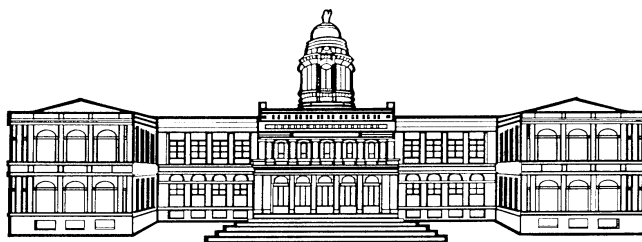


New York City Council



BUDGET REPORT

Finance Division

March 2009

***Analysis of the
Fiscal 2010 Preliminary Budget
and
Fiscal 2009 Preliminary Mayor's Management Report
for the
Department of Homeless Services
Monday, March 23, 2009***

Hon. Christine C. Quinn
Speaker

Hon. David I. Weprin, Chair
Committee on Finance

Hon. Bill De Blasio, Chair
Committee on General Welfare

Preston Niblack, Director

Jeffrey Rodus, First Deputy Director

Latonia McKinney, Deputy Director

Crystal Coston, Legislative Financial
Analyst

PREFACE

On March 23, 2009, at 2 pm., the Committee on General Welfare, chaired by the Hon. Bill De Blasio, will hold a hearing on the Mayor's Fiscal 2010 Preliminary Budget and Fiscal 2009 Preliminary Mayor's Management Report for the Department of Homeless Services.

Section 236 of the New York City Charter requires the Mayor to submit by January 16th a preliminary budget for the upcoming fiscal year.^a In addition, under section 12 of the City Charter, the Mayor must make public and submit to the Council by January 30th the Preliminary Mayor's Management Report (PMMR) for the current fiscal year.^b Among other things, the PMMR must contain "proposed program performance goals and measures for the next fiscal year reflecting budgetary decisions made as of the date of submission of the preliminary budget."^c The Charter also requires the Council to hold hearings on the preliminary budget and to submit recommendations to the Mayor by March 25th.^d This year, the Council will hold joint hearings on the Fiscal 2010 Preliminary Budget and the Fiscal 2009 Preliminary Mayor's Management Report.

Beginning with the Fiscal Year 2008 Adopted Budget, the Council and the Mayor's Office of Management and Budget agreed to an additional budget presentation, referred to by OMB as the budget function analysis, and by the Council as the program budget. Two agencies were initially presented in the program budget form. Beginning with the January 2008 Financial Plan (Fiscal 2009 Preliminary Budget), a total of 16 agencies are now in program budget form. The Department of Homeless Services is a program budget agency.

This report was prepared by Crystal Coston, Legislative Financial Analyst, under the supervision of Deputy Director Latonia R. McKinney.

^a The Charter prescribes specific actions that are required as part of the annual budget submission process during a fiscal year. The Charter allows for changes, via local law, in the dates in the submission of the PMMR, as well as an extension for subsequent steps in the budget process. This year, Local Law 03 of 2009 changed the date for the submission of the Preliminary Budget to January 30th, and the date for the Council's Response to the Preliminary Budget to April 8th.

^b Local Law 03 of 2009 changed the date of submission of the PMMR to February 13, 2009.

^c New York City Charter, §12(b)(2).

^d *See id.* at §247.

Department of Homeless Services (071)

The Department of Homeless Services (DHS), in partnership with public agencies and the business and nonprofit communities, prevents homelessness and provides temporary emergency shelter for eligible homeless people in a safe, supportive environment. DHS manages 11 City-run and 192 privately-run shelter facilities, consisting of 51 adult facilities and 152 family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs.

PROGRAM TO ELIMINATE THE GAP

Since the Fiscal 2009 Budget was adopted in June, the Office of Management and Budget has twice asked agency heads to submit Programs to Eliminate the Gap (PEGs) proposals. In the first round, in September, OMB sought PEG submissions equal to five percent of agency City tax-levy budgets for Fiscal 2010, with a further seven percent sought in December.

PEGs reduce the City's budget gap either by reducing an agency's City tax-levy Expense Budget spending, or by increasing City revenues. The chart below indicates the proposed PEG amounts for DHS based on the Fiscal 2010 forecast at the time the Fiscal 2009 Budget was adopted (June 2008).

November and January Plan PEGs for Fiscal 2010 <i>(in 000s)</i>	
Fiscal 2010 Forecast at Fiscal 2009 Adoption (June 2008)	\$305,668
Expense PEGs	(\$35,242)
Revenue PEGs	--
Total Fiscal 2010 PEGs	(\$35,242)
PEGs as a Percent of the Fiscal 2010 Forecast	11.52%

PRELIMINARY BUDGET HIGHLIGHTS

Despite the urgent nature of the services provided by the Department of Homeless Services, it was not spared the PEG process that all agencies underwent and has proposed 11.52 percent in cuts for Fiscal 2010 between the November and Preliminary Plans. The DHS Fiscal 2010 Preliminary Budget is \$648 million, a decrease of \$108.6 million, or 14 percent, from the Fiscal 2009 Adopted Budget of \$757 million. DHS will reduce its headcount by 232 positions in Fiscal 2010, some through layoffs and others through attrition, and significantly cut various programs.

Over half of DHS's funding comes from State and federal revenue sources, specifically two: Public Assistance (Federal TANF Assistance, State TANF Assistance, and State Safety Net); and, the Adult Shelter Cap. Public Assistance provides most of the State and federal funding for the Family Shelter program because many families in shelter are eligible for Public Assistance. The Adult Shelter Cap provides a majority of the State revenue for Single Adult Shelter. Safety Net also provides a sizable portion of State revenue for Adult Shelter because many adults are enrolled in the Safety Net Public Assistance program. Anticipated increases in federal funding, as well as a federal increase for homeless

prevention services are expected to increase the agency's budget. However, until the agency receives these funds, several program areas are impacted by proposed budget cuts.

The program area that suffered the largest reduction is the Rental Assistance and Housing Placement. The Fiscal 2009 Adopted Budget for this area is \$83.6 million compared to \$34.7 million proposed in the Fiscal 2010 Preliminary Budget. Most of the decrease is attributed to the reduction in the Advantage Program, a rent subsidy program. However, what's most telling about this program is that the current modified budget is \$105.3 million, 21 percent more than the Fiscal 2009 Adopted Budget and 67 percent more than what is proposed for Fiscal 2010.

This is one out of five program areas in which the modified budget is significantly higher than the adopted budget. It is understandable, particularly in social service agencies that receive substantial State and federal funding throughout the year, to have modified budgets higher than the adopted budgets. However, such a large increase, as reflected in the adult rental assistance program area, begs the question as to whether the agency will actually spend significantly less in Fiscal 2010. And, if it does meet its spending target, how it will impact DHS' clients? The intent of the Advantage Program is to promote self sufficiency. However, savings in this area should not be the goal if those that truly need help cannot receive it. More analysis of this and other programs are in the Program Funding Analysis section of this report.

Since Mayor Michael R. Bloomberg released *Uniting for Solutions Beyond Shelter*, a five-year action plan outlining DHS' plan and strategy to tackle homelessness in New York City, some progress has been made in the City's efforts to reduce and prevent homelessness. DHS has placed a greater emphasis on solutions that solve rather than just manage homelessness. However, several thousand individuals remain on the streets and in other public spaces. It will be interesting to see how the proposed cuts for Fiscal 2010 will impact DHS' ability to meet the plan's goals.

PROGRAM FUNDING OVERVIEW

Program budgets, as the name suggests, presents an agency's budget and headcount by discrete program areas, in contrast to the broader unit of appropriation breakouts which exist for every agency (see unit of appropriation table below). The tables below present an overview of the DHS budget by those programmatic functions performed by the agency.

Program Funding	2008 Actual Expenses	2009 Adopted Budget	2009 Current Modified	2010 Preliminary Budget
Adult Shelter Administration & Support	\$5,989,362	\$5,234,485	\$5,234,485	\$5,298,295
Adult Shelter Intake and Placement	\$7,243,140	\$6,466,326	\$6,635,263	\$8,586,717
Adult Shelter Operations	\$209,104,438	\$210,297,433	\$207,587,164	\$192,140,867
Family Shelter Administration & Support	\$5,623,037	\$5,725,938	\$5,725,938	\$5,889,933
Family Shelter Intake and Placement	\$23,448,310	\$23,971,356	\$23,971,356	\$25,672,044
Family Shelter Operations	\$379,746,271	\$323,113,445	\$328,124,598	\$289,461,695
General Administration	\$62,076,925	\$59,823,137	\$60,458,209	\$51,121,751
Outreach, Drop-in and Reception Services	\$27,921,031	\$17,380,400	\$22,170,678	\$20,080,732
Prevention and Aftercare	\$20,632,125	\$21,055,644	\$25,476,041	\$15,116,117
Rental Assistance and Housing Placement	\$43,748,364	\$83,622,266	\$105,348,494	\$34,676,895
Total	\$785,533,004	\$756,690,430	\$790,732,226	\$648,045,046

PROGRAM HEADCOUNT OVERVIEW

Headcount by Program	2009 Adopted Budget	2009 Current Modified	2010 Preliminary Budget
Adult Shelter Administration & Support	83	83	83
Adult Shelter Intake and Placement	178	182	228
Adult Shelter Operations	330	337	330
Family Shelter Administration & Support	106	106	106
Family Shelter Intake and Placement	530	530	530
Family Shelter Operations	280	280	263
General Administration	600	614	335
Outreach, Drop-in and Reception Services	18	18	18
Prevention and Aftercare	0	0	0
Rental Assistance and Housing Placement	96	109	96
Total	2,221	2,259	1,989

PROGRAM FUNDING ANALYSIS

Adult Shelter

The three program areas under Adult Shelter are administrative and support, intake and placement, and operations. The Adult Shelter system has four intake centers - three for women and one for men. The intake center for men is currently located in Manhattan and will be relocated to Brooklyn in June of 2009. The centers for women are located in the Bronx, Brooklyn, and Queens. A legal decision in the early 1980s determined that single adults are guaranteed a right to shelter and do not have to apply for shelter as in the family system. According to the Fiscal 2009 Preliminary Mayor's Management Report (PMMR), in 2008 the average number of single adults in the shelter system per day was 6,850, a six percent decrease from 2007 when the average number of single adults in shelter per day was 7,260. However, the average cost per day for single adult facilities increased between 2007 and 2008, from \$36.75 to \$72.38.

The Adult Shelter system is comprised of 49 facilities that operate 7,185 beds. As in the family system, single adults living in shelters have access to a wide range of social services, including mental health and substance abuse treatment, and employment training. Between the Fiscal 2009 Adopted Budget and the Fiscal 2010 Preliminary Budget, the spending for Adult Shelter operation decreased by \$18.2 million or 8.6 percent and spending for Adult Shelter intake and placement increased by \$2.1 million, or 24 percent. A majority of the reduction for Adult Shelter operation is from the elimination of contracted services and a reduction of performance-based payments to adult shelter providers. Budget actions included in the Fiscal 2009 November Plan and Fiscal 2010 Preliminary Plan related to this program area are outlined below.

Adult Shelter Security

The majority of the increase in Adult Shelter intake is due to a headcount increase of 50 agency security peace officer positions - \$1.7 million. The agency will replace contracted shelter security staff with trained DHS peace officers, allowing it, according to DHS, to deploy staff more flexibly and efficiently. However, this action will also result in a savings of \$4 million in the adult shelter operations as the agency spends less on security service contracts.

The Closure of the 30th Street Bellevue Shelter

The 30th Street facility currently provides a number of services and programs including central intake for men, an assessment shelter, a general population shelter and a reception center for the mentally ill. As a result of the relocation of the central intake portion of the facility to Bedford Atlantic, the agency proposes a savings of \$2.7 million in City tax-levy funds for Fiscal 2010 and in the outyears due to a reduction in food, medical and maintenance costs. The agency has not yet identified an intake site replacement facility in Manhattan. When a Manhattan site is identified, DHS says that it will create a budget for the site and fund it through existing funds. However, this action could possibly have an impact on the street homeless HOPE count, which so far has continued to decline since 2005.

The Elimination of Recreation Staff in Shelter Contracts

DHS will no longer provide funding to providers for recreation in family and adult shelters (which also impacts Family Shelter operations). This action will result in a \$4 million savings in Fiscal 2010 and in the outyears.

Performance-Based Payments for Adult Shelter Providers

In the November Plan, DHS proposed a savings of \$5.4 million in City tax-levy funds for Fiscal 2010 and in the outyears, with the implementation of a graduated payment system for family shelters. DHS propose to incentivize permanent housing placements for families in shelter. By increasing provider base payments by ten percent for families in shelter who are placed within six months and by reducing provider base payments by 20 percent for families who remain in shelter for longer than six months, DHS claims that client responsibility would increase, provider accountability would be enhanced, and aftercare services to prevent shelter re-entry and promote permanent housing would be guaranteed. In the Fiscal 2010 Preliminary Budget, DHS proposes a similar PEG with Adult Shelters. However, the agency has not provided specific information on what the savings associated with the implementation of performance-based contracts for providers will be. The action will result in a savings of \$4 million in Fiscal 2010 and in the outyears.

Family Shelter Administration and Support

The three program areas under Family Shelter are administrative and support, intake and placement, and operations. DHS operates two intake centers for families: the Prevention Assistance and Temporary Housing (Path) Office for families with children; and the Adult Family Intake Center (AFIC) for adult families without children. Unlike single adults who have a legal right to shelter, homeless families must apply for shelter. DHS conducts investigations of each homeless family to determine if they are eligible for shelter. These eligibility investigations are completed within 10 days of a family's arrival at family intake. During the investigation, families are provided with a temporary shelter placement. Upon completion of the eligibility investigations, eligible families are provided with permanent shelter placements, while ineligible families are required to leave the shelter system, although they have the option to re-apply.

The Family Shelter system is comprised of 169 facilities that operate 10,192 units of shelter. Contracted providers operate the vast majority of these facilities. The family shelter system is split into two parts - families with children and adult families without children. According to the PMMR, in 2008 the average number of adult families without children in shelter per day was 1,297, a 7.8 percent decrease from 2007 when the number was 1,406. The average number of families with children in shelter per day in 2008 was 7,802, a two percent increase from 2007, when the number was 7,615. The average cost per day for family facilities increased slightly between 2007 and 2008, from \$94.97 to \$99.81.

Family shelter operations spending is reduced by \$33.7 million between the Fiscal 2009 Adopted Budget and the Fiscal 2010 Preliminary Plan. A large portion of the spending reduction in this program area is a result of a cut to contractual services, which includes a \$24.6 million reduction on Tier II Homeless Family Shelter contracts. Budget actions included in the Fiscal 2009 November Plan and Fiscal 2010 Preliminary Plan related to this program area are outlined below.

The Elimination of Recreation Staff in Shelter Contracts

DHS will no longer provide funding to providers for contracted recreation staff in family shelters. Recreation staff often plays a critical role in the lives of families and children by providing assistance with strengthening the socialization and communication skills of children and families with coping tools and activities. This action results in a savings of \$2.4 million in City tax-levy funds and \$1.6 million in State and federal funds in Fiscal 2010 and in the outyears.

Homecare Kits for Families

DHS proposes to eliminate funding for kits containing household and cleaning tools to families transitioning into permanent housing. This action represents a \$354,000 savings in Fiscal 2010 and in the outyears.

Rate Reductions for Family Hotels

DHS proposes a reduction of approximately \$6 per night to hotel providers with per diem rates of \$91 or above. This action would result in savings of \$1.7 million (\$574,000 in City tax-levy funds) in Fiscal 2010 and in the outyears.

Client Contribution for Working Families

Because State regulations now require families with earned income to contribute to shelter cost, DHS anticipates that it will collect \$1.3 million more in Fiscal 2010 and in the outyears resulting in City savings. The contribution will be determined by HRA based on public assistance regulations, and clients will have the opportunity to contest their contribution requirement through a Fair Hearing with New York State as proposed. Families will be expected to make arrangements with providers regarding the collection of their contribution. Final decisions have not been made about what the penalty will be for families that do not comply with the new contribution rule. DHS says that it is currently engaged in discussions regarding this policy.

General Administration

The General Administration of DHS consists of several administrative functions of the Department including the commissioner's office, the budget office, and the policy and planning unit. It also includes the Bureau of Repair and Maintenance which is responsible for reviewing and evaluating the physical condition of shelters, and handles upgrades to DHS-operated facilities. The general administration budget reflects a reduction of \$8.7 million or 15 percent between the Fiscal 2009 Adopted Budget and the Fiscal 2010 Preliminary Plan. The majority of the reduction is due to headcount reductions in various departments within the agency. Budget actions included in the Fiscal 2010 Preliminary Plan related to this program area are outlined below.

Savings from Delays in Hiring Agency-wide

DHS anticipates a savings from delays in hiring agency-wide. The projected accruals from delays in hiring 43 staff positions throughout the Department is \$2.6 million (\$2.5 million in City tax-levy funds) for Fiscal 2010 only.

Agency Personnel Reduction

DHS proposes to eliminate 28 positions agency-wide. It has not specified the areas within the agency from which these positions will be eliminated. However, this action consists of both accruals and lay offs, resulting in a \$1.5 million savings in City tax-levy funds in Fiscal 2010 and in the outyears.

Re-Engineering of Functions Performed by Community Assistants

DHS will reorganize staff functions at directly operated shelters, intake sites, and in the central office to achieve efficiencies. This reorganization will result in the elimination of 174 positions and savings of \$1.9 million in Fiscal 2010 and \$4.4 million in Fiscal 2011 and in the outyears.

Hotel Staff Adjustment

DHS will no longer have direct social service staff in commercial hotels that house homeless families. The majority of hotel sites will now provide their own social service staff to assist families. This action will eliminate 20 social staff positions for a savings of \$1.1 million in City tax-levy funding in Fiscal 2010 and in the outyears.

Outreach, Drop-in and Reception

The Department's outreach programs target individuals who appear to be living in public spaces. Since these homeless individuals often resist participating in service programs, the key objective of outreach is to persuade them to leave spaces where they are at risk and access services. The City-operated outreach programs work with a network of shelters, drop-in centers, reception centers, faith-based shelters, soup kitchens and pantries. DHS operates a citywide outreach team and contracts for services in all five boroughs. The outreach programs currently operate 24 hours a day and include clinical and social work staff. However, DHS is in the process of reforming the structure of its drop-in centers by reducing the number of centers from eleven to five, with one center in each Queens and Brooklyn, two in Manhattan, and one in the Bronx.

The agency also plans to reduce the current drop-in center model from a 24-hour a day, seven days a week operation to a day-only operation, operating between the hours of 7:30 am and 8:30 pm, five days a week. DHS and the Department of Health and Mental Hygiene have divided New York City into catchment areas and a primary outreach contractor in each borough has been designated as the single point of accountability for street homeless clients and outreach services in each catchment area. These outreach teams will be the primary referral source for street homeless the drop-in centers. However, this new model excludes many faith-based shelters and forcing many of them to close their doors.

Homeless Opportunity Population Estimate

To help DHS better target its outreach efforts, the agency conducts an annual estimate of the street homeless population as a method of identifying, tracking and possibly reducing street and chronic homelessness in the City. It's known as the Homeless Opportunity Population Estimate (HOPE). DHS uses the results to develop strategies to overcome street homelessness, as well as develop appropriate housing resources for the most vulnerable New Yorkers currently living without shelter. DHS recently conducted its latest HOPE survey on January 26th of this year. The survey results reflect that in 2005, when the agency began tracking the number of street homeless, 4,395 individuals were living on the streets and in the subways, and in 2009 that number has dropped significantly to 2,328 or 47 percent.

Even though the survey reflects a large decrease in the number of street homeless citywide, Manhattan continues to be the borough with the most street homeless. The survey identified 777 street homeless in Manhattan, which is 33 percent of the total number of homeless individuals living on the street and in the subways. In June of this year, DHS will relocate its only Manhattan adult intake facility from the Bellevue Shelter at East 30th Street and First Avenue to the Bedford Atlantic Armory in Brooklyn, which according to the 2009 HOPE survey, has the second largest street homeless population at 200.

Prevention and Aftercare

The Department's major homelessness prevention program is HomeBase which started in September 2004. In an effort to decrease the number of people who need shelter through community-based

prevention, DHS began operating in six, high-need communities and expanded citywide in Fiscal 2008. HomeBase offers a range of services to its clients including job training, assistance with legal action, housing relocation, and financial assistance for the payment of rent arrears. Additionally, it provides aftercare services to clients that have left the shelter system for permanent housing.

Spending on the Prevention and Aftercare program between the Fiscal 2009 Adopted Budget and the Fiscal 2010 Preliminary Budget decreased by \$5.9 million or 28 percent. A majority of this reduction is due to spending on the HomeBase prevention program.

According to the PMMR, in the first four months of Fiscal 2009, 100 percent of adult families receiving preventative services did not enter the shelter system. This was an increase of 4.6 percent compared to the same period last year. Of the single adults receiving prevention services, ninety-seven percent did not enter the shelter system, an increase of 1.8 percent. However, in the Fiscal 2010 Preliminary Plan, DHS proposes to reduce funding for this program by \$5.1 million in 2010 and in the outyears. This action may result in more families and individuals not being able to maintain their households, putting them at risk of entering the shelter system. However, the agency anticipates approximately \$75 million in federal stimulus for a Homeless Prevention Grant, which would allow it to restore funding to the HomeBase program.

Rental Assistance and Housing Placement

Prior to 2004, the Emergency Assistance Re-housing Program (EARP) provided bonuses to landlords as an incentive for them to rent apartments to homeless families using Section 8 vouchers. This was the Department's primary permanent housing program. However, EARP was terminated in December 2004 because the Administration believed that the program incentivized the use of the shelter system. To replace EARP, DHS created a time-limited rental subsidy for families in the shelter system known as Housing Stability Plus (HSP). Families that had been in the shelter system for at least 90 days, and were receiving Public Assistance, were eligible to receive this aid.

In April 2007, DHS announced that HSP would be replaced by Advantage New York, a new rental subsidy program that places a greater emphasis on self-sufficiency. Advantage New York is funded through the Public Assistance budget in the City's Human Resources Administration (HRA). Funding for most of the program's expenditures is then transferred from HRA to DHS through an intra-city agreement. The funding that remains in the Public Assistance budget are used for the program's upfront costs such as broker's fees and the first and last month's rent for the clients.

The Advantage Program

Spending on Rental Assistance and Housing Placement decreased by \$49 million between the Fiscal 2009 Adopted Budget and the Fiscal 2010 Preliminary Budget with the majority of the reduction resulting from a \$48.1 million cut to the Advantage program. As mentioned above, the current modified budget of \$105 million for this program area reflects a 67 percent increase from the Fiscal 2010 Preliminary Budget, and a 21 percent increase from the Fiscal 2009 Adopted Budget. The actual spending for this program area in Fiscal 2008 was \$44 million. So, it is important for DHS to explain why there are such huge funding discrepancies in this program area.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2009 Adopted Budget	Fiscal 2009 Modified as of 1/30/2009	Fiscal 2010 Preliminary Budget
City	\$311,913,799	\$311,913,799	\$275,852,004
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$219,432,050	\$226,273,506	\$209,939,602
Community Development	\$4,000,000	\$4,455,815	\$4,000,000
Federal-Other	\$133,755,366	\$144,499,891	\$125,161,170
Intra-City	\$87,589,215	\$103,589,215	\$33,092,270
Total	\$756,690,430	\$790,732,226	\$648,045,046

HEADCOUNT OVERVIEW

Headcount (Uniform and Civilian)	Fiscal 2009 Adopted Budget	Fiscal 2009 Modified as of 1/30/2009	Fiscal 2010 Preliminary Budget
City	2,221	2,221	1,989
Non-City	0	38	0
Total	2,221	2,259	1,989

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The City Charter requires that U/A's represent the amount appropriated for personal services (i.e. salaries) or Other Than Personal Services (i.e. supplies) for a particular program, purpose, activity or institution. The table below presents the DHS budget, comparing the Fiscal 2009 Adopted Budget to the Fiscal 2010 Preliminary Budget. The Fiscal 2009 Modified Budget reflects this year's budget at the time this financial plan was released.

U/A#	U/A Name	Fiscal 2009 Adopted Budget	Fiscal 2009 Modified as of 1/30/2009	Fiscal 2010 Preliminary Budget	Percent Change from Adoption
100	Dept. of Homeless Services- PS	\$119,873,004	\$121,099,742	\$116,987,337	-2.41%
200	Dept. of Homeless Services- OTPS	\$636,817,426	\$669,632,484	\$531,057,709	-16.61%
	Total Agency	\$756,690,430	\$790,732,226	\$648,045,046	-14.36%

PRELIMINARY BUDGET ACTIONS (in 000s)

The following table is a summary of the Preliminary Plan actions for Fiscal 2009 and Fiscal 2010 that are described in the Program Budget section above. The Non-City actions include State, Federal, Other Categorical, Intra-City and Capital Inter-Fund Agreement (IFA) funding changes for the DHS.

Description	Fiscal 2009			Fiscal 2010		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per the November Plan	\$304,049	\$477,629	\$781,678			
January Plan Programs to Eliminate the Gap (PEGs)						
Agencywide Administrative Savings				(580)		(\$580)
Agencywide Personnel reduction				(1,510)		(\$1,510)
Eliminate Clothing Bank Contract				(221)		(\$221)
Eliminate Recreation Staff from Shelter Contracts				(2,403)	(\$1,573)	(\$3,976)
Homecare Kits for Families				(354)		(\$354)
Hotel Staff Adjustment				(1,080)		(\$1,080)
Performance-Based Payments for Adult Shelter Providers				(4,000)		(\$4,000)
Rate Reductions for Family Hotels				(575)	(\$1,136)	(\$1,711)
Reduce City Funds for the HomeBase Program				(5,114)		(\$5,114)
Re-Engineering of Functions Performed by Community Assistants				(1,615)	(\$257)	(\$1,872)
Savings from Delays in Hiring Agencywide				(2,482)	(\$72)	(\$2,554)
Total PEGs				(\$19,933)	(\$3,038)	(\$22,971)
January Plan New Needs						
Family Capacity Re-Estimate	24,974	\$30,566	\$55,540	\$0	\$0	\$0
Total New Needs	\$24,974	\$30,566	\$55,540	\$0	\$0	\$0
January Plan Other Adjustments						
Adjustments for PEG			\$0			\$0
Advantage IC Adult Families		\$1,000	\$1,000			\$0
BC 9170 Adjustment			\$0			\$0
Billing Providers		\$422	\$422			\$0
Budget Headcount Mods from 11/01/2008 to 12/08/2008			\$0			\$0
CWA 1180 Collective Bargaining	\$48		\$48	\$65		\$65
DC 37 Collective Bargaining	\$2,413		\$2,413	\$3,671		\$3,671
Electricians Collective Bargaining	\$165		\$165	\$266		\$266
ESG FY 09 Personnel Services		\$1,680	\$1,680			\$0
Fringe Benefit Offset			\$0	\$1,002	\$86	\$1,088
Furnish A Future			\$0			\$0
FY09 Fam Bill B		\$89	\$89			\$0
Move Unused NSS PS Funds			\$0			\$0
Moving EMP Funds into 9580 B/C		\$665	\$665			\$0
Outreach Hosting of 2 ISA Serv			\$0			\$0
Public Info and Health Education Collective Baraging	\$1		\$1	\$3		\$3
Redistribution of PEG09			\$0			\$0
Revisal of SEBCO Sec 2			\$0			\$0
Special Officers Collective Bargaining	\$438		\$438	\$1,060		\$1,060

Description	Fiscal 2009			Fiscal 2010		
	City	Non-City	Total	City	Non-City	Total
To Fund Safe Haven			\$0			\$0
To Move Funds from B/C			\$0			\$0
To Move Funds from Grant 22			\$0			\$0
To Refund FMD			\$0			\$0
To replace the PEG to FMD code			\$0			\$0
Total Other Adjustments	\$3,065	\$3,856	\$6,921	\$6,066	\$86	\$6,152
Total January Plan Budget Changes	28,039	\$34,422	\$62,461	(\$13,868)	(\$2,952)	(\$16,820)
Agency Budget as per the January Plan	332,088	\$512,051	\$844,139	\$275,852	\$372,193	\$648,045

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FISCAL 2010 CAPITAL PLAN

Current Budget Summary

The January 2009 Capital Commitment Plan includes \$133.7 million in Fiscal 2009-2013 for the Department of Homeless Services (including City and Non-City funds). This represents less than one percent of the City's total \$50.55 billion January Plan for Fiscals 2009-2013. The agency's January Commitment Plan for Fiscal 2009-2013 is less than one percent more than the \$132.7 million in the November Commitment Plan, an increase of \$1.1 million.

Over the past five years, the Department of Homeless Services has only committed an average of 42.7 percent of its annual capital plan. Therefore, it is assumed that a large portion of the agency's Fiscal 2009 capital plan will be rolled into Fiscal 2010 thus greatly increasing the size of the Fiscal 2010-2014 Capital Plan. Since adoption last June, the Capital Commitment Plan for Fiscal 2009 has increased from \$61.2 million to \$62.3 million, an increase of \$1.1 million or 1.8 percent.

Currently the Department of Homeless Services appropriations total \$66.5 million in City funds for Fiscal 2009. These appropriations are to be used to finance the Department of Homeless Services \$50.5 million City-funded Fiscal 2007 Capital Commitment program. The agency has over 24 percent more funding than it needs to meet its entire capital commitment program for the current fiscal year.

In January the Mayor announced his intention to reduce the City's capital plan by 30 percent. The objective of the capital cut is to reduce the amount of debt service as a percentage of total revenues. The 30 percent reduction in the Ten-Year Capital Plan Fiscal 2010 – Fiscal 2019 would reduce the long-term average annual growth in debt service costs to 3.4 percent, equal to the level of forecast growth in City revenues. The capital cut would eliminate nearly \$7 billion worth of planned commitments from the current Plan.

The Department of Homeless Services' capital commitments for the last five are shown below:

FIVE YEAR HISTORY – CAPITAL BUDGET
(\$ in millions)

	FY04	FY05	FY06	FY07	FY08
CITY	\$10	\$30	\$14	\$23	\$71
NON-CITY	0	0	0	0	0
TOTAL	\$10	\$30	\$14	\$23	\$71

The Adopted Five-Year Capital Plan is shown below:

ADOPTED FIVE YEAR CAPITAL BUDGET – NOVEMBER 2008
(\$ in millions)

	FY09	FY10	FY11	FY12	FY13	FY's 09-13
CITY	\$61.2	\$23.2	\$9.7	\$12.2	\$26.4	\$132.7
NON-CITY	0	0	0	0	0	0.0
TOTAL	\$61.2	\$23.2	\$9.7	\$12.2	\$26.4	\$132.7

The Preliminary Five-Year Capital Plan is shown below:

PRELIMINARY FIVE YEAR CAPITAL PLAN – JANUARY 2009
(\$ in millions)

	FY09	FY10	FY11	FY12	FY13	FY's 09-13
CITY	\$62.3	\$25.5	\$8.5	\$11.7	\$25.7	\$133.7
NON-CITY	0	0	0	0	0	0.0
TOTAL	\$62.3	\$25.5	\$8.5	\$11.7	\$25.7	\$133.7

PRELIMINARY BUDGET ISSUES

The focus of the Department of Homeless Services' Ten-Year Capital Plan is the maintenance and development of transitional housing for homeless families and single adults. The agency's Ten-Year Preliminary Capital Plan totals \$204.4 million. As indicated in the adjacent chart titled Capital Commitments by Program Area, \$195.4 million, or 95.6 percent of the total plan amount is planned for the rehabilitation and development of transitional housing for homeless individuals (\$107.9) and homeless families (\$87.5 million) and the remaining, \$9.0 million, or 4.4 percent is planned for social service buildings, Management Information Systems (MIS), and equipment.

The agency maintains this funding structure in the January 2009 Capital Commitment Plan for Fiscal 2010-2013. DHS's Fiscal 2010 Preliminary Capital Commitment Plan includes \$133.7 million. The agency has approximately \$111.6 million, or 83.5 percent planned for the rehabilitation and development of transitional housing for homeless individuals and approximately \$21.9 million, or 16.5 million planned for social service buildings, MIS, and equipment.

Building code compliance, fire safety, and exterior building stabilization continue to be major priorities of DHS. Major projects at facilities for homeless families include the construction of a new intake center in the Bronx for families with children, renovations at a Brooklyn Help 1 family residence site, and an exterior building upgrade at the Nelson Avenue Shelter. The following are highlights of major family facility projects included in the Fiscal 2010 Capital Commitment Plan:

- \$15.2 million is included in the Plan for the New Family Intake Center. The full cost of this project is approximately \$66.5 million, and center is being built at the 151 East 151st Street in the Bronx, and is scheduled for completion in August of 2010;
- \$7.3 million is planned for renovations at the Help1 Family Residence located at 515 Blake Avenue in Brooklyn. These renovations include corrective work to the courtyard, and playground. This part of the renovation is currently in the design procurement phase. The design of this project is scheduled to deign in April of this year (2009) and be completed in October of 2010;
- \$6.1 million is planned for the Nelson Avenue exterior building upgrade and fire system, the building exterior building upgrade is currently in the design phase. Construction was estimated to have begun in February 2009 and is estimated for completion in March 2010;
- \$4.3 million is planned for renovations at the Catherine Street Family Residence located at 78 Catherine Street located in Manhattan. Renovation projects at this site include \$1.6 million planned for a roof replacement which is currently in the final design phase. The construction for this project is expected to start in September of 2009 and be completed a year later, in September of 2010. Also, \$1.2 million is planned for a boiler plant replacement, which is currently in its procumbent phase. The construction completion date is scheduled for September of 2009. The \$1.6 million planned for window replacement at this site has been delayed until Fiscal 2013, as a result of the Mayor requesting agency's to reduce capital budget spending by twenty percent in the Fiscal 2010 November Plan. However, the design phase for this project has been completed, and the construction phase is on hold pending the resolution of the funding issues.

Capital projects at facilities for homeless single adults include building upgrades at the Kingsboro, Charles Gay, a Brooklyn Drop-in Center and the New Willow Ave facilities. The following are highlights of major family facility projects included in the Fiscal 2010 Capital Commitment Plan:

- \$2.5 million remains in the plan for building upgrades for the Kingsboro facility located at 681 Clarkson Ave. However, this project is going to be cancelled (not just pushed out to Fiscal 2013), due to cuts in DHS's capital budget. This project was previously on hold because of the need to resolve ownership issues-this resolution would take approximately 2 years. No design work could have begun until the ownership issue was resolved;
- \$350,000 remains in the plan for renovation work that was to be done at the Salvation Army operated Brooklyn Drop-in Center located on Tillary Street which closed in Fiscal 2008;
- \$1.6 million is included in the plan for the Willow Avenue building upgrade that is currently in the design compliance phase and is estimated for completion in April 2011.

Major MIS initiatives include continued expansion of DHS's computer network to directly link operated and contracted sites. The computer network expansion will provide access to the new Client Tracking System database which will enhance shelter management, reporting and interagency data sharing, and the implementation of a digital telephone system:

- \$11.6 million is planned for Softscape, a major database application planned for development at DHS, but was proven not to fit their requirements, and DHS abandoned this project, and has reinvested those funds into building a citywide enterprise data system implementation of an integrated platform solution to support DHS's major five year plan initiative for prevention, adults, outreach and client tracking system;
- DHS is still planning to update and enhance its network infrastructure with equipment and software that will support the increasing number of existing and developing applications (including a new Client Tracking System for adults and families). DHS is also planning to procure equipment (storage, servers, etc.) for current and future management information system projects.

Department of Homeless Services

2010 January Plan

The Department of Homeless Services (DHS), in partnership with public agencies and the business and nonprofit communities, prevents homelessness and provides temporary emergency shelter for eligible homeless people in a safe, supportive environment. DHS manages 11 City-run and 205 privately-run shelter facilities, consisting of 49 adult facilities and 167 family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending by Program					
Adult Shelter Administration & Support	\$5,989,362	\$5,234,485	\$5,234,485	\$5,276,756	\$5,298,295
Adult Shelter Intake and Placement	\$7,243,140	\$6,466,326	\$6,466,326	\$6,874,271	\$8,586,717
Adult Shelter Operations	\$209,104,438	\$210,297,433	\$209,949,825	\$206,766,461	\$192,140,867
Family Shelter Administration & Support	\$5,623,037	\$5,725,938	\$5,725,938	\$5,834,347	\$5,889,933
Family Shelter Intake and Placement	\$23,448,310	\$23,971,356	\$23,971,356	\$25,058,716	\$25,672,044
Family Shelter Operations	\$379,746,271	\$323,113,445	\$327,299,938	\$383,539,242	\$289,461,695
General Administration	\$62,076,925	\$59,823,137	\$57,108,300	\$57,969,947	\$51,121,751
Outreach, Drop-in and Reception Services	\$27,921,031	\$17,380,400	\$18,312,890	\$22,105,184	\$20,080,732
Prevention and Aftercare	\$20,632,125	\$21,055,644	\$25,476,041	\$25,478,715	\$15,116,117
Rental Assistance and Housing Placement	\$43,748,364	\$83,622,266	\$102,133,104	\$105,235,279	\$34,676,895
Total	\$785,533,004	\$756,690,430	\$781,678,203	\$844,138,918	\$648,045,046
Funding					
City Funds	NA	\$311,913,799	\$304,048,926	\$332,087,912	\$275,852,004
Federal - Community Development	NA	\$4,000,000	\$4,455,815	\$4,455,815	\$4,000,000
Federal - Other	NA	\$133,755,366	\$144,148,668	\$161,526,921	\$125,161,170
Intra City	NA	\$87,589,215	\$102,589,215	\$103,589,215	\$33,092,270
State	NA	\$219,432,050	\$226,435,579	\$242,479,055	\$209,939,602
Total	NA	\$756,690,430	\$781,678,203	\$844,138,918	\$648,045,046
Full-Time Positions	2,052	2,221	2,221	2,259	1,989
Contracts	NA	550	541	540	550

Adult Shelter Administration & Support

This program consists of the administrative and support functions of the adult shelter system.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$5,989,362	\$5,234,485	\$5,234,485	\$5,276,756	\$5,298,295
Total	\$5,989,362	\$5,234,485	\$5,234,485	\$5,276,756	\$5,298,295
Funding					
City Funds	NA	\$3,487,336	\$3,487,336	\$3,529,607	\$3,551,146
Federal - Other	NA	\$111,205	\$111,205	\$111,205	\$111,205
State	NA	\$1,635,944	\$1,635,944	\$1,635,944	\$1,635,944
Total	NA	\$5,234,485	\$5,234,485	\$5,276,756	\$5,298,295
Full-Time Positions	87	83	83	83	83

Adult Shelter Intake and Placement

The Adult Shelter system has 4 intake centers: 3 for women and 1 for men. The intake center for men is located in Manhattan, while the centers for women are in the Bronx, Brooklyn, and Queens. Due to legal decisions in the early 1980s, single adults are guaranteed a right to shelter and do not have to apply for shelter as in the family system.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$7,243,140	\$6,466,326	\$6,466,326	\$6,874,271	\$8,586,717
Total	\$7,243,140	\$6,466,326	\$6,466,326	\$6,874,271	\$8,586,717
Funding					
City Funds	NA	\$4,237,297	\$4,237,297	\$4,476,305	\$6,357,688
Federal - Other	NA			\$168,937	\$0
State	NA	\$2,229,029	\$2,229,029	\$2,229,029	\$2,229,029
Total	NA	\$6,466,326	\$6,466,326	\$6,874,271	\$8,586,717
Full-Time Positions	156	178	178	182	228

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Single adults suitably placed in the shelter services system within 21 days (%)	Service Quality	90.0%	92.0%	90.0%	90.0%	90.0%	87.9%	90.0%	90.0%

Adult Shelter Operations

The Adult Shelter system is comprised of 49 facilities that operate 7,185 beds. As in the family system, single adults living in shelters have access to a wide range of social services, including mental health treatment, substance abuse treatment, and employment training.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$14,987,441	\$17,237,126	\$17,237,126	\$18,182,936	\$18,218,066
Other Than Personal Services	\$194,116,997	\$193,060,307	\$192,712,699	\$188,583,525	\$173,922,801
Total	\$209,104,438	\$210,297,433	\$209,949,825	\$206,766,461	\$192,140,867
Funding					
City Funds	NA	\$105,480,728	\$101,559,398	\$99,992,933	\$88,365,162
Federal - Community Development	NA	\$0	\$40,560	\$40,560	\$0
Federal - Other	NA	\$170,948	\$4,404,110	\$5,287,211	\$170,948
Intra City	NA	\$31,092,270	\$31,092,270	\$31,092,270	\$31,092,270
State	NA	\$73,553,487	\$72,853,487	\$70,353,487	\$72,512,487
Total	NA	\$210,297,433	\$209,949,825	\$206,766,461	\$192,140,867
Full-Time Positions	345	330	330	337	330
Contracts	NA	106	98	96	106
Cleaning Services	NA	1	1	1	1
Contractual Services - General	NA	1	1	1	1
Homeless Individual Services	NA	63	63	63	63
Maintenance and Operation of Infrastructure	NA	1	1	1	1
Maintenance and Repairs - General	NA	15	15	15	15
Maintenance and Repairs - Motor Vehicle Equip	NA	1	1	1	1
Office Equipment Maintenance	NA	2	2	2	2
Printing Services	NA	1	1	1	1
Prof. Services - Computer Services	NA	1	1		1
Prof. Services - Engineering and Architectural Services	NA	1	1	1	1
Prof. Services - Other	NA		1	1	
Security Services	NA	4	4	4	4
Telecommunications Maintenance	NA	1	1	1	1
Temporary Services	NA	12	2	2	12
Training Program for City Employees	NA	2	2	1	2
Transportation Services	NA		1	1	

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Cost per day of Single Adult facilities	Efficiency	NA	\$62.21	NA	\$63.75	NA	\$72.38	NA	NA
Average length of stay for single adults on shelter (days)	Outcome	NA	101	NA	92	NA	87	NA	NA
Average number of single adults in shelters per day	Outcome	NA	7,928	NA	7,260	NA	6,850	NA	NA
Single adults entering the DHS shelter services system	Outcome	NA	16,981	NA	17,622	NA	18,303	NA	NA

Family Shelter Administration & Support

This program consists of the administrative and support functions of the family shelter system.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$5,623,037	\$5,725,938	\$5,725,938	\$5,834,347	\$5,889,933
Total	\$5,623,037	\$5,725,938	\$5,725,938	\$5,834,347	\$5,889,933
Funding					
City Funds	NA	\$1,719,740	\$1,719,740	\$1,828,149	\$1,883,735
Federal - Other	NA	\$2,740,807	\$2,740,807	\$2,740,807	\$2,740,807
State	NA	\$1,265,391	\$1,265,391	\$1,265,391	\$1,265,391
Total	NA	\$5,725,938	\$5,725,938	\$5,834,347	\$5,889,933
Full-Time Positions	86	106	106	106	106

Family Shelter Intake and Placement

DHS operates two intake centers for families: the Prevention Assistance and Temporary Housing (Path) Office for families with children and the Adult Family Intake Center (AFIC) for adult families without children. Unlike single adults who have a legal right to shelter, homeless families must apply for shelter. DHS conducts investigations of each homeless family to determine if they are eligible for shelter. These eligibility investigations are completed within 10 days of a family's arrival at family intake. During the investigation, families are provided with a temporary shelter placement. Upon completion of the eligibility investigations, eligible families are provided with permanent shelter placements, while ineligible families are required to leave the shelter system, although they have the option to re-apply for shelter.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$23,448,310	\$23,971,356	\$23,971,356	\$25,058,716	\$25,672,044
Total	\$23,448,310	\$23,971,356	\$23,971,356	\$25,058,716	\$25,672,044
Funding					
City Funds	NA	\$7,902,445	\$7,902,445	\$8,989,805	\$9,603,133
Federal - Other	NA	\$12,025,647	\$12,025,647	\$12,025,647	\$12,025,647
State	NA	\$4,043,264	\$4,043,264	\$4,043,264	\$4,043,264
Total	NA	\$23,971,356	\$23,971,356	\$25,058,716	\$25,672,044
Full-Time Positions	490	530	530	530	530

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Families found eligible for shelter without having to repeat application process	Service Quality	NA	71.0%	NA	66.5%	NA	NA	NA	NA
Families suitably placed in the shelter services system within 10 days (%)	Service Quality	95.0%	98.4%	95.0%	99.2%	95.0%	99.9%	95.0%	95.0%

Family Shelter Operations

The Family Shelter system is comprised of 169 facilities that operate 10,192 units of shelter. Contracted providers operate the vast majority of these facilities. The Family Shelter system is split into two parts: families with children and adult families without children.

		2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan			
Spending									
Personal Services		\$10,926,430	\$12,132,204	\$12,132,204	\$11,926,677	\$11,634,777			
Other Than Personal Services		\$368,819,840	\$310,981,241	\$315,167,734	\$371,612,565	\$277,826,918			
Total		\$379,746,271	\$323,113,445	\$327,299,938	\$383,539,242	\$289,461,695			
Funding									
City Funds		NA	\$125,088,348	\$124,611,082	\$149,732,812	\$112,351,446			
Federal - Community Development		NA	\$4,000,000	\$4,415,255	\$4,415,255	\$4,000,000			
Federal - Other		NA	\$94,038,563	\$96,763,187	\$111,837,285	\$84,109,884			
Intra City		NA	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000			
State		NA	\$97,986,534	\$99,510,414	\$115,553,890	\$87,000,365			
Total		NA	\$323,113,445	\$327,299,938	\$383,539,242	\$289,461,695			
Full-Time Positions		207	280	280	280	263			
Contracts		NA	334	333	333	334			
Cleaning Services		NA	1	1	1	1			
Contractual Services - General		NA	16	16	16	16			
Educ. and Rec. Expenditures for Youth Programs		NA		1	1				
Homeless Family Services		NA	286	286	286	286			
Maintenance and Repairs - General		NA	15	15	15	15			
Maintenance and Repairs - Motor Vehicle Equip		NA	1	1	1	1			
Office Equipment Maintenance		NA	2	2	2	2			
Printing Services		NA	2	2	2	2			
Prof. Services - Computer Services		NA	1			1			
Prof. Services - Engineering and Architectural Services		NA	1	1	1	1			
Security Services		NA	2	2	2	2			
Telecommunications Maintenance		NA	1			1			
Temporary Services		NA	4	4	4	4			
Training Program for City Employees		NA	2	2	2	2			
Performance Measures									
	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Cost per day of Family facilities	Efficiency	NA	\$90.92	NA	\$94.97	NA	\$99.81	NA	NA
Adult families entering the DHS shelter services system	Outcome	NA	1,080	NA	1,071	NA	1,040	NA	NA
Average length of stay for adult families in shelter (days)	Outcome	NA	NA	NA	516	NA	505	NA	NA
Average length of stay for families with children in shelter (days)	Outcome	NA	NA	NA	292	NA	324	NA	NA
Average number of adult families in shelter per day	Outcome	NA	1,262	NA	1,406	NA	1,297	NA	NA
Average number of families with children in shelters per day	Outcome	NA	6,671	NA	7,615	NA	7,802	NA	NA
Average school attendance rate for children in DHS shelter	Outcome	NA	78.9%	NA	79.7%	NA	79.7%	NA	NA
Families with children entering the DHS shelter services system	Outcome	NA	9,167	NA	10,733	NA	9,664	NA	NA

General Administration

This program consists of several administrative functions of the department including the Commissioner's office, the budget office, and the policy and planning unit. It also includes the Bureau of Repair and Maintenance, which is responsible for reviewing and evaluating the physical condition of shelters, and handles upgrades of DHS-operated facilities.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$43,025,675	\$43,853,281	\$40,653,281	\$41,888,544	\$36,331,713
Other Than Personal Services	\$19,051,250	\$15,969,856	\$16,455,019	\$16,081,403	\$14,790,038
Total	\$62,076,925	\$59,823,137	\$57,108,300	\$57,969,947	\$51,121,751
Funding					
City Funds	NA	\$30,545,078	\$27,830,241	\$28,168,363	\$22,853,178
Federal - Other	NA	\$13,252,047	\$13,252,047	\$13,775,572	\$12,736,580
State	NA	\$16,026,012	\$16,026,012	\$16,026,012	\$15,531,993
Total	NA	\$59,823,137	\$57,108,300	\$57,969,947	\$51,121,751
Full-Time Positions	619	600	600	614	335
Contracts	NA	29	29	30	29
Cleaning Services	NA	1	1	1	1
Contractual Services - General	NA	16	16	16	16
Data Processing Equipment Maintenance	NA	1	1	1	1
Maintenance and Repairs - General	NA	1	1	1	1
Office Equipment Maintenance	NA	2	2	2	2
Printing Services	NA	2	2	2	2
Prof. Services - Accounting Services	NA	2	2	2	2
Prof. Services - Computer Services	NA			1	
Prof. Services - Legal Services	NA	1	1	1	1
Security Services	NA	1	1	1	1
Training Program for City Employees	NA	2	2	2	2

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
DHS-managed properties with signs of rodent infestation	Outcome	NA	22.7%	NA	NA	NA	NA	NA	NA

Outreach, Drop-in and Reception Services

DHS's outreach programs target individuals who appear to be living in public spaces. Since these homeless individuals often resist participating in service programs, the key objective of these outreach services is to persuade them to leave spaces where they are at risk and unable to access services and into appropriate entry points in the social service system. The city-operated outreach programs work with a network of shelters, drop-in centers, reception centers, faith-based shelters, soup kitchens and pantries. DHS operates a citywide outreach team and contracts for the provision of five borough based outreach programs. The outreach programs operate 24 hours a day and include clinical and social work staff. To help DHS better target its outreach efforts, the agency conducts an annual estimate of the street homeless population, known as the Homeless Opportunity Population Estimate (HOPE).

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$718,049	\$790,328	\$790,328	\$804,860	\$812,433
Other Than Personal Services	\$27,202,983	\$16,590,072	\$17,522,562	\$21,300,324	\$19,268,299
Total	\$27,921,031	\$17,380,400	\$18,312,890	\$22,105,184	\$20,080,732
Funding					
City Funds	NA	\$7,166,553	\$7,086,527	\$8,251,672	\$7,866,885
Federal - Other	NA	\$0	\$1,012,516	\$1,139,665	\$0
State	NA	\$10,213,847	\$10,213,847	\$12,713,847	\$12,213,847
Total	NA	\$17,380,400	\$18,312,890	\$22,105,184	\$20,080,732
Full-Time Positions	9	18	18	18	18
Contracts	NA	5	5	5	5
Homeless Individual Services	NA	5	5	5	5

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Number of people estimated to be living on the streets (HOPE)	Demand	NA	3,843	NA	3,755	NA	3,306	NA	NA
Outreach contacts that result in placements into permanent and temporary housing (%)	Outcome	NA	4.8%	NA	5.4%	NA	2.7%	NA	NA

Prevention and Aftercare

Started in September 2004, HomeBase is the Department's major homelessness prevention program. It began operating in six, high-need communities and expanded Citywide in Fiscal 2008. HomeBase offers a range of services to its clients including job training, assistance with legal action, housing relocation, and financial assistance for the payment of rent arrears. Additionally, it provides aftercare services to clients that have left the shelter system for permanent housing.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$162,126			\$2,674	\$3,996
Other Than Personal Services	\$20,469,999	\$21,055,644	\$25,476,041	\$25,476,041	\$15,112,121
Total	\$20,632,125	\$21,055,644	\$25,476,041	\$25,478,715	\$15,116,117
Funding					
City Funds	NA	\$10,810,337	\$6,613,734	\$6,616,408	\$2,095,885
Federal - Other	NA	\$8,168,021	\$10,591,021	\$10,591,021	\$10,017,971
State	NA	\$2,077,286	\$8,271,286	\$8,271,286	\$3,002,261
Total	NA	\$21,055,644	\$25,476,041	\$25,478,715	\$15,116,117
Full-Time Positions	8			0	0

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Adult families placed into permanent housing who return to the DHS shelter	Outcome	NA	0.9%	NA	2.9%	NA	5.3%	NA	NA
Adults receiving preventive services who did reside 21 days or more in shelter (%)	Outcome	NA	97.1%	NA	96.4%	NA	96.9%	NA	NA
Families receiving preventive services who did not enter the shelter system (%)	Outcome	NA	92.1%	NA	97.7%	NA	95.9%	NA	NA
Families with children placed into permanent housing who return to the DHS shelter	Outcome	NA	1.4%	NA	3.1%	NA	4.2%	NA	NA
Single adults placed into permanent housing who return to the DHS shelter services	Outcome	NA	13.5%	NA	13.6%	NA	12.8%	NA	NA

Rental Assistance and Housing Placement

Prior to 2004, the Emergency Assistance Re-housing Program (EARP) provided bonuses to landlords so that they would rent apartments to homeless families using Section 8 vouchers. This was the Department's primary permanent housing program. However, EARP was terminated in December 2004 because the Administration believed that the program incentivized use of the shelter system. To replace EARP, DHS created a time-limited rental subsidy for families in the shelter system known as Housing Stability Plus (HSP). Families that had been in the shelter system for at least 90 days, and were receiving Public Assistance, were eligible to receive this aid. In April 2007, DHS announced that HSP would be replaced by Advantage New York, a new rental subsidy program that places a greater emphasis on self-sufficiency.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
Spending					
Personal Services	\$3,027,184	\$4,461,960	\$4,461,960	\$5,114,748	\$4,539,363
Other Than Personal Services	\$40,721,180	\$79,160,306	\$97,671,144	\$100,120,531	\$30,137,532
Total	\$43,748,364	\$83,622,266	\$102,133,104	\$105,235,279	\$34,676,895
Funding					
City Funds	NA	\$15,475,937	\$19,001,126	\$20,501,858	\$20,923,746
Federal - Other	NA	\$3,248,128	\$3,248,128	\$3,849,571	\$3,248,128
Intra City	NA	\$54,496,945	\$69,496,945	\$70,496,945	\$0
State	NA	\$10,401,256	\$10,386,905	\$10,386,905	\$10,505,021
Total	NA	\$83,622,266	\$102,133,104	\$105,235,279	\$34,676,895
Full-Time Positions	45	96	96	109	96
Contracts	NA	76	76	76	76
Homeless Individual Services	NA	76	76	76	76

Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Adult families placed into permanent housing	Outcome	NA	449	NA	528	NA	1,153	NA	NA
Families with children placed into permanent housing	Outcome	NA	6,193	NA	5,658	NA	6,331	NA	NA
Housing Stability Plus (HSP) placements into permanent housing	Outcome	NA	4,641	NA	3,592	NA	NA	NA	NA
Single adults placed into permanent housing	Outcome	6,000	7,494	6,500	9,559	8,000	10,323	8,000	8,000