

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 2022 Preliminary Plan and the
Fiscal 2021 Preliminary Mayor's Management Report
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.

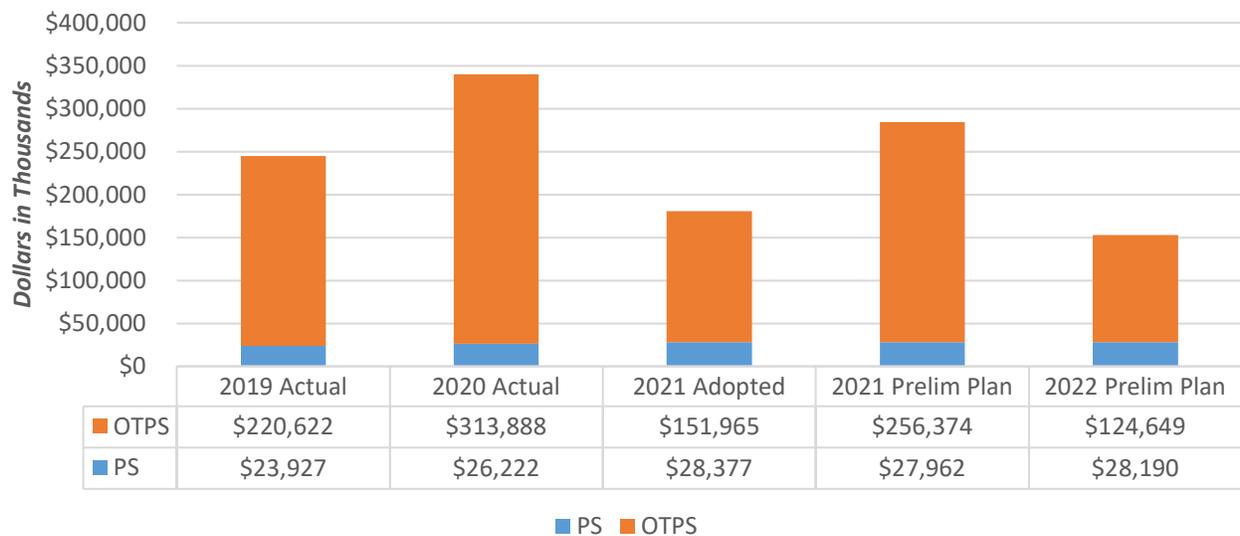
Overview of the Report

This report provides a comprehensive review of SBS’s expense budget including a review of the new needs, adjustments and savings in the Fiscal 2022 Preliminary Plan and an update on the contract, funding and headcount of the agency. The report also includes highlights of the agency’s performance as reported in the Preliminary Management Report and an Appendix section with agency program area charts.

Fiscal 2022 Preliminary Budget: Expense

The Fiscal 2022 Preliminary Budget for SBS totals \$152.8 million, with \$28.2 million or 18 percent, proposed for Personal Services (PS) to support 298 full-time employees. The Department’s Fiscal 2022 Preliminary Budget is \$27.5 million, or 15.3 percent less than the Fiscal 2021 Adopted Budget of \$180.3 million. This decrease in SBS’ budget reflects a \$27.3 million decline in its Other than Personal Services (OTPS) budget and a \$187,000 decline in the Personal Services (PS) budget.

Figure 1: SBS Budget Overview: PS vs. OTPS



Fiscal 2022 Preliminary Plan Actions

The Fiscal 2022 Preliminary Plan includes \$8.6 million in new needs, \$1.3 million in other adjustments and \$2.4 million in savings in Fiscal 2021. The Fiscal 2022 Preliminary Plan includes no new needs, \$5.8 million in other adjustments and \$269,000 in savings in Fiscal 2022.

The table below details these actions by actions and fiscal year.

| <i>Dollars in Thousands</i> | Fiscal 2021 | | | Fiscal 2022 | | |
|---------------------------------------|------------------|------------------|------------------|------------------|-----------------|------------------|
| | City | Non-City | Total | City | Non-City | Total |
| Budget as of the November 2021 | \$131,483 | \$145,325 | \$276,808 | \$102,948 | \$44,374 | \$147,322 |
| New Needs | | | | | | |
| EDC Loan Program | 7,000 | 0 | 7,000 | 0 | 0 | 0 |
| MWBE Audit | 250 | 0 | 250 | 0 | 0 | 0 |
| TGI Ferry Services | 1,281 | 0 | 1,281 | 0 | 0 | 0 |
| Unconscious Bias Training | 80 | 0 | 80 | 0 | 0 | 0 |
| Subtotal, New Needs | \$8,611 | \$0 | \$8,611 | \$0 | \$0 | \$0 |

| <i>Dollars in Thousands</i> | Fiscal 2021 | | | Fiscal 2022 | | |
|--|------------------|------------------|------------------|------------------|-----------------|------------------|
| | City | Non-City | City | Non-City | City | Non-City |
| Other Adjustments | | | | | | |
| Citywide Wireless Services | (3) | 0 | (3) | 0 | 0 | 0 |
| Equity Program | (1,300) | 0 | (1,300) | 1,300 | 0 | 1,300 |
| Fema 428 Homeport Demo | 0 | 2,219 | 2,219 | 0 | 0 | 0 |
| FY21 BPREP City and State Rollover | 0 | 1,817 | 1,817 | 0 | 0 | 0 |
| HSBLGP Takedown and Accruals | 0 | (4) | (4) | 0 | 0 | 0 |
| GreenNYC Transfer - DOE | (155) | 0 | (155) | 0 | 0 | 0 |
| NYCEM/EDC IC mod for FY21 | 0 | 500 | 500 | 0 | 0 | 0 |
| Office Supplies and Printing Reduction | (55) | 0 | (55) | 0 | 0 | 0 |
| Raise Shorelines Adjustment | 0 | (4,123) | (4,123) | 0 | 0 | 0 |
| RISE FY21 and FY22 Funding | 0 | 2,355 | 2,355 | 0 | 4,485 | 4,485 |
| SBS City Council Initiative | 8 | 0 | 8 | 0 | 0 | 0 |
| YMI Funding Adjustment | 43 | | 43 | 0 | 0 | 0 |
| Subtotal, Other Adjustments | (\$1,462) | \$2,764 | \$1,302 | \$1,300 | \$4,485 | \$5,785 |
| Savings Program | | | | | | 0 |
| City Council Savings | (300) | 0 | (300) | 0 | 0 | 0 |
| Construction Safety Savings | (1,000) | 0 | (1,000) | 0 | 0 | 0 |
| Hiring and Attrition Management | (151) | 0 | (151) | 0 | 0 | 0 |
| OER Savings | (53) | 0 | (53) | (99) | 0 | (99) |
| Programmatic Adjustments | (190) | 0 | (190) | (70) | 0 | (70) |
| PS Savings | (300) | 0 | (300) | 0 | 0 | 0 |
| Trust for Governor's Island Savings | (91) | 0 | (91) | 0 | 0 | 0 |
| Waterfront Permits Savings | (300) | 0 | (300) | (100) | 0 | (100) |
| Subtotal, Savings Program | (\$2,385) | \$0 | (\$2,385) | (\$269) | \$0 | (\$269) |
| TOTAL, All Changes | \$4,764 | \$2,764 | \$7,528 | \$1,031 | \$4,485 | \$5,516 |
| Budget as of the Preliminary 2022 | \$136,247 | \$148,089 | \$284,336 | \$103,980 | \$48,859 | \$152,839 |

A portion of the Department of Small Business Services' Fiscal 2022 Preliminary Budget represents funds for NYCEDC, whose non-capital related expenses flow through the budget of SBS. Highlights of key actions for SBS are described below.

New Needs

- **MWBE Audit.** The Fiscal 2022 Preliminary Plan includes \$250,000 in Fiscal 2021 for a MWBE compliance audit. This agency-facing targeted review is internal to the City and will include coverage of contracts subject to Local Law 1 of 2013. Agencies subject to the review will be provided point in time feedback on a rolling basis throughout the course of the review to maximize opportunities to adjust their processes.
- **Unconscious Bias Training.** The Fiscal 2022 Preliminary Plan includes \$80,000 in Fiscal 2021 for unconscious bias training. This training will examine the importance of understanding the unconscious or hidden biases that inform behaviors and decisions at work. This training will be offered to agency procurement officers.

Other Adjustments

- **FY21 BPREP City and State Rollover.** The Fiscal 2022 Preliminary Plan includes \$1.8 million in Fiscal 2021 for reforecasting the remaining funds for Business Preparedness and Resiliency Program. Through this program, the agency supports businesses before, during, and after an emergency or any other disruptions to operations.

Savings Programs

- **Construction Safety Savings.** The Fiscal 2022 Preliminary Plan includes a reduction of \$1 million in Fiscal 2021 through savings in the Construction Safety initiative achieved by a reduction in the amount available for the Small Business Construction grant.
- **Programmatic Adjustments.** The Fiscal 2022 Preliminary Plan includes a reduction of \$190,000 in Fiscal 2021 and \$70,000 in Fiscal 2022 through reductions in the budget for the Cool Roofs, Faith Center, CUNY 2X Tech and Neighborhood Investment initiative.
- **PS Re-estimates.** The Fiscal 2022 Preliminary Plan includes decreases in PS costs in the amount of \$300,000 in Fiscal 2021 achieved from savings on vacant lines due to the hiring freeze from July through December 2020.
- **Hiring and Attrition Management.** The Fiscal 2022 Preliminary Plan includes a reduction of \$151,000 in Fiscal 2021 through attrition savings achieved from the continued hiring freeze from January to June 2021.
- **Waterfront Permits Savings.** The Fiscal 2022 Preliminary Plan includes a reduction of \$300,000 in Fiscal 2021 and \$100,000 in Fiscal 2022 through a decrease in the amount of consultant contracts.

Financial Plan Summary

The Department's Fiscal 2022 Preliminary Budget is decreasing by \$27.5 million across all program areas, when compared to the Fiscal 2021 Adopted Budget. This overall decrease is driven by a range of factors, including the reduction in economic development contract services, efficiency savings in various programs and the absence of one-time City Council discretionary funding.

Table 1: SBS Financial Summary

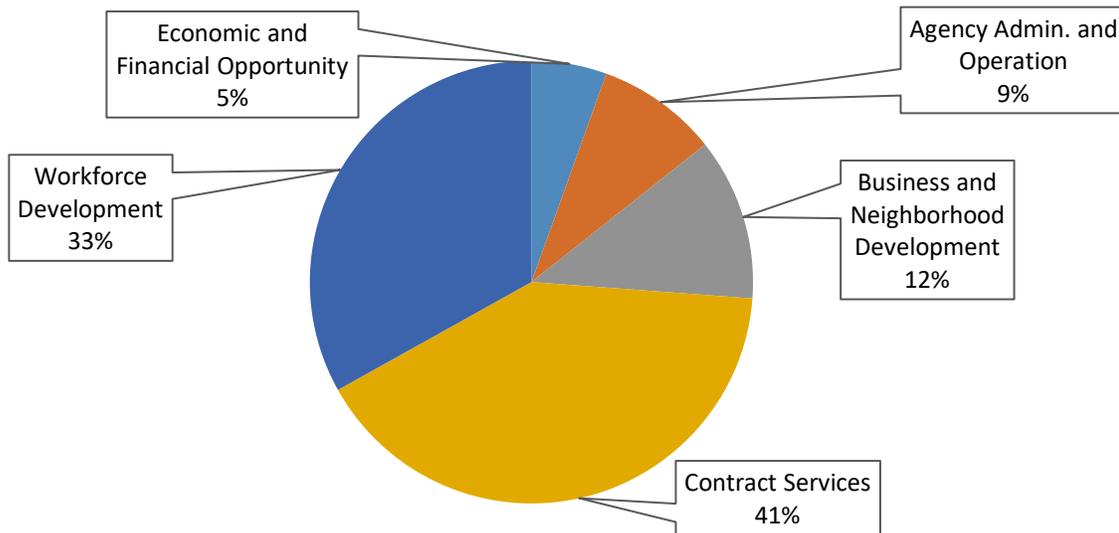
| SBS Financial Summary | | | | | | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Personal Services | \$23,927 | \$26,222 | \$28,377 | \$27,962 | \$28,190 | (\$187) |
| Other Than Personal Services | 220,622 | 313,888 | 151,965 | 256,374 | 124,649 | (27,316) |
| TOTAL | \$244,549 | \$340,110 | \$180,342 | \$284,336 | \$152,839 | (\$27,504) |
| Budget by Program Area | | | | | | |
| Agency Admin and Operations | \$15,171 | \$146,393 | \$13,653 | \$88,538 | \$13,520 | (\$133) |
| Business Development | 59,671 | 45,621 | 10,617 | 23,135 | 11,110 | 493 |
| Economic Development Corp | 56,489 | 29,915 | 27,920 | 37,041 | 26,342 | (1,578) |
| NYC&Co / Tourism Support | 20,950 | 21,162 | 20,162 | 19,792 | 20,792 | 630 |
| Contract Svcs: Other | 16,692 | 15,319 | 14,601 | 16,679 | 15,109 | 509 |
| Econ & Financial Opt: M/WBE | 7,041 | 5,521 | 7,665 | 8,311 | 8,386 | 721 |
| Neighborhood Development | 11,158 | 10,334 | 15,975 | 11,511 | 6,998 | (8,977) |
| Workforce Development | 57,377 | 65,844 | 69,750 | 79,329 | 50,581 | (19,169) |
| TOTAL | \$244,549 | \$340,110 | \$180,342 | \$284,336 | \$152,839 | (\$27,504) |

| SBS Financial Summary | | | | | | |
|---------------------------------|------------------|------------------|------------------|-------------------------|------------------|--------------------|
| <i>Dollars in Thousands</i> | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Funding | | | | | | |
| City Funds | | | \$129,650 | \$136,247 | \$103,980 | (\$25,671) |
| Other Categorical | | | 364 | 387 | 354 | (9) |
| State | | | 2,000 | 2,124 | 2,083 | 83 |
| Federal - Community Development | | | 8,914 | 7,512 | 6,901 | (2,013) |
| Federal - Other | | | 38,854 | 136,719 | 38,961 | 107 |
| Intra City | | | 560 | 1,346 | 560 | 0 |
| TOTAL | \$244,549 | \$340,110 | \$180,342 | \$284,336 | \$152,839 | (\$27,504) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 288 | 291 | 302 | 290 | 298 | (4) |
| TOTAL | 288 | 291 | 302 | 290 | 298 | (4) |

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary 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 74 percent of the agency’s budget.

Figure 2: Fiscal 2021 Budget Breakdown by Program Area



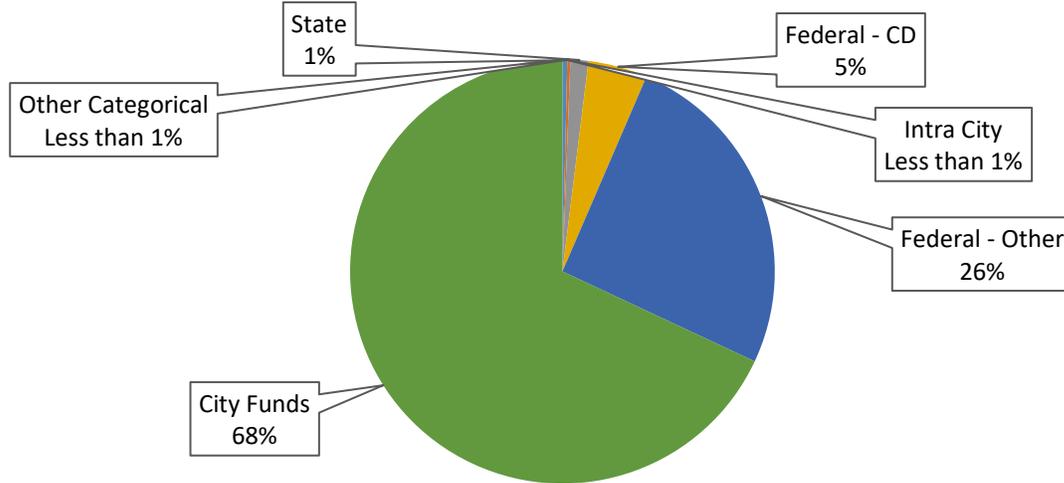
Funding Sources

As shown in the figure below, SBS’ budget is largely funded by City funds, which comprises 68 percent of the budget. In addition to City tax-levy funds, the Department of Small Business Services also receives federal and State categorical grants. Federal funds comprise of 31 percent of SBS’ budget.

As the pandemic or COVID-19 has ravaged our health-care system and our economy, small businesses throughout the City have faced uncertainty as to their ability to survive the pandemic. Both federal and City programs and funds have been established to save small businesses. This briefing document lays out both the federal and the City programs where the funding is distributed through the agency to small businesses in the City in the sections “Agency’s Response to COVID-19”. Additionally beyond the loan and grant programs administered by the agency, the agency’s NYC Business Solutions Center

experts have assisted in getting additional financing, including funding from the U.S. Small Business Administration (SBA) or local philanthropic financing.

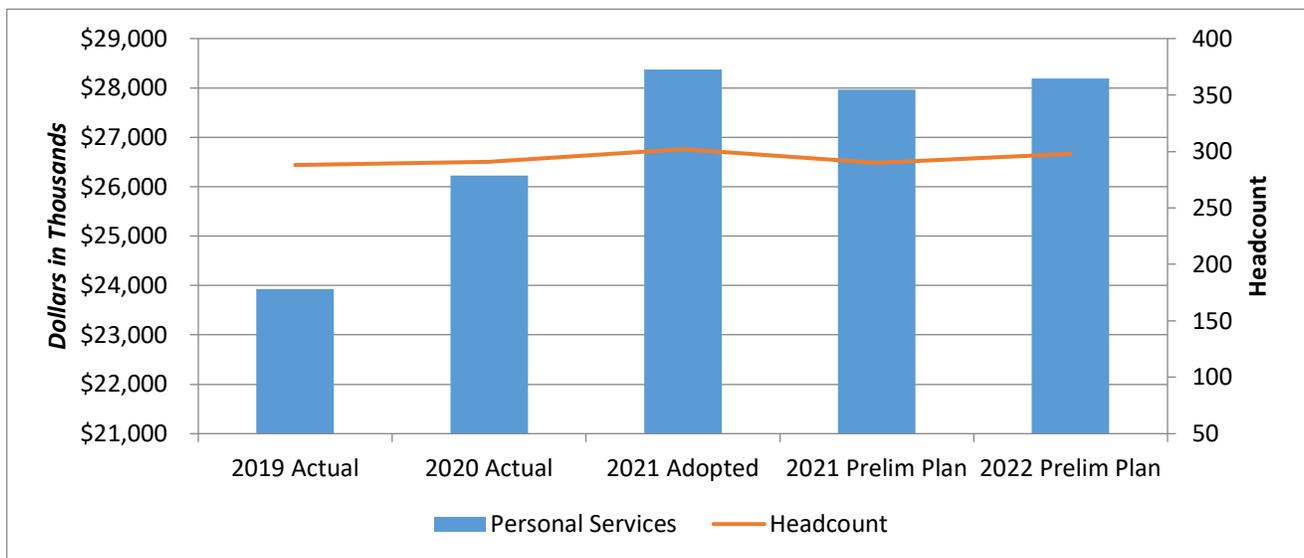
Figure 3: Fiscal 2021 Funding Sources



Headcount

The Department’s Fiscal 2022 Preliminary Budget provides funding for 298 full-time positions across all divisions, which is a reduction of 4 positions or less than two percent less than the headcount at the Fiscal 2021 Adopted Budget.

Figure 4: Fiscal 2022 PS Budget and Headcount



In Fiscal 2022, SBS had a decrease of 4 positions when compared to the Fiscal 2021 Adopted Plan. Below is a table breaking down the changes in headcount by program area.

| Program/Action | Headcount Changes |
|---|-------------------|
| Center for Economic Opportunity (CEO) Initiatives | (-2) |
| Hiring Freeze Savings | (-2) |
| Total Decrease | (-4) |

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 for 17,851 contracts in Fiscal 2022. SBS’ contract budget for Fiscal 2022 is \$114.4 million, or 19.3 percent less than its Fiscal 2021 Adopted Contract Budget of \$141.7 million.

Significant changes in SBS’ Fiscal 2022 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 detailed breakdown of the agency’s Fiscal 2022 Preliminary and Fiscal 2021 Adopted Contract Budgets.

Figure 5: Total Budget vs. Contract Budget Trend

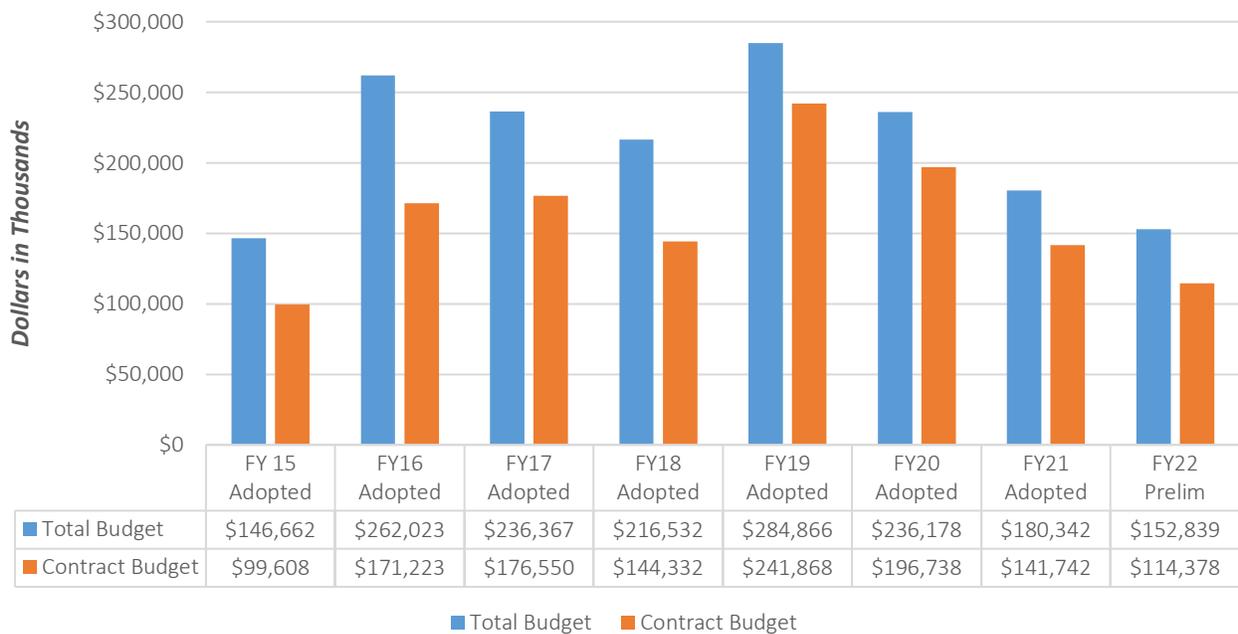
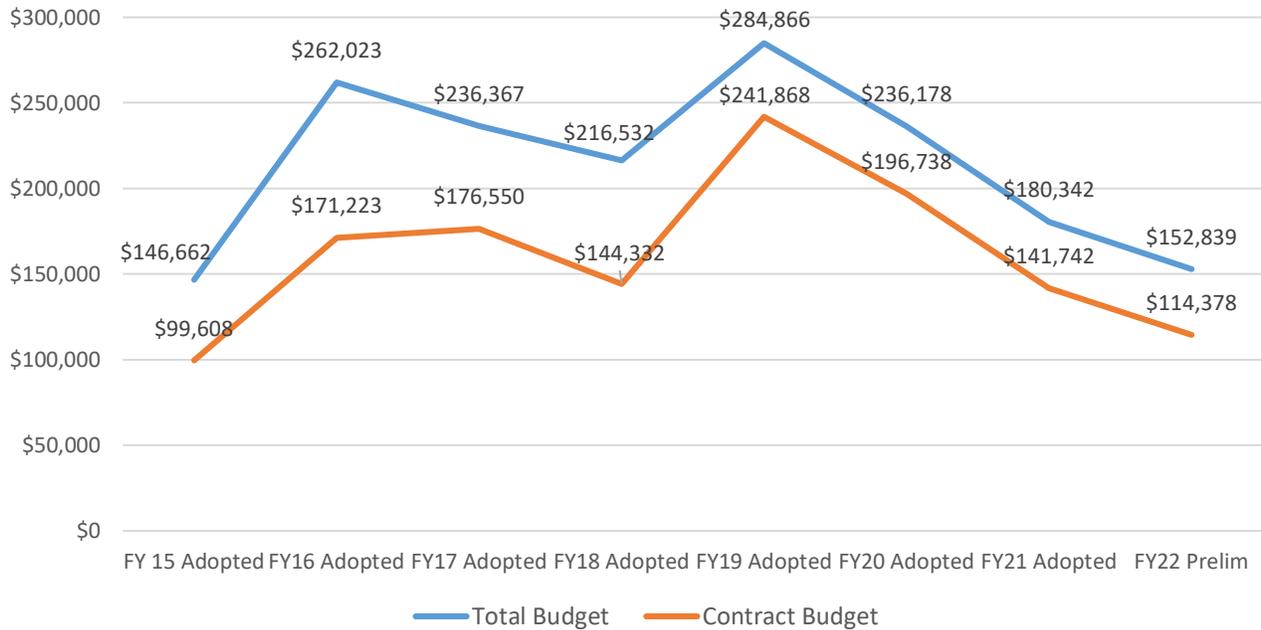


Figure 6: Total and Contract Budget Trends



Fiscal 2021 City Council Priorities

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 2021 Adoption, the City Council added \$19.8 million to SBS’ Fiscal 2021 budget for the Council’s Small Business Services and Workforce Development initiatives.

This amount represented around ten percent of the Department’s Fiscal 2021 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 2021 Council Changes at Adoption

| <i>Dollars in Thousands</i> | |
|--|-----------------|
| Council Initiatives | |
| Chamber on the Go and Small Business Assistance | \$1,606 |
| Construction Site Safety Training | 1,045 |
| Day Laborer Workforce Initiative | 2,822 |
| Job Placement for Veterans | 100 |
| Job Training and Placement Initiative | 5,714 |
| Made in NYC | 723 |
| MWBE Leadership Associations | 510 |
| Neighborhood Development Grant Initiative | 1,020 |
| Worker Cooperative Business Development Initiative | 3,608 |
| NYC Cleanup | 120 |
| Anti-Poverty/Local/ Speaker's Initiative/Boro | 2,533 |
| TOTAL | \$19,801 |

Terms and Conditions

The Fiscal 2021 Adopted Budget included two Terms and Conditions for the agency, one regarding job placements and the other regarding information about the Commercial Lease Assistance program as listed below. Additional information regarding the Terms and Conditions can be found in the Council's website at <https://council.nyc.gov/budget/fy2021/>

- 1) As a condition of the funds in unit of appropriation number 002, the Department of Small Business Services ("SBS") shall submit to the Council, no later than January 15, 2021, a report detailing the number of small businesses served through SBS's Commercial Lease Assistance Program, disaggregated by borough. Such report shall cover the period beginning on July 1, 2019 and ending on June 30, 2020.
- 2) As a condition of the funds in unit of appropriation numbers 010 and 011, the Department of Small Business Services shall provide to the Council, no later than April 15, 2021, a report detailing the: 1) number of registrants placed at jobs; 2) zip codes in which registrants placed at jobs reside; 3) job category/job classification of job placements (direct managed hires or self-placement); 4) industry of job placement; and 5) average hourly wage at placement. Such report shall cover the period beginning on July 1, 2020 and ending on February 28, 2021.

Recent Legislation Passed

The Council passed legislations to assist small businesses impacted by COVID-19 pandemic.

- 1) Int 1898. A Local Law to amend the administrative code of the city of New York, in relation to telephone order charges by third-party food delivery services during, and for 90 days after, a declared emergency that prohibits on-premises dining;
- 2) Int 1908. A Local Law to amend the administrative code of the city of New York, in relation to fees charged by third-party food delivery services during, and for 90 days after, a declared emergency that prohibits on-premises dining;
- 3) Int 1914. A Local Law to amend the administrative code of the city of New York, in relation to harassment of commercial tenants impacted by COVID-19;
- 4) Int 1932. A Local Law to amend the administrative code of the city of New York, in relation to personal liability provisions of leases for commercial tenants impacted by COVID-19;
- 5) Int 2043. A Local Law to amend the administrative code of the city of New York, in relation to telephone order charges by third-party food delivery services while a state of emergency has been declared and food service establishments are prohibited from operating at maximum indoor occupancy and for 90 days thereafter;
- 6) Int 2054. A Local Law to amend the administrative code of the city of New York, in relation to fees charged by third-party food delivery services while an emergency has been declared and food service establishments are prohibited from operating at the maximum indoor occupancy, and for 90 days thereafter;
- 7) Int 1470. A Local Law to amend the administrative code of the city of New York, in relation to legal services for small business tenants;
- 8) Int 1958. A Local Law in relation to reporting on financial assistance received by small businesses impacted by COVID-19; and
- 9) Int 2083. A Local Law to amend the administrative code of the city of New York, in relation to extending temporary personal guaranty protection provisions for commercial tenants impacted by COVID-19

SBS's Response to COVID-19

SBS has launched four grant programs and two loan programs to disburse vital direct aid to businesses. The following describes each of these City programs administered by SBS.

Financial Support Programs

- **NYC Business Continuity Loan Fund.** Businesses with fewer than 100 employees, seeing a decrease in sales up to 25 percent or more were eligible for zero interest loans up to \$75,000 to help mitigate losses in profit. The total funding allocated to this loan program was \$22.9 million of which \$5 million was Federal funding and the remainder was private funding. 404 businesses received the loan with an average funding amount of \$56,614.23. All of the funding from this loan has been disbursed with 221 recipients in Manhattan, 88 in Brooklyn, 68 in Queens, 15 in Staten Island and 12 in Bronx.
- **The NYC LMI Storefront Loan.** The NYC LMI Storefront Loan is an interest-free loan up to \$100,000 to help storefront businesses located in low-to moderate income (LMI) areas of New York City restart or continue operations after experiencing challenges from COVID-19. Qualifying businesses must be located in an eligible zip code and employ between 2 to 99 employees in total across all locations. The total funding for this loan program is \$35 million of which \$4 million is federal funding and \$31 million is private capital. As of January 29, 2021, 72 businesses have received the loan with an average size of \$95,208. Of the recipients thus far, 30 businesses are located in Queens, 16 in Brooklyn and Manhattan each and 10 in Bronx.
- **The NYC Employee Retention Grant Program.** The City also offered eligible small businesses with fewer than five employees a grant to cover 40 percent of payroll costs for two months to help retain employees. The total funding for this grant program was \$24.9 million, all of which was federal funding. All the funding from this grant has been disbursed and 3412 businesses received it with an average amount of \$7,305. This included 1831 recipients in Manhattan, 803 in Brooklyn, 578 in Queens, 104 in Bronx and 96 in Staten Island.
- **The Interest Rate Reduction Grant.** The Interest Rate Reduction Grant helps reduce the interest expense owed on an existing loan with select Community Development Financial Institutions (CDFI). CDFIs focus on serving businesses who cannot easily access capital and creating opportunities that positively impact the communities they serve. SBS has partnered with 11 CDFIs who work primarily with minority and immigrant business owners. The grant frees up cash flow for businesses that can be repurposed to help restart or maintain operations. The total budget for this grant is \$2 million all of which is federal funds. Thus far 374 businesses have received the grant with an average amount of \$1,997. The recipients include 106 in Manhattan, 103 in Bronx, 102 in Queens and 63 in Brooklyn.
- **The Strategic Impact COVID-19 Commercial District Support Grant.** The Strategic Impact COVID-19 Commercial District Support Grant provides funding to community-based development organizations (CBOs) to implement local COVID-19 recovery support to small businesses. The funds are to be used to conduct outreach, provide technical assistance to connect small businesses, increase awareness and comprehensive of new City and State rules and regulations, and strengthen merchant relationships to foster collaboration and increased local organizing. This is a City funded grant program for a total of \$750,000. Thus far 25 non-profit organizations and local development corporations have received the grant. This includes 24 grants at \$20,000 each and 1 city-wide grant at \$86,000. The recipients of this grant include 9 businesses in Brooklyn, 7 in Manhattan, 5 in Bronx, 3 in Queens and 1 City-wide.

- **The NYC Small Business Emergency Grant Program.** The program provided grants of up to \$10,000 to small businesses that suffered physical damage as result of looting in June 2020. In order to participate, eligible businesses must have earned less than \$1.5 million in revenue in 2019 and experienced physical damage as a result of looting in June 2020. The total funding for this grant program is \$1.3 million all of which is private dollars. All the funding from this grant program has been disbursed and 141 businesses received the grant with an average funding amount of \$9,122. The recipients included 74 businesses in Bronx, 57 in Manhattan, 9 in Brooklyn and 1 in Queens.

Mentorship Programs

Beyond the loan and grant programs, the agency has recently launched three new mentorship programs for business in the hardest hit communities, MWBE's and a new initiative for entrepreneurs.

1. SBS has also launched Shop Your City, a multi-phase advertising and social media campaign, to encourage consumers to shop locally. This campaign, which includes resources to help consumers find local businesses, will continue indefinitely.
2. Alongside helping businesses, the agency launched Career Discovery NYC to provide online, no-cost trainings to prepare New Yorkers to pursue an in-demand career.
3. SBS started an initiative called Fair Share NYC, which is a campaign to help NYC businesses take full advantage of this opportunity to receive federal funds. This initiative includes one-on-one support and direct connections to lenders and will assist businesses to learn about PPP forgivable loans and the Economic Injury Disaster Loan.
 - SBS will help businesses review and put together loan documents, calculate loan repayment terms, connect them with the agency's network of 40 lenders – including CDFI's, banks, credit unions, non-profit lenders and the Small Business Administration (SBA), help prepare SBA loan forgiveness documents, and help them understand loan payment deferment options.
 - To get the word out on the program SBS launched a webpage, created daily webinars, created flyers in 15 languages, and have shared content with over 100 business organizations, BIDS, CBO's and community partners citywide.

Preliminary Mayors Management Report (PMMR)

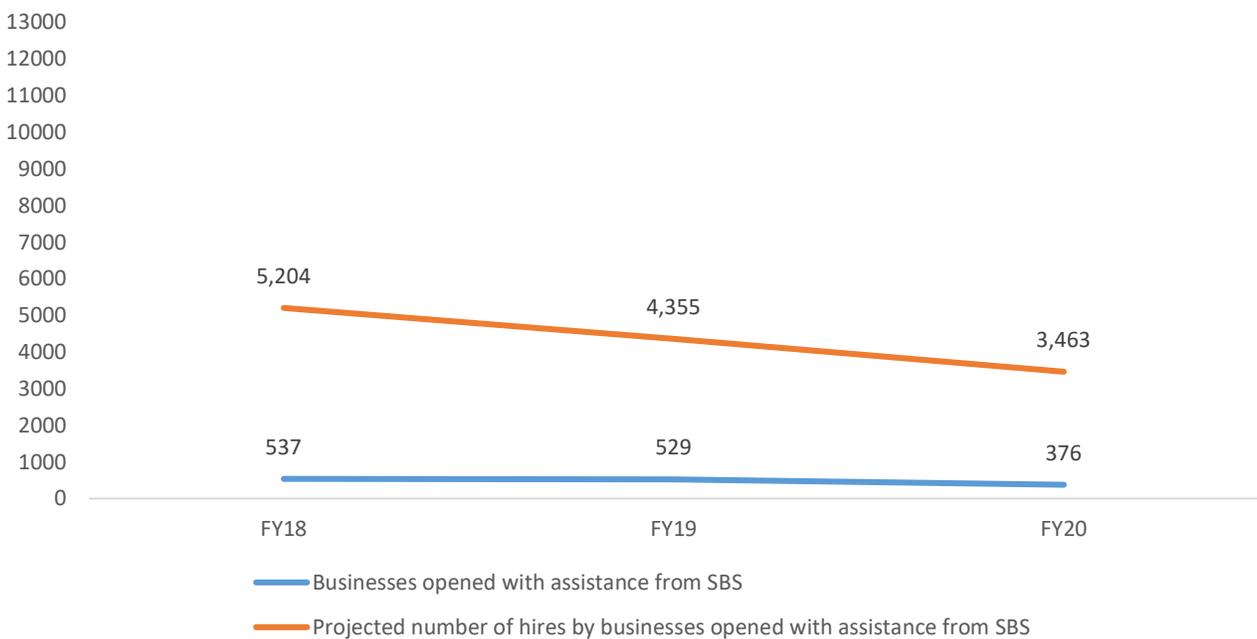
The PMMR is an annual report produced by the Mayor's Office of Operations that helps City agencies, offices, advocates, and the public better understand how New York City is performing. PMMR includes both quantitative metrics and qualitative explanations that show how each City agency and related projects are doing and allows for year-over-year comparisons to show where progress has been made, where more attention is needed and where there are opportunities for improvement. Though the PMMR metrics is successfully measuring SBS's performance, it would be helpful to have some program and initiative specific metrics to see how the agency's long running programs are doing.

- The Fiscal 2021 Preliminary Mayor's Management Report (PMMR) shows that in the first four months of Fiscal 2020 and Fiscal 2021, 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 Fiscal 2021.
- 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 2021, SBS served 6,230

unique customers and businesses across the five boroughs. Compared to the same period in Fiscal 2020, the number of unique businesses served and the number of unique businesses served by programs that help navigate government changed minimally. These numbers do not include the 23,745 calls received and responded to during the first four months of Fiscal 2021 on the newly established hotline to help businesses impacted by COVID-19.

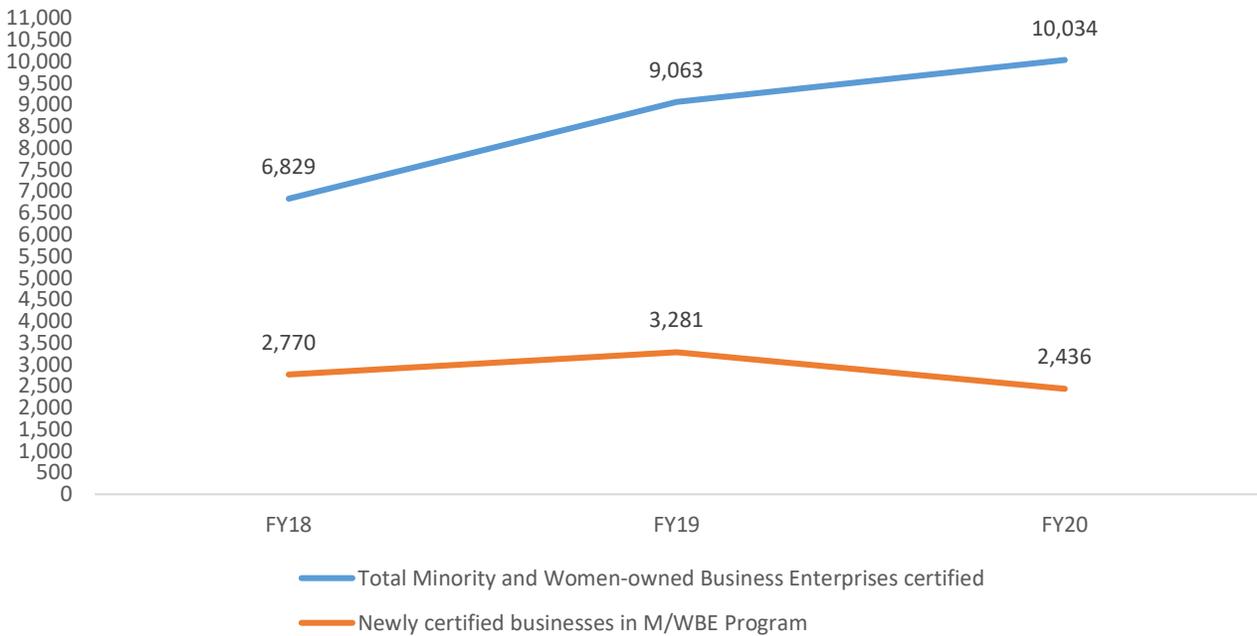
- The number of businesses opened with assistance from SBS decreased by 60 percent from 136 in the first four months of Fiscal 2020 to 55 in the first four months of Fiscal 2021 due to COVID-19 and fewer businesses opening their doors.
- The number of financial awards to businesses and dollar value decreased by 15 percent and 36 percent respectively in the first four months of Fiscal 2021, compared to the same period in Fiscal 2020. The decrease is due to the lack of federal stimulus funding combined with a changed lending environment as a result of the pandemic.

Figure 7: Business Development – Performance Trends



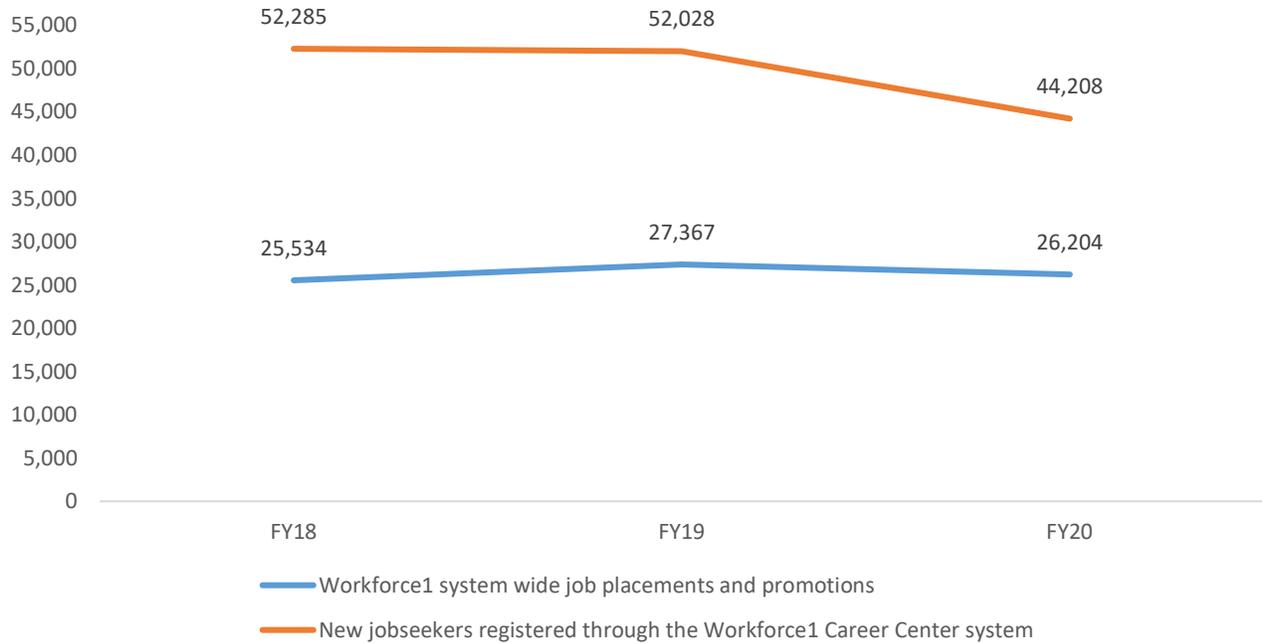
- The Fiscal 2021 Preliminary Mayor’s Management Report shows that the Minority and Women-owned Business Enterprises (M/WBE) Program newly certified and recertified 862 businesses in the first four months of Fiscal 2021, slightly higher than the 774 in the same period in Fiscal 2020. After achieving over 10,000 Minority and Women-owned Business Enterprises by Fiscal 2020, the program certified and recertified 862 M/WBEs during the first four months of Fiscal 2021, for a total of 10,234 certified M/WBEs in the program.

Figure 8: M/WBE Trends



- The Fiscal 2021 Preliminary Mayor’s Management Report shows that in the first four months of Fiscal 2021, Workforce1 made 4,730 connections to jobs with an average wage of \$16.88 an hour, a decrease from 10,126 hires in the same period of Fiscal 2020.
- SBS registered 9,265 new jobseekers through the Workforce1 Career Center system, a decrease from the 17,714 registrants in the same period in Fiscal 2020.
- Finally, there have been 500 customer training enrollments in the first four months of Fiscal 2021 when compared to 840 in the same period in Fiscal 2020. The reduction in connections to jobs compared to the same period last year is due to COVID-19. In addition, some training providers have had challenges switching to virtual training and as a result SBS has observed a decline in trainings. In August 2020, SBS launched Career Discovery NYC, a website to help New Yorkers discover, explore, prepare and train for an in-demand career and will continue to open access to training for New Yorkers.

Figure 9: Workforce1 System Trends



- In the first four months of Fiscal 2021, the Energy Cost Savings Program (ECSP) approved 16 projects for businesses with a total of 1,068 jobs—an increase of 70 percent compared to the same period in Fiscal 2020. This increase is due to the approval of larger businesses compared to the first four months of Fiscal 2020.
- The \$266,170 in savings to businesses participating in ECSP is also slightly higher, compared to the same period in the prior year, due to slightly higher energy usage by the businesses that had been approved. The Lower Manhattan Energy Program (LMEP) is currently in the phase-out period for the majority of buildings receiving benefits. The decrease in cumulative LMEP benefits reflects buildings coming off-line after completing their respective 12-year benefit schedule.

Appendix

A: Budget Actions in the November and the Preliminary Plans

| <i>Dollars in Thousands</i> | Fiscal 2021 | | | Fiscal 2022 | | |
|---|------------------|-----------------|------------------|------------------|-----------------|------------------|
| | City | Non-City | Total | City | Non-City | Total |
| SBS Budget as of the Adopted 2021 Budget | \$129,650 | \$50,693 | \$180,343 | \$103,975 | \$44,184 | \$148,159 |
| New Needs | | | | | | |
| Commercial Lease Assistance | \$1,500 | \$0 | \$1,500 | \$0 | \$0 | \$0 |
| Equity Initiative | 1800 | 0 | 1,800 | 0 | 0 | 0 |
| EDC Loan Program | 7000 | 0 | 7,000 | 0 | 0 | 0 |
| MWBE Audit | 250 | 0 | 250 | 0 | 0 | 0 |
| TGI Ferry Services | 1,281 | 0 | 1,281 | 0 | 0 | 0 |
| Unconscious Bias Training | 80 | 0 | 80 | 0 | 0 | 0 |
| Subtotal, New Needs | \$11,911 | \$0 | \$11,911 | \$0 | \$0 | \$0 |
| Other Adjustments | | | | | | |
| 130 Cedar Street Rent & Insura | \$0 | \$230 | \$230 | \$0 | \$0 | \$0 |
| 21EDC008 | 0 | 298 | 298 | 0 | 0 | 0 |
| Access VR Grant Increase | 0 | 124 | 124 | 0 | 83 | 83 |
| BNYDC Arcadis | 0 | 750 | 750 | 0 | 0 | 0 |
| Brooklyn Bridge Esplanade | 0 | 198 | 198 | 0 | 0 | 0 |
| Citywide Discretionary Training Freeze | (15) | 0 | (15) | 0 | 0 | 0 |
| Citywide Wireless Services | 0 | 0 | 0 | (6) | 0 | (6) |
| EDCCOVIDFY21 | 0 | 76,400 | 76,400 | 0 | 0 | 0 |
| Furlough Savings CD and CTL and Federal | (87) | (61) | (148) | 0 | 0 | 0 |
| FY21 AveNYC Roll Increase | 0 | 101 | 101 | 0 | 0 | 0 |
| FY21 CV14 Roll Increase | 0 | 4,000 | 4,000 | 0 | 0 | 0 |
| FY21 MOPD Poses Alignment | 0 | 23 | 23 | 0 | 0 | 0 |
| FY21 WIOA Realignment | 0 | 11,451 | 11,451 | 0 | 0 | 0 |
| Hunts Point CPSD Funding | 100 | 0 | 100 | 0 | 0 | 0 |
| I/C EDC FY21 | 0 | 56 | 56 | 0 | 0 | 0 |
| IT Contract Savings | (6) | 0 | (6) | 0 | 0 | 0 |
| MOER - EPA HAZ and Petrol | 0 | 400 | 400 | 0 | 0 | 0 |
| Rollover for TAA FY21 Increase | 0 | 416 | 416 | 0 | 0 | 0 |
| TGI FEMA CRF Add | 0 | 139 | 139 | 0 | 0 | 0 |
| WIOA Realignment Increase | 0 | 107 | 107 | 0 | 107 | 107 |
| Citywide Wireless Services | (3) | 0 | (3) | 0 | 0 | 0 |
| Equity Program | (1,300) | 0 | (1,300) | 1,300 | 0 | 1,300 |
| Fema 428 Homeport Demo | 0 | 2,219 | 2,219 | 0 | 0 | 0 |
| FY21 BPREP City and State Rollover | 0 | 1,817 | 1,817 | 0 | 0 | 0 |
| FY21 HSBLGP Takedown | 0 | (5) | (5) | 0 | 0 | 0 |
| GreenNYC Transfer - DOE | (155) | 0 | (155) | 0 | 0 | 0 |
| HSBLGP Accruals | 0 | 1 | 1 | 0 | 0 | 0 |
| NYCEM/EDC IC mod for FY21 | 0 | 500 | 500 | 0 | 0 | 0 |
| Office Supplies Spending | (19) | 0 | (19) | 0 | 0 | 0 |
| Printing Reduction | (36) | 0 | (36) | 0 | 0 | 0 |
| Raise Shorelines Adjustment | 0 | (4,123) | (4,123) | 0 | 0 | 0 |
| RISE FY21 and FY22 Funding | 0 | 2,355 | 2,355 | 0 | 4,485 | 4,485 |
| SBS City Council Initiative U/A 011 | (90) | 0 | (90) | 0 | 0 | 0 |
| SBS City Council Local Initiatives FY21 | 98 | 0 | 98 | 0 | 0 | 0 |
| YMI Funding Adjustment | 43 | | 43 | 0 | 0 | 0 |
| Subtotal, Other Adjustments | (\$1,470) | \$97,396 | \$95,926 | \$1,294 | \$4,675 | \$5,969 |
| Savings Program | | | | | | 0 |
| CUNY 2X Tech Savings | (\$47) | \$0 | (\$47) | (\$41) | \$0 | (\$41) |
| Hiring Freeze | (86) | 0 | (86) | (115) | 0 | (115) |
| Neighborhood Investment | 0 | 0 | 0 | (200) | 0 | (200) |
| NYC&Company Savings | (370) | 0 | (370) | (370) | 0 | (370) |

| <i>Dollars in Thousands</i> | Fiscal 2021 | | | Fiscal 2022 | | |
|---|------------------|------------------|------------------|------------------|-----------------|------------------|
| | City | Non-City | Total | City | Non-City | Total |
| OER Savings | (70) | 0 | (70) | (70) | 0 | (70) |
| Training Savings | (1,000) | 0 | (1,000) | (224) | 0 | (224) |
| Waterfront Permits Savings | (51) | 0 | (51) | 0 | 0 | 0 |
| Restoration of CleaNYC | 165 | 0 | 165 | 0 | 0 | 0 |
| City Council Savings | (300) | 0 | (300) | 0 | 0 | 0 |
| Construction Safety Savings | (1,000) | 0 | (1,000) | 0 | 0 | 0 |
| Hiring and Attrition Management | (151) | 0 | (151) | 0 | 0 | 0 |
| OER Savings | (53) | 0 | (53) | (99) | 0 | (99) |
| Programmatic Adjustments | (190) | 0 | (190) | (70) | 0 | (70) |
| PS Savings | (300) | 0 | (300) | 0 | 0 | 0 |
| TGI Savings | (91) | 0 | (91) | 0 | 0 | 0 |
| Waterfront Permits Savings | (300) | 0 | (300) | (100) | 0 | (100) |
| Subtotal, Savings Program | (\$3,844) | \$0 | (\$3,844) | (\$1,289) | \$0 | (\$1,289) |
| TOTAL, All Changes | \$6,597 | \$97,396 | \$103,992 | \$5 | \$4,675 | \$4,680 |
| SBS Budget as of the Preliminary 2022 Budget | \$136,247 | \$148,089 | \$284,336 | \$103,980 | \$48,859 | \$152,839 |

B: SBS Contract Budget

| SBS Fiscal 2022 Preliminary Contract Budget | | | | | |
|--|---------------------|---------------------|-------------------------|---------------------|-------------------|
| <i>Dollars in Thousands</i> | | | | | |
| Category | Fiscal 2021 Adopted | Number of Contracts | Fiscal 2022 Preliminary | Number of Contracts | Difference |
| Contractual Services General | \$78,020 | 41 | \$51,097 | 41 | (\$26,923) |
| 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 | 39,377 | 3 | 38,329 | 3 | (\$1,048) |
| Training Programs for City Employees | 55 | 2 | 55 | 2 | \$0 |
| Payments to Delegate Agencies | 21,161 | 8 | 21,268 | 8 | \$107 |
| Professional Services: Computer Services | 625 | 2 | 1,125 | 2 | \$500 |
| Professional Services: Direct Education Services | 43 | 5 | 43 | 5 | \$0 |
| Professional Services: Other | 2,166 | 3 | 2,166 | 3 | \$0 |
| TOTAL | \$141,742 | 75 | \$114,378 | 75 | (\$27,364) |

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

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|------------------|-----------------|-------------------------|-----------------|--------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$455 | \$221 | \$216 | \$216 | \$216 | \$0 |
| Full-Time Salaried - Civilian | 8,022 | 9,319 | 9,444 | 9,059 | 9,455 | 10 |
| Full-Time Salaried - Uniformed | 7 | 0 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 31 | 154 | 42 | 42 | 42 | 0 |
| P.S. Other | 0 | 0 | 0 | 0 | 0 | 0 |
| Unsalaries | 682 | 235 | 650 | 650 | 650 | 0 |
| Subtotal | \$9,197 | \$9,928 | \$10,351 | \$9,966 | \$10,361 | \$10 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$1,310 | \$135,056 | \$2,073 | \$77,668 | \$1,981 | (\$91) |
| Contractual Services - Professional Services | 637 | 627 | 344 | 155 | 344 | 0 |
| Fixed & Misc. Charges | 5 | 10 | 8 | 2 | 2 | (6) |
| Other Services & Charges | 3,877 | 668 | 409 | 593 | 384 | (26) |
| Property & Equipment | 43 | 37 | 34 | 46 | 34 | 0 |
| Supplies & Materials | 102 | 65 | 434 | 107 | 414 | (20) |
| Subtotal | \$5,975 | \$136,465 | \$3,302 | \$78,572 | \$3,159 | (143) |
| TOTAL | \$15,171 | \$146,393 | \$13,653 | \$88,538 | \$13,520 | (\$133) |
| Funding | | | | | | |
| City Funds | | | \$8,449 | \$8,183 | \$8,317 | (\$133) |
| Federal - Other | | | 5,194 | 80,344 | 5,194 | 0 |
| Intra City | | | 10 | 10 | 10 | 0 |
| TOTAL | \$15,171 | \$146,393 | \$13,653 | \$88,538 | \$13,520 | (\$133) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 97 | 106 | 108 | 96 | 108 | 0 |
| TOTAL | 97 | 106 | 108 | 96 | 108 | 0 |

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

Business Development

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|-----------------|-----------------|------------------|-----------------|----------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$102 | \$130 | \$61 | \$75 | \$61 | \$0 |
| Full-Time Salaried - Civilian | 4,224 | 4,132 | 4,455 | 4,535 | 4,346 | (110) |
| Other Salaried | 3 | 0 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 10 | 31 | 7 | 7 | 7 | 0 |
| P.S. Other | 0 | 1 | 0 | 0 | 0 | 0 |
| Unsalaries | 187 | 195 | 271 | 271 | 271 | 0 |
| Subtotal | \$4,527 | \$4,490 | \$4,795 | \$4,888 | \$4,685 | (\$110) |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$53,559 | \$39,910 | \$5,232 | \$17,000 | \$5,834 | \$603 |
| Contractual Services - Professional Services | 458 | 280 | 43 | 337 | 43 | 0 |
| Fixed & Misc. Charges | 2 | 6 | 0 | 0 | 0 | 0 |
| Other Services & Charges | 1,092 | 928 | 534 | 901 | 534 | 0 |
| Property & Equipment | 7 | 2 | 3 | 2 | 3 | 0 |
| Supplies & Materials | 27 | 5 | 10 | 8 | 10 | 0 |
| Subtotal | 55,145 | 41,132 | 5,822 | 18,247 | 6,425 | \$603 |
| TOTAL | \$59,671 | \$45,621 | \$10,617 | \$23,135 | \$11,110 | \$493 |
| Funding | | | | | | |
| City Funds | | | \$6,786 | \$13,351 | \$7,278 | \$492 |
| Federal - Community Development | | | 15 | 282 | 16 | 1 |
| Federal - Other | | | 3,816 | 9,502 | 3,816 | 0 |
| TOTAL | \$59,671 | \$45,621 | \$10,617 | \$23,135 | \$11,110 | \$493 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 57 | 55 | 56 | 56 | 54 | (2) |
| TOTAL | 57 | 55 | 56 | 56 | 54 | (2) |

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

Contract Services: Economic Development Corporation

| <i>Dollars in Thousands</i> | | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|------------------|-----------------|------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$43,028 | \$21,834 | \$20,272 | \$37,133 | \$18,594 | (\$1,678) |
| Fixed & Misc. Charges | 10,683 | 1,572 | 0 | 0 | 0 | 0 |
| Other Services & Charges | 2,778 | 6,509 | 7,648 | (91) | 7,748 | 100 |
| TOTAL | \$56,489 | \$29,915 | \$27,920 | \$37,042 | \$26,342 | (\$1,578) |
| Funding | | | | | | |
| City Funds | | | \$18,695 | \$25,683 | \$19,132 | \$437 |
| State | | | 2,000 | 2,000 | 2,000 | 0 |
| Federal - Community Development | | | 6,675 | 4,906 | 4,660 | (2,015) |
| Federal - Other | | | 0 | 3,115 | 0 | 0 |
| Intra City | | | 550 | 1,337 | 550 | 0 |
| TOTAL | \$56,489 | \$29,915 | \$27,920 | \$37,041 | \$26,342 | (\$1,578) |

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

Contract Services: NYC & Co/Tourism Support

| <i>Dollars in Thousands</i> | | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$20,950 | \$21,162 | \$20,162 | \$19,792 | \$20,792 | \$630 |
| TOTAL | \$20,950 | \$21,162 | \$20,162 | \$19,792 | \$20,792 | \$630 |
| Funding | | | | | | |
| City Funds | | | \$20,162 | \$19,792 | \$20,792 | \$630 |
| TOTAL | \$20,950 | \$21,162 | \$20,162 | \$19,792 | \$20,792 | \$630 |

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

Contract Services: Other

| <i>Dollars in Thousands</i> | | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$16,016 | \$14,643 | \$13,925 | \$16,003 | \$14,433 | \$509 |
| Other Services & Charges | 676 | 676 | 676 | 676 | 676 | 0 |
| TOTAL | \$16,692 | \$15,319 | \$14,601 | \$16,679 | \$15,109 | \$509 |
| Funding | | | | | | |
| City Funds | | | \$14,601 | \$15,790 | \$15,109 | \$509 |
| Federal - Other | | | 0 | 889 | 0 | 0 |
| TOTAL | \$16,692 | \$15,319 | \$14,601 | \$16,679 | \$15,109 | \$509 |

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

Economic & Financial Opportunity: MWBE

| <i>Dollars in Thousands</i> | | | | | | |
|--|----------------|----------------|----------------|-------------------------|----------------|--------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$61 | \$72 | \$36 | \$36 | \$36 | \$0 |
| Full-Time Salaried - Civilian | 2,920 | 3,415 | 3,933 | 3,850 | 3,942 | 9 |
| Overtime - Civilian | 0 | 8 | 1 | 1 | 1 | 0 |
| Unsalariated | 52 | 84 | 46 | 46 | 46 | 0 |
| Subtotal | \$3,033 | \$3,579 | \$4,016 | \$3,932 | \$4,025 | \$9 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$3,140 | \$1,413 | \$3,546 | \$3,972 | \$4,258 | \$712 |
| Contractual Services - Professional Services | 158 | 65 | 2 | 220 | 2 | 0 |
| Fixed & Misc. Charges | 0 | 4 | 4 | 4 | 4 | 0 |
| Other Services & Charges | 693 | 455 | 68 | 175 | 68 | 0 |
| Property & Equipment | 0 | 0 | 3 | 1 | 3 | 0 |
| Supplies & Materials | 16 | 5 | 26 | 6 | 26 | 0 |
| Subtotal | \$4,007 | \$1,943 | \$3,649 | \$4,379 | \$4,361 | \$712 |
| TOTAL | \$7,041 | \$5,521 | \$7,665 | \$8,311 | \$8,386 | \$721 |
| Funding | | | | | | |
| City Funds | | | \$7,466 | \$8,114 | \$8,187 | \$721 |
| Federal - Other | | | 199 | 197 | 199 | 0 |
| TOTAL | \$7,041 | \$5,521 | \$7,665 | \$8,311 | \$8,386 | \$721 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 44 | 48 | 50 | 50 | 50 | 0 |
| TOTAL | 44 | 48 | 50 | 50 | 50 | 0 |

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

Neighborhood Development

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|-----------------|-----------------|-------------------------|----------------|--------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$29 | \$35 | \$12 | \$12 | \$12 | \$0 |
| Full-Time Salaried - Civilian | 1,751 | 1,686 | 2,117 | 2,058 | 2,118 | 1 |
| Overtime - Civilian | 12 | 5 | 16 | 16 | 16 | 0 |
| Unsalariated | 417 | 399 | 398 | 398 | 398 | 0 |
| Subtotal | \$2,208 | \$2,125 | \$2,542 | \$2,483 | \$2,543 | \$1 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$8,331 | \$8,132 | \$13,390 | \$8,744 | \$3,913 | (\$9,477) |
| Contractual Services - Professional Services | 282 | 21 | 0 | 205 | 500 | 500 |
| Fixed & Misc. Charges | 0 | 1 | 2 | 2 | 2 | 0 |
| Other Services & Charges | 333 | 56 | 25 | 60 | 25 | 0 |
| Property & Equipment | 0 | 0 | 9 | 10 | 9 | 0 |
| Supplies & Materials | 4 | 0 | 8 | 8 | 8 | 0 |
| Subtotal | \$8,949 | \$8,210 | \$13,433 | \$9,028 | \$4,455 | (\$8,977) |
| TOTAL | \$11,158 | \$10,334 | \$15,975 | \$11,511 | \$6,998 | (\$8,977) |
| Funding | | | | | | |
| City Funds | | | \$13,860 | \$9,296 | \$4,883 | (\$8,977) |
| Federal - Community Development | | | 2,115 | 2,216 | 2,115 | 0 |
| TOTAL | \$11,158 | \$10,334 | \$15,975 | \$11,511 | \$6,998 | (\$8,977) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 24 | 20 | 23 | 23 | 23 | 0 |
| TOTAL | 24 | 20 | 23 | 23 | 23 | 0 |

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

Workforce Development

| <i>Dollars in Thousands</i> | | | | | | |
|--|-----------------|-----------------|-----------------|------------------|-----------------|-------------------|
| | 2019 | 2020 | 2021 | Preliminary Plan | | *Difference |
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | 2021 | 2022 | 2021 - 2022 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Additional Gross Pay | \$113 | \$174 | \$34 | \$195 | \$34 | \$0 |
| Full-Time Salaried - Civilian | 4,326 | 5,539 | 5,627 | 5,363 | 5,444 | (183) |
| Overtime - Civilian | 0 | 8 | 0 | 0 | 0 | 0 |
| Unsalaries | 523 | 380 | 1,012 | 1,134 | 1,098 | 85) |
| Subtotal | \$4,962 | \$6,101 | \$6,674 | \$6,692 | \$6,576 | (\$98) |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$46,464 | \$51,775 | \$60,311 | \$64,140 | \$41,240 | (\$19,071) |
| Contractual Services - Professional Serv | 380 | 870 | 2,445 | 1,812 | 2,445 | 0 |
| Fixed & Misc. Charges | 1 | 2 | 2 | 2 | 2 | 0 |
| Other Services & Charges | 5,545 | 7,073 | 272 | 6,634 | 272 | 0 |
| Property & Equipment | 17 | 15 | 6 | 6 | 6 | 0 |
| Supplies & Materials | 8 | 7 | 41 | 43 | 41 | 0 |
| Subtotal | \$52,415 | \$59,743 | \$63,077 | \$72,636 | \$44,006 | (\$19,071) |
| TOTAL | \$57,377 | \$65,844 | \$69,750 | \$79,329 | \$50,581 | (\$19,169) |
| Funding | | | | | | |
| City Funds | | | \$39,632 | \$36,038 | \$20,282 | (\$19,350) |
| State | | | 0 | 124 | 83 | 83 |
| Federal - Other | | | 29,645 | 42,672 | 29,752 | 107 |
| Federal - Community Development | | | 110 | 108 | 110 | 0 |
| Other Categorical | | | 364 | 387 | 354 | (9) |
| TOTAL | \$57,377 | \$65,844 | \$69,750 | \$79,329 | \$50,581 | (\$19,169) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 66 | 62 | 65 | 65 | 63 | (2) |
| TOTAL | 66 | 62 | 65 | 65 | 63 | (2) |

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

D: Fiscal 2021 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