

THE COUNCIL OF THE CITY OF NEW YORK



Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Robert E. Cornegy Jr.
Chair, Committee on Small Business Services

Report on the Fiscal 2016 Preliminary Budget and the
Fiscal 2015 Preliminary Mayor's Management Report

Department of Small Business Services

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Aliya Ali, Legislative Financial Analyst
Emre Edev, Unit Head

Finance Division

Latonia McKinney, Director

Regina Poreda Ryan, Deputy Director

Nathan Toth, Deputy Director

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Department of Small Business Services Overview

The Department of Small Business Services (SBS or the Department) supports the formation and growth of the City's small businesses and promotes neighborhood development as well as oversees the City's adult workforce development program. SBS enhances services offered to the business community by working with other governmental agencies and public utilities.

Fiscal 2016 Preliminary Budget Highlights

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services	\$18,016	\$18,498	\$18,061	\$21,300	\$20,739	\$2,678
Other Than Personal Services	132,323	183,812	128,601	292,442	128,960	359
Total	\$150,340	\$202,310	\$146,662	\$313,742	\$149,699	\$3,036

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The City's Fiscal 2016 Preliminary Budget is \$77.7 billion, \$2.7 billion more than the Fiscal 2015 Adopted Budget of \$75.0 billion. City funds (City tax and non-tax revenues) total \$56.9 billion, up \$2.14 billion from \$54.8 billion in the Adopted Budget. For SBS, the Fiscal 2016 Preliminary Budget stands at \$149.7 million (including City and Non-City funds), which is less than one percent of the City's total budget. This budget includes \$11.2 million in new needs and \$48.3 million in other adjustments and is \$3.1 million higher than the Fiscal 2015 Adopted Budget of \$146.7 million.

The key actions in the proposed budget include:

- **Minority-and Women-Owned Business Enterprise (MWBE) Disparity Study.** SBS added \$1.6 million to the budget in Fiscal 2015 and \$70,000 annually in Fiscal 2016 through 2018 for a study to guide the agency on how to increase agency utilization of resources and to influence legislation and policy. The City's MWBE program was expanded through Local Law 1. The agency had received temporary funding which was insufficient for the program implementation and for complying with the requirements of the Local Law 1 of 2013¹. Funding has since been increased by \$25,000 in Fiscal 2015 and \$1.4 million annually in Fiscal 2016 through Fiscal 2019 to implement the new and expanded services and initiatives developed under the current Administration's MWBE Program Strategic Plan. The MWBE program entails increasing the number and capacity of certified MWBEs, increasing utilization of MWBEs in City contracting and making it easier for MWBEs to access City contract opportunities.
- **NYC & Co Reserve Funding.** SBS added \$2 million to the Fiscal 2015 budget as one-time funding to keep the funding reserve for NYC & Co, the City's quasi-public tourism arm, at its standard funding level.
- **Small Business First.** Small Business First is an inter-agency collaboration that will launch 30 initiatives intended to reduce the burden of regulation on small businesses

¹ Local Law 1 of 2013 made several adjustments to the MWBE to increase its effectiveness by updating participation goals, enlarging the universe of available contracts by, among other measures, eliminating the \$1 million cap on MWBE contracts, establishing an accountability system to better enforce the law, enhance the transparency of agencies' progress to MWBE goals, and requires the implementation of measures to minimize fraud.

and cut government bureaucracy to make it easier for New York City small businesses to start, operate, and thrive. SBS added \$1.7 million to the Fiscal 2015 budget, \$3.1 million in Fiscal 2016 and \$1.7 million annually in Fiscal 2017 through 2019 for this program.

- **Cool Roofs.** SBS added \$828,000 to the budget in Fiscal 2015 through Fiscal 2018 for the painting of one million square feet of rooftops white to reflect sunlight and reduce building energy use.
- **Local Law 84 Help Centers.** SBS added \$185,839 to the budget in Fiscal 2015 through Fiscal 2018 to fund the threshold for Greener Greater Building Plan. Funding will be used to assist building owners in making better decisions regarding energy. A change in threshold amount will lead to the inclusion of more buildings.
- **Green Buildings.** SBS added \$780,780 to the budget in Fiscal 2015 through Fiscal 2018 for Green Building operators' training to help improve efficiency and the life span of building equipment.
- **BLGP Loan & Grant.** SBS added \$18 million to the budget in Fiscal 2015 for Community Development Block Grant – Disaster Relief (CDBG-DR) funded Economic Development Corporation (EDC) business programs, created in response to Superstorm Sandy.

Financial Summary

SBS Financial Summary						
<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2016 - 2015
Spending						
Personal Services	\$18,016	\$18,498	\$18,061	\$21,300	\$20,739	\$2,678
Other Than Personal Services	132,323	183,812	128,601	292,442	128,960	359
TOTAL	\$150,340	\$202,310	\$146,662	\$313,742	\$149,699	\$3,036
Budget by Program Area						
Agency Administration and Operation	\$11,447	\$11,116	\$11,988	\$12,177	\$12,202	\$213
Business Development	10,261	14,015	8,530	75,933	12,411	3,881
Contract Svcs: Economic Development Corp	36,657	82,716	39,127	125,438	56,442	17,316
Contract Svcs: NYC&Co/Tourism Support	13,046	12,262	12,262	14,262	12,262	0
Contract Svcs: Other	13,149	17,891	17,018	24,749	12,557	(4,461)
Economic & Financial Opportunity: M/WBE	2,095	2,750	3,068	3,189	5,105	2,036
Economic & Financial Opportunity: Labor Svcs	263	296	199	199	199	0
MO Film, Theatre, and Broadcasting	500	566	0	0	0	0
MO Industrial & Manufacturing Businesses	1,091	1,155	1,408	1,408	0	(1,408)
Neighborhood Development	4,719	4,040	7,847	7,749	2,826	(5,021)
Workforce Development: One Stop Centers	23,674	26,764	27,821	24,791	19,998	(7,823)
Workforce Development: Program Management	13,133	11,609	8,531	15,711	10,391	1,860
Workforce Development: Training	9,559	9,077	8,862	8,136	5,305	(3,557)
Workforce Development: WIB and Other	10,746	8,053	0	0	0	0
TOTAL	\$150,340	\$202,310	\$146,662	\$313,742	\$149,699	\$3,036
Funding						
City Funds			\$85,438	\$91,918	\$65,944	(\$19,494)
Other Categorical			8,656	11,050	56	(8,600)
Capital- IFA			0	0	0	0
State			0	1,995	0	0
Federal - Community Development			13,055	124,127	44,186	31,131
Federal - Other			39,003	58,886	39,003	0
Intra City			510	25,766	510	0
TOTAL	\$150,340	\$202,310	\$146,662	\$313,742	\$149,699	\$3,036
Budgeted Headcount						
Full-Time Positions - Civilian	209	215	226	280	263	37
Full-Time Equivalent Positions	64	43	33	36	35	2
TOTAL	273	258	259	316	298	39

The SBS Fiscal 2016 Preliminary Budget is \$149.7 million. The workforce development program comprises approximately 23.8 percent, or \$35.7 million of the Agency's budget and funds the City's Workforce1 One Stop Centers, program management, training and the Workforce Investment Board (WIB). The contract services program area makes up 54.4 percent, or \$81.4 million, of SBS' budget. The Agency's administration and operations

comprises 8.1 percent, or \$12.2 million of SBS' budget and funds the office personnel from the executive, legal, finance, information technology, and administrative offices, and other than personal services such as office supplies, property, and equipment. The Business and Neighborhood Development programs are approximately 10.2 percent, or \$15.2 million of the total budget and Economic & Financial Opportunity programs are 3.5 percent, or \$5.3 million. Program Areas MO Film, Theatre, and Broadcasting and Workforce Development: WIB and Other have been funded in prior fiscal years but as of Adopted Fiscal 2015 are no longer receiving funding.

City Council Initiatives

FY 2015 Council Initiatives at Adoption	
<i>Dollars in Thousands</i>	
Chamber on the Go (Small Business Mobile Outreach Unit)	\$250
Consortium for Worker Education	1,750
Food Retail and Workforce Training and Placement Program	60
hackNY	100
High Tech Connect	260
Jobs to Build On	5,100
MWBE Leadership Associations	600
New Skills/New Jobs	598
Industrial Business Solutions Providers (IBSP)	830
SCO Family of Services/Center for Family Life Worker Cooperatives	148
Small Business/Job Development / Financial Literacy	600
Workforce Development - Queens Tech Education	65
Worker Cooperative Business Development Initiative	1,200
TOTAL	\$11,561

- **Chamber on the Go (Small Business Mobile Outreach Unit).** A mobile service unit to carry out outreach efforts that increases the access of businesses to a variety of services right at their doorstep. Services include pro-bono legal assistance, financing assistance, referrals to other government resources and support and assistance with affordable healthcare enrollment opportunities.
- **Consortium for Worker Education.** CWE provides job training to union workers to improve their employment skills and also provides citizenship classes, ESL, GED, computer literacy and work readiness preparation to immigrant, minority and long-term unemployed workers.
- **Food Retail and Workforce Training and Placement Program.** The HOPE Program, Inc. trains under-employed for food retail careers such as healthy food sourcing, merchandising, and basic professional skills.
- **HackNY.** This initiative connects jobseekers with opportunities at local technology companies and serves as an important bridge between the City's colleges and universities and the technology industry.

- **High Tech Connect.** This initiative develops the entrepreneurial hard sciences ecosystem in NYC through innovative programs and intelligent application of resources and creates new entrepreneurship activities and good jobs in NYC.
- **Jobs to Build On.** This initiative transitions low-skilled, long-term unemployed and under-employed individuals, prepares them for entry-level union and non-union jobs, and helps job seekers attain credentials that enable them to meet general employer standards, and place participants in real jobs and career prospects at a living wage.
- **MWBE Leadership Associations.** Funding provides for a range of services 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.
- **New Skills/New Jobs.** This initiative provides funding for an on-the-job training program that trains long-term unemployed New Yorkers.
- **Industrial Business Solutions Providers (IBSP).** This initiative funds Industrial Business Solutions Providers that provide financial and technical assistance to manufacturing firms and help firms become efficient in their workspace.
- **SCO Family of Services/Center for Family Life Worker Cooperatives.** The SCO Family of Services/Center for Family Life incubates worker cooperatives in low-income neighborhoods in New York, creating jobs with the goal that the employee owned cooperatives become independent.
- **Small Business/Job Development / Financial Literacy.** This initiative provides technical and financial assistance, business counseling and financial literacy education to entrepreneurs and small businesses.
- **Workforce Development - Queens Tech Education.** Workforce development program that brings technology education courses to CUNY campuses in Queens to train NYC residents in skills that help them secure jobs in the City's technology sector.
- **Worker Cooperative Business Development Initiative.** Initiative supports the creation of jobs in worker cooperatives businesses by coordinating education and training resources and by providing technical, legal and financial assistance.

Contract Budget

SBS Fiscal 2016 Preliminary Contract Budget				
Category	Fiscal 2015 Adopted	Number of Contracts	Fiscal 2016 Preliminary	Number of Contracts
Contractual Services General	\$49,764,466	35	\$29,422,384	35
Telecommunications Maintenance	10,000	2	10,000	2
Maintenance & Repair, General	1,200	1	1,200	1
Office Equipment Maintenance	139,075	1	139,075	1
Data Processing Equipment	15,000	1	15,000	1
Printing Contracts	35,500	2	35,500	2
Temporary Services	65,500	2	65,500	2

Category	Fiscal 2015 Adopted	Number of Contracts	Fiscal 2016 Preliminary	Number of Contracts
Cleaning Services	111	1	111	1
Economic Development	25,235,251	4	22,094,540	4
Training Programs for City Employees	72,500	5	72,500	5
Payments to Delegate Agencies	21,760,056	10	21,760,056	10
Professional Services: Computer Services	510,000	2	510,000	2
Professional Services: Direct Education Services	53,200	1	53,200	1
Professional Services: Other	1,946,141	2	1,946,141	2
TOTAL	\$99,608,000	69	\$76,125,207	69

*Continuation from previous page

The City's Contract Budget totals \$12.4 billion in Fiscal 2016, an increase of \$437.9 million or 3.7 percent when compared to the Fiscal 2015 Adopted Budget of \$11.9 billion. The Department's Contract Budget totals \$76.1 million in Fiscal 2016, a decrease of \$23.5 million or 23.6 percent when compared to the Fiscal 2015 Adopted Budget of \$99.6 million.

The \$23.5 million variance between the Fiscal 2015 Adopted Budget and Fiscal 2016 Preliminary Budget is due to the following:

Contracts Variance	
Industrial Business Zone	\$(1,408,203)
Community Development Block Grant-Disaster Relief	250,328
Division of Business Acceleration	1,793,663
City Council	(13,486,200)
Cool Roofs	1,669,619
Center For Economic Opportunity	(3,138,988)
Economic Development Corporation	(2,000,000)
Neighborhood Development Operating	1,239
Disparity Study	1,500,000
Clean Heat	(5,132,050)
Minority and Women Owned Business Enterprise Local Law 1	(365,000)
Minority and Women Owned Business Enterprise Operating	3,239
Governor's Island	(4,729)
Realignment Avenue NYC	(25,000)
Total Contractual Services	20,342,082
Total Economic Development Corporation	3,140,711
TOTAL	(\$23,482,793)

Program Areas

Agency Administration and Operations

Agency Administration and Operations						
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$149	\$386	\$215	\$216	\$216	\$1
Amounts to be Scheduled	0	0	0	1	1	1
Full-Time Salaried - Civilian	5,419	5,213	5,769	5,813	5,862	92
Full-Time Salaried - Holding Code	0	0	0	93	120	120
Other Salaried	0	22	0	0	0	0
Overtime - Civilian	29	20	0	0	0	0
P.S. Other	1	1	0	0	0	0
Unsalariated	702	561	661	711	661	0
Subtotal	\$6,300	\$6,204	\$6,646	\$6,834	\$6,859	\$213
Other Than Personal Services						
Contractual Services	\$1,091	\$1,089	\$1,380	\$1,343	\$1,380	\$0
Contractual Services - Prof Services	11	14	11	27	11	0
Fixed & Misc. Charges	3	1	2	2	2	0
Other Services & Charges	3,899	3,699	3,495	3,767	3,495	0
Property & Equipment	21	23	33	43	33	0
Supplies & Materials	122	87	423	161	423	0
Subtotal	\$5,147	\$4,913	\$5,343	\$5,343	\$5,343	\$0
TOTAL	\$11,447	\$11,116	\$11,988	\$12,177	\$12,202	\$213
Funding						
City Funds			\$6,669	\$6,858	\$6,883	\$213
Federal - Other			5,309	5,309	5,309	0
Intra City			\$10	\$10	\$10	0
TOTAL	\$11,447	\$11,116	\$11,988	\$12,177	\$12,202	\$213
Budgeted Headcount						
Full-Time Positions - Civilian	72	68	70	88	88	18
TOTAL	72	68	70	88	88	18

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Department's Fiscal 2016 Preliminary Budget includes \$12.2 million for Agency Administration and Operations, which is \$213,000 more than the Fiscal 2015 Adopted Budget. Of the increase, \$202,000 can be attributed to the collective bargaining adjustment.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for Agency Administration and Operations. Notable changes include a decline of nearly 50 percent in the number of emails sent to the agency in the first four months of Fiscal 2015 as compared to the same period in the prior year. The number of letters sent to the

agency has also declined in the first four months of Fiscal 2015 as compared to the same period in the prior year.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
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	13,257	17,650	23,308	*	*	N/A	N/A
Number of emails sent to an agency (through NYC.gov or a publicized agency email address)	3,125	4,840	2,113	*	*	863	489
Number of letters sent to an agency	215	335	308	*	*	110	88
Agency customers surveyed for overall customer satisfaction - Total		16,129	3,100	*	*	N/A	N/A
Number of agency customers surveyed for overall customer satisfaction - Jobseekers		13,084	1,564	*	*	N/A	N/A
Number of agency customers surveyed for overall customer satisfaction - SBS Homepage (www.nyc.gov/sbs)	89	78	54	*	*	N/A	N/A
Number of agency customers surveyed for overall customer satisfaction - NYC Business Solutions		2,967	1,482	*	*	N/A	N/A

Business Development

Business Development						
	Actual	Actual	Adopted	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$88	\$158	\$48	\$50	\$48	\$0
Full-Time Salaried - Civilian	3,371	3,951	3,459	5,701	5,306	1,847
Other Salaried	0	26	0	0	0	0
Overtime - Civilian	34	33	0	0	0	0
Unsalaries	256	267	208	208	208	0
Subtotal	\$3,748	\$4,435	\$3,715	\$5,960	\$5,562	\$1,847
Other Than Personal Services						
Contractual Services	\$6,192	\$9,230	\$4,602	\$69,376	\$6,646	\$2,044
Contractual Services - Professional Services	128	122	53	310	53	0
Fixed & Misc. Charges	1	1	0	0	0	0
Other Services & Charges	75	109	116	230	116	0
Property & Equipment	17	9	3	15	3	0
Supplies & Materials	99	109	40	41	30	(10)
Subtotal	\$6,513	\$9,580	\$4,815	\$69,973	\$6,849	\$2,034
TOTAL	\$10,261	\$14,015	\$8,530	\$75,933	\$12,411	\$3,881
Funding						
City Funds			\$3,732	\$8,418	\$6,962	\$3,230
Other Categorical			56	56	56	0
Federal - Community Development			338	38,633	990	651
Federal - Other			4,404	4,199	4,404	0
Intra City			0	24,627	0	0
TOTAL	\$10,261	\$14,015	\$8,530	\$75,933	\$12,411	\$3,881
Budgeted Headcount						
Full-Time Positions - Civilian	50	67	57	107	86	29
TOTAL	50	67	57	107	86	29

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

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.

The Department's Fiscal 2016 Preliminary Budget includes \$12.4 million for Business Development, which is \$3.9 million more than the Fiscal 2015 Adopted Budget of \$8.5 million. Of the increase, \$3.1 million is funding to the Division of Business Acceleration (DBA) for the Small Business First initiative which is an inter-agency collaboration that will launch 30 initiatives intended to reduce the burden of regulation on small businesses and cut government bureaucracy to make it easier for New York City small businesses to start, operate, and thrive. This initiative has necessitated the addition of 21 new positions to this program area.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the Business Development Division. Notable changes include a decline in the number of unique and new businesses served by NYC Business Solutions in the first four months of Fiscal 2015 as compared to the same period in the prior year. The reason for the decline is that in Fiscal 2014 NYC Business Solutions served a greater number of businesses impacted by Hurricane Sandy. SBS continues to focus on getting business owners the capital they need to manage and increase the size of their business. In the first four months of Fiscal 2015, NYC Business Solutions helped small businesses obtain 200 financing awards that totaled more than \$9.7 million, which is an increase of forty percent number wise and ten percent value wise from the same period in Fiscal 2014.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Unique businesses served by NYC Business Solutions	8,696	11,340	8,344	*	*	3,492	2,820
New businesses served by NYC Business Solutions	8,763	9,361	6,072	*	*	2,334	1,903
Financing awards to businesses facilitated by NYC Business Solutions	683	1,200	518	540	540	143	200
Unique businesses receiving financing awards facilitated by NYC Business Solutions	588	1,053	440	470	470	N/A	N/A
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$71,484	\$54,101	\$44,811	*	*	\$8,856	\$9,732
Businesses awarded NYC Business Solutions training funds	26	27	25	26	26	4	2

Contract Services: Economic Development Corporation

Contract Services: Economic Development Corporation

	Actual	Actual	Adopted	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Other Than Personal Services						
Contractual Services	\$22,358	\$78,761	\$14,668	\$90,274	\$9,527	(\$5,141)
Fixed & Misc. Charges	13,847	3,710	0	0	0	0
Other Services & Charges	453	245	24,459	35,164	46,915	22,456
TOTAL	\$36,657	\$82,716	\$39,127	\$125,438	\$56,442	\$17,316
Funding						
City Funds			\$19,453	\$18,152	\$14,930	(\$4,523)
Other Categorical			8,600	10,994	0	(8,600)
State			0	1,995	0	0
Federal Community Development			10,574	82,970	41,012	30,438
Federal - Other			0	10,292	0	0
Intra City			500	1,034	500	0
TOTAL	\$36,657	\$82,716	\$39,127	\$125,438	\$56,442	\$17,316

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Economic Development Corporation (EDC) is a non-city agency, local development corporation that is under contract with SBS. EDC's mission is to produce jobs in the City by attracting and retaining businesses and encouraging the creation of capital projects. The EDC is funded through a contract with SBS. The EDC 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, EDC 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. The EDC is also involved in property management and the development of the City's marine terminals, airports, heliports, rail yards, and industrial parks.

The Department's Fiscal 2016 Preliminary Budget includes \$56.4 million for Contract Services at Economic Development Corporation, \$17.3 million more than the Fiscal 2015 Adopted Budget of \$39.1 million. For more information on the EDC's budget, please see the briefing paper on the EDC.

Contract Services: NYC&Co / Tourism Support

Contract Services: NYC&Co. / Tourism Support						
	Actual	Actual	Adopted	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Other Than Personal Services						
Contractual Services	\$13,046	\$12,262	\$12,262	\$14,262	\$12,262	\$0
TOTAL	\$13,046	\$12,262	\$12,262	\$14,262	\$12,262	\$0
Funding						
City Funds	\$13,046	\$12,262	\$12,262	\$14,262	\$12,262	\$0
TOTAL	\$13,046	\$12,262	\$12,262	\$14,262	\$12,262	\$0

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

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 convention center.

The Department's Fiscal 2016 Preliminary Budget includes \$12.3 million for Contract Services to NYC & CO Tourism Support, which is unchanged from the Fiscal 2015 Adopted Budget.

Contract Services: Other

Contract Services: Other						
	Actual	Actual	Adopted	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$0	\$22	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	399	360	0	447	0	0
Overtime - Civilian	0	3	0	0	0	0
Unsalariated	65	82	0	0	0	0
Subtotal	\$464	\$466	\$0	\$447	\$0	\$0
Other Than Personal Services						
Contractual Services	\$12,681	\$16,050	\$17,018	\$12,614	\$11,881	(\$5,137)
Other Services & Charges	1	1,364	0	11,689	676	676
Property & Equipment	1	1	0	0	0	0
Supplies & Materials	3	9	0	0	0	0
Subtotal	\$12,685	\$17,424	\$17,018	\$24,303	\$12,557	(\$4,461)
TOTAL	\$13,149	\$17,891	\$17,018	\$24,749	\$12,557	(\$4,461)
Funding						
City Funds			\$17,018	\$17,668	\$12,557	(\$4,461)
Federal - Other			0	6,986	0	0
Intra City			0	95	0	0
TOTAL	\$13,149	\$17,891	\$17,018	\$24,749	\$12,557	(\$4,461)

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

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.

The Department's Fiscal 2016 Preliminary Budget includes \$12.6 million for Contract Services Other, which is \$4.5 million less than the Fiscal 2015 Adopted Budget of \$17 million. This decrease can be attributed to a decline of \$5.1 million to contracts with DCAS for clean heat, offset by a \$671,000 increase in a contract with the Governor's Island Trust for electricity.

Economic & Financial Opportunity: MWBE

Economic & Financial Opportunity: MWBE

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$65	\$54	\$35	\$35	\$35	\$0
Full-Time Salaried - Civilian	1,172	1,189	1,557	1,667	2,322	764
Full-Time Salaried - Holding Code	0	0	0	11	14	14
Unsalariated	125	61	46	46	46	0
Subtotal	\$1,362	\$1,304	\$1,638	\$1,759	\$2,417	\$779
Other Than Personal Services						
Contractual Services	\$598	\$1,105	\$1,379	\$997	\$1,917	\$538
Contractual Services - Professional Services	24	218	0	373	\$0	0
Fixed & Misc. Charges	0	0	0	1	0	0
Other Services & Charges	105	106	5	30	725	720
Property & Equipment	3	14	2	15	1	(1)
Supplies & Materials	3	3	45	14	45	0
Subtotal	\$733	\$1,445	\$1,430	\$1,430	\$2,687	\$1,258
TOTAL	\$2,095	\$2,750	\$3,068	\$3,189	\$5,105	\$2,036
Funding						
City Funds			\$3,068	\$3,189	\$5,105	\$2,036
TOTAL	\$2,095	\$2,750	\$3,068	\$3,189	\$5,105	\$2,036
Budgeted Headcount						
Full-Time Positions - Civilian	19	16	29	25	35	6
TOTAL	19	16	29	25	35	6

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

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

The Department's Fiscal 2016 Preliminary Budget includes \$5.1 million for Economic & Financial Opportunity: MWBE, which is \$2.0 million more than the Fiscal 2015 Adopted Budget of \$3.1 million. Of the increase, \$70,000 is for the MWBE Disparity Study which will guide the agency on how to increase agency utilization of resources and to influence legislation and policy in relation to MWBEs. Additionally, \$1.5 million of the MWBE Disparity Study funding in the Fiscal 2015 budget is shifted to the Fiscal 2016 budget. Other changes include increases in

MWBE funding and the collective bargaining increase offset by non-baselined City Council funds from the prior year which are discretionary and therefore are not included in subsequent (i.e. Fiscal 2016) budget.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the Economic & Financial Opportunity: M/WBE Division. Notable changes include a decline in the number of newly certified and recertified businesses in MWBE program and an increase in the total minority and women-owned business enterprises certified in the first four months of Fiscal 2015 when compared to the same period in Fiscal 2014.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total Minority and Women-owned Business Enterprises certified	3,526	3,700	3,783	3,896	4,013	3,666	3,802
Minority and Women-owned Business Enterprises awarded City contracts	633	651	684	691	698	N/A	N/A
M/WBEs awarded contracts after receiving procurement and capacity building assistance	439	447	472	477	482	N/A	N/A
Annual M/WBE recertification rate	62.5%	59.2%	60.4%	60.0%	60.0%	N/A	N/A
Newly certified and recertified businesses in M/WBE Program.	1,022	1,061	923	*	*	307	274
Value of City prime contracts awarded to M/WBEs	\$319,974,778	\$284,775,847	\$424,059,400	↑	↑	N/A	N/A
Value of City subcontracts awarded to M/WBEs	\$48,566,675	\$40,575,265	\$61,194,100	↑	↑	N/A	N/A

Economic & Financial Opportunity: Labor Services

Economic & Financial Opportunity: Labor Services

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$9	\$14	\$1	\$1	\$1	\$0
Full-Time Salaried - Civilian	254	282	198	198	198	0
Subtotal	\$263	\$296	\$199	\$199	\$199	\$0
TOTAL	\$263	\$296	\$199	\$199	\$199	\$0
Funding						
City Funds			\$1	\$1	\$1	\$0
Federal - Other			198	198	198	0
TOTAL	\$263	\$296	\$199	\$199	\$199	\$0
Budgeted Headcount						
Full-Time Positions - Civilian	3	4	4	4	4	0
TOTAL	3	4	4	4	4	0

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Department's Fiscal 2016 Preliminary Budget includes \$199,000 for Economic & Financial Opportunity: Labor Services, which is unchanged from the Fiscal 2015 Adopted Budget.

Mayor's Office of Industrial & Manufacturing Businesses

Mayor's Office of Industrial & Manufacturing Business

<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2016 - 2015
Spending						
Other Than Personal Services						
Contractual Services	\$1,091	\$1,155	\$1,408	\$1,394	\$0	(\$1,408)
Other Services & Charges	0	0	0	15	0	0
Subtotal	\$1,091	\$1,155	\$1,408	\$1,408	\$0	(\$1,408)
TOTAL	\$1,091	\$1,155	\$1,408	\$1,408	\$0	(\$1,408)
Funding						
City Funds			\$1,408	\$1,408	\$0	(\$1,408)
TOTAL	\$1,091	\$1,155	\$1,408	\$1,408	\$0	(\$1,408)
Budgeted Headcount						
Full-Time Positions - Civilian	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Mayor's Office of Industrial and Manufacturing Businesses (IMB) coordinates the City's industrial policy to retain and promote industrial manufacturing firms and oversees the New York State Empire Zones within the City.

The Department's Fiscal 2016 Preliminary Budget includes no funding for the MO Industrial & Manufacturing Businesses which is \$1.4 million less than the Fiscal 2015 Adopted Budget of \$1.4 million. This decline is due to funds for industrial business solution providers added to the budget in Fiscal 2015 but it was not baselined. Of the \$1.4 million in funding, \$578,203 was added by the Administration and \$830,000 was added by City Council.

Neighborhood Development

Neighborhood Development

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$20	\$45	\$4	\$7	\$4	\$0
Full-Time Salaried - Civilian	905	905	1,081	1,121	1,145	64
Overtime - Civilian	5	4	0	0	0	0
Unsalariated	27	52	0	24	2	2
Subtotal	\$958	\$1,005	\$1,085	\$1,152	\$1,151	\$66
Other Than Personal Services						
Contractual Services	\$3,681	\$2,839	\$6,742	\$6,520	\$1,655	(\$5,087)
Contractual Services - Professional Services	58	166	0	31	0	0
Other Services & Charges	14	24	2	8	2	0
Property & Equipment	3	2	9	9	9	0
Supplies & Materials	5	2	10	29	10	0
Subtotal	\$3,761	\$3,034	\$6,762	\$6,597	\$1,675	(\$5,087)
TOTAL	\$4,719	\$4,040	\$7,847	\$7,749	\$2,826	(\$5,021)

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Funding						
City Funds			\$5,704	\$3,409	\$642	(\$5,062)
Federal - Community Development			2,143	2,523	2,184	41
Federal - Other			0	1,817	0	0
TOTAL	\$4,719	\$4,040	\$7,847	\$7,749	\$2,826	(\$5,021)
Budgeted Headcount						
Full-Time Positions - Civilian	12	12	13	14	14	1
TOTAL	12	12	13	14	14	1

*Continuation from previous page

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

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 program also works to improve the physical conditions of neighborhoods.

The Department's Fiscal 2016 Preliminary Budget includes \$2.8 million for Neighborhood Development, which is \$5 million less than the Fiscal 2015 Adopted Budget of \$7.8 million. There is a \$5.1 million decrease due to one-time City Council funding not reflected in Fiscal 2016, offset by the collective bargaining increase.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the Neighborhood Development Division. Notable changes include a steep increase in the City block faces receiving supplemental sanitation services through BIDs in the first four months of Fiscal 2015 when compared to the same period in Fiscal 2014.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
City block faces receiving supplemental sanitation services through BIDs	1,468	1,468	1,480	3,562	3,562	1,480	3,562
Average acceptably clean BID sidewalk ratings (%)	99.0%	98.5%	96.5%	99.0%	99.0%	97.3%	96.8%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.74	\$1.50	\$1.38	*	*	N/A	N/A
Business Improvement Districts formed	3	0	2	*	*	1	1
Business Improvement Districts in planning	8	10	10	*	*	10	10
Total Business Improvement District funds spent on sanitation/maintenance (\$)	\$24,528,463	\$26,232,894	\$28,207,004	*	*	N/A	N/A
Average acceptably clean BID street ratings (%)	98.0%	97.5%	95.2%	*	*	98.0%	96.0%
Local Development Corporations receiving AvenueNYC grants	48	43	39	*	*	N/A	N/A

Workforce Development: One Stop Centers

Workforce Development: One Stop Centers

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$0	\$12	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	89	122	0	0	0	0
Unsalaries	0	34	0	0	0	0
Subtotal	\$89	\$167	\$0	\$0	\$0	\$0
Other Than Personal Services						
Contractual Services	\$23,510	\$24,825	\$27,821	\$23,882	\$19,998	(\$7,823)
Contractual Services - Professional Services	7	55	0	0	0	0
Other Services & Charges	47	1,614	0	908	0	0
Property & Equipment	21	103	0	0	0	0
Subtotal	\$23,585	\$26,597	\$27,821	\$24,791	\$19,998	(\$7,823)
TOTAL	\$23,674	\$26,764	\$27,821	\$24,791	\$19,998	(\$7,823)
Funding						
City Funds			\$7,823	\$938	\$0	(\$7,823)
Federal Funds			19,998	23,853	19,998	0
TOTAL	\$23,674	\$26,764	\$27,821	\$24,791	\$19,998	(\$7,823)
Budgeted Headcount						
Full-Time Positions - Civilian	2	4	0	0	0	0
TOTAL	2	4	0	0	0	0

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

This 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. 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 Department's Fiscal 2016 Preliminary Budget includes \$20 million for Workforce Development: One Stop Centers, which is \$7.8 million less than the Fiscal 2015 Adopted Budget of \$27.8 million. There is a \$7.8 million decrease which is due to one-time City Council funding not reflected in Fiscal 2016.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the Workforce Development: One Stop Centers Division. Notable changes include a decline in the walk-in traffic at Workforce1 Centers, new jobseekers registered through the Workforce1 Career Center system, and Workforce1 system-wide job placements. Workforce1 now requires that businesses hire employees full-time or pay at least \$10 per hour

in order to access candidates through Workforce1. In the first four months of Fiscal 2015, SBS registered 21,557 new jobseekers through the Workforce1 Career Center system, a decrease of 37 percent from 33,989 registrants in the same period in Fiscal 2014, and periodic walk-in traffic decreased 30 percent for the centers. There were 8,642 Workforce1 job placements during the Fiscal 2015 period, a reduction of 27 percent from the 11,911 placements one year earlier. These reductions in overall customers served, registered and placed are anticipated results of SBS' strategy to ensure job quality and focus on connecting people to jobs with family sustaining wages.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Workforce1 systemwide job placements	30,900	28,166	36,097	25,000	25,000	11,911	8,642
New jobseekers registered through the Workforce1 Career Center system	73,518	84,515	82,619	*	*	33,989	21,557
Walk-in traffic at Workforce1 Centers	312,009	320,273	367,695	*	*	142,777	99,861
Vendors meeting job placement targets (%)		13%	42%	*	*	45%	N/A

Workforce Development: Program Management

Workforce Development: Program Management						
	Actual	Actual	Adopted	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$177	\$104	\$34	\$34	\$34	\$0
Full-Time Salaried - Civilian	3,101	3,099	3,416	3,565	3,564	148
Full-Time Salaried - Holding Code	0	0	0	34	42	42
Unsalariated	879	918	910	910	910	0
Subtotal	\$4,157	\$4,121	\$4,360	\$4,542	\$4,550	\$191
Other Than Personal Services						
Contractual Services	\$5,302	\$6,869	\$1,376	\$9,929	\$3,045	\$1,670
Contractual Services - Professional Services	602	138	2,445	242	2,445	0
Other Services & Charges	3,017	447	304	970	304	0
Property & Equipment	9	24	5	5	5	0
Supplies & Materials	46	9	41	23	41	0
Subtotal	\$8,976	\$7,488	\$4,171	\$11,168	\$5,841	\$1,670
TOTAL	\$13,133	\$11,609	\$8,531	\$15,711	\$10,391	\$1,860
Funding						
City Funds			\$380	\$10,423	\$2,241	\$1,860
Federal Funds			8,150	5,288	8,150	0
TOTAL	\$13,133	\$11,609	\$8,531	\$15,711	\$10,391	\$1,860
Budgeted Headcount						
Full-Time Positions - Civilian	45	37	47	36	36	(11)
TOTAL	45	37	62	36	52	(11)

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Department's Fiscal 2016 Preliminary Budget includes \$10.4 million for Workforce Development: Program Management, which is \$1.9 million more than the Fiscal 2015 Adopted Budget of \$8.5 million. The \$1.8 million increase is due to the Cool Roofs program, for the painting of one million square feet of rooftops white to reflect sunlight and reduce building energy use. There is also a \$65,000 increase due to collective bargaining adjustments.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the Workforce Development: Program Management Division. Performance in this area saw a large impact from the temporary expiration of the State Law authorizing the Lower Manhattan Energy Program (LMEP) and Energy Cost Savings Program (ECSP). The law had expired on June 30, 2013 and was not renewed until April 2014, meaning the programs were frozen for about nine months of the year. Therefore, it is not surprising that Fiscal 2014 saw declines in a number of indicators (including participants, savings, and job) associated with activity in the LMEP, a program that provides property owners and commercial tenants in eligible buildings a reduction in electricity, transportation and delivery costs. In the first four months of Fiscal 2015, businesses approved for ECSP saved \$208,000 in energy costs and

created or retained 619 jobs as a result of the program, compared to no activity for the same time in Fiscal 2014. The LMEP, for which indicators are measured on a cumulative basis, had \$6.5 million in savings for active commercial tenants after four months of Fiscal 2015, compared with \$8.1 million in the same period a year earlier, and 1,059 commercial tenants active, compared to 1,095 tenants a year earlier. These decreases in cumulative LMEP benefits reflect the fact that some buildings finished their 12-year plan tenure since the earlier period, resulting in lower cumulative savings and tenancy for buildings receiving program benefits.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Value of Energy Cost Savings Program savings for businesses (\$000)	\$597	\$760	\$176	*	*	N/A	\$208
Jobs created or retained by Energy Cost Savings Program	2,521	4,122	361	*	*	N/A	619
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$25,032	\$17,418	\$14,546	*	*	\$8,053	\$6,498
Commercial tenants active in Lower Manhattan Energy Program	1,403	1,095	1,059	*	*	1,095	1,059
Number of jobs affected by businesses receiving Lower Manhattan Energy Program benefits (cumulative)	75,462	59,000	52,735	*	*	59,000	52,735
Number of businesses approved for Energy Cost Savings Program benefits	38	51	20	*	*	N/A	15
Total private dollars invested by companies benefiting from Energy Cost Savings Program (\$)	\$15,376,786	\$71,090,694	\$30,903,261	*	*	N/A	N/A
Total private dollars invested by companies benefiting from Lower Manhattan Energy Program (\$) (cumulative)	\$158,885,250	\$1,354,867	\$0	*	*	\$0	\$0

Workforce Development: Training

Workforce Development: Training

<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2016 - 2015
Spending						
Personal Services						
Additional Gross Pay	\$10	\$6	\$1	\$1	\$0	(\$1)
Full-Time Salaried - Civilian	394	400	418	406	0	(418)
Subtotal	\$403	\$405	\$418	\$407	\$0	(\$418)
Other Than Personal Services						
Contractual Services	\$9,004	\$8,672	\$8,444	\$7,726	\$5,305	(\$3,139)
Other Services & Charges	149	0	0	3	0	0
Supplies & Materials	2	0	0	0	0	0
Subtotal	\$9,155	\$8,672	\$8,444	\$7,729	\$5,305	(\$3,139)
TOTAL	\$9,559	\$9,077	\$8,862	\$8,136	\$5,305	(\$3,557)
Funding						
City Funds			\$7,919	\$7,193	\$4,362	(\$3,557)
Federal - Other			943	943	943	0
TOTAL	\$9,559	\$9,077	\$8,862	\$8,136	\$5,305	(\$3,557)
Budgeted Headcount						
Full-Time Positions - Civilian	6	6	6	6	0	(6)
TOTAL	6	6	6	6	0	(6)

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Department's Fiscal 2016 Preliminary Budget includes \$5.3 million for Workforce Development: Training, which is \$3.6 million less than the Fiscal 2015 Adopted Budget of \$8.9 million. The Center for Economic Opportunity (CEO) fights the cycle of poverty in New York City through innovative programs that build human capital and improve financial security. Launched by the Office of the Mayor in 2006, CEO works with both City agencies and the federal government to implement successful anti-poverty initiatives in New York and partner cities across the United States. SBS incorporates a sector-focused approach in NYC Business Solutions division, and has combined CEO and federal funding to better connect job seekers with businesses. The \$3.6 million decrease as well as the six position reduction is due to the fact that federal funds are not reflected in the agency's budget yet.

Performance Measures

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the Workforce Development: Training Division. Notable changes include a decline in the projected number of individuals receiving wage gains or new employment as a result of training funds awards, dollar value of new training funds awards and employer investment in training leveraged through new Training Funds awards in the first four months of Fiscal 2015 when compared to the same period in Fiscal 2014.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	510	590	888	*	*	101	41
Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	3:1	3:1	3:1	3:1	3:1	3:1	N/A
Number of businesses submitting eligible applications for NYC Business Solutions Training Funds	76	95	43	*	*	6	7
Dollar value of new Training Funds awards	\$1,015,062	\$1,225,375	\$1,550,456	*	*	\$196,898	\$90,606
Employer investment in training leveraged through new Training Funds awards (\$)	\$565,367	\$785,057	\$1,172,821	*	*	\$168,874	\$66,826
Projected number of individuals trained through NYC Business Solutions Training Funds	510	590	893	*	*	103	41

Appendix A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
SBS Budget as of the Adopted 2015 Plan	\$85,438	\$61,224	\$146,662	\$48,171	\$42,050	\$90,221
New Needs						
Advanced Solar Power programs with CUNY	\$57	\$0	\$57	\$57	\$0	\$57
Building Performance Study	619	0	619	0	0	0
EDC Clean Technology Incubators	2,503	0	2,503	575	0	575
MWBE Disparity Study.	1,570	0	1,570	70	0	70
NYC @ Co Reserve Funding	2,000	0	2,000	0	0	0
OER-Affordable Housing Bonus Cleanup Grants	330	0	330	440	0	440
OLTPS-Cool Roofs	828	0	828	828	0	828
OLTPS-LL84 Help Centers	186	0	186	186	0	186
OLTPS - Media and Marketing	1,000	0	1,000	1,000	0	1,000
OLTPS Green Buildings	781	0	781	781	0	781
SBS Funding Adjustment	150	0	150	150	0	150
MWBE Funding	25	0	25	1,400	0	1,400
OER BIG Funding	0	0	0	1,925	0	1,925
Small Business First	1,663	0	1,663	3,080	0	3,080
TGI Electricity	650	0	650	676	0	676
Subtotal New Needs	\$12,362	\$0	\$12,362	\$11,168	\$0	\$11,168
Other Adjustments						
1-4 Family Insurance Study	\$0	\$950	\$950	\$0	\$0	\$0
15 Coastal Protection Planning	0	5,255	5,255	0	0	0
AKRF EAS	0	300	300	0	0	0
BLGP Loan & Grant	0	18,000	18,000	0	0	0
Bus Workforce Program	0	7,824	7,824	0	0	0
CDBC Tech Support FEMA Fld Map	0	980	980	0	0	0
CDBG MultiFamily Insurance	0	190	190	0	0	0
CDBG-DR Program/Admin	0	1,825	1,825	0	0	0
Coney Island Creek CDBG Study	0	1,075	1,075	0	0	0
Consumer Edu- Flood Insurance	0	735	735	0	0	0
CSX Locomotive National Clean	0	1,000	1,000	0	0	0
DC 37 Collective Bargaining Increase	120	28	148	117	24	141
EAS - Berger	0	50	50	0	0	0
EAS-Parsons	0	50	50	0	0	0
FY 13 and 14 Sandy EDC FTA ER	0	6,092	6,092	0	0	0
FY 15-19 EDC Resiliency Staff	0	382	382	0	382	382
FY15 & OY CDBG- DR OTPS	0	16,587	16,587	0	250	250
FY 15 CDBG OTPS Rollover	0	353	353	0	0	0

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
FY 15 IC to SBS/EDC	\$0	\$493	\$493	\$0	\$0	\$0
FY15 NEG Parks (ISRP) & Admin	0	6,396	6,396	0	0	0
FY 15 TAA Budget Rollover	0	394	394	0	0	0
FY16 - FY18 CDBG - DR PS	0	0	0	0	207	207
HRO Dewberry (Increase)	0	15,538	15,538	0	0	0
HRO Dewberry Pre-Con	0	28,014	28,014	0	0	0
Hurricane Sandy - TGI FTA BMB	0	590	590	0	0	0
LongTerm Coastal Protection ED	0	4,905	4,905	0	29,430	29,430
Member Item Reallocation	507	0	507	0	0	0
MOER BF-EPA CW PET NPCR	0	46	46	0	0	0
MOER BF-EPA CW Petrol Belmon	0	50	50	0	0	0
MOER BF EPA Mariners Marsh R	0	3	3	0	0	0
MOER Brownfields - NYS BOA	0	59	59	0	0	0
NYC Service - Cool Roofs	100	0	100	0	0	0
OER-BF EPA Revolving Loan	0	224	224	0	0	0
OER-NYS REDC Grant	0	300	300	0		0
PS Adjustments	139	0	139	177	0	177
Reallocate IC Funds for SBS	0	58	58	0	0	0
Resiliency Related Plan and Ad	0	51	51	0	0	0
RISE Admin (Increase)	0	116	116	0	0	0
RISE Program Lump	0	4,800	4800	0	11,200	11,200
SBS IC	0	42	42	0	0	0
SBS L300 (Buyers) Collective Bargaining	1	0	1	2	0	2
Small Firm Assistance Rollover	0	1,817	1,817	0	0	0
Take the HELM	0	273	273	0	0	0
Temps for HRO	0	230	230	0	0	0
Total FY 13, 14 EDC FEMA Need	0	2,604	2,604	0	0	0
130 Cedar ST Rent & Insurance	0	95	95	0	0	0
Arch Scope Perez	0	525	525	0	0	0
BCG-HRO	0	350	350	0	0	0
BCG-HRO Payments	0	1,005	1005	0	0	0
Business Prog Planning Admin	0	288	288	0	0	0
CD Transfer for Non-Union Employees	0	4	4	0	5	5
CDBG General Plan and Admin 14	0	891	891	0	0	0
CEO Scholars at Work	490	0	490	0	0	0
City Council Member Items	70	0	70	0	0	0
Connect NYC	0	1,636	1,636	0	0	0
FY15 TAA Budget Increase	0	394	394	0	0	0
FY15 - FY19 CDBG-DR Alignment	0	1,878	1,878	0	206	206
FY16 November Plan - City Council Member Item Change -EDC	(1,000)	0	(1,000)	0	0	0

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
Hudson Yards Park Block 4	\$0	\$2,394	\$2,394	\$0	\$0	\$0
KAM Asbestos Amendment	0	2,935	2,935	0	0	0
KPMG Accrual	0	65	65	0	0	0
MWBE Disparity Study	(1,500)	0	(1,500)	1,500	0	1,500
OER Reallocation	(4,810)	0	(4,810)	4,810	0	4,810
OMEGA Asbestos Amendment	0	2,717	2,717	0	0	0
SBS IC Bus Program	0	16,745	16,745	0	0	0
Subtotal Other Adjustments	(\$5,884)	\$160,601	\$154,717	\$6,606	\$41,704	\$48,310
Total All Changes	\$6,479	\$160,601	\$167,080	\$17,774	\$41,704	\$59,478
SBS Budget as of the Preliminary 2016 Plan	\$91,917	\$221,825	\$313,742	\$65,945	\$83,754	\$149,699

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Appendix B: Fiscal 2015 Mayor's Management Report Performance Measures

SBS Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Unique businesses served by NYC Business Solutions	8,696	11,340	8,344	*	*	3,492	2,820
New businesses served by NYC Business Solutions	8,763	9,361	6,072	*	*	2,334	1,903
Financing awards to businesses facilitated by NYC Business Solutions	683	1,200	518	540	540	143	200
Unique businesses receiving financing awards facilitated by NYC Business Solutions	588	1,053	440	470	470	N/A	N/A
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$71,484	\$54,101	\$44,811	*	*	\$8,856	\$9,732
Businesses awarded NYC Business Solutions training funds	26	27	25	26	26	4	2
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	510	590	888	*	*	101	41
Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	3:1	3:1	3:1	3:1	3:1	3:1	N/A
Number of businesses submitting eligible applications for NYC Business Solutions Training Funds	76	95	43	*	*	6	7
Dollar value of new Training Funds awards	\$1,015,062	\$1,225,375	\$1,550,456	*	*	\$196,898	\$90,606
Employer investment in training leveraged through new Training Funds awards (\$)	\$565,367	\$785,057	\$1,172,821	*	*	\$168,874	\$66,826
Projected number of individuals trained through NYC Business Solutions Training Funds	510	590	893	*	*	103	41
Number of businesses receiving emergency assistance	352	1,280	193	*	*	60	31
Participants in business classes	8,573	8,487	6,309	*	*	2,185	1,892
Value of Energy Cost Savings Program savings for businesses (\$000)	\$597	\$760	\$176	*	*	N/A	\$208
Jobs created or retained by Energy Cost Savings Program	2,521	4,122	361	*	*	N/A	619
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$25,032	\$17,418	\$14,546	*	*	\$8,053	\$6,498
Commercial tenants active in Lower Manhattan Energy Program	1,403	1,095	1,059	*	*	1,095	1,059
Number of jobs affected by businesses receiving Lower Manhattan Energy Program benefits (cumulative)	75,462	59,000	52,735	*	*	59,000	52,735
Number of businesses approved for Energy Cost Savings Program benefits	38	51	20	*	*	N/A	15
Total private dollars invested by companies benefiting from Energy Cost Savings Program (\$)	\$15,376,786	\$71,090,694	\$30,903,261	*	*	N/A	N/A
Total private dollars invested by companies benefiting from Lower Manhattan Energy Program (\$) (cumulative)	\$158,885,250	\$1,354,867	\$0	*	*	\$0	\$0
Workforce1 systemwide job placements	30,900	28,166	36,097	25,000	25,000	11,911	8,642
New jobseekers registered through the Workforce1 Career Center system	73,518	84,515	82,619	*	*	33,989	21,557
Walk-in traffic at Workforce1 Centers	312,009	320,273	367,695	*	*	142,777	99,861
Vendors meeting job placement targets (%)		13%	42%	*	*	45%	N/A
City block faces receiving supplemental sanitation services through BIDs	1,468	1,468	1,480	3,562	3,562	1,480	3,562
Average acceptably clean BID sidewalk ratings (%)	99.0%	98.5%	96.5%	99.0%	99.0%	97.3%	96.8%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.74	\$1.50	\$1.38	*	*	N/A	N/A
Business Improvement Districts formed	3	0	2	*	*	1	1
Business Improvement Districts in planning	8	10	10	*	*	10	10
Total Business Improvement District funds spent on sanitation/maintenance (\$)	\$24,528,463	\$26,232,894	\$28,207,004	*	*	N/A	N/A
Average acceptably clean BID street ratings (%)	98.0%	97.5%	95.2%	*	*	98.0%	96.0%

SBS Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Local Development Corporations receiving AvenueNYC grants	48	43	39	*	*	N/A	N/A
Newly certified businesses in Locally-Based Enterprise Program	26	24	10	*	*	4	9
Total Minority and Women-owned Business Enterprises certified	3,526	3,700	3,783	3,896	4,013	3,666	3,802
Minority and Women-owned Business Enterprises awarded City contracts	633	651	684	691	698	N/A	N/A
M/WBEs awarded contracts after receiving procurement and capacity building assistance	439	447	472	477	482	N/A	N/A
Annual M/WBE recertification rate	62.5%	59.2%	60.4%	60.0%	60.0%	N/A	N/A
Newly certified and recertified businesses in M/WBE Program.	1,022	1,061	923	*	*	307	274
Value of City prime contracts awarded to M/WBEs	\$319,974,778	\$284,775,847	\$424,059,400	↑	↑	N/A	N/A
Value of City subcontracts awarded to M/WBEs	\$48,566,675	\$40,575,265	\$61,194,100	↑	↑	N/A	N/A
Instances of firms receiving procurement and capacity building assistance.	1,552	2,595	1,963	*	*	337	358
CORE facility rating	92	93	95	*	*	N/A	N/A
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	13,257	17,650	23,308	*	*	N/A	N/A
Number of emails sent to an agency (through NYC.gov or a publicized agency email address)	3,125	4,840	2,113	*	*	863	489
Number of letters sent to an agency	215	335	308	*	*	110	88
Average wait time to speak with a customer service agent (minutes) - Workforce1 Career Center				*	*	N/A	N/A
Average wait time to speak with a customer service agent (minutes) - NYC Business Solutions Center				*	*	N/A	N/A
Number of visits made to an agency walk-in facility - NYC Business Solutions Center				*	*	N/A	N/A
Agency customers surveyed for overall customer satisfaction - Total		16,129	3,100	*	*	N/A	N/A
Number of agency customers surveyed for overall customer satisfaction - Jobseekers		13,084	1,564	*	*	N/A	N/A
Number of agency customers surveyed for overall customer satisfaction - SBS Homepage (www.nyc.gov/sbs)	89	78	54	*	*	N/A	N/A
Number of agency customers surveyed for overall customer satisfaction - NYC Business Solutions		2,967	1,482	*	*	N/A	N/A

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Appendix C: SBS Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	001	002	003	004	005	006	007	Grand Total
Agency Administration and Operations	\$6,859	\$5,343						\$12,202
Business Development	5,562	2,470		866			3,513	12,411
Contract Svcs: Economic Development Corp					56,442			56,442
Contract Svcs: NYC&Co / Tourism Support		12,262						12,262
Contract Svcs: Other		12,557			0	0	0	12,557
Economic & Financial Opportunity: M/WBE			2,417	2,687				5,105
Economic & Financial Oppty: Labor Svcs			199					199
MO Industrial & Manufacturing Businesses		0						0
Neighborhood Development	1,151	1,675						2,826
Workforce Development: One Stop Centers							19,998	19,998
Workforce Development: Program Management	643					3,907	5,841	10,391
Grand Total	\$14,215	\$34,307	\$2,616	\$3,553	\$57,385	\$3,907	\$33,714	\$149,699