

## Memorandum

To: Taking Care of Business Steering Committee  
From: Econsult Solutions, Inc.  
Date: May 27, 2022  
RE: TCB Program Evaluation Technical Appendix

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### **Objective #1: Clean Corridors**

Hypothesis: TCB has resulted in cleaner retail corridors.

Proof: TCB Cleaning Areas are cleaner than retail corridors that are otherwise similar but did not receive this intervention.

Data: Litter Index assessments, analysis of Questions 1, 2, 6, and 7 of shopper/business surveys, synthesis of key findings from follow-up interviews of survey respondents

Data analysis/visualizations (Litter Index assessments):

- Color-coded maps of Litter Index assessments by Cleaning Area and by block, as compared to control group corridor areas
  - Overall score averaged across multiple times of year/week/day
  - Comparing across times of year
  - Comparing across days of week
  - Comparing across times of day
- Tabular display of Litter Index score comparisons and accompanying conclusions/implications (same cuts as listed above)

Data analysis/visualizations (shopper/business surveys):

- Pie charts of shopper/business survey results with accompanying conclusions/implications

RE: TCB Appendix\_v4

Date: May 27, 2022

**Objective #2: Economic Vitality**

Hypothesis: TCB has made retail corridors more attractive and led to increased shopper visits.

Proof: TCB Cleaning Areas drive foot traffic and lead to increased merchant sales.

Data: analysis of Questions 3, 4, 5, and 8 of shopper/business surveys, synthesis of key findings from follow-up interviews of survey respondents, interviews of selected businesses on retail corridors served by TCB

Data analysis/visualizations (shopper/business surveys):

- Pie charts of shopper/business survey results with accompanying conclusions/implications

Data analysis/visualizations (interviews):

- Case study with quotes/pictures that demonstrates that businesses saw increased traffic/sales as a result of TCB

**Objective #3: Work Opportunities**

Hypothesis: TCB has created jobs and provided workforce training opportunities.

Proof: Local residents receive paid employment and advance their earning potential.

Data: analysis of Question 8 of shopper/business surveys, information from Commerce on TCB (e.g. # people employed, training hours provided), interviews of selected TCB employment recipients

Data analysis/visualizations (shopper/business surveys):

- Pie charts of shopper/business survey results with accompanying conclusions/implications

Data analysis/visualizations (TCB worker data):

- Infographics of key employment and workforce training statistics

Data analysis/visualizations (interviews):

- Case study with quotes/pictures that demonstrates that people received earning opportunities and advanced their job prospects through participation in TCB
- Illustrative infographic of economic effect on employee and on local economy from earning opportunity provided through TCB

RE: TCB Appendix\_v4

Date: May 27, 2022

#### **Objective #4: Small Business Capacity**

Hypothesis: TCB has created contract opportunities and strengthened the capacity of local small businesses.

Proof: Local business owners receive contracts and are able to grow their businesses.

Data: analysis of Question 8 of shopper/business surveys, information from Commerce on TCB (e.g. # contracts with local small businesses, # people employed by those businesses), interviews of selected TCB contract recipients

Data analysis/visualizations (shopper/business surveys):

- Pie charts of shopper/business survey results with accompanying conclusions/implications

Data analysis/visualizations (TCB vendor data):

- Infographics of key contract and employment statistics

Data analysis/visualizations (interviews):

- Case study with quotes/pictures that demonstrates that people received contract opportunities and grew their businesses through participation in TCB
- Illustrative infographic of economic effect on employee and on local economy from contract opportunity provided through TCB

**Methodology: Litter Index Assessments**

*The Litter Index* is a tool used by the City to inform data-driven strategies and policies for addressing litter throughout Philadelphia. It is a 1-4 rating based on metrics promoted by the nonprofit organization, Keep America Beautiful:

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.
4. An amount of litter that would require a large cleanup effort and/or heavy machinery to remove.

Comparison areas are cleaning areas that are not being cleaned by TCB but resemble similar commercial areas being cleaned. They were selected as an experimental group to allow for comparative analysis to measure of TCB program effectiveness.

Surveyors assessed Litter Index ratings and also recorded the types of litter observed.

First Round assessments were conducted in March 2021. Second Round assessments were conducted in October 2021. Assessments were conducted over the course of five-week periods. Each corridor was visited three times in each round: in the morning (between 6:00AM and noon), mid-day (noon to 6:00PM), and in the evening (after 6:00PM). During the First Round, assessments were done on both weekdays and weekends. During the Second Round, assessments were done on weekdays only. Each corridor was assessed on different days of the week for the morning, mid-day, and evening assessments for both rounds to adjust for any differences in litter due to trash removal days. The scores recorded on the maps below take an average of the three scores from the First Round, and the three scores from the Second Round.

**Methodology: Shopper Surveys**

Shopper surveys were conducted either on or adjacent to TCB-cleaned corridors. These surveys were conducted during weekday evenings in August and September and were conducted during events (such as farmers markets, street festivals, or outdoor movie nights) to intercept a greater number of shoppers. Surveyors informed shoppers of the specific blocks of the corridor they were focusing on and asked shoppers questions about their opinions and thoughts on the cleanliness of the corridor and the effectiveness and importance of the TCB cleaning program. Across multiple events throughout the city, 508 shopper surveys were collected.

RE: TCB Appendix\_v4

Date: May 27, 2022

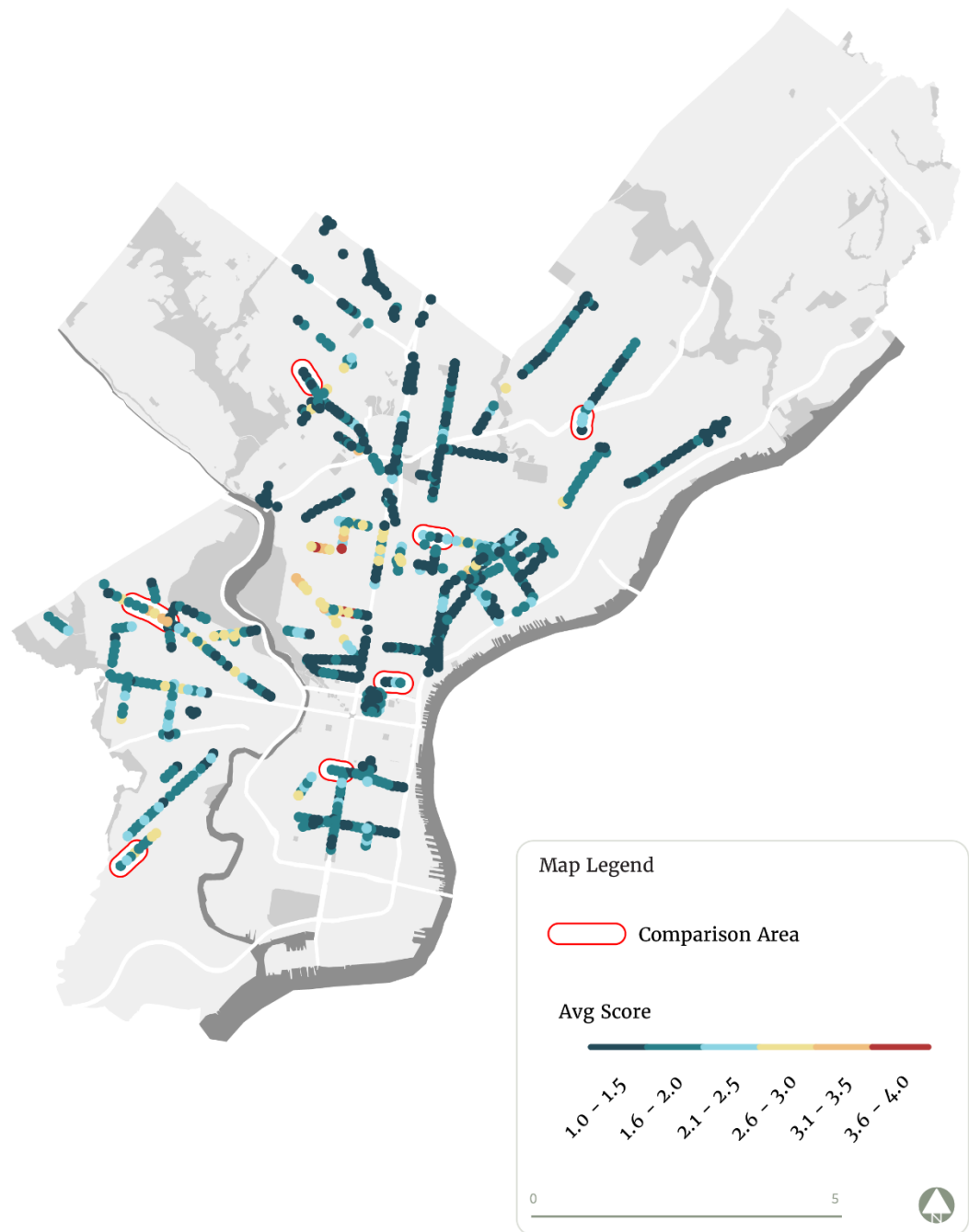
**Methodology: Business Owner Surveys**

Business owner surveys were conducted on TCB-cleaned corridors. These surveys were conducted during weekday mornings and afternoons in August and September. Surveyors partnered with local community development corporations to meet with business owners and ask questions about their opinions and thoughts on the cleanliness of the corridor and the effectiveness and importance of the TCB cleaning program. For corridors with a high volume of businesses owners who primarily speak a language other than English, surveys were translated by the community development corporation ahead of time. These interviews were often conducted with the help of someone from the community development corporation to help provide any clarification on questions that a business owner might have needed. Across multiple corridors throughout the city, 248 surveys were collected.

RE: TCB Appendix\_v4  
Date: May 27, 2022

Figure 1.1

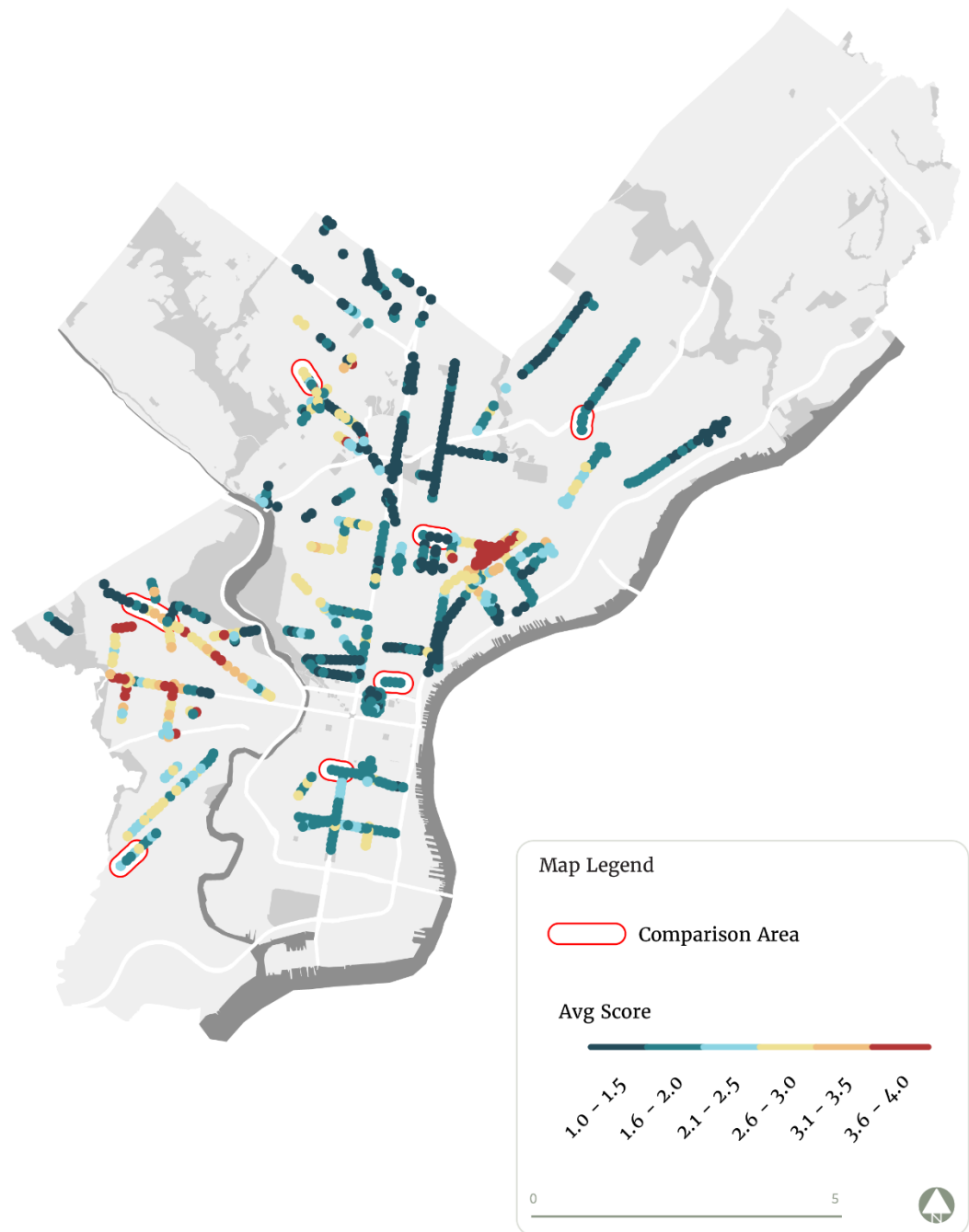
## Litter Index – First Round Average Score by Block



RE: TCB Appendix\_v4  
Date: May 27, 2022

Figure 1.2

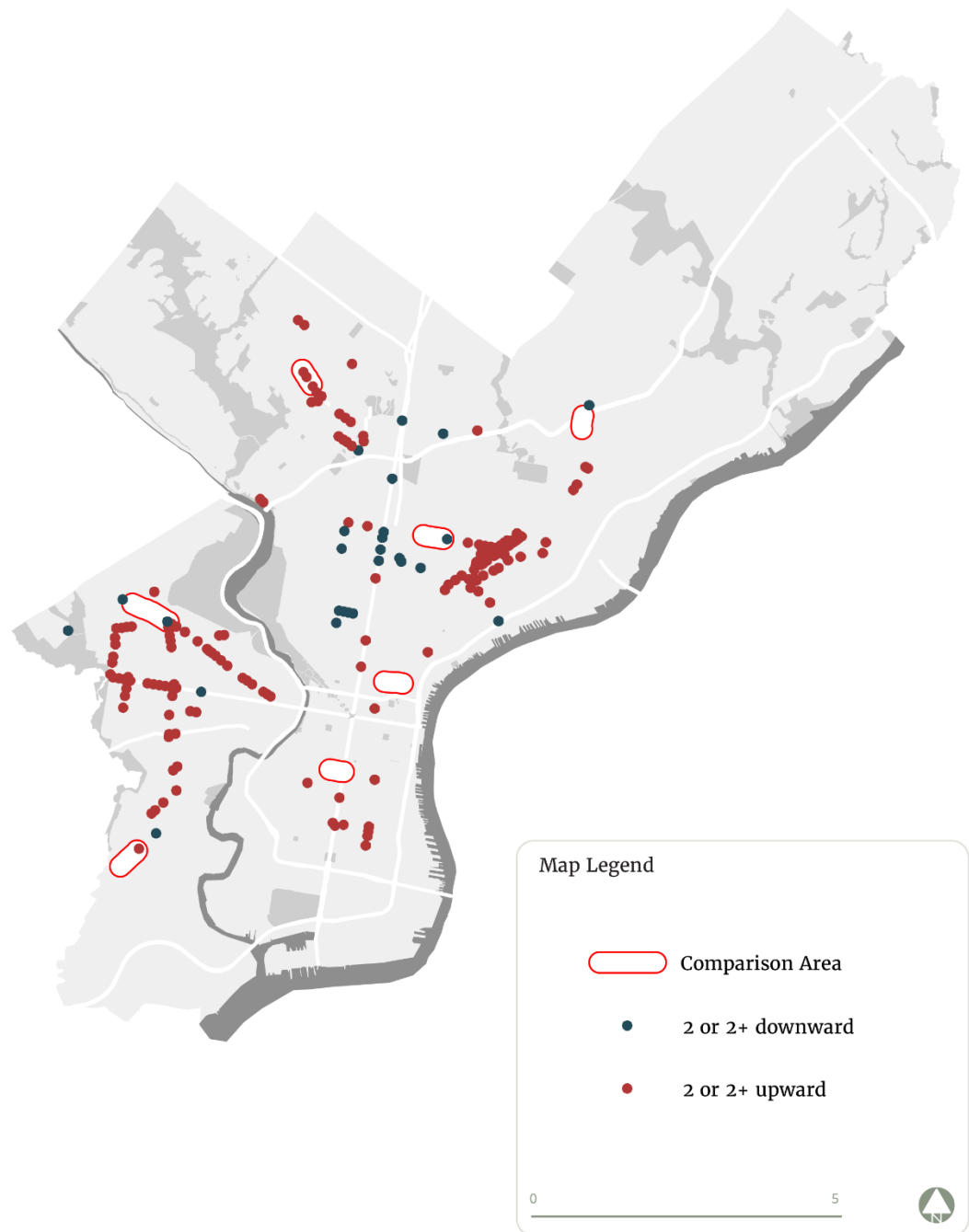
## Litter Index – Second Round Average Score by Block



RE: TCB Appendix\_v4  
Date: May 27, 2022

Figure 2

## Litter Index – 2+ Upward and Downward Change in Score by Block





RE: TCB Appendix\_v4  
Date: May 27, 2022

Figure 3.1

## Litter Index – First Round Average Score by Cleaning Area

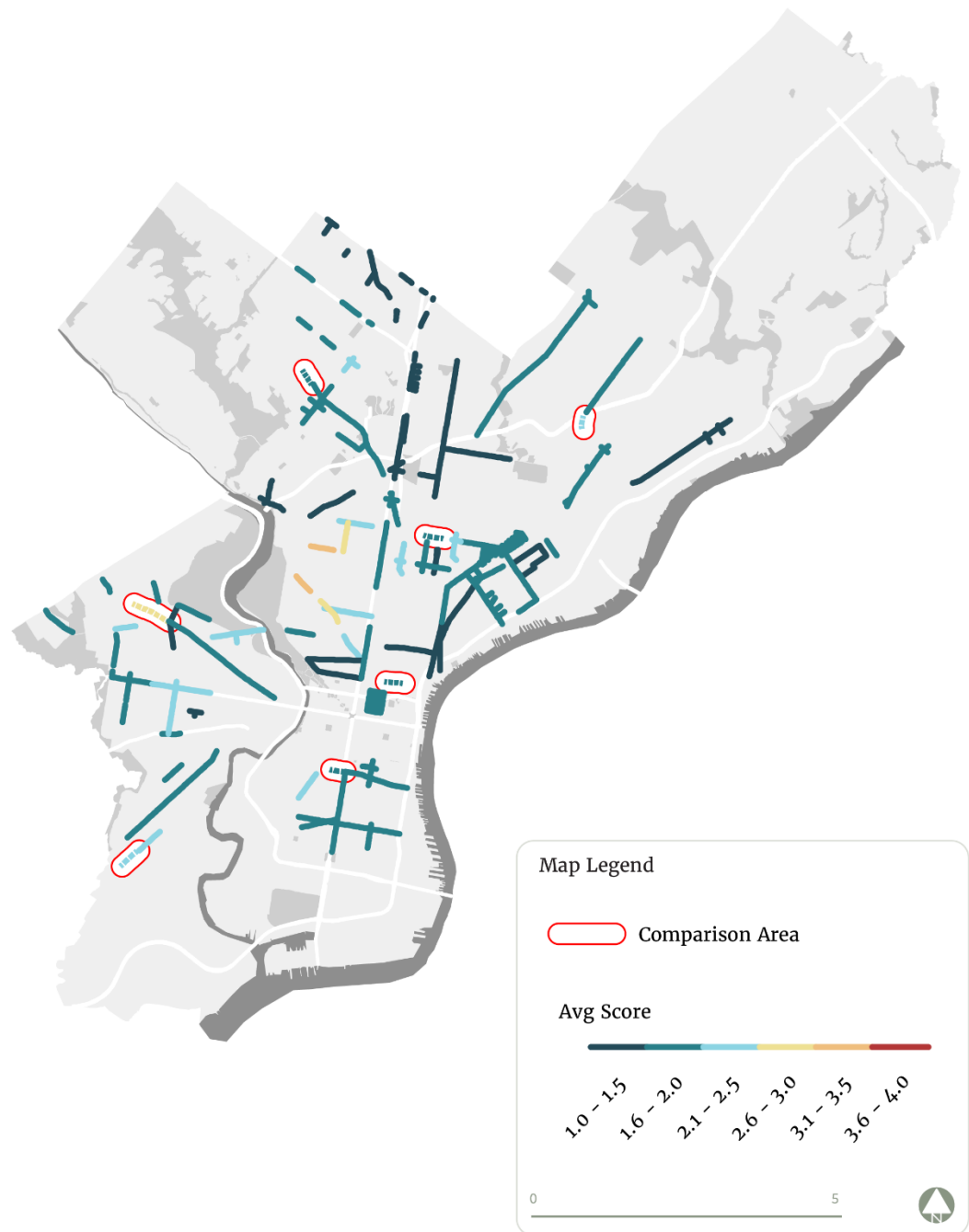
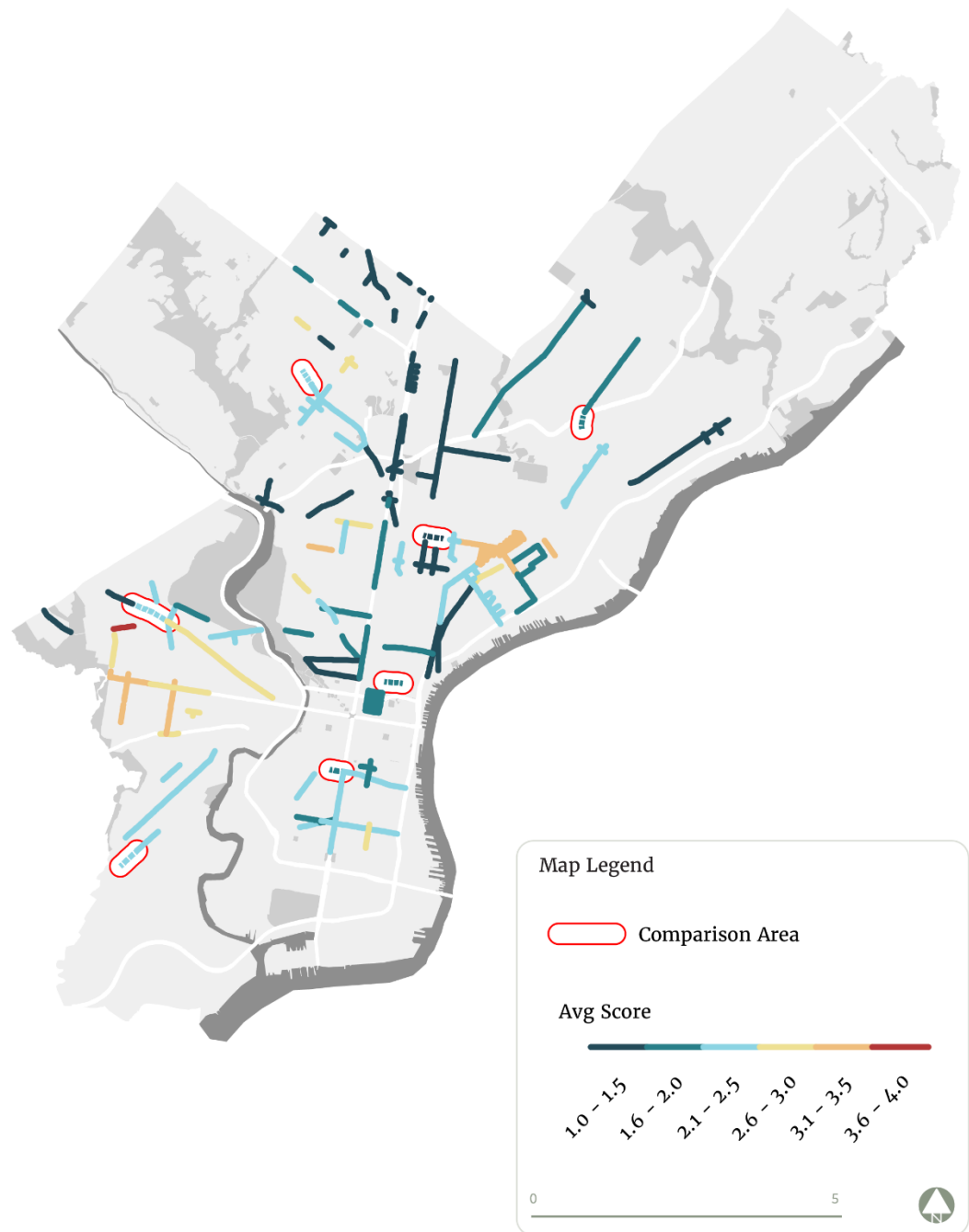


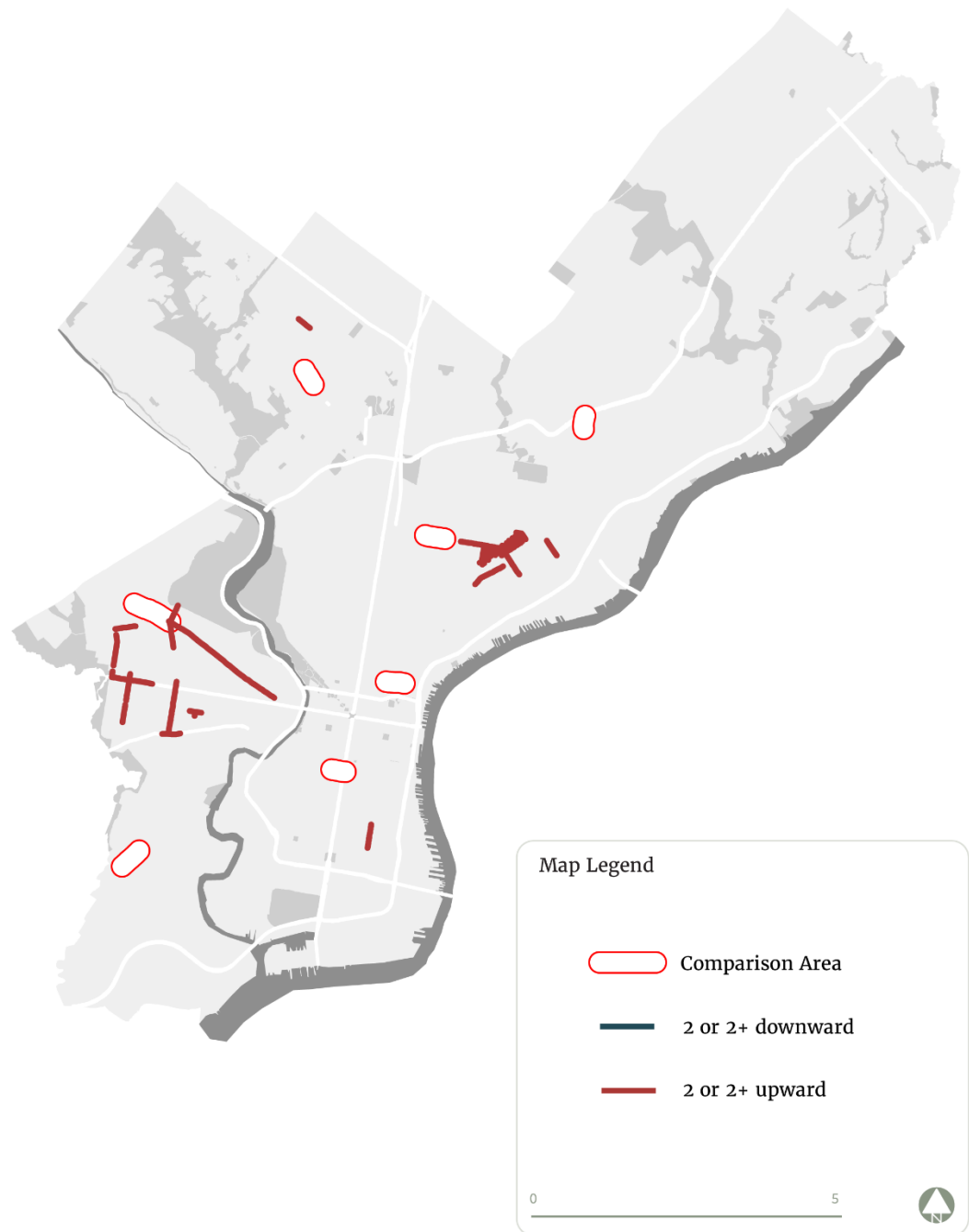
Figure 3.2

## Litter Index – Second Round Average Score by Cleaning Area



RE: TCB Appendix\_v4  
Date: May 27, 2022

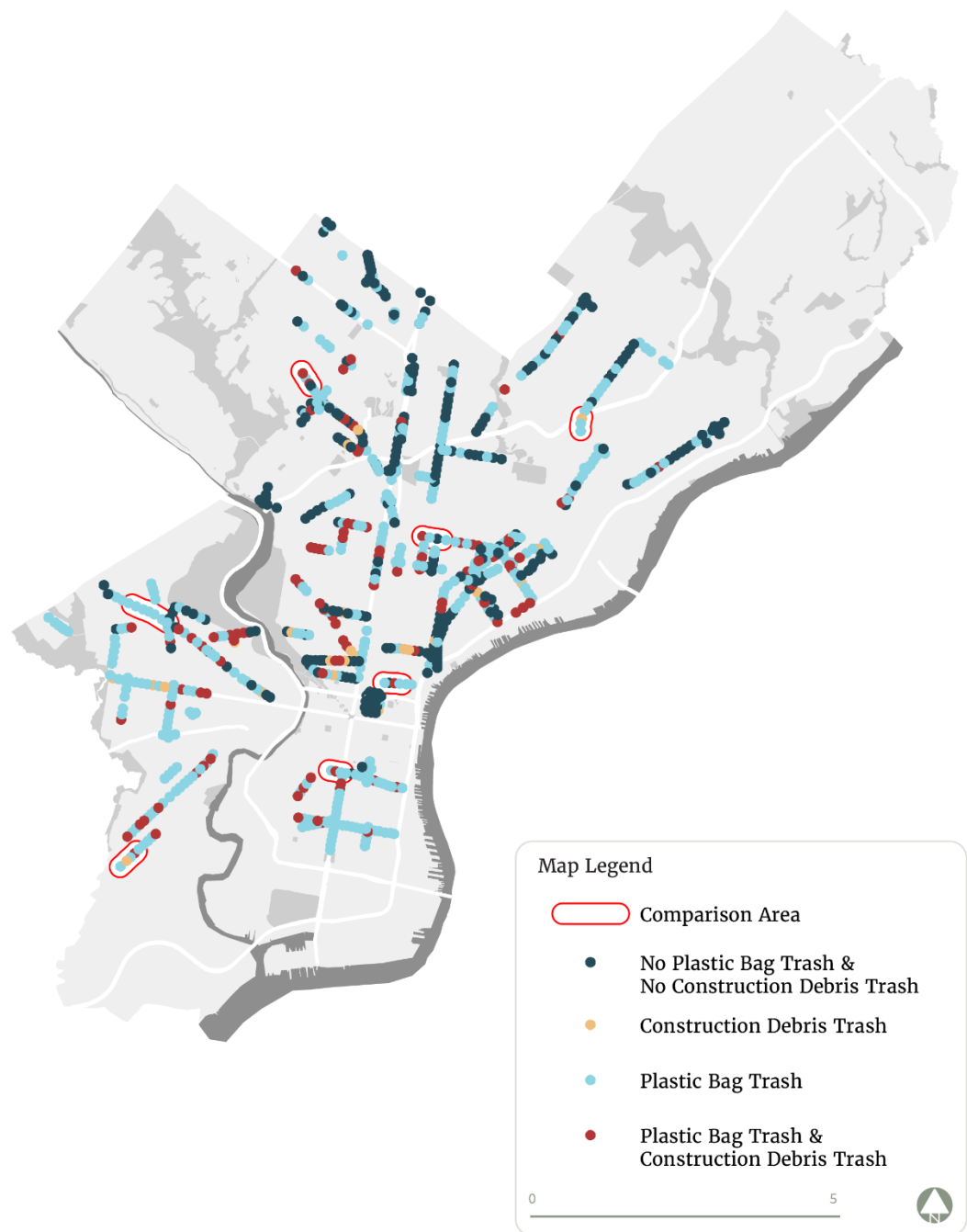
Figure 4  
Litter Index – 2+ Upward and Downward Change in Score by  
Cleaning Area



RE: TCB Appendix\_v4  
Date: May 27, 2022

Figure 5.1

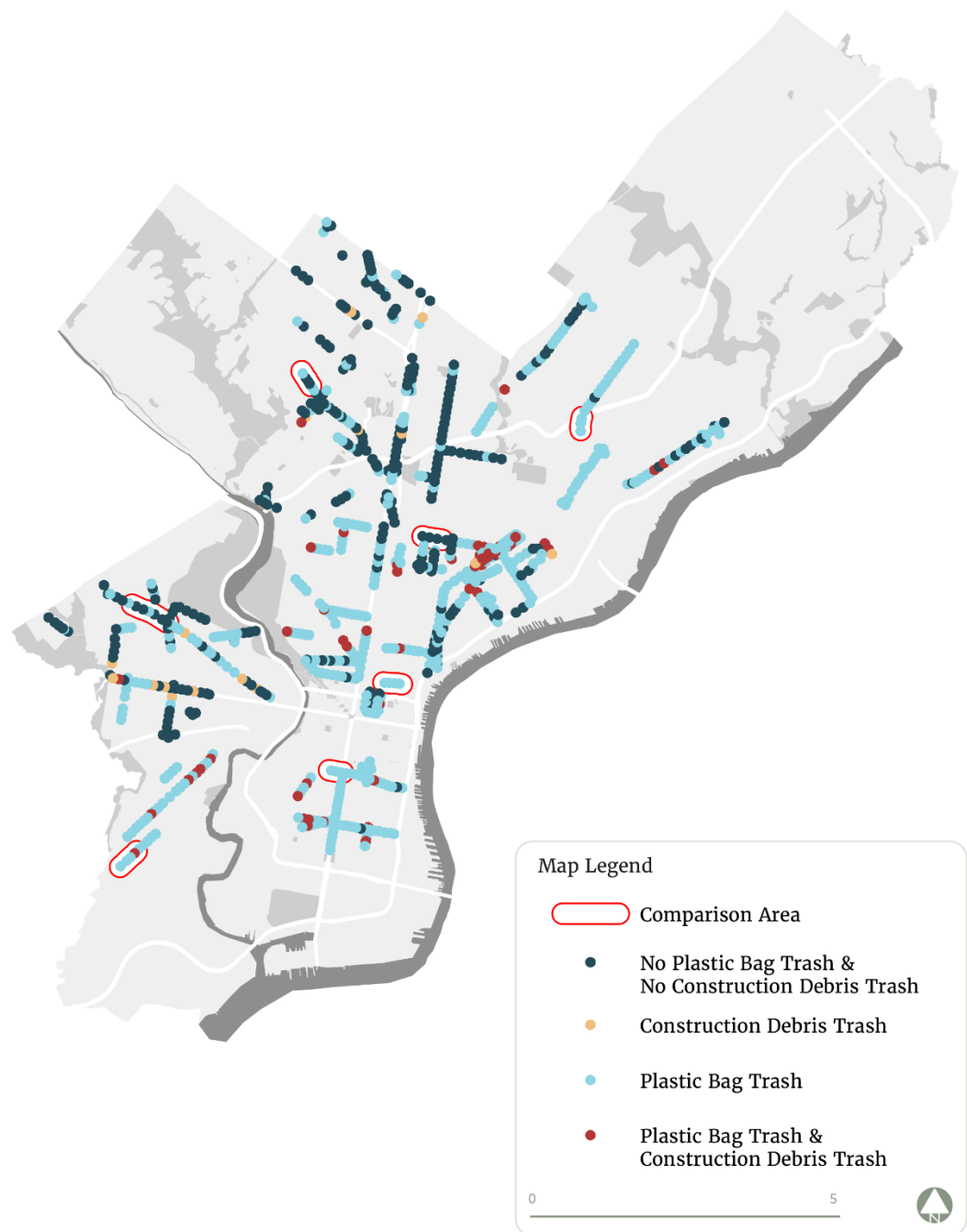
# Litter Index – Blocks with Plastic Bag Trash/Construction Debris Trash (First Round)



RE: TCB Appendix\_v4  
Date: May 27, 2022

Figure 5.2

# Litter Index – Blocks with Plastic Bag Trash/Construction Debris Trash (Second Round)

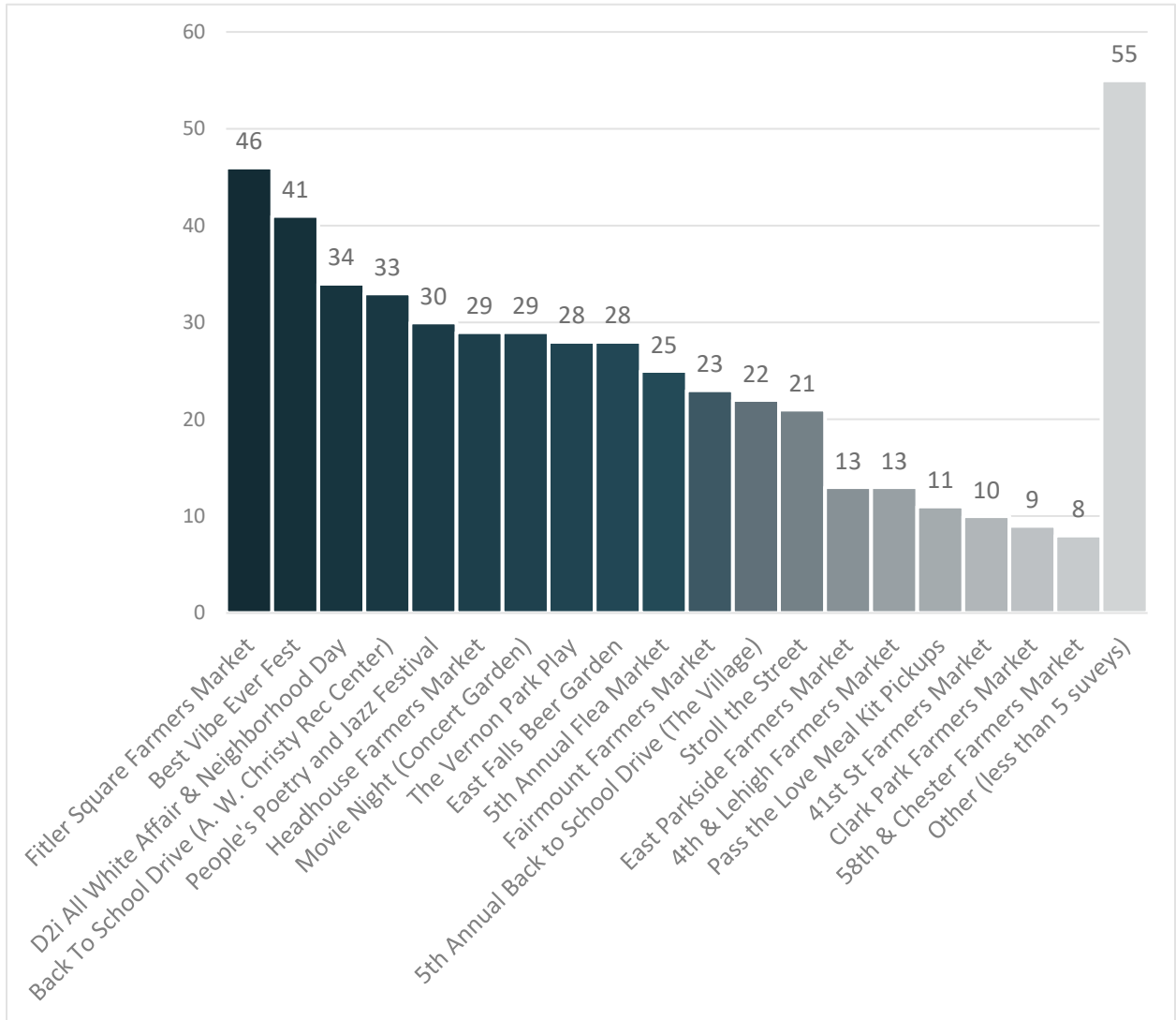


RE: TCB Appendix\_v4

Date: May 27, 2022

## Findings from Shopper Survey

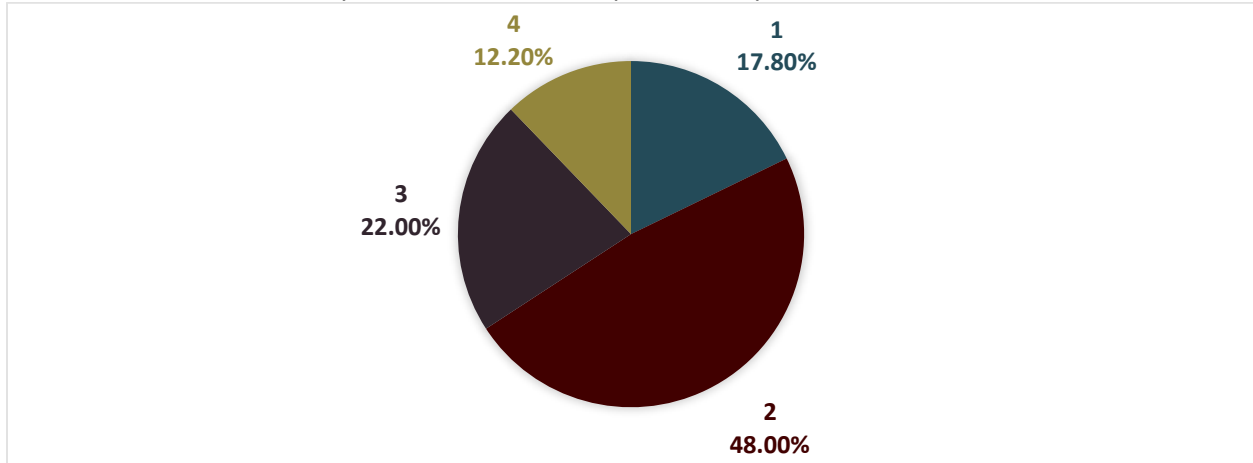
- Question 1 (Name of event): We collected 508 Shopper Surveys from 22 events, of which Fitler Square Farmers Market and Best Vibe Ever received most of the surveys.



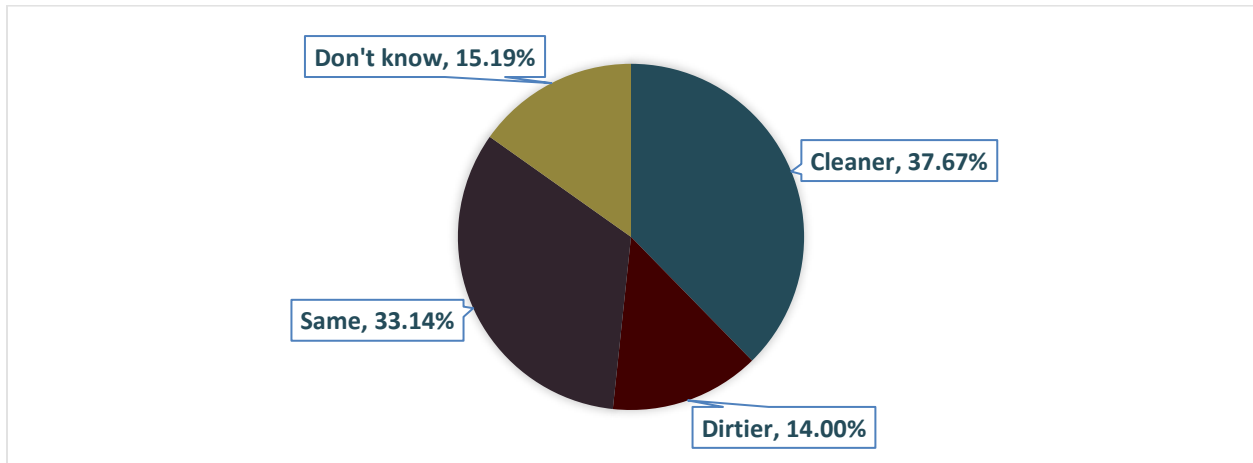
*Other (less than 5 surveys) events and locations: Bearded Ladies in Passyunk, Someone to Dream With, Food Trust Farmers Markets (various locations), Street Movies, 40th St Farmers Market, Clean Up of Lancaster Ave, Cleaning Commercial Corridor at 59th to 63rd Lancaster Ave, East Falls Wellness Fair, Germantown Ave, Lancaster Avenue from 59th St to 63rd St, Pagan Pride, Restaurant Row on 13th Street, Theater Hill Back to School Concert, Theresa Alexander, Talk + Walk*

RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 2 (How clean would you say this business corridor is?): About 65.8% of the respondents think the business corridor is spotless or nearly spotless, while 12.2% of respondents think the business corridor is filthy. The answers to this question vary across events.

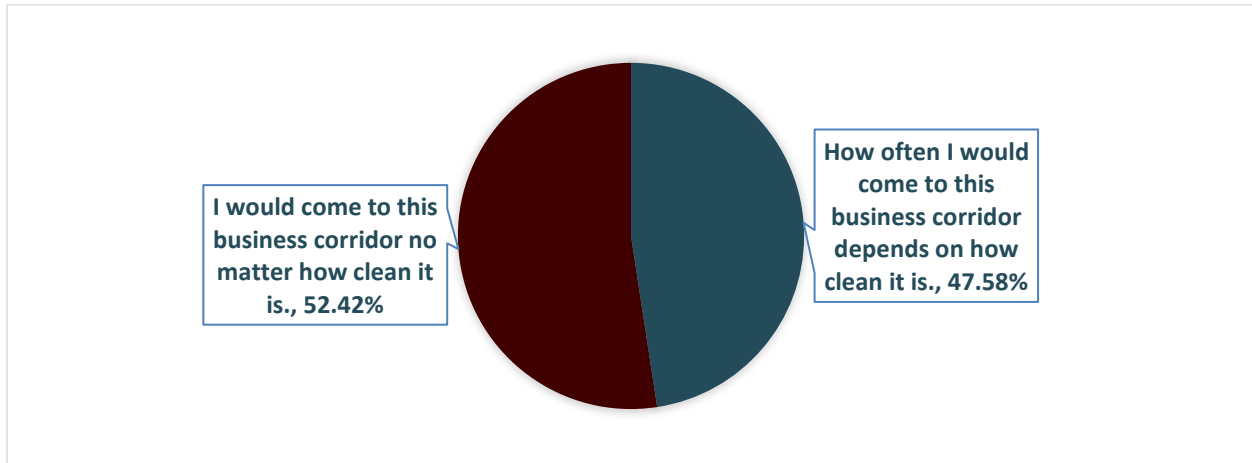


- Question 3 (Do you think this business corridor is cleaner or dirtier than a couple of years ago?): There were 37.67% of respondents who thought the business corridor was cleaner than before, about 33.1% who thought the cleanliness level was the same, and 14% thought the business corridor was dirtier than before (most of whom we surveyed at Best Vibe Ever, People's Poetry and Jazz Festival, and Fitler Square Farmers Market).

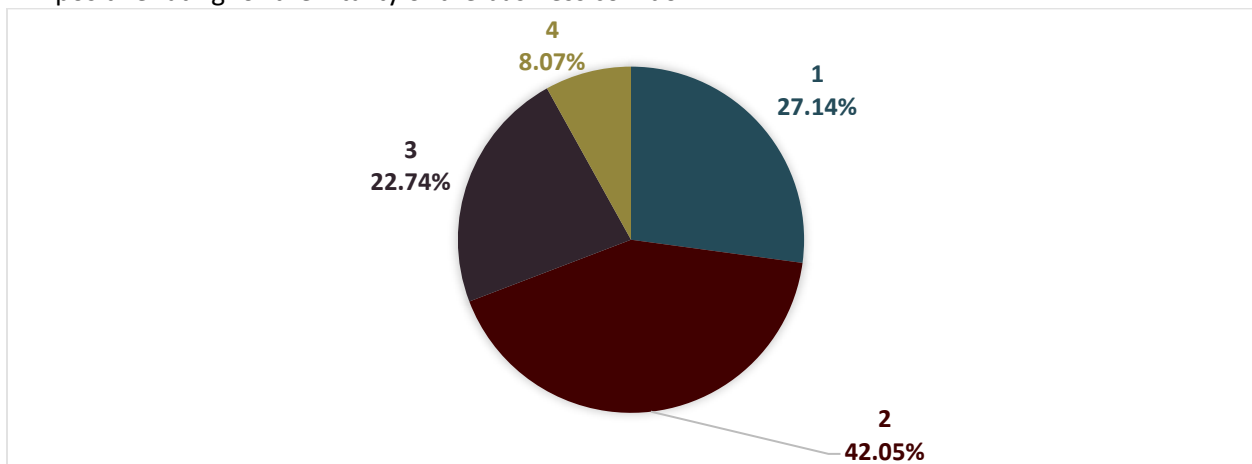


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 5 (Which of these two statements do you agree with more?): Slightly more respondents would come to this business corridor no matter the level of cleanliness, compared to 47.6% of the respondents who said the cleanliness level would impact how often they visit.



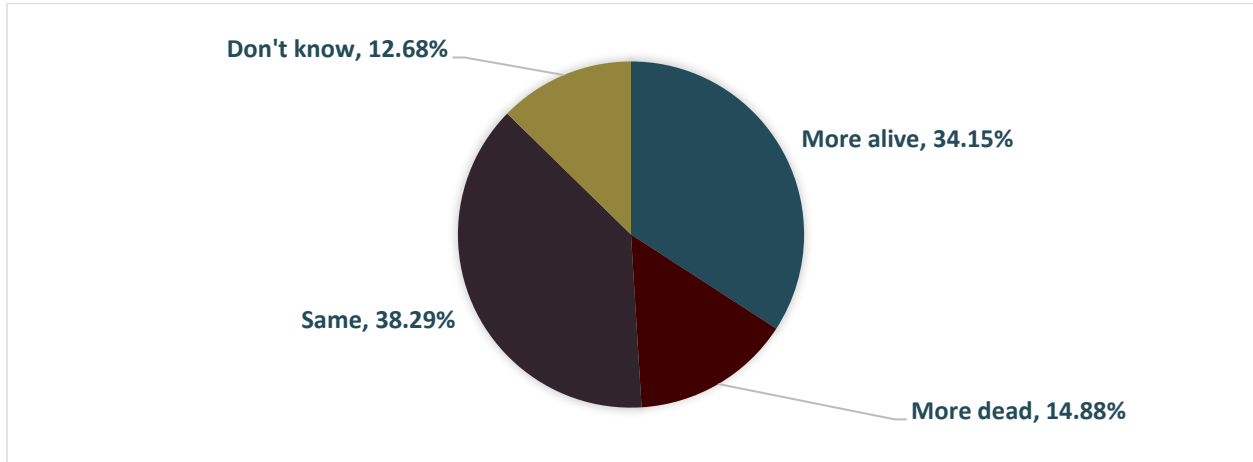
- Question 6 (How alive would you rate this business corridor?): About 69.2% of respondents gave a positive rating for the vitality of the business corridor.



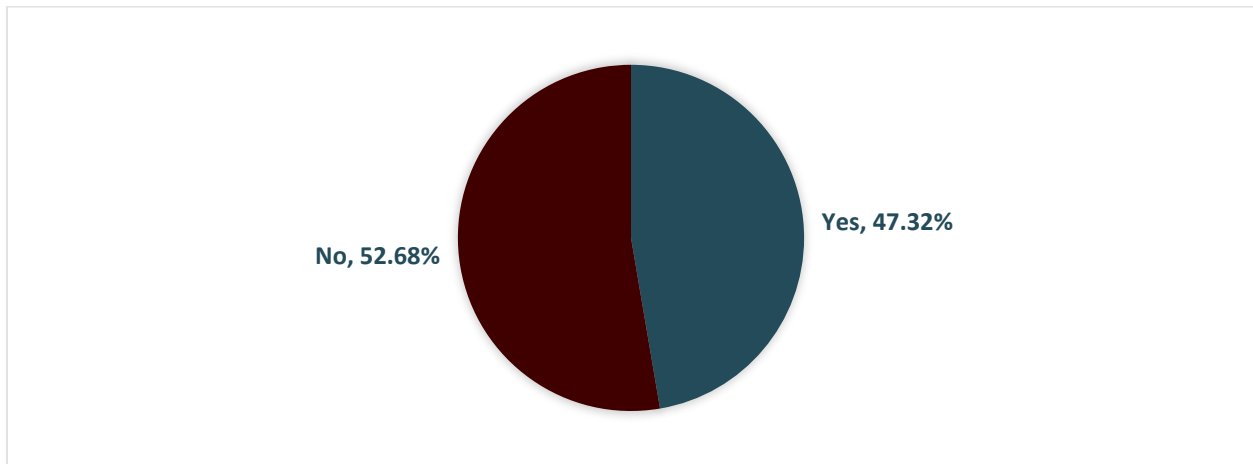


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 7 (Do you think this business corridor is more alive or more dead than a couple of years ago?): About 34.2% of the respondents think the business corridor is more alive than before, and 38.29% of the respondents think it is the same as before. About 14.9% of respondents thought the business corridor was more dead than before (most of whom were surveyed at Best Vibe Ever, People's Poetry and Jazz Festival, and Fitler Square Farmers Market).

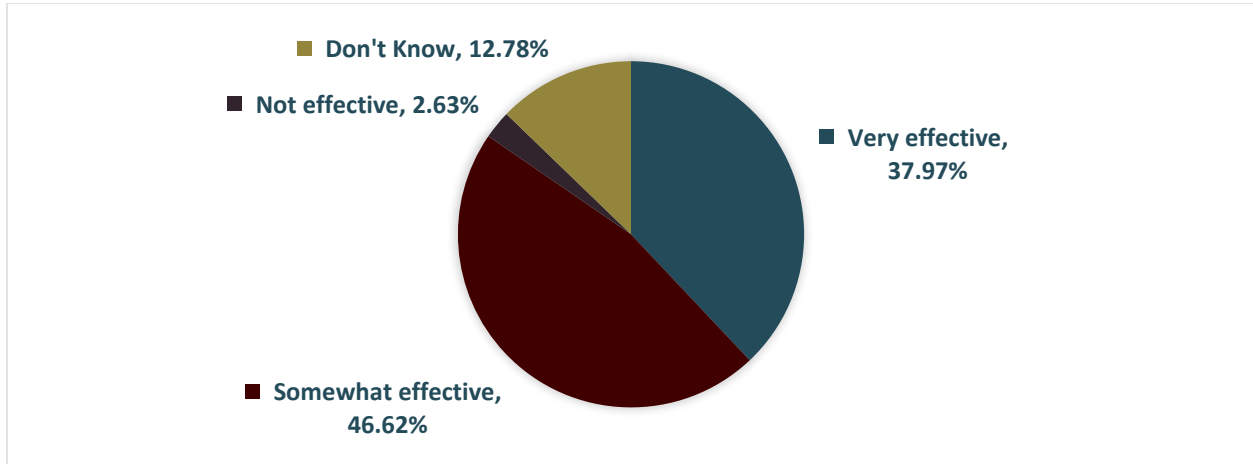


- Question 8 (Have you noticed cleaning in the neighborhood business areas through the City's Taking Care of Business program?): Among the respondents, 52.7% of them were not familiar with the TCB program or efforts to reduce litter, while the rest of them had noticed the program.

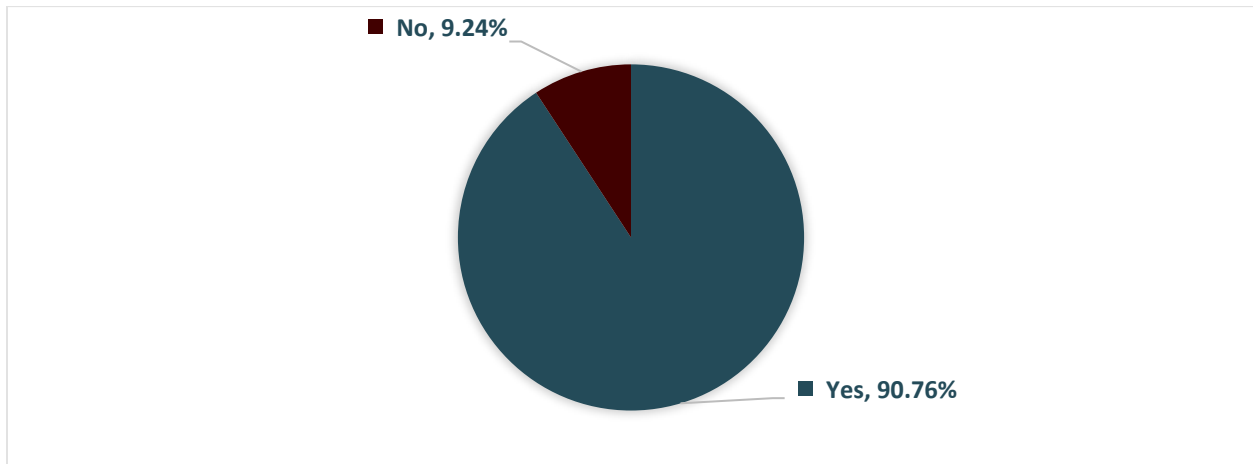


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 9 (How effective has the Taking Care of Business program been in maintaining clean business corridors?): Of those who were familiar with the TCB program, about 85% thought the program was effective. Only 2.6% of those familiar with the program thought it was ineffective.



- Question 10 (If you knew that this business corridor was being kept clean through the work of local residents and local cleaning businesses, would you visit there more often?): 90.8% of the respondent gave the answer "yes", indicating TCB program would probably bring more people to the business corridor as long as people know the program.



RE: TCB Appendix\_v4  
Date: May 27, 2022

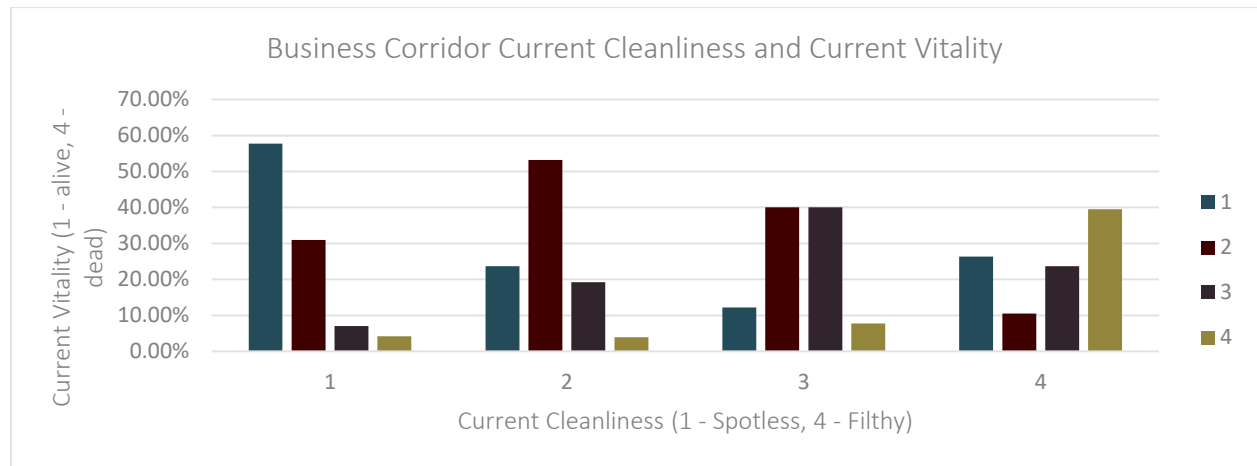
## Statistical Findings:

### Cleanliness & Vitality

- Current Cleanliness & Current Vitality**

Chi-Square Test of Independence shows that the current cleanliness and current vitality of business corridor are correlated to each other significantly.

Pearson Correlation Test indicates that the cleanliness and vitality have a significant positive relationship (Coefficient = 0.378120899, p value= 4.12489E-15), meaning the cleaner the business corridor, the more alive the business corridor

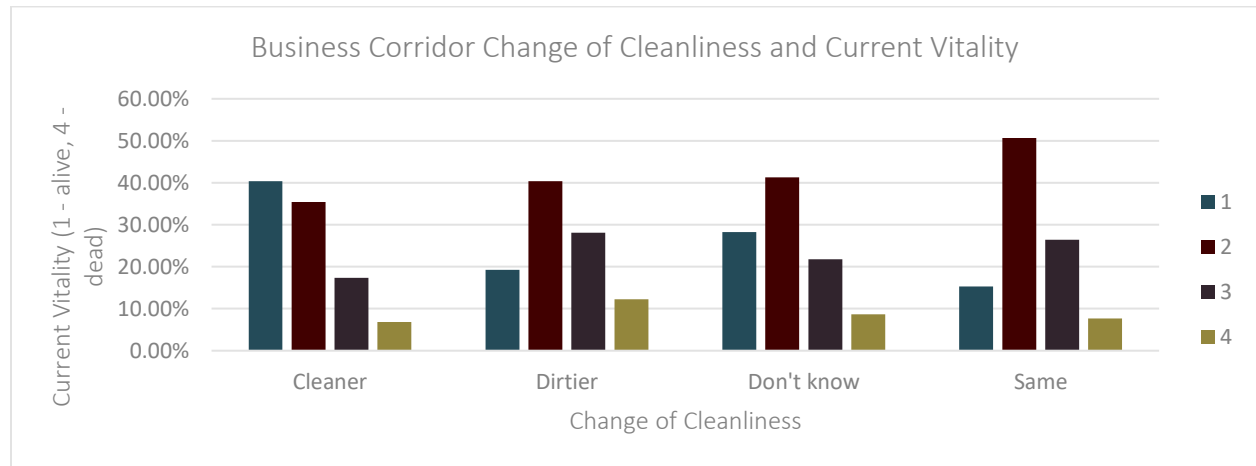


RE: TCB Appendix\_v4  
Date: May 27, 2022

- **Change of Cleanliness & Current Vitality**

Chi-Square Test of Independence shows that the change of cleanliness of business corridor and the current vitality are significantly correlated to each other.

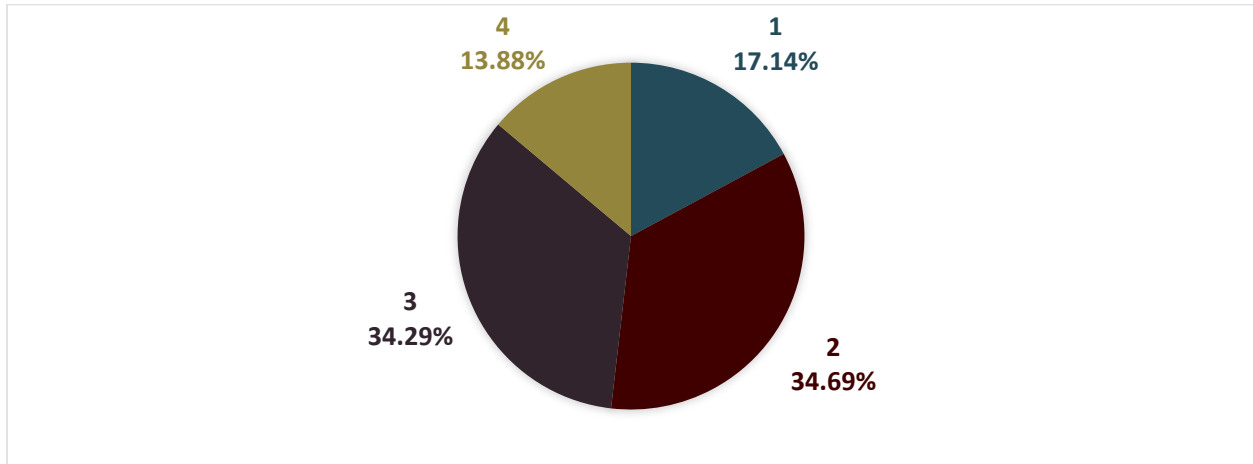
By excluding the answers of “Don’t know”, and assign 1 to Cleaner, 0 to Same, -1 to Dirtier, the Pearson Correlation Test indicates that the change of cleanliness and the current vitality of the business corridor are significant, negative correlation (coefficient = -0.19684, p value= 0.000164), meaning that if the business corridor is cleaner than before, the business corridor tends to be more alive now than those which are dirtier.



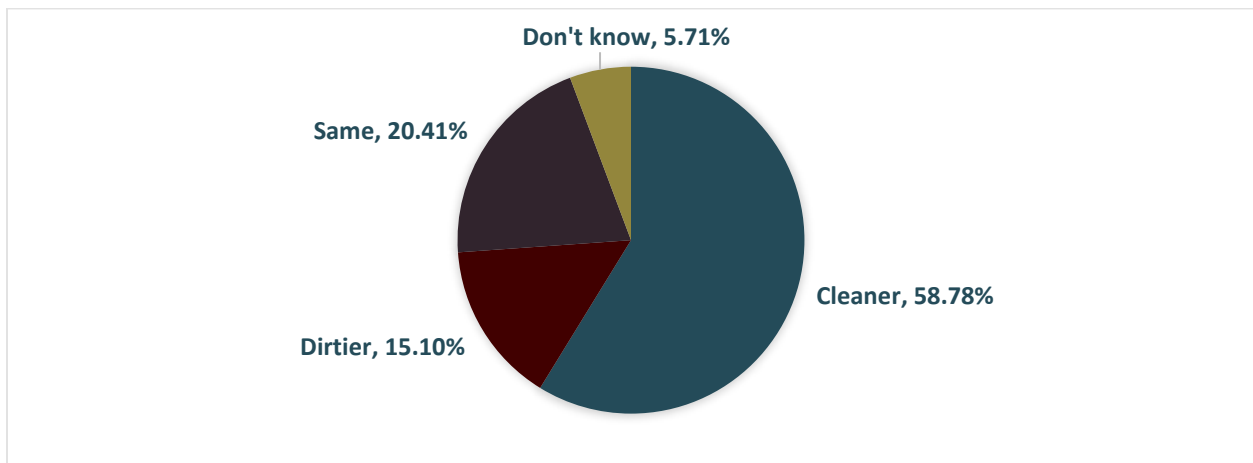
RE: TCB Appendix\_v4  
Date: May 27, 2022

## Findings from Business Survey

- Question 2 (On a scale of 1 to 4, 1 being spotless and 4 being filthy, how clean would you say this business corridor is?): About 51.8% of the respondents though corridor was spotless or nearly spotless, while 13.9% of respondents thought the corridor was filthy. The answers to this question vary from different corridors.

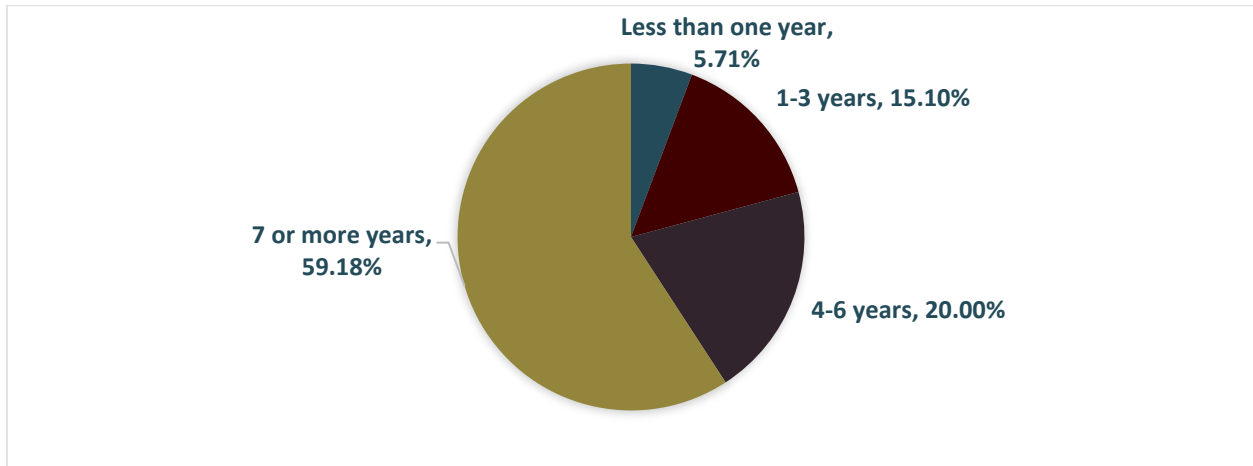


- Question 3 (Do you think this business corridor is cleaner or dirtier than a couple of years ago?): About 58.5% of respondents thought the business corridor was cleaner than before, and about 20.4% of them thought there was no change. About 15.1% of respondents thought the business corridor was dirtier than before.

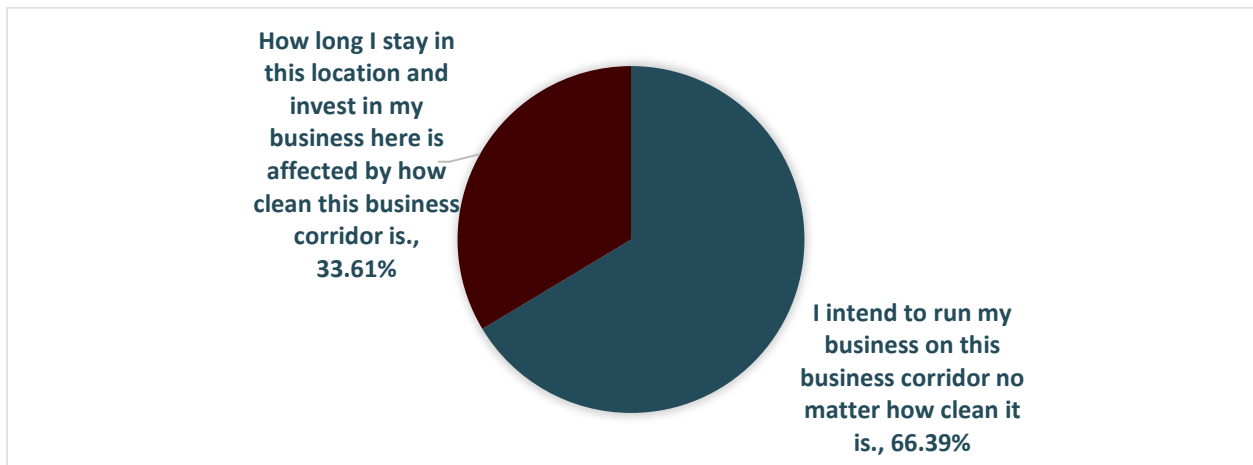


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 4 (How long have you operated your business on this corridor?): 59.2% of respondents have operated on the corridor for 7+ years and about 20.0% of them have operated their business on the corridor for 4-6 years, while 20.8% have operated their business on the corridor for 3 years or less.

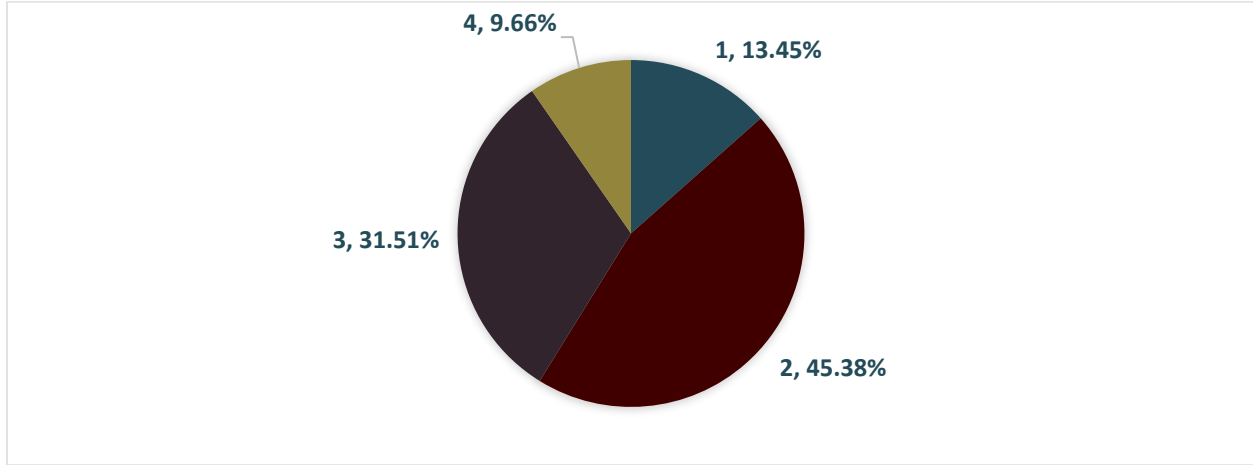


- Question 5 (Which of these two statements do you agree with more): More respondents would continue to do business on this corridor no matter how clean it is, compared to 33.6% of the respondents who say the cleanliness of the corridor would affect their decision to stay or relocate their business.

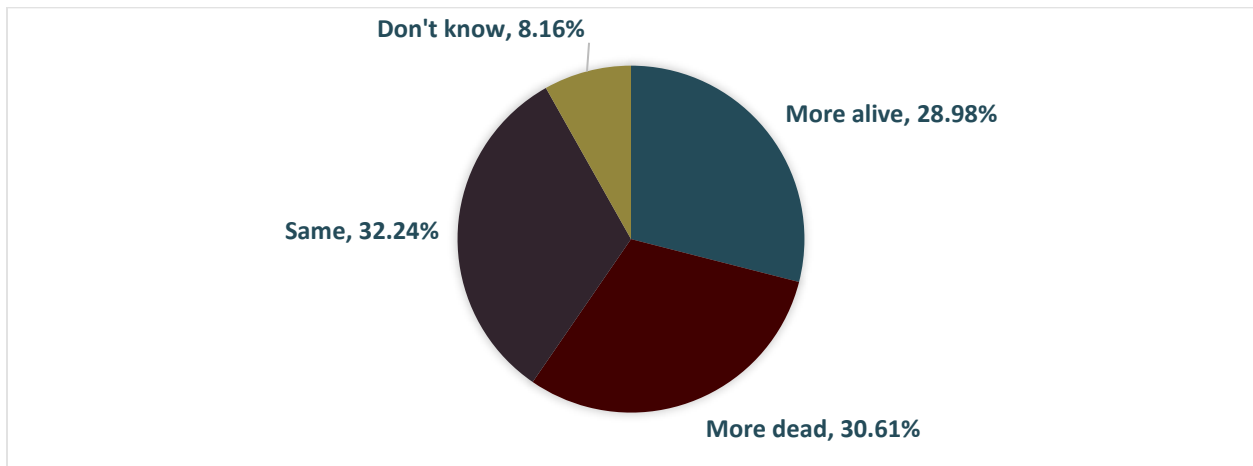


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 6 (On a scale of 1 to 4, 1 being alive and 4 being dead, how would you rate this business corridor?): About 58.5% of respondents gave a positive rating for the vitality of business corridor.

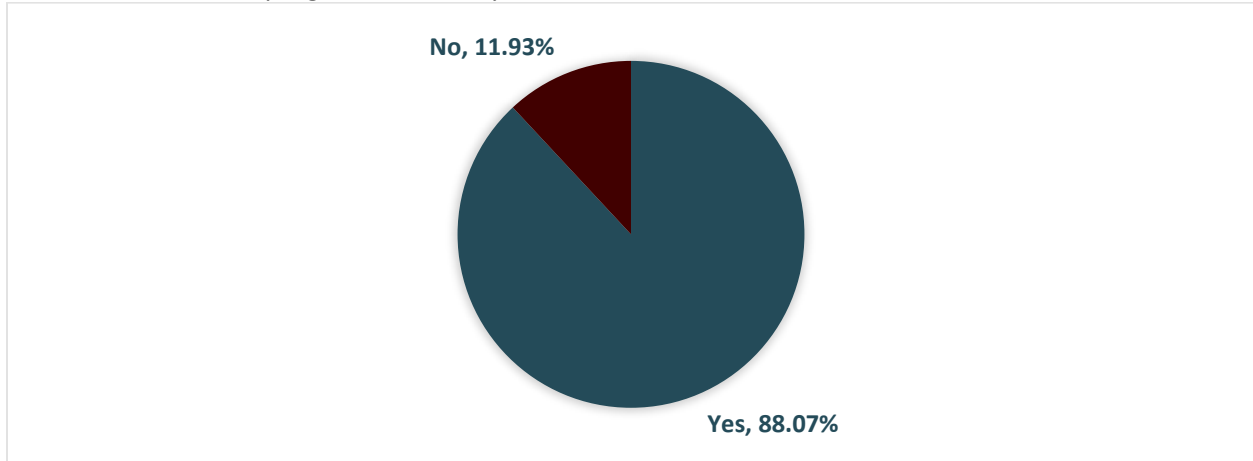


- Question 7 (Do you think this business corridor is more alive or more dead than a couple of years ago?): About 29.0% of the respondents think the business corridor is more alive than before, and 32.2% of the respondents think it is the same as before. While there are 30.6% of the respondents think the business corridor is more dead than before

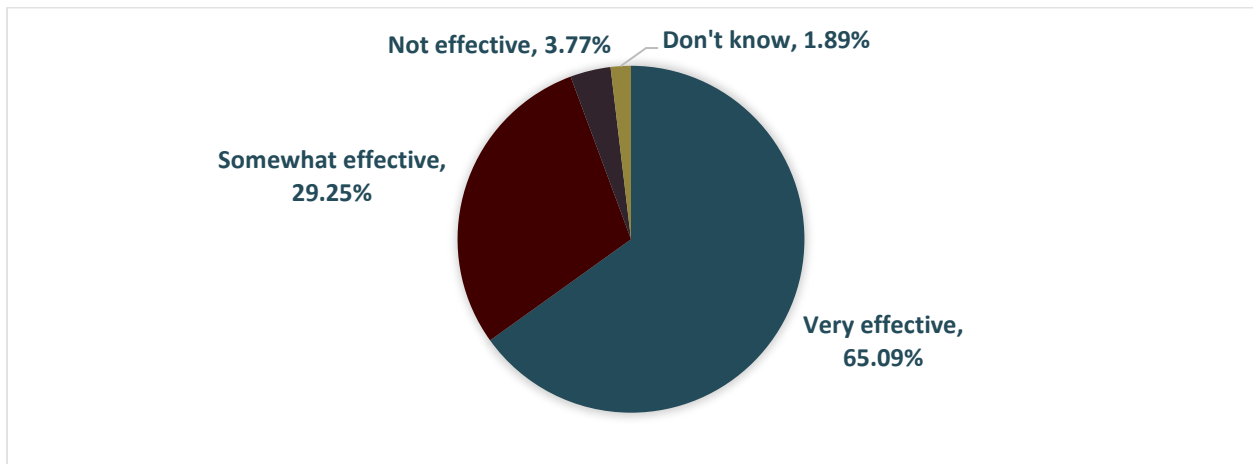


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Question 8 (Have you noticed cleaning in neighborhood business areas through the City's Taking Care of Business program, which employs local residents in uniforms to regularly clean business corridors across the city, including here?): Among the respondents, there were 88.1% who were familiar with TCB program, while only 11.9% were unfamiliar with TCB.



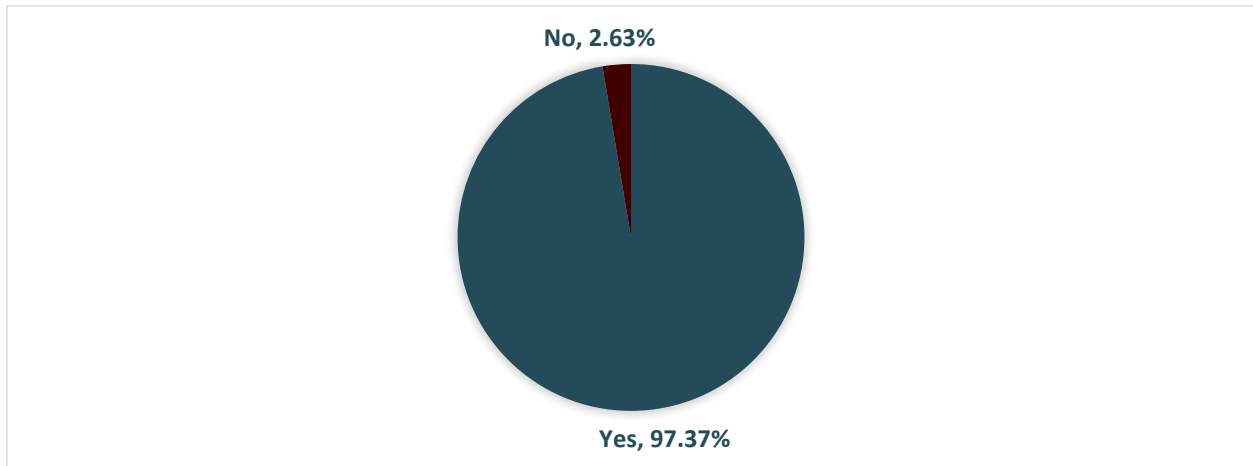
Question 9 (How effective has the Taking Care of Business program been in maintaining clean business corridors?): Of respondents that were familiar with the TCB cleaning program, 94.3% rated the program as effective.





RE: TCB Appendix\_v4  
Date: May 27, 2022

Question 10 (If you knew that this business corridor was being kept clean through the work of local residents and local cleaning businesses, would you visit there more often?): 97.4% of the respondents answered “yes,” indicating TCB program would probably bring more people to the business corridor as long as people knew about the program.



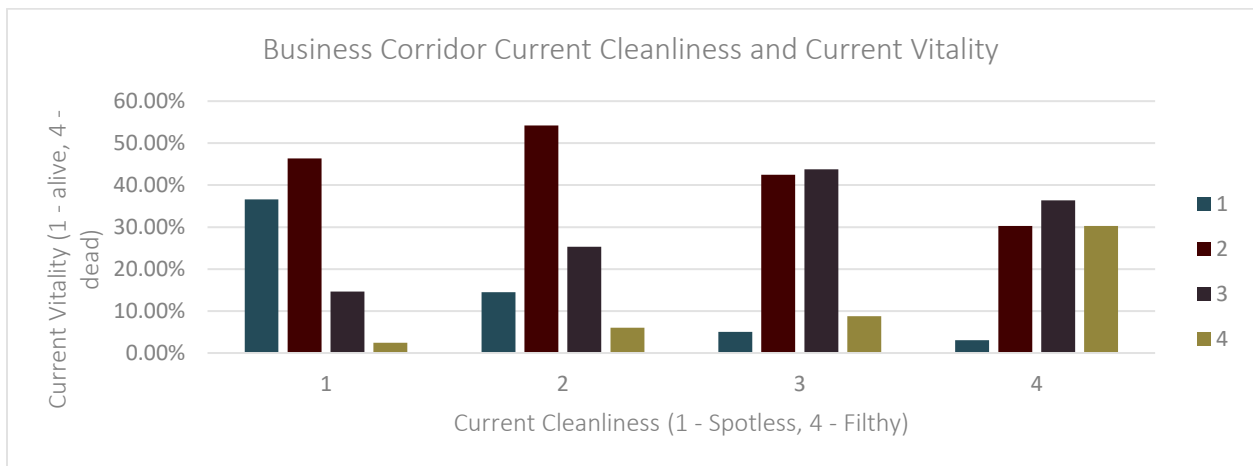
### Statistical Findings:

#### Cleanliness & Vitality

- Current Cleanliness & Current Vitality**

Chi-Square Test of Independence shows that the current cleanliness and current vitality of business corridor are correlated to each other significantly.

Pearson Correlation Test indicates that the cleanliness and vitality have a significant positive relationship (Coefficient = 0.41, p value= 8.07E-11), meaning the cleaner the business corridor, the more alive it is.

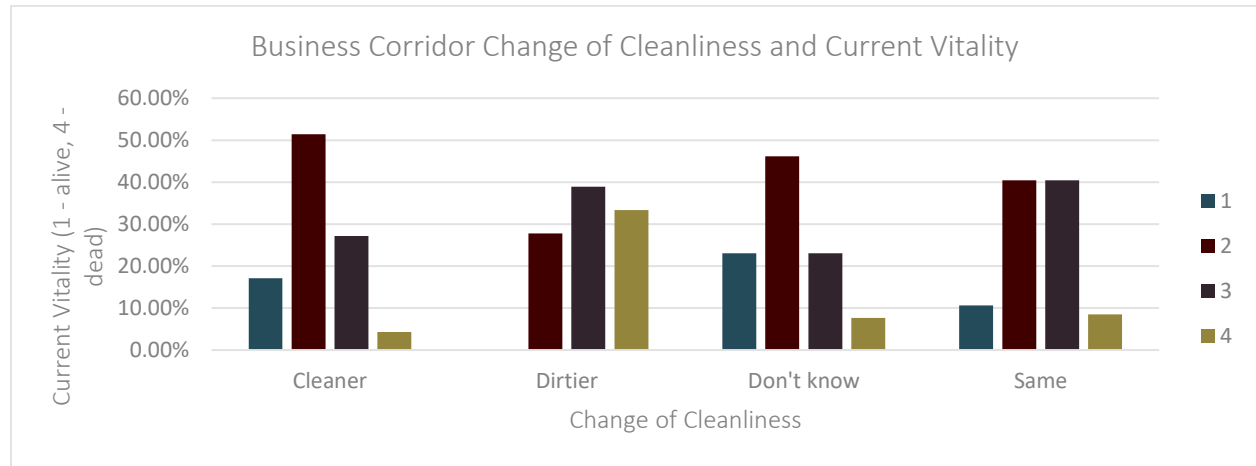


RE: TCB Appendix\_v4  
Date: May 27, 2022

- Change of Cleanliness & Current Vitality**

Chi-Square Test of Independence shows that the change of cleanliness of business corridor and the current vitality are significantly correlated to each other.

By excluding the answers of “Don’t know”, and assigning 1 to Cleaner, 0 to Same, -1 to Dirtier, the Pearson Correlation Test indicates that the change of cleanliness and the current vitality of the business corridor are significant, negative correlation (coefficient = -0.37, p value= 1.11E-08), meaning that if the business corridor is cleaner than before, the business corridor tends to be more alive now than those which are dirtier.



RE: TCB Appendix\_v4

Date: May 27, 2022

## Interviews with Cleaning Ambassadors

### Leroy Townes, ACAM

“The work we do is very important. People often ask us if we can do this or if we can do that. I like helping out the community and helping people in different ways. The people really appreciate the work we do.”

“You should see the transformation this program has made on Washington and Snyder. The TCB program... we get the job done!”

“Coming from being incarcerated to being a supervisor, I can’t take nothing for granted. All I can do is say I’m glad they’ve got programs like this, and I hope more people learn about these programs and opportunities.”

“This work is my therapy. I get out there and I clean. I don’t quit when I’m tired—I quit when the job is done. I like to turn around at the end of the block and know we really made a difference.”

“TCB gave a lot to us who were incarcerated. I tell them you were making \$0.19 an hour, and how you’re making \$19 an hour. This program means a lot for people like me. They need more corridors with TCB because I know there are people who want to work. This isn’t a handout, it’s a hand up.”

“I always say this: I look at Washington and Snyder, then I look at all the areas that got businesses. If you were buying something from a store you wouldn’t want to step over trash. You want to shop comfortably. That’s one of the things the businesses do enjoy. They don’t have to worry.”

### Michael Ransom, TWB

“I view the work that we do as very important, especially this time of year [fall]. I have to get the leaves and have to make sure everything is safe for pedestrians. I don’t want someone to fall and trip on a broken bottle or something. I take extreme importance and pride in my work. We have a lot of older people who thank us for what we’re doing.”

“TCB has cleaned up a lot of trash in the city! I’m very proud of the work we’ve done.”

“One thing I would like to say about the TCB program how easily they made it to fill out the application. I filled it out over the phone. For those of us who have been incarcerated, if we come out, we’re not always computer literate. It was so easy to sit down and talk to the employers and be open about your life. Sometimes certain questions make you a little tense and it’s not like that here.”

“Right now, I’m doing great. I just got a car and I’m so proud of myself. It’s the first one I’ve bought.”

“The business owners are appreciative of us. They’ll buy us lunch to say thank you.”

**PHL TCB Shopper Survey**

The City of Philadelphia requests your participation in a brief survey that will take less than 5 minutes, regarding its efforts to clean commercial corridor shopping areas throughout the city. Your voice is important and can help ensure continued funding for cleaning projects. For your participation, you will receive a tote bag as a thank-you gift.



1. Name of event \_\_\_\_\_
2. On a scale of 1 to 4, 1 being spotless and 4 being filthy, how clean would you say this business corridor is?  

1234
3. Do you think this business corridor is cleaner or dirtier than a couple of years ago?  

CleanerDirtierSameDon't Know
4. Have you been to or shopped at this corridor before?  

YesNo

(if answered YES continue to Question 5, if NO skip to Question 9)
5. Which of these two statements do you agree with more:
  - a. How often I would come to this business corridor depends on how clean it is.
  - b. I would come to this business corridor no matter how clean it is.

6. On a scale of 1 to 4, 1 being alive and 4 being dead, how would you rate this business corridor?

1

2

3

4

7. Do you think this business corridor is more alive or more dead than a couple of years ago?

More alive

More dead

Same

Don't Know

8. Have you noticed cleaning in neighborhood business areas through the City's Taking Care of Business program, which employs local residents in uniforms to regularly clean business corridors across the city, including here?

Yes

No

(if answered YES, continue to Question 9, if NO skip to Question 10)

9. How effective has the Taking Care of Business program been in maintaining clean business corridors?

Very Effective

Somewhat Effective

Not Effective

Don't Know

10. If you knew that this business corridor was being kept clean through the work of local residents and local cleaning businesses, would you visit there more often?

Yes

No

11. What zip code do you live in?

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12. Are you willing to be contacted for a follow-up interview?

Yes

No

Name 

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Phone 

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Email 

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**PHL TCB Business Owner Survey**

The City of Philadelphia requests your participation in a brief survey that will take less than 5 minutes regarding its efforts to clean the commercial corridor shopping areas throughout the city. Your voice is important and can help ensure continued funding for cleaning projects. For your participation, you will receive a tote bag as a thank-you gift.



1. Date \_\_\_\_\_  
Location \_\_\_\_\_
2. On a scale of 1 to 4, 1 being spotless and 4 being filthy, how clean would you say this business corridor is?  

1	2	3	4
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3. Do you think this business corridor is cleaner or dirtier than a couple of years ago?  

Cleaner	Dirtier	Same	Don't Know
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4. How long have you operated your business on this corridor?  

Less than one year	1-3 years	4-6 years	7 or more years
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5. Which of these two statements do you agree with more:
  - a. How long I stay in this location and invest in my business here is affected by how clean this business corridor is.
  - b. I intend to run my business on this business corridor no matter how clean it is.

6. On a scale of 1 to 4, 1 being alive and 4 being dead, how would you rate the economic activity of this business corridor?

1

2

3

4

7. Do you think this business corridor is more alive or more dead than a couple of years ago?

More alive

More dead

Same

Don't Know

8. Have you noticed cleaning in neighborhood business areas through the City's Taking Care of Business program, which employs local residents in uniforms to regularly clean business corridors across the city, including here?

Yes

No

(if answered YES, continue to Question 9, if NO skip to Question 10)

9. How effective has the Taking Care of Business program been in maintaining clean business corridors?

Very Effective

Somewhat Effective

Not Effective

Don't Know

10. If you knew that a business corridor was being kept clean through the work of local residents and local cleaning businesses, would you be more likely to stay on this corridor and invest in your store?

Yes

No

11. What zip code do you live in?

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12. Are you willing to be contacted for a follow-up interview?

Yes

No

Name 

---

Phone 

---

Email 

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