

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 2020 Preliminary Plan and the
Fiscal 2019 Preliminary Mayor's Management Report for the

Department of Small Business Services

March 15, 2019

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Department of Small Business Services Overview

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



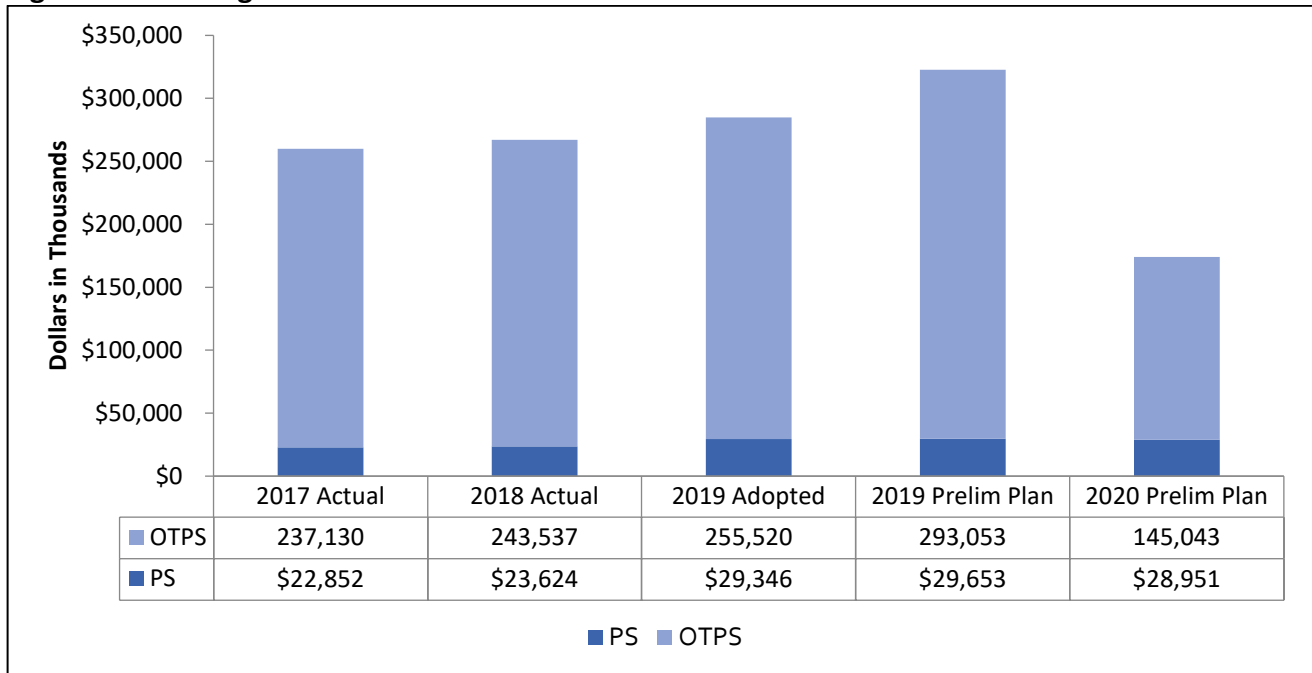
SBS' activities include:

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

Fiscal 2020 Preliminary Budget Highlights

The Department of Small Business Services’ Fiscal 2020 Preliminary Budget totals \$174 million, with \$29 million proposed for Personal Services to support 331 full-time employees. The Department’s Fiscal 2020 Preliminary Budget is \$110.9 million, or 38.9 percent less than the Fiscal 2019 Adopted Budget of \$284.7 million. This decrease in SBS’ budget reflects the \$110.5 million decline in its Other than Personal Services (OTPS) budget and \$395,000 decline in the Personal Services (PS) budget. The rather large decline in OTPS can be attributed to factors, including \$24.2 million in Council-funded initiatives in Fiscal 2019 not reflected in the budget, \$39.8 million in NYC School Bus Grant Program not reflected in the budget and the reduction of \$23.3 million in economic development contract services from the Fiscal 2019 Adopted Budget.

Figure 1: SBS Budget Overview: PS vs. OTPS



Fiscal 2020 Preliminary Plan Actions

There are no new needs in the Preliminary Plan and other adjustments are listed below.

Other Adjustments

- Business Services Re-estimate.** The Fiscal 2020 Preliminary Plan includes a total reduction of \$512,250 in Fiscal 2019, \$200,000 in Fiscal 2021 and \$80,000 in Fiscal 2023 through efficiency savings for the Workforce Training for Auto Workers and Auto Business Compliance program.
- Mayor's Office of Preservation and Development (MOPD) Access-VR.** The Fiscal 2020 Preliminary Plan includes \$35,250 in Fiscal 2019 and \$40,920 in Fiscal 2020 in State funding for Mayor's Office of Preservation and Development for Adult Career and Continuing Education Services Vocational Rehabilitation.
- Mayor's Office of Preservation and Development (MOPD) ICD Grant Renewal.** The Fiscal 2020 Preliminary Plan includes \$42,349 in Fiscal 2019 and \$30,036 in Fiscal 2020 in other categorical private funding from ICD Collaboratives LLC to cover staff costs for employee working on the grant that places New Yorkers with disabilities in competitive employment under the NYC: At Work initiative.

- **Re-estimates.** The Fiscal 2020 Preliminary Plan includes re-estimates in Personal Services (PS) in the amount of \$530,000 in Fiscal 2019 due to vacant positions.
- **Re-estimates – Workforce Development.** The Fiscal 2020 Preliminary Plan includes a reduction of \$486,750 in Fiscal 2019 through re-estimates for the Green Jobs Program for Fiscal 2019 as the current demand for the Green Job initiative has been lower than what was originally planned.

The program provides New Yorkers with access to energy assessments, installation services, low interest financing, and pathways to training for various green-collar careers. Programs for small businesses and not-for-profits offer access to walk-through energy assessments and low-interest financing. SBS believes that the reduction to this program will not adversely impact the program.

- **Tech in Residence Cyber Corps.** The Fiscal 2020 Preliminary Plan includes \$218,628 in Fiscal 2019, \$419,269 in Fiscal 2020 and \$421,407 in Fiscal 2021 for a Cyber NYC program. This is a \$30 million Mayoral commitment to create good-quality, high-paying jobs in cybersecurity. New York City Economic Development Corporation (NYCEDC) will provide a fee for service grant in the amount of \$1.2 million to support the Department of Small Business Services (SBS) Tech in Residence Cyber Corps over three years. Funding will cover salary and fringe costs for a Program Manager and OTPS costs for professional instructor trainings and faculty mentor costs.

Financial Plan Summary

In addition to City tax-levy funds, the Department of Small Business Services receives federal and State categorical grants. The Department's Fiscal 2020 Preliminary Budget is spread across 11 programs areas, some of which some are directly related to services that SBS provides, while others represent the expense budget of some Mayoral Office and non-City agencies, including the New York City Economic Development Corporation (NYCEDC); New York City and Company (NYC & Co.); the Center for Economic Opportunity (CEO); and the Trust for Governor's Island (TGI). The Mayor's Office of Industrial and Manufacturing Businesses program area has been combined with the Business Development program area. The expense budget and funding for these mayoral offices and non-City agencies flow through the contract budget of SBS.

Table 1: SBS Financial Summary

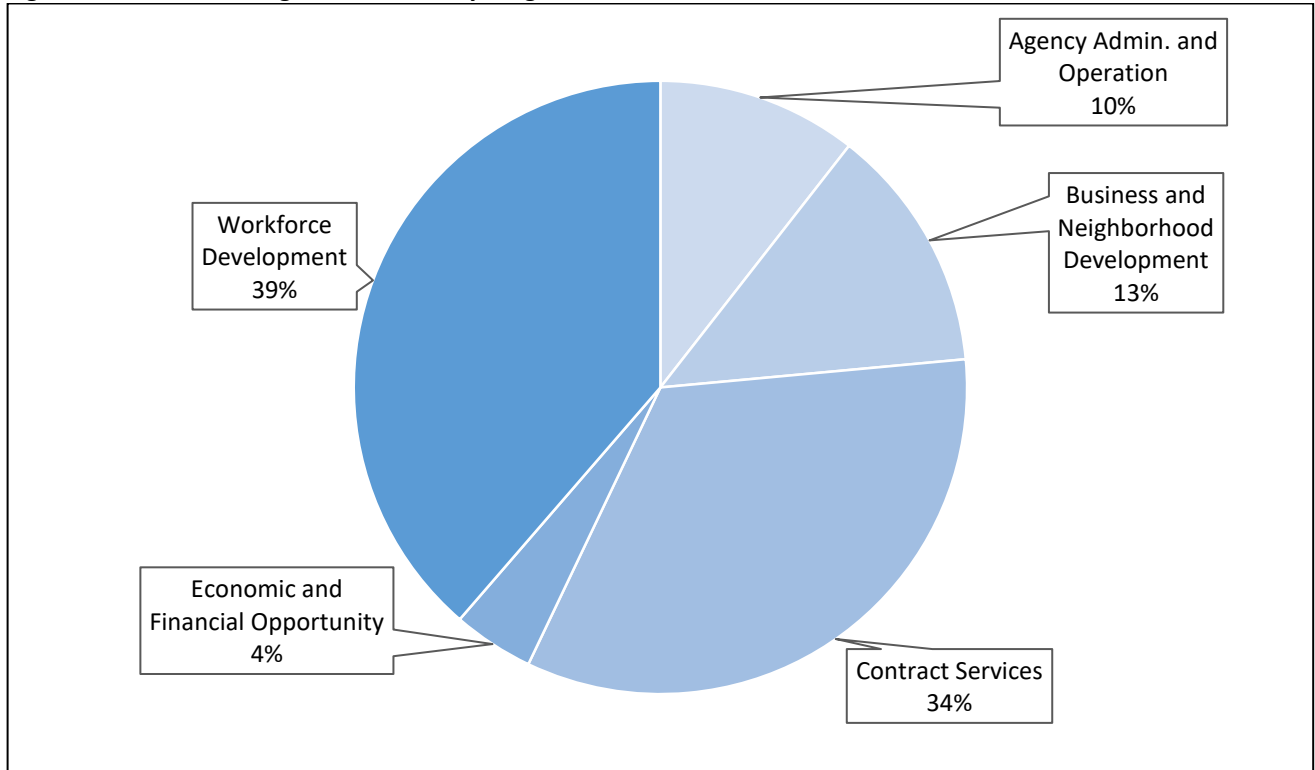
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services	\$22,852	\$23,624	\$29,346	\$29,653	\$28,951	(\$395)
Other Than Personal Services	237,130	243,537	255,520	293,053	145,043	(110,477)
TOTAL	\$259,982	\$267,161	\$284,866	\$322,706	\$173,994	(\$110,872)
Budget by Program Area						
Agency Administration and Operations	\$13,323	\$14,671	\$19,234	\$20,032	\$18,356	(\$878)
Business Development	57,644	70,904	64,547	71,702	15,140	(49,407)
Economic Development Corp	77,277	62,648	48,505	84,137	20,964	(27,541)
NYC & Co / Tourism Support	21,162	21,162	21,162	21,162	21,162	0
Contract Svcs: Other	19,519	18,584	17,593	20,150	16,260	(1,332)
Economic & Financial Opportunity: M/WBE	6,810	6,905	8,546	8,506	7,179	(1,367)
Economic & Financial Oppty: Labor Svcs	206	401	245	246	247	1
Neighborhood Development	9,245	10,272	20,418	12,421	7,446	(12,973)
Workforce Development: One Stop Ctr	32,043	35,842	30,190	34,350	27,366	(2,824)
Workforce Development: Program Mgmt	14,588	18,032	48,659	43,078	34,706	(13,953)
Workforce Development: Training	8,165	7,739	5,767	6,924	5,168	(599)
TOTAL	\$259,982	\$267,161	\$284,866	\$322,706	\$173,994	(\$110,872)
Funding						
City Funds			\$209,793	\$207,951	\$119,099	(\$90,694)
Other Categorical			301	9,168	630	329
State			2,000	2,229	2,041	41
Federal - Community Development			21,147	31,053	11,414	(9,733)
Federal - Other			48,047	58,265	40,250	(7,796)
Intra City			3,578	14,041	560	(3,019)
TOTAL	\$259,982	\$267,161	\$284,866	\$322,706	\$173,994	(\$110,872)
Budgeted Headcount						
Full-Time Positions - Civilian	267	256	376	360	331	(45)
TOTAL	267	256	376	360	331	(45)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

The Department's Fiscal 2020 Preliminary Budget is decreasing by \$110.9 million across all program areas, when compared to the Fiscal 2019 Adopted Budget. This overall decrease is driven by a range of factors including the reduction in economic development contract services and the absence of one-time City Council discretionary funding. The Department's Fiscal 2020 Preliminary Budget includes a net decrease of 45 full-time positions when compared to the Fiscal 2019 Adopted Budget. The decrease in budgeted headcount is due to the addition of nine new positions, offset by a decrease of 54 positions as explained later in the report.

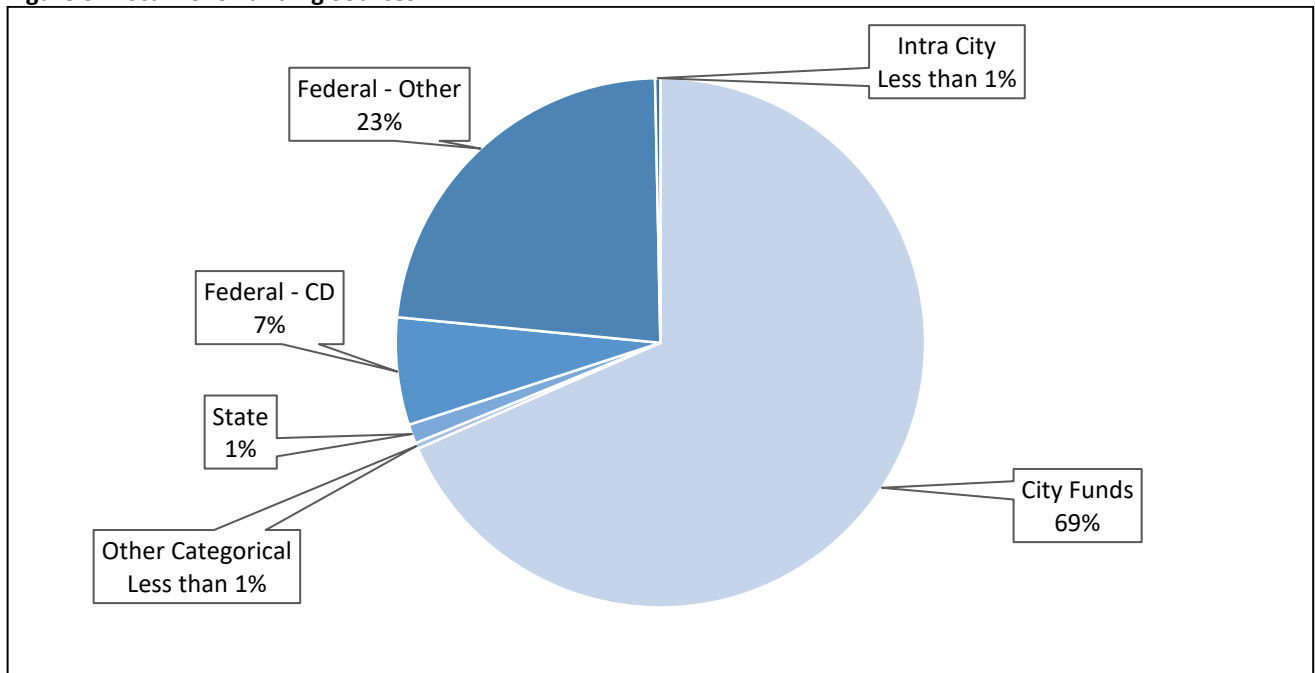
As shown in figure 2, SBS' budget is largely focused on two general program areas: (1) Contract Services - which funds contracts with the Economic Development Corporation, NYC & Company, and other not-for-profit and non-City agencies; and (2) Workforce Development - which funds the City's Workforce One Stop Centers, program management, training and the Workforce Investment Board. Together, these program areas comprise approximately 73 percent of the agency's budget.

Figure 2: Fiscal 2020 Budget Breakdown by Program Area



As shown in the figure below, SBS' budget is largely funded by City funds, which comprises 69 percent of the budget followed by federal funds at 23 percent.

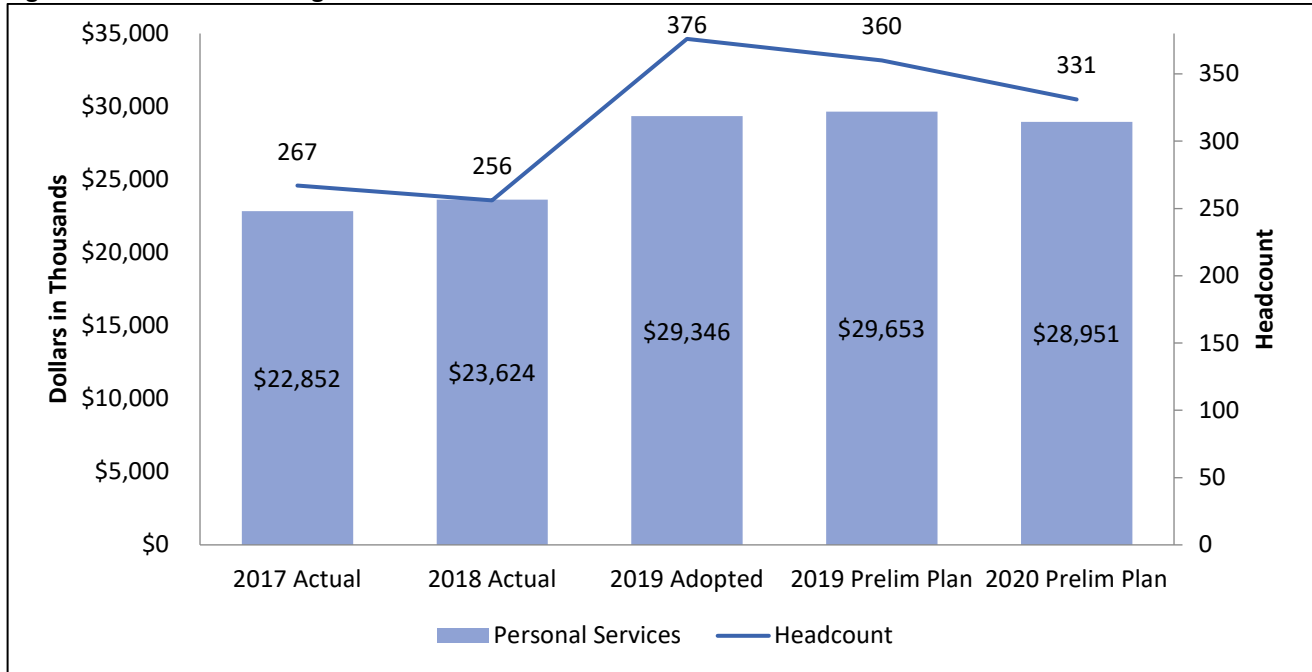
Figure 3: Fiscal 2020 Funding Sources



Headcount

The Department’s Fiscal 2020 Preliminary Budget provides funding for 331 full-time positions across all divisions, which is 45 positions or twelve percent less than the headcount at the Fiscal 2019 Adopted Budget.

Figure 4: Fiscal 2020 PS Budget and Headcount



In Fiscal 2020, SBS added an additional nine positions, offset by a reduction of 54 positions. Below is a table breaking down the changes by program.

Program/Action	Headcount Changes
Construction Safety Training initiative	(17)
Career Pathway Reporting	(13)
Community Development Block Grant Disaster Recovery (CDBG-DR) funding	(7)
Agency Vacancy Reduction Initiative	(7)
Center For Economic Opportunity (CEO) Initiatives	(5)
Support for Small Business Love Your Local (LYL)/Commercial Lease Assistance (CLA) Initiative	(4)
Mayor's Office of Preservation & Development (MOPD) NYC at Work Kessler Grant Initiative	(1)
Discretionary Management initiative	8
Agency Revenue Analyst	1
Net Changes	(45)

The changes in positions are in the following areas.

- A total of seventeen decrease in staff members is for the Construction Safety Training initiative. Because of Local Law 196 of 2017, new construction safety standards was required of workers on construction sites. SBS is responsible for the administration of equal access to training. As the services are mostly being provided by contractors, the number of staff members required at SBS for this program is less than what was planned.

- There is thirteen decrease in staff members due to Career Pathways reporting not being reflected in the budget. Career Pathways was initially funded in Fiscal 2016 for three years with the intent of improving the NYC Workforce system by creating and implementing a Career Pathways Workforce Development Plan. The intent was to build skills, increase job quality and improve system and policy coordination. Areas that were focused on included technology, healthcare, industrial and construction sectors. The agency is currently in conversation with OMB for the continuation of funding beyond Fiscal 2019.
- There is seven reduction in headcount related to Community Development Block Grant Disaster Recovery funding.
- There is seven reduction in headcount because of agency vacancy reduction initiative spearheaded by Office of Management and Budget (OMB).
- There is five decline in staff members tied to Center for Economic Opportunity initiatives.
- There is four decline in headcount tied to Support for Small Business Love Your Local (LYL) and Commercial Lease Assistance (CLA) Initiative. The Commercial Lease Assistance Initiative is a program at SBS through which the agency provides free legal services to businesses including signing a new commercial lease, amending, renewing, or terminating an existing commercial lease and addressing a commercial lease-related issue.

Through Love Your Local (LYL) SBS developed and tested interventions designed to help local, small businesses remain viable and stable participants in the diverse neighborhoods. Through this program SBS has come up with strategies that are effective in preventing neighborhood businesses from closing due to rising rents and other rising real estate costs.

- There is one decrease in headcount for the Mayor's Office of Preservation & Development (MOPD) NYC at Work Kessler Grant Initiative which was not renewed in this budget.
- There is eight increase in staff members for the management of Council initiatives. These eight staff members spearhead Council initiatives in the agency.
- There is one increase in headcount for an agency revenue analyst.

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 \$15.9 billion in Fiscal 2020, which is \$700 million less than the Fiscal 2019 Adopted Budget of \$16.6 billion. By comparison, SBS' \$136 million contract budget for Fiscal 2020 is \$105.8 million, or 43.8 percent less than its Fiscal 2019 Adopted Contract Budget.

Significant changes in SBS' Fiscal 2020 Preliminary Contract Budget are the \$23.3 million decline in economic development contracts, absence of funding of \$7.1 million for Career Pathways and \$3 million in contracts for the New York City's Minority and Women-Owned Business Enterprise (MWBE)

Bond and Loan Programs. A large portion of the decline can also be attributed to one-time Council funds not included.

The charts below illustrate the contract budget trend for the agency over the years, while Appendix B provides a breakdown of the agency’s Fiscal 2020 Preliminary and Fiscal 2019 Adopted Contract Budgets.

Figure 5: Total Budget vs. Contract Budget Trend

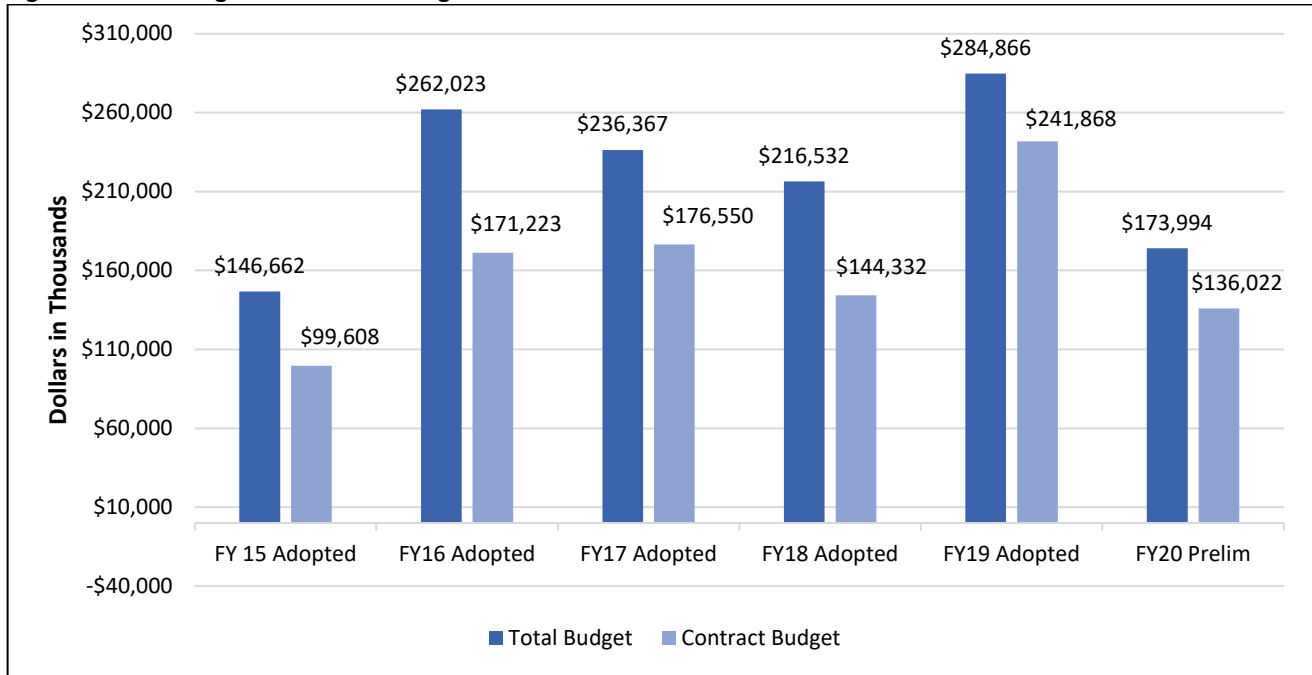
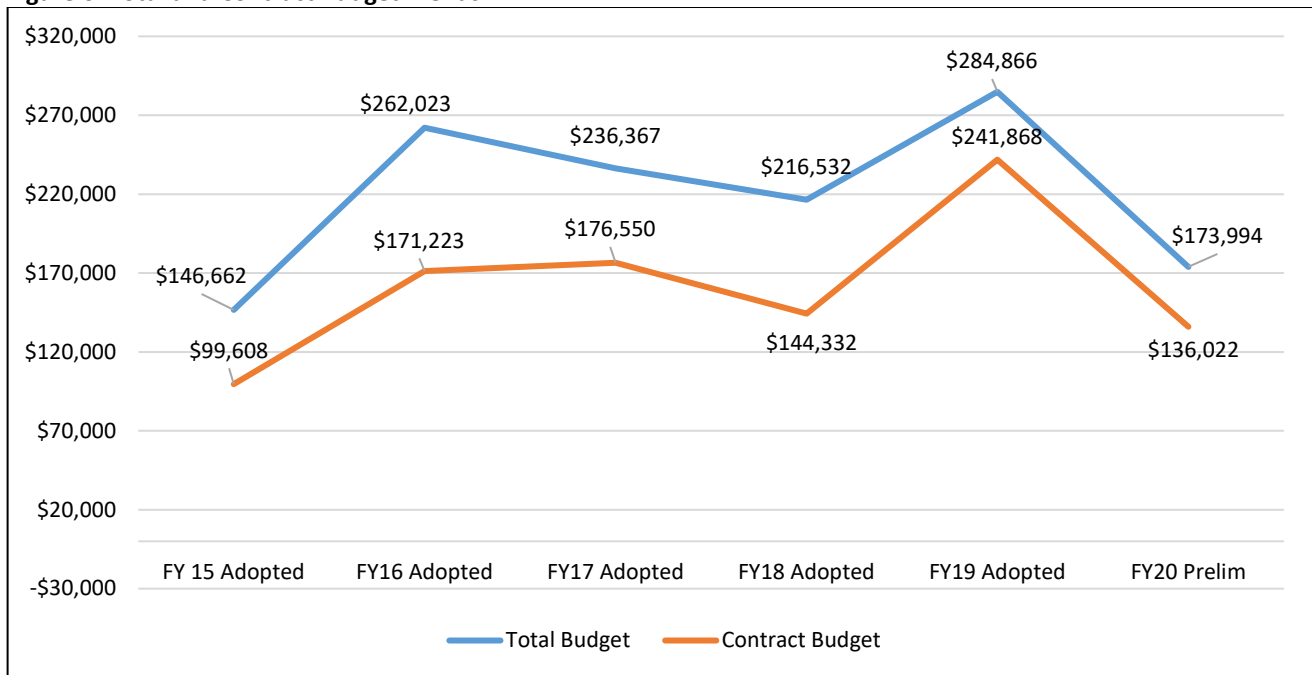


Figure 6: Total and Contract Budget Trends



Council Initiatives

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

At Fiscal 2019 adoption, the City Council added \$23 million to SBS' Fiscal 2019 budget for the Council's Small Business Services and Workforce Development initiatives.

This amount represented around eight percent of the Department's Fiscal 2019 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 2019 Council Changes at Adoption

<i>Dollars in Thousands</i>	
Council Initiatives	
Chamber on the Go and Small Business Assistance	\$1,889
Construction Site Safety Training	1,100
Day Laborer Workforce Initiative	1,970
Job Placement for Veterans	200
Job Training and Placement Initiative	7,824
Made in NYC	850
MWBE Leadership Associations	600
Neighborhood Development Grant Initiative	1,836
Worker Cooperative Business Development Initiative	3,609
NYC Cleanup	150
Anti-Poverty/Local/ Speaker's Initiative/Boro	3,062
TOTAL	\$23,090

Program Areas

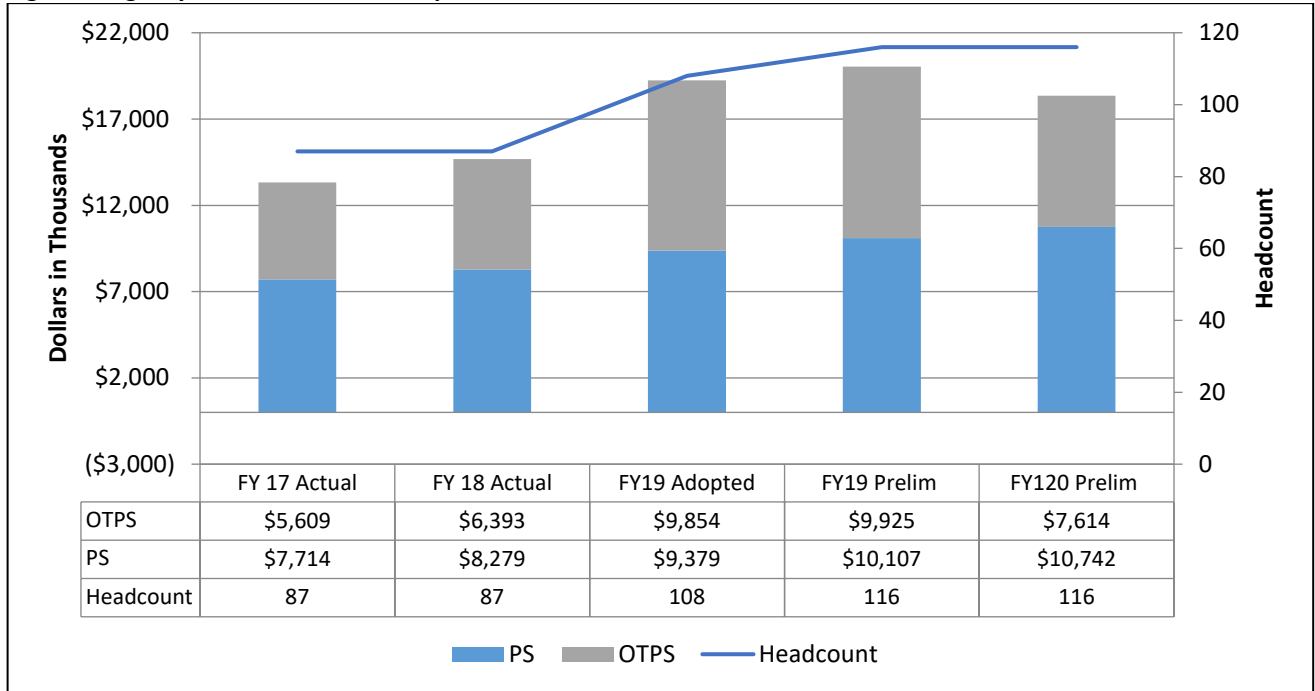
SBS's budget is spread across 11 programs areas some of which are program areas directly related to services that SBS provides while others represent the expense budget of some Mayoral Office and non-City agencies, including the New York City Economic Development Corporation (NYCEDC); New York City and Company (NYC & Co.); the Center for Economic Opportunity (CEO); and the Trust for Governor's Island (TGI).

The expense budget and funding for these mayoral offices and non-City agencies flow through the contract budget of SBS. SBS' budget is largely focused on two general program areas: (1) Contract Services (which funds contracts with the Economic Development Corporation, 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 73 percent of the agency's budget.

Agency Administration and Operations

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

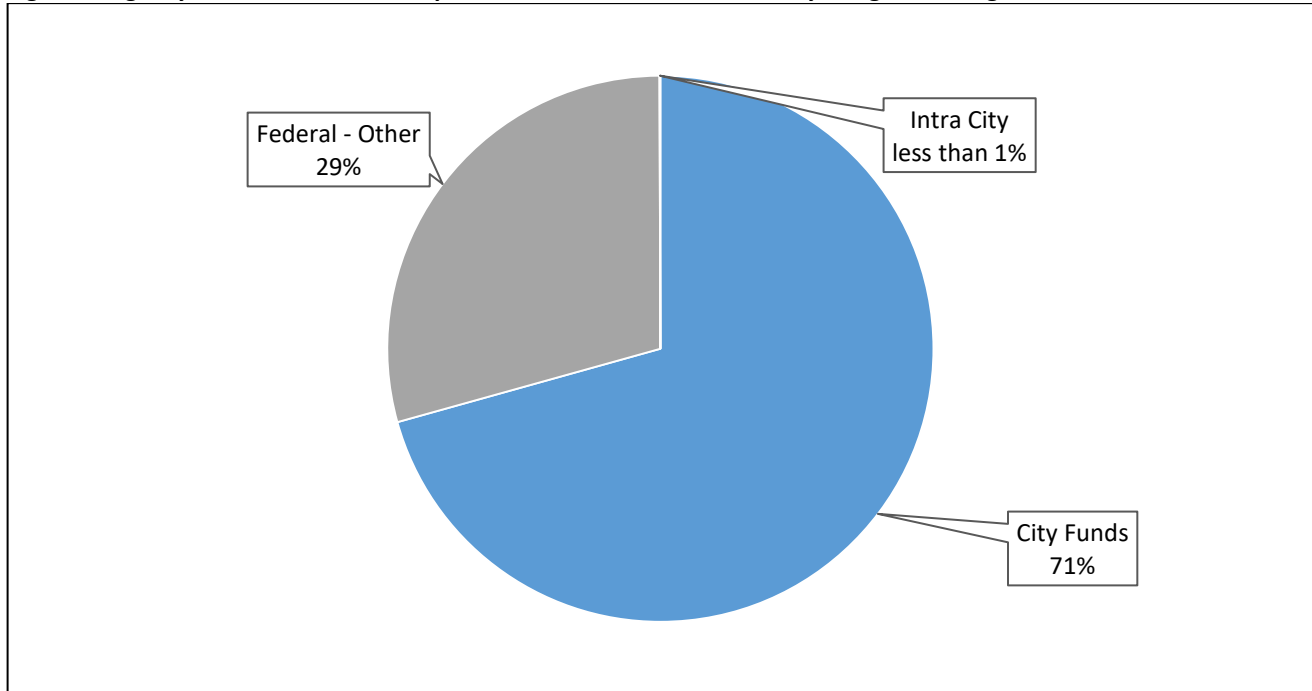
Figure 7: Agency Administration and Operations



The Department’s Fiscal 2020 Preliminary Budget includes \$18.5 million for Agency Administration and Operations, which is \$878,000 or nearly five percent less than the Fiscal 2019 Adopted Budget. The proposed budget for this program area represents ten percent of SBS’ total proposed budget for Fiscal 2020. This program area is funded primarily through City funds, which makes up 71 percent of the budget as illustrated in the chart below. The funding decrease for this program area is due to various changes in the Department’s OTPS budget to cover general expenses for various initiatives.

The \$874,000 decline is attributed largely to a decrease of \$1.5 million in Jerome Avenue Business Grant offset by increases in Collective Bargaining and other wage adjustments. The Jerome Avenue Business Grant was used by SBS to help business that are directly displaced and need to adapt to changes in the neighborhood.

Figure 8: Agency Administration and Operations – Fiscal 2020 Preliminary Budget Funding Sources



PMMR Performance Measures

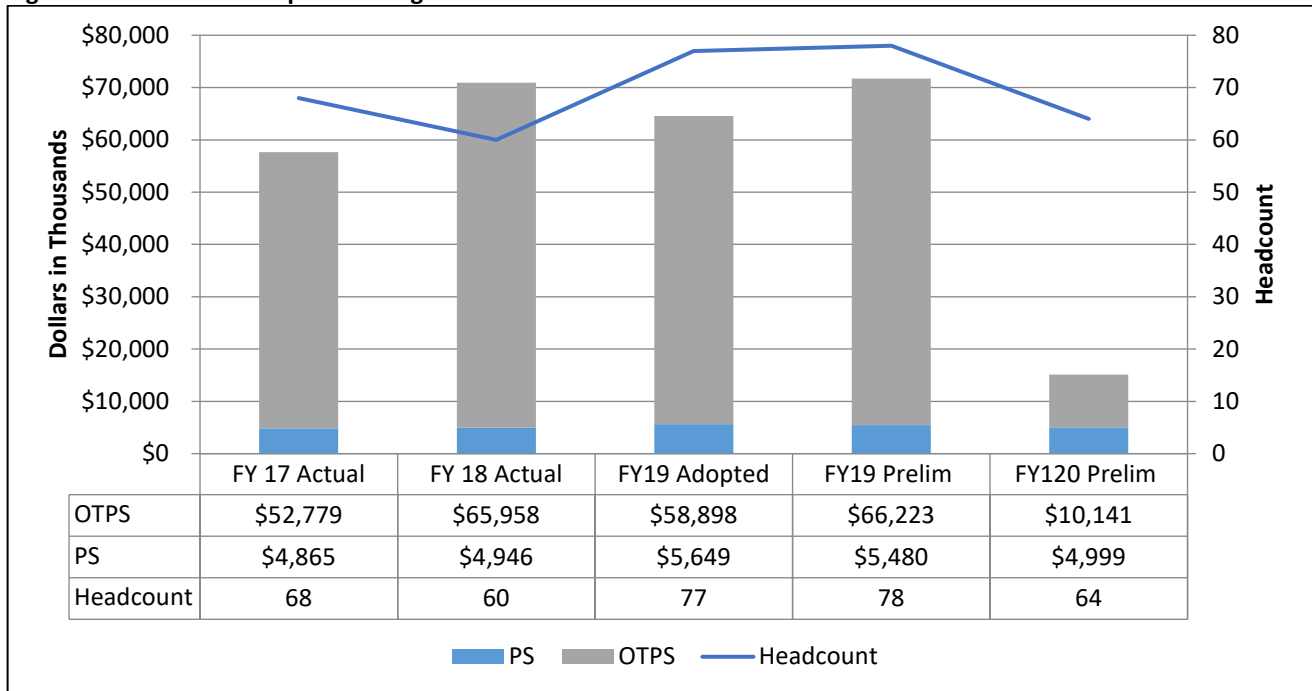
The Fiscal 2019 Preliminary Mayor’s Management Report (PMMR) shows that in the first four months of Fiscal 2018 and Fiscal 2019, SBS responded to all letters and emails within 14 days of receiving them. The number of completed customer requests for interpretation is slightly higher in Fiscal 2019 when compared to the same period in the prior Fiscal Year.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
CORE customer experience rating (0 - 100)	98	96	93	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	7,327	6,652	7,259	*	*	2,099	2,333

Business Development

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

Figure 9: Business Development Budget Overview



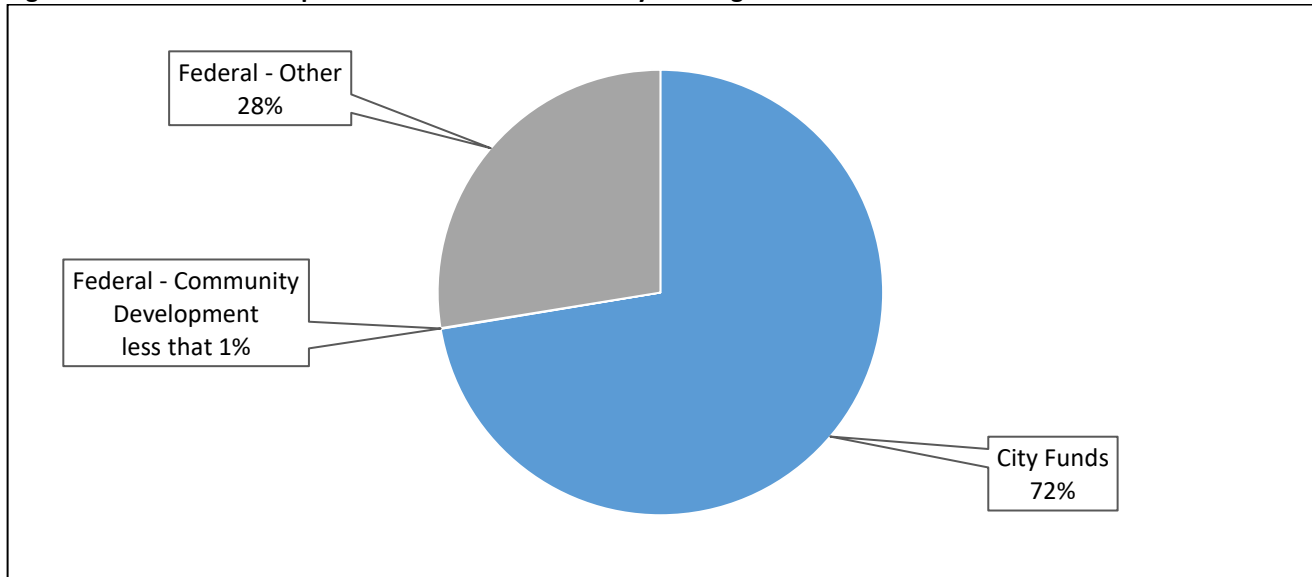
The Department’s Fiscal 2020 Preliminary Budget includes approximately \$15.1 million for the Business Development program area, which is \$49.4 million or 76.5 percent less than the Fiscal 2019 Adopted Budget. The budget for this program area represents almost nine percent of SBS’ total proposed budget for Fiscal 2020. This year-over-year reduction is attributable to reduction in funding in three areas: (1) school bus grant program, (2) MWBE programs; and (3) Community Development Block Grant – Disaster Recovery (CDBG-DR) funding.

The large decline in funding for this program area reflects the absence of \$39.8 million for the School Bus Grant Program. This is a program that supports the employment of experienced school bus workers impacted by changes in the Department of Education’s contracts for school bus transportation. The program was authorized by Local Law 44 of 2014, which the Council enacted at the request of the de Blasio Administration. The legislation authorized SBS to establish a grant program in relation to the employment of school bus drivers, attendants, dispatchers and mechanics that contracted with DOE to provide transportation services to K-12 students. The Local Law expired on December 31, 2015. SBS might expect to discontinue this program if new pupil transportation contracts are negotiated before the start of the fiscal year. Department of Education (DOE) is currently operating on 30-day emergency extensions of pupil transportation contracts, and is working with school bus vendors to negotiate new five-year contracts.

A total of \$3 million decline in funding for the MWBE Bond Surety and Loan Programs. In Fiscal 2017, the Administration added \$20 million for the MWBE bond Surety Fund and MWBE Loan fund. The amount is shown as a decrease in Fiscal 2020 since funding is not yet scheduled in Fiscal 2020 however, the program is still active.

Another \$2.3 million decline in funding can be attributed to Community Development Block Grant – Disaster Recovery (CDBG-DR) not reflected in the budget. A \$4.8 million decline is due to Love Your Local (LYL) initiative not being reflected in the budget. Through this program, SBS has come up with strategies that are effective in preventing neighborhood businesses from closing due to rising rents and other rising real estate costs. These decreases are offset by small increases in collective bargaining and other minor technical adjustments.

Figure 10: Business Development - Fiscal 2020 Preliminary Funding Sources

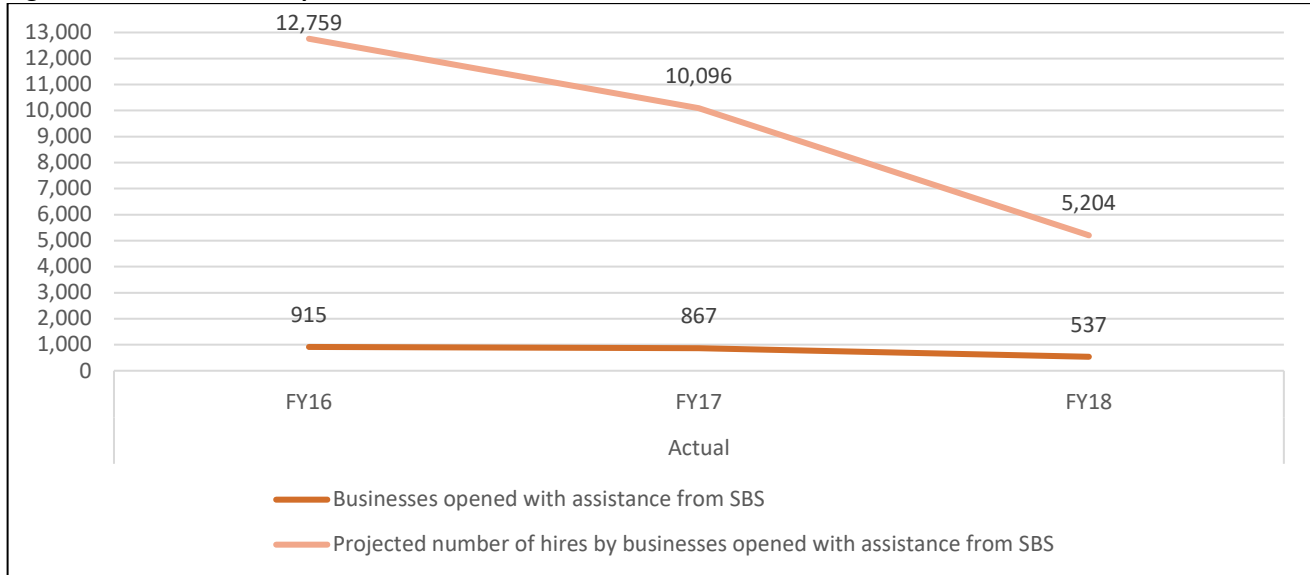


This program area is mostly funded by City funds, which makes up 72 percent of the budget followed by Federal-Other funds which comprises of 28 percent of the budget as illustrated in the chart above.

Performance Measures

The Fiscal 2019 Preliminary Mayor’s Management Report shows that in the first four months of Fiscal 2019, Division of Business Services (DBS) increased the number of unique customers across the five boroughs by more than 75 percent and almost doubled the number of unique customers served by programs that help navigate government. The division also increased the number of financial awards compared to the same period in Fiscal 2018. These increases were due to a more focused approach targeting businesses, new tailored marketing collateral, and proactive outreach to licensed professionals.

Figure 11: Business Development – Performance Trends



DBS helped open 114 new businesses in the first four months of Fiscal 2019, a 62 percent decrease from the same period in Fiscal 2018. This is because, certain cross-agency services that contributed to this indicator were streamlined and are now transitioning back to the Department of Health and Mental Hygiene and the New York City Fire Department. This caused the decrease in the number of businesses served by SBS, since they are now being directly served by the regulatory agencies.

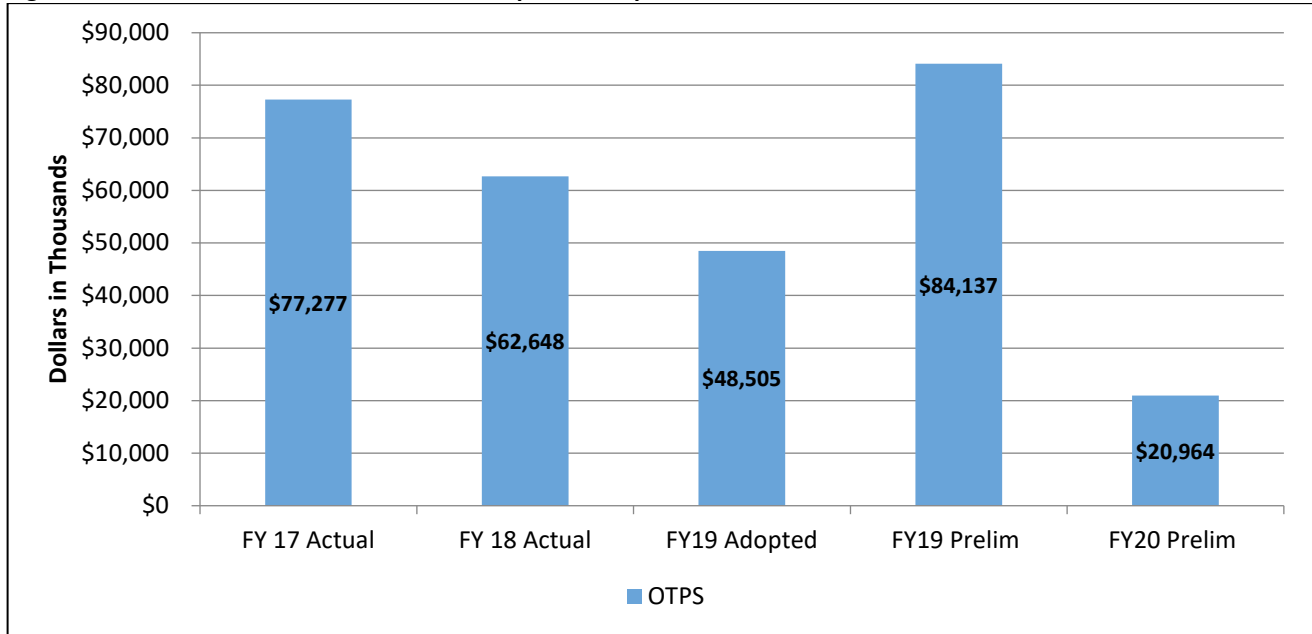
Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Unique customers and businesses served	14,128	18,352	19,842	*	*	4,029	7,139
Unique businesses receiving financial awards (facilitated or distributed)	432	593	825	470	470	NA	NA
Financial awards to businesses (facilitated or distributed)	567	658	1,074	540	540	280	378
Value of financial awards to businesses (facilitated or distributed) (\$000)	\$44,983	\$45,701	\$54,234	*	*	\$18,981	\$17,866
Businesses opened with assistance from SBS	915	867	537	↑	↑	294	114
Projected number of hires by businesses opened with assistance from SBS	12,759	10,096	5,204	*	*	2,493	904
Unique Customers served by programs that help navigate government	3,861	5,484	5,230	*	*	989	1,960

Contract Services: Economic Development Corp

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

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

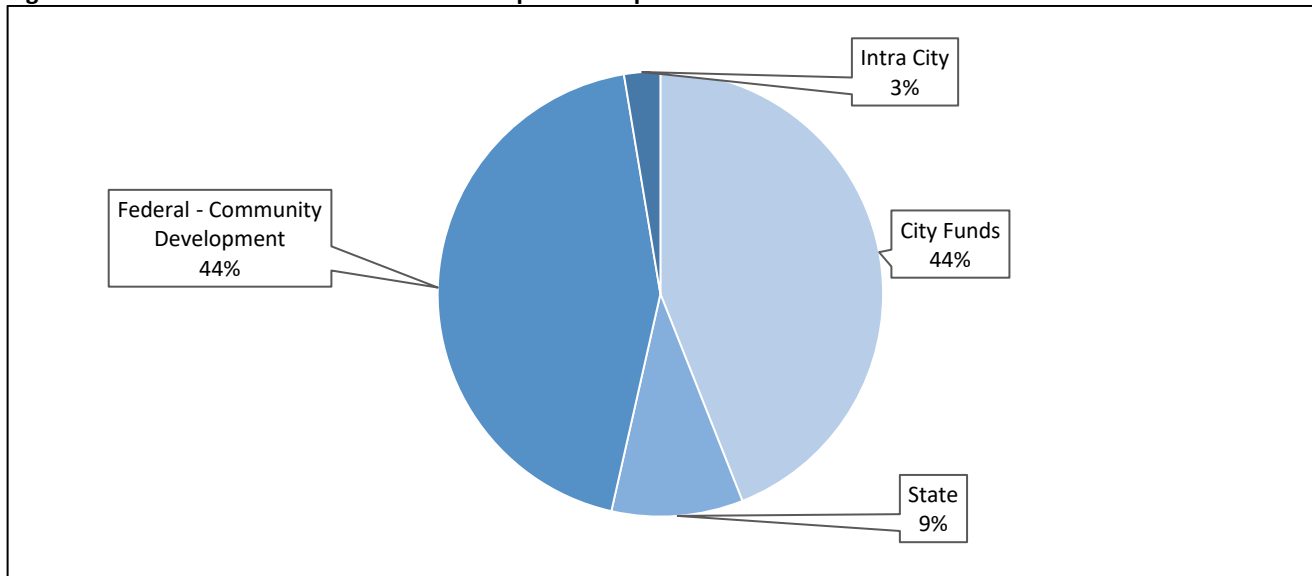
Figure 12: Contract Services: Economic Development Corporation



The Fiscal 2020 Preliminary Budget for Contract Services with NYCEDC is approximately \$21 million, representing a decrease of \$27.5 million, or 56.8 percent from the Fiscal 2019 Adopted Budget. The proposed budget for this program area comprises 12 percent of SBS’ total proposed spending for Fiscal 2020.

The decrease in funding since Fiscal 2019 Adoption is driven mainly by \$8.3 million Federal Community Development Block Grants and \$6.7 million in other federal grants, which are not yet reflected in the Department’s budget, and comprises a significant portion of this program area’s funding stream. In addition to the decline in Federal Community Development Block Grants, there is also a \$9.6 million decline in City funds for this program area.

Figure 13: Contract Services: Economic Development Corporation

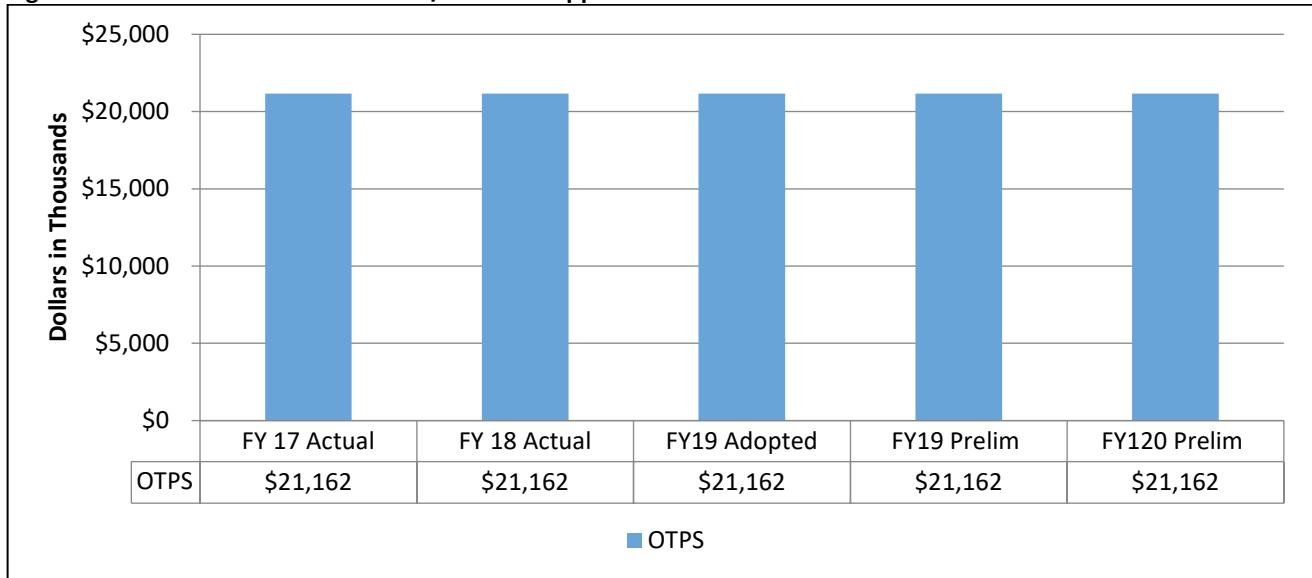


This program area is equally funded by City funds and by federal-community development funds which comprises of 44 percent of the budget each as illustrated in the chart above.

Contract Services: NYC & Co/Tourism Support

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

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

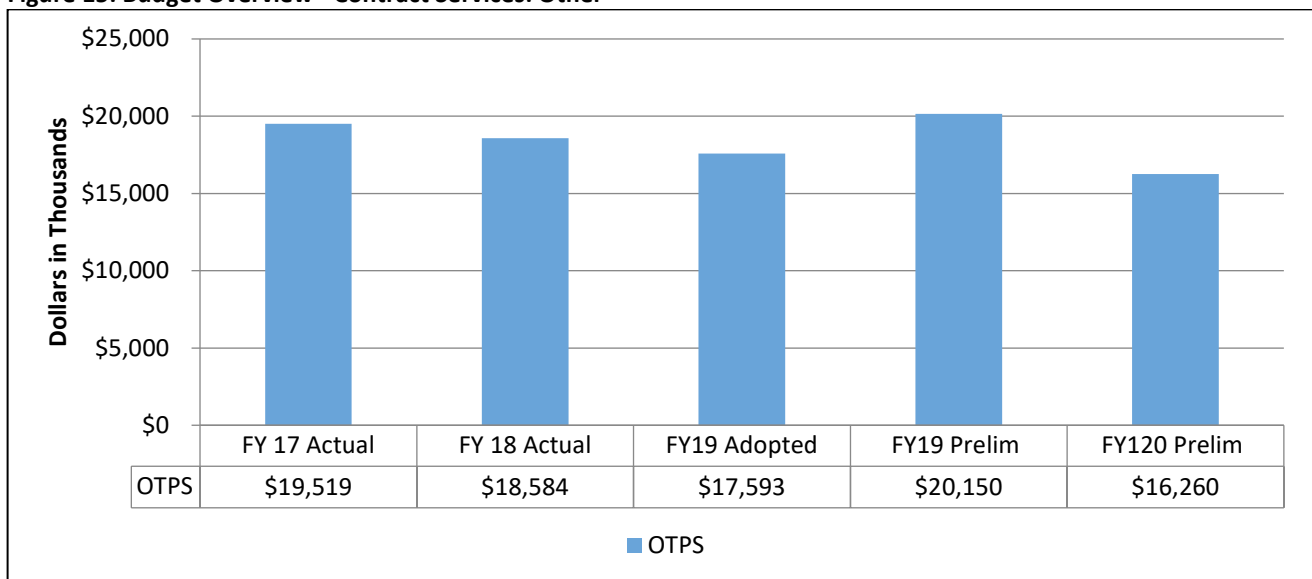


The Department’s Fiscal 2020 Preliminary Budget includes \$21.2 million in City funds for Contract Services with NYC & Co Tourism Support, which is the same as the Fiscal 2018 Adopted Budget. The budget for this program area represents 12.2 percent of the Department’s total Fiscal 2020 Preliminary Budget and is funded completely by City funds.

Contract Services: Other

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

Figure 15: Budget Overview - Contract Services: Other

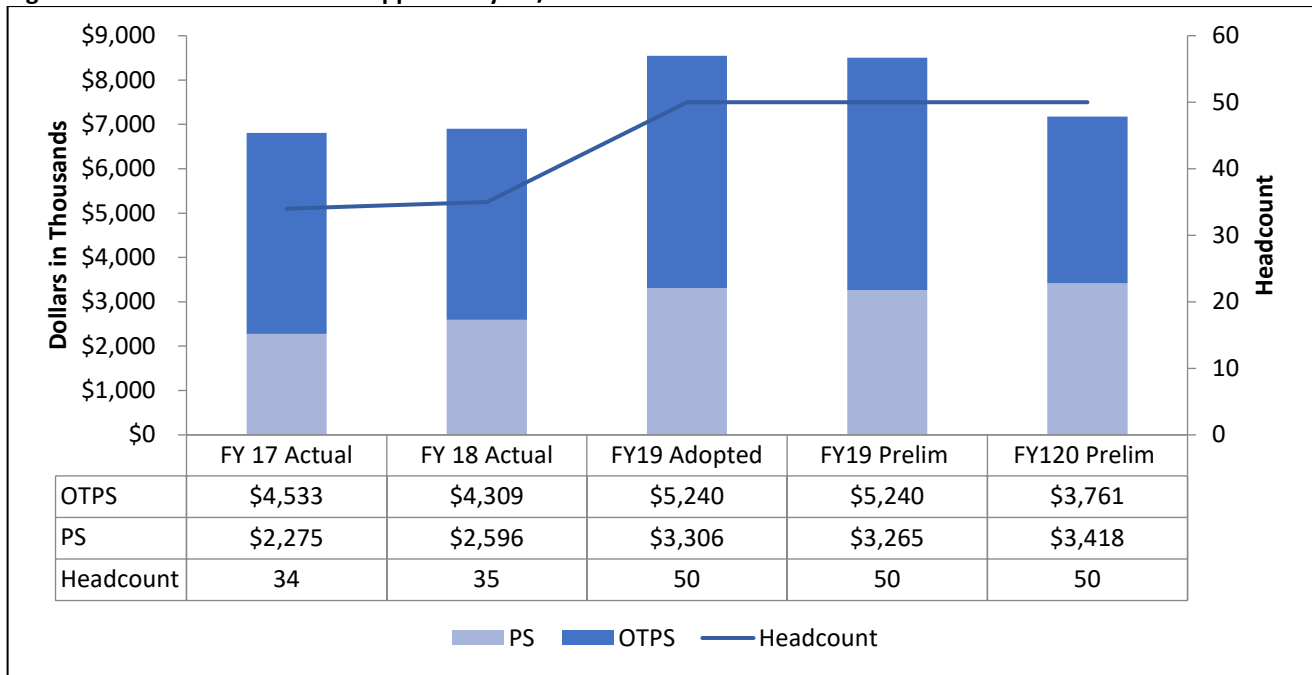


The Department’s Fiscal 2020 Preliminary Budget include \$16.3 million for the Contract Services: Other program area, which is \$1.3 million, or almost eight percent below the Fiscal 2019 Adopted Budget. The budget for this program area represents nine percent of the Department’s total Fiscal 2020 Preliminary Budget. The decrease in funding for this program area since the Fiscal 2019 Adopted Budget is mainly driven by Trust for Governors Island (TGI) efficiency savings. This program area is mostly funded by City funds, which comprises 92 percent of the budget.

Economic & Financial Opportunity: M/WBE

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

Figure 17: Economic & Financial Opportunity: M/WBE



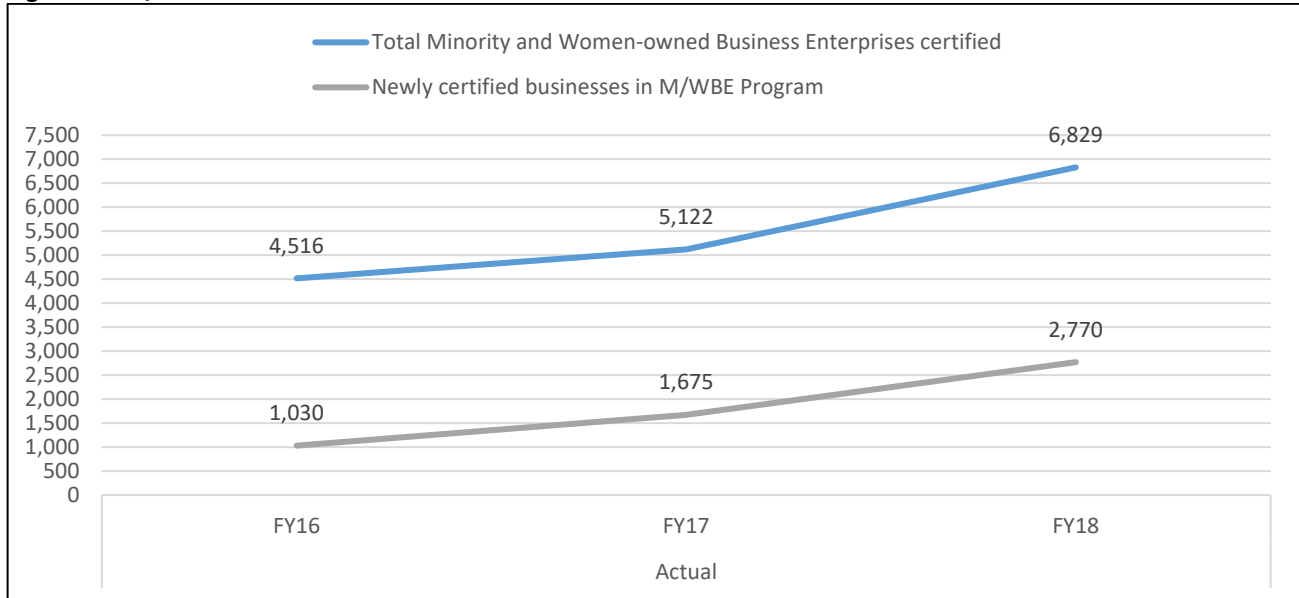
The Department’s Fiscal 2020 Preliminary Budget for the Economic & Financial Opportunity: MWBE program area is \$7.2 million, which is \$1.4 million, or sixteen percent less than the Fiscal 2019 Adopted Budget. The budget for this program area comprises 4.1 percent of the Department’s total Fiscal 2020 Budget. The decrease in funding for this program area since the Fiscal 2019 Adopted Budget is largely due to the absence of the MWBE Disparity Study and City Council funds that were funded in Fiscal 2019 but are not reflected in the budget yet. This program area is funded 100 percent with City funds.

Performance Measures

The Fiscal 2019 Preliminary Mayor’s Management Report shows that the Minority and Women-owned Business Enterprises Program certified and recertified 796 M/WBEs during the first four months of Fiscal 2019, an increase of 53 percent compared to the same period in Fiscal 2018. By the end of October 2018, there were 7,312 certified M/WBEs in the program, an increase of more than a third from the same time a year ago.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total Minority and Women-owned Business Enterprises certified	4,516	5,122	6,829	9,000	9,000	5,305	7,312
Minority and Women-owned Business Enterprises awarded City contracts	1,011	1,131	1,396	1,223	1,223	NA	NA
M/WBEs awarded contracts after receiving procurement and capacity building assistance	723	824	976	891	891	NA	NA
Annual M/WBE recertification rate	53.4%	61.8%	79.6%	60%	60%	NA	NA
Newly certified businesses in M/WBE Program	1,030	1,675	2,770	*	*	520	796

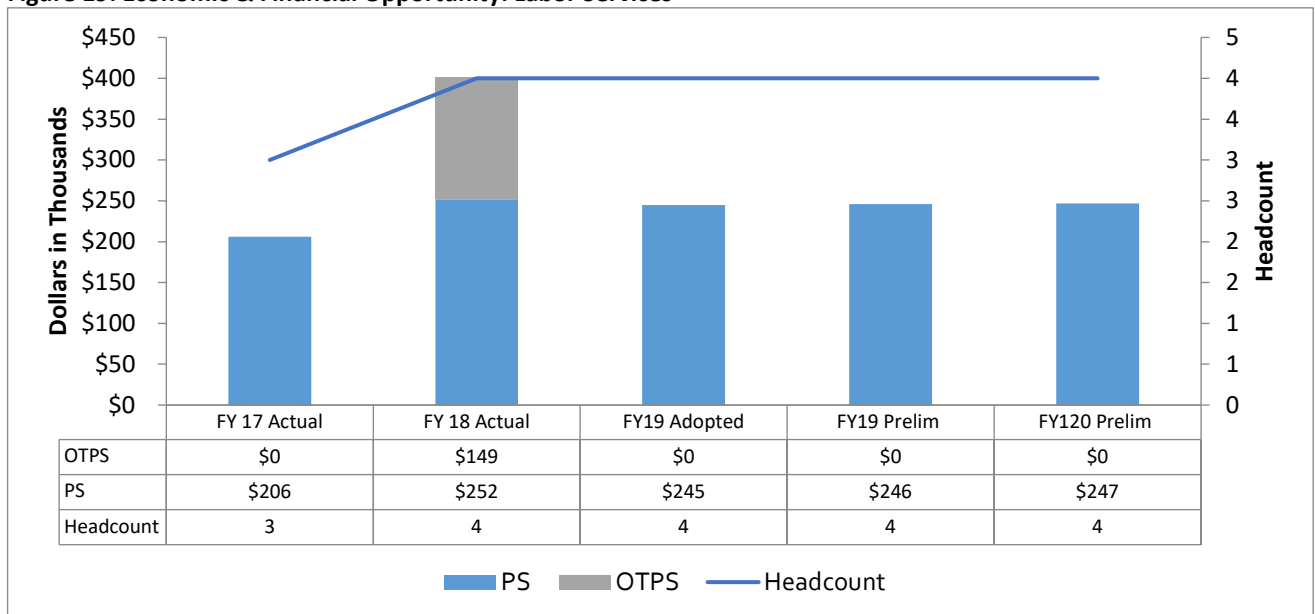
Figure 18: M/WBE Trends



Economic & Financial Opportunity: Labor Services

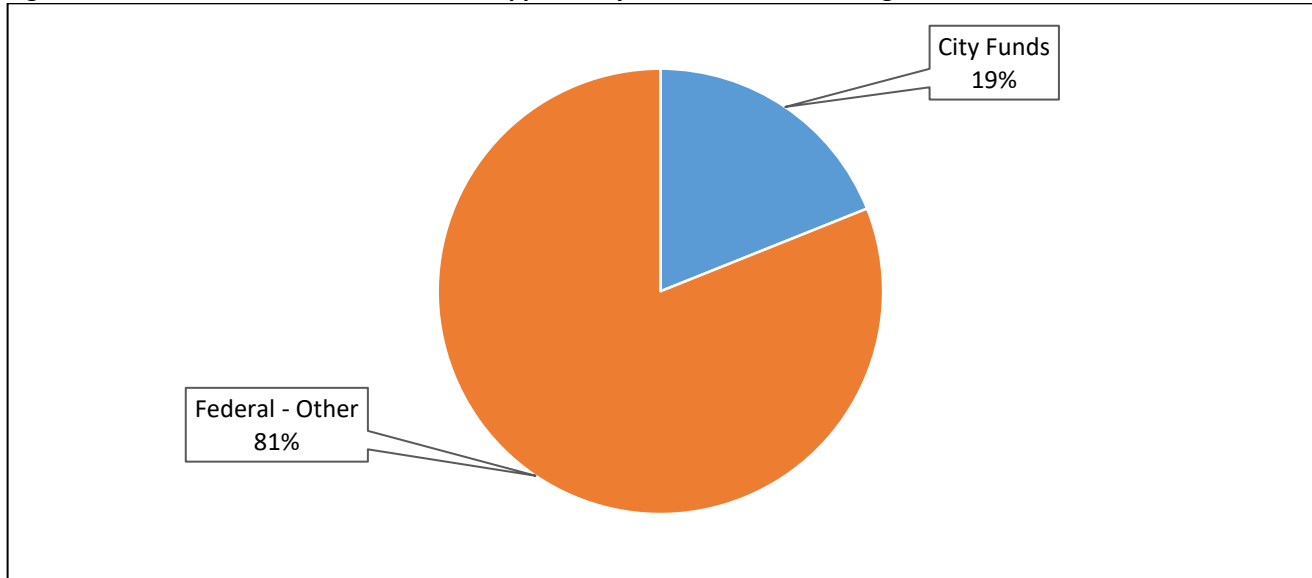
Funding for this program area is used to monitor Equal Employment Opportunity compliance and workforce diversity requirements within specific business sectors.

Figure 19: Economic & Financial Opportunity: Labor Services



The Department’s Fiscal 2020 Preliminary Budget includes \$247,000 for the Economic & Financial Opportunity: Labor Services program area, which is essentially the same as the Fiscal 2019 Adopted Budget.

Figure 20: Fiscal 2020 Economic & Financial Opportunity: Labor Services Funding Sources

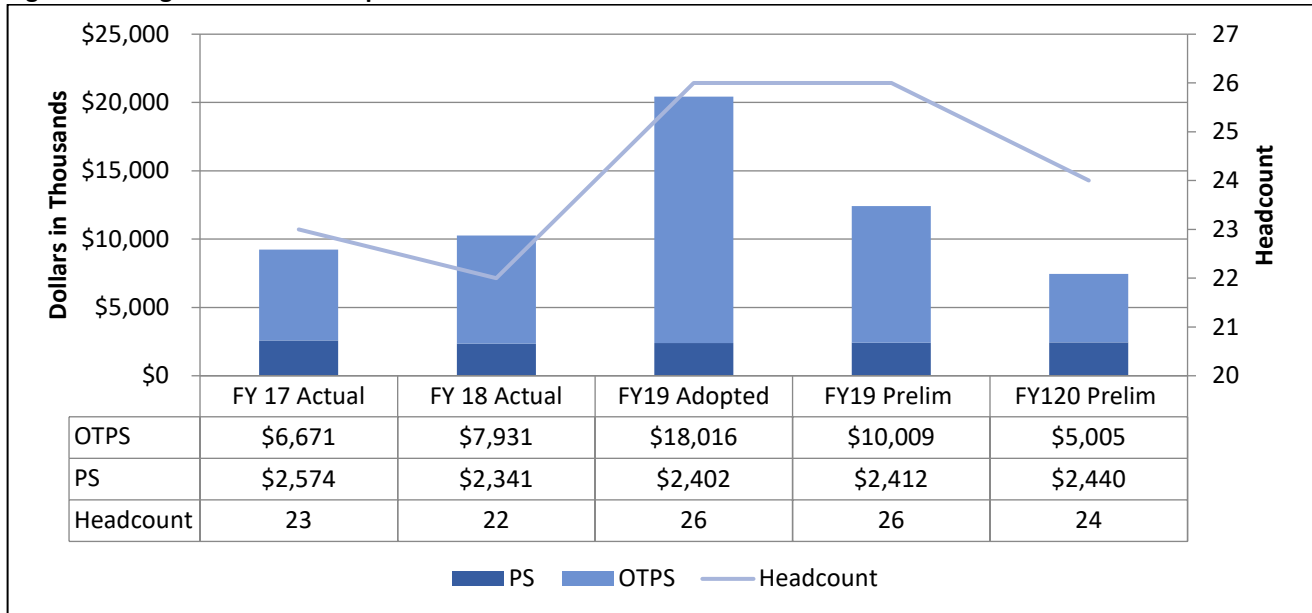


The budget for this program area comprises less than one percent of the Department’s total Fiscal 2020 Budget and is funded mostly by Federal-Other funds.

Neighborhood Development

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

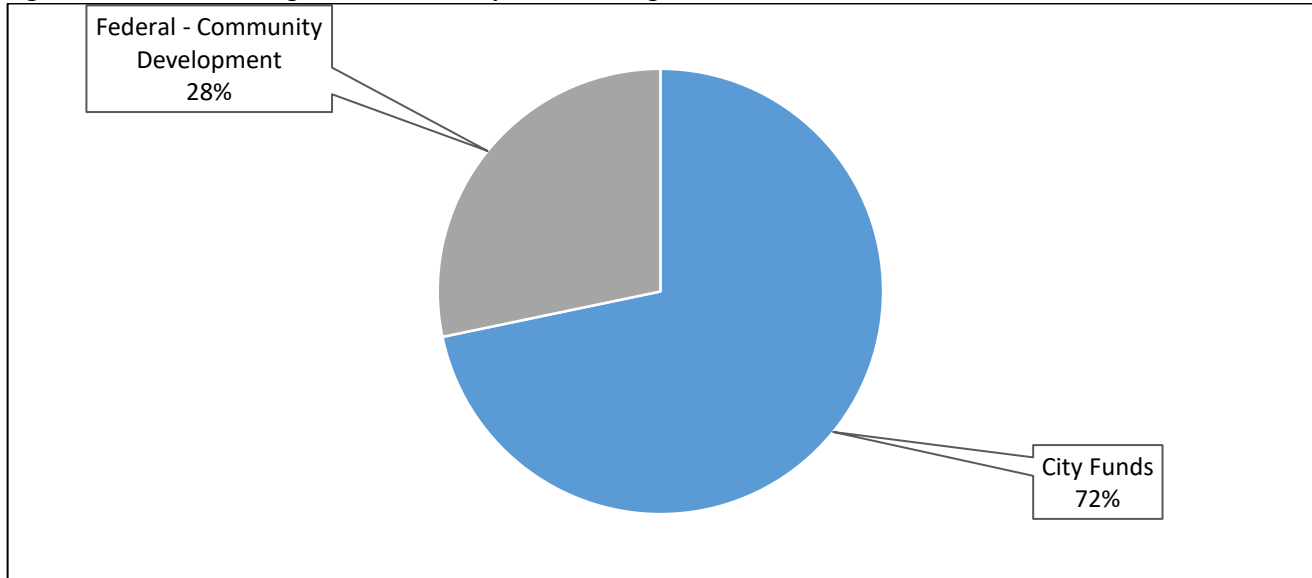
Figure 21: Neighborhood Development



The Fiscal 2020 Preliminary Budget for Neighborhood Development is \$7.4 million, representing a decrease of \$13 million, or 63.5 percent from the Fiscal 2019 Adopted Budget. The budget for the

Neighborhood Development program area comprises of 4.3 percent of SBS’ total proposed budget for Fiscal 2020. The decrease in funding since the Fiscal 2019 Adopted Budget is mainly due to the absence of almost \$12.5 million in Council funding for initiatives. It also reflects minor decreases in the budget for other programs administered by the Department’s Neighborhood Development Division.

Figure 22: Fiscal 2020 Neighborhood Development Funding Sources



This program area is mostly funded by City funds, which makes up 72 percent of the budget and by federal- community development funds, which comprises of 28 percent of the budget as illustrated in the chart above.

Performance Measures

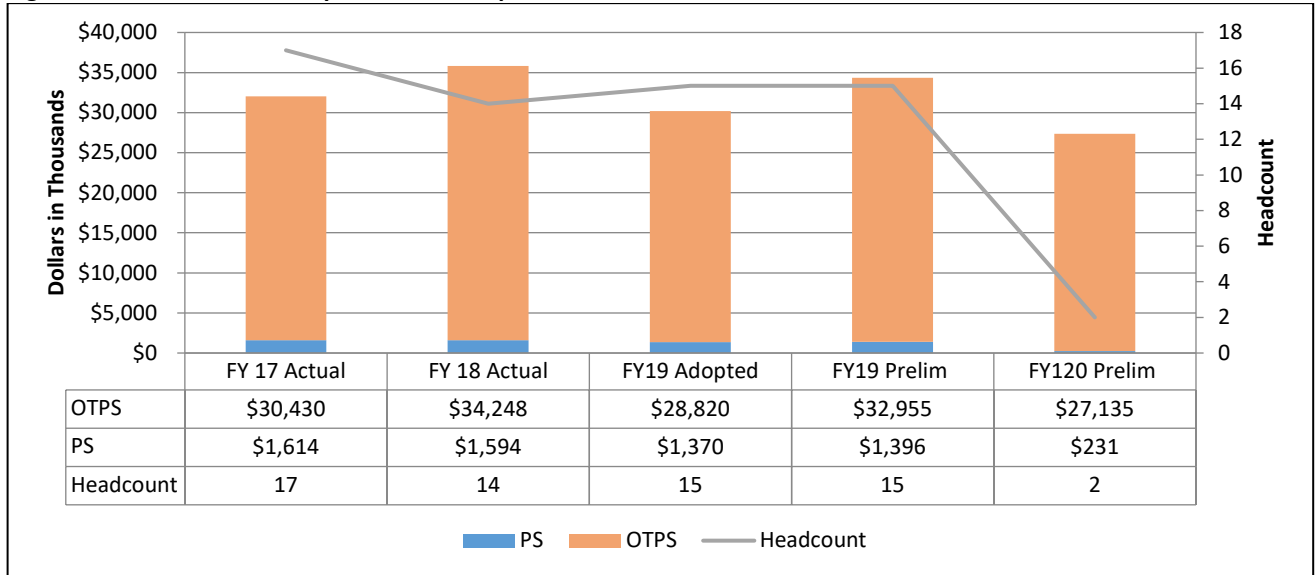
The Fiscal 2019 Preliminary Mayor’s Management Report shows a consistently high average acceptably clean BID sidewalk ratings, which is on target while city blocks receiving supplemental sanitation services through BIDs have exceeded target set.

Performance Indicators	Actual			Target	4-Month Actual		
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
City blocks faces receiving supplemental sanitation services through BIDs	3,600	4,044	4,065	3,800	3,800	4,044	4,065
Average acceptably clean BID sidewalk ratings (%)	96.8%	97.8%	98.4%	97%	97%	97.1%	100%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.30	\$1.30	\$1.02	*	*	NA	NA

Workforce Development: One Stop Centers

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

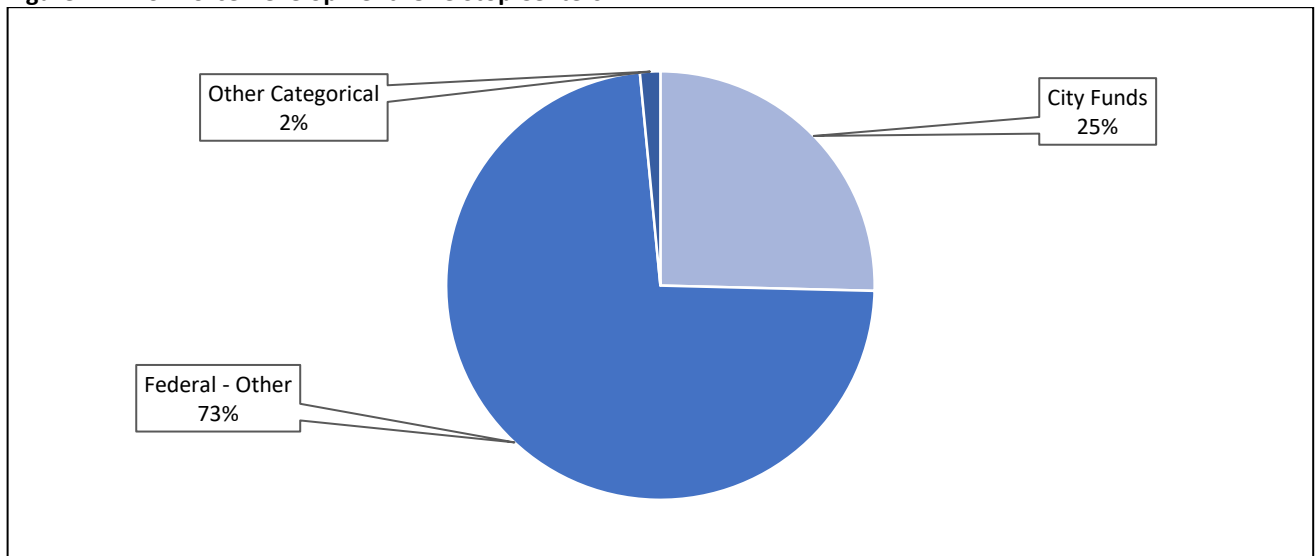
Figure 23: Workforce Development: One Stop Centers



The Fiscal 2020 Preliminary Budget for the Workforce Development: One Stop Centers program area is \$27.4 million, which is \$2.8 million, or 9.4 percent less than the Fiscal 2019 Adopted Budget. The budget for this program area represents 15.7 percent of SBS’ total proposed budget for Fiscal 2020. A large part of the difference can be attributed to funds for Career Pathways not being reflected in the Fiscal 2020 Preliminary Plan.

Career Pathways was initially funded in Fiscal 2016 for three years with the intent of improving the NYC Workforce system by creating and implementing a Career Pathways Workforce Development Plan. The intent was to build skills, increase job quality and improve system and policy coordination. Areas that were focused on included technology, healthcare, industrial and construction sectors. This is partially offset by an increase in funding for CUNY 2x Tech. The Mayor has committed to double the number of CUNY graduates with computer science degrees as outlined in the *New York Works, Creating Good Jobs* report. The NYC Tech Talent Pipeline at SBS will work with industry experts and CUNY to bolster faculty, expand internship experiences, and improve career advisement for students.

Figure 24: Workforce Development: One Stop Centers



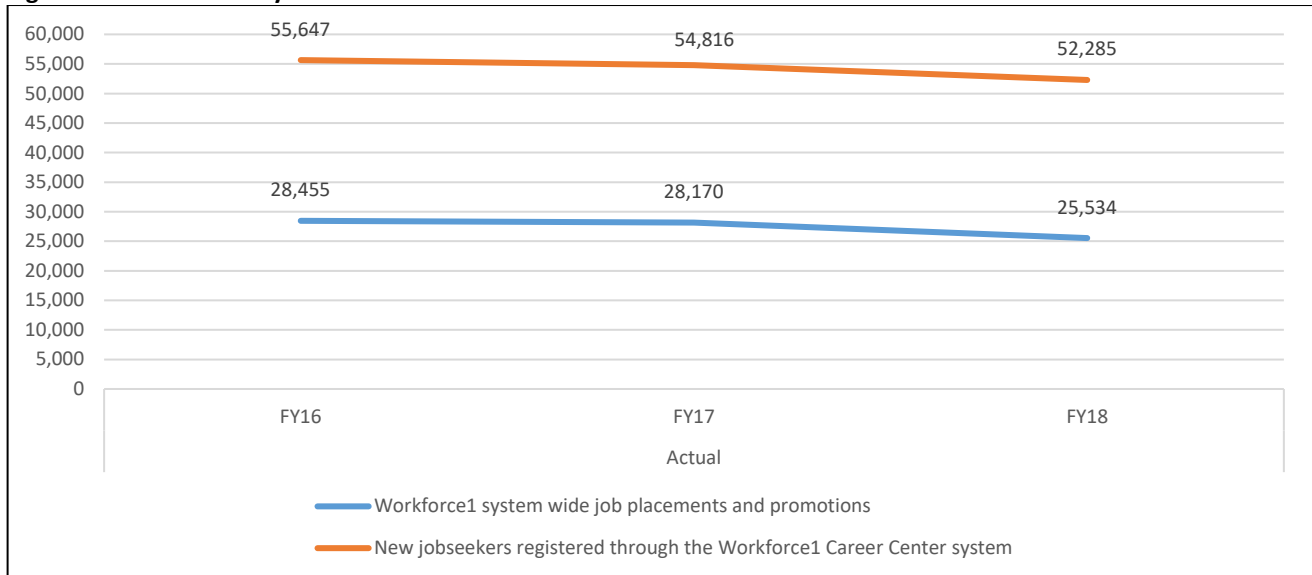
This program area, is mostly funded by other federal funds, which makes up 73 percent of the budget and by City funds, which comprises of 25 percent of the budget as illustrated in the chart above.

Performance Measures

In the first four months of Fiscal 2019, SBS registered 16,972 new jobseekers through the Workforce1 Career Center system, a slight decrease from the 18,685 registrants in the same period in Fiscal 2018. However, in the first four months of Fiscal 2019 there was a seven percent increase in average wage when compared to the same period in Fiscal 2018, as the agency increased its focus on quality jobs and training opportunities. While placements and promotions at Workforce 1 Career Centers decreased compared to the same period from the previous year, SBS projects it will meet the annual target for Fiscal 2019. Job placements were temporarily impacted by the implementation of new contracts and management arrangements for the Workforce1 Career Centers that are expected to resume pace and increase job seeker hiring over the course of the year.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Workforce1 system wide job placements and promotions	28,455	28,170	25,534	25,000	25,000	7,839	6,570
New jobseekers registered through the Workforce1 Career Center system	55,647	54,816	52,285	*	*	18,685	16,972
Walk-in traffic at Workforce1 Centers	273,753	271,573	275,137	*	*	97,879	85,336
Unique customers served	104,715	104,239	102,357	*	*	45,396	40,760

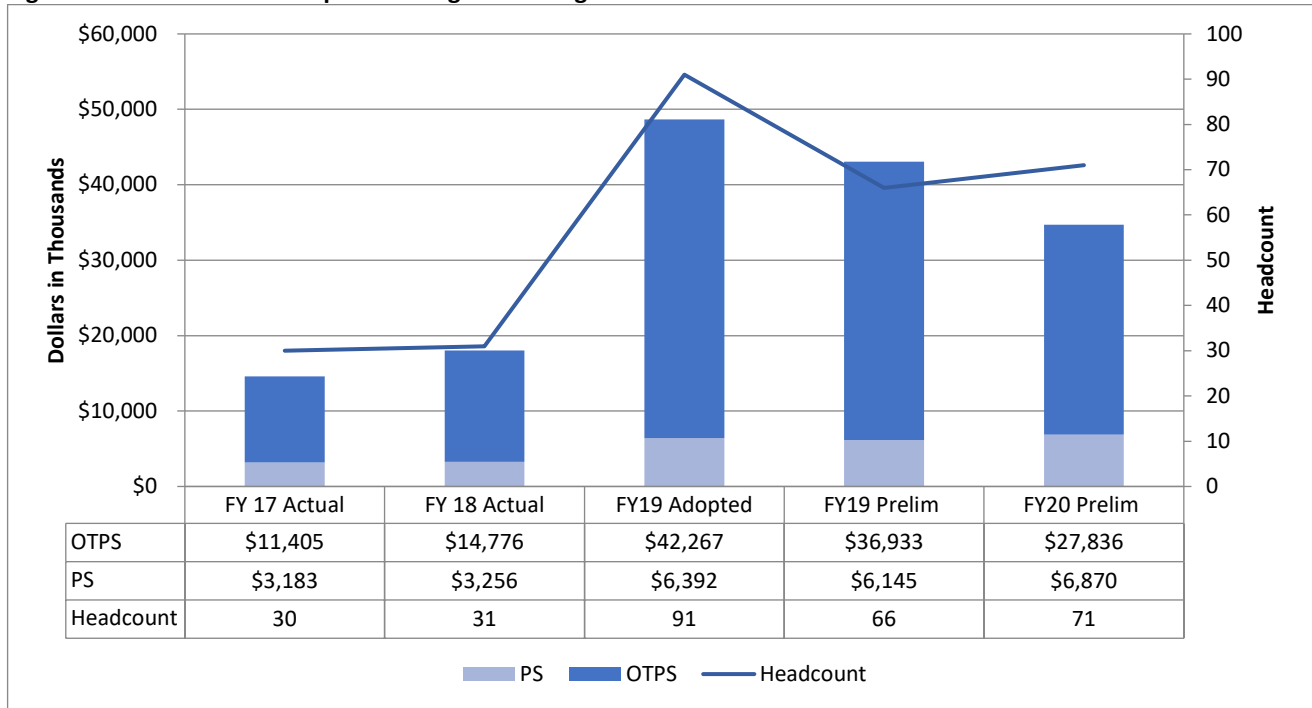
Figure 24: Workforce1 System Trends



Workforce Development: Program Management

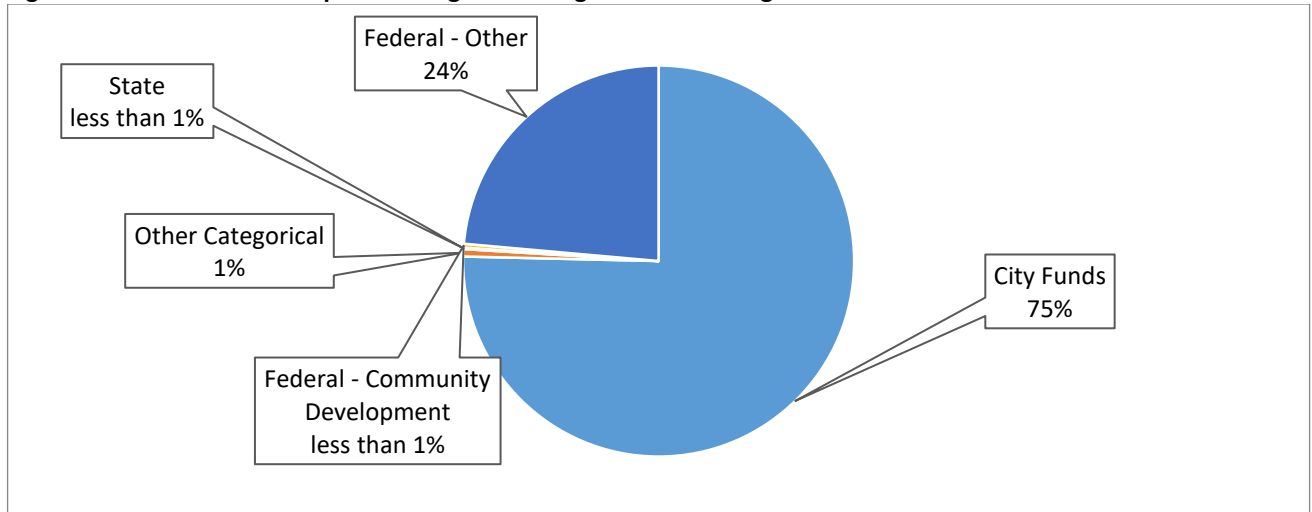
The Workforce Development: Program Management program area covers the administration, management and design of Workforce Development Services.

Figure 25: Workforce Development: Program Management



The Department’s Fiscal 2020 Preliminary Budget includes \$34.7 million for the Workforce Development: Program Management program area, which is \$14 million, or 28.7 percent less than the Fiscal 2019 Adopted Budget of \$48.7 million. The budget for this program area represents 19.9 percent of SBS’ total proposed budget for Fiscal 2020. The decrease in this program area’s budget is mostly due to Council funding of \$11.2 million not reflected in the budget. Other big decreases include a Construction Safety Adjustment of \$2 million. Because of Local Law 196 of 2017, new construction safety standards was required of workers on construction sites. SBS is responsible for the administration of equal access to training. As the services are mostly being provided by contractors, the number of staff members required at SBS for this program is less than what was planned.

Figure 26: Workforce Development: Program Management – Funding Sources



This program area is mostly funded by City funds, which makes up 75 percent of the budget followed by other federal funds, which comprises 24 percent of the budget as illustrated in the chart above.

Workforce Development: 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.

Figure 27: Workforce Development: Training

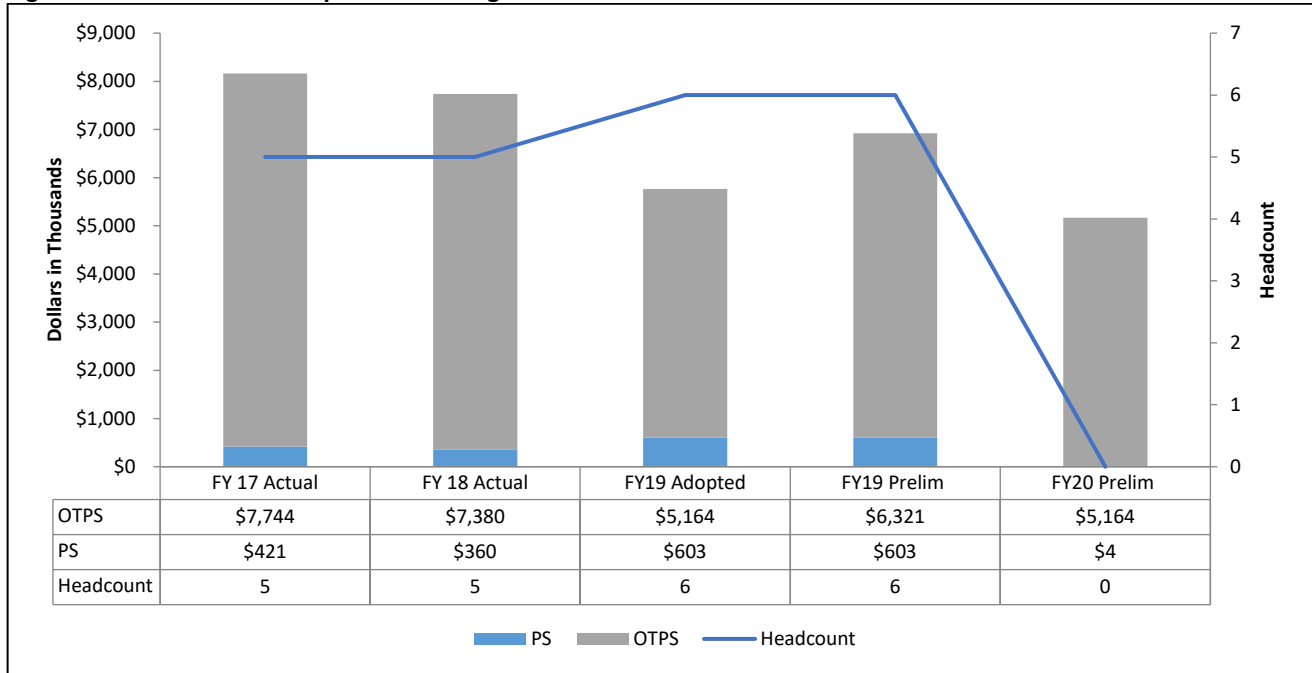
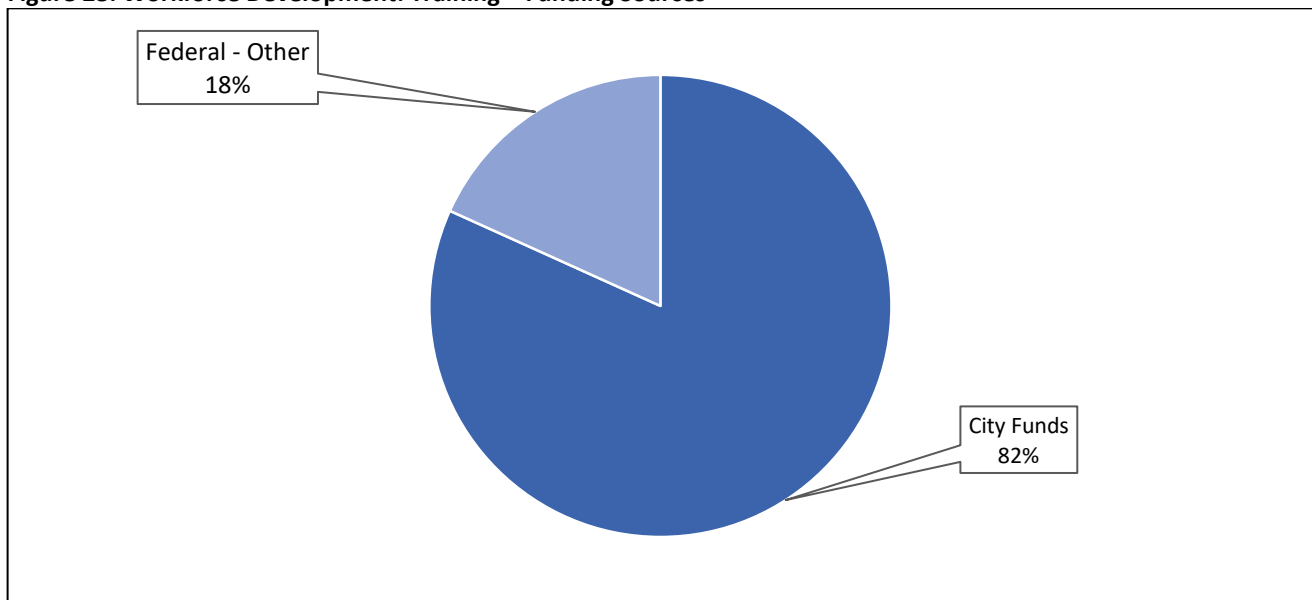


Figure 28: Workforce Development: Training – Funding Sources



The Fiscal 2020 Preliminary Budget for Workforce Development: Training is \$5.2 million, which is \$599,000, or 10.4 percent less than the Fiscal 2019 Adopted Budget of \$5.8 million. The budget represents three percent of the Department’s total proposed budget for Fiscal 2020. The \$599,000

decrease in the budget for this program area results from decreases in City funds for various programs administered by the Center for Economic Opportunity (CEO).

Performance Measures

The Fiscal 2019 Preliminary Mayor's Management Report shows that in the first-four months of Fiscal 2019, the number of customers enrolled in training was almost a third lower than the same period in the previous year, however SBS expects to be on pace to achieve its annual targets, based on scheduled and planned trainings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customers enrolled in training	3,649	3,464	3,756	↑	↑	903	644
Businesses awarded funding for employer-based training	57	54	15	*	*	3	0

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
SBS Budget as of the Adopted 2019 Budget	\$209,793	\$75,073	\$284,866	\$120,795	\$51,843	\$172,638
Other Adjustments						
0708 FY19 Budget	\$0	\$8,600	\$8,600	\$0	\$0	\$0
130 CEDAR STREET RENT	0	104	104	0	0	0
19EDCFLOOD2&3	0	2,034	2,034	0	0	0
Alignment	(249)	0	(249)	(249)	0	(249)
BC A215 Realignment	0	(6)	(6)	0	0	0
BNYDC FEMA	0	2,210	2,210	0	0	0
Collective Bargaining	235	9	244	402	17	419
EDC - MOME BerkleeNYC project	0	500	500	0	0	0
EDC GreeNYC Transfer	(61)	0	(61)	0	0	0
Efficiency Savings	(500)	0	(500)	(1,445)	0	(1,445)
FEMA 428 G5 Tompkinsville FY19	0	100	100	0	0	0
Flood Map - FY19 Funding	0	242	242	0	0	0
FY18 Push to FY19 1722	0	100	100	0	0	0
AvenueNYC	0	360	360	0	8	8
FY19 BREP State	0	92	92	0	0	0
FY19 Clean Diesel	0	220	220	0	0	0
FY19 Doris Grant	0	105	105	0	0	0
FY19 HSBLGP	0	98	98	0	0	0
FY19 ICD Grant Decrease	0	6	6	0	0	0
FY19 Increase for FY17 Accrual	0	1	1	0	0	0
Hammond Cove FY19 Funds	0	89	89	0	0	0
I/C EDC FY19	0	2,340	2,340	0	0	0
IC W/ EDC - EA Consultant	0	150	150	0	0	0
Media Lab SBS-MOME	0	500	500	0	0	0
MiNY Media Center+ Freelancers	0	1,155	1,155	0	0	0
MOER Savings - Jumpstart	(200)	0	(200)	0	0	0
MOER FY19	0	828	828	0	0	0
MOME/EDC Nightlife & Small	0	2,135	2,135	0	0	0
MOS Retrofit Accel	0	1,064	1,064	0	0	0
Pier 42	0	5,217	5,217	0	0	0
Retrofit	0	182	182	0	0	0
Staff Time FY19	0	190	190	0	706	706
TAA FY18 to FY19 Rollover	0	461	461	0	0	0
TGI FEMA Accrual Increase	0	591	591	0	0	0
Vacancy Reductions	0	0	0	(460)	0	(460)
Business Services Re-estimate	(512)	0	(512)	0	0	0
City Council Adjustments	(668)	0	(668)	0	0	0
Collective Bargaining CD, CTL, DR	188	13	201	323	22	345
DEP - EDC OneNYC Transfer	1,242	0	1,242	0	0	0
FY19 HRO Funding	0	2,555	2,555	0	0	0
Hunts Point Funding	0	600	600	0	147	147
MOPD Acces-VR	0	35	35	0	41	41
MOPD ICD Grant Renewal	0	42	42	0	30	30
OER Savings	(55)	0	(55)	(40)	0	(40)

<i>Dollars in Thousands</i>	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
PS efficiency savings - January Plan	(530)	0	(530)	0	0	0
Raise Shoreline	0	1,300	1,300	0	120	120
Re-estimate - Workforce Development	(487)	0	(487)	0	0	0
RISE Funding	0	4,504	4,504	0	1,543	1,543
SBS AECOM Budget Increase	0	741	741	0	0	0
SBS/EDC: FY23 Funding Takedown	0	0	0	0	0	0
Tech In Residence Cyber Corps	0	219	219	0	419	419
TGI Savings	(243)	0	(243)	(227)	0	(227)
Subtotal, Other Adjustments	(\$1,840)	\$39,686	\$37,846	(\$1,696)	\$3,053	\$1,357
TOTAL, All Changes	(\$1,840)	\$39,686	\$37,846	(\$1,696)	\$3,053	\$1,357
SBS Budget as of the Preliminary 2020 Budget	\$207,952	\$114,755	\$322,706	\$119,099	\$54,896	\$173,994

*Continued from previous page

B: SBS Contract Budget

SBS Fiscal 2020 Preliminary Contract Budget					
<i>Dollars in Thousands</i>					
Category	Fiscal 2019 Adopted	Number of Contracts	Fiscal 2020 Preliminary	Number of Contracts	Difference
Contractual Services General	\$156,126	41	\$73,561	41	(\$82,566)
Telecommunications Maintenance	11	2	10	2	(\$1)
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	36	2	36	2	\$0
Temporary Services	66	2	66	2	\$0
Cleaning Services	0	1	0	1	\$0
Economic Development	62,058	3	38,779	3	(\$23,279)
Training Programs for City Employees	67	2	67	2	\$0
Payments to Delegate Agencies	20,851	8	20,851	8	\$0
Professional Services: Computer Services	510	2	510	2	\$0
Professional Services: Direct Education Svcs	43	5	43	5	\$0
Professional Services: Other	1,946	2	1,946	2	\$0
TOTAL	\$241,868	73	\$136,022	73	(105,846)

Contract Variance By Programs	Amount
NYC School Bus Grant Program	(\$39,784,000)
Support for Women Entrepreneurs	(\$30,000)
Support for Small Businesses - LYL	(\$3,534,016)
Support for Small Businesses - Legal	(\$50,000)
Jerome Ave. Business Grant Program	(\$1,540,000)
MWBE Bond Surety Fund	(\$2,950,000)
Legacy Business Support	(\$21,000)
Business Development Program Management	(\$11,330)
Non Profit Indirect Rates	\$182,779
Waterfront & Dockmaster	(\$258,130)
City Council Funded Projects	(\$24,225,355)
Neighborhood Investment	(\$495,480)
Neighborhood Development	(\$50,000)
FMA Legal & Administration	(\$38,457)
SBS Admin	(\$50,000)
Agency Operations	(\$424,148)
AVENUE NYC (CD)	(\$6,105)
CDBG-DR	(\$2,258,294)
Industrial Study Implementation	(\$110,000)
Apprentice NYC	\$2,348,000
Career Pathways - Tax Levy	(\$5,910,400)
Wage Adjustment	\$183,288
HireNYC in Rezoned Areas	(\$710,000)
2x Tech 100k Jobs program.	\$1,529,078
Construction Safety Training	(\$2,000,000)
Green Jobs Corps	(\$701,112)
SBS/OLTPS - Green Building Supervisors	\$30,611
MWBE Disparity Study	(\$273,406)
Mayor's Office MWBE Compliance	(\$125,000)
Mayor's Office MWBE	(\$455,900)
DEFO MWBE Capacity Bldng OTPS	(\$25,000)
Discretionary Management	\$80,473
East Harlem Rezoning	\$150,000
Tech in Residence: Cyber Corps	\$348,000

Passthroughs	
EDC	(\$23,328,770)
BNY Capital PW Project Management	(\$2)
TGI Operations (tax levy)	(\$1,332,290)

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

Agency Administration and Operations						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$141	\$148	\$218	\$223	\$218	\$0
Fringe Benefits	0	0	0	8	0	0
Full-Time Salaried - Civilian	6,776	7,451	8,485	8,946	9,838	1,353
Overtime - Civilian	45	35	42	42	42	0
P.S. Other	0	2	0	0	0	0
Unsalariated	751	643	635	888	644	9
Subtotal	\$7,714	\$8,279	\$9,379	\$10,107	\$10,742	\$1,362
Other Than Personal Services						
Contractual Services	\$1,203	\$1,118	\$4,539	\$3,811	\$2,309	(\$2,230)
Contractual Services - Professional Services	215	469	11	564	11	0
Fixed & Misc. Charges	7	7	8	9	8	0
Other Services & Charges	3,972	4,664	4,835	5,355	4,825	(10)
Property & Equipment	108	43	33	42	33	0
Supplies & Materials	105	91	428	144	428	0
Subtotal	\$5,609	\$6,393	\$9,854	\$9,925	\$7,614	(\$2,240)
TOTAL	\$13,323	\$14,671	\$19,234	\$20,032	\$18,356	(\$878)
Funding						
City Funds			\$13,850	\$14,543	\$12,972	(\$878)
Federal - Other			5,374	5,374	5,374	0
Intra City			10	10	10	0
State			0	105	0	0
TOTAL	\$13,323	\$14,671	\$19,234	\$20,032	\$18,356	(\$878)
Budgeted Headcount						
Full-Time Positions - Civilian	87	87	108	116	116	8
TOTAL	77	87	108	116	116	8

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Business Development

Business Development						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$87	\$80	\$61	\$65	\$61	\$0
Full-Time Salaried - Civilian	4,471	4,588	5,174	5,067	4,522	(652)
Overtime - Civilian	4	7	7	7	7	0
Unsalaries	303	271	406	341	409	3
Subtotal	\$4,865	\$4,946	\$5,649	\$5,480	\$4,999	(\$649)
Other Than Personal Services						
Contractual Services	\$50,956	\$64,533	\$58,375	\$64,457	\$9,626	(\$48,749)
Contractual Services - Professional Services	425	306	43	577	43	0
Fixed & Misc. Charges	6	4	6	6	6	0
Other Services & Charges	1,352	1,085	455	1,143	448	(7)
Property & Equipment	10	13	4	16	3	
Supplies & Materials	31	17	16	24	15	(1)
Subtotal	52,779	65,958	58,898	66,223	10,141	(48,756)
TOTAL	\$57,644	\$70,904	\$64,547	\$71,702	\$15,140	(\$49,407)
Funding						
City Funds			\$57,766	\$63,992	\$10,960	(\$46,805)
Federal - Community Development			1,497	1,633	8	(1,488)
Federal - Other			5,285	6,078	4,172	(1,113)
TOTAL	\$57,644	\$70,904	\$64,547	\$71,702	\$15,140	(\$49,407)
Budgeted Headcount						
Full-Time Positions - Civilian	68	60	77	78	64	(13)
TOTAL	64	60	77	78	64	(13)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Contract Services: Economic Development Corporation

Contract Services: Economic Development Corp						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Other Than Personal Services						
Contractual Services	\$69,604	\$51,255	\$42,002	\$71,910	\$18,674	(\$23,329)
Fixed & Misc. Charges	5,568	8,950	0	0	0	0
Other Services & Charges	2,105	2,443	6,503	12,227	2,290	(4,213)
TOTAL	\$77,277	\$62,648	\$48,505	\$84,137	\$20,964	(\$27,541)
Funding						
City Funds			\$18,780	\$19,705	\$9,223	(\$9,557)
Other Categorical			0	8,600	0	0
State			2,000	2,089	2,000	0
Federal - Community Development			17,473	26,865	9,191	(8,283)
Federal - Other			6,683	12,847	0	(6,683)
Intra City			3,569	14,031	550	(3,019)
TOTAL	\$77,277	\$62,648	\$48,505	\$84,137	\$20,964	(\$27,541)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Contract Services: NYC & Co/Tourism Support

Contract Services: NYC & Co/Tourism Support						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Other Than Personal Services						
Contractual Services	\$21,162	\$21,162	\$21,162	\$21,162	\$21,162	0
TOTAL	\$21,162	\$21,162	\$21,162	\$21,162	\$21,162	\$0
Funding						
City Funds			\$21,162	\$21,162	\$21,162	\$0
TOTAL	\$21,162	\$21,162	\$21,162	\$21,162	\$21,162	\$0

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Contract Services: Other

Contract Services: Other						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Other Than Personal Services						
Contractual Services	\$18,843	\$17,908	\$16,917	\$19,474	\$15,584	(\$1,332)
Other Services & Charges	676	676	676	676	676	0
TOTAL	\$19,519	\$18,584	\$17,593	\$20,150	\$16,260	(\$1,332)
Funding						
City Funds			\$16,215	\$15,972	\$14,882	(\$1,332)
Federal - Other			1,378	4,179	1,378	(0)
TOTAL	\$19,519	\$18,584	\$17,593	\$20,150	\$16,260	(\$1,332)

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Economic & Financial Opportunity: MWBE

Economic & Financial Opportunity: MWBE						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$45	\$45	\$35	\$35	\$35	\$0
Full-Time Salaried - Civilian	2,123	2,416	3,224	3,184	3,337	112
Overtime - Civilian	0	0	1	1	1	0
Unsalaries	107	135	46	46	46	0
Subtotal	\$2,275	\$2,596	\$3,306	\$3,265	\$3,418	\$112
Other Than Personal Services						
Contractual Services	\$3,353	\$3,357	\$5,183	\$4,678	\$3,704	(\$1,479)
Contractual Services - Professional Services	256	494	0	174	0	0
Fixed & Misc. Charges	9	1	7	7	7	0
Other Services & Charges	836	430	5	373	5	0
Property & Equipment	3	3	1	2	1	0
Supplies & Materials	76	24	45	7	45	0
Subtotal	\$4,533	\$4,309	\$5,240	\$5,240	\$3,761	(\$1,479)
TOTAL	\$6,808	\$6,905	\$8,546	\$8,506	\$7,179	(\$1,367)
Funding						
City Funds			\$8,546	\$8,506	\$7,179	(\$1,367)
TOTAL	\$6,808	\$6,905	\$8,546	\$8,506	\$7,179	(\$1,367)
Budgeted Headcount						
Full-Time Positions - Civilian	34	35	50	50	50	0
TOTAL	34	35	50	50	50	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Economic & Financial Opportunity: Labor Services

Economic & Financial Opportunity: Labor Services						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$11	\$11	\$1	\$1	\$1	\$0
Full-Time Salaried - Civilian	195	241	245	245	246	1
Subtotal	\$206	\$252	\$245	\$246	\$247	\$1
Other Than Personal Services						
Contractual Services – Prof. Services	\$0	\$50	\$0	\$0	\$0	\$0
Other Services & Charges	0	99	0	0	0	0
Property & Equipment	0	1	0	0	0	0
Subtotal	\$0	\$149	\$0	\$0	\$0	\$0
TOTAL	\$206	\$401	\$245	\$246	\$247	\$1
Funding						
City Funds			\$46	\$47	\$48	\$1
Federal - Other			199	199	199	0
TOTAL	\$206	\$401	\$245	\$246	\$247	\$1
Budgeted Headcount						
Full-Time Positions - Civilian	3	4	4	4	4	0
TOTAL	3	4	4	4	4	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Neighborhood Development

Neighborhood Development						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$33	\$42	\$4	\$12	\$12	\$8
Full-Time Salaried - Civilian	1,782	1,632	1,992	1,992	2,016	23
Overtime - Civilian	15	15	16	16	16	0
Unsalaries	743	653	390	392	397	7
Subtotal	\$2,574	\$2,341	\$2,402	\$2,412	\$2,440	\$38
Other Than Personal Services						
Contractual Services	\$5,582	\$7,794	\$17,998	\$9,839	\$4,987	(\$13,011)
Contractual Svcs - Professional Services	319	65	0	46	0	0
Fixed & Misc. Charges	4	0	4	4	4	0
Other Services & Charges	70	56	2	89	2	0
Property & Equipment	487	11	9	25	9	0
Supplies & Materials	209	5	4	7	4	0
Subtotal	\$6,671	\$7,931	\$18,016	\$10,009	\$5,005	(\$13,011)
TOTAL	\$9,245	\$10,272	\$20,418	\$12,421	\$7,446	(\$12,973)
Funding						
City Funds			\$18,351	\$9,976	\$5,341	(\$13,010)
Federal - Community Development			2,067	2,444	2,105	38
TOTAL	\$9,245	\$10,272	\$20,418	\$12,421	\$7,446	(\$12,973)
Budgeted Headcount						
Full-Time Positions - Civilian	23	22	26	26	24	(2)
TOTAL	23	22	26	26	24	(2)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Workforce Development: One Stop Centers

Workforce Development: One Stop Center						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$44	\$32	\$0	\$5	\$0	\$0
Full-Time Salaried - Civilian	1,296	1,331	1,370	1,346	160	(1,210)
Unsalariated	274	231	0	45	71	71
Subtotal	\$1,614	\$1,594	\$1,370	\$1,396	\$231	(\$1,138)
Other Than Personal Services						
Contractual Services	\$26,463	\$30,100	\$28,820	\$27,374	\$27,135	(\$1,685)
Contractual Services - Professional Services	13	17	0	6	0	0
Other Services & Charges	3,955	4,130	0	5,571	0	0
Supplies & Materials	0	1	0	3	0	0
Subtotal	\$30,430	\$34,248	\$28,820	\$32,955	\$27,135	(\$1,685)
TOTAL	\$32,043	\$35,842	\$30,190	\$34,350	\$27,366	(\$2,824)
Funding						
City Funds			\$10,192	\$10,173	\$6,949	(\$3,243)
Federal - Other			19,998	23,958	19,998	0
Other Categorical			0	219	419	419
TOTAL	\$32,043	\$35,842	\$30,190	\$34,350	\$27,366	(\$2,824)
Budgeted Headcount						
Full-Time Positions - Civilian	17	14	15	15	2	(13)
TOTAL	17	14	15	15	2	(13)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Workforce Development: Program Management

Workforce Development: Program Management						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	66	77	34	43	34	\$0
Full-Time Salaried - Civilian	2,458	2,568	5,421	5,129	5,857	436
Overtime - Civilian	0	0	0	0	0	0
Unsalaries	659	611	937	973	979	42
Subtotal	\$3,183	\$3,256	\$6,392	\$6,145	\$6,870	\$478
Other Than Personal Services						
Contractual Services	\$10,670	\$13,606	\$39,209	\$34,735	\$25,178	(\$14,030)
Contractual Services - Professional Services	52	27	2,445	1,146	2,445	0
Fixed & Misc. Charges	1	4	2	2	2	0
Other Services & Charges	640	1,066	566	944	166	(400)
Property & Equipment	42	68	5	96	5	0
Supplies & Materials	1	6	41	11	41	0
Subtotal	\$11,405	\$14,776	\$42,267	\$36,933	\$27,836	(\$14,430)
TOTAL	\$14,588	\$18,032	\$48,659	\$43,078	\$34,706	(\$13,953)
Funding						
City Funds			\$40,062	\$37,896	\$26,159	(\$13,903)
Other Categorical			301	349	210	(90)
State			0	35	41	41
Federal - Community Development			110	110	110	0
Federal - Other			8,186	4,687	8,186	0
TOTAL	\$14,588	\$18,032	\$48,659	\$43,078	\$34,706	(\$13,953)
Budgeted Headcount						
Full-Time Positions - Civilian	30	31	91	66	71	(20)
TOTAL	30	31	91	66	71	(20)

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Workforce Development: Training

Workforce Development: Training						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$4	\$31	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	417	329	603	602	4	(599)
Subtotal	\$421	\$360	\$603	\$603	\$4	(\$599)
Other Than Personal Services						
Contractual Services	\$7,623	\$7,380	\$5,164	\$6,321	\$5,164	\$0
Other Services & Charges	120	0	0	0	0	0
Subtotal	\$7,744	\$7,380	\$5,164	\$6,321	\$5,164	0
TOTAL	\$8,165	\$7,739	\$5,767	\$6,924	\$5,168	(\$599)
Funding						
City Funds			4,824	5,981	4,225	(599)
Federal - Other			943	943	943	0
TOTAL	\$8,165	\$7,739	\$5,767	\$6,924	\$5,168	(\$599)
Budgeted Headcount						
Full-Time Positions - Civilian	5	5	6	6	0	(6)
TOTAL	5	5	6	6	0	(6)

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

D: Fiscal 2020 Council Initiatives

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

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

Job Training and Placement Initiative. Service providers in this initiative provide a mix of job training and/or placement services to union workers, under-employed and long-term unemployed individuals, immigrant and minority populations, and/or low-income individuals in general. These services are focused on improving participants' career prospects through a mix of trainings, job placement, and small business technical assistance. Other programs provided through the initiative include ESOL classes, GED preparation, computer literacy, and general work readiness preparation and may be focused on specific industries such as food retail and childcare provision.

Made in NYC. This initiative gives companies branding and marketing assistance to increase sales and create jobs. Through the Made in NYC website, manufacturers get a platform to advertise their products, expand their markets to reach more customers, find local suppliers and contractors, extend into new supply chains, and educate consumers. Funding is used for sourcing assistance program,

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

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

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

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

E: PMMR

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
CORE customer experience rating (0 - 100)	98	96	93	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	7,327	6,652	7,259	*	*	2,099	2,333
Unique customers and businesses served	14,128	18,352	19,842	*	*	4,029	7,139
Unique businesses receiving financial awards (facilitated or distributed)	432	593	825	470	470	NA	NA
Financial awards to businesses (facilitated or distributed)	567	658	1,074	540	540	280	378
Value of financial awards to businesses (facilitated or distributed) (\$000)	\$44,983	\$45,701	\$54,234	*	*	\$18,981	\$17,866
Businesses opened with assistance from SBS	915	867	537	↑	↑	294	114
Projected number of hires by businesses opened with assistance from SBS	12,759	10,096	5,204	*	*	2,493	904
Unique Customers served by programs that help navigate government	3,861	5,484	5,230	*	*	989	1,960
Total Minority and Women-owned Business Enterprises certified	4,516	5,122	6,829	9,000	9,000	5,305	7,312
Minority and Women-owned Business Enterprises awarded City contracts	1,011	1,131	1,396	1,223	1,223	NA	NA
M/WBEs awarded contracts after receiving procurement and capacity building assistance	723	824	976	891	891	NA	NA
Annual M/WBE recertification rate	53.4%	61.8%	79.6%	60%	60%	NA	NA
Newly certified businesses in M/WBE Program	1,030	1,675	2,770	*	*	520	796
City blocks faces receiving supplemental sanitation services through BIDs	3,600	4,044	4,065	3,800	3,800	4,044	4,065
Average acceptably clean BID sidewalk ratings (%)	96.8%	97.8%	98.4%	97%	97%	97.1%	100%
Value of Avenue NYC local development corporations funding (\$000,000)	\$1.30	\$1.30	\$1.02	*	*	NA	NA
Workforce1 system wide job placements and promotions	28,455	28,170	25,534	25,000	25,000	7,839	6,570
New jobseekers registered through the Workforce1 Career Center system	55,647	54,816	52,285	*	*	18,685	16,972
Walk-in traffic at Workforce1 Centers	273,753	271,573	275,137	*	*	97,879	85,336
Unique customers served	104,715	104,239	102,357	*	*	45,396	40,760
Customers enrolled in training	3,649	3,464	3,756	↑	↑	903	644
Businesses awarded funding for employer-based training	57	54	15	*	*	3	0
Value of Energy Cost Savings Program savings for businesses (\$000)	\$878	\$2,003	\$678	*	*	\$386	\$338
Jobs created or retained by Energy Cost Savings Program	1,060	9,753	3,403	*	*	744	1,213
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$10,028	\$7,905	\$6,105	*	*	\$3,471	\$2,838
Commercial tenants active in Lower Manhattan Energy Program	1,007	784	463	*	*	727	336