

**DEPARTMENT OF PUBLIC PROPERTY
FISCAL YEAR 2015 BUDGET TESTIMONY
MAY 6, 2014**

EXECUTIVE SUMMARY

DEPARTMENT MISSION AND FUNCTION

The vision of the Department of Public Property is to ensure that all DPP controlled facilities are operated in a safe and habitable condition in support of government operations and public access. The mission of the Department of Public Property is to manage the infrastructure that supports City government operations through the acquisition, disposition, lease, design, construction, renovation and maintenance of City properties.

PROPOSED BUDGET HIGHLIGHTS/FUNDING REQUEST

- The Department of Public Property's FY15 budget request totals \$209,186,898 in all funds; a decrease of 25,220,515 (-10.8%) over our FY14 estimated obligations.
- In the General Fund, Class 100, we are requesting \$7,920,956; reflecting no change from FY14. The Department is budgeted for 159 positions.
- In Class 200, we are requesting \$146,514,591, an increase of \$4,752,379 (3.4%) from FY14. The increase in Class 200 is largely due to the increases for SEPTA subsidy, space rental and the maintenance charges for 4601 Market Street property. In addition to the \$70,415,000 for City support of SEPTA, the Class 200 General Fund request includes: \$20,521,298 for space rental; \$29,776,166 for utility charges; and \$25,802,127 for core departmental operations.
- In Class 300, we are requesting \$1,201,947 an increase of \$50,000 (4.3%) due to the purchasing of heating oil for 4601 Market Street property.
- In Class 400, we are requesting \$136,588, a decrease of \$16,000 (-10.5%).
- In Class 800, we are requesting \$22,552,897, a decrease of \$30,180,565 (-57.2%) from FY14 estimated obligations which is mainly due to the one time distribution of Love Park garage proceeds in FY14.
- In the Water Fund, we are requesting \$3,959,919 in Class 200, an increase of 173,671 (4.6%).
- In the Aviation Fund, we are requesting \$26,900,000, reflecting no change from FY14 estimated obligations.

OPERATIONAL PRIORITIES

- Develop a space utilization plan which will decrease the City's footprint in leased space and increase energy efficiency
- Implement the appropriate technology which will increase efficiency in time and costs to complete capital projects
- Reorganize facilities management practices to have an adequate balance of preventive and reactive maintenance which will prolong the life cycle of the City's facilities

GOALS

1. Improve the Capital Process
 - a. Objective: Decrease the amount of time it takes to complete a capital project, along with decreasing costs
2. Optimize the space in city-owned and leased facilities
 - a. Objective: Decrease the funding spent on leased space
3. Implement a plan that balances preventive and reactive maintenance
 - a. Objective: Expand the life cycle of aging facilities and decrease the amount of capital spending spent on deferred maintenance
4. Put publicly owned land into productive use
 - a. Objective: Reduce the number of publicly owned vacant properties partnering with City Council, the Landbank, the Philadelphia Redevelopment Authority, the Philadelphia Housing Corporation and the Office of Housing and Community Development.
5. Enhance public safety in Department of Public Property controlled facilities
 - a. Objective: Improve conditions in all public safety facilities

6. Enhance the experience of visitors to City Hall and the Courtyard
 - a. Renovate areas of City Hall most visited by tourists (the Courtyard, portals, gates and Tower areas)

DEPARTMENT OF PUBLIC PROPERTY
BUDGET SUMMARY AND OTHER BUDGET DRIVERS

Financial Summary by Class - General Fund

	Fiscal 2013 Actual Obligations	Fiscal 2014 Original Appropriations	Fiscal 2014 Estimated Obligations	Fiscal 2015 Proposed Appropriations	Difference FY14 - FY15
Class 100 - Employee Compensation	\$6,833,756	\$7,920,956	\$7,920,956	\$7,920,956	\$0
Class 200 - Purchase of Services	\$139,540,290	\$141,119,212	\$141,762,212	\$146,514,591	\$4,752,379
Class 300 - Materials and Supplies	\$1,052,540	\$1,151,947	\$1,151,947	\$1,201,947	\$50,000
Class 400 - Equipment	\$105,616	\$136,588	\$152,588	\$136,588	(\$16,000)
Class 500 - Contributions	\$1,684,708	\$0	\$0	\$0	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$23,255,158	\$23,576,462	\$52,733,462	\$22,552,897	(\$30,180,565)
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0
TOTAL	\$172,472,068	\$173,905,165	\$203,721,165	\$178,326,979	(\$25,394,186)

Staff Demographics Summary

	Total	Minority	White	Female
Full-Time Staff	124	42%	58%	19%
Executive Staff	5	0%	100%	40%
Average Salary - Executive Staff	\$109,640	\$0	\$109,640	\$112,500
Median Salary - Executive Staff	\$110,000	\$0	\$100,000	\$112,500

Employment Levels

	Budgeted	Approved	Filled
Full-Time Positions	158	158	124
Part-Time Positions	0	0	0
Executive Positions	5	5	5

Contracts Summary

	FY09	FY10	FY11	FY12	FY13	FY14 Q1-Q2
Total amount of contracts	\$49,113,950	\$100,239,731	\$75,046,275	\$59,847,234	\$39,045,990	\$26,365,233
Total amount to M/W/DBE	\$21,279,115	\$30,216,651	\$29,335,958	\$27,250,883	\$22,990,915	\$18,877,163
Participation Rate	43%	30%	39%	46%	59%	72%

* as of December 2013

**DEPARTMENT OF PUBLIC PROPERTY
PERFORMANCE, CHALLENGES AND INITIATIVES**

DEPARTMENT PERFORMANCE (OPERATIONS)

The Department of Public Property reported on the following performance measures in the Fiscal Year 2015-2019 Five Year Plan:

Performance Measure	FY08	FY12	FY13	FY13- FY12 Change	FY13 Q1-Q2	FY14 Q1-Q2	FY14- FY13 Q1-Q2 Change	FY14 Goal	FY15 Goal
Total lease expense	\$22,300,003	\$24,563,432	\$24,640,106	0.3%	\$9,945,281	\$9,516,773	-4.3%	26,034,277	26,815,305*
Number of square feet managed	1,354,714	1,430,539	1,441,268	0.7%	1,442,276	1,440,061	-0.2%	1,473,838	1,302,043
Number of substantially completed construction costs	N/A	72	85	18.1%	33	27	-18.2%	TBD	TBD
Facilities division work order volume	N/A	9,035	10,060	11.3%	5,800	5,719	-1.4%	86.0%	86.0%
Percent of work orders completed within service level**	N/A	96.0%	84.0%	-12.5%	80.0%	90.0%	12.5%	86.0%	86.0%

* Estimated. Total lease expense is comprised of lease and utility costs.

** In FY13 DPP established service levels for each type of work order (e.g. 1 day for emergency work orders versus 12 days for normal work orders). FY12 data represents the percent of work orders completed, where as FY13 data represent the percent of work orders completed within the service level.

Total lease expense increased 3% between FY11 and FY12, and there was an increase of 13% in the first quarter of FY13 due to costs associated with the Delaware Valley Intelligence Center. The Mayor established a Facilities Task Force by Executive Order in August 2011 with a three pronged mission: (1) to analyze lease data for potential savings and make recommendations on how to more effectively utilize City space as well as streamline the City's RFP process when looking for leased space; (2) to analyze utility payment process and determine where energy efficiency fits into the City's leasing agreements; and (3) to take a more comprehensive look at City-managed facilities for useful life cycle and usage, including capital costs per square footage; utility cost per square footage; life span and location. The DPP is working closely with the Task Force and will work to implement recommendations in the final report issued in December of 2013.

The DPP is responsible for overseeing major capital improvements to City owned facilities and has seen an increase in the number of substantially completed construction projects from 51 in FY11 to 72 in FY12 and has substantially completed 39 construction projects in the first half of FY13. There was a slight increase in staff and a difference in project size that has led to the increase in substantially completed projects. In FY13 facilities division work order volume increased by 11.3%, and volume for the first half of FY14 is comparable (down 1.4%). Despite this sustained high work order volume, DPP has increased the percent of work orders completed within the service level from 80% to 90% between the first halves of FY13 and FY14. In addition to the metrics provided below, in FY12 the DPP sold 21 surplus properties, for a total of \$1,737,590, and completed 49 space-planning projects that included design, construction and project management for 26 City departments.

Facilities Management Division

- The Facilities Management Division implemented a process in which we have communicated Service Level Agreements (SLA) to all of its tenant departments (Fire, Police, Mayors Office, City Council, First Judicial District, L&I, OSH, Tri-Plex and City Hall). We established five priorities ranging from emergencies (P1) to special events (P5), with specific time requirements for each job order type(HVAC, Electrical, Plumbing, etc...) within each priority.
 - Work within the priorities is measured against the SLA and the results are as follows
 - Q1 FY 14
 - Emergency - P1: Goal – 95% and 1 day, P1 Actual -100%
 - Expedite - P2: Goal – 90% and 3 days, P2 Actual – 89%
 - Code - P3: Goal – 80% and 30 days, P3 Actual – 53%
 - Renovation / PM - P4: Goal – 85% and 45 days, P4 Actual – 96%
 - Moves/Spec. Event-P5: Goal - 80% and 5 days, P5 Actual – 100%
 - Q2 FY 14
 - Emergency - P1: Goal – 95% and 1 day, P1 Actual -100%
 - Expedite - P2: Goal – 90% and 3 days, P2 Actual – 89%
 - Code - P3: Goal – 80% and 30 days, P3 Actual – 75%
 - Renovation / PM - P4: Goal – 85% and 45 days, P4 Actual – 82%
 - Moves/Spec. Event-P5: Goal - 80% and 5 days, P5 Actual – 70%
 - Q3 FY 14
 - Emergency - P1: Goal – 95% and 1 day, P1 Actual -100%
 - Expedite - P2: Goal – 90% and 3 days, P2 Actual – 91%
 - Code - P3: Goal – 80% and 30 days, P3 Actual – 99%
 - Renovation / PM - P4: Goal – 85% and 45 days, P4 Actual – 100%
 - Moves/Spec. Event-P5: Goal - 80% and 5 days, P5 Actual – 91%

Capital Projects Division

- The Capital Projects Division provides architectural and engineering support and project management services for the Art Museum, Fire, Fleet, Health, Human Services, Library, Office of Supportive Housing, Parks & Recreation, Police, Prisons, Records, the Zoo, and Public Property Facilities. Collectively, these departments include in excess of 1,000 facilities, comprising over 11 million square feet, and over 10,000 acres of park and recreation land. Major projects completed in FY14 include the new Police SWAT/Bomb/Canine facility and the Penrose Playground Building. We also anticipate completion of the Pleasant Playground Building and Sturgis Playground Building in FY14.
- The Capital Projects Division completed 79 projects which included improvements at 4 Fire Facilities, 1 Fleet Facility, 3 Health Facilities, 1 Library Facility, 3 Office of Supportive Housing Facilities, 60 Parks & Recreation Facilities, 5 Police Facilities, 1 Prison Facility, and 1 Zoo Facility.

DEPARTMENT CHALLENGES

Due to the aging infrastructure of the City, the DPP faces unique challenges as listed below:

- Maintenance of City-managed property: The average age of the top 100 used city-maintained properties is 69 years, which is past the normal life cycle of a property. Historically, these facilities have been under-funded for required maintenance thus resulting in deteriorated condition and reduced life cycle. Deferred maintenance capital improvements are consequently necessary with additional costs due to value of reduced life cycle and long term borrowing financing. Best practices in the private sector which are just starting to take root in the public sector are to set aside a percentage of operating maintenance funding for each capital project and have that money earmarked throughout the lifetime of the asset. While this remains a continuing challenge, additional money has been added to our budget for preventative maintenance that will help mitigate this problem.
- Maintenance of City-owned vacant property: The City of Philadelphia takes property acquired for tax foreclosure when there is no other bidder, thus leaving the City with an inventory of property that is not considered viable for market re-sale. Maintenance of these properties takes a lower priority than maintenance for City-managed facilities, which actually house City employees, but this lack of maintenance

contributes to blight and opens the City up to public criticism and law-suits. We are optimistic that the future Landbank will alleviate some of these issues as properties will be acquired on a more strategic basis and conveyed in a more streamlined fashion.

- **Technical support and system needs:** Historically, there has been no central system that tracked City-owned assets, so over the years, there have been numerous databases with varying degrees of data, making it impossible to track operating, capital and maintenance costs, as well as determine the proper maintenance tasks required to have a facility properly maintained, and meet its useful life cycle. Currently this type of information is tracked in spreadsheets and an aging system. Without a clear blueprint for each facility, which could predict the total facility life cycle costs, we are prioritizing our spending based on assumptions. We have made positive strides by partnering with the City Planning Commission, the Mayor's Office of Sustainability and the Office of Innovation and Technology to determine data needs and will take that information to determine what type of system we will need to begin to collect and house this data.
- **Recruitment and Retention:** The Department has a need for employees in trade positions, which are difficult to recruit for in the City. We are working to develop a recruitment program with the School District and Vocational schools. The planning and implementation of this process will take a tremendous amount of resource time, but we feel the program will allow us to groom future civil service employees from the ranks of the Philadelphia School District. This program will be implemented in June 2014.
- **Space Utilization:** The Department is responsible for the negotiation of leases for city-occupied space, as well as maintaining the space standards for our owned space. The space standards are based on the assumption that every employee needs a work space. Opportunities to reduce space utilization by using hoteling and "touchdown" space for field employees and the use of open floor plans have not yet been realized, but, as recommended by FTI Consulting, we are working on a pilot program in the One Parkway Building to design space for the 13th floor that will utilize these more modern space concepts.

STAFFING LEVELS

The current staffing levels for FY 15 are:

Facilities Management Division

Filled	Authorized
88	115

Real Estate Division

Filled	Authorized
8	8

Capital Projects Division

Filled	Authorized
15	20

General Support Division

Filled	Authorized
14	16

- The department hired nine employees. The ethnic composition of these new hires is 1 Hispanic or Latino, 5 White (not Hispanic or Latino) and 3 Black or African American (not Hispanic or Latino). Of these nine new employees, two of them are fluent in an additional language. One is fluent in Italian and one is fluent in Spanish.
- The department currently employs 29 bilingual employees (one employee in this group speaks three languages, including English). Following is a list of languages that the employees can speak: 5 speak French, 2 speak Hindi, 4 speak Italian, 6 speak Spanish, and 1 each speak Arabic, Cantonese, Chinese, German, Gujarati, Japanese, Malayalam, Mandarin, Portuguese, Brazilian Portuguese, Castilian Spanish, Swedish, and Tagalog.

PAST INITIATIVES

Real Estate Division

1. In 2001, the U.S. Department of Defense, as part of its Base Realignment and Closure program, closed the Philadelphia Memorial Armed Forces Reserve Center located on Woodhaven Road. The Woodhaven facility is being renovated as a multipurpose site to house the Police Training Academy, the Philadelphia Crime Information Center, Advanced Training, Standards and Accountability, Audits and Inspections, Overtime Management, 911 Training, and the storage of Homeland Security vehicles. This facility has been designed to be LEED Certified, and will include a new main access roadway. The main facility site design was completed in 2013 and the capital improvements for the project are expected to begin in June 2014, with an expected completion date of summer 2015.

2. The Department managed the design and construction of the new co-location facility of the Police Department's Special Victims Unit, the Department of Human Services and the Philadelphia Children's Alliance. The state of the art facility, located at 300 E. Hunting Park Avenue, opened in August 2013.
3. The Department continued to provide space planning services to City Council and a number of City Departments, with over 40 active projects during FY14. One of the largest space planning efforts involved the design and relocation of Health Center 2, located at 1700 S. Broad Street. The Center was relocated to the St. Agnes campus for a three year period, in order to make way for a new Health Center being constructed by Children's Hospital. The temporary Health Center opened in January 2014.
4. Space planning efforts continued with assisting the Department of Human Services in their workforce reorganization project.

Facilities Management Division

- 1.1.1. PREVENTIVE MAINTENANCE : The funding provided in FY13 and FY14 totaling \$734,390 and \$622,000 respectively, represented a significant positive change towards improving building maintenance service for tenants, citizens, and visitors that use City facilities. While there were some challenges implementing this plan over FY13, the plan is successful, accomplishing its intended goals, and saving the City funds. As a result, the 2nd and 3rd shifts completed 1,405 preventive maintenance work orders and another 271 corrective maintenance work orders, totaling 1,676 repairs. Comparing planned vs. actual the Preventative Maintenance team completed approximately 77% of the planned scope of work envisioned by the 50% funding awarded in FY13. There are total of 121 facilities to receive preventive maintenance. FY13 awarded funds to provide service to 50% of these facilities. The goal was to complete 60 facilities per quarter over 9 specific Preventative Maintenance categories. Cost savings were realized via energy savings, contract savings, and deferred capital.
- 1.1.2. Work will be tracked and using the Performo work order management system.

Capital Projects Division

1. In the first quarter of FY13 the Capital Projects Division awarded 11 on-call Architecture & Engineering professional services requirements contracts in order to more quickly engage consultants for small to medium sized projects. So far 70 architecture and engineering work orders, totaling \$2.5 million, have been issued to the on-call consultants through this program. The on-call Architectural & Engineering professional Services requirements contracts save in excess of 12 weeks.

CURRENT INITIATIVES

Facilities Management Division

1. PREVENTIVE MAINTENANCE: Current staffing for the Preventative Maintenance plan is at 22 out of the 29 staff approved as of FY14, and once realized 121 facilities will receive Preventative Maintenance service once every quarter.
 - 1.1.1. Nine major Preventative Maintenance categories will be completed at each facility every quarter and will be tracked via the Performo work order management system.
2. Creation of a Department of Public Property, the Philadelphia Police Department (PPD) and the Fraternal Order of Police (FOP) working group:
 - 2.1. The working group was established early in FY14 and consists of members of the DPP, the FOP and the PPD. An immediate benefit of the Working Group is that it has opened more direct lines of communication between the FOP and the City agencies that are most directly involved in the maintenance of police facilities. This direct communication has allowed the parties to create significant opportunities for coordination and to establish a rational process for prioritizing and resolving problems.
 - 2.2. The prioritization process resulted in identifying twelve (12) high priority Police Districts that will receive the benefit of \$3.4 million dollars of capital funding. To create synergies within the DPP and PPD, the DPP's Facility Management and Capital Program Divisions will coordinate with the PPD to perform interior renovations in conjunction with these capital improvements.
3. Interior Work to City Hall – As City Hall is known as “The People’s House”, the interior of the property should reflect that sentiment. In FY14, the Department embarked on an initiative to improve the interior of

City Hall, first through improving the look of the floors, followed by painting the interior hallways, the placement of digital signage and rehabbing the elevators in the Southeast corner. An assessment of each room in City Hall has taken place and a work plan being put together for the next phase of work. That phase will include ceiling and lighting work, revamped security measures, the placement of directional signage on each floor and completing interior work on rooms most utilized by the public.

Capital Projects Division

1. The Capital Projects Division has been working on creating a Job Order Contracting program for public works construction projects in order to more quickly engage contractors for small to medium sized projects. Job Order Contracts are on-call contracts bid on the basis of unit priced cost information and job condition factors specifically tailored to City project types and standards. It is anticipated that ten public works bids will be advertised in the first quarter of FY15 for this program.
2. The Department of Public Property is working with City Planning, the Mayor's Office of Sustainability and the Office of Innovation and Technology on developing an asset management program for the City in order to identify specific facilities infrastructure capital needs and associated costs in terms of remaining facility life expectancy. Data generated from the program will be used to bench mark facilities conditions and establish level of service requirements in terms of condition indices.

NEW INITIATIVES

Real Estate Division

- A pilot program was funded to explore the redesign of the 13th floor of One Parkway. The design firm was tasked with designing an open floor space plan, as opposed to the traditional office and high work station floor plans that have been used by the City for a number of years. It is anticipated that this new design, if implemented, will reduce the footprint of the current occupants by half, thus realizing significant savings by reducing lease costs.

Facilities Management Division

- Coordinate Capital and Facility (Operating) Projects for efficiency of work and coordination. This leads to lower costs and less tenant disruptions.
- Leverage already existing Capital projects by combining these with Facility Renovations, similar to what was completed at Engine Company 51 (Apparatus floor renovation and Interior Renovations).
- It is anticipated that six-teen (16) interior renovation type projects can be completed by integrating existing Capital Projects with a targeted Facility project approach.

Capital Programs Division

- Work to expand the Project Controls and Quality Assurance Unit (PC/QA Unit) in the Capital Projects Division of Public Property is in the infancy stages. The PC/QA Unit was initially instituted to develop and maintain consistent project reporting, as well as, administering job order contracting and requirements contracts within the division. The expanded unit will have responsibility for grants management, QA administration of contract documents, cost estimating, change order review, monitoring and tracking length of projects and scheduling.

CONTRACTING EXPERIENCE

M/W/DBE Participation on Large Contracts

FY14 Contracts

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DBE Participation Achieved	\$ Value of M/W/DBE Participation	Total % and \$ Value Participation - All DSBEs	Living Wage Compliant?
US Facilities	Operations, maintenance and support for Triplex	\$14,651,450	4/26/13	7/1/13	MBE: 20-25 WBE: 10-15 DSBE: n/a	74% 26% 0%	\$10,842,073 \$3,809,377 \$0	100% \$14,651,450	Y Y y/n
CC District	Provides custodial and janitorial services to CC concourse	\$764,400	N/A governmental or non-profit organization	7/1/13	MBE: n/a WBE: n/a DSBE: n/a	98% 2% 0%	\$749,112 \$15,288 \$0.00	100% \$764,400	y/n y/n y/n
		\$			MBE: n/a WBE: n/a DSBE: n/a	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n
		\$			MBE: n/a WBE: n/a DSBE: n/a	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n
		\$			MBE: n/a WBE: n/a DSBE: n/a	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n

EMPLOYEE DATA

Staff Demographics

Full-Time Staff

Executive Staff

	Male	Female	Male	Female
Total	100	24	3	2
% of Total	81%	19%	60%	40%
African-American			African-American	African-American
Total	33	7	0	0
% of Total	27%	6%	0%	0%
White			White	White
Total	59	13	3	2
% of Total	48%	10%	60%	40%
Hispanic			Hispanic	Hispanic
Total	6	1	0	0
% of Total	5%	1%	0%	0%
Asian			Asian	Asian
Total	2	1	0	0
% of Total	2%	1%	0%	0%
Other			Other	Other
Total	0	2	0	0
% of Total	0%	2%	0%	0%
Bi-lingual			Bi-lingual	Bi-lingual
Total	0	1	0	0
% of Total	0%	1%	0%	0%

APPENDIX DEPARTMENT OF PUBLIC PROPERTY

CONTRACTING EXPERIENCE

M/W/DBE Participation on Large Contracts

FY13 Contracts

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DBE Participation Achieved	\$ Value of M/W/DBE Participation	Total % and \$ Value Participation - All DSBES	Living Wage Compliant?
US Facilities	Operations, maintenance and support for Triplex	\$13,412,869	4/6/09	7/1/12	MBE: 20-25% WBE: 10-15% DSBE:	75% 25% 0%	\$10,059,652 \$3,353,217 0	100% \$13,412,869	Y Y y/n
Center City District	Provides custodial and janitorial services for CC concourse	\$764,400	N/A governmental or non-profit organization	7/1/12	MBE: n/a WBE: n/a DSBE:	98% 2% 0%	\$749,112 \$15,288 \$0	100% \$764,400	y/n y/n y/n
		\$			MBE: WBE: DSBE:	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n
		\$			MBE: WBE: DSBE:	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n
		\$			MBE: WBE: DSBE:	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n

M/W/DBE Participation on Large Contracts

FY12 Contracts

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DBE Participation Achieved	\$ Value of M/W/DBE Participation	Total % and \$ Value Participation - All DSBES	Living Wage Compliant?
US Facilities	Operations, maintenance and support for Triplex	\$13,684,450	4/6/09	7/1/11	MBE: 20-25% WBE: 10-15% DSBE:	75% 25% 0%	\$10,263,338 \$3,421,113 0	100% \$13,684,450	Y Y y/n
Center City District	Provides custodial and janitorial services for CC concourse	\$764,400	N/A governmental or non-profit organization	7/1/11	MBE: n/a WBE: n/a DSBE:	98% 2% 0%	\$749,112 \$15,288 0	100% \$764,400	y/n y/n y/n
		\$			MBE: WBE: DSBE:	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n
		\$			MBE: WBE: DSBE:	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n
		\$			MBE: WBE: DSBE:	% % %	#VALUE! #VALUE! #VALUE!	0% #VALUE!	y/n y/n y/n