CITY OF PHILADELPHIA
FISCAL YEAR 2014
ANNUAL DISPARITY STUDY

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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) 2014** 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 **Services, Supplies, 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 $872 million, or less than one-quarter of the City's $3.8 billion annual operating budget, were directly analyzed in this Disparity Study. This represents sealed bid and non-sealed contracts. It does not include $84.8 million in federally funded PW contracts over which the City has limited goal-setting influence, for which M/W/DSBE utilization was 12.4 percent. It does not include $1.6 M in sole source contracts for Service, Supplies, and Equipment contract types, for which M/W/DSBE utilization was 0.00%. It does include $237 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 30.1 percent. Combined, City contracts and quasi-public contracts achieved utilization of 29.4 percent in FY 2014.

There were an additional 63 contracts totaling $198 million in FY 2014 for which there are few available or no opportunity for M/W/DSBEs to participate. **This study reports utilization levels before and after excluding these "Few Available or No Opportunity" ("FANO") contracts.**

RESULTS

1. **Higher Utilization 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 OEO has limited goal-setting influence. Federally funded contracts also require different certifications. M/W/DSBE utilization was 29.1 percent for City contracts and 30.1 percent for quasi-public contracts. Combined, City contracts and quasi-public contracts achieved utilization of 29.4 percent in FY 2014 versus 12.4 percent for federally funded City contracts (see Table ES.1).

Table ES.1 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the US, Divided by All Prime Contractors and Sub-Contractors, on City Contracts vs. Quasi-Public Contracts vs. Federally Funded City Contracts, Excluding "FANO" Contracts, by Contract Type (by Percentage of Contract Dollars Awarded)[1,2]

	FY 14 PW	FY 14 PPS	FY 14 SSE[3]	FY 14 All Contract Types[4]	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 13- FY 14 Change
City Contracts	22.3%	36.3%	18.7%	29.1%	20.6%	32.6%	20.8%	27.7%	+1.4 percentage points (pp)
Quasi-Public Contracts[5]	N/A	N/A	N/A	30.1%	N/A	N/A	N/A	29.4%	+0.7 pp
City + Quasi-Public Contracts	22.3%	36.3%	18.7%	29.4%	20.6%	32.6%	20.8%	28.1%	+1.3pp
Federally Funded City Contracts[6]	12.4%	N/A	N/A	12.4%	17.3%	N/A	N/A	17.3%	-4.9pp

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

2. **Overall M/W/DSBE Utilization Levels and Spending Continue to Increase –** M/W/DSBEs were awarded $256 million out of $872 million in contracts in FY 2014, compared to $237 million out of $843 million in contracts in FY 2013. Utilization increased by 1.3 percentage points (pp) to 29.4 percent in FY 2014 from 28.1 percent in FY 2013 (see Table ES.2).

[1] Due to an error in the FY 2013 Annual Disparity Study that was caught after publication, utilization, availability, and disparity FY 2013 figures for SSE and All Contract Types will differ slightly from what was published in the FY 2013 Annual Disparity Study.

[2] FY 2012 to FY 2014 results include City electric utility contracts which were not included in the results for prior years.

[3] The SSE category in this report includes City-wide contracts, and excludes sole-source and contracts with few available or no opportunity for M/W/DSBE participation.

[4] 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.

[5] Data for Quasi-Public contracts by contract types is not available, however the majority of contracts are known to be PW.

[6] There are no federally Funded City contracts in the PPS and SSE contract types.

Table ES.2 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the US, Divided by All Prime Contractors and Sub-Contractors, on City Contracts vs. Quasi-Public Contracts, Excluding "FANO" Contracts, by Contract Type (by Percentage of Contract Dollars Awarded)

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY13 – FY 14 Change
White Female	8.5%	12.1%	15.4%	11.3%	8.1%	11.3%	10.4%	9.9%	+1.4 pp
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	--
Asian American	2.5%	4.0%	0.1%	2.9%	1.6%	3.0%	0.0%	2.0%	+0.9 pp
African American	6.2%	16.2%	2.9%	11.0%	6.4%	16.5%	9.3%	11.9%	-0.9 pp
Hispanic	5.2%	3.6%	0.4%	3.6%	4.6%	1.5%	1.1%	1.9%	+1.7 pp
All MBE	**13.9%**	**24.1%**	**3.4%**	**18.5%**	**12.5%**	**21.3%**	**10.5%**	**18.8%**	**-0.3 pp**
All WBE	**11.9%**	**18.2%**	**16.7%**	**14.2%**	**10.0%**	**16.1%**	**14.3%**	**12.2%**	**+2.0 pp**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**--**
All M/W/DSBE[7]	**22.3%**	**36.3%**	**18.7%**	**29.4%**	**20.6%**	**32.6%**	**20.8%**	**28.1%**	**+1.3 pp**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

3. **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 1.1 percentage points to 13.6 percent in FY 2014 from 12.5 percent in FY 2013, while participation by M/W/DSBEs located within the Philadelphia Metropolitan Statistical Area (MSA)[8] increased by 2.0 percentage points to 19.8 percent in FY 2014 from 18.3 percent in FY 2013 (see Table ES.3).

[7] 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.

[8] 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).

Table ES.3 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors, Divided by All Prime Contractors and Sub-Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts, by Location of M/W/DSBE (by Percentage of Contract Dollars Awarded)

Location of M/W/DSBE[9]	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 13 – FY 14 Change
City	**8.5%**	**16.5%**	**15.9%**	**13.6%**	**7.5%**	**13.0%**	**16.9%**	**12.5%**	**+1.1 pp**
In Metro but Outside City	8.6%	6.2%	1.2%	6.3%	8.6%	6.6%	0.9%	5.8%	+0.5 pp
MSA	**17.0%**	**22.7%**	**17.1%**	**19.8%**	**16.1%**	**19.6%**	**17.8%**	**18.3%**	**+1.5 pp**
In US but Outside Metro	5.3%	13.6%	1.6%	9.3%	4.5%	13.0%	3.0%	9.4%	-0.1 pp
US	**22.3%**	**36.3%**	**18.7%**	**29.1%**	**20.6%**	**32.6%**	**20.8%**	**27.7%**	**+1.4 pp**
Non-M/W/DSBEs	77.7%	63.7%	81.3%	70.9%	79.4%	67.4%	79.2%	72.3%	-1.4 pp
Including Quasi-Public Contracts[10]									
US				**29.4%**				**28.1%**	**+1.3 pp**
Non-M/W/DSBEs				**70.6%**				**71.9%**	**-1.3 pp**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

[9] "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.

[10] 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 City and MSA figures are understated.

4. **The Percentage of M/W/DSBE Prime Contractor Participation Increased While Average Contract Size Decreased —** In FY 2014, M/W/DSBE prime contractors received 16.7 percent of contracts compared to 14.6 percent in FY 2013, an increase of 2.1 percent. The percentage of contract dollars awarded to M/W/DSBE prime contractors increased 1.1 percentage points from 8.4 percent in FY 2013 to 9.5 percent in FY 2014. The average contract size decreased to $170,000 in FY 2014 (vs. $320,000 for non-M/W/DSBE prime contractors) down from $210,000 in FY 2013 (vs. $360,000 for non-M/W/DSBE prime contractors) (see Table ES.4). The percentage of contracts with at least one M/W/DSBE sub-contractor decreased, from 15.6 percent in FY 2013 to 14.7 percent in FY 2014. Overall, the number of contracts with at least one M/W/DSBE participating as either a prime or a sub-contractor increased 2.8 percentage points to 31.1 percent (see Table ES.5).

Table ES.4 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors, Divided by All Prime Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts, by Contract Type (by Percentage of Contracts Awarded and by Percentage of Contract Dollars Awarded)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All	FY 13 – FY 14 Change
% Primed by M/W/DSBE									
By #	**10.9%**	**23.0%**	**6.5%**	**16.7%**	**7.1%**	**20.3%**	**6.4%**	**14.6%**	**+2.1 pp**
By $	**2.9%**	**15.1%**	**2.8%**	**9.5%**	**3.7%**	**9.6%**	**8.0%**	**8.4%**	**+1.1 pp**
Average Contract Size ($M)									
M/W/DSBE Primes	**$0.41**	**$0.35**	**$0.13**	**$0.17**	**$0.74**	**$0.42**	**$0.46**	**$0.21**	**-$0.04**
Non-M/W/DSBE Primes	**$1.64**	**$0.63**	**$0.32**	**$0.32**	**$1.35**	**$0.84**	**$0.34**	**$0.36**	**-$0.04**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table ES.5 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the US, Divided by All Prime Contractors and Sub-Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), by Contract Type (by # of Contracts with M/W/DSBE Participation)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 13 – FY 14 Change
# Contracts	138	583	276	2,129	99	611	391	2,263	-134
% Contracts Awarded to M/W/DSBE Prime Contractors	10.9%	23.0%	6.5%	16.7%	7.1%	20.3%	6.4%	14.6%	+2.1 pp
% Contracts With at Least 1 M/W/DSBE Sub-Contractor	68.1%	35.2%	4.7%	14.7%	92.9%	35.2%	9.7%	15.6%	-0.9 pp
% Contracts with at Least 1 M/W/DSBE Participating (as prime or sub-contractor)	**78.3%**	**57.3%**	**10.9%**	**31.1%**	**93.9%**	**52.5%**	**16.1%**	**28.3%**	**+2.8 pp**

Source: Econsult Solutions, Inc. (2014, 2015); Utilization = OEO Annual Participation Report (FY 2013, FY 2014); Availability = US Census Bureau Survey of Business Owners (2007)

5. **M/W/DSBE Availability Decreased Slightly, Therefore the Disparity Ratio Improved –** It is estimated that M/W/DSBEs represented 21.4 percent of "ready, willing, and able" firms within the Philadelphia MSA, down 1.5 percentage points from 22.9 percent in FY 2013 (see Table ES.6).[11] Since MSA availability decreased slightly and utilization increased in tandem, the disparity ratio improved, from 0.80 in FY 2013 (MSA utilization of 18.3 percent vs. MSA availability of 22.9 percent) to 0.93 in FY 2014 (MSA utilization of 19.8 percent vs. MSA availability of 21.4 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.

[11] "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 2013 to FY 2014 reflects not a change in availability of M/W/DSBEs overall, but rather a change in the composition of products and services procured by the City. Availability data used throughout the report is sourced from the most recent numbers available from the 2007 US Census Bureau Survey of Business Owners. This data therefore does not reflect changes in marketplace availability since 2007. Therefore, any M/W/DSBE availability changes in this report are as a result of the changing composition of goods and services procured by the City from year to year, which is used to weight the most currently available census data.

Table ES.6 – FY 2014 and FY 2013 Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA, by M/W/DSBE Type

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 13 – FY 14 Change
All MBE	2.8%	8.8%	5.5%	6.7%	2.9%	8.8%	6.3%	7.3%	-0.6 pp
All WBE	8.5%	18.1%	11.6%	14.6%	8.6%	18.1%	13.7%	15.6%	-1.0 pp
All M/W/DSBE	**11.4%**	**26.9%**	**17.1%**	**21.4%**	**11.4%**	**26.9%**	**20.0%**	**22.9%**	**-1.5 pp**

Source: US Census Bureau Survey of Business Owners (2007), OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table ES.7 – FY 2014 and FY 2013 Summary Disparity Ratios = (Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the Philadelphia MSA, Divided by All Prime Contractors and Sub-Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts ÷ (Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 13 – FY 14 Change
MSA Utilization	17.0%	22.7%	17.1%	19.8%	16.1%	19.6%	17.8%	18.3%	+1.5 pp
MSA Availability	11.4%	26.9%	17.1%	21.4%	11.4%	26.9%	20.0%	22.9%	-1.5 pp
Disparity Ratio	**1.50**	**0.84**	**1.00**	**0.93**	**1.40**	**0.73**	**0.89**	**0.80**	**+0.13**

Source: Econsult Solutions, Inc. (2014, 2015); Utilization = FY 2013 and FY 2014 OEO Participation Reports (2013, 2014); Availability = US Small Business Administration – Philadelphia District Office (2012)

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"[12] that may be slightly higher than both FY 2014 utilization and availability. Stretch goals are within two percentage points of actual utilization (See Table ES.8). Our recommended goal for M/W/DSBE utilization for all contract types is 30 percent (see Table ES.8 and Table ES.9) and is based on FY 2014 utilization and availability for City contracts (excluding federally funded City contracts) and quasi-public contracts, excluding contracts with "Few Available 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 Available or No Opportunity" for M/W/DSBE participation are included (see Table ES.10).

[12] Stretch goals are recommended because they are not far from historical utilization.

Table ES.8 – Recommended Citywide Participation Goals for City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts or Sole Source Contracts), Excluding "FANO" Contracts, by Contract Type and M/W/DSBE Type (by Percentage of Contract Dollars Awarded)

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY13/FY14 Actual
White Female	8.4% U	12.1% U	15.4% U	11.3% U	FY 13: 9.9% FY 14: 11.3%
Native American	0.0% A/U	0.0% A/U	0.0% A/U	0.1% A	FY 13: 0.0% FY 14: 0.0%
Asian American	2.5% U	5.4% A	3.0% A	3.8% A	FY 13: 2.0% FY 14: 2.9%
African American	6.2% U	16.2% U	2.9% U	11.0% U	FY 13: 11.9% FY 14: 11.0%
Hispanic	5.2% U	3.6% U	0.5% A	3.6% U	FY 13: 2.0% FY 14: 3.6%
All MBE	**13.9% U**	**24.2% U**	**5.5% A**	**20.0% S**	**FY13: 18.8%** **FY14: 18.5%**
All WBE	**11.9% U**	**18.2% U**	**16.7% U**	**15.0% S**	**FY13 12.2%** **FY14 14.1%**
City-Based M/W/DSBE	**8.5% U**	**16.5% U**	**16.0% U**	**15.0% S**	**FY13: 12.5%** **FY14: 13.6%**
All M/W/DSBE	**22.3% U**	**36.3% U**	**18.7% U**	**30.0% S**	**FY13: 28.1%** **FY14: 29.4%**
FY13/FY14 Actual	**FY13: 20.6%**	**FY13: 32.6%**	**FY13: 20.8%**	**FY13: 28.1%**	
	FY14: 22.3%	**FY14: 36.3%**	**FY14: 18.7%**	**FY14: 29.4%**	

Source: Econsult Solutions, Inc. (2015)

Table ES.9 – Actual and Recommended M/W/DSBE Utilization for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts

	Actual (incl. "Few Available or No Opportunity" Contracts)[13]						Actual (excl. "FANO")[14]			Goal[15]
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14[16]	
All M/W/DSBE	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%	28.2%	28.1%	29.4%	30%
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%	21.2%	18.8%	18.5%	20%
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%	9.0%	12.2%	14.2%	15%
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%	24.4%	20.6%	22.3%	22%
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%	30.2%	32.6%	36.3%	36%
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%	26.1%	20.8%	18.7%	19%

Source: Econsult Solutions, Inc. (2015)

[13] 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 include City contracts for which there were few available or no opportunity for M/W/DSBE participation.

[14] FY 2012 to FY 2014 results exclude City contracts for which there were few available or no opportunity 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 to FY 2014 results.

[15] 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. As a point of reference, in FY 2014, firms that were both MBE and WBE comprised 17.4 percent of the OEO Registry.

[16] Between FY 2013 and FY 2014, City contracts for the Department of License and Inspections, which had relatively high utilization rates, were shifted from the SSE contract category to the PW contract category, resulting in a decrease in M/W/DSBE utilization for SSE in FY 2014, and an increase in M/W/DSBE utilization for PW contracts. This reclassification of License and Inspection was initiated by the Procurement Department.

Table ES.10 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Excluding and Including "FANO" Contracts

Excluding "Few Available or No Opportunity" Contracts	PW	PPS	SSE	All Contract Types
All MBE	14%	24%	6%	20%
All WBE	12%	18%	17%	15%
All M/W/DSBE	22%	36%	19%	30%
Including "Few Available or No Opportunity" Contracts	**PW**	**PPS**	**SSE**	**All Contract Types**
All MBE	14%	17%	2%	15%
All WBE	12%	13%	10%	12%
All M/W/DSBE	22%	25%	11%	25%

Source: Econsult Solutions, Inc. (2015)

1 OVERVIEW

Econsult Solutions, Inc. and Milligan & Company, LLC are pleased to submit the **Annual Disparity Study for Fiscal Year (FY) 2014** to the City of Philadelphia. The study includes a brief discussion of the purpose, results of the study, and recommendations for FY 2015. 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 **Services, Supplies, 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 $874 million, or less than one-quarter of the City's $3.8 billion annual operating budget, were directly analyzed in this Disparity Study. This represents sealed bid and non-sealed contracts. It does not include $84.8 million in federally funded PW contracts over which the City has limited goal-setting influence, for which M/W/DSBE utilization was 12.4 percent. It does not include $1.6 M in sole source contracts for Service, Supplies, and Equipment contract types, for which M/W/DSBE utilization was 0.00%. It does include $237 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 30.1 percent.

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,[17] 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.[18]

[17] "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.

[18] 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 targeted 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.[19] 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."

[19] For more detail on participation and utilization, please see the Office of Economic Opportunity's Fiscal Year 2014 Annual Report: http://www.phila.gov/commerce/Documents/FY14%20Contract%20Participation%20Report.pdf

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),[20] 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 2014 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.[21] The utilization data also includes "Certifiables" not listed in the OEO Registry. "Certifiables" participate as primes on small contracts. OEO accepts "Certifiables" as

[20] 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).

[21] Importantly, the OEO-registered list we use in determining which contract dollars were awarded to OEO-registered firms is from January 2015. 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.

M/W/DSBEs for the purpose of measuring M/W/DSBE utilization, but they are not listed in the OEO Registry. “Certifiables” are firms (sole-practitioners) which individual City Departments have identified as minority or women. In addition, “Certifiables” include minority or women billing partners within law firms.

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.

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 shortage 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 2014 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 2014 data, see Appendix B.

The Participation Goals section (Section 3) provides **participation goals** for the following fiscal year (FY 2015) based on the disparity ratios calculated from the FY 2014 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) 2014 provide the background and analysis for the City of Philadelphia FY 2014 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.[22]

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 2014 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 available or no opportunity" ("FANO") for M/W/DSBEs to participate.

Appendix K provides a list of acronyms for reference.

Addendum: The City of Philadelphia Economic Opportunity Plan Analysis Fiscal Years 2009-2014 discusses the City's performance in achieving participation goals set on various Economic Opportunity Plan (EOP) projects.

[22] 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 2014, where possible, the utilization data was analyzed in four ways, with #4 below representing the main way data were displayed and upon which goals were set:

	Including "Few Available or No Opportunity" ("FANO") Contracts	Excluding "FANO" Contracts
Including Federally Funded City Contracts	#1	#2
Excluding Federally Funded City Contracts	#3	#4

"FANO" contracts are excluded for comparison to evaluate utilization on contracts in which there are a real opportunity for an M/W/DSBE firm to participate.[23] Further, contracts that are federally funded are excluded from most participation and all goal-setting analyses, as the City does not have direct control over setting the goals for federally funded contracts. Within both analyses, quasi-public entities are included in the utilization analysis, but only at a summary level, as individual firm detail on M/W/DSBE participation for quasi-public entities is limited. An analysis of the FY 2014 data revealed the following highlights and trends. For all detailed data tables, including department specific data, please see Appendices D through I.

1. **M/W/DSBE Utilization Continues to Increase–** The M/W/DSBE utilization in City contracts and contracts of quasi-public entities (excluding federal contracts) increased by 1.3 percentage points, from 28.1 percent in FY 2013 to 29.4 percent in FY 2014 (see Table 2.1). Participation in SSE contracts decreased by 2.1 percentage points in FY 2014, as a result of the shift of Department of License and Inspections contracts from the SSE contract type to the PW contract type. Participation increased in PW and PPS contracts. Overall participation increased in all contracts types for WBE firms. Participation increased for MBE firms across all contract types except for SSE contracts which had a 7.1 percentage point decrease related to the shift in License and Inspections.

[23] See Appendix J for a full list of FY 2014 contracts with "Few Available or No Opportunity" for M/W/DSBE participation.

Table 2.1 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the US, Divided by All Prime Contractors and Sub-Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts, by Contract Type and M/W/DSBE Type (by Percentage of Contract Dollars Awarded)

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White Female	8.5%	12.1%	15.4%	11.3%	8.1%	11.3%	10.4%	9.9%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	2.5%	4.0%	0.1%	2.9%	1.6%	3.0%	0.0%	2.0%
African American	6.2%	16.2%	2.9%	11.0%	6.4%	16.5%	9.3%	11.9%
Hispanic	5.2%	3.6%	0.4%	3.6%	4.6%	1.5%	1.1%	1.9%
All MBE	**13.9%**	**24.1%**	**3.4%**	**18.5%**	**12.5%**	**21.3%**	**10.5%**	**18.8%**
All WBE	**11.9%**	**18.2%**	**16.7%**	**14.2%**	**10.0%**	**16.1%**	**14.3%**	**12.2%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE[24]	**22.3%**	**36.3%**	**18.7%**	**29.4%**	**20.6%**	**32.6%**	**20.8%**	**28.1%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table 2.1 includes contracts analyzed for FY 2014, excluding federal contracts and contracts with few available or no opportunities ("FANO") for M/W/DSBE firms because there are few available for M/W/DSBE firms to perform the contracted work. When excluding those contracts with few available or no opportunity for M/W/DSBE firms to participate as shown in Table 2.1, the utilization shows an increase from FY 2013. By comparison, as shown in Table 2.2, if the "FANO" contracts are included then the FY 2014 utilization is much lower at 22.1 percent instead of 29.4 percent (see Table 2.2). The results of the analyses in both Table 2.1 and Table 2.2 show that between FY 2013 and FY 2014 utilization increased in the analysis that excludes "FANO" contracts, however utilization decreased when "FANO" contracts were included. As a result in the increased number and dollar amount of contracts with few available or no opportunity for M/W/DSBEs to participate, this perceived small change in utilization is actually much greater. The major "FANO" contracts include electric utility services, court appointed human services, medical personnel for the prison, water treatment chemicals, and petroleum products. For a complete list of "FANO" contracts, see Appendix J.

[24] 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.

Table 2.2 – FY 2014 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 "FANO" Contracts, by Contract Type and M/W/DSBE Type (by $ Contracts Awarded)

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White Female	8.5%	8.4%	9.3%	8.6%	7.4%	8.5%	8.5%	8.3%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	2.5%	2.8%	0.0%	2.0%	1.4%	2.2%	0.0%	1.7%
African American	6.2%	11.3%	1.8%	8.4%	5.8%	12.4%	7.6%	10.1%
Hispanic	5.2%	2.5%	0.2%	2.8%	4.2%	1.2%	0.9%	1.6%
All MBE	**13.9%**	**16.8%**	**2.0%**	**13.5%**	**11.5%**	**16.0%**	**8.6%**	**15.9%**
All WBE	**11.9%**	**12.6%**	**10.1%**	**12.0%**	**9.2%**	**12.2%**	**11.7%**	**10.3%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**22.3%**	**25.2%**	**11.3%**	**23.9%**	**18.8%**	**24.5%**	**17.1%**	**23.8%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

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 1.1 percentage points to 13.6 percent in FY 2014 up from 12.5 percent in FY 2013, (see Table 2.3 and Figure 2.1). In FY 2014, there was an increase of 1 percentage point in the utilization of City-located M/W/DSBEs for PW contracts, an increase of 3.5 percentage points in the utilization of City-located M/W/DSBEs for PPS contracts, and a slight decrease of 0.8 of a percentage point in the utilization of City-located M/W/DSBEs for SSE contracts.

Table 2.3 – FY 2014 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, Excluding "FANO" Contracts, by Location of M/W/DSBE

Location of M/W/DSBE[25]	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
City	8.5%	16.5%	15.9%	13.6%	7.5%	13.0%	16.9%	12.5%
In Metro but Outside City	8.6%	6.2%	1.2%	6.3%	8.6%	6.6%	0.9%	5.8%
MSA	17.0%	22.7%	17.1%	19.8%	16.1%	19.6%	17.8%	18.3%
In US but Outside Metro	5.3%	13.6%	1.6%	9.3%	4.5%	13.0%	2.9%	9.4%
US	22.3%	36.3%	18.7%	29.1%	20.6%	32.6%	20.8%	27.7%
Non-M/W/DSBEs	77.7%	63.7%	81.3%	70.9%	79.4%	67.4%	79.2%	72.3%
Including Quasi-Public Contracts[26]								
US				29.4%				28.1%
Non-M/W/DSBEs				70.6%				71.9%

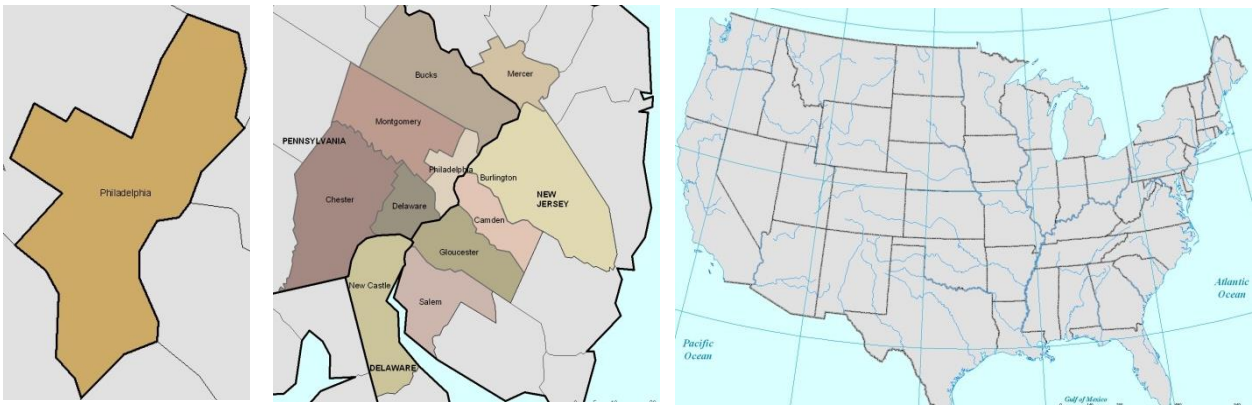
Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

[25] "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 2015.

[26] 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 2014 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 "FANO" Contracts, by Location of M/W/DSBE (see Table 2.3)

Philadelphia = 13.6% *Philadelphia MSA = 19.8%* *US = 29.4%*



Source: OEO Participation Report (FY 2014), Econsult Solutions, Inc. (2015)

Table 2.4 below shows the comparison of utilization by location when ""Few Available or No Opportunity"" contracts are included in the analysis. Between FY 2013 and FY 2014, utilization of M/W/DSBEs located in the City slightly increased by 0.3 of a percentage point, from 10.0 percent in FY 2013 to 10.3 percent in FY 2014.

Table 2.4 – FY 2014 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, Including "FANO" Contracts, by Contract Type and Location of M/W/DSBE (by $ Contracts Awarded)

Location of M/W/DSBE	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
City	**8.5%**	**11.5%**	**9.6%**	**10.3%**	**6.8%**	**9.8%**	**13.6%**	**10.0%**
In Metro but Outside City	**8.6%**	**4.3%**	**0.7%**	**4.4%**	**7.8%**	**4.2%**	**0.8%**	**4.2%**
MSA	**17.0%**	**15.8%**	**10.3%**	**14.7%**	**14.7%**	**14.0%**	**14.4%**	**14.1%**
In US but Outside Metro	**5.3%**	**9.5%**	**1.0%**	**7.4%**	**4.2%**	**10.5%**	**2.6%**	**7.9%**
US	**22.3%**	**25.2%**	**11.3%**	**22.1%**	**18.8%**	**24.5%**	**17.0%**	**22.0%**
Non-M/W/DSBEs	**77.7%**	**74.8%**	**88.7%**	**77.9%**	**81.2%**	**75.5%**	**83.0%**	**76.2%**
Including Quasi-Public Contracts								
US				**23.9%**				**23.8%**
Non-M/W/DSBEs				**76.1%**				**76.2%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Additionally, the total dollar amount of contracts awarded to M/W/DSBEs in the City continued to grow from $75.5 million in FY 2013 to $86.2 million in FY 2014, an increase of $10.7 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 2014 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, Excluding "FANO" Contracts, by Contract Type and Location of M/W/DSBE (in $M)

Location of M/W/DSBE	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
City	**$17.5**	**$55.1**	**$13.1**	**$86.2**	**$8.9**	**$46.4**	**$19.6**	**$75.5**
In Metro but Outside City	**$17.7**	**$20.5**	**$1.0**	**$39.7**	**$10.2**	**$20.1**	**$1.4**	**$32.1**
MSA	**$35.3**	**$75.7**	**$14.0**	**$125.9**	**$19.1**	**$66.5**	**$21.0**	**$107.6**
In US but Outside Metro	**$11.0**	**$45.5**	**$1.4**	**$58.7**	**$5.4**	**$49.6**	**$3.5**	**$59.4**
US	**$46.3**	**$121.2**	**$15.4**	**$184.6**	**$24.6**	**$116.2**	**$24.5**	**$167.1**
Non-M/W/DSBEs	**$161.2**	**$212.8**	**$66.8**	**$450.0**	**$94.6**	**$240.5**	**$93.1**	**$437.2**
Including Quasi-Public Contracts								
US				**$256.0**				**$237.2**
Non-M/W/DSBEs				**$617.6**				**$605.7**

Source: OEO Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

3. **M/W/DSBE Prime Participation Increased in Dollar Amount of Contracts, Decreased in the Number of Contracts —** The percentage of contracts primed by M/W/DSBEs increased from 14.6 percent in FY 2013 to 16.7 percent in FY 2014. In FY 2014, the percentage of contract dollars primed by M/W/DSBEs increased to 9.5 percent, up from 8.4 percent in FY 2013. The average contract size awarded to M/W/DSBE primes decreased from $210,000 in FY 2013 to $170,000 in FY 2014, while the average contract size of non-M/W/DSBE primes also decreased between FY 2013 ($360,000) and FY 2014 ($320,000).

Table 2.6 – FY 2014 and FY 2013 Utilization of For-Profit M/W/DSBE Prime Contractors, Divided by All Prime Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts, by Contract Type (by Percentage of Contracts Awarded and by Percentage of Contract Dollars Awarded)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
% Primed by M/W/DSBE								
By #	10.9%	23.0%	6.5%	16.7%	7.1%	20.3%	6.4%	14.6%
By $	2.9%	15.1%	2.8%	9.5%	3.7%	9.6%	8.0%	8.4%
Average Contract Size ($M)								
M/W/DSBE Primes	$0.41	$0.35	$0.13	$0.17	$0.74	$0.42	$0.46	$0.21
Non-M/W/DSBE Primes	$1.64	$0.63	$0.32	$0.32	$1.35	$0.84	$0.34	$0.36

Source: OEO Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

The total number of contracts awarded by the City of Philadelphia in FY 2014 decreased by 134 from 2,263 in FY 2013 to 2,129 in FY 2014. The number of contracts with at least one M/W/DSBE participating (prime contractors and subcontractors) increased in FY 2014 to 662 contracts, up from 659 contracts in FY 2013.

Due to the slight decrease in the total number of contracts awarded, the percentage of contracts with at least one M/W/DSBE participating increased from 28.3 percent in FY 2013 to 31.1 percent in FY 2014. The percentage of contracts with at least one M/W/DSBE subcontractor decreased from 15.6 percent in FY 2013 to 14.7 percent in FY 2014. The number of prime contracts awarded to M/W/DSBEs increased from 330 contracts in FY 2013 to 356 prime contracts in FY 2014. It should also be noted that 78.3 percent of PW contracts (108 out of 138) had at least one M/W/DSBE participating in FY 2014 and 15 of these contracts (10.9 percent of total PW contracts)

were primed by an M/W/DSBE, up 3.8 percentage points from FY 2013. This increase is partially due to the reclassification of License and Inspections contracts to PW. On PPS contracts, the percentage of contracts with at least one M/W/DSBE participating increased by 4.8 percentage points to 57.3 percent in FY 2014. PPS contracts continue to have the highest percentage of contracts awarded to M/W/DSBE primes at 23 percent in FY 2014 up 2.7 percentage points from 20.3 percent in FY 2013. M/W/DSBE participation on SSE contracts remains the lowest by contract type at 6.5 percent in FY 2014 (see Table 2.7).

Table 2.7 – FY 2014 Distribution of M/W/DSBE Participation in City Contracts (Excluding Federally Funded City Contracts)[27, 28,29,30]

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
# Contracts	138	583	276	2,129	99	611	391	2,263
# Contracts With at Least 1 M/W/DSBE Participating	**108**	**334**	**30**	**662**	**93**	**321**	**63**	**659**
% Contracts with at Least 1 M/W/DSBE Participating	**78.3%**	**57.3%**	**10.9%**	**31.1%**	**93.9%**	**52.5%**	**16.1%**	**28.3%**
# Contracts Awarded to M/W/DSBE Prime Contractors	15	134	18	356	7	124	25	330
% Contracts Awarded to M/W/DSBE Prime Contractors	10.9%	23.0%	6.5%	16.7%	7.1%	20.3%	6.4%	14.6%
# Contracts With at Least 1 M/W/DSBE Sub-Contractor	94	205	13	313	92	215	38	354
% Contracts With at Least 1 M/W/DSBE Sub-Contractor	68.1%	35.2%	4.7%	14.7%	92.9%	35.2%	9.7%	15.6%

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

[27] All Contract Types includes PW, PPS, and SSE contracts, and also MPO and SOP contracts. Thus, totals will not sum across columns because of the omitted detail on the MPO and SOP contract types.

[28] Contracts with at least 1 M/W/DSBE participating includes minority and women owned businesses (sole proprietorships) that do not appear in the OEO Directory.

[29] The methodology for counting contracts differs between the Office of Economic Opportunity's Annual Participation Report and the Annual Disparity Study. The Annual Disparity Study counts each unique contract number as one contract. The Annual Participation Report counts each individual contract, subcontract, and contract extension as a unique contract, regardless of the contract number.

[30] The number of contracts awarded to M/W/DSBE's prime contractors and the number of contracts awarded to M/W/DSBE sub-contractors will not total the number of contracts with at least one M/W/DSBE firm participating due to 7 prime M/W/DSBE contractors self-performing the work.

4. **M/W/DSBE Availability Decreased Slightly** – M/W/DSBEs represented 21.4 percent of "ready, willing, and able" firms within the Philadelphia MSA, down 1.5 percentage points from 22.9 percent in FY 2013. In FY 2014, availability remained the same for all M/W/DSBE categories for PW and PPS contracts. There was a decrease of 2.9 percentage points in availability for SSE contracts (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 2013 to FY 2014 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 2014 and FY 2013 Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA, by M/W/DSBE Type

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
All MBE	2.8%	8.8%	5.5%	6.7%	2.9%	8.8%	6.3%	7.3%
All WBE	8.5%	18.1%	11.6%	14.6%	8.5%	18.1%	13.7%	15.6%
All M/W/DSBE	**11.4%**	**26.9%**	**17.1%**	**21.4%**	**11.4%**	**26.9%**	**20.0%**	**22.9%**

Source: US Census Bureau Survey of Business Owners (2007), OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

5. **Overall the Disparity Ratio Improved –** Since MSA availability decreased slightly, as shown in Table 2.8, and utilization increased in tandem (see Table 2.3), the overall disparity ratio in FY 2014 is the closest to reaching parity than in any other previous year. There was an improvement in the disparity ratio, from 0.80 in FY 2013 (MSA utilization of 18.3 percent vs. MSA availability of 22.9 percent) to 0.93 in FY 2014 (MSA utilization of 19.8 percent vs. MSA availability of 21.4 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 and at 1 for SSE contracts. While the disparity ratio continues to improve, the City must consistently achieve

Table 2.9 – FY 2014 and FY 2013 Summary Disparity Ratios = (Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors Located in the Philadelphia MSA, Divided by All Prime Contractors and Sub-Contractors, on City Contracts and Quasi Public Contracts Excluding Federally Funded City Contracts), Excluding "FANO" Contracts) ÷ (Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA)[31]

FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
1.50	0.84	1.00	0.93	1.40	0.73	0.89	0.80

Source: Econsult Solutions, Inc. (2014, 2015); Utilization = FY 2013 OEO Participation Report (2013); Availability = US Small Business Administration – Philadelphia District Office (2012)

[31] "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 2013 to FY 2014 reflects not a change in availability of M/W/DSBEs overall, but rather a change in the composition of products and services procured by the City. Availability data used throughout the report is sourced from the most recent numbers available from the 2007 US Census Bureau Survey of Business Owners. This data therefore does not reflect changes in marketplace availability since 2007. Therefore, any M/W/DSBE availability changes in this report are as a result of the changing composition of goods and services procured by the City from year to year, which is used to weight the most currently available census data.

6. **Utilization Rates Would Be Lower, and Therefore Disparity Ratios Would Worsen, if "Few Available or No Opportunity" Contracts Were Included –** Excluded from the $872 million in contracts analyzed in this report are 63 contracts totaling $198 million for which there are few available or no opportunity for M/W/DSBEs firms to participate, and therefore very little chance for M/W/DSBE utilization (see Table 2.10).

Table 2.10 – FY 2014 Contracts for Which There are "Few Available or No Opportunity" ("FANO") for M/W/DSBEs, as Determined by the City's Office of Economic Opportunity

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types[32]	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types	FY 13 – FY 14 Change
#	0	43	20	63	2	34	23	59	+ 2
$M	$0.0	$146.1	$51.7	$197.8	$11.2	$117.2	$26.0	$155.5	+$42.3M

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

As shown in Table 2.4, including these "Few Available or No Opportunity" contracts in the analysis, the utilization of M/W/DSBEs in the US would be 23.9 percent (rather than 29.4 percent) and the utilization of M/W/DSBEs in the MSA would be 14.7 percent (rather than 19.8 percent), which would yield a disparity ratio of 0.69 instead of 0.93 (see Table 2.11). In FY 2013, the disparity ratio was .62 instead .80. Utilization levels and corresponding recommended participation goals were determined based on the exclusion of these "FANO" contracts in order to focus efforts on those contracts for which there was more of a chance for M/W/DSBE utilization. The major "FANO" contracts include electric utility services, court appointed human services, medical personnel for the prison, water treatment chemicals, and petroleum products. For a complete list of "FANO" contracts, see Appendix J.

[32] Includes $1.6 million in sole source contracts

Table 2.11 – FY 2014 Disparity Ratio Comparison, Both Excluding and Including "FANO" Contracts

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
MSA Availability	11.4%	26.9%	17.1%	21.4%	11.4%	26.9%	20.0%	22.9%
MSA Utilization Excluding "Few Available or No Opportunity"	17.0%	22.7%	17.1%	19.8%	16.1%	19.6%	17.8%	18.3%
Disparity Ratio Excluding "Few Available or No Opportunity"	**1.50**	**0.84**	**1.00**	**0.93**	**1.40**	**0.73**	**0.89**	**0.80**
MSA Utilization Including "Few Available or No Opportunity"	17.0%	15.1%	10.5%	14.7%	14.7%	14.0%	14.4%	14.1%
Disparity Ratio Including "Few Available or No Opportunity"	**1.50**	**0.56**	**0.62**	**0.69**	**1.29**	**0.52**	**0.72**	**0.62**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

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 2014 utilization and availability (see Table 3.1, Table 3.2, and Table 3.3). Stretch goals are within a two percentage points of actual utilization, as shown in Table 3.2

Table 3.1 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Excluding and Including "FANO" Contracts

Excluding "Few Available or No Opportunity" Contracts	PW	PPS	SSE	All Contract Types
All MBE	14%	24%	3%	20%
All WBE	12%	18%	17%	15%
All M/W/DSBE	22%	36%	19%	30%
Including "Few Available or No Opportunity" Contracts	**PW**	**PPS**	**SSE**	**All Contract Types**
All MBE	14%	17%	2%	15%
All WBE	12%	13%	10%	12%
All M/W/DSBE	22%	25%	11%	25%

Source: Econsult Solutions, Inc. (2015)

Table 3.2 – Recommended Citywide Participation Goals for City Contracts and Quasi-Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts, by Contract Type and M/W/DSBE Type (by Percentage of Contract Dollars Awarded)

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY13/FY14 Actual
White Female	8.4% U	12.1% U	15.4% U	11.3% U	FY 13: 9.9% FY 14: 11.3%
Native American	0.0% A/U	0.0% A/U	0.0% A/U	0.1% A	FY 13: 0.0% FY 14: 0.0%
Asian American	2.5% U	5.4% A	3.0% A	3.8% A	FY 13: 4.0% FY 14: 2.9%
African American	6.2% U	16.2% U	2.9% U	11.0% U	FY 13: 11.9% FY 14: 11.0%
Hispanic	5.2% U	3.6% U	0.5% A	3.6% U	FY 13: 2.0% FY 14: 3.6%
All MBE	**13.9% U**	**24.2% U**	**5.5% A**	**20.0% S**	**FY13: 18.8%** **FY14: 18.5%**
All WBE	**11.9% U**	**18.2% U**	**16.7% U**	**15.0% S**	**FY13 12.2%** **FY14 14.1%**
City-Based M/W/DSBE	**8.5% U**	**16.5% U**	**16.0% U**	**15.0% S**	**FY13: 12.5%** **FY14: 13.6%**
All M/W/DSBE	**22.3% U**	**36.3% U**	**18.7% U**	**30.0% S**	**FY13: 28.1%** **FY14: 29.4%**
FY13/FY14 Actual	**FY13: 20.6%**	**FY13: 32.6%**	**FY13: 20.8%**	**FY13: 28.1%**	
	FY14: 22.3%	**FY14: 36.3%**	**FY14: 18.7%**	**FY14: 29.4%**	

Source: Econsult Solutions, Inc. (2015)

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 Available or No Opportunity" Contracts)[33]						Actual (excl. "FANO")[34]			Goal[35]
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	
All M/W/DSBE	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%	28.2%	28.1%	29.4%	30%
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%	21.2%	18.8%	18.5%	20%
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%	9.0%	12.2%	14.2%	15%
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%	24.4%	20.6%	22.3%	22%
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%	30.2%	32.6%	36.3%	36%
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%	26.1%	20.8%	18.7%	19%

Source: Econsult Solutions, Inc. (2015)

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

[33] 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 include City contracts for which there were few available or no opportunity for M/W/DSBE participation.

[34] FY 2012 to FY 2014 results exclude City contracts for which there were few available or no opportunity 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, FY 2013 and FY 2014 results.

[35] 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. As a point of reference, in FY 2014, firms that were both MBE and WBE comprised 17.4 percent of the OEO Registry.

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.

In the case of overall M/W/DSBE utilization, we recommend a participation goal that is higher than both FY 2014 utilization and FY 2014 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.[36]

This particular "stretch" goal is also based on the fact that FY 2014 utilization for City operating departments was almost 30 percent (29.4 percent). Also, it should also be noted that the FY 2014 availability at the City of Philadelphia level was 29.6 percent (vs. 21.4 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 19.8 percent, and provides numerical support for higher participation goal levels.

In the case of M/W/DSBE utilization in SSE contracts, we recommend a participation goal that is higher than both FY 2014 utilization and FY 2014 availability. This is because such a goal is still less than FY 2013 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.

[36] 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 2014 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 2014 study. There were many positive findings and others will need further exploration to increase utilization in specific groups. The overall increase utilization of M/W/DSBEs is a direct result of OEO's achievements in recent years.

Table 4.1 – FY 2014 Annual Disparity Study Recommendations

Findings and Recommendations		
Finding	Higher utilization on contracts with City-influenced goals	Continue to collaborate with City departments to set annual goals
Finding	Increased overall utilization	Enhance disabled-owned business program
Finding	Increased local utilization	Continue local preference program
Finding	Increased M/W/DSBE prime contractor participation	Continue capacity building and inclusion programs
Finding	Availability decreased which improved disparity ratio	Continue building availability in "few" to "no" categories
Achievements		
Achievement	Transparency	• Annual Economic Opportunity Plans (EOP) analysis • EOP Dashboard • Economic Opportunity Review Committee transcripts • Goal benchmarking • Annual Participation Report • OEO Advisory Board • Mayor's Advisory Commission on Construction Industry Diversity
Achievement	Reporting & Monitoring	• OEO contract compliance reporting system
Achievement	Outreach	• Community/alliance partnerships • Network events and sponsorships • Doing business in the City in 5th year in operation

4.2 FINDINGS AND RECOMMENDATIONS

4.2.1 Utilization Higher on Contracts for Which the City Had More Goal-Setting Influence

RECOMMENDATION: Continue to collaborate with City departments to set annual goals

The Office of Economic Opportunity should continue to collaborate with City departments to set annual goals. The goal setting process is a collaborative effort between the OEO Officer, Specialist, Executive Director, and each City department's management. This group assisted approximately 42 departments achieve a cumulative actual participation of 30.4 percent in FY 2014.[37]

The goal setting process includes a review of historical, forecasted, and current year activity to determine appropriate annual goals for each department. Rather than set arbitrary departmental goals, OEO establishes a variance of contract specific goals to ensure that utilization and availability are taken into consideration when annual goals are established each year.

The City of Philadelphia Aviation Department Disadvantaged Business Enterprise (DBE) Program Office establishes overall and contract goals on federally funded procurements.[38] 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). 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 and preferences.

4.2.2 Overall M/W/DSBE Utilization Levels Increased Slightly

RECOMMENDATION: Enhance disabled-owned business program

The Office of Economic Opportunity should enhance the disabled-owned business program. Overall M/W/DSBE utilization increased from 28.1 percent in FY 2013 to 29.4 percent in FY 2014 for department, citywide, and quasi-public contracts. The FY 2014 participation breakdown

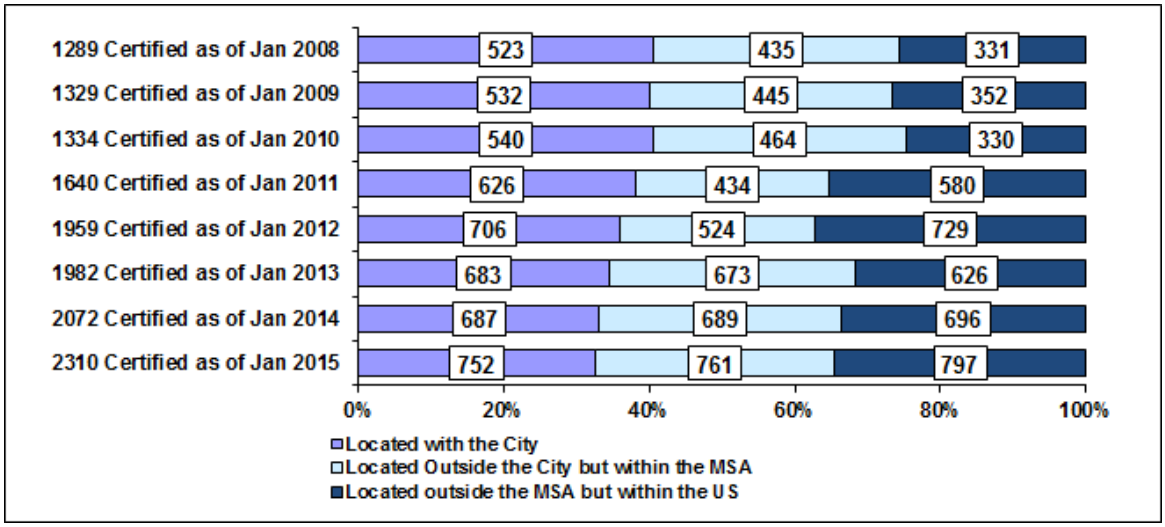
[37] Ranking of City departments by actual participation chart – OEO FY 2014 Annual Report.

[38] 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).

consisted of 18.5 percent for MBEs, 14.2 percent for WBEs, and zero percent for disabled-owned businesses.[39]

The City accepts certification from a number of agencies across the country in order to verify the firm's M/W/DSBE status. The agencies listed on the City's website primarily certify minority and women-owned business enterprises, not disabled-owned business enterprises. As of the January 2015, there were approximately 2,310 M/W/DSBE certified businesses in the OEO Registry of which only nine are disabled-owned business enterprises. Table 4.1 shows the increased registered businesses over the years in the OEO Registry.

Figure 4.1 - Distribution of OEO-Certified Firms



Source: City of Philadelphia Office of Economic Opportunity (2007-2015), Econsult Solutions, Inc. (2007-2015)

City Council declared 2014 as the "Year of the Veteran" in Philadelphia. The City has recognized the need to provide assistance to veterans and in particular service-disabled veterans. OEO ceased setting City-wide DSBE goals in FY 2011 due to the small number of DSBE firms. However, notwithstanding the small number of registered firms, OEO should consider the setting of disabled-owned business goals at the contract level using NAICS or commodity codes in the OEO Registry to identify the potential availability of DSBE firms.

[39] 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. As a point of reference, in FY 2014, firms that were both MBE and WBE comprised 17.4 percent of the OEO Registry.

The City should explore more inclusion of disabled-owned businesses in the OEO Registry. It is recommended that the City include certification programs for disabled-owned and service – disabled veteran-owned businesses to the list of approved certifying agencies. The Small Business Administration (SBA) and US Business Leadership Network (USBLN®) have programs for disabled-owned and service-disabled veteran-owned businesses. Currently, the participation goals are based in part on current availability. In the future, increasing the available certification choices may increase the number of certified disabled-owned and service-disabled veteran-owned businesses, which may necessitate setting disabled-owned business goals at the Citywide or contract-type level.

The SBA's service-disabled veteran-owned small business concern program establishes the criteria to be used in federal contracting to determine service-disabled veteran status and other program requirements. Eligibility criteria addresses business ownership and control and service-connected disability as determined by the Department of Veterans Affairs or Department of Defense.[40]

The mission of the USBLN® is to help business drive performance by leveraging disability inclusion in the workplace, supply chain, and marketplace.[41] The USBLN® Disability Supplier Diversity Program® (DSDP) is the nation's leading third-party certifier of disability-owned business enterprises, including companies owned by service-disabled veterans. The DSDP serves in an advocacy and certification role to link disability-owned businesses to information, resources and contract opportunities with corporate America, government, and other buying organizations.[42]

4.2.3 Increased Use of M/W/DSBEs within the City

RECOMMENDATION: Continue local preference program

The City should continue the local preference program for competitive bid contracts.[43] The City's procurement department approves firms as Local Business Enterprises (LBEs).[44] The LBE program grants a 10 percent preference for City based businesses bidding on contracts less than $1 million

[40] This program is in accordance to the Veterans Benefits Act of 2003 (public Law 108-183). See 13 CFR part 125.8-125.10.

[41] USBLN and Disability Supplier Diversity Program are registered trademarks of the US Business Leadership Network

[42] US Business Leadership Network website – Disability Supplier Diversity Program® Overview

[43] Mayor Nutter's Executive Order 04-12 addressed local preferences for professional services contracts.

[44] Section 17-109 of the Philadelphia Code

and 5 percent for contracts over $1 million. City-based participation increased by 1.1 percentage points from 12.5 percent in FY 2013 to 13.6 percent in FY 2014, showing that this program is working and warrants continuation.

4.2.4 The Percentage of M/W/DSBE Prime Contractor Participation Increased While the Average Contract Size Decreased

RECOMMENDATION: Continue capacity building and inclusion programs

The City continues to be a key player in the capacity building program. Successful capacity building programs include small business development practices; bonding, insurance and financing practices; doing business with government; vendor outreach and networking; and unbundling contracts. The City, through the Office of Economic Opportunity, is a strategic partner with key contracting and development firms in the nation[45]. This collaboration assisted the City to increase the percentage of contract dollars awarded to M/W/DSBE prime contractors by 1.1 percentage points from 8.4 percent in FY 2013 to 9.5 percent in FY 2014. More M/W/DSBE firms are succeeding at becoming primes on smaller contracts. In time, as firms gain additional experience, these primes will secure larger contracts. This program is another example of an OEO led effort that is positively impacting M/W/DSBE participation.

4.2.5 M/W/DSBE Availability Decreased Slightly, Therefore the Disparity Ratio Improved

RECOMMENDATION: Continue building availability in "few available" to "no opportunity" categories

The City should continue building on the availability of M/W/DSBEs in the few available or no opportunity categories. Few to no M/W/DSBE contracts are a class of contracts with limited availability from the OEO registry to provide specialized services or commodities. The City deducted $198 million of the approximately $872 million in total City-wide contract awards based on limited availability of M/W/DSBEs.[46] The total for citywide contracts does not include $1.6 M in sole source contracts for Services, Supplies, and Equipment contract types.

[45] The City, through the Office of Economic Opportunity, works extensively to help build capacity for minority firms with other public and private sector organizations. For more detail, see Section 4.3.3 in this report, as well as the OEO FY 2014 Annual Report, p. 15.

[46] OEO FY 2014 Annual Report

M/W/DSBE suppliers are encouraged by OEO to register and complete an application for inclusion in the procurement departments' bidders list. OEO has also periodically engaged a consultant to conduct a national search for M/W/DSBE suppliers in the few to no opportunities category. As M/W/DSBE availability varies year to year based upon contract types, OEO should continue its efforts to identify firms to reduce the few to no opportunities categories.

4.3 ACHIEVEMENTS

4.3.1 TRANSPARENCY

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 with Section 17-1602 of the Philadelphia Code. An EOP is triggered when a set of criteria is met, such as a Non-Profit or private project that includes City resources. 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. The City also expects Non-Profit organizations to implement best and good faith efforts to supplier diversity and workforce inclusion. [47]

In September 2013, OEO released *A Review of Philadelphia's Economic Opportunity Plans 2009-2013: Assessing Goal Achievement and Compliance*, the first study on the results of the City's Economic Opportunity Plan (EOP) program. In 2014, OEO requested that an in-depth EOP analysis be conducted annually. The first EOP analysis published covered FY 2009 through FY 2013 and showed that out of 473 active and closed EOP projects, 77 percent met or exceeded at least 90 percent of the EOP goal.[48] Through FY 2013, 86 percent of all EOP contract dollars met or exceeded 90 percent of the goal. The fiscal year 2014 update covers 642 EOP projects between FY 2009 and FY 2014 valued at $7 billion. At the end of FY 2014, 87 percent of EOP projects met or exceeded at least 90 percent of the goal, a ten percent increase over the previous reporting period. By contract dollar value, 94 percent of the EOPs met or exceeded at least 90 percent of the EOP goal, an eight percent increase in the contract dollar goal.

The marked increase in EOP goal achievement can be attributed directly to the culmination of OEO's efforts in recent years. These efforts include:

- The deliberate setting of data-driven goals
- Contract Compliance Report System used for City contracts
- A high level of accountability for goal achievement
- Providing information to the marketplace and sharing best practices

[47] Chapter 17-1600 of the Philadelphia Code requires the development and implementation of "Economic Opportunity Plan(s)" for certain classes of contracts and covered projects.

[48] Department of Commerce, Office of Economic Opportunity, Economic Opportunity Plan Analysis Fiscal Years 2009 – 2013. This report was published as an addendum to the Fiscal Year 2013 Annual Disparity Study. The Economic Opportunity Plan Analysis Fiscal Years 2009 – 2014 update is published as an addendum to the Fiscal Year 2014 Annual Disparity Study.

- Increased contractor awareness due to OEO's constant and persistent drive toward compliance
- Development of relationships and experience that is driving achievement higher
- Increased clarity in EOP plans
- The creation of oversight committees
- Testimonies of success by project owners, contractors, and sub-contractors at Economic Opportunity Review Committee meetings

EOP Dashboard

For additional transparency, OEO also provides an EOP Dashboard on its website. The EOP Dashboard provides various EOP summaries by City departments, Quasi-Public agencies, and private and non-profit projects by dollar value, percent participation achieved, and overall compliance.

Economic Opportunity Review Committee Transcripts

The mission of the Economic Opportunity Review Committee is to evaluate the effectiveness of the Economic Opportunity Plan legislation and recommend improvements in policy and implementation. The Committee is also responsible for recommending contractors for debarment based on consistent and persistent violation of EOP commitments.

OEO chairs the City Council Economic Opportunity Review Committee which conducts quarterly public hearings to monitor market conditions for economic inclusion and the identification of contractors violating the City's anti-discrimination policies. The transcripts of the meetings are posted on the OEO's website, which speaks to the transparency of the OEO department.

Goal Benchmarking

Philadelphia is one of the most transparent municipal entities that sets M/W/DSBE goals. M/W/DSBE contracting results are reported annually and goal setting methodology, contract utilization, and goal achievement are available in the public domain.

The following five benchmarking examples are a sample of state, county, and municipal entities that publically report utilization results annually. Most reports do not provide a detailed explanation of how results were calculated, making equal comparison to OEO's achievement difficult. However, the results outlined help to provide additional appreciation of OEO's success in achieving contract diversity in Philadelphia.

New York State (FY 2013-2014)[49]

Statewide MWBE Utilization	25.12%
Total Spend	$7,803,308,805
Total MWBE Spend	$1,960,095,714
Total MBE Awards	$939,512,604
Total WBE Awards	$1,020,583,110

Distribution of New York State M/WBE Contracts by Industry

Construction	57%
Non-Construction Professional Services	23%
Construction-Related Professional Services	10%
Commodities	10%

Allegheny County, PA (FY 2013)[50]

Overall County Goal*	Percentage
MBE	13%
WBE	2%

**the county-wide average was not calculated in the report*

Contract Type	Percentage of M/W/DBE Participation
Purchasing	39.7%
Staples	18.79%
Public Works	30.18%
Human Services	30.6%
Economic Development	22%
Airport Authority	15.68%
Housing Authority	11%
Port Authority	19.8%
Sports & Exhibition Authority	35.7%

Denver, Co (FY 2014)[51]

Categories	Aspirational Goal	Program Type	Goal Achieved
Construction	24.0%	M/WBE, SBE	23.11%
Professional Services	33.0%	M/WBE, SBE	27.05%
Goods	5.0%	M/WBE, SBE	9.14%
Services	8.0%	M/WBE, SBE	10.13%

[49] Empire State Development, Division of Minority and Women's Business Development, *Annual Report Fiscal Year 2013-2014*.

[50] Allegheny County Department of Minority, Women & Disadvantaged Business Enterprise, *2013 Annual Report*.

[51] Denver Office of Economic Development, Division of Small Business Opportunity, *DSBO 2014 Annual Report*.

Houston, TX (FY 2014)[52, 53]

Contract Type	Non MWSBE Amount	MWSBE Amount	Total Amount Awarded	MWSBE %
Construction Total	$488,681,733	$151,231,623	$639,913,355	23.6%
Professional Services Total	$142,544,109	$79,954,516	$222,498,626	35.9%
Purchasing Total	$198,492,467	$47,847,759	$246,340,226	19.4%
Total	*$829,718,309*	*$279,033,898*	*$1,108,752,207*	*25.2%*
Exempt Contracts	$159,266,220	$4,342,309	$163,608,530	2.7%
Waiver Contracts	$71,236,237	$3,579,557	$74,815,794	4.8%
Non-Goal Oriented	$15,175,304	$9,074,958	$24,250,263	37.4%
Grand Total	**$1,075,396,071**	**$296,030,723**	**$1,371,426,793**	**21.6%**

Greenville, NC (FY 2013)[54]

FY 2013 Goals	MBE	WBE
Construction	10%	6%
Professional & Personal Services	4%	4%
Supplies & Materials	2%	2%

FY 2013 Achievement	MBE	WBE
Construction	19.61%	5.83%
Professional & Personal Services	3.05%	2.36%
Supplies & Materials	2.25%	0.78%

Annual Participation Report

OEO produces a comprehensive annual Contract Participation Report each year that provides a breakdown of all contract types on which M/W/DSBE's participated, discusses the distribution of contracts by department, and dollar value. This annual report provides an analysis of goal achievement and provides all the backup data for the analysis included in the report. Data from the Annual Participation Report is used to produce the City of Philadelphia Annual Disparity Study. Additionally, the report highlights success stories, best practices, and achievements.

[52] City of Houston, *Office of Business Opportunity, Minority, Women, and Small Business Enterprise Awards Report,* FY 2014.

[53] The City of Houston's Exempt contracts include emergency contracts, Interlocal Agreements, and Cooperative Purchasing Agreements. Contracts with waivers are regulated by Chapter 15, Article v, Section 15-83 of City of Houston's code. Waiver Contracts are approved for a zero percent goal and include the following categories: No MWSBEs Available, Non Divisible (contract cannot be divided to include us of MWSBE subcontractors), Sole Source, and Direct Shipment. Non-Goal Oriented Contracts are construction contracts $1 million or less and Purchasing contracts $100,000 or less.

[54] City of Greenville, NC, Greenville Utilities Commission, Minority and/or Women Business Enterprise, *FY 2013 Annual Report.*

Annual Participation Reports are available on OEO's website and include FY 2009 through FY 2014.

OEO Advisory Board

Established by the Mayor in 2010, the OEO Advisory Board advises the OEO Executive Director on increasing the efficiency and effectiveness of OEO operations. The Advisory Board evaluates the effectiveness of current operating strategies aimed at promoting diversity in contracting and workforce opportunities throughout the region.

Mayor's Advisory Commission on Construction Industry Diversity

The Mayor established the Commission on Construction Industry Diversity (MACCID) to review Philadelphia's construction industry and analyze the extent to which minorities and women were utilized in the workforce and the inclusion of M/W/DSBEs on construction projects in the City. The result was a report published in March 2009 that outlined 75 recommendations for increasing minority participation in Philadelphia. MACCID's on-going role is to advise OEO on implementing the operational strategies that were developed based on the recommendations submitted in the March 2009 MACCID Report.

4.3.2 REPORTING & MONITORING

Contract Compliance Reporting System

The OEO reported that the Contract Compliance Reporting System had a significant impact on goal achievement. The department has the capability to monitor achievement during the life of the project and verify that subcontractors were promptly paid within five business days. OEO launched the system in collaboration with the Office of Innovations and Technology in FY 2014.[55]

Contractors on City-funded projects are required to use the reporting system to ensure that payments to M/W/DSBEs are accounted for and are not delayed. Noncompliance with these requirements may prompt an investigation from the City's Office of the Inspector General. Training on the system is provided through online tools plus an online presentation by B2GNOW, orientation materials, manuals and OEO staff.

[55] The City of Philadelphia received the 2014 Public Technology Institute Award for mobilizing data to drive supplier diversity.

4.3.3 OUTREACH

Community Alliance Partnerships, Network Events and Sponsorships

Philadelphia was recognized as a Best Practice City by the Insight Center for Community Economic Development.[56] The center is based in Oakland, California and is a national research, consulting, and legal organization dedicated to building economic health and opportunity in vulnerable communities. The center studied 20 large cities and 20 large counties to examine M/WBE inclusion through race neutral and race conscious measures. **Philadelphia was recognized as having the most successful supplier diversity program among the 40 organizations studied.[57]** The study cited that the key to its (City) program is building a network of alliance partners that share the same passion for achieving maximum supplier diversity through the Office of Economic Opportunity.

In an effort to prepare M/W/DSBE firms for prime contracts, OEO designed a monthly "Doing Business in the City Program" to expand the firm's capacity to perform on public and private sector work. OEO established partnerships within the City departments and outside public organizations such as PGW, SEPTA, SBA, Goldman Sachs 10,000 Small Business Program, and the Minority Business Development Agency. Private and non-profit partnerships were established with among others Comcast, Sugar House Casino, Tuner Construction, Skanska, Verizon, Drexel University, Temple University, and University of Pennsylvania.

OEO also sponsored and/or participated in over 300 outreach events which consisted of programs, workshops, panels and meetings in FY 2014. The department made numerous radio appearances and several articles were published by local news media regarding OEO outreach and inclusion strategies.

[56] Insight Center for Community Economic Development, *Economic Development in Diverse Communities, Inclusive Procurement by Cities and Counties,* January 2014.

[57] Ibid, p. 26

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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 2014 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 available or no opportunity M/W/DSBEs available to participate.

Appendix C provides **participation goals** for future years based on the disparity ratios calculated from the FY 2014 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 2014 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 2013 and FY 2014 contracts for which there are few available or no opportunity for M/W/DSBEs to participate.

Appendix K provides a list of acronyms for reference.

Addendum: The City of Philadelphia Economic Opportunity Plan Analysis Fiscal Years 2009-2014 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.

[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 $32,000 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 $32,000, 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 $32,000, 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 2014 operating expenditures for the City were $3.8 billion.[4] However, only $872 million, or less than one-third, were directly analyzed in this Annual Disparity Study. That $872 million represents sealed bid and non-sealed contracts. 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 analysis does include $237 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 30.1 percent. Combined, City contracts and quasi-public contracts achieved utilization of 29.4 percent in FY 2014 (see Table A.1.4.1).

The FY 2014 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.1.4.2). M/W/DSBE utilization for FY 2014 federally funded City contracts was 12.4 percent.

There were an additional 63 contracts totaling $198 million in FY 2014 for which there are few available or no opportunity M/W/DSBEs available to participate (see Appendix J). This study reports utilization levels excluding these "few available or no opportunity" contracts. The remainder of the spending 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. It does not include $1.6 M in sole source contracts for Service, Supplies, and Equipment contract types, for which M/W/DSBE utilization was 0.00%.

- 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, 2014, as published by the Office of the Director of Finance in June 2014.

[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.

There are a number of **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 $236.9 million in contracts in FY 2014 (up from $238.6 million in FY 2013), for which there was M/W/DSBE participation of 30.1 percent (up from 29.4 percent in FY 2013) (see Table A.1.4.1). Combined M/W/DSBE utilization on City and quasi-public City Contracts was 29.4 percent in FY 2014, up from 28.1 percent in FY 2013 (see Table A.1.4.3).

Table A.1.4.1 – FY 2014 MBE/WBE Utilization for Selected Quasi-Public Agencies

		FY 2014			FY 2013		
Entity	Time Period	All $ Contracts	MBE%	WBE%	All $ Contracts	MBE%	WBE%
PHDC	7/1-6/30	$31.9M	29.2%	7.7%	$12.6M	32.8%	6.7%
PIDC	7/1-6/30	$3.4M	17.8%	5.1%	$9.7M	13.6%	19.1%
RDA	7/1-6/30	$201.7M	18.9%	10.2%	$216.3M	22.9%	5.7%
Total		**$236.9M**	**30.1%**		**$238.6M**	**29.4%**	

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Federally funded contracts totaling $84.79 million are excluded from the overall FY 2014 analysis due to OEO's goal setting limitation over these types of contracts. In FY 2014, federally funded contracts achieved a utilization of 12.4 percent (see Table A.1.4.2).

Table A.1.4.2 – FY 2014 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	13	$84.79	12.40%	No
PPS	0	$0.00	N/A	
SSE	0	$0.00	N/A	
All Contract Types	**13**	**$84.79**	**12.4%**	**No**

Source: OEO Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

Table A.1.4.3 – FY 2014 Utilization of M/W/DSBEs in City Contracts, Quasi-Public City Contracts, and Federally Funded City Contracts, Less Contracts with Few Available or No Opportunity, by M/W/DSBE Category ($)

	FY 14 PW	FY 14 PPS	FY 14 SSE[6]	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
City Contracts	22.3%	36.3%	18.7%	29.1%	20.6%	32.6%	20.8%	27.7%
Quasi-Public City Contracts	N/A	N/A	N/A	30.1%	N/A	N/A	N/A	29.4%
City + Quasi-Public City Contracts	22.3%	36.3%	18.7%	29.4%	20.6%	32.6%	20.8%	28.1%
Federally Funded City Contracts	12.4%	N/A	N/A	12.4%	17.3%	N/A	N/A	17.3%

OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

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**.[7] 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

[6] Services, Supplies and Equipment (SSE) utilization includes both citywide and departmental totals for this contract type

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

degrees of authority by the Mayor and City Council, and which keep differing levels of contract-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 close to 91 percent of the Philadelphia MSA's Gross Domestic Product of $383 billion.[8]

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.[9]

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,[10] while Econsult has conducted the last eight Annual Disparity Studies, looking annually at FY 2006 to FY 2014 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.

[8] As of 2013, private industries contributed $333 billion, while federal, state, and local governments contributed $35 billion. "Gross Domestic Product by Metropolitan Area," US Department of Commerce – Bureau of Economic Analysis (September 2014).

[9] The 2010 OEO Inclusion Works Strategic Plan noted the importance of non-City procurement opportunities in its research to assist M/W/DSBEs, and among other actions OEO completed the "state of inclusive procurement" document that highlighted procurement activities by other large public and private sector procurers within the Philadelphia MSA.

[10] "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 2014 (see Table A.1.5.1).

Table A.1.5.1 – FY 1998-2003 vs. FY 2006-2014 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)[11]

	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 2013	Econsult FY 2014
MBE	5.7%	14.6%	13.0%	12.7%	11.6%	7.2%	9.0%	9.6%	9.9%
WBE	2.3%	7.1%	8.0%	4.8%	5.7%	5.1%	6.0%	5.6%	7.6%
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%**	**14.7%**
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%**	**85.3%**

Source: DJ Miller & Associates (2004), Econsult Solutions, Inc. (2007-2015)

A.2 METHODOLOGY

[11] FY 2012 to FY 2014 results include City electric utility contracts (totaling $43M) which were not included in the results for prior years.

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.[12] 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 2015 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.[13] 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 >$32K (PPS) • Services, Supplies, and Equipment >$32K (SSE)

Source: City of Philadelphia (2014)

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

[12] 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

[13] 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 2014 Disparity Study results.

alternatively, the Philadelphia Metropolitan Statistical Area (MSA),[14] 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)[15]) 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. (2015)

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).

[14] 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).

[15] 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. (2015)

For the purposes of this report, we are interested exclusively in FY 2014 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 2014 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.[16,17] The utilization data also includes "Certifiables" not listed in the OEO Registry. "Certifiables" participate as primes on small contracts. OEO accepts "Certifiables" as M/W/DSBEs for the purpose of measuring M/W/DSBE utilization, but they are technically not listed in the OEO Registry. "Certifiables" are firms (sole-practitioners) which individual City Departments have identified as minority or women. In addition, "Certifiables" include minority or women billing partners within law firms.

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

[16] Importantly, the OEO-registered list we use in determining which contract dollars were awarded to OEO-registered firms is from January 2015. 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.

[17] 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

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.

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.[18]

- 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

[18] 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 2014, 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).

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 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.[19]

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.

[19] 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.[20]

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 Office of Economic Opportunity, Procurement Department (SSE and PW), Finance (PPS), 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[21] and Mason Tillman in New York City[22] 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.

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

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

[22] 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),[23] 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.[24]

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.[25]

[23] 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.

[24] 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.

[25] 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.[26] 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 2013 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 2014 Disparity Study weights A1 – A5 data according to the distribution of FY 2014 spending by industry, per the FY 2014 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.[27] 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).[28]

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 depends

[26] 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.

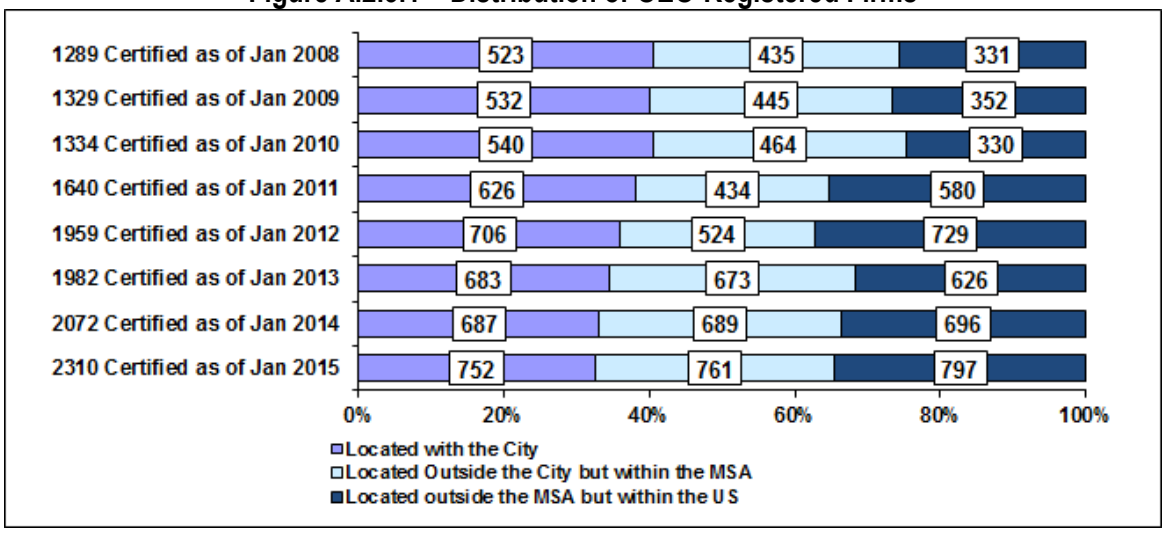
[27] See *Coral Construction*, 941 F. 2d at 925: "An MBE program must limit its geographical scope to the boundaries of the enacting jurisdiction."

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

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 2013, 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).[29]

Figure A.2.3.1 – Distribution of OEO-Registered Firms



Source: City of Philadelphia Minority Business Enterprise Council (2008, 2009), City of Philadelphia Office of Economic Opportunity (2010-2015), Econsult Solutions, Inc. (2008- 2015)

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 would clearly be far too vast a geographic unit, but using just the City itself might be too narrow a geographic unit.[30]

[29] 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 2015.

[30] 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.

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.[31] 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).[32]

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

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

Source: Econsult Solutions, Inc. (2015)

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.

[31] 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.

[32] 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. For FY 2014, where possible, the utilization data was analyzed in four ways, with #4 below representing the main way data were displayed and upon which goals were set:

	Including "Few Available or No Opportunities" ("FANO")	Excluding "FANO"
Including Federally Funded City Contracts	#1	#2
Excluding Federally Funded City Contracts	#3	#4

Contracts with few available or no opportunity for M/W/DSBE participation are excluded for comparison to evaluate utilization on contracts in which there is a real opportunity for an M/W/DSBE firm to participate.[33] Further, contracts that are federally funded are excluded from most participation and all goal-setting analyses, as the City does not have direct control over setting the goals for federally funded contracts. Within both analyses, quasi-public entities are included in the utilization analysis, but only at a summary level, as individual firm detail on M/W/DSBE participation for quasi-public entities is limited.

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

[33] See Appendix J for a full list of FY 2014 contracts with few available or no opportunity for M/W/DSBE participation.

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 2014 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 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).

Table B.1.1 – Utilization Methods Employed in This Report
**** Denotes Weighted More Heavily in Determining Participation Goals[34]**

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 2014)
"U2" **	**Utilization of M/W/DSBEs located in the Philadelphia MSA ÷ utilization of all firms**	**OEO Annual Participation Report (FY 2014)**
"U3"**	**Utilization of M/W/DSBEs located in the US ÷ utilization of all firms**	**OEO Annual Participation Report (FY 2014)**

Source: Econsult Solutions, Inc. (2015)

[34] 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.

Before we look at dollar values, let us first consider the distribution of contracts by contract type in FY 2014 (see Table B.1.2 and Table B.1.3). Out of 2,129 total contracts, 662 (31.1 percent) had one or more M/W/DSBEs involved: 356 (16.7 percent) where the M/W/DSBE was a prime contractor, and 313 (14.7 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 78.3 percent for PW contracts to 57.3 percent for PPS contracts to 10.9 percent for SSE contracts, while the proportion of contracts with M/W/DSBE prime contractors ranged from 23 percent for PPS contracts to 10.9 percent for PW contracts to 6.5 percent for SSE contracts. Compared to FY 2013, the proportion of all City contracts increased with regards to M/W/DSBE participation by 2.8 percent (28.3 percent in FY 2013 and 31.1 percent in FY 2014). The number of M/W/DBSE prime contracts awarded increased from 330 (and 14.6 percent of contracts) in FY 2013 to 356 (and 16.7 percent of contracts) in FY 2014. OEO is working to assist the growth in M/W/DSBE as prime contractors as they are the entry point for additional M/W/DSBE participation for smaller firms.

Table B.1.2 – FY 2014 and FY 2013 Utilization of For-Profit MWDSBE Prime Contractors and Sub-Contractors Located in the US, Divided by All Prime Contractors and Sub-Contractors, on City

Contracts (Excluding Federally Funded City Contracts, Quasi-Public City Contracts, Sole-Source Contracts, and "FANO" Contracts)[35] (by # of Contracts with MWDSBE Participation) [36, 37,38,39]

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
# Contracts	138	583	276	2,129	99	611	391	2,263
# Contracts with at Least 1 M/W/DSBE Participating	**108**	**334**	**30**	**662**	**93**	**321**	**63**	**659**
% Contracts with at Least 1 M/W/DSBE Participating	**78.3%**	**57.3%**	**10.9%**	**31.1%**	**93.9%**	**52.5%**	**16.1%**	**28.3%**
# Contracts Awarded to M/W/DSBE Prime Contractors	15	134	18	356	7	124	25	330
% Contracts Awarded to M/W/DSBE Prime Contractors	10.9%	23.0%	6.5%	16.7%	7.1%	20.3%	6.4%	14.6%
# Contracts with at Least 1 M/W/DSBE Sub-Contractor	94	205	13	313	92	215	38	354
% Contracts with at Least 1 M/W/DSBE Sub-Contractor	68.1%	35.2%	4.7%	14.7%	92.9%	35.2%	9.7%	15.6%

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

[35] These contract types are:

- Public Works (PW)
- Personal and Professional Services (PPS)
- Services, Supplies and Equipment (SSE) – includes Citywide and Departmental totals

Miscellaneous Purchase Orders (MPOs) and Small Order Purchases (SOPs) figures are included in the "All Contract Types" column. See Appendix G for additional detail on FY 2014 distribution of M/W/DSBE utilization.

[36] All Contract Types includes PW, PPS, and SSE contracts, and also MPO and SOP contracts. Thus, totals will not sum across columns because of the omitted detail on the MPO and SOP contract types.

[37] Contracts with at least 1 M/W/DSBE participating includes M/W/DSBE firms that are considered 'certifiables' but may not appear in the OEO Directory.

[38] The methodology for counting contracts differs between the Office of Economic Opportunity's Annual Participation Report and the Annual Disparity Study. The Annual Disparity Study counts each unique contract number as one contract. The Annual Participation Report counts each individual contract, subcontract, and contract extension as a unique contract, regardless of the contract number.

[39] The number of contracts awarded to M/W/DSBE's prime contractors and the number of contracts awarded to M/W/DSBE sub-contractors will not total the number of contracts with at least one M/W/DSBE firm participating due to 7 prime M/W/DSBE contractors self-performing the work.

Table B.1.3 – FY 2014 Distribution of M/W/DSBE Firm Participation on Contracts - # Firms Participating in Contracts (Excluding Federally Funded City Contracts, Quasi-Public City Contracts, Sole-Source Contracts, and "FANO" Contracts)[40]

	PW				PPS				SSE				Total			
	All M/W/ DSBE	MBE	WBE	DSBE	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 Exactly 1 Contract	**57**	23	36	0	**182**	89	117	0	**19**	12	14	0	**258**	124	167	0
# M/W/DSBEs Participating in 2-5 Contracts	**35**	22	23	0	**105**	66	55	0	**7**	3	4	0	**147**	91	82	0
# M/W/DSBEs Participating in 6-10 Contracts	**8**	4	4	0	**16**	12	7	0	**0**	0	0	0	**24**	16	11	0
# M/W/DSBEs Participating in 11-20 Contracts	**3**	2	1	0	**2**	2	0	0	**0**	0	0	0	**5**	4	1	0
# M/W/DSBEs Participating in 21 or More Contracts	**2**	1	1	0	**1**	0	1	0	**0**	0	0	0	**3**	1	2	0
# M/W/DSBEs Participating in At Least One Contract	**105**	52	65	0	**306**	169	180	0	**26**	15	18	0	**437**	236	263	0
Highest # of Contracts a Single M/W/DSBE Participated in	**33**	27	33	0	**26**	19	26	0	**3**	2	3	0	**33**	27	33	0

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

Table B.1.2 analyzes the number of contracts with M/W/DBSE participation and Table B.1.3 shows the number of M/W/DSBE contractors who received contracts. As Table B.1.3 shows 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

[40] 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.

M/W/DSBEs that participated in at least one contract (437) in FY 2014 participated in five or fewer contracts (405). 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. **Further, of the 2,310 firms listed in the OEO Registry, 437 unique ones (or 18.9 percent) were utilized in FY 2014 city contracts.**

As Table B.1.2 shows, within the 138 Public Works (PW) contracts in which at least one M/W/DSBE participated as either a prime contractor or sub-contractor, 108 M/W/DSBEs participated. Table B.1.3 shows that of those 108 M/W/DSBEs, 92 of them (85.2 percent) participated in five or fewer PW contracts: 57 (52.8 percent) participated in exactly one PW contract and another 35 (over 32 percent) participated in two to five PW contracts. Personal and Professional Services (PPS) contracts and Services, Supplies, and Equipment (SSE) contracts were just as widely distributed: 287 out of 306, or 93.8 percent, of M/W/DSBEs that participated in at least one PPS contract participated in five or fewer PPS contracts, while 26 out of 26, or 100 percent, of M/W/DSBEs that participated in at least one SSE contract participated in five or fewer SSE contracts. Fifteen PW contracts and 18 SSE contracts were awarded to M/W/DSBE prime contractors. Far more PPS contracts were awarded to M/W/DSBE prime contractors: 134, or 23 percent of the City's 583 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 2014 results do not include federally funded contracts or contracts with "few available or no opportunity" (FANO) for M/W/DSBE participation. 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 2014 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, Quasi-Public City Contracts, Sole-Source Contracts, and "FANO" Contracts) (by $ Contracts Awarded)

M/W/DSBE Category		FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White	Female	1.6%	2.3%	12.8%	3.4%	2.1%	1.4%	9.0%	3.0%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	1.1%	0.4%	0.0%	0.6%	0.1%	0.1%	0.0%	0.1%
African American	Male & Female	3.0%	10.7%	2.9%	7.0%	1.8%	10.7%	7.8%	8.2%
Hispanic	Male & Female	2.8%	3.1%	0.2%	2.6%	3.5%	0.8%	0.0%	1.2%
All MBE	**Male & Female**	**6.8%**	**14.2%**	**3.1%**	**10.2%**	**5.4%**	**11.7%**	**7.8%**	**9.5%**
All WBE	**Female**	**4.6%**	**5.7%**	**14.0%**	**6.4%**	**3.4%**	**3.9%**	**11.8%**	**5.3%**
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**	**8.5%**	**16.5%**	**15.9%**	**13.6%**	**7.5%**	**13.0%**	**16.9%**	**12.5%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table B.1.5 – FY 2014 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, Quasi-Public City Contracts, Sole-Source Contracts, and "FANO" Contracts) (by $ Contracts Awarded)

M/W/DSBE Category		FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White	Female	6.7%	4.2%	13.9%	6.3%	5.7%	3.3%	9.9%	5.0%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	1.5%	1.1%	0.1%	1.1%	0.6%	1.5%	0.0%	1.0%
African American	Male & Female	5.7%	13.6%	2.9%	9.4%	5.3%	13.1%	7.9%	10.4%
Hispanic	Male & Female	3.1%	3.4%	0.2%	2.9%	4.5%	1.4%	0.0%	1.7%
All MBE	**Male & Female**	**10.3%**	**18.5%**	**3.2%**	**13.6%**	**10.4%**	**16.3%**	**7.9%**	**13.3%**
All WBE	**Female**	**10.1%**	**8.7%**	**15.2%**	**9.9%**	**7.1%**	**6.5%**	**12.6%**	**7.8%**
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**	**17.0%**	**22.7%**	**17.1%**	**19.8%**	**16.1%**	**19.5%**	**17.8%**	**18.3%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table B.1.6 – FY 2014 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, Sole Source Contracts, and "FANO" Contracts) (by $ Contracts Awarded)

M/W/DSBE Category		FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White	Female	8.5%	12.1%	15.4%	11.3%	8.1%	11.3%	10.5%	10.5%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	2.5%	4.0%	0.1%	2.9%	1.6%	3.0%	0.0%	2.1%
African American	Male & Female	6.2%	16.2%	2.9%	11.0%	6.4%	16.5%	9.4%	12.9%
Hispanic	Male & Female	5.2%	3.6%	0.4%	3.6%	4.6%	1.5%	1.1%	2.0%
All MBE	**Male & Female**	**13.9%**	**24.1%**	**3.4%**	**17.8%**	**12.5%**	**21.3%**	**10.5%**	**17.2%**
All WBE	**Female**	**11.9%**	**18.2%**	**16.7%**	**15.8%**	**10.0%**	**16.1%**	**14.5%**	**14.5%**
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**	**22.3%**	**36.3%**	**18.7%**	**29.1%**	**20.6%**	**32.6%**	**21.0%**	**27.7%**
Including Quasi-Public City Contracts									
US					**29.4%**				**28.1%**
Non-M/W/DSBEs					**70.6%**				**71.9%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

The previous three tables include all contracts, excluding those for which there are few available or no opportunity M/W/DSBEs available to participate because there are few available or no opportunity firms available to perform the contracted work. Table B.1.6 includes contracts with few available or no opportunity for M/W/DSBE firms. By comparison, if the contracts with few available or no opportunity for M/W/DSBEs are excluded then the FY 2014 utilization is much higher at 29.4 percent (29.1 percent when quasi-public city contracts are excluded) instead of 23.9 percent (see Table B.1.7).

Table B.1.7 – FY 2014 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, Including "FANO" Contracts) (by $ Contracts Awarded)

M/W/DSBE Category		FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White	Female	8.5%	8.4%	9.3%	8.6%	7.4%	8.5%	8.5%	8.3%
Native American	Male & Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	2.5%	2.8%	0.0%	2.0%	1.4%	2.2%	0.0%	1.7%
African American	Male & Female	6.2%	11.3%	1.8%	8.4%	5.8%	12.4%	7.6%	10.1%
Hispanic	Male & Female	5.2%	2.5%	0.2%	2.8%	4.2%	1.2%	0.9%	1.6%
All MBE	**Male & Female**	**13.9%**	**16.8%**	**2.0%**	**13.5%**	**11.5%**	**16.0%**	**8.6%**	**15.9%**
All WBE	**Female**	**11.9%**	**12.6%**	**10.1%**	**12.0%**	**9.2%**	**12.2%**	**11.7%**	**10.3%**
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**	**22.3%**	**25.2%**	**11.3%**	**22.1%**	**18.8%**	**24.5%**	**17.1%**	**23.8%**
Including Quasi-Public City Contracts									
US					**23.9%**				**23.8%**
Non-M/W/DSBEs					**76.1%**				**76.2%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

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 13.6 percent in FY 2014. That does not mean that 86.4 percent of City contract dollars awarded went to white male-owned firms. Rather, 6.3 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 19.8 percent); and an additional 9.3 percent went to M/W/DSBEs located outside the Philadelphia MSA but within the US. M/W/DMSBE utilization at the US level was 29.4 percent, including Quasi-Public City Contracts. The remaining 70.6 percent of City contract dollars awarded went to non-M/W/DSBEs (see Table B.1.8 and Table B.1.9).[41]

[41] 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

Table B.1.8 – FY 2014 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts, Sole-Source Contracts, and "FANO" Contracts) and Quasi-Public City Contracts by Location of M/W/DSBE

Location of M/W/DSBE	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
City	8.5%	16.5%	15.9%	13.6%	7.5%	13.0%	16.9%	12.5%
In Metro but Outside City	8.6%	6.2%	1.2%	6.3%	8.6%	6.6%	0.9%	5.8%
MSA	17.0%	22.7%	17.1%	19.8%	16.1%	19.6%	17.8%	18.3%
In US but Outside Metro	5.3%	13.6%	1.6%	9.3%	4.5%	13.0%	3.0%	9.8%
US	22.3%	36.3%	18.7%	29.1%	20.6%	32.6%	20.8%	27.7%
Non-M/W/DSBEs	77.7%	63.7%	81.3%	70.9%	79.4%	67.4%	79.2%	72.3%
Including Quasi-Public City Contracts								
US				29.4%				28.1%
Non-M/W/DSBEs				70.6%				71.9%

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

ownership types: 1) publicly traded companies, and 2) companies owned and operated by minorities, 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 2014 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, Sole-Source Contracts, and "FANO" Contracts) and Quasi-Public City Contracts, by Contract Type and Location of M/W/DSBE (in $M)

Location of M/W/DSBE	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
City	**$17.5**	**$55.1**	**$13.1**	**$86.2**	**$8.9**	**$46.4**	**$19.6**	**$75.5**
In Metro but Outside City	**$17.7**	**$20.5**	**$1.0**	**$39.7**	**$10.2**	**$20.1**	**$1.4**	**$32.1**
MSA	**$35.3**	**$75.7**	**$14.0**	**$125.9**	**$19.1**	**$66.5**	**$21.0**	**$107.6**
In US but Outside Metro	**$11.0**	**$45.5**	**$1.4**	**$58.7**	**$5.4**	**$49.6**	**$3.5**	**$59.4**
US	**$46.3**	**$121.2**	**$15.4**	**$184.6**	**$24.6**	**$116.2**	**$24.5**	**$167.1**
Non-M/W/DSBEs	**$161.2**	**$212.8**	**$66.8**	**$450.0**	**$94.6**	**$240.5**	**$93.1**	**$437.2**
Including Quasi-Public City Contracts								
US				**$256.0**				**$237.2**
Non-M/W/DSBEs				**$617.6**				**$605.7**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

We can make a number of observations regarding these data by making comparisons across time and type:[42]

- Comparing FY 2014 utilization results with FY 2013 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 increased from 28.1 percent in FY 2013 to 29.4 percent in FY 2014 for all M/W/DSBEs irrespective of location.

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

- M/W/DSBE utilization increased from 12.5 percent in FY 2013 to 13.6 percent in FY 2014 for M/W/DSBEs located within the City and increased from 18.3 percent in FY 2013 to 19.8 percent in FY 2014 for firms located within the Philadelphia MSA.

- There was an increase in utilization of M/W/DSBEs located within the City for PW and PPS and a decrease in utilization SSE contract types. Utilization of M/W/DSBEs located within the City on PW contracts increased from 7.5 percent to 8.5 percent from FY 2013 to FY 2014. PPS contracts increased from 13.0 percent in FY 2013 to 16.5 percent in FY 2014. SSE utilization decreased from 16.9 percent in FY 2013 to 15.9 percent in FY 2014.

- Comparing results across M/W/DSBE categories:

  - Utilization of African American firms decreased in the City, the MSA, and the US. Utilization of African American firms located within the City decreased from 8.2 percent in FY 2013 to 7.0 percent in FY 2014 and decreased from 10.4 percent in FY 2013 to 9.4 percent in FY 2014 for firms located within the Philadelphia MSA. Firms located within the US saw a decrease in utilization from 12.9 percent in FY 2013 to 11.0 percent in FY 2014. Overall, across all locations, utilization of African American firms decreased by 1.9 percentage points, yet they remain the M/W/DSBE category with one of the highest utilization levels for most contract types.

  - Utilization of Hispanic firms increased in the City, MSA and across the US. For firms located within the City, utilization increased from 1.2 percent in FY 2013 to 2.6 in FY 2014. Utilization experienced an increase from 1.7 percent in FY 2013 to 2.9 percent in FY 2014 for firms located within the Philadelphia MSA and an increase from 2.0 percent in FY 2013 to 3.6 percent in FY 2014 for firms located within the US. Thus, the utilization of Hispanic firms across all locations increased by 1.6 percentage points.

  - Utilization of Asian American firms increased in the City, MSA and across the US. Utilization increased from 0.1 percent in FY 2013 to 0.6 percent in FY 2014 for firms located within the City of Philadelphia. Utilization increased from 1.0 percent in FY 2013 to 1.1 percent in FY 2014 for firms located within the Philadelphia MSA. Utilization increased from 2.1 percent in FY 2013 to 2.6 percent in FY 2014 for firms located within the US. Overall, the utilization of Asian American firms across all locations increased by 0.5 percentage points.

  - Utilization of white female owned firms increased from 3.0 percent in FY 2013 to 3.4 percent in FY 2014 for firms located within the City of Philadelphia, increased from 5.0 percent in FY 2013 to 6.3 percent in FY 2014 for firms located within the Philadelphia MSA, and increased from 10.5 percent in FY 2013 to 11.3 percent in FY 2014 for firms located within the US. Overall, utilization of female firms in all locations increased by .8 percentage points.

- There was no utilization of Native American firms in FY 2013 or FY 2014.

- Comparing results across contract types:

  - In FY 2014, PPS was the contract type that enjoyed the highest utilization rate across contract types (from 32.6 percent in FY 2013 to 36.3 percent in FY 2014). SSE contract types had the largest decrease across all contract types (from 21.0 percent in FY 2013 to 18.7 percent in FY 2014, a decrease of 2.3 percentage points).

  - Utilization of M/W/DSBEs for PW contracts increased within the City, MSA, and US. Utilization increased from 7.5 percent in FY 2013 to 8.5 percent in FY 2014 for firms located within the City, increased from 16.1 percent in FY 2013 to 17.0 percent in FY 2014 for firms located within the Philadelphia MSA, and up from 20.6 percent in FY 2013 to 22.3 percent in FY 2014 for firms located within the US. The License and Inspections Department with a high participation track record was reclassified as PW out of SSE by the Procurement Department. This shift has contributed to the gain in participation for this contract category.

  - Utilization of M/W/DSBEs for PPS contracts increased for the City, Philadelphia MSA, and firms located within the US. Utilization of M/W/DSBEs for PPS contracts increased from 13.0 percent in FY 2013 to 16.5 percent in FY 2014 for firms located within the City, up from 19.6 percent in FY 2013 to 22.7 percent in FY 2014 for firms located within the Philadelphia MSA, and increased from 32.6 percent in FY 2013 to 36.3 percent in FY 2014 for firms located within the US.

  - Utilization of M/W/DSBEs for SSE contracts decreased in the City, within the Philadelphia MSA, and for firms located within the US. Utilization decreased from 16.9 percent in FY 2013 to 15.9 percent in FY 2014 for firms located within the City, decreased from 17.8 percent in FY 2013 to 17.1 percent in FY 2014 for firms located within the Philadelphia MSA, and decreased from 21.0 percent in FY 2013 to 18.7 percent in FY 2014 for firms located within the US. The License and Inspections Department with a high participation track record was reclassified as PW out of SSE by the Procurement Department. This shift has contributed to the loss in participation for this contract category.

Figure B.1.10 – FY 2014 Utilization of M/W/DSBEs as Prime Contractors for City Contracts (Excluding Federally Funded City and Quasi-Public City Contracts) (by $ Contracts Awarded)

Contract Type	FY 14 # M/W/DSBE Prime Contracts	FY 14 $M M/W/DSBE Prime Contracts	FY 13 # M/W/DSBE Prime Contracts	FY 13 $M M/W/DSBE Prime Contracts
Public Works	15	$6.09	7	$4.44
M/W/DSBE Utilization as Prime	10.9%	2.9%	7.1%	3.7%
M/W/DSBE Total Utilization (Prime + Sub)		21.9%		18.8%
Services, Supplies, and Equipment	18	$2.38	25	$11.55
M/W/DSBE Utilization as Prime	6.5%	1.8%	6.40%	8.0%
M/W/DSBE Total Utilization (Prime + Sub)		11.3%		17.1%
Personal and Professional Services	134	$50.29	124	$51.47
M/W/DSBE Utilization as Prime	23.0%	10.5%	20.30%	9.6%
M/W/DSBE Total Utilization (Prime + Sub)		25.2%		24.5%
All Contract Types (Not Incl SOP/MPO)	**167**	**$58.76**	**156**	**$67.46**
M/W/DSBE Utilization as Prime	**16.7%**	**7.1%**	**14.2%**	**8.3%**
M/W/DSBE Total Utilization (Prime + Sub)		**22.1%**		**22.1%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Information from the FY 2014 OEO Participation Report indicates that **16.8 percent of all City contracts were primed by OEO M/W/DSBEs (up from 14.2 percent in FY 2013), representing 7.1 percent of the aggregate dollar value of all City contracts (a decrease from 8.3 percent in FY 2013).** M/W/DSBEs primed 10.9 percent of PW contracts (representing 2.9 percent of City contract dollar amounts), 6.5 percent of PPS contracts (representing 1.8 percent of City contract dollar amounts), and 23 percent of SSE contracts (representing 10.5 percent of City contract dollar amounts) (see Figures B.1.10 and B.1.11).

Figure B.1.11 – FY 2014 Utilization of M/W/DSBEs as Prime Contractors in City Contracts (Excluding Federally Funded City and Quasi-Public City Contracts)[43]

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
All Contracts								
# Contract	138	583	276	**2,129**	99	611	391	**2,263**
Amount ($M)	$207.5	$334.0	$84.1	**$636.6**	$130.3	$473.9	$143.6	**$758.6**
Avg Contract ($M)	$1.50	$0.57	$0.30	**$0.30**	$1.32	$0.78	$0.37	**$0.34**
Primed by M/W/DSBE								
# Contract	15	134	18	**356**	7	124	25	**330**
Amount ($M)	$6.1	$50.3	$2.4	**$60.5**	$4.4	$51.5	$11.6	**$69.3**
Avg Contract ($M)	$0.41	$0.38	$0.13	**$0.17**	$0.63	$0.42	$0.46	**$0.21**
Primed by non-M/W/DSBE								
# Contract	123	449	258	**1,773**	92	487	366	**1,933**
Amount ($M)	$201.4	$283.7	$81.7	**$576.1**	$125.9	$422.4	$132.0	**$689.4**
Avg Contract ($M)	$1.64	$0.63	$0.32	**$0.32**	$1.37	$0.87	$0.36	**$0.36**
% of # Primed by M/W/DSBE	**10.9%**	**23.0%**	**6.5%**	**16.7%**	**7.1%**	**20.3%**	**6.4%**	**14.6%**
% of $ Primed by M/W/DSBE	**2.9%**	**15.1%**	**2.8%**	**9.5%**	**3.7%**	**9.6%**	**8.0%**	**8.4%**
Avg Contract Size, non-M/W/DSBE ($M)	**$1.64**	**$0.63**	**$0.32**	**$0.32**	**$1.35**	**$0.84**	**$0.34**	**$0.36**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Overall, **16.7 percent of all City contracts were primed by M/W/DSBEs (up from 14.6 percent in FY 2013), representing $60.5 million of all contracts awarded, a decrease of $8.8 million from FY 2013 at $69.3 million.** However, the average size of contracts primed by M/W/DSBE decreased from $210,000 to $170,000 between FY 2013 and FY 2014. Therefore, M/W/DSBEs were a prime on a greater percentage of contracts even though their average contract size decreased in FY 2014 (see Figure B.1.11).

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).[44] In this way, all departments can be held accountable, strong performers celebrated and struggling performers

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

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

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 2014 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, Sole Source Contracts, and "FANO" Contracts) (by $ Contracts Awarded)

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	+/- Percentage Point (pp) Change
Aviation	$69.51	$18.14	26.09%	27.30%	-1.21%
Behavioral Health & Intellectual disAbility	$12.29	$1.60	13.05%	14.30%	-1.25%
Board of Ethics	$0.00	$0.00	0.00%	0.00%	0.00%
City Planning Commission	$0.17	$0.02	11.94%	21.10%	-9.16%
City Representative	$0.01	$0.01	69.12%	100.00%	-30.88%
Civil Service Commission	$0.00	$0.00	0.00%	0.00%	0.00%
Commerce	$0.10	$0.04	42.50%	42.50%	0.00%
Division of Technology*	$34.66	$7.00	20.19%	14.30%	5.89%
Finance	$16.73	$4.66	27.83%	28.40%	-0.57%
Fire	$1.11	$0.04	3.32%	0.60%	2.72%
First Judicial District of PA	$0.00	$0.00	0.00%	0.00%	0.00%
Fleet Management	$4.39	$0.07	1.50%	2.10%	-0.60%
Health, Department of Public	$6.10	$2.39	39.22%	20.80%	18.42%
Historical Commission	$0.00	$0.00	0.00%	0.00%	0.00%
Human Services, Department of	$13.08	$3.88	29.68%	37.60%	-7.92%
Labor Relations	$0.00	$0.00	0.00%	0.00%	0.00%
Law Department	$6.85	$2.32	33.92%	32.10%	1.82%
Library, Free	$1.30	$0.26	19.66%	13.20%	6.46%
Licenses and Inspections, Department of (L&I)	$9.56	$2.46	25.73%	22.50%	3.23%
Managing Director's Office	$0.57	$0.10	18.25%	14.40%	3.85%
Mayor's Office	$1.16	$0.50	42.67%	13.70%	28.97%
Mayor's Office of Community Empowerment & Opportunity	$0.07	$0.05	69.40%	16.70%	52.70%
Mural Arts Program	$0.00	$0.00	0.00%	0.00%	0.00%
Office of Arts and Culture	$0.00	$0.00	0.00%	36.80%	-36.80%
Office of Emergency Services	$0.00	$0.00	0.00%	0.00%	0.00%

Office of Housing & Community Development (OHCD)	$0.18	$0.08	41.93%	8.80%	33.13%
Office of Supportive Housing (OSH)	$4.55	$1.24	27.33%	37.80%	-10.47%
Office of the Inspector General	$0.03	$0.00	5.36%	0.00%	5.36%
Parks and Recreation**	$2.10	$0.74	35.15%	21.54%	13.61%
Pensions and Retirement	$0.57	$0.01	1.74%	4.30%	-2.56%
Personnel	$0.17	$0.00	0.00%	13.20%	-13.20%
Police	$3.04	$0.28	9.34%	6.60%	2.74%
Prisons	$50.07	$19.64	39.23%	28.60%	10.63%
Procurement	$0.00	$0.00	0.00%	12.50%	-12.50%
Property, Department of Public	$76.70	$34.18	44.56%	58.90%	-14.34%
Property Assessment, Department of	$1.06	$0.62	58.67%	58.90%	-0.23%
Records	$2.28	$0.50	21.96%	27.00%	-5.04%
Revenue	$30.71	$17.20	56.01%	50.70%	5.31%
Sinking Fund Commission	$0.00	$0.00	0.00%	0.00%	0.00%
Streets	$75.39	$23.96	31.78%	30.10%	1.68%
Treasurer, City	$1.75	$0.42	23.97%	8.10%	15.87%
Water Department	$171.86	$39.34	22.89%	22.70%	0.19%
Youth Commission	$0.00	$0.00	0.00%	0.00%	0.00%
Zoning Code Commission	$0.00	$0.00	0.00%	0.00%	0.00%
All Departments	**$598.13**	**$181.75**	**30.39%**	**28.60%**	**1.79%**
All with Citywide SSE	**$635.07**	**$184.40**	**29.04%**	**27.70%**	**1.34%**
All Departments + Citywide SSE + Quasi-Public	**$872.00**	**$255.79**	**29.4%**	**28.1%**	**1.30%**

*Division of Technology contains information for the Office of Innovation and Technology for FY 2014
**Parks and Recreation Department is consolidation of the Fairmount Park Commission and Recreation Department

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table B.1.13 – FY 2014 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, Sole-Source, and "FANO" Contracts) Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors (by $ Contracts Awarded)

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	FY14 MBE %Utilization Actual	FY14 WBE %Utilization Actual	FY14 DSBE %Utilization Actual
Aviation	$69.51	$18.14	26.09%	27.30%	2.12%	1.7%	0.00%
Behavioral Health & Intellectual disAbility	$12.29	$1.60	13.05%	14.30%	4.05%	9.0%	0.00%
Board of Ethics	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
City Planning Commission	$0.17	$0.02	11.94%	21.10%	6.27%	5.7%	0.00%
City Representative	$0.01	$0.01	69.12%	100.00%	6.89%	62.2%	0.00%
Civil Service Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Commerce	$0.10	$0.04	42.50%	42.50%	42.50%	0.0%	0.00%
Division of Technology*	$34.66	$7.00	20.19%	14.30%	17.65%	2.5%	0.00%
Finance	$16.73	$4.66	27.83%	28.40%	17.84%	10.0%	0.00%
Fire	$1.11	$0.04	3.32%	0.60%	2.87%	0.5%	0.00%
First Judicial District of PA	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Fleet Management	$4.39	$0.07	1.50%	2.10%	0.72%	0.8%	0.00%
Health, Department of Public	$6.10	$2.39	39.22%	20.80%	11.82%	27.4%	0.00%
Historical Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Human Services, Department of	$13.08	$3.88	29.68%	37.60%	23.96%	5.7%	0.00%
Labor Relations	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Law Department	$6.85	$2.32	33.92%	32.10%	13.59%	20.3%	0.00%
Library, Free	$1.30	$0.26	19.66%	13.20%	9.80%	9.9%	0.00%

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	FY14 MBE %Utilization Actual	FY14 WBE %Utilization Actual	FY14 DSBE %Utilization Actual
License and Inspections, Department of (L&I)	$9.56	$2.46	25.73%	22.50%	25.64%	0.1%	0.00%
Managing Director's Office	$0.57	$0.10	18.25%	14.40%	6.99%	11.3%	0.00%
Mayor's Office	$1.16	$0.50	42.67%	13.70%	31.90%	10.8%	0.00%
Mayor's Office of Community Empowerment & Opportunity	$0.07	$0.05	69.40%	16.70%	0.00%	69.4%	0.00%
Mural Arts Program	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Office of Arts and Culture	$0.00	$0.00	0.00%	36.80%	0.00%	0.0%	0.00%
Office of Emergency Services	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Office of Housing & Community Development (OHCD)	$0.18	$0.08	41.93%	8.80%	0.00%	41.9%	0.00%
Office of Supportive Housing (OSH)	$4.55	$1.24	27.33%	37.80%	27.01%	0.3%	0.00%
Office of the Inspector General	$0.03	$0.00	5.36%	0.00%	5.36%	0.0%	0.00%
Parks and Recreation**	$2.10	$0.74	35.15%	21.54%	10.00%	25.2%	0.00%
Pensions and Retirement	$0.57	$0.01	1.74%	4.30%	1.74%	0.0%	0.00%
Personnel	$0.17	$0.00	0.00%	13.20%	0.00%	0.0%	0.00%
Police	$3.04	$0.28	9.34%	6.60%	8.29%	1.1%	0.00%
Prisons	$50.07	$19.64	39.23%	28.60%	16.61%	22.6%	0.00%
Procurement	$0.00	$0.00	0.00%	12.50%	0.00%	0.0%	0.00%

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	FY14 MBE %Utilization Actual	FY14 WBE %Utilization Actual	FY14 DSBE %Utilization Actual
Property, Department of Public	$76.70	$34.18	44.56%	58.90%	27.27%	17.3%	0.00%
Property Assessment, Department of	$1.06	$0.62	58.67%	58.90%	0.00%	58.7%	0.00%
Records	$2.28	$0.50	21.96%	27.00%	12.32%	9.6%	0.00%
Revenue	$30.71	$17.20	56.01%	50.70%	32.41%	23.6%	0.00%
Sinking Fund Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Streets	$75.39	$23.96	31.78%	30.10%	11.44%	20.3%	0.00%
Treasurer, City	$1.75	$0.42	23.97%	8.10%	10.88%	13.1%	0.00%
Water Department	$171.86	$39.34	22.89%	22.70%	14.04%	8.8%	0.00%
Youth Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Zoning Code Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
All Departments	**$598.13**	**$181.75**	**30.39%**	**28.60%**	**17.09%**	**13.30%**	**0.00%**
All with Citywide SSE	**$635.07**	**$184.40**	**29.04%**	**27.70%**	**16.32%**	**12.71%**	**0.00%**
All Departments + Citywide SSE + Quasi-Public	**$872.00**	**$255.79**	**29.4%**	**28.10%**	**17.41%**	**11.93%**	**0.00%**

**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*
Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015

The following departments merit additional discussion:

- The top three departments out of the 44 City departments in terms of M/W/DSBE utilization by department total for FY 2014 – City Representative, Mayor's Office of Community Empowerment and Opportunity, and the Department of Property Assessment – represent only $1.15 million in contracts, or just 0.13 percent of the dollars spent by City departments. In terms of M/W/DSBE utilization, the following 11 departments had utilization rates above that of all City departments (30.4 percent): Commerce (42.5 percent), Health (39.2 percent), Law Department (33.9 percent), Mayor's Office (42.7 percent), Office of Housing & Community Development (OHCD) (41.9 percent), Parks and Recreation (35.2 percent), Prisons (39.2 percent), Department of Public Property (44.6 percent), Revenue (56.0 percent), and Streets (31.8 percent).

- Among the City departments with at least $1 million in contracts, Department of Property Assessment (58.7 percent) and Revenue (56 percent) had the highest utilization rates. At the other end of the spectrum, Fleet Management (1.5 percent) and the Fire Department (3.3 percent) had the lowest utilization rates.

- The City's overall utilization M/W/DSBE rate[45] increased from 28.1 percent in FY 2013 to 29.4 percent in FY 2014, including all Citywide SSE and Quasi-Public City contracts. Four City departments that had at least $1 million in contracts had double-digit percentage point increases in M/W/DSBE utilization rates from FY 2013 to FY 2014 as well as FY 2014 utilization rates above the utilization for all City departments: Health (from 20.8 percent to 39.2 percent in FY 2014), Mayor's Office (from 13.7 percent to 42.7 percent in FY 2014), Parks and Recreation (from 21.5 percent to 35.2 percent in FY 2014), Prisons (from 28.6 percent to 39.2 percent in FY 2014).

- 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 2013 utilization rates below the utilization for all City departments: Office of the City Representative (from 100 percent to 69.1 percent in FY 2014), and Department of Public Property (from 58.9 percent to 44.6 percent). In 2013, two departments were also categorized this way.

- 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.[46]

[45] All Departments including Citywide SSE and Quasi-Public agencies.

[46] 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

> 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 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.[47]

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

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."

[47] 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.

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).

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 2014 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 2014 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 2014 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 2014 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 2014 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 2014 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 2014 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 2014 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. (2015)

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.[48]

Because we have considered multiple approaches to determining availability rate, we consider these four approaches at the MSA level, A5-A8:[49]

- "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

[48] 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.

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

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
- "A10" - # MBE/WBEs on City of Philadelphia Procurement Department Vendor List Divided by # All Firms on City of Philadelphia Procurement Department Vendor List (please note this does not include availability for PPS firms)

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 2013 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 2014 Disparity Study weights A1-A8 data according to the distribution of FY 2014 spending by industry, per the FY 2014 Participation Report (see Table B.2.2).[50]

Table B.2.2 – FY 2014 Availability ("A6") - # M/W/DSBE Firms in Philadelphia MSA with >1 Employee, Divided by # All Firms in Philadelphia MSA with >1 Employee

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

M/W/DSBE Category		FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White	Female	*	*	*	*	*	*	*	*
Native American	Male & Female	*	*	*	*	*	*	*	*
Asian American	Male & Female	0.5%	5.4%	3.0%	3.8%	0.4%	5.4%	3.3%	4.1%
African American	Male & Female	0.9%	1.5%	1.1%	1.3%	1.0%	1.4%	1.3%	1.3%
Hispanic	Male & Female	0.1%	0.6%	0.5%	0.5%	0.1%	0.6%	0.6%	0.5%
All MBE	**Male & Female**	**2.8%**	**8.8%**	**5.5%**	**6.7%**	**2.9%**	**8.8%**	**6.3%**	**7.3%**
All WBE	**Female**	**8.5%**	**18.1%**	**11.6%**	**14.6%**	**8.5%**	**18.1%**	**13.7%**	**15.6%**
Disabled	**Male & Female**	*	*	*	*	*	*	*	*
All M/W/DSBE	**Male & Female**	**11.4%**	**26.9%**	**17.1%**	**21.4%**	**11.4%**	**26.9%**	**20.0%**	**22.9%**

Source: 2007 US Census Survey of Business Owners (2013), Econsult Solutions, Inc. (2014, 2015)
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 2013 (based on 2007 data and FY 2013 spending) and FY 2014 (based on 2007 data and FY 2014 spending), we note the following points:

- MBE availability decreased from 7.3 percent in 2013 to 6.7 percent in 2014. WBE availability decreased from 15.6 percent in 2013 to 14.6 percent in 2014.

- M/W/DSBE availability for PW contracts was constant between 2013 and 2014 at 11.4 percent. M/W/DSBE availability for PPS contracts remained constant at 26.9 percent. M/W/DSBE availability for SSE contracts decreased from 20.0 percent in 2013 to 17.1 percent in 2014.

- Availability by M/WDSBE category increased for all contract types decreased from 22.9 percent in 2013 to 21.4 percent in 2014.

- Although there is availability for DSBEs, that availability is insufficient to categorize as these firms cover too wide a variety of contract types and NAICS codes to properly calculate at the city, metropolitan, or nationwide scales. The OEO Registry contains nine certified DSBEs but based on the size of the firms, they may have limited capacity for participation on some contracts.

It is important to clarify the cause of these changes in availability. The change from FY 2013 to FY 2014 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 2013 and FY 2014 Disparity Studies. However, those data are weighted differently between FY 2013 and FY 2014, 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.[51]

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

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

utilization rate represents City boundaries only, its corresponding availability rate should also represent only City boundaries. Accordingly, we match up utilization and availability methods as follows:[52]

- "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)

In some NAICS codes there are few available or no opportunity 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 available or no opportunity 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 Available or no opportunity" for M/W/DSBE participation in FY 2013 and FY 2014, see Appendix J.

Excluded from the $872 million in contracts analyzed in this report are 63 contracts totaling $197.8 million for which there are "few available or no opportunity" ("FANO") for M/W/DSBEs to participate (see Table B.3.1). When excluding these contracts from the analysis, the utilization of M/W/DSBEs is 29.4 percent rather than 23.9 percent (see Table B.3.2), yielding a disparity ratio of 0.93 (MSA utilization of 19.8 percent vs. availability of 21.4 percent) instead of 0.69 (MSA utilization of 14.7 percent vs. availability of 21.4 percent) (see Table B.3.4).

[52] "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.3.1 – FY 2014 Contracts with Few Available or No Opportunity for M/W/DSBE Participation, as Determined by the City's Office of Economic Opportunity[53,54]

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types[55]	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
#	0	43	20	63	2	34	23	59
$M	$0.0	$146.1	$51.7	$197.8	$11.2	$117.2	$26.0	$155.5

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table B.3.2 – FY 2014 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, Sole-Source Contracts, and "FANO" Contracts) and Quasi-Public City Contracts ((by $ Contracts Awarded)

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White Female	8.5%	12.1%	15.4%	11.3%	8.1%	11.3%	10.4%	7.5%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	2.5%	4.0%	0.1%	2.9%	1.6%	3.0%	0.0%	1.5%
African American	6.2%	16.2%	2.9%	11.0%	6.4%	16.5%	9.3%	9.2%
Hispanic	5.2%	3.6%	0.4%	3.6%	4.6%	1.5%	1.1%	1.5%
All MBE	**13.9%**	**24.1%**	**3.4%**	**18.5%**	**12.5%**	**21.3%**	**10.4%**	**18.8%**
All WBE	**11.9%**	**18.2%**	**16.7%**	**14.2%**	**10.0%**	**16.1%**	**14.4%**	**12.2%**
Disabled	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
All M/W/DSBE	**22.3%**	**36.3%**	**18.7%**	**29.4%**	**20.6%**	**32.6%**	**20.8%**	**28.1%**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

[53] See Appendix J for a full list of FY 2014 contracts with few available or no opportunity for M/W/DSBE participation.

[54] FY 2014 includes $1.6 million in sole source contracts.

Table B.3.3 – FY 2014 and FY 2013 Utilization of For-Profit MWDSBE Prime Contractors, Divided by All Prime Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts, Sole-Source Contracts, and "FANO" Contracts), by Contract Type (by Percentage of Contracts Awarded and by Percentage of Contract Dollars Awarded)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All
% Primed by M/W/DSBE								
By #	**10.9%**	**23.0%**	**6.5%**	**16.7%**	**7.1%**	**20.3%**	**6.4%**	**14.6%**
By $	**2.9%**	**15.1%**	**2.8%**	**9.5%**	**3.7%**	**9.6%**	**8.0%**	**8.4%**
Average Contract Size ($M)								
M/W/DSBE Primes	**$0.41**	**$0.35**	**$0.13**	**$0.17**	**$0.74**	**$0.42**	**$0.46**	**$0.21**
Non-M/W/DSBE Primes	**$1.64**	**$0.63**	**$0.32**	**$0.32**	**$1.35**	**$0.84**	**$0.34**	**$0.36**

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table B.3.4 – FY 2014 and FY 2013 Detailed Disparity Ratios = (Utilization of For-Profit MWDSBE Prime Contractors and Sub-Contractors Located in the Philadelphia MSA, Divided by All Prime Contractors and Sub-Contractors, on City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts, Sole-Source Contracts, and "FANO" Contracts)) ÷ (Availability of Ready, Willing, and Able MWDSBE Firms within the Philadelphia MSA)

M/W/DSBE Category	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
White Female	*	*	*	*	*	*	*	*
Native American	*	*	*	*	*	*	*	*
Asian American	2.67	0.20	0.03	0.28	1.28	0.29	0.01	0.26
African American	6.23	9.33	2.72	7.50	5.50	9.05	6.09	7.77
Hispanic	44.79	5.61	0.44	6.34	65.16	2.32	0.03	3.44
All MBE	**3.62**	**2.10**	**0.59**	**2.01**	**3.60**	**1.86**	**1.26**	**1.83**
All WBE	**1.18**	**0.48**	**1.31**	**0.68**	**0.83**	**0.36**	**0.93**	**0.50**
Disabled	*	*	*	*	*	*	*	*
All M/W/DSBE	**1.50**	**0.84**	**1.00**	**0.93**	**1.40**	**0.73**	**0.89**	**0.80**

Source: US Census Bureau Survey of Business Owners (2007), OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

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.3.4) demonstrate relative under-utilization, but with pockets of over-utilization:[56]

[56] 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 PWA M/W/DSBEs to all RWA firms. As discussed above, since the vast

- Asian Americans located within the Philadelphia MSA represented 3.8 percent of all MSA firms, but were utilized for only 2.9 percent of City contracts, for a disparity ratio of 0.28.
- African Americans located within the Philadelphia MSA represented 1.3 percent of all MSA firms, and were utilized for 11.0 percent of City contracts, for a disparity ratio of 7.50.
- Hispanics located within the Philadelphia MSA represented 0.5 percent of all MSA firms, and were utilized for 3.6 percent of City contracts, for a disparity ratio of 6.34.
- Female firms located within the Philadelphia MSA represented 14.6 percent of all MSA firms, and were utilized for 14.2 percent of City contracts, for a disparity ratio of 0.68.
- There is overall M/W/DSBE under-utilization, with a disparity ratio of 0.93 for FY 2014; it is below 1.00 for PPS contracts at 0.84, SSE contracts are at 1.00, and above 1.00 for PW contracts at 1.50.
- The overall disparity ratio of all contract types improved by 0.13 from FY 2013 (0.80) to FY 2014 (0.93).

There are a few highlights in the disparity ratio data that are important to note:

- The improvement in the disparity ratio across all M/W/DSBE categories reflects the City's commitment to use M/W/DSBEs on contracts as a policy decision.
- There are more qualified M/W/DSBE firms to choose from in the OEO Registry. The Registry has grown 75 percent since 2010.
- Department of License and Inspection (L & I) contracts were moved from SSE in FY 2013 to PW in FY 2014, accounting for some of the improvement in the PW disparity ratio.
- What appears to be overutilization in the PW contract category is a result of the low availability of M/W/DSBE firms to participate on PW contracts (11.4 percent) as shown in Table B.2.2.
- The data used to assess the availability of M/W/DSBE firms is from the 2007 US Census Survey of Business Owners (SBO). SBO data is collected every five years and released approximately three years after collection. The SBO data on M/W/DSBE availability has remained constant on Annual Disparity Study reports since 2010 yet utilization on contracts has increased year to year. Therefore, the availability data used in this report has not caught up with the reality that there are in fact more M/W/DSBEs growing as the

majority of firms are very small, this may be the most accurate proxy for true M/W/DSBE availability. Detailed utilization charts can be found in Appendix G and detailed availability charts are located in Appendix H.

market has improved since the recession. The release of the 2012 SBO data is scheduled for later in 2015 and new availability data will refine the results of the forthcoming FY 2015 Annual Disparity Study. With more updated availability data the disparity ratio is anticipated to balance and show a wider gap in disparity than the current data reveals.

B.4 DISPARITY – FEW AVAILABLE OR NO OPPORTUNITY INCLUDED

The primary analysis for the FY 2014 Annual Disparity Study is based on the exclusion of contracts for which there are "few available or no opportunity" for M/W/DSBE participation. Utilization levels and corresponding recommended participation goals were determined based on the exclusion of these "few available 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. Table B.4.1 shows a comparison of the disparity ratio when these contracts are excluded versus included. By including these "few available or no opportunity" ("FANO") contracts in the analysis, the utilization of M/W/DSBEs in the MSA would be 18.3 percent (rather than 19.8 percent), which would yield a disparity ratio of 0.69 instead of 0.93. In FY 2013, the disparity ratio when "few available or no opportunity" contracts were included was 0.62 instead of 0.80.

Table B.4.1 – FY 2014 Disparity Ratio Comparison, Both Excluding and Including "FANO" Contracts

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
MSA Availability	11.4%	26.9%	17.1%	21.4%	11.4%	26.9%	20.0%	22.9%
MSA Utilization Excluding "Few Available or No Opportunity"	17.0%	22.7%	17.1%	19.8%	16.1%	19.6%	17.8%	18.3%
Disparity Ratio Excluding "Few Available or No Opportunity"	**1.50**	**0.84**	**1.00**	**0.93**	**1.40**	**0.73**	**0.89**	**0.80**
MSA Utilization Including "Few Available or No Opportunity"	17.0%	15.1%	10.5%	14.7%	14.7%	14.0%	14.4%	14.1%
Disparity Ratio Including "Few	**1.50**	**0.56**	**0.62**	**0.69**	**1.29**	**0.52**	**0.72**	**0.62**

Available or No Opportunity"								

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)

Table B.4.2 – FY 2014 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	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 2014 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 2013 All Contract Types
White	Female	*	*	*	*	*	*	*	*
Native American	Male & Female	*	*	*	*	*	*	*	*
Asian American	Male & Female	2.67	0.14	0.02	0.22	0.00	0.21	0.01	0.20
African American	Male & Female	6.23	6.06	1.65	5.42	5.03	6.40	4.92	5.89
Hispanic	Male & Female	44.79	3.84	0.27	4.78	59.58	1.74	0.03	2.73
All MBE	**Male & Female**	**3.62**	**1.39**	**0.36**	**1.47**	**3.29**	**1.32**	**1.02**	**1.40**
All WBE	**Female**	**1.18**	**0.33**	**0.52**	**0.52**	**0.76**	**0.27**	**0.75**	**0.39**
Disabled	**Male & Female**	*	*	*	*	*	*	*	*
All M/W/DSBE	**Male & Female**	**1.50**	**0.56**	**0.62**	**0.69**	**1.29**	**0.52**	**0.72**	**0.62**

Source: Econsult Solutions, Inc. (2015); Utilization = FY 2014 OEO Participation Report (2013); Availability = US Small Business Administration - Philadelphia District Office (2013)
Note: "" denotes data unavailable or insufficient.*

APPENDIX C: PARTICIPATION GOALS

In this section, we offer recommended Annual Participation Goals for Fiscal Year (FY) 2015 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 2014 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")).[57]

Table C.1 – FY 2014 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, Sole Source, and Quasi-Public City Contracts) (by $ Contracts Awarded)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
MBE	6.8%	9.9%	1.9%	7.7%	4.9%	8.8%	6.3%	7.6%
WBE	4.6%	4.0%	8.5%	4.8%	3.1%	3.0%	9.5%	4.2%
DSBE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBE	8.5%	11.5%	9.6%	10.3%	6.8%	9.8%	13.6%	10.0%

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)
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.

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

Table C.2 – FY 2014 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, Sole Source, and Quasi-Public City Contracts) (by $ Contracts Awarded)

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
MBE	10.3%	12.2%	2.0%	9.9%	9.5%	11.6%	6.4%	10.2%
WBE	10.1%	6.0%	6.0%	7.6%	6.5%	4.9%	10.2%	6.2%
DSBE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBE	17.0%	15.1%	10.5%	14.7%	14.7%	14.0%	14.4%	14.1%

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)
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 2014 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 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 13 All Contract Types
MBE	13.9%	16.8%	2.0%	13.5%	11.5%	16.0%	8.5%	15.9%
WBE	11.9%	12.6%	10.1%	12.0%	9.2%	12.2%	11.8%	10.3%
DSBE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All M/W/DSBE	22.3%	25.2%	11.3%	22.1%	18.8%	24.5%	17.0%	23.8%
Including Quasi-Public City Contracts								
All M/W/DSBE				23.9%				23.8%

Source: OEO Annual Participation Report (FY 2013, FY 2014), Econsult Solutions, Inc. (2014, 2015)
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 2014 Availability ("A2") - # M/W/DSBE Firms in Philadelphia County with >1 Employee, Divided by # All Firms in Philadelphia County with >1 Employee

Category		FY 2014			FY 14	FY 2013			FY 13
		PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
All MBE	Male & Female	17.1%	11.5%	15.2%	13.5%	17.2%	15.7%	16.2%	16.1%
All	Female	7.3%	19.6%	17.3%	16.1%	7.7%	19.4%	15.4%	15.5%
Disabled	Male & Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	24.3%	31.1%	32.6%	29.6%	24.9%	33.4%	34.1%	32.3%

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2014, 2015)
Note: "" denotes data unavailable or insufficient.*

Table C.5 – FY 2014 Availability ("A6") - # M/W/DSBE Firms in Philadelphia MSA with >1 Employee, Divided by # All Firms in Philadelphia MSA with >1 Employee

Category		FY 2014			FY 14	FY 2013			FY 13
		PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
All MBE	Male & Female	2.8%	8.8%	5.5%	6.7%	2.9%	8.8%	6.3%	7.3%
All	Female	8.5%	18.1%	11.6%	14.6%	8.5%	18.1%	13.7%	15.6%
Disabled	Male & Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	11.4%	26.9%	17.1%	21.4%	11.4%	26.9%	20.0%	22.9%

Source: 2007 US Census Survey of Business Owners (2013), Econsult Solutions, Inc. (2014, 2015)
Note: "" denotes data unavailable or insufficient*

Table C.6 – FY 2014 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)

	Gender	PW	PPS	SSE	FY 2014 All Contract Types	FY 2013 All Contract Types
All MBE	Male & Female	0.40	0.86	0.13	0.57	0.47
All WBE	Female	0.63	0.20	0.49	0.30	0.27
Disabled	Male & Female	*	*	*	*	*
All M/W/DSBE	Male & Female	0.35	0.37	0.30	0.35	0.31

Source: Econsult Solutions, Inc. (2014, 2015); Utilization = FY 2014 OEO Participation Report (2014); Availability = 2007 US Census Survey of Business Owners (2013)

Table C.7 – FY 2014 and 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)

		FY 14 PW	FY 14 PPS	FY 14 SSE	FY 2014 All Contract Types	FY 13 PW	FY 13 PPS	FY 13 SSE	FY 2013 All Contract Types
All MBE	Male & Female	3.62	2.10	0.59	2.01	3.60	1.86	1.26	1.83
All WBE	Female	1.18	0.48	1.31	0.68	0.83	0.36	0.93	0.50
Disabled	Male & Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	1.50	0.84	1.00	0.93	1.40	0.73	0.89	0.80

Source: Econsult Solutions, Inc. (2014, 2015); Utilization = OEO Participation Report (FY 2013, FY 2014); 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 2014, we can set participation goals for FY 2015 (see Table C.8 and Table C.9).

Table C.8 – Recommended Citywide Participation Goals for City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts), Excluding "FANO" Contracts, by Contract Type and M/W/DSBE Type (by Percentage of Contract Dollars Awarded)[58]

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY13/FY14 Actual
White Female	8.4% U	12.1% U	15.4% U	11.3% U	FY 13: 10.5% FY 14: 11.3%
Native American	0.0% A/U	0.0% A/U	0.0% A/U	0.1% A	FY 13: 0.0% FY 14: 0.0%
Asian American	2.5% U	5.4% A	3.0% A	3.8% A	FY 13: 2.1% FY 14: 2.9%
African American	6.2% U	16.2% U	2.9% U	11.0% U	FY 13: 12.9% FY 14: 11.0%
Hispanic	5.2% U	3.6% U	0.5% A	3.6% U	FY 13: 2.0% FY 14: 3.6%
All MBE	**13.9% U**	**24.2% U**	**5.5% A**	**20.0% S**	**FY13: 17.2%** **FY14: 18.5%**
All WBE	**11.9% U**	**18.2% U**	**16.7% U**	**15.0% S**	**FY13 14.5%** **FY14 14.1%**
City-Based M/W/DSBE	**8.5% U**	**16.5% U**	**16.0% U**	**15.0% S**	**FY13: 12.5%** **FY14: 13.6%**
All M/W/DSBE	**22.3% U**	**36.3% U**	**18.7% U**	**30.0% S**	**FY13: 28.1%** **FY14: 29.4%**
FY13/FY14 Actual	**FY13: 20.6%**	**FY13: 32.6%**	**FY13: 21.0%**	**FY13: 28.1%**	
	FY14: 22.3%	**FY14: 36.3%**	**FY14: 18.7%**	**FY14: 29.4%**	

Source: Econsult Solutions, Inc. (2015)

[58] 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 available or no opportunity for M/W/DSBE participation. Prefix of "U" = FY 2014 Utilization > FY 2014 Availability (i.e. disparity ratio > 1.0), so Participation Goal = FY 2014 Utilization. Prefix of "A" = FY 2014 Availability > FY 2014 Utilization (i.e. disparity ratio < 1.0), so Participation Goal = FY 2014 Availability. Prefix of "S" = "Stretch Goal," since Participation Goal > FY 2014 Utilization and FY 2014 Availability.

Table C.9 – Recommended Citywide Participation Goals for City Contracts (Excluding Federally Funded City Contracts) and Quasi-Public Contracts, Excluding and Including "FANO" Contracts

Excluding Few Available or No Opportunity Contracts	PW	PPS	SSE	All Contract Types
All MBE	14%	24%	3%	20%
All WBE	12%	18%	17%	15%
All M/W/DSBE	22%	36%	19%	30%
Including Few Available or No Opportunity Contracts	**PW**	**PPS**	**SSE**	**All Contract Types**
All MBE	14%	17%	2%	15%
All WBE	12%	13%	10%	12%
All M/W/DSBE	22%	25%	11%	24%

Source: Econsult Solutions, Inc. (2015)

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 2014 utilization and FY 2014 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.[59]

For recommended citywide participation goals based on FY 2014 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 2014 availability was 21.4 percent, and FY 2014 utilization was 29.4 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 in the past, we recommend a "stretch" goal of 30 percent for FY 2015. Bear in mind also, that FY 2014 availability at the City of Philadelphia level was 29.6 percent (vs. 21.4 percent at Philadelphia MSA level). This particular "stretch" goal is also based on historical data and the fact that FY 2014 utilization for City operating departments was almost 30 percent (29.4 percent). While we weighed MSA-level data more heavily than City-level data, the higher availability estimate for the City-level data (29.6 percent) suggests that availability may be higher than the estimated 21.4 percent at the MSA level.

A number of 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 2015** (see Table C.10).

[59] 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 Contracts

	Actual (incl. "Few Available or No Opportunity" Contracts)[60]						Actual (excl. "Few Available or No Opportunity")[61]			Goal[62]
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	
All M/W/DSBE	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%	28.2%	28.1%	29.4%	30%
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%	21.2%	18.8%	18.5%	20%
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%	9.0%	12.2%	14.2%	15%
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%	24.4%	20.6%	22.3%	22%
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%	30.2%	32.6%	36.3%	36%
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%	26.1%	20.8%	18.7%	19%

Source: Econsult Solutions, Inc. (2015)

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 above 1.0. This otherwise desirable ratio masks the real problem, not just of low M/W/DSBE

[60] 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 include City contracts for which there were few available or no opportunity for M/W/DSBE participation.

[61] FY 2012 to FY 2014 results exclude City contracts for which there were few available or no opportunity 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 2013 and FY 2014 results.

[62] 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.

utilization that needs to be increased but of low M/W/DSBE availability that needs to be increased.

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 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 2014 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)[63] 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

[63] 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 2014 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.[64]

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

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.

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

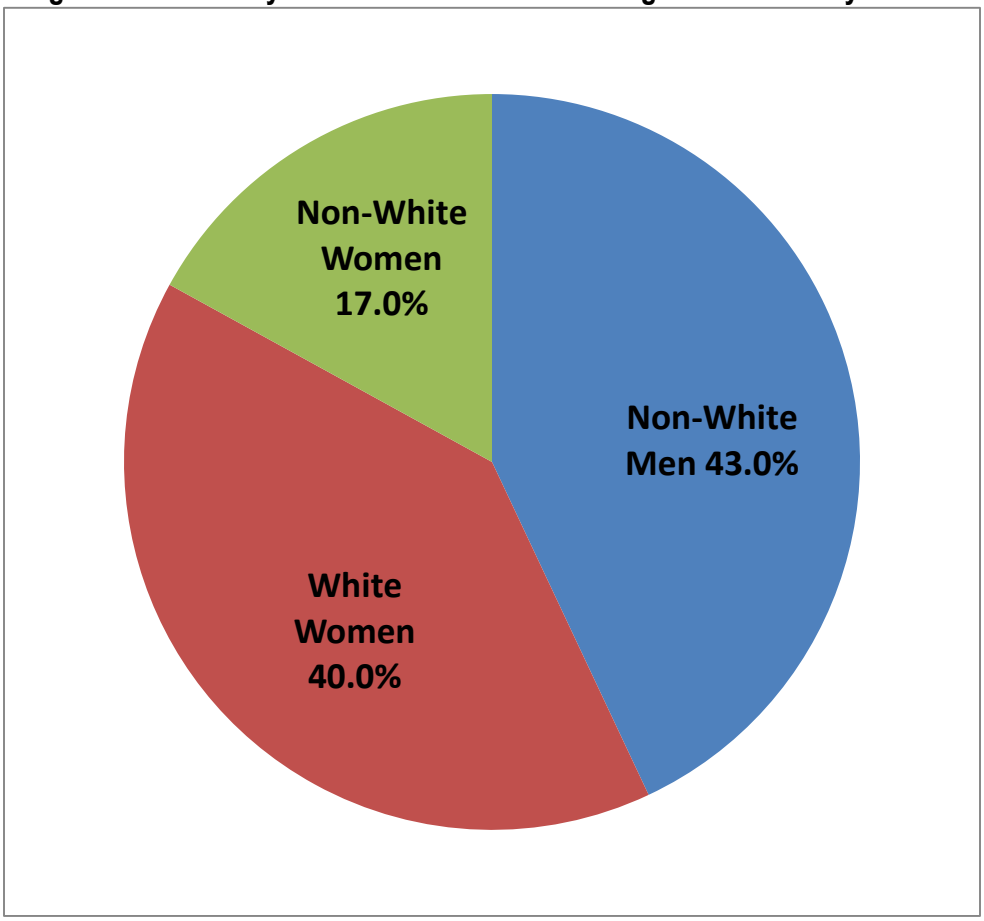
Table E.1: Datasets for the Annual Disparity Study

File Name	File Type	Description
"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 14 Report.xls".
"OEO Vendors with Race FY 2014"	MS Excel (.xls)	The original file provided to Econsult by OEO listing all current registered vendors.
"OEO Contract Participation 4th Qtr FY14 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.
"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. (2015)

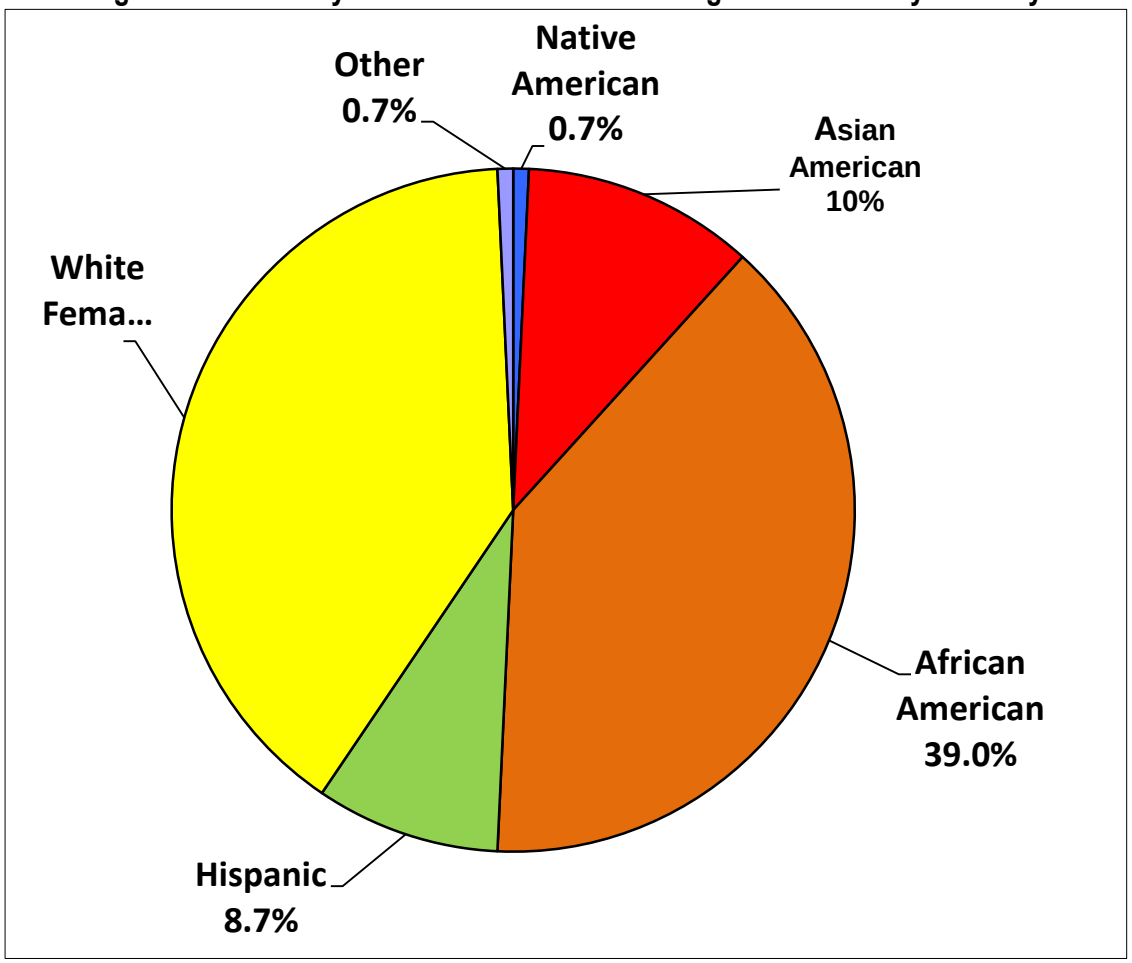
APPENDIX F: DISTRIBUTION OF ALL OEO REGISTERED FIRMS

Figure F.1 – January 2015 Distribution of OEO-Registered Firms by Gender



Source: City of Philadelphia Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

Figure F.2 – January 2015 Distribution of OEO-Registered Firms by Ethnicity



Source: City of Philadelphia Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

Table F.1 – Distribution of OEO-Registered Firms by State (as of January 2015)

State	Number of Firms	% of Total
Pennsylvania	1,434	62.1%
New Jersey	327	14.2%
Maryland	97	4.2%
New York	85	3.7%
Delaware	60	2.6%
Virginia	34	1.5%
Illinois	29	1.3%
Florida	25	1.1%
Texas	35	1.5%
California	25	1.1%
District of Columbia	22	1.0%
Georgia	20	0.9%
Massachusetts	18	0.8%
North Carolina	13	0.6%
Michigan	12	0.5%
Indiana	10	0.4%
Missouri	7	0.3%
Connecticut	7	0.3%
Ohio	8	0.3%
Tennessee	6	0.3%
South Carolina	4	0.2%
Washington	4	0.2%
Colorado	3	0.1%
Minnesota	4	0.2%
Rhode Island	3	0.1%
Wisconsin	3	0.1%
Arizona	2	0.1%
Kansas	2	0.1%
Oregon	2	0.1%
Utah	2	0.1%
Louisiana	1	0.0%
Maine	1	0.0%
New Mexico	1	0.0%
New Hampshire	1	0.0%
Arkansas	1	0.0%
Nevada	1	0.0%
Oklahoma	1	0.0%
Total	**2,310**	**100.0%**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

Table F.2 – Distribution of OEO-Registered Firms by Industry by Location of Firm (as of January 2015)

Contract Type	City		MSA		US	
	#	%	#	%	#	%
PW	283	37.6%	548	36.2%	748	32.4%
PPS	265	35.2%	563	37.2%	955	41.3%
SSE	139	18.5%	269	17.8%	405	17.5%
MP/SOP	65	8.7%	133	8.8%	202	8.8%
All Contract Types	**752**		**1,513**		**2,310**	

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

Table F.3 – Distribution of OEO-Registered Firms by Industry by M/W/DSBE Category (as of January 2015)

Contract Type	MBE		WBE		DSBE		M/W/DSBE	
	#	%	#	%	#	%	#	%
PW	369	37.3%	375	28.5%	4	66.7%	748	32.4%
PPS	361	36.5%	592	45.0%	2	33.3%	955	41.3%
SSE	174	17.6%	231	17.6%	0	0.0%	405	17.5%
MP/SOP	84	8.6%	118	8.9%	0	8.6%	202	8.8%
All Contract Types	**988**		**1,316**		**6**		**2,310**	

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

Table F.4 – Change in Distribution of OEO-Registered Firms by Location of Firm (Q1 2014 to Q1 2015)

		As of Q1 2014			Additions Since Q1 2014			Subtractions Since Q1 2014			As of Q1 2015		
		City	MSA	US	City	MSA	US	City	MSA	US	City	MSA	US
MBE - African American	Male	270	425	585	22	34	44	2	6	11	290	453	618
MBE - Hispanic or Latino	Male	44	79	120	13	22	42	2	3	6	55	98	156
MBE – Asian	Male	30	88	173	4	8	26	0	3	11	33	93	188
MBE - Native American	Male	1	3	11	0	0	2	0	0	0	1	3	13
MBE – Other	Male	2	9	13	0	0	0	0	0	0	2	9	13
MBE – Total	Male	**347**	**604**	**902**	**39**	**64**	**114**	**4**	**12**	**28**	**381**	**656**	**988**
WBE – White	Female	182	518	812	19	72	134	5	14	33	196	576	917
WBE - African American	Female	126	191	252	17	23	37	2	5	8	141	209	281
WBE - Hispanic or Latino	Female	13	30	39	1	0	7	0	4	1	14	26	45
WBE – Asian	Female	18	34	54	1	4	10	0	0	1	19	38	65
WBE - Native American	Female	0	1	1	0	1	3	0	0	0	0	2	4
WBE – Other	Female	0	1	1	0	1	3	0	0	0	0	1	4
WBE – Total	Female	**339**	**775**	**1,159**	**38**	**101**	**194**	**7**	**23**	**43**	**370**	**852**	**1,316**
White	Female	182	518	812	19	72	134	5	14	33	196	576	917
Native American	M&F	1	4	14	0	1	5	0	0	0	1	5	17
Asian American	M&F	48	122	227	5	12	36	0	3	12	52	131	253
African American	M&F	127	194	263	39	57	81	4	11	19	431	662	899
Hispanic	M&F	57	109	159	14	22	49	2	7	7	69	124	201
Other	M&F	2	5	14	0	1	3	0	0	0	2	10	17
All MBE	**M&F**	**417**	**952**	**1,489**	**77**	**165**	**308**	**11**	**35**	**71**	**555**	**932**	**1,387**
All	**Female**	**339**	**775**	**1,159**	**38**	**101**	**194**	**7**	**23**	**43**	**370**	**852**	**1,316**
Disabled	**M&F**	**2**	**5**	**5**	**0**	**0**	**0**	**1**	**0**	**1**	**1**	**5**	**6**
All M/W/DSBE	**M&F**	**688**	**1,384**	**2,066**	**77**	**165**	**308**	**12**	**35**	**72**	**752**	**1,513**	**2,310**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

Table F.5 – Change in Distribution of OEO-Registered Firms by Location of Firm (Q1 2014 to Q1 2015)

	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	277	543	745	6	9	17	0	4	14	283	548	748
PPS	250	521	873	25	60	129	10	18	47	265	563	955
SSE	127	255	376	14	27	56	2	13	27	139	269	405
Total	**688**	**1,384**	**2,066**	**77**	**165**	**308**	**12**	**35**	**72**	**752**	**1,513**	**2,310**

Source: City of Philadelphia - Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

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 2013 (see Table G.3), by geographic location compared to FY 2013 (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 2014 Utilization of M/W/DSBEs for City Contracts (Excluding Federally Funded City Contracts and Quasi-Public City Contracts, Including "FANO" Contracts) (by $ Contracts Awarded)[65]

		PW			PPS			SSE			All Contract Types		
Ethnicity	Gender	City	MSA	US	City	MSA	US	City	MSA	US	City	MSA	US
White	Female	1.6%	6.7%	8.5%	1.6%	2.9%	8.4%	7.7%	8.6%	9.3%	2.6%	4.8%	8.6%
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	1.1%	1.5%	2.5%	0.3%	0.7%	2.8%	0.0%	0.0%	0.0%	0.5%	0.8%	2.0%
African American	M&F	3.0%	5.7%	6.2%	7.4%	8.8%	11.3%	1.8%	1.8%	1.8%	5.3%	6.8%	8.4%
Hispanic	M&F	2.8%	3.1%	5.2%	2.1%	2.4%	2.5%	0.1%	0.1%	0.2%	1.9%	2.2%	2.8%
Other	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 MBE	**M&F**	**6.8%**	**10.3%**	**13.9%**	**9.9%**	**12.2%**	**16.8%**	**1.9%**	**2.0%**	**2.0%**	**7.7%**	**9.9%**	**13.5%**
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**	**4.6%**	**10.1%**	**11.9%**	**4.0%**	**6.0%**	**12.6%**	**8.5%**	**9.4%**	**10.1%**	**4.8%**	**7.6%**	**12.0%**
All M/W/DSBE	**M&F**	**8.5%**	**17.0%**	**22.3%**	**11.5%**	**15.1%**	**25.2%**	**9.6%**	**10.5%**	**11.3%**	**10.3%**	**14.7%**	**22.1%**

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

[65] 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 2014 Utilization of M/W/DSBEs as Prime Contractors in City Contracts (Excluding Federally Funded City, Sole Source, and "FANO" Contracts, and Quasi-Public City Contracts)

Contract Type	Total # Contracts	Total $M Contracts	# MWDSBE Contracts	$M MWDSBE Contracts
Public Works	138	$207.45	15	$46.28
MWDSBE Utilization as Prime			10.9%	2.9%
MWDSBE Total Utilization (Prime + Sub)				22.3%
Services, Supplies, and Equipment	276	$84.16	18	$15.39
MWDSBE Utilization as Prime			6.5%	2.8%
MWDSBE Total Utilization (Prime + Sub)				18.3%
Personal and Professional Services	583	$334.03	134	$121.59
MWDSBE Utilization as Prime			23.0%	15.1%
MWDSBE Total Utilization (Prime + Sub)				36.4%
All Contract Types (Not Incl SOP/MPO)	**997**	**$625.64**	**167**	**$183.26**
MWDSBE Utilization as Prime			**16.8%**	**7.1%**
MWDSBE Total Utilization (Prime + Sub)				**29.3%**
Small Order Purchases (SOP)	916	$6.56	120	$0.64
MWDSBE Utilization as Prime			13.1%	9.8%
MWDSBE Total Utilization (Prime + Sub)				9.8%
Miscellaneous Purchase Orders (MPO)	246	$4.50	69	$1.13
MWDSBE Utilization as Prime			28.0%	25.1%
MWDSBE Total Utilization (Prime + Sub)				25.1%
All Contract Types Incl SOP/MPO	**2,129**	**$636.66**	**356**	**$185.03**
MWDSBE Utilization as Prime			**16.7%**	**9.5%**
MWDSBE Total Utilization (Prime + Sub)				**29.1%**

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

Table G.3 – FY 2014 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, Sole Source Contracts, and "FANO" Contracts) and Quasi-Public City Contracts, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors (by $ Contracts Awarded)

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	FY14 MBE %Utilization Actual	FY14 WBE %Utilization Actual	FY14 DSBE %Utilization Actual
Aviation	$69.51	$18.14	26.09%	27.30%	2.12%	1.7%	0.00%
Behavioral Health & Intellectual disAbility	$12.29	$1.60	13.05%	14.30%	4.05%	9.0%	0.00%
Board of Ethics	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
City Planning Commission	$0.17	$0.02	11.94%	21.10%	6.27%	5.7%	0.00%
City Representative	$0.01	$0.01	69.12%	100.00%	6.89%	62.2%	0.00%
Civil Service Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Commerce	$0.10	$0.04	42.50%	42.50%	42.50%	0.0%	0.00%
Division of Technology*	$34.66	$7.00	20.19%	14.30%	17.65%	2.5%	0.00%
Finance	$16.73	$4.66	27.83%	28.40%	17.84%	10.0%	0.00%
Fire	$1.11	$0.04	3.32%	0.60%	2.87%	0.5%	0.00%
First Judicial District of PA	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Fleet Management	$4.39	$0.07	1.50%	2.10%	0.72%	0.8%	0.00%
Health, Department of Public	$6.10	$2.39	39.22%	20.80%	11.82%	27.4%	0.00%
Historical Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Human Services, Department of	$13.08	$3.88	29.68%	37.60%	23.96%	5.7%	0.00%
Labor Relations	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Law Department	$6.85	$2.32	33.92%	32.10%	13.59%	20.3%	0.00%
Library, Free	$1.30	$0.26	19.66%	13.20%	9.80%	9.9%	0.00%
License and Inspections, Department of (L&I)	$9.56	$2.46	25.73%	22.50%	25.64%	0.1%	0.00%

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	FY14 MBE %Utilization Actual	FY14 WBE %Utilization Actual	FY14 DSBE %Utilization Actual
Managing Director's Office	$0.57	$0.10	18.25%	14.40%	6.99%	11.3%	0.00%
Mayor's Office	$1.16	$0.50	42.67%	13.70%	31.90%	10.8%	0.00%
Mayor's Office of Community Empowerment & Opportunity	$0.07	$0.05	69.40%	16.70%	0.00%	69.4%	0.00%
Mural Arts Program	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Office of Arts and Culture	$0.00	$0.00	0.00%	36.80%	0.00%	0.0%	0.00%
Office of Emergency Services	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Office of Housing & Community Development (OHCD)	$0.18	$0.08	41.93%	8.80%	0.00%	41.9%	0.00%
Office of Supportive Housing (OSH)	$4.55	$1.24	27.33%	37.80%	27.01%	0.3%	0.00%
Office of the Inspector General	$0.03	$0.00	5.36%	0.00%	5.36%	0.0%	0.00%
Parks and Recreation**	$2.10	$0.74	35.15%	21.54%	10.00%	25.2%	0.00%
Pensions and Retirement	$0.57	$0.01	1.74%	4.30%	1.74%	0.0%	0.00%
Personnel	$0.17	$0.00	0.00%	13.20%	0.00%	0.0%	0.00%
Police	$3.04	$0.28	9.34%	6.60%	8.29%	1.1%	0.00%
Prisons	$50.07	$19.64	39.23%	28.60%	16.61%	22.6%	0.00%
Procurement	$0.00	$0.00	0.00%	12.50%	0.00%	0.0%	0.00%
Property, Department of Public	$76.70	$34.18	44.56%	58.90%	27.27%	17.3%	0.00%
Property Assessment, Department of	$1.06	$0.62	58.67%	58.90%	0.00%	58.7%	0.00%
Records	$2.28	$0.50	21.96%	27.00%	12.32%	9.6%	0.00%
Revenue	$30.71	$17.20	56.01%	50.70%	32.41%	23.6%	0.00%
Sinking Fund Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual	FY14 MBE %Utilization Actual	FY14 WBE %Utilization Actual	FY14 DSBE %Utilization Actual
Streets	$75.39	$23.96	31.78%	30.10%	11.44%	20.3%	0.00%
Treasurer, City	$1.75	$0.42	23.97%	8.10%	10.88%	13.1%	0.00%
Water Department	$171.86	$39.34	22.89%	22.70%	14.04%	8.8%	0.00%
Youth Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
Zoning Code Commission	$0.00	$0.00	0.00%	0.00%	0.00%	0.0%	0.00%
All Departments	**$598.13**	**$181.75**	**30.39%**	**28.60%**	**17.09%**	**13.30%**	**0.00%**
All with Citywide SSE	**$635.07**	**$184.40**	**29.04%**	**27.70%**	**16.32%**	**12.71%**	**0.00%**
All Departments + Citywide SSE + Quasi-Public	**$872.00**	**$255.79**	**29.4%**	**28.10%**	**17.41%**	**11.93%**	**0.00%**

*Division of Technology contains information for the Office of Innovation and Technology for FY 2014

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

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

Table G.4 – FY 2014 Utilization by Department of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors (Excluding Federally Funded City Contracts, Sole Source Contracts), Including "FANO" Contracts and Quasi-Public City Contracts, Divided by Utilization of All For-Profit Prime Contractors and Sub-Contractors (by $ Contracts Awarded)

City Department	FY 14 Dept Total (in $M)	FY 14 M/W/DSBE Total (in $M)			FY 14 M/W/DSBE %Utilization		
		City	MSA	US	City	MSA	US
Aviation	$70.39	$5.24	$10.74	$2.15	7.44%	15.26%	3.05%
Behavioral Health & Intellectual disAbility	$12.29	$0.00	$0.00	$1.60	0.00%	0.00%	13.02%
Board of Ethics	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
City Planning Commission	$0.17	$0.00	$0.01	$0.01	0.00%	5.79%	5.79%
City Representative	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Civil Service Commission	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Commerce	$0.10	$0.04	$0.00	$0.00	42.11%	0.00%	0.00%
Division of Technology*	$45.27	$1.93	$3.31	$1.76	4.26%	7.31%	3.89%
Finance	$16.73	$2.77	$1.89	$0.00	16.55%	11.30%	0.00%
Fire	$1.82	$0.01	$0.03	$0.00	0.55%	1.70%	0.00%
First Judicial District of PA	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Fleet Management	$6.42	$0.01	$0.07	$0.00	0.11%	1.03%	0.00%
Health, Department of Public	$6.35	$2.14	$0.15	$0.10	33.72%	2.36%	1.58%
Historical Commission	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Human Services, Department of	$54.14	$2.06	$1.82	$0.00	3.80%	3.36%	0.00%
Labor Relations	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Law Department	$6.85	$0.29	$0.41	$1.62	4.23%	5.93%	23.70%
Library, Free	$2.54	$0.08	$0.18	$0.00	3.14%	7.07%	0.00%
Licenses and Inspections, Department of (L&I)	$0.47	$0.89	$1.57	$0.00	187.75%	331.21%	0.00%
Managing Director's Office	$52.27	$0.05	$0.05	$0.00	0.09%	0.10%	0.01%
Mayor's Office	$1.16	$0.02	$0.28	$0.20	1.72%	23.71%	17.24%
Mayor's Office of Community Empowerment & Opportunity	$0.07	$0.05	$0.00	$0.00	69.40%	0.00%	0.00%
Mural Arts Program	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%

City Department	FY 14 Dept Total (in $M)	FY 14 M/W/DSBE Total (in $M)			FY 14 M/W/DSBE %Utilization		
		City	MSA	US	City	MSA	US
Office of Arts and Culture	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Office of Emergency Services	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Office of Housing & Community Development (OHCD)	$0.18	$0.00	$0.07	$0.01	0.00%	38.35%	5.48%
Office of Supportive Housing (OSH)	$4.55	$0.58	$0.66	$0.00	12.76%	14.52%	0.00%
Office of the Inspector General	$0.18	$0.00	$0.00	$0.00	0.84%	0.08%	0.00%
Parks and Recreation**	$2.10	$0.18	$0.56	$0.00	8.58%	26.87%	0.00%
Pensions and Retirement	$0.57	$0.00	$0.00	$0.00	0.00%	0.00%	0.35%
Personnel	$0.17	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Police	$7.85	$0.13	$0.15	$0.00	1.71%	1.91%	0.00%
Prisons	$88.79	$3.34	$5.84	$10.46	3.76%	6.58%	11.78%
Procurement	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Property, Department of Public	$76.70	$2.36	$31.82	$0.00	3.08%	41.48%	0.00%
Property Assessment, Department of	$2.28	$0.00	$0.50	$0.00	0.00%	21.93%	0.00%
Records	$30.71	$8.92	$8.28	$0.00	29.05%	26.96%	0.00%
Revenue	$1.06	$0.00	$0.00	$0.62	0.00%	0.28%	58.13%
Sinking Fund Commission	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Streets	$75.39	$20.24	$3.72	$0.00	26.85%	4.93%	0.00%
Treasurer, City	$1.75	$0.06	$0.18	$0.18	3.43%	10.29%	10.29%
Water Department	$175.62	$10.54	$26.70	$2.10	6.00%	15.20%	1.20%
Youth Commission	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
Zoning Code Commission	$0.00	$0.00	$0.00	$0.00	0.00%	0.00%	0.00%
All Departments	**$754.06**	**$61.93**	**$98.99**	**$20.82**	**8.21%**	**13.13%**	**2.76%**
All with Citywide SSE	**$834.42**	**$63.23**	**$100.39**	**$21.03**	**7.58%**	**12.03%**	**2.52%**
All Departments + Citywide SSE + Quasi-Public City Contracts	**$1,071.35**	**$63.23**	**$100.39**	**$92.42**	**5.90%**	**9.37%**	**8.63%**

*Division of Technology contains information for the Office of Innovation and Technology for FY 2014

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

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

Table G.5 - FY 2014 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) Including "FANO" and Quasi-Public Contracts (by $ Contracts Awarded)

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual
Aviation	$70.39	$18.14	25.77%	27.30%
Behavioral Health & Intellectual disAbility	$12.29	$1.60	13.05%	14.30%
Board of Ethics	$0.00	$0.00	0.00%	0.00%
City Planning Commission	$0.17	$0.02	11.94%	21.10%
City Representative	$0.00	$0.00	0.00%	100.30%
Civil Service Commission	$0.00	$0.00	0.00%	0.00%
Commerce	$0.10	$0.04	42.50%	42.50%
Division of Technology*	$45.27	$7.00	15.46%	14.30%
Finance	$16.73	$4.66	27.83%	28.40%
Fire	$1.82	$0.04	2.03%	0.60%
First Judicial District of PA	$0.00	$0.00	0.00%	0.00%
Fleet Management	$6.42	$0.07	1.02%	1.10%
Health, Department of Public	$6.35	$2.39	37.69%	17.60%
Historical Commission	$0.00	$0.00	0.00%	0.00%
Human Services, Department of	$54.14	$3.88	7.17%	7.10%
Labor Relations	$0.00	$0.00	0.00%	0.00%
Law Department	$6.85	$2.32	33.92%	32.10%
Library, Free	$2.54	$0.26	10.07%	13.20%
Licenses and Inspections, Department of (L&I)	$0.47	$0.20	41.24%	22.50%
Managing Director's Office	$52.27	$0.10	0.20%	0.40%
Mayor's Office	$1.16	$0.50	42.67%	13.70%

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual
Mayor's Office of Community Empowerment & Opportunity	$0.07	$0.05	69.40%	16.70%
Mural Arts Program	$0.00	$0.00	0.00%	0.00%
Office of Arts and Culture	$0.00	$0.00	0.00%	36.80%
Office of Emergency Services	$0.00	$0.00	0.00%	0.00%
Office of Housing & Community Development (OHCD)	$0.18	$0.08	41.93%	8.80%
Office of Supportive Housing (OSH)	$4.55	$1.24	27.33%	37.80%
Office of the Inspector General	$0.18	$0.00	0.84%	0.00%
Parks and Recreation**	$2.10	$0.74	35.15%	4.30%
Pensions and Retirement	$0.57	$0.01	1.74%	13.20%
Personnel	$0.17	$0.00	0.00%	5.20%
Police	$7.85	$0.28	3.61%	25.00%
Prisons	$88.79	$19.64	22.12%	12.50%
Procurement	$0.00	$0.00	0.00%	58.90%
Property, Department of Public	$76.70	$34.18	44.56%	27.00%
Property Assessment, Department of	$2.28	$0.50	21.96%	21.50%
Records	$30.71	$17.20	56.01%	50.70%
Revenue	$1.06	$0.62	58.67%	71.60%
Sinking Fund Commission	$0.00	$0.00	0.00%	0.00%
Streets	$75.39	$23.96	31.78%	30.10%
Treasurer, City	$1.75	$0.42	23.97%	8.10%
Water Department	$175.62	$39.34	22.40%	20.80%
Youth Commission	$0.00	$0.00	0.00%	0.00%
Zoning Code Commission	$0.00	$0.00	0.00%	0.00%
All Departments	**$754.06**	**$181.75**	**24.10%**	**23.10%**

City Department	FY14 Dept Total (in $M)	FY14 M/W/DSBE Total (in $M)	FY14 M/W/DSBE %Utilization Actual	FY13 M/W/DSBE %Utilization Actual
All with Citywide SSE	$834.42	$184.63	22.13%	22.00%
All Departments + Citywide SSE + Quasi-Public City Contracts	$1,071.35	$256.02	23.90%	23.80%

Source: OEO Annual Participation Report (FY 2011, 2012, 2013), Econsult Solutions, Inc. (2012, 2013, 2014)

Table G.6 – Distribution of M/W/DSBE Participation in FY 2014 City Contracts (Excluding Federally Funded City Contracts and Quasi Public City Contracts)[66]

	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	106	261	3	94	52	161	3	6	13	107	16	47	77	107
MBE - Hispanic or Latino	26	104	5	41	6	48	4	3	5	48	3	8	18	48
MBE – Asian	37	115	0	29	22	86	2	0	4	36	7	18	26	61
MBE - Native American	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MBE – Other	0	12	0	1	0	10	0	0	0	2	0	0	0	9
MBE – Total	**169**	**492**	**8**	**165**	**80**	**305**	**9**	**9**	**22**	**193**	**26**	**73**	**121**	**225**
WBE – White	177	343	7	148	55	186	9	7	8	142	23	56	146	145
WBE - African American	18	71	0	8	10	60	1	3	3	33	5	15	10	23
WBE - Hispanic or Latino	12	6	4	3	1	2	0	1	1	3	2	1	9	2
WBE – Asian	10	28	0	11	6	17	1	0	1	11	2	3	7	14
WBE - Native American	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WBE – Other	0	6	0	1	0	5	0	0	0	0	0	0	0	5
WBE – Total	**217**	**454**	**11**	**171**	**72**	**270**	**11**	**11**	**13**	**189**	**32**	**75**	**172**	**189**
DSBE – Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
M/W/DSBE – Total	**386**	**946**	**19**	**336**	**152**	**575**	**20**	**20**	**35**	**382**	**58**	**148**	**293**	**414**
Excluding MP/SOP	**191**	**931**	**15**	**94**	**134**	**205**	**18**	**13**	**35**	**382**	**58**	**148**	**98**	**401**

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

[66] 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 2014 Distribution of M/W/DSBE Contractor Utilization in City Contracts (Excluding Federally Funded City Contracts, Sole Source Contracts, "FANO" Contracts, and Quasi-Public City Contracts)[67]

	PW				PPS				SSE				Total			
	All M/W/ DSBE	MBE	WBE	DSBE	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 Exactly 1 Contract	**57**	23	36	0	**182**	89	117	0	**19**	12	14	0	**258**	124	167	0
# M/W/DSBEs Participating in 2-5 Contracts	**35**	22	23	0	**105**	66	55	0	**7**	3	4	0	**147**	91	82	0
# M/W/DSBEs Participating in 6-10 Contracts	**8**	4	4	0	**16**	12	7	0	**0**	0	0	0	**24**	16	11	0
# M/W/DSBEs Participating in 11-20 Contracts	**3**	2	1	0	**2**	2	0	0	**0**	0	0	0	**5**	4	1	0
# M/W/DSBEs Participating in 21 or More Contracts	**2**	1	1	0	**1**	0	1	0	**0**	0	0	0	**3**	1	2	0
# M/W/DSBEs Participating in At Least One Contract	**105**	52	65	0	**306**	169	180	0	**26**	15	18	0	**437**	236	263	0
Highest # of Contracts a Single M/W/DSBE Participated in	**33**	27	33	0	**26**	19	26	0	**3**	2	3	0	**33**	27	33	0

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

[67] 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 2014 Disparity Study weights the 2007 SBO data according to the distribution of FY 2014 spending by industry, per the FY 2014 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 2014, 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 2014 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).

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).[68]

4. These SBO results were then multiplied through by FY 2014 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

[68] 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.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.1 – City Spending Amounts from FY 2014 Participation Report, Sorted by Two-Digit NAICS Code (Excluding Quasi-Public City Contracts and $11M in MPOs and SOPs)

NAICS	NAICS Description	PW	PPS	SSE	All Contract Types
11	Forestry, fishing & hunting, & agricultural support services	$2,101,176	$0	$106,230	$2,207,406
21	Mining, quarrying, and oil and gas extraction	$11,963,932	$0	$1,544,846	$13,508,778
22	Utilities	$0	$0	$18,850,276	$18,850,276
23	Construction	$192,388,042	$0	$1,954,893	$194,342,936
31	Manufacturing	$0	$0	$636,648	$636,648
32	Manufacturing	$0	$0	$4,918,485	$4,918,485
33	Manufacturing	$0	$0	$9,590,580	$9,590,580
42	Wholesale trade	$0	$0	$41,161,679	$41,161,679
44	Retail trade	$0	$0	$3,581,617	$3,581,617
48	Transportation and Warehousing	$0	$0	$7,282,550	$7,282,550
51	Information	$0	$0	$67,474	$67,474
53	Real estate & rental & leasing	$0	$0	$263,905	$263,905
54	Professional, scientific, and technical services	$0	$469,499,344	$99,448	$469,598,792
56	Administrative and support and waste management & remediation services	$1,000,000	$0	$39,381,038	$40,381,038
62	Health care and social assistance	$0	$10,269,796	$104,986	$10,374,782
71	Arts, entertainment, & recreation	$0	$351,501	$0	$351,501
72	Accommodation and food services	$0	$0	$30,001	$30,001
81	Other services	$0	$0	$6,117,699	$6,117,699
99	Industry not classified	$0	$0	$85,000	$85,000
Grand Total		**$207,453,150**	**$480,120,641**	**$135,777,355**	**$823,351,146**

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

Table H.2 – City Spending Proportions from FY 2014 Participation Report, Sorted by Two-Digit NAICS Code (Excluding Quasi-Public City Contracts and $11M in MPOs and SOPs)

NAICS	NAICS Description	PW	PPS	SSE	All Contract Types
11	Forestry, fishing & hunting, & agricultural support services	1.01%	0.00%	0.08%	0.27%
21	Mining, quarrying, and oil and gas extraction	5.77%	0.00%	1.14%	1.64%
22	Utilities	0.00%	0.00%	13.88%	2.29%
23	Construction	92.74%	0.00%	1.44%	23.60%
31	Manufacturing	0.00%	0.00%	0.47%	0.08%
32	Manufacturing	0.00%	0.00%	3.62%	0.60%
33	Manufacturing	0.00%	0.00%	7.06%	1.16%
42	Wholesale trade	0.00%	0.00%	30.32%	5.00%
44	Retail trade	0.00%	0.00%	2.64%	0.44%
48	Transportation and Warehousing	0.00%	0.00%	5.36%	0.88%
51	Information	0.00%	0.00%	0.05%	0.01%
53	Real estate & rental & leasing	0.00%	0.00%	0.19%	0.03%
54	Professional, scientific, and technical services	0.00%	97.79%	0.07%	57.04%
56	Administrative and support and waste management & remediation services	0.48%	0.00%	29.00%	4.90%
62	Health care and social assistance	0.00%	2.14%	0.08%	1.26%
71	Arts, entertainment, & recreation	0.00%	0.07%	0.00%	0.04%
72	Accommodation and food services	0.00%	0.00%	0.02%	0.00%
81	Other services	0.00%	0.00%	4.51%	0.74%
99	Industry not classified	0.00%	0.00%	0.06%	0.01%
Grand Total		**100%**	**100%**	**100%**	**100%**

Source: OEO Annual Participation Report (FY 2015), Econsult Solutions, Inc. (2015)

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
0	Industry not Classified	0.1%	15.4%	6.6%	3.0%	24.7%	17.8%
11	Agriculture	0.0%	100.0%	0.0%	0.0%	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%	0.0%
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%
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. (2015)

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[69]

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. (2015)

[69] This calculation is unweighted and will not sum with Table H.10

Table H.5 – FY 2014 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%	1.0%	0.2%	0.6%
Asian American	Male & Female	6.5%	4.9%	5.9%	5.5%
African American	Male & Female	17.3%	15.3%	29.4%	18.1%
Hispanic	Male & Female	9.4%	2.9%	5.7%	5.0%
All MBE	**Male & Female**	**32.0%**	**23.3%**	**42.5%**	**28.6%**
All WBE	**Female**	**11.1%**	**30.7%**	**25.6%**	**24.9%**
All M/W/DSBE	**Male & Female**	**43.1%**	**54.0%**	**68.1%**	**53.6%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table H.6 – FY 2014 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%	0.1%	0.0%	0.0%
Asian American	Male & Female	5.0%	4.7%	7.3%	5.2%
African American	Male & Female	9.5%	5.2%	4.4%	6.2%
Hispanic	Male & Female	0.0%	1.2%	1.1%	0.9%
All MBE	**Male & Female**	**17.1%**	**11.5%**	**15.2%**	**13.5%**
All WBE	**Female**	**7.3%**	**19.6%**	**17.3%**	**16.1%**
All M/W/DSBE	**Male & Female**	**24.3%**	**31.1%**	**32.6%**	**29.6%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table H.7 – FY 2014 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%	0.0%	0.1%
Asian American	Male & Female	2.4%	2.5%	2.9%	2.5%
African American	Male & Female	3.7%	2.9%	17.4%	5.5%
Hispanic	Male & Female	1.4%	0.4%	1.0%	0.7%
All MBE	**Male & Female**	**7.5%**	**5.8%**	**23.5%**	**9.1%**
All WBE	**Female**	**3.6%**	**13.4%**	**13.2%**	**10.9%**
All M/W/DSBE	**Male & Female**	**11.1%**	**19.2%**	**36.7%**	**20.0%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table H.8 – FY 2014 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	1.3%	2.5%	2.7%	2.2%
African American	Male & Female	3.1%	2.1%	2.3%	2.4%
Hispanic	Male & Female	0.0%	0.2%	0.5%	0.2%
All MBE	**Male & Female**	**5.3%**	**5.0%**	**8.1%**	**5.6%**
All WBE	**Female**	**3.6%**	**10.3%**	**12.8%**	**9.0%**
All M/W/DSBE	**Male & Female**	**8.9%**	**15.3%**	**20.9%**	**14.6%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table H.9 – FY 2014 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	0.0%	0.2%	0.0%	0.1%
Asian American	Male & Female	1.6%	4.4%	2.8%	3.4%
African American	Male & Female	4.0%	5.5%	8.3%	5.6%
Hispanic	Male & Female	1.5%	1.2%	1.7%	1.3%
All MBE	**Male & Female**	**8.5%**	**12.3%**	**14.7%**	**11.7%**
All WBE	**Female**	**7.7%**	**29.9%**	**19.6%**	**22.6%**
All M/W/DSBE	**Male & Female**	**16.1%**	**42.2%**	**34.3%**	**34.3%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table H.10 – FY 2014 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	0.0%	0.0%	0.0%	0.0%
Asian American	Male & Female	0.5%	5.4%	3.0%	3.8%
African American	Male & Female	0.9%	1.5%	1.1%	1.3%
Hispanic	Male & Female	0.1%	0.6%	0.5%	0.5%
All MBE	**Male & Female**	**2.8%**	**8.8%**	**5.5%**	**6.7%**
All WBE	**Female**	**8.5%**	**18.1%**	**11.6%**	**14.6%**
All M/W/DSBE	**Male & Female**	**11.4%**	**26.9%**	**17.1%**	**21.4%**

Source: 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table H.11 – FY 2014 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%	0.0%	0.0%	0.0%
Asian American	Male & Female	0.3%	4.5%	1.6%	3.0%
African American	Male & Female	0.7%	1.5%	1.1%	1.2%
Hispanic	Male & Female	0.2%	0.5%	0.4%	0.4%
All MBE	**Male & Female**	**1.6%**	**7.4%**	**3.6%**	**5.3%**
All WBE	**Female**	**6.7%**	**14.1%**	**9.8%**	**11.5%**
All M/W/DSBE	**Male & Female**	**8.2%**	**21.5%**	**13.4%**	**16.8%**

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Participation Report (FY 2015); Availability = 2007 US Census Survey of Business Owners (2013)
Note: "" denotes data unavailable or insufficient.*

Table H.12 – FY 2014 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%	0.0%
Asian American	Male & Female	0.3%	4.5%	1.6%	3.0%
African American	Male & Female	0.7%	1.5%	1.1%	1.2%
Hispanic	Male & Female	0.0%	0.4%	0.2%	0.3%
All MBE	**Male & Female**	**1.6%**	**7.4%**	**3.6%**	**5.3%**
All WBE	**Female**	**6.5%**	**12.1%**	**9.2%**	**10.2%**
All M/W/DSBE	**Male & Female**	**8.1%**	**19.5%**	**12.8%**	**15.5%**

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Participation Report (FY 2015); 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 2014 Availability ("A9") – # M/W/DSBE Firms Divided By # All Firms in Philadelphia MSA, Based on OEO Vendor List and Procurement Office Vendor List[70]

		M/W/DSBE	M/W/DSBE %
		All Contract Types	All Contract Types
Native American	Male	3	0.0%
Asian American	Male	93	1.5%
African American	Male	453	7.3%
Hispanic	Male	98	1.6%
Native American	Female	3	0.0%
Asian American	Female	38	0.6%
African American	Female	209	3.3%
Hispanic	Female	26	0.4%
White	Female	576	9.2%
Native American	Male & Female	6	0.1%
Asian American	Male & Female	131	2.1%
African American	Male & Female	662	10.6%
Hispanic	Male & Female	124	2.0%
All MBE	**Male & Female**	**923**	**14.8%**
All WBE	**Female**	**852**	**13.6%**
Disabled	**Male & Female**	**6**	**0.1%**
All M/W/DSBE	**Male & Female**	**2,310**	**37.0%**
All Firms	**Male & Female**	**6,243**	

Source: City of Philadelphia Office of Economic Opportunity (2014), City of Philadelphia Procurement Department (2014), Econsult Solutions, Inc. (2015)

[70] 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 2014 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**	**839**	**13.4%**
All WBE	**Female**	**220**	**3.5%**
Disabled	**Male & Female**	**0**	**0.0%**
All M/W/DSBE	**Male & Female**	**1,002**	**16.0%**
All Firms	**Male & Female**	**6,243**	

Source: City of Philadelphia Procurement Department (2014), Econsult Solutions, Inc. (2015)
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 2014 (July 1, 2013 to June 30, 2014) period, and the Procurement Department's Vendor's file is reflective of the City's list as of January 2015, 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 14.8 percent across all contract categories if the OEO directory is used, versus 13.4 percent if Procurement Department data are used.
- WBE availability of 13.6 percent across all contract categories if the OEO directory is used, versus 3.5 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). Please note that all utilization calculations in this section exclude contracts with few available or no opportunity, Sole-Source contracts, Federally Funded city contracts, and Quasi Public City contracts.

Table I.1 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	0.17	0.09	0.00	0.11
African American	Male & Female	0.17	0.70	0.10	0.39
Hispanic	Male & Female	0.29	1.07	0.04	0.51
All MBE	**Male & Female**	**0.21**	**0.61**	**0.07**	**0.35**
All WBE	**Male & Female**	**0.41**	**0.19**	**0.55**	**0.25**
Disabled	**Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**0.20**	**0.31**	**0.23**	**0.25**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table I.2 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	0.22	0.09	0.00	0.12
African American	Male & Female	0.31	2.06	0.66	1.13
Hispanic	Male & Female	171.04	2.49	0.19	2.81
All MBE	**Male & Female**	**0.40**	**1.24**	**0.21**	**0.75**
All WBE	**Male & Female**	**0.63**	**0.29**	**0.81**	**0.39**
Disabled	**Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**0.35**	**0.53**	**0.49**	**0.46**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table I.3 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	0.45	0.18	0.00	0.24
African American	Male & Female	0.80	3.74	0.17	1.28
Hispanic	Male & Female	1.91	8.55	0.20	3.43
All MBE	**Male & Female**	**0.92**	**2.46**	**0.13**	**1.11**
All WBE	**Male & Female**	**1.27**	**0.43**	**1.06**	**0.58**
Disabled	**Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**0.76**	**0.86**	**0.43**	**0.68**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table I.4 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	0.83	0.18	0.00	0.27
African American	Male & Female	0.95	5.11	1.28	2.94
Hispanic	Male & Female	437.47	13.05	0.39	11.27
All MBE	**Male & Female**	**1.29**	**2.84**	**0.39**	**1.82**
All WBE	**Male& Female**	**1.28**	**0.55**	**1.10**	**0.71**
Disabled	**Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**0.95**	**1.08**	**0.76**	**0.93**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
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 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	0.91	0.25	0.03	0.31
African American	Male & Female	1.41	2.45	0.35	1.68
Hispanic	Male & Female	2.12	2.85	0.13	2.13
All MBE	**Male & Female**	**1.21**	**1.51**	**0.22**	**1.16**
All WBE	**Female**	**1.31**	**0.29**	**0.77**	**0.44**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**1.05**	**0.54**	**0.50**	**0.58**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table I.6 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	2.67	0.20	0.03	0.28
African American	Male & Female	6.23	9.33	2.72	7.50
Hispanic	Male & Female	44.79	5.61	0.44	6.34
All MBE	**Male & Female**	**3.62**	**2.10**	**0.59**	**2.01**
All WBE	**Female**	**1.18**	**0.48**	**1.31**	**0.68**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**1.50**	**0.84**	**1.00**	**0.93**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table I.7 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	4.74	0.24	0.05	0.36
African American	Male & Female	8.69	8.91	2.77	7.68
Hispanic	Male & Female	19.39	6.50	0.58	7.04
All MBE	**Male & Female**	**6.59**	**2.49**	**0.90**	**2.56**
All WBE	**Female**	**1.51**	**0.62**	**1.55**	**0.86**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**2.06**	**1.05**	**1.28**	**1.18**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
Note: "" denotes data unavailable or insufficient.*

Table I.8 – FY 2014 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 2014)
White	Female	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00
Asian American	Male & Female	4.74	0.24	0.05	0.36
African American	Male & Female	8.69	8.91	2.77	7.68
Hispanic	Male & Female	193.10	7.93	0.90	9.73
All MBE	**Male & Female**	**6.59**	**2.49**	**0.90**	**2.56**
All WBE	**Female**	**1.54**	**0.72**	**1.64**	**0.97**
Disabled	**Male & Female**	*	*	*	*
All M/W/DSBE	**Male & Female**	**2.10**	**1.16**	**1.33**	**1.28**

Source: City of Philadelphia Office of Economic Opportunity (FY 2014), 2007 US Census Bureau Survey of Business Owners (2013), Econsult Solutions, Inc. (2015)
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 2014 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	*	0.7	*
		*		*
Native American	M&F	*	0.0	*
Asian American	M&F	*	0.5	*
African American	M&F	*	0.9	*
Hispanic	M&F	*	1.4	*
All MBE	**M&F**	**X**	**0.9**	**X**
All WBE	**Female**	**X**	**0.7**	**X**
Disabled	**M&F**	**X**	**0.0**	**X**
All M/W/DSBE	**M&F**	**X**	**0.5**	**X**

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); 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 2014 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**	*	**1.0**	*
All WBE	**Female**	*	**2.8**	*
Disabled	**M&F**	*	**0.0**	*
All M/W/DSBE	**M&F**	*	**1.2**	*

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); 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 1.9 for MBEs and 0.7 for WBEs, if the OEO directory is used as the numerator of the availability rate.

- The disparity ratio in the Philadelphia MSA 1.0 for MBEs and 2.8 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 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered White Females

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	6.7%	4.2%	13.9%	6.3%
A6	*	*	*	*
D6	*	*	*	*

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)
Note: "" denotes data unavailable or insufficient.*

Table I.12 – FY 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Native Americans

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	0.0%	0.0%	0.0%	0.0%
A6	0.0%	0.0%	0.0%	0.0%
D6	0.0	0.0	0.0	0.0

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.13 – FY 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Asian Americans

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	1.5%	1.1%	0.1%	1.1%
A6	0.6%	5.4%	3.0%	3.8%
D6	2.67	0.20	0.03	0.28

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.14 – FY 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered African Americans

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	5.7%	13.6%	2.9%	9.4%
A6	0.9%	1.5%	1.1%	1.3%
D6	6.23	9.33	2.72	7.50

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.15 – FY 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Hispanics

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	3.1%	3.4%	0.2%	2.9%
A6	0.1%	0.6%	0.5%	0.5%
D6	44.79	5.61	0.44	6.34

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.16 – FY 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered MBEs

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	10.3%	18.5%	3.2%	13.6%
A6	2.8%	8.8%	5.5%	6.7%
D6	3.62	2.10	0.59	2.01

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

Table I.17 – FY 2014 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered WBEs

	FY 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	10.1%	8.7%	15.2%	9.9%
A6	8.5%	18.1%	11.6%	14.6%
D6	1.18	0.48	1.31	0.68

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); 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 14 PW	FY 14 PPS	FY 14 SSE	FY 14 All Contract Types
U2	17.0%	22.7%	17.1%	19.8%
A6	11.4%	26.9%	17.1%	21.4%
D6	1.50	0.84	1.00	0.93

Source: Econsult Solutions, Inc. (2015); Utilization = OEO Annual Participation Report (FY 2015); Availability = 2007 US Census Bureau Survey of Business Owners (2013)

APPENDIX J: ILLUSTRATIVE LIST OF CONTRACT CATEGORIES FOR WHICH THERE ARE "FEW AVAILABLE OR NO OPPORTUNITY" ("FANO") FOR M/W/DSBE PARTICIPATION

Table J.1 – FY 2013 Contracts with "Few Available or No Opportunity" ("FANO") for M/W/DSBE Participation, as Determined by Office of Economic Opportunity

CONTRACT #	DESCRIPTION	NAICS	AMOUNT
PPS CONTRACTS: 34 CONTRACTS TOTALING $117,218,126			
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
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

CONTRACT #	DESCRIPTION	NAICS	AMOUNT
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. Counseling 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

CONTRACT #	DESCRIPTION	NAICS	AMOUNT
WATER DEPARTMENT			
130005	Density Sludge Meters	33	$61,500
130083	QUICKVIEW HALOPTIC SYSTEM	42	$96,640
City Wide 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 (FY 2013), Econsult Solutions, Inc. (2014)

Table J.2 – FY 2014 Contracts with "Few Available or No Opportunity" ("FANO") for M/W/DSBE Participation, as Determined by Office of Economic Opportunity[71]

CONTRACT #	DESCRIPTION	NAICS	TOTAL AMOUNT	Few Available or No Opportunity Amount	Total Few Available or No Opportunity Percentage
PPS CONTRACTS: 43 CONTRACTS TOTALING $146,093,175					
HEALTH, DEPARTMENT OF PUBLIC					
1120047-03	Specialty Medical Services	5419	$25,000	$25,000	100%
HUMAN SERVICES, DEPARTMENT OF					
1320200-01	Reintegration Services	5419	$464,975	$464,975	100%
1320196-01	Human Services Department	5419	$141,475	$141,475	100%
1320204-02	Human Services Department	5419	$7,994,483	$7,994,483	100%
HUMAN SERVICES, DEPARTMENT OF - COURT APPOINTED CONTRACTORS					
1320195-02	Placement Services - Treatment Foster Care	5419	$15,759,214	$15,759,214	100%
1320203-02	Placement Services - Treatment Foster Care	5419	$10,916,941	$10,916,941	100%
1320198-01	Placement Services - Treatment Foster Care	5419	$5,792,396	$5,792,396	100%
LIBRARY, FREE					
1420002	Wide Area Network Service	5415	$1,037,916	$1,037,916	100%
MANAGING DIRECTOR'S OFFICE					
1120378-04	Electric Supply & Service	5416	$51,700,000	$51,700,000	100%
OFFICE OF INNOVATION & TECHNOLOGY					
1320598*	Software Licenses	5415	$1,749,255	$378,183	22%
1320681*	Software Licenses	5415	$4,118,758	$876,400	21%
1420087*	Unitary (Unfunded)	5415	$2,000,000	$1,316,744	66%
1420233	Public Safety Mobile Services (EVDO Aircard Services)	5415	$1,100,000	$1,100,000	100%
1420261	911 EMS Call Screening Protocol System - vendor does not subcontract services	5415	$447,335	$447,335	100%
1420393*	SaaS Related Costs	5415	$3,123,776	$531,057	17%
1420505*	Software Licenses, software support/maintenance, vendor hosting	5415	$19,448,005	$4,690,203	24%
0920411-03	Sole Vendor - Online Research	5415	$12,379	$12,379	100%

[71] Does not include $1.6 million in sole source contracts.

CONTRACT #	DESCRIPTION	NAICS	TOTAL AMOUNT	Few Available or No Opportunity Amount	Total Few Available or No Opportunity Percentage
1120271-03	Sole Maintenance Provider	5415	$36,100	$36,100	100%
1120434-03	Sole Maintenance Provider	5415	$309,000	$309,000	100%
1120600-04	Subscription-based research and related services	5415	$155,800	$155,800	100%
1120648-02	Cashiering System Support	5415	$175,000	$175,000	100%
1220388-02	Technical Services for Licensed Software	5415	$448,026	$448,026	100%
1220427-04	Software Licensing	5415	$76,339	$76,339	100%
OFFICE OF THE INSPECTOR GENERAL					
1120124-05	Software Licensing	5416	$75,000	$75,000	100%
1320764-01	General Consultant Services	5416	$75,000	$75,000	100%
POLICE					
1120128-03	Quantitative Analysis of Drug and Alcohol in the Blood & Urine	5416	$670,000	$670,000	100%
1220140-02	Hair Testing for Drugs of Abuse	5416	$42,700	$42,700	100%
PRISONS					
1420152	Inmate Housing	5419	$1,998,375	$1,998,375	100%
1120372-03	Alternative Housing	5416	$9,052,000	$9,052,000	100%
1320144-01	Inmate Housing	5419	$3,153,600	$3,153,600	100%
PRISONS CONTRACT PERSONNEL COST					
1320549-01*	Contract Personnel Cost	5416	$44,833,525	$24,512,655	55%
WATER DEPARTMENT					
1220186-02	General Consultant Services (Landfill Monitoring)	5416	$30,000	$30,000	100%
1220333-03	General Consultant Services (Physical Performance Evaluation)	5416	$230,000	$230,000	100%
1220428-02	General Consultant Services (Injury Prevention)	5416	$70,000	$70,000	100%
1220435-02	Architect and Engineer Svcs (Leak Detection)	5413	$150,000	$150,000	100%
1220460-02	General Consultant Services (Measurements of Tidal Flow)	5416	$400,000	$400,000	100%
1220576-02	General Consultant Services (24 Hr. Call Center)	5416	$578,879	$578,879	100%
1320089-01	General Consultant Services(WETT Lab Analysis)	5416	$40,000	$40,000	100%

CONTRACT #	DESCRIPTION	NAICS	TOTAL AMOUNT	Few Available or No Opportunity Amount	Total Few Available or No Opportunity Percentage
1320100-01	General Consultant Services (Iodine 131 Analysis)	5416	$250,000	$250,000	100%
1320118-01	General Consultant Services (PCB Analysis)	5416	$35,000	$35,000	100%
1320123-01	General Consultant Services (Full Service Environ Lab. two firms in country)	5416	$200,000	$200,000	100%
1320228-01	General Consultant Services (Industry Based Plant Operations Safety Training)	5416	$80,000	$80,000	100%
1320540-01	Architect and Engineer Svcs (Innovation Modular Downspout)	5413	$65,000	$65,000	100%
City Wide SSE Contracts: 11 CONTRACTS TOTALING $43,426,577					
140005*	RFG Gasoline and Bio Diesel Fuel (5%)	4247	$23,821,717	$23,821,717	100%
140118	# 2 Fuel Oil	4247	$754,584	$754,584	100%
140088	Water Treatment Chemicals	2213	$32,001	$32,001	100%
140089	Water Treatment Chemicals	2213	$917,842	$917,842	100%
140090	Water Treatment Chemicals	2213	$6,807,289	$6,807,289	100%
140091	Water Treatment Chemicals	2213	$181,725	$181,725	100%
140092	Water Treatment Chemicals	2213	$2,019,967	$2,019,967	100%
140093	Water Treatment Chemicals	2213	$283,191	$283,191	100%
140094	Water Treatment Chemicals	2213	$5,864,200	$5,864,200	100%
140095	Water Treatment Chemicals	2213	$964,469	$964,469	100%
140096	Water Treatment Chemicals	2213	$1,779,592	$1,779,592	100%
SSE CONTRACTS: 9 CONTRACTS TOTALING $8,227,317					
FIRE					
140154	Maintenance, Repair, and Inspection of Stryker Stretchers	3391	$462,554	$462,554	100%
140304	Forcible Entry/Maze and Propane Fueled Training Trailers	4236	$185,433	$185,433	100%
FLEET MANAGEMENT					
140110	Van, custom walk-in	3326	$156,498	$156,498	100%
140188	Purchase of Various Sport Utility Vehicles	3326	$491,287	$491,287	100%
140189	Purchase of Various Sport Utility Vehicles	3326	$493,599	$493,599	100%

CONTRACT #	DESCRIPTION	NAICS	TOTAL AMOUNT	Few Available or No Opportunity Amount	Total Few Available or No Opportunity Percentage
140190	Purchase of Various Sport Utility Vehicles	3326	$434,885	$434,885	100%
140192	Purchase of Various Sport Utility Vehicles	3326	$457,461	$457,461	100%
POLICE					
140142	Purchase of Helicopters	3364	$4,000,000	$4,000,000	100%
WATER DEPARTMENT					
140103	Manage and Operate Sludge Barges and Transport Sludge and Supply All Related Equipment, Labor and Materials	5622	$1,545,600	$1,545,600	100%
	TOTAL = 63 CONTRACTS TOTALING $197,747,069				

Source: City of Philadelphia Office of Economic Opportunity (2014), Econsult Solutions, Inc. (2015)

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
FANO	Few Available or No Opportunity for Minority, Women, and Disabled Business Enterprises' Participation
FY	Fiscal Year
L&I	License 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 - 2014

Report Submitted To:
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Office of Economic Opportunity
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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 2014. 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 Office of Economic Opportunity (OEO) released *A Review of Philadelphia's Economic Opportunity Plans 2009-2013: Assessing Goal Achievement and Compliance*, the first study on the results of the City's EOP program since its enactment.

In 2014, OEO requested that an in-depth EOP analysis be conducted annually. The first EOP analysis published covered FY 2009 through FY 2013 and showed that out of 473 active and closed EOP projects, 77 percent met or exceeded at least 90 percent of the EOP goal.[1] OEO has since implemented an EOP Dashboard on its website. The EOP Dashboard provides various EOP summaries by City departments, quasi-public agencies, and private and non-profit projects by dollar value, percent participation achieved, and provides a picture of overall EOP compliance.

The annual update presented here provides analysis and discussion on EOP data from FY 2009 through FY 2014. This report, as presented, serves as an addendum to the City of Philadelphia's Annual Disparity Study for FY 2014. At the close of FY 2014, OEO was responsible for monitoring a total of 642 EOP contract commitments. These commitments include all EOPs for both active and closed projects. Out of the 642 EOPs, this analysis focuses only on those active and closed EOPs which had reported data, which for this report total 416 EOP commitments. Some active EOP projects have not yet reported data; therefore, those EOPs are not included in this analysis. The data presented in this report is cumulative and, therefore, represents all data available from FY 2009 to FY 2014. Data is continually being collected by OEO as EOP projects move toward completion over several years.

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 416 EOPs combined, and then provides a comparison of active and closed EOP projects

[1] Department of Commerce, Office of Economic Opportunity, Economic Opportunity Plan Analysis Fiscal Years 2009 – 2013. The report was published as an addendum to the Fiscal Year 2013 Annual Disparity Study. This Economic Opportunity Plan Analysis Fiscal Years 2009 – 2014 update is published as an addendum to the Fiscal Year 2014 Annual Disparity Study.

- Section 3 examines all EOPs divided by contract bid amount
- Section 4 looks at all EOPs by range of the committed project goal
- Section 5 examines all EOPs divided by department and market segment. In this report, market segments include quasi-public agencies and private/non-profit sector partnerships.
- Section 6 provides a summary of the results examined in Sections 2 through 5.
- The Appendix contains detailed data of the 416 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 416 active and closed Economic Opportunity Plan (EOP) projects between FY 2009 to FY 2014 that had associated data. This section is divided into an analysis of three categories:

- All active and closed EOPs combined (416 projects)
- Active EOPs only (150)
- Closed EOPs only (266)

Data in the previous report covering EOP activity through FY 2013 showed that closed projects had a slightly higher success rate than active projects. Through FY 2013, 77 percent of all EOP projects met or exceeded 90 percent of the goal. The current data, which includes FY 2014, shows that active EOPs had a higher success rate in EOP goal achievement by contract value. There were a slightly higher number of closed projects that achieved EOP goals. At the end of FY 2014, 87 percent of EOP projects met or exceeded at least 90 percent of the goal, a ten percent increase over the previous FY 2013 reporting period. By contract dollar value, 94 percent of the EOP dollar value met or exceeded at least 90 percent of the EOP goal, an eight percent increase in the contract dollar goal over the FY 2013 reporting period.

By the end of this report period (FY 2014), 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 2014 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 2014, 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.

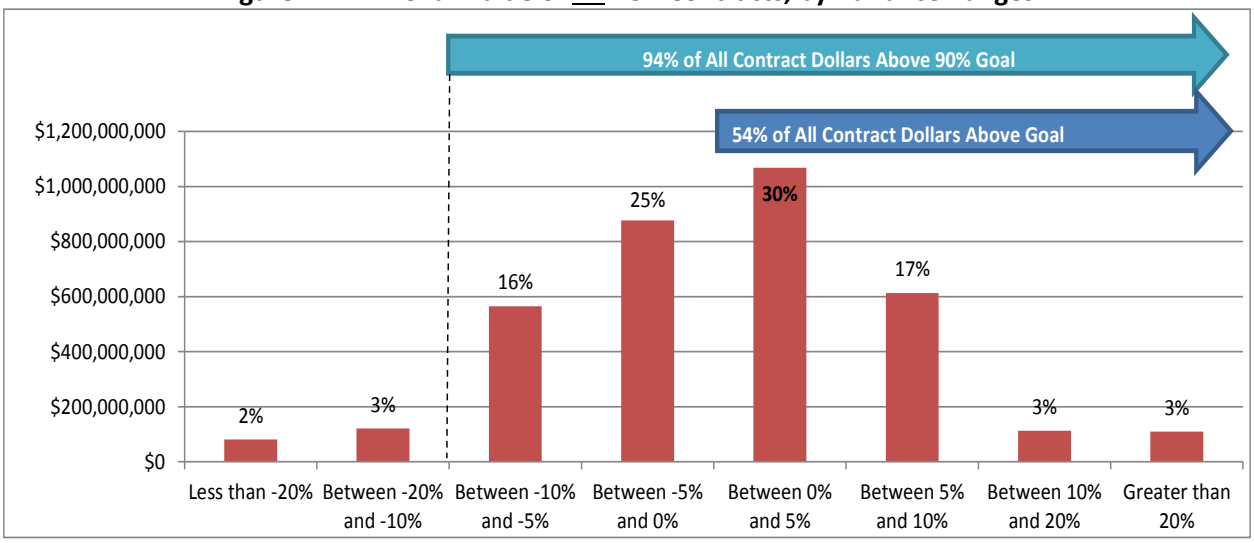
It should also be noted that each chart and observation should be seen as a snapshot of the current position as data presented is cumulative.

The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The dotted line on each chart in the report represents EOPs that met or exceeded 90 percent of the goal. The subsequent analysis reveals the following highlights and trends for all EOP projects examined for this report. This report targets the 90th percentile as a benchmark for the EOP portfolio as a test of the validity of the goal setting process.

1. **Fifty-four Percent of Dollar Amounts Spent on All EOP Projects between FY 2009 and FY 2014 were on EOP Projects that Met or Exceeded Contract Goals** and the vast majority (94 percent) met at least 90 percent of the EOP goal (Figure 2.1A).

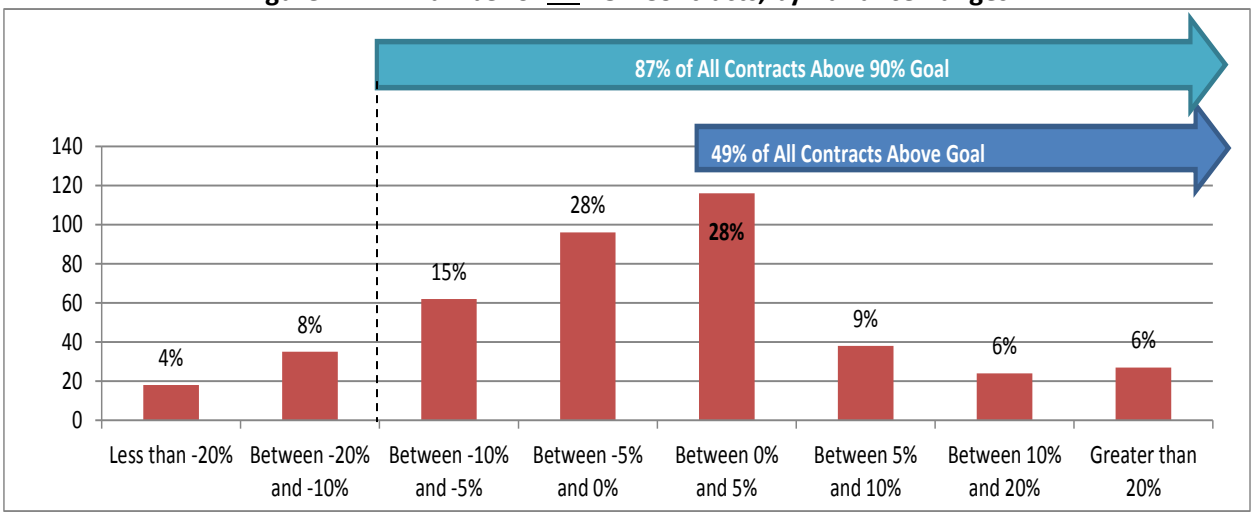
   Out of 416 EOP Projects between FY 2009 and FY 2014, 49 Percent (204 EOP Contracts) Met or Exceeded Contract Goals – Eighty-seven percent of all projects (362 contracts) have met at least 90 percent of the EOP goal (Figure 2.1B).

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, 2015)

Figure 2.1B – Number of All EOP Contracts, by Variance Ranges

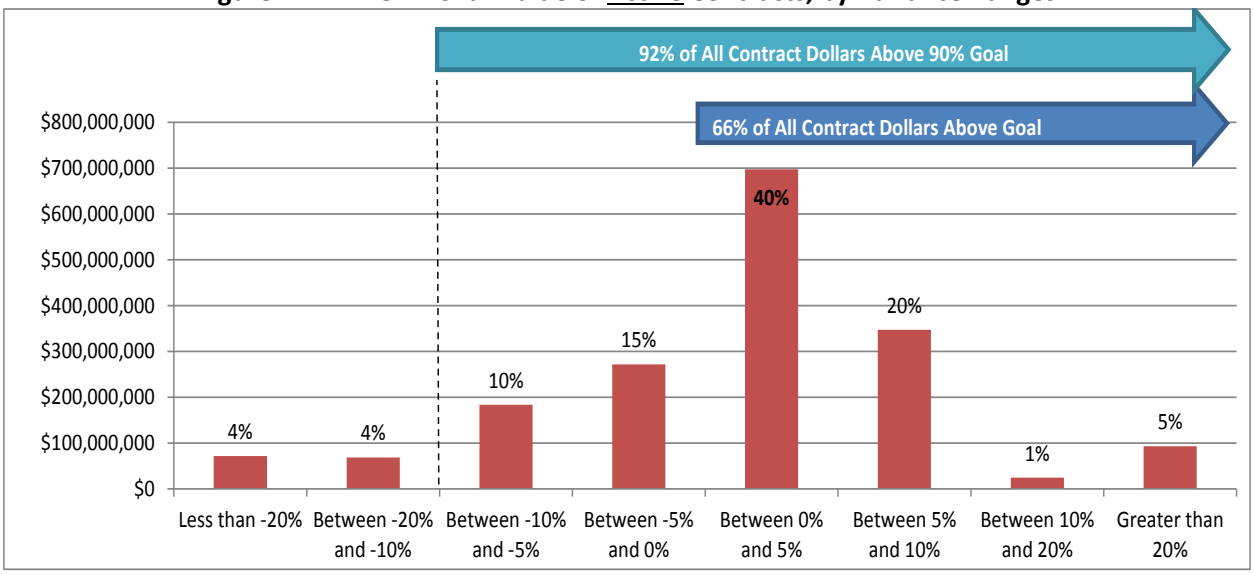


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

2. **Sixty-six Percent of Active EOP Projects Met or Exceeded Goals –** By contract dollar amount, 92 percent met at least 90 percent of the EOP goal (Figure 2.2A).

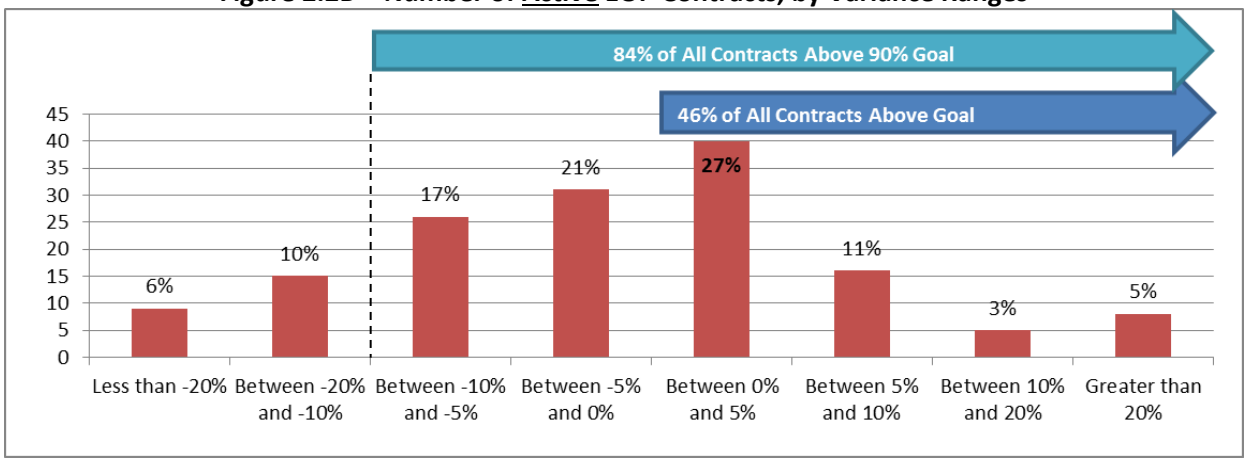
   Out of 150 Active EOP Projects, 69 EOPs Met or Exceeded Goals – 84 percent (126 contracts) have met at least 90 percent of the EOP goal (Figure 2.2B).

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, 2015)

Figure 2.2B – Number of Active EOP Contracts, by Variance Ranges

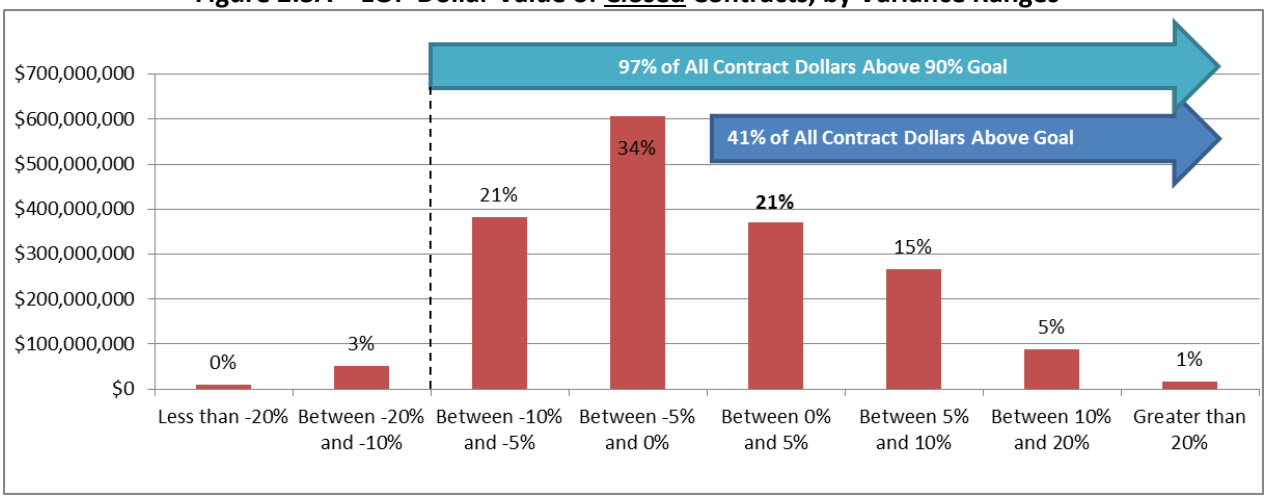


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

3. **Forty-one Percent of Closed EOP Projects Met or Exceeded Goals –** By dollar amount, almost all of the closed projects (97 percent) met at least 90 percent of the EOP goal (Figure 2.3A).

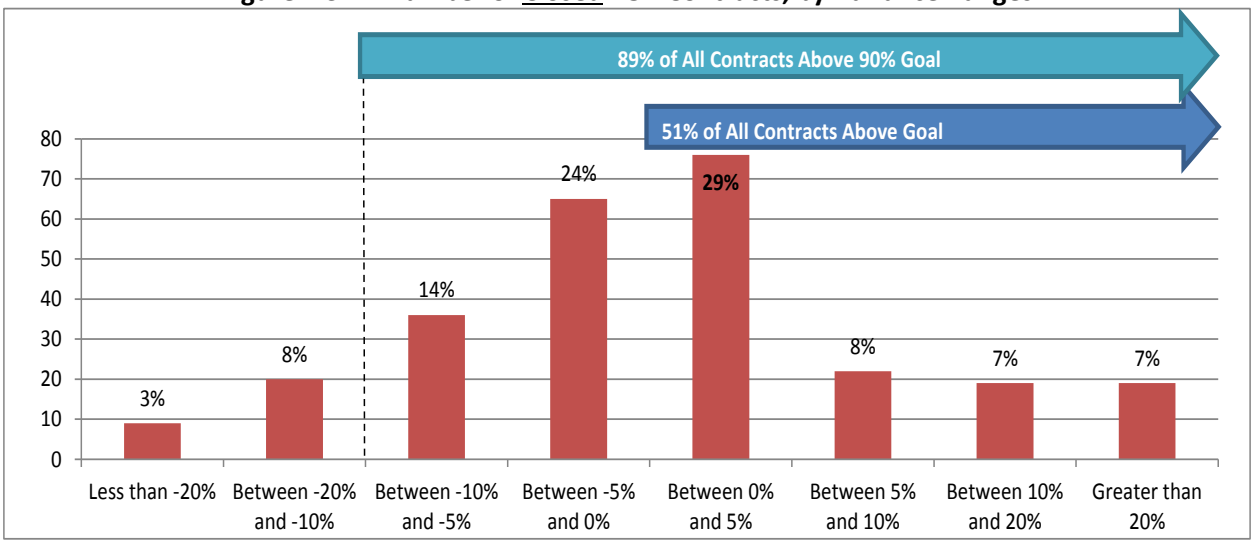
   Out of 266 Closed EOP Projects, 135 EOPs Met or Exceeded Goals – The majority of closed projects (237 contracts or 89 percent) met at least 90 percent of the EOP goal (Figure 2.3B).

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, 2015)

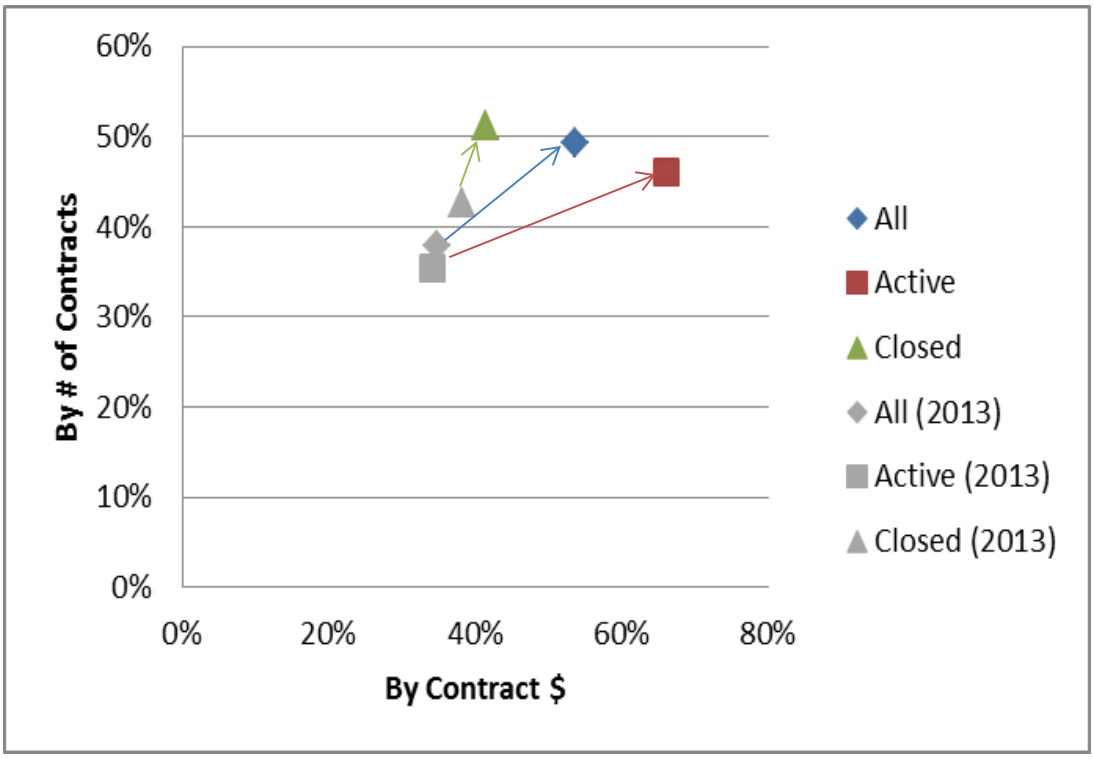
Figure 2.3B – Number of Closed EOP Contracts, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

4. **Summary –** Active EOP projects had a higher success rate in EOP goal achievement by contract dollars (66.86 percent), however closed EOP projects had a higher success rate in meeting EOP goals by number of contracts (50.94 percent) (Figure 2.4). The success of the active projects in meeting goals compared to projects that are already closed can be directly attributed to the Office of Economic Opportunity's (OEO) efforts in recent years. These efforts include setting data driven goals, increasing the level of accountability for goal achievement, the creation of oversight committees, among other initiatives, which are showing increased success through the EOP data results.

Figure 2.4 – Summary of EOP Goal Achievement by Status



Summary of EOP Goal Achievement by Status 2014

Status (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
All Reported (416)	53.67%	94.32%	49.28%	87.26%
Active (150)	66.10%	92.00%	46.00%	84.00%
Closed (266)	41.47%	96.61%	51.13%	89.10%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Summary of EOP Goal Achievement by Status 2013

Status (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
All Reported (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 (115 projects)
- Contracts between $500,000 and $5,000,000 (197)
- Contracts over $5,000,000 (104)

Data in the previous report covering EOP activity through FY 2013 showed that EOPs under $500,000 had a slightly higher success rate overall in meeting or exceeding goals than all contracts over $500,000. Overall, the goal achievement across the three bid amount categories was within a few percentage points. It should be noted that through FY 2013 while only 34 percent of EOPs over $5,000,000 (by dollar value) met or exceed the goal, 87 percent of these EOPs met or exceeded at least 90 percent of the goal. The current data, which includes FY 2014, shows that EOPs over $5,000,000 had the highest success rate in EOP goal achievement. At the end of FY 2014, EOP projects over $5,000,000 met or exceeded at least 95 percent of the EOP dollar value an eight percent increase over the previous FY 2013 reporting period. By number of contracts, in FY 2014, 89 percent of EOP contracts over $5,000,000 met or exceeded at least 76 percent of the EOP goal, a 13 percent increase in the contract goal over the FY 2013 reporting period.

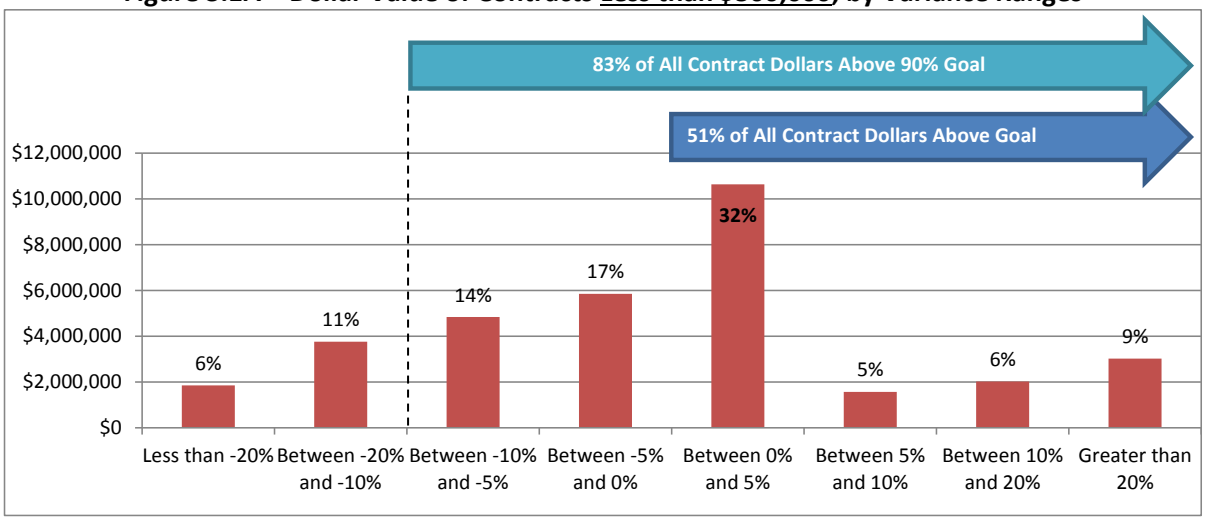
It should be noted that each chart and observation should be seen as a snapshot of the current position as data presented is cumulative.

The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The dotted line on each chart in the report represents EOPs that met or exceeded 90 percent of the goal. The subsequent analysis reveals the following highlights and trends for all EOP projects examined for this report. This report targets the 90th percentile as a benchmark for the EOP portfolio as a test of the validity of the goal setting process.

1. **Fifty-one Percent of All EOP Projects under $500,000 Met or Exceeded Goals –** By contract dollar amount, 83 percent of projects under $500,000 met at least 90 percent of the EOP goal (Figure 3.1A).

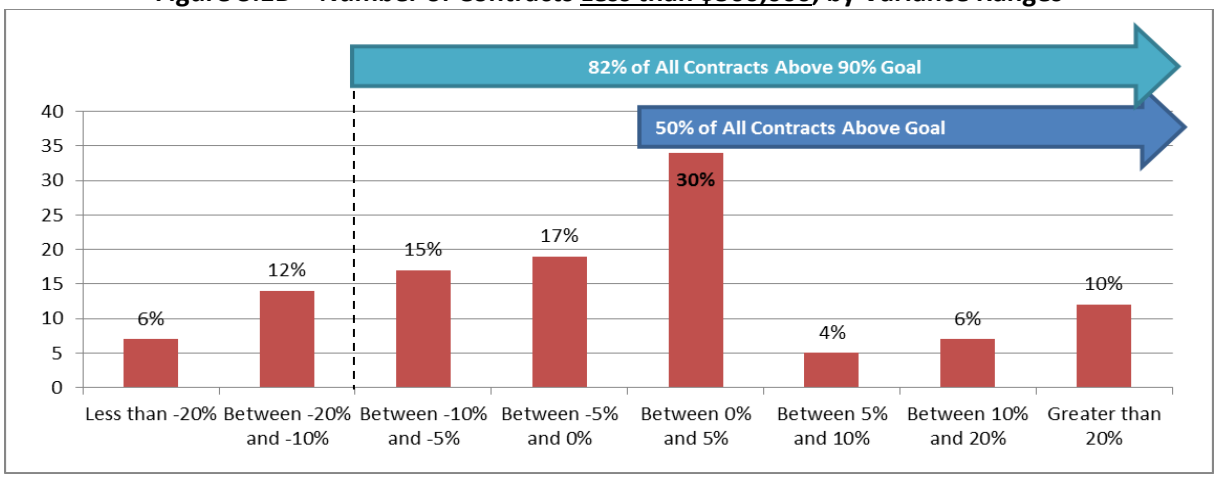
   Out of 115 EOP Projects Under $500,000, 50 Percent (58 EOPs) Met or Exceeded Goals – 82 percent of contracts under $500,000 (94 contracts) met at least 90 percent of the EOP goal (Figure 3.1B).

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, 2015)

Figure 3.1B – Number of Contracts Less than $500,000, by Variance Ranges

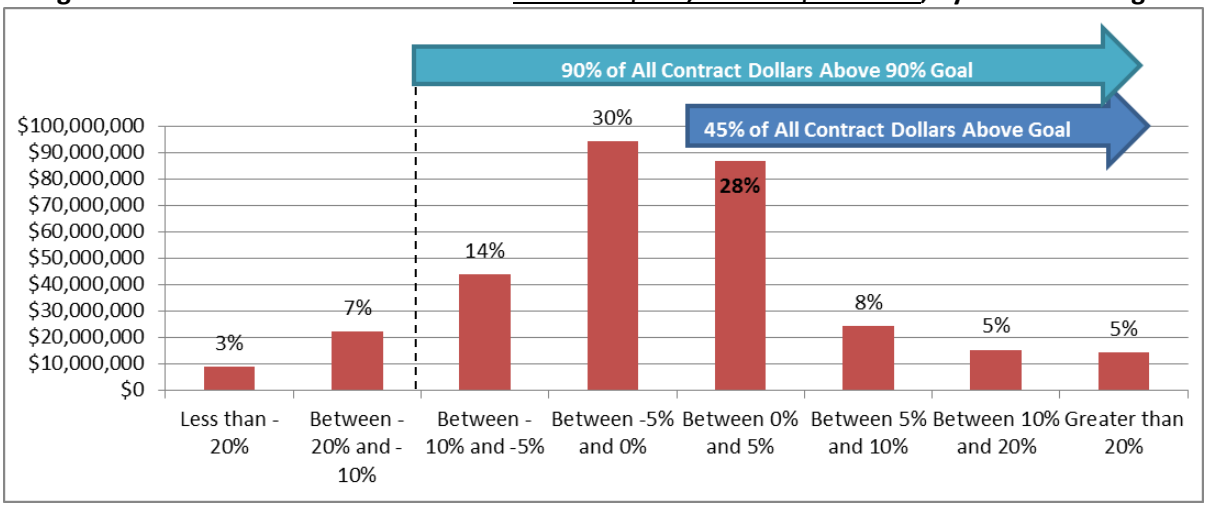


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

2. **Forty-five Percent of EOP Projects Between $500,000 and $5 Million Met or Exceeded Goals –** By contract dollar amount, the majority of projects between $500,000 and $5,000,000 (90 percent) met at least 90 percent of the EOP goal (Figure 3.2A)

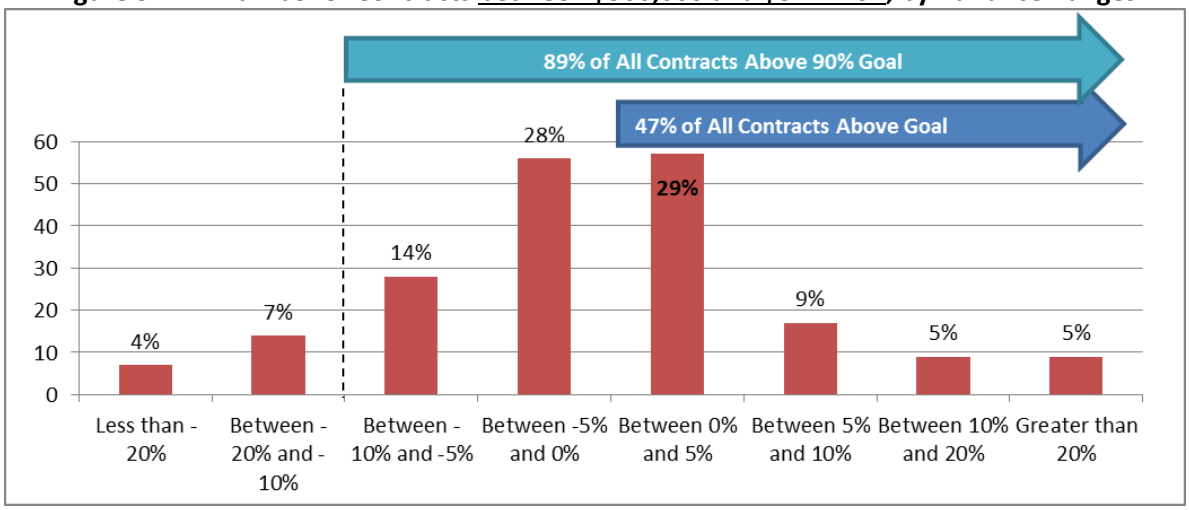
   Out of 197 EOP Contracts Between $500,000 and $5 Million, 47 Percent (92 EOPs) Met or Exceeded Goals – The majority of contracts between $500,000 and $5,000,000 (176 contracts or 89 percent) met at least 90 percent of the EOP goal (Figure 3.2B).

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, 2015)

Figure 3.2B – Number of Contracts between $500,000 and $5 Million, by Variance Ranges

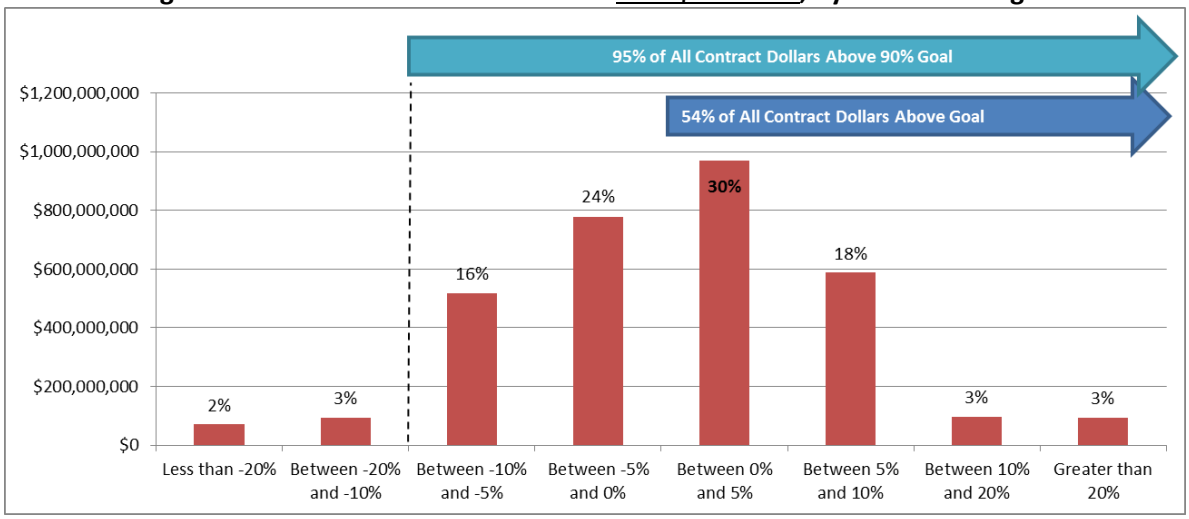


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

3. **Fifty-four Percent of EOP Projects Over $5 Million Met or Exceeded Goals –** By contract dollar amount, the majority of projects over $5,000,000 (95 percent) met at least 90 percent of the EOP goal (Figure 3.3A).

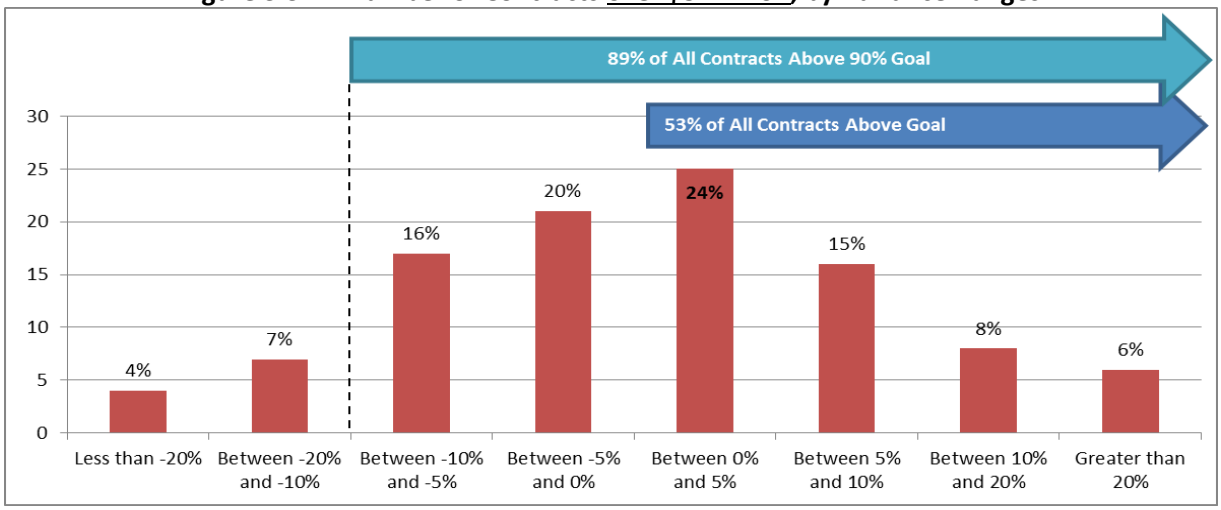
   Out of 104 EOP Projects Over $5 Million, 53 Percent (55 EOPs) Met or Exceeded Goals – 89 percent of contracts over $5,000,000 (93 contracts) met at least 90 percent of the EOP goal (Figure 3.3B).

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, 2015)

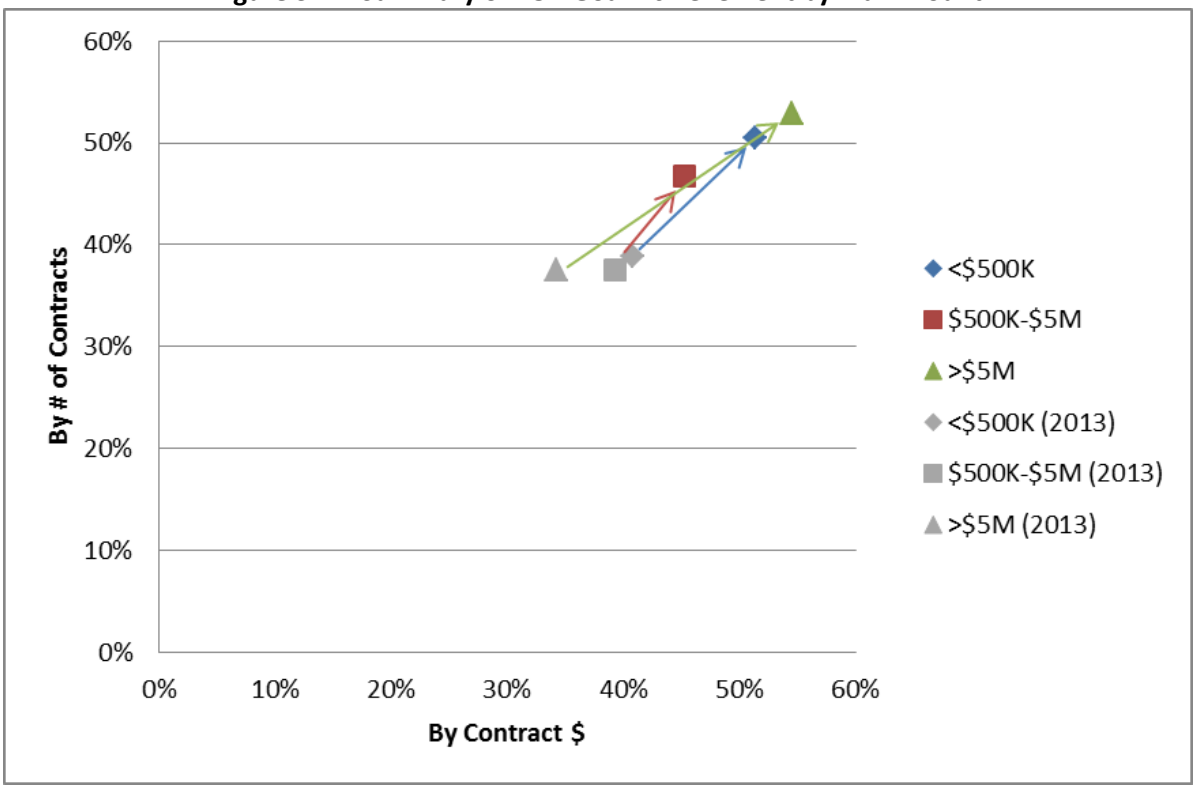
Figure 3.3B – Number of Contracts over $5 Million, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

4. **Summary –** Larger EOPs over $5 million had a higher success rate based on both contract dollars (54.5 percent) and number of contracts (52.88 percent) (Figure 3.4).

Figure 3.4 – Summary of EOP Goal Achievement by Bid Amount



Summary of EOP Goal Achievement by Bid Amount 2014

Bid Amount (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
<$500K (115)	51.39%	83.27%	50.43%	81.74%
$500K-$5M (197)	45.33%	89.94%	46.70%	89.34%
>$5M (104)	54.50%	94.86%	52.88%	89.42%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Summary of EOP Goal Achievement by Bid Amount 2013

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. For this analysis, EOPs were divided into four categories:

- Goal commitments up to 20 percent (146 projects)
- Goal commitments between 20 and 25 percent (163)
- Goal commitments between 25 and 50 percent (81)
- Goal commitments between 50 percent and 100 percent (25)[2]

Data in the previous report covering EOP activity through FY 2013 showed that EOPs with commitments up to 20 percent had a very high success rate in achieving their EOP goals. As commitment levels rose, success rates in EOP achievement fell. The current data, which includes FY 2014, shows that EOPs with goal commitments of up to 20 percent continue to have high EOP achievement both by dollar value and number of contracts. At the end of FY 2014, 95 percent of EOP projects with commitments up to 20 percent met or exceeded at least 90 percent of the contract value, a six percent increase over the previous FY 2013 reporting period. By dollar value of contracts, in FY 2014, 96 percent of EOP contracts between 25 and 50 percent met or exceeded at least 90 percent of the EOP goal, an eight percent increase in the contract goal over the FY 2013 reporting period.

It should be noted that each chart and observation should be seen as a snapshot of the current position as data presented is cumulative.

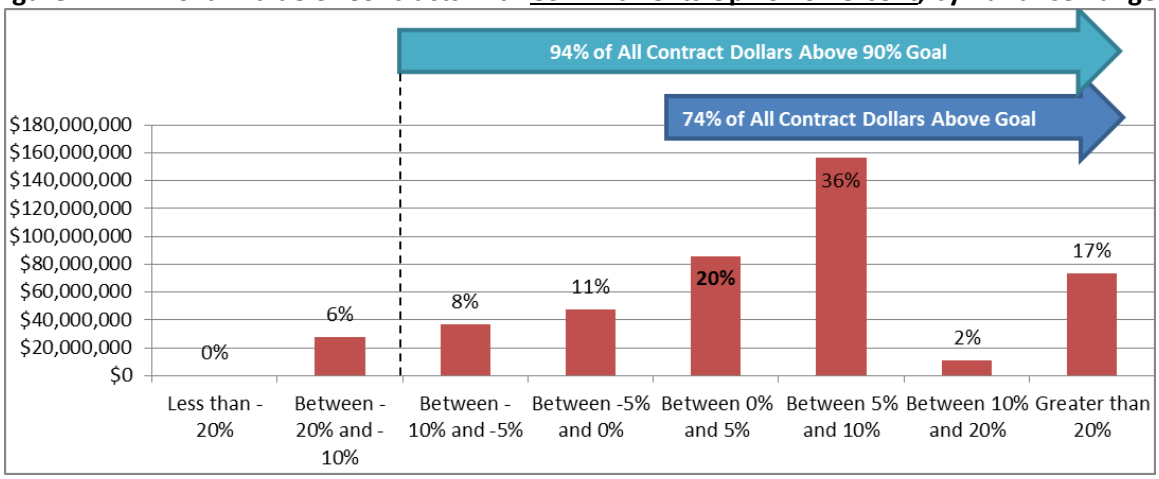
The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The dotted line on each chart in the report represents EOPs that met or exceeded 90 percent of the goal. The subsequent analysis reveals the following highlights and trends for all EOP projects examined for this report. This report targets the 90th percentile as a benchmark for the EOP portfolio as a test of the validity of the goal setting process.

[2] Goal commitments over 50 percent signify projects primed by M/W/DSBEs.

1. **Seventy-four Percent of EOP Projects with Commitments up to 20 Percent Met or Exceeded Goals –** By contract 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).

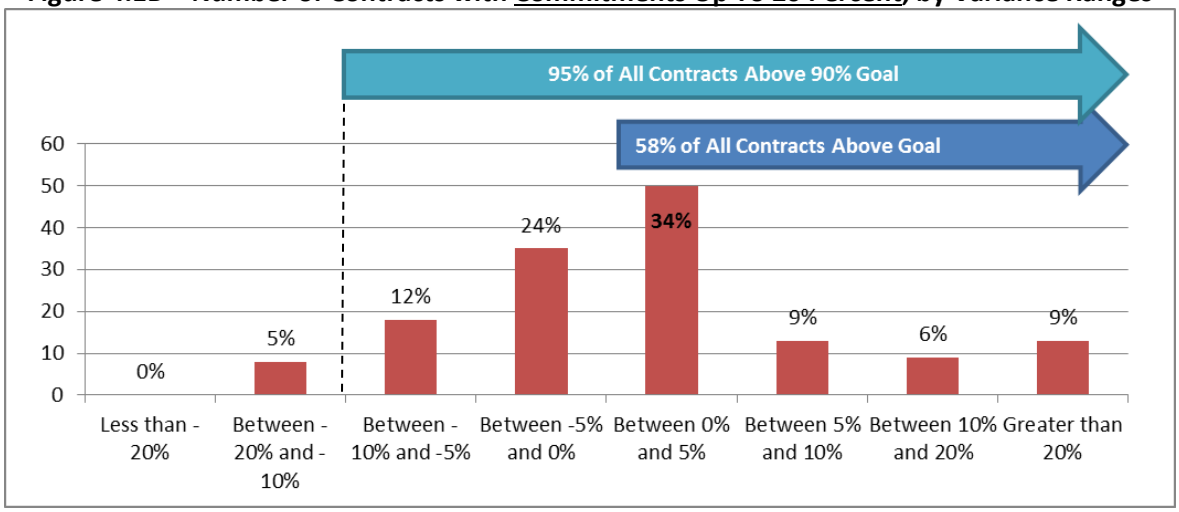
   Out of 146 EOP Projects with Commitments up to 20 Percent, 58 Percent (85 EOPs) Met or Exceeded Goals – The majority of contracts with goal commitments of up to 20 percent (138 contracts or 95 percent) met at least 90 percent of the EOP goal (Figure 4.1B).

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, 2015)

Figure 4.1B – Number of Contracts with Commitments Up To 20 Percent, by Variance Ranges



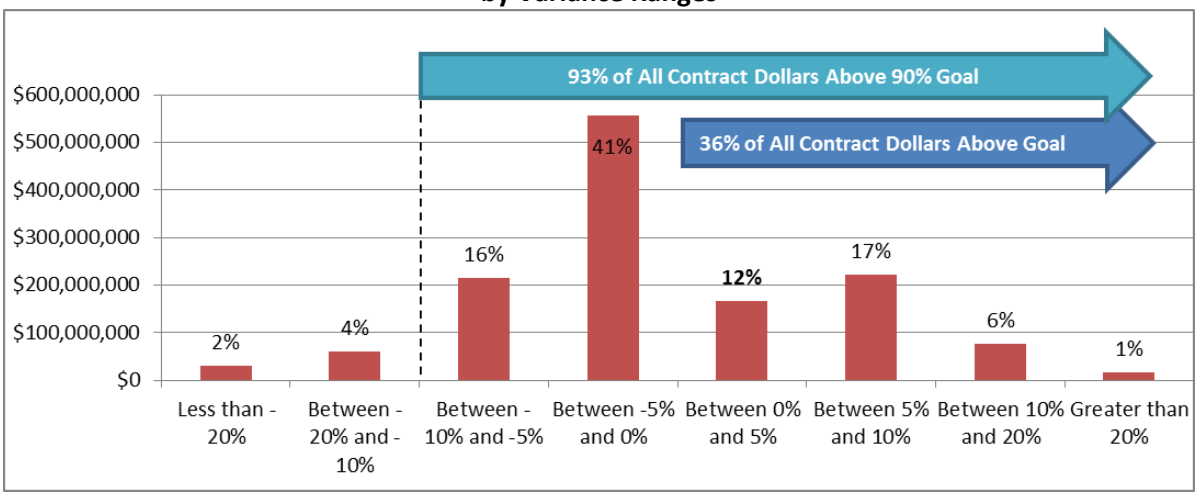
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

2. **Thirty-six Percent of EOP Projects with Commitments Between 20 and 25 Percent Met or Exceeded Goals –** By dollar amount, the majority of projects (93 percent) with goal

commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2A).

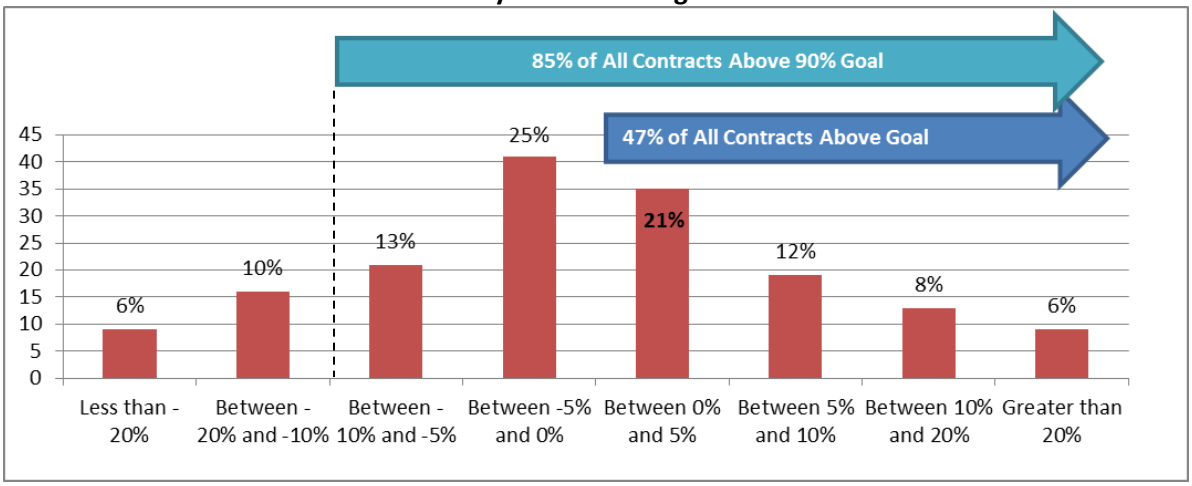
Out of 163 EOP Projects with Commitments between 20 and 25 Percent, 76 EOPs Met or Exceeded Goals – 85 percent of contracts (138 contracts) with goal commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2B).

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, 2015)

Figure 4.2B – Number of Contracts with Commitments between 20 and 25 Percent, by Variance Ranges



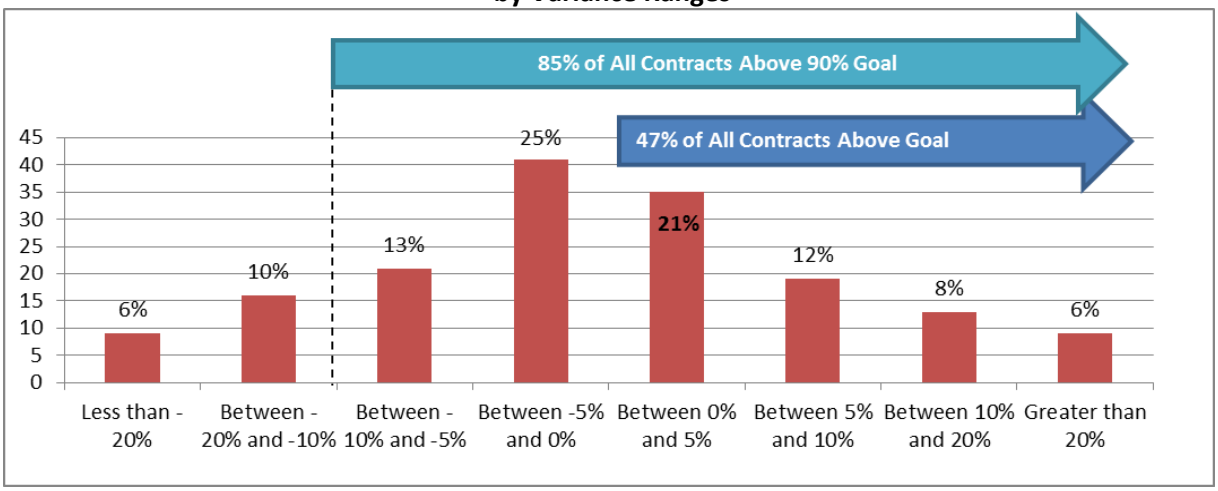
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

3. **Sixty-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 (96 percent) met at least 90 percent of the EOP goal (Figure 4.3A).

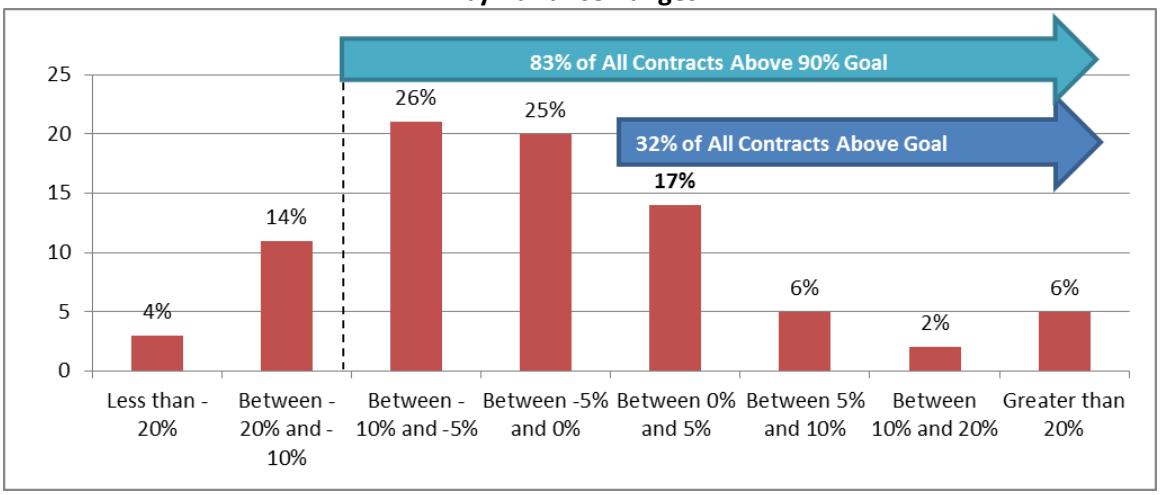
Out of 81 EOP Projects with Commitments Between 25 and 50 Percent, 32 Percent (26 EOPs) Met or Exceeded Goals – Over three-quarters of contracts (67 contracts or 83 percent) with goal commitments between 25 and 50 percent met at least 90 percent of the EOP goal (Figure 4.3B).

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, 2015)

Figure 4.3B – Number of Contracts with Commitments between 25 and 50 Percent, by Variance Ranges



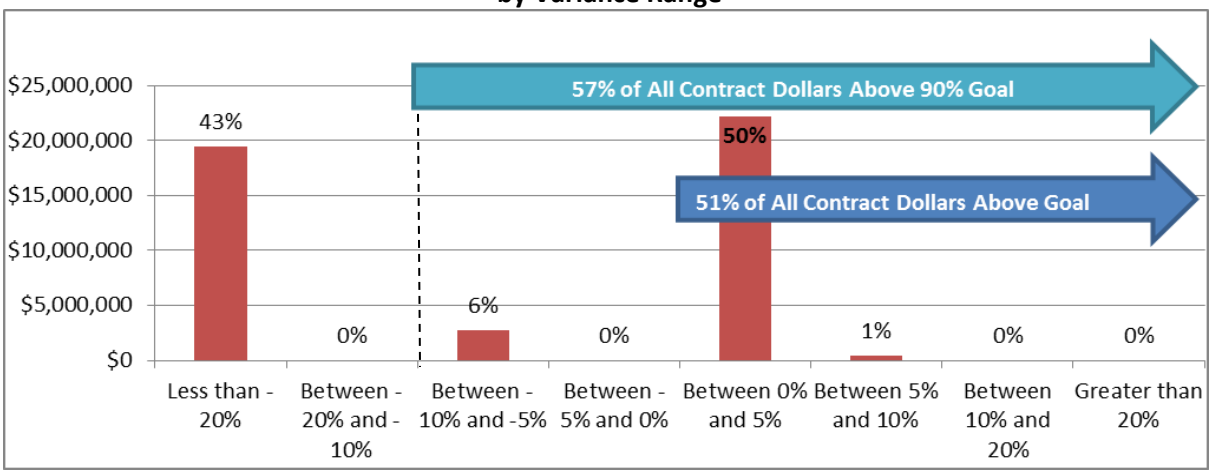
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

4. **Fifty-one Percent of EOP Projects with Commitments between 50 and 100 Percent Met or Exceeded Goals –** By dollar amount, over a half of projects (57 percent) with goal

commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4A). Figure A.4.3 in the Appendix lists all contracts, active and closed, with commitments of 50-100 percent[3].

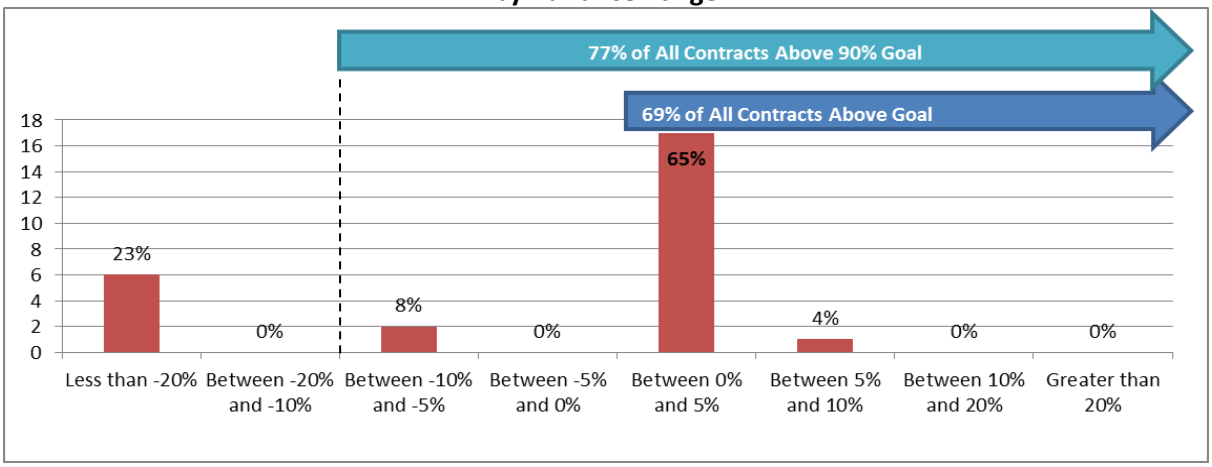
Out of 26 EOP Projects with Commitments between 50 and 100 Percent, 69 Percent (18 EOPs) Met or Exceeded Goals – Over three-quarters of contracts (20 contracts or 77 percent) with goal commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4B).

Figure 4.4A – Dollar Value of Contracts with Commitments between 50 and 100 Percent, by Variance Range



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 Range

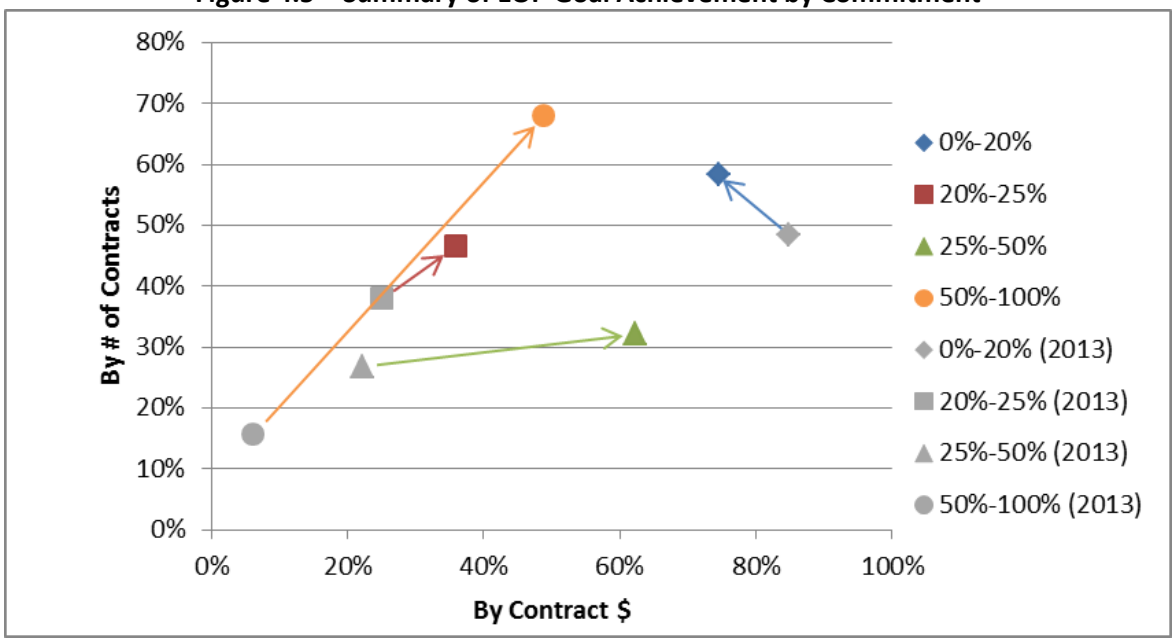


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

[3] One contract had a commitment % of 104%, and was included in the 50%-100% commitment level category.

5. **Summary –** Based on contract value, EOPs with commitments under 20 percent had a very high success rate in achieving their EOP goals by contract dollars (74.47 percent). EOPs with commitments between 50% and 100% had the highest success rate by the number of contracts that met or exceeded the EOP goal (69.23 percent). (Figure 4.5).

Figure 4.5 – Summary of EOP Goal Achievement by Commitment



Summary of EOP Goal Achievement by Commitment 2014

Commitment (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
0%-20% (146)	74.47%	93.64%	58.22%	94.52%
20%-25% (163)	35.97%	93.24%	46.63%	84.66%
25%-50% (81)	62.31%	96.32%	32.10%	82.72%
50%-100% (26)	50.53%	56.57%	69.23%	76.92%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Summary of EOP Goal Achievement by Commitment 2013

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 AND MARKET SEGMENT

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 (26 projects)
- Public Property (83)
- Streets (30)
- Water (111)
- Non-Public Works (9)
- Public Private Partnerships (48)
- Quasi-Public Agencies (109)[4]

Data analyzed in the previous report, which covered through FY 2013, showed that the Streets Department had the highest success rate in meeting or exceeding EOP goals both by dollar amount (68.9 percent) and the number of contracts (50 percent). Through FY 2013, Public Property EOPs had the lowest success rate in goal achievement both by dollar amount (11.3 percent) and by number of contracts (21.7 percent). Data analyzed in this report which includes data through FY 2014, shows that the Streets Department continues to have the highest success rate based on contract dollar value at 75.3 percent, which is an increase of 6.4 percentage points over the FY 2013 data. Based on number of contracts, Non-Public Works EOPs had the highest achievement at 66.7 percent, an increase of 38 percentage points. Public Property continues to have the lowest EOP success rate, however, goal achievement increased by 15.7 percentage points by both dollar value and number of contracts over the FY 2013 data.

It should be noted that each chart and observation should be seen as a snapshot of the current position as data presented is cumulative.

The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The dotted line on each chart in the report represents EOPs that are within at least 10 percent of achieving the committed contacts goal (labeled on the charts are 'between negative 10 percent and zero percent'), meaning that these EOPs met or exceeded 90 percent of the goal. The subsequent analysis reveals the following highlights and trends for all EOP projects examined for this report. This report targets

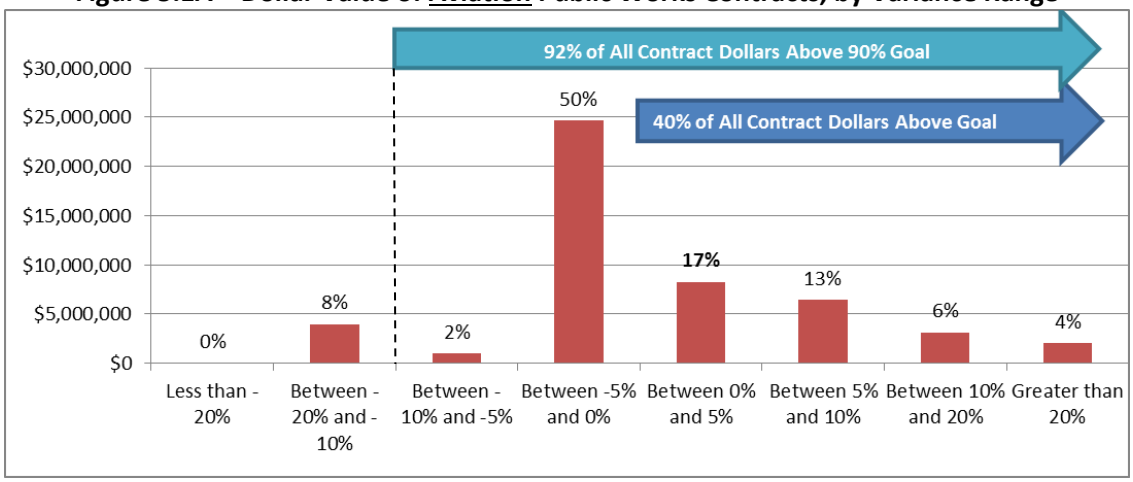
[4] Quasi-public agency figure include the Office of Housing and Community Development projects and Philadelphia Redevelopment Authority projects that were individually less than $250,000 but when bundled together were more than $250,000.

the 90th percentile as a benchmark for the EOP portfolio as a test of the validity of the goal setting process.

1. **Forty Percent of Public Works (PW) EOP Projects under the Department of Aviation Met or Exceeded Goals –** By contract dollar amount, a high percentage of Aviation PW projects (92 percent) met at least 90 percent of the EOP goal (Figure 5.1A).

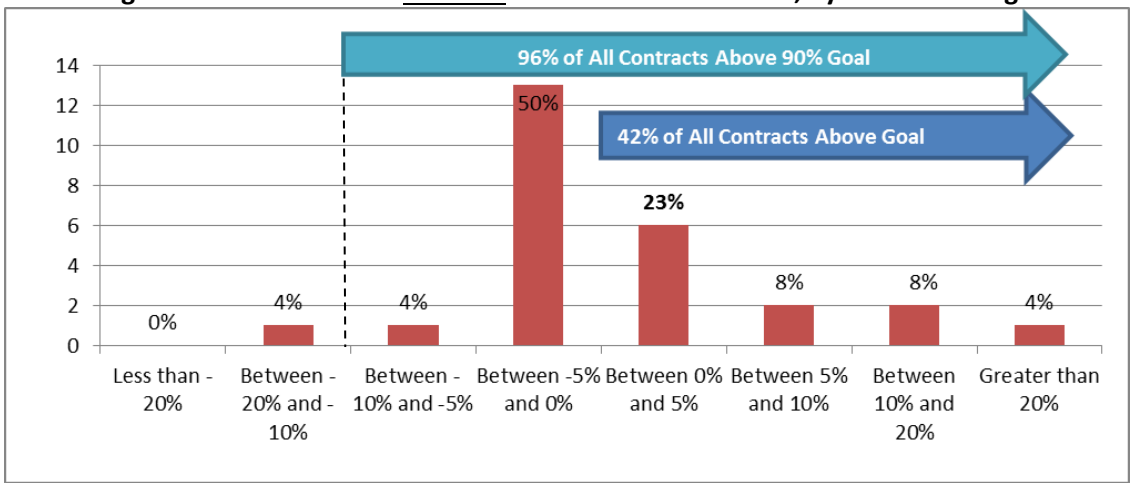
   Out of 26 PW EOP Projects under the Department of Aviation, 42 Percent (11 EOPs) Met or Exceeded Goals – Nearly all of the Aviation PW contracts (25 contracts or 96 percent) met at least 90 percent of the EOP goal (Figure 5.1B).

Figure 5.1A – Dollar Value of Aviation Public Works Contracts, by Variance Range



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure 5.1B – Number of Aviation Public Works Contracts, by Variance Range

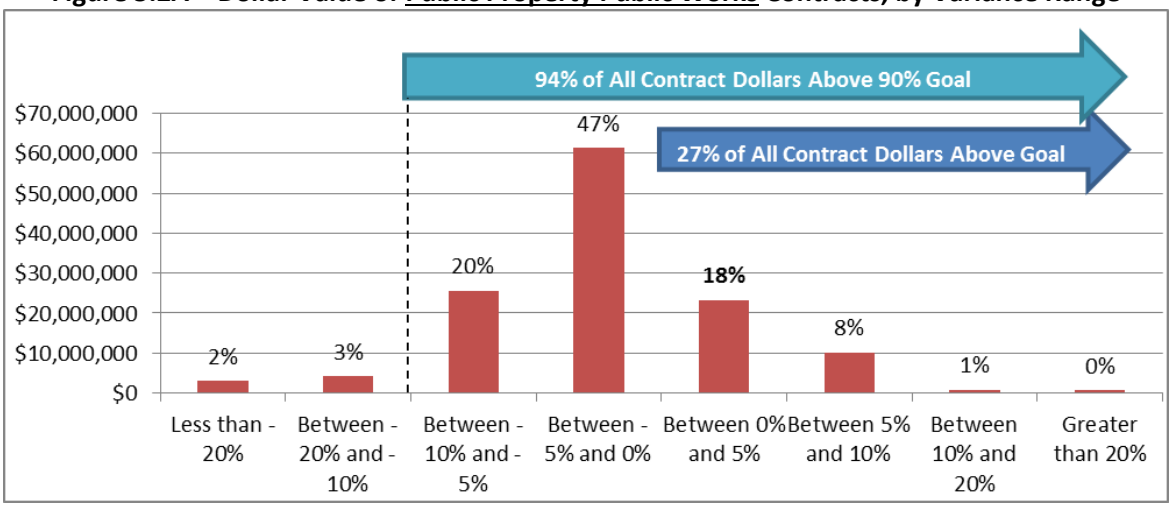


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

2. **Twenty-seven Percent of Public Works (PW) EOP Projects under the Department of Public Property Met or Exceeded Goals –** By contract dollar amount, the majority of Public Property PW projects (94 percent) met at least 90 percent of the EOP goal (Figure 5.2A).

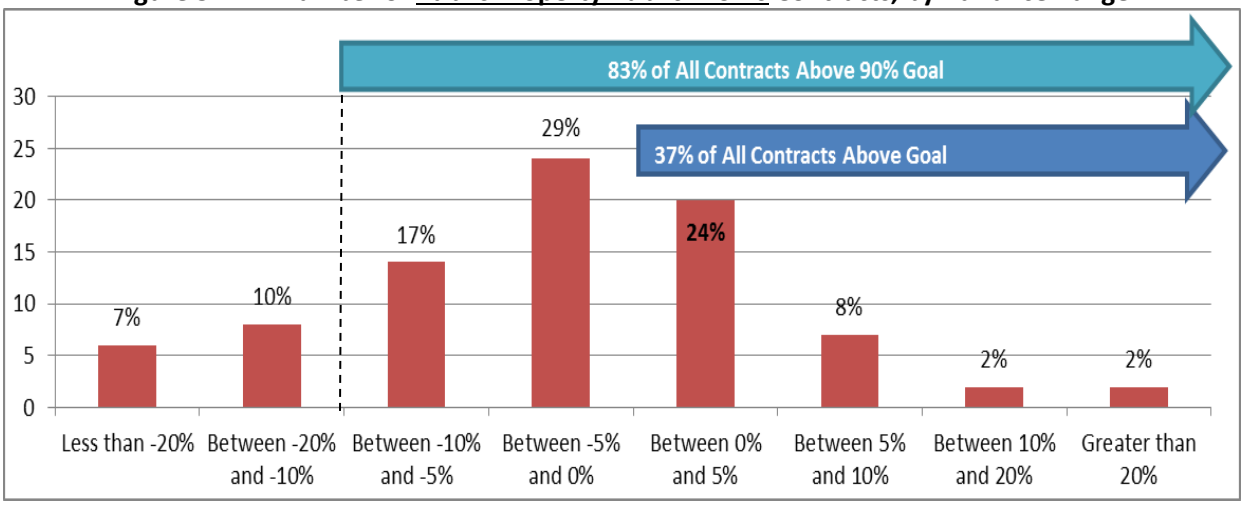
Out of 83 PW EOP Projects under the Department of Public Property, 37 Percent (31 EOPs) met or Exceeded Goals – The majority of Public Property PW contracts (69 contracts or 83 percent) met at least 90 percent of the EOP goal (Figure 5.2B).

Figure 5.2A – Dollar Value of Public Property Public Works Contracts, by Variance Range



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure 5.2B – Number of Public Property Public Works Contracts, by Variance Range

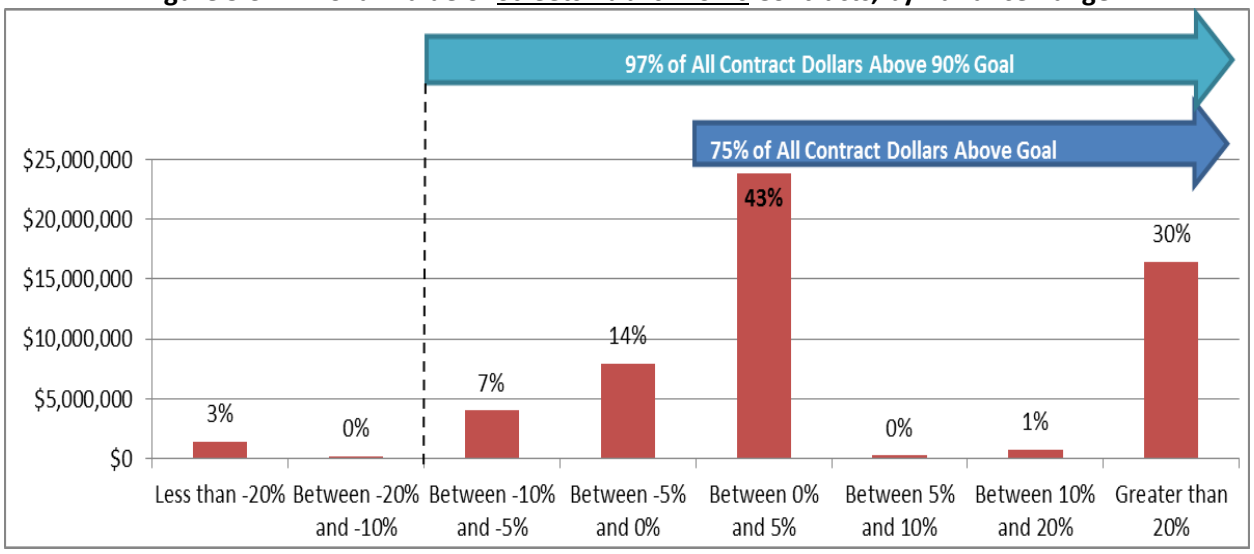


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

3. **Seventy-five Percent of Public Works (PW) EOP Projects under the Department of Streets Met or Exceeded Goals –** By contract dollar amount, the majority of Streets PW projects (97 percent) met at least 90 percent of the EOP goal (Figure 5.3A).

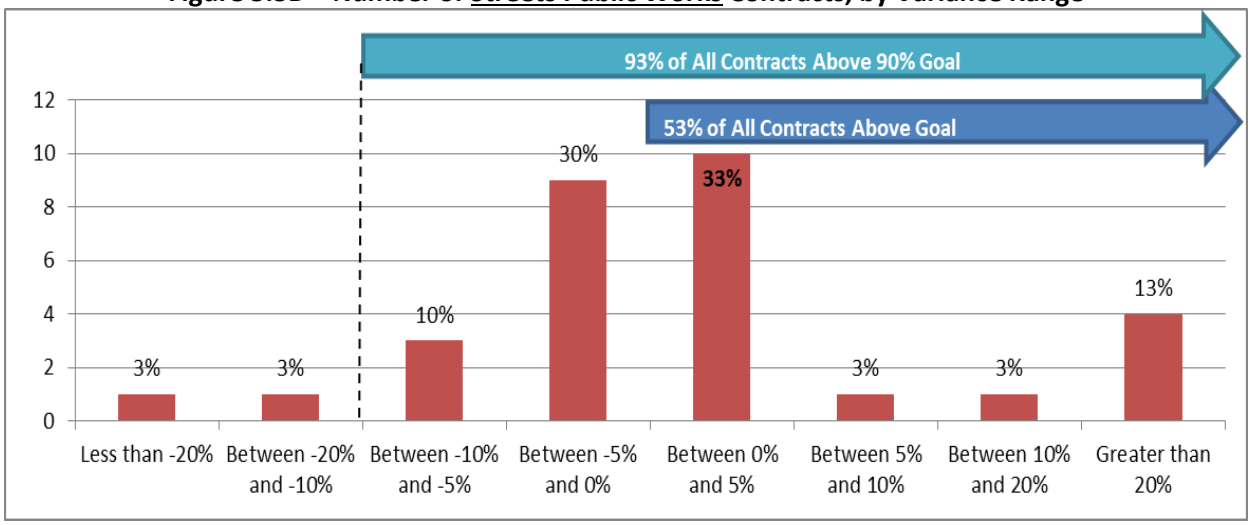
Out of 30 PW EOP Projects under the Department of Streets, 53 Percent (16 EOPs) Met or Exceeded Goals – The majority of Streets PW projects (28 contracts or 93 percent) met at least 90 percent of the EOP goal (Figure 5.3B).

Figure 5.3A – Dollar Value of Streets Public Works Contracts, by Variance Range



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure 5.3B – Number of Streets Public Works Contracts, by Variance Range

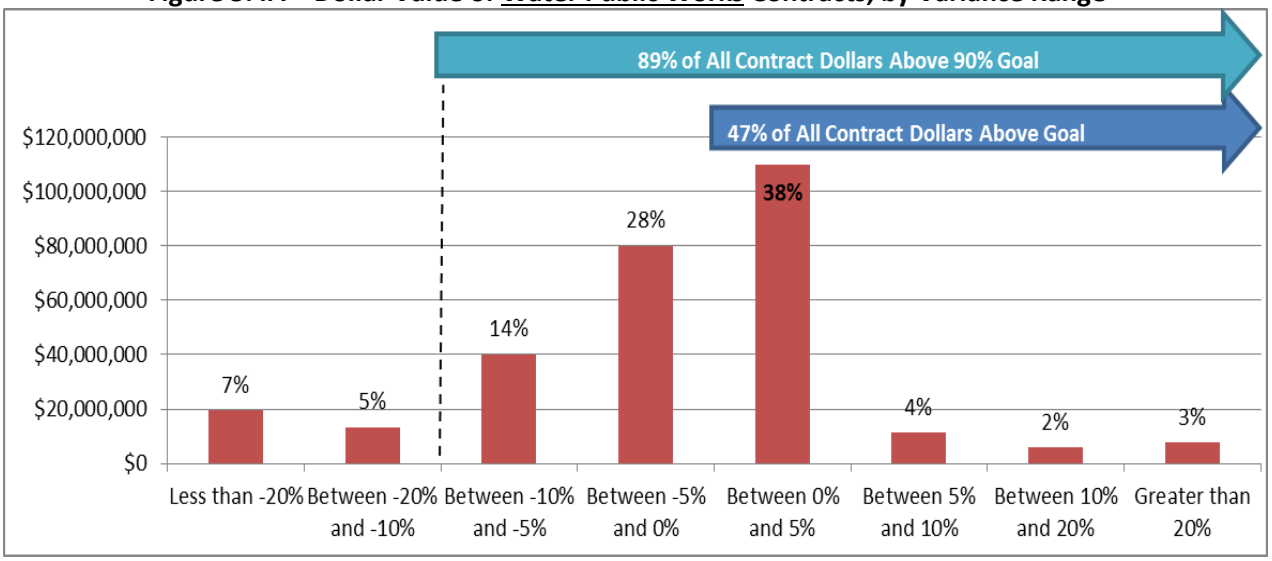


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015

4. **Forty-seven Percent of Public Works (PW) EOP Projects under the Water Department Met or Exceeded Goals –** By contract dollar amount, the majority of Water PW projects (89 percent) met at least 90 percent of the EOP goal (Figure 5.4A).

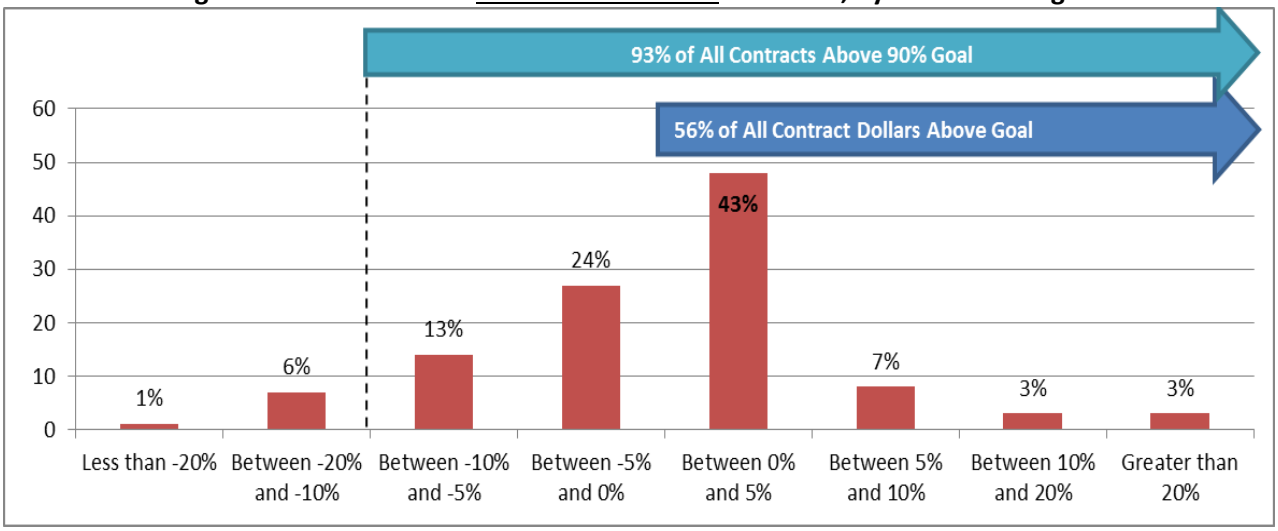
Out of 111 PW EOP Projects under the Water Department, 56 Percent (62 EOPs) Met or Exceeded Goals – The majority of Water PW projects (103 contracts or 93 percent) met at least 90 percent of the EOP goal (Figure 5.4B).

Figure 5.4A – Dollar Value of Water Public Works Contracts, by Variance Range



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure 5.4B – Number of Water Public Works Contracts, by Variance Range

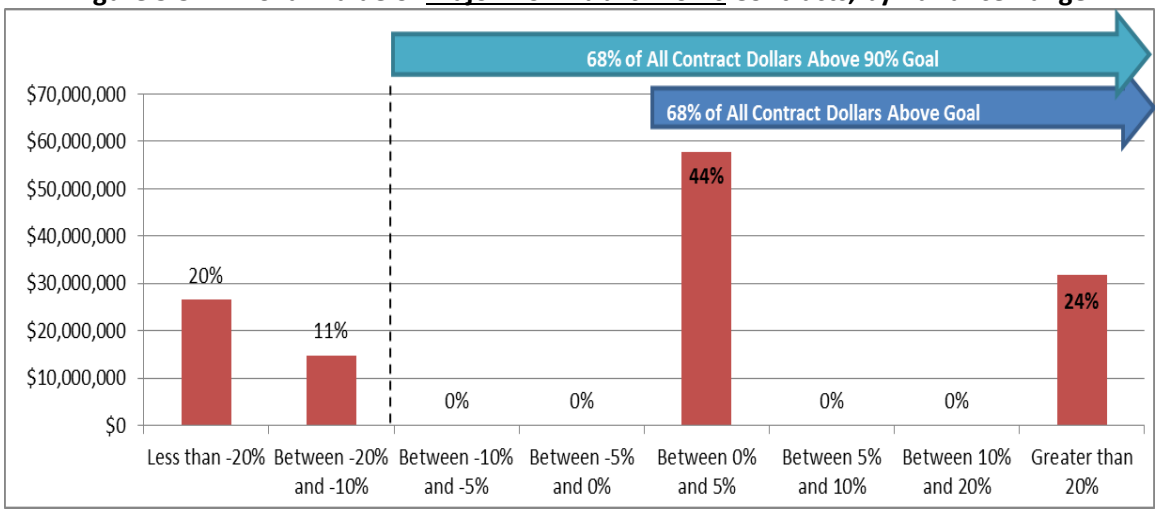


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

5. **Sixty-eight Percent of Major Non-Public Works EOPs Met or Exceeded Goals –** By contract dollar amount, the majority of Non-Public Works projects (68 percent) met at least 90 percent of the EOP goal (Figure 5.5A).

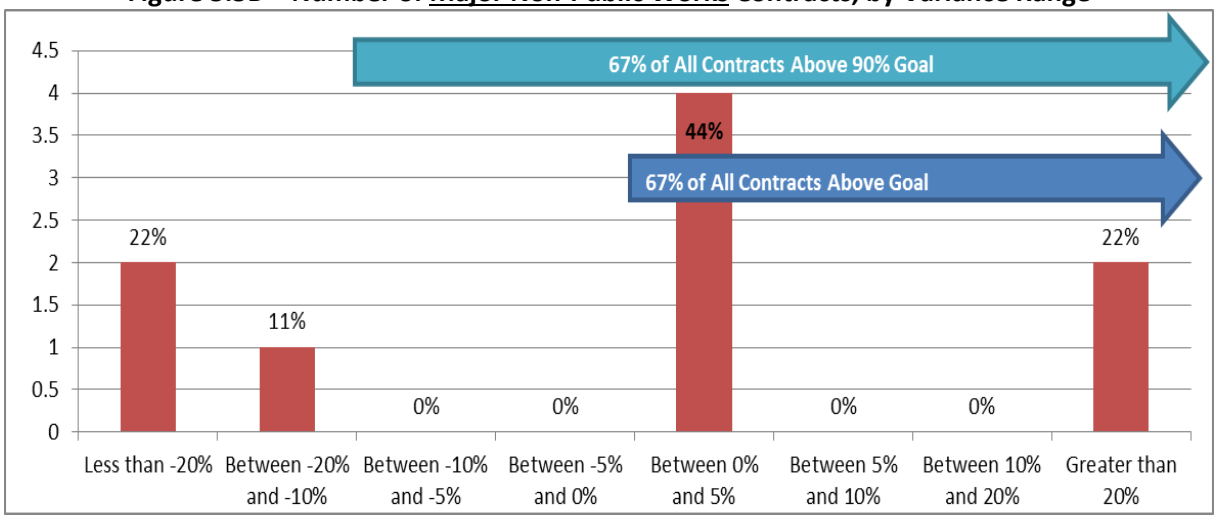
Out of 9 Major Non-Public Works EOP Projects, 67 Percent (6 EOPs) Met or Exceeded Goals – 67 percent of Non-Public Works contracts (six contracts) met at least 90 percent of the EOP goal (Figure 5.5B).

Figure 5.5A – Dollar Value of Major Non-Public Works Contracts, by Variance Range



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure 5.5B – Number of Major Non-Public Works Contracts, by Variance Range

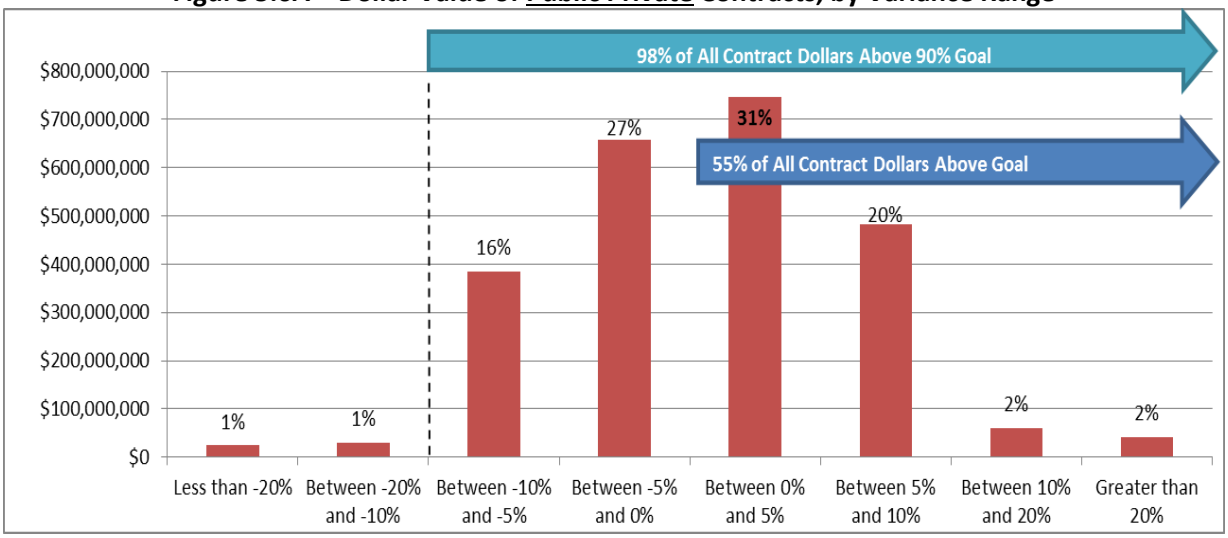


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

6. **Fifty-five Percent of Public Private EOPs Met or Exceeded Goals –** By dollar amount, the majority of Private projects (98 percent) met at least 90 percent of the EOP goal (Figure 5.6A).

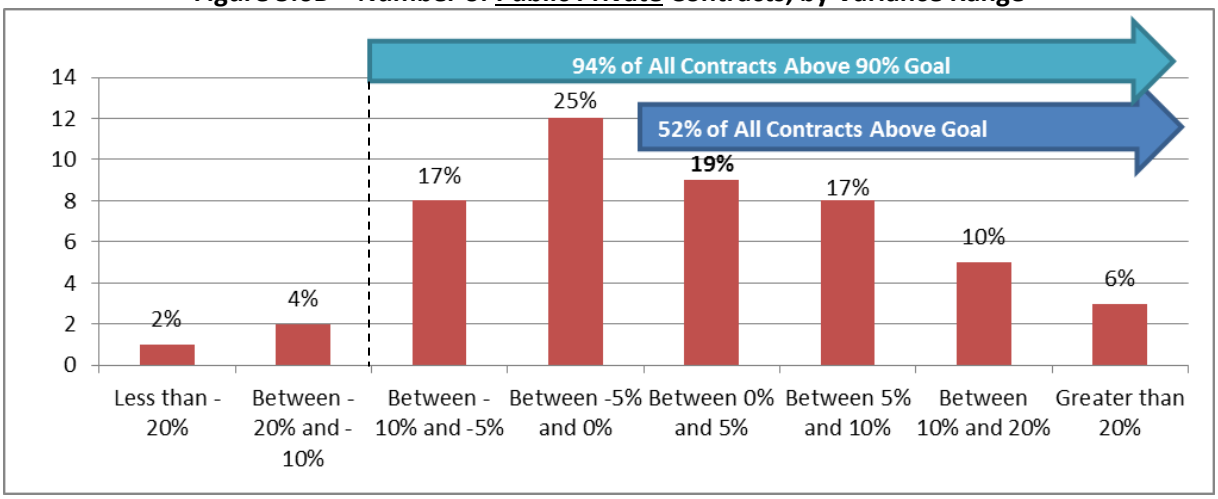
Out of 48 Public Private EOP Projects, 52 Percent (25 EOPs) Met or Exceeded Goals – The majority of Public Private contracts (45 contracts or 94 percent) met at least 90 percent of the EOP goal (Figure 5.6B).

Figure 5.6A – Dollar Value of Public Private Contracts, by Variance Range



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure 5.6B – Number of Public Private Contracts, by Variance Range

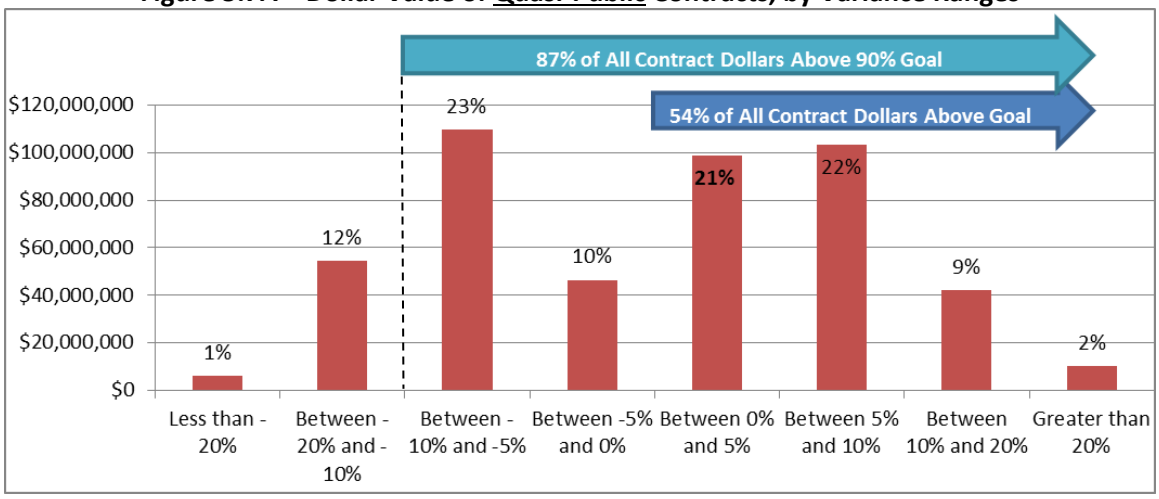


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

7. **Fifty-four Percent of Quasi-Public Agency EOPs Met or Exceeded Goals –** By dollar amount, the majority of Quasi-Public projects (87 percent) met at least 90 percent of the EOP goal (Figure 5.7A).

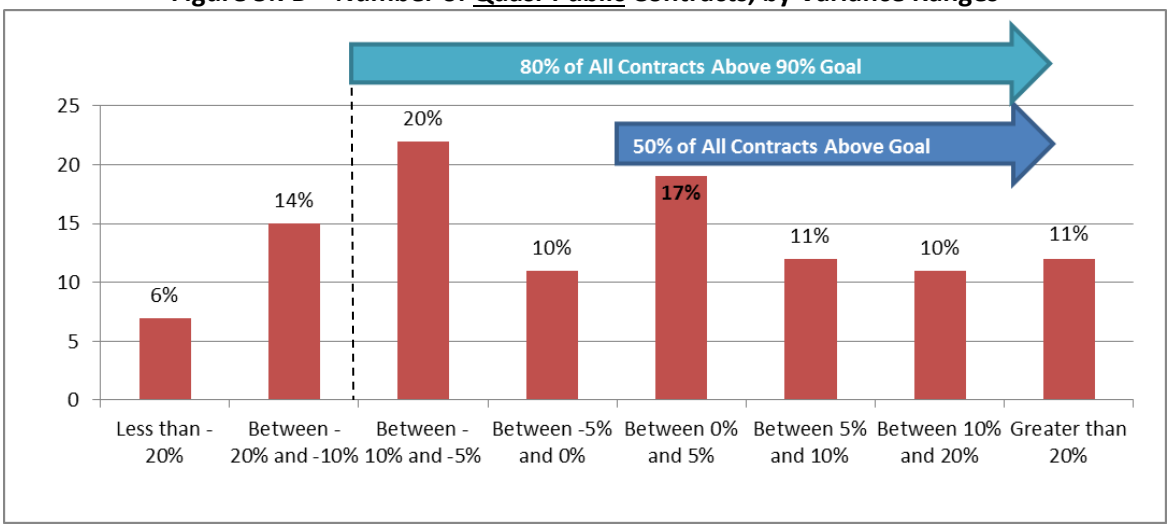
Out of 109 Quasi-Public Agency EOP Projects, 50 Percent (54 EOPs) Met or Exceeded Goals – the majority of Quasi-Public contracts (87 contracts or 80 percent) met at least 90 percent of the EOP goal (Figure 5.7B).

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, 2015)

Figure 5.7B – Number of Quasi-Public Contracts, by Variance Ranges



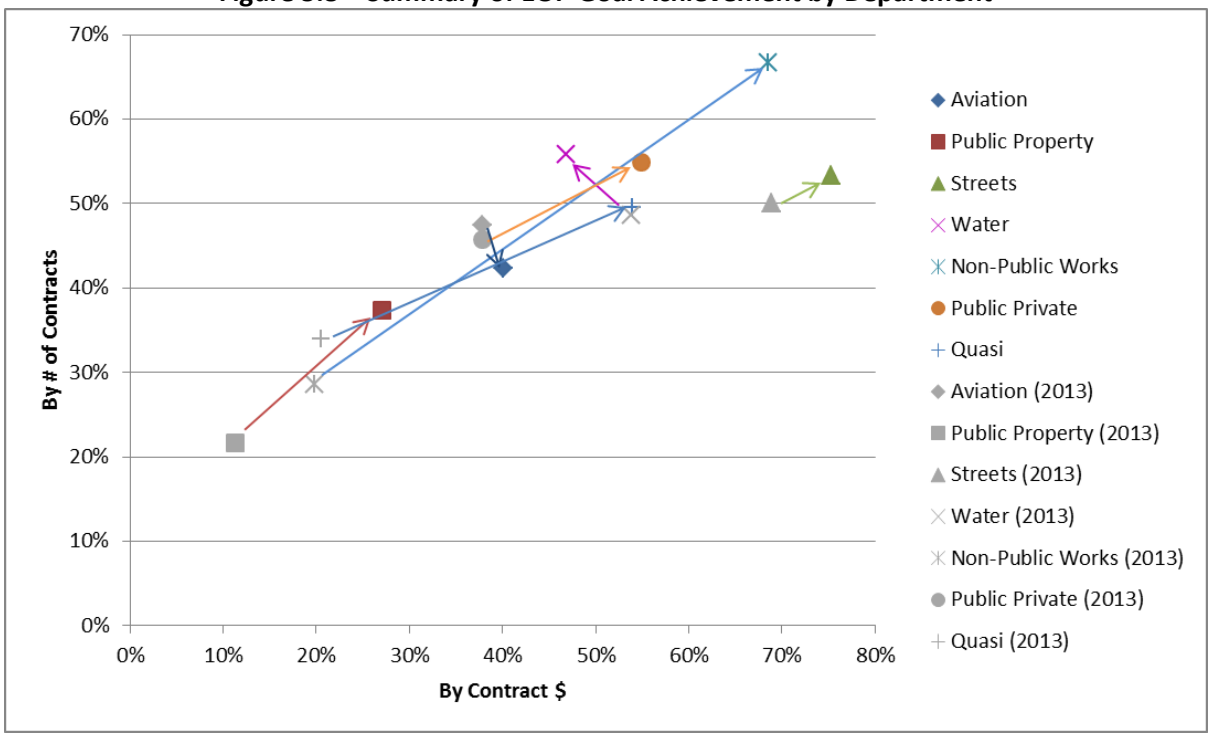
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

8. **Summary –** Based on the dollar value of contracts, the Streets Department had the highest achievement at 75.26 percent and Public Property had the lowest EOP achievement by dollar value of contracts at 27.03 percent. Based on the number of contracts, Non-Public Works had the highest success rate in EOP goal achievement at 66.67 percent, while Public Property EOPs had the lowest success rate at 37.35 percent (Figure 5.8). Public Property

has second highest goals for a department (28.5% in FY2014) and the second largest budget ($40 million). Streets had a goal of 32% and a budget of $21 million for the same period.

In terms of achieving at least 90 percent of the EOP goal by both dollar value and number of contracts, all departments reached a minimum of 80 percent achievement with the exception of Non-Public Works.

Figure 5.8 – Summary of EOP Goal Achievement by Department



Summary of EOP Goal Achievement by Department 2014

Dept/Market (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
Aviation (26)	40.07%	91.96%	42.31%	96.15%
Public Property (83)	27.03%	94.37%	37.35%	83.13%
Streets (30)	75.26%	97.03%	53.33%	93.33%
Water (111)	46.79%	88.62%	55.86%	92.79%
Non-Public Works (9)	68.47%	68.47%	66.67%	66.67%
Public Private (48)	54.84%	97.78%	52.08%	93.75%
Quasi (107)	53.93%	87.08%	49.54%	79.82%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Summary of EOP Goal Achievement by Department 2013

Dept/Market (# 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)

6 RESULTS: RANKING OF PRIME CONTRACTORS

Section 6 analyzes how individual Prime Contractors rank by Economic Opportunity Plan (EOP) goal achievement. In order to analyze achievement a Z score was used to determine Prime Contractor ranking.

EOP Ranking Methodology

1. Group EOPs by Bid Amount, Commitment Level, Status, and Department
2. Calculate the mean and standard deviation of variance, based on each EOP's Bid Amount, Commitment Level, Status, and Department group
    a. Bid Amount: <$500K, $500K-$5M, >$5M
    b. Commitment Level : 0-20%, 20%-25%, 25%-50%,50%-100%
    c. Status: Active, Close
    d. Department: Aviation, Public Property, Streets, Water, Non Public, Public Private, Quasi-Public
3. Calculate the Z-score
    a. Z score = (variance – variance _mean)/ variance _standard deviation
    b. Calculate the four Z scores by group for each EOP
    c. Total Z score = sum of four z scores by group
4. Apply weight to get the final Z-score
    a. Amount of Bid_total = sum(Amount of Bid)
    b. Weight = Amount of Bid / Amount of Bid_total
    c. Z_final = Z_score* weight

EOP Prime Contractor Ranking Methodology

1. Drop Public Private and Quasi-Public EOPs --> No Prime Contractor names
2. For each Prime Contractor, count the number of EOPs based on Status, and Department group
3. Calculate the accumulated Bid Amount, Commitment Amount, Paid Amount, Paid Amount for M/W/DSBEs for each Prime Contractor (sum of all EOPs)
4. Calculate the EOP Goal Commitment, Actual Goal Achieved, Variance, Percent of Goal Achieved for each Prime Contractor using the accumulated variables
5. Calculate the Z score of each Prime Contractor: average of its EOPs' Z scores

Table 6.1 – Prime Contractor Ranked By Z Score

Ranking	Contractor / Project Name	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	Maramount Corp.	$31,669,064	$0	$33,487,032	$26,432,806	0%	79%	79%
2	Riggs Distler & Co.	$4,299,200	$721,181	$3,691,740	$1,047,833	17%	28%	12%
3	Bittenbender Construct.	$2,000,000	$270,020	$1,375,578	$502,395	14%	37%	23%
4	Noresco	$12,284,534	$2,823,430	$10,522,542	$2,836,912	23%	27%	4%
5	James J Anderson Construction Co Inc.	$22,623,856	$4,705,563	$11,598,452	$3,009,909	21%	26%	5%
6	Allstate Power-Vac, Inc.	$4,487,288	$897,464	$2,959,782	$898,783	20%	30%	10%
7	Buckley & Co	$2,423,955	$403,670	$278,095	$63,429	17%	23%	6%
8	Horizon Brothers Painting Corp, Inc.	$2,781,000	$138,913	$2,754,322	$246,130	5%	9%	4%
9	Scotland Yard	$10,554,546	$10,554,546	$9,252,731	$9,251,731	100%	100%	0%
10	Carr & Duff, Inc.	$1,536,920	$148,246	$1,595,693	$521,256	10%	33%	23%
11	En-Tech Corp.	$4,071,590	$4,071,590	$4,228,821	$4,228,821	100%	100%	0%
12	E J Electric Inc.	$4,634,000	$644,868	$3,852,683	$724,151	14%	19%	5%
13	Global Program Partners	$35,000,000	$15,750,000	$21,715,048	$9,903,183	45%	46%	1%
14	Rockport Construction Co., Inc.	$4,072,806	$354,994	$2,147,005	$359,997	9%	17%	8%

Ranking	Contractor / Project Name	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
15	Edward J Meloney, Inc.	$10,499,644	$1,796,874	$7,733,987	$1,536,599	17%	20%	3%
16	Petrongolo Contractors Inc.	$21,973,644	$3,763,893	$21,635,266	$4,527,573	17%	21%	4%
17	John Bee, Inc.	$507,295	$136,969	$502,394	$185,496	27%	37%	10%
18	Shleig Electric, Inc.	$532,499	$5,325	$562,973	$53,893	1%	10%	9%
19	Insituform Technologies, Inc.	$987,800	$197,560	$866,004	$200,748	20%	23%	3%
20	Herman Goldner Co., Inc.	$11,028,880	$2,022,948	$11,125,178	$2,182,831	18%	20%	1%
21	Nucero Electrical Construction Co.	$567,000	$51,030	$343,354	$51,064	9%	15%	6%
22	Mcmullen Roofing, Inc.	$2,256,077	$528,784	$2,335,379	$636,886	23%	27%	4%
23	Ramos & Associates Inc.	$1,800,825	$1,800,825	$1,128,079	$1,128,079	100%	100%	0%
24	Jack Cohen & Co., Inc.	$1,524,900	$267,138	$1,610,605	$346,147	18%	21%	4%
25	Gessler Construction, Inc.	$3,828,650	$3,551,470	$3,877,519	$3,588,644	93%	93%	0%
26	Seravalli Const Co Inc.	$32,621,580	$6,102,237	$32,389,650	$6,854,405	19%	21%	2%
27	Philip Pio Construction Inc.	$9,884,991	$1,540,650	$10,811,447	$1,854,403	16%	17%	2%
28	Hart Enterprises (Rebid)	$625,000	$625,000	$227,115	$227,115	100%	100%	0%

Ranking	Contractor / Project Name	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
29	Building Restoration	$1,782,040	$1,840,040	$1,850,102	$1,908,102	103%	103%	0%
30	Plato Construction	$707,064	$155,554	$699,551	$155,554	22%	22%	0%
31	Robert Ganter Contractors, Inc.	$212,000	$212,000	$16,684	$16,684	100%	100%	0%
32	Mulhern Electric Co Inc.	$13,460,449	$2,796,192	$13,805,624	$2,828,496	21%	20%	0%
33	Devine Brothers, Inc.	$291,720	$86,366	$286,560	$86,366	30%	30%	1%
34	Lor-Mar	$502,790	$106,000	$500,202	$106,000	21%	21%	0%
35	Stone Hill Contracting Co, Inc.	$3,573,975	$728,696	$2,836,561	$574,020	20%	20%	0%
36	J.S. Cornell & Son, Inc.	$2,171,494	$361,269	$2,337,214	$384,841	17%	16%	0%
37	Surety Mechanical Services	$624,767	$624,767	$640,117	$132,276	100%	21%	-79%
38	Donato Spaventa & Sons Inc.	$3,966,488	$726,266	$4,508,962	$713,255	18%	16%	-2%
39	Pannulla Construction Co., Inc.	$1,522,640	$402,859	$1,825,666	$376,881	26%	21%	-6%
40	Palman Electric Co.	$1,080,762	$329,209	$1,181,038	$300,043	30%	25%	-5%
41	Usa General Contractors	$1,178,000	$117,800	$1,239,457	$124,519	10%	10%	0%
42	Spiniello Companies	$5,170,100	$1,069,791	$5,027,262	$1,058,263	21%	21%	0%

Ranking	Contractor / Project Name	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
43	Tony Depaul & Son	$4,597,965	$322,533	$4,661,948	$308,707	7%	7%	0%
44	C A D Electric, Inc.	$740,000	$347,800	$814,000	$347,869	47%	43%	-4%
45	At Chadwick Co., Inc.	$4,248,000	$919,985	$4,248,000	$875,055	22%	21%	-1%
46	Philips Bros. Elec. Contrs., Inc.	$9,428,691	$1,100,222	$9,217,723	$1,115,832	12%	12%	0%
47	Talley Brothers Inc.	$229,220	$56,159	$208,926	$21,865	25%	10%	-14%
48	Marcor Remediation Inc.	$483,305	$76,942	$609,495	$53,283	16%	9%	-7%
49	Carusone Construction Inc.	$21,018,346	$4,002,948	$19,478,352	$3,660,998	19%	19%	0%
50	General Asphalt Paving Co.	$686,940	$206,082	$765,588	$172,346	30%	23%	-7%
51	Fire Protection Industries	$788,630	$118,295	$747,689	$67,075	15%	9%	-6%
52	All States Mechanical Ltd.	$763,980	$229,194	$978,161	$229,194	30%	23%	-7%
53	Asphalt Paving Systems Inc	$1,319,991	$70,620	$1,212,489	$28,390	5%	2%	-3%
54	A Carotenuto & Sons	$305,975	$110,151	$357,489	$48,956	36%	14%	-22%
55	Nello Construction Co Inc.	$12,836,540	$1,863,058	$12,935,744	$1,493,130	15%	12%	-3%

Ranking	Contractor / Project Name	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
56	Hyde Electric Group	$1,069,980	$495,723	$1,106,316	$246,752	46%	22%	-24%
57	Miniscalco Construction	$6,867,756	$1,002,916	$6,368,625	$566,889	15%	9%	-6%
58	Murphy Quigley Co., Inc.	$1,219,359	$223,654	$725,160	$81,393	18%	11%	-7%
59	Five Stars, Inc.	$8,678,660	$2,207,988	$8,356,667	$1,840,024	25%	22%	-3%
60	Munn Roofing Group	$1,044,720	$939,199	$1,041,337	$750,781	90%	72%	-18%
61	Santapaul Corp T/A Lima OC	$1,109,105	$505,205	$1,107,991	$336,968	46%	30%	-15%
62	Brightline Construction, Inc.	$3,249,233	$1,031,930	$3,387,953	$643,139	32%	19%	-13%
63	Ground Penetration & Restoration, Inc.	$2,600,134	$429,014	$1,991,825	$202,105	16%	10%	-6%
64	Quad Construction Company	$13,690,790	$3,245,440	$15,270,822	$3,189,505	24%	21%	-3%
65	Eagle Industrial Electric	$8,949,721	$1,927,796	$9,490,749	$1,969,597	22%	21%	-1%
66	Dolan Mechanical	$2,761,140	$587,846	$2,603,430	$269,692	21%	10%	-11%
67	C&T Associates, Inc.	$11,653,740	$2,301,433	$9,172,454	$1,378,510	20%	15%	-5%
68	Schneider Electric Buildings	$1,734,074	$676,289	$2,165,548	$738,773	39%	34%	-5%
69	Thomas P Carney Inc.	$2,169,400	$1,106,394	$308,610	$132,724	51%	43%	-8%

Ranking	Contractor / Project Name	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
70	C & H Industrial Services Inc.	$4,163,600	$606,904	$1,800,518	$202,907	15%	11%	-3%
71	Daniel J Keating Co.	$77,354,896	$23,811,474	$76,088,872	$22,257,840	31%	29%	-2%
72	J P C Group, Inc.	$23,093,180	$3,204,657	$9,686,042	$786,881	14%	8%	-6%
73	Hunter Roberts Construction	$7,316,460	$2,152,798	$7,957,078	$1,987,686	29%	25%	-4%
74	Anthony Biddle Contractors, Inc.	$4,036,400	$652,860	$3,713,578	$248,772	16%	7%	-9%
75	AP Construction	$56,830,632	$13,809,695	$37,828,244	$9,056,219	24%	24%	0%
76	Little Builders, Inc.	$3,394,000	$950,320	$3,930,514	$727,610	28%	19%	-9%
77	Milestone Construction Mgmnt Inc.	$1,400,000	$1,036,280	$1,526,752	$149,206	74%	10%	-64%
78	Ameresco/AP Construction	$27,054,828	$11,478,189	$25,972,634	$10,348,325	42%	40%	-3%
79	Mason Building Group, Inc.	$3,975,750	$807,475	$1,642,258	$40,933	20%	2%	-18%
80	Covanta 4 Recovery	$14,720,000	$2,625,000	$8,991,430	$0	18%	0%	-18%
81	Waste Management	$16,000,000	$9,472,320	$20,044,876	$5,132,832	59%	26%	-34%
82	Republic/BFI	$10,500,000	$5,250,000	$7,265,462	$0	50%	0%	-50%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

APPENDIX

The appendix contains detailed data tables to support the charts presented in this report. Each table shows details for each EOP including:

- Department type
- Project identifier (Bid Number)
- the total amount of the project (Amount of Bid)
- the dollar value of the EOP commitment (EOP Commitment Amount)
- the total amount paid on the project (Amount Paid to Prime)
- the total amount paid to M/W/DSBE firms toward meeting the EOP commitment (Amount Paid to Subcontractor)
- the percentage of the EOP goal (EOP Goal Commitment) = EOP Commitment Amount divided by Amount of Bid
- the actual goal achieved (Actual Goal Achieved) = Amount Paid to Subcontractor divided by Amount Paid to Prime
- the variance between the goal committed and the actual goal achieved (Variance) = Actual Goal Achieved minus EOP Goal Commitment
- the percentage of the actual goal achieved (Percent of Goal Achieved) = Actual Goal Achieved divided by EOP Goal Commitment

Any number in the Percent of Goal Achieved column that is 100 percent or greater indicates that the project met or exceeded the EOP goal. Any number in the Percent of Goal Achieved column below 100 percent indicates that goal was not achieved and represents the percentage of goal achievement. OEO considers any %Goal that is 90 percent or greater to be a demonstration of effort toward goal achievement that should be acknowledged.

Figure A.1.1 – All Contracts Sorted by Bid Amount (Active)

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
PubPriv	NPP8	$338,000,000	$118,000,000	$338,000,000	$132,000,000	35%	39%	4%
PubPriv	NPP15	$110,000,000	$27,537,500	$110,000,000	$21,809,700	25%	20%	-5%
PubPriv	NPP6	$100,000,000	$9,036,000	$100,000,000	$14,056,000	9%	14%	5%
PubPriv	NPP13	$91,600,000	$32,060,000	$91,600,000	$30,960,800	35%	34%	-1%
PubPriv	NPP5	$88,000,000	$22,000,000	$88,000,000	$27,104,000	25%	31%	6%
PubPriv	NPP10	$86,700,000	$23,409,000	$86,700,000	$24,276,000	27%	28%	1%
PubPriv	NPP9	$84,000,000	$27,720,000	$84,000,000	$29,400,000	33%	35%	2%
PubPriv	NPP11	$68,100,000	$17,025,000	$68,100,000	$15,935,400	25%	23%	-2%
PubPriv	NPP2	$60,000,000	$16,800,000	$60,000,000	$20,400,000	28%	34%	6%
PubPriv	NPP7	$46,120,000	$13,836,000	$46,120,000	$15,911,400	30%	35%	5%
PubPriv	NPP4	$42,000,000	$10,500,000	$42,000,000	$13,734,000	25%	33%	8%
Water	2874 GCON	$38,067,000	$11,804,384	$35,845,505	$11,432,086	31%	32%	1%
NPW	NPW1	$35,000,000	$15,750,000	$21,715,048	$9,903,183	45%	46%	1%
PubPriv	NPP1	$34,500,000	$0	$34,500,000	$7,248,450	0%	21%	21%
Quasi	OHCD3	$34,000,000	$0	$34,000,000	$3,060,000	0%	9%	9%
Water		$27,054,827	$11,478,189	$25,972,634	$10,348,325	42%	40%	-3%
PubPriv	NPP18	$24,200,000	$6,050,000	$24,200,000	$629,200	25%	3%	-22%
NPW	NPW5	$20,890,875	$0	$22,929,727	$23,003,130	0%	100%	100%
Quasi	PIDC1	$20,000,000	$7,000,000	$20,000,000	$3,600,000	35%	18%	-17%
Water	2580	$19,371,128	$5,476,600	$3,982,064	$11,727	28%	0%	-28%
PubPriv	NPP14	$18,700,000	$4,675,000	$18,700,000	$3,758,700	25%	20%	-5%
Water	2840	$18,548,250	$2,782,245	$5,133,986	$400,826	15%	8%	-7%
PubPriv	NPP16	$16,400,000	$5,740,000	$16,400,000	$4,378,800	35%	27%	-8%
NPW	NPW8	$16,000,000	$9,472,320	$20,044,876	$5,132,832	59%	26%	-34%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Quasi	OHCD2	$16,000,000	$4,000,000	$16,000,000	$5,600,000	25%	35%	10%
Streets	3735	$15,346,808	$4,143,638	$4,382,305	$2,273,293	27%	52%	25%
PubPriv	NPP17	$14,865,000	$3,716,250	$14,865,000	$2,185,155	25%	15%	-10%
NPW	NPW7	$14,720,000	$2,625,000	$8,991,430	$0	18%	0%	-18%
NPW	NPW4	$12,284,534	$2,823,430	$10,522,542	$2,836,912	23%	27%	4%
NPW	NPW6	$10,778,190	$0	$10,557,306	$3,429,676	0%	32%	32%
NPW	NPW9	$10,500,000	$5,250,000	$7,265,462	$0	50%	0%	-50%
PubPriv	NPP12	$9,500,000	$2,375,000	$9,500,000	$2,327,500	25%	25%	-1%
NPW	NPW3	$7,688,360	$7,688,360	$6,903,297	$6,902,297	100%	100%	0%
Public Property	4623GCON	$7,316,460	$2,152,797	$7,957,078	$1,987,685	29%	25%	-4%
Quasi	OHCD9	$6,380,000	$1,595,000	$6,380,000	$1,084,600	25%	17%	-8%
Aviation	6963	$6,068,000	$969,060	$2,796,398	$700,306	16%	25%	9%
Water	2851	$5,865,000	$1,238,575	$4,358,426	$2,581,380	21%	59%	38%
PubPriv	NPP3	$5,558,000	$1,389,500	$5,558,000	$1,934,184	25%	35%	10%
Water	2022	$5,317,000	$802,867	$3,849,875	$271,921	15%	7%	-8%
Water	2865	$5,280,500	$336,155	$4,694,932	$338,338	6%	7%	1%
Water	2820	$5,070,000	$1,091,000	$5,250,786	$1,097,587	22%	21%	-1%
Water	2004	$4,981,990	$1,515,444	$2,951,693	$692,579	30%	23%	-7%
Water	2875 ELEC	$4,299,200	$721,181	$3,691,740	$1,047,833	17%	28%	12%
Water	2307	$4,071,590	$4,071,590	$4,228,821	$4,228,821	100%	100%	0%
Aviation	6966ELB	$3,975,750	$807,475	$1,642,258	$40,933	20%	2%	-18%
Water	2817	$3,573,975	$728,696	$2,836,561	$574,020	20%	20%	0%
Public Property	4501GCONR	$3,394,000	$950,320	$3,930,514	$727,610	28%	19%	-9%
Water	2532	$3,312,000	$537,700	$4,239,801	$661,415	16%	16%	-1%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Water	2873	$2,986,750	$373,166	$2,761,731	$310,494	12%	11%	-1%
Water	2372	$2,883,155	$404,000	$2,818,301	$395,673	14%	14%	0%
NPW	NPW2	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100%	100%	0%
Aviation	6931	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%
Water	2352	$2,789,454	$578,419	$2,794,933	$581,496	21%	21%	0%
Water	2856	$2,781,000	$138,913	$2,754,322	$246,130	5%	9%	4%
Aviation	6964	$2,773,700	$118,160	$789,571	$114,899	4%	15%	10%
Water	2392	$2,773,225	$381,611	$2,453,984	$320,069	14%	13%	-1%
Quasi	OHCD1	$2,700,000	$0	$2,700,000	$729,000	0%	27%	27%
Water	2504	$2,648,880	$397,000	$2,768,911	$364,837	15%	13%	-2%
Water	2593	$2,569,763	$388,034	$810,355	$11,403	15%	1%	-14%
Aviation	6951	$2,550,000	$299,370	$2,570,977	$388,498	12%	15%	3%
Water	2887	$2,478,400	$388,000	$2,202,354	$10,835	16%	0%	-15%
Water	2537	$2,460,000	$331,240	$2,552,523	$307,187	13%	12%	-1%
Water	2023	$2,423,955	$403,670	$278,095	$63,429	17%	23%	6%
Water	2814	$2,375,790	$175,800	$3,535,046	$171,587	7%	5%	-3%
Water	2318	$2,329,675	$465,940	$1,642,499	$433,362	20%	26%	6%
Water	2303	$2,274,752	$512,258	$2,304,803	$438,719	23%	19%	-3%
Water	2594	$2,248,000	$337,400	$827,357	$34,801	15%	4%	-11%
Water	2842	$2,174,000	$300,012	$1,530,740	$325,480	14%	21%	7%
Public Property	4972GCON	$2,170,254	$325,538	$2,401,561	$315,971	15%	13%	-2%
Streets	3695	$2,169,400	$1,106,394	$308,610	$132,724	51%	43%	-8%
Water	2012	$2,167,600	$341,300	$298,728	$10,000	16%	3%	-12%
Water	2376	$2,114,000	$565,000	$1,912,034	$600,006	27%	31%	5%
Water	2835	$2,106,000	$324,324	$2,019,443	$333,290	15%	17%	1%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Aviation	6950ELB	$2,000,000	$270,020	$1,375,578	$502,395	14%	37%	23%
Water	2877 HVAC	$1,996,000	$400,000	$1,946,038	$221,989	20%	11%	-9%
Water	2894	$1,996,000	$265,604	$1,501,790	$192,907	13%	13%	0%
Water	2357	$1,948,080	$287,808	$1,937,283	$199,210	15%	10%	-4%
Water	2371	$1,933,000	$422,500	$1,860,636	$489,475	22%	26%	4%
Water	2506	$1,919,030	$310,000	$1,642,023	$309,750	16%	19%	3%
Water	2394	$1,911,080	$285,000	$1,932,220	$330,267	15%	17%	2%
Water	2310	$1,885,256	$298,059	$1,771,598	$281,454	16%	16%	0%
Water	2349	$1,873,610	$372,324	$1,892,061	$370,905	20%	20%	0%
Aviation	6942R	$1,734,074	$676,289	$2,165,548	$738,773	39%	34%	-5%
Water	2528	$1,664,304	$270,076	$1,469,481	$104,722	16%	7%	-9%
Public Property	4623MECH	$1,607,520	$289,354	$1,678,303	$191,516	18%	11%	-7%
Aviation	6945	$1,558,000	$264,860	$1,511,224	$237,937	17%	16%	-1%
Public Property	4537GCON	$1,547,704	$192,846	$1,598,369	$192,846	12%	12%	0%
Water	2351	$1,507,224	$254,718	$1,564,898	$67,291	17%	4%	-13%
Public Property	4268GCON	$1,500,000	$1,558,000	$1,500,000	$1,558,000	104%	104%	0%
Water	2375	$1,482,020	$208,000	$1,492,053	$117,608	14%	8%	-6%
Water	2511	$1,420,900	$220,100	$1,283,370	$249,886	15%	19%	4%
Water	2540	$1,383,000	$216,330	$766,896	$117,629	16%	15%	0%
Water	2510	$1,351,257	$223,000	$1,339,152	$217,063	17%	16%	0%
Water	2321	$1,310,495	$196,000	$1,369,946	$214,164	15%	16%	1%
Water	2501	$1,300,000	$202,500	$1,364,166	$248,896	16%	18%	3%
Water	2707ELB	$1,244,000	$222,169	$93,424	$3,000	18%	3%	-15%
Streets	3766	$1,220,000	$1,220,000	$549,275	$549,275	100%	100%	0%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Water	2373	$1,220,000	$215,000	$1,097,347	$285,293	18%	26%	8%
Quasi	OHCD6	$1,200,000	$300,000	$1,200,000	$240,000	25%	20%	-5%
Water	2312	$1,190,871	$238,174	$700,687	$288,700	20%	41%	21%
Water	2370	$1,174,075	$198,000	$1,086,217	$362,248	17%	33%	16%
Water	2333	$1,045,086	$167,000	$1,234,475	$204,003	16%	17%	1%
Aviation	6958	$1,000,000	$259,400	$322,585	$63,067	26%	20%	-6%
Water	2867	$987,800	$197,560	$866,004	$200,748	20%	23%	3%
Water	2315	$966,742	$193,350	$616,596	$176,721	20%	29%	9%
Water	2533	$965,230	$154,662	$966,452	$96,387	16%	10%	-6%
Water	2536	$963,139	$224,025	$707,692	$122,024	23%	17%	-6%
Water	2565	$944,958	$215,043	$887,173	$219,433	23%	25%	2%
Water	2560	$915,350	$117,750	$846,643	$47,041	13%	6%	-7%
Public Property	4065GCON	$875,160	$134,162	$371,301	$0	15%	0%	-15%
Public Property	4178MECH	$871,182	$217,795	$887,179	$220,824	25%	25%	0%
Public Property	4080ELEC	$800,000	$200,000	$641,882	$178,266	25%	28%	3%
Public Property	4338SPRK	$788,630	$118,295	$747,689	$67,075	15%	9%	-6%
Water	2588	$772,000	$115,970	$846,515	$112,841	15%	13%	-2%
Public Property	4623PLUM	$719,100	$155,100	$575,602	$8,339	22%	1%	-20%
Public Property	4501MECH	$686,940	$206,082	$765,588	$172,346	30%	23%	-7%
Public Property	4082MECH	$660,450	$291,855	$619,087	$191,172	44%	31%	-13%
Aviation	6940	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Public Property	4190GCON	$616,800	$616,800	$613,160	$613,160	100%	100%	0%
Water	2582	$615,000	$107,256	$612,906	$60,182	17%	10%	-8%
Water	2525	$611,200	$124,450	$605,624	$181,429	20%	30%	10%
Streets	3772	$600,000	$149,880	$496,023	$103,174	25%	21%	-4%
Quasi	OHCD11	$586,000	$146,500	$586,000	$41,020	25%	7%	-18%
Water	2549	$580,825	$580,825	$578,804	$578,804	100%	100%	0%
Quasi	OHCD4	$563,000	$0	$563,000	$11,260	0%	2%	2%
Public Property	4501ELEC	$562,780	$210,073	$656,255	$180,043	37%	27%	-10%
Public Property	4057ELBE	$532,499	$5,325	$562,973	$53,893	1%	10%	9%
Public Property	4312GCON	$530,400	$520,400	$571,595	$530,400	98%	93%	-5%
Public Property	4083ELEC	$517,982	$119,136	$524,783	$120,000	23%	23%	0%
Public Property	4083MECH	$507,295	$136,969	$502,394	$185,496	27%	37%	10%
Water	2883	$502,790	$106,000	$500,202	$106,000	21%	21%	0%
Quasi	OHCD7	$497,000	$124,250	$497,000	$84,490	25%	17%	-8%
Water	2505	$460,000	$84,000	$504,395	$94,042	18%	19%	0%
Public Property	4501PLUM	$448,655	$213,351	$488,904	$145,796	48%	30%	-18%
Public Property	4081MECH	$434,520	$143,392	$349,525	$69,837	33%	20%	-13%
Public Property	4037GCON	$388,902	$81,669	$414,596	$70,171	21%	17%	-4%
Aviation	6961	$367,200	$83,465	$312,195	$97,815	23%	31%	9%
Quasi	OHCD8	$364,000	$91,000	$364,000	$61,880	25%	17%	-8%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Public Property	4071GCON	$363,960	$363,960	$363,960	$363,960	100%	100%	0%
Aviation	6930	$354,000	$20,532	$302,500	$65,381	6%	22%	16%
Public Property	4387ELB	$345,000	$345,000	$345,000	$345,000	100%	100%	0%
Quasi	OHCD13	$317,000	$79,250	$317,000	$0	25%	0%	-25%
Public Property	4178ELEC	$315,690	$315,690	$328,442	$63,419	100%	19%	-81%
Public Property	4158GCON	$305,975	$110,151	$357,489	$48,956	36%	14%	-22%
Public Property	4995GCON	$279,400	$279,400	$104,211	$104,211	100%	100%	0%
Water	2876 PLUM	$277,000	$55,700	$262,460	$59,166	20%	23%	2%
Quasi	OHCD12	$225,000	$56,250	$225,000	$11,250	25%	5%	-20%
Public Property	4281ELBG	$223,890	$49,256	$219,967	$36,900	22%	17%	-5%
Quasi	OHCD5	$215,000	$53,750	$215,000	$53,750	25%	25%	0%
Quasi	OHCD10	$115,000	$20,700	$115,000	$10,350	18%	9%	-9%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure A.1.2 – All Contracts Sorted by Bid Amount (Closed)

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
PubPriv	NPP41	$244,000,000	$60,982,750	$244,000,000	$50,396,145	25%	21%	-4%
PubPriv	NPP28	$155,000,000	$54,075,000	$155,000,000	$62,109,000	35%	40%	5%
PubPriv	NPP33	$150,000,000	$45,000,000	$150,000,000	$46,170,000	30%	31%	1%
PubPriv	NPP42	$97,600,000	$29,280,000	$97,600,000	$23,424,000	30%	24%	-6%
PubPriv	NPP37	$95,000,000	$23,750,000	$95,000,000	$22,239,500	25%	23%	-2%
PubPriv	NPP39	$70,300,000	$21,090,000	$70,300,000	$18,981,000	30%	27%	-3%
PubPriv	NPP47	$60,000,000	$21,000,000	$60,000,000	$15,600,000	35%	26%	-9%
PubPriv	NPP45	$50,000,000	$18,500,000	$50,000,000	$14,095,000	37%	28%	-9%
Quasi	OHCD79	$33,300,000	$8,325,000	$33,300,000	$6,660,000	25%	20%	-5%
PubPriv	NPP46	$32,080,000	$9,624,000	$32,080,000	$6,756,048	30%	21%	-9%
Quasi	OHCD61	$30,000,000	$7,500,000	$30,000,000	$7,500,000	25%	25%	0%
PubPriv	NPP21	$25,300,000	$8,855,000	$25,300,000	$13,156,000	35%	52%	17%
Public Property	4519ELGB	$24,495,000	$8,073,656	$24,495,000	$7,738,079	33%	32%	-1%
PubPriv	NPP29	$22,270,000	$5,567,500	$22,270,000	$6,663,184	25%	30%	5%
Quasi	OHCD70	$19,650,000	$4,912,500	$19,650,000	$4,519,500	25%	23%	-2%
PubPriv	NPP36	$18,900,000	$6,237,000	$18,900,000	$6,048,000	33%	32%	-1%
PubPriv	NPP26	$18,500,000	$6,475,000	$18,500,000	$7,955,000	35%	43%	8%
PubPriv	NPP38	$18,000,000	$5,040,000	$18,000,000	$4,536,000	28%	25%	-3%
PubPriv	NPP44	$17,900,000	$6,265,000	$17,900,000	$4,707,700	35%	26%	-9%
Quasi	OHCD84	$17,000,000	$4,250,000	$17,000,000	$3,060,000	25%	18%	-7%
Streets	3702	$15,836,650	$3,219,591	$16,415,211	$4,048,984	20%	25%	4%
Quasi	OHCD73	$15,400,000	$3,850,000	$15,400,000	$3,080,000	25%	20%	-5%
PubPriv	NPP48	$14,865,000	$3,716,250	$14,865,000	$2,191,101	25%	15%	-10%
Quasi	OHCD44	$14,151,000	$3,537,750	$14,151,000	$4,245,300	25%	30%	5%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
PubPriv	NPP24	$13,600,000	$3,400,000	$13,600,000	$4,938,160	25%	36%	11%
PubPriv	NPP27	$13,500,000	$3,375,000	$13,500,000	$4,236,300	25%	31%	6%
Quasi	OHCD64	$13,450,000	$3,362,500	$13,450,000	$3,228,000	25%	24%	-1%
Quasi	OHCD43	$13,260,000	$3,315,000	$13,260,000	$3,978,000	25%	30%	5%
PubPriv	NPP34	$12,785,000	$3,196,250	$12,785,000	$3,137,439	25%	25%	0%
Public Property	4191GCON	$12,366,900	$3,339,063	$13,085,440	$2,353,104	27%	18%	-9%
Quasi	OHCD36	$12,200,000	$2,684,000	$12,200,000	$3,660,000	22%	30%	8%
Quasi	OHCD39	$11,580,000	$2,895,000	$11,580,000	$3,705,600	25%	32%	7%
Quasi	OHCD45	$11,300,000	$2,825,000	$11,300,000	$3,051,000	25%	27%	2%
Quasi	OHCD96	$11,000,000	$2,750,000	$11,000,000	$1,320,000	25%	12%	-13%
Quasi	OHCD30	$10,800,000	$2,700,000	$10,800,000	$4,104,000	25%	38%	13%
Quasi	OHCD58	$10,750,000	$2,139,583	$10,750,000	$2,139,583	20%	20%	0%
Quasi	OHCD56	$10,320,000	$2,580,000	$10,320,000	$2,580,000	25%	25%	0%
Public Property	4519ELEC	$10,196,016	$2,202,336	$10,196,016	$2,183,401	22%	21%	0%
PubPriv	NPP22	$10,179,000	$2,544,750	$10,179,000	$4,247,697	25%	42%	17%
Quasi	OHCD90	$9,830,000	$2,457,500	$9,830,000	$1,474,500	25%	15%	-10%
Public Property	4519MECH	$9,645,000	$1,877,761	$9,645,000	$1,896,976	19%	20%	0%
Quasi	OHCD92	$9,400,000	$2,439,163	$9,400,000	$1,496,819	26%	16%	-10%
Quasi	OHCD76	$9,340,000	$2,335,000	$9,340,000	$1,868,000	25%	20%	-5%
Quasi	OHCD47	$9,300,000	$2,325,000	$9,300,000	$2,511,000	25%	27%	2%
Quasi	OHCD50	$8,830,000	$2,207,500	$8,830,000	$2,384,100	25%	27%	2%
Quasi	OHCD46	$8,510,000	$2,127,500	$8,510,000	$2,297,700	25%	27%	2%
Quasi	OHCD33	$8,400,000	$2,100,000	$8,400,000	$2,940,000	25%	35%	10%
Quasi	OHCD42	$8,400,000	$2,100,000	$8,400,000	$2,520,000	25%	30%	5%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Quasi	OHCD87	$8,170,000	$2,042,500	$8,170,000	$1,388,900	25%	17%	-8%
PubPriv	NPP30	$7,799,000	$1,949,750	$7,799,000	$2,276,528	25%	29%	4%
Quasi	OHCD77	$6,820,000	$1,705,000	$6,820,000	$1,364,000	25%	20%	-5%
PubPriv	NPP35	$6,700,000	$1,675,000	$6,700,000	$1,634,130	25%	24%	-1%
PubPriv	NPP32	$6,500,000	$650,000	$6,500,000	$715,000	10%	11%	1%
PubPriv	NPP25	$6,322,000	$1,580,500	$6,322,000	$2,264,540	25%	36%	11%
Quasi	OHCD55	$6,300,000	$2,329,836	$6,300,000	$2,391,775	37%	38%	1%
Quasi	OHCD71	$6,000,000	$1,500,000	$6,000,000	$1,380,000	25%	23%	-2%
PubPriv	NPP20	$5,800,000	$1,450,000	$5,800,000	$2,727,740	25%	47%	22%
Public Property	4519SITE	$5,707,451	$984,216	$5,707,451	$1,308,697	17%	23%	6%
Quasi	OHCD68	$5,590,000	$1,397,500	$5,590,000	$1,285,700	25%	23%	-2%
PubPriv	NPP31	$5,493,000	$1,373,250	$5,493,000	$1,480,364	25%	27%	2%
Aviation	6897	$5,184,321	$1,036,864	$5,573,629	$1,072,188	20%	19%	-1%
Water	2320	$5,170,100	$1,069,791	$5,027,262	$1,058,263	21%	21%	0%
PubPriv	NPP23	$5,057,000	$1,264,250	$5,057,000	$2,010,158	25%	40%	15%
Public Property	4519PLUM	$4,248,000	$919,985	$4,248,000	$875,055	22%	21%	-1%
Water	2848	$3,936,000	$1,383,640	$4,060,720	$1,293,578	35%	32%	-3%
Public Property	4568GCON	$3,900,107	$1,126,757	$4,603,549	$1,413,881	29%	31%	2%
PubPriv	NPP40	$3,778,000	$944,500	$3,778,000	$782,424	25%	21%	-4%
Aviation	6898	$3,765,400	$890,931	$3,917,120	$897,409	24%	23%	-1%
Water	2322	$3,647,060	$387,000	$3,772,457	$578,483	11%	15%	5%
Quasi	PIDC2	$3,600,000	$1,260,000	$3,600,000	$3,600,000	35%	100%	65%
Quasi	OHCD40	$3,560,000	$890,000	$3,560,000	$1,139,200	25%	32%	7%
Quasi	OHCD85	$3,400,000	$1,112,159	$3,400,000	$853,344	33%	25%	-8%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Water	2328	$3,378,555	$727,517	$3,312,693	$626,837	22%	19%	-3%
Quasi	OHCD107	$3,297,000	$824,250	$3,297,000	$0	25%	0%	-25%
Water	2339	$3,101,686	$731,484	$3,256,800	$748,176	24%	23%	-1%
Quasi	OHCD31	$2,900,000	$725,000	$2,900,000	$1,044,000	25%	36%	11%
Public Property	4519ELBSITE	$2,862,000	$1,242,226	$2,862,000	$1,082,953	43%	38%	-6%
Aviation	6931	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%
Quasi	OHCD86	$2,800,000	$805,769	$2,800,000	$589,622	29%	21%	-8%
Quasi	OHCD89	$2,720,000	$680,000	$2,720,000	$435,200	25%	16%	-9%
Aviation	6938	$2,426,000	$594,370	$2,662,924	$734,571	25%	28%	3%
Quasi	OHCD35	$2,400,000	$600,000	$2,400,000	$816,000	25%	34%	9%
Water	2382	$2,341,867	$412,181	$2,241,945	$412,830	18%	18%	1%
Aviation	6905	$2,324,391	$488,122	$2,860,280	$491,989	21%	17%	-4%
Water	2353	$2,323,114	$349,500	$2,568,168	$409,633	15%	16%	1%
Water	2834	$2,309,000	$595,000	$2,424,271	$626,753	26%	26%	0%
Quasi	OHCD41	$2,200,000	$550,000	$2,200,000	$682,000	25%	31%	6%
Streets	3738	$2,076,531	$121,477	$2,139,264	$150,406	6%	7%	1%
Water	2632	$1,898,800	$278,360	$1,636,401	$253,095	15%	15%	1%
Water	2181	$1,730,746	$352,000	$1,663,875	$347,028	20%	21%	1%
Water	2331	$1,700,145	$370,000	$1,852,299	$459,741	22%	25%	3%
Quasi	OHCD101	$1,700,000	$425,000	$1,700,000	$119,000	25%	7%	-18%
PubPriv	NPP19	$1,700,000	$391,000	$1,700,000	$1,275,000	23%	75%	52%
Public Property	4623 ELEC	$1,676,880	$335,373	$2,035,827	$324,161	20%	16%	-4%
Streets	3728	$1,629,248	$105,901	$1,623,989	$85,951	7%	5%	-1%
Aviation	6952ELB	$1,600,134	$169,614	$1,669,239	$139,038	11%	8%	-2%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Streets	3727	$1,495,145	$112,734	$1,417,563	$168,990	8%	12%	4%
Streets	3717	$1,400,000	$1,036,280	$1,526,752	$149,206	74%	10%	-64%
Quasi	OHCD22	$1,400,000	$350,000	$1,400,000	$700,000	25%	50%	25%
Public Property	4022MECH	$1,383,880	$145,187	$1,480,178	$285,855	10%	19%	9%
Streets	3733	$1,340,432	$263,127	$1,447,563	$164,063	20%	11%	-8%
Water	2317	$1,328,235	$266,350	$1,400,239	$304,378	20%	22%	2%
Streets	3737	$1,319,991	$70,620	$1,212,489	$28,390	5%	2%	-3%
Quasi	OHCD32	$1,250,000	$312,500	$1,250,000	$450,000	25%	36%	11%
Water	2319	$1,247,505	$188,500	$1,262,658	$122,141	15%	10%	-5%
Aviation	6919	$1,178,000	$117,800	$1,239,457	$124,519	10%	10%	0%
Water	2329	$1,167,500	$175,500	$1,200,864	$174,949	15%	15%	0%
Streets	3739ELB	$1,155,000	$0	$1,191,138	$46,909	0%	4%	4%
Quasi	OHCD105	$1,130,000	$274,590	$1,130,000	$0	24%	0%	-24%
Water	2509	$1,126,485	$276,165	$1,289,877	$143,480	25%	11%	-13%
PubPriv	NPP43	$1,100,000	$429,000	$1,100,000	$352,000	39%	32%	-7%
Quasi	OHCD106	$1,100,000	$275,000	$1,100,000	$0	25%	0%	-25%
Public Property	4529MECH	$1,075,880	$308,735	$1,067,954	$291,356	29%	27%	-1%
Public Property	4685GCON	$1,064,891	$53,245	$1,137,083	$95,122	5%	8%	3%
Quasi	OHCD29	$1,060,000	$265,000	$1,060,000	$402,800	25%	38%	13%
Aviation	6947	$1,055,000	$200,450	$1,025,016	$199,470	19%	19%	0%
Water	2882	$1,049,800	$183,000	$955,193	$188,950	17%	20%	2%
Quasi	OHCD67	$1,000,000	$311,928	$1,000,000	$300,000	31%	30%	-1%
Quasi	OHCD59	$1,000,000	$250,000	$1,000,000	$250,000	25%	25%	0%
Water	2385	$991,000	$76,180	$981,000	$56,764	8%	6%	-2%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Water	2368	$989,000	$104,450	$945,638	$168,717	11%	18%	7%
Water	2338	$983,000	$158,000	$1,027,593	$185,505	16%	18%	2%
Streets	3726	$976,552	$106,444	$965,993	$85,012	11%	9%	-2%
Water	2316	$936,000	$273,824	$992,162	$257,047	29%	26%	-3%
Water	2369	$871,215	$132,000	$828,523	$160,612	15%	19%	4%
Public Property	4085ELBE	$871,182	$89,760	$887,179	$89,072	10%	10%	0%
Quasi	OHCD37	$868,000	$217,000	$868,000	$277,760	25%	32%	7%
Streets	3675	$832,769	$58,294	$780,789	$29,885	7%	4%	-3%
Public Property	4296ELEC	$830,110	$124,000	$877,053	$189,904	15%	22%	7%
Public Property	4898ROOF	$810,730	$162,146	$852,217	$188,472	20%	22%	2%
Public Property	4437GCON	$805,560	$252,041	$867,099	$249,355	31%	29%	-3%
Water	2812	$795,200	$58,282	$841,629	$65,579	7%	8%	0%
Water	2345	$793,600	$120,000	$846,120	$128,762	15%	15%	0%
Water	2854	$774,000	$92,945	$707,318	$96,555	12%	14%	2%
Public Property	4417GCON	$770,730	$269,755	$750,505	$322,918	35%	43%	8%
Public Property	4364MECH	$763,980	$229,194	$978,161	$229,194	30%	23%	-7%
Water	2335	$763,300	$114,600	$763,535	$117,089	15%	15%	0%
Quasi	OHCD81	$760,000	$261,875	$760,000	$214,686	34%	28%	-6%
Public Property	4059GCON	$753,117	$225,935	$941,388	$225,936	30%	24%	-6%
Water	2010	$753,000	$67,000	$677,336	$42,365	9%	6%	-3%
Public	4728ELEC	$740,000	$347,800	$814,000	$347,869	47%	43%	-4%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Property								
Streets	3672	$732,428	$59,327	$707,109	$133,032	8%	19%	11%
Streets	3700	$716,236	$83,800	$716,236	$49,712	12%	7%	-5%
Water	2366	$715,509	$139,703	$813,601	$195,336	20%	24%	4%
Streets	3701	$713,996	$52,836	$650,717	$37,350	7%	6%	-2%
Streets	3670	$712,113	$36,318	$775,902	$43,405	5%	6%	0%
Public Property	4504ROOF	$707,064	$155,554	$699,551	$155,554	22%	22%	0%
Public Property	4089ROOF	$699,720	$594,199	$696,337	$405,781	85%	58%	-27%
Streets	3673	$685,569	$104,892	$887,359	$123,042	15%	14%	-1%
Water	2350	$676,600	$136,000	$850,192	$140,402	20%	17%	-4%
Public Property	4066GCON	$660,370	$122,522	$703,510	$130,787	19%	19%	0%
Aviation	6940	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%
Aviation	6941	$625,000	$625,000	$227,115	$227,115	100%	100%	0%
Aviation	6906	$624,767	$624,767	$640,117	$132,276	21%	21%	0%
Public Property	4539GCON	$623,790	$168,423	$738,845	$191,995	27%	26%	-1%
Quasi	OHCD102	$600,000	$150,000	$600,000	$36,000	25%	6%	-19%
Public Property	4315GCON	$578,641	$181,346	$583,502	$102,701	31%	18%	-14%
Public Property	4088ROOF	$577,049	$144,705	$611,442	$150,596	25%	25%	0%
Water	2343	$576,365	$58,000	$595,426	$81,468	10%	14%	4%
Public Property	4357ELEC	$576,300	$115,260	$633,694	$115,868	20%	18%	-2%
Water	2313	$575,095	$85,750	$951,800	$83,894	15%	9%	-6%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Water	2813	$567,000	$51,030	$343,354	$51,064	9%	15%	6%
Quasi	OHCD19	$565,000	$141,250	$565,000	$565,000	25%	100%	75%
Quasi	OHCD28	$562,000	$140,500	$562,000	$213,560	25%	38%	13%
Aviation	6893R	$553,186	$127,233	$555,281	$124,400	23%	22%	-1%
Quasi	OHCD17	$545,000	$136,250	$545,000	$545,000	25%	100%	75%
Water	2547	$525,000	$50,960	$576,679	$257,182	10%	45%	35%
Water	2523	$522,000	$116,192	$540,071	$121,958	22%	23%	0%
Quasi	OHCD25	$512,000	$128,000	$512,000	$225,280	25%	44%	19%
Public Property	4527GCON	$508,980	$320,601	$454,575	$177,689	63%	39%	-24%
Public Property	4081ELEC	$499,800	$124,950	$517,942	$119,789	25%	23%	-2%
Public Property	4662GCON	$495,500	$495,500	$644,288	$644,288	100%	100%	0%
Public Property	4495GCON	$491,640	$333,361	$833,150	$236,298	68%	28%	-39%
Streets	3678	$483,305	$76,942	$609,495	$53,283	16%	9%	-7%
Water	2355	$482,230	$72,739	$523,451	$71,930	15%	14%	-1%
Water	2520	$474,000	$96,999	$474,000	$110,328	20%	23%	3%
Public Property	4084ELBE	$466,140	$93,858	$483,882	$91,978	20%	19%	-1%
Public Property	4085ELBG	$464,900	$145,840	$557,364	$107,514	31%	19%	-12%
Water	2513	$462,000	$35,600	$457,000	$1,021	8%	0%	-7%
Water	2341	$458,330	$49,000	$446,183	$65,920	11%	15%	4%
Public Property	4179GCON	$456,960	$405,000	$481,110	$451,050	89%	94%	5%
Public	4073GCON	$455,430	$455,430	$520,000	$520,000	100%	100%	0%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Property								
Streets	3674	$454,081	$25,429	$388,417	$21,063	6%	5%	0%
Public Property	4411ELEC	$448,800	$26,928	$458,969	$110,491	6%	24%	18%
Water	2538	$438,280	$56,400	$442,480	$67,852	13%	15%	2%
Water	2334	$426,000	$67,973	$426,000	$69,263	16%	16%	0%
Streets	3736	$418,960	$21,367	$425,349	$259,352	5%	61%	56%
Water	2527	$414,000	$77,700	$417,644	$85,301	19%	20%	2%
Aviation	6939	$413,213	$24,793	$551,026	$41,321	6%	7%	1%
Water	2567	$412,800	$48,000	$428,005	$38,280	12%	9%	-3%
Public Property	4636GCON	$411,140	$123,342	$439,488	$101,051	30%	23%	-7%
Public Property	4508	$410,040	$143,514	$462,824	$97,635	35%	21%	-14%
Water	2348	$401,055	$64,000	$439,949	$32,456	16%	7%	-9%
Public Property	4170GCONR	$395,760	$71,237	$446,216	$72,940	18%	16%	-2%
Public Property	4159GCON	$388,620	$101,040	$503,789	$101,577	26%	20%	-6%
Water	2377	$383,551	$58,100	$388,838	$75,890	15%	20%	4%
Streets	3711	$377,183	$37,718	$444,822	$45,770	10%	10%	0%
Streets	3752	$377,000	$377,000	$300,675	$300,675	100%	100%	0%
Public Property	4082ELEC	$374,340	$33,690	$380,873	$101,347	9%	27%	18%
Water	2389	$368,030	$29,443	$260,365	$16,030	8%	6%	-2%
Streets	3563	$366,000	$98,820	$383,864	$210,320	27%	55%	28%
Water	2564	$353,040	$5,300	$366,116	$13,175	2%	4%	2%
Public	4033MECH	$349,660	$94,408	$390,177	$54,549	27%	14%	-13%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Property								
Public Property	4633GCON	$347,376	$75,813	$357,642	$72,608	22%	20%	-2%
Public Property	4669GCON	$344,199	$89,492	$353,859	$81,393	26%	23%	-3%
Water	2388	$334,938	$16,747	$262,654	$65,313	5%	25%	20%
Aviation	6955ELB	$333,000	$6,660	$363,593	$6,344	2%	2%	0%
Public Property	4447ELBR	$315,112	$94,700	$316,439	$173,418	30%	55%	25%
Quasi	OHCD38	$302,000	$75,500	$302,000	$96,640	25%	32%	7%
Streets	3753	$300,000	$6,000	$228,573	$96,830	2%	42%	40%
Streets	3741	$299,493	$5,990	$329,983	$12,765	2%	4%	2%
Public Property	4474GCON	$294,800	$70,752	$329,760	$60,726	24%	18%	-6%
Public Property	4063MECH	$291,720	$86,366	$286,560	$86,366	30%	30%	1%
Public Property	4084ELBG	$291,360	$38,500	$296,282	$41,703	13%	14%	1%
Public Property	4644ELEC	$288,150	$86,175	$293,992	$91,355	30%	31%	1%
Public Property	4157ELEC	$287,850	$2,879	$293,291	$72,000	1%	25%	24%
Public Property	4303GCON	$282,040	$282,040	$350,102	$350,102	100%	100%	1.31E-06
Public Property	4525GCON	$277,032	$55,406	$306,595	$55,407	20%	18%	-2%
Public Property	4532GCON	$273,360	$84,742	$318,296	$94,850	31%	30%	-1%
Public Property	4568PLUM	$267,014	$40,323	$267,013	$40,323	15%	15%	5.66E-07

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Streets	3666	$253,200	$37,980	$278,520	$60,900	15%	22%	7%
Streets	3729	$250,852	$5,017	$266,202	$7,880	2%	3%	1%
Quasi	OHCD20	$250,000	$62,500	$250,000	$250,000	25%	100%	75%
Quasi	OHCD91	$249,000	$62,250	$249,000	$37,350	25%	15%	-10%
Quasi	OHCD60	$242,000	$60,500	$242,000	$60,500	25%	25%	0%
Quasi	OHCD78	$235,000	$58,750	$235,000	$47,000	25%	20%	-5%
Quasi	OHCD23	$230,000	$107,905	$230,000	$163,418	47%	71%	24%
Quasi	OHCD66	$230,000	$57,500	$230,000	$55,200	25%	24%	-1%
Quasi	OHCD88	$230,000	$57,500	$230,000	$36,800	25%	16%	-9%
Streets	3683	$229,220	$56,159	$208,926	$21,865	25%	10%	-14%
Quasi	OHCD52	$225,000	$56,250	$225,000	$58,500	25%	26%	1%
Quasi	OHCD53	$222,000	$55,500	$222,000	$57,720	25%	26%	1%
Public Property	4123ROOF	$212,000	$212,000	$16,684	$16,684	100%	100%	0%
Quasi	OHCD27	$204,000	$51,000	$204,000	$81,600	25%	40%	15%
Quasi	OHCD95	$200,000	$50,000	$200,000	$24,000	25%	12%	-13%
Quasi	OHCD100	$196,000	$50,960	$196,000	$17,640	26%	9%	-17%
Quasi	OHCD24	$194,000	$52,380	$194,000	$89,240	27%	46%	19%
Quasi	OHCD82	$191,000	$47,750	$191,000	$34,380	25%	18%	-7%
Quasi	OHCD98	$189,000	$45,360	$189,000	$17,010	24%	9%	-15%
Quasi	OHCD54	$188,000	$50,760	$188,000	$52,640	27%	28%	1%
Quasi	OHCD97	$187,000	$52,360	$187,000	$28,050	28%	15%	-13%
Quasi	OHCD15	$187,000	$33,660	$187,000	$187,000	18%	100%	82%
Quasi	OHCD16	$185,000	$33,300	$185,000	$185,000	18%	100%	82%
Quasi	OHCD34	$183,000	$44,469	$183,000	$62,220	24%	34%	10%
Quasi	OHCD18	$180,000	$45,000	$180,000	$180,000	25%	100%	75%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Quasi	OHCD99	$168,000	$42,000	$168,000	$13,440	25%	8%	-17%
Quasi	OHCD62	$167,000	$36,740	$167,000	$35,070	22%	21%	-1%
Quasi	OHCD48	$165,000	$41,250	$165,000	$44,550	25%	27%	2%
Quasi	OHCD21	$162,000	$27,540	$162,000	$72,900	17%	45%	28%
Quasi	OHCD75	$156,000	$39,000	$156,000	$31,200	25%	20%	-5%
Quasi	OHCD51	$150,000	$37,500	$150,000	$40,500	25%	27%	2%
Quasi	OHCD83	$150,000	$37,500	$150,000	$27,000	25%	18%	-7%
Quasi	OHCD49	$148,000	$37,000	$148,000	$39,960	25%	27%	2%
Quasi	OHCD14	$135,000	$24,300	$135,000	$135,000	18%	100%	82%
Quasi	OHCD94	$120,000	$30,000	$120,000	$15,600	25%	13%	-12%
Quasi	OHCD80	$118,000	$21,240	$118,000	$14,160	18%	12%	-6%
Quasi	OHCD93	$117,000	$29,250	$117,000	$16,380	25%	14%	-11%
Quasi	OHCD103	$115,000	$28,750	$115,000	$5,750	25%	5%	-20%
Quasi	OHCD74	$114,000	$20,520	$114,000	$14,820	18%	13%	-5%
Quasi	OHCD63	$110,000	$27,500	$110,000	$26,400	25%	24%	-1%
Quasi	OHCD26	$108,000	$19,440	$108,000	$37,800	18%	35%	17%
Quasi	OHCD57	$100,000	$61,579	$100,000	$61,579	62%	62%	0%
Quasi	OHCD65	$100,000	$25,000	$100,000	$24,000	25%	24%	-1%
Quasi	OHCD69	$100,000	$25,000	$100,000	$23,000	25%	23%	-2%
Quasi	OHCD72	$100,000	$25,000	$100,000	$22,000	25%	22%	-3%
Quasi	OHCD104	$75,000	$18,750	$75,000	$1,500	25%	2%	-23%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure A.2.1 – All Contracts Sorted by Variance (Active)

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	NPW	$20,890,875	$0	$22,929,727	$23,003,130	0%	100%	100%
2	Water	$5,865,000	$1,238,575	$4,358,426	$2,581,380	21%	59%	38%
3	NPW	$10,778,190	$0	$10,557,306	$3,429,676	0%	32%	32%
4	Quasi	$2,700,000	$0	$2,700,000	$729,000	0%	27%	27%
5	Streets	$15,346,808	$4,143,638	$4,382,305	$2,273,293	27%	52%	25%
6	Aviation	$2,000,000	$270,020	$1,375,578	$502,395	14%	37%	23%
7	Water	$1,190,871	$238,174	$700,687	$288,700	20%	41%	21%
8	PubPriv	$34,500,000	$0	$34,500,000	$7,248,450	0%	21%	21%
9	Water	$1,174,075	$198,000	$1,086,217	$362,248	17%	33%	16%
10	Aviation	$354,000	$20,532	$302,500	$65,381	6%	22%	16%
11	Water	$4,299,200	$721,181	$3,691,740	$1,047,833	17%	28%	12%
12	Aviation	$2,773,700	$118,160	$789,571	$114,899	4%	15%	10%
13	Quasi	$16,000,000	$4,000,000	$16,000,000	$5,600,000	25%	35%	10%
14	Public Property	$507,295	$136,969	$502,394	$185,496	27%	37%	10%
15	PubPriv	$5,558,000	$1,389,500	$5,558,000	$1,934,184	25%	35%	10%
16	Water	$611,200	$124,450	$605,624	$181,429	20%	30%	10%
17	Aviation	$6,068,000	$969,060	$2,796,398	$700,306	16%	25%	9%
18	Quasi	$34,000,000	$0	$34,000,000	$3,060,000	0%	9%	9%
19	Water	$966,742	$193,350	$616,596	$176,721	20%	29%	9%
20	Aviation	$367,200	$83,465	$312,195	$97,815	23%	31%	9%
21	Public Property	$532,499	$5,325	$562,973	$53,893	1%	10%	9%
22	Water	$1,220,000	$215,000	$1,097,347	$285,293	18%	26%	8%
23	PubPriv	$42,000,000	$10,500,000	$42,000,000	$13,734,000	25%	33%	8%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
24	Water	$2,174,000	$300,012	$1,530,740	$325,480	14%	21%	7%
25	Water	$2,329,675	$465,940	$1,642,499	$433,362	20%	26%	6%
26	Water	$2,423,955	$403,670	$278,095	$63,429	17%	23%	6%
27	PubPriv	$60,000,000	$16,800,000	$60,000,000	$20,400,000	28%	34%	6%
28	PubPriv	$88,000,000	$22,000,000	$88,000,000	$27,104,000	25%	31%	6%
29	PubPriv	$100,000,000	$9,036,000	$100,000,000	$14,056,000	9%	14%	5%
30	Water	$2,114,000	$565,000	$1,912,034	$600,006	27%	31%	5%
31	PubPriv	$46,120,000	$13,836,000	$46,120,000	$15,911,400	30%	35%	5%
32	Water	$1,933,000	$422,500	$1,860,636	$489,475	22%	26%	4%
33	PubPriv	$338,000,000	$118,000,000	$338,000,000	$132,000,000	35%	39%	4%
34	Water	$1,420,900	$220,100	$1,283,370	$249,886	15%	19%	4%
35	NPW	$12,284,534	$2,823,430	$10,522,542	$2,836,912	23%	27%	4%
36	Water	$2,781,000	$138,913	$2,754,322	$246,130	5%	9%	4%
37	Aviation	$2,550,000	$299,370	$2,570,977	$388,498	12%	15%	3%
38	Water	$987,800	$197,560	$866,004	$200,748	20%	23%	3%
39	Public Property	$800,000	$200,000	$641,882	$178,266	25%	28%	3%
40	Water	$1,919,030	$310,000	$1,642,023	$309,750	16%	19%	3%
41	Water	$1,300,000	$202,500	$1,364,166	$248,896	16%	18%	3%
42	Water	$277,000	$55,700	$262,460	$59,166	20%	23%	2%
43	Water	$1,911,080	$285,000	$1,932,220	$330,267	15%	17%	2%
44	PubPriv	$84,000,000	$27,720,000	$84,000,000	$29,400,000	33%	35%	2%
45	Quasi	$563,000	$0	$563,000	$11,260	0%	2%	2%
46	Water	$944,958	$215,043	$887,173	$219,433	23%	25%	2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
47	Water	$2,106,000	$324,324	$2,019,443	$333,290	15%	17%	1%
48	PubPriv	$86,700,000	$23,409,000	$86,700,000	$24,276,000	27%	28%	1%
49	Water	$38,067,000	$11,804,384	$35,845,505	$11,432,086	31%	32%	1%
50	Water	$5,280,500	$336,155	$4,694,932	$338,338	6%	7%	1%
51	Water	$1,310,495	$196,000	$1,369,946	$214,164	15%	16%	1%
52	NPW	$35,000,000	$15,750,000	$21,715,048	$9,903,183	45%	46%	1%
53	Water	$1,045,086	$167,000	$1,234,475	$204,003	16%	17%	1%
54	Water	$460,000	$84,000	$504,395	$94,042	18%	19%	0%
55	Water	$502,790	$106,000	$500,202	$106,000	21%	21%	0%
56	Water	$1,885,256	$298,059	$1,771,598	$281,454	16%	16%	0%
57	Water	$2,789,454	$578,419	$2,794,933	$581,496	21%	21%	0%
58	Water	$2,883,155	$404,000	$2,818,301	$395,673	14%	14%	0%
59	Water	$4,071,590	$4,071,590	$4,228,821	$4,228,821	100%	100%	0%
60	NPW	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100%	100%	0%
61	Public Property	$1,500,000	$1,558,000	$1,500,000	$1,558,000	104%	104%	0%
62	Streets	$1,220,000	$1,220,000	$549,275	$549,275	100%	100%	0%
63	Public Property	$616,800	$616,800	$613,160	$613,160	100%	100%	0%
64	Water	$580,825	$580,825	$578,804	$578,804	100%	100%	0%
65	Public Property	$363,960	$363,960	$363,960	$363,960	100%	100%	0%
66	Public Property	$345,000	$345,000	$345,000	$345,000	100%	100%	0%
67	Public Property	$279,400	$279,400	$104,211	$104,211	100%	100%	0%
68	Quasi	$215,000	$53,750	$215,000	$53,750	25%	25%	0%
69	NPW	$7,688,360	$7,688,360	$6,903,297	$6,902,297	100%	100%	0%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
70	Public Property	$871,182	$217,795	$887,179	$220,824	25%	25%	0%
71	Public Property	$517,982	$119,136	$524,783	$120,000	23%	23%	0%
72	Water	$3,573,975	$728,696	$2,836,561	$574,020	20%	20%	0%
73	Water	$1,873,610	$372,324	$1,892,061	$370,905	20%	20%	0%
74	Water	$1,351,257	$223,000	$1,339,152	$217,063	17%	16%	0%
75	Water	$1,383,000	$216,330	$766,896	$117,629	16%	15%	0%
76	Public Property	$1,547,704	$192,846	$1,598,369	$192,846	12%	12%	0%
77	Water	$1,996,000	$265,604	$1,501,790	$192,907	13%	13%	0%
78	PubPriv	$9,500,000	$2,375,000	$9,500,000	$2,327,500	25%	25%	-1%
79	Water	$5,070,000	$1,091,000	$5,250,786	$1,097,587	22%	21%	-1%
80	Water	$3,312,000	$537,700	$4,239,801	$661,415	16%	16%	-1%
81	Water	$2,773,225	$381,611	$2,453,984	$320,069	14%	13%	-1%
82	PubPriv	$91,600,000	$32,060,000	$91,600,000	$30,960,800	35%	34%	-1%
83	Water	$2,986,750	$373,166	$2,761,731	$310,494	12%	11%	-1%
84	Aviation	$1,558,000	$264,860	$1,511,224	$237,937	17%	16%	-1%
85	Water	$2,460,000	$331,240	$2,552,523	$307,187	13%	12%	-1%
86	PubPriv	$68,100,000	$17,025,000	$68,100,000	$15,935,400	25%	23%	-2%
87	Water	$772,000	$115,970	$846,515	$112,841	15%	13%	-2%
88	Water	$2,648,880	$397,000	$2,768,911	$364,837	15%	13%	-2%
89	Public Property	$2,170,254	$325,538	$2,401,561	$315,971	15%	13%	-2%
90	Water	$2,375,790	$175,800	$3,535,046	$171,587	7%	5%	-3%
91	Water	$27,054,827	$11,478,189	$25,972,634	$10,348,325	42%	40%	-3%
92	Aviation	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
93	Aviation	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%
94	Water	$2,274,752	$512,258	$2,304,803	$438,719	23%	19%	-3%
95	Public Property	$388,902	$81,669	$414,596	$70,171	21%	17%	-4%
96	Streets	$600,000	$149,880	$496,023	$103,174	25%	21%	-4%
97	Public Property	$7,316,460	$2,152,797	$7,957,078	$1,987,685	29%	25%	-4%
98	Water	$1,948,080	$287,808	$1,937,283	$199,210	15%	10%	-4%
99	Aviation	$1,734,074	$676,289	$2,165,548	$738,773	39%	34%	-5%
100	PubPriv	$18,700,000	$4,675,000	$18,700,000	$3,758,700	25%	20%	-5%
101	Quasi	$1,200,000	$300,000	$1,200,000	$240,000	25%	20%	-5%
102	PubPriv	$110,000,000	$27,537,500	$110,000,000	$21,809,700	25%	20%	-5%
103	Public Property	$223,890	$49,256	$219,967	$36,900	22%	17%	-5%
104	Public Property	$530,400	$520,400	$571,595	$530,400	98%	93%	-5%
105	Water	$963,139	$224,025	$707,692	$122,024	23%	17%	-6%
106	Public Property	$788,630	$118,295	$747,689	$67,075	15%	9%	-6%
107	Water	$965,230	$154,662	$966,452	$96,387	16%	10%	-6%
108	Water	$1,482,020	$208,000	$1,492,053	$117,608	14%	8%	-6%
109	Aviation	$1,000,000	$259,400	$322,585	$63,067	26%	20%	-6%
110	Public Property	$1,607,520	$289,354	$1,678,303	$191,516	18%	11%	-7%
111	Water	$4,981,990	$1,515,444	$2,951,693	$692,579	30%	23%	-7%
112	Water	$18,548,250	$2,782,245	$5,133,986	$400,826	15%	8%	-7%
113	Water	$915,350	$117,750	$846,643	$47,041	13%	6%	-7%
114	Public Property	$686,940	$206,082	$765,588	$172,346	30%	23%	-7%
115	Water	$615,000	$107,256	$612,906	$60,182	17%	10%	-8%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
116	Streets	$2,169,400	$1,106,394	$308,610	$132,724	51%	43%	-8%
117	Quasi	$6,380,000	$1,595,000	$6,380,000	$1,084,600	25%	17%	-8%
118	Quasi	$497,000	$124,250	$497,000	$84,490	25%	17%	-8%
119	Quasi	$364,000	$91,000	$364,000	$61,880	25%	17%	-8%
120	Water	$5,317,000	$802,867	$3,849,875	$271,921	15%	7%	-8%
121	PubPriv	$16,400,000	$5,740,000	$16,400,000	$4,378,800	35%	27%	-8%
122	Water	$1,996,000	$400,000	$1,946,038	$221,989	20%	11%	-9%
123	Quasi	$115,000	$20,700	$115,000	$10,350	18%	9%	-9%
124	Water	$1,664,304	$270,076	$1,469,481	$104,722	16%	7%	-9%
125	Public Property	$3,394,000	$950,320	$3,930,514	$727,610	28%	19%	-9%
126	Public Property	$562,780	$210,073	$656,255	$180,043	37%	27%	-10%
127	PubPriv	$14,865,000	$3,716,250	$14,865,000	$2,185,155	25%	15%	-10%
128	Water	$2,248,000	$337,400	$827,357	$34,801	15%	4%	-11%
129	Water	$2,167,600	$341,300	$298,728	$10,000	16%	3%	-12%
130	Water	$1,507,224	$254,718	$1,564,898	$67,291	17%	4%	-13%
131	Public Property	$434,520	$143,392	$349,525	$69,837	33%	20%	-13%
132	Public Property	$660,450	$291,855	$619,087	$191,172	44%	31%	-13%
133	Water	$2,569,763	$388,034	$810,355	$11,403	15%	1%	-14%
134	Water	$1,244,000	$222,169	$93,424	$3,000	18%	3%	-15%
135	Water	$2,478,400	$388,000	$2,202,354	$10,835	16%	0%	-15%
136	Public Property	$875,160	$134,162	$371,301	$0	15%	0%	-15%
137	Quasi	$20,000,000	$7,000,000	$20,000,000	$3,600,000	35%	18%	-17%
138	Public Property	$448,655	$213,351	$488,904	$145,796	48%	30%	-18%
139	Aviation	$3,975,750	$807,475	$1,642,258	$40,933	20%	2%	-18%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
141	NPW	$14,720,000	$2,625,000	$8,991,430	$0	18%	0%	-18%
142	Quasi	$586,000	$146,500	$586,000	$41,020	25%	7%	-18%
143	Quasi	$225,000	$56,250	$225,000	$11,250	25%	5%	-20%
144	Public Property	$719,100	$155,100	$575,602	$8,339	22%	1%	-20%
145	Public Property	$305,975	$110,151	$357,489	$48,956	36%	14%	-22%
146	PubPriv	$24,200,000	$6,050,000	$24,200,000	$629,200	25%	3%	-22%
147	Quasi	$317,000	$79,250	$317,000	$0	25%	0%	-25%
148	Water	$19,371,128	$5,476,600	$3,982,064	$11,727	28%	0%	-28%
149	NPW	$16,000,000	$9,472,320	$20,044,876	$5,132,832	59%	26%	-34%
150	NPW	$10,500,000	$5,250,000	$7,265,462	$0	50%	0%	-50%
151	Public Property	$315,690	$315,690	$328,442	$63,419	100%	19%	-81%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure A.2.2 – All Contracts Sorted by Variance (Closed)

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	Quasi	$187,000	$33,660	$187,000	$187,000	18%	100%	82%
2	Quasi	$185,000	$33,300	$185,000	$185,000	18%	100%	82%
3	Quasi	$135,000	$24,300	$135,000	$135,000	18%	100%	82%
4	Quasi	$565,000	$141,250	$565,000	$565,000	25%	100%	75%
5	Quasi	$545,000	$136,250	$545,000	$545,000	25%	100%	75%
6	Quasi	$250,000	$62,500	$250,000	$250,000	25%	100%	75%
7	Quasi	$180,000	$45,000	$180,000	$180,000	25%	100%	75%
8	Quasi	$3,600,000	$1,260,000	$3,600,000	$3,600,000	35%	100%	65%
9	Streets	$418,960	$21,367	$425,349	$259,352	5%	61%	56%
10	PubPriv	$1,700,000	$391,000	$1,700,000	$1,275,000	23%	75%	52%
11	Streets	$300,000	$6,000	$228,573	$96,830	2%	42%	40%
12	Water	$525,000	$50,960	$576,679	$257,182	10%	45%	35%
13	Quasi	$162,000	$27,540	$162,000	$72,900	17%	45%	28%
14	Streets	$366,000	$98,820	$383,864	$210,320	27%	55%	28%
15	Quasi	$1,400,000	$350,000	$1,400,000	$700,000	25%	50%	25%
16	Public Property	$315,112	$94,700	$316,439	$173,418	30%	55%	25%
17	Quasi	$230,000	$107,905	$230,000	$163,418	47%	71%	24%
18	Public Property	$287,850	$2,879	$293,291	$72,000	1%	25%	24%
19	PubPriv	$5,800,000	$1,450,000	$5,800,000	$2,727,740	25%	47%	22%
20	Water	$334,938	$16,747	$262,654	$65,313	5%	25%	20%
21	Quasi	$512,000	$128,000	$512,000	$225,280	25%	44%	19%
22	Quasi	$194,000	$52,380	$194,000	$89,240	27%	46%	19%
23	Public Property	$448,800	$26,928	$458,969	$110,491	6%	24%	18%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
24	Public Property	$374,340	$33,690	$380,873	$101,347	9%	27%	18%
25	PubPriv	$25,300,000	$8,855,000	$25,300,000	$13,156,000	35%	52%	17%
26	Quasi	$108,000	$19,440	$108,000	$37,800	18%	35%	17%
27	PubPriv	$10,179,000	$2,544,750	$10,179,000	$4,247,697	25%	42%	17%
28	Quasi	$204,000	$51,000	$204,000	$81,600	25%	40%	15%
29	PubPriv	$5,057,000	$1,264,250	$5,057,000	$2,010,158	25%	40%	15%
30	Quasi	$10,800,000	$2,700,000	$10,800,000	$4,104,000	25%	38%	13%
31	Quasi	$1,060,000	$265,000	$1,060,000	$402,800	25%	38%	13%
32	Quasi	$562,000	$140,500	$562,000	$213,560	25%	38%	13%
33	PubPriv	$13,600,000	$3,400,000	$13,600,000	$4,938,160	25%	36%	11%
34	Quasi	$2,900,000	$725,000	$2,900,000	$1,044,000	25%	36%	11%
35	Quasi	$1,250,000	$312,500	$1,250,000	$450,000	25%	36%	11%
36	PubPriv	$6,322,000	$1,580,500	$6,322,000	$2,264,540	25%	36%	11%
37	Streets	$732,428	$59,327	$707,109	$133,032	8%	19%	11%
38	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,940,000	25%	35%	10%
39	Quasi	$183,000	$44,469	$183,000	$62,220	24%	34%	10%
40	Quasi	$2,400,000	$600,000	$2,400,000	$816,000	25%	34%	9%
41	Public Property	$1,383,880	$145,187	$1,480,178	$285,855	10%	19%	9%
42	Public Property	$770,730	$269,755	$750,505	$322,918	35%	43%	8%
43	PubPriv	$18,500,000	$6,475,000	$18,500,000	$7,955,000	35%	43%	8%
44	Quasi	$12,200,000	$2,684,000	$12,200,000	$3,660,000	22%	30%	8%
45	Water	$989,000	$104,450	$945,638	$168,717	11%	18%	7%
46	Quasi	$11,580,000	$2,895,000	$11,580,000	$3,705,600	25%	32%	7%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
47	Quasi	$3,560,000	$890,000	$3,560,000	$1,139,200	25%	32%	7%
48	Quasi	$868,000	$217,000	$868,000	$277,760	25%	32%	7%
49	Quasi	$302,000	$75,500	$302,000	$96,640	25%	32%	7%
50	Streets	$253,200	$37,980	$278,520	$60,900	15%	22%	7%
51	Public Property	$830,110	$124,000	$877,053	$189,904	15%	22%	7%
52	PubPriv	$13,500,000	$3,375,000	$13,500,000	$4,236,300	25%	31%	6%
53	Quasi	$2,200,000	$550,000	$2,200,000	$682,000	25%	31%	6%
54	Water	$567,000	$51,030	$343,354	$51,064	9%	15%	6%
55	Public Property	$5,707,451	$984,216	$5,707,451	$1,308,697	17%	23%	6%
56	PubPriv	$155,000,000	$54,075,000	$155,000,000	$62,109,000	35%	40%	5%
57	Public Property	$456,960	$405,000	$481,110	$451,050	89%	94%	5%
58	Quasi	$14,151,000	$3,537,750	$14,151,000	$4,245,300	25%	30%	5%
59	Quasi	$13,260,000	$3,315,000	$13,260,000	$3,978,000	25%	30%	5%
60	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,520,000	25%	30%	5%
61	PubPriv	$22,270,000	$5,567,500	$22,270,000	$6,663,184	25%	30%	5%
62	Water	$3,647,060	$387,000	$3,772,457	$578,483	11%	15%	5%
63	Water	$715,509	$139,703	$813,601	$195,336	20%	24%	4%
64	Streets	$1,495,145	$112,734	$1,417,563	$168,990	8%	12%	4%
65	Water	$383,551	$58,100	$388,838	$75,890	15%	20%	4%
66	Streets	$15,836,650	$3,219,591	$16,415,211	$4,048,984	20%	25%	4%
67	Water	$871,215	$132,000	$828,523	$160,612	15%	19%	4%
68	PubPriv	$7,799,000	$1,949,750	$7,799,000	$2,276,528	25%	29%	4%
69	Water	$458,330	$49,000	$446,183	$65,920	11%	15%	4%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
70	Streets	$1,155,000	$0	$1,191,138	$46,909	0%	4%	4%
71	Water	$576,365	$58,000	$595,426	$81,468	10%	14%	4%
72	Public Property	$1,064,891	$53,245	$1,137,083	$95,122	5%	8%	3%
73	Aviation	$2,426,000	$594,370	$2,662,924	$734,571	25%	28%	3%
74	Water	$1,700,145	$370,000	$1,852,299	$459,741	22%	25%	3%
75	Water	$474,000	$96,999	$474,000	$110,328	20%	23%	3%
76	Water	$438,280	$56,400	$442,480	$67,852	13%	15%	2%
77	Water	$1,049,800	$183,000	$955,193	$188,950	17%	20%	2%
78	Public Property	$810,730	$162,146	$852,217	$188,472	20%	22%	2%
79	Water	$353,040	$5,300	$366,116	$13,175	2%	4%	2%
80	Quasi	$11,300,000	$2,825,000	$11,300,000	$3,051,000	25%	27%	2%
81	Quasi	$9,300,000	$2,325,000	$9,300,000	$2,511,000	25%	27%	2%
82	Quasi	$8,830,000	$2,207,500	$8,830,000	$2,384,100	25%	27%	2%
83	Quasi	$8,510,000	$2,127,500	$8,510,000	$2,297,700	25%	27%	2%
84	Quasi	$165,000	$41,250	$165,000	$44,550	25%	27%	2%
85	Quasi	$150,000	$37,500	$150,000	$40,500	25%	27%	2%
86	Quasi	$148,000	$37,000	$148,000	$39,960	25%	27%	2%
87	Water	$983,000	$158,000	$1,027,593	$185,505	16%	18%	2%
88	PubPriv	$5,493,000	$1,373,250	$5,493,000	$1,480,364	25%	27%	2%
89	Streets	$299,493	$5,990	$329,983	$12,765	2%	4%	2%
90	Public Property	$3,900,107	$1,126,757	$4,603,549	$1,413,881	29%	31%	2%
91	Water	$1,328,235	$266,350	$1,400,239	$304,378	20%	22%	2%
92	Water	$414,000	$77,700	$417,644	$85,301	19%	20%	2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
93	Water	$774,000	$92,945	$707,318	$96,555	12%	14%	2%
94	Aviation	$413,213	$24,793	$551,026	$41,321	6%	7%	1%
95	Streets	$2,076,531	$121,477	$2,139,264	$150,406	6%	7%	1%
96	Public Property	$288,150	$86,175	$293,992	$91,355	30%	31%	1%
97	PubPriv	$6,500,000	$650,000	$6,500,000	$715,000	10%	11%	1%
98	Quasi	$225,000	$56,250	$225,000	$58,500	25%	26%	1%
99	Quasi	$222,000	$55,500	$222,000	$57,720	25%	26%	1%
100	Quasi	$188,000	$50,760	$188,000	$52,640	27%	28%	1%
101	Quasi	$6,300,000	$2,329,836	$6,300,000	$2,391,775	37%	38%	1%
102	Streets	$250,852	$5,017	$266,202	$7,880	2%	3%	1%
103	Water	$2,323,114	$349,500	$2,568,168	$409,633	15%	16%	1%
104	Public Property	$291,360	$38,500	$296,282	$41,703	13%	14%	1%
105	Water	$2,341,867	$412,181	$2,241,945	$412,830	18%	18%	1%
106	Water	$1,898,800	$278,360	$1,636,401	$253,095	15%	15%	1%
107	PubPriv	$150,000,000	$45,000,000	$150,000,000	$46,170,000	30%	31%	1%
108	Public Property	$291,720	$86,366	$286,560	$86,366	30%	30%	1%
109	Water	$1,730,746	$352,000	$1,663,875	$347,028	20%	21%	1%
110	Streets	$712,113	$36,318	$775,902	$43,405	5%	6%	0%
111	Water	$795,200	$58,282	$841,629	$65,579	7%	8%	0%
112	Aviation	$1,055,000	$200,450	$1,025,016	$199,470	19%	19%	0%
113	Water	$5,170,100	$1,069,791	$5,027,262	$1,058,263	21%	21%	0%
114	Water	$522,000	$116,192	$540,071	$121,958	22%	23%	0%
115	Water	$763,300	$114,600	$763,535	$117,089	15%	15%	0%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
116	Water	$426,000	$67,973	$426,000	$69,263	16%	16%	0%
117	Streets	$377,183	$37,718	$444,822	$45,770	10%	10%	0%
118	Public Property	$707,064	$155,554	$699,551	$155,554	22%	22%	0%
119	Public Property	$9,645,000	$1,877,761	$9,645,000	$1,896,976	19%	20%	0%
120	Water	$793,600	$120,000	$846,120	$128,762	15%	15%	0%
121	Water	$2,309,000	$595,000	$2,424,271	$626,753	26%	26%	0%
122	Aviation	$1,178,000	$117,800	$1,239,457	$124,519	10%	10%	0%
123	Public Property	$660,370	$122,522	$703,510	$130,787	19%	19%	0%
124	Public Property	$282,040	$282,040	$350,102	$350,102	100%	100%	1.31E-06
125	Public Property	$267,014	$40,323	$267,013	$40,323	15%	15%	5.66E-07
126	Quasi	$30,000,000	$7,500,000	$30,000,000	$7,500,000	25%	25%	0%
127	Quasi	$10,750,000	$2,139,583	$10,750,000	$2,139,583	20%	20%	0%
128	Quasi	$10,320,000	$2,580,000	$10,320,000	$2,580,000	25%	25%	0%
129	Quasi	$1,000,000	$250,000	$1,000,000	$250,000	25%	25%	0%
130	Aviation	$625,000	$625,000	$227,115	$227,115	100%	100%	0%
131	Public Property	$495,500	$495,500	$644,288	$644,288	100%	100%	0%
132	Public Property	$455,430	$455,430	$520,000	$520,000	100%	100%	0%
133	Streets	$377,000	$377,000	$300,675	$300,675	100%	100%	0%
134	Quasi	$242,000	$60,500	$242,000	$60,500	25%	25%	0%
135	Public Property	$212,000	$212,000	$16,684	$16,684	100%	100%	0%
136	Quasi	$100,000	$61,579	$100,000	$61,579	62%	62%	0%
137	Streets	$454,081	$25,429	$388,417	$21,063	6%	5%	0%
138	Public Property	$10,196,016	$2,202,336	$10,196,016	$2,183,401	22%	21%	0%
139	Aviation	$333,000	$6,660	$363,593	$6,344	2%	2%	0%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
140	Public Property	$871,182	$89,760	$887,179	$89,072	10%	10%	0%
141	Aviation	$624,767	$624,767	$640,117	$132,276	21%	21%	0%
142	Public Property	$577,049	$144,705	$611,442	$150,596	25%	25%	0%
143	PubPriv	$12,785,000	$3,196,250	$12,785,000	$3,137,439	25%	25%	0%
144	Water	$1,167,500	$175,500	$1,200,864	$174,949	15%	15%	0%
145	Aviation	$553,186	$127,233	$555,281	$124,400	23%	22%	-1%
146	PubPriv	$6,700,000	$1,675,000	$6,700,000	$1,634,130	25%	24%	-1%
147	Water	$3,101,686	$731,484	$3,256,800	$748,176	24%	23%	-1%
148	Aviation	$3,765,400	$890,931	$3,917,120	$897,409	24%	23%	-1%
149	Aviation	$5,184,321	$1,036,864	$5,573,629	$1,072,188	20%	19%	-1%
150	PubPriv	$18,900,000	$6,237,000	$18,900,000	$6,048,000	33%	32%	-1%
151	Quasi	$13,450,000	$3,362,500	$13,450,000	$3,228,000	25%	24%	-1%
152	Quasi	$230,000	$57,500	$230,000	$55,200	25%	24%	-1%
153	Quasi	$167,000	$36,740	$167,000	$35,070	22%	21%	-1%
154	Quasi	$110,000	$27,500	$110,000	$26,400	25%	24%	-1%
155	Quasi	$100,000	$25,000	$100,000	$24,000	25%	24%	-1%
156	Public Property	$623,790	$168,423	$738,845	$191,995	27%	26%	-1%
157	Public Property	$4,248,000	$919,985	$4,248,000	$875,055	22%	21%	-1%
158	Public Property	$466,140	$93,858	$483,882	$91,978	20%	19%	-1%
159	Quasi	$1,000,000	$311,928	$1,000,000	$300,000	31%	30%	-1%
160	Public Property	$273,360	$84,742	$318,296	$94,850	31%	30%	-1%
161	Streets	$1,629,248	$105,901	$1,623,989	$85,951	7%	5%	-1%
162	Water	$482,230	$72,739	$523,451	$71,930	15%	14%	-1%
163	Public Property	$24,495,000	$8,073,656	$24,495,000	$7,738,079	33%	32%	-1%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
164	Public Property	$1,075,880	$308,735	$1,067,954	$291,356	29%	27%	-1%
165	Streets	$685,569	$104,892	$887,359	$123,042	15%	14%	-1%
166	Public Property	$347,376	$75,813	$357,642	$72,608	22%	20%	-2%
167	PubPriv	$95,000,000	$23,750,000	$95,000,000	$22,239,500	25%	23%	-2%
168	Public Property	$395,760	$71,237	$446,216	$72,940	18%	16%	-2%
169	Streets	$713,996	$52,836	$650,717	$37,350	7%	6%	-2%
170	Public Property	$576,300	$115,260	$633,694	$115,868	20%	18%	-2%
171	Water	$368,030	$29,443	$260,365	$16,030	8%	6%	-2%
172	Public Property	$499,800	$124,950	$517,942	$119,789	25%	23%	-2%
173	Water	$991,000	$76,180	$981,000	$56,764	8%	6%	-2%
174	Public Property	$277,032	$55,406	$306,595	$55,407	20%	18%	-2%
175	Quasi	$19,650,000	$4,912,500	$19,650,000	$4,519,500	25%	23%	-2%
176	Quasi	$6,000,000	$1,500,000	$6,000,000	$1,380,000	25%	23%	-2%
177	Quasi	$5,590,000	$1,397,500	$5,590,000	$1,285,700	25%	23%	-2%
178	Quasi	$100,000	$25,000	$100,000	$23,000	25%	23%	-2%
179	Streets	$976,552	$106,444	$965,993	$85,012	11%	9%	-2%
180	Aviation	$1,600,134	$169,614	$1,669,239	$139,038	11%	8%	-2%
181	Public Property	$805,560	$252,041	$867,099	$249,355	31%	29%	-3%
182	Water	$3,378,555	$727,517	$3,312,693	$626,837	22%	19%	-3%
183	Water	$753,000	$67,000	$677,336	$42,365	9%	6%	-3%
184	Water	$412,800	$48,000	$428,005	$38,280	12%	9%	-3%
185	Aviation	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%
186	PubPriv	$18,000,000	$5,040,000	$18,000,000	$4,536,000	28%	25%	-3%
187	Public Property	$344,199	$89,492	$353,859	$81,393	26%	23%	-3%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
188	PubPriv	$70,300,000	$21,090,000	$70,300,000	$18,981,000	30%	27%	-3%
189	Quasi	$100,000	$25,000	$100,000	$22,000	25%	22%	-3%
190	Streets	$1,319,991	$70,620	$1,212,489	$28,390	5%	2%	-3%
191	Streets	$832,769	$58,294	$780,789	$29,885	7%	4%	-3%
192	Water	$3,936,000	$1,383,640	$4,060,720	$1,293,578	35%	32%	-3%
193	Aviation	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%
194	Water	$936,000	$273,824	$992,162	$257,047	29%	26%	-3%
195	Water	$676,600	$136,000	$850,192	$140,402	20%	17%	-4%
196	Aviation	$2,324,391	$488,122	$2,860,280	$491,989	21%	17%	-4%
197	Public Property	$1,676,880	$335,373	$2,035,827	$324,161	20%	16%	-4%
198	Public Property	$740,000	$347,800	$814,000	$347,869	47%	43%	-4%
199	PubPriv	$3,778,000	$944,500	$3,778,000	$782,424	25%	21%	-4%
200	PubPriv	$244,000,000	$60,982,750	$244,000,000	$50,396,145	25%	21%	-4%
201	Streets	$716,236	$83,800	$716,236	$49,712	12%	7%	-5%
202	Quasi	$33,300,000	$8,325,000	$33,300,000	$6,660,000	25%	20%	-5%
203	Quasi	$15,400,000	$3,850,000	$15,400,000	$3,080,000	25%	20%	-5%
204	Quasi	$9,340,000	$2,335,000	$9,340,000	$1,868,000	25%	20%	-5%
205	Quasi	$6,820,000	$1,705,000	$6,820,000	$1,364,000	25%	20%	-5%
206	Quasi	$235,000	$58,750	$235,000	$47,000	25%	20%	-5%
207	Quasi	$156,000	$39,000	$156,000	$31,200	25%	20%	-5%
208	Quasi	$114,000	$20,520	$114,000	$14,820	18%	13%	-5%
209	Water	$1,247,505	$188,500	$1,262,658	$122,141	15%	10%	-5%
210	Public Property	$2,862,000	$1,242,226	$2,862,000	$1,082,953	43%	38%	-6%
211	Public Property	$294,800	$70,752	$329,760	$60,726	24%	18%	-6%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
212	Public Property	$388,620	$101,040	$503,789	$101,577	26%	20%	-6%
213	PubPriv	$97,600,000	$29,280,000	$97,600,000	$23,424,000	30%	24%	-6%
214	Public Property	$753,117	$225,935	$941,388	$225,936	30%	24%	-6%
215	Quasi	$118,000	$21,240	$118,000	$14,160	18%	12%	-6%
216	Water	$575,095	$85,750	$951,800	$83,894	15%	9%	-6%
217	Quasi	$760,000	$261,875	$760,000	$214,686	34%	28%	-6%
218	Public Property	$763,980	$229,194	$978,161	$229,194	30%	23%	-7%
219	Quasi	$17,000,000	$4,250,000	$17,000,000	$3,060,000	25%	18%	-7%
220	PubPriv	$1,100,000	$429,000	$1,100,000	$352,000	39%	32%	-7%
221	Quasi	$191,000	$47,750	$191,000	$34,380	25%	18%	-7%
222	Quasi	$150,000	$37,500	$150,000	$27,000	25%	18%	-7%
223	Public Property	$411,140	$123,342	$439,488	$101,051	30%	23%	-7%
224	Streets	$483,305	$76,942	$609,495	$53,283	16%	9%	-7%
225	Water	$462,000	$35,600	$457,000	$1,021	8%	0%	-7%
226	Quasi	$3,400,000	$1,112,159	$3,400,000	$853,344	33%	25%	-8%
227	Quasi	$2,800,000	$805,769	$2,800,000	$589,622	29%	21%	-8%
228	Quasi	$8,170,000	$2,042,500	$8,170,000	$1,388,900	25%	17%	-8%
229	Streets	$1,340,432	$263,127	$1,447,563	$164,063	20%	11%	-8%
230	Water	$401,055	$64,000	$439,949	$32,456	16%	7%	-9%
231	PubPriv	$17,900,000	$6,265,000	$17,900,000	$4,707,700	35%	26%	-9%
232	PubPriv	$50,000,000	$18,500,000	$50,000,000	$14,095,000	37%	28%	-9%
233	PubPriv	$32,080,000	$9,624,000	$32,080,000	$6,756,048	30%	21%	-9%
234	PubPriv	$60,000,000	$21,000,000	$60,000,000	$15,600,000	35%	26%	-9%
235	Quasi	$2,720,000	$680,000	$2,720,000	$435,200	25%	16%	-9%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
236	Quasi	$230,000	$57,500	$230,000	$36,800	25%	16%	-9%
237	Public Property	$12,366,900	$3,339,063	$13,085,440	$2,353,104	27%	18%	-9%
238	Quasi	$9,830,000	$2,457,500	$9,830,000	$1,474,500	25%	15%	-10%
239	Quasi	$249,000	$62,250	$249,000	$37,350	25%	15%	-10%
240	Quasi	$9,400,000	$2,439,163	$9,400,000	$1,496,819	26%	16%	-10%
241	PubPriv	$14,865,000	$3,716,250	$14,865,000	$2,191,101	25%	15%	-10%
242	Quasi	$117,000	$29,250	$117,000	$16,380	25%	14%	-11%
243	Quasi	$120,000	$30,000	$120,000	$15,600	25%	13%	-12%
244	Public Property	$464,900	$145,840	$557,364	$107,514	31%	19%	-12%
245	Quasi	$11,000,000	$2,750,000	$11,000,000	$1,320,000	25%	12%	-13%
246	Quasi	$200,000	$50,000	$200,000	$24,000	25%	12%	-13%
247	Quasi	$187,000	$52,360	$187,000	$28,050	28%	15%	-13%
248	Public Property	$349,660	$94,408	$390,177	$54,549	27%	14%	-13%
249	Water	$1,126,485	$276,165	$1,289,877	$143,480	25%	11%	-13%
250	Public Property	$578,641	$181,346	$583,502	$102,701	31%	18%	-14%
251	Public Property	$410,040	$143,514	$462,824	$97,635	35%	21%	-14%
252	Streets	$229,220	$56,159	$208,926	$21,865	25%	10%	-14%
253	Quasi	$189,000	$45,360	$189,000	$17,010	24%	9%	-15%
254	Quasi	$196,000	$50,960	$196,000	$17,640	26%	9%	-17%
255	Quasi	$168,000	$42,000	$168,000	$13,440	25%	8%	-17%
256	Quasi	$1,700,000	$425,000	$1,700,000	$119,000	25%	7%	-18%
257	Quasi	$600,000	$150,000	$600,000	$36,000	25%	6%	-19%
258	Quasi	$115,000	$28,750	$115,000	$5,750	25%	5%	-20%
259	Quasi	$75,000	$18,750	$75,000	$1,500	25%	2%	-23%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
260	Public Property	$508,980	$320,601	$454,575	$177,689	63%	39%	-24%
261	Quasi	$1,130,000	$274,590	$1,130,000	$0	24%	0%	-24%
262	Quasi	$3,297,000	$824,250	$3,297,000	$0	25%	0%	-25%
263	Quasi	$1,100,000	$275,000	$1,100,000	$0	25%	0%	-25%
264	Public Property	$699,720	$594,199	$696,337	$405,781	85%	58%	-27%
265	Public Property	$491,640	$333,361	$833,150	$236,298	68%	28%	-39%
266	Streets	$1,400,000	$1,036,280	$1,526,752	$149,206	74%	10%	-64%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015

Figure A.3.1 – All Contracts Ranked by Dollar Amount of Commitment (Active)

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	PubPriv	$338,000,000	$118,000,000	$338,000,000	$132,000,000	35%	39%	4%
2	PubPriv	$91,600,000	$32,060,000	$91,600,000	$30,960,800	35%	34%	-1%
3	PubPriv	$84,000,000	$27,720,000	$84,000,000	$29,400,000	33%	35%	2%
4	PubPriv	$110,000,000	$27,537,500	$110,000,000	$21,809,700	25%	20%	-5%
5	PubPriv	$86,700,000	$23,409,000	$86,700,000	$24,276,000	27%	28%	1%
6	PubPriv	$88,000,000	$22,000,000	$88,000,000	$27,104,000	25%	31%	6%
7	PubPriv	$68,100,000	$17,025,000	$68,100,000	$15,935,400	25%	23%	-2%
8	PubPriv	$60,000,000	$16,800,000	$60,000,000	$20,400,000	28%	34%	6%
9	NPW	$35,000,000	$15,750,000	$21,715,048	$9,903,183	45%	46%	1%
10	PubPriv	$46,120,000	$13,836,000	$46,120,000	$15,911,400	30%	35%	5%
11	Water	$38,067,000	$11,804,384	$35,845,505	$11,432,086	31%	32%	1%
12	Water	$27,054,827	$11,478,189	$25,972,634	$10,348,325	42%	40%	-3%
13	PubPriv	$42,000,000	$10,500,000	$42,000,000	$13,734,000	25%	33%	8%
14	NPW	$16,000,000	$9,472,320	$20,044,876	$5,132,832	59%	26%	-34%
15	PubPriv	$100,000,000	$9,036,000	$100,000,000	$14,056,000	9%	14%	5%
16	NPW	$7,688,360	$7,688,360	$6,903,297	$6,902,297	100%	100%	0%
17	Quasi	$20,000,000	$7,000,000	$20,000,000	$3,600,000	35%	18%	-17%
18	PubPriv	$24,200,000	$6,050,000	$24,200,000	$629,200	25%	3%	-22%
19	PubPriv	$16,400,000	$5,740,000	$16,400,000	$4,378,800	35%	27%	-8%
20	Water	$19,371,128	$5,476,600	$3,982,064	$11,727	28%	0%	-28%
21	NPW	$10,500,000	$5,250,000	$7,265,462	$0	50%	0%	-50%
22	PubPriv	$18,700,000	$4,675,000	$18,700,000	$3,758,700	25%	20%	-5%
23	Streets	$15,346,808	$4,143,638	$4,382,305	$2,273,293	27%	52%	25%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
24	Water	$4,071,590	$4,071,590	$4,228,821	$4,228,821	100%	100%	0%
25	Quasi	$16,000,000	$4,000,000	$16,000,000	$5,600,000	25%	35%	10%
26	PubPriv	$14,865,000	$3,716,250	$14,865,000	$2,185,155	25%	15%	-10%
27	NPW	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100%	100%	0%
28	NPW	$12,284,534	$2,823,430	$10,522,542	$2,836,912	23%	27%	4%
29	Water	$18,548,250	$2,782,245	$5,133,986	$400,826	15%	8%	-7%
30	NPW	$14,720,000	$2,625,000	$8,991,430	$0	18%	0%	-18%
31	PubPriv	$9,500,000	$2,375,000	$9,500,000	$2,327,500	25%	25%	-1%
32	Public Property	$7,316,460	$2,152,797	$7,957,078	$1,987,685	29%	25%	-4%
33	Quasi	$6,380,000	$1,595,000	$6,380,000	$1,084,600	25%	17%	-8%
34	Public Property	$1,500,000	$1,558,000	$1,500,000	$1,558,000	104%	104%	0%
35	Water	$4,981,990	$1,515,444	$2,951,693	$692,579	30%	23%	-7%
36	PubPriv	$5,558,000	$1,389,500	$5,558,000	$1,934,184	25%	35%	10%
37	Water	$5,865,000	$1,238,575	$4,358,426	$2,581,380	21%	59%	38%
38	Streets	$1,220,000	$1,220,000	$549,275	$549,275	100%	100%	0%
39	Streets	$2,169,400	$1,106,394	$308,610	$132,724	51%	43%	-8%
40	Water	$5,070,000	$1,091,000	$5,250,786	$1,097,587	22%	21%	-1%
41	Aviation	$6,068,000	$969,060	$2,796,398	$700,306	16%	25%	9%
42	Public Property	$3,394,000	$950,320	$3,930,514	$727,610	28%	19%	-9%
43	Aviation	$3,975,750	$807,475	$1,642,258	$40,933	20%	2%	-18%
44	Water	$5,317,000	$802,867	$3,849,875	$271,921	15%	7%	-8%
45	Aviation	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
46	Water	$3,573,975	$728,696	$2,836,561	$574,020	20%	20%	0%
47	Water	$4,299,200	$721,181	$3,691,740	$1,047,833	17%	28%	12%
48	Aviation	$1,734,074	$676,289	$2,165,548	$738,773	39%	34%	-5%
49	Public Property	$616,800	$616,800	$613,160	$613,160	100%	100%	0%
50	Water	$580,825	$580,825	$578,804	$578,804	100%	100%	0%
51	Water	$2,789,454	$578,419	$2,794,933	$581,496	21%	21%	0%
52	Water	$2,114,000	$565,000	$1,912,034	$600,006	27%	31%	5%
53	Water	$3,312,000	$537,700	$4,239,801	$661,415	16%	16%	-1%
54	Public Property	$530,400	$520,400	$571,595	$530,400	98%	93%	-5%
55	Water	$2,274,752	$512,258	$2,304,803	$438,719	23%	19%	-3%
56	Water	$2,329,675	$465,940	$1,642,499	$433,362	20%	26%	6%
57	Water	$1,933,000	$422,500	$1,860,636	$489,475	22%	26%	4%
58	Water	$2,883,155	$404,000	$2,818,301	$395,673	14%	14%	0%
59	Water	$2,423,955	$403,670	$278,095	$63,429	17%	23%	6%
60	Water	$1,996,000	$400,000	$1,946,038	$221,989	20%	11%	-9%
61	Water	$2,648,880	$397,000	$2,768,911	$364,837	15%	13%	-2%
62	Water	$2,569,763	$388,034	$810,355	$11,403	15%	1%	-14%
63	Water	$2,478,400	$388,000	$2,202,354	$10,835	16%	0%	-15%
64	Water	$2,773,225	$381,611	$2,453,984	$320,069	14%	13%	-1%
65	Water	$2,986,750	$373,166	$2,761,731	$310,494	12%	11%	-1%
66	Water	$1,873,610	$372,324	$1,892,061	$370,905	20%	20%	0%
67	Public Property	$363,960	$363,960	$363,960	$363,960	100%	100%	0%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
68	Public Property	$345,000	$345,000	$345,000	$345,000	100%	100%	0%
69	Water	$2,167,600	$341,300	$298,728	$10,000	16%	3%	-12%
70	Water	$2,248,000	$337,400	$827,357	$34,801	15%	4%	-11%
71	Water	$5,280,500	$336,155	$4,694,932	$338,338	6%	7%	1%
72	Water	$2,460,000	$331,240	$2,552,523	$307,187	13%	12%	-1%
73	Public Property	$2,170,254	$325,538	$2,401,561	$315,971	15%	13%	-2%
74	Water	$2,106,000	$324,324	$2,019,443	$333,290	15%	17%	1%
75	Public Property	$315,690	$315,690	$328,442	$63,419	100%	19%	-81%
76	Water	$1,919,030	$310,000	$1,642,023	$309,750	16%	19%	3%
77	Water	$2,174,000	$300,012	$1,530,740	$325,480	14%	21%	7%
78	Quasi	$1,200,000	$300,000	$1,200,000	$240,000	25%	20%	-5%
79	Aviation	$2,550,000	$299,370	$2,570,977	$388,498	12%	15%	3%
80	Water	$1,885,256	$298,059	$1,771,598	$281,454	16%	16%	0%
81	Public Property	$660,450	$291,855	$619,087	$191,172	44%	31%	-13%
82	Public Property	$1,607,520	$289,354	$1,678,303	$191,516	18%	11%	-7%
83	Water	$1,948,080	$287,808	$1,937,283	$199,210	15%	10%	-4%
84	Water	$1,911,080	$285,000	$1,932,220	$330,267	15%	17%	2%
85	Public Property	$279,400	$279,400	$104,211	$104,211	100%	100%	0%
86	Water	$1,664,304	$270,076	$1,469,481	$104,722	16%	7%	-9%
87	Aviation	$2,000,000	$270,020	$1,375,578	$502,395	14%	37%	23%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
88	Water	$1,996,000	$265,604	$1,501,790	$192,907	13%	13%	0%
89	Aviation	$1,558,000	$264,860	$1,511,224	$237,937	17%	16%	-1%
90	Aviation	$1,000,000	$259,400	$322,585	$63,067	26%	20%	-6%
91	Water	$1,507,224	$254,718	$1,564,898	$67,291	17%	4%	-13%
92	Water	$1,190,871	$238,174	$700,687	$288,700	20%	41%	21%
93	Water	$963,139	$224,025	$707,692	$122,024	23%	17%	-6%
94	Water	$1,351,257	$223,000	$1,339,152	$217,063	17%	16%	0%
95	Water	$1,244,000	$222,169	$93,424	$3,000	18%	3%	-15%
96	Water	$1,420,900	$220,100	$1,283,370	$249,886	15%	19%	4%
97	Public Property	$871,182	$217,795	$887,179	$220,824	25%	25%	0%
98	Water	$1,383,000	$216,330	$766,896	$117,629	16%	15%	0%
99	Water	$944,958	$215,043	$887,173	$219,433	23%	25%	2%
100	Water	$1,220,000	$215,000	$1,097,347	$285,293	18%	26%	8%
101	Public Property	$448,655	$213,351	$488,904	$145,796	48%	30%	-18%
102	Public Property	$562,780	$210,073	$656,255	$180,043	37%	27%	-10%
103	Water	$1,482,020	$208,000	$1,492,053	$117,608	14%	8%	-6%
104	Public Property	$686,940	$206,082	$765,588	$172,346	30%	23%	-7%
105	Water	$1,300,000	$202,500	$1,364,166	$248,896	16%	18%	3%
106	Public Property	$800,000	$200,000	$641,882	$178,266	25%	28%	3%
107	Water	$1,174,075	$198,000	$1,086,217	$362,248	17%	33%	16%
108	Water	$987,800	$197,560	$866,004	$200,748	20%	23%	3%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
109	Water	$1,310,495	$196,000	$1,369,946	$214,164	15%	16%	1%
110	Water	$966,742	$193,350	$616,596	$176,721	20%	29%	9%
111	Public Property	$1,547,704	$192,846	$1,598,369	$192,846	12%	12%	0%
112	Water	$2,375,790	$175,800	$3,535,046	$171,587	7%	5%	-3%
113	Water	$1,045,086	$167,000	$1,234,475	$204,003	16%	17%	1%
114	Public Property	$719,100	$155,100	$575,602	$8,339	22%	1%	-20%
115	Water	$965,230	$154,662	$966,452	$96,387	16%	10%	-6%
116	Streets	$600,000	$149,880	$496,023	$103,174	25%	21%	-4%
117	Quasi	$586,000	$146,500	$586,000	$41,020	25%	7%	-18%
118	Public Property	$434,520	$143,392	$349,525	$69,837	33%	20%	-13%
119	Water	$2,781,000	$138,913	$2,754,322	$246,130	5%	9%	4%
120	Public Property	$507,295	$136,969	$502,394	$185,496	27%	37%	10%
121	Public Property	$875,160	$134,162	$371,301	$0	15%	0%	-15%
122	Water	$611,200	$124,450	$605,624	$181,429	20%	30%	10%
123	Quasi	$497,000	$124,250	$497,000	$84,490	25%	17%	-8%
124	Public Property	$517,982	$119,136	$524,783	$120,000	23%	23%	0%
125	Public Property	$788,630	$118,295	$747,689	$67,075	15%	9%	-6%
126	Aviation	$2,773,700	$118,160	$789,571	$114,899	4%	15%	10%
127	Water	$915,350	$117,750	$846,643	$47,041	13%	6%	-7%
128	Water	$772,000	$115,970	$846,515	$112,841	15%	13%	-2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
129	Public Property	$305,975	$110,151	$357,489	$48,956	36%	14%	-22%
130	Water	$615,000	$107,256	$612,906	$60,182	17%	10%	-8%
131	Water	$502,790	$106,000	$500,202	$106,000	21%	21%	0%
132	Aviation	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%
133	Quasi	$364,000	$91,000	$364,000	$61,880	25%	17%	-8%
134	Water	$460,000	$84,000	$504,395	$94,042	18%	19%	0%
135	Aviation	$367,200	$83,465	$312,195	$97,815	23%	31%	9%
136	Public Property	$388,902	$81,669	$414,596	$70,171	21%	17%	-4%
137	Quasi	$317,000	$79,250	$317,000	$0	25%	0%	-25%
138	Quasi	$225,000	$56,250	$225,000	$11,250	25%	5%	-20%
139	Water	$277,000	$55,700	$262,460	$59,166	20%	23%	2%
140	Quasi	$215,000	$53,750	$215,000	$53,750	25%	25%	0%
141	Public Property	$223,890	$49,256	$219,967	$36,900	22%	17%	-5%
142	Quasi	$115,000	$20,700	$115,000	$10,350	18%	9%	-9%
143	Aviation	$354,000	$20,532	$302,500	$65,381	6%	22%	16%
144	Public Property	$532,499	$5,325	$562,973	$53,893	1%	10%	9%
145	NPW	$20,890,875	$0	$22,929,727	$23,003,130	0%	100%	100%
146	NPW	$10,778,190	$0	$10,557,306	$3,429,676	0%	32%	32%
147	Quasi	$2,700,000	$0	$2,700,000	$729,000	0%	27%	27%
148	PubPriv	$34,500,000	$0	$34,500,000	$7,248,450	0%	21%	21%
149	Quasi	$34,000,000	$0	$34,000,000	$3,060,000	0%	9%	9%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
150	Quasi	$563,000	$0	$563,000	$11,260	0%	2%	2%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure A.3.2 – All Contracts Ranked by Dollar Amount of Commitment (Closed)

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	PubPriv	$244,000,000	$60,982,750	$244,000,000	$50,396,145	25%	21%	-4%
2	PubPriv	$155,000,000	$54,075,000	$155,000,000	$62,109,000	35%	40%	5%
3	PubPriv	$150,000,000	$45,000,000	$150,000,000	$46,170,000	30%	31%	1%
4	PubPriv	$97,600,000	$29,280,000	$97,600,000	$23,424,000	30%	24%	-6%
5	PubPriv	$95,000,000	$23,750,000	$95,000,000	$22,239,500	25%	23%	-2%
6	PubPriv	$70,300,000	$21,090,000	$70,300,000	$18,981,000	30%	27%	-3%
7	PubPriv	$60,000,000	$21,000,000	$60,000,000	$15,600,000	35%	26%	-9%
8	PubPriv	$50,000,000	$18,500,000	$50,000,000	$14,095,000	37%	28%	-9%
9	PubPriv	$32,080,000	$9,624,000	$32,080,000	$6,756,048	30%	21%	-9%
10	PubPriv	$25,300,000	$8,855,000	$25,300,000	$13,156,000	35%	52%	17%
11	Quasi	$33,300,000	$8,325,000	$33,300,000	$6,660,000	25%	20%	-5%
12	Public Property	$24,495,000	$8,073,656	$24,495,000	$7,738,079	33%	32%	-1%
13	Quasi	$30,000,000	$7,500,000	$30,000,000	$7,500,000	25%	25%	0%
14	PubPriv	$18,500,000	$6,475,000	$18,500,000	$7,955,000	35%	43%	8%
15	PubPriv	$17,900,000	$6,265,000	$17,900,000	$4,707,700	35%	26%	-9%
16	PubPriv	$18,900,000	$6,237,000	$18,900,000	$6,048,000	33%	32%	-1%
17	PubPriv	$22,270,000	$5,567,500	$22,270,000	$6,663,184	25%	30%	5%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
18	PubPriv	$18,000,000	$5,040,000	$18,000,000	$4,536,000	28%	25%	-3%
19	Quasi	$19,650,000	$4,912,500	$19,650,000	$4,519,500	25%	23%	-2%
20	Quasi	$17,000,000	$4,250,000	$17,000,000	$3,060,000	25%	18%	-7%
21	Quasi	$15,400,000	$3,850,000	$15,400,000	$3,080,000	25%	20%	-5%
22	PubPriv	$14,865,000	$3,716,250	$14,865,000	$2,191,101	25%	15%	-10%
23	Quasi	$14,151,000	$3,537,750	$14,151,000	$4,245,300	25%	30%	5%
24	PubPriv	$13,600,000	$3,400,000	$13,600,000	$4,938,160	25%	36%	11%
25	PubPriv	$13,500,000	$3,375,000	$13,500,000	$4,236,300	25%	31%	6%
26	Quasi	$13,450,000	$3,362,500	$13,450,000	$3,228,000	25%	24%	-1%
27	Public Property	$12,366,900	$3,339,063	$13,085,440	$2,353,104	27%	18%	-9%
28	Quasi	$13,260,000	$3,315,000	$13,260,000	$3,978,000	25%	30%	5%
29	Streets	$15,836,650	$3,219,591	$16,415,211	$4,048,984	20%	25%	4%
30	PubPriv	$12,785,000	$3,196,250	$12,785,000	$3,137,439	25%	25%	0%
31	Quasi	$11,580,000	$2,895,000	$11,580,000	$3,705,600	25%	32%	7%
32	Quasi	$11,300,000	$2,825,000	$11,300,000	$3,051,000	25%	27%	2%
33	Quasi	$11,000,000	$2,750,000	$11,000,000	$1,320,000	25%	12%	-13%
34	Quasi	$10,800,000	$2,700,000	$10,800,000	$4,104,000	25%	38%	13%
35	Quasi	$12,200,000	$2,684,000	$12,200,000	$3,660,000	22%	30%	8%
36	Quasi	$10,320,000	$2,580,000	$10,320,000	$2,580,000	25%	25%	0%
37	PubPriv	$10,179,000	$2,544,750	$10,179,000	$4,247,697	25%	42%	17%
38	Quasi	$9,830,000	$2,457,500	$9,830,000	$1,474,500	25%	15%	-10%
39	Quasi	$9,400,000	$2,439,163	$9,400,000	$1,496,819	26%	16%	-10%
40	Quasi	$9,340,000	$2,335,000	$9,340,000	$1,868,000	25%	20%	-5%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
41	Quasi	$6,300,000	$2,329,836	$6,300,000	$2,391,775	37%	38%	1%
42	Quasi	$9,300,000	$2,325,000	$9,300,000	$2,511,000	25%	27%	2%
43	Quasi	$8,830,000	$2,207,500	$8,830,000	$2,384,100	25%	27%	2%
44	Public Property	$10,196,016	$2,202,336	$10,196,016	$2,183,401	22%	21%	0%
45	Quasi	$10,750,000	$2,139,583	$10,750,000	$2,139,583	20%	20%	0%
46	Quasi	$8,510,000	$2,127,500	$8,510,000	$2,297,700	25%	27%	2%
47	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,940,000	25%	35%	10%
48	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,520,000	25%	30%	5%
49	Quasi	$8,170,000	$2,042,500	$8,170,000	$1,388,900	25%	17%	-8%
50	PubPriv	$7,799,000	$1,949,750	$7,799,000	$2,276,528	25%	29%	4%
51	Public Property	$9,645,000	$1,877,761	$9,645,000	$1,896,976	19%	20%	0%
52	Quasi	$6,820,000	$1,705,000	$6,820,000	$1,364,000	25%	20%	-5%
53	PubPriv	$6,700,000	$1,675,000	$6,700,000	$1,634,130	25%	24%	-1%
54	PubPriv	$6,322,000	$1,580,500	$6,322,000	$2,264,540	25%	36%	11%
55	Quasi	$6,000,000	$1,500,000	$6,000,000	$1,380,000	25%	23%	-2%
56	PubPriv	$5,800,000	$1,450,000	$5,800,000	$2,727,740	25%	47%	22%
57	Quasi	$5,590,000	$1,397,500	$5,590,000	$1,285,700	25%	23%	-2%
58	Water	$3,936,000	$1,383,640	$4,060,720	$1,293,578	35%	32%	-3%
59	PubPriv	$5,493,000	$1,373,250	$5,493,000	$1,480,364	25%	27%	2%
60	PubPriv	$5,057,000	$1,264,250	$5,057,000	$2,010,158	25%	40%	15%
61	Quasi	$3,600,000	$1,260,000	$3,600,000	$3,600,000	35%	100%	65%
62	Public Property	$2,862,000	$1,242,226	$2,862,000	$1,082,953	43%	38%	-6%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
63	Public Property	$3,900,107	$1,126,757	$4,603,549	$1,413,881	29%	31%	2%
64	Quasi	$3,400,000	$1,112,159	$3,400,000	$853,344	33%	25%	-8%
65	Water	$5,170,100	$1,069,791	$5,027,262	$1,058,263	21%	21%	0%
66	Aviation	$5,184,321	$1,036,864	$5,573,629	$1,072,188	20%	19%	-1%
67	Streets	$1,400,000	$1,036,280	$1,526,752	$149,206	74%	10%	-64%
68	Public Property	$5,707,451	$984,216	$5,707,451	$1,308,697	17%	23%	6%
69	PubPriv	$3,778,000	$944,500	$3,778,000	$782,424	25%	21%	-4%
70	Public Property	$4,248,000	$919,985	$4,248,000	$875,055	22%	21%	-1%
71	Aviation	$3,765,400	$890,931	$3,917,120	$897,409	24%	23%	-1%
72	Quasi	$3,560,000	$890,000	$3,560,000	$1,139,200	25%	32%	7%
73	Quasi	$3,297,000	$824,250	$3,297,000	$0	25%	0%	-25%
74	Quasi	$2,800,000	$805,769	$2,800,000	$589,622	29%	21%	-8%
75	Aviation	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%
76	Water	$3,101,686	$731,484	$3,256,800	$748,176	24%	23%	-1%
77	Water	$3,378,555	$727,517	$3,312,693	$626,837	22%	19%	-3%
78	Quasi	$2,900,000	$725,000	$2,900,000	$1,044,000	25%	36%	11%
79	Quasi	$2,720,000	$680,000	$2,720,000	$435,200	25%	16%	-9%
80	PubPriv	$6,500,000	$650,000	$6,500,000	$715,000	10%	11%	1%
81	Aviation	$625,000	$625,000	$227,115	$227,115	100%	100%	0%
82	Aviation	$624,767	$624,767	$640,117	$132,276	21%	21%	0%
83	Quasi	$2,400,000	$600,000	$2,400,000	$816,000	25%	34%	9%
84	Water	$2,309,000	$595,000	$2,424,271	$626,753	26%	26%	0%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
85	Aviation	$2,426,000	$594,370	$2,662,924	$734,571	25%	28%	3%
86	Public Property	$699,720	$594,199	$696,337	$405,781	85%	58%	-27%
87	Quasi	$2,200,000	$550,000	$2,200,000	$682,000	25%	31%	6%
88	Public Property	$495,500	$495,500	$644,288	$644,288	100%	100%	0%
89	Aviation	$2,324,391	$488,122	$2,860,280	$491,989	21%	17%	-4%
90	Public Property	$455,430	$455,430	$520,000	$520,000	100%	100%	0%
91	PubPriv	$1,100,000	$429,000	$1,100,000	$352,000	39%	32%	-7%
92	Quasi	$1,700,000	$425,000	$1,700,000	$119,000	25%	7%	-18%
93	Water	$2,341,867	$412,181	$2,241,945	$412,830	18%	18%	1%
94	Public Property	$456,960	$405,000	$481,110	$451,050	89%	94%	5%
95	PubPriv	$1,700,000	$391,000	$1,700,000	$1,275,000	23%	75%	52%
96	Water	$3,647,060	$387,000	$3,772,457	$578,483	11%	15%	5%
97	Streets	$377,000	$377,000	$300,675	$300,675	100%	100%	0%
98	Water	$1,700,145	$370,000	$1,852,299	$459,741	22%	25%	3%
99	Water	$1,730,746	$352,000	$1,663,875	$347,028	20%	21%	1%
100	Quasi	$1,400,000	$350,000	$1,400,000	$700,000	25%	50%	25%
101	Water	$2,323,114	$349,500	$2,568,168	$409,633	15%	16%	1%
102	Public Property	$740,000	$347,800	$814,000	$347,869	47%	43%	-4%
103	Public Property	$1,676,880	$335,373	$2,035,827	$324,161	20%	16%	-4%
104	Public Property	$491,640	$333,361	$833,150	$236,298	68%	28%	-39%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
105	Public Property	$508,980	$320,601	$454,575	$177,689	63%	39%	-24%
106	Quasi	$1,250,000	$312,500	$1,250,000	$450,000	25%	36%	11%
107	Quasi	$1,000,000	$311,928	$1,000,000	$300,000	31%	30%	-1%
108	Public Property	$1,075,880	$308,735	$1,067,954	$291,356	29%	27%	-1%
109	Public Property	$282,040	$282,040	$350,102	$350,102	100%	100%	1.31E-06
110	Water	$1,898,800	$278,360	$1,636,401	$253,095	15%	15%	1%
111	Water	$1,126,485	$276,165	$1,289,877	$143,480	25%	11%	-13%
112	Quasi	$1,100,000	$275,000	$1,100,000	$0	25%	0%	-25%
113	Quasi	$1,130,000	$274,590	$1,130,000	$0	24%	0%	-24%
114	Water	$936,000	$273,824	$992,162	$257,047	29%	26%	-3%
115	Public Property	$770,730	$269,755	$750,505	$322,918	35%	43%	8%
116	Water	$1,328,235	$266,350	$1,400,239	$304,378	20%	22%	2%
117	Quasi	$1,060,000	$265,000	$1,060,000	$402,800	25%	38%	13%
118	Streets	$1,340,432	$263,127	$1,447,563	$164,063	20%	11%	-8%
119	Quasi	$760,000	$261,875	$760,000	$214,686	34%	28%	-6%
120	Public Property	$805,560	$252,041	$867,099	$249,355	31%	29%	-3%
121	Quasi	$1,000,000	$250,000	$1,000,000	$250,000	25%	25%	0%
122	Public Property	$763,980	$229,194	$978,161	$229,194	30%	23%	-7%
123	Public Property	$753,117	$225,935	$941,388	$225,936	30%	24%	-6%
124	Quasi	$868,000	$217,000	$868,000	$277,760	25%	32%	7%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
125	Public Property	$212,000	$212,000	$16,684	$16,684	100%	100%	0%
126	Aviation	$1,055,000	$200,450	$1,025,016	$199,470	19%	19%	0%
127	Water	$1,247,505	$188,500	$1,262,658	$122,141	15%	10%	-5%
128	Water	$1,049,800	$183,000	$955,193	$188,950	17%	20%	2%
129	Public Property	$578,641	$181,346	$583,502	$102,701	31%	18%	-14%
130	Water	$1,167,500	$175,500	$1,200,864	$174,949	15%	15%	0%
131	Aviation	$1,600,134	$169,614	$1,669,239	$139,038	11%	8%	-2%
132	Public Property	$623,790	$168,423	$738,845	$191,995	27%	26%	-1%
133	Public Property	$810,730	$162,146	$852,217	$188,472	20%	22%	2%
134	Water	$983,000	$158,000	$1,027,593	$185,505	16%	18%	2%
135	Public Property	$707,064	$155,554	$699,551	$155,554	22%	22%	0%
136	Quasi	$600,000	$150,000	$600,000	$36,000	25%	6%	-19%
137	Public Property	$464,900	$145,840	$557,364	$107,514	31%	19%	-12%
138	Public Property	$1,383,880	$145,187	$1,480,178	$285,855	10%	19%	9%
139	Public Property	$577,049	$144,705	$611,442	$150,596	25%	25%	0%
140	Public Property	$410,040	$143,514	$462,824	$97,635	35%	21%	-14%
141	Quasi	$565,000	$141,250	$565,000	$565,000	25%	100%	75%
142	Quasi	$562,000	$140,500	$562,000	$213,560	25%	38%	13%
143	Water	$715,509	$139,703	$813,601	$195,336	20%	24%	4%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
144	Quasi	$545,000	$136,250	$545,000	$545,000	25%	100%	75%
145	Water	$676,600	$136,000	$850,192	$140,402	20%	17%	-4%
146	Water	$871,215	$132,000	$828,523	$160,612	15%	19%	4%
147	Quasi	$512,000	$128,000	$512,000	$225,280	25%	44%	19%
148	Aviation	$553,186	$127,233	$555,281	$124,400	23%	22%	-1%
149	Public Property	$499,800	$124,950	$517,942	$119,789	25%	23%	-2%
150	Public Property	$830,110	$124,000	$877,053	$189,904	15%	22%	7%
151	Public Property	$411,140	$123,342	$439,488	$101,051	30%	23%	-7%
152	Public Property	$660,370	$122,522	$703,510	$130,787	19%	19%	0%
153	Streets	$2,076,531	$121,477	$2,139,264	$150,406	6%	7%	1%
154	Water	$793,600	$120,000	$846,120	$128,762	15%	15%	0%
155	Aviation	$1,178,000	$117,800	$1,239,457	$124,519	10%	10%	0%
156	Water	$522,000	$116,192	$540,071	$121,958	22%	23%	0%
157	Public Property	$576,300	$115,260	$633,694	$115,868	20%	18%	-2%
158	Water	$763,300	$114,600	$763,535	$117,089	15%	15%	0%
159	Streets	$1,495,145	$112,734	$1,417,563	$168,990	8%	12%	4%
160	Quasi	$230,000	$107,905	$230,000	$163,418	47%	71%	24%
161	Streets	$976,552	$106,444	$965,993	$85,012	11%	9%	-2%
162	Streets	$1,629,248	$105,901	$1,623,989	$85,951	7%	5%	-1%
163	Streets	$685,569	$104,892	$887,359	$123,042	15%	14%	-1%
164	Water	$989,000	$104,450	$945,638	$168,717	11%	18%	7%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
165	Aviation	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%
166	Public Property	$388,620	$101,040	$503,789	$101,577	26%	20%	-6%
167	Streets	$366,000	$98,820	$383,864	$210,320	27%	55%	28%
168	Water	$474,000	$96,999	$474,000	$110,328	20%	23%	3%
169	Public Property	$315,112	$94,700	$316,439	$173,418	30%	55%	25%
170	Public Property	$349,660	$94,408	$390,177	$54,549	27%	14%	-13%
171	Public Property	$466,140	$93,858	$483,882	$91,978	20%	19%	-1%
172	Water	$774,000	$92,945	$707,318	$96,555	12%	14%	2%
173	Public Property	$871,182	$89,760	$887,179	$89,072	10%	10%	0%
174	Public Property	$344,199	$89,492	$353,859	$81,393	26%	23%	-3%
175	Public Property	$291,720	$86,366	$286,560	$86,366	30%	30%	1%
176	Public Property	$288,150	$86,175	$293,992	$91,355	30%	31%	1%
177	Water	$575,095	$85,750	$951,800	$83,894	15%	9%	-6%
178	Public Property	$273,360	$84,742	$318,296	$94,850	31%	30%	-1%
179	Streets	$716,236	$83,800	$716,236	$49,712	12%	7%	-5%
180	Water	$414,000	$77,700	$417,644	$85,301	19%	20%	2%
181	Streets	$483,305	$76,942	$609,495	$53,283	16%	9%	-7%
182	Water	$991,000	$76,180	$981,000	$56,764	8%	6%	-2%
183	Public Property	$347,376	$75,813	$357,642	$72,608	22%	20%	-2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
184	Quasi	$302,000	$75,500	$302,000	$96,640	25%	32%	7%
185	Water	$482,230	$72,739	$523,451	$71,930	15%	14%	-1%
186	Public Property	$395,760	$71,237	$446,216	$72,940	18%	16%	-2%
187	Public Property	$294,800	$70,752	$329,760	$60,726	24%	18%	-6%
188	Streets	$1,319,991	$70,620	$1,212,489	$28,390	5%	2%	-3%
189	Water	$426,000	$67,973	$426,000	$69,263	16%	16%	0%
190	Water	$753,000	$67,000	$677,336	$42,365	9%	6%	-3%
191	Water	$401,055	$64,000	$439,949	$32,456	16%	7%	-9%
192	Quasi	$250,000	$62,500	$250,000	$250,000	25%	100%	75%
193	Quasi	$249,000	$62,250	$249,000	$37,350	25%	15%	-10%
194	Quasi	$100,000	$61,579	$100,000	$61,579	62%	62%	0%
195	Quasi	$242,000	$60,500	$242,000	$60,500	25%	25%	0%
196	Streets	$732,428	$59,327	$707,109	$133,032	8%	19%	11%
197	Quasi	$235,000	$58,750	$235,000	$47,000	25%	20%	-5%
198	Streets	$832,769	$58,294	$780,789	$29,885	7%	4%	-3%
199	Water	$795,200	$58,282	$841,629	$65,579	7%	8%	0%
200	Water	$383,551	$58,100	$388,838	$75,890	15%	20%	4%
201	Water	$576,365	$58,000	$595,426	$81,468	10%	14%	4%
202	Quasi	$230,000	$57,500	$230,000	$55,200	25%	24%	-1%
203	Quasi	$230,000	$57,500	$230,000	$36,800	25%	16%	-9%
204	Water	$438,280	$56,400	$442,480	$67,852	13%	15%	2%
205	Quasi	$225,000	$56,250	$225,000	$58,500	25%	26%	1%
206	Streets	$229,220	$56,159	$208,926	$21,865	25%	10%	-14%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
207	Quasi	$222,000	$55,500	$222,000	$57,720	25%	26%	1%
208	Public Property	$277,032	$55,406	$306,595	$55,407	20%	18%	-2%
209	Public Property	$1,064,891	$53,245	$1,137,083	$95,122	5%	8%	3%
210	Streets	$713,996	$52,836	$650,717	$37,350	7%	6%	-2%
211	Quasi	$194,000	$52,380	$194,000	$89,240	27%	46%	19%
212	Quasi	$187,000	$52,360	$187,000	$28,050	28%	15%	-13%
213	Water	$567,000	$51,030	$343,354	$51,064	9%	15%	6%
214	Quasi	$204,000	$51,000	$204,000	$81,600	25%	40%	15%
215	Water	$525,000	$50,960	$576,679	$257,182	10%	45%	35%
216	Quasi	$196,000	$50,960	$196,000	$17,640	26%	9%	-17%
217	Quasi	$188,000	$50,760	$188,000	$52,640	27%	28%	1%
218	Quasi	$200,000	$50,000	$200,000	$24,000	25%	12%	-13%
219	Water	$458,330	$49,000	$446,183	$65,920	11%	15%	4%
220	Water	$412,800	$48,000	$428,005	$38,280	12%	9%	-3%
221	Quasi	$191,000	$47,750	$191,000	$34,380	25%	18%	-7%
222	Quasi	$189,000	$45,360	$189,000	$17,010	24%	9%	-15%
223	Quasi	$180,000	$45,000	$180,000	$180,000	25%	100%	75%
224	Quasi	$183,000	$44,469	$183,000	$62,220	24%	34%	10%
225	Quasi	$168,000	$42,000	$168,000	$13,440	25%	8%	-17%
226	Quasi	$165,000	$41,250	$165,000	$44,550	25%	27%	2%
227	Public Property	$267,014	$40,323	$267,013	$40,323	15%	15%	0%
228	Quasi	$156,000	$39,000	$156,000	$31,200	25%	20%	-5%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
229	Public Property	$291,360	$38,500	$296,282	$41,703	13%	14%	1%
230	Streets	$253,200	$37,980	$278,520	$60,900	15%	22%	7%
231	Streets	$377,183	$37,718	$444,822	$45,770	10%	10%	0%
232	Quasi	$150,000	$37,500	$150,000	$40,500	25%	27%	2%
233	Quasi	$150,000	$37,500	$150,000	$27,000	25%	18%	-7%
234	Quasi	$148,000	$37,000	$148,000	$39,960	25%	27%	2%
235	Quasi	$167,000	$36,740	$167,000	$35,070	22%	21%	-1%
236	Streets	$712,113	$36,318	$775,902	$43,405	5%	6%	0%
237	Water	$462,000	$35,600	$457,000	$1,021	8%	0%	-7%
238	Public Property	$374,340	$33,690	$380,873	$101,347	9%	27%	18%
239	Quasi	$187,000	$33,660	$187,000	$187,000	18%	100%	82%
240	Quasi	$185,000	$33,300	$185,000	$185,000	18%	100%	82%
241	Quasi	$120,000	$30,000	$120,000	$15,600	25%	13%	-12%
242	Water	$368,030	$29,443	$260,365	$16,030	8%	6%	-2%
243	Quasi	$117,000	$29,250	$117,000	$16,380	25%	14%	-11%
244	Quasi	$115,000	$28,750	$115,000	$5,750	25%	5%	-20%
245	Quasi	$162,000	$27,540	$162,000	$72,900	17%	45%	28%
246	Quasi	$110,000	$27,500	$110,000	$26,400	25%	24%	-1%
247	Public Property	$448,800	$26,928	$458,969	$110,491	6%	24%	18%
248	Streets	$454,081	$25,429	$388,417	$21,063	6%	5%	0%
249	Quasi	$100,000	$25,000	$100,000	$24,000	25%	24%	-1%
250	Quasi	$100,000	$25,000	$100,000	$23,000	25%	23%	-2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
251	Quasi	$100,000	$25,000	$100,000	$22,000	25%	22%	-3%
252	Aviation	$413,213	$24,793	$551,026	$41,321	6%	7%	1%
253	Quasi	$135,000	$24,300	$135,000	$135,000	18%	100%	82%
254	Streets	$418,960	$21,367	$425,349	$259,352	5%	61%	56%
255	Quasi	$118,000	$21,240	$118,000	$14,160	18%	12%	-6%
256	Quasi	$114,000	$20,520	$114,000	$14,820	18%	13%	-5%
257	Quasi	$108,000	$19,440	$108,000	$37,800	18%	35%	17%
258	Quasi	$75,000	$18,750	$75,000	$1,500	25%	2%	-23%
259	Water	$334,938	$16,747	$262,654	$65,313	5%	25%	20%
260	Aviation	$333,000	$6,660	$363,593	$6,344	2%	2%	0%
261	Streets	$300,000	$6,000	$228,573	$96,830	2%	42%	40%
262	Streets	$299,493	$5,990	$329,983	$12,765	2%	4%	2%
263	Water	$353,040	$5,300	$366,116	$13,175	2%	4%	2%
264	Streets	$250,852	$5,017	$266,202	$7,880	2%	3%	1%
265	Public Property	$287,850	$2,879	$293,291	$72,000	1%	25%	24%
266	Streets	$1,155,000	$0	$1,191,138	$46,909	0%	4%	4%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure A.4.1 – All Contracts Ranked by Percentage of Contract Committed (Active)

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	Public Property	$1,500,000	$1,558,000	$1,500,000	$1,558,000	104%	104%	0%
2	NPW	$7,688,360	$7,688,360	$6,903,297	$6,902,297	100%	100%	0%
3	Water	$4,071,590	$4,071,590	$4,228,821	$4,228,821	100%	100%	0%
4	NPW	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100%	100%	0%
5	Streets	$1,220,000	$1,220,000	$549,275	$549,275	100%	100%	0%
6	Public Property	$616,800	$616,800	$613,160	$613,160	100%	100%	0%
7	Water	$580,825	$580,825	$578,804	$578,804	100%	100%	0%
8	Public Property	$363,960	$363,960	$363,960	$363,960	100%	100%	0%
9	Public Property	$345,000	$345,000	$345,000	$345,000	100%	100%	0%
10	Public Property	$315,690	$315,690	$328,442	$63,419	100%	19%	-81%
11	Public Property	$279,400	$279,400	$104,211	$104,211	100%	100%	0%
12	Public Property	$530,400	$520,400	$571,595	$530,400	98%	93%	-5%
13	NPW	$16,000,000	$9,472,320	$20,044,876	$5,132,832	59%	26%	-34%
14	Streets	$2,169,400	$1,106,394	$308,610	$132,724	51%	43%	-8%
15	NPW	$10,500,000	$5,250,000	$7,265,462	$0	50%	0%	-50%
16	Public Property	$448,655	$213,351	$488,904	$145,796	48%	30%	-18%
17	NPW	$35,000,000	$15,750,000	$21,715,048	$9,903,183	45%	46%	1%
18	Public Property	$660,450	$291,855	$619,087	$191,172	44%	31%	-13%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
19	Water	$27,054,827	$11,478,189	$25,972,634	$10,348,325	42%	40%	-3%
20	Aviation	$1,734,074	$676,289	$2,165,548	$738,773	39%	34%	-5%
21	Public Property	$562,780	$210,073	$656,255	$180,043	37%	27%	-10%
22	Public Property	$305,975	$110,151	$357,489	$48,956	36%	14%	-22%
23	PubPriv	$338,000,000	$118,000,000	$338,000,000	$132,000,000	35%	39%	4%
24	PubPriv	$91,600,000	$32,060,000	$91,600,000	$30,960,800	35%	34%	-1%
25	Quasi	$20,000,000	$7,000,000	$20,000,000	$3,600,000	35%	18%	-17%
26	PubPriv	$16,400,000	$5,740,000	$16,400,000	$4,378,800	35%	27%	-8%
27	Public Property	$434,520	$143,392	$349,525	$69,837	33%	20%	-13%
28	PubPriv	$84,000,000	$27,720,000	$84,000,000	$29,400,000	33%	35%	2%
29	Water	$38,067,000	$11,804,384	$35,845,505	$11,432,086	31%	32%	1%
30	Water	$4,981,990	$1,515,444	$2,951,693	$692,579	30%	23%	-7%
31	PubPriv	$46,120,000	$13,836,000	$46,120,000	$15,911,400	30%	35%	5%
32	Public Property	$686,940	$206,082	$765,588	$172,346	30%	23%	-7%
33	Public Property	$7,316,460	$2,152,797	$7,957,078	$1,987,685	29%	25%	-4%
34	Water	$19,371,128	$5,476,600	$3,982,064	$11,727	28%	0%	-28%
35	PubPriv	$60,000,000	$16,800,000	$60,000,000	$20,400,000	28%	34%	6%
36	Public Property	$3,394,000	$950,320	$3,930,514	$727,610	28%	19%	-9%
37	Aviation	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%
38	PubPriv	$86,700,000	$23,409,000	$86,700,000	$24,276,000	27%	28%	1%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
39	Streets	$15,346,808	$4,143,638	$4,382,305	$2,273,293	27%	52%	25%
40	Public Property	$507,295	$136,969	$502,394	$185,496	27%	37%	10%
41	Water	$2,114,000	$565,000	$1,912,034	$600,006	27%	31%	5%
42	Aviation	$1,000,000	$259,400	$322,585	$63,067	26%	20%	-6%
43	PubPriv	$110,000,000	$27,537,500	$110,000,000	$21,809,700	25%	20%	-5%
44	PubPriv	$88,000,000	$22,000,000	$88,000,000	$27,104,000	25%	31%	6%
45	PubPriv	$68,100,000	$17,025,000	$68,100,000	$15,935,400	25%	23%	-2%
46	PubPriv	$42,000,000	$10,500,000	$42,000,000	$13,734,000	25%	33%	8%
47	PubPriv	$24,200,000	$6,050,000	$24,200,000	$629,200	25%	3%	-22%
48	PubPriv	$18,700,000	$4,675,000	$18,700,000	$3,758,700	25%	20%	-5%
49	Quasi	$16,000,000	$4,000,000	$16,000,000	$5,600,000	25%	35%	10%
50	PubPriv	$14,865,000	$3,716,250	$14,865,000	$2,185,155	25%	15%	-10%
51	PubPriv	$9,500,000	$2,375,000	$9,500,000	$2,327,500	25%	25%	-1%
52	Quasi	$6,380,000	$1,595,000	$6,380,000	$1,084,600	25%	17%	-8%
53	PubPriv	$5,558,000	$1,389,500	$5,558,000	$1,934,184	25%	35%	10%
54	Quasi	$1,200,000	$300,000	$1,200,000	$240,000	25%	20%	-5%
55	Public Property	$800,000	$200,000	$641,882	$178,266	25%	28%	3%
56	Quasi	$586,000	$146,500	$586,000	$41,020	25%	7%	-18%
57	Quasi	$497,000	$124,250	$497,000	$84,490	25%	17%	-8%
58	Quasi	$364,000	$91,000	$364,000	$61,880	25%	17%	-8%
59	Quasi	$317,000	$79,250	$317,000	$0	25%	0%	-25%
60	Quasi	$225,000	$56,250	$225,000	$11,250	25%	5%	-20%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
61	Quasi	$215,000	$53,750	$215,000	$53,750	25%	25%	0%
62	Public Property	$871,182	$217,795	$887,179	$220,824	25%	25%	0%
63	Streets	$600,000	$149,880	$496,023	$103,174	25%	21%	-4%
64	Water	$963,139	$224,025	$707,692	$122,024	23%	17%	-6%
65	Public Property	$517,982	$119,136	$524,783	$120,000	23%	23%	0%
66	NPW	$12,284,534	$2,823,430	$10,522,542	$2,836,912	23%	27%	4%
67	Water	$944,958	$215,043	$887,173	$219,433	23%	25%	2%
68	Aviation	$367,200	$83,465	$312,195	$97,815	23%	31%	9%
69	Water	$2,274,752	$512,258	$2,304,803	$438,719	23%	19%	-3%
70	Public Property	$223,890	$49,256	$219,967	$36,900	22%	17%	-5%
71	Water	$1,933,000	$422,500	$1,860,636	$489,475	22%	26%	4%
72	Public Property	$719,100	$155,100	$575,602	$8,339	22%	1%	-20%
73	Water	$5,070,000	$1,091,000	$5,250,786	$1,097,587	22%	21%	-1%
74	Water	$5,865,000	$1,238,575	$4,358,426	$2,581,380	21%	59%	38%
75	Water	$502,790	$106,000	$500,202	$106,000	21%	21%	0%
76	Public Property	$388,902	$81,669	$414,596	$70,171	21%	17%	-4%
77	Water	$2,789,454	$578,419	$2,794,933	$581,496	21%	21%	0%
78	Water	$3,573,975	$728,696	$2,836,561	$574,020	20%	20%	0%
79	Water	$611,200	$124,450	$605,624	$181,429	20%	30%	10%
80	Aviation	$3,975,750	$807,475	$1,642,258	$40,933	20%	2%	-18%
81	Water	$277,000	$55,700	$262,460	$59,166	20%	23%	2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
82	Water	$1,996,000	$400,000	$1,946,038	$221,989	20%	11%	-9%
83	Water	$2,329,675	$465,940	$1,642,499	$433,362	20%	26%	6%
84	Water	$966,742	$193,350	$616,596	$176,721	20%	29%	9%
85	Water	$1,190,871	$238,174	$700,687	$288,700	20%	41%	21%
86	Water	$987,800	$197,560	$866,004	$200,748	20%	23%	3%
87	Water	$1,873,610	$372,324	$1,892,061	$370,905	20%	20%	0%
88	Water	$460,000	$84,000	$504,395	$94,042	18%	19%	0%
89	Public Property	$1,607,520	$289,354	$1,678,303	$191,516	18%	11%	-7%
90	Quasi	$115,000	$20,700	$115,000	$10,350	18%	9%	-9%
91	Water	$1,244,000	$222,169	$93,424	$3,000	18%	3%	-15%
92	NPW	$14,720,000	$2,625,000	$8,991,430	$0	18%	0%	-18%
93	Water	$1,220,000	$215,000	$1,097,347	$285,293	18%	26%	8%
94	Water	$615,000	$107,256	$612,906	$60,182	17%	10%	-8%
95	Aviation	$1,558,000	$264,860	$1,511,224	$237,937	17%	16%	-1%
96	Water	$1,507,224	$254,718	$1,564,898	$67,291	17%	4%	-13%
97	Water	$1,174,075	$198,000	$1,086,217	$362,248	17%	33%	16%
98	Water	$4,299,200	$721,181	$3,691,740	$1,047,833	17%	28%	12%
99	Water	$2,423,955	$403,670	$278,095	$63,429	17%	23%	6%
100	Water	$1,351,257	$223,000	$1,339,152	$217,063	17%	16%	0%
101	Water	$3,312,000	$537,700	$4,239,801	$661,415	16%	16%	-1%
102	Water	$1,664,304	$270,076	$1,469,481	$104,722	16%	7%	-9%
103	Water	$1,919,030	$310,000	$1,642,023	$309,750	16%	19%	3%
104	Water	$965,230	$154,662	$966,452	$96,387	16%	10%	-6%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
105	Aviation	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%
106	Water	$1,045,086	$167,000	$1,234,475	$204,003	16%	17%	1%
107	Aviation	$6,068,000	$969,060	$2,796,398	$700,306	16%	25%	9%
108	Water	$1,885,256	$298,059	$1,771,598	$281,454	16%	16%	0%
109	Water	$2,167,600	$341,300	$298,728	$10,000	16%	3%	-12%
110	Water	$2,478,400	$388,000	$2,202,354	$10,835	16%	0%	-15%
111	Water	$1,383,000	$216,330	$766,896	$117,629	16%	15%	0%
112	Water	$1,300,000	$202,500	$1,364,166	$248,896	16%	18%	3%
113	Water	$1,420,900	$220,100	$1,283,370	$249,886	15%	19%	4%
114	Water	$2,106,000	$324,324	$2,019,443	$333,290	15%	17%	1%
115	Public Property	$875,160	$134,162	$371,301	$0	15%	0%	-15%
116	Water	$5,317,000	$802,867	$3,849,875	$271,921	15%	7%	-8%
117	Water	$2,569,763	$388,034	$810,355	$11,403	15%	1%	-14%
118	Water	$772,000	$115,970	$846,515	$112,841	15%	13%	-2%
119	Water	$2,248,000	$337,400	$827,357	$34,801	15%	4%	-11%
120	Water	$18,548,250	$2,782,245	$5,133,986	$400,826	15%	8%	-7%
121	Public Property	$2,170,254	$325,538	$2,401,561	$315,971	15%	13%	-2%
122	Public Property	$788,630	$118,295	$747,689	$67,075	15%	9%	-6%
123	Water	$2,648,880	$397,000	$2,768,911	$364,837	15%	13%	-2%
124	Water	$1,310,495	$196,000	$1,369,946	$214,164	15%	16%	1%
125	Water	$1,911,080	$285,000	$1,932,220	$330,267	15%	17%	2%
126	Water	$1,948,080	$287,808	$1,937,283	$199,210	15%	10%	-4%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
127	Water	$1,482,020	$208,000	$1,492,053	$117,608	14%	8%	-6%
128	Water	$2,883,155	$404,000	$2,818,301	$395,673	14%	14%	0%
129	Water	$2,174,000	$300,012	$1,530,740	$325,480	14%	21%	7%
130	Water	$2,773,225	$381,611	$2,453,984	$320,069	14%	13%	-1%
131	Aviation	$2,000,000	$270,020	$1,375,578	$502,395	14%	37%	23%
132	Water	$2,460,000	$331,240	$2,552,523	$307,187	13%	12%	-1%
133	Water	$1,996,000	$265,604	$1,501,790	$192,907	13%	13%	0%
134	Water	$915,350	$117,750	$846,643	$47,041	13%	6%	-7%
135	Water	$2,986,750	$373,166	$2,761,731	$310,494	12%	11%	-1%
136	Public Property	$1,547,704	$192,846	$1,598,369	$192,846	12%	12%	0%
137	Aviation	$2,550,000	$299,370	$2,570,977	$388,498	12%	15%	3%
138	PubPriv	$100,000,000	$9,036,000	$100,000,000	$14,056,000	9%	14%	5%
139	Water	$2,375,790	$175,800	$3,535,046	$171,587	7%	5%	-3%
140	Water	$5,280,500	$336,155	$4,694,932	$338,338	6%	7%	1%
141	Aviation	$354,000	$20,532	$302,500	$65,381	6%	22%	16%
142	Water	$2,781,000	$138,913	$2,754,322	$246,130	5%	9%	4%
143	Aviation	$2,773,700	$118,160	$789,571	$114,899	4%	15%	10%
144	Public Property	$532,499	$5,325	$562,973	$53,893	1%	10%	9%
145	NPW	$20,890,875	$0	$22,929,727	$23,003,130	0%	100%	100%
146	NPW	$10,778,190	$0	$10,557,306	$3,429,676	0%	32%	32%
147	Quasi	$2,700,000	$0	$2,700,000	$729,000	0%	27%	27%
148	PubPriv	$34,500,000	$0	$34,500,000	$7,248,450	0%	21%	21%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
149	Quasi	$34,000,000	$0	$34,000,000	$3,060,000	0%	9%	9%
150	Quasi	$563,000	$0	$563,000	$11,260	0%	2%	2%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015))

Figure A.4.2 – All Contracts Ranked by Percentage of Contract Committed (Closed)

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
1	Aviation	$625,000	$625,000	$227,115	$227,115	100%	100%	0%
2	Public Property	$495,500	$495,500	$644,288	$644,288	100%	100%	0%
3	Public Property	$455,430	$455,430	$520,000	$520,000	100%	100%	0%
4	Streets	$377,000	$377,000	$300,675	$300,675	100%	100%	0%
5	Public Property	$282,040	$282,040	$350,102	$350,102	100%	100%	0%
6	Public Property	$212,000	$212,000	$16,684	$16,684	100%	100%	0%
7	Public Property	$456,960	$405,000	$481,110	$451,050	89%	94%	5%
8	Public Property	$699,720	$594,199	$696,337	$405,781	85%	58%	-27%
9	Streets	$1,400,000	$1,036,280	$1,526,752	$149,206	74%	10%	-64%
10	Public Property	$491,640	$333,361	$833,150	$236,298	68%	28%	-39%
11	Public Property	$508,980	$320,601	$454,575	$177,689	63%	39%	-24%
12	Quasi	$100,000	$61,579	$100,000	$61,579	62%	62%	0%
13	Public	$740,000	$347,800	$814,000	$347,869	47%	43%	-4%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
	Property							
14	Quasi	$230,000	$107,905	$230,000	$163,418	47%	71%	24%
15	Public Property	$2,862,000	$1,242,226	$2,862,000	$1,082,953	43%	38%	-6%
16	PubPriv	$1,100,000	$429,000	$1,100,000	$352,000	39%	32%	-7%
17	PubPriv	$50,000,000	$18,500,000	$50,000,000	$14,095,000	37%	28%	-9%
18	Quasi	$6,300,000	$2,329,836	$6,300,000	$2,391,775	37%	38%	1%
19	Water	$3,936,000	$1,383,640	$4,060,720	$1,293,578	35%	32%	-3%
20	PubPriv	$155,000,000	$54,075,000	$155,000,000	$62,109,000	35%	40%	5%
21	PubPriv	$60,000,000	$21,000,000	$60,000,000	$15,600,000	35%	26%	-9%
22	PubPriv	$25,300,000	$8,855,000	$25,300,000	$13,156,000	35%	52%	17%
23	PubPriv	$18,500,000	$6,475,000	$18,500,000	$7,955,000	35%	43%	8%
24	PubPriv	$17,900,000	$6,265,000	$17,900,000	$4,707,700	35%	26%	-9%
25	Quasi	$3,600,000	$1,260,000	$3,600,000	$3,600,000	35%	100%	65%
26	Public Property	$410,040	$143,514	$462,824	$97,635	35%	21%	-14%
27	Public Property	$770,730	$269,755	$750,505	$322,918	35%	43%	8%
28	Quasi	$760,000	$261,875	$760,000	$214,686	34%	28%	-6%
29	PubPriv	$18,900,000	$6,237,000	$18,900,000	$6,048,000	33%	32%	-1%
30	Public Property	$24,495,000	$8,073,656	$24,495,000	$7,738,079	33%	32%	-1%
31	Quasi	$3,400,000	$1,112,159	$3,400,000	$853,344	33%	25%	-8%
32	Public Property	$464,900	$145,840	$557,364	$107,514	31%	19%	-12%
33	Public Property	$578,641	$181,346	$583,502	$102,701	31%	18%	-14%
34	Public	$805,560	$252,041	$867,099	$249,355	31%	29%	-3%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
	Property							
35	Quasi	$1,000,000	$311,928	$1,000,000	$300,000	31%	30%	-1%
36	Public Property	$273,360	$84,742	$318,296	$94,850	31%	30%	-1%
37	Public Property	$315,112	$94,700	$316,439	$173,418	30%	55%	25%
38	PubPriv	$150,000,000	$45,000,000	$150,000,000	$46,170,000	30%	31%	1%
39	PubPriv	$97,600,000	$29,280,000	$97,600,000	$23,424,000	30%	24%	-6%
40	PubPriv	$70,300,000	$21,090,000	$70,300,000	$18,981,000	30%	27%	-3%
41	PubPriv	$32,080,000	$9,624,000	$32,080,000	$6,756,048	30%	21%	-9%
42	Public Property	$763,980	$229,194	$978,161	$229,194	30%	23%	-7%
43	Public Property	$753,117	$225,935	$941,388	$225,936	30%	24%	-6%
44	Public Property	$411,140	$123,342	$439,488	$101,051	30%	23%	-7%
45	Public Property	$288,150	$86,175	$293,992	$91,355	30%	31%	1%
46	Public Property	$291,720	$86,366	$286,560	$86,366	30%	30%	1%
47	Water	$936,000	$273,824	$992,162	$257,047	29%	26%	-3%
48	Public Property	$3,900,107	$1,126,757	$4,603,549	$1,413,881	29%	31%	2%
49	Quasi	$2,800,000	$805,769	$2,800,000	$589,622	29%	21%	-8%
50	Public Property	$1,075,880	$308,735	$1,067,954	$291,356	29%	27%	-1%
51	PubPriv	$18,000,000	$5,040,000	$18,000,000	$4,536,000	28%	25%	-3%
52	Quasi	$187,000	$52,360	$187,000	$28,050	28%	15%	-13%
53	Aviation	$2,845,000	$779,530	$2,687,064	$647,000	27%	24%	-3%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
54	Public Property	$12,366,900	$3,339,063	$13,085,440	$2,353,104	27%	18%	-9%
55	Public Property	$623,790	$168,423	$738,845	$191,995	27%	26%	-1%
56	Streets	$366,000	$98,820	$383,864	$210,320	27%	55%	28%
57	Quasi	$194,000	$52,380	$194,000	$89,240	27%	46%	19%
58	Quasi	$188,000	$50,760	$188,000	$52,640	27%	28%	1%
59	Public Property	$349,660	$94,408	$390,177	$54,549	27%	14%	-13%
60	Public Property	$344,199	$89,492	$353,859	$81,393	26%	23%	-3%
61	Quasi	$196,000	$50,960	$196,000	$17,640	26%	9%	-17%
62	Public Property	$388,620	$101,040	$503,789	$101,577	26%	20%	-6%
63	Quasi	$9,400,000	$2,439,163	$9,400,000	$1,496,819	26%	16%	-10%
64	Water	$2,309,000	$595,000	$2,424,271	$626,753	26%	26%	0%
65	Public Property	$577,049	$144,705	$611,442	$150,596	25%	25%	0%
66	PubPriv	$244,000,000	$60,982,750	$244,000,000	$50,396,145	25%	21%	-4%
67	PubPriv	$95,000,000	$23,750,000	$95,000,000	$22,239,500	25%	23%	-2%
68	Quasi	$33,300,000	$8,325,000	$33,300,000	$6,660,000	25%	20%	-5%
69	Quasi	$30,000,000	$7,500,000	$30,000,000	$7,500,000	25%	25%	0%
70	PubPriv	$22,270,000	$5,567,500	$22,270,000	$6,663,184	25%	30%	5%
71	Quasi	$19,650,000	$4,912,500	$19,650,000	$4,519,500	25%	23%	-2%
72	Quasi	$17,000,000	$4,250,000	$17,000,000	$3,060,000	25%	18%	-7%
73	Quasi	$15,400,000	$3,850,000	$15,400,000	$3,080,000	25%	20%	-5%
74	PubPriv	$14,865,000	$3,716,250	$14,865,000	$2,191,101	25%	15%	-10%
75	Quasi	$14,151,000	$3,537,750	$14,151,000	$4,245,300	25%	30%	5%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
76	PubPriv	$13,600,000	$3,400,000	$13,600,000	$4,938,160	25%	36%	11%
77	PubPriv	$13,500,000	$3,375,000	$13,500,000	$4,236,300	25%	31%	6%
78	Quasi	$13,450,000	$3,362,500	$13,450,000	$3,228,000	25%	24%	-1%
79	Quasi	$13,260,000	$3,315,000	$13,260,000	$3,978,000	25%	30%	5%
80	PubPriv	$12,785,000	$3,196,250	$12,785,000	$3,137,439	25%	25%	0%
81	Quasi	$11,580,000	$2,895,000	$11,580,000	$3,705,600	25%	32%	7%
82	Quasi	$11,300,000	$2,825,000	$11,300,000	$3,051,000	25%	27%	2%
83	Quasi	$11,000,000	$2,750,000	$11,000,000	$1,320,000	25%	12%	-13%
84	Quasi	$10,800,000	$2,700,000	$10,800,000	$4,104,000	25%	38%	13%
85	Quasi	$10,320,000	$2,580,000	$10,320,000	$2,580,000	25%	25%	0%
86	PubPriv	$10,179,000	$2,544,750	$10,179,000	$4,247,697	25%	42%	17%
87	Quasi	$9,830,000	$2,457,500	$9,830,000	$1,474,500	25%	15%	-10%
88	Quasi	$9,340,000	$2,335,000	$9,340,000	$1,868,000	25%	20%	-5%
89	Quasi	$9,300,000	$2,325,000	$9,300,000	$2,511,000	25%	27%	2%
90	Quasi	$8,830,000	$2,207,500	$8,830,000	$2,384,100	25%	27%	2%
91	Quasi	$8,510,000	$2,127,500	$8,510,000	$2,297,700	25%	27%	2%
92	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,940,000	25%	35%	10%
93	Quasi	$8,400,000	$2,100,000	$8,400,000	$2,520,000	25%	30%	5%
94	Quasi	$8,170,000	$2,042,500	$8,170,000	$1,388,900	25%	17%	-8%
95	PubPriv	$7,799,000	$1,949,750	$7,799,000	$2,276,528	25%	29%	4%
96	Quasi	$6,820,000	$1,705,000	$6,820,000	$1,364,000	25%	20%	-5%
97	PubPriv	$6,700,000	$1,675,000	$6,700,000	$1,634,130	25%	24%	-1%
98	PubPriv	$6,322,000	$1,580,500	$6,322,000	$2,264,540	25%	36%	11%
99	Quasi	$6,000,000	$1,500,000	$6,000,000	$1,380,000	25%	23%	-2%
100	PubPriv	$5,800,000	$1,450,000	$5,800,000	$2,727,740	25%	47%	22%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
101	Quasi	$5,590,000	$1,397,500	$5,590,000	$1,285,700	25%	23%	-2%
102	PubPriv	$5,493,000	$1,373,250	$5,493,000	$1,480,364	25%	27%	2%
103	PubPriv	$5,057,000	$1,264,250	$5,057,000	$2,010,158	25%	40%	15%
104	PubPriv	$3,778,000	$944,500	$3,778,000	$782,424	25%	21%	-4%
105	Quasi	$3,560,000	$890,000	$3,560,000	$1,139,200	25%	32%	7%
106	Quasi	$3,297,000	$824,250	$3,297,000	$0	25%	0%	-25%
107	Quasi	$2,900,000	$725,000	$2,900,000	$1,044,000	25%	36%	11%
108	Quasi	$2,720,000	$680,000	$2,720,000	$435,200	25%	16%	-9%
109	Quasi	$2,400,000	$600,000	$2,400,000	$816,000	25%	34%	9%
110	Quasi	$2,200,000	$550,000	$2,200,000	$682,000	25%	31%	6%
111	Quasi	$1,700,000	$425,000	$1,700,000	$119,000	25%	7%	-18%
112	Quasi	$1,400,000	$350,000	$1,400,000	$700,000	25%	50%	25%
113	Quasi	$1,250,000	$312,500	$1,250,000	$450,000	25%	36%	11%
114	Quasi	$1,100,000	$275,000	$1,100,000	$0	25%	0%	-25%
115	Quasi	$1,060,000	$265,000	$1,060,000	$402,800	25%	38%	13%
116	Quasi	$1,000,000	$250,000	$1,000,000	$250,000	25%	25%	0%
117	Quasi	$868,000	$217,000	$868,000	$277,760	25%	32%	7%
118	Quasi	$600,000	$150,000	$600,000	$36,000	25%	6%	-19%
119	Quasi	$565,000	$141,250	$565,000	$565,000	25%	100%	75%
120	Quasi	$562,000	$140,500	$562,000	$213,560	25%	38%	13%
121	Quasi	$545,000	$136,250	$545,000	$545,000	25%	100%	75%
122	Quasi	$512,000	$128,000	$512,000	$225,280	25%	44%	19%
123	Public Property	$499,800	$124,950	$517,942	$119,789	25%	23%	-2%
124	Quasi	$302,000	$75,500	$302,000	$96,640	25%	32%	7%
125	Quasi	$250,000	$62,500	$250,000	$250,000	25%	100%	75%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
126	Quasi	$249,000	$62,250	$249,000	$37,350	25%	15%	-10%
127	Quasi	$242,000	$60,500	$242,000	$60,500	25%	25%	0%
128	Quasi	$235,000	$58,750	$235,000	$47,000	25%	20%	-5%
129	Quasi	$230,000	$57,500	$230,000	$55,200	25%	24%	-1%
130	Quasi	$230,000	$57,500	$230,000	$36,800	25%	16%	-9%
131	Quasi	$225,000	$56,250	$225,000	$58,500	25%	26%	1%
132	Quasi	$222,000	$55,500	$222,000	$57,720	25%	26%	1%
133	Quasi	$204,000	$51,000	$204,000	$81,600	25%	40%	15%
134	Quasi	$200,000	$50,000	$200,000	$24,000	25%	12%	-13%
135	Quasi	$191,000	$47,750	$191,000	$34,380	25%	18%	-7%
136	Quasi	$180,000	$45,000	$180,000	$180,000	25%	100%	75%
137	Quasi	$168,000	$42,000	$168,000	$13,440	25%	8%	-17%
138	Quasi	$165,000	$41,250	$165,000	$44,550	25%	27%	2%
139	Quasi	$156,000	$39,000	$156,000	$31,200	25%	20%	-5%
140	Quasi	$150,000	$37,500	$150,000	$40,500	25%	27%	2%
141	Quasi	$150,000	$37,500	$150,000	$27,000	25%	18%	-7%
142	Quasi	$148,000	$37,000	$148,000	$39,960	25%	27%	2%
143	Quasi	$120,000	$30,000	$120,000	$15,600	25%	13%	-12%
144	Quasi	$117,000	$29,250	$117,000	$16,380	25%	14%	-11%
145	Quasi	$115,000	$28,750	$115,000	$5,750	25%	5%	-20%
146	Quasi	$110,000	$27,500	$110,000	$26,400	25%	24%	-1%
147	Quasi	$100,000	$25,000	$100,000	$24,000	25%	24%	-1%
148	Quasi	$100,000	$25,000	$100,000	$23,000	25%	23%	-2%
149	Quasi	$100,000	$25,000	$100,000	$22,000	25%	22%	-3%
150	Quasi	$75,000	$18,750	$75,000	$1,500	25%	2%	-23%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
151	Water	$1,126,485	$276,165	$1,289,877	$143,480	25%	11%	-13%
152	Aviation	$2,426,000	$594,370	$2,662,924	$734,571	25%	28%	3%
153	Streets	$229,220	$56,159	$208,926	$21,865	25%	10%	-14%
154	Quasi	$1,130,000	$274,590	$1,130,000	$0	24%	0%	-24%
155	Quasi	$183,000	$44,469	$183,000	$62,220	24%	34%	10%
156	Public Property	$294,800	$70,752	$329,760	$60,726	24%	18%	-6%
157	Quasi	$189,000	$45,360	$189,000	$17,010	24%	9%	-15%
158	Aviation	$3,765,400	$890,931	$3,917,120	$897,409	24%	23%	-1%
159	Water	$3,101,686	$731,484	$3,256,800	$748,176	24%	23%	-1%
160	PubPriv	$1,700,000	$391,000	$1,700,000	$1,275,000	23%	75%	52%
161	Aviation	$553,186	$127,233	$555,281	$124,400	23%	22%	-1%
162	Water	$522,000	$116,192	$540,071	$121,958	22%	23%	0%
163	Quasi	$12,200,000	$2,684,000	$12,200,000	$3,660,000	22%	30%	8%
164	Public Property	$707,064	$155,554	$699,551	$155,554	22%	22%	0%
165	Quasi	$167,000	$36,740	$167,000	$35,070	22%	21%	-1%
166	Public Property	$347,376	$75,813	$357,642	$72,608	22%	20%	-2%
167	Water	$1,700,145	$370,000	$1,852,299	$459,741	22%	25%	3%
168	Public Property	$4,248,000	$919,985	$4,248,000	$875,055	22%	21%	-1%
169	Public Property	$10,196,016	$2,202,336	$10,196,016	$2,183,401	22%	21%	0%
170	Water	$3,378,555	$727,517	$3,312,693	$626,837	22%	19%	-3%
171	Aviation	$624,767	$624,767	$640,117	$132,276	21%	21%	0%
172	Aviation	$2,324,391	$488,122	$2,860,280	$491,989	21%	17%	-4%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
173	Water	$5,170,100	$1,069,791	$5,027,262	$1,058,263	21%	21%	0%
174	Water	$474,000	$96,999	$474,000	$110,328	20%	23%	3%
175	Water	$1,730,746	$352,000	$1,663,875	$347,028	20%	21%	1%
176	Streets	$15,836,650	$3,219,591	$16,415,211	$4,048,984	20%	25%	4%
177	Public Property	$466,140	$93,858	$483,882	$91,978	20%	19%	-1%
178	Water	$676,600	$136,000	$850,192	$140,402	20%	17%	-4%
179	Water	$1,328,235	$266,350	$1,400,239	$304,378	20%	22%	2%
180	Aviation	$5,184,321	$1,036,864	$5,573,629	$1,072,188	20%	19%	-1%
181	Public Property	$810,730	$162,146	$852,217	$188,472	20%	22%	2%
182	Public Property	$576,300	$115,260	$633,694	$115,868	20%	18%	-2%
183	Public Property	$277,032	$55,406	$306,595	$55,407	20%	18%	-2%
184	Public Property	$1,676,880	$335,373	$2,035,827	$324,161	20%	16%	-4%
185	Quasi	$10,750,000	$2,139,583	$10,750,000	$2,139,583	20%	20%	0%
186	Streets	$1,340,432	$263,127	$1,447,563	$164,063	20%	11%	-8%
187	Water	$715,509	$139,703	$813,601	$195,336	20%	24%	4%
188	Public Property	$9,645,000	$1,877,761	$9,645,000	$1,896,976	19%	20%	0%
189	Aviation	$1,055,000	$200,450	$1,025,016	$199,470	19%	19%	0%
190	Water	$414,000	$77,700	$417,644	$85,301	19%	20%	2%
191	Public Property	$660,370	$122,522	$703,510	$130,787	19%	19%	0%
192	Public Property	$395,760	$71,237	$446,216	$72,940	18%	16%	-2%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
193	Quasi	$187,000	$33,660	$187,000	$187,000	18%	100%	82%
194	Quasi	$185,000	$33,300	$185,000	$185,000	18%	100%	82%
195	Quasi	$135,000	$24,300	$135,000	$135,000	18%	100%	82%
196	Quasi	$118,000	$21,240	$118,000	$14,160	18%	12%	-6%
197	Quasi	$114,000	$20,520	$114,000	$14,820	18%	13%	-5%
198	Quasi	$108,000	$19,440	$108,000	$37,800	18%	35%	17%
199	Water	$2,341,867	$412,181	$2,241,945	$412,830	18%	18%	1%
200	Water	$1,049,800	$183,000	$955,193	$188,950	17%	20%	2%
201	Public Property	$5,707,451	$984,216	$5,707,451	$1,308,697	17%	23%	6%
202	Quasi	$162,000	$27,540	$162,000	$72,900	17%	45%	28%
203	Water	$983,000	$158,000	$1,027,593	$185,505	16%	18%	2%
204	Aviation	$640,200	$102,432	$865,842	$114,349	16%	13%	-3%
205	Water	$401,055	$64,000	$439,949	$32,456	16%	7%	-9%
206	Water	$426,000	$67,973	$426,000	$69,263	16%	16%	0%
207	Streets	$483,305	$76,942	$609,495	$53,283	16%	9%	-7%
208	Streets	$685,569	$104,892	$887,359	$123,042	15%	14%	-1%
209	Water	$871,215	$132,000	$828,523	$160,612	15%	19%	4%
210	Water	$383,551	$58,100	$388,838	$75,890	15%	20%	4%
211	Water	$793,600	$120,000	$846,120	$128,762	15%	15%	0%
212	Water	$1,247,505	$188,500	$1,262,658	$122,141	15%	10%	-5%
213	Public Property	$267,014	$40,323	$267,013	$40,323	15%	15%	5.66E-07
214	Water	$482,230	$72,739	$523,451	$71,930	15%	14%	-1%
215	Water	$2,323,114	$349,500	$2,568,168	$409,633	15%	16%	1%
216	Water	$1,167,500	$175,500	$1,200,864	$174,949	15%	15%	0%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
217	Water	$763,300	$114,600	$763,535	$117,089	15%	15%	0%
218	Streets	$253,200	$37,980	$278,520	$60,900	15%	22%	7%
219	Public Property	$830,110	$124,000	$877,053	$189,904	15%	22%	7%
220	Water	$575,095	$85,750	$951,800	$83,894	15%	9%	-6%
221	Water	$1,898,800	$278,360	$1,636,401	$253,095	15%	15%	1%
222	Public Property	$291,360	$38,500	$296,282	$41,703	13%	14%	1%
223	Water	$438,280	$56,400	$442,480	$67,852	13%	15%	2%
224	Water	$774,000	$92,945	$707,318	$96,555	12%	14%	2%
225	Streets	$716,236	$83,800	$716,236	$49,712	12%	7%	-5%
226	Water	$412,800	$48,000	$428,005	$38,280	12%	9%	-3%
227	Streets	$976,552	$106,444	$965,993	$85,012	11%	9%	-2%
228	Water	$458,330	$49,000	$446,183	$65,920	11%	15%	4%
229	Water	$3,647,060	$387,000	$3,772,457	$578,483	11%	15%	5%
230	Aviation	$1,600,134	$169,614	$1,669,239	$139,038	11%	8%	-2%
231	Water	$989,000	$104,450	$945,638	$168,717	11%	18%	7%
232	Public Property	$1,383,880	$145,187	$1,480,178	$285,855	10%	19%	9%
233	Public Property	$871,182	$89,760	$887,179	$89,072	10%	10%	0%
234	Water	$576,365	$58,000	$595,426	$81,468	10%	14%	4%
235	PubPriv	$6,500,000	$650,000	$6,500,000	$715,000	10%	11%	1%
236	Aviation	$1,178,000	$117,800	$1,239,457	$124,519	10%	10%	0%
237	Streets	$377,183	$37,718	$444,822	$45,770	10%	10%	0%
238	Water	$525,000	$50,960	$576,679	$257,182	10%	45%	35%
239	Water	$567,000	$51,030	$343,354	$51,064	9%	15%	6%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
240	Public Property	$374,340	$33,690	$380,873	$101,347	9%	27%	18%
241	Water	$753,000	$67,000	$677,336	$42,365	9%	6%	-3%
242	Streets	$732,428	$59,327	$707,109	$133,032	8%	19%	11%
243	Water	$368,030	$29,443	$260,365	$16,030	8%	6%	-2%
244	Water	$462,000	$35,600	$457,000	$1,021	8%	0%	-7%
245	Water	$991,000	$76,180	$981,000	$56,764	8%	6%	-2%
246	Streets	$1,495,145	$112,734	$1,417,563	$168,990	8%	12%	4%
247	Streets	$713,996	$52,836	$650,717	$37,350	7%	6%	-2%
248	Water	$795,200	$58,282	$841,629	$65,579	7%	8%	0%
249	Streets	$832,769	$58,294	$780,789	$29,885	7%	4%	-3%
250	Streets	$1,629,248	$105,901	$1,623,989	$85,951	7%	5%	-1%
251	Public Property	$448,800	$26,928	$458,969	$110,491	6%	24%	18%
252	Aviation	$413,213	$24,793	$551,026	$41,321	6%	7%	1%
253	Streets	$2,076,531	$121,477	$2,139,264	$150,406	6%	7%	1%
254	Streets	$454,081	$25,429	$388,417	$21,063	6%	5%	0%
255	Streets	$1,319,991	$70,620	$1,212,489	$28,390	5%	2%	-3%
256	Streets	$712,113	$36,318	$775,902	$43,405	5%	6%	0%
257	Streets	$418,960	$21,367	$425,349	$259,352	5%	61%	56%
258	Public Property	$1,064,891	$53,245	$1,137,083	$95,122	5%	8%	3%
259	Water	$334,938	$16,747	$262,654	$65,313	5%	25%	20%
260	Aviation	$333,000	$6,660	$363,593	$6,344	2%	2%	0%
261	Streets	$300,000	$6,000	$228,573	$96,830	2%	42%	40%
262	Streets	$299,493	$5,990	$329,983	$12,765	2%	4%	2%
263	Streets	$250,852	$5,017	$266,202	$7,880	2%	3%	1%

Ranking	Department	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
264	Water	$353,040	$5,300	$366,116	$13,175	2%	4%	2%
265	Public Property	$287,850	$2,879	$293,291	$72,000	1%	25%	24%
266	Streets	$1,155,000	$0	$1,191,138	$46,909	0%	4%	4%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

Figure A.4.3 – All Contracts with EOP Commitments 50-100% Sorted by EOP Goal Commitment (Active and Closed)

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Public Property	4268GCON	$1,500,000	$1,558,000	$1,500,000	$1,558,000	104%	104%	0%
Aviation	6941	$625,000	$625,000	$227,115	$227,115	100%	100%	0%
Public Property	4662GCON	$495,500	$495,500	$644,288	$644,288	100%	100%	0%
Public Property	4073GCON	$455,430	$455,430	$520,000	$520,000	100%	100%	0%
Streets	3752	$377,000	$377,000	$300,675	$300,675	100%	100%	0%
Public Property	4303GCON	$282,040	$282,040	$350,102	$350,102	100%	100%	0%
Public Property	4123ROOF	$212,000	$212,000	$16,684	$16,684	100%	100%	0%
Water	2307	$4,071,590	$4,071,590	$4,228,821	$4,228,821	100%	100%	0%
NPW	NPW2	$2,866,186	$2,866,186	$2,349,434	$2,349,434	100%	100%	0%
Streets	3766	$1,220,000	$1,220,000	$549,275	$549,275	100%	100%	0%
Public Property	4190GCON	$616,800	$616,800	$613,160	$613,160	100%	100%	0%
Water	2549	$580,825	$580,825	$578,804	$578,804	100%	100%	0%

Department	Bid Number	Amount of Bid	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance
Public Property	4071GCON	$363,960	$363,960	$363,960	$363,960	100%	100%	0%
Public Property	4387ELB	$345,000	$345,000	$345,000	$345,000	100%	100%	0%
Public Property	4995GCON	$279,400	$279,400	$104,211	$104,211	100%	100%	0%
NPW	NPW3	$7,688,360	$7,688,360	$6,903,297	$6,902,297	100%	100%	0%
Public Property	4178ELEC	$315,690	$315,690	$328,442	$63,419	100%	19%	-81%
Public Property	4312GCON	$530,400	$520,400	$571,595	$530,400	98%	93%	-5%
Public Property	4179GCON	$456,960	$405,000	$481,110	$451,050	89%	94%	5%
Public Property	4089ROOF	$699,720	$594,199	$696,337	$405,781	85%	58%	-27%
Streets	3717	$1,400,000	$1,036,280	$1,526,752	$149,206	74%	10%	-64%
Public Property	4495GCON	$491,640	$333,361	$833,150	$236,298	68%	28%	-39%
Public Property	4527GCON	$508,980	$320,601	$454,575	$177,689	63%	39%	-24%
Quasi	OHCD57	$100,000	$61,579	$100,000	$61,579	62%	62%	0%
NPW	NPW8	$16,000,000	$9,472,320	$20,044,876	$5,132,832	59%	26%	-34%
Streets	3695	$2,169,400	$1,106,394	$308,610	$132,724	51%	43%	-8%
NPW	NPW9	$10,500,000	$5,250,000	$7,265,462	$0	50%	0%	-50%

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)