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March 2006

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# IBO's Programmatic Review of the 2007 Preliminary Budget

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*Department of Small  
Business Services  
(DSBS)*

# IBO

New York City  
Independent Budget Office

Ronnie Lowenstein, Director  
George Sweeting, Deputy Director  
Preston Niblack, Deputy Director  
Frank Posillico, Deputy Director  
110 William St., 14th Floor . New York, NY 10038  
Tel. (212) 442-0632 . Fax (212) 442-0350  
e-mail: [ibo@ibo.nyc.ny.us](mailto:ibo@ibo.nyc.ny.us) . <http://www.ibo.nyc.ny.us>

## Introductory Note

IBO's programmatic reviews of the 2007 preliminary budgets of selected city agencies are intended to assist the public and elected officials better understand the allocation of budgetary resources to city services by presenting agency budgets in a way that is more closely aligned with the actual programs, functions, and services of major city agencies.

The current city budget presentation inhibits understanding and participation in three ways.

First, agency budgets, organized into broad *units of appropriation*, do not easily allow users to understand how much money is being spent from one year to the next on the programs and services that citizens and their elected representatives care about—programs such as job training, childhood lead-poisoning prevention, HIV/AIDS prevention and treatment, after-school programs, immigrant services, affordable housing construction, and recreation programs.

Second, budget proposals are presented in terms of Financial Plan changes, rather than in terms of year-to-year comparisons. A proposed cut, or “PEG,” of \$1 million in a program is presented without information on how much was previously projected for spending on that program in previous Financial Plans, and whether the \$1 million “cut” would leave spending lower, higher, or the same as previous years’ spending levels. This presentation often manifests itself in annual debates over “hidden cuts” and what has been “baselined” in the Financial Plan. This manner of presenting the budget makes it difficult to understand the consequences for agency programs of budgetary decisions.

Finally, it is virtually impossible to link spending decisions to program results. Although at one time the city was a trailblazer in performance reporting, the lack of linkage between performance data reported in the Mayor’s Management Report and elsewhere, and clear spending information, makes it difficult for citizens, elected officials, and even agency managers to know what they are getting for their money and to evaluate alternatives. Our programmatic budget presentations integrate existing performance data from the Mayor’s Management Report, Capstat, and other sources produced by the Mayor’s office alongside spending figures, to provide a unified presentation of both spending and performance.

Our goal in preparing these budget reviews has been to hew as closely as possible to how the agencies themselves present their organization, programs, and services, on their official Web sites and other sources, including using the agencies’ own language to describe programs in most cases. While we have sought, and in most cases received, considerable input from agencies in the preparation of the program budget reviews, our presentations are not necessarily how the Mayor’s budget office or the agencies themselves would present their budgets, were they to do so in programmatic terms. Nonetheless, we think that our presentations can be instructive and point the way toward how to improve understanding of the city’s budget in a way that enhances public participation in the budget process.

IBO will periodically update our program budgets. We will continue to separately issue our analysis of the Preliminary Budget, including of selected agency budgets, as we have every year as required by City Charter section 246.

We welcome your comments or questions, which you may direct to IBO at (212) 442-0632, or by e-mail to [ibo@ibo.nyc.ny.us](mailto:ibo@ibo.nyc.ny.us).

# Department of Small Business Services

## MISSION

The mission of the Department of Small Business Services (DSBS) is to foster the formation and expansion of small businesses in New York City in order to create and retain jobs, expand economic activity, and increase the local tax base.

## AGENCY DESCRIPTION

DSBS provides services to small business directly, such as emergency services and technical assistance with procurement, available incentives, and other matters. It works with local economic development organizations, Business Improvement Districts, Empire Zones, and other groups to facilitate neighborhood commercial and economic development. It contracts with the Economic Development Corporation for work on development projects and retention deals involving larger companies. It funds the Mayor's Office of Film, Theatre and Broadcasting, provides financial support to other economic development organizations, such as NYC & Co. And since 2004, the department has administered federally funded adult workforce development programs, providing job training and placement services to serve both businesses and jobseekers.

<b>Department of Small Business Services</b>					
<i>Dollars in millions</i>	2003	2004	2005	2006	2007
	Actual	Actual	Actual	January	Preliminary
	Expenses	Expenses	Expenses	Plan	Budget
<b>Spending by Program Area</b>					
Direct Business Assistance	\$3.0	\$3.3	\$3.6	\$4.4	\$4.2
Neighborhood Economic Development	15.9	11.8	11.8	19.3	10.4
Economic Development Corporation	9.2	15.3	18.0	15.1	8.7
Workforce Development	0.0	67.8	60.5	78.0	57.5
Miscellaneous and General Administration	13.9	14.1	14.4	16.2	14.3
Unallocated Financial Savings			0.0	0.0	0.1
<b>TOTAL</b>	<b>\$42.0</b>	<b>\$112.3</b>	<b>\$108.3</b>	<b>\$133.0</b>	<b>\$95.1</b>
<b>Spending by Object</b>					
Personal Services	\$6.0	\$11.9	\$14.5	\$17.9	\$15.4
OTPS	35.9	100.4	93.8	115.1	79.7
<b>Full-time Personnel*</b>	103	186	211	201	n.a.
SOURCE: IBO.					
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.					

Department of Small Business Services

**PROGRAM CHART**

<b>Program Area</b>	<b>Programs</b>
<b>Direct Business Assistance</b>	Minority- and Women-Owned Business Program Locally Based Enterprise Program Procurement Assistance Street Vendors and Micro-Enterprises Garment Industry Development Corporation Other Business Assistance
<b>Neighborhood Economic Development</b>	General Neighborhood Development Specific Neighborhoods Empire and Empowerment Zones
<b>Economic Development Corporation</b>	Specific Projects Other Support
<b>Workforce Development</b>	Dislocated Workers Adult Training One-Stop Centers WIA Administration
<b>Miscellaneous and Administration</b>	Film Office NYC and Co. Markets and Security Economic Policy General Administration

**Department of Small Business Services**  
Direct Business Assistance

**PROGRAM AREA: DIRECT BUSINESS ASSISTANCE**

DSBS leverages government, private, and community resources and contacts to target a wide array of services directly to small businesses. These services include procurement assistance, other technical and general business skills training, help in resolving problems with government services and other problems, emergency assistance, counseling, and help in obtaining financial incentives that lower the cost of doing business in the City. The department has established Business Solution Centers in every borough; these are “one-stop” centers where businesses can obtain all services offered by the department.

<b>Direct Business Assistance</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$3,605</b>	<b>\$4,364</b>	<b>\$4,164</b>
Personal services	2,927	3,267	3,649
Other than personal services	678	1,097	515
<b>Programs</b>			
Minority- and Women-Owned Business Program	\$330	\$884	\$1,024
Locally Based Enterprise Program	234	177	177
Procurement Assistance	123	68	0
Street Vendors and Micro- Enterprises	896	1,121	782
Garment Industry Development Corporation	436	336	94
Other Business Assistance	1,585	1,778	2,087
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

*Performance Results:* See program sections.

**Department of Small Business Services**  
Direct Business Assistance

**Minority- and Women-Owned Business Program**

DSBS's Minority- and Women-Owned Business Enterprise (MWBE) Program is designed to make it easy for purchasers at public agencies and private companies to identify New York City certified minority- and women-owned businesses that sell the goods and services they are looking to buy. The MWBE program produces an on-line directory of businesses it certifies, for use by companies' purchasing agents. It also offers networking events for certified businesses, and training classes in procurement from city agencies, marketing, and other general business skills.

<b>Minority- and Women-Owned Business Program</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$330</b>	<b>\$884</b>	<b>\$1,024</b>
PS	289	647	788
OTPS	42	237	236
<b>Full-time Positions</b>	3	4	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

***Performance Results:***

<b>Minority- and Women-Owned Business Program</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Newly certified businesses in Minority/Women Owned Business program	Outcome	125	223	303	364
SOURCE: Mayor's Management Report.					

**Department of Small Business Services**  
Direct Business Assistance

**Locally Based Enterprise Program**

The Locally Based Enterprise Program (LBE) assists small eligible construction and construction related companies (firms) in doing business with the City by certifying them as LBEs. Certified firms are given preference in sub-contracting with prime contractors in the process of doing business with the City, and the bonding requirements are usually waived on all LBE sub-contracts. The LBE program produces an on-line directory of businesses it certifies, for use by contractors.

<b>Locally Based Enterprise Program</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$234</b>	<b>\$177</b>	<b>\$177</b>
PS	234	177	177
OTPS	0	0	0
<b>Full-time Positions</b>	5	5	n.a.

SOURCE: IBO.  
NOTE: \*Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.

***Performance Results:***

<b>Locally Based Enterprise Program</b>		2002	2003	2004	2005
<b>Performance Statistics</b>	Type of Indicator				
Newly certified businesses in Locally Based Enterprise program	Outcome	25	34	42	60

SOURCE: Mayor's Management Report.

**Department of Small Business Services**  
Direct Business Assistance

**Procurement Assistance**

The Procurement Outreach Program (POP) of DSBS assists small businesses in NYC to identify and successfully bid on Federal, State and City contracting opportunities. POP conducts classes and provides printed material to orient businesses to procurement practices and opportunities and offers one-on-one counseling to assist with the bid preparation.

<b>Procurement Assistance</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$123</b>	<b>\$68</b>	<b>\$0</b>
PS	123	68	0
OTPS	0	0	0
<b>Full-time Positions</b>	3	3	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

***Performance Results:***

<b>Procurement Assistance</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Newly registered businesses in the Procurement Outreach Program	Outcome	68	265	418	257
SOURCE: Mayor's Management Report.					



**Department of Small Business Services**  
Direct Business Assistance

**Street Vendors and Micro-Enterprises**

DSBS provides assistance to street vendors and micro-enterprises, largely with federal, Community Development Block Grant funds.

<b>Street Vendors and Micro-Enterprises</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$896</b>	<b>\$1,121</b>	<b>\$782</b>
PS	742	653	653
OTPS	154	468	129
<b>Full-time Positions</b>	13	13	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No performance statistics reported.

**Department of Small Business Services**  
Direct Business Assistance

**Garment Industry Development Corporation**

DSBS provides funds each year to the Garment Industry Development Corporation (GIDC), a non-profit group whose mission is to strengthen New York City's apparel industry. Founded in 1984 by a partnership of city government, business, and labor unions, GIDC offers comprehensive services to every segment of the industry, such as worker training and education, management skills training, marketing and export assistance, and technology transfers.

<b>Garment Industry Development Corporation</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$436</b>	<b>\$336</b>	<b>\$94</b>
PS	0	0	0
OTPS	436	336	94
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No performance statistics reported.

**Department of Small Business Services**  
Direct Business Assistance

**Other Business Assistance**

DSBS assists small business in a number of other ways. It provides emergency assistance, help with relocation, general counseling and problem-solving assistance, especially with respects to government services, and information to businesses about available financial incentives and grants, such as the Energy Cost Savings Program (ECSP). Services, including one-on-one counseling, are provided at “one-stop” Business Solution Centers in each of the five boroughs.

<b>Other Business Assistance</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$1,585</b>	<b>\$1,778</b>	<b>\$2,087</b>
PS	1,539	1,721	2,030
OTPS	46	57	57
<b>Full-time Positions</b>	26	26	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:**

<b>Other Business Assistance</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Average time to resolve government service and public utility issues (days)	Service Quality	2.6	1.7	1.2	0.4
Business Assistance cases opened	Outcome	1,577	3,231	6,294	6,090
Value of ECSP savings for businesses (\$ millions)	Outcome	\$2.0	\$2.0	\$1.3	\$1.7
New commercial tenants receiving assistance through the Lower Manhattan Energy Program	Outcome	n.a.	6	209	153
Value of grants dispensed through the Industrial Relocation Grant Program (\$ thousands)	Outcome	\$419	\$169	\$320	\$283
SOURCE: Mayor's Management Report.					

**Department of Small Business Services**  
 Neighborhood Economic Development

**PROGRAM AREA: NEIGHBORHOOD ECONOMIC DEVELOPMENT**

DSBS's Neighborhood Development Division works to develop the city's business districts in a number of ways. It encourages the establishment of Business Improvement Districts and other neighborhood organizations. It invests in physical enhancements of commercial neighborhoods and it contracts with many local development corporations for work in their areas. It administers the benefits available to businesses locating in state-designated Empire Zones. The DSBS budget also is responsible for the City's contribution to the local Empowerment Zone, a federally designated area in which development is encouraged by providing benefits to local firms.

<b>Neighborhood Economic Development</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$11,833</b>	<b>\$19,339</b>	<b>\$10,365</b>
Personal services	567	538	538
Other than personal services	11,266	18,800	9,826
<b>Full-time Positions</b>	8	9	n.a.
<b>Programs</b>			
General Neighborhood Development	\$3,267	\$6,809	\$2,680
Specific Neighborhoods Empire and Empowerment Zones	2,825	5,448	0
	5,741	7,082	7,685
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** See program sections.

**Department of Small Business Services**  
 Neighborhood Economic Development

**General Neighborhood Development**

Neighborhood Development Division encourages the formation of Business Improvement Districts (BIDs) by assisting business and property owners who wish to establish a BID in their area, and it helps them manage their services once their BID is established. DSBS also invests in streetscape improvements, property development, and other physical enhancements to encourage private-sector investment in commercial neighborhoods.

<b>General Neighborhood Development</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$3,267</b>	<b>\$6,809</b>	<b>\$2,680</b>
PS	494	427	427
OTPS	2,772	6,382	2,253
<b>Full-time Positions</b>	7	7	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:**

<b>General Neighborhood Development</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Average Acceptably clean BID sidewalk ratings (%)	Service Quality	97.2%	96.2%	97.5%	98.1%
SOURCE: Mayor's Management Report.					

**Department of Small Business Services**  
 Neighborhood Economic Development

**Specific Neighborhoods**

DSBS has contracts with local development corporations in each of the boroughs for their economic development work in specific neighborhoods of the City.

<b>Specific Neighborhoods</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$2,825</b>	<b>\$5,448</b>	<b>\$0</b>
PS	0	0	0
OTPS	2,825	5,448	0
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No performance statistics reported.

**Department of Small Business Services**  
 Neighborhood Economic Development

**Empire and Empowerment Zones**

DSBS administers the New York State-designated Empire Zones that are located in the City. Companies that move to or expand in any of ten Empire Zones in New York City may be eligible for wage, sales, investment and real property tax credits, and discounted rates on utilities. The DSBS budget also provides the city's funding of the local Empowerment Zone, a federally designated area offering similar benefits to firms locating in the Zone. The City, State and federal governments are under contract to contribute equal shares of funds for the Empowerment Zone.

<b>Empire and Empowerment Zones</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$5,741</b>	<b>\$7,082</b>	<b>\$7,685</b>
PS	73	112	112
OTPS	5,669	6,970	7,573
<b>Full-time Positions</b>	1	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

Performance Results:

<b>Empire and Empowerment Zones Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Businesses Newly Certified in Empire Zones (calendar years)	Outcome	202	241	178	n.a.
Value of capital investments made in Empire Zones (calendar years)	Outcome	\$285	\$409	\$642	\$360
Jobs created in Empire Zones (calendar years)	Outcome	1,371	2,258	3,257	9,180
SOURCE: Mayor's Management Report.					

**Department of Small Business Services**  
Economic Development Corporation

**PROGRAM AREA: ECONOMIC DEVELOPMENT CORPORATION**

DSBS's partner in administering the City's economic development programs is the Economic Development Corporation (EDC), a non-profit organization whose mission is to produce jobs in the City by attracting and retaining businesses in the City and encouraging further investment. EDC operates under contract with the City, funded in the DSBS budget, to administer economic incentive programs aimed at large-scale corporations. In addition, DSBS contracts with EDC for work on specific development projects.

<b>Economic Development Corporation</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$17,978</b>	<b>\$15,105</b>	<b>\$8,713</b>
Personal services	0	0	0
Other than personal services	17,978	15,105	8,713
<b>Full-time Positions</b>	0	0	n.a.
<b>Programs</b>			
Specific Projects	\$15,454	\$13,028	\$ 7,040
Other Support	2,524	2,077	1,673
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** See program sections.



**Department of Small Business Services**  
Economic Development Corporation

**Specific Projects**

In addition to being the agency which offers incentive packages to large companies, under generates commercial and industrial projects with private developers, and other projects related to inter-modal transportation and the waterfront. DSBS contracts with EDC for work on projects in specific locations, such as Hunts Point, Lower Manhattan or the In-Place Industrial Parks. In many instances, EDC's is paid to complete preliminary, feasibility studies of proposed projects.

<b>Specific Projects</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$15,454</b>	<b>\$13,028</b>	<b>\$7,040</b>
PS	0	0	0
OTPS	15,454	13,028	7,040
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No performance statistics reported.

**Department of Small Business Services**  
Economic Development Corporation

**Other Support**

A portion of EDC's operating and personnel expenses are funded by DSBS's contracts with the agency for general work, such as administering economic incentive programs aimed at attracting and retaining large companies in the City, technical assistance with environmental quality review of projects, and other matters. (The spending and budgeted amounts below do not include economic policy work, which is categorized elsewhere, but do include funding for unspecified projects.)

<b>Other Support</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$2,524</b>	<b>\$2,077</b>	<b>\$1,673</b>
PS	0	0	0
OTPS	2,524	2,077	1,673
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

***Performance Results:***

<b>Other Support</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Value of federally funded Lower Manhattan business grants (\$ thousands)	Outcome	\$281	\$525	\$74	\$89
Eligible leases signed under Small Firm Attraction and Retention Grant Program in Lower Manhattan	Outcome	98	950	369	738
SOURCE: Mayor's Management Report.					

**Department of Small Business Services**  
Workforce Development

**PROGRAM AREA: WORKFORCE DEVELOPMENT**

In 2004, DSBS took over adult workforce development programs from the now defunct Department of Employment. These programs include general skills training, specific job training, job-search assistance, career counseling, and other services. They are funded mostly by the federal government, though the Workforce Investment Act (WIA). DSBS serves two populations: dislocated workers and other adults. (Employment services for youth are provided by the Department of Youth and Community Development.) The department has established “one-stop” job centers in each borough where jobseekers can receive a full array of employment services.

<b>Workforce Development</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$60,480</b>	<b>\$77,980</b>	<b>\$57,545</b>
Personal services	8,065	10,754	7,810
Other than personal services	52,414	67,226	49,735
<b>Full-time Positions</b>	96	94	n.a.
<b>Programs</b>			
Dislocated Workers	\$17,707	\$19,534	\$16,193
Adult Training	30,873	34,260	27,563
One-Stop Centers	10,360	21,152	10,057
WIA Administration	1,539	3,035	3,733
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** See program sections.

**Department of Small Business Services**  
Workforce Development

**Dislocated Workers**

DSBS provides employment services to previously employed adults who have been laid off or terminated and who are unlikely to return their former employment because their job or employer no longer exists. Dislocated workers may also be formerly self-employed people who went out of business because of changing economic conditions. DSBS uses federal funds available through WIA and the Trade Adjustment Assistance program to provide a full range of employment services for this group of jobseekers, and DSBS contracts with many groups, such as the Consortium for Worker Education, for services. The department also gives vouchers to dislocated workers for training programs.

<b>Dislocated Workers</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$17,707</b>	<b>\$19,534</b>	<b>\$16,193</b>
PS	407	365	0
OTPS	17,300	19,169	16,193
<b>Full-time Positions</b>	3	3	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

***Performance Results:***

<b>Dislocated Workers</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Number of dislocated workers registered in Workforce1 training system	Outcome	21,146	29,359	27,812	31,134
Dislocated workers who completed services and were placed in jobs (%)	Outcome	87.6%	57.9%	62.7%	68.3%
Dislocated workers placed in jobs who were still employed after six months	Outcome	71.0%	81.5%	85.7%	83.3%
SOURCE: Mayor's Management Report. NOTE: Prior to 2004 the now defunct Dept. of Employment was responsible for training programs.					

**Department of Small Business Services**  
Workforce Development

**Adult Training**

DSBS provides job services to adults who have not been recently employed, such as those who seek to make the transition from public assistance to the labor market. As with spending on programs for dislocated workers, DSBS offers a mix of services and individual training vouchers to adults seeking employment. Federal funds are also used to make DSBS services accessible for physically disabled jobseekers, such as people in wheelchairs.

<b>Adult Training</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$29,730</b>	<b>\$34,260</b>	<b>\$27,563</b>
PS	7,390	7,060	7,513
OTPS	22,339	27,200	20,049
<b>Full-time Positions</b>	89	55	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No performance statistics reported.

**One-Stop Centers**

Since taking responsibility for the City’s workforce development programs, DSBS has established and now operates Workforce1 Career Centers in each of the five boroughs, in coordination with the New York State Department of Labor and City University of New York. The centers are termed “one-stop” centers because they provide jobseekers a full array of employment services including job placement, career advisement, job search counseling, and skills training. With the aim of linking jobseekers with potential employers, the Workforce1 Career centers are co-located with DSBS’s NYC Business Solutions Centers, which provide businesses with access to skilled labor through customized recruitment and training initiatives.

<b>One-Stop Centers</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$10,360</b>	<b>\$21,152</b>	<b>\$10,057</b>
PS	268	3,329	297
OTPS	10,092	17,823	9,760
<b>Full-time Positions</b>	4	36	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No reported performance statistics.  
(See Dislocated Workers program description.)

**Department of Small Business Services**  
Workforce Development

**WIA Administration**

General administration of DSBS workforce development programs and WIA funds is federally funded, by WIA itself.

<b>WIA Administration</b> <i>Dollars in thousands</i>	2005 Actual	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$1,539</b>	<b>\$3,035</b>	<b>\$3,733</b>
PS	0	0	0
OTPS	1,539	3,035	3,733
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No performance statistics reported.

**Department of Small Business Services**  
Miscellaneous and Administration

**PROGRAM AREA: MISCELLANEOUS AND ADMINISTRATION**

The DSBS budget includes a number of programs which, to varying degrees, are relatively distinct from the department's core activities, such as the Film Office. It also includes funds for the executive office, general administration, and economic policy analysis.

<b>Miscellaneous and Administration</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$14,380</b>	<b>\$16,172</b>	<b>\$14,285</b>
Personal services	2,923	3,255	3,330
Other than personal services	11,458	12,917	10,955
<b>Full-time Positions</b>	45	47	n.a.
<b>Programs</b>			
Film Office	\$1,533	\$1,705	\$1,623
NYC & Company	7,218	6,871	6,444
Markets and Security	192	202	202
Economic Policy	816	816	816
Miscellaneous and Administration	4,620	6,579	5,201
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** See program sections.



**Department of Small Business Services**  
Miscellaneous and Administration

**Film Office**

The Mayor's Office of Film, Theatre and Broadcasting (Film Office) provides comprehensive customer services to entertainment production companies working in New York City, and it promotes the City as a location for filming and other production work. The first office of its kind anywhere in the world, the agency helps companies obtain free permits, public locations, and police assistance, and it assists them with tax incentives and labor relations. While formally funded through the DSBS budget, the Film Office is relatively autonomous and located in its own midtown Manhattan office.

<b>Film Office</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$1,533</b>	<b>\$1,705</b>	<b>\$1,623</b>
PS	1,047	1,222	1,296
OTPS	486	483	327
<b>Full-time Positions</b>	16	18	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

***Performance Results:***

<b>Film Office</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Film and television locations shooting days	Outcome	14,858	19,309	23,321	n.a.
SOURCE: Film Office Web site.					

**Department of Small Business Services**  
Miscellaneous and Administration

**NYC & Co.**

NYC & Company, the City's official tourism marketing organization, is a private, membership-based non-profit dedicated to building New York City's economy and positive image through tourism and convention development, major events, and the marketing of the city on a worldwide basis. DSBS contracts with NYC & Co. to support its work in promoting the City as a premier tourist destination and convention center.

<b>NYC &amp; Co.</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$7,218</b>	<b>\$6,871</b>	<b>\$6,444</b>
PS	0	0	0
OTPS	7,218	6,871	6,444
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO.			
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

***Performance Results:***

<b>NYC &amp; Co.</b> <b>Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Domestic Visitors to NYC (millions)	Outcome	30.2	33.0	33.8	34.4*
International Visitors to NYC (millions)	Outcome	5.1	4.8	6.2	6.6*
Direct Visitor Spending (\$ billions)	Outcome	\$14.1	\$18.5	\$21.1	n.a.
SOURCE: NYC & Co. Web site.					
NOTE: Statistics refer to calendar years, and 2005 visitor figures are estimates.					

**Department of Small Business Services**  
Miscellaneous and Administration

**Markets and Security**

DSBS has provided security, supervision, and enforcement at designated City wholesale markets, such as the Fulton Fish Market. This role of the department, however, has been greatly diminished in recent years.

<b>Markets and Security</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$192</b>	<b>\$202</b>	<b>\$202</b>
PS	192	200	200
OTPS	0	2	2
<b>Full-time Positions</b>	3	3	n.a.

SOURCE: IBO.  
NOTE: \*Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.

**Performance Results:** No reported performance statistics.

**Department of Small Business Services**  
Miscellaneous and Administration

**Economic Policy**

Using federal funds, DSBS contracts with EDC for economic policy analysis. Policy work and strategic planning also occurs in the department's executive office.

<b>Economic Policy</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$816</b>	<b>\$816</b>	<b>\$816</b>
PS	1	0	0
OTPS	816	816	816
<b>Full-time Positions</b>	0	0	n.a.
SOURCE: IBO. NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Small Business Services**  
Miscellaneous and Administration

**General Administration**

Administrative services not elsewhere classified include the Commissioner's office and other executive offices and administrative departments providing agency-wide services such as payroll.

<b>General Administration</b> <i>Dollars in thousands</i>	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
<b>Spending</b>	<b>\$4,620</b>	<b>\$6,579</b>	<b>\$5,201</b>
PS	1,682	1,834	1,834
OTPS	2,938	4,746	3,367
<b>Full-time Positions</b>	26	26	n.a.

SOURCE: IBO.  
NOTE: \*Full-time personnel: Actual as of June 30 for 2002 through 2005; as of Nov. 30 for 2006.

**Performance Results:** No reported performance statistics.