	**2.4%**	**24.6%**	**17.6%**

Source: 2007 US Census Bureau Survey of Business Owners (2007), Econsult Solutions, Inc. (2014)

[65] The same tables were produced for all other approaches to estimating availability – all firms, revenues of firms, and revenues of firms with employees, but they are not shown here.

Table H.4 – Proportion of Firms with Employees in the Philadelphia MSA by M/W/DSBE Category as a Percentage of All Firms, Sorted by Two-Digit NAICS Code

NAICS	NAICS Description	American Indian and Alaska Native	Asian	Black or African American	Hispanic	Minority	Female-owned
0	Industry not Classified	0.0%	7.7%	2.3%	1.1%	12.0%	16.0%
11	Agriculture	0.0%	12.5%	0.0%	0.0%	12.5%	50.0%
22	Utilities	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
23	Construction	0.0%	0.4%	1.0%	0.1%	2.9%	8.5%
31-33	Manufacturing	0.0%	2.7%	0.4%	0.3%	4.5%	9.2%
42	Wholesale Trade	0.0%	4.7%	0.5%	0.0%	5.8%	11.6%
44-45	Retail Trade	0.0%	15.6%	1.0%	0.9%	18.3%	15.2%
48-49	Transportation and Warehousing	0.0%	0.3%	1.4%	0.7%	7.0%	11.4%
51	Information	0.0%	2.5%	1.2%	0.0%	5.4%	9.0%
52	Finance and Insurance	0.0%	0.7%	1.3%	0.0%	2.6%	8.4%
53	Real Estate	0.0%	0.9%	0.5%	0.0%	2.9%	9.9%
54	Professional Services	0.0%	5.5%	1.4%	0.6%	8.7%	18.1%
55	Management of Companies	0.0%	0.0%	0.0%	0.0%	5.2%	10.7%
56	Administrative and Support Services	0.0%	1.2%	2.4%	1.3%	5.4%	17.4%
61	Educational Services	0.0%	0.8%	3.7%	0.0%	9.2%	29.2%
62	Health Care and Social Assistance	0.0%	1.0%	3.6%	0.0%	11.1%	21.2%
71	Arts, Entertainment, and Recreation	0.0%	0.1%	0.1%	0.9%	0.9%	8.2%
72	Accommodation and Food Services	0.0%	15.5%	3.0%	2.0%	22.2%	11.5%
81	Other Services	0.0%	10.7%	1.8%	0.2%	16.2%	17.4%
99	Industry not Classified	N/A	N/A	N/A	N/A	N/A	N/A
Grand Total		**0.0%**	**6.8%**	**2.0%**	**0.8%**	**11.0%**	**15.1%**

Source: 2007 US Census Bureau Survey of Business Owners (2007), Econsult Solutions, Inc. (2014)

4. These SBO results were then multiplied through by FY 2013 spending by contract type (and for all spending), as apportioned out to the two-digit NAICS code level, resulting in a weighted average number of available M/W/DSBE firms in any particular M/W/DSBE category for any particular contract type (or for all contract types). Dividing this weighted average result by the weighted average number of all firms in any particular M/W/DSBE category for any particular contract type (or for all contract types), yields the estimated availability for any particular M/W/DSBE category for any particular contract type (or for all contract types). This set of calculations was performed for all four types of availability – all firms, firms with employees, revenues, revenues of firms with employees – for the geography represented by the City of Philadelphia as well as the Philadelphia MSA (see Table H.5, Table H.6, Table H.7, Table H.7, Table H.8, Table H.9, Table H.10, Table H.11, and Table H.12).

Table H.5 – FY 2013 Availability ("A1") - # M/W/DSBE Firms in Philadelphia County, Divided by # All Firms in Philadelphia County

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	0.0%	0.7%	0.1%	0.4%
Asian American	Male & Female	5.9%	5.0%	6.8%	5.5%
African American	Male & Female	18.4%	19.2%	29.1%	18.4%
Hispanic	Male & Female	10.0%	2.3%	6.5%	5.1%
All MBE	**Male & Female**	**33.1%**	**28.5%**	**44.1%**	**32.6%**
All WBE	**Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**44.7%**	**61.0%**	**68.0%**	**58.2%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table H.6 – FY 2013 Availability ("A2") - # M/W/DSBE Firms in Philadelphia County with >1 Employee, Divided by # All Firms in Philadelphia County with >1 Employee

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	4.3%	5.2%	8.0%	6.1%
African American	Male & Female	10.2%	6.5%	7.1%	9.4%
Hispanic	Male & Female	0.0%	1.8%	1.1%	1.3%
All MBE	**Male & Female**	**17.2%**	**15.7%**	**16.2%**	**16.1%**
All WBE	**Female**	**7.7%**	**19.4%**	**15.4%**	**15.5%**
All M/W/DSBE	**Male & Female**	**24.9%**	**33.4%**	**34.1%**	**32.3%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table H.7 – FY 2013 Availability ("A3") - # M/W/DSBE Firms in Philadelphia County by $ Revenue, Divided by # All Firms in Philadelphia County by $ Revenue

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	0.0%	0.1%	0.1%	0.0%
Asian American	Male & Female	1.5%	4.5%	1.9%	3.0%
African American	Male & Female	4.0%	3.7%	19.7%	6.3%
Hispanic	Male & Female	1.5%	0.3%	1.2%	0.9%
All MBE	**Male & Female**	**6.9%**	**8.8%**	**25.1%**	**10.7%**
All WBE	**Female**	**3.8%**	**12.8%**	**12.5%**	**9.4%**
All M/W/DSBE	**Male & Female**	**10.6%**	**21.6%**	**37.6%**	**20.1%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table H.8 – FY 2013 Availability ("A4") - # M/W/DSBE Firms in Philadelphia County with >1 Employees by $ Revenue, Divided by # All Firms in Philadelphia County with >1 Employees by $ Revenue

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	1.4%	3.8%	1.6%	2.6%
African American	Male & Female	3.3%	2.6%	2.7%	2.9%
Hispanic	Male & Female	0.0%	0.2%	0.6%	0.2%
All MBE	**Male & Female**	**5.7%**	**7.7%**	**7.7%**	**7.0%**
All WBE	**Female**	**3.7%**	**9.9%**	**11.9%**	**8.0%**
All M/W/DSBE	**Male & Female**	**9.4%**	**17.6%**	**19.6%**	**14.9%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table H.9 – FY 2013 Availability ("A5") - # M/W/DSBE Firms in Philadelphia MSA, Divided by # All Firms in Philadelphia MSA

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	0.2%	0.1%	0.4%	0.2%
Asian American	Male & Female	2.2%	5.8%	2.7%	3.2%
African American	Male & Female	4.9%	9.5%	9.3%	7.1%
Hispanic	Male & Female	3.1%	2.6%	3.2%	2.6%
All MBE	**Male & Female**	**10.3%**	**18.0%**	**15.5%**	**13.2%**
All WBE	**Female**	**7.9%**	**40.5%**	**30.8%**	**23.8%**
All M/W/DSBE	**Male & Female**	**18.2%**	**44.5%**	**46.2%**	**36.9%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table H.10 – FY 2013 Availability ("A6") - # M/W/DSBE Firms in Philadelphia MSA with >1 Employee, Divided by # All Firms in Philadelphia MSA with >1 Employee

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	0.2%	0.0%	0.1%	0.1%
Asian American	Male & Female	1.0%	5.0%	1.7%	2.7%
African American	Male & Female	1.2%	2.1%	2.5%	2.0%
Hispanic	Male & Female	1.6%	0.9%	1.2%	1.2%
All MBE	**Male & Female**	**4.0%**	**8.1%**	**5.6%**	**6.0%**
All WBE	**Female**	**9.1%**	**16.9%**	**16.0%**	**14.0%**
All M/W/DSBE	**Male & Female**	**13.2%**	**25.0%**	**21.6%**	**20.0%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table H.11 – FY 2013 Availability ("A7") - $ Revenue of M/W/DSBE Firms in Philadelphia MSA by $ Revenue, Divided by # All Firms in Philadelphia MSA by $ Revenue

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	*	0.0%	0.1%	0.0%
Asian American	Male & Female	0.4%	1.7%	0.9%	0.9%
African American	Male & Female	0.7%	0.7%	0.6%	0.5%
Hispanic	Male & Female	0.6%	0.3%	0.3%	0.2%
All MBE	**Male & Female**	**1.7%**	**2.6%**	**1.8%**	**1.6%**
All WBE	**Female**	**6.2%**	**4.7%**	**6.1%**	**3.9%**
All M/W/DSBE	**Male & Female**	**7.8%**	**7.3%**	**7.9%**	**7.7%**

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Participation Report (FY 2014); Availability = 2007 US Census Survey of Business Owners (2013)
Note: "" denotes data unavailable or insufficient.*

Table H.12 – FY 2013 Availability ("A8") - # M/W/DSBE Firms in Philadelphia MSA with >1 Employees by $ Revenue, Divided by # All Firms in Philadelphia MSA with >1 Employees by $ Revenue

		PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*
Native American	Male & Female	*	0.0%	0.0%	0.0%
Asian American	Male & Female	0.3%	1.5%	0.8%	0.9%
African American	Male & Female	0.5%	0.5%	0.5%	0.3%
Hispanic	Male & Female	0.5%	0.2%	0.3%	0.3%
All MBE	**Male & Female**	**1.3%**	**2.2%**	**1.6%**	**1.4%**
All WBE	**Female**	**6.3%**	**3.9%**	**5.7%**	**5.3%**
All M/W/DSBE	**Male & Female**	**7.7%**	**6.2%**	**7.3%**	**7.0%**

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Participation Report (FY 2014); Availability = 2007 US Census Survey of Business Owners (2013)
Note: "" denotes data unavailable or insufficient.*

Looking across figures, we can see that availability rates based on the number of firms with paid employees are consistently lower than those based on just the number of firms, which demonstrates that M/W/DSBEs are generally smaller in terms of staffing than majority firms, and that availability rates based on firm revenues are lower than those based on firm counts, which demonstrates that M/W/DSBEs generally have fewer revenues than majority firms. This is consistent with the findings from previous years.

In contrast, a narrow approach would recognize that not all firms are in fact part of the universe of RWA firms, and that a stricter interpretation of the legal requirements of RWA would necessitate including only those businesses that are in fact ready to do business with the City, as evidenced by registering with the City to bid for contracts.

Based on a narrower approach and using OEO and Procurement Department data to determine the appropriate availability of M/W/DSBEs, we can consider only the number of firms in these universes.

- First, we provide an overview of the City's availability rate of M/W/DSBEs, using the OEO directory as the numerator and Procurement Department data as the denominator: we consider this approach "Availability (A9)" (see Table H.13).

- Second, we provide an overview of the City's availability rate of M/W/DSBEs, using Procurement Department data as both the numerator and the denominator: we consider this approach "Availability (A10)" (see Table H.14).

Table H.13 – FY 2013 Availability ("A9") – # M/W/DSBE Firms Divided By # All Firms in Philadelphia MSA, Based on OEO Vendor List and Procurement Office Vendor List[66]

		M/W/DSBE	M/W/DSBE %
		All Contract Types	All Contract Types
Native American	Male	3	0.1%
Asian American	Male	88	1.5%
African American	Male	425	7.4%
Hispanic	Male	79	1.4%
Native American	Female	1	0.0%
Asian American	Female	34	0.6%
African American	Female	191	3.3%
Hispanic	Female	22	0.4%
White	Female	518	9.0%
Native American	Male & Female	4	0.1%
Asian American	Male & Female	122	2.1%
African American	Male & Female	616	10.7%
Hispanic	Male & Female	101	1.8%
All MBE	**Male & Female**	**1,361**	**23.7%**
All WBE	**Female**	**766**	**13.4%**
Disabled	**Male & Female**	**5**	**0.1%**
All M/W/DSBE	**Male & Female**	**2,072**	**36.1%**
All Firms	**Male & Female**	**5,732**	

Source: City of Philadelphia Office of Economic Opportunity (2014), City of Philadelphia Procurement Department (2014), Econsult Solutions, Inc. (2014)

[66] Note: Figures in this row are not necessarily the sum of the above three rows because of businesses who belong to more than one category.

Table H.14 – FY 2013 Availability ("A10") – # M/W/DSBE Firms Divided By # All Firms in Philadelphia MSA, Based on Procurement Office Vendor List

		M/W/DSBE All Contract Types	M/W/DSBE % All Contract Types
Native American	Male	*	*
Asian American	Male	*	*
African American	Male	*	*
Hispanic	Male	*	*
Native American	Female	*	*
Asian American	Female	*	*
African American	Female	*	*
Hispanic	Female	*	*
White	Female	*	*
Native American	Male & Female	*	*
Asian American	Male & Female	*	*
African American	Male & Female	*	*
Hispanic	Male & Female	*	*
All MBE	**Male & Female**	**524**	**9.1%**
All WBE	**Female**	**293**	**5.1%**
Disabled	**Male & Female**	**8**	**0.1%**
All M/W/DSBE	**Male & Female**	**632**	**11.0%**
All Firms	**Male & Female**	**5,732**	

Source: City of Philadelphia Procurement Department (2014), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

For both tables, "A9" and "A10," the Procurement Department's Vendor's file from Calendar Year 2013 was utilized for consistency in analysis. As utilization data are reflective of the FY 2013 (July 1, 2012 to June 30, 2013) period, and the Procurement Department's Vendor's file is reflective of the City's list as of January 2014, we believe this dataset provides a more reliable and accurate portrayal of both M/W/DSBE availability and the disparity derived from utilization rates. However, it must be noted that the Procurement Department dataset is imperfect because it consists predominantly of firms for PW and SSE contracts and does not have as comprehensive coverage of firms for PPS contracts.

From these two figures, we can observe the following points:

- Availability rates are higher if the OEO directory is used as the numerator than if Procurement Department data are used:

- MBE availability of 23.7 percent across all contract categories if the OEO directory is used, versus 9.1 percent if Procurement Department data are used.

- WBE availability of 13.4 percent across all contract categories if the OEO directory is used, versus 5.1 percent if Procurement Department data are used.

- In other words, there are more MBE and WBE registered with OEO than there are self-identified minority-owned firms and women-owned firms with the Procurement Department.

APPENDIX I: DISPARITY CHARTS

As the previous appendices indicate, we have calculated utilization in three different ways, based on differing units of geography; and we have calculated availability in ten different ways, based on various approaches to proxying "ready, willing, and able" firms. In determining the appropriate disparity ratios, we must properly match utilization approaches with commensurate availability approaches.

First, we can match "U1" with "A1," "A2," "A3," and "A4," because they consider the City of Philadelphia as the unit of geography (see Table I.1, Table I.2, Table I.3, and Table I.4).

Table I.1 – FY 2013 Disparity Ratio ("D1") = Utilization ("U1") Divided by Availability ("A1"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the City of Philadelphia)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	0.0	0.0	0.0	0.0
Asian American	Male & Female	0.1	0.0	0.0	0.0
African American	Male & Female	0.4	2.2	0.3	1.0
Hispanic	Male & Female	2.1	2.0	0.0	1.0
All MBE	**Male & Female**	**0.7**	**1.0**	**0.3**	**0.7**
Disabled	**Male & Female**	**0.0**	**0.0**	**0.0**	**0.0**
All WBE	**Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**0.6**	**0.5**	**0.4**	**0.5**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.2 – FY 2013 Disparity Ratio ("D2") = Utilization ("U1") Divided by Availability ("A2"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the City of Philadelphia)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	0.0	0.0	0.0	0.0
Asian American	Male & Female	0.0	0.0	0.0	0.0
African American	Male & Female	0.2	1.2	0.9	0.7
Hispanic	Male & Female	0.0	0.3	0.0	0.7
All MBE	**Male & Female**	**0.3**	**0.6**	**0.4**	**0.5**
Disabled	**Male & Female**	*	*	*	*
All WBE	**Female**	**0.4**	**0.2**	**0.6**	**0.3**
All M/W/DSBE	**Male & Female**	**0.3**	**0.3**	**0.4**	**0.3**

Source: City of Philadelphia Office of Economic Opportunity (FY 2013), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.3 – FY 2013 Disparity Ratio ("D3") = Utilization ("U1") Divided by Availability ("A3"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the City of Philadelphia)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	0.0	0.0	0.0	0.0
Asian American	Male & Female	0.1	0.0	0.0	0.0
African American	Male & Female	0.4	2.2	0.3	1.0
Hispanic	Male & Female	2.1	2.0	0.0	1.0
All MBE	**Male & Female**	**0.7**	**1.0**	**0.3**	**0.7**
Disabled	**Male & Female**	*	*	*	*
All WBE	**Female**	**0.8**	**0.2**	**0.8**	**0.4**
All M/W/DSBE	**Male & Female**	**0.6**	**0.5**	**0.4**	**0.5**

Source: City of Philadelphia Office of Economic Opportunity (FY 2013), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.4 – FY 2013 Disparity Ratio ("D4") = Utilization ("U1") Divided by Availability ("A4"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the City of Philadelphia)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	0.0	0.0	0.0	0.0
Asian American	Male & Female	0.1	0.1	0.0	0.0
African American	Male & Female	0.5	3.2	2.3	2.3
Hispanic	Male & Female	0.0	3.1	0.0	5.1
All MBE	**Male & Female**	**0.9**	**1.1**	**0.8**	**1.1**
Disabled	**Male& Female**	**X**	**X**	**X**	**X**
All WBE	**Female**	**0.8**	**0.3**	**0.8**	**0.5**
All M/W/DSBE	**Male & Female**	**0.7**	**0.6**	**0.7**	**0.7**

Source: City of Philadelphia Office of Economic Opportunity (FY 2013), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Second, we match "U2" with "A5," "A6," "A7," and "A8," because they consider the Philadelphia MSA as the unit of Geography (see Table I.5, Table I.6, Table I.7, and Table I.8). Note that disparity ratios are larger for "D7" and "D8" (which are based on "A7" and "A8", which are based in revenues) than for "D5" and "D6" (which are based on "A5" and "A6," which are based on counts). This reflects the fact that, by and large, M/W/DSBE firms are smaller than non-M/W/DSBE firms (and hence M/W/DSBE availability based on firm revenues is lower than availability based on firm counts).

Table I.5 – FY 2013 Disparity Ratio ("D5") = Utilization ("U2") Divided by Availability ("A5"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the Philadelphia MSA)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	0.0	0.0	0.0	0.0
Asian American	Male & Female	0.0	0.0	0.0	0.0
African American	Male & Female	0.3	0.9	0.7	0.9
Hispanic	Male & Female	1.1	0.2	0.0	0.4
All MBE	**Male & Female**	**0.5**	**0.5**	**0.4**	**0.6**
All WBE	**Female**	*	*	*	*
Disabled	**Male & Female**	**0.4**	**0.1**	**0.3**	**0.2**
All M/W/DSBE	**Male & Female**	**0.4**	**0.2**	**0.3**	**0.3**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.6 – FY 2013 Disparity Ratio ("D6") = Utilization ("U2") Divided by Availability ("A6"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the Philadelphia MSA)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	0.0	0.0	0.0	0.0
Asian American	Male & Female	0.0	0.2	0.0	0.3
African American	Male & Female	4.1	4.3	2.5	4.0
Hispanic	Male & Female	2.6	1.1	0.0	1.1
All MBE	**Male & Female**	**2.4**	**1.4**	**1.1**	**1.7**
All WBE	**Female**	**0.7**	**0.3**	**0.6**	**0.4**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**1.1**	**0.6**	**0.7**	**0.7**

Source: City of Philadelphia Office of Economic Opportunity (FY 2013), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.7 – FY 2013 Disparity Ratio ("D7") = Utilization ("U2") Divided by Availability ("A7"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the Philadelphia MSA)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	*	0.0	0.0	0.0
Asian American	Male & Female	0.0	0.7	0.0	0.9
African American	Male & Female	7.1	13.9	10.5	17.0
Hispanic	Male & Female	6.6	3.8	0.1	6.8
All MBE	**Male & Female**	**5.7**	**4.5**	**3.6**	**6.4**
All WBE	**Female**	**1.0**	**1.0**	**1.7**	**1.6**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**1.9**	**1.9**	**1.8**	**1.8**

Source: City of Philadelphia Office of Economic Opportunity (FY 2013), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.8 – FY 2013 Disparity Ratio ("D8") = Utilization ("U2") Divided by Availability ("A8"), by Contract Type and by M/W/DSBE Category (M/W/DBSE located within the Philadelphia MSA)

Ethnicity	Gender	PW	PPS	SSE	All Contract Types (FY 2013)
White	Female	*	*	*	*
Native American	Male & Female	*	0.0	0.0	0.0
Asian American	Male & Female	0.0	0.7	0.0	0.9
African American	Male & Female	9.1	20.1	13.4	22.8
Hispanic	Male & Female	8.1	4.9	0.1	4.5
All MBE	**Male & Female**	**7.1**	**5.2**	**4.1**	**7.3**
All WBE	**Female**	**1.0**	**1.2**	**1.8**	**1.2**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**1.9**	**2.3**	**2.0**	**2.0**

Source: City of Philadelphia Office of Economic Opportunity (FY 2013), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.9 provides an overview of the City's disparity ratios, using the OEO directory as the numerator and Procurement Department Data as the denominator ("D9"). Table I.10 provides an overview of the City's disparity ratios, using Procurement Department data as both the numerator and the denominator ("D10").

Table I.9 – FY 2013 Disparity ("D9") – Availability Rate Based on # M/W/DSBEs on the OEO Directory Divided by # All Firms on the City of Philadelphia Procurement Department Vendor List

Category		All City Contracts		
Ethnicity	Gender	City	MSA	All
Native American	Male	*	*	*
Asian American	Male	*	*	*
African American	Male	*	*	*
Hispanic	Male	*	*	*
Native American	Female	*	*	*
Asian American	Female	*	*	*
African American	Female	*	*	*
Hispanic	Female	*	*	*
White	Female	0.3	0.4	0.9
Native American	M&F	0.0	0.0	0.0
Asian American	M&F	0.0	0.4	0.8
African American	M&F	0.6	0.7	0.9
Hispanic	M&F	0.5	0.8	0.9
All MBE	**M&F**	**0.3**	**0.4**	**0.6**
All WBE	**Female**	**0.3**	**0.5**	**0.8**
Disabled	**M&F**	*	*	*
All M/W/DSBE	**M&F**	**0.3**	**0.4**	**0.7**

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = City of Philadelphia Office of Economic Opportunity (2014), City of Philadelphia Procurement Department (2014)
Note: "" denotes data unavailable or insufficient.*

Table I.10 – FY 2013 Disparity ("D10") – Availability Based on # M/W/DSBEs on the City of Philadelphia Procurement Department Vendor List Divided by # All Firms on the City of Philadelphia Procurement Department Vendor List

Category		All City Contracts		
Ethnicity	Gender	City	MSA	All
Native American	Male	*	*	*
Asian American	Male	*	*	*
African American	Male	*	*	*
Hispanic	Male	*	*	*
Native American	Female	*	*	*
Asian American	Female	*	*	*
African American	Female	*	*	*
Hispanic	Female	*	*	*
White	Female	*	*	*
Native American	M&F	*	*	*
Asian American	M&F	*	*	*
African American	M&F	*	*	*
Hispanic	M&F	*	*	*
All MBE	**M&F**	**0.8**	**1.1**	**1.7**
All WBE	**Female**	**0.8**	**1.2**	**2.0**
Disabled	**M&F**	*	*	*
All M/W/DSBE	**M&F**	**0.9**	**1.3**	**2.2**

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = City of Philadelphia Procurement Department (2014)
Note: "" denotes data unavailable or insufficient.*

From these two figures, we can observe the following points:

- Disparity ratios are lower if the OEO directory is used as the numerator of the availability rate than if Procurement Department data are used as the numerator of the availability rate. This is because availability rates are higher using the OEO directory as the numerator, as described previously.
- The disparity ratio in the Philadelphia MSA is 0.6 for MBEs and 0.8 for WBEs, if the OEO directory is used as the numerator of the availability rate.
- The disparity ratio in the Philadelphia MSA 1.7 for MBEs and 2.0 for WBEs, if the Procurement Department data are used as the numerator of the availability rate.

Finally, we can express our main form of disparity ratio ("D6"), with our main form of utilization rate ("U2") and weighted availability rate ("A6"), for each M/W/DSBE category (see Tables I.11 to I.18).

Table I.11– FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered White Females

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	5.2%	2.4%	8.0%	4.0%
A6	*	*	*	*
D6	*	*	*	*

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)
Note: "" denotes data unavailable or insufficient.*

Table I.12 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Native Americans

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	0.0%	1.1%	0.0%	1.4%
A6	0.0%	0.0%	0.0%	0.0%
D6	0.00	0.02	0.27	0.01

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.13 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Asian Americans

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	0.0%	1.1%	0.0%	0.8%
A6	0.4%	5.4%	3.3%	4.1%
D6	0.00	0.21	0.01	0.20

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.14 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered African Americans

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	4.9%	9.3%	6.4%	7.9%
A6	1.0%	1.4%	1.3%	1.3%
D6	5.03	6.40	4.92	5.89

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.15 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Hispanics

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	4.1%	1.1%	0.0%	1.4%
A6	0.1%	0.6%	0.6%	0.5%
D6	59.58	1.74	0.03	2.73

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.16 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered MBEs

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	9.5%	11.6%	6.4%	10.2%
A6	2.9%	8.8%	6.3%	7.3%
D6	3.29	1.32	1.02	1.40

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.17 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered WBEs

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	6.5%	4.9%	10.2%	6.2%
A6	8.5%	18.1%	13.7%	15.6%
D6	0.76	0.27	0.75	0.39

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.18 – FY 2013 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered M/W/DSBEs

	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
U2	14.7%	14.0%	14.4%	14.1%
A6	11.4%	26.9%	20.0%	22.9%
D6	1.28	0.52	0.72	0.62

Source: Econsult Solutions, Inc. (2014); Utilization = OEO Annual Participation Report (FY 2013); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

APPENDIX J: ILLUSTRATIVE LIST OF CONTRACT CATEGORIES FOR WHICH THERE ARE FEW OR NO M/W/DSBES AVAILABLE

Table J.1 – FY 2012 Contracts with Few or No Opportunity, as Determined by Office of Economic Opportunity

CONTRACT #	DESCRIPTION	NAICS	AMOUNT
PPS CONTRACTS: 34 Contracts Totaling $107,862,155			
OFFICE OF INNOVATION AND TECHNOLOGY			
0920502-05	Software Development Consulting, Parcel Viewer & Stormwater Rates Admn. Mgmnt. Sys.	54	$ 687,695
HEALTH, DEPARTMENT OF PUBLIC			
0920839-04	HIV/AIDS medication for low income persons	54	$ 1,121,840
0920474-03	Medical specialty services for uninsured patients of the health care centers.	62	$ 347,858
DEPARTMENT OF HUMAN SERVICES			
0920144-12	Placement Services - Treatment Foster Care	62	$ 4,769,180
0920144-15	Placement Services - Treatment Foster Care	62	$ 2,500,000
0920238-07	Reintegration Services	62	$ 1,022,250
0920230-03	Institutional Care Dependent Care	62	$ 492,525
1120291-01	Placement Services - Treatment Foster Care	62	$ 417,049
1020412-03	Reintegration Services	62	$ 387,300
DEPARTMENT OF HUMAN SERVICES – COURT APPOINTED CONTRACTORS			
0920184-08	Institutional Care Dependent Care	62	$ 8,960,911
0920150-06	Community Based Detention Shelters	62	$ 5,658,994
0920203-05	Placement Services - Treatment Foster Care	62	$ 5,620,069
0920254-05	Community Based Detention Shelters	62	$ 2,904,873
0920209-05	Institutional Care Dependent Care	62	$ 675
0920202-06	Placement Services - Treatment Foster Care	62	$ 8,054,777
0920150-08	Community Based Detention Shelters	62	$ 1,437,500
0920149-05	Community Based Detention Shelters Long Term Care	62	$ 80,059
0920179-10	Institutional Care Dependent Care Dependents	62	$14,422,309
0920182-11	Institutional Care Dependent Care Dependents	62	$ 266,346
0920236-05	Reintegration Services	62	$ 504,625

CONTRACT #	DESCRIPTION	NAICS	AMOUNT
0920146-08	Placement Services - Treatment Foster Care	62	$ 32,754
0920182-12	Institutional Care	62	$ 913,606
0920146-09	Placement Services - Treatment Foster Care	62	$ 29,000
0920146-10	Placement Services - Treatment Foster Care	62	$ 36,140
0920236-06	Reintegration Services	62	$ 50,000
0920237-04	Reintegration Services	62	$ 558,645
MANAGING DIRECTOR'S OFFICE			
1120378-01	PPL EnergyPlus, LLC	22	$34,417,490
POLICE			
1120128-01	Quantitative Analysis of Drug and Alcohol in the Blood & Urine	54	$ 710,000
PRISONS			
1020144-02	Inmate Housing	54	$ 1,750,000
1020144-03	Inmate Housing	54	$ 250,000
1120372-01	Inmate Housing	54	$ 5,900,000
0820583-03	Inmate Housing	54	$ 250,000
0820583-04	Inmate Housing	54	$ 3,050,000
WATER DEPARTMENT			
0520188-09	Streamflow Maintenance	54	$ 257,685
CITY WIDE SSE CONTRACTS: 22 Contracts Totaling $53,482,434			
120074	Pharmacy Supplies Sch 998	42	$ 7,534,000
120061	Water Treatment Chemicals; Schedule 60	54	$ 6,634,806
120055	Water Treatment Chemicals; Schedule 60	54	$ 6,223,060
120051	Water Treatment Chemicals; Schedule 60	54	$ 2,211,520
120060	Water Treatment Chemicals; Schedule 60	54	$ 2,022,209
120052	Water Treatment Chemicals; Schedule 60	54	$ 1,686,077
120071	Rock Salt Sch 60-01	21	$ 1,662,850
120056	Water Treatment Chemicals; Schedule 60	54	$ 1,133,822
120062	Water Treatment Chemicals; Schedule 60	54	$ 1,024,520
120025	Lubricants, Oils (Recycled and Virgin) and Greases; Schedule 55	32	$ 609,391
120053	Water Treatment Chemicals; Schedule 60	54	$ 582,360
120057	Water Treatment Chemicals; Schedule 60	54	$ 472,388
120075	Pharmacy Supplies Sch 998	42	$ 400,000
120058	Water Treatment Chemicals; Schedule 60	54	$ 285,950

CONTRACT #	DESCRIPTION	NAICS	AMOUNT
120107	Maintenance of Pitney Bowes Equipment; Schedule 104-02	81	$ 267,971
120120	Repair and Replacement of Hydraulic Lifts, Repair Service of Jacks, Tire Changing Machines, A/C Machines & Heavy Duty Shop Presses	33	$ 260,960
120059	Water Treatment Chemicals; Schedule 60	54	$ 167,875
120070	Rock Salt Sch 60-01	21	$ 70,278
120072	Rock Salt Sch 60-01	21	$ 30,001
120054	Water Treatment Chemicals; Schedule 60	54	$ 30,000
120208	Jet Fuel Sch 43-02	32	$ 172,395
120144	Reformulated Gasoline and Bio Diesel Fuel; Schedule 43	33	$ 20,000,000
SSE CONTRACTS: 4 Contracts Totaling $1,177,601			
Fleet Management			
120100	Trailer, refuse, Rear Loading	33	$ 824,444
120163	Van, Various Configurations	33	$ 269,244
120102	Horse Trailer -2 Horse Bumper Hitch	33	$ 30,001
WATER DEPARTMENT			
120076	Integrated Predictive Maintenance Service	99	$ 53,912
			TOTAL = 60 Contracts Totaling $162,522,189

Source: City of Philadelphia Office of Economic Opportunity (2012), Econsult Solutions, Inc. (2013)

Table J.2 – FY 2013 Contracts with Few or No Opportunity, as Determined by Office of Economic Opportunity[67]

CONTRACT #	DESCRIPTION	NAICS		AMOUNT
PPS CONTRACTS: 34 CONTRACTS TOTALING $117,218,127				
HEALTH, DEPARTMENT OF PUBLIC				
1320099	Medical specialty services for uninsured patients of the health care centers.	54	$	247,858
1120047-02	Medical specialty services for uninsured patients of the health care centers.	54	$	25,000
HUMAN SERVICES, DEPARTMENT OF				
1320324	Placement Services - Treatment Foster Care	54	$	6,644,897
1320324-01	Placement Services - Treatment Foster Care	54	$	1,345,978
1320196	Reintergration Services	54	$	311,450
1320200	Reintergration Services	54	$	517,325
HUMAN SERVICES, DEPARTMENT OF - COURT APPOINTED CONTRACTORS				
1320195	Institutional Care Dependent Care	54	$	17,790,537
1320203-01	Placement Services - Treatment Foster Care	54	$	5,805,548
1320198	Institutional Care Dependent Care	54	$	8,885,795
1320203	Placement Services - Treatment Foster Care	54	$	5,777,711
MANAGING DIRECTOR'S OFFICE				
1120378-03	Electric Supply & Service	54	$	52,432,842
OFFICE OF THE INSPECTOR GENERAL				
1120124-04	General Consultant Services	54	$	75,000

[67] Does not include $1.5 million in sole source contracts.

1320764	General Consultant Services	54	$	75,000
POLICE				
1120128-02	Quantitative Analysis of Drug and Alcohol in the Blood & Urine	54	$	710,000
PRISONS				
1320144	Inmate Housing	54	$	3,100,000
1020144-04	Inmate Housing	54	$	1,950,000
1120372-02	Alternative Housing	54	$	9,052,000
WATER DEPARTMENT				
1320010	Architect and Engineer Svcs(Leak Detection)	54	$	29,000
1320089	General Consultant Services(WETT Lab Analysis)	54	$	40,000
1320100	General Consultant Services (Iodine 131 Analysis)	54	$	250,000
1320118	General Consultant Services (PCB Analysis)	54	$	50,000
1320123	General Consultant Services (Full Service Environ Lab. two firms in country)	54	$	200,000
1320228	General Consultant Services (Industry Based Plant Operations Safety Training)	54	$	80,000
1320533	General Consultant Services (FWWIC Maintenance)	54	$	110,000
1320540	Architect and Engineer Svcs (Innovation Modular Downspout)	54	$	50,000
0520188-10	General Consultant Services (Water Res. Investigations)	54	$	242,735
1020197-03	General Consultant Services (Water Operator Training)	54	$	69,150
1020340-03	General Consultant Services (24 Hr. Counceling Hotline)	54	$	50,000
1220186-01	General Consultant Services (Landfill Monitoring)	54	$	30,000
1220333-02	General Consultant Services (Physical Performance Evaluation)	54	$	230,000
1220428-01	General Consultant Services (Injury Prevention)	54	$	70,000
1220435-01	Architect and Engineer Svcs (Leak Detection)	54	$	150,000
1220460-01	General Consultant Services (Measurements of Tidal Flow)	54	$	600,000
1220576-01	General Consultant Services (24 Hr. Call Center)	54	$	220,300
SSE CONTRACTS: 10 CONTRACTS TOTALING $2,823,387				

FLEET MANAGEMENT				
130045	6X4 CAB OVER TRUCK, MOBILE CONCRETE MIXER	33	$	234,874
130074	32 PASSENGER PRISONER BUS	33	$	173,165
130095	4 x 4 armored vehicle	33	$	422,725
130314	Purchase of Hybrid Vehicles	33	$	178,291
130361	Purchase of Hybrid Vehicles	33	$	210,811
130423	Purchase of Various Sport Utility Vehicles	33	$	490,079
HEALTH, DEPARTMENT OF PUBLIC				
130064	LABORATORY SERVICES	32	$	880,651
POLICE				
130051	RENTAL OF NEW AND USED VEHICLES	32	$	74,650
WATER DEPARTMENT				
130005	Density Sludge Meters	33	$	61,500
130083	QUICKVIEW HALOPTIC SYSTEM	42	$	96,640
CITYWIDE SSE CONTRACTS: 13 CONTRACTS TOTALING $23,146,840				
130052	WATER TREATMENT CHEMICALS	22	$	2,135,080
130053	WATER TREATMENT CHEMICALS	22	$	1,595,147
130055	WATER TREATMENT CHEMICALS	22	$	30,000
130054	WATER TREATMENT CHEMICALS	22	$	7,293,000
130056	WATER TREATMENT CHEMICALS	22	$	1,066,435
130057	WATER TREATMENT CHEMICALS	22	$	1,677,901
130059	WATER TREATMENT CHEMICALS	22	$	181,725
130060	WATER TREATMENT CHEMICALS	22	$	732,216
130058	WATER TREATMENT CHEMICALS	22	$	6,550,540
130098	WATER TREATMENT CHEMICALS	22	$	938,543
130097	WATER TREATMENT CHEMICALS	22	$	105,230
130119	WATER TREATMENT CHEMICALS	22	$	356,350
130068	LUBRICANTS, OIL (RECYCLES & VIRGIN) AND GREASES	32	$	484,674
PW CONTRACTS: 2 CONTRACTS TOTALING $11,169,812				
WATER				

DEPARTMENT				
134055	Sewer Lining Project	23	$	1,882,062
134037	Improvements to Belmont Raw Water Basin at Belmont WTP, Belmont Ave & Ford Rd, Philadelphia, PA. Inclusive of preapproved certified materials and specialized heavy equipment)	23	$	9,287,750
				TOTAL: 59 CONTRACTS TOTALING $154,358,165

Source: City of Philadelphia Office of Economic Opportunity (2013), Econsult Solutions, Inc. (2014)

APPENDIX K: LIST OF ACRONYMS FOR REFERENCE

CEP	Philadelphia International Airport's Capacity Enhancement Program
DJMA	DJ Miller & Associates
DSBE(s)	Disabled Business Enterprise(s)
EOP	Economic Opportunity Plans
EORC	City of Philadelphia Economic Opportunity Review Committee
FY	Fiscal Year
L&I	Licenses and Inspections, Department of
M/W/DSBE(s)	Collective name for Minority, Women, and Disabled Business Enterprise(s)
MBE(s)	Minority Business Enterprise(s)
MPO	Miscellaneous Purchase Orders contract
MSA	Philadelphia Metropolitan Statistical Area
NAICS	North American Industry Classification System
OEO	City of Philadelphia Office of Economic Opportunity
OHCD	City of Philadelphia Office of Housing & Community Development
OSH	City of Philadelphia Office of Supportive Housing
PPS	Personal and Professional Services contract
PW	Public Works contract
Q1	Quarter 1 or 1st Quarter
RWA	"Ready, willing and able" firms
SBO	US Census Survey of Business Owners
SEPTA	Southeastern Pennsylvania Transportation Authority
SMOBE/SWOBE	US Census Bureau Survey of Minority- and Women-Owned Business Enterprises
SOP	Small Order Purchases contract
SSE	Supplies, Services, and Equipment contract
WBE(s)	Women Business Enterprise(s)

CITY OF PHILADELPHIA
ECONOMIC OPPORTUNITY PLAN ANALYSIS
FISCAL YEARS 2009 - 2013

Final Report Submitted To:
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FINAL REPORT May 29, 2014

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APPENDIX A-1

1 OVERVIEW

Econsult Solutions, Inc. and Milligan & Company, LLC are pleased to present the City of Philadelphia Economic Opportunity Plan Analysis for Fiscal Years (FY) 2009 through 2013. An Economic Opportunity Plan (EOP) is required whenever a company is pursuing or enters into a development project or contract with the City exceeding $250,000, in accordance to Section 17-1603 (2) of The Philadelphia Code. In September 2013, the City of Philadelphia's Office of Economic Opportunity (OEO) released *A Review of Philadelphia's Economic Opportunity Plans 2009-2013: Assessing Goal Achievement and Compliance*. The analysis presented here provides further breakdown and discussion on the FY 2009 to FY 2013 Economic Opportunity Plan (EOP) data presented in OEO's September 2013 report. This report, as presented, serves as an addendum to the City of Philadelphia's Annual Disparity Study for FY 2013.

At the close of FY 2013, OEO was responsible for monitoring a total of 473 EOP contract commitments. These commitments include all EOPs for both active and closed projects. Out of the 473 EOPs, this analysis focuses only on those active and closed EOPs which had reported data, which for this report total 343 EOP commitments. Some active EOP projects have not yet reported data; therefore, those EOPs are not included in this analysis.

This analysis of EOP achievement is presented in four parts and each section provided an analysis of EOPs by contract amount and by the number of EOP contracts for each category presented:

- Section 2 discusses all 343 EOPs combined, and then provides a comparison of active and closed EOP projects
- Section 3 examines all EOPs divided by contract bid amount
- Section 4 looks at all EOPs by ranges of the committed project goal
- Section 5 examines all EOPs divided by departments and market segments. In this report market segments include quasi-public agencies and public private partnerships.

Section 6 provides a summary of the results examined in Sections 2 through 5. The Appendix contains detailed data Figures of the 343 EOPs included in this report sorted and ranked by the various measures discussed in Sections 2 through 5.

2 RESULTS: ALL EOP PROJECTS

Section 2 analyzes the data from all 343 active and closed Economic Opportunity Plan (EOP) projects between FY 2009 to FY 2013 which had associated data. This section is divided into an analysis of three categories:

- all active and closed EOPs combined (343 projects)
- active EOPs only (226)
- closed EOPs only (117)

By the end of this report period (FY 2013), there were active EOP projects that had not yet commenced and therefore had no associated data available for analysis. These active EOP projects were not included in this analysis.

EOP contracts were evaluated on a per-dollar value basis and on a per-contract basis, based on whether they fell short of or exceeded their commitment levels. For example, an EOP contract that had a commitment level of 25 percent and actual participation of 32 percent was said to have a variance of +7 percent.

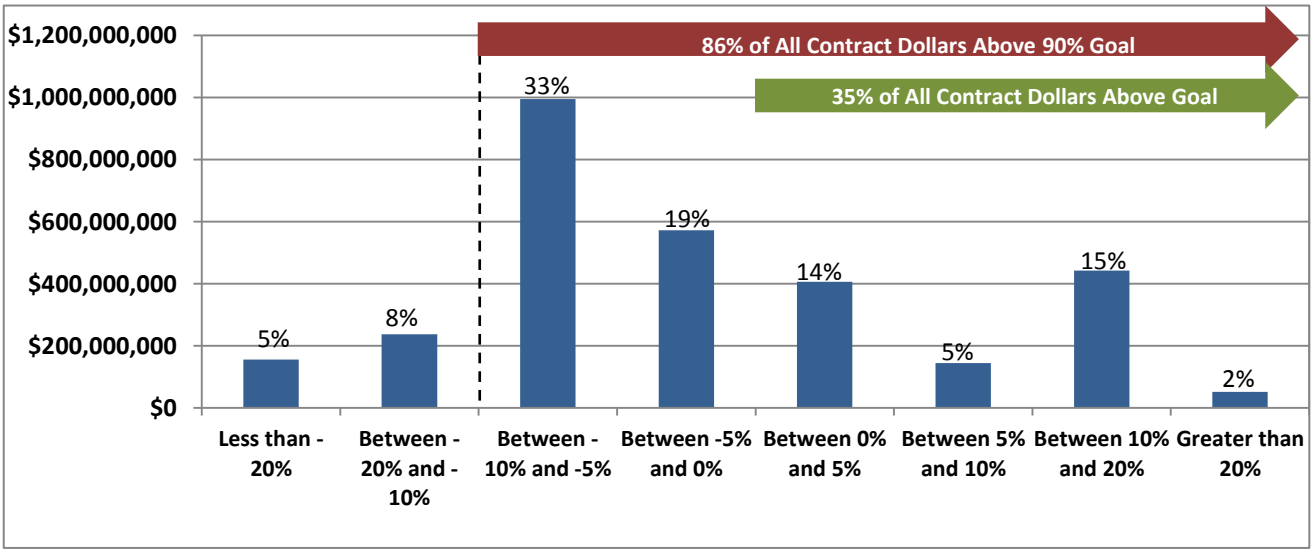
It should be noted that in this report the EOP achievements on active projects have been scaled to the dollar amount paid on the contract at the end of FY 2013 so that the results would be properly weighted to more accurately reflect EOP achievement. In other words, if $100,000 out of a $400,000 contract had been paid out by the close of FY 2013, and the contract had a goal of 25 percent, then the contract was evaluated on whether its actual participation was $25,000 out of $100,000.

The dotted line on each chart in the report represents EOPs that are within at least 10 percent of achieving the committed contract goal (labeled on the charts as 'between negative 10 percent and zero percent'), meaning that these EOPs met or exceeded 90 percent of the goal. The subsequent analysis revealed the following highlights and trends for all EOP projects examined for this report.

1. **Thirty-Five Percent of Dollar Amounts Spent on All EOP Projects Between FY 2009 and FY 2013 were on EOP Projects that Met or Exceeded Contract Goals** and the vast majority (86 percent) met at least 90 percent of the EOP goal (Figure 2.1A).

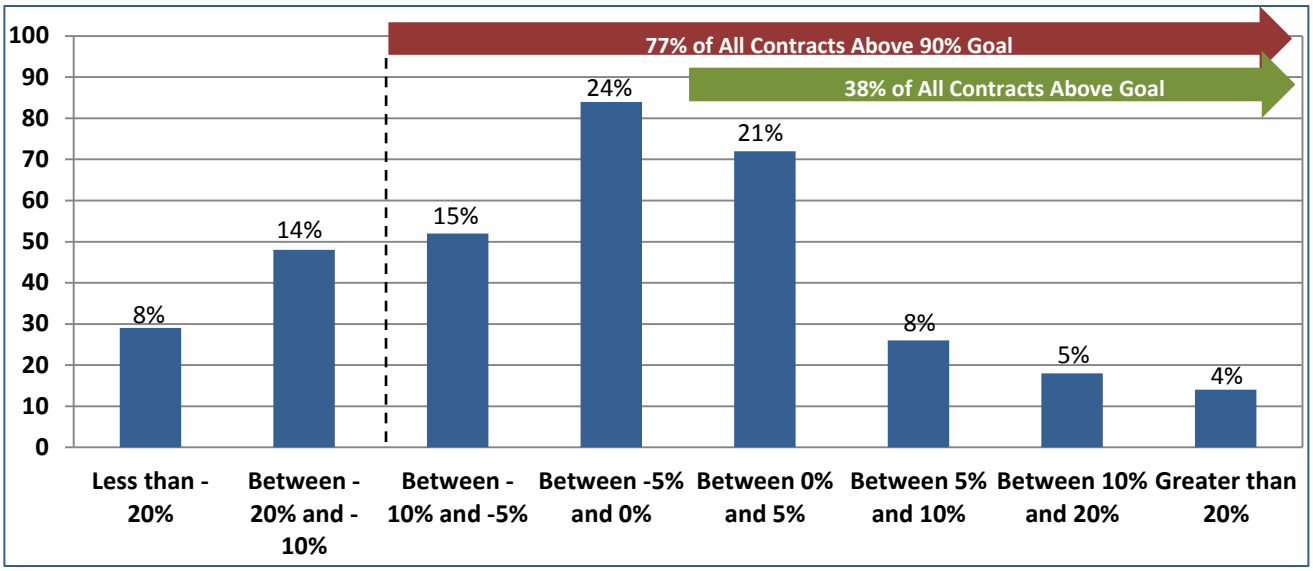
   Out of 343 EOP Projects Between FY 2009 and FY 2013, 38 Percent (129 EOP Contracts) Met or Exceeded Contract Goals – More than three-quarters of all projects (264 contracts or 77 percent) have met at least 90 percent of the EOP goal (Figure 2.1B).

Figure 2.1A – Dollar Value of All EOP Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 2.1B – Number of All EOP Contracts, by Variance Ranges

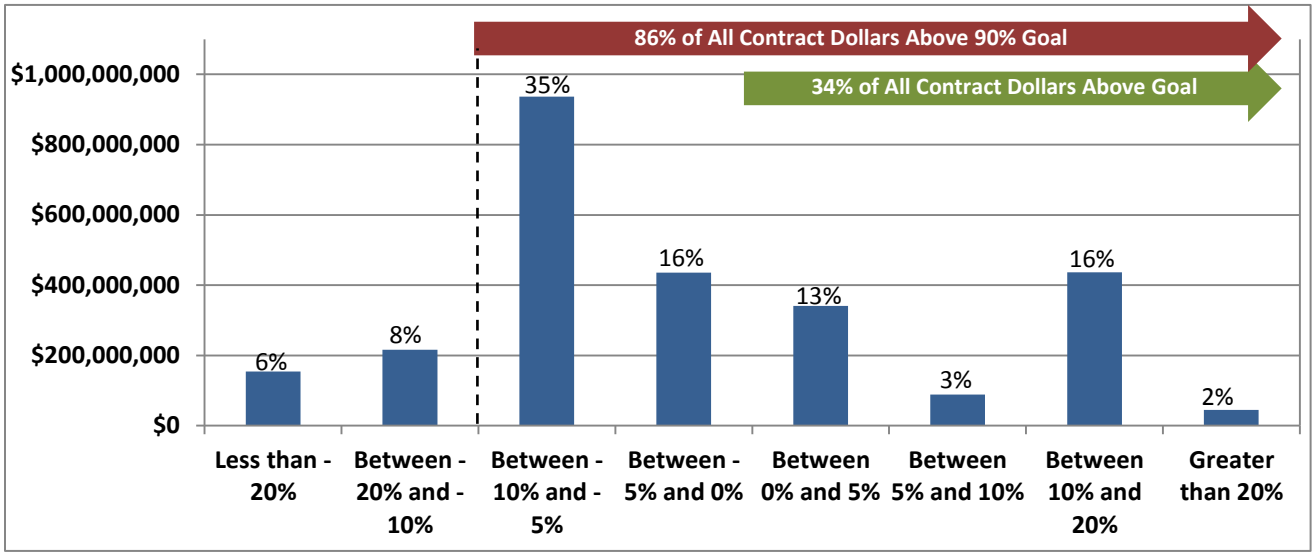


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

2. **Thirty-Four Percent of EOP Projects Met or Exceeded Goals –** By dollar amount, the majority of active projects (86 percent) met at least 90 percent of the EOP goal (Figure 2.2A).

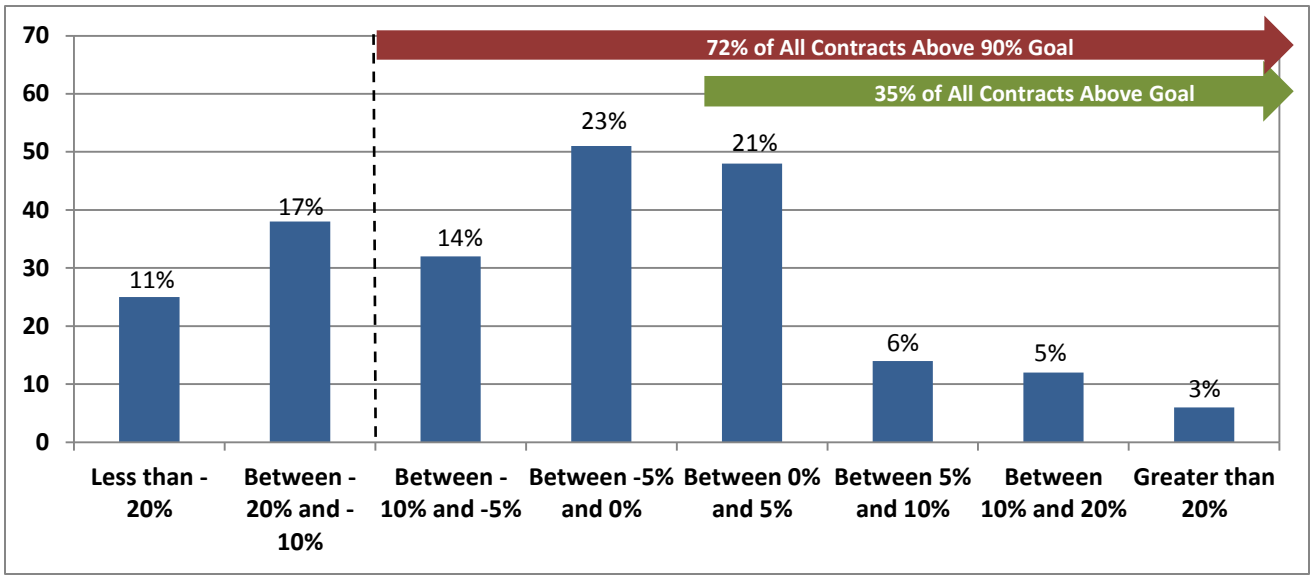
   Out of 226 Active EOP Projects, 80 EOPs Met or Exceeded Goals – Nearly three-quarters of active projects (163 contracts or 72 percent) have met at least 90 percent of the EOP goal (Figure 2.2B).

Figure 2.2A – EOP Dollar Value of Active Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 2.2B – Number of Active EOP Contracts, by Variance Ranges

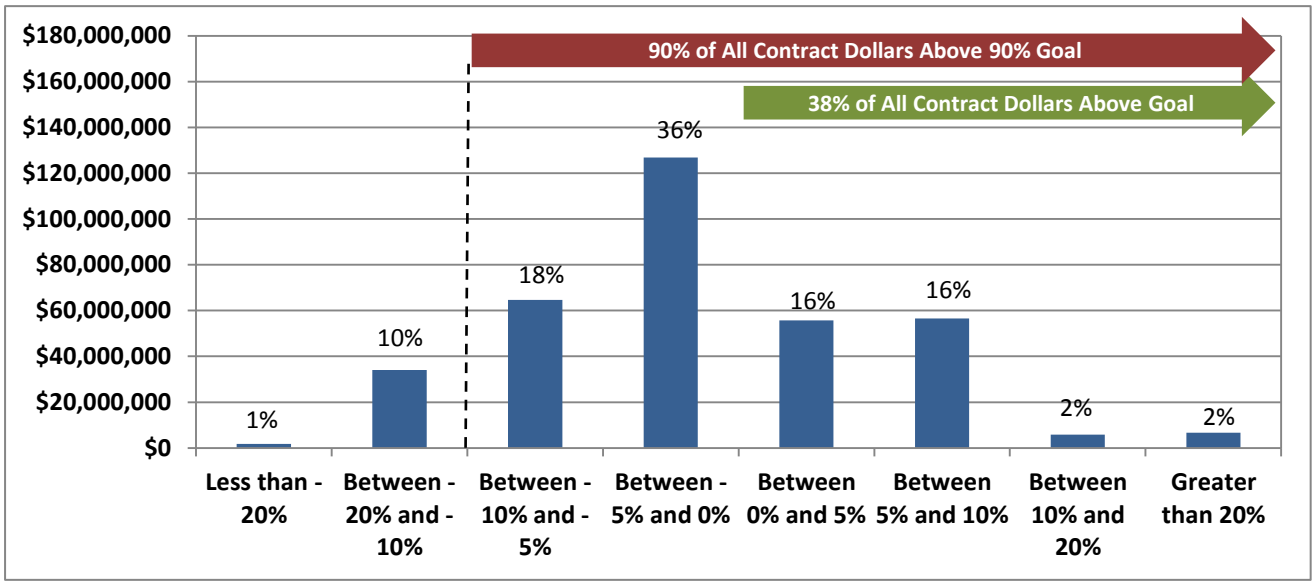


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

3. **Thirty-Eight Percent of Closed EOP Projects Met or Exceeded Goals –** By dollar amount, the majority of closed projects (90 percent) met at least 90 percent of the EOP goal (Figure 2.3A).

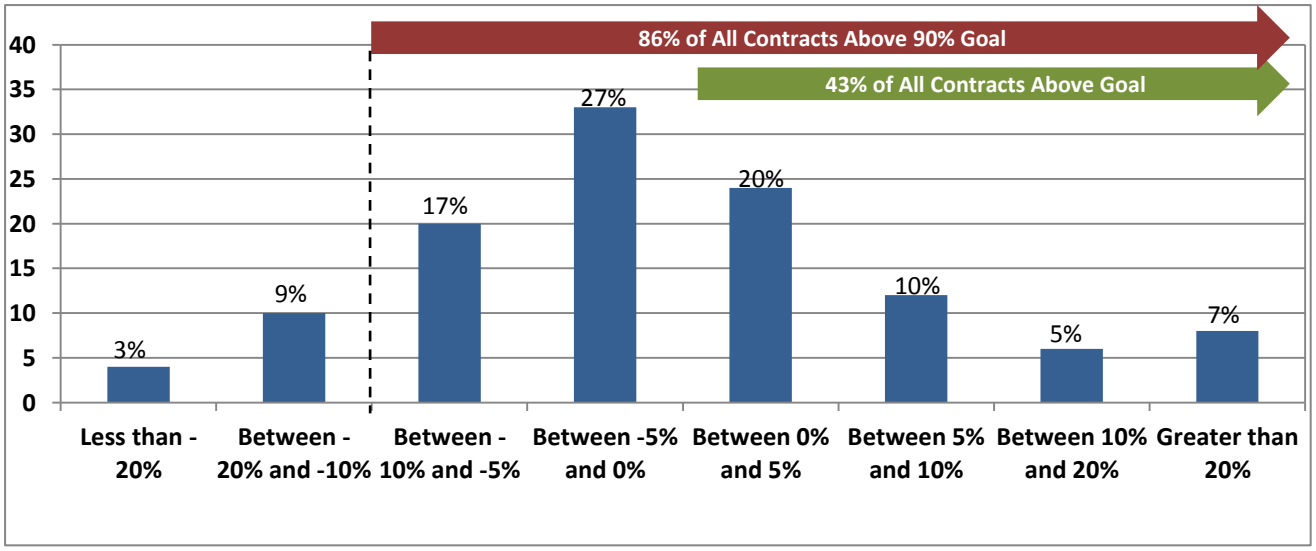
   Out of 117 Closed EOP Projects, 50 EOPs Met or Exceeded Goals – The majority of closed projects (101 contracts or 86 percent) met at least 90 percent of the EOP goal (Figure 2.3B).

Figure 2.3A – EOP Dollar Value of Closed Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

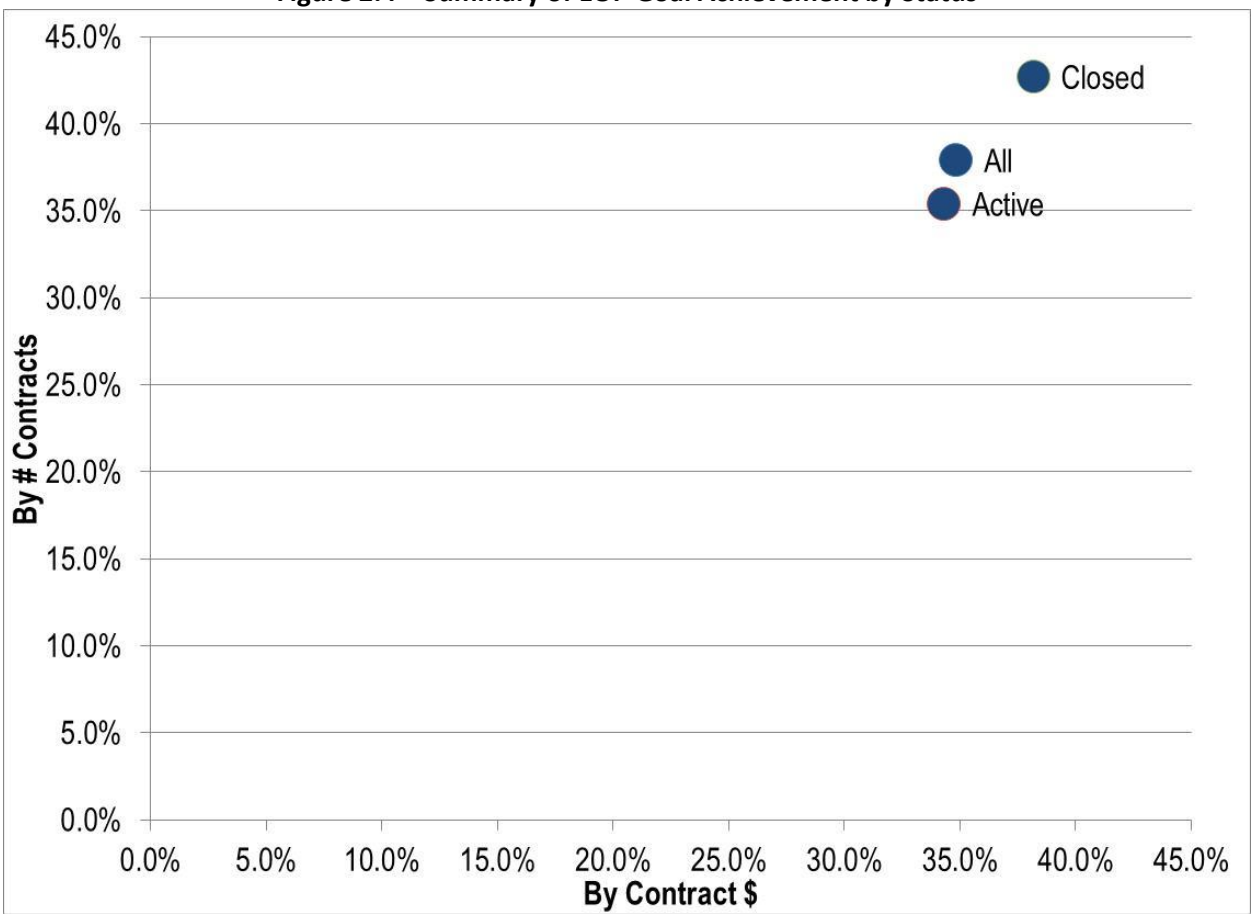
Figure 2.3B – Number of Closed EOP Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

4. **Summary –** Closed EOP projects had a slightly higher success rate in EOP goal achievement than active EOP projects, suggesting that participation is higher towards the back end of some projects (Figure 2.4).

Figure 2.4 – Summary of EOP Goal Achievement by Status



Status (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
All (343)	34.8%	86.5%	37.9%	77.0%
Active (226)	34.3%	86.0%	35.4%	72.1%
Closed (117)	38.2%	89.8%	42.7%	86.3%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

3 RESULTS: EOP PROJECTS BY BID AMOUNT

Section 3 analyzes the data from all active and closed Economic Opportunity Plan (EOP) projects by the contract dollar value. For this analysis, EOPs were divided into three categories:

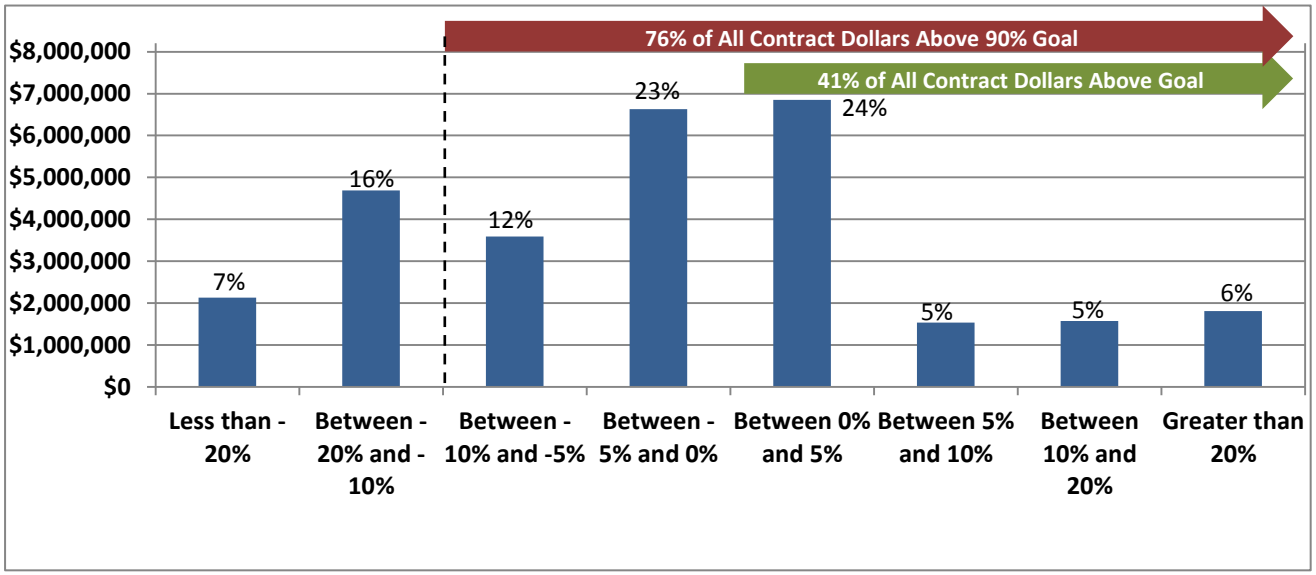
- contracts under $500,000 (103 projects)
- contracts between $500,000 and $5,000,000 (152)
- contracts over $5,000,000 (88)

The dotted line on each chart represents EOPs that are at least within 10 percent of achieving the committed contract goal (labeled as between negative 10 percent and zero percent on the chart), meaning that these EOPs met or have met 90 percent of the goal. The subsequent analysis revealed the following highlights and trends for all EOP projects by contract dollar value.

1. **Forty-One Percent of All EOP Projects under $500,000 Met or Exceeded Goals –** By dollar amount, more than three-quarters of projects under $500,000 (76 percent) met at least 90 percent of the EOP goal (Figure 3.1A).

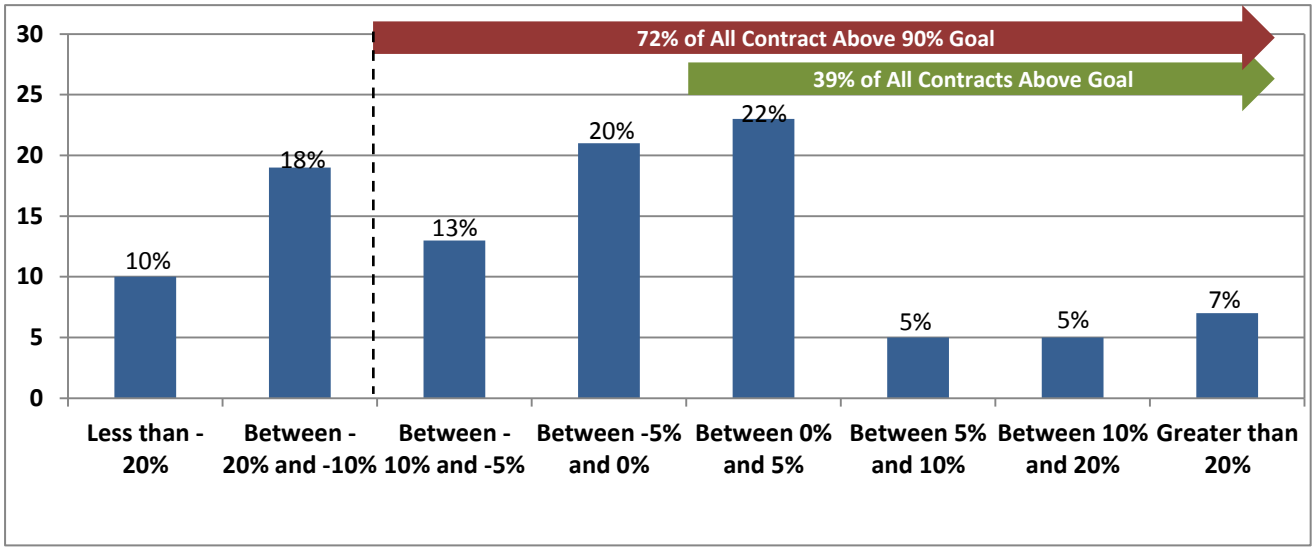
   Out of 103 EOP Projects Under $500,000, 40 EOPs Met or Exceeded Goals – Nearly three - quarters of contracts under $500,000 (74 contracts or 72 percent) met at least 90 percent of the EOP goal (Figure 3.1B).

Figure 3.1A – Dollar Value of Contracts Less Than $500,000, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 3.1B – Number of Contracts Less Than $500,000, by Variance Ranges

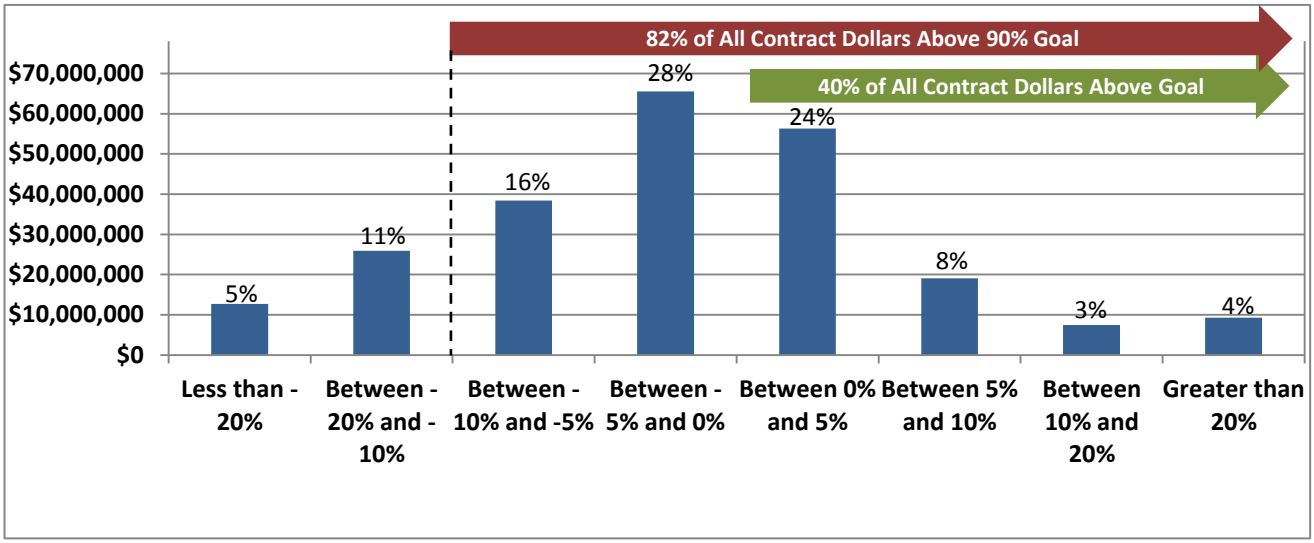


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

2. **Forty Percent of EOP Projects Between $500,000 and $5 Million Met or Exceeded Goals –** By dollar amount, the majority of projects between $500,000 and $5,000,000 (82 percent) met at least 90 percent of the EOP goal (Figure 3.2A)

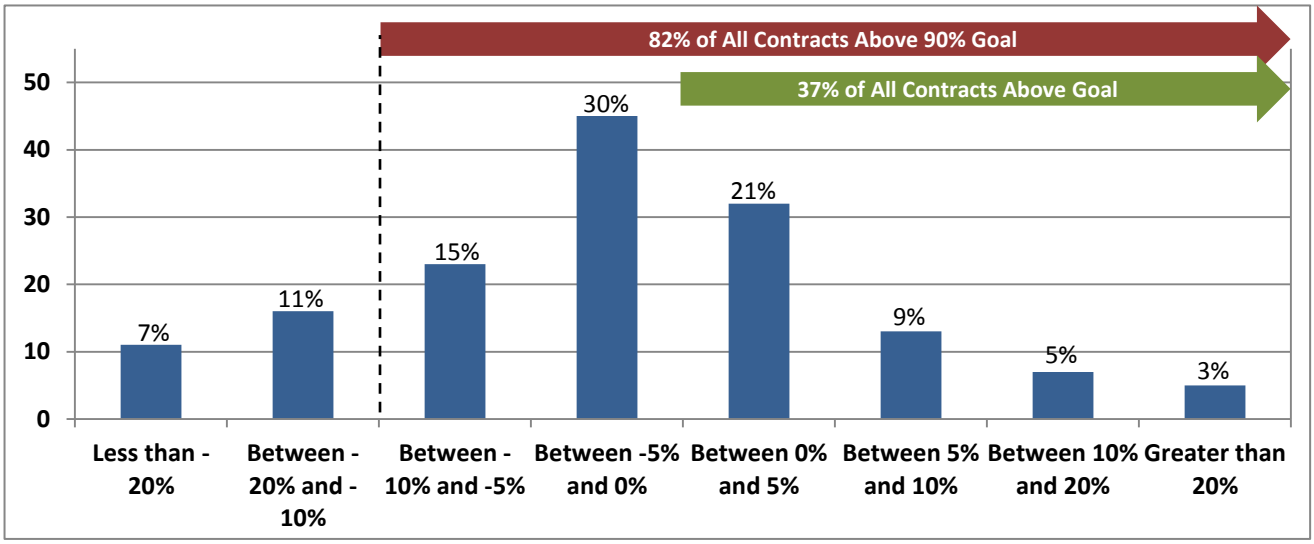
   Out of 152 EOP Contracts Between $500,000 and $5 Million, 57 EOPs Met or Exceeded Goals – The majority of contracts between $500,000 and $5,000,000 (124 contracts or 82 percent) met at least 90 percent of the EOP goal (Figure 3.2B).

Figure 3.2A – Dollar Value of Contracts Between $500,000 and $5 Million, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 3.2B – Number of Contracts Between $500,000 and $5 Million, by Variance Ranges

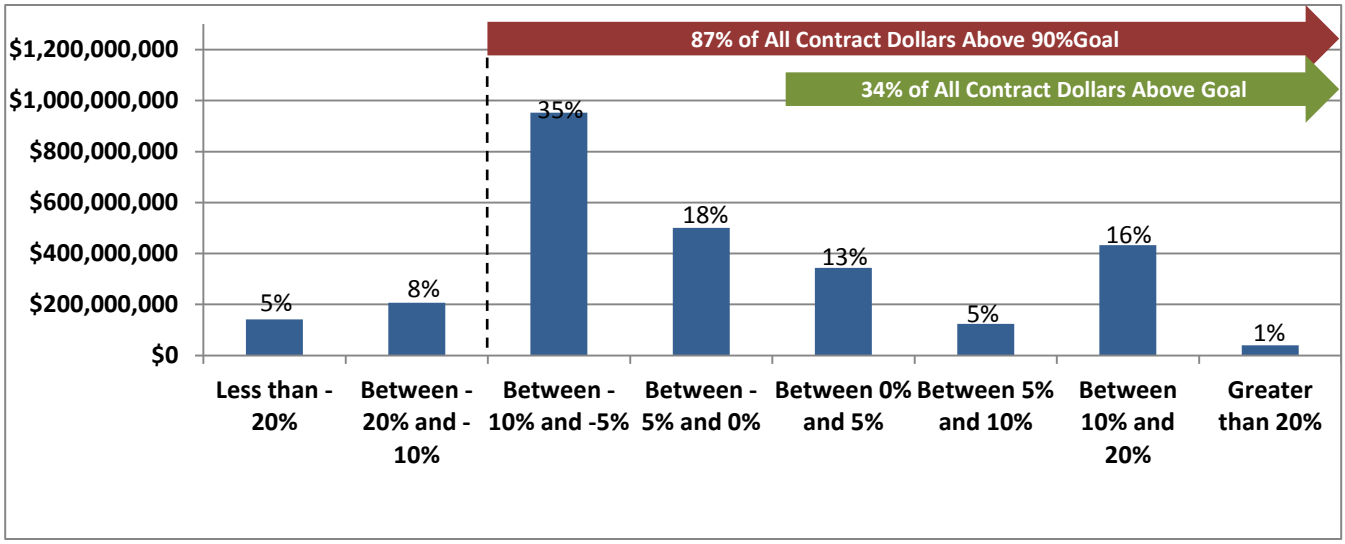


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

3. **Thirty-Four Percent of EOP Projects Over $5 Million Met or Exceeded Goals –** By dollar amount, the majority of projects over $5,000,000 (87 percent) met at least 90 percent of the EOP goal (Figure 3.3A).

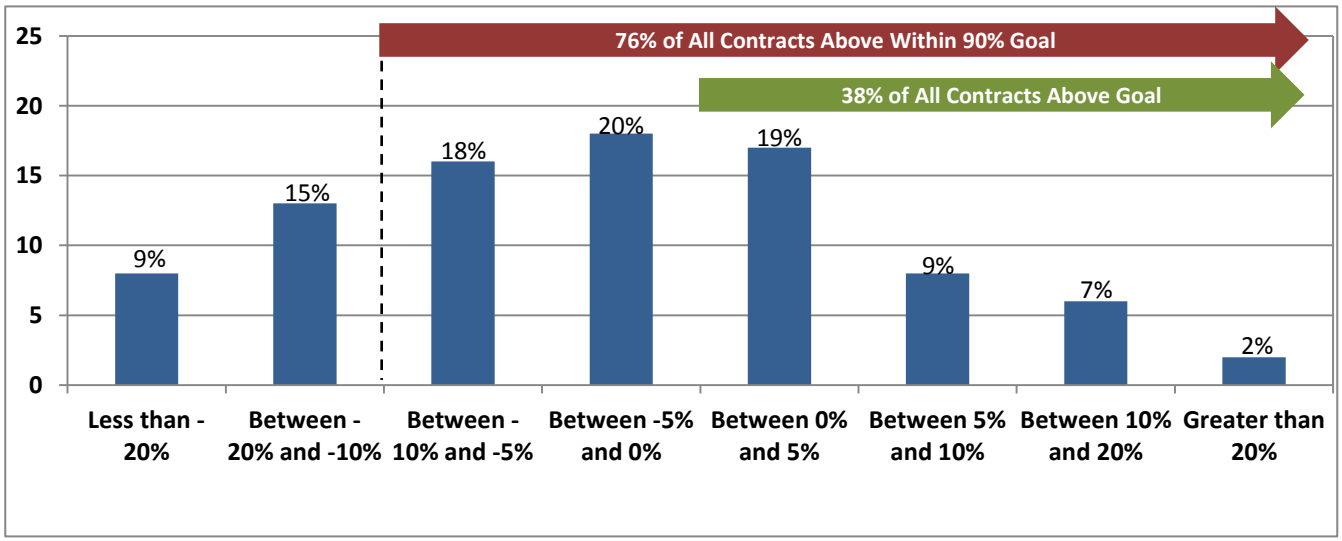
   Out of 88 EOP Projects Over $5 Million, 33 EOPs Met or Exceeded Goals – More than three-quarters of contracts over $5,000,000 (67 contracts or 76 percent) met at least 90 percent of the EOP goal (Figure 3.3B).

Figure 3.3A – Dollar Value of Contracts Over $5 Million, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 3.3B – Number of Contracts Over $5 Million, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

5. **Summary –** Larger EOPs had a similar success rate to smaller EOPs in terms of EOP goal achievement by number of contracts but a lower success rate when measured in contract dollars (Figure 3.4).

Figure 3.4 – Summary of EOP Goal Achievement by Bid Amount

Bid Amount (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
<$500K (103)	40.8%	76.3%	38.8%	71.8%
$500K-$5M (152)	39.3%	82.3%	37.5%	81.6%
>$5M (88)	34.3%	87.3%	37.5%	76.1%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

4 RESULTS: EOP PROJECTS BY COMMITMENT

Section 4 analyzes all active and closed Economic Opportunity Plan (EOP) projects by the percentage of the EOP contract goal committed. EOPs were divided into three categories:

- Goal commitments up to 20 percent (103 projects)
- Goal commitments between 20 and 25 percent (150)
- Goal commitments between 25 and 50 percent (71)
- Goal commitments between 50 percent and 100 percent (19)[1]

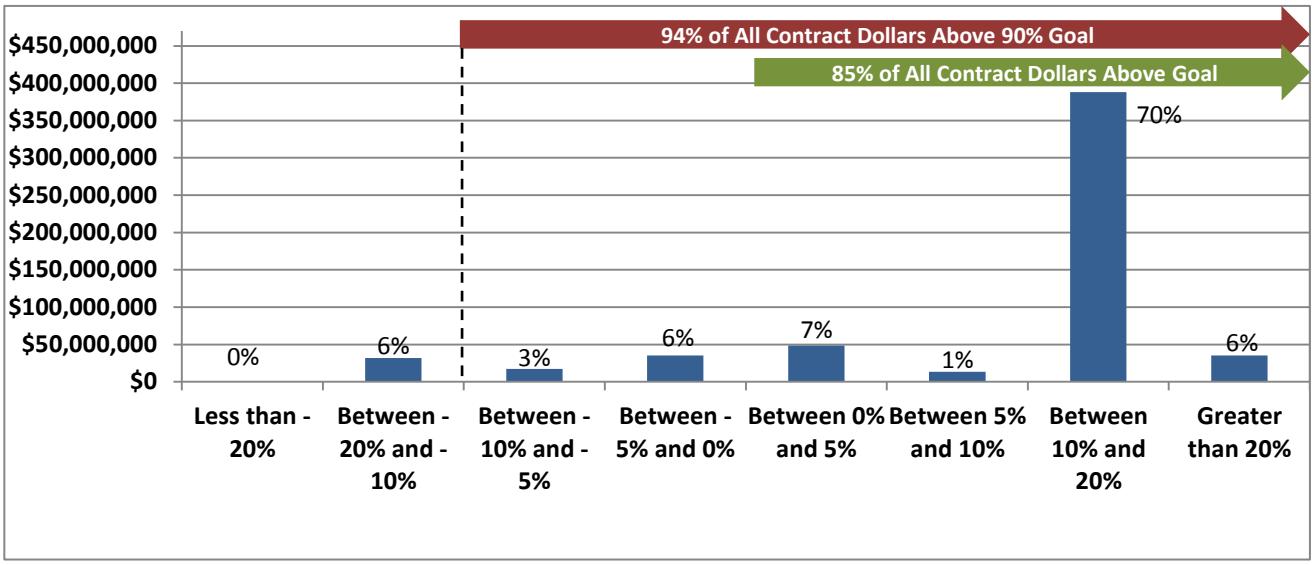
The dotted line on each chart represents EOPs that are at least within 10 percent of achieving the committed contract goal (labeled as between negative 10 percent and zero percent on the chart), meaning that these EOPs met or have met 90 percent of the goal. The analysis revealed the following highlights and trends for all EOP projects by contract dollar value.

[1] Goal commitments over 50 percent signify projects primed by M/W/DSBEs.

1. **Eight-Five Percent of EOP Projects with Commitments up to 20 Percent Met or Exceeded Goals –** By dollar amount, the majority of projects with goal commitments of up to 20 percent (94 percent) met at least 90 percent of the EOP goal (Figure 4.1A).

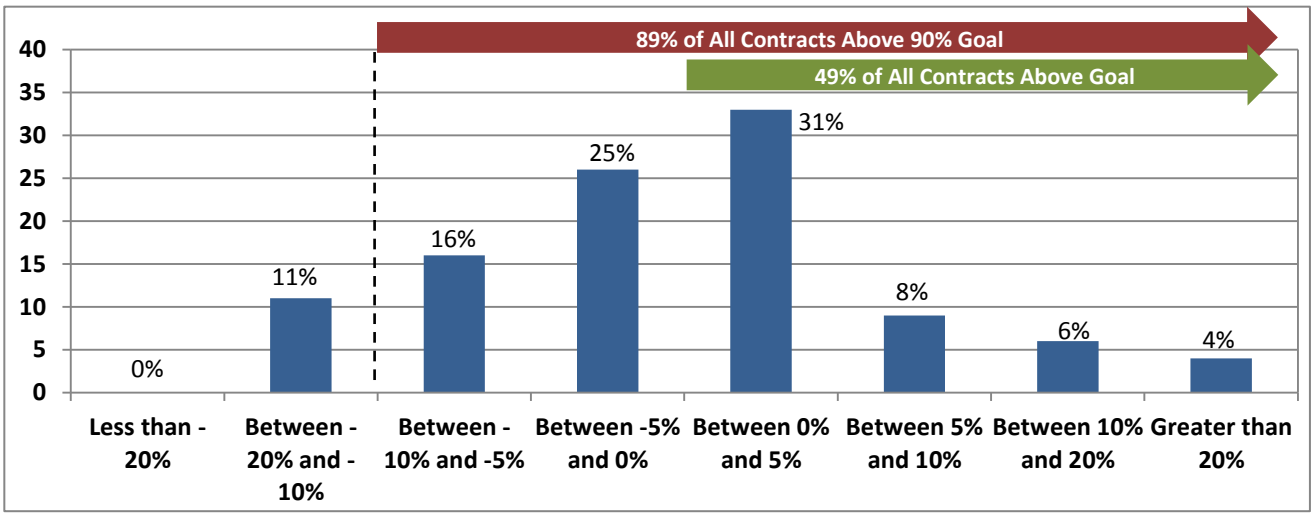
   Out of 103 EOP Projects with Commitments up to 20 Percent, 50 EOPs Met or Exceeded Goals – The majority of contracts with goal commitments of up to 20 percent (92 contracts or 89 percent) met at least 90 percent of the EOP goal (Figure 4.1B).

Figure 4.1A – Dollar Value of Contracts with Commitments Up To 20 Percent, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 4.1B – Number of Contracts with Commitments Up To 20 Percent, by Variance Ranges

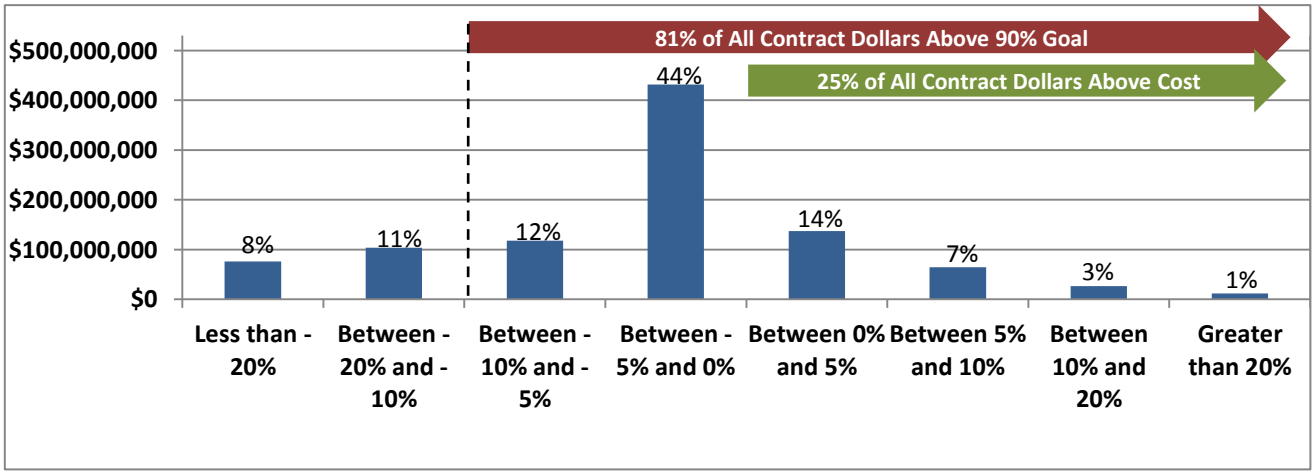


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

2. **Twenty-five Percent of EOP Projects with Commitments Between 20 and 25 Percent Met or Exceeded Goals –** By dollar amount, the majority of projects (81 percent) with goal commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2A).

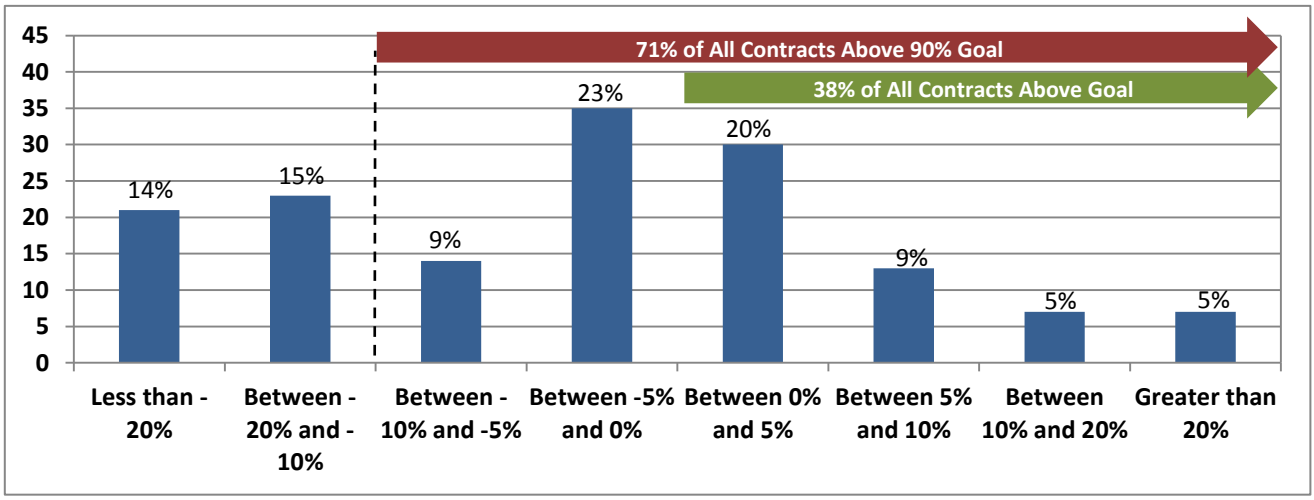
   Out of 150 EOP Projects with Commitments Between 20 and 25 Percent, 57 EOPs Met or Exceeded Goals – Nearly three-quarters of contracts (106 contracts or 71 percent) with goal commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2B).

Figure 4.2A – Dollar Value of Contracts with Commitments Between 20 and 25 Percent, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 4.2B – Number of Contracts with Commitments Between 20 and 25 Percent, by Variance

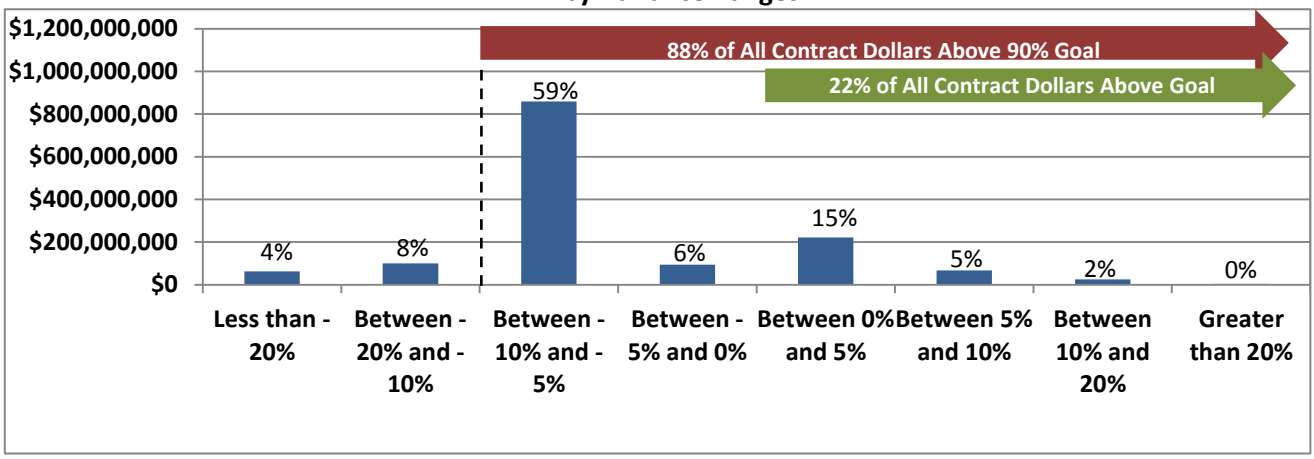


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

3. **Twenty-two Percent of EOP Projects with Commitments Between 25 and 50 Percent Met or Exceeded Goals –** By dollar amount, the majority of projects with goal commitments between 25 and 50 percent (88 percent) met at least 90 percent of the EOP goal (Figure 4.3A).

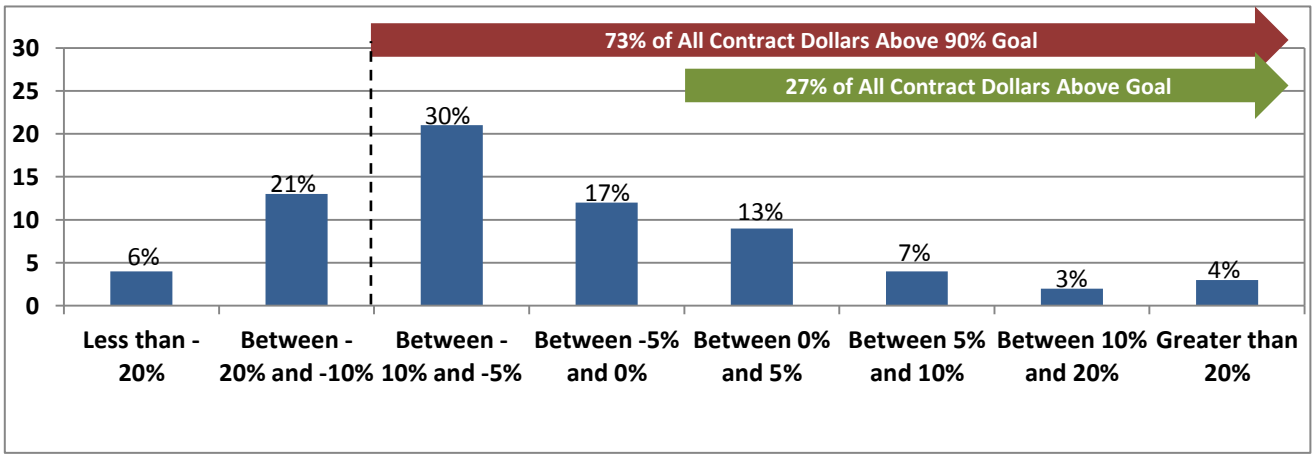
   Out of 71 EOP Projects with Commitments Between 25 and 50 Percent, 19 EOPs Met or Exceeded Goals – Nearly three-quarters of contracts (52 contracts or 73 percent) with goal commitments between 25 and 50 percent met at least 90 percent of the EOP goal (Figure 4.3B).

Figure 4.3A – Dollar Value of Contracts with Commitments Between 25 and 50 Percent, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 4.3B – Number of Contracts with Commitments Between 25 and 50 Percent, by Variance Ranges

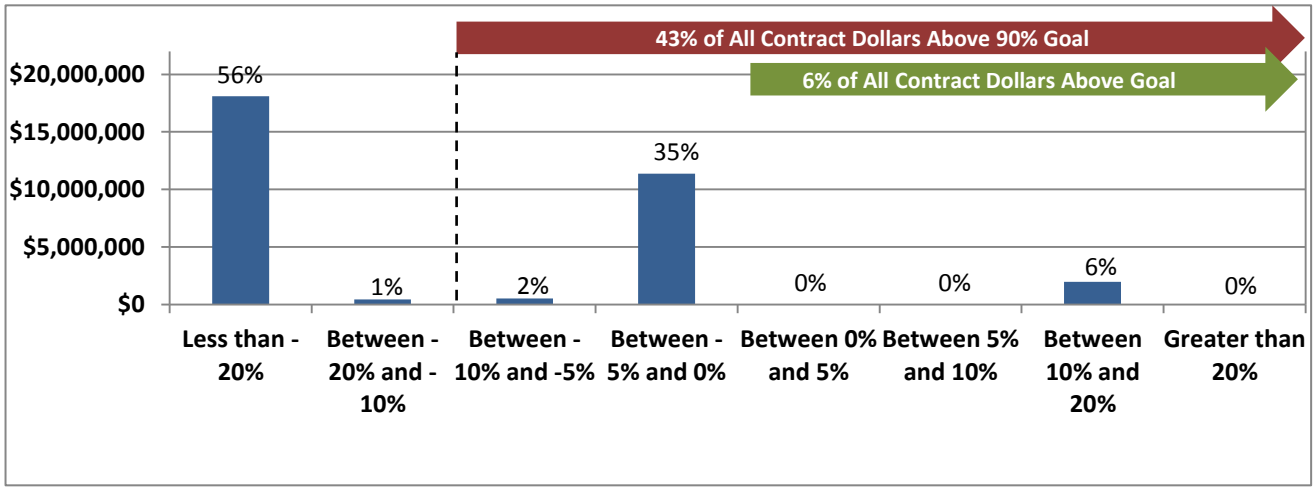


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

4. **Six Percent of EOP Projects with Commitments Between 50 and 100 Percent Met or Exceeded Goals –** By dollar amount, less than a half of projects (43 percent) with goal commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4A).

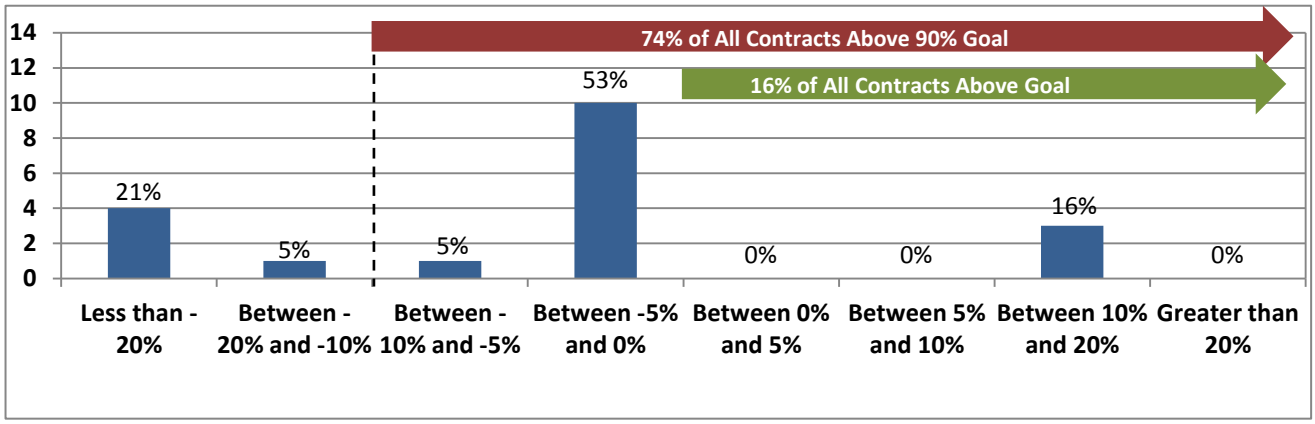
   Out of 19 EOP Projects with Commitments Between 50 and 100 Percent, 3 EOPs Met or Exceeded Goals – Nearly three-quarters of contracts (14 contracts or 74 percent) with goal commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4B).

Figure 4.4A – Dollar Value of Contracts with Commitments Between 50 and 100 Percent, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

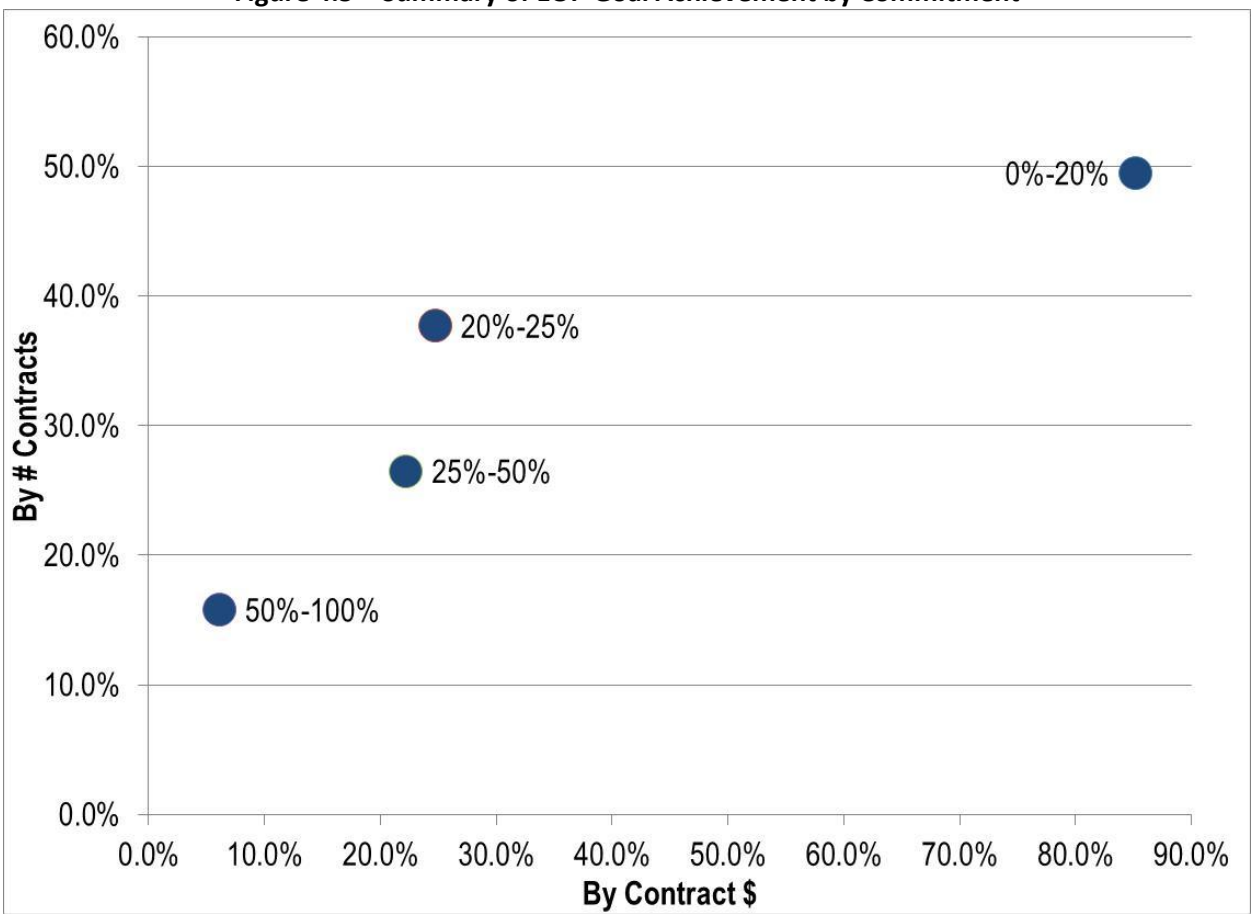
Figure 4.4B – Number of Contracts with Commitments Between 50 and 100 Percent, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

6. **Summary –** EOPs with commitments under 20 percent had a very high success rate in achieving their EOP goals, and as commitment levels rose, success rates in EOP goal achievement fell (Figure 4.5).

Figure 4.5 – Summary of EOP Goal Achievement by Commitment



Commitment (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
0%-20% (103)	84.8%	94.2%	48.5%	89.3%
20%-25% (150)	25.0%	81.2%	38.0%	70.7%
25%-50% (71)	22.2%	88.0%	26.8%	73.2%
50%-100% (19)	6.1%	42.8%	15.8%	73.7%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

5 RESULTS: EOP PROJECTS BY DEPARTMENT

Section 5 analyzes all active and closed Economic Opportunity Plan (EOP) projects by department. In this report, department is defined to include contracts awarded by quasi-public agencies and public private partnerships. EOPs were divided into seven departmental contract categories:

- Aviation (19 projects)
- Public Property (69)
- Streets (24)
- Water (74)
- Non Public Works (7)
- Public Private Partnerships (35)
- Quasi-Public Agencies (115)[2]

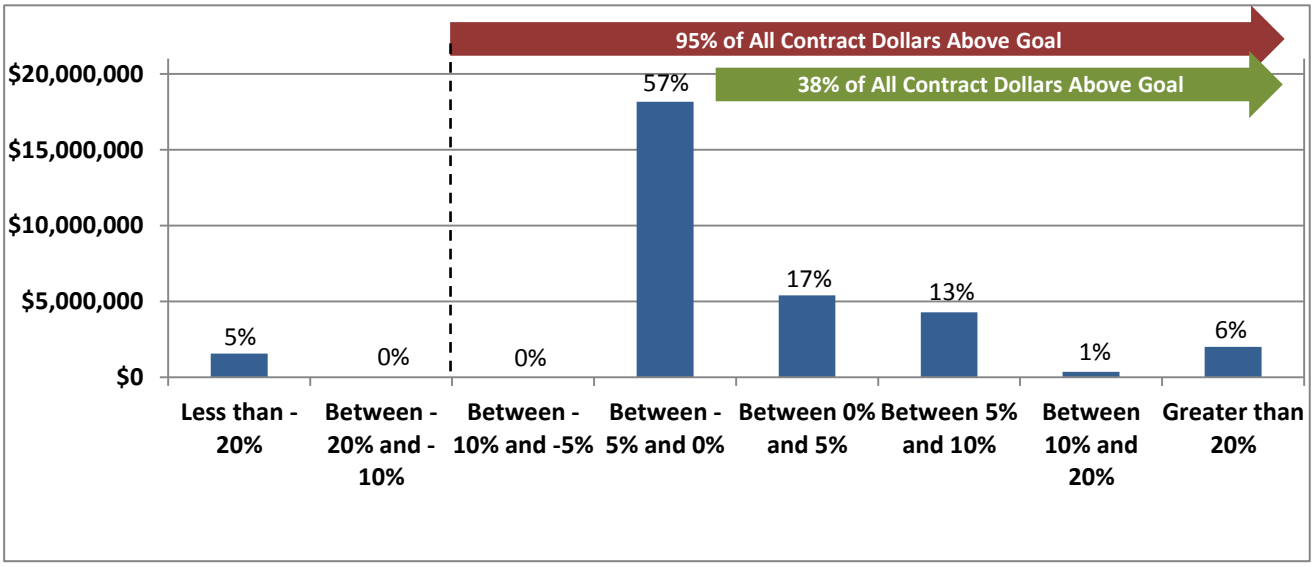
The dotted line on each chart represents EOPs that are at least within 10 percent of achieving the committed contract goal (labeled as between negative 10 percent and zero percent on the chart), meaning that these EOPs met or have met 90 percent of the goal. The analysis revealed the following highlights and trends for all EOP projects by department.

[2] Quasi-public agency figure include Office of Housing and Community Development projects and Philadelphia Redevelopment Authority projects that were individually less than $250,000 but when bundled together were more than $250,000.

1. **Thirty-eight Percent of Public Works (PW) EOP Projects under the Department of Aviation Met or Exceeded Goals–** By dollar amount, a high percentage of Aviation PW projects (95 percent) met at least 95 percent of the EOP goal (Figure 5.1A).

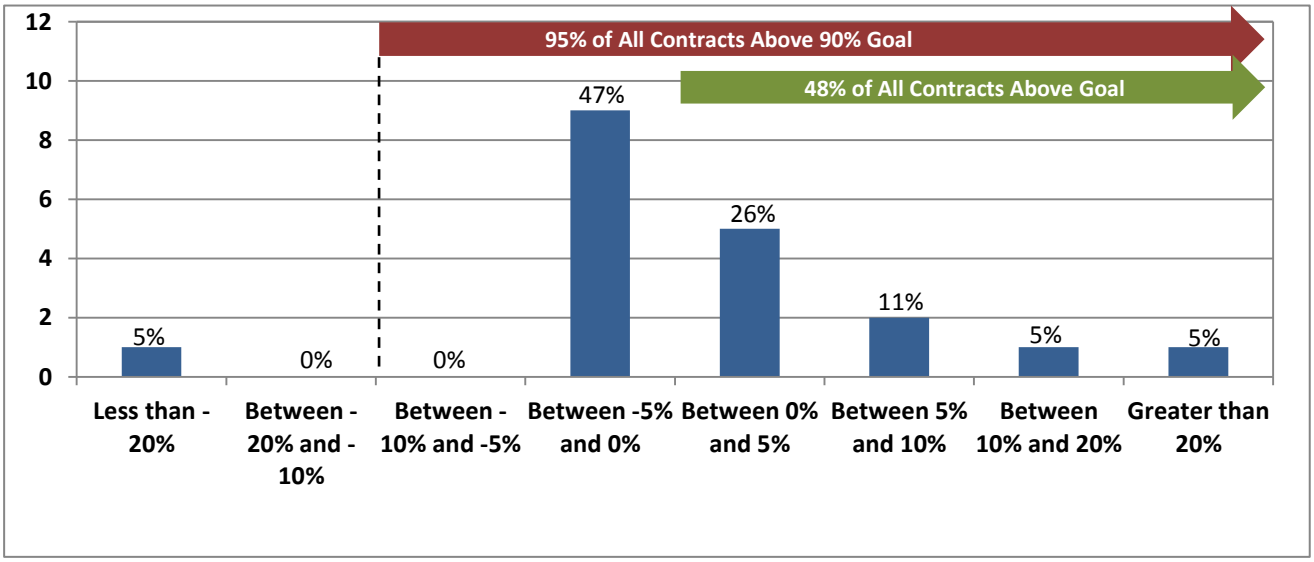
   Out of 19 PW EOP Projects under the Department of Aviation, 9 EOPs Met or Exceeded Goals – Nearly all of the Aviation PW contracts (18 contracts or 95 percent) met at least 90 percent of the EOP goal (Figure 5.1B).

Figure 5.1A – Dollar Value of Aviation Public Works Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 5.1B – Number of Aviation Public Works Contracts, by Variance Ranges

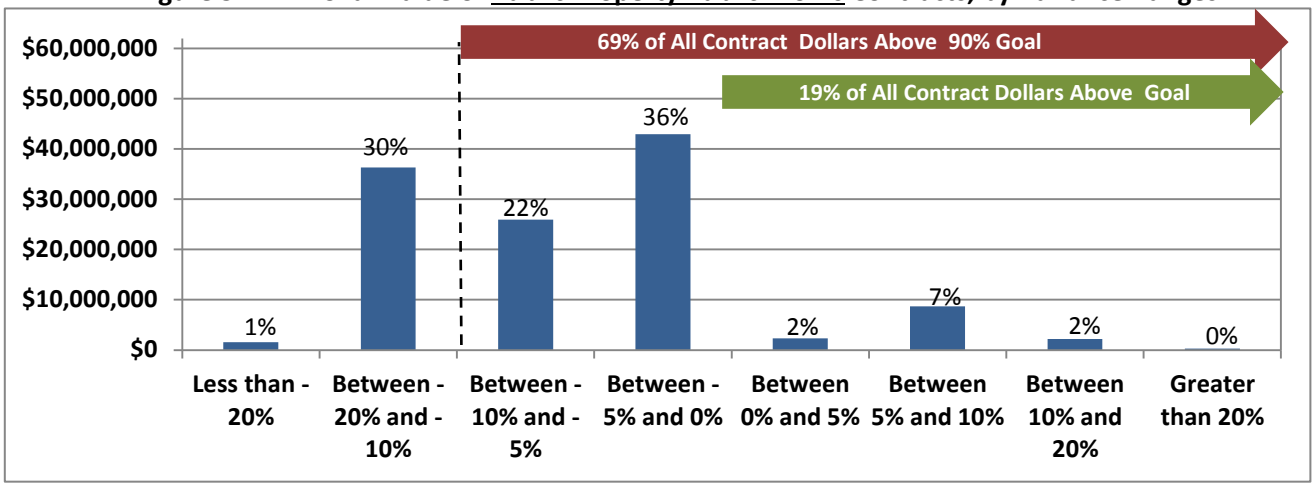


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

2. **Nineteen Percent of Public Works (PW) EOP Projects under the Department of Public Property Met or Exceeded Goals –** By dollar amount, more than two-thirds of Public Property PW projects (69 percent) met at least 90 percent of the EOP goal (Figure 5.2A).

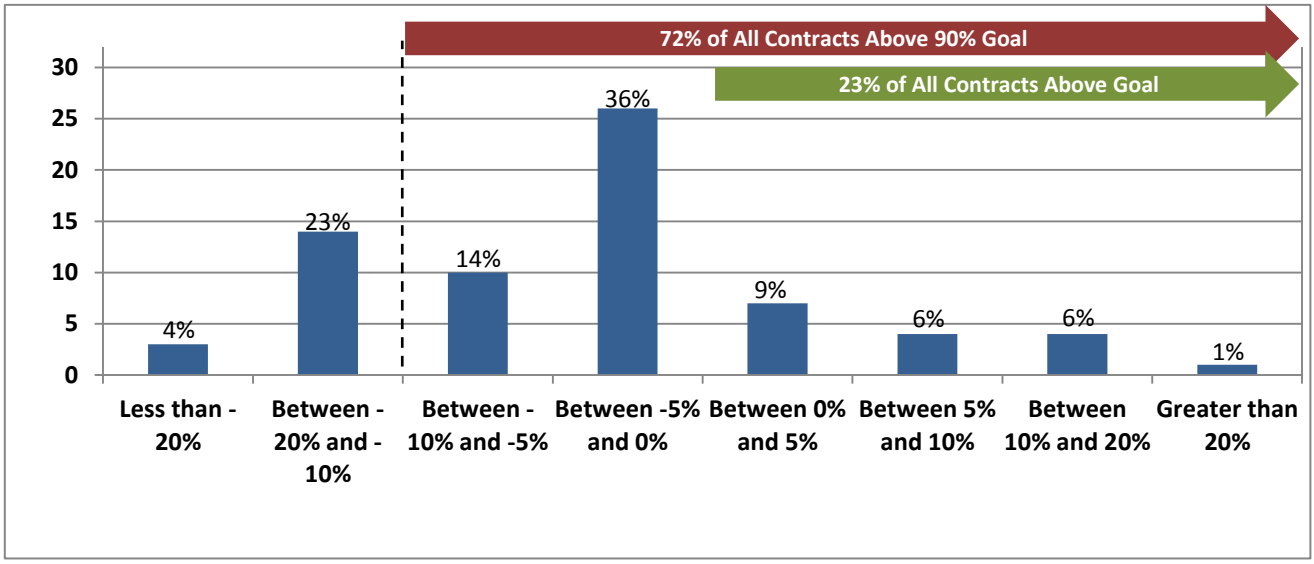
   Out of 69 PW EOP Projects under the Department of Public Property, 16 EOPs met or Exceeded Goals – Nearly three-quarters of Public Property PW contracts (50 contracts or 72 percent) met at least 90 percent of the EOP goal (Figure 5.2B).

Figure 5.2A – Dollar Value of Public Property Public Works Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 5.2B – Number of Public Property Public Works Contracts, by Variance Ranges

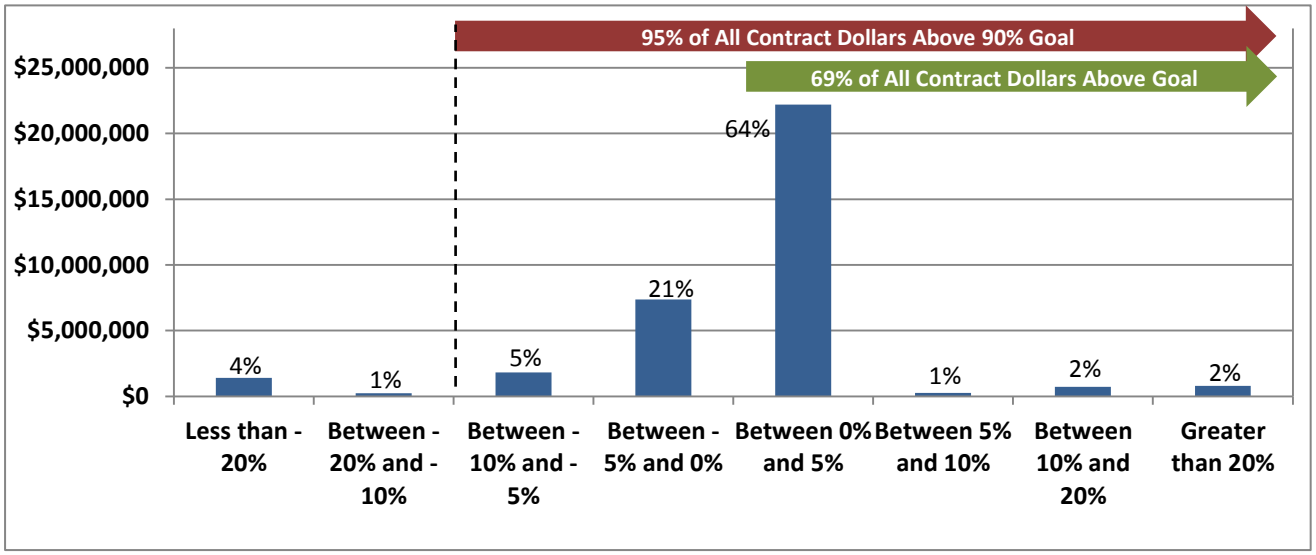


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

3. **Sixty-nine Percent of Public Works (PW) EOP Projects under the Department of Streets Met or Exceeded Goals –** By dollar amount, the majority of Streets PW projects (95 percent) met at least 90 percent of the EOP goal (Figure 5.3A).

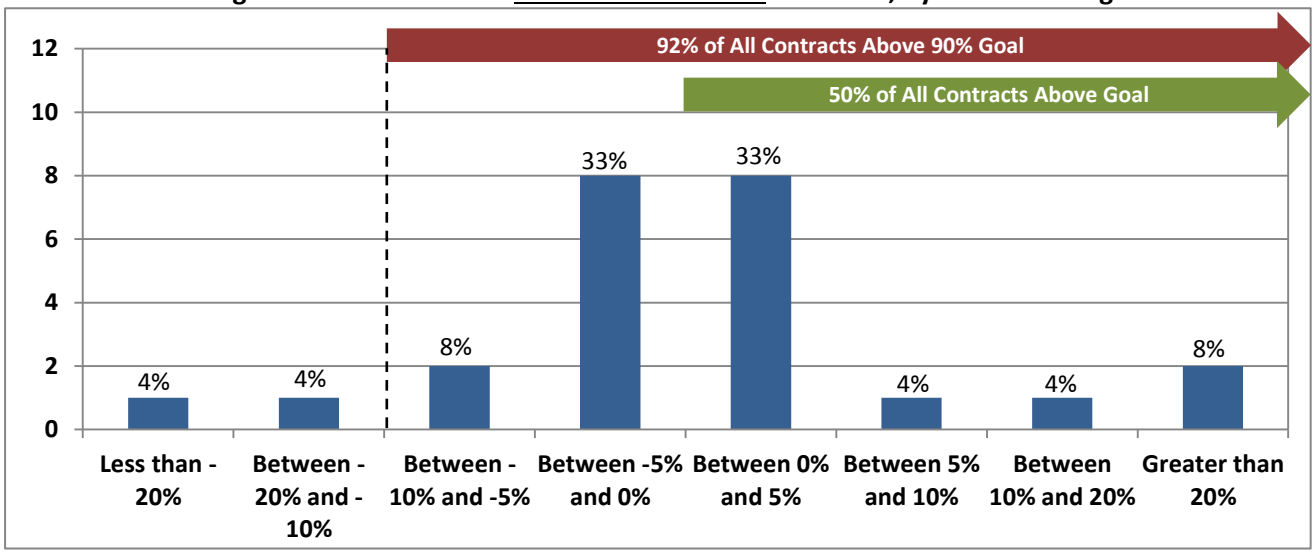
   Out of 24 PW EOP Projects under the Department of Streets, 12 EOPs Met or Exceeded Goals – The majority of Streets PW projects (22 contracts or 92 percent) met at least 90 percent of the EOP goal (Figure 5.3B).

Figure 5.3A – Dollar Value of Streets Public Works Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 5.3B – Number of Streets Public Works Contracts, by Variance Ranges

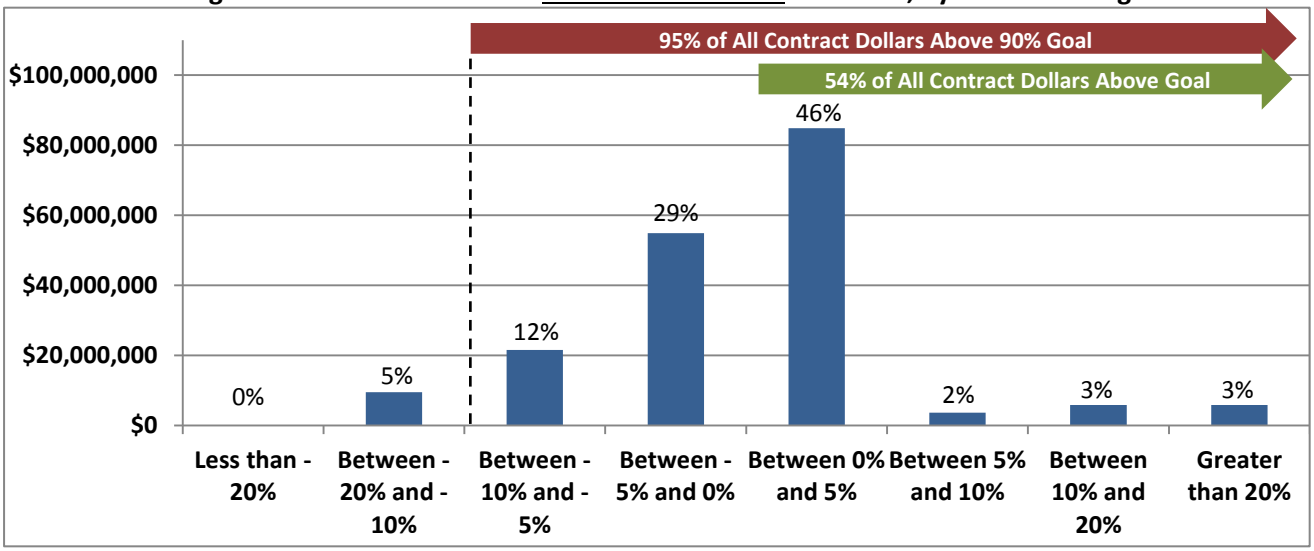


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

4. **Fifty-four Percent of Public Works (PW) EOP Projects under the Water Department Met or Exceeded Goals –** By dollar amount, the majority of Water PW projects (95 percent) met at least 90 percent of the EOP goal (Figure 5.4A).

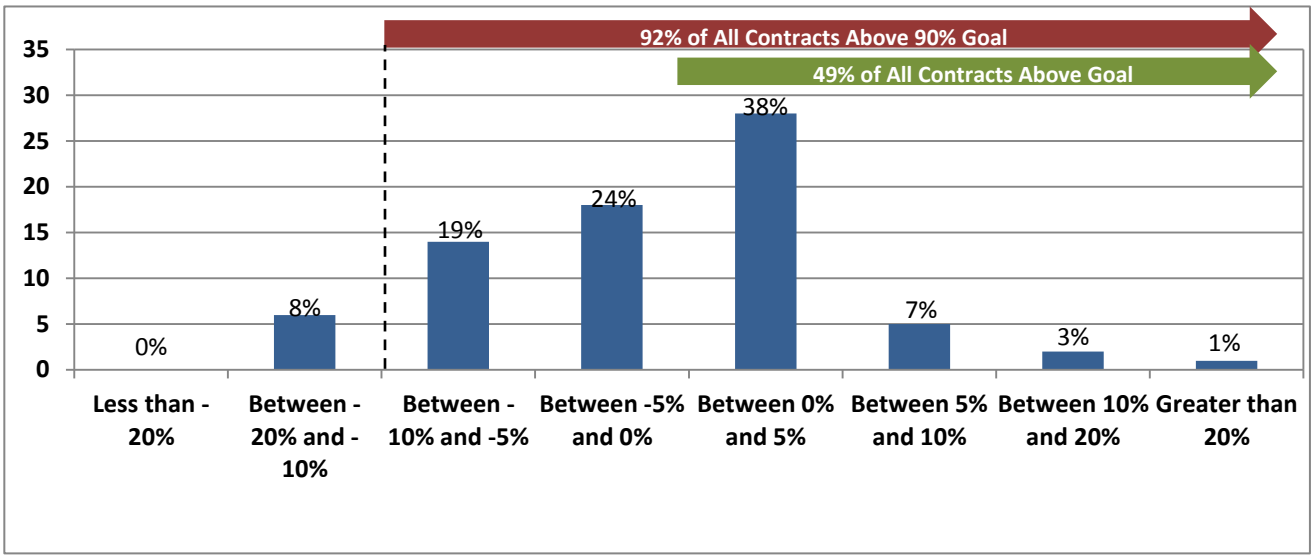
   Out of 74 PW EOP Projects under the Water Department, 36 EOPs Met or Exceeded Goals – The majority of Water PW projects (68 contracts or 92 percent) met at least 90 percent of the EOP goal (Figure 5.4B).

Figure 5.4A – Dollar Value of Water Public Works Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 5.4B – Number of Water Public Works Contracts, by Variance Ranges

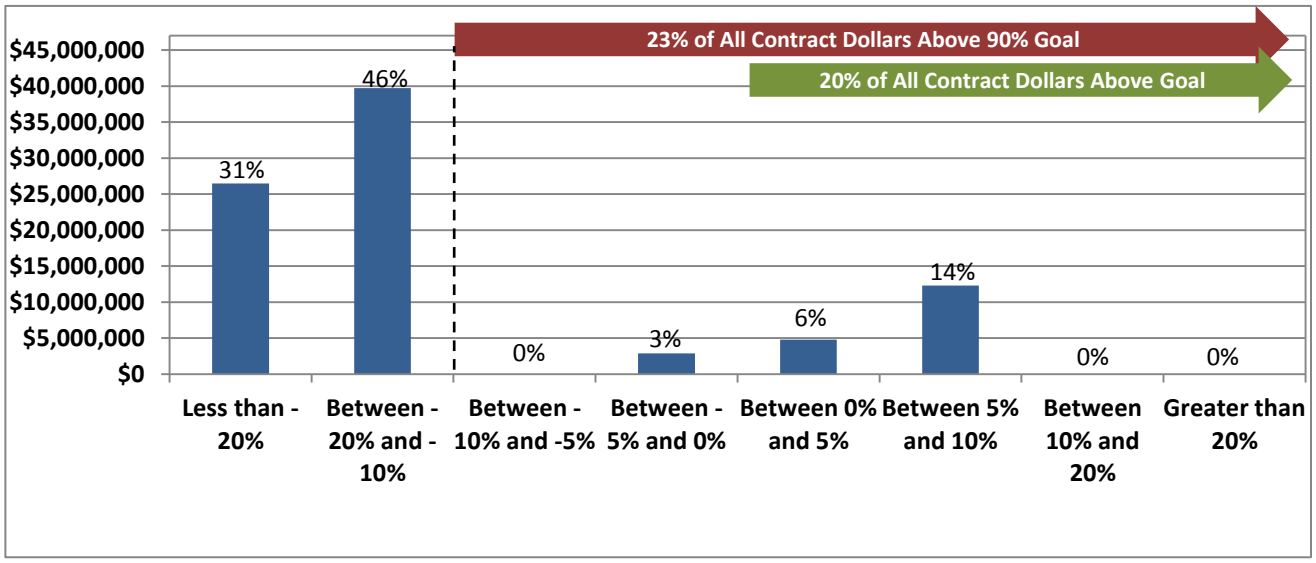


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

5. **Twenty Percent of Major Non Public Works EOPs Met or Exceeded Goals –** By dollar amount, less than one-quarter of Non Public Works projects (23 percent) met at least 90 percent of the EOP goal (Figure 5.5A).

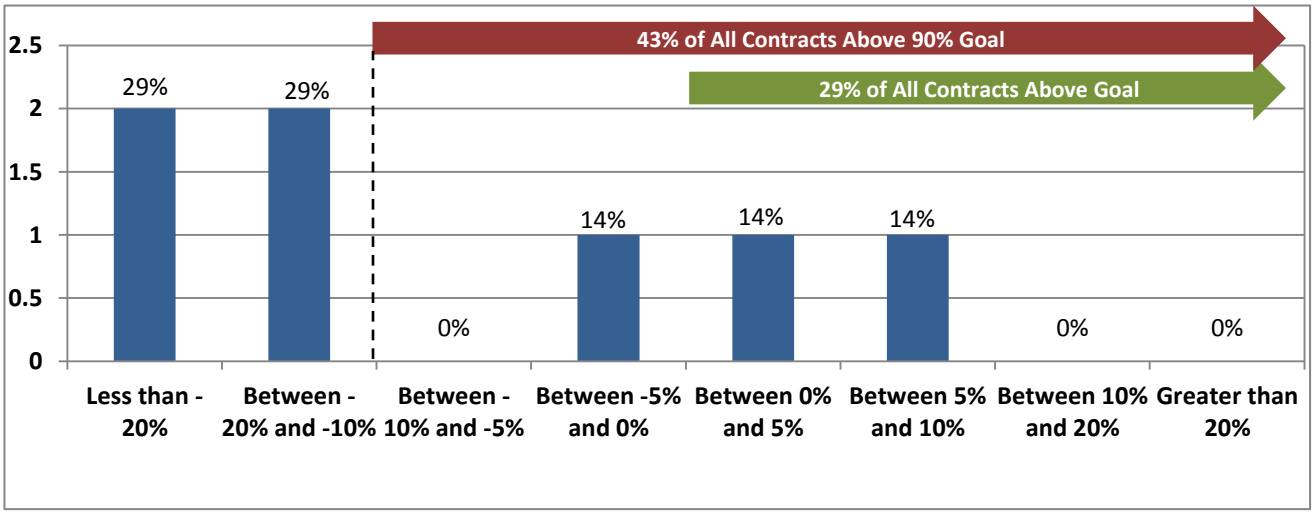
   Out of 7 Major Non Public Works EOP Projects, 2 EOPs Met or Exceeded Goals – Over one-third of Non Public Works contracts (three contracts or 43 percent) met at least 90 percent of the EOP goal (Figure 5.5B).

Figure 5.5A – Dollar Value of Major Non Public Works Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 5.5B – Number of Major Non Public Works Contracts, by Variance Ranges

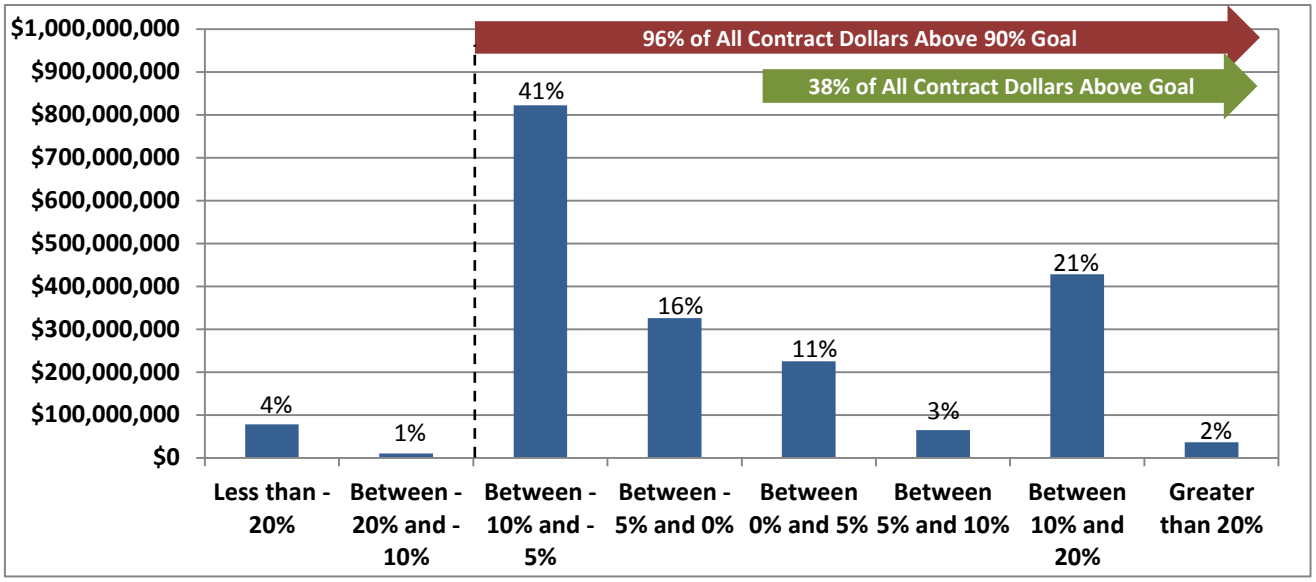


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

6. **Thirty-eight Percent of Public Private EOPs Met or Exceeded Goals –** By dollar amount, the majority of Private projects (96 percent) met at least 90 percent of the EOP goal (Figure 5.6A).

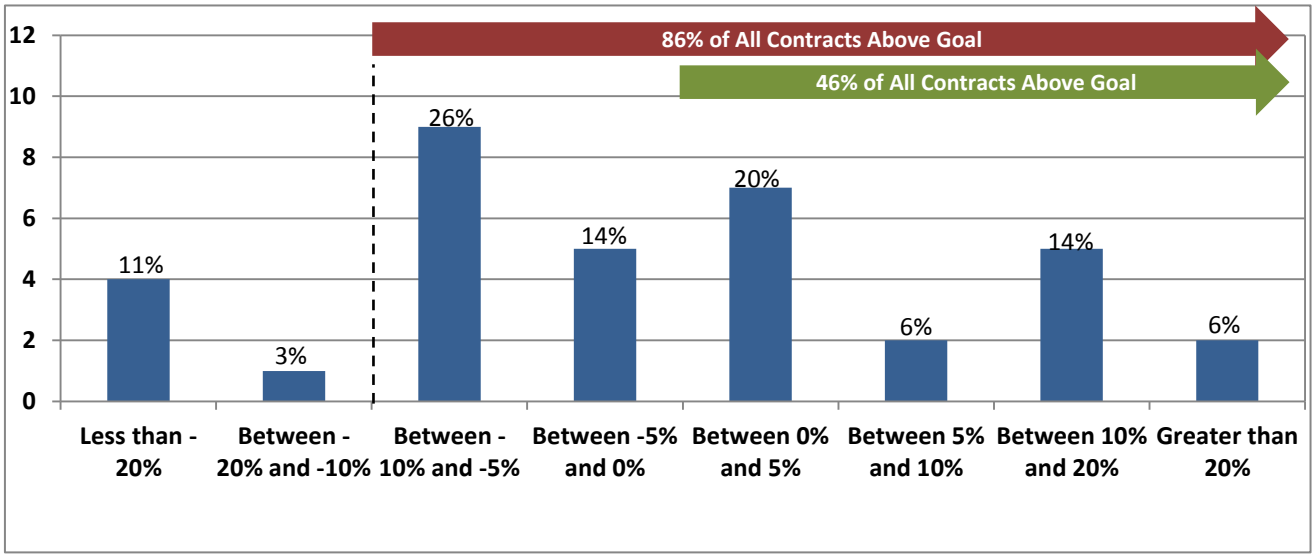
   Out of 35 Public Private EOP Projects, 16 EOPs Met or Exceeded Goals – The majority of Public Private contracts (30 contracts or 86 percent) met at least 90 percent of the EOP goal (Figure 5.6B).

Figure 5.6A – Dollar Value of Public Private Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure 5.6B – Number of Public Private Contracts, by Variance Ranges

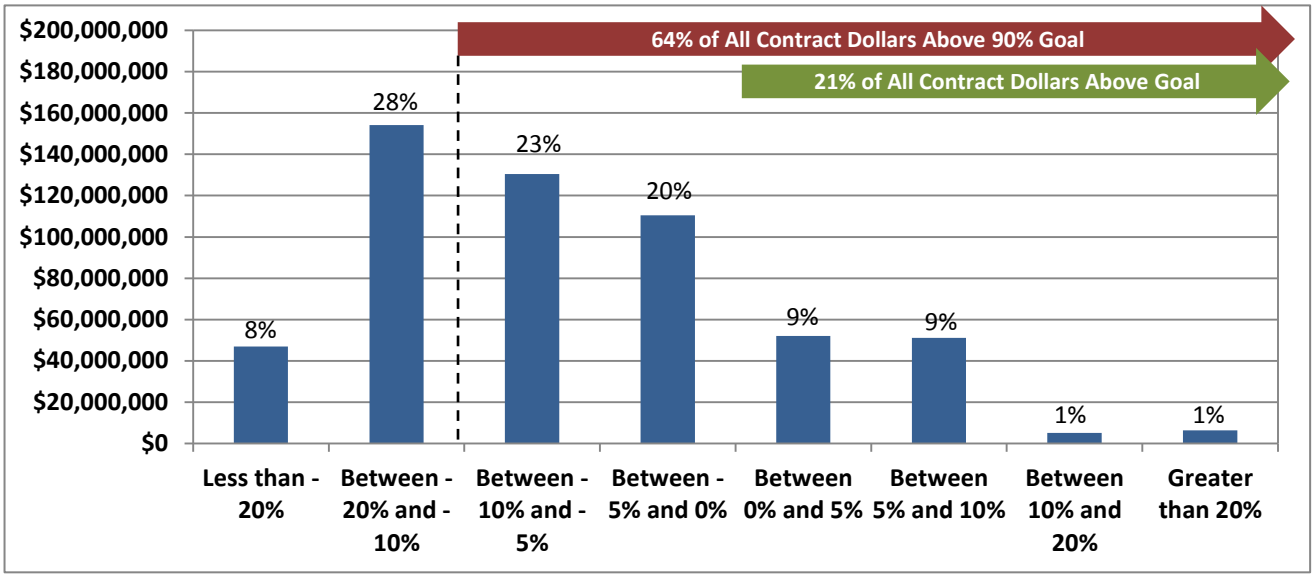


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

7. **Twenty-one Percent of Quasi-Public Agency EOPs Met or Exceeded Goals –** By dollar amount, nearly two-thirds of Quasi-Public projects (64 percent) met at least 90 percent of the EOP goal (Figure 5.7A).

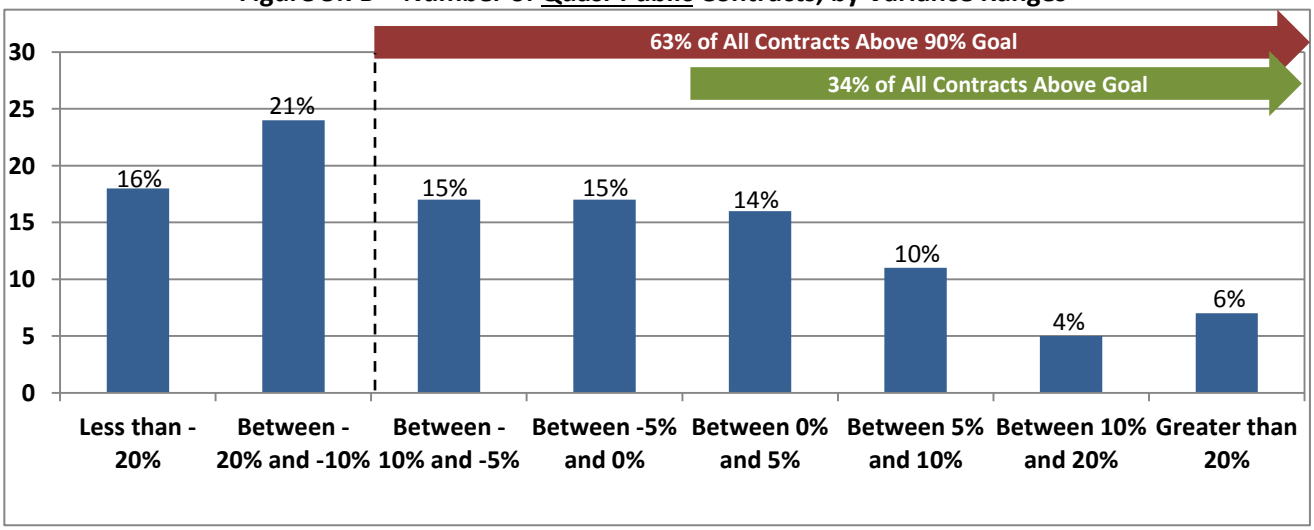
   Out of 115 Quasi-Public Agency EOP Projects, 39 EOPs Met or Exceeded Goals – Nearly two-thirds of Quasi-Public contracts (73 contracts or 63 percent) met at least 90 percent of the EOP goal (Figure 5.7B).

Figure 5.7A – Dollar Value of Quasi-Public Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

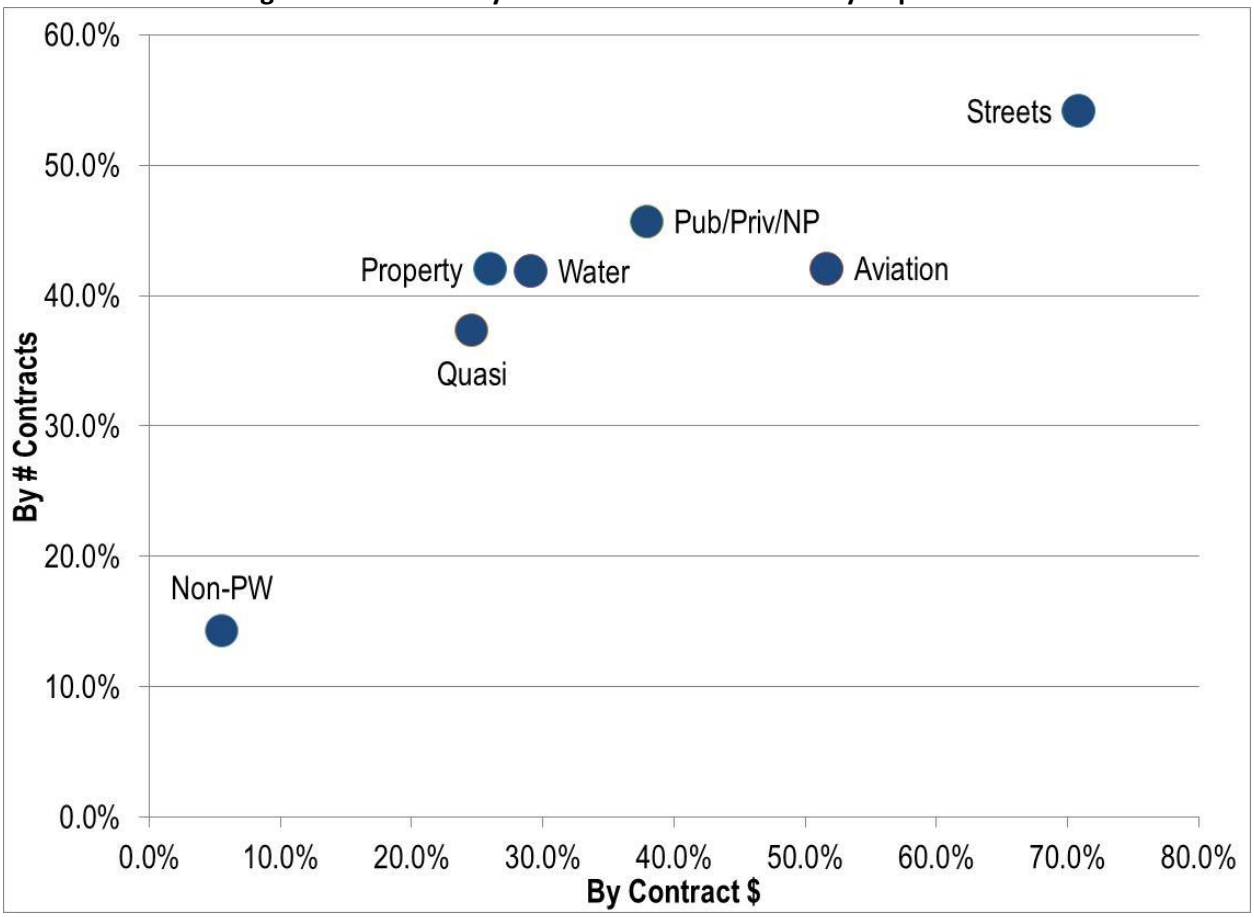
Figure 5.7B – Number of Quasi-Public Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

8. **Summary –** The Streets Department had the highest success rate in EOP goal achievement, while non-Public Works EOPs had the lowest success rate (Figure 5.8).

Figure 5.8 – Summary of EOP Goal Achievement by Department



Department (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
Aviation (19)	37.9%	95.1%	47.4%	94.7%
Public Property (69)	11.3%	68.5%	21.7%	72.4%
Streets (24)	68.9%	95.3%	50.0%	91.7%
Water (74)	53.8%	94.9%	48.6%	91.9%
Non Public Works (7)	19.8%	23.1%	28.6%	42.9%
Public Private (35)	37.9%	95.5%	45.7%	85.7%
Quasi-Public (115)	20.6%	63.9%	33.9%	63.5%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

APPENDIX

Figure A.1.1 – All Contracts Sorted by Bid Amount (Active)

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
PubPriv	NPP32	$381,000,000.00	$0.00	$381,000,000.00	$40,005,000.00	0.00%	10.50%	10.50%	#DIV/0!
PubPriv	NPP40	$337,800,000.00	$118,230,000.00	$337,800,000.00	$97,962,000.00	35.00%	29.00%	6.00%	82.86%
PubPriv	NPP13	$243,931,000.00	$60,982,750.00	$243,931,000.00	$50,396,144.60	25.00%	20.66%	4.34%	82.64%
PubPriv	NPP41	$155,100,000.00	$62,970,600.00	$155,100,000.00	$48,391,200.00	40.60%	31.20%	9.40%	76.85%
PubPriv	NPP11	$150,000,000.00	$45,000,000.00	$150,000,000.00	$46,170,000.00	30.00%	30.78%	0.78%	102.60%
PubPriv	NPP38	$97,600,000.00	$29,280,000.00	$97,600,000.00	$24,400,000.00	30.00%	25.00%	5.00%	83.33%
PubPriv	NPP39	$70,300,000.00	$21,090,000.00	$70,300,000.00	$16,872,000.00	30.00%	24.00%	6.00%	80.00%
PubPriv	NPP18	$60,000,000.00	$21,000,000.00	$60,000,000.00	$15,600,000.00	35.00%	26.00%	9.00%	74.29%
PubPriv	NPP43	$50,300,000.00	$17,036,610.00	$50,300,000.00	$6,186,900.00	33.87%	12.30%	21.57%	36.32%
PubPriv	NPP16	$50,000,000.00	$18,500,000.00	$50,000,000.00	$14,095,000.00	37.00%	28.19%	8.81%	76.19%
PubPriv	NPP33	$46,120,000.00	$13,836,000.00	$46,120,000.00	$17,986,800.00	30.00%	39.00%	9.00%	130.00%
Water	2874 GCON	$38,067,000.00	$11,804,384.00	$28,500,538.00	$9,644,195.26	31.01%	33.84%	2.83%	81.70%
PubPriv	NPP31	$34,500,000.00	$0.00	$34,500,000.00	$7,248,450.00	0.00%	21.01%	21.01%	#DIV/0!
Quasi	PRA103	$34,000,000.00	$8,500,000.00	$34,000,000.00	$2,040,000.00	25.00%	6.00%	19.00%	24.00%
Quasi	PRA88	$33,300,000.00	$8,325,000.00	$33,300,000.00	$5,328,000.00	25.00%	16.00%	9.00%	64.00%
Quasi	PRA87	$33,270,000.00	$8,317,500.00	$33,270,000.00	$5,323,200.00	25.00%	16.00%	9.00%	64.00%
PubPriv	NPP17	$32,080,000.00	$9,624,000.00	$32,080,000.00	$6,756,048.00	30.00%	21.06%	8.94%	70.20%
Quasi	PRA93	$31,504,000.00	$11,026,400.00	$31,504,000.00	$6,930,880.00	35.00%	22.00%	13.00%	62.86%
PubPriv	NPP37	$31,348,000.00	$7,837,000.00	$31,348,000.00	$6,454,553.20	25.00%	20.59%	4.41%	82.36%
Quasi	PRA83	$30,000,000.00	$7,500,000.00	$30,000,000.00	$6,600,000.00	25.00%	22.00%	3.00%	88.00%
Water	35W	$27,054,827.00	$11,478,189.00	$25,972,634.00	$10,348,324.71	42.43%	39.84%	2.58%	90.16%
PubPriv	NPP2	$25,300,000.00	$8,855,000.00	$25,300,000.00	$13,156,000.00	35.00%	52.00%	17.00%	148.57%
NPW	NPW1	$25,000,000.00	$12,500,000.00	$10,753,061.00	$4,170,249.00	50.00%	38.78%	11.22%	33.36%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
PubPriv	NPP7	$22,270,000.00	$5,567,500.00	$22,270,000.00	$6,658,730.00	25.00%	29.90%	4.90%	119.60%
PubPriv	NPP30	$20,000,000.00	$7,000,000.00	$20,000,000.00	$7,660,000.00	35.00%	38.30%	3.30%	109.43%
Quasi	PIDC2	$20,000,000.00	$7,000,000.00	$20,000,000.00	$3,596,000.00	35.00%	17.98%	17.02%	51.37%
Quasi	PRA108	$19,650,000.00	$4,912,500.00	$19,650,000.00	$786,000.00	25.00%	4.00%	21.00%	16.00%
PubPriv	NPP35	$18,900,000.00	$6,237,000.00	$18,900,000.00	$6,048,000.00	33.00%	32.00%	1.00%	96.97%
PubPriv	NPP6	$18,500,000.00	$6,475,000.00	$18,500,000.00	$7,955,000.00	35.00%	43.00%	8.00%	122.86%
PubPriv	NPP12	$18,000,000.00	$5,040,000.00	$18,000,000.00	$4,536,000.00	28.00%	25.20%	2.80%	90.00%
PubPriv	NPP15	$17,900,000.00	$4,745,290.00	$17,900,000.00	$3,401,000.00	26.51%	19.00%	7.51%	71.67%
Quasi	PRA107	$17,000,000.00	$4,250,000.00	$17,000,000.00	$680,000.00	25.00%	4.00%	21.00%	16.00%
NPW	NPW6	$16,000,000.00	$10,296,000.00	$20,044,876.00	$5,132,832.00	64.35%	25.61%	38.74%	49.85%
Quasi	PRA97	$16,000,000.00	$4,000,000.00	$16,000,000.00	$1,280,000.00	25.00%	8.00%	17.00%	32.00%
Streets	3702	$15,836,650.00	$3,219,590.90	$16,263,650.00	$4,048,984.00	20.33%	24.90%	4.57%	125.76%
NPW	NPW5	$14,720,000.00	$2,625,000.00	$8,991,430.00	$0.00	17.83%	0.00%	17.83%	0.00%
Quasi	PRA84	$14,151,000.00	$3,537,750.00	$14,151,000.00	$2,688,690.00	25.00%	19.00%	6.00%	76.00%
PubPriv	NPP36	$13,500,000.00	$3,375,000.00	$13,500,000.00	$3,086,100.00	25.00%	22.86%	2.14%	91.44%
PubPriv	NPP34	$13,400,000.00	$3,350,000.00	$13,400,000.00	$3,961,040.00	25.00%	29.56%	4.56%	118.24%
PubPriv	NPP19	$12,958,000.00	$3,239,500.00	$12,958,000.00	$296,738.20	25.00%	2.29%	22.71%	9.16%
NPW	NPW3	$12,284,534.00	$2,823,430.00	$5,593,346.00	$1,819,140.00	22.98%	32.52%	9.54%	64.43%
Quasi	PRA95	$12,200,000.00	$2,684,000.00	$12,200,000.00	$732,000.00	22.00%	6.00%	16.00%	27.27%
Quasi	PRA94	$11,000,000.00	$2,750,000.00	$11,000,000.00	$1,320,000.00	25.00%	12.00%	13.00%	48.00%
Quasi	PRA86	$10,800,000.00	$2,700,000.00	$10,800,000.00	$1,728,000.00	25.00%	16.00%	9.00%	64.00%
NPW	NPW7	$10,500,000.00	$5,250,000.00	$7,265,462.00	$0.00	50.00%	0.00%	50.00%	0.00%
PubPriv	NPP3	$10,179,000.00	$2,544,750.00	$10,179,000.00	$4,247,696.70	25.00%	41.73%	16.73%	166.92%
PubPriv	NPP42	$10,114,000.00	$2,528,500.00	$10,114,000.00	$550,201.60	25.00%	5.44%	19.56%	21.76%
PubPriv	NPP45	$9,303,000.00	$2,325,750.00	$9,303,000.00	$42,793.80	25.00%	0.46%	24.54%	1.84%
PubPriv	NPP8	$7,799,900.00	$1,949,975.00	$7,799,900.00	$2,276,790.80	25.00%	29.19%	4.19%	116.76%
Public	4623GCON	$7,316,460.00	$1,682,785.00	$5,740,398.00	$389,164.00	23.00%	6.78%	16.22%	23.13%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Property									
PubPriv	NPP10	$6,500,000.00	$650,000.00	$6,500,000.00	$715,000.00	10.00%	11.00%	1.00%	110.00%
Quasi	PRA96	$6,380,000.00	$1,595,000.00	$6,380,000.00	$574,200.00	25.00%	9.00%	16.00%	36.00%
PubPriv	NPP5	$6,322,000.00	$1,580,500.00	$6,322,000.00	$2,264,540.40	25.00%	35.82%	10.82%	143.28%
Water	2851	$5,865,000.00	$1,198,696.00	$4,465,000.00	$2,780,826.51	20.44%	62.28%	41.84%	231.99%
PubPriv	NPP44	$5,828,000.00	$1,457,000.00	$5,828,000.00	$170,760.40	25.00%	2.93%	22.07%	11.72%
PubPriv	NPP9	$5,493,000.00	$1,373,250.00	$5,493,000.00	$1,480,363.50	25.00%	26.95%	1.95%	107.80%
Water	2865	$5,280,500.00	$336,155.00	$1,763,805.00	$338,337.81	6.37%	19.18%	12.82%	100.65%
Water	2320	$5,170,100.00	$1,069,791.00	$5,027,262.00	$1,058,262.83	20.69%	21.05%	0.36%	98.92%
Water	2820	$5,070,000.00	$1,091,000.00	$4,668,442.00	$1,102,872.73	21.52%	23.62%	2.11%	101.09%
PubPriv	NPP4	$5,057,000.00	$1,264,250.00	$5,057,000.00	$2,010,157.50	25.00%	39.75%	14.75%	159.00%
NPW	NPW4	$4,778,190.00	$238,909.00	$5,480,789.00	$526,948.00	5.00%	9.61%	4.61%	220.56%
Water	2875 ELEC	$4,299,200.00	$721,181.00	$2,379,211.00	$345,521.35	16.77%	14.52%	2.25%	47.91%
Water	2307	$4,071,590.00	$4,071,590.00	$4,124,724.00	$4,124,724.08	100.00%	100.00%	0.00%	101.30%
Water	2848	$3,936,000.00	$984,000.00	$3,998,782.00	$986,433.32	25.00%	24.67%	0.33%	100.25%
Public Property	4568GCON	$3,900,107.00	$780,021.00	$4,685,665.00	$423,280.00	20.00%	9.03%	10.97%	54.27%
Water	2322	$3,647,060.00	$769,000.00	$3,772,457.00	$522,710.68	21.09%	13.86%	7.23%	67.97%
Water	2817	$3,573,975.00	$726,989.00	$2,435,519.00	$544,057.00	20.34%	22.34%	2.00%	74.84%
Public Property	4501GCONR	$3,394,000.00	$950,320.00	$3,672,963.00	$549,473.00	28.00%	14.96%	13.04%	57.82%
Water	2328	$3,378,555.00	$727,403.00	$3,312,693.00	$736,071.46	21.53%	22.22%	0.69%	101.19%
Water	2532	$3,312,000.00	$537,700.00	$3,473,237.00	$589,928.61	16.23%	16.98%	0.75%	109.71%
Quasi	PRA114	$3,297,000.00	$824,250.00	$3,297,000.00	$0.00	25.00%	0.00%	25.00%	0.00%
Water	2873	$2,986,750.00	$445,834.00	$870,427.00	$139,007.50	14.93%	15.97%	1.04%	31.18%
Water	2372	$2,883,155.00	$404,000.00	$1,266,254.00	$44,188.34	14.01%	3.49%	10.52%	10.94%
NPW	NPW2	$2,866,186.00	$2,866,186.00	$2,349,434.00	$2,349,434.00	100.00%	100.00%	0.00%	81.97%
Aviation	6931	$2,845,000.00	$779,530.00	$2,280,335.00	$647,000.00	27.40%	28.37%	0.97%	83.00%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Water	2352	$2,789,454.00	$578,419.00	$2,334,739.00	$485,999.62	20.74%	20.82%	0.08%	84.02%
Quasi	PRA82	$2,700,000.00	$675,000.00	$2,700,000.00	$729,000.00	25.00%	27.00%	2.00%	108.00%
Water	2504	$2,648,880.00	$397,000.00	$2,777,861.00	$208,329.83	14.99%	7.50%	7.49%	52.48%
Aviation	6951	$2,550,000.00	$293,505.00	$1,797,001.00	$320,184.00	11.51%	17.82%	6.31%	109.09%
Aviation	6938	$2,426,000.00	$524,016.00	$2,453,325.00	$519,346.00	21.60%	21.17%	0.43%	99.11%
Water	2814	$2,375,790.00	$175,800.00	$490,075.00	$0.00	7.40%	0.00%	7.40%	0.00%
Water	2382	$2,341,867.00	$450,081.00	$2,033,647.00	$239,343.25	19.22%	11.77%	7.45%	53.18%
Water	2318	$2,329,675.00	$422,060.00	$1,728,946.00	$141,304.79	18.12%	8.17%	9.94%	33.48%
Aviation	6905	$2,324,391.00	$488,122.11	$2,550,000.00	$492,003.00	21.00%	19.29%	1.71%	100.80%
Water	2353	$2,323,114.00	$349,500.00	$1,870,380.00	$349,500.00	15.04%	18.69%	3.64%	100.00%
Water	2834	$2,309,000.00	$595,000.00	$2,424,271.00	$626,752.98	25.77%	25.85%	0.08%	105.34%
Quasi	PRA80	$2,200,000.00	$550,000.00	$2,200,000.00	$616,000.00	25.00%	28.00%	3.00%	112.00%
Public Property	4972GCON	$2,170,254.00	$325,538.00	$2,347,410.00	$29,936.00	15.00%	1.28%	13.72%	9.20%
Water	2376	$2,114,000.00	$565,000.00	$1,938,834.00	$343,939.37	26.73%	17.74%	8.99%	60.87%
Streets	3738	$2,076,531.00	$121,477.10	$1,774,439.00	$150,406.00	5.85%	8.48%	2.63%	123.81%
Aviation	6950ELB	$2,000,000.00	$490,020.00	$431,460.00	$431,460.00	24.50%	100.00%	75.50%	88.05%
Water	2877 HVAC	$1,996,000.00	$400,000.00	$1,048,900.00	$184,247.01	20.04%	17.57%	2.47%	46.06%
Water	2506	$1,919,030.00	$310,000.00	$1,241,260.00	$72,584.80	16.15%	5.85%	10.31%	23.41%
Water	2349	$1,873,610.40	$392,324.00	$1,748,947.00	$372,324.00	20.94%	21.29%	0.35%	94.90%
Aviation	6942R	$1,734,074.00	$676,288.86	$1,311,890.00	$612,971.00	39.00%	46.72%	7.72%	90.64%
Water	2181	$1,730,746.00	$352,000.00	$1,646,829.00	$347,028.43	20.34%	21.07%	0.73%	98.59%
PubPriv	NPP1	$1,700,000.00	$391,000.00	$1,700,000.00	$1,275,000.00	23.00%	75.00%	52.00%	326.09%
Public Property	4623ELEC	$1,676,880.00	$100,613.00	$1,929,664.00	$260,227.00	6.00%	13.49%	7.49%	258.64%
Water	2528	$1,664,304.00	$270,076.00	$904,356.00	$56,167.50	16.23%	6.21%	10.02%	20.80%
Streets	3728	$1,629,248.00	$105,901.10	$1,623,989.00	$85,951.00	6.50%	5.29%	1.21%	81.16%
Public	4623MECH	$1,607,520.00	$289,354.00	$1,695,605.00	$58,250.00	18.00%	3.44%	14.56%	20.13%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Property									
Aviation	6952ELB	$1,600,134.00	$169,614.20	$1,324,493.00	$107,920.00	10.60%	8.15%	2.45%	63.63%
Aviation	6945	$1,558,000.00	$322,506.00	$265,950.00	$0.00	20.70%	0.00%	20.70%	0.00%
Public Property	4537GCON	$1,547,704.00	$121,680.00	$1,589,077.00	$122,946.00	7.86%	7.74%	0.13%	101.04%
Water	2351	$1,507,224.00	$254,718.00	$678,632.00	$46,571.84	16.90%	6.86%	10.04%	18.28%
Public Property	4268GCON	$1,500,000.00	$1,500,000.00	$1,500,000.00	$1,500,000.00	100.00%	100.00%	0.00%	100.00%
Streets	3727	$1,495,145.00	$112,733.90	$1,417,563.00	$168,990.00	7.54%	11.92%	4.38%	149.90%
Streets	3717	$1,400,000.00	$1,036,280.00	$1,526,752.00	$149,206.00	74.02%	9.77%	64.25%	14.40%
Quasi	PRA79	$1,390,000.00	$417,000.00	$1,390,000.00	$472,600.00	30.00%	34.00%	4.00%	113.33%
Water	2510	$1,351,257.00	$223,000.00	$1,395,677.00	$209,236.00	16.50%	14.99%	1.51%	93.83%
Water	2317	$1,328,235.00	$266,350.00	$1,414,383.00	$266,350.00	20.05%	18.83%	1.22%	100.00%
Streets	3737	$1,319,991.00	$70,619.50	$1,151,864.00	$28,390.00	5.35%	2.46%	2.89%	40.20%
Water	2321	$1,310,495.00	$196,000.00	$1,286,415.00	$40,023.97	14.96%	3.11%	11.84%	20.42%
Water	2319	$1,247,505.00	$188,500.00	$1,262,658.00	$71,036.68	15.11%	5.63%	9.48%	37.69%
Aviation	6919	$1,178,000.00	$117,800.00	$1,090,622.00	$124,519.00	10.00%	11.42%	1.42%	105.70%
Water	2370	$1,174,075.00	$198,000.00	$1,033,950.00	$252,146.02	16.86%	24.39%	7.52%	127.35%
Water	2329	$1,167,500.00	$175,500.00	$1,200,864.00	$175,539.93	15.03%	14.62%	0.41%	100.02%
Quasi	PRA110	$1,130,000.00	$274,590.00	$1,130,000.00	$0.00	24.30%	0.00%	24.30%	0.00%
Water	2509	$1,126,485.00	$191,907.00	$1,139,707.00	$103,942.07	17.04%	9.12%	7.92%	54.16%
PubPriv	NPP14	$1,100,000.00	$429,000.00	$1,100,000.00	$352,000.00	39.00%	32.00%	7.00%	82.05%
Quasi	PRA113	$1,100,000.00	$275,000.00	$1,100,000.00	$0.00	25.00%	0.00%	25.00%	0.00%
Public Property	4529MECH	$1,075,880.00	$288,982.00	$1,067,954.00	$253,446.00	26.86%	23.73%	3.13%	87.70%
Quasi	PRA76	$1,060,000.00	$265,000.00	$1,060,000.00	$360,400.00	25.00%	34.00%	9.00%	136.00%
Aviation	6947	$1,055,000.00	$200,450.00	$913,340.00	$128,635.00	19.00%	14.08%	4.92%	64.17%
Water	2882	$1,049,800.00	$183,000.00	$945,403.00	$125,949.60	17.43%	13.32%	4.11%	68.82%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Water	2368	$989,000.00	$219,450.00	$929,911.00	$144,278.54	22.19%	15.52%	6.67%	65.75%
Water	2867	$987,800.00	$197,560.00	$866,004.00	$200,747.68	20.00%	23.18%	3.18%	101.61%
Streets	3726	$976,552.00	$106,444.20	$965,993.00	$85,012.00	10.90%	8.80%	2.10%	79.87%
Water	2565	$944,957.77	$215,043.00	$675,369.00	$190,362.00	22.76%	28.19%	5.43%	88.52%
Water	2316	$936,000.00	$283,300.00	$992,162.00	$257,454.65	30.27%	25.95%	4.32%	90.88%
Public Property	4178 MECH	$871,182.00	$217,795.00	$899,233.00	$181,183.00	25.00%	20.15%	4.85%	83.19%
Streets	3675	$832,768.00	$58,293.80	$780,789.00	$29,885.00	7.00%	3.83%	3.17%	51.27%
Public Property	4296ELEC	$830,110.00	$166,022.00	$779,812.00	$45,548.00	20.00%	5.84%	14.16%	27.43%
Public Property	4437GCON	$805,560.00	$169,168.00	$867,069.00	$152,230.00	21.00%	17.56%	3.44%	89.99%
Water	2812	$795,200.00	$58,282.00	$741,560.00	$30,290.00	7.33%	4.08%	3.24%	51.97%
Water	2854	$774,000.00	$92,945.00	$651,852.00	$27,893.02	12.01%	4.28%	7.73%	30.01%
Public Property	4364MECH	$763,980.00	$229,194.00	$763,980.00	$229,194.00	30.00%	30.00%	0.00%	100.00%
Streets	3700	$754,853.00	$88,317.70	$716,236.00	$49,712.00	11.70%	6.94%	4.76%	56.29%
Public Property	4728ELECR	$740,000.00	$347,800.00	$817,000.00	$334,269.00	47.00%	40.91%	6.09%	96.11%
Streets	3672	$732,428.00	$59,326.70	$707,109.00	$133,032.00	8.10%	18.81%	10.71%	224.24%
Public Property	4623PLUM	$719,100.00	$143,820.00	$768,051.00	$8,339.00	20.00%	1.09%	18.91%	5.80%
Water	2366	$715,509.00	$127,000.00	$813,601.00	$195,335.53	17.75%	24.01%	6.26%	153.81%
Streets	3701	$713,996.00	$52,835.70	$650,717.00	$37,350.00	7.40%	5.74%	1.66%	70.69%
Streets	3670	$712,113.00	$36,317.80	$775,902.00	$43,405.00	5.10%	5.59%	0.49%	119.51%
Public Property	4089ROOF	$699,720.00	$566,773.00	$696,337.00	$696,337.00	81.00%	100.00%	19.00%	122.86%
Public Property	4501MECH	$686,940.00	$206,082.00	$686,940.00	$172,346.00	30.00%	25.09%	4.91%	83.63%
Streets	3673	$685,568.00	$104,892.00	$887,359.00	$123,042.00	15.30%	13.87%	1.43%	117.30%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Water	2350	$676,600.00	$136,000.00	$858,779.00	$132,202.07	20.10%	15.39%	4.71%	97.21%
Public Property	4082 MECH	$660,450.00	$145,300.00	$660,450.00	$44,618.00	22.00%	6.76%	15.24%	30.71%
Aviation	6940	$640,200.00	$102,432.00	$659,560.00	$114,349.00	16.00%	17.34%	1.34%	111.63%
Aviation	6941	$625,000.00	$625,000.00	$227,115.00	$227,115.00	100.00%	100.00%	0.00%	36.34%
Public Property	4539GCON	$623,790.00	$168,423.00	$679,675.00	$141,910.00	27.00%	20.88%	6.12%	84.26%
Public Property	4190GCON	$616,800.00	$616,800.00	$613,160.00	$613,160.00	100.00%	100.00%	0.00%	99.41%
Water	2525	$611,200.00	$124,450.00	$605,624.00	$140,178.75	20.36%	23.15%	2.78%	112.64%
Quasi	PRA100	$586,000.00	$146,500.00	$586,000.00	$46,880.00	25.00%	8.00%	17.00%	32.00%
Water	2549	$580,825.00	$518,083.00	$108,209.00	$108,209.36	89.20%	100.00%	10.80%	20.89%
Public Property	4315GCON	$578,641.00	$179,377.00	$517,031.00	$51,792.00	31.00%	10.02%	20.98%	28.87%
Public Property	4537ELEC	$576,300.00	$121,023.00	$576,300.00	$108,055.00	21.00%	18.75%	2.25%	89.28%
Water	2313	$575,095.00	$85,750.00	$951,800.00	$83,894.33	14.91%	8.81%	6.10%	97.84%
Water	2813	$567,000.00	$51,030.00	$296,552.00	$0.00	9.00%	0.00%	9.00%	0.00%
Quasi	PRA112	$565,000.00	$141,250.00	$565,000.00	$0.00	25.00%	0.00%	25.00%	0.00%
Quasi	PRA109	$563,000.00	$140,750.00	$563,000.00	$11,260.00	25.00%	2.00%	23.00%	8.00%
Public Property	4501ELEC	$562,780.00	$196,973.00	$586,003.00	$133,949.00	35.00%	22.86%	12.14%	68.00%
Public Property	4364ELEC	$560,490.00	$112,099.00	$574,239.00	$99,619.00	20.00%	17.35%	2.65%	88.87%
Public Property	4057ELBE	$532,499.00	$5,325.00	$562,973.00	$53,893.00	1.00%	9.57%	8.57%	1012.08%
Public Property	4312GCON	$530,400.00	$530,400.00	$571,595.00	$530,000.00	100.00%	92.72%	7.28%	99.92%
Water	2547	$525,000.00	$50,960.00	$542,666.00	$34,749.13	9.71%	6.40%	3.30%	68.19%
Water	2523	$522,000.00	$116,192.00	$540,071.00	$121,958.33	22.26%	22.58%	0.32%	104.96%
Public	4083ELEC	$517,982.00	$119,136.00	$517,982.00	$120,000.00	23.00%	23.17%	0.17%	100.73%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Property									
Quasi	PRA89	$512,000.00	$128,000.00	$512,000.00	$71,680.00	25.00%	14.00%	11.00%	56.00%
Public Property	4527GCON	$508,980.00	$325,748.00	$445,483.00	$182,393.00	64.00%	40.94%	23.06%	55.99%
Quasi	PRA116	$500,000.00	$145,000.00	$500,000.00	$0.00	29.00%	0.00%	29.00%	0.00%
Public Property	4081ELEC	$499,800.00	$124,950.00	$516,392.00	$119,789.00	25.00%	23.20%	1.80%	95.87%
Public Property	4495GCON	$491,640.00	$117,993.00	$829,400.00	$7,158.00	24.00%	0.86%	23.14%	6.07%
Water	2355	$482,230.00	$66,470.00	$523,451.00	$52,840.82	13.78%	10.09%	3.69%	79.50%
Water	2520	$474,000.00	$58,999.00	$471,510.00	$60,119.52	12.45%	12.75%	0.30%	101.90%
Public Property	4084ELBE	$466,140.00	$93,228.00	$483,882.00	$91,978.00	20.00%	19.01%	0.99%	98.66%
Water	2505	$460,000.00	$84,000.00	$505,895.00	$129,458.16	18.26%	25.59%	7.33%	154.12%
Public Property	4179GCON	$456,960.00	$456,960.00	$456,960.00	$390,000.00	100.00%	85.35%	14.65%	85.35%
Streets	3674	$454,081.00	$25,428.50	$388,417.00	$21,063.00	5.60%	5.42%	0.18%	82.83%
Public Property	4411ELEC	$448,800.00	$26,928.00	$458,969.00	$104,168.00	6.00%	22.70%	16.70%	386.84%
Public Property	4501PLUM	$448,655.00	$134,597.00	$488,904.00	$67,042.00	30.00%	13.71%	16.29%	49.81%
Water	2538	$438,280.00	$56,400.00	$433,648.00	$67,852.00	12.87%	15.65%	2.78%	120.30%
Aviation	6939	$413,213.00	$24,792.78	$409,080.00	$41,321.00	6.00%	10.10%	4.10%	166.67%
Water	2567	$412,800.00	$48,000.00	$428,005.00	$51,560.00	11.63%	12.05%	0.42%	107.42%
Public Property	4636GCON	$411,140.00	$143,898.00	$493,483.00	$103,577.00	35.00%	20.99%	14.01%	71.98%
Public Property	4508GCON	$410,040.00	$135,312.00	$453,568.00	$97,636.00	33.00%	21.53%	11.47%	72.16%
Public Property	4170GCONR	$395,760.00	$71,237.00	$446,216.00	$72,940.00	18.00%	16.35%	1.65%	102.39%
Public	4037GCON	$388,902.00	$81,669.00	$414,597.00	$70,171.00	21.00%	16.93%	4.07%	85.92%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Property									
Water	2377	$383,551.00	$58,100.00	$388,838.00	$65,813.22	15.15%	16.93%	1.78%	113.28%
Streets	3711	$377,183.00	$37,718.30	$439,722.00	$45,770.00	10.00%	10.41%	0.41%	121.35%
Public Property	4082ELEC	$374,340.00	$33,690.00	$380,873.00	$75,142.00	9.00%	19.73%	10.73%	223.04%
Water	2389	$368,030.00	$29,443.00	$140,037.00	$2,880.00	8.00%	2.06%	5.94%	9.78%
Streets	3563	$366,000.00	$98,820.00	$383,864.00	$210,320.00	27.00%	54.79%	27.79%	212.83%
Public Property	4071GCON	$363,960.00	$363,960.00	$363,960.00	$363,960.00	100.00%	100.00%	0.00%	100.00%
Aviation	6930	$354,000.00	$20,532.00	$282,449.00	$60,212.00	5.80%	21.32%	15.52%	293.26%
Water	2564	$353,040.00	$20,300.00	$366,116.00	$13,175.00	5.75%	3.60%	2.15%	64.90%
Public Property	4033MECH	$349,660.00	$94,408.00	$390,177.00	$54,549.00	27.00%	13.98%	13.02%	57.78%
Public Property	4633GCON	$347,376.00	$52,106.00	$347,376.00	$48,901.00	15.00%	14.08%	0.92%	93.85%
Water	2388	$334,937.50	$50,241.00	$262,654.00	$65,313.00	15.00%	24.87%	9.87%	130.00%
Aviation	6955ELB	$333,000.00	$6,660.00	$304,950.00	$6,344.00	2.00%	2.08%	0.08%	95.26%
Quasi	PRA115	$317,000.00	$79,250.00	$317,000.00	$0.00	25.00%	0.00%	25.00%	0.00%
Public Property	4178ELEC	$315,690.00	$63,138.00	$315,690.00	$63,419.00	20.00%	20.09%	0.09%	100.45%
Public Property	4447ELBR	$315,112.00	$94,700.00	$315,112.00	$65,832.00	30.05%	20.89%	9.16%	69.52%
Streets	3741	$299,493.00	$5,989.90	$329,483.00	$12,765.00	2.00%	3.87%	1.87%	213.11%
Public Property	4063MECH	$291,720.00	$64,178.00	$291,720.00	$48,134.00	22.00%	16.50%	5.50%	75.00%
Public Property	4084ELBG	$291,360.00	$38,500.00	$296,282.00	$41,703.00	13.21%	14.08%	0.86%	108.32%
Public Property	4644ELEC	$288,150.00	$86,445.00	$293,890.00	$91,356.00	30.00%	31.08%	1.08%	105.68%
Public Property	4157ELEC	$287,850.00	$2,879.00	$287,850.00	$72,000.00	1.00%	25.01%	24.01%	2500.87%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Water	2876 PLUM	$277,000.00	$55,700.00	$39,744.00	$3,793.97	20.11%	9.55%	10.56%	6.81%
Public Property	4568PLUM	$267,014.00	$40,052.00	$261,673.00	$40,323.00	15.00%	15.41%	0.41%	100.68%
Streets	3666	$253,200.00	$37,980.00	$278,520.00	$60,900.00	15.00%	21.87%	6.87%	160.35%
Streets	3729	$250,852.00	$5,017.00	$266,202.00	$7,880.00	2.00%	2.96%	0.96%	157.06%
Quasi	PRA78	$250,000.00	$62,500.00	$250,000.00	$72,500.00	25.00%	29.00%	4.00%	116.00%
Quasi	PRA91	$249,000.00	$62,250.00	$249,000.00	$29,880.00	25.00%	12.00%	13.00%	48.00%
Quasi	PRA99	$242,000.00	$60,500.00	$242,000.00	$19,360.00	25.00%	8.00%	17.00%	32.00%
Quasi	PRA104	$235,000.00	$58,750.00	$235,000.00	$11,750.00	25.00%	5.00%	20.00%	20.00%
Quasi	PRA105	$230,000.00	$57,500.00	$230,000.00	$11,500.00	25.00%	5.00%	20.00%	20.00%
Quasi	PRA106	$225,000.00	$56,250.00	$225,000.00	$11,250.00	25.00%	5.00%	20.00%	20.00%
Quasi	PRA98	$215,000.00	$53,750.00	$215,000.00	$17,200.00	25.00%	8.00%	17.00%	32.00%
Quasi	PRA90	$168,000.00	$42,000.00	$168,000.00	$21,840.00	25.00%	13.00%	12.00%	52.00%
Quasi	PRA111	$150,000.00	$37,500.00	$150,000.00	$0.00	25.00%	0.00%	25.00%	0.00%
Quasi	PRA85	$118,000.00	$21,240.00	$118,000.00	$10,620.00	18.00%	9.00%	9.00%	50.00%
Quasi	PRA92	$115,000.00	$20,700.00	$115,000.00	$5,750.00	18.00%	5.00%	13.00%	27.78%
Quasi	PRA101	$108,000.00	$19,440.00	$108,000.00	$0.00	18.00%	0.00%	18.00%	0.00%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.1.2 – All Contracts Sorted by Bid Amount (Closed)

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Public Property	4519ELGB	$24,495,000.00	$8,073,656.00	$24,495,000.00	$7,738,079.00	32.96%	31.59%	1.37%	95.84%
Quasi	PRA46	$15,400,000.00	$3,850,000.00	$15,400,000.00	$3,080,000.00	25.00%	20.00%	5.00%	80.00%
Quasi	PRA39	$13,450,000.00	$3,362,500.00	$13,450,000.00	$3,228,000.00	25.00%	24.00%	1.00%	96.00%
Quasi	PRA21	$13,260,000.00	$3,315,000.00	$13,260,000.00	$3,978,000.00	25.00%	30.00%	5.00%	120.00%
Public Property	4191GCON	$12,366,900.00	$3,339,063.00	$13,085,440.00	$2,353,104.00	27.00%	17.98%	9.02%	70.47%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Quasi	PRA18	$11,580,000.00	$2,895,000.00	$11,580,000.00	$3,705,600.00	25.00%	32.00%	7.00%	128.00%
Quasi	PRA23	$11,300,000.00	$2,825,000.00	$11,300,000.00	$3,051,000.00	25.00%	27.00%	2.00%	108.00%
Quasi	PRA36	$10,750,000.00	$2,139,582.55	$10,750,000.00	$2,139,582.55	19.90%	19.90%	0.00%	100.00%
Quasi	PRA53	$10,330,000.00	$3,198,391.74	$10,330,000.00	$2,577,861.93	30.96%	24.96%	6.01%	80.60%
Quasi	PRA34	$10,320,000.00	$2,580,000.00	$10,320,000.00	$2,580,000.00	25.00%	25.00%	0.00%	100.00%
Public Property	4519 ELEC	$10,196,016.00	$2,202,336.00	$10,196,016.00	$2,183,401.00	21.60%	21.41%	0.19%	99.14%
Quasi	PRA62	$9,830,000.00	$2,457,500.00	$9,830,000.00	$1,474,500.00	25.00%	15.00%	10.00%	60.00%
Public Property	4519 MECH	$9,645,000.00	$1,877,761.00	$9,645,000.00	$1,896,976.00	19.47%	19.67%	0.20%	101.02%
Quasi	PRA63	$9,400,000.00	$2,439,163.50	$9,400,000.00	$1,496,819.41	25.95%	15.92%	10.02%	61.37%
Quasi	PRA49	$9,340,000.00	$2,335,000.00	$9,340,000.00	$1,868,000.00	25.00%	20.00%	5.00%	80.00%
Quasi	PRA25	$9,300,000.00	$2,325,000.00	$9,300,000.00	$2,511,000.00	25.00%	27.00%	2.00%	108.00%
Quasi	PRA28	$8,830,000.00	$2,207,500.00	$8,830,000.00	$2,384,100.00	25.00%	27.00%	2.00%	108.00%
Quasi	PRA66	$8,719,000.00	$3,051,650.00	$8,719,000.00	$2,005,370.00	35.00%	23.00%	12.00%	65.71%
Quasi	PRA24	$8,510,000.00	$2,127,500.00	$8,510,000.00	$2,297,700.00	25.00%	27.00%	2.00%	108.00%
Quasi	PRA12	$8,400,000.00	$2,100,000.00	$8,400,000.00	$2,940,000.00	25.00%	35.00%	10.00%	140.00%
Quasi	PRA20	$8,400,000.00	$2,100,000.00	$8,400,000.00	$2,520,000.00	25.00%	30.00%	5.00%	120.00%
Quasi	PRA57	$8,170,000.00	$2,042,500.00	$8,170,000.00	$1,388,900.00	25.00%	17.00%	8.00%	68.00%
Quasi	PRA50	$6,820,000.00	$1,705,000.00	$6,820,000.00	$1,364,000.00	25.00%	20.00%	5.00%	80.00%
Quasi	PRA33	$6,300,000.00	$2,329,835.56	$6,300,000.00	$2,391,774.93	36.98%	37.96%	0.98%	102.66%
Quasi	PRA44	$6,000,000.00	$1,500,000.00	$6,000,000.00	$1,380,000.00	25.00%	23.00%	2.00%	92.00%
Public Property	4519SITE	$5,707,451.00	$984,216.00	$5,707,451.00	$1,308,697.00	17.24%	22.93%	5.69%	132.97%
Quasi	PRA42	$5,590,000.00	$1,397,500.00	$5,590,000.00	$1,285,700.00	25.00%	23.00%	2.00%	92.00%
Aviation	6897	$5,184,321.00	$1,036,864.20	$5,573,629.00	$1,072,188.00	20.00%	19.24%	0.76%	103.41%
Public Property	4519PLUM	$4,248,000.00	$919,985.00	$4,248,000.00	$875,055.00	21.66%	20.60%	1.06%	95.12%
Aviation	6898	$3,765,400.00	$890,931.30	$3,917,119.00	$897,406.00	23.66%	22.91%	0.75%	100.73%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Quasi	PIDC1	$3,600,000.00	$1,260,000.00	$3,600,000.00	$3,600,000.00	35.00%	100.00%	65.00%	285.71%
Quasi	PRA19	$3,560,000.00	$890,000.00	$3,560,000.00	$1,139,200.00	25.00%	32.00%	7.00%	128.00%
Quasi	PRA56	$3,400,000.00	$1,112,159.29	$3,400,000.00	$853,343.83	32.71%	25.10%	7.61%	76.73%
Water	2339	$3,101,686.00	$731,484.00	$3,256,800.00	$748,176.00	23.58%	22.97%	0.61%	102.28%
Quasi	PRA10	$2,900,000.00	$725,000.00	$2,900,000.00	$1,044,000.00	25.00%	36.00%	11.00%	144.00%
Public Property	4519ELBSITE	$2,862,000.00	$1,242,226.00	$2,862,000.00	$1,082,953.00	43.40%	37.84%	5.57%	87.18%
Quasi	PRA58	$2,800,000.00	$805,769.02	$2,800,000.00	$589,621.48	28.78%	21.06%	7.72%	73.18%
Quasi	PRA61	$2,720,000.00	$680,000.00	$2,720,000.00	$435,200.00	25.00%	16.00%	9.00%	64.00%
Quasi	PRA14	$2,400,000.00	$600,000.00	$2,400,000.00	$816,000.00	25.00%	34.00%	9.00%	136.00%
Water	2632	$1,898,800.00	$278,360.00	$1,636,401.00	$253,095.00	14.66%	15.47%	0.81%	90.92%
Water	2331	$1,700,145.00	$370,000.00	$1,852,299.00	$459,741.00	21.76%	24.82%	3.06%	124.25%
Quasi	PRA71	$1,700,000.00	$425,000.00	$1,700,000.00	$119,000.00	25.00%	7.00%	18.00%	28.00%
Quasi	PRA72	$1,469,000.00	$367,250.00	$1,469,000.00	$73,450.00	25.00%	5.00%	20.00%	20.00%
Quasi	PRA5	$1,400,000.00	$350,000.00	$1,400,000.00	$700,000.00	25.00%	50.00%	25.00%	200.00%
Streets	3733	$1,340,432.00	$263,126.90	$1,447,563.00	$164,063.00	19.63%	11.33%	8.30%	62.35%
Quasi	PRA11	$1,250,000.00	$312,500.00	$1,250,000.00	$450,000.00	25.00%	36.00%	11.00%	144.00%
Streets	3739ELB	$1,155,000.00	$0.00	$1,191,138.00	$46,909.00	0.00%	3.94%	3.94%	#DIV/0!
Quasi	PRA16	$1,100,000.00	$275,000.00	$1,100,000.00	$352,000.00	25.00%	32.00%	7.00%	128.00%
Quasi	PRA37	$1,000,000.00	$250,000.00	$1,000,000.00	$250,000.00	25.00%	25.00%	0.00%	100.00%
Quasi	PRA41	$1,000,000.00	$311,928.45	$1,000,000.00	$300,000.00	31.19%	30.00%	1.19%	96.18%
Water	2385	$991,000.00	$92,680.00	$981,000.00	$56,764.00	9.35%	5.79%	3.57%	61.25%
Water	2338	$983,000.00	$158,000.00	$1,027,593.00	$185,505.00	16.07%	18.05%	1.98%	117.41%
Water	2369	$871,215.00	$132,000.00	$828,523.00	$160,612.00	15.15%	19.39%	4.23%	121.68%
Quasi	PRA15	$868,000.00	$217,000.00	$868,000.00	$277,760.00	25.00%	32.00%	7.00%	128.00%
Water	2345	$793,600.00	$120,000.00	$846,120.00	$128,762.00	15.12%	15.22%	0.10%	107.30%
Public Property	4417GCON	$770,730.00	$269,755.00	$750,505.00	$322,918.00	35.00%	43.03%	8.03%	119.71%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Water	2335	$763,300.00	$114,600.00	$763,535.00	$117,089.00	15.01%	15.34%	0.32%	102.17%
Quasi	PRA52	$760,000.00	$261,875.39	$760,000.00	$214,685.61	34.46%	28.25%	6.21%	81.98%
Public Property	4059GCON	$753,117.00	$225,935.00	$941,388.00	$225,936.00	30.00%	24.00%	6.00%	100.00%
Water	2010	$753,000.00	$77,000.00	$677,336.00	$42,365.00	10.23%	6.25%	3.97%	55.02%
Public Property	4089 ROOF	$699,720.00	$580,767.00	$703,498.00	$703,498.00	83.00%	100.00%	17.00%	121.13%
Public Property	4066GCON	$660,370.00	$122,522.00	$703,510.00	$130,787.00	18.55%	18.59%	0.04%	106.75%
Aviation	6906	$624,767.00	$132,276.00	$640,117.00	$131,201.07	21.17%	20.50%	0.68%	99.19%
Public Property	4088ROOF	$577,049.00	$144,705.00	$611,442.00	$150,595.00	25.08%	24.63%	0.45%	104.07%
Water	2343	$576,365.00	$58,000.00	$595,426.00	$81,468.00	10.06%	13.68%	3.62%	140.46%
Quasi	PRA9	$562,000.00	$140,500.00	$562,000.00	$213,560.00	25.00%	38.00%	13.00%	152.00%
Aviation	6893R	$553,186.00	$127,232.78	$555,281.00	$124,400.00	23.00%	22.40%	0.60%	97.77%
Quasi	PRA2	$545,000.00	$136,250.00	$545,000.00	$545,000.00	25.00%	100.00%	75.00%	400.00%
Public Property	4662GCON	$495,500.00	$495,500.00	$644,288.00	$644,288.00	100.00%	100.00%	0.00%	130.03%
Streets	3678	$483,305.00	$76,942.20	$531,635.00	$53,283.00	15.92%	10.02%	5.90%	69.25%
Water	2513	$462,000.00	$58,600.00	$457,000.00	$20,661.00	12.68%	4.52%	8.16%	35.26%
Water	2341	$458,330.00	$49,000.00	$446,183.00	$65,920.00	10.69%	14.77%	4.08%	134.53%
Public Property	4073GCON	$455,430.00	$455,430.00	$520,000.00	$520,000.00	100.00%	100.00%	0.00%	114.18%
Streets	3674	$454,081.00	$25,428.50	$388,417.00	$21,063.00	5.60%	5.42%	0.18%	82.83%
Streets	3736	$418,960.00	$21,367.00	$850,751.00	$259,352.00	5.10%	30.49%	25.39%	1213.80%
Water	2527	$414,000.00	$77,700.00	$417,644.00	$85,301.00	18.77%	20.42%	1.66%	109.78%
Public Property	4159GCON	$388,620.00	$101,040.00	$503,789.00	$101,577.00	26.00%	20.16%	5.84%	100.53%
Public Property	4669GCON	$344,199.00	$89,492.00	$353,859.00	$81,393.00	26.00%	23.00%	3.00%	90.95%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Quasi	PRA17	$302,000.00	$75,500.00	$302,000.00	$96,640.00	25.00%	32.00%	7.00%	128.00%
Public Property	4474GCON	$294,800.00	$70,752.00	$329,760.00	$60,726.00	24.00%	18.42%	5.58%	85.83%
Public Property	4303 GCON	$282,040.00	$282,040.00	$350,102.00	$350,102.00	100.00%	100.00%	0.00%	124.13%
Public Property	4525GCON	$277,032.00	$55,406.00	$306,595.00	$55,407.00	20.00%	18.07%	1.93%	100.00%
Public Property	4532GCON	$273,360.00	$84,742.00	$318,296.00	$94,850.00	31.00%	29.80%	1.20%	111.93%
Quasi	PRA6	$230,000.00	$107,905.00	$230,000.00	$163,418.00	46.92%	71.05%	24.14%	151.45%
Quasi	PRA60	$230,000.00	$57,500.00	$230,000.00	$36,800.00	25.00%	16.00%	9.00%	64.00%
Streets	3683	$229,220.00	$56,159.00	$208,926.00	$21,865.00	24.50%	10.47%	14.03%	38.93%
Quasi	PRA29	$225,000.00	$56,250.00	$225,000.00	$58,500.00	25.00%	26.00%	1.00%	104.00%
Quasi	PRA31	$222,000.00	$55,500.00	$222,000.00	$57,720.00	25.00%	26.00%	1.00%	104.00%
Quasi	PRA8	$204,000.00	$51,000.00	$204,000.00	$81,600.00	25.00%	40.00%	15.00%	160.00%
Quasi	PRA67	$200,000.00	$50,000.00	$200,000.00	$24,000.00	25.00%	12.00%	13.00%	48.00%
Quasi	PRA70	$196,000.00	$50,960.00	$196,000.00	$17,640.00	26.00%	9.00%	17.00%	34.62%
Quasi	PRA7	$194,000.00	$52,380.00	$194,000.00	$89,240.00	27.00%	46.00%	19.00%	170.37%
Quasi	PRA54	$191,000.00	$47,750.00	$191,000.00	$34,380.00	25.00%	18.00%	7.00%	72.00%
Quasi	PRA69	$189,000.00	$45,360.00	$189,000.00	$17,010.00	24.00%	9.00%	15.00%	37.50%
Quasi	PRA32	$188,000.00	$50,760.00	$188,000.00	$52,640.00	27.00%	28.00%	1.00%	103.70%
Quasi	PRA45	$187,000.00	$33,660.00	$187,000.00	$26,180.00	18.00%	14.00%	4.00%	77.78%
Quasi	PRA68	$187,000.00	$52,360.00	$187,000.00	$28,050.00	28.00%	15.00%	13.00%	53.57%
Quasi	PRA51	$185,000.00	$33,300.00	$185,000.00	$22,200.00	18.00%	12.00%	6.00%	66.67%
Quasi	PRA13	$183,000.00	$44,469.00	$183,000.00	$62,220.00	24.30%	34.00%	9.70%	139.92%
Quasi	PRA4	$180,000.00	$45,000.00	$180,000.00	$109,800.00	25.00%	61.00%	36.00%	244.00%
Quasi	PRA1	$167,000.00	$36,740.00	$167,000.00	$167,000.00	22.00%	100.00%	78.00%	454.55%
Quasi	PRA26	$165,000.00	$41,250.00	$165,000.00	$44,550.00	25.00%	27.00%	2.00%	108.00%
Quasi	PRA3	$162,000.00	$27,540.00	$162,000.00	$90,720.00	17.00%	56.00%	39.00%	329.41%

Department	BidNum	BidAmt	CommAmt	Paid1	Paid2	CommPct	Actual%	Variance	%Goal
Quasi	PRA48	$156,000.00	$39,000.00	$156,000.00	$31,200.00	25.00%	20.00%	5.00%	80.00%
Quasi	PRA55	$150,000.00	$37,500.00	$150,000.00	$27,000.00	25.00%	18.00%	7.00%	72.00%
Quasi	PRA27	$148,000.00	$37,000.00	$148,000.00	$39,960.00	25.00%	27.00%	2.00%	108.00%
Quasi	PRA22	$135,000.00	$24,300.00	$135,000.00	$28,350.00	18.00%	21.00%	3.00%	116.67%
Quasi	PRA65	$120,000.00	$30,000.00	$120,000.00	$15,600.00	25.00%	13.00%	12.00%	52.00%
Quasi	PRA64	$117,000.00	$29,250.00	$117,000.00	$16,380.00	25.00%	14.00%	11.00%	56.00%
Quasi	PRA73	$115,000.00	$28,750.00	$115,000.00	$5,750.00	25.00%	5.00%	20.00%	20.00%
Quasi	PRA47	$114,000.00	$20,520.00	$114,000.00	$14,820.00	18.00%	13.00%	5.00%	72.22%
Quasi	PRA38	$110,000.00	$27,500.00	$110,000.00	$26,400.00	25.00%	24.00%	1.00%	96.00%
Quasi	PRA75	$109,000.00	$27,250.00	$109,000.00	$0.00	25.00%	0.00%	25.00%	0.00%
Quasi	PRA30	$100,000.00	$25,000.00	$100,000.00	$26,000.00	25.00%	26.00%	1.00%	104.00%
Quasi	PRA35	$100,000.00	$61,579.00	$100,000.00	$61,579.00	61.58%	61.58%	0.00%	100.00%
Quasi	PRA40	$100,000.00	$25,000.00	$100,000.00	$24,000.00	25.00%	24.00%	1.00%	96.00%
Quasi	PRA43	$100,000.00	$25,000.00	$100,000.00	$23,000.00	25.00%	23.00%	2.00%	92.00%
Quasi	PRA74	$75,000.00	$18,750.00	$75,000.00	$1,500.00	25.00%	2.00%	23.00%	8.00%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.2.1 – All Contracts Sorted by Variance (Active)

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
1	Aviation	$2,000,000	$490,020	$431,460	$431,460	24.50%	100.00%	75.50%
2	PubPriv	$1,700,000	$391,000	$1,700,000	$1,275,000	23.00%	75.00%	52.00%
3	Water	$5,865,000	$1,198,696	$4,465,000	$2,780,827	20.44%	62.28%	41.84%
4	Streets	$366,000	$98,820	$383,864	$210,320	27.00%	54.79%	27.79%
5	Public Property	$287,850	$2,879	$287,850	$72,000	1.00%	25.01%	24.01%
6	PubPriv	$34,500,000	$0	$34,500,000	$7,248,450	0.00%	21.01%	21.01%
7	Public Property	$699,720	$566,773	$696,337	$696,337	81.00%	100.00%	19.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
8	PubPriv	$25,300,000	$8,855,000	$25,300,000	$13,156,000	35.00%	52.00%	17.00%
9	PubPriv	$10,179,000	$2,544,750	$10,179,000	$4,247,697	25.00%	41.73%	16.73%
10	Public Property	$448,800	$26,928	$458,969	$104,168	6.00%	22.70%	16.70%
11	Aviation	$354,000	$20,532	$282,449	$60,212	5.80%	21.32%	15.52%
12	PubPriv	$5,057,000	$1,264,250	$5,057,000	$2,010,158	25.00%	39.75%	14.75%
13	Water	$5,280,500	$336,155	$1,763,805	$338,338	6.37%	19.18%	12.82%
14	PubPriv	$6,322,000	$1,580,500	$6,322,000	$2,264,540	25.00%	35.82%	10.82%
15	Water	$580,825	$518,083	$108,209	$108,209	89.20%	100.00%	10.80%
16	Public Property	$374,340	$33,690	$380,873	$75,142	9.00%	19.73%	10.73%
17	Streets	$732,428	$59,327	$707,109	$133,032	8.10%	18.81%	10.71%
18	PubPriv	$381,000,000	$0	$381,000,000	$40,005,000	0.00%	10.50%	10.50%
19	Water	$334,938	$50,241	$262,654	$65,313	15.00%	24.87%	9.87%
20	NPW	$12,284,534	$2,823,430	$5,593,346	$1,819,140	22.98%	32.52%	9.54%
21	Quasi	$1,060,000	$265,000	$1,060,000	$360,400	25.00%	34.00%	9.00%
22	PubPriv	$46,120,000	$13,836,000	$46,120,000	$17,986,800	30.00%	39.00%	9.00%
23	Public Property	$532,499	$5,325	$562,973	$53,893	1.00%	9.57%	8.57%
24	PubPriv	$18,500,000	$6,475,000	$18,500,000	$7,955,000	35.00%	43.00%	8.00%
25	Aviation	$1,734,074	$676,289	$1,311,890	$612,971	39.00%	46.72%	7.72%
26	Water	$1,174,075	$198,000	$1,033,950	$252,146	16.86%	24.39%	7.52%
27	Public Property	$1,676,880	$100,613	$1,929,664	$260,227	6.00%	13.49%	7.49%
28	Water	$460,000	$84,000	$505,895	$129,458	18.26%	25.59%	7.33%
29	Streets	$253,200	$37,980	$278,520	$60,900	15.00%	21.87%	6.87%
30	Aviation	$2,550,000	$293,505	$1,797,001	$320,184	11.51%	17.82%	6.31%
31	Water	$715,509	$127,000	$813,601	$195,336	17.75%	24.01%	6.26%
32	Water	$944,958	$215,043	$675,369	$190,362	22.76%	28.19%	5.43%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
33	PubPriv	$22,270,000	$5,567,500	$22,270,000	$6,658,730	25.00%	29.90%	4.90%
34	NPW	$4,778,190	$238,909	$5,480,789	$526,948	5.00%	9.61%	4.61%
35	Streets	$15,836,650	$3,219,591	$16,263,650	$4,048,984	20.33%	24.90%	4.57%
36	PubPriv	$13,400,000	$3,350,000	$13,400,000	$3,961,040	25.00%	29.56%	4.56%
37	Streets	$1,495,145	$112,734	$1,417,563	$168,990	7.54%	11.92%	4.38%
38	PubPriv	$7,799,900	$1,949,975	$7,799,900	$2,276,791	25.00%	29.19%	4.19%
39	Aviation	$413,213	$24,793	$409,080	$41,321	6.00%	10.10%	4.10%
40	Quasi	$250,000	$62,500	$250,000	$72,500	25.00%	29.00%	4.00%
41	Quasi	$1,390,000	$417,000	$1,390,000	$472,600	30.00%	34.00%	4.00%
42	Water	$2,323,114	$349,500	$1,870,380	$349,500	15.04%	18.69%	3.64%
43	PubPriv	$20,000,000	$7,000,000	$20,000,000	$7,660,000	35.00%	38.30%	3.30%
44	Water	$987,800	$197,560	$866,004	$200,748	20.00%	23.18%	3.18%
45	Quasi	$2,200,000	$550,000	$2,200,000	$616,000	25.00%	28.00%	3.00%
46	Water	$38,067,000	$11,804,384	$28,500,538	$9,644,195	31.01%	33.84%	2.83%
47	Water	$611,200	$124,450	$605,624	$140,179	20.36%	23.15%	2.78%
48	Water	$438,280	$56,400	$433,648	$67,852	12.87%	15.65%	2.78%
49	Streets	$2,076,531	$121,477	$1,774,439	$150,406	5.85%	8.48%	2.63%
50	Water	$5,070,000	$1,091,000	$4,668,442	$1,102,873	21.52%	23.62%	2.11%
51	Quasi	$2,700,000	$675,000	$2,700,000	$729,000	25.00%	27.00%	2.00%
52	Water	$3,573,975	$726,989	$2,435,519	$544,057	20.34%	22.34%	2.00%
53	PubPriv	$5,493,000	$1,373,250	$5,493,000	$1,480,364	25.00%	26.95%	1.95%
54	Streets	$299,493	$5,990	$329,483	$12,765	2.00%	3.87%	1.87%
55	Water	$383,551	$58,100	$388,838	$65,813	15.15%	16.93%	1.78%
56	Aviation	$1,178,000	$117,800	$1,090,622	$124,519	10.00%	11.42%	1.42%
57	Aviation	$640,200	$102,432	$659,560	$114,349	16.00%	17.34%	1.34%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
58	Public Property	$288,150	$86,445	$293,890	$91,356	30.00%	31.09%	1.09%
59	Water	$2,986,750	$445,834	$870,427	$139,008	14.93%	15.97%	1.04%
60	PubPriv	$6,500,000	$650,000	$6,500,000	$715,000	10.00%	11.00%	1.00%
61	Aviation	$2,845,000	$779,530	$2,280,335	$647,000	27.40%	28.37%	0.97%
62	Streets	$250,852	$5,017	$266,202	$7,880	2.00%	2.96%	0.96%
63	Public Property	$291,360	$38,500	$296,282	$41,703	13.21%	14.08%	0.86%
64	PubPriv	$150,000,000	$45,000,000	$150,000,000	$46,170,000	30.00%	30.78%	0.78%
65	Water	$3,312,000	$537,700	$3,473,237	$589,929	16.23%	16.98%	0.75%
66	Water	$1,730,746	$352,000	$1,646,829	$347,028	20.34%	21.07%	0.73%
67	Water	$3,378,555	$727,403	$3,312,693	$736,071	21.53%	22.22%	0.69%
68	Streets	$712,113	$36,318	$775,902	$43,405	5.10%	5.59%	0.49%
69	Water	$412,800	$48,000	$428,005	$51,560	11.63%	12.05%	0.42%
70	Public Property	$267,014	$40,052	$261,673	$40,323	15.00%	15.41%	0.41%
71	Streets	$377,183	$37,718	$439,722	$45,770	10.00%	10.41%	0.41%
72	Water	$5,170,100	$1,069,791	$5,027,262	$1,058,263	20.69%	21.05%	0.36%
73	Water	$1,873,610	$392,324	$1,748,947	$372,324	20.94%	21.29%	0.35%
74	Water	$522,000	$116,192	$540,071	$121,958	22.26%	22.58%	0.32%
75	Water	$474,000	$58,999	$471,510	$60,120	12.45%	12.75%	0.30%
76	Public Property	$517,982	$119,136	$517,982	$120,000	23.00%	23.17%	0.17%
77	Public Property	$315,690	$63,138	$315,690	$63,419	20.00%	20.09%	0.09%
78	Water	$2,309,000	$595,000	$2,424,271	$626,753	25.77%	25.85%	0.08%
79	Aviation	$333,000	$6,660	$304,950	$6,344	2.00%	2.08%	0.08%
80	Water	$2,789,454	$578,419	$2,334,739	$486,000	20.74%	20.82%	0.08%
81	Public Property	$1,500,000	$1,500,000	$1,500,000	$1,500,000	100.00%	100.00%	0.00%
82	Water	$4,071,590	$4,071,590	$4,124,724	$4,124,724	100.00%	100.00%	0.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
83	Aviation	$625,000	$625,000	$227,115	$227,115	100.00%	100.00%	0.00%
84	Public Property	$763,980	$229,194	$763,980	$229,194	30.00%	30.00%	0.00%
85	Public Property	$616,800	$616,800	$613,160	$613,160	100.00%	100.00%	0.00%
86	NPW	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100.00%	100.00%	0.00%
87	Public Property	$363,960	$363,960	$363,960	$363,960	100.00%	100.00%	0.00%
88	Public Property	$1,547,704	$121,680	$1,589,077	$122,946	7.86%	7.74%	-0.13%
89	Streets	$454,081	$25,429	$388,417	$21,063	5.60%	5.42%	-0.18%
90	Water	$3,936,000	$984,000	$3,998,782	$986,433	25.00%	24.67%	-0.33%
91	Water	$1,167,500	$175,500	$1,200,864	$175,540	15.03%	14.62%	-0.41%
92	Aviation	$2,426,000	$524,016	$2,453,325	$519,346	21.60%	21.17%	-0.43%
93	Public Property	$347,376	$52,106	$347,376	$48,901	15.00%	14.08%	-0.92%
94	Public Property	$466,140	$93,228	$483,882	$91,978	20.00%	19.01%	-0.99%
95	PubPriv	$18,900,000	$6,237,000	$18,900,000	$6,048,000	33.00%	32.00%	-1.00%
96	Streets	$1,629,248	$105,901	$1,623,989	$85,951	6.50%	5.29%	-1.21%
97	Water	$1,328,235	$266,350	$1,414,383	$266,350	20.05%	18.83%	-1.22%
98	Streets	$685,568	$104,892	$887,359	$123,042	15.30%	13.87%	-1.43%
99	Water	$1,351,257	$223,000	$1,395,677	$209,236	16.50%	14.99%	-1.51%
100	Public Property	$395,760	$71,237	$446,216	$72,940	18.00%	16.35%	-1.65%
101	Streets	$713,996	$52,836	$650,717	$37,350	7.40%	5.74%	-1.66%
102	Aviation	$2,324,391	$488,122	$2,550,000	$492,003	21.00%	19.29%	-1.71%
103	Public Property	$499,800	$124,950	$516,392	$119,789	25.00%	23.20%	-1.80%
104	Streets	$976,552	$106,444	$965,993	$85,012	10.90%	8.80%	-2.10%
105	PubPriv	$13,500,000	$3,375,000	$13,500,000	$3,086,100	25.00%	22.86%	-2.14%
106	Water	$353,040	$20,300	$366,116	$13,175	5.75%	3.60%	-2.15%
107	Public Property	$576,300	$121,023	$576,300	$108,055	21.00%	18.75%	-2.25%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
108	Water	$4,299,200	$721,181	$2,379,211	$345,521	16.77%	14.52%	-2.25%
109	Aviation	$1,600,134	$169,614	$1,324,493	$107,920	10.60%	8.15%	-2.45%
110	Water	$1,996,000	$400,000	$1,048,900	$184,247	20.04%	17.57%	-2.47%
111	Water	$27,054,827	$11,478,189	$25,972,634	$10,348,325	42.43%	39.84%	-2.58%
112	Public Property	$560,490	$112,099	$574,239	$99,619	20.00%	17.35%	-2.65%
113	PubPriv	$18,000,000	$5,040,000	$18,000,000	$4,536,000	28.00%	25.20%	-2.80%
114	Streets	$1,319,991	$70,620	$1,151,864	$28,390	5.35%	2.46%	-2.89%
115	Quasi	$30,000,000	$7,500,000	$30,000,000	$6,600,000	25.00%	22.00%	-3.00%
116	Public Property	$1,075,880	$288,982	$1,067,954	$253,446	26.86%	23.73%	-3.13%
117	Streets	$832,768	$58,294	$780,789	$29,885	7.00%	3.83%	-3.17%
118	Water	$795,200	$58,282	$741,560	$30,290	7.33%	4.08%	-3.24%
119	Water	$525,000	$50,960	$542,666	$34,749	9.71%	6.40%	-3.30%
120	Public Property	$805,560	$169,168	$867,069	$152,230	21.00%	17.56%	-3.44%
121	Water	$482,230	$66,470	$523,451	$52,841	13.78%	10.09%	-3.69%
122	Public Property	$388,902	$81,669	$414,597	$70,171	21.00%	16.93%	-4.07%
123	Water	$1,049,800	$183,000	$945,403	$125,950	17.43%	13.32%	-4.11%
124	Water	$936,000	$283,300	$992,162	$257,455	30.27%	25.95%	-4.32%
125	PubPriv	$243,900,000	$60,982,750	$243,900,000	$50,396,145	25.00%	20.66%	-4.34%
126	PubPriv	$31,348,000	$7,837,000	$31,348,000	$6,454,553	25.00%	20.59%	-4.41%
127	Water	$676,600	$136,000	$858,779	$132,202	20.10%	15.39%	-4.71%
128	Streets	$754,853	$88,318	$716,236	$49,712	11.70%	6.94%	-4.76%
129	Public Property	$871,182	$217,795	$899,233	$181,183	25.00%	20.15%	-4.85%
130	Public Property	$686,940	$206,082	$686,940	$172,346	30.00%	25.09%	-4.91%
131	Aviation	$1,055,000	$200,450	$913,340	$128,635	19.00%	14.08%	-4.92%
132	PubPriv	$97,600,000	$29,280,000	$97,600,000	$24,400,000	30.00%	25.00%	-5.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
133	Public Property	$291,720	$64,178	$291,720	$48,134	22.00%	16.50%	-5.50%
134	Water	$368,030	$29,443	$140,037	$2,880	8.00%	2.06%	-5.94%
135	PubPriv	$337,800,000	$118,200,000	$337,800,000	$97,962,000	35.00%	29.00%	-6.00%
136	Quasi	$14,151,000	$3,537,750	$14,151,000	$2,688,690	25.00%	19.00%	-6.00%
137	PubPriv	$70,300,000	$21,090,000	$70,300,000	$16,872,000	30.00%	24.00%	-6.00%
138	Public Property	$740,000	$347,800	$817,000	$334,269	47.00%	40.91%	-6.09%
139	Water	$575,095	$85,750	$951,800	$83,894	14.91%	8.81%	-6.10%
140	Public Property	$623,790	$168,423	$679,675	$141,910	27.00%	20.88%	-6.12%
141	Water	$989,000	$219,450	$929,911	$144,279	22.19%	15.52%	-6.67%
142	PubPriv	$1,100,000	$429,000	$1,100,000	$352,000	39.00%	32.00%	-7.00%
143	Water	$3,647,060	$769,000	$3,772,457	$522,711	21.09%	13.86%	-7.23%
144	Public Property	$530,400	$530,400	$571,595	$530,000	100.00%	92.72%	-7.28%
145	Water	$2,375,790	$175,800	$490,075	$0	7.40%	0.00%	-7.40%
146	Water	$2,341,867	$450,081	$2,033,647	$239,343	19.22%	11.77%	-7.45%
147	Water	$2,648,880	$397,000	$2,777,861	$208,330	14.99%	7.50%	-7.49%
148	PubPriv	$17,900,000	$4,745,290	$17,900,000	$3,401,000	26.51%	19.00%	-7.51%
149	Water	$774,000	$92,945	$651,852	$27,893	12.01%	4.28%	-7.73%
150	Water	$1,126,485	$191,907	$1,139,707	$103,942	17.04%	9.12%	-7.92%
151	PubPriv	$50,000,000	$18,500,000	$50,000,000	$14,095,000	37.00%	28.19%	-8.81%
152	PubPriv	$32,080,000	$9,624,000	$32,080,000	$6,756,048	30.00%	21.06%	-8.94%
153	Water	$2,114,000	$565,000	$1,938,834	$343,939	26.73%	17.74%	-8.99%
154	PubPriv	$60,000,000	$21,000,000	$60,000,000	$15,600,000	35.00%	26.00%	-9.00%
155	Water	$567,000	$51,030	$296,552	$0	9.00%	0.00%	-9.00%
156	Quasi	$33,270,000	$8,317,500	$33,270,000	$5,323,200	25.00%	16.00%	-9.00%
157	Quasi	$33,300,000	$8,325,000	$33,300,000	$5,328,000	25.00%	16.00%	-9.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
158	Quasi	$10,800,000	$2,700,000	$10,800,000	$1,728,000	25.00%	16.00%	-9.00%
159	Quasi	$118,000	$21,240	$118,000	$10,620	18.00%	9.00%	-9.00%
160	Public Property	$315,112	$94,700	$315,112	$65,832	30.05%	20.89%	-9.16%
161	PubPriv	$155,100,000	$62,970,600	$155,100,000	$48,391,200	40.60%	31.20%	-9.40%
162	Water	$1,247,505	$188,500	$1,262,658	$71,037	15.11%	5.63%	-9.48%
163	Water	$2,329,675	$422,060	$1,728,946	$141,305	18.12%	8.17%	-9.94%
164	Water	$1,664,304	$270,076	$904,356	$56,168	16.23%	6.21%	-10.02%
165	Water	$1,507,224	$254,718	$678,632	$46,572	16.90%	6.86%	-10.04%
166	Water	$1,919,030	$310,000	$1,241,260	$72,585	16.15%	5.85%	-10.31%
167	Water	$2,883,155	$404,000	$1,266,254	$44,188	14.01%	3.49%	-10.52%
168	Water	$277,000	$55,700	$39,744	$3,794	20.11%	9.55%	-10.56%
169	Public Property	$3,900,107	$780,021	$4,685,665	$423,280	20.00%	9.03%	-10.97%
170	Quasi	$512,000	$128,000	$512,000	$71,680	25.00%	14.00%	-11.00%
171	NPW	$25,000,000	$12,500,000	$10,753,061	$4,170,249	50.00%	38.78%	-11.22%
172	Public Property	$410,040	$135,312	$453,568	$97,636	33.00%	21.53%	-11.47%
173	Water	$1,310,495	$196,000	$1,286,415	$40,024	14.96%	3.11%	-11.84%
174	Quasi	$168,000	$42,000	$168,000	$21,840	25.00%	13.00%	-12.00%
175	Public Property	$562,780	$196,973	$586,003	$133,949	35.00%	22.86%	-12.14%
176	Quasi	$31,504,000	$11,026,400	$31,504,000	$6,930,880	35.00%	22.00%	-13.00%
177	Quasi	$249,000	$62,250	$249,000	$29,880	25.00%	12.00%	-13.00%
178	Quasi	$11,000,000	$2,750,000	$11,000,000	$1,320,000	25.00%	12.00%	-13.00%
179	Quasi	$115,000	$20,700	$115,000	$5,750	18.00%	5.00%	-13.00%
180	Public Property	$349,660	$94,408	$390,177	$54,549	27.00%	13.98%	-13.02%
181	Public Property	$3,394,000	$950,320	$3,672,963	$549,473	28.00%	14.96%	-13.04%
182	Public Property	$2,170,254	$325,538	$2,347,410	$29,936	15.00%	1.28%	-13.72%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
183	Public Property	$411,140	$143,898	$493,483	$103,577	35.00%	20.99%	-14.01%
184	Public Property	$830,110	$166,022	$779,812	$45,548	20.00%	5.84%	-14.16%
185	Public Property	$1,607,520	$289,354	$1,695,605	$58,250	18.00%	3.44%	-14.56%
186	Public Property	$456,960	$456,960	$456,960	$390,000	100.00%	85.35%	-14.65%
187	Public Property	$660,450	$145,300	$660,450	$44,618	22.00%	6.76%	-15.24%
188	Quasi	$12,200,000	$2,684,000	$12,200,000	$732,000	22.00%	6.00%	-16.00%
189	Quasi	$6,380,000	$1,595,000	$6,380,000	$574,200	25.00%	9.00%	-16.00%
190	Public Property	$7,316,460	$1,682,785	$5,740,398	$389,164	23.00%	6.78%	-16.22%
191	Public Property	$448,655	$134,597	$488,904	$67,042	30.00%	13.71%	-16.29%
192	Quasi	$242,000	$60,500	$242,000	$19,360	25.00%	8.00%	-17.00%
193	Quasi	$215,000	$53,750	$215,000	$17,200	25.00%	8.00%	-17.00%
194	Quasi	$586,000	$146,500	$586,000	$46,880	25.00%	8.00%	-17.00%
195	Quasi	$16,000,000	$4,000,000	$16,000,000	$1,280,000	25.00%	8.00%	-17.00%
196	Quasi	$20,000,000	$7,000,000	$20,000,000	$3,596,000	35.00%	17.98%	-17.02%
197	NPW	$14,720,000	$2,625,000	$8,991,430	$0	17.83%	0.00%	-17.83%
198	Quasi	$108,000	$19,440	$108,000	$0	18.00%	0.00%	-18.00%
199	Public Property	$719,100	$143,820	$768,051	$8,339	20.00%	1.09%	-18.91%
200	Quasi	$34,000,000	$8,500,000	$34,000,000	$2,040,000	25.00%	6.00%	-19.00%
201	PubPriv	$10,114,000	$2,528,500	$10,114,000	$550,202	25.00%	5.44%	-19.56%
202	Quasi	$225,000	$56,250	$225,000	$11,250	25.00%	5.00%	-20.00%
203	Quasi	$230,000	$57,500	$230,000	$11,500	25.00%	5.00%	-20.00%
204	Quasi	$235,000	$58,750	$235,000	$11,750	25.00%	5.00%	-20.00%
205	Aviation	$1,558,000	$322,506	$265,950	$0	20.70%	0.00%	-20.70%
206	Public Property	$578,641	$179,377	$517,031	$51,792	31.00%	10.02%	-20.98%
207	Quasi	$19,650,000	$4,912,500	$19,650,000	$786,000	25.00%	4.00%	-21.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
208	Quasi	$17,000,000	$4,250,000	$17,000,000	$680,000	25.00%	4.00%	-21.00%
209	PubPriv	$50,300,000	$17,036,610	$50,300,000	$6,186,900	33.87%	12.30%	-21.57%
210	PubPriv	$5,828,000	$1,457,000	$5,828,000	$170,760	25.00%	2.93%	-22.07%
211	PubPriv	$12,958,000	$3,239,500	$12,958,000	$296,738	25.00%	2.29%	-22.71%
212	Quasi	$563,000	$140,750	$563,000	$11,260	25.00%	2.00%	-23.00%
213	Public Property	$508,980	$325,748	$445,483	$182,393	64.00%	40.94%	-23.06%
214	Public Property	$491,640	$117,993	$829,400	$7,158	24.00%	0.86%	-23.14%
215	Quasi	$1,130,000	$274,590	$1,130,000	$0	24.30%	0.00%	-24.30%
216	PubPriv	$9,303,000	$2,325,750	$9,303,000	$42,794	25.00%	0.46%	-24.54%
217	Quasi	$3,297,000	$824,250	$3,297,000	$0	25.00%	0.00%	-25.00%
218	Quasi	$150,000	$37,500	$150,000	$0	25.00%	0.00%	-25.00%
219	Quasi	$565,000	$141,250	$565,000	$0	25.00%	0.00%	-25.00%
220	Quasi	$1,100,000	$275,000	$1,100,000	$0	25.00%	0.00%	-25.00%
221	Quasi	$317,000	$79,250	$317,000	$0	25.00%	0.00%	-25.00%
222	Quasi	$500,000	$145,000	$500,000	$0	29.00%	0.00%	-29.00%
223	NPW	$16,000,000	$10,296,000	$20,044,876	$5,132,832	64.35%	25.61%	-38.74%
224	NPW	$10,500,000	$5,250,000	$7,265,462	$0	50.00%	0.00%	-50.00%
225	Streets	$1,400,000	$1,036,280	$1,526,752	$149,206	74.02%	9.77%	-64.25%
226	Quasi	$184,000	$132,480	$184,000	$9,200	72.00%	5.00%	-67.00%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.2.2 – All Contracts Sorted by Variance (Closed)

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
1	Quasi	$167,000	$36,740	$167,000	$167,000	22.00%	100.00%	78.00%
2	Quasi	$545,000	$136,250	$545,000	$545,000	25.00%	100.00%	75.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
3	Quasi	$3,600,000	$1,260,000	$3,600,000	$3,600,000	35.00%	100.00%	65.00%
4	Quasi	$162,000	$27,540	$162,000	$90,720	17.00%	56.00%	39.00%
5	Quasi	$180,000	$45,000	$180,000	$109,800	25.00%	61.00%	36.00%
6	Streets	$418,960	$21,367	$850,751	$259,352	5.10%	30.49%	25.39%
7	Quasi	$1,400,000	$350,000	$1,400,000	$700,000	25.00%	50.00%	25.00%
8	Quasi	$230,000	$107,905	$230,000	$163,418	46.92%	71.05%	24.14%
9	Quasi	$194,000	$52,380	$194,000	$89,240	27.00%	46.00%	19.00%
10	Public Property	$699,720	$580,767	$703,498	$703,498	83.00%	100.00%	17.00%
11	Quasi	$204,000	$51,000	$204,000	$81,600	25.00%	40.00%	15.00%
12	Quasi	$562,000	$140,500	$562,000	$213,560	25.00%	38.00%	13.00%
13	Quasi	$1,250,000	$312,500	$1,250,000	$450,000	25.00%	36.00%	11.00%
14	Quasi	$2,900,000	$725,000	$2,900,000	$1,044,000	25.00%	36.00%	11.00%
15	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,940,000	25.00%	35.00%	10.00%
16	Quasi	$183,000	$44,469	$183,000	$62,220	24.30%	34.00%	9.70%
17	Quasi	$2,400,000	$600,000	$2,400,000	$816,000	25.00%	34.00%	9.00%
18	Public Property	$770,730	$269,755	$750,505	$322,918	35.00%	43.03%	8.03%
19	Quasi	$11,580,000	$2,895,000	$11,580,000	$3,705,600	25.00%	32.00%	7.00%
20	Quasi	$3,560,000	$890,000	$3,560,000	$1,139,200	25.00%	32.00%	7.00%
21	Quasi	$302,000	$75,500	$302,000	$96,640	25.00%	32.00%	7.00%
22	Quasi	$868,000	$217,000	$868,000	$277,760	25.00%	32.00%	7.00%
23	Quasi	$1,100,000	$275,000	$1,100,000	$352,000	25.00%	32.00%	7.00%
24	Public Property	$5,707,451	$984,216	$5,707,451	$1,308,697	17.24%	22.93%	5.69%
25	Quasi	$13,260,000	$3,315,000	$13,260,000	$3,978,000	25.00%	30.00%	5.00%
26	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,520,000	25.00%	30.00%	5.00%
27	Water	$871,215	$132,000	$828,523	$160,612	15.15%	19.39%	4.23%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
28	Water	$458,330	$49,000	$446,183	$65,920	10.69%	14.77%	4.08%
29	Streets	$1,155,000	$0	$1,191,138	$46,909	0.00%	3.94%	3.94%
30	Water	$576,365	$58,000	$595,426	$81,468	10.06%	13.68%	3.62%
31	Water	$1,700,145	$370,000	$1,852,299	$459,741	21.76%	24.82%	3.06%
32	Quasi	$135,000	$24,300	$135,000	$28,350	18.00%	21.00%	3.00%
33	Quasi	$11,300,000	$2,825,000	$11,300,000	$3,051,000	25.00%	27.00%	2.00%
34	Quasi	$8,830,000	$2,207,500	$8,830,000	$2,384,100	25.00%	27.00%	2.00%
35	Quasi	$9,300,000	$2,325,000	$9,300,000	$2,511,000	25.00%	27.00%	2.00%
36	Quasi	$165,000	$41,250	$165,000	$44,550	25.00%	27.00%	2.00%
37	Quasi	$148,000	$37,000	$148,000	$39,960	25.00%	27.00%	2.00%
38	Quasi	$8,510,000	$2,127,500	$8,510,000	$2,297,700	25.00%	27.00%	2.00%
39	Water	$983,000	$158,000	$1,027,593	$185,505	16.07%	18.05%	1.98%
40	Water	$414,000	$77,700	$417,644	$85,301	18.77%	20.42%	1.66%
41	Quasi	$100,000	$25,000	$100,000	$26,000	25.00%	26.00%	1.00%
42	Quasi	$225,000	$56,250	$225,000	$58,500	25.00%	26.00%	1.00%
43	Quasi	$222,000	$55,500	$222,000	$57,720	25.00%	26.00%	1.00%
44	Quasi	$188,000	$50,760	$188,000	$52,640	27.00%	28.00%	1.00%
45	Quasi	$6,300,000	$2,329,836	$6,300,000	$2,391,775	36.98%	37.96%	0.98%
46	Water	$1,898,800	$278,360	$1,636,401	$253,095	14.66%	15.47%	0.81%
47	Water	$763,300	$114,600	$763,535	$117,089	15.01%	15.34%	0.32%
48	Public Property	$9,645,000	$1,877,761	$9,645,000	$1,896,976	19.47%	19.67%	0.20%
49	Water	$793,600	$120,000	$846,120	$128,762	15.12%	15.22%	0.10%
50	Public Property	$660,370	$122,522	$703,510	$130,787	18.55%	18.59%	0.04%
51	Public Property	$495,500	$495,500	$644,288	$644,288	100.00%	100.00%	0.00%
52	Public Property	$455,430	$455,430	$520,000	$520,000	100.00%	100.00%	0.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
53	Public Property	$282,040	$282,040	$350,102	$350,102	100.00%	100.00%	0.00%
54	Quasi	$100,000	$61,579	$100,000	$61,579	61.58%	61.58%	0.00%
55	Quasi	$10,320,000	$2,580,000	$10,320,000	$2,580,000	25.00%	25.00%	0.00%
56	Quasi	$1,000,000	$250,000	$1,000,000	$250,000	25.00%	25.00%	0.00%
57	Quasi	$10,750,000	$2,139,583	$10,750,000	$2,139,583	19.90%	19.90%	0.00%
58	Public Property	$10,196,016	$2,202,336	$10,196,016	$2,183,401	21.60%	21.41%	-0.19%
59	Public Property	$577,049	$144,705	$611,442	$150,595	25.08%	24.63%	-0.45%
60	Aviation	$553,186	$127,233	$555,281	$124,400	23.00%	22.40%	-0.60%
61	Water	$3,101,686	$731,484	$3,256,800	$748,176	23.58%	22.97%	-0.61%
62	Aviation	$624,767	$132,276	$640,117	$131,201	21.17%	20.50%	-0.68%
63	Aviation	$3,765,400	$890,931	$3,917,119	$897,406	23.66%	22.91%	-0.75%
64	Aviation	$5,184,321	$1,036,864	$5,573,629	$1,072,188	20.00%	19.24%	-0.76%
65	Quasi	$110,000	$27,500	$110,000	$26,400	25.00%	24.00%	-1.00%
66	Quasi	$13,450,000	$3,362,500	$13,450,000	$3,228,000	25.00%	24.00%	-1.00%
67	Quasi	$100,000	$25,000	$100,000	$24,000	25.00%	24.00%	-1.00%
68	Public Property	$4,248,000	$919,985	$4,248,000	$875,055	21.66%	20.60%	-1.06%
69	Quasi	$1,000,000	$311,928	$1,000,000	$300,000	31.19%	30.00%	-1.19%
70	Public Property	$273,360	$84,742	$318,296	$94,850	31.00%	29.80%	-1.20%
71	Public Property	$24,495,000	$8,073,656	$24,495,000	$7,738,079	32.96%	31.59%	-1.37%
72	Public Property	$277,032	$55,406	$306,595	$55,407	20.00%	18.07%	-1.93%
73	Quasi	$100,000	$25,000	$100,000	$23,000	25.00%	23.00%	-2.00%
74	Quasi	$5,590,000	$1,397,500	$5,590,000	$1,285,700	25.00%	23.00%	-2.00%
75	Quasi	$6,000,000	$1,500,000	$6,000,000	$1,380,000	25.00%	23.00%	-2.00%
76	Public Property	$344,199	$89,492	$353,859	$81,393	26.00%	23.00%	-3.00%
77	Water	$991,000	$92,680	$981,000	$56,764	9.35%	5.79%	-3.57%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
78	Water	$753,000	$77,000	$677,336	$42,365	10.23%	6.25%	-3.97%
79	Quasi	$187,000	$33,660	$187,000	$26,180	18.00%	14.00%	-4.00%
80	Quasi	$6,820,000	$1,705,000	$6,820,000	$1,364,000	25.00%	20.00%	-5.00%
81	Quasi	$9,340,000	$2,335,000	$9,340,000	$1,868,000	25.00%	20.00%	-5.00%
82	Quasi	$15,400,000	$3,850,000	$15,400,000	$3,080,000	25.00%	20.00%	-5.00%
83	Quasi	$156,000	$39,000	$156,000	$31,200	25.00%	20.00%	-5.00%
84	Quasi	$114,000	$20,520	$114,000	$14,820	18.00%	13.00%	-5.00%
85	Public Property	$2,862,000	$1,242,226	$2,862,000	$1,082,953	43.40%	37.84%	-5.57%
86	Public Property	$294,800	$70,752	$329,760	$60,726	24.00%	18.42%	-5.58%
87	Public Property	$388,620	$101,040	$503,789	$101,577	26.00%	20.16%	-5.84%
88	Streets	$483,305	$76,942	$531,635	$53,283	15.92%	10.02%	-5.90%
89	Public Property	$753,117	$225,935	$941,388	$225,936	30.00%	24.00%	-6.00%
90	Quasi	$185,000	$33,300	$185,000	$22,200	18.00%	12.00%	-6.00%
91	Quasi	$10,330,000	$3,198,392	$10,330,000	$2,577,862	30.96%	24.96%	-6.01%
92	Quasi	$760,000	$261,875	$760,000	$214,686	34.46%	28.25%	-6.21%
93	Quasi	$191,000	$47,750	$191,000	$34,380	25.00%	18.00%	-7.00%
94	Quasi	$150,000	$37,500	$150,000	$27,000	25.00%	18.00%	-7.00%
95	Quasi	$3,400,000	$1,112,159	$3,400,000	$853,344	32.71%	25.10%	-7.61%
96	Quasi	$2,800,000	$805,769	$2,800,000	$589,621	28.78%	21.06%	-7.72%
97	Quasi	$8,170,000	$2,042,500	$8,170,000	$1,388,900	25.00%	17.00%	-8.00%
98	Water	$462,000	$58,600	$457,000	$20,661	12.68%	4.52%	-8.16%
99	Streets	$1,340,432	$263,127	$1,447,563	$164,063	19.63%	11.33%	-8.30%
100	Quasi	$2,720,000	$680,000	$2,720,000	$435,200	25.00%	16.00%	-9.00%
101	Quasi	$230,000	$57,500	$230,000	$36,800	25.00%	16.00%	-9.00%
102	Public Property	$12,366,900	$3,339,063	$13,085,440	$2,353,104	27.00%	17.98%	-9.02%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
103	Quasi	$9,830,000	$2,457,500	$9,830,000	$1,474,500	25.00%	15.00%	-10.00%
104	Quasi	$9,400,000	$2,439,164	$9,400,000	$1,496,819	25.95%	15.92%	-10.02%
105	Quasi	$117,000	$29,250	$117,000	$16,380	25.00%	14.00%	-11.00%
106	Quasi	$8,719,000	$3,051,650	$8,719,000	$2,005,370	35.00%	23.00%	-12.00%
107	Quasi	$120,000	$30,000	$120,000	$15,600	25.00%	13.00%	-12.00%
108	Quasi	$187,000	$52,360	$187,000	$28,050	28.00%	15.00%	-13.00%
109	Quasi	$200,000	$50,000	$200,000	$24,000	25.00%	12.00%	-13.00%
110	Streets	$229,220	$56,159	$208,926	$21,865	24.50%	10.47%	-14.03%
111	Quasi	$189,000	$45,360	$189,000	$17,010	24.00%	9.00%	-15.00%
112	Quasi	$196,000	$50,960	$196,000	$17,640	26.00%	9.00%	-17.00%
113	Quasi	$1,700,000	$425,000	$1,700,000	$119,000	25.00%	7.00%	-18.00%
114	Quasi	$115,000	$28,750	$115,000	$5,750	25.00%	5.00%	-20.00%
115	Quasi	$1,469,000	$367,250	$1,469,000	$73,450	25.00%	5.00%	-20.00%
116	Quasi	$75,000	$18,750	$75,000	$1,500	25.00%	2.00%	-23.00%
117	Quasi	$109,000	$27,250	$109,000	$0	25.00%	0.00%	-25.00%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.3.1 – All Contracts Ranked by Dollar Amount of Commitment (Active)

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
1	PubPriv	$337,800,000	$118,200,000	$337,800,000	$97,962,000	35.00%	29.00%	-6.00%
2	PubPriv	$155,100,000	$62,970,600	$155,100,000	$48,391,200	40.60%	31.20%	-9.40%
3	PubPriv	$243,900,000	$60,982,750	$243,900,000	$50,396,145	25.00%	20.66%	-4.34%
4	PubPriv	$150,000,000	$45,000,000	$150,000,000	$46,170,000	30.00%	30.78%	0.78%
5	PubPriv	$97,600,000	$29,280,000	$97,600,000	$24,400,000	30.00%	25.00%	-5.00%
6	PubPriv	$70,300,000	$21,090,000	$70,300,000	$16,872,000	30.00%	24.00%	-6.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
7	PubPriv	$60,000,000	$21,000,000	$60,000,000	$15,600,000	35.00%	26.00%	-9.00%
8	PubPriv	$50,000,000	$18,500,000	$50,000,000	$14,095,000	37.00%	28.19%	-8.81%
9	PubPriv	$50,300,000	$17,036,610	$50,300,000	$6,186,900	33.87%	12.30%	-21.57%
10	PubPriv	$46,120,000	$13,836,000	$46,120,000	$17,986,800	30.00%	39.00%	9.00%
11	NPW	$25,000,000	$12,500,000	$10,753,061	$4,170,249	50.00%	38.78%	-11.22%
12	Water	$38,067,000	$11,804,384	$28,500,538	$9,644,195	31.01%	33.84%	2.83%
13	Water	$27,054,827	$11,478,189	$25,972,634	$10,348,325	42.43%	39.84%	-2.58%
14	Quasi	$31,504,000	$11,026,400	$31,504,000	$6,930,880	35.00%	22.00%	-13.00%
15	NPW	$16,000,000	$10,296,000	$20,044,876	$5,132,832	64.35%	25.61%	-38.74%
16	PubPriv	$32,080,000	$9,624,000	$32,080,000	$6,756,048	30.00%	21.06%	-8.94%
17	PubPriv	$25,300,000	$8,855,000	$25,300,000	$13,156,000	35.00%	52.00%	17.00%
18	Quasi	$34,000,000	$8,500,000	$34,000,000	$2,040,000	25.00%	6.00%	-19.00%
19	Quasi	$33,300,000	$8,325,000	$33,300,000	$5,328,000	25.00%	16.00%	-9.00%
20	Quasi	$33,270,000	$8,317,500	$33,270,000	$5,323,200	25.00%	16.00%	-9.00%
21	PubPriv	$31,348,000	$7,837,000	$31,348,000	$6,454,553	25.00%	20.59%	-4.41%
22	Quasi	$30,000,000	$7,500,000	$30,000,000	$6,600,000	25.00%	22.00%	-3.00%
23	Quasi	$20,000,000	$7,000,000	$20,000,000	$3,596,000	35.00%	17.98%	-17.02%
24	PubPriv	$20,000,000	$7,000,000	$20,000,000	$7,660,000	35.00%	38.30%	3.30%
25	PubPriv	$18,500,000	$6,475,000	$18,500,000	$7,955,000	35.00%	43.00%	8.00%
26	PubPriv	$18,900,000	$6,237,000	$18,900,000	$6,048,000	33.00%	32.00%	-1.00%
27	PubPriv	$22,270,000	$5,567,500	$22,270,000	$6,658,730	25.00%	29.90%	4.90%
28	NPW	$10,500,000	$5,250,000	$7,265,462	$0	50.00%	0.00%	-50.00%
29	PubPriv	$18,000,000	$5,040,000	$18,000,000	$4,536,000	28.00%	25.20%	-2.80%
30	Quasi	$19,650,000	$4,912,500	$19,650,000	$786,000	25.00%	4.00%	-21.00%
31	PubPriv	$17,900,000	$4,745,290	$17,900,000	$3,401,000	26.51%	19.00%	-7.51%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
32	Quasi	$17,000,000	$4,250,000	$17,000,000	$680,000	25.00%	4.00%	-21.00%
33	Water	$4,071,590	$4,071,590	$4,124,724	$4,124,724	100.00%	100.00%	0.00%
34	Quasi	$16,000,000	$4,000,000	$16,000,000	$1,280,000	25.00%	8.00%	-17.00%
35	Quasi	$14,151,000	$3,537,750	$14,151,000	$2,688,690	25.00%	19.00%	-6.00%
36	PubPriv	$13,500,000	$3,375,000	$13,500,000	$3,086,100	25.00%	22.86%	-2.14%
37	PubPriv	$13,400,000	$3,350,000	$13,400,000	$3,961,040	25.00%	29.56%	4.56%
38	PubPriv	$12,958,000	$3,239,500	$12,958,000	$296,738	25.00%	2.29%	-22.71%
39	Streets	$15,836,650	$3,219,591	$16,263,650	$4,048,984	20.33%	24.90%	4.57%
40	NPW	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100.00%	100.00%	0.00%
41	NPW	$12,284,534	$2,823,430	$5,593,346	$1,819,140	22.98%	32.52%	9.54%
42	Quasi	$11,000,000	$2,750,000	$11,000,000	$1,320,000	25.00%	12.00%	-13.00%
43	Quasi	$10,800,000	$2,700,000	$10,800,000	$1,728,000	25.00%	16.00%	-9.00%
44	Quasi	$12,200,000	$2,684,000	$12,200,000	$732,000	22.00%	6.00%	-16.00%
45	NPW	$14,720,000	$2,625,000	$8,991,430	$0	17.83%	0.00%	-17.83%
46	PubPriv	$10,179,000	$2,544,750	$10,179,000	$4,247,697	25.00%	41.73%	16.73%
47	PubPriv	$10,114,000	$2,528,500	$10,114,000	$550,202	25.00%	5.44%	-19.56%
48	PubPriv	$9,303,000	$2,325,750	$9,303,000	$42,794	25.00%	0.46%	-24.54%
49	PubPriv	$7,799,900	$1,949,975	$7,799,900	$2,276,791	25.00%	29.19%	4.19%
50	Public Property	$7,316,460	$1,682,785	$5,740,398	$389,164	23.00%	6.78%	-16.22%
51	Quasi	$6,380,000	$1,595,000	$6,380,000	$574,200	25.00%	9.00%	-16.00%
52	PubPriv	$6,322,000	$1,580,500	$6,322,000	$2,264,540	25.00%	35.82%	10.82%
53	Public Property	$1,500,000	$1,500,000	$1,500,000	$1,500,000	100.00%	100.00%	0.00%
54	PubPriv	$5,828,000	$1,457,000	$5,828,000	$170,760	25.00%	2.93%	-22.07%
55	PubPriv	$5,493,000	$1,373,250	$5,493,000	$1,480,364	25.00%	26.95%	1.95%
56	PubPriv	$5,057,000	$1,264,250	$5,057,000	$2,010,158	25.00%	39.75%	14.75%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
57	Water	$5,865,000	$1,198,696	$4,465,000	$2,780,827	20.44%	62.28%	41.84%
58	Water	$5,070,000	$1,091,000	$4,668,442	$1,102,873	21.52%	23.62%	2.11%
59	Water	$5,170,100	$1,069,791	$5,027,262	$1,058,263	20.69%	21.05%	0.36%
60	Streets	$1,400,000	$1,036,280	$1,526,752	$149,206	74.02%	9.77%	-64.25%
61	Water	$3,936,000	$984,000	$3,998,782	$986,433	25.00%	24.67%	-0.33%
62	Public Property	$3,394,000	$950,320	$3,672,963	$549,473	28.00%	14.96%	-13.04%
63	Quasi	$3,297,000	$824,250	$3,297,000	$0	25.00%	0.00%	-25.00%
64	Public Property	$3,900,107	$780,021	$4,685,665	$423,280	20.00%	9.03%	-10.97%
65	Aviation	$2,845,000	$779,530	$2,280,335	$647,000	27.40%	28.37%	0.97%
66	Water	$3,647,060	$769,000	$3,772,457	$522,711	21.09%	13.86%	-7.23%
67	Water	$3,378,555	$727,403	$3,312,693	$736,071	21.53%	22.22%	0.69%
68	Water	$3,573,975	$726,989	$2,435,519	$544,057	20.34%	22.34%	2.00%
69	Water	$4,299,200	$721,181	$2,379,211	$345,521	16.77%	14.52%	-2.25%
70	Aviation	$1,734,074	$676,289	$1,311,890	$612,971	39.00%	46.72%	7.72%
71	Quasi	$2,700,000	$675,000	$2,700,000	$729,000	25.00%	27.00%	2.00%
72	PubPriv	$6,500,000	$650,000	$6,500,000	$715,000	10.00%	11.00%	1.00%
73	Aviation	$625,000	$625,000	$227,115	$227,115	100.00%	100.00%	0.00%
74	Public Property	$616,800	$616,800	$613,160	$613,160	100.00%	100.00%	0.00%
75	Water	$2,309,000	$595,000	$2,424,271	$626,753	25.77%	25.85%	0.08%
76	Water	$2,789,454	$578,419	$2,334,739	$486,000	20.74%	20.82%	0.08%
77	Public Property	$699,720	$566,773	$696,337	$696,337	81.00%	100.00%	19.00%
78	Water	$2,114,000	$565,000	$1,938,834	$343,939	26.73%	17.74%	-8.99%
79	Quasi	$2,200,000	$550,000	$2,200,000	$616,000	25.00%	28.00%	3.00%
80	Water	$3,312,000	$537,700	$3,473,237	$589,929	16.23%	16.98%	0.75%
81	Public Property	$530,400	$530,400	$571,595	$530,000	100.00%	92.72%	-7.28%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
82	Aviation	$2,426,000	$524,016	$2,453,325	$519,346	21.60%	21.17%	-0.43%
83	Water	$580,825	$518,083	$108,209	$108,209	89.20%	100.00%	10.80%
84	Aviation	$2,000,000	$490,020	$431,460	$431,460	24.50%	100.00%	75.50%
85	Aviation	$2,324,391	$488,122	$2,550,000	$492,003	21.00%	19.29%	-1.71%
86	Public Property	$456,960	$456,960	$456,960	$390,000	100.00%	85.35%	-14.65%
87	Water	$2,341,867	$450,081	$2,033,647	$239,343	19.22%	11.77%	-7.45%
88	Water	$2,986,750	$445,834	$870,427	$139,008	14.93%	15.97%	1.04%
89	PubPriv	$1,100,000	$429,000	$1,100,000	$352,000	39.00%	32.00%	-7.00%
90	Water	$2,329,675	$422,060	$1,728,946	$141,305	18.12%	8.17%	-9.94%
91	Quasi	$1,390,000	$417,000	$1,390,000	$472,600	30.00%	34.00%	4.00%
92	Water	$2,883,155	$404,000	$1,266,254	$44,188	14.01%	3.49%	-10.52%
93	Water	$1,996,000	$400,000	$1,048,900	$184,247	20.04%	17.57%	-2.47%
94	Water	$2,648,880	$397,000	$2,777,861	$208,330	14.99%	7.50%	-7.49%
95	Water	$1,873,610	$392,324	$1,748,947	$372,324	20.94%	21.29%	0.35%
96	PubPriv	$1,700,000	$391,000	$1,700,000	$1,275,000	23.00%	75.00%	52.00%
97	Public Property	$363,960	$363,960	$363,960	$363,960	100.00%	100.00%	0.00%
98	Water	$1,730,746	$352,000	$1,646,829	$347,028	20.34%	21.07%	0.73%
99	Water	$2,323,114	$349,500	$1,870,380	$349,500	15.04%	18.69%	3.64%
100	Public Property	$740,000	$347,800	$817,000	$334,269	47.00%	40.91%	-6.09%
101	Water	$5,280,500	$336,155	$1,763,805	$338,338	6.37%	19.18%	12.82%
102	Public Property	$508,980	$325,748	$445,483	$182,393	64.00%	40.94%	-23.06%
103	Public Property	$2,170,254	$325,538	$2,347,410	$29,936	15.00%	1.28%	-13.72%
104	Aviation	$1,558,000	$322,506	$265,950	$0	20.70%	0.00%	-20.70%
105	Water	$1,919,030	$310,000	$1,241,260	$72,585	16.15%	5.85%	-10.31%
106	Aviation	$2,550,000	$293,505	$1,797,001	$320,184	11.51%	17.82%	6.31%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
107	Public Property	$1,607,520	$289,354	$1,695,605	$58,250	18.00%	3.44%	-14.56%
108	Public Property	$1,075,880	$288,982	$1,067,954	$253,446	26.86%	23.73%	-3.13%
109	Water	$936,000	$283,300	$992,162	$257,455	30.27%	25.95%	-4.32%
110	Quasi	$1,100,000	$275,000	$1,100,000	$0	25.00%	0.00%	-25.00%
111	Quasi	$1,130,000	$274,590	$1,130,000	$0	24.30%	0.00%	-24.30%
112	Water	$1,664,304	$270,076	$904,356	$56,168	16.23%	6.21%	-10.02%
113	Water	$1,328,235	$266,350	$1,414,383	$266,350	20.05%	18.83%	-1.22%
114	Quasi	$1,060,000	$265,000	$1,060,000	$360,400	25.00%	34.00%	9.00%
115	Water	$1,507,224	$254,718	$678,632	$46,572	16.90%	6.86%	-10.04%
116	NPW	$4,778,190	$238,909	$5,480,789	$526,948	5.00%	9.61%	4.61%
117	Public Property	$763,980	$229,194	$763,980	$229,194	30.00%	30.00%	0.00%
118	Water	$1,351,257	$223,000	$1,395,677	$209,236	16.50%	14.99%	-1.51%
119	Water	$989,000	$219,450	$929,911	$144,279	22.19%	15.52%	-6.67%
120	Public Property	$871,182	$217,795	$899,233	$181,183	25.00%	20.15%	-4.85%
121	Water	$944,958	$215,043	$675,369	$190,362	22.76%	28.19%	5.43%
122	Public Property	$686,940	$206,082	$686,940	$172,346	30.00%	25.09%	-4.91%
123	Aviation	$1,055,000	$200,450	$913,340	$128,635	19.00%	14.08%	-4.92%
124	Water	$1,174,075	$198,000	$1,033,950	$252,146	16.86%	24.39%	7.52%
125	Water	$987,800	$197,560	$866,004	$200,748	20.00%	23.18%	3.18%
126	Public Property	$562,780	$196,973	$586,003	$133,949	35.00%	22.86%	-12.14%
127	Water	$1,310,495	$196,000	$1,286,415	$40,024	14.96%	3.11%	-11.84%
128	Water	$1,126,485	$191,907	$1,139,707	$103,942	17.04%	9.12%	-7.92%
129	Water	$1,247,505	$188,500	$1,262,658	$71,037	15.11%	5.63%	-9.48%
130	Water	$1,049,800	$183,000	$945,403	$125,950	17.43%	13.32%	-4.11%
131	Public Property	$578,641	$179,377	$517,031	$51,792	31.00%	10.02%	-20.98%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
132	Water	$2,375,790	$175,800	$490,075	$0	7.40%	0.00%	-7.40%
133	Water	$1,167,500	$175,500	$1,200,864	$175,540	15.03%	14.62%	-0.41%
134	Aviation	$1,600,134	$169,614	$1,324,493	$107,920	10.60%	8.15%	-2.45%
135	Public Property	$805,560	$169,168	$867,069	$152,230	21.00%	17.56%	-3.44%
136	Public Property	$623,790	$168,423	$679,675	$141,910	27.00%	20.88%	-6.12%
137	Public Property	$830,110	$166,022	$779,812	$45,548	20.00%	5.84%	-14.16%
138	Quasi	$586,000	$146,500	$586,000	$46,880	25.00%	8.00%	-17.00%
139	Public Property	$660,450	$145,300	$660,450	$44,618	22.00%	6.76%	-15.24%
140	Quasi	$500,000	$145,000	$500,000	$0	29.00%	0.00%	-29.00%
141	Public Property	$411,140	$143,898	$493,483	$103,577	35.00%	20.99%	-14.01%
142	Public Property	$719,100	$143,820	$768,051	$8,339	20.00%	1.09%	-18.91%
143	Quasi	$565,000	$141,250	$565,000	$0	25.00%	0.00%	-25.00%
144	Quasi	$563,000	$140,750	$563,000	$11,260	25.00%	2.00%	-23.00%
145	Water	$676,600	$136,000	$858,779	$132,202	20.10%	15.39%	-4.71%
146	Public Property	$410,040	$135,312	$453,568	$97,636	33.00%	21.53%	-11.47%
147	Public Property	$448,655	$134,597	$488,904	$67,042	30.00%	13.71%	-16.29%
148	Quasi	$184,000	$132,480	$184,000	$9,200	72.00%	5.00%	-67.00%
149	Quasi	$512,000	$128,000	$512,000	$71,680	25.00%	14.00%	-11.00%
150	Water	$715,509	$127,000	$813,601	$195,336	17.75%	24.01%	6.26%
151	Public Property	$499,800	$124,950	$516,392	$119,789	25.00%	23.20%	-1.80%
152	Water	$611,200	$124,450	$605,624	$140,179	20.36%	23.15%	2.78%
153	Public Property	$1,547,704	$121,680	$1,589,077	$122,946	7.86%	7.74%	-0.13%
154	Streets	$2,076,531	$121,477	$1,774,439	$150,406	5.85%	8.48%	2.63%
155	Public Property	$576,300	$121,023	$576,300	$108,055	21.00%	18.75%	-2.25%
156	Public Property	$517,982	$119,136	$517,982	$120,000	23.00%	23.17%	0.17%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
157	Public Property	$491,640	$117,993	$829,400	$7,158	24.00%	0.86%	-23.14%
158	Aviation	$1,178,000	$117,800	$1,090,622	$124,519	10.00%	11.42%	1.42%
159	Water	$522,000	$116,192	$540,071	$121,958	22.26%	22.58%	0.32%
160	Streets	$1,495,145	$112,734	$1,417,563	$168,990	7.54%	11.92%	4.38%
161	Public Property	$560,490	$112,099	$574,239	$99,619	20.00%	17.35%	-2.65%
162	Streets	$976,552	$106,444	$965,993	$85,012	10.90%	8.80%	-2.10%
163	Streets	$1,629,248	$105,901	$1,623,989	$85,951	6.50%	5.29%	-1.21%
164	Streets	$685,568	$104,892	$887,359	$123,042	15.30%	13.87%	-1.43%
165	Aviation	$640,200	$102,432	$659,560	$114,349	16.00%	17.34%	1.34%
166	Public Property	$1,676,880	$100,613	$1,929,664	$260,227	6.00%	13.49%	7.49%
167	Streets	$366,000	$98,820	$383,864	$210,320	27.00%	54.79%	27.79%
168	Public Property	$315,112	$94,700	$315,112	$65,832	30.05%	20.89%	-9.16%
169	Public Property	$349,660	$94,408	$390,177	$54,549	27.00%	13.98%	-13.02%
170	Public Property	$466,140	$93,228	$483,882	$91,978	20.00%	19.01%	-0.99%
171	Water	$774,000	$92,945	$651,852	$27,893	12.01%	4.28%	-7.73%
172	Streets	$754,853	$88,318	$716,236	$49,712	11.70%	6.94%	-4.76%
173	Public Property	$288,150	$86,445	$293,890	$91,356	30.00%	31.09%	1.09%
174	Water	$575,095	$85,750	$951,800	$83,894	14.91%	8.81%	-6.10%
175	Water	$460,000	$84,000	$505,895	$129,458	18.26%	25.59%	7.33%
176	Public Property	$388,902	$81,669	$414,597	$70,171	21.00%	16.93%	-4.07%
177	Quasi	$317,000	$79,250	$317,000	$0	25.00%	0.00%	-25.00%
178	Public Property	$395,760	$71,237	$446,216	$72,940	18.00%	16.35%	-1.65%
179	Streets	$1,319,991	$70,620	$1,151,864	$28,390	5.35%	2.46%	-2.89%
180	Water	$482,230	$66,470	$523,451	$52,841	13.78%	10.09%	-3.69%
181	Public Property	$291,720	$64,178	$291,720	$48,134	22.00%	16.50%	-5.50%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
182	Public Property	$315,690	$63,138	$315,690	$63,419	20.00%	20.09%	0.09%
183	Quasi	$250,000	$62,500	$250,000	$72,500	25.00%	29.00%	4.00%
184	Quasi	$249,000	$62,250	$249,000	$29,880	25.00%	12.00%	-13.00%
185	Quasi	$242,000	$60,500	$242,000	$19,360	25.00%	8.00%	-17.00%
186	Streets	$732,428	$59,327	$707,109	$133,032	8.10%	18.81%	10.71%
187	Water	$474,000	$58,999	$471,510	$60,120	12.45%	12.75%	0.30%
188	Quasi	$235,000	$58,750	$235,000	$11,750	25.00%	5.00%	-20.00%
189	Streets	$832,768	$58,294	$780,789	$29,885	7.00%	3.83%	-3.17%
190	Water	$795,200	$58,282	$741,560	$30,290	7.33%	4.08%	-3.24%
191	Water	$383,551	$58,100	$388,838	$65,813	15.15%	16.93%	1.78%
192	Quasi	$230,000	$57,500	$230,000	$11,500	25.00%	5.00%	-20.00%
193	Water	$438,280	$56,400	$433,648	$67,852	12.87%	15.65%	2.78%
194	Quasi	$225,000	$56,250	$225,000	$11,250	25.00%	5.00%	-20.00%
195	Water	$277,000	$55,700	$39,744	$3,794	20.11%	9.55%	-10.56%
196	Quasi	$215,000	$53,750	$215,000	$17,200	25.00%	8.00%	-17.00%
197	Streets	$713,996	$52,836	$650,717	$37,350	7.40%	5.74%	-1.66%
198	Public Property	$347,376	$52,106	$347,376	$48,901	15.00%	14.08%	-0.92%
199	Water	$567,000	$51,030	$296,552	$0	9.00%	0.00%	-9.00%
200	Water	$525,000	$50,960	$542,666	$34,749	9.71%	6.40%	-3.30%
201	Water	$334,938	$50,241	$262,654	$65,313	15.00%	24.87%	9.87%
202	Water	$412,800	$48,000	$428,005	$51,560	11.63%	12.05%	0.42%
203	Quasi	$168,000	$42,000	$168,000	$21,840	25.00%	13.00%	-12.00%
204	Public Property	$267,014	$40,052	$261,673	$40,323	15.00%	15.41%	0.41%
205	Public Property	$291,360	$38,500	$296,282	$41,703	13.21%	14.08%	0.86%
206	Streets	$253,200	$37,980	$278,520	$60,900	15.00%	21.87%	6.87%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
207	Streets	$377,183	$37,718	$439,722	$45,770	10.00%	10.41%	0.41%
208	Quasi	$150,000	$37,500	$150,000	$0	25.00%	0.00%	-25.00%
209	Streets	$712,113	$36,318	$775,902	$43,405	5.10%	5.59%	0.49%
210	Public Property	$374,340	$33,690	$380,873	$75,142	9.00%	19.73%	10.73%
211	Water	$368,030	$29,443	$140,037	$2,880	8.00%	2.06%	-5.94%
212	Public Property	$448,800	$26,928	$458,969	$104,168	6.00%	22.70%	16.70%
213	Streets	$454,081	$25,429	$388,417	$21,063	5.60%	5.42%	-0.18%
214	Aviation	$413,213	$24,793	$409,080	$41,321	6.00%	10.10%	4.10%
215	Quasi	$118,000	$21,240	$118,000	$10,620	18.00%	9.00%	-9.00%
216	Quasi	$115,000	$20,700	$115,000	$5,750	18.00%	5.00%	-13.00%
217	Aviation	$354,000	$20,532	$282,449	$60,212	5.80%	21.32%	15.52%
218	Water	$353,040	$20,300	$366,116	$13,175	5.75%	3.60%	-2.15%
219	Quasi	$108,000	$19,440	$108,000	$0	18.00%	0.00%	-18.00%
220	Aviation	$333,000	$6,660	$304,950	$6,344	2.00%	2.08%	0.08%
221	Streets	$299,493	$5,990	$329,483	$12,765	2.00%	3.87%	1.87%
222	Public Property	$532,499	$5,325	$562,973	$53,893	1.00%	9.57%	8.57%
223	Streets	$250,852	$5,017	$266,202	$7,880	2.00%	2.96%	0.96%
224	Public Property	$287,850	$2,879	$287,850	$72,000	1.00%	25.01%	24.01%
225	PubPriv	$34,500,000	$0	$34,500,000	$7,248,450	0.00%	21.01%	21.01%
226	PubPriv	$381,000,000	$0	$381,000,000	$40,005,000	0.00%	10.50%	10.50%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.3.2 – All Contracts Ranked by Dollar Amount of Commitment (Closed)

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
1	Public Property	$24,495,000	$8,073,656	$24,495,000	$7,738,079	32.96%	31.59%	-1.37%
2	Quasi	$15,400,000	$3,850,000	$15,400,000	$3,080,000	25.00%	20.00%	-5.00%
3	Quasi	$13,450,000	$3,362,500	$13,450,000	$3,228,000	25.00%	24.00%	-1.00%
4	Public Property	$12,366,900	$3,339,063	$13,085,440	$2,353,104	27.00%	17.98%	-9.02%
5	Quasi	$13,260,000	$3,315,000	$13,260,000	$3,978,000	25.00%	30.00%	5.00%
6	Quasi	$10,330,000	$3,198,392	$10,330,000	$2,577,862	30.96%	24.96%	-6.01%
7	Quasi	$8,719,000	$3,051,650	$8,719,000	$2,005,370	35.00%	23.00%	-12.00%
8	Quasi	$11,580,000	$2,895,000	$11,580,000	$3,705,600	25.00%	32.00%	7.00%
9	Quasi	$11,300,000	$2,825,000	$11,300,000	$3,051,000	25.00%	27.00%	2.00%
10	Quasi	$10,320,000	$2,580,000	$10,320,000	$2,580,000	25.00%	25.00%	0.00%
11	Quasi	$9,830,000	$2,457,500	$9,830,000	$1,474,500	25.00%	15.00%	-10.00%
12	Quasi	$9,400,000	$2,439,164	$9,400,000	$1,496,819	25.95%	15.92%	-10.02%
13	Quasi	$9,340,000	$2,335,000	$9,340,000	$1,868,000	25.00%	20.00%	-5.00%
14	Quasi	$6,300,000	$2,329,836	$6,300,000	$2,391,775	36.98%	37.96%	0.98%
15	Quasi	$9,300,000	$2,325,000	$9,300,000	$2,511,000	25.00%	27.00%	2.00%
16	Quasi	$8,830,000	$2,207,500	$8,830,000	$2,384,100	25.00%	27.00%	2.00%
17	Public Property	$10,196,016	$2,202,336	$10,196,016	$2,183,401	21.60%	21.41%	-0.19%
18	Quasi	$10,750,000	$2,139,583	$10,750,000	$2,139,583	19.90%	19.90%	0.00%
19	Quasi	$8,510,000	$2,127,500	$8,510,000	$2,297,700	25.00%	27.00%	2.00%
20	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,940,000	25.00%	35.00%	10.00%
21	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,520,000	25.00%	30.00%	5.00%
22	Quasi	$8,170,000	$2,042,500	$8,170,000	$1,388,900	25.00%	17.00%	-8.00%
23	Public Property	$9,645,000	$1,877,761	$9,645,000	$1,896,976	19.47%	19.67%	0.20%
24	Quasi	$6,820,000	$1,705,000	$6,820,000	$1,364,000	25.00%	20.00%	-5.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
25	Quasi	$6,000,000	$1,500,000	$6,000,000	$1,380,000	25.00%	23.00%	-2.00%
26	Quasi	$5,590,000	$1,397,500	$5,590,000	$1,285,700	25.00%	23.00%	-2.00%
27	Quasi	$3,600,000	$1,260,000	$3,600,000	$3,600,000	35.00%	100.00%	65.00%
28	Public Property	$2,862,000	$1,242,226	$2,862,000	$1,082,953	43.40%	37.84%	-5.57%
29	Quasi	$3,400,000	$1,112,159	$3,400,000	$853,344	32.71%	25.10%	-7.61%
30	Aviation	$5,184,321	$1,036,864	$5,573,629	$1,072,188	20.00%	19.24%	-0.76%
31	Public Property	$5,707,451	$984,216	$5,707,451	$1,308,697	17.24%	22.93%	5.69%
32	Public Property	$4,248,000	$919,985	$4,248,000	$875,055	21.66%	20.60%	-1.06%
33	Aviation	$3,765,400	$890,931	$3,917,119	$897,406	23.66%	22.91%	-0.75%
34	Quasi	$3,560,000	$890,000	$3,560,000	$1,139,200	25.00%	32.00%	7.00%
35	Quasi	$2,800,000	$805,769	$2,800,000	$589,621	28.78%	21.06%	-7.72%
36	Water	$3,101,686	$731,484	$3,256,800	$748,176	23.58%	22.97%	-0.61%
37	Quasi	$2,900,000	$725,000	$2,900,000	$1,044,000	25.00%	36.00%	11.00%
38	Quasi	$2,720,000	$680,000	$2,720,000	$435,200	25.00%	16.00%	-9.00%
39	Quasi	$2,400,000	$600,000	$2,400,000	$816,000	25.00%	34.00%	9.00%
40	Public Property	$699,720	$580,767	$703,498	$703,498	83.00%	100.00%	17.00%
41	Public Property	$495,500	$495,500	$644,288	$644,288	100.00%	100.00%	0.00%
42	Public Property	$455,430	$455,430	$520,000	$520,000	100.00%	100.00%	0.00%
43	Quasi	$1,700,000	$425,000	$1,700,000	$119,000	25.00%	7.00%	-18.00%
44	Water	$1,700,145	$370,000	$1,852,299	$459,741	21.76%	24.82%	3.06%
45	Quasi	$1,469,000	$367,250	$1,469,000	$73,450	25.00%	5.00%	-20.00%
46	Quasi	$1,400,000	$350,000	$1,400,000	$700,000	25.00%	50.00%	25.00%
47	Quasi	$1,250,000	$312,500	$1,250,000	$450,000	25.00%	36.00%	11.00%
48	Quasi	$1,000,000	$311,928	$1,000,000	$300,000	31.19%	30.00%	-1.19%
49	Public Property	$282,040	$282,040	$350,102	$350,102	100.00%	100.00%	0.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
50	Water	$1,898,800	$278,360	$1,636,401	$253,095	14.66%	15.47%	0.81%
51	Quasi	$1,100,000	$275,000	$1,100,000	$352,000	25.00%	32.00%	7.00%
52	Public Property	$770,730	$269,755	$750,505	$322,918	35.00%	43.03%	8.03%
53	Streets	$1,340,432	$263,127	$1,447,563	$164,063	19.63%	11.33%	-8.30%
54	Quasi	$760,000	$261,875	$760,000	$214,686	34.46%	28.25%	-6.21%
55	Quasi	$1,000,000	$250,000	$1,000,000	$250,000	25.00%	25.00%	0.00%
56	Public Property	$753,117	$225,935	$941,388	$225,936	30.00%	24.00%	-6.00%
57	Quasi	$868,000	$217,000	$868,000	$277,760	25.00%	32.00%	7.00%
58	Water	$983,000	$158,000	$1,027,593	$185,505	16.07%	18.05%	1.98%
59	Public Property	$577,049	$144,705	$611,442	$150,595	25.08%	24.63%	-0.45%
60	Quasi	$562,000	$140,500	$562,000	$213,560	25.00%	38.00%	13.00%
61	Quasi	$545,000	$136,250	$545,000	$545,000	25.00%	100.00%	75.00%
62	Aviation	$624,767	$132,276	$640,117	$131,201	21.17%	20.50%	-0.68%
63	Water	$871,215	$132,000	$828,523	$160,612	15.15%	19.39%	4.23%
64	Aviation	$553,186	$127,233	$555,281	$124,400	23.00%	22.40%	-0.60%
65	Public Property	$660,370	$122,522	$703,510	$130,787	18.55%	18.59%	0.04%
66	Water	$793,600	$120,000	$846,120	$128,762	15.12%	15.22%	0.10%
67	Water	$763,300	$114,600	$763,535	$117,089	15.01%	15.34%	0.32%
68	Quasi	$230,000	$107,905	$230,000	$163,418	46.92%	71.05%	24.14%
69	Public Property	$388,620	$101,040	$503,789	$101,577	26.00%	20.16%	-5.84%
70	Water	$991,000	$92,680	$981,000	$56,764	9.35%	5.79%	-3.57%
71	Public Property	$344,199	$89,492	$353,859	$81,393	26.00%	23.00%	-3.00%
72	Public Property	$273,360	$84,742	$318,296	$94,850	31.00%	29.80%	-1.20%
73	Water	$414,000	$77,700	$417,644	$85,301	18.77%	20.42%	1.66%
74	Water	$753,000	$77,000	$677,336	$42,365	10.23%	6.25%	-3.97%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
75	Streets	$483,305	$76,942	$531,635	$53,283	15.92%	10.02%	-5.90%
76	Quasi	$302,000	$75,500	$302,000	$96,640	25.00%	32.00%	7.00%
77	Public Property	$294,800	$70,752	$329,760	$60,726	24.00%	18.42%	-5.58%
78	Quasi	$100,000	$61,579	$100,000	$61,579	61.58%	61.58%	0.00%
79	Water	$462,000	$58,600	$457,000	$20,661	12.68%	4.52%	-8.16%
80	Water	$576,365	$58,000	$595,426	$81,468	10.06%	13.68%	3.62%
81	Quasi	$230,000	$57,500	$230,000	$36,800	25.00%	16.00%	-9.00%
82	Quasi	$225,000	$56,250	$225,000	$58,500	25.00%	26.00%	1.00%
83	Streets	$229,220	$56,159	$208,926	$21,865	24.50%	10.47%	-14.03%
84	Quasi	$222,000	$55,500	$222,000	$57,720	25.00%	26.00%	1.00%
85	Public Property	$277,032	$55,406	$306,595	$55,407	20.00%	18.07%	-1.93%
86	Quasi	$194,000	$52,380	$194,000	$89,240	27.00%	46.00%	19.00%
87	Quasi	$187,000	$52,360	$187,000	$28,050	28.00%	15.00%	-13.00%
88	Quasi	$204,000	$51,000	$204,000	$81,600	25.00%	40.00%	15.00%
89	Quasi	$196,000	$50,960	$196,000	$17,640	26.00%	9.00%	-17.00%
90	Quasi	$188,000	$50,760	$188,000	$52,640	27.00%	28.00%	1.00%
91	Quasi	$200,000	$50,000	$200,000	$24,000	25.00%	12.00%	-13.00%
92	Water	$458,330	$49,000	$446,183	$65,920	10.69%	14.77%	4.08%
93	Quasi	$191,000	$47,750	$191,000	$34,380	25.00%	18.00%	-7.00%
94	Quasi	$189,000	$45,360	$189,000	$17,010	24.00%	9.00%	-15.00%
95	Quasi	$180,000	$45,000	$180,000	$109,800	25.00%	61.00%	36.00%
96	Quasi	$183,000	$44,469	$183,000	$62,220	24.30%	34.00%	9.70%
97	Quasi	$165,000	$41,250	$165,000	$44,550	25.00%	27.00%	2.00%
98	Quasi	$156,000	$39,000	$156,000	$31,200	25.00%	20.00%	-5.00%
99	Quasi	$150,000	$37,500	$150,000	$27,000	25.00%	18.00%	-7.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
100	Quasi	$148,000	$37,000	$148,000	$39,960	25.00%	27.00%	2.00%
101	Quasi	$167,000	$36,740	$167,000	$167,000	22.00%	100.00%	78.00%
102	Quasi	$187,000	$33,660	$187,000	$26,180	18.00%	14.00%	-4.00%
103	Quasi	$185,000	$33,300	$185,000	$22,200	18.00%	12.00%	-6.00%
104	Quasi	$120,000	$30,000	$120,000	$15,600	25.00%	13.00%	-12.00%
105	Quasi	$117,000	$29,250	$117,000	$16,380	25.00%	14.00%	-11.00%
106	Quasi	$115,000	$28,750	$115,000	$5,750	25.00%	5.00%	-20.00%
107	Quasi	$162,000	$27,540	$162,000	$90,720	17.00%	56.00%	39.00%
108	Quasi	$110,000	$27,500	$110,000	$26,400	25.00%	24.00%	-1.00%
109	Quasi	$109,000	$27,250	$109,000	$0	25.00%	0.00%	-25.00%
110	Quasi	$100,000	$25,000	$100,000	$23,000	25.00%	23.00%	-2.00%
111	Quasi	$100,000	$25,000	$100,000	$24,000	25.00%	24.00%	-1.00%
112	Quasi	$100,000	$25,000	$100,000	$26,000	25.00%	26.00%	1.00%
113	Quasi	$135,000	$24,300	$135,000	$28,350	18.00%	21.00%	3.00%
114	Streets	$418,960	$21,367	$850,751	$259,352	5.10%	30.49%	25.39%
115	Quasi	$114,000	$20,520	$114,000	$14,820	18.00%	13.00%	-5.00%
116	Quasi	$75,000	$18,750	$75,000	$1,500	25.00%	2.00%	-23.00%
117	Streets	$1,155,000	$0	$1,191,138	$46,909	0.00%	3.94%	3.94%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.4.1 – All Contracts Ranked by Percentage of Contract Committed (Active)

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
1	Public Property	363,960	363,960	363,960	363,960	100.00%	100.00%	0.00%
2	Water	4,071,590	4,071,590	4,124,724	4,124,724	100.00%	100.00%	0.00%
3	Public Property	456,960	456,960	456,960	390,000	100.00%	85.35%	-14.65%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
4	Public Property	1,500,000	1,500,000	1,500,000	1,500,000	100.00%	100.00%	0.00%
5	NPW	2,866,186	2,866,186	2,349,434	2,349,434	100.00%	100.00%	0.00%
6	Public Property	530,400	530,400	571,595	530,000	100.00%	92.72%	-7.28%
7	Aviation	625,000	625,000	227,115	227,115	100.00%	100.00%	0.00%
8	Public Property	616,800	616,800	613,160	613,160	100.00%	100.00%	0.00%
9	Water	580,825	518,083	108,209	108,209	89.20%	100.00%	10.80%
10	Public Property	699,720	566,773	696,337	696,337	81.00%	100.00%	19.00%
11	Streets	1,400,000	1,036,280	1,526,752	149,206	74.02%	9.77%	-64.25%
12	Quasi	184,000	132,480	184,000	9,200	72.00%	5.00%	-67.00%
13	NPW	16,000,000	10,296,000	20,044,876	5,132,832	64.35%	25.61%	-38.74%
14	Public Property	508,980	325,748	445,483	182,393	64.00%	40.94%	-23.06%
15	NPW	10,500,000	5,250,000	7,265,462	0	50.00%	0.00%	-50.00%
16	NPW	25,000,000	12,500,000	10,753,061	4,170,249	50.00%	38.78%	-11.22%
17	Public Property	740,000	347,800	817,000	334,269	47.00%	40.91%	-6.09%
18	Water	27,054,827	11,478,189	25,972,634	10,348,325	42.43%	39.84%	-2.58%
19	PubPriv	155,100,000	62,970,600	155,100,000	48,391,200	40.60%	31.20%	-9.40%
20	Aviation	1,734,074	676,289	1,311,890	612,971	39.00%	46.72%	7.72%
21	PubPriv	1,100,000	429,000	1,100,000	352,000	39.00%	32.00%	-7.00%
22	PubPriv	50,000,000	18,500,000	50,000,000	14,095,000	37.00%	28.19%	-8.81%
23	Public Property	562,780	196,973	586,003	133,949	35.00%	22.86%	-12.14%
24	PubPriv	25,300,000	8,855,000	25,300,000	13,156,000	35.00%	52.00%	17.00%
25	PubPriv	337,800,000	118,200,000	337,800,000	97,962,000	35.00%	29.00%	-6.00%
26	Quasi	20,000,000	7,000,000	20,000,000	3,596,000	35.00%	17.98%	-17.02%
27	PubPriv	18,500,000	6,475,000	18,500,000	7,955,000	35.00%	43.00%	8.00%
28	PubPriv	60,000,000	21,000,000	60,000,000	15,600,000	35.00%	26.00%	-9.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
29	PubPriv	20,000,000	7,000,000	20,000,000	7,660,000	35.00%	38.30%	3.30%
30	Quasi	31,504,000	11,026,400	31,504,000	6,930,880	35.00%	22.00%	-13.00%
31	Public Property	411,140	143,898	493,483	103,577	35.00%	20.99%	-14.01%
32	PubPriv	50,300,000	17,036,610	50,300,000	6,186,900	33.87%	12.30%	-21.57%
33	PubPriv	18,900,000	6,237,000	18,900,000	6,048,000	33.00%	32.00%	-1.00%
34	Public Property	410,040	135,312	453,568	97,636	33.00%	21.53%	-11.47%
35	Water	38,067,000	11,804,384	28,500,538	9,644,195	31.01%	33.84%	2.83%
36	Public Property	578,641	179,377	517,031	51,792	31.00%	10.02%	-20.98%
37	Water	936,000	283,300	992,162	257,455	30.27%	25.95%	-4.32%
38	Public Property	315,112	94,700	315,112	65,832	30.05%	20.89%	-9.16%
39	Public Property	448,655	134,597	488,904	67,042	30.00%	13.71%	-16.29%
40	Public Property	763,980	229,194	763,980	229,194	30.00%	30.00%	0.00%
41	Public Property	288,150	86,445	293,890	91,356	30.00%	31.09%	1.09%
42	PubPriv	46,120,000	13,836,000	46,120,000	17,986,800	30.00%	39.00%	9.00%
43	PubPriv	70,300,000	21,090,000	70,300,000	16,872,000	30.00%	24.00%	-6.00%
44	PubPriv	97,600,000	29,280,000	97,600,000	24,400,000	30.00%	25.00%	-5.00%
45	PubPriv	150,000,000	45,000,000	150,000,000	46,170,000	30.00%	30.78%	0.78%
46	Quasi	1,390,000	417,000	1,390,000	472,600	30.00%	34.00%	4.00%
47	Public Property	686,940	206,082	686,940	172,346	30.00%	25.09%	-4.91%
48	PubPriv	32,080,000	9,624,000	32,080,000	6,756,048	30.00%	21.06%	-8.94%
49	Quasi	500,000	145,000	500,000	0	29.00%	0.00%	-29.00%
50	PubPriv	18,000,000	5,040,000	18,000,000	4,536,000	28.00%	25.20%	-2.80%
51	Public Property	3,394,000	950,320	3,672,963	549,473	28.00%	14.96%	-13.04%
52	Aviation	2,845,000	779,530	2,280,335	647,000	27.40%	28.37%	0.97%
53	Streets	366,000	98,820	383,864	210,320	27.00%	54.79%	27.79%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
54	Public Property	623,790	168,423	679,675	141,910	27.00%	20.88%	-6.12%
55	Public Property	349,660	94,408	390,177	54,549	27.00%	13.98%	-13.02%
56	Public Property	1,075,880	288,982	1,067,954	253,446	26.86%	23.73%	-3.13%
57	Water	2,114,000	565,000	1,938,834	343,939	26.73%	17.74%	-8.99%
58	PubPriv	17,900,000	4,745,290	17,900,000	3,401,000	26.51%	19.00%	-7.51%
59	Water	2,309,000	595,000	2,424,271	626,753	25.77%	25.85%	0.08%
60	Water	3,936,000	984,000	3,998,782	986,433	25.00%	24.67%	-0.33%
61	PubPriv	5,493,000	1,373,250	5,493,000	1,480,364	25.00%	26.95%	1.95%
62	Public Property	499,800	124,950	516,392	119,789	25.00%	23.20%	-1.80%
63	PubPriv	12,958,000	3,239,500	12,958,000	296,738	25.00%	2.29%	-22.71%
64	Quasi	34,000,000	8,500,000	34,000,000	2,040,000	25.00%	6.00%	-19.00%
65	Quasi	512,000	128,000	512,000	71,680	25.00%	14.00%	-11.00%
66	Quasi	249,000	62,250	249,000	29,880	25.00%	12.00%	-13.00%
67	PubPriv	10,114,000	2,528,500	10,114,000	550,202	25.00%	5.44%	-19.56%
68	PubPriv	6,322,000	1,580,500	6,322,000	2,264,540	25.00%	35.82%	10.82%
69	PubPriv	13,400,000	3,350,000	13,400,000	3,961,040	25.00%	29.56%	4.56%
70	PubPriv	31,348,000	7,837,000	31,348,000	6,454,553	25.00%	20.59%	-4.41%
71	PubPriv	7,799,900	1,949,975	7,799,900	2,276,791	25.00%	29.19%	4.19%
72	Quasi	586,000	146,500	586,000	46,880	25.00%	8.00%	-17.00%
73	Quasi	230,000	57,500	230,000	11,500	25.00%	5.00%	-20.00%
74	Quasi	565,000	141,250	565,000	0	25.00%	0.00%	-25.00%
75	Quasi	2,700,000	675,000	2,700,000	729,000	25.00%	27.00%	2.00%
76	PubPriv	5,057,000	1,264,250	5,057,000	2,010,158	25.00%	39.75%	14.75%
77	Quasi	2,200,000	550,000	2,200,000	616,000	25.00%	28.00%	3.00%
78	Quasi	317,000	79,250	317,000	0	25.00%	0.00%	-25.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
79	Quasi	168,000	42,000	168,000	21,840	25.00%	13.00%	-12.00%
80	PubPriv	22,270,000	5,567,500	22,270,000	6,658,730	25.00%	29.90%	4.90%
81	Quasi	1,060,000	265,000	1,060,000	360,400	25.00%	34.00%	9.00%
82	Quasi	150,000	37,500	150,000	0	25.00%	0.00%	-25.00%
83	Quasi	250,000	62,500	250,000	72,500	25.00%	29.00%	4.00%
84	Quasi	225,000	56,250	225,000	11,250	25.00%	5.00%	-20.00%
85	Quasi	1,100,000	275,000	1,100,000	0	25.00%	0.00%	-25.00%
86	Quasi	33,270,000	8,317,500	33,270,000	5,323,200	25.00%	16.00%	-9.00%
87	Quasi	17,000,000	4,250,000	17,000,000	680,000	25.00%	4.00%	-21.00%
88	Quasi	16,000,000	4,000,000	16,000,000	1,280,000	25.00%	8.00%	-17.00%
89	Quasi	563,000	140,750	563,000	11,260	25.00%	2.00%	-23.00%
90	Quasi	6,380,000	1,595,000	6,380,000	574,200	25.00%	9.00%	-16.00%
91	PubPriv	243,900,000	60,982,750	243,900,000	50,396,145	25.00%	20.66%	-4.34%
92	PubPriv	5,828,000	1,457,000	5,828,000	170,760	25.00%	2.93%	-22.07%
93	Quasi	3,297,000	824,250	3,297,000	0	25.00%	0.00%	-25.00%
94	Quasi	235,000	58,750	235,000	11,750	25.00%	5.00%	-20.00%
95	Quasi	242,000	60,500	242,000	19,360	25.00%	8.00%	-17.00%
96	Quasi	19,650,000	4,912,500	19,650,000	786,000	25.00%	4.00%	-21.00%
97	PubPriv	10,179,000	2,544,750	10,179,000	4,247,697	25.00%	41.73%	16.73%
98	Quasi	10,800,000	2,700,000	10,800,000	1,728,000	25.00%	16.00%	-9.00%
99	PubPriv	13,500,000	3,375,000	13,500,000	3,086,100	25.00%	22.86%	-2.14%
100	Quasi	30,000,000	7,500,000	30,000,000	6,600,000	25.00%	22.00%	-3.00%
101	Quasi	14,151,000	3,537,750	14,151,000	2,688,690	25.00%	19.00%	-6.00%
102	PubPriv	9,303,000	2,325,750	9,303,000	42,794	25.00%	0.46%	-24.54%
103	Quasi	215,000	53,750	215,000	17,200	25.00%	8.00%	-17.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
104	Quasi	11,000,000	2,750,000	11,000,000	1,320,000	25.00%	12.00%	-13.00%
105	Quasi	33,300,000	8,325,000	33,300,000	5,328,000	25.00%	16.00%	-9.00%
106	Public Property	871,182	217,795	899,233	181,183	25.00%	20.15%	-4.85%
107	Aviation	2,000,000	490,020	431,460	431,460	24.50%	100.00%	75.50%
108	Quasi	1,130,000	274,590	1,130,000	0	24.30%	0.00%	-24.30%
109	Public Property	491,640	117,993	829,400	7,158	24.00%	0.86%	-23.14%
110	Public Property	517,982	119,136	517,982	120,000	23.00%	23.17%	0.17%
111	PubPriv	1,700,000	391,000	1,700,000	1,275,000	23.00%	75.00%	52.00%
112	Public Property	7,316,460	1,682,785	5,740,398	389,164	23.00%	6.78%	-16.22%
113	NPW	12,284,534	2,823,430	5,593,346	1,819,140	22.98%	32.52%	9.54%
114	Water	944,958	215,043	675,369	190,362	22.76%	28.19%	5.43%
115	Water	522,000	116,192	540,071	121,958	22.26%	22.58%	0.32%
116	Water	989,000	219,450	929,911	144,279	22.19%	15.52%	-6.67%
117	Public Property	660,450	145,300	660,450	44,618	22.00%	6.76%	-15.24%
118	Quasi	12,200,000	2,684,000	12,200,000	732,000	22.00%	6.00%	-16.00%
119	Public Property	291,720	64,178	291,720	48,134	22.00%	16.50%	-5.50%
120	Aviation	2,426,000	524,016	2,453,325	519,346	21.60%	21.17%	-0.43%
121	Water	3,378,555	727,403	3,312,693	736,071	21.53%	22.22%	0.69%
122	Water	5,070,000	1,091,000	4,668,442	1,102,873	21.52%	23.62%	2.11%
123	Water	3,647,060	769,000	3,772,457	522,711	21.09%	13.86%	-7.23%
124	Public Property	805,560	169,168	867,069	152,230	21.00%	17.56%	-3.44%
125	Aviation	2,324,391	488,122	2,550,000	492,003	21.00%	19.29%	-1.71%
126	Public Property	576,300	121,023	576,300	108,055	21.00%	18.75%	-2.25%
127	Public Property	388,902	81,669	414,597	70,171	21.00%	16.93%	-4.07%
128	Water	1,873,610	392,324	1,748,947	372,324	20.94%	21.29%	0.35%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
129	Water	2,789,454	578,419	2,334,739	486,000	20.74%	20.82%	0.08%
130	Aviation	1,558,000	322,506	265,950	0	20.70%	0.00%	-20.70%
131	Water	5,170,100	1,069,791	5,027,262	1,058,263	20.69%	21.05%	0.36%
132	Water	5,865,000	1,198,696	4,465,000	2,780,827	20.44%	62.28%	41.84%
133	Water	611,200	124,450	605,624	140,179	20.36%	23.15%	2.78%
134	Water	3,573,975	726,989	2,435,519	544,057	20.34%	22.34%	2.00%
135	Water	1,730,746	352,000	1,646,829	347,028	20.34%	21.07%	0.73%
136	Streets	15,836,650	3,219,591	16,263,650	4,048,984	20.33%	24.90%	4.57%
137	Water	277,000	55,700	39,744	3,794	20.11%	9.55%	-10.56%
138	Water	676,600	136,000	858,779	132,202	20.10%	15.39%	-4.71%
139	Water	1,328,235	266,350	1,414,383	266,350	20.05%	18.83%	-1.22%
140	Water	1,996,000	400,000	1,048,900	184,247	20.04%	17.57%	-2.47%
141	Public Property	560,490	112,099	574,239	99,619	20.00%	17.35%	-2.65%
142	Public Property	466,140	93,228	483,882	91,978	20.00%	19.01%	-0.99%
143	Public Property	830,110	166,022	779,812	45,548	20.00%	5.84%	-14.16%
144	Public Property	315,690	63,138	315,690	63,419	20.00%	20.09%	0.09%
145	Public Property	719,100	143,820	768,051	8,339	20.00%	1.09%	-18.91%
146	Water	987,800	197,560	866,004	200,748	20.00%	23.18%	3.18%
147	Public Property	3,900,107	780,021	4,685,665	423,280	20.00%	9.03%	-10.97%
148	Water	2,341,867	450,081	2,033,647	239,343	19.22%	11.77%	-7.45%
149	Aviation	1,055,000	200,450	913,340	128,635	19.00%	14.08%	-4.92%
150	Water	460,000	84,000	505,895	129,458	18.26%	25.59%	7.33%
151	Water	2,329,675	422,060	1,728,946	141,305	18.12%	8.17%	-9.94%
152	Public Property	395,760	71,237	446,216	72,940	18.00%	16.35%	-1.65%
153	Public Property	1,607,520	289,354	1,695,605	58,250	18.00%	3.44%	-14.56%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
154	Quasi	115,000	20,700	115,000	5,750	18.00%	5.00%	-13.00%
155	Quasi	118,000	21,240	118,000	10,620	18.00%	9.00%	-9.00%
156	Quasi	108,000	19,440	108,000	0	18.00%	0.00%	-18.00%
157	NPW	14,720,000	2,625,000	8,991,430	0	17.83%	0.00%	-17.83%
158	Water	715,509	127,000	813,601	195,336	17.75%	24.01%	6.26%
159	Water	1,049,800	183,000	945,403	125,950	17.43%	13.32%	-4.11%
160	Water	1,126,485	191,907	1,139,707	103,942	17.04%	9.12%	-7.92%
161	Water	1,507,224	254,718	678,632	46,572	16.90%	6.86%	-10.04%
162	Water	1,174,075	198,000	1,033,950	252,146	16.86%	24.39%	7.52%
163	Water	4,299,200	721,181	2,379,211	345,521	16.77%	14.52%	-2.25%
164	Water	1,351,257	223,000	1,395,677	209,236	16.50%	14.99%	-1.51%
165	Water	3,312,000	537,700	3,473,237	589,929	16.23%	16.98%	0.75%
166	Water	1,664,304	270,076	904,356	56,168	16.23%	6.21%	-10.02%
167	Water	1,919,030	310,000	1,241,260	72,585	16.15%	5.85%	-10.31%
168	Aviation	640,200	102,432	659,560	114,349	16.00%	17.34%	1.34%
169	Streets	685,568	104,892	887,359	123,042	15.30%	13.87%	-1.43%
170	Water	383,551	58,100	388,838	65,813	15.15%	16.93%	1.78%
171	Water	1,247,505	188,500	1,262,658	71,037	15.11%	5.63%	-9.48%
172	Water	2,323,114	349,500	1,870,380	349,500	15.04%	18.69%	3.64%
173	Water	1,167,500	175,500	1,200,864	175,540	15.03%	14.62%	-0.41%
174	Water	334,938	50,241	262,654	65,313	15.00%	24.87%	9.87%
175	Streets	253,200	37,980	278,520	60,900	15.00%	21.87%	6.87%
176	Public Property	2,170,254	325,538	2,347,410	29,936	15.00%	1.28%	-13.72%
177	Public Property	267,014	40,052	261,673	40,323	15.00%	15.41%	0.41%
178	Public Property	347,376	52,106	347,376	48,901	15.00%	14.08%	-0.92%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
179	Water	2,648,880	397,000	2,777,861	208,330	14.99%	7.50%	-7.49%
180	Water	1,310,495	196,000	1,286,415	40,024	14.96%	3.11%	-11.84%
181	Water	2,986,750	445,834	870,427	139,008	14.93%	15.97%	1.04%
182	Water	575,095	85,750	951,800	83,894	14.91%	8.81%	-6.10%
183	Water	2,883,155	404,000	1,266,254	44,188	14.01%	3.49%	-10.52%
184	Water	482,230	66,470	523,451	52,841	13.78%	10.09%	-3.69%
185	Public Property	291,360	38,500	296,282	41,703	13.21%	14.08%	0.86%
186	Water	438,280	56,400	433,648	67,852	12.87%	15.65%	2.78%
187	Water	474,000	58,999	471,510	60,120	12.45%	12.75%	0.30%
188	Water	774,000	92,945	651,852	27,893	12.01%	4.28%	-7.73%
189	Streets	754,853	88,318	716,236	49,712	11.70%	6.94%	-4.76%
190	Water	412,800	48,000	428,005	51,560	11.63%	12.05%	0.42%
191	Aviation	2,550,000	293,505	1,797,001	320,184	11.51%	17.82%	6.31%
192	Streets	976,552	106,444	965,993	85,012	10.90%	8.80%	-2.10%
193	Aviation	1,600,134	169,614	1,324,493	107,920	10.60%	8.15%	-2.45%
194	Aviation	1,178,000	117,800	1,090,622	124,519	10.00%	11.42%	1.42%
195	PubPriv	6,500,000	650,000	6,500,000	715,000	10.00%	11.00%	1.00%
196	Streets	377,183	37,718	439,722	45,770	10.00%	10.41%	0.41%
197	Water	525,000	50,960	542,666	34,749	9.71%	6.40%	-3.30%
198	Water	567,000	51,030	296,552	0	9.00%	0.00%	-9.00%
199	Public Property	374,340	33,690	380,873	75,142	9.00%	19.73%	10.73%
200	Streets	732,428	59,327	707,109	133,032	8.10%	18.81%	10.71%
201	Water	368,030	29,443	140,037	2,880	8.00%	2.06%	-5.94%
202	Public Property	1,547,704	121,680	1,589,077	122,946	7.86%	7.74%	-0.13%
203	Streets	1,495,145	112,734	1,417,563	168,990	7.54%	11.92%	4.38%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
204	Streets	713,996	52,836	650,717	37,350	7.40%	5.74%	-1.66%
205	Water	2,375,790	175,800	490,075	0	7.40%	0.00%	-7.40%
206	Water	795,200	58,282	741,560	30,290	7.33%	4.08%	-3.24%
207	Streets	832,768	58,294	780,789	29,885	7.00%	3.83%	-3.17%
208	Streets	1,629,248	105,901	1,623,989	85,951	6.50%	5.29%	-1.21%
209	Water	5,280,500	336,155	1,763,805	338,338	6.37%	19.18%	12.82%
210	Public Property	1,676,880	100,613	1,929,664	260,227	6.00%	13.49%	7.49%
211	Public Property	448,800	26,928	458,969	104,168	6.00%	22.70%	16.70%
212	Aviation	413,213	24,793	409,080	41,321	6.00%	10.10%	4.10%
213	Streets	2,076,531	121,477	1,774,439	150,406	5.85%	8.48%	2.63%
214	Aviation	354,000	20,532	282,449	60,212	5.80%	21.32%	15.52%
215	Water	353,040	20,300	366,116	13,175	5.75%	3.60%	-2.15%
216	Streets	454,081	25,429	388,417	21,063	5.60%	5.42%	-0.18%
217	Streets	1,319,991	70,620	1,151,864	28,390	5.35%	2.46%	-2.89%
218	Streets	712,113	36,318	775,902	43,405	5.10%	5.59%	0.49%
219	NPW	4,778,190	238,909	5,480,789	526,948	5.00%	9.61%	4.61%
220	Streets	299,493	5,990	329,483	12,765	2.00%	3.87%	1.87%
221	Aviation	333,000	6,660	304,950	6,344	2.00%	2.08%	0.08%
222	Streets	250,852	5,017	266,202	7,880	2.00%	2.96%	0.96%
223	Public Property	287,850	2,879	287,850	72,000	1.00%	25.01%	24.01%
224	Public Property	532,499	5,325	562,973	53,893	1.00%	9.57%	8.57%
225	PubPriv	381,000,000	0	381,000,000	40,005,000	0.00%	10.50%	10.50%
226	PubPriv	34,500,000	0	34,500,000	7,248,450	0.00%	21.01%	21.01%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

Figure A.4.2 – All Contracts Ranked by Percentage of Contract Committed (Closed)

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
1	Public Property	282,040	282,040	350,102	350,102	100.00%	100.00%	0.00%
2	Public Property	495,500	495,500	644,288	644,288	100.00%	100.00%	0.00%
3	Public Property	455,430	455,430	520,000	520,000	100.00%	100.00%	0.00%
4	Public Property	699,720	580,767	703,498	703,498	83.00%	100.00%	17.00%
5	Quasi	100,000	61,579	100,000	61,579	61.58%	61.58%	0.00%
6	Quasi	230,000	107,905	230,000	163,418	46.92%	71.05%	24.14%
7	Public Property	2,862,000	1,242,226	2,862,000	1,082,953	43.40%	37.84%	-5.57%
8	Quasi	6,300,000	2,329,836	6,300,000	2,391,775	36.98%	37.96%	0.98%
9	Quasi	3,600,000	1,260,000	3,600,000	3,600,000	35.00%	100.00%	65.00%
10	Quasi	8,719,000	3,051,650	8,719,000	2,005,370	35.00%	23.00%	-12.00%
11	Public Property	770,730	269,755	750,505	322,918	35.00%	43.03%	8.03%
12	Quasi	760,000	261,875	760,000	214,686	34.46%	28.25%	-6.21%
13	Public Property	24,495,000	8,073,656	24,495,000	7,738,079	32.96%	31.59%	-1.37%
14	Quasi	3,400,000	1,112,159	3,400,000	853,344	32.71%	25.10%	-7.61%
15	Quasi	1,000,000	311,928	1,000,000	300,000	31.19%	30.00%	-1.19%
16	Public Property	273,360	84,742	318,296	94,850	31.00%	29.80%	-1.20%
17	Quasi	10,330,000	3,198,392	10,330,000	2,577,862	30.96%	24.96%	-6.01%
18	Public Property	753,117	225,935	941,388	225,936	30.00%	24.00%	-6.00%
19	Quasi	2,800,000	805,769	2,800,000	589,621	28.78%	21.06%	-7.72%
20	Quasi	187,000	52,360	187,000	28,050	28.00%	15.00%	-13.00%
21	Public Property	12,366,900	3,339,063	13,085,440	2,353,104	27.00%	17.98%	-9.02%
22	Quasi	194,000	52,380	194,000	89,240	27.00%	46.00%	19.00%
23	Quasi	188,000	50,760	188,000	52,640	27.00%	28.00%	1.00%
24	Public Property	344,199	89,492	353,859	81,393	26.00%	23.00%	-3.00%
25	Quasi	196,000	50,960	196,000	17,640	26.00%	9.00%	-17.00%
26	Public Property	388,620	101,040	503,789	101,577	26.00%	20.16%	-5.84%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
27	Quasi	9,400,000	2,439,164	9,400,000	1,496,819	25.95%	15.92%	-10.02%
28	Public Property	577,049	144,705	611,442	150,595	25.08%	24.63%	-0.45%
29	Quasi	115,000	28,750	115,000	5,750	25.00%	5.00%	-20.00%
30	Quasi	2,900,000	725,000	2,900,000	1,044,000	25.00%	36.00%	11.00%
31	Quasi	200,000	50,000	200,000	24,000	25.00%	12.00%	-13.00%
32	Quasi	230,000	57,500	230,000	36,800	25.00%	16.00%	-9.00%
33	Quasi	11,300,000	2,825,000	11,300,000	3,051,000	25.00%	27.00%	2.00%
34	Quasi	1,700,000	425,000	1,700,000	119,000	25.00%	7.00%	-18.00%
35	Quasi	11,580,000	2,895,000	11,580,000	3,705,600	25.00%	32.00%	7.00%
36	Quasi	5,590,000	1,397,500	5,590,000	1,285,700	25.00%	23.00%	-2.00%
37	Quasi	9,300,000	2,325,000	9,300,000	2,511,000	25.00%	27.00%	2.00%
38	Quasi	8,510,000	2,127,500	8,510,000	2,297,700	25.00%	27.00%	2.00%
39	Quasi	2,400,000	600,000	2,400,000	816,000	25.00%	34.00%	9.00%
40	Quasi	191,000	47,750	191,000	34,380	25.00%	18.00%	-7.00%
41	Quasi	2,720,000	680,000	2,720,000	435,200	25.00%	16.00%	-9.00%
42	Quasi	562,000	140,500	562,000	213,560	25.00%	38.00%	13.00%
43	Quasi	204,000	51,000	204,000	81,600	25.00%	40.00%	15.00%
44	Quasi	180,000	45,000	180,000	109,800	25.00%	61.00%	36.00%
45	Quasi	1,400,000	350,000	1,400,000	700,000	25.00%	50.00%	25.00%
46	Quasi	6,820,000	1,705,000	6,820,000	1,364,000	25.00%	20.00%	-5.00%
47	Quasi	8,170,000	2,042,500	8,170,000	1,388,900	25.00%	17.00%	-8.00%
48	Quasi	10,320,000	2,580,000	10,320,000	2,580,000	25.00%	25.00%	0.00%
49	Quasi	225,000	56,250	225,000	58,500	25.00%	26.00%	1.00%
50	Quasi	109,000	27,250	109,000	0	25.00%	0.00%	-25.00%
51	Quasi	150,000	37,500	150,000	27,000	25.00%	18.00%	-7.00%
52	Quasi	100,000	25,000	100,000	26,000	25.00%	26.00%	1.00%
53	Quasi	1,250,000	312,500	1,250,000	450,000	25.00%	36.00%	11.00%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
54	Quasi	302,000	75,500	302,000	96,640	25.00%	32.00%	7.00%
55	Quasi	545,000	136,250	545,000	545,000	25.00%	100.00%	75.00%
56	Quasi	9,830,000	2,457,500	9,830,000	1,474,500	25.00%	15.00%	-10.00%
57	Quasi	6,000,000	1,500,000	6,000,000	1,380,000	25.00%	23.00%	-2.00%
58	Quasi	156,000	39,000	156,000	31,200	25.00%	20.00%	-5.00%
59	Quasi	117,000	29,250	117,000	16,380	25.00%	14.00%	-11.00%
60	Quasi	222,000	55,500	222,000	57,720	25.00%	26.00%	1.00%
61	Quasi	120,000	30,000	120,000	15,600	25.00%	13.00%	-12.00%
62	Quasi	8,400,000	2,100,000	8,400,000	2,940,000	25.00%	35.00%	10.00%
63	Quasi	9,340,000	2,335,000	9,340,000	1,868,000	25.00%	20.00%	-5.00%
64	Quasi	868,000	217,000	868,000	277,760	25.00%	32.00%	7.00%
65	Quasi	1,100,000	275,000	1,100,000	352,000	25.00%	32.00%	7.00%
66	Quasi	1,469,000	367,250	1,469,000	73,450	25.00%	5.00%	-20.00%
67	Quasi	8,400,000	2,100,000	8,400,000	2,520,000	25.00%	30.00%	5.00%
68	Quasi	15,400,000	3,850,000	15,400,000	3,080,000	25.00%	20.00%	-5.00%
69	Quasi	100,000	25,000	100,000	23,000	25.00%	23.00%	-2.00%
70	Quasi	13,260,000	3,315,000	13,260,000	3,978,000	25.00%	30.00%	5.00%
71	Quasi	100,000	25,000	100,000	24,000	25.00%	24.00%	-1.00%
72	Quasi	8,830,000	2,207,500	8,830,000	2,384,100	25.00%	27.00%	2.00%
73	Quasi	110,000	27,500	110,000	26,400	25.00%	24.00%	-1.00%
74	Quasi	3,560,000	890,000	3,560,000	1,139,200	25.00%	32.00%	7.00%
75	Quasi	13,450,000	3,362,500	13,450,000	3,228,000	25.00%	24.00%	-1.00%
76	Quasi	165,000	41,250	165,000	44,550	25.00%	27.00%	2.00%
77	Quasi	75,000	18,750	75,000	1,500	25.00%	2.00%	-23.00%
78	Quasi	1,000,000	250,000	1,000,000	250,000	25.00%	25.00%	0.00%
79	Quasi	148,000	37,000	148,000	39,960	25.00%	27.00%	2.00%
80	Streets	229,220	56,159	208,926	21,865	24.50%	10.47%	-14.03%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
81	Quasi	183,000	44,469	183,000	62,220	24.30%	34.00%	9.70%
82	Public Property	294,800	70,752	329,760	60,726	24.00%	18.42%	-5.58%
83	Quasi	189,000	45,360	189,000	17,010	24.00%	9.00%	-15.00%
84	Aviation	3,765,400	890,931	3,917,119	897,406	23.66%	22.91%	-0.75%
85	Water	3,101,686	731,484	3,256,800	748,176	23.58%	22.97%	-0.61%
86	Aviation	553,186	127,233	555,281	124,400	23.00%	22.40%	-0.60%
87	Quasi	167,000	36,740	167,000	167,000	22.00%	100.00%	78.00%
88	Water	1,700,145	370,000	1,852,299	459,741	21.76%	24.82%	3.06%
89	Public Property	4,248,000	919,985	4,248,000	875,055	21.66%	20.60%	-1.06%
90	Public Property	10,196,016	2,202,336	10,196,016	2,183,401	21.60%	21.41%	-0.19%
91	Aviation	624,767	132,276	640,117	131,201	21.17%	20.50%	-0.68%
92	Aviation	5,184,321	1,036,864	5,573,629	1,072,188	20.00%	19.24%	-0.76%
93	Public Property	277,032	55,406	306,595	55,407	20.00%	18.07%	-1.93%
94	Quasi	10,750,000	2,139,583	10,750,000	2,139,583	19.90%	19.90%	0.00%
95	Streets	1,340,432	263,127	1,447,563	164,063	19.63%	11.33%	-8.30%
96	Public Property	9,645,000	1,877,761	9,645,000	1,896,976	19.47%	19.67%	0.20%
97	Water	414,000	77,700	417,644	85,301	18.77%	20.42%	1.66%
98	Public Property	660,370	122,522	703,510	130,787	18.55%	18.59%	0.04%
99	Quasi	187,000	33,660	187,000	26,180	18.00%	14.00%	-4.00%
100	Quasi	185,000	33,300	185,000	22,200	18.00%	12.00%	-6.00%
101	Quasi	114,000	20,520	114,000	14,820	18.00%	13.00%	-5.00%
102	Quasi	135,000	24,300	135,000	28,350	18.00%	21.00%	3.00%
103	Public Property	5,707,451	984,216	5,707,451	1,308,697	17.24%	22.93%	5.69%
104	Quasi	162,000	27,540	162,000	90,720	17.00%	56.00%	39.00%
105	Water	983,000	158,000	1,027,593	185,505	16.07%	18.05%	1.98%
106	Streets	483,305	76,942	531,635	53,283	15.92%	10.02%	-5.90%
107	Water	871,215	132,000	828,523	160,612	15.15%	19.39%	4.23%

Ranking	Department	BidAmt	CommAmt	PaidPrime	PaidSub	CommPct	ActualPct	Variance
108	Water	793,600	120,000	846,120	128,762	15.12%	15.22%	0.10%
109	Water	763,300	114,600	763,535	117,089	15.01%	15.34%	0.32%
110	Water	1,898,800	278,360	1,636,401	253,095	14.66%	15.47%	0.81%
111	Water	462,000	58,600	457,000	20,661	12.68%	4.52%	-8.16%
112	Water	458,330	49,000	446,183	65,920	10.69%	14.77%	4.08%
113	Water	753,000	77,000	677,336	42,365	10.23%	6.25%	-3.97%
114	Water	576,365	58,000	595,426	81,468	10.06%	13.68%	3.62%
115	Water	991,000	92,680	981,000	56,764	9.35%	5.79%	-3.57%
116	Streets	418,960	21,367	850,751	259,352	5.10%	30.49%	25.39%
117	Streets	1,155,000	0	1,191,138	46,909	0.00%	3.94%	3.94%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)