

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
Speaker of the Council

Hon. Stephen Levin
Chair, Committee on General Welfare



Report of the Finance Division on the
Fiscal 2020 Preliminary Plan, the Preliminary Ten-Year Strategy for Fiscal 2020-2029,
Fiscal 2020 Preliminary Capital Commitment Plan, and Fiscal 2019 Preliminary
Mayor's Management Report for the

Department of Homeless Services

March 25, 2019

Finance Division

Julia K. Haramis, Financial Analyst
Dohini Sompura, Unit Head

Latonia McKinney, Director
Regina Poreda Ryan, Deputy Director

Paul Scimone, Deputy Director
Nathan Toth, Deputy Director

Table of Contents

| | |
|--|----|
| Department of Homeless Services Overview | 1 |
| DHS' Shelter System | 2 |
| Overall DHS Shelter Spending | 3 |
| Fiscal 2020 Preliminary Budget Highlights | 4 |
| Financial Summary | 8 |
| Contract Budget | 10 |
| Revenue | 10 |
| 2018-2019 State Executive Budget Highlights | 12 |
| Council Initiatives | 12 |
| Program Areas | 12 |
| Adult Shelter Administration and Support | 12 |
| Adult Shelter Intake and Placement | 13 |
| Adult Shelter Operations | 14 |
| Family Shelter Administration and Support | 17 |
| Family Shelter Intake and Placement | 17 |
| Family Shelter Operations | 19 |
| General Administration | 22 |
| Outreach, Drop-in, and Reception Services | 24 |
| Prevention and Aftercare | 28 |
| Rental Assistance and Housing Placement | 30 |
| Capital Plan Overview | 31 |
| Preliminary Ten-Year Capital Strategy Fiscal 2020-2029 | 31 |
| Fiscal 2020 Preliminary Capital Budget for Fiscal 2019-2023 | 32 |
| Fiscal 2019 Preliminary Capital Commitment Plan for Fiscal 2019-2023 | 32 |
| Appendices | 36 |
| A. Budget Actions in the November and Preliminary Plans | 36 |
| B. DHS Total Expense Budget – Breakdown by PS and OTPS | 36 |
| C. DHS Contract Budget | 37 |
| D. DHS Program Budgets | 38 |
| Adult Shelter Administration and Support | 38 |
| Adult Shelter Intake and Placement | 38 |
| Adult Shelter Operations | 39 |
| Family Shelter Administration and Support | 40 |
| Family Shelter Intake and Placement | 41 |
| Family Shelter Operations | 42 |
| General Administration | 43 |
| Outreach, Drop-in, and Reception Services | 44 |

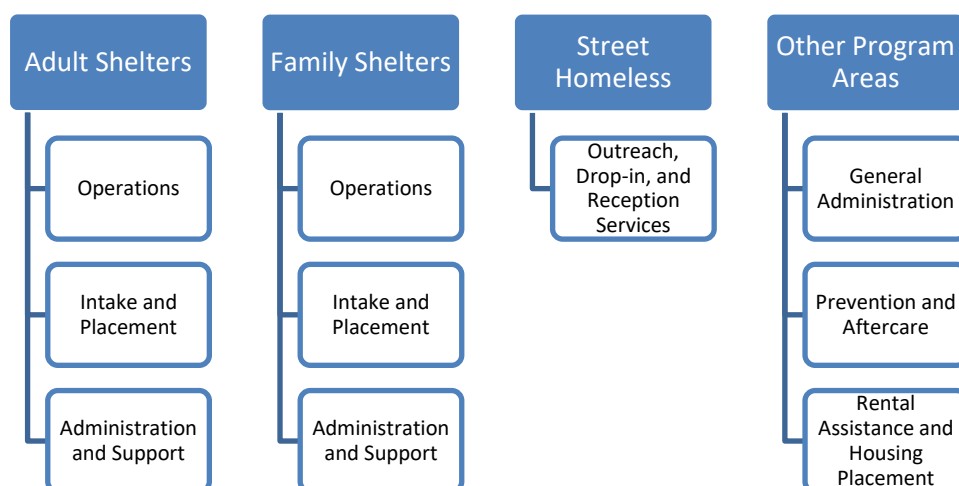
| | |
|--|----|
| Prevention and Aftercare..... | 45 |
| Rental Assistance and Housing Placement | 46 |
| E. Other PMMR Indicators..... | 47 |
| F. DHS Reconciliation of Program Areas to Units of Appropriation | 48 |

Department of Homeless Services Overview

The Department of Homeless Services (DHS or the Department) provides transitional shelter for homeless single adults, adult families, and families with children, in accordance with New York City's "right to shelter" mandate. DHS also helps families and individuals exit shelter and move into permanent and supportive housing.

In 2016, after the 90-day review of homeless services across several City agencies, the Administration introduced a comprehensive model to better administer homeless services. As a result, an integrated management structure was created in the Department of Social Services (DSS), with Human Resources Administration (HRA) and DHS both reporting to a single Commissioner for Social Services. For Fiscal 2020, DHS has a \$2.1 billion Preliminary Budget organized into 10 program areas, as illustrated by the below chart.

DHS Program Areas



DHS' Services Include:

- Providing safe and well-run temporary emergency housing to homeless individuals and families through directly-operated and contracted shelters;
- Connecting New Yorkers at risk of homelessness to prevention services such as anti-eviction legal services and emergency rental arrears administered by HRA to help them remain in their homes;
- Helping shelter clients prepare for independent living through gainful employment, connections to work supports and other public benefits, personal budgeting and savings, and housing search assistance;
- Providing street outreach services for unsheltered individuals on the street. DHS also manages drop-in centers, where individuals can access basic services (such as hot meals, showers, and laundry facilities), and safe havens (these are smaller-scale facilities tailored to the needs of the service-resistant street population that operate with fewer rules, provide private or semi-private rooms, and support services) and stabilization beds.

This report provides a review of the DHS Preliminary Budget for Fiscal 2020. In the first section, the highlights of the \$2.1 billion Fiscal 2020 Preliminary Budget are presented and the potential

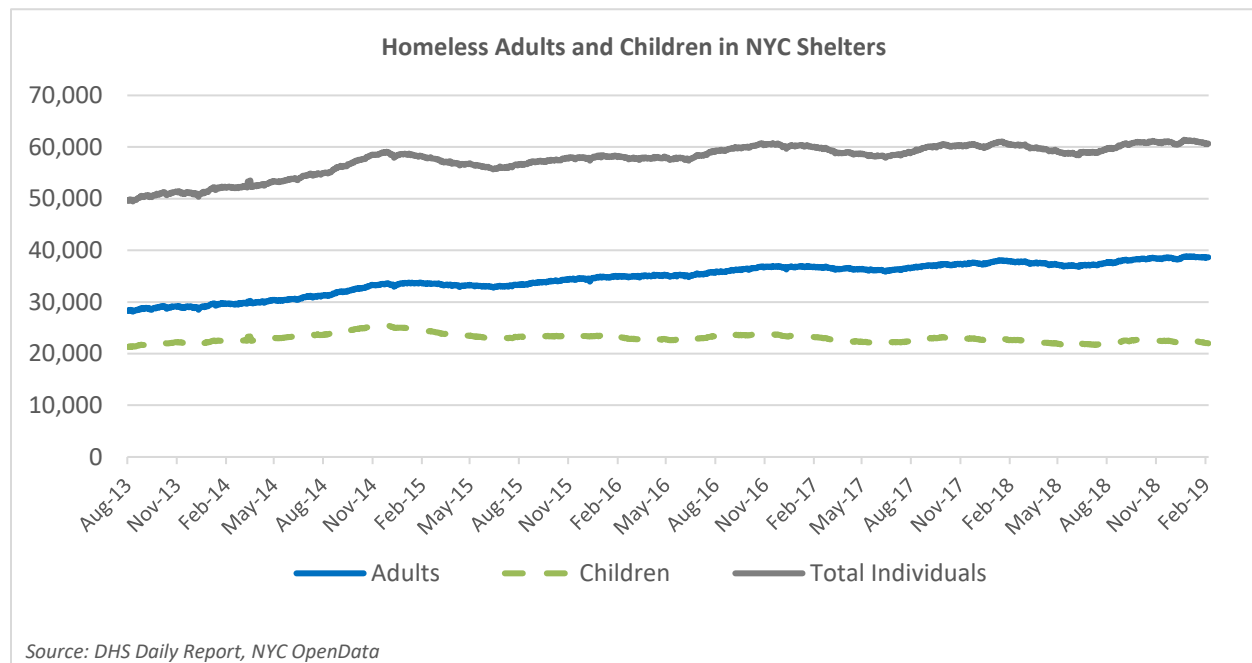
impact of proposed State budget actions are analyzed. The report then presents the Department's budget by program area, discusses changes included in the November and Preliminary Financial Plans, and reviews relevant sections of the Preliminary Mayor's Management Report (PMMR) for Fiscal 2019. This is followed by a review of the proposed capital budget for DHS with a discussion of significant changes proposed to the \$628.8 million Preliminary Ten-Year Capital Strategy for Fiscal 2020-2029 and the Fiscal 2019 Preliminary Capital Commitment Plan. Finally, appendices are included that list the budget actions in the November and Preliminary Plans, the total expense budget broken down between Personal Services (PS) and Other Than Personal Services (OTPS), the Contract Budget, each program area's budget, other PMMR indicators (not included within the report text), and a Unit of Appropriation (U/A) reconciliation by program area.

DHS' Shelter System

Right to Shelter Mandate

In the 1979 landmark case of *Callahan vs. Carey*, a class action lawsuit against the State and City, the New York State Supreme Court established that a right to shelter exists under Article XVII of the State Constitution and ordered the City and State to provide temporary emergency shelter for all homeless men who request it.¹ A right to shelter was subsequently recognized and extended to homeless women in 1983 by *Eldredge v. Koch*², and to families in 1984 by *McCain v. Koch*.³ While single adults do not have to meet any eligibility criteria to be granted temporary emergency housing, families must apply and be deemed eligible by DHS in order to enter the shelter system.⁴

Current State of Homelessness in New York City



¹ Decision, Index No. 42582/79 (N.Y. Sup. Ct. N.Y. Co. Aug. 26, 1981).

² 459 N.Y.S.2d 960 (N.Y. Sup. Ct. 1983).

³ 484 N.Y.S.2d 985 (N.Y. Sup. Ct. 1984).

⁴ Stipulated Final Judgement, Index No. 402295/08 (N.Y. Sup. Ct. N.Y. Co. Sept. 17, 2008).

The population of homeless individuals living in the New York City shelter system has reached an all-time high. The shelter census has increased steadily since 2011 when the Advantage Program, which provided rental assistance to homeless families and adults, was defunded.

On January 12, 2019 the total number of homeless individuals in City shelters hit an all-time high of 61,415, the total population of children peaked on December 14, 2014 at 25,490, and the total adult population peaked on January 30, 2019 at 38,838. On March 8, 2019 there were 60,624 homeless individuals in the City's shelters, which included 15,010 homeless families or 44,075 individual family members, 22,024 homeless children, and 16,549 single men and women. Families comprise nearly three-quarters of the homeless shelter population. People continue to enter the shelter system at a record pace and shelter residents remain in the shelter system for increasingly longer periods of time.

Shelter Portfolio

According to a report sent to the Council by DHS on March 18, 2019, as of October 31, 2018 the City has shelters in 467 buildings, excluding save havens. This total count is representative of the number of buildings and not the number of contracts, providers, or programs. The table below breaks this count out by type of shelter facility in each borough. As of this report, 27 percent, or 127 buildings, were single adult shelter buildings, five percent, or 23 buildings, were adult family shelter buildings, and 68 percent, or 317 buildings, were families with children shelter buildings.

There are 90 contracted hotel buildings that account for 19 percent of all buildings. The annual cost of these commercial hotels used for shelter is \$376 million for Fiscal 2020. The Council requested more recent data from DHS including a breakdown of each type of shelter with capacity numbers but a response was not received prior to the finalization of this report. Notably, the PMMR does not report any shelter facility counts or shelter capacity information. These are vital efficacy and performance metrics that should be included in the PMMR.

| DHS Buildings as of 10/31/18 | | | | | | |
|---|---------------------------|------------|------------|-----------|---------------|------------|
| Shelter Type | Building Count by Borough | | | | | Total |
| | Bronx | Brooklyn | Manhattan | Queens | Staten Island | |
| Single Adult Shelter | 21 | 33 | 38 | 7 | 0 | 99 |
| Single Adult Commercial Hotel Shelter | 2 | 9 | 2 | 15 | 0 | 28 |
| <i>Single Adult Subtotal</i> | 23 | 42 | 40 | 22 | 0 | 127 |
| Adult Family Shelter | 8 | 4 | 6 | 3 | 0 | 21 |
| Adult Family Commercial Hotel Shelter | 0 | 0 | 0 | 2 | 0 | 2 |
| <i>Adult Family Subtotal</i> | 8 | 4 | 6 | 5 | 0 | 23 |
| Families with Children Shelter | 72 | 53 | 31 | 18 | 1 | 175 |
| Families with Children Commercial Hotel Shelter | 3 | 16 | 19 | 22 | 0 | 60 |
| Families with Children Cluster | 60 | 10 | 12 | 0 | 0 | 82 |
| <i>Families with Children Subtotal</i> | 135 | 79 | 62 | 40 | 1 | 317 |
| Total | 166 | 125 | 108 | 67 | 1 | 467 |

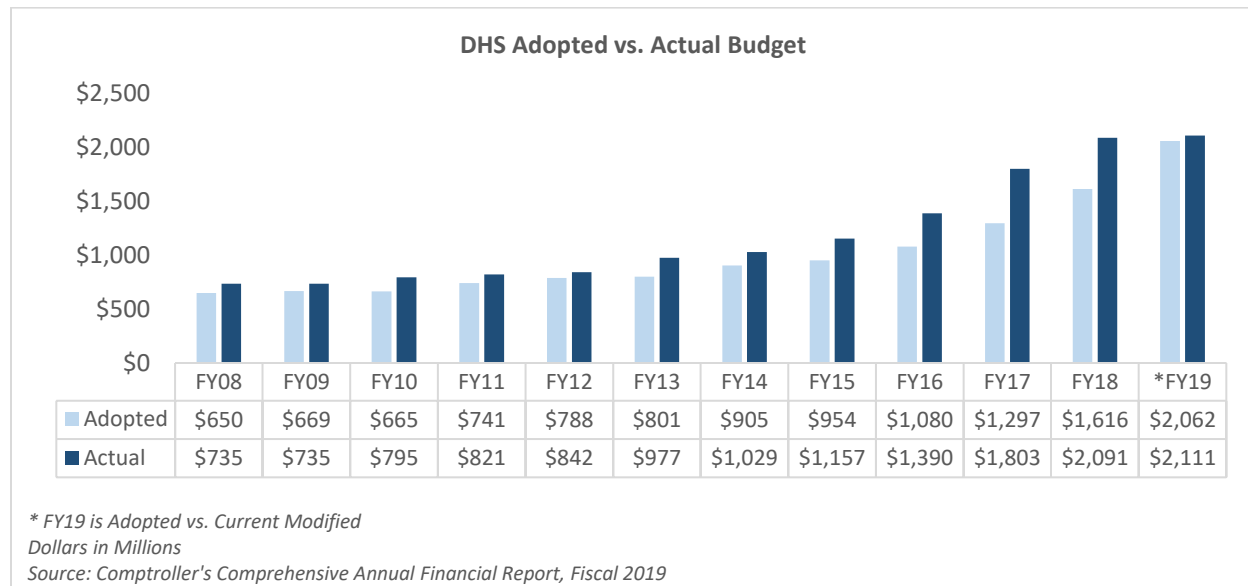
Source: DHS

Overall DHS Shelter Spending

As indicated by the table on the next page, the DHS budget has more than doubled in the past ten years going from actual expenditures of \$735 million in Fiscal 2008 to current modified expenditures in Fiscal 2019 of \$2.1 billion. Additionally, the budget has historically been

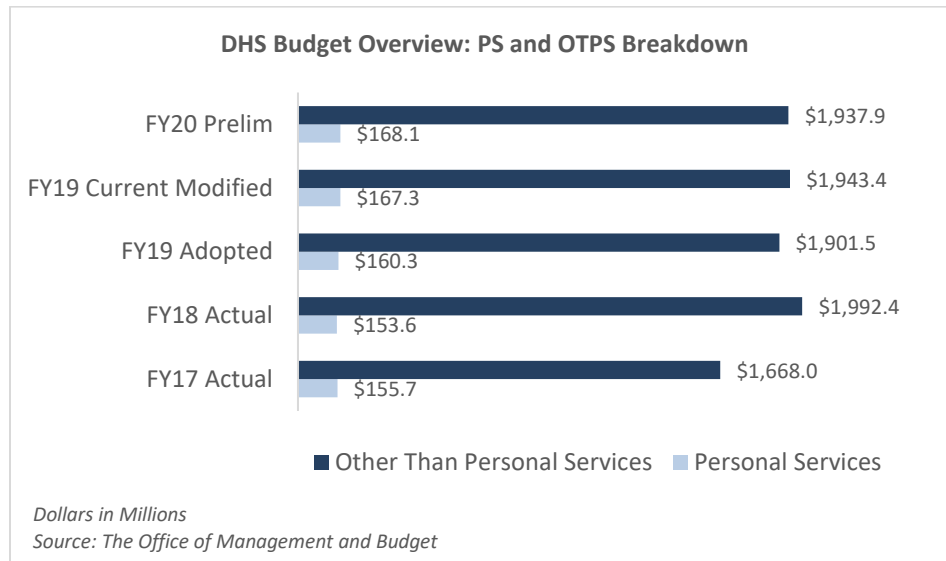
underestimated when adopted, leading to much higher actual spending as compared to the Adopted Budget. This growth was primarily attributed to inaccurate projections of the shelter population.

The percent increase between the Adopted Budget and actual spending, which has been predominantly attributable to shelter spending, was 21 percent in Fiscal 2015, 29 percent in Fiscal 2016, 39 percent in Fiscal 2017, and 29 percent in Fiscal 2018. The budget for Fiscal 2019 has risen two percent since Adoption, and the Fiscal 2020 Preliminary Budget is nearly equal to the current modified Fiscal 2019 Budget. DHS had large increases in spending in recent years post-adoption when significant new needs were added in the November and Preliminary Plans, but as of now, budgeting appears to be more realistic in Fiscal 2019. Depending on the shelter census, DHS may add additional funding in Fiscal 2019 and in the outyears in the Executive Budget to meet the need. In Fiscal 2018, the actual costs related to adult and family shelters – including administration, support, intake, placement, and operations – accounted for almost 89 percent of DHS’ \$2.1 billion budget. In the current modified Fiscal 2019 Budget and the Fiscal 2020 Preliminary Budget, these costs account for 88 percent of DHS’ \$2.1 billion budget.



Fiscal 2020 Preliminary Budget Highlights

DHS’ Fiscal 2020 Preliminary Budget totals \$2.1 billion (including City and non-City funds), which represents a bit more than two percent of the City’s overall proposed budget of \$92.2 billion. DHS’ Fiscal 2020 Preliminary Budget increases by \$44.2 million, or approximately two percent, when compared to its Fiscal 2019 Adopted Budget. As the chart on the next page shows, OTPS expenses comprise about 92 percent of DHS’ budget, and the majority of the growth in the Department’s Preliminary Budget can be attributed to additional OTPS costs for Family Shelter Operations, General Administration, and Outreach, Drop-in, and Reception Services. The remainder of DHS’ Budget supports PS expenses for 2,623 positions within the agency.



For the first time since the beginning of this Administration, the DHS budget has not grown substantially since the adoption of the Fiscal 2019 Budget by this point in the fiscal year. Changes introduced in the November and Preliminary Plans increased the Fiscal 2019 Budget by \$49 million and the Fiscal 2020 Budget \$26.2 million. New needs add a total of \$30.8 million in Fiscal 2019, and \$25 million in Fiscal 2020, of which \$25 million is baselined funding for street homeless programs, and \$5.8 million is a one-time addition in Fiscal 2019 for hazard testing in shelters. Most notably, other adjustments include collective bargaining adjustments of \$3.2 million in Fiscal 2019, \$5.4 million in Fiscal 2020, and \$6.2 million in the outyears. All changes introduced to the Fiscal 2019 and Fiscal 2020 budgets in the November and Preliminary Financial Plans are shown in Appendix A on page 36.

The major changes included in the November and Preliminary Plans are described below.

New Needs

- Shelter Repairs.** The November 2018 Financial Plan included a one-time addition of \$5.8 for lead screening in shelters that house families with children. This is part of the LeadFreeNYC⁵ plan which aims to screen for potential lead hazards and eliminate lead risks in New York City Housing Authority (NYCHA) apartments and family shelters.
- Street Solutions.** The Fiscal 2020 Preliminary Plan includes \$25 million in baseline funding in Fiscal 2019 and in the outyears to support street homeless programs, funded through City tax-levy (CTL). This new need will fund contracts with providers, add 1,535 new safe haven beds, and two new drop-in centers located in Queens and Manhattan. The Council requested further details on this addition and safe havens but a response was not received prior to the finalization of this report.

⁵ Office of the Mayor, "Mayor de Blasio Announces LeadFreeNYC, a Comprehensive Plan to End Childhood Lead Exposure," January 28, 2019, see: <https://www1.nyc.gov/office-of-the-mayor/news/061-19/mayor-de-blasio-leadfreenyc--comprehensive-plan-end-childhood-lead-exposure#/0>.

Other Adjustments

- **Subway Outreach.** In the November 2018 Financial Plan \$3 million was included for Fiscal 2019 and Fiscal 2020 from the Metropolitan Transit Authority (MTA) based on the Memorandum of Understanding (MOU) terms between the two agencies relating to subway outreach. The current MOU runs from Fiscal 2019 to Fiscal 2020. Once a new MOU is established, funds will be added in accordance to those terms.
- **Collective Bargaining.** In both the November Plan and the Preliminary Plan adjustments are made for collective bargaining agreements. Cumulatively, from both plans, additions were \$3.2 million for Fiscal 2019, \$5.4 million for Fiscal 2020, and \$6.2 million for the outyears. The collective bargaining agreements were for DC 37, Local 300 Buyers, Managers and Original Jurisdiction employees, Local 1 Plumbers, and Local 3 Supervisors of Mechanics.

Other Adjustments for DSS Integration

- **DSS Integration.** Continuing the efforts of integrating DHS and HRA into DSS, 40 single room occupancy (SRO) contracts that are set to expire will be moved from the DHS budget to HRA since HRA will oversee all supportive housing contracts moving forward. This adjustment is a decrease of \$1.4 million in Fiscal 2019 and a decrease of \$9.7 million in Fiscal 2020. DHS plans to move the remaining 78 contracts still at DHS as they expire, and they will make other adjustments in the future until all have been moved to HRA.
- **Home-Stat Staff Realignment.** As part of the ongoing reorganization between DHS and the HRA, DHS moved Home-Stat headcount and the related funding to HRA. Six staff members, totaling \$230,021 for Fiscal 2019 and \$552,050 in Fiscal 2020 and in the outyears will be transitioned between the two agencies. There are seven additional Home-Stat staff members remaining at DHS.
- **Rehousing Staff Alignment.** As part of the DHS and HRA budget realignment, the Fiscal 2020 Preliminary Plan includes \$2 million in Fiscal 2019 and \$3 million in the outyears for rehousing staff that was originally reflected in HRA's budget.

While DHS' Fiscal 2020 Preliminary Budget does not reflect any citywide savings initiatives, the agency will have a Program to Eliminate the Gap (PEG) target for the upcoming fiscal year. The Administration re-introduced the PEG program as a cost savings measure for the City in an effort to address a \$750 million budget gap for Fiscal 2020. Of the \$750 million PEG program, \$544.6 million will come from City agency budget reductions.

Program to Eliminate the Gap

- **DSS PEG Target.** The PEG target set for DSS is \$50 million, or just over nine percent of the agency-portion of the PEG program, and will encompass reductions at both HRA and DHS. The \$50 million is approximately half a percent of the overall City-funded portion of the DSS budget. DSS is currently reviewing how to achieve this PEG target and funding reductions will be reflected in both HRA and DHS' Fiscal 2020 Executive Budget.

Budget Issues

- **Model Budgets.** In the Fiscal 2018 Executive Plan DHS committed to a contract amendment process to adjust reimbursement rates across shelter providers to improve

the quality of shelters and services, as well as increase accountability. However, the process to determine new rates has been nearly exclusively focused on maintenance and has ignored budget lines necessary to attract and retain high quality staff, enhance services, and improve outcomes such as program staff salary and fringe costs. The progress of amendments have been slow and unsatisfactory. Without improved rates, it is impossible for most providers to maintain a satisfactory level of basic services and hire additional staff members to assist shelter clients with rehousing and case management. Additionally, many providers have continued to experience significant delays in the overall contracting process and the lengthy lag in receipt of payments they are enduring places them in precarious financial situations.⁶ Providers have had to take out loans or seek funding from other sources to cover operating expenses while they await City-contracted funding.

- **Hotel and Cluster Site Spending.** DHS has committed to phase out the use of commercial hotels and cluster sites as shelters because they are expensive, lack necessary social services, and are often not appropriate for families. However, given the current homeless population census, DHS continues to use commercial hotels and clusters while it works to open new shelters that will replace clusters and other underperforming shelters. Current annual spending for hotels and cluster sites total \$376 million and \$65 million respectively. Hotels, which typically lack social services and are disconnected from the community, are not a cost-effective solution to housing homeless families. Additionally, the Administration has committed to phasing out the use of cluster sites by 2021. Currently, there are still 90 cluster site buildings in DHS' portfolio, according to reporting as of October 31, 2018 that DHS provided to the Council on March 18, 2019. The Council requested a more recent count from DHS but did not receive a response before this report was finalized. A recent news report indicated that the City has reached an agreement to purchase 17 cluster buildings for \$173 million⁷ that will be converted into 500 affordable housing units.⁸ If this deal proceeds the DHS cluster portfolio would shrink.
- **Aftercare and Support Services.** In the Fiscal 2020 Preliminary Budget for DHS there is no budget for aftercare and support services since these programs have been moved to HRA. Shelter contracts do encompass certain onsite support services that providers administer to shelter residents, but shelter providers have explained that aftercare and support services are a vital component of their mission to curb the increase in homeless individuals cycling in and out of the system repeatedly. Providers have asked that additional funding be allocated to programs such as employment services, social workers for children, preventative services administered outside of crisis-mode, housing specialists, primary medical care, and community-based services.

⁶ Mary Kate Bacalao, "Nonprofits Can't Help Homeless People When Cities Pay Them Late," Citylab, March 8, 2019, see: <https://www.citylab.com/perspective/2019/03/homeless-nonprofit-new-york-san-francisco-contract-late-pay/584464/>.

⁷ Michael Gartland, "NYC to pay \$173 million to notorious Podolsky brother landlords for affordable housing units," The Daily News, March 14, 2019, see: <https://www.nydailynews.com/news/politics/ny-metro-cluster-173-031419-story.html>.

⁸ Michael Gartland, "Shady real estate clan at center of New York City's plan to convert homeless apartments into affordable housing," The Daily News, January 20, 2019, see: <https://www.nydailynews.com/news/politics/ny-metro-cluster-cluster-011119-story.html>.

- Lack of Transparency in DHS Budget.** DHS uses only two U/As for the entire \$2.1 billion budget, which takes away from the transparency and clarity of the agency's budget. While the total amount of the budget has grown significantly in recent years, there has been no accompanying increase in the budget's transparency. Additionally, the budget documents lack detail on the types of shelter funded and their respective costs. For example, commercial hotels cost the City approximately \$376 million every year, but this key fact is not clearly delineated in DHS' Budget.

Financial Summary

| DHS Financial Summary <i>Dollars in Thousands</i> | | | | | | |
|---|------------------------|------------------------|-------------------------|-------------------------|--------------------|--------------------|
| | FY17 Actual | FY18 Actual | FY19 Adopted | Preliminary Plan | | *Difference |
| | | | | FY19 | FY20 | FY19-FY20 |
| Budget by Program Area | | | | | | |
| Adult Shelter Administration and Support | \$11,168 | \$8,150 | \$10,401 | \$11,087 | \$10,351 | (\$50) |
| Adult Shelter Intake and Placement | 10,446 | 11,561 | 11,227 | 11,437 | 11,389 | 162 |
| Adult Shelter Operations | 572,449 | 708,667 | 645,213 | 651,957 | 638,264 | (6,949) |
| Family Shelter Administration and Support | 10,069 | 11,470 | 20,635 | 15,693 | 22,131 | 1,497 |
| Family Shelter Intake and Placement | 25,270 | 27,261 | 30,740 | 31,432 | 31,926 | 1,186 |
| Family Shelter Operations | 932,509 | 1,133,713 | 1,127,471 | 1,138,916 | 1,141,220 | 13,749 |
| General Administration | 91,847 | 100,288 | 107,941 | 112,615 | 121,667 | 13,725 |
| Outreach, Drop-in, and Reception Services | 78,981 | 99,431 | 85,128 | 118,674 | 113,723 | 28,595 |
| Prevention and Aftercare | 65,942 | 20,718 | 2,907 | 260 | 0 | (2,907) |
| Rental Assistance and Housing Placement | 25,015 | 24,757 | 20,114 | 18,709 | 15,330 | (4,784) |
| TOTAL | \$1,823,696 | \$2,146,017 | \$2,061,776 | \$2,110,780 | \$2,106,000 | \$44,224 |
| Funding | | | | | | |
| City Funds | \$1,093,498 | \$1,295,540 | \$1,179,107 | \$1,210,336 | \$1,214,834 | \$35,727 |
| Other Categorical | 3,186 | 1,382 | 0 | 3,000 | 3,000 | 3,000 |
| State | 166,860 | 184,879 | 180,227 | 177,490 | 178,739 | (1,488) |
| Federal - Community Development | 4,098 | 4,121 | 4,722 | 10,527 | 4,731 | 9 |
| Federal - Other | 547,232 | 658,103 | 696,869 | 708,430 | 703,845 | 6,976 |
| Intra-city | 8,823 | 1,991 | 851 | 996 | 851 | 0 |
| TOTAL | \$1,823,696 | \$2,146,017 | \$2,061,776 | \$2,110,780 | \$2,106,000 | \$44,224 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 2,341 | 2,368 | 2,577 | 2,659 | 2,623 | 46 |
| Full-Time Equivalent Positions | 8 | 2 | 1 | 2 | 1 | 0 |
| TOTAL | 2,349 | 2,370 | 2,578 | 2,661 | 2,624 | 46 |

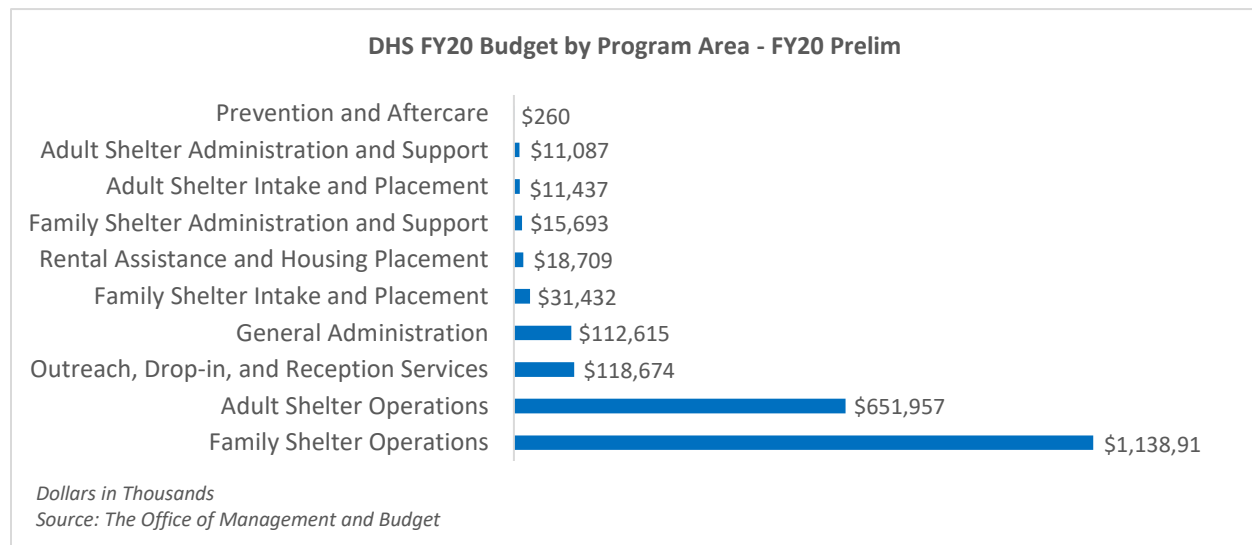
**The difference of Fiscal 2019 Adopted compared to Fiscal 2020 Preliminary Budget.*

Source: The Office of Management and Budget

As indicated in the Financial Plan Summary above, DHS' Fiscal 2020 Preliminary Budget totals \$2.1 billion, an increase of \$44.2 million when compared to the Fiscal 2019 Adopted Budget. It is important to note that this is first time since Fiscal 2015 that additional funding to support shelter

operations was not added to the agency's budget in the November Plan, and the current modified budget for the agency reflects a more accurate budget for Adult and Family Shelter Operations with only small adjustments of \$6.7 million and \$11.4 million, respectively.

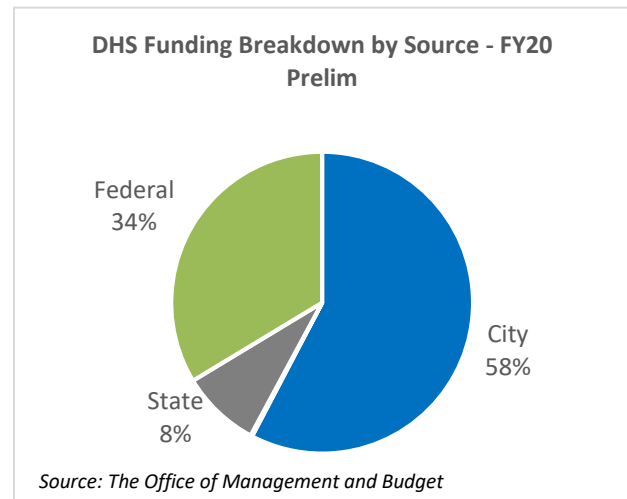
The Fiscal 2019 current modified budget is \$49 million more than the Fiscal 2019 Adopted Budget and majority of this increase can be attributed to an additional \$33 million for Outreach, Drop-in, and Reception services, of which \$25 million is baselined for the Street Solutions new need. As previously stated, the agency's Fiscal 2020 Preliminary Budget increases by \$44.2 million when compared to the Fiscal 2019 Adopted Budget, which reflects Family and Adult Shelter Operations and General Administration funding added in previous Financial Plans, a one-time new need for lead paint testing \$5.8 in the November 2018 Plan, and the \$25 million Street Solutions new need.



Of the 10 DHS program areas, Family Shelter Operations and Adult Shelter Operations are the largest. Combined, they constitute 84 percent of the DHS' budget. The shelter operation program areas fund 436 shelter contracts totaling \$1.8 billion.

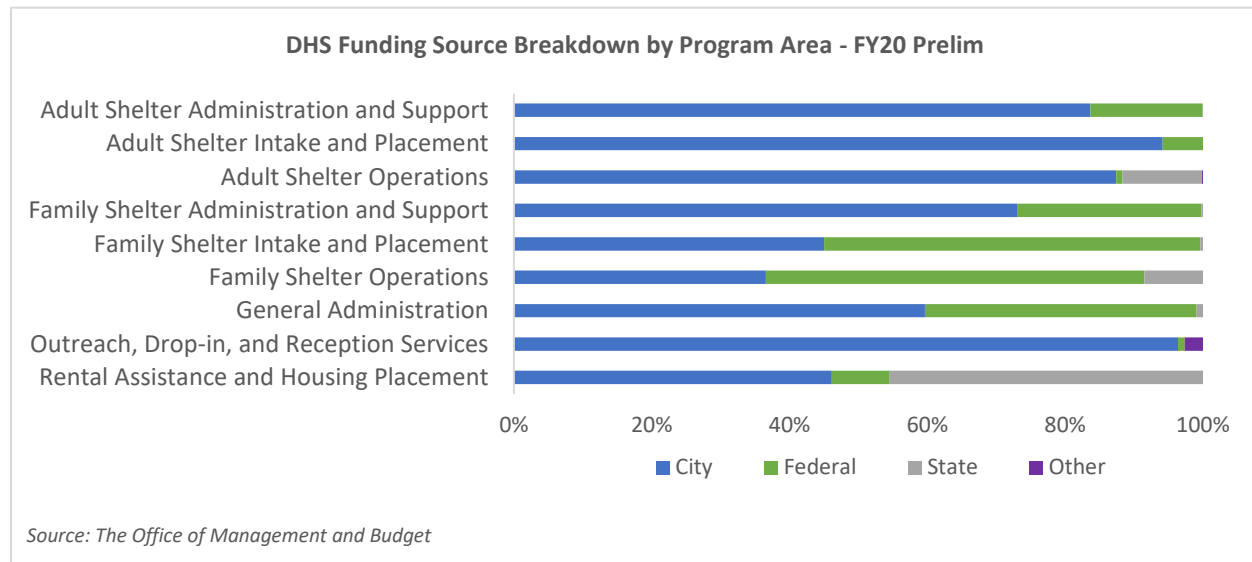
DHS' overall headcount increases by 46 full-time positions in Fiscal 2020 when compared to the Fiscal 2019 Adopted Budget. This increase is the net impact of the addition of 48 positions for General Administration as part of the Rehousing Staff Realignment and a reduction of two positions for Adult Shelter Administration and Support.

For Fiscal 2020, \$1.2 billion, or 58 percent of DHS' budget is CTL, this is a \$35.7 million increase when compared to the agency's Fiscal 2019 Adopted Budget. This increase is largely due to the \$25 million new need for Street Solutions entirely funded through CTL, \$9.8 million to support family shelters, and \$10.4 million for General Administration. State and federal revenues support the remainder of DHS' Fiscal 2020 Preliminary Budget. State



funding for the agency decreases by \$1.5 million in Fiscal 2020 when compared to the Fiscal 2019 Adopted Budget. This decrease can be attributed to the net impact of a \$4.3 million decrease for Rental Assistance and Housing Placement funding, and a \$2.2 million increase in Family Shelter Operations from the State. Federal funding in Fiscal 2020 increases by \$7 million when compared to the agency's Fiscal 2019 Adopted Budget for Family Shelter Operations and General Administration. As more families enter the shelter system, DHS is able to leverage more federal Temporary Assistance for Needy Family (TANF) funding.

The chart below provides a snapshot of the funding source breakdown of each program area.



Contract Budget

DHS' Contract Budget for Fiscal 2020 totals \$1.8 billion or 87 percent of DHS' total budget of \$2.1 billion. DHS' Fiscal 2020 Preliminary Budget includes 540 contracts. The number of contracts has decreased by six since the Fiscal 2019 Adopted Contract Budget, but the total contract value for has increased by \$32.5 million. The drop in number of contracts is completely due to a decrease in Homeless Family Services contracts. Since the Fiscal 2019 Adopted Contract Budget, the \$32.5 million increase is comprised of a \$6.7 million increase in General Contractual Services, a \$13.3 million increase in Homeless Family Services contracts, a \$15.1 million increase in Homeless Individual Services contracts, a \$70,000 decrease in General Maintenance and Repair contracts, and a \$2.5 million decrease in Legal Services contracts. The majority of DHS' Contract Budget represents contracted adult and family shelter services with providers, with a combined total of \$1.8 billion, or 96 percent of the Fiscal 2020 Contract Budget. Of the 540 contracts in Fiscal 2020, 282 are for Homeless Family Services and 138 are for Homeless Individual Services. DHS has seven contracts for Security Services totaling \$29.4 million in Fiscal 2020. For the DHS Contract Budget broken out by contract category see the appendices.

Revenue

State and federal revenue comprises 42 percent of DHS' Fiscal 2020 Preliminary Budget. Federal funding for the Fiscal 2020 Preliminary Budget totals \$708.6 million, an increase of \$7 million when compared to the Fiscal 2019 Adopted Budget.

As shown in the table below, major federal revenue sources for DHS include TANF and Flexible Fund for Family Services (FFFS). DHS leverages both funding streams to support Family Shelter Operations. When compared to the DHS' Adopted Budget, federal TANF funding increases by a modest \$7 million for Family Shelter Operations and General Administration in Fiscal 2020.

| DHS Federal Revenue Budget Overview | | | | |
|--|------------------|------------------|------------------|--------------------------|
| <i>Dollars in Thousands</i> | | | | |
| Revenue Sources | FY19 Adopted | Preliminary Plan | | *Difference FY19-FY20 |
| | | FY19 | FY20 | |
| Community Development Block Grants | \$4,722 | \$10,527 | \$4,731 | \$9 |
| Continuum of Care Program | 0 | 688 | 0 | 0 |
| Emergency Shelter Grant | 0 | 9,633 | 0 | 0 |
| Federal TANF Assistance | 626,051 | 626,111 | 633,026 | 6,976 |
| FEMA Sandy B Emergency Protect | 0 | 410 | 0 | 0 |
| Flexible Fund for Family Services (FFFS) - AOTPS Admin | 19,413 | 19,413 | 19,413 | 0 |
| Flexible Fund for Family Services (FFFS) - PS Admin | 46,949 | 46,949 | 46,949 | 0 |
| Fringe Benefits | 1,010 | 1,010 | 1,010 | 0 |
| Supportive Housing Program (HUD) | 0 | 769 | 0 | 0 |
| Veteran Affairs Homeless Providers | 3,447 | 3,447 | 3,447 | 0 |
| TOTAL | \$701,591 | \$718,958 | \$708,576 | \$6,985 |

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

Source: The Office of Management and Budget

The main sources of State revenue for DHS are the Adult Shelter Cap, Safety Net Assistance (SNA), and shelter funding. The State reimburses the City for 50 percent of the adult shelter costs but has capped the annual total at \$68.9 million since Fiscal 2013 – this funding stream is called the Adult Shelter Cap. SNA funding supports homeless families on public assistance and the other State shelter funding supports rental assistance and housing placement.

| DHS State Revenue Budget Overview | | | | |
|--|------------------|------------------|------------------|--------------------------|
| <i>Dollars in Thousands</i> | | | | |
| Revenue Sources | FY19 Adopted | Preliminary Plan | | *Difference FY19-FY20 |
| | | FY19 | FY20 | |
| Adult Shelter Cap | \$68,992 | \$68,992 | \$68,992 | \$0 |
| Fringe Benefits | 159 | 159 | 159 | 0 |
| Safety Net Assistance | 99,762 | 99,770 | 102,616 | 2,855 |
| Shelters | 11,314 | 8,568 | 6,971 | (4,343) |
| TOTAL | \$180,227 | \$177,490 | \$178,739 | (\$1,488) |

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

Source: The Office of Management and Budget

State revenue totals \$178.7 million in the Fiscal 2020 Preliminary Budget, an increase of \$1.3 million when compared to the current modified Fiscal 2019 Budget and a decrease of \$1.5 million when compared to the Fiscal 2019 Adopted Budget. The decrease since Adoption can be attributed to a \$2.9 million increase to SNA for Family Shelter Operations and General Administration and a \$4.3 million decrease to shelter funding for Rental Assistance and Housing Placement. When income eligible clients in shelters exhaust their 60-month lifetime limit for the FFFS benefits, they are converted to SNA cases and the State and City share their shelter costs.

2018-2019 State Executive Budget Highlights

There is one major proposal in the State Executive Budget that would affect social services in New York City. The Fiscal impact of this proposal is not yet included in DHS' budget because the State's budget process is still ongoing.

- **Establish a New York City Share for Family Assistance.** The Fiscal 2020 Executive State Budget establishes a 10 percent local share for New York City for the Family Assistance portion of the TANF block grant. This funding stream supports vulnerable populations, such as the City's shelter system and those on cash assistance. This proposal would result in a loss of \$125 million in funding, impacting both HRA and DHS, that the City would need to cover if the proposal is enacted.

Council Initiatives

In Fiscal 2019, the Council allocated \$1.4 million to support a variety of programs through the Children and Families in the NYC Homeless System initiative. This initiative is intended to support children and families in the homeless system through six organizations: Bronx Works, CAMBA, Henry Street Settlement, Homeless Services United, Project Hospitality, and Women in Need. These organizations provide innovative, specialized services to children and families in homeless shelters that incorporate trauma-informed care, evidence-based practices, aftercare programs, comprehensive case management, and other strategies to prevent child maltreatment in high-risk cases.

| FY19 Council Changes at Adoption | |
|--|----------------|
| <i>Dollars in Thousands</i> | |
| Council Initiatives | |
| Children and Families in NYC Homeless System | \$1,350 |
| Subtotal | \$1,350 |
| Local Initiatives | 79 |
| TOTAL | \$1,429 |

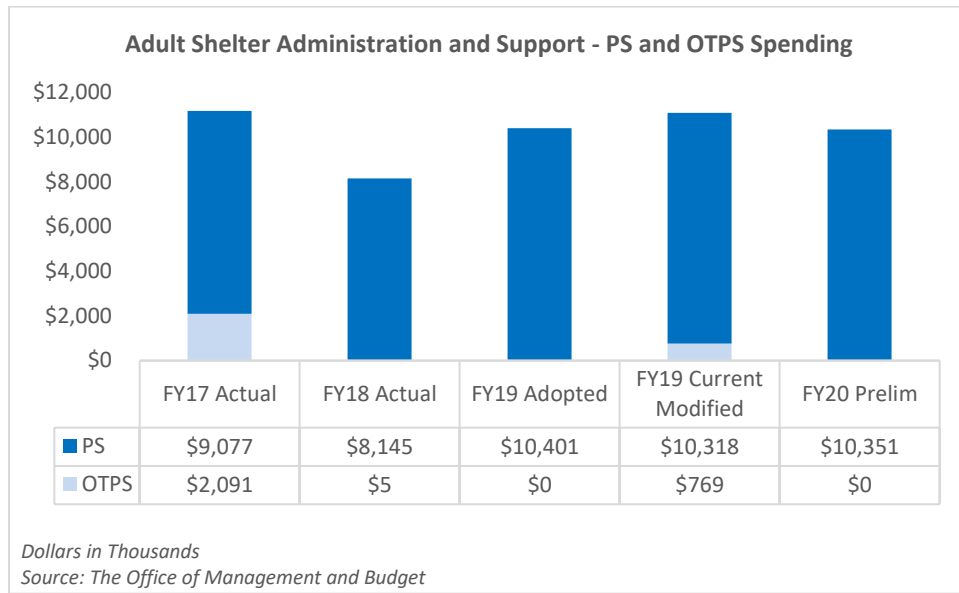
Source: The City Council of the City of New York, Finance Division

Program Areas

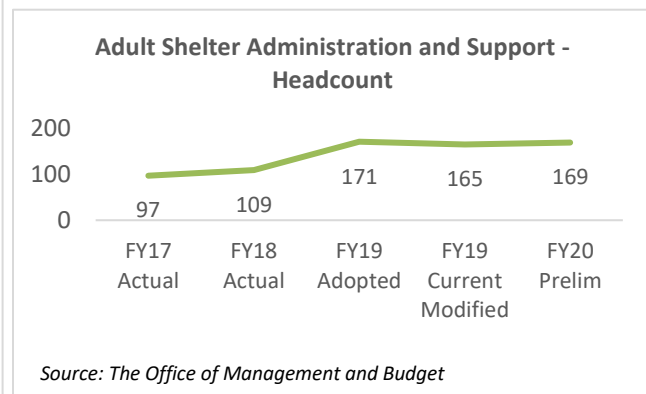
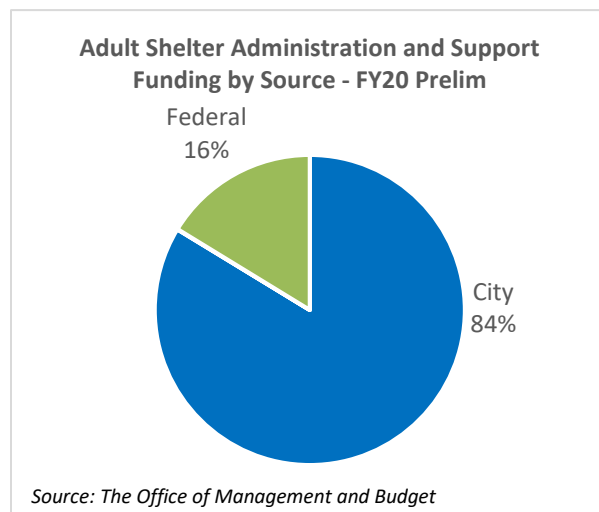
The DHS budget, as presented in the Budget Function Analysis report, is divided into ten program areas. These generally represent the DHS programmatic functions that provide shelter services and assistance to homeless families and individuals. This section discusses the DHS budget in each individual program area. For the program area budgets see the DHS Program Area Budgets in the appendices.

Adult Shelter Administration and Support

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

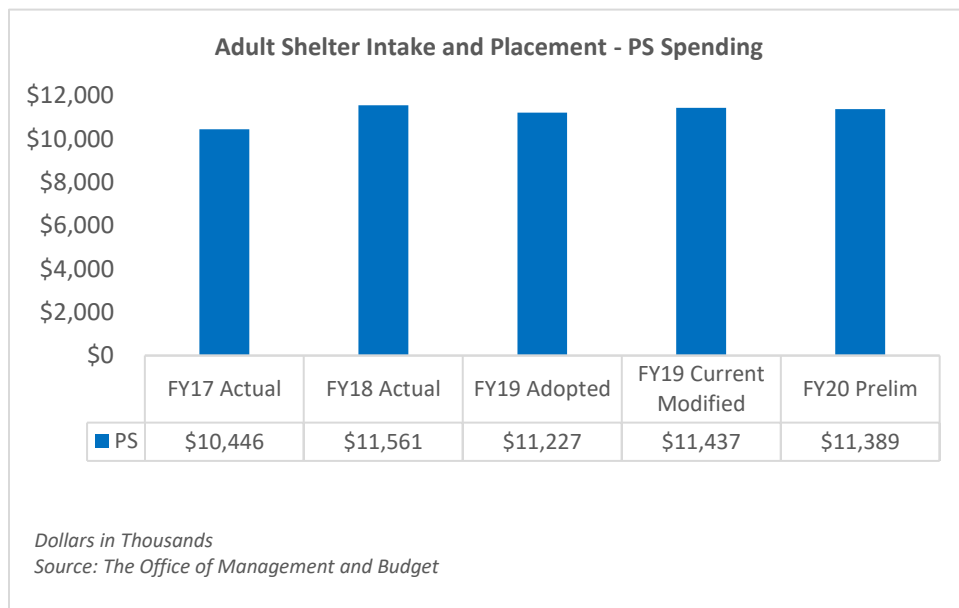


The proposed budget for Adult Shelter Administration and Support totals \$10.4 million in Fiscal 2020, nearly unchanged when compared to the Fiscal 2019 Adopted Budget and the current modified Fiscal 2019 Budget. As shown in the chart above, the program area funding is nearly entirely allocated to PS costs. The Preliminary Fiscal 2020 Budget includes a budgeted headcount of 169 positions. The chart below reflects that 84 percent of this program area's revenue is from CTL, with the remaining 16 percent coming from federal funds.

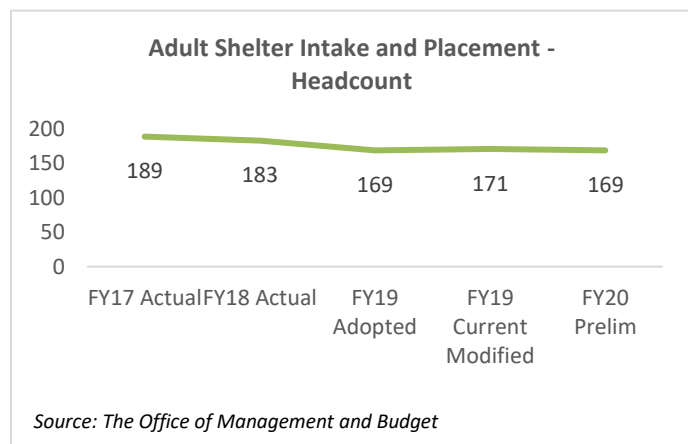
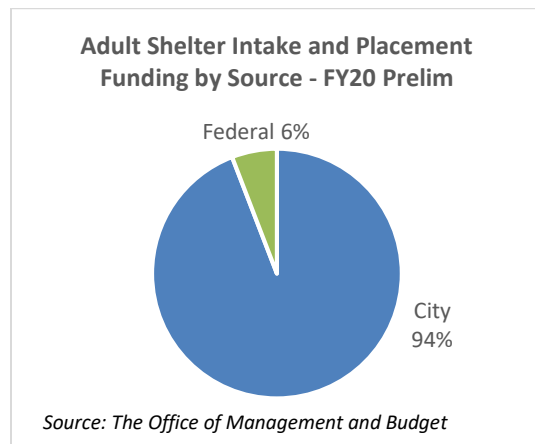


Adult Shelter Intake and Placement

The adult shelter system has three intake centers, two for women and one for men. The intake center for men is called 30th Street and is located in Manhattan and the centers for women are the Franklin Shelter in the Bronx and the HELP Women's Center in Brooklyn. With 94 percent of funding coming from CTL, this program area is nearly completely city-funded.



The proposed budget for Adult Shelter Intake and Placement in Fiscal 2020 is \$11.4 million, which is only a slight increase to the Fiscal 2019 Adopted Budget of \$11.2 million and nearly equal to the current modified Fiscal 2019 Budget. This program area does not include any OTPS costs and is solely comprised of PS spending that supports a headcount of 169 positions. The budgeted headcount remains unchanged from the Fiscal 2019 Adopted Budget. The staff in this program area verify eligibility of applicants seeking shelter when they arrive at the intake centers. As shown in the chart below, 94 percent of this program is supported by City funds, with the remaining is federal funding.

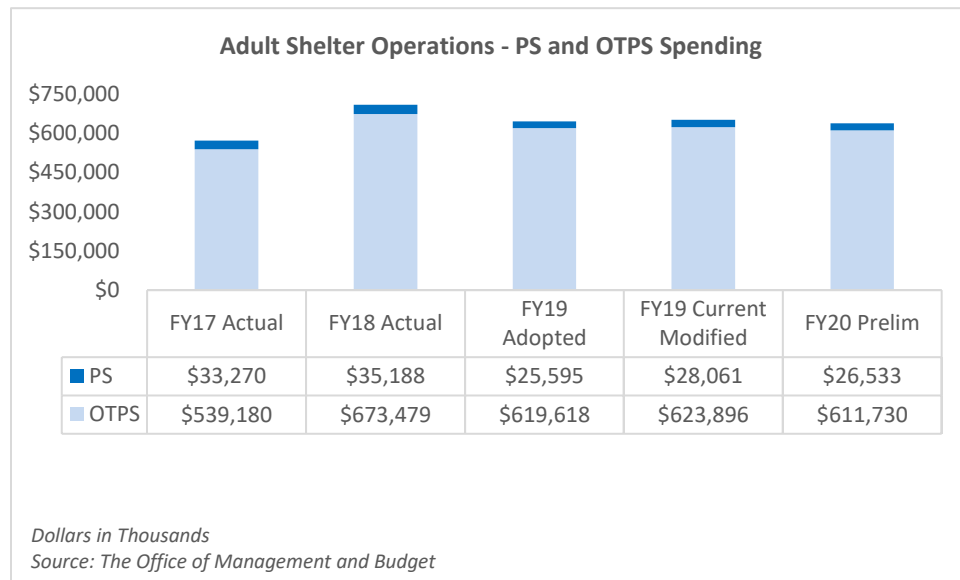


Adult Shelter Operations

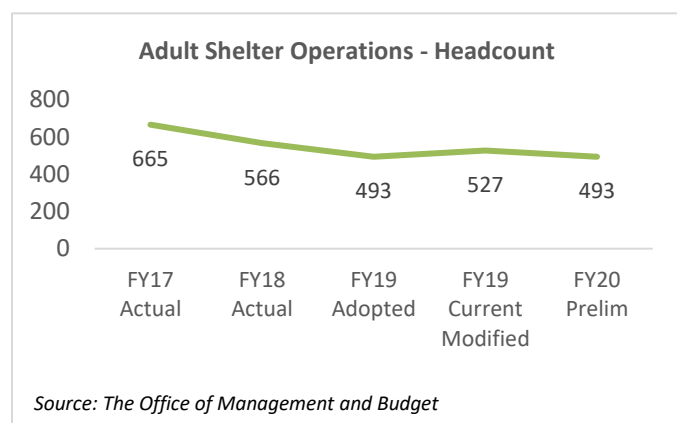
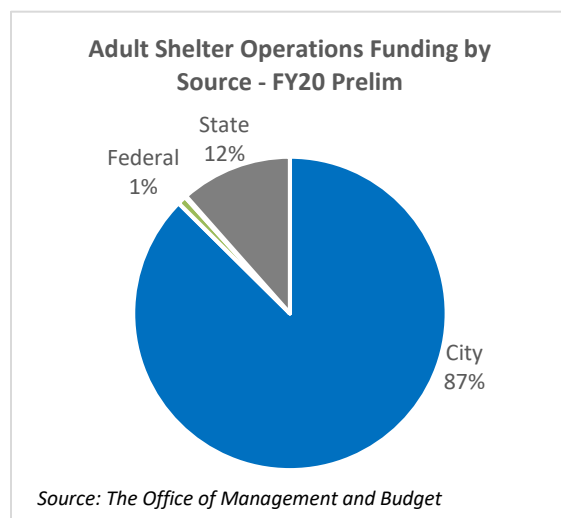
According to DHS, as of October 31, 2018 the City had 127 single adult shelter buildings. This is 27 percent of the total DHS shelter portfolio of 467. The 127 buildings that house single adults are comprised of 99 shelters and 28 commercial hotels.⁹ The total contractual cost of adult shelters in the Fiscal 2020 Preliminary Budget is \$588.1 million, or 96 percent of the Adult Shelter

⁹ This information came from reporting DHS sent directly to the Council on March 3, 2019.

Operations budget. These contracts are for not only beds in a shelter, but also a wide range of social services, including mental health treatment, substance abuse treatment, and employment training. Shelter contracts for single adult shelters are paid based on the provider's actual expenses to operate the shelter at the given bed capacity.



The proposed Fiscal 2020 Budget for this program area totals \$638.2 million, a decrease of approximately \$7 million, or approximately one percent, when compared to the Fiscal 2019 Adopted Budget. This decrease is a net result of an \$8.5 million decrease in contractual services coupled with small increases totaling \$1.6 million for other services and charges and full-time salaried expenses. With each financial plan, OMB and DHS recalibrate the need for adult shelter based on the census and current capacity.



The City funds a majority of the costs associated with adult shelters, with limited support from the State and federal government. In the Fiscal 2020 Preliminary Budget the City will provide 87 percent of the funding. As the census of homeless single adults continue to rise, the State share has remained fixed while the City's share continues to grow. The State provides the City with an

annual grant to pay for single adult shelter, commonly referred to as the Adult Shelter Cap, which has remained at \$68.9 million since 2013.

The program has a budgeted headcount of 493 positions in the Fiscal 2020 Preliminary Budget which is equal to the Fiscal 2019 Adopted Budget headcount, but 34 less positions than in the current modified Fiscal 2019 Budget.

| PMMR Indicators for Single Adult Shelter Operations | | | | | | | |
|--|---------|---------|----------|--------|------|----------------|---------------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Single adults entering the DHS shelter services system | 19,139 | 19,800 | 21,177 | ↓ | ↓ | 7,005 | 7,373 |
| Average number of single adults in shelters per day | 12,727 | 13,626 | 14,847 | ↓ | ↓ | 14,216 | 15,596 |
| Average length of stay for single adults in shelter (days) | 355 | 383 | 401 | ↓ | ↓ | 397 | 405 |
| Cost per day for shelter facilities - Single adult facilities (\$)(annual) | \$94.57 | \$99.46 | \$117.43 | None | None | Not Available | Not Available |

Source: Preliminary Mayor's Management Report

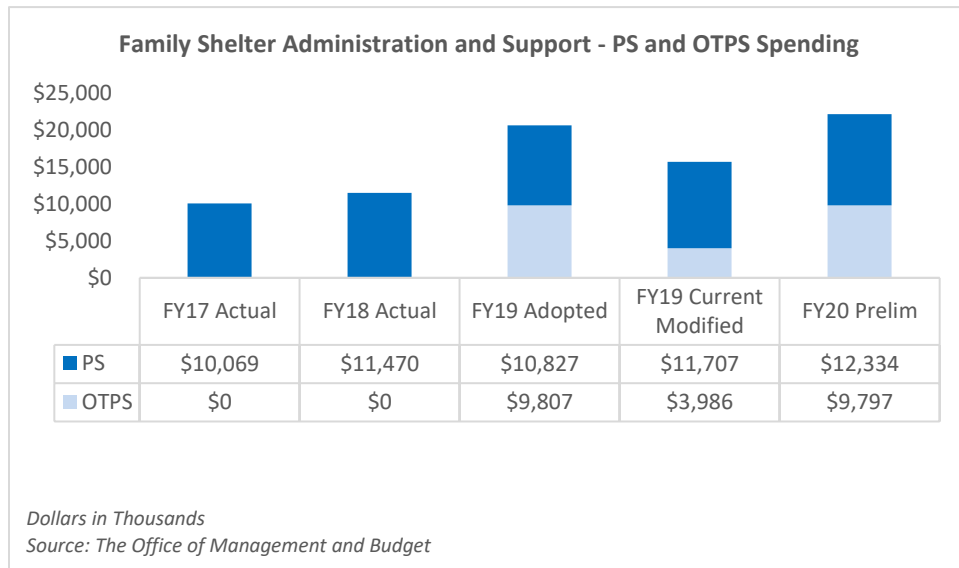
As shown in the table above, the number of single adults entering shelter in the first four months of Fiscal 2019 was 7,373, an increase of 368 people over the prior period, or five percent. The average number of single adults in shelters per day increased over the same period, from 14,216 to 15,596. The average length of stay in shelter also increased by eight days, or two percent, for single adults in the first four months of Fiscal 2019 compared to the prior year. In addition to these increases in population the cost of shelter has also been steadily increasing.

These indicators are especially concerning given the City's investments in supportive housing, rental assistance programs, and affordable housing. This includes the City's commitment to provide 15,000 units of permanent supportive housing by 2030 as well as the investment in rental assistance programs to reduce reliance on shelters. The development of new supportive housing units is intended to help curtail single adult homelessness, which is also driven by discharges to shelter from other systems, including correctional and mental health facilities.

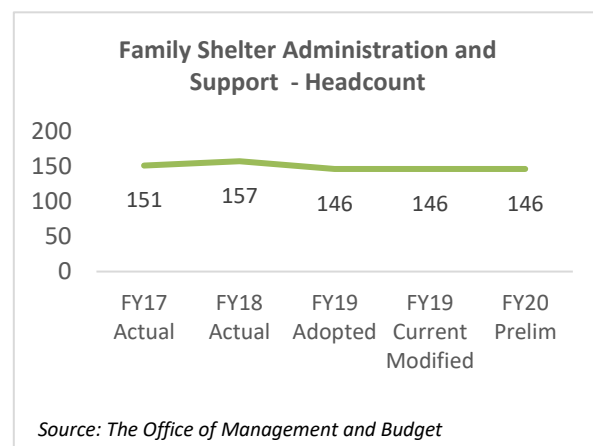
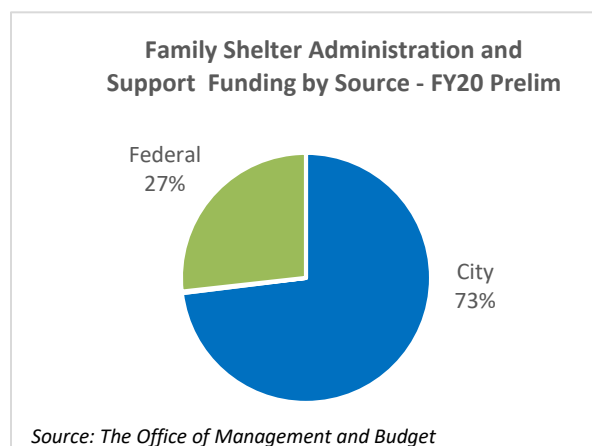
At this point, there is some expectation that the number of adults entering the shelter system and the average length of stay would be decreasing compared to previous years given these investments in supportive housing and rental assistance. The increase in shelter entrants, length of stay, and census indicate that the City's housing and rental assistance programs are not effectively reducing homelessness. There are concerns with the efficacy of rental assistance programs given the limited supply of apartments in the City's rental market that fall within voucher allowances, which are not linked to the current fair market rent, coupled with the incidence of voucher-holders experiencing source of income discrimination by landlords. A related concern is that the pace of new supportive housing becoming available has been unsatisfactorily slow in the past few years and, therefore, it is unlikely that new supportive housing units will be able to move a significant number of homeless individuals out of shelter in the coming months.

Family Shelter Administration and Support

This program area contains funding for the administrative and support functions of the family shelter system.



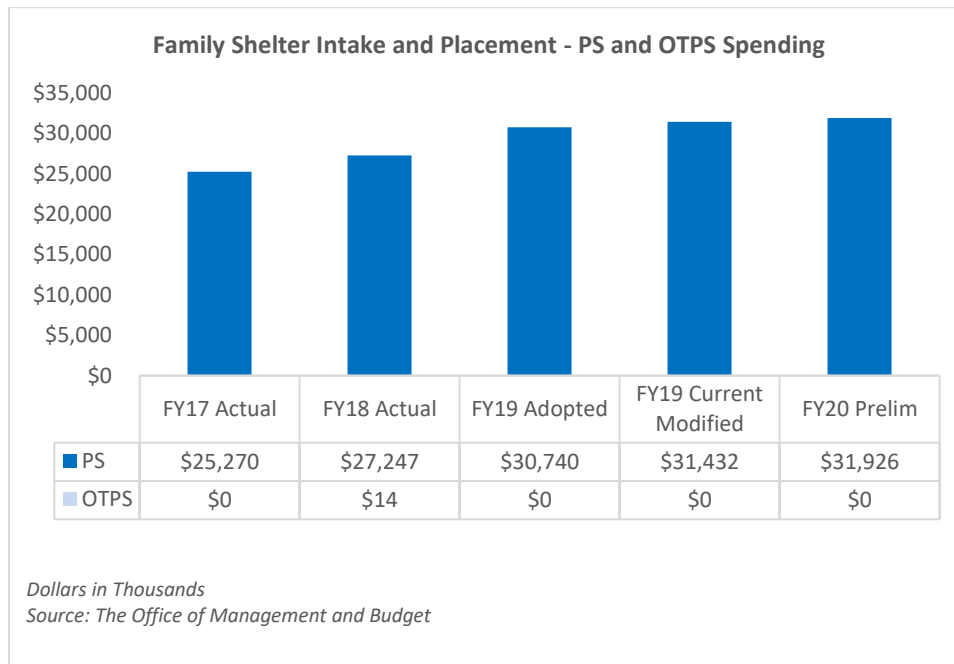
The Fiscal 2020 Preliminary Budget for Family Shelter Administration and Support totals \$22.1 million, an increase of \$1.5 million when compared to the Fiscal 2019 Adopted Budget. This increase is from full-time salaried spending in Fiscal 2020 compared to the Fiscal 2019 Adopted Budget. This program area is comprised of approximately 44 percent OTPS costs. The program area is largely funded with CTL along with some federal contribution and a very small contribution from the State. In the Fiscal 2020 Preliminary Budget \$4 million in federal funding comes through TANF and \$1.9 million through FFS. The program has a budgeted headcount of 146 staff positions and remains unchanged compared to Fiscal 2019.



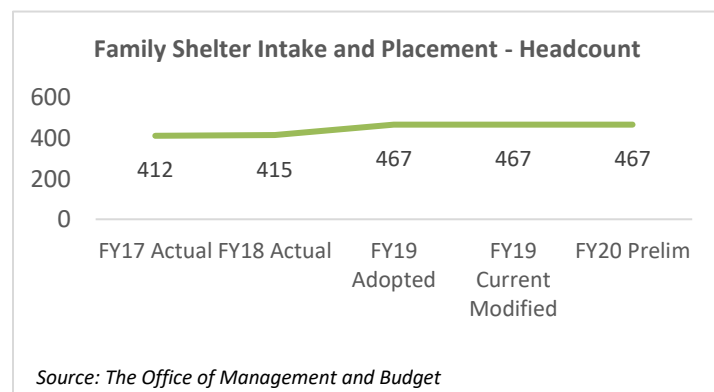
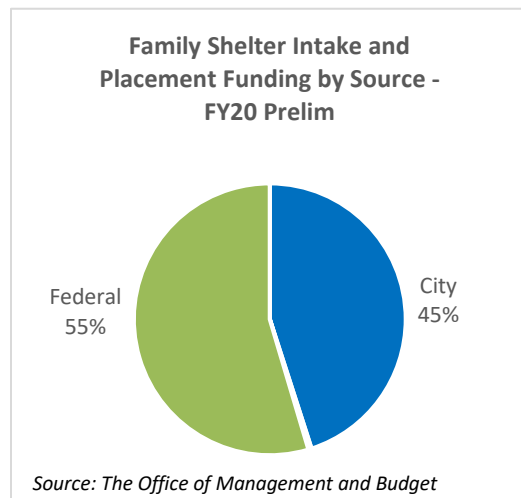
Family Shelter Intake and Placement

DHS operates two intake centers for families – the Prevention Assistance and Temporary Housing (PATH) Office for families with children under 21 and pregnant women, located in the Bronx, and the Adult Family Intake Center (AFIC) for adult families without children under 21 years old,

located in Manhattan. DHS conducts an investigation of each homeless family to determine their eligibility for shelter. In order for a family to be found eligible, DHS must verify that the family is in immediate need of temporary emergency shelter. DHS will conduct an investigation to determine whether there is any other safe and appropriate place for a family to stay, even temporarily. 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 investigations, eligible families are provided with permanent shelter placements and ineligible families are required to leave the shelter system (they have the option to re-apply).



The Fiscal 2020 Preliminary Budget for Family Shelter Intake and Placement totals \$31.9 million, a minimal increase of \$1.2 million compared to the Fiscal 2019 Adopted Budget. The program costs are split between federal and City dollars with a minimal contribution from the State. In the Fiscal 2020 Preliminary Budget \$1.2 million in federal funding comes through TANF and \$16.2 million through FFFS.



The program is comprised only of PS costs in the Fiscal 2020 Preliminary Budget which funds a headcount of 467 positions – this headcount has been unchanged since the Fiscal 2019 Adopted Budget. The staff provides intake and placement services at DHS-operated intake and placement centers, including eligibility verification of applicants seeking shelter at arrival.

| PMMR Indicators for Family Shelter Placements | | | | | | | |
|--|--------|-------|-------|--------|-------|----------------|-------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Families placed in the shelter services system according to their youngest school- aged child's school address (%) | 51.8% | 48.9% | 49.8% | 85.0% | 85.0% | 48.7% | 50.5% |

Source: Preliminary Mayor's Management Report

During the first four months of Fiscal 2019, 51 percent of families with children were placed in shelter according to their youngest school-aged child's school address, an approximately four percent increase compared to the first four months of Fiscal 2018. Borough-based shelter placement, a cornerstone of the "Turning the Tide" strategy, aim to improve outcomes for homeless clients and help homeless families and individuals remain in their home borough. This approach allows homeless New Yorkers to remain in their communities and close to their networks of support, schools, jobs, and healthcare services.

Family Shelter Operations

The Family Shelter Operations program funds shelter and related services for families with children (who are under 21 years old or pregnant women) and adult families (without children who are under 21 years old). According DHS, as of October 31, 2018 the City had 23 adult family shelter buildings, which is five percent of the total shelter count of 467, and 317 buildings for families with children, which is 68 percent of the total shelter count. The 23 buildings that house adult families are comprised of 21 shelters and 2 commercial hotels. The 317 buildings that serve families with children are comprised of 175 shelters, 82 cluster sites, and 60 commercial hotels.¹⁰

Cluster sites are privately-owned apartments that DHS uses to house families. The Administration aims to phase out the use of cluster site apartments by 2021.¹¹ Since January 2016 DHS has eliminated more than 1,800 cluster units and as of October 31, 2018 the City is currently using fewer than 1,800 cluster units for shelter.¹² A recent news report indicated that the City has reached an agreement to purchase 17 cluster buildings for \$173 million¹³ that will be converted

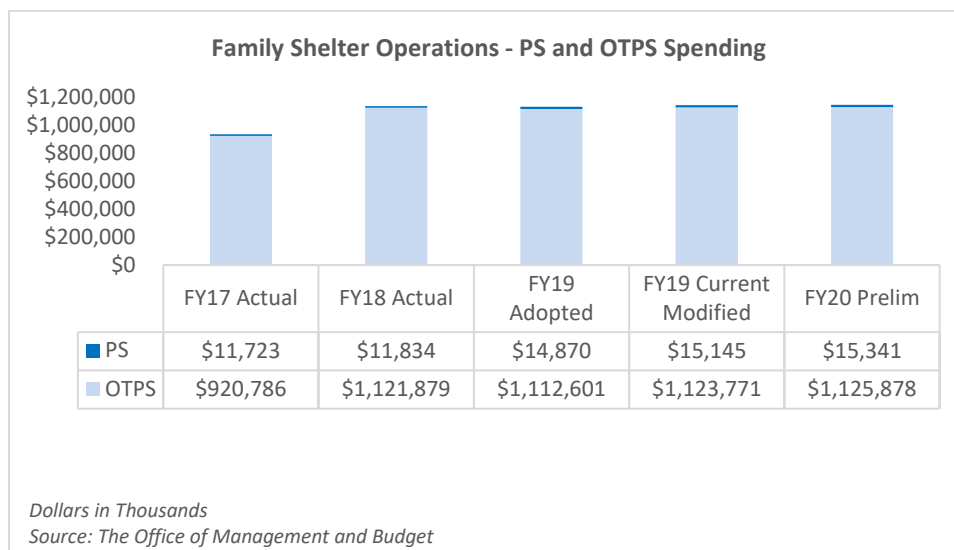
¹⁰ This information came from reporting DHS sent directly to the Council on March 3, 2019.

¹¹ New York City Housing Preservation and Development, "Affordable Homes for Homeless Families: City Advances Plan to Convert Cluster Units to Permanent Housing," December 4, 2018, see: <https://www1.nyc.gov/site/hpd/about/press-releases/2018/12/city-advances-plan-to-convert-cluster-units-to-permanent-housing.page>.

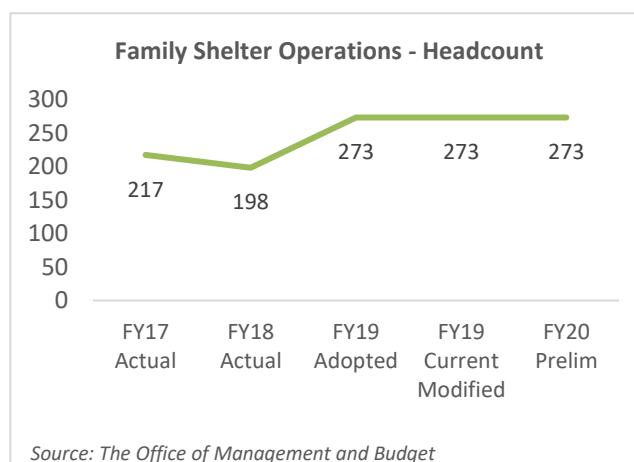
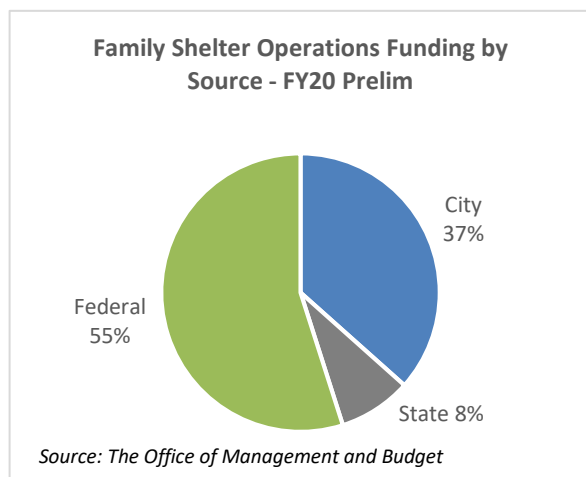
¹² New York City Department of Social Services, Testimony of Steven Banks before the New York City Council Finance and General Welfare Committees Oversight Hearing: Homeless Shelters, December 17, 2018, see: https://www1.nyc.gov/assets/dhs/downloads/pdf/shelter_conditions_testimony_12_17_18_final.pdf.

¹³ Michael Gartland, "NYC to pay \$173 million to notorious Podolsky brother landlords for affordable housing units," The Daily News, March 14, 2019, see: <https://www.nydailynews.com/news/politics/ny-metro-cluster-173-031419-story.html>.

into 500 affordable housing units.¹⁴ If this deal proceeds the DHS cluster portfolio would shrink. There is concern that the Administration paid too much for these units, especially given the their condition and that the landlords have yet to address previous building code violations.



Family shelter expenses are estimated using the average number of days a family resides in shelter, the per diem rate of the shelter, and shelter census projections. For Family Shelter Operations, the Fiscal 2020 Preliminary Budget totals \$1.1 billion, a small increase of \$13.7 million, or one percent, when compared to the Fiscal 2019 Adopted Budget. The Family Shelter Operations program area comprises 54 percent of the total Fiscal 2020 Preliminary Budget for DHS, making it, based on dollars spent, the largest program area within the agency. This program area is nearly completely comprised of OTPS spending consisting of 282 contracts for Homeless Family Services, and 49 contracts supporting other family shelter costs such as security and telecommunications. The total contractual cost of family shelters in the Fiscal 2020 Preliminary Budget is \$1.1 billion, or 98 percent of the Family Shelter Operations budget.



¹⁴ Michael Gartland, "Shady real estate clan at center of New York City's plan to convert homeless apartments into affordable housing," The Daily News, January 20, 2019, see: <https://www.nydailynews.com/news/politics/ny-metro-cluster-cluster-011119-story.html>.

The largest funding source for Family Shelter Operations, at 55 percent of total program revenues, is federal funding. In the Fiscal 2020 Preliminary Budget, TANF contributes \$615.6 million and FFFS contributes \$6.6 million. This program area includes staffing for the DHS directly-operated family shelters and the budgeted headcount of 273 remains unchanged since the Fiscal 2019 Adopted Budget.

| PMMR Indicators for Family Shelter Operations | | | | | | | |
|--|----------|----------|----------|--------|-------|----------------|---------------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Adult families entering the DHS shelter services system | 1,476 | 1,583 | 1,469 | ↓ | ↓ | 528 | 509 |
| Families with children entering the DHS shelter services system | 13,311 | 12,595 | 12,151 | ↓ | ↓ | 4,386 | 4,618 |
| Average number of adult families in shelters per day | 2,212 | 2,461 | 2,475 | ↓ | ↓ | 2,501 | 2,477 |
| Average number of families with children in shelters per day | 12,089 | 12,818 | 12,619 | ↓ | ↓ | 12,629 | 12,538 |
| Families with children receiving public assistance (average) (%) | 81.6% | 81.5% | 80.9% | 85.0% | 85.0% | 81.6% | 79.9% |
| Cost per day for shelter facilities - Adult families (\$) (annual) | \$110.69 | \$138.13 | \$147.49 | None | None | Not Available | Not Available |
| Cost per day for shelter facilities - Families with children (\$) (annual) | \$121.40 | \$171.21 | \$192.10 | None | None | Not Available | Not Available |
| Average length of stay for adult families in shelter (days) | 563 | 550 | 561 | ↓ | ↓ | 555 | 579 |
| Average length of stay for families with children in shelter (days) | 431 | 414 | 438 | ↓ | ↓ | 433 | 446 |

Source: Preliminary Mayor's Management Report

Compared with the same period in the prior year, during the first four months of Fiscal 2019 the number of families with children entering the DHS shelter system increased by five percent and adult family entrants declined by four percent. The decline in adult family shelter entrants can be attributed in part to the recent increase in funding for legal services to represent tenants in housing court and the resulting reduction in evictions.

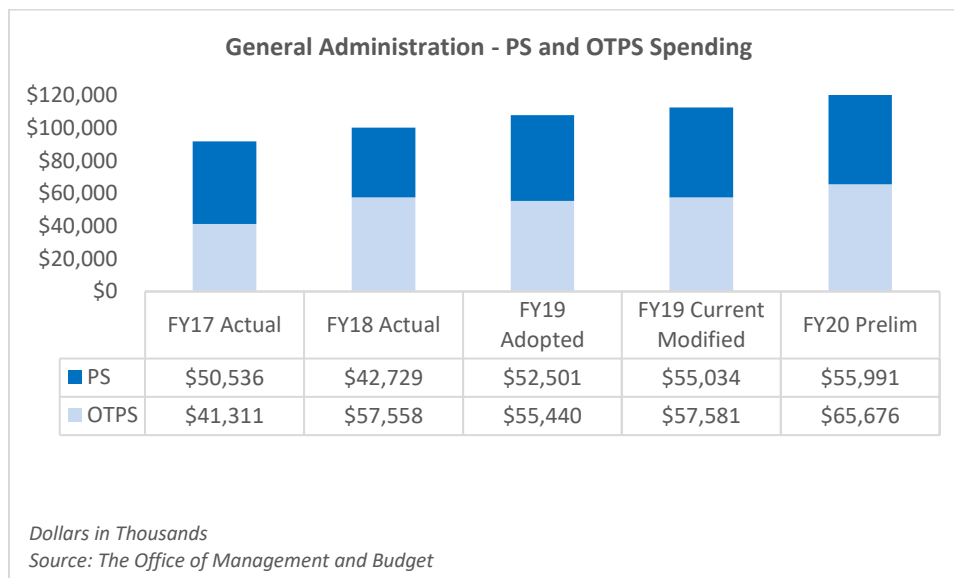
The cost per day for shelter facilities has been steadily increasing in recent years, especially for families with children. The cost per day for adult families increased from \$138.13 in Fiscal 2017 to \$147.49 in Fiscal 2018, an increase of approximately seven percent. The cost per day for families with children increased from \$171.21 in Fiscal 2017 to \$192.10 in Fiscal 2018, an increase of approximately 12 percent. Cost increases are due to the increased reliance on hotels, as well as changes to the mix of services and costs of shelter contracts. Notably, no average cost per day is listed on the PMMR for the first four months of Fiscal 2019, this vital metric should be included for all time periods.

The average number of families in shelter decreased by one percent for families with children, and by the same amount for adult families, in the first four months of Fiscal 2019 compared to the prior year. Additionally, there was a four percent increase in average length of stay for adult families and a similar increase of three percent for families with children, in the first four months of Fiscal 2019 compared to the prior year. The nominal decline in the average number of families in shelter, coupled with the increase in average length of stay, is reflective of the limited supply

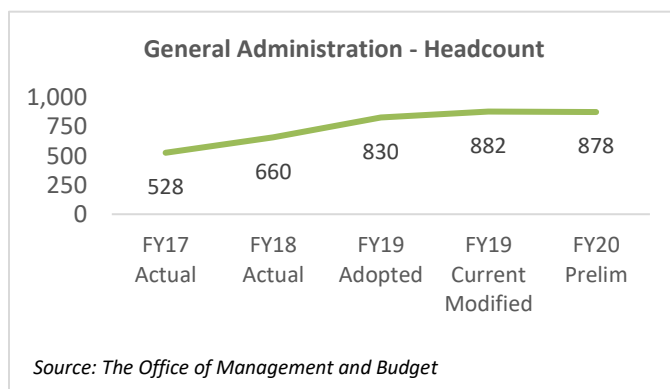
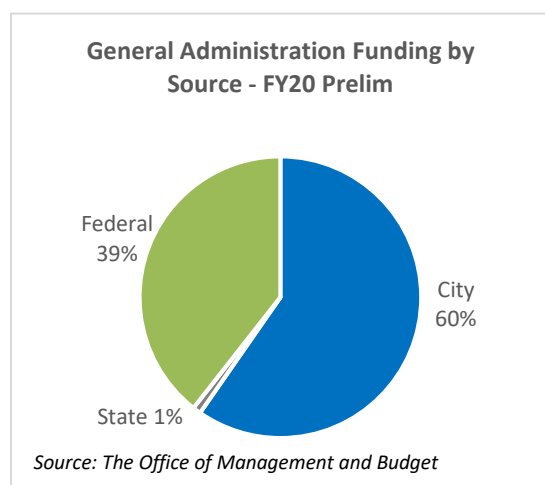
of affordable housing for low-income households in New York City. Given this, the Council continues to advocate for more affordable housing and the reprioritization of funding that is currently supporting shelter operations towards affordable housing in an effort to reduce the homeless population.

General Administration

The General Administration program area funds 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 maintenance of DHS-operated facilities, and the Shelter Security Management, which administers security at homeless shelters.



DHS' Fiscal 2020 Preliminary Budget for General Administration totals \$121.7 million, an increase of \$13.7 million when compared to the Fiscal 2019 Adopted Budget. Of this \$13.7 million increase, \$10.2 million is for OTPS costs related to contractual services and other services and charges. The remaining amount, \$3.5 million, is for full-time salaried expenses. The program, which contains contracts as well as personnel costs, is 46 percent PS, and 54 percent OTPS spending. The program is mostly funded by CTL, with 60 percent of funding from CTL, 39 percent from federal funds, and a nominal one percent from the State. Federal funding sources include \$12.2 million in TANF and \$35.1 million in FFFS.



The total budgeted headcount for this program area is 878 in the Fiscal 2020 Preliminary Budget, which increases by 48 positions when compared to Fiscal 2019 Adopted Budget and decreases by four when compared to the current modified Fiscal 2019 Budget. The increase is a part of the Rehousing Staff Realignment, where positions were moved from the HRA budget to the DHS budget for staff working on housing DHS clients.

Financial Plan Actions

- Shelter Repairs.** The November 2018 Plan included \$5.8 million in Fiscal 2020 only for lead screening in shelters that house families with children. This is part of the LeadFreeNYC¹⁵ plan which aims to screen for potential lead hazards and eliminate lead risks in NYCHA apartments and family shelters.

| PMMR Indicators for Shelter Conditions and Security | | | | | | | |
|---|---------------|---------------|---------------|--------|------|----------------|------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Serious incidents in the adult shelter system, per 1,000 residents | Not Available | Not Available | Not Available | ↓ | ↓ | Not Available | 22.5 |
| Serious violent incidents in the adult shelter system, per 1,000 residents | Not Available | 1.6 | 1.6 | None | None | 2.2 | 2.5 |
| Serious incidents in the adult family shelter system, per 1,000 residents | Not Available | Not Available | Not Available | ↓ | ↓ | Not Available | 10.8 |
| Serious violent incidents in the adult family shelter system, per 1,000 residents | Not Available | 1.6 | 1.6 | None | None | 2.0 | 1.8 |
| Serious incidents in the families with children shelter system, per 1,000 residents | Not Available | Not Available | Not Available | ↓ | ↓ | Not Available | 5.2 |
| Serious violent incidents in the families with children shelter system, per 1,000 residents | Not Available | 0.6 | 0.3 | None | None | 0.4 | 0.9 |

Source: Preliminary Mayor's Management Report

¹⁵ Office of the Mayor, "Mayor de Blasio Announces LeadFreeNYC, a Comprehensive Plan to End Childhood Lead Exposure," January 28, 2019, see: <https://www1.nyc.gov/office-of-the-mayor/news/061-19/mayor-de-blasio-leadfreenyc--comprehensive-plan-end-childhood-lead-exposure#/0>.

DHS implemented a new protocol and system for reporting critical incidents in shelter in Fiscal 2017. The change was made so the agency could fully capture all critical incidents and ensure that reporting is consistent. These reporting changes included updated procedures, trainings, and system enhancements that standardized categorization. The automated process resulted in more critical incidents and violent critical incidents being recorded compared to the previous period in which the reporting was done manually. The 2019 PMMR reflects another change in calculation methodology, with incidents that were previously classified as “critical incidents” now categorized as “serious incidents.” It is unclear why the methodology was changed again and what changes were made. Because of this change, many of the incident measures in the PMMR report are designated as “Not Available” and there are no metrics provided to comparatively assess incidents.

In the adult shelter system, in the first four months of Fiscal 2019 as compared to the same period in Fiscal 2018, there was an increase from 2.2 to 2.5 per 1,000 in violent critical incidents. In the adult family shelter system, in the first four months of Fiscal 2019 as compared to the same period in Fiscal 2018, there was a decrease from 2.0 to 1.8 per 1,000 in violent critical incidents. In the families with children shelter system, in the first four months of Fiscal 2019 as compared to the same period in Fiscal 2018, there was an increase from 0.4 to 0.9 per 1,000 in violent critical incidents.

These metrics are monitored and reported because of concerns with security and crimes in shelters. To more effectively do this, the PMMR should report the number of incidents in absolute terms as opposed to the number of incidents per 1,000 residents. This rate is not indicative of the total trend of incidents that occur at shelters. Additionally, the frequent change in methodologies without an accompanying calculation of historical results make it very difficult to discern the difference in approaches, the efficacy of the various reporting methods, and what the actual incidents of concern in shelters have been in recent years. The Fiscal 2020 security budget for DHS is \$247 million, 12 percent of the total DHS budget, which is considerable, given concerns about incident reporting.

Outreach, Drop-in, and Reception Services

While most of New York City’s homeless shelter population consists of families with children, the people most easily identified as homeless are those who have fallen through every safety net and now live on the street. As of January 2018, there were 3,675¹⁶ identified street homeless clients that DHS is trying to help. This is a decrease of six percent compared to the 2017 count which identified 3,892 street homeless individuals. Studies show that the large majority of street homeless New Yorkers are people living with mental illness or other severe health problems.

The table on the next page tracks the Homeless Outreach Population Estimate (HOPE) count results over the past five years. This annual count, mandated by United States Department of Housing and Urban Development (HUD), is conducted across all boroughs by canvassers to estimate the number of homeless people sleeping in public places such as streets, parks, and subways on a single winter night. The results of the 2019 HOPE count, which happened on January 28, 2019, are expected to be released later this year.

¹⁶ DHS, NYC HOPE 2018 Results, see: <https://www1.nyc.gov/assets/dhs/downloads/pdf/hope-2018-results.pdf>.

HOPE Count Results¹⁷

| Location | 2014 | 2015 | 2016 | 2017 | 2018 | % Change 2017-2018 |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| Date | 1/27/2014 | 2/9/2015 | 2/8/2016 | 2/6/2017 | 2/22/2018 | |
| Temperature in Fahrenheit | 18° | 25° | 28° | 40° | 18° | |
| Surface Areas Broken Out by Borough | | | | | | |
| Manhattan | 817 | 822 | 813 | 1,220 | 1,160 | (5%) |
| Bronx | 193 | 69 | 43 | 255 | 119 | (53%) |
| Brooklyn | 219 | 249 | 210 | 363 | 337 | (7%) |
| Queens | 253 | 20 | 110 | 199 | 220 | 11% |
| Staten Island | 67 | 46 | 45 | 43 | 68 | 58% |
| Surface Areas Subtotal | 1,549 | 1,206 | 1,221 | 2,080 | 1,904 | (8%) |
| Subways | 1,808 | 1,976 | 1,573 | 1,812 | 1,771 | (2%) |
| Total Individuals | 3,357 | 3,182 | 2,794 | 3,892 | 3,675 | (6%) |

To augment the annual HOPE count, the City's HOME-STAT program started to do quarterly counts of street homeless across the City in 2016. While, the two programs differed both in terms of methodology and resources spent, the HOME-STAT program was meant to supplement the HOPE count and provide a more complete, year-round picture of street homelessness in the City. The City has since decided to stop conducting the quarterly counts¹⁸, the last one released was for the fall of 2017.¹⁹

The HOPE count shows a decrease from 2014 through 2018, but it is important to note that advocates have been citing concerns for years related to the efficacy of the HOPE Count methodology arguing that it does not adjust for annual fluctuations in the weather, volunteer training methods, or the sheer number of volunteers. Additionally, street homeless population levels fluctuate throughout the calendar year. The Administration claimed warmer weather during the 2017 HOPE count was the reason why more people were on the streets compared to the count conducted the prior year and advocates felt that the 2017 estimates were more realistic compared to other years. The drop in 2018 is likely attributed, at least in part, to lower temperatures. The increase in outreach services and beds targeted to unsheltered individuals may also have contributed to the drop.

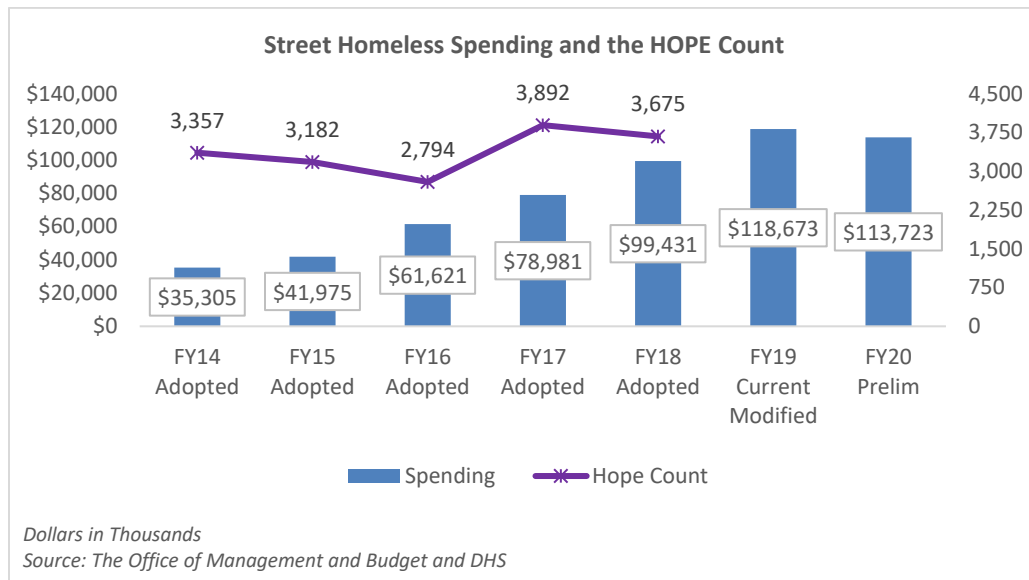
The table on the next page compares historical spending for street homeless individuals versus the annual unsheltered population count in New York City. Although program spending has been increasingly steadily, it has more than tripled since Fiscal 2014, the census of street homeless individuals has not significantly declined. Increased investments in the HOME-STAT program removed 2,146 individuals from the streets in 2017 and 2,849 in 2018. The program includes

¹⁷ DHS, NYC HOPE 2018 Results, see: <https://www1.nyc.gov/assets/dhs/downloads/pdf/hope-2018-results.pdf>; HOPE The NYC Street Survey 2017 Results, see: <https://www1.nyc.gov/assets/dhs/downloads/pdf/hope-2017-results.pdf>; and DHS, HOPE The NYC Street Survey 2017 Results, see: http://www.nychomeless.com/downloads/pdf/Latest_News/HOPE_2015_Presentation-07242015.pdf.

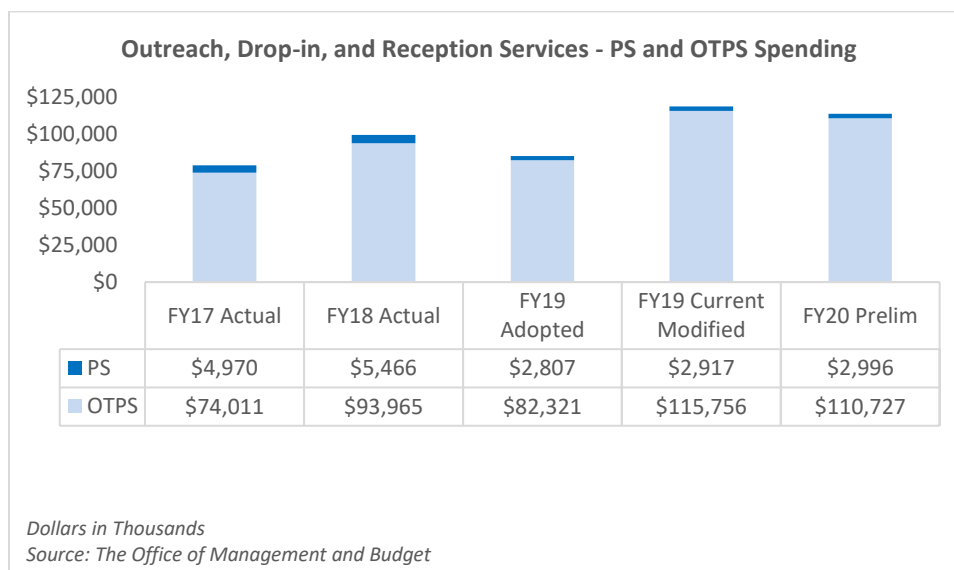
¹⁸ Brendan Cheney, "Annual homeless count in New York City shows 6 percent decrease," June 19, 2018, see: <https://www.politico.com/states/new-york/city-hall/story/2018/06/19/annual-homeless-count-in-new-york-city-shows-6-percent-decrease-472900>.

¹⁹ DHS, HOME-STAT Quarterly Nighttime Counts, see: <https://www1.nyc.gov/site/operations/projects/homestat/quarterly.page>.

proactive canvassing, outreach, case management, and an integrated data management system that stores the history and information of each individual street homeless client by name. StreetSmart, the citywide confidential data-sharing platform, provides street outreach workers with critical information on clients.

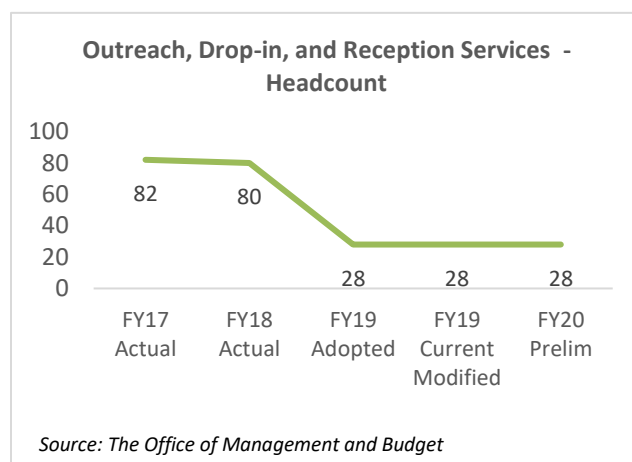
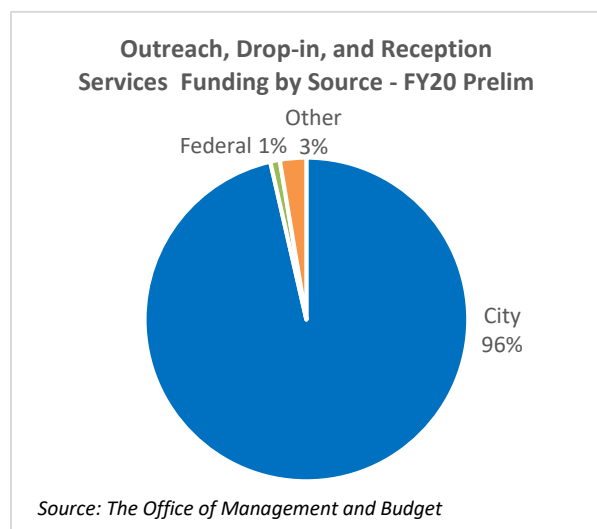


The Department's outreach programs target individuals who appear to be living in public spaces. Since these homeless individuals often resist participating in service programs, the key objective of outreach is to persuade them to leave spaces where they are at risk and access services. DHS operates citywide outreach teams, has service providers in all five boroughs, and works with a network of shelters, drop-in centers, reception centers, faith-based shelters, soup kitchens, and food pantries.



For Fiscal 2020, the total budget for the Outreach, Drop-in, and Reception Services program area is \$113.7 million. Of this, outreach programs total \$28.3 million, drop-in contracts total \$25.2

million for five locations citywide, and safe haven contracts total \$57.3 million. This program area has six contracts in the Fiscal 2020 Preliminary Budget, totaling \$110.7 million.



This program is funded almost completely by the City, with CTL funding comprising 96 percent of Fiscal 2020 funding, with a very limited contribution from the federal government and no contribution from the State. City spending in this area has grown as innovative programs for the street homeless have been introduced.

Financial Plan Actions

- Street Solutions.** The Fiscal 2020 Preliminary Budget baselines \$25 million in new needs beginning in Fiscal 2019 to support street homeless programs. This amount will fund new contracts with providers, add 1,535 new safe haven beds, and two new drop-in centers located in Queens and Manhattan. The Council requested further details on this addition and safe havens, but a response was not received prior to the finalization of this report.

| PMMR Indicators for Outreach, Drop-In, and Reception Services | | | | | | | |
|---|---------------|-------|-------|--------|------|----------------|---------------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City | 2,794 | 3,892 | 3,675 | ↓ | ↓ | Not Available | Not Available |
| HOME-STAT clients placed into permanent housing, transitional housing and other settings | Not Available | 2,146 | 2,849 | ↑ | ↑ | 909 | 906 |

Source: Preliminary Mayor's Management Report

The launch of HOME-STAT in March 2016 doubled the number of street homeless outreach staff working to connect individuals to the resources they need and place them in housing. It has also expanded outreach services into indoor spaces such as libraries and hospitals. The number of HOME-STAT clients placed into permanent housing, transitional housing, and other settings has remained relatively flat at just over 900 when comparing the first four months of Fiscal 2019 to

the first four months of Fiscal 2018. In 2018, the City moved 2,849 people from the streets into transitional programs or permanent housing. This is a result of the continued developments of the HOME-STAT model and progress made by outreach staff through sustained engagement with clients living on the street. HOME-STAT reports on a daily, monthly, and quarterly basis on the HOME-STAT website.²⁰

Overall, DHS has budgeted \$28.3 million in the Fiscal 2020 Preliminary Budget for street outreach programming. This equates to \$7,700 per person for the 3,675 people DHS counted as street homeless in Fiscal 2018. This is in addition to an even larger amount it spends on the shelter system overall, but there has been no significant decrease observed in street homeless or other homeless populations.

Prevention and Aftercare

The DHS' Prevention and Aftercare program area previously funded homelessness prevention services and aftercare services for formerly homeless families and adults, mainly through the Homebase program. This program offers a range of services, including eviction prevention, assistance obtaining public benefits, emergency rental assistance, education and job placement assistance, financial counseling and money management, relocation assistance, and short-term financial assistance. Based on the results of the 90-Day Review²¹, this program has been moved from DHS to the HRA to provide more seamless and effective client services. There is no remaining funding for this program area in the DHS Fiscal 2020 Preliminary Budget, the final amount was reallocated to HRA in the November 2018 Financial Plan. For more information refer to the Report of the Finance Division on the Fiscal 2020 Preliminary Plan and the Fiscal 2019 Preliminary Mayor's Management Report on the Human Resources Administration.

DHS helps clients move out of shelter using the various rental assistance programs managed by HRA. This section of the PMMR looks at the performance of the agency at moving clients out of shelter into permanent housing.

²⁰ NYC Mayor's Office of Operations, HOME-STAT, see: <https://www1.nyc.gov/site/operations/projects/HomeStat.page>.

²¹ Review of Homeless Service Agencies and Program, April 11, 2016, see: <https://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/90-day-homeless-services-review.pdf>.

| PMMR Indicators for Shelter Exits and Rehousing | | | | | | | |
|---|---------------|-------------|-------------|---------------|-------------|-----------------------|-------------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Single adults exiting to permanent housing | 8,521 | 8,043 | 8,593 | 9,000 | 9,000 | 2,682 | 2,739 |
| Adult families exiting to permanent housing | 628 | 570 | 513 | None | None | 166 | 152 |
| Families with children exiting to permanent housing | 8,294 | 8,571 | 8,933 | None | None | 2,896 | 2,939 |
| Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%) | 18.9% | 18.3% | 17.5% | 20.0% | 20.0% | 18.3% | 18.7% |
| Single adults who exited to permanent housing and returned to the DHS shelter services system within one year - subsidized exits (%) | 8.3% | 7.9% | 6.9% | ↓ | ↓ | 7.8% | 7.3% |
| Single adults who exited to permanent housing and returned to the DHS shelter services system within one year - unsubsidized exits (%) | 24.5% | 24.9% | 24.5% | ↓ | ↓ | 24.5% | 26.9% |
| Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%) | 8.7% | 11.5% | 8.0% | 12.5% | 12.5% | 8.3% | 7.3% |
| Adult Families who exited to permanent housing and returned to the DHS shelter services system within one year - subsidized exits (%) | 1.6% | 0.6% | 1.4% | ↓ | ↓ | 0.7% | 2.0% |
| Adult Families who exited to permanent housing and returned to the DHS shelter services system within one year - unsubsidized exits (%) | 11.9% | 21.6% | 16.0% | ↓ | ↓ | 15.8% | 13.6% |
| Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%) | 10.0% | 8.1% | 8.3% | 12.5% | 12.5% | 8.1% | 8.3% |
| Families with children who exited to permanent housing and returned to the DHS shelter services system within one year - subsidized exits (%) | 1.4% | 1.3% | 1.5% | ↓ | ↓ | 1.3% | 1.9% |
| Families with children who exited to permanent housing and returned to the DHS shelter services system within one year - unsubsidized exits (%) | 19.9% | 20.9% | 20.4% | ↓ | ↓ | 19.9% | 21.2% |

Source: Preliminary Mayor's Management Report

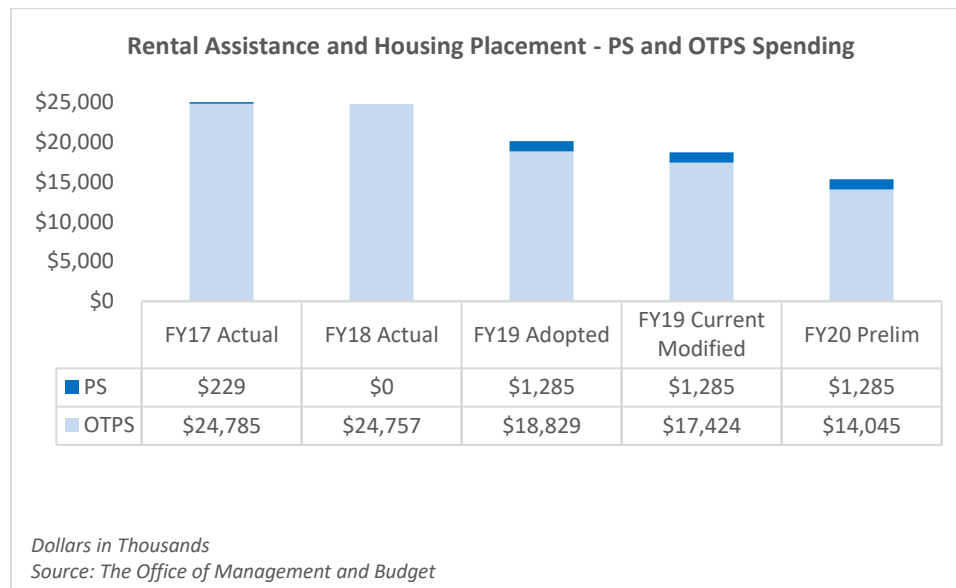
Total exits from shelter to permanent housing remained relatively stable when comparing the first four months of Fiscal 2019 to the same time period in Fiscal 2018, single adult exits have increased by two percent, adult family exits decreased by eight percent, and families with children exits increased by a bit more than one percent. For all three populations, a greater

percent of exits without subsidized placements returned to shelter within one year than the exits that happened with subsidized placements. Subsidized placements, which are more stable, have generally reduced the 12-month re-entry rates since the introduction of the new rental assistance programs in Fiscal 2015. When comparing the first four months of Fiscal 2019 to the same time period in Fiscal 2018, overall re-entries into shelter within 12 months of housing placement decreased by one percent for adult families but increased by less than one percent for both single adults and families with children.

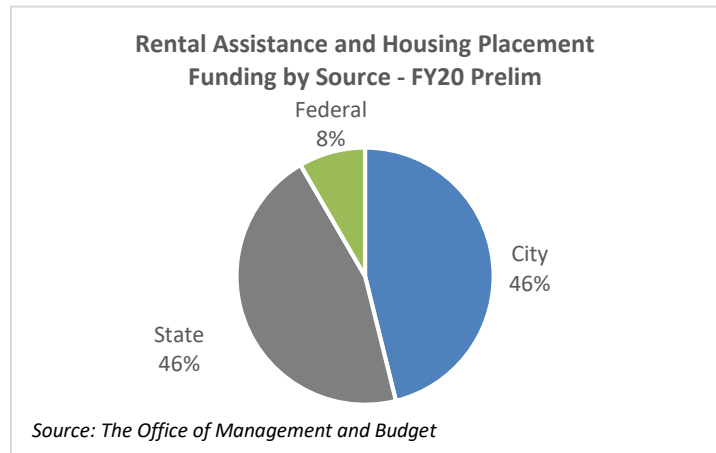
The PMMR only offers results in percentages and does not disclose the actual number of people placed, making it hard to determine the actual significance of these results since they could represent a small number of actual clients. The various types of housing client exits is not indicated or compared for its efficacy. The PMMR should disclose the actual number placements disaggregated by subsidized, unsubsidized, and then housing type. Lastly, there is no tracking of people who return to shelter after any period of time longer than a year. Longer periods of time should be tracked to more effectively assess the rate at which people circle through the system or effectively exit.

Rental Assistance and Housing Placement

The Rental Assistance and Placement program funding supports SRO contracts for single adults moving out of shelter. As part of the HRA and DHS realignment, this program area is being shifted from DHS to HRA. According to DHS, the whole portfolio of approximately 118 SRO contracts is being moved over time as the contracts expire. In this plan 40 contracts will be moving over and 78 will remain at DHS until they reach their expiration dates. The remaining amount for this program area in the DHS Fiscal 2020 Preliminary Budget is \$15.3 million.



This program area is jointly funded by the City and the State, with a smaller contribution from the federal government. In the Fiscal 2020 Preliminary Budget, the City funds \$7 million, the State funds \$7 million, and the federal government funds \$1.3 million.

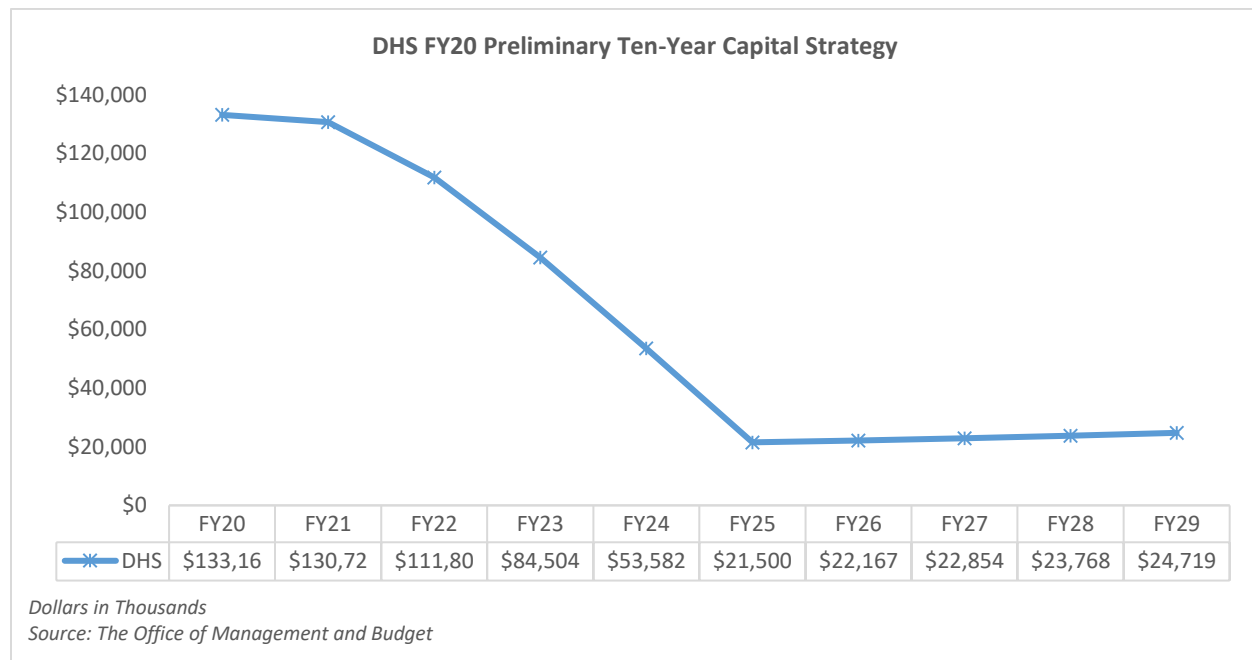


Capital Plan Overview

Preliminary Ten-Year Capital Strategy Fiscal 2020-2029

The City's Preliminary Ten-Year Capital Strategy for Fiscal Years 2020-2029 (the Ten-Year Strategy) totals \$104.1 billion, which is \$14.5 billion larger than the \$89.6 billion Fiscal 2018-2028 Ten-Year Strategy. DHS' Ten-Year Strategy totals \$628.8 million, or less than one percent of the City's total Ten-Year Strategy.

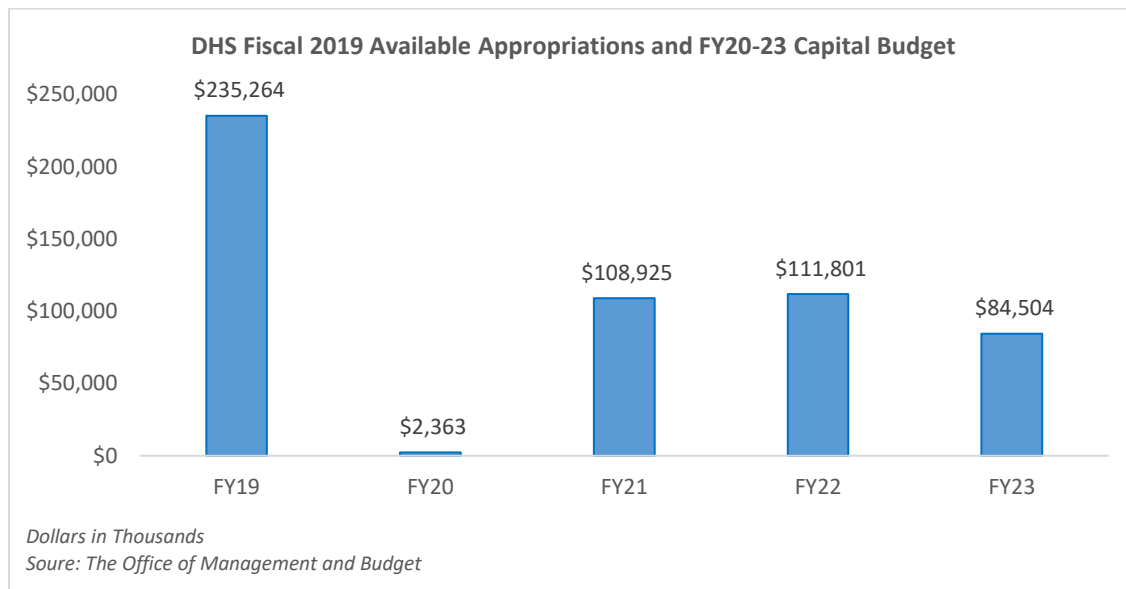
The chart below illustrates the DHS Ten-Year Strategy. Most of the spending has been planned for the first few years of the plan. In planning its Ten-Year Strategy, DHS primarily focused on near-term needs, and did not accurately plan for future needs in the later years of the strategy. The chart shows a drastic decline in capital funding beginning in Fiscal 2021 indicating that the agency has not complied with the charter mandate to develop a long-term strategy. The categories included in the Ten-Year Strategy are: Shelters for Homeless Individuals, Equipment, Shelters for Homeless Families, Social Services Buildings, and Purchase of Vehicles.



Fiscal 2020 Preliminary Capital Budget for Fiscal 2019-2023

The Fiscal 2020 Preliminary Capital Budget provides the estimated need for new appropriations for Fiscal 2020, along with projections for the subsequent three-year capital program.

As shown in the chart below, the Department's Fiscal 2019 Preliminary Capital Budget includes \$542.9 million in Fiscal 2020-2023. This represents approximately one percent of the City's total \$52.8 billion Capital Budget for 2020-2023. Appropriations for Fiscal 2019 total \$235.3 million. This includes \$151.3 million in reauthorized prior appropriations and \$83.9 million in newly authorized appropriations for Fiscal 2019.²² There is a sharp drop in appropriations after Fiscal 2019 because DHS is frontloading funding and not accurately planning for each fiscal year. It is highly unlikely that the agency will spend the full \$235.3 million in Fiscal 2019 and it will likely be rolled into Fiscal 2020.

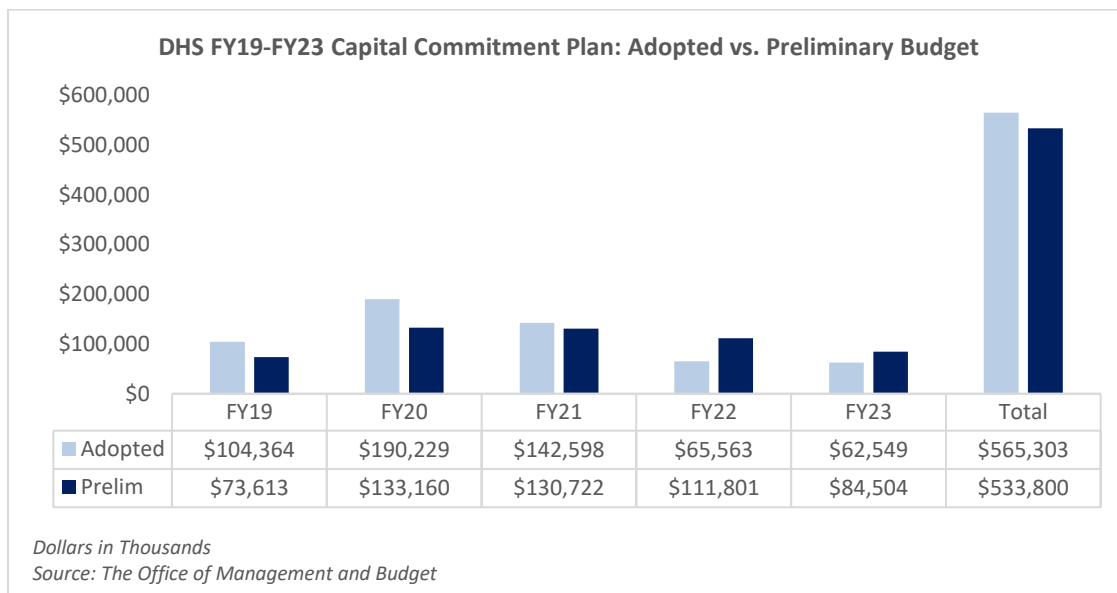


Fiscal 2019 Preliminary Capital Commitment Plan for Fiscal 2019-2023

The City's Preliminary Capital Commitment Plan for Fiscal 2019-2023 (the Preliminary Commitment Plan) details the Administration's plan to spend the appropriations and provides project-level funding detail, as well as an estimate of expenditure dates. The Plan also goes into a project's estimated start date and time to completion.

The Department's Preliminary Commitment Plan includes \$533.8 million in Fiscal 2019-2023. This represents less than one percent of the City's total \$83.8 billion Preliminary Commitment Plan.

²² Appropriations for Fiscal 2019 are calculated by summing the available appropriations listed in the commitment plan with actual commitments to date. Because commitments to date excludes inter-fund agreements (IFA), this figure may be slightly lower than the total appropriations for Fiscal 2019. In addition, a very small portion of the difference between appropriations and planned commitments are necessary to fund IFA, which are excluded from this planned commitments figure.



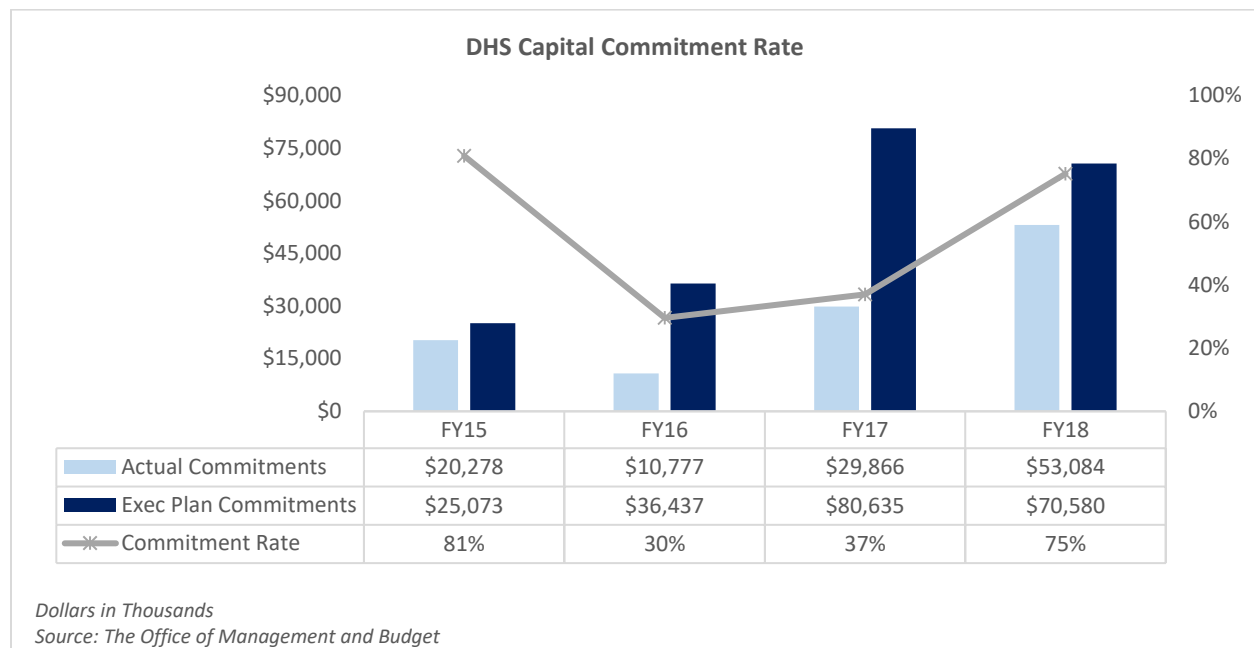
The Preliminary Commitment Plan for the Department for Fiscal 2019-2023 has decreased by \$31.5 million or approximately six percent, when compared to the Department's Adopted Commitment Plan.

The total appropriations for DHS in Fiscal 2019 are \$73.6 million against planned commitments totaling \$104.4 million.²³ This decrease of \$30.8 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

Historically, the Commitment Plan frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the Council's request that practice has been coming to an end. Agencies' Commitment Plans have been more accurate, including more evenly distributed planned spending across all years of the plan. This is reflected in the DHS' Preliminary Capital Commitment Plan which schedules approximately 15 to 25 percent of total planned commitments in each fiscal year.

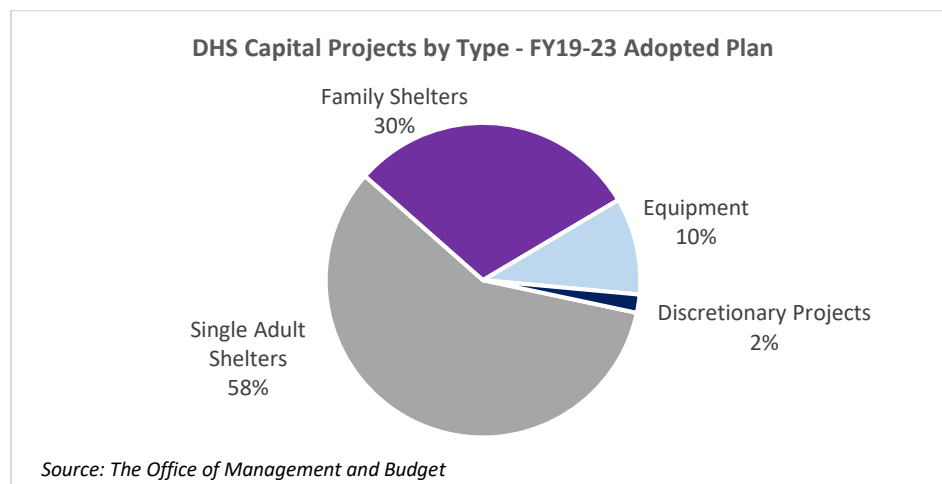
The chart on the next page displays the Department's capital commitment plan as of the Fiscal 2015-2018 Executive Budget and the actual commitments in the corresponding fiscal year. The chart shows the capital commitment rate which is the percentage of the capital plan committed per fiscal year.

²³ Appropriations for Fiscal 2019 are calculated by summing the available appropriations listed in the commitment plan with actual commitments to-date. Because commitments to-date excludes inter-fund agreements (IFA), this figure may be slightly lower than the total appropriations for Fiscal 2019. In addition, a very small portion of the difference between appropriations and planned commitments are necessary to fund IFA, which are excluded from this planned commitments figure.



In Fiscal 2018 DHS committed 75 percent of its planned commitments, or \$53.1 million. This is a significant improvement over its Fiscal 2017 commitment rate of 37 percent. DHS achieved this improved rate by lowering its planned commitments to be more realistic and by committing a significantly higher amount than it did Fiscal 2017 when actual commitments were only \$29.9 million.

The DHS' Preliminary Commitment Plan includes 12 budget lines and 246 project IDs. There is one budget line related to the purchase of equipment, one related to facilities for single adults, one related to facilities for families, and the remaining nine lines related to Council discretionary projects. For greater transparency, DHS should have discrete budget lines for each project.



The Council requested an update on major projects included in the Preliminary Capital Plan but DHS did not provide any details prior to the finalization of this report. Most of its capital projects are managed by the Department of Design and Construction (DDC). One critical capital project managed by DHS relates to an upgrade to the Client Assistance and Rehousing Enterprise System (CARES), a software application that the agency uses to help manage shelter client information.

They plan to commit the full \$12.8 million for the project and complete the project by the end of Fiscal 2020.

The largest focus of the “Turning the Tide on Homelessness in New York City” strategy is centered on building 90 new shelters over the next five years. DHS’ Capital Plan does not yet reflect the details of that plan. The plan mentions approximately \$125 million to expand capacity at 40 under-utilized shelters in Fiscal 2017 and 2018, which is not yet reflected in the Capital Budget. Additionally, DHS is behind schedule on new borough-based shelter openings. Turning the Tide promised 20 new shelter openings for each of the five years of the plan but as of December 2018 they had only sited 29 shelters and of those, only 18 were in operation.²⁴

²⁴ New York City Department of Social Services, Testimony of Steven Banks before the New York City Council Finance and General Welfare Committees Oversight Hearing: Homeless Shelters, December 17, 2018, see: https://www1.nyc.gov/assets/dhs/downloads/pdf/shelter_conditions_testimony_12_17_18_final.pdf.

Appendices

A. Budget Actions in the November and Preliminary Plans

| <i>Dollars in Thousands</i> | FY19 | | | FY20 | | |
|---|--------------------|------------------|--------------------|--------------------|------------------|--------------------|
| | City | Non-City | Total | City | Non-City | Total |
| DHS Budget as of the Adopted FY19 Budget | \$1,179,107 | \$882,669 | \$2,061,776 | \$1,187,415 | \$892,382 | \$2,079,797 |
| New Needs | | | | | | |
| Shelter Repairs – Lead Testing | \$0 | \$5,800 | \$5,800 | \$0 | \$0 | \$0 |
| Street Solutions | 25,000 | 0 | 25,000 | 25,000 | 0 | \$25,000 |
| Subtotal, New Needs | \$25,000 | \$5,800 | \$30,800 | \$25,000 | \$0 | \$25,000 |
| Other Adjustments | | | | | | |
| Collective Bargaining | \$3,123 | \$74 | \$3,197 | \$5,290 | \$127 | \$5,416 |
| Energy Manager | 0 | 90 | 90 | 0 | 0 | 0 |
| FY19 ESG BUDGET | 0 | 2,035 | 2,035 | 0 | 0 | 0 |
| FY19 HMIS CAPS Rvn 2018 | 0 | 340 | 340 | 0 | 0 | 0 |
| HMIS2 Increase FY19 | 0 | 217 | 217 | 0 | 0 | 0 |
| MTA Subway Outreach | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| Revenue Increase | 0 | 901 | 901 | 0 | 0 | 0 |
| REVENUE MOD ESG 2019 | 0 | 5,212 | 5,212 | 0 | 0 | 0 |
| TO ROLL OVER FY18 ESG UNCOMM | 0 | 2,387 | 2,387 | 0 | 0 | 0 |
| DSS Integration | 1,340 | (2,746) | (1,406) | (5,320) | (4,343) | (9,663) |
| ExCEL Projects | 0 | 55 | 55 | 0 | 0 | 0 |
| FY19 E200 Rev Mod | 0 | 410 | 410 | 0 | 0 | 0 |
| Home-Stat Staff Realignment | (230) | 0 | (230) | (552) | 0 | (552) |
| Local Initiatives | (5) | 0 | (5) | 0 | 0 | 0 |
| Rehousing Staff Realignment | 2,001 | 0 | 2,001 | 3,001 | 0 | 3,001 |
| Subtotal, Other Adjustments | \$6,229 | \$11,974 | \$18,203 | \$2,419 | (\$1,216) | \$1,203 |
| TOTAL, All Changes | \$31,229 | \$17,774 | \$49,003 | \$27,419 | (\$1,216) | \$26,203 |
| DHS Budget as of the Preliminary FY20 Budget | \$1,210,336 | \$900,443 | \$2,110,779 | \$1,214,834 | \$891,166 | \$2,106,000 |

Source: The Office of Management and Budget

B. DHS Total Expense Budget – Breakdown by PS and OTPS

| DHS Expense Budget | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <i>Dollars in Thousands</i> | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Personal Services | \$155,656 | \$153,640 | \$160,254 | \$167,337 | \$168,146 | \$7,892 |
| Other Than Personal Services | 1,668,041 | 1,992,376 | 1,901,522 | 1,943,443 | 1,937,854 | 36,332 |
| TOTAL | \$1,823,696 | \$2,146,017 | \$2,061,776 | \$2,110,780 | \$2,106,000 | \$44,224 |

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

Source: The Office of Management and Budget

C. DHS Contract Budget

| DHS FY20 Preliminary Contract Budget | | | | |
|--|-------------------------|--------------------------------|-----------------------------|--------------------------------|
| <i>Dollars in Thousands</i> | | | | |
| Category | FY19 Adopted | Number of Contracts | FY20 Preliminary | Number of Contracts |
| Cleaning Services | \$9,677 | 3 | \$9,677 | 3 |
| Contractual Services - General | 13,986 | 33 | 20,687 | 33 |
| Educ. and Rec. Expenditures for Youth Programs | 50 | 1 | 50 | 1 |
| Homeless Family Services | 1,061,846 | 288 | 1,075,123 | 282 |
| Homeless Individual Services | 669,448 | 138 | 684,553 | 138 |
| Maintenance and Repairs - General | 10,992 | 31 | 10,922 | 31 |
| Maintenance and Repairs - Motor Vehicle Equip | 9 | 1 | 9 | 1 |
| Office Equipment Maintenance | 26 | 6 | 26 | 6 |
| Printing Services | 168 | 5 | 168 | 5 |
| Prof. Services - Accounting Services | 386 | 2 | 386 | 2 |
| Prof. Services - Computer Services | 2,377 | 2 | 2,377 | 2 |
| Prof. Services - Engineering and Architectural Services | 438 | 2 | 438 | 2 |
| Prof. Services - Legal Services | 3,000 | 1 | 500 | 1 |
| Prof. Services - Other | 145 | 1 | 145 | 1 |
| Security Services | 29,403 | 7 | 29,403 | 7 |
| Telecommunications Maintenance | 125 | 2 | 125 | 2 |
| Temporary Services | 343 | 16 | 343 | 16 |
| Training Program for City Employees | 1,251 | 6 | 1,251 | 6 |
| Transportation Services | 3,905 | 1 | 3,905 | 1 |
| TOTAL | \$1,807,577 | 546 | \$1,840,090 | 540 |

Source: The Office of Management and Budget, Expense Revenue Contract

D. DHS Program Budgets

Adult Shelter Administration and Support

| Adult Shelter Administration and Support | | | | | | |
|---|-----------------|----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$8,437 | \$7,544 | \$9,896 | \$9,813 | \$9,846 | (\$50) |
| Unsalaries | 0 | 0 | 5 | 5 | 5 | 0 |
| Additional Gross Pay | 278 | 235 | 217 | 217 | 217 | 0 |
| Overtime - Civilian | 362 | 364 | 282 | 282 | 282 | 0 |
| Fringe Benefits | 1 | 1 | 0 | 0 | 0 | 0 |
| Subtotal | \$9,077 | \$8,145 | \$10,401 | \$10,318 | \$10,351 | (\$50) |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$2,091 | \$5 | \$0 | \$769 | \$0 | \$0 |
| Subtotal | \$2,091 | \$5 | \$0 | \$769 | \$0 | \$0 |
| TOTAL | \$11,168 | \$8,150 | \$10,401 | \$11,087 | \$10,351 | (\$50) |
| Funding | | | | | | |
| City Funds | | | \$8,713 | \$8,630 | \$8,663 | (\$50) |
| State | | | 4 | 4 | 4 | 0 |
| Federal - Other | | | 1,684 | 2,453 | 1,684 | 0 |
| TOTAL | \$11,168 | \$8,150 | \$10,401 | \$11,087 | \$10,351 | (\$50) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 97 | 109 | 171 | 165 | 169 | (2) |
| TOTAL | 97 | 109 | 171 | 165 | 169 | (2) |

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

Source: The Office of Management and Budget

Adult Shelter Intake and Placement

| Adult Shelter Intake and Placement | | | | | | |
|---|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$8,644 | \$8,988 | \$9,155 | \$9,366 | \$9,317 | \$162 |
| Unsalaries | 0 | 0 | 0 | 0 | 0 | 0 |
| Additional Gross Pay | 626 | 705 | 543 | 543 | 543 | 0 |
| Overtime - Civilian | 1,014 | 1,705 | 1,452 | 1,452 | 1,452 | 0 |
| Fringe Benefits | 163 | 162 | 76 | 76 | 76 | 0 |
| TOTAL | \$10,446 | \$11,561 | \$11,227 | \$11,437 | \$11,389 | \$162 |
| Funding | | | | | | |
| City Funds | | | \$10,561 | \$10,655 | \$10,723 | \$162 |
| Federal - Other | | | 666 | 782 | 666 | 0 |
| TOTAL | \$10,446 | \$11,561 | \$11,227 | \$11,437 | \$11,389 | \$162 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 189 | 183 | 169 | 171 | 169 | 0 |
| TOTAL | 189 | 183 | 169 | 171 | 169 | 0 |

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

Source: The Office of Management and Budget

Adult Shelter Operations

| Adult Shelter Operations | | | | | | |
|-------------------------------------|------------------|------------------|------------------|-------------------------|------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$27,592 | \$27,672 | \$23,453 | \$25,920 | \$24,392 | \$938 |
| Additional Gross Pay | 2,177 | 2,206 | 1,205 | 1,205 | 1,205 | 0 |
| Overtime - Civilian | 3,089 | 4,900 | 838 | 838 | 838 | 0 |
| Fringe Benefits | 411 | 411 | 98 | 98 | 98 | 0 |
| Subtotal | \$33,270 | \$35,188 | \$25,595 | \$28,061 | \$26,533 | \$938 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$7,914 | \$9,525 | \$7,526 | \$7,401 | \$7,526 | \$0 |
| Fixed and Misc. Charges | 17 | 37 | 3 | 2 | 3 | 0 |
| Property and Equipment | 1,114 | 634 | 1,236 | 1,588 | 1,236 | 0 |
| Other Services and Charges | 10,169 | 13,029 | 14,259 | 14,371 | 14,889 | 630 |
| Contractual Services | 519,965 | 650,254 | 596,593 | 600,533 | 588,076 | (8,517) |
| Subtotal | \$539,180 | \$673,479 | \$619,618 | \$623,896 | \$611,730 | (\$7,887) |
| TOTAL | \$572,449 | \$708,667 | \$645,213 | \$651,957 | \$638,264 | (\$6,949) |
| Funding | | | | | | |
| City Funds | | | \$564,921 | \$564,882 | \$557,972 | (\$6,949) |
| State | | | 73,633 | 73,633 | 73,633 | 0 |
| Federal - Other | | | 5,807 | 12,536 | 5,807 | 0 |
| Intra-city | | | 851 | 906 | 851 | 0 |
| TOTAL | \$572,449 | \$708,667 | \$645,213 | \$651,957 | \$638,264 | (\$6,949) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 665 | 566 | 493 | 527 | 493 | 0 |
| TOTAL | 665 | 566 | 493 | 527 | 493 | 0 |

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

Source: The Office of Management and Budget

Family Shelter Administration and Support

| Family Shelter Administration and Support | | | | | | |
|--|------------------------|------------------------|-------------------------|-------------------------|-----------------|----------------------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 Actual | FY18 Actual | FY19 Adopted | Preliminary Plan | | *Difference FY19-FY20 |
| | | | | FY19 | FY20 | |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$9,580 | \$10,817 | \$10,702 | \$11,578 | \$12,203 | \$1,501 |
| Unsalaries | 55 | 247 | 6 | 9 | 11 | 6 |
| Additional Gross Pay | 187 | 204 | 44 | 44 | 44 | 0 |
| Overtime - Civilian | 247 | 202 | 76 | 76 | 76 | 0 |
| Fringe Benefits | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | \$10,069 | \$11,470 | \$10,827 | \$11,707 | \$12,334 | \$1,507 |
| Other Than Personal Services | | | | | | |
| Other Services and Charges | \$0 | \$0 | \$9,807 | \$3,986 | \$9,797 | (\$10) |
| Subtotal | \$0 | \$0 | \$9,807 | \$3,986 | \$9,797 | (\$10) |
| TOTAL | \$10,069 | \$11,470 | \$20,635 | \$15,693 | \$22,131 | \$1,497 |
| Funding | | | | | | |
| City Funds | | | \$14,670 | \$9,729 | \$16,167 | \$1,497 |
| State | | | 43 | 43 | 43 | 0 |
| Federal - Other | | | 5,921 | 5,921 | 5,921 | 0 |
| TOTAL | \$10,069 | \$11,470 | \$20,635 | \$15,693 | \$22,131 | \$1,497 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 151 | 157 | 146 | 146 | 146 | 0 |
| TOTAL | 151 | 157 | 146 | 146 | 146 | 0 |

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

Source: The Office of Management and Budget

Family Shelter Intake and Placement

| Family Shelter Intake and Placement | | | | | | |
|--|------------------------|------------------------|-------------------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 Actual | FY18 Actual | FY19 Adopted | Preliminary Plan | | *Difference |
| | | | | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$20,933 | \$21,884 | \$28,655 | \$29,347 | \$29,840 | \$1,186 |
| Additional Gross Pay | 1,744 | 2,055 | 1,503 | 1,503 | 1,503 | 0 |
| Overtime - Civilian | 2,489 | 3,199 | 582 | 582 | 582 | 0 |
| Fringe Benefits | 103 | 108 | 0 | 0 | 0 | 0 |
| Subtotal | \$25,270 | \$27,247 | \$30,740 | \$31,432 | \$31,926 | \$1,186 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$0 | \$14 | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$0 | \$14 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$25,270 | \$27,261 | \$30,740 | \$31,432 | \$31,926 | \$1,186 |
| Funding | | | | | | |
| City Funds | | | \$13,192 | \$13,883 | \$14,377 | \$1,186 |
| State | | | 119 | 119 | 119 | 0 |
| Federal - Other | | | 17,430 | 17,430 | 17,430 | 0 |
| TOTAL | \$25,270 | \$27,261 | \$30,740 | \$31,432 | \$31,926 | \$1,186 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 412 | 415 | 467 | 467 | 467 | 0 |
| TOTAL | 412 | 415 | 467 | 467 | 467 | 0 |

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

Source: The Office of Management and Budget

Family Shelter Operations

| Family Shelter Operations | | | | | | |
|-------------------------------------|------------------|--------------------|--------------------|-------------------------|--------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$9,902 | \$9,883 | \$14,598 | \$14,873 | \$15,069 | \$471 |
| Additional Gross Pay | 739 | 712 | 135 | 135 | 135 | 0 |
| Overtime - Civilian | 993 | 1,155 | 131 | 131 | 131 | 0 |
| Fringe Benefits | 90 | 85 | 5 | 5 | 5 | 0 |
| Subtotal | \$11,723 | \$11,834 | \$14,870 | \$15,145 | \$15,341 | \$471 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$18,127 | \$12,242 | \$11,574 | \$11,159 | \$11,574 | \$0 |
| Fixed and Misc. Charges | 25 | 54 | 2 | 15 | 2 | 0 |
| Property and Equipment | 2,026 | 1,117 | 589 | 1,824 | 589 | 0 |
| Other Services and Charges | 3,345 | 4,323 | 13,135 | 11,835 | 13,135 | 0 |
| Social Services | 2,497 | 2,685 | 0 | 2,700 | 0 | 0 |
| Contractual Services | 894,766 | 1,101,457 | 1,087,301 | 1,096,238 | 1,100,578 | 13,277 |
| Subtotal | \$920,786 | \$1,121,879 | \$1,112,601 | \$1,123,771 | \$1,125,878 | \$13,278 |
| TOTAL | \$932,509 | \$1,133,713 | \$1,127,471 | \$1,138,916 | \$1,141,220 | \$13,749 |
| Funding | | | | | | |
| City Funds | | | \$410,428 | \$421,804 | \$417,621 | \$7,193 |
| State | | | 94,602 | 94,610 | 96,845 | 2,243 |
| Federal - Community Development | | | 3,545 | 3,545 | 3,545 | 0 |
| Federal - Other | | | 618,896 | 618,957 | 623,208 | 4,312 |
| TOTAL | \$932,509 | \$1,133,713 | \$1,127,471 | \$1,138,916 | \$1,141,220 | \$13,749 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 217 | 198 | 273 | 273 | 273 | 0 |
| TOTAL | 217 | 198 | 273 | 273 | 273 | 0 |

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

Source: The Office of Management and Budget

General Administration

| General Administration | | | | | | |
|-------------------------------------|-----------------|------------------|------------------|-------------------------|------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$41,809 | \$34,798 | \$47,977 | \$50,446 | \$51,467 | \$3,489 |
| Other Salaried | 20 | 0 | 9 | 9 | 9 | 0 |
| Unsalaries | 6 | 0 | 25 | 89 | 25 | 0 |
| Additional Gross Pay | 2,360 | 1,861 | 985 | 985 | 985 | 0 |
| Overtime - Civilian | 5,543 | 5,262 | 2,120 | 2,120 | 2,120 | 0 |
| P.S. Other | 32 | 19 | 0 | 0 | 0 | 0 |
| Fringe Benefits | 765 | 789 | 1,385 | 1,385 | 1,385 | 0 |
| Subtotal | \$50,536 | \$42,729 | \$52,501 | \$55,034 | \$55,991 | \$3,489 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$1,754 | \$3,740 | \$1,005 | \$1,115 | \$1,005 | \$0 |
| Fixed and Misc. Charges | 279 | 116 | 64 | 64 | 64 | 0 |
| Property and Equipment | 1,590 | 1,199 | 1,042 | 2,011 | 1,042 | (0) |
| Other Services and Charges | 13,638 | 14,381 | 30,796 | 15,642 | 36,832 | 6,036 |
| Contractual Services | 24,051 | 38,123 | 22,533 | 38,750 | 26,734 | 4,201 |
| Subtotal | \$41,311 | \$57,558 | \$55,440 | \$57,581 | \$65,676 | \$10,236 |
| TOTAL | \$91,847 | \$100,288 | \$107,941 | \$112,615 | \$121,667 | \$13,725 |
| Funding | | | | | | |
| City Funds | | | \$62,152 | \$59,832 | \$72,594 | \$10,441 |
| State | | | 513 | 513 | 1,124 | 611 |
| Federal - Community Development | | | 624 | 6,429 | 633 | 9 |
| Federal - Other | | | 44,652 | 45,751 | 47,316 | 2,664 |
| Intra-city | | | 0 | 90 | 0 | 0 |
| TOTAL | \$91,847 | \$100,288 | \$107,941 | \$112,615 | \$121,667 | \$13,725 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 528 | 660 | 830 | 882 | 878 | 48 |
| TOTAL | 528 | 660 | 830 | 882 | 878 | 48 |

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

Source: The Office of Management and Budget

Outreach, Drop-in, and Reception Services

| Outreach, Drop-in, and Reception Services | | | | | | |
|--|------------------------|------------------------|-------------------------|-------------------------|------------------|----------------------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 Actual | FY18 Actual | FY19 Adopted | Preliminary Plan | | *Difference FY19-FY20 |
| | | | | FY19 | FY20 | |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$4,857 | \$5,324 | \$2,719 | \$2,829 | \$2,907 | \$189 |
| Additional Gross Pay | 28 | 32 | 42 | 42 | 42 | 0 |
| Overtime - Civilian | 84 | 109 | 45 | 45 | 45 | 0 |
| Fringe Benefits | 1 | 1 | 1 | 1 | 1 | 0 |
| Subtotal | \$4,970 | \$5,466 | \$2,807 | \$2,917 | \$2,996 | \$189 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Contractual Services | \$74,011 | \$93,965 | \$82,321 | \$115,756 | \$110,727 | \$28,406 |
| Subtotal | \$74,011 | \$93,965 | \$82,321 | \$115,756 | \$110,727 | \$28,406 |
| TOTAL | \$78,981 | \$99,431 | \$85,128 | \$118,674 | \$113,723 | \$28,595 |
| Funding | | | | | | |
| City Funds | | | \$84,048 | \$112,065 | \$109,643 | \$25,595 |
| Other Categorical | | | 0 | 3,000 | 3,000 | 3,000 |
| Federal - Community Development | | | 553 | 553 | 553 | 0 |
| Federal - Other | | | 527 | 3,055 | 527 | 0 |
| TOTAL | \$78,981 | \$99,431 | \$85,128 | \$118,674 | \$113,723 | \$28,595 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 82 | 80 | 28 | 28 | 28 | 0 |
| TOTAL | 82 | 80 | 28 | 28 | 28 | 0 |

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

Source: The Office of Management and Budget

Prevention and Aftercare

| Prevention and Aftercare | | | | | | |
|-------------------------------------|-----------------|-----------------|----------------|-------------------------|-------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 | FY18 | FY19 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | FY19 | FY20 | FY19-FY20 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$64 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Unsalaries | 0 | 0 | 0 | 0 | 0 | 0 |
| Additional Gross Pay | 0 | 0 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | \$65 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Than Personal Services | | | | | | |
| Other Services and Charges | \$0 | \$0 | \$2,907 | \$0 | \$0 | (\$2,907) |
| Contractual Services | 65,877 | 20,718 | 0 | 260 | 0 | 0 |
| Subtotal | \$65,877 | \$20,718 | \$2,907 | \$260 | \$0 | (\$2,907) |
| TOTAL | \$65,942 | \$20,718 | \$2,907 | \$260 | \$0 | (\$2,907) |
| Funding | | | | | | |
| City Funds | | | \$2,907 | \$0 | \$0 | (\$2,907) |
| Federal - Other | | | 0 | 260 | 0 | 0 |
| TOTAL | \$65,942 | \$20,718 | \$2,907 | \$260 | \$0 | (\$2,907) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |

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

Source: The Office of Management and Budget

Rental Assistance and Housing Placement

| Rental Assistance and Housing Placement | | | | | | |
|--|------------------------|------------------------|-------------------------|-------------------------|-----------------|----------------------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | FY17 Actual | FY18 Actual | FY19 Adopted | Preliminary Plan | | *Difference FY19-FY20 |
| | | | | FY19 | FY20 | |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$224 | \$0 | \$1,285 | \$1,285 | \$1,285 | \$0 |
| Additional Gross Pay | 4 | 0 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | \$229 | \$0 | \$1,285 | \$1,285 | \$1,285 | \$0 |
| Other Than Personal Services | | | | | | |
| Contractual Services | \$24,785 | \$24,757 | \$18,829 | \$17,424 | \$14,045 | (\$4,784) |
| Subtotal | \$24,785 | \$24,757 | \$18,829 | \$17,424 | \$14,045 | (\$4,784) |
| TOTAL | \$25,015 | \$24,757 | \$20,114 | \$18,709 | \$15,330 | (\$4,784) |
| Funding | | | | | | |
| City Funds | | | \$7,515 | \$8,855 | \$7,074 | (\$442) |
| State | | | 11,314 | 8,568 | 6,971 | (4,343) |
| Federal - Other | | | 1,285 | 1,285 | 1,285 | 0 |
| TOTAL | \$25,015 | \$24,757 | \$20,114 | \$18,709 | \$15,330 | (\$4,784) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions - Civilian | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |

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

Source: The Office of Management and Budget

E. Other PMMR Indicators

| PMMR Indicators - Other | | | | | | | |
|---|---------------|---------------|---------------|---------------|-------------|-----------------------|---------------|
| DHS Performance Indicators | Actual | | | Target | | 4-Month Actual | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Average school attendance rate for children in the DHS shelter services system (%) | 82.0% | 82.7% | 82.3% | None | None | 84.2% | 85.4% |
| Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds | 0.0 | 0.0 | 0.0 | ↓ | ↓ | Not Available | Not Available |
| Cost per day for shelter facilities - Family facilities (\$) (annual) | \$120.22 | \$167.84 | \$187.46 | None | None | Not Available | Not Available |
| Evaluations for human services contracts completed on time, as compared to the goal (%) | 97.5% | 55.1% | Not Available | None | None | Not Available | Not Available |
| Single adults exiting to permanent housing - subsidized | 3,885 | 3,633 | 4,157 | None | None | 1,133 | 1,412 |
| Single adults exiting to permanent housing - unsubsidized | 4,636 | 4,410 | 4,436 | None | None | 1,549 | 1,327 |
| Adult families exiting to permanent housing - subsidized | 310 | 313 | 331 | None | None | 93 | 112 |
| Adult families exiting to permanent housing - unsubsidized | 318 | 257 | 182 | None | None | 73 | 40 |
| Families with children exiting to permanent housing - subsidized | 5,365 | 5,421 | 6,446 | None | None | 1,933 | 2,084 |
| Families with children exiting to permanent housing - unsubsidized | 2,929 | 3,150 | 2,487 | None | None | 963 | 855 |
| Collisions involving City vehicles | 60 | 46 | 41 | None | None | 9 | 12 |
| Workplace injuries reported | 147 | 189 | 198 | None | None | 69 | 75 |
| Completed requests for interpretation | 8,164 | 13,357 | 16,644 | None | None | Not Available | Not Available |
| Letters responded to in 14 days (%) | 65.0% | Not Available | 82.0% | None | None | Not Available | 84.0% |
| E-mails responded to in 14 days (%) | 61.0% | Not Available | 65.0% | None | None | 23.0% | 99.0% |
| Average wait time to speak with a customer service agent (minutes) | 10 | 6 | 5 | None | None | Not Available | Not Available |
| CORE facility rating | 100 | 92 | 100 | None | None | Not Available | Not Available |

Source: Preliminary Mayor's Management Report

F. DHS Reconciliation of Program Areas to Units of Appropriation

| DHS Reconciliation of Program Areas to Units of Appropriation for the FY20 Preliminary Plan | | | |
|--|----------------------------------|---|------------------------|
| <i>Dollars in Thousands</i> | | | |
| Program Area | Personal Services 100 | Other Than Personal Services 200 | Grand Total |
| Adult Shelter Administration and Support | \$10,351 | \$0 | \$10,351 |
| Adult Shelter Intake and Placement | 11,389 | 0 | 11,389 |
| Adult Shelter Operations | 26,533 | 611,730 | 638,264 |
| Family Shelter Administration and Support | 12,334 | 9,797 | 22,131 |
| Family Shelter Intake and Placement | 31,926 | 0 | 31,926 |
| Family Shelter Operations | 15,341 | 1,125,878 | 1,141,220 |
| General Administration | 55,991 | 65,676 | 121,667 |
| Outreach, Drop-in, and Reception Services | 2,996 | 110,727 | 113,723 |
| Prevention and Aftercare | 0 | 0 | 0 |
| Rental Assistance and Housing Placement | 1,285 | 14,045 | 15,330 |
| TOTAL | \$168,146 | \$1,937,854 | \$2,106,000 |

Source: The Office of Management and Budget