

City of Philadelphia Economic Opportunity Plan Analysis

Fiscal Year 2021

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Submitted to City of Philadelphia, Office of Economic Opportunity



Table of Contents

1.	Introduction	1
1.1.	Report Purpose	1
1.2.	Study Background	1
1.3.	Analysis Methodology.....	1
1.4.	Report Organization.....	2
2.	By Status.....	3
2.1.	Overview	3
2.2.	All EOPs	3
2.3.	Active EOPs	4
2.4.	Closed EOPs.....	5
2.5.	Summary	6
3.	By Size	8
3.1.	Overview	8
3.2.	EOPs under \$500,000.....	8
3.3.	EOPs between \$500,000 and \$5 million	9
3.4.	EOPs over \$5 million	10
3.5.	Summary	11
4.	By Commitment Level	13
4.1.	Overview	13
4.2.	EOPs of Up to 20 Percent.....	13
4.3.	EOPs between 20 and 25 Percent.....	14
4.4.	EOPs Over 25 Percent	15
4.5.	Summary	16
5.	By City Department and Market Segment	18
5.1.	Overview	18
5.2.	Aviation EOPs	18
5.3.	Streets Department EOPs	19
5.4.	Water Department EOPs.....	20
5.5.	Summary	21

6. Itemization of EOPs.....	23
7. Appendix	29
7.1. About Econsult Solutions, Inc.	29
7.2. About Milligan Consulting, LLC.	29

1. Introduction

1.1. Report Purpose

Econsult Solutions, Inc. and Milligan Consulting, LLC (collectively “the ESI team”) are pleased to submit the Annual Disparity Study for Fiscal Year 2021 (FY21) to the City of Philadelphia. The Annual Disparity Study consists of three parts:

1. A Core Disparity Study analysis of the City’s utilization of Minority-Owned Business Enterprises (MBEs), Woman-Owned Business Enterprises (WBEs), and Disabled-Owned Business Enterprises (DSBEs) (collectively “MWDSBEs”) in City contracts, relative to the availability of such firms to compete for City business.
2. An analysis of the Difference between the City’s Economic Opportunity Plans (EOPs) commitments to use MBEs and WBEs versus actual usage.
3. An analysis of the distribution of labor hours in EOPs to minorities and women, relative to their availability in the relevant labor force.

This report is the second of those parts. The other two parts are contained in separate stand-alone reports.

1.2. Study Background

In accordance with Section 17-1503(2) of the Philadelphia Code, an EOP is required for development projects or contracts with the City that are \$100,000 or greater. Since 2014, OEO has conducted an annual analysis of EOPs.

This EOP analysis covers the 71 EOPs that were open as of the end of FY21 or that were closed in FY21. Of those EOPs, 55 had sufficient information to be analyzed for purposes of understanding MWDSBE commitment levels versus actual MWDSBE usage.

1.3. Analysis Methodology

This EOP analysis explores the relationship between commitments in EOPs to use MWDSBEs relative to actual usage of MWDSBEs in EOPs. A positive Difference means that actual MWDSBE usage exceeded the initial MWDSBE commitment, and a negative Difference means that actual MWDSBE usage fell short of the initial MWDSBE commitment.

Throughout the report, care was given to highlight the proportion of EOPs that met or exceeded their initial MWDSBE commitments, meaning that their Difference was zero or positive). This was calculated both in terms of the proportion of EOPs (e.g., 75% of the EOPs met or exceeded goal) as well as the proportion of dollars represented by EOPs (EOPs meeting or exceeding goal represented 75% of dollars). To offer a comparison, FY16 results are also presented. The FY16 report’s analysis looked at many more EOPs (645 with sufficient data, as opposed to 55 in FY21), partly because there was more EOP activity in

FY16 and partly because the FY16 report also included EOPs that were closed over multiple fiscal years rather than just FY16.

1.4. Report Organization

This EOP analysis contains five content sections:

- Section 2 looks at all EOPs, and displays results for just active EOPs and just closed EOPs
- Section 3 looks at EOPs by contract size
- Section 4 looks at EOPs by commitment level
- Section 5 looks at EOPs by City department or market segment
- Section 6 provides a full itemization of all 55 EOPs

2. By Status

2.1. Overview

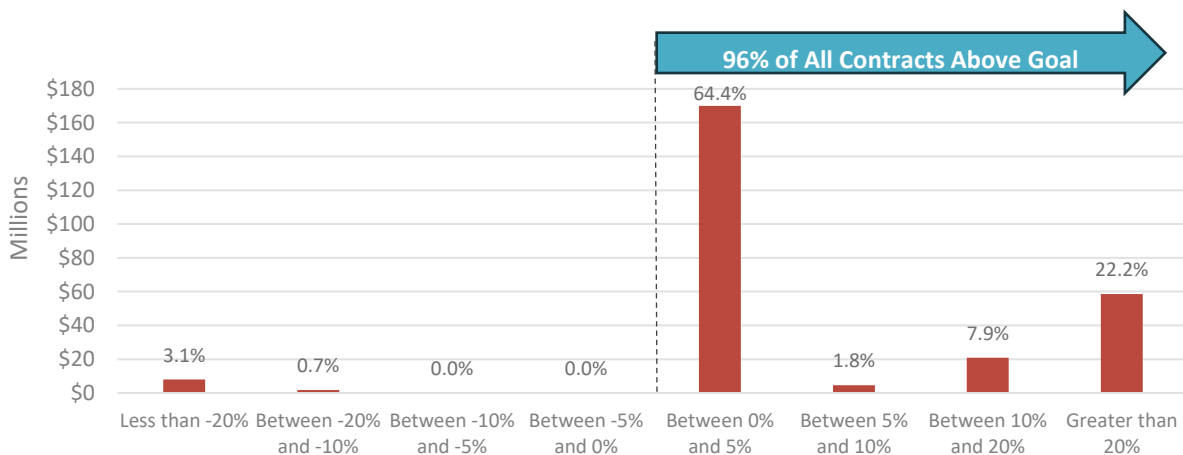
It is instructive to calculate Differences for EOPs that were active as of the end of FY21, separately from those that were closed during FY21. Differences were calculated for EOPs that were active as of the end of FY21 based on proportions of amounts spent as of the end of FY21. This means that some of the work is yet to be done, and in some cases most of the work is yet to be done. In such cases, it may be that MWDSBE usage at that point will differ significantly from MWDSBE usage after that point. For example, for a project in which the MWDSBE’s role is largely or solely at the end, MWDSBE usage may be very low or even zero at first, and then increase to a higher amount by the end. Conversely, for a project in which the MWDSBE’s participation is more front-loaded, MWDSBE usage may be very high at first and then decline over time. Hence, this section looks at Differences as sorted between Active and Closed EOPs.

Of the 55 EOPs analyzed for this FY21 report, 41 were active as of the end of FY21 and 14 were closed during FY21. Within this report, each contract’s Difference between their stated project goal and actual goal is analyzed. These Differences are examined in the various sub-sections to follow.

2.2. All EOPs

Ninety-six percent of the dollar amount spent on all EOP projects in FY21 were on projects that met or exceeded contract goals (see Figure 2.1).

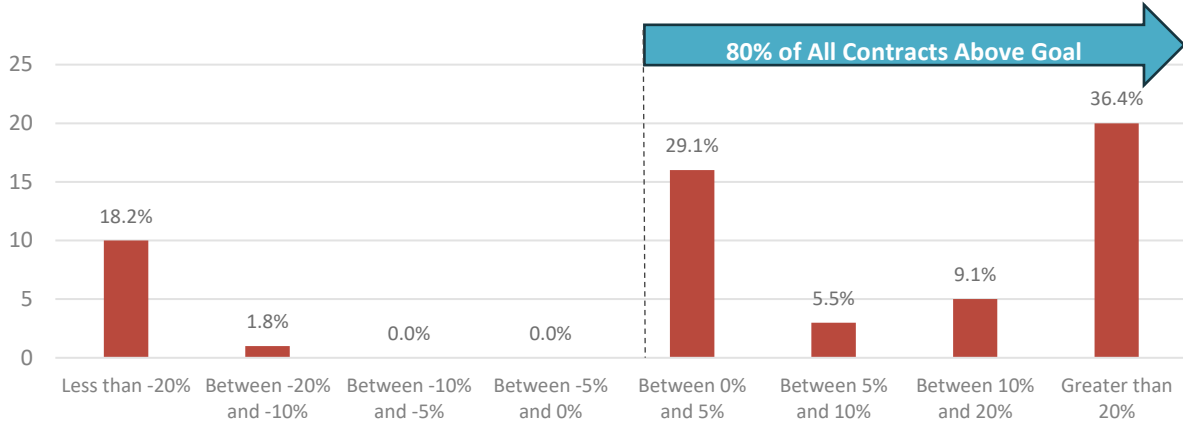
Figure 2.1 Dollar Value of All EOP Contracts, by Difference Ranges



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 55 EOP Projects for FY21, 80 percent (44 EOP Contracts) met or exceeded contract goals (see Figure 2.2).

Figure 2.2 Number of All EOP Contracts, by Difference Ranges

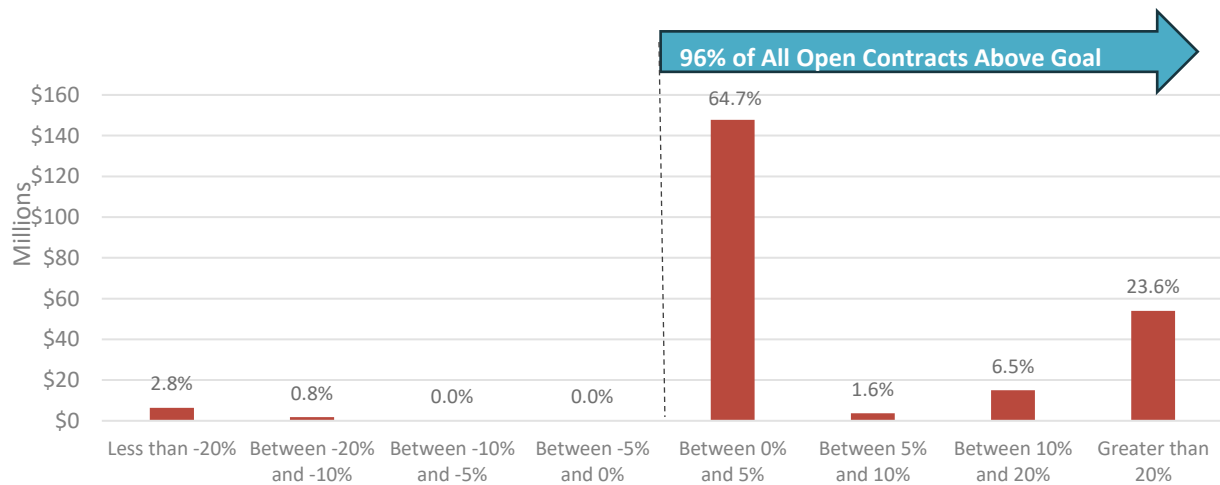


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

2.3. Active EOPs

By contract dollar amount, 96 percent of active EOPs met or exceed contract goals (see Figure 2.3).

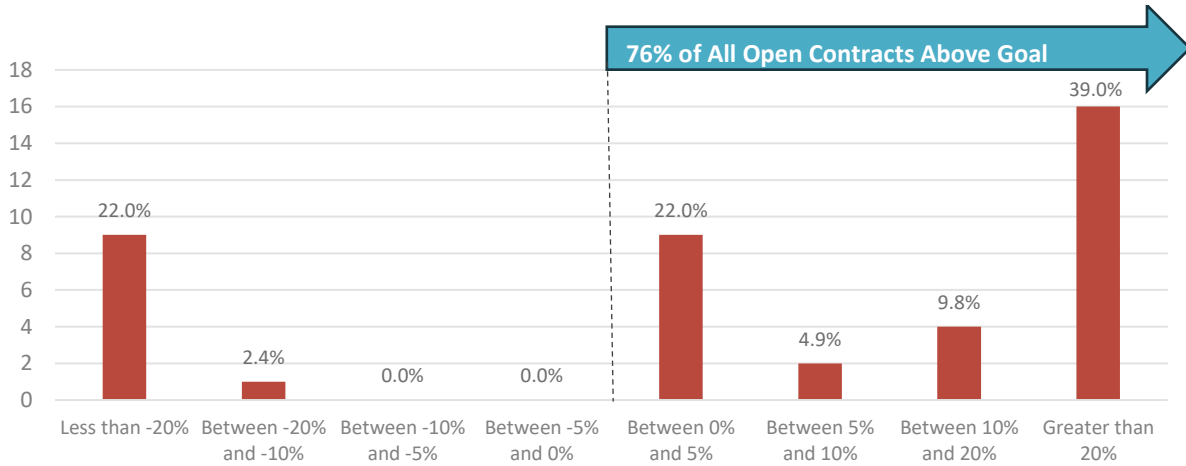
Figure 2.3 Dollar Value of Active EOP Contracts, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 41 active EOP projects, 31 EOPs (76 percent) met or exceeded goals (see Figure 2.4).

Figure 2.4 Number of Active EOP Contracts, by Difference Ranges

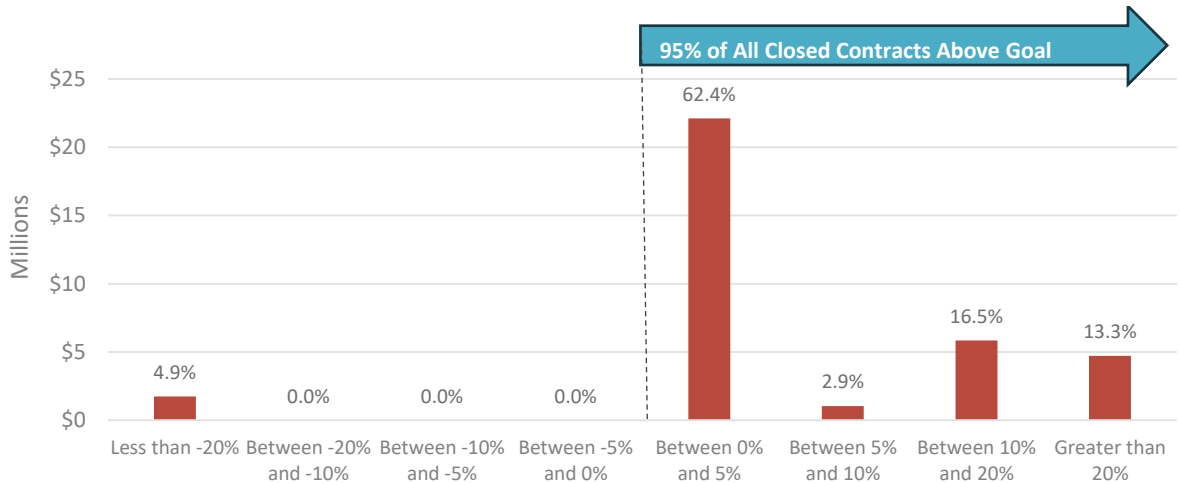


Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

2.4. Closed EOPs

By contract dollar amount, 95 percent of closed EOPs met or exceeded the contract goal (see Figure 2.5).

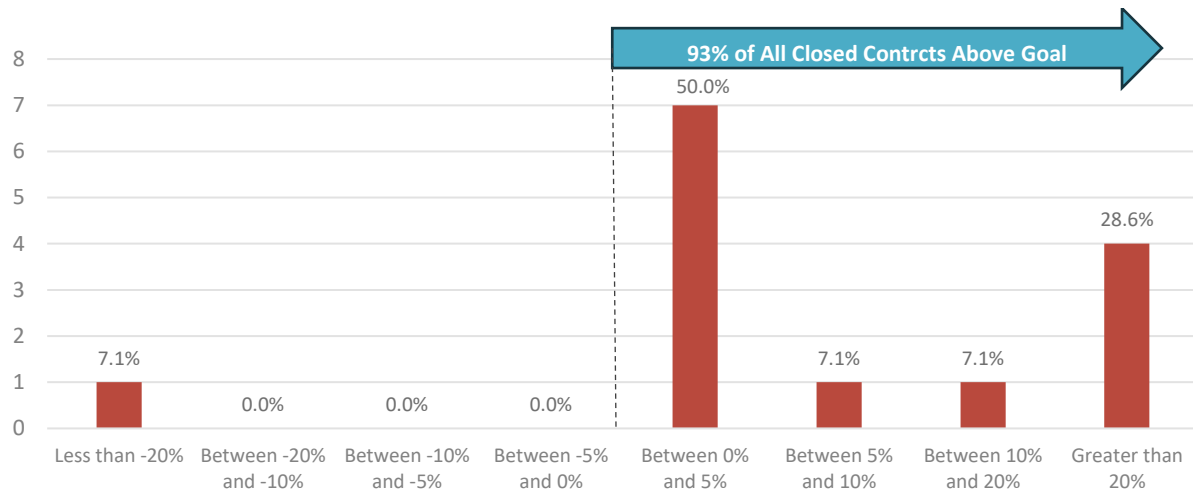
Figure 2.5 Dollar Value of Closed EOP Contracts, by Difference Ranges



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 14 closed EOP projects, 13 EOPs (93 percent) met or exceeded goals (see Figure 2.6).

Figure 2.6 Number of Closed EOP Contracts, by Difference Ranges

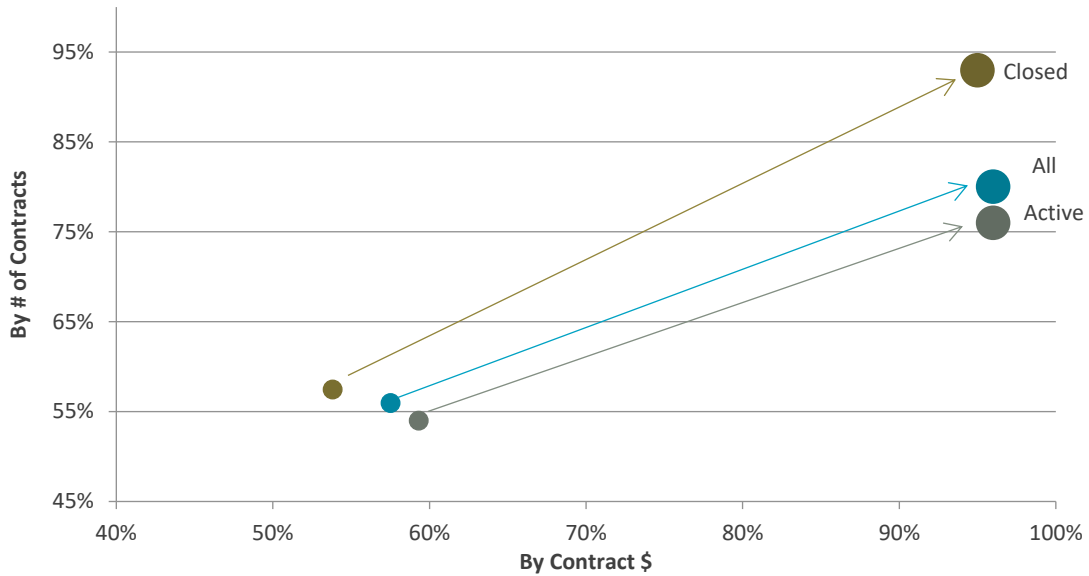


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

2.5. Summary

By reporting EOP goal achievement for Active versus Closed projects, a few observations can be derived (see Figure 2.7). First, much higher proportions of the contract dollar amounts represented by EOPs were in EOPs that met their participation goals: 90 percent or more for all EOPs as well as for Active EOPs and Closed EOPs, as opposed to 50 to 60 percent in FY16. Second, by contract dollar amount there is now no material difference in goal achievement between Active and Closed projects, whereas in FY16 the proportion of Active EOPs that were within 10 percent of their participation goal was much lower than that for Closed EOPs. Third, by contracts a material difference in goal achievement remains between Active and Closed projects, as was the case in FY16.

Figure 2.7 Summary of EOP Goal Achievement by Status, FY16 (Smaller Dots) versus FY21 (Larger Dots)



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2016, 2017, 2021), Econsult Solutions (2022)

Figure 2.8 Summary of EOP Goal Achievement by Status, FY21

Status (#Projects)	Met Goal (\$)	Met Goal (#)
All Reported (55)	96%	80%
Active (41)	96%	76%
Closed (14)	95%	93%

Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

Figure 2.9 Summary of EOP Goal Achievement by Status, FY16

Status (#Projects)	Met Goal (\$)	Met Goal (#)
All Reported (645)	58%	56%
Active (276)	59%	54%
Closed (369)	54%	58%

Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2016, 2017), Econsult Solutions (2022)

3. By Size

3.1. Overview

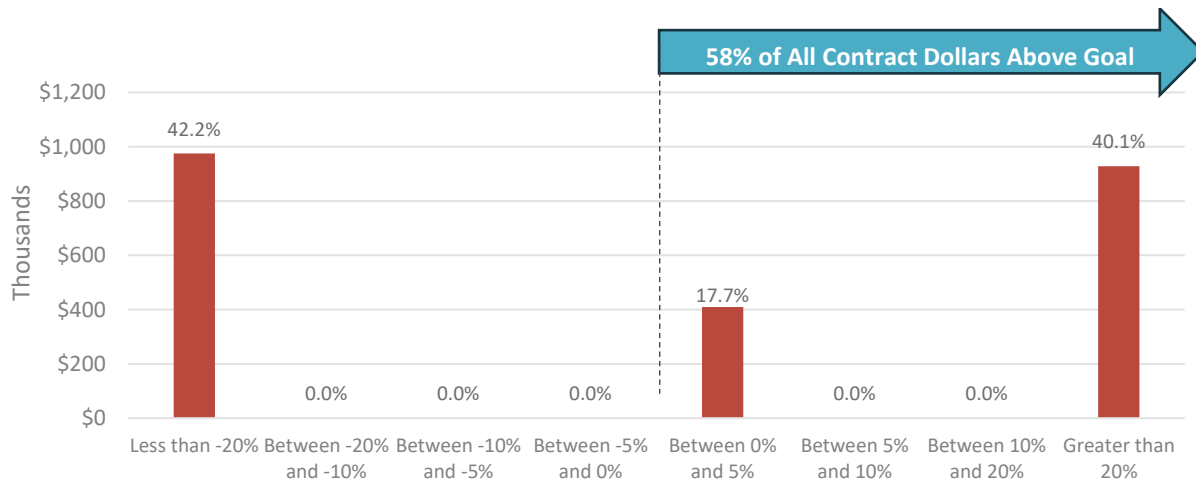
This section sorts Differences by the size of the EOP, to isolate if any material differences in performance exist for smaller or larger EOPs. To examine EOP performance by bid amount, EOPs were sorted into three sizes:

1. Contracts under \$500,000 (12 EOPs)
2. Contracts between \$500,000 and \$5 million (35 EOPs)
3. Contracts over \$5 million (8 EOPs)

3.2. EOPs under \$500,000

By contract dollar amount, 58 percent of projects under \$500,000 met or exceeded the EOP goal (see Figure 3.1).

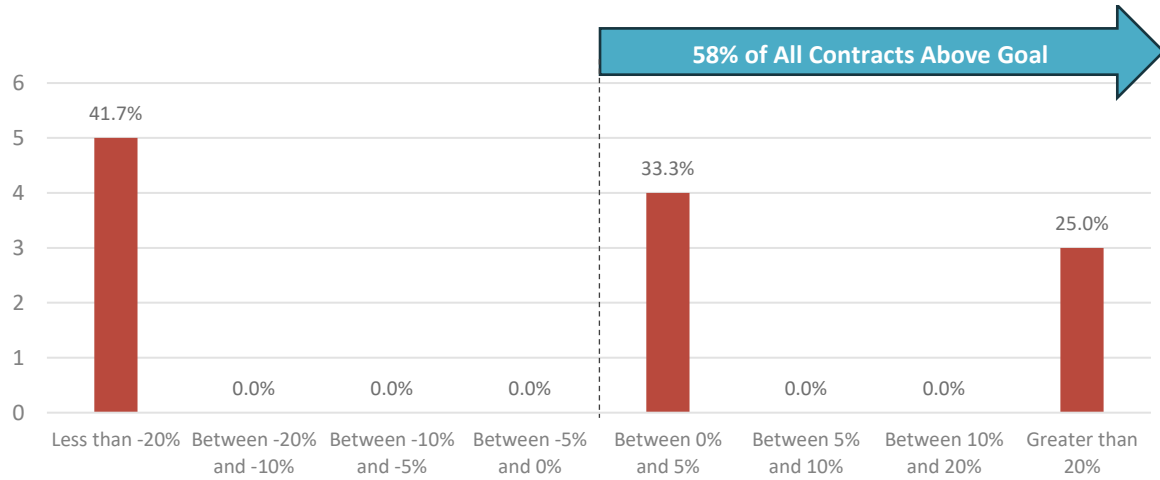
Figure 3.1 Dollar Value of EOP Contracts less than \$500,000, by Difference Ranges



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 12 EOP projects under \$500,000, 58 Percent (7 EOPs) met or exceeded goals (see Figure 3.2).

Figure 3.2 Number of EOP Contracts less than \$500,000, by Difference Ranges

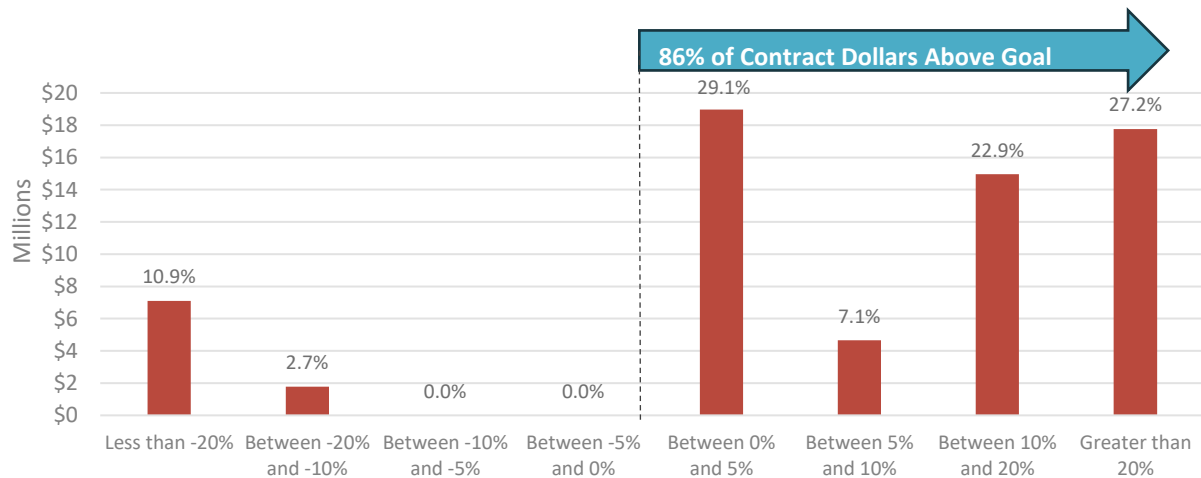


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

3.3. EOPs between \$500,000 and \$5 million

By contract dollar amount, eighty-six percent of EOP projects between \$500,000 and \$5 million met or exceeded goals (see Figure 3.3).

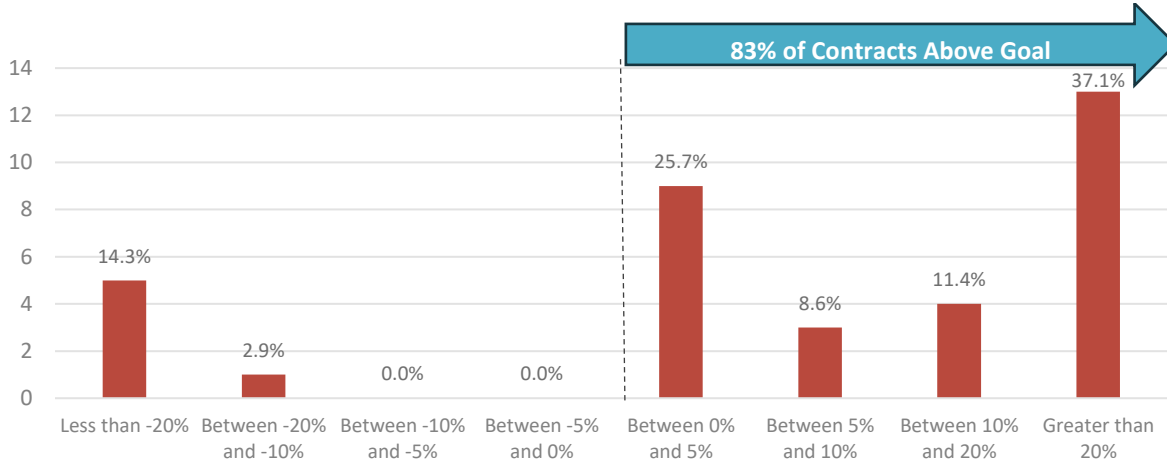
Figure 3.3 Number of EOP Contracts between \$500,000 and \$5 million, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 35 EOP contracts between \$500,000 and \$5 million, 83 percent (29 EOPs) met or exceeded goals (see Figure 3.4).

Figure 3.4 Number of EOP Contracts between \$500,000 and \$5 million, by Difference Ranges

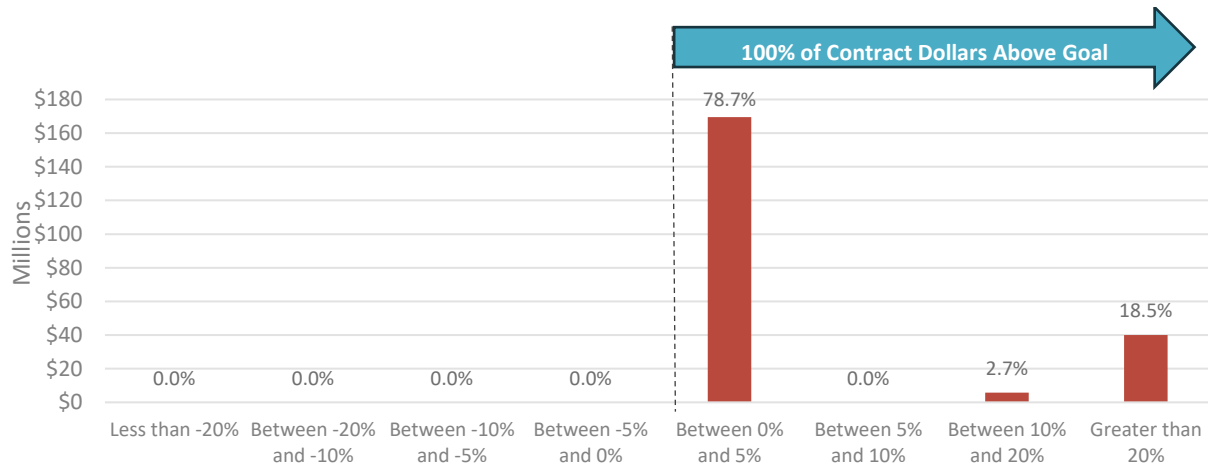


Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

3.4. EOPs over \$5 million

By contract dollar amount, 100 percent of EOP projects over \$5 million met or exceeded goals (see Figure 3.5).

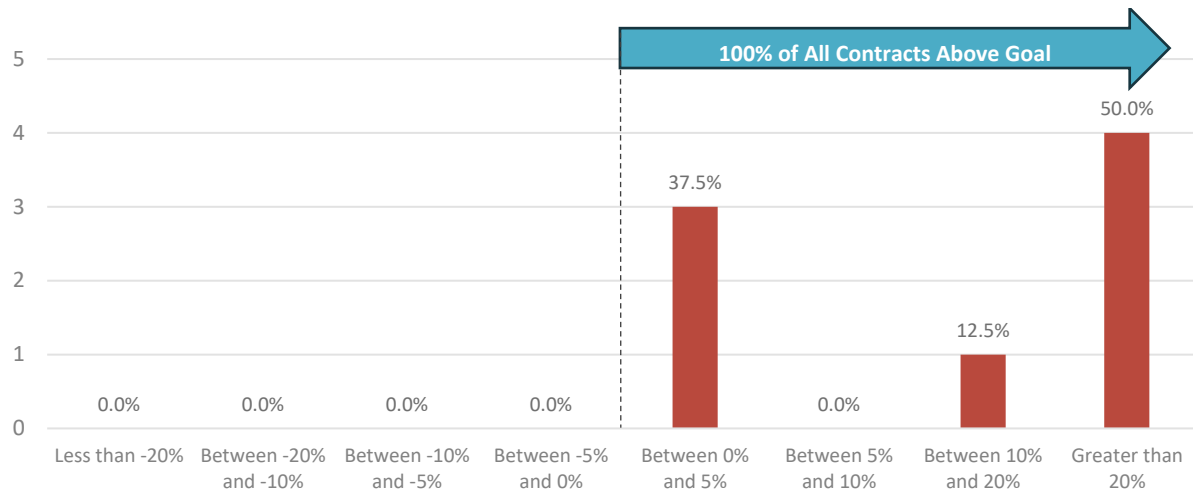
Figure 3.5 Dollar Value of Contracts over \$5 Million, by Difference Ranges



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 8 EOP projects over \$5 million, 100 Percent met or exceeded goals (see Figure 3.6).

Figure 3.6 Number of Contracts over \$5 Million, by Difference Ranges

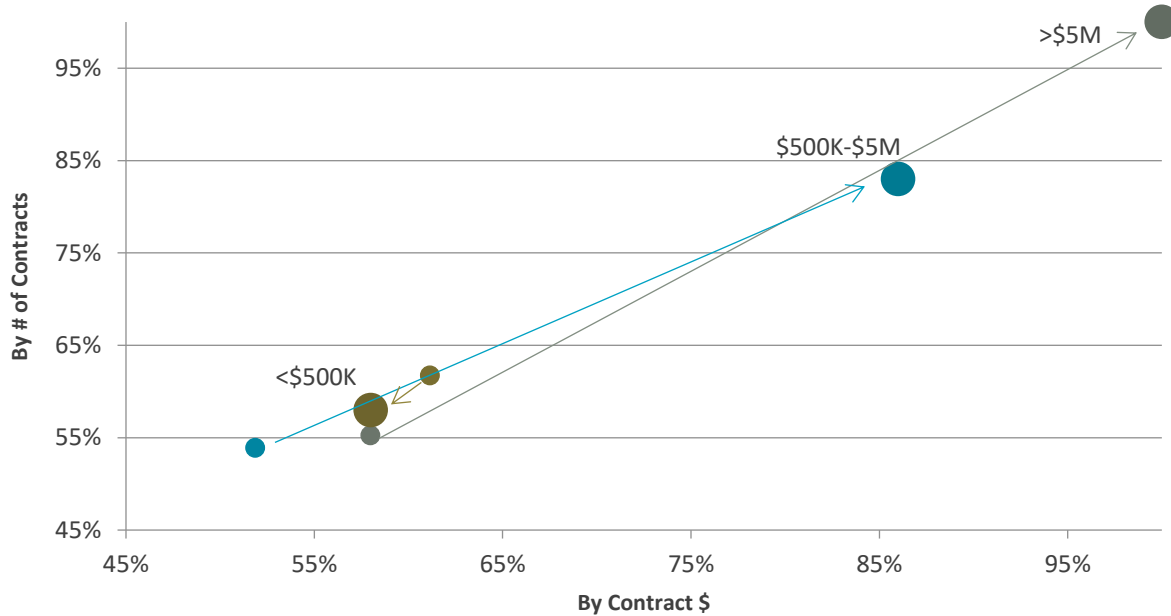


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

3.5. Summary

Isolating EOP goal achievement performance by contract size makes clear that EOP goal achievement was greatly improved from FY16 for very large EOPs and for medium-sized EOPs, but down for smaller EOPs. Smaller EOPs now have a lower goal achievement rate relative to larger ones, whereas in FY16 smaller EOPs had a higher goal achievement rate relative to larger one (see Figure 3.7).

Figure 3.7 Summary of EOP Goal Achievement by Size, FY16 (Smaller Dots) versus FY21 (Larger Dots)



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2016, 2017, 2021), Econsult Solutions (2022)

Figure 3.8 Summary of EOP Goal Achievement by Size, FY21

Size (#Projects)	Met Goal (\$)	Met Goal (#)
<\$500K (12)	58%	58%
\$500K-\$5M (35)	86%	83%
>\$5M (8)	100%	100%

Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

Figure 3.9 Summary of EOP Goal Achievement by Size, FY16

Size (#Projects)	Met Goal (\$)	Met Goal (#)
<\$500K (149)	61%	62%
\$500K-\$5M (382)	52%	54%
>\$5M (114)	58%	55%

Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2016, 2017, 2021), Econsult Solutions (2022)

4. By Commitment Level

4.1. Overview

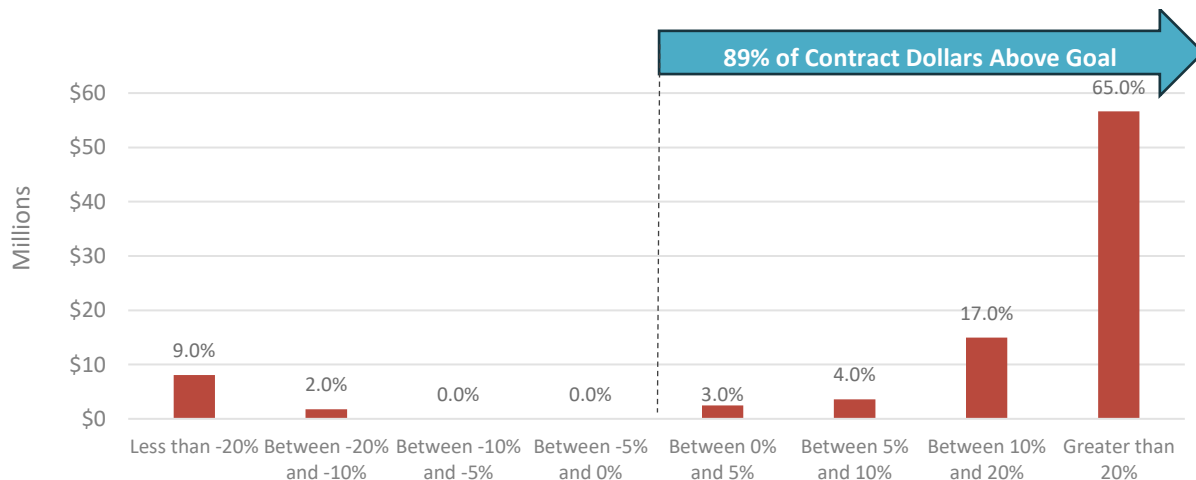
This section sorts Differences by the level of commitment for the EOP, to isolate if any material differences in performance exist for EOPs that had higher or lower commitment levels. To examine EOP performance by commitment level, EOPs were sorted into three sizes:

- Commitment of less than 20 percent (34 EOPs)
- Commitment between 20 and 25 percent (16 EOPs)
- Commitment over 25 percent (13 EOPs)

4.2. EOPs of Up to 20 Percent

By contract dollar amount, most projects with goal commitments of up to 20 percent (89 percent) met or exceeded the EOP goal (see Figure 4.1).

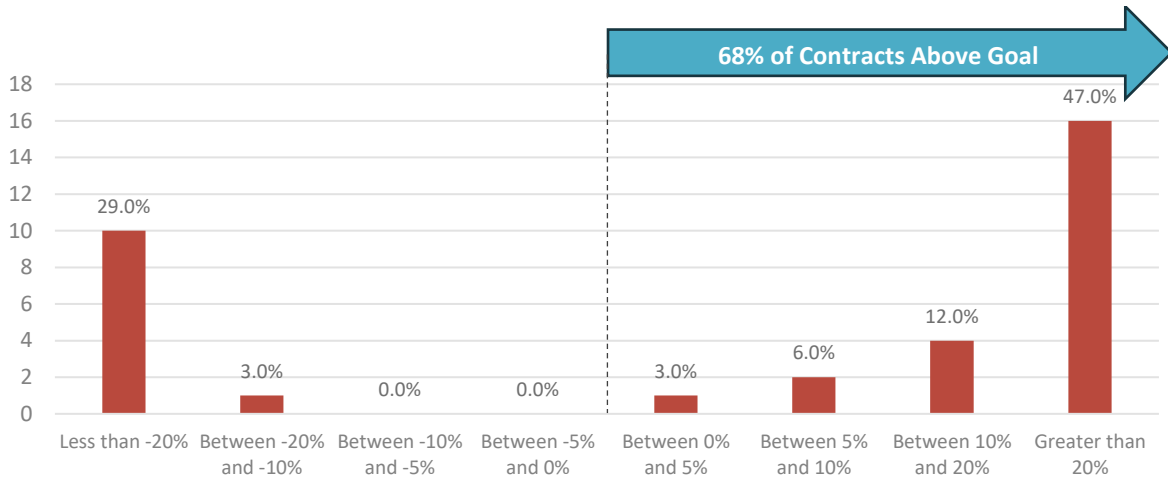
Figure 4.1 Dollar Value of Contracts with Commitments up to 20 Percent, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 34 EOP projects with commitments up to 20 percent, 68 percent (23 EOPs) met or exceeded goals (see Figure 4.2).

Figure 4.2 Number of Contracts with commitments up to 20 percent, by Difference Ranges

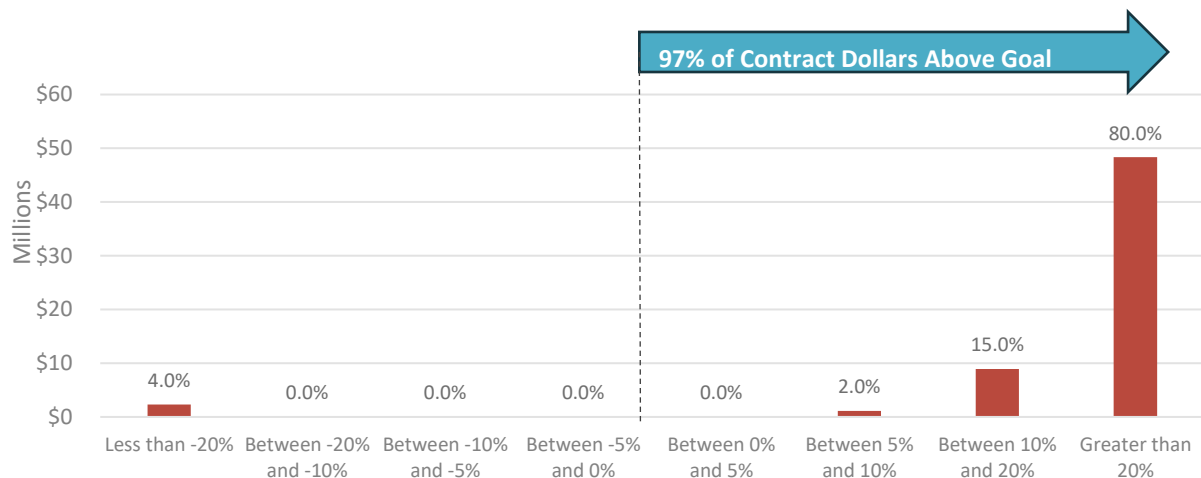


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

4.3. EOPs between 20 and 25 Percent

By contract dollar amount, most projects with goal commitments between 20 and 25 percent (97 percent) met or exceed the EOP goal (see Figure 4.3).

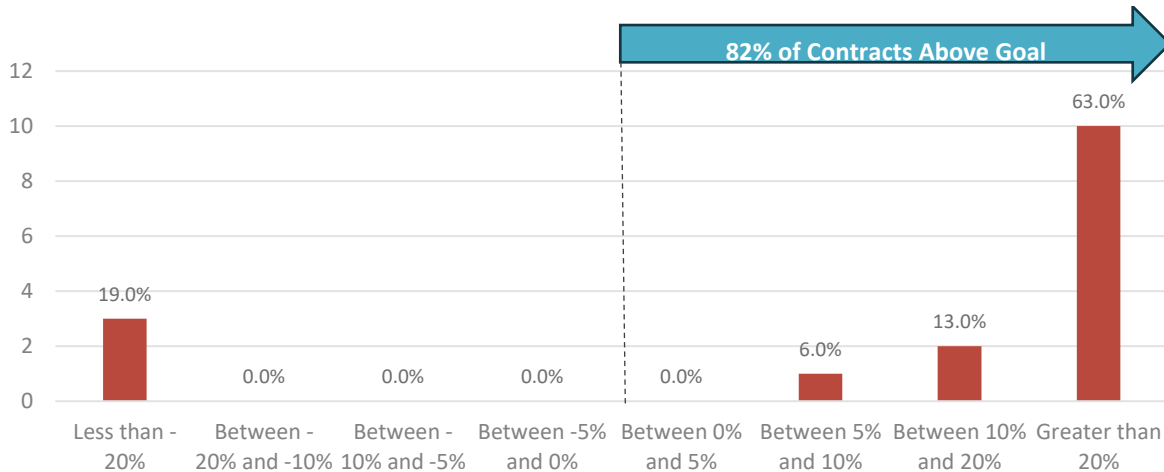
Figure 4.3 Dollar Value of Contracts with Commitments between 20 and 25 percent, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 16 EOP projects with commitments between 20 and 25 percent, 82 percent (13 EOPs) met or exceeded goals (see Figure 4.4).

Figure 4.4 Number of Contracts with commitments up to 20 percent, by Difference Ranges

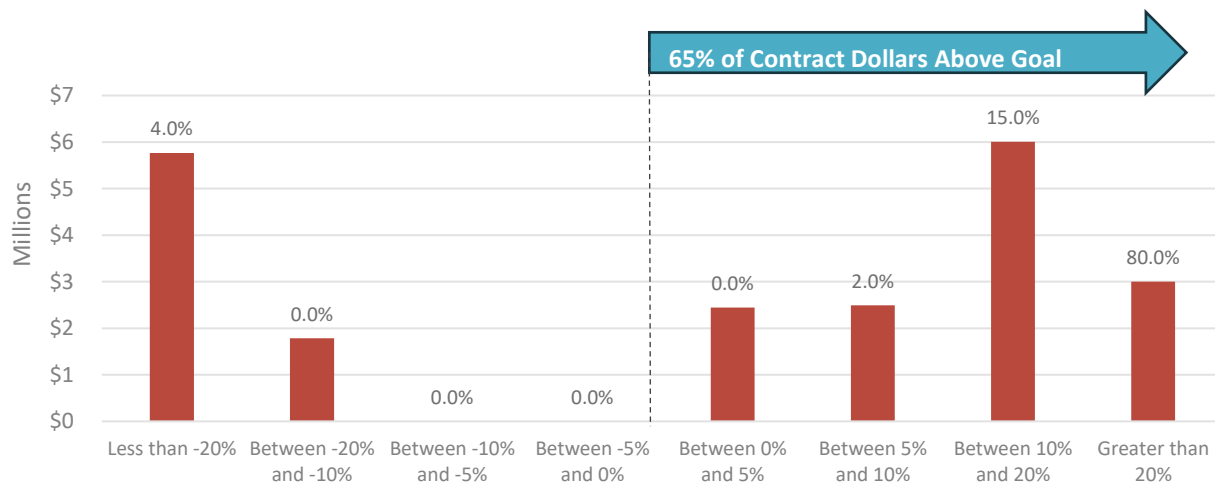


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

4.4. EOPs Over 25 Percent

By dollar amount, the majority of projects (65 percent) with goal commitments between 25 and 100 percent met or exceeded the EOP goal (see Figure 4.5).

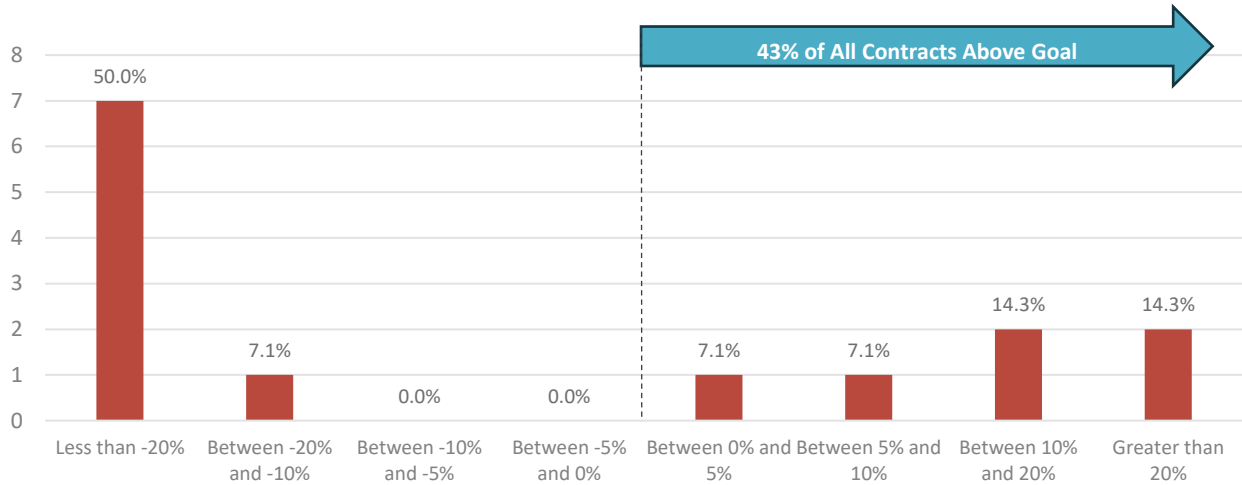
Figure 4.5 Dollar Value of Contracts with Commitments Between 25 and 100 Percent, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 14 EOP projects with commitments between 25 and 100 Percent, 43 percent (6 EOPs) met or exceeded goals (see Figure 4.6).

Figure 4.6 Number of MWDSBE Prime Contracts with Commitments Between 50 and 100 Percent, by Difference Ranges

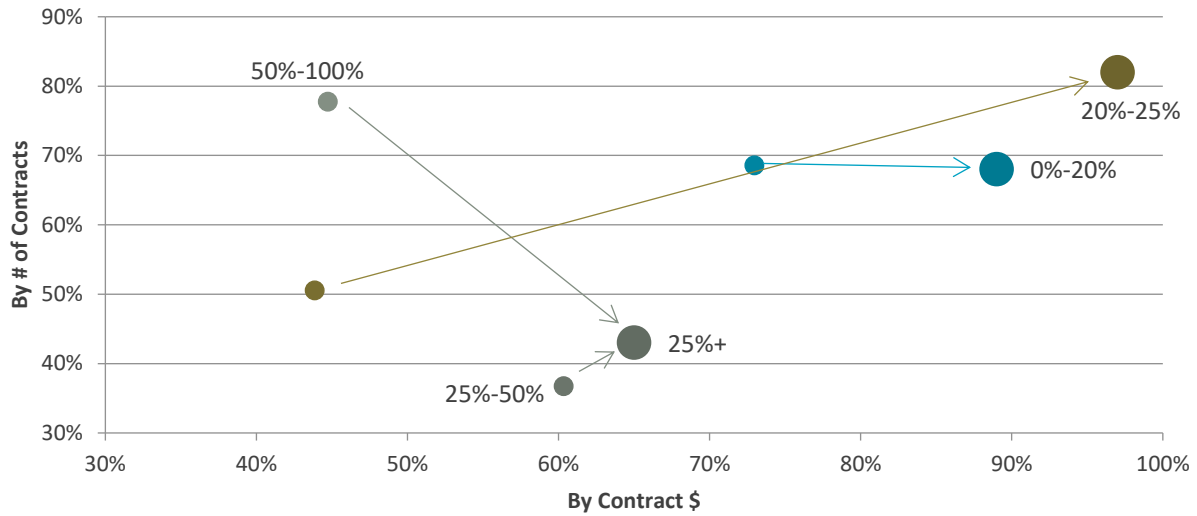


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

4.5. Summary

By EOP contract dollar amount, EOP goal achievement improved from FY16 to FY21 across all commitment levels. However, at higher commitment levels, the number of contracts that were within 10 percent of goal has declined since FY16 (see Figure 4.7).

Figure 4.7 Summary of EOP Goal Achievement by Commitment, FY16 (Smaller Dots) versus FY21 (Larger Dots)



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2016, 2017, 2021), Econsult Solutions (2022)

Figure 4.8 Summary of EOP Goal Achievement by Commitment, FY21

Commitment (#Projects)	Met Goal (\$)	Met Goal (#)
0%-20% (34)	89%	68%
20%-25% (16)	97%	82%
25%-100% (13)	65%	43%

Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Figure 4.9 Summary of EOP Goal Achievement by Commitment, FY16

Commitment (#Projects)	Met Goal (\$)	Met Goal (#)
0%-20% (258)	73%	69%
20%-25% (196)	44%	51%
25%-50% (155)	60%	37%
50%-100% (36)	45%	78%

Source: OEO Review of Philadelphia's Economic Opportunity Plan (2016, 2017), Econsult Solutions (2022)

5. By City Department and Market Segment

5.1. Overview

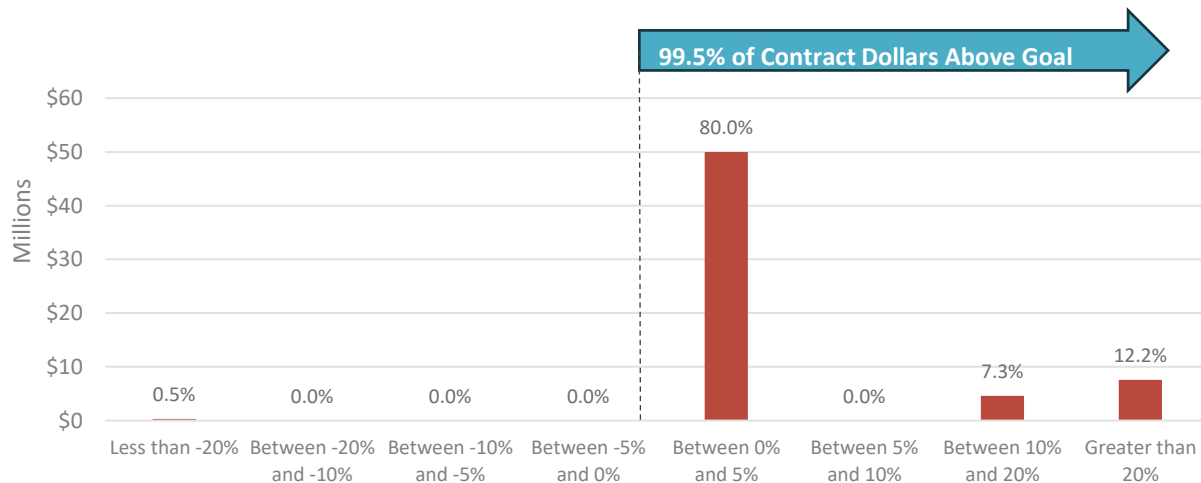
This section looks at Differences by City department, for the three City departments that had Public Works EOPs:

- Aviation (12 EOPs)
- Streets (8 EOPs)
- Water (22 EOPs)

5.2. Aviation EOPs

By contract dollar amount, nearly all Division of Aviation projects (99.5 percent) met or exceeded the EOP goal (see Figure 5.1).

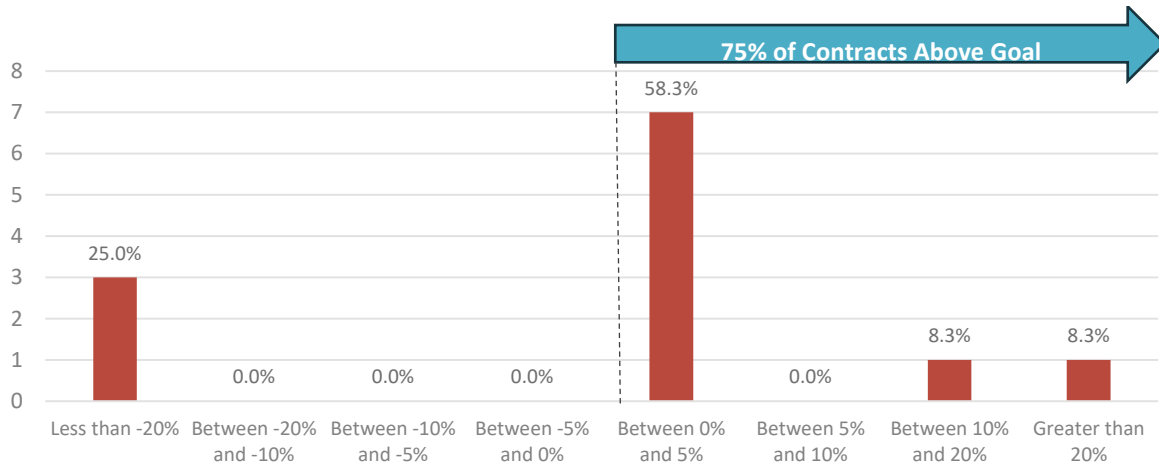
Figure 5.1 Dollar Value of Aviation Public Works Contracts, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 12 EOP projects under the Division of Aviation, 75 percent (8 EOPs) met or exceeded goals. (see Figure 5.2).

Figure 5.2 Number of Aviation Public Works Contracts, by Difference Ranges

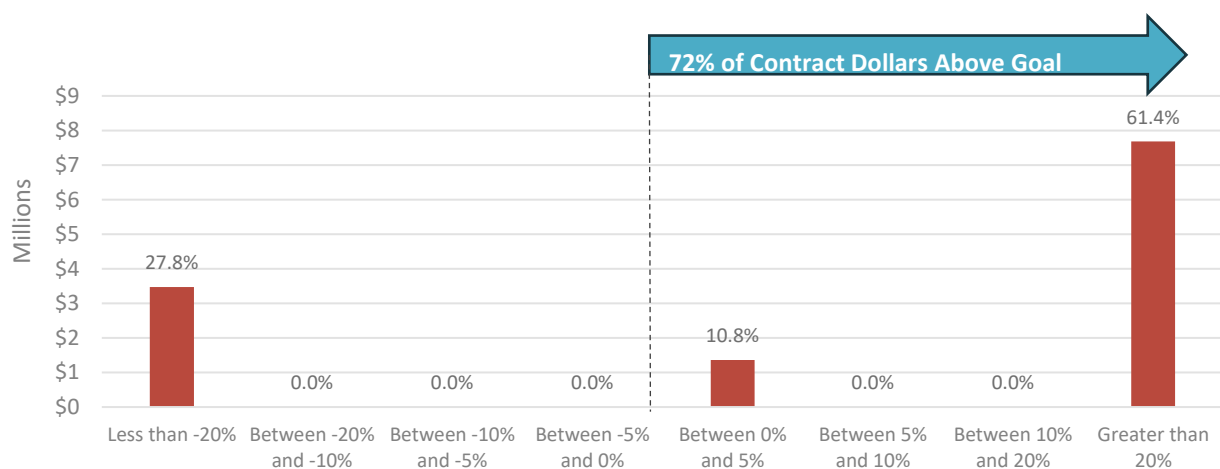


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

5.3. Streets Department EOPs

By contract dollar amount, a high percentage of Department of Streets projects (72 percent) met or exceeded the EOP goal (see Figure 5.3).

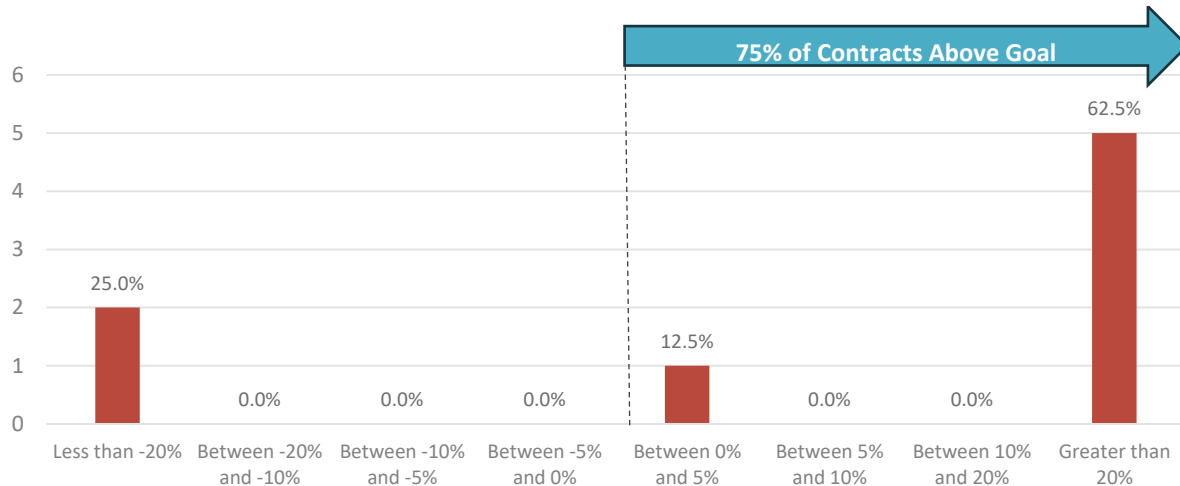
Figure 5.3 Dollar Value of Streets Contracts, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 8 EOP projects under the Department of Streets, 75 percent (6 EOPs) met or exceeded goals (see Figure 5.4).

Figure 5.4 Number of Water Contracts, by Difference Ranges

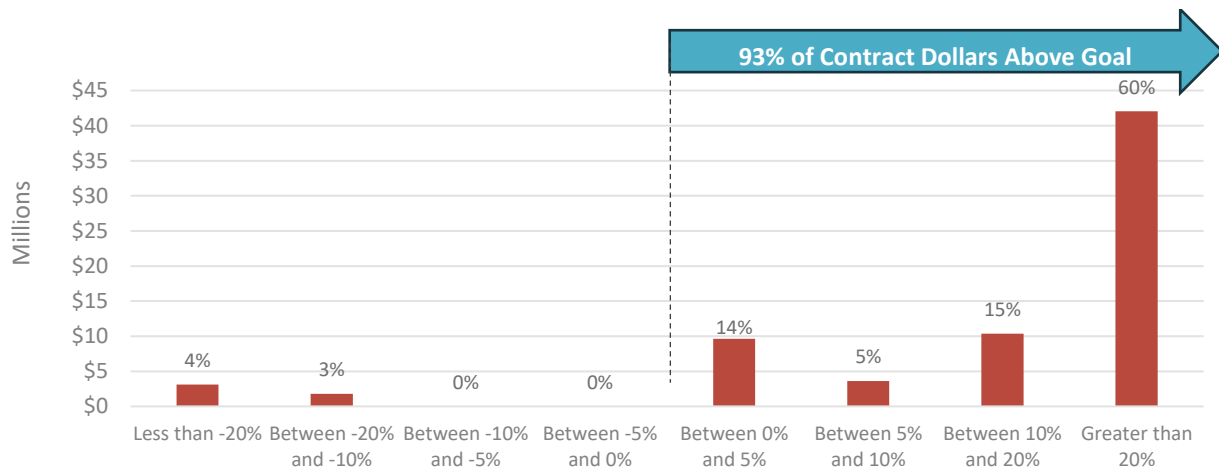


Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

5.4. Water Department EOPs

By contract dollar amount, a high percentage of the Water Department projects (93 percent) met or exceeded the EOP goal (see Figure 5.5).

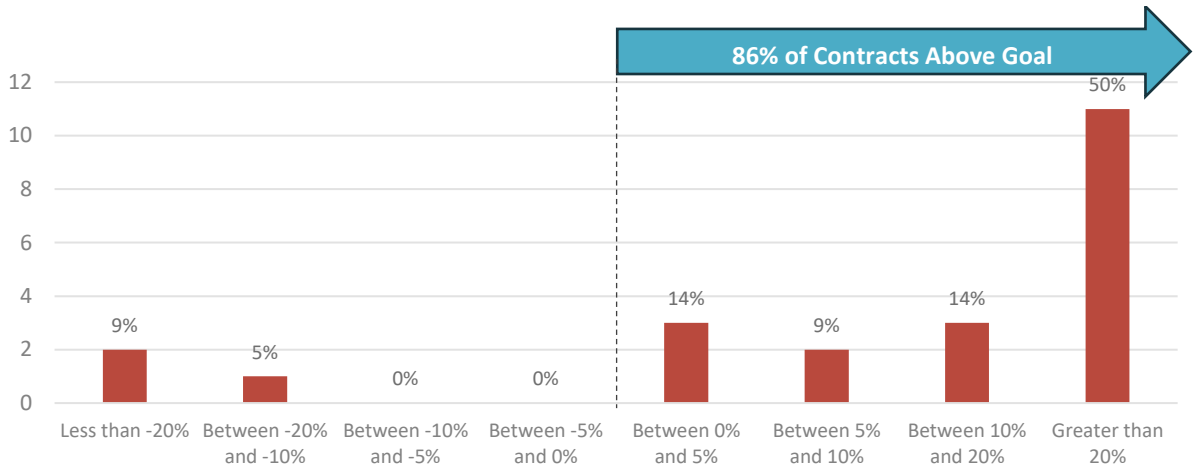
Figure 5.5 Dollar Value of Water Department Contracts, by Difference Ranges



Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Out of 22 EOP projects under the Water Department, 86 percent (19 EOPs) met or exceeded goals (see Figure 5.6).

Figure 5.6 Number of Streets Public Works Contracts, by Difference Ranges

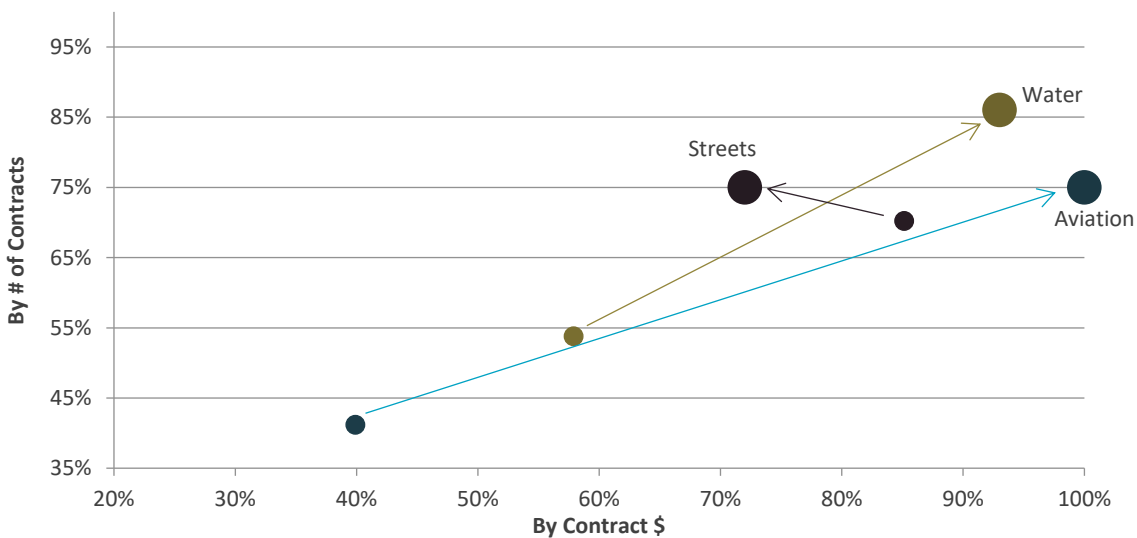


Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2021), Econsult Solutions (2022)

5.5. Summary

Across departments, EOP goal achievement is mostly up from FY16, in some cases substantially. For example, virtually all contract dollars represented by Aviation EOP projects met or exceeded their goal in FY21, whereas in FY16 only 40 percent had (see Figure 5.7).

Figure 5.7 Summary of EOP Goal Achievement by Department, FY16 (Smaller Dots) versus FY21 (Larger Dots)



Source: OEO Review of Philadelphia’s Economic Opportunity Plan (2016, 2017, 2021), Econsult Solutions (2022)

Figure 5.8 Summary of EOP Goal Achievement by Department, FY21

Dept (#Projects)	Met Goal (\$)	Met Goal (#)
Aviation (12)	100%	75%
Streets (8)	72%	75%
Water (22)	93%	86%

Source: OEO Review of Philadelphia's Economic Opportunity Plan (2021), Econsult Solutions (2022)

Figure 5.9 Summary of EOP Goal Achievement by Department, FY16

Dept (#Projects)	Met Goal (\$)	Met Goal (#)
Aviation (51)	40%	41%
Streets (47)	85%	70%
Water (225)	58%	54%

Source: OEO Review of Philadelphia's Economic Opportunity Plan (2016, 2017), Econsult Solutions (2022)

6. Itemization of EOPs

It is instructive to observe a sorting of the full list of all 55 FY21 EOPs for which sufficient data was available to be included in this analysis, by difference between original commitment and actual MWDSBE usage. This sorted list is below. Contractor names are provided to highlight businesses for which a pattern exists of meeting or exceeding original goal levels, or conversely of falling short of such goal levels. For example, JPC Group Inc. had five EOPs with commitment levels ranging from 25 to 27 percent, and its actual utilization rates so far range from 42 to 80 percent. Conversely, In a Flash Plumbing and Heating Inc. had two EOPs with commitment levels ranging from 25 to 27 percent but has to date had utilization of zero on both. However, it must be considered that some of these contractors are still in the middle of EOPs, and it may very well be that their use of MWDSBEs as a proportion of overall spend will materially change over the course of the EOP simply due to when in the EOP those MWDSBEs are needed. Therefore, these Differences may change materially by the time the EOP is closed.

Figure 6.1- EOP Contracts Ranked by Difference

Rank	Contractor	Dept	Contract Type	Status	Proposed Goal - Total	Commitment	Prime Amount	Sub Amount	Actual Usage	% Difference
1	JAMES J ANDERSON CONSTRUCTION CO INC	Streets	Public Works	Open	10.00%	711,800	\$187,089	\$170,487	91%	81.13%
2	A P CONSTRUCTION INCORPORATION	Water	Public Works	Open	25.00%	830,385	\$163,538	\$171,360	105%	79.78%
3	N/A	Water	Public Works	Open	21.00%	14,699,765	\$100,709	\$100,709	100%	79.00%
4	N/A	Water	Public Works	Open	25.00%	11,004,290	\$2,180,735	\$2,180,735	100%	75.00%
4	N/A	Streets	Personal and Professional Service	Open	25.00%	1,951,826	\$220,275	\$220,275	100%	75.00%

City of Philadelphia Economic Opportunity Plan Analysis: Fiscal Year 2021
December 7, 2022

Rank	Contractor	Dept	Contract Type	Status	Proposed Goal - Total	Commitment	Prime Amount	Sub Amount	Actual Usage	% Difference
6	C & H INDUSTRIAL SERVICES INC	Water	Public Works	Open	25.00%	6,628,230	\$82,252	\$81,785	99%	74.43%
7	JAMES J ANDERSON CONSTRUCTION CO INC	Streets	Public Works	Open	20.00%	2,129,809	\$356,328	\$330,025	93%	72.62%
8	Electrical Construction for New Storage Facility at PWD	Water	Public Works	Open	20.00%	265,475	\$60,316	\$48,942	81%	61.14%
9	J P C GROUP INC	Water	Public Works	Open	25.00%	834,490	\$116,132	\$92,355	80%	54.53%
10	J P C GROUP INC	Water	Public Works	Open	25.00%	2,069,670	\$442,535	\$335,887	76%	50.90%
11	PHILIPS BROTHERS ELECTRICAL CONTRACTORS	Water	Public Works	Closed	25.00%	1,404,900	\$579,153	\$430,867	74%	49.40%
12	FIVE STAR INC	Water	Public Works	Closed	27.00%	2,364,600	\$870,961	\$633,784	73%	45.77%
13	J P C GROUP INC	Water	Public Works	Open	27.00%	634,700	\$169,844	\$121,614	72%	44.60%
14	R.C. LEGNINI COMPANY, INC.	Recreation	Public Works	Open	0.00%	341,732	\$203,240	\$79,325	39%	39.03%
15	EAGLE INDUSTRIAL ELECTRIC INC	Prisons	Public Works	Closed	0.00%	628,255	\$224,207	\$67,855	30%	30.26%
16	CARR & DUFF INCORPORATED	Streets	Public Works	Open	20.00%	2,117,385	\$1,002,990	\$466,821	47%	26.54%
17	ARMOUR & SONS ELECTRIC INC	Airport/ Commerce	Public Works	Open	25.00%	7,594,810	\$3,806,659	\$1,871,306	49%	24.16%
18	MULHERN ELECTRIC COMPANY	Recreation	Public Works	Closed	0.00%	320,955	\$209,815	\$50,187	24%	23.92%

City of Philadelphia Economic Opportunity Plan Analysis: Fiscal Year 2021
December 7, 2022

Rank	Contractor	Dept	Contract Type	Status	Proposed Goal - Total	Commitment	Prime Amount	Sub Amount	Actual Usage	% Difference
19	N/A	Water	Public Works	Open	25.00%	1,312,999	\$1,334,192	\$619,829	46%	21.46%
20	CARR & DUFF INCORPORATED	Streets	Public Works	Open	20.00%	773,531	\$262,214	\$108,292	41%	21.30%
21	J P C GROUP INC	Water	Public Works	Open	25.00%	4,376,400	\$1,891,075	\$794,498	42%	17.01%
22	J P C GROUP INC	Water	Public Works	Open	27.00%	4,232,225	\$2,996,579	\$1,300,163	43%	16.39%
23	JAMES J ANDERSON CONSTRUCTION CO INC	Airport/Commerce	Public Works	Open	25.00%	4,573,613	\$4,342,096	\$1,666,546	38%	13.38%
24	PRAVCO INCORPORATED	Prisons	Public Works	Closed	0.00%	5,838,957	\$1,547,604	\$176,044	11%	11.38%
25	CONSTRUCTION of GREEN STORMWATER INFRASTRUCTURE in COMLY ST	Water	Public Works	Open	27.00%	1,772,650	\$1,223,788	\$462,288	38%	10.78%
26	N/A	Water	Public Works	Open	25.00%	1,123,365	\$1,156,517	\$385,737	33%	8.35%
27	PHILIP PIO CONSTRUCTION, INC.	Water	Public Works	Open	27.00%	2,494,665	\$2,400,327	\$846,384	35%	8.26%
28	MULHERN ELECTRIC COMPANY	Public Property	Public Works	Closed	0.00%	1,039,145	\$547,137	\$41,400	8%	7.57%
29	N/A	Airport/Commerce	Public Works	Open	15.00%	108,900	\$102,327	\$18,355	18%	2.94%
30	N/A	Water	Public Works	Open	27.00%	2,442,000	\$2,552,545	\$738,043	29%	1.91%

City of Philadelphia Economic Opportunity Plan Analysis: Fiscal Year 2021
December 7, 2022

Rank	Contractor	Dept	Contract Type	Status	Proposed Goal - Total	Commitment	Prime Amount	Sub Amount	Actual Usage	% Difference
31	N/A	Airport/Commerce	Public Works	Closed	18.00%	1,617,000	\$1,351,616	\$250,625	19%	0.54%
32	TONY DEPAUL AND SON	Water	Public Works	Closed	0.00%	4,675,588	\$2,519,025	\$0	0%	0.00%
32	N/A	Supportive Housing	Service Supply and Equipment	Closed	0.00%	1,500,222	\$723,131	\$0	0%	0.00%
32	N/A	Default Buyer	Personal and Professional Service	Open	0.00%	223,000,000	\$100,212,105	\$0	0%	0.00%
32	RAMOS AND ASSOCIATES INCORPORATED	Streets	Public Works	Closed	0.00%	1,357,210	\$825,151	\$0	0%	0.00%
32	N/A	Airport/Commerce	Public Works	Open	0.00%	64,656	\$63,417	\$0	0%	0.00%
32	N/A	Airport/Commerce	Public Works	Open	0.00%	124,845	\$98,613	\$0	0%	0.00%
32	JAMES J ANDERSON CONSTRUCTION CO INC	Airport/Commerce	Public Works	Open	0.00%	35,087,405	\$19,860,359	\$0	0%	0.00%
32	JAMES J ANDERSON CONSTRUCTION CO INC	Water	Public Works	Open	0.00%	2,508,967	\$2,323,337	\$0	0%	0.00%
32	JAMES J ANDERSON CONSTRUCTION CO INC	Recreation	Public Works	Open	0.00%	2,991,229	\$2,557,436	\$0	0%	0.00%
32	HAINES & KIBBLEHOUSE INC	Airport/Commerce	Public Works	Open	0.00%	1,000,000	\$22,380	\$0	0%	0.00%

City of Philadelphia Economic Opportunity Plan Analysis: Fiscal Year 2021
December 7, 2022

Rank	Contractor	Dept	Contract Type	Status	Proposed Goal - Total	Commitment	Prime Amount	Sub Amount	Actual Usage	% Difference
32	FIDELITY BURGLAR & FIRE ALARM CO INC	Prisons	Public Works	Closed	0.00%	873,966	\$347,364	\$0	0%	0.00%
32	DEVINE BROTHERS INC	Recreation	Public Works	Closed	0.00%	111,180	\$35,663	\$0	0%	0.00%
32	N/A	Airport/Commerce	Public Works	Closed	0.00%	11,965,089	\$1,224,076	\$0	0%	0.00%
45	N/A	Water	Public Works	Open	27.40%	1,785,000	\$1,182,225	\$186,255	16%	-11.65%
46	KASER MECHANICAL LLC	Airport/Commerce	Public Works	Open	40.00%	1,353,000	\$28,468	\$4,734	17%	-23.37%
47	PETRONGOLO CONTRACTORS INCORPORATED	Water	Public Works	Open	25.00%	1,437,525	\$524,307	\$0	0%	-25.00%
48	N/A	Recreation	Personal and Professional Service	Open	25.00%	500,000	\$47,801	\$0	0%	-25.00%
49	IN A FLASH PLUMBING AND HEATING INC	Citywide	Service Supply and Equipment	Open	25.00%	375,000	\$78,462	\$0	0%	-25.00%
50	IN A FLASH PLUMBING AND HEATING INC	Citywide	Service Supply and Equipment	Open	27.00%	300,000	\$333,770	\$0	0%	-27.00%
51	CARR & DUFF INCORPORATED	Streets	Public Works	Open	34.00%	1,737,108	\$402,931	\$6,452	2%	-32.40%
52	N/A	Streets	Public Works	Closed	34.00%	1,737,108	\$264,424	\$0	0%	-34.00%
53	SURETY MECHANICAL SERVICES	Airport/Commerce	Public Works	Open	40.00%	1,634,600	\$16,392	\$0	0%	-40.00%
54	GOLDSMITH ASSOCIATES INC	Airport/Commerce	Public Works	Open	40.00%	1,532,129	\$62,771	\$0	0%	-40.00%

City of Philadelphia Economic Opportunity Plan Analysis: Fiscal Year 2021
 December 7, 2022

Rank	Contractor	Dept	Contract Type	Status	Proposed Goal - Total	Commitment	Prime Amount	Sub Amount	Actual Usage	% Difference
55	N/A	Water	Public Works	Open	100.00%	1,687,900	\$1,386,155	\$281,946	20%	-79.66%

Source: City of Philadelphia (2021), Econsult Solutions (2022)

7. Appendix

7.1. About Econsult Solutions, Inc.

This report was produced by Econsult Solutions, Inc. (“ESI”). ESI is a Philadelphia-based economic consulting firm that provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, planning, as well as expert witness services for litigation support. Its principals are nationally recognized experts in urban development, real estate, government and public policy, planning, transportation, non-profit management, business strategy and administration, as well as litigation and commercial damages. Staff members have outstanding professional and academic credentials, including active positions at the university level, wide experience at the highest levels of the public policy process and extensive consulting experience.

7.2. About Milligan Consulting, LLC.

Milligan Consulting (Milligan) is a Limited Liability Corporation (LLC), which was initially established under Milligan & Company as a sole proprietorship in 1987 in Philadelphia County, Pennsylvania. Milligan & Company is a minority and veteran-owned firm which became a Pennsylvania LLC in 1999 as a regional full-service Consulting and Certified Public Accounting firm. The firm is currently in its 34th year of business. In 2021, the consulting practice was established as a separate entity from the accounting practice to become Milligan Consulting with fifteen existing employees and continues to be controlled by Principals, M. Denise Bailey, John Milligan, and Diane King. The firm is headquartered in Philadelphia, PA and serves clients nationally. Over the past thirty years, Milligan has developed highly-specialized niche practices in the areas of: Civil Rights Program Oversight (including DBE, Equal Employment Opportunity (EEO), Americans with Disabilities Act (ADA), and Title VI); Management, and Training; Transportation Oversight and Compliance; and Economic Development Consulting.

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