CITY OF PHILADELPHIA
ECONOMIC OPPORTUNITY PLAN ANALYSIS
FISCAL YEARS 2009 - 2014

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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 2014. An Economic Opportunity Plan (EOP) is required whenever a company is pursuing or enters into a development project or contract with the City exceeding $250,000, in accordance to Section 17-1603 (2) of the Philadelphia Code. In September 2013, the Office of Economic Opportunity (OEO) released *A Review of Philadelphia's Economic Opportunity Plans 2009-2013: Assessing Goal Achievement and Compliance*, the first study on the results of the City's EOP program since its enactment.

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

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

This analysis of EOP achievement is presented in four parts and each section provided an analysis of EOPs by contract amount and by the number of EOP contracts for each category presented:

- Section 2 discusses all 416 EOPs combined, and then provides a comparison of active and closed EOP projects

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

- Section 3 examines all EOPs divided by contract bid amount
- Section 4 looks at all EOPs by range of the committed project goal
- Section 5 examines all EOPs divided by department and market segment. In this report, market segments include quasi-public agencies and private/non-profit sector partnerships.
- Section 6 provides a summary of the results examined in Sections 2 through 5.
- The Appendix contains detailed data of the 416 EOPs included in this report sorted and ranked by the various measures discussed in Sections 2 through 5.

2 RESULTS: ALL EOP PROJECTS

Section 2 analyzes the data from all 416 active and closed Economic Opportunity Plan (EOP) projects between FY 2009 to FY 2014 that had associated data. This section is divided into an analysis of three categories:

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

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

By the end of this report period (FY 2014), there were active EOP projects that had not yet commenced and therefore had no associated data available for analysis. These active EOP projects were not included in this analysis.

EOP contracts were evaluated on a per-dollar value basis and on a per-contract basis, based on whether they fell short of or exceeded their commitment levels. For example, an EOP contract that had a commitment level of 25 percent and actual participation of 32 percent was said to have a variance of +7 percent.

It should be noted that in this report the EOP achievements on active projects have been scaled to the dollar amount paid on the contract at the end of FY 2014 so that the results would be properly weighted to more accurately reflect EOP achievement. In other words, if $100,000 out of a $400,000 contract had been paid out by the close of FY 2014, and the contract had a goal of 25 percent, then the contract was evaluated on whether its actual participation was $25,000 out of $100,000.

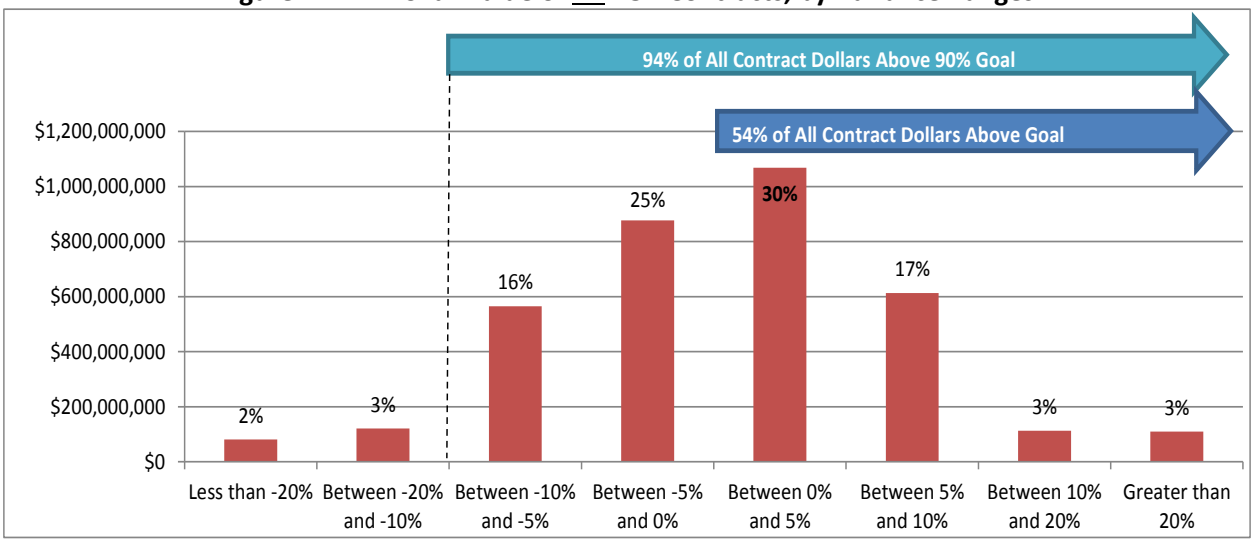
It should also be noted that each chart and observation should be seen as a snapshot of the current position as data presented is cumulative.

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

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

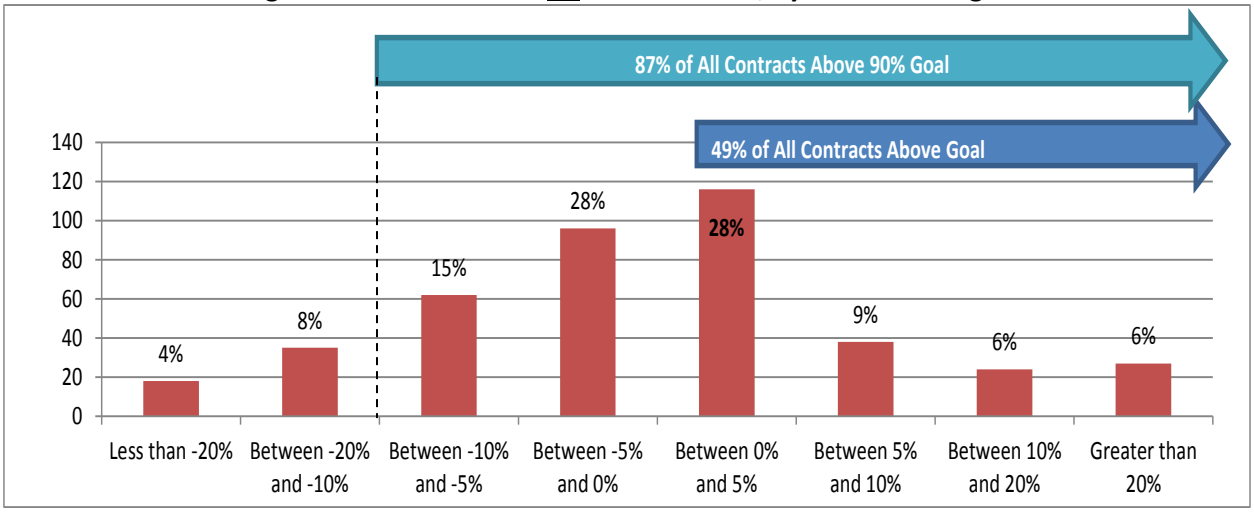
   Out of 416 EOP Projects between FY 2009 and FY 2014, 49 Percent (204 EOP Contracts) Met or Exceeded Contract Goals – Eighty-seven percent of all projects (362 contracts) have met at least 90 percent of the EOP goal (Figure 2.1B).

Figure 2.1A – Dollar Value of <u>All</u> EOP Contracts, by Variance Ranges



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

Figure 2.1B – Number of <u>All</u> EOP Contracts, by Variance Ranges

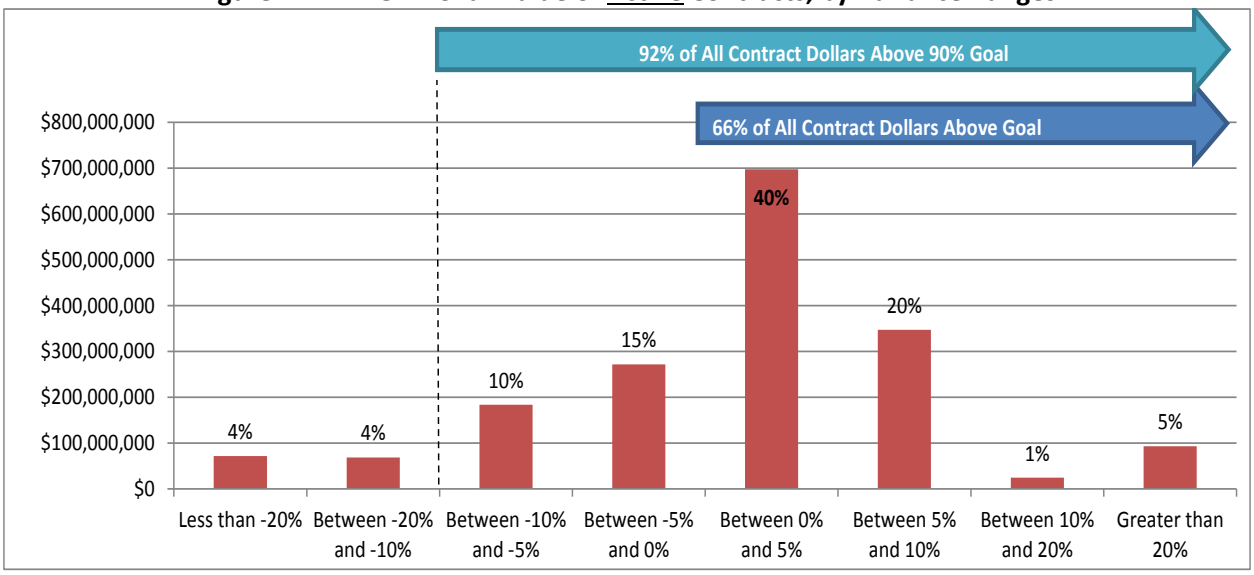


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

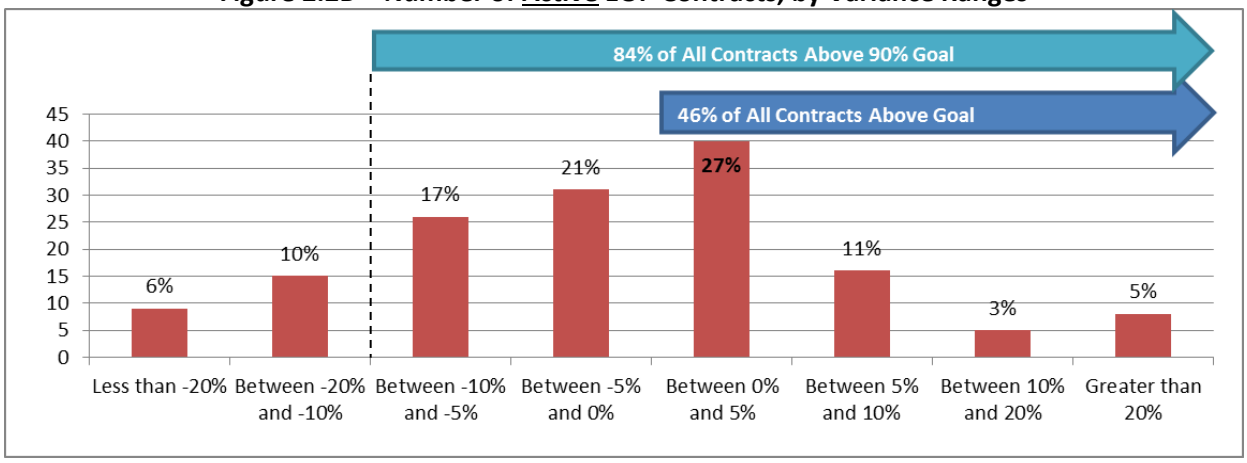
   Out of 150 Active EOP Projects, 69 EOPs Met or Exceeded Goals – 84 percent (126 contracts) have met at least 90 percent of the EOP goal (Figure 2.2B).

Figure 2.2A – EOP Dollar Value of Active Contracts, by Variance Ranges



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

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

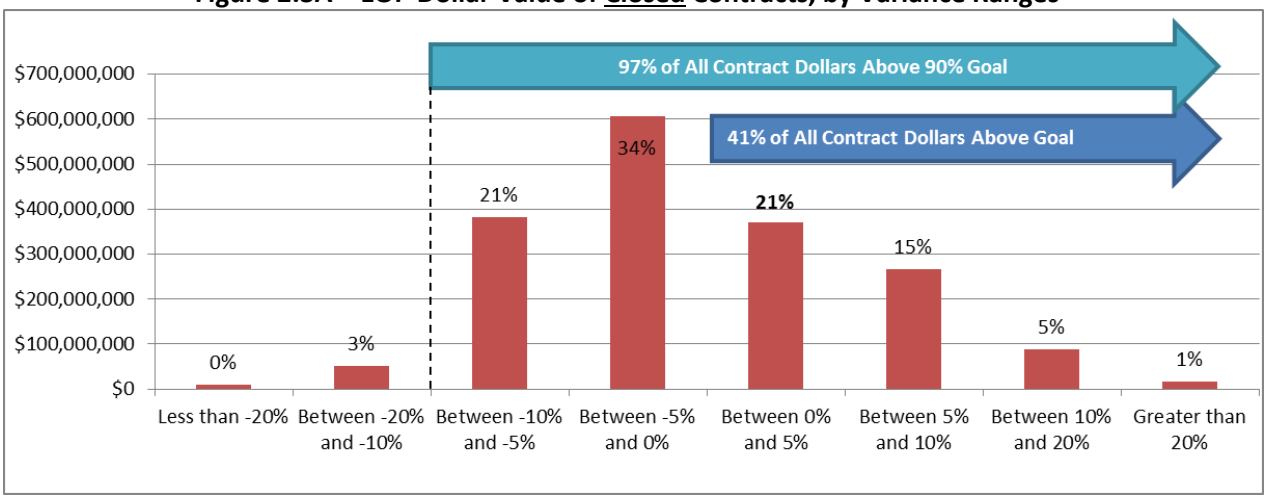


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

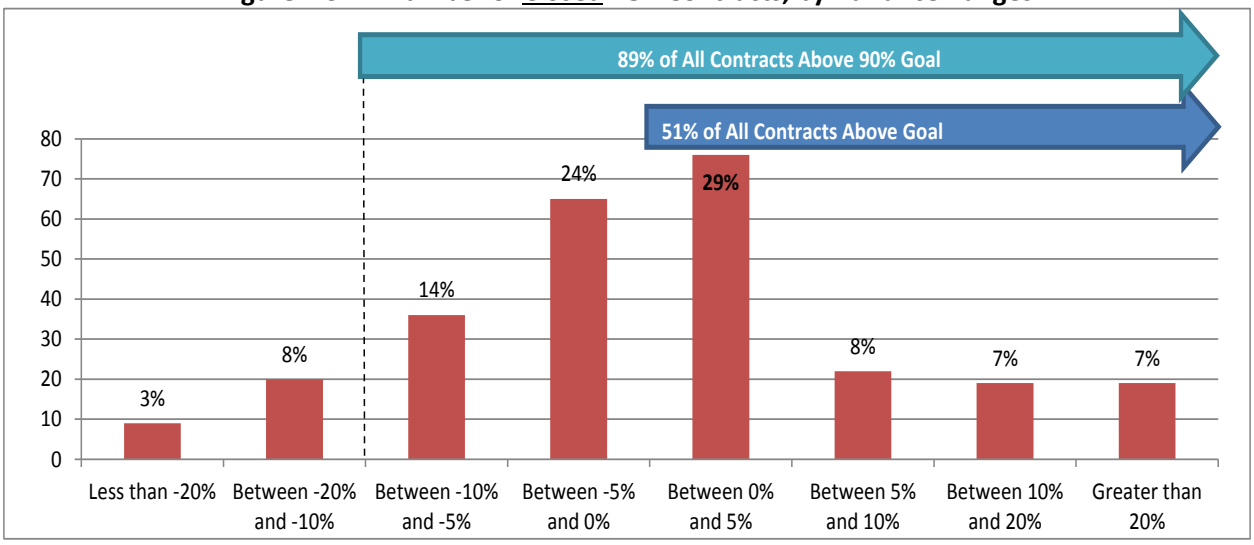
   Out of 266 Closed EOP Projects, 135 EOPs Met or Exceeded Goals – The majority of closed projects (237 contracts or 89 percent) met at least 90 percent of the EOP goal (Figure 2.3B).

Figure 2.3A – EOP Dollar Value of Closed Contracts, by Variance Ranges



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

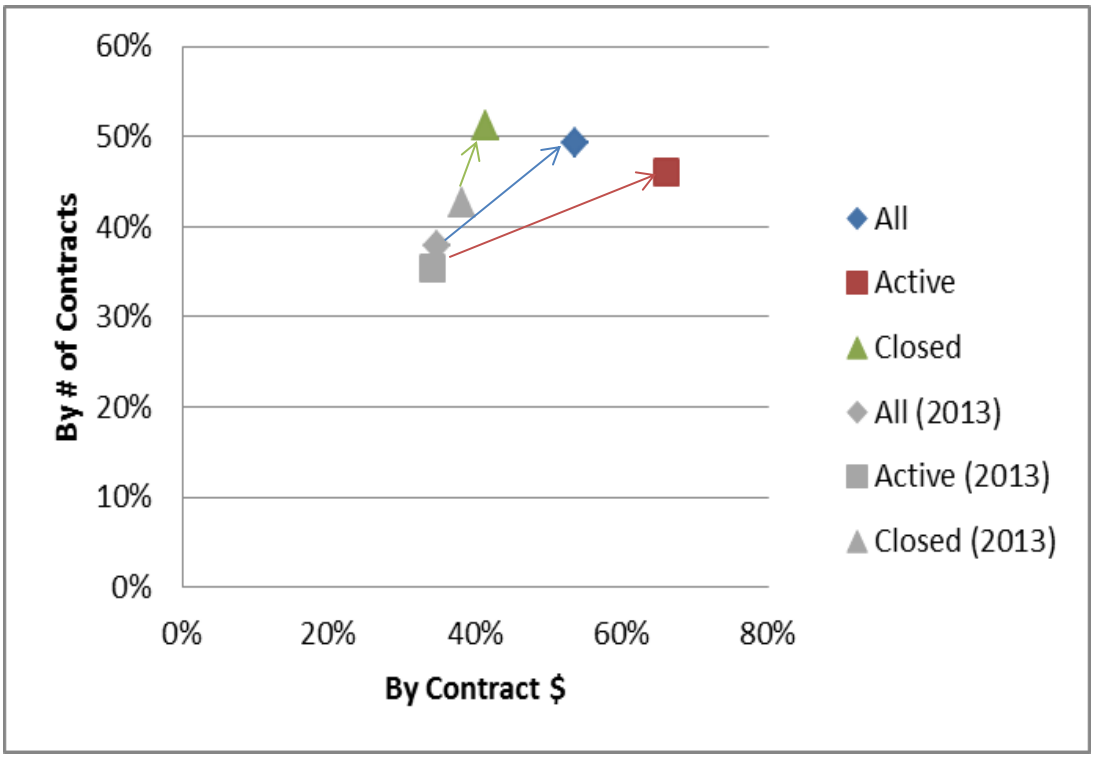
Figure 2.3B – Number of Closed EOP Contracts, by Variance Ranges



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

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

Figure 2.4 – Summary of EOP Goal Achievement by Status



Summary of EOP Goal Achievement by Status 2014

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

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

Summary of EOP Goal Achievement by Status 2013

Status (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
All Reported (343)	34.8%	86.5%	37.9%	77.0%
Active (226)	34.3%	86.0%	35.4%	72.1%
Closed (117)	38.2%	89.8%	42.7%	86.3%

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

3 RESULTS: EOP PROJECTS BY BID AMOUNT

Section 3 analyzes the data from all active and closed Economic Opportunity Plan (EOP) projects by the contract dollar value. For this analysis, EOPs were divided into three categories:

- Contracts under $500,000 (115 projects)
- Contracts between $500,000 and $5,000,000 (197)
- Contracts over $5,000,000 (104)

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

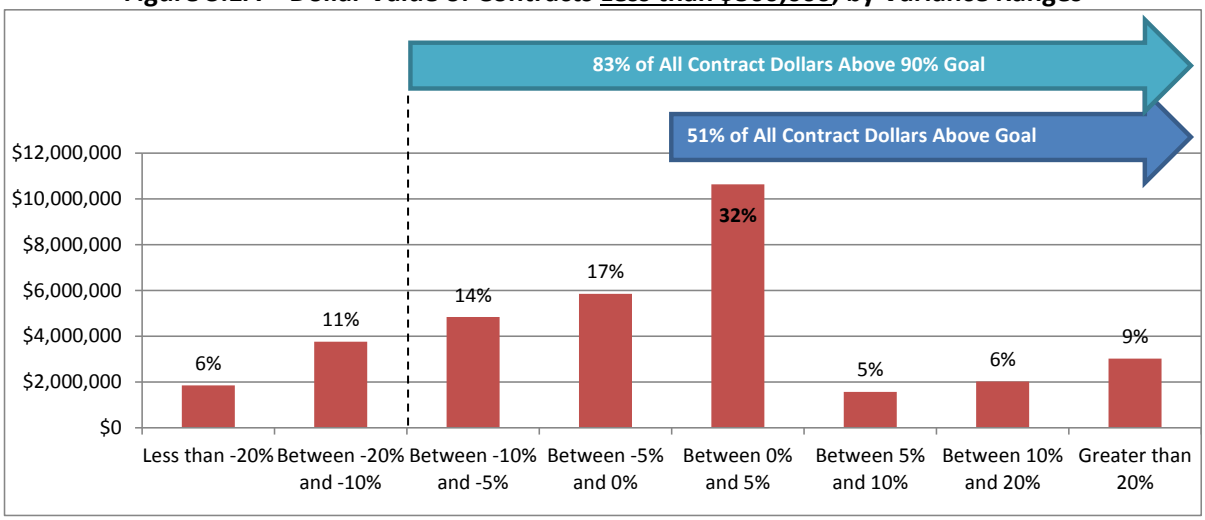
It should be noted that each chart and observation should be seen as a snapshot of the current position as data presented is cumulative.

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

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

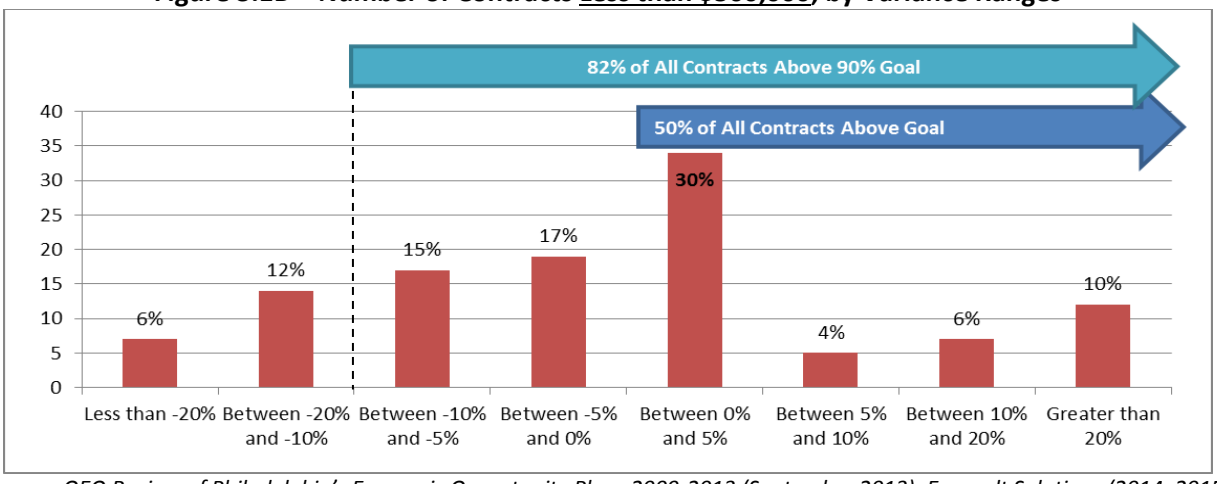
   Out of 115 EOP Projects Under $500,000, 50 Percent (58 EOPs) Met or Exceeded Goals – 82 percent of contracts under $500,000 (94 contracts) met at least 90 percent of the EOP goal (Figure 3.1B).

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



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

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

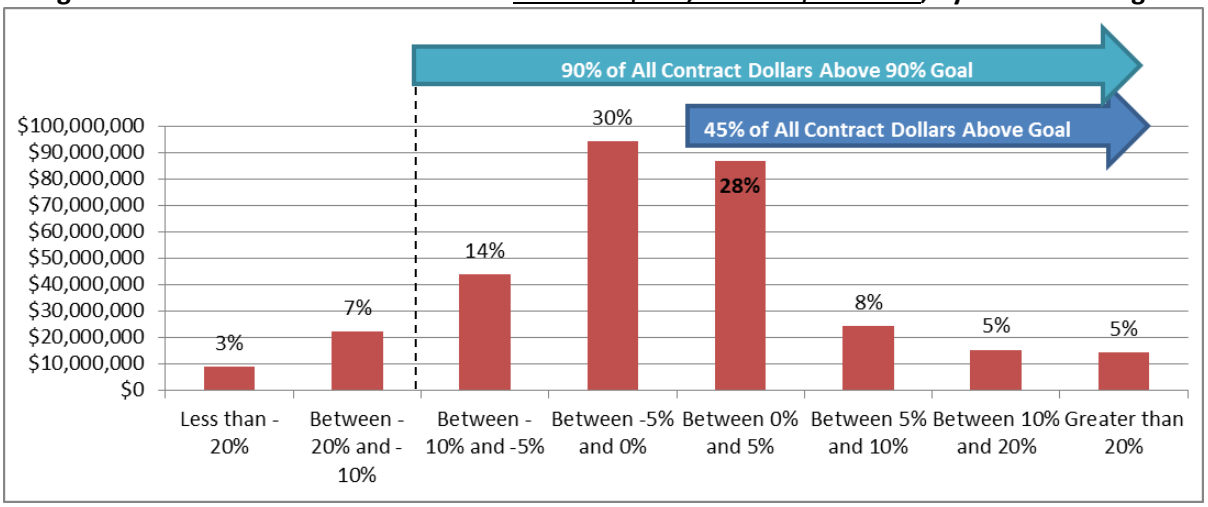


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

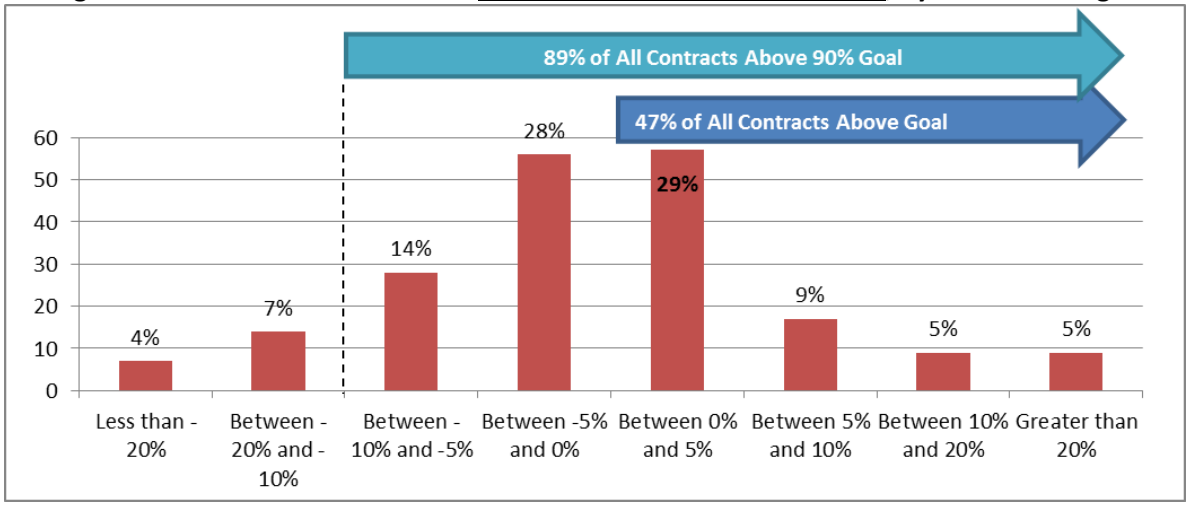
   Out of 197 EOP Contracts Between $500,000 and $5 Million, 47 Percent (92 EOPs) Met or Exceeded Goals – The majority of contracts between $500,000 and $5,000,000 (176 contracts or 89 percent) met at least 90 percent of the EOP goal (Figure 3.2B).

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



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

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

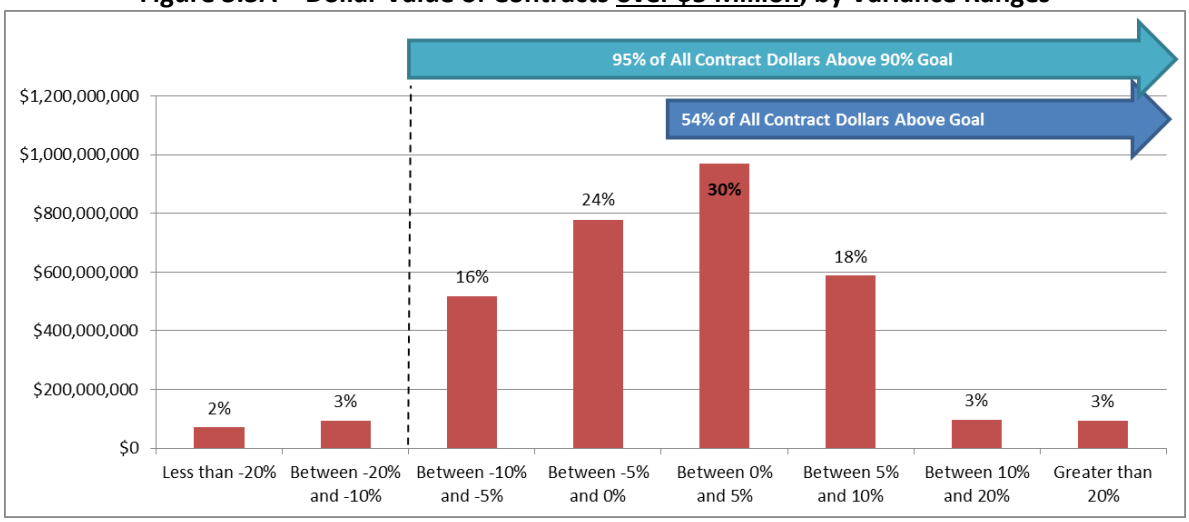


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

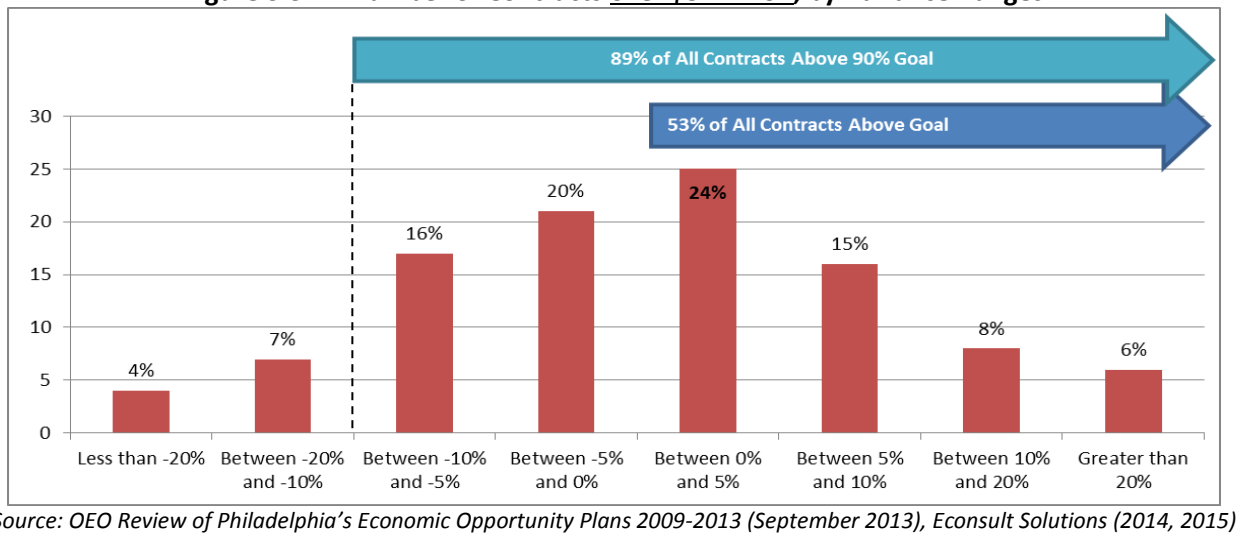
   Out of 104 EOP Projects Over $5 Million, 53 Percent (55 EOPs) Met or Exceeded Goals – 89 percent of contracts over $5,000,000 (93 contracts) met at least 90 percent of the EOP goal (Figure 3.3B).

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



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

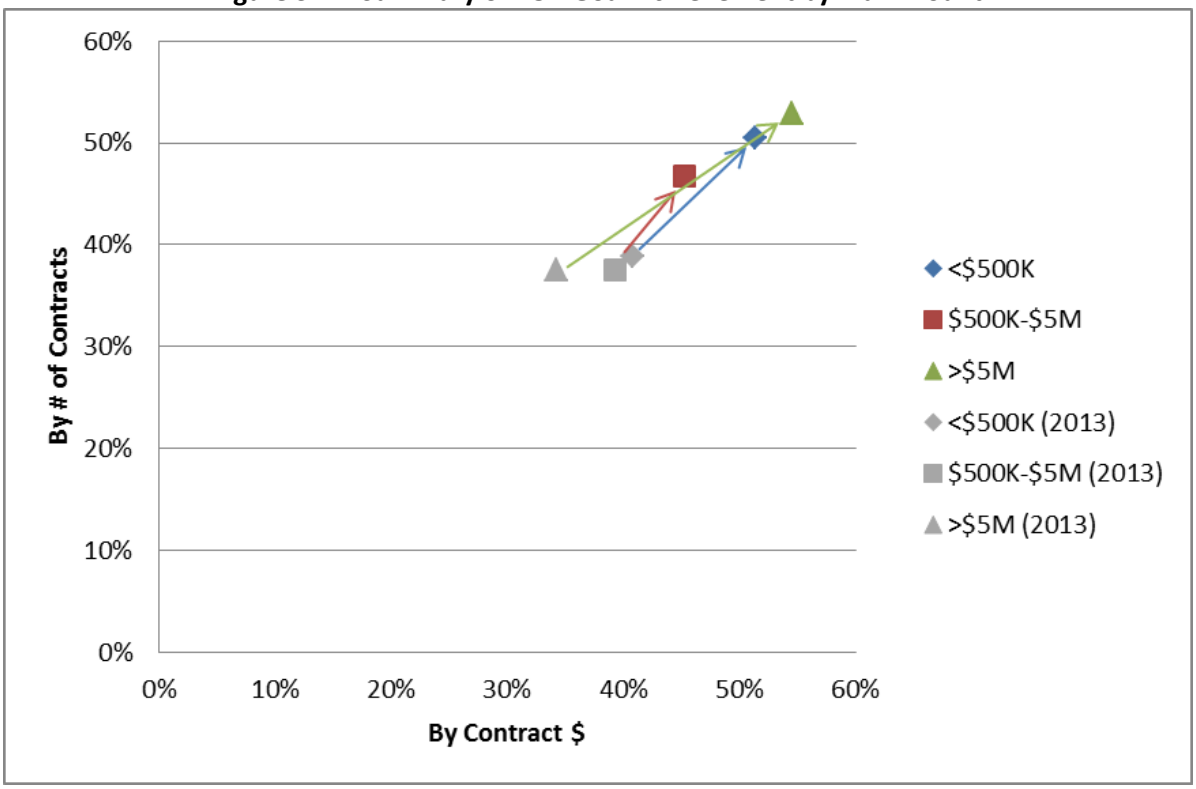
Figure 3.3B – Number of Contracts over $5 Million, by Variance Ranges



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

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

Figure 3.4 – Summary of EOP Goal Achievement by Bid Amount



Summary of EOP Goal Achievement by Bid Amount 2014

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

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

Summary of EOP Goal Achievement by Bid Amount 2013

Bid Amount (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
<$500K (103)	40.8%	76.3%	38.8%	71.8%
$500K-$5M (152)	39.3%	82.3%	37.5%	81.6%
>$5M (88)	34.3%	87.3%	37.5%	76.1%

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

4 RESULTS: EOP PROJECTS BY COMMITMENT

Section 4 analyzes all active and closed Economic Opportunity Plan (EOP) projects by the percentage of the EOP contract goal committed. For this analysis, EOPs were divided into four categories:

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

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

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

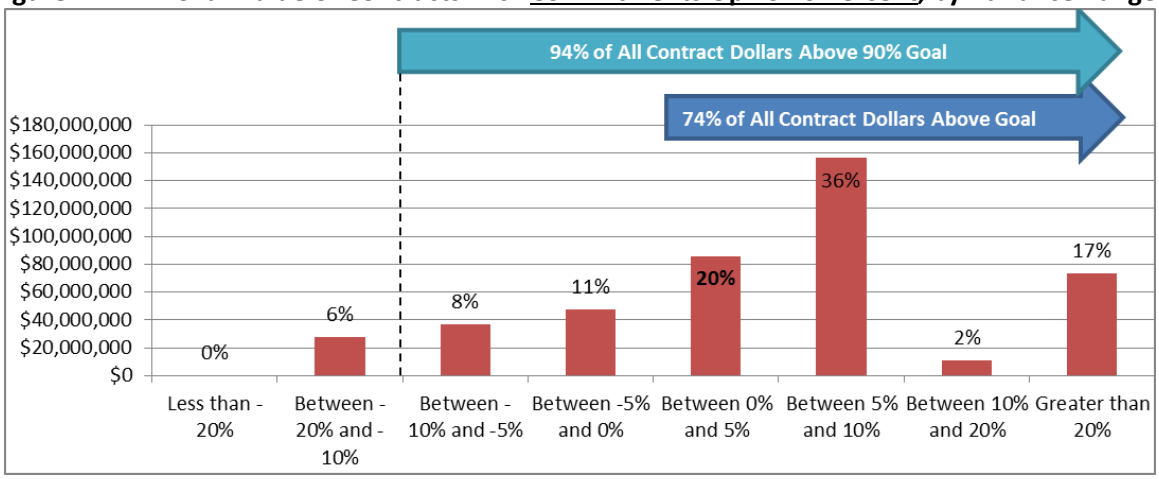
The charts display the percentage of contracts that have met or exceeded the EOP goal and those that have met or exceeded 90 percent of the goal. The dotted line on each chart in the report represents EOPs that met or exceeded 90 percent of the goal. The subsequent analysis reveals the following highlights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

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

1. **Seventy-four Percent of EOP Projects with Commitments up to 20 Percent Met or Exceeded Goals –** By contract dollar amount, the majority of projects with goal commitments of up to 20 percent (94 percent) met at least 90 percent of the EOP goal (Figure 4.1A).

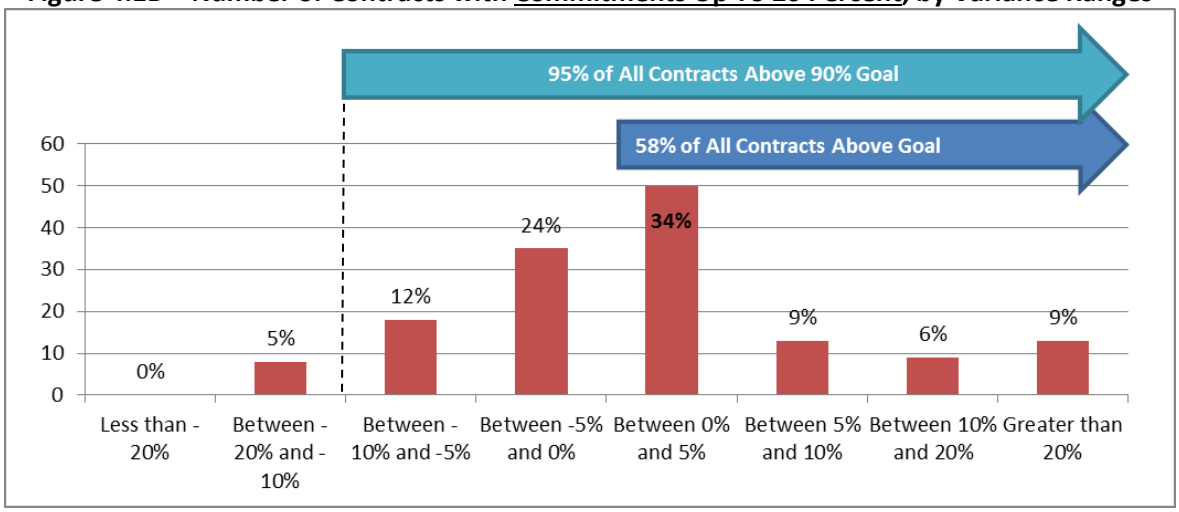
   Out of 146 EOP Projects with Commitments up to 20 Percent, 58 Percent (85 EOPs) Met or Exceeded Goals – The majority of contracts with goal commitments of up to 20 percent (138 contracts or 95 percent) met at least 90 percent of the EOP goal (Figure 4.1B).

Figure 4.1A – Dollar Value of Contracts with Commitments Up To 20 Percent, by Variance Ranges



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

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



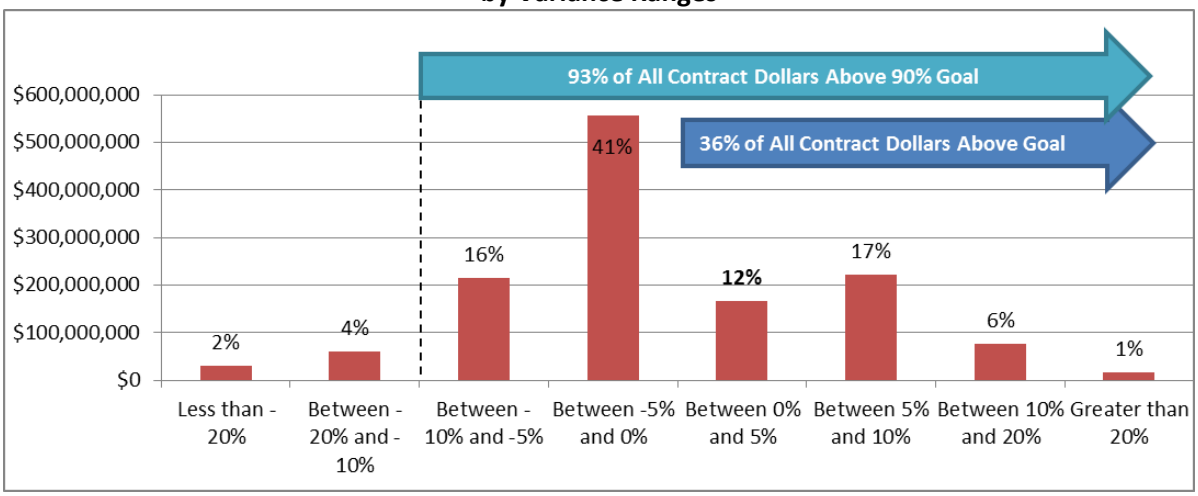
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

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

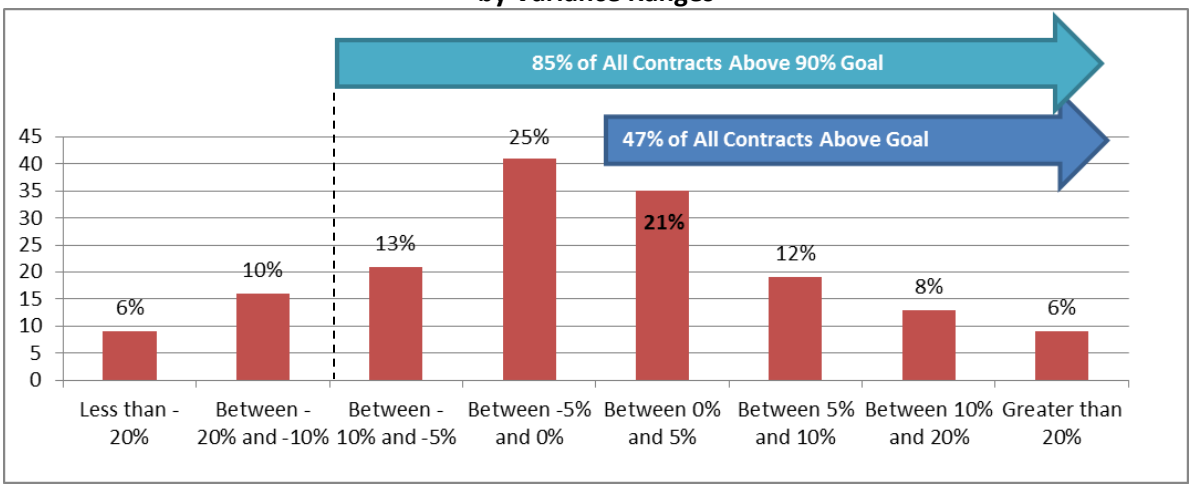
Out of 163 EOP Projects with Commitments between 20 and 25 Percent, 76 EOPs Met or Exceeded Goals – 85 percent of contracts (138 contracts) with goal commitments between 20 and 25 percent met at least 90 percent of the EOP goal (Figure 4.2B).

Figure 4.2A – Dollar Value of Contracts with Commitments between 20 and 25 Percent, by Variance Ranges



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

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



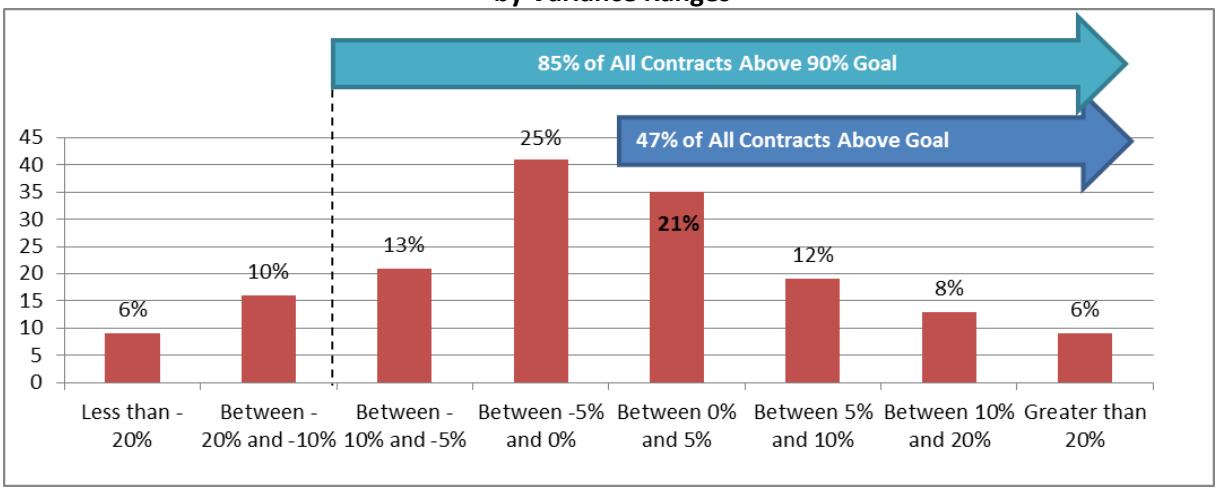
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

3. **Sixty-two Percent of EOP Projects with Commitments Between 25 and 50 Percent Met or Exceeded Goals –** By dollar amount, the majority of projects with goal commitments

between 25 and 50 percent (96 percent) met at least 90 percent of the EOP goal (Figure 4.3A).

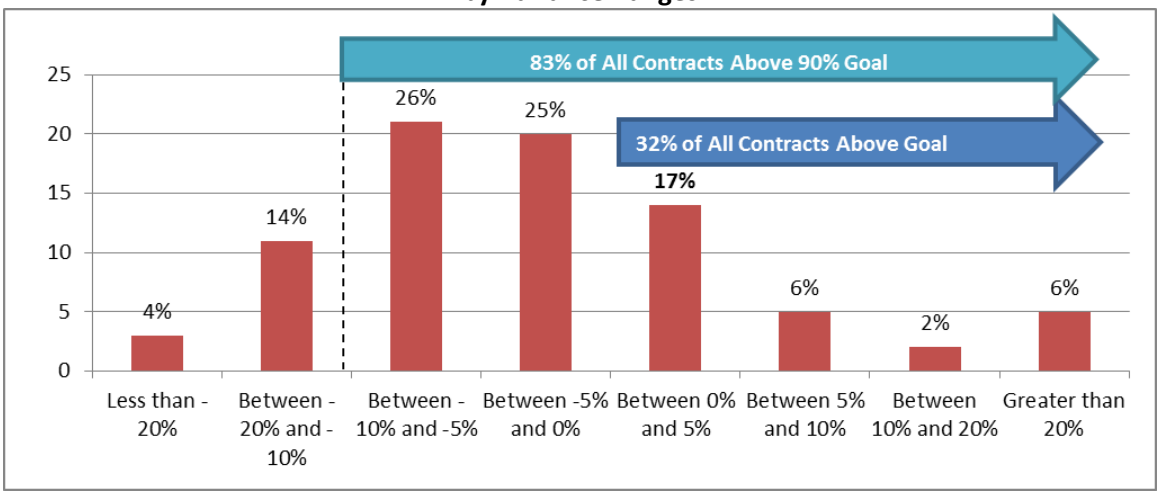
Out of 81 EOP Projects with Commitments Between 25 and 50 Percent, 32 Percent (26 EOPs) Met or Exceeded Goals – Over three-quarters of contracts (67 contracts or 83 percent) with goal commitments between 25 and 50 percent met at least 90 percent of the EOP goal (Figure 4.3B).

Figure 4.3A – Dollar Value of Contracts with Commitments between 25 and 50 Percent, by Variance Ranges



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

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



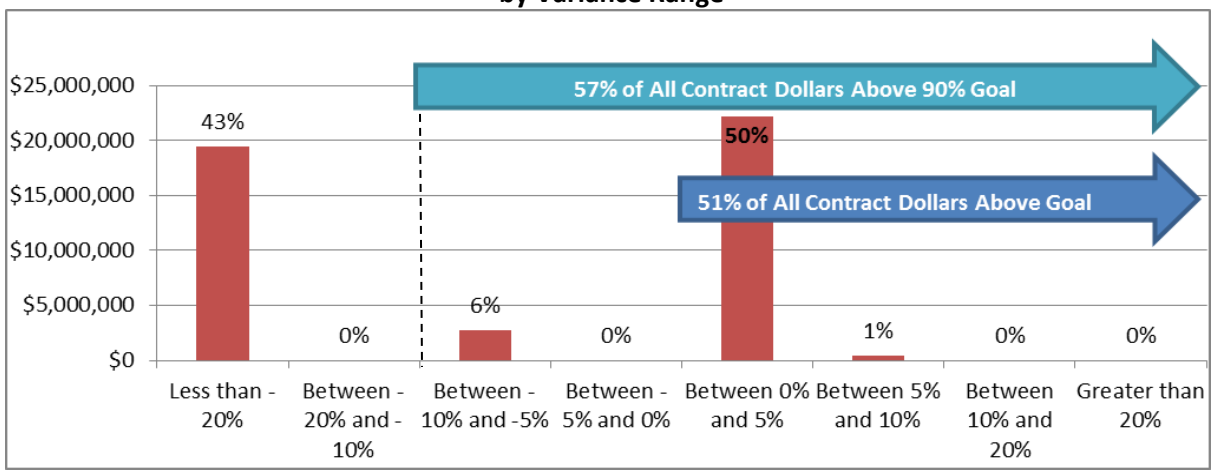
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

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

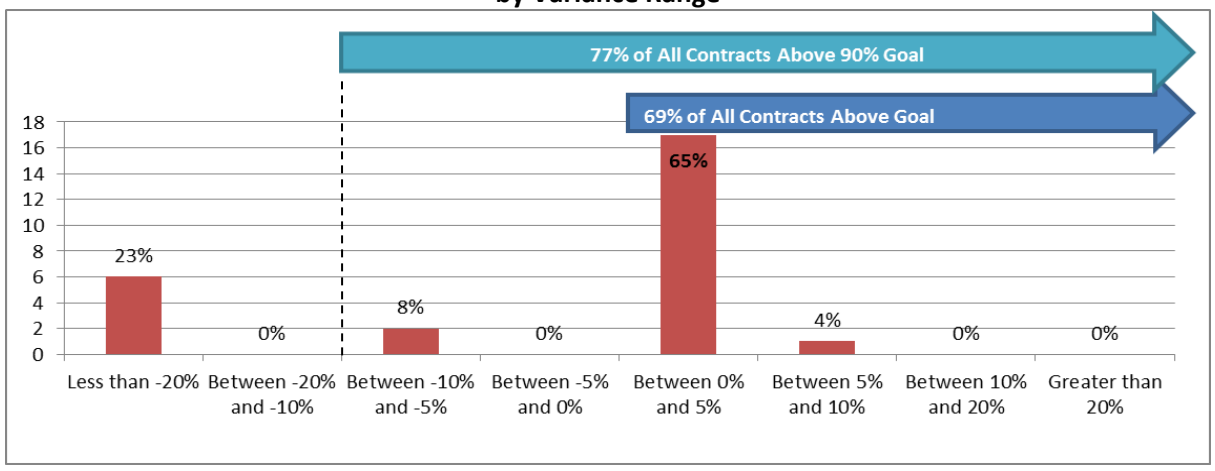
Out of 26 EOP Projects with Commitments between 50 and 100 Percent, 69 Percent (18 EOPs) Met or Exceeded Goals – Over three-quarters of contracts (20 contracts or 77 percent) with goal commitments between 50 and 100 percent met at least 90 percent of the EOP goal (Figure 4.4B).

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



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

Figure 4.4B – Number of Contracts with Commitments between 50 and 100 Percent, by Variance Range

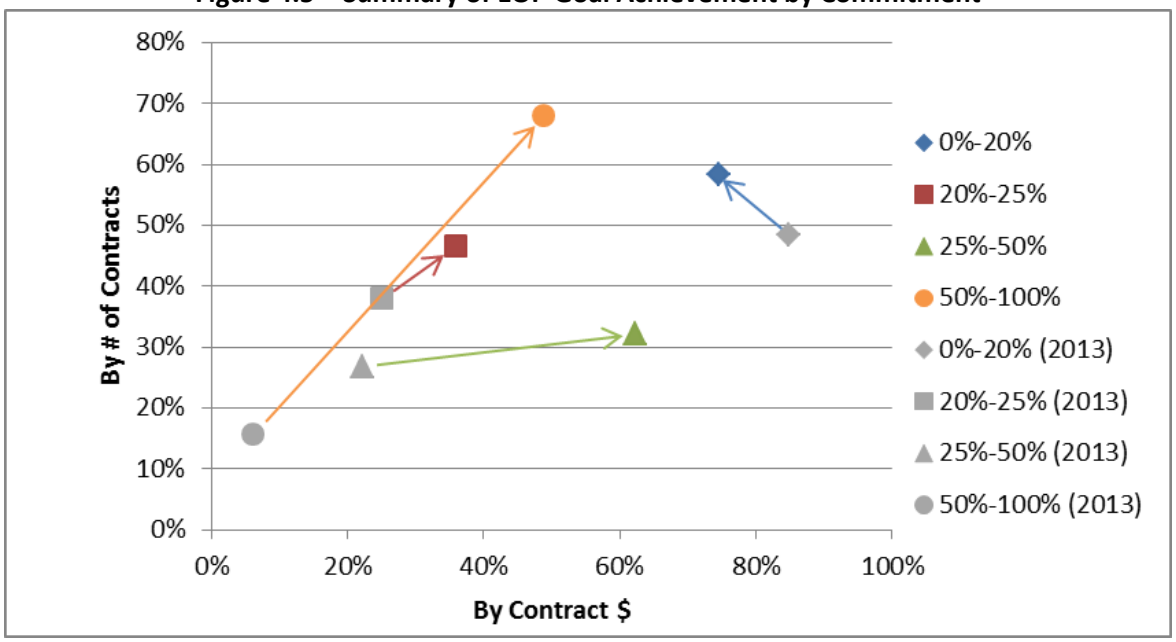


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014)

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

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

Figure 4.5 – Summary of EOP Goal Achievement by Commitment



Summary of EOP Goal Achievement by Commitment 2014

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

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

Summary of EOP Goal Achievement by Commitment 2013

Commitment (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
0%-20% (103)	84.8%	94.2%	48.5%	89.3%
20%-25% (150)	25.0%	81.2%	38.0%	70.7%
25%-50% (71)	22.2%	88.0%	26.8%	73.2%
50%-100% (19)	6.1%	42.8%	15.8%	73.7%

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

5 RESULTS: EOP PROJECTS BY DEPARTMENT AND MARKET SEGMENT

Section 5 analyzes all active and closed Economic Opportunity Plan (EOP) projects by department. In this report, department is defined to include contracts awarded by quasi-public agencies and public private partnerships. EOPs were divided into seven departmental contract categories:

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

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

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

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

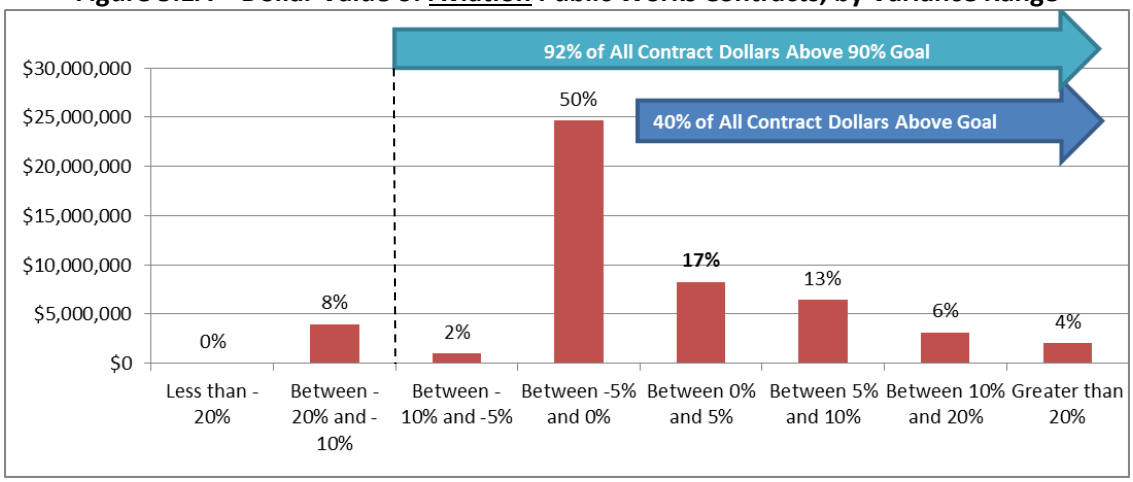
[4] Quasi-public agency figure include the Office of Housing and Community Development projects and Philadelphia Redevelopment Authority projects that were individually less than $250,000 but when bundled together were more than $250,000.

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

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

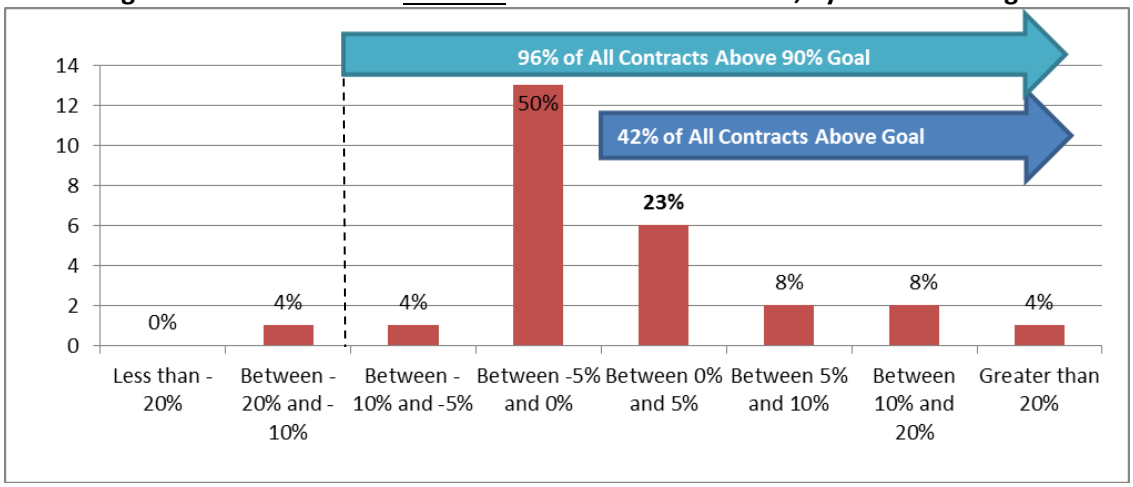
   Out of 26 PW EOP Projects under the Department of Aviation, 42 Percent (11 EOPs) Met or Exceeded Goals – Nearly all of the Aviation PW contracts (25 contracts or 96 percent) met at least 90 percent of the EOP goal (Figure 5.1B).

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



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

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

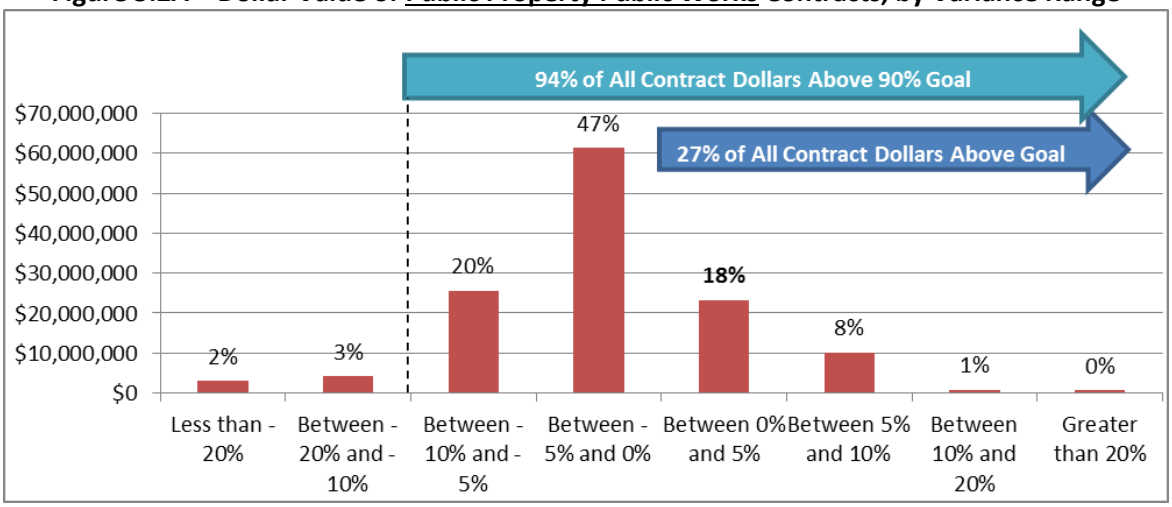


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

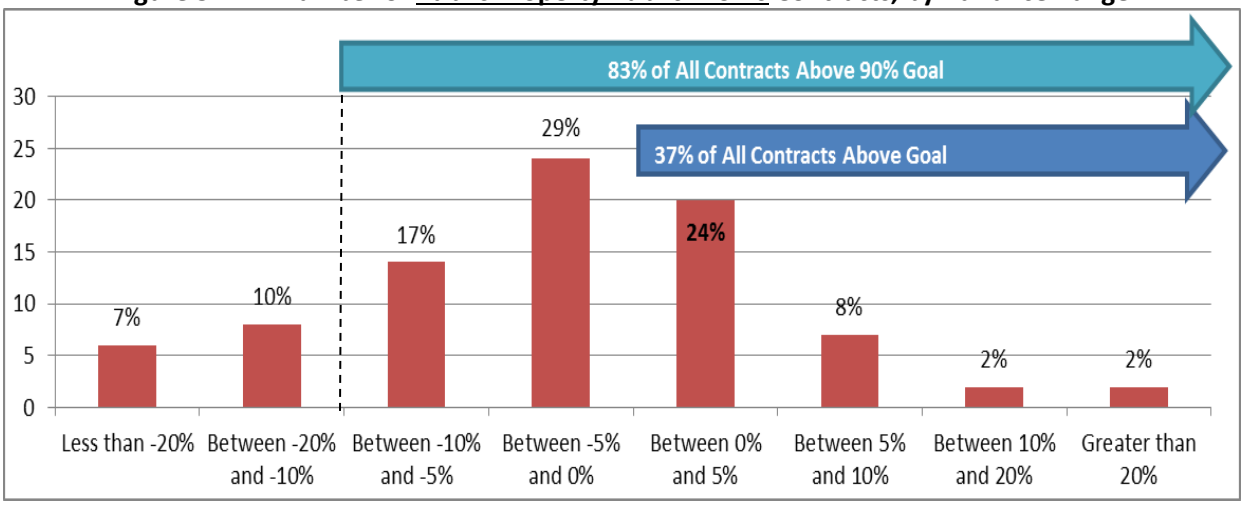
Out of 83 PW EOP Projects under the Department of Public Property, 37 Percent (31 EOPs) met or Exceeded Goals – The majority of Public Property PW contracts (69 contracts or 83 percent) met at least 90 percent of the EOP goal (Figure 5.2B).

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



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

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

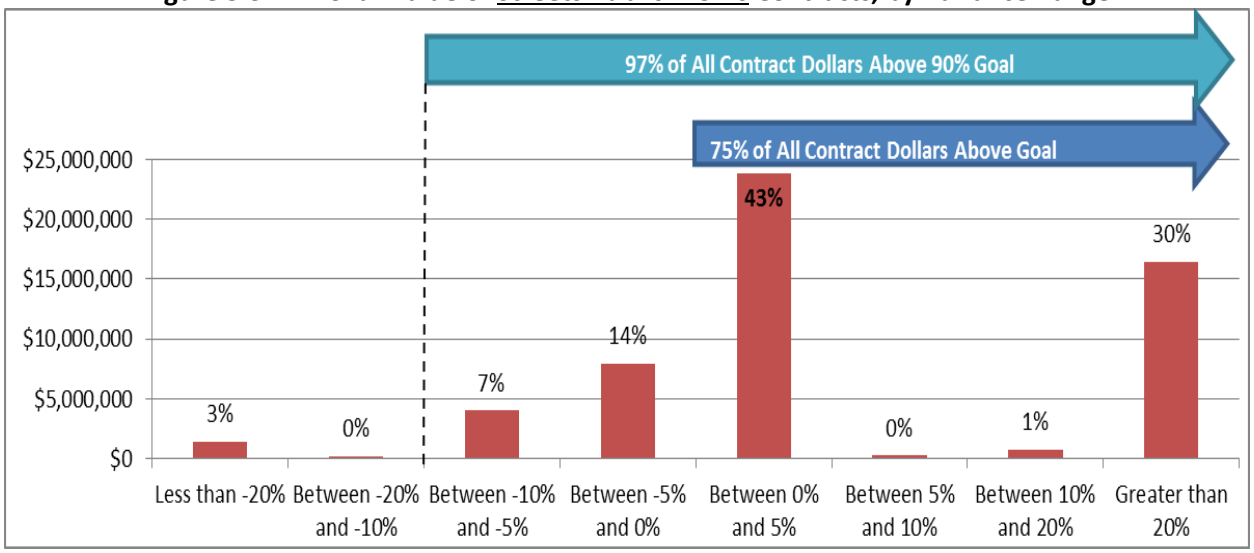


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

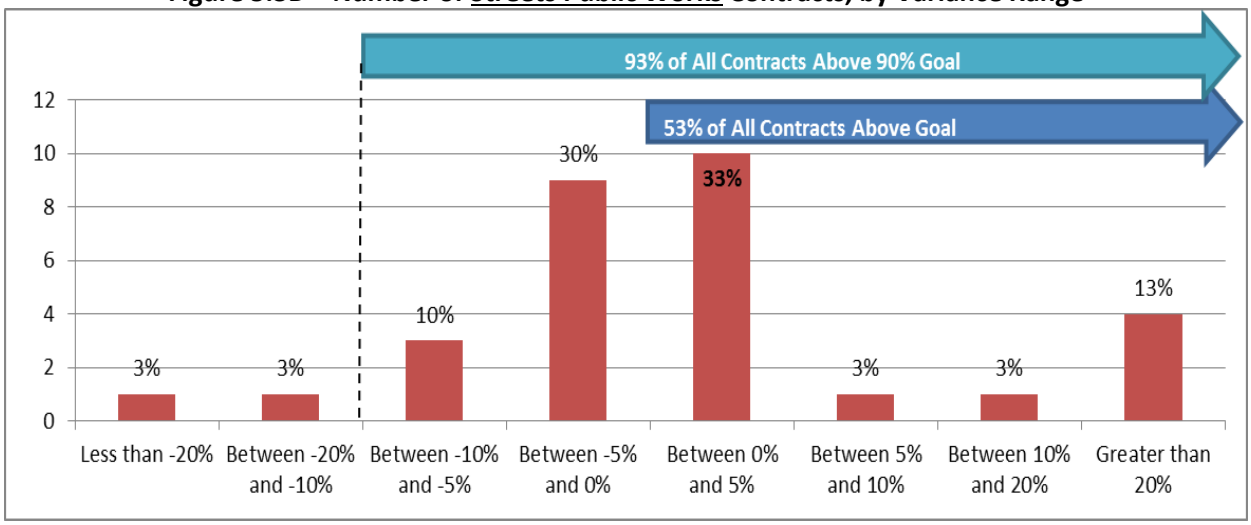
Out of 30 PW EOP Projects under the Department of Streets, 53 Percent (16 EOPs) Met or Exceeded Goals – The majority of Streets PW projects (28 contracts or 93 percent) met at least 90 percent of the EOP goal (Figure 5.3B).

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



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

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

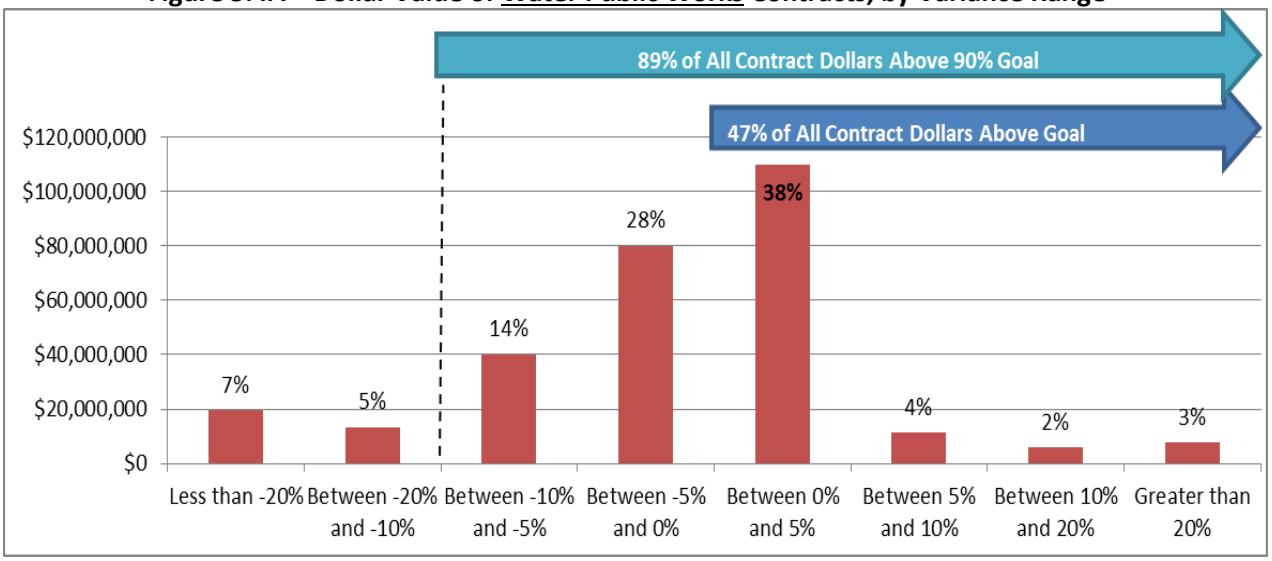


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015

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

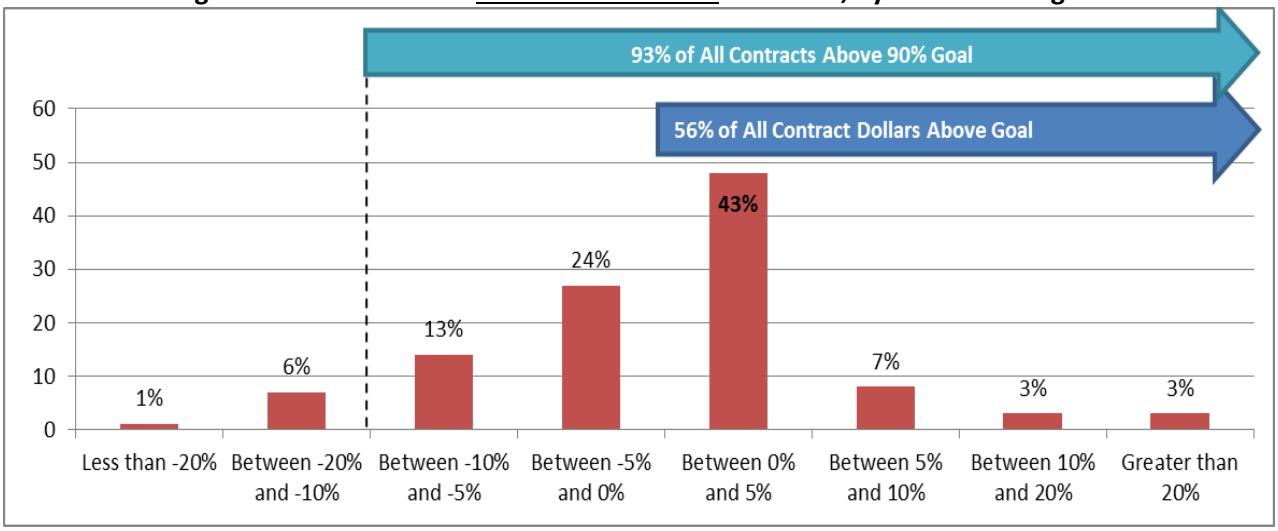
Out of 111 PW EOP Projects under the Water Department, 56 Percent (62 EOPs) Met or Exceeded Goals – The majority of Water PW projects (103 contracts or 93 percent) met at least 90 percent of the EOP goal (Figure 5.4B).

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



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

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

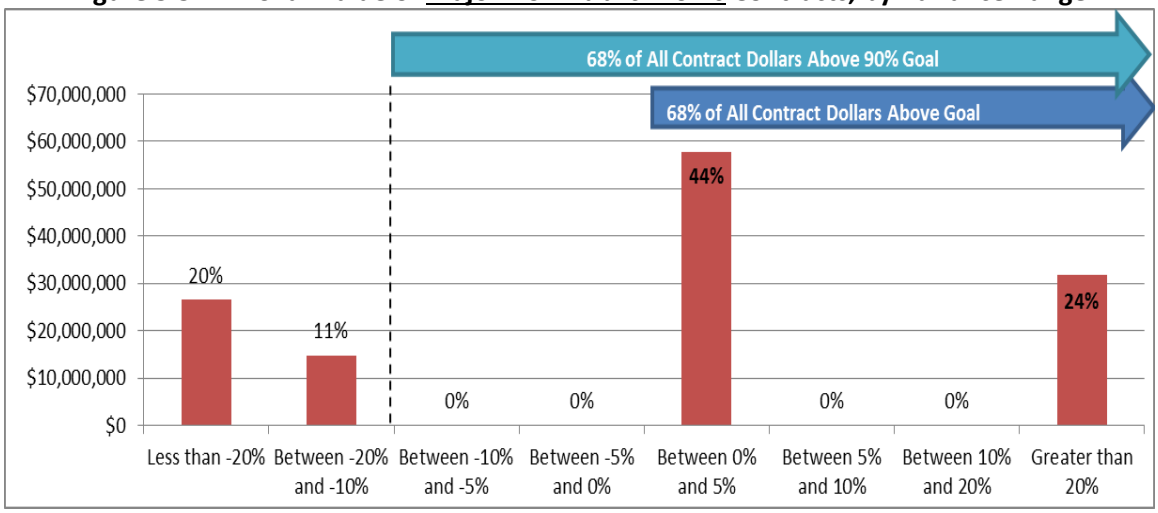


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

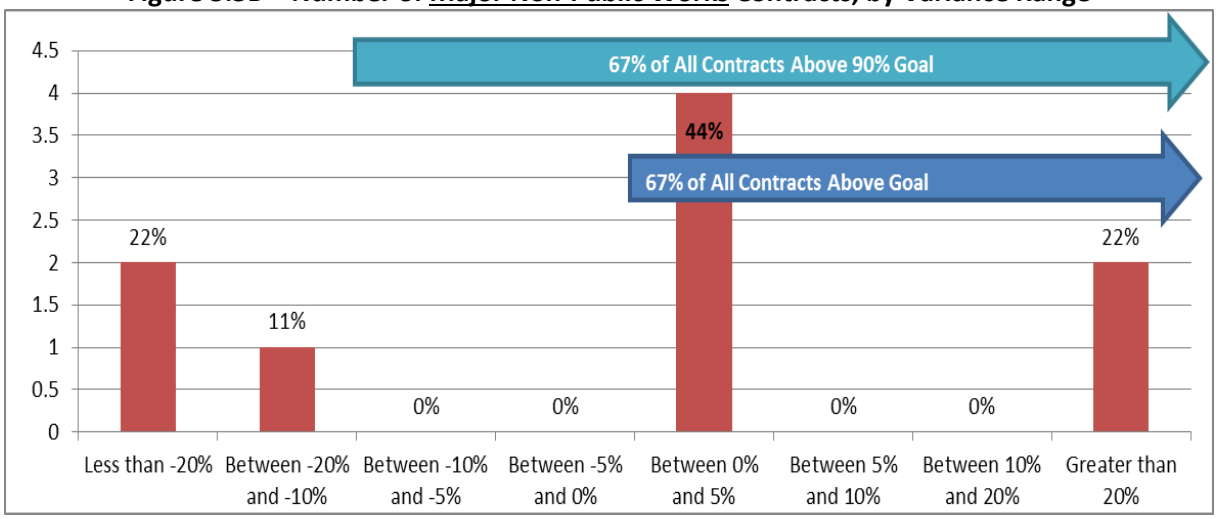
Out of 9 Major Non-Public Works EOP Projects, 67 Percent (6 EOPs) Met or Exceeded Goals – 67 percent of Non-Public Works contracts (six contracts) met at least 90 percent of the EOP goal (Figure 5.5B).

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



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

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

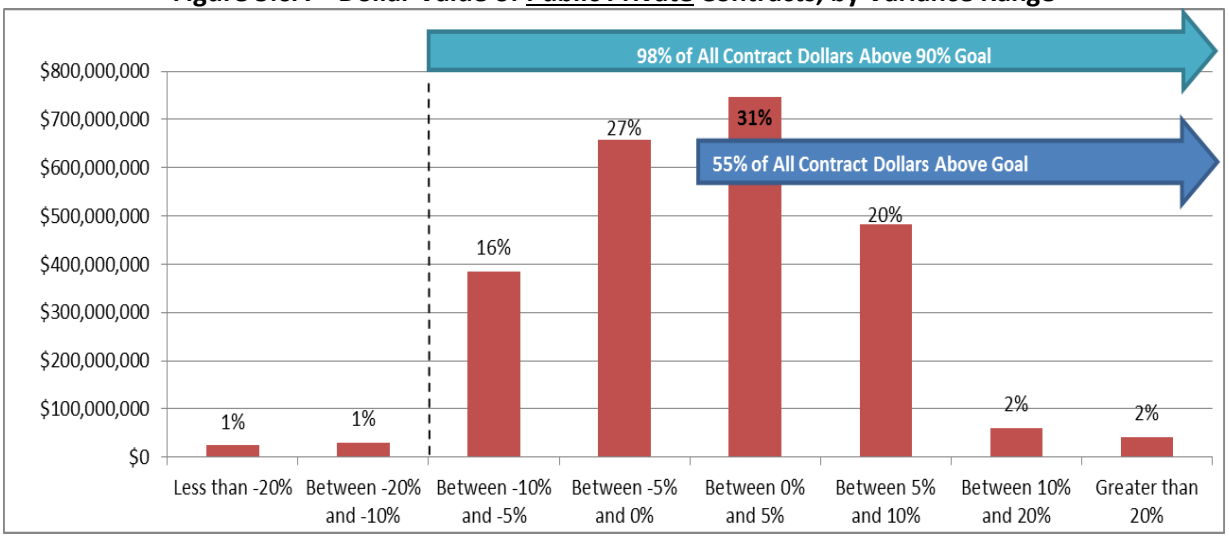


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

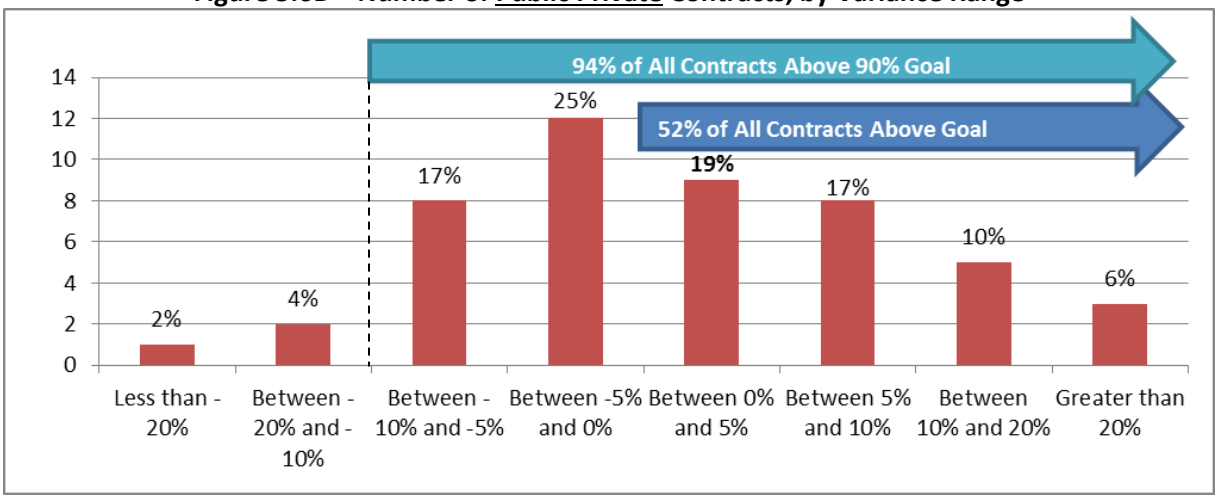
Out of 48 Public Private EOP Projects, 52 Percent (25 EOPs) Met or Exceeded Goals – The majority of Public Private contracts (45 contracts or 94 percent) met at least 90 percent of the EOP goal (Figure 5.6B).

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



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

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

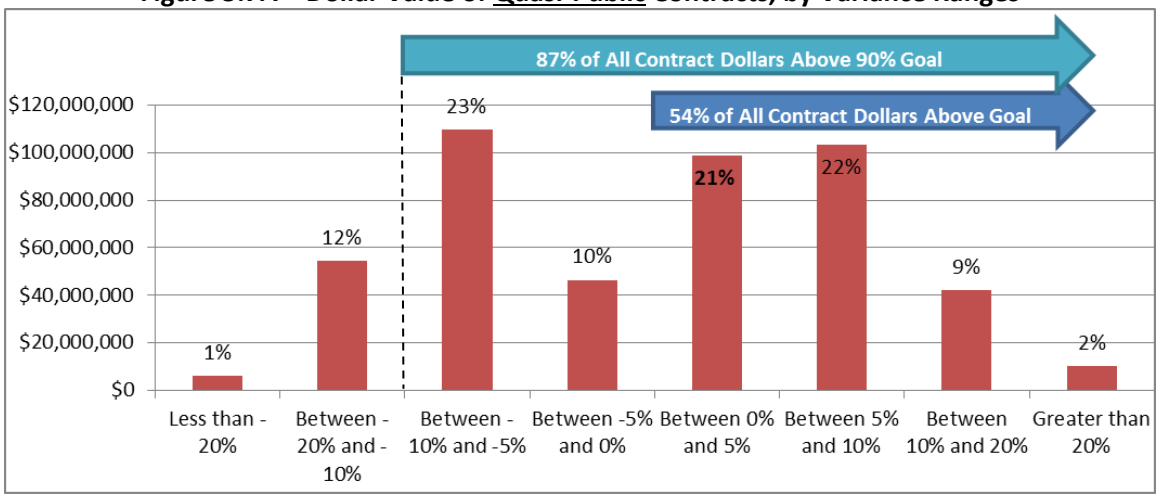


Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

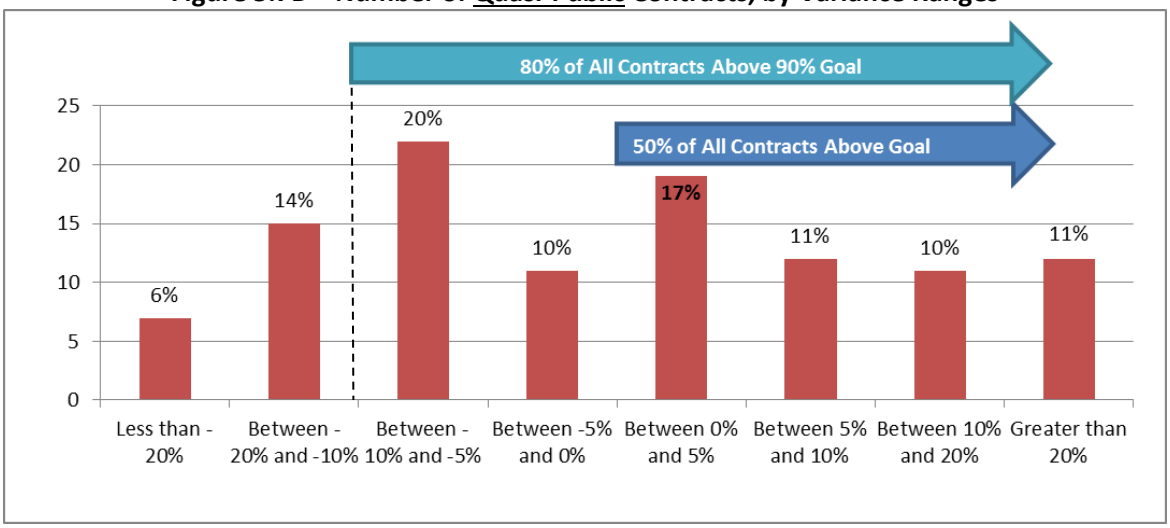
Out of 109 Quasi-Public Agency EOP Projects, 50 Percent (54 EOPs) Met or Exceeded Goals – the majority of Quasi-Public contracts (87 contracts or 80 percent) met at least 90 percent of the EOP goal (Figure 5.7B).

Figure 5.7A – Dollar Value of Quasi-Public Contracts, by Variance Ranges



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

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



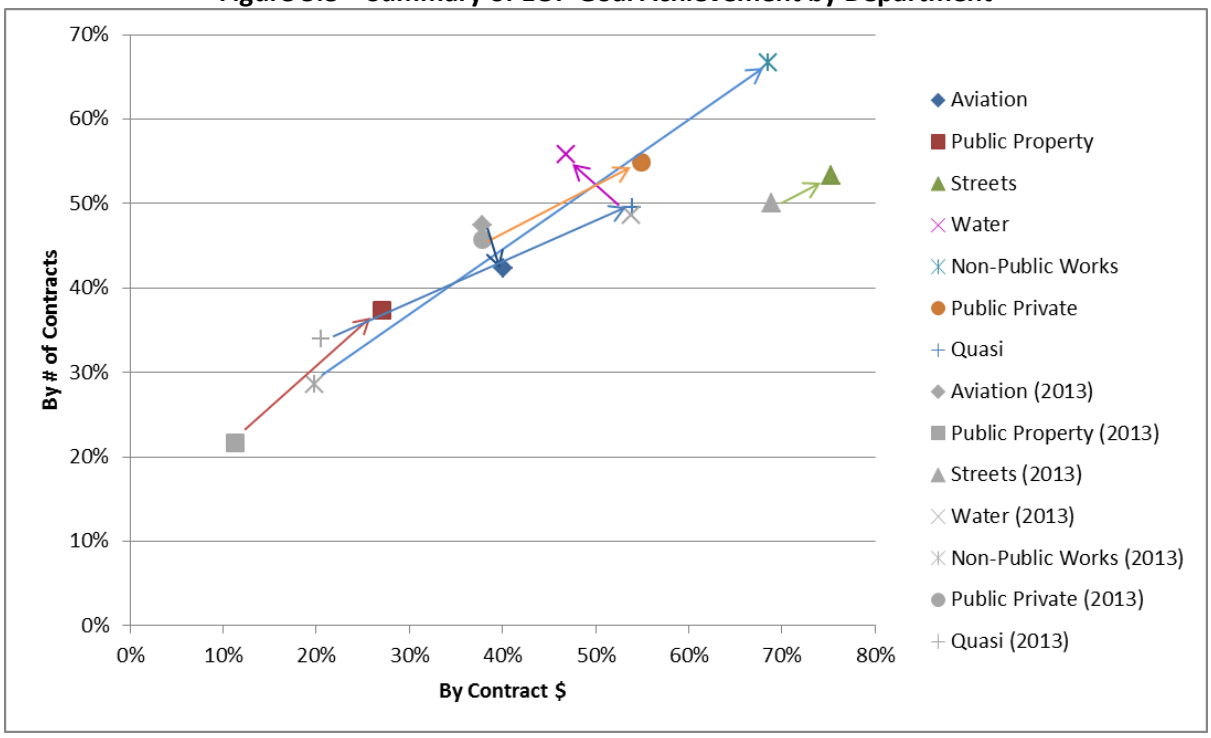
Source: OEO Review of Philadelphia's Economic Opportunity Plans 2009-2013 (September 2013), Econsult Solutions (2014, 2015)

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

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

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

Figure 5.8 – Summary of EOP Goal Achievement by Department



Summary of EOP Goal Achievement by Department 2014

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

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

Summary of EOP Goal Achievement by Department 2013

Dept/Market (# Projects)	By Contract$		By #Contracts	
	Met Goal	Met 90% of Goal	Met Goal	Met 90% of Goal
Aviation (19)	37.9%	95.1%	47.4%	94.7%
Public Property (69)	11.3%	68.5%	21.7%	72.4%
Streets (24)	68.9%	95.3%	50.0%	91.7%
Water (74)	53.8%	94.9%	48.6%	91.9%
Non Public Works (7)	19.8%	23.1%	28.6%	42.9%
Public Private (35)	37.9%	95.5%	45.7%	85.7%
Quasi-Public (115)	20.6%	63.9%	33.9%	63.5%

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

6 RESULTS: RANKING OF PRIME CONTRACTORS

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

EOP Ranking Methodology

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

EOP Prime Contractor Ranking Methodology

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

Table 6.1 – Prime Contractor Ranked By Z Score

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

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

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

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

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

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

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

APPENDIX

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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