

**DEPARTMENT OF COMMERCE**  
**FISCAL YEAR 2027 BUDGET TESTIMONY**  
**APRIL 29, 2026**

**INTRODUCTION**

Good afternoon, President Johnson and Members of City Council. I am Karen Fegely, Acting Commerce Director. Joining me today are the Deputy Directors of the Commerce team: Dawn Summerville, Denis Murphy, Heloise Jettison, Salim Wilson, and Yvonne Boye. I am pleased to provide testimony on the Department of Commerce’s Fiscal Year 2027 Operating Budget.

**DEPARTMENT MISSION & PLANS**

**Mission:** The Department of Commerce is the economic catalyst for the City of Philadelphia, working to help all businesses grow and thrive. Commerce creates equitable wealth-building opportunities through strategic investments and ecosystem partnerships to grow quality jobs, build capacity in communities that have experienced disinvestment or limited access to economic opportunity, make it easier to launch and operate successful businesses, and promote Philadelphia as a premier business destination. In short, Commerce delivers on the Mayor’s vision of access to economic opportunity for all.

**Plans for Fiscal Year 2027:**

The Department of Commerce will continue to focus on the following strategic priorities:

- Improve the Ease of Doing Business
- Offer Business Education and Capacity Building
- Provide Financial Support and Direct Capital to Businesses
- Proactively Attract and Retain Companies of All Sizes
- Invest in Neighborhood Economic Growth
- Enable Efficient & Effective Operations

In Fiscal Year 2027, Commerce will focus on expanding and implementing the following investments:

1. Expand access to the Catalyst Fund and other Jumpstart Small Business Programs: To support Philadelphia small businesses impacted by changes to the Business Income and Receipts Tax (BIRT) exemption, Commerce will continue implementation of nearly \$38.5 million in new and expanded programs that support small business creation and growth in Philadelphia. These programs have been crucial during a time of contraction of small business services and challenges due to federal policy changes and rising costs. During Fiscal Year 2026, this

entailed a significant expansion of Commerce’s business grant, education, and capacity building programs, as well as 15 new positions to administer programs and provide additional customer service. With Jumpstart, the Small Business Catalyst Fund was able to continue beyond an initial \$5 million investment to contain over \$12 million, aimed at helping high-potential small businesses and entrepreneurs grow in the city. The Philadelphia Small Business Catalyst Fund provides grants from \$10,000 to \$50,000 per business and is designed to connect businesses to comprehensive support beyond funding, including business education and strategic guidance. This innovative program is being enhanced through a data-driven, principles-based approach to simplify and streamline the application process, ensuring more small businesses access Catalyst Funds. In Fiscal Year 2027, Commerce will transition efforts from building capacity through staff, technology, and partnerships to implementation of Jumpstart Small Business Supports at full scale.

2. PHL Taking Care of Business (PHL TCB): Commerce will continue to expand PHL TCB, growing the program from \$28.3 million in FY26 to \$28.9 million in FY27. In FY26, the TCB workforce grew to over 420 Cleaning Ambassadors; provided additional cleaning hours in heavy litter areas to cover evenings and weekends; enabled cleaning of new areas near corridors; expanded a partnership with the Philadelphia Horticultural Society (PHS) for vacant lot cleaning, and expanded tree planting and maintenance around corridors; and expanded cleaning in every Council District. In addition, Commerce continued to grow and strengthen the workforce training and career development component of TCB, including launching a program-wide Cleaning Ambassador training series. In FY27, TCB organizations will further expand cleaning activity and cover increased staff and supply costs. Commerce will also hire additional program management staff.
3. PHL Open for Business: We aspire to create a best-in-class client service experience for Philadelphia businesses to help them start, grow, operate, relocate to, and remain in Philadelphia. Commerce will continue to pursue PHL Open for Business process and policy reform in Fiscal Year 2027. This work encompasses multiple strategies, including simplifying processes, lowering the cost and complexity to do business in Philadelphia, and offering trusted guidance, advocacy, resources, and targeted investments that help businesses thrive. These efforts include the upcoming launch of a Philly Biz Hub and an online single application for all business grant programs.
4. PHL Project Review and Infrastructure Made Easy (PRIME): The Department will lead PHL PRIME in conjunction with the Mayor’s Office of Policy Planning and Delivery, Department of Planning and Development, and Managing Director’s Office to facilitate high-impact economic development projects with significant quality job creation and capital investment. Commerce also plays a role in supporting strategic economic development projects, including the Market East Revival.
5. Marketing: The Department will launch a Neighborhood Corridor Attraction campaign, marketing the benefits of operating storefront properties, including all programs businesses located on or near a commercial corridor could be eligible for. Finally, the Department will

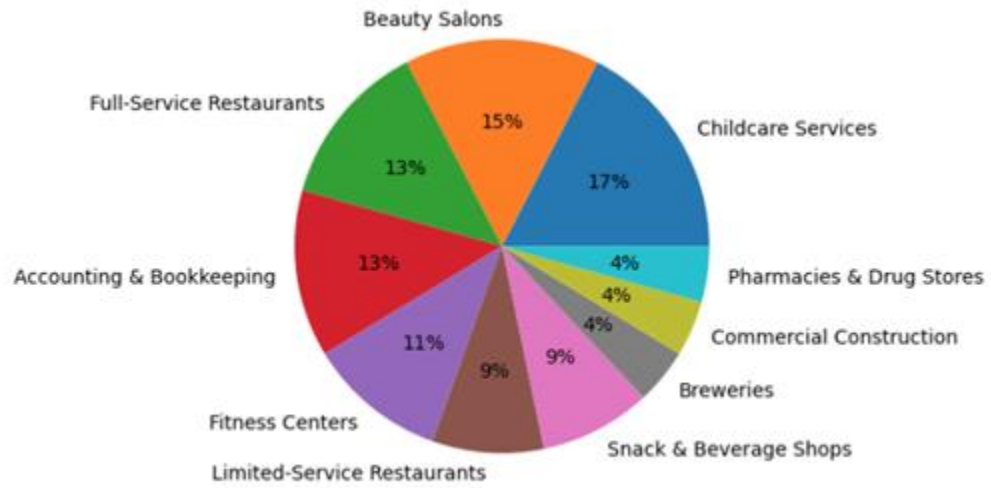
collaborate with regional partners on a national campaign to promote Philadelphia as a premier business destination, with a focus on quality job creation.

Commerce will continue its role as an advocate, champion, and partner for inclusive growth. Detailed below are some of our **key accomplishments and recent investments in Fiscal Year 2026**:

In Fiscal Year 2026, the Department of Commerce received a significant increase in funding (\$38,500,000) to execute the **Jumpstart Small Business Initiative**. This investment was a result of the unfortunate but necessary removal of the \$100,000 BIRT exemption due to a legal challenge, which will increase City tax collections but negatively impact small businesses. Thus, the Jumpstart Small Business Support Initiative was developed to expand existing Commerce programs that have the most positive impact on Philadelphia's smallest businesses, as well as develop a select number of new programs to meet direct needs. New programs launched in Fiscal Year 2026 include the Tax Prep Program, Business Affinity Group Capacity Program, and Business Succession Planning. Likewise, the Jumpstart Small Business Support Initiative enabled the Department to increase grant program maximums. For example, the Philadelphia Business Lending Network Incentive Grant increased from a maximum of \$35,000 to \$50,000. Overall, implementation is proceeding as planned. Initial efforts were heavily focused on building the foundation necessary for program delivery throughout the year, including hiring and onboarding staff, developing technology to administer programs effectively, and issuing Request for Proposals to secure the right partners.



*In 2026, Commerce contracted with 23 tax preparers across all Council Districts, representing 15 different languages.*



*In 2025, 122 local businesses received \$4.9 million in Catalyst Funds and were connected to Community Development Financial Institutions (CDFIs) for guidance. Catalyst Fund recipients represent various industries and neighborhoods across Philadelphia.*



*Through the new Business Affinity Group Capacity Program, six (6) new partner organizations hired Technical Assistance Coordinators to connect their networks to programs and resources, including the Dominican American Chamber of Commerce, Northeast Philadelphia Small Business Alliance, Pennsylvania Professional Image Alliance (PPIA), Association of Mexican Business Owners of Philadelphia, the Vendors Association of FDR Park, and the U.S. - Ghana Chamber of Commerce.*

In support of **PHL Open for Business**, Commerce continues to make it easier for businesses to access licenses, permits, knowledge, networks, and capital. In 2024, Commerce rebranded and launched the **Mayor's Business Action Team**, the Department's "front door" that meets businesses where they are. In addition to Business Services Managers, Commerce added Business Navigators, which serve as specialists that work one-on-one with businesses to resolve complex challenges. In 2025, the Mayor's Business Action Team served over 7,000 local businesses, including solving over 500 complex cases. In addition, the Department continues to collaborate with other departments to develop and expand the

Permit Navigator, which helps businesses and residents alike identify what permits they need before committing to a project. During the latter half of 2026, Commerce will launch the Business Resource Hub to help entrepreneurs connect to citywide resources 24/7.

In February 2026, the Parker Administration also announced **PHL PRIME**, a new citywide initiative to accelerate high-impact business expansion and job-creating projects that will help advance economic opportunity in Philadelphia. The inaugural cohort of PHL PRIME encompasses major investments in the Lower South District, including DrinkPAK, Hanwha Philly Shipyard, Rhoads Industries, and TerraPower. Altogether, the Lower South District as an economic engine represents the potential for nearly 60,000 jobs that can strengthen our middle class, boost economic mobility, and grow Philadelphia's tax base. Through PHL PRIME, the Administration will closely coordinate across agencies, identify barriers early, and move priority projects faster from planning to completion.

We aspire to clean, green, and support Philly's small business corridors as attractive neighborhood destinations. In the beginning of Fiscal Year 2026, the **PHL Taking Care of Business Program (TCB) program** expanded, adding 450 blocks that were not served by the program previously, serving an additional 24 commercial corridors and growing the size of the TCB Cleaning Ambassador workforce by nearly 100 to 422 Cleaning Ambassadors. TCB expansion enabled partner organizations to increase cleaning frequency, add services such as power-washing, as well as add tree care and maintenance to commercial areas. TCB includes a number of local cleaning companies that perform work for TCB non-profits as subcontractors. In FY26, the number of small local cleaning companies performing TCB Cleaning rose from four (4) businesses to ten (10), and the value of their contracts increased from \$4.2 million to \$5.7 million.



*Mayor's Business Action Team inaugural Business Summit & Expo, July 18-20, 2025, focused on advancing entrepreneurship for businesses across Philadelphia. The second Business Summit & Expo will be May 17-19, 2026.*



*Since the first evaluation in 2022, there has been a 50% reduction in observed litter for areas served by TCB.*

Commerce annually invests \$1 million to aid business recovery along Kensington’s corridors and improve the surrounding environment, such as by investing in storefront improvements, beautification of vacant lots, cleaning, and connecting businesses to resources. **With support from the Jumpstart Small Business Initiative**, Commerce expanded the Targeted Corridor Manager Program. In 2025, corridor managers across the city helped 114 new businesses open. The Jumpstart Small Business Support Initiative also enabled the expansion of the Targeted Storefront Improvement Program, funding an average of \$30,000 per storefront for an average of six (6) storefronts on 10 targeted corridors (e.g. 60 storefronts across the city). Lastly, Commerce provided \$1.16 million in Emergency Grant funding to retain 100 local businesses experiencing hardship in 2025.

The City continues to attract, retain, and grow Philadelphia businesses – and invest in their success. The City targets world-class industries like life sciences, cell and gene therapy, technology, manufacturing, retail, hospitality, the creative economy, and the nighttime economy. In the past year, Philadelphia has welcomed both domestic and international companies, while also retaining established businesses. As part of our focus on the nighttime economy, the Department launched a pilot for Tuesday Nights Live to activate downtown hotels with live musical performances for residents and visitors alike. In spring 2026, the Department expanded the program to Weeknights Live, activating hotels and businesses in neighborhood commercial areas outside of center city as well with live performances three nights per week.

Finally, Commerce continues to collaborate with internal and external agencies to expand employer partnerships and resources that align to the City’s workforce priorities. Since launching the Quality Jobs Program in 2023, Commerce has disbursed \$2.96 million in grants to 37 employers, creating 423 local, quality jobs. Commerce has partnered with the Office of the Chief Administrative Officer to launch the City College for Municipal Employment (CCME) and to support Career Connected Learning (C2L) by encouraging Keystone Opportunity Zone recipients to participate in the program and provide meaningful workforce engagement opportunities to Philadelphia students.



*The Mayor's Business Action Team (MBAT) in the Department of Commerce provides personalized assistance in multiple languages to entrepreneurs for all aspects of doing business in Philadelphia. Business Navigators can help businesses resolve complex challenges in navigating City regulations.*

**PROPOSED BUDGET OVERVIEW**

<b>General Fund Financial Summary by Class</b>						
	FY25 Original Appropriations	FY25 Actual Obligations	FY26 Original Appropriations	FY26 Estimated \$11Obligations	FY27 Proposed Appropriations	Difference: FY27 Proposed-FY26 Estimated
Class 100 - Employee Compensation	\$5,052,861	\$5,146,082	\$7,251,854	\$7,299,966	\$7,447,173	\$147,207
Class 200 - Purchase of Services	\$55,509,007	\$61,078,870	\$124,940,207	\$124,940,207	\$113,397,222	(\$11,542,985)
Class 300/400 - Materials, Supplies & Equipment	\$150,467	\$34,027	\$181,654	\$181,654	\$181,654	\$0
Class 500 - Contributions	\$1,005,000	\$1,000,000	\$505,000	\$505,000	\$505,000	\$0
	<b>\$61,717,335</b>	<b>\$67,258,979</b>	<b>\$132,878,715</b>	<b>\$132,926,827</b>	<b>\$121,531,049</b>	<b>(\$11,395,778)</b>

<b>Contracts Summary (Professional Services only)</b>						
	FY23	FY24	FY25	FY26	FY26 YTD (Q1 & Q2)	FY27 Projected
Total amount of contracts	\$400,000	\$400,000	\$500,000	\$444,500	\$200,000	\$400,000
Total amount to S/LBE	N/A	N/A	N/A	N/A	N/A	N/A
Total amount to M/W/DSBE	\$160,000	\$183,750	\$283,750	\$287,000	\$144,540	
S/LBE Participation Rate	N/A	N/A	N/A	N/A	N/A	N/A
M/W/DSBE Participation Rate	40%	46%	57%	65%	72%	

*\*S/LBE data not yet available as the City works to build the S/LBE registry.*

<b>Total S/LBE Contract Participation Goal (Public Works; Services, Supplies &amp; Equipment; and Professional Services combined)</b>			
	FY25	FY26	FY27 Projected
S/LBE Contract Participation Goal	N/A	N/A	N/A

*\*S/LBE data not yet available as the City works to build the S/LBE registry.*

**Proposed Funding Request:**

The proposed Fiscal Year 2027 General Fund budget totals \$121,531,049 and includes the Commerce core budget, economic stimulus funding, and the Convention Center Subsidy. Setting aside the \$15 million Convention Center Subsidy, Commerce's FY27 General Fund budget totals \$106,531,049. It is a decrease of \$11,395,778 compared to Fiscal Year 2026 estimated obligation levels. This net decrease reflects the end of one-time funding for 2026-related activities in FY26.

The proposed budget includes:

- \$7,447,173 in Class 100, a \$147,207 increase over FY26 estimated obligations due to contracted increases for members of DC33 and DC47, along with raises for exempt employees. This funding represents an increase in the number of staff for the PHL TCB Corridor Cleaning Expansion and a slight decrease for two staff that will move to Office of City Representative and Special Events for international delegations and protocols.
- \$113,397,222 in Class 200, an \$11,542,985 decrease from FY26 estimated obligations. This change represents a reduction in numerous one-time costs associated with 2026 projects and initiatives. This funding will continue to support contracted services and economic stimulus initiatives, such as TCB and JumpStart.
- \$181,654 in Class 300/400, level with FY26 estimated obligations. This funding supports technology costs, supplies, and office equipment that support the department operations.
- \$505,000 in Class 500, level with FY26 estimated obligations. This funding supports CDC Economic Development Support grants.

**STAFFING LEVELS**

The department is requesting 107 budgeted positions for FY27, an increase of two positions from FY26 budgeted levels.

The increase is attributed to the staffing needed to support the PHL TCB program.

<b>Employment Levels (as of November 2025)</b>			
	FY26 Budgeted	Filled as of November 2025	FY27 Proposed
Number of Full-Time Positions	120	87	123
Number of Exempt Positions	105	80	107
Number of Executive Positions (deputy level and above)		7	
Average Salary of All Full-Time Positions		\$87,242	
Median Salary of All Full-Time Positions		\$79,181	

**NEW HIRES**

<b>New Hires (from 7/1/2025 to November 2025)</b>		
	Total Number of New Hires	Spanish
Black or African American	6	
Asian	1	
Hispanic or Latino	2	1
Total	9	1

*The department had six new hires between December 2025 and April 2026.*

**VACANCY RATE AND ALLOWANCE**

<b>Vacancy Rate Summary (General Fund)</b>						
	FY25 Actual Vacancy Rate	FY26 Budgeted Vacancy Allowance	FY26 Vacancy Rate	FY26 Budgeted Vacancy Allowance Rate	FY27 Budgeted Vacancy Allowance	FY27 Budgeted Vacancy Allowance Rate
Departmental Total	26.2%	(\$296,571)	25.0%	3.8%	(\$246,242)	3.2%

## **OTHER BUDGETARY IMPACTS**

### **Federal and State (Where Applicable)**

Commerce will continue to utilize federal Community Development Block Grant (CDBG) funding to work with community organizations and businesses to provide one-on-one assistance, outreach, education, and support along neighborhood commercial corridors in FY27.

## CONTRACTING EXPERIENCE

### M/W/DSBE Participation on Large Professional Services Contracts

#### Top Five Largest Contracts, FY26

Vendor Name	Service Provided	Dollar Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE and SBE Participation Achieved	\$ Value of M/W/DSBE and SBE Participation	Total % Participation - All DSBEs	Total \$ Value Participation - All DSBEs	Local Business	Waiver for Living Wage Compliance?
Econsult Solutions, Inc.	OEO Participation Study	\$137,000	12/18/2020	4/1/2024	MBE: 25%-30%	42%	\$57,540	42%	\$57,540	Yes	No
					WBE: 25%-30%	0%	\$0				
					DSBE: BGFE	0%	\$0				
					S/LBE: BGFE	0%	\$0				
JT Goldstein	Business Technical Assistance	\$150,000	3/4/2022	7/1/2023	MBE: 30%-35%	100%	\$150,000	100%	\$150,000	Yes	No
					WBE: 30%-35%	0%	\$0				
					DSBE: BGFE	0%	\$0				
					S/LBE: BGFE	0%	\$0				
Shift Space Design, LLC	Streeter Design	\$120,000	5/13/2025	6/30/2025	MBE: 10%-15%	0%	\$0	10%	\$12,000	Yes	No
					WBE: 5%-10%	10%	\$12,000				
					DSBE: BGFE	0%	\$0				
					S/LBE: BGFE	0%	\$0				
Kafi Hakim	Business Technical Assistance	\$37,500	1/29/2020	6/30/2021	MBE: BGFE	0%	\$0	100%	\$37,500	Yes	No
					WBE: BGFE	100%	\$37,500				
					DSBE: BGFE	0%	\$0				
					S/LBE: BGFE	0%	\$0				

Non-Profit Vendor Demographics		
<b>Philadelphia Authority for Industrial Development</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	40.00%	72.00%
Executive	38.00%	62.00%
Board	36.00%	30.00%
<b>The Merchants Fund of Philadelphia</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	33.00%	33.00%
Executive	0.00%	25.00%
Board	71.00%	47.00%
<b>Philadelphia Chinatown CDC</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	93.00%	87.00%
Executive	100.00%	86.00%
Board	100.00%	60.00%
<b>New Kensington Community Development Corporation</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	71.00%	68.00%
Executive	29.00%	57.00%
Board	56.00%	33.00%
<b>Women's Opportunities Resources Center</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	100.00%	78.00%
Executive	50.00%	50.00%
Board	50.00%	83.00%

**PROGRAM BASED BUDGETING:**

**Program Name: Economic Development**

**Program Number: 03**

**FY27 Proposed General Fund: \$121,112,020**

**Program Description:**

Commerce's economic development activities are carried out by five offices that together aim to build a robust business environment in Philadelphia, increasing family-sustaining job opportunities.

Office of Neighborhood Economic Development: This office provides assistance and grants to businesses and community-based organizations, focusing on neighborhood commercial corridors. The goal is to increase economic growth for communities that have experienced disinvestment or limited access to economic opportunities by dismantling barriers, investing in quality jobs, elevating access to capital, and providing technical assistance, as well as generating real estate and equitable wealth-building opportunities.

The Office of Business Success (OBS): This office serves as the City's one-stop shop for supporting Philadelphia businesses through direct, on-the-ground engagement and coordinated services. MBAT Representatives are deployed across all districts to conduct corridor outreach, build relationships, and help businesses navigate City processes while connecting them to resources and funding. OBS integrates business support with the Nighttime Economy, including initiatives such as Liberty Bell Safe Certification and Weeknights Live, which activate commercial corridors through extended hours, safety training, programming, and increased foot traffic. The office also leads Commercial Corridor Improvements and Capital Projects, including the Storefront Improvement Program, Business Security Camera Programs, and Emergency Relief Grants, alongside streetscape and public realm investments. Through this comprehensive approach, OBS strengthens the business environment and drives long-term economic growth across Philadelphia's commercial corridors.

Office of Business Development: This office attracts domestic and international businesses across all sectors through outreach, marketing and financial incentives for companies looking to start, expand, or relocate to the Philadelphia market. The Business Development team fosters relationships with existing businesses, encouraging them to remain in Philadelphia and grow employment. The team also serves as an intermediary to connect employers to workforce training, education providers, and other resources to provide Philadelphia's talent pool with opportunities to foster a fair and equitable workforce that is representative for all Philadelphia residents.

Office of Policy and Strategic Initiatives: Supports Commerce and its partners by leveraging economic research to drive policy and strategy. This work includes engaging the business community on pending legislation and City process improvements, implementing inclusive communication strategies and educational materials, and improving the ease of doing business in Philadelphia. This unit also centralizes internal evaluation, data

analysis, and reporting. The unit also provides technical support and advice to Philadelphia's Business Improvement District (BID). BID supports organizations that work with businesses and property owners in neighborhoods interested in exploring BID policy.

PHL Taking Care of Business (TCB) Program: This office oversees the development and implementation of the PHL Taking Care of Business, funds community-based nonprofit organizations to sweep sidewalks and remove litter along neighborhood commercial corridors, promoting the economic success of neighborhood businesses by creating an inviting environment for shoppers, creating work opportunities for Philadelphians, and growing the capacity of the small local businesses and organizations that provide cleaning services.

### **FY27 Strategic Goals:**

Commerce is poised to continue its role as an advocate, policy leader, and strong partner for inclusive economic growth. Commerce will continue to invest in a portfolio of projects designed to maximize impact of our FY27 strategic goals:

- The Department will implement Year 2 of the Jumpstart Small Business Initiative (Jumpstart), expanding access to capital and technical assistance.
- The Department will simplify access to small business resources through a centralized Philly Biz Hub and a single application for grant programs.
- The Department will continue to expand PHL TCB as one of the Administration's signature initiatives to revitalize commercial corridors, including the implementation of vacant lot cleaning and tree plantings across Philadelphia neighborhoods.
- The Department will market Philadelphia as a premier business destination by engaging international delegations, proactively attracting companies in targeted industries that provide quality jobs, including maritime/defense, manufacturing, life sciences, and technology to the Philadelphia market, and providing strategic support for businesses.
- The Department will lead PHL Project Review and Infrastructure Made Easy (PRIME) in conjunction with the Mayor's Office of Policy Planning and Delivery, Department of Planning and Development, and Managing Director's Office to facilitate high-impact economic development projects with significant quality job creation and capital investment.

**FY27 Performance Measures:**

Measure	FY25 Actual	FY26 Target	FY27 Target
Number of businesses engaged <sup>1</sup>	803	≥ 1,100	≥ 1,100
Number of job connections <sup>2</sup>	6,666	≥ 4,951	≥ 6,398
Business Attraction and Retention: Number of wins <sup>3</sup>	44	≥ 25	≥ 40
Neighborhood Business Services: Number of businesses supported <sup>4</sup>	13,192	≥ 16,287	≥ 16,287
Number of business process improvement wins <sup>5</sup>	20	≥ 16	≥ 20
Percent of TCB corridors that achieve an average litter index score of 2 or less <sup>6</sup>	82%	85%	85%

<sup>1</sup> This measure captures the number of unique businesses engaged. Engagement is defined as any form of meaningful interaction with a business. Business engagement activities can encompass a wide range of interactions and efforts aimed at building and maintaining relationships for the purpose of business attraction and retention. Targets for this measure are set based on averages from the previous three fiscal years.

<sup>2</sup> Job connections represent the number of full-time positions created or retained as a result of a company or employer receiving support from Commerce. Job Connections include (1) Business Development: Jobs created or retained in Philadelphia through business development efforts; (2) Workforce Development: The number of job seekers connected to employment through workforce development activities, such as the Fair Chance Hiring Initiative (FCHI), Call for ideas: Workforce Solutions, and Most Diverse Tech Hub. (3) Neighborhood Economic Development (NED): Jobs created or retained through business grants, including Neighborhood Funding Stream grants, NED grants, In-Store forgivable loan program, Taking Care of Business and Targeted Commercial Management Program.

<sup>3</sup> 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.

<sup>4</sup> "Support" is defined as a consultation with OBS (often businesses calling with questions on business regulations), workshops for businesses, referrals, and assistance with access to capital, grants, technical assistance such as the Business Technical Assistance Program (BTAP), Tax Preparation Services, Business Legal Resources Program, Small Biz Professional Services, Security Camera Program, BizCoach, Lending Network, Targeted Corridors Management Program (TCMP). The targets for FY26 and FY27 are set based on the launch of the Jumpstart Small Business Initiative.

<sup>5</sup> A "win" is a completed successful project where the business advocacy team has worked to make it easier to do business and increased access to information through improved internal coordination.

<sup>6</sup> A litter index score of 1 means little to no litter and a score of 4 means very high litter. A score of 2 indicates an amount of litter that can be collected by a single person. Scores are block by block and measured twice a year.