

**COMMERCE DEPARTMENT
REVISED FISCAL YEAR 2021 BUDGET TESTIMONY
MAY 19, 2020**

Funding levels for the Commerce Department and Economic Stimulus Fund in the ordinance as introduced do not reflect an updated strategy. The Administration will request shifting funds from the Economic Stimulus Fund to the Commerce Department to support the revised economic and workforce development strategy for post-COVID needs.

The revised FY21 Budget and FY21-25 Plan focuses on providing core services and targeting reductions to areas with the least impact on vulnerable populations and areas where others can fund or deliver services.

DEPARTMENT FUNDING LEVELS

General Fund Financial Summary by Class					
	FY20 Original Appropriations	FY20 Estimated Obligations	FY21 Original Proposed Appropriations	FY21 Revised Proposed Appropriations	\$ Difference Original to Revised Proposed
Class 100 - Employee Compensation	\$3,469,881	\$3,506,080	\$3,921,080	\$2,394,341	(\$1,526,739)
Class 200 - Purchase of Services	\$28,526,450	\$28,530,035	\$25,656,055	\$18,231,153	(\$7,424,902)
Class 300/400 - Materials, Supplies & Equipment	\$26,654	\$26,654	\$26,654	\$26,654	\$0
Class 500 - Contributions	\$500,000	\$500,000	\$500,000	\$500,000	\$0
	\$32,522,985	\$32,562,769	\$30,103,789	\$20,652,148	(\$9,451,641)

GENERAL FUND FULL-TIME POSITIONS

General Fund Full-Time Positions					
	FY20 Adopted Budget	November 2019 Increment Run	FY21 Original Proposed Budget	FY21 Revised Proposed Budget	Difference Original to Revised Proposed
Full-Time Positions	55	50	61	18	(43)

**COMMERCE DEPARTMENT
ORIGINAL FISCAL YEAR 2021 BUDGET TESTIMONY**

This testimony has been partially updated to reflect COVID-19, but does not fully reflect the revised proposed FY21 budget or the department's new operational plan. Post COVID-19 responses from the Department are listed in the next section.

INTRODUCTION

President Clarke and Members of City Council, I am Sylvie Gallier Howard, Acting Director of Commerce. Joining me today are Iola Harper, Deputy Director for Entrepreneurship and Economic Opportunity as well as other members of my team. I am pleased to provide testimony on Commerce's Fiscal Year 2021 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Department of Commerce helps businesses – large and small – thrive in Philadelphia. In order to foster inclusive growth in the city, Commerce has programs and special incentives to help spur entrepreneurship, grow small businesses, and draw new companies to the city. Locally, Commerce contributes to equitable neighborhood revitalization by:

- Building vibrant commercial districts;
- Creating a strong talent pipeline for all Philadelphians to attain good, living-wage jobs;
- Increasing contracting opportunities for Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE); and,
- Supporting small businesses and improving their access to funding.

Commerce also works to retain and attract new businesses both domestically and internationally, elevating Philadelphia's global competitiveness and positioning the city's economy for long-term growth.

Plans for Fiscal Year 2021:

Given the massive economic impact of the COVID-19 pandemic, the Commerce Department intends to focus FY21 on economic recovery programs and services that will help businesses to reopen, regain stable footing and bring back job opportunities for Philadelphians. While we had all hoped that FY21 would be focused on inclusive growth, we are now faced with a new reality and understand that we must pivot immediately to programs that ensure inclusive and immediate recovery.

The majority of Commerce's programs already prioritize assisting vulnerable communities and we will continue to keep that focus, including:

SUPPORTING EXISTING BUSINESSES TO PRESERVE & BRING BACK JOBS:

- Our Quality Jobs program will continue, but it will be redesigned to focus on business retention and relief, in order to help businesses, weather these new economic challenges. We will also pilot a Business Disruption grant program for businesses negatively impacted by public works emergencies or repairs.
- Continue to partner with our Business Technical Assistance Providers, located throughout the city, to provide much needed technical assistance and lending to micro and small businesses.

COMMERCE DEPARTMENT

- Partner closely with our business intermediaries and chambers, such as the African American, Hispanic, Asian, and LGBTQ Chambers, to provide support to businesses in underserved communities.
- Continue to support local Community Development Corporations (CDCs) and Business Improvement Districts (BIDs) so that our vibrant commercial corridors—which are anchors in so many of our communities— have critical on-the-ground support. Grant programs for commercial corridor businesses will also continue.
- Carry out an equitable entrepreneurship study and develop a plan to better support Philadelphia’s women, minority, and immigrant-owned businesses. We will also increase our support for growth stage businesses from under-represented communities to prepare them for contract opportunities with the public and private sector, through mentor-protégé programming, accelerator, and matching efforts.
- OEO will expand the new Emerging Vendors Program (EVP), piloted through Rebuild, to grow the pipeline and capacity of Minority, Women, and Disabled-Owned Business Enterprises (MWDSBEs).

REVIVE PHILADELPHIA’S ECONOMIC ENGINE:

- We are excited to launch the Philadelphia Taking Care of Business Program (PHLTCB), a revamped and expanded commercial corridor cleaning program, which will serve a dual benefit: of enhancing the physical environment of our neighborhood commercial corridors, while also creating much needed business and job opportunities for residents.
- Working with partners like the Airport, PHLCVB, Visit Philadelphia, and surrounding counties, we will focus our global identity efforts on delivering a comprehensive, resounding message to the world that Philadelphia is a world-class, global destination for business, investment, talent, and tourism.
- We’ll work to ensure that businesses, as they start or rebuild, are able to quickly and efficiently move through City processes. That’s why we are establishing an internal team of experts (currently being called the Business Acceleration Team) that will include representatives from multiple departments that engage regularly with businesses, focused on improving customer service and processes to make it easier to do business in Philadelphia.
- We will launch a \$2 million loan program to assist CDCs to acquire real estate on commercial corridors and to reduce displacement of long-time business owners.
- We will continue providing grants to tech startup founders from economically and socially disadvantaged backgrounds through the Commerce Venture grant program.
- In order to ensure that Philadelphia is primed for future business and job opportunities over the next decade, Commerce, along with our economic development partners, will carry out an inclusive cluster or growth sector analysis.

We know that Commerce plays an especially pivotal role during times like these. Philadelphia entrepreneurs and businesses throughout the city need overwhelming support at this time, even as the City’s resources face more constraints due to reduced revenue.

COMMERCE DEPARTMENT

Commerce, with your support, is committed to working with our community and economic development partners to determine the most critical pressing needs, identify innovative solutions, and to target our resources to ensure that our most vulnerable populations are prioritized and primed for growth.

COMMERCE DEPARTMENT

The tables in pages (6 through 13) have been partially updated to reflect COVID-19, but does not fully reflect the revised proposed FY21 budget or the department’s new operational plan .

BUDGET SUMMARY & OTHER BUDGET DRIVERS

Staff Demographics Summary (as of December 2019)				
	Total	Minority	White	Female
Number of Full-Time Staff	64	41	23	38
Number of -Exempt Staff	55	35	18	35
Number of Executive Staff (deputy level and above)	6	3	3	3
Average Salary, Full-Time Staff	\$75,266	\$72,017	\$78,164	\$75,196
Average Salary, Exempt Staff	\$76,589	\$73,665	\$81,783	\$76,386
Average Salary, Executive Staff	\$140,987	\$143,997	\$137,976	\$135,714
Median Salary, Full-Time Staff	\$67,370	\$67,370	\$71,070	\$65,900
Median Salary, Exempt Staff	\$67,370	\$67,370	\$67,682	\$67,682
Median Salary, Executive Staff	\$133,144	\$133,675	\$140,461	\$133,675

Employment Levels (as of December 2019)		
	Budgeted	Filled
Number of Full-Time Positions	73	64
Number of Part-Time Positions	0	0
Number of Exempt Positions	60	55
Number of Executive Positions (deputy level and above)	6	6
Average Salary of All Full-Time Positions	\$73,766	\$75,266
Median Salary of All Full-Time Positions	\$67,274	\$67,370

General Fund Financial Summary by Class						
	FY19 Original Appropriations	FY19 Actual Obligations	FY20 Original Appropriations	FY20 Estimated Obligations	FY21 Proposed Appropriations	Difference: FY21-FY20
Class 100 - Employee Compensation	N/A	\$3,028,159	\$3,469,881	\$3,506,080	\$3,921,080	\$415,000
Class 200 - Purchase of Services	N/A	\$40,036,629	\$28,526,450	\$28,926,450	\$21,319,856	(\$7,606,594)
Class 300/400 - Materials, Supplies & Equipment	\$26,654	\$18,398	\$26,654	\$26,654	\$26,654	\$0
Class 500 - Contributions	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0
	\$526,654	\$43,583,186	\$32,522,985	\$32,959,184	\$25,767,590	(\$7,191,594)

COMMERCE DEPARTMENT

Contracts Summary (Professional Services only)						
	FY17	FY18	FY19	FY20	FY21	FY20 YTD (Q1 & Q2)
Total amount of contracts	\$451,000	\$75,000	\$356,235	\$484,000	N/A	\$484,000
Total amount to M/W/DSBE	\$331,250	\$22,950	\$76,915	\$0	N/A	\$0
Participation Rate	73%	31%	22%	0%	N/A	0%

Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies & Equipment; and Professional Services combined)			
	FY19	FY20	FY21
M/W/DSBE Contract Participation Goal	35%	35%	35%

COMMERCE DEPARTMENT

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2021 General Fund budget totals \$25,767,590, a decrease of \$7,191,594 over Fiscal Year 2020 estimated obligation levels. This decrease is primarily due to a one-time transfer for Class 200.

The proposed budget includes:

- \$3,921,080 in Class 100, a \$415,000 increase over FY20. This funding will increase staff levels for the Business Action Team program as well as other essential Commerce Positions.
- \$ 21,319,856 in Class 200, a \$7,606,594 decrease from FY20. This funding was a change from a one-time expenditure transfer.

COMMERCE DEPARTMENT

STAFFING LEVELS

The department is requesting 69 budgeted positions for FY21, an increase of six positions over FY20. The increase is attributed to the addition of the Business Action Team.

NEW HIRES

New Hires (from 7/1/2019 to December 2019)		
	Total Number of New Hires	Spanish
Black or African American	1	
Hispanic or Latino	1	1
Total	2	1

Detail for new hires since December 2019, if applicable: N/A

PERFORMANCE, CHALLENGES, AND INITIATIVES

ECONOMIC DEVELOPMENT PROGRAM

FY21 Strategic Goals				
<ul style="list-style-type: none"> Quality Jobs Program: To implement one of the key recommendations from the Incentive Evaluation, Commerce will launch a Quality Jobs Program in FY21. This will provide grants to eligible businesses in exchange for creating much needed quality job opportunities throughout Philadelphia. In addition, OBD will revamp the current Economic Stimulus Forgivable Loan Program into the High Impact Quality Jobs Program to support large-scale projects that create 100+ jobs and bring significant revenue to the City. Inclusive Cluster or Growth Sector Analysis: Commerce, along with economic development partners, will explore market opportunities and analyze existing and emerging clusters in the region. The analysis will determine sectors that will provide economic development and job opportunities over the next few decades and make recommendations to ensure strategic, inclusive access to workforce and economic opportunities within the identified cluster priorities. Revamped and Expanded Commercial Corridor Cleaning Program: ONBS will continue to expand commercial corridor cleaning, in terms of both the number of corridors receiving services and the frequency of cleaning, through the “PHL Taking Care of Business” (PHL TCB) program. PHL TCB will encompass all existing commercial corridor cleaning programs and add new corridors, applying a hybrid approach that increases the cleanliness of neighborhood corridors, supports local cleaning businesses, creates quality jobs, and provides workforce development opportunities. Enhanced Business Concierge Services and Improved Services for Businesses: As part of the Managing Director’s overall customer service improvement strategy, Commerce will play a lead role in developing a Business Acceleration Team that will address the high level of difficulty and dissatisfaction that businesses have expressed regarding the processes and service levels offered by the City. New Customer Service Managers matched with Operating Department Liaisons will focus on streamlined business support and continuous process improvement. 				

FY21 Performance Measures				
Measure	FY19 Actual	FY20 YTD (Q1 + Q2)	FY20 Target	FY21 Target
Business Attraction and Retention: Number of businesses engaged ¹	470	228	439	445
Business Attraction and Retention: Number of wins ²	57	35	50	54
Office of Neighborhood Business Services: Number of businesses supported ³	7,029	Q1 ONLY: 2,033	7,500	7,500
Average litter index for corridors with Commerce-supported cleaning programs ⁴	2.1	N/A	1.9	1.9
Business Attraction and Retention: Number of jobs created or retained ⁵	4,164	3,158	3,465	4,306
Office of Neighborhood Business Services: Number of jobs created ⁶	307	N/A	350	350
Philadelphia Job Growth ⁷	2.5%	2.1%	Exceed National Average	Exceed National Average

¹ The target for this measure is established by taking the average of the last three years.
² A "win" is when a company that Commerce has identified as a business attraction or retention opportunity accepts an offer of public incentive(s) or Commerce otherwise learns that the company has selected a Philadelphia location. The target for this measure is established by taking the average of the last three years.
³ This is a lagging measure. “Support” encompasses grants, technical assistance, consultation with OBS (often businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc.
⁴ This is an annual measure. The index comes from Zero Waste and Litter Cabinet’s Litter Index. Surveyors give a 1-4 litter rating based on metrics from Keep America Beautiful: Rating of 1 = little to no litter, 2 = litter in the amount that can be picked up by one person, 3 = litter in the amount that would need a team to clean up, and 4 = litter that would require a large clean-up effort and/or heavy machinery to remove debris.
⁵ This represents the sum of full-time jobs created (through business attraction efforts) or retained (through business retention efforts) in Philadelphia. The target for this measure is an average of the preceding three years.
⁶ This is an annual measure, which represents new jobs created within a commercial corridor as reported by corridor managers.
⁷ FY19 National Average: 1.7%

OFFICE OF ECONOMIC OPPORTUNITY (OEO)

FY21 Strategic Goals
<ul style="list-style-type: none"> • Emerging Vendors Program Expansion: The new Emerging Vendors Program (EVP), piloted through Rebuild, has led to 18 new businesses becoming EVPs with 45 businesses in the pipeline. These businesses continue to expand in order to grow the pipeline and capacity of Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE) and increase economic opportunity. • OEO Registry Expansion: OEO will continue to increase the number of Philadelphia businesses in the registry, with a goal of a 10% increase. • Improve the Economic Opportunity Dashboard: OEO will enhance its Economic Opportunity Plan (EOP) dashboard, making it easier to find critical, up-to-date information about all existing and closed EOPs that are monitored by OEO. An EOP is a document created to ensure use of Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE) on contracts over \$100,000. They are required for any businesses utilizing more than \$100,000 in City funding or for projects over \$100,000 that require formal City approvals.

FY21 Performance Measures				
Measure	FY19 Actual	FY20 YTD (Q1 + Q2)	FY20 Target	FY21 Target
M/W/DSBE participation rate on City contracts ¹	36.0%	N/A	≥ 35.0%	≥ 35.0%

¹ This is an annual measure and lags by one quarter. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date. This is the percentage of dollars committed (contracted) to M/W/DSBE firms divided by the total available dollars. This is collected through the City’s various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

We are monitoring closely the impact of Covid-19 for changes in the State and Federal spending priorities and will react accordingly. We are seeking reimbursement under the CARES Act for the Business Relief Fund.

COMMERCE DEPARTMENT

CONTRACTING EXPERIENCE

M/W/DSBE Participation on Large Professional Services Contracts											
Top Five Largest Contracts, FY20											
Vendor Name	Service Provided	Dollar Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % Participation - All DSBEs	Total \$ Value Participation - All DSBEs	Local Business (principal place of business located within City limits) [yes / no]	Waiver for Living Wage Compliance? [yes / no]
Urban League of Philadelphia	Housing and Economic Dev	\$50,000	NA	7/1/2019	MBE:	0%	\$0	0%	\$0	Yes	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
The Enterprise Center	Housing and Economic Dev	\$125,000	NA	7/1/2019	MBE:	0%	\$0	0%	\$0	Yes	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
Welcoming Center for New Pennsylvanians	Housing and Economic Dev	\$125,000	NA	7/1/2019	MBE:	0%	\$0	0%	\$0	Yes	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
Urban Affairs Coalition	Housing and Economic Dev	\$125,000	NA	7/1/2019	MBE:	0%	\$0	0%	\$0	Yes	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
					WBE:	0%	\$0				
					DSBE:	0%	\$0				

COMMERCE DEPARTMENT

EMPLOYEE DATA

Staff Demographics (as of December 2019)					
Full-Time Staff			Executive Staff		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	8	24	<i>Total</i>	1	1
<i>% of Total</i>	13%	38%	<i>% of Total</i>	17%	17%
<i>Average Salary</i>	\$68,703	\$75,349	<i>Average Salary</i>	\$179,867	\$133,675
<i>Median Salary</i>	\$54,902	\$70,503	<i>Median Salary</i>	\$179,867	\$133,675
	White	White		White	White
<i>Total</i>	12	11	<i>Total</i>	1	2
<i>% of Total</i>	19%	17%	<i>% of Total</i>	17%	33%
<i>Average Salary</i>	\$77,637	\$81,080	<i>Average Salary</i>	\$140,461	\$136,733
<i>Median Salary</i>	\$70,040	\$70,040	<i>Median Salary</i>	\$140,461	\$136,733
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	5	1	<i>Total</i>	1	0
<i>% of Total</i>	8%	2%	<i>% of Total</i>	17%	0%
<i>Average Salary</i>	\$76,207	\$50,393	<i>Average Salary</i>	\$118,450	N/A
<i>Median Salary</i>	\$70,000	\$50,393	<i>Median Salary</i>	\$118,450	N/A
	Asian	Asian		Asian	Asian
<i>Total</i>	1	2	<i>Total</i>	0	0
<i>% of Total</i>	2%	3%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$70,040	\$61,000	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$70,040	\$61,000	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	7	12	<i>Total</i>	1	1
<i>% of Total</i>	11%	19%	<i>% of Total</i>	17%	17%
<i>Average Salary</i>	\$74,050	\$77,484	<i>Average Salary</i>	\$118,450	\$140,853
<i>Median Salary</i>	\$70,040	\$61,000	<i>Median Salary</i>	\$118,450	\$140,853
	Male	Female		Male	Female
<i>Total</i>	26	38	<i>Total</i>	3	3
<i>% of Total</i>	41%	59%	<i>% of Total</i>	50%	50%
<i>Average Salary</i>	\$74,188	\$75,196	<i>Average Salary</i>	\$146,259	\$135,714
<i>Median Salary</i>	\$67,999	\$65,900	<i>Median Salary</i>	\$140,461	\$133,675

LANGUAGE ACCESS

1. Has your leadership received language access training?

Yes

2. Do you currently have a language access coordinator?

Commerce is currently seeking a new language access coordinator.

3. Has your department written a language access plan and is it posted online?

Yes - <https://www.phila.gov/documents/language-access-plans/>

4. Explain what your department has done to improve language access services over the past year.

We have expanded the number of languages that our materials appear in. This year we have had documents translated into Russian and Arabic, which were new for the department.

COMMERCE DEPARTMENT

CLIMATE CHANGE

1. How has climate change affected your department's provision of services?

Climate change is not currently affecting our provision of services.

2. How might worsening climate change increase costs and demands for your department?

Worsening climate change might affect the need for business assistance and support if flooding or storms were to disrupt businesses. Early research projects that Philadelphia's economic productivity will increase due to climate migration. As businesses relocate to the city or new businesses open to meet new demands, request for business support services could increase. Sea level rise and flooding due to climate change may also lead to restrictions on the development of some parcels of land, which would impact economic development opportunities, particularly along our waterfronts.

3. How does your department intend to mitigate and adapt to climate change?

We will listen to businesses and experts in order to adapt our approach as climate change occurs and create policies and programs that address the current and future needs.

REVISED PLANS FOR FISCAL YEAR 2021

1. With the revised budget for FY21, what will your department accomplish in FY21?

SMALL BUSINESS RELIEF EFFORTS

- Small, local business relief and recovery (business technical assistance, relief grants, access to capital, self-employment, support around COVID-readiness related to safety and technology needs)
- Commercial corridor stabilization and recovery (corridor managers, corridor cleaning, smaller amount of facade improvement, InStore program)
- Identify external sources of funding to support small businesses, neighborhoods, and job creation and referrals to such opportunities as they arise
- Coordinate efforts of our chambers, CDC, and Technical Assistance partners to support minority and disadvantaged businesses

ECONOMIC RECOVERY EFFORTS

- Workforce re-skilling and placement
- Minority and women-owned business capacity-building, access to contracts; bilingual support of immigrant businesses
- Work with local manufacturers to ensure adequate PPE & life science supply chains while supporting local economy
- Increase and restore tax revenue-generation & support major job creation projects (i.e. air service development, former refinery site, life sciences leads, business expansion, etc.)

2. With the revised budget for FY21, what existing programs or services will be reduced or eliminated?

- Support of partners such as: Graduate Philadelphia, Citizen Diplomacy International, Delaware River Waterfront Corporation and Campus Philly will be eliminated or vastly reduced
- Outbound international trade missions will not take place in FY21
- Security camera program eliminated
- Storefront Improvement Program reduced about 40%

3. With the revised budget for FY21, what planned, new services or programs will not happen?

- New Business Acceleration Team zeroed
- New Business disruption grants zeroed
- The "Quality Jobs" grant and forgivable loan program will not happen as planned, but will be re-positioned as relief and recovery grants and loans

COMMERCE DEPARTMENT

REVISED PERFORMANCE MEASURES

The Commerce Department did not update their performance measures as a part of the revised budget process. Original performance measures listed below.

ECONOMIC DEVELOPMENT PROGRAM

FY21 Performance Measures				
Measure	FY19 Actual	FY20 YTD (Q1 + Q2)	FY20 Target	FY21 Target
Business Attraction and Retention: Number of businesses engaged ¹	470	228	439	445
Business Attraction and Retention: Number of wins ²	57	35	50	54
Office of Neighborhood Business Services: Number of businesses supported ³	7,029	Q1 ONLY: 2,033	7,500	7,500
Average litter index for corridors with Commerce-supported cleaning programs ⁴	2.1	N/A	1.9	1.9
Business Attraction and Retention: Number of jobs created or retained ⁵	4,164	3,158	3,465	4,306
Office of Neighborhood Business Services: Number of jobs created ⁶	307	N/A	350	350
Philadelphia Job Growth ⁷	2.5%	2.1%	Exceed National Average	Exceed National Average

¹ The target for this measure is established by taking the average of the last three years.

² A "win" is when a company that Commerce has identified as a business attraction or retention opportunity accepts an offer of public incentive(s) or Commerce otherwise learns that the company has selected a Philadelphia location. The target for this measure is established by taking the average of the last three years.

³ This is a lagging measure. "Support" encompasses grants, technical assistance, consultation with OBS (often businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc.

⁴ This is an annual measure. The index comes from Zero Waste and Litter Cabinet's Litter Index. Surveyors give a 1-4 litter rating based on metrics from Keep America Beautiful: Rating of 1 = little to no litter, 2 = litter in the amount that can be picked up by one person, 3 = litter in the amount that would need a team to clean up, and 4 = litter that would require a large clean-up effort and/or heavy machinery to remove debris.

⁵ This represents the sum of full-time jobs created (through business attraction efforts) or retained (through business retention efforts) in Philadelphia. The target for this measure is an average of the preceding three years.

⁶ This is an annual measure, which represents new jobs created within a commercial corridor as reported by corridor managers.

⁷ FY19 National Average: 1.7%

OFFICE OF ECONOMIC OPPORTUNITY (OEO)

FY21 Performance Measures				
Measure	FY19 Actual	FY20 YTD (Q1 + Q2)	FY20 Target	FY21 Target
M/W/DSBE participation rate on City contracts ¹	36.0%	N/A	≥ 35.0%	≥ 35.0%

¹ This is an annual measure and lags by one quarter. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date. This is the percentage of dollars committed (contracted) to M/W/DSBE firms divided by the total available dollars. This is collected through the City's various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department.