

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Helen Rosenthal
Chair, Committee on Contracts



Report of the Finance Division on the
Fiscal 2018 Preliminary Budget and the
Fiscal 2017 Preliminary Mayor's Management Report for the
Department of Contracts

March 7, 2017

Finance Division

Latonia McKinney, Director
Regina Poreda Ryan, Deputy Director
Nathan Toth, Deputy Director

Paul Scimone, Deputy Director
Brandon West, Senior Financial Analyst
John Russell, Unit Head

Table of Contents

Mayor’s Office of Contract Services Overview..... 1

Fiscal 2018 Budget Overview 2

Preliminary Fiscal 2018 Contract Budget Highlights 3

Procurement Indicators 5

 Minority and Women-Owned Businesses (M/WBE) 6

 Human Service Contracts..... 7

Appendix A: Contract Budget by Agency 8

Appendix B: Contract Budget by Type..... 9

Mayor's Office of Contract Services Overview

The Mayor's Office of Contract Services (MOCS) is responsible for overseeing, supporting and promoting the City's procurement system by discharging the Mayor's contracting responsibilities under the City Charter, Procurement Policy Board (PPB) rules and applicable local laws. MOCS establishes policies, procedures and guidelines for the implementation of PPB rules and local laws. MOCS is authorized to perform pre- and post-audit reviews and to provide all necessary determinations, approvals and certifications related to agency procurement actions. MOCS is also responsible for maintaining the City's central contract registry.

There are three goals that guide MOCS' efforts. First, MOCS aims to achieve the best value for the taxpayers' dollar, high quality goods and services, with timely delivery, at fair and reasonable prices. Second, MOCS seeks responsible business partners, i.e., vendors whose records of integrity, financial capacity and successful performance justify the use of tax dollars. And third, so that the City can continue to obtain the best value from responsible partners, MOCS ensures that the contracting process delivers fair treatment to all vendors. MOCS accomplishes its mission by:

- Working with and overseeing the activities of each Agency Chief Contracting Officer (ACCO) in the development and approval of their procurement actions;
- Ensuring that the vendors the City does business with are responsible;
- Maintaining a comprehensive vendor information system known as VENDEX;
- Supporting continued outreach to the vendor community, and maintaining the Public Access Center where the general public can access public contract information;
- Conducting public hearings prior to the awarding of contracts; and
- Working in conjunction with the Financial Information Services Agency (FISA) and most Mayoral agencies, maintaining centralized, citywide bidder lists, which agencies use to solicit vendors.

This report provides a review of MOCS' Fiscal 2018 Preliminary Budget, the City's Preliminary Contract Budget for Fiscal 2018, and the Fiscal 2016 Agency Procurement Indicators Report (Procurement Report). MOCS' budget is within the Mayor's budget (Agency 002). The first section discusses MOCS' budget, the second provides an overview of the City's contract budget, and the third presents a few key performance indicators that MOCS tracks in its Procurement Report.

Fiscal 2018 Budget Overview

Table 1 - MOCS Financial Summary

<i>Dollars in Thousands</i>	2016	2017	Preliminary Plan		*Difference
	Actuals	Adopted	2017	2018	2017 - 2018
Spending					
Personal Services	\$4,168	\$10,333	\$9,863	\$12,104	\$1,771
Other Than Personal Services	611	787	1,710	1,468	\$681
Total	\$4,779	\$11,120	\$11,573	\$13,571	\$2,452
Budgeted Headcount					
Full-Time Positions	72	153	158	158	5

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Fiscal 2018 Preliminary Budget for MOCS totals \$13.6 million, including \$12 million for Personal Services to support 158 full-time positions. Of the 158 full-time positions, 37 positions work on contracts related to capital projects and are funded through Inter-fund agreements. When compared to the Fiscal 2017 Adopted Budget, MOCS' Fiscal 2018 Preliminary Budget increases, primarily due to new needs associated with Minority/Women-owned Business Enterprise (M/WBE) utilization and technology to improve the procurement system. Of the 158 budgeted headcount, currently 87 are filled. There are 71 full-time vacancies. According to MOCS, the office has not hired for the vacant positions because of a limitation in physical office space. MOCS is pursuing a larger space in order to accommodate more staff to work on programs and fill its vacant headcount. There is a decrease in the Fiscal 2017 budget because of PS accruals for 12 vacant positions. For Fiscal 2018, MOCS' budget accounts for approximately 10 percent of the Mayoralty's total budget of \$140 million.

MOCS has pursued Budget Actions in order to support M/WBEs and create a better procurement system that expedites the registration process for all potential vendors. Budget actions for MOCS in Fiscal 2018 includes:

- M/WBE Support Resources.** The Preliminary Budget includes \$736,000 in Fiscal 2018 and outyears for the development of a Business Intelligence Tool for M/WBE. This application software is designed to retrieve and analyze data intended for operational and strategic planning for these vendors. This proposed increase would complement the funding additions made in the November 2016 Financial Plan to improve M/WBE access to City contracts. In the November Plan MOCS was allocated \$905,000 per year for ten additional positions to help target M/WBE vendors in registering and competing for City contracts. The November Plan also include additional Department of Small Business Services (SBS) funding of \$750,000 in Fiscal 2017 and Fiscal 2018 for consulting services to support MOCS in its outreach to M/WBE vendors.
- Procurement Process Technology Improvements (PASSPort).** The Preliminary Plan transfers \$830,000 per year to MOCS for seven additional positions from the Department of Information Technology and Telecommunications (DoITT) to pursue an upgrade of MOCS' procurement system called the Procurement and Sourcing Solutions Portal (PASSPort). This upgrade includes a replacement of the VENDEX questionnaire system, Automated Procurement Tracking System (APT), and other account management systems and includes improvements to allow vendors to complete City contracts faster. The Department of Education will also be included into the PassPort system for the first time.

MOCS is working with the Department of Education to integrate the Department's procurement system into the City's. The Fiscal 2017 Preliminary Plan for the Department of Information Technology and Telecommunications (DoITT) included \$13.2 million in Fiscal 2016, and \$5.7 million in Fiscal 2017 and in the outyears for the PassPort system. This funding supports an additional six positions. Of the Fiscal 2016 total funding, \$8.8 million was unused and rolled into Fiscal 2017.

- **City Wide Savings Program.** MOCS anticipates a savings of \$154,000 in Fiscal 2017 because of PS accruals related to vacancies. MOCS has delayed the hiring of additional positions because it does not have sufficient space for more workers. It's inability to hire has prevented MOCS from adding additional support to the overall mission of the agency, and the expanding support to vendors.

MOCS is currently working on major initiatives that include improving procurement operations and providing greater access to smaller community-based organizations, including M/WBEs, seeking to contract with the City.

- **Nonprofit Resilience.** MOCS is participating in a nonprofit resilience committee, and is working to reduce redundancy in the procurement process by maintaining regular communication with various vendors.
- **Health and Human Services (HHS) Accelerator Improvements.** HHS Accelerator provides a paperless process for managing budgets, invoices and payments for the City's health and human services contracts. MOCS is continuing to improve the HSS Accelerator system by focusing on usability and updates within the system to allow vendors to download large sets of data and necessary information in more user-friendly formats.

Preliminary Fiscal 2018 Contract Budget Highlights

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 a subset of the OTPS portion of the City's Expense Budget and sets forth anticipated contractual spending for each agency.

Table 2 - Contract Budget Financial Summary

<i>Dollars in Millions</i>	Actuals		Adopted	Preliminary Plan		*Difference
	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	2017 - 2018
Contract Budget	\$12,338	\$13,714	\$14,998	\$16,220	\$14,393	(\$605)
Number of contracts	17,074	17,259	18,008	18,217	17,727	(281)

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Fiscal 2018 Preliminary Contract Budget totals \$14.39 billion, which represents approximately 17 percent of the City's total budget. The Fiscal 2018 Preliminary Contract Budget proposes 17,727 contracts, slightly less than the Fiscal 2017 Adopted Contract Budget. Total funding for the Fiscal 2018 Contract Budget decreases slightly from the Fiscal 2017 Adopted Budget. The Fiscal 2018 Preliminary Contract Budget includes funding for new needs, including increases to Department of Correction contracts, wage increases for human service contractors, and investing in additional slots for School's Out NYC (SoNYC). However, it does not include

Council discretionary funding. Additionally, a significant portion of federal and state grants for contractual services has yet to be recognized for Fiscal 2018.

For Fiscal 2017, the Contract Budget increases by \$1.2 billion since Adoption. The increase can be largely attributed to the recognition of federal and state grants in the November Financial Plan. In addition to these grants, there were funding shifts within HRA in the November Plan for the restructuring of Department of Homeless Services (DHS) that were net zero. Additional major programs funded through these grants include \$32 million for Special Education aid from the State. The Department of Environmental Protection (DEP) includes an increase of \$134 million in its contract budget, which mainly reflect a re-estimate in federal funding for the Build It Back program. The Department of Sanitation (DSNY) contract budget reflects a decrease because of insourcing and for services previously contracted out to independent carters, as well as the Department’s savings plan and the delay of long-term waste export contracts. These contracts are a part of the ten-year Solid Waste Management Plan, and require each borough to dispose of its waste. The capital projects associated with creating Marine Transfer Stations have been continually delayed and as a result, the anticipated costs have been pushed back and used as savings.

Notable Preliminary Budget Contract Increases

- **Department of Correction (DOC) Discharge Planning Services Contract Increase.** The Fiscal 2018 Preliminary Plan includes one-time funding of \$3.3 million in Fiscal 2017 to increase contracts with the Osborne Association and Fortune Society with the Department of Correction. The two organizations provide discharge-planning services through DOC’s I-CAN program.
- **Human Services Increase.** The Preliminary Plan adds \$12.1 million in Fiscal 2017 and \$19.7 million in baselined funding in Fiscal 2018 and in the outyears to provide wage adjustments to 90,000 people, to be consistent with City labor patterns.

Table 3 - 10 City Agencies with Largest Contract Budget
Dollars in Thousands

Agency Name	2018	Number of contracts
Department of Education	\$6,590,741	5,660
Administration for Children's Services	1,891,511	1,330
Department of Homeless Services	1,193,704	539
Dept. of Health & Mental Hygiene	791,157	1,278
Department of Social Services	626,901	1,227
Dept. of Youth & Community Dev.	536,302	1,155
Department of Sanitation	503,558	181
Miscellaneous	332,710	77
Dept. of Info. Tech. & Telecom.	265,710	112
Department for the Aging	258,221	1,394
Total	\$12,990,514	12,953

- **Department of Education (DOE) Upgrades.** The Plan includes additional funding for the Special Education Student Information System (SEGIS) upgrades, budgeted at \$10.4 million in Fiscal 2017 and \$10.1 million in Fiscal 2018. DOE will also be using additional funding of \$15.8 million in Fiscal 2017 and \$8 million in Fiscal 2018 for broadband conversation and upgrade.

Table 3 lists the 10 City agencies with the largest proposed contractual spending for Fiscal 2018. Collectively, these agencies are responsible for 90 percent of total contract expenditures for the fiscal year. Education contracts alone, not including school construction, account for 46 percent of the total contract budget. As a part of the Education contract budget for Fiscal 2018, \$1.19 billion is allocated for transportation of pupils, \$1.89 billion for charter schools, and \$1.4 billion for additional funding for contract schools for services for handicap children where the BOE does not have adequate facilities. The largest component of the Administration for Children's Services contract budget is \$836 million for daycare services. The largest component, the Department of Homeless Services contract budget, is \$712 million for services for families in emergency or transitional settings.

For additional information please see Appendix A which displays the Contract Budget by Agency and Appendix B which shows the Contract Budget by Type of Contract.

Procurement Indicators

According to MOCS' Procurement Indicators report, New York City procured \$15.3 billion of goods and services through more than 41,000 transactions in Fiscal 2016. These transactions resulted in direct services to New Yorkers, helped maintain the City's infrastructure, and secured the operation of City government. MOCS tracks procurement in six major industry categories: architecture/engineering, goods, construction services, human services, professional services, and standard services. The Procurement Indicators report will not match with the expense contract spending because these figures include multiyear funding, and do not include DOE or SCA portions of the contract budget, as well as construction costs.

Table 4 illustrates Fiscal 2016 citywide procurement by category. Procurement for Human Services and Professional Services account for over half of the total. Professional Services include spending for accountants, lawyers, doctors, computer programmers, and an array of consulting services, including medical, information technology, and management consulting. Human Services includes spending for community service and community based organizations. Of the Human Services spending, \$1.36 billion is for ACS, followed by \$938 million for DHS and \$884 for DYCD.

Industry	Fiscal 2016	
	Count	Contract Value (In Thousands)
Architecture/Engineering	142	\$325,633
Construction Services	9,156	2,458,934
Goods	8,762	1,296,908
Human Services	4,446	4,311,842
Professional Services	1,769	3,630,234
Standardized Services	3,830	1,508,592
Total	28,105	\$13,532,142

Source: Fiscal 2016 Agency Procurement Indicators, MOCS

Table 5 lists the 15 largest contracts awarded in Fiscal 2016. These contracts represent different initiatives by several agencies to strengthen the City's economy and infrastructure, maintain the cleanliness of the City, support families, and reduce the human impact on the environment. These 15 contracts comprised 25 percent of the City's procurement spending in Fiscal 2016. The Department of Small Business Services awarded two contracts totaling \$2.5 billion to the New York City Economic Development Corporation (NYCEDC).

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

Agency	Vendor Name	Purpose	Contract Value (In thousands)
SBS	NYC Economic Development Corp	To Promote Citywide Economic Development	\$1,970,605
SBS	NYC Economic Development Corp	To Promote Citywide Economic Development as Related to Maritime projects	508,197
DHS	Bowery Residents' Committee Inc.	Transitional Residential Housing for Adults	209,782
MOCJ	The Legal Aid Society	Indigent Criminal Defense Services	187,398
DEP	Skanska-Picone 26W Joint Venture	Preliminary Treatment Reliability Improvements at the 26 th Ward Wastewater Treatment Plant	134,350
DSNY	Zevel Transfer, LLC	Acceptance of Non-Organic Waste	123,808
DCAS	Peckham Asphalt Resale Corp Parco	Asphalt and Cement Bulk Delivery for NYC	86,396
DDC	MFM Contracting Corp.	Reconstruction of Worth Street – Hudson Street to Park Row	80,014
DEP	Hazen & Sawyer	Combined Sewer Overflow Abatement Facility for Gowanus Canal	78,655
ACS	St. Vincent's Services Inc.	Family Foster Care	77,913
ACS	Graham-Windham	Family Foster Care	72,242
DoITT	Coranet Corp.	Citywide Contract for Maintenance CISCO Support	68,100
DoITT	Dell Marketing LP	Microsoft Enterprise License Agreement	67,461
HRA	Fedcap Rehabilitation Services Inc.	Comprehensive Wellness Assessment	66,062
DOT	Tully Construction Co. Inc.	Rehabilitation of Roosevelt Avenue Bridge in Van Wyck, Queens	60,455
TOTAL			\$3,791,439

Source: Fiscal 2016 Agency Procurement Indicators, MOCS

Minority and Women-Owned Businesses (M/WBE)

Established by local law, the M/WBE Program aims to correct the imbalance between the quantity of M/WBE firms within the City that are ready, willing, and able to work on City contracts, and the number of City contracts actually awarded to them. Under the law, agencies are directed to set aspirational M/WBE participation goals on standardized services contracts.

As Table 6 below shows, prime contracts subject to the M/WBE Program accounted for 35 percent of all applicable contracts with a total value of \$609 million. In Fiscal 2016, the City achieved a combined prime and subcontract M/WBE utilization rate of 14 percent among contracts subject to the City's M/WBE program. This represents a significant increase from 8 percent combined utilization achieved in Fiscal 2015.

Mayor de Blasio launched an advisory council on M/WBE comprised of leaders in a variety of industries as well as professional and advocacy organizations in 2016 in order to increase certification and meet contract award goals for M/WBEs. MOCS participates on this council, provides advice for the members, and makes recommendations for improving internal systems, as well as the chair of the City Council Contract Committee.

Table 6 Utilization of Prime Contracts Subject to the M/WBE Program by Industry and Size - Fiscal 2016

Industry / Size Group	Total M/WBE Contracts			Total Applicable Contracts	
	Count	Value	%	Count	Value
<i>(Dollars in Thousands)</i>					
Construction Services	4,133	\$242,472	12%	9,070	\$1,974,232
Goods	3,579	40,251	43%	8,976	94,575
Professional Services	219	234,441	20%	1,179	1,202,152
Standardized Services	1,279	92,114	7%	6,872	1,286,306
TOTAL	9,210	\$609,277	13%	26,097	\$4,557,266
≤\$20K	8,558	\$33,525	34%	24,128	\$99,700
>\$20K, ≤\$100K	506	30,209	42%	1,204	71,479
>\$100K, ≤\$1M	60	32,425	25%	262	129,555
>\$1M, ≤\$5M	47	133,053	19%	255	692,237
>\$5M, ≤\$25M	38	345,189	16%	215	2,170,889
>\$25M	1	\$34,877	3%	33	\$1,393,407

Source: Fiscal 2016 Agency Procurement Indicators, MOCS

Prime contracts awards rose to 13 percent, from 7 percent in Fiscal 2015. Small purchase utilization increased from 28 percent in Fiscal 2015 to 42 percent in Fiscal 2016. Although subcontract utilization decreased in Fiscal 2016 to 31 percent, compared to 44 percent reported in Fiscal 2015, the value of awards made to M/WBEs increased from \$75.2 million in Fiscal 2015 to \$118.9 million in Fiscal 2016.

Human Service Contracts

Human service contracts comprised \$4.7 billion of the \$15.3 billion Fiscal 2016 Budget. The largest portion of these contracts were with Administration of Children's Services (ACS), which comprised \$1.36 billion, followed by DHS at \$937.7 million and DYCD at \$883.7 million. The largest increase in contract procurement citywide between 2015 and 2016 was in human services, which almost doubled from \$2.3 billion in the prior year. Because multi-year contracts are included in the total of the year they begin, funding will fluctuate between fiscal years because of when large contracts begin and end.

HHS Accelerator was launched in 2013 to simplify and expedite the contract process for client and community-based services providers. Redundant paper-based requirements were removed, processes re-engineered, and contract documents standardized; reducing administrative burdens. HHS Accelerator was merged with MOCS in Fiscal 2016. The vendor pool of entities prequalified to compete for RFPs through HHS Accelerator increased by 39 percent to 2,546 providers in 2016.

HHS Accelerator provides a paperless process for managing budgets, invoices and payments for the City's health and human services contracts. In Fiscal 2016, nine agencies (ACS, DHS, DOP, DOE, DYCD, HPD, HRA, MOCJ and SBS) used a module of HHS Accelerator called HHS Financials to manage budgets and payments for 684 contracts valued at \$1.1 billion, expediting payment processing and providing greater transparency to providers.

Appendix A: Contract Budget by Agency

<i>Dollars in thousand</i>			Preliminary Plan				
Agency Name	FY 2017 Adopted	Number of contracts	FY 2017	Number of contracts	FY 2018	Number of contracts	% Change
Department of Education	\$6,336,597	5,640	\$6,378,111	5,647	\$6,590,741	5,660	4%
Administration for Children's Services	1,872,896	1,330	1,905,621	1,334	1,891,511	1,330	1%
Department of Homeless Services	1,090,724	544	1,428,885	545	1,193,704	539	9%
Dept. of Health and Mental Hygiene	805,363	1,277	796,525	1,262	791,157	1,278	(2%)
Department of Social Services	662,814	1,272	691,267	1,281	626,901	1,227	(5%)
Dept. of Youth and Community Devel	640,569	1,204	594,556	1,202	536,302	1,155	(16%)
Department of Sanitation	511,935	182	456,283	189	503,558	181	(2%)
Miscellaneous	371,070	111	390,168	112	332,710	77	(10%)
Department of Info Tech and Telecomm	283,180	112	326,853	112	265,710	112	(6%)
Department for the Aging	281,583	1,420	292,368	1,421	258,221	1,394	(8%)
Department of Transportation	225,628	579	265,559	605	225,704	579	0%
Department of Environmental Protection	254,355	392	387,665	392	163,063	385	(36%)
Police Department	110,736	438	146,781	446	137,573	440	24%
Debt Service	115,079	2	95,079	2	119,564	2	4%
Department of Small Business Services	176,550	71	281,728	81	108,621	69	(38%)
Housing Preservation and Development	267,048	286	514,052	271	105,308	204	(61%)
Fire Department	84,567	222	96,124	235	78,029	222	(8%)
Department of Finance	59,887	65	68,286	70	65,478	64	9%
Department of Citywide Admin Services	77,247	169	81,626	179	55,406	158	(28%)
Department of Correction	60,959	62	82,551	64	47,673	62	(22%)
Department of Parks and Recreation	57,033	288	83,859	300	46,883	287	(18%)
Law Department	42,601	429	59,367	430	33,051	429	(22%)
Office of the Comptroller	24,440	77	30,101	82	30,174	80	23%
Financial Information Services Agency	29,895	64	29,781	64	29,320	64	(2%)
Board of Elections	37,822	40	41,193	41	29,208	37	(23%)
Department of Cultural Affairs	59,622	703	58,863	702	28,812	659	(52%)
Department of Probation	22,653	23	23,477	23	20,166	24	(11%)
Department of Buildings	32,609	10	32,029	14	17,754	10	(46%)
Mayoralty	13,667	75	12,308	85	11,927	74	(13%)
City University of New York	10,224	76	33,699	76	10,224	76	0%
Department of Design and Construction	335,723	130	479,236	172	8,424	138	(97%)
All Other	42,798	715	56,154	778	30,102	711	(87%)
Total	14,997,874	18,008	16,220,155	18,217	14,392,979	17,727	(4%)

*The percentage difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

Appendix B: Contract Budget by Type

<i>Dollars in thousand</i>			Preliminary Plan				
Type / Object Code	2017 Adopted	Number of contracts	FY 2017	Number of contracts	FY 2018	Number of contracts	% Change
Charter Schools	1,697,559	221	1,698,496	221	1,886,454	235	11%
Pmts Contract/Corporat School	1,405,466	1,781	1,405,377	1,781	1,419,129	1,781	1%
Transportation of Pupils	1,137,922	344	1,138,025	344	1,189,822	344	5%
Maint & Oper of Infastructure	914,555	695	971,601	710	938,824	693	3%
Prof Serv Direct Educ Serv	862,825	1,253	851,581	1,255	838,481	1,253	(3%)
Day Care of Children	839,110	687	859,768	687	837,022	687	0%
Homeless Family Services	680,605	409	943,310	409	806,725	362	19%
Contractual Services General	1,489,374	891	1,975,334	914	783,122	861	(47%)
Mental Hygiene Services	518,272	474	533,670	478	545,269	474	5%
Childrens Charitable Institutin	457,682	70	460,050	71	459,671	70	0%
Education and Rec for Youth Prgm	476,589	652	475,673	654	435,482	629	(9%)
Payments to Delegate Agencies	538,151	1,999	512,870	1,998	431,266	1,916	(20%)
Homeless Individual Services	473,572	139	535,549	139	408,944	138	(14%)
Waste Disposal	387,426	32	359,471	32	392,397	32	1%
Prof Serv Other	390,274	1,161	516,883	1,218	305,491	1,167	(22%)
Data Processing Equipment	311,143	509	305,663	515	301,016	513	(3%)
Child Welfare Services	266,123	342	267,908	342	294,657	341	11%
Aids Services	257,708	117	237,946	117	257,708	117	0%
Maint & Rep General	152,931	982	200,296	986	170,282	986	11%
Head Start	165,686	89	173,355	89	162,686	89	(2%)
Employment Services	150,196	74	137,338	74	146,246	74	(3%)
Prof Serv Computer Services	153,172	309	209,342	320	143,034	309	(7%)
Security Services	129,342	195	149,432	198	141,663	192	10%
Prof Serv Curric & Prof Devel	120,429	604	118,898	606	130,078	605	8%
Prof Serv Legal Services	118,762	126	138,930	127	126,815	125	7%
Costs Assoc with Financing	101,516	10	86,115	10	110,118	10	8%
Legal Aid Society	107,251	1	107,251	1	107,251	1	0%
Home Care Services	90,903	118	90,903	118	90,903	118	0%
Temporary Services	45,533	275	56,366	288	45,955	271	1%
Payments to Counterparties	47,858	1	47,858	1	44,655	1	(7%)
Telecommunications Maint	44,265	267	50,691	261	44,061	272	0%
Economic Development	64,275	43	154,955	40	39,539	42	(38%)
Prof Serv Engineer & Architect	46,715	60	48,641	78	37,576	61	(20%)
Pat to Cultural Institution	65,483	698	68,207	697	34,673	654	(47%)

<i>Dollars in thousand</i>			Preliminary Plan				
Type / Object Code	2017 Adopted	Number of contracts	FY 2017	Number of contracts	FY 2018	Number of contracts	% Change
Printing Contracts	34,558	344	40,262	369	33,873	341	(2%)
Cleaning Services	29,734	324	37,420	323	32,823	322	10%
Prof Serv Accting & Auding	23,298	48	26,804	57	26,457	52	14%
Hospital Contracts	25,672	5	108	3	26,012	5	1%
Protective Services for Adults	23,424	10	23,424	10	23,424	10	0%
Training Prgm City Employees	19,299	303	31,353	320	22,006	305	14%
Homemaking Services	18,486	9	21,201	9	21,201	9	15%
Community Consultant Contracts	36,332	174	40,866	174	18,140	94	(50%)
Investment Cost	13,579	41	16,579	41	16,579	41	22%
Transportation Expenses	14,605	81	19,515	92	15,034	81	3%
Maint & Rep Motor Veh Equip	13,896	332	17,842	341	14,049	336	1%
Special Clinical Services	13,091	1	13,449	1	13,091	1	0%
Non Grant Charges	11,042	64	18,570	64	11,042	64	0%
Office Equipment Maintenance	10,252	619	10,787	621	10,367	618	1%
In Rem Maintenance Costs	1,583	18	502	4	1,510	18	(5%)
Bank Charges Public Asst Acct	299	6	304	7	299	6	0%
Bus Transp Reimbursable Prgms	53	1	53	1	53	1	0%
Social Services General	-	-	13,364	1	-	-	0%
TOTAL	\$14,997,874	18,008	\$16,220,156	18,217	\$14,392,976	17,727	(4%)

*The percentage difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

Continuation from Previous Page