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ADDENDA:

City of Philadelphia – Economic Opportunity Plan Analysis FY 2009 – 2016 City of Philadelphia – EOP Employment Composition Analysis FY 2016

EXECUTIVE SUMMARY

INTRODUCTION

Econsult Solutions, Inc. and Milligan & Company, LLC are pleased to submit the Annual Disparity Study for Fiscal Year (FY) 2016 to the City of Philadelphia. The study includes a brief discussion of the purpose, results of the study, and recommendations for FY 2017 and beyond.

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

Only \$991 million, or less than one-quarter of the City's \$4.1 billion annual operating budget, were directly analyzed in this Disparity Study. This represents sealed bid and non-sealed contracts. It does not include \$109.3 million in federally funded PW contracts over which the City has no goal-setting influence, for which M/W/DSBE utilization was 13.2 percent. It does not include \$3.9 million in sole source contracts for Service, Supplies, and Equipment contract types, for which M/W/DSBE utilization was 0.00 percent. It does include \$317.1 million in spending by quasi-public entities (Office of Housing and Community Development, Philadelphia Industrial Development Corporation, and Philadelphia Redevelopment Authority), for which M/W/DSBE utilization under the City's governance was 27.7 percent. Combined, City contracts and quasi-public contracts achieved utilization of 30.7 percent in FY 2016.

There were an additional 107 contracts totaling \$211.2 million in FY 2016 for which there are few or no M/W/DSBEs available to participate. This study reports utilization levels excluding these "few or no opportunity" and "sole source" contracts. It is important to note that some contracts with "few or no opportunity", represented as "FONO" in this report, are the result of court order and not within the City's control. An example is court ordered foster care which is typically handled by non-profit agencies.

2016 ACHIEVEMENTS

The Office of Economic Opportunity (OEO) at the City of Philadelphia continues to be a leader in setting best practices for M/W/DSBE inclusion as the highlighted achievements in Table ES.1 illustrate.

Table ES.1 - FY 2016 OEO FY 2016 Achievements

Achievements									
Performance	 Slightly exceeded annual participation goal Value of M/W/DSBE prime contracts growing Increased use of M/W/DSBEs in the City Continued growth of the OEO Registry 								
Outreach	 DBE Roundtable growth Internal and external stakeholder engagement Apprenticeship diversity 								

Performance

ACHIEVEMENT: Slightly exceeded annual participation goal

OEO's programs, outreach, and monitoring efforts resulted in M/W/DSBE firm participation of 30.7 percent in FY 2016, which slightly exceeded the City's FY 2016 goal of 30.0 percent.

ACHIEVEMENT: Value of M/W/DSBE contracts growing

In FY 2016, the average dollar value of contracts primed by M/W/DSBE primes rose for the second fiscal year to \$260,000 from \$210,000 in FY 2015

ACHIEVEMENT: Increased use of M/W/DSBEs in the City

The participation of M/W/DSBE firms located within the city of Philadelphia continues to grow and increased to 15.0 percent in FY 2016, up from 13.8 percent in FY 2015.

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ACHIEVEMENT: Continued growth of the OEO Registry

The OEO Registry continues to grow consistently each year, despite attrition and removal of inactive firms, reaching 2,740 firms as of January 2017 up from 2,560 firms in FY 2015, an increase of seven percent.

Outreach

ACHIEVEMENT: DBE Roundtable growth

In 2016, OEO launched the National Disadvantaged Business Enterprise (DBE) Roundtable, a growing consortium of cities and states focused on benchmarking and best practices in M/W/DSBE inclusion, which held its first physical roundtable meeting.

ACHIEVEMENT: Internal and external stakeholder engagement

OEO engaged over 200 stakeholders from the small business and economic development industry in 2016 and held a half-day focus group. The focus group included eight city departments who discussed OEO's role and reviewed how OEO could be the most useful to stakeholders and better facilitate opportunities in achieving diversity and inclusion in the city.

ACHIEVEMENT: Apprenticeship diversity

OEO held diversity awareness working group and roundtable discussions on construction-related pre-apprentice programs, the apprentice process, and apprentice opportunities with trade organizations, the City, contractors, training organizations, and the School District.

RESULTS

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. M/W/DSBE contract spending

City contracts and quasi-public contracts combined achieved utilization of 30.7 percent, up slightly from 30.6 percent in FY2015.

increased in FY 2016. M/W/DSBE utilization was 32.0 percent for City contracts and 27.7 percent for quasi-public contracts. Combined, City contracts and quasi-public contracts achieved utilization of 30.7 percent in FY 2016 versus 13.2 percent for federally funded City contracts (see Table ES.2).¹

Table ES.2 – FY 2016 and FY 2015 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 "FONO" Contracts. by Contract Type (by Percentage of Contract Dollars Awarded)

TONO Contracts, by Contract Type (by Fercentage of Contract Donars Awarded)											
	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15	FY 15 – FY 16		
	PW	PPS	SSE ²	All Contract Types ³	PW	PPS	SSE	All Contract Types	Change		
City Contracts	25.3%	38.9%	24.4%	32.0%	25.0%	38.6%	23.7%	31.7%	+0.3 pp		
Quasi-Public Contracts ⁴	N/A	N/A	N/A	27.7%	N/A	N/A	N/A	28.3%	-0.6 pp		
City + Quasi- Public Contracts	25.3%	38.9%	24.4%	30.7%	25.0%	38.6%	23.7%	30.6%	+0.1 pp		
Federally Funded City Contracts ⁵	13.2%	N/A	N/A	13.2%	13.9%	N/A	N/A	13.9%	-0.7 pp		

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

¹ Goals for federally funded contracts are set by the Federal government, thus OEO has no goal-setting influence. Federally funded contracts also require different business certifications. As a result, federally funded City contracts were excluded from the data sets throughout the report.

² The SSE category in this report includes City-wide contracts, and excludes sole-source and contracts with few or no opportunity for M/W/DSBE participation.

³ Quasi-public contract data is accounted for in All Contract Types, but not in the individual contract category rows. This is because contract-level data was not available for some quasi-public agencies.

⁴ Data for Quasi-Public contracts by contract types is not available; however, the majority of contracts are known to be PW.

⁵ There are no federally Funded City contracts in the PPS and SSE contract types.

Overall M/W/DSBE Utilization Levels and Spending Increased - M/W/DSBEs were awarded

M/W/DSBEs were awarded \$13.9 million (or 4.8%) more in contracts in FY 2016. \$303.9 million out of \$991 million in contracts in FY 2016, compared to \$290 million out of \$951 million in eligible contracts in FY 2015. Utilization increased by 0.1 percentage points to 30.7 percent in FY 2016 from 30.6 percent in FY 2015 (see Table ES.3).

Table ES.3 – FY 2016 and FY 2015 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, Sole Source Contracts, and "FONO" Contracts) (by \$ Contracts Awarded)

Source contracts, and Porto Contracts (by & Contracts Awarded)										
M/W/DSBE	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15	FY15 – FY 16	
Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types	Change	
White Female	10.7%	11.8%	21.1%	12.4%	9.9%	12.1%	19.6%	12.2%	+0.2 pp	
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	+0.0 pp	
Asian American	4.2%	4.3%	0.0%	3.2%	4.1%	3.3%	0.7%	2.9%	+0.3 pp	
African American	7.5%	19.4%	3.1%	13.1%	5.3%	20.8%	3.1%	13.0%	+0.1 pp	
Hispanic	2.8%	2.6%	0.1%	2.4%	5.7%	2.2%	0.3%	3.2%	-0.8 pp	
All MBE	14.6%	27.0%	3.3%	20.0%	15.2%	27.4%	4.1%	19.2%	+0.8 pp	
All WBE	11.8%	18.2%	22.5%	13.2%	12.2%	18.0%	20.9%	14.3%	-1.1 pp	
Disabled	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	+0.0 pp	
AII M/W/DSBE ⁶	25.3%	38.9%	24.4%	30.7%	25.0%	38.6%	23.7%	30.6%	+0.1 pp	

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

⁶ Quasi-public contract data is accounted for in the MBE, WBE, and M/W/DSBE rows, but not in the individual contract category rows. This is because contract-level data was not available for some quasi-public agencies.

Increased Use of M/W/DSBEs within the City – The participation of M/W/DSBEs located inside

the city of Philadelphia continues to increase. City-based participation increased by 1.2 percentage points to 15.0 percent in FY 2016 from 13.8 percent in FY 2015, while participation by M/W/DSBEs located within the Philadelphia Metropolitan Statistical Area (MSA)⁷ increased by 1.3 percentage points to 23.0 percent in FY 2016 from 21.7 percent in FY 2015 (see Table ES.4).

Utilization of local M/W/DSBE outpaced use of M/W/DSBE at the national level.

Table ES.4 – FY 2016 and FY 2015 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 "FONO"

Contracts. by Location of M/W/DSBE (by Percentage of Contract Dollars Awarded)

Contr	acts, by Loc	acion or i	717 447 0301	- (by i cic	ciitage oi	Awarace	•		
Location of	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15	FY 15 – FY 16
M/W/DSBE8	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types	Change
City	11.0%	17.3%	18.4%	15.0%	8.9%	16.3%	18.9%	13.8%	+1.2 pp
In Metro but Outside City	9.6%	7.8%	4.1%	8.0%	12.2%	6.2%	2.9%	7.9%	
MSA	20.6%	25.1%	22.4%	23.0%	21.1%	22.5%	21.8%	21.7%	+1.3 pp
In US but Outside Metro	4.6%	13.7%	2.0%	9.0%	3.9%	17.0%	2.0%	10.5%	
US	25.3%	38.9%	24.4%	32.0%	25.0%	38.6%	23.7%	31.7%	+0.3 pp
Non-M/W/DSBEs	74.7%	61.1%	75.6%	68.0%	75.0%	61.4%	76.3%	68.3%	
Including Quasi-Public Contracts ⁹									
US	_			30.7%				30.6%	
Non-M/W/DSBEs				69.3%				69.5%	

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

⁷ 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).

⁸ "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.

⁹ Contract-level data was 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 likely understated.

The Average M/W/DSBE Contract Size Increased While the Percentage of M/W/DSBE Prime Contractors Decreased — The percentage of contract dollars awarded to M/W/DSBE prime contractors increased 0.3 percentage points from 11.1 percent in FY 2015 to 11.4 percent in FY 2016. The average contract size increased

Average contract size for M/W/DSBE grew, but is still smaller than average for non-M/W/DSBE primes.

to \$260,000 in FY 2016 (vs. \$340,000 for non-M/W/DSBE prime contractors) up from \$210,000 in FY 2015 (vs. \$330,000 for non-M/W/DSBE prime contractors) (see Table ES.5). In FY16 M/W/DSBE the average contract size ratio for prime contractors to non-M/W/DSBE prime contractors was .76 (\$260,000/\$340,000), an improvement of 20 percent from FY15's ratio of .63 (\$210,000/\$330,000). In FY 2016, M/W/DSBE prime contractors received 14.6 percent of contracts compared to 16.6 percent in FY 2015, a decrease of 2 percent.

Table ES.5 – FY 2016 and FY 2015 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 "FONO" Contracts, by Contract Type (by Percentage of Contracts Awarded and by Percentage of Contract Dollars Awarded)

1 010011	referriage of Contracts Awarded and by referriage of Contract Donars Awarded											
	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15	FY 15 – FY 16			
	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types	Change			
% Primed by M/W	% Primed by M/W/DSBE											
By #	5.8%	21.1%	5.0%	14.6%	9.2%	25.2%	4.8%	16.6%	-2.0 pp			
By \$	2.1%	19.5%	3.7%	11.4%	3.3%	18.4%	1.6%	11.1%	+0.3 pp			
Average Contract	Size (\$M)											
M/W/DSBE Primes	\$0.71	\$0.55	\$0.22	\$0.26	\$0.53	\$0.42	\$0.13	\$0.21	+\$0.05			
Non-M/W/DSBE Primes	\$2.09	\$0.61	\$0.30	\$0.34	\$1.57	\$0.63	\$0.40	\$0.33	+\$0.01			

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

An increase in utilization and slight improvement in availability resulted in a higher disparity ratio for FY 2016.

Availability of M/W/DSBEs is Fairly Stable – It is estimated that M/W/DSBEs represented 25.6 percent of "ready, willing, and able" firms within the Philadelphia MSA, up 0.1 percentage points from 25.5 percent in FY

2016 (see Table ES.6).¹⁰ The FY 2016 report uses 2012 US Census Bureau Survey of Business Owner ("SBO") data, which contains the most recent availability calculations. Since the utilization increased and the baseline availability calculation was largely unchanged, the disparity ratio increased from 0.85 in FY 2015 (MSA utilization of 21.7 percent vs. MSA availability of 25.5 percent) to 0.90 in FY 2016 (MSA utilization of 23 percent vs. MSA availability of 25.6 percent), when looking at all contracts types (see Table ES.7). An overall disparity ratio of less than 1 means that M/W/DSBE utilization is not yet in parity with M/W/DSBE availability.

Table ES.6 – FY 2016 and FY 2015 Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA, by M/W/DSBE Type

M/W/DSBE	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15	FY 15 – FY 16
Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types	Change
All MBE	5.0%	12.6%	13.6%	9.8%	4.9%	12.6%	13.7%	9.8%	0.0 pp
All WBE	11.2%	18.8%	18.1%	15.8%	11.5%	18.8%	17.5%	15.8%	0.0 pp
AII M/W/DSBE	16.2%	31.4%	31.7%	25.6%	16.4%	31.4%	31.2%	25.5%	+0.1 pp

Source: US Census Bureau Survey of Business Owners (2007, 2012), OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

¹⁰ "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. Availability data used in this 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-Owned Business Enterprises and Women-Owned Business Enterprises (SMOBE/SWOBE). The most recently released SBO data is from 2012 and was released in 2015. Previous Disparity Studies have used the 2007 SBO data, which was released between 2011 and 2012.

Table ES.7 – FY 2016 and FY 2015 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 "FONO" Contracts ÷ Availability of Ready, Willing, and Able M/W/DSBE Firms within the Philadelphia MSA)

M/W/DSBE	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15	FY 15 – FY 16
Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types	Change
MSA Utilization	20.6%	25.1%	22.4%	23.0%	21.1%	22.5%	21.8%	21.7%	+1.3 pp
MSA Availability	16.2%	31.4%	31.7%	25.6%	16.4%	31.4%	31.2%	25.5%	+0.1 pp
Disparity Ratio	1.27	0.80	0.71	0.90	1.29	0.72	0.70	0.85	+0.05

Source: Econsult Solutions, Inc. (2016, 2017); Utilization = FY 2016 OEO Participation Report (2016); Availability = US Small Business Administration — Philadelphia District Office (2007, 2012)

RECOMMENDED 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 slightly higher than both FY 2016 utilization and

The recommended goal for M/W/DSBE utilization for all contract types is 35.0 percent excluding federally funded City contracts and contracts with few or no opportunity for M/W/DSBE participation.

availability. Stretch goals are within four percentage points of actual utilization (see Table ES.8). Our recommended goal for M/W/DSBE utilization for all contract types is 35 percent (see Table ES.8 and Table ES.9) and is based on FY 2016 utilization and availability for City and quasipublic contracts excluding federally funded City contracts, as well as, contracts with few or no opportunity for M/W/DSBE participation.

The exclusion of "few or no opportunity" (FONO) contracts does not indicate that M/W/DSBEs are unable to participate on these contracts but that additional outreach is necessary. There are likely barriers to M/W/DSBE utilization that are systemic or administrative. With the identification of the types of barriers and increased outreach these FONO categories may be reduced over time as utilization increases.

¹¹ Updated Census Bureau SBO data from 2007 to 2012 shows a 1.4 percent increase in availability within the City for M/W/DSBE firms, and a 4.1 percent increase in availability within the MSA for M/W/DSBE firms. Stretch goals are recommended to keep pace with historical availability and utilization trends within these geographies.

Table ES.8 – Recommended Citywide Participation Goals for City Contracts and Quasi Public Contracts (Excluding Federally Funded City Contracts, Sole Source Contracts, and "FONO"

Contracts) (by \$ Contracts Awarded)¹²

M/W/DSBE Category	PW	PPS	SSE	All Contract Types	FY15/FY16 Actual
White Female	10.7% U	11.8% U	21.1% U	12.4% U	FY 15: 12.2% FY 16: 12.4%
Native American	0.2% A	0.2% A	0.2% A	0.2% A	FY 15: 0.0% FY 16: 0.0%
Asian American	4.2% U	8.1% A	5.6% A	5.6% A	FY 15: 2.9% FY 16: 3.2%
African American	7.5% U	19.4% U	3.2% U	13.1% U	FY 15: 13.0% FY 16: 13.1%
Hispanic	2.8% A	2.6% U	2.3% A	2.4% U	FY 15: 3.2% FY 16: 2.4%
All MBE	14.6% U	28.9% U	13.6% A	20.0% U	FY15: 19.2% FY16: 20.0%
All WBE	11.8% U	18.9% A	22.5% U	16.0% A	FY15: 14.3% FY16: 13.2%
City-Based M/W/DSBE	11.0% U	17.3% U	18.4% U	15.0% U	FY15: 13.8% FY16: 15.0%
AII M/W/DSBE	25.3% U	38.9% U	31.7% A	35.0% S	FY15: 30.6% FY16: 30.7%
FV4E/FV4C A chirol	FY15: 25.0%	FY15: 38.6%	FY15: 23.7%	FY15: 30.6%	
FY15/FY16 Actual	FY16: 25.3%	FY16: 38.9%	FY16: 31.7%	FY16: 30.7%	

Source: Econsult Solutions, Inc. (2016)

The entire report excludes federally funded City contracts. Goals for federally funded contracts are set by the Federal government, thus OEO has no goal-setting influence on these goals. **The recommended stretch goal of 35 percent presented in Table ES. 8 does not include federal contracts.** This report focuses only on the contracts goals the City can control and should be held accountable for hence the recommended stretch goal of 35 percent.

U: Utilization is greater than Availability. Goal: hold

S: Stretch Goal

A: Availability is greater than Utilization. Goal: increase

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

	A	Actual (incl. "Few or No Opportunity" Contracts) ¹³									
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11					
All M/W/DSBE	23.6%	22.3%	19.2%	19.0%	20.8%	23.3%					
MBE	17.7%	15.7%	14.8%	14.1%	14.9%	15.3%					
WBE	9.9%	10.8%	7.6%	8.6%	8.9%	10.8%					
PW	19.6%	16.5%	15.1%	12.1%	21.9%	19.8%					
PPS	25.8%	27.5%	22.7%	22.9%	15.2%	26.2%					
SSE	22.2%	17.1%	18.6%	12.8%	30.4%	18.9%					

	Actual (excl. "FONO") ¹⁴										
FY 12	FY 13	FY 14	FY 15	FY 16	Goal						
28.2%	28.1%	29.4%	30.6%	30.7%	35%						
21.2%	18.8%	18.5%	19.2%	20.0%	20%						
9.0%	12.2%	14.2%	14.3%	13.2%	16%						
24.4%	20.6%	22.3%	25.0%	25.3%	25%						
30.2%	32.6%	36.3%	38.6%	38.9%	39%						
26.1%	20.8%	18.7%	23.7%	24.4%	31%						

Source: Econsult Solutions, Inc. (2016)

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

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

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

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 do not exclude City contracts for which there were few or no opportunities for M/W/DSBE participation.

¹⁴ FY 2012 to FY 2016 results exclude City contracts for which there were few or no opportunities for M/W/DSBE participation. FY 2006 to FY 2011 results also do not include City contracts for electric utilities, which are included in the FY 2012 to FY 2014 results.

In the case of overall M/W/DSBE utilization, we recommend a participation goal that is higher than both FY 2016 utilization and FY 2016 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.¹⁵

The overall stretch goal is based upon City + Quasi Public contracts and excludes Federal contracts because the City has no control over the Federal goal-setting.

These particular "stretch" goals are also based on the fact that FY 2016 utilization for City operating departments was over 30 percent (30.7 percent). In addition, it should also be noted that the FY 2016 availability at the city of Philadelphia level was 31.4 percent (vs. 25.6 percent at Philadelphia MSA level). As the overall M/W/DSBE availability increases as indicted by SBO's 2007 and 2012 results, higher stretch goals are supported above and beyond those in previous years.

The MBE and WBE goals may 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, or they may be less than the overall goal because these goals are meant to be minimums. Therefore, 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 35 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.

¹⁵ 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.

RECOMMENDED PROGRAMMATIC AND POLICY ACTIONS

The FY 2016 Disparity Study project team of Econsult Solutions, Inc. and Milligan & Company, LLC presents the following recommendations to the City of Philadelphia Office of Economic Opportunity (OEO). This section reinforces many of the activities currently planned or implemented by OEO and offers additional focus areas for continued sustainability.

Table ES.10 summarizes the recommendations based on the findings from the FY 2016 study. There were many positive findings that need further exploration to continue increasing utilization in specific groups. The overall annual increased utilization of M/W/DSBEs is a direct result of OEO's achievements in recent years. The data reveals that there is still potential for OEO to be a larger part of the success of M/W/DSBE firms. OEO has recently set five strategic priorities to be accomplished over the next three years. Several of the policy recommendations address these priorities. Additionally, many of the recommendations presented are interconnected—building capacity, goals, and increasing monitoring—which implemented together, will set the groundwork for OEO's continued success in assisting M/W/DSBE firms to grow and thrive in the Philadelphia marketplace.

Table ES.10 – FY 2016 Annual Disparity Study Recommendations

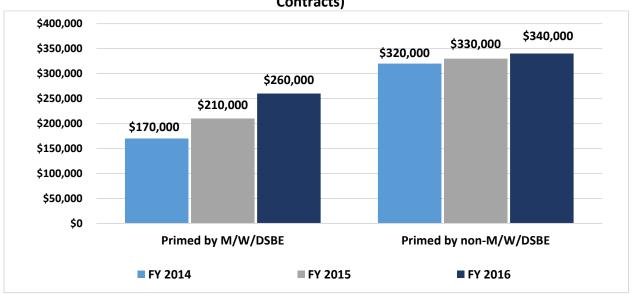
Findings and Recommendations					
Continue Increasing Utilization	 Increase M/W/DSBE prime contractor participation Enhance disabled-owned business program Consider LGBT-owned business program 				
Build Capacity	 Create a Registry Pipeline Support opportunity for M/W/DSBE growth 				
Goals	Set targeted representative goals				
Enhance Monitoring	 Increase monitoring in departments Improve contractor monitoring 				
Better Communication	 Improve information and accessibility to OEO Increase internal and external interactions 				
Disparity Remains an Issue	Conduct more robust Disparity Study				

Continue Increasing Utilization

RECOMMENDATION: Increase M/W/DSBE prime contractor participation

Table 4.4.1 in this report shows the utilization of M/W/DSBE prime contractors compared to non-M/W/DSBE prime contractors between FY 2016 and FY 2015. This same comparison was made in the FY 2015 report between FY 2014 prime contractor utilization and FY 2015 prime contractor utilization. The results of three years of data reveal a trend which is worth noting: the average dollar amount of contracts primed by M/W/DSBEs has increased while the number of contracts primed by M/W/DSBE has been decreasing (see Figure ES.11 and Figure ES.12).

Figure ES.11 – FY 2014 to FY 2016 Dollar Amounts of Contracts Primed by M/W/DSBEs and Non-M/W/DSBEs in City Contracts (Excluding Federally Funded City and Quasi-Public City Contracts)¹⁶



Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

¹⁶ "All Contract Types" Includes Miscellaneous Purchase Orders and Small Order Purchases.

CONTRACTS PRIMED BY NON-M/W/DSBE

CONTRACTS PRIMED BY M/W/DSBE

CONTRACTS PRIMED BY M/W/DSBE

336

FY 2014 FY 2015 FY 2016

0 200 400 600 800 1,000 1,200 1,400 1,600 1,800 2,000

Figure E.S. 12 – FY 2014 to FY 2016 Number of Contracts Primed by M/W/DSBEs and Non-M/W/DSBEs in All City Contract Types (Excluding Federally Funded City and Quasi-Public City Contracts)¹⁷

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

The trend showing that M/W/DSBE primes are being awarded contracts with higher average dollar amounts, up from \$170,000 in FY 2014 to \$260,000 in FY 2016, is a success that should by celebrated. OEO should be tracking the trend showing that M/W/DSBE primes are being awarded fewer contracts, down from 356 in FY 2014 to 296 in FY 2016. Non-M/W/DSBE primes were awarded only three percent less contracts in FY 2014 compared to FY 2016. In comparison, M/WDSBE primes saw a decrease of nearly 17 percent in the number of contracts awarded. With improved tracking and more information about why the contract award numbers are decreasing, OEO may be able reverse this trend and help M/W/DSBEs prime a greater number of contracts. Furthermore, prime contractor participation has been an area of interest for May Kenney and his administration.

RECOMMENDATION: Enhance the disabled-owned business program

The OEO Registry currently has eight firms out of 2,740 who are categorized as disabled. As utilization continues to increase, the inclusion of more disabled-owned business

¹⁷ "All Contract Types" Includes Miscellaneous Purchase Orders and Small Order Purchases.

enterprises (DSBE) firms in contracting opportunities is a best practice in which the City had not fully engaged. The major challenge is gathering information on the availability of DSBE firms. The US Census Survey of Business Owners (SBO) does not collect data on the availability of disabled-owned firms. Therefore, it is difficult to establish the number of "ready, willing, and able" DSBE firms based in the city and in the MSA and if they are in industries from which the City procures goods and services.

The FY 2014 and FY 2015 Disparity Studies provided a recommendation that OEO grow the disabled-owned business program. This FY 2016 recommendation provides additional information on resources OEO can leverage to enhance the DSBE program.

- Add certification/vetting programs for disabled-owned and service-disabled veteran-owned businesses to the list of approved certifications accepted into the OEO Registry:
 - The US Business Leadership Network (USBLN) is the nation's leading organization for disabled-owned and service-disabled veteran-owned businesses. The mission of the USBLN is to help businesses drive performance by leveraging disability inclusion in the workplace, supply chain, and marketplace. The USBLN manages the Disability Supplier Diversity Program (DSDP) which is the nation's leading third-party certifier of disability-owned and service-disabled veteran-owned business enterprises. USBLN has multiple programs which OEO can explore further and/or take advantage of to reach more DSBE firms.
 - Government and corporate partners have access to the DSDP certification database.
 - USBLN has established an initiative with the Commonwealth of Pennsylvania for DSDP certified suppliers to be approved for state procurement opportunities.
 - USBLN will forward bidding opportunities and networking events to its membership on behalf of government and corporate partners.
 - Networking and Business Matchmaking programs exist to build relationships between buyers and DSDP suppliers to foster inclusion in bidding opportunities.

- There are best practices networking with peer government and corporate partner organizations across industry sectors.
- The Small Business Administration's service-disabled veteran-owned small business concern program (SDVOSBC) establishes the criteria to be used in federal contracting to determine service-disabled veteran status and other program requirements. Eligibility criteria address business ownership and control and service-connected disability as determined by the Department of Veterans Affairs or Department of Defense. The federal government currently sets a 3.0 percent DBSE goal on all contracts. OEO should reach out to the SBA regarding the SDVOSBC program to explore how service-disabled veteran-owned small businesses can be incorporated into the OEO Registry.
- The newly launched National Disadvantaged Business Enterprise (DBE)
 Roundtable is already discussing the USBLN as a best practice for DSBE
 certification. Additionally, OEO should hold a forum with partner agencies, such
 as SEPTA, the Mayor's Office of disAbility, as well as other cities and states to
 innovate and gather best practices for increasing disabled-owned business
 inclusion in contracts.
- Consider setting disabled-owned business goals at the Citywide or contract-type level to encourage DSBE participation.

RECOMMENDATION: Consider LGBT-owned business program

There is increasing interest in the city to provide an LGBT business certification. Some universities, including the University of Pennsylvania, are already tracking and including LBGT-owned businesses in their supplier diversity programs. The Independence Business Alliance, which serves as the greater Philadelphia region's LGBT Chamber of Commerce, has expressed interest to OEO for the inclusion of LGBT certified businesses in the OEO Registry. The National Gay & Lesbian Chamber of Commerce (NGLCC) is the exclusive third-party certification provider and has established a nationally recognized LBGT Business Enterprise (LGBTBE) certification which OEO could consider accepting and incorporate into the OEO Registry as an accepted certification.

Build Capacity

RECOMMENDATION: Create a Registry Pipeline

OEO is exploring the idea of creating a Pipeline that would vet smaller and newly formed M/W/DSBE firms with annual revenue of less than \$1 million to make sure they are compliant (i.e. taxes are paid) and help familiarize them with the process of doing business with the City. It is a proposed three-year process that will help build M/W/DSBE capacity which will result in certification and inclusion in the OEO Registry. The Pipeline would be tracked by OEO and become a part of the data reported by OEO annually to measure the success of Pipeline firms moving into the Registry.

The proposed Pipeline process will not require new dedicated OEO resources. There are existing agencies willing to work with OEO—such as The Enterprise Center, Entrepreneur Works, and FINATA—who already provide a high level of service to new and growing M/W/DSBE firms. These agencies are positioned to provide technical assistance and certification preparation to M/W/DSBEs. In order to be a part of the Pipeline, non-certified minority, women, and disabled-owned firms would be required to express their intent to become a certified M/WDSBE within three years. During the three-year time period, the utilization of Pipeline approved firms on City-owned projects will be counted as M/W/DSBE participation provided they earn less than \$1 million of annual revenue. If a Pipeline firm does not become a certified M/W/DSBE in the three-year period, they will be dropped from the program and will no longer count toward the participation on City contracts. The goal of the Pipeline is to grow the Registry and expose more M/W/DSBE firms to opportunities for doing business with the City, thus increasing overall utilization.

RECOMMENDATION: Support opportunity for M/W/DSBE growth

The City just launched Rebuilding Community Infrastructure (Rebuild)¹⁸, a \$500 million seven-year initiative of the City of Philadelphia to revitalize libraries, recreation centers, playgrounds, and neighborhood parks across all parts of the city. One of Rebuild's goals is to promote economic opportunity for all Philadelphians through contracting opportunities and job creation. Specifically, this goal includes:

¹⁸ http://rebuild.phila.gov/

- Helping Philadelphians get family-sustaining jobs, specifically in construction and the building trades
- Growing M/W/DSBE businesses
- Increasing opportunities for M/W/DSBE contractors and professional services firms

While Rebuild's efforts in relation to economic opportunity are specifically targeted toward the revitalization of community amenities, the Rebuild goal is intertwined with OEO's mission to increase the utilization of M/W/DSBEs on City contracting opportunities. Rebuild's goals have been set at 40 percent M/W/DSBE participation and 40 percent workforce diversity participation. To maximize economic success, Rebuild and OEO should be close collaborative partners who are coordinating to ensure that Rebuild contracts can meet or exceed M/W/DSBE availability for each contract type and that the workforce is available to meet the stated goal. A master Economic Opportunity Plan (EOP) is being crafted which will guide the recommended goals for each individual EOP issued under the Rebuild program.

OEO and Rebuild should also consider coordinating M/W/DSBE networking opportunities with prime contractors, the building trades, and City departments. Ultimately the success of Rebuild in achieving its stated economic opportunity goals will be a success for OEO, and more importantly for the City, which will be reflected in the growth of M/W/DSBE firms, increased participation of M/W/DSBE firms, and increased employment of minority and women in the building trades.

Goals

RECOMMENDATION: Set targeted representative departmental goals

The City's procurement of goods and services fluctuates from year to year. These fluctuations impact the utilization of M/W/DSBEs and thus disparity ratios shift closer or further away from parity (1.0) annually. Ultimately, the goal is to achieve disparity ratios as close to 1.0 as possible across all M/W/DSBE categories and across all contract types. Departments can work with OEO to discuss projected spending and set more targeted contract goals that will bring M/W/DSBE utilization in line with M/W/DSBE firm availability in the region. This coordination can be supportive to departments if they plan to purchase a new good or service or are planning an expenditure that is needed

infrequently. Additionally, if a department has struggled to meet goals in a spending category, OEO may be able identify why M/W/DSBEs have been historically underutilized on that procurement type.

Enhance Monitoring

RECOMMENDATION: Increase monitoring within departments

With higher utilization, an increase in M/W/DSBE spending, and a greater increase in the use of M/W/DSBEs in City contracts, enhanced monitoring is necessary. This allows for transparency and accuracy in reporting, regular observation of performance, and monitoring for compliance. OEO has limited staff to regularly monitor the progress of goals on every City contract. City departments need to be an integral part of OEO's success in achieving the City's overall annual M/W/DSBE goal. Departmental OEO Officers should be advocates for M/W/DSBE participation within their department. On March 30, 2017, Mayor Kenny signed an Executive Order 3-17 requiring all departments to designate a departmental OEO Officer who will be responsible for developing a department strategy to achieve or exceed the department's M/W/DSBE participation goal. Departmental OEO Officers should be equipped to effectively advocate for and implement contract goals. In terms of monitoring, departmental OEO Officers can be OEO's eyes and ears to ensure that contracts remain on course to achieve their stated goals.

RECOMMENDATION: Improve contractor monitoring

On Economic Opportunity Plan (EOP) Projects, the City and OEO currently rely on contractors to report M/W/DSBE utilization and minority and women construction trade participation data. The reliance on contractors for reporting means that OEO is not guaranteed that the data is the most accurate possible. Some agencies, such as SEPTA, have used independent monitoring firms to verify M/W/DSBE contractor participation on projects. In addition to monthly data reporting, this type of monitoring can include visits at the project site to visually verify that M/W/DSBEs are present and working on the project. Depending on the arrangement, independent monitoring firms can report directly to the agency or directly to the contractor or project owner. The recommendation is for OEO to contract directly with the monitoring firm to maintain

reporting integrity. OEO should weigh its resources and determine if using an independent monitor will be beneficial in ensuring actual M/W/DSBE contract utilization.

Better Communication

RECOMMENDATION: Improve information and accessibility to OEO

As part of OEO's efforts to promote transparency, the information OEO provides to the public should be as easy to understand and accessible as possible. This includes providing additional and improved information on OEO's website. M/W/DSBEs and City departments will benefit from more regular contact with OEO through email, newsletters, live forums, and/or webinars on specific topics of interest in diversity and economic opportunity. Developers and prime contractors will also benefit from increased information about how and why they benefit from having contract and workforce diversity on their projects.

RECOMMENDATION: Increase internal and external interactions

Internally, OEO should continue to provide training and support to OEO Officers to help improve monitoring in departments. As stated under the recommendation for increased monitoring in departments, departmental OEO Officers should be an additional resource that OEO can rely on to track goal process.

Externally, OEO should consider holding more networking and information events, encouraging private developers and non-profit developers to hold events where prime contractors and minority and women subcontractors can meet and build relationships, and providing more information on contracting opportunities as early as possible to M/W/DSBEs in the OEO Registry.

OEO is already actively involved in the DBE Roundtable which acts as an information exchange between representatives of other cities and state M/W/DSBE programs across the nation. OEO should consider convening a meeting of all Pennsylvania certifying agencies as well as the USBLN and the Small Business Administration to discuss best practices and trends. This meeting can also identify new agencies that may want to become involved in third-party certification which OEO can consider accepting to build

the OEO Registry. OEO should share highlights from the certification discussion with the DBE Roundtable and encourage other DBE Roundtable representatives to convene similar meetings with the certification agencies in their states.

Disparity Remains an Issue

RECOMMENDATION: Conduct more robust Disparity Study

The City should consider the costs and benefits to conducting disparity studies that review disparities in factors outside of OEO data. Disparities in earning capacity, business formation, capital markets, loan approvals, access to credit and bonding are some of the trends reviewed in other national disparity studies. Incorporating private and anecdotal analysis can expound on causes of disparity due to discrimination or other factors previously mentioned. A study that exposes the root of disparities would allow OEO to focus efforts to assign resources and to remedy the cause of disparities in M/W/DSBE utilization.

Instead of undertaking a large multi-year disparity study on its own, the City would benefit from coordinating a multi-agency, multi-year regional study with agencies such as the Southeastern Pennsylvania Transit Authority (SEPTA), the Philadelphia International Airport (PHL), the School District of Philadelphia, and/or the Philadelphia Gas Works (PGW). A large study will take longer to produce and such studies tend to cost substantially more than what is currently budgeted. However, a larger combined study will provide better historic utilization data across multiple entities. The cost can be shared and such a study would only be conducted once every three to five years, making it more efficient and cost effective for OEO than an annual study. The results of a large study will provide more robust data for setting goals on EOPs and information on City and Quasi-Public agency project demand that may affect future availability M/W/DSBEs. Additionally, a large study can provide coordinated agency efforts to identify opportunities to build capacity of M/W/DSBE firms in areas where utilization is lower.

1 STUDY OVERVIEW

This section provides an outline of the entire study and the organization of the report. The Recommendations (Section 2), provides discussion of the recommended M/W/DSBE participation goals based upon the results of the utilization and availability analyses. This section also discusses recommended policy and programmatic actions for achieving and maintaining M/W/DSBE participation in City contracting opportunities.

The Context, Scope, and Methodology section (Section 3) of this report explains the background of the generation of this report, defines the data sets used for this report, and the methodology used. It details the approach used to measure the levels of utilization and availability of the various M/W/DSBE categories under consideration.

The Utilization section (Section 4) discusses the OEO M/W/DSBE Registry. This section also provides a detailed analysis of utilization for FY 2016 broken down by M/W/DSBE category, contract amount, geographic location, contracting department, M/W/DSBE primes and compares the FY 2016 results against the FY 2015 utilization to give a full picture of the participation in the city of Philadelphia and the Philadelphia MSA.

The final section, Availability and Disparity section (Section 5) provides an analysis of the M/W/DSBE availability rates calculated for this report as well as the disparity ratio for the M/W/DSBE categories under consideration. The availability analysis includes discussion on geographic location, industry distribution, and includes analysis of "Few or No Opportunity" (FONO) contracts. The disparity analysis is a comparison of utilization to availability rates and provides details for the M/W/DSBE categories under consideration for this report.

<u>Addenda:</u> The FY 2016 Annual Disparity Study contains two addenda that serve as companion reports:

- The City of Philadelphia Economic Opportunity Plan Analysis Fiscal Years 2009-2016 discusses the City's performance in achieving participation goals set on various Economic Opportunity Plan (EOP) projects.
- The City of Philadelphia EOP Employment Composition Analysis for 2016 discusses the achievement of EOP projects in employing the minority construction trades workforce.

2 CONTEXT

2.1 STUDY BACKGROUND

This section includes 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, and the expenditure context.

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 \$991 million, or less than one-quarter of the City's \$4.1 billion annual operating budget, were directly analyzed in this Disparity Study. This represents sealed bid and non-sealed contracts. It does not include \$109.3 million in federally funded PW contracts over which the City has limited goal-setting influence, for which M/W/DSBE utilization was 13.2 percent. It does not include \$3.9 million in sole source contracts for Service, Supplies, and Equipment contract types, for which M/W/DSBE utilization was 0.0 percent. It does include \$317.1 million in spending by quasi-public entities (Office of Housing and Community Development, Philadelphia Industrial Development Corporation, and Philadelphia Redevelopment Authority), for which M/W/DSBE utilization under the City's governance was 27.7 percent. Combined, City contracts and quasi-public contracts achieved utilization of \$303.9 million, or 30.7 percent, in FY 2016.

2.2 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,¹⁹ 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.²⁰

2.3 LEGAL BASIS

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.

¹⁹ "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.

²⁰ 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.)

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.²¹

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,²² 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.

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

- African Americans
- Asian Americans
- Women

- Hispanics
- Native Americans
- Disabled

"Disparity" reflects the ratio of M/W/DSBE utilization to M/W/DSBE availability. For the purposes of this report, "utilization" for each M/W/DSBE category and contract type is defined as the total dollar value of contracts awarded to for-profit M/W/DSBE prime contractors and sub-contractors registered by the City's Office of Economic Opportunity (OEO), formerly known as the Minority Business Enterprise Council (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

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²¹ Richmond v. J.A. Croson Company (1989).

[&]quot;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.

annual Participation Report.²³ 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."

²³ For more detail on participation and utilization, see the Office of Economic Opportunity's Fiscal Year 2015 Annual Report:

http://www.phila.gov/commerce/Documents/FINAL%20FY15%20Annual%20Participation%20Report.pdf

3 SCOPE AND METHODOLOGY

3.1 M/W/DSBE TYPES AND CONTRACT TYPES

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. 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.²⁵ 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 3.1).

²⁴ 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 2.3.

²⁵ See Section 3.7 for more information on our specific methodology in obtaining, filtering, and organizing data from these sources, and a list of files used for the production of the FY 2016 Disparity Study results.

Table 3.1 – M/W/DSBE Categories and City Contract Types of Interest

M/W/DS	City Contract Types	
 Native American males Asian American males African American males Hispanic males Disabled Other race males 	 Native American females Asian American females African American females Hispanic females Caucasian females Other race females 	 Public Works (PW) Personal and Professional Services >\$32K (PPS) Services, Supplies, and Equipment >\$32K (SSE)

Source: City of Philadelphia (2016)

3.2 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 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 the Mayor's elevation of OEO in terms of holding his administration accountable for success in this arena. With the election of Mayor Kenny came new mayoral priorities, including the creation of a new Diversity Inclusion Office and pursuing a "best value" approach to contracts awards. In 2016, OEO underwent a change in executive leadership and completed a three-year strategic plan with the participation of a cross-departmental planning stakeholder group.

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.²⁶

²⁶ 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, the City requires 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.

3.3 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 2016 operating expenditures for the City were \$4.1 billion.²⁷ However, only \$991 million, or less than one-quarter, were directly analyzed in this Annual Disparity Study. That \$991 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 contracts. The analysis does include \$317.1 million in contracts by quasi-public entities (Office of Housing and Community Development, Philadelphia Industrial Development Corporation, and Philadelphia Redevelopment Authority), for which M/W/DSBE utilization under the City's governance was 27.7 percent. Combined, City contracts and quasi-public contracts achieved utilization of 30.7 percent in FY 2016 (see Tables 3.3.1 and 3.3.3).

The FY 2016 report analyzed utilization 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 3.3.2). M/W/DSBE utilization for FY 2016 federally funded City contracts was 13.2 percent.

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.
- 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.

²⁷ City of Philadelphia Mayor's Operating Budget in Brief for Fiscal Year Ending June 30, 2016, as published by the Office of the Director of Finance in June 2016.

There were an additional 107 contracts totaling \$211.2 million in FY 2016 for which there are few or no M/W/DSBEs available to participate (see Section 5.3). This study reports utilization levels excluding these "few or no opportunity" (FONO) contracts. The remainder of the utilization 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 \$3.9 million in sole source contracts for Service, Supplies, and Equipment contract types, for which M/W/DSBE utilization was 0.0 percent.

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 \$317.1 million in contracts in FY 2016 (down from \$318.9 million in FY 2015), for which there was M/W/DSBE participation of 27.7 percent (down from 28.3 percent in FY 2015) (see Table 3.3.1). Combined M/W/DSBE utilization on City and quasi-public City Contracts was 30.7 percent in FY 2016, up from 30.6 percent in FY 2015 (see Table 3.3.3).

Table 3.3.1 – FY 2016 MBE/WBE Utilization for Selected Quasi-Public Agencies

		FY 2016				FY 2015			
Entity	Time Period	All \$ Contracts	MBE%	WBE%	DSBE%	All \$ Contracts	MBE%	WBE%	DSBE%
PHDC	7/1-6/30	\$238.3	18.80%	6.57%	0.00%	\$47.1M	32.6%	7.7%	0.0%
PIDC	7/1-6/30	\$49.9	29.10%	9.02%	0.00%	\$12.7M	8.2%	13.9%	1.9%
RDA	7/1-6/30	\$28.9	24.30%	4.58%	0.00%	\$259.1M	15.4%	10.9%	0.0%
Total		\$317.1		27.7%		\$318.9M		28.3%	

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

Federally funded contracts totaling \$109.3 million are excluded from the overall FY 2016 analysis due to OEO's goal setting limitation over these types of contracts. In FY 2016, federally funded contracts achieved a utilization of 13.2 percent (see Table 3.6.2).

Table 3.3.2 – FY 2016 MBE/WBE Utilization for Federally Funded City Contracts (In \$M)

Contract Type	Number of All \$ % Contracts Contracts M/W/DSB		% M/W/DSBE	Included in Core Disparity Study Analysis?
PW	7	\$109.3	13.2%	No
PPS	0	\$0.0	N/A	
SSE	0	\$0.0	N/A	
All Contract Types	7	\$109.3	13.2%	No

Source: OEO Participation Report (FY 2016), Econsult Solutions, Inc. (2017)

Table 3.3.3 – FY 2016 Utilization of M/W/DSBEs in City Contracts, Quasi-Public City Contracts, and Federally Funded City Contracts, Less "Few or No Opportunity" Contracts, by M/W/DSBE Category (\$)

	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
	PW	PPS	SSE ²⁸	All Contract Types	PW	PPS	SSE	All Contract Types
City Contracts	25.3%	38.9%	24.4%	32.0%	25.0%	38.6%	23.7%	31.7%
Quasi-Public City Contracts	N/A	N/A	N/A	27.7%	N/A	N/A	N/A	28.3%
City + Quasi- Public City Contracts	25.3%	38.9%	24.4%	30.7%	25.0%	38.6%	23.7%	30.6%
Federally Funded City Contracts	13.2%	N/A	N/A	13.2%	13.9%	N/A	N/A	13.9%

OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

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, as they are under the jurisdiction of the State of Pennsylvania.

Other City agencies and public entities, for example, most notably the Department of Human 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 non-profit prime contractors and their sub-contractors, such as the ones described above, are excluded

²⁸ Services, Supplies and Equipment (SSE) utilization includes both citywide and departmental totals for this contract type.

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. M/W/DSBEs and their advocates understandably consider all public-sector expenditures equally when it comes to business opportunities. Most do not make the narrow legal and administrative distinctions among government departments and quasi-government agencies which are under various degrees of authority by the Mayor and City Council, and which keep differing levels of contract-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 96 percent of the Philadelphia MSA's Gross Domestic Product of \$411 billion.³⁰

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.³¹

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²⁹ These limitations also make disparity comparisons across cities difficult, since mayoral control over various local government functions is not uniform across cities.

³⁰ As of 2016, private industries contributed \$394 billion, while federal, state, and local governments contributed \$17 billion. "Gross Domestic Product by Metropolitan Area," US Department of Commerce – Bureau of Economic Analysis (March 2017).

³¹ 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.

3.4 DEFINING 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 2016 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.³² 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 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. In addition, 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.

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.³³

³² Importantly, the OEO-registered list we use in determining which contract dollars were awarded to OEO-registered firms is from January 2016. 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.

³³ 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 2015, 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.

- 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 is a large number 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 relatively new system that tracks 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. exclusively focused on the dollar amount of contracts awarded by category and contract type. We are therefore not commenting on the actual amounts earned and received, which, in the case of sub-contractors, could deviate substantially from the initial award amounts. On one level, this is acceptable, as it is the initial award that represents a decision within the City's ability to influence. On another level, however, it may not tell 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 benefiting from their participation in City contracts. OEO is moving toward full implementation of B2GNow's capabilities to capture expenditure data and report on purchase orders and/or actual payments. Additionally, a more robust disparity study would address this issue and would reveal if there are disparities in City performance in awarded contracts versus actual disbursements to M/W/DSBEs.
- 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

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 services to the City).

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.

 The City has changed to awarding contracts based on "best value" instead of "lowest bid" therefore, there may be an impact on disparity that is unknown at this time. A question about the utilization of "best value" is on the May 2017 ballot to amend the charter.

3.5 DEFINING 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. ³⁴

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.

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.³⁵

- 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.
- 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.

³⁴ 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.

³⁵ In FY 2012 and FY 2014, OEO conducted a survey of M/W/DSBEs in its directory to explore these aspects of capacity.

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 Phoenix³⁶ and Mason Tillman in New York City³⁷ 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 narrower 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.

Using a broader definition of RWA, one could use the US Census Survey of Business Owners (SBO),³⁸ 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.³⁹

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

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³⁶ Second Generation Disparity Study, MGT of America, Inc. (1999).

³⁷ City of New York Disparity Study, Mason Tillman and Associates, Ltd. (2005).

³⁸ The majority of the availability data used in this 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 2012 and was released in 2015. Previous Disparity Studies have used the 2007 SBO data, which was released between 2011 and 2012.

³⁹ 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.

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 (2012), whereas our "narrow" approach utilized OEO and Procurement Department data. ⁴⁰

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 2012 SBO data (FY 2016 Disparity Study). Finally, 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.

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

⁴⁰ 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.

government: state boundaries for a state, municipal or county boundaries for a local entity.⁴¹ 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.⁴²

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 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 review aggressively the directory so that it remains as up to date as possible. Even with regular purging, the directory is nearly evenly distributed between firms located within the City of Philadelphia, firms located outside of the city but in the Philadelphia MSA, and firms located outside of the Philadelphia MSA. In other words, only one-third of all firms in the directory are located in the City of Philadelphia, while another one-third are outside of the city but within the MSA.

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.⁴³

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⁴¹ See *Coral Construction*, 941 F. 2d at 925: "An MBE program must limit its geographical scope to the boundaries of the enacting jurisdiction."

⁴² See *Concrete Works*, 823 F.Supp. 821, 835-836 (D. Colo. 1993), in which the Denver MSA was upheld as the appropriate market area.

⁴³ As a point of reference, DJMA used the Philadelphia PMSA in its analysis of 1998-2003 data. MSAs were used in other disparity studies we reviewed, and represent a reasonable in-between level of geography with a strictly City focus, missing the regional nature of procurement opportunities and a broader focus (statewide or nationwide) being too diffuse of a geographic range to derive meaningful results. Therefore, many of our analyses utilize the Philadelphia MSA as the unit of geography.

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

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.⁴⁴ Disparity Studies necessarily have to utilize existing data and cannot perfectly know the actual availability rate because of the challenge in quantifying the appropriate universe of RWA firms.⁴⁵

3.6 DEFINING 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), ⁴⁶ 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)). (See Table 3.6.1).

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⁴⁴ 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 from the proportion of all firms that are RWA but have not or have not yet registered with the City's Procurement Department. 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 from the proportion of all firms that are not RWA.

⁴⁵ 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.

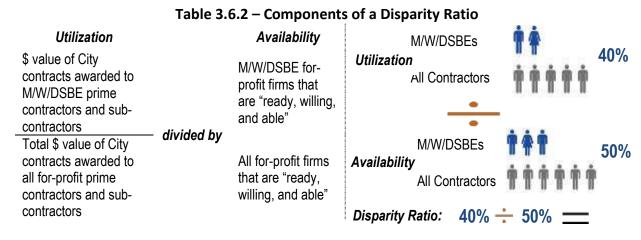
⁴⁶ The Philadelphia MSA is an 11-county region that is the modern equivalent of the now-defunct 9-county Primary Metropolitan Statistical Area (PMSA) used in the DJMA report. The counties included in the Philadelphia MSA are Philadelphia (PA), Bucks (PA), Chester (PA), Delaware (PA), Montgomery (PA), Burlington (NJ), Camden (NJ), Gloucester (NJ), Salem (NJ), New Castle (DE), and Cecil (MD).

Table 3.6.1 – 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% \div 8% = 1.5)	Over-Utilization
1	Utilization of WBEs for PW contracts was 6%, Availability of WBEs for PW contracts was 6% (6% \div 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% \div 1.0% = 0.5)	Under-Utilization

Source: Econsult Solutions, Inc. (2017)

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 3.6.2).



Source: Econsult Solutions, Inc. (2017)

For the purposes of this report, we are interested exclusively in FY 2016 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.

3.7 DATA SETS

3.7.1 <u>US Census (Used for availability) "A1", "A2," "A3," "A4," "A5", "A6", "A7", and "A8")</u>

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 also weights the availability of firms in the city and MSA geographies by the City's spending in the respective industrial categories (as delineated by NAICS codes). Weighting the availability by how the City spends each fiscal year allows for a more accurate capture of the available firms in the MSA.

This report uses data from the 2012 Survey of Business Owners ("SBO"). ⁴⁷ SBO data are available for the city of Philadelphia and the Philadelphia MSA from 2012 (the most recent year available) through the Company Statistics Division of the US Census Bureau at:

http://www.census.gov/econ/sbo/l

And through the American FactFinder website of the U.S. Census Bureau, available at:

http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t

We used the following process to calculate availability rate using census data:

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/faces/nav/jsf/pages/index.xhtml and clicking on the "Get Data" link under "Economic Census."

- 2. Once opened, the link automatically connects to the 2012 Economic Census dataset. Click on the "2012 Survey of Business Owners" link under "Detailed Statistics."
- The page that opens up has three tabs that allow data to be searched by sector, keyword, or geography. Click on the third tab, "filter by geography/industry/data item".

-

⁴⁷ The next SBO data release will use 2017 data, and will be available publicly sometime between 2019 and 2020.

- 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. 48
- Select the dataset U.S. Firms by Geographic Area, Industry, Gender, Ethnicity, and Race:
 2012. 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 racial and ethnic categories (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"

To weight the contract by annual City spending:

- 1. Contracts are manually sorted into two-digit NAICS codes by OEO staff.
- Spending, as reported in the FY 2016 Participation Report, is 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).

⁴⁸ "Philadelphia County" can be selected, yielding data for the City of Philadelphia by itself.

- 3. SBO data were obtained for all M/W/DSBE types and for all two-digit NAICS codes. 49
- 4. These SBO results were then multiplied through by FY 2016 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.

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.

ECONSULT SOLUTIONS, INC. MILLIGAN & COMPANY, LLC

⁴⁹ The same tables were produced for all other approaches to estimate availability – all firms, revenues of firms, and revenues of firms with employees, but they are not shown here.

3.7.2 <u>Disparity Study Datasets and Related Files</u>

Table 3.7.2 Datasets for the Annual Disparity Study

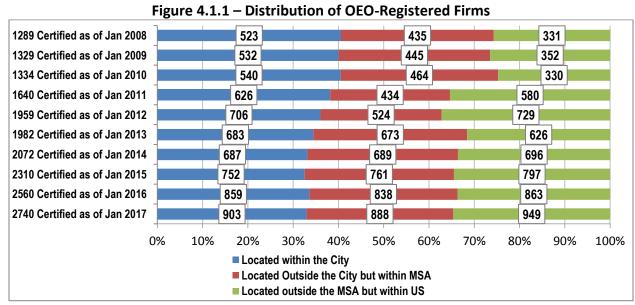
File Name	File Type	Description				
"Master_contract_list"	STATA Dataset (.dta)	A STATA dataset containing all of the prime and subcontract vendors and contract amounts included in the "OEO Contract Participation 4th Qt FY 16 Report.xls".				
"OEO Vendors with Race FY 2016"	MS Excel (.xls)	The original file provided to Econsult by OEO listing all current registered vendors.				
"OEO Contract Participation 4 th Qtr FY16 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 2012 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. (2017)

4 UTILIZATION

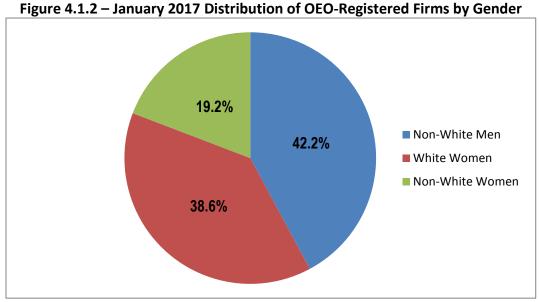
4.1 COMPOSITION OF DIRECTORY

Figure 4.1.1 shows that the OEO directory of registered M/W/DSBE firms is nearly evenly distributed between firms located within the city of Philadelphia, firms located outside of the city but in the Philadelphia MSA, and firms located outside of the Philadelphia MSA. Since 2008 the number of OEO registered firms has more than doubled to 2,740 firms in 2017.



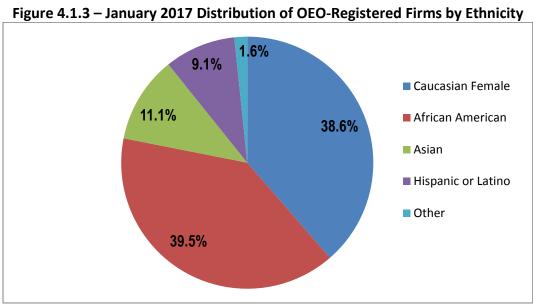
Source: City of Philadelphia Office of Economic Opportunity (2007-2016), Econsult Solutions, Inc. (2007-2017)

Figure 4.1.2 shows the distribution of the firms listed in the OEO registry by gender. Non-white men continue to represent the majority of the firms listed at 42.2 percent, while white women owned firms are closing the gap at 38.6 percent. Non-white women owned firms represent 19.2 percent of the firms listed in the OEO registry.



Source: City of Philadelphia Office of Economic Opportunity (2016), Econsult Solutions, Inc. (2017)

Figure 4.1.3 shows that the distribution of the firms listed in the OEO registry by ethnicity. African Americans represent the majority of the firms listed at almost 40 percent, while white women owned firms represent a little under 39 percent of the firms. Asian American, Hispanic, Native American, and "Other" firms follow in that order.



Source: City of Philadelphia Office of Economic Opportunity (2016), Econsult Solutions, Inc. (2017)

Table 4.1.4 Distribution of OEO-Registered Firms by State (as of January 2017)⁵⁰

State	Number of Firms	% of Total
Pennsylvania	1,681	61.4%
New Jersey	389	14.2%
Maryland	123	4.5%
New York	107	3.9%
Delaware	70	2.6%
Texas	41	1.5%
Virginia	37	1.4%
Illinois	37	1.4%
Florida	33	1.2%
California	30	1.1%
District of Columbia	25	0.9%
Georgia	23	0.8%
Massachusetts	21	0.8%
North Carolina	15	0.5%
Indiana	13	0.5%
Michigan	12	0.4%
Connecticut	11	0.4%
Ohio	10	0.4%
Missouri	9	0.3%
Tennessee	6	0.2%
Colorado	6	0.2%
Wisconsin	5	0.2%
Arizona	4	0.1%
Minnesota	4	0.1%
South Carolina	4	0.1%
Washington	4	0.1%
Oregon	3	0.1%
Rhode Island	3	0.1%
Arkansas	2	0.1%
Kansas	2	0.1%
Nevada	2	0.1%
Utah	2	0.1%
Kentucky	1	0.0%
Louisiana	1	0.0%
Maine	1	0.0%
New Hampshire	1	0.0%
New Mexico	1	0.0%
Oklahoma	1	0.0%
Total	2,740	100.00%

Source: City of Philadelphia - Office of Economic Opportunity (2016), Econsult Solutions, Inc. (2017)

⁵⁰ Includes 132 "certifiable" firms.

Table 4.1.5 – Distribution of OEO-Registered Firms by Industry by Location of Firm (as of January 2017)⁵¹

Contract Type	City		M	SA	US		
	#	%	#	%	#	%	
PW	340	37.65%	687	38.36%	969	35.36%	
PPS	385	42.64%	747	41.71%	1216	44.38%	
SSE	149	16.50%	298	16.64%	465	16.97%	
MP/SOP	288	31.89%	59	3.29%	90	3.28%	
All Contract Types		903	1,	791	2,7	'40	

Source: City of Philadelphia - Office of Economic Opportunity (2016), Econsult Solutions, Inc. (2016)

Table 4.1.6 – Distribution of OEO-Registered Firms by Industry by M/W/DSBE Category (as of January 2017)^{52,53}

Contract Type	MBE		W	WBE		DSBE		M/W/DSBE	
	#	%	#	%	#	%	#	%	
PW	613	36.6%	478	30.2%	4	44.4%	969	37.9%	
PPS	719	43.0%	782	49.4%	5	55.6%	1,216	47.5%	
SSE	286	17.1%	275	17.4%	0	0.0%	465	18.2%	
MP/SOP	56	3.3%	47	3.0%	0	0.0%	90	3.5%	
All Contract Types	1,674		1,582		9		2,740		

Source: City of Philadelphia - Office of Economic Opportunity (2016), Econsult Solutions, Inc. (2016)

4.2 DISTRIBUTION OF CONTRACT DOLLARS BY M/W/DSBE TYPE

As described in Section 3.7, 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 2016 Annual

⁵¹ Includes 132 "certifiable" firms.

⁵² Contract totals may not sum because a firm can be WBE, MBE, and DBE simultaneously.

⁵³ Includes 132 "certifiable" firms.

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; 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 4.2.1).

Table 4.2.1 – Utilization Methods Employed in This Report

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 2016)		
"U2" **	Utilization of M/W/DSBEs located in the Philadelphia MSA ÷ utilization of all firms	OEO Annual Participation Report (FY 2016)		
"U3"**	Utilization of M/W/DSBEs located in the US ÷ utilization of all firms	OEO Annual Participation Report (FY 2016)		

Source: Econsult Solutions, Inc. (2017)

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 4.2.2), "U2" is utilization of M/W/DSBEs that are located within the Philadelphia MSA (see Table 4.2.3), and "U3" is utilization of M/W/DSBEs that are located within the US (see Table 4.2.4).

As noted previously, the FY 2016 results do not include federally funded contracts or contracts with "few or no opportunity" (FONO) 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.

^{**} Denotes Weighted More Heavily in Determining Participation Goals

Table 4.2.2 – FY 2016 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 "FONO" Contracts) (by \$ Contracts Awarded)

	Contract	is, and F	0110 001	itiacts) (t	y y conti	acts Awa	racaj	
	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
M/W/DSBE Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
White	4.7%	1.0%	16.4%	4.1%	2.2%	0.9%	16.9%	3.2%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	2.1%	0.2%	0.0%	0.8%	0.0%	0.1%	0.0%	0.1%
African American	2.8%	14.1%	1.9%	8.5%	1.4%	14.0%	1.7%	7.9%
Hispanic	1.4%	2.2%	0.1%	1.6%	5.2%	1.6%	0.3%	2.8%
All MBE	6.3%	16.4%	2.00%	11.0%	6.7%	15.8%	2.0%	10.8%
All WBE	5.7%	4.3%	16.5%	6.2%	2.7%	3.3%	17.0%	4.6%
Disabled	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AII M/W/DSBE	11.0%	17.3%	18.4%	15.0%	8.9%	16.3%	18.9%	13.8%

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

Table 4.2.3 – FY 2016 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 "FONO" Contracts) (by \$ Contracts Awarded)

	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
M/W/DSBE Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
White	9.8%	4.3%	20.0%	8.0%	9.6%	2.9%	18.9%	7.2%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	2.4%	1.7%	0.0%	1.7%	1.9%	1.0%	0.3%	1.2%
African American	6.0%	16.3%	2.8%	10.9%	4.0%	16.7%	2.3%	10.3%
Hispanic	2.4%	2.3%	0.1%	2.0%	5.7%	1.8%	0.3%	3.0%
All MBE	10.9%	20.9%	2.9%	15.0%	11.6%	20.0%	2.9%	14.8%
All WBE	10.9%	9.1%	20.6%	11.0%	11.8%	7.1%	19.6%	10.2%
Disabled	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AII M/W/DSBE	20.7%	25.1%	22.4%	23.0%	21.1%	22.5%	21.8%	21.7%

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

Table 4.2.4 – FY 2016 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 "FONO" Contracts) (by \$ Contracts Awarded)

	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
M/W/DSBE Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
White	10.7%	11.8%	21.1%	12.4%	9.9%	12.1%	19.6%	12.2%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian American	4.2%	4.3%	0.0%	3.2%	4.1%	3.3%	0.7%	2.9%
African American	7.5%	19.4%	3.2%	13.1%	5.3%	20.8%	3.1%	13.0%
Hispanic	2.8%	2.6%	0.1%	2.4%	5.7%	2.2%	0.3%	3.2%
All MBE	14.6%	27.0%	3.3%	20.0%	15.2%	27.4%	4.1%	19.2%
All WBE	11.8%	18.2%	22.5%	13.2%	12.2%	18.0%	20.9%	14.3%
Disabled	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AII M/W/DSBE	25.3%	38.9%	24.4%	30.7%	25.0%	38.6%	23.7%	30.6%
Including Qu	asi-Public	City Conf	racts					
US				30.7%				30.6%
Non- M/W/DSBEs				69.4%				69.5%

The M/W/DSBE utilization in City contracts and contracts of quasi-public entities (excluding

There was a slight increase in utilization of M/W/DSBEs in City contracts in FY 2016. federal contracts) increased by 0.1 percentage points, from 30.6 percent in FY 2015 to 30.7 percent in FY 2016 (see Table 4.2.4). Participation in SSE contracts increased by 0.7 percentage points in FY 2016. Participation also increased in PW and PPS contracts with both increasing by 0.3 percent. Overall participation decreased in all contracts types for MBE firms. Participation increased for

WBE firms across all contract types, except for PW contracts, which had a 0.4 percentage point decrease.

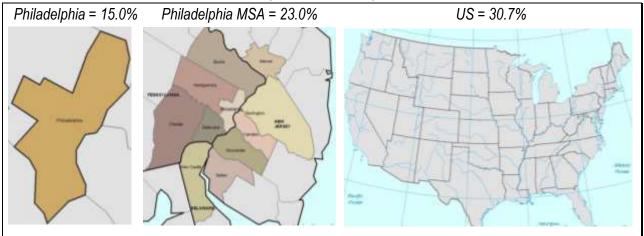
4.3 DISTRIBUTION OF CONTRACT DOLLARS BY M/W/DSBE LOCATION

The participation of M/W/DSBEs located inside the city of Philadelphia continues to increase. M/W/DSBEs based in the city increased by 1.2 percentage points to 15.0 percent in FY 2016, up from 13.8 percent in FY 2015, (see Figure 4.3.1 and Table

Participation of M/W/DSBEs in the City increase by 1.2 percent in FY 2016.

4.3.2). In FY 2016, there was a decrease of 0.5 percentage points in the utilization of city-located M/W/DSBEs for SSE contracts, an increase of 2.1 percentage points in the utilization of City-located M/W/DSBEs for PW contracts, and an increase of 1.0 percentage point in the utilization of City-located M/W/DSBEs for PPS contracts.

Figure 4.3.1 FY 2016 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts, Sole-Source Contracts, and "FONO" Contracts) and Quasi-Public City Contracts by Location of M/W/DSBE (see Table 3.3.2)



Source: OEO Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

Table 4.3.2 – FY 2016 Utilization of For-Profit M/W/DSBE Prime Contractors and Sub-Contractors in City Contracts (Excluding Federally Funded City Contracts, Sole-Source Contracts, and "FONO" Contracts) and Quasi-Public City Contracts by Location of M/W/DSBE

<u> </u>								
	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
Location of M/W/DSBE	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
City	11.0%	17.3%	18.4%	15.0%	8.9%	16.3%	18.9%	13.8%
In Metro but Outside City	9.6%	7.8%	4.1%	8.0%	12.2%	6.2%	2.9%	7.9%
MSA	20.7%	25.1%	22.4%	23.0%	21.1%	22.5%	21.8%	21.7%
In US but Outside Metro	4.6%	13.7%	2.0%	9.0%	3.9%	17.1%	2.0%	10.5%
US	25.2%	38.9%	24.4%	32.0%	25.0%	38.6%	23.7%	31.7%
Non- M/W/DSBEs	74.7%	61.1%	75.6%	68.0%	75.0%	61.4%	76.3%	68.3%
Including Qu	asi-Public	City Contr	acts					
US				30.7%				30.6%
Non- M/W/DSBEs				69.4%				69.5%

The dollar value of contracts awarded to M/W/DSBEs based in the city increased by \$14.4 million to \$101.4 million in FY 2016 up from \$87.0 million in FY 2016, (see Table 4.3.3). In FY 2016, there was an increase of \$6.4 million in contract dollars awarded to city-located M/W/DSBEs for PW contracts, an increase of \$450,000 awarded to city-located M/W/DSBEs for SSE contracts, and an increase of \$7.3 million awarded to city-located M/W/DSBEs for PPS contracts.

The dollar value of contracts awarded to M/W/DSBEs is likely higher than the \$101.4M shown in Table 4.3.3. A geographic breakdown of the Quasi-Public contracts is not available; therefore, it is unknown how much of the \$87.8M awarded to MBE and WBE firms were city-based M/W/DSBEs. Many of the Quasi-Public contracts are for Public Works, which tend to be awarded to locally based firms.

Table 4.3.3 – FY 2016 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 "FONO" Contracts) and Quasi-Public City Contracts, by Contract Type and Location of M/W/DSBE (in \$M)

	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
Location of M/W/DSBE	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
City	\$26.5	\$60.3	\$14.0	\$101.4	\$20.1	\$52.9	\$13.6	\$87.0
In Metro but Outside City	\$23.2	\$27.0	\$3.1	\$53.8	\$27.6	\$20.1	\$2.1	\$50.0
MSA	\$49.7	\$87.3	\$17.2	\$155.1	\$47.6	\$73.0	\$15.7	\$137.1
In US but Outside Metro	\$11.1	\$47.7	\$1.5	\$61.0	\$8.8	\$52.3	\$1.4	\$63.4
US	\$60.8	\$135.1	\$18.7	\$216.1	\$56.4	\$125.3	\$17.1	\$200.4
Non- M/W/DSBEs	\$179.9	\$212.5	\$57.8	\$458.3	\$169.2	\$199.4	\$54.9	\$431.8
Including Qu	asi-Public	City Contr	acts					
US				\$303.9				\$290.4
Non- M/W/DSBEs				\$687.5				\$660.7

4.4 UTILIZATION OF M/W/DSBE AS PRIME CONTRACTORS

Information from the FY 2016 OEO Participation Report indicates that 14.6 percent of all City contracts were primed by M/W/DSBEs (down from 16.6 percent in FY 2015), representing 11.4 percent of the aggregate dollar value of all City contracts (an increase from 11.1 percent in FY 2015). The average size of contracts primed by M/W/DSBE increased from \$210,000 to \$260,000 between FY 2015 and FY 2016. Despite being utilized as a prime contractor on 38 fewer contracts, MWDSBE firms received \$7.1 million more in prime contract dollars, resulting in a higher average contract size than FY 2015. As such, the contract size ratio for M/W/DSBE prime and non-M/W/DSBE prime contracts moved closer to parity. In FY 2016, the average contract size ratio for prime contractors to non-M/W/DSBE prime contractors was .76 (\$260,000/\$340,000), a 20 percent improvement from FY15's ratio of .63 (\$210,000/\$330,000). M/W/DSBEs primed 5.8 percent of PW contracts, 21.1 percent of PPS contracts, and 5.0 percent of SSE contracts in FY 2016 (see Table 4.4.1).

Table 4.4.1 – FY 2016 Utilization of M/W/DSBEs as Prime Contractors in City Contracts (Excluding Federally Funded City and Quasi-Public City Contracts)⁵⁴

	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
All Contracts								
# Contract	120	583	260	2,029	153	560	188	2,009
Amount (\$M)	\$240.7	\$347.5	\$76.4	\$674.3	\$225.6	\$324.7	\$71.9	\$632.3
Avg Contract (\$M)	\$2.01	\$0.60	\$0.29	\$0.33	\$1.47	\$0.64	\$0.39	\$0.32
Primed by M/W/DSBE								
# Contract	7	123	13	296	14	141	9	334
Amount (\$M)	\$5.0	\$67.8	\$2.8	\$77.1	\$7.4	\$59.9	\$1.1	\$70.0
Avg Contract (\$M)	\$0.71	\$0.55	\$0.22	\$0.26	\$0.53	\$0.42	\$0.13	\$0.21
Primed by non-M/W/D	SBE							
# Contract	113	460	247	1,733	139	419	179	1,675
Amount (\$M)	\$235.7	\$279.7	\$73.6	\$597.2	\$218.3	\$264.8	\$70.8	\$562.3
Avg Contract (\$M)	\$2.09	\$0.61	\$0.30	\$0.34	\$1.57	\$0.63	\$0.40	\$0.33
% of # Primed by M/W/DSBE	5.8%	21.1%	5.0%	14.6%	9.2%	25.2%	4.8%	16.6%
% of \$ Primed by M/W/DSBE	2.1%	19.5%	3.7%	11.4%	3.3%	18.4%	1.6%	11.1%
Avg Contract Size, M/W/DSBE (\$M)	\$0.71	\$0.55	\$0.22	\$0.26	\$0.53	\$0.42	\$0.13	\$0.21
Avg Contract Size, non-M/W/DSBE (\$M)	\$2.09	\$0.61	\$0.30	\$0.34	\$1.57	\$0.63	\$0.40	\$0.34

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⁵⁴ "All Contract Types" Includes Miscellaneous Purchase Orders and Small Order Purchases.

4.5 UTILIZATION OF M/W/DSBE BY DEPARTMENT

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 4.5.1). In this way, all departments can be held accountable, strong performers celebrated, and struggling performers identified for additional attention. At the same time, it is important to note that different departments may represent different kinds of contracts, and to the extent that M/W/DSBE availability is not uniform across types of services and industries, it can make it difficult to compare performance across categories clearly.

Table 4.5.1 – FY 2016 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 "FONO" Contracts) Divided by utilization of All For-Profit Prime Contractors and Sub-Contractors (by \$ Contracts Awarded)

City Department	FY16 Dept Total (in \$M)	FY16 M/W/DSBE Total (in \$M)	FY16 M/W/DSBE %Utilization Actual	FY15 M/W/DSBE %Utilization Actual
Aviation	\$88.8	\$25.9	29.2%	25.2%
Behavioral Health & Intellectual disAbility	\$14.8	\$2.1	13.9%	10.1%
Board of Ethics	\$0.0	\$0.0	0.0%	0.0%
City Planning Commission	\$0.4	\$0.2	53.9%	0.0%
City Representative	\$0.0	\$0.0	0.0%	0.0%
Civil Service Commission	\$0.0	\$0.0	0.0%	0.0%
Commerce	\$0.5	\$0.3	73.4%	48.4%
Division of Technology*	\$26.9	\$7.1	26.2%	24.9%
Finance	\$15.8	\$4.8	30.3%	29.9%
Fire	\$4.6	\$0.9	18.9%	19.4%
First Judicial District of PA	\$0.0	\$0.0	0.0%	0.0%
Fleet Management	\$2.2	\$0.1	2.7%	0.6%
Health, Department of Public	\$5.5	\$2.4	44.1%	32.2%
Historical Commission	\$0.0	\$0.0	0.0%	0.0%
Human Services, Department of	\$15.1	\$4.6	30.1%	27.9%
Labor Relations	\$0.0	\$0.0	0.0%	0.0%
Law Department	\$4.9	\$1.6	32.4%	46.7%
Library, Free	\$2.3	\$0.3	12.0%	18.8%
Licenses and Inspections, Department of (L&I)	\$10.2	\$2.5	24.6%	23.6%
Managing Director's Office	\$0.5	\$0.1	10.6%	19.4%

City Department	FY16 Dept Total (in \$M)	FY16 M/W/DSBE Total (in \$M)	FY16 M/W/DSBE %Utilization Actual	FY15 M/W/DSBE %Utilization Actual
Mayor's Office	\$1.1	\$0.4	35.6%	58.0%
Mayor's Office of Community Empowerment & Opportunity	\$0.1	\$0.1	45.6%	17.7%
Mural Arts Program	\$0.0	\$0.0	0.0%	0.0%
Office of Arts and Culture	\$0.0	\$0.0	0.0%	0.0%
Office of Emergency Services	\$0.0	\$0.0	0.0%	0.0%
Office of Housing & Community Development (OHCD)	\$0.2	\$0.1	37.6%	87.9%
Office of Supportive Housing (OSH)	\$4.4	\$1.2	27.7%	41.5%
Parks and Recreation**	\$1.7	\$0.3	21.0%	21.0%
Pensions & Retirement	\$0.7	\$0.0	0.8%	0.8%
Personnel	\$5.2	\$0.4	7.6%	17.1%
Police	\$2.5	\$0.2	7.9%	5.2%
Prisons	\$48.9	\$28.8	58.8%	48.6%
Procurement	\$0.0	\$0.0	71.0%	23.3%
Property Assessment	\$0.5	\$0.2	45.0%	53.8%
Property, Department of Public	\$54.2	\$28.0	51.7%	59.3%
Records	\$2.4	\$0.5	19.3%	14.4%
Revenue	\$23.2	\$6.0	25.7%	44.1%
Revision of Taxes, Board of***	\$0.0	\$0.0	0.0%	0.0%
Sinking Fund Commission	\$0.0	\$0.0	0.0%	0.0%
Streets	\$64.3	\$20.7	32.2%	32.2%
Treasurer, City	\$2.8	\$0.6	21.7%	24.3%
Water Department	\$240.7	\$72.4	30.1%	28.9%
Youth Commission	\$0.0	\$0.0	0.0%	0.0%
Zoning Code Commission	\$0.0	\$0.0	0.0%	0.0%
All Departments	\$645.5	\$212.6	32.9%	32.3%
All with Citywide SSE	\$674.3	\$216.1	32.0%	31.7%
All Departments + Citywide SSE + Quasi- Public	\$991.4	\$303.9	30.7%	30.6%

^{*}Division of Technology contains information for the Office of Innovation and Technology in FY 2013

^{**}Parks and Recreation Department is consolidation of the Fairmount Park Commission and Recreation Department***the Board of Revision of Taxes had been abolished and its functions split between two new entities, the Office of Property Assessment and the Board of Property Assessment Appeals

The following departments merit discussion:

• In terms of M/W/DSBE utilization, the following 15 departments had utilization rates above that of all City departments:

- Water (30.1 percent);
- Human Services (30.1 percent);
- Finance (30.3 percent);
- Streets (32.2 percent);
- Law (32.4 percent);
- Mayor's Office (35.6 percent);
- Office of Housing & Community Development (OHCD) (37.6 percent);
- Department of Public Health (44.1 percent);
- Property Assessment (45 percent);
- Mayor's Office of Community Empowerment & Opportunity (45.6 percent);
- Department of Public Property (51.7 percent);
- City Planning Commission (53.9 percent);
- Prisons (58.8 percent);
- Procurement (71.0 percent); and
- o Commerce (73.4%).
- Among the City departments with at least \$1 million in contracts, Prisons (58.8 percent) and Department of Public Property (51.7 percent) had the highest utilization rates. At the other end of the spectrum, the Personnel Department (7.6 percent) and Fleet Management (2.7 percent) had the lowest utilization rates.
- Two City departments that had at least \$1 million in contracts had double-digit percentage point increases in M/W/DSBE utilization rates from FY 2015 to FY 2016 as

The City's overall utilization M/W/DSBE rate increased from 30.6 percent in FY 2015 to 30.7 percent in FY 2016, including all Citywide SSE and Quasi Public City contracts.

well as FY 2016 utilization rates above the utilization for all City departments: Prisons (from 48.6 percent to 58.8 percent in FY 2016), and Department of Public Health (from 32.2 percent to 44.1 percent in FY 2016).

 In contrast, three City departments had at least \$1 million in contracts and a doubledigit percentage decrease in M/W/DSBE

utilization: Law (from 46.7 percent to 32.4 percent in FY 2016), Revenue (from 44.1 percent to 25.7 percent in FY 2016), and Mayor's Office (from 58 percent to 35.6

Commerce, Procurement, and Prisons – represent \$29.1 million in contracts, or just 4.5 percent of the dollars spent by City departments. Twelve departments exceeded utilization rates for all other City departments.

percent in FY 2016). In 2015, only one department with \$1 million in contracts had a double-digit percentage decrease.

Unlike previous years, contracts awarded to "certifiable" firms were included in the analysis. This expanded the amount of eligible MWDSBE firms and sole practitioners by 132. OEO currently accounts for self-certification of sole practitioners. 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.⁵⁵

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-practitioners that are not OEO-registered but participate in City contracts, whose participation will continue to not be counted.

4.6 DISTRIBUTION OF CONTRACTS BY M/W/DSBE TYPE

This report accounts for the distribution of contracts by M/W/DSBE type by Prime and Subcontractors (see Table 4.6.1) and looks at the M/W/DSBE distribution of contracts, in terms of the proportion of contracts with M/W/DSBE participation (see Table 4.6.2).

As noted previously, these utilization results do not include federally funded contracts; these are influenced by federal guidelines and are subject to lower federal DBE participation goals.

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.

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.

Additionally, these utilization results do not include contracts by quasi-public entities such as Office of Housing and Community Development, Philadelphia Industrial Development Corporation, and the Philadelphia Redevelopment Authority.

Table 4.6.1 analyzes the number of contracts with M/W/DSBE participation and Table 4.6.2 shows the number of M/W/DSBE contractors who received contracts. As Table 4.6.2 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 M/W/DSBEs that participated in at least one contract (549) in FY 2016 participated in five or fewer contracts (501). 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 2,740 firms listed in the OEO Registry, 549 unique firms were utilized on FY 2016 City contracts.

As Table 4.6.1 shows, of the 330 M/W/DSBEs participating in Public Works (PW) contracts, 7 M/W/DSBEs participated as a prime contractor. These PW contracts included 127 unique firms, see Table 4.6.2. Of those M/W/DSBEs, 113 of them participated in five or fewer PW contracts: 68 participated in exactly one PW contract and another 45 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. 320 out of 348 M/W/DSBEs that participated in at least one PPS contract participated in five or fewer PPS contracts, while 29 out of 29 M/W/DSBEs that participated in at least one SSE contract participated in five or fewer SSE contracts. Seven PW contracts and 13 SSE contracts were awarded to M/W/DSBE prime contractors. Far more PPS contracts, 123, were awarded to M/W/DSBE prime contractors.

Table 4.6.1 – Distribution of M/W/DSBE Participation in FY 2016 City Contracts (Excluding Federally Funded City Contracts and Quasi Public City Contracts)⁵⁶

_						Quasi i ubile city contracts)												
	All Contracts ⁵⁷		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	93	284	1	84	52	182	0	11	10	111	18	47	65	126				
MBE - Hispanic or Latino	22	82	1	20	7	62	2	0	5	28	1	17	16	37				
MBE – Asian	25	144	0	36	17	108	0	0	4	42	9	22	12	80				
MBE - Native American	0	3	0	0	0	3	0	0	0	0	0	2	0	1				
MBE – Other	0	17	0	0	0	16	0	1	0	4	0	1	0	12				
MBE – Total	140	530	2	140	76	371	2	12	19	185	28	89	93	256				
WBE – White	156	459	5	183	47	263	11	12	15	141	23	72	118	246				
WBE - African American	19	77	0	3	14	66	0	5	3	29	4	16	12	32				
WBE - Hispanic or Latino	2	10	1	1	1	9	0	0	1	1	1	4	0	5				
WBE – Asian	7	34	0	7	4	26	0	0	1	11	3	4	3	19				
WBE - Native American	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
WBE – Other	0	6	0	0	0	6	0	0	0	0	0	0	0	6				
WBE – Total	184	586	6	194	66	370	11	17	20	182	31	96	133	308				
DSBE – Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
M/W/DSBE – Total	296	996	7	323	123	634	13	24	35	328	51	161	210	507				
Excluding MP/SOP58	142	841	7	323	123	647	13	24	35	328	51	161	56	352				

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⁵⁶ 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."

⁵⁷ In this table, each individual M/W/DSBE participant on a City contract is counted as its own unique contract. Therefore, contracts can be counted more than once.

⁵⁸ Total contracts including only PW, PPS, and SSE contracts.

Table 4.6.2 – FY 2016 Distribution of M/W/DSBE Contractor Utilization in City Contracts (Excluding Federally Funded City Contracts, Sole Source Contracts, "FONO" Contracts, and Quasi-Public City Contracts)⁵⁹

	Contracts, Sole Source Contracts, FONO Contract																	
		P'	W		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	68	36	43	0	205	103	148	0	22	8	17	0	314	151	220	0		
# M/W/DSBEs Participating in 2-5 Contracts	45	20	25	0	115	70	57	0	7	3	5	0	187	97	105	0		
# M/W/DSBEs Participating in 6-10 Contracts	10	5	5	0	22	13	12	0	0	0	0	0	35	20	18	0		
# M/W/DSBEs Participating in 11-20 Contracts	3	1	2	0	4	4	1	0	0	0	0	0	10	6	5	0		
# M/W/DSBEs Participating in 21 or More Contracts	1	0	1	0	2	1	1	0	0	0	0	0	3	1	2	0		
# M/W/DSBEs Participating in At Least One Contract	127	62	76	0	348	191	219	0	29	11	22	0	549	275	350	0		
Highest # of Contracts a Single M/W/DSBE Participated in	26	20	26	0	32	25	32	0	3	2	3	0	32	25	32	0		

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⁵⁹ 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.

5 AVAILABILITY AND DISPARITY

5.1 **AVAILABILITY**

In defining M/W/DSBE availability, one must be mindful to be neither too broad nor too narrow. Accordingly, we have calculated availability eight different ways. A spectrum of results can then inform the appropriate choice of availability approach when calculating disparity ratios (see Table 5.1.1).

Table 5.1.1 – Availability Methods Employed in This Report
** Denotes Weighted More Heavily in Determining Participation Goals

Method	Description	Data Source(s)
"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	2012 US Census Survey of Business Owners, FY 2016 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	2012 US Census Survey of Business Owners, FY 2016 OEO Participation Report

Source: Econsult Solutions, Inc. (2016)

In any given contract category, the number of M/W/DSBEs in the city of Philadelphia and the Philadelphia MSA are divided by the number of all firms in the city and the Philadelphia MSA. For such an approach, we utilized the 2012 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 the eight approaches to determining the appropriate availability of M/W/DSBEs, and together help better clarify that availability rate. 61

⁶⁰ Only two of which, "A2" and "A6" are shown in this report.

⁶¹ 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

We have considered multiple approaches to determining availability rate. Of the eight approaches utilizing Survey of Business Owners data, "A2" and "A6" are utilized in the report because they are considered the best representative of the availability of M/W/DSBE firms in the selected geographies.

- "A2" # M/W/DSBEs > 1 Employee Divided by # All Firms > 1 Employee in City of Philadelphia Based on SBA/Census Survey of Business Owners (* this method is weighted more heavily in determining Participation Goals)
- "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)

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 2015 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 2016 Disparity Study weights A1-A8 data according to the distribution of FY 2016 spending by industry, per the FY 2016 Participation Report (see Table 5.1.2 and Table 5.1.3).

Table 5.1.2– FY 2016 Availability ("A2") - # M/W/DSBE Firms in the City of Philadelphia with >1 Employee, Divided by # All Firms in the City of Philadelphia with >1 Employee

M/W/DSBE	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
Category	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
White	*	*	*	*	*	*	*	*
Native American	1.9%	0.0%	0.2%	0.7%	1.9%	0.0%	0.0%	0.7%
Asian American	2.0%	4.1%	11.4%	4.2%	2.0%	4.1%	10.6%	4.0%
African American	4.5%	4.8%	8.4%	5.0%	4.4%	4.8%	7.6%	4.9%
Hispanic	3.4%	3.8%	5.2%	3.8%	3.4%	3.8%	5.4%	3.8%
All MBE	15.4%	16.6%	30.5%	17.5%	15.1%	16.6%	29.0%	17.2%
All WBE	5.0%	18.7%	22.1%	13.9%	4.9%	18.7%	21.7%	13.8%
Disabled	*	*	*	*	*	*	*	*
AII M/W/DSBE	20.4%	35.3%	52.6%	31.4%	20.0%	35.3%	50.7%	31.0%

Source: US Census Survey of Business Owners (2007, 2012), OEO Annual Participation Report (FY 2016), Econsult Solutions, Inc. (2017)

Note: "*" denotes data unavailable or insufficient.

Table 5.1.3— FY 2016 Availability ("A6") - # M/W/DSBE Firms in Philadelphia MSA with >1 Employee, Divided by # All Firms in Philadelphia MSA with >1 Employee

Employee, Divided by # All Firms III Finadelphia Wish >1 Employee												
M/W/DSBE	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15				
Category	PW	PPS	SSE	Contract Types	PW	PPS	SSE	Contract Types				
White	*	*	*	*	*	*	*	*				
Native American	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%				
Asian American	0.7%	8.1%	5.6%	5.1%	0.7%	8.1%	5.8%	5.1%				
African American	1.2%	1.5%	2.9%	1.5%	1.2%	1.5%	2.7%	1.5%				
Hispanic	1.5%	1.3%	2.3%	1.5%	1.5%	1.3%	2.3%	1.5%				
All MBE	5.0%	12.6%	13.6%	9.8%	4.9%	12.6%	13.7%	9.8%				
All WBE	11.2%	18.8%	18.1%	15.8%	11.5%	18.8%	17.5%	15.8%				
Disabled	*	*	*	*	*	*	*	*				
AII M/W/DSBE	16.2%	31.4%	31.7%	25.6%	16.4%	31.4%	31.2%	25.5%				

Source: US Census Survey of Business Owners (2007, 2012), OEO Annual Participation Report (FY 2016), Econsult Solutions, Inc. (2017)

Note: "*" denotes data unavailable or insufficient.

M/W/DSBEs represented 25.6 percent of "ready, willing, and able" firms within the Philadelphia MSA, up 0.1 percentage points from 25.5 percent in FY 2015. There was an increase of 0.5 percentage points in availability for SSE contracts (see Table 5.1.3). "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 2015 to FY 2016 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.

In terms of the characteristics of the Philadelphia MSA, as they pertain to M/W/DSBE availability in FY 2015 (based on 2007 data and FY 2015 contracts awarded) and FY 2016 (based on 2012 data and FY 2016 contracts awarded), we note the following points:

- MBE availability remained constant at 9.8 percent in 2016. WBE availability also remained constant at 15.8 percent in 2016.
- M/W/DSBE availability for PW contracts decreased from 16.4 percent in 2015 to 16.2 percent in 2016. M/W/DSBE availability for PPS contracts remained constant at 31.4

percent in 2016. M/W/DSBE availability for SSE contracts increased from 31.2 percent in 2015 to 31.7 percent in 2016.

- Availability by M/W/DSBE category increased for all contract types from 25.5 percent in 2015 to 25.6 percent in 2016.
- 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.

City spending in FY 2016 was broken out by two-digit NAICS codes for each contract type and by each M/W/DSBE category. The concentration of spending varies by contract type. For PW contracts, 94.1 percent of spending was in the NAICS 23-Construction, while 96 percent of spending for PPS contracts was in 54-Professional, Scientific, and Technical Services. SSE spending was more diversified across NAICS categories but still saw 51.8 percent of total spending allocated to the NAICS 56-Administrative & Support and Waste Management & Remediation Services. Overall, the majority of City spending occurred in NAICS 54-Professional, Scientific, and Technical Services at 49.6 percent and in NAICS 23-Construction at 34.8 percent. The City spent no more than 6.0 percent on any other NACIS code in FY 2016 (see Table 5.1.4).

Table 5.1.4 – City Spending Distributions by Industry from FY 2016 Participation Report,
Sorted by Two-Digit NAICS Code (Excluding Quasi-Public City Contracts) for Calculation of
Weighted-Average Availability Estimates

NAICS	NAICS Description		PPS	SSE	All Contract Types
11	Forestry, fishing & hunting, & agricultural support services	5.9%	0.0%	0.5%	2.2%
21	Mining, quarrying, and oil and gas extraction	0.0%	0.0%	0.0%	0.0%
22	Utilities	0.0%	0.0%	0.0%	0.0%
23	Construction	94.1%	0.0%	10.7%	34.8%
31	Manufacturing	0.0%	0.0%	0.5%	0.1%
32	Manufacturing	0.0%	0.0%	4.3%	0.5%
33	Manufacturing	0.0%	0.0%	3.4%	0.4%

NAICS	NAICS Description		PPS	SSE	All Contract Types
42	Wholesale trade	0.0%	0.0%	13.1%	1.5%
44-45	Retail trade	0.0%	0.0%	1.0%	0.1%
48-49	Transportation and Warehousing	0.0%	0.0%	1.1%	0.1%
51	Information	0.0%	0.0%	0.4%	0.1%
52	Finance and Insurance	0.0%	0.0%	0.0%	0.0%
53	Real estate & rental & leasing	0.0%	0.0%	0.3%	0.0%
54	Professional, scientific, and technical services	0.0%	96.2%	0.3%	49.6%
56	Administrative and support and waste management & remediation services	0.0%	0.0%	51.8%	5.9%
62	Health care and social assistance	0.0%	3.7%	0.4%	1.9%
71	Arts, entertainment & recreation	0.0%	0.1%	0.2%	0.1%
72	Accommodation and food services	0.0%	0.0%	0.0%	0.0%
81	Other services	0.0%	0.0%	11.8%	1.3%
99	Industry not classified	0.0%	0.0%	0.0%	1.4%
Grand Total		100.0%	100.0%	100.0%	100.0%

Source: OEO Annual Participation Report (FY 2016), Econsult Solutions, Inc. (2017)

The availability of M/W/DSBEs were also broken out by two-digit NAICS codes where the City had spending in FY 2016. Of the eighteen NAICS codes tracked, M/W/DSBE are available in all but three NAICS codes: 11-Agriculture, 22-Utilities, and 55-Management of Companies. Asian and women-owned firms have the highest availability overall at 19.7 percent and 17.9 percent, respectively. African American firms are fairly well distributed across most industries and have the highest availability in 48-49-Transportation and Warehousing at 17.3 percent. Hispanic firms have the most availability in 56-Administrative and Support Services at 7.0 percent and Native American firms are most prevalent in 23-Construction. Asian and Women firms are also fairly well distributed across industries with the highest percentage available in 61-Educational Services at 40.4 percent and 35.9 percent, respectively. This data can assist the City in directing increased utilization of minorities and women in industries where availability is higher and also use this data to encourage minority and women firms to enter industries where availability is currently low (see Table 5.1.5).

Table 5.1.5 – Proportion of Firms with Employees in the City of Philadelphia by M/W/DSBE Category as a Percentage of All Firms, Sorted by Two-Digit NAICS Code

NAICS	NAICS Description	American Indian and Alaska Native	Asian	Black or African American	Hispanic	Minority	Female- owned
11	Agriculture	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
22	Utilities	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
23	Construction	2.1%	2.2%	4.8%	3.6%	12.7%	5.3%
31-33	Manufacturing	0.0%	7.8%	1.0%	1.1%	11.7%	15.4%
42	Wholesale Trade	0.0%	12.7%	1.8%	4.6%	19.6%	14.6%
44-45	Retail Trade	0.0%	33.8%	2.4%	6.1%	42.3%	14.5%
48-49	Transportation and Warehousing	0.0%	4.3%	17.3%	2.5%	24.0%	19.7%
51	Information	0.0%	5.5%	7.3%	1.2%	14.6%	2.4%
52	Finance and Insurance	0.0%	6.8%	8.9%	1.1%	18.0%	3.2%
53	Real Estate	0.0%	6.7%	1.9%	2.1%	10.6%	10.6%
54	Professional, Scientific, and Technical Services	0.0%	4.0%	4.4%	3.9%	12.2%	18.3%
55	Management of Companies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
56	Administrative and Support Services	0.0%	10.2%	12.2%	7.0%	28.9%	28.0%
61	Educational Services	0.0%	40.4%	5.1%	5.6%	51.5%	35.9%
62	Health Care and Social Assistance	0.2%	8.2%	14.9%	3.4%	26.0%	30.1%
71	Arts, Entertainment, and Recreation	0.0%	0.0%	1.1%	0.0%	1.1%	34.2%
72	Accommodation and Food Services	0.0%	37.7%	5.7%	4.8%	48.3%	14.3%
81	Other Services	0.0%	26.5%	8.0%	3.2%	38.0%	27.1%
Grand Total		0.1%	19.7%	6.5%	4.1%	30.6%	17.9%

Source: 2012 US Census Bureau Survey of Business Owners (2016), Econsult Solutions, Inc. (2017)

5.2 **DISPARITY**

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

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

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

Recall that we have determined both utilization and availability using a number of different approaches. When using these utilization and availability results to determine disparity ratios, it is important to match utilization and availability methods appropriately. In particular, if a utilization rate represents city boundaries only, its corresponding availability rate should also represent only city boundaries. Accordingly, we match up utilization and availability methods as follows:⁶²

- "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 4.2.2)
- "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 4.2.3)

In some NAICS codes there are City contracts which have few or no M/W/DSBEs available to participate. There are also some contracts, particularly court mandated contracts, which the City has no control over and for which there are few or no opportunities for M/W/DSBEs to

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⁶² "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.

participate. The following set of tables considers the impact of excluding those City contracts from the overall analysis. For a list of contract categories where there are "few or no opportunities" for M/W/DSBE participation in FY 2015 and FY 2016, see Section 5.3.

The disparity ratios calculations are based on utilization and availability data sources that look at firm and industry concentrations within Philadelphia MSA and the city (see Tables 4.2.2 and 4.2.3 and Tables 5.1.2 and 5.1.3):

- At the Philadelphia MSA level, the disparity ratios indicate relative under-utilization across all contract types. However, there are pockets of over-utilization. Most notably, there is over-utilization for All MBEs across all contract types, and all M/W/DSBE categories in PW contracts. Conversely, for PW, PPS, and all contract types, WBE firms are underutilized. Despite this WBE firms did see an increase in the disparity ratio for all contracts from 0.65 in FY 2015 to 0.70 in FY 2016. Overall, the increase in utilization outpaced the growth in availability. Thus, resulting in an increase in the all M/W/DSBE ratio from 0.85 in FY to 0.90 in FY 2016, the highest MSA ratio since FY14 (see Table 5.2.1).
- All M/W/DSBEs located within the city represented 27.7 percent of all firms located within the city but received only 15 percent of City contracts, for a disparity ratio of 0.5. The FY 2016 data shows that there are small pockets of over-utilization of M/W/DSBEs located in the city (African American firms in PPS) but that the disparity ratios for all M/W/DSBEs across all categories shows that M/W/DSBE firms are still under-utilized in City procurements (see Table 5.2.2). Included in the under-utilized category is Hispanic firms in PW contracts, which saw a decrease in the disparity ratio of 1.56 in FY 2015 to 0.42 in FY 2016.
- It is important to note that disparity ratios for M/W/DSBE firms in the city are much lower than those in the MSA due to the fact that M/W/DSBE availability as a percentage of all firms in the city is much higher than the MSA as a whole. While the City is not limited to purchasing goods and services from strictly city vendors, city vendors could provide a lot of the goods and services the city does procure. Therefore, availability at the city level strengthens our case for stretch goals for overall utilization.

Under Mayor Kenney, the City recently changed to awarding contracts based on "best value" instead of using "lowest bid". It is unknown at this time if this change has a positive or negative impact on disparity. As future years of data are collected, a disparity trend may emerge that can be quantified.

Table 5.2.1 – FY 2016 Disparity Ratio ("D6") = Utilization ("U2") Divided by Availability ("A6"), by Contract Type and by M/W/DSBE Category (M/W/DSBE located within the Philadelphia MSA

	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
M/W/DSBE Category	PW	PPS	SSE	All Contract Types	PW ⁶³	PPS	SSE	All Contract Types
White Female	*	*	*	*	*	*	*	*
Native American	*	*	*	*	*	*	*	*
Asian American	3.38	0.20	0.00	0.33	2.77	0.12	0.05	0.24
African American	4.99	10.81	0.95	7.09	3.36	11.12	0.83	6.83
Hispanic	1.57	1.76	0.05	1.39	3.82	1.39	0.13	2.06
All MBE	2.18	1.66	0.22	1.53	2.36	1.59	0.21	1.52
All WBE	0.98	0.48	1.13	0.70	1.03	0.38	1.12	0.65
Disabled	*	*	*	*	*	*	*	*
AII M/W/DSBE	1.27	0.80	0.71	0.90	1.29	0.72	0.70	0.85

Source: City of Philadelphia Office of Economic Opportunity (FY 2015, FY 2016), US Census Bureau Survey of Business Owners (2007, 2012), Econsult Solutions (2017)

Note: "*" denotes data unavailable or insufficient.

Due to low availability within the Philadelphia MSA, and relatively high utilization, the disparity ratio for Hispanic owned businesses is abnormally high. Since the release of updated SBO availability data, this ratio has

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decreased from nearly 45 to about 4.

Table 5.2.2 – FY 2016 Disparity Ratio ("D2") = Utilization ("U1") Divided by Availability ("A2"), by Contract Type and by M/W/DSBE Category (M/W/DSBE located within the City of Philadelphia)

		FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
Ethnicity	Gender	PW	PPS	SSE	All Contract Types	PW	PPS	SSE	All Contract Types
White	Female	*	*	*	*	*	*	*	*
Native American	Male & Female	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asian American	Male & Female	1.01	0.04	0.00	0.20	0.02	0.02	0.00	0.01
African American	Male & Female	0.62	2.94	0.23	1.69	0.32	2.94	0.23	1.62
Hispanic	Male & Female	0.42	0.56	0.02	0.43	1.56	0.42	0.05	0.73
AII MBE	Male & Female	0.41	0.99	0.07	0.63	0.44	0.95	0.07	0.63
All WBE	Male & Female	1.15	0.23	0.75	0.44	0.56	0.17	0.79	0.33
Disabled	Female	*	*	*	*	*	*	*	*
All M/W/DSBE	Male & Female	0.54	0.49	0.35	0.48	0.45	0.46	0.37	0.44

Source: City of Philadelphia Office of Economic Opportunity (FY 2015, FY 2016), US Census Bureau Survey of Business Owners (2007, 2012), Econsult Solutions (2017)

Note: "*" denotes data unavailable or insufficient.

Table 5.2.3 though Table 5.2.10 provide additional analysis and details for the disparity ratios by contract type, geographic location, and M/W/DSBE category.

Table 5.2.3– FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered White Females

registered write remaies							
	FY 16	FY 16	FY 16	FY 16			
	PW	PPS	SSE	All Contract Types			
U2	9.8%	4.3%	19.5%	8.0%			
A6	*	*	*	*			
D6	*	*	*	*			

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Note: "*" denotes data unavailable or insufficient.

Table 5.2.4 – FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Native Americans

	FY 16	FY 16 FY 16		FY 16
	PW	PPS	SSE	All Contract Types
U2	0.0%	0.0%	0.0%	0.0%
A6	0.2%	0.2%	0.2%	0.2%
D6	0.00	0.00	0.00	0.00

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Table 5.2.5– FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Asian Americans

	FY 16	FY 16	FY 16	FY 16
	PW	PPS	SSE	All Contract Types
U2	2.3%	1.7%	0.0%	1.7%
A6	0.7%	8.1%	5.6%	5.1%
D6	3.38	0.20	0.00	0.33

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Table 5.2.6 – FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered African Americans

	FY 16	FY 16	FY 16	FY 16
	PW	PPS	SSE	All Contract Types
U2	6.0%	16.3%	2.8%	10.9%
A6	1.2%	1.5%	2.9%	1.5%
D6	4.99	10.81	0.95	7.09

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Table 5.2.7 – FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for OEO-Registered Hispanics

	FY 16 PW	FY 16 PPS	FY 16 SSE	FY 16 All Contract Types
U2	2.4%	2.3%	0.1%	2.0%
A6	1.5%	1.3%	2.3%	1.5%
D6	1.57	1.76	0.05	1.39

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Table 5.2.8 – FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered MBEs

	FY 16	FY 16	FY 16	FY 16
	PW	PPS	SSE	All Contract Types
U2	10.9%	20.9%	2.9%	15.0%
A6	5.0%	12.6%	13.6%	9.8%
D6	2.18	1.66	0.22	1.53

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Table 5.2.9 – FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered WBEs

	FY 16	FY 16	FY 16	FY 16
	PW	PPS	SSE	All Contract Types
U2	10.9%	9.0%	20.6%	11.0%
A6	11.2%	18.8%	18.1%	15.8%
D6	0.98	0.48	1.13	0.70

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Table 5.2.10 – FY 2016 Utilization ("U2"), Availability ("A6"), and Disparity ("D6") for All OEO-Registered M/W/DSBEs

	FY 16	FY 16	FY 16	FY 16
	PW	PPS	SSE	All Contract Types
U2	20.6%	25.1%	22.4%	23.0%
A6	16.2%	31.4%	31.7%	25.6%
D6	1.27	0.80	0.71	0.90

Source: Econsult Solutions, Inc. (2016); Utilization = OEO Annual Participation Report (FY 2016); Availability = 2012 US Census Bureau

Since utilization increased greater than MSA availability did, as shown in Table 4.1.3 and Table 3.2.3, the overall disparity ratio in FY 2016 increased from 0.85 in FY 2015 to 0.90 in 2016.⁶⁴ An overall disparity ratio of less than 1.0 means that M/W/DSBE utilization is still not in parity with M/W/DSBE availability. Although the disparity ratio is over 1.0 for PW contracts, the disparity ratios for PPS and SSE contracts as well as the overall disparity ratio remains under 1.0.

5.3 FEW OR NO OPPORTUNITY CONTRACTS

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

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 $^{^{64}}$ Including FONO contracts, the disparity ratio in 2016 is 0.69 based off MSA availability.

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 2016, 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 or No Opportunity" ("FONO") Contracts	Excluding "FONO" Contracts
Including Federally	#1	#2
Funded City Contracts		
Excluding Federally	#3	#4
Funded City Contracts		

Contracts with few or no opportunity (FONO) 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. Some of the FONO contracts are the result of a court order and the procurement of these services are outside the control of the City. 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.

The exclusion of "few or no opportunity" (FONO) contracts does not indicate that M/W/DSBEs are unable to participate on these contracts and it is not an attempt to lower the bar for participation. Instead it is an indication there are likely barriers to M/W/DSBE utilization that are systemic or administrative that need to be addressed. These barriers may be related to areas such as M/W/DSBE certification, burdensome administrative policies, bonding and insurance requirements, or how the City lets contracts. With the identification of the types of barriers and increased outreach these FONO categories may be reduced over time as utilization increases.

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

The primary analysis for the FY 2016 Annual Disparity Study is based on the exclusion of contracts for which there are "few or no opportunities" for M/W/DSBE participation. Utilization levels and corresponding recommended participation goals were determined based on the exclusion of these "few or no opportunity" contracts in order to focus efforts on those contracts for which there was more of a chance for M/W/DSBE utilization.

Excluded from the \$991 million in contracts analyzed in this report are 107 contracts totaling \$211.2 million for which there are "few or no opportunities" ("FONO") for M/W/DSBEs to participate (see Tables 5.3.1 and 5.3.2).

Table 5.3.1 – FY 2016 Contracts with Few or No Opportunity for M/W/DSBE Participation, as Determined by the City's Office of Economic Opportunity⁶⁵

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	FY 16	FY 16	FY 16	FY 16	FY 15	FY 15	FY 15	FY 15
	PW	PPS	SSE	All Contract Types ⁶⁶	PW	PPS	SSE	All Contract Types
#	0	60	46	107	0	39	29	68
\$M	\$0.0	\$159.7	\$51.5	\$211.2	\$0.0	\$144.5	\$9.7	\$154.1

Source: OEO Annual Participation Report (FY 2015, FY 2016), Econsult Solutions, Inc. (2016, 2017)

Table 5.3.2 – FY 2016 Contracts with "Few or No Opportunity" ("FONO") for M/W/DSBE Participation, as Determined by Office of Economic Opportunity⁶⁷

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
	PPS CONTRACTS: 60 C	ONTRACTS 1	FOTALING \$159	9,711,135	
HEALTH, DEF	PARTMENT OF PUBLIC				
1320099-03	Specialty Medical Services	5419	\$250,000	\$250,000	100%
	HIV AIDS medications to				
1420504-03	clients in need	5419	1,290,931	1,290,931	100%
HUMAN SERV	/ICES, DEPARTMENT OF				
1320200-04	Reintegration Services	5419	\$484,950	\$484,950	100%
1320204-05	Placement	5419	\$1,514,892	\$1,514,892	100%
1320204-06	Placement	5419	\$1,425,000	\$1,425,000	100%
1320194-03	Placement Services - Treatment Foster Care	5419	\$1,743	\$1,743	100%
1320195-05	Placement Services - Treatment Foster Care	5419	\$9,837,889	\$9,837,889	100%
1320195-06	Placement Services - Treatment Foster Care	5419	\$1,020,240	\$1,020,240	100%

⁶⁵ FY 2016 includes \$3.9 million in sole source contracts.

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⁶⁶ 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.

⁶⁷ Includes \$3.9 million in sole source contracts.

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
	Placement Services -				
1320195-07	Treatment Foster Care	5419	\$1,000,000	\$1,000,000	100%
	Placement Services -				
1320198-04	Treatment Foster Care	5419	\$742,683	\$742,683	100%
	Placement Services -				
1320198-05	Treatment Foster Care	5419	\$180,000	\$180,000	100%
	Placement Services -				
1320198-06	Treatment Foster Care	5419	\$175,000	\$175,000	100%
	Placement Services -				
1320203-05	Treatment Foster Care	5419	\$8,992,075	\$8,992,075	100%
1320608-05	Day Care	5419	\$19,362	\$19,362	100%
1320614-04	Day Care	5419	\$39,928	\$39,928	100%
	Placement Services -				
1420389-02	Treatment Foster Care	5419	\$49	\$49	100%
	Placement Services -				
1420615-03	Treatment Foster Care	5419	\$6,014	\$6,014	100%
	Placement Services -				
1420615-05	Treatment Foster Care	5419	\$62,500	\$62,500	100%
1520231-01	Day Care	5419	\$3,418	\$3,418	100%
1520231-02	Day Care	5419	\$4,082	\$4,082	100%
	Placement Services -			•	
1520277-01	Treatment Foster Care	5419	\$33,025	\$33,025	100%
	Placement Services -				
1520278-02	Treatment Foster Care	5419	\$93,998	\$93,998	100%
	Placement Services -				
1520280-02	Treatment Foster Care	5419	\$10,067	\$10,067	100%
	Placement Services -				
1520280-03	Treatment Foster Care	5419	\$34,116	\$34,116	100%
	Placement Services -				
1520566-01	Treatment Foster Care	5419	\$992,659	\$992,659	100%
	Placement Services -				
1520566-02	Treatment Foster Care	5419	\$700,000	\$700,000	100%
	Placement Services -				
1520566-03	Treatment Foster Care	5419	\$1,000,000	\$1,000,000	100%
	Placement Services -		***		
1620393	Treatment Foster Care	5419	\$23,526	\$23,526	100%
LIBRARY, FR	<u>EE</u>				
1420002-02	Wide Area Network Service	5415	\$1,054,700	\$1,054,700	100%
MANAGING D	IRECTOR'S OFFICE				

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
4000040	General Consultant	5440	Φ 7 0 000 000	# 70 000 000	4000/
1620213	Services TECHNOLOGY	5416	\$70,000,000	\$70,000,000	100%
OFFICE OF IN	INOVATION & TECHNOLOGY				Т
1320598-02	Computer and Information Svcs	5415	\$24,600	\$24,600	100%
1420298-01	Computer and Information Svcs (Support, Licenses)	5415	\$282,133	\$196,400	70%
1420393-02	Computer and Information Svcs (SaaS Related Costs)	5415	\$687,827	\$531,057	77%
1420233-02	Computer and Information Svcs (EVDO CARD)	5415	\$2,400,000	\$1,600,000	67%
1520397	Computer and Information Svcs (CIPAce Software/Software Deployment)	5415	\$1,324,340	\$396,150	30%
1520496	Computer and Information Svcs (Basis2 proprietary support)	5415	\$405,000	\$405,000	100%
1520548	Computer and Information Svcs (Knight Foundation Grant)	5415	\$132,000	\$132,000	100%
1520427-01	Computer and Information Svcs (Testing)	5415	\$55,000	\$55,000	100%
1520467-01	Computer and Information Svcs (SW Maintenance & Training)	5415	\$515,850	\$474,774	92%
1620056	Computer and Information Svcs (Sole Maintenance Provider)	5415	\$189,000	\$189,000	100%
1620056-01	Computer and Information Svcs (Sole Maintenance Provider)	5415	\$189,000	\$189,000	100%
1620341	Computer and Information Svcs (SaaS Software, Hosting and Support)	5415	\$870,504	\$133,850	15%
1620349	Computer and Information Svcs (Support, Warranty)	5415	\$6,689,344	\$518,422	8%
1620405	Computer and Information Svcs (Software, SW Maintenance, Training)	5415	\$1,000,000	\$386,911	39%

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
1620343	Computer and Information Svcs (Saas Fees)	5415	\$1,411,631	\$224,500	16%
POLICE	0100 (04401 000)	0+10	Ψ1,-11,001	ΨΖΖ+,000	1070
1520111-01	Quantitative Analysis of Drug and Alcohol in the Blood & Urine	5416	\$417,000	\$417,000	100%
1520111-02	Quantitative Analysis of Drug and Alcohol in the Blood & Urine	5416	\$50,000	\$50,000	100%
1620070	Hair Testing for Drugs of Abuse	5416	\$35,000	\$35,000	100%
PRISONS					
1320144-03	Inmate Housing	5416	\$3,197,500	\$3,197,500	100%
1620057	Alternative Housing	5416	\$999,188	\$999,188	100%
1520449-01	Alternative Housing	5416	\$8,466,290	\$8,466,290	100%
1320549-03	Contract Personnel Cost	5416	\$47,118,605	\$25,424,472	54%
1320545-05	Contract Personnel Cost	5416	\$12,962,345	\$12,962,345	100%
WATER DEPA	ARTMENT				1
1220333-05	General Consultant Services (Physical Performance Evaluation)	5416	\$55,000	\$55,000	100%
1220576-04	General Consultant Services (24 Hr. Call Center)	5416	\$190,000	\$190,000	100%
1320228-03	General Consultant Services (Industry Based Plant Operations Safety Training)	5416	\$80,000	\$80,000	100%
1620002	General Consultant Services (Landfill Monitoring)	5416	\$30,000	\$30,000	100%
1620094	General Consultant Services (Measurements of Tidal Flow)	5416	\$474,829	\$474,829	100%
1620117	General Consultant Services (Physical Performance Evaluation)	5416	\$230,000	\$230,000	100%

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
	General Consultant				
	Services (24 Hr. Call				
1620252	Center)	5416	\$700,000	\$700,000	100%
	CITYWIDE SSE CONTRACTS	: 25 CONTR <i>A</i>	ACTS TOTALIN	G \$43,684,348	
	Maintenance of Pitney				
	Bowes Equipment, Sch.				
160069	104-02	3333	\$121,113	\$121,113	100%
	Voting Machine Mechanics				
400000	and Technician Services,	4000	# 20,000	#20.000	4000/
160082	Sch. 160-08	4238	\$32,000	\$32,000	100%
160174	ESRI Software and Support Licenses Sch 480-07	E110	¢605 000	¢ 605 000	100%
100174	Hardware Maintenance and	5112	\$605,000	\$605,000	100%
40000	Software Support for Photo Manager Capture/Retrieve	5445	* 405.044	0405.044	4000/
160288	Workstations	5415	\$135,341	\$135,341	100%
160003	Rock Salt	2123	\$235,643	\$235,643	100%
160004	Rock Salt	2123	\$4,516,031	\$4,516,031	100%
160005	Rock Salt	2123	\$32,001	\$32,001	100%
160026	Purchase of Pharmaceutical Management, Supplies and Services, sch 998	4242	\$7,534,000	\$7,534,000	100%
160027	Purchase of Pharmaceutical Management, Supplies and Services, sch 998	4242	\$400,000	\$400,000	100%
160108	Activated Carbon Powder, Sch 60-03	3259	\$2,020,700	\$2,020,700	100%
160100	Asphalt Products - Sch. 166	3241	\$2,830,048	\$2,830,048	100%
	· ·				
160122	Asphalt Products - Sch. 166	3241	\$4,376,350	\$4,376,350	100%
160122	Water Treatment	2054	\$7,325,780	¢7 20E 700	1000/
160123	Chemicals, Sch. 60 Water Treatment	3251	φ1,323,10U	\$7,325,780	100%
160124	Chemicals, Sch. 60	3251	\$136,760	\$136,760	100%
100127	Water Treatment	JZJI	ψ100,100	ψ100,100	100 /6
160125	Chemicals, Sch. 60	3251	\$32,000	\$32,000	100%
.00120	Water Treatment	0201	Ψ32,000	Ψ02,000	10070
160126	Chemicals, Sch. 60	3251	\$278,950	\$278,950	100%
160127	Water Treatment Chemicals, Sch. 60	3251	\$1,475,808	\$1,475,808	100%

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
	Water Treatment				
160128	Chemicals, Sch. 60	3251	\$1,865,180	\$1,865,180	100%
400400	Water Treatment	00=4	^- - 40 - 00	* 40-00	4000
160129	Chemicals, Sch. 60	3251	\$5,746,732	\$5,746,732	100%
400400	Water Treatment	0054	4070.005	4070.005	4000/
160130	Chemicals, Sch. 60	3251	\$876,335	\$876,335	100%
400404	Water Treatment	2054	# 505 000	# 505.000	4000/
160131	Chemicals, Sch. 60	3251	\$585,600	\$585,600	100%
160122	Water Treatment	2051	¢22.000	¢22.000	1000/
160132	Chemicals, Sch. 60 Printed Forms, Flat - Sch.	3251	\$32,000	\$32,000	100%
160164	93	3231	\$800,000	\$800,000	100%
100104	Snow Melters (Portable	3231	Ψ000,000	Ψ000,000	100 /0
160239	Only) - Philadelphia International Airport	2382	\$1,170,480	\$1,170,480	100%
100233	Lubricants, Oils (Recycled &	2502	ψ1,170, 4 00	ψ1,170,400	100 /0
	Virgin), and Greases - Sch.				
160250	44	3241	\$520,498	\$520,498	100%
.00=00	SSE CONTRACTS: 21				
AVIATION				,. •. ,•	
160084	Monitoring System	4881	\$58,951	\$58,951	100%
100004	Replacement Parts For Adb	7001	ΨΟΟ,ΟΟΊ	ψου,σοι	10070
	Runway Taxiway Lighting				
160176	Fixtures/Visual Aids.	3351	\$84,000	\$84,000	100%
	Sita Automate Password		70.1,000	70.1,000	
160183	Control Maintenance	5179	\$196,400	\$196,400	100%
CITY REPRES			,	, ,	
	Exitsentry V5.0 System,				
	Hardware, Software				
	(Upgrades), Installation,				
160061	Training and Support	3341	\$431,309	\$431,309	100%
FLEET MANA	GEMENT				
	Maintenance, Inspection,				
	Calibration, Supplies and				
	Consumables for ESP				
160042	Emission Analyzers	5619	\$45,603	\$45,603	100%
HEALTH, DEF	PARTMENT OF PUBLIC				
	Analyzer, Beta-Attenuation		_		
160049	Mass Monitor, BAM1020	3345	\$50,328	\$50,328	100%

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
	Orasure and Oraquick				
400000	Advance Rapid HIV Test	0054	0.400.00 5	# 400.005	4000/
160062	Devices	3254	\$499,985	\$499,985	100%
160070	Health: Instecticides and	2052	¢47.004	¢47.004	1000/
160070	Rodenticides Clearview Non Oral Test	3253	\$47,284	\$47,284	100%
160134	Kits	5416	¢155.050	¢155.050	1000/
100134	Neogen Corp. ELISA	3410	\$155,050	\$155,050	100%
160199	Testing Kits	3254	\$32,000	\$32,000	100%
100133	QuantStudio DX RT PCR	3234	φ32,000	φ32,000	100 /6
160280	Instruments	3254	\$150,930	\$150,930	100%
	NNOVATION & TECHNOLOGY	JZJ T	ψ100,000	ψ100,000	100 /0
OFFICE OF II					<u> </u>
	PeopleAdmin Select 12 Recruiting Implementation Services and Premium				
160249	Support Services	5413	\$88,564	\$88,564	100%
160263	Software Maintenance and Support for Software AG	5112	\$466,127	\$466,127	100%
POLICE			, ,	· · ·	<u>I</u>
	Pawn Shop Tracking				
160253	System	5416	\$75,000	\$75,000	100%
PRISONS			4.0,000	+ ,	100,0
160282	Indiana Chair Frame	3371	\$60,000	\$60,000	100%
REVENUE	maiana enan Franc	0011	ψου,σου	Ψου,σου	10070
KLVLIVOL	Maintenance for Bell &				
160001	Howell Mailing System	3333	\$210,537	\$210,537	100%
WATER DEP		0000	Ψ210,001	Ψ2 10,001	10070
WAILKBLIA	Maintenance for SCADA				
	System and Related				
160074	Equipment	4234	\$143,930	\$143,930	100%
10007 4	Citect Software Support and	7207	Ψ140,000	Ψ140,000	10070
160182	License Keys	4236	\$58,250	\$58,250	100%
.00.02	Technical Services, Parts	1200	430,200	¥00,200	10070
	and Supplies for Process				
160200	Control System (Emerson)	3345	\$150,000	\$150,000	100%
<u> </u>	Aeration System			,,	
160207	Replacement Parts	3334	\$38,400	\$38,400	100%
	Cleaning Anaerobic		•	•	
160259	Digesters	2389	\$4,744,400	\$4,744,400	100%

Contract #	Description	NAICS	Total Amount	Few or No Amount	Total Few or No Percentage
	MP CONTRACTS:	1 CONTRACT	TOTALING \$10),000	
MPXX160000					
01			\$10,000	\$10,000	100%
TOTAL = 107 CONTRACTS TOTALING \$211,192,531					

Source: Econsult Solutions, Inc. (2017); City of Philadelphia Office of Economic Opportunity (FY 2017)

LIST OF ACRONYMNS

CEP Philadelphia International Airport's Capacity Enhancement Program

DJMA DJ Miller & Associates

DSBE(s) Disabled Business Enterprise(s)

EMSDC Eastern Minority Supplier Development Council

EOP Economic Opportunity Plans

EORC City of Philadelphia Economic Opportunity Review Committee

FONO Few or No Opportunity

FY Fiscal Year

LBE Local Business Entity

L&I Licenses and Inspections, Department of

M/W/DSBE(s) Collective name for Minority, Women, and Disabled Business

Enterprise(s)

MBE(s) Minority Business Enterprise(s)

MPO Miscellaneous Purchase Orders contract

MSA Philadelphia Metropolitan Statistical Area

NAICS North American Industry Classification System

NMSDC National Minority Supplier Development Council

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

PIDC Philadelphia Industrial Development Corporation

PPS Personal and Professional Services contract

PW Public Works contract

Q1 Quarter 1 or 1st Quarter

RWA "Ready, willing and able" firms

SBA Small Business Administration

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)

WBNEC Women's Business Enterprise National Council



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1 INTRODUCTION

1.1 Summary and Purpose of the Report

Econsult Solutions, Inc. and Milligan & Company, LLC are pleased to present the City of Philadelphia – Economic Opportunity Plan Employment Composition Analysis for Fiscal Year (FY) 2016. This analysis is presented as a companion report to the City of Philadelphia FY 2016 Annual Disparity Study and the Economic Opportunity Plan (EOP) Analysis Fiscal Years 2009-2016. The Disparity Study and EOP Analysis focus on the participation of Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE) and Disabled-Owned Business Enterprises (DSBE), known collectively as M/W/DSBE firms, in City of Philadelphia contracting opportunities. The basis of this companion employment report is the measurement of achievement toward minority and female inclusion on EOP projects in the Skilled and Laborer construction workforce. FY 2015 was the first time employment data was analyzed and presented in conjunction with the annual analysis of EOP projects.

The information presented in this report provides analysis and discussion on the construction labor force of 518 active EOP projects over a 12-month period from July 1, 2015 through June 30, 2016. The labor force analyzed for this report includes both journeyperson and apprentice level workers.

1.2 Legislative Context

Historically, the EOP employment requirement is based on several pieces of legislation. Mayoral Executive Order 14-08, signed by Mayor Michael A. Nutter on October 1, 2008, established an Economic Opportunity Cabinet (EOC) and the Office of Economic Opportunity (OEO) to oversee inclusion of M/W/DSBE firms in city contracts, set citywide goals, and monitor achievement toward M/W/DBSE goals. The OEO was created within the City's Commerce Department to implement the goals and objectives of the EOC. Section 17-1603 (2) of The Philadelphia Code requires an EOP when a company is pursuing or enters into a development project or contract exceeding \$100,000 with the City of Philadelphia. Bill #150614 requires the analysis and establishment of participation goals based on race and ethnicity. Current workforce goals are based on the FY 2015 Disparity Study and have been in use since the publication of the report.

Importance of Report to the Overall Economic Inclusion Agenda

This analysis builds on the FY 2015 inaugural report assessing the achievement of the overall 32 percent minority employment goal and the 7 percent women employment goal for EOP

projects set in 2009. In addition, this report shows that the minority labor force is strong in some areas but increased inclusion, particularly in the skilled trades, is still needed.

1.3 **Scope of Analysis**

This report is limited to the employment composition of 518 EOP construction projects started between July 1, 2015 and June 30, 2016. The analysis includes construction labor hours for journeypersons, apprentices, and new hires across all trades as reported in the City's LCP Tracker system that monitors labor reporting and compliance on EOP projects. The LCP Tracker data was used to analyze the utilization of diverse labor on the EOP projects examined for this report. To determine the availability of the labor force, American Community Survey (ACS) Equal Employment Opportunity (EEO) Tabulation Census Data from 2006-2010 was analyzed for both the Philadelphia Metropolitan Statistical Area (MSA) and the City of Philadelphia. The 2006-2010 ACS is the most recent data available for this analysis. Both the utilization and availability analyses designate and aggregate workers in either the Skilled or the Laborer category. The Skilled designation includes 29 different trades, with power equipment operators, electricians, and carpenters representing the most skilled hours.

It is important to note that this report does not distinguish between union and non-union workers. The terminology "Laborer" is used in this report to indicate unskilled workers who are not part of a specific, skilled construction trade. It is not meant to define members of the Laborers' International Union or the Laborers' District Council. However, it is important to note that an overwhelming majority of employment hours performed for city projects are in fact completed by union members. US Census source data and subsequently the availability analysis does not specifically differentiate union and non-union employees; however, because census data is intended to be comprehensive, union members are included in the dataset.

1.4 **Overview of Report Content**

Section 2 of this report discusses the availability of both skilled and unskilled construction labor by race, ethnicity, and gender for both the 11-county Philadelphia MSA and for the City of Philadelphia.

¹ In the utilization analysis, the Laborer category consists of all hours designated as Laborer hours in the City's LCP

Tracker data. The Skilled category is an aggregate of all hours assigned to the 29 other trade categories listed in the City's LCP Tracker dataset. In the availability analysis, following the same methodology, the Laborer category consists of those workers in the construction and extraction industry designated as Laborer by the American Community Survey (ACS) 2006-2010 Equal Employment Opportunity (EEO) tabulation by residence. The Skilled category is an aggregate of all workers participating in the 33 other construction and extraction trades identified in the 2006-2010 ACS EEO tabulation by residence.

Section 3 explores the utilization of the labor force, as reported in LCP Tracker, in the 518 EOP projects analyzed for this report. Also included in Section 3 is the comparison of availability to utilization, which provides a disparity ratio for the current labor force in relation to their participation on city EOP contracts.

Section 4 provides observations regarding the results of the analysis and discussion on programmatic and policy actions for women and minority labor force inclusion.

2 **AVAILABILITY**

2.1 Data Sources and Methodological Approach

Availability at both the Philadelphia-Camden-Wilmington, PA-NJ-DE-MD MSA, and the Philadelphia City levels was determined using American Community Survey (ACS) 2006-2010 Equal Employment Opportunity (EEO) Tabulation Data provided by the United States Census Bureau. The EEO Tabulation 2006-2010 is the most recent census data available tracking worker characteristics including sex, race, Hispanic origin, cross tabulated by citizenship, occupation, industry, age, educational attainment, earnings, and employment status. EEO tables are available in three geographic types: residence, worksite, and residence-to-worksite commuting flows. Both the FY15 and FY16 EOP employment availability analysis relies on 2006-2010 ACS source data to determine availability, as result, the availability figures in this report are identical to the availability analysis presented in last year's FY15 report.

This report does not distinguish between union and non-union workers.

To determine availability for this study, EEO construction and extraction occupation data at the Philadelphia MSA and City levels organized by race, gender, and Hispanic origin by residence geography was analyzed. Applying the same methodology used to evaluate the City's LCP Tracker data, EEO designated construction and extraction occupations were

grouped into two categories by total number of workers: Laborer and Skilled. It is important to re-emphasize that this report does not distinguish between union and non-union construction labor. The US Census data provided through the ACS 2006-2010 EEO Tabulation does not provide information related to union or non-union status. However, census data broadly accounts for all workers performing construction and extraction work in both the MSA and City; therefore, many of the individuals represented in the dataset are in fact union members. Because work on city projects is overwhelmingly performed by union members, the ACS dataset is not a perfect proxy for the available labor force and fails to fully capture the demographic differences between Philadelphia labor unions and the entire workforce. However, because the dataset is comprehensive, it is a defensible representation of the available MSA and city labor force.

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² United States Census Bureau. Equal Employment Opportunity (EEO) Tabulation. http://www.census.gov/people/eeotabulation/

³ Updated EEO Tabulation data, based on the 2014-2018 5 year ACS dataset, will be released in 2020-2021.

The Laborer and Skilled categories were then further analyzed to determine overall availability of African-American, Hispanic, Asian, Native-American/Pacific-Islander/American Indian and Alaska Native (AIAN), Two Race, and Female workers. ACS data includes a two-race designation and the City's LCP Tracker data does not include a two-race category. In this study, two race individuals were included as minority workers in the availability determination. In addition, workers categorized as "the balance of not Hispanic or Latino" were considered non-specified and eliminated from the availability calculations.

2.2 **How Availability Informed Current Goal Levels**

As stated in the "2010 Inclusion Works: Economic Strategic Plan," the City set an overall 32 percent goal for minority labor participation and workforce diversity on EOP projects. This goal was first recommended by the Mayor's Advisory Commission on Construction Industry Diversity (MACCID). The commission was appointed in March 2008 to review the construction industry in the City and the extent to which minority and women are utilized in the workforce. After a year of research, public hearings, and participation from the labor and business community, the Commission settled on a long-term goal to increase minority and female construction participation to 32 percent and 7 percent respectively, and an apprentice goal of 50 percent minority worker hours and 7 percent women worker hours.

The overall basis for the goal was a stated increase in local demand for Skilled Laborers due to upcoming retirement of Skilled tradespersons and increased construction activity. 4 Specifically the 32 percent goal is based upon an estimate of the male population that is prepared for (i.e. has obtained at least a high school degree or GED) and interested in (i.e. under the age of 35 and not in the labor force) the construction trades. The factors for "preparation" and "interest" were gathered from current data in the general population; the Commission assumed that these factors would not be changed by racial preferences. The female participation goal of 7 percent was based upon the U.S. Department of Labor's goal of 6.9 percent created in 1980. In essence, where background data was available, the labor goals were informed by the availability of "prepared and interested" workforce figures. Current goals are based on Bill #150614 which requires the analysis and setting of goals based on race and ethnic categories. Current workforce goals are based on the FY 2015 Disparity Study and have been in use since the publication of the report.

⁴ Inclusion Works, Economic Opportunity Strategic Plan, February 2010

Mayor's Advisory Commission on Construction Industry Diversity, March 2009

2.3 Availability by Race/Ethnicity/Gender and by Job Type

When considering availability, the geography of workers is taken into account, as they need to be able to access employment opportunities. Within the City, a higher percentage of total population is classified as a minority compared to the MSA. It is not clear which geography, city or MSA, provides the more appropriate dataset. A case can be made for both. In the Annual Disparity Study, the appropriate geography has been determined to be MSA based on the fact that two-thirds of the M/W/DSBE firms on OEO's directory are located within the MSA, half of which are in the City and half outside of the City located elsewhere in the MSA. When analyzing employment, considering availability at the MSA level has some legitimacy based on the geographic sprawl of available labor, particularly in the skilled trades. However, overall, employment is more localized than the stretch of a company's available business. In addition, the current city administration has established the increase of employment opportunities for city residents as a legislative priority. Thus, although this report examines both MSA and city data, the analysis tends to lean on city numbers as the more reasonable dataset.

The availability of minority Laborers is nearly double the availability of minority Skilled workers in the Philadelphia MSA. As a result, the disparity numbers for the MSA and the City differ vastly. Within the MSA, minority Laborers in the construction trades comprise 35.9 percent and Skilled workers in the trades total 19.5 percent. The availability of all minority workers totals 22.7 percent (see Table 2.3.A).

Table 2.3.A Trade/Contractor Availability in Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro Area by Race/Ethnicity/Gender and Job Type

% Availability	Women	African- American	Hispanic	Asian	Native American/ Pacific Islander/ AIAN	Two Races	All Minority
Laborer	2.8%	16.2%	17.5%	1.4%	0.0%	0.7%	35.9%
Skilled	2.3%	9.2%	8.3%	1.1%	0.2%	0.7%	19.5%
All	2.4%	10.5%	10.1%	1.2%	0.2%	0.7%	22.7%

American Community Survey (2006-2010), Econsult Solutions (2015, 2016)

In the City of Philadelphia, the availability of minority Laborers in the construction trades comprises 59.0 percent and Skilled workers in the trades total 40.9 percent. The percent of women Laborers (4.7 percent) in the City is nearly double the percentage of Skilled women workers (2.8 percent). In all race and ethnicity categories, the percentage of Laborers exceeds

the percentage of Skilled workers, with the exception of Asian and Native American/Pacific Islander workers. The availability of all minority workers totals 45.0 percent and the availability of all women workers totals 3.3 percent (see Table 2.3.B).

Table 2.3.B Trade/Contractor Availability in Philadelphia City by Race/Ethnicity/Gender and Job Type

% Availability	Women	African- American	Hispanic	Asian	Native American/ Pacific Islander/ AIAN	Two Races	All Minority
Laborer	4.7%	35.1%	19.0%	3.1%	0.0%	1.9%	59.0%
Skilled	2.8%	24.0%	12.1%	3.2%	0.5%	0.7%	40.9%
All	3.3%	26.7%	13.8%	3.2%	0.4%	1.0%	45.0%

American Community Survey (2006-2010), Econsult Solutions (2015, 2016)

Goal levels should be influenced by factors such as availability and, more specifically, the availability of the Laborer and Skilled workforce by race and gender. Currently, the availability of minority workers in the construction trades is higher than the set participation goal, 45.0 percent versus 32 percent, suggesting that the goal could be higher. Additionally, the availability of minorities is much greater for the Laborer category than the Skilled category, 59.0 percent versus 40.9 percent respectively. This highlights that minorities tend to have higher availability for certain types of jobs and the reasons behind this phenomenon could use further review. Finally, the availability of female workers (3.3 percent) in the construction trades is well below the goal of 7 percent, implying that either the goal is set too high and/or more outreach may be necessary to reach the stated goals.

3 UTILIZATION

3.1 Data Sources and Methodological Approach

Worker participation on EOP projects, also known as utilization, was calculated using the City's LCP Tracker employment data. The data provided tracks the labor force characteristics of EOP projects started during the period from July 1, 2015 to June 30, 2016 and groups labor hours in multiple ways. First, labor hours are categorized as journeyperson, apprentice, or new hire. New hires are defined as workers with a hire date within 90 days of the start of the given project. It is unclear whether these new hires also possess the apprentice or journeyperson skill and experience level. Next, labor hours are further grouped by race, gender, and Hispanic origin. LCP Tracker allows contractors to label worker hours as White, African-American, Hispanic, Asian, Native American, Other, Not Specified, or Women. To calculate utilization, labor hours categorized as non-specified and other were removed and the remaining hours were grouped as either Laborer or Skilled. Of 518 total projects, 13 projects were composed of 100% non-specified hours, leaving 505 projects with data available for analysis. A total of 778,441 total specified hours were analyzed to determine utilization, a 7 percent increase from the 728,281 hours analyzed in 2015.

As noted earlier, LCP Tracker software does not allow individuals to be designated as two-race, as a result, two race individuals may be included in any of the other race and ethnicity groups. In addition, LCP Tracker data counts minority women in both the woman and specific minority category.

3.2 Utilization by Race/Ethnicity/Gender and by Job Type

The total utilization of minority trade labor in the City of Philadelphia EOP contracts total

31.3 percent, falling just below the participation goal of 32 percent. Utilization of minority Laborers in the construction trades has decreased between the 2015 report and this 2016 report from 58.6 to 51.0 percent. Utilization of minority Skilled workers totals also decreased from 18.9 percent in 2015 to 17.5 percent in 2016. The utilization of women workers in the construction trades totals 0.8 percent, significantly less than the total availability (3.3 percent) of women working in construction

Compared to FY15, overall minority utilization fell to 31.3 percent and female utilization decreased slightly to under 0.8 percent.

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⁶ All analysis throughout this report utilizes data from the 505 LCP Tracker projects with specified hours. The 13 projects consisting of 100% non-specified hours were omitted from consideration.

Non-specified hours are lacking racial, ethnic, and gender identifying characteristics.

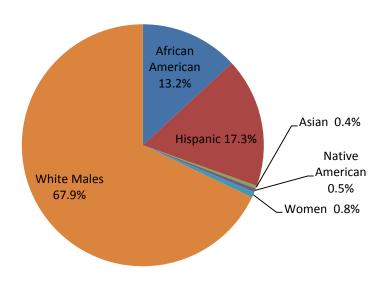
in the City of Philadelphia (see Table 3.2.A) and slightly below 2015 levels (See Table 3.2.B). Overall, minority utilization has decreased in all race and ethnic categories.

Table 3.2.A FY2016 Trade/Contractor Utilization by the City of Philadelphia by Race/Ethnicity/Gender and Job Type⁸

% Utilization	Women	African- American	Hispanic	Asian	Native American	All Minority
Laborer	0.8%	18.9%	31.0%	0.7%	0.4%	51.0%
Skilled	0.7%	9.1%	7.6%	0.2%	0.6%	17.5%
All	0.8%	13.2%	17.3%	0.4%	0.5%	31.3%

Econsult Solutions (2015, 2016)

Figure 3.2.A All Trade/Contractor Utilization by the City of Philadelphia by Race/Ethnicity/Gender

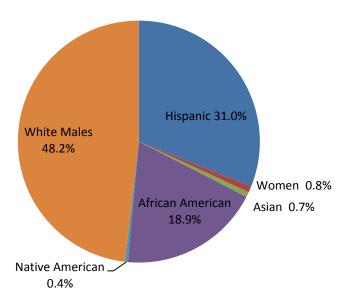


Econsult Solutions (2015, 2016)

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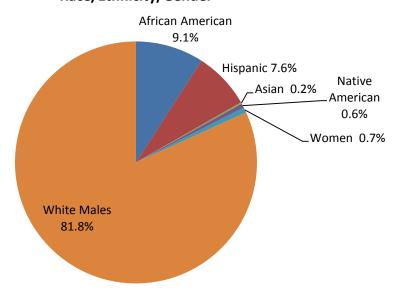
⁸ MSA utilization is not presented because utilization is only tracked within the City for the City of Philadelphia contracts. Both security guard and custodial hours were eliminated from the FY2016 utilization analysis because the nature of the occupation fundamentally differs from that of the other skilled trades considered.

Figure 3.2.B Laborer Trade/Contractor Utilization by the City of Philadelphia by Race/Ethnicity/Gender



Econsult Solutions (2015, 2016)

Figure 3.2.C Skilled Trade/Contractor Utilization by the City of Philadelphia by Race/Ethnicity/Gender



Econsult Solutions (2015, 2016)

Within the breakdown of categories by gender, race, and ethnicity, Laborer utilization outpaces Skilled utilization for all categories except Native American/Pacific Islander. This difference is particularly pronounced in the African American and Hispanic categories, the racial and ethnic categories with the largest total participation hours. The percentage of Hispanic Laborers (31.0 percent) is four times greater than the number of Hispanic workers in the Skilled trades (7.6 percent). African Americans are also twice as likely to be employed as a Laborer (18.9 percent) then as a Skilled worker (9.1 percent). Although utilization is not high, in 2015, the difference in percentages of employment of both Asian and Native American/Pacific Islander Laborers as compared to Skilled workers was 1.8 and 0.8 percentage points, respectively. A change in the 2016 data shows only a 0.5% difference between Asian Laborers as compared to their Skilled counterparts. The 2016 data indicates the percentage of Skilled Native American/Pacific Islander workers is now slightly higher than Native American/Pacific Islander Laborers by 0.2%.

Table 3.2.B FY2015 Trade/Contractor Utilization by the City of Philadelphia by Race/Ethnicity/Gender and Job Type⁹

% Utilization	Women	African- American	Hispanic	Asian	Native American	All Minority
Laborer	1.0%	19.7%	35.9%	1.9%	1.1%	58.6%
Skilled	0.7%	10.9%	7.7%	0.1%	0.3%	18.9%
All	0.8%	15.0%	20.7%	0.9%	0.6%	37.3%

Econsult Solutions (2015, 2016)

Table 3.2.B presents an updated analysis of FY2015 utilization. All security guards hours have been eliminated from this assessment because the nature of the occupation fundamentally differs from that of the other Skilled trades considered. Of 23,348 total specified security guard hours, 18,660 were performed by minorities and 15,845 were performed by women, thus the elimination of these hours results in reduced minority and female utilization. Taking this adjustment into account, the utilization of women workers between 2015 and 2016 decreased slightly. In 2015, women comprised 1.0 percent of Laborer and 0.7 percent of Skilled hours. In 2016, these percentages decreased to 0.8 percent for Laborers and remained at 0.7 percent in the Skilled category.

3.3 **Utilization by Employee Type**

The MAACID report set a 50 percent goal for the utilization of minority apprentices on EOP projects. Table 3.3 shows the breakdown of hours by Laborer (journeyperson and apprentice)

⁹ Security guards have been removed from the utilization analysis because the nature of the occupation fundamentally differs from that of the other skilled trades considered; as a result, table 3.2.B differs from Table 3.2 presented in the FY2015 Employment Composition Analysis Report.

and by Skilled trades (journeyperson and apprentice), and includes utilization percentages across race, ethnicity, and gender. Each category also includes percentages for new hires.

Overall, although the percentage of minority apprentice hours (46.4 percent) fell short of the 50 percent goal, minority apprentice participation increased by 7.2 percentage points from 2015 to 2016. For Skilled workers, 35.5 percent of apprentice hours were performed by minorities and for Laborers, 100 percent of the hours were worked by minorities. It should be noted that Laborer apprentice hours on EOP projects included in the LCP Tracker dataset represented only 0.9 percent (2,880 hours) of 320,118 total specified Laborer hours.

Of all Laborer journeyperson hours, 50.8 percent were performed by minorities, (down from 58.3 percent in 2015), with 18.2 percent from African Americans, 31.5 percent from Hispanics, 0.7 percent from Asians, and 0.4 percent from Native Americans. Women journeypersons accounted for 0.8 percent of total Laborer hours.

Table 3.3 Percentage of Hours by Employee Type

Table 5.5 Percentage of Hours by Employee Type							
Laborer Hours	Afr Am	Hisp	Asian	Native	% Minority	% Women	
Journey	18.2%	31.5%	0.7%	0.4%	50.8%	0.8%	
Apprentice	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	
Total	19.0%	31.2%	0.7%	0.4%	51.2%	0.8%	
New Hire	30.8%	19.8%	1.2%	0.0%	51.8%	2.2%	
	•				•		
Skilled Hours	Afr Am	Hisp	Asian	Native	% Minority	% Women	
Journey	8.6%	7.5%	0.2%	0.6%	16.9%	0.7%	
Apprentice	24.2%	9.8%	1.5%	0.0%	35.5%	0.0%	
Total	9.1%	7.6%	0.2%	0.6%	17.4%	0.7%	
New Hire	10.9%	5.7%	0.2%	0.7%	17.5%	1.8%	
All Hours	Afr Am	Hisp	Asian	Native	% Minority	% Women	
Journey	12.6%	17.5%	0.4%	0.5%	31.0%	0.8%	
Apprentice	37.1%	8.1%	1.3%	0.0%	46.4%	0.0%	
Total	13.2%	17.3%	0.4%	0.5%	31.3%	0.8%	
New Hire	18.5%	11.1%	0.6%	0.4%	30.6%	2.0%	

Econsult Solutions (2015, 2016)

In determining participation rates for minorities and women in the labor force, it is also important to look at who is entering the trades. Analyzing the utilization of the percentage of apprentices and new hires potentially helps to inform future availability in both the Laborer and Skilled categories as well as across gender, race, and ethnicity. The 2015 report noted, for example, the percentage of African American Skilled apprentices was 23.9 percent compared to

the percentage of Skilled journeyperson hours of 10.5 percent, indicating the potential for increased African American Skilled journeyperson participation in the future. ¹⁰ In 2016, for all hours, minority journeyperson utilization fell by 6.2 percentage points while minority apprentice utilization increased by 7.3 percentage points. This trend of decreasing minority journeyperson hours and increasing minority apprentice hours can be observed in both the Laborer and Skilled categories as well.

Although future availability and potentially utilization of journeypersons is expected to increase as current apprentices complete their training and move to the level of a journeyperson, the actual dynamic between apprentice and journeyperson workers remains complex and unknown. Thus, there are several possible explanations for the decrease in minority journeyperson utilization and the increase in apprentice utilization. Minority apprentices may be experiencing barriers preventing advancement to the journeyperson level, or minority journeypersons may simply be exiting the construction trades through alternative employment or retirement. It is important to note that there is not enough evidence to prove that this observation is indicative of a long term trend. The relationship between minority apprentice and journeyperson participation should be monitored in the future; strategies to encourage increased minority participation and advancement may be needed.

Finally, regarding new hires, minorities and women accounted for 51.8 percent and 2.2 percent of new hires, respectively, in the Laborer category. Skilled minority and female new hires represented 17.5 percent and 1.8 percent of total Skilled hours, respectively. Overall, minority new hires in 2016 totaled 30.6 percent and women new hires totaled 2.0 percent of total hours, respectively. When assessing all employment hours, the utilization of minority new hires decreased by nearly 10 percentage points from 2015 to 2016. It should be noted that the data presented for the new hire category is limited. As discussed earlier, the data only indicates that a new hire was hired within 90 days. It does not indicate skill level or if persons hired are permanent or have temporarily relocated from outside the area to help meet current construction demand.

3.4 Utilization by Department¹¹

For the first time, this report tracks the utilization of minority and women workers in the Water, Aviation, Streets, and Public Property Departments. The utilization of all four departments follows the overall trend of significantly higher levels of minority Laborer utilization than Skilled

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¹⁰ The percentage of Skilled journeyperson hours was reduced to 10.5 percent to account for the elimination of security guard hours.

¹¹ Because utilization is only tracked for City of Philadelphia contracts, the departmental utilization data presented in this section is city based and does not include 11-County MSA utilization.

minority utilization. In fact, in the Public Property Department, minority Laborers were used at rate nearly four times greater than the usage of minority Skilled workers. This finding is particularly evident in the African American and Hispanic categories. Across all departments, the utilization of African American Laborers significantly outperforms the utilization of African American Skilled workers. Hispanic Laborers also accounted for substantially more employment hours than Hispanic Skilled workers in the Water, Streets, and Public Property Departments, with Hispanic Laborers performing seven times more hours than Hispanic Skilled workers in the Streets Department. Additional effort may be needed to encourage increased recruitment of Skilled African American and Hispanic workers.

Table 3.4.A Water Department - Trade/Contractor Utilization by Race/Ethnicity/Gender and Job Type

% Utilization	Women	African-American	Hispanic	Asian	Native American	All Minority
Laborer	0.4%	18.1%	36.3%	0.8%	0.4%	55.6%
Skilled	0.7%	9.8%	9.4%	0.3%	0.0%	19.5%
All	0.5%	14.0%	23.1%	0.6%	0.2%	37.9%

Econsult Solutions (2015, 2016)

Table 3.4.B Aviation Division- Trade/Contractor Utilization by Race/Ethnicity/Gender and Job Type

% Utilization	Women	African-American	Hispanic	Asian	Native American	All Minority
Laborer	0.5%	20.4%	10.7%	0.8%	0.1%	32.0%
Skilled	0.0%	9.2%	7.7%	0.0%	1.7%	18.7%
All	0.1%	12.2%	8.5%	0.3%	1.3%	22.3%

Econsult Solutions (2015, 2016)

Table 3.4.C Streets Department - Trade/Contractor Utilization by Race/Ethnicity/Gender and Job Type

% Utilization	Women	African-American	Hispanic	Asian	Native American	All Minority
Laborer	1.9%	18.3%	34.7%	0.0%	0.0%	53.0%
Skilled	3.0%	9.1%	4.9%	0.0%	0.3%	14.3%
All	2.6%	13.1%	17.6%	0.0%	0.2%	30.8%

Econsult Solutions (2015, 2016)

Table 3.4.D Public Property Department - Trade/Contractor Utilization by Race/Ethnicity/Gender and Job Type

% Utilization	Women	African-American	Hispanic	Asian	Native American	All Minority
Laborer	1.1%	27.0%	14.6%	0.7%	2.2%	44.6%
Skilled	0.5%	6.6%	4.1%	0.4%	0.0%	11.2%
All	0.6%	10.6%	6.2%	0.5%	0.4%	17.7%

Econsult Solutions (2015, 2016)

The Water Department accounted for 405,634 specified hours; over half of total employment hours analyzed, and reported the highest minority utilization rate of all departments at 37.9 percent. The Water department also has the highest total utilization of all minority Laborer (55.6 percent) and Skilled (19.5 percent) workers out of the four departments tracked (see Table 3.4A). The Streets Department reported the highest utilization of female Laborers (1.9 percent) and Skilled workers at 3.0 percent (See Table 3.4C), accounting for a total of 3,005 hours. Conversely, the total EOP hours used by Asian workers in the Streets Department is significantly lower than hours utilized by Asian workers in the other three departments, which represents less than one percent of total EOP hours for the department. The Pubic Property department reported the lowest number of total minority Skilled hours (5,926) of the four departments. Detailed department tables showing the count and distribution of hours by Laborer versus Skilled are included in the Appendix at the end of this report.

3.5 Utilization by EOP Size

Across the Philadelphia MSA and within the City of Philadelphia, there is a need for more minority and female trade workers and Skilled journeypersons specifically. The demand for construction jobs in the Philadelphia region is high at this time and will continue to increase for the next several years with multiple large projects occurring concurrently. While, overall, the achievement of the minority employment goal is high, many smaller EOP projects are not meeting the goal. In other words, a few EOP projects are carrying the weight of meeting the goal. In fact, 40 percent of all projects reported zero minority utilization.

When reading this report, one should keep in mind that all EOPs are not equal in size and that some fiscal years see very large, active EOP projects. If participation is not high in larger projects then it is difficult for small projects to make up the difference. However, the reverse is not true. If large projects are doing well in meeting goals, the small projects still need to do their part to help reach the overall goal. This factor should be considered in goal setting and monitoring.

Four contractors were responsible for the top five EOPs. Seravalli, Inc. participated in two of the top five EOP projects. Concerning EOP project achievement for the 518 projects examined, the top five EOPs carried nearly one-fifth, or 19 percent, of total minority hours worked. (See Figure 3.5 and Table 3.5). This trend of large projects dominating total minority hours is not as distinct in 2016 as it was in 2015, but is still worth noting. For these five projects, 62.6 percent of total minority hours were performed by Laborers and 37.4 percent of total minority hours were performed by Skilled workers.

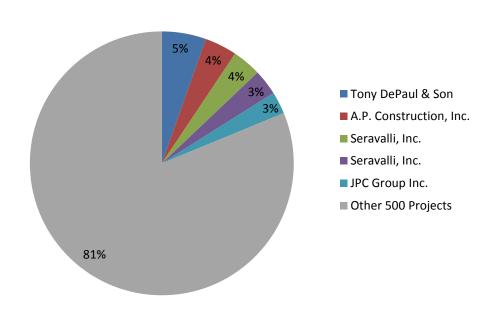


Figure 3.5 Top Five Projects by All Minority Hours

Econsult Solutions (2015, 2016)

Table 3.5 Top Five Projects by All Minority Hours

Project Description	Project	EOP Minority Hours	EOP Minority Hours/Total EOP Hours	EOP Minority Hours/Total Minority Hours
Realign Taxiway H/ Establish Taxiway EE	Tony DePaul & Son	13,233	38%	5%
Northern Liberties Phase II & IV	A.P. Construction, Inc.	9,621	32%	4%
Center City NE Quadrant	Seravalli, Inc.	8,684	47%	4%
2014 Citywide ADA Ramps Upgrade	Seravalli, Inc.	7,597	37%	3%
Belmont Raw Water Basin	JPC Group Inc.	6,655	34%	3%
Other 500 Projects	Other 500 Projects	198,109	30%	81%

Econsult Solutions (2015, 2016)

The Tony DePaul & Son Realign Taxiway H/Establish Taxiway EE project provided the most minority hours, with 13,233 minority hours, accounting for 37.7 percent of the 35,118 total specified hours. Of all specified hours, 23.0 percent (8,072 hours) were performed by African Americans, 14.6 percent (5,110 hours) by Hispanics, zero percent by Asians, 0.1 percent (51 hours) by Native American/Pacific Islanders, and 0.1 percent (32 hours) by women. Of all minority hours, 48.8 percent were performed by Laborers and 51.2 percent by Skilled workers.

The A.P. Construction Northern Liberties Phase II & IV EOP project had 30,370 total specified hours, 31.7 percent (9,621 hours) of which were attributed to minority workers. Of all specified hours, 13.4 percent (4,062 hours) were performed by African Americans, 18.2 percent (5,517 hours) by Hispanics, zero percent by Asians, 0.1 percent (42 hours) by Native American/Pacific Islanders, and 0 percent by women. Of all minority hours, 67.0 percent were performed by Laborers and 33.0 percent by Skilled workers.

The Seravalli-Center City NE Quadrant project had 18,660 total specified hours, 46.5 percent (8,684) of which were attributed to minority workers. Of the 18,660 total specified hours, 15.7 percent (2,936 hours) were performed by African Americans, 29.8 percent (5,562 hours) by Hispanics, zero percent by Asians, 1.0 percent (186 hours) by Native American/Pacific Islanders, and 0.1 percent (16 hours) by women. Of all minority hours, 59.2 percent were performed by Laborers and 40.8 percent by Skilled workers.

The Seravalli-2014 Citywide ADA ramps Upgrade project had 20,682 total specified hours, 36.7 percent (7,597 hours) of which were attributed to minority workers. Of all specified hours, 8.8 percent (1,828 hours) were performed by African Americans, 27.9 percent (5,769 hours) by Hispanics, zero percent by Asians, Native American/Pacific Islanders, and women. Of all minority hours, 83.0 percent were performed by Laborers and 17.0 percent by Skilled workers.

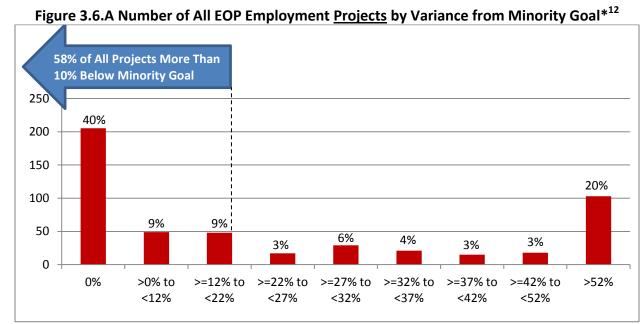
The Belmont Raw Water Basin project performed by JPC Group, Inc. had 19,603 total specified hours, 33.9 percent (6,665 hours) of which were attributed to minority workers. Of all specified hours, 27.0 percent (5,285 hours) were performed by African Americans, 7.0 percent (1,370 hours) by Hispanics, zero percent by Asians and Native American/Pacific Islanders, and 6.1 percent (1,194 hours) by women. This project represented 20 percent of all hours worked by women. Of all minority hours, 64.8 percent were performed by Laborers and 35.2 percent by Skilled workers.

3.6 Variance from Minority Goal

The City of Philadelphia set the minority construction trades goal at 32 percent. The figures and tables in this section illustrate the achievement of the minority goal by both projects and hours. Variances of achievement from -32 percentage points to greater than 20 percentage points

with zero percentage points equating to meeting the 32 percent EOP employment goal are displayed. The percentages at or above zero, by variance, show the projects that met or exceeded the 32 percent goal.

As shown in Figure 3.6.A, 30 percent of the EOP projects analyzed for this report met or exceeded the City's 32 percent minority employment goal. Projects falling below 32 percent minority utilization or zero percentage points from the goal did not meet the 32 percent minority goal. Out of all EOP projects, 67 percent have not achieved the 32 percent goal, with 40 percent recording zero minority hours. Fifty-eight percent of the EOP projects have not achieved the goal and are more than 10 percentage points below meeting the goal.



^{*}Percentages may not add to 100 percent due to rounding Econsult Solutions (2015, 2016

>=12% to >=22% to >=27% to >=32% to >=37% to >=42% to 0% >0% to <12% <22% <27% <32% <37% <42% <52% >52% Between -32 Between -20 Between -10 Between -5 Between 0 Between 5 Between 10 Greater than -32 and -20 and -10 and -5 and 5 and 10 and 20 20 and 0 percentage percentage percentage percentage percentage percentage percentage percentage percentage points points points points points points points points points 29 205 49 48 18 17 15 103 40% 9% 9% 3% 3% 20%

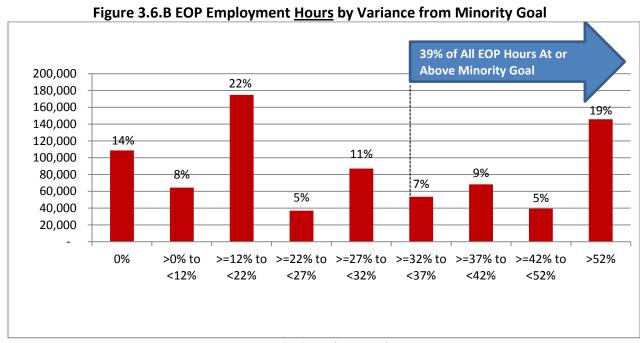
Table 3.6.A Number of EOP Employment <u>Projects</u> by Variance from Minority Goal

Econsult Solutions (2015, 2016)

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¹² The variance ranges selected show the distribution of projects that were 5 percentage points above and 5 percentage points below the 32 percent goal, or, more specifically, those projects that just missed the goal. Recognizing the distribution of projects that are very close to achieving the stated goal helps to inform policy recommendations. The variance ranges then move outward to display those projects missing the goal by an increasingly large margin until arriving at the projects well above the goal (>52%) or well below the goal (0%).

By employment hours, as shown in Figure 3.6.B, 39 percent of the EOP projects analyzed for this report met or exceeded the City's 32 percent minority employment goal. Nineteen percent of all EOPs by employment hours exceeded the 32 percent goal by more than 20 percentage points. Projects falling below zero percentage points did not meet the 32 percent minority goal. Of all EOP project hours, 61 percent have not achieved the 32 percent goal. In fact, 14 percent of all project hours can be attributed to projects with zero minority participation.



Econsult Solutions (2015, 2016)

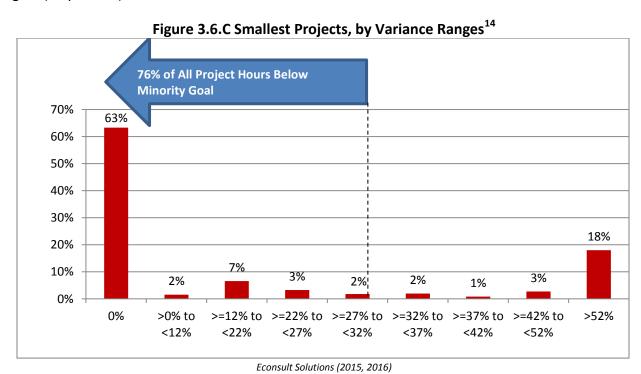
							•	
	>0% to	>=12% to	>=22% to	>=27% to	>=32% to	>=37% to	>=42% to	
0%	<12%	<22%	<27%	<32%	<37%	<42%	<52%	>52%
	Between -	Between -	Between -10	Between -5	Between 0	Between 5	Between	Greater
-32	32 and -20	20 and -10	and -5	and 0	and 5	and 10	10 and 20	than 20
percentage	percentage	percentage	percentage	percentage	percentage	percentag	percentage	percentage
points	points	points	points	points	points	e points	points	points
108,479	64,424	174,554	37,053	87,042	53,493	68,251	39,456	145,689
14%	8%	22%	5%	11%	7%	9%	5%	19%

Econsult Solutions (2015, 2016)

Tables 3.6.C through 3.6.F further evaluate variance from the minority goal by project hours as presented in Figure 3.6.B, mirroring the variance by contract size analysis presented in

76 percent of small projects had zero minority participation.

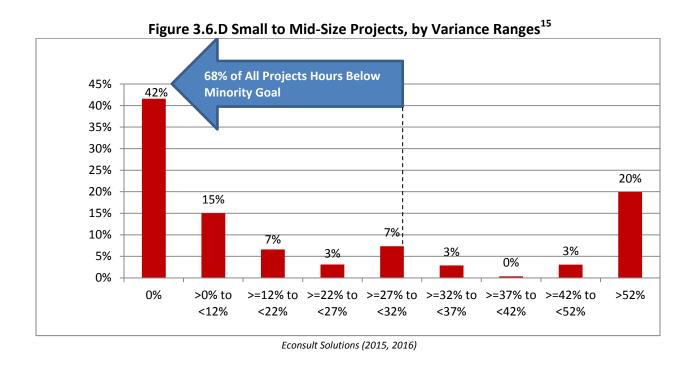
the EOP report. The EOP Employment data was distributed into four project sizes: smallest, small to mid, mid to large, and largest by project hours.¹³ As shown in the charts, the smaller the project, the larger the percentage of project hours with zero minority participation. In addition, relatively small projects have the greatest percentage of project hours at either zero percent minority participation or well above the minority goal at >52% minority participation. Conversely, the largest projects have the lowest percentage of total project hours with zero minority participation and the highest percentage of total project hours exceeding the minority goal (41 percent).

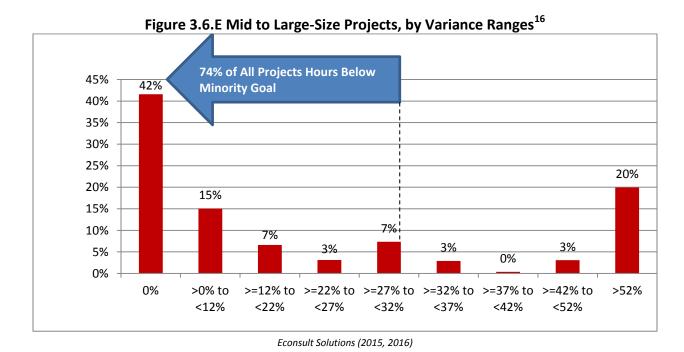


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¹³ The 505 projects with specified hours were distributed into quartiles by project hours to categorize each project as smallest, small to mid, mid to large, and largest.

¹⁴ The smallest projects have less than 76 total specified project hours.

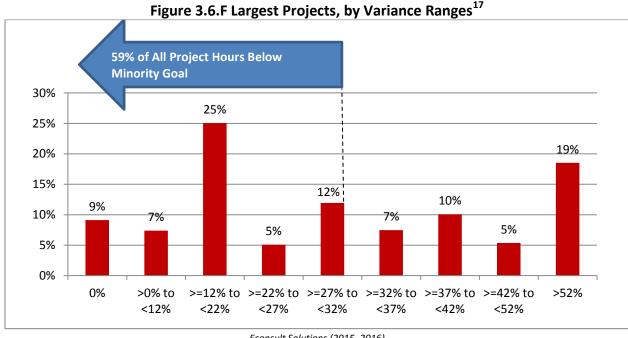




 15 Small the mid-size projects range from 76 to less than 289 total specified project hours.

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¹⁶ Mid to large-size projects range from 289 to less than 1233 total specified project hours.



Econsult Solutions (2015, 2016)

Overall, many of the EOPs with zero minority labor hours were relatively small projects. The differing shapes of Figures 3.6.A and 3.6.B illustrate the relationship between goal achievement by project and goal achievement by hours. When variance from the minority goal is analyzed by each project, the leftmost bar is the largest indicating a large number of projects with zero percent minority participation. However, these projects are relatively small, representing an average of 529 total specified hours. When the employment data is analyzed by hour, the rightmost bar is one of the largest, indicating that a relatively large percentage of total EOP projects by hours were more than 20 percentage points above the 32 percent goal. Overall, many small projects failed to meet the 32 percent goal and even had zero percent minority participation, while relatively large projects dominated the distribution of minority hours.

¹⁷ The largest projects have greater than or equal to 1233 total specified project hours.

4 DISPARITY: Ratio of Utilization to Availability

While the availability of minority Laborers and utilization of minority Laborers within the City of Philadelphia are relatively close (59.0 percent vs. 51.0 percent) as shown in Table 2.3.B and Table 3.2.A, the 17.5 percent utilization rate of minority Skilled workers is considerably lower than the availability of these workers at 40.9 percent. Although this report focuses on minority workers who are working in the City of Philadelphia, it should be noted that the overall minority construction trade participation on projects in the City of Philadelphia at 31.3 percent exceeds the regional construction labor pool of 22.7 percent in the Philadelphia MSA (Table 2.3.A).

The difference between the availability of minority workers compared to the utilization of minority workers determines the disparity between the participation of minority and non-minority workers on EOP projects. This disparity ratio is simply 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." Therefore, a disparity ratio of 1.0 indicates parity in the labor pool between minority and non-minority workers. A ratio of less than 1.0 reveals that there are more minority workers available in the labor pool than are working on EOP projects. The disparity ratio can and will fluctuate year to year based on the availability of workers compared to their participation on projects. It is also important to note that the City competes with other project owners for diverse workers, particularly in trades where there is a relative scarcity in minority and female workers.

Over-Utilization

No Disparity

Under-Utilization

Econsult Solutions (2016)

Figure 4.0 Ratio of Utilization to Availability: Disparity Ratio

4.1 Disparity at the MSA level

Table 4.1.A shows the disparity ratios related to the MSA construction trades labor force and their participation on EOP projects. Since the availability of minority trade workers in the MSA is lower than the utilization on EOP contracts, the disparity ratio for all minority workers exceeds 1.0. In other words, the disparity ratio shows that combined utilization of both minority Laborers and Skilled workers across the MSA is exceeding availability with an overall disparity ratio of 1.38. However, when examining the Laborer and Skilled categories closely, the disparity ratio of minority Laborers is 1.42 while the disparity ratio of minority Skilled workers is .90, indicating the overall high utilization of minority workers is dominated by minority Laborers. The disparity ratios of minority workers in both the Laborer and Skilled categories fell from 2015 levels. The utilization of women across both the Laborer and Skilled categories is well below the availability in the MSA, as the disparity ratio of 0.31 indicates.

Table 4.1.A FY2016 Trade/Contractor Disparity in Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro Area by Race/Ethnicity/Gender and Job Type

De mono / mea by made/ emmonty/ common and tob 1/pe						
Utilization/ Availability	Women	African- American	Hispanic	Asian	Native American	All Minority
Laborer	0.30	1.16	1.78	0.50	10.00	1.42
Skilled	0.30	0.99	0.92	0.18	2.89	0.90
All	0.31	1.25	1.72	0.34	2.92	1.38

Econsult Solutions (2015, 2016)

Table 4.1.B FY2015 Trade/Contractor Disparity in Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro Area by Race/Ethnicity/Gender and Job Type¹⁸

DE-IVID IVIERO Area by Race/Emmerty/Gender and Job Type						
Utilization/ Availability	Women	African- American	Hispanic	Asian	Native American	All Minority
Laborer	0.35	1.21	2.05	1.42	29.88	1.63
Skilled	0.28	1.19	0.93	0.08	1.37	0.97
All	0.33	1.42	2.06	0.80	3.90	1.64

Econsult Solutions (2015, 2016)

ECONSULT SOLUTIONS, INC. MILLIGAN & COMPANY, LLC

¹⁸ Security guard hours were eliminated from the utilization analysis, as a result, the disparity figures in Table 4.1.B differ from the figures in Table 3.4.A in the FY2015 Employment Composition Analysis Report.

4.2 Disparity at the City level

In comparison, Table 4.2.A shows the disparity ratios related to the construction trades labor force in the City of Philadelphia and participation on EOP projects. The availability of minority trade workers in Philadelphia is much higher (45.0 percent) than the availability in the MSA (22.7 percent). Since the availability of minority employees is higher in the City, the disparity ratios in the City are significantly lower than the disparity ratios in the MSA.

In the City, the Laborer category for all minorities reached a disparity ratio of 0.86 while the

Compared to FY15, the overall minority disparity ratio fell to 0.70 and the female disparity ratio decreased to 0.23.

Skilled category is much lower at a ratio of 0.43. The disparity ratios indicate that Laborers by race and ethnicity have a much higher utilization rate than minority Skilled workers. However, although the overall minority disparity rate for Laborers is 0.86, the Laborer disparity ratios by each race other than Hispanic are significantly lower. Specifically, the

Hispanic Laborer disparity ratio is 1.64, meaning that while 19.0 percent of the available labor force at the City level consists of Hispanic Laborers, 31.0 percent of all Laborer hours are performed by Hispanics. African American and Asian Laborer disparity ratios show under-utilization at ratios of 0.54 and 0.22 respectively.

The minority Skilled worker disparity ratio of 0.43 indicates that there are fewer minority Skilled workers within Philadelphia participating on EOP projects than are available for work. In the City, all disparity ratios within each race and ethnicity category for Skilled workers are below 1.0, except for Native Americans. The ratio for women Skilled workers (0.25) falls below 1.0, yet displays less disparity than the women Laborer category (0.18). In addition, the minority and disparity ratios have decreased in both the Laborer and Skilled categories from 2015 levels. Overall, in the City, minorities and women in the construction trades are under-utilized but the ratios vary between the Laborer and Skilled categories by race and ethnicity.

Table 4.2.A FY2016 Trade/Contractor Disparity in Philadelphia City by Race/Ethnicity/Gender and Job Type

Utilization/ Availability	Women	African- American	Hispanic	Asian	Native American	All Minority
Laborer	0.18	0.54	1.64	0.22	N/A	0.86
Skilled	0.25	0.38	0.63	0.06	1.23	0.43
All	0.23	0.49	1.26	0.13	1.39	0.70

Econsult Solutions (2015, 2016)

Table 4.2.B FY2015 Trade/Contractor Disparity in Philadelphia City by Race/Ethnicity/Gender and Job Type¹⁹

Utilization/ Availability	Women	African- American	Hispanic	Asian	Native American	All Minority
Laborer	0.21	0.56	1.89	0.62	N/A	0.99
Skilled	0.24	0.45	0.63	0.03	0.58	0.46
All	0.25	0.56	1.50	0.30	1.85	0.83

Econsult Solutions (2015, 2016)

ECONSULT SOLUTIONS, INC. MILLIGAN & COMPANY, LLC

¹⁹ Security guard hours were eliminated from the utilization analysis, as a result, the disparity figures in Table 4.1.B differ from the figures in Table 3.4.B in the FY2015 Employment Composition Analysis Report.

5 FINDINGS AND RECOMMENDATIONS

5.1 Implications for Policy and Program Actions

Goals based upon labor force availability are justifiable for this type of data analysis. As this is only the second year of this report, the City continues to analyze this data and its implications for employment goal setting and monitoring. This helps to inform which areas should be explored further. Disparity in the number of hours worked by minorities compared to number of hours worked by non-minorities, particularly in the Skilled trades, remains, suggesting a need for an increased number of minority Skilled workers employed on projects with EOPs.

A majority of EOP Employment projects failed to meet the 32 percent goal. It is important to acknowledge that project teams, particularly for smaller projects, are often assembled through informal connections and previous working relationships, whereas larger projects often require some type of formal outreach to gather an appropriate team. Any effective strategy of addressing the relatively low minority participation of smaller and mid-sized projects must recognize both of these realities, using methods to ensure that minorities and women are not systematically excluded from employment opportunities. Additionally, given current minority availability of 45.0 and utilization of 31.3 percent, the City should revisit the 32 percent goal and consider setting a goal that more closely aligns with the current utilization and availability of minority workers.

Monitoring the utilization of new hires, journeypersons, and apprentices will help the City better understand the impact of new hires and apprentices on future utilization and availability. Before effective policies encouraging increased female and minority participation can be pursued, additional data must be collected and analyzed, particularly to determine whether the relatively large number of new hires is translating into overall increased participation. This analysis will help to inform future policy recommendations and prioritization.

5.2 For Further Exploration

Increased minority goal and different goals for Skilled vs. Laborer

Recall in Section 3.2 that the analysis showed minority utilization (31.3 percent) fell just short of the 32 percent goal. In Table 2.3.B, the availability of all minorities in the City in construction

trades was shown to be 45.0 percent. By looking at availability versus utilization, the City can set a goal based on historical utilization, sound methodology, and analysis.

The City may want to consider monitoring the minority goal more closely to reconcile both the disparity in the utilization of minority Skilled workers and the large number of EOPs that are having difficulty in meeting the 32 percent minority employment goal. Additional exploration is needed on how availability and utilization influence each other and the possibility that the 32 percent minority goal is too low. The overall participation rate is a combination of Laborer and Skilled hours. Drilling down a little deeper into the data shows Laborer availability of 59.0 percent and Laborer utilization of 51.0 percent (see Tables 2.3.B and 3.2.A) and Skilled worker availability of 40.9 percent and Skilled utilization at 17.5 percent. Based upon availability of both Laborers and Skilled workers plus the actual total minority utilization of 31.3 percent, as outlined in the FY2015 report, a revised total minority goal of 40 percent appears achievable.

Table 5.2.A EOP Recommended EOP Employment Goal for Minorities by Employment Type

	Utilization	Availability	Recommended Goal
Laborer	51%	59%	60%
Skilled	18%	40%	30%
All	31%	45%	40%

Continue setting goals for subcategories for individual race/ethnicity

Just as the overall minority goal could be reevaluated, the City set separate goals for Laborer and Skilled hours on EOP projects based on the FY2015 report. Sections 2 and 3 discussed the differences between not only the availability and utilization of laborers versus Skilled workers but also the differences between race, ethnicity, and gender with the Laborer and Skilled categories. Considering the possibility of setting and achieving a higher overall minority goal as discussed above, it makes sense also to consider exploring goal setting for individual categories. Based on the differences analyzed in availability and utilization for Laborer and Skilled, different goals can possibly be set for each EOP depending on the split of the labor hours required for the project. For instance, based upon the analysis of current availability and historic utilization, the following goals, based upon an overall goal of 40 percent, appear reasonable for consideration:

Table 5.2.B EOP Recommended EOP Employment Goal for Minorities by Race/Ethnicity and by Employment Type

Race/Ethnicity	Laborer Hours	Skilled Hours	All Hours
African American	30%	18%	22%
Hispanic	27%	10%	15%
Asian	3%	2%	3%
Total Hours by Subcategory	60%	30%	
Total Hours			40%

Any change to setting goals based on race and ethnicity needs to be strategic. Goals would potentially have to be set for each EOP individually by considering the worker skill level and the hours required to complete the project. When looking at the percentage of Laborer versus Skilled hours, the Skilled work would need to be understood for each trade required on the project. The minority availability is likely to be different for each trade; therefore, the minority hours would be different for each EOP. If OEO chooses to pursue this methodology for future goal setting, goals can be set on the differences between Laborer and Skilled hours. For instance, if the project requires more Skilled worker hours, a higher goal can be set for minority Skilled participation so that the overall project goal is achieved. Additionally, the City would need to evaluate how to effectively track and monitor goals set at this level.

OEO can explore how to work with both contractors and the trades to move more minority workers into the Skilled category. OEO has had success with mentor-protégé type programs that bring prime contractors and M/W/DSBE subcontractors together. Through the accomplishments of these programs, an increasing number of M/W/DSBE contractors have been able to grow and are moving into the prime contract role as evidenced in the FY 2015 Annual Disparity Study. OEO may want to consider a similar approach to helping contractors identify minority workers who can moved into Skilled trades. In considering the overall goal, it is likely that the City needs to conduct more outreach and capacity building in order to increase the availability and to grow the utilization of racial and ethnic minority for Skilled hours.

Continue setting a goal for minority apprentice participation

In accordance with the overall minority goal, setting an additional goal to encourage the use of minority apprentices promotes both current and future minority apprentice utilization, while supporting increased availability at the journeyperson level in the future. As outlined in the

MAACID report, of all apprentice hours, the City currently aims for 50 percent participation by minority apprentices. Recall from Table 3.3, in FY2016, of all apprentice hours, 46.4 percent were performed by minorities, while in FY2015, of all apprentice hours, 39.2 percent were performed by minorities. Thus, setting a goal to achieve 50 percent apprentice utilization for all minority hours is justifiable and achievable.

However, in order to achieve this goal, the distribution of minority apprentice hours by Skilled and Laborer must be taken into account. Specifically, in FY2016, 63 percent of all minority apprentice hours were performed by workers in the Skilled trades. Because the majority of minority apprentice hours were performed by Skilled workers, in order to achieve an overall 50 percent minority apprentice participation goal, Skilled minority apprentice utilization must be at or near 50 percent. Achieving a high level of Skilled minority apprentice participation will be disadvantaged by the fact that minority hours are twice as likely to be performed by Laborers than Skilled workers, further evidence of the need to reconcile the disparity in the utilization of minority Skilled workers.

Although a goal to encourage minority apprentice participation is justified, as acknowledged previously in the report, the actual dynamic between apprentice and journeyperson workers remains complex and unknown. Between FY2015 and FY2016, a trend of decreasing minority journeyperson hours and increasing minority apprentice hours can be observed in both the Laborer and Skilled categories. The relationship between minority apprentice and journeyperson participation should be monitored in the future and additional strategies to encourage increased minority participation and advancement may be needed.

Table 5.2.C EOP Recommended EOP Employment Goal for Minority Apprentices

Minority Apprentice Subcategory	Percentage of Hours
Minority Apprentice Laborer	50%
Minority Apprentice Skilled	50%
All Minority Apprentice Hours	50%

Consider decreasing goals for women workers

Based upon current availability and utilization, the achievement of a 7 percent goal for women workers in the construction industry appears unlikely. As discussed in Sections 2 and 3, the availability of women in the trades is 0.7 percent, much lower than the current 7 percent goal. Additionally, the overall utilization of women was also only at 0.8 percent.

Table 5.2.D EOP Recommended EOP Employment Goal for Women by Employment Type

Women Subcategory	Percentage of Hours
Women Laborer	5%
Women Skilled	5%
All Women Hours	5%

Based upon both availability and utilization of 0.8 percent, the 5.0 percent goal for all women would be considered a "stretch" goal, a participation rate to be strived toward. Further examination would be beneficial to determine why the utilization of women in Laborer hours in much lower than availability and how this affects the achievement of the current 7 percent goal. A strategy of investment and outreach should be considered to increase female availability and utilization.

In addition, the City has set a goal to encourage the utilization of female apprentices and support increased availability at the journeyperson level in the future. Of all female labor hours, the City currently aims for 5 percent participation by female apprentices. In FY2016, zero labor hours were performed by female apprentices and in FY2015 only 2.6 percent of apprentice hours were performed by women. A 5 percent female apprentice participation goal is too high; however, it is difficult to determine a reasonable goal due to low utilization of both female apprentices and women overall. Strategies to promote and encourage the availability, utilization, and advancement of female workers at both the Skilled and Laborer level are needed.

Examine the employment participation rate on smaller EOP projects

As discussed in Section 3.6, over two-thirds (67 percent) of all EOPs did not meet the 32 percent minority employment goal. Exploration should be done as to why there are so many small and mid-sized EOP projects that had no minority employment participation. Additional efforts to encourage contractors to diversify their core employment group may also be beneficial. The City should explore how smaller projects can increase their capacity for hiring minorities.

Refine employment data

Finally, it is worth exploring how the data collected for this report can be refined. OEO can improve the overall analysis by exploring all available data, addressing the issue of the categorization of non-specified workers (NS), and attempting to limit the number of projects that have NS hours by encouraging contractor to accurately report hours. The current data set of EOPs analyzed for this report shows a significant amount of NS hours for some EOPs while other EOP projects do not have any NS hours recorded. In addition, little is known about new hires, more complete information about this category of worker would improve the data available and the overall analysis.

Rebuilding Community Infrastructure (Rebuild)

Launched in 2017 by the City of Philadelphia, the Rebuild program is a \$500 million, seven-year initiative to revitalize the city's parks, recreation centers, playgrounds, and libraries in the neighborhoods most in need of investment. The current Rebuild program workforce participation goal of 40 percent aligns with the recommendations in this report. As Rebuild is trying to find its way in terms of figuring out how to set goals and at what level, the FY2015 and FY2016 analysis of EOP employment utilization and employee availability can be very instructive and should therefore be taken into consideration. The Rebuild program presents a unique opportunity for the City to encourage increased participation of minorities and women in the Skilled category to help achieve the stated goal of 40 percent and to accomplish the economic opportunity objective of promoting diversity and creating jobs. It will be essential that the City closely monitor this goal to ensure it is achieved successfully throughout the seven years of the program.

List of Abbreviations

ACS American Community Survey

AIAN American Indian and Alaska Native

DSBE(s) Disabled Business Enterprise(s)

EEO Equal Employment Opportunity

EOC Economic Opportunity Cabinet

EOP Economic Opportunity Plans

FY Fiscal Year

M/W/DSBE(s) Collective name for Minority, Women, and Disabled Business Enterprise(s)

MACCID Mayor's Advisory Commission on Construction Industry Diversity

MBE(s) Minority Business Enterprise(s)

MSA Philadelphia Metropolitan Statistical Area

NS Non-specified workers (defined as workers not identified as White, African-

American, Hispanic, Asian, Native American, or Other in LCP Tracker)

OEO Office of Economic Opportunity

WBE(s) Women Business Enterprise(s)

APPENDIX

Table A.1 Count and Distribution of Hours, Laborer vs. Skilled

	Total	Total - NS	African American	Hispanic	Asian	Native	All Minority	All Female	% Minority of Total-NS	% Female of Total-NS
All Hours	829,607	778,441	102,392	134,566	3,162	3,778	243,897	5,888	31.3%	0.8%
% of Total - NS		100.0%	13.2%	17.3%	0.4%	0.5%	31.3%	0.8%		
% of Total		93.8%								
Laborer Hours	330,891	321,528	60,718	99,821	2,215	1,173	163,927	2,660	51.0%	0.8%
% of Total - NS		100.0%	18.9%	31.0%	0.7%	0.4%	51.0%	0.8%		
% of Total		97.2%								
Skilled Hours	498,717	456,912	41,674	34,745	947	2,605	79,970	3,228	17.5%	0.7%
% of Total - NS		100.0%	9.1%	7.6%	0.2%	0.6%	17.5%	0.7%		
% of Total		91.6%								

Table A.2 Water Department - Count and Distribution of Hours, Laborer versus Skilled

	Total	Total -NS	African- American	Hispanic	Asian	Native American	All Minority	All Female	% Minority of Total-NS	% Female of Total-NS
Laborer Hours	207,402	207,009	37,532	75,089	1,687	842	115,149	842	55.6%	0.4%
% of Total – NS	NA	100.0%	18.1%	36.3%	0.8%	0.4%	55.6%	0.4%	NA	NA
Skilled Hours	201,808	198,625	19,378	18,608	646	42	38,673	1,369	19.5%	0.7%
% of Total – NS	NA	100.0%	9.8%	9.4%	0.3%	0.0%	19.5%	0.7%	NA	NA
All Hours	409,211	405,634	56,910	93,697	2,332	884	153,822	2,211	37.9%	0.5%
% of Total – NS	NA	100.0%	14.0%	23.1%	0.6%	0.2%	37.9%	0.5%	NA	NA

Table A.3 Aviation Division - Count and Distribution of Hours, Laborer versus Skilled

	Total	Total - NS	African- American	Hispanic	Asian	Native American	All Minority	All Female	% Minority of Total- NS	% Female of Total- NS
Laborer Hours	52,559	51,573	10,515	5,504	424	51	16,494	239	32.0%	0.5%
% of Total – NS	NA	100.0%	20.4%	10.7%	0.8%	0.1%	32.0%	0.5%	NA	NA
Skilled Hours	150,306	137,841	12,648	10,647	59	2,378	25,732	31	18.7%	0.0%
% of Total – NS	NA	100.0%	9.2%	7.7%	0.0%	1.7%	18.7%	0.0%	NA	NA
All Hours	202,866	189,415	23,163	16,151	483	2,429	42,226	270	22.3%	0.1%
% of Total – NS	NA	100.0%	12.2%	8.5%	0.3%	1.3%	22.3%	0.1%	NA	NA

Table A.4 Streets Department - Count and Distribution of Hours, Laborer versus Skilled

	Total	Total -NS	African- American	Hispanic	Asian	Native American	All Minority	All Female	% Minority of Total- NS	% Female of Total- NS
Laborer Hours	56,983	50,016	9,175	17,340	8	0	26,524	972	53.0%	1.9%
% of Total – NS	NA	100.0%	18.3%	34.7%	0.0%	0.0%	53.0%	1.9%	NA	NA
Skilled Hours	83,754	67,393	6,157	3,289	8	186	9,639	2,033	14.3%	3.0%
% of Total – NS	NA	100.0%	9.1%	4.9%	0.0%	0.3%	14.3%	3.0%	NA	NA
All Hours	140,737	117,409	15,332	20,629	16	186	36,163	3,005	30.8%	2.6%
% of Total – NS	NA	100.0%	13.1%	17.6%	0.0%	0.2%	30.8%	2.6%	NA	NA

Table A.5 Public Property Department - Count and Distribution of Hours, Laborer versus Skilled

	Total	Total -NS	African- American	Hispanic	Asian	Native American	All Minority	All Female	% Minority of Total- NS	% Female of Total- NS
Laborer Hours	13,946	12,930	3,496	1,889	96	280	5,761	145	44.6%	1.1%
% of Total – NS	NA	100.0%	27.0%	14.6%	0.7%	2.2%	44.6%	1.1%	NA	NA
Skilled Hours	62,848	53,054	3,491	2,201	235	0	5,926	258	11.2%	0.5%
% of Total – NS	NA	100.0%	6.6%	4.1%	0.4%	0.0%	11.2%	0.5%	NA	NA
All Hours	76,794	65,984	6,987	4,089	331	280	11,687	403	17.7%	0.6%
% of Total – NS	NA	100.0%	10.6%	6.2%	0.5%	0.4%	17.7%	0.6%	NA	NA

Table A.6 Count and Distribution of Hours by Skilled Trade Type: Top 10 Trades by Hours

Skilled Hours	Total	Total - NS	% Journey of Total-NS	% Apprentice of Total-NS	% New Hire of Total-NS	African American	Hispanic	Asian	Native	All Minority	All Female
POWER EQUIPMENT OPERATOR	144,795	142,369	98.9%	1.1%	22.1%	16,905	18,382	564	212	36,063	634
CARPENTER	86,129	81,991	98.2%	1.8%	52.0%	4,062	427	0	0	4,489	1,230
ELECTRICIAN	62,942	44,790	96.0%	4.0%	24.9%	1,839	223	0	795	2,856	16
TRUCK DRIVER	55,671	54,531	100.0%	0.0%	16.0%	7,345	7,831	0	1,598	16,773	29
CEMENT MASON	30,133	29,360	99.3%	0.7%	28.2%	3,792	1,242	0	0	5,034	251
STEAM FITTER	25,140	25,112	93.3%	6.7%	56.0%	935	419	0	0	1,354	0
LINE CONSTRUCTION	17,712	4,663	80.2%	19.8%	15.1%	122	616	0	0	738	938
IRONWORKER	17,071	17,028	95.9%	4.1%	60.3%	1,859	1,421	90	0	3,369	98
ROOFER	13,771	13,771	90.1%	9.9%	50.6%	1,449	3,321	235	0	5,004	0
PLUMBER	11,863	11,863	77.8%	22.2%	21.4%	1,556	28	0	0	1,584	0
Top 10 Total	465,226	425,479				39,863	33,907	889	2,605	77,263	3,195
% of Total-NS		100.0%				9.4%	8.0%	0.2%	0.6%	18.2%	0.8%

Table A.7 Count and Distribution of Hours by Skilled Trade Type

Skilled Hours	Total	Total - NS	Total Journey - NS	% Journey of Total- NS	Total Apprentice - NS	% Apprentice of Total- NS	Total New Hire - NS	% New Hire of Total- NS	African American	Hispan ic	Asian	Native American	All Minority	All Female	% Minority of Total- NS	% Female of Total- NS	% of Total
POWER EQUIPMENT OPERATOR	144,795	142,369	140,790	98.9%	1,580	1.1%	31,465	22.1%	16,905	18,382	564	212	36,063	634	25.3%	0.4%	31.2%
CARPENTER	86,129	81,991	80,505	98.2%	1,486	1.8%	42,674	52.0%	4,062	427	0	0	4,489	1,230	5.5%	1.5%	17.9%
ELECTRICIAN	62,942	44,790	43,001	96.0%	1,789	4.0%	11,153	24.9%	1,839	223	0	795	2,856	16	6.4%	0.0%	9.8%
TRUCK DRIVER	55,671	54,531	54,531	100.0%	0	0.0%	8,717	16.0%	7,345	7,831	0	1,598	16,773	29	30.8%	0.1%	11.9%
CEMENT MASON	30,133	29,360	29,155	99.3%	206	0.7%	8,267	28.2%	3,792	1,242	0	0	5,034	251	17.1%	0.9%	6.4%
STEAM FITTER	25,140	25,112	23,418	93.3%	1,695	6.7%	14,055	56.0%	935	419	0	0	1,354	0	5.4%	0.0%	5.5%
LINE CONSTRUCTION	17,712	4,663	3,739	80.2%	925	19.8%	705	15.1%	122	616	0	0	738	938	15.8%	20.1%	1.0%
IRONWORKER	17,071	17,028	16,323	95.9%	705	4.1%	10,272	60.3%	1,859	1,421	90	0	3,369	98	19.8%	0.6%	3.7%
ROOFER	13,771	13,771	12,408	90.1%	1,364	9.9%	6,964	50.6%	1,449	3,321	235	0	5,004	0	36.3%	0.0%	3.0%
PLUMBER	11,863	11,863	9,232	77.8%	2,631	22.2%	2,544	21.4%	1,556	28	0	0	1,584	0	13.4%	0.0%	2.6%
MILLWRIGHT	6,839	5,369	4,615	85.9%	755	14.1%	2,491	46.4%	0	0	0	0	0	0	0.0%	0.0%	1.2%
POINTER, CAULKER & CLEANER	4,804	4,804	4,361	90.8%	444	9.2%	475	9.9%	659	13	0	0	672	0	14.0%	0.0%	1.1%
SHEET METAL WORKER	4,567	4,567	4,436	97.1%	131	2.9%	296	6.5%	108	364	59	0	530	0	11.6%	0.0%	1.0%
PILEDRIVERMAN	4,375	4,375	4,303	98.3%	73	1.7%	620	14.2%	0	56	0	0	56	33	1.3%	0.8%	1.0%
TILE FINISHER	2,271	2,271	2,271	100.0%	0	0.0%	240	10.6%	0	0	0	0	0	0	0.0%	0.0%	0.5%
BRICKLAYER	2,071	2,071	2,030	98.0%	41	2.0%	796	38.4%	508	0	0	0	508	0	24.5%	0.0%	0.5%
GLAZIER	2,048	2,048	1,831	89.4%	217	10.6%	94	4.6%	328	289	0	0	617	0	30.1%	0.0%	0.4%
TILE SETTER	1,506	1,506	1,506	100.0%	0	0.0%	40	2.7%	0	0	0	0	0	0	0.0%	0.0%	0.3%
TECHNICIAN	1,097	689	689	100.0%	0	0.0%	72	10.5%	0	0	0	0	0	0	0.0%	0.0%	0.2%
PAINTER	1,093	1,093	1,067	97.6%	26	2.4%	189	17.3%	0	16	0	0	16	0	1.5%	0.0%	0.2%
DRY WALL FINISHER	824	805	805	100.0%	0	0.0%	629	78.1%	176	0	0	0	176	0	21.9%	0.0%	0.2%

Skilled Hours	Total	Total - NS	Total Journey - NS	% Journey of Total- NS	Total Apprentice - NS	% Apprentice of Total- NS	Total New Hire - NS	% New Hire of Total- NS	African American	Hispan ic	Asian	Native American	All Minority	All Female	% Minority of Total- NS	% Female of Total- NS	% of Total
SPRINKLER FITTER	475	475	475	100.0%	0	0.0%	21	4.4%	0	0	0	0	0	0	0.0%	0.0%	0.1%
STONE MASON	403	403	403	100.0%	0	0.0%	0	0.0%	0	0	0	0	0	0	0.0%	0.0%	0.1%
ASBESTOS WORKER	391	367	367	100.0%	0	0.0%	8	2.2%	0	0	0	0	0	0	0.0%	0.0%	0.1%
PLASTERER	364	244	244	100.0%	0	0.0%	244	100.0 %	0	100	0	0	100	0	41.0%	0.0%	0.1%
APPRENTICE	178	170	170	100.0%	0	0.0%	34	19.8%	34	0	0	0	34	0	19.8%	0.0%	0.0%
SOFT FLOOR LAYER (RESILIENT FLOOR)	160	160	160	100.0%	0	0.0%	0	0.0%	0	0	0	0	0	0	0.0%	0.0%	0.0%
TERRAZZO MECHANIC	18	18	18	100.0%	0	0.0%	0	0.0%	0	0	0	0	0	0	0.0%	0.0%	0.0%
LINEMAN	9	0	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0	0	0.0%	0.0%	0.0%
Total	498,717	456,912	442,849		14,064		143,061		41,674	34,745	947	2,605	79,970	3,228	17.5%	0.7%	100.0%
% of Total - NS		100.0%		96.9%		3.1%		31.3%	9.1%	7.6%	0.2%	0.6%	17.5%	0.7%			

Table A.8 Count and Distribution of Hours by Employee Type

All Hours	Total	Total - NS	African American	Hispanic	Asian	Native	All Minority	All Female	% Minority of Total-NS	% Female of Total-NS	% of Total
Journey	807,682	761,498	96,112	133,193	2,945	3,778	236,028	5,888	31.0%	0.8%	97.8%
Apprentice	21,925	16,943	6,280	1,373	217	0	7,869	0	46.4%	0.0%	2.2%
Total	829,607	778,441	102,392	134,566	3,162	3,778	243,897	5,888	31.3%	0.8%	100.0%
% of Total - NS		100.0%	13.2%	17.3%	0.4%	0.5%	31.3%	0.8%			
New Hire	254,260	232,438	43,069	25,759	1,340	981	86,801	4,571	37.3%	2.0%	29.9%
Laborer Hours	Total	Total - NS	African American	Hispanic	Asian	Native	All Minority	All Female	% Minority of Total-NS	% Female of Total-NS	% of Total
Journey	328,011	317,239	57,839	99,821	2,215	1,173	161,047	2,660	50.8%	0.8%	99.1%
Apprentice	2,880	2,880	2,880	0	0	0	2,880	0	100.0%	0.0%	0.9%
Total	330,891	320,118	60,718	99,821	2,215	1,173	163,927	2,660	51.2%	0.8%	100.0%
% of Total - NS		100.0%	19.0%	31.2%	0.7%	0.4%	51.2%	0.8%			
New Hire	92,408	88,912	27,382	17,591	1,105	0	46,078	1,959	51.8%	2.2%	27.8%
Skilled Hours	Total	Total - NS	African American	Hispanic	Asian	Native	All Minority	All Female	% Minority of Total-NS	% Female of Total-NS	% of Total
Journey	479,671	444,259	38,273	33,372	731	2,605	74,981	3,228	16.9%	0.7%	96.9%
Apprentice	19,046	14,064	3,401	1,373	217	0	4,990	0	35.5%	0.0%	3.1%
Total	498,716	458,322	41,674	34,745	947	2,605	79,970	3,228	17.4%	0.7%	100.0%
% of Total - NS		100.0%	9.1%	7.6%	0.2%	0.6%	17.4%	0.7%			
New Hire	161,852	143,526	15,686	8,168	235	981	25,070	2,612	17.5%	1.8%	31.3%

Table A.9 Summary of Project Performance vs. Goal by Project

	Met Minority Goal	All Projects (only those with specified hours)	% Met Minority Goals	Met Female Goals	All Projects	% Met Female Goals
All Hours	157	505	31.1%	13	505	2.6%
Laborer Hours	166	288	57.6%	6	288	2.1%
Skilled Hours	79	440	18.0%	12	440	2.7%

Table A.10 Count and Distribution of Hours by Project

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
2014 Citywide ADA Ramps Upgrade	Seravalli, Inc.	20,682	20,682	1,828	5,769	0	0	0	7,597	0	36.7%	1	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Cocco Contracting Corp.	3,590	3,590	798	101	0	0	0	898	14	25.0%	0	0.4%	0	0
2014 Citywide ADA Ramps Upgrade	Gessler Construction Co. Inc.	644	644	97	88	0	0	0	185	0	28.7%	0	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Zone Striping Inc.	537	537	0	138	0	0	0	138	0	25.7%	0	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Protection Services, Inc.	334	334	0	40	0	0	0	40	0	12.1%	0	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Aviman Management, LLC	456	432	0	0	0	0	0	0	0	0.0%	0	0.0%	0	24
2015 Milling 4th,5th,6th Highway Dist	Tony DePaul & Son	4,325	4,180	170	1,176	0	0	0	1,346	138	32.2%	1	3.3%	0	145
2015 Milling 4th,5th,6th Highway Dist	Traffic & Safety Signs, Inc.	20	20	0	6	0	0	0	6	0	30.8%	0	0.0%	0	0
2016 Citywide Tack Coat	James J. Anderson Construction Co, Inc.	93	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	93
2016 Citywide Tack Coat	SJA Construction, Inc.	92	92	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
2016 Stadium Area & Anti-Skid Paving & ADA Curb Ramps Upgrade (pal)	James J. Anderson Construction Co, Inc.	2,835	1,567	396	927	0	0	66	1,323	0	84.4%	1	0.0%	0	1,203
2016 Stadium Area & Anti-Skid Paving & ADA Curb Ramps Upgrade (pal)	Zone Striping Inc.	631	631	0	317	0	0	0	317	0	50.3%	1	0.0%	0	0
3807/Tyson Ave	Seravalli, Inc.	573	573	90	252	0	0	0	342	0	59.7%	1	0.0%	0	0
3807/Tyson Ave	Carr & Duff, Inc.	62	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	62
41st Street Bridge	Loftus Construction, Inc.	17,812	17,812	2,879	0	0	0	0	2,879	1,830	16.2%	0	10.3%	1	0
41st Street Bridge	LB Construction Enterprises, Inc.	1,072	1,072	267	253	0	0	0	519	0	48.4%	1	0.0%	0	0
41st Street Bridge	BillyBoy Contracting LLC	140	140	140	0	0	0	0	140	0	100.0%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
41st Street Bridge	Alliance Environemntal Systems	32	32	0	24	8	0	0	32	0	100.0%	1	0.0%	0	0
41st Street Bridge	Protection Services, Inc.	19	19	19	0	0	0	0	19	0	100.0%	1	0.0%	0	0
41st Street Bridge	DeSilvio & Co., Inc.	32	32	0	12	0	0	0	12	8	37.5%	1	25.0%	1	0
41st Street Bridge	ABC Construction Co., Inc.	901	901	8	0	0	0	0	8	0	0.9%	0	0.0%	0	0
41st Street Bridge	Carusone Construction Inc.	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
41st Street Bridge	Ram-T Corporations	7	7	0	7	0	0	0	7	0	100.0%	1	0.0%	0	0
41st Street Bridge	Atlantic Concrete Cutting, Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Bridg-It Fabrications, Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Carr & Duff, Inc.	56	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	56
41st Street Bridge	L.W. Clearing Company	75	75	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Precision Drilling, Inc.	695	695	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Weber Steel Service & Associates, LLC	274	274	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4605 Market St	D.A. Nolt Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4610 Market St	D.A. Nolt Inc.	4,678	4,678	243	817	235	0	0	1,295	0	27.7%	0	0.0%	0	0
4615 Market St	Delaware Valley Crane Rental, Inc.	394	394	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4620 Market St	Eagle I Electric, Inc.	76	76	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4625 Market St	Graboyes Commercial Window Co.	1,059	1,059	217	0	0	0	0	217	217	20.5%	0	20.5%	1	0
4630 Market St	Graboyes Commercial Window Co.	927	927	328	225	0	0	0	553	0	59.7%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
4635 Market St	Masonary Preservation Group, Inc.	1,537	1,537	467	0	0	0	0	467	0	30.4%	0	0.0%	0	0
4640 Market St	Masonary Preservation Group, Inc.	1,073	1,073	1,073	0	0	0	0	1,073	0	100.0%	1	0.0%	0	0
4645 Market St	Masonary Preservation Group, Inc.	3,798	3,798	589	0	0	0	0	589	0	15.5%	0	0.0%	0	0
4650 Market St	Masonary Preservation Group, Inc.	444	444	30	0	0	0	0	30	0	6.8%	0	0.0%	0	0
4655 Market St	Tierra Construction Services, LLC	159	159	159	0	0	0	0	159	0	100.0%	1	0.0%	0	0
4660 Market St	Tierra Construction Services, LLC	174	174	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4665 Market St	Donato Spaventa & Sons, Inc.	66	66	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4670 Market St	Donato Spaventa & Sons, Inc.	66	66	66	0	0	0	0	66	0	100.0%	1	0.0%	0	0
A.C. Schultes, Inc.	C. Abbonizio Contractors	3,005	3,005	330	435	0	0	0	765	297	25.5%	0	9.9%	1	0
A.C. Schultes, Inc.	Thesing Power Sweeping, Inc.	98	97	89	0	0	0	0	89	0	92.1%	1	0.0%	0	2
A.C. Schultes, Inc.	Ram-T Corporations	36	36	0	36	0	0	0	36	0	100.0%	1	0.0%	0	0
A.C. Schultes, Inc.	QW Trucking LLC	640	19	19	0	0	0	0	19	19	100.0%	1	100.0%	1	621
A.C. Schultes, Inc.	A.C. Schultes, Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
A.C. Schultes, Inc.	Abbonizio Transfer	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Access Control System (ACS) Upgrade Phase 7	E.J. Electric, Inc.	1,508	1,508	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Access Control System Upgrade Phase 11	Armour & Sons Electric, Inc.	689	689	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Access Control System Upgrade Phase 6	Armour & Sons Electric, Inc.	4,145	4,145	736	0	0	0	0	736	0	17.8%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Access Control System Upgrase Phase 5	E.J. Electric, Inc.	1,898	1,898	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Miniscalco Construction, LLC	2,622	2,622	238	0	0	0	0	238	0	9.1%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Criniti Construction	309	309	102	0	0	0	0	102	0	32.9%	1	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	DeSilvio & Co., Inc.	159	159	0	64	0	0	0	64	20	40.3%	1	12.3%	1	0
Ammonia System Improvements @ Baxter WTP	Hamada Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	J.Mann-R. Finley, Inc.	104	104	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Sioutis Coating Enterprise, Inc.	7	7	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Annual Service Contract	Carusone Construction Inc.	1,026	1,026	0	325	0	0	0	325	0	31.7%	0	0.0%	0	0
Annual Service Contract	Mena Construction, Inc.	88	88	0	88	0	0	0	88	0	100.0%	1	0.0%	0	0
Barry Playground Mechanical	Pannulla Construction Co., Inc.	3,597	2,805	0	778	0	208	0	986	0	35.2%	1	0.0%	0	792
Barry Playground Mechanical	Sable Construction	336	336	128	0	0	0	0	128	0	38.1%	1	0.0%	0	0
Barry Playground Mechanical	C.W.Cook Geothermal	361	361	112	0	0	0	0	112	96	31.0%	0	26.5%	1	0
Barry Playground Mechanical	Allstates Mechanical, LTD	255	255	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Bradley- Sciocchetti, Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Dominic Garafolo Mechanical, Inc.	255	255	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Mulhern Electric Co., Inc.	817	729	0	0	0	0	0	0	0	0.0%	0	0.0%	0	88
Barry Playground Mechanical	Precision Air Designs, Inc.	205	205	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Winderco, Inc.	160	160	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Buckley & Company, Inc.	7,188	7,188	1,347	0	0	0	0	1,347	53	18.7%	0	0.7%	0	0
Baxter Trail	Bustleton Services, Inc.	1,848	1,848	38	862	0	0	0	900	0	48.7%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Baxter Trail	Cocco Contracting Corp.	127	127	45	0	0	0	0	45	0	35.0%	1	0.0%	0	0
Baxter Trail	Thomas Lindstrom & Co., Inc.	130	130	11	0	0	0	0	11	0	8.5%	0	0.0%	0	0
Baxter Trail	Traffic & Safety Signs, Inc.	12	12	0	4	0	0	0	4	0	33.3%	1	0.0%	0	0
Baxter Trail	L&R Construction Co., Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Meco Construction, Inc.	1,083	1,019	0	0	0	0	0	0	0	0.0%	0	0.0%	0	64
Baxter Trail	Meco Trucking, Inc.	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Zone Striping Inc.	10	10	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Raw Water Basin	JPC Group Inc.	19,603	19,603	5,285	1,370	0	0	0	6,655	1,194	33.9%	1	6.1%	0	0
Belmont Raw Water Basin	Atlantic Lining Co. Inc.	1,889	1,889	0	6	1,687	0	0	1,693	0	89.6%	1	0.0%	0	0
Belmont Raw Water Basin	Ashgroups, Inc.	776	776	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Raw Water Basin	Mega Construction Company	339	339	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Raw Water Basin	Quincy Contractors Inc.	304	304	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Stables	Pannulla Construction Co., Inc.	174	142	0	0	0	40	0	40	0	28.2%	0	0.0%	0	32
Ben Franklin Parkway Streetscape	Tony DePaul & Son	2,819	2,819	555	150	0	0	0	705	0	25.0%	0	0.0%	0	0
Benson Park	Brightline Construction	661	661	82	4	0	0	0	86	0	12.9%	0	0.0%	0	0
Benson Park	General Masonry & Restoration, Inc.	56	56	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Cecil B. Moore Branch Library	Union Roofing Contractors, Inc.	668	668	42	0	0	0	0	42	0	6.3%	0	0.0%	0	0
Center City NE Quadrant	Seravalli, Inc.	18,684	18,660	2,936	5,562	0	186	0	8,684	16	46.5%	1	0.1%	0	24
Center City NE Quadrant	Carr & Duff, Inc.	13,191	549	122	427	0	0	0	549	938	100.0%	1	170.9%	1	12,642
Center City NE Quadrant	Protection	400	400	14	23	0	0	0	37	0	9.1%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Services, Inc.														
Center City NE Quadrant	Aviman Management, LLC	1,434	1,426	16	0	0	0	0	16	0	1.1%	0	0.0%	0	8
Center City NE Quadrant	Guidemark Inc.	311	311	0	6	0	0	0	6	0	1.9%	0	0.0%	0	0
Center City NE Quadrant	ABC Construction Co., Inc.	646	646	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Center City NE Quadrant	Concrete Cutting Systems	32	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	16
Center City NE Quadrant	Serco, Inc.	167	167	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Center City NE Quadrant	Structured Cable Solutions, Inc.	2,502	2,502	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
City Hall - Rm. 115	Milestone Construction Management, Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
City Hall - Rm. 120	Milestone Construction Management, Inc.	22	22	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Electrical Requirements	Pannulla Construction Co., Inc.	44	44	0	8	0	0	0	8	0	18.2%	0	0.0%	0	0
Citywide Electrical Requirements	Mulhern Electric Co., Inc.	1,082	367	0	0	0	0	0	0	16	0.0%	0	4.4%	0	715
Citywide Library, Health Services	General Asphalt Paving Co. of Phila	192	192	16	4	0	0	0	20	0	10.4%	0	0.0%	0	0
Citywide Library, Health Services	Arline Construction Services	1,200	1,200	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Requirement Site Improvements	Nickles Contracting, Inc.	481	481	98	0	0	0	0	98	0	20.3%	0	0.0%	0	0
Citywide Requirement Site Improvements	Joe Fisher & Sons Roofing	248	248	0	80	0	0	0	80	0	32.3%	1	0.0%	0	0
Citywide Requirement Site Improvements	Donato Spaventa & Sons, Inc.	11	11	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Concrete Repairs @ Queen Lane	C & T Associates Inc.	1,394	1,394	0	386	0	0	0	386	0	27.7%	0	0.0%	0	0
Concrete Repairs @ Queen Lane	Gouldey Welding & Fabrications,	7	7	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Inc.														
Concrete Repairs @ Queen Lane	Tri-State Painting & Wallcovering Inc.	632	632	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Deicing Apron Pkg. 1	Delta/BJDS	50	50	0	32	0	0	0	32	0	64.0%	1	0.0%	0	0
Demolition of 8425 and 8400 Executive Avenue	Northstar Contracting Group, Inc.	9,487	9,487	1,802	1,348	424	0	0	3,574	184	37.7%	1	1.9%	0	0
Demolition of the Damaaged Garage @ 49th St Sewer Maintenance	A.P. Construction, Inc.	24	24	8	16	0	0	0	24	0	100.0%	1	0.0%	0	0
East Park Canoe House (Electrical)	Central Salvage Co., Inc.	16	16	16	0	0	0	0	16	0	100.0%	1	0.0%	0	0
East Park Canoe House (Electrical)	B&B Lighting Protection	47	47	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Canoe House (Electrical)	Coles Mill Construction Co., Inc.	9,219	4,151	0	0	0	0	0	0	0	0.0%	0	0.0%	0	5,068
East Park Canoe House (Electrical)	Mulhern Electric Co., Inc.	2,068	1,287	0	0	0	0	0	0	0	0.0%	0	0.0%	0	781
East Park Canoe House (Electrical)	Murphy Quigley Company, Inc.	2,307	2,307	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Canoe House (Electrical)	PBA Construction, Inc.	140	140	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Canoe House (Plumbing)	Dolan Mechanical, Inc.	1,375	1,375	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	JPC Group Inc.	6,429	6,429	744	21	564	0	0	1,328	0	20.7%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Natgun Corporation Subsidiary of DN Tanks	2,106	2,078	412	435	0	0	28	847	76	40.8%	1	3.7%	0	0
East Park Reservoir @ 33rd & Diamond	LB Construction Enterprises, Inc.	1,381	1,381	173	544	0	0	0	717	0	51.9%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	D.J. Keating Company	1,578	1,578	613	0	0	0	0	613	141	38.8%	1	8.9%	1	0
East Park Reservoir @ 33rd & Diamond	Marona Construction Company	1,919	1,919	606	0	0	0	0	606	0	31.6%	0	0.0%	0	0
East Park Reservoir @ 33rd &	Tierra	160	160	160	0	0	0	0	160	0	100.0%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Diamond	Construction Services, LLC														
East Park Reservoir @ 33rd & Diamond	B. Pietrini & Sons	435	435	81	28	0	0	0	109	0	25.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Tristate Erosion Control, Inc.	234	162	0	56	0	0	72	56	0	34.6%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Maxim Crane	142	142	54	0	0	0	0	54	0	37.8%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Eagle I Electric, Inc.	206	206	8	0	0	0	0	8	0	3.9%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Northeast Fence & Iron Works, Inc.	32	32	0	8	0	0	0	8	0	25.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Nucero Electrical Construction Co., Inc.	245	245	5	0	0	0	0	5	0	1.8%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	AmeriDrill, Inc.	9	9	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Bustleton Services, Inc.	726	726	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Reilly Sweeping Inc.	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Schuykill River Wall	Bustleton Services, Inc.	129	129	0	94	0	0	0	94	0	72.5%	1	0.0%	0	0
East Schuykill River Wall	Loftus Construction, Inc.	342	342	7	0	0	0	0	7	47	1.9%	0	13.8%	1	0
East Schuykill River Wall	General Masonry & Restoration, Inc.	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical Substation Upgrade at Northeast Airport	Clearwater Concrete & Masonry, Inc.	8	8	8	0	0	0	0	8	0	100.0%	1	0.0%	0	0
Electrical Substation Upgrade at Northeast Airport	J.Mann-R. Finley, Inc.	139	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	99
Electrical Substation Upgrade at Northeast Airport	Philips Brothers Electrical Contractors Inc.	873	873	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical System Upgrades @ Torresdale Raw WPS	McCarthy Masonry	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical System Upgrades @ Torresdale Raw WPS	Minahan Construction, Inc.	24	24	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Electrical System Upgrades @ Torresdale Raw WPS	Philips Brothers Electrical Contractors Inc.	223	223	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency Access to South Filter Bldg Basement @ Belmont WTP	Chesco Coring & Cutting, Inc.	19	19	9	0	0	0	0	9	0	48.6%	1	0.0%	0	0
Emergency Access to South Filter Bldg Basement @ Belmont WTP	Quinco Contracting & Maintenance, Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency Access to South Filter Bldg Basement @ Belmont WTP	Smith Construction Inc.	104	104	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency Generators(G1,G2,FLV3)Rehabilitation and Electrical Upgrades	Philips Brothers Electrical Contractors Inc.	773	773	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	A.P. Construction, Inc.	26,049	26,049	1,134	841	0	1,556	0	3,531	0	13.6%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	BillyBoy Contracting LLC	3,298	3,298	3,298	0	0	0	0	3,298	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	L Cruz Development, LLC	2,448	2,448	376	2,072	0	0	0	2,448	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Meccon Industries, Inc.	11,220	11,220	935	319	0	0	0	1,254	0	11.2%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Athena Contracting Inc.	1,242	1,242	548	0	0	0	0	548	0	44.1%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Ram-T West Corporation	453	453	0	453	0	0	0	453	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Cocco Contracting Corp.	2,831	2,831	0	265	0	0	0	265	0	9.3%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Ram-T Corporations	201	201	0	201	0	0	0	201	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	DeSilvio & Co., Inc.	126	126	0	45	0	0	0	45	31	35.7%	1	24.6%	1	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Allstate Power Vac	7	7	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	AmeriDrill, Inc.	2,294	2,294	0	0	0	0	0	0	23	0.0%	0	1.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Carr & Duff, Inc.	3,501	58	0	0	0	0	0	0	0	0.0%	0	0.0%	0	3,444
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Cruz Contractors LLC	4,625	4,625	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extended Runway 27L (27C) & Associated Taxiways Pkg. 2	Palman Electric, Inc.	76	76	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Field Lighting and CCTV Installation at Fox Chase Recreation Center	Gressler Construction Co., Inc.	179	179	24	29	0	0	0	53	0	29.6%	0	0.0%	0	0
Field Lighting and CCTV Installation at Fox Chase Recreation Center	Carr & Duff, Inc.	2,135	72	0	0	0	0	0	0	0	0.0%	0	0.0%	0	2,063
Filter to Waste Automation @ Belmont WTP	Delta/BJDS	270	270	0	223	0	0	0	223	0	82.6%	1	0.0%	0	0
Filter to Waste Automation @ Belmont WTP	C & H Industrial Services Inc.	1,837	1,681	0	0	0	0	0	0	0	0.0%	0	0.0%	0	156
Fire Alarm and Egress Lighting at Firehouses	Hyde Electric Corporation	1,000	1,000	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Firehouse 1,33,47,71,and 72 Renovations	Union Roofing Contractors, Inc.	128	128	0	8	0	0	0	8	0	6.3%	0	0.0%	0	0
Firehouses# 19,36,37, & 50	Carr & Duff, Inc.	8	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	8
Firehouses# 19,36,37, & 55	Carr & Duff, Inc.	8	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	8
Frankford & Haverford Libraries	Allstates Mechanical, LTD	69	69	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Frankford & Haverford Libraries	Butler Balancing Co., Inc.	47	47	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Frankford & Haverford Libraries	Palman Electric, Inc.	43	43	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	A.P. Construction, Inc.	1,754	1,754	441	88	0	0	0	529	0	30.2%	0	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Bustleton Services, Inc.	318	318	0	207	0	0	0	207	0	65.0%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Sable Construction	200	200	104	0	0	0	0	104	0	52.0%	1	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Athena Contracting Inc.	516	516	8	0	0	0	0	8	0	1.6%	0	0.0%	0	0
Green Infrastructure @ 29th St	Donato Spaventa & Sons, Inc.	1,533	1,533	1,191	129	0	0	0	1,320	0	86.1%	1	0.0%	0	0
Green Infrastructure @ 29th St	Roberson Construction, INC.	81	81	81	0	0	0	0	81	0	100.0%	1	0.0%	0	0
Green Infrastructure @ 29th St	Nico Landscaping	20	20	0	20	0	0	0	20	0	100.0%	1	0.0%	0	0
Green Infrastructure @ Clearview Community Park	Seravalli, Inc.	861	861	16	207	0	0	0	223	0	25.9%	0	0.0%	0	0
Green Infrastructure @ Frankford Ave	Seravalli, Inc.	11,366	11,349	794	2,817	0	0	0	3,611	0	31.8%	0	0.0%	0	17
Green Infrastructure @ Frankford Ave	Serco, Inc.	344	344	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Green Infrastructure @ Medary St	Philip Pio Construction, Inc.	1,764	1,764	8	465	0	0	0	473	0	26.8%	0	0.0%	0	0
Green Infrastructure @ Ontario St	Petrongolo Contractors Inc.	2,337	2,337	995	405	0	0	0	1,400	0	59.9%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Donato Spaventa & Sons, Inc.	3,114	3,114	927	339	0	0	0	1,266	0	40.6%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Roberson Construction, INC.	94	94	94	0	0	0	0	94	0	100.0%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Townscapes, Inc.	75	75	0	50	0	0	0	50	0	66.7%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Carr & Duff, Inc.	84	28	0	28	0	0	0	28	0	100.0%	1	0.0%	0	56
Green Infrastructure @ Seybert St	Nova Crete, Inc.	378	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	378
Green Infrastructure @ W. Colonial St	Petrongolo Contractors Inc.	1,229	1,229	0	829	0	0	0	829	0	67.4%	1	0.0%	0	0
Green Stormwater Infrastructure	Townscapes, Inc.	76	76	0	24	0	0	0	24	0	31.6%	0	0.0%	0	0
Health Center #5 Roof Replacement	McMullen Roofing, Inc.	1,770	1,770	0	924	0	0	0	924	0	52.2%	1	0.0%	0	0
Horticultural Center	Murphy Quigley Company, Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	C.A.D. Electric, Inc.	876	876	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Clearwater Concrete &	21	0	0	0	0	0	13	0	0	0.0%	0	0.0%	0	9

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Masonry, Inc.														
HVAC Rehabilitation @ Queen Lane	Criniti Construction	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Devine Brothers, Inc.	76	76	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	GM ELECTRIC INC.	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	H.T. Lyons, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Hamada Inc.	12	12	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	J.Mann-R. Finley, Inc.	160	160	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Synergy	64	64	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Inn Yard Park	Petrongolo Contractors Inc.	72	72	0	40	0	0	0	40	0	55.6%	1	0.0%	0	0
Install Runway 9R Replacement Localizer	Ground Penetration & Restoration, Inc.	1,214	1,214	0	24	0	0	0	24	0	2.0%	0	0.0%	0	0
Install Runway 9R Replacement Localizer	Palman Electric, Inc.	1,041	1,041	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Kensington & Tacony Trail	Tristate Erosion Control, Inc.	10	5	0	5	0	0	5	5	0	100.0%	1	0.0%	0	0
Kensington & Tacony Trail	JPC Group Inc.	382	382	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Krewstown Equestrian Center Renovations @GCON	Pannulla Construction Co., Inc.	188	116	0	40	0	32	0	72	0	62.1%	1	0.0%	0	72
Mechanical Room 9 Air Handling Unit Replacement	Dolan Mechanical, Inc.	3,207	3,207	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Mechanical Room 9 Air Handling Unit Replacement	Dynamic Balancing Co. Inc.	36	36	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Mechanical Room 9 Air Handling Unit Replacement	Marlyn Sheet Metal, Inc.	736	736	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Mechanical Room 9 Air Handling Unit Replacement - Electrical	Palman Electric, Inc.	724	724	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Milling and Prep in 1-2-3 Hwy Districts	James J. Anderson Construction Co, Inc.	11,930	5,223	1,190	3,805	0	0	367	4,995	10	95.6%	1	0.2%	0	6,340

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Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Buttonwood Company Inc.	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Central Salvage Co., Inc.	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Katzianer Construction Co. Inc.	288	288	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Kimo Tile & Marble LLC	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Phoenix Contractors Inc.	116	116	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Municipal Service Building Roof Replacement	Ramos & Associates Inc.	112	112	32	0	0	0	0	32	0	28.6%	0	0.0%	0	0
Municipal Service Building Roof Replacement	Shleig Electric Inc.	19	19	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Center for Law Enforcement	Winzinger, Inc.	3,747	3,747	511	16	0	0	0	527	0	14.1%	0	0.0%	0	0
New Center for Law Enforcement	Eagle I Electric, Inc.	169	169	0	8	0	0	0	8	0	4.7%	0	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	Athena Contracting Inc.	689	689	144	0	0	0	0	144	0	20.9%	0	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	Eagle I Electric, Inc.	195	195	16	0	0	0	0	16	0	8.2%	0	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	A.P. Construction, Inc.	1,051	1,051	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	New Ferric Chloride Store Tank @ Baxter WTP	40	40	0	8	0	0	0	8	0	20.0%	0	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	Philips Brothers Electrical Contractors Inc.	27	27	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	Stone Hill Contracting Co. Inc.	238	238	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Electrical)	Ground Penetration & Restoration, Inc.	1,246	1,246	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Electrical)	Palman Electric, Inc.	2,132	2,132	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

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New Gravity Thickner Facilities @ NEWPCP (General)	Thomas P. Carney, Inc.	21,303	21,303	4,300	0	0	0	0	4,300	0	20.2%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	L & R Construction Co., Inc.	2,591	2,591	205	43	62	0	0	310	0	11.9%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	Iron Lady Enterprises, Inc.	388	345	159	73	0	0	0	232	0	67.2%	1	0.0%	0	43
New Gravity Thickner Facilities @ NEWPCP (General)	Crawford Caulking Co.	368	368	40	0	0	0	0	40	0	10.9%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	ABC Construction Co., Inc.	1,473	1,473	0	11	0	0	0	11	306	0.7%	0	20.8%	1	0
New Gravity Thickner Facilities @ NEWPCP (General)	Mulhern Electric Co., Inc.	134	70	0	0	0	0	0	0	0	0.0%	0	0.0%	0	64
New Gravity Thickner Facilities @ NEWPCP (General)	Rickborn Industrial Services & Erectors Inc.	960	960	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Plumbing)	Surety Mechanical Services, Inc.	2,351	2,351	570	0	0	0	0	570	0	24.2%	0	0.0%	0	0
New Secondary Conduit @ NEWPCP	Mena Construction, Inc.	3,262	3,262	0	3,262	0	0	0	3,262	0	100.0%	1	0.0%	0	0
New Secondary Conduit @ NEWPCP	Carusone Construction Inc.	10,810	10,810	564	1,258	0	0	0	1,822	0	16.9%	0	0.0%	0	0
New Secondary Conduit @ NEWPCP	L & R Construction Co., Inc.	2,466	2,466	127	22	20	0	0	169	0	6.8%	0	0.0%	0	0
New Secondary Conduit @ NEWPCP	C & H Industrial Services Inc.	1,708	1,531	0	0	0	0	0	0	0	0.0%	0	0.0%	0	177
North Delaware Avenue Expansion	Buckley & Company, Inc.	8,394	7,629	1,079	0	0	0	765	1,079	0	14.1%	0	0.0%	0	0
North Delaware Avenue Expansion	All Seasons Landscaping Co, Inc.	1,004	1,004	612	152	0	0	0	764	0	76.1%	1	0.0%	0	0
North Delaware Avenue Expansion	Roma Concrete	1,213	1,084	128	0	0	0	129	128	0	11.8%	0	0.0%	0	0
North Delaware Avenue Expansion	Northeast Fence & Iron Works, Inc.	886	886	0	89	0	0	0	89	0	10.1%	0	0.0%	0	0
North Delaware Avenue Expansion	L&R Construction Co., Inc.	59	59	0	6	0	0	0	6	0	10.2%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
North Delaware Avenue Expansion	Nucero Electrical Construction Co., Inc.	603	603	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	A.P. Construction, Inc.	30,370	30,370	4,062	5,517	0	42	0	9,621	0	31.7%	0	0.0%	0	0
Northern Liberties Phase II & IV	Cocco Contracting Corp.	2,497	2,497	458	364	0	0	0	822	34	32.9%	1	1.4%	0	0
Northern Liberties Phase II & IV	Bayshore Rebar, Inc.	2,167	2,167	338	0	0	0	0	338	0	15.6%	0	0.0%	0	0
Northern Liberties Phase II & IV	Apex Services, Inc.	417	417	0	152	0	0	0	152	0	36.4%	1	0.0%	0	0
Northern Liberties Phase II & IV	U.S. Construction Group	80	80	16	32	0	0	0	48	0	60.0%	1	0.0%	0	0
Northern Liberties Phase II & IV	E.H. Ironwroks Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	Extech Coring & Sawing	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	L Cruz Development, LLC	592	592	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	Nucero Electrical Construction Co., Inc.	335	335	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call General Construction Requirements	Greenwich Glass LLC	184	184	0	64	0	0	0	64	0	34.8%	1	0.0%	0	0
On Call General Construction Requirements	Blasz Construction LLC	132	132	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call General Construction Requirements	George Young Mechanical, LLC	1,137	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	1,137
On Call General Construction Requirements	Hunter Roberts Construction Group	1,984	1,984	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call General Construction Requirements	Roma Steel Erection Inc.	672	672	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call Mechanical	Surety Mechanical Services, Inc.	4,510	4,510	588	0	0	0	0	588	0	13.0%	0	0.0%	0	0
On Call Mechanical	Thomas Company	849	849	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call All Clients City-Wide	General Asphalt	776	776	95	2	0	0	0	97	0	12.4%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Paving Co. of Phila														
On-Call All Clients City-Wide G-Con	Brightline Construction	359	359	0	68	0	0	0	68	0	18.8%	0	0.0%	0	0
On-Call All Clients City-Wide G-Con	Palman Electric, Inc.	71	71	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call All Clients City-Wide G-Con	Russ Kelly & Associates	397	206	0	0	0	0	0	0	0	0.0%	0	0.0%	0	191
On-Call All Clients City-Wide G-Con	Schleig Electric Inc.	53	53	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call City Wide Parks & Recreation Facilities	General Asphalt Paving Co. of Phila	1,686	1,686	136	0	0	0	0	136	0	8.1%	0	0.0%	0	0
On-Call City Wide Parks & Recreation Facilities	Palman Electric, Inc.	3,931	3,931	40	0	0	0	0	40	0	1.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	Brightline Construction	2,724	2,700	485	365	0	0	0	850	24	31.5%	0	0.9%	0	24
On-Call Fire, Police, Prisons, Public Properties City Wide	Shleig Electric Inc.	313	313	104	0	0	0	0	104	0	33.1%	1	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	General Asphalt Paving Co. of Phila	136	136	8	0	0	0	0	8	0	5.9%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	B&B Lighting Protection	64	64	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	General Masonry & Restoration, Inc.	44	44	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	ISC, Inc.	54	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	54
Panati Playground	All Seasons Landscaping Co, Inc.	16	16	8	0	0	0	0	8	0	50.0%	1	0.0%	0	0
Panati Playground	Rockport Construction Co., Inc.	15	15	0	5	0	0	0	5	0	33.3%	1	0.0%	0	0
Passenger Loading Bridges Replacement (Electrical)	Mulhern Electric Co., Inc.	4,088	184	0	0	0	0	0	0	0	0.0%	0	0.0%	0	3,904
Passenger Loading Bridges Replacement (General)	CNS Construction Corp	1,077	1,077	72	0	0	0	0	72	0	6.7%	0	0.0%	0	0
Passenger Loading Bridges	Sautter Crane	166	166	19	21	0	27	0	66	0	39.8%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Replacement (General)	Rental Inc.														
Passenger Loading Bridges Replacement (General)	PBA Construction, Inc.	103	103	36	0	0	0	0	36	0	34.5%	1	0.0%	0	0
Passenger Loading Bridges Replacement (General)	AERO Bridgeworks Inc.	222	222	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	D.J. Keating Company	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	Ellioitt-Lewis Corporation	918	918	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	JSL Kelly Pile Foundation Inc.	152	152	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	Zone Striping Inc.	68	68	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Pennsylvania Ave (SR2006)	Tony DePaul & Son	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Phila. School Cross/Zone Safety- Phase 11	Miller Bros. Div of Wamploe-Miller, Inc.	1,094	1,094	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Phila. School Cross/Zone Safety- Phase 6	Miller Bros. Div of Wamploe-Miller, Inc.	319	319	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Philadelphia Traffic Operations Center(Electrical)	Carr & Duff, Inc.	1,625	395	0	395	0	0	0	395	0	100.0%	1	0.0%	0	1,230
Philadelphia Traffic Operations Center(Electrical)	Seravalli, Inc.	94	94	0	41	0	0	0	41	0	43.9%	1	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Nucero Electrical Construction Co., Inc.	4,438	4,438	899	0	0	0	0	899	0	20.2%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Venture Two Contracting, Inc.	764	764	764	0	0	0	0	764	0	100.0%	1	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Jack Pears & Associates, LLC	569	569	516	16	0	0	0	532	0	93.5%	1	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Stone Hill Contracting Co. Inc.	1,601	1,444	116	0	0	0	0	116	0	8.0%	0	0.0%	0	157
Plant Water System Rehab @ NEWPCP	Five Star, Inc.	766	766	0	12	0	0	0	12	0	1.6%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Devine Brothers, Inc.	626	626	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Plant Water System Rehab @ NEWPCP	J.G. Nascon, Inc.	377	377	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Union Roofing Contractors, Inc.	72	72	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police HQ and 22nd Police District	Allstates Mechanical, LTD	108	108	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police HQ and 22nd Police District	Butler Balancing Co., Inc.	19	19	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Roof Replacements (Plumb)	Dolan Mechanical, Inc.	239	239	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Roof Replacements (Plumb)	Edward J. Meloney Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Access Drive	Nico Landscaping	246	246	87	153	0	0	0	240	0	97.6%	1	0.0%	0	0
Police Training Access Drive	Bencardino Excavating, Inc.	1,277	1,277	0	74	0	0	0	74	0	5.8%	0	0.0%	0	0
Police Training Access Drive	Colonial Tree & Lanscaping, Inc.	175	175	0	72	0	0	0	72	0	41.1%	1	0.0%	0	0
Police Training Access Drive	Traffic & Safety Signs, Inc.	91	91	1	51	0	0	0	53	3	57.7%	1	3.3%	0	0
Police Training Access Drive	Carr & Duff, Inc.	464	31	0	6	0	0	0	6	0	19.4%	0	0.0%	0	433
Police Training Access Drive	Roma Concrete	116	100	0	0	0	0	16	0	0	0.0%	0	0.0%	0	0
Police Training Access Drive	Wurz Sign System LLC	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Eagle I Electric, Inc.	159	159	16	0	0	0	0	16	0	10.1%	0	0.0%	0	0
Police Training Center	PBA Construction, Inc.	26	26	6	0	0	0	0	6	0	23.1%	0	0.0%	0	0
Police Training Center	Blasz Construction LLC	176	176	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Creative Surfaces, Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Devine Brothers, Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Dolan Mechanical, Inc.	37	37	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Thomas Company	13	13	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Process Air Valve System (ELEC)	Mulhern Electric Co., Inc.	10	10	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Process Air Valve System (MECH)	Five Star, Inc.	20	20	0	4	0	0	0	4	0	20.0%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Tony DePaul & Son	35,807	35,118	8,072	5,110	0	51	0	13,233	32	37.7%	1	0.1%	0	689
Realign Taxiway H/ Establish Taxiway EE	DELTA LINE CONSTRUCTION CO	22,668	18,530	3,492	225	0	795	0	4,512	0	24.3%	0	0.0%	0	4,138
Realign Taxiway H/ Establish Taxiway EE	L Cruz Development, LLC	1,888	1,888	448	1,440	0	0	0	1,888	0	100.0%	1	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Zone Striping Inc.	498	498	67	44	0	0	0	111	0	22.2%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Cocco Contracting Corp.	128	128	40	0	0	0	0	40	0	31.3%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Mattiola Services, LLC	104	104	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	WILKINSON INC	984	984	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ 10th St	Nello Construction	4,184	4,184	208	2,988	0	0	0	3,196	0	76.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ 31st	Carusone Construction Inc.	7,919	7,919	126	1,408	0	0	0	1,534	0	19.4%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ 31st	Mena Construction, Inc.	830	830	0	830	0	0	0	830	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Nello Construction	708	708	32	664	0	0	0	696	0	98.3%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Philip Pio Construction, Inc.	1,216	1,216	104	248	0	0	0	352	0	28.9%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Gessler Construction Co. Inc.	28	28	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Nello Construction	928	928	0	680	0	0	0	680	0	73.3%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Gessler Construction Co. Inc.	68	68	20	12	0	0	0	32	0	47.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Aviman Management, LLC	297	297	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Amber St	Carusone Construction Inc.	7,080	7,080	2,539	1,306	0	0	0	3,845	0	54.3%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Reconstruction of Sewers & Relays @ Amber St	Mena Construction, Inc.	1,266	1,266	690	72	0	0	0	762	0	60.2%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Nello Construction	7,640	7,640	656	5,304	0	0	0	5,960	0	78.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Gessler Construction Co. Inc.	90	82	8	10	0	0	0	18	0	22.0%	0	0.0%	0	8
Reconstruction of Sewers & Relays @ Beaumont St	Aviman Management, LLC	569	569	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Ramos & Associates Inc.	69	69	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Benezet	Miniscalco Construction, LLC	7,629	7,629	660	0	0	0	0	660	0	8.6%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Berks St	Petrongolo Contractors Inc.	7,301	7,301	244	4,504	0	78	0	4,826	0	66.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Philip Pio Construction, Inc.	8,759	8,759	184	1,719	0	0	0	1,903	0	21.7%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Ramos & Associates Inc.	2,045	2,045	599	0	0	0	0	599	54	29.3%	0	2.6%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Gessler Construction Co. Inc.	178	178	8	8	0	0	0	16	0	9.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Clearview	JPC Group Inc.	8,521	8,521	2,084	3,807	0	0	0	5,891	24	69.1%	1	0.3%	0	0
Reconstruction of Sewers & Relays @ Clearview	Vera-CCS, LLC	533	533	6	404	0	0	0	410	0	76.9%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Clearview	SJA Construction, Inc.	266	266	16	107	0	0	0	123	0	46.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Conestoga	Petrongolo Contractors Inc.	5,734	5,734	154	2,980	0	286	0	3,419	0	59.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Corlies St	Carusone Construction Inc.	1,400	1,400	40	525	0	0	0	565	0	40.3%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Corlies St	Mena Construction, Inc.	64	64	0	64	0	0	0	64	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Dauphin St	Petrongolo Contractors Inc.	6,080	6,080	3,001	1,529	0	0	0	4,529	0	74.5%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Franklin St	Nello Construction	3,178	3,178	35	2,749	0	0	0	2,784	0	87.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @	Petrongolo	286	286	0	150	0	0	0	150	0	52.4%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Haverford Ave	Contractors Inc.														
Reconstruction of Sewers & Relays @ Haverford Ave	Aviman Management, LLC	429	429	42	0	0	0	0	42	0	9.8%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Vera-CCS, LLC	5,912	5,912	1,839	3,740	0	0	0	5,579	0	94.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Petrongolo Contractors Inc.	9,410	9,410	2,089	2,959	0	0	0	5,048	0	53.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Aviman Management, LLC	168	168	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Napfle Ave	Petrongolo Contractors Inc.	7,004	7,004	2,855	1,447	0	0	0	4,302	0	61.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Napfle Ave	Gessler Construction Co. Inc.	87	87	4	15	0	0	0	19	0	21.8%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Norris St	Carusone Construction Inc.	6,781	6,781	3,047	166	0	0	0	3,213	0	47.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Norris St	Mena Construction, Inc.	1,450	1,450	883	13	0	0	0	896	0	61.8%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Pacific St	Carusone Construction Inc.	5,984	5,984	64	1,040	0	0	0	1,104	0	18.5%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Pacific St	Mena Construction, Inc.	366	366	0	317	0	0	0	317	0	86.5%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Race St	JPC Group Inc.	1,247	1,247	127	638	0	0	0	765	38	61.3%	1	3.0%	0	0
Reconstruction of Sewers & Relays @ Race St	Vera-CCS, LLC	529	529	142	290	0	0	0	432	0	81.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Carusone Construction Inc.	1,332	1,332	137	420	0	0	0	557	0	41.8%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Philip Pio Construction, Inc.	832	832	64	200	0	0	0	264	0	31.7%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Mena Construction, Inc.	125	125	43	82	0	0	0	125	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Nello Construction	1,536	1,536	2	1,468	0	0	0	1,470	0	95.7%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Aviman Management, LLC	225	225	32	0	0	0	0	32	0	14.2%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Reconstruction of Sewers & Relays @ S. Millick	Gessler Construction Co. Inc.	85	85	12	12	0	0	0	23	0	27.2%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Seltzer St	Carusone Construction Inc.	9,052	9,052	276	2,513	0	0	0	2,789	0	30.8%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Seltzer St	Mena Construction, Inc.	267	267	0	206	0	0	0	206	0	77.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	Philip Pio Construction, Inc.	1,815	1,815	104	307	0	0	0	411	0	22.6%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	Gessler Construction Co. Inc.	48	48	3	10	0	0	0	13	0	27.1%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	E.J. Electric, Inc.	25	25	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ 56th	Carusone Construction Inc.	7,186	7,186	320	1,121	0	0	0	1,441	0	20.1%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ 56th	Mena Construction, Inc.	276	276	0	43	0	0	0	43	0	15.6%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Ellsworth St	Nello Construction	984	984	11	718	0	0	0	729	0	74.1%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Hope St	Carusone Construction Inc.	4,813	4,813	324	674	0	0	0	998	0	20.7%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Hope St	Mena Construction, Inc.	300	300	0	284	0	0	0	284	0	94.5%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Melon St	Carusone Construction Inc.	288	288	32	182	0	0	0	214	0	74.3%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Melon St	Mena Construction, Inc.	85	85	0	85	0	0	0	85	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ 27th St	Carusone Construction Inc.	17	17	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ 54th St	Gessler Construction Co. Inc.	15	15	0	3	0	0	0	3	0	20.0%	0	0.0%	0	0
Relay of Water Mains @ 54th St	Philip Pio Construction, Inc.	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Boston St	Carusone Construction Inc.	191	191	31	32	0	0	0	63	0	32.8%	1	0.0%	0	0
Relay of Water Mains @ Calvert St	Petrongolo Contractors Inc.	120	120	40	40	0	0	0	80	0	66.7%	1	0.0%	0	0
Relay of Water Mains @ Collins	Nello	740	740	0	536	0	0	0	536	0	72.4%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Construction														
Relay of Water Mains @ Collins	Aviman Management, LLC	164	164	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Conlyn St	Carusone Construction Inc.	2,274	2,274	16	8	0	0	0	24	0	1.1%	0	0.0%	0	0
Relay of Water Mains @ Conlyn St	Mena Construction, Inc.	117	117	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Conrad	Nello Construction	2,568	2,568	8	1,940	0	0	0	1,948	0	75.9%	1	0.0%	0	0
Relay of Water Mains @ Coral St	Nello Construction	6,558	6,558	256	5,653	0	0	0	5,909	0	90.1%	1	0.0%	0	0
Relay of Water Mains @ Coral St	Aviman Management, LLC	552	552	48	0	0	0	0	48	0	8.7%	0	0.0%	0	0
Relay of Water Mains @ Coral St	Ramos & Associates Inc.	91	91	42	0	0	0	0	42	8	45.9%	1	8.8%	1	0
Relay of Water Mains @ Coral St	Gessler Construction Co. Inc.	103	103	16	12	0	0	0	28	0	27.2%	0	0.0%	0	0
Relay of Water Mains @ Duval St	Mena Construction, Inc.	1,067	1,067	0	1,028	0	0	0	1,028	0	96.4%	1	0.0%	0	0
Relay of Water Mains @ Duval St	Carusone Construction Inc.	1,376	1,376	0	401	0	0	0	401	0	29.2%	0	0.0%	0	0
Relay of Water Mains @ Fanshawe ST	Philip Pio Construction, Inc.	1,230	1,230	122	261	0	0	0	382	0	31.1%	0	0.0%	0	0
Relay of Water Mains @ Ford Rd	Seravalli, Inc.	11,576	11,521	894	2,261	0	0	0	3,155	0	27.4%	0	0.0%	0	55
Relay of Water Mains @ Ford Rd	Robert Ganter Contractors Inc.	60	60	34	9	0	0	0	43	0	71.4%	1	0.0%	0	0
Relay of Water Mains @ Ford Rd	L & R Construction Co., Inc.	193	193	24	0	0	0	0	24	0	12.4%	0	0.0%	0	0
Relay of Water Mains @ Ford Rd	Carr & Duff, Inc.	169	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	169
Relay of Water Mains @ Ford Rd	Serco, Inc.	714	714	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lakeside Ave	Brightline Construction	2,993	2,993	3	98	0	0	0	101	0	3.4%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	A.P. Construction, Inc.	6,756	6,756	1,253	2,413	0	0	0	3,666	0	54.3%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Relay of Water Mains @ Lehigh Ave	Vera-CCS, LLC	1,435	1,435	347	1,088	0	0	0	1,435	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Sable Construction	628	628	628	0	0	0	0	628	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Gessler Construction Co. Inc.	115	115	0	13	0	0	0	13	0	11.3%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Athena Contracting Inc.	797	797	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Aviman Management, LLC	176	176	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Penrose Ave	Petrongolo Contractors Inc.	352	352	136	104	0	0	0	240	0	68.2%	1	0.0%	0	0
Relay of Water Mains @ Penrose Ave	Gessler Construction Co. Inc.	100	100	8	20	0	0	0	28	0	28.0%	0	0.0%	0	0
Relay of Water Mains @ Pierce St	Petrongolo Contractors Inc.	5,616	5,616	177	2,149	0	0	0	2,326	0	41.4%	1	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Petrongolo Contractors Inc.	2,716	2,716	72	614	0	478	0	1,164	0	42.9%	1	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Gessler Construction Co. Inc.	12	12	0	2	0	0	0	2	0	16.7%	0	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Aviman Management, LLC	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Vera-CCS, LLC	2,052	2,052	426	1,447	0	0	0	1,873	0	91.3%	1	0.0%	0	0
Relay of Water Mains @ Stenton Ave	A.P. Construction, Inc.	3,242	3,242	687	713	0	0	0	1,400	0	43.2%	1	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Sable Construction	254	254	254	0	0	0	0	254	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Gessler Construction Co. Inc.	210	210	8	40	0	0	0	48	0	22.9%	0	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Cocco Contracting Corp.	44	44	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ West Hunting Park	JPC Group Inc.	1,884	1,884	5	311	0	0	0	316	0	16.8%	0	0.0%	0	0
Replacement fo Multi-User Flight Info	E.J. Electric, Inc.	370	370	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Display System															
Replacement of 15KV & 2.4KV Switchgear and b/u Generator @ East Oak Lane Fresh WPS	Mulhern Electric Co., Inc.	2,289	1,107	0	4	0	0	0	4	0	0.4%	0	0.0%	0	1,182
Replacement of 480V Outdoor Switchgear Aeration Tanks @ NEWPCP	Philips Brothers Electrical Contractors Inc.	447	447	0	18	0	0	0	18	0	4.0%	0	0.0%	0	0
Replacement of 480V Outdoor Switchgear Aeration Tanks @ NEWPCP	Holder Inc. t/a Donavan Electric	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Under Drains & Media @ Belmont WTP	Ross-Araco Co	264	264	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Under Drains & Media @ Belmont WTP	Venture Two Contracting, Inc.	226	226	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	Sable Construction	180	180	172	0	0	0	0	172	0	95.6%	1	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	A.P. Construction, Inc.	1,968	1,968	8	0	0	0	0	8	0	0.4%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	Ross-Araco Co	5,230	5,230	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	Venture Two Contracting, Inc.	853	853	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Screw Pumps @ SWWPCP	Quad Construction Company	2,166	2,166	396	0	0	0	0	396	0	18.3%	0	0.0%	0	0
Replacement of Influent Screw Pumps @ SWWPCP	Philips Brothers Electrical Contractors Inc.	208	208	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Five Star, Inc.	1,503	1,503	0	80	0	0	0	80	0	5.3%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Clearwater Concrete & Masonry, Inc.	54	4	4	0	0	0	17	4	0	100.0%	1	0.0%	0	34
Replacement of Influent Valves & Actuators @ Queen Lane	Concrete Injection Specialist, Inc.	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	J.Mann-R. Finley, Inc.	341	341	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Mulhern Electric Co., Inc.	628	305	0	0	0	0	0	0	0	0.0%	0	0.0%	0	323

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Requirements Contract	Associated Specialty Contracting Inc.	1,048	1,048	176	46	96	0	0	318	0	30.3%	0	0.0%	0	0
Security Camera Group 13	Hyde Electric Corporation	38	38	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Security Camera Group 8	Hyde Electric Corporation	546	546	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Southwest Plant Chanel Aeration System	Spectraserv Inc.	441	441	16	384	0	0	0	400	0	90.7%	1	0.0%	0	0
Stephen Girard House	Kurtz Construction Co.	728	728	260	0	0	0	0	260	0	35.7%	1	0.0%	0	0
Stokely Playground	Gessler Construction Co. Inc.	234	234	40	0	0	0	0	40	0	17.1%	0	0.0%	0	0
Storm Drain Outfall @ NEWPCP	Carusone Construction Inc.	162	162	0	130	0	0	0	130	0	80.2%	1	0.0%	0	0
Storm Drain Outfall @ NEWPCP	Mena Construction, Inc.	39	39	0	39	0	0	0	39	0	100.0%	1	0.0%	0	0
Structural Work at Engine 3,69,71,101	Murphy Quigley Company, Inc.	107	107	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,76	Hyde Electric Corporation	164	164	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,81	Hyde Electric Corporation	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,86	Kaser Mechanical, LLC	154	154	85	0	0	0	0	85	0	55.4%	1	0.0%	0	0
Structural Work at Engine 3,69,71,91	Murphy Quigley Company, Inc.	177	177	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,96	Murphy Quigley Company, Inc.	1,169	1,169	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Susquehanna Ave	Petrongolo Contractors Inc.	951	951	40	385	0	0	0	425	0	44.7%	1	0.0%	0	0
Terminal A-East Roof Replacement	D.A. Nolt Inc.	7,520	7,520	890	1,963	0	0	0	2,853	0	37.9%	1	0.0%	0	0
Terminal A-East Roof Replacement	HF3 Inc.	346	346	148	198	0	0	0	346	0	100.0%	1	0.0%	0	0
Terminal A-East Roof Replacement	Gaudelli Bros. Inc.	393	393	0	0	59	0	0	59	0	15.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Armour & Sons Electric, Inc.	65	65	16	0	0	0	0	16	0	24.6%	0	0.0%	0	0
Terminal A-East Roof Replacement	Accurate	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Insulation LLC														
Terminal A-East Roof Replacement	C & H Mechanical Inc.	816	816	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Carr & Duff, Inc.	24	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	24
Terminal A-East Roof Replacement	Lighting Prevention Systems	138	138	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Oliver Fire Protection & Security	14	14	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Skylight Doctors LLC	873	873	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	TAB Systems Inc.	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal Complex Storm Water Improvements - General	A.P. Construction, Inc.	508	508	28	39	0	0	0	67	0	13.2%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	Edward J. Meloney Inc.	712	712	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	J.Mann-R. Finley, Inc.	144	144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	Marlyn Sheet Metal, Inc.	1,189	1,189	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	Midatlantic Construction & Design dba Midatlantic Insulation	126	126	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	American Sitework	40	40	0	8	0	0	0	8	0	20.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Clearwater Concrete & Masonry, Inc.	17	0	0	0	0	0	17	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Five Star, Inc.	3,826	3,826	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	J.Mann-R. Finley, Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Oliver Fire Protection & Security	445	445	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations	Torrado	1,559	1,559	40	1,427	0	0	0	1,467	0	94.1%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Phase 2 General	Construction														
Terminals D,E,F Restroom Rnovations Phase 2 General	PBA Construction, Inc.	746	746	244	0	0	0	0	244	0	32.7%	1	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Hamada Inc.	258	258	124	0	0	0	0	124	0	48.2%	1	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Pioneer Contracting, Inc.	79	79	0	13	0	0	0	13	0	16.5%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Thomas Company	173	173	4	0	0	0	0	4	0	2.3%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Airport Construction Services LLC	9,945	9,945	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Buttonwood Company Inc.	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Creative Surfaces, Inc.	128	128	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	D.J. Keating Company	245	245	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	E.J. Electric, Inc.	4,309	4,309	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Roman Mosaic & Tile Company	3,763	3,763	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Set-Rite Co	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	TRACORP	144	144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Trenchless Sewer Lining @ 10th St	Petrongolo Contractors Inc.	156	156	0	36	0	0	0	36	0	23.1%	0	0.0%	0	0
West Philadelphia Library	Jack Pears & Associates, LLC	308	308	300	0	0	0	0	300	0	97.4%	1	0.0%	0	0
West Philadelphia Library	Surety Mechanical Services, Inc.	909	909	58	0	0	0	0	58	0	6.4%	0	0.0%	0	0
West Philadelphia Library	J.Mann-R. Finley, Inc.	152	152	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
West Philadelphia Library	Mulhern Electric Co., Inc.	522	56	0	0	0	0	0	0	0	0.0%	0	0.0%	0	466
Willow Grove Ave, Bridge	Loftus Construction, Inc.	6,804	6,804	1,003	0	0	0	0	1,003	0	14.7%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Willow Grove Ave, Bridge	Carusone Construction Inc.	363	363	8	73	0	0	0	81	0	22.2%	0	0.0%	0	0
Willow Grove Ave, Bridge	L&R Construction Co., Inc.	452	452	56	0	8	0	0	64	0	14.2%	0	0.0%	0	0
Willow Grove Ave, Bridge	All Seasons Landscaping Co, Inc.	40	40	16	16	0	0	0	32	0	80.0%	1	0.0%	0	0
Willow Grove Ave, Bridge	Roma Concrete	192	184	24	0	0	0	8	24	0	13.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	General Asphalt Paving Co. of Phila	302	302	0	16	0	0	0	16	0	5.3%	0	0.0%	0	0
Willow Grove Ave, Bridge	Jupiter PCC Inc.	290	290	0	16	0	0	0	16	0	5.5%	0	0.0%	0	0
Willow Grove Ave, Bridge	Carl M. Weber Steel Services, Inc.	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
Willow Grove Ave, Bridge	Zone Striping Inc.	47	47	0	7	0	0	0	7	0	14.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	ABC Construction Co., Inc.	276	276	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Charlestown Paving & Exc, Inc.	82	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	82
Willow Grove Ave, Bridge	Established Traffic Control	9	9	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	L.W. Clearing Company	1	1	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Nucero Electrical Construction Co., Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Solid Wall LLC	212	212	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Wister Playground	Brightline Construction	1,702	1,702	227	24	0	0	0	251	0	14.7%	0	0.0%	0	0
Wister Playground	All Seasons Landscaping Co, Inc.	126	126	64	0	0	0	0	64	0	50.7%	1	0.0%	0	0
Wister Playground	Hyde Electric Corporation	928	928	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Table A.11 Count and Distribution of Hours by Laborer Hours

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
2014 Citywide ADA Ramps Upgrade	Aviman Management, LLC	144	144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Cocco Contracting Corp.	489	489	360	0	0	0	0	360	0	73.7%	1	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Gessler Construction Co. Inc.	487	487	97	88	0	0	0	185	0	38.0%	1	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Protection Services, Inc.	334	334	0	40	0	0	0	40	0	12.1%	0	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Seravalli, Inc.	12,132	12,132	926	5,377	0	0	0	6,303	0	52.0%	1	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Zone Striping Inc.	537	537	0	138	0	0	0	138	0	25.7%	0	0.0%	0	0
2015 Milling 4th,5th,6th Highway Dist	Tony DePaul & Son	2,871	2,726	170	716	0	0	0	886	138	32.5%	1	5.0%	0	145
2015 Milling 4th,5th,6th Highway Dist	Traffic & Safety Signs, Inc.	12	12	0	6	0	0	0	6	0	50.0%	1	0.0%	0	0
2016 Stadium Area & Anti- Skid Paving & ADA Curb Ramps Upgrade (pal)	James J. Anderson Construction Co, Inc.	2,173	1,450	396	927	0	0	66	1,323	0	91.2%	1	0.0%	0	658
2016 Stadium Area & Anti- Skid Paving & ADA Curb Ramps Upgrade (pal)	Zone Striping Inc.	631	631	0	317	0	0	0	317	0	50.3%	1	0.0%	0	0
3807/Tyson Ave	Seravalli, Inc.	255	255	0	173	0	0	0	173	0	67.8%	1	0.0%	0	0
41st Street Bridge	Alliance Environemntal Systems	32	32	0	24	8	0	0	32	0	100.0%	1	0.0%	0	0
41st Street Bridge	Atlantic Concrete Cutting, Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Carusone Construction Inc.	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
41st Street Bridge	DeSilvio & Co., Inc.	12	12	0	12	0	0	0	12	0	100.0%	1	0.0%	0	0
41st Street Bridge	L.W. Clearing Company	28	28	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Loftus Construction, Inc.	4,438	4,438	2,278	0	0	0	0	2,278	774	51.3%	1	17.4%	1	0
41st Street Bridge	Precision Drilling,	216	216	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Inc.														
41st Street Bridge	Protection Services, Inc.	19	19	19	0	0	0	0	19	0	100.0%	1	0.0%	0	0
41st Street Bridge	Ram-T Corporations	7	7	0	7	0	0	0	7	0	100.0%	1	0.0%	0	0
41st Street Bridge	Weber Steel Service & Associates, LLC	78	78	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4605 Market St	D.A. Nolt Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4640 Market St	Masonary Preservation Group, Inc.	1,073	1,073	1,073	0	0	0	0	1,073	0	100.0%	1	0.0%	0	0
4660 Market St	Tierra Construction Services, LLC	174	174	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4670 Market St	Donato Spaventa & Sons, Inc.	66	66	66	0	0	0	0	66	0	100.0%	1	0.0%	0	0
A.C. Schultes, Inc.	C. Abbonizio Contractors	1,982	1,982	330	435	0	0	0	765	0	38.6%	1	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Criniti Construction	61	61	61	0	0	0	0	61	0	100.0%	1	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Miniscalco Construction, LLC	1,575	1,575	162	0	0	0	0	162	0	10.3%	0	0.0%	0	0
Annual Service Contract	Carusone Construction Inc.	560	560	0	325	0	0	0	325	0	58.0%	1	0.0%	0	0
Annual Service Contract	Mena Construction, Inc.	88	88	0	88	0	0	0	88	0	100.0%	1	0.0%	0	0
Barry Playground Mechanical	Allstates Mechanical, LTD	101	101	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	C.W.Cook Geothermal	293	293	112	0	0	0	0	112	96	38.3%	1	32.6%	1	0
Barry Playground Mechanical	Pannulla Construction Co., Inc.	3,047	2,255	0	778	0	208	0	986	0	43.7%	1	0.0%	0	792
Barry Playground Mechanical	Sable Construction	336	336	128	0	0	0	0	128	0	38.1%	1	0.0%	0	0
Baxter Trail	Buckley & Company, Inc.	2,091	2,091	953	0	0	0	0	953	45	45.6%	1	2.1%	0	0
Baxter Trail	Bustleton Services, Inc.	1,546	1,546	38	862	0	0	0	900	0	58.2%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Baxter Trail	Cocco Contracting Corp.	27	27	17	0	0	0	0	17	0	61.1%	1	0.0%	0	0
Baxter Trail	Meco Construction, Inc.	378	362	0	0	0	0	0	0	0	0.0%	0	0.0%	0	16
Baxter Trail	Traffic & Safety Signs, Inc.	12	12	0	4	0	0	0	4	0	33.3%	1	0.0%	0	0
Baxter Trail	Zone Striping Inc.	10	10	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Raw Water Basin	Atlantic Lining Co. Inc.	1,889	1,889	0	6	1,687	0	0	1,693	0	89.6%	1	0.0%	0	0
Belmont Raw Water Basin	JPC Group Inc.	7,393	7,393	3,144	1,167	0	0	0	4,310	923	58.3%	1	12.5%	1	0
Belmont Stables	Pannulla Construction Co., Inc.	104	72	0	0	0	40	0	40	0	55.6%	1	0.0%	0	32
Ben Franklin Parkway Streetscape	Tony DePaul & Son	1,523	1,523	555	25	0	0	0	580	0	38.1%	1	0.0%	0	0
Benson Park	Brightline Construction	352	352	82	4	0	0	0	86	0	24.3%	0	0.0%	0	0
Benson Park	General Masonry & Restoration, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Center City NE Quadrant	Aviman Management, LLC	367	367	8	0	0	0	0	8	0	2.2%	0	0.0%	0	0
Center City NE Quadrant	Carr & Duff, Inc.	736	207	0	207	0	0	0	207	0	100.0%	1	0.0%	0	530
Center City NE Quadrant	Concrete Cutting Systems	32	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	16
Center City NE Quadrant	Guidemark Inc.	311	311	0	6	0	0	0	6	0	1.9%	0	0.0%	0	0
Center City NE Quadrant	Protection Services, Inc.	400	400	14	23	0	0	0	37	0	9.1%	0	0.0%	0	0
Center City NE Quadrant	Seravalli, Inc.	8,855	8,831	865	4,275	0	0	0	5,140	16	58.2%	1	0.2%	0	24
City Hall - Rm. 120	Milestone Construction Management, Inc.	22	22	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Electrical Requirements	Pannulla Construction Co., Inc.	8	8	0	8	0	0	0	8	0	100.0%	1	0.0%	0	0
Citywide Requirement Site Improvements	Nickles Contracting, Inc.	98	98	98	0	0	0	0	98	0	100.0%	1	0.0%	0	0
Concrete Repairs @ Queen Lane	C & T Associates Inc.	1,362	1,362	0	386	0	0	0	386	0	28.3%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Deicing Apron Pkg. 1	Delta/BJDS	50	50	0	32	0	0	0	32	0	64.0%	1	0.0%	0	0
Demolition of 8425 and 8400 Executive Avenue	Northstar Contracting Group, Inc.	6,301	6,301	1,181	1,348	424	0	0	2,953	184	46.9%	1	2.9%	0	0
Demolition of the Damaaged Garage @ 49th St Sewer Maintenance	A.P. Construction, Inc.	8	8	8	0	0	0	0	8	0	100.0%	1	0.0%	0	0
East Park Canoe House (Electrical)	Central Salvage Co., Inc.	16	16	16	0	0	0	0	16	0	100.0%	1	0.0%	0	0
East Park Canoe House (Electrical)	Murphy Quigley Company, Inc.	179	179	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	AmeriDrill, Inc.	5	5	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	B. Pietrini & Sons	208	208	55	28	0	0	0	83	0	39.9%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Bustleton Services, Inc.	308	308	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	D.J. Keating Company	344	344	317	0	0	0	0	317	0	92.3%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	JPC Group Inc.	1,221	1,221	190	21	0	0	0	211	0	17.3%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Marona Construction Company	1,919	1,919	606	0	0	0	0	606	0	31.6%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Natgun Corporation Subsidiary of DN Tanks	750	750	149	125	0	0	0	273	76	36.4%	1	10.1%	1	0
East Park Reservoir @ 33rd & Diamond	Northeast Fence & Iron Works, Inc.	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
East Schuykill River Wall	General Masonry & Restoration, Inc.	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Schuykill River Wall	Loftus Construction, Inc.	98	98	7	0	0	0	0	7	22	6.7%	0	22.6%	1	0
Electrical Substation Upgrade at Northeast Airport	J.Mann-R. Finley, Inc.	40	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	40
Electrical System Upgrades @ Torresdale Raw WPS	McCarthy Masonry	12	12	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical System Upgrades @ Torresdale Raw WPS	Minahan Construction, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency Access to South Filter Bldg Basement @	Chesco Coring & Cutting, Inc.	19	19	9	0	0	0	0	9	0	48.6%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Belmont WTP															
Emergency Access to South Filter Bldg Basement @ Belmont WTP	Smith Construction Inc.	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	A.P. Construction, Inc.	10,082	10,082	1,005	16	0	0	0	1,021	0	10.1%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	AmeriDrill, Inc.	1,821	1,821	0	0	0	0	0	0	23	0.0%	0	1.2%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Athena Contracting Inc.	694	694	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Cocco Contracting Corp.	876	876	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Cruz Contractors LLC	2,404	2,404	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	DeSilvio & Co., Inc.	45	45	0	45	0	0	0	45	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	L Cruz Development, LLC	536	536	0	536	0	0	0	536	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Ram-T Corporations	201	201	0	201	0	0	0	201	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Ram-T West Corporation	453	453	0	453	0	0	0	453	0	100.0%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Field Lighting and CCTV Installation at Fox Chase Recreation Center	Gressler Construction Co., Inc.	140	140	24	21	0	0	0	45	0	32.1%	1	0.0%	0	0
Filter to Waste Automation @ Belmont WTP	Delta/BJDS	254	254	0	223	0	0	0	223	0	87.8%	1	0.0%	0	0
Fire Alarm and Egress Lighting at Firehouses	Hyde Electric Corporation	144	144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Frankford & Haverford Libraries	Allstates Mechanical, LTD	2	2	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	A.P. Construction, Inc.	394	394	250	88	0	0	0	338	0	85.8%	1	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Athena Contracting Inc.	508	508	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Sable Construction	200	200	104	0	0	0	0	104	0	52.0%	1	0.0%	0	0
Green Infrastructure @ 29th St	Donato Spaventa & Sons, Inc.	964	964	964	0	0	0	0	964	0	100.0%	1	0.0%	0	0
Green Infrastructure @ 29th St	Roberson Construction, INC.	18	18	18	0	0	0	0	18	0	100.0%	1	0.0%	0	0
Green Infrastructure @ Clearview Community Park	Seravalli, Inc.	409	409	16	175	0	0	0	191	0	46.6%	1	0.0%	0	0
Green Infrastructure @ Frankford Ave	Seravalli, Inc.	6,052	6,035	326	2,180	0	0	0	2,506	0	41.5%	1	0.0%	0	17
Green Infrastructure @ Medary St	Philip Pio Construction, Inc.	1,136	1,136	8	465	0	0	0	473	0	41.6%	1	0.0%	0	0
Green Infrastructure @ Ontario St	Petrongolo Contractors Inc.	1,400	1,400	995	405	0	0	0	1,400	0	100.0%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Carr & Duff, Inc.	56	28	0	28	0	0	0	28	0	100.0%	1	0.0%	0	28
Green Infrastructure @ Seybert St	Donato Spaventa & Sons, Inc.	1,624	1,624	927	0	0	0	0	927	0	57.1%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Nova Crete, Inc.	72	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	72
Green Infrastructure @ Seybert St	Roberson Construction, INC.	16	16	16	0	0	0	0	16	0	100.0%	1	0.0%	0	0
Green Infrastructure @ W. Colonial St	Petrongolo Contractors Inc.	1,229	1,229	0	829	0	0	0	829	0	67.4%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Horticultural Center	Murphy Quigley Company, Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Clearwater Concrete & Masonry, Inc.	9	0	0	0	0	0	9	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Criniti Construction	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Inn Yard Park	Petrongolo Contractors Inc.	40	40	0	40	0	0	0	40	0	100.0%	1	0.0%	0	0
Install Runway 9R Replacement Localizer	Ground Penetration & Restoration, Inc.	376	376	0	24	0	0	0	24	0	6.4%	0	0.0%	0	0
Kensington & Tacony Trail	JPC Group Inc.	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Kensington & Tacony Trail	Tristate Erosion Control, Inc.	10	5	0	5	0	0	5	5	0	100.0%	1	0.0%	0	0
Krewstown Equestrian Center Renovations @GCON	Pannulla Construction Co., Inc.	168	96	0	40	0	32	0	72	0	75.0%	1	0.0%	0	72
Milling and Prep in 1-2-3 Hwy Districts	James J. Anderson Construction Co, Inc.	9,911	5,223	1,190	3,805	0	0	367	4,995	0	95.6%	1	0.0%	0	4,321
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Central Salvage Co., Inc.	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Municipal Service Building Roof Replacement	Ramos & Associates Inc.	72	72	32	0	0	0	0	32	0	44.4%	1	0.0%	0	0
New Center for Law Enforcement	Winzinger, Inc.	1,034	1,034	456	16	0	0	0	472	0	45.6%	1	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	A.P. Construction, Inc.	409	409	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	Athena Contracting Inc.	545	545	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	New Ferric Chloride Store Tank @ Baxter WTP	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	Stone Hill Contracting Co. Inc.	232	232	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Electrical)	Ground Penetration & Restoration, Inc.	530	530	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP	ABC Construction Co., Inc.	594	594	0	11	0	0	0	11	306	1.8%	0	51.6%	1	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
(General)															
New Gravity Thickner Facilities @ NEWPCP (General)	Thomas P. Carney, Inc.	8,580	8,580	3,646	0	0	0	0	3,646	0	42.5%	1	0.0%	0	0
New Secondary Conduit @ NEWPCP	Carusone Construction Inc.	1,854	1,854	564	1,250	0	0	0	1,814	0	97.8%	1	0.0%	0	0
New Secondary Conduit @ NEWPCP	Mena Construction, Inc.	3,262	3,262	0	3,262	0	0	0	3,262	0	100.0%	1	0.0%	0	0
North Delaware Avenue Expansion	All Seasons Landscaping Co, Inc.	828	828	612	80	0	0	0	692	0	83.6%	1	0.0%	0	0
North Delaware Avenue Expansion	Buckley & Company, Inc.	3,135	2,370	130	0	0	0	765	130	0	5.5%	0	0.0%	0	0
North Delaware Avenue Expansion	Northeast Fence & Iron Works, Inc.	641	641	0	89	0	0	0	89	0	13.9%	0	0.0%	0	0
North Delaware Avenue Expansion	Roma Concrete	426	426	72	0	0	0	0	72	0	16.9%	0	0.0%	0	0
Northern Liberties Phase II & IV	A.P. Construction, Inc.	9,675	9,675	2,140	4,309	0	0	0	6,449	0	66.7%	1	0.0%	0	0
Northern Liberties Phase II & IV	Apex Services, Inc.	265	265	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	Cocco Contracting Corp.	664	664	243	0	0	0	0	243	0	36.5%	1	0.0%	0	0
Northern Liberties Phase II & IV	Extech Coring & Sawing	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	U.S. Construction Group	64	64	16	32	0	0	0	48	0	75.0%	1	0.0%	0	0
On-Call All Clients City-Wide	General Asphalt Paving Co. of Phila	33	33	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call All Clients City-Wide G-Con	Brightline Construction	175	175	0	68	0	0	0	68	0	38.6%	1	0.0%	0	0
On-Call City Wide Parks & Recreation Facilities	General Asphalt Paving Co. of Phila	22	22	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	Brightline Construction	1,025	1,001	313	365	0	0	0	678	24	67.7%	1	2.4%	0	24
On-Call Fire, Police, Prisons, Public Properties City Wide	General Masonry & Restoration, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	ISC, Inc.	23	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	23

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Panati Playground	Rockport Construction Co., Inc.	5	5	0	5	0	0	0	5	0	100.0%	1	0.0%	0	0
Passenger Loading Bridges Replacement (General)	CNS Construction Corp	80	80	64	0	0	0	0	64	0	80.0%	1	0.0%	0	0
Passenger Loading Bridges Replacement (General)	Zone Striping Inc.	68	68	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Pennsylvania Ave (SR2006)	Tony DePaul & Son	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Phila. School Cross/Zone Safety-Phase 6	Miller Bros. Div of Wamploe-Miller, Inc.	319	319	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Philadelphia Traffic Operations Center(Electrical)	Seravalli, Inc.	58	58	0	41	0	0	0	41	0	70.7%	1	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Five Star, Inc.	26	26	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	J.G. Nascon, Inc.	377	377	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Jack Pears & Associates, LLC	569	569	516	16	0	0	0	532	0	93.5%	1	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Stone Hill Contracting Co. Inc.	429	300	116	0	0	0	0	116	0	38.7%	1	0.0%	0	129
Police Training Access Drive	Bencardino Excavating, Inc.	462	462	0	74	0	0	0	74	0	16.0%	0	0.0%	0	0
Police Training Access Drive	Carr & Duff, Inc.	71	6	0	6	0	0	0	6	0	100.0%	1	0.0%	0	65
Police Training Access Drive	Roma Concrete	27	19	0	0	0	0	8	0	0	0.0%	0	0.0%	0	0
Police Training Access Drive	Traffic & Safety Signs, Inc.	73	73	1	51	0	0	0	53	3	71.9%	1	4.1%	0	0
Police Training Access Drive	Wurz Sign System LLC	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Blasz Construction LLC	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Cocco Contracting Corp.	40	40	32	0	0	0	0	32	0	80.0%	1	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	DELTA LINE CONSTRUCTION CO	8,546	8,259	3,235	0	0	0	0	3,235	0	39.2%	1	0.0%	0	288
Realign Taxiway H/ Establish Taxiway EE	Mattiola Services, LLC	104	104	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Tony DePaul & Son	15,285	14,635	4,727	1,674	0	51	0	6,452	32	44.1%	1	0.2%	0	651

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Realign Taxiway H/ Establish Taxiway EE	Zone Striping Inc.	498	498	67	44	0	0	0	111	0	22.2%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ 10th St	Nello Construction	2,584	2,584	0	2,236	0	0	0	2,236	0	86.5%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ 31st	Carusone Construction Inc.	4,247	4,247	126	1,055	0	0	0	1,181	0	27.8%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ 31st	Mena Construction, Inc.	830	830	0	830	0	0	0	830	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Gessler Construction Co. Inc.	14	14	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Nello Construction	268	268	0	256	0	0	0	256	0	95.5%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Philip Pio Construction, Inc.	832	832	104	248	0	0	0	352	0	42.3%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Aviman Management, LLC	82	82	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Gessler Construction Co. Inc.	48	48	12	12	0	0	0	24	0	50.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Nello Construction	620	620	0	372	0	0	0	372	0	60.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Amber St	Carusone Construction Inc.	4,714	4,714	2,539	560	0	0	0	3,098	0	65.7%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Amber St	Mena Construction, Inc.	762	762	690	72	0	0	0	762	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Aviman Management, LLC	146	146	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Gessler Construction Co. Inc.	47	47	8	5	0	0	0	13	0	27.7%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Nello Construction	4,520	4,520	0	4,088	0	0	0	4,088	0	90.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Ramos & Associates Inc.	35	35	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Benezet	Miniscalco Construction, LLC	5,742	5,742	354	0	0	0	0	354	0	6.2%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Berks St	Petrongolo Contractors Inc.	5,043	5,043	64	4,504	0	78	0	4,646	0	92.1%	1	0.0%	0	0
Reconstruction of Sewers &	Gessler	124	124	8	8	0	0	0	16	0	12.9%	0	0.0%	0	0

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Relays @ Carlisle	Construction Co.														
Reconstruction of Sewers & Relays @ Carlisle	Philip Pio Construction, Inc.	5,698	5,698	184	1,719	0	0	0	1,903	0	33.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Ramos & Associates Inc.	921	921	503	0	0	0	0	503	0	54.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Clearview	JPC Group Inc.	5,359	5,359	1,072	2,516	0	0	0	3,588	0	67.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Clearview	SJA Construction, Inc.	202	202	16	107	0	0	0	123	0	60.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Clearview	Vera-CCS, LLC	286	286	0	280	0	0	0	280	0	97.9%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Conestoga	Petrongolo Contractors Inc.	4,524	4,524	154	2,980	0	286	0	3,419	0	75.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Corlies St	Carusone Construction Inc.	565	565	40	525	0	0	0	565	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Corlies St	Mena Construction, Inc.	64	64	0	64	0	0	0	64	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Dauphin St	Petrongolo Contractors Inc.	3,575	3,575	2,046	1,529	0	0	0	3,575	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Franklin St	Nello Construction	1,825	1,825	0	1,431	0	0	0	1,431	0	78.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Haverford Ave	Aviman Management, LLC	121	121	17	0	0	0	0	17	0	14.1%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Haverford Ave	Petrongolo Contractors Inc.	286	286	0	150	0	0	0	150	0	52.4%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Aviman Management, LLC	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Petrongolo Contractors Inc.	6,229	6,229	1,732	2,959	0	0	0	4,691	0	75.3%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Vera-CCS, LLC	4,005	4,005	932	2,860	0	0	0	3,792	0	94.7%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Napfle Ave	Gessler Construction Co. Inc.	53	53	0	15	0	0	0	15	0	28.3%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Napfle Ave	Petrongolo Contractors Inc.	4,342	4,342	2,855	1,447	0	0	0	4,302	0	99.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Norris St	Carusone Construction Inc.	4,838	4,838	3,047	158	0	0	0	3,205	0	66.2%	1	0.0%	0	0
Reconstruction of Sewers &	Mena Construction,	896	896	883	13	0	0	0	896	0	100.0%	1	0.0%	0	0

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Relays @ Norris St	Inc.														
Reconstruction of Sewers & Relays @ Pacific St	Carusone Construction Inc.	4,532	4,532	64	1,020	0	0	0	1,084	0	23.9%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Pacific St	Mena Construction, Inc.	317	317	0	317	0	0	0	317	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Race St	JPC Group Inc.	743	743	25	534	0	0	0	558	0	75.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Race St	Vera-CCS, LLC	335	335	93	242	0	0	0	335	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Carusone Construction Inc.	1,053	1,053	137	385	0	0	0	522	0	49.5%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Mena Construction, Inc.	125	125	43	82	0	0	0	125	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Philip Pio Construction, Inc.	552	552	64	200	0	0	0	264	0	47.8%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Aviman Management, LLC	89	89	16	0	0	0	0	16	0	18.1%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Gessler Construction Co. Inc.	66	66	12	12	0	0	0	23	0	35.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Nello Construction	988	988	0	922	0	0	0	922	0	93.3%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Seltzer St	Carusone Construction Inc.	6,689	6,689	276	2,452	0	0	0	2,728	0	40.8%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Seltzer St	Mena Construction, Inc.	206	206	0	206	0	0	0	206	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	Gessler Construction Co. Inc.	27	27	3	10	0	0	0	13	0	48.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	Philip Pio Construction, Inc.	1,203	1,203	104	307	0	0	0	411	0	34.1%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ 56th	Carusone Construction Inc.	3,966	3,966	320	560	0	0	0	880	0	22.2%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ 56th	Mena Construction, Inc.	43	43	0	43	0	0	0	43	0	100.0%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Ellsworth St	Nello Construction	582	582	0	327	0	0	0	327	0	56.2%	1	0.0%	0	0

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Relay of Water Mains & Construction of Green Infrastructure @ Hope St	Carusone Construction Inc.	3,007	3,007	324	622	0	0	0	946	0	31.4%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Hope St	Mena Construction, Inc.	284	284	0	284	0	0	0	284	0	100.0%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Melon St	Carusone Construction Inc.	214	214	32	182	0	0	0	214	0	100.0%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Melon St	Mena Construction, Inc.	85	85	0	85	0	0	0	85	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ 54th St	Gessler Construction Co. Inc.	9	9	0	3	0	0	0	3	0	33.3%	1	0.0%	0	0
Relay of Water Mains @ 54th St	Philip Pio Construction, Inc.	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Boston St	Carusone Construction Inc.	95	95	31	32	0	0	0	63	0	66.1%	1	0.0%	0	0
Relay of Water Mains @ Calvert St	Petrongolo Contractors Inc.	80	80	40	40	0	0	0	80	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Collins	Aviman Management, LLC	67	67	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Collins	Nello Construction	424	424	0	220	0	0	0	220	0	51.9%	1	0.0%	0	0
Relay of Water Mains @ Conlyn St	Carusone Construction Inc.	1,811	1,811	16	8	0	0	0	24	0	1.3%	0	0.0%	0	0
Relay of Water Mains @ Conrad	Nello Construction	1,376	1,376	0	764	0	0	0	764	0	55.5%	1	0.0%	0	0
Relay of Water Mains @ Coral St	Aviman Management, LLC	157	157	24	0	0	0	0	24	0	15.3%	0	0.0%	0	0
Relay of Water Mains @ Coral St	Gessler Construction Co. Inc.	77	77	16	12	0	0	0	28	0	36.4%	1	0.0%	0	0
Relay of Water Mains @ Coral St	Nello Construction	3,829	3,829	0	3,188	0	0	0	3,188	0	83.3%	1	0.0%	0	0
Relay of Water Mains @ Coral St	Ramos & Associates Inc.	45	45	34	0	0	0	0	34	0	74.4%	1	0.0%	0	0
Relay of Water Mains @ Duval St	Carusone Construction Inc.	507	507	0	401	0	0	0	401	0	79.1%	1	0.0%	0	0

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Relay of Water Mains @ Duval St	Mena Construction, Inc.	1,028	1,028	0	1,028	0	0	0	1,028	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Fanshawe ST	Philip Pio Construction, Inc.	811	811	122	261	0	0	0	382	0	47.1%	1	0.0%	0	0
Relay of Water Mains @ Ford Rd	Seravalli, Inc.	5,695	5,640	297	1,994	0	0	0	2,291	0	40.6%	1	0.0%	0	55
Relay of Water Mains @ Lakeside Ave	Brightline Construction	1,592	1,592	3	98	0	0	0	101	0	6.3%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	A.P. Construction, Inc.	2,771	2,771	99	2,412	0	0	0	2,511	0	90.6%	1	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Athena Contracting Inc.	797	797	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Aviman Management, LLC	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Gessler Construction Co. Inc.	73	73	0	13	0	0	0	13	0	17.8%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Sable Construction	628	628	628	0	0	0	0	628	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Vera-CCS, LLC	824	824	154	670	0	0	0	824	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Penrose Ave	Gessler Construction Co. Inc.	64	64	0	20	0	0	0	20	0	31.3%	0	0.0%	0	0
Relay of Water Mains @ Penrose Ave	Petrongolo Contractors Inc.	208	208	104	104	0	0	0	208	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Pierce St	Petrongolo Contractors Inc.	3,361	3,361	40	2,149	0	0	0	2,189	0	65.1%	1	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Aviman Management, LLC	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Gessler Construction Co. Inc.	8	8	0	2	0	0	0	2	0	25.0%	0	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Petrongolo Contractors Inc.	1,356	1,356	0	614	0	478	0	1,092	0	80.6%	1	0.0%	0	0
Relay of Water Mains @ Stenton Ave	A.P. Construction, Inc.	1,739	1,739	294	713	0	0	0	1,007	0	57.9%	1	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Cocco Contracting Corp.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @	Gessler	142	142	8	40	0	0	0	48	0	33.8%	1	0.0%	0	0

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Stenton Ave	Construction Co.														
Relay of Water Mains @ Stenton Ave	Sable Construction	254	254	254	0	0	0	0	254	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Vera-CCS, LLC	1,197	1,197	11	1,067	0	0	0	1,077	0	90.0%	1	0.0%	0	0
Relay of Water Mains @ West Hunting Park	JPC Group Inc.	1,408	1,408	0	308	0	0	0	308	0	21.9%	0	0.0%	0	0
Replacement of Filter Under Drains & Media @ Belmont WTP	Ross-Araco Co	264	264	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Under Drains & Media @ Belmont WTP	Venture Two Contracting, Inc.	226	226	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	A.P. Construction, Inc.	1,952	1,952	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	Ross-Araco Co	5,230	5,230	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	Sable Construction	180	180	172	0	0	0	0	172	0	95.6%	1	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	Venture Two Contracting, Inc.	853	853	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Screw Pumps @ SWWPCP	Quad Construction Company	1,802	1,802	391	0	0	0	0	391	0	21.7%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Clearwater Concrete & Masonry, Inc.	13	0	0	0	0	0	13	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Concrete Injection Specialist, Inc.	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Five Star, Inc.	205	205	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Requirements Contract	Associated Specialty Contracting Inc.	174	174	0	46	96	0	0	142	0	81.6%	1	0.0%	0	0
Security Camera Group 13	Hyde Electric Corporation	38	38	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Southwest Plant Chanel Aeration System	Spectraserv Inc.	352	352	12	299	0	0	0	311	0	88.4%	1	0.0%	0	0
Stokely Playground	Gessler	148	148	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

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	Construction Co.														
Storm Drain Outfall @ NEWPCP	Carusone Construction Inc.	130	130	0	130	0	0	0	130	0	100.0%	1	0.0%	0	0
Storm Drain Outfall @ NEWPCP	Mena Construction, Inc.	39	39	0	39	0	0	0	39	0	100.0%	1	0.0%	0	0
Structural Work at Engine 3,69,71,101	Murphy Quigley Company, Inc.	107	107	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,81	Hyde Electric Corporation	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Susquehanna Ave	Petrongolo Contractors Inc.	678	678	0	385	0	0	0	385	0	56.8%	1	0.0%	0	0
Terminal A-East Roof Replacement	C & H Mechanical Inc.	797	797	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	D.A. Nolt Inc.	925	925	16	8	0	0	0	24	0	2.6%	0	0.0%	0	0
Terminal A-East Roof Replacement	Gaudelli Bros. Inc.	9	9	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	HF3 Inc.	246	246	148	98	0	0	0	246	0	100.0%	1	0.0%	0	0
Terminal Complex Storm Water Improvements - General	A.P. Construction, Inc.	272	272	0	21	0	0	0	21	0	7.6%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	American Sitework	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Clearwater Concrete & Masonry, Inc.	8	0	0	0	0	0	8	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Five Star, Inc.	476	476	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	D.J. Keating Company	197	197	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Torrado Construction	1,092	1,092	40	996	0	0	0	1,036	0	94.9%	1	0.0%	0	0
Trenchless Sewer Lining @ 10th St	Petrongolo Contractors Inc.	116	116	0	36	0	0	0	36	0	31.0%	0	0.0%	0	0
West Philadelphia Library	Jack Pears & Associates, LLC	308	308	300	0	0	0	0	300	0	97.4%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Willow Grove Ave, Bridge	All Seasons Landscaping Co, Inc.	40	40	16	16	0	0	0	32	0	80.0%	1	0.0%	0	0
Willow Grove Ave, Bridge	Carusone Construction Inc.	188	188	8	73	0	0	0	81	0	42.9%	1	0.0%	0	0
Willow Grove Ave, Bridge	Charlestown Paving & Exc, Inc.	56	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	56
Willow Grove Ave, Bridge	Established Traffic Control	9	9	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	General Asphalt Paving Co. of Phila	210	210	0	16	0	0	0	16	0	7.6%	0	0.0%	0	0
Willow Grove Ave, Bridge	Loftus Construction, Inc.	1,112	1,112	1,003	0	0	0	0	1,003	0	90.2%	1	0.0%	0	0
Willow Grove Ave, Bridge	Roma Concrete	54	54	8	0	0	0	0	8	0	14.8%	0	0.0%	0	0
Willow Grove Ave, Bridge	Solid Wall LLC	106	106	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Zone Striping Inc.	47	47	0	7	0	0	0	7	0	14.0%	0	0.0%	0	0
Wister Playground	Brightline Construction	784	784	76	24	0	0	0	100	0	12.8%	0	0.0%	0	0
Wister Playground	Hyde Electric Corporation	428	428	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Table A.12 Count and Distribution of Hours by Skilled Hours

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
2014 Citywide ADA Ramps Upgrade	Aviman Management, LLC	312	288	0	0	0	0	0	0	0	0.0%	0	0.0%	0	24
2014 Citywide ADA Ramps Upgrade	Cocco Contracting Corp.	3,102	3,102	438	101	0	0	0	538	14	17.3%	0	0.4%	0	0
2014 Citywide ADA Ramps Upgrade	Gessler Construction Co. Inc.	158	158	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
2014 Citywide ADA Ramps Upgrade	Seravalli, Inc.	8,550	8,550	903	392	0	0	0	1,294	0	15.1%	0	0.0%	0	0
2015 Milling 4th,5th,6th Highway Dist	Tony DePaul & Son	1,455	1,455	0	460	0	0	0	460	0	31.6%	0	0.0%	0	0
2015 Milling 4th,5th,6th Highway Dist	Traffic & Safety Signs, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
2016 Citywide Tack Coat	James J. Anderson Construction Co, Inc.	93	0	0	0	0	0	0	0	0	0.0%		0.0%		93
2016 Citywide Tack Coat	SJA Construction, Inc.	92	92	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
2016 Stadium Area & Anti-Skid Paving & ADA Curb Ramps Upgrade (pal)	James J. Anderson Construction Co, Inc.	662	117	0	0	0	0	0	0	0	0.0%	0	0.0%	0	545
3807/Tyson Ave	Carr & Duff, Inc.	62	0	0	0	0	0	0	0	0	0.0%	0	0.0%		62
3807/Tyson Ave	Seravalli, Inc.	318	318	90	80	0	0	0	170	0	53.3%	1	0.0%	0	0
41st Street Bridge	ABC Construction Co., Inc.	901	901	8	0	0	0	0	8	0	0.9%	0	0.0%	0	0
41st Street Bridge	BillyBoy Contracting LLC	140	140	140	0	0	0	0	140	0	100.0%	1	0.0%	0	0
41st Street Bridge	Bridg-It Fabrications, Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Carr & Duff, Inc.	56	0	0	0	0	0	0	0	0	0.0%		0.0%		56
41st Street Bridge	DeSilvio & Co., Inc.	20	20	0	0	0	0	0	0	8	0.0%	0	40.0%	1	0
41st Street Bridge	L.W. Clearing Company	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
41st Street Bridge	LB Construction Enterprises, Inc.	1,072	1,072	267	253	0	0	0	519	0	48.4%	1	0.0%	0	0
41st Street Bridge	Loftus Construction, Inc.	13,374	13,374	601	0	0	0	0	601	1,056	4.5%	0	7.9%	1	0
41st Street Bridge	Precision Drilling, Inc.	479	479	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
41st Street Bridge	Weber Steel Service & Associates, LLC	196	196	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4610 Market St	D.A. Nolt Inc.	4,678	4,678	243	817	235	0	0	1,295	0	27.7%	0	0.0%	0	0
4615 Market St	Delaware Valley Crane Rental, Inc.	394	394	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4620 Market St	Eagle I Electric, Inc.	76	76	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
4625 Market St	Graboyes Commercial Window Co.	1,059	1,059	217	0	0	0	0	217	217	20.5%	0	20.5%	1	0
4630 Market St	Graboyes Commercial Window Co.	927	927	328	225	0	0	0	553	0	59.7%	1	0.0%	0	0
4635 Market St	Masonary Preservation Group, Inc.	1,537	1,537	467	0	0	0	0	467	0	30.4%	0	0.0%	0	0
4645 Market St	Masonary Preservation Group, Inc.	3,798	3,798	589	0	0	0	0	589	0	15.5%	0	0.0%	0	0
4650 Market St	Masonary Preservation Group, Inc.	444	444	30	0	0	0	0	30	0	6.8%	0	0.0%	0	0
4655 Market St	Tierra Construction Services, LLC	159	159	159	0	0	0	0	159	0	100.0%	1	0.0%	0	0
4665 Market St	Donato Spaventa & Sons, Inc.	66	66	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
A.C. Schultes, Inc.	A.C. Schultes, Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
A.C. Schultes, Inc.	Abbonizio Transfer	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
A.C. Schultes, Inc.	C. Abbonizio Contractors	1,023	1,023	0	0	0	0	0	0	297	0.0%	0	29.0%	1	0
A.C. Schultes, Inc.	QW Trucking LLC	640	19	19	0	0	0	0	19	19	100.0%	1	100.0%	1	621
A.C. Schultes, Inc.	Ram-T Corporations	36	36	0	36	0	0	0	36	0	100.0%	1	0.0%	0	0
A.C. Schultes, Inc.	Thesing Power Sweeping, Inc.	98	97	89	0	0	0	0	89	0	92.1%	1	0.0%	0	2
Access Control System (ACS) Upgrade Phase 7	E.J. Electric, Inc.	1,508	1,508	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Access Control System Upgrade Phase 11	Armour & Sons Electric, Inc.	689	689	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Access Control System Upgrade Phase 6	Armour & Sons Electric, Inc.	4,145	4,145	736	0	0	0	0	736	0	17.8%	0	0.0%	0	0
Access Control System Upgrase Phase 5	E.J. Electric, Inc.	1,898	1,898	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Criniti Construction	248	248	41	0	0	0	0	41	0	16.4%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	DeSilvio & Co., Inc.	159	159	0	64	0	0	0	64	20	40.3%	1	12.3%	1	0
Ammonia System Improvements @ Baxter WTP	Hamada Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	J.Mann-R. Finley, Inc.	104	104	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Miniscalco Construction, LLC	1,048	1,048	76	0	0	0	0	76	0	7.3%	0	0.0%	0	0
Ammonia System Improvements @ Baxter WTP	Sioutis Coating Enterprise, Inc.	7	7	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Annual Service Contract	Carusone Construction Inc.	466	466	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Allstates Mechanical, LTD	154	154	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Bradley- Sciocchetti, Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	C.W.Cook Geothermal	69	69	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Dominic Garafolo Mechanical, Inc.	255	255	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Mulhern Electric Co., Inc.	817	729	0	0	0	0	0	0	0	0.0%	0	0.0%	0	88

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Barry Playground Mechanical	Pannulla Construction Co., Inc.	550	550	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Precision Air Designs, Inc.	205	205	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Barry Playground Mechanical	Winderco, Inc.	160	160	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Buckley & Company, Inc.	5,097	5,097	394	0	0	0	0	394	8	7.7%	0	0.2%	0	0
Baxter Trail	Bustleton Services, Inc.	302	302	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Cocco Contracting Corp.	100	100	28	0	0	0	0	28	0	28.0%	0	0.0%	0	0
Baxter Trail	L&R Construction Co., Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Meco Construction, Inc.	706	658	0	0	0	0	0	0	0	0.0%	0	0.0%	0	48
Baxter Trail	Meco Trucking, Inc.	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Baxter Trail	Thomas Lindstrom & Co., Inc.	130	130	11	0	0	0	0	11	0	8.5%	0	0.0%	0	0
Belmont Raw Water Basin	Ashgroups, Inc.	776	776	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Raw Water Basin	JPC Group Inc.	12,210	12,210	2,142	203	0	0	0	2,345	271	19.2%	0	2.2%	0	0
Belmont Raw Water Basin	Mega Construction Company	339	339	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Raw Water Basin	Quincy Contractors Inc.	304	304	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Belmont Stables	Pannulla Construction Co., Inc.	70	70	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Ben Franklin Parkway Streetscape	Tony DePaul & Son	1,297	1,297	0	125	0	0	0	125	0	9.7%	0	0.0%	0	0
Benson Park	Brightline Construction	309	309	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Benson Park	General Masonry & Restoration, Inc.	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Cecil B. Moore Branch Library	Union Roofing Contractors, Inc.	668	668	42	0	0	0	0	42	0	6.3%	0	0.0%	0	0
Center City NE Quadrant	ABC Construction Co., Inc.	646	646	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Center City NE Quadrant	Aviman Management, LLC	1,067	1,059	8	0	0	0	0	8	0	0.8%	0	0.0%	0	8
Center City NE Quadrant	Carr & Duff, Inc.	12,455	343	122	221	0	0	0	343	938	100.0%	1	273.9%	1	12,113
Center City NE Quadrant	Seravalli, Inc.	9,829	9,829	2,071	1,287	0	186	0	3,544	0	36.1%	1	0.0%	0	0
Center City NE Quadrant	Serco, Inc.	167	167	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Center City NE Quadrant	Structured Cable Solutions, Inc.	2,502	2,502	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
City Hall - Rm. 115	Milestone Construction Management, Inc.	30	30	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Electrical Requirements	Mulhern Electric Co., Inc.	1,082	367	0	0	0	0	0	0	16	0.0%	0	4.4%	0	715
Citywide Electrical Requirements	Pannulla Construction Co., Inc.	36	36	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Library, Health Services	Arline Construction Services	1,200	1,200	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Library, Health Services	General Asphalt Paving Co. of Phila	192	192	16	4	0	0	0	20	0	10.4%	0	0.0%	0	0
Citywide Requirement Site Improvements	Donato Spaventa & Sons, Inc.	11	11	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Citywide Requirement Site Improvements	Joe Fisher & Sons Roofing	248	248	0	80	0	0	0	80	0	32.3%	1	0.0%	0	0
Citywide Requirement Site Improvements	Nickles Contracting, Inc.	383	383	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Concrete Repairs @ Queen Lane	C & T Associates Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Concrete Repairs @ Queen Lane	Gouldey Welding & Fabrications, Inc.	7	7	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Concrete Repairs @ Queen Lane	Tri-State Painting & Wallcovering	632	632	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Inc.														
Demolition of 8425 and 8400 Executive Avenue	Northstar Contracting Group, Inc.	3,186	3,186	621	0	0	0	0	621	0	19.5%	0	0.0%	0	0
Demolition of the Damaaged Garage @ 49th St Sewer Maintenance	A.P. Construction, Inc.	16	16	0	16	0	0	0	16	0	100.0%	1	0.0%	0	0
East Park Canoe House (Electrical)	B&B Lighting Protection	47	47	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Canoe House (Electrical)	Coles Mill Construction Co., Inc.	9,219	4,151	0	0	0	0	0	0	0	0.0%	0	0.0%	0	5,068
East Park Canoe House (Electrical)	Mulhern Electric Co., Inc.	2,068	1,287	0	0	0	0	0	0	0	0.0%	0	0.0%	0	781
East Park Canoe House (Electrical)	Murphy Quigley Company, Inc.	2,128	2,128	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Canoe House (Electrical)	PBA Construction, Inc.	140	140	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Canoe House (Plumbing)	Dolan Mechanical, Inc.	1,375	1,375	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	AmeriDrill, Inc.	5	5	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	B. Pietrini & Sons	227	227	26	0	0	0	0	26	0	11.3%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Bustleton Services, Inc.	418	418	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	D.J. Keating Company	1,234	1,234	296	0	0	0	0	296	141	23.9%	0	11.4%	1	0
East Park Reservoir @ 33rd & Diamond	Eagle I Electric, Inc.	206	206	8	0	0	0	0	8	0	3.9%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	JPC Group Inc.	5,208	5,208	554	0	564	0	0	1,117	0	21.4%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	LB Construction Enterprises, Inc.	1,381	1,381	173	544	0	0	0	717	0	51.9%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Maxim Crane	142	142	54	0	0	0	0	54	0	37.8%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Natgun Corporation Subsidiary of DN Tanks	1,356	1,328	264	311	0	0	28	574	0	43.2%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
East Park Reservoir @ 33rd & Diamond	Northeast Fence & Iron Works, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Nucero Electrical Construction Co., Inc.	245	245	5	0	0	0	0	5	0	1.8%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Reilly Sweeping Inc.	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Tierra Construction Services, LLC	160	160	160	0	0	0	0	160	0	100.0%	1	0.0%	0	0
East Park Reservoir @ 33rd & Diamond	Tristate Erosion Control, Inc.	234	162	0	56	0	0	72	56	0	34.6%	1	0.0%	0	0
East Schuykill River Wall	Bustleton Services, Inc.	129	129	0	94	0	0	0	94	0	72.5%	1	0.0%	0	0
East Schuykill River Wall	General Masonry & Restoration, Inc.	72	72	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
East Schuykill River Wall	Loftus Construction, Inc.	244	244	0	0	0	0	0	0	25	0.0%	0	10.2%	1	0
Electrical Substation Upgrade at Northeast Airport	Clearwater Concrete & Masonry, Inc.	8	8	8	0	0	0	0	8	0	100.0%	1	0.0%	0	0
Electrical Substation Upgrade at Northeast Airport	J.Mann-R. Finley, Inc.	99	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	59
Electrical Substation Upgrade at Northeast Airport	Philips Brothers Electrical Contractors Inc.	873	873	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical System Upgrades @ Torresdale Raw WPS	McCarthy Masonry	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical System Upgrades @ Torresdale Raw WPS	Minahan Construction, Inc.	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Electrical System Upgrades @ Torresdale Raw WPS	Philips Brothers Electrical Contractors Inc.	223	223	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency Access to South Filter Bldg Basement @ Belmont WTP	Quinco Contracting & Maintenance, Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency Access to South Filter Bldg Basement @ Belmont WTP	Smith Construction Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Emergency	Philips Brothers	773	773	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Generators(G1,G2,FLV3)Rehabilitation and Electrical Upgrades	Electrical Contractors Inc.														
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	A.P. Construction, Inc.	15,967	15,967	129	825	0	1,556	0	2,510	0	15.7%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Allstate Power Vac	7	7	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	AmeriDrill, Inc.	474	474	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Athena Contracting Inc.	548	548	548	0	0	0	0	548	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	BillyBoy Contracting LLC	3,298	3,298	3,298	0	0	0	0	3,298	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Carr & Duff, Inc.	3,501	58	0	0	0	0	0	0	0	0.0%	0	0.0%	0	3,444
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Cocco Contracting Corp.	1,956	1,956	0	265	0	0	0	265	0	13.5%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Cruz Contractors LLC	2,221	2,221	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	DeSilvio & Co., Inc.	81	81	0	0	0	0	0	0	31	0.0%	0	38.3%	1	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	L Cruz Development, LLC	1,912	1,912	376	1,536	0	0	0	1,912	0	100.0%	1	0.0%	0	0
Extend Runway 27L & Associated Taxiways Pkg. 1(Site Preparation, Utilities & Fuel Line Relocation)	Meccon Industries, Inc.	11,220	11,220	935	319	0	0	0	1,254	0	11.2%	0	0.0%	0	0
Extended Runway 27L (27C) & Associated Taxiways Pkg. 2	Palman Electric, Inc.	76	76	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Field Lighting and CCTV Installation at Fox Chase Recreation Center	Carr & Duff, Inc.	2,135	72	0	0	0	0	0	0	0	0.0%	0	0.0%	0	2,063
Field Lighting and CCTV Installation at	Gressler	39	39	0	8	0	0	0	8	0	20.5%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Fox Chase Recreation Center	Construction Co., Inc.														
Filter to Waste Automation @ Belmont WTP	C & H Industrial Services Inc.	1,837	1,681	0	0	0	0	0	0	0	0.0%	0	0.0%	0	156
Filter to Waste Automation @ Belmont WTP	Delta/BJDS	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Fire Alarm and Egress Lighting at Firehouses	Hyde Electric Corporation	856	856	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Firehouse 1,33,47,71,and 72 Renovations	Union Roofing Contractors, Inc.	128	128	0	8	0	0	0	8	0	6.3%	0	0.0%	0	0
Firehouses# 19,36,37, & 50	Carr & Duff, Inc.	8	0	0	0	0	0	0	0	0	0.0%	0	0.0%		8
Firehouses# 19,36,37, & 55	Carr & Duff, Inc.	8	0	0	0	0	0	0	0	0	0.0%	0	0.0%		8
Frankford & Haverford Libraries	Allstates Mechanical, LTD	67	67	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Frankford & Haverford Libraries	Butler Balancing Co., Inc.	47	47	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Frankford & Haverford Libraries	Palman Electric, Inc.	43	43	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	A.P. Construction, Inc.	1,360	1,360	191	0	0	0	0	191	0	14.0%	0	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Athena Contracting Inc.	8	8	8	0	0	0	0	8	0	100.0%	1	0.0%	0	0
Gorgas Run Stream Restoration & Summit Ave wingwall Rehab	Bustleton Services, Inc.	318	318	0	207	0	0	0	207	0	65.0%	1	0.0%	0	0
Green Infrastructure @ 29th St	Donato Spaventa & Sons, Inc.	569	569	227	129	0	0	0	356	0	62.5%	1	0.0%	0	0
Green Infrastructure @ 29th St	Nico Landscaping	20	20	0	20	0	0	0	20	0	100.0%	1	0.0%	0	0
Green Infrastructure @ 29th St	Roberson Construction, INC.	63	63	63	0	0	0	0	63	0	100.0%	1	0.0%	0	0
Green Infrastructure @ Clearview Community Park	Seravalli, Inc.	452	452	0	32	0	0	0	32	0	7.1%	0	0.0%	0	0
Green Infrastructure @ Frankford Ave	Seravalli, Inc.	5,314	5,314	468	637	0	0	0	1,105	0	20.8%	0	0.0%	0	0
Green Infrastructure @ Frankford Ave	Serco, Inc.	344	344	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Green Infrastructure @ Medary St	Philip Pio Construction, Inc.	628	628	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Green Infrastructure @ Ontario St	Petrongolo Contractors Inc.	938	938	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Green Infrastructure @ Seybert St	Carr & Duff, Inc.	28	0	0	0	0	0	0	0	0	0.0%	0	0.0%		28
Green Infrastructure @ Seybert St	Donato Spaventa & Sons, Inc.	1,491	1,491	0	339	0	0	0	339	0	22.7%	0	0.0%	0	0
Green Infrastructure @ Seybert St	Nova Crete, Inc.	307	0	0	0	0	0	0	0	0	0.0%	0	0.0%		307
Green Infrastructure @ Seybert St	Roberson Construction, INC.	78	78	78	0	0	0	0	78	0	100.0%	1	0.0%	0	0
Green Infrastructure @ Seybert St	Townscapes, Inc.	75	75	0	50	0	0	0	50	0	66.7%	1	0.0%	0	0
Green Stormwater Infrastructure	Townscapes, Inc.	76	76	0	24	0	0	0	24	0	31.6%	0	0.0%	0	0
Health Center #5 Roof Replacement	McMullen Roofing, Inc.	1,770	1,770	0	924	0	0	0	924	0	52.2%	1	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	C.A.D. Electric, Inc.	876	876	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Clearwater Concrete & Masonry, Inc.	13	0	0	0	0	0	4	0	0	0.0%	0	0.0%		9
HVAC Rehabilitation @ Queen Lane	Criniti Construction	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Devine Brothers, Inc.	76	76	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	GM ELECTRIC INC.	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	H.T. Lyons, Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Hamada Inc.	12	12	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	J.Mann-R. Finley, Inc.	160	160	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
HVAC Rehabilitation @ Queen Lane	Synergy	64	64	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Inn Yard Park	Petrongolo Contractors Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Install Runway 9R Replacement Localizer	Ground Penetration & Restoration, Inc.	838	838	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Install Runway 9R Replacement Localizer	Palman Electric, Inc.	1,041	1,041	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Kensington & Tacony Trail	JPC Group Inc.	286	286	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Krewstown Equestrian Center Renovations @GCON	Pannulla Construction Co.,	20	20	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Inc.														
Mechanical Room 9 Air Handling Unit Replacement	Dolan Mechanical, Inc.	3,207	3,207	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Mechanical Room 9 Air Handling Unit Replacement	Dynamic Balancing Co. Inc.	36	36	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Mechanical Room 9 Air Handling Unit Replacement	Marlyn Sheet Metal, Inc.	736	736	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Mechanical Room 9 Air Handling Unit Replacement - Electrical	Palman Electric, Inc.	724	724	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Milling and Prep in 1-2-3 Hwy Districts	James J. Anderson Construction Co, Inc.	2,020	0	0	0	0	0	0	0	10	0.0%		0.0%		2,020
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Buttonwood Company Inc.	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Katzianer Construction Co. Inc.	288	288	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Kimo Tile & Marble LLC	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Multi-User Flight Information Display(MUFIDS) Upgrade Phase III	Phoenix Contractors Inc.	116	116	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Municipal Service Building Roof Replacement	Ramos & Associates Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Municipal Service Building Roof Replacement	Shleig Electric Inc.	19	19	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Center for Law Enforcement	Eagle I Electric, Inc.	169	169	0	8	0	0	0	8	0	4.7%	0	0.0%	0	0
New Center for Law Enforcement	Winzinger, Inc.	2,713	2,713	55	0	0	0	0	55	0	2.0%	0	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	A.P. Construction, Inc.	642	642	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	Athena Contracting Inc.	144	144	144	0	0	0	0	144	0	100.0%	1	0.0%	0	0
New Chemical Dosing Lines @ Baxter WTP	Eagle I Electric, Inc.	195	195	16	0	0	0	0	16	0	8.2%	0	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	New Ferric Chloride Store Tank @ Baxter	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	WTP														
New Ferric Chloride Store Tank @ Baxter WTP	Philips Brothers Electrical Contractors Inc.	27	27	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Ferric Chloride Store Tank @ Baxter WTP	Stone Hill Contracting Co. Inc.	6	6	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Electrical)	Ground Penetration & Restoration, Inc.	716	716	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Electrical)	Palman Electric, Inc.	2,132	2,132	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	ABC Construction Co., Inc.	879	879	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	Crawford Caulking Co.	368	368	40	0	0	0	0	40	0	10.9%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	Iron Lady Enterprises, Inc.	388	345	159	73	0	0	0	232	0	67.2%	1	0.0%	0	43
New Gravity Thickner Facilities @ NEWPCP (General)	L & R Construction Co., Inc.	2,591	2,591	205	43	62	0	0	310	0	11.9%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	Mulhern Electric Co., Inc.	134	70	0	0	0	0	0	0	0	0.0%	0	0.0%	0	64
New Gravity Thickner Facilities @ NEWPCP (General)	Rickborn Industrial Services & Erectors Inc.	960	960	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (General)	Thomas P. Carney, Inc.	12,723	12,723	654	0	0	0	0	654	0	5.1%	0	0.0%	0	0
New Gravity Thickner Facilities @ NEWPCP (Plumbing)	Surety Mechanical Services, Inc.	2,351	2,351	570	0	0	0	0	570	0	24.2%	0	0.0%	0	0
New Secondary Conduit @ NEWPCP	C & H Industrial Services Inc.	1,708	1,531	0	0	0	0	0	0	0	0.0%	0	0.0%	0	177
New Secondary Conduit @ NEWPCP	Carusone Construction Inc.	8,956	8,956	0	8	0	0	0	8	0	0.1%	0	0.0%	0	0
New Secondary Conduit @ NEWPCP	L & R Construction Co., Inc.	2,466	2,466	127	22	20	0	0	169	0	6.8%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
North Delaware Avenue Expansion	All Seasons Landscaping Co, Inc.	176	176	0	72	0	0	0	72	0	40.9%	1	0.0%	0	0
North Delaware Avenue Expansion	Buckley & Company, Inc.	5,259	5,259	950	0	0	0	0	950	0	18.1%	0	0.0%	0	0
North Delaware Avenue Expansion	L&R Construction Co., Inc.	59	59	0	6	0	0	0	6	0	10.2%	0	0.0%	0	0
North Delaware Avenue Expansion	Northeast Fence & Iron Works, Inc.	246	246	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
North Delaware Avenue Expansion	Nucero Electrical Construction Co., Inc.	603	603	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
North Delaware Avenue Expansion	Roma Concrete	787	658	56	0	0	0	129	56	0	8.5%	0	0.0%	0	0
Northern Liberties Phase II & IV	A.P. Construction, Inc.	20,695	20,695	1,923	1,208	0	42	0	3,172	0	15.3%	0	0.0%	0	0
Northern Liberties Phase II & IV	Apex Services, Inc.	152	152	0	152	0	0	0	152	0	100.0%	1	0.0%	0	0
Northern Liberties Phase II & IV	Bayshore Rebar, Inc.	2,167	2,167	338	0	0	0	0	338	0	15.6%	0	0.0%	0	0
Northern Liberties Phase II & IV	Cocco Contracting Corp.	1,833	1,833	216	364	0	0	0	579	34	31.6%	0	1.9%	0	0
Northern Liberties Phase II & IV	E.H. Ironwroks Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	L Cruz Development, LLC	592	592	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	Nucero Electrical Construction Co., Inc.	335	335	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Northern Liberties Phase II & IV	U.S. Construction Group	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call All Clients City-Wide	General Asphalt Paving Co. of Phila	743	743	95	2	0	0	0	97	0	13.0%	0	0.0%	0	0
On-Call All Clients City-Wide G-Con	Brightline Construction	184	184	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call All Clients City-Wide G-Con	Palman Electric, Inc.	71	71	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call All Clients City-Wide G-Con	Russ Kelly & Associates	397	206	0	0	0	0	0	0	0	0.0%	0	0.0%	0	191

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
On-Call All Clients City-Wide G-Con	Schleig Electric Inc.	53	53	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call City Wide Parks & Recreation Facilities	General Asphalt Paving Co. of Phila	1,664	1,664	136	0	0	0	0	136	0	8.2%	0	0.0%	0	0
On-Call City Wide Parks & Recreation Facilities	Palman Electric, Inc.	3,931	3,931	40	0	0	0	0	40	0	1.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	B&B Lighting Protection	64	64	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	Brightline Construction	1,700	1,700	172	0	0	0	0	172	0	10.1%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	General Asphalt Paving Co. of Phila	136	136	8	0	0	0	0	8	0	5.9%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	General Masonry & Restoration, Inc.	36	36	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On-Call Fire, Police, Prisons, Public Properties City Wide	ISC, Inc.	31	0	0	0	0	0	0	0	0	0.0%	0	0.0%		31
On-Call Fire, Police, Prisons, Public Properties City Wide	Shleig Electric Inc.	313	313	104	0	0	0	0	104	0	33.1%	1	0.0%	0	0
On Call General Construction Requirements	Blasz Construction LLC	132	132	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call General Construction Requirements	George Young Mechanical, LLC	1,137	0	0	0	0	0	0	0	0	0.0%	0	0.0%		1,137
On Call General Construction Requirements	Greenwich Glass LLC	184	184	0	64	0	0	0	64	0	34.8%	1	0.0%	0	0
On Call General Construction Requirements	Hunter Roberts Construction Group	1,984	1,984	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call General Construction Requirements	Roma Steel Erection Inc.	672	672	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
On Call Mechanical	Surety Mechanical Services, Inc.	4,510	4,510	588	0	0	0	0	588	0	13.0%	0	0.0%	0	0
On Call Mechanical	Thomas Company	849	849	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Panati Playground	All Seasons Landscaping Co, Inc.	16	16	8	0	0	0	0	8	0	50.0%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Panati Playground	Rockport Construction Co., Inc.	10	10	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (Electrical)	Mulhern Electric Co., Inc.	4,088	184	0	0	0	0	0	0	0	0.0%	0	0.0%	0	3,904
Passenger Loading Bridges Replacement (General)	AERO Bridgeworks Inc.	222	222	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	CNS Construction Corp	997	997	8	0	0	0	0	8	0	0.8%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	D.J. Keating Company	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	Ellioitt-Lewis Corporation	918	918	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	JSL Kelly Pile Foundation Inc.	152	152	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Passenger Loading Bridges Replacement (General)	PBA Construction, Inc.	103	103	36	0	0	0	0	36	0	34.5%	1	0.0%	0	0
Passenger Loading Bridges Replacement (General)	Sautter Crane Rental Inc.	166	166	19	21	0	27	0	66	0	39.8%	1	0.0%	0	0
Pennsylvania Ave (SR2006)	Tony DePaul & Son	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Phila. School Cross/Zone Safety- Phase 11	Miller Bros. Div of Wamploe-Miller, Inc.	1,094	1,094	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Philadelphia Traffic Operations Center(Electrical)	Carr & Duff, Inc.	1,625	395	0	395	0	0	0	395	0	100.0%	1	0.0%	0	1,230
Philadelphia Traffic Operations Center(Electrical)	Seravalli, Inc.	36	36	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Devine Brothers, Inc.	626	626	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Five Star, Inc.	741	741	0	12	0	0	0	12	0	1.6%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Nucero Electrical Construction Co., Inc.	4,438	4,438	899	0	0	0	0	899	0	20.2%	0	0.0%	0	0
Plant Water System Rehab @ NEWPCP	Stone Hill Contracting Co. Inc.	1,172	1,144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	28
Plant Water System Rehab @ NEWPCP	Union Roofing Contractors, Inc.	72	72	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Plant Water System Rehab @ NEWPCP	Venture Two Contracting, Inc.	764	764	764	0	0	0	0	764	0	100.0%	1	0.0%	0	0
Police HQ and 22nd Police District	Allstates Mechanical, LTD	108	108	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police HQ and 22nd Police District	Butler Balancing Co., Inc.	19	19	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Roof Replacements (Plumb)	Dolan Mechanical, Inc.	239	239	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Roof Replacements (Plumb)	Edward J. Meloney Inc.	88	88	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Access Drive	Bencardino Excavating, Inc.	815	815	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Access Drive	Carr & Duff, Inc.	393	25	0	0	0	0	0	0	0	0.0%	0	0.0%	0	368
Police Training Access Drive	Colonial Tree & Lanscaping, Inc.	175	175	0	72	0	0	0	72	0	41.1%	1	0.0%	0	0
Police Training Access Drive	Nico Landscaping	246	246	87	153	0	0	0	240	0	97.6%	1	0.0%	0	0
Police Training Access Drive	Roma Concrete	89	81	0	0	0	0	8	0	0	0.0%	0	0.0%	0	0
Police Training Access Drive	Traffic & Safety Signs, Inc.	18	18	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Blasz Construction LLC	168	168	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Creative Surfaces, Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Devine Brothers, Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Dolan Mechanical, Inc.	37	37	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Police Training Center	Eagle I Electric, Inc.	159	159	16	0	0	0	0	16	0	10.1%	0	0.0%	0	0
Police Training Center	PBA Construction, Inc.	26	26	6	0	0	0	0	6	0	23.1%	0	0.0%	0	0
Police Training Center	Thomas Company	13	13	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Process Air Valve System (ELEC)	Mulhern Electric Co., Inc.	10	10	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Process Air Valve System (MECH)	Five Star, Inc.	20	20	0	4	0	0	0	4	0	20.0%	0	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Cocco Contracting Corp.	88	88	8	0	0	0	0	8	0	9.1%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Realign Taxiway H/ Establish Taxiway EE	DELTA LINE CONSTRUCTION CO	14,122	10,271	257	225	0	795	0	1,277	0	12.4%	0	0.0%	0	3,851
Realign Taxiway H/ Establish Taxiway EE	L Cruz Development, LLC	1,888	1,888	448	1,440	0	0	0	1,888	0	100.0%	1	0.0%	0	0
Realign Taxiway H/ Establish Taxiway EE	Tony DePaul & Son	20,522	20,483	3,345	3,436	0	0	0	6,781	0	33.1%	1	0.0%	0	39
Realign Taxiway H/ Establish Taxiway EE	WILKINSON INC	984	984	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ 10th St	Nello Construction	1,600	1,600	208	752	0	0	0	960	0	60.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ 31st	Carusone Construction Inc.	3,672	3,672	0	353	0	0	0	353	0	9.6%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Gessler Construction Co. Inc.	14	14	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Nello Construction	440	440	32	408	0	0	0	440	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Abbottsford Rd	Philip Pio Construction, Inc.	384	384	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Aviman Management, LLC	215	215	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Gessler Construction Co. Inc.	20	20	8	0	0	0	0	8	0	40.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Airdrie St	Nello Construction	308	308	0	308	0	0	0	308	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Amber St	Carusone Construction Inc.	2,366	2,366	0	747	0	0	0	747	0	31.6%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Amber St	Mena Construction, Inc.	505	505	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Aviman Management, LLC	423	423	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Beaumont St	Gessler Construction Co. Inc.	43	35	0	5	0	0	0	5	0	14.3%	0	0.0%	0	8
Reconstruction of Sewers & Relays @	Nello	3,120	3,120	656	1,216	0	0	0	1,872	0	60.0%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Beaumont St	Construction														
Reconstruction of Sewers & Relays @ Beaumont St	Ramos & Associates Inc.	34	34	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Benezet	Miniscalco Construction, LLC	1,887	1,887	306	0	0	0	0	306	0	16.2%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Berks St	Petrongolo Contractors Inc.	2,258	2,258	180	0	0	0	0	180	0	8.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Gessler Construction Co. Inc.	54	54	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Philip Pio Construction, Inc.	3,061	3,061	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Carlisle	Ramos & Associates Inc.	1,125	1,125	96	0	0	0	0	96	54	8.5%	0	4.8%	0	0
Reconstruction of Sewers & Relays @ Clearview	JPC Group Inc.	3,163	3,163	1,012	1,291	0	0	0	2,303	24	72.8%	1	0.8%	0	0
Reconstruction of Sewers & Relays @ Clearview	SJA Construction, Inc.	64	64	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Clearview	Vera-CCS, LLC	247	247	6	124	0	0	0	130	0	52.6%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Conestoga	Petrongolo Contractors Inc.	1,211	1,211	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Corlies St	Carusone Construction Inc.	836	836	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Dauphin St	Petrongolo Contractors Inc.	2,506	2,506	955	0	0	0	0	955	0	38.1%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Franklin St	Nello Construction	1,353	1,353	35	1,318	0	0	0	1,353	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Haverford Ave	Aviman Management, LLC	308	308	25	0	0	0	0	25	0	8.1%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Aviman Management, LLC	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Petrongolo Contractors Inc.	3,181	3,181	357	0	0	0	0	357	0	11.2%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Hermitage	Vera-CCS, LLC	1,907	1,907	907	880	0	0	0	1,787	0	93.7%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Napfle Ave	Gessler Construction Co.	34	34	4	0	0	0	0	4	0	11.8%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Inc.														
Reconstruction of Sewers & Relays @ Napfle Ave	Petrongolo Contractors Inc.	2,662	2,662	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Norris St	Carusone Construction Inc.	1,943	1,943	0	8	0	0	0	8	0	0.4%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Norris St	Mena Construction, Inc.	554	554	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Pacific St	Carusone Construction Inc.	1,452	1,452	0	20	0	0	0	20	0	1.4%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Pacific St	Mena Construction, Inc.	50	50	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Race St	JPC Group Inc.	504	504	103	104	0	0	0	207	38	41.0%	1	7.5%	1	0
Reconstruction of Sewers & Relays @ Race St	Vera-CCS, LLC	194	194	49	48	0	0	0	97	0	50.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Carusone Construction Inc.	280	280	0	35	0	0	0	35	0	12.5%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Ranstead St	Philip Pio Construction, Inc.	280	280	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Aviman Management, LLC	137	137	16	0	0	0	0	16	0	11.7%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Gessler Construction Co. Inc.	19	19	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ S. Millick	Nello Construction	548	548	2	546	0	0	0	548	0	100.0%	1	0.0%	0	0
Reconstruction of Sewers & Relays @ Seltzer St	Carusone Construction Inc.	2,363	2,363	0	61	0	0	0	61	0	2.6%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ Seltzer St	Mena Construction, Inc.	62	62	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	E.J. Electric, Inc.	25	25	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	Gessler Construction Co. Inc.	21	21	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Reconstruction of Sewers & Relays @ W. Somerset	Philip Pio Construction, Inc.	612	612	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ 56th	Carusone Construction Inc.	3,220	3,220	0	562	0	0	0	562	0	17.4%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Relay of Water Mains & Construction of Green Infrastructure @ 56th	Mena Construction, Inc.	233	233	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Ellsworth St	Nello Construction	402	402	11	391	0	0	0	402	0	100.0%	1	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Hope St	Carusone Construction Inc.	1,806	1,806	0	52	0	0	0	52	0	2.9%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Hope St	Mena Construction, Inc.	17	17	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains & Construction of Green Infrastructure @ Melon St	Carusone Construction Inc.	74	74	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ 27th St	Carusone Construction Inc.	17	17	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ 54th St	Gessler Construction Co. Inc.	6	6	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ 54th St	Philip Pio Construction, Inc.	24	24	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Boston St	Carusone Construction Inc.	96	96	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Calvert St	Petrongolo Contractors Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Collins	Aviman Management, LLC	97	97	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Collins	Nello Construction	316	316	0	316	0	0	0	316	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Conlyn St	Carusone Construction Inc.	463	463	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Conlyn St	Mena Construction, Inc.	117	117	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Conrad	Nello Construction	1,192	1,192	8	1,176	0	0	0	1,184	0	99.3%	1	0.0%	0	0
Relay of Water Mains @ Coral St	Aviman Management, LLC	395	395	24	0	0	0	0	24	0	6.1%	0	0.0%	0	0
Relay of Water Mains @ Coral St	Gessler Construction Co. Inc.	26	26	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Coral St	Nello Construction	2,729	2,729	256	2,465	0	0	0	2,721	0	99.7%	1	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Relay of Water Mains @ Coral St	Ramos & Associates Inc.	46	46	8	0	0	0	0	8	8	17.6%	0	17.6%	1	0
Relay of Water Mains @ Duval St	Carusone Construction Inc.	869	869	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Duval St	Mena Construction, Inc.	39	39	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Fanshawe ST	Philip Pio Construction, Inc.	419	419	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Ford Rd	Carr & Duff, Inc.	169	0	0	0	0	0	0	0	0	0.0%		0.0%		169
Relay of Water Mains @ Ford Rd	L & R Construction Co., Inc.	193	193	24	0	0	0	0	24	0	12.4%	0	0.0%	0	0
Relay of Water Mains @ Ford Rd	Robert Ganter Contractors Inc.	60	60	34	9	0	0	0	43	0	71.4%	1	0.0%	0	0
Relay of Water Mains @ Ford Rd	Seravalli, Inc.	5,881	5,881	597	267	0	0	0	864	0	14.7%	0	0.0%	0	0
Relay of Water Mains @ Ford Rd	Serco, Inc.	714	714	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lakeside Ave	Brightline Construction	1,401	1,401	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	A.P. Construction, Inc.	3,985	3,985	1,154	1	0	0	0	1,155	0	29.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Aviman Management, LLC	136	136	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Gessler Construction Co. Inc.	42	42	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Lehigh Ave	Vera-CCS, LLC	612	612	193	419	0	0	0	612	0	100.0%	1	0.0%	0	0
Relay of Water Mains @ Penrose Ave	Gessler Construction Co. Inc.	36	36	8	0	0	0	0	8	0	22.2%	0	0.0%	0	0
Relay of Water Mains @ Penrose Ave	Petrongolo Contractors Inc.	144	144	32	0	0	0	0	32	0	22.2%	0	0.0%	0	0
Relay of Water Mains @ Pierce St	Petrongolo Contractors Inc.	2,256	2,256	137	0	0	0	0	137	0	6.1%	0	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Aviman Management, LLC	80	80	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Red Lion Rd	Gessler	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

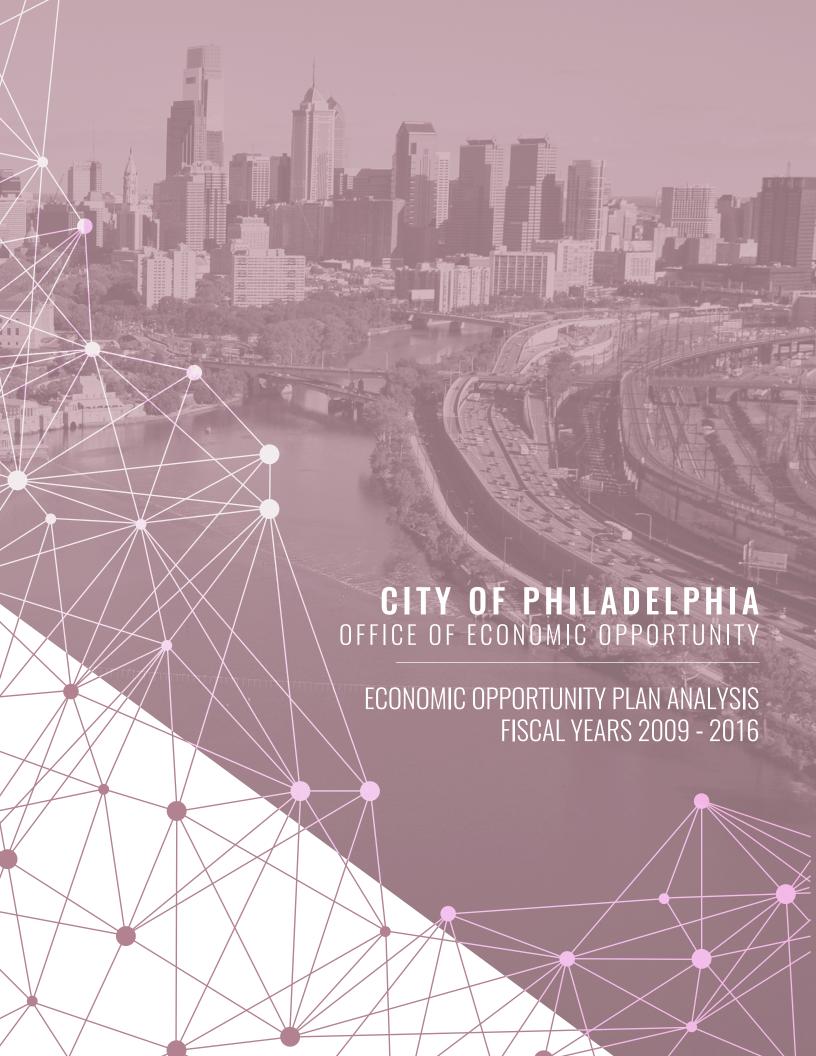
Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Construction Co. Inc.														
Relay of Water Mains @ Red Lion Rd	Petrongolo Contractors Inc.	1,360	1,360	72	0	0	0	0	72	0	5.3%	0	0.0%	0	0
Relay of Water Mains @ Stenton Ave	A.P. Construction, Inc.	1,503	1,503	393	0	0	0	0	393	0	26.2%	0	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Cocco Contracting Corp.	4	4	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Gessler Construction Co. Inc.	68	68	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Relay of Water Mains @ Stenton Ave	Vera-CCS, LLC	855	855	416	381	0	0	0	796	0	93.2%	1	0.0%	0	0
Relay of Water Mains @ West Hunting Park	JPC Group Inc.	476	476	5	3	0	0	0	8	0	1.7%	0	0.0%	0	0
Replacement fo Multi-User Flight Info Display System	E.J. Electric, Inc.	370	370	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of 15KV & 2.4KV Switchgear and b/u Generator @ East Oak Lane Fresh WPS	Mulhern Electric Co., Inc.	2,289	1,107	0	4	0	0	0	4	0	0.4%	0	0.0%	0	1,182
Replacement of 480V Outdoor Switchgear Aeration Tanks @ NEWPCP	Holder Inc. t/a Donavan Electric	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of 480V Outdoor Switchgear Aeration Tanks @ NEWPCP	Philips Brothers Electrical Contractors Inc.	447	447	0	18	0	0	0	18	0	4.0%	0	0.0%	0	0
Replacement of Filter Underdrains @ Baxter WTP	A.P. Construction, Inc.	16	16	8	0	0	0	0	8	0	51.6%	1	0.0%	0	0
Replacement of Influent Screw Pumps @ SWWPCP	Philips Brothers Electrical Contractors Inc.	208	208	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Replacement of Influent Screw Pumps @ SWWPCP	Quad Construction Company	364	364	6	0	0	0	0	6	0	1.5%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	Clearwater Concrete & Masonry, Inc.	42	4	4	0	0	0	4	4	0	100.0%	1	0.0%	0	34
Replacement of Influent Valves & Actuators @ Queen Lane	Five Star, Inc.	1,298	1,298	0	80	0	0	0	80	0	6.2%	0	0.0%	0	0
Replacement of Influent Valves & Actuators @ Queen Lane	J.Mann-R. Finley, Inc.	341	341	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Replacement of Influent Valves & Actuators @ Queen Lane	Mulhern Electric Co., Inc.	628	305	0	0	0	0	0	0	0	0.0%	0	0.0%	0	323
Requirements Contract	Associated Specialty Contracting Inc.	874	874	176	0	0	0	0	176	0	20.1%	0	0.0%	0	0
Security Camera Group 8	Hyde Electric Corporation	546	546	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Southwest Plant Chanel Aeration System	Spectraserv Inc.	89	89	4	85	0	0	0	89	0	100.0%	1	0.0%	0	0
Stephen Girard House	Kurtz Construction Co.	728	728	260	0	0	0	0	260	0	35.7%	1	0.0%	0	0
Stokely Playground	Gessler Construction Co. Inc.	86	86	40	0	0	0	0	40	0	46.5%	1	0.0%	0	0
Storm Drain Outfall @ NEWPCP	Carusone Construction Inc.	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,76	Hyde Electric Corporation	164	164	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,86	Kaser Mechanical, LLC	154	154	85	0	0	0	0	85	0	55.4%	1	0.0%	0	0
Structural Work at Engine 3,69,71,91	Murphy Quigley Company, Inc.	177	177	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Structural Work at Engine 3,69,71,96	Murphy Quigley Company, Inc.	1,169	1,169	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Susquehanna Ave	Petrongolo Contractors Inc.	273	273	40	0	0	0	0	40	0	14.7%	0	0.0%	0	0
Terminal A-East Roof Replacement	Accurate Insulation LLC	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Armour & Sons Electric, Inc.	65	65	16	0	0	0	0	16	0	24.6%	0	0.0%	0	0
Terminal A-East Roof Replacement	C & H Mechanical Inc.	19	19	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Carr & Duff, Inc.	24	0	0	0	0	0	0	0	0	0.0%		0.0%		24
Terminal A-East Roof Replacement	D.A. Nolt Inc.	6,595	6,595	874	1,955	0	0	0	2,829	0	42.9%	1	0.0%	0	0
Terminal A-East Roof Replacement	Gaudelli Bros. Inc.	384	384	0	0	59	0	0	59	0	15.3%	0	0.0%	0	0
Terminal A-East Roof Replacement	HF3 Inc.	100	100	0	100	0	0	0	100	0	100.0%	1	0.0%	0	0
Terminal A-East Roof Replacement	Lighting Prevention	138	138	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Systems														
Terminal A-East Roof Replacement	Oliver Fire Protection & Security	14	14	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	Skylight Doctors LLC	873	873	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal A-East Roof Replacement	TAB Systems Inc.	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminal Complex Storm Water Improvements - General	A.P. Construction, Inc.	236	236	28	19	0	0	0	47	0	19.7%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	Edward J. Meloney Inc.	712	712	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	J.Mann-R. Finley, Inc.	144	144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	Marlyn Sheet Metal, Inc.	1,189	1,189	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Mechanical	Midatlantic Construction & Design dba Midatlantic Insulation	126	126	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	American Sitework	16	16	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Clearwater Concrete & Masonry, Inc.	9	0	0	0	0	0	9	0	0	0.0%	0	0.0%		0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Five Star, Inc.	3,351	3,351	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	J.Mann-R. Finley, Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Renovations Phase 2 Plumbing	Oliver Fire Protection & Security	445	445	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Airport Construction Services LLC	9,945	9,945	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Buttonwood Company Inc.	120	120	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Creative Surfaces, Inc.	128	128	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
Terminals D,E,F Restroom Rnovations Phase 2 General	D.J. Keating Company	48	48	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	E.J. Electric, Inc.	4,309	4,309	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Hamada Inc.	258	258	124	0	0	0	0	124	0	48.2%	1	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	PBA Construction, Inc.	746	746	244	0	0	0	0	244	0	32.7%	1	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Pioneer Contracting, Inc.	79	79	0	13	0	0	0	13	0	16.5%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Roman Mosaic & Tile Company	3,763	3,763	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Set-Rite Co	32	32	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Thomas Company	173	173	4	0	0	0	0	4	0	2.3%	0	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	Torrado Construction	467	467	0	431	0	0	0	431	0	92.3%	1	0.0%	0	0
Terminals D,E,F Restroom Rnovations Phase 2 General	TRACORP	144	144	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Trenchless Sewer Lining @ 10th St	Petrongolo Contractors Inc.	40	40	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
West Philadelphia Library	J.Mann-R. Finley, Inc.	152	152	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
West Philadelphia Library	Mulhern Electric Co., Inc.	522	56	0	0	0	0	0	0	0	0.0%	0	0.0%	0	466
West Philadelphia Library	Surety Mechanical Services, Inc.	909	909	58	0	0	0	0	58	0	6.4%	0	0.0%	0	0
Willow Grove Ave, Bridge	ABC Construction Co., Inc.	276	276	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Carl M. Weber Steel Services, Inc.	24	24	0	8	0	0	0	8	0	33.3%	1	0.0%	0	0
Willow Grove Ave, Bridge	Carusone Construction Inc.	175	175	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Charlestown Paving & Exc, Inc.	26	0	0	0	0	0	0	0	0	0.0%	0	0.0%		26
Willow Grove Ave, Bridge	General Asphalt	92	92	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0

Project Name	Contractor	Total	Total - NS	African American	Hispanic	Asian	Native American	Other	All Minority	Female	% Minority	Met Minority Goal	% Female	Met Female Goal	Not Specified
	Paving Co. of Phila														
Willow Grove Ave, Bridge	Jupiter PCC Inc.	290	290	0	16	0	0	0	16	0	5.5%	0	0.0%	0	0
Willow Grove Ave, Bridge	L&R Construction Co., Inc.	452	452	56	0	8	0	0	64	0	14.2%	0	0.0%	0	0
Willow Grove Ave, Bridge	L.W. Clearing Company	1	1	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Loftus Construction, Inc.	5,692	5,692	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Nucero Electrical Construction Co., Inc.	8	8	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Willow Grove Ave, Bridge	Roma Concrete	138	130	16	0	0	0	8	16	0	12.3%	0	0.0%	0	0
Willow Grove Ave, Bridge	Solid Wall LLC	106	106	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0
Wister Playground	All Seasons Landscaping Co, Inc.	126	126	64	0	0	0	0	64	0	50.7%	1	0.0%	0	0
Wister Playground	Brightline Construction	918	918	151	0	0	0	0	151	0	16.4%	0	0.0%	0	0
Wister Playground	Hyde Electric Corporation	500	500	0	0	0	0	0	0	0	0.0%	0	0.0%	0	0



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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 2016. 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. 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. It presents analysis by dollar value and 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 2016. This report, as presented, serves as an addendum to the City of Philadelphia's

Of the 768 EOP contracts that OEO monitors, this report focuses on 645 of the contracts that had reported data. Annual Disparity Study for FY 2016. At the close of FY 2016, OEO was responsible for monitoring a total of 768 EOP contract commitments. These commitments include all EOPs for both active and closed projects. Out of the 768 EOPs, this analysis focuses only on those active and closed EOPs that had reported data, which for this report total 645 EOP commitments. Some active

EOP projects have not yet commenced or reported data; therefore, those EOPs are not included in this analysis. The 123 EOP projects with no data available and not included in this report are defined as any project that has insufficient information to be ranked by its **Z-score**, which is

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 – 2016 update is published as an addendum to the Fiscal Year 2016 Annual Disparity Study.

calculated based on variance, bid amount, commitment level, status, and department. The Z-score and ranking methodology are explained in Section 6 and the Appendix.

The data presented in this report is cumulative and therefore represents all data available from FY 2009 to FY 2016. Data is continually being collected by OEO as EOP projects move toward completion over several years. It is important to note that this will be the last year in which the report is structured this way. Beginning in 2017, the analysis will be completed for the most recent fiscal year only. The only EOPs included will be those that were active or closed in FY 2017 and will therefore more accurately represent the annual change.

This multi-year analysis of EOP achievement is presented in five sections and provides an analysis of EOPs by contract amount and by the number of EOP contracts for each category presented:

- Section 2 discusses all 645 EOPs combined, and then provides a comparison of active and closed EOP projects.
- Section 3 examines all EOPs divided by contract bid amount.
- Section 4 looks at all EOPs by range of the committed project goal.
- Section 5 examines all EOPs detailed by department and market segment. In this report, market segments include quasi-public agencies and private/non-profit sector partnerships.
- Section 6 provides a ranking of Prime Contractors.

2 RESULTS: ALL EOP PROJECTS

Section 2 analyzes the data from all 645 active and closed Economic Opportunity Plan (EOP) projects between FY 2009 to FY 2016 that had associated data. This section is divided into an analysis of three categories:

- All active and closed EOPs combined (645 projects)
- Active EOPs only (276)
- Closed EOPs only (369)

Data in the previous report, covering EOP activity through FY 2015, showed that closed projects have a slightly higher success rate than active projects. Through FY 2015, 84 percent of all EOP projects met or exceeded 90 percent of the goal. The current data, which includes FY 2016, shows that active EOPs had a higher success rate in EOP goal achievement by contract value. There was a slightly higher number of closed projects that achieved EOP goals. At the end of FY 2016, 86 percent of all EOP projects met or exceeded at least 90 percent of the goal. By contract dollar value, a little over 79 percent of the EOP dollar value met or exceeded at least 90 percent of the goal. Overall, all EOP projects had a higher rate of goal achievement by both dollar value of contracts and by the number of contracts in FY 2016 compared to the FY 2015 results.

By the end of this report period (FY 2016), 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.

In focusing on variance, there is no judgment as to whether the initial goal that was set was realistic or not. There is no way of deciphering if a goal of 30% and actual of 25% is bad because they fell short of the goal or good because the goal was too high and 25% is actually impressive. Or, conversely, we have no way of determining if a goal of 20% and actual of 25% is

good because they achieved the goal or bad because the goal was too low and 25% is actually not that impressive.

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 2016 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 2016, 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 first dotted line on each chart in the report represents EOPs that met or exceeded 90 percent of the goal. The subsequent analysis reveals 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-eight Percent of the Dollar Amounts Spent on All EOP Projects between FY 2009

Almost 60 percent of EOP projects met or exceeded contract goals.

and FY 2016 were on EOP Projects that Met or Exceeded Contract Goals and the vast majority (79 percent) met at least 90 percent of the EOP goal (Figure 2.1A).

Out of 645 EOP Projects between FY 2009 and FY 2016, 56

Percent (361 EOP Contracts) Met or Exceeded Contract Goals – Eighty-six percent of all projects (556 contracts) have met at least 90 percent of the EOP goal (Figure 2.1B).

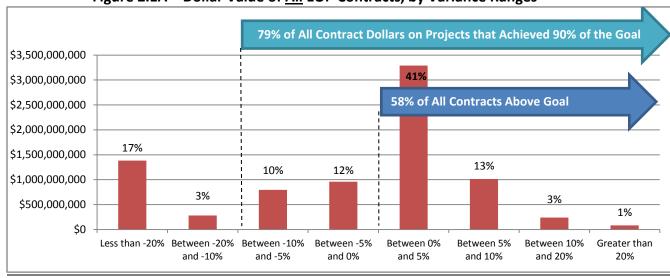
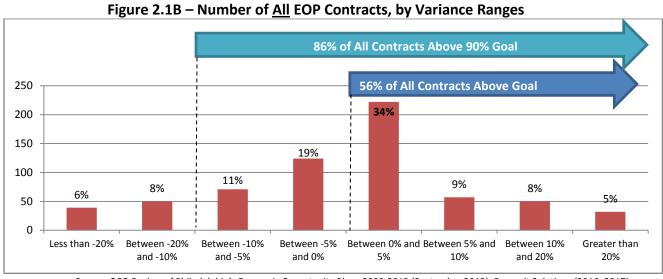


Figure 2.1A – Dollar Value of All EOP Contracts, by Variance Ranges*

*Percentages may not appear to add due to rounding

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



2. Fifty-nine Percent of Active EOP Projects Met or Exceeded Goals - By contract dollar amount, 73 percent met at least 90 percent of the EOP goal (Figure 2.2A).

Out of 276 Active EOP Projects, 149 EOPs Met or Exceeded Goals - 79 percent (217 contracts) have met at least 90 percent of the EOP goal (Figure 2.2B).

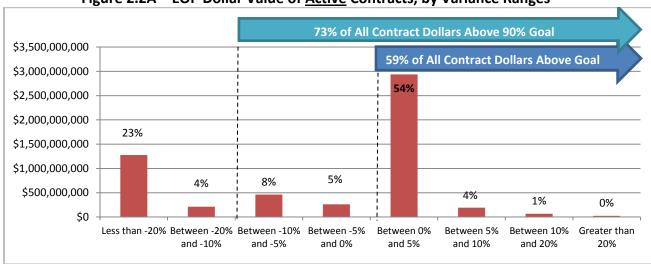
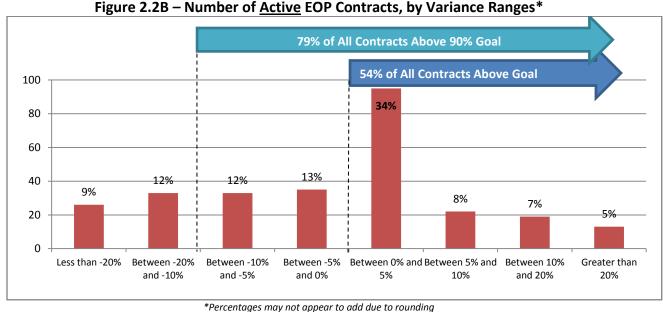


Figure 2.2A – EOP Dollar Value of <u>Active</u> Contracts, by Variance Ranges

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



3. Fifty-four Percent of Closed EOP Projects Met or Exceeded Goals – By dollar amount, almost all of the closed projects (93 percent) met at least 90 percent of the EOP goal (Figure 2.3A).

Out of 369 Closed EOP Projects, 212 EOPs Met or Exceeded Goals – The majority of closed projects (339 contracts or 92 percent) met at least 90 percent of the EOP goal (Figure 2.3B).

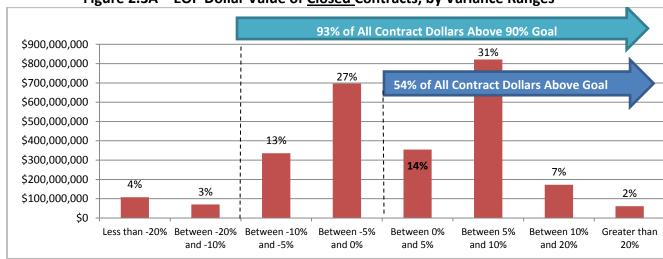
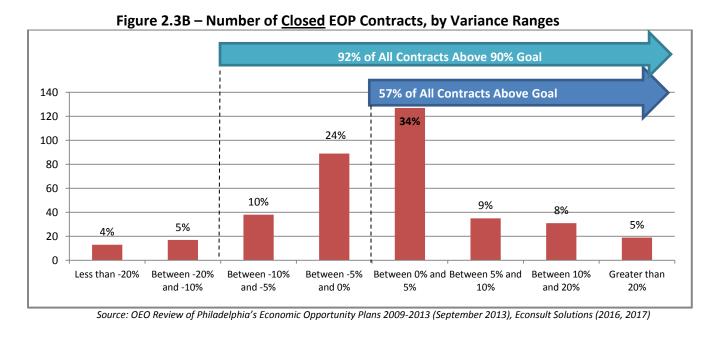


Figure 2.3A – EOP Dollar Value of <u>Closed</u> Contracts, by Variance Ranges



Summary – Active EOP projects have a higher success rate in EOP goal achievement by contract dollars (59.30 percent), however closed EOP projects have a higher success rate in meeting EOP goals by number of contracts (57.45 percent). Figure 2.4 shows the change of All, Closed, and Active EOPs from the previous 2015 reporting period (represented by smaller dots) to the 2016 reporting period, which is the focus of this study (represented by larger dots). The success of all projects in meeting goals in FY 2016 compared to FY 2015 projects can be directly attributed to the Office of Economic Opportunity's (OEO) efforts in recent years. It should be noted that the percentage of closed EOP projects that met 90 percent of the goal both by contract dollar and by number of contracts exceeds 90%. OEO's efforts include setting data driven goals, increasing the level of accountability for goal achievement, the creation of oversight committees, and other initiatives which are showing increased impact through the EOP data results.

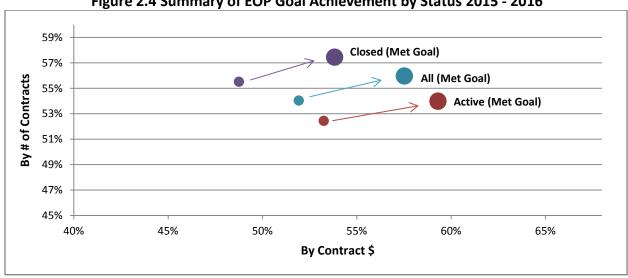


Figure 2.4 Summary of EOP Goal Achievement by Status 2015 - 2016

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Status (#Projects)	Ву	Contract \$	By # Contracts		
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal	
All Reported (645)	57.52%	79.33%	55.97%	86.20%	
Active (276)	59.30%	72.63%	53.99%	78.62%	
Closed (369)	53.83%	93.23%	57.45%	91.87%	

Summary of EOP Goal Achievement by Status 2015

Status (#Projects)	Ву	Contract \$	By # Contracts		
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal	
All Reported (557)	51.93%	79.44%	54.04%	84.02%	
Active (269)	53.25%	72.52%	52.43%	79.78%	
Closed (290)	48.75%	96.13%	55.52%	87.93%	

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 (149 projects)
- Contracts between \$500,000 and \$5,000,000 (382)
- Contracts over \$5,000,000 (114)

Data in the previous report, covering EOP activity through FY 2015, showed that EOPs between \$500,000 and \$5,000,000 had the highest success rate in EOP goal achievement. By number of contracts, in FY 2015, 85 percent of EOP contracts between \$500,000 and \$5,000,000 met or exceeded at least 90 percent of the EOP goal.

The current data, which includes FY 2016, shows that EOPs under \$500,000 had the highest success rate in EOP goal achievement. By both contract value and by number of contracts, in FY 2016, at least 61 percent of EOP contracts under \$500,000 met or exceeded the EOP goal. Goal achievement for EOPs between \$500,000 and \$5,000,000 decreased in FY 2016. At the end of FY 2016, 58 percent of EOP projects over \$5,000,000 met or exceeded the EOP goal with an increase of six percent by contract value and three percent by number of contracts from the previous FY 2015 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 first 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. Sixty-one Percent of All EOP Projects Under \$500,000 Met or Exceeded Goals - By contract dollar amount, 89 percent of projects under \$500,000 met at least 90 percent of the EOP goal (Figure 3.1A).

Out of 149 EOP Projects Under \$500,000, 62 Percent (92 EOPs) Met or Exceeded Goals - 88 percent of contracts under \$500,000 (131 contracts) met at least 90 percent of the EOP goal (Figure 3.1B).

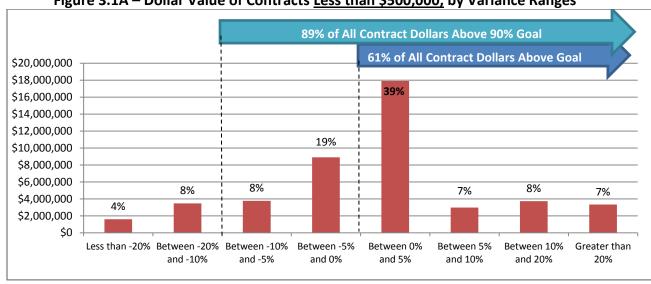


Figure 3.1A – Dollar Value of Contracts Less than \$500,000, by Variance Ranges*

*Percentages may not appear to add due to rounding

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

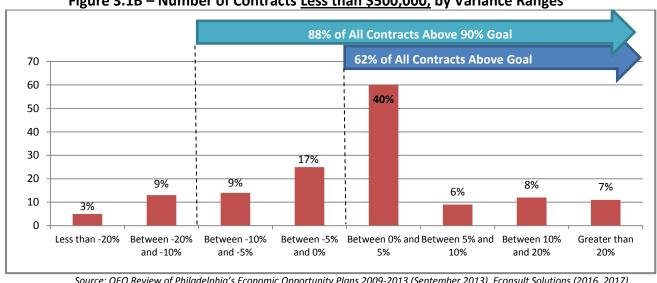


Figure 3.1B - Number of Contracts Less than \$500,000, by Variance Ranges

2. Fifty-two 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 (84 percent) met at least 90 percent of the EOP goal (Figure 3.2A).

Out of 382 EOP Contracts Between \$500,000 and \$5 Million, 54 Percent (206 EOPs) Met or Exceeded Goals – The majority of contracts between \$500,000 and \$5,000,000 (327 contracts or 86 percent) met at least 90 percent of the EOP goal (Figure 3.2B).

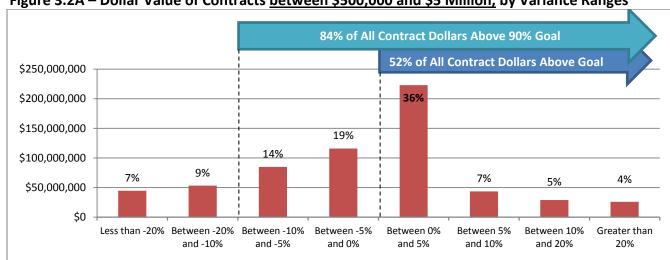
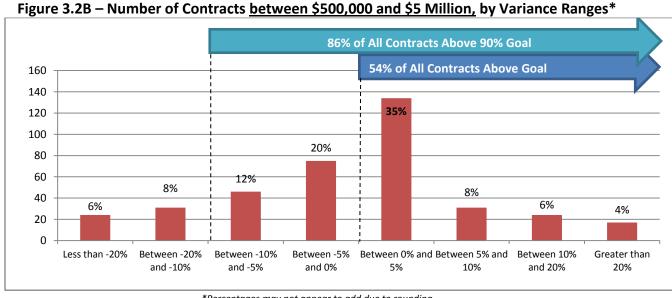


Figure 3.2A – Dollar Value of Contracts between \$500,000 and \$5 Million, by Variance Ranges

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



*Percentages may not appear to add due to rounding

3. Fifty-eight Percent of EOP Projects Over \$5 Million Met or Exceeded Goals - By contract dollar amount, the majority of projects over \$5,000,000 (79 percent) met at least 90 percent of the EOP goal (Figure 3.3A).

Out of 114 EOP Projects Over \$5 Million, 55 Percent (63 EOPs) Met or Exceeded Goals - 86 percent of contracts over \$5,000,000 (98 contracts) met at least 90 percent of the EOP goal (Figure 3.3B).

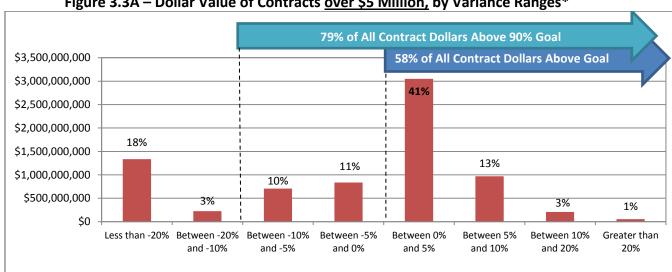
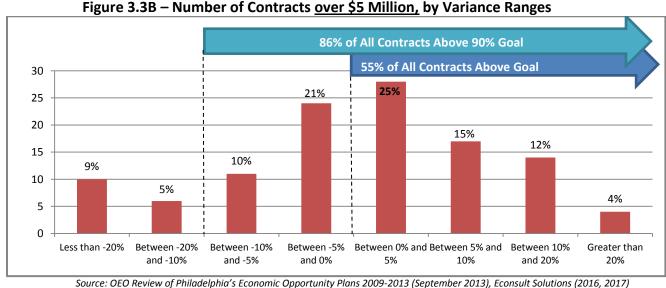


Figure 3.3A – Dollar Value of Contracts over \$5 Million, by Variance Ranges*

*Percentages may not appear to add due to rounding



4. Summary – Small EOPs under \$500,000 had a higher success rate based on both contract dollars (61.15 percent) and number of contracts (61.74 percent). The success of smaller EOPs may be attributed to the continued improvement of EOP oversight, established contractor relationships between primes and M/W/DSBE subcontractors, and simpler and more direct lines of communication between primes and minority

subcontractors. Smaller contracts are also more likely to have M/W/DSBE prime contractors. Figure 3.4 shows the change of EOPs by Bid Amount from the previous 2015 reporting period (represented by smaller dots) to the 2016 reporting period, which is the focus of this study (represented by larger dots).

There was significant improvement in goal achievement on small (<\$500K) EOPs.

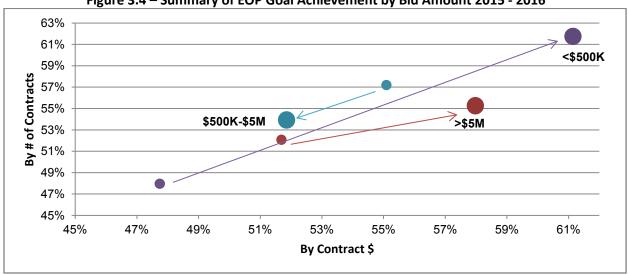


Figure 3.4 - Summary of EOP Goal Achievement by Bid Amount 2015 - 2016

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Summary of EOP Goal Achievement by Bid Amount 2016

Bid Amount (#Projects)	,	Contract \$	By # Contracts		
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal	
<\$500K (149)	61.15%	88.91%	61.74%	87.92%	
\$500K-\$5M (382)	51.85%	84.23%	53.93%	85.60%	
>\$5M (114)	57.98%	78.86%	55.26%	85.96%	

Summary of EOP Goal Achievement by Bid Amount 2015

Bid Amount (#Projects)	ВуС	Contract \$	By # Contracts		
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal	
<\$500K (123)	47.74%	77.83%	47.97%	78.05%	
\$500K-\$5M (313)	55.10%	85.77%	57.19%	85.30%	
>\$5M (121)	51.69%	78.92%	52.07%	86.78%	

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 (258 projects)
- Goal commitments between 20 and 25 percent (196)
- Goal commitments between 25 and 50 percent (155)
- Goal commitments between 50 percent and 100 percent (36)²

Data in the previous report, covering EOP activity through FY 2015, showed that EOPs with goal commitments of up to 20 percent had high EOP achievement both by dollar value and number of contracts. As commitment levels rose, success rates in EOP achievement fell. The current data, which includes FY 2016, shows that EOPs with goal commitments of up to 20 percent continue to have high EOP achievement by dollar value, while EOPs with goal commitments between 50 and 100 percent have high achievement by number of contracts. At the end of FY 2016, 98 percent of EOP projects with commitments up to 20 percent met or exceeded at least 90 percent over the previous FY 2015 reporting period. By number of contracts, in FY 2016, 98 percent of EOP contracts with commitments up to 20 percent met or exceeded at least 90 percent of the EOP goal, an increase of four percent in the contract goal over the FY 2015 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.

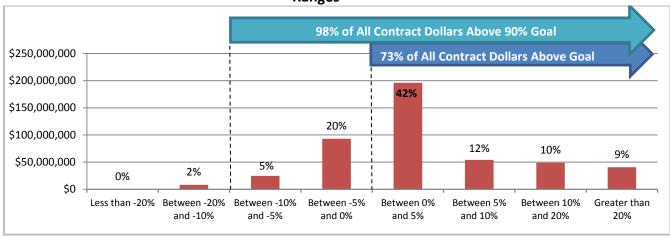
The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The first dotted line on each chart in the report represents EOPs that met or exceeded 90 percent of the goal. The subsequent analysis reveals highlights and 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.

 Seventy-three 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 (98 percent) met at least 90 percent of the EOP goal (Figure 4.1A).

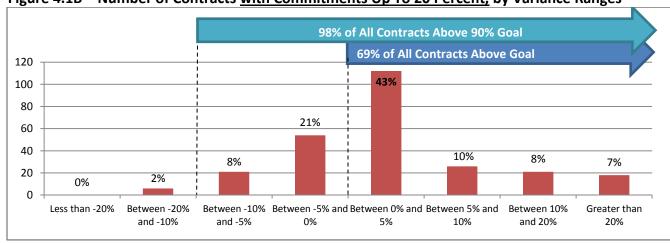
Out of 258 EOP Projects with Commitments Up to 20 Percent, 69 Percent (177 EOPs) Met or Exceeded Goals – The majority of contracts with goal commitments of up to 20 percent (252 contracts or 98 percent) met at least 90 percent of the EOP goal (Figure 4.1B).

Figure 4.1A – Dollar Value of Contracts with <u>Commitments Up to 20 Percent</u>, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

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

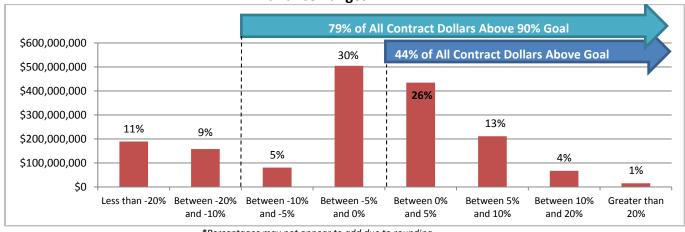


*Percentages may not appear to add due to rounding

2. Forty-four Percent of EOP Projects with Commitments Between 20 and 25 Percent Met or Exceeded Goals – By dollar amount, the majority of projects (79 percent) with goal commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2A).

Out of 196 EOP Projects with Commitments Between 20 and 25 Percent, 99 EOPs Met or Exceeded Goals – 83 percent of contracts (162 contracts) with goal commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2B).

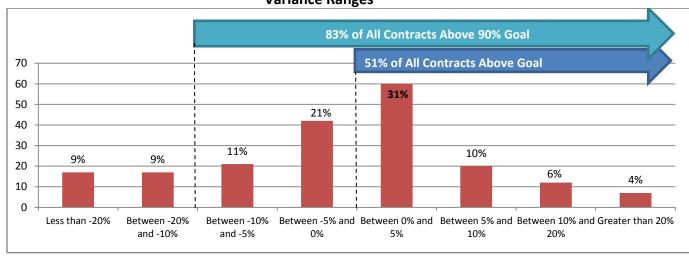
Figure 4.2A – Dollar Value of Contracts with <u>Commitments Between 20 and 25 Percent</u>, by Variance Ranges*



*Percentages may not appear to add due to rounding

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

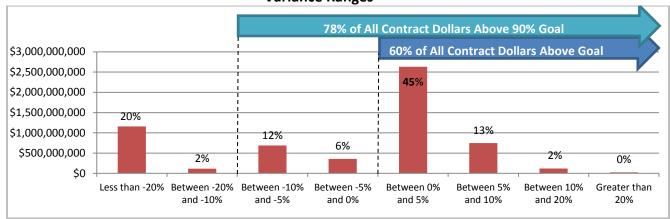
Figure 4.2B – Number of Contracts <u>with Commitments Between 20 and 25 Percent,</u> by Variance Ranges



3. Sixty 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 (78 percent) met at least 90 percent of the EOP goal (Figure 4.3A).

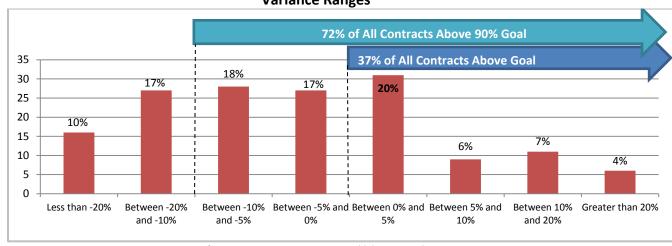
Out of 155 EOP Projects with Commitments Between 25 and 50 Percent, 37 Percent (57 EOPs) Met or Exceeded Goals – Almost three-quarters of contracts (112 contracts or 72 percent) with goal commitments between 25 and 50 percent met at least 90 percent of the EOP goal (Figure 4.3B).

Figure 4.3A – Dollar Value of Contracts with <u>Commitments Between 25 and 50 Percent,</u> by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Figure 4.3B – Number of Contracts <u>with Commitments Between 25 and 50 Percent,</u> by Variance Ranges*

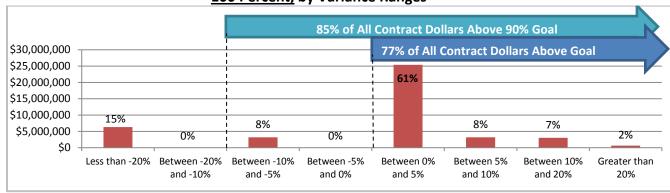


*Percentages may not appear to add due to rounding

4. Seventy-Seven Percent of EOP Projects Primed by M/W/DSBEs with Commitments Between 50 and 100 Percent Met or Exceeded Goals – By dollar amount, the majority of projects (85 percent) with goal commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4A).

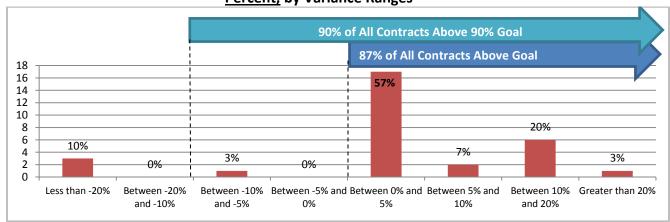
Out of 30 EOP Projects Primed by M/W/DSBEs with Commitments Between 50 and 100 Percent, 87 Percent (26 EOPs) Met or Exceeded Goals – The majority (90 percent) of the active and closed contracts with commitments of 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4B).³

Figure 4.4A – Dollar Value of M/W/DSBE Prime Contracts with Commitments <u>Between 50 and</u> <u>100 Percent</u>, by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Figure 4.4B – Number of M/W/DSBE Prime Contracts with Commitments <u>Between 50 and 100</u>
<u>Percent,</u> by Variance Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

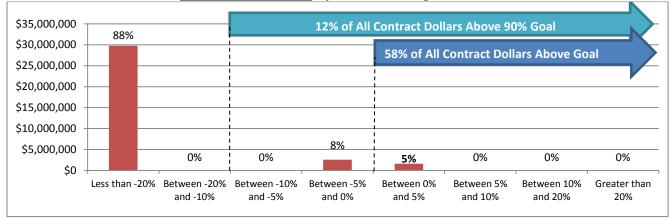
3

³ One contract had a commitment percentage of 124%, and was included in the 50%-100% commitment level category.

5. Fifty-Eight Percent of Non-M/W/DSBE Prime EOP Projects with Commitments Between 50 and 100 Percent Met or Exceeded Goals – By dollar amount, 12 percent of Non-Prime M/W/DSBE projects with goal commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.5A).

Out of 6 Non-M/W/DSBE Prime EOP Projects with Commitments Between 50 and 100 Percent, 33 Percent (2 EOPs) Met or Exceeded Goals – Active and closed Non-M/W/DSBE Prime contracts with commitments of 50 and 100 percent met at least 50 percent of the EOP goal (Figure 4.5B).

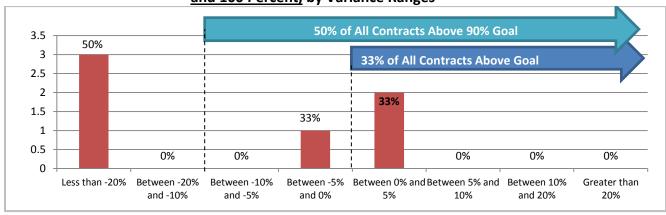
Figure 4.5A – Dollar Value of Non-M/W/DSBE Prime Contracts with Commitments <u>Between</u>
50 and 100 Percent, by Variance Ranges*⁴



*Percentages may not appear to add due to rounding

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Figure 4.5B – Number of Non-Prime M/W/DSBE Contracts with Commitments <u>Between 50</u> and 100 Percent, by Variance Ranges*



*Percentages may not appear to add due to rounding

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

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⁴ Many EOPs had a goal of 100 percent. Because an EOP cannot exceed that, there were no EOPs in the last three columns of each bar chart (which only capture an EOP if they exceed their goal by over 5 percent).

6. Summary – Based on contract value, EOPs with commitments under 20 percent had the highest success in achieving their EOP goals by contract dollars (72.96 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 (77.78 percent) (Figure 4.6).

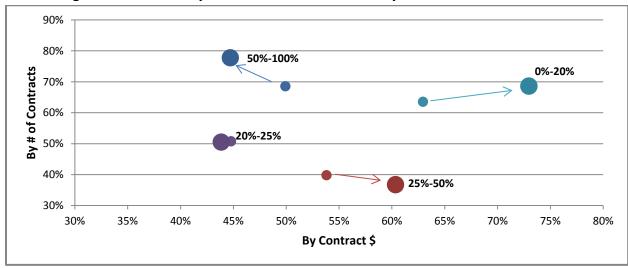


Figure 4.6 – Summary of EOP Goal Achievement by Commitment 2015 - 2016

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Summary of EOP Goal Achievement by Commitment 2016

Commitment (#Projects)	Ву	Contract \$	By # Contracts		
	Met Goal Met 90% of Goa		Met Goal	Met 90% of Goal	
0%-20% (258)	72.96%	98.27%	68.60%	97.67%	
20%-25% (196)	43.87%	79.12%	50.51%	82.65%	
25%-50% (155)	60.34%	78.23%	36.77%	72.26%	
50%-100% (36)	44.73%	52.28%	77.78%	83.33%	

Summary of EOP Goal Achievement by Commitment 2015

Commitment (#Projects)	Ву	Contract \$	By # Contracts		
	Met Goal Met 90% of Goa		Met Goal	Met 90% of Goal	
0%-20% (203)	62.95%	91.89%	91.89% 63.55%		
20%-25% (191)	44.78%	83.11%	50.79%	83.77%	
25%-50% (128)	53.82%	76.86%	39.84%	69.53%	
50%-100% (35)	49.93%	66.25%	68.57%	82.86%	

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 (51 projects)
- Public Property (176)
- Streets (47)
- Water (225)
- Non-Public Works (10)
- Public Private Partnerships (67)
- Quasi-Public Agencies (69)⁵

Data analyzed in the previous report, which covered through FY 2015, showed that the Streets Department had the highest success rate in meeting or exceeding EOP goals, both by dollar amount (84.7 percent) and the number of contracts (70.5 percent). Through FY 2015, Public Property EOPs had the lowest success rate in goal achievement by dollar amount (35.4 percent). Aviation EOPs had the lowest success rate by number of contracts (44.7 percent). Data analyzed in this report which includes data through FY 2016, shows that the Streets Department continues to have the highest success rate based on contract dollar value at 85.1 percent, which is an increase of 0.4 percentage points over the FY 2015 data. Based on number of contracts, Streets EOPs had the highest achievement at 70.2 percent, a decrease of .3 percentage points. Aviation has the lowest EOP success rate by number of contracts, which is decrease of 3.6 percentage points. Non-Public Works EOPs had the lowest success rate in goal achievement both by dollar amount (30.1 percent), a decrease of 9 percentage points. The

⁵ 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.

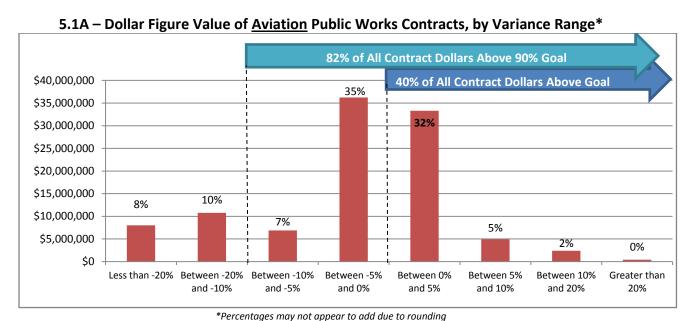
decrease in Non-Public Works may be attributed to the small number of contracts which can cause larger fluctuations in departmental goal achievement year to year.

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

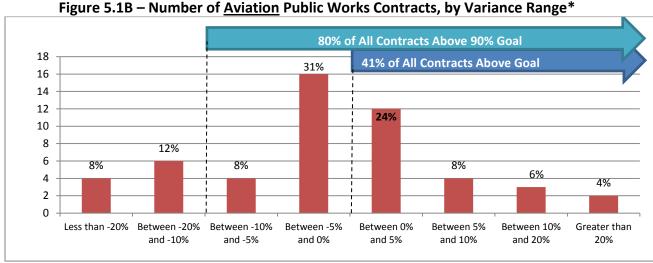
The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The first dotted line on each chart in the report represents EOPs that are within at least 10 percent of achieving the committed contacts goal (labeled on 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 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. Forty Percent of Public Works (PW) EOP Projects under the Division of Aviation Met or Exceeded Goals – By contract dollar amount, a high percentage of Aviation PW projects (82 percent) met at least 90 percent of the EOP goal (Figure 5.1A).

Out of 51 PW EOP Projects under the Division of Aviation, 41 Percent (21 EOPs) Met or Exceeded Goals - Of the Aviation PW contracts, 41 contracts (or 80 percent) met at least 90 percent of the EOP goal (Figure 5.1B).



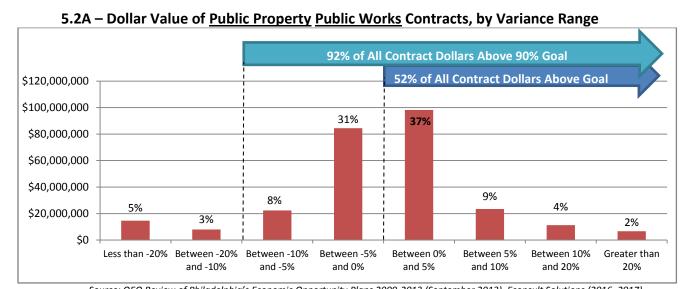
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



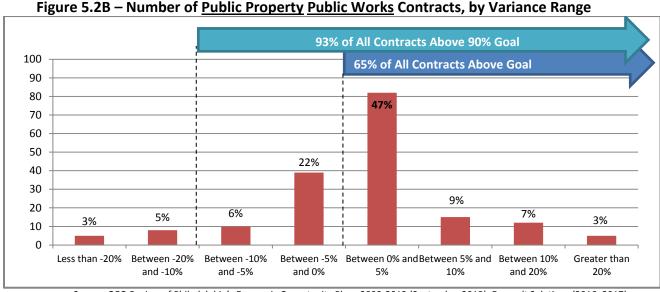
*Percentages may not appear to add due to rounding

2. Fifty-two 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 (92 percent) met at least 90 percent of the EOP goal (Figure 5.2A).

Out of 176 PW EOP Projects under the Department of Public Property, 65 Percent (114 EOPs) Met or Exceeded Goals – The majority of Public Property PW contracts (163 contracts or 93 percent) met at least 90 percent of the EOP goal (Figure 5.2B).

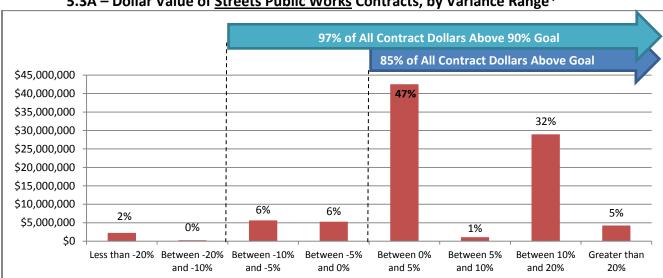


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



3. Eighty-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).

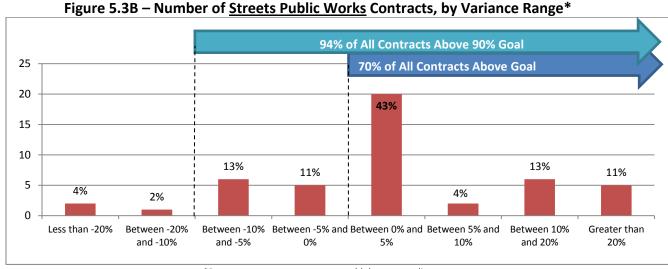
Out of 47 PW EOP Projects under the Department of Streets, 70 Percent (33 EOPs) Met or Exceeded Goals – The majority of Streets PW projects (44 contracts or 94 percent) met at least 90 percent of the EOP goal (Figure 5.3B).



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

*Percentages may not appear to add due to rounding

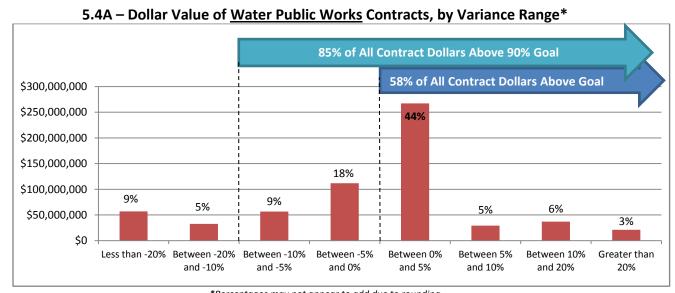
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



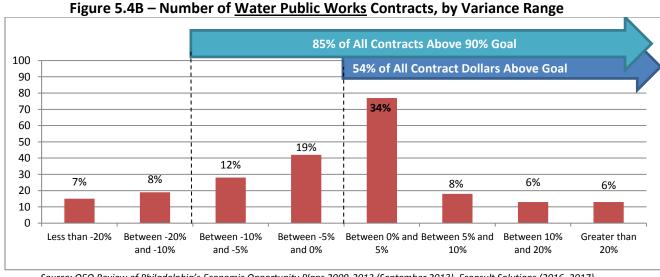
*Percentages may not appear to add due to rounding

4. Fifty-eight Percent of Public Works (PW) EOP Projects under the Water Department Met or Exceeded Goals – By contract dollar amount, the majority of Water Department PW projects (85 percent) met at least 90 percent of the EOP goal (Figure 5.4A).

Out of 225 PW EOP Projects under the Water Department, 54 Percent (121 EOPs) Met or Exceeded Goals – The majority of Water Department PW projects (191 contracts or 85 percent) met at least 90 percent of the EOP goal (Figure 5.4B).

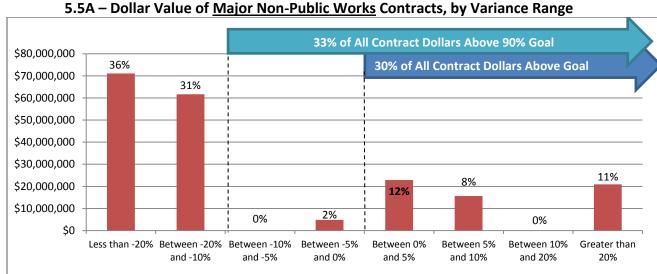


*Percentages may not appear to add due to rounding
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

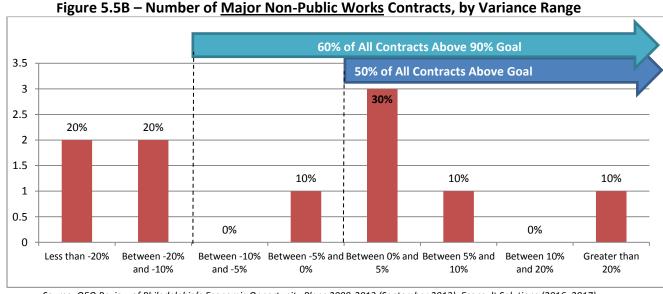


5. Thirty Percent of Major Non-Public Works EOPs Met or Exceeded Goals - By contract dollar amount, the majority of Non-Public Works projects (33 percent) met at least 90 percent of the EOP goal (Figure 5.5A).

Out of 10 Major Non-Public Works EOP Projects, 50 Percent (5 EOPs) Met or Exceeded Goals – 60 percent of Non-Public Works contracts (six contracts) met at least 90 percent of the EOP goal (Figure 5.5B).

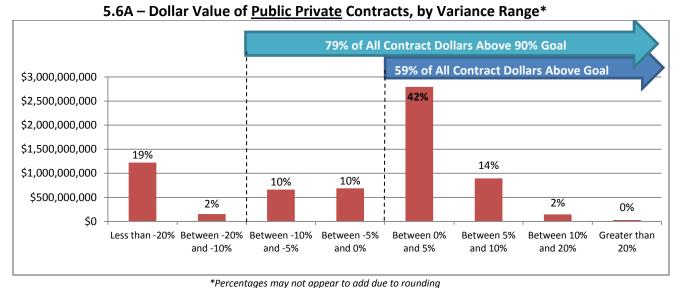


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)



6. Fifty-nine Percent of Public Private EOPs Met or Exceeded Goals - By dollar amount, the majority of Public Private projects (79 percent) met at least 90 percent of the EOP goal (Figure 5.6A).

Out of 67 Public Private EOP Projects, 55 Percent (37 EOPs) Met or Exceeded Goals -The majority of Public Private contracts (57 contracts or 85 percent) met at least 90 percent of the EOP goal (Figure 5.6B).



Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

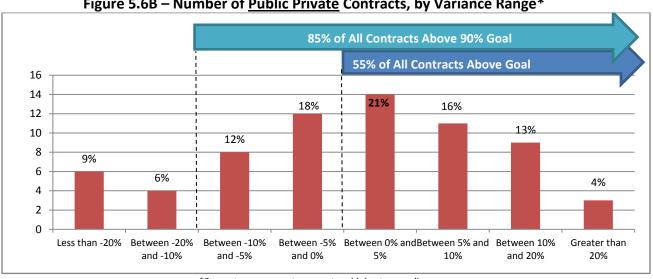
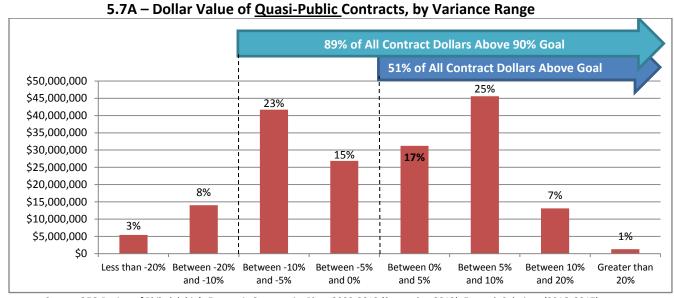
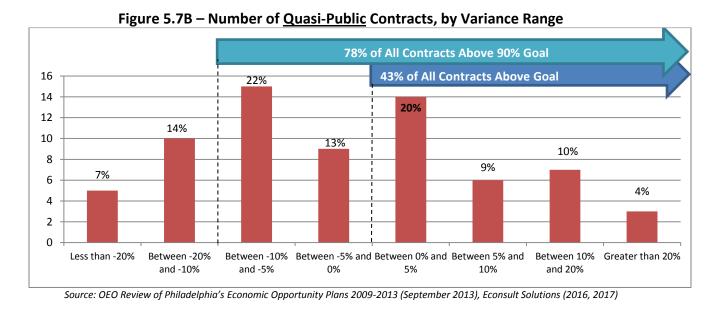


Figure 5.6B – Number of Public Private Contracts, by Variance Range*

*Percentages may not appear to add due to rounding Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017) 7. Fifty-one Percent of Quasi-Public Agency EOPs Met or Exceeded Goals – By dollar amount, the majority of Quasi-Public projects (89 percent) met at least 90 percent of the EOP goal (Figure 5.7A).

Out of 69 Quasi-Public Agency EOP Projects, 43 Percent (30 EOPs) Met or Exceeded Goals – The majority of Quasi-Public contracts (54 contracts or 78 percent) met at least 90 percent of the EOP goal (Figure 5.7B).





8. **Summary** – Based on the dollar value of contracts, the Streets Department had the highest achievement at 85.1 percent and Non-Public Works had the lowest EOP achievement by dollar value of contracts at 30.1 percent. Based on the number of contracts, Streets had the highest success rate in EOP goal achievement at 70.2 percent, while Aviation EOPs had the lowest success rate at 41.2 percent (Figure 5.8). Public Property has the third highest achievement for a department (40 percent in FY 2016) and the sixth largest budget (\$54 million). Streets had a goal of 30 percent and a budget of \$64 million for the same period. Aviation also had a goal of 30 percent in FY 2016 and the third largest budget at \$89 million.⁶

For the second year in a row, Streets had the best goal achievement performance

Figure 5.8 shows the change of EOPs by Department from the previous 2015 reporting period (represented by smaller dots) to the 2015 reporting period which is the focus of this study (represented by larger dots.) In terms of achieving at least 90 percent of the EOP goal

by dollar value and number of contracts, all departments reached a minimum of 75 percent achievement with the exception of Non-Public Works.

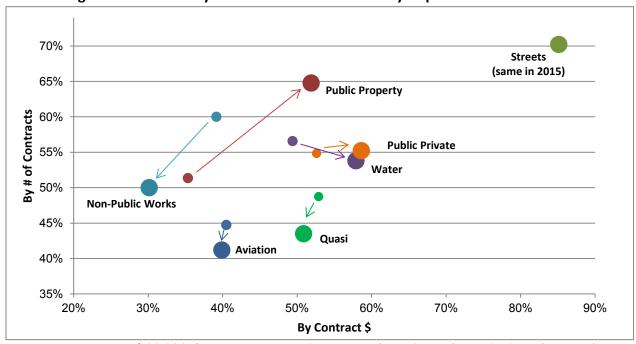


Figure 5.8 - Summary of EOP Goal Achievement by Department 2015 - 2016

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

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⁶ Department of Commerce, Office of Economic Opportunity Annual Report – Fiscal Year 2016.

Summary of EOP Goal Achievement by Department 2016

Dept/Market	Ву	Contract\$	By #Contracts		
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal	
Aviation (51)	39.89%	81.76%	41.18%	80.39%	
Public Property (176)	51.88%	91.57%	64.77%	92.61%	
Streets (47)	85.14%	97.24%	70.21%	93.62%	
Water (225)	57.91%	85.41%	53.78%	84.89%	
Non-Public Works (10)	30.14%	32.59%	50.00%	60.00%	
Public Private (67)	58.61%	79.11%	55.22%	85.07%	
Quasi (69)	50.88%	50.88% 89.14%		78.26%	

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Summary of EOP Goal Achievement by Department 2015

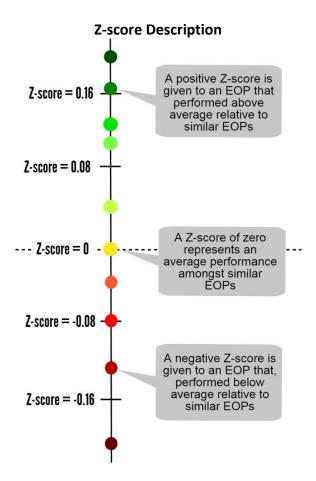
Dept/Market	Ву	Contract\$	By #Contracts		
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal	
Aviation (38)	40.50%	80.76%	44.74%	76.32%	
Public Property (111)	35.36%	77.91%	51.35%	78.38%	
Streets (44)	84.72%	97.37%	70.45%	93.18%	
Water (175)	49.38%	92.90%	56.57%	88.57%	
Non-Public Works (10)	39.18%	72.16%	60.00%	70.00%	
Public Private (62)	52.61%	77.29%	54.84%	85.48%	
Quasi (117)	52.89%	89.04%	48.72%	82.05%	

6 RESULTS: RANKING OF EOPS AND CONTRACTORS

Section 6 analyzes how individual EOPs and contractors rank by Economic Opportunity Plan (EOP) goal achievement. In order to analyze achievement, a Z-score was used to determine Prime Contractor ranking. Detailed data regarding the methodology is included in the Appendix and the complete ranking results are included in Table A.4 of the Appendix.

The Z-score results reveal how goal setting and the achievement toward goals are connected. The calculated Z-scores are weighted uniquely for each EOP to account for their varying characteristics, including Bid Amount, Commitment Level, Status, and Department. The Z-score therefore represents an EOP's goal achievement relative to the average amongst similar EOPs (see Z-Score Description below).

It is important to note that this analysis, primarily focused on variance, does not judge whether the initial goal that was set was realistic or not. There is no way of deciphering if a goal of 30% and actual of 25% is bad because they fell short of the goal or good because the goal was too high and 25% is actually impressive. Or, conversely, we have no way of determining if a goal of 20% and actual of 25% is good because they achieved the goal or bad because the goal was too low and 25% is actually not that impressive.



The top ten EOP project bids out of 645 EOPs from FY 2009 to FY 2016, combined, total over three billion dollars at \$3,309,400,000. Six of the top ten EOPs are closed projects and four are active projects. The majority of the top ranking EOP projects, eight out of the top ten, are public private ventures (see Table 6.1).

Table 6.1 Top Ten EOPs Ranked by Z score

Rank	Contractor / Project name	Status	Depart	Bid Amount	Commitment %	Actual %	Variance	% of Goal ⁷	Z-Score
1	COMCAST TOWER TWO	Active	PubPriv	\$1,200,000,000	32.00%	34.90%	2.90%	109.06%	0.161849231
	WEXFORD SCI AND TECH -								
2	UNIVERSITY CITY HIGH	Active	PubPriv	\$1,200,000,000	35.00%	37.00%	2.00%	105.71%	0.124882288
3	CHOP BUERGER CENTER	Closed	PubPriv	\$337,800,000	35.00%	44.19%	9.19%	126.26%	0.108888768
4	MARAMOUNT CORP.	Closed	NPW	\$20,890,000	4.02%	100.31%	96.28%	2738.10%	0.051208675
5	BARNES FOUNDATION	Closed	PubPriv	\$150,000,000	30.00%	36.80%	6.80%	122.67%	0.036083866
	MITCHELL & HILARIE								
6	MORGAN HALL	Closed	PubPriv	\$154,700,000	35.00%	41.00%	6.00%	117.14%	0.032979328
7	LINCOLN FINANCIAL FIELD	Closed	PubPriv	\$49,150,000	28.00%	46.30%	18.30%	165.36%	0.031165935
8	MORMON TEMPLE	Active	PubPriv	\$84,900,000	25.00%	33.95%	8.95%	135.80%	0.02903221
9	EVO CIRA CENTER SOUTH	Closed	PubPriv	\$90,210,000	33.00%	41.00%	8.00%	124.24%	0.025405308
	PHILADELPHIA BIOSOLIDS								
10	SERVICES	Closed	PubPriv	\$21,750,000	30.20%	60.00%	29.80%	198.68%	0.02235112
Total	_			\$3,309,400,000.00					

Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2016, 2017)

Prime contractors with **five or more** EOPs were also assigned a grade based on the Z score. There are 37 prime contractors that had at least five EOPs that were active or closed with

reported data. The top five performing prime contractors were assigned an "A". The remaining prime contractors were then divided in half; the top half were assigned a "B" and the bottom half received a grade of "C" (see Table 6.2). The more positive a prime contractor's Z-score, the higher the grade it received.

Top 5: A Top Half: B Bottom Half: C

The prime contractors who received a "C" all had negative Z-scores, indicating that their performance in reaching their M/W/DSBE participation goals was lower than average.

Table 6.2 Prime Contractors with Five or More EOPs Graded by Z score

Prime Contractor / Project Name	# of EOPs	Combined Bid Amount	Commitment %	Actual %	Variance	% of Goal	Z-Score	Grade
MINISCALCO								
CONSTRUCTION	9	\$12,321,710	18.39%	72.60%	54.21%	386.44%	0.00148961	Α
DJ KEATING	6	\$135,175,008	24.77%	27.91%	3.14%	45.47%	0.00060822	Α
AP CONSTRUCTION	21	\$66,177,240	24.77%	33.09%	8.32%	101.85%	0.00054622	Α
JAMES J. ANDERSON								
CONSTRUCTION CO., INC.	5	\$22,501,944	20.33%	22.92%	2.59%	84.85%	0.00041785	Α
FIVE STAR, INC.	8	\$10,389,578	23.78%	29.73%	5.95%	112.63%	0.00030969	Α
PHILIP PIO CONSTRUCTION								
co.	21	\$21,435,928	18.31%	25.30%	6.99%	128.09%	0.00026435	В
SERAVALLI, INC.	34	\$62,657,684	20.52%	25.28%	4.76%	112.29%	0.00019458	В
CARR & DUFF, INC.	7	\$4,176,931	17.09%	27.51%	10.43%	134.48%	0.00019163	В
EJ ELECTRIC	6	\$8,699,000	19.42%	23.94%	4.53%	110.92%	0.00016167	В

⁷ Refers to the percentage of goal achieved (% of Goal = Actual dollar amount divided by committed dollar amount).

Prime Contractor / Project	# of	Combined	Commitment	Actual	Marianaa	% of	7 50000	Cuada
Name	EOPs	Bid Amount	%	%	Variance	Goal	Z-Score	Grade
MCMULLEN ROOFING, INC.	7	\$3,826,258	24.78%	28.16%	3.38%	99.48%	0.00013291	В
GESSLER CONSTRUCTION								
CO., INC.	13	\$6,311,567	90.26%	96.31%	6.05%	99.63%	0.0001061	В
JACK COHEN & CO., INC.	5	\$2,243,306	16.91%	31.13%	14.22%	197.48%	0.00010479	В
PANNULLA CONSTRUCTION								
CO., INC.	6	\$5,050,364	20.42%	24.90%	4.48%	89.82%	7.4329E-05	В
JAMES J. ANDERSON								
CONSTRUCTION CO.	10	\$7,891,172	7.74%	12.80%	5.06%	151.26%	5.7738E-05	В
A.P. CONSTRUCTION	6	\$15,264,900	27.86%	28.88%	1.02%	103.44%	4.5697E-05	В
FIDELITY BURGLAR & ALARM								
CO., INC.	5	\$1,879,182	7.56%	11.51%	3.95%	143.75%	2.635E-05	В
PHILIPS BROTHERS								
ELECTRICAL CONTRACTORS,								
INC.	7	\$14,087,746	19.34%	17.22%	-2.12%	70.34%	2.4298E-05	В
ROCKPORT CONSTRUCTION								
GROUP, INC.	6	\$5,852,535	10.08%	12.16%	2.08%	113.86%	6.4677E-06	В
DONATO SPAVENTA & SONS,								
INC.	7	\$6,030,991	27.11%	28.08%	0.97%	99.99%	1.9992E-06	В
PANNULLA CONSTRUCTION	_	40.040.0==	22 222/	22.27	0.000/	404.4=0/		
CO.	5	\$2,243,657	22.08%	22.37%	0.29%	101.17%	-7.788E-06	В
C&T ASSOCIATES, INC.	6	\$13,262,920	20.74%	20.76%	0.03%	87.43%	-1.128E-05	В
HYDE ELECTRIC GROUP	8	\$3,050,599	16.31%	15.79%	-0.52%	91.60%	-2.542E-05	С
TONY DEPAUL & SON	8	\$12,768,758	8.01%	8.36%	0.35%	76.63%	-3.048E-05	С
PETRONGOLO	_	4- 4-0 -40	10.000/	40.0=0/	0.0=0/	00 =00/	0.440= 0=	
CONSTRUCTION	5	\$7,150,710	19.02%	19.87%	0.85%	88.50%	-3.118E-05	С
QUAD CONSTRUCTION	7	\$18,070,680	25.20%	25.00%	-0.21%	95.58%	-3.256E-05	С
DOLAN MECHANICAL	8	\$6,124,486	16.36%	14.51%	-1.85%	86.21%	-7.461E-05	С
EAGLE INDUSTRIAL ELECTRIC	5	\$15,477,773	20.49%	21.01%	0.52%	86.66%	-8.971E-05	С
PETRONGOLO	27	ć50 724 520	24 420/	20.240/	4.400/	70.000/	0.6445.05	•
CONTRACTORS, INC. EDWARD J. MELONEY, INC.	27 6	\$50,731,520 \$9,272,317	21.43%	20.24% 16.51%	-1.19% -1.66%	70.80%	-9.641E-05 -0.0001055	C C
	_		18.17%			95.23%		
PALMAN ELECTRIC CO.	5	\$4,695,039	17.37%	15.83%	-1.54%	71.05%	-0.0001149	C C
MULHERN ELECTRIC CO., INC. MILESTONE CONSTRUCTION	10	\$20,395,098	21.12%	20.80%	-0.32%	78.92%	-0.00015	C
MANAGEMENT, INC.	7	\$6,144,296	19.52%	14.73%	-4.79%	60.52%	-0.0001926	С
JPC GROUP, INC.	15	\$40,526,148	17.70%	15.12%	-4.79%	61.45%	-0.0001926	C
CARUSONE CONSTRUCTION,	13	\$40,320,148	17.70%	13.1270	-2.33%	01.43%	-0.0002139	C
INC.	26	\$64,628,048	17.71%	15.00%	-2.72%	70.32%	-0.0002668	С
BRIGHTLINE CONSTRUCTION,	20	707,020,040	17.71/0	13.00/0	2.12/0	70.32/0	0.0002008	C
INC.	8	\$5,485,049	25.92%	15.68%	-10.24%	53.21%	-0.0002793	С
MURPHY QUIGLEY CO., INC.	6	\$8,963,561	18.56%	13.06%	-5.50%	64.83%	-0.0002793	С
NELLO CONSTRUCTION CO.,	0	70,505,501	10.50%	13.0070	3.3070	04.03/0	0.0003021	
INC.	17	\$32,093,426	20.42%	13.33%	-7.10%	51.89%	-0.0005366	С
Courses OFO Review		. , , ,						

APPENDIX

EOP Ranking Methodology (Z-score)

Various characteristics were assigned to each EOP (active vs. closed, commitment level, EOP size, and department) and a z-score was calculated. This enabled an analysis which judged how an individual EOP performed in relation to other EOPs like it. In other words, the analysis adjusts for the fact that some characteristics make it easier or harder to achieve success on an EOP. Z-scores are able to factor in these differences in order to compare like and unlike EOPs. The methodology is as follows:

- 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. BidAmt_total = sum(BidAmt)
 - b. Weight = BidAmt /BidAmt _total
 - c. Z final = Z score x 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 Commitment Pct, Actual%, Variance, %Goal for each Prime Contractor using the accumulated variables
- 5. Calculate the Z -score of each Prime Contractor: average of its EOPs' Z-score
- 6. Prime Contractor Grading based on Z-score
 - a. In the Z-score results, a 0.0 represents the mean of all the results. Contractors and EOPs with Z-scores closest to 0.0 achieved the best results
 - b. Only prime contractors with five or more EOPs were selected for grading based on the Z-score
 - c. The top five prime contractors with Z-scores closes to 0.0 were assigned an A ranking

d. The remaining prime contractors with five or more EOPs were divided equally, the top half of Z-score results received a B ranking and the remaining prime contractors received a C ranking

Table A.1 All EOPs by Contract Size

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
1	COMCAST TOWER TWO	Active	PubPriv	\$1,200,000,000	\$384,000,000	\$1,200,000,000	\$418,800,000	32.00%	34.90%	2.90%	109.06%	0.161849231
2	WEXFORD SCIENCE AND TECHNOLOGY - UNIVERSITY CITY HIGH SCHOOL	Active	PubPriv	\$1,200,000,000	\$420,000,000	\$1,200,000,000	\$444,000,000	35.00%	37.00%	2.00%	105.71%	0.124882288
3	VERIZON	Active	PubPriv	\$672,370,000	\$201,711,000	\$672,370,000	\$36,845,876	30.00%	5.48%	-24.52%	18.27%	-0.540367126
4	FMC TOWER	Active	PubPriv	\$372,970,000	\$123,080,100	\$372,970,000	\$104,021,333	33.00%	27.89%	-5.11%	84.52%	-0.051953655
5	CHOP BUERGER CENTER	Closed	PubPriv	\$337,800,000	\$118,230,000	\$337,800,000	\$149,273,820	35.00%	44.19%	9.19%	126.26%	0.108888768
6	SMILOW TRANSLATIONAL CENTER (TRC)	Closed	PubPriv	\$243,930,000	\$60,982,500	\$243,930,000	\$50,493,510	25.00%	20.70%	-4.30%	82.80%	-0.033977453
7	W/ELEMENT PHILADELPHIA HOTELS	Active	PubPriv	\$163,010,000	\$57,053,500	\$163,010,000	\$9,943,610	35.00%	6.10%	-28.90%	17.43%	-0.155445814
8	MITCHELL & HILARIE MORGAN HALL	Closed	PubPriv	\$154,700,000	\$54,145,000	\$154,700,000	\$63,427,000	35.00%	41.00%	6.00%	117.14%	0.032979328
9	BARNES FOUNDATION	Closed	PubPriv	\$150,000,000	\$45,000,000	\$150,000,000	\$55,200,000	30.00%	36.80%	6.80%	122.67%	0.036083866
10	SOUTH PAVILION EXPANSION	Active	PubPriv	\$136,890,000	\$34,222,500	\$136,890,000	\$37,261,458	25.00%	27.22%	2.22%	108.88%	0.015276771
11	EAST MARKET ST.	Active	PubPriv	\$120,000,000	\$36,000,000	\$120,000,000	\$9,600,000	30.00%	8.00%	-22.00%	26.67%	-0.086090297
12	FASHION OUTLETS OF PHILADELPHIA	Active	PubPriv	\$100,000,000	\$30,000,000	\$100,000,000	\$9,850,000	30.00%	9.85%	-20.15%	32.83%	-0.065409608
13	CHESTNUT STREET HOUSING	Closed	PubPriv	\$97,600,000	\$29,280,000	\$97,600,000	\$23,424,000	30.00%	24.00%	-6.00%	80.00%	-0.019272799
14	UNVERSITY SCIENCE BUILDING (SERC)	Closed	PubPriv	\$91,600,000	\$32,060,000	\$91,600,000	\$30,484,480	35.00%	33.28%	-1.72%	95.09%	-0.004671796
15	EVO CIRA CENTER SOUTH	Closed	PubPriv	\$90,210,000	\$29,769,300	\$90,210,000	\$36,986,100	33.00%	41.00%	8.00%	124.24%	0.025405308
16	LANCASTER AVE (34TH & LANCASTER)	Closed	PubPriv	\$86,700,000	\$23,409,000	\$86,700,000	\$24,276,000	27.00%	28.00%	1.00%	103.70%	0.003648201

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
17	NEW COLLEGE HOUSE	Active	PubPriv	\$85,260,000	\$21,315,000	\$85,260,000	\$9,540,594	25.00%	11.19%	-13.81%	44.76%	-0.03726599
18	RODIN SQUARE PROJECT	Closed	PubPriv	\$84,940,000	\$21,235,000	\$84,940,000	\$3,822,300	25.00%	4.50%	-20.50%	18.00%	-0.058920231
19	MORMON TEMPLE	Active	PubPriv	\$84,900,000	\$21,225,000	\$84,900,000	\$28,823,550	25.00%	33.95%	8.95%	135.80%	0.02903221
20	1601 VINE TOWER AND MEETING HOUSE	Active	PubPriv	\$83,480,000	\$20,870,000	\$83,480,000	\$3,664,772	25.00%	4.39%	-20.61%	17.56%	-0.055918351
21	DJ KEATING	Active	Water	\$75,525,000	\$18,276,100	\$4,285,054	\$1,080,448	24.20%	25.21%	1.02%	5.91%	0.003098699
22	DREXEL LEBOW BUSINESS SCHOOL	Closed	PubPriv	\$70,300,000	\$21,090,000	\$70,300,000	\$18,981,000	30.00%	27.00%	-3.00%	90.00%	-0.006664776
23	PPMC ADVANCED CARE HOSPITAL PAVILION	Active	PubPriv	\$68,630,000	\$17,157,500	\$68,630,000	\$16,189,817	25.00%	23.59%	-1.41%	94.36%	-0.000868247
24	PCAM SOUTH TOWER	Active	PubPriv	\$65,260,000	\$16,315,000	\$65,260,000	\$14,579,084	25.00%	22.34%	-2.66%	89.36%	-0.003617816
25	WASTE MANAGEMENT	Active	NPW	\$60,550,000	\$15,140,000	\$82,150,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.039877158
26	SUGARHOUSE CASINO	Closed	PubPriv	\$60,000,000	\$21,000,000	\$60,000,000	\$15,600,000	35.00%	26.00%	-9.00%	74.29%	-0.018007776
27	GLOBAL PROGRAM PARTNERS	Active	NPW	\$54,580,000	\$23,620,000	\$39,650,000	\$12,020,000	43.28%	30.32%	-12.96%	50.89%	-0.017502367
28	CAMPUS INN (HOMEWOOD SUITES)	Closed	PubPriv	\$50,000,000	\$18,500,000	\$50,000,000	\$14,710,000	37.00%	29.42%	-7.58%	79.51%	-0.012576803
29	DIETZ & WATSON	Closed	PubPriv	\$50,000,000	\$11,000,000	\$50,000,000	\$3,000,000	22.00%	6.00%	-16.00%	27.27%	-0.02773685
30	LINCOLN FINANCIAL FIELD	Closed	PubPriv	\$49,150,000	\$13,762,000	\$49,150,000	\$22,756,450	28.00%	46.30%	18.30%	165.36%	0.031165935
31	THE MUSEUM OF THE AMERICAN REVOLUTION	Active	PubPriv	\$48,590,000	\$12,147,500	\$48,590,000	\$12,225,244	25.00%	25.16%	0.16%	100.64%	0.001996459
32	DILWORTH PLAZA	Closed	PubPriv	\$46,120,000	\$13,836,000	\$46,120,000	\$11,585,344	30.00%	25.12%	-4.88%	83.73%	-0.007339531
33	NEUROBEHAVIORAL SCIENCES BUILDING	Active	PubPriv	\$42,450,000	\$10,612,500	\$42,450,000	\$12,730,755	25.00%	29.99%	4.99%	119.96%	0.008762199
34	DJ KEATING	Closed	Water	\$38,067,000	\$11,839,340	\$36,791,465	\$11,689,070	31.10%	31.77%	0.67%	98.73%	0.001232078
35	3600 CIVIC CENTER BLVD GARAGE	Closed	PubPriv	\$34,800,000	\$8,700,000	\$34,800,000	\$5,519,280	25.00%	15.86%	-9.14%	63.44%	-0.010611234

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
36	MODULE 7	Active	PubPriv	\$34,660,000	\$8,665,000	\$34,660,000	\$10,959,492	25.00%	31.62%	6.62%	126.48%	0.009088024
37	ART HANDLING	Closed	PubPriv	\$32,080,000	\$9,624,000	\$32,080,000	\$8,113,032	30.00%	25.29%	-4.71%	84.30%	-0.00491858
38	ALOFT HOTEL	Active	PubPriv	\$28,670,000	\$8,601,000	\$28,670,000	\$6,350,405	30.00%	22.15%	-7.85%	73.83%	-0.006682509
39	THOMAS P. CARNEY, INC.	Active	Water	\$28,438,300	\$35,389,922	\$4,846,994	\$2,925,056	124.44%	60.35%	-64.10%	8.27%	-0.054755311
40	AMERESCO/AP CONSTRUCTION	Active	Water	\$27,054,827	\$11,478,189	\$25,972,634	\$10,348,324	42.43%	39.84%	-2.58%	90.16%	-0.001171817
41	ST. JOSEPH'S UNIVERSITY	Closed	PubPriv	\$25,300,000	\$8,855,000	\$25,300,000	\$13,156,000	35.00%	52.00%	17.00%	148.57%	0.014917166
42	D.J. KEATING	Closed	Public Property	\$24,495,000	\$8,073,656	\$24,495,000	\$7,738,080	32.96%	31.59%	-1.37%	95.84%	-0.001035978
43	PENN SINGH NANOTECH CENTER	Closed	PubPriv	\$22,270,000	\$5,567,500	\$22,270,000	\$6,669,865	25.00%	29.95%	4.95%	119.80%	0.003947372
44	PHILADELPHIA BIOSOLIDS SERVICES	Closed	PubPriv	\$21,750,000	\$6,568,500	\$21,750,000	\$13,050,000	30.20%	60.00%	29.80%	198.68%	0.02235112
45	MARAMOUNT CORP.	Closed	NPW	\$20,890,000	\$840,000	\$22,930,000	\$23,000,000	4.02%	100.31%	96.28%	2738.10%	0.051208675
46	AP CONSTRUCTION	Active	Water	\$20,339,684	\$6,318,661	\$18,402,333	\$7,729,573	31.07%	42.00%	10.94%	122.33%	0.007865028
47	WILLIAM WAY SENIOR RESIDENCE	Closed	Quasi	\$19,650,000	\$4,912,500	\$19,650,000	\$4,519,500	25.00%	23.00%	-2.00%	92.00%	-0.00068247
48	PPMC SPECIALTY CARE FIT-OUT	Active	PubPriv	\$19,550,000	\$4,887,500	\$19,550,000	\$4,222,800	25.00%	21.60%	-3.40%	86.40%	-0.001578978
49	JPC GROUP, INC.	Active	Water	\$19,476,000	\$2,266,651	\$13,750,959	\$1,616,200	11.64%	11.75%	0.12%	71.30%	-0.000367742
50	PHILADELPHIA ZOO INTERMODAL TRANSPORTATION/STREE TSCAPE (ZOO CAPITAL PROJECTS)	Closed	PubPriv	\$18,900,000	\$6,237,000	\$18,900,000	\$6,237,000	33.00%	33.00%	0.00%	100.00%	0.000148509
51	XFINITY LIVE!	Closed	PubPriv	\$18,500,000	\$6,475,000	\$18,500,000	\$8,695,000	35.00%	47.00%	12.00%	134.29%	0.007742385
52	CONVENTION CENTER PARKING FACILITY	Closed	PubPriv	\$18,000,000	\$5,040,000	\$18,000,000	\$4,536,000	28.00%	25.20%	-2.80%	90.00%	-0.001583291

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
53	MIXED USE PARKING GARAGE 11TH & MONTGOMERY	Closed	PubPriv	\$17,900,000	\$6,265,000	\$17,900,000	\$4,791,830	35.00%	26.77%	-8.23%	76.49%	-0.004900654
54	THE STUDY AT UNIVERSITY CITY	Active	PubPriv	\$17,010,000	\$5,103,000	\$17,010,000	\$2,041,200	30.00%	12.00%	-18.00%	40.00%	-0.009874382
55	NUGENT SENIOR APARTMENT	Closed	Quasi	\$17,000,000	\$4,250,000	\$17,000,000	\$3,230,000	25.00%	19.00%	-6.00%	76.00%	-0.002933615
56	SERAVALLI, INC.	Closed	Streets	\$16,628,475	\$3,219,592	\$16,415,211	\$5,603,228	19.36%	34.13%	14.77%	174.04%	0.005836333
57	FAIRMOUNT GARDENS	Active	Quasi	\$16,000,000	\$4,000,000	\$16,000,000	\$5,600,000	25.00%	35.00%	10.00%	140.00%	0.006505658
58	STEINBERG HALL/DIETRICH HALL	Closed	PubPriv	\$15,900,000	\$3,975,000	\$15,900,000	\$6,635,070	25.00%	41.73%	16.73%	166.92%	0.00922791
59	CARUSONE CONSTRUCTION, INC.	Active	Water	\$15,894,000	\$1,738,071	\$11,360,543	\$1,034,423	10.94%	9.11%	-1.83%	59.52%	-0.00121806
60	MARAMOUNT CORP.	Active	NPW	\$15,620,000	\$1,560,000	\$21,200,000	\$3,430,000	9.99%	16.18%	6.19%	219.87%	0.002225746
61	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$15,346,808	\$4,143,638	\$11,821,806	\$3,378,443	27.00%	28.58%	1.58%	81.53%	0.00090226
62	SILVERSTEIN/STEMMLER CHILLED WATER UPGRADE	Active	PubPriv	\$14,870,000	\$3,717,500	\$14,870,000	\$4,789,627	25.00%	32.21%	7.21%	128.84%	0.004199286
63	SILVERSTEIN 4 OPERATING ROOM	Closed	PubPriv	\$14,870,000	\$3,717,500	\$14,870,000	\$3,585,157	25.00%	24.11%	-0.89%	96.44%	-0.000336045
64	VILLANUEVA TOWNHOUSE PRESERVATION DEVELOP.	Closed	Quasi	\$14,150,000	\$3,537,500	\$14,150,000	\$4,245,000	25.00%	30.00%	5.00%	120.00%	0.002921673
65	PENN ARCH BUILDING RENOVATION	Closed	PubPriv	\$13,650,000	\$3,412,500	\$13,650,000	\$4,956,315	25.00%	36.31%	11.31%	145.24%	0.005390316
66	DJ KEATING	Active	Aviation	\$13,544,000	\$614,898	\$6,110,979	\$529,914	4.54%	8.67%	4.13%	86.18%	0.00132821
67	HUTCHINSON INFILL PROJECT	Closed	PubPriv	\$13,530,000	\$3,382,500	\$13,530,000	\$4,245,714	25.00%	31.38%	6.38%	125.52%	0.003060302

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	D.A. NOLT	Active	Public Property	\$13,473,817	\$3,772,669	\$7,163,098	\$2,107,052	28.00%	29.42%	1.42%	55.85%	0.001212898
	D.J. KEATING	Closed	Public Property	\$13,085,440	\$3,339,063	\$13,085,440	\$2,353,105	25.52%	17.98%	-7.53%	70.47%	-0.003581324
70	WASHINGTON SQUARE PROJECT	Closed	PubPriv	\$12,790,000	\$3,197,500	\$12,790,000	\$3,138,666	25.00%	24.54%	-0.46%	98.16%	-0.000100835
71	HEALTH SCIENCE CAMPUS REPLACEMENT PARKING GARAGE	Closed	PubPriv	\$12,750,000	\$4,462,500	\$12,750,000	\$4,917,675	35.00%	38.57%	3.57%	110.20%	0.001657831
72	U.S.A. ENVIRONMENTAL MANAGEMENT, INC.	Closed	Public Property	\$12,630,068	\$6,062,433	\$10,167,991	\$0	48.00%	0.00%	-48.00%	0.00%	-0.022639936
73	NORESCO	Active	NPW	\$12,280,000	\$2,820,000	\$10,520,000	\$2,710,000	22.96%	25.76%	2.80%	96.10%	0.001102249
74	ANTHONY WAYNE SENIOR HOUSING PHASE II	Closed	Quasi	\$12,200,000	\$2,684,000	\$12,200,000	\$3,660,000	22.00%	30.00%	8.00%	136.36%	0.003337811
75	USA ENVIRONMENTAL MGMT.	Active	Public Property	\$11,481,880	\$4,592,752	\$12,629,578	\$4,663,209	40.00%	36.92%	-3.08%	101.53%	-0.000902932
76	HELP PHILADELPHIA HOMES	Closed	Quasi	\$11,300,000	\$2,825,000	\$11,300,000	\$3,051,000	25.00%	27.00%	2.00%	108.00%	0.001165063
77	ST. MARON'S HALL	Closed	Quasi	\$11,000,000	\$2,750,000	\$11,000,000	\$1,320,000	25.00%	12.00%	-13.00%	48.00%	-0.004551531
78	NICETOWN COURT II- HOUSING PARTNERS, LP	Closed	Quasi	\$10,800,000	\$2,700,000	\$10,800,000	\$4,104,000	25.00%	38.00%	13.00%	152.00%	0.00520719
79	CLIVEDEN STREET APARTMENTS	Closed	Quasi	\$10,750,000	\$2,150,000	\$10,750,000	\$2,365,000	20.00%	22.00%	2.00%	110.00%	0.000775505
80	REPUBLIC/BFI	Active	NPW	\$10,500,000	\$5,250,000	\$7,270,000	\$0	50.00%	0.00%	-50.00%	0.00%	-0.012848968
81	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$10,196,016	\$2,202,336	\$10,196,016	\$2,183,401	21.60%	21.41%	-0.19%	99.14%	-0.00027401
82	PERRY WORLD HOUSE	Active	PubPriv	\$10,000,000	\$2,500,000	\$10,000,000	\$2,500,000	25.00%	25.00%	0.00%	100.00%	0.000356113
83	P.H. WEST END SERVICE BUILDING	Active	PubPriv	\$9,720,000	\$2,430,000	\$9,720,000	\$2,454,300	25.00%	25.25%	0.25%	101.00%	0.000429317

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84	HERMAN GOLDNER CO., INC.	Closed	Public Property	\$9,645,000	\$1,877,761	\$9,645,000	\$1,896,976	19.47%	19.67%	0.20%	101.02%	-0.000433431
85	PILGRIM GARDENS SENIOR HOUSING	Closed	Quasi	\$9,400,000	\$2,444,000	\$9,400,000	\$1,504,000	26.00%	16.00%	-10.00%	61.54%	-0.002917759
86	HUNTER ROBERTS CONSTRUCTION GROUP	Closed	Public Property	\$7,988,880	\$2,249,787	\$7,988,880	\$2,074,302	28.16%	25.96%	-2.20%	92.20%	-0.000585753
87	SCOTLAND YARD	Active	NPW	\$7,690,000	\$7,690,000	\$6,900,000	\$6,900,000	100.00%	100.00%	0.00%	89.73%	0.000225586
88	SERAVALLI, INC.	Active	Streets	\$7,395,327	\$850,406	\$4,511,229	\$1,085,395	11.50%	24.06%	12.56%	127.63%	0.002325054
89	TECH FREIRE CHARTER SCHOOL	Closed	PubPriv	\$7,290,000	\$2,187,000	\$7,290,000	\$2,566,080	30.00%	35.20%	5.20%	117.33%	0.001354525
90	COVANTA 4 RECOVERY	Active	NPW	\$7,100,000	\$1,780,000	\$35,480,000	\$3,020,000	25.07%	8.51%	-16.56%	169.66%	-0.002993516
91	RICHARDS RENOVATIONS	Active	PubPriv	\$6,900,000	\$1,725,000	\$6,900,000	\$2,495,040	25.00%	36.16%	11.16%	144.64%	0.002881461
92	P.H. PRESTON	Closed	PubPriv	\$6,720,000	\$1,680,000	\$6,720,000	\$1,639,008	25.00%	24.39%	-0.61%	97.56%	-8.74746E-05
93	HUNTER ROBERTS CONSTRUCTION GROUP	Closed	Public Property	\$6,511,860	\$2,226,342	\$6,511,860	\$2,298,948	34.19%	35.30%	1.11%	103.26%	0.000331968
94	GREGORY COLLEGE HOUSE RENOVATION	Closed	PubPriv	\$6,430,000	\$1,607,500	\$6,430,000	\$2,221,565	25.00%	34.55%	9.55%	138.20%	0.002151905
95	FOUNDERS 6 ANATOMIC PATHOLOGY	Active	PubPriv	\$6,390,000	\$1,597,500	\$6,390,000	\$2,486,988	25.00%	38.92%	13.92%	155.68%	0.003272154
96	CARPENTER SQUARE, LP- 17TH & CARPENTER	Active	Quasi	\$6,380,000	\$1,595,000	\$6,380,000	\$957,000	25.00%	15.00%	-10.00%	60.00%	-0.001803784
97	MAYER RESIDENCE HALL	Closed	PubPriv	\$6,320,000	\$1,580,000	\$6,320,000	\$2,263,824	25.00%	35.82%	10.82%	143.28%	0.002389761
98	JANNIE'S PLACE	Closed	Quasi	\$6,300,000	\$2,331,000	\$6,300,000	\$2,394,000	37.00%	38.00%	1.00%	102.70%	0.00043246
99	AP CONSTRUCTION	Active	Water	\$6,158,250	\$1,231,649	\$4,140,505	\$2,490,443	20.00%	60.15%	40.15%	202.20%	0.007203596
100	EDWARD J. MELONEY, INC.	Active	Aviation	\$6,068,000	\$1,002,434	\$6,517,107	\$920,664	16.52%	14.13%	-2.39%	91.84%	-0.000545633
101	STONE HILL CONTRACTING CO., INC.	Active	Water	\$6,024,500	\$1,165,267	\$4,062,019	\$850,903	19.34%	20.95%	1.61%	73.02%	0.000152852

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102	CHEM 73	Closed	PubPriv	\$5,840,000	\$1,460,000	\$5,840,000	\$2,743,048	25.00%	46.97%	21.97%	187.88%	0.004436582
103	A.P. CONSTRUCTION	Closed	Public Property	\$5,707,451	\$984,216	\$5,707,451	\$1,308,698	17.24%	22.93%	5.69%	132.97%	0.000852605
104	EAGLE INDUSTRIAL ELECTRIC	Closed	Aviation	\$5,700,000	\$1,140,000	\$5,573,629	\$1,072,188	20.00%	19.24%	-0.76%	94.05%	-0.000226391
105	AP CONSTRUCTION	Closed	Water	\$5,582,850	\$849,468	\$3,849,875	\$611,079	15.22%	15.87%	0.66%	71.94%	-0.000170572
106	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$5,544,500	\$354,848	\$5,325,818	\$336,155	6.40%	6.31%	-0.09%	94.73%	-0.000292049
107	SHOEMAKER GREEN	Closed	PubPriv	\$5,490,000	\$1,372,500	\$5,490,000	\$1,480,653	25.00%	26.97%	1.97%	107.88%	0.000413247
108	SPINIELLO COMPANIES	Closed	Water	\$5,428,600	\$861,307	\$5,027,262	\$1,058,263	15.87%	21.05%	5.18%	122.87%	0.000563674
109	QUAD CONSTRUCTION	Closed	Water	\$5,323,500	\$1,144,553	\$5,147,390	\$1,097,586	21.50%	21.32%	-0.18%	95.90%	-0.00012561
110	C&T ASSOCIATES, INC.	Active	Water	\$5,227,100	\$1,590,433	\$4,644,638	\$1,442,215	30.43%	31.05%	0.62%	90.68%	0.000306744
111	JPC GROUP, INC.	Active	Water	\$5,079,600	\$1,523,880	\$1,083,684	\$282,146	30.00%	26.04%	-3.96%	18.51%	-0.00044323
112	P.H. LAB RENOVATION	Closed	PubPriv	\$5,060,000	\$1,265,000	\$5,060,000	\$2,008,820	25.00%	39.70%	14.70%	158.80%	0.002585172
113	PRESTIGE BUILDING CO., L.L.C.	Active	Public Property	\$5,000,000	\$66,530	\$417,815	\$66,524	1.33%	15.92%	14.59%	99.99%	0.002366795
114	PRESTIGE BUILDING CO., L.L.C.	Active	Public Property	\$5,000,000	\$92,961	\$1,054,743	\$92,961	1.86%	8.81%	6.95%	100.00%	0.001009157
115	BIKE TRANSIT SYSTEMS	Active	NPW	\$4,830,000	\$210,000	\$4,830,000	\$80,000	4.35%	1.66%	-2.69%	38.10%	-0.000441627
116	A.P. CONSTRUCTION	Closed	Public Property	\$4,728,217	\$1,360,500	\$4,693,611	\$1,413,883	28.77%	30.12%	1.35%	103.92%	0.000278726
117	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$4,495,160	\$1,063,106	\$2,283,431	\$318,277	23.65%	13.94%	-9.71%	29.94%	-0.001342544
118	MASON BUILDING GROUP	Closed	Aviation	\$4,373,325	\$867,807	\$4,372,193	\$790,844	19.84%	18.09%	-1.76%	91.13%	-0.000446616
119	RIGGS DISTLER & CO.	Closed	Water	\$4,299,200	\$1,270,041	\$4,492,614	\$1,100,917	29.54%	24.51%	-5.04%	86.68%	-0.000662248
120	EN-TECH CORP.	Active	Water	\$4,275,000	\$4,294,840	\$4,228,820	\$2,397,185	100.46%	56.69%	-43.78%	55.82%	-0.005780562

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	AT CHADWICK CO., INC.	Closed	Public Property	\$4,248,000	\$919,984	\$4,248,000	\$875,054	21.66%	20.60%	-1.06%	95.12%	-0.000260085
122	QUAD CONSTRUCTION	Closed	Water	\$4,132,800	\$1,416,480	\$4,060,720	\$1,386,589	34.27%	34.15%	-0.13%	97.89%	2.15627E-05
123	EAGLE INDUSTRIAL ELECTRIC	Closed	Aviation	\$4,100,100	\$957,851	\$3,917,120	\$897,409	23.36%	22.91%	-0.45%	93.69%	-0.00013269
124	BUILDING RESTORATION, INC.	Active	Public Property	\$4,000,000	\$4,000,000	\$2,460,937	\$2,460,937	100.00%	100.00%	0.00%	61.52%	8.61633E-05
125	MERRICK BUILDING-5301 RIDGE AVENUE	Active	Quasi	\$4,000,000	\$1,160,000	\$4,000,000	\$1,080,000	29.00%	27.00%	-2.00%	93.10%	-3.99855E-05
126	C. ABBONIZIO CONTRACTORS, INC.	Active	Water	\$3,984,750	\$1,979,245	\$3,206,675	\$466,179	49.67%	14.54%	-35.13%	23.55%	-0.004395307
127	DJ KEATING	Active	Aviation	\$3,967,000	\$1,467,790	\$3,302,695	\$699,689	37.00%	21.19%	-15.81%	47.67%	-0.001828272
128	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$3,964,480	\$1,123,534	\$1,282,763	\$112,135	28.34%	8.74%	-19.60%	9.98%	-0.002374331
129	MURPHY QUIGLEY CO., INC.	Active	Public Property	\$3,957,780	\$727,285	\$3,341,969	\$168,674	18.38%	5.05%	-13.33%	23.19%	-0.002005895
130	LITTLE BUILDERS, INC.	Active	Public Property	\$3,946,256	\$731,747	\$3,930,514	\$734,610	18.54%	18.69%	0.15%	100.39%	-8.14557E-05
131	STONE HILL CONTRACTING CO., INC.	Active	Water	\$3,915,000	\$560,682	\$3,432,428	\$530,097	14.32%	15.44%	1.12%	94.55%	3.93241E-05
132	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$3,829,413	\$804,177	\$2,521,021	\$578,483	21.00%	22.95%	1.95%	71.93%	0.000159285
133	AP CONSTRUCTION	Active	Water	\$3,780,000	\$1,020,600	\$97,650	\$0	27.00%	0.00%	-27.00%	0.00%	-0.003171814
134	A.P. CONSTRUCTION, INC.	Active	Public Property	\$3,755,840	\$857,589	\$1,830,318	\$902,862	22.83%	49.33%	26.49%	105.28%	0.003734907
135	STONE HILL CONTRACTING CO., INC.	Active	Water	\$3,752,600	\$603,417	\$3,424,173	\$580,985	16.08%	16.97%	0.89%	96.28%	1.09128E-05
136	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$3,722,624	\$180,127	\$2,671,369	\$253,580	4.84%	9.49%	4.65%	140.78%	0.000317458

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137	SERAVALLI, INC.	Active	Water	\$3,703,350	\$925,838	\$3,014,453	\$882,583	25.00%	29.28%	4.28%	95.33%	0.000651637
138	TONY DEPAUL & SON	Active	Streets	\$3,585,738	\$393,493	\$1,065,150	\$152,699	10.97%	14.34%	3.36%	38.81%	0.0001678
139	ROAD CON, INC.	Active	Aviation	\$3,493,330	\$797,666	\$3,492,237	\$902,862	22.83%	25.85%	3.02%	113.19%	0.000356029
140	D.A. NOLT	Closed	Aviation	\$3,478,360	\$514,797	\$2,966,282	\$511,408	14.80%	17.24%	2.44%	99.34%	7.46248E-05
141	SERAVALLI, INC.	Closed	Water	\$3,477,600	\$563,371	\$3,477,552	\$668,360	16.20%	19.22%	3.02%	118.64%	0.000138466
142	AP CONSTRUCTION	Closed	Water	\$3,426,924	\$1,270,721	\$4,603,549	\$1,458,964	37.08%	31.69%	-5.39%	114.81%	-0.000567027
143	SHERIDAN STREET GREEN AFFORDABLE HOUSING	Closed	Quasi	\$3,400,000	\$1,088,000	\$3,400,000	\$850,000	32.00%	25.00%	-7.00%	78.13%	-0.00072511
144	CARUSONE CONSTRUCTION, INC.	Active	Water	\$3,369,130	\$931,450	\$3,127,241	\$376,876	27.65%	12.05%	-15.60%	40.46%	-0.001580087
145	MULHERN ELECTRIC CO., INC.	Active	Water	\$3,363,700	\$840,925	\$767,287	\$0	25.00%	0.00%	-25.00%	0.00%	-0.002604173
146	WALNUT PARK PLAZA	Closed	Quasi	\$3,300,000	\$825,000	\$3,300,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.002789122
147	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$3,256,800	\$748,612	\$3,256,800	\$839,829	22.99%	25.79%	2.80%	112.18%	0.000223294
148	NELLO CONSTRUCTION CO., INC.	Active	Water	\$3,224,620	\$870,649	\$2,362,281	\$303,447	27.00%	12.85%	-14.15%	34.85%	-0.001361551
149	AP CONSTRUCTION	Active	Water	\$3,219,500	\$507,543	\$1,422,337	\$453,574	15.76%	31.89%	16.12%	89.37%	0.001497721
150	NELLO CONSTRUCTION CO., INC.	Active	Water	\$3,163,625	\$1,089,155	\$1,796,878	\$162,857	34.43%	9.06%	-25.36%	14.95%	-0.002486657
151	RAMOS & ASSOCIATES	Active	Water	\$3,160,530	\$3,160,530	\$3,040,498	\$2,853,879	100.00%	93.86%	-6.14%	90.30%	-0.000497197
152	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$3,150,000	\$787,500	\$2,498,076	\$474,971	25.00%	19.01%	-5.99%	60.31%	-0.000495064
153	C&T ASSOCIATES, INC.	Closed	Water	\$3,136,000	\$523,711	\$2,761,731	\$311,891	16.70%	11.29%	-5.41%	59.55%	-0.000676604
154	FIVE STAR, INC.	Closed	Aviation	\$3,125,000	\$856,250	\$2,829,270	\$674,441	27.40%	23.84%	-3.56%	78.77%	-0.000317946
155	PETRONGOLO CONSTRUCTION	Active	Water	\$3,105,040	\$506,120	\$2,878,888	\$501,595	16.30%	17.42%	1.12%	99.11%	3.12693E-05

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	ROCKPORT CONSTRUCTION GROUP,		,			-						
156	INC.	Closed	Aviation	\$3,051,070	\$129,975	\$2,764,553	\$173,453	4.26%	6.27%	2.01%	133.45%	2.71307E-05
157	NELLO CONSTRUCTION CO., INC.	Active	Water	\$3,027,300	\$453,489	\$2,868,614	\$384,326	14.98%	13.40%	-1.58%	84.75%	-0.000218015
	CARUSONE CONSTRUCTION, INC.	Active	Streets	\$3,023,900	\$514,265	\$2,055,909	\$576,526	17.01%	28.04%	11.04%	112.11%	0.000832785
159	MINISCALCO CONSTRUCTION	Active	Water	\$3,013,400	\$837,725	\$2,429,226	\$734,609	27.80%	30.24%	2.44%	87.69%	0.000350501
160	ASSOCIATED SPECIALTY CONTRACTING	Active	Public Property	\$3,000,000	\$18,593	\$2,170,178	\$95,790	0.62%	4.41%	3.79%	515.19%	0.000332807
161	JPC GROUP, INC.	Active	Water	\$2,954,700	\$928,044	\$2,783,092	\$733,700	31.41%	26.36%	-5.05%	79.06%	-0.000374215
162	HORIZON BROTHERS PAINTING CORP, INC.	Closed	Water	\$2,920,000	\$146,000	\$2,754,322	\$246,130	5.00%	8.94%	3.94%	168.58%	0.000197469
163	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$2,918,400	\$457,605	\$2,794,933	\$443,367	15.68%	15.86%	0.18%	96.89%	-0.000134842
164	CARUSONE CONSTRUCTION, INC.	Active	Water	\$2,911,890	\$161,901	\$2,851,369	\$337,505	5.56%	11.84%	6.28%	208.46%	0.000484593
165	SCOTLAND YARD	Active	NPW	\$2,870,000	\$2,870,000	\$2,350,000	\$2,350,000	100.00%	100.00%	0.00%	81.88%	7.9293E-05
166	CARUSONE CONSTRUCTION, INC.	Active	Water	\$2,863,350	\$469,016	\$2,625,099	\$185,807	16.38%	7.08%	-9.30%	39.62%	-0.000876818
167	A.P. CONSTRUCTION	Closed	Public Property	\$2,862,000	\$1,242,226	\$2,862,000	\$1,082,953	43.40%	37.84%	-5.57%	87.18%	-0.00058691
168	AP CONSTRUCTION	Active	Water	\$2,830,880	\$692,909	\$2,575,896	\$816,835	24.48%	31.71%	7.23%	117.88%	0.0006689
169	AP CONSTRUCTION	Closed	Aviation	\$2,800,000	\$263,359	\$2,617,497	\$399,369	9.41%	15.26%	5.85%	151.64%	0.000341384
170	STRAWBERRY MANSION HOMEOWNERSHIP	Closed	Quasi	\$2,800,000	\$812,000	\$2,800,000	\$616,000	29.00%	22.00%	-7.00%	75.86%	-0.00059715
171	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$2,781,400	\$416,654	\$2,781,400	\$364,837	14.98%	13.12%	-1.86%	87.56%	-0.00030114

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172	SERAVALLI, INC.	Active	Water	\$2,756,250	\$691,819	\$2,203,412	\$593,865	25.10%	26.95%	1.85%	85.84%	0.000267959
173	AP CONSTRUCTION	Closed	Water	\$2,698,250	\$509,924	\$2,517,751	\$390,296	18.90%	15.50%	-3.40%	76.54%	-0.000417647
174	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$2,687,048	\$168,478	\$2,162,466	\$148,352	6.27%	6.86%	0.59%	88.05%	-9.61354E-05
175	DJ KEATING	Closed	Aviation	\$2,670,000	\$643,940	\$2,662,924	\$734,571	24.12%	27.59%	3.47%	114.07%	0.00023466
176	ARMOUR & SONS ELECTRIC	Active	Aviation	\$2,659,576	\$664,894	\$2,481,613	\$448,551	25.00%	18.07%	-6.93%	67.46%	-0.00047925
177	CARUSONE CONSTRUCTION, INC.	Active	Water	\$2,656,980	\$852,976	\$1,858,759	\$275,939	32.10%	14.85%	-17.26%	32.35%	-0.001389461
178	NELLO CONSTRUCTION CO., INC.	Active	Water	\$2,620,171	\$431,934	\$2,523,848	\$490,002	16.48%	19.41%	2.93%	113.44%	0.000170005
179	ANTHONY BIDDLE CONTRACTORS, INC.	Active	Water	\$2,602,300	\$390,345	\$2,364,720	\$175,520	15.00%	7.42%	-7.58%	44.97%	-0.00066074
180	SMITH CONSTRUCTION CO.	Closed	Public Property	\$2,584,041	\$2,389,751	\$2,573,590	\$2,573,590	92.48%	100.00%	7.52%	107.69%	0.000667583
181	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$2,583,000	\$364,420	\$2,582,952	\$366,034	14.11%	14.17%	0.06%	100.44%	-0.000128786
182	JPC GROUP, INC.	Active	Water	\$2,551,500	\$385,128	\$2,502,492	\$372,709	15.09%	14.89%	-0.20%	96.78%	-7.67918E-05
183	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Aviation	\$2,550,000	\$1,298,460	\$1,047,217	\$492,003	50.92%	46.98%	-3.94%	37.89%	-0.000294388
184	BUCKLEY & CO., INC.	Active	Water	\$2,545,200	\$383,420	\$2,489,391	\$194,073	15.06%	7.80%	-7.27%	50.62%	-0.000622372
185	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$2,500,000	\$515,958	\$2,047,676	\$530,458	20.64%	25.91%	5.27%	102.81%	0.000436708
186	ASSOCIATED SPECIALTY CONTRACTING	Closed	Public Property	\$2,500,000	\$303,509	\$2,385,270	\$303,510	12.14%	12.72%	0.58%	100.00%	-8.15949E-05
187	QUAD CONSTRUCTION	Closed	Water	\$2,494,600	\$184,892	\$2,494,447	\$171,587	7.41%	6.88%	-0.53%	92.80%	-0.00016945

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188	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$2,487,270	\$659,889	\$1,902,334	\$1,557,260	26.53%	81.86%	55.33%	235.99%	0.004488332
189	TONY DEPAUL & SON	Active	Streets	\$2,470,950	\$159,095	\$2,399,889	\$221,475	6.44%	9.23%	2.79%	139.21%	7.35153E-05
190	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$2,459,000	\$432,785	\$2,241,945	\$392,563	17.60%	17.51%	-0.09%	90.71%	-0.000134004
191	RAMOS & ASSOCIATES, INC.	Active	Streets	\$2,450,000	\$146,709	\$2,334,663	\$871,048	5.99%	37.31%	31.32%	593.72%	0.002155327
192	ALL STATE POWER-VAC, INC.	Active	Water	\$2,446,200	\$234,834	\$1,983,073	\$433,362	9.60%	21.85%	12.25%	184.54%	0.000850645
193	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$2,439,270	\$365,890	\$2,439,270	\$409,692	15.00%	16.80%	1.80%	111.97%	6.59547E-06
194	AP CONSTRUCTION	Active	Water	\$2,429,230	\$609,735	\$1,994,973	\$774,872	25.10%	38.84%	13.74%	127.08%	0.001173452
195	AP CONSTRUCTION	Active	Water	\$2,428,790	\$735,308	\$1,156,837	\$242,117	30.27%	20.93%	-9.35%	32.93%	-0.000646468
196	QUAD CONSTRUCTION	Closed	Water	\$2,425,000	\$606,250	\$2,424,271	\$626,753	25.00%	25.85%	0.85%	103.38%	8.98338E-05
197	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$2,410,025	\$957,156	\$2,410,025	\$957,222	39.72%	39.72%	0.00%	100.01%	1.81384E-05
198	EAGLE INDUSTRIAL ELECTRIC	Active	Public Property	\$2,394,392	\$419,980	\$2,302,872	\$419,945	17.54%	18.24%	0.70%	99.99%	-2.04494E-06
199	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$2,388,490	\$537,888	\$1,758,599	\$438,719	22.52%	24.95%	2.43%	81.56%	0.000135587
200	C&H INDUSTRIAL SERVICES, INC.	Active	Water	\$2,384,400	\$388,823	\$1,816,482	\$143,960	16.31%	7.93%	-8.38%	37.02%	-0.00066359
201	SERAVALLI, INC.	Active	Water	\$2,360,400	\$354,296	\$2,330,406	\$440,926	15.01%	18.92%	3.91%	124.45%	0.000223377
202	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,320,500	\$605,540	\$211,327	\$68,889	26.10%	32.60%	6.50%	11.38%	0.000575845
203	SURETY MECHANICAL SERVICES, INC.	Active	Public Property	\$2,308,365	\$307,992	\$2,233,614	\$308,000	13.34%	13.79%	0.45%	100.00%	-2.26819E-05
204	SCHNEIDER ELECTRIC	Active	Aviation	\$2,305,463	\$899,130	\$2,964,000	\$738,773	39.00%	24.92%	-14.08%	82.17%	-0.000935901

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205	TONY DEPAUL & SON	Active	Streets	\$2,295,608	\$133,625	\$2,139,264	\$158,366	5.82%	7.40%	1.58%	118.52%	-1.4315E-05
206	EJ ELECTRIC	Closed	Water	\$2,282,700	\$315,012	\$1,847,171	\$325,480	13.80%	17.62%	3.82%	103.32%	0.000146363
207	SERAVALLI, INC.	Active	Water	\$2,270,100	\$833,128	\$2,049,836	\$573,449	36.70%	27.98%	-8.72%	68.83%	-0.000558499
208	THOMAS P. CARNEY, INC	Closed	Streets	\$2,243,240	\$1,042,053	\$2,013,515	\$1,030,885	46.45%	51.20%	4.75%	98.93%	0.000294679
209	NELLO CONSTRUCTION CO., INC.	Active	Water	\$2,238,170	\$498,250	\$161,047	\$0	22.26%	0.00%	-22.26%	0.00%	-0.00155521
210	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,219,700	\$583,782	\$1,912,034	\$600,006	26.30%	31.38%	5.08%	102.78%	0.000448355
211	FIVE STAR, INC.	Active	Water	\$2,218,700	\$626,022	\$1,780,444	\$1,418,921	28.22%	79.69%	51.48%	226.66%	0.003788968
212	EJ ELECTRIC	Closed	Water	\$2,211,300	\$340,540	\$2,062,943	\$333,290	15.40%	16.16%	0.76%	97.87%	-6.3752E-05
213	SOUJOURNER HOUSE	Closed	Quasi	\$2,200,000	\$550,000	\$2,200,000	\$682,000	25.00%	31.00%	6.00%	124.00%	0.000534862
214	AP CONSTRUCTION	Active	Aviation	\$2,189,900	\$440,170	\$2,018,346	\$349,648	20.10%	17.32%	-2.78%	79.43%	-0.000166344
215	LOVE PARK PLAZA	Closed	PubPriv	\$2,150,000	\$688,000	\$2,150,000	\$319,920	32.00%	14.88%	-17.12%	46.50%	-0.001270231
216	DEVINE BROTHERS, INC.	Active	Public Property	\$2,137,910	\$657,324	\$2,068,473	\$664,640	30.75%	32.13%	1.39%	101.11%	0.000188353
217	NELLO CONSTRUCTION CO., INC.	Active	Water	\$2,119,700	\$590,125	\$2,050,200	\$452,167	27.84%	22.05%	-5.79%	76.62%	-0.000319293
218	C&H INDUSTRIAL SERVICES, INC.	Active	Water	\$2,095,800	\$283,771	\$1,984,900	\$202,907	13.54%	10.22%	-3.32%	71.50%	-0.000261258
219	EAGLE INDUSTRIAL ELECTRIC	Active	Water	\$2,087,600	\$318,825	\$66,113	\$8,935	15.27%	13.51%	-1.76%	2.80%	-0.000161439
220	SPECTRASERV, INC.	Active	Water	\$2,086,350	\$274,263	\$1,862,266	\$268,188	13.15%	14.40%	1.26%	97.78%	2.93854E-05
221	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$2,070,111	\$345,712	\$2,070,111	\$345,592	16.70%	16.69%	-0.01%	99.97%	-0.0001116
222	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$2,045,500	\$302,120	\$1,933,533	\$199,210	14.77%	10.30%	-4.47%	65.94%	-0.000383031

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223	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,037,040	\$335,000	\$1,816,011	\$341,209	16.45%	18.79%	2.34%	101.85%	9.59269E-05
224	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,029,700	\$442,475	\$1,860,636	\$497,092	21.80%	26.72%	4.92%	112.34%	0.000331084
225	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,014,980	\$326,426	\$1,788,070	\$352,717	16.20%	19.73%	3.53%	108.05%	0.000167188
226	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,006,640	\$299,190	\$1,932,220	\$351,227	14.91%	18.18%	3.27%	117.39%	0.000150741
227	COLUMBIA FIELD - ST JOSEPH'S PREP	Closed	PubPriv	\$2,000,000	\$500,000	\$2,000,000	\$528,000	25.00%	26.40%	1.40%	105.60%	0.000109935
228	BUILDING RESTORATION	Active	Public Property	\$2,000,000	\$2,000,000	\$1,804,417	\$1,804,417	100.00%	100.00%	0.00%	90.22%	4.30817E-05
229	PALMAN ELECTRIC CO.	Active	Public Property	\$2,000,000	\$100,000	\$1,140,677	\$50,377	5.00%	4.42%	-0.58%	50.38%	-9.40044E-05
230	SURETY MECHANICAL SERVICES	Active	Aviation	\$2,000,000	\$500,000	\$1,269,248	\$39,847	25.00%	3.14%	-21.86%	7.97%	-0.001303522
231	JACK COHEN & CO	Active	Aviation	\$2,000,000	\$500,000	\$3,427,433	\$0	25.00%	0.00%	-25.00%	0.00%	-0.001501765
232	AP CONSTRUCTION	Active	Aviation	\$2,000,000	\$500,000	\$13,950	\$0	25.00%	0.00%	-25.00%	0.00%	-0.001501765
233	HUNTER ROBERTS CONSTRUCTION GROUP	Active	Aviation	\$2,000,000	\$555,400	\$2,387,046	\$61,563	27.77%	2.58%	-25.19%	11.08%	-0.001513823
234	FIVE STAR, INC.	Active	Water	\$1,996,000	\$400,000	\$2,089,201	\$225,410	20.04%	10.79%	-9.25%	56.35%	-0.000567106
235	C&T ASSOCIATES, INC.	Closed	Water	\$1,994,000	\$278,360	\$1,636,401	\$253,095	13.96%	15.47%	1.51%	90.92%	-1.20885E-05
236	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,979,520	\$312,962	\$1,831,994	\$473,880	15.81%	25.87%	10.06%	151.42%	0.000556464
237	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$1,967,300	\$411,952	\$1,906,921	\$420,371	20.94%	22.04%	1.10%	102.04%	2.95591E-05
238	NORTH STAR CONTRACTING	Active	Aviation	\$1,946,250	\$542,030	\$2,084,354	\$437,275	27.85%	20.98%	-6.87%	80.67%	-0.000347393

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239	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,938,170	\$465,863	\$1,587,975	\$96,919	24.04%	6.10%	-17.93%	20.80%	-0.001081903
240	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,931,720	\$455,693	\$1,512,021	\$78,649	23.59%	5.20%	-18.39%	17.26%	-0.001106081
241	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Active	Water	\$1,900,500	\$376,299	\$1,340,635	\$376,619	19.80%	28.09%	8.29%	100.09%	0.00043252
242	JPC GROUP, INC.	Active	Water	\$1,871,500	\$389,178	\$1,963,019	\$518,242	20.79%	26.40%	5.61%	133.16%	0.000345989
243	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,865,270	\$279,791	\$1,751,110	\$325,535	15.00%	18.59%	3.59%	116.35%	0.000158389
244	EJ ELECTRIC	Active	Aviation	\$1,857,000	\$570,099	\$1,750,254	\$714,835	30.70%	40.84%	10.14%	125.39%	0.000666023
245	BRIGHTLINE CONSTRUCTION, INC.	Closed	Streets	\$1,851,582	\$289,587	\$1,447,563	\$165,481	15.64%	11.43%	-4.21%	57.14%	-0.000382263
246	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$1,844,840	\$202,932	\$1,741,956	\$208,830	11.00%	11.99%	0.99%	102.91%	1.10224E-05
247	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,820,000	\$179,270	\$1,449,222	\$71,428	9.85%	4.93%	-4.92%	39.84%	-0.000315437
248	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,817,300	\$370,548	\$1,663,875	\$389,586	20.39%	23.41%	3.02%	105.14%	0.00013742
249	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,808,280	\$524,998	\$1,226,833	\$80,264	29.03%	6.54%	-22.49%	15.29%	-0.00125271
250	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$1,791,463	\$116,445	\$1,623,989	\$141,807	6.50%	8.73%	2.23%	121.78%	-2.62271E-05
251	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,785,000	\$385,560	\$1,937,655	\$533,123	21.60%	27.51%	5.91%	138.27%	0.000297761
252	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,780,460	\$185,880	\$1,535,826	\$177,517	10.44%	11.56%	1.12%	95.50%	1.76675E-05
253	ROBERT GANTER CONTRACTORS, INC.	Closed	Public Property	\$1,768,012	\$1,768,012	\$1,768,012	\$1,768,012	100.00%	100.00%	0.00%	100.00%	-1.09843E-05

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254	GROUND PENETRATION & RESTORATION	Closed	Aviation	\$1,760,150	\$186,576	\$1,559,140	\$221,407	10.60%	14.20%	3.60%	118.67%	9.78896E-05
255	MINISCALCO CONSTRUCTION	Closed	Water	\$1,748,570	\$283,268	\$3,033,637	\$3,033,637	16.20%	100.00%	83.80%	1070.94%	0.00435396
256	DOLAN MECHANICAL	Closed	Public Property	\$1,740,844	\$285,000	\$1,740,844	\$224,656	16.37%	12.91%	-3.47%	78.83%	-0.000311145
257	MURPHY QUIGLEY CO., INC.	Active	Public Property	\$1,713,206	\$381,573	\$1,623,702	\$350,969	22.27%	21.62%	-0.66%	91.98%	-3.17548E-05
258	SISTER CITIES	Closed	PubPriv	\$1,700,000	\$391,000	\$1,700,000	\$1,275,000	23.00%	75.00%	52.00%	326.09%	0.002965145
259	ANTHONY BIDDLE CONTRACTORS, INC.	Closed	Aviation	\$1,700,000	\$539,900	\$1,654,378	\$240,436	31.76%	14.53%	-17.23%	44.53%	-0.00090616
260	RAMOS & ASSOCIATES, INC.	Active	Streets	\$1,660,421	\$1,240,002	\$1,630,360	\$549,275	74.68%	33.69%	-40.99%	44.30%	-0.001977207
261	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$1,644,660	\$118,924	\$1,417,563	\$169,990	7.23%	11.99%	4.76%	142.94%	9.97889E-05
262	J.S. CORNELL & SON, INC.	Active	Public Property	\$1,638,737	\$353,963	\$1,626,490	\$192,846	21.60%	11.86%	-9.74%	54.48%	-0.00058587
263	NELLO CONSTRUCTION	Active	Water	\$1,620,360	\$405,090	\$1,489,835	\$348,824	25.00%	23.41%	-1.59%	86.11%	-2.32812E-05
264	LOFTUS CONSTRUCTION, INC.	Active	Public Property	\$1,618,166	\$389,616	\$1,601,400	\$206,923	24.08%	12.92%	-11.16%	53.11%	-0.000663823
265	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,601,170	\$281,805	\$1,424,905	\$278,732	17.60%	19.56%	1.96%	98.91%	1.23816E-05
266	MULHERN ELECTRIC CO., INC.	Active	Public Property	\$1,600,000	\$277,802	\$767,171	\$340,655	17.36%	44.40%	27.04%	122.63%	0.001519423
267	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Streets	\$1,600,000	\$374,214	\$1,836,121	\$272,940	23.39%	14.87%	-8.52%	72.94%	-0.000457338
268	NELLO CONSTRUCTION	Active	Water	\$1,588,830	\$207,819	\$1,543,602	\$236,235	13.08%	15.30%	2.22%	113.67%	6.90665E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
269	MINISCALCO CONSTRUCTION	Active	Water	\$1,583,150	\$395,788	\$1,036,768	\$82,257	25.00%	7.93%	-17.07%	20.78%	-0.000818048
270	MINISCALCO CONSTRUCTION	Closed	Water	\$1,582,600	\$267,459	\$2,157,572	\$2,157,572	16.90%	100.00%	83.10%	806.69%	0.003907091
271	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,571,750	\$369,519	\$1,376,410	\$257,336	23.51%	18.70%	-4.81%	69.64%	-0.000226412
272	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,557,720	\$389,429	\$786,833	\$46,371	25.00%	5.89%	-19.11%	11.91%	-0.000927247
273	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,556,120	\$217,857	\$1,509,051	\$117,608	14.00%	7.79%	-6.21%	53.98%	-0.000330379
274	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Closed	Streets	\$1,526,752	\$273,980	\$1,501,752	\$148,946	17.95%	9.92%	-8.03%	54.36%	-0.000488849
275	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,523,610	\$357,896	\$1,381,149	\$240,892	23.49%	17.44%	-6.05%	67.31%	-0.000278866
276	MINISCALCO CONSTRUCTION	Active	Public Property	\$1,500,000	\$14,474	\$231,985	\$14,474	0.96%	6.24%	5.27%	100.00%	0.000246494
277	SCHNEIDER ELECTRIC	Closed	Aviation	\$1,500,000	\$300,000	\$1,499,999	\$279,000	20.00%	18.60%	-1.40%	93.00%	-9.21855E-05
278	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,493,100	\$346,100	\$1,448,434	\$304,434	23.18%	21.02%	-2.16%	87.96%	-9.00756E-05
279	SERAVALLI, INC.	Closed	Water	\$1,491,950	\$231,103	\$1,402,322	\$249,810	15.49%	17.81%	2.32%	108.09%	2.79425E-05
280	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,491,000	\$395,115	\$1,222,196	\$294,118	26.50%	24.06%	-2.44%	74.44%	-6.24973E-05
281	QUAD CONSTRUCTION	Closed	Water	\$1,488,900	\$768,422	\$1,344,484	\$731,313	51.61%	54.39%	2.78%	95.17%	0.000115683
282	SERAVALLI, INC.	Active	Water	\$1,481,550	\$601,212	\$1,350,538	\$383,240	40.58%	28.38%	-12.20%	63.74%	-0.000531738
283	HERMAN GOLDNER CO., INC.	Closed	Public Property	\$1,480,178	\$429,439	\$1,480,088	\$292,415	29.01%	19.76%	-9.26%	68.09%	-0.000512145
284	SERAVALLI, INC.	Closed	Water	\$1,452,152	\$227,263	\$1,423,454	\$239,361	15.65%	16.82%	1.17%	105.32%	-2.38347E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
285	ASPHALT PAVING SYSTEMS, INC.	Closed	Streets	\$1,451,990	\$78,262	\$1,212,489	\$28,480	5.39%	2.35%	-3.04%	36.39%	-0.000249292
286	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,444,075	\$391,344	\$1,360,396	\$232,321	27.10%	17.08%	-10.02%	59.36%	-0.000416098
287	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,418,800	\$234,244	\$1,417,877	\$246,334	16.51%	17.37%	0.86%	105.16%	3.10318E-06
288	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,416,630	\$354,158	\$695,133	\$102,847	25.00%	14.80%	-10.20%	29.04%	-0.000416567
289	DOLAN MECHANICAL	Active	Aviation	\$1,410,000	\$310,200	\$1,359,380	\$300,353	22.00%	22.09%	0.09%	96.83%	1.71483E-05
290	UNION ROOFING CONTRACTORS, INC.	Active	Public Property	\$1,406,371	\$276,606	\$1,396,500	\$315,792	19.67%	22.61%	2.95%	114.17%	0.000112936
291	DJ KEATING	Active	Aviation	\$1,402,000	\$643,518	\$1,391,616	\$491,005	45.90%	35.28%	-10.62%	76.30%	-0.000416062
292	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,394,647	\$278,929	\$1,400,239	\$304,378	20.00%	21.74%	1.74%	109.12%	1.31332E-06
293	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$1,376,000	\$206,400	\$1,369,946	\$214,164	15.00%	15.63%	0.63%	103.76%	-4.4805E-05
294	A.P. CONSTRUCTION, INC.	Active	Public Property	\$1,368,857	\$649,753	\$1,261,038	\$637,075	47.47%	50.52%	3.05%	98.05%	0.000207757
295	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,365,000	\$211,575	\$1,364,992	\$248,896	15.50%	18.23%	2.73%	117.64%	4.25488E-05
296	NELLO CONSTRUCTION	Closed	Water	\$1,347,800	\$174,405	\$1,260,305	\$124,688	12.94%	9.89%	-3.05%	71.49%	-0.000194308
297	C&H INDUSTRIAL SERVICES, INC.	Active	Water	\$1,339,800	\$241,164	\$1,306,268	\$116,948	18.00%	8.95%	-9.05%	48.49%	-0.000399921
298	SERAVALLI, INC.	Active	Water	\$1,323,530	\$260,353	\$1,281,753	\$272,859	19.67%	21.29%	1.62%	104.80%	3.31482E-05
299	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$1,310,000	\$196,500	\$1,262,658	\$122,140	15.00%	9.67%	-5.33%	62.16%	-0.000279463
300	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,306,200	\$222,169	\$1,273,825	\$214,171	17.01%	16.81%	-0.20%	96.40%	-3.9111E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
301	USA GENERAL CONTRACTORS	Closed	Aviation	\$1,295,000	\$130,018	\$1,280,052	\$124,519	10.04%	9.73%	-0.31%	95.77%	-7.722E-05
302	PETRONGOLO CONSTRUCTION	Active	Water	\$1,291,600	\$219,572	\$1,260,017	\$259,840	17.00%	20.62%	3.62%	118.34%	0.000110921
303	BUCKLEY & CO., INC.	Closed	Streets	\$1,286,442	\$137,649	\$1,382,051	\$208,296	10.70%	15.07%	4.37%	151.32%	6.31401E-05
304	PALMAN ELECTRIC CO.	Active	Aviation	\$1,283,126	\$358,249	\$1,208,276	\$228,834	27.92%	18.94%	-8.98%	63.88%	-0.000314514
305	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,281,000	\$225,456	\$1,097,347	\$285,293	17.60%	26.00%	8.40%	126.54%	0.000295647
306	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$1,279,425	\$221,341	\$997,671	\$244,699	17.30%	24.53%	7.23%	110.55%	0.00021423
307	SURETY MECHANICAL SERVICES	Active	Public Property	\$1,271,648	\$315,000	\$513,655	\$228,171	24.77%	44.42%	19.65%	72.44%	0.000939841
308	ALL STATE POWER-VAC, INC.	Active	Water	\$1,250,410	\$250,082	\$700,687	\$288,700	20.00%	41.20%	21.20%	115.44%	0.000846854
309	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,232,800	\$205,877	\$1,086,217	\$307,144	16.70%	28.28%	11.58%	149.19%	0.000403391
310	SERAVALLI, INC.	Closed	Water	\$1,225,900	\$183,885	\$1,200,864	\$174,948	15.00%	14.57%	-0.43%	95.14%	-7.94996E-05
311	JPC GROUP, INC.	Active	Water	\$1,221,300	\$298,551	\$1,061,036	\$296,675	24.45%	27.96%	3.52%	99.37%	0.000145214
312	DONATO SPAVENTA	Active	Water	\$1,220,230	\$268,451	\$427,514	\$60,671	22.00%	14.19%	-7.81%	22.60%	-0.000291132
313	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$1,219,485	\$336,455	\$1,265,319	\$390,323	27.59%	30.85%	3.26%	116.01%	0.000174192
314	SERAVALLI, INC.	Closed	Water	\$1,215,375	\$268,183	\$1,204,105	\$0	22.07%	0.00%	-22.07%	0.00%	-0.000870527
315	SERAVALLI, INC.	Closed	Water	\$1,214,850	\$363,240	\$1,203,478	\$271,335	29.90%	22.55%	-7.35%	74.70%	-0.000278492
316	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,200,030	\$264,007	\$1,157,299	\$251,590	22.00%	21.74%	-0.26%	95.30%	-3.36734E-05
317	JPC GROUP, INC.	Closed	Streets	\$1,200,000	\$13,440	\$1,191,138	\$41,668	1.12%	3.50%	2.38%	310.03%	-1.23449E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
318	LIBERTY RESOURCES- 4800 DISSTON ST.	Active	Quasi	\$1,200,000	\$300,000	\$1,200,000	\$264,000	25.00%	22.00%	-3.00%	88.00%	-5.41331E-05
319	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,197,020	\$304,043	\$982,191	\$115,424	25.40%	11.75%	-13.65%	37.96%	-0.00048576
320	EAGLE INDUSTRIAL ELECTRIC	Active	Public Property	\$1,195,681	\$334,791	\$1,219,174	\$349,906	28.00%	28.70%	0.70%	104.51%	7.40347E-05
321	FIVE STAR, INC.	Active	Aviation	\$1,184,000	\$201,280	\$881,268	\$25,451	17.00%	2.89%	-14.11%	12.64%	-0.000519083
322	AP CONSTRUCTION	Closed	Water	\$1,182,810	\$284,793	\$1,182,810	\$143,480	24.08%	12.13%	-11.95%	50.38%	-0.000469463
323	EJ ELECTRIC	Active	Aviation	\$1,175,000	\$317,250	\$1,169,067	\$300,760	27.00%	25.73%	-1.27%	94.80%	-2.06969E-06
324	JPC GROUP, INC.	Active	Water	\$1,164,177	\$228,400	\$209,646	\$9,624	19.62%	4.59%	-15.03%	4.21%	-0.000558758
325	AP CONSTRUCTION	Closed	Aviation	\$1,160,000	\$220,400	\$1,002,396	\$199,470	19.00%	19.90%	0.90%	90.50%	-2.77741E-05
326	MINISCALCO CONSTRUCTION, L.L.C.	Closed	Public Property	\$1,137,124	\$296,809	\$1,125,243	\$285,434	26.10%	25.37%	-0.74%	96.17%	-2.34878E-05
327	OARC- 200-206 E. PENN STREET	Closed	Quasi	\$1,130,000	\$274,590	\$1,130,000	\$0	24.30%	0.00%	-24.30%	0.00%	-0.000936028
328	SERAVALLI, INC.	Active	Water	\$1,126,125	\$281,869	\$1,100,110	\$274,673	25.03%	24.97%	-0.06%	97.45%	3.95222E-05
329	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,123,120	\$165,000	\$962,506	\$167,869	14.69%	17.44%	2.75%	101.74%	6.67273E-05
330	BENCARDINO EXCAVATING, INC.	Active	Public Property	\$1,119,514	\$188,704	\$1,077,107	\$226,030	16.86%	20.98%	4.13%	119.78%	0.000137721
331	QUAD CONSTRUCTION	Active	Water	\$1,119,300	\$216,697	\$1,076,800	\$138,509	19.36%	12.86%	-6.50%	63.92%	-0.000247504
332	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$1,102,290	\$198,412	\$955,193	\$188,950	18.00%	19.78%	1.78%	95.23%	2.50099E-06
333	MANN CENTER FOR THE PERFORMING ARTS	Closed	PubPriv	\$1,100,000	\$429,000	\$1,100,000	\$352,000	39.00%	32.00%	-7.00%	82.05%	-0.000261725
334	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$1,099,097	\$118,866	\$1,099,097	\$90,789	10.81%	8.26%	-2.55%	76.38%	-0.000160296

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to	Amount Paid to Subcontractor	EOP Goal	Actual Goal Achieved	Variance	Percent of Goal	Z-score
Ruin	PHILIP PIO	Otatao	Борин	Dia / anount	Amount	111110	- Cuboontruotor	Committee	Acinevea	Variation	Jour	2 00010
335		Closed	Water	\$1,097,340	\$175,575	\$1,097,340	\$248,395	16.00%	22.64%	6.64%	141.48%	0.000164073
336	C&T ASSOCIATES, INC.	Closed	Water	\$1,090,100	\$121,656	\$992,213	\$62,756	11.16%	6.32%	-4.84%	51.58%	-0.000216299
337	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,087,900	\$114,230	\$675,580	\$167,283	10.50%	24.76%	14.26%	146.44%	0.000414277
338	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Public Property	\$1,087,656	\$234,100	\$1,032,355	\$266,800	21.52%	25.84%	4.32%	113.97%	0.000181818
339	QUAD CONSTRUCTION	Closed	Water	\$1,086,580	\$217,316	\$866,004	\$200,748	20.00%	23.18%	3.18%	92.38%	8.75351E-05
340	SERAVALLI, INC.	Active	Water	\$1,084,600	\$375,705	\$1,084,425	\$252,834	34.64%	23.32%	-11.32%	67.30%	-0.000358361
341	JPC GROUP, INC.	Closed	Water	\$1,081,300	\$173,008	\$1,027,593	\$185,506	16.00%	18.05%	2.05%	107.22%	1.13453E-05
342	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$1,076,130	\$260,671	\$1,076,130	\$272,471	24.22%	25.32%	1.10%	104.53%	2.05813E-05
343	TONY DEPAUL & SON	Closed	Streets	\$1,074,208	\$53,710	\$965,993	\$85,012	5.00%	8.80%	3.80%	158.28%	3.44535E-05
344	AP CONSTRUCTION	Active	Water	\$1,072,500	\$290,648	\$349,470	\$97,296	27.10%	27.84%	0.74%	33.48%	6.55954E-05
345	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,069,090	\$267,274	\$391,809	\$0	25.00%	0.00%	-25.00%	0.00%	-0.000827693
346	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,068,330	\$155,433	\$968,032	\$154,802	14.55%	15.99%	1.44%	99.59%	-8.56436E-06
347	EDWARD J. MELONEY, INC.	Closed	Public Property	\$1,067,954	\$308,735	\$1,067,954	\$291,956	28.91%	27.34%	-1.57%	94.57%	-5.61405E-05
348	ALL STATE POWER-VAC, INC.	Active	Water	\$1,063,400	\$21,268	\$678,312	\$176,721	2.00%	26.05%	24.05%	830.92%	0.000750488
349	MINISCALCO CONSTRUCTION	Closed	Water	\$1,061,200	\$169,792	\$1,252,868	\$1,252,868	16.00%	100.00%	84.00%	737.88%	0.002648837
350	MINISCALCO CONSTRUCTION	Active	Water	\$1,059,450	\$246,851	\$1,400,605	\$1,400,605	23.30%	100.00%	76.70%	567.39%	0.002573696
351	JPC GROUP, INC.	Closed	Water	\$1,057,350	\$212,341	\$1,039,673	\$141,333	20.08%	13.59%	-6.49%	66.56%	-0.000237499

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
352	PETRONGOLO CONSTRUCTION	Active	Water	\$1,048,590	\$168,823	\$961,937	\$181,501	16.10%	18.87%	2.77%	107.51%	6.28934E-05
353	MULHERN ELECTRIC CO., INC.	Active	Aviation	\$1,046,577	\$240,713	\$787,500	\$168,708	23.00%	21.42%	-1.58%	70.09%	-4.09625E-05
354	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,041,950	\$291,954	\$607,622	\$271,841	28.02%	44.74%	16.72%	93.11%	0.000603992
355	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$1,039,450	\$237,203	\$975,008	\$213,506	22.82%	21.90%	-0.92%	90.01%	-5.08707E-05
356	DONATO SPAVENTA	Active	Water	\$1,030,985	\$232,438	\$236,828	\$0	22.55%	0.00%	-22.55%	0.00%	-0.000725623
357	SERAVALLI, INC.	Closed	Water	\$1,029,600	\$311,969	\$992,162	\$257,047	30.30%	25.91%	-4.39%	82.40%	-0.000137085
358	SERAVALLI, INC.	Closed	Water	\$1,017,500	\$254,579	\$971,424	\$241,274	25.02%	24.84%	-0.18%	94.77%	3.48695E-06
359	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,006,890	\$161,104	\$897,255	\$47,094	16.00%	5.25%	-10.75%	29.23%	-0.000352614
360	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$1,000,000	\$49,349	\$390,071	\$49,334	4.93%	12.65%	7.71%	99.97%	0.00022449
361	GENERAL ASPHALT PAVING CO.	Active	Public Property	\$1,000,000	\$12,710	\$181,480	\$14,376	1.27%	7.92%	6.65%	113.11%	0.000213984
362	ROXBOROUGH REHABILITATION PROJECT	Closed	Quasi	\$1,000,000	\$250,000	\$1,000,000	\$250,000	25.00%	25.00%	0.00%	100.00%	3.24791E-05
363	FORGOTTEN BLOCKS III	Closed	Quasi	\$1,000,000	\$310,000	\$1,000,000	\$300,000	31.00%	30.00%	-1.00%	96.77%	-2.62759E-06
364	GENERAL ASPHALT PAVING CO.	Active	Public Property	\$1,000,000	\$13,910	\$829,355	\$13,911	1.39%	1.68%	0.29%	100.01%	-1.56181E-05
365	GROUND PENETRATION & RESTORATION, INC.	Active	Aviation	\$1,000,000	\$199,805	\$2,031,546	\$330,207	19.98%	16.25%	-3.73%	165.26%	-0.000132459
366	SCHLEIG ELECTRIC, INC.	Active	Public Property	\$1,000,000	\$100,000	\$207,792	\$12,022	10.00%	5.79%	-4.21%	12.02%	-0.000177999
367	GROUND PENETRATION & RESTORATION	Active	Aviation	\$981,713	\$250,337	\$964,562	\$167,459	25.50%	17.36%	-8.14%	66.89%	-0.000214526

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
368	MCMULLEN ROOFING, INC.	Active	Public Property	\$974,368	\$268,373	\$783,695	\$269,849	27.54%	34.43%	6.89%	100.55%	0.000290648
369	CARUSONE CONSTRUCTION, INC.	Active	Water	\$972,520	\$249,458	\$836,135	\$112,302	25.65%	13.43%	-12.22%	45.02%	-0.000349565
370	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$966,961	\$196,956	\$966,961	\$205,004	20.37%	21.20%	0.83%	104.09%	8.96478E-06
	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$960,650	\$138,000	\$805,279	\$139,625	14.37%	17.34%	2.97%	101.18%	6.35982E-05
372	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$958,300	\$143,745	\$538,315	\$160,611	15.00%	29.84%	14.84%	111.73%	0.000381625
373	AP CONSTRUCTION	Active	Aviation	\$953,000	\$172,493	\$884,086	\$217,053	18.10%	24.55%	6.45%	125.83%	0.000159506
374	SERAVALLI, INC.	Active	Water	\$952,600	\$238,150	\$834,679	\$231,800	25.00%	27.77%	2.77%	97.33%	0.000121024
375	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$947,422	\$192,973	\$947,422	\$192,973	20.37%	20.37%	0.00%	100.00%	-2.06296E-05
376	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$941,388	\$225,935	\$941,388	\$225,936	24.00%	24.00%	0.00%	100.00%	-2.04945E-05
377	C&T ASSOCIATES, INC.	Active	Water	\$941,000	\$164,153	\$685,069	\$261,660	17.44%	38.19%	20.75%	159.40%	0.00056981
378	DOLAN MECHANICAL	Active	Public Property	\$934,841	\$93,942	\$900,578	\$119,717	10.05%	13.29%	3.24%	127.44%	8.51634E-05
379	WESGOLD LP-5100-22 MERION AVENUE	Active	Quasi	\$930,000	\$279,000	\$930,000	\$427,800	30.00%	46.00%	16.00%	153.33%	0.000578521
380	CARR & DUFF, INC.	Closed	Public Property	\$927,544	\$166,022	\$927,544	\$198,878	17.90%	21.44%	3.54%	119.79%	6.86997E-05
381	CARR & DUFF, INC.	Active	Public Property	\$916,671	\$190,850	\$856,082	\$191,750	20.82%	22.40%	1.58%	100.47%	5.94693E-05
382	TONY DEPAUL & SON	Closed	Streets	\$915,955	\$61,622	\$780,789	\$29,885	6.73%	3.83%	-2.90%	48.50%	-0.000153413
383	EDWARD J. MELONEY, INC.	Closed	Public Property	\$915,063	\$223,487	\$915,063	\$220,435	24.42%	24.09%	-0.33%	98.63%	-3.13095E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
384	3000 BLOCK OF STILES & CABOT ST	Active	Quasi	\$900,000	\$225,000	\$900,000	\$558,000	25.00%	62.00%	37.00%	248.00%	0.001223524
385	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$898,600	\$179,720	\$781,590	\$152,709	20.00%	19.54%	-0.46%	84.97%	-3.09194E-05
386	TONY DEPAUL & SON	Closed	Water	\$889,600	\$71,347	\$827,700	\$69,630	8.02%	8.41%	0.39%	97.59%	-3.54611E-05
387	MUNN ROOFING CORP.	Active	Public Property	\$876,588	\$876,588	\$805,770	\$805,770	100.00%	100.00%	0.00%	91.92%	1.88824E-05
388	C&T ASSOCIATES, INC.	Closed	Water	\$874,720	\$72,340	\$861,129	\$73,179	8.27%	8.50%	0.23%	101.16%	-3.92295E-05
389	SERAVALLI, INC.	Closed	Water	\$872,960	\$130,944	\$846,120	\$128,762	15.00%	15.22%	0.22%	98.33%	-3.94159E-05
390	3909 HAVERFORD STREET	Closed	Quasi	\$870,000	\$217,500	\$870,000	\$278,400	25.00%	32.00%	7.00%	128.00%	0.000242057
391	PETRONGOLO CONSTRUCTION	Active	Water	\$869,000	\$143,385	\$754,726	\$240,565	16.50%	31.87%	15.37%	167.78%	0.000384482
392	A.P. CONSTRUCTION	Closed	Public Property	\$867,069	\$283,209	\$867,069	\$249,355	32.66%	28.76%	-3.90%	88.05%	-0.000122829
393	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Active	Aviation	\$859,631	\$173,645	\$757,2 7 4	\$181,892	20.20%	24.02%	3.82%	104.75%	0.000108713
394	MCMULLEN ROOFING, INC.	Closed	Public Property	\$852,217	\$263,711	\$852,217	\$179,377	30.94%	21.05%	-9.90%	68.02%	-0.000315686
395	SMITH CONSTRUCTION CO., INC.	Closed	Public Property	\$852,044	\$852,044	\$852,044	\$852,044	100.00%	100.00%	0.00%	100.00%	-5.29358E-06
396	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$851,400	\$102,168	\$707,317	\$96,555	12.00%	13.65%	1.65%	94.51%	-1.43779E-06
397	SERAVALLI, INC.	Closed	Water	\$849,200	\$127,634	\$849,183	\$124,055	15.03%	14.61%	-0.42%	97.20%	-5.48046E-05
398	SERAVALLI, INC.	Closed	Water	\$839,600	\$125,940	\$763,535	\$116,331	15.00%	15.24%	0.24%	92.37%	-3.74536E-05
399	FIRE PROTECTION INDUSTRIES	Closed	Public Property	\$837,026	\$80,000	\$837,026	\$67,066	9.56%	8.01%	-1.55%	83.83%	-9.16012E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
400	PETRONGOLO CONSTRUCTION	Active	Water	\$836,480	\$322,045	\$203,168	\$20,104	38.50%	9.90%	-28.60%	6.24%	-0.000745457
401	A.P. CONSTRUCTION	Closed	Public Property	\$833,150	\$315,595	\$833,150	\$303,559	37.88%	36.44%	-1.44%	96.19%	-3.97745E-05
402	FIVE STAR, INC.	Active	Water	\$832,700	\$133,232	\$704,114	\$107,503	16.00%	15.27%	-0.73%	80.69%	-3.8489E-05
403	A.P. CONSTRUCTION, INC.	Closed	Public Property	\$830,674	\$288,640	\$750,506	\$323,278	34.75%	43.07%	8.33%	112.00%	0.000270279
404	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$830,200	\$55,292	\$716,236	\$99,698	6.66%	13.92%	7.26%	180.31%	0.000112159
405	JPC GROUP, INC.	Closed	Water	\$828,300	\$485,631	\$677,336	\$42,365	58.63%	6.25%	-52.38%	8.72%	-0.001281072
406	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$826,570	\$213,255	\$720,391	\$90,217	25.80%	12.52%	-13.28%	42.30%	-0.000325459
407	TONY DEPAUL & SON	Closed	Streets	\$824,586	\$113,875	\$421,923	\$23,520	13.81%	5.57%	-8.24%	20.65%	-0.00026914
408	C.A.D. ELECTRIC	Closed	Public Property	\$814,000	\$347,800	\$814,000	\$347,869	42.73%	42.74%	0.01%	100.02%	6.3047E-06
409	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$800,000	\$200,000	\$658,406	\$186,212	25.00%	28.28%	3.28%	93.11%	0.000106197
410	SERAVALLI, INC.	Active	Water	\$795,300	\$200,416	\$754,018	\$201,358	25.20%	26.70%	1.50%	100.47%	6.83509E-05
411	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$787,060	\$139,703	\$813,601	\$195,336	17.75%	24.01%	6.26%	139.82%	0.000108675
412	DOLAN MECHANICAL	Closed	Public Property	\$786,006	\$36,000	\$786,006	\$21,824	4.58%	2.78%	-1.80%	60.62%	-9.33414E-05
413	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$785,300	\$58,112	\$650,717	\$117,312	7.40%	18.03%	10.63%	201.87%	0.000184877
414	EJ ELECTRIC	Active	Aviation	\$783,000	\$122,931	\$608,475	\$133,763	15.70%	21.98%	6.28%	108.81%	0.000127182
415	CARR & DUFF, INC.	Closed	Streets	\$782,826	\$28,505	\$425,349	\$246,572	3.64%	57.97%	54.33%	865.01%	0.001203155
416	J.P.C. GROUP, INC.	Active	Public Property	\$778,479	\$166,155	\$762,909	\$141,092	21.34%	18.49%	-2.85%	84.92%	-7.81059E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
417	GENERAL ASPHALT PAVING CO.	Active	Public Property	\$767,187	\$206,082	\$765,588	\$213,821	26.86%	27.93%	1.07%	103.76%	5.82483E-05
418	GESSLER CONSTRUCTION CO., INC.	Active	Public Property	\$766,985	\$766,985	\$634,936	\$634,936	100.00%	100.00%	0.00%	82.78%	1.65215E-05
419	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$763,489	\$122,000	\$763,489	\$114,500	15.98%	15.00%	-0.98%	93.85%	-6.8053E-05
420	CHANDLER SUPPORTED INDEPENDENT LIVING	Closed	Quasi	\$760,000	\$266,000	\$760,000	\$212,800	35.00%	28.00%	-7.00%	80.00%	-0.000162084
421	HYDE ELECTRIC GROUP	Active	Public Property	\$754,913	\$150,984	\$711,819	\$150,980	20.00%	21.21%	1.21%	100.00%	3.85977E-05
422	ASSOCIATED SPECIALTY CONTRACTING	Active	Public Property	\$750,000	\$41,325	\$209,313	\$15,725	5.51%	7.51%	2.00%	38.05%	3.47271E-05
423	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$747,090	\$160,562	\$887,359	\$123,043	21.49%	13.87%	-7.63%	76.63%	-0.000213426
424	SERAVALLI, INC.	Closed	Water	\$744,300	\$149,605	\$850,192	\$140,402	20.10%	16.51%	-3.59%	93.85%	-9.90008E-05
425	SERAVALLI, INC.	Closed	Water	\$743,600	\$193,558	\$667,047	\$159,581	26.03%	23.92%	-2.11%	82.45%	-4.38566E-05
426	J.S. CORNELL & SON, INC.	Closed	Public Property	\$738,844	\$200,148	\$738,844	\$152,170	27.09%	20.60%	-6.49%	76.03%	-0.000177711
427	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$732,428	\$59,327	\$707,109	\$133,032	8.10%	18.81%	10.71%	224.24%	0.000174291
428	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$729,390	\$131,290	\$664,329	\$133,249	18.00%	20.06%	2.06%	101.49%	7.76871E-06
429	WEST ROOFING SYSTEMS, INC.	Active	Water	\$723,900	\$145,287	\$1,626	\$1,626	20.07%	100.00%	79.93%	1.12%	0.001832365
430	TONY DEPAUL & SON	Closed	Streets	\$712,113	\$36,318	\$775,902	\$43,405	5.10%	5.59%	0.49%	119.51%	-4.72847E-05
431	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$708,388	\$616,800	\$694,220	\$694,220	87.07%	100.00%	12.93%	112.55%	0.000317864
432	EDWARD J. MELONEY, INC.	Closed	Aviation	\$705,000	\$112,800	\$705,000	\$114,349	16.00%	16.22%	0.22%	101.37%	-3.09911E-05

					EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal		Percent of	
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
433	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$703,510	\$122,522	\$703,510	\$131,116	17.42%	18.64%	1.22%	107.01%	-6.78317E-06
434	MUNN ROOFING GROUP	Closed	Public Property	\$703,498	\$606,076	\$696,337	\$696,337	86.15%	100.00%	13.85%	114.89%	0.000338422
435	PLATO CONSTRUCTION	Closed	Public Property	\$699,552	\$155,554	\$699,552	\$155,554	22.24%	22.24%	0.00%	100.00%	-1.52324E-05
436	GESSLER CONSTRUCTION CO., INC.	Active	Public Property	\$697,049	\$697,049	\$582,364	\$582,364	100.00%	100.00%	0.00%	83.55%	1.5015E-05
437	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$690,650	\$113,000	\$632,749	\$138,768	16.36%	21.93%	5.57%	122.80%	8.0924E-05
438	HART ENTERPRISES	Closed	Aviation	\$690,000	\$690,000	\$227,115	\$227,115	100.00%	100.00%	0.00%	32.92%	-2.02931E-06
439	SURETY MECHANICAL SERVICES	Closed	Aviation	\$685,000	\$143,850	\$640,117	\$132,276	21.00%	20.66%	-0.34%	91.95%	-1.97288E-05
440	JPC GROUP, INC.	Closed	Water	\$676,500	\$117,975	\$628,226	\$92,658	17.44%	14.75%	-2.69%	78.54%	-9.02113E-05
441	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$672,320	\$163,867	\$604,124	\$181,429	24.37%	30.03%	5.66%	110.72%	0.000125421
442	WILLIAM DICK ELEMENTARY SCHOOL	Active	PubPriv	\$670,000	\$167,500	\$670,000	\$221,100	25.00%	33.00%	8.00%	132.00%	0.000209656
443	QUEEN AND MCKEAN IN- FILL	Active	Quasi	\$660,000	\$165,000	\$660,000	\$79,200	25.00%	12.00%	-13.00%	48.00%	-0.000261529
444	PALMAN ELECTRIC CO.	Closed	Public Property	\$659,255	\$197,717	\$656,255	\$180,043	29.99%	27.43%	-2.56%	91.06%	-5.94507E-05
445	SMITH CONSTRUCTION CO.	Active	Water	\$650,364	\$650,364	\$527,290	\$527,290	100.00%	100.00%	0.00%	81.08%	1.52717E-05
446	SURETY MECHANICAL SERVICES	Active	Water	\$650,000	\$97,000	\$280,150	\$26,660	14.92%	9.52%	-5.41%	27.48%	-0.00012223
447	SANTAPAUL CORP. T/A LIMA OC	Closed	Public Property	\$648,094	\$291,855	\$619,087	\$146,555	45.03%	23.67%	-21.36%	50.21%	-0.000523769

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448	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$644,228	\$495,500	\$644,228	\$644,228	76.91%	100.00%	23.09%	130.02%	0.000519318
449	RAMOS & ASSOCIATES	Closed	Water	\$638,960	\$638,960	\$580,829	\$580,829	100.00%	100.00%	0.00%	90.90%	-2.73044E-06
450	SERAVALLI, INC.	Active	Water	\$637,230	\$140,828	\$621,230	\$146,922	22.10%	23.65%	1.55%	104.33%	3.62301E-05
451	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$634,000	\$63,400	\$595,426	\$117,788	10.00%	19.78%	9.78%	185.79%	0.000155294
452	BRIGHTLINE CONSTRUCTION, INC.	Active	Public Property	\$633,826	\$100,935	\$502,139	\$60,205	15.92%	11.99%	-3.94%	59.65%	-0.000106428
453	JACK COHEN & CO., INC.	Closed	Public Property	\$633,794	\$115,260	\$633,794	\$116,463	18.19%	18.38%	0.19%	101.04%	-2.9696E-05
454	PANNULLA CONSTRUCTION CO., INC.	Active	Public Property	\$632,950	\$237,478	\$430,759	\$118,451	37.52%	27.50%	-10.02%	49.88%	-0.000219973
455	AP CONSTRUCTION	Closed	Water	\$625,900	\$137,167	\$496,416	\$92,336	21.92%	18.60%	-3.31%	67.32%	-7.78927E-05
456	NUCERO ELECTRICAL CONSTRUCTION CO.	Closed	Water	\$623,700	\$51,031	\$343,354	\$51,064	8.18%	14.87%	6.69%	100.06%	9.42779E-05
457	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$614,385	\$179,377	\$614,385	\$130,401	29.20%	21.22%	-7.97%	72.70%	-0.000182444
458	MCMULLEN ROOFING, INC.	Closed	Public Property	\$611,442	\$144,724	\$611,442	\$150,595	23.67%	24.63%	0.96%	104.06%	8.58647E-06
459	MCMULLEN ROOFING, INC.	Closed	Aviation	\$605,000	\$136,065	\$555,281	\$124,400	22.49%	22.40%	-0.09%	91.43%	-1.28093E-05
460	DONATO SPAVENTA & SONS, INC.	Closed	Water	\$600,700	\$90,105	\$360,918	\$87,220	15.00%	24.17%	9.17%	96.80%	0.000135915
461	SERAVALLI, INC.	Closed	Streets	\$600,000	\$150,180	\$574,230	\$139,071	25.03%	24.22%	-0.81%	92.60%	-2.75224E-05
462	SARTAIN SCHOOL 3017-45 WEST OXFORD STREET	Closed	Quasi	\$600,000	\$150,000	\$600,000	\$36,000	25.00%	6.00%	-19.00%	24.00%	-0.000380729
463	GERMANTOWN AVENUE MIXED USE PROJECTS	Active	Quasi	\$590,000	\$147,500	\$590,000	\$41,300	25.00%	7.00%	-18.00%	28.00%	-0.000337379

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	MILESTONE CONSTRUCTION	Closed	Streets	\$579,268	\$126,749	\$2,879	\$0	21.88%	0.00%	-21.88%	0.00%	-0.000421579
465	PHILIP PIO	Active	Water	\$578,600	\$115,720	\$544,583	\$117,356	20.00%	21.55%	1.55%	101.41%	3.28884E-05
466	SERAVALLI, INC.	Closed	Water	\$577,500	\$56,018	\$576,679	\$64,072	9.70%	11.11%	1.41%	114.38%	-5.18713E-06
467	SCHLEIG ELECTRIC	Closed	Public Property	\$576,129	\$5,325	\$576,129	\$63,902	0.92%	11.09%	10.17%	1200.04%	0.000180346
468	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$575,095	\$85,750	\$951,800	\$83,895	14.91%	8.81%	-6.10%	97.84%	-0.000136107
469	SERAVALLI, INC.	Closed	Water	\$574,200	\$128,046	\$540,071	\$121,959	22.30%	22.58%	0.28%	95.25%	-6.27621E-06
470	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$572,120	\$143,031	\$239,991	\$103,722	25.00%	43.22%	18.22%	72.52%	0.000359501
471	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$571,595	\$530,400	\$571,395	\$571,395	92.79%	100.00%	7.21%	107.73%	0.000141399
472	ELI COURT APARTMENTS	Closed	Quasi	\$570,000	\$142,500	\$570,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.000481757
473	HYDE ELECTRIC CO.	Closed	Public Property	\$564,441	\$112,099	\$564,441	\$99,619	19.86%	17.65%	-2.21%	88.87%	-7.53258E-05
474	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$560,269	\$123,140	\$557,364	\$107,515	21.98%	19.29%	-2.69%	87.31%	-6.83916E-05
475	UNITED STATES ROOFING CORP.	Closed	Public Property	\$559,750	\$76,126	\$559,750	\$81,665	13.60%	14.59%	0.99%	107.28%	-1.00806E-05
476	BRIGHTLINE CONSTRUCTION, INC.	Active	Water	\$541,640	\$124,577	\$426,504	\$71,226	23.00%	16.70%	-6.30%	57.17%	-0.000103435
477	JOHN J. BEE	Active	Public Property	\$537,318	\$123,583	\$477,588	\$117,426	23.00%	24.59%	1.59%	95.02%	3.50317E-05
478	LOR-MAR	Closed	Water	\$533,000	\$116,572	\$500,202	\$106,000	21.87%	21.19%	-0.68%	90.93%	-2.20024E-05
479	JOHN BEE, INC.	Closed	Public Property	\$531,358	\$136,970	\$502,394	\$185,494	25.78%	36.92%	11.14%	135.43%	0.000230055

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480	SERAVALLI, INC.	Closed	Water	\$530,500	\$80,106	\$523,451	\$71,930	15.10%	13.74%	-1.36%	89.79%	-4.93209E-05
481	PALMAN ELECTRIC CO.	Closed	Public Property	\$529,158	\$119,136	\$498,544	\$120,000	22.51%	24.07%	1.56%	100.73%	1.91861E-05
482	SERAVALLI, INC.	Closed	Water	\$521,400	\$107,409	\$474,000	\$110,328	20.60%	23.28%	2.68%	102.72%	3.36918E-05
483	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$520,000	\$455,430	\$520,000	\$520,000	87.58%	100.00%	12.42%	114.18%	0.000223968
484	JACK COHEN & CO., INC.	Closed	Public Property	\$517,942	\$124,950	\$517,942	\$119,789	24.12%	23.13%	-1.00%	95.87%	-3.05284E-05
485	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$516,318	\$367,748	\$516,318	\$58,875	71.23%	11.40%	-59.82%	16.01%	-0.001090021
486	ALL STATES MECHANICAL, LTD.	Closed	Public Property	\$514,383	\$118,065	\$514,383	\$118,064	22.95%	22.95%	0.00%	100.00%	-1.12053E-05
487	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$510,460	\$416,960	\$510,460	\$510,460	81.68%	100.00%	18.32%	122.42%	0.000325822
488	5015-19 BEAUMONT AVENUE	Closed	Quasi	\$510,000	\$127,500	\$510,000	\$224,400	25.00%	44.00%	19.00%	176.00%	0.000356748
489	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Public Property	\$510,000	\$110,000	\$10,578	\$0	21.57%	0.00%	-21.57%	0.00%	-0.000407332
490	JPC GROUP, INC.	Closed	Water	\$508,200	\$64,541	\$457,000	\$1,021	12.70%	0.22%	-12.48%	1.58%	-0.000218624
491	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$506,000	\$92,092	\$504,395	\$94,042	18.20%	18.64%	0.44%	102.12%	-5.32435E-06
492	SANTAPAUL CORP. T/A LIMA OC	Closed	Public Property	\$505,464	\$213,351	\$488,804	\$170,438	42.21%	34.87%	-7.34%	79.89%	-0.000137923
493	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$504,200	\$60,504	\$446,183	\$99,363	12.00%	22.27%	10.27%	164.23%	0.000130955
494	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$503,789	\$101,040	\$503,789	\$101,577	20.06%	20.16%	0.11%	100.53%	-8.96652E-06

					EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal		Percent of	
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
495	BITTENBENDER CONSTRUCTION, LP	Closed	Aviation	\$500,000	\$500,000	\$500,000	\$500,000	100.00%	100.00%	0.00%	100.00%	-1.47051E-06
496	HABITAT FOR HUMANITY/NPCB- GRATZ/WILTS ST.	Active	Quasi	\$500,000	\$125,000	\$500,000	\$85,000	25.00%	17.00%	-8.00%	68.00%	-0.000110342
497	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$493,483	\$117,992	\$493,483	\$104,822	23.91%	21.24%	-2.67%	88.84%	-6.87958E-05
498	JJD URETHANE CO., INC.	Closed	Water	\$489,930	\$15,678	\$215,275	\$96,994	3.20%	45.06%	41.86%	618.66%	0.000576365
499	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Closed	Public Property	\$489,532	\$15,426	\$489,532	\$14,260	3.15%	2.91%	-0.24%	92.44%	-3.99729E-05
500	CARR & DUFF INC.	Closed	Public Property	\$488,075	\$96,795	\$488,075	\$96,975	19.83%	19.87%	0.04%	100.19%	-3.50806E-05
501	HYDE ELECTRIC GROUP	Closed	Public Property	\$484,914	\$93,228	\$484,914	\$91,978	19.23%	18.97%	-0.26%	98.66%	-3.99308E-05
502	MARCOR REMEDIATION, INC.	Closed	Streets	\$483,305	\$76,942	\$609,495	\$53,283	15.92%	8.74%	-7.18%	69.25%	-0.000150127
503	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$482,100	\$51,487	\$442,480	\$95,734	10.68%	21.64%	10.96%	185.94%	0.000123099
504	ROCKPORT CONSTRUCTION GROUP, INC.	Active	Streets	\$477,070	\$49,806	\$433,70 0	\$47,702	10.44%	11.00%	0.56%	95.78%	-2.69498E-05
505	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$471,745	\$41,137	\$471,745	\$83,607	8.72%	17.72%	9.00%	203.24%	0.000116443
506	JACK COHEN & CO., INC.	Closed	Public Property	\$471,577	\$89,760	\$471,577	\$89,113	19.03%	18.90%	-0.14%	99.28%	-3.68132E-05
507	JACK COHEN & CO., INC.	Closed	Public Property	\$469,992	\$26,928	\$469,992	\$110,491	5.73%	23.51%	17.78%	410.32%	0.000262643
508	AP CONSTRUCTION	Closed	Water	\$468,600	\$174,787	\$426,000	\$69,262	37.30%	16.26%	-21.04%	39.63%	-0.000319492
509	JPC GROUP, INC.	Closed	Water	\$467,380	\$65,947	\$427,140	\$61,747	14.11%	14.46%	0.35%	93.63%	-2.84791E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
510	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$467,337	\$172,848	\$467,337	\$96,813	36.99%	20.72%	-16.27%	56.01%	-0.000291989
511	ALL STATES MECHANICAL, LTD.	Active	Public Property	\$467,084	\$95,924	\$456,813	\$97,897	20.54%	21.43%	0.89%	102.06%	9.0463E-06
512	CARR & DUFF, INC.	Active	Public Property	\$466,006	\$67,585	\$437,956	\$67,585	14.50%	15.43%	0.93%	100.00%	-5.78278E-06
513	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$465,405	\$5,915	\$465,405	\$29,165	1.27%	6.27%	5.00%	493.07%	4.85855E-05
514	BUCKLEY & CO., INC.	Active	Streets	\$461,978	\$32,985	\$452,989	\$1,480	7.14%	0.33%	-6.81%	4.49%	-0.000125778
515	SERAVALLI, INC.	Closed	Water	\$455,400	\$85,615	\$417,644	\$85,302	18.80%	20.42%	1.62%	99.63%	-1.03918E-05
516	MULHERN ELECTRIC CO., INC.	Closed	Aviation	\$455,000	\$45,500	\$455,000	\$41,321	10.00%	9.08%	-0.92%	90.82%	-4.39007E-05
517	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$454,081	\$25,429	\$388,417	\$21,063	5.60%	5.42%	-0.18%	82.83%	-4.8037E-05
518	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$454,080	\$49,949	\$428,005	\$38,280	11.00%	8.94%	-2.06%	76.64%	-6.01839E-05
519	DOLAN MECHANICAL	Active	Public Property	\$449,674	\$58,655	\$407,159	\$49,215	13.04%	12.09%	-0.96%	83.91%	-3.57237E-05
520	DOLAN MECHANICAL	Closed	Public Property	\$446,991	\$173,792	\$446,991	\$92,021	38.88%	20.59%	-18.29%	52.95%	-0.000313344
521	CARR & DUFF, INC.	Closed	Public Property	\$443,542	\$163,687	\$443,542	\$163,825	36.90%	36.94%	0.03%	100.08%	-4.83067E-06
522	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$441,200	\$70,592	\$439,949	\$32,456	16.00%	7.38%	-8.62%	45.98%	-0.000144838
523	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$438,726	\$93,538	\$438,726	\$104,340	21.32%	23.78%	2.46%	111.55%	2.1625E-05
524	AP CONSTRUCTION	Closed	Water	\$426,250	\$70,807	\$357,500	\$58,646	16.61%	16.40%	-0.21%	82.83%	-3.30008E-05
525	ALL STATES MECHANICAL, LTD.	Active	Public Property	\$424,581	\$69,350	\$388,994	\$48,198	16.33%	12.39%	-3.94%	69.50%	-7.88172E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
526	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$422,576	\$93,046	\$422,576	\$93,046	22.02%	22.02%	0.00%	100.00%	-1.74366E-05
527	DONATO SPAVENTA & SONS, INC.	Closed	Streets	\$414,901	\$37,718	\$444,822	\$45,770	9.09%	10.29%	1.20%	121.35%	-2.71874E-05
528	FIDELITY BURGLAR & ALARM CO., INC.	Active	Public Property	\$413,496	\$34,000	\$308,255	\$30,400	8.22%	9.86%	1.64%	89.41%	5.31572E-06
529	LAND TECH ENTERPRISES, INC.	Closed	Public Property	\$412,778	\$91,432	\$412,778	\$93,768	22.15%	22.72%	0.57%	102.55%	-8.43991E-06
530	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$410,000	\$43,419	\$235,060	\$54,445	10.59%	23.16%	12.57%	125.39%	0.000120998
531	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$409,960	\$75,603	\$409,960	\$70,171	18.44%	17.12%	-1.32%	92.82%	-4.93117E-05
532	MINISCALCO CONSTRUCTION	Closed	Water	\$404,840	\$32,387	\$260,365	\$16,030	8.00%	6.16%	-1.84%	49.50%	-5.1087E-05
533	AP CONSTRUCTION	Closed	Aviation	\$403,920	\$93,126	\$348,116	\$103,123	23.06%	29.62%	6.57%	110.73%	6.46625E-05
534	FIVE STAR, INC.	Closed	Public Property	\$390,178	\$94,500	\$390,178	\$54,549	24.22%	13.98%	-10.24%	57.72%	-0.000163026
535	EJ ELECTRIC	Closed	Aviation	\$390,000	\$23,160	\$387,164	\$65,381	5.94%	16.89%	10.95%	282.30%	9.62617E-05
536	JPC GROUP, INC.	Closed	Water	\$388,340	\$22,329	\$366,116	\$13,175	5.75%	3.60%	-2.15%	59.00%	-5.2571E-05
537	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$383,871	\$33,690	\$383,871	\$101,347	8.78%	26.40%	17.62%	300.82%	0.000212405
538	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$383,551	\$57,533	\$388,838	\$63,891	15.00%	16.43%	1.43%	111.05%	-1.09639E-05
539	ALL STATES MECHANICAL, LTD.	Closed	Public Property	\$383,021	\$77,316	\$383,021	\$77,335	20.19%	20.19%	0.00%	100.02%	-1.57334E-05
540	HYDE ELECTRIC CORP.	Active	Public Property	\$380,643	\$43,542	\$353,389	\$43,457	11.44%	12.30%	0.86%	99.80%	-5.68192E-06

					EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal		Percent of	_
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
541	HANK GATHERS RECREATION CENTER (2501 W. DIAMOND ST)	Closed	PubPriv	\$380,000	\$57,000	\$380,000	\$68,286	15.00%	17.97%	2.97%	119.80%	8.08448E-06
542	SERAVALLI, INC.	Active	Water	\$379,500	\$75,900	\$270,190	\$71,397	20.00%	26.42%	6.42%	94.07%	7.1308E-05
543	GESSLER CONSTRUCTION CO., INC.	Closed	Streets	\$377,000	\$377,000	\$300,675	\$300,675	100.00%	100.00%	0.00%	79.75%	-2.00232E-05
544	MINISCALCO CONSTRUCTION	Closed	Water	\$368,500	\$18,425	\$259,721	\$65,313	5.00%	25.15%	20.15%	354.48%	0.000195055
545	A. CAROTENUTO & SONS	Active	Public Property	\$367,829	\$110,151	\$357,489	\$110,150	29.95%	30.81%	0.87%	100.00%	1.77687E-05
546	BRIGHTLINE CONSTRUCTION, INC.	Active	Public Property	\$366,478	\$68,703	\$355,825	\$68,719	18.75%	19.31%	0.57%	100.02%	-9.27977E-06
547	EDWARD J. MELONEY, INC.	Closed	Aviation	\$366,300	\$7,326	\$363,593	\$6,344	2.00%	1.74%	-0.26%	86.60%	-2.83139E-05
548	FIVE STAR, INC.	Closed	Streets	\$366,000	\$103,643	\$383,864	\$210,320	28.32%	54.79%	26.47%	202.93%	0.000289528
549	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$363,960	\$437,122	\$297,350	\$297,350	120.10%	100.00%	-20.10%	68.02%	-0.000286706
550	MUNN ROOFING GROUP	Closed	Public Property	\$361,793	\$361,793	\$361,793	\$361,793	100.00%	100.00%	0.00%	100.00%	-9.29712E-06
551	HYDE ELECTRIC GROUP	Active	Public Property	\$361,313	\$44,126	\$321,756	\$39,468	12.21%	12.27%	0.05%	89.44%	-1.57257E-05
552	PEC- 4030 HAVERFORD AVE	Active	Quasi	\$360,000	\$90,000	\$360,000	\$154,800	25.00%	43.00%	18.00%	172.00%	0.000238825
553	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$359,460	\$79,081	\$350,363	\$0	22.00%	0.00%	-22.00%	0.00%	-0.000249676
554	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$357,642	\$52,106	\$357,642	\$72,608	14.57%	20.30%	5.73%	139.35%	4.6704E-05
555	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$353,859	\$53,560	\$353,859	\$81,393	15.14%	23.00%	7.87%	151.97%	7.3039E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
556	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Public Property	\$351,087	\$65,200	\$54,074	\$23,070	18.57%	42.66%	24.09%	35.38%	0.000284801
557	BUILDING RESTORATION, INC.	Closed	Public Property	\$350,102	\$282,040	\$350,102	\$350,102	80.56%	100.00%	19.44%	124.13%	0.000226929
558	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$347,301	\$347,301	\$347,301	\$347,301	100.00%	100.00%	0.00%	100.00%	-8.92471E-06
559	CARR & DUFF, INC.	Active	Streets	\$347,051	\$17,353	\$104,746	\$9,629	5.00%	9.19%	4.19%	55.49%	1.73048E-05
560	HYDE ELECTRIC GROUP	Closed	Public Property	\$337,882	\$67,890	\$337,882	\$39,770	20.09%	11.77%	-8.32%	58.58%	-0.000117356
561	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$335,465	\$38,525	\$46,487	\$46,487	11.48%	100.00%	88.52%	120.67%	0.000844654
562	CARUSONE CONSTRUCTION, INC.	Active	Water	\$334,790	\$65,452	\$316,919	\$34,060	19.55%	10.75%	-8.80%	52.04%	-0.000102435
563	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$330,000	\$6,732	\$329,983	\$12,765	2.04%	3.87%	1.83%	189.62%	-1.55436E-05
564	SERAVALLI, INC.	Closed	Public Property	\$329,760	\$70,752	\$329,760	\$60,726	21.46%	18.42%	-3.04%	85.83%	-5.04781E-05
565	HYDE ELECTRIC GROUP	Closed	Public Property	\$328,442	\$63,138	\$328,442	\$63,419	19.22%	19.31%	0.09%	100.45%	-2.30386E-05
566	MULHERN ELECTRIC CO., INC.	Active	Public Property	\$326,056	\$76,212	\$113,895	\$8,896	23.37%	7.81%	-15.56%	11.67%	-0.000191065
567	GESSLER CONSTRUCTION CO., INC.	Active	Public Property	\$325,000	\$325,000	\$310,252	\$310,252	100.00%	100.00%	0.00%	95.46%	6.68301E-07
568	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$322,778	\$30,500	\$322,778	\$30,524	9.45%	9.46%	0.01%	100.08%	-2.35377E-05
	PANNULLA CONSTRUCTION CO., INC.	Active	Public Property	\$322,000	\$39,988	\$256,221	\$40,000	12.42%	15.61%	3.19%	100.03%	2.19252E-05
570	WELCH ROAD HCAP CONVERSION	Active	Quasi	\$320,000	\$80,000	\$320,000	\$60,800	25.00%	19.00%	-6.00%	76.00%	-5.3377E-05

					EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal		Percent of	_
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
,	PANNULLA		Public	****	***	****	***			0.4004	444.0004	
571	CONSTRUCTION CO.	Closed	Property	\$318,296	\$84,742	\$318,296	\$94,850	26.62%	29.80%	3.18%	111.93%	3.42278E-05
572	MCMULLEN ROOFING, INC.	Closed	Public Property	\$316,439	\$94,700	\$316,439	\$173,418	29.93%	54.80%	24.88%	183.12%	0.000292638
573	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$306,595	\$55,406	\$306,595	\$55,407	18.07%	18.07%	0.00%	100.00%	-2.24352E-05
574	HYDE ELECTRIC GROUP	Closed	Public Property	\$305,265	\$21,525	\$305,265	\$21,507	7.05%	7.05%	-0.01%	99.92%	-2.24054E-05
575	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$304,713	\$123,295	\$304,713	\$122,895	40.46%	40.33%	-0.13%	99.68%	-5.18099E-06
576	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$300,000	\$4,663	\$228,573	\$96,830	1.55%	42.36%	40.81%	2076.61%	0.000328042
577	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$296,282	\$38,489	\$296,282	\$41,703	12.99%	14.08%	1.08%	108.35%	-1.02606E-05
578	FIDELITY BURGLAR & FIRE ALARM CO., INC.	Closed	Public Property	\$294,100	\$23,985	\$294,100	\$23,189	8.16%	7.88%	-0.27%	96.68%	-2.43536E-05
579	CARR & DUFF, INC.	Closed	Public Property	\$293,291	\$79,770	\$293,291	\$81,609	27.20%	27.83%	0.63%	102.31%	3.38781E-06
580	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$290,700	\$65,000	\$290,700	\$65,000	22.36%	22.36%	0.00%	100.00%	-1.1994E-05
581	DOLAN MECHANICAL	Active	Public Property	\$290,083	\$41,440	\$247,838	\$51,381	14.29%	20.73%	6.45%	123.99%	5.33058E-05
582	DEVINE BROTHERS, INC.	Closed	Public Property	\$286,560	\$64,178	\$286,560	\$86,366	22.40%	30.14%	7.74%	134.57%	6.97774E-05
583	FIVE STAR, INC.	Closed	Water	\$277,000	\$55,700	\$301,499	\$66,071	20.11%	21.91%	1.81%	118.62%	4.63483E-06
	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$275,950	\$5,017	\$266,202	\$7,880	1.82%	2.96%	1.14%	157.07%	-1.85393E-05
585	PALMAN ELECTRIC. INC.	Closed	Public Property	\$269,115	\$35,011	\$268,397	\$35,000	13.01%	13.04%	0.03%	99.97%	-1.94018E-05

Dank	Contractor / Project name	Status	Damant	Did Amount	EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal Commit	Actual Goal	Variance	Percent of Goal	7
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
586	A.P. CONSTRUCTION	Closed	Public Property	\$267,014	\$66,595	\$267,014	\$40,323	24.94%	15.10%	-9.84%	60.55%	-0.000107635
587	MCMULLEN ROOFING, INC.	Closed	Aviation	\$262,830	\$21,027	\$25,798	\$25,798	8.00%	100.00%	92.00%	122.69%	0.000681146
			Public		· ·							
588	HYDE ELECTRIC GROUP	Active	Property	\$256,763	\$28,244	\$174,724	\$19,656	11.00%	11.25%	0.25%	69.59%	-9.38593E-06
589	GESSLER CONSTRUCTION CO., INC.	Closed	Streets	\$253,200	\$37,980	\$278,520	\$60,900	15.00%	21.87%	6.87%	160.35%	2.53931E-05
590	TALLEY BROTHERS, INC.	Closed	Streets	\$252,142	\$68,205	\$208,926	\$21,865	27.05%	10.47%	-16.58%	32.06%	-0.00014115
591	D. A. NOLT	Closed	Public Property	\$251,106	\$64,130	\$251,106	\$71,108	25.54%	28.32%	2.78%	110.88%	2.32492E-05
592	7813 BAYARD STREET	Closed	Quasi	\$250,000	\$62,500	\$250,000	\$37,500	25.00%	15.00%	-10.00%	60.00%	-8.32115E-05
593	749 N. UBER ST	Closed	Quasi	\$250,000	\$62,500	\$250,000	\$15,000	25.00%	6.00%	-19.00%	24.00%	-0.000161026
594	PANNULA CONSTRUCTION CO., INC.	Active	Public Property	\$248,221	\$52,400	\$241,998	\$52,400	21.11%	21.65%	0.54%	100.00%	1.60411E-06
595	J.P.C. GROUP, INC.	Closed	Public Property	\$245,408	\$51,020	\$245,408	\$46,920	20.79%	19.12%	-1.67%	91.96%	-2.52038E-05
596	WEBSTER INVESTMENTS, - 760 & 764 S.16TH ST.	Active	Quasi	\$240,000	\$60,000	\$240,000	\$67,200	25.00%	28.00%	3.00%	112.00%	3.46857E-05
597	1838 MOORE STREET	Closed	Quasi	\$240,000	\$60,000	\$240,000	\$60,000	25.00%	25.00%	0.00%	100.00%	3.1187E-06
598		Closed	Quasi	\$240,000	\$60,000	\$240,000	\$48,000	25.00%	20.00%	-5.00%	80.00%	-3.83822E-05
599	ANTHONY BIDDLE CONTRACTORS, INC.	Closed	Streets	\$231,000	\$23,377	\$187,430	\$21,240	10.12%	11.33%	1.21%	90.86%	-1.50446E-05
600	2200 LATONA STREET	Closed	Quasi	\$230,000	\$108,100	\$230,000	\$163,300	47.00%	71.00%	24.00%	151.06%	0.000193893
601	1937 S. BOUVIER STREET	Closed	Quasi	\$230,000	\$57,500	\$230,000	\$55,200	25.00%	24.00%	-1.00%	96.00%	-4.96558E-06
602	1543 SOUTH 20TH ST.	Closed	Quasi	\$230,000	\$57,500	\$230,000	\$50,600	25.00%	22.00%	-3.00%	88.00%	-2.08742E-05
603	5935 KEMBLE AVENUE	Active	Quasi	\$230,000	\$57,500	\$230,000	\$11,500	25.00%	5.00%	-20.00%	20.00%	-0.000149751

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
604	UNION ROOFING CONTRACTORS, INC.	Active	Public Property	\$227,680	\$52,606	\$198,612	\$52,606	23.11%	26.49%	3.38%	100.00%	2.52464E-05
605	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$226,400	\$193,290	\$201,400	\$201,400	85.38%	100.00%	14.62%	104.20%	0.000108954
606	PALMAN ELECTRIC CO.	Active	Aviation	\$223,500	\$40,230	\$156,351	\$0	18.00%	0.00%	-18.00%	0.00%	-0.000125838
607	HYDE ELECTRIC GROUP	Closed	Public Property	\$221,108	\$28,418	\$221,108	\$28,991	12.85%	13.11%	0.26%	102.02%	-1.41449E-05
608	1605 SOUTH 19TH STREET	Closed	Quasi	\$220,000	\$55,000	\$220,000	\$57,200	25.00%	26.00%	1.00%	104.00%	1.04673E-05
609	1639 TITAN ST	Active	Quasi	\$220,000	\$55,000	\$220,000	\$55,000	25.00%	25.00%	0.00%	100.00%	8.96461E-06
610	CARR AND DUFF, INC.	Active	Public Property	\$219,675	\$22,459	\$210,792	\$20,209	10.22%	9.59%	-0.64%	89.98%	-1.49512E-05
611	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$205,758	\$30,500	\$205,758	\$30,500	14.82%	14.82%	0.00%	100.00%	-1.50586E-05
612	MCMULLEN ROOFING, INC.	Closed	Public Property	\$203,961	\$19,380	\$203,961	\$19,598	9.50%	9.61%	0.11%	101.12%	-1.41529E-05
613	7203 GUYER AVENUE	Closed	Quasi	\$200,000	\$50,000	\$200,000	\$80,000	25.00%	40.00%	15.00%	160.00%	0.000106351
614	1833 ASHLEY STREET	Closed	Quasi	\$200,000	\$50,000	\$200,000	\$24,000	25.00%	12.00%	-13.00%	48.00%	-8.73196E-05
615	7128 GLENLOCH STREET	Closed	Quasi	\$200,000	\$52,000	\$200,000	\$18,000	26.00%	9.00%	-17.00%	34.62%	-0.000114987
616	1343 PENNINGTON ROAD	Closed	Quasi	\$190,000	\$51,300	\$190,000	\$87,400	27.00%	46.00%	19.00%	170.37%	0.000127317
617	7815 FORREST AVENUE	Closed	Quasi	\$190,000	\$51,300	\$190,000	\$53,200	27.00%	28.00%	1.00%	103.70%	9.03994E-06
618	1322 VANKIRK STREET	Closed	Quasi	\$190,000	\$34,200	\$190,000	\$36,100	18.00%	19.00%	1.00%	105.56%	-2.97505E-06
619	1911 PENFIELD STREET	Closed	Quasi	\$190,000	\$47,500	\$190,000	\$34,200	25.00%	18.00%	-7.00%	72.00%	-4.35278E-05
620	7165 GLENLOCH STREET	Closed	Quasi	\$190,000	\$34,200	\$190,000	\$22,800	18.00%	12.00%	-6.00%	66.67%	-4.61612E-05
621	AET ENTERPRISES, LLC- 1828 DALLAS RD.	Closed	Quasi	\$190,000	\$53,200	\$190,000	\$28,500	28.00%	15.00%	-13.00%	53.57%	-8.29537E-05
622	6240 NORTH 18TH STREET	Closed	Quasi	\$190,000	\$45,600	\$190,000	\$17,100	24.00%	9.00%	-15.00%	37.50%	-9.91252E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
623	7766 WOODBINE AVENUE	Closed	Quasi	\$180,000	\$43,740	\$180,000	\$61,200	24.30%	34.00%	9.70%	139.92%	5.59251E-05
624	4403 MARPLE STREET	Closed	Quasi	\$180,000	\$45,000	\$180,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.000153289
625	2607 SOUTH 73RD STREET	Closed	Quasi	\$170,000	\$42,500	\$170,000	\$45,900	25.00%	27.00%	2.00%	108.00%	1.39677E-05
626	SHAMROCK DEVELOPERS- 5923 CRYSTAL ST.	Closed	Quasi	\$170,000	\$37,400	\$170,000	\$35,700	22.00%	21.00%	-1.00%	95.45%	-8.48337E-06
627	HABITAT FOR HUMANITY- 1815 N. GRATZ ST.	Closed	Quasi	\$170,000	\$42,500	\$170,000	\$13,600	25.00%	8.00%	-17.00%	32.00%	-9.77388E-05
628	6603 TACKAWANA STREET	Closed	Quasi	\$160,000	\$27,200	\$160,000	\$72,000	17.00%	45.00%	28.00%	264.71%	0.000137768
629	LYNCH ASSOCIATES, LLC- 946 BRIDGE ST.	Closed	Quasi	\$160,000	\$40,000	\$160,000	\$32,000	25.00%	20.00%	-5.00%	80.00%	-2.55881E-05
630	MULHERN ELECTRIC CO., INC.	Active	Public Property	\$153,767	\$44,673	\$143,562	\$23,183	29.05%	16.15%	-12.90%	51.90%	-7.23272E-05
631	JACK COHEN & CO., INC.	Closed	Aviation	\$150,000	\$22,500	\$313,383	\$313,383	15.00%	100.00%	85.00%	1392.81%	0.000358363
632	EDWARD J. MELONEY, INC.	Closed	Aviation	\$150,000	\$30,000	\$147,202	\$50,707	20.00%	34.45%	14.45%	169.02%	5.96596E-05
633	6906 CEDAR PARK	Closed	Quasi	\$150,000	\$37,500	\$150,000	\$40,500	25.00%	27.00%	2.00%	108.00%	1.23244E-05
634	NORTH PHILADELPHIA COMPLETE BLOCKS (PHASE I)	Closed	Quasi	\$150,000	\$37,500	\$150,000	\$27,000	25.00%	18.00%	-7.00%	72.00%	-3.43641E-05
635	5236 WEST BERKS SHAMROCK DEVELOPERS	Closed	Quasi	\$140,000	\$25,200	\$140,000	\$30,800	18.00%	22.00%	4.00%	122.22%	1.14456E-05
636	7164 JACKSON STREET	Closed	Quasi	\$120,000	\$21,600	\$120,000	\$14,400	18.00%	12.00%	-6.00%	66.67%	-2.91544E-05
637	7837 TEMPLE ROAD	Active	Quasi	\$120,000	\$21,600	\$120,000	\$10,800	18.00%	9.00%	-9.00%	50.00%	-3.75219E-05
638	1328 E. SHARPNACK	Closed	Quasi	\$110,000	\$19,800	\$110,000	\$38,500	18.00%	35.00%	17.00%	194.44%	5.54262E-05
639	613 BENNER STREET	Closed	Quasi	\$110,000	\$19,800	\$110,000	\$14,300	18.00%	13.00%	-5.00%	72.22%	-2.31531E-05
640	JOHN J. BEE, INC.	Closed	Public Property	\$101,938	\$24,780	\$101,938	\$24,780	24.31%	24.31%	0.00%	100.00%	-4.20586E-06
641	4200 STILES STREET II	Closed	Quasi	\$100,000	\$62,000	\$100,000	\$62,000	62.00%	62.00%	0.00%	100.00%	-6.3988E-08

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
IXalik	Contractor / Project name	Status		Dia Amount	Amount	FIIIIE	Subcontractor	Commit	Acilieveu	Variance	Guai	Z-30016
642	SCHLEIG ELECTRIC, INC.	Closed	Public Property	\$97,657	\$7,529	\$97,657	\$8,076	7.71%	8.27%	0.56%	107.26%	-5.20292E-06
643	DOLAN MECHANICAL	Closed	Public Property	\$66,046	\$2,980	\$66,046	\$4,640	4.51%	7.03%	2.51%	155.71%	1.06801E-06
644	SCHLEIG ELECTRIC, INC.	Closed	Public Property	\$40,385	\$3,231	\$40,385	\$4,022	8.00%	9.96%	1.96%	124.50%	-1.42262E-07
645	PALMAN ELECTRIC, INC.	Closed	Public Property	\$34,577	\$3,200	\$34,577	\$3,206	9.25%	9.27%	0.02%	100.19%	-2.50845E-06
Total				\$8,049,679,145	\$2,456,587,369	\$7,850,609,779	\$2,158,337,944	30.52%	27.49%	-3.03%	87.86%	

Table A.2 Ranking of All EOPs by Z score

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
1	COMCAST TOWER TWO	Active	PubPriv	\$1,200,000,000	\$384,000,000	\$1,200,000,000	\$418,800,000	32.00%	34.90%	2.90%	109.06%	0.161849231
2	WEXFORD SCIENCE AND TECHNOLOGY - UNIVERSITY CITY HIGH SCHOOL	Active	PubPriv	\$1,200,000,000	\$420,000,000	\$1,200,000,000	\$444,000,000	35.00%	37.00%	2.00%	105.71%	0.124882288
3	CHOP BUERGER CENTER	Closed	PubPriv	\$337,800,000	\$118,230,000	\$337,800,000	\$149,273,820	35.00%	44.19%	9.19%	126.26%	0.108888768
	MARAMOUNT CORP.	Closed	NPW	\$20,890,000	\$840,000	\$22,930,000	\$23,000,000	4.02%	100.31%	96.28%	2738.10%	0.051208675
	BARNES FOUNDATION	Closed	PubPriv	\$150,000,000	\$45,000,000	\$150,000,000	\$55,200,000	30.00%	36.80%	6.80%	122.67%	0.036083866
	MITCHELL & HILARIE MORGAN HALL	Closed	PubPriv	\$154,700,000	\$54,145,000	\$154,700,000	\$63,427,000	35.00%	41.00%	6.00%	117.14%	0.032979328
7	LINCOLN FINANCIAL FIELD	Closed	PubPriv	\$49,150,000	\$13,762,000	\$49,150,000	\$22,756,450	28.00%	46.30%	18.30%	165.36%	0.031165935
8	MORMON TEMPLE	Active	PubPriv	\$84,900,000	\$21,225,000	\$84,900,000	\$28,823,550	25.00%	33.95%	8.95%	135.80%	0.02903221
9	EVO CIRA CENTER SOUTH	Closed	PubPriv	\$90,210,000	\$29,769,300	\$90,210,000	\$36,986,100	33.00%	41.00%	8.00%	124.24%	0.025405308
10	PHILADELPHIA BIOSOLIDS SERVICES	Closed	PubPriv	\$21,750,000	\$6,568,500	\$21,750,000	\$13,050,000	30.20%	60.00%	29.80%	198.68%	0.02235112
11	SOUTH PAVILION EXPANSION	Active	PubPriv	\$136,890,000	\$34,222,500	\$136,890,000	\$37,261,458	25.00%	27.22%	2.22%	108.88%	0.015276771
12	ST. JOSEPH'S UNIVERSITY	Closed	PubPriv	\$25,300,000	\$8,855,000	\$25,300,000	\$13,156,000	35.00%	52.00%	17.00%	148.57%	0.014917166
13	STEINBERG HALL/DIETRICH HALL	Closed	PubPriv	\$15,900,000	\$3,975,000	\$15,900,000	\$6,635,070	25.00%	41.73%	16.73%	166.92%	0.00922791
14	MODULE 7	Active	PubPriv	\$34,660,000	\$8,665,000	\$34,660,000	\$10,959,492	25.00%	31.62%	6.62%	126.48%	0.009088024
15	NEUROBEHAVIORAL SCIENCES BUILDING	Active	PubPriv	\$42,450,000	\$10,612,500	\$42,450,000	\$12,730,755	25.00%	29.99%	4.99%	119.96%	0.008762199
16	AP CONSTRUCTION	Active	Water	\$20,339,684	\$6,318,661	\$18,402,333	\$7,729,573	31.07%	42.00%	10.94%	122.33%	0.007865028
17	XFINITY LIVE!	Closed	PubPriv	\$18,500,000	\$6,475,000	\$18,500,000	\$8,695,000	35.00%	47.00%	12.00%	134.29%	0.007742385
18	AP CONSTRUCTION	Active	Water	\$6,158,250	\$1,231,649	\$4,140,505	\$2,490,443	20.00%	60.15%	40.15%	202.20%	0.007203596

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
19	FAIRMOUNT GARDENS	Active	Quasi	\$16,000,000	\$4,000,000	\$16,000,000	\$5,600,000	25.00%	35.00%	10.00%	140.00%	0.006505658
20	SERAVALLI, INC.	Closed	Streets	\$16,628,475	\$3,219,592	\$16,415,211	\$5,603,228	19.36%	34.13%	14.77%	174.04%	0.005836333
21	PENN ARCH BUILDING RENOVATION	Closed	PubPriv	\$13,650,000	\$3,412,500	\$13,650,000	\$4,956,315	25.00%	36.31%	11.31%	145.24%	0.005390316
22	NICETOWN COURT II- HOUSING PARTNERS, LP	Closed	Quasi	\$10,800,000	\$2,700,000	\$10,800,000	\$4,104,000	25.00%	38.00%	13.00%	152.00%	0.00520719
23	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$2,487,270	\$659,889	\$1,902,334	\$1,557,260	26.53%	81.86%	55.33%	235.99%	0.004488332
24	CHEM 73	Closed	PubPriv	\$5,840,000	\$1,460,000	\$5,840,000	\$2,743,048	25.00%	46.97%	21.97%	187.88%	0.004436582
25	MINISCALCO CONSTRUCTION	Closed	Water	\$1,748,570	\$283,268	\$3,033,637	\$3,033,637	16.20%	100.00%	83.80%	1070.94%	0.00435396
26	SILVERSTEIN/STEMMLER CHILLED WATER UPGRADE	Active	PubPriv	\$14,870,000	\$3,717,500	\$14,870,000	\$4,789,627	25.00%	32.21%	7.21%	128.84%	0.004199286
27	PENN SINGH NANOTECH CENTER	Closed	PubPriv	\$22,270,000	\$5,567,500	\$22,270,000	\$6,669,865	25.00%	29.95%	4.95%	119.80%	0.003947372
28	MINISCALCO CONSTRUCTION	Closed	Water	\$1,582,600	\$267,459	\$2,157,572	\$2,157,572	16.90%	100.00%	83.10%	806.69%	0.003907091
29	FIVE STAR, INC.	Active	Water	\$2,218,700	\$626,022	\$1,780,444	\$1,418,921	28.22%	79.69%	51.48%	226.66%	0.003788968
30	A.P. CONSTRUCTION, INC.	Active	Public Property	\$3,755,840	\$857,589	\$1,830,318	\$902,862	22.83%	49.33%	26.49%	105.28%	0.003734907
31	LANCASTER AVE (34TH & LANCASTER)	Closed	PubPriv	\$86,700,000	\$23,409,000	\$86,700,000	\$24,276,000	27.00%	28.00%	1.00%	103.70%	0.003648201
32	ANTHONY WAYNE SENIOR HOUSING PHASE II	Closed	Quasi	\$12,200,000	\$2,684,000	\$12,200,000	\$3,660,000	22.00%	30.00%	8.00%	136.36%	0.003337811
33	FOUNDERS 6 ANATOMIC PATHOLOGY	Active	PubPriv	\$6,390,000	\$1,597,500	\$6,390,000	\$2,486,988	25.00%	38.92%	13.92%	155.68%	0.003272154
34	DJ KEATING	Active	Water	\$75,525,000	\$18,276,100	\$4,285,054	\$1,080,448	24.20%	25.21%	1.02%	5.91%	0.003098699

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
35	HUTCHINSON INFILL PROJECT	Closed	PubPriv	\$13,530,000	\$3,382,500	\$13,530,000	\$4,245,714	25.00%	31.38%	6.38%	125.52%	0.003060302
36	SISTER CITIES	Closed	PubPriv	\$1,700,000	\$391,000	\$1,700,000	\$1,275,000	23.00%	75.00%	52.00%	326.09%	0.002965145
37	VILLANUEVA TOWNHOUSE PRESERVATION DEVELOP.	Closed	Quasi	\$14,150,000	\$3,537,500	\$14,150,000	\$4,245,000	25.00%	30.00%	5.00%	120.00%	0.002921673
38	RICHARDS RENOVATIONS	Active	PubPriv	\$6,900,000	\$1,725,000	\$6,900,000	\$2,495,040	25.00%	36.16%	11.16%	144.64%	0.002881461
39	MINISCALCO CONSTRUCTION	Closed	Water	\$1,061,200	\$169,792	\$1,252,868	\$1,252,868	16.00%	100.00%	84.00%	737.88%	0.002648837
40	P.H. LAB RENOVATION	Closed	PubPriv	\$5,060,000	\$1,265,000	\$5,060,000	\$2,008,820	25.00%	39.70%	14.70%	158.80%	0.002585172
41	MINISCALCO CONSTRUCTION	Active	Water	\$1,059,450	\$246,851	\$1,400,605	\$1,400,605	23.30%	100.00%	76.70%	567.39%	0.002573696
42	MAYER RESIDENCE HALL	Closed	PubPriv	\$6,320,000	\$1,580,000	\$6,320,000	\$2,263,824	25.00%	35.82%	10.82%	143.28%	0.002389761
43	PRESTIGE BUILDING CO., L.L.C.	Active	Public Property	\$5,000,000	\$66,530	\$417,815	\$66,524	1.33%	15.92%	14.59%	99.99%	0.002366795
44	SERAVALLI, INC.	Active	Streets	\$7,395,327	\$850,406	\$4,511,229	\$1,085,395	11.50%	24.06%	12.56%	127.63%	0.002325054
45	MARAMOUNT CORP.	Active	NPW	\$15,620,000	\$1,560,000	\$21,200,000	\$3,430,000	9.99%	16.18%	6.19%	219.87%	0.002225746
46	RAMOS & ASSOCIATES, INC.	Active	Streets	\$2,450,000	\$146,709	\$2,334,663	\$871,048	5.99%	37.31%	31.32%	593.72%	0.002155327
47	GREGORY COLLEGE HOUSE RENOVATION	Closed	PubPriv	\$6,430,000	\$1,607,500	\$6,430,000	\$2,221,565	25.00%	34.55%	9.55%	138.20%	0.002151905
48	THE MUSEUM OF THE AMERICAN REVOLUTION	Active	PubPriv	\$48,590,000	\$12,147,500	\$48,590,000	\$12,225,244	25.00%	25.16%	0.16%	100.64%	0.001996459
49	WEST ROOFING SYSTEMS, INC.	Active	Water	\$723,900	\$145,287	\$1,626	\$1,626	20.07%	100.00%	79.93%	1.12%	0.001832365
50	HEALTH SCIENCE CAMPUS REPLACEMENT PARKING GARAGE	Closed	PubPriv	\$12,750,000	\$4,462,500	\$12,750,000	\$4,917,675	35.00%	38.57%	3.57%	110.20%	0.001657831

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
51	MULHERN ELECTRIC CO., INC.	Active	Public Property	\$1,600,000	\$277,802	\$767,171	\$340,655	17.36%	44.40%	27.04%	122.63%	0.001519423
52	AP CONSTRUCTION	Active	Water	\$3,219,500	\$507,543	\$1,422,337	\$453,574	15.76%	31.89%	16.12%	89.37%	0.001497721
53	TECH FREIRE CHARTER SCHOOL	Closed	PubPriv	\$7,290,000	\$2,187,000	\$7,290,000	\$2,566,080	30.00%	35.20%	5.20%	117.33%	0.001354525
54	DJ KEATING	Active	Aviation	\$13,544,000	\$614,898	\$6,110,979	\$529,914	4.54%	8.67%	4.13%	86.18%	0.00132821
55	DJ KEATING	Closed	Water	\$38,067,000	\$11,839,340	\$36,791,465	\$11,689,070	31.10%	31.77%	0.67%	98.73%	0.001232078
56	3000 BLOCK OF STILES & CABOT ST	Active	Quasi	\$900,000	\$225,000	\$900,000	\$558,000	25.00%	62.00%	37.00%	248.00%	0.001223524
57	D.A. NOLT	Active	Public Property	\$13,473,817	\$3,772,669	\$7,163,098	\$2,107,052	28.00%	29.42%	1.42%	55.85%	0.001212898
58	CARR & DUFF, INC.	Closed	Streets	\$782,826	\$28,505	\$425,349	\$246,572	3.64%	57.97%	54.33%	865.01%	0.001203155
59	AP CONSTRUCTION	Active	Water	\$2,429,230	\$609,735	\$1,994,973	\$774,872	25.10%	38.84%	13.74%	127.08%	0.001173452
60	HELP PHILADELPHIA HOMES	Closed	Quasi	\$11,300,000	\$2,825,000	\$11,300,000	\$3,051,000	25.00%	27.00%	2.00%	108.00%	0.001165063
61	NORESCO	Active	NPW	\$12,280,000	\$2,820,000	\$10,520,000	\$2,710,000	22.96%	25.76%	2.80%	96.10%	0.001102249
62	PRESTIGE BUILDING CO., L.L.C.	Active	Public Property	\$5,000,000	\$92,961	\$1,054,743	\$92,961	1.86%	8.81%	6.95%	100.00%	0.001009157
63	SURETY MECHANICAL SERVICES	Active	Public Property	\$1,271,648	\$315,000	\$513,655	\$228,171	24.77%	44.42%	19.65%	72.44%	0.000939841
64	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$15,346,808	\$4,143,638	\$11,821,806	\$3,378,443	27.00%	28.58%	1.58%	81.53%	0.00090226
65	A.P. CONSTRUCTION	Closed	Public Property	\$5,707,451	\$984,216	\$5,707,451	\$1,308,698	17.24%	22.93%	5.69%	132.97%	0.000852605
66	ALL STATE POWER-VAC, INC.	Active	Water	\$2,446,200	\$234,834	\$1,983,073	\$433,362	9.60%	21.85%	12.25%	184.54%	0.000850645
67	ALL STATE POWER-VAC, INC.	Active	Water	\$1,250,410	\$250,082	\$700,687	\$288,700	20.00%	41.20%	21.20%	115.44%	0.000846854

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68	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$335,465	\$38,525	\$46,487	\$46,487	11.48%	100.00%	88.52%	120.67%	0.000844654
69	CARUSONE CONSTRUCTION, INC.	Active	Streets	\$3,023,900	\$514,265	\$2,055,909	\$576,526	17.01%	28.04%	11.04%	112.11%	0.000832785
70	CLIVEDEN STREET APARTMENTS	Closed	Quasi	\$10,750,000	\$2,150,000	\$10,750,000	\$2,365,000	20.00%	22.00%	2.00%	110.00%	0.000775505
71	ALL STATE POWER-VAC, INC.	Active	Water	\$1,063,400	\$21,268	\$678,312	\$176,721	2.00%	26.05%	24.05%	830.92%	0.000750488
72	MCMULLEN ROOFING, INC.	Closed	Aviation	\$262,830	\$21,027	\$25,798	\$25,798	8.00%	100.00%	92.00%	122.69%	0.000681146
73	AP CONSTRUCTION	Active	Water	\$2,830,880	\$692,909	\$2,575,896	\$816,835	24.48%	31.71%	7.23%	117.88%	0.0006689
74	SMITH CONSTRUCTION CO.	Closed	Public Property	\$2,584,041	\$2,389,751	\$2,573,590	\$2,573,590	92.48%	100.00%	7.52%	107.69%	0.000667583
75	EJ ELECTRIC	Active	Aviation	\$1,857,000	\$570,099	\$1,750,254	\$714,835	30.70%	40.84%	10.14%	125.39%	0.000666023
76	SERAVALLI, INC.	Active	Water	\$3,703,350	\$925,838	\$3,014,453	\$882,583	25.00%	29.28%	4.28%	95.33%	0.000651637
77	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,041,950	\$291,954	\$607,622	\$271,841	28.02%	44.74%	16.72%	93.11%	0.000603992
78	WESGOLD LP-5100-22 MERION AVENUE	Active	Quasi	\$930,000	\$279,000	\$930,000	\$427,800	30.00%	46.00%	16.00%	153.33%	0.000578521
79	JJD URETHANE CO., INC.	Closed	Water	\$489,930	\$15,678	\$215,275	\$96,994	3.20%	45.06%	41.86%	618.66%	0.000576365
80	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,320,500	\$605,540	\$211,327	\$68,889	26.10%	32.60%	6.50%	11.38%	0.000575845
81	C&T ASSOCIATES, INC.	Active	Water	\$941,000	\$164,153	\$685,069	\$261,660	17.44%	38.19%	20.75%	159.40%	0.00056981
82	SPINIELLO COMPANIES	Closed	Water	\$5,428,600	\$861,307	\$5,027,262	\$1,058,263	15.87%	21.05%	5.18%	122.87%	0.000563674
83	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,979,520	\$312,962	\$1,831,994	\$473,880	15.81%	25.87%	10.06%	151.42%	0.000556464
84	SOUJOURNER HOUSE	Closed	Quasi	\$2,200,000	\$550,000	\$2,200,000	\$682,000	25.00%	31.00%	6.00%	124.00%	0.000534862
85	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$644,228	\$495,500	\$644,228	\$644,228	76.91%	100.00%	23.09%	130.02%	0.000519318

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86	CARUSONE CONSTRUCTION, INC.	Active	Water	\$2,911,890	\$161,901	\$2,851,369	\$337,505	5.56%	11.84%	6.28%	208.46%	0.000484593
87	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,219,700	\$583,782	\$1,912,034	\$600,006	26.30%	31.38%	5.08%	102.78%	0.000448355
88	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$2,500,000	\$515,958	\$2,047,676	\$530,458	20.64%	25.91%	5.27%	102.81%	0.000436708
89	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Active	Water	\$1,900,500	\$376,299	\$1,340,635	\$376,619	19.80%	28.09%	8.29%	100.09%	0.00043252
90	JANNIE'S PLACE	Closed	Quasi	\$6,300,000	\$2,331,000	\$6,300,000	\$2,394,000	37.00%	38.00%	1.00%	102.70%	0.00043246
91	P.H. WEST END SERVICE BUILDING	Active	PubPriv	\$9,720,000	\$2,430,000	\$9,720,000	\$2,454,300	25.00%	25.25%	0.25%	101.00%	0.000429317
92	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,087,900	\$114,230	\$675,580	\$167,283	10.50%	24.76%	14.26%	146.44%	0.000414277
93	SHOEMAKER GREEN	Closed	PubPriv	\$5,490,000	\$1,372,500	\$5,490,000	\$1,480,653	25.00%	26.97%	1.97%	107.88%	0.000413247
94	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,232,800	\$205,877	\$1,086,217	\$307,144	16.70%	28.28%	11.58%	149.19%	0.000403391
95	PETRONGOLO CONSTRUCTION	Active	Water	\$869,000	\$143,385	\$754,726	\$240,565	16.50%	31.87%	15.37%	167.78%	0.000384482
96	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$958,300	\$143,745	\$538,315	\$160,611	15.00%	29.84%	14.84%	111.73%	0.000381625
97	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$572,120	\$143,031	\$239,991	\$103,722	25.00%	43.22%	18.22%	72.52%	0.000359501
98	JACK COHEN & CO., INC.	Closed	Aviation	\$150,000	\$22,500	\$313,383	\$313,383	15.00%	100.00%	85.00%	1392.81%	0.000358363
99	5015-19 BEAUMONT AVENUE	Closed	Quasi	\$510,000	\$127,500	\$510,000	\$224,400	25.00%	44.00%	19.00%	176.00%	0.000356748
100	PERRY WORLD HOUSE	Active	PubPriv	\$10,000,000	\$2,500,000	\$10,000,000	\$2,500,000	25.00%	25.00%	0.00%	100.00%	0.000356113
101	ROAD CON, INC.	Active	Aviation	\$3,493,330	\$797,666	\$3,492,237	\$902,862	22.83%	25.85%	3.02%	113.19%	0.000356029

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102	MINISCALCO CONSTRUCTION	Active	Water	\$3,013,400	\$837,725	\$2,429,226	\$734,609	27.80%	30.24%	2.44%	87.69%	0.000350501
103	JPC GROUP, INC.	Active	Water	\$1,871,500	\$389,178	\$1,963,019	\$518,242	20.79%	26.40%	5.61%	133.16%	0.000345989
104	AP CONSTRUCTION	Closed	Aviation	\$2,800,000	\$263,359	\$2,617,497	\$399,369	9.41%	15.26%	5.85%	151.64%	0.000341384
105	MUNN ROOFING GROUP	Closed	Public Property	\$703,498	\$606,076	\$696,337	\$696,337	86.15%	100.00%	13.85%	114.89%	0.000338422
106	ASSOCIATED SPECIALTY CONTRACTING	Active	Public Property	\$3,000,000	\$18,593	\$2,170,178	\$95,790	0.62%	4.41%	3.79%	515.19%	0.000332807
107	HUNTER ROBERTS CONSTRUCTION GROUP	Closed	Public Property	\$6,511,860	\$2,226,342	\$6,511,860	\$2,298,948	34.19%	35.30%	1.11%	103.26%	0.000331968
108	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,029,700	\$442,475	\$1,860,636	\$497,092	21.80%	26.72%	4.92%	112.34%	0.000331084
109	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$300,000	\$4,663	\$228,573	\$96,830	1.55%	42.36%	40.81%	2076.61%	0.000328042
110	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$510,460	\$416,960	\$510,460	\$510,460	81.68%	100.00%	18.32%	122.42%	0.000325822
111	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$708,388	\$616,800	\$694,220	\$694,220	87.07%	100.00%	12.93%	112.55%	0.000317864
112	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$3,722,624	\$180,127	\$2,671,369	\$253,580	4.84%	9.49%	4.65%	140.78%	0.000317458
113	C&T ASSOCIATES, INC.	Active	Water	\$5,227,100	\$1,590,433	\$4,644,638	\$1,442,215	30.43%	31.05%	0.62%	90.68%	0.000306744
114	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,785,000	\$385,560	\$1,937,655	\$533,123	21.60%	27.51%	5.91%	138.27%	0.000297761
115	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,281,000	\$225,456	\$1,097,347	\$285,293	17.60%	26.00%	8.40%	126.54%	0.000295647
116	THOMAS P. CARNEY, INC	Closed	Streets	\$2,243,240	\$1,042,053	\$2,013,515	\$1,030,885	46.45%	51.20%	4.75%	98.93%	0.000294679
117	MCMULLEN ROOFING, INC.	Closed	Public Property	\$316,439	\$94,700	\$316,439	\$173,418	29.93%	54.80%	24.88%	183.12%	0.000292638

Doub	Contractor / Project name	Ctatus	Domont	Did Amount	EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal	Variance	Percent of	7
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
118	MCMULLEN ROOFING, INC.	Active	Public Property	\$974,368	\$268,373	\$783,695	\$269,849	27.54%	34.43%	6.89%	100.55%	0.000290648
119	FIVE STAR, INC.	Closed	Streets	\$366,000	\$103,643	\$383,864	\$210,320	28.32%	54.79%	26.47%	202.93%	0.000289528
120	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Public Property	\$351,087	\$65,200	\$54,074	\$23,070	18.57%	42.66%	24.09%	35.38%	0.000284801
121	A.P. CONSTRUCTION	Closed	Public Property	\$4,728,217	\$1,360,500	\$4,693,611	\$1,413,883	28.77%	30.12%	1.35%	103.92%	0.000278726
122	A.P. CONSTRUCTION, INC.	Closed	Public Property	\$830,674	\$288,640	\$750,506	\$323,278	34.75%	43.07%	8.33%	112.00%	0.000270279
123	SERAVALLI, INC.	Active	Water	\$2,756,250	\$691,819	\$2,203,412	\$593,865	25.10%	26.95%	1.85%	85.84%	0.000267959
124	JACK COHEN & CO., INC.	Closed	Public Property	\$469,992	\$26,928	\$469,992	\$110,491	5.73%	23.51%	17.78%	410.32%	0.000262643
125	MINISCALCO CONSTRUCTION	Active	Public Property	\$1,500,000	\$14,474	\$231,985	\$14,474	0.96%	6.24%	5.27%	100.00%	0.000246494
126	3909 HAVERFORD STREET	Closed	Quasi	\$870,000	\$217,500	\$870,000	\$278,400	25.00%	32.00%	7.00%	128.00%	0.000242057
127	PEC- 4030 HAVERFORD AVE	Active	Quasi	\$360,000	\$90,000	\$360,000	\$154,800	25.00%	43.00%	18.00%	172.00%	0.000238825
128	DJ KEATING	Closed	Aviation	\$2,670,000	\$643,940	\$2,662,924	\$734,571	24.12%	27.59%	3.47%	114.07%	0.00023466
129	JOHN BEE, INC.	Closed	Public Property	\$531,358	\$136,970	\$502,394	\$185,494	25.78%	36.92%	11.14%	135.43%	0.000230055
130	BUILDING RESTORATION, INC.	Closed	Public Property	\$350,102	\$282,040	\$350,102	\$350,102	80.56%	100.00%	19.44%	124.13%	0.000226929
131	SCOTLAND YARD	Active	NPW	\$7,690,000	\$7,690,000	\$6,900,000	\$6,900,000	100.00%	100.00%	0.00%	89.73%	0.000225586
132	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$1,000,000	\$49,349	\$390,071	\$49,334	4.93%	12.65%	7.71%	99.97%	0.00022449
133	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$520,000	\$455,430	\$520,000	\$520,000	87.58%	100.00%	12.42%	114.18%	0.000223968

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134	SERAVALLI, INC.	Active	Water	\$2,360,400	\$354,296	\$2,330,406	\$440,926	15.01%	18.92%	3.91%	124.45%	0.000223377
135	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$3,256,800	\$748,612	\$3,256,800	\$839,829	22.99%	25.79%	2.80%	112.18%	0.000223294
136	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$1,279,425	\$221,341	\$997,671	\$244,699	17.30%	24.53%	7.23%	110.55%	0.00021423
137	GENERAL ASPHALT PAVING CO.	Active	Public Property	\$1,000,000	\$12,710	\$181,480	\$14,376	1.27%	7.92%	6.65%	113.11%	0.000213984
138	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$383,871	\$33,690	\$383,871	\$101,347	8.78%	26.40%	17.62%	300.82%	0.000212405
139	WILLIAM DICK ELEMENTARY SCHOOL	Active	PubPriv	\$670,000	\$167,500	\$670,000	\$221,100	25.00%	33.00%	8.00%	132.00%	0.000209656
140	A.P. CONSTRUCTION, INC.	Active	Public Property	\$1,368,857	\$649,753	\$1,261,038	\$637,075	47.47%	50.52%	3.05%	98.05%	0.000207757
141	HORIZON BROTHERS PAINTING CORP, INC.	Closed	Water	\$2,920,000	\$146,000	\$2,754,322	\$246,130	5.00%	8.94%	3.94%	168.58%	0.000197469
142	MINISCALCO CONSTRUCTION	Closed	Water	\$368,500	\$18,425	\$259,721	\$65,313	5.00%	25.15%	20.15%	354.48%	0.000195055
143	2200 LATONA STREET	Closed	Quasi	\$230,000	\$108,100	\$230,000	\$163,300	47.00%	71.00%	24.00%	151.06%	0.000193893
144	DEVINE BROTHERS, INC.	Active	Public Property	\$2,137,910	\$657,324	\$2,068,473	\$664,640	30.75%	32.13%	1.39%	101.11%	0.000188353
145	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$785,300	\$58,112	\$650,717	\$117,312	7.40%	18.03%	10.63%	201.87%	0.000184877
146	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Public Property	\$1,087,656	\$234,100	\$1,032,355	\$266,800	21.52%	25.84%	4.32%	113.97%	0.000181818
147	SCHLEIG ELECTRIC	Closed	Public Property	\$576,129	\$5,325	\$576,129	\$63,902	0.92%	11.09%	10.17%	1200.04%	0.000180346
148	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$732,428	\$59,327	\$707,109	\$133,032	8.10%	18.81%	10.71%	224.24%	0.000174291

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149	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$1,219,485	\$336,455	\$1,265,319	\$390,323	27.59%	30.85%	3.26%	116.01%	0.000174192
150	NELLO CONSTRUCTION CO., INC.	Active	Water	\$2,620,171	\$431,934	\$2,523,848	\$490,002	16.48%	19.41%	2.93%	113.44%	0.000170005
151	TONY DEPAUL & SON	Active	Streets	\$3,585,738	\$393,493	\$1,065,150	\$152,699	10.97%	14.34%	3.36%	38.81%	0.0001678
152	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,014,980	\$326,426	\$1,788,070	\$352,717	16.20%	19.73%	3.53%	108.05%	0.000167188
153	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,097,340	\$175,575	\$1,097,340	\$248,395	16.00%	22.64%	6.64%	141.48%	0.000164073
154	AP CONSTRUCTION	Active	Aviation	\$953,000	\$172,493	\$884,086	\$217,053	18.10%	24.55%	6.45%	125.83%	0.000159506
155	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$3,829,413	\$804,177	\$2,521,021	\$578,483	21.00%	22.95%	1.95%	71.93%	0.000159285
156	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,865,270	\$279,791	\$1,751,110	\$325,535	15.00%	18.59%	3.59%	116.35%	0.000158389
157	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$634,000	\$63,400	\$595,426	\$117,788	10.00%	19.78%	9.78%	185.79%	0.000155294
158	STONE HILL CONTRACTING CO., INC.	Active	Water	\$6,024,500	\$1,165,267	\$4,062,019	\$850,903	19.34%	20.95%	1.61%	73.02%	0.000152852
159	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,006,640	\$299,190	\$1,932,220	\$351,227	14.91%	18.18%	3.27%	117.39%	0.000150741
160	PHILADELPHIA ZOO INTERMODAL TRANSPORTATION/STREE TSCAPE (ZOO CAPITAL PROJECTS)	Closed	PubPriv	\$18,900,000	\$6,237,000	\$18,900,000	\$6,237,000	33.00%	33.00%	0.00%	100.00%	0.000148509
161	EJ ELECTRIC	Closed	Water	\$2,282,700	\$315,012	\$1,847,171	\$325,480	13.80%	17.62%	3.82%	103.32%	0.000146363
	JPC GROUP, INC.	Active	Water	\$1,221,300	\$298,551	\$1,061,036	\$296,675	24.45%	27.96%	3.52%	99.37%	0.000145214
	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$571,595	\$530,400	\$571,395	\$571,395	92.79%	100.00%	7.21%	107.73%	0.000141399

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164	SERAVALLI, INC.	Closed	Water	\$3,477,600	\$563,371	\$3,477,552	\$668,360	16.20%	19.22%	3.02%	118.64%	0.000138466
165	6603 TACKAWANA STREET	Closed	Quasi	\$160,000	\$27,200	\$160,000	\$72,000	17.00%	45.00%	28.00%	264.71%	0.000137768
166	BENCARDINO EXCAVATING, INC.	Active	Public Property	\$1,119,514	\$188,704	\$1,077,107	\$226,030	16.86%	20.98%	4.13%	119.78%	0.000137721
167	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,817,300	\$370,548	\$1,663,875	\$389,586	20.39%	23.41%	3.02%	105.14%	0.00013742
168	DONATO SPAVENTA & SONS, INC.	Closed	Water	\$600,700	\$90,105	\$360,918	\$87,220	15.00%	24.17%	9.17%	96.80%	0.000135915
169	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$2,388,490	\$537,888	\$1,758,599	\$438,719	22.52%	24.95%	2.43%	81.56%	0.000135587
170	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$504,200	\$60,504	\$446,183	\$99,363	12.00%	22.27%	10.27%	164.23%	0.000130955
171	1343 PENNINGTON ROAD	Closed	Quasi	\$190,000	\$51,300	\$190,000	\$87,400	27.00%	46.00%	19.00%	170.37%	0.000127317
172	EJ ELECTRIC	Active	Aviation	\$783,000	\$122,931	\$608,475	\$133,763	15.70%	21.98%	6.28%	108.81%	0.000127182
173	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$672,320	\$163,867	\$604,124	\$181,429	24.37%	30.03%	5.66%	110.72%	0.000125421
174	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$482,100	\$51,487	\$442,480	\$95,734	10.68%	21.64%	10.96%	185.94%	0.000123099
175	SERAVALLI, INC.	Active	Water	\$952,600	\$238,150	\$834,679	\$231,800	25.00%	27.77%	2.77%	97.33%	0.000121024
176	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$410,000	\$43,419	\$235,060	\$54,445	10.59%	23.16%	12.57%	125.39%	0.000120998
177	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$471,745	\$41,137	\$471,745	\$83,607	8.72%	17.72%	9.00%	203.24%	0.000116443
178	QUAD CONSTRUCTION	Closed	Water	\$1,488,900	\$768,422	\$1,344,484	\$731,313	51.61%	54.39%	2.78%	95.17%	0.000115683
179	UNION ROOFING CONTRACTORS, INC.	Active	Public Property	\$1,406,371	\$276,606	\$1,396,500	\$315,792	19.67%	22.61%	2.95%	114.17%	0.000112936
180	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$830,200	\$55,292	\$716,236	\$99,698	6.66%	13.92%	7.26%	180.31%	0.000112159

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
181	PETRONGOLO CONSTRUCTION	Active	Water	\$1,291,600	\$219,572	\$1,260,017	\$259,840	17.00%	20.62%	3.62%	118.34%	0.000110921
182	COLUMBIA FIELD - ST JOSEPH'S PREP	Closed	PubPriv	\$2,000,000	\$500,000	\$2,000,000	\$528,000	25.00%	26.40%	1.40%	105.60%	0.000109935
183	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$226,400	\$193,290	\$201,400	\$201,400	85.38%	100.00%	14.62%	104.20%	0.000108954
184	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Active	Aviation	\$859,631	\$173,645	\$757,274	\$181,892	20.20%	24.02%	3.82%	104.75%	0.000108713
185	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$787,060	\$139,703	\$813,601	\$195,336	17.75%	24.01%	6.26%	139.82%	0.000108675
186	7203 GUYER AVENUE	Closed	Quasi	\$200,000	\$50,000	\$200,000	\$80,000	25.00%	40.00%	15.00%	160.00%	0.000106351
187	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$800,000	\$200,000	\$658,406	\$186,212	25.00%	28.28%	3.28%	93.11%	0.000106197
188	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$1,644,660	\$118,924	\$1,417,563	\$169,990	7.23%	11.99%	4.76%	142.94%	9.97889E-05
189	GROUND PENETRATION & RESTORATION	Closed	Aviation	\$1,760,150	\$186,576	\$1,559,140	\$221,407	10.60%	14.20%	3.60%	118.67%	9.78896E-05
190	EJ ELECTRIC	Closed	Aviation	\$390,000	\$23,160	\$387,164	\$65,381	5.94%	16.89%	10.95%	282.30%	9.62617E-05
191	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$2,037,040	\$335,000	\$1,816,011	\$341,209	16.45%	18.79%	2.34%	101.85%	9.59269E-05
192	NUCERO ELECTRICAL CONSTRUCTION CO.	Closed	Water	\$623,700	\$51,031	\$343,354	\$51,064	8.18%	14.87%	6.69%	100.06%	9.42779E-05
193	QUAD CONSTRUCTION	Closed	Water	\$2,425,000	\$606,250	\$2,424,271	\$626,753	25.00%	25.85%	0.85%	103.38%	8.98338E-05
194	QUAD CONSTRUCTION	Closed	Water	\$1,086,580	\$217,316	\$866,004	\$200,748	20.00%	23.18%	3.18%	92.38%	8.75351E-05
195	BUILDING RESTORATION, INC.	Active	Public Property	\$4,000,000	\$4,000,000	\$2,460,937	\$2,460,937	100.00%	100.00%	0.00%	61.52%	8.61633E-05
196	DOLAN MECHANICAL	Active	Public Property	\$934,841	\$93,942	\$900,578	\$119,717	10.05%	13.29%	3.24%	127.44%	8.51634E-05

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197	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$690,650	\$113,000	\$632,749	\$138,768	16.36%	21.93%	5.57%	122.80%	8.0924E-05
198	SCOTLAND YARD	Active	NPW	\$2,870,000	\$2,870,000	\$2,350,000	\$2,350,000	100.00%	100.00%	0.00%	81.88%	7.9293E-05
199	D.A. NOLT	Closed	Aviation	\$3,478,360	\$514,797	\$2,966,282	\$511,408	14.80%	17.24%	2.44%	99.34%	7.46248E-05
200	EAGLE INDUSTRIAL ELECTRIC	Active	Public Property	\$1,195,681	\$334,791	\$1,219,174	\$349,906	28.00%	28.70%	0.70%	104.51%	7.40347E-05
201	TONY DEPAUL & SON	Active	Streets	\$2,470,950	\$159,095	\$2,399,889	\$221,475	6.44%	9.23%	2.79%	139.21%	7.35153E-05
202	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$353,859	\$53,560	\$353,859	\$81,393	15.14%	23.00%	7.87%	151.97%	7.3039E-05
203	SERAVALLI, INC.	Active	Water	\$379,500	\$75,900	\$270,190	\$71,397	20.00%	26.42%	6.42%	94.07%	7.1308E-05
204	DEVINE BROTHERS, INC.	Closed	Public Property	\$286,560	\$64,178	\$286,560	\$86,366	22.40%	30.14%	7.74%	134.57%	6.97774E-05
205	NELLO CONSTRUCTION	Active	Water	\$1,588,830	\$207,819	\$1,543,602	\$236,235	13.08%	15.30%	2.22%	113.67%	6.90665E-05
206	CARR & DUFF, INC.	Closed	Public Property	\$927,544	\$166,022	\$927,544	\$198,878	17.90%	21.44%	3.54%	119.79%	6.86997E-05
207	SERAVALLI, INC.	Active	Water	\$795,300	\$200,416	\$754,018	\$201,358	25.20%	26.70%	1.50%	100.47%	6.83509E-05
208	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,123,120	\$165,000	\$962,506	\$167,869	14.69%	17.44%	2.75%	101.74%	6.67273E-05
209	AP CONSTRUCTION	Active	Water	\$1,072,500	\$290,648	\$349,470	\$97,296	27.10%	27.84%	0.74%	33.48%	6.55954E-05
210	AP CONSTRUCTION	Closed	Aviation	\$403,920	\$93,126	\$348,116	\$103,123	23.06%	29.62%	6.57%	110.73%	6.46625E-05
211	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$960,650	\$138,000	\$805,279	\$139,625	14.37%	17.34%	2.97%	101.18%	6.35982E-05
212	BUCKLEY & CO., INC.	Closed	Streets	\$1,286,442	\$137,649	\$1,382,051	\$208,296	10.70%	15.07%	4.37%	151.32%	6.31401E-05
213	PETRONGOLO CONSTRUCTION	Active	Water	\$1,048,590	\$168,823	\$961,937	\$181,501	16.10%	18.87%	2.77%	107.51%	6.28934E-05
214	EDWARD J. MELONEY, INC.	Closed	Aviation	\$150,000	\$30,000	\$147,202	\$50,707	20.00%	34.45%	14.45%	169.02%	5.96596E-05

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215	CARR & DUFF, INC.	Active	Public Property	\$916,671	\$190,850	\$856,082	\$191,750	20.82%	22.40%	1.58%	100.47%	5.94693E-05
216	GENERAL ASPHALT PAVING CO.	Active	Public Property	\$767,187	\$206,082	\$765,588	\$213,821	26.86%	27.93%	1.07%	103.76%	5.82483E-05
217	7766 WOODBINE AVENUE	Closed	Quasi	\$180,000	\$43,740	\$180,000	\$61,200	24.30%	34.00%	9.70%	139.92%	5.59251E-05
218	1328 E. SHARPNACK	Closed	Quasi	\$110,000	\$19,800	\$110,000	\$38,500	18.00%	35.00%	17.00%	194.44%	5.54262E-05
219	DOLAN MECHANICAL	Active	Public Property	\$290,083	\$41,440	\$247,838	\$51,381	14.29%	20.73%	6.45%	123.99%	5.33058E-05
220	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$465,405	\$5,915	\$465,405	\$29,165	1.27%	6.27%	5.00%	493.07%	4.85855E-05
221	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$357,642	\$52,106	\$357,642	\$72,608	14.57%	20.30%	5.73%	139.35%	4.6704E-05
222	BUILDING RESTORATION	Active	Public Property	\$2,000,000	\$2,000,000	\$1,804,417	\$1,804,417	100.00%	100.00%	0.00%	90.22%	4.30817E-05
223	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,365,000	\$211,575	\$1,364,992	\$248,896	15.50%	18.23%	2.73%	117.64%	4.25488E-05
224	SERAVALLI, INC.	Active	Water	\$1,126,125	\$281,869	\$1,100,110	\$274,673	25.03%	24.97%	-0.06%	97.45%	3.95222E-05
225	STONE HILL CONTRACTING CO., INC.	Active	Water	\$3,915,000	\$560,682	\$3,432,428	\$530,097	14.32%	15.44%	1.12%	94.55%	3.93241E-05
226	HYDE ELECTRIC GROUP	Active	Public Property	\$754,913	\$150,984	\$711,819	\$150,980	20.00%	21.21%	1.21%	100.00%	3.85977E-05
227	SERAVALLI, INC.	Active	Water	\$637,230	\$140,828	\$621,230	\$146,922	22.10%	23.65%	1.55%	104.33%	3.62301E-05
228	JOHN J. BEE	Active	Public Property	\$537,318	\$123,583	\$477,588	\$117,426	23.00%	24.59%	1.59%	95.02%	3.50317E-05
229	ASSOCIATED SPECIALTY CONTRACTING	Active	Public Property	\$750,000	\$41,325	\$209,313	\$15,725	5.51%	7.51%	2.00%	38.05%	3.47271E-05
230	WEBSTER INVESTMENTS, - 760 & 764 S.16TH ST.	Active	Quasi	\$240,000	\$60,000	\$240,000	\$67,200	25.00%	28.00%	3.00%	112.00%	3.46857E-05

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231	TONY DEPAUL & SON	Closed	Streets	\$1,074,208	\$53,710	\$965,993	\$85,012	5.00%	8.80%	3.80%	158.28%	3.44535E-05
232	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$318,296	\$84,742	\$318,296	\$94,850	26.62%	29.80%	3.18%	111.93%	3.42278E-05
233	SERAVALLI, INC.	Closed	Water	\$521,400	\$107,409	\$474,000	\$110,328	20.60%	23.28%	2.68%	102.72%	3.36918E-05
234	SERAVALLI, INC.	Active	Water	\$1,323,530	\$260,353	\$1,281,753	\$272,859	19.67%	21.29%	1.62%	104.80%	3.31482E-05
235	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$578,600	\$115,720	\$544,583	\$117,356	20.00%	21.55%	1.55%	101.41%	3.28884E-05
236	ROXBOROUGH REHABILITATION PROJECT	Closed	Quasi	\$1,000,000	\$250,000	\$1,000,000	\$250,000	25.00%	25.00%	0.00%	100.00%	3.24791E-05
237	PETRONGOLO CONSTRUCTION	Active	Water	\$3,105,040	\$506,120	\$2,878,888	\$501,595	16.30%	17.42%	1.12%	99.11%	3.12693E-05
238	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$1,967,300	\$411,952	\$1,906,921	\$420,371	20.94%	22.04%	1.10%	102.04%	2.95591E-05
239	SPECTRASERV, INC.	Active	Water	\$2,086,350	\$274,263	\$1,862,266	\$268,188	13.15%	14.40%	1.26%	97.78%	2.93854E-05
240	SERAVALLI, INC.	Closed	Water	\$1,491,950	\$231,103	\$1,402,322	\$249,810	15.49%	17.81%	2.32%	108.09%	2.79425E-05
241	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Aviation	\$3,051,070	\$129,975	\$2,764,553	\$173,453	4.26%	6.27%	2.01%	133.45%	2.71307E-05
242	GESSLER CONSTRUCTION CO., INC.	Closed	Streets	\$253,200	\$37,980	\$278,520	\$60,900	15.00%	21.87%	6.87%	160.35%	2.53931E-05
243	UNION ROOFING CONTRACTORS, INC.	Active	Public Property	\$227,680	\$52,606	\$198,612	\$52,606	23.11%	26.49%	3.38%	100.00%	2.52464E-05
244	D. A. NOLT	Closed	Public Property	\$251,106	\$64,130	\$251,106	\$71,108	25.54%	28.32%	2.78%	110.88%	2.32492E-05
245	PANNULLA CONSTRUCTION CO., INC.	Active	Public Property	\$322,000	\$39,988	\$256,221	\$40,000	12.42%	15.61%	3.19%	100.03%	2.19252E-05
246	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$438,726	\$93,538	\$438,726	\$104,340	21.32%	23.78%	2.46%	111.55%	2.1625E-05

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247	QUAD CONSTRUCTION	Closed	Water	\$4,132,800	\$1,416,480	\$4,060,720	\$1,386,589	34.27%	34.15%	-0.13%	97.89%	2.15627E-05
248	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$1,076,130	\$260,671	\$1,076,130	\$272,471	24.22%	25.32%	1.10%	104.53%	2.05813E-05
249	PALMAN ELECTRIC CO.	Closed	Public Property	\$529,158	\$119,136	\$498,544	\$120,000	22.51%	24.07%	1.56%	100.73%	1.91861E-05
250	MUNN ROOFING CORP.	Active	Public Property	\$876,588	\$876,588	\$805,770	\$805,770	100.00%	100.00%	0.00%	91.92%	1.88824E-05
251	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$2,410,025	\$957,156	\$2,410,025	\$957,222	39.72%	39.72%	0.00%	100.01%	1.81384E-05
252	A. CAROTENUTO & SONS	Active	Public Property	\$367,829	\$110,151	\$357,489	\$110,150	29.95%	30.81%	0.87%	100.00%	1.77687E-05
253	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,780,460	\$185,880	\$1,535,826	\$177,517	10.44%	11.56%	1.12%	95.50%	1.76675E-05
254	CARR & DUFF, INC.	Active	Streets	\$347,051	\$17,353	\$104,746	\$9,629	5.00%	9.19%	4.19%	55.49%	1.73048E-05
255	DOLAN MECHANICAL	Active	Aviation	\$1,410,000	\$310,200	\$1,359,380	\$300,353	22.00%	22.09%	0.09%	96.83%	1.71483E-05
256	GESSLER CONSTRUCTION CO., INC.	Active	Public Property	\$766,985	\$766,985	\$634,936	\$634,936	100.00%	100.00%	0.00%	82.78%	1.65215E-05
257	SMITH CONSTRUCTION CO.	Active	Water	\$650,364	\$650,364	\$527,290	\$527,290	100.00%	100.00%	0.00%	81.08%	1.52717E-05
258	GESSLER CONSTRUCTION CO., INC.	Active	Public Property	\$697,049	\$697,049	\$582,364	\$582,364	100.00%	100.00%	0.00%	83.55%	1.5015E-05
259	2607 SOUTH 73RD STREET	Closed	Quasi	\$170,000	\$42,500	\$170,000	\$45,900	25.00%	27.00%	2.00%	108.00%	1.39677E-05
260	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$1,601,170	\$281,805	\$1,424,905	\$278,732	17.60%	19.56%	1.96%	98.91%	1.23816E-05
261	6906 CEDAR PARK	Closed	Quasi	\$150,000	\$37,500	\$150,000	\$40,500	25.00%	27.00%	2.00%	108.00%	1.23244E-05
262	5236 WEST BERKS SHAMROCK DEVELOPERS	Closed	Quasi	\$140,000	\$25,200	\$140,000	\$30,800	18.00%	22.00%	4.00%	122.22%	1.14456E-05
263	JPC GROUP, INC.	Closed	Water	\$1,081,300	\$173,008	\$1,027,593	\$185,506	16.00%	18.05%	2.05%	107.22%	1.13453E-05

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264	PHILIP PIO CONSTRUCTION CO.	Active	Water	\$1,844,840	\$202,932	\$1,741,956	\$208,830	11.00%	11.99%	0.99%	102.91%	1.10224E-05
265	STONE HILL CONTRACTING CO., INC.	Active	Water	\$3,752,600	\$603,417	\$3,424,173	\$580,985	16.08%	16.97%	0.89%	96.28%	1.09128E-05
266	1605 SOUTH 19TH STREET	Closed	Quasi	\$220,000	\$55,000	\$220,000	\$57,200	25.00%	26.00%	1.00%	104.00%	1.04673E-05
267	ALL STATES MECHANICAL, LTD.	Active	Public Property	\$467,084	\$95,924	\$456,813	\$97,897	20.54%	21.43%	0.89%	102.06%	9.0463E-06
268	7815 FORREST AVENUE	Closed	Quasi	\$190,000	\$51,300	\$190,000	\$53,200	27.00%	28.00%	1.00%	103.70%	9.03994E-06
269	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$966,961	\$196,956	\$966,961	\$205,004	20.37%	21.20%	0.83%	104.09%	8.96478E-06
270	1639 TITAN ST	Active	Quasi	\$220,000	\$55,000	\$220,000	\$55,000	25.00%	25.00%	0.00%	100.00%	8.96461E-06
271	MCMULLEN ROOFING, INC.	Closed	Public Property	\$611,442	\$144,724	\$611,442	\$150,595	23.67%	24.63%	0.96%	104.06%	8.58647E-06
272	HANK GATHERS RECREATION CENTER (2501 W. DIAMOND ST)	Closed	PubPriv	\$380,000	\$57,000	\$380,000	\$68,286	15.00%	17.97%	2.97%	119.80%	8.08448E-06
273	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$729,390	\$131,290	\$664,329	\$133,249	18.00%	20.06%	2.06%	101.49%	7.76871E-06
274	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$2,439,270	\$365,890	\$2,439,270	\$409,692	15.00%	16.80%	1.80%	111.97%	6.59547E-06
275	C.A.D. ELECTRIC	Closed	Public Property	\$814,000	\$347,800	\$814,000	\$347,869	42.73%	42.74%	0.01%	100.02%	6.3047E-06
276	FIDELITY BURGLAR & ALARM CO., INC.	Active	Public Property	\$413,496	\$34,000	\$308,255	\$30,400	8.22%	9.86%	1.64%	89.41%	5.31572E-06
277	FIVE STAR, INC.	Closed	Water	\$277,000	\$55,700	\$301,499	\$66,071	20.11%	21.91%	1.81%	118.62%	4.63483E-06
278	SERAVALLI, INC.	Closed	Water	\$1,017,500	\$254,579	\$971,424	\$241,274	25.02%	24.84%	-0.18%	94.77%	3.48695E-06
279	CARR & DUFF, INC.	Closed	Public Property	\$293,291	\$79,770	\$293,291	\$81,609	27.20%	27.83%	0.63%	102.31%	3.38781E-06

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280	1838 MOORE STREET	Closed	Quasi	\$240,000	\$60,000	\$240,000	\$60,000	25.00%	25.00%	0.00%	100.00%	3.1187E-06
281	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,418,800	\$234,244	\$1,417,877	\$246,334	16.51%	17.37%	0.86%	105.16%	3.10318E-06
282	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$1,102,290	\$198,412	\$955,193	\$188,950	18.00%	19.78%	1.78%	95.23%	2.50099E-06
283	PANNULA CONSTRUCTION CO., INC.	Active	Public Property	\$248,221	\$52,400	\$241,998	\$52,400	21.11%	21.65%	0.54%	100.00%	1.60411E-06
284	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,394,647	\$278,929	\$1,400,239	\$304,378	20.00%	21.74%	1.74%	109.12%	1.31332E-06
285	DOLAN MECHANICAL	Closed	Public Property	\$66,046	\$2,980	\$66,046	\$4,640	4.51%	7.03%	2.51%	155.71%	1.06801E-06
286	GESSLER CONSTRUCTION CO., INC.	Active	Public Property	\$325,000	\$325,000	\$310,252	\$310,252	100.00%	100.00%	0.00%	95.46%	6.68301E-07
287	4200 STILES STREET II	Closed	Quasi	\$100,000	\$62,000	\$100,000	\$62,000	62.00%	62.00%	0.00%	100.00%	-6.3988E-08
288	SCHLEIG ELECTRIC, INC.	Closed	Public Property	\$40,385	\$3,231	\$40,385	\$4,022	8.00%	9.96%	1.96%	124.50%	-1.42262E-07
289	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$851,400	\$102,168	\$707,317	\$96,555	12.00%	13.65%	1.65%	94.51%	-1.43779E-06
290	BITTENBENDER CONSTRUCTION, LP	Closed	Aviation	\$500,000	\$500,000	\$500,000	\$500,000	100.00%	100.00%	0.00%	100.00%	-1.47051E-06
291	HART ENTERPRISES	Closed	Aviation	\$690,000	\$690,000	\$227,115	\$227,115	100.00%	100.00%	0.00%	32.92%	-2.02931E-06
292	EAGLE INDUSTRIAL ELECTRIC	Active	Public Property	\$2,394,392	\$419,980	\$2,302,872	\$419,945	17.54%	18.24%	0.70%	99.99%	-2.04494E-06
293	EJ ELECTRIC	Active	Aviation	\$1,175,000	\$317,250	\$1,169,067	\$300,760	27.00%	25.73%	-1.27%	94.80%	-2.06969E-06
294	PALMAN ELECTRIC, INC.	Closed	Public Property	\$34,577	\$3,200	\$34,577	\$3,206	9.25%	9.27%	0.02%	100.19%	-2.50845E-06
295	FORGOTTEN BLOCKS III	Closed	Quasi	\$1,000,000	\$310,000	\$1,000,000	\$300,000	31.00%	30.00%	-1.00%	96.77%	-2.62759E-06

		2		5114	EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal	., .	Percent of	_
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
296	RAMOS & ASSOCIATES	Closed	Water	\$638,960	\$638,960	\$580,829	\$580,829	100.00%	100.00%	0.00%	90.90%	-2.73044E-06
297	1322 VANKIRK STREET	Closed	Quasi	\$190,000	\$34,200	\$190,000	\$36,100	18.00%	19.00%	1.00%	105.56%	-2.97505E-06
298	JOHN J. BEE, INC.	Closed	Public Property	\$101,938	\$24,780	\$101,938	\$24,780	24.31%	24.31%	0.00%	100.00%	-4.20586E-06
299	CARR & DUFF, INC.	Closed	Public Property	\$443,542	\$163,687	\$443,542	\$163,825	36.90%	36.94%	0.03%	100.08%	-4.83067E-06
300	1937 S. BOUVIER STREET	Closed	Quasi	\$230,000	\$57,500	\$230,000	\$55,200	25.00%	24.00%	-1.00%	96.00%	-4.96558E-06
301	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$304,713	\$123,295	\$304,713	\$122,895	40.46%	40.33%	-0.13%	99.68%	-5.18099E-06
302	SERAVALLI, INC.	Closed	Water	\$577,500	\$56,018	\$576,679	\$64,072	9.70%	11.11%	1.41%	114.38%	-5.18713E-06
303	SCHLEIG ELECTRIC, INC.	Closed	Public Property	\$97,657	\$7,529	\$97,657	\$8,076	7.71%	8.27%	0.56%	107.26%	-5.20292E-06
304	SMITH CONSTRUCTION CO., INC.	Closed	Public Property	\$852,044	\$852,044	\$852,044	\$852,044	100.00%	100.00%	0.00%	100.00%	-5.29358E-06
305	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$506,000	\$92,092	\$504,395	\$94,042	18.20%	18.64%	0.44%	102.12%	-5.32435E-06
306	HYDE ELECTRIC CORP.	Active	Public Property	\$380,643	\$43,542	\$353,389	\$43,457	11.44%	12.30%	0.86%	99.80%	-5.68192E-06
307	CARR & DUFF, INC.	Active	Public Property	\$466,006	\$67,585	\$437,956	\$67,585	14.50%	15.43%	0.93%	100.00%	-5.78278E-06
308	SERAVALLI, INC.	Closed	Water	\$574,200	\$128,046	\$540,071	\$121,959	22.30%	22.58%	0.28%	95.25%	-6.27621E-06
309	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$703,510	\$122,522	\$703,510	\$131,116	17.42%	18.64%	1.22%	107.01%	-6.78317E-06
310	LAND TECH ENTERPRISES, INC.	Closed	Public Property	\$412,778	\$91,432	\$412,778	\$93,768	22.15%	22.72%	0.57%	102.55%	-8.43991E-06
311	SHAMROCK DEVELOPERS- 5923 CRYSTAL ST.	Closed	Quasi	\$170,000	\$37,400	\$170,000	\$35,700	22.00%	21.00%	-1.00%	95.45%	-8.48337E-06

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Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
312	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,068,330	\$155,433	\$968,032	\$154,802	14.55%	15.99%	1.44%	99.59%	-8.56436E-06
313	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$347,301	\$347,301	\$347,301	\$347,301	100.00%	100.00%	0.00%	100.00%	-8.92471E-06
314	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$503,789	\$101,040	\$503,789	\$101,577	20.06%	20.16%	0.11%	100.53%	-8.96652E-06
315	BRIGHTLINE CONSTRUCTION, INC.	Active	Public Property	\$366,478	\$68,703	\$355,825	\$68,719	18.75%	19.31%	0.57%	100.02%	-9.27977E-06
316	MUNN ROOFING GROUP	Closed	Public Property	\$361,793	\$361,793	\$361,793	\$361,793	100.00%	100.00%	0.00%	100.00%	-9.29712E-06
	HYDE ELECTRIC GROUP	Active	Public Property	\$256,763	\$28,244	\$174,724	\$19,656	11.00%	11.25%	0.25%	69.59%	-9.38593E-06
	UNITED STATES ROOFING CORP.	Closed	Public Property	\$559,750	\$76,126	\$559,750	\$81,665	13.60%	14.59%	0.99%	107.28%	-1.00806E-05
319	ROCKPORT CONSTRUCTION GROUP, INC.	Closed	Public Property	\$296,282	\$38,489	\$296,282	\$41,703	12.99%	14.08%	1.08%	108.35%	-1.02606E-05
320	SERAVALLI, INC.	Closed	Water	\$455,400	\$85,615	\$417,644	\$85,302	18.80%	20.42%	1.62%	99.63%	-1.03918E-05
321	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$383,551	\$57,533	\$388,838	\$63,891	15.00%	16.43%	1.43%	111.05%	-1.09639E-05
322	ROBERT GANTER CONTRACTORS, INC.	Closed	Public Property	\$1,768,012	\$1,768,012	\$1,768,012	\$1,768,012	100.00%	100.00%	0.00%	100.00%	-1.09843E-05
323	ALL STATES MECHANICAL, LTD.	Closed	Public Property	\$514,383	\$118,065	\$514,383	\$118,064	22.95%	22.95%	0.00%	100.00%	-1.12053E-05
324	PANNULLA CONSTRUCTION CO., INC.	Closed	Public Property	\$290,700	\$65,000	\$290,700	\$65,000	22.36%	22.36%	0.00%	100.00%	-1.1994E-05
325	C&T ASSOCIATES, INC.	Closed	Water	\$1,994,000	\$278,360	\$1,636,401	\$253,095	13.96%	15.47%	1.51%	90.92%	-1.20885E-05
326	JPC GROUP, INC.	Closed	Streets	\$1,200,000	\$13,440	\$1,191,138	\$41,668	1.12%	3.50%	2.38%	310.03%	-1.23449E-05
327	MCMULLEN ROOFING, INC.	Closed	Aviation	\$605,000	\$136,065	\$555,281	\$124,400	22.49%	22.40%	-0.09%	91.43%	-1.28093E-05

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Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
328	HYDE ELECTRIC GROUP	Closed	Public Property	\$221,108	\$28,418	\$221,108	\$28,991	12.85%	13.11%	0.26%	102.02%	-1.41449E-05
329	MCMULLEN ROOFING, INC.	Closed	Public Property	\$203,961	\$19,380	\$203,961	\$19,598	9.50%	9.61%	0.11%	101.12%	-1.41529E-05
330		Active	Streets	\$2,295,608	\$133,625	\$2,139,264	\$158,366	5.82%	7.40%	1.58%	118.52%	-1.4315E-05
	CARR AND DUFF, INC.	Active	Public Property	\$219,675	\$22,459	\$210,792	\$20,209	10.22%	9.59%	-0.64%	89.98%	-1.49512E-05
332	ANTHONY BIDDLE CONTRACTORS, INC.	Closed	Streets	\$231,000	\$23,377	\$187,430	\$21,240	10.12%	11.33%	1.21%	90.86%	-1.50446E-05
333	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$205,758	\$30,500	\$205,758	\$30,500	14.82%	14.82%	0.00%	100.00%	-1.50586E-05
334	PLATO CONSTRUCTION	Closed	Public Property	\$699,552	\$155,554	\$699,552	\$155,554	22.24%	22.24%	0.00%	100.00%	-1.52324E-05
335	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$330,000	\$6,732	\$329,983	\$12,765	2.04%	3.87%	1.83%	189.62%	-1.55436E-05
336	GENERAL ASPHALT PAVING CO.	Active	Public Property	\$1,000,000	\$13,910	\$829,355	\$13,911	1.39%	1.68%	0.29%	100.01%	-1.56181E-05
337	HYDE ELECTRIC GROUP	Active	Public Property	\$361,313	\$44,126	\$321,756	\$39,468	12.21%	12.27%	0.05%	89.44%	-1.57257E-05
338	ALL STATES MECHANICAL, LTD.	Closed	Public Property	\$383,021	\$77,316	\$383,021	\$77,335	20.19%	20.19%	0.00%	100.02%	-1.57334E-05
339	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$422,576	\$93,046	\$422,576	\$93,046	22.02%	22.02%	0.00%	100.00%	-1.74366E-05
340	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$275,950	\$5,017	\$266,202	\$7,880	1.82%	2.96%	1.14%	157.07%	-1.85393E-05
341	PALMAN ELECTRIC. INC.	Closed	Public Property	\$269,115	\$35,011	\$268,397	\$35,000	13.01%	13.04%	0.03%	99.97%	-1.94018E-05
342	SURETY MECHANICAL SERVICES	Closed	Aviation	\$685,000	\$143,850	\$640,117	\$132,276	21.00%	20.66%	-0.34%	91.95%	-1.97288E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal	Actual Goal Achieved	Variance	Percent of Goal	Z-score
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343	GESSLER CONSTRUCTION CO., INC.	Closed	Streets	\$377,000	\$377,000	\$300,675	\$300,675	100.00%	100.00%	0.00%	79.75%	-2.00232E-05
344	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$941,388	\$225,935	\$941,388	\$225,936	24.00%	24.00%	0.00%	100.00%	-2.04945E-05
345	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$947,422	\$192,973	\$947,422	\$192,973	20.37%	20.37%	0.00%	100.00%	-2.06296E-05
346	1543 SOUTH 20TH ST.	Closed	Quasi	\$230,000	\$57,500	\$230,000	\$50,600	25.00%	22.00%	-3.00%	88.00%	-2.08742E-05
347	LOR-MAR	Closed	Water	\$533,000	\$116,572	\$500,202	\$106,000	21.87%	21.19%	-0.68%	90.93%	-2.20024E-05
348	HYDE ELECTRIC GROUP	Closed	Public Property	\$305,265	\$21,525	\$305,265	\$21,507	7.05%	7.05%	-0.01%	99.92%	-2.24054E-05
349	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$306,595	\$55,406	\$306,595	\$55,407	18.07%	18.07%	0.00%	100.00%	-2.24352E-05
350	SURETY MECHANICAL SERVICES, INC.	Active	Public Property	\$2,308,365	\$307,992	\$2,233,614	\$308,000	13.34%	13.79%	0.45%	100.00%	-2.26819E-05
351	HYDE ELECTRIC GROUP	Closed	Public Property	\$328,442	\$63,138	\$328,442	\$63,419	19.22%	19.31%	0.09%	100.45%	-2.30386E-05
352	613 BENNER STREET	Closed	Quasi	\$110,000	\$19,800	\$110,000	\$14,300	18.00%	13.00%	-5.00%	72.22%	-2.31531E-05
353	NELLO CONSTRUCTION	Active	Water	\$1,620,360	\$405,090	\$1,489,835	\$348,824	25.00%	23.41%	-1.59%	86.11%	-2.32812E-05
354	MINISCALCO CONSTRUCTION, L.L.C.	Closed	Public Property	\$1,137,124	\$296,809	\$1,125,243	\$285,434	26.10%	25.37%	-0.74%	96.17%	-2.34878E-05
355	FIDELITY BURGLAR & ALARM CO., INC.	Closed	Public Property	\$322,778	\$30,500	\$322,778	\$30,524	9.45%	9.46%	0.01%	100.08%	-2.35377E-05
356	SERAVALLI, INC.	Closed	Water	\$1,452,152	\$227,263	\$1,423,454	\$239,361	15.65%	16.82%	1.17%	105.32%	-2.38347E-05
357	FIDELITY BURGLAR & FIRE ALARM CO., INC.	Closed	Public Property	\$294,100	\$23,985	\$294,100	\$23,189	8.16%	7.88%	-0.27%	96.68%	-2.43536E-05
358	J.P.C. GROUP, INC.	Closed	Public Property	\$245,408	\$51,020	\$245,408	\$46,920	20.79%	19.12%	-1.67%	91.96%	-2.52038E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
359	LYNCH ASSOCIATES, LLC- 946 BRIDGE ST.	Closed	Quasi	\$160,000	\$40,000	\$160,000	\$32,000	25.00%	20.00%	-5.00%	80.00%	-2.55881E-05
360	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$1,791,463	\$116,445	\$1,623,989	\$141,807	6.50%	8.73%	2.23%	121.78%	-2.62271E-05
361	ROCKPORT CONSTRUCTION GROUP, INC.	Active	Streets	\$477,070	\$49,806	\$433,700	\$47,702	10.44%	11.00%	0.56%	95.78%	-2.69498E-05
362	DONATO SPAVENTA & SONS, INC.	Closed	Streets	\$414,901	\$37,718	\$444,822	\$45,770	9.09%	10.29%	1.20%	121.35%	-2.71874E-05
363	SERAVALLI, INC.	Closed	Streets	\$600,000	\$150,180	\$574,230	\$139,071	25.03%	24.22%	-0.81%	92.60%	-2.75224E-05
364	AP CONSTRUCTION	Closed	Aviation	\$1,160,000	\$220,400	\$1,002,396	\$199,470	19.00%	19.90%	0.90%	90.50%	-2.77741E-05
365	EDWARD J. MELONEY, INC.	Closed	Aviation	\$366,300	\$7,326	\$363,593	\$6,344	2.00%	1.74%	-0.26%	86.60%	-2.83139E-05
366	JPC GROUP, INC.	Closed	Water	\$467,380	\$65,947	\$427,140	\$61,747	14.11%	14.46%	0.35%	93.63%	-2.84791E-05
367	7164 JACKSON STREET	Closed	Quasi	\$120,000	\$21,600	\$120,000	\$14,400	18.00%	12.00%	-6.00%	66.67%	-2.91544E-05
368	JACK COHEN & CO., INC.	Closed	Public Property	\$633,794	\$115,260	\$633,794	\$116,463	18.19%	18.38%	0.19%	101.04%	-2.9696E-05
369	JACK COHEN & CO., INC.	Closed	Public Property	\$517,942	\$124,950	\$517,942	\$119,789	24.12%	23.13%	-1.00%	95.87%	-3.05284E-05
370	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$898,600	\$179,720	\$781,590	\$152,709	20.00%	19.54%	-0.46%	84.97%	-3.09194E-05
371	EDWARD J. MELONEY, INC.	Closed	Aviation	\$705,000	\$112,800	\$705,000	\$114,349	16.00%	16.22%	0.22%	101.37%	-3.09911E-05
372	EDWARD J. MELONEY, INC.	Closed	Public Property	\$915,063	\$223,487	\$915,063	\$220,435	24.42%	24.09%	-0.33%	98.63%	-3.13095E-05
373	MURPHY QUIGLEY CO., INC.	Active	Public Property	\$1,713,206	\$381,573	\$1,623,702	\$350,969	22.27%	21.62%	-0.66%	91.98%	-3.17548E-05
374	AP CONSTRUCTION	Closed	Water	\$426,250	\$70,807	\$357,500	\$58,646	16.61%	16.40%	-0.21%	82.83%	-3.30008E-05
375	PHILIP PIO CONSTRUCTION CO.	Closed	Water	\$1,200,030	\$264,007	\$1,157,299	\$251,590	22.00%	21.74%	-0.26%	95.30%	-3.36734E-05

					EOP Commitment	Amount Paid to	Amount Paid to	EOP Goal	Actual Goal		Percent of	
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
376	NORTH PHILADELPHIA COMPLETE BLOCKS (PHASE I)	Closed	Quasi	\$150,000	\$37,500	\$150,000	\$27,000	25.00%	18.00%	-7.00%	72.00%	-3.43641E-05
377	CARR & DUFF INC.	Closed	Public Property	\$488,075	\$96,795	\$488,075	\$96,975	19.83%	19.87%	0.04%	100.19%	-3.50806E-05
378	TONY DEPAUL & SON	Closed	Water	\$889,600	\$71,347	\$827,700	\$69,630	8.02%	8.41%	0.39%	97.59%	-3.54611E-05
379	DOLAN MECHANICAL	Active	Public Property	\$449,674	\$58,655	\$407,159	\$49,215	13.04%	12.09%	-0.96%	83.91%	-3.57237E-05
380	JACK COHEN & CO., INC.	Closed	Public Property	\$471,577	\$89,760	\$471,577	\$89,113	19.03%	18.90%	-0.14%	99.28%	-3.68132E-05
381	SERAVALLI, INC.	Closed	Water	\$839,600	\$125,940	\$763,535	\$116,331	15.00%	15.24%	0.24%	92.37%	-3.74536E-05
382	7837 TEMPLE ROAD	Active	Quasi	\$120,000	\$21,600	\$120,000	\$10,800	18.00%	9.00%	-9.00%	50.00%	-3.75219E-05
383	1922 MIFFLIN STREET	Closed	Quasi	\$240,000	\$60,000	\$240,000	\$48,000	25.00%	20.00%	-5.00%	80.00%	-3.83822E-05
384	FIVE STAR, INC.	Active	Water	\$832,700	\$133,232	\$704,114	\$107,503	16.00%	15.27%	-0.73%	80.69%	-3.8489E-05
385	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,306,200	\$222,169	\$1,273,825	\$214,171	17.01%	16.81%	-0.20%	96.40%	-3.9111E-05
386	C&T ASSOCIATES, INC.	Closed	Water	\$874,720	\$72,340	\$861,129	\$73,179	8.27%	8.50%	0.23%	101.16%	-3.92295E-05
387	SERAVALLI, INC.	Closed	Water	\$872,960	\$130,944	\$846,120	\$128,762	15.00%	15.22%	0.22%	98.33%	-3.94159E-05
388	A.P. CONSTRUCTION	Closed	Public Property	\$833,150	\$315,595	\$833,150	\$303,559	37.88%	36.44%	-1.44%	96.19%	-3.97745E-05
389	HYDE ELECTRIC GROUP	Closed	Public Property	\$484,914	\$93,228	\$484,914	\$91,978	19.23%	18.97%	-0.26%	98.66%	-3.99308E-05
390	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Closed	Public Property	\$489,532	\$15,426	\$489,532	\$14,260	3.15%	2.91%	-0.24%	92.44%	-3.99729E-05
391	MERRICK BUILDING-5301 RIDGE AVENUE	Active	Quasi	\$4,000,000	\$1,160,000	\$4,000,000	\$1,080,000	29.00%	27.00%	-2.00%	93.10%	-3.99855E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
392	MULHERN ELECTRIC CO., INC.	Active	Aviation	\$1,046,577	\$240,713	\$787,500	\$168,708	23.00%	21.42%	-1.58%	70.09%	-4.09625E-05
393	1911 PENFIELD STREET	Closed	Quasi	\$190,000	\$47,500	\$190,000	\$34,200	25.00%	18.00%	-7.00%	72.00%	-4.35278E-05
394	SERAVALLI, INC.	Closed	Water	\$743,600	\$193,558	\$667,047	\$159,581	26.03%	23.92%	-2.11%	82.45%	-4.38566E-05
395	MULHERN ELECTRIC CO., INC.	Closed	Aviation	\$455,000	\$45,500	\$455,000	\$41,321	10.00%	9.08%	-0.92%	90.82%	-4.39007E-05
396	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$1,376,000	\$206,400	\$1,369,946	\$214,164	15.00%	15.63%	0.63%	103.76%	-4.4805E-05
397	7165 GLENLOCH STREET	Closed	Quasi	\$190,000	\$34,200	\$190,000	\$22,800	18.00%	12.00%	-6.00%	66.67%	-4.61612E-05
398	TONY DEPAUL & SON	Closed	Streets	\$712,113	\$36,318	\$775,902	\$43,405	5.10%	5.59%	0.49%	119.51%	-4.72847E-05
399	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$454,081	\$25,429	\$388,417	\$21,063	5.60%	5.42%	-0.18%	82.83%	-4.8037E-05
400	DONATO SPAVENTA & SONS, INC.	Closed	Public Property	\$409,960	\$75,603	\$409,960	\$70,171	18.44%	17.12%	-1.32%	92.82%	-4.93117E-05
401	SERAVALLI, INC.	Closed	Water	\$530,500	\$80,106	\$523,451	\$71,930	15.10%	13.74%	-1.36%	89.79%	-4.93209E-05
402	SERAVALLI, INC.	Closed	Public Property	\$329,760	\$70,752	\$329,760	\$60,726	21.46%	18.42%	-3.04%	85.83%	-5.04781E-05
403	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$1,039,450	\$237,203	\$975,008	\$213,506	22.82%	21.90%	-0.92%	90.01%	-5.08707E-05
404	MINISCALCO CONSTRUCTION	Closed	Water	\$404,840	\$32,387	\$260,365	\$16,030	8.00%	6.16%	-1.84%	49.50%	-5.1087E-05
405	JPC GROUP, INC.	Closed	Water	\$388,340	\$22,329	\$366,116	\$13,175	5.75%	3.60%	-2.15%	59.00%	-5.2571E-05
406	WELCH ROAD HCAP CONVERSION	Active	Quasi	\$320,000	\$80,000	\$320,000	\$60,800	25.00%	19.00%	-6.00%	76.00%	-5.3377E-05
407	LIBERTY RESOURCES- 4800 DISSTON ST.	Active	Quasi	\$1,200,000	\$300,000	\$1,200,000	\$264,000	25.00%	22.00%	-3.00%	88.00%	-5.41331E-05
408	SERAVALLI, INC.	Closed	Water	\$849,200	\$127,634	\$849,183	\$124,055	15.03%	14.61%	-0.42%	97.20%	-5.48046E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
Kalik	Contractor / Project name	Status		Bid Amount	Amount	Fillie	Subcontractor	Commit	Acilieveu	variance	Goal	Z-Score
409	EDWARD J. MELONEY. INC.	Closed	Public Property	\$1,067,954	\$308,735	\$1,067,954	\$291,956	28.91%	27.34%	-1.57%	94.57%	-5.61405E-05
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410	PALMAN ELECTRIC CO.	Closed	Property	\$659,255	\$197,717	\$656,255	\$180,043	29.99%	27.43%	-2.56%	91.06%	-5.94507E-05
	PHILIP PIO											
411	CONSTRUCTION CO.	Closed	Water	\$454,080	\$49,949	\$428,005	\$38,280	11.00%	8.94%	-2.06%	76.64%	-6.01839E-05
412	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,491,000	\$395,115	\$1,222,196	\$294,118	26.50%	24.06%	-2.44%	74.44%	-6.24973E-05
413	EJ ELECTRIC	Closed	Water	\$2,211,300	\$340,540	\$2,062,943	\$333,290	15.40%	16.16%	0.76%	97.87%	-6.3752E-05
414	MURPHY QUIGLEY CO., INC.	Closed	Public Property	\$763,489	\$122,000	\$763,489	\$114,500	15.98%	15.00%	-0.98%	93.85%	-6.8053E-05
415	PANNULLA CONSTRUCTION CO.	Closed	Public Property	\$560,269	\$123,140	\$557,364	\$107,515	21.98%	19.29%	-2.69%	87.31%	-6.83916E-05
416	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$493,483	\$117,992	\$493,483	\$104,822	23.91%	21.24%	-2.67%	88.84%	-6.87958E-05
417	MULHERN ELECTRIC CO., INC.	Active	Public Property	\$153,767	\$44,673	\$143,562	\$23,183	29.05%	16.15%	-12.90%	51.90%	-7.23272E-05
418	HYDE ELECTRIC CO.	Closed	Public Property	\$564,441	\$112,099	\$564,441	\$99,619	19.86%	17.65%	-2.21%	88.87%	-7.53258E-05
419	JPC GROUP, INC.	Active	Water	\$2,551,500	\$385,128	\$2,502,492	\$372,709	15.09%	14.89%	-0.20%	96.78%	-7.67918E-05
420	USA GENERAL CONTRACTORS	Closed	Aviation	\$1,295,000	\$130,018	\$1,280,052	\$124,519	10.04%	9.73%	-0.31%	95.77%	-7.722E-05
421	AP CONSTRUCTION	Closed	Water	\$625,900	\$137,167	\$496,416	\$92,336	21.92%	18.60%	-3.31%	67.32%	-7.78927E-05
422	J.P.C. GROUP, INC.	Active	Public Property	\$778,479	\$166,155	\$762,909	\$141,092	21.34%	18.49%	-2.85%	84.92%	-7.81059E-05
423	ALL STATES MECHANICAL, LTD.	Active	Public Property	\$424,581	\$69,350	\$388,994	\$48,198	16.33%	12.39%	-3.94%	69.50%	-7.88172E-05
424	SERAVALLI, INC.	Closed	Water	\$1,225,900	\$183,885	\$1,200,864	\$174,948	15.00%	14.57%	-0.43%	95.14%	-7.94996E-05

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
IXAIIK	Contractor / Project name	Status	'	Dia Amount	Amount	Fillit	Subcontractor	Commit	Acilieveu	Variance	Goal	2-90016
425	LITTLE BUILDERS, INC.	Active	Public Property	\$3,946,256	\$731,747	\$3,930,514	\$734,610	18.54%	18.69%	0.15%	100.39%	-8.14557E-05
426	ASSOCIATED SPECIALTY CONTRACTING	Closed	Public Property	\$2,500,000	\$303,509	\$2,385,270	\$303,510	12.14%	12.72%	0.58%	100.00%	-8.15949E-05
427	AET ENTERPRISES, LLC- 1828 DALLAS RD.	Closed	Quasi	\$190,000	\$53,200	\$190,000	\$28,500	28.00%	15.00%	-13.00%	53.57%	-8.29537E-05
428	7813 BAYARD STREET	Closed	Quasi	\$250,000	\$62,500	\$250,000	\$37,500	25.00%	15.00%	-10.00%	60.00%	-8.32115E-05
429	1833 ASHLEY STREET	Closed	Quasi	\$200,000	\$50,000	\$200,000	\$24,000	25.00%	12.00%	-13.00%	48.00%	-8.73196E-05
430	P.H. PRESTON	Closed	PubPriv	\$6,720,000	\$1,680,000	\$6,720,000	\$1,639,008	25.00%	24.39%	-0.61%	97.56%	-8.74746E-05
431	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,493,100	\$346,100	\$1,448,434	\$304,434	23.18%	21.02%	-2.16%	87.96%	-9.00756E-05
432	JPC GROUP, INC.	Closed	Water	\$676,500	\$117,975	\$628,226	\$92,658	17.44%	14.75%	-2.69%	78.54%	-9.02113E-05
433	FIRE PROTECTION INDUSTRIES	Closed	Public Property	\$837,026	\$80,000	\$837,026	\$67,066	9.56%	8.01%	-1.55%	83.83%	-9.16012E-05
434	SCHNEIDER ELECTRIC	Closed	Aviation	\$1,500,000	\$300,000	\$1,499,999	\$279,000	20.00%	18.60%	-1.40%	93.00%	-9.21855E-05
435	DOLAN MECHANICAL	Closed	Public Property	\$786,006	\$36,000	\$786,006	\$21,824	4.58%	2.78%	-1.80%	60.62%	-9.33414E-05
436	PALMAN ELECTRIC CO.	Active	Public Property	\$2,000,000	\$100,000	\$1,140,677	\$50,377	5.00%	4.42%	-0.58%	50.38%	-9.40044E-05
437	JAMES J. ANDERSON CONSTRUCTION CO., INC.	Active	Streets	\$2,687,048	\$168,478	\$2,162,466	\$148,352	6.27%	6.86%	0.59%	88.05%	-9.61354E-05
438	HABITAT FOR HUMANITY- 1815 N. GRATZ ST.	Closed	Quasi	\$170,000	\$42,500	\$170,000	\$13,600	25.00%	8.00%	-17.00%	32.00%	-9.77388E-05
439	SERAVALLI, INC.	Closed	Water	\$744,300	\$149,605	\$850,192	\$140,402	20.10%	16.51%	-3.59%	93.85%	-9.90008E-05
440	6240 NORTH 18TH STREET	Closed	Quasi	\$190,000	\$45,600	\$190,000	\$17,100	24.00%	9.00%	-15.00%	37.50%	-9.91252E-05
441	WASHINGTON SQUARE PROJECT	Closed	PubPriv	\$12,790,000	\$3,197,500	\$12,790,000	\$3,138,666	25.00%	24.54%	-0.46%	98.16%	-0.000100835

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
442	CARUSONE CONSTRUCTION, INC.	Active	Water	\$334,790	\$65,452	\$316,919	\$34,060	19.55%	10.75%	-8.80%	52.04%	-0.000102435
443	BRIGHTLINE CONSTRUCTION, INC.	Active	Water	\$541,640	\$124,577	\$426,504	\$71,226	23.00%	16.70%	-6.30%	57.17%	-0.000103435
444	BRIGHTLINE CONSTRUCTION, INC.	Active	Public Property	\$633,826	\$100,935	\$502,139	\$60,205	15.92%	11.99%	-3.94%	59.65%	-0.000106428
445	A.P. CONSTRUCTION	Closed	Public Property	\$267,014	\$66,595	\$267,014	\$40,323	24.94%	15.10%	-9.84%	60.55%	-0.000107635
446	HABITAT FOR HUMANITY/NPCB- GRATZ/WILTS ST.	Active	Quasi	\$500,000	\$125,000	\$500,000	\$85,000	25.00%	17.00%	-8.00%	68.00%	-0.000110342
447	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$2,070,111	\$345,712	\$2,070,111	\$345,592	16.70%	16.69%	-0.01%	99.97%	-0.0001116
448	7128 GLENLOCH STREET	Closed	Quasi	\$200,000	\$52,000	\$200,000	\$18,000	26.00%	9.00%	-17.00%	34.62%	-0.000114987
449	HYDE ELECTRIC GROUP	Closed	Public Property	\$337,882	\$67,890	\$337,882	\$39,770	20.09%	11.77%	-8.32%	58.58%	-0.000117356
450	SURETY MECHANICAL SERVICES	Active	Water	\$650,000	\$97,000	\$280,150	\$26,660	14.92%	9.52%	-5.41%	27.48%	-0.00012223
451	A.P. CONSTRUCTION	Closed	Public Property	\$867,069	\$283,209	\$867,069	\$249,355	32.66%	28.76%	-3.90%	88.05%	-0.000122829
452	QUAD CONSTRUCTION	Closed	Water	\$5,323,500	\$1,144,553	\$5,147,390	\$1,097,586	21.50%	21.32%	-0.18%	95.90%	-0.00012561
453	BUCKLEY & CO., INC.	Active	Streets	\$461,978	\$32,985	\$452,989	\$1,480	7.14%	0.33%	-6.81%	4.49%	-0.000125778
454	PALMAN ELECTRIC CO.	Active	Aviation	\$223,500	\$40,230	\$156,351	\$0	18.00%	0.00%	-18.00%	0.00%	-0.000125838
455	PETRONGOLO CONTRACTORS, INC.	Closed	Water	\$2,583,000	\$364,420	\$2,582,952	\$366,034	14.11%	14.17%	0.06%	100.44%	-0.000128786
456	GROUND PENETRATION & RESTORATION, INC.	Active	Aviation	\$1,000,000	\$199,805	\$2,031,546	\$330,207	19.98%	16.25%	-3.73%	165.26%	-0.000132459
457	EAGLE INDUSTRIAL ELECTRIC	Closed	Aviation	\$4,100,100	\$957,851	\$3,917,120	\$897,409	23.36%	22.91%	-0.45%	93.69%	-0.00013269

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Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
158	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$2,459,000	\$432,785	\$2,241,945	\$392,563	17.60%	17.51%	-0.09%	90.71%	-0.000134004
430		Ciosed	vvalei	Ψ2,439,000	ψ432,703	ΨΖ,Ζ41,943	ψ032,000	17.0070	17.5170	-0.0370	30.7 170	-0.000134004
459	CARUSONE CONSTRUCTION, INC.	Closed	Water	\$2,918,400	\$457,605	\$2,794,933	\$443,367	15.68%	15.86%	0.18%	96.89%	-0.000134842
	PHILIP PIO											
460	CONSTRUCTION CO.	Closed	Water	\$575,095	\$85,750	\$951,800	\$83,895	14.91%	8.81%	-6.10%	97.84%	-0.000136107
461	SERAVALLI, INC.	Closed	Water	\$1,029,600	\$311,969	\$992,162	\$257,047	30.30%	25.91%	-4.39%	82.40%	-0.000137085
	SANTAPAUL CORP. T/A		Public									
462	LIMA OC	Closed	Property	\$505,464	\$213,351	\$488,804	\$170,438	42.21%	34.87%	-7.34%	79.89%	-0.000137923
463	TALLEY BROTHERS, INC.	Closed	Streets	\$252,142	\$68,205	\$208,926	\$21,865	27.05%	10.47%	-16.58%	32.06%	-0.00014115
	NELLO CONSTRUCTION											
464	CO., INC.	Closed	Water	\$441,200	\$70,592	\$439,949	\$32,456	16.00%	7.38%	-8.62%	45.98%	-0.000144838
465	5935 KEMBLE AVENUE	Active	Quasi	\$230,000	\$57,500	\$230,000	\$11,500	25.00%	5.00%	-20.00%	20.00%	-0.000149751
	MARCOR REMEDIATION,											
466	INC.	Closed	Streets	\$483,305	\$76,942	\$609,495	\$53,283	15.92%	8.74%	-7.18%	69.25%	-0.000150127
467	4403 MARPLE STREET	Closed	Quasi	\$180,000	\$45,000	\$180,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.000153289
468	TONY DEPAUL & SON	Closed	Streets	\$915,955	\$61,622	\$780,789	\$29,885	6.73%	3.83%	-2.90%	48.50%	-0.000153413
	MURPHY QUIGLEY CO.,		Public									
469	INC.	Closed	Property	\$1,099,097	\$118,866	\$1,099,097	\$90,789	10.81%	8.26%	-2.55%	76.38%	-0.000160296
470	749 N. UBER ST	Closed	Quasi	\$250,000	\$62,500	\$250,000	\$15,000	25.00%	6.00%	-19.00%	24.00%	-0.000161026
471	EAGLE INDUSTRIAL ELECTRIC	Active	Water	\$2,087,600	\$318,825	\$66,113	\$8,935	15.27%	13.51%	-1.76%	2.80%	-0.000161439
	CHANDLER SUPPORTED											
472	INDEPENDENT LIVING	Closed	Quasi	\$760,000	\$266,000	\$760,000	\$212,800	35.00%	28.00%	-7.00%	80.00%	-0.000162084
470	EN/E OTAB INO	01	Public	#200 4 7 0	#04.500	#200 470	Φ Γ 4 Γ 40	04.000/	42.000/	40.040/	F7 700/	0.000402020
	FIVE STAR, INC.	Closed	Property	\$390,178	\$94,500	\$390,178	\$54,549	24.22%	13.98%	-10.24%	57.72%	-0.000163026
474	AP CONSTRUCTION	Active	Aviation	\$2,189,900	\$440,170	\$2,018,346	\$349,648	20.10%	17.32%	-2.78%	79.43%	-0.000166344
475	QUAD CONSTRUCTION	Closed	Water	\$2,494,600	\$184,892	\$2,494,447	\$171,587	7.41%	6.88%	-0.53%	92.80%	-0.00016945

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
476	AP CONSTRUCTION	Closed	Water	\$5,582,850	\$849,468	\$3,849,875	\$611,079	15.22%	15.87%	0.66%	71.94%	-0.000170572
477	J.S. CORNELL & SON, INC.	Closed	Public Property	\$738,844	\$200,148	\$738,844	\$152,170	27.09%	20.60%	-6.49%	76.03%	-0.000177711
478	SCHLEIG ELECTRIC, INC.	Active	Public Property	\$1,000,000	\$100,000	\$207,792	\$12,022	10.00%	5.79%	-4.21%	12.02%	-0.000177999
479	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$614,385	\$179,377	\$614,385	\$130,401	29.20%	21.22%	-7.97%	72.70%	-0.000182444
480	MULHERN ELECTRIC CO., INC.	Active	Public Property	\$326,056	\$76,212	\$113,895	\$8,896	23.37%	7.81%	-15.56%	11.67%	-0.000191065
481	NELLO CONSTRUCTION	Closed	Water	\$1,347,800	\$174,405	\$1,260,305	\$124,688	12.94%	9.89%	-3.05%	71.49%	-0.000194308
482	JAMES J. ANDERSON CONSTRUCTION CO.	Closed	Streets	\$747,090	\$160,562	\$887,359	\$123,043	21.49%	13.87%	-7.63%	76.63%	-0.000213426
483	GROUND PENETRATION & RESTORATION	Active	Aviation	\$981,713	\$250,337	\$964,562	\$167,459	25.50%	17.36%	-8.14%	66.89%	-0.000214526
484	C&T ASSOCIATES, INC.	Closed	Water	\$1,090,100	\$121,656	\$992,213	\$62,756	11.16%	6.32%	-4.84%	51.58%	-0.000216299
485	NELLO CONSTRUCTION CO., INC.	Active	Water	\$3,027,300	\$453,489	\$2,868,614	\$384,326	14.98%	13.40%	-1.58%	84.75%	-0.000218015
486	JPC GROUP, INC.	Closed	Water	\$508,200	\$64,541	\$457,000	\$1,021	12.70%	0.22%	-12.48%	1.58%	-0.000218624
487	PANNULLA CONSTRUCTION CO., INC.	Active	Public Property	\$632,950	\$237,478	\$430,759	\$118,451	37.52%	27.50%	-10.02%	49.88%	-0.000219973
488	EAGLE INDUSTRIAL ELECTRIC	Closed	Aviation	\$5,700,000	\$1,140,000	\$5,573,629	\$1,072,188	20.00%	19.24%	-0.76%	94.05%	-0.000226391
489	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,571,750	\$369,519	\$1,376,410	\$257,336	23.51%	18.70%	-4.81%	69.64%	-0.000226412
490	JPC GROUP, INC.	Closed	Water	\$1,057,350	\$212,341	\$1,039,673	\$141,333	20.08%	13.59%	-6.49%	66.56%	-0.000237499
491	QUAD CONSTRUCTION	Active	Water	\$1,119,300	\$216,697	\$1,076,800	\$138,509	19.36%	12.86%	-6.50%	63.92%	-0.000247504
492	ASPHALT PAVING SYSTEMS, INC.	Closed	Streets	\$1,451,990	\$78,262	\$1,212,489	\$28,480	5.39%	2.35%	-3.04%	36.39%	-0.000249292

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to	Amount Paid to Subcontractor	EOP Goal	Actual Goal Achieved	Variance	Percent of Goal	Z-score
493	PHILIP PIO	Active	Water	\$359,460	\$79,081	\$350,363	\$0	22.00%	0.00%	-22.00%	0.00%	-0.000249676
494	AT CHADWICK CO., INC.	Closed	Public Property	\$4,248,000	\$919,984	\$4,248,000	\$875,054	21.66%	20.60%	-1.06%	95.12%	-0.000260085
495	C&H INDUSTRIAL SERVICES, INC.	Active	Water	\$2,095,800	\$283,771	\$1,984,900	\$202,907	13.54%	10.22%	-3.32%	71.50%	-0.000261258
496	QUEEN AND MCKEAN IN- FILL	Active	Quasi	\$660,000	\$165,000	\$660,000	\$79,200	25.00%	12.00%	-13.00%	48.00%	-0.000261529
497	MANN CENTER FOR THE PERFORMING ARTS	Closed	PubPriv	\$1,100,000	\$429,000	\$1,100,000	\$352,000	39.00%	32.00%	-7.00%	82.05%	-0.000261725
498	TONY DEPAUL & SON	Closed	Streets	\$824,586	\$113,875	\$421,923	\$23,520	13.81%	5.57%	-8.24%	20.65%	-0.00026914
499	MULHERN ELECTRIC CO., INC.	Closed	Public Property	\$10,196,016	\$2,202,336	\$10,196,016	\$2,183,401	21.60%	21.41%	-0.19%	99.14%	-0.00027401
500	SERAVALLI, INC.	Closed	Water	\$1,214,850	\$363,240	\$1,203,478	\$271,335	29.90%	22.55%	-7.35%	74.70%	-0.000278492
501	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,523,610	\$357,896	\$1,381,149	\$240,892	23.49%	17.44%	-6.05%	67.31%	-0.000278866
502	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$1,310,000	\$196,500	\$1,262,658	\$122,140	15.00%	9.67%	-5.33%	62.16%	-0.000279463
503	GESSLER CONSTRUCTION CO., INC.	Closed	Public Property	\$363,960	\$437,122	\$297,350	\$297,350	120.10%	100.00%	-20.10%	68.02%	-0.000286706
504	DONATO SPAVENTA	Active	Water	\$1,220,230	\$268,451	\$427,514	\$60,671	22.00%	14.19%	-7.81%	22.60%	-0.000291132
505	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$467,337	\$172,848	\$467,337	\$96,813	36.99%	20.72%	-16.27%	56.01%	-0.000291989
506	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Water	\$5,544,500	\$354,848	\$5,325,818	\$336,155	6.40%	6.31%	-0.09%	94.73%	-0.000292049
507	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	Closed	Aviation	\$2,550,000	\$1,298,460	\$1,047,217	\$492,003	50.92%	46.98%	-3.94%	37.89%	-0.000294388

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508	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$2,781,400	\$416,654	\$2,781,400	\$364,837	14.98%	13.12%	-1.86%	87.56%	-0.00030114
509	DOLAN MECHANICAL	Closed	Public Property	\$1,740,844	\$285,000	\$1,740,844	\$224,656	16.37%	12.91%	-3.47%	78.83%	-0.000311145
510	DOLAN MECHANICAL	Closed	Public Property	\$446,991	\$173,792	\$446,991	\$92,021	38.88%	20.59%	-18.29%	52.95%	-0.000313344
511	PALMAN ELECTRIC CO.	Active	Aviation	\$1,283,126	\$358,249	\$1,208,276	\$228,834	27.92%	18.94%	-8.98%	63.88%	-0.000314514
512	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,820,000	\$179,270	\$1,449,222	\$71,428	9.85%	4.93%	-4.92%	39.84%	-0.000315437
513	MCMULLEN ROOFING, INC.	Closed	Public Property	\$852,217	\$263,711	\$852,217	\$179,377	30.94%	21.05%	-9.90%	68.02%	-0.000315686
514	FIVE STAR, INC.	Closed	Aviation	\$3,125,000	\$856,250	\$2,829,270	\$674,441	27.40%	23.84%	-3.56%	78.77%	-0.000317946
515	NELLO CONSTRUCTION CO., INC.	Active	Water	\$2,119,700	\$590,125	\$2,050,200	\$452,167	27.84%	22.05%	-5.79%	76.62%	-0.000319293
516	AP CONSTRUCTION	Closed	Water	\$468,600	\$174,787	\$426,000	\$69,262	37.30%	16.26%	-21.04%	39.63%	-0.000319492
517	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$826,570	\$213,255	\$720,391	\$90,217	25.80%	12.52%	-13.28%	42.30%	-0.000325459
518	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,556,120	\$217,857	\$1,509,051	\$117,608	14.00%	7.79%	-6.21%	53.98%	-0.000330379
519	SILVERSTEIN 4 OPERATING ROOM	Closed	PubPriv	\$14,870,000	\$3,717,500	\$14,870,000	\$3,585,157	25.00%	24.11%	-0.89%	96.44%	-0.000336045
520	GERMANTOWN AVENUE MIXED USE PROJECTS	Active	Quasi	\$590,000	\$147,500	\$590,000	\$41,300	25.00%	7.00%	-18.00%	28.00%	-0.000337379
521	NORTH STAR CONTRACTING	Active	Aviation	\$1,946,250	\$542,030	\$2,084,354	\$437,275	27.85%	20.98%	-6.87%	80.67%	-0.000347393
522	CARUSONE CONSTRUCTION, INC.	Active	Water	\$972,520	\$249,458	\$836,135	\$112,302	25.65%	13.43%	-12.22%	45.02%	-0.000349565
523	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,006,890	\$161,104	\$897,255	\$47,094	16.00%	5.25%	-10.75%	29.23%	-0.000352614

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	SERAVALLI, INC.	Active	Water	\$1,084,600	\$375,705	\$1,084,425	\$252,834	34.64%	23.32%	-11.32%	67.30%	-0.000358361
525	JPC GROUP, INC.	Active	Water	\$19,476,000	\$2,266,651	\$13,750,959	\$1,616,200	11.64%	11.75%	0.12%	71.30%	-0.000367742
526	JPC GROUP, INC.	Active	Water	\$2,954,700	\$928,044	\$2,783,092	\$733,700	31.41%	26.36%	-5.05%	79.06%	-0.000374215
527	SARTAIN SCHOOL 3017-45 WEST OXFORD STREET	Closed	Quasi	\$600,000	\$150,000	\$600,000	\$36,000	25.00%	6.00%	-19.00%	24.00%	-0.000380729
528	BRIGHTLINE CONSTRUCTION, INC.	Closed	Streets	\$1,851,582	\$289,587	\$1,447,563	\$165,481	15.64%	11.43%	-4.21%	57.14%	-0.000382263
529	NELLO CONSTRUCTION CO., INC.	Closed	Water	\$2,045,500	\$302,120	\$1,933,533	\$199,210	14.77%	10.30%	-4.47%	65.94%	-0.000383031
530	C&H INDUSTRIAL SERVICES, INC.	Active	Water	\$1,339,800	\$241,164	\$1,306,268	\$116,948	18.00%	8.95%	-9.05%	48.49%	-0.000399921
531	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Public Property	\$510,000	\$110,000	\$10,578	\$0	21.57%	0.00%	-21.57%	0.00%	-0.000407332
532	DJ KEATING	Active	Aviation	\$1,402,000	\$643,518	\$1,391,616	\$491,005	45.90%	35.28%	-10.62%	76.30%	-0.000416062
533	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,444,075	\$391,344	\$1,360,396	\$232,321	27.10%	17.08%	-10.02%	59.36%	-0.000416098
534	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,416,630	\$354,158	\$695,133	\$102,847	25.00%	14.80%	-10.20%	29.04%	-0.000416567
535	AP CONSTRUCTION	Closed	Water	\$2,698,250	\$509,924	\$2,517,751	\$390,296	18.90%	15.50%	-3.40%	76.54%	-0.000417647
536	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Closed	Streets	\$579,268	\$126,749	\$2,879	\$0	21.88%	0.00%	-21.88%	0.00%	-0.000421579
537	HERMAN GOLDNER CO., INC.	Closed	Public Property	\$9,645,000	\$1,877,761	\$9,645,000	\$1,896,976	19.47%	19.67%	0.20%	101.02%	-0.000433431
538	BIKE TRANSIT SYSTEMS	Active	NPW	\$4,830,000	\$210,000	\$4,830,000	\$80,000	4.35%	1.66%	-2.69%	38.10%	-0.000441627
539	JPC GROUP, INC.	Active	Water	\$5,079,600	\$1,523,880	\$1,083,684	\$282,146	30.00%	26.04%	-3.96%	18.51%	-0.00044323
540	MASON BUILDING GROUP	Closed	Aviation	\$4,373,325	\$867,807	\$4,372,193	\$790,844	19.84%	18.09%	-1.76%	91.13%	-0.000446616

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541	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Active	Streets	\$1,600,000	\$374,214	\$1,836,121	\$272,940	23.39%	14.87%	-8.52%	72.94%	-0.000457338
542	AP CONSTRUCTION	Closed	Water	\$1,182,810	\$284,793	\$1,182,810	\$143,480	24.08%	12.13%	-11.95%	50.38%	-0.000469463
543	ARMOUR & SONS ELECTRIC	Active	Aviation	\$2,659,576	\$664,894	\$2,481,613	\$448,551	25.00%	18.07%	-6.93%	67.46%	-0.00047925
544	ELI COURT APARTMENTS	Closed	Quasi	\$570,000	\$142,500	\$570,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.000481757
545	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$1,197,020	\$304,043	\$982,191	\$115,424	25.40%	11.75%	-13.65%	37.96%	-0.00048576
546	MILESTONE CONSTRUCTION MANAGEMENT, INC.	Closed	Streets	\$1,526,752	\$273,980	\$1,501,752	\$148,946	17.95%	9.92%	-8.03%	54.36%	-0.000488849
547	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$3,150,000	\$787,500	\$2,498,076	\$474,971	25.00%	19.01%	-5.99%	60.31%	-0.000495064
548	RAMOS & ASSOCIATES	Active	Water	\$3,160,530	\$3,160,530	\$3,040,498	\$2,853,879	100.00%	93.86%	-6.14%	90.30%	-0.000497197
549	HERMAN GOLDNER CO., INC.	Closed	Public Property	\$1,480,178	\$429,439	\$1,480,088	\$292,415	29.01%	19.76%	-9.26%	68.09%	-0.000512145
550	FIVE STAR, INC.	Active	Aviation	\$1,184,000	\$201,280	\$881,268	\$25,451	17.00%	2.89%	-14.11%	12.64%	-0.000519083
551	SANTAPAUL CORP. T/A LIMA OC	Closed	Public Property	\$648,094	\$291,855	\$619,087	\$146,555	45.03%	23.67%	-21.36%	50.21%	-0.000523769
552	SERAVALLI, INC.	Active	Water	\$1,481,550	\$601,212	\$1,350,538	\$383,240	40.58%	28.38%	-12.20%	63.74%	-0.000531738
553	EDWARD J. MELONEY, INC.	Active	Aviation	\$6,068,000	\$1,002,434	\$6,517,107	\$920,664	16.52%	14.13%	-2.39%	91.84%	-0.000545633
554	SERAVALLI, INC.	Active	Water	\$2,270,100	\$833,128	\$2,049,836	\$573,449	36.70%	27.98%	-8.72%	68.83%	-0.000558499
555	JPC GROUP, INC.	Active	Water	\$1,164,177	\$228,400	\$209,646	\$9,624	19.62%	4.59%	-15.03%	4.21%	-0.000558758
556	AP CONSTRUCTION	Closed	Water	\$3,426,924	\$1,270,721	\$4,603,549	\$1,458,964	37.08%	31.69%	-5.39%	114.81%	-0.000567027
557	FIVE STAR, INC.	Active	Water	\$1,996,000	\$400,000	\$2,089,201	\$225,410	20.04%	10.79%	-9.25%	56.35%	-0.000567106

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558	HUNTER ROBERTS CONSTRUCTION GROUP	Closed	Public Property	\$7,988,880	\$2,249,787	\$7,988,880	\$2,074,302	28.16%	25.96%	-2.20%	92.20%	-0.000585753
559	J.S. CORNELL & SON, INC.	Active	Public Property	\$1,638,737	\$353,963	\$1,626,490	\$192,846	21.60%	11.86%	-9.74%	54.48%	-0.00058587
560	A.P. CONSTRUCTION	Closed	Public Property	\$2,862,000	\$1,242,226	\$2,862,000	\$1,082,953	43.40%	37.84%	-5.57%	87.18%	-0.00058691
561	STRAWBERRY MANSION HOMEOWNERSHIP	Closed	Quasi	\$2,800,000	\$812,000	\$2,800,000	\$616,000	29.00%	22.00%	-7.00%	75.86%	-0.00059715
562	BUCKLEY & CO., INC.	Active	Water	\$2,545,200	\$383,420	\$2,489,391	\$194,073	15.06%	7.80%	-7.27%	50.62%	-0.000622372
563	AP CONSTRUCTION	Active	Water	\$2,428,790	\$735,308	\$1,156,837	\$242,117	30.27%	20.93%	-9.35%	32.93%	-0.000646468
564	ANTHONY BIDDLE CONTRACTORS, INC.	Active	Water	\$2,602,300	\$390,345	\$2,364,720	\$175,520	15.00%	7.42%	-7.58%	44.97%	-0.00066074
565	RIGGS DISTLER & CO.	Closed	Water	\$4,299,200	\$1,270,041	\$4,492,614	\$1,100,917	29.54%	24.51%	-5.04%	86.68%	-0.000662248
566	C&H INDUSTRIAL SERVICES, INC.	Active	Water	\$2,384,400	\$388,823	\$1,816,482	\$143,960	16.31%	7.93%	-8.38%	37.02%	-0.00066359
567	LOFTUS CONSTRUCTION, INC.	Active	Public Property	\$1,618,166	\$389,616	\$1,601,400	\$206,923	24.08%	12.92%	-11.16%	53.11%	-0.000663823
568	C&T ASSOCIATES, INC.	Closed	Water	\$3,136,000	\$523,711	\$2,761,731	\$311,891	16.70%	11.29%	-5.41%	59.55%	-0.000676604
569	WILLIAM WAY SENIOR RESIDENCE	Closed	Quasi	\$19,650,000	\$4,912,500	\$19,650,000	\$4,519,500	25.00%	23.00%	-2.00%	92.00%	-0.00068247
570	SHERIDAN STREET GREEN AFFORDABLE HOUSING	Closed	Quasi	\$3,400,000	\$1,088,000	\$3,400,000	\$850,000	32.00%	25.00%	-7.00%	78.13%	-0.00072511
571	DONATO SPAVENTA	Active	Water	\$1,030,985	\$232,438	\$236,828	\$0	22.55%	0.00%	-22.55%	0.00%	-0.000725623
572	PETRONGOLO CONSTRUCTION	Active	Water	\$836,480	\$322,045	\$203,168	\$20,104	38.50%	9.90%	-28.60%	6.24%	-0.000745457
573	MINISCALCO CONSTRUCTION	Active	Water	\$1,583,150	\$395,788	\$1,036,768	\$82,257	25.00%	7.93%	-17.07%	20.78%	-0.000818048

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574	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,069,090	\$267,274	\$391,809	\$0	25.00%	0.00%	-25.00%	0.00%	-0.000827693
575	PPMC ADVANCED CARE HOSPITAL PAVILION	Active	PubPriv	\$68,630,000	\$17,157,500	\$68,630,000	\$16,189,817	25.00%	23.59%	-1.41%	94.36%	-0.000868247
576	SERAVALLI, INC.	Closed	Water	\$1,215,375	\$268,183	\$1,204,105	\$0	22.07%	0.00%	-22.07%	0.00%	-0.000870527
577	CARUSONE CONSTRUCTION, INC.	Active	Water	\$2,863,350	\$469,016	\$2,625,099	\$185,807	16.38%	7.08%	-9.30%	39.62%	-0.000876818
578	USA ENVIRONMENTAL MGMT.	Active	Public Property	\$11,481,88 0	\$4,592,752	\$12,629,578	\$4,663,209	40.00%	36.92%	-3.08%	101.53%	-0.000902932
579	ANTHONY BIDDLE CONTRACTORS, INC.	Closed	Aviation	\$1,700,000	\$539,900	\$1,654,378	\$240,436	31.76%	14.53%	-17.23%	44.53%	-0.00090616
580	NELLO CONSTRUCTION CO., INC.	Active	Water	\$1,557,720	\$389,429	\$786,833	\$46,371	25.00%	5.89%	-19.11%	11.91%	-0.000927247
581	SCHNEIDER ELECTRIC	Active	Aviation	\$2,305,463	\$899,130	\$2,964,000	\$738,773	39.00%	24.92%	-14.08%	82.17%	-0.000935901
582	OARC- 200-206 E. PENN STREET	Closed	Quasi	\$1,130,000	\$274,590	\$1,130,000	\$0	24.30%	0.00%	-24.30%	0.00%	-0.000936028
583	D.J. KEATING	Closed	Public Property	\$24,495,000	\$8,073,656	\$24,495,000	\$7,738,080	32.96%	31.59%	-1.37%	95.84%	-0.001035978
584	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,938,170	\$465,863	\$1,587,975	\$96,919	24.04%	6.10%	-17.93%	20.80%	-0.001081903
585	BRIGHTLINE CONSTRUCTION, INC.	Closed	Public Property	\$516,318	\$367,748	\$516,318	\$58,875	71.23%	11.40%	-59.82%	16.01%	-0.001090021
586	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,931,720	\$455,693	\$1,512,021	\$78,649	23.59%	5.20%	-18.39%	17.26%	-0.001106081
587	AMERESCO/AP CONSTRUCTION	Active	Water	\$27,054,827	\$11,478,189	\$25,972,634	\$10,348,324	42.43%	39.84%	-2.58%	90.16%	-0.001171817
588	CARUSONE CONSTRUCTION, INC.	Active	Water	\$15,894,000	\$1,738,071	\$11,360,543	\$1,034,423	10.94%	9.11%	-1.83%	59.52%	-0.00121806

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589	CARUSONE CONSTRUCTION, INC.	Active	Water	\$1,808,280	\$524,998	\$1,226,833	\$80,264	29.03%	6.54%	-22.49%	15.29%	-0.00125271
590	LOVE PARK PLAZA	Closed	PubPriv	\$2,150,000	\$688,000	\$2,150,000	\$319,920	32.00%	14.88%	-17.12%	46.50%	-0.001270231
591	JPC GROUP, INC.	Closed	Water	\$828,300	\$485,631	\$677,336	\$42,365	58.63%	6.25%	-52.38%	8.72%	-0.001281072
592	SURETY MECHANICAL SERVICES	Active	Aviation	\$2,000,000	\$500,000	\$1,269,248	\$39,847	25.00%	3.14%	-21.86%	7.97%	-0.001303522
593	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$4,495,160	\$1,063,106	\$2,283,431	\$318,277	23.65%	13.94%	-9.71%	29.94%	-0.001342544
594	NELLO CONSTRUCTION CO., INC.	Active	Water	\$3,224,620	\$870,649	\$2,362,281	\$303,447	27.00%	12.85%	-14.15%	34.85%	-0.001361551
595	CARUSONE CONSTRUCTION, INC.	Active	Water	\$2,656,980	\$852,976	\$1,858,759	\$275,939	32.10%	14.85%	-17.26%	32.35%	-0.001389461
596	Jack Cohen & Co	Active	Aviation	\$2,000,000	\$500,000	\$3,427,433	\$0	25.00%	0.00%	-25.00%	0.00%	-0.001501765
597	AP CONSTRUCTION	Active	Aviation	\$2,000,000	\$500,000	\$13,950	\$0	25.00%	0.00%	-25.00%	0.00%	-0.001501765
598	HUNTER ROBERTS CONSTRUCTION GROUP	Active	Aviation	\$2,000,000	\$555,400	\$2,387,046	\$61,563	27.77%	2.58%	-25.19%	11.08%	-0.001513823
599	NELLO CONSTRUCTION CO., INC.	Active	Water	\$2,238,170	\$498,250	\$161,047	\$0	22.26%	0.00%	-22.26%	0.00%	-0.00155521
600	PPMC SPECIALTY CARE FIT-OUT	Active	PubPriv	\$19,550,000	\$4,887,500	\$19,550,000	\$4,222,800	25.00%	21.60%	-3.40%	86.40%	-0.001578978
601	CARUSONE CONSTRUCTION, INC.	Active	Water	\$3,369,130	\$931,450	\$3,127,241	\$376,876	27.65%	12.05%	-15.60%	40.46%	-0.001580087
602	CONVENTION CENTER PARKING FACILITY	Closed	PubPriv	\$18,000,000	\$5,040,000	\$18,000,000	\$4,536,000	28.00%	25.20%	-2.80%	90.00%	-0.001583291
603	CARPENTER SQUARE, LP- 17TH & CARPENTER	Active	Quasi	\$6,380,000	\$1,595,000	\$6,380,000	\$957,000	25.00%	15.00%	-10.00%	60.00%	-0.001803784
604	DJ KEATING	Active	Aviation	\$3,967,000	\$1,467,790	\$3,302,695	\$699,689	37.00%	21.19%	-15.81%	47.67%	-0.001828272

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
605	RAMOS & ASSOCIATES, INC.	Active	Streets	\$1,660,421	\$1,240,002	\$1,630,360	\$549,275	74.68%	33.69%	-40.99%	44.30%	-0.001977207
606	MURPHY QUIGLEY CO., INC.	Active	Public Property	\$3,957,780	\$727,285	\$3,341,969	\$168,674	18.38%	5.05%	-13.33%	23.19%	-0.002005895
607	PETRONGOLO CONTRACTORS, INC.	Active	Water	\$3,964,480	\$1,123,534	\$1,282,763	\$112,135	28.34%	8.74%	-19.60%	9.98%	-0.002374331
608	NELLO CONSTRUCTION CO., INC.	Active	Water	\$3,163,625	\$1,089,155	\$1,796,878	\$162,857	34.43%	9.06%	-25.36%	14.95%	-0.002486657
609	MULHERN ELECTRIC CO., INC.	Active	Water	\$3,363,700	\$840,925	\$767,287	\$0	25.00%	0.00%	-25.00%	0.00%	-0.002604173
610	WALNUT PARK PLAZA	Closed	Quasi	\$3,300,000	\$825,000	\$3,300,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.002789122
611	PILGRIM GARDENS SENIOR HOUSING	Closed	Quasi	\$9,400,000	\$2,444,000	\$9,400,000	\$1,504,000	26.00%	16.00%	-10.00%	61.54%	-0.002917759
612	NUGENT SENIOR APARTMENT	Closed	Quasi	\$17,000,000	\$4,250,000	\$17,000,000	\$3,230,000	25.00%	19.00%	-6.00%	76.00%	-0.002933615
613	COVANTA 4 RECOVERY	Active	NPW	\$7,100,000	\$1,780,000	\$35,480,000	\$3,020,000	25.07%	8.51%	-16.56%	169.66%	-0.002993516
614	AP CONSTRUCTION	Active	Water	\$3,780,000	\$1,020,600	\$97,650	\$0	27.00%	0.00%	-27.00%	0.00%	-0.003171814
615	D.J. KEATING	Closed	Public Property	\$13,085,440	\$3,339,063	\$13,085,440	\$2,353,105	25.52%	17.98%	-7.53%	70.47%	-0.003581324
616	PCAM SOUTH TOWER	Active	PubPriv	\$65,260,000	\$16,315,000	\$65,260,000	\$14,579,084	25.00%	22.34%	-2.66%	89.36%	-0.003617816
617	C. ABBONIZIO CONTRACTORS, INC.	Active	Water	\$3,984,750	\$1,979,245	\$3,206,675	\$466,179	49.67%	14.54%	-35.13%	23.55%	-0.004395307
618	ST. MARON'S HALL	Closed	Quasi	\$11,000,000	\$2,750,000	\$11,000,000	\$1,320,000	25.00%	12.00%	-13.00%	48.00%	-0.004551531
619	UNVERSITY SCIENCE BUILDING (SERC)	Closed	PubPriv	\$91,600,000	\$32,060,000	\$91,600,000	\$30,484,480	35.00%	33.28%	-1.72%	95.09%	-0.004671796
620	MIXED USE PARKING GARAGE 11TH & MONTGOMERY	Closed	PubPriv	\$17,900,000	\$6,265,000	\$17,900,000	\$4,791,830	35.00%	26.77%	-8.23%	76.49%	-0.004900654

Rank	Contractor / Project name	Status	Depart	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commit	Actual Goal Achieved	Variance	Percent of Goal	Z-score
621	ART HANDLING	Closed	PubPriv	\$32,080,000	\$9,624,000	\$32,080,000	\$8,113,032	30.00%	25.29%	-4.71%	84.30%	-0.00491858
622	EN-TECH CORP.	Active	Water	\$4,275,000	\$4,294,840	\$4,228,820	\$2,397,185	100.46%	56.69%	-43.78%	55.82%	-0.005780562
623	DREXEL LEBOW BUSINESS SCHOOL	Closed	PubPriv	\$70,300,000	\$21,090,000	\$70,300,000	\$18,981,000	30.00%	27.00%	-3.00%	90.00%	-0.006664776
624	ALOFT HOTEL	Active	PubPriv	\$28,670,000	\$8,601,000	\$28,670,000	\$6,350,405	30.00%	22.15%	-7.85%	73.83%	-0.006682509
625	DILWORTH PLAZA	Closed	PubPriv	\$46,120,000	\$13,836,000	\$46,120,000	\$11,585,344	30.00%	25.12%	-4.88%	83.73%	-0.007339531
626	THE STUDY AT UNIVERSITY CITY	Active	PubPriv	\$17,010,000	\$5,103,000	\$17,010,000	\$2,041,200	30.00%	12.00%	-18.00%	40.00%	-0.009874382
627	3600 CIVIC CENTER BLVD GARAGE	Closed	PubPriv	\$34,800,000	\$8,700,000	\$34,800,000	\$5,519,280	25.00%	15.86%	-9.14%	63.44%	-0.010611234
628	CAMPUS INN (HOMEWOOD SUITES)	Closed	PubPriv	\$50,000,000	\$18,500,000	\$50,000,000	\$14,710,000	37.00%	29.42%	-7.58%	79.51%	-0.012576803
629	REPUBLIC/BFI	Active	NPW	\$10,500,000	\$5,250,000	\$7,270,000	\$0	50.00%	0.00%	-50.00%	0.00%	-0.012848968
630	GLOBAL PROGRAM PARTNERS	Active	NPW	\$54,580,000	\$23,620,000	\$39,650,000	\$12,020,000	43.28%	30.32%	-12.96%	50.89%	-0.017502367
631	SUGARHOUSE CASINO	Closed	PubPriv	\$60,000,000	\$21,000,000	\$60,000,000	\$15,600,000	35.00%	26.00%	-9.00%	74.29%	-0.018007776
632	CHESTNUT STREET HOUSING	Closed	PubPriv	\$97,600,000	\$29,280,000	\$97,600,000	\$23,424,000	30.00%	24.00%	-6.00%	80.00%	-0.019272799
633	U.S.A. ENVIRONMENTAL MANAGEMENT, INC.	Closed	Public Property	\$12,630,068	\$6,062,433	\$10,167,991	\$0	48.00%	0.00%	-48.00%	0.00%	-0.022639936
634	DIETZ & WATSON	Closed	PubPriv	\$50,000,000	\$11,000,000	\$50,000,000	\$3,000,000	22.00%	6.00%	-16.00%	27.27%	-0.02773685
635	SMILOW TRANSLATIONAL CENTER (TRC)	Closed	PubPriv	\$243,930,000	\$60,982,500	\$243,930,000	\$50,493,510	25.00%	20.70%	-4.30%	82.80%	-0.033977453
636	NEW COLLEGE HOUSE	Active	PubPriv	\$85,260,000	\$21,315,000	\$85,260,000	\$9,540,594	25.00%	11.19%	-13.81%	44.76%	-0.03726599
637	WASTE MANAGEMENT	Active	NPW	\$60,550,000	\$15,140,000	\$82,150,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.039877158
638	FMC TOWER	Active	PubPriv	\$372,970,000	\$123,080,100	\$372,970,000	\$104,021,333	33.00%	27.89%	-5.11%	84.52%	-0.051953655
639	THOMAS P. CARNEY, INC.	Active	Water	\$28,438,300	\$35,389,922	\$4,846,994	\$2,925,056	124.44%	60.35%	-64.10%	8.27%	-0.054755311

					EOP				Actual			
					Commitment	Amount Paid to	Amount Paid to	EOP Goal	Goal		Percent of	
Rank	Contractor / Project name	Status	Depart	Bid Amount	Amount	Prime	Subcontractor	Commit	Achieved	Variance	Goal	Z-score
640	1601 VINE TOWER AND MEETING HOUSE	Active	PubPriv	\$83,480,000	\$20,870,000	\$83,480,000	\$3,664,772	25.00%	4.39%	-20.61%	17.56%	-0.055918351
641	RODIN SQUARE PROJECT	Closed	PubPriv	\$84,940,000	\$21,235,000	\$84,940,000	\$3,822,300	25.00%	4.50%	-20.50%	18.00%	-0.058920231
642	FASHION OUTLETS OF PHILADELPHIA	Active	PubPriv	\$100,000,000	\$30,000,000	\$100,000,000	\$9,850,000	30.00%	9.85%	-20.15%	32.83%	-0.065409608
643	EAST MARKET ST.	Active	PubPriv	\$120,000,000	\$36,000,000	\$120,000,000	\$9,600,000	30.00%	8.00%	-22.00%	26.67%	-0.086090297
644	W/ELEMENT PHILADELPHIA HOTELS	Active	PubPriv	\$163,010,000	\$57,053,500	\$163,010,000	\$9,943,610	35.00%	6.10%	-28.90%	17.43%	-0.155445814
645	VERIZON	Active	PubPriv	\$672,370,000	\$201,711,000	\$672,370,000	\$36,845,876	30.00%	5.48%	-24.52%	18.27%	-0.540367126
Total				\$8,049,679,145	\$2,456,587,369	\$7,850,609,779	\$2,158,337,944	30.52%	27.49%	-3.03%	87.86%	

Table A.3 Prime Contractor EOP Ranking by Z score

				EOP	e Contractor EOI	<u> </u>					
Rank	Prime Contractor / Project Name	# of EOPs	Bid Amount	Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance	Percent of Goal	Z-score
1	MARAMOUNT CORP.	2	\$36,510,000	\$2,400,000	\$44,130,000	\$26,430,000	6.57%	59.89%	53.32%	1101.25%	0.02671721
2	WEST ROOFING SYSTEMS, INC.	1	\$723,900	\$145,287	\$1,626	\$1,626	20.07%	100.00%	79.93%	1.12%	0.001832365
3	PRESTIGE BUILDING CO., L.L.C.	2	\$10,000,000	\$159,491	\$1,472,558	\$159,485	1.59%	10.83%	9.24%	100.00%	0.001687976
4	MINISCALCO CONSTRUCTION	9	\$12,321,710	\$2,266,169	\$12,062,747	\$8,757,365	18.39%	72.60%	54.21%	386.44%	0.001489611
5	A.P. CONSTRUCTION, INC.	3	\$5,955,371	\$1,795,982	\$3,841,862	\$1,863,216	30.16%	48.50%	18.34%	103.74%	0.001404314
6	NORESCO	1	\$12,280,000	\$2,820,000	\$10,520,000	\$2,710,000	22.96%	25.76%	2.80%	96.10%	0.001102249
7	ALL STATE POWER-VAC, INC.	3	\$4,760,010	\$506,184	\$3,362,072	\$898,783	10.63%	26.73%	16.10%	177.56%	0.000815996
8	D.A. NOLT	2	\$16,952,176	\$4,287,466	\$10,129,380	\$2,618,460	25.29%	25.85%	0.56%	61.07%	0.000643761
9	DJ KEATING	6	\$135,175,008	\$33,485,586	\$54,544,732	\$15,224,697	24.77%	27.91%	3.14%	45.47%	0.000608219
10	JJD URETHANE CO., INC.	1	\$489,930	\$15,678	\$215,275	\$96,994	3.20%	45.06%	41.86%	618.66%	0.000576365
11	SPINIELLO COMPANIES	1	\$5,428,600	\$861,307	\$5,027,262	\$1,058,263	15.87%	21.05%	5.18%	122.87%	0.000563674
12	AP CONSTRUCTION	21	\$66,177,240	\$16,394,268	\$50,458,292	\$16,697,436	24.77%	33.09%	8.32%	101.85%	0.000546218
13	JAMES J. ANDERSON CONSTRUCTION CO., INC.	5	\$22,501,944	\$4,574,188	\$16,937,188	\$3,881,307	20.33%	22.92%	2.59%	84.85%	0.000417847
14	ROAD CON, INC.	1	\$3,493,330	\$797,666	\$3,492,237	\$902,862	22.83%	25.85%	3.02%	113.19%	0.000356029
15	SMITH CONSTRUCTION CO.	2	\$3,234,405	\$3,040,114	\$3,100,880	\$3,100,880	93.99%	100.00%	6.01%	102.00%	0.000341427
16	FIVE STAR, INC.	8	\$10,389,578	\$2,470,627	\$9,359,838	\$2,782,666	23.78%	29.73%	5.95%	112.63%	0.000309685
17	THOMAS P. CARNEY, INC	1	\$2,243,241	\$1,042,053	\$2,013,515	\$1,030,885	46.45%	51.20%	4.75%	98.93%	0.000294679
18	PHILIP PIO CONSTRUCTION CO.	21	\$21,435,928	\$3,924,275	\$19,870,328	\$5,026,459	18.31%	25.30%	6.99%	128.09%	0.000264354
19	JOHN BEE, INC.	1	\$531,358	\$136,970	\$502,394	\$185,494	25.78%	36.92%	11.14%	135.43%	0.000230055
20	HORIZON BROTHERS PAINTING CORP, INC.	1	\$2,920,000	\$146,000	\$2,754,322	\$246,130	5.00%	8.94%	3.94%	168.58%	0.000197469
21	SERAVALLI, INC.	34	\$62,657,684	\$12,858,912	\$57,108,764	\$14,439,183	20.52%	25.28%	4.76%	112.29%	0.000194582

Rank	Prime Contractor / Project Name	# of EOPs	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance	Percent of Goal	Z-score
22	CARR & DUFF, INC.	7	\$4,176,931	\$713,772	\$3,488,510	\$959,848	17.09%	27.51%	10.43%	134.48%	0.000191629
23	SCHLEIG ELECTRIC	1	\$576,129	\$5,325	\$576,129	\$63,902	0.92%	11.09%	10.17%	1200.04%	0.000180346
24	MUNN ROOFING GROUP	2	\$1,065,291	\$967,869	\$1,058,131	\$1,058,131	90.85%	100.00%	9.15%	109.33%	0.000164563
25	EJ ELECTRIC	6	\$8,699,000	\$1,688,992	\$7,825,074	\$1,873,509	19.42%	23.94%	4.53%	110.92%	0.000161668
26	BUILDING RESTORATION, INC.	2	\$4,350,102	\$4,282,040	\$2,811,039	\$2,811,038	98.44%	100.00%	1.56%	65.65%	0.000156546
27	SCOTLAND YARD	2	\$10,560,000	\$10,560,000	\$9,250,000	\$9,250,000	100.00%	100.00%	0.00%	87.59%	0.000152439
28	BENCARDINO EXCAVATING, INC.	1	\$1,119,514	\$188,704	\$1,077,107	\$226,030	16.86%	20.98%	4.13%	119.78%	0.000137721
29	MCMULLEN ROOFING, INC.	7	\$3,826,258	\$947,980	\$3,348,834	\$943,035	24.78%	28.16%	3.38%	99.48%	0.00013291
30	DEVINE BROTHERS, INC.	2	\$2,424,470	\$721,502	\$2,355,033	\$751,007	29.76%	31.89%	2.13%	104.09%	0.000129065
31	GESSLER CONSTRUCTION CO., INC.	13	\$6,311,567	\$5,696,818	\$5,893,102	\$5,675,482	90.26%	96.31%	6.05%	99.63%	0.000106098
32	JACK COHEN & CO., INC.	5	\$2,243,306	\$379,398	\$2,406,688	\$749,239	16.91%	31.13%	14.22%	197.48%	0.000104794
33	ASSOCIATED SPECIALTY	3	\$6,250,000	\$363,427	\$4,764,762	\$415,025	5.81%	8.71%	2.90%	114.20%	9.53129E-05
34	NUCERO ELECTRICAL	1	\$623,700	\$51,031	\$343,354	\$51,064	8.18%	14.87%	6.69%	100.06%	9.42779E-05
35	RAMOS & ASSOCIATES, INC.	2	\$4,110,421	\$1,386,711	\$3,965,023	\$1,420,323	33.74%	35.82%	2.08%	102.42%	8.90598E-05
36	GENERAL ASPHALT PAVING CO.	3	\$2,767,188	\$232,702	\$1,776,423	\$242,108	8.41%	13.63%	5.22%	104.04%	8.55382E-05
37	PANNULLA CONSTRUCTION CO.,	6	\$5,050,364	\$1,031,068	\$3,720,140	\$926,138	20.42%	24.90%	4.48%	89.82%	7.43292E-05
38	UNION ROOFING CONTRACTORS, INC.	2	\$1,634,052	\$329,212	\$1,595,112	\$368,398	20.15%	23.10%	2.95%	111.90%	6.90912E-05
39	STONE HILL CONTRACTING CO.,	3	\$13,692,100	\$2,329,366	\$10,918,620	\$1,961,985	17.01%	17.97%	0.96%	84.23%	6.76964E-05
40	JAMES J. ANDERSON CONSTRUCTION CO.	10	\$7,891,172	\$610,503	\$7,216,148	\$923,420	7.74%	12.80%	5.06%	151.26%	5.77384E-05
41	A.P. CONSTRUCTION	6	\$15,264,900	\$4,252,341	\$15,230,295	\$4,398,771	27.86%	28.88%	1.02%	103.44%	4.56971E-05
42	BUILDING RESTORATION	1	\$2,000,000	\$2,000,000	\$1,804,417	\$1,804,417	100.00%	100.00%	0.00%	90.22%	4.30817E-05
43	JOHN J. BEE	1	\$537,318	\$123,583	\$477,588	\$117,426	23.00%	24.59%	1.59%	95.02%	3.50317E-05

Rank	Prime Contractor / Project Name	# of EOPs	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance	Percent of Goal	Z-score
44	SPECTRASERV, INC.	1	\$2,086,350	\$274,263	\$1,862,266	\$268,188	13.15%	14.40%	1.26%	97.78%	2.93854E-05
45	FIDELITY BURGLAR & ALARM CO., INC.	5	\$1,879,182	\$142,052	\$1,773,941	\$204,196	7.56%	11.51%	3.95%	143.75%	2.63496E-05
46	PHILIPS BROTHERS ELECTRICAL CONTRACTORS, INC.	7	\$14,087,746	\$2,725,174	\$11,131,125	\$1,916,873	19.34%	17.22%	-2.12%	70.34%	2.42984E-05
47	D. A. NOLT	1	\$251,106	\$64,130	\$251,106	\$71,108	25.54%	28.32%	2.78%	110.88%	2.32492E-05
48	MUNN ROOFING CORP.	1	\$876,588	\$876,588	\$805,770	\$805,770	100.00%	100.00%	0.00%	91.92%	1.88824E-05
49	A. CAROTENUTO & SONS	1	\$367,829	\$110,151	\$357,489	\$110,150	29.95%	30.81%	0.87%	100.00%	1.77687E-05
50	ROCKPORT CONSTRUCTION GROUP, INC.	6	\$5,852,535	\$589,854	\$5,522,648	\$671,585	10.08%	12.16%	2.08%	113.86%	6.46765E-06
51	C.A.D. ELECTRIC	1	\$814,000	\$347,800	\$814,000	\$347,869	42.73%	42.74%	0.01%	100.02%	6.3047E-06
52	DONATO SPAVENTA & SONS, INC.	7	\$6,030,991	\$1,634,896	\$5,821,130	\$1,634,699	27.11%	28.08%	0.97%	99.99%	1.99922E-06
53	PANNULA CONSTRUCTION CO., INC.	1	\$248,221	\$52,400	\$241,998	\$52,400	21.11%	21.65%	0.54%	100.00%	1.60411E-06
54	BITTENBENDER CONSTRUCTION, LP	1	\$500,000	\$500,000	\$500,000	\$500,000	100.00%	100.00%	0.00%	100.00%	-1.47051E-06
55	HART ENTERPRISES	1	\$690,000	\$690,000	\$227,115	\$227,115	100.00%	100.00%	0.00%	32.92%	-2.02931E-06
56	PALMAN ELECTRIC, INC.	1	\$34,577	\$3,200	\$34,577	\$3,206	9.25%	9.27%	0.02%	100.19%	-2.50845E-06
57	JOHN J. BEE, INC.	1	\$101,938	\$24,780	\$101,938	\$24,780	24.31%	24.31%	0.00%	100.00%	-4.20586E-06
58	SMITH CONSTRUCTION CO., INC.	1	\$852,044	\$852,044	\$852,044	\$852,044	100.00%	100.00%	0.00%	100.00%	-5.29358E-06
59	HYDE ELECTRIC CORP.	1	\$380,643	\$43,542	\$353,389	\$43,457	11.44%	12.30%	0.86%	99.80%	-5.68192E-06
60	PANNULLA CONSTRUCTION CO.	5	\$2,243,657	\$495,506	\$2,240,751	\$501,327	22.08%	22.37%	0.29%	101.17%	-7.7884E-06
61	LAND TECH ENTERPRISES, INC.	1	\$412,778	\$91,432	\$412,778	\$93,768	22.15%	22.72%	0.57%	102.55%	-8.43991E-06
62	UNITED STATES ROOFING CORP.	1	\$559,750	\$76,126	\$559,750	\$81,665	13.60%	14.59%	0.99%	107.28%	-1.00806E-05
63	ROBERT GANTER CONTRACTORS, INC.	1	\$1,768,012	\$1,768,012	\$1,768,012	\$1,768,012	100.00%	100.00%	0.00%	100.00%	-1.09843E-05

Rank	Prime Contractor / Project Name	# of EOPs	Bid Amount	EOP Commitment Amount	Amount Paid to Prime	Amount Paid to Subcontractor	EOP Goal Commitment	Actual Goal Achieved	Variance	Percent of Goal	Z-score
64	C&T ASSOCIATES, INC.	6	\$13,262,920	\$2,750,653	\$11,581,181	\$2,404,796	20.74%	20.76%	0.03%	87.43%	-1.12779E-05
65	CARR AND DUFF, INC.	1	\$219,675	\$22,459	\$210,792	\$20,209	10.22%	9.59%	-0.64%	89.98%	-1.49512E-05
66	PLATO CONSTRUCTION	1	\$699,552	\$155,554	\$699,552	\$155,554	22.24%	22.24%	0.00%	100.00%	-1.52324E-05
67	PALMAN ELECTRIC. INC.	1	\$269,115	\$35,011	\$268,397	\$35,000	13.01%	13.04%	0.03%	99.97%	-1.94018E-05
68	LOR-MAR	1	\$533,000	\$116,572	\$500,202	\$106,000	21.87%	21.19%	-0.68%	90.93%	-2.20024E-05
69	SURETY MECHANICAL SERVICES, INC.	1	\$2,308,365	\$307,992	\$2,233,614	\$308,000	13.34%	13.79%	0.45%	100.00%	-2.26819E-05
70	MINISCALCO CONSTRUCTION, L.L.C.	1	\$1,137,124	\$296,809	\$1,125,243	\$285,434	26.10%	25.37%	-0.74%	96.17%	-2.34878E-05
71	ALL STATES MECHANICAL, LTD.	4	\$1,789,070	\$360,655	\$1,743,211	\$341,494	20.16%	19.59%	-0.57%	94.69%	-2.41774E-05
72	FIDELITY BURGLAR & FIRE ALARM CO., INC.	1	\$294,100	\$23,985	\$294,100	\$23,189	8.16%	7.88%	-0.27%	96.68%	-2.43536E-05
73	HYDE ELECTRIC GROUP	8	\$3,050,599	\$497,553	\$2,885,909	\$455,769	16.31%	15.79%	-0.52%	91.60%	-2.54237E-05
74	TONY DEPAUL & SON	8	\$12,768,758	\$1,023,085	\$9,376,610	\$783,992	8.01%	8.36%	0.35%	76.63%	-3.04807E-05
75	PETRONGOLO CONSTRUCTION	5	\$7,150,710	\$1,359,945	\$6,058,736	\$1,203,605	19.02%	19.87%	0.85%	88.50%	-3.11783E-05
76	QUAD CONSTRUCTION	7	\$18,070,680	\$4,554,610	\$17,414,116	\$4,353,085	25.20%	25.00%	-0.21%	95.58%	-3.25642E-05
77	CARR & DUFF INC.	1	\$488,075	\$96,795	\$488,075	\$96,975	19.83%	19.87%	0.04%	100.19%	-3.50806E-05
78	NELLO CONSTRUCTION	3	\$4,556,990	\$787,314	\$4,293,742	\$709,747	17.28%	16.53%	-0.75%	90.15%	-4.95076E-05
79	J.P.C. GROUP, INC.	2	\$1,023,887	\$217,175	\$1,008,317	\$188,012	21.21%	18.65%	-2.56%	86.57%	-5.16549E-05
80	GROUND PENETRATION & RESTORATION	2	\$2,741,863	\$436,913	\$2,523,702	\$388,866	15.93%	15.41%	-0.53%	89.00%	-5.83184E-05
81	SCHLEIG ELECTRIC, INC.	3	\$1,138,042	\$110,760	\$345,834	\$24,120	9.73%	6.97%	-2.76%	21.78%	-6.11147E-05
82	DOLAN MECHANICAL	8	\$6,124,486	\$1,002,009	\$5,954,842	\$863,807	16.36%	14.51%	-1.85%	86.21%	-7.46085E-05
83	HYDE ELECTRIC CO.	1	\$564,441	\$112,099	\$564,441	\$99,619	19.86%	17.65%	-2.21%	88.87%	-7.53258E-05
84	USA GENERAL CONTRACTORS	1	\$1,295,000	\$130,018	\$1,280,052	\$124,519	10.04%	9.73%	-0.31%	95.77%	-7.722E-05

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85	LITTLE BUILDERS, INC.	1	\$3,946,256	\$731,747	\$3,930,514	\$734,610	18.54%	18.69%	0.15%	100.39%	-8.14557E-05
86	EAGLE INDUSTRIAL ELECTRIC	5	\$15,477,773	\$3,171,447	\$13,078,908	\$2,748,383	20.49%	21.01%	0.52%	86.66%	-8.97061E-05
87	FIRE PROTECTION INDUSTRIES	1	\$837,026	\$80,000	\$837,026	\$67,066	9.56%	8.01%	-1.55%	83.83%	-9.16012E-05
88	PETRONGOLO CONTRACTORS, INC.	27	\$50,731,520	\$10,869,232	\$38,021,356	\$7,694,892	21.43%	20.24%	-1.19%	70.80%	-9.64072E-05
89	EDWARD J. MELONEY, INC.	6	\$9,272,317	\$1,684,782	\$9,715,919	\$1,604,455	18.17%	16.51%	-1.66%	95.23%	-0.000105455
90	PALMAN ELECTRIC CO.	5	\$4,695,039	\$815,332	\$3,660,103	\$579,254	17.37%	15.83%	-1.54%	71.05%	-0.000114924
91	SURETY MECHANICAL SERVICES	4	\$4,606,649	\$1,055,850	\$2,703,170	\$426,954	22.92%	15.79%	-7.13%	40.44%	-0.00012641
92	GROUND PENETRATION & RESTORATION, INC.	1	\$1,000,000	\$199,805	\$2,031,546	\$330,207	19.98%	16.25%	-3.73%	165.26%	-0.000132459
93	TALLEY BROTHERS, INC.	1	\$252,142	\$68,205	\$208,926	\$21,865	27.05%	10.47%	-16.58%	32.06%	-0.00014115
94	MULHERN ELECTRIC CO., INC.	10	\$20,395,098	\$4,307,563	\$16,342,820	\$3,399,316	21.12%	20.80%	-0.32%	78.92%	-0.000150001
95	MARCOR REMEDIATION, INC.	1	\$483,305	\$76,942	\$609,495	\$53,283	15.92%	8.74%	-7.18%	69.25%	-0.000150127
96	MILESTONE CONSTRUCTION MANAGEMENT, INC.	7	\$6,144,296	\$1,199,669	\$4,927,291	\$726,016	19.52%	14.73%	-4.79%	60.52%	-0.000192636
97	JPC GROUP, INC.	15	\$40,526,148	\$7,175,044	\$29,168,150	\$4,408,769	17.70%	15.12%	-2.59%	61.45%	-0.000215933
98	BUCKLEY & CO., INC.	3	\$4,293,620	\$554,054	\$4,324,431	\$403,849	12.90%	9.34%	-3.57%	72.89%	-0.000228336
99	ASPHALT PAVING SYSTEMS, INC.	1	\$1,451,990	\$78,262	\$1,212,489	\$28,480	5.39%	2.35%	-3.04%	36.39%	-0.000249292
100	RAMOS & ASSOCIATES	2	\$3,799,490	\$3,799,490	\$3,621,327	\$3,434,708	100.00%	94.85%	-5.15%	90.40%	-0.000249963
101	AT CHADWICK CO., INC.	1	\$4,248,000	\$919,984	\$4,248,000	\$875,054	21.66%	20.60%	-1.06%	95.12%	-0.000260085
102	CARUSONE CONSTRUCTION, INC.	26	\$64,628,048	\$11,448,773	\$53,676,700	\$8,050,300	17.71%	15.00%	-2.72%	70.32%	-0.000266836
103	BRIGHTLINE CONSTRUCTION, INC.	8	\$5,485,049	\$1,421,767	\$4,823,555	\$756,542	25.92%	15.68%	-10.24%	53.21%	-0.000279332
104	SANTAPAUL CORP. T/A LIMA OC	2	\$1,153,558	\$505,206	\$1,107,891	\$316,993	43.80%	28.61%	-15.18%	62.75%	-0.000330846
105	NORTH STAR CONTRACTING	1	\$1,946,250	\$542,030	\$2,084,354	\$437,275	27.85%	20.98%	-6.87%	80.67%	-0.000347393
106	MURPHY QUIGLEY CO., INC.	6	\$8,963,561	\$1,663,955	\$8,258,246	\$1,078,796	18.56%	13.06%	-5.50%	64.83%	-0.000362063

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107	J.S. CORNELL & SON, INC.	2	\$2,377,582	\$554,111	\$2,365,335	\$345,016	23.31%	14.59%	-8.72%	62.26%	-0.00038179
108	C&H INDUSTRIAL SERVICES, INC.	3	\$5,820,000	\$913,758	\$5,107,650	\$463,815	15.70%	9.08%	-6.62%	50.76%	-0.00044159
109	BIKE TRANSIT SYSTEMS	1	\$4,830,000	\$210,000	\$4,830,000	\$80,000	4.35%	1.66%	-2.69%	38.10%	-0.000441627
110	MASON BUILDING GROUP	1	\$4,373,325	\$867,807	\$4,372,193	\$790,844	19.84%	18.09%	-1.76%	91.13%	-0.000446616
111	HERMAN GOLDNER CO., INC.	2	\$11,125,178	\$2,307,200	\$11,125,088	\$2,189,391	20.74%	19.68%	-1.06%	94.89%	-0.000472788
112	ARMOUR & SONS ELECTRIC	1	\$2,659,576	\$664,894	\$2,481,613	\$448,551	25.00%	18.07%	-6.93%	67.46%	-0.00047925
113	DONATO SPAVENTA	2	\$2,251,215	\$500,889	\$664,342	\$60,671	22.25%	9.13%	-13.12%	12.11%	-0.000508377
114	SCHNEIDER ELECTRIC	2	\$3,805,463	\$1,199,130	\$4,463,999	\$1,017,773	31.51%	22.80%	-8.71%	84.88%	-0.000514043
115	ANTHONY BIDDLE CONTRACTORS, INC.	3	\$4,533,300	\$953,622	\$4,206,528	\$437,196	21.04%	10.39%	-10.64%	45.85%	-0.000527315
116	NELLO CONSTRUCTION CO., INC.	17	\$32,093,426	\$6,554,323	\$25,519,160	\$3,400,982	20.42%	13.33%	-7.10%	51.89%	-0.000536625
117	HUNTER ROBERTS CONSTRUCTION GROUP	3	\$16,500,740	\$5,031,529	\$16,887,786	\$4,434,814	30.49%	26.26%	-4.23%	88.14%	-0.000589203
118	RIGGS DISTLER & CO.	1	\$4,299,200	\$1,270,041	\$4,492,614	\$1,100,917	29.54%	24.51%	-5.04%	86.68%	-0.000662248
119	LOFTUS CONSTRUCTION, INC.	1	\$1,618,166	\$389,616	\$1,601,400	\$206,923	24.08%	12.92%	-11.16%	53.11%	-0.000663823
120	USA ENVIRONMENTAL MGMT.	1	\$11,481,880	\$4,592,752	\$12,629,578	\$4,663,209	40.00%	36.92%	-3.08%	101.53%	-0.000902932
121	AMERESCO/AP CONSTRUCTION	1	\$27,054,828	\$11,478,189	\$25,972,634	\$10,348,324	42.43%	39.84%	-2.58%	90.16%	-0.001171817
122	JACK COHEN & CO	1	\$2,000,000	\$500,000	\$3,427,433	\$0	25.00%	0.00%	-25.00%	0.00%	-0.001501765
123	D.J. KEATING	2	\$37,580,440	\$11,412,719	\$37,580,440	\$10,091,185	30.37%	26.85%	-3.52%	88.42%	-0.002308651
124	COVANTA 4 RECOVERY	1	\$7,100,000	\$1,780,000	\$35,480,000	\$3,020,000	25.07%	8.51%	-16.56%	169.66%	-0.002993516
125	C. ABBONIZIO CONTRACTORS, INC.	1	\$3,984,750	\$1,979,245	\$3,206,675	\$466,179	49.67%	14.54%	-35.13%	23.55%	-0.004395307
126	EN-TECH CORP.	1	\$4,275,000	\$4,294,840	\$4,228,820	\$2,397,185	100.46%	56.69%	-43.78%	55.82%	-0.005780562
127	REPUBLIC/BFI	1	\$10,500,000	\$5,250,000	\$7,270,000	\$0	50.00%	0.00%	-50.00%	0.00%	-0.012848968
128	GLOBAL PROGRAM PARTNERS	1	\$54,580,000	\$23,620,000	\$39,650,000	\$12,020,000	43.28%	30.32%	-12.96%	50.89%	-0.017502367

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	U.S.A. ENVIRONMENTAL MANAGEMENT, INC.	1	\$12,630,068	\$6,062,433	\$10,167,991	\$0	48.00%	0.00%	-48.00%	0.00%	-0.022639936
130	WASTE MANAGEMENT	1	\$60,550,000	\$15,140,000	\$82,150,000	\$0	25.00%	0.00%	-25.00%	0.00%	-0.039877158
131	THOMAS P. CARNEY, INC.	1	\$28,438,300	\$35,389,920	\$4,846,994	\$2,925,056	124.44%	60.35%	-64.10%	8.27%	-0.054755311
Total			\$1,271,679,156	\$354,036,638	\$1,072,609,778	\$267,337,587	27.84%	24.92%	-2.92%	75.51%	

