

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
Speaker of the Council

Hon. Mark Gjonaj
Chair, Committee on Small Business Services



Report of the Finance Division on the
Fiscal 2021 Preliminary Plan and the
Fiscal 2020 Preliminary Mayor's Management Report for the

Department of Small Business Services

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Department of Small Business Services Overview

The Department of Small Business Services (SBS or the Department) makes it easier for businesses in New York City to start, grow and thrive by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce.



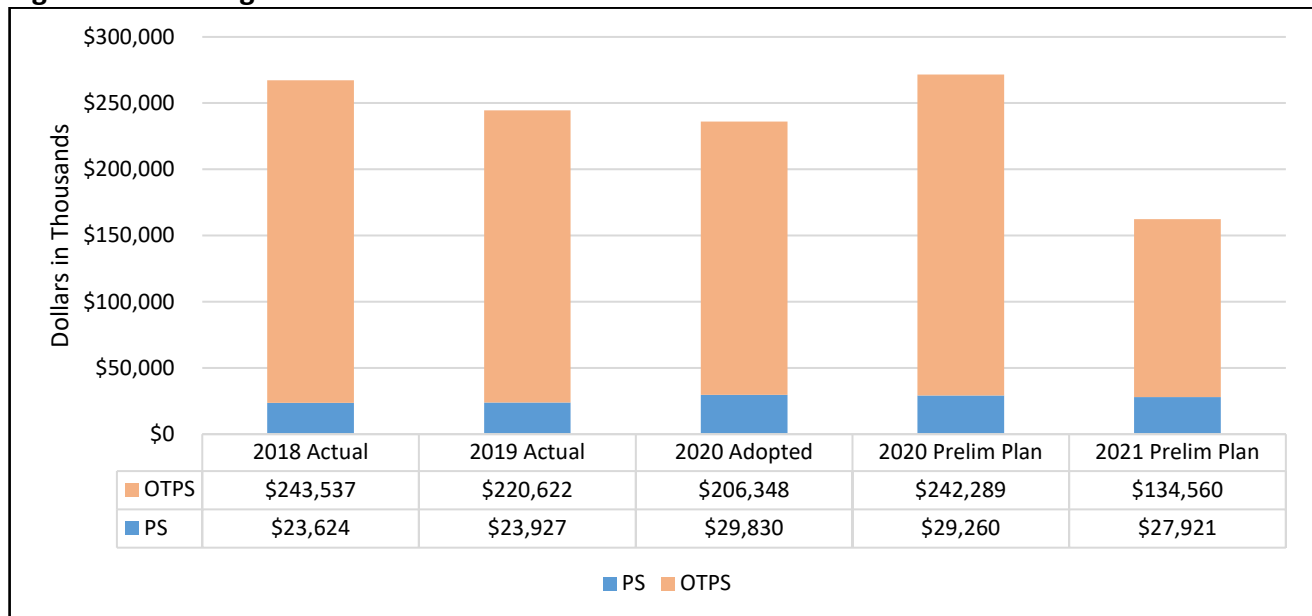
SBS' activities include:

- Helping businesses start, operate and expand in New York City;
- Providing the City's jobseekers with a full array of employment services including career advisement, job search counseling, skills training, and job placement through the Workforce1 Career Centers;
- Investing in New York City's Commercial Districts;
- Having oversight of the City's 76 Business Improvement Districts (BIDs), the largest network in the country investing more than \$148 million annually in programs and services for neighborhoods across the five boroughs;
- Promoting Opportunities for Minority and Women-Owned Businesses;
- Promoting Immigrant Business Initiative; and
- Overseeing the contract-monitoring program under Executive Order 50, which ensures job opportunities generated through City contracts are available to all qualified persons by helping contractors implement fair employment practices, policies, and procedures while supporting them in their efforts to increase the representation of minorities and women in their workforce.

Fiscal 2021 Preliminary Budget Highlights

The Department of Small Business Services' Fiscal 2021 Preliminary Budget totals \$162.5 million, with \$27.9 million proposed for Personal Services (PS) to support 301 full-time employees. The Department's Fiscal 2021 Preliminary Budget is \$73.7 million, or 31.2 percent less than the Fiscal 2020 Adopted Budget of \$236.2 million. This decrease in SBS' budget reflects the \$71.8 million decline in its Other than Personal Services (OTPS) budget and \$1.9 million decline in the Personal Services (PS) budget.

Figure 1: SBS Budget Overview: PS vs. OTPS



Fiscal 2021 Preliminary Plan and November 2019 Plan Actions

New Needs

The Fiscal 2021 Preliminary Plan includes \$18.9 million in Fiscal 2020 and \$200,000 in Fiscal 2021 in new needs, and the November 2019 Plan includes \$622,208 in both Fiscal 2020 and Fiscal 2021 in new needs.

- **Brick Village Demolition.** The Fiscal 2021 Preliminary Plan includes \$137,000 in Fiscal 2020 for the demolition of nine buildings in Brick Village in Governor's Island.
- **Disparity Study.** The Fiscal 2021 Preliminary Plan includes \$200,000 in Fiscal 2021, \$800,000 in Fiscal 2022 and \$500,000 in Fiscal 2023 for a Disparity Study. Local Law 1 requires that every two years a review be conducted of the availability and contract utilization of firms by industry classification and minority group.
- **NYC School Bus Grant Program - Employee Protection Provisions.** The Fiscal 2021 Preliminary Plan includes \$18.5 million in City funds for Fiscal 2020 to support the employment of experienced school bus workers impacted by changes in the Department of Education's contracts for school bus transportation. The program was authorized by Local Law 44 of 2014, which the Council enacted at the request of the de Blasio Administration. The legislation authorized SBS to establish a grant program in relation to the employment of school bus drivers, attendants, dispatchers and mechanics that contracted with DOE to provide

transportation services to K-12 students. The Local Law expired on December 31, 2015. The funding in the past has supported one firm – Reliant Transportation.

- **Maritime Inspections.** The Fiscal 2021 Preliminary Plan includes \$300,000 in Fiscal 2020 to inspect Maritime infrastructure in Governor’s Island.
- **Funding for the Indirect Cost Rate Initiative.** The November 2019 Plan includes \$622,208 in Fiscal 2020 to Fiscal 2023 for a citywide initiative to help its nonprofit contractors cover their indirect costs. This initiative standardizes cost definitions, indirect cost rate calculations and indirect cost rate claiming policies for health and human service contracts. Providers have over 12 months to establish and claim an indirect cost rate and make a funding request. The funding initiative covers all payment models, including rate-based, fee-based and milestone contracts.

Other Adjustments

The Fiscal 2021 Preliminary Plan includes an increase of \$1.6 million in other adjustments in Fiscal 2020 and a decrease of \$464,000 in Fiscal 2021 in other adjustments.

- **Brooklyn Navy Yard (BNY) Sink Hole Assessment.** The Fiscal 2021 Preliminary Plan includes \$41,500 in Fiscal 2020 to study and propose solutions to repair several sinkholes at the BNY in order to restore full load-bearing capacity to the area and improve vehicular and pedestrian safety.
- **Re-estimates.** The Fiscal 2021 Preliminary Plan includes decreases in PS costs in the amount of \$319,000 and the November 2019 Plan includes re-estimates in PS costs in the amount of \$650,000 in Fiscal 2020 due to vacant positions.
- **Center for Economic Opportunity.** The Fiscal 2021 Preliminary Plan includes \$2 million in Fiscal 2020 for Center of Economic Opportunity Training OTPS budget.
- **The NYC Young Men's Initiative.** The November 2019 Plan includes \$1 million in Fiscal 2020 and \$300,000 in Fiscal 2021 for the NYC Young Men's Initiative. The mission of the initiative is to develop and champion policies, programs, and partnerships that holistically support the success of young men of color throughout NYC. This funding will be used for training programs to increase high paying permanent jobs for vulnerable New Yorkers and job placement opportunities in the construction and industrial sector for young men of color.

Financial Plan Summary

In addition to City tax-levy funds, the Department of Small Business Services receives federal and State categorical grants. The Department's Fiscal 2021 Preliminary Budget is spread across nine programs areas, some of which some are directly related to services that SBS provides, while others represent the expense budgets of some mayoral offices and non-City agencies, including the New York City New York City Economic Development Corporation (NYCEDC); ; New York City and Company (NYC & Co.); the Center for Economic Opportunity (CEO); and the Trust for Governor's Island (TGI). The Mayor's Office of Industrial and Manufacturing Businesses program area has been combined with the Business Development program area. The expense budget and funding for these mayoral offices and non-City agencies flow through the contract budget of SBS.

Table 1: SBS Financial Summary

| SBS Financial Summary | | | | | | |
|----------------------------------|------------------|------------------|------------------|-------------------------|------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2018 | 2019 | 2020 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Personal Services | \$23,624 | \$23,927 | \$29,830 | \$29,260 | \$27,921 | (\$1,909) |
| Other Than Personal Services | 243,537 | 220,622 | 206,348 | 242,289 | 134,560 | (71,788) |
| TOTAL | \$267,161 | \$244,549 | \$236,178 | \$271,548 | \$162,481 | (\$73,697) |
| Budget by Program Area | | | | | | |
| Agency Admin and Operations | \$14,671 | \$15,171 | \$13,951 | \$13,854 | \$13,676 | (\$275) |
| Business Development | 70,904 | 59,671 | 21,595 | 48,657 | 10,530 | (\$11,064) |
| Economic Development Corp | 62,648 | 56,489 | 40,016 | 51,195 | 27,659 | (\$12,357) |
| NYC&Co / Tourism Support | 21,162 | 20,950 | 21,162 | 21,162 | 21,162 | \$0 |
| Contract Svcs: Other | 18,584 | 16,692 | 16,260 | 16,739 | 15,109 | (\$1,151) |
| Econ & Financial Opt: M/WBE | 7,157 | 7,041 | 8,903 | 9,145 | 7,079 | (\$1,824) |
| Econ & Financial Opt: Labor Svcs | 149 | 0 | 0 | 0 | 0 | \$0 |
| Neighborhood Development | 10,272 | 11,158 | 18,610 | 11,866 | 7,185 | (\$11,424) |
| Workforce Development | 61,614 | 57,377 | 95,682 | 98,932 | 60,081 | (\$35,601) |
| TOTAL | \$267,161 | \$244,549 | \$236,178 | \$271,548 | \$162,481 | (\$73,697) |
| Funding | | | | | | |
| City Funds | | | \$181,286 | \$202,963 | \$111,787 | (\$69,499) |
| Other Categorical | | | 630 | 425 | 364 | (266) |
| State | | | 2,041 | 2,050 | 2,000 | (41) |
| Federal - Community Development | | | 11,414 | 12,847 | 8,904 | (2,510) |
| Federal - Other | | | 40,248 | 48,013 | 38,867 | (1,381) |
| Intra City | | | 560 | 5,250 | 560 | 0 |
| TOTAL | \$267,161 | \$244,549 | \$236,178 | \$271,548 | \$162,481 | (\$73,697) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 256 | 288 | 323 | 324 | 301 | (22) |
| TOTAL | 56 | 288 | 323 | 324 | 301 | (22) |

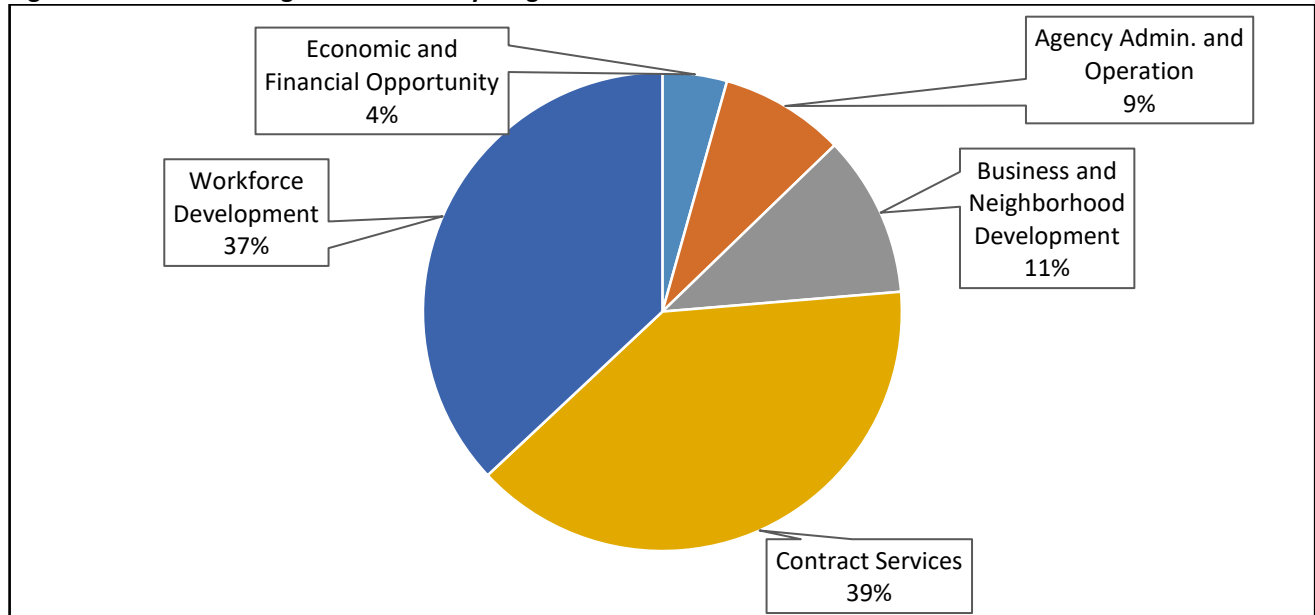
**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

The Department's Fiscal 2021 Preliminary Budget is decreasing by \$73.7 million across all program areas, when compared to the Fiscal 2020 Adopted Budget. This overall decrease is driven by a range of factors, including the reduction in economic development contract services and the absence of one-time City Council discretionary funding. The Department's Fiscal 2021 Preliminary Budget includes a net decrease of 22 full-time positions when compared to the Fiscal 2020 Adopted Budget.

As shown in Figure 2, SBS' budget is largely focused on two general program areas: (1) Contract Services - which funds contracts with the NYC Economic Development Corporation (NYCEDC) , NYC &

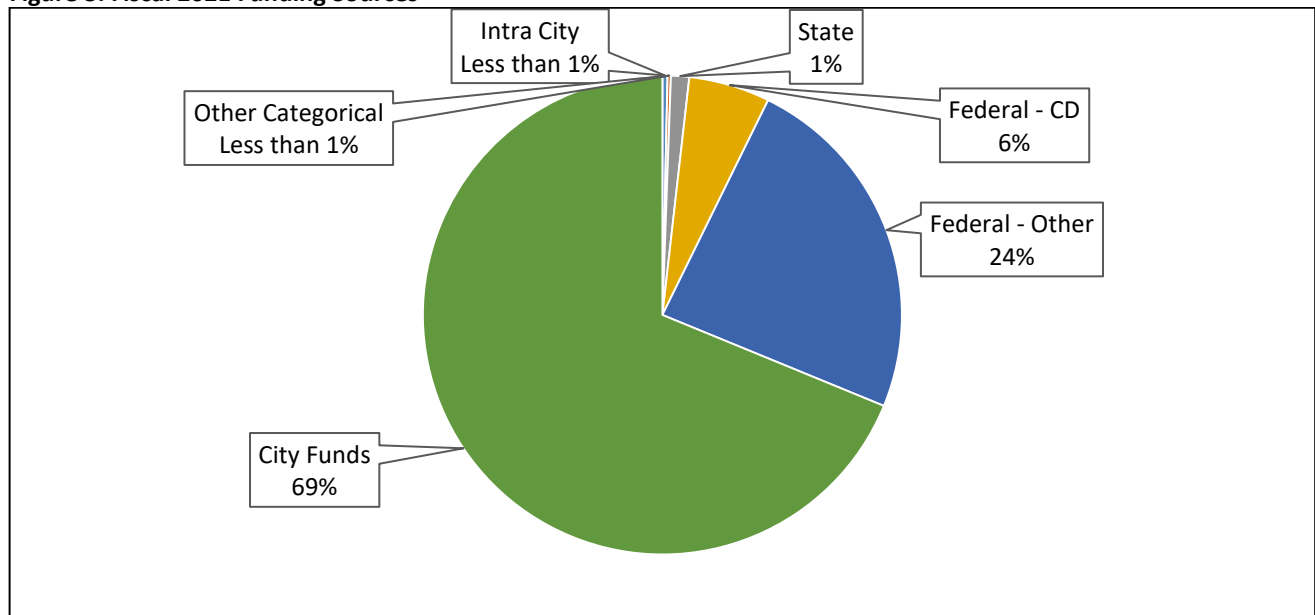
Company, and other not-for-profit and non-City agencies; and (2) Workforce Development - which funds the City's Workforce One Stop Centers, program management, training and the Workforce Investment Board. Together, these program areas comprise approximately 76 percent of the agency's budget.

Figure 2: Fiscal 2021 Budget Breakdown by Program Area



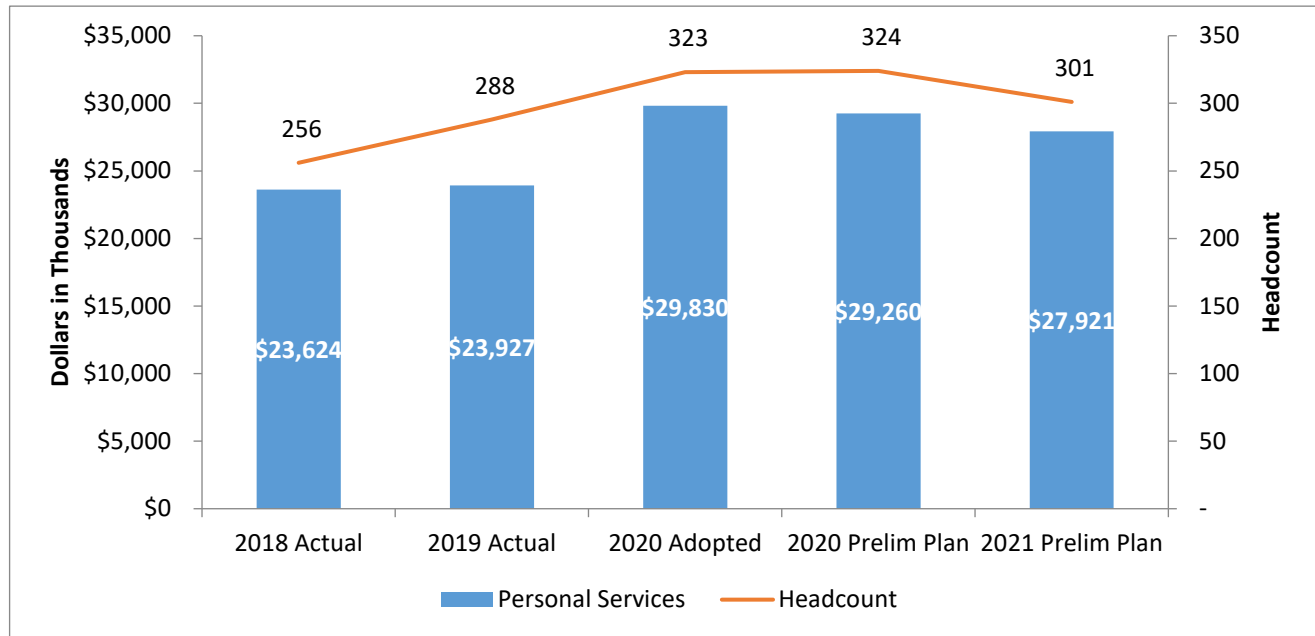
As shown in the figure below, SBS' budget is largely funded by City funds, which comprises 69 percent of the budget followed by federal funds at 30 percent.

Figure 3: Fiscal 2021 Funding Sources



Headcount

The Department's Fiscal 2021 Preliminary Budget provides funding for 301 full-time positions across all divisions, which is 22 positions or approximately seven percent less than the headcount at the Fiscal 2020 Adopted Budget.

Figure 4: Fiscal 2021 PS Budget and Headcount

In Fiscal 2021, SBS had a decrease of 22 positions when compared to the Fiscal 2020 Adopted Plan. Below is a table breaking down the changes by program.

| Program/Action | Headcount Changes |
|--|-------------------|
| Agency Hiring Freeze | (3) |
| Career Pathway | (13) |
| Green Jobs Corps | (2) |
| CUNY 2x Tech 100k Jobs Program | (1) |
| Center For Economic Opportunity (CEO) Initiatives | (2) |
| Mayor's Office of Preservation & Development (MOPD) NYC at Work ICD Collaboratives LLC | (1) |
| Net Decrease | (22) |

Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant, or personal service provided to the City by means of a contract. The Contract Budget is actually a subset of the Other Than Personal Services (OTPS) portion of the City's expense budget. The Administration prepares a contract budget twice each fiscal year. In January, it is prepared with the Departmental Estimates and in late April it is submitted to the Council with the Executive Budget.

The City's total proposed Contract Budget is \$17 billion in Fiscal 2021, which is \$300 million less than the Fiscal 2020 Adopted Budget of \$17.3 billion. By comparison, SBS' \$125 million contract budget for Fiscal 2021 is \$71.8 million, or 36.5 percent less than its Fiscal 2020 Adopted Contract Budget of \$196.7 million.

Significant changes in SBS' Fiscal 2021 Preliminary Contract Budget can be attributed to decline in economic development contracts and the absence of one-time Council funds.

The charts below illustrate the contract budget trend for the agency over the years, while Appendix B provides a breakdown of the agency's Fiscal 2021 Preliminary and Fiscal 2020 Adopted Contract Budgets.

Figure 5: Total Budget vs. Contract Budget Trend

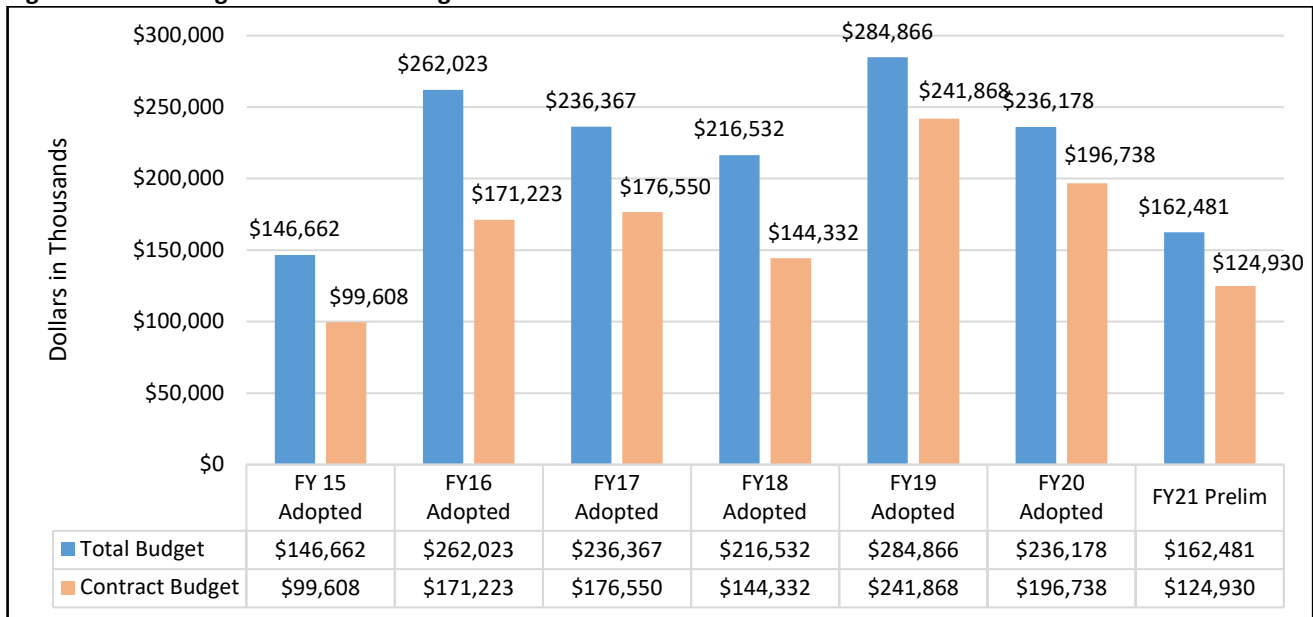
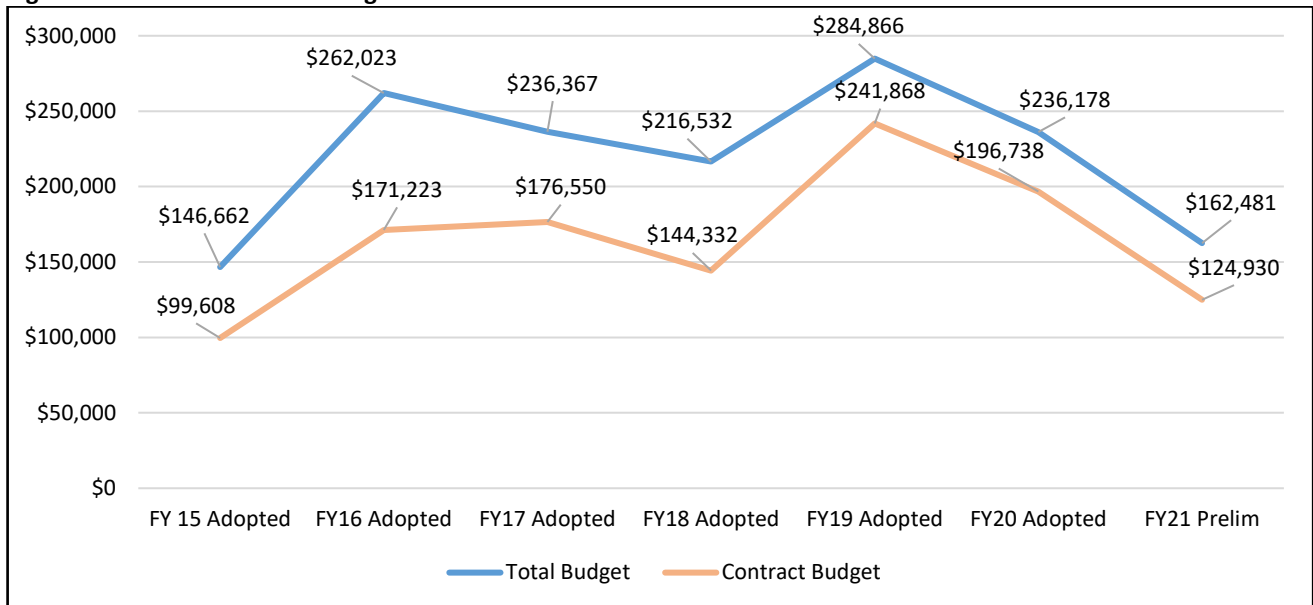


Figure 6: Total and Contract Budget Trends



Council Initiatives

The Council's Small Business Services and Workforce Development initiatives support the formation and growth of the City's small businesses and promote neighborhood development, as well as workforce development. These initiatives build on the services offered to the business community to reach a wider and more diverse range of small businesses and workers, particularly in emerging employment areas such as worker run cooperatives and green and technology jobs.

At Fiscal 2020 adoption, the City Council added \$24.4 million to SBS' Fiscal 2020 budget for the Council's Small Business Services and Workforce Development initiatives.

This amount represented around ten percent of the Department's Fiscal 2020 Adopted Budget.

The table on the right further shows a breakdown of the funds by initiative and Appendix D provides a description of each of these initiatives.

Fiscal 2020 Council Changes at Adoption

| <i>Dollars in Thousands</i> | |
|--|-----------------|
| Council Initiatives | |
| Chamber on the Go and Small Business Assistance | \$1,889 |
| Construction Site Safety Training | 1,100 |
| Day Laborer Workforce Initiative | 2,970 |
| Job Placement for Veterans | 200 |
| Job Training and Placement Initiative | 7,899 |
| Made in NYC | 850 |
| MWBE Leadership Associations | 600 |
| Neighborhood Development Grant Initiative | 2,040 |
| Worker Cooperative Business Development Initiative | 3,609 |
| NYC Cleanup | 215 |
| Anti-Poverty/Local/ Speaker's Initiative/Boro | 3,069 |
| TOTAL | \$24,441 |

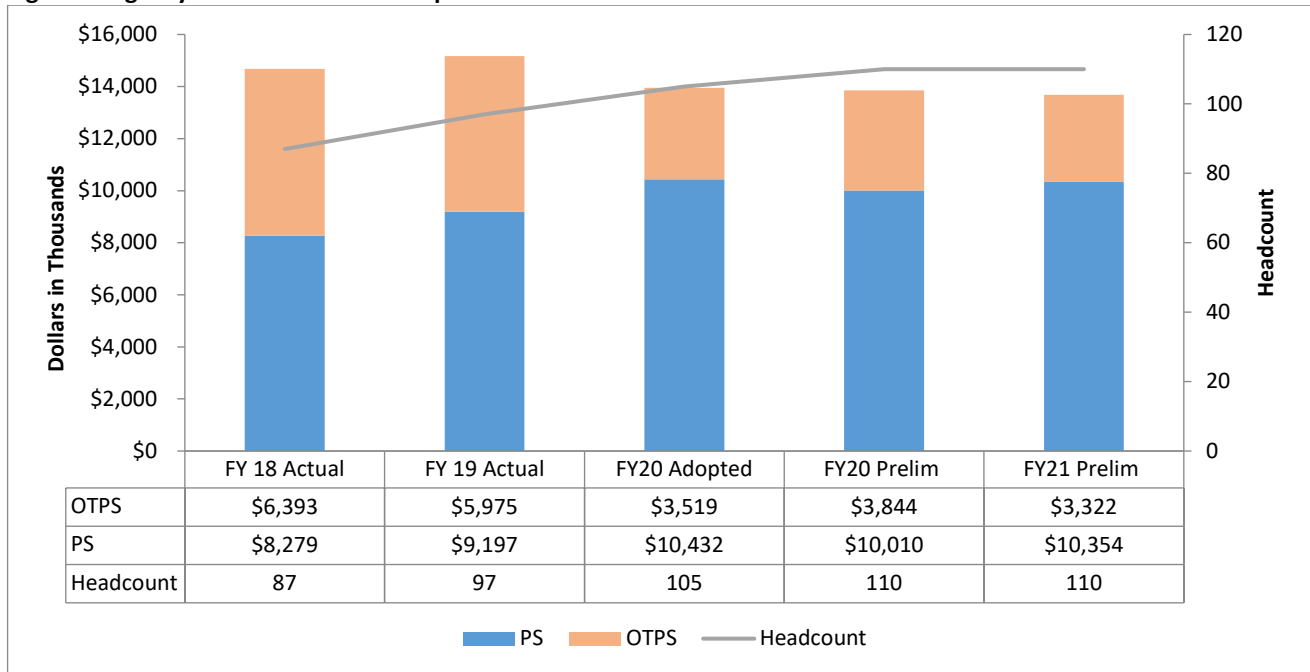
Program Areas

SBS' budget is spread across nine programs areas some of which are program areas directly related to services that SBS provides while others represent the expense budget of some Mayoral Office and non-City agencies, including the NYCEDC; New York City and Company (NYC & Co.); the Center for Economic Opportunity (CEO); and the Trust for Governor's Island (TGI).

The expense budget and funding for these mayoral offices and non-City agencies flow through the contract budget of SBS. SBS' budget is largely focused on two general program areas: (1) Contract Services (which funds contracts with the NYCEDC, NYC & Company, and other not-for-profit and non-City agencies); and (2) Workforce Development (which funds the City's Workforce One Stop Centers, program management, training and the Workforce Investment Board). Together, these program areas comprise approximately 76 percent of the agency's budget.

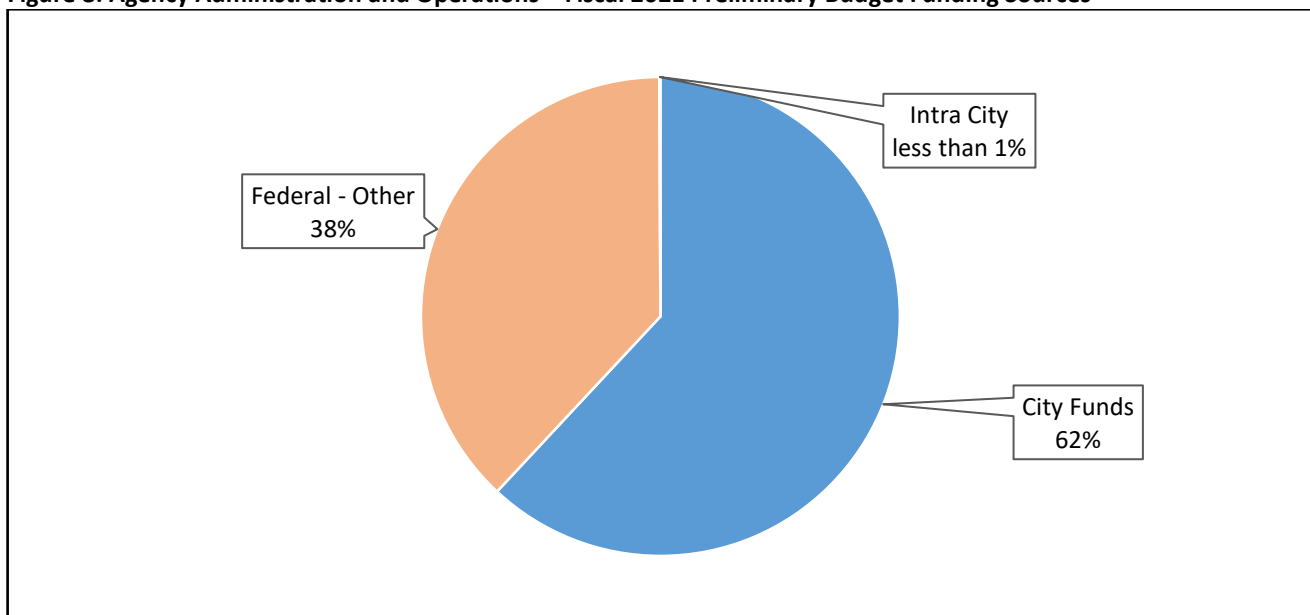
Agency Administration and Operations

The Administration and Operations program area includes executive and administrative personnel across all program areas, who provide capacity for the Department to function.

Figure 7: Agency Administration and Operations

The Department's Fiscal 2021 Preliminary Budget includes \$13.7 million for Agency Administration and Operations, which is \$275,000 or nearly two percent less than the Fiscal 2020 Adopted Budget. The proposed budget for this program area represents eight percent of SBS' total proposed budget for Fiscal 2021. This program area is funded primarily through City funds, which makes up 62 percent of the budget as illustrated in the chart below. The funding decrease for this program area is due to various changes in the Department's OTPS budget to cover general expenses for various initiatives.

The \$275,000 decline is attributed largely to \$484,000 in telecommunication funds not yet reflected in the budget and a decline of \$311,000 in workforce innovation and opportunity act programs offset by nonprofit indirect rates at \$368,000 and agency operation realignment at \$222,000.

Figure 8: Agency Administration and Operations – Fiscal 2021 Preliminary Budget Funding Sources

PMMR Performance Measures

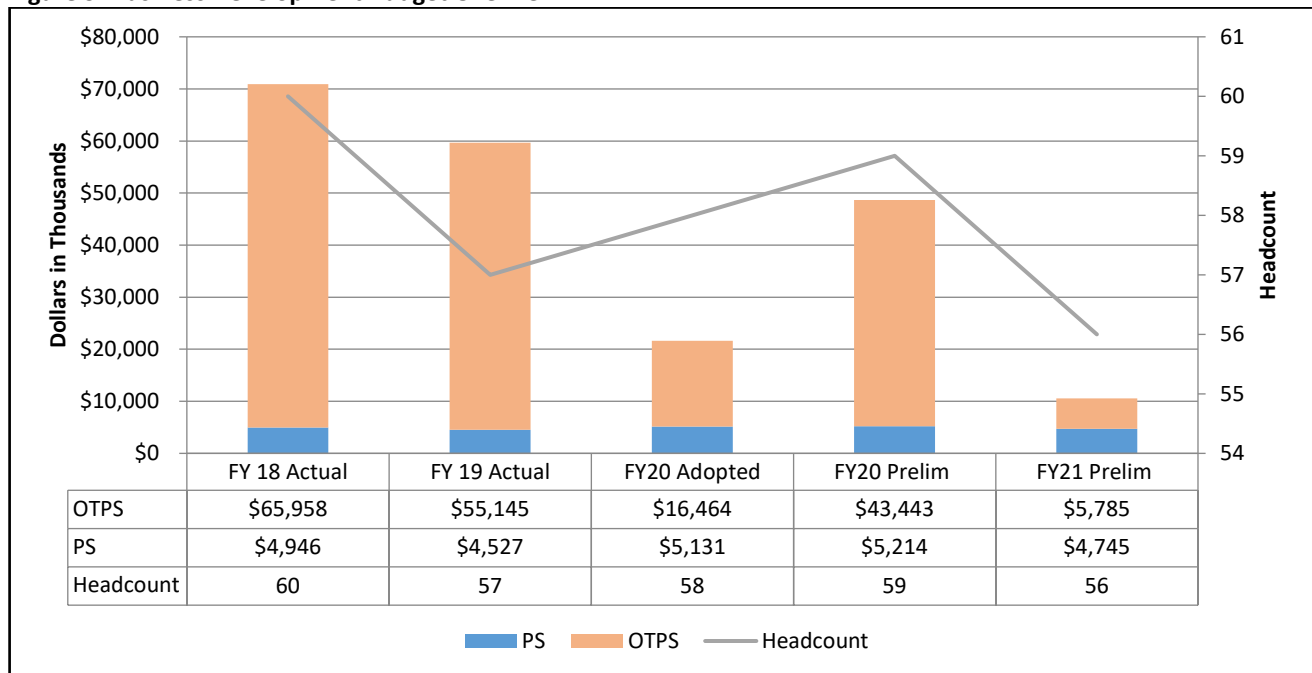
The Fiscal 2020 Preliminary Mayor's Management Report (PMMR) shows that in the first four months of Fiscal 2019 and Fiscal 2020, SBS responded to all letters and emails within 14 days of receiving them. The number of completed customer requests for interpretation is slightly higher in Fiscal 2020 when compared to the same period in the prior fiscal year.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|--------|-------|-------|--------|------|----------------|-------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY19 | FY20 |
| CORE customer experience rating (0 - 100) | 96 | 93 | NA | * | * | NA | NA |
| Letters responded to in 14 days (%) | 100% | 100% | 100% | * | * | 100% | 100% |
| E-mails responded to in 14 days (%) | 100% | 100% | 100% | * | * | 100% | 100% |
| Completed customer requests for interpretation | 6,652 | 7,259 | 8,251 | * | * | 2,333 | 2,896 |

Business Development

SBS administers a variety of business development services, including the NYC Business Solutions Centers, Business Solutions Hiring & Training, Business Express, Microenterprise programs, and other direct business assistance services.

Figure 9: Business Development Budget Overview



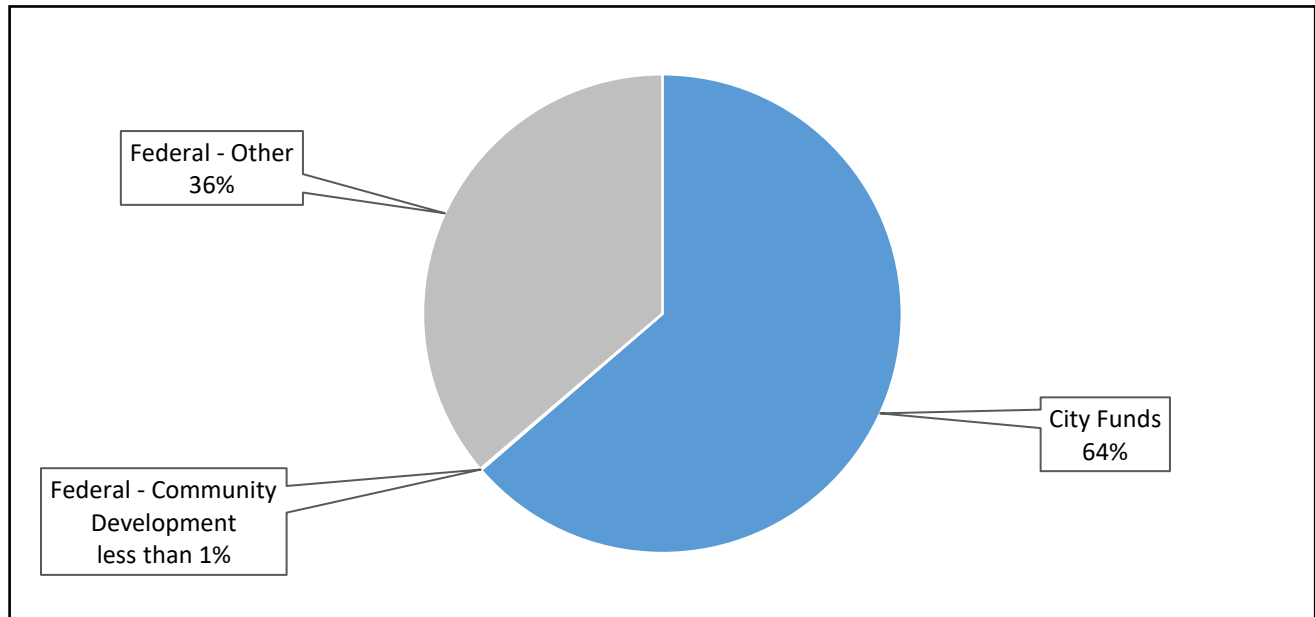
The Department's Fiscal 2021 Preliminary Budget includes approximately \$10.5 million for the Business Development program area, which is \$11.1 million or 51.4 percent less than the Fiscal 2020 Adopted Budget. The budget for this program area represents almost seven percent of SBS' total proposed budget for Fiscal 2021.

The decline in funding for this program area reflects the absence of \$2 million for the School Bus Grant Program. This is a program that supports the employment of experienced school bus workers impacted by changes in the Department of Education's contracts for school bus transportation.

The MWBE Bond Surety and Loan Programs declined by a total of \$3 million. In Fiscal 2017, the Administration added \$20 million for the MWBE Bond Surety Fund and Loan fund. The amount is shown as a decrease in Fiscal 2021 since funding is not yet scheduled in Fiscal 2021, however the program is still active.

Another \$1.5 million decrease is due to the absence of funding for Jerome Avenue. A \$1.6 million decline is due to Love Your Local (LYL) initiative not being reflected in the budget. Through this program, SBS has come up with strategies that are effective in preventing neighborhood businesses from closing due to rising rents and other rising real estate costs. Funding for small business legal services has decreased by a total of \$1.2 million.

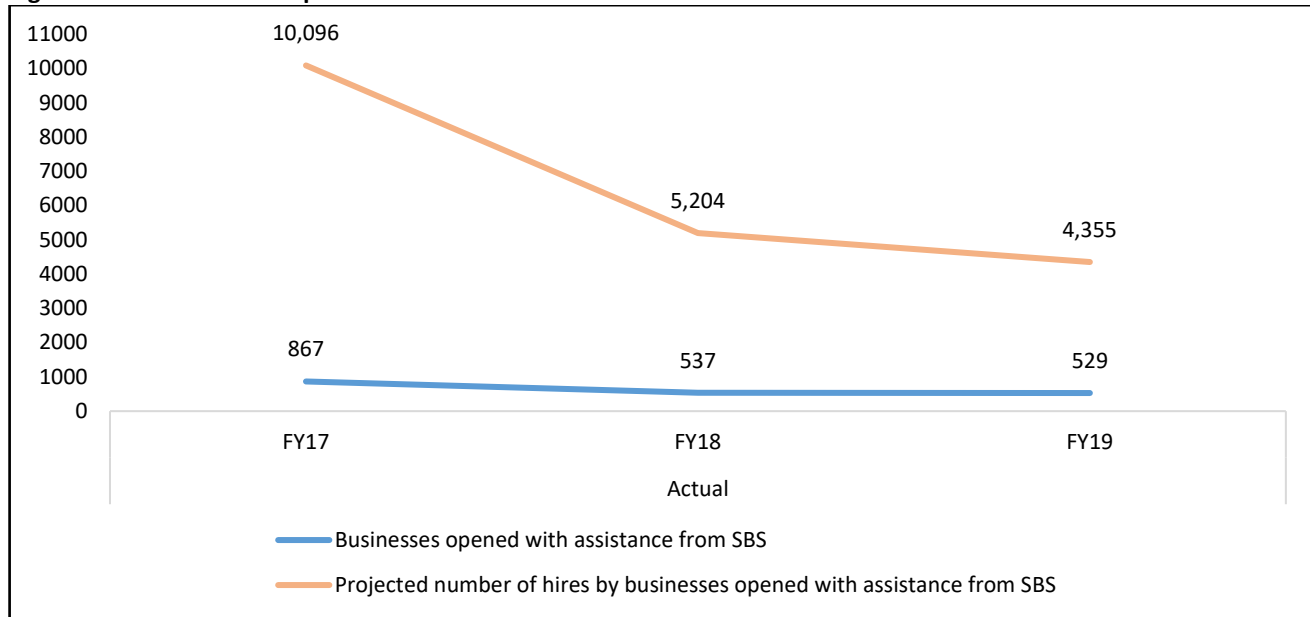
Figure 10: Business Development - Fiscal 2021 Preliminary Funding Sources



This program area is mostly funded by City funds, which makes up 64 percent of the budget followed by Federal-Other funds which comprises of 36 percent of the budget as illustrated in the chart above.

Performance Measures

The Division of Business Services (DBS) manages the free services that help businesses start, operate, and expand in New York City. In the first four months of Fiscal 2020, SBS served 6,289 unique customers and businesses across the five boroughs. The number of unique businesses served, the number of businesses opened with assistance from SBS, and the number of unique businesses served by programs that help navigate government decreased by 12, 19, and 36 percent respectively, compared to the same period in Fiscal 2019. These decreases are attributed to the successful completion of the Mayor's Small Business First (SB1) initiative. Certain cross-agency services included in the indicator have been made more efficient and transitioned back to the Department of Health and Mental Hygiene, the Department of Buildings, and the Fire Department. The number of financial awards decreased by 15 percent, compared to the same period in Fiscal 2019. The decrease is due to the completion of programs such as Food Business Pathways and Childcare Business Pathways. The dollar value of financial awards has increased by 22 percent, compared to the same period in Fiscal 2019.

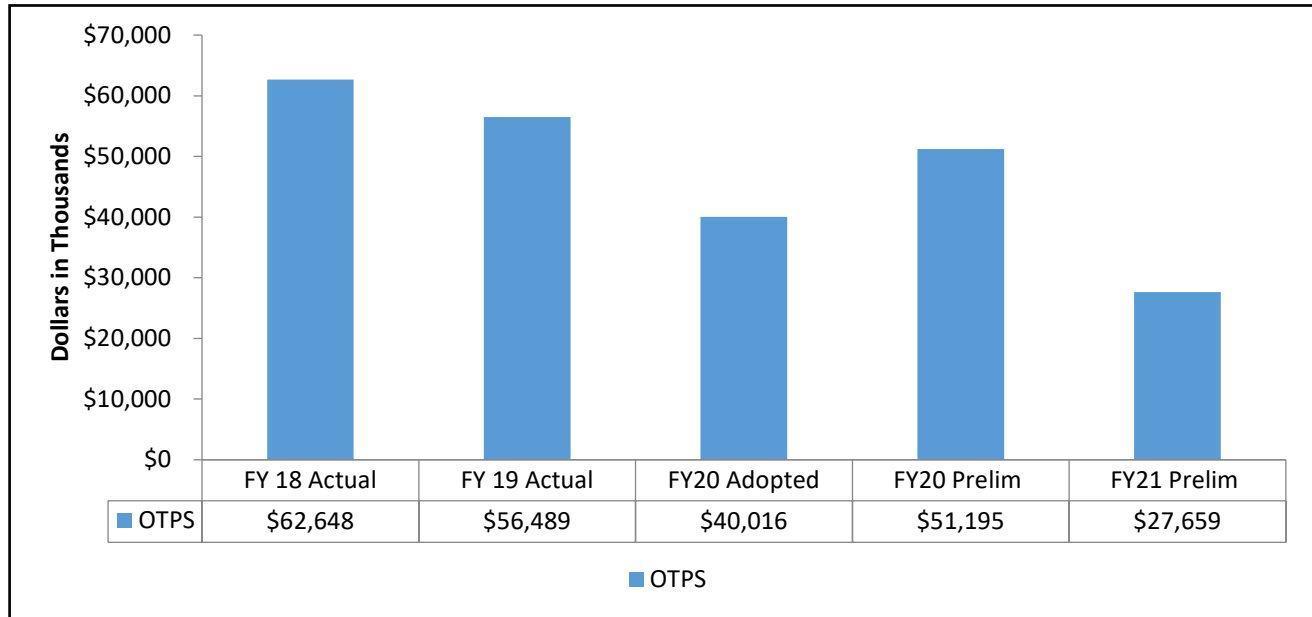
Figure 11: Business Development – Performance Trends

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|----------|----------|----------|--------|------|----------------|----------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY19 | FY20 |
| Unique customers and businesses served | 18,352 | 19,842 | 21,069 | * | * | 7,139 | 6,289 |
| Unique businesses receiving financial awards (facilitated or distributed) | 593 | 825 | 977 | 470 | 470 | NA | NA |
| Financial awards to businesses (facilitated or distributed) | 658 | 1,074 | 1,186 | 540 | 540 | 397 | 336 |
| Value of financial awards to businesses (facilitated or distributed) (\$000) | \$45,701 | \$54,234 | \$76,152 | * | * | \$17,886 | \$21,766 |
| Businesses opened with assistance from SBS | 867 | 537 | 529 | ↑ | ↑ | 167 | 136 |
| Projected number of hires by businesses opened with assistance from SBS | 10,096 | 5,204 | 4,355 | * | * | 1,333 | 1,426 |
| Unique Customers served by programs that help navigate government | 5,484 | 5,230 | 5,176 | * | * | 2,068 | 1,317 |

Contract Services: Economic Development Corp

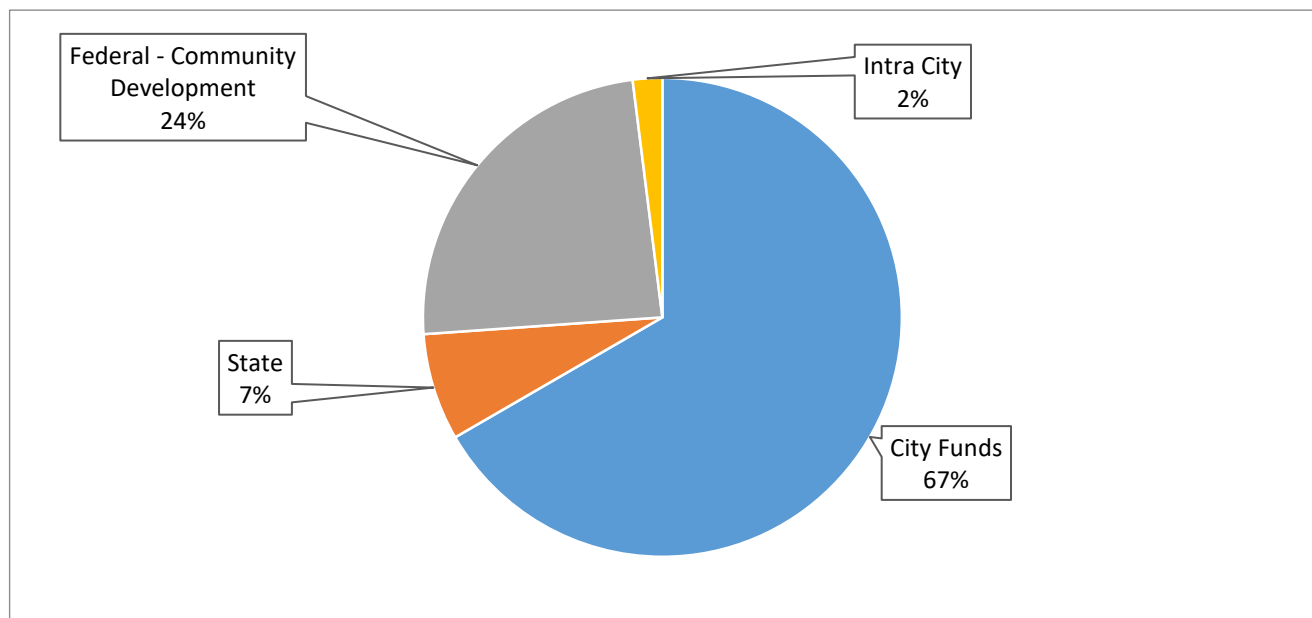
The New York City New York City Economic Development Corporation (NYCEDC); is a non-city agency, local development corporation that is under contract with SBS. NYCEDC's mission is to produce jobs in the City by attracting and retaining businesses and encouraging the creation of capital projects. NYCEDC is funded through a contract with SBS. NYCEDC works with the private and public sectors on economic development initiatives that revitalize businesses, create jobs, and generate revenues for the City.

In addition to corporate attraction and retention efforts, NYCEDC markets, sells, and leases city-owned commercial and industrial properties; plans and prepares sites for development through infrastructure improvement; carries out capital improvements in neighborhood shopping districts and public spaces; and provides technical assistance to guide projects through the necessary public approval process. NYCEDC is also involved in property management and the development of the City's marine terminals, airports, heliports, rail yards, and industrial parks.

Figure 12: Contract Services: Economic Development Corporation

The Fiscal 2021 Preliminary Budget for Contract Services with NYCEDC is \$27.8 million, representing a decrease of \$12.4 million, or 31 percent from the Fiscal 2020 Adopted Budget. The proposed budget for this program area comprises 17 percent of SBS' total proposed spending for Fiscal 2021.

The decrease in funding since Fiscal 2020 Adoption is driven by \$2.5 million Federal Community Development Block Grants, which are not yet reflected in the Department's budget. In addition to the decline in Federal Community Development Block Grants, there is also a \$9.8 million decline in City funds for this program area.

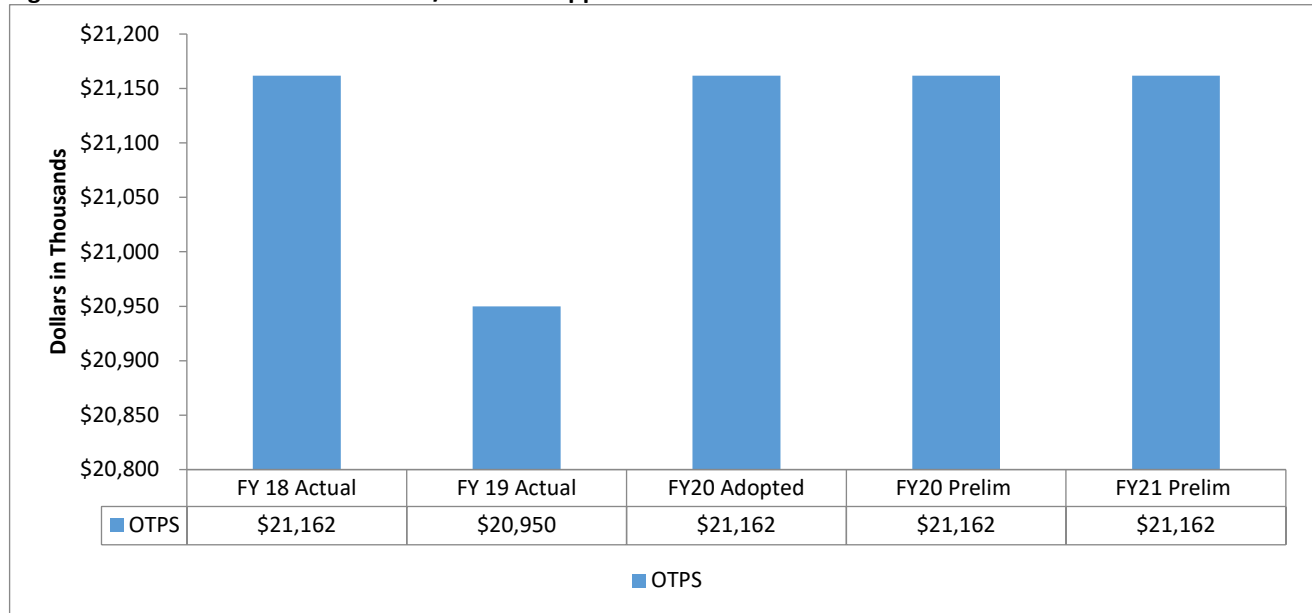
Figure 13: Contract Services: Economic Development Corporation

This program area is mostly funded by City funds, which makes up 67 percent of the budget, followed by Federal-Community Development funds, which comprises 24 percent of the budget as illustrated in the chart above.

Contract Services: NYC & Co/Tourism Support

NYC & Company is the City's official tourism marketing organization dedicated to building NYC's economy and positive image through tourism and convention development, major events, and the marketing of NYC on a worldwide basis. SBS contracts with NYC & Company to support its work in promoting NYC as a premier tourist destination and its convention center.

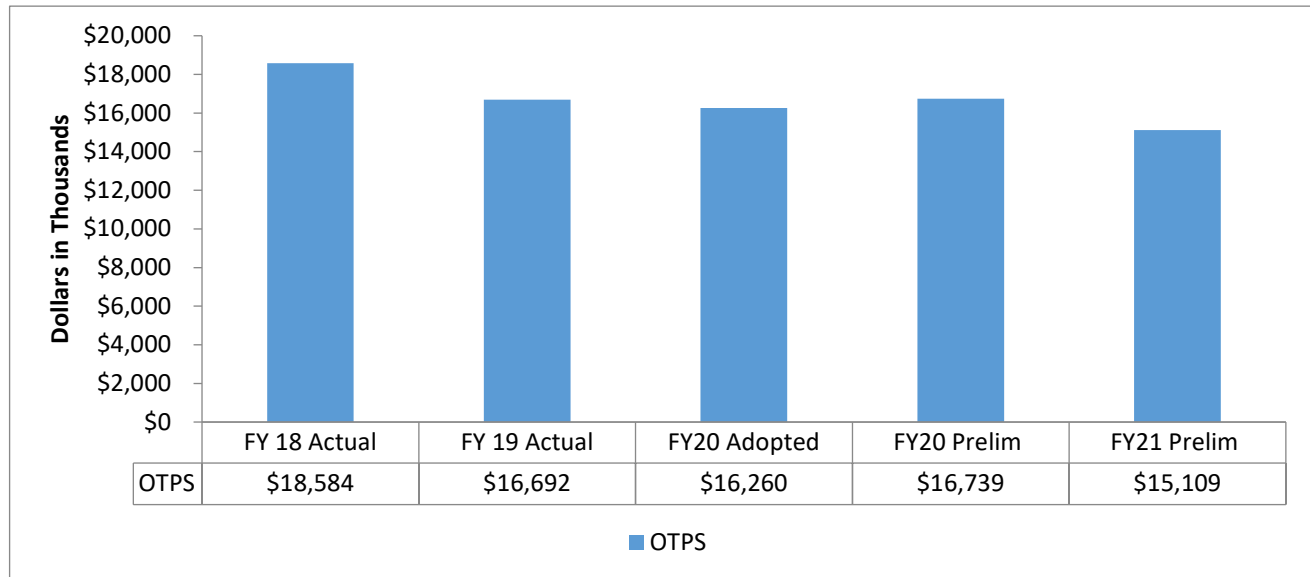
Figure 14: Contract Services: NYC & Co/Tourism Support



The Department's Fiscal 2021 Preliminary Budget includes \$21.2 million in City funds for Contract Services with NYC & Co Tourism Support, which is the same as the Fiscal 2020 Adopted Budget. The budget for this program area represents 13 percent of the Department's total Fiscal 2021 Preliminary Budget and is funded completely by City funds.

Contract Services: Other

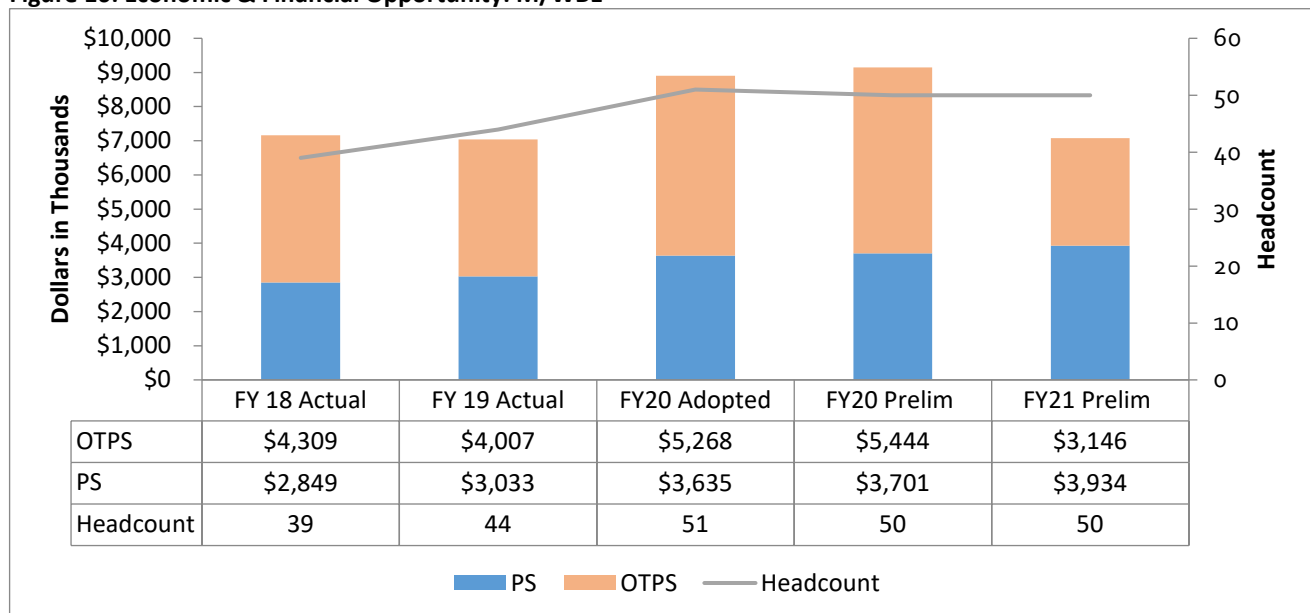
This program area contains funding for services and programs administered by not-for-profit and other non-city agencies that are under contract with SBS and generally provide services citywide or for large scale projects.

Figure 15: Budget Overview - Contract Services: Other

The Department's Fiscal 2021 Preliminary Budget include \$15.1 million for the Contract Services: Other program area, which is \$1.2 million, or approximately seven percent below the Fiscal 2020 Adopted Budget. The budget for this program area represents nine percent of the Department's total Fiscal 2021 Preliminary Budget. The decrease in funding for this program area since the Fiscal 2020 Adopted Budget is mainly driven by the omission of \$1.4 million for Brooklyn Navy Yard, offset by an adjustment of \$227,000 for the Trust for Governors Island (TGI). This program area is funded solely by City funds, which comprises 100 percent of the budget.

Economic & Financial Opportunity: M/WBE

New York City's Minority and Women-Owned Business Enterprise (MWBE) program fosters the growth of the minority and women-owned businesses in the City. The program certifies and recertifies businesses as MWBEs and provides procurement and technical assistance to better prepare MWBEs to win City contracts.

Figure 16: Economic & Financial Opportunity: M/WBE

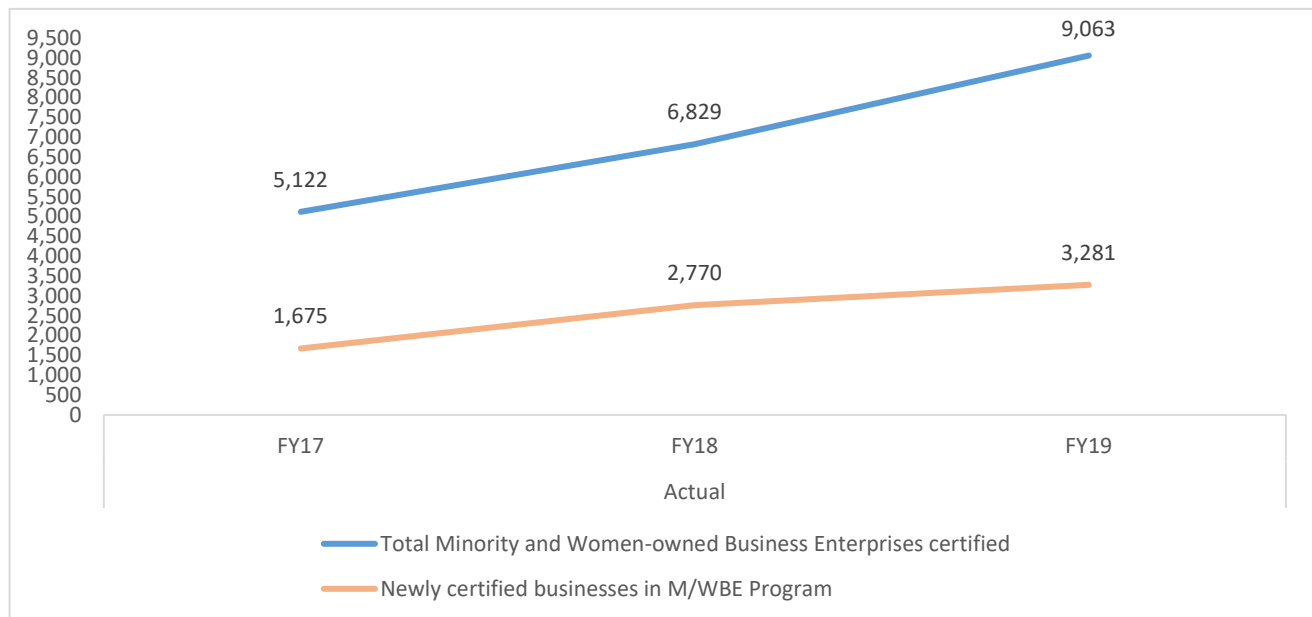
The Department's Fiscal 2021 Preliminary Budget for the Economic & Financial Opportunity: MWBE program area is \$7.1 million, which is \$1.8 million, or twenty percent less than the Fiscal 2020 Adopted Budget. The budget for this program area comprises 4.4 percent of the Department's total Fiscal 2021 Budget. The decrease in funding for this program area since the Fiscal 2020 Adopted Budget is due to the absence of \$500,000 in MWBE marketing funds, \$432,000 in MWBE Mayor's Office consulting service, \$600,000 City Council discretionary funds, \$975,000 in MWBE compliance offset by small increases, including \$200,000 for a MWBE disparity study and \$300,000 for the Young Men's Initiative. This program area is funded primarily with City funds comprising 97 percent.

Performance Measures

The Fiscal 2020 Preliminary Mayor's Management Report shows that the Minority and Women-owned Business Enterprises Program certified 774 MWBEs during the first four months of Fiscal 2020. After achieving Mayor de Blasio's goal of certifying 9,000 Minority and Women-owned Business Enterprises by Fiscal 2019, the program certified and recertified 774 MWBEs during the first four months of Fiscal 2020, increasing the number of certified M/WBEs in the program to 9,475 by the end of the Fiscal 2020 four-month period.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------|-------|-------|--------|-------|----------------|-------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY19 | FY20 |
| Total Minority and Women-owned Business Enterprises certified | 5,122 | 6,829 | 9,063 | 9,000 | 9,000 | 7,312 | 9,475 |
| Minority and Women-owned Business Enterprises awarded City contracts | 1,131 | 1,396 | 1,528 | 1,223 | 1,223 | NA | NA |
| M/WBEs awarded contracts after receiving procurement and capacity building assistance | 824 | 976 | 1,022 | 891 | 891 | NA | NA |
| Annual M/WBE recertification rate | 61.8% | 79.6% | 101% | 60% | 60% | NA | NA |
| Newly certified businesses in M/WBE Program | 1,675 | 2,770 | 3,281 | * | * | 796 | 774 |

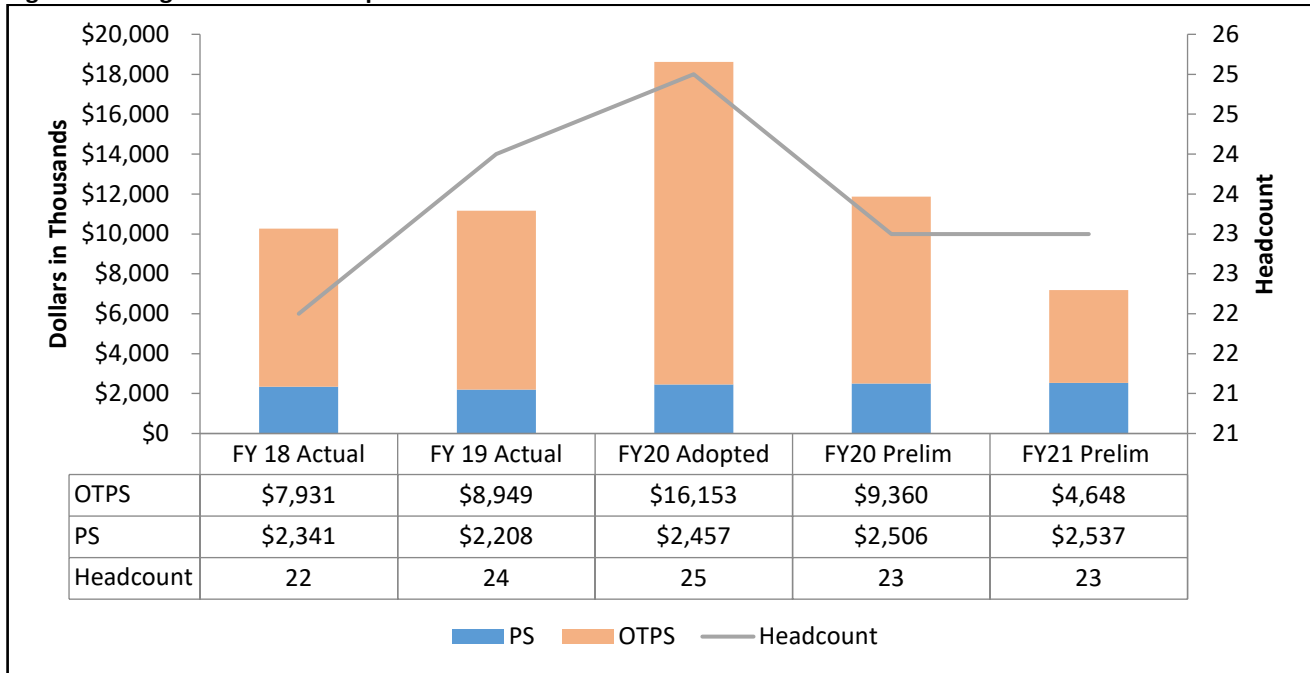
Figure 17: M/WBE Trends



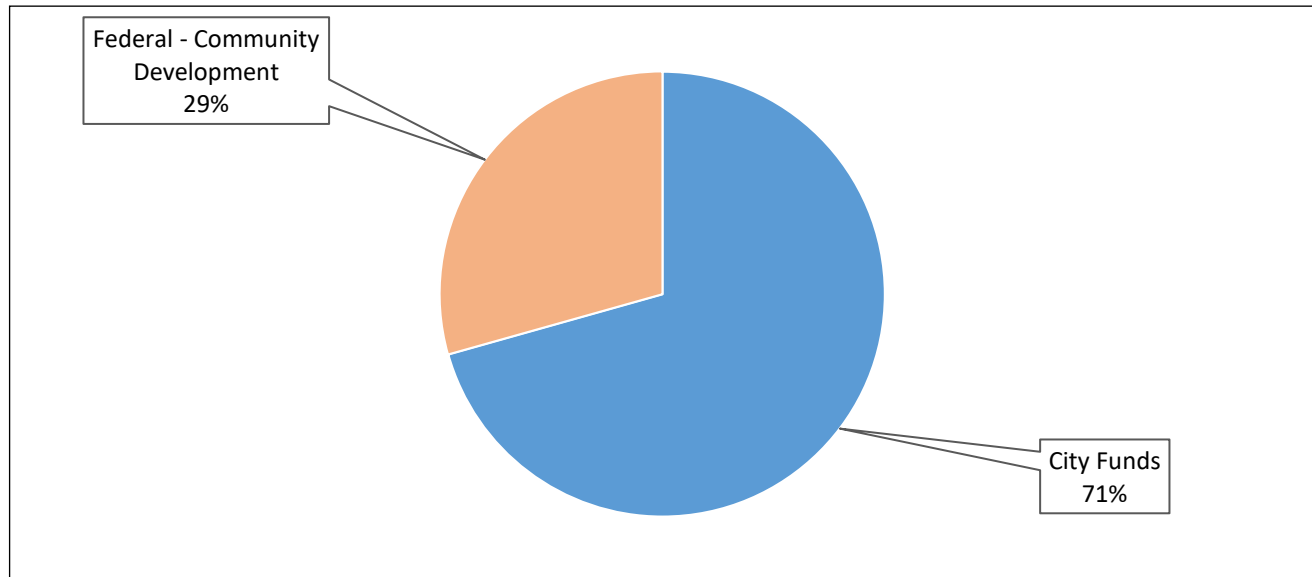
Neighborhood Development

The Neighborhood Development program works to develop the City's business districts by encouraging the creation of Business Improvement Districts (BIDs) and other neighborhood organizations – the City's existing 76 BIDs are served through this program area. The program also works to improve the physical conditions of neighborhoods.

Figure 18: Neighborhood Development



The Fiscal 2021 Preliminary Budget for Neighborhood Development is \$7.2 million, representing a decrease of \$11.4 million, or 61.4 percent from the Fiscal 2020 Adopted Budget. The budget for the Neighborhood Development program area comprises of 4.4 percent of SBS' total proposed budget for Fiscal 2021. The decrease in funding since the Fiscal 2020 Adopted Budget is mainly due to the absence of almost \$11.3 million in Council funding for initiatives. It also reflects minor decreases in the budget for other programs administered by the Department's Neighborhood Development Division.

Figure 19: Fiscal 2021 Neighborhood Development Funding Sources

This program area is mostly funded by City funds, which makes up 71 percent of the budget and by Federal - Community Development funds, which comprises 29 percent of the budget as illustrated in the chart above.

Performance Measures

The Fiscal 2020 Preliminary Mayor's Management Report shows a consistently high average acceptably clean BID sidewalk ratings, which is on target while city blocks receiving supplemental sanitation services through BIDs have exceeded target set.

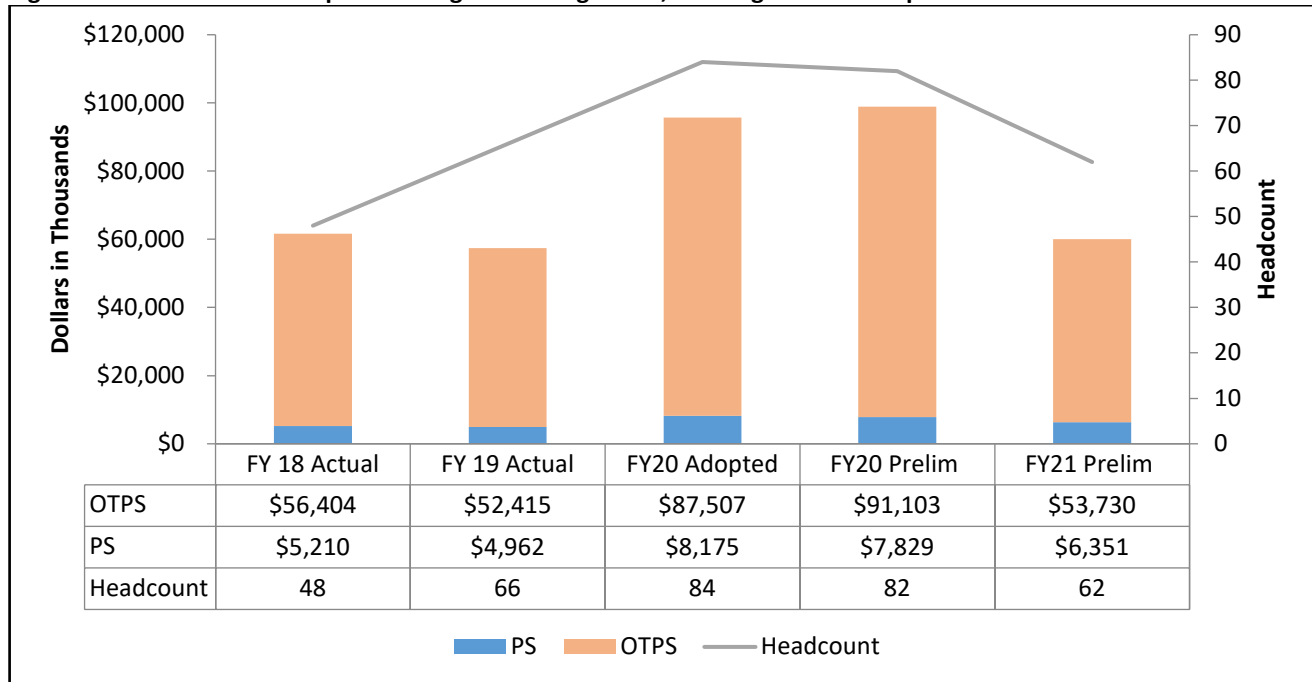
| Performance Indicators | Actual | | | Target | 4-Month Actual | | |
|---|--------|--------|--------|--------|----------------|-------|-------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY19 | FY20 |
| City blocks faces receiving supplemental sanitation services through BIDs | 4,044 | 4,065 | 4,108 | 3,800 | 3,800 | 4,065 | 4,325 |
| Average acceptably clean BID sidewalk ratings (%) | 97.8% | 98.4% | N/A | 97% | 97% | 100% | N/A |
| Value of AvenueNYC local development corporations funding (\$000,000) | \$1.30 | \$1.45 | \$1.71 | * | * | NA | NA |

Workforce Development: Program Management, Training and One Stop Centers

The Workforce Development: Program Management program area covers the administration, management and design of Workforce Development Services.

SBS offers a range of training programs for adult jobseekers and dislocated workers, including services obtained through individual training grants. Trainees acquire new skills that both increase their compensation in their current jobs and their employability and earning power over the long term.

The Workforce Development: One Stop Centers program area covers the City's Workforce1 Career Centers operated by SBS through contracts with providers. The Workforce1 Career Centers provide job placement assistance, career advisement, job search counseling, and referrals to skills training.

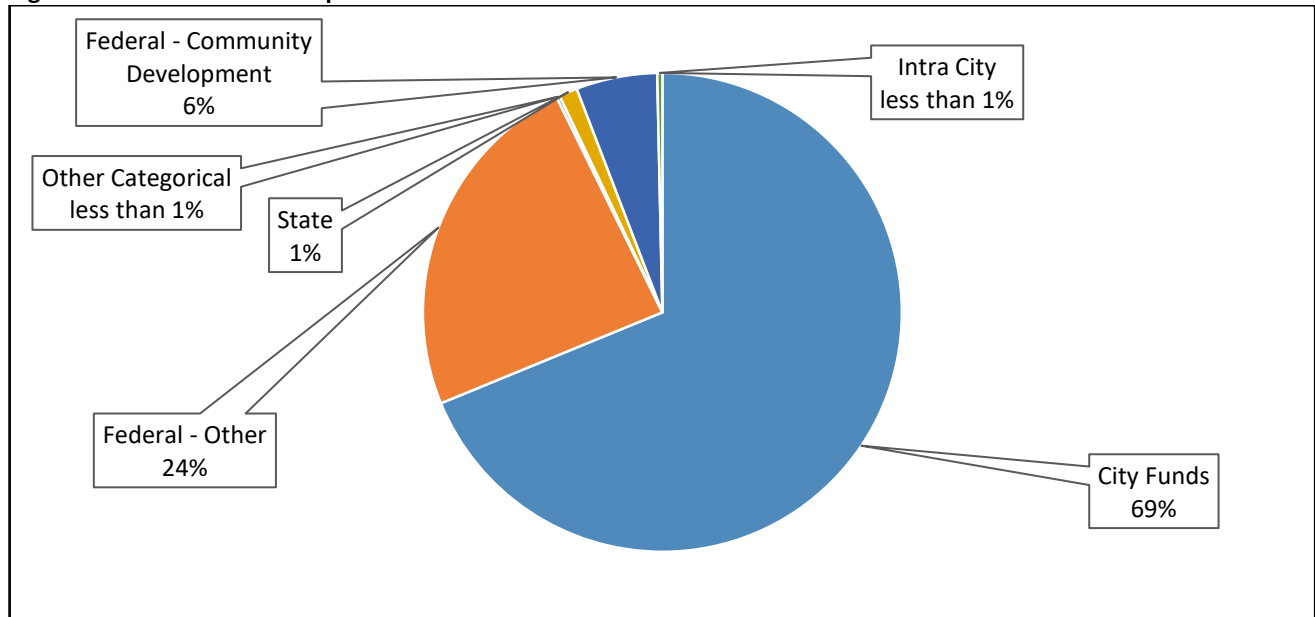
Figure 20: Workforce Development: Program Management, Training and One Stop Centers

The Fiscal 2021 Preliminary Budget for the Workforce Development program area is \$60.1 million, which is \$35.6 million, or 37 percent less than the Fiscal 2020 Adopted Budget. The budget for this program area represents 37 percent of SBS' total proposed budget for Fiscal 2021.

The approximately \$7.1 million difference can be attributed to funds for Career Pathways not being reflected in the Fiscal 2021 Preliminary Plan. Career Pathways was initially funded in Fiscal 2016 for three years with the intent of improving the NYC Workforce system by creating and implementing a Career Pathways Workforce Development Plan. The intent was to build skills, increase job quality and improve system and policy coordination. Areas that were focused on included technology, healthcare, industrial and construction sectors. This is partially offset by an increase in funding for CUNY 2x Tech. The Mayor has committed to double the number of CUNY graduates with computer science degrees as outlined in the *New York Works, Creating Good Jobs* report. The NYC Tech Talent Pipeline at SBS will work with industry experts and CUNY to bolster faculty, expand internship experiences, and improve career advisement for students.

The decrease in this program area's budget includes \$11.9 million Council funding not reflected in the budget.

Other big decreases include a Construction Safety Adjustment of \$9.2 million. Because of Local Law 196 of 2017, new construction safety standards was required of workers on construction sites. SBS is responsible for the administration of equal access to training. As the services are mostly being provided by contractors, the number of staff members required at SBS for this program is less than what was planned.

Figure 21: Workforce Development

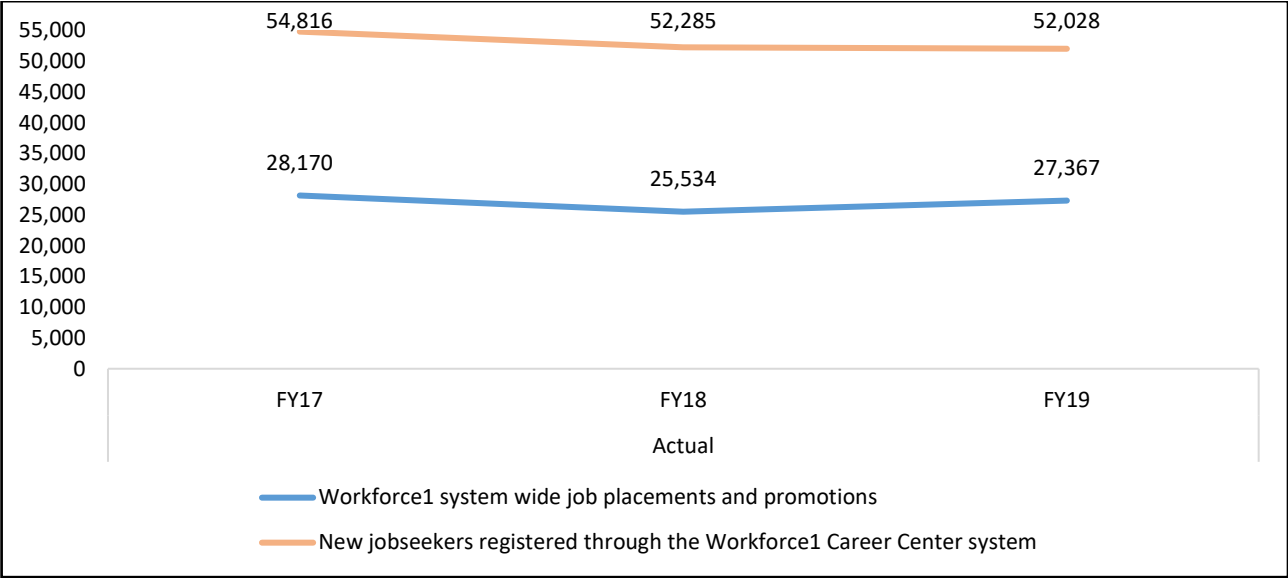
This program area is mostly funded by City funds, which makes up 69 percent of the budget and by Federal-Other, which comprises 24 percent of the budget as illustrated in the chart above.

Performance Measures

The Fiscal 2020 Preliminary Mayor's Management Report shows that in the first four months of Fiscal 2020, Workforce1 made 9,253 connections to jobs with an average wage of \$16.50 an hour, an increase from 7,364 hires at an average of \$14.96 an hour in the same period of Fiscal 2019. SBS registered 17,725 new jobseekers through the Workforce1 Career Center system, an increase from the 16,962 registrants in the same period in Fiscal 2019. Finally, there have been 840 customer training enrollments, almost a quarter more than in the same period a year earlier.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|---------|---------|---------|--------|--------|----------------|--------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY19 | FY20 |
| Customers enrolled in training | 3,464 | 3,756 | 2,195 | ↑ | ↑ | 689 | 840 |
| Businesses awarded funding for employer-based training | 54 | 15 | 30 | * | * | 0 | 4 |
| Workforce1 system wide job placements and promotions | 28,170 | 25,534 | 27,367 | 25,000 | 25,000 | 7,364 | 9,253 |
| New jobseekers registered through the Workforce1 Career Center system | 54,816 | 52,285 | 52,028 | * | * | 16,962 | 17,725 |
| Walk-in traffic at Workforce1 Centers | 271,573 | 275,137 | 260,219 | * | * | 85,649 | 88,954 |
| Unique customers served | 104,239 | 102,357 | 100,677 | * | * | 40,962 | 42,987 |

Figure 24: Workforce1 System Trends



A: Budget Actions in the November and the Preliminary Plans

| <i>Dollars in Thousands</i> | Fiscal 2020 | | | Fiscal 2021 | | |
|--|------------------|-----------------|------------------|------------------|-----------------|------------------|
| | City | Non-City | Total | City | Non-City | Total |
| SBS Budget as of the Adopted 2020 Budget | \$181,286 | \$54,893 | \$236,179 | \$112,005 | \$50,767 | \$162,772 |
| New Needs | | | | | | |
| Funding for the Indirect Cost Rate Initiative | \$622 | \$0 | \$622 | \$622 | \$0 | \$622 |
| Brick Village Demo | 137 | 0 | 137 | 0 | 0 | 0 |
| Disparity Study | 0 | 0 | 0 | 200 | 0 | 200 |
| Employee Protection Provisions | 18,500 | 0 | 18,500 | 0 | 0 | 0 |
| Maritime Inspections | 300 | 0 | 300 | 0 | 0 | 0 |
| Subtotal, New Needs | \$19,559 | \$0 | \$19,559 | \$822 | \$0 | \$822 |
| Other Adjustments | | | | | | |
| 20EDC001 | \$0 | \$945 | \$945 | \$0 | \$0 | \$0 |
| 20EDC012 | 0 | 9 | 9 | 0 | 0 | 0 |
| 20EDC013 | 0 | 295 | 295 | 0 | 0 | 0 |
| 20EDC014 | 0 | 837 | 837 | 0 | 0 | 0 |
| 20EDCFlood2 | 0 | 2,604 | 2,604 | 0 | 0 | 0 |
| Academy Bus Contract | 615 | 0 | 615 | 0 | 0 | 0 |
| Agency Phone Plan Review | (1) | (1) | (2) | (3) | (3) | (6) |
| Agency PS Savings | (650) | 0 | (650) | 0 | 0 | 0 |
| Collective Bargaining CTL | 6 | 0 | 6 | 7 | 0 | 7 |
| EDC-DEP GreenNYC Media Tech Transfer | (12) | 0 | (12) | (100) | 0 | (100) |
| Freelancers Hub-MOME-EDC | 0 | 575 | 575 | 0 | 0 | 0 |
| FY20 AveNYC Rollover Inc. | 0 | 211 | 211 | 0 | 0 | 0 |
| FY20 BPREP City Rollover | 0 | 1,082 | 1,082 | 0 | 0 | 0 |
| FY20 BPREP State Rollover | 0 | 1,431 | 1,431 | 0 | 0 | 0 |
| FY20 HSBLGP Rollover | 0 | 134 | 134 | 0 | 0 | 0 |
| FY20 Increase for TAA Rollover | 0 | 410 | 410 | 0 | 0 | 0 |
| FY20 Increase NDWG Rollover | 0 | 40 | 40 | 0 | 0 | 0 |
| FY20 MOPD PS Increase | 0 | 13 | 13 | 0 | 0 | 0 |
| FY20-22 Tech in Res Cyber Inc | 0 | (217) | (217) | 0 | (69) | (69) |
| FY20-Film/TV Study EDC-MOME | 0 | 645 | 645 | 0 | 0 | 0 |
| 1/C EDC FY20 | 0 | 80 | 80 | 0 | 0 | 0 |
| MINY Media Center-EDC-SBS-MOME | 0 | 250 | 250 | 0 | 0 | 0 |
| MINY Media Lab-EDC-SBS-MOME | 0 | 300 | 300 | 0 | 0 | 0 |
| SoHo-NoHo Facilitation | 0 | 18 | 18 | 0 | 0 | 0 |
| Solar Feasibility Study | 0 | 217 | 217 | 0 | 0 | 0 |
| Tompkinsville | 0 | 3,502 | 3,502 | 0 | 0 | 0 |
| Updated Spending Projections 1 | 0 | 0 | 0 | (229) | 0 | (229) |
| Updated Spending Projections 2 | (150) | 0 | (150) | (551) | 0 | (551) |
| YMI Initiatives | 1,005 | 0 | 1,005 | 300 | 0 | 300 |
| 20 EDC015 | 0 | 298 | 298 | 0 | 0 | 0 |
| Brooklyn Navy Yard Sink Hole Assessment at Berth 14 A Transfer | 42 | 0 | 42 | 0 | 0 | 0 |
| City Council Member Items | 92 | 0 | 92 | 0 | 0 | 0 |
| FY20 CDBG-DR Align PS & OTPS | 0 | 13 | 13 | 0 | 0 | 0 |
| OEO Funding Adjustment | 2,000 | 0 | 2,000 | 0 | 0 | 0 |
| OTPS Savings | (509) | 0 | (509) | (464) | 0 | (464) |
| PS Savings | (319) | 0 | (319) | 0 | 0 | 0 |
| Subtotal, Other Adjustments | \$2,119 | \$13,691 | \$15,810 | (\$1,040) | (\$72) | (\$1,112) |
| TOTAL, All Changes | \$21,678 | \$13,691 | \$35,369 | (\$218) | (\$72) | (\$290) |
| SBS Budget as of the Prelim 2021 Budget | \$202,963 | \$68,584 | \$271,548 | \$111,787 | \$50,695 | \$162,481 |

B: SBS Contract Budget

| <i>Dollars in Thousands</i> | | | | | |
|--|------------------------|------------------------|----------------------------|------------------------|-------------------|
| Category | Fiscal 2020 Adopted | Number of Contracts | Fiscal 2021 Preliminary | Number of Contracts | Difference |
| Contractual Services General | \$119,663 | 41 | \$59,901 | 41 | (\$59,762) |
| Telecommunications Maintenance | 10 | 2 | 10 | 2 | 0 |
| Maintenance & Repair, General | 1 | 1 | 1 | 1 | 0 |
| Office Equipment Maintenance | 139 | 1 | 139 | 1 | 0 |
| Data Processing Equipment | 15 | 1 | 15 | 1 | 0 |
| Printing Contracts | 38 | 2 | 38 | 2 | 0 |
| Temporary Services | 92 | 3 | 92 | 3 | 0 |
| Cleaning Services | 0 | 1 | 0 | 1 | \$0 |
| Economic Development | 53,039 | 3 | 40,682 | 3 | (12,357) |
| Training Programs for City Employees | 55 | 2 | 56 | 2 | 1 |
| Payments to Delegate Agencies | 20,851 | 8 | 21,161 | 8 | 310 |
| Professional Services: Computer Services | 625 | 2 | 625 | 2 | 0 |
| Professional Services: Direct Education Services | 43 | 5 | 43 | 5 | 0 |
| Professional Services: Other | 2,166 | 3 | 2,166 | 3 | 0 |
| TOTAL | \$196,738 | 75 | \$124,930 | 75 | (\$71,808) |

C: Program Areas**Agency Administration and Operations**

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|-----------------|-----------------|------------------|-----------------|----------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference |
| | | | | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$148 | \$455 | \$218 | \$421 | \$216 | (\$2) |
| Full-Time Salaried - Civilian | 7,451 | 8,022 | 9,528 | 8,828 | 9,447 | (81) |
| Full-Time Salaried - Uniformed | 0 | 7 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 35 | 31 | 42 | 42 | 42 | 0 |
| P.S. Other | 2 | 0 | 0 | 0 | 0 | 0 |
| Unsalaries | 643 | 682 | 644 | 719 | 650 | 5 |
| Subtotal | \$8,279 | \$9,197 | \$10,432 | \$10,010 | \$10,354 | (\$78) |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$1,118 | \$1,310 | \$2,190 | \$2,027 | \$2,093 | (\$97) |
| Contractual Services - Professional Services | 469 | 637 | 344 | 600 | 344 | \$0 |
| Fixed & Misc. Charges | 7 | 5 | 8 | 13 | 8 | \$0 |
| Other Services & Charges | 4,664 | 3,877 | 509 | 641 | 409 | (\$100) |
| Property & Equipment | 43 | 43 | 34 | 72 | 34 | \$0 |
| Supplies & Materials | 91 | 102 | 434 | 492 | 434 | \$0 |
| Subtotal | \$6,393 | \$5,975 | \$3,519 | \$3,844 | \$3,322 | (\$197) |
| TOTAL | \$14,671 | \$15,171 | \$13,951 | \$13,854 | \$13,676 | (\$275) |
| Funding | | | | | | |
| City Funds | | | \$8,567 | \$8,649 | \$8,472 | (\$95) |
| Federal - Other | | | 5,374 | 5,195 | 5,194 | (181) |
| Intra City | | | 10 | 10 | 10 | 0 |
| TOTAL | \$14,671 | \$15,171 | \$13,951 | \$13,854 | \$13,676 | (\$275) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 87 | 97 | 105 | 110 | 110 | 5 |
| TOTAL | 87 | 97 | 105 | 110 | 110 | 5 |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Business Development

| <i>Dollars in Thousands</i> | | | | | | |
|--|------------------------|------------------------|-------------------------|-------------------------|-----------------|------------------------------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference 2020 - 2021 |
| | | | | 2020 | 2021 | |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$80 | \$102 | \$61 | \$86 | \$61 | \$0 |
| Full-Time Salaried - Civilian | 4,588 | 4,224 | 4,653 | 4,734 | 4,406 | (247) |
| Other Salaried | 0 | 3 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 7 | 10 | 7 | 7 | 7 | |
| Unsalaries | 271 | 187 | 409 | 386 | 271 | (138) |
| Subtotal | \$4,946 | \$4,527 | \$5,131 | \$5,214 | \$4,745 | (\$386) |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$64,533 | \$53,559 | \$15,973 | \$42,231 | \$5,232 | (\$10,742) |
| Contractual Services - Professional Services | 306 | 458 | 43 | 352 | 43 | 0 |
| Fixed & Misc. Charges | 4 | 2 | 4 | 6 | 0 | (4) |
| Other Services & Charges | 1,085 | 1,092 | 430 | 829 | 497 | 67 |
| Property & Equipment | 13 | 7 | 3 | 6 | 3 | |
| Supplies & Materials | 17 | 27 | 10 | 19 | 10 | 0 |
| Subtotal | 65,958 | 55,145 | 16,464 | 43,443 | 5,785 | (\$10,679) |
| TOTAL | \$70,904 | \$59,671 | \$21,595 | \$48,657 | \$10,530 | (\$11,064) |
| Funding | | | | | | |
| City Funds | | | \$17,414 | \$42,172 | \$6,705 | (\$10,710) |
| Federal - Community Development | | | 8 | 1,230 | 10 | 1 |
| Federal - Other | | | 4,172 | 5,254 | 3,816 | (356) |
| TOTAL | \$70,904 | \$59,671 | \$21,595 | \$48,657 | \$10,530 | (\$11,064) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 60 | 57 | 58 | 59 | 56 | (2) |
| TOTAL | 64 | 57 | 58 | 59 | 56 | (2) |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Contract Services: Economic Development Corporation

| <i>Dollars in Thousands</i> | | | | | | |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|-----------------|------------------------------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference 2020 - 2021 |
| | | | | 2020 | 2021 | |
| Spending | | | | | | |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$51,255 | \$43,028 | \$32,934 | \$43,510 | \$20,577 | (\$12,357) |
| Fixed & Misc. Charges | 8,950 | 10,683 | 0 | 0 | 0 | 0 |
| Other Services & Charges | 2,443 | 2,778 | 7,082 | 7,685 | 7,082 | 0 |
| TOTAL | \$62,648 | \$56,489 | \$40,016 | \$51,195 | \$27,659 | (\$12,357) |
| Funding | | | | | | |
| City Funds | | | \$28,275 | \$28,878 | \$18,434 | (\$9,841) |
| State | | | 2,000 | 2,009 | 2,000 | 0 |
| Federal - Community Development | | | 9,191 | 9,191 | 6,675 | (2,516) |
| Federal - Other | | | 0 | 5,877 | 0 | 0 |
| Intra City | | | 550 | 5,240 | 550 | 0 |
| TOTAL | \$62,648 | \$56,489 | \$40,016 | \$51,195 | \$27,659 | (\$12,357) |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Contract Services: NYC & Co/Tourism Support

| <i>Dollars in Thousands</i> | | | | | | |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|-----------------|--------------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference |
| | | | | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$21,162 | \$20,950 | \$21,162 | \$21,162 | \$21,162 | \$0 |
| TOTAL | \$21,162 | \$20,950 | \$21,162 | \$21,162 | \$21,162 | \$0 |
| Funding | | | | | | |
| City Funds | | | \$21,162 | \$21,162 | \$21,162 | \$0 |
| TOTAL | \$21,162 | \$20,950 | \$21,162 | \$21,162 | \$21,162 | \$0 |

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Contract Services: Other

| <i>Dollars in Thousands</i> | | | | | | |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|-----------------|--------------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference |
| | | | | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$17,908 | \$16,016 | \$15,584 | \$16,063 | \$14,433 | (\$1,151) |
| Other Services & Charges | 676 | 676 | 676 | 676 | 676 | 0 |
| TOTAL | \$18,584 | \$16,692 | \$16,260 | \$16,739 | \$15,109 | (\$1,151) |
| Funding | | | | | | |
| City Funds | | | \$14,882 | \$15,361 | \$15,109 | \$227 |
| Federal - Other | | | 1,378 | 1,378 | 0 | (1,378) |
| TOTAL | \$18,584 | \$16,692 | \$16,260 | \$16,739 | \$15,109 | (\$1,151) |

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Economic & Financial Opportunity: MWBE

| <i>Dollars in Thousands</i> | | | | | | |
|--|----------------|----------------|-----------------|------------------|----------------|------------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference |
| | | | | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$56 | \$61 | \$36 | \$36 | \$36 | \$0 |
| Full-Time Salaried - Civilian | 2,657 | 2,920 | 3,553 | 3,619 | 3,851 | 298 |
| Overtime - Civilian | 0 | 0 | 1 | 1 | 1 | 0 |
| Unsalaries | 135 | 52 | 46 | 46 | 46 | 0 |
| Subtotal | \$2,849 | \$3,033 | \$3,635 | \$3,701 | \$3,934 | \$298 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$3,357 | \$3,140 | \$5,165 | \$5,042 | \$3,042 | (\$2,123) |
| Contractual Services - Professional Services | 494 | 158 | 2 | 145 | 2 | 0 |
| Fixed & Misc. Charges | 1 | 0 | 4 | 4 | 4 | 0 |
| Other Services & Charges | 430 | 693 | 68 | 237 | 68 | 0 |
| Property & Equipment | 3 | 0 | 3 | 3 | 3 | 0 |
| Supplies & Materials | 24 | 16 | 26 | 14 | 26 | 0 |
| Subtotal | \$4,309 | \$4,007 | \$5,268 | \$5,444 | \$3,146 | (\$2,123) |
| TOTAL | \$7,157 | \$7,041 | \$8,903 | \$9,145 | \$7,079 | (\$1,824) |
| Funding | | | | | | |
| City Funds | | | \$8,704 | \$8,946 | \$6,880 | (\$1,824) |
| Federal - Other | | | 199 | 199 | 199 | 0 |
| TOTAL | \$7,157 | \$7,041 | \$8,903 | \$9,145 | \$7,079 | (\$1,824) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 39 | 44 | 51 | 50 | 50 | (1) |
| TOTAL | 39 | 44 | 51 | 50 | 50 | (1) |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Economic & Financial Opportunity: Labor Services

| <i>Dollars in Thousands</i> | | | | | | |
|--|----------------|----------------|-----------------|------------------|------------|-------------|
| | 2018 Actual | 2019 Actual | 2020 Adopted | Preliminary Plan | | *Difference |
| | | | | 2020 | 2021 | 2020 - 2021 |
| Other Than Personal Services | | | | | | |
| Contractual Services - Professional Services | \$50 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Services & Charges | 99 | 0 | 0 | 0 | 0 | 0 |
| Property & Equipment | 1 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | \$149 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Funding | | | | | | |
| City Funds | | | \$0 | \$0 | \$0 | \$0 |
| Federal - Other | | | 0 | 0 | 0 | 0 |
| TOTAL | \$149 | \$0 | \$0 | \$0 | \$0 | \$0 |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Neighborhood Development

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|-----------------|-----------------|-------------------------|----------------|--------------------|
| | 2018 | 2019 | 2020 | Preliminary Plan | | *Difference |
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$42 | \$29 | \$12 | \$12 | \$12 | \$0 |
| Full-Time Salaried - Civilian | 1,632 | 1,751 | 2,032 | 2,081 | 2,112 | 80 |
| Overtime - Civilian | 15 | 12 | 16 | 16 | 16 | 0 |
| Unsalaries | 653 | 417 | 397 | 397 | 398 | 1 |
| Subtotal | \$2,341 | \$2,208 | \$2,457 | \$2,506 | \$2,537 | \$80 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$7,794 | \$8,331 | \$16,110 | \$9,080 | \$4,605 | (\$11,504) |
| Contractual Services - Professional Services | 65 | 282 | 0 | 211 | 0 | 0 |
| Fixed & Misc. Charges | 0 | 0 | 2 | 2 | 2 | 0 |
| Other Services & Charges | 56 | 333 | 25 | 54 | 25 | 0 |
| Property & Equipment | 11 | 0 | 9 | 9 | 9 | 0 |
| Supplies & Materials | 5 | 4 | 8 | 5 | 8 | 0 |
| Subtotal | \$7,931 | \$8,949 | \$16,153 | \$9,360 | \$4,648 | (\$11,504) |
| TOTAL | \$10,272 | \$11,158 | \$18,610 | \$11,866 | \$7,185 | (\$11,424) |
| Funding | | | | | | |
| City Funds | | | \$16,505 | \$9,550 | \$5,076 | (\$11,429) |
| Federal - Community Development | | | 2,105 | 2,316 | 2,110 | 5 |
| TOTAL | \$10,272 | \$11,158 | \$18,610 | \$11,866 | \$7,185 | (\$11,424) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 22 | 24 | 25 | 23 | 23 | (2) |
| TOTAL | 22 | 24 | 25 | 23 | 23 | (2) |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Workforce Development

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|-----------------|-----------------|------------------|-----------------|-------------------|
| | 2018 | 2019 | 2020 | Preliminary Plan | | *Difference |
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | 2020 | 2021 | 2020 - 2021 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$140 | \$113 | \$34 | \$45 | \$34 | \$0 |
| Full-Time Salaried - Civilian | 4,228 | 4,326 | 7,091 | 6,742 | 5,305 | (1,786) |
| Overtime - Civilian | 0 | 0 | 0 | 0 | 0 | |
| Unsalaries | 842 | 523 | 1,050 | 1,042 | 1,012 | (38) |
| Subtotal | \$5,210 | \$4,962 | \$8,175 | \$7,829 | \$6,351 | (\$1,824) |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$51,086 | 46,464 | 84,786 | 83,142 | 50,951 | (\$33,835) |
| Contractual Services - Professional Services | 44 | 380 | 2,445 | 3,969 | 2,445 | 0 |
| Fixed & Misc. Charges | 4 | 1 | 2 | 2 | 2 | 0 |
| Property & Equipment | 68 | 17 | 6 | 48 | 6 | 0 |
| Other Services & Charges | 5,196 | 5,545 | 228 | 3,798 | 286 | 58 |
| Supplies & Materials | 6 | 8 | 41 | 144 | 41 | 0 |
| Subtotal | \$56,404 | \$52,415 | \$87,507 | \$91,103 | \$53,730 | (\$33,777) |
| TOTAL | \$61,614 | \$57,377 | \$95,682 | \$98,932 | \$60,081 | (\$35,601) |
| Funding | | | | | | |
| City Funds | | | \$65,777 | \$68,247 | \$29,950 | (\$35,827) |
| State | | | 41 | 41 | 0 | (41) |
| Federal - Other | | | 29,125 | 30,109 | 29,658 | 534 |
| Federal - Community Development | | | 110 | 110 | 110 | 0 |
| Other Categorical | | | 630 | 425 | 364 | (266) |
| TOTAL | \$61,614 | \$57,377 | \$95,682 | \$98,932 | \$60,081 | (\$35,601) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 48 | 66 | 84 | 82 | 62 | (22) |
| TOTAL | 48 | 66 | 84 | 82 | 62 | (22) |

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

D: Fiscal 2020 Council Initiatives

Chamber on the Go and Small Business Assistance. This initiative provides various levels of assistance to entrepreneurs and small businesses in all five boroughs. The initiative funds outreach efforts that help increase businesses access to a variety of services inside and outside of their workplace. The services provided through this initiative include, but are not limited to, pro-bono legal assistance, technical and financing assistance, business counseling, financial literacy, referrals to other governmental resources and support, and assistance with affordable healthcare enrollment opportunities.

Day Laborer Workforce Initiative. Funds for this initiative are used for the expansion and development of day laborer centers to provide citywide services to day laborers across the five boroughs. These services include dignified physical space for day laborers to meet, referrals to jobs or support services, legal services to address issues such as wage theft, as well as workforce training and development.

Job Training and Placement Initiative. Service providers in this initiative provide a mix of job training and/or placement services to union workers, under-employed and long-term unemployed individuals, immigrant and minority populations, and/or low-income individuals in general. These services are focused on improving participants' career prospects through a mix of trainings, job

placement, and small business technical assistance. Other programs provided through the initiative include ESOL classes, GED preparation, computer literacy, and general work readiness preparation and may be focused on specific industries such as food retail and childcare provision.

Made in NYC. This initiative gives companies branding and marketing assistance to increase sales and create jobs. Through the Made in NYC website, manufacturers get a platform to advertise their products, expand their markets to reach more customers, find local suppliers and contractors, extend into new supply chains, and educate consumers. Funding is used for sourcing assistance program, marketing and advertising assistance to the manufacturing sector, increasing public awareness of NYC's manufacturing sector through targeted PR strategy and to strengthen Made in NYC's organizational capacity to achieve its mission.

MWBE Leadership Association. Funding for this initiative provides for a range of services to increase the capacity of MWBEs, including guidance on government contracting for potential or City-certified MWBEs; assistance in connecting MWBEs to potential customers; aid in the development of bids and proposals; assistance in securing project financing and bonding; and the promotion and marketing of the City's MWBE program.

Neighborhood Development Grant Initiative. This initiative helps meet the need for neighborhood-level economic development, job creation and retention and community investment. Funds can be used for any one of five purposes: (1) Business Attraction and Retention; (2) Merchant Organizing/Business Improvement District Formation; (3) District Marketing/Local Tourism Initiatives; (4) Placemaking/Plaza/Public Space, Activation/Public Art; and (5) Organizational Development/Project Management Support.

Worker Cooperative Business Development Initiative. This initiative supports the creation of jobs in worker cooperatives by coordinating education and training resources and by providing technical, legal, and financial assistance. The initiative funds a comprehensive citywide effort to reach cooperative entrepreneurs, provide for the start-up of new worker cooperative small businesses, and assist existing cooperatives. The initiative offers workforce development and concrete skills for unemployed, underemployed and discouraged workers in high-needs neighborhoods.

Construction Site Safety Training. This initiative provides funding for construction site safety training, education, outreach and referral services for construction workers and subcontractors employed at permitted building and demolition projects in the City, and supports the development of a construction worker apprenticeship program.

E: PMMR

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|----------|----------|----------|--------|--------|----------------|----------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY19 | FY20 |
| CORE customer experience rating (0 - 100) | 96 | 93 | NA | * | * | NA | NA |
| Letters responded to in 14 days (%) | 100% | 100% | 100% | * | * | 100% | 100% |
| E-mails responded to in 14 days (%) | 100% | 100% | 100% | * | * | 100% | 100% |
| Completed customer requests for interpretation | 6,652 | 7,259 | 8,251 | * | * | 2,333 | 2,896 |
| Unique customers and businesses served | 18,352 | 19,842 | 21,069 | * | * | 7,139 | 6,289 |
| Unique businesses receiving financial awards (facilitated or distributed) | 593 | 825 | 977 | 470 | 470 | NA | NA |
| Financial awards to businesses (facilitated or distributed) | 658 | 1,074 | 1,186 | 540 | 540 | 397 | 336 |
| Value of financial awards to businesses (facilitated or distributed) (\$000) | \$45,701 | \$54,234 | \$76,152 | * | * | \$17,886 | \$21,766 |
| Businesses opened with assistance from SBS | 867 | 537 | 529 | ↑ | ↑ | 167 | 136 |
| Projected number of hires by businesses opened with assistance from SBS | 10,096 | 5,204 | 4,355 | * | * | 1,333 | 1,426 |
| Unique Customers served by programs that help navigate government | 5,484 | 5,230 | 5,176 | * | * | 2,068 | 1,317 |
| Total Minority and Women-owned Business Enterprises certified | 5,122 | 6,829 | 9,063 | 9,000 | 9,000 | 7,312 | 9,475 |
| Minority and Women-owned Business Enterprises awarded City contracts | 1,131 | 1,396 | 1,528 | 1,223 | 1,223 | NA | NA |
| M/WBEs awarded contracts after receiving procurement and capacity building assistance | 824 | 976 | 1,022 | 891 | 891 | NA | NA |
| Annual M/WBE recertification rate | 61.8% | 79.6% | 101% | 60% | 60% | NA | NA |
| Newly certified businesses in M/WBE Program | 1,675 | 2,770 | 3,281 | * | * | 796 | 774 |
| City blocks faces receiving supplemental sanitation services through BIDs | 4,044 | 4,065 | 4,108 | 3,800 | 3,800 | 4,065 | 4,325 |
| Average acceptably clean BID sidewalk ratings (%) | 97.8% | 98.4% | N/A | 97% | 97% | 100% | N/A |
| Value of Avenue NYC local development corporations funding (\$000,000) | \$1.30 | \$1.45 | \$1.71 | * | * | NA | NA |
| Workforce1 system wide job placements and promotions | 28,170 | 25,534 | 27,367 | 25,000 | 25,000 | 7,364 | 9,253 |
| New jobseekers registered through the Workforce1 Career Center system | 54,816 | 52,285 | 52,028 | * | * | 16,962 | 17,725 |
| Walk-in traffic at Workforce1 Centers | 271,573 | 275,137 | 260,219 | * | * | 85,649 | 88,954 |
| Unique customers served | 104,239 | 102,357 | 100,677 | * | * | 40,962 | 42,987 |
| Customers enrolled in training | 3,464 | 3,756 | 2,195 | ↑ | ↑ | 689 | 840 |
| Businesses awarded funding for employer-based training | 54 | 15 | 30 | * | * | 0 | 4 |
| Value of Energy Cost Savings Program savings for businesses (\$000) | \$2,003 | \$678 | \$816 | * | * | \$338 | \$231 |
| Jobs created or retained by Energy Cost Savings Program | 9,753 | 3,403 | 2,446 | * | * | 1,213 | 625 |
| Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000) | \$7,905 | \$6,105 | \$5,069 | * | * | \$2,838 | \$2,067 |
| Commercial tenants active in Lower Manhattan Energy Program | 784 | 463 | 321 | * | * | 336 | 295 |