

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. Stephen Levin
Chair, Committee on General Welfare



Report of the Finance Division on the
Fiscal 2019 Preliminary Budget and the
Fiscal 2018 Preliminary Mayor's Management Report for the

Department of Homeless Services

March 27, 2018

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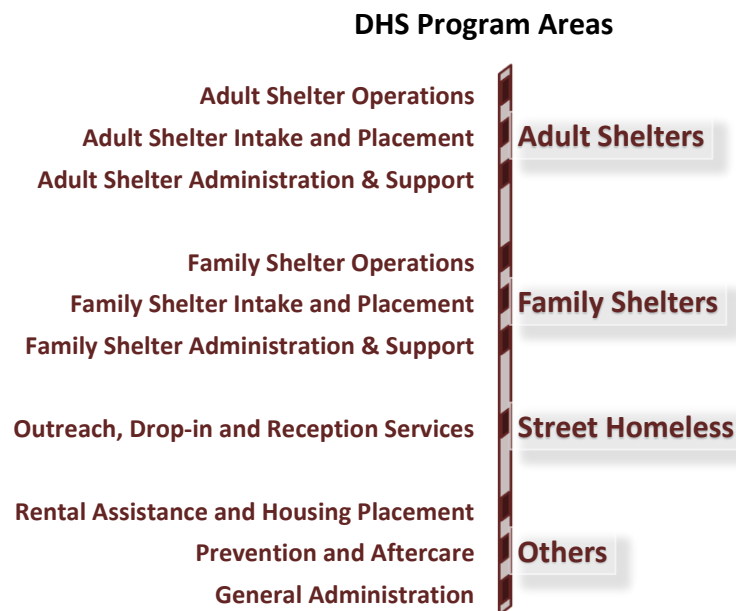
Table of Contents

Department of Homeless Services Overview	1
Fiscal 2019 Preliminary Budget Highlights.....	2
Financial Summary	4
Contract Budget	6
Revenue	7
2018-2019 State Executive Budget Highlights.....	8
Council Initiatives.....	9
Program Areas	9
DHS' Shelter System.....	9
Overall DHS Shelter Spending.....	11
Adult Shelter Administration and Support	13
Adult Shelter Intake and Placement	15
Adult Shelter Operations	15
Family Shelter Administration and Support	18
Family Shelter Intake and Placement	19
Family Shelter Operations	20
General Administration	23
Outreach, Drop-in and Reception Services.....	27
Prevention and Aftercare	30
Rental Assistance and Housing Placement.....	32
Capital Program	34
Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022	34
Preliminary Capital Plan Highlights.....	36
Appendices.....	38
A. Budget Actions in the November and the Preliminary Plans	38
B. DHS Total Expense Budget breakdown by PS and OTPS	38
C. DHS Contract Budget	39
D. DHS Program Budgets	40
Adult Shelter Administration Support	40
Adult Shelter Intake and Placement	40
Adult Shelter Operations	41

Family Shelter Administration and Support.....	42
Family Shelter Intake and Placement	42
Family Shelter Operations.....	43
General Administration.....	44
Outreach, Drop-in and Reception Services	45
Prevention and Aftercare.....	45
Rental Assistance and Housing Placement	46
E. PMMR indicators.....	46
F. DHS Reconciliation of Program Areas to Units of Appropriation	47

Department of Homeless Services Overview

The Department of Homeless Services, (DHS) provides transitional shelter for homeless single adults, adult families and families with children, in line with New York City’s unique mandate of “right to shelter.” DHS also helps families and individuals to 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, reporting to a single Commissioner for Social Services. For Fiscal 2019, DHS has a \$1.82 Preliminary Budget organized into program areas, as follows:



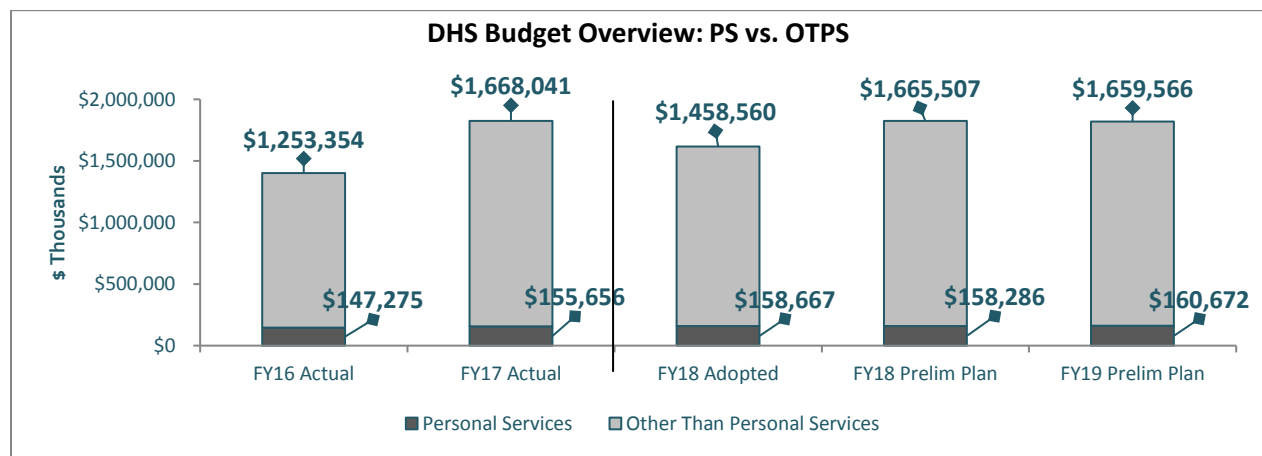
DHS’ services include:

- Providing safe and well-run temporary emergency housing to homeless individuals and families through directly operated and contracted shelter sites;
- 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 to gain employment, connecting them to work supports and other public benefits, save their income, and search for housing;
- Helping families and individuals to exit shelter using rental assistance vouchers that the City created including Living in Communities (LINC), the City Family Eviction Supplement Program (CFEPS), and the Special Exit and Prevention Supplement (SEPS). DHS also uses Section 8 vouchers and NYCHA placements to move clients out of shelter; and
- 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, laundry facilities, and safe havens and stabilization beds.

This report provides a review of the DHS' Preliminary Budget for Fiscal 2019. In the first section, the highlights of the \$1.82 billion Fiscal 2019 expense budget are presented and the potential impact of State budget actions are analyzed. The report then presents the Department's budget by program area, discusses initiatives included in the November and Preliminary Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2018. This is followed by a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the \$552.9 million Capital Commitment Plan for Fiscal 2018-2022. Finally, appendices are included that list the budget actions in the November and Preliminary Plans, displays program area budgets, and Unit of Appropriation reconciliation by program area.

Fiscal 2019 Preliminary Budget Highlights

DHS' Fiscal 2019 Preliminary Budget totals \$1.82 billion (including City and non-City funds), which represents approximately two percent of the City's overall proposed budget of \$88.7 billion. DHS' Fiscal 2019 Preliminary Budget increases by \$203 million, or 10.3 percent when compared to its Fiscal 2018 Adopted Budget. The majority of this growth can be attributed to additional Other Than Personal Services (OTPS) costs for budgeted shelter capacity to house the current homeless population. Other Than Personal Services (OTPS), expenses comprise of more than 90 percent of DHS' Budget. The remainder of DHS' Budget supports Personal Services (PS) expenses for 2,577 positions within this agency.



The DHS budget has grown substantially since the adoption of the Fiscal 2018 Budget. New needs added a total of \$172 million in Fiscal 2018, and \$174 million in Fiscal 2019 of which \$169 million is baselined funding for re-estimated shelter costs. The changes introduced to the Fiscal 2018 and Fiscal 2019 Budgets in the November and Preliminary Financial Plans are shown in Appendix A on page 38.

Highlights of DHS' Fiscal 2019 Preliminary Budget

The Preliminary Plan introduced several budget actions. The major changes are described below.

New Needs

- Shelter Costs Re-estimate.** The Fiscal 2019 Preliminary Plan includes \$169.9 million in baseline funding in Fiscal 2018 and in the outyears to support shelter operations. Of the total

increase, \$150 million is City tax-levy (CTL) funding. The table below provides a breakdown of the new need by population and source of funding. For more information, please refer to page 16 and page 21 of this report.

	<u>2018 (\$ in 000s)</u>				<u>2019 (\$ in 000s)</u>			
	<u>City</u>	<u>State</u>	<u>Federal</u>	<u>Total</u>	<u>City</u>	<u>State</u>	<u>Federal</u>	<u>Total</u>
Family with children	\$5,500	\$1,500	\$11,400	\$18,400	\$5,500	\$1,500	\$11,400	\$18,400
Adult family	\$28,100	\$7,000	\$0	\$35,100	\$28,100	\$7,000	\$0	\$35,100
Single adult	\$116,400	<u>N/A</u>	<u>N/A</u>	\$116,400	\$116,400	<u>N/A</u>	<u>N/A</u>	\$116,400
Total	\$150,000	\$8,500	\$11,400	\$169,900	\$150,000	\$8,500	\$11,400	\$169,900

- **Business Development Staffing.** DHS' budget reflects a headcount increase of 14 positions to enhance the agency's business processes. Funding totals \$612,000 in Fiscal 2018, and \$1.2 million in Fiscal 2019 and in the outyears. For more information, please refer to page 24 of this report.
- **Consultants for Americans with Disabilities Act of 1990 (ADA) compliance at Shelters.** The Fiscal 2019 Preliminary Plan includes \$1.5 million in Fiscal 2018 increasing to \$3 million in Fiscal 2019 for architectural consultants for ADA compliance at Shelters. The consultant will survey the physical plan of shelters and develop plan for remediation needed to meet ADA standards and guidelines in order to allow the agency to prioritize modifications that will make shelters more accessible to people with disabilities. For more information, please refer to page 25 of this report.

Budget Reduction

- **Federal Reimbursements for Fringe Benefits.** As part of the Citywide Savings Program, DHS proposed a re-estimation of fringe benefits totaling \$1.9 million for Fiscal 2018 and \$1.48 million in Fiscal 2019 and in the outyears. This re-estimate results in additional federal revenues that offset City costs.

Financial Summary

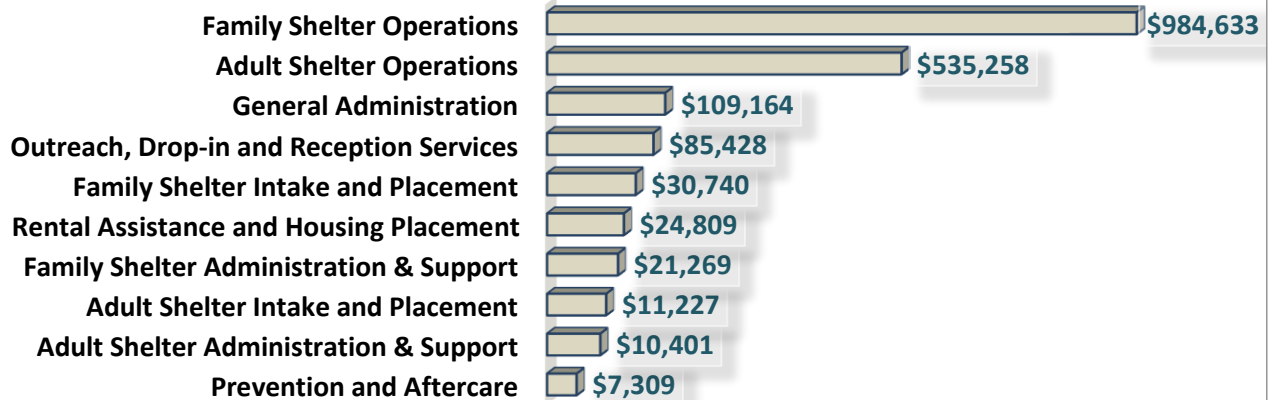
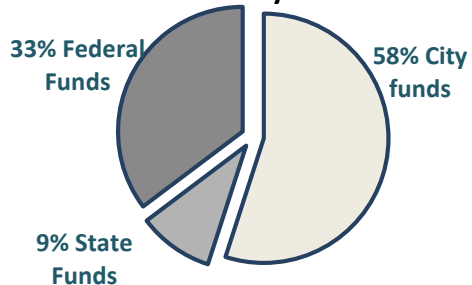
DHS Financial Summary						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Budget by Program Area						
Adult Shelter Administration & Support	\$11,781	\$11,168	\$10,401	\$10,835	\$10,401	\$0
Adult Shelter Intake and Placement	9,869	10,446	11,227	11,339	11,227	0
Adult Shelter Operations	456,422	572,449	431,578	558,277	535,258	103,680
Family Shelter Administration & Support	7,692	10,069	20,917	15,324	21,269	352
Family Shelter Intake and Placement	23,592	25,270	30,740	30,759	30,740	0
Family Shelter Operations	652,750	932,509	906,981	972,911	984,633	77,652
General Administration	88,797	90,525	91,243	83,325	109,164	17,921
Outreach, Drop-in and Reception Services	61,621	78,981	81,931	85,254	85,428	3,497
Prevention and Aftercare	65,297	67,264	7,559	31,119	7,309	(250)
Rental Assistance and Housing Placement	22,807	25,015	24,651	24,651	24,809	158
TOTAL	\$1,400,629	\$1,823,696	\$1,617,227	\$1,823,793	\$1,820,238	\$203,010
Funding						
City funds	\$798,076	\$1,093,498	\$888,633	\$1,040,769	\$1,052,505	\$163,872
Other Categorical	3,053	3,186	0	0	0	0
State	159,782	166,860	157,608	166,108	169,740	12,132
Federal - Community Development	4,098	4,098	4,722	4,722	4,722	0
Federal - Other	433,584	547,232	565,413	610,122	592,419	27,006
Intra City	2,037	8,823	851	2,072	851	0
TOTAL	\$1,400,629	\$1,823,696	\$1,617,227	\$1,823,793	\$1,820,238	\$203,010
Budgeted Headcount						
Full-Time Positions	2,404	2,341	2,483	2,613	2,577	94

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

As indicated by the Financial Plan Summary above, DHS' Fiscal 2019 Preliminary Budget totals \$1.82 billion, an increase of \$203 million when compared to the Fiscal 2018 Adopted Budget. It is worth noting that the Fiscal 2018 modified budget is \$206 million more than the Fiscal 2018 Adopted Budget and is close to equal to the Fiscal 2019 Preliminary Budget. Therefore, the Fiscal 2019 Preliminary Budget is more realistic to the actual spending that will maintain the current capacity of shelters through Fiscal 2019.

DHS' has 10 program areas, where, the largest programmatic areas in terms of funding are Family Shelter Operations and Adult Shelter Operations, which combined, consists of 83 percent of the agency's budget. The shelter operation program areas consist of the contracts for shelter providers.

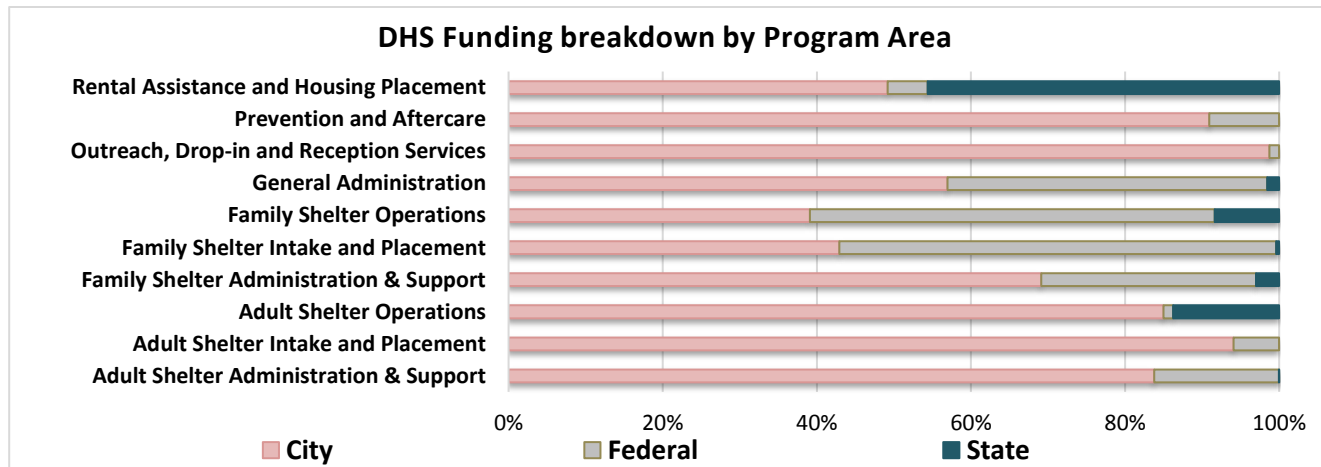
DHS' overall headcount increases by 94 full-time positions in Fiscal 2019 when compared to the Fiscal 2018 Adopted Budget. This increase is the net impact of the addition of 14 positions related to improvements of business development processes new need and the increase of 45 staff at the Catherine Street Shelter, and 35 staff members at the Atlantic men's shelter for shelter operations.

DHS FY2019 BUDGET BY PROGRAM AREA (\$ IN 000s)**Total DHS Funding Breakdown by Source**

For Fiscal 2019, \$1.05 billion, or 58 percent of DHS' budget is CTL, a \$163 million increase when compared to the agency's Fiscal 2018 Adopted Budget. This increase is largely due to a \$150 million increase in shelter costs along with increased staffing. State and federal revenues support the remainder of DHS' Fiscal 2019 Preliminary Budget. State funding for the agency increases by \$12.1 million in Fiscal 2019 when compared to the Fiscal 2018 Adopted Budget. This increase can be attributed to an \$11.5 million increase in State support for family shelter operations. Federal

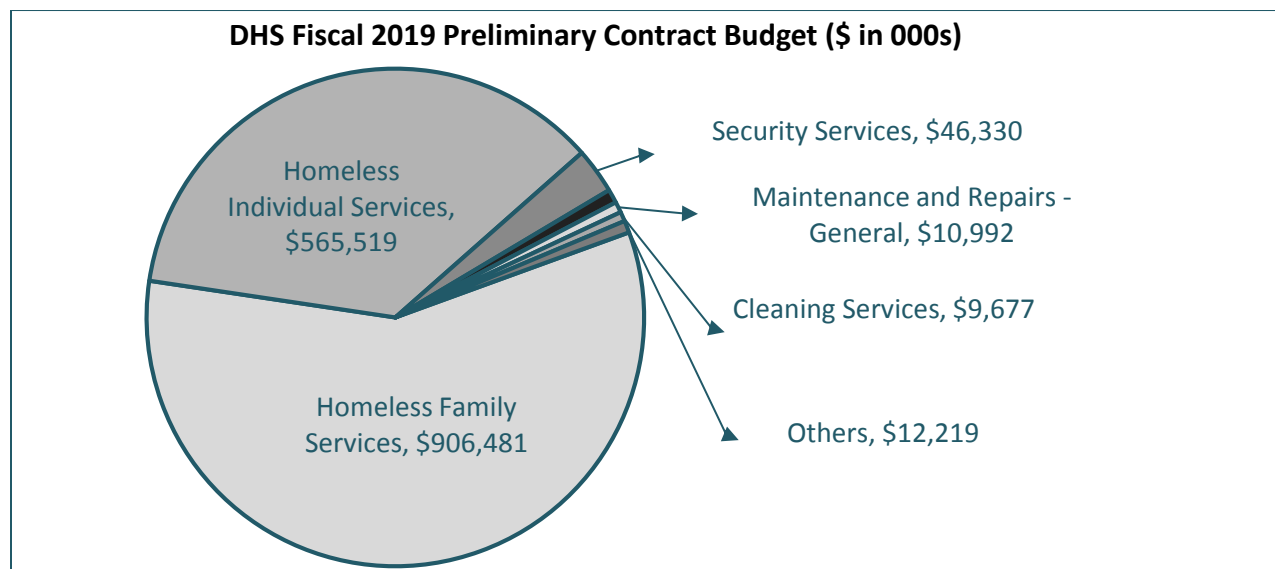
funding in Fiscal 2019 increases by \$27 million when compared to the agency's Fiscal 2018 Adopted Budget. As more families enter the shelter system, DHS is able to leverage more federal Temporary Assistance for Needy Family (TANF) funding.

The table below provides a snapshot of the funding source breakdown of each program area. For more information on DHS's non-City revenue streams refer to page 7. For more information on the funding for each program, please refer to the program area section on page 14.



Contract Budget

DHS' Contract Budget for Fiscal 2019 totals \$1.56 billion or 85 percent of DHS' total budget of \$1.82 billion. DHS' Fiscal 2019 Preliminary Budget reflects 540 contracts. Although the number of contracts remains unchanged when comparing Fiscal 2019 to Fiscal 2018, the total contract value for Fiscal 2019 increases by \$193 million. This increase is the result of the impact of a \$78.7 million increase in homeless family services contracts and a \$108.5 million increase in homeless individual services contracts. The majority of DHS' contract budget represents contracted adult and family shelter services with providers. Of the 540 contracts in Fiscal 2019, 282 are for homeless family services and 138 are for homeless single adult services.



The table on the following page provides a breakdown of contracts with adult and family shelter providers based on the type of shelter or respite provided. The list below, created from information from the New York City Comptroller's website, provides an overview of DHS contracts active in Fiscal 2018 that expire at various points in time in the future. This table only

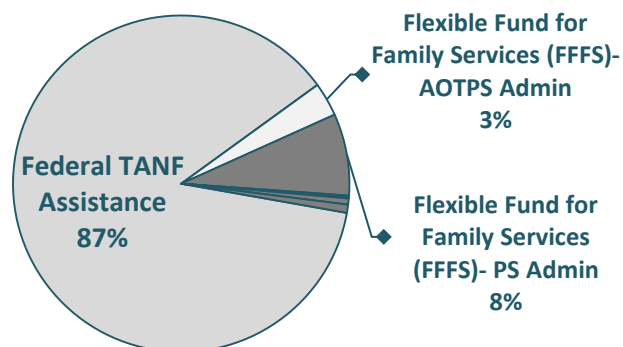
has information on contracts registered on the Health and Human Services (HHS) Accelerator system. Since not all active programs actually have registered contracts, this list is not comprehensive. The table however provides a better understanding of the types of shelters in DHS' portfolio than does the budget.

Contracts for Shelters		
Shelter Type	Number of providers	Total Contract Amount (in millions)
Singe Adults	56	\$487.9
Adult Family Shelter	5	\$93.9
Adult Outreach Service	5	\$114.2
Adult Respite Beds	1	\$366,671
Adult Shelter (Assessment)	3	\$121
Adult Shelter (Employment)	3	\$42
Adult Shelter (Mental Health)	5	\$118
Adult Shelter (Next Step)	2	\$35
Adult Shelter (Substance Abuse)	1	\$55
Family Shelter-Tier II	12	\$219.4
Neighborhood Based Cluster Family	3	\$49
Single Room Occupancy (SRO)	38	\$62
Drop-In Centers	6	\$187
Safe Haven	12	\$186

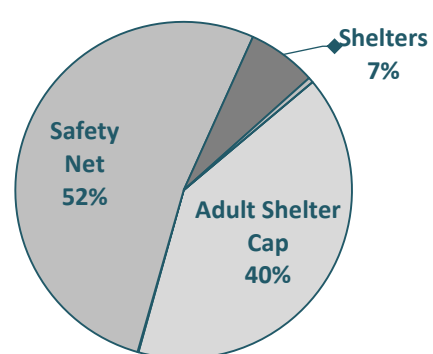
Revenue

State and federal revenue comprises 42 percent of DHS' Fiscal 2019 Preliminary Budget. Federal funding for Fiscal 2019 totals \$514.4 million, an increase of \$104.4 million when compared to the Fiscal 2018 Adopted Budget. Major federal revenue sources for DHS include Temporary Assistance for Needy Families (TANF) and Flexible Fund for Family Services (FFFS). DHS leverages both funding streams to support family shelter operations. As family shelter census rises, \$27 million additional TANF funds will be claimed for Fiscal 2019 to support the cost of sheltering families.

DHS Federal Funding for Fiscal 2019



DHS State Funding for Fiscal 2019



DHS Federal Revenue Budget Overview <i>Dollars in Thousands</i>				
Revenue Sources	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
		2018	2019	
Continuum of Care Program	-	\$1,803	-	-
Emergency Shelter Grant	-	12,889	-	-
Federal TANF Assistance	493,933	505,333	520,940	27,006
FEMA SANDY B EMERGENCY PROTECT	-	780	-	-
Flexible Fund for Family Services (FFFS)- AOTPS Admin	19,413	19,413	19,413	-
Flexible Fund for Family Services (FFFS)- PS Admin	46,949	46,949	46,949	-
Fringe Benefits	1,010	1,010	1,010	-
Supportive Housing Program (HUD)	-	434	-	-
TANF- Emergency Assistance	661	18,064	661	-
Veteran Affairs Homeless Providers	3,447	3,447	3,447	-
Community Development Block Grants	4,722	4,722	4,722	-
TOTAL	\$570,135,001	\$614,843,503	\$597,141,267	\$27,006,266

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

The main sources of State revenue for DHS are the Adult Shelter Cap, safety net assistance (SNA), eviction prevention, and family shelter funding. The State provides the City with an annual grant to pay for single adult shelter, also known as the adult shelter cap. This grant reimburses the City for 50 percent of the single adult shelter costs up to the cap amount, which has remained at \$68.9 million since Fiscal 2013. SNA funding supports homeless families on public assistance; eviction prevention funding supports DHS' prevention and aftercare services, and shelter funding supports rental assistance and housing placement.

DHS State Revenue Budget Overview <i>Dollars in Thousands</i>				
Revenue Sources	2018 Adopted	Preliminary Plan		*Difference 2018-2019
		2018	2019	
Adult Shelter Cap	\$68,992	\$68,992	\$68,992	\$0
Fringe Benefits	159	159	159	-
Safety Net Assistance	77,143	85,643	89,275	12,132
Shelters	11,314	11,314	11,314	-
Intra City	851	851	851	-
Other Services/ Fees	0	1,221	0	-
TOTAL	\$158,459,064	\$168,180,054	\$170,591,455	\$12,132,391

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

State revenue totals \$170.5 million in Fiscal 2018, an increase of \$12.1 million when compared to the Fiscal 2018 Adopted Budget. This increase can be attributed to the \$10.9 million increase in SNA funding to support the rising census of homeless families. When income eligible clients in shelters exhaust their 60-month lifetime limit for the federally funded Family Assistance (FA) benefits, they are converted to SNA cases and the State and City equally pay for their shelter costs.

2018-2019 State Executive Budget Highlights

The following are major proposals that would affect social services in New York City. The Fiscal impact of these proposals are not yet included in DHS' budget because the State's budget process is still ongoing.

- **Outreach and Comprehensive Homeless Service Plan.** Through this Budget, the State would require the social services districts to engage with the Office of Temporary and Disability Assistance (OTDA) on ongoing efforts, set reasonable goals that are data-driven and uniquely tailored to the needs of its communities, and to report to OTDA regularly on progress made. The Budget authorizes OTDA to withhold funding for districts that fail to implement an effective outreach program. Although the State does not contribute to the City's street homeless outreach efforts and New York City funds one of the most robust outreach programs in the country, the clause for withholding funding is concerning. The City receives approximately nine percent of DHS' total budget through State funds.
- **Supportive Housing.** The Governor proposed to invest \$20 billion in a comprehensive, five-year plan for affordable and homeless housing. The program will create or preserve 100,000 new affordable housing units and 6,000 supportive housing units throughout the state. Funding includes \$3.5 billion in capital resources, \$8.6 billion in State and federal tax credits and other allocations, and \$8 billion to support the operation of shelters and supportive housing units and to provide rental subsidies. The State Budget fully appropriates the remaining resources needed. If more affordable units and supportive housing comes online, the City can leverage those to move clients out of the shelter and connect population at risk of homelessness to affordable housing. However, it is still unclear how much of the total State allocation would go toward New York City.

Council Initiatives

In Fiscal 2018, the Council allocated \$1.37 million to support a variety of programs through the Children and Families in the NYC Homeless System initiative.

- **Children and Families in NYC Homeless System.** In Fiscal 2018, the Council allocated \$1 million to support the Children and Families in 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.

Program Areas

DHS is divided into ten programs that provide services and assistance to homeless families and individuals, as well as managing shelter operations. This section begins with discussion of trends in homelessness and sheltering and continues to discuss the DHS budget by individual programs.

DHS' Shelter System

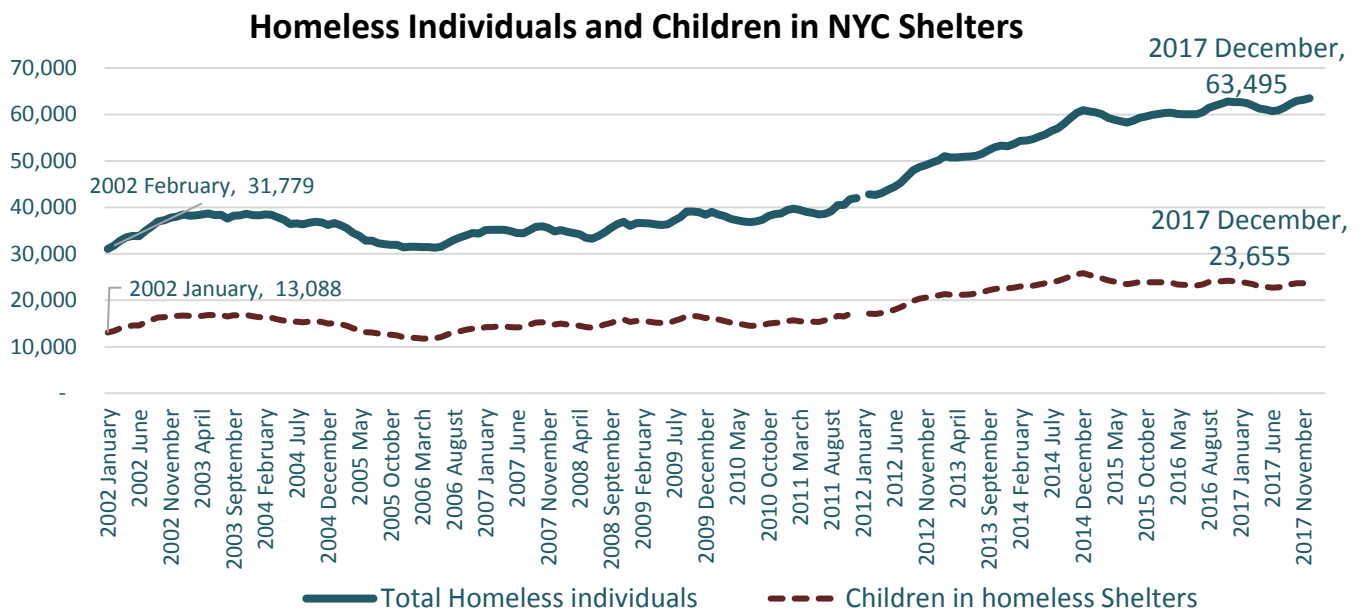
Right to Shelter Mandate

In 1979s, the landmark case of *Callahan vs. Carey*, a class action lawsuit against the State and City in 1979 established that a constitutional right to shelter existed in New York (citing Article XVII), and the New York State Supreme Court ordered the City and State to provide temporary emergency shelter for all eligible homeless individuals. Under the "right to shelter" mandate,

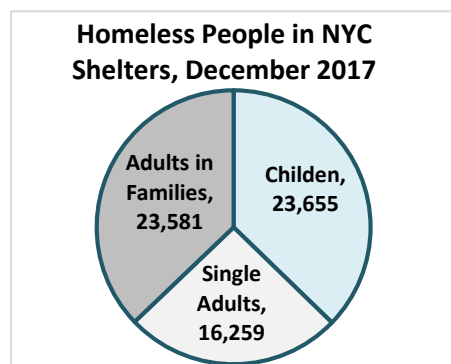
single adults do not have to meet any eligibility criteria to be granted temporary emergency housing. Following the *McCain v. Koch* lawsuit that was settled in 2008, families also have the right to shelter, but must apply and be deemed eligible by DHS in order to enter the shelter system.

Current State of Homelessness in New York City

The homeless population living in the New York City shelter system has reached an all-time high recently, after a steady increase that began in 2011, the same year the City and State eliminated funding for the Advantage Program, which provided rental assistance to homeless families and adults.



Source: Department of Homeless Services



In December 2017, there were 63,495 homeless people in the City's shelters, which included 15,568 homeless families, 23,655 homeless children and 16,259 single men and women. Families comprise just over three-quarters of the homeless shelter population. Adults and families continue to enter the shelter system at record pace, while current shelter residents remain in the shelter system longer. The Mayor's Preliminary Performance management Report (PMMR) provides data related to shelter entrance and exits. For more information, refer to page 19 and 23 of this report.

Shelter Portfolio

DHS' current shelter portfolio includes 125 single adults' shelters, 13 Tier II facilities for adult families, 136 Tier II facilities for families with children, 115 hotels, and 171 cluster site locations.

The majority of single adult facilities are in Manhattan, while the majority of family facilities are located in the Bronx and Brooklyn. The table below provides a breakdown of shelters by borough.

Type Of Shelter By Borough						
Type of shelter/Borough	Bronx	Brooklyn	Manhattan	Queens	Staten Island	Total
Adult Family Hotel	5	1	6	1	-	13
Adult Family Tier 2	3	4	4	2	-	13
Adult Shelter	20	42	40	23	-	125
Family Cluster	142	17	12		-	171
Family Hotel	27	21	29	25	-	102
Family Tier 2	48	50	23	14	1	136
Veterans Short Term Housing	-	1	-	2	-	3
Safe Haven	6	2	5		1	14
Total	251	137	119	66	2	577

Source: Department of Homeless Services

DHS' current shelter capacity for all populations totals 33,886 units. This includes 1,974 cluster units, 8,909 Tier II units, and 15,847 units for single adults.

Shelter Capacity			
Type of shelter	Number of Facilities	Number of units	Total Capacity in units
Single Adult Shelter total	125	15,847	15,847
Family Cluster	171	1,974	
Family Hotel	102	5,115	
Family Tier 2	136	7,446	
Families with Children total			14,535
Adult Family Hotel	13	795	
Adult Family Tier 2	13	1,463	
Adult Families total			2,258
Late Arrival	3	64	
Safe Haven	14	867	
Street homeless total			867
Veterans total	3	379	379

Source: Department of Homeless Services

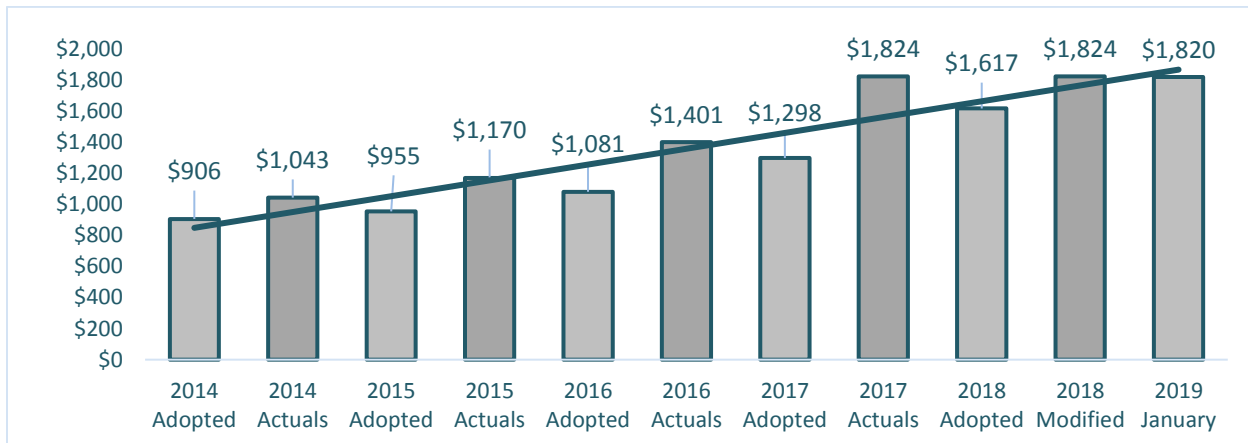
Overall DHS Shelter Spending

As indicated by the table below, DHS' budget increases throughout the fiscal year leading to much higher actuals as compared to the adopted budget. This growth can be primarily attributed to DHS modifying its budget to accommodate the growing adult and family shelter population throughout the year, as opposed to calibrating the need before adoption for the entire fiscal year.

The percent increase between the adopted budget and actual spending related to shelter spending was 15 percent in Fiscal 2014, 23 percent in Fiscal 2015, 21 percent in Fiscal 2016, and 40 percent in Fiscal 2017. The homeless shelter census rose to an all-time high in October 2016, and DHS' Fiscal 2017 budget grew throughout the year's multiple plans in proportion to that. The budget for Fiscal 2018 has risen 12 percent to date and additional funding to support adult and family shelter operations for Fiscal 2018 was also included in the Fiscal 2019 Preliminary Plan. In Fiscal 2018, costs related to adult and family shelters, including administration, support, intake,

placement, and operations accounted for almost 86 percent of DHS' \$1.82 billion modified budget. For Fiscal 2019, the preliminary estimate of shelter management and operation costs account for approximately 87.5 percent of DHS' \$1.82 billion budget. For more information, refer to page 15 and page 20 of this report.

DHS Adopted vs. Modified Budget (\$ in 100,000s)



Source: The Office of Management and Budget

Budget Issues

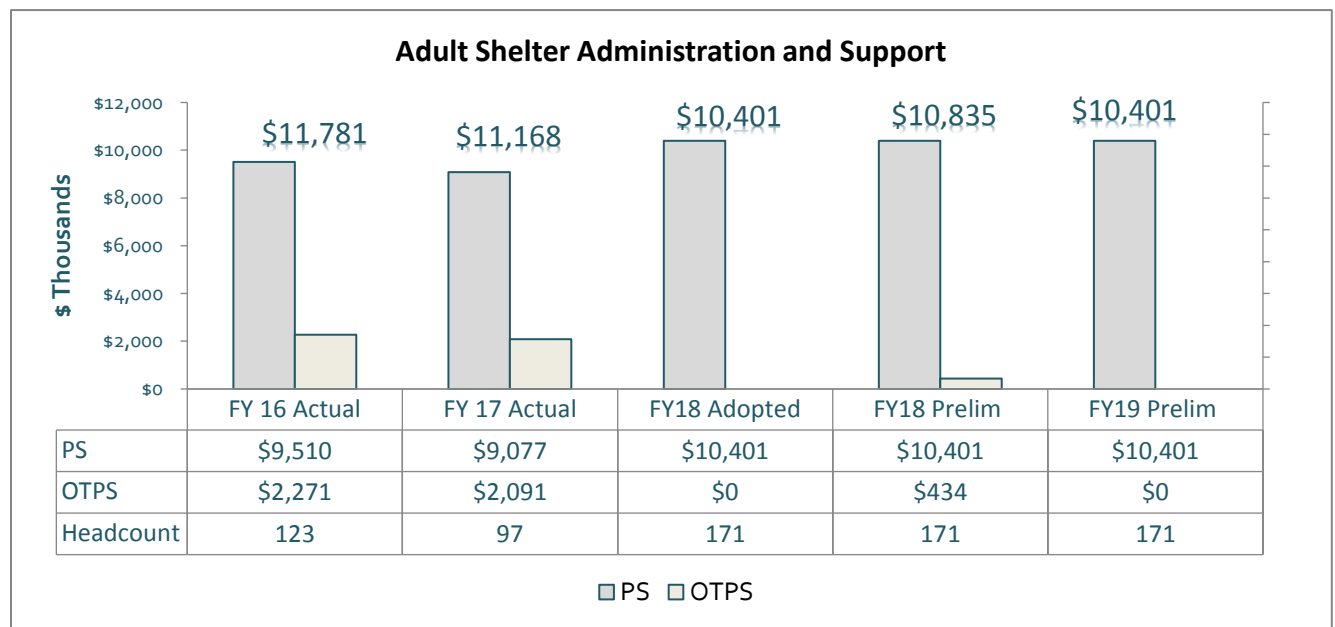
- Model Budgets.** DHS committed to a contract amendment process to amend reimbursement rates across providers to improve the quality of shelters and services, as well as increase accountability. However, the process to determine new rates has been nearly exclusively focused on maintenance and has ignored budget lines necessary to attract and retain high quality staff, enhance services, and improve outcomes such as program staff salary and fringe. Still, a total funding of \$120 million in Fiscal 2018 and in the outyears was added in Fiscal 2018. However, the progress of amendments have been slow and unsatisfactory and most providers, as of January 2018 has not had any contract amendments reflecting updated per diem rates. 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.
- Hotel 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 to shelter families. However, with the current homeless 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 \$384 million and \$24 million respectively. Hotels lack social services and are disconnected from the community. As such, stakeholders site serious concerns about the heavy reliance on commercial hotels to provide shelter to the homeless population of New York City.

- Lack of Transparency in DHS Budget.** DHS uses only two Units of Appropriations (U/As) for the entire \$1.8 billion budget, which takes away from the transparency and clarity of the agency's budget. Furthermore, the budget documents lack detail on the types of shelter funded and their respective costs. For example, commercial hotels cost the City approximately \$384 million every year, but is not being clearly delineated in DHS' Budget.

The following section provide analysis on adult and family shelter spending, including administration and support, intake and placement, and operations.

Adult Shelter Administration and Support

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

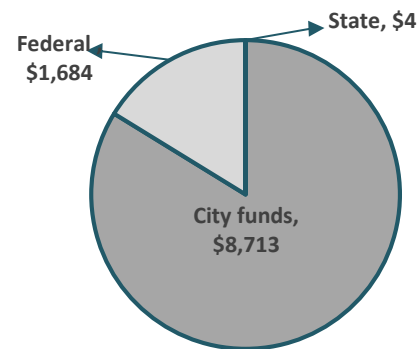


The proposed budget for Adult Shelter Administration and Support totals \$10.4 million in Fiscal 2019, unchanged when compared to the Fiscal 2018 Adopted Budget and the Fiscal 2018 Preliminary Plan.

The large proportion of this program area consists of PS costs for 171 positions. The majority of the headcount support single adult shelter contract management and include the Administrative Director of Social Services, Associate Staff Analysts, Community Coordinator, and Social Worker titles.

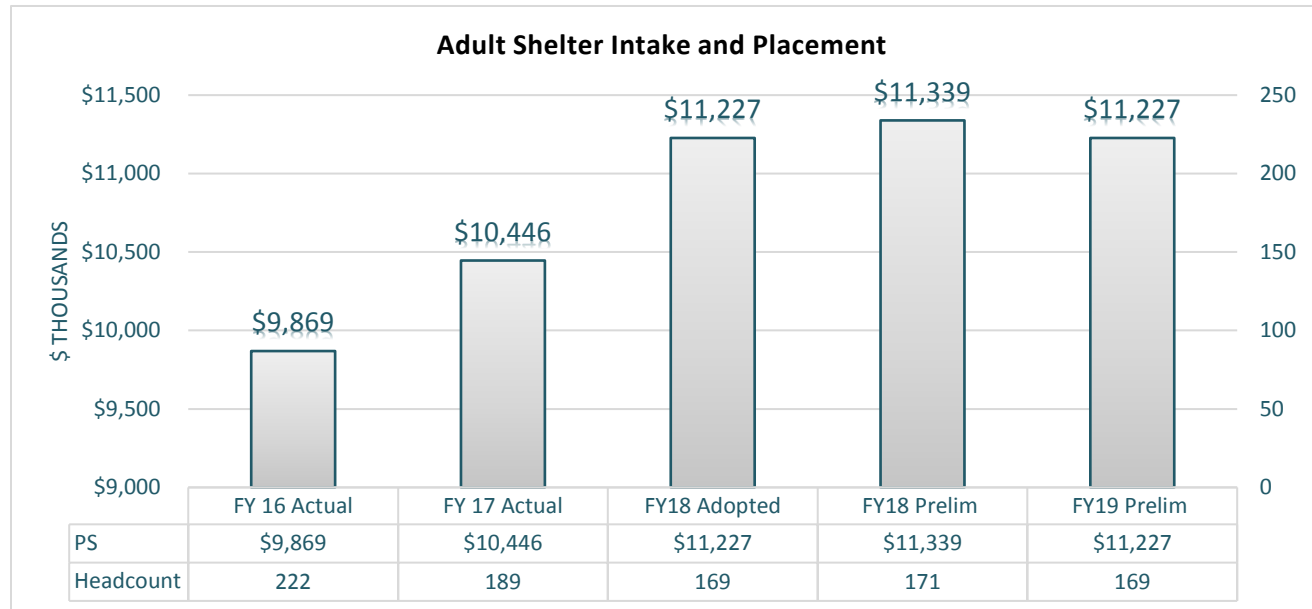
The program is largely funded through City tax-levy funding.

**Adult Shelter Admin and Support Funding
by Source (\$ in 000s)**



Adult Shelter Intake and Placement

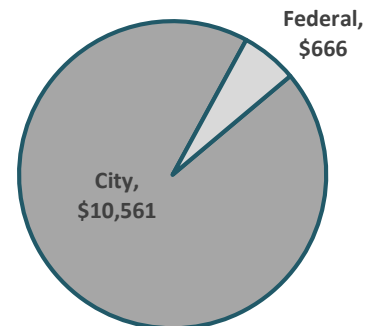
The Adult Shelter system has three intake centers, two for women and one for men. The intake center for men is located in Manhattan, while the centers for women are in the Bronx, and Brooklyn. As a result of legal decisions in the early 1980s, single adults are guaranteed a right to shelter and do not have to apply for shelter as homeless families must.



The proposed budget for Adult Shelter Intake and Placement in Fiscal 2019 is \$11.2 million, unchanged when compared to the Fiscal 2018 Adopted Budget. This program area does not include any OTPS costs and solely comprises of PS spending. The budgeted headcount for this program is 169 staff positions and remains unchanged for Fiscal 2019. The staff in this program area verify eligibility of applicants seeking shelter when they arrive at the intake centers. Positions include Administrative Directors of Social Services, Job Opportunity Specialists, Caseworkers, Associate and Administrative Staff Analysts, Community Associates, and Community Coordinators.

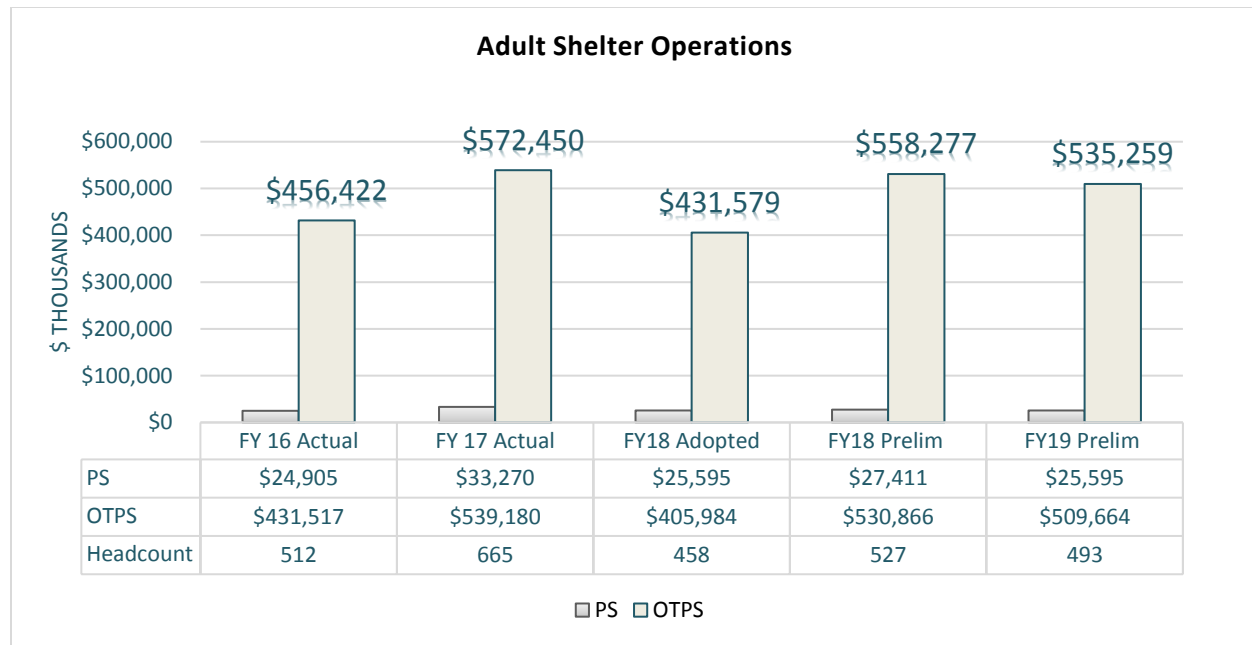
This program area is largely funded with City dollars.

**Adult Shelter Intake and Placement Funding
(\$ in 000s)**

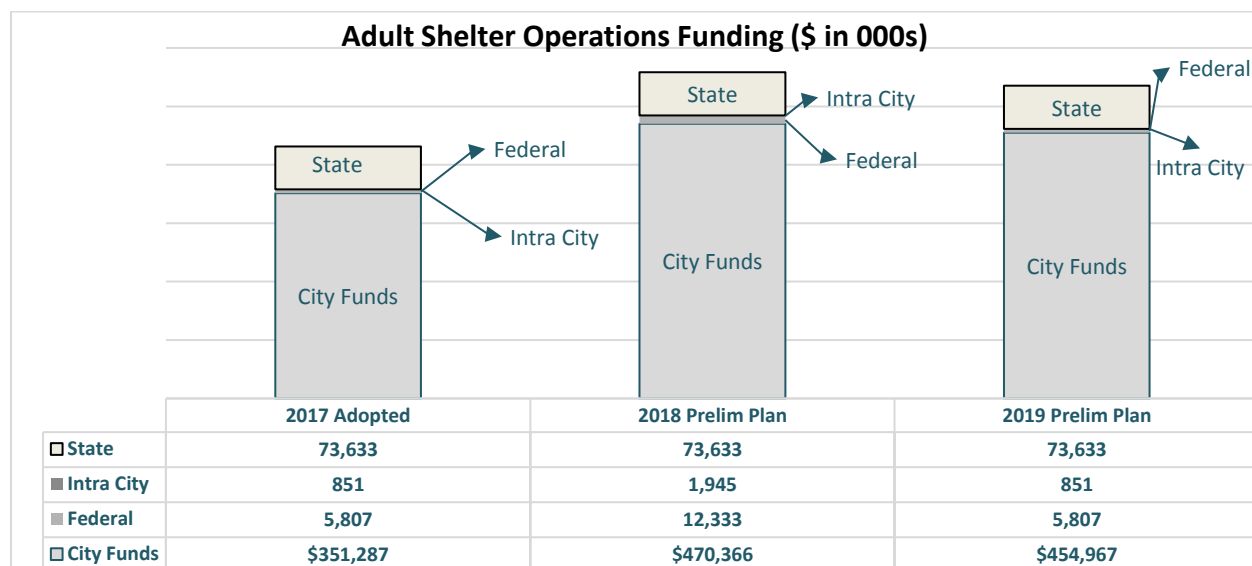


Adult Shelter Operations

The Adult Shelter system is currently comprised of 125 facilities that include approximately 15,847 shelter beds. The City also uses commercial hotels as temporary shelters, which provide about 1,500 shelter beds for single adults. Single adults living in shelters have access to a wide range of social services, including mental health treatment, substance abuse treatment, and employment training. Funding for single adult shelters is calculated based on the provider's actual expenses to operate the shelter at the given bed capacity.



The proposed Fiscal 2019 Budget for adult shelter operations totals \$535.2 million, an increase of approximately \$103.6 million when compared to the Fiscal 2018 Adopted Budget. Approximately 95 percent of adult shelter spending is for OTPS costs, most of which is for contractual services. The increase in contractual services for single adult shelters reflects the rising homeless population as well as the methodology that the Office of Management and Budget (OMB) and DHS uses to calculate the need for shelter every fiscal year. The Administration recalibrates the need at every plan during the fiscal year, as opposed to projecting the full shelter need for the full fiscal year before the adoption of the budget. The proposed budget for Fiscal 2019 will maintain the current capacity of shelters for the current census of homeless population. Currently the City contracts with 37 unique providers who provide shelters for single adults.

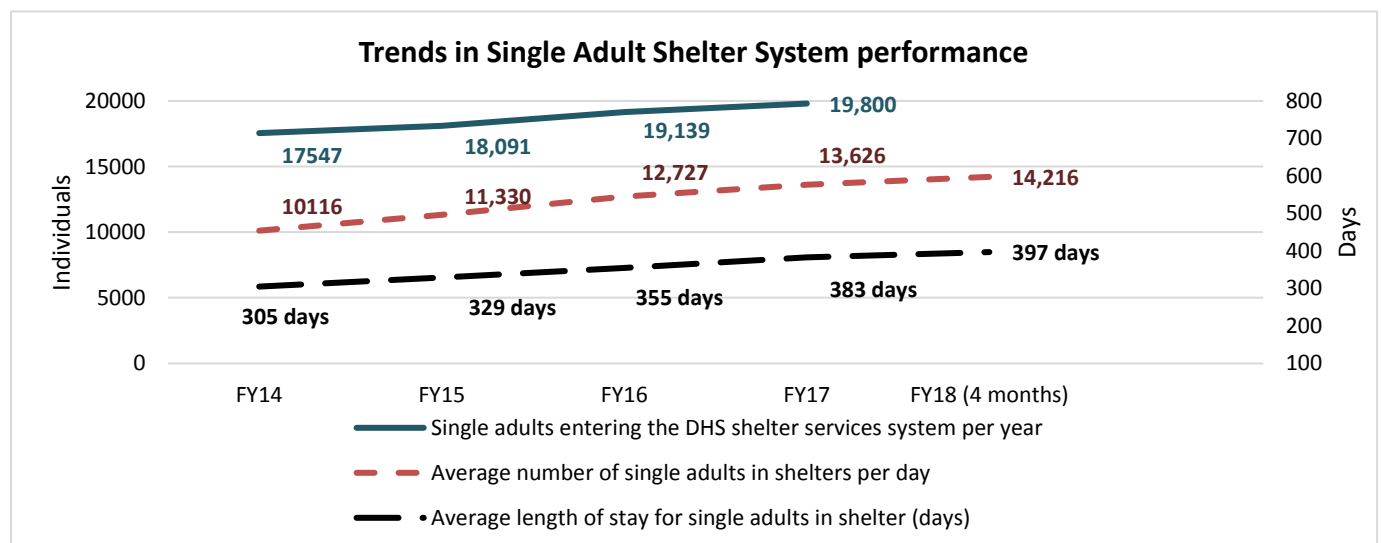


The City funds a majority of the costs associated with adult shelters, with limited support from the State and the federal government. As the census of homeless single adults continue to rise, the State share has remained fixed while the City's share continues to grow. The State provides the City with an annual grant to pay for single adult shelter, commonly referred to as the adult shelter cap that has remained at \$69 million since 2013. For more information, please refer to page 7 of this report.

Financial Plan Actions

- Adult Shelter Re-estimate.** DHS' Fiscal 2019 Budget includes an additional \$116.4 million in CTL for Fiscal 2018 and in the outyears to support adult shelter operations. This additional funding is based on current adult shelter capacity and the need to increase capacity based on the current adult shelter census. In December 2017, an average of 16,259 single adults were in the shelter system. This is the third time since the February 2017 Preliminary Plan that DHS has baselined additional funding to support shelter operations acknowledging rising costs in the outyears. However, it is yet to be determined if the Administration's long-term spending estimate is accurate.
- Turning the Tide on Homelessness and 90 New Shelters.** The 2017 "Turning the Tide on Homelessness" strategy includes a plan to open 16 transitional housing facilities. To date, 11 sites gives homeless New Yorkers the opportunity to be sheltered in their home boroughs, closer to their support networks. Transitional housing facilities include a site for women with special needs, a site for homeless seniors, and the first facility in New York City serving lesbian, gay, bisexual, transgender and queer (LGBTQ) young people.

Adult Shelter Performance Measures



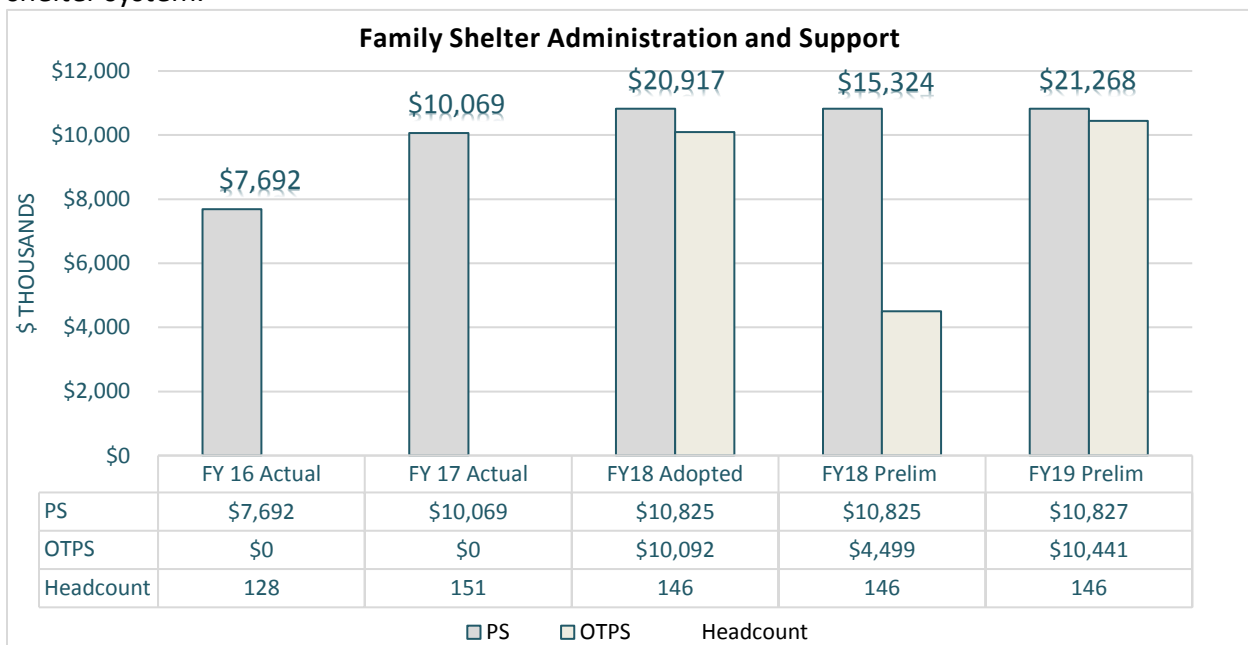
Source: Preliminary Mayor's Management Report

PMMR Indicators For Adult Shelter Operations							
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Single adults entering the DHS shelter services system	18,091	19,139	19,800	Down	Down	6,946	7,005
Average number of single adults in shelters per day	11,330	12,727	13,626	Down	Down	13,120	14,216
Average length of stay for single adults in shelter (days)	329	355	383	Down	Down	373	397
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$78.80	\$94.57	\$99.46	*	*	*	*

The number of single adults entering shelter in the first four months of Fiscal 2018 was 7,005, virtually the same as for the prior period, increasing by less than one percent. The average number of single adults in shelters per day increased over the same period, from 13,120 to 14,216. The average length of stay in shelter also increased by slightly more than six percent for single adults in the first four months of Fiscal 2018 compared to the prior year, reflecting the limited supply of affordable housing for low-income households in New York City. The Mayor's commitment to provide 15,000 units of permanent supportive housing as well as the investment in rental assistance programs is aimed at reducing length of stay in shelters. The development of new supportive housing units is intended to help stem the increase in single adult homelessness, which is also driven by discharges to shelter from other systems, including correctional and mental health facilities. A related concern is that the pace of new supportive housing coming online has been slow and unsatisfactory in 2017 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.

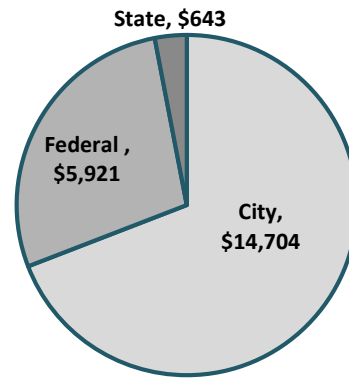


The Fiscal 2019 Preliminary Budget for family shelter administration and support totals \$21.2 million, an increase of \$352,000 when compared to the Fiscal 2018 Adopted Budget. The program is split almost equally between PS and OTPS costs.

The program has a headcount of 146 staff positions and the majority of the headcount are family shelter contract management positions. This includes the Administrative Director of Social Services, Associate Staff Analysts, Community Coordinators, and Social Worker titles. The programs is funded

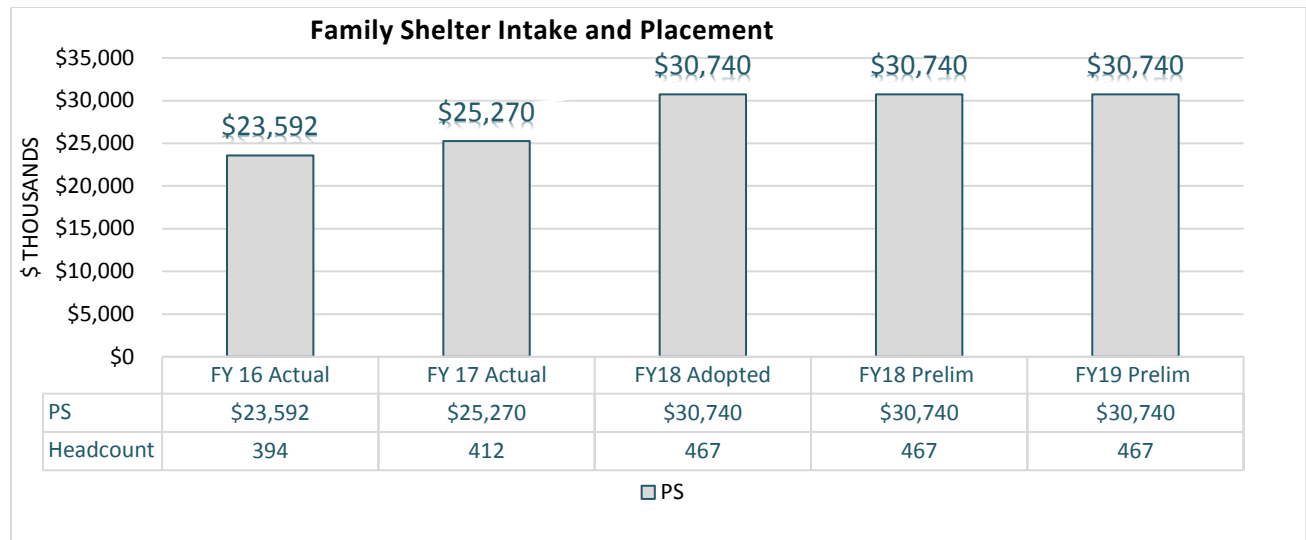
with City tax-levy dollars along with limited state and federal contributions. \$5.2 million in Federal funding comes through Temporary Assistance for Needy Families (TANF) and Flexible Fund for Family Services (FFFS).

Family Shelter Administration and Support Funding (\$ in 000s)



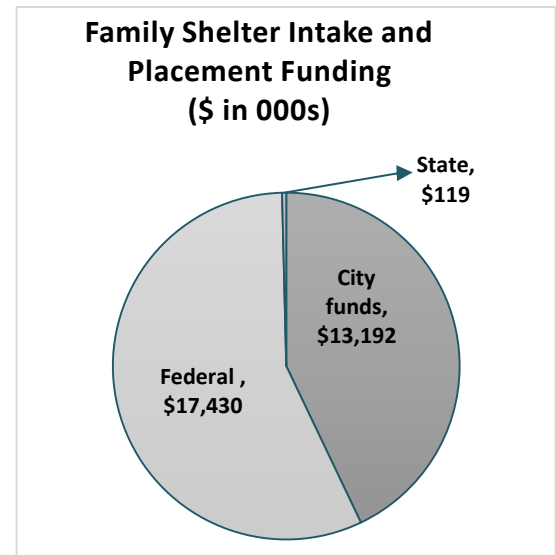
Family Shelter Intake and Placement

DHS operates two intake centers for families: the Prevention Assistance and Temporary Housing (PATH) Office for families with children, located in the Bronx, and the Adult Family Intake Center (AFIC) for adult families without children, located in Manhattan. DHS conducts investigations 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 eligibility investigations, eligible families are provided with permanent shelter placements while ineligible families are required to leave the shelter system; although, they have the option to re-apply.



The Fiscal 2019 Preliminary Budget for family shelter intake and placement totals \$30.7 million, unchanged when compared to the Fiscal 2018 Adopted Budget. The program comprises only of PS costs and funds a headcount of 467 positions. These staff provide intake and placement services at DHS operated intake and placement centers and verify eligibility of applicants seeking shelter at arrival. Positions include Administrative Directors of Social Services, Job Opportunity Specialists, Caseworkers, Associate and Administrative Staff Analysts, Community Associates, and Community Coordinators.

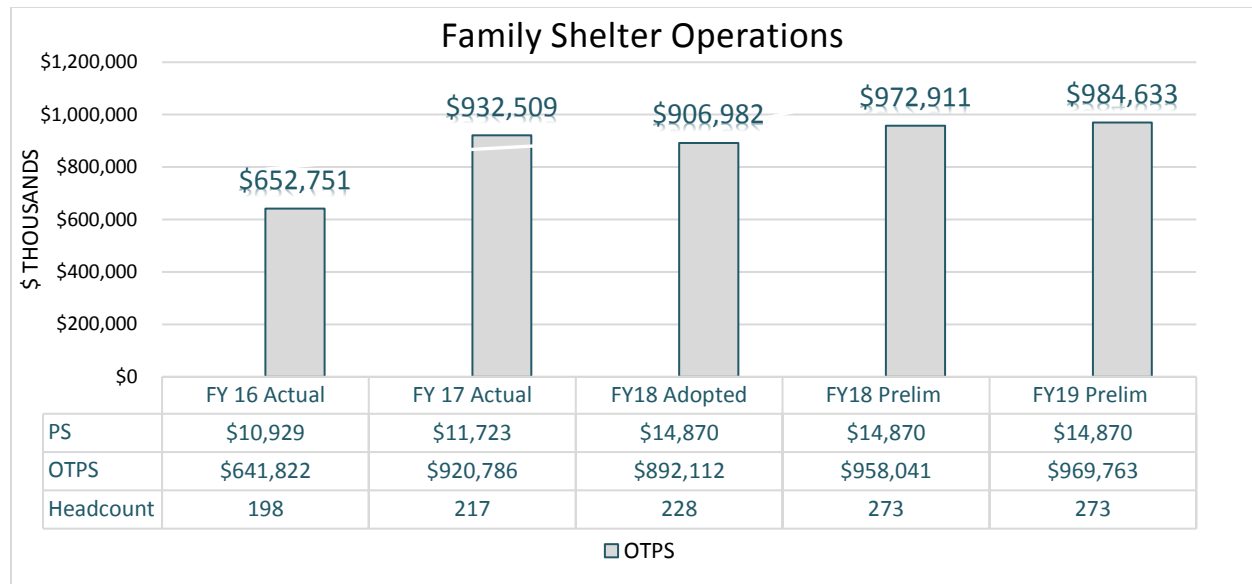
The program costs are split between federal and City dollars with a minimal contribution from the State. \$17.4 million in federal funding or 56 percent of the program budget comes through Temporary Assistance for Needy Families (TANF) and Flexible Fund for Family Services (FFFS).



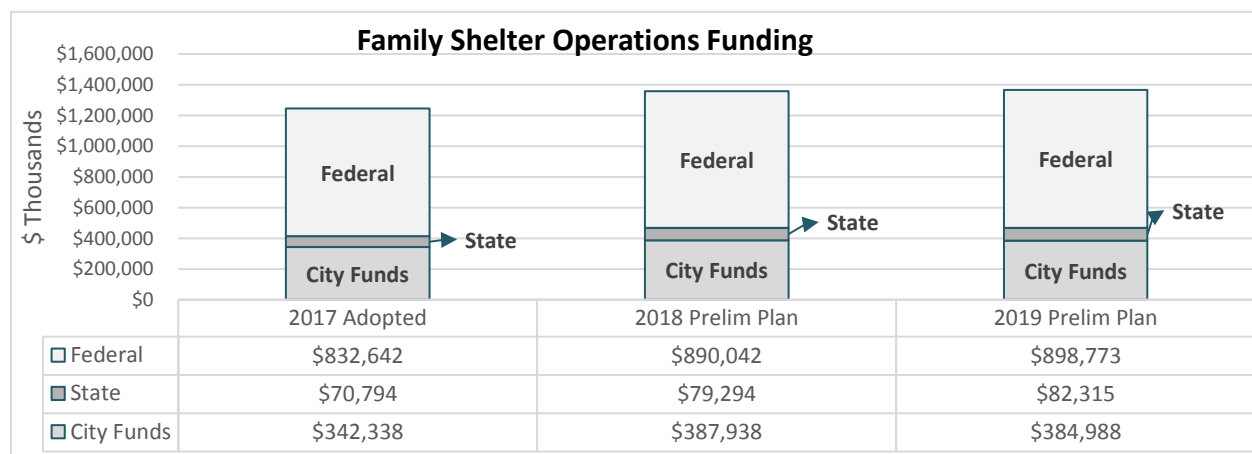
Family Shelter Operations

The Family Shelter Operations program funds shelter and related services for families with children and adult families. DHS and its contractors operate 435 shelters locations with 14,535 units of shelter that house families with children, and 2,258 units of shelter that house adult families. DHS also uses privately owned apartments referred to as cluster site apartments, and commercial hotels to shelters homeless families. The Administration plans to phase out the use of cluster site apartments in the next five years and have removed more than 1,000 cluster units from its portfolio since the announcement by the Administration. There remains 171 cluster buildings with 1,974 apartments and about 75 hotels that the administration continues to use.

Family shelter expenses are estimated using the average number of days a family resides in shelter, the per diem rate of the shelter as well as the shelter census projections.



For Family Shelter Operations, the Fiscal 2019 Preliminary Budget totals \$984.6 million, an increase of \$77.6 million when compared to the Fiscal 2018 Adopted Budget. This program area consists of the contracts for shelters around the City and the increase in contractual services reflects the rising homeless population as well as the methodology that OMB and DHS uses to calculate the need for shelter every fiscal year. The Administration recalibrates the need at every plan during the fiscal year, as opposed to projecting the full shelter need for the full fiscal year before the adoption of the budget. The proposed budget for Fiscal 2019 will maintain the current capacity of shelters for the current census of homeless population. Currently the City contracts with 42 unique providers who provide shelters for homeless families. This program area includes staffing for the DHS directly operated family shelters. Titles include Administrative Director of Social Services, Assistant Superintendent of Welfare Shelters, Caseworkers, Clerical Associates, Community Associates and Assistants, Supervisor of Social Services, Recreation Directors, and Community Coordinators.



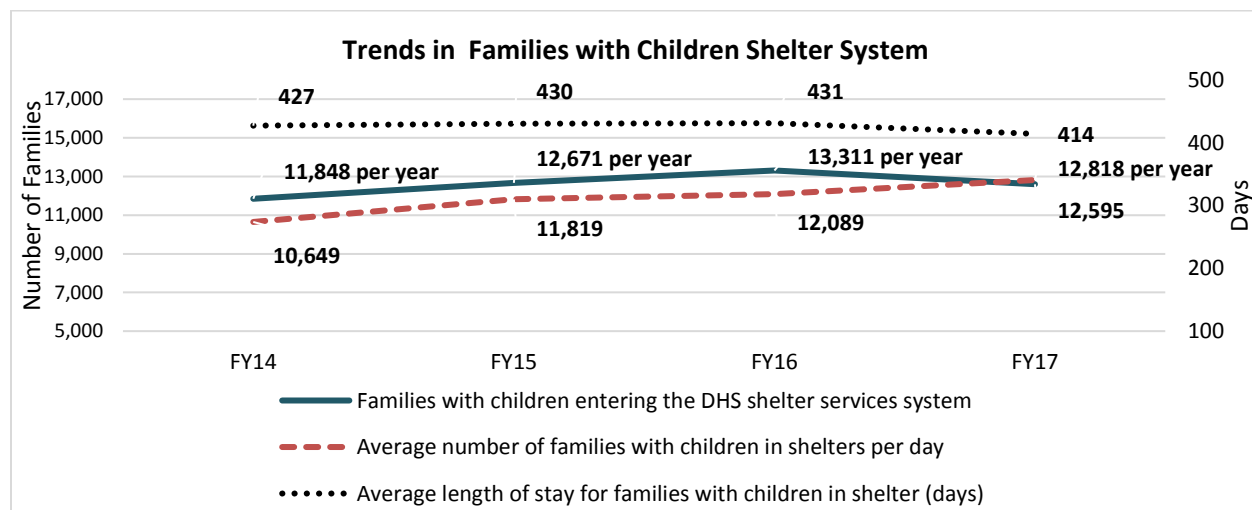
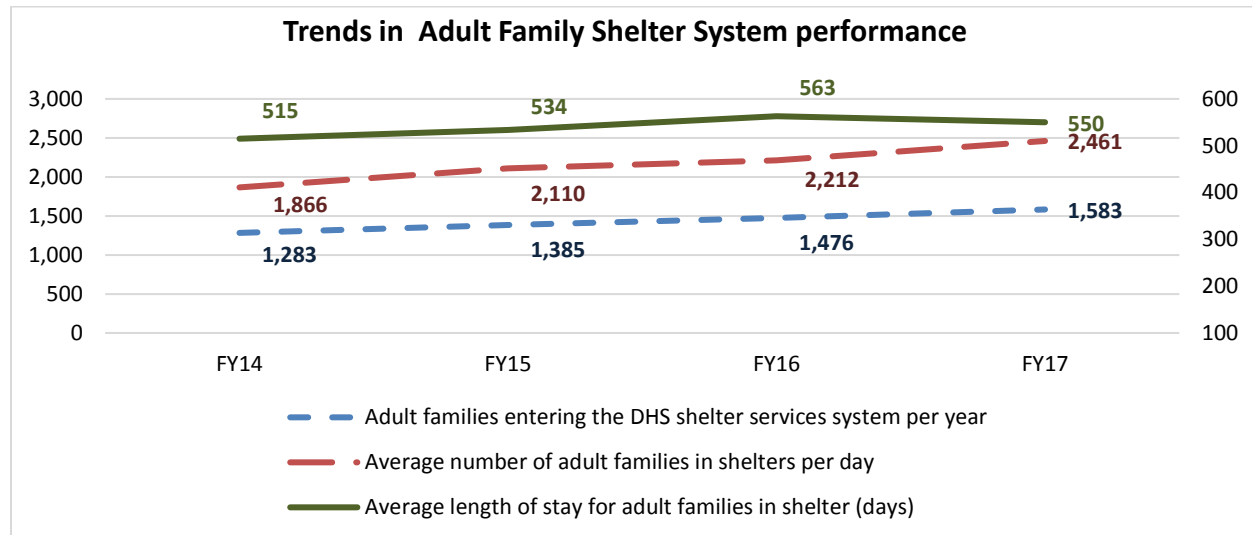
The largest funding source for family shelter operations is federal funding particularly the Temporary Assistance for Needy Families (TANF). However, as the census of homeless families

continue to rise, the City's share continues to grow disproportionately compared to the federal contribution. For example in Fiscal 2017, the City contributed 35 percent of the costs of Family Shelter operations but by Fiscal 2019 Preliminary Budget, the City's share has risen to 40 percent. For more information, please refer to page 7 of this report.

Financial Plan Actions

- Family Shelter Re-estimate.** DHS' Fiscal 2019 Budget includes an additional \$53.5 million in Fiscal 2018 and in the outyears to support family shelter operations. This additional funding is based on current family shelter capacity and the need to increase capacity based on the current family shelter census. This is also the first time since Fiscal 2013 that DHS has baselined additional funding to support shelter operations acknowledging higher costs in the outyears. In December 2017, an average of 15,568 families with 23,655 children were in the shelter system.

Family Shelter Performance Measures



Source: Preliminary Mayor's Management Report

The number of families with children entering the DHS shelter system declined by 15.1 percent and adult family entrants declined by 10.8 percent during the first four months of Fiscal 2018 compared with the same period in the prior year. The decline in family shelter entrants can be attributed in part to a greater than ten-fold increase in funding for legal services to represent tenants in Housing Court and the resulting reduction in evictions, as well as the fewer families returning to shelter from unstable housing placements as more clients sustain housing through participation in new rental assistance programs developed in Fiscal 2015.

Due to the decline in admissions to shelter and increased subsidized housing placements since Fiscal 2014, the average number of families with children in shelter per day decreased by 1.8 percent from 12,861 in the first four months of Fiscal 2017 to 12,629 during the Fiscal 2018 period.

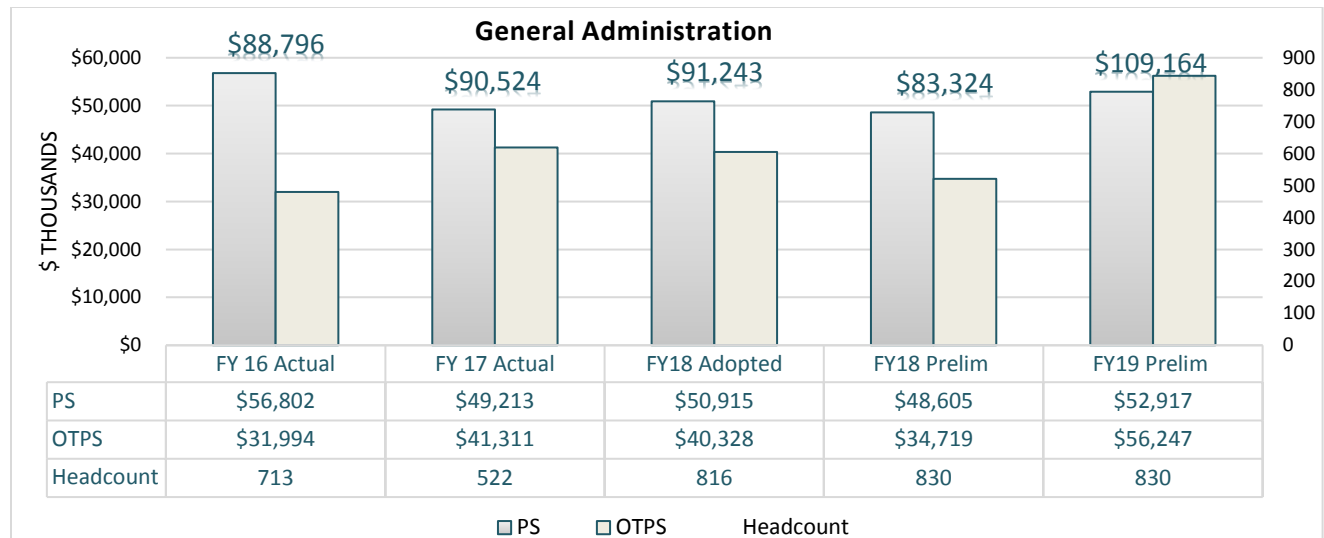
During the first four months of Fiscal 2018, 51 percent of families with children were placed in shelter according to the youngest school-aged child's school address, a 7.3 percentage point increase compared to the first four months of Fiscal 2017. Borough-based shelter placement is a cornerstone of the "Turning the Tide" strategy 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.

The average length of stay in shelter increased by slightly more than six percent for families with children in the first four months of Fiscal 2018 compared to the prior year, reflecting the limited supply of affordable housing for low-income households in New York City. The average length of stay for adult families held steady. The City's investment in rental assistance programs is aimed at reducing length of stay in shelters.

For more details, refer to Appendix E.

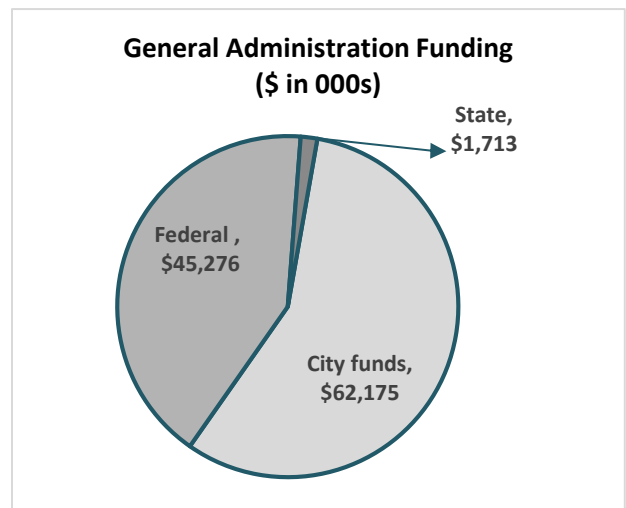
General Administration

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 2019 Preliminary Budget for general administration totals \$109.1 million, an increase of \$17.9 million when compared to the Fiscal 2018 Adopted Budget. The program funds contracts as well as personnel. Total headcount for this program area is 830, which increases by 14 when compared to Fiscal 2018 Adopted Budget. These positions are related to DHS' new needs for capacity planning and business development, discussed below.

Approximately 56 percent of the program is funded with City dollars. \$45 million in federal funds or 41 percent of funding is claimed through the Flexible Fund for Family Services (FFFS).



Financial Plan Actions

- Business Development Staffing.** DHS' budget reflects a headcount increase of 14 positions to enhance DHS business processes, working directly with shelter providers. Funding totals \$612,000 in Fiscal 2018, and \$1.2 million on Fiscal 2019 and in the outyears. Of the 14 new positions, nine will be joining the Department of Capacity Planning and Development and five will be joining the Office of Budget Policy and Finance. These staff will assist with getting new shelters online as well as getting existing providers registered in contracting through the model budgeting process.
- Reasonable Accommodations Consultancy.** The Fiscal 2019 Preliminary Plan includes \$1.5 million in Fiscal 2018 increasing to \$3 million in Fiscal 2019 for an architectural consultant. The consultant will survey the physical plan of shelters and develop a plan for remediation needed to meet the Americans with Disabilities Act of 1990 (ADA) standards and guidelines in order to allow the agency to prioritize modifications. This was a requirement through the

class action settlement of *Butler v. City of New York* to make the homeless shelter system more accessible for homeless New Yorkers with disabilities.

Shelter Conditions and Security Performance Measures

Shelter Security. The total budget for shelter security in Fiscal 2019 is \$140 million. This includes funding for DHS peace officers. DHS provides security at DHS shelters and supplemental security at selected contracted shelters. The total number of DHS peace officers is 940 and in March 2016, the New York Police Department (NYPD) conducted a review of security at shelters following a series of violent incidents that occurred at shelters. As a result of that review, DHS added \$20 million in baseline funding to enhance security at homeless shelters. NYPD also added \$5.7 million in baseline funding was to oversee the management of security at homeless shelters, and to provide new recruit and in-service training to all DHS Peace Officers. The NYPD has been training Peace Officers on practices such as searching for weapons, understanding mental illness, and crisis management training. Training is usually conducted in groups consisting of 25 Peace Officers.

Shelter Repair Scorecard. As part of the effort to improve conditions in homeless shelters, the Administration created the Shelter Repair Scorecard to report publicly on the conditions of homeless shelter facilities and track progress made by the expanded repair program to address sub-standard conditions. Data shows that increased inspections have been finding more violations, and that City and shelter providers have cleared more than 26,000 violations over the last two years. Inspections conducted in 2017 totaled 17,136. Funding for the Bureau of Repair and Maintenance, which manages this initiative, totals \$24 million in Fiscal 2018 and Fiscal 2019.

As indicated by the January 2018 scorecard, the conditions of the cluster site apartments continue to be a concern. Although only 28 percent of shelters are cluster site, 85 percent of open violations are in clusters. DHS plans to phase out the use of cluster apartments by the end of 2021. Since calendar year 2016, DHS removed more than a 1,000 cluster units from its portfolio of shelters and has identified 96 cluster shelters for closure. The number of violations in non-cluster site units, which includes provider-run adult and family shelters, totaled approximately 2,041 and the majority of the violations fell into the low and medium priority categories.

Shelter Scorecard Summary				Report Month: January, 2018
As of 01/31/2018				
Facilities			Total	
Buildings with Shelter Units			568	
Families with Children Facilities (excluding cluster sites)			239	
Adult Families Facilities			26	
Single Adult Facilities			126	
Outreach (Safe Haven) ⁵			14	
Families with Children - Cluster Sites			163	
Number of Providers (incl. DHS)			77	
Inspections	Activity in Reported Month	Total Activity 2018 YTD	Total Activity 2017	
Total Inspections Completed	1,468	1,468	17,136	
HPD	561	561	6,898	
DHS	585	585	4,427	
DOB	43	43	1,185	
FDNY	80	80	2,300	
DOHMH	199	199	2,326	
	Previous Month ⁶	Current Reporting Month		
Violations - Non-Cluster Shelters	Open Violations	New Violations	Closed Violations	Total Open Violations
Lowest Priority	887	191	327	751
Medium Priority	155	126	172	109
High Priority	450	182	119	513
Commissioners Order	549	78	64	563
Total	2,041	577	682	1,936
	Previous Month ⁶	Current Reporting Month		
Violations - Cluster Shelters	Open Violations	New Violations	Closed Violations	Total Open Violations
Lowest Priority	2,696	255	459	2,492
Medium Priority	6,687	756	1,154	6,289
High Priority	1,085	215	220	1,080
Commissioners Order	543	61	61	543
Total	11,011	1,287	1,894	10,404
	Previous Month ⁶	Current Reporting Month		
Violations - Cluster Shelters Identified for Closure	Open Violations	New Violations	Closed Violations	Total Open Violations
Lowest Priority	17	-	11	6
Medium Priority	67	3	53	17
High Priority	5	-	2	3
Commissioners Order	7	-	4	3
Total	96	3	70	29
PMMR Indicators For Shelter Conditions and Security				

DHS implemented a new reporting protocol and system for reporting critical incidents in shelter In Fiscal 2017. DHS is now able to fully capture all critical incidents and ensure that reporting is consistent. These reporting changes included updated procedures, trainings and system

enhancements that standardize categories. The automated process resulted in more critical incidents and violent critical incidents being recorded compared to the previous period in which the reporting was manual. In the adult shelter system, the Fiscal 2018 period shows an increase in critical incidents from 2.3 to 5.1 per 1,000 residents, and an increase of 1.5 to 2.2 per 1,000 in violent critical incidents. There was also an increase in critical incidents in the adult family shelter system from 2.0 to 3.8 per 1,000 residents, and an increase in violent critical incidents in the adult family shelter system from 1.3 to 2.0 per 1,000 residents. DHS credits the new reporting system for capturing more incidents that before however some of the increase in the critical incident rate in adult shelters was also impacted by an increase in overdose incidents from the prior year, with a reported 81 overdose incidents in the first four months of Fiscal 2018 compared to 12 in the 2017 period. DHS has enhanced overdose preparedness training, distribution of naloxone kits in shelter and training of staff and clients to be overdose first-responders, with all shelters now having staff trained and equipped to administer naloxone.

Violent critical incidents in families with children shelters declined from 0.7 to 0.4 per 1,000 in the first four months of the year compared to the previous period.

While the expanded reporting system is a laudable effort, the PMMR should report the number of incidents in absolute terms as opposed to by the number of incident per 1,000 resident. This rate is not indicative of the total trend of critical and violent incidents that occur at shelters.

Outreach, Drop-in and Reception Services

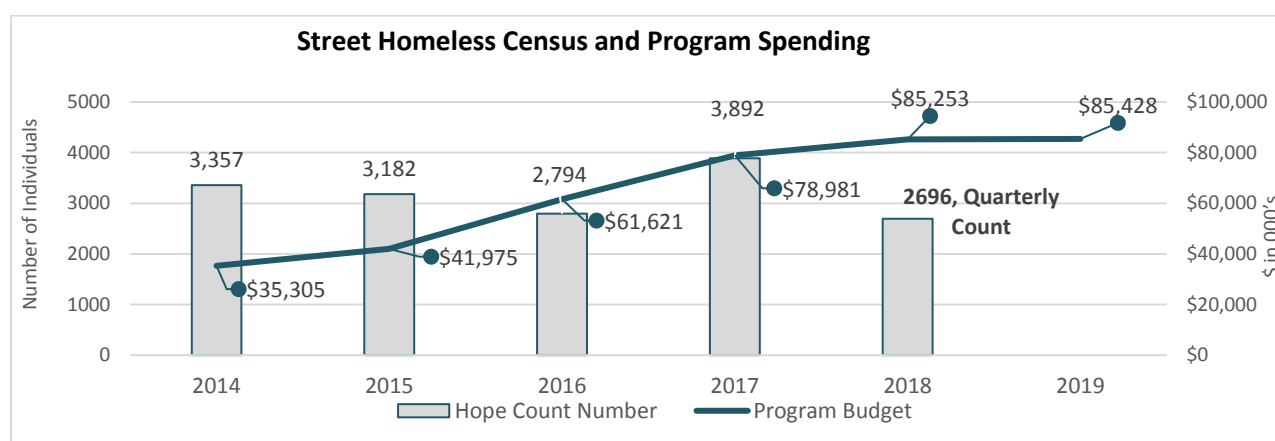
While most of New York City's homeless shelter population consists of families with children, the most visible people are those who have fallen through every safety net and now live on the street. As of January 2017, there were 3,501 identified street homeless clients that DHS is trying to help. Studies show that the large majority of street homeless New Yorkers are people living with mental illness or other severe health problems.

The table below presents the numbers from the quarterly count of street homeless and the HOPE count. The Quarterly count is different from the United States Department of Housing and Urban Development (HUD) mandated HOPE count, both in terms of methodology and resources spent. In February 2017, the HOPE survey found that 3,892 people were living on the streets of New York City, which was 1,196 individuals higher than the 2016 HOPE Count. The results of the 2018 HOPE count are yet to be released.

Advocates have been citing concern 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. The Administration claimed warmer weather during the 2017 HOPE count led to more people on the streets compared to the 2016 HOPE Count. Advocates argue 2017 HOPE count's estimates are more realistic compared to other years.

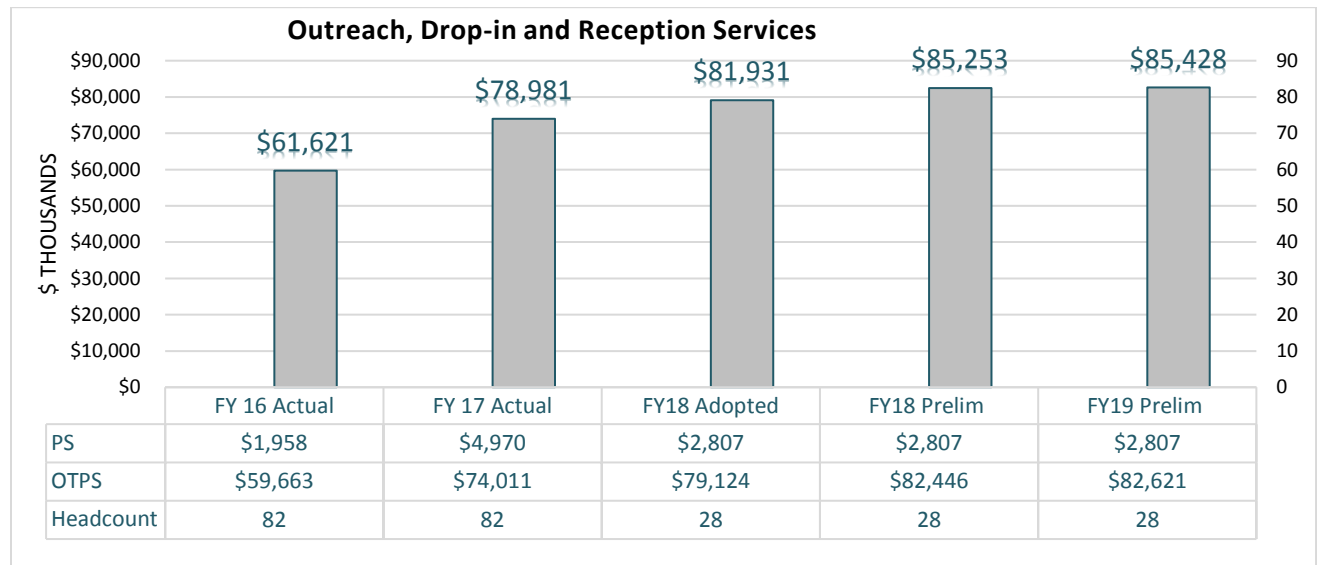
Comparisons of HOPE Estimates and Quarterly Counts Over Time, by Location						
	2016 HOPE Count	Spring 2017 Quarterly Count	Summer 2017 Quarterly count	Fall 2017 Quarterly Count	2017 HOPE Count	Percent Change 2016-17 HOPE Count
Surface Areas (all Boroughs)	1,221	1,077	1,891	1,604	2,080	70
Manhattan	813	630	1305	1066	1,220	50
Bronx	43	160	264	220	255	493
Brooklyn	210	136	197	155	363	73
Queens	110	67	75	79	199	81
Staten Island	45	84	50	84	43	(4)
Subways	1,573	1488	755	1092	1,812	15
Total Individuals	2,794	2,565	2,646	2,696	3,892	39

The table below shows historical spending for the street homeless versus the census of unsheltered population in New York City. Although program spending has been rising, the census of street homeless individuals has not declined. Although increased investments in the HOMESTAT program removed 2,146 individuals from the streets in 2017, the impact is minimal compared to the total street homeless population. The HOMESTAT program is a coordinated approach to help the street homeless that includes proactive canvassing, outreach and case management and an integrated data management system that stores the history and information of each individual street homeless client by name. The data system called StreetSmart, a citywide confidential data-sharing framework provides street outreach workers with critical information on clients.

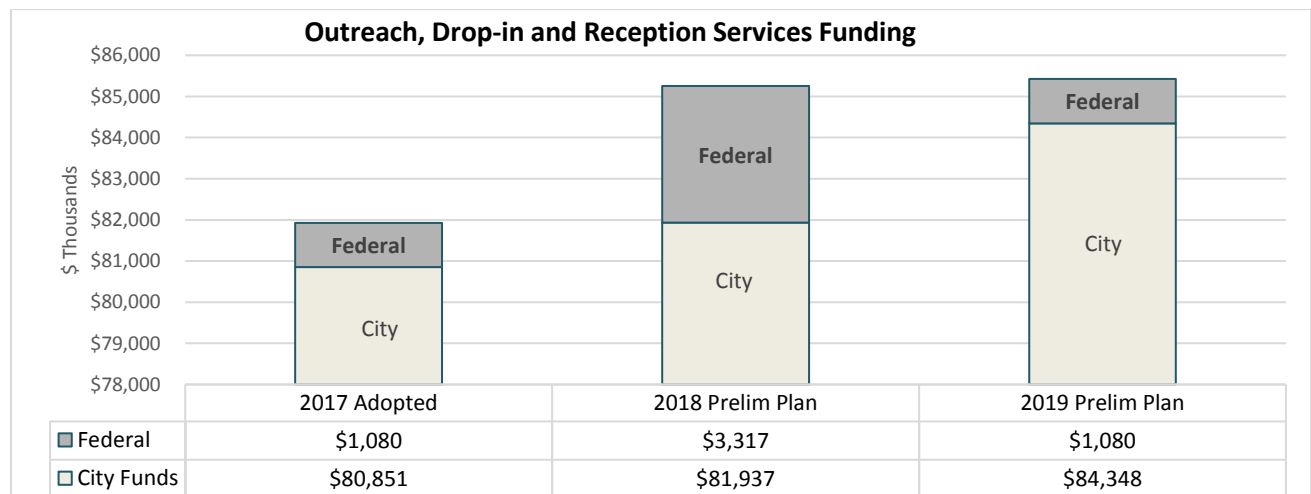


The Department's outreach programs target individuals who appear to be living in public spaces. Since these homeless individuals often resist participating in service programs, the key objective of outreach is to persuade them to leave spaces where they are at risk, and access services. DHS operates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

pantries. For Fiscal 2019, the total budget for outreach programs totals \$24.6 million, Drop-In contracts total \$20 million for five locations citywide and Safe haven contracts totals \$37.6 million with eight unique providers.



The Fiscal 2019 Preliminary Budget for outreach, drop-in, and reception services totals \$85.4 million, an increase of \$3.4 million when compared to the Fiscal 2018 Adopted Budget. In Fiscal 2019, DHS will expand the Street Solutions Outreach program, opening more safe Havens, drop-in and respite centers, and beds in houses of worship.



This program is funded mostly with City tax-levy funding with very limited contribution from the federal government and no contribution from the State. City spending has grown as innovative programs for the street homeless have been introduced. Hospital and prison releases from around the State contribute to the City's homeless census and advocates believe there exists easy mobility and movement for homeless individuals across the State into New York City. Therefore, the State should contribute towards the programs for the street homeless individuals in New York City. For more information, please refer to page 7 of this report.

Outreach, Drop-In, and Reception Services Performance Measures

PMMR Indicators for Outreach, Drop-in and Reception Services							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Individuals estimated to be living on the streets, subways, under highways, in parks and in the public transportation stations in NYC	3,182	2,794	3,892	Down	Down	*	*
HOME-STAT clients placed into permanent, transitional and other housing	*	*	2,146	*	*	693	909

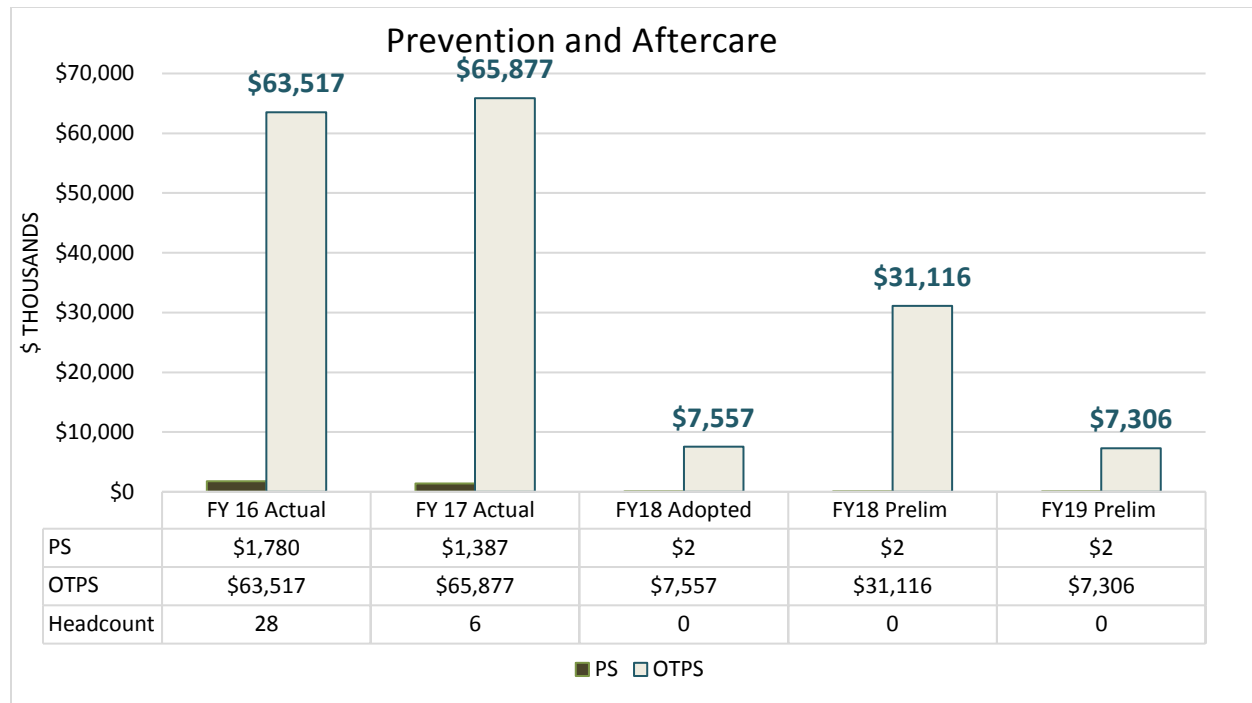
Source: Preliminary Mayor's Management Report

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, and has 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 increased by 31.2 percent from 693 clients in the first four months of Fiscal 2017 to 909 clients in the first four months of Fiscal 2018. In 2017, the City moved 2,146 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. For more information, refer to the Homestat Webpage here: <http://www1.nyc.gov/site/operations/projects/HomeStat.page>.

Prevention and Aftercare

Homelessness Prevention Programs

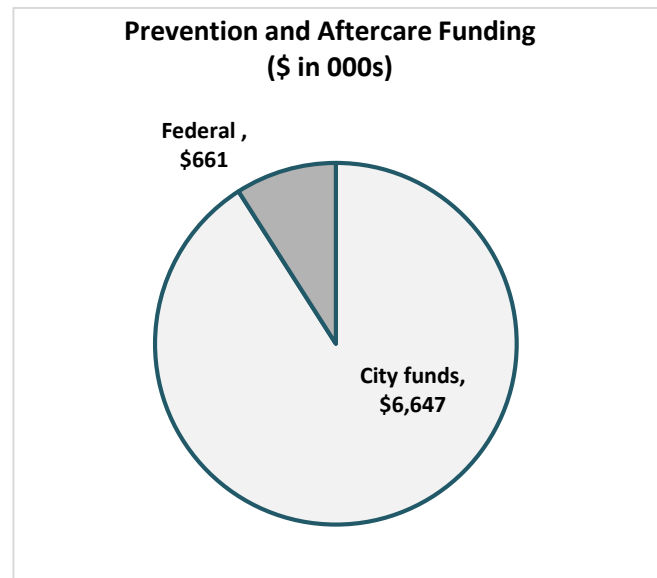
DHS' Prevention and Aftercare program area funds homelessness prevention services and aftercare services for formerly homeless families and adults, mainly through the HomeBase program. It offers a range of services to its clients, including job training, assistance with legal action, housing relocation, and financial assistance for the payment of rent arrears. Additionally, it provides aftercare services to clients who have left the shelter system for permanent housing. Prior to Fiscal 2017, the HomeBase Program, the Administration's major homelessness prevention program was funded here. Following the 90-Day Review, the responsibility and funding for HomeBase shifted to HRA.



Funding for prevention and aftercare services totals \$7.3 million in Fiscal 2018, a decrease of \$250,000 when compared to the Fiscal 2018 Adopted Budget. This decrease reflects the transfer of the HomeBase program to HRA. Although HRA now manages HomeBase, some HomeBase contracts remain in DHS' budget until those contracts expire. Approximately 91 percent of the HomeBase program contracts that remains in DHS is funded with City dollars with a very limited federal funding.

Shelter Exits and Rehousing Performance Measures

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



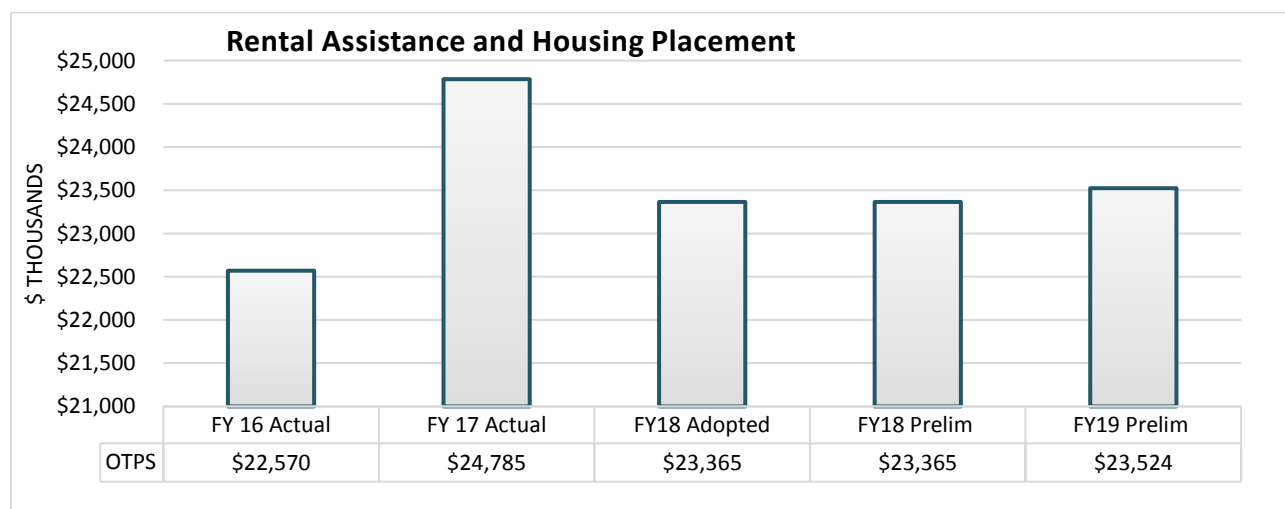
PMMR Indicators for Shelter Exits and Rehousing							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Single adults exiting to permanent housing	8,762	8,521	7,742	9,000	9,000	2,622	2,611
Adult families exiting to permanent housing	908	628	570	*	*	215	166
Families with children exiting to permanent housing	8,220	8,294	8,571	*	*	3,020	2,896
Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.8%	18.9%	17.1%	20.0%	20.0%	17.9%	17.0%
Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	8.7%	11.5%	12.5%	12.5%	13.8%	8.2%
Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	16.5%	10.0%	8.1%	12.5%	12.5%	7.8%	8.0%

Source: Preliminary Mayor's Management Report

Total exits from shelter to permanent housing remained stable for single adults and families with children, with subsidized housing placements increasing for both groups compared to the previous period. Subsidized placements, which are more stable, have reduced the 12-month re-entry rates consistently for all client groups since the introduction of the new rental assistance programs in Fiscal 2015. During the first four months of the fiscal year, re-entries into shelter within 12 months of housing placement continued to decline for single adults and adult families. While reentries increase for families with children in this four-month comparison, according to the Administration this rate has declined by more than half since the implementation of the new rental assistance programs in Fiscal 2015. For more details, refer to Appendix E.

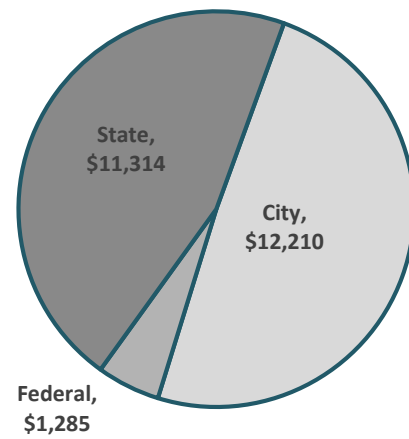
Rental Assistance and Housing Placement

The Rental Assistance and Placement program funding supports Single room occupancy (SRO) contracts for single clients moving out of shelter.



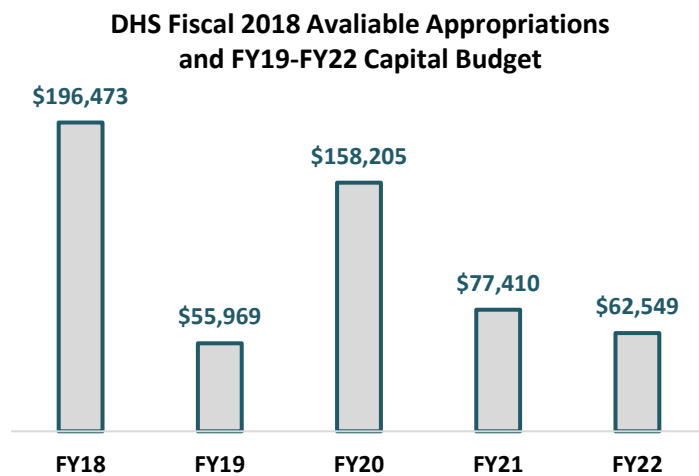
The proposed budget for rental assistance and housing placement in Fiscal 2019 is \$24.8 million increasing by \$158,000 when compared to the Fiscal 2018 Adopted Budget. There are 38 unique providers who provide SRO units. This program is jointly funded by the City and the State. Approximately \$11.3 million in shelter funding from the State supports this program.

Rental Assistance and Housing Placement Funding (\$ in 000s)



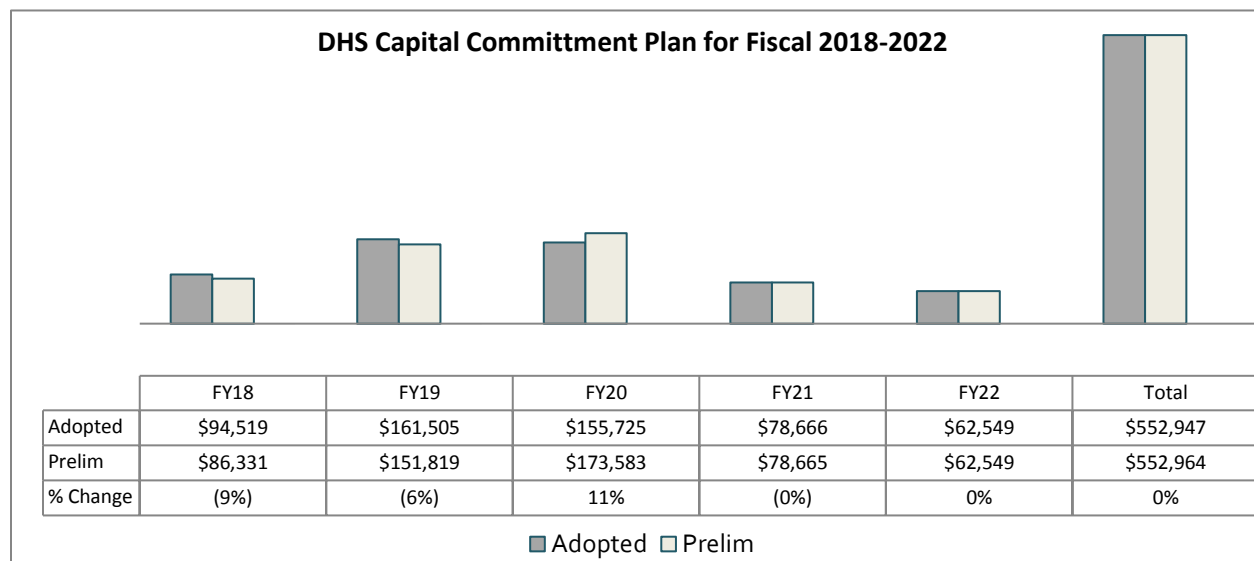
Capital Program

Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022



Department of Homeless Services' Fiscal 2019 Preliminary Capital Budget includes \$354.1 million in Fiscal 2019-2022 with \$55.9 million in FY19¹. This represents less than one percent of the City's total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$196.4 million. This includes \$71.4 million in reauthorized prior appropriations and \$133.6 million in appropriations, less actual commitments in the current fiscal year.

Department of Homeless Services' Preliminary Commitment Plan includes \$552.9 million in Fiscal 2018-2022². This represents less than one percent of the City's total \$79.6 billion Preliminary Commitment Plan. The Capital Budget is significantly less the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2018 or the amount of funding that may be re-appropriated or rolled into Fiscal 2019 in the Executive and Adopted Budgets. This report will provide an overview of the Capital Budget and Commitment Plan for Department of Homeless Services.



¹ The Capital Budget provides the required appropriations for Fiscal 2019 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption.

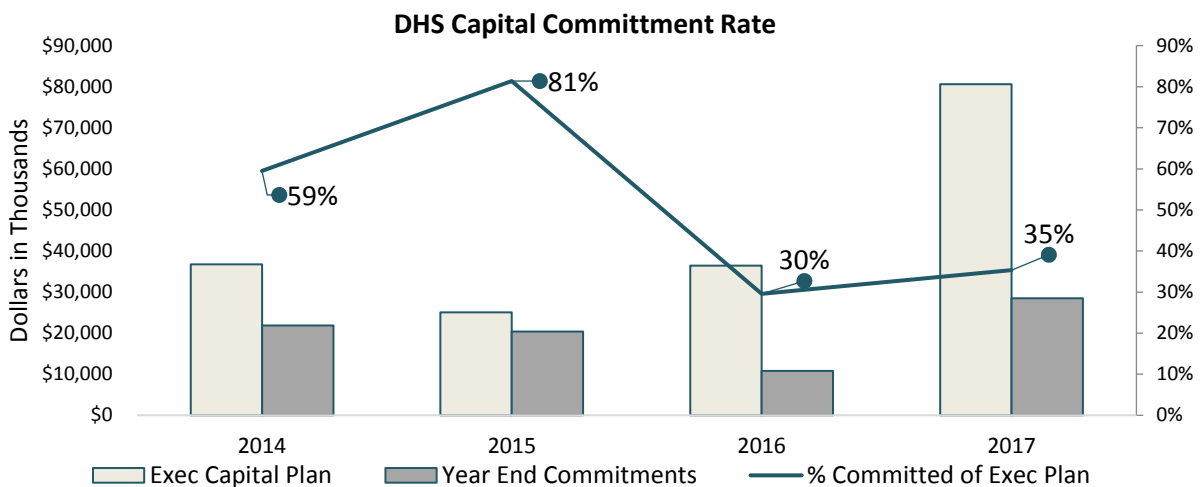
² The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations.

The Preliminary Capital Plan for the Department for Fiscal 2018-2022 has remained relatively unchanged, when compared to the Department's Adopted Commitment Plan.

The total available appropriations for Fiscal 2018 are \$196.4 million against planned commitments totaling \$86.3 million. This excess balance of \$110.1 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plan, and agencies rarely meet these targets. DHS's Commitment Plan shows 43 percent of all commitments in the first and second year. Its history of commitments is shown below. Given this performance history, it is likely that DHS will end this year with unmet commitment targets and significant appropriations available to roll into Fiscal 2019 and in the outyears.

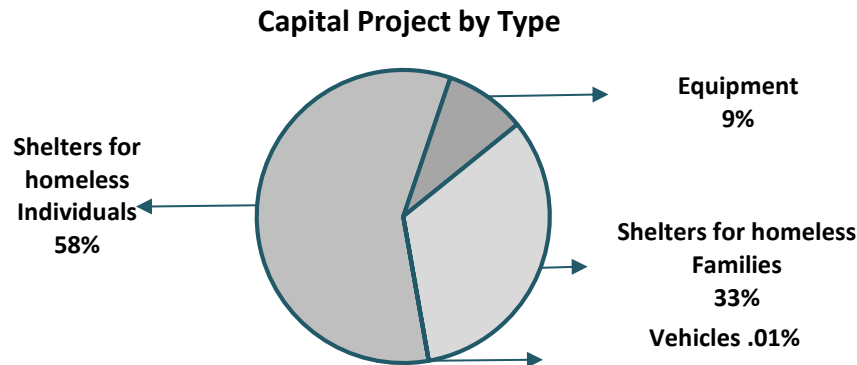
The chart below displays the Department's capital commitment plan as of the Fiscal 2014-2017 Executive Budget and the actual commitments in the corresponding fiscal year. The chart shows also shows the capital commitment rate: the percentage of the capital plan committed per Fiscal year.³



DHS' Commitment Plan includes 12 budget lines and 259 project IDs. DHS' capital budget is mainly used to repair and maintain DHS' shelters and other facilities. DHS' capital projects can be categorized into projects at shelters for homeless individuals, projects at shelters for homeless families, purchase and maintenance of Equipment and purchase and maintenance of vehicles. About 52 percent of the capital budget goes towards maintaining single adult shelters and 37 percent of the budget funds the maintenance of family shelters. The capital budget is small relative to the agency's expense budget because DHS programs are largely operated by CBOs in

³ Note planned commitments are higher than the agency's "target commitments." Target commitments are a management tool used by OMB; they are "the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year," and are not broken out between City and non-City funds.

privately owned facilities. As of January 2018, The City, through DHS owns 357 buildings, 39 vehicles and 117 data processing and other equipment.



Preliminary Capital Plan Highlights

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 underutilized shelters in Fiscal 2017 and 2018, which is not yet reflected in the Capital Budget. Funding for large-scale projects in the Department’s Preliminary Capital Commitment Plan for Fiscal 2018-2021 include the following:

- Critical Needs at Shelter Facilities.** A total of \$282.2 million will address critical needs at shelter facilities, including over 60 new projects at shelter facilities for homeless adults and families. Projects include elevator replacement, roof replacement, floor replacement, bathroom upgrade, boiler replacement and others.
- Fire Safety Needs at Shelter Facilities.** A total of \$74.6 million will be used to upgrade fire alarm systems and other fire safety requirements at various shelter facilities for homeless adults and families. The largest projects related to fire safety are in Bellevue Men’s Residence, Ft. Washington Shelter and University Family residence. While the Ft. Washington project is in design phase, construction work has begun in the Shwartz Wards Island shelter.
- CCTV Cameras at Shelters.** The Preliminary Capital Commitment Plan includes \$13.4 million for installation of CCTV cameras at single adult and family shelters. The intake centers, PATH and AFIC have already been equipped with CCTV cameras as part of this project. Other shelters on track to upgrade the security system include the Linden Avenue shelter, Auburn Family Shelter, Catherine Street Shelter and Atlantic House men’s Shelter. This initiative is the capital component of a larger attempt to improve security at shelters, which includes more peace officers; NYPD managed security training and improved reporting of violent incidents at shelters.
- Bellevue Shelter.** DHS’ 2018-2021 Preliminary Capital Commitment Plan reflects \$117.1 million to renovate the 30th Street Men’s Shelter, also known as Bellevue. This shelter is the largest in the City, and renovations include electrical upgrades and roof, interior, exterior, and façade renovations. Work around the courtyard, the fire safety, atrium, bathroom and

ventilation is scheduled to begin in Fiscal 2018. Other work such as elevator upgrade, electrical system upgrade, and roof and façade replacement is in the design phase. This is also one of the largest capital projects.

- **Regent Family Shelter.** DHS' Capital Commitment Plan includes \$24.6 million for interior and exterior upgrades at the Regent family residence including renovations of electrical and fire systems, stairs, boilers and facades.

Appendices

A. Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2018			FY 2019		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as of the Fiscal 2018 Adopted Budget	\$888,633	\$728,594	\$1,617,227	\$898,353	\$747,832	\$1,646,185
New Needs						
Business Development Staff	\$612		\$612	\$1,224		\$1,224
Reasonable Accommodations	1,500		1,500	3,000		3,000
Shelter Reestimate	150,000	19,900	169,900	150,000	19,900	169,900
Subtotal, New Needs	\$152,112	\$19,900	\$172,012	\$154,224	\$19,900	\$174,124
Other Adjustments						
8915 REVENUE		1,035	1,035			
Financial Plan Headcount Adjustments						
FY18 CAPS grant		378	378			
FY18 COC Planning Grant		600	600			
FY18 ESG OTPS REVENUE		6,404	6,404			
FY18 HUD Continuum of Care		40	40			
FY18 MRCC E200 Mod		780	780			
PUT UP FY18 ESG PS REVENUE		1,929	1,929			
Roll over FY17 uncom balance		3,522	3,522			
Temp mod for DHS Homebase		17,402	17,402			
Energy Manager		78	78			
Lease Adjustment	96	0	96			
Wage Adjustment Transfer	(72)	0	(72)	(72)		(72)
ExCEL Program		863	863			
RCM Work		280	280			
Foothold technology		434	434			
FY18 Planning Grant		785	785			
Subtotal, Other Adjustments	\$24	\$34,529	\$34,553	(\$72)	\$0	(\$72)
TOTAL, All Changes	\$152,136	\$54,429	\$206,566	\$154,153	\$19,900	\$174,053

B. DHS Total Expense Budget breakdown by PS and OTPS

DHS' Total Expense Budget						
	2016	2017	2018	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2018	2019	2018 - 2019
Personal Services	\$147,275	\$155,656	\$158,667	\$158,286	\$160,672	\$2,005
Other Than Personal Services	1,253,354	1,668,041	1,458,560	1,665,507	1,659,566	201,006
TOTAL	\$1,400,629	\$1,823,696	\$1,617,227	\$1,823,793	\$1,820,238	\$203,010

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

C. DHS Contract Budget

DHS Fiscal 2018 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	Fiscal 2018 Adopted	Number of Contracts	Fiscal 2019 Preliminary	Number of Contracts
Cleaning Services	\$9,677	3	\$9,677	3
Contractual Services - General	7,935	33	13,986	33
Educ. and Rec. Expenditures for Youth Programs	50	1	50	1
Homeless Family Services	827,733	282	906,481	282
Homeless Individual Services	456,984	138	565,519	138
Maintenance and Repairs - General	12,492	31	10,992	31
Maintenance and Repairs - Motor Vehicle Equip	9	1	9	1
Office Equipment Maintenance	25	6	25	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	437	2	437	2
Prof. Services - Legal Services	0	0	3,000	1
Prof. Services - Other	145	1	145	1
Security Services	46,330	7	46,330	7
Telecommunications Maintenance	125	2	125	2
Temporary Services	342	16	342	16
Training Program for City Employees	1,251	6	1,251	6
Transportation Services	3,904	1	3,904	1
TOTAL	\$1,370,376	539	\$1,565,210	540

D. DHS Program Budgets

Adult Shelter Administration Support

Adult Shelter Administration and Support						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Additional Gross Pay	\$282	\$278	\$217	\$217	\$217	\$0
Fringe Benefits	38	0	0	0	0	0
Full-Time Salaried - Civilian	1	1	0	0	0	0
Overtime - Civilian	8,674	8,437	9,896	9,896	9,896	0
Unsalaries	512	362	282	282	282	0
	3	0	5	5	5	0
Subtotal	\$9,510	\$9,077	\$10,401	\$10,401	\$10,401	\$0
Other Than Personal Services						
Contractual Services	\$1,788	\$2,091	\$0	\$434	\$0	\$0
Fixed and Misc Charges	0	0	0	0	0	0
Other Services & Charges	484	0	0	0	0	0
Subtotal	\$2,271	\$2,091	\$0	\$434	\$0	\$0
TOTAL	\$11,781	\$11,168	\$10,401	\$10,835	\$10,401	\$0
Funding						
City funds			\$8,713	\$8,713	\$8,713	\$0
Federal - Other			1,684	2,118	1,684	0
State			4	4	4	0
TOTAL	\$11,781	\$11,168	\$10,401	\$10,835	\$10,401	\$0
Budgeted Headcount						
Full-Time Positions - Civilian	123	97	171	171	171	0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Adult Shelter Intake and Placement

Adult Shelter Intake and Placement						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Additional Gross Pay	\$667	\$626	\$599	\$543	\$543	(\$56)
Additional Gross Pay - Labor Reserve	158	0	0	0	0	0
Fringe Benefits	166	163	76	76	76	0
Full-Time Salaried - Civilian	7,994	8,644	9,099	9,268	9,155	56
Overtime - Civilian	884	1,014	1,452	1,452	1,452	0
Unsalaries	0	0	0	0	0	0
TOTAL	\$9,869	\$10,446	\$11,227	\$11,339	\$11,227	\$0
Funding						
City funds			\$10,561	\$10,561	\$10,561	\$0
Federal - Other			666	779	666	0
TOTAL	\$9,869	\$10,446	\$11,227	\$11,339	\$11,227	\$0
Budgeted Headcount						
Full-Time Positions - Civilian	222	189	169	171	169	0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Adult Shelter Operations

Adult Shelter Operations						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Additional Gross Pay	\$1,443	\$1,875	\$1,205	\$1,205	\$1,205	\$0
Fringe Benefits	146	244	98	98	98	0
Full-Time Salaried - Civilian	17,831	20,619	22,732	25,046	23,453	722
Overtime - Civilian	1,629	2,167	838	838	838	0
Subtotal	\$21,049	\$24,905	\$24,873	\$27,187	\$25,595	\$722
Other Than Personal Services						
Contractual Services	\$321,273	\$416,359	\$414,599	\$463,717	\$329,742	(\$84,856)
Fixed & Misc. Charges	1	3	3	3	3	0
Other Services & Charges	8,035	7,109	11,498	9,844	11,368	(131)
Property & Equipment	638	1,481	391	2,000	1,267	876
Social Services	177	-	0	0	0	0
Supplies & Materials	5,771	6,565	4,426	6,715	6,332	1,906
Subtotal	\$335,895	\$431,517	\$430,917	\$482,280	\$348,712	(\$82,205)
TOTAL	\$356,944	\$456,422	\$455,790	\$509,467	\$374,307	(\$81,484)
Funding						
City Funds			\$375,499	\$421,205	\$294,015	(\$81,484)
Federal - Other			5,807	13,778	5,807	0
Intra City			851	851	851	0
State			73,633	73,633	73,633	0
TOTAL			\$455,790	\$424,066	\$374,307	(\$81,484)
Budgeted Headcount						
Full-Time Positions - Civilian	423	512	458	492	458	0
TOTAL	423	512	458	492	458	0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget*

Family Shelter Administration and Support

Family Shelter Administration and Support						
<i>Dollars in Thousands</i>						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
				2018	2019	
Spending						
Personal Services						
Additional Gross Pay	\$215	\$187	\$44	\$44	\$44	\$0
Additional Gross Pay - Labor Reserve	23	0	0	0	0	0
Fringe Benefits	0	0	0	0	0	0
Full-Time Salaried - Civilian	7,228	9,580	10,700	10,670	10,702	2
Overtime - Civilian	190	247	76	76	76	0
Unsalaries	36	55	6	36	6	0
Subtotal	\$7,692	\$10,069	\$10,825	\$10,825	\$10,827	\$2
Other Than Personal Services						
Other Services and Charges	\$0	\$0	\$10,092	\$4,499	\$10,441	350
Subtotal	\$0	\$0	\$10,092	\$4,499	\$10,441	350
TOTAL	\$7,692	\$10,069	\$20,917	\$15,324	\$21,269	\$352
Funding						
City funds			\$14,352	\$8,760	\$14,704	\$352
Federal - Other			5,921	5,921	5,921	0
State			643	643	643	0
TOTAL	\$7,692	\$10,069	\$20,917	\$15,324	\$21,269	\$352
Budgeted Headcount						
Full-Time Positions - Civilian	128	151	146	146	146	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Family Shelter Intake and Placement

Family Shelter Intake and Placement						
<i>Dollars in Thousands</i>						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
				2018	2019	
Spending						
Personal Services						
Additional Gross Pay	\$1,550	\$1,744	\$1,503	\$1,503	\$1,503	\$0
Fringe Benefits	75	0	0	0	0	0
Full-Time Salaried - Civilian	95	103	0	0	0	0
Full-Time Salaried - Uniformed	19,222	20,933	28,655	28,655	28,655	0
Overtime - Civilian	1	0	0	0	0	0
Unsalaries	2,650	2,489	582	582	582	0
TOTAL	\$23,592	\$25,270	\$30,740	\$30,740	\$30,740	\$0
Funding						
City funds			\$13,191	\$13,191	\$13,192	\$0
Federal - Other			17,430	17,430	17,430	0
Intra City			0	19	0	0
State			119	119	119	0
TOTAL	\$23,592	\$25,270	\$30,740	\$30,759	\$30,740	\$0
Budgeted Headcount						
Full-Time Positions - Civilian	394	412	467	467	467	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Family Shelter Operations

Family Shelter Operations						
<i>Dollars in Thousands</i>						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
				2018	2019	
Spending						
Personal Services						
Additional Gross Pay	\$516	\$739	\$135	\$135	\$135	\$0
Additional Gross Pay - Labor Reserve	68	0	0	0	0	0
Fringe Benefits	81	90	5	5	5	0
Full-Time Salaried - Civilian	9,188	9,902	14,598	14,598	14,598	0
Overtime - Civilian	1,075	993	131	131	131	0
Subtotal	\$10,929	\$11,723	\$14,870	\$14,870	\$14,870	0
Other Than Personal Services						
Contractual Services	\$43,028	\$76,601	\$41,944	\$55,654	\$41,944	\$0
Contractual Services - Professional Services	614	2,051	388	2,081	388	0
Contractual Services - Social Services	582,910	816,114	823,484	875,752	902,132	78,648
Fixed & Misc. Charges	1	25	2	2	2	0
Other Services & Charges	3,795	3,345	13,131	8,333	13,135	4
Property & Equipment	2,196	2,026	589	1,714	589	0
Social Services	0	2,497	0	2,800	0	0
Supplies & Materials	9,277	18,127	12,574	11,705	11,574	(1,000)
Subtotal	\$641,822	\$920,786	\$892,112	\$958,041	\$969,763	\$77,652
TOTAL	\$652,750	\$932,509	\$906,981	\$972,911	\$984,633	\$77,652
Funding						
City funds			\$342,338	\$387,938	\$384,988	\$42,650
Federal - Community Development			3,545	3,545	3,545	0
Federal - Other			490,304	502,104	513,785	23,481
Intra City			0	30	0	0
State			70,794	79,294	82,315	11,521
TOTAL	\$652,750	\$932,509	\$906,981	\$972,911	\$984,633	\$77,652
Budgeted Headcount						
Full-Time Positions - Civilian	198	217	228	273	273	45

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

General Administration

General Administration						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Additional Gross Pay	\$1,909	\$2,158	\$985	\$985	\$985	\$0
Additional Gross Pay - Labor Reserve	266	197	0	0	0	0
Fringe Benefits	59	72	215	215	215	0
Fringe Benefits - SWB	783	693	1,170	1,170	1,170	0
Full-Time Salaried - Civilian	47,715	40,512	46,391	44,081	48,393	2,002
Full-Time Salaried - Uniformed	1	0	0	0	0	0
Other Salaried	13	20	9	9	9	0
Overtime - Civilian	6,002	5,529	2,120	2,120	2,120	0
P.S. Other	26	32	0	0	0	\$0
Unsalaries	28	0	25	25	25	\$0
Subtotal	\$56,802	\$49,213	\$50,915	\$48,605	\$52,917	\$2,002
Other Than Personal Services						
Contractual Services	\$4,620	\$4,486	\$10,717	\$4,227	\$16,768	\$6,051
Contractual Services - Professional Services	7,910	19,565	2,765	13,555	5,765	3,000
Fixed & Misc. Charges	106	279	64	84	64	0
Fixed & Misc. Charges - Judgments & Claims	0	0	0	1	0	0
Other Services & Charges	15,393	13,638	24,716	13,877	31,584	6,868
Property & Equipment	1,857	1,590	1,061	1,777	1,061	\$0
Supplies & Materials	2,109	1,754	1,005	1,199	1,005	\$0
Subtotal	\$31,994	\$41,311	\$40,328	\$34,719	\$56,247	\$15,919
TOTAL	\$88,797	\$90,525	\$91,243	\$83,325	\$109,164	\$17,921
Funding						
City funds			\$48,390	\$37,811	\$62,175	\$13,785
Federal – Community Development			624	624	624	0
Federal - Other			41,127	43,710	44,652	3,525
Intra City			0	78	0	0
State			1,102	1,102	1,713	611
TOTAL	\$88,797	\$90,525	\$91,243	\$83,325	\$109,164	\$17,921
Budgeted Headcount						
Full-Time Positions - Civilian	713	522	816	830	830	14

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Outreach, Drop-in and Reception Services

Outreach, Drop-in and Reception Services Dollars in Thousands						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
				2018	2019	
Spending						
Personal Services						
Additional Gross Pay	\$16	\$32	\$42	\$42	\$42	\$0
Fringe Benefits	1	1	1	1	1	0
Full-Time Salaried - Civilian	702	1,876	800	800	800	0
Overtime - Civilian	10	51	45	45	45	0
Subtotal	\$728	\$1,958	\$888	\$888	\$888	\$0
Other Than Personal Services						
Contractual Services	\$0	\$0	\$0	\$15	\$0	\$0
Contractual Services - Social Services	59,663	74,011	79,124	81,971	82,321	3,197
Other Services & Charges	0	0	0	74	0	0
Supplies & Materials	0	0	0	387	300	300
Subtotal	\$59,663	\$74,011	\$79,124	\$82,446	\$82,621	\$3,497
TOTAL	\$61,621	\$78,981	\$81,931	\$85,254	\$85,428	\$3,497
Funding						
City funds			\$80,851	\$81,937	\$84,348	\$3,497
Federal - Community Development			553	553	553	0
Federal - Other			527	2,764	527	0
TOTAL	\$61,621	\$78,981	\$81,931	\$85,254	\$85,428	\$3,497
Budgeted Headcount						
Full-Time Positions - Civilian	82	82	28	28	28	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Prevention and Aftercare

Prevention and Aftercare Dollars in Thousands						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
				2018	2019	
Spending						
Personal Services						
Additional Gross Pay	\$13	\$6	\$0	\$0	\$0	\$0
Additional Gross Pay - Labor Reserve	2	0	0	0	0	0
Full-Time Salaried - Civilian	1,727	1,361	2	2	2	0
Overtime - Civilian	29	14	0	0	0	0
Unsalaries	9	6	0	0	0	0
Subtotal	\$1,780	\$1,387	\$2	\$2	\$2	\$0
Other Than Personal Services						
Contractual Services	\$63,517	\$65,877	\$4,299	\$31,116	\$4,399	\$100
Other Services & Charges	0	0	3,257	0	2,907	(350)
Subtotal	\$63,517	\$65,877	\$7,557	\$31,116	\$7,306	\$0
TOTAL	\$65,297	\$67,264	\$7,559	\$31,119	\$7,309	(\$250)
Funding						
City funds			\$6,897	\$9,441	\$6,647	(\$250)
Federal - Other			661	21,677	661	0
TOTAL	\$65,297	\$67,264	\$7,559	\$31,119	\$7,309	(\$250)
Budgeted Headcount						
Full-Time Positions - Civilian	28	6	0	0	0	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Rental Assistance and Housing Placement

Rental Assistance and Housing Placement						
Dollars in Thousands						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference 2018 - 2019
				2018	2019	
Spending						
Personal Services						
Additional Gross Pay	\$6	\$4	\$0	\$0	\$0	\$0
Additional Gross Pay - Labor Reserve	1	0	0	0	0	0
Full-Time Salaried - Civilian	226	224	1,285	1,285	1,285	0
Overtime - Civilian	4	0	0	0	0	0
Unsalaries	0	0	0	0	0	0
Subtotal	\$237	\$229	\$1,285	\$1,285	\$1,285	\$0
Other Than Personal Services						
Contractual Services	\$22,570	\$24,785	\$23,365	\$23,365	\$23,524	\$158
Subtotal	\$22,570	\$24,785	\$23,365	\$23,365	\$23,524	\$158
TOTAL	\$22,807	\$25,015	\$24,651	\$24,651	\$24,809	\$158
Funding						
City funds			\$12,052	\$12,052	\$12,210	\$158
Federal - Other			1,285	1,285	1,285	0
State			11,314	11,314	11,314	0
TOTAL	\$22,873	\$22,807	\$24,651	\$24,651	\$24,809	\$158
Budgeted Headcount						
Full-Time Positions - Civilian	4	0	0	0	0	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

E. PMMR indicators

PMMR Indicators For Family Shelter Operations							
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Adult families entering the DHS shelter services system	1,385	1,476	1,583	Down	Down	593	529
Families with children entering the DHS shelter services system	12,671	13,311	12,595	Down	Down	5,169	4,386
Average number of adult families in shelters per day	2,110	2,212	2,461	Down	Down	2,384	2,501
Average number of families with children in shelters per day	11,819	12,089	12,818	Down	Down	12,861	12,629
Families with children receiving public assistance (average) (%)	85.4%	81.6%	81.5%	85%	85%	82%	81.6%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	52.9%	51.8%	50.4%	85%	85%	43.7%	51%
Cost of Shelter per day: Adult families	\$97.31	\$110.69	\$138.13	*	*	NA	NA
Cost of Shelter per day: Families with children	\$106.49	\$121.40	\$171.21	*	*	NA	NA
Average length of stay for adult families in shelter (days)	534	563	550	Down	Down	555	555
Average length of stay for families with children in shelter (days)	430	431	414	Down	Down	408	433

PMMR Indicators for Shelter Exits and Rehousing							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Single adults exiting to permanent housing	8,762	8,521	7,742	9,000	9,000	2,622	2,611
Adult families exiting to permanent housing	908	628	570	*	*	215	166
Families with children exiting to permanent housing	8,220	8,294	8,571	*	*	3,020	2,896
Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.8%	18.9%	17.1%	20.0%	20.0%	17.9%	17.0%
Single adults who exited and returned-subsidized exits (%)	9.4%	8.3%	7.5%	Down	Down	9.0%	7.5%
Single adults who exited and returned-unsubsidized exits (%)	26.0%	24.5%	24.9%	Down	Down	24.9%	24.5%
Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	8.7%	11.5%	12.5%	12.5%	13.8%	8.2%
Adult families who exited and returned-subsidized exits (%)	1.0%	1.6%	0.6%	Down	Down	0.9%	0.7%
Adult families who exited and returned-unsubsidized exits (%)	18.3%	11.9%	21.6%	Down	Down	24.1%	15.8%
Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	16.5%	10.0%	8.1%	12.5%	12.5%	7.8%	8.0%
Families with children who exited/returned-subsidized exits (%)	3.0%	1.4%	1.3%	Down	Down	0.9%	1.3%
Families with children who exited/returned-unsubsidized exits (%)	19.9%	19.9%	20.9%	Down	Down	20.4%	19.9%

F. DHS Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	Personal Services	Other Than Personal Services	Grand Total
	100	200	
Adult Shelter Administration & Support	\$10,401	-	\$10,401
Adult Shelter Intake and Placement	11,227	-	11,227
Adult Shelter Operations	25,595	509,664	535,258
Family Shelter Administration & Support	10,827	10,441	21,269
Family Shelter Intake and Placement	30,740	-	30,740
Family Shelter Operations	14,870	969,763	984,633
General Administration	52,917	56,247	109,164
Outreach, Drop-in and Reception Services	2,807	82,621	85,428
Prevention and Aftercare	2	7,306	7,309
Rental Assistance and Housing Placement	1,285	23,524	24,809
Grand Total	\$160,672	\$1,659,566	\$1,820,238