

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. James Van Bramer
Chair, Committee on Cultural Affairs, Libraries, International Intergroup Relations



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

Department of Cultural Affairs

March 4, 2020

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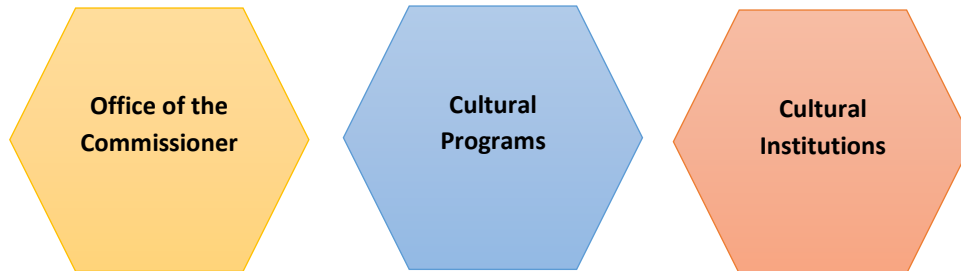
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Department of Cultural Affairs Overview

The Department of Cultural Affairs (DCLA) provides support, advocacy, and technical assistance to the City's cultural community to ensure that the arts remain a central feature of civic and economic life in the City.

Agency Program Areas



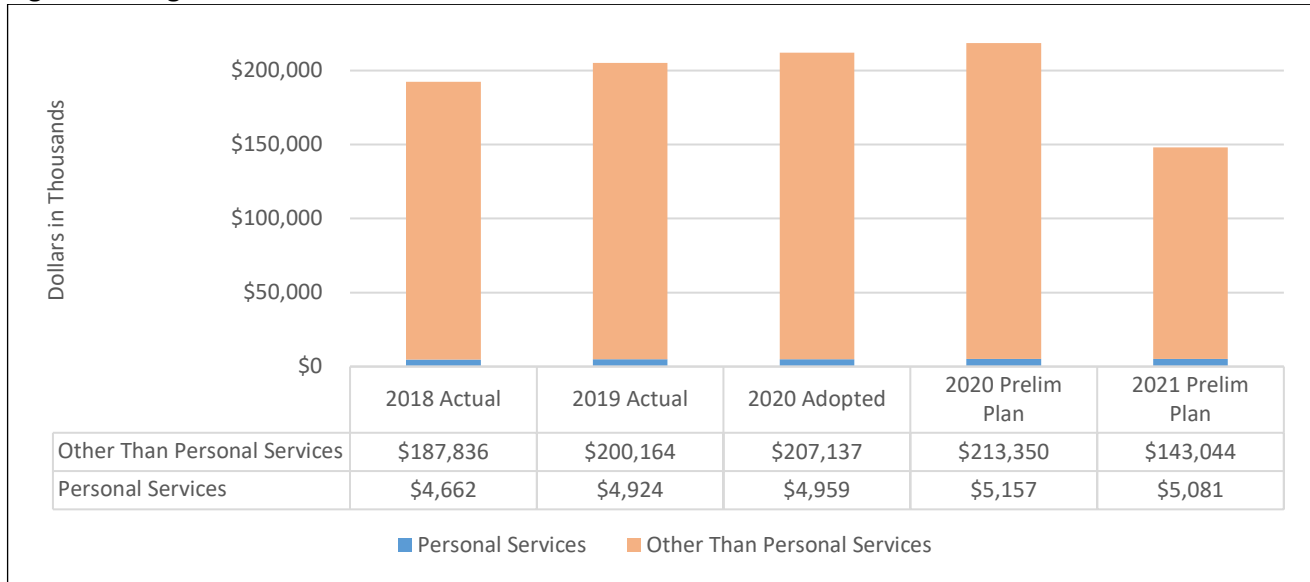
DCLA's activities are outlined below.

- The agency funds both energy and a portion of operating support for the 34 city-owned cultural institutions of the Cultural Institutions Group (CIG or Institutions).
 - Until Fiscal 2016, energy subsidies were provided only to members of the Cultural Institutions Group (CIG). In Fiscal 2017, DCLA expanded the subsidy to all cultural organizations on property in DCLA's jurisdiction.
- The agency administers funds supporting groups that provide cultural experiences for the City's residents and visitors.
- Through its Cultural Development Fund (CDF), the agency utilizes a democratic, peer panel review process to distribute grants to nearly 1,000 applicants that represent the cultural breadth of New York City and share a commitment to public service and public participation.
- The agency provides capital design, construction and equipment funds for institutions and other cultural groups in City-owned and non-City-owned facilities.
- The agency operates the Materials for the Arts ("MFTA") program, which distributes donated arts materials to public schools, cultural organizations, and social service programs.
- The agency administers several funding initiatives on behalf of the New York City Council that provide support for arts and culture across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program.
- In March 2019, DCLA and City partners announced new monuments planned in each borough honoring the contributions of women throughout the City's history.
- Through an admissions revenue-sharing deal with the Metropolitan Museum of Art, the agency directed nearly \$3 million in new funding to organizations in underserved communities.
- The agency baselined CUNY Cultural Corps, one of the agency's signature workforce development programs that creates opportunities for CUNY students to work in the City's cultural sector.

Fiscal 2021 Preliminary Budget Highlights

The Fiscal 2021 Preliminary Budget for DCLA stands at \$148.1 million (All funds), which is less than one percent of the City’s total budget. This is \$63.9 million lower than the Fiscal 2020 Adopted Budget of \$212.1 million and includes no new needs and \$1.9 million in other adjustments. The reductions are largely a function of City Council funds in Fiscal 2019, which are not included in Fiscal 2020.

Figure 1: Budget Overview: PS vs. OTPS



Highlights of DCLA’s Fiscal 2021 Preliminary Plan and November 2019 Plan are provided below. Appendix A lists the adjustments in the November Plan and the Fiscal 2021 Preliminary Plan, which brings the agency’s Fiscal 2021 Preliminary Budget to \$148.1 million.

DCLA has no new needs in the Fiscal 2021 Preliminary Plan and adjustments total \$6.4 million in Fiscal 2020 and \$1.9 million in Fiscal 2021. Details on the adjustments in the Fiscal 2021 Preliminary Plan are as follows.

- **Baseline Funding Correction.** The Fiscal 2021 Preliminary Plan includes an increase of \$1 million in Fiscal 2020 to Fiscal 2024 for a funding correction to the Metropolitan Museum of Art’s (MET) subsidy, reversing an adjustment made in the Fiscal 2019 Preliminary Plan.
- **The Metropolitan Museum of Art Expense to Capital Swap.** The Fiscal 2021 Preliminary Plan includes a decrease of \$3 million in Fiscal 2021 for a capital swap that adds \$3 million to the MET’s Arts of Africa, Oceania and the Americas Gallery Renovations Project, in exchange for a \$3 million reduction to the MET’s Fiscal 2021 operating subsidy.
- **Personal Services Re-Estimates.** The Fiscal 2021 Preliminary Plan includes a decrease of \$150,000 in Fiscal 2020 as a result of agency re-estimates. This was achieved through savings due to vacancies.
- **Energy Personnel.** The November 2019 Plan includes an increase of \$125,000 in Fiscal 2020 for an Energy Director position funded through the New York City Department of Citywide Administrative Services (DCAS).
- **Collective Bargaining Increase.** The November 2019 Plan includes an increase of \$97,373 in Fiscal 2020 and \$162,024 in Fiscal 2021 through Fiscal 2023 for adjustments related to a collective bargaining agreement.

- **EXCEL Projects.** The November 2019 Plan includes an increase of \$2.3 million in Fiscal 2020 as a result of a Memorandum of Understanding (MOU) with DCAS. EXCEL stands for the Expense for Conservation and Efficiency Leadership program, which uses PlaNYC expense funding for energy conservation initiatives.

Funds will be used for energy efficiency operations and maintenance measures, tools and equipment to assist facilities personnel, training programs, and outreach and communication efforts for awareness activities. Through this program, the Administration supports energy sustainability and funds cost-effective energy efficiency activities. DCLA reimburses the cultural institutions for participating in the energy savings program.

- **Composting Educational Program.** The November 2019 Plan included \$3.4 million of intra city funding from the Department of Sanitation in Fiscal 2020. This funding is for each of the four Botanical Gardens to administer a composting educational program. The funding split is as follows:
 - \$825,116 for the Staten Island Botanical Garden;
 - \$706,422 for the Brooklyn Botanical Garden;
 - \$348,893 for the New York Botanical Garden; and
 - \$1.5 million for the Queens Botanical Garden.

Financial Plan Summary

The following table, provides an overview of the Department's total budget from Fiscal 2018 to the Preliminary Plan for Fiscal 2021, as well as the agency's funding sources.

Table 1: Financial Summary

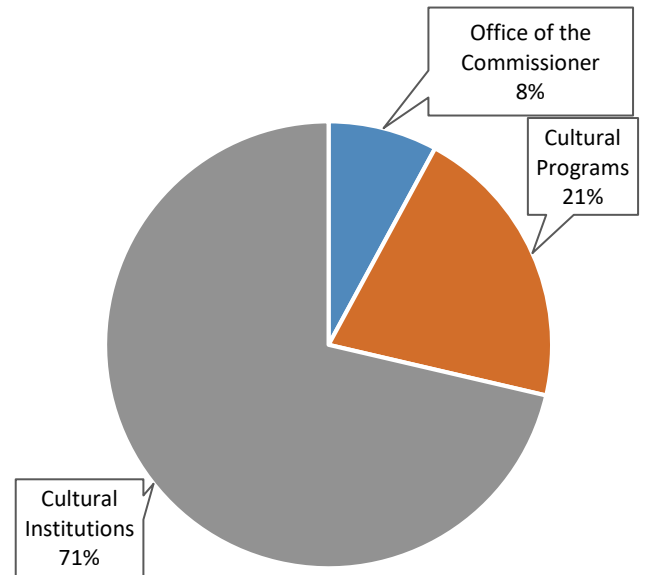
DCLA Financial Summary						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services	4,662	4,924	4,959	5,157	5,081	\$121
Other Than Personal Services	187,836	200,164	207,137	213,350	143,044	(64,093)
TOTAL	\$192,497	\$205,087	\$212,097	\$218,507	\$148,125	(\$63,972)
Budget by Program Area						
Office of the Commissioner	\$6,482	\$6,756	\$6,822	\$7,323	\$11,710	\$4,888
Cultural Programs	65,899	71,932	84,709	83,631	30,718	(53,991)
Cultural Institutions	120,117	126,400	120,566	127,553	105,697	(14,869)
TOTAL	\$192,497	\$205,087	\$212,097	\$218,507	\$148,125	(\$63,972)
Funding						
City Funds			\$211,576	\$212,170	\$147,600	(\$63,975)
Capital- IFA			248	248	249	1
State			3	3	3	0
Federal - Community Development			258	258	259	1
Intra City			11	5,828	13	2
TOTAL	\$192,497	\$205,087	\$212,097	\$218,507	\$148,125	(\$63,972)
Budgeted Headcount						
Full-Time Positions - Civilian	50	52	55	55	55	0
TOTAL	50	52	55	55	55	0

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

The proposed budget for DCLA in Fiscal 2021 is \$148.1 million, which is \$63.9 million or 30.2 percent less than the Fiscal 2020 Adopted Budget. The decrease is a result of a reduction of \$53.9 million in funding for Cultural Programs and \$14.9 million in funding for Cultural Institutions offset by an increase of \$4.9 million for the Office of the Commissioner. The \$63.9 million decrease is mostly due to Council discretionary funding in Fiscal 2020 that is not included in the Fiscal 2021 Preliminary Budget. There is no headcount change in the Fiscal 2021 Preliminary Plan from the Fiscal 2020 Adopted Plan.

Only eight percent of the Department’s total budget covers direct agency expenses; the remaining 92 percent of the Department’s budget supports the Cultural Institution Groups (CIGs) and other arts organizations. DCLA’s budget is largely funded by City funds, which comprises 99 percent of the budget.

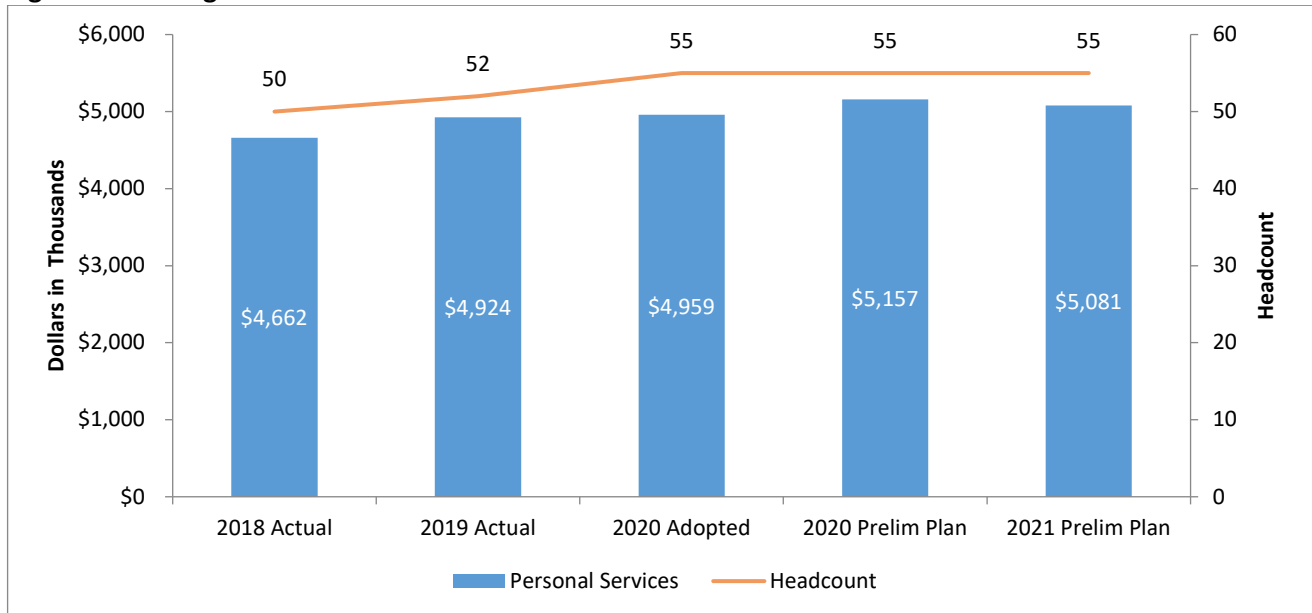
Figure 2: Fiscal 2021 Budget Breakdown by Program Area



Headcount

The Department’s Fiscal 2021 Preliminary Budget provides for 55 full-time positions across all divisions which is the same as the Fiscal 2020 Adopted Budget.

Figure 3: PS Budget and Headcount



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 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 following table provides the Department of Cultural Affairs Preliminary Contract Budget for Fiscal 2021.

Table 2: Fiscal 2021 Preliminary Contract Budget

Category	FY20 Adopted	Contracts	FY21 Preliminary	Contracts	Difference
Telecommunications Maintenance	\$1,481	1	\$1,481	1	\$0
Maintenance and Repairs – General	30,150	1	30,150	1	0
Office Equipment Maintenance	14,591	1	14,591	1	0
Printing Services	440	1	440	1	0
Temporary Services	3,280	1	3,280	1	0
Cleaning Services	34,814	1	34,814	1	0
Payments to Cultural Institutions	66,546,184	651	30,218,106	651	(36,328,078)
Prof. Services - Engineering and Architectural Services	10,000	1	10,000	1	0
Prof. Services – Other	49,000	1	49,000	1	0
TOTAL	\$66,689,940	659	\$30,361,862	659	(\$36,328,078)

The City's total proposed Contract Budget is \$17 billion in Fiscal 2021. The Department's Contract Budget totals \$30.2 million in Fiscal 2021, a decrease of 54.5 percent when compared to the Fiscal 2020 Adopted Budget of \$66.7 million. The \$36.5 million decrease is primarily due to Council discretionary funding in Fiscal 2020, which is not included in the Fiscal 2021 Preliminary Budget.

Council Initiatives

The Council funds a diverse array of cultural initiatives that focuses on a wide range of New Yorkers, including young filmmakers, seniors, immigrants and students in all five boroughs. The organizations supported by these initiatives, many of which are smaller than those traditionally supported by the City, provide creative and innovative programming that strengthen the diverse fabric of the City through activities such as providing art enrichment to the young and increasing access to the unique cultural offerings of immigrant heritages.

The Council's funding ensures that the arts remain a central feature of civic and economic life in the City. Appendix G provides a description of each of the initiatives listed on Table 3.

Table 3: Fiscal 2020 Council Initiatives

<i>Dollars in Thousands</i>	
Initiative	Amount
Cultural After School Adventure (CASA)	\$17,340
Coalition of Theaters of Color	3,740
Cultural Immigrant Initiative	7,395
Ghetto Film School (GFS) Accelerator Program Model	75
Anti-Gun Violence – Art a Catalyst for Change	720
SU-CASA	3,315
Anti-Poverty/Local/Speaker/Borough	6,808
TOTAL	\$39,393

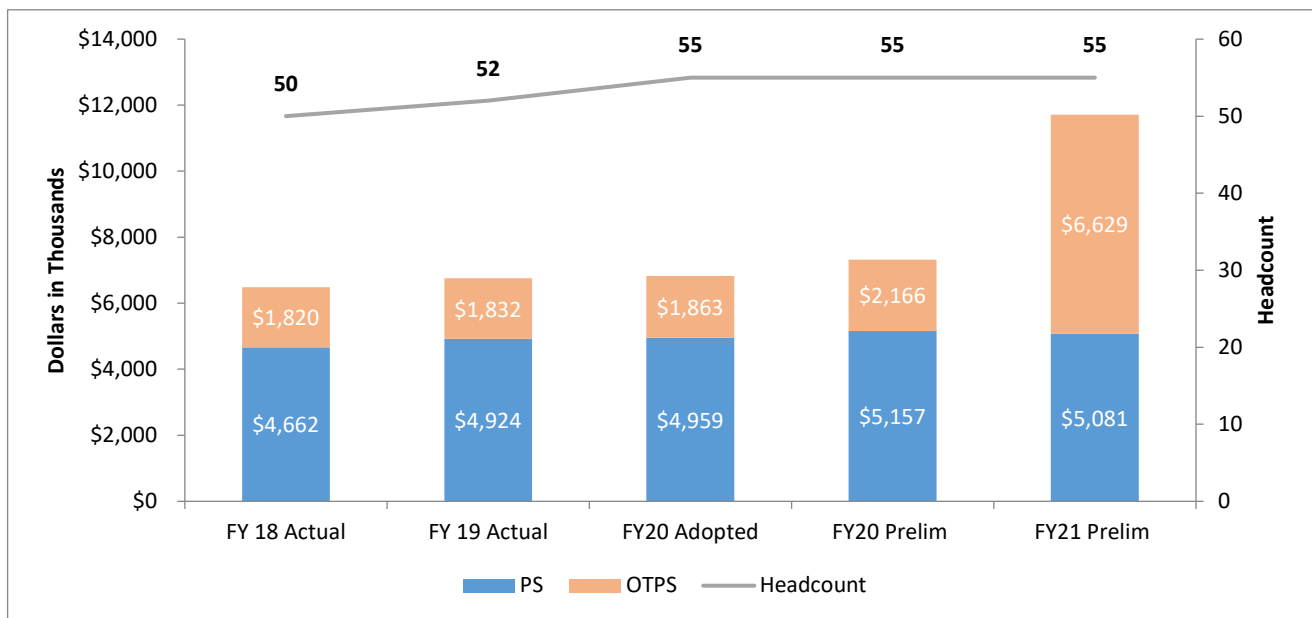
Program Areas

Office of the Commissioner

The Office of the Commissioner is responsible for the administration and monitoring of funds for the CIGs and the Cultural Development Fund (CDF). The area also assists (with other City agencies) in the management of various capital construction projects in both city-owned and non-city-owned facilities housing cultural programs and other cultural groups.

In addition, the Office of the Commissioner manages many public cultural events throughout the year. The chart below includes funding for the Materials for the Arts (MFTA) program, which distributes donated arts materials to public schools, cultural organizations, social service programs and the Percent for Art program that commissions works of art in public spaces.

Figure 4: Budget Overview - Office of the Commissioner



The Department’s Fiscal 2021 Preliminary Budget includes \$11.7 million for the Office of the Commissioner, \$4.9 million more than the Fiscal 2020 Adopted Budget of \$6.8 million. This program area is mostly funded through City funds which is 96 percent of the budget.

This increase is a result of unallocated baseline funding of \$5 million for the CreateNYC Cultural Plan Initiatives, offset by multiple smaller decreases including agency re-estimates and collective bargaining adjustments.

PMMR Performance Measures

Table 4: Agency Indicators

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
E-mails responded to in 14 days (%)	89%	84%	91%	88%	88%	89%	93%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	100%
MFTA transactions	6,356	6,550	6,585	5,300	5,300	2,088	2,085
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,165	2,168	2,091	*	*	1,168	1,257
Capital projects authorized to proceed	67	45	55	*	*	NA	NA
Capital projects initiated (%)	99%	69%	110%	66%	66%	NA	NA

The first four months of Fiscal 2020 show an improvement in the timeliness of the agency's response to emails when compared to the same period in Fiscal 2019. During the first four months of Fiscal 2020, despite staff vacancies that required reducing the number of shopping appointments from previous years, the number of schools served by Materials for the Arts (MFTA) remained stable. This was due to a concerted outreach effort, full participation in summer Professional Credit (P-credit) classes and a Back to School push to get teachers into the warehouse prior to the start of the school year. There was a slight decrease in the total number of MFTA transactions through a visit to the warehouse or by directly picking up an item(s) from a donor. Highlights from the donations during this period included the entire beautiful button collection from the City's iconic button store Tender Buttons, wardrobe and prop donations from Amazon's The Marvelous Mrs. Maisel and furniture from CBS's Instinct.

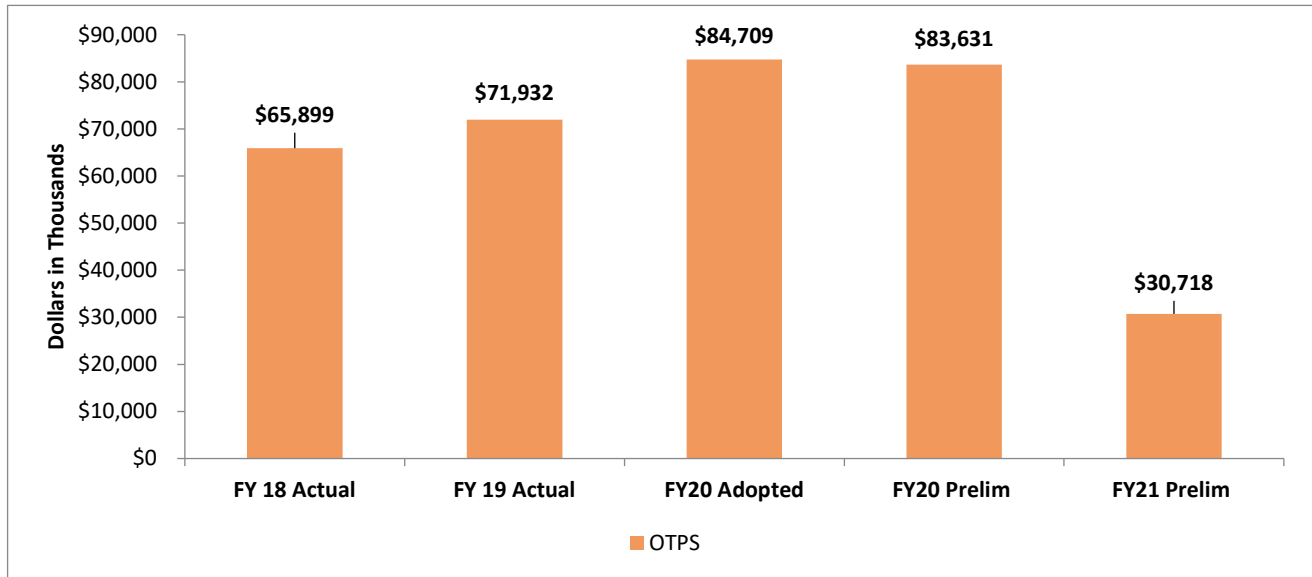
Cultural Programs

Non-profit cultural institutions and programs are one of the leading economic engines of the City. Cultural organizations generate billions in taxable revenue, provide unparalleled educational opportunities for children and adults throughout the five boroughs and are a major employer of tens of thousands of New York City residents. The funding in this program area is primarily for the Cultural Development Fund (CDF). Organizations that wish to receive City funding must go through a peer-based, merit-review application process. Additionally, there is funding in this area for special initiatives like the Cultural After School Adventure (CASA) and the Cultural Immigrant Initiative. Approximately 99 percent of contractual spending for this area is for payments to CDF recipients.

Programs include the Artist-in-Residence program where DCLA partners with agencies such as the Administration for Children's Services (ACS) and the Mayor's Office of Immigrant Affairs (MOIA) for an artist or artist collective to develop and implement a project that educates the community about the services provided by the agency. For example, internationally acclaimed artist Tania Bruguera serves as an artist-in-residence at MOIA where she helps the office engage communities with large numbers of undocumented residents about IDNYC, New York City's municipal ID program. This collaboration aims to educate undocumented residents about the services the City has created with IDNYC.

DCLA collaborates with various city agencies in providing services for New Yorkers in all five boroughs. NYCxDESIGN (NYC by Design) is a five-borough, multiday event that serves as an annual exposition to celebrate New York City's contributions to design and helps leverage the sector's enormous potential for economic growth. NYCxDESIGN kicks off a diverse slate of year-round design happenings and events in New York City. The event showcases the City's most renowned design institutions, retailers, manufacturers, entrepreneurs, curators, educators, editors, and designers.

Figure 5: Budget Overview – Cultural Programs



The Department’s Fiscal 2021 Preliminary Budget includes almost \$30.7 million for cultural programs, \$53.9 million less than planned in the Fiscal 2020 Adopted Budget. The \$53.9 million decrease is due to Council discretionary funding in Fiscal 2020 which is not included in Fiscal 2021.

PMMR Performance Measures

Table 5: Agency Indicators

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	6	8	7	7	NA	NA
Average days to issue final CDF payments	4	4	4	5	5	NA	NA
Program organizations awarded CDF payments	933	942	973	*	*	970	987
Total financial support provided to qualifying organizations (\$000,000)	\$170.9	\$179.2	\$189.4	*	*	NA	NA

Cultural Development Fund (CDF)

The number of organizations receiving assistance from the agency through the Cultural Development Fund (CDF) has seen an upward trend over the years. Along with that, the total financial support has also gone up over the years. DCLA did not issue any initial grant payments through CDF until early December. This delay in processing was due in part to a later than typical notification of awards, and the amount of time required to implement a new CreateNYC cultural plan grant program for language access within the Fiscal 2020 grant cycle.

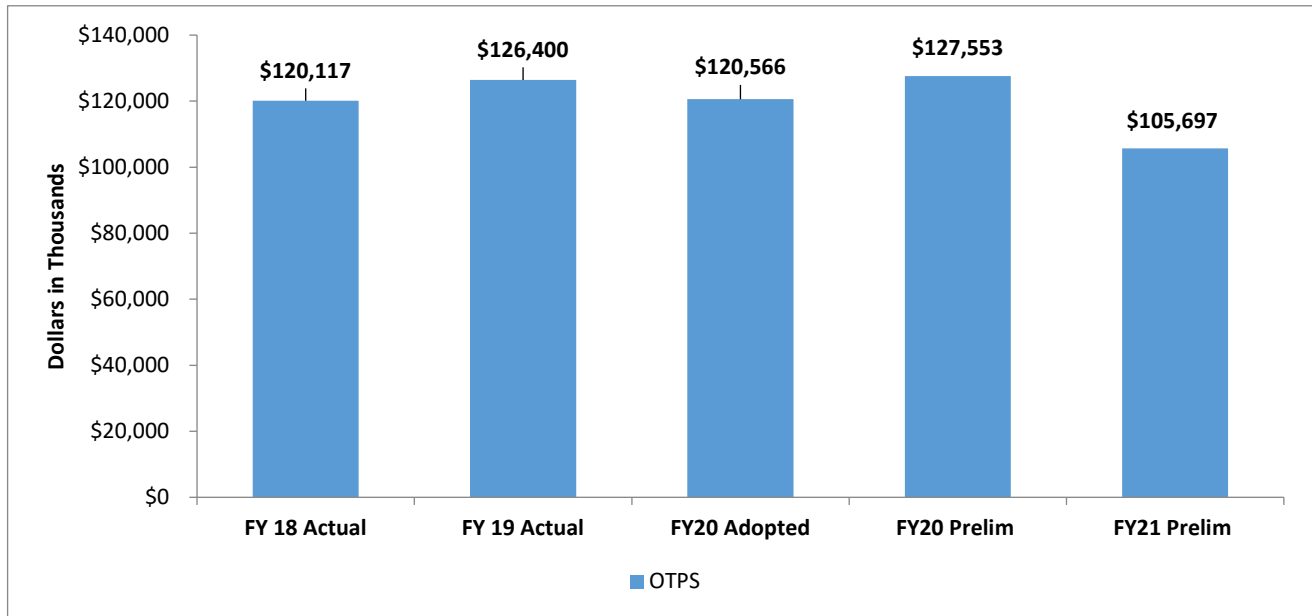
Cultural Institutions

The basic framework for the public-private partnerships between New York City and its 34 cultural institutions was established in the 19th century. The State of New York passed legislation that incorporated the institutions and authorized the City to build facilities and lease them and the city-owned parkland on which they sat to private institutions.

The partnership stipulated that the City would provide these institutions with land, facilities, and funds for maintenance and security. The private institutions in turn would develop specialized cultural services and collections which would be available to the general public.

These 34 cultural institutions are members of the Cultural Institutions Group (CIG). Appendix D provides a list of the members of the Cultural Institution Group, including the year they were founded and incorporated.

Figure 6: Budget Overview – Cultural Institutions



The Department’s Fiscal 2021 Preliminary Budget includes almost \$105.7 million for Cultural Institutions, \$14.9 million less than planned in the Fiscal 2020 Adopted Budget.

The \$14.9 million decrease is mainly a result of the absence of Council discretionary funding in Fiscal 2020 not included in Fiscal 2021.

PMMR Performance Measures

Total visitors to the Cultural Institutions Group saw a decrease in Fiscal 2019 from the prior year while visitors using free admission and tickets remained the same. Operating support payments to the City’s Cultural Institutions Group within the 5-day performance standard fell significantly from 100 percent in the first four months of Fiscal 2019 to 0 percent in the first four months of Fiscal 2020.

Table 6: Agency Indicators

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	91%	82%	100%	100%	100%	0%
Total visitors to the Cultural Institutions Group (000)	22,785	23,180	22,648	*	*	NA	NA
Visitors using free admission and/or tickets (%)	27%	27%	28%	*	*	NA	NA

Capital Plan Overview

On January 16, 2020, Mayor Bill de Blasio released the Preliminary Capital Commitment Plan for Fiscal 2020-2024 (the Commitment Plan) and the Fiscal 2021-2024 Preliminary Capital Budget (the Capital Budget).

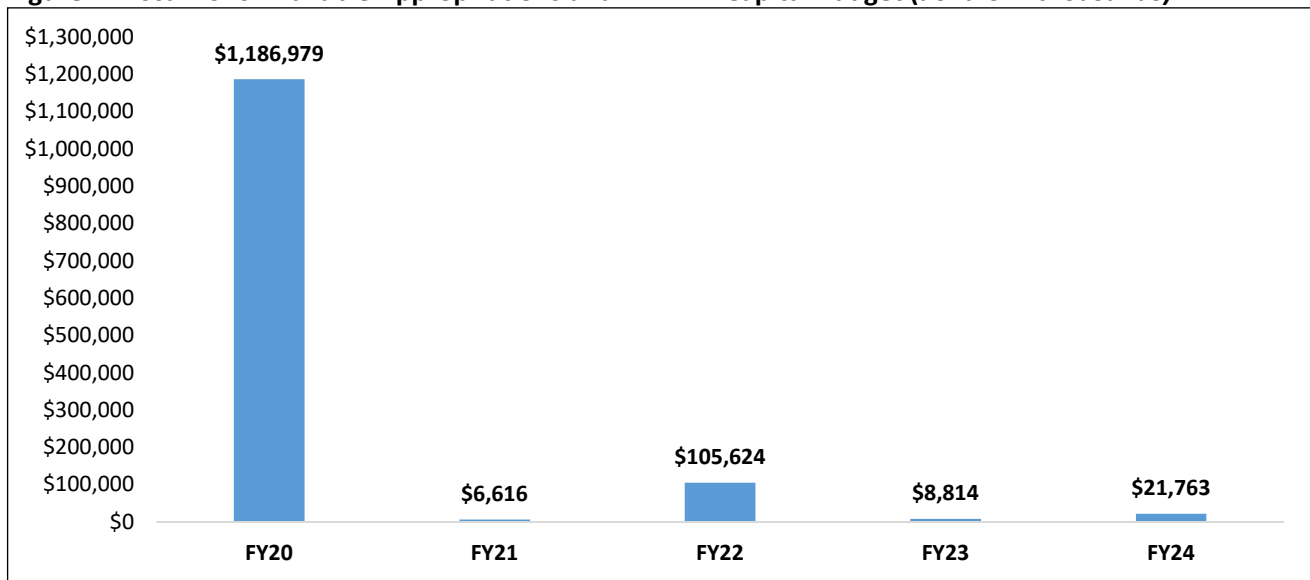
This section will provide an overview of the Commitment Plan and Capital Budget for the Department of Cultural Affairs (DCLA). Each one of these documents should support and be well integrated with one another to properly execute the City’s capital projects, as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, as well as the overall feasibility of DCLA’s capital program.

Capital Program

Fiscal 2021 Preliminary Capital Budget and Commitment Plan for Fiscal 2020-2024

The Capital Budget provides the requested appropriations for Fiscal 2020 and planned appropriations for Fiscal 2021 to Fiscal 2024. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2020 or the amount of funding that may be reauthorized or rolled into Fiscal 2021 in the Executive and/or Adopted Budget. This report provides an overview of the Capital Budget and Commitment Plan for DCLA.

Figure 7: Fiscal 2020 Available Appropriations and FY21-24 Capital Budget (dollars in thousands)



As shown above, the DCLA’s Fiscal 2021 Preliminary Capital Budget includes \$142.8 million in Fiscal 2021-2024. This represents less than one percent of the City’s total \$53.9 billion Capital Budget for Fiscal 2021-2024. Available appropriations for Fiscal 2020 total \$1.2 billion. This includes \$960.4 million in reauthorized prior appropriations and \$226.6 million in adopted appropriations for Fiscal 2020, less actual commitments in the current fiscal year.

The Fiscal 2021 Preliminary Capital Commitment Plan includes \$1.1 billion in Fiscal 2020-2024 for the Department of Cultural Affairs (All funds). This represents approximately 1.5 percent of the City’s total \$85.5 billion Preliminary Plan for Fiscal 2020-2024. The agency’s Preliminary Capital

Commitment Plan for Fiscal 2020-2024 is 3.9 percent less than the \$1.1 billion scheduled in the Adopted Capital Commitment Plan, a decrease of approximately \$44.1 million.

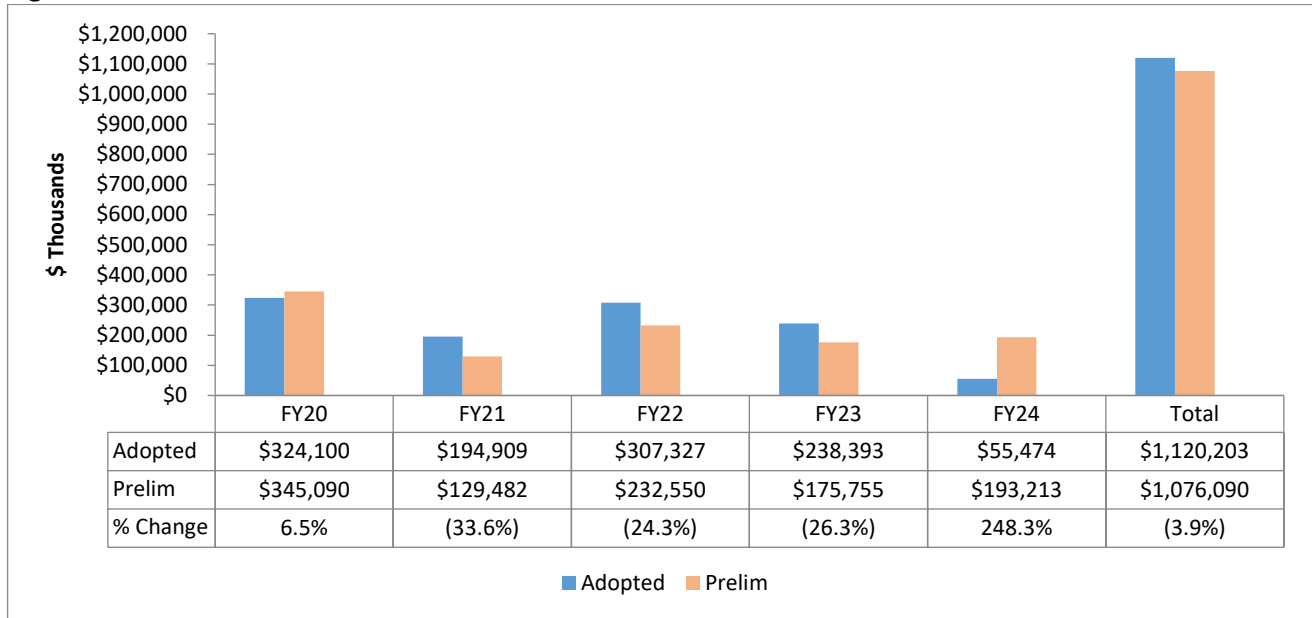
The total available appropriations for Fiscal 2020 are \$1.2 billion against planned commitments totaling \$345.1 million. This excess balance of more than \$855 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions, this flexibility is more limited than it appears from this variance alone.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. Therefore, it is assumed that a significant portion of the agency's Fiscal 2020 Capital Plan will be rolled into Fiscal 2021, thus increasing the size of the Fiscal 2021-2024 Capital Plan. In Fiscal 2017, DCLA committed \$147.4 million or 27.2 percent of its annual capital plan of \$542 million. In Fiscal 2018, the Department committed \$75.4 million or 21.2 percent of its annual capital plan of \$358.7 million. In Fiscal 2019 the Department committed \$216.9 million or 54.8 percent of its annual capital plan of \$395.7 million. Fiscal 2019's high commitment rate is due to a few large project registrations including: the American Museum of Natural History Gilder Center, Studio Museum, Irish Arts Center, Helen Hayes Theater and several others. The DCLA Capital Team recently added a Budget Analyst position and have tried to be more strategic in its capital budget forecasting.

Historically, the Commitment Plan has frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the Council's continued urging, that practice has largely ceased. Beginning with the Fiscal 2020 Executive Commitment Plan, agencies' Commitment Plans are now more accurate, reflecting more evenly distributed planned spending across all years of the plan.

A natural result of more realistic timelines is capital projects extending beyond the Commitment Plan's five year time frame. To address this the Administration has added Section VII. titled "Redistribution of the City's Capital Plan" to the Commitment Plan. What this section does is increase the transparency of the Commitment Plan by showing the distribution of funding beyond the required five years to ten years (Fiscal 2020 -2029). This extension allows the Council and the public to better differentiate between movement beyond the years of the Commitment Plan and a simple elimination of funding. DCLA's ten-year total is \$1.1 billion which is \$72 million greater than Department five-year plan. What this increase shows is the City's commitment to continuing many of its current projects beyond the time frame of the Capital Commitment Plan.

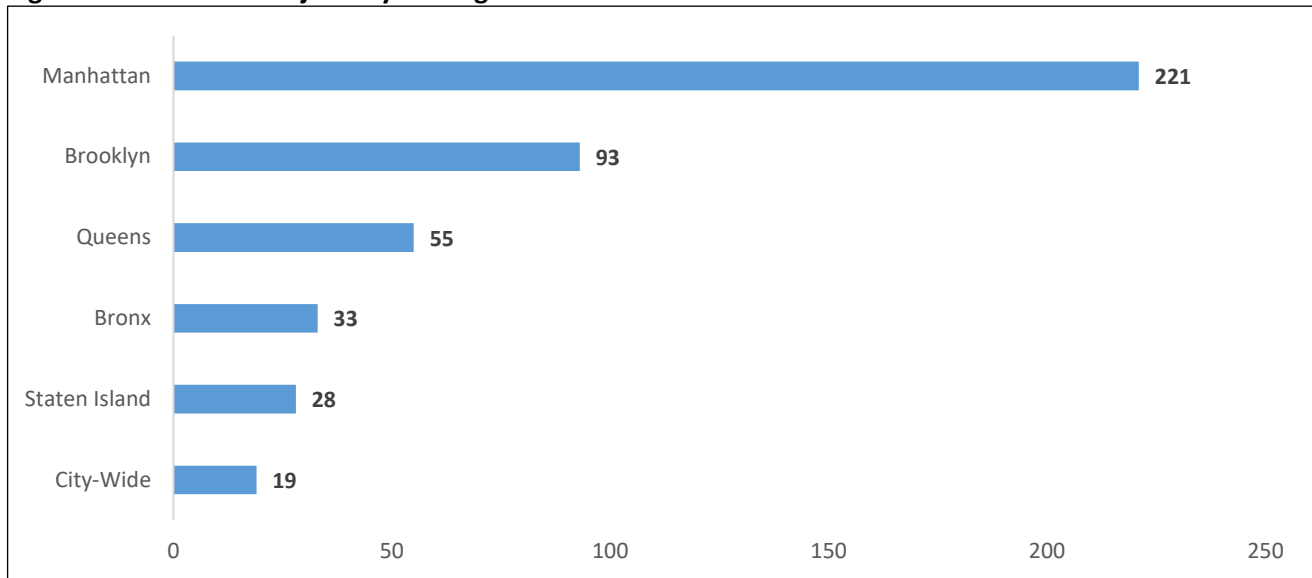
Figure 8: DCLA Commitment Plan



In the Fiscal 2021 Preliminary Plan, DCLA has a total of 449 active projects for 225 organizations with a value of \$1.2 billion

Appendix E breaks out the active projects by borough and includes the number of organizations and funding amount in the capital plan for these projects. As illustrated in the figure on the next page, Manhattan has the largest number of projects followed by Brooklyn.

Figure 9: DCLA Total Projects by Borough



2021 Preliminary Capital Budget Highlights

Below is a description of some capital projects of interest in the Fiscal 2021 Preliminary Capital Commitment Plan for Fiscal 2020- 2024.

Bronx Museum of the Arts. The Fiscal 2021 Preliminary Capital Plan includes \$19.2 million in City funding for Fiscal 2020-2024 for the Bronx Museum of the Arts. This project will renovate and upgrade the South Wing Atrium (anchoring the corner of 165th Street and Grand Concourse) and its underused

spaces to create expanded program areas and improve visitor circulation between the Bronx Museum's older South Wing and more modern North Wing. The project will be managed by the New York City Economic Development Corporation (NYCEDC).

American Museum of Natural History Science and Education Center. The Fiscal 2021 Preliminary Capital Plan includes \$48 million in City funding for Fiscal 2020-2024 for The Richard Gilder Center for Science, Education, and Innovation. A total of \$30 million of the project funding was registered in Fiscal 2019. The Gilder Center will add approximately 180,000 square feet of space to the museum campus, making necessary improvements to the museum's capacity to integrate scientific research, collections and exhibition with its educational programming. Thirty new connections from the Gilder Center to ten existing museum buildings will be created. New state-of-the-art facilities for research, exhibition, and education will be provided. The ground breaking ceremony was on June 12, 2019. The project construction will be completed in 2022. City funds are being administered by NYCEDC.

Lincoln Center Master Plan. The Fiscal 2021 Preliminary Capital Plan includes \$8.3 million in City funding for Fiscal 2020-2024 carried over from the Redevelopment project and allocated toward the renovation and upgrade of the northwest corner of Lincoln Center's campus at Amsterdam Avenue and 65th Street. This scope is the final phase of the Center's campus wide renovation. A total of \$5.1 million in funding has carried over from the original Master Plan allocation and additional funds have been repurposed from multiple capital allocations that have been determined to be problematic with respect to eligibility. Lincoln Center is in the early stages of design. DCLA is in working with LCPA to initiate the project as a Funding Agreement with the NYCEDC.

Lower Eastside Tenement Museum (LESTM). Fiscal 2021 Preliminary Capital Plan includes \$3.4 million in City funding for Fiscal 2020-2024 for the Tenement Museum's 97 Orchard Street Building Stabilization and 5th Floor Joseph Moore Exhibit Build-out. The objective of this project is to provide much need stabilization and rehabilitation to the landmarked 97 Orchard Street tenement building. Proposed project scope will include: interior structural stabilization, exterior masonry, window, and roof replacement, HVAC, electrical and security upgrades. In addition to building rehabilitation, the project will include the build-out of a new 5th floor interpretive program; "An African American story: The Joseph Moore Family". The project is in the early stages of design. DCLA is in working with LESTM to initiate this project as a funding agreement with the NYCEDC.

WCS New York Aquarium. The Fiscal 2021 Preliminary Capital Plan includes \$114.5 million in City funding for Fiscal 2020 through Fiscal 2024 for restoration of the New York Aquarium. The Aquarium experienced severe flooding and damage from the storm surge associated with Hurricane Sandy in 2012 and has been only partially open since 2013. The goal of this FEMA-supported project is to restore the Aquarium to its pre-Sandy state with mitigation features which – in combination with the new Ocean Wonders: Sharks! exhibit that opened in 2018 – will result in a restored and expanded public asset. Additional mitigation elements will build resilience, preparing the campus for future storm events of Sandy's magnitude. The Wildlife Conservation Society (WCS), which is managing this project pursuant to a Subgrant Agreement between WCS, DCLA and the NYCEDC, is targeting completion of publically-accessible spaces for 2020, and anticipates that all back-of-house spaces will be complete by the end of 2023. FEMA funding is expected to reimburse the City for 90 percent of the cost of eligible work. City funds are being administered by the NYCEDC.

Snug Harbor Site-Wide Infrastructure Upgrade. The Fiscal 2021 Preliminary Capital Plan includes \$10 million in City funding for Fiscal 2020-2024 for Snug Harbor Site-Wide Infrastructure Upgrade. The scope of work for this project is the replacement of an aged chiller and the associated steam and

chiller distribution pipe infrastructure. The existing chillers in Building “L” have reached the end of their useful life and are in need of immediate replacement. DDC and the contractor have informed Snug Harbor and DCLA that project construction will be completed in time for the summer 2020.

New York Shakespeare Festival (NYSF) – Delacorte. The Fiscal 2021 Preliminary Capital Plan includes \$21 million in City funding for Fiscal 2020-2024 for an extensive renovation and upgrade of the Delacorte Theater in Central Park. The Delacorte has outgrown its existing infrastructure in almost every measurable way, from providing sufficient resources for staff and performers to ensuring equitable access and comfort to all. This renovation will build efficiencies that will allow NYSF to expand its season and allow access to many more New Yorkers. The project will rebuild the existing facility (stage, audience seating, back of house and front of house support spaces) with materials that can withstand four seasons of weather, remain water tight, and meet modern code requirements. NYSF is continuing to fundraise for the project and is reviewing plans with constituents including Central Park Conservancy and NYC Department of Parks and Recreation.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
DCLA Budget as of the Fiscal 2020 Adopted Budget	\$211,576	\$520	\$212,096	\$149,515	\$525	\$150,040
Other Adjustments						
Agency Phone Plan Review	\$1	\$0	\$1	\$1	\$0	\$1
CSBA Attorneys Collective Bargaining	19	0	19	21	0	21
Energy Personnel	0	125	125	0	0	0
EXCEL Projects	0	2,295	2,295	0	0	0
I/C W Cultural Queens	0	1,516	1,516	0	0	0
I/C W Cultural Affairs Snug	0	825	825	0	0	0
I/C W Cultural Affairs Brooklyn	0	706	706	0	0	0
I/C W Botanical Garden	0	349	349	0	0	0
L237 Collective Bargaining	97	0	97	162	0	162
PS Savings	(96)	0	(96)	(96)	0	(96)
Baseline Funding Correction	1,000	0	1,000	1,000	0	1,000
DCLA CC Member Items Reallocation	(303)	0	(303)	0	0	0
Lease Adjustment	27	0	27	0	0	0
PS Savings	(150)	0	(150)	0	0	0
The MET Expense to Capital Swap	0	0	0	(3,000)	0	(3,000)
TOTAL, All Changes	\$595	\$5,816	\$6,411	(\$1,912)	\$0	(\$1,912)
DCLA Budget as of the Fiscal 2021 Preliminary Budget	\$212,170	\$6,336	\$218,507	\$147,601	\$525	\$148,125

B: Organizations on City Property receiving utility grants

Cultural Organization	Amount Received in Fiscal 2020
Aaron Davis Hall, Inc.	\$60,000
BRIC ARTS MEDIA BKLYN, INC.	\$260,000
Bronx River Art Center, Inc.	\$60,000
Clemente Soto Velez Cultural and Educational Center, Inc.	\$98,000
Dance Theatre of Harlem, Inc.	\$88,000
Louis Armstrong House	\$18,000
Mabou Mines Development Foundation, Inc.	\$40,000
Movement Research, Inc.	\$31,000
Performance Space 122	\$75,000
Pregones Touring Puerto Rican Theatre Collection, Inc.	\$30,000
Society for the Preservation of Weeksville & Bed-Stuyvesant History	\$65,000
Theater for a New Audience	\$110,000
Urbanglass New York Contemporary Glass Center Inc.	\$285,000

C: Program Areas

Office of the Commissioner

Office of the Commissioner						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Additional Gross Pay	\$141	\$110	\$5	\$5	\$5	\$0
Full-Time Salaried - Civilian	3,968	4,241	4,404	4,302	4,516	112
Overtime - Civilian	1	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Unsalariated	553	572	551	851	559	9
Subtotal	\$4,662	\$4,924	\$4,959	\$5,157	\$5,081	\$121
Other Than Personal Services						
Contractual Services	\$33	\$31	\$85	\$64	\$85	\$0
Contractual Services - Professional Services	83	61	59	59	59	0
Fixed & Misc. Charges	4	1	0	0	0	0
Other Services & Charges	1,645	1,668	1,567	1,937	6,334	4,767
Property & Equipment	8	10	106	27	106	
Supplies & Materials	48	62	45	78	45	0
Subtotal	\$1,820	\$1,832	\$1,863	\$2,166	\$6,629	\$4,767
TOTAL	\$6,482	\$6,756	\$6,822	\$7,323	\$11,710	\$4,888
Funding						
City Funds			\$6,407	\$6,783	\$11,291	\$4,885
Capital- IFA			248	248	249	1
State			3	3	3	0
Federal - Community Development			152	152	154	1
Intra City			11	136	13	2
TOTAL	\$6,482	\$6,756	\$6,822	\$7,323	\$11,710	\$4,888
Budgeted Headcount						
Full-Time Positions - Civilian	50	52	55	55	55	0
TOTAL	50	52	55	55	55	0

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

Cultural Programs

Cultural Programs						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Other Than Personal Services						
Contractual Services	\$0	\$45	\$0	\$0	\$0	\$0
Contractual Services - CIGs	65,296	70,930	66,546	82,072	30,218	(\$36,328)
Fixed & Misc. Charges	259	114	0	0	0	0
Other Services & Charges	344	843	18,163	1,559	500	(17,663)
TOTAL	\$65,899	\$71,887	\$84,709	\$83,631	\$30,718	(\$53,991)
Funding						
City Funds			\$84,603	\$83,525	\$30,612	(\$53,991)
Federal - Community Development			106	106	106	0
TOTAL	\$65,899	\$71,887	\$84,709	\$83,631	\$30,718	(\$53,991)

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

Cultural Institutions

Cultural Institutions						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Other Than Personal Services						
American Museum of Natural History	\$15,997	\$17,499	\$17,181	\$17,955	\$15,689	(\$1,493)
Brooklyn Academy of Music	2,784	2,906	3,009	3,109	2,692	(317)
Brooklyn Botanical Garden	4,601	4,786	4,386	5,223	3,879	(507)
Brooklyn Children's Museum	2,071	2,288	2,225	2,271	1,834	(391)
Brooklyn Museum	8,552	8,438	8,919	8,989	8,026	(893)
Metropolitan Museum of Art	25,758	25,981	23,995	25,927	22,378	(1,617)
Museum of the City of New York	1,688	1,896	1,791	1,944	1,620	(171)
New York Botanical Garden	7,625	7,765	7,371	8,015	6,511	(860)
New York Hall of Science	2,022	2,061	2,107	2,107	1,906	(201)
New York Shakespeare Festival	1,109	1,135	1,168	1,233	1,070	(99)
Other Cultural Institutions	20,085	22,838	22,503	22,069	17,767	(4,736)
Queens Botanical Garden	4,231	3,535	1,353	2,959	994	(358)
SI Institute of Arts & Sciences	1,041	1,151	1,089	1,149	892	(197)
Snug Harbor Cultural Center	2,857	3,312	2,055	2,970	1,722	(333)
Staten Island Historical Society	810	936	844	884	651	(193)
Staten Island Zoological Society	1,586	1,777	1,794	1,834	1,380	(414)
Studio Museum in Harlem	985	929	656	696	530	(126)
Wave Hill	1,431	1,486	1,523	1,548	1,255	(269)
Wildlife Conservation Society	14,885	15,680	16,594	16,669	14,900	(1,695)
TOTAL	\$120,117	\$126,400	\$120,566	\$127,553	\$105,697	(\$14,869)
Funding						
City Funds			\$120,566	\$121,862	\$105,697	(\$14,869)
Intra City			0	5,691	0	0
TOTAL	\$120,117	\$126,400	\$120,566	\$127,553	\$105,697	(\$14,869)

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

D: List of Cultural Institution Groups (CIGs)

#	Cultural Organization	Year Founded	Year Incorporated
1	American Museum of Natural History	1869	1869
2	American Museum of the Moving Image	1984	1984
3	EL Museo del Barrio	1969	1071
4	Bronx County Historical Society	1955	1955
5	Bronx Museum of the Arts	1971	1972
6	Brooklyn Academy of Music	1861	1969
7	Brooklyn Botanic Garden Corporation	1910	1977
8	Brooklyn Children's Museum	1899	1979
9	Brooklyn Institute of Arts and Sciences	1890	1890
10	Carnegie Hall Corporation	1960	1960
11	Flushing Council on Culture and the Arts	1979	1983
12	Jamaica Center for Arts & Learning, Inc.	1972	1978
13	Lincoln Center for the Performing Arts, Inc.	1956	1956
14	Metropolitan Museum of Art	1870	1870
15	Museum of Jewish Heritage – A Living Memorial to the Holocaust	1981	1981
16	Museum of the City of New York	1923	1923
17	New York Botanical Garden	1891	1891
18	New York City Ballet	1948	1977

#	Cultural Organization	Year Founded	Year Incorporated
19	New York City Center	1943	1976
20	New York Hall of Science	1964	1964
21	New York Shakespeare Festival	1954	1954
22	P.S.1 Contemporary Art Center, Inc.	1971	1972
23	Queens Botanical Garden Society, Inc.	1946	1946
24	Queens Museum of Art	1972	1972
25	Queens Theatre in the Park, Inc.	1972	1989
26	Snug Harbor Cultural Center & Botanical Garden, Inc.	1975	1976
27	Staten Island Children's Museum	1974	1974
28	Staten Island Historical Society	1856	1856
29	Staten Island Institute of Arts and Sciences	1881	1918
30	Staten Island Zoological Society, Inc.	1933	1934
31	Studio Museum in Harlem	1967	1967
32	Wave Hill	1965	1965
33	Wildlife Conservation Society (NY Aquarium)	1896	1896
34	Wildlife Conservation Society (Bronx Zoo)	1895	1895

E: PMMR

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
E-mails responded to in 14 days (%)	89%	84%	91%	88%	88%	89%	93%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	100%
MFTA transactions	6,356	6,550	6,585	5,300	5,300	2,088	2,085
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,165	2,168	2,091	*	*	1,168	1,257
Capital projects authorized to proceed	67	45	55	*	*	NA	NA
Capital projects initiated (%)	99%	69%	110%	66%	66%	NA	NA
Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	6	8	7	7	NA	NA
Average days to issue final CDF payments	4	4	4	5	5	NA	NA
Program organizations awarded CDF payments	933	942	973	*	*	970	987
Total financial support provided to qualifying organizations (\$000,000)	\$170.9	\$179.2	\$189.4	*	*	NA	NA
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	91%	82%	100%	100%	100%	0%
Total visitors to the Cultural Institutions Group (000)	22,785	23,180	22,648	*	*	NA	NA
Visitors using free admission and/or tickets (%)	27%	27%	28%	*	*	NA	NA

F: Active Projects

Borough	Total Projects	Total Organizations	Amount in Plan
Bronx	33	14	\$94,791,000
Brooklyn	93	46	342,943,000
Manhattan	221	126	436,215,000
Queens	55	20	146,663,000
Staten Island	28	12	70,971,000
City-Wide	19	7	87,852,000
TOTAL	449	225	\$1,179,435,000

G: Fiscal 2020 Council Initiatives

Cultural After School Adventure (CASA)

Funding for this initiative supports after-school programs that partners with cultural programs and institutions to provide arts enrichment City-wide. CASA ensures that public school students across the five boroughs are provided with quality arts and cultural programming during after-school hours. This initiative was launched in Fiscal 2006 and has grown in both the number of organizations funded, as well as total designations over the years. Each Council Member designated organizations at seventeen schools for Fiscal 2020.

Coalition of Theaters of Color

The Coalition of Theaters of Color (CTC) was founded in 2004 to address inequitable funding for theatrical institutions of color. Funding supports the operations and programming of various theaters and cultural organizations, primarily in communities of color throughout New York City. Funding was distributed to organizations, who received funding based on their operating income, and history in the program.

Cultural Immigrant Initiative

This initiative was launched in Fiscal 2015. Funding for this initiative supports cultural organizations to provide programming focused on the cultural history or traditions of immigrant communities in New York City. In addition, this initiative increases access to unique cultural offerings that focus on immigrant heritages. Organizations are designated by each Council Member.

Ghetto Film School (GFS) Accelerator Program Model

This initiative was launched in Fiscal 2016. Funding in Fiscal 2020 is supporting the NY Talent Pipeline, an artistic and development program that enables emerging talent to explore and better navigate professional opportunities across film, television, and advertising in New York City.

Anti-Gun Violence – Art a Catalyst for Change

This initiative was launched in Fiscal 2016. Funding for this initiative supports the use of arts as a means to engage, organize and mobilize communities in the public awareness and conflict mediation surrounding gun violence. This initiative is part of funding allocated towards a variety of public safety initiatives and programs that support the Council's efforts towards the provision of public safety and awareness across the City.

SU-CASA

This initiative was launched in Fiscal 2016. Funding for this initiative provides five senior centers per Council district with arts programming activities which include a choice of music, dance, painting or crafts. Disciplines funded in Fiscal 2019 cover a wide range, including ceramics, puppet movement, singing, quilting, improvisational theater, and storytelling. Council Members chose five senior centers in their district, which were then matched by DCLA with artists and organizations selected for this initiative.