

Fiscal 2008 Executive Budget Hearings

❖ Committee on General Welfare

May 2007

Scheduled To Testify:

- *Department of Homeless Services*

*Hon. Christine C. Quinn
Speaker of the Council*

*Hon. David I. Weprin, Chair
Committee on Finance*

*Hon. Bill De Blasio, Chair
Committee on General Welfare*

*Michael Keogh, Director
Finance Division*

DEPARTMENT OF HOMELESS SERVICES (071)

Agency Operations

The Department of Homeless Services (DHS), in partnership with public agencies, and the business and nonprofit communities, prevents homelessness and provides temporary emergency shelter for eligible homeless people in a safe, supportive environment. DHS manages 11 City-run and 204 privately run shelter facilities, consisting of 49 adult facilities and 166 family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as "Home Base," in six high-need neighborhoods.

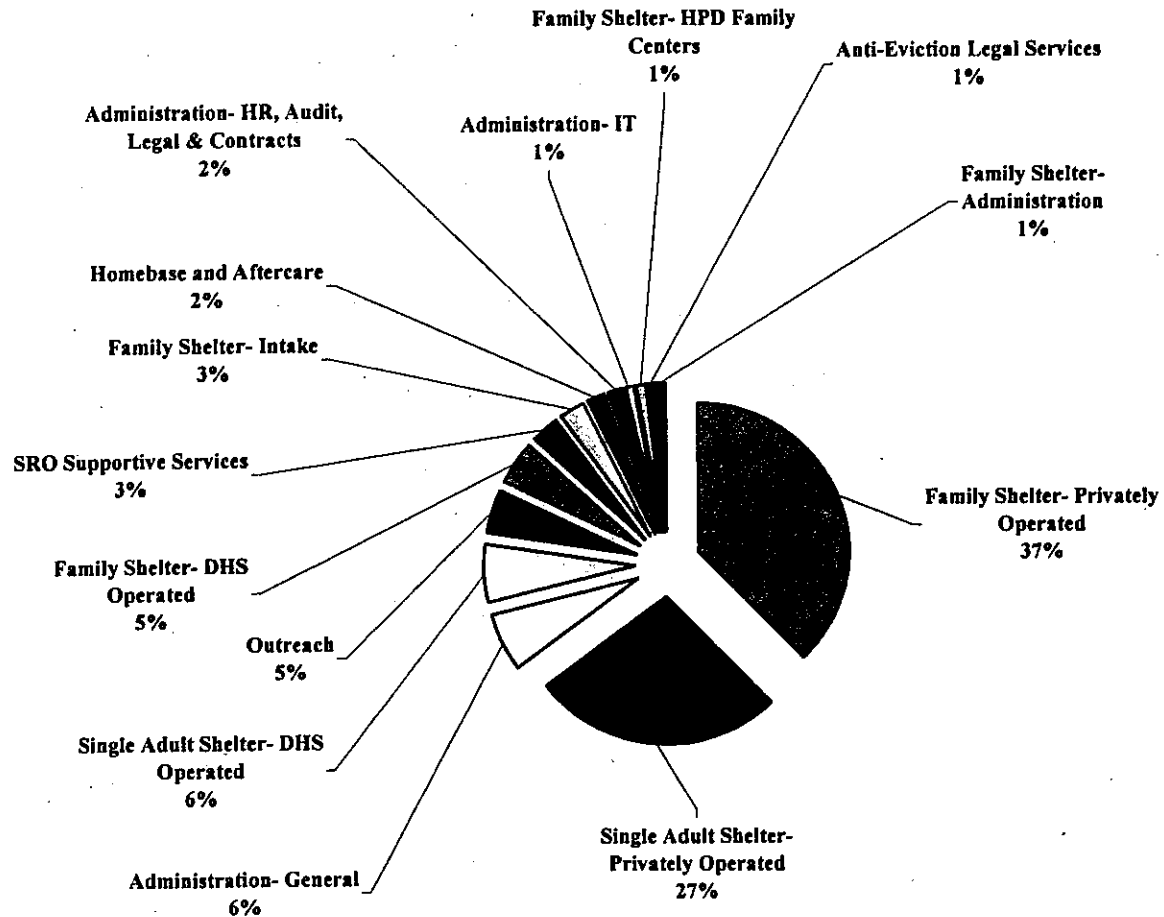
AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$311,674,339	\$333,405,277	\$310,037,354
State	\$197,815,967	\$204,657,380	\$215,061,626
Community Development	\$4,050,733	\$5,679,387	\$4,000,000
Federal-Other	\$154,103,007	\$160,275,828	\$117,432,361
Intra-City	\$31,121,017	\$31,121,017	\$31,121,017
Total	\$698,765,063	\$735,138,889	\$677,652,358

Program	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
Administration- General	\$44,345,693	\$38,346,418	\$39,245,367	\$39,333,033	\$41,925,960
Administration- HR, Audit, Legal & Contracts	\$10,968,600	\$13,508,277	\$13,521,903	\$13,477,140	\$10,046,300
Administration- IT	\$5,129,320	\$3,220,782	\$6,024,905	\$5,117,662	\$6,903,948
Anti-Eviction Legal Services	\$5,665,925	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
EARP & Other Permanent Housing	\$685,866	\$3,679	\$79,392	\$3,679	\$0
Family Shelter- Administration	\$4,867,463	\$5,250,322	\$5,250,322	\$5,250,322	\$5,594,888
Family Shelter- DHS Operated	\$40,079,270	\$40,140,091	\$31,781,103	\$31,506,219	\$31,633,551
Family Shelter- Eligibility Investigation	\$1,486,366	\$5,562,082	\$5,562,082	\$5,562,082	\$1,357,935
Family Shelter- HPD Family Centers	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382
Family Shelter- Intake	\$18,352,724	\$8,941,069	\$12,780,601	\$13,534,939	\$18,162,502
Family Shelter- Privately Operated	\$289,107,769	\$266,495,905	\$300,030,104	\$250,976,136	\$250,777,527
Homebase and Aftercare	\$10,757,394	\$14,470,000	\$14,470,000	\$13,970,000	\$13,970,000
Moving Assistance	\$5,151,143	\$5,021,884	\$5,021,884	\$5,021,884	\$5,257,389
Outreach	\$24,359,357	\$21,196,883	\$28,616,101	\$26,568,001	\$32,316,001
Rental Assistance	\$13,102,698	\$1,956,560	\$2,167,989	\$1,056,560	\$990,652
Single Adult Shelter- DHS Operated	\$41,580,666	\$44,311,675	\$43,963,187	\$44,257,580	\$41,622,102
Single Adult Shelter- Intake	\$4,652,896	\$4,586,097	\$4,586,097	\$4,586,097	\$4,459,569
Single Adult Shelter- Privately Operated	\$180,728,976	\$195,058,116	\$191,342,629	\$193,680,520	\$180,838,811
SRO Supportive Services	\$18,294,499	\$18,635,841	\$18,635,841	\$18,635,841	\$19,735,841
Total	\$725,376,009	\$698,765,063	\$735,138,889	\$684,597,077	\$677,652,358

PROGRAM FUNDING OVERVIEW

Spending by Program in the Fiscal 2008 Executive Budget



HEADCOUNT OVERVIEW

Headcount	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	2,314	2,344	2,300
Non-City	1	23	0
Total	2,315	2,367	2,300

PROGRAM HEADCOUNT OVERVIEW

Program	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
Administration- General	1,060	439	1,060	453
Administration- HR, Audit, Legal & Contracts	150	163	148	163
Administration- IT	33	52	33	52
EARF & Other Permanent Housing	0	13	0	0
Family Shelter- Administration	113	114	113	114
Family Shelter- DHS Operated	159	207	159	207
Family Shelter- Eligibility Investigation	33	35	33	35
Family Shelter- Intake	85	387	85	387
Family Shelter- Privately Operated	93	124	93	124
Moving Assistance	93	96	93	96
Outreach	16	18	16	18
Rental Assistance	1	0	1	0
Single Adult Shelter- DHS Operated	349	375	320	320
Single Adult Shelter- Intake	39	109	39	109
Single Adult Shelter- Privately Operated	91	222	91	222
Total	2,315	2,354	2,284	2,300

AGENCY HIGHLIGHTS

Family Shelter Spending. The Fiscal 2008 Executive Budget proposes a spending decrease of \$50 million on Family Shelter as compared to the Fiscal 2007 Current Modified Budget. The Administration is proposing this decrease in Fiscal 2008, despite the fact that the Family Shelter census has increased dramatically in the last six months. In June 2006, the monthly average of families in shelter was 8,076. By January 2007, the monthly average was 9,189.

Advantage New York. In April 2007, DHS eliminated the Housing Stability Plus (HSP) rental assistance program and replaced it with a collection of programs dubbed Advantage New York. HSP proved unsuccessful at transitioning clients to self-sufficiency because of the work disincentives it created. Work Advantage, the largest program of the Advantage New York hodgepodge, seeks to avoid the pitfalls of HSP by only being available to working shelter clients and then incentivizing work by matching income that clients save. Since the program details are still in development, the budgetary implications of Advantage New York are unclear.

Homebase Expansion. In Fiscal 2008, DHS will expand Homebase and Aftercare services citywide. This expansion will add an average of \$8.3 million in annual funding to the Homebase program. In addition to the six existing Homebase sites, four new service areas will be created. All ten Homebase sites will provide a range of services to clients who are at-risk of becoming homeless. These services include casework, landlord mediation, employment and training services, entitlement advocacy, and household financial assistance. Homebase will also provide aftercare services to families and adults coming out of the shelter system, in order to decrease the likelihood that these clients will return to shelter.

Outreach Expansion. In Fiscal 2008, DHS will expand its outreach efforts by enhancing transitional housing programs aimed at the street homeless population. DHS will add 450 transitional beds at an annual cost of \$5.7 million. These new beds are meant to be more attractive to the street homeless population because of their low-thresholds for entry. By creating more attractive housing options for the street homeless individuals into transitional housing, the Department hopes to reduce the number of people living on the streets.

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The City Charter requires that U/A's represent the amount appropriated for personal services (i.e. salaries) or Other Than Personal Services (i.e. supplies) for a particular program, purpose, activity or institution.

Homeless Services (U/As 100 and 200)

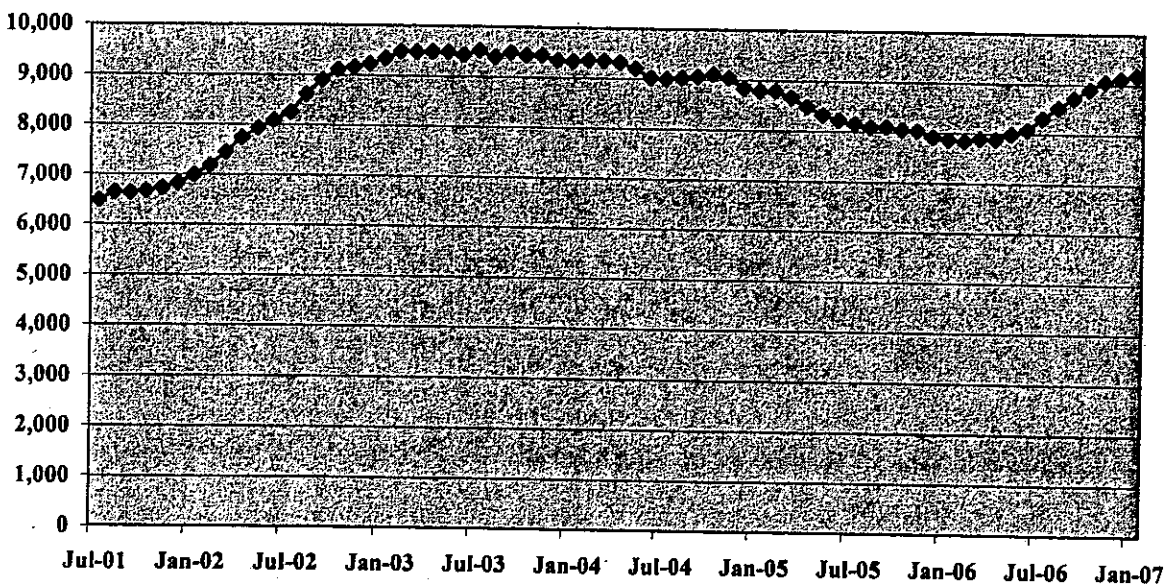
These two U/As fund all the programs in the Department of Homeless Services.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
100	Homeless Services- PS	\$107,606,283	\$111,647,145	\$114,049,232	5.99%
200	Homeless Services-OTPS	\$591,158,780	\$623,491,744	\$563,603,126	-4.66%
	Total	\$698,765,063	\$735,138,889	\$677,652,358	-3.02%

Funding/Program Analysis

Family Shelter. The Fiscal 2008 Executive Budget proposes spending \$50 million less on Family Shelter than the Fiscal 2007 Current Modified Budget. The chart demonstrates that after declining since July 2004, the Family Shelter census has risen by over 1,000 families since the beginning of Fiscal 2007.

Average Monthly Family Census



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Despite this rapid increase, the Executive Budget (like the Preliminary Budget) proposes to cut spending on Family Shelter in Fiscal 2008. To address this inconsistency, the administration will reassess the caseload at the end of the year (after the budget has been adopted), and then make a determination about the Family Shelter budget.

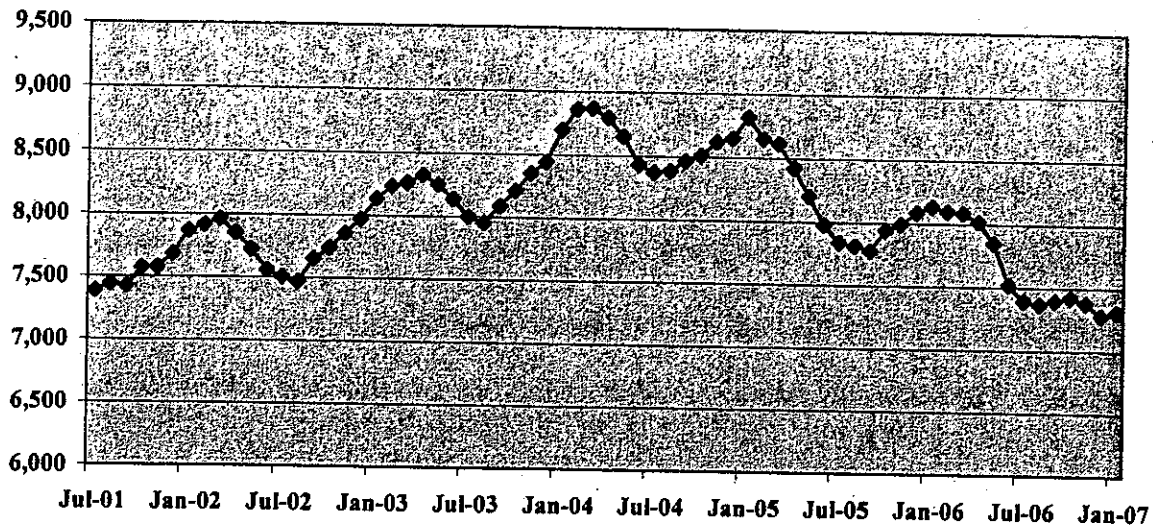
Housing Stability Plus and Advantage New York. In April 2007, DHS announced that it was ending the Housing Stability Plus (HSP) rental supplement and replacing it with a collection of programs known as Advantage New York. HSP was created by DHS in order to place homeless families into permanent housing and ensure a transition to self-sufficiency. However, the program de-incentivized work because if clients earned too much income they would become ineligible for Public Assistance (PA) and lose both their PA rental assistance and HSP supplement.

Advantage New York is made up of four different rental supplements: Work Advantage, Fixed-Income Advantage, Children Advantage, and Short-term Assistance Advantage. Work Advantage, the centerpiece of the new programs, is available to working shelter clients who have been living in shelter for a minimum of three months. It will pay all of a client's rent, except for a \$50 monthly contribution that the clients will make. The program will attempt to put clients on the path to self-sufficiency by matching a certain amount of money that the clients save while they are in the program. The other Advantages are targeted to smaller populations and do not have the same work requirements.

With few details about how the funding for the supplements will work, it is impossible to develop a good estimate of the program's cost. HSP was funded through the PA budget because all HSP recipients were on PA. However, not all Advantage clients will be on PA. It is unclear how the supplements will be funded for clients who are not on PA.

Single Adult Shelter

Average Daily Single Adult Census



As the chart above demonstrates, the Single Adult Shelter census has been decreasing since the end of Fiscal 2005. However, a decrease in spending on Single Adult Shelter has not accompanied the decline in the shelter census. The chart below shows the trends in spending, in the shelter census, and in the average cost of a Single Adult shelter bed over the previous three fiscal years.

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	FY 2004	FY 2005	FY 2006
Spending on Single Adult Shelter	\$201 million	\$223 million	\$227 million
Average of singles adults in shelter per day	8,444	8,473	7,928
Cost per day of a Single Adult Shelter bed	\$54.42	\$55.51	\$62.61

Between Fiscal 2004 and Fiscal 2005, the shelter census did not significantly change, but spending on Single Adult Shelter increased by over \$20 million. In Fiscal 2006, the average number of adults in shelter per day decreased by more than 500 compared to Fiscal 2005, yet spending on Single Adult Shelter increased by \$4 million. This increase in Single Adult Shelter spending despite a stagnant or decreasing shelter census has led to a significant increase in the Cost of Single Adult Shelter beds over the past three fiscal years.

Homebase and Aftercare. On January 17, 2007, DHS issued a Request for Proposals (RFP) to expand the Homebase program. The RFP seeks to expand Homebase and Aftercare services citywide. Currently, Homebase is serving six community districts: two each in Brooklyn and the Bronx, and one each in Manhattan and Queens. These neighborhoods were selected because a large proportion of the families and adults entering the shelter system were identified as coming from these communities. Homebase services are provided by Community-Based Organizations (CBOs) and can include short-term financial assistance, mental health and substance abuse services, and landlord mediation. Currently, Homebase has an annual budget of \$12 million that is evenly divided among the six communities.

The RFP will create four new service areas but the new funding will not be divided evenly. The table below shows the location of the four new service areas and the proposed spending on each in Fiscal 2008.

Table 1: City-Wide Prevention Proposal				
Service Area Options	Preferred Office Location	Community Districts within Service Area	Total FY08 Shelter Diversion Targets	Total FY08 Contract Amount
Option 1	CD 205	CDs 205, 207, 208	75	\$2,328,754
Option 2	CD 202	CDs 202, 209, 210, 211, 212	75	\$2,241,574
Option 3	CD 305	CDs 305, 318	40	\$1,314,013
Option 4	CD 302	CDs 302, Brooklyn & Staten Island	60	\$1,704,296
New Programs Total			250	\$7,588,637

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The spending increase in Homebase is not reflected in the Program Funding Overview Chart (located on page 1) because DHS and OMB did not place the funds for the Homebase expansion in the Homebase budget. While this will not affect the program expansion it does decrease the transparency in the DHS budget.

Outreach. The Fiscal 2008 Executive Budget proposes a significant expansion in DHS's outreach efforts. The Department is proposing to add 450 transitional shelter beds for the street homeless. These transitional housing options have low thresholds for entrance in order to attract street homeless individuals who may be wary of traditional DHS shelters. This expansion of transitional housing is accompanied by a reorganization of DHS's outreach services.

Last November, DHS issued a joint RFP with the Department of Health and Mental Hygiene (DOHMH) to provide outreach services to the chronically street homeless. In the past, outreach to the chronically street homeless has focused on providing emergency assistance to this population. This new RFP seeks to "shift the focus to expediting the placement of clients into permanent housing and/or long-term transitional settings". Towards that end, the payments to contractors will be partly dependent on how many clients they are able to place into permanent housing.

Another of the Department's outreach strategies is the Homeless Encampments Initiative, which targets encampments "where a group of homeless individuals builds make-shift dwellings and live". Through collaboration with other City and State agencies, DHS has cleared 70 encampments and placed 70 individuals who were living in these encampments into housing.

Results of HOPE. DHS recently released the results of its 2007 Homeless Opportunity Population Estimate (HOPE). This annual count of the street homeless found that 3,755 persons were living on the streets, which represents a two percent decline from the 2006 HOPE survey.

Cuts to Council Programs. The Fiscal 2008 Executive Budget cuts several City Council programs that were included in the Fiscal 2007 Adopted Budget.

- **Adult Rental Assistance Program \$900,000:** This funding fully restored the reduction to the City Council's Adult Rental Assistance Program, which totaled \$1.8 million in the 2007 Adopted Budget. The program assists in the provision of rent subsidies and other needed services to homeless individuals who are transitioning to work. This program is operated by five contracted providers.
- **Citywide "Homeless Prevention Fund" \$500,000:** This funding expanded prevention efforts beyond the neighborhoods that DHS's Homebase program targets. The program provides emergency grants to families at risk of becoming homeless to keep them in their homes and out of the shelter system.
- **Project Renewal \$200,000:** This funding supports the operation of Project Renewal's Culinary Arts Program. The program helps homeless men and women in recovery from substance abuse prepare for jobs in the food service industry.

EXECUTIVE BUDGET ACTIONS (000s)

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$333,365	\$398,218	\$731,583	\$317,472	\$367,125	\$684,596
Executive Plan New Needs						
Adult Stabilization Beds	\$0	\$0	\$0	\$2,067	\$0	\$2,067
NY/ NY III Placement Unit	\$0	\$0	\$0	\$219	\$0	\$219
Office of Emergency Preparedness	\$717	\$0	\$717	\$1,114	\$0	\$1,114
Reduced Shelter Utilization- Camp LaGuardia	\$0	\$0	\$0	(\$8,469)	\$0	(\$8,469)
Safe Haven Transitional Program	\$0	\$0	\$0	\$3,681	\$0	\$3,681
SRO Support Subsidy	\$138	\$138	\$276	\$550	\$550	\$1,100
Veteran's Initiative	\$0	\$0	\$0	\$1,752	\$0	\$1,752
Total New Needs	\$855	\$138	\$993	\$914	\$550	\$1,464
Executive Plan Other Adjustments						
Family Shelter Adjustment	\$0	\$3,546	\$3,546	\$0	\$0	\$0
Heat, Light, Power, Fuel and Lease Adjustments	(\$1,959)	\$0	(\$1,959)	(\$715)	\$0	(\$715)
Moving On	(\$200)	\$0	(\$200)	\$200	\$0	\$200
DOE Fund	\$40	\$0	\$40	\$0	\$0	\$0
Community Development Adjustment	\$0	(\$30)	(\$30)	\$0	(\$60)	(\$60)
Total Other Adjustments	(\$2,119)	\$3,516	\$1,397	(\$515)	(\$60)	(\$575)
Executive Plan PEGs						
Contract Savings from Camp LaGuardia Closing	\$0	\$0	\$0	(\$7,834)	\$0	(\$7,834)
Personal Service Accruals	(\$1,356)	\$0	(\$1,356)	\$0	\$0	\$0
Total PEGs	(\$1,356)	\$0	(\$1,356)	(\$7,834)	\$0	(\$7,834)
Total Executive Plan Budget Changes	(\$2,620)	\$3,654	\$1,034	(\$7,435)	\$490	(\$6,945)
Agency Budget as per Executive Plan	\$330,745	\$401,872	\$732,617	\$310,037	\$367,615	\$677,651

Executive Budget Action Analysis

New Needs

- **Safe Haven Transitional Program and Adult Stabilization Beds.** DHS is proposing to expand its Outreach efforts through two new transitional shelter programs. The Safe Haven Transitional Program will create 250 beds for homeless individuals who are not ready for shelter or permanent housing. These beds will be in service rich settings and be controlled by street outreach teams. The Safe Haven beds will cost \$3.7 million (all City funds) in Fiscal 2008 and the outyears. In addition, the Department will also create 200 adult stabilization beds at a cost of \$2.1 million in Fiscal 2008 and \$2.6 million in Fiscal 2009 and the outyears.
- **Veteran's Initiative.** The Department will use \$1.8 million (all City funds) in Fiscal 2008 to create a new transitional shelter for homeless veterans. The details of the size and scope of this shelter are still being worked out.
- **New York/ New York 3 Placement Unit.** DHS will add 4 staff at a cost of \$219,000 (all City funds) who will work with housing providers to place clients in New York/ New York 3 supportive housing. The DHS staff will handle all placements into NY/NY 3 housing

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regardless of whether eligible clients are coming from shelter or not. This funding is not baselined because the administration believes that the savings achieved by moving homeless clients into NY/ NY 3 housing will pay for the additional staff.

Programs to Eliminate the Gap (PEGs)

- **Camp LaGuardia Closure.** Due to the Camp LaGuardia closure, DHS will save \$16.3 million (all City funds). While \$8.5 million of this savings is being reinvested into DHS programs, the remaining \$7.8 million will reduce the Department's overall budget.

Revenue Section

Over half of DHS's funding comes from State and federal revenue sources. The chart below demonstrates that the majority of this funding comes from two revenue streams: Family Assistance (Federal TANF Assistance and State TANF Assistance in the chart) and the Adult Shelter Cap. Family Assistance provides most of the State and federal funding for the Family Shelter program because many families in shelter are eligible for this program. The Adult Shelter Cap provides the vast majority of the State revenue for Single Adult Shelter.

Fund Type	Revenue Source	2007 Adopted Budget	2007 Current Modified	2008 Preliminary Budget	2008 Executive Budget
Fed-C.D.	Community Development Block Grants	\$4,050,733	\$5,679,387	\$4,060,016	\$4,000,000
Federal	Emergency Shelter Grant	\$0	\$6,485,497	\$0	\$0
Federal	Federal TANF Assistance	\$111,641,860	\$110,559,184	\$71,971,215	\$71,971,215
Federal	Administrative Expense Reimbursement	\$15,131,023	\$15,131,023	\$14,197,019	\$14,197,019
Federal	Personal Services Reimbursement	\$27,173,980	\$27,173,980	\$28,107,983	\$28,107,983
Federal	Supportive Housing Program (HUD)	\$156,144	\$926,144	\$156,144	\$156,144
Federal	TANF- Emergency Assistance			\$3,000,000	\$3,000,000
Intra City	Intra City	\$31,121,017	\$31,121,017	\$31,121,017	\$31,121,017
State	Adult Shelter Cap	\$103,280,919	\$93,962,998	\$98,493,999	\$98,493,999
State	Homeless Families	\$3	\$0	\$0	\$0
State	Local Admin Fund- AOTPS Admin	\$4,409,689	\$4,409,689	\$4,165,890	\$4,165,890
State	Local Admin Fund- PS Admin	\$13,901,187	\$13,901,187	\$14,144,991	\$14,144,991
State	Safety Net	\$18,249,770	\$23,877,673	\$45,663,182	\$45,663,182
State	Shelters	\$0	\$9,317,921	\$9,317,920	\$9,867,920
State	State TANF Assistance	\$57,974,399	\$59,187,912	\$41,225,644	\$41,225,644
State	TANF- Emergency Assist Families			\$1,500,000	\$1,500,000
	Total	\$387,090,724	\$401,733,612	\$367,125,020	\$367,615,004

Administration- General

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$26,942,916	\$30,451,566	\$25,027,286	\$25,238,440	\$26,013,901	\$28,246,552
Other Than Personal Services	\$12,441,735	\$13,894,127	\$13,319,132	\$14,006,927	\$13,319,132	\$13,679,408
Total	\$39,384,652	\$44,345,693	\$38,346,418	\$39,245,367	\$39,333,033	\$41,925,960

Funding						
City Tax Levy			\$17,744,899	\$17,705,550	\$18,694,273	\$20,509,942
Fed-C.D.			\$50,733	\$151,733	\$60,016	
Federal			\$9,679,619	\$10,481,433	\$8,999,068	\$9,303,612
State			\$10,871,167	\$10,906,651	\$11,579,676	\$12,112,406
Total			\$38,346,418	\$39,245,367	\$39,333,033	\$41,925,960

Full Time Budgeted Positions	1,060	439	1,060	453
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Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
DHS-managed properties with signs of rodent infestation	Outcome	0%	38.1%	22.7%	

DHS Program Budget

Administration- HR, Audit, Legal & Contracts

This program includes human resources, the audit unit, the General Counsel, and the Office of Contracts.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$12,122,399	\$10,017,880	\$12,981,662	\$12,971,838	\$12,950,525	\$9,519,685
Other Than Personal Services	\$710,482	\$950,720	\$526,615	\$550,065	\$526,615	\$526,615
Total	\$12,832,880	\$10,968,600	\$13,508,277	\$13,521,903	\$13,477,140	\$10,046,300
Funding						
City Tax Levy			\$5,852,563	\$5,866,189	\$5,929,909	\$4,358,261
Federal			\$3,845,592	\$3,845,592	\$3,570,810	\$2,739,305
State			\$3,810,122	\$3,810,122	\$3,976,421	\$2,948,734
Total			\$13,508,277	\$13,521,903	\$13,477,140	\$10,046,300
Full Time Budgeted Positions						
			150	163	148	163

Administration- IT

The IT department handles the computer needs of DHS.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$1,488,644	\$2,239,754	\$2,057,164	\$2,057,164	\$2,057,164	\$3,843,450
Other Than Personal Services	\$2,885,297	\$2,889,566	\$1,163,618	\$3,967,741	\$3,060,498	\$3,060,498
Total	\$4,373,940	\$5,129,320	\$3,220,782	\$6,024,905	\$5,117,662	\$6,903,948
Funding						
City Tax Levy			\$1,440,157	\$4,311,578	\$3,370,005	\$4,189,705
Federal			\$838,649	\$806,835	\$764,182	\$1,194,905
State			\$941,976	\$906,492	\$983,475	\$1,519,338
Total			\$3,220,782	\$6,024,905	\$5,117,662	\$6,903,948
Full Time Budgeted Positions						
			33	52	33	52

DHS Program Budget

Anti-Eviction Legal Services

DHS has contracts with a dozen nonprofit organizations around the city to provide anti-eviction legal services to households at risk of becoming homeless. These nonprofits provide tenants with legal representation in housing court, prevent illegal conversions of SRO housing, and otherwise help tenants retain their housing.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	\$5,930,833	\$5,665,925	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
Total	\$5,930,833	\$5,665,925	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
Funding						
City Tax Levy			\$2,331,068	\$2,331,068	\$1,500,000	\$1,500,000
Federal			\$2,239,926	\$2,239,926	\$3,000,000	\$3,000,000
State			\$1,429,006	\$1,429,006	\$1,500,000	\$1,500,000
Total			\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000

EARP & Other Permanent Housing

This program includes the Emergency Assistance Re-housing Program (EARP), which was terminated in December 2004 due to a change in federal regulations. EARP provided bonuses to landlords so that they would rent apartments to homeless families using Section 8 vouchers.

Currently, this program funds support functions for DHS's prevention and permanent housing programs.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$1,048,448	\$536,505	\$3,679	\$3,679	\$3,679	
Other Than Personal Services	\$8,159,919	\$149,361	\$0	\$75,713		
Total	\$9,208,367	\$685,866	\$3,679	\$79,392	\$3,679	
Funding						
City Tax Levy			\$3,679	\$3,679	\$3,679	
Federal			\$0	\$75,713	\$0	
Total			\$3,679	\$79,392	\$3,679	
Full Time Budgeted Positions						
			0	13		

DHS Program Budget

Family Shelter- Administration

The administration of the Family Shelter system is responsible for overseeing the contracts that DHS has with Family Shelter providers. It also administers the Department's rental assistance programs.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$5,175,804	\$4,867,465	\$5,250,322	\$5,250,322	\$5,250,322	\$5,594,888
Total	\$5,175,804	\$4,867,465	\$5,250,322	\$5,250,322	\$5,250,322	\$5,594,888
Funding						
City Tax Levy			\$1,416,567	\$1,416,567	\$1,398,166	\$1,568,351
Federal			\$2,706,456	\$2,706,456	\$2,689,883	\$2,747,041
State			\$1,127,299	\$1,127,299	\$1,162,273	\$1,279,496
Total			\$5,250,322	\$5,250,322	\$5,250,322	\$5,594,888
Full Time Budgeted Positions			113	114	113	114

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Average school attendance rate for children in DHS shelter	Outcome	79.2%	78.8%	78.9%	81.9%
Families placed into permanent housing	Outcome	7,090	6,772	6,406	
Housing Stability Plus (HSP) placements into permanent housing	Outcome		2,086	4,641	1,292
Average Length of Stay for Families	Outcome	341	344	344	

Family Shelter- DHS Operated

The Department operates 7 shelters that together contain 464 family units.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$7,673,551	\$8,079,704	\$8,081,218	\$8,081,218	\$8,057,074	\$8,184,406
Other Than Personal Services	\$33,536,472	\$31,999,566	\$32,058,873	\$23,699,885	\$23,449,145	\$23,449,145
Total	\$41,210,024	\$40,079,270	\$40,140,091	\$31,781,103	\$31,506,219	\$31,633,551
Funding						
City Tax Levy			\$14,622,857	\$11,375,296	\$12,207,106	\$12,262,838
Federal			\$16,784,968	\$13,664,382	\$11,427,875	\$11,462,843
State			\$8,732,266	\$6,741,425	\$7,871,238	\$7,907,870
Total			\$40,140,091	\$31,781,103	\$31,506,219	\$31,633,551
Full Time Budgeted Positions						
			159	207	159	207

Family Shelter- Eligibility Investigation

This unit conducts eligibility investigations of families who apply for shelter. These investigations were first mandated in 1996 and resulted in a drop in the Family Shelter census.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$1,256,260	\$1,486,366	\$5,562,082	\$5,562,082	\$5,562,082	\$1,357,935
Total	\$1,256,260	\$1,486,366	\$5,562,082	\$5,562,082	\$5,562,082	\$1,357,935
Funding						
City Tax Levy			\$1,859,554	\$1,859,554	\$1,818,701	\$912,212
Federal			\$2,593,899	\$2,593,899	\$2,604,597	
State			\$1,108,629	\$1,108,629	\$1,138,784	\$445,723
Total			\$5,562,082	\$5,562,082	\$5,562,082	\$1,357,935
Full Time Budgeted Positions						
			33	35	33	35

Family Shelter- HPD Family Centers

Some Family Shelter clients are placed into HPD family centers. These centers provide housing for approximately 250 families.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382
Total	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382
Funding						
City Tax Levy			\$2,354,139	\$2,354,139	\$2,652,118	\$2,652,118
Federal			\$2,262,095	\$2,262,095	\$1,664,053	\$1,664,053
State			\$1,443,148	\$1,443,148	\$1,743,211	\$1,743,211
Total			\$6,059,382	\$6,059,382	\$6,059,382	\$6,059,382

DHS Program Budget

Family Shelter- Intake

Family Shelter operates two intake centers: one for families with children and one for adult families without children.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$15,164,915	\$18,352,724	\$8,941,069	\$12,780,601	\$13,534,939	\$18,162,502
Total	\$15,164,915	\$18,352,724	\$8,941,069	\$12,780,601	\$13,534,939	\$18,162,502
Funding						
City Tax Levy			\$1,988,488	\$5,828,020	\$3,090,024	\$4,641,335
Federal			\$5,472,762	\$5,472,762	\$8,202,836	\$10,579,190
State			\$1,479,819	\$1,479,819	\$2,242,079	\$2,941,977
Total			\$8,941,069	\$12,780,601	\$13,534,939	\$18,162,502
Full Time Budgeted Positions			85	387	85	387

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Families found eligible for shelter without having to repeat application process	Service Quality	65.0%	69.0%	71.0%	68.8%

Family Shelter- Privately Operated

DHS's Family Shelter system is comprised of 167 facilities that operate 9,695 units of shelter. The vast majority of these facilities are operated not by DHS, but by contracted providers.

The Housing Stability Plus (HSP) program is included in the Family Shelter program. In December 2004, DHS created a time-limited rental subsidy for families in the shelter system known as Housing Stability Plus (HSP). Families that have been in the shelter system for at least 90 days, and which receive Public Assistance, are eligible to receive this aid.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$5,450,907	\$5,508,600	\$6,232,323	\$6,232,323	\$6,232,323	\$6,033,714
Other Than Personal Services	\$294,775,820	\$283,599,169	\$260,263,582	\$293,797,781	\$244,743,813	\$244,743,813
Total	\$300,226,727	\$289,107,769	\$266,495,905	\$300,030,104	\$250,976,136	\$250,777,527
Funding						
City Tax Levy			\$101,241,321	\$123,132,649	\$107,735,432	\$107,603,966
Fed-C.D.			\$4,000,000	\$4,507,592	\$4,000,000	\$4,000,000
Federal			\$99,170,040	\$101,473,065	\$66,045,466	\$66,041,142
State			\$62,084,544	\$70,916,798	\$73,195,238	\$73,132,419
Total			\$266,495,905	\$300,030,104	\$250,976,136	\$250,777,527
Full Time Budgeted Positions						
			93	124	93	124

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Average number of families in shelter per day	Outcome	9,109	8,623	7,933	8,616
Cost per day of Family facilities	Efficiency	\$86.54	\$88.67	\$90.92	

DHS Program Budget

Homebase and Aftercare

Started in September 2004, Homebase is a homelessness prevention program that operates in six, high-need communities and works with families who are at-risk of becoming homeless. Homebase offers a range of services to its clients including job training, assistance with legal action, housing relocation, and financial assistance for the payment of rent arrears. Beginning in FY 2008, Homebase will expand Citywide.

Also included in this program is funding for aftercare services—DHS-contracted agencies reach out to families that have left the shelter system for permanent housing, to provide them with any services necessary to ensure that they will remain in that housing.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	\$10,145,809	\$10,757,394	\$14,470,000	\$14,470,000	\$13,970,000	\$13,970,000
Total	\$10,145,809	\$10,757,394	\$14,470,000	\$14,470,000	\$13,970,000	\$13,970,000
Funding						
City Tax Levy			\$8,680,857	\$8,680,857	\$8,201,026	\$8,201,026
Federal			\$5,212,997	\$5,212,997	\$5,167,445	\$5,167,445
State			\$576,146	\$576,146	\$601,529	\$601,529
Total			\$14,470,000	\$14,470,000	\$13,970,000	\$13,970,000

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Percent of adults receiving preventive services who did reside 21 days or more in shelter	Outcome		96.0%	99.0%	99.0%
Percent of families receiving preventive services who did not enter the shelter system	Outcome		92.0%	96.0%	96.2%

Moving Assistance

DHS helps families with the logistics associated with moving out of the shelter system and into apartments. These clients work with caseworkers to buy furniture or locate donated items, and moving vans move the items to the apartments.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$4,247,457	\$4,322,392	\$4,166,832	\$4,166,832	\$4,166,832	\$4,402,337
Other Than Personal Services	\$950,376	\$828,751	\$855,052	\$855,052	\$855,052	\$855,052
Total	\$5,197,833	\$5,151,143	\$5,021,884	\$5,021,884	\$5,021,884	\$5,257,389
Funding						
City Tax Levy			\$1,112,736	\$1,112,736	\$1,076,251	\$1,076,251
Federal			\$3,024,462	\$3,024,462	\$3,036,937	\$3,250,797
State			\$884,686	\$884,686	\$908,696	\$930,341
Total			\$5,021,884	\$5,021,884	\$5,021,884	\$5,257,389
Full Time Budgeted Positions						
			93	96	93	96

DHS Program Budget

Outreach

DHS's outreach programs target individuals who appear to be living in public spaces. Since these homeless individuals often resist participating in service programs, the key objective of these outreach services is to persuade them to leave spaces where they are at risk and unable to access service and into appropriate entry points in the social service system. The city-operated outreach programs work with a network of shelters, drop-in centers, reception centers, faith-based shelters, soup kitchens and pantries. DHS operates a citywide outreach team and contracts for the provision of five borough based outreach programs. The outreach programs operate 24 hours a day and include clinical and social work staff.

To help DHS better target its outreach efforts, the agency conducts an annual estimate of the street homeless population, known as HOPE.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$913,808	\$720,684	\$771,929	\$771,929	\$771,929	\$771,929
Other Than Personal Services	\$23,725,925	\$23,638,674	\$20,424,954	\$27,844,172	\$25,796,072	\$31,544,072
Total	\$24,639,733	\$24,359,357	\$21,196,883	\$28,616,101	\$26,568,001	\$32,316,001

Funding						
City Tax Levy			\$12,547,166	\$16,087,166	\$15,447,170	\$21,195,170
Federal			\$0	\$1,419,218	\$0	
State			\$8,649,717	\$11,109,717	\$11,120,831	\$11,120,831
Total			\$21,196,883	\$28,616,101	\$26,568,001	\$32,316,001

Full Time Budgeted Positions

16 18 16 18

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Percent of Outreach contacts that result in placements into temporary housing	Outcome	5.8%	4.6%	4.8%	
Number of people estimated to be living on the streets (HOPE)	Demand		4,395	3,843	

Rental Assistance

DHS offers rental assistance designed to move employed shelter clients that are otherwise unable to find apartments because their incomes are too low to afford market rate rents out of the shelter system into housing. This program provides time-limited rental, employment, and social service assistance for up to 24 months and requires participants to pay 30 percent of their income for rent. It is expected that individual subsidy amounts will vary and will decrease over the 24 months as the client achieves greater self-sufficiency.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$56,381	\$0	\$73,576	\$73,576	\$73,576	\$7,668
Other Than Personal Services	\$2,336,137	\$13,102,698	\$1,882,984	\$2,094,413	\$982,984	\$982,984
Total	\$2,392,518	\$13,102,698	\$1,956,560	\$2,167,989	\$1,056,560	\$990,652
Funding						
City Tax Levy			\$1,932,985	\$2,144,414	\$1,032,410	\$988,135
State			\$23,575	\$23,575	\$24,150	\$2,517
Total			\$1,956,560	\$2,167,989	\$1,056,560	\$990,652

Full Time Budgeted Positions

1

1

DHS Program Budget

Single Adult Shelter- DHS Operated

The Department operates four shelters with a combined 1,621 beds.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$18,126,752	\$16,151,069	\$15,977,560	\$15,977,560	\$15,923,465	\$14,044,668
Other Than Personal Services	\$28,224,760	\$25,429,597	\$28,334,115	\$27,985,627	\$28,334,115	\$27,577,434
Total	\$46,351,512	\$41,580,666	\$44,311,675	\$43,963,187	\$44,257,580	\$41,622,102
Funding						
City Tax Levy			\$26,280,479	\$25,931,991	\$25,674,659	\$23,828,765
Federal			\$17,282	\$17,282	\$13,713	\$13,713
State			\$18,013,914	\$18,013,914	\$18,569,208	\$17,779,624
Total			\$44,311,675	\$43,963,187	\$44,257,580	\$41,622,102
Full Time Budgeted Positions			349	375	320	320

Single Adult Shelter- Intake

The system has 4 intake centers: 3 for women and 1 for men. The intake center for men is located in Manhattan, while the centers for women are in the Bronx, Brooklyn, and Queens.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$4,904,453	\$4,652,896	\$4,586,097	\$4,586,097	\$4,586,097	\$4,459,569
Total	\$4,904,453	\$4,652,896	\$4,586,097	\$4,586,097	\$4,586,097	\$4,459,569
Funding						
City Tax Levy			\$2,976,998	\$2,976,998	\$2,937,921	\$2,864,623
State			\$1,609,099	\$1,609,099	\$1,648,176	\$1,594,946
Total			\$4,586,097	\$4,586,097	\$4,586,097	\$4,459,569
Full Time Budgeted Positions						
			39	109	39	109

DHS Program Budget

Single Adult Shelter- Privately Operated

The Single Adult Shelter system is comprised of 49 facilities that operate 8,754 beds. As in the family system, single adults living in shelters have access to a wide range of social services, including mental health treatment, substance abuse treatment, and employment training.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	\$8,212,579	\$8,206,148	\$7,893,484	\$7,893,484	\$7,832,638	\$9,419,929
Other Than Personal Services	\$163,241,165	\$172,522,827	\$187,164,632	\$183,449,145	\$185,847,882	\$171,418,882
Total	\$171,453,743	\$180,728,976	\$195,058,116	\$191,342,629	\$193,680,520	\$180,838,811
Funding						
City Tax Levy			\$97,969,906	\$90,968,906	\$95,385,286	\$81,816,735
Fed-C.D.			\$0	\$1,020,062	\$0	
Federal			\$254,260	\$4,979,711	\$245,496	\$268,315
Intra City			\$31,121,017	\$31,121,017	\$31,121,017	\$31,121,017
State			\$65,712,933	\$63,252,933	\$66,928,721	\$67,632,744
Total			\$195,058,116	\$191,342,629	\$193,680,520	\$180,838,811
Full Time Budgeted Positions			91	222	91	222

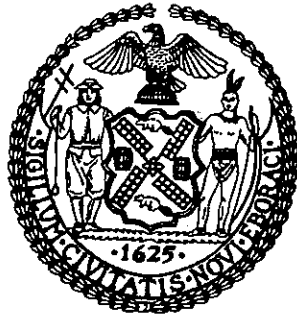
Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Average number of single adults in shelter per day	Outcome	8,444	8,473	7,928	7,394
Single adults placed into permanent housing	Outcome	5,774	6,498	7,494	
Average Length of Stay for Single Adults	Outcome	104	106	101	

SRO Supportive Services

DHS contracts with non-profit organizations to provide social services to clients living in SRO housing. Through this program the Department provides social services for around 8,500 supportive housing units. The goal of this program is to assist SRO tenants in maintaining and/or enhancing independent living and to prevent homelessness.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	\$16,730,256	\$18,294,499	\$18,635,841	\$18,635,841	\$18,635,841	\$19,735,841
Total	\$16,730,256	\$18,294,499	\$18,635,841	\$18,635,841	\$18,635,841	\$19,735,841
Funding						
City Tax Levy			\$9,317,920	\$9,317,920	\$9,317,921	\$9,867,921
State			\$9,317,921	\$9,317,921	\$9,317,920	\$9,867,920
Total			\$18,635,841	\$18,635,841	\$18,635,841	\$19,735,841



Fiscal 2008 Executive Budget Hearings

Department of Homeless Services (Capital)

May 2007

*Hon. Christine C. Quinn
Speaker of the Council*

*Hon. David I. Weprin, Chair
Committee on Finance*

*Hon. Bill De Blasio, Chair
Committee on General Welfare*

*Hon. Helen Sears, Chair
Committee on Women's Issues*

*Michael Keogh, Director
Finance Division*

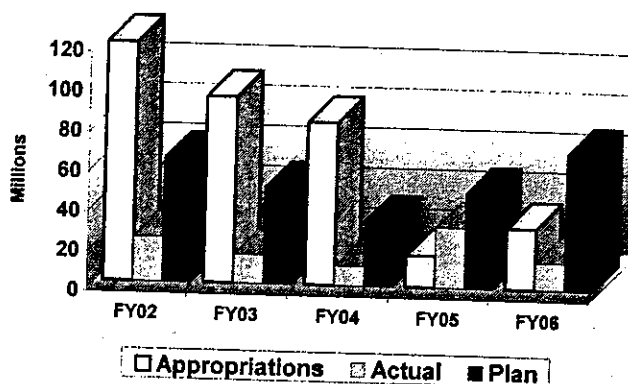
Agency Overview

The Department of Homeless Services (DHS) began operations as an independent agency in July 1993 pursuant to the adoption of its enabling legislation. In 1998, the City Council passed Int. No. 407 which placed the Department of Homeless Services under the New York City Department of Social Services. The Commissioner, who also serves as a Deputy Commissioner of the Department of Social Services, heads DHS. In short, although the Department of Homeless Services technically operates under the Department of Social Services, in practice, it acts as an independent agency.

The agency's primary responsibility is to provide food, clothing, shelter and other critical services to the City's homeless population and to develop policies, programs and new transitional facilities to serve this population. The agency plans to transform the shelter system so that it provides emergency assistance to those who truly need it by assessing their needs within a limited time frame, and referring them, when appropriate, to services to meet those needs. A homeless person or family must accept the responsibility to participate in programs provided to assist them in resolving their crisis and in moving toward independent living.

The City of New York has approximately 51 homeless shelters for single adults and 164 shelters for homeless families. Currently, DHS operates only 14 out of 215 facilities. This reflects the Department's privatization efforts in recent years.

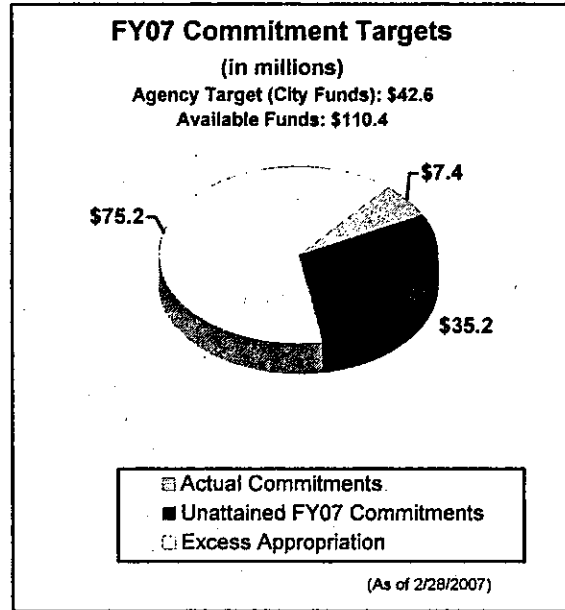
DEPARTMENT OF HOMELESS SERVICES
Appropriations vs. Actual & Planned Commitments
(City funds)



Current Budget Summary

The April 2007 Capital Commitment Plan includes \$151.4 million in Fiscals 2008-2011 for the Department of Homeless Services (including City and Non-City funds). This represents less than one percent of the City's total \$44.5 billion April Plan for Fiscals 2008-2011. The agency's current Commitment Plan for Fiscals 2008-2011 is 8.9 percent greater than the \$139 million in the January Commitment Plan, an increase of \$12.4 million.

As of February 28, 2007 the Department of Homeless Services has only committed \$7.4 million, or 17.4 percent, of its \$42.6 million Fiscal 2007 Plan. Over the past five years the Department of Homeless Services has only committed an average of 34.5 percent of its annual capital plan. Therefore, it is assumed that a large portion of the agency's Fiscal 2007 capital plan will be rolled into Fiscal 2008 thus greatly increasing the size of the Fiscal 2008-2011 capital plan.



Currently the Department of Homeless Services appropriations total \$110.4 million in city-funds for Fiscal 2007. These appropriations are to be used to finance the Department of Homeless Services \$35.2 million city-funded Fiscal 2007 Capital Commitment program. The agency has over two times more funding than it needs to meet its' entire capital commitment program for the current fiscal year.

Fiscal 2008 Executive Capital Budget Report

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

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

	FY02	FY03	FY04	FY05	FY06
CITY	22	14	10	30	14
NON-CITY	0	0	0	0	0
TOTAL	22	14	10	30	14

The Preliminary Four-Year Capital Plan is shown below:

PRELIMINARY CAPITAL PLAN – JANUARY 2007 (\$ in millions)

	FY08	FY09	FY10	FY11	FY's 08-11
CITY	59.2	30.8	20.1	28.9	139
NON-CITY	0	0	0	0	0.0
TOTAL	59.2	30.8	20.1	28.9	139

The Executive Four-Year Capital Plan is shown below:

EXECUTIVE CAPITAL PLAN – APRIL 2007 (\$ in millions)

	FY08	FY09	FY10	FY11	FY's 08-11
CITY	93.7	13.9	14.9	28.9	151.4
NON-CITY	0	0	0	0	0.0
TOTAL	93.7	13.9	14.9	28.9	151.4

EXECUTIVE BUDGET HIGHLIGHTS:

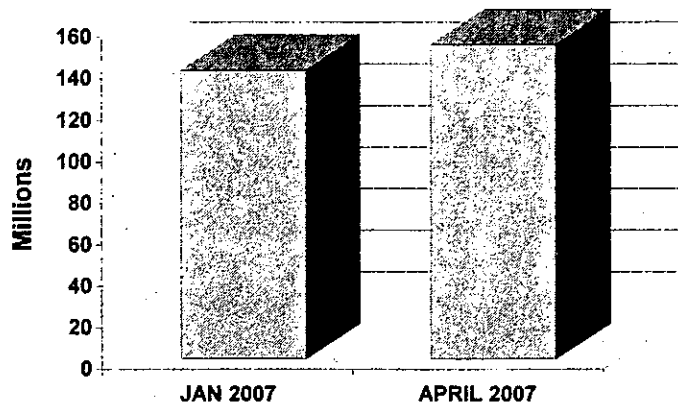
The focus of the Department of Homeless Services' Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and single adults. 93 percent of the agency's Ten-Year Capital Plan is allocated for the rehabilitation and development of these facilities. Major family projects include the interior renovation of the Auburn Shelter to create a new Adult Family Intake Center as well as exterior stabilization at Catherine Street, Jennie Clarke, Linden and Nelson Avenues. Funds are allocated for construction of a new Intake Center for families with children. Adult projects include exterior stabilization at the Barbara Kleinman Men's Shelter and the Ward's Island Men's Shelter complex as well as building upgrades at Park Slope Armory, Harlem Men's Shelter, Park Avenue Armory, Webster SRO and Willow Avenue.

Major MIS initiatives include continued expansion of the LAN/WAN to complete the connectivity of all shelter sites. This will provide access to the Client Tracking System database to enhance shelter management, reporting and interagency data sharing.

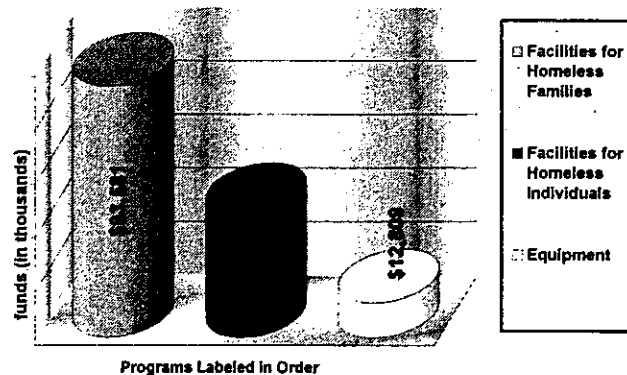
Construction of New Family Intake Center:

A total of \$22.1 million was advanced into Fiscal Year 2008 from Fiscal Years 2009 and 2010 for the construction of a New Family Intake Center. \$10 million was also added to Fiscal Year 2008 bringing total planned commitments up to \$55.3 million.

DEPARTMENT OF HOMELESS SERVICES
January 2007 vs. April 2007
CAPITAL COMMITMENT PLANS



Capital Commitments by Program Area
FY08-FY11





NYC Department of Homeless Services

Robert V. Hess
Department of Homeless Services
City Council Hearing on the FY'08 Executive Budget
May 21, 2007

Chairman de Blasio, Chairman Weprin and members of the Committee, good morning. I am Rob Hess, Commissioner of the Department of Homeless Services (DHS). Joining me at the table are Steve Pock, DHS' Deputy Commissioner of Fiscal and Procurement Operations, and Lula Urquhart, Assistant Commissioner for Budget and Audit.

A little over a year ago, I left Philadelphia for New York City to take the helm at DHS. I was honored to lead the Agency charged with operating what is the most sophisticated and comprehensive homeless services and shelter system in the nation. I was humbled by the charge that lay before me and my staff at DHS: to continue and build upon the Agency's previous four years of significant progress toward meeting Mayor Bloomberg's Five-Year Action Plan to reduce homelessness by two-thirds by 2009. I welcome this morning's opportunity to share the considerable progress as well as lessons learned during the past year. I am pleased to report that DHS has come a long way. We have devoted significant resources to measuring our progress, evaluating our programs and services, developing new strategies while enhancing others, and

investing in continuous improvement. As part of our commitment to ongoing self-assessment, we have spent innumerable hours talking with the clients we serve and the non-profit providers we partner with, as well as with elected officials and members of the community. Our efforts to meet the goal of the Mayor's Five-Year Action Plan has led to a series of innovative and exciting reforms that DHS is proud to share with you today.

Our Bold New Reforms: An Overview

In just a few months from now, new outreach providers will take to the streets. What once was a disparate grouping of providers with overlapping jurisdiction throughout the five boroughs will be replaced with a more comprehensive system that will eliminate redundancy and inefficiency. Building on our collaboration with the Department of Health and Mental Hygiene (DOHMH), DHS will assume contractual oversight while DOHMH will assume clinical oversight of a vastly improved outreach delivery system. We are coupling our more coordinated approach with greater access to, and a wider array of, housing options for homeless New Yorkers living on the streets. As a result, more men and women will leave the streets for housing where they can get the services and support they need.

We understand that prevention is a key component of ending chronic homelessness and, therefore, we have nearly doubled our investment in the nationally-recognized HomeBase prevention program. We realize that “one

size does not fit all” and, therefore, we are currently employing new operational models and strategies — both within and outside of the traditional shelter system — to combat homelessness. These include Safe Havens and Next Step Shelters, which I will describe in a moment.

Moreover, we recognized that HSP had served its purpose, providing more than 10,000 families and individuals with housing. But it had run its course, and it was time to provide different types of rental subsidies to meet the varied needs of our clients. So we developed and recently launched Advantage New York, our new rental assistance program, the centerpiece of which is Work Advantage, a rental subsidy that “makes work pay.”

Let me now turn to a discussion of each of these major reforms.

From the Streets to a Home: Revolutionizing Outreach

Shortly after I moved from Philadelphia to New York City, I spent many nights working with Street Outreach teams and talking with men and women living on our streets. In discussions with DHS staff, we concluded that a more coordinated and expanded approach toward addressing street homelessness was key to increasing the effectiveness of our outreach efforts. Therefore, last summer, DHS initiated discussions with DOHMH about revamping the City’s outreach efforts and in November, the two agencies issued a joint Request for Proposals (RFP). This has led to the creation of a single point of accountability in each borough; greater collaboration and

coordination between DHS and DOHMH, and our outreach providers; and the use of advanced technology to track and analyze data to better inform our outreach efforts.

But that's not all we've done to overcome street homelessness. Over the past six months, DHS, in collaboration with over 13 City and State agencies, identified 70 encampments throughout the City. All were cleared out and 68 homeless New Yorkers previously living in those encampments moved into permanent housing.

Gregory S is one of those individuals. Before his encampment was cleared, this 53-year-old had been living on the streets for about seven years. He repeatedly refused to stay indoors; even when previously escorted to a drop-in center, he would leave within the hour. His desire to stay on the streets was so intense that he did not come indoors even after losing all of his toes to frostbite. But because of the intensive outreach conducted collaboratively by several agencies during the encampments initiative, Gregory S finally decided to "try" the Prince, a facility run by our non-profit partner Common Ground, which caters to clients who live on the street. The first week he stayed four days; the second week, six days. And he's been there ever since, every single night, marking the first time in the last seven years that he has voluntarily stayed indoors for more than two consecutive nights. Now, he is on his way to

getting permanent housing, having been found eligible for NY/NY supportive housing, which I'll talk about a little later. I call this progress.

This well-coordinated, massive effort does not end here; over the next year, the City will continue its collective efforts to ensure that new encampments do not arise in place of those that were torn down.

The HOPE Count: Expanding Our Efforts Below Ground

Just a few weeks ago, DHS announced the results of the City's third city-wide Homeless Outreach Population Estimate (HOPE). Unsheltered homelessness is down 15% from 2005, the first year DHS conducted HOPE in all five boroughs. And 19% fewer individuals are living on City streets or in parks since 2006. Homeless individuals living unsheltered continued to decline or remained steady after steep declines in four out of five boroughs. But we can do better.

We've always said that HOPE is an effective tool to help us adjust programs and policies. The 2007 results revealed an increase in the number of homeless New Yorkers living in our City's subways. So, earlier this month, Elliot Sander, the MTA's Chief Executive Officer, and I announced an alliance between our agencies and the subway outreach provider, Bowery Residents' Committee (BRC), to address chronic homelessness in the subways. DHS and the MTA will move forward in partnership to create a more integrated system of outreach on the surface and in subways since many of the clients targeted

move between both systems. The partnership will focus on increased access to low-threshold housing options, such as Safe Haven and stabilization beds, for subway outreach teams. Our partnership also will include coordination of vital data collection between both groups, as well as a special initiative at Penn Station, one of the three highest density transit areas with homeless individuals identified in HOPE 2007.

Prevention: Citywide Expansion of HOMEBASE

As Chairman de Blasio is aware, far too often families and individuals are forced into shelter, when the right connection to preventive neighborhood resources could have made a tremendous difference and kept them in their homes and in their communities. Currently, the City targets New Yorkers in high-risk communities to better identify households that are likely to become homeless and enter shelter. In March, I advised you that DHS' HomeBase program would nearly double its funding, from \$12 million to over \$20 million and expand its prevention services citywide. Currently, HomeBase serves families and individuals in six high-need communities who are at risk of becoming homeless, by helping them overcome their housing crisis before they need to seek shelter. Since its inception in September 2004, the program has helped over 6,300 families and individuals with 94% having remained in homes and out of shelter. The program has also served over 8,200 children, helping to stabilize their families within their own communities and prevent children from

experiencing the disruptions associated with leaving the community and moving into shelter.

These encouraging results led to the City's decision to expand HomeBase and nearly double our investment in this innovative prevention effort. In January 2007, we issued an RFP to provide HomeBase services citywide. We are presently evaluating proposals. We expect that citywide prevention services, including landlord mediation, household budgeting, legal services and short-term financial assistance, will start later this year. These services will go beyond traditional prevention initiatives to include diversion of shelter applicants during the application process and aftercare services for families and individuals who move out of shelter.

I'd like to share a story about Mr. E and his son. They are the reason that we do the work we do. Mr. E is a single father of a 13-year-old boy. After losing his job, Mr. E was evicted. For a short time, he and his son were able to stay with a relative. But then they had to apply for shelter. HomeBase representatives at our family intake center, PATH, engaged Mr. E when he applied for shelter. After learning about the HomeBase services available right in his community, he received a referral to our CAMBA HomeBase provider and met with a case worker the next day. CAMBA HomeBase was able to locate an apartment and Mr. E and his son moved in that very same day. But their success story doesn't end there. CAMBA HomeBase then helped Mr. E

find a job. Three days later, he was employed in the food service industry, reflecting a long-time career interest and aspiration. His son is happily attending school and father and son are planning a future based on stability.

We too often hear about the system not working. But, this is what happens when the system works. Our goal, one I am sure we share with members of the City Council, is to serve more clients with outcomes like Mr. E's.

This spring, we also expanded our joint diversion efforts with HRA at PATH by doubling the number of HRA staff at the facility. Every family entering PATH will meet with an diversion worker to determine if they may be assisted with staying in the community instead of entering shelter.

Closing of the Largest Shelter in U.S. History

Last summer, the City announced the closing of the nation's largest shelter for single men, Camp LaGuardia, a 1,001 bed facility. This closing was made possible by a significant decrease in the adult shelter population.

Currently 40 men still reside at Camp. But, by May 31, they will all move into permanent housing or other facilities. This closure will result in an annual shelter savings of \$16 million — allowing us to reinvest these dollars into alternatives to shelter.

New Service Models: It's No Longer "One Size Fits All"

► The Safe Haven

The City has come a long way from a "one size fits all approach" to serving clients who are experiencing or at risk of experiencing homelessness. Earlier I mentioned the work that DHS is doing to address the urgent needs of New Yorkers living on our City's streets. Shortly, the Agency will issue an RFP to procure Safe Havens. The Safe Haven model is low-threshold transitional housing targeted to street homeless clients who choose to remain on the street rather than entering the shelter system. Placement into a Safe Haven will improve the individual's standard of living and lead him or her to acceptance of alternative housing options. This is a vitally important next step for addressing the needs of our street population. What we know about those who choose to live unsheltered is that they have decided that the traditional shelter system does not work for them. For some, shelters are too large. For others, there are too many rules to follow, such as a nightly curfew. In contrast, a Safe Haven is smaller in scale and has few barriers to entry.

► Next Step Shelter

Last year, our Family Services Division implemented a pilot program at our Catherine Street facility, called "LIFE." While the majority of clients can make the transition from shelter back to independent living, some clients need

extra help. This pilot provided just that – intensive case management and social services, daily interactions between clients and staff, and focused staff coordination on helping long-term-stayer families move out of shelter and into permanent housing. Families entering LIFE typically found and moved into permanent housing within 31 days after an average stay in shelter of 4.7 years. As a result of the pilot's success, I directed Family Services to bring this model to other facilities so that more families could benefit. Just last week, the pilot program was implemented at new sites within existing facilities; now called Next Steps. This brings us to a total of five Next Step sites for families with children. The number of Next Step sites will increase this summer when we open two sites that will serve the single adult population and two that will serve adult families.

The Many Advantages of Advantage New York

I now would like to turn to a discussion of our new rental subsidy program but first, I want to address the increase in our family shelter population and our success in meeting this increased demand.

Recognizing that the family census continues to be a challenging area for us, DHS continues to analyze intake and eligibility data and make all necessary modifications to ensure that families' applications for shelter are processed in a timely manner with correct determinations for eligibility. Even with the increase in the family shelter population, I'd like to emphasize that we have

successfully met this increased demand by sheltering all families whom we have determined are eligible for short term, emergency housing. Moreover, our families continue to benefit from significantly shorter processing times and intensive support throughout the application and eligibility process. This includes the services of our Resource Room at PATH, which is staffed with clinical social workers. In addition, we have built-in client and quality assurance safeguards, such as midpoint case conferences, legal conferences and a right to a State fair hearing. Our 92% success rate at State Fair Hearings, for 2007 to date, is a testament to the seriousness with which we take our responsibility to render accurate eligibility determinations and to the accuracy of our determinations.

Our successful response to families' increased demand for shelter does not mark the end of our efforts. First, let's not forget that HSP housed nearly 10,000 families previously living in shelter with a one-year recidivism rate of less than 4%. Second, we have launched our new rental subsidy program, Advantage New York, which is tailored to meet the varying needs of our clients in providing them with the assistance they need to move out of shelter and into homes of their own. We are hopeful that Advantage New York will go a long way toward increasing the number of families leaving shelter for permanent housing.

► Work Advantage

Advantage New York provides a series of rental assistance options to meet the varied needs of our clients. The centerpiece of the Advantage program, Work Advantage, is available to clients who have resided in shelter for 90 days, work at least 20 hours per week with income below 150% of the federal poverty level, and have an active PA status. Unlike HSP, the program allows clients to advance up the employment ladder without losing their rental subsidy. Moreover, Work Advantage is more attractive to landlords because it not only guarantees 100% of the first year's rent, with the possibility of guaranteeing the second year's rent in full, but it also pays a higher monthly rent than HSP.

Work Advantage is far more than a rental subsidy; the program includes access to jobs, workforce development, and transitional benefits such as food stamps, health care and child care. The program rewards work, provides incentives to increase earnings and save money, promotes long-term independence, and guarantees payment to the landlord of one and possibly two years of rent.

Work Advantage is further enhanced by financial education and guidance. The Department of Consumer Affairs' Office of Financial Empowerment (OFE) is working with DHS on fostering financial literacy,

expanding access to low-fee accounts and structuring the program's matched-savings component. OFE also will help clients access tax credits and appropriate banking options, with the emphasis on helping clients make their money grow for the future.

► **Fixed Income Advantage/Children Advantage**

The Advantage program also offers rental assistance to two special populations, individuals and families receiving benefits and who are on fixed incomes and families who have an active ACS case while in shelter. Families and individuals who receive federal benefits such as Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) and families with an active ACS case will receive a rental subsidy under Fixed Income and Children Advantage, respectively. We know from experience that families with an open ACS case often need long-term support and stable housing to avoid break up of the family unit, while family members and individuals with disabilities or other medical issues often require specialized support in a stable housing environment.

Those clients who are in one of the special needs groups I've just described will receive up to one year of rental assistance as well as support in applying for Section 8. Clients will be required to locate and secure apartments that meet the guidelines for Section 8, and State aftercare providers will assist clients in completing and submitting Section 8 priority applications to

NYCHA. Aftercare services and additional supports will also be available to assist these families in transitioning back to the community.

► **Short-Term Advantage**

Finally, there are clients who simply do not require a full year of rental assistance. Some clients only need the right level of financial help to get themselves back on their feet after a particular financial or other setback that triggers an actual or potential housing crisis. Short-Term Advantage provides one-time financial assistance in the form of 4 months' rent, plus the security deposit, broker's fees, and a furniture allowance.

What is truly innovative about Advantage New York is that it complements a rental subsidy with additional supports and it is designed to meet the specific needs of individuals and families in our shelter system. In the past few weeks, members of my senior staff and I have visited shelters throughout the City. We have personally met with clients and shelter staff to explain Advantage New York. And, at every shelter we have visited, the response to the new program has been extremely positive. Most clients really want to work and find a home of their own. And, most staff believes that those living in shelter need benefits and services that empower clients to lead independent lives.

Of equal importance, is the fact that as with any new initiative or program that we launch, we will utilize a data-driven approach toward evaluating Advantage New York and we will regularly review outcomes to determine if any mid-course corrections are required.

Expansion of Transitional and Permanent Housing Options

As you can see, our approach toward meeting the goals of Mayor Bloomberg's Five-Year Action Plan is multi-pronged. I already have talked about expansion of existing initiatives and launching of new ones — from a complete revamping of our outreach work to our citywide expansion of HomeBase, from development of new shelter models to development of Safe Havens, and more.

DHS also continues to develop its network of housing options, including New York/New York III supportive housing. Under the NY/NY III agreement, the City and State committed to jointly develop 9,000 units of supportive housing. 185 apartments have already been developed for chronically homeless DHS clients who live with serious and persistent mental illness. These scattered-site units are being implemented by 17 providers who will operate mobile crisis case management teams that will serve the residents. To date, 11 providers have filled a total of 135 units. The final six providers, accounting for 50 additional units in this phase, are expected to come on board

before the end of the fiscal year. Forty-one clients have already moved into units under this program.

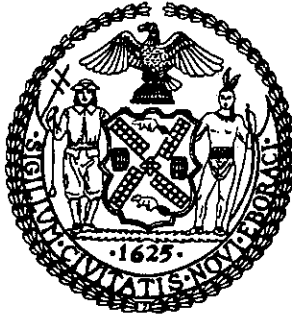
Executive Budget Report

Finally, I would like to briefly focus on the FY08 Executive Budget. For the current year, FY07, the Department's expense budget is \$733 million; for next year, FY08, the budget is \$678 million.

Of the \$678 million, \$ 310 million are city funds, \$215 million are state funds, \$118 million are Federal funds, \$4 million are grant funding, and \$31 million are intra-city funding. The \$678 million budget allocates \$281 million to services for single adults, \$336 million to services for families, and \$61 million to support services.

The DHS Capital Plan budget for the five year period of FY07–FY11 is currently \$194 million. Capital projects for homeless families total \$118 million; projects for single adults total \$52 million; \$19 million has been allocated for support services; and \$5 million for City Council funded projects.

In conclusion, I thank you again for giving me the opportunity to speak about DHS' initiatives aimed to prevent homelessness whenever possible, provide short term emergency shelter and re-housing support whenever needed, and ultimately, to overcome homelessness altogether. I am happy to answer your questions.



Fiscal 2008 Executive Budget Hearings

❖ Committee on Public Safety

May 2007

Scheduled To Testify:

- *Police Department*
- *Civilian Complaint Review Board*
- *District Attorneys/Special Narcotics
Prosecutor*

*Hon. Christine C. Quinn
Speaker of the Council*

*Hon. David I. Weprin, Chair
Committee on Finance*

*Hon. Peter Vallone Jr., Chair
Committee on Public Safety*

*Michael Keogh, Director
Finance Division*

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POLICE DEPARTMENT (056)**Agency Operations**

The New York City Police Department (NYPD) is charged with protecting lives and property, responding to emergency calls, investigating reported crimes, making arrests and addressing conditions that affect the quality of life in the City. Subsequent to the April 1995 merger of the Transit and Housing Police Departments into the NYPD, the Department conducts all City policing efforts, including those in the subways and public housing projects. Additionally, the NYPD is responsible for enforcing traffic rules and regulations and, since December 1998, for providing security services in public schools.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$3,499,937,001	\$3,553,349,833	\$3,546,049,895
Other Categorical	\$69,082,461	\$96,393,720	\$69,082,461
Capital IFA	\$1,796,999	\$1,796,999	\$1,796,999
State	\$4,930,008	\$32,708,571	\$4,930,008
Community Development	\$0	\$0	\$0
Federal-Other	\$55,608,753	\$146,908,215	\$56,094,170
Intra-City	\$169,128,144	\$169,269,044	\$193,054,545
Total	\$3,800,483,366	\$4,000,426,382	\$3,871,008,078

The NYPD's Fiscal 2008 Executive Budget provides for an operating budget of \$3.871 billion, a decrease of approximately \$129 million from the Department's current modified budget as of April of Fiscal 2007. This decrease is primarily due to annual state, federal and private grants not yet recognized in the Fiscal 2008 Executive Budget. Because many grants are applied for and received on a rolling basis, the Department generally does not project the receipt of non-City funding at adoption. As grants are awarded or deemed likely to be awarded, additional funding is "modified" into the NYPD's current-year budget.

The NYPD's Fiscal 2007 Current Modified Expense Budget is approximately \$200 million higher than the Fiscal 2007 Adopted Budget. This net increase is due to increased State, Federal, and Other Categorical grants, much of which includes private grants for the hiring of Traffic Enforcement Agents for the Lower Manhattan Construction Command Center (LMCCC) where there are several large construction projects currently underway.

HEADCOUNT OVERVIEW

Headcount Uniform	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	35,624	35,624	35,624
Non-City	0	0	0
Total	35,624	35,624	35,624

Headcount Civilian	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	9,844	10,047	10,362
Non-City	427	459	143
Total	10,271	10,506	10,505

NYPD uniformed headcount is maintained by the hiring of two recruit classes in every Fiscal year: one in early July and one in early January. Class size is determined by attrition replacement; enough recruits are hired to reach the Department's annual peak uniformed headcount of 37,838. The headcount of 35,624 listed above represents the headcount level on June 30th of the corresponding Fiscal year. Because June 30th falls a few days before the July recruitment class, that headcount would be one of the two lowest month-end headcount levels – the other being December 30th – and would indicate the NYPD must hire 2,214 recruits in order to reach its bi-annual peak.

A better indicator of NYPD uniformed staffing would be the average annual uniformed headcount published in the Mayor's Management Reports (MMR). According to the September 2006 MMR, the average uniformed headcount for the first four months of Fiscal 2007 was 35,943. According to the Executive Plan documents, the Department hired 1,640 recruits in July of 2006 and 1,346 in January of 2007. In his March 20, 2007 Preliminary Budget testimony before the Committee on Public Safety, Commissioner Kelly indicated that the Department would need to hire 2,800 recruits in its July 1, 2007 class in order to reach the budgeted peak headcount of 37,838. (Please see below for a discussion of various Personal Services savings associated with the Department's failure to reach its authorized headcount.)

PROGRAM FUNDING OVERVIEW (000s)

In addition to examining the Agency's operations by funding sources, this document will also provide analysis by program area. The table below highlights the key program areas in this Agency and the amount of funding allocated to those programs. Analysis of the various programs will be provided in the appropriate unit of appropriation sections where warranted.

Program Area	2006 Actuals	2007 Adopted	2008 Preliminary	2007 Current Modified	2008 Executive
Administration	\$317,780	\$372,511	\$315,314	\$323,401	\$222,542
Borough Operations	\$1,294,414	\$1,040,316	\$1,245,907	\$1,257,247	\$1,283,819
Centralized Enforcement Operations	\$1,422,930	\$1,680,175	\$1,532,429	\$1,631,001	\$1,561,580
Policing of Public Housing	\$128,926	\$130,324	\$129,154	\$132,349	\$129,162
Policing of Transit System	\$186,131	\$184,703	\$183,888	\$185,006	\$183,888
School Safety Operations	\$191,110	\$186,152	\$186,062	\$186,225	\$210,062
Traffic Enforcement	\$144,870	\$138,251	\$155,869	\$169,025	\$164,306
Training	\$108,022	\$68,051	\$113,192	\$116,171	\$115,649
Total	\$3,794,183	\$3,800,483	\$3,861,815	\$4,000,426	\$3,871,008

Source: City Council, Independent Budget Office

PROGRAM HEADCOUNT OVERVIEW

Headcount by Program	2007 Adopted	2008 Preliminary	2007 Current Modified	2008 Executive
Administration	2,839	2,835	2,846	2,920
Borough Operations	23,197	23,276	23,276	23,463
Centralized Enforcement Operations	11,384	11,169	11,135	9,747
Policing of Public Housing	1,026	1,025	1,025	2,032
Policing of Transit System	3,041	3,076	3,076	3,083
School Safety Operations	477	477	477	480
Traffic Enforcement	3,137	3,243	3,476	3,605
Training	794	794	819	799
Total	45,895	45,895	46,130	46,129

Source: City Council, Independent Budget Office

AGENCY HIGHLIGHTS

NYPD Overtime Actuals - Fiscal 2003 to 2007

Category	Fiscal 2003	Fiscal 2004	Fiscal 2005	Fiscal 2006	Fiscal 2007 YTD (a/o 4/30/07)
Uniform	\$ 345,494,565	\$ 363,044,257	\$ 400,985,794	\$ 358,582,494	\$ 286,891,294
Civilian	\$ 30,872,047	\$ 35,840,395	\$ 43,559,041	\$ 53,408,214	\$ 46,187,987
Total	\$ 376,366,612	\$ 398,884,652	\$ 444,544,835	\$ 411,990,708	\$ 333,079,281

NYPD Overtime - As per the Fiscal 2008 January Plan

Category	Fiscal 2007	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011
Uniform	\$ 319,918,387	\$ 271,848,682	\$ 268,885,408	\$ 263,490,542	\$ 263,490,542
Civilian	\$ 40,622,654	\$ 39,991,169	\$ 39,991,169	\$ 39,991,169	\$ 39,991,169
Total	\$ 360,541,041	\$ 311,839,851	\$ 308,876,577	\$ 303,481,711	\$ 303,481,711

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The unit of appropriation ("U/A") is the most basic level of detail within an agency's operating budget. U/As are essentially the building blocks of the City's Expense Budget. It is at this level that the Council adopts the City's Expense Budget. The City Charter requires that U/As represent the amount appropriated for Personal Services (PS) (i.e., salaries, overtime, etc.) or Other Than Personal Services (OTPS) (i.e., supplies, contracts, etc.) for a particular program, purpose, activity or institution. What follows is the U/A structure and Executive Plan actions for the Police Department.

Operations (U/As 001 and 100)

Funding in the Operations Personal Services unit of appropriation (U/A 001) supports the vast majority of the NYPD's uniform force, and allows for the coordination of all enforcement operations throughout the Department. The primary responsibility includes the protection of life and property, responding to emergency calls, especially of crimes in progress, investigation of reported crimes, apprehension of violators, and addressing conditions that affect quality of life in the City. The U/A supports the personnel of the following units: the Patrol Services Bureau, the Detective Bureau, the Organized Crime Control Bureau (OCCB), the Support Services Bureau and the Communications Bureau. Funding in the Other Than Personal Services unit of appropriation (U/A 100) enables the agency to purchase supplies, materials and other services required to support agency operations.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
001	Operations-PS	\$2,438,363,022	\$2,444,575,639	\$2,404,387,834	-1.39%
100	Operations-OTPS	\$55,089,802	\$130,988,760	\$71,289,081	29.41%
	Total	\$2,493,452,824	\$2,575,564,399	\$2,475,676,915	-0.71%

Fiscal 2008 Executive Budget Report

Executive Management (U/As 002 and 200)

Funding in the Executive Management PS unit of appropriation (U/A 002) supports the Police Commissioner in the overall responsibility of directing and controlling the Department, including internal investigations that monitor the integrity of the Department's personnel. The U/A also funds personnel who investigate corruption allegations against Department members. Funding in the Other Than Personal Services unit of appropriation (U/A 200) enables the agency to purchase supplies, materials and other services required to support Executive Management operations.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
002	Executive Management-PS	\$247,255,745	\$281,242,664	\$280,751,635	13.55%
200	Executive Management-OTPS	\$8,022,949	\$45,685,157	\$7,885,949	-1.71%
	Total	\$255,278,694	\$326,927,821	\$288,637,584	13.07%

School Safety (U/As 003 and 300)

Funding in the School Safety PS unit of appropriation (U/A 003) supports personnel responsible for the maintenance of order and security in and around public schools. Personnel assigned to schools includes both uniform members of service as well as school safety agents (SSAs). Funding in the Other Than Personal Services unit of appropriation (U/A 300) enables the agency to purchase supplies, materials and other services required to support the School Safety Division.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
003	School Safety-PS	\$178,628,817	\$178,701,908	\$202,862,600	13.57%
300	School Safety-OTPS	\$5,315,848	\$5,315,848	\$4,903,848	-7.75%
	Total	\$183,944,665	\$184,017,756	\$207,766,448	12.95%

Administration (U/As 004 and 400)

Funding in the Administration Personal Services unit of appropriation (U/A 004) supports the administrative and personnel capacity for the agency. The Administrative units include: the Management Information Systems (MIS) Division, Fiscal Affairs, the Quartermaster, Building Unit, Health Services and Applicant Processing. The Personnel Bureau Administers recruitment and selection, health services, employee benefits, training, career development, labor relations, and fair employment practices. Additional support units are responsible for accounting functions, control of OTPS resources, and safeguarding, recording and lawfully disposing of property coming into the possession of the Department. Funding in the Administration OTPS unit of appropriation (U/A 400) enables the agency to purchase supplies, materials, vehicles and other services required to support administrative operations.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
004	Administration-Personnel-PS	\$185,917,347	\$194,989,425	\$195,998,346	5.42%
400	Administration-OTPS	\$175,652,173	\$192,527,345	\$187,218,096	6.58%
	Total	\$361,569,520	\$387,516,770	\$383,216,442	5.99%

Fiscal 2008 Executive Budget Report

Criminal Justice (U/As 006 and 600)

Funding in the Criminal Justice PS unit of appropriation (U/A 006) supports personnel responsible for arrest processing, the operation of pre-arraignment facilities, and the transportation and detention of prisoners. Staff funding through this U/A also coordinates and directs the processing, investigation, and execution of warrants. Funding in the Criminal Justice OTPS unit of appropriation (U/A 600) enables the agency to purchase supplies, materials and other services required to support Criminal Justice operations.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
006	Criminal Justice-PS	\$94,152,494	\$90,046,719	\$88,055,967	-6.48%
600	Criminal Justice-OTPS	\$1,174,262	\$1,942,444	\$1,174,262	0.00%
	Total	\$95,326,756	\$91,989,163	\$89,230,229	-6.40%

Traffic Enforcement (U/As 007 and 700)

Funding in the Traffic Enforcement PS unit of appropriation (U/A 007) supports personnel responsible for the enforcement of laws, rules and regulations prohibiting, regulating, directing, controlling, and restricting the parking of vehicles and the movement and conduct of vehicular and pedestrian traffic. These personnel issue tickets, summonses, complaints and other processes for the violation of such laws, rules and regulations. Funding in the associated OTPS unit of appropriation (U/A 700) enables the agency to purchase supplies, materials and other services required to support traffic enforcement.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
007	Traffic Enforcement-PS	\$89,289,667	\$107,953,257	\$107,684,617	20.60%
700	Traffic Enforcement-OTPS	\$7,970,151	\$12,217,301	\$7,159,715	-10.17%
	Total	\$97,259,818	\$120,170,558	\$114,844,332	18.08%

Transit Police (U/A 008)

Funding in the Transit Police PS unit of appropriation (U/A 008) supports personnel responsible for providing a safe and orderly environment within the transit system. They also promote the confidence of the riding public in order to enhance the maximum use of the subway. Increasingly, personnel funded through this U/A conduct operations designed to prevent acts of terrorism. There is no dedicated OTPS unit of appropriation associated with the Transit Bureau.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
008	Transit Police	\$184,439,788	\$184,742,568	\$183,624,942	-0.44%
	Total	\$184,439,788	\$184,742,568	\$183,624,942	-0.44%

Housing Police (U/A 009)

Funding in the Housing Police unit of appropriation (U/A 009) support personnel responsible for providing a safe and secure environment in union with the public housing community through the enforcement of laws and the delivery of police services. They are also charged with

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improving the quality of life of the residents in public housing by protecting life and property and providing a safe environment free of fear. There is no dedicated OTPS unit of appropriation associated with the Housing Bureau.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
009	Housing Police	\$129,211,301	\$129,497,347	\$128,011,186	-0.93%
	Total	\$129,211,301	\$129,497,347	\$128,011,186	-0.93%

EXECUTIVE BUDGET ACTIONS (000s)

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$3,553,350	\$438,530	\$3,991,880	\$3,602,799	\$259,016	\$3,861,815
Executive Plan PEGs						
PS Accrual	\$(55,000)	\$0	\$(55,000)	\$(44,000)	\$0	\$(44,000)
PS Savings - Recruit Class	\$0	\$0	\$0	\$(43,179)	\$0	\$(43,179)
PS Savings - Salary Steps	\$0	\$0	\$0	\$(11,821)	\$0	\$(11,821)
Total PEGs	\$(55,000)	\$0	\$(55,000)	\$(99,000)	\$0	\$(99,000)
Executive Plan New Needs						
LLEBG/JAG Grant Reductions	\$0	\$0	\$0	\$2,540	\$0	\$2,540
Precinct Custodians	\$0	\$0	\$0	\$1,951	\$0	\$1,951
Various Technology Initiatives	\$0	\$0	\$0	\$11,666	\$0	\$11,666
Traffic Management Plan NYC	\$0	\$0	\$0	\$5,312	\$0	\$5,312
Precinct Receptionists	\$0	\$0	\$0	\$568	\$0	\$568
Maintenance of Vehicle Life Cycles	\$0	\$0	\$0	\$9,400	\$0	\$9,400
Lower Manhattan Security Initiative	\$0	\$0	\$0	\$371	\$0	\$371
Federal Asset Forfeiture	\$0	\$0	\$0	\$4,331	\$0	\$4,331
Vests for Auxiliary Officers	\$0	\$0	\$0	\$3,300	\$0	\$3,300
Uniforms for Explorer Program	\$831	\$0	\$831	\$166	\$0	\$166
Total New Needs	\$831	\$0	\$831	\$39,605	\$0	\$39,605
Executive Plan Other Adjustments:						
Various CBA's	\$172	\$0	\$172	\$203	\$0	\$203
Heat, Light and Power	\$(1,205)	\$0	\$(1,205)	\$3,797	\$0	\$3,797
Fuel	\$(557)	\$0	\$(557)	\$(195)	\$0	\$(195)
Gasoline	\$(4,833)	\$0	\$(4,833)	\$(4,253)	\$0	\$(4,253)
Lease Adjustments	\$0	\$0	\$0	\$3,094	\$0	\$3,094
Snapple Commission Revenue	\$9	\$0	\$9	\$0	\$0	\$0
School Safety Agents - OT IntraCity	\$0	\$11,000	\$11,000	\$0	\$24,000	\$24,000
Miscellaneous Federal Grants	\$0	\$414	\$414	\$0	\$41,942	\$41,942
Miscellaneous State Grants	\$0	\$1,220	\$1,220	\$0	\$0	\$0
Miscellaneous Other Categorical	\$0	\$2,712	\$2,712	\$0	\$0	\$0
Total Other Adjustments	\$(6,414)	\$15,346	\$8,932	\$2,646	\$65,942	\$68,588
Total Executive Plan Budget Changes	\$(60,583)	\$15,346	\$(45,237)	\$(56,749)	\$65,942	\$9,193
Agency Budget as per Executive Plan	\$3,492,767	\$453,876	\$3,946,643	\$3,546,050	\$324,958	\$3,871,008

Executive Budget Action Analysis

PEGs

- **PS Accruals.** The Executive Plan removes Personal Services accruals from the NYPD's budget totaling \$55 million in Fiscal 2007, \$44 million in Fiscal 2008, and \$30 million in Fiscal 2009. These accruals are generated by turnover savings as more senior, higher-level, higher-paid uniformed personnel continue to retire from the Department and are replaced by newer officers earning lower pay. The removal of such significant surpluses has been common during the past few years. Two factors have contributed to this higher-than-usual turnover: (1) the extraordinary number of retirements related to 9/11 and (2) the retirement, after 20 years of service, of officers hired in large numbers in the early 1980's.
- **PS Savings – Recruit Class.** This action will generate one-time PS savings of \$43.2 million in Fiscal 2008 due to the projected salary savings from the Department's shortfall in meeting its stated recruitment goals. Whereas the NYPD's uniform headcount plan assumes that the agency will reach its peak headcount of 37,838 on both July 1, 2007 and January 1, 2008, this action recognizes that far fewer officers will be on the force on those dates. Of note is the fact that this action removes recruit class savings but does not adjust the Department's authorized headcount to reflect the agency's inability to reach its previously planned headcount peaks.
- **PS Savings - Salary Steps.** The Executive Plan removes one-time PS funds totaling approximately \$11.8 million from the Department's Fiscal 2008 budget in recognition of salary step increases that will not have to be paid as a result of recruitment shortfalls. Additional salary step savings would accrue in Fiscal 2009 and beyond if the Department is unable to reach its future headcount targets. The potential salary step savings are not reflected in the Executive Plan.

Revenue PEG

- **Administrative Fee from the Paid Detail Program.** The Department administers a Paid Detail Program through which officers work security shifts for private entities during their personal time. It collects a 10-percent fee from the private entities for administering the program. Because the NYPD hadn't committed to the program in the long-term, the projected revenues were never baselined in the City's financial plan. The Executive Plan now baselines these revenues by recognizing \$172,000 in Fiscal 2007 and \$1.184 million in Fiscal 2008 and the outyears.

New Needs

- **Local Law Enforcement Block Grant (LLEBG)/Justice Assistance Grant (JAG) Reductions.** This action adds \$2.5 million in City tax levy funds to the Department's baseline budget beginning in Fiscal 2008 to offset reductions in federal grants. Historically, the Department has received approximately \$6 million annually from these grants and used

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these proceeds to support Police Communication Technicians (911 Operators). Going forward, the Department only expects to receive \$3.5 million annually.

- **Precinct Custodians.** This action adds \$1.95 million to the Department's budget beginning in Fiscal 2008 to fund the hiring of 68 custodians in major enforcement facilities throughout the city.
- **Various Technology Initiatives.** This action will add \$11.7 million to the Department's Fiscal 2008 budget to fund a variety of new and ongoing technology initiatives throughout the city including WAN development, E-mail Exchange Server maintenance and disaster recovery. The associated outyear funding includes \$11.2 million in Fiscal 2009, \$9.5 million in Fiscal 2010 and \$5.2 million in Fiscal 2011.
- **Traffic Management PlaNYC 2030.** This action will fund 117 Traffic Enforcement Agents (TEAs) at a cost of \$5.3 million in Fiscal 2008 and \$4.8 million annually beginning in Fiscal 2009. The agents will be placed at critical points throughout the five boroughs to help ease traffic congestion. The agents will be deployed as needed on a daily basis as part of the City's "PlaNYC 2030". A portion of these funds are for the purchase of vehicles, radios and other equipment and supplies to support the TEAs. According to OMB, these TEAs will serve in a traffic control capacity and are not expected to generate parking ticket revenue.
- **Precinct Receptionists.** Using one-time funding, the Department will hire part-time receptionists in Fiscal 2008 at a cost of \$567,789. They will perform clerical tasks at local precincts.
- **Maintenance of Vehicle Lifecycles.** This action will add \$9.4 million in Fiscal 2007 and \$10.6 million in Fiscal 2008 and the outyears to help maintain lifecycles for police vehicles thereby improving the condition of the existing fleet and making more vehicles available for patrol duties on a daily basis.
- **Lower Manhattan Security Initiative.** This action will fund the leasing of space, at a cost of \$371,250 in Fiscal 2008 and \$495,000 in Fiscal 2009 and the outyears, where officers can monitor the Department's wireless camera network in lower Manhattan. The Department is implementing a closed-circuit television system that will be supported by 122 cameras strategically located throughout lower Manhattan. When the Department's larger camera program is completed, there will be a total of 505 cameras in place citywide. Crimes committed in view of these cameras will be addressed by a faster response time from the nearest patrol personnel and will assist in the identification of suspects. Federal grant funds will be used to equip this initiative.
- **Federal Asset Forfeiture.** This action would add \$4.3 million in City tax levy funds to the Department's baseline budget beginning in Fiscal 2008 to help plug a gap created by a reduction in the City's share of federal asset forfeiture funds due to more stringent legal guidelines regarding when and how the federal government can seize assets as detailed in recent federal legislation (i.e., the Civil Asset Forfeiture Reform Act of 2000).

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- **Vests for Auxiliary Officers.** This action provides one-time funding of \$3.3 million to the Department's Fiscal 2008 budget for the purchase of 4,533 bulletproof vests for auxiliary police officers. These officers are volunteers who act as the eyes and ears of the Department.
- **Uniforms for Explorer Program.** This action will add \$831,000 in Fiscal 2007 and \$166,000 in Fiscal 2008 and the outyears for the purchase of uniforms for the Department's "Explorer Program". This is a precinct-based program that provides young people with recreation and interaction with members of the Department. The funds will pay for uniforms in precincts where participants in the program cannot afford to pay for their own.

Other Adjustments

- **Various Collective Bargaining Agreements.** Funds totaling \$172,000 in Fiscal 2007 and \$203,000 in Fiscal 2008 are being transferred from the Labor Reserve in the Miscellaneous Budget to the Police Department to cover costs associated with collective bargaining adjustments for various civilian titles.
- **Heat, Light and Power.** The Executive Budget adjusts the Department's heat, light and power budget by removing \$1.2 million in Fiscal 2007 and \$3.8 million in Fiscal 2008 and each of the outyears.
- **Fuel.** The Executive Budget adjusts the Department's fuel budget by removing \$557,306 in Fiscal 2007 and \$195,000 in Fiscal 2008 and each of the outyears.
- **Gasoline.** The Executive Budget adjusts the Department's gasoline budget by removing \$4.8 million in Fiscal 2007 and \$4.3 million in Fiscal 2008 and each of the outyears.
- **Lease Adjustments.** The Executive Budget adjusts the Department's lease budget by adding \$3.1 million in Fiscal 2008 and removing \$206,089 in Fiscal 2008 and in each of the outyears.

CIVILIAN COMPLAINT REVIEW BOARD (054)

Agency Operations

The Civilian Complaint Review Board (CCRB) receives, investigates, holds hearings, and recommends actions to the Police Commissioner on complaints by members of the public against members of the New York City Police Department (NYPD). Complaints handled by the Board include allegations of misconduct involving excessive use of Force, Abuse of authority, Discourtesy and the use of Offensive language, including, but not limited to, references to race, ethnicity, religion, sexual orientation and disability. These are collectively referred to as FADO allegations.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$10,379,510	\$10,853,707	\$11,953,138
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$0	\$16,884	\$0
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$0	\$0
Intra-City	\$0	\$0	\$0
Total	\$10,379,510	\$10,870,591	\$11,953,138

HEADCOUNT OVERVIEW

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	184	184	192
Non-City	0	0	0
Total	184	184	192

AGENCY HIGHLIGHTS

Trend Analysis

FIVE-YEAR FUNDING ANALYSIS						
Fiscal Year	Adopted 2003	Adopted 2004	Adopted 2005	Adopted 2006	Adopted 2007	Proposed 2008
All Funds	\$11,289,952	\$10,566,636	\$10,035,235	\$9,935,581	\$10,379,510	\$11,953,138

PERFORMANCE INDICATORS					
	FY03	FY04	FY05	FY06	FY07*
Complaints Received	5,089	5,948	6,358	7,347	2,605
Cases Completed	4,710	5,431	5,809	7,679	1,835
Average Case Completion Time – Full Investigation (days)	243	270	293	199	204
Number of Cases Pending	2,443	2,977	3,505	3,196	3,978
Operational Backlog (from date of MMR release)	701	1,088	1,205	1,075	1,435
* FY07 4-Month Actual					

The Importance of Maintaining Investigator Headcount. As the core function performed by the agency is the investigation of complaints against uniform officers of the NYPD, it is essential that the Board's investigator headcount be maintained at a level that ensures the timely and efficient processing of cases. This is even more imperative in light of the performance indicators listed above. The number of complaints filed in Fiscal 2006 was the most filed during any fiscal year in the CCRB's history. Although the Board has managed to increase its case completion rate, the average time to complete a full investigation continues to grow, as does the agency's backlog.

Unfortunately, the Administration has long neglected to maintain adequate funding for CCRB's investigative staff. The November 2002 Financial Plan reduced the CCRB's Fiscal 2004 and annual outyear investigative headcount by 24 positions, and until this year's January Plan, the Administration had refused to baseline the City Council's one-time Fiscal 2004, Fiscal 2005, and Fiscal 2006 restorations of \$1 million for 24 additional investigators. Lacking the assurance of outyear funding and fearful that investigators hired in one year would be laid off the next, the Board has been forced to hire less than 24 investigators in each year. (The remaining funds have been directed towards an overtime program to handle both the agency's current backlog and its increasing new caseload, and towards the purchase of computers and other OTPS items.)

Finally, the January Plan baselined the additional investigator positions previously funded by the City Council (and added one more investigator position as well). Given the Board's record-high caseload, as well as the backlog of existing complaints that await full investigation, all necessary steps must be taken to guarantee that investigator headcount at the Board is maximized. Although the CCRB had hoped that its baseline investigator headcount would be further augmented in the Executive Plan, it was not.

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The unit of appropriation ("U/A") is the most basic level of detail within an agency's operating budget. U/As are essentially the building blocks of the City's Expense Budget. It is at this level that the Council adopts the City's Expense Budget. The City Charter requires that U/As represent the amount appropriated for Personal Services (PS) (i.e., salaries, overtime, etc.) or Other Than Personal Services (OTPS) (i.e.,

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supplies, contracts, etc.) for a particular program, purpose, activity or institution. What follows is the U/A structure and Executive Plan actions for the CCRB.

(U/As 001 and 002)

Funding in the Personal Services (PS) unit of appropriation (U/A 001) supports the administrative functions of the agency, as well as its investigative functions. The investigative personnel receive and investigate civilian complaints against members of the police department; conduct hearings; and make findings and recommend actions. Personnel are also tasked with implementing the agency's dispute resolution program. Funding in the Other Than Personal Services (OTPS) unit of appropriation (U/A 002) enables the agency to purchase supplies, materials and other required services.

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adoption
001	Personal Services	\$8,411,858	\$8,816,055	\$9,799,420	16.50%
002	Other Than Personal Services	\$1,967,652	\$2,054,536	\$2,153,718	9.46%
	Total	\$10,379,510	\$10,870,591	\$11,953,138	15.16%

EXECUTIVE BUDGET ACTIONS (000s)

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$10,854	\$17	\$10,871	\$11,240	\$0	\$11,240
Executive Plan New Needs					\$0	
Legal Advisors	\$0	\$0	\$0	\$460	\$0	\$460
Microfilming Funding	\$0	\$0	\$0	\$78	\$0	\$78
OTPS Need	\$0	\$0	\$0	\$92	\$0	\$92
Salary Differentials	\$0	\$0	\$0	\$47	\$0	\$47
Total New Needs	\$0	\$0	\$0	\$677	\$0	\$677
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0		\$0		\$0	\$0
Heat, Light & Power	\$0	\$0	\$0		\$0	\$0
Lease Adjustment	\$0	\$0	\$0	\$51	\$0	\$51
Intra-City Transfer	\$0	\$0	\$0	\$0	\$0	\$0
Technical Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
Total Other Adjustments	\$0	\$0	\$0	\$51	\$0	\$51
Executive Plan PEGs						
Audiocassette Savings-OTPS	\$0		\$0	\$(14)	\$0	\$(14)
Total PEGs	\$0	\$0	\$0	\$(14)	\$0	\$(14)
Total Executive Plan Budget Changes	\$0	\$0	\$0	\$714	\$0	\$714
Agency Budget as per Executive Plan	\$10,854	\$17	\$10,871	\$11,954	\$0	\$11,954

Executive Budget Analysis

New Needs

- **Legal Advisors.** The Executive Plan provides funds totaling \$460,330 per year, beginning in Fiscal 2008, to support five legal advisors. These legal advisor positions, which the agency has never had before, are being created in an effort to increase the quality and legal integrity of the agency's casework. Because the NYPD prosecutes cases of police misconduct that are substantiated by the Civilian Complaint Review Board, it must have confidence in the findings of the Board. Recent NYPD testimony indicated a lack of such confidence in many instances. The hiring of these five legal advisors will allow the Board to assign one advisor to every two teams of investigators.
- **Salary Differentials.** A technical adjustment is being made to the agency's Personal Services budget to properly reflect the costs associated with the recent 4.392% cost of living increase received by certain employees. This action will add to the Board's baseline budget the annual sum of \$46,828 beginning in Fiscal 2008.
- **Other Than Personal Services (OTPS) Need.** To address the CCRB's OTPS needs stemming from the headcount increases it was provided in the January and Executive Plans, the sum of \$91,557 is being added to the Board's baseline budget beginning in Fiscal 2008. These OTPS funds will be utilized for employee start-up costs, computers and lease-related expenses.
- **Microfilming Funding.** To properly fund the agency's case file microfilming expenses, the Executive Plan adds \$78,000 in Fiscal 2008 and \$29,000 annually thereafter. The former sum will assist the agency in addressing its current microfilming backlog, while the latter sum will enable the agency to properly maintain its microfilming schedule.

Other Adjustments

- **Lease Adjustment.** The sum of \$50,512 is being added to the agency's baseline lease budget beginning in Fiscal 2008.

Programs to Eliminate the Gap (PEGs)

- **Audiocassette Savings.** Funds totaling \$14,000 in Fiscal 2008 and \$28,000 annually thereafter are being removed from the Board's OTPS budget. These funds had previously been targeted for audiocassettes.

DISTRICT ATTORNEYS/SPECIAL NARCOTICS PROSECUTOR (901-906)**Agency Operations**

The five District Attorneys (DA's) enforce the provisions of the penal law and all other criminal statutes, which include the initial screening of new cases, preparation of hearings, gathering of resources for hearings, and presentation of cases in court for trial and appeal. The Office of the Special Narcotics Prosecutor (OSNP) enforces the provisions of the penal law relative to felony narcotics and predicate felony cases by the investigation of complaints, preparation of indictments, and trial of defendants indicted on felony narcotics charges.

AGENCY FUNDING OVERVIEW**TOTAL (ALL DAs & OSNP)**

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$232,565,711	\$242,619,658	\$249,127,339
Other Categorical	\$0	\$9,218,684	\$0
Capital IFA	\$0	\$0	\$0
State	\$13,353,539	\$23,557,218	\$13,353,539
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$7,861,416	\$0
Intra-City	\$1,242,000	\$2,651,034	\$1,242,000
Total	\$247,161,250	\$285,908,010	\$263,722,878

DISTRICT ATTORNEY – NEW YORK

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$68,072,194	\$71,245,565	\$72,870,122
Other Categorical	\$0	\$8,565,550	\$0
Capital IFA	\$0	\$0	\$0
State	\$3,802,100	\$6,784,697	\$3,802,100
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$1,813,119	\$0
Intra-City	\$655,000	\$924,664	\$655,000
Total	\$72,529,294	\$89,333,595	\$77,327,222

DISTRICT ATTORNEY – BRONX

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$39,296,170	\$41,155,843	\$42,569,189
Other Categorical	\$0	\$178,427	\$0
Capital IFA	\$0	\$0	\$0
State	\$2,954,638	\$4,477,875	\$2,954,638
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$1,226,939	\$0
Intra-City	\$582,000	\$706,970	\$582,000
Total	\$42,832,808	\$47,746,054	\$46,105,827

DISTRICT ATTORNEY – KINGS

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$68,209,676	\$70,542,895	\$72,134,061
Other Categorical	\$0	\$372,693	\$0
Capital IFA	\$0	\$0	\$0
State	\$3,478,696	\$5,664,166	\$3,478,696
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$1,874,230	\$0
Intra-City	\$0	\$1,019,400	\$0
Total	\$71,688,372	\$79,473,384	\$75,612,757

DISTRICT ATTORNEY – QUEENS

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$36,077,181	\$37,876,171	\$39,277,720
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$1,777,067	\$4,607,599	\$1,777,067
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$2,369,063	\$0
Intra-City	\$5,000	\$0	\$5,000
Total	\$37,859,248	\$44,852,833	\$41,059,787

DISTRICT ATTORNEY – RICHMOND

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$6,518,437	\$6,758,936	\$7,287,606
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$191,038	\$558,881	\$191,038
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$229,706	\$0
Intra-City	\$0	\$0	\$0
Total	\$6,709,475	\$7,547,523	\$7,478,644

SPECIAL NARCOTICS PROSECUTOR

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	\$14,392,053	\$15,040,248	\$14,988,641
Other Categorical	\$0	\$102,014	\$0
Capital IFA	\$0	\$0	\$0
State	\$1,150,000	\$1,464,000	\$1,150,000
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$348,359	\$0
Intra-City	\$0	\$0	\$0
Total	\$15,542,053	\$16,954,621	\$16,138,641

FUNDING OVERVIEW

The combined Fiscal 2008 Executive Budget for all of the prosecutors is approximately \$263.7 million. This represents an approximately \$16.5-million increase from their Adopted Fiscal 2007 Budget of \$247.2 million. The increase stems from prior plan collective bargaining increases and other salary increases, and the Executive Plan provision of new needs funding. This new funding includes a \$5-million enhancement to better enable the DAs to perform their duties. (See New Needs below.)

HEADCOUNT OVERVIEW

TOTAL (ALL DAs & OSNP)

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	3,256	3,256	3,256
Non-City	228	228	228
Total	3,484	3,484	3,484

DISTRICT ATTORNEY – NEW YORK

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	957	957	957
Non-City	67	67	67
Total	1,024	1,024	1,024

DISTRICT ATTORNEY – BRONX

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	700	700	700
Non-City	24	24	24
Total	724	724	724

DISTRICT ATTORNEY – KINGS

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	868	868	868
Non-City	69	69	69
Total	937	937	937

DISTRICT ATTORNEY – QUEENS

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	492	492	492
Non-City	33	33	33
Total	525	525	525

DISTRICT ATTORNEY – RICHMOND

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	86	86	86
Non-City	6	6	6
Total	92	92	92

SPECIAL NARCOTICS PROSECUTOR

Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	153	153	153
Non-City	29	29	29
Total	182	182	182

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The unit of appropriation ("U/A") is the most basic level of detail within an agency's operating budget. U/As are essentially the building blocks of the City's Expense Budget. It is at this level that the Council adopts the City's Expense Budget. The City Charter requires that U/As represent the amount appropriated for Personal Services (i.e., salaries, overtime, etc.) or Other Than Personal Services (i.e., supplies, contracts, etc.) for a particular program, purpose, activity or institution. What follows is the U/A structure and Executive Plan actions for the City's prosecutors.

District Attorney – New York (901) (U/As 001 and 002)

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	\$65,752,298	\$80,008,046	\$70,520,573	7.25%
002	Other Than Personal Services	\$6,776,996	\$9,325,549	\$6,806,649	0.44%
	Total	\$72,529,294	\$89,333,595	\$77,327,222	6.62%

District Attorney – Bronx (902) (U/As 001 and 002)

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	\$40,451,617	\$44,501,345	\$43,650,516	7.91%
002	Other Than Personal Services	\$2,381,191	\$3,244,709	\$2,455,311	3.11%
	Total	\$42,832,808	\$47,746,054	\$46,105,827	7.64%

District Attorney – Kings (903) (U/As 001 and 002)

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	\$57,344,150	\$63,423,960	\$61,100,494	6.55%
002	Other Than Personal Services	\$14,344,222	\$16,049,424	\$14,512,263	1.17%
	Total	\$71,688,372	\$79,473,384	\$75,612,757	5.47%

Fiscal 2008 Executive Budget Report

District Attorney – Queens (904) (U/As 001 and 002)

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	\$32,236,708	\$38,670,837	\$35,006,235	8.59%
002	Other Than Personal Services	\$5,622,540	\$6,181,996	\$6,053,552	7.67%
	Total	\$37,859,248	\$44,852,833	\$41,059,787	8.45%

District Attorney - Richmond (905) (U/As 001 and 002)

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	\$5,896,036	\$6,536,266	\$6,815,055	15.59%
002	Other Than Personal Services	\$813,439	\$1,011,257	\$663,589	-18.42%
	Total	\$6,709,475	\$7,547,523	\$7,478,644	11.46%

Office of Special Narcotics Prosecutor (906) (U/As 001 and 002)

U/A#	U/A Name	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	\$14,757,040	\$16,306,240	\$15,353,628	4.04%
002	Other Than Personal Services	\$785,013	\$648,381	\$785,013	0.00%
	Total	\$15,542,053	\$16,954,621	\$16,138,641	3.84%

AGENCY HIGHLIGHTS

OMB's Revenue Enforcement Initiative and City Council Restorations. At the beginning of the Bloomberg Administration, the offices of the City's prosecutors were subjected to a series of budget reductions. These reductions, which occurred over the course of several financial plans, totaled more than \$40 million annually. The DAs and the Special Narcotics Prosecutor voiced their collective concerns that the cuts impaired their ability to operate their offices effectively and efficiently: caseloads are up; arrest-to-arraignments times are increasing; important "discretionary" programs are under-funded or have been eliminated; and the ability to plan has been hampered by the Revenue Enforcement Initiative described below.

During the Spring of 2003, the Mayor's Office of Management and Budget (OMB) and the City's prosecutors instituted mechanisms to allow the agencies to "buy back" a portion of their budget cuts using revenues generated by the cases they prosecute. These revenues, which the DAs and OSNP bring into the City's coffers via the Department of Finance (DOF), include tax revenues, restitution payments and bail bond forfeitures. A complex plan evolved that established the existing revenue base for each office, the "buyback" ratios for each round of PEG reductions (that is, how many cents-on-the-dollar in PEG reductions are reimbursed as a result of the revenue generation), and a formula to have some form of revenue sharing to provide budget relief (i.e., PEG restoration opportunities) for those outer-borough offices and the OSNP for whom revenue generation limits exist.

Because of the severe cuts absorbed by the DAs and OSNP, and the planning difficulties their offices face because of the Revenue Enhancement Initiative, the City Council has provided supplemental funding to the prosecutors in each of the past four years (\$2.5 million in Fiscal 2004, \$3.5 million in Fiscal 2005, and \$4.18 million in both Fiscal 2006 and Fiscal 2007). This funding stream has been appropriated by the Council as a general restoration designed to assist the prosecutors not only with their newly imposed revenue enforcement burden, but also with their responsibilities relating to case prosecutions, criminal investigations and vitally important discretionary programs in areas such as prisoner re-entry, drug treatment alternatives to prosecution, and truancy prevention.

The Revenue Enhancement program generated concern regarding both the depth of the budget reductions that impacted the DAs and OSNP since the beginning of the Bloomberg Administration, and the imposition of revenue generation targets on agencies whose primary mission is the State-mandated prosecution of persons charged with crimes. Concern also existed about the disparate impacts OMB's revenue enforcement initiative was having on the outer-borough prosecutors. Whereas the Manhattan DA's Office may reach or exceed its revenue goals because of the many large corporate tax-based cases that it prosecutes, the other offices may be markedly less successful. (In fact, the OSNP has no revenue-generating potential at all.) Even with the Manhattan DAs potential revenue surplus being used to cover shortfalls among the other agencies, there was the recognition that some of them would not be able to buy back a substantial portion of their cuts.

To facilitate planning, and to ensure minimal annual restorations, OMB included in the Executive Budgets in each of the past two years funding equal to 82 percent of each prosecutor's potential buyback amount. This funding, totaling approximately \$12.9 million, was provided as a guarantee and was not dependent on actual revenue generation. The remaining 18 percent of the potential buyback amount, however, was dependent on revenue performance. The Executive Plan now baselines this \$12.9 million while leaving in place the opportunity for the prosecutors to achieve further restorations, either from their own revenue generation or from the revenue sharing formulas contained in the revenue agreement.

EXECUTIVE BUDGET ACTIONS (000s)

All DAs and Special Narcotics Prosecutor

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$242,620	\$37,460	\$280,080	\$230,897	\$14,596	\$245,493
Executive Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$12,931	\$0	\$12,931
DA Budget Enhancements	\$0	\$0	\$0	\$4,500	\$0	\$4,500
OSNP Budget Enhancement				\$500		\$500
Total New Needs	\$0	\$0	\$0	\$17,931	\$0	\$17,931
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$5,117	\$5,117	\$24	\$0	\$24
Heat, Light & Power	\$369	\$0	\$369	\$48	\$0	\$48
Lease Adjustment	\$0	\$0		\$228	\$0	\$228
Intra-City Transfer	\$0	\$712	\$712	\$0	\$0	\$0
Technical Adjustment	\$58		\$58	\$0	\$0	\$0
Total Other Adjustments	\$427	\$5,829	\$6,256	\$300	\$0	\$300
Total Executive Plan Budget Changes	\$427	\$5,829	\$6,256	\$18,231	\$0	\$18,231
Agency Budget as per Executive Plan	\$243,047	\$43,289	\$286,336	\$249,128	\$14,596	\$263,724

DA – Manhattan

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$71,246	\$16,327	\$87,573	\$67,682	\$4,457	\$72,139
Executive Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$4,159	\$0	\$4,159
DA Budget Enhancements	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Total New Needs	\$0	\$0	\$0	\$5,159	\$0	\$5,159
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$1,492	\$1,492	\$0	\$0	\$0
Heat, Light & Power	\$(124)	\$0	\$(124)	\$(1)	\$0	\$(1)
Lease Adjustment	\$0	\$0	\$0	\$31	\$0	\$31
Intra-City Transfer	\$0	\$270	\$270	\$0	\$0	\$0
Technical Adjustment	\$35	\$0	\$35	\$0	\$0	\$0
Total Other Adjustments	\$(89)	\$1,762	\$1,673	\$30	\$0	\$30
Total Executive Plan Budget Changes	\$(89)	\$1,762	\$1,673	\$5,189	\$0	\$5,189
Agency Budget as per Executive Plan	\$71,157	\$18,089	\$89,246	\$72,871	\$4,457	\$77,328

Fiscal 2008 Executive Budget Report

DA - Bronx

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$41,156	\$5,930	\$47,086	\$39,022	\$3,537	\$42,559
Executive Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$2,473	\$0	\$2,473
DA Budget Enhancements	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Total New Needs	\$0	\$0	\$0	\$3,473	\$0	\$3,473
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$659	\$659	\$0	\$0	\$0
Heat, Light & Power	\$(2)	\$0	\$ (2)	\$1	\$0	\$1
Lease Adjustment	\$0	\$0	\$0	\$74	\$0	\$74
Technical Adjustment	\$9	\$0	\$9	\$0	\$0	\$0
Total Other Adjustments	\$6	\$659	\$666	\$75	\$0	\$75
Total Executive Plan Budget Changes	\$6	\$659	\$666	\$3,548	\$0	\$3,548
Agency Budget as per Executive Plan	\$41,162	\$6,589	\$47,752	\$42,570	\$3,537	\$46,107

DA - Brooklyn

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$70,543	\$7,602	\$78,145	\$67,388	\$3,479	\$70,867
Exec. Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$3,578	\$0	\$3,578
DA Budget Enhancements	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Total New Needs	\$0	\$0	\$0	\$4,578	\$0	\$4,578
Exec. Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$885	\$885	\$0	\$0	\$0
Heat, Light & Power	\$454	\$0	\$454	\$43	\$0	\$43
Lease Adjustment	\$0	\$0	\$0	\$125	\$0	\$125
Intra-City Transfer	\$0	\$442	\$442	\$0	\$0	\$0
Technical Adjustment			\$0	\$0	\$0	\$0
Total Other Adjustments	\$454	\$1,327	\$1,781	\$168	\$0	\$168
Total Executive Plan Budget Changes	\$454	\$1,327	\$1,781	\$4,746	\$0	\$4,746
Agency Budget as per Executive Plan	\$70,997	\$8,929	\$79,926	\$72,134	\$3,479	\$75,613

Fiscal 2008 Executive Budget Report

DA - Queens

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$37,876	\$5,338	\$43,214	\$36,192	\$1,782	\$37,974
Executive Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$2,058	\$0	\$2,058
DA Budget Enhancements	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Total New Needs	\$0	\$0	\$0	\$3,058	\$0	\$3,058
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$1,638	\$1,638	\$24	\$0	\$24
Heat, Light & Power	\$22	\$0	\$22	\$4	\$0	\$4
Lease Adjustment	\$0	\$0	\$0		\$0	\$0
Intra-City Transfer	\$0		\$0	\$0	\$0	\$0
Technical Adjustment	\$14		\$14	\$0	\$0	\$0
Total Other Adjustments	\$36	\$1,638	\$1,674	\$28	\$0	\$28
Total Executive Plan Budget Changes	\$36	\$1,638	\$1,674	\$3,086	\$0	\$3,086
Agency Budget as per Executive Plan	\$37,912	\$6,976	\$44,888	\$39,278	\$1,782	\$41,060

DA – Staten Island

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$6,759	\$487	\$7,246	\$6,415	\$191	\$6,606
Executive Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$372	\$0	\$372
DA Budget Enhancements	\$0	\$0	\$0	\$500	\$0	\$500
Total New Needs	\$0	\$0	\$0	\$872	\$0	\$872
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$301	\$301	\$0	\$0	\$0
Heat, Light & Power	\$(2)	\$0	\$(2)	\$1	\$0	\$1
Lease Adjustment	\$0	\$0	\$0		\$0	\$0
Intra-City Transfer	\$0		\$0	\$0	\$0	\$0
Technical Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
Total Other Adjustments	\$(2)	\$301	\$299	\$1	\$0	\$1
Total Executive Plan Budget Changes	\$(2)	\$301	\$299	\$873	\$0	\$873
Agency Budget as per Executive Plan	\$6,757	\$788	\$7,545	\$7,288	\$191	\$7,479

Fiscal 2008 Executive Budget Report

(OSNP) Office of the Special Narcotics Prosecutor

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	\$15,040	\$1,776	\$16,816	\$14,198	\$1,150	\$15,348
Executive Plan New Needs						
Baseline Current Rev. Agreement	\$0	\$0	\$0	\$291	\$0	\$291
SNP Budget Enhancement	\$0	\$0	\$0	\$500	\$0	\$500
Total New Needs	\$0	\$0	\$0	\$791	\$0	\$791
Executive Plan Other Adjustments						
Misc. Non-City Grants	\$0	\$138	\$138	\$0	\$0	\$0
Heat, Light & Power	\$22	\$0	\$22		\$0	\$0
Lease Adjustment	\$0	\$0	\$0		\$0	\$0
Intra-City Transfer	\$0		\$0	\$0	\$0	\$0
Technical Adjustment		\$0	\$0	\$0	\$0	\$0
Total Other Adjustments	\$22	\$138	\$161	\$0	\$0	\$0
Total Executive Plan Budget Changes	\$22	\$138	\$161	\$791	\$0	\$791
Agency Budget as per Executive Plan	\$15,062	\$1,914	\$16,977	\$14,989	\$1,150	\$16,139

Executive Budget Analysis

New Needs

- **DA & Special Narcotics Prosecutor Budget Enhancements.** The Executive Plan includes \$5 million in new needs funding for the City's prosecutors. This funding will allow each office to augment its resources in any or all of the following four areas: child abuse investigation and prosecution; arrest-to-arraignment improvements; gun prosecution; and identity theft and internet crimes. The funding amounts for each office are included in the table below.

Manhattan	\$1,000,000
Bronx	\$1,000,000
Brooklyn	\$1,000,000
Queens	\$1,000,000
Staten Island	\$500,000
Special Narcotics	\$500,000
Total	\$5,000,000

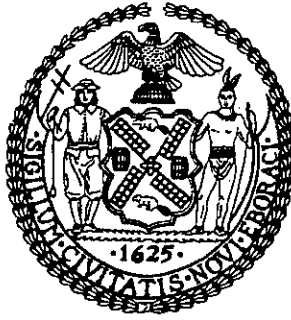
Fiscal 2008 Executive Budget Report

- **Baselining of Current Revenue Agreement Funding.** As discussed above in the “Agency Highlights” section, funds totaling \$12.9 million have been baselined in the prosecutors’ budgets beginning in Fiscal 2008. The funding amounts for each office are included in the table below.

Manhattan	\$4,158,879
Bronx	\$2,472,929
Brooklyn	\$3,577,870
Queens	\$2,058,360
Staten Island	\$372,230
Special Narcotics	\$290,768
Total	\$12,931,036

Other Adjustments

- **Family Justice Center Security.** The Executive Plan includes funding for the Queens District Attorney’s Office to cover expenses associated with security at the borough’s Family Justice Center. This funding includes \$24,000 in Fiscal 2008 and annual funding of \$48,000 thereafter.
- **Heat, Light and Power Adjustments:** Executive Plan adjustments to the budgets of the District Attorneys for heat, light and power add a net \$347,000 in Fiscal 2007 and \$46,000 annually thereafter.
- **Lease Adjustments:** Executive Plan adjustments to the budgets of the District Attorneys for leases add a net \$228,000 annually beginning in Fiscal 2008.
- **Technical Adjustments.** Technical adjustments add a total of \$79,000 to the prosecutors’ budgets.



Fiscal 2008 Executive Budget Hearings

The Police Department (Capital)

May 2007

*Hon. Christine C. Quinn
Speaker of the Council*

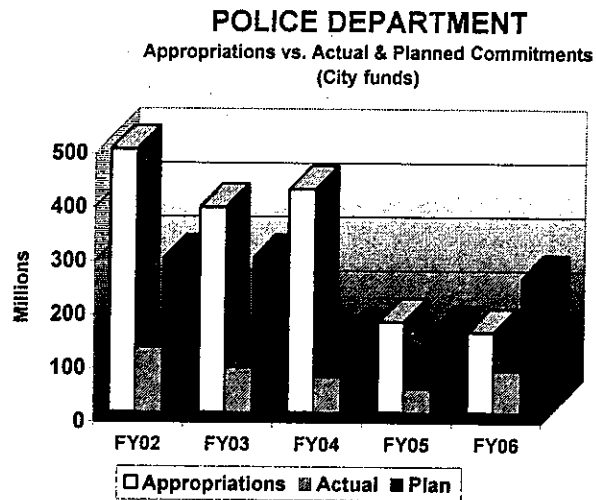
*Hon. David I. Weprin, Chair
Committee on Finance*

*Hon. Peter Vallone Jr., Chair
Committee on Public Safety*

*Michael Keogh, Director
Finance Division*

Agency Overview

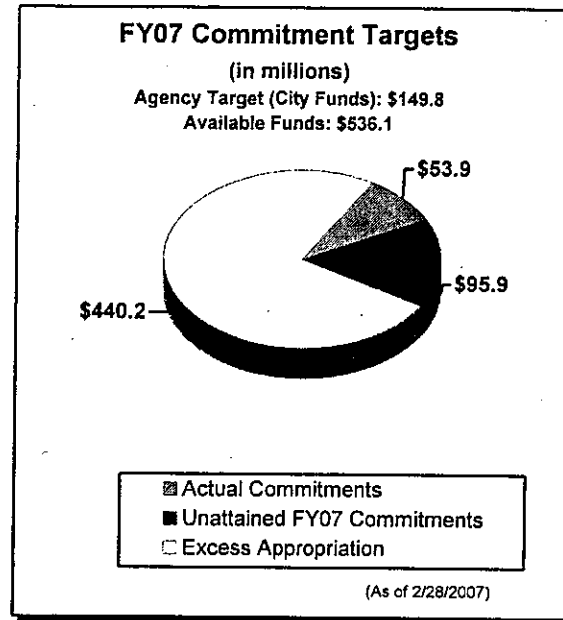
The NYC Police Department's (NYPD) mission is to protect the lives and property of City residents and help to ensure enforcement of the laws. The NYPD meets its objectives by responding to emergency calls, particularly crimes in progress, conducting ongoing investigations into criminal activity, apprehending violators and addressing legal issues which affect the quality of life in the city. The NYPD is divided into 76 precincts and currently occupies 275 facilities, 113 of which are city-owned, 116 locations are being leased or authorized by Permit Agreement, and 46 are owned by the Housing or Transit Authority. Additionally, the Department also owns and/or maintains several administrative, training, repair and storage facilities.



Current Budget Summary

The April 2007 Capital Commitment Plan includes \$1.5 billion (all City funds) in Fiscals 2008-2011 for the Police Department. This represents 3.4 percent of the City's total \$44.5 billion April Plan for Fiscals 2008-2011. The agency's April Commitment Plan for Fiscals 2008-2011 is 2 1/2 times more than the \$412.5 million in the January Commitment Plan, an increase of over \$1 billion.

Over the past five years, the NYPD has only committed an average of 34 percent of its annual capital plan. As of February 28, 2007 the Department had only committed \$53.9 million, or 36 percent, of its \$149.8 million Fiscal 2007 plan. Therefore, it is assumed that a large portion of the NYPD's Fiscal 2007 capital plan will be rolled into Fiscal 2008, thus greatly increasing the size of the Fiscals 2008-2011 capital plan.



Current NYPD appropriations total \$536.1 million in City funds for Fiscal 2007. These appropriations are to be used to finance the Department's \$95.9 million City-funded Fiscal 2007 capital commitment program. The agency has 4 1/2 times more funding than it needs to meet its entire capital commitment program for the current fiscal year.

Fiscal 2008 Executive Capital Budget Report

The Police Department's capital commitments for the last five years are shown below:

FIVE YEAR HISTORY – CAPITAL BUDGET (\$ in millions)					
	FY02	FY03	FY04	FY05	FY06
CITY	119	81	65	43	77
NON-CITY	0	0	0	0	0
TOTAL	119	81	65	43	77

The Preliminary Four-Year Capital Plan is shown below:

PRELIMINARY CAPITAL PLAN – JANUARY 2007 (\$ in millions)					
	FY08	FY09	FY10	FY11	FY's 08-11
CITY	183.0	57.2	90.3	82.0	412.5
NON-CITY	0	0	0	0	0.0
TOTAL	183.0	57.2	90.3	82.0	412.5

The Executive Four-Year Capital Plan is shown below:

EXECUTIVE CAPITAL PLAN – APRIL 2007 (\$ in millions)					
	FY08	FY09	FY10	FY11	FY's 08-11
CITY	311.6	1,005.2	90.3	82.0	1,489.1
NON-CITY	0	0	0	0	0.0
TOTAL	311.6	1,005.2	90.3	82.0	1,489.1

EXECUTIVE BUDGET ISSUES:

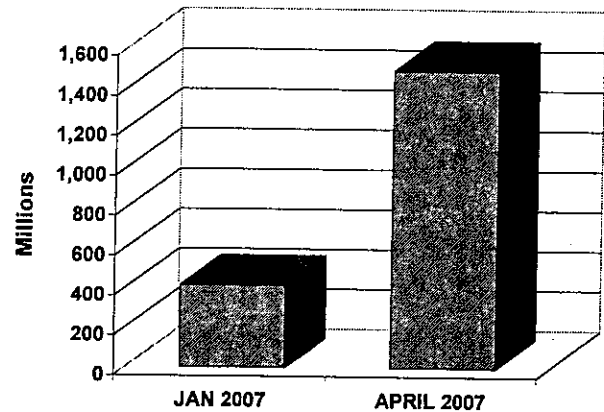
Planned Commitments for Fiscal 2008 through Fiscal 2011

Compared to the January Plan, the NYPD's planned commitments for Fiscals 2008-2011 increased more than \$1.08 billion to \$1.5 billion in the April Plan. Nearly the entire increase can be explained by two actions; 1) \$63 million of planned commitments were rolled into Fiscals 2008-2011 from Fiscal 2007, 2) \$1 billion was added to the Plan for the new Police Academy.

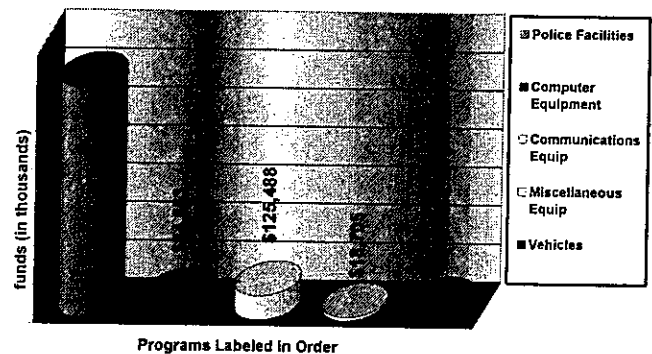
New Police Academy – The NYPD plans to build a new police Academy at a 30-acre site in College Point, Queens that is currently the NYPD Tow Pound. This \$1 billion project will replace the existing outdated Academy in the Gramercy section of Manhattan and will consolidate the Department's training programs to one location. The new Academy will feature; instruction space, support and administration buildings, a field house, indoor shooting ranges, a tactical village, housing facility, driver training fields, K-9 environment, parking, vehicle maintenance facility and a utility plant. The City aims to break ground in 2009.

POLICE DEPARTMENT

January 2007 vs. April 2007
CAPITAL COMMITMENT PLANS



Capital Commitments by Program Area FY08-FY11



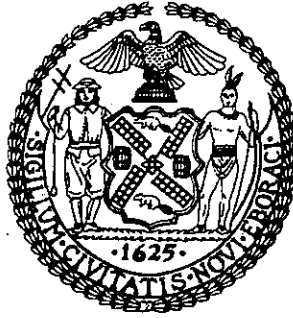
Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides a total of \$1.9 billion in funding for the replacement and upgrade of existing facilities and equipment for Fiscals 2008-2017. The Departments capital funding is allocated toward five categories of capital needs:

- Police Facilities: The Ten-Year Strategy includes \$1.35 billion for rehabilitation, relocation of existing facilities as well as construction of new police facilities. The plan includes \$998 million for the new Academy, and \$187.2 million is planned for construction of a new Staten Island Precinct and new buildings for the 40th (Bronx), 66th (Brooklyn), 70th (Brooklyn), 110th (Queens), 120th (Staten Island) and 121st (Staten Island) Precincts.

Fiscal 2008 Executive Capital Budget Report

- Communications Equipment – In the Ten-Year Capital Strategy, \$237.9 million is allocated for communications equipment including, \$106.9 million for radios, \$90.6 million for radio systems, and \$33.6 million for mobile data computers.
- Computer Equipment: The Ten-Year Capital Strategy provides \$183.9 million for computer equipment including \$63.1 million to enhance its computer network, \$51.3 million for critical data management systems, \$14.6 for Real Time Crime Center, \$15.6 million for arrest processing equipment, and \$15 million for the Lower Manhattan Security Initiative.
- Vehicles: The Ten-Year Capital Strategy includes \$102.9 million to fund the lifecycle replacement of operational and support vehicles.
- Miscellaneous Equipment: The Ten-Year Capital Strategy provides \$30 million for a diverse range of support equipment.



Fiscal 2008 Executive Budget Hearings

Courts (Capital)

May 2007

*Hon. Christine C. Quinn
Speaker of the Council*

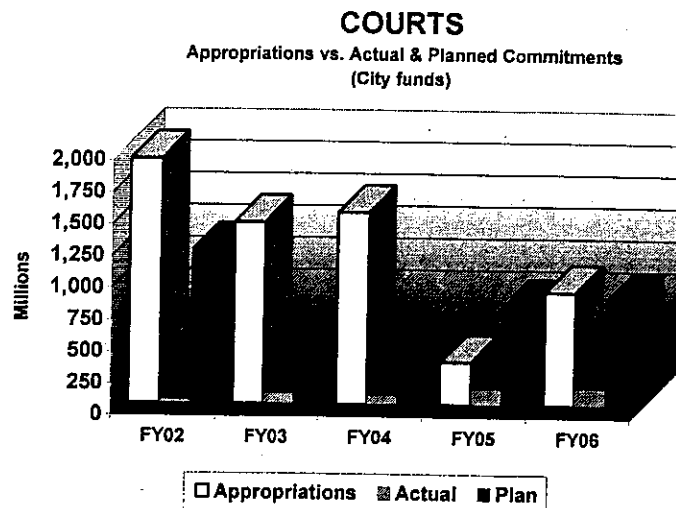
*Hon. David I. Weprin, Chair
Committee on Finance*

*Hon. Peter Vallone Jr., Chair
Committee on Public Safety*

*Michael Keogh, Director
Finance Division*

Agency Overview

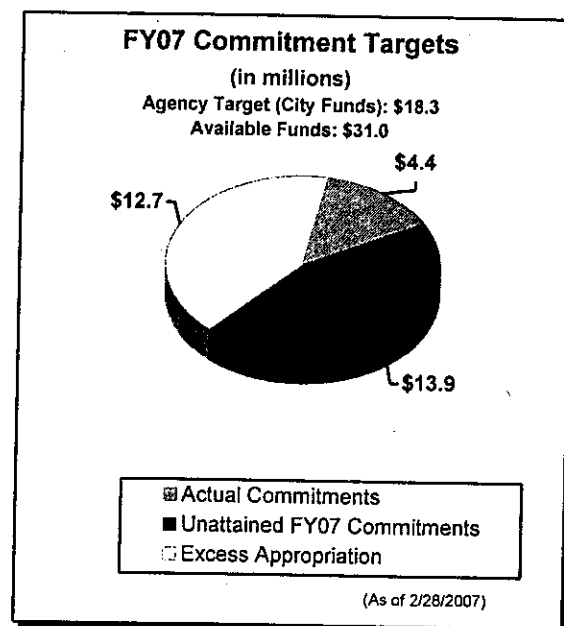
The City is responsible for the construction and maintenance of court facilities within its boundaries. New York City currently has 21 court facilities, which are maintained by the Department of Citywide Administrative Services (DCAS). Chapter 825 of the State Laws of 1987 mandates the City to assess the current court facility conditions, to anticipate future needs, and to submit a capital plan to the State Office of Court Administration. After completing a comprehensive review of New York City's court requirements, the City has embarked upon a \$2 billion court renovation and construction program that has been approved by the State Office of Court Administration. Under the plan, the Dormitory Authority of the State of New York (DASNY) will issue bonds to finance the \$2 billion plan and will assume construction management responsibility, along with DCAS, the Department of Design and Construction (DDC), and the Economic Development Corporation (EDC), or, in some cases, private developers, on a project-by-project basis. The City will fund all debt service costs relating to DASNY's debt issuance for court construction and reconstruction projects.



Current Budget Summary

The April 2007 Capital Commitment Plan includes \$1.13 billion in Fiscals 2008-2011 for the Courts Program (including City and non-City funds). This represents 2.5 percent of the City's total \$44.5 billion April Plan for Fiscals 2008-2011. The program's April Commitment Plan for Fiscals 2008-2011 is 17 percent more than the \$967 million in the January Commitment Plan, an increase of \$163 million.

Over the past five years, the Courts Program has only committed an average of 13.6 percent of its annual capital plan. As of February 28, 2007, the Courts Program had committed \$17.3 million, or 12.1 percent, of its \$143 million Fiscal 2007



plan. Therefore, it is assumed that a large portion of the program's Fiscal 2007 capital plan will be rolled into Fiscal 2008, thus greatly increasing the size of the Fiscals 2008-2011 capital plan.

Current Courts Program appropriations total \$1.67 billion in City funds for Fiscal 2007. These appropriations are to be used to finance the Department's \$143 million City-funded Fiscal 2007 capital program. The agency has 11 times more funding than it needs to meet its entire capital commitment program for the current fiscal year.

Fiscal 2008 Executive Capital Budget Report

The Courts Program's capital commitments for the last five years are shown below:

FIVE YEAR HISTORY – CAPITAL BUDGET (\$ in millions)					
	FY02	FY03	FY04	FY05	FY06
CITY	32	86	73	119	142.2
NON-CITY	1	10	2	3	-21
TOTAL	33	96	75	122	121.2

The Preliminary Four-Year Capital Plan is shown below:

PRELIMINARY CAPITAL PLAN – JANUARY 2007 (\$ in millions)					
	FY08	FY09	FY10	FY11	FY's 08-11
CITY	152.6	709.7	7.1	97.1	966.5
NON-CITY	0	0	0	0	0
TOTAL	152.6	709.7	7.1	97.1	966.5

The Executive Four-Year Capital Plan is shown below:

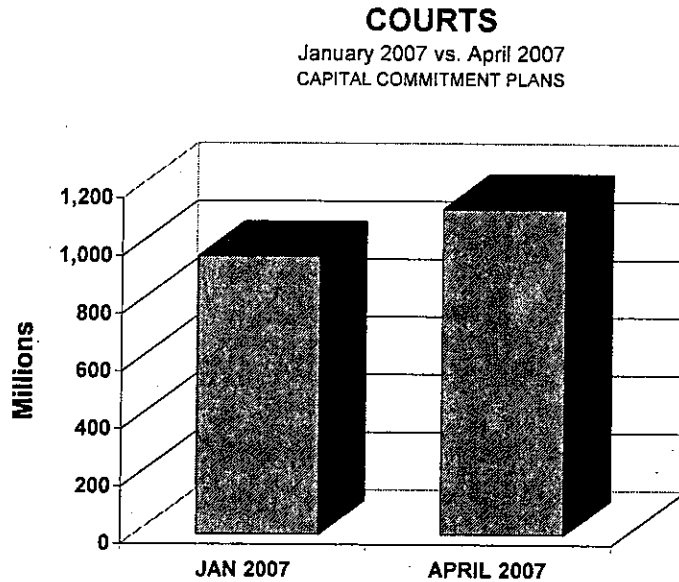
EXECUTIVE CAPITAL PLAN – APRIL 2007 (\$ in millions)					
	FY08	FY09	FY10	FY11	FY's 08-11
CITY	187.5	853.8	11.9	76.9	1130.1
NON-CITY	0	0	0	0	0
TOTAL	187.5	853.8	11.9	76.9	1130.1

EXECUTIVE BUDGET ISSUES:

Planned Commitments for Fiscal 2008 through Fiscal 2011

In the April Capital Plan, the Court's Program's City-funded commitments for Fiscals 2008-2011 increased from \$966.5 million to \$1.13 billion. Of this \$163.6 million increase, approximately \$50 million is rolled into the plan from Fiscal 2007. Other significant changes to the Program's April Plan for Fiscals 2008-2011 that attributed to this increase include:

- An additional \$83.9 million for the new Staten Island Family & Criminal Court increasing the projects total planned commitments to \$188.8 million
- An additional \$20 million for the Bronx Court facility located at 215 E 161st Street increasing the total planned commitments for this project to \$57 million
- An additional \$11 million for the Bronx Court facility at 851 Grand Concourse increasing the projects total planned commitments to \$64 million



Ten-Year Capital Strategy

The Courts Program's Ten-Year Capital Strategy provides \$1.22 billion in funding for two categories of capital needs for Fiscals 2008-2017. The two categories are:

- Construction of New Court Facilities – The Ten-Year Capital Strategy provides a total of \$816.8 million for construction of new court facilities including \$628 million for the Brooklyn Court facility at 330 Jay St. and \$188.8 million for a new Supreme Court building in Staten Island.
- Reconstruction/Rehabilitation and expansion of Court Facilities - The Ten-Year Capital Strategy provides \$402.7 million for renovation and reconstruction of various court facilities. This includes \$67.2 million for renovation and systems upgrade work

at the Bronx Supreme Court building at 851 Grand Concourse; \$59.3 million for the Bronx Criminal/Family Court building at 215 East 161st Street; \$36.7 million for the Brooklyn Criminal Court building at 120 Schermerhorn Street; and \$20 million for the Staten Island Supreme Court building at 18 Richmond Terrace.

**STATEMENT OF
POLICE COMMISSIONER RAYMOND W. KELLY
BEFORE THE NEW YORK CITY COUNCIL
COMMITTEES ON FINANCE AND PUBLIC SAFETY
ON FISCAL YEAR 2008 EXECUTIVE BUDGET**

MAY 21, 2007

Good morning. Thank you for the opportunity to discuss the Mayor's Executive Budget for the 2008 Fiscal Year.

Since I last appeared before the Council in March, the downward trend in major felony crimes has continued. Crime is down another 9% this year, and it is down 29% from the same point in 2001. Year-to-date we have seen a 23% drop in the number of homicides and a 16% reduction in shooting incidents. There have been 36% fewer murders so far in 2007 as compared to 2001. Crime has fallen in the City's housing developments and in the subway system, by 9% and 11% respectively.

Operation Impact, which we implemented in 2003, continues to be a driving force in our crime reduction efforts. By assigning the majority of our newest police officers to areas of the city where shootings and other violent crime were on the rise, we've shown we can reverse those trends. Currently, there are Impact zones established within fourteen precincts and three Housing Police Service Areas in the Bronx, Manhattan, Queens and Brooklyn. As of the beginning of this month, major felony crime in the impact zones is down 18% compared to last year. That includes a 73% drop in homicides, a 34% reduction in shooting incidents, and double-digit declines in every other category of major crime.

In addition to these regular Impact zones we have also created two "Mega Impact" zones that cover the 73rd and 75th Precincts in their entirety. We have also deployed two mobile Impact Response Teams, one in northern Manhattan and the other in Brooklyn. The Manhattan Impact Response Team, which primarily patrols the 30th and 34th Precincts, and the Brooklyn North Impact Response Team, which primarily patrols the 79th, 81st, 83rd and 90th Precincts, have helped to bring about an overall 54% drop in major felony crime in these areas year to date.

We are also maintaining an aggressive and comprehensive focus on illegal guns. Through the beginning of May, the Department has made over 1,200 arrests for the unlawful possession of firearms, which is 3% higher than last year. In 2006 our gun arrests were up by 25% from two years prior, so this is the continuation of a very positive trend.

A year ago we created the Firearms Suppression Division to attack the flow of illegal guns into New York City. As the name implies, its goal is to starve the illegal gun trade. We also created a special Gun Enhancement Unit whose job is to debrief suspects in all

felony crimes involving guns. In keeping with the mandates of the Gun Offender Registration Act, which was signed into law in July 2006, we also created a new Gun Offender Monitoring Unit. We require gun offenders to register with the city every six months, from the date of their conviction or release from prison, for four years.

We also continue to benefit from technological advances like our Real-Time Crime Center, which provides rapid support to detectives in the field, and an expanded video surveillance network. When it opened in July 2005, the Real-Time Crime Center was restricted to four years of data in its search databases, and it was used only in homicides or other serious crimes. Now it has 15 years of data and will have 25 years by the fall. This includes tens of millions of 911 telephone records, arrest reports, and complaints. We consistently seek to expand the search capabilities of Real-Time Crime Center, most recently including such data sources as parking summons data from the Department of Finance, and prisoner interview information from the Criminal Justice Agency.

The Center is now available for the investigation of all crimes, not only the most serious. It also has a new Juvenile Desk which is staffed to guide police officers through the thicket of complex requirements involving the arrest and processing of juveniles.

A new Real-Time Crime Center feature allows detectives to hear the actual voice conversations in 911 calls while they are at the crime scene, by using a special portal in the RTCC vans. The vans are dispatched to crime scenes -- we have 11 vans in all -- where detectives on the scene can get copies of mug shots, conduct photo arrays, and retrieve composite features to assist in the compilation of a suspect sketch. All of these things have been done recently in the field to help detectives solve crimes without time-wasting trips back to the station house or Police Headquarters.

In addition, starting last fall, we launched an initiative to expand our use of automatic license plate readers on a select group of Department vehicles. With these devices, which have been deployed throughout the City, we can instantly scan license plates on passing vehicles and compare them against a list of cars wanted in connection with other crimes as well as Amber Alerts.

Regarding our ongoing efforts to improve safety conditions for motorists and pedestrians, we've seen a 60% reduction in DWI-related traffic fatalities as compared to last year. That is attributable in large measure to apprehending intoxicated drivers before they can harm others. The Department has made over 4,000 DWI arrests this year, which is an increase of 18%.

As for quality-of-life initiatives, the 311 System has proven to be a valuable tool in identifying recurring conditions. So far, this year, there have been nearly 100,000 police-related calls made to 311. More than half of these were noise complaints. As the summer holiday season approaches, we will take special precaution to analyze those calls that are related to fireworks and integrate them into our enforcement initiative targeting this quality-of-life concern. Our Vice Enforcement Division, Intelligence Division, and Patrol Services Bureau are leading this initiative, actively identifying prone locations and

individuals engaged in illegal fireworks activity. In addition, we have already begun surveillance operations at out-of-state locations to identify fireworks shipments bound for New York City. We will continue to conduct checkpoints to apprehend those who attempt to transport fireworks across City lines.

Crime-fighting, which includes enhancing the quality of life, is the first of what I have often referred to as the "three C's" of our mission. The other two C's are community affairs and counter terrorism. Let me say a brief word about each.

We continue to devote a great deal of resources to improving our ties to the community. As I mentioned in my last appearance before you, we dramatically expanded the size of our Community Affairs Bureau to include the School Safety Division and established direct liaisons to new immigrant groups in New York City whose numbers are on the rise. Note that within the last year we have brought on board two civilian Community Coordinators in our New Immigrant Outreach Unit, who serve as liaisons to the Muslim and African communities. We hold numerous forums for the many different ethnic and religious communities we serve, to familiarize them with the Police Department. These and other activities are crucial to fostering healthy police community relations and to keeping the city safe.

As for counter terrorism, the threat worldwide from Al Qaeda and Islamic extremism shows no sign of abating. And in the U.S., we were reminded once again of the potential for the home grown threat with the recent arrest of six New Jersey men who were plotting to attack American soldiers at Fort Dix. The Police Department has been guarding against such a threat for the past five and a half years and, as you recall, preempted another homegrown plot to attack the Herald Square subway station in 2004. We continue to expend a great deal of resources and personnel to ensure the safety of all New Yorkers from a terrorist attack. Our regular counter terrorism patrols continue, along with our extensive intelligence-gathering efforts both here and in 10 cities abroad where we have stationed Department liaisons.

In addition to the "3C's" I would add another priority for the Police Department and that is recruiting. Our increasingly complex mission demands that we hire the best, most qualified young people to serve as New York City police officers. Regrettably, that task was made far more difficult by the current low starting salary for recruits. I have made my views on this matter very clear: this is the most important labor issue facing New York City and it must be resolved. Until then, we will continue to experience significant challenges in meeting our recruitment goals. That said, we will not compromise on our hiring standards one bit, and in fact we continue to see many outstanding young men and women make the decision to serve with the New York City Police Department. But we need more of them to do so, and we are obviously not helped by the low starting pay.

Turning to current budgetary issues, in March, I described the Lower Manhattan Security Initiative in detail. The implementation of this full and comprehensive anti-terrorism plan remains on schedule. The Initiative will include a Coordination Center and cutting edge technology such as mobile and fixed-location license plate readers, vehicles outfitted to prevent

and deter radiological terrorism, equipment to detect and prevent instances of biological terrorism, and a video surveillance network. The City has provided \$15 million in Fiscal 2008 Capital funding, \$10 million was provided under federal fiscal year '06 DHS grants and \$27 million was requested under the fiscal year '07 DHS grant program. This program, which brings together the resources of the Police Department, private corporations and other stakeholders in the area, will help to ensure that the financial center of the world remains secure.

As a result of the NYPD's recommendation for a regional cooperative effort between New York and New Jersey, last week up to 40 State National Guardsmen were deployed throughout the 13-station PATH system, similar to programs already under way at Penn Station and Grand Central Terminal. The National Guard troops are posted both inside and outside of PATH stations to supplement security already provided by the Port Authority's 1,600 Police Officers. The Port Authority of New York and New Jersey operates many of the busiest and most important transportation links in the region. This initiative will further enhance security measures to defend against acts of terrorism within the transportation system as well as hubs located in the City. Note that New York City police officers also board the Long Island Railroad and Metro-North commuter trains at platforms when they enter New York City. We provide similar coverage for Washington-bound Amtrak trains as they depart Penn Station. In addition, we are working on developing a formal interstate compact between New York and New Jersey, to allow for police officers of one state to exercise their law enforcement powers on transportation facilities located in the other state.

We continue to pursue federal counter terrorism funding to enhance the Police Department's ability to protect vital national assets including the Financial District, the transit system, bridges, tunnels, and ports. Of the \$940 million in DHS pass through grant funding received by New York State, approximately \$565 million, or 60%, was allocated to the City. Of that amount, \$267 million, or 47%, was allocated to the NYPD. To date, including \$90 million of grant funds that did not pass through the State, the Department has received \$357 million in counter terrorism funds from Federal Fiscal Year 2002 through 2006 appropriations from DHS and Department of Justice.

As I mentioned in March, the Federal Fiscal Year 2007 Homeland Security Grant Program included some encouraging changes. The most relevant of these is that the Urban Areas Security Initiative Program instituted a full-time Counter Terrorism Staffing Pilot Program which will support operational costs for existing personnel assigned to counter terrorism and intelligence functions. One of the five priority funding proposals included in the Police Department federal fiscal year '07 DHS submission to OMB was revised to include straight-time salary costs for members assigned to counter terrorism operations rather than overtime for Operation Atlas.

These five priority proposals were assessed with projects from other NYC agencies, as well as various partners in our region. After consulting with the Mayor and his staff, OMB submitted 11 investments to DHS. Of those submitted by the Police Department, only the Lower Manhattan Security Initiative was submitted to DHS in its original form and at the

same funding level. The other four were either combined with similar projects to create new regional Urban Area investments or the dollar amounts were modified. The final application was submitted to DHS in early April, and the Department's share was \$90.7 million, which included:

- \$44 million to fund straight-time salary costs for uniformed members assigned to counter terrorism intelligence operations,
- \$27 million in funding for the Lower Manhattan Security Initiative,
- \$10 million for a Joint Operations Center,
- \$8 million for counter terrorism training and equipment for 6,400 new recruits, and
- \$1.7 million for infrastructure protection and target hardening of high-risk New York City critical infrastructure assets.

The Federal Fiscal Year 2007 grant application was submitted to the New York State Office of Homeland Security, and NYS OHS forwarded it to DHS in time to meet the April 5, 2007 deadline.

Upon completion of DHS's review and evaluation of the funding applications submitted under the federal fiscal year '07 Homeland Security Grant Program, funding will be awarded to the states on July 5, 2007. New York State will then divide at least 80% of the award among local governments. After New York City's allocation is awarded, OMB will then distribute the funds to individual City agencies. It is anticipated that, by early fall, the Police Department will know the amount of funding we will receive.

The Department has also submitted two applications for counter terrorism protection funds under DHS's Infrastructure Protection Program (IPP): the Transit Security Grant Program (TSGP), and the Port Security Grant Program (PSGP). On May 10, we were notified that our entire Port Security Grant Program application was approved. The total budget for this grant is \$6.1 million, of which \$1.5 million will be funded by NYC as a City match requirement. These additional funds, which hopefully will be combined with a TSGP award, will enable the Department to focus on two areas requiring higher scrutiny and attention: the New York City Transit System and the New York and New Jersey ports.

The Department is also an active participant with DHS's Domestic Nuclear Detection Office for the Securing Our Cities Initiative. Some of these funds are expected in federal fiscal year '07, while the majority will come in fiscal year '08. The City is slated to get approximately \$30 million of the \$50 million appropriation. The Department will take the lead role on the project, and work with neighboring jurisdictions within our urban area, including purchasing of equipment for our partners.

A review of the President's 2008 proposed DHS Homeland Security Grant program budget indicates a decrease of \$570 million to \$1.05 billion as compared to the Federal Fiscal Year 2007. This covers the allocation to state and local governments for the three major grant programs: the State Homeland Security Grant Program, the Urban Areas Security Initiative, and the Law Enforcement Terrorism Prevention Program.

We will continue to encourage Congress and the Department of Homeland Security to live up to their responsibility to do what's right by New York, and to provide the City with the funding needed to adequately defend itself from ongoing terrorist threats.

Concerning the April 2007 Financial Plan and its impact on the Police Department:

The Department's Fiscal Year 2008 budget is \$3.9 billion, of which 93% is allocated for Personal Services (PS) and 7% for Other-Than-Personal-Services (OTPS). The FY'08 budget is \$75 million lower than this year's budget of \$4.0 billion. City funds have increased by \$53 million; however, this increase is offset by a decrease of \$141.7 million in federal, state, and private funds that are not included in the FY'08 Budget. Nevertheless, the Department anticipates that a similar amount of new grant funding and unspent FY'07 grant funds will be added to the FY'08 budget.

These revised budgeted amounts reflect reductions implemented during the Executive Financial Plan as part of the City's gap-closing program. The reductions total \$55.2 million in Fiscal Year 2007, \$100.2 million in Fiscal Year 2008, and \$30 million in FY'09. To summarize the gap-closing programs:

- As previously mentioned, the federal fiscal year '07 Homeland Security Grant Program guidelines now include a full-time Counter Terrorism Staffing Pilot program under the Urban Areas Security Initiative Program. Therefore, it is anticipated that \$44 million will be provided under the federal fiscal year '07 Homeland Security Grant to offset City-funded, straight-time salary costs in FY'08 for members of the service assigned to the Counter Terrorism Bureau and Intelligence Division.
- As I said earlier, due to the lower starting salary of \$25,100 for Police Officers, the Department has been unable to meet the City's budgeted peak headcount of 37,838 in both the July 2006 and January 2007 Police Officer classes. As a result of these hiring shortfalls, as well as anticipated shortfalls in the upcoming July 2007 and January 2008 hiring classes, surpluses in the amount of \$21.4 million in FY'07 and \$55 million in FY'08, are expected.
- The Department's PS budget was also reduced in FY'09 by \$30 million. Of this amount, \$13.1 million is related to the Academy class shortages previously identified, and the remaining \$16.9 million reduction is based on projected turnover and attrition savings that will be used to help fund the cost of out-year new needs.
- Uniformed and civilian vacancies for the period of July 2006 through February 2007 also resulted in surplus PS accruals in FY'07 that totaled \$33.6 million.
- The Department's Paid Detail Unit coordinates a program that provides off-duty uniformed security assignments to a wide variety of participating companies and organizations throughout the five boroughs. It is anticipated that additional administrative fees charged to vendors above the current revenue plan in the amount of \$172,000 in FY'07 and \$1.2 million in FY'08 will be collected.

The Executive Plan included additional funding for various Department needs as follows:

- \$3.3 million in FY'08 for the initial purchase of 4,533 bullet resistant vests. These vests will outfit every Auxiliary Police Officer and will provide a critical level of safety to our volunteer members. With enhanced neck and side coverage, they will be the same vests as those now being issued to our full-time Police Officers. By doing so, we are helping to ensure the safety of these dedicated volunteers as they serve their fellow New Yorkers. After the tragic deaths of Auxiliary Police Officers Nicholas Pekearo and Eugene Marshalik in March, I appointed an Auxiliary Police Review Committee comprised of both senior Department commanders and longtime members of the Auxiliary Unit. This committee has been closely examining the recruitment, selection, and training of these officers, as well as how they are equipped, deployed, and supervised. I expect to receive a report with their proposed recommendations in June at the end of their 90-day mandate.
- The plan included \$5.3 million in FY'08 and \$4.8 million annually thereafter as part of the Mayor's Sustainability Plan for New York City through the year 2030. This additional funding will support the hiring of 100 Traffic Enforcement Agents and 17 Supervisors to be deployed to strategic intersections throughout the five boroughs to ease congestion and improve the flow of traffic.
- \$9.4 million in FY'08 and \$10.6 million in the out-years was provided to allow the Department to purchase vehicles as called for by the lifecycle plan. Maintaining the lifecycle of vehicles ensures that more police RMPs are available for patrol functions on a daily basis and improves the morale and safety of our Police Officers who spend many hours in these vehicles patrolling and responding to emergencies.
- \$5.7 million beginning in FY'08 was provided to support the hiring of an additional 68 full-time custodians in order to maintain and upkeep the Department's major patrol facilities.
- \$568,000 was provided for the hiring of 24 Precinct Receptionists as a pilot program in FY'08. These receptionists will act as liaisons between the Police Department and members of the public who arrive seeking assistance. They will greet these individuals, in some cases in languages other than English commonly spoken in these commands, and direct them to the appropriate personnel.
- \$550,000 in FY'07 and \$1.2 million in FY'08 was re-programmed within the Police Department's budget to enable us to compile and provide the City Council with outstanding Stop, Frisk and Question data for Calendar Years 2004, 2005, and the last quarter of 2003.
- \$371,000 in FY'08 and \$495,000 thereafter was provided for leasing costs at a location identified for the Lower Manhattan Security Initiative Coordination Center.

- \$831,000 in FY'07 and \$166,000 in the out-years was provided for uniforms for the Law Enforcement Exploring Program. This program is a community service, career-oriented course designed to educate young men and women between the ages of 14 and 20 and encourage the pursuit of a career in law enforcement.
- \$11.7 million in FY'08, \$11.2 million in FY'09, \$9.5 million in FY'10, and \$5.2 million thereafter was provided for various technology initiatives such as disaster recovery, wireless communications costs and critical on-site vendor support and maintenance.
- \$4.3 million starting in FY'08 was provided to offset the continuing loss of Federal Asset Forfeiture revenues.
- \$2.5 million starting in FY'08 was provided to fund 69 Police Communications Technician positions previously funded by the Local Law Enforcement Block and Justice Assistance grants.
- \$11.0 million in FY'07 and \$24.0 million starting in FY'08 has been transferred from the Department of Education's budget to cover overtime costs associated with the assignment of School Safety Agents to extended school operating hours and to the increasing number of after-school and weekend programs.

With regard to uniformed headcount, we anticipate hiring shortfalls to continue in subsequent Academy classes due to the starting salary.

The FY'07 civilian authorized headcount is 18,475. This consists of 10,574 full-time and 7,901 part-time positions, including School Safety Agents, School Crossing Guards, and Police Cadets. The FY'08 civilian authorized headcount is 18,430, consisting of 10,505 full-time and 7,925 part-time positions. We anticipate that additional state and private grant funds will increase the full-time civilian headcount to 11,013. The FY'08 headcount includes 117 Traffic Enforcement Agents, 68 custodians, and 24 precinct receptionists that are newly funded positions in the Executive Budget, as mentioned above.

Our civilianization program is almost completed. Of the 400 additional civilian positions authorized by the Mayor, a total of 394 were hired between June 2006 and April 2007. The remaining six positions are expected to be filled next month.

Our FY'07 overtime-spending projection is \$416.4 million, \$4.3 million higher than the actual FY'06 expenditures of \$412.1 million. Approximately \$86 million of the FY'07 overtime costs will be reimbursed through grants and other revenue. The current FY'07 overtime budget of \$360.5 million, plus expected revenues, will cover all but \$43 million of this year's costs, which will be funded with existing PS surpluses.

The FY'08 overtime budget of \$311.8 million is \$48.7 million lower than the current FY'07 budget of \$360.5 million. The decrease is due mainly to federal funding not allocated for Operation Atlas, variations in federal funding levels that support counter terrorism

training, and other non-City overtime-funded programs that are not yet included in the FY'08 budget.

As always, we will endeavor to achieve overtime savings where possible. Through the efforts of both management and the Overtime Assessment Committee, the uniformed deployment to monitored planned events has been reduced since Calendar Year 2002; consequently, Planned Events overtime costs decreased by a cumulative total of \$63.8 million through Calendar Year 2006.

In April, the Mayor also released the FY'08 Ten-Year Capital Strategy, Executive Budget, and April Capital Commitment Plan which totals \$2.051 billion for the Police Department and covers Fiscal Years 2007 to 2017.

In this plan, the Department was able to secure an additional \$1.013 billion in capital funding.

The major increase is the allocation of \$1 billion allocated in Fiscal Years 2007 through 2009 for the construction of a new, consolidated state-of-the-art Police Academy and Training Facility. It has been clear for quite some time that our existing training facilities have become antiquated. They are located throughout the City and are insufficient in both size and design for current training needs. The new Police Academy, when completed, will be the most advanced law enforcement training facility anywhere in the world. The facility will feature instruction space, support and administrative buildings, a field house, indoor shooting ranges, a tactical village, housing facility, driver training fields, K-9 environments, parking, a vehicle maintenance facility and a utility plant.

The Department's Tow Pound, located in the College Point section of Queens, has been selected as the most suitable site. It will allow for a modern complex that will consolidate our training programs and accommodate the changes in the way we prepare our Police Officers for our dramatically expanded mission. The Department of Design and Construction will be the managing agency responsible for the project. A newly established committee, consisting of high-level managers within the Department, will oversee the planning and building of the facility. It is expected that ground will be broken on the construction of the new Police Academy by the end of 2009.

Other funding allocations provided in this plan include the following:

- An additional \$5.3 million in construction funds in Fiscal Year 2008 to fully fund the renovation and restoration of the landmark Central Park Precinct. The design stage of this project is completed, and we anticipate awarding a construction contract by June 2007 with an estimated construction completion date of January 2010.
- An additional \$900,000 in construction funds in Fiscal Year 2007 to fully fund the Mounted Unit Troop B relocation from Pier 63 to Pier 76, as well as the Pier 76 Tow Pound renovation.

- An additional \$7 million in Fiscal Year 2008 for equipment purchases such as barriers, bollards and booths associated with the Headquarters outer perimeter Chatham Square Re-design Project.

As mentioned in the Preliminary Budget Hearing, the Department is also moving forward with the design and planned construction of two precincts on Staten Island: a new facility for the existing 120th Precinct and a new 121st Precinct station house. Their status is as follows:

- The 120th Precinct is budgeted in the Capital Plan at \$44.2 million. The design of the facility is nearly complete, and we expect to award a construction contract by August 2007 with an estimated completion date of August 2010.
- The 121st Precinct is budgeted in the Capital Plan at \$30 million. A joint engineering review with OMB is in progress concerning the scope of the work, specifications, and prevailing construction costs of the facility. At the conclusion of this review, the budget may need to be adjusted. We anticipate awarding a construction contract by May 2008 with an estimated completion date of November 2010. The selected site is a City-owned Department of Transportation location on Richmond Avenue, two blocks south of Forest Avenue, in the Northwest portion of Staten Island, Graniteville. The Department of Citywide Administrative Services has reserved the property for the new precinct.

Four other precinct replacement projects are included in the out-years of the Capital Plan, and their status is as follows:

- for the new 110th Precinct, we are working with DCAS in search of a suitable site.
- for the new 66th Precinct, the Department has not found a suitable site and will most likely reconstruct the new command on the current site and temporarily relocate command personnel during the demolition and construction process.
- for the new 70th Precinct, a privately owned site has been identified at 1326 Ocean Avenue in Brooklyn, and DCAS has been instructed to move forward with acquiring the property, and,
- for the new 40th Precinct, design will begin in FY'08 at the site located on East 149th Street and Saint Ann's Avenue in the Bronx.

The \$30 million budgeted for each precinct may not be sufficient, but the funding requirements will be updated after the joint engineering reviews with OMB are conducted.

Finally, the rehabilitation of the 9th Precinct has been completed and was opened for operation on May 14, 2007. The rehabilitation of the 17th Precinct is scheduled to be completed by the end of June 2007.

I thank you for the opportunity to discuss these issues with you. I will be pleased to answer any questions you may have.

FOR THE RECORD

LOCAL 372

NEW YORK CITY BOARD OF EDUCATION EMPLOYEES

DISTRICT COUNCIL 37

**AMERICAN FEDERATION OF STATE,
COUNTY AND MUNICIPAL EMPLOYEES**

AFLCIO

NEW YORK CITY COUNCIL JOINT COMMITTEE HEARING

FINANCE AND PUBLIC SAFETY

2008 FINANCIAL PLAN

MAY 21, 2007

TESTIMONY SUBMITTED BY

VERONICA MONTGOMERY-COSTA

PRESIDENT - LOCAL 372 AND DC 37, AFSCME, AFL-CIO

MAY 21, 2007

Chairman Weprin, Chairman Vallone, Committee Members:

Local 372 thanks the City Council Finance and Public Safety Committees for this opportunity to once again publicly present our safety priorities.

As we have repeatedly insisted, it is the responsibility of our City and our Mayor to create an NYPD budget which will ensure the safety of our City's children. A budget which fails to fulfill that responsibility fails our City's 1.1 million school children and also fails those who risk their lives every work day to keep our children safe.

We must not continue to ask the men and women who are Local 372's everyday heroes to sacrifice their own family's quality of life, because the City cannot find or will not fund the money to annualize their titles.

Each year we remind the City Council that School Crossing Guards are sometimes injured or killed in the line of duty protecting our City's precious school children. Each year the Mayor, shows no sign of being moved by the stories of their acts of heroism when he drafts his preliminary budget — nothing has changed.

A minimum of 310 more School Crossing Guards are still needed particularly in schools in more dangerous traffic locations. These additional guards would bring the Student to School Crossing Guard ratio to at least 460 to 1.

Schools located near highways and major intersections, or in areas where traffic signs and signals are frequently disregarded by drivers, have greater need for additional School Crossing Guards. Requests by Community Boards for additional coverage at these sites are most often denied.

The ratio of student to school crossing guards continues to present a danger to our students.

Community Boards in the five boroughs have responded to the need for school crossing guards in their 2008 Budget requests. We have highlighted these requests in attachment # 4 of this testimony.

**For an interim improvement of a ratio of at least 460 to 1,
we need 310 additional School Crossing Guards.**

**For ideal safety conditions in traffic areas around our schools,
we should add 650 School Crossing Guards to meet a target ratio of 371 to 1.**

Local 372 conducted a citywide survey of the 2006/07 School Year School Crossing Guard coverage (attachment 1) which details the current assignments by borough. We also developed a chart to show by borough the number of additional School Crossing Guards (attachment 2) needed to reach an improved ratio of 460 to 1.

Local 372 contends that in order to insure ideal safety conditions around our schools a target ratio of 371 to 1 must be met. The final chart (attachment 3) shows our recommended increases in School Crossing Guard assignments by borough.

Currently, three of the five boroughs fall far short of what would be considered a safer interim ratio of students to School Crossing Guards. Our study shows the student to School Crossing Guard ratio in Manhattan currently at 518 to 1. We need at least 50 additional School Crossing Guards in Manhattan.

In the Bronx, the student to School Crossing Guard ratio is 684 to 1. A minimum of 160 additional School Crossing Guards are needed in the Bronx.

In Queens, the student to School Crossing Guard ratio is 532 to 1. At least 100 additional School Crossing Guards must be assigned in Queens.

We find no evidence in the Fiscal year 2007-2011 Preliminary Budget of additional School Crossing Guard allocations. The Student to SCG ratio remains a danger to school children. This budget should contain funding for at least the interim improvement Local 372 has recommended. It is critical that the target Student to SCG ratio of 371 to 1 be planned for and met as soon as possible.

**2008 Executive Budget Requests (attachment 4) Reflect the
Community Boards' demands for Additional School Crossing Guards.**

City Hall — the Mayor and City Council — still choose to save money by not annualizing School Crossing Guards, now a 12-month necessity.

Our School Crossing Guards are still hourly employees limited to twenty hours of work per week at \$10.23 per hour. When schools are closed they are not paid. School Crossing Guards are still laid off at the end of the school year.

To continue their health benefits in the summer months, School Crossing Guards not assigned to summer positions, only bringing home unemployment compensation, must pay 10% of their monthly premiums. The remaining 90% of the cost of these premiums is funded by employee contributions to our welfare fund. This is an expensive administrative nightmare for the union, the NYPD and the NYC Office of Labor Relations.

The choice to deny annualization of these positions and the choice to withhold coverage of more than 4 hours per day absolutely indefensible, when there is a real need for expanded hours of service, and for coverage throughout the calendar year. At schools which will serve later meals, or which remain open for late afternoon recreation programs, children will be staying later, throughout the entire year.

Additional School Crossing Guards will be needed for Summer School 2007.

It is also vital that there be better co-ordination between the DOE and the NYPD, to ensure that a full complement of School Crossing Guards is available to cover these programs, in public, private, parochial and charter schools.

Local 372 is calling upon the City Council to urge the Mayor to identify the Summer School 2007 sites by June 1st to give guards adequate notice to plan for personal obligations during the summer months.

Local 372 once again urges the Mayor and the City Council to work as a team to ensure that our children travel to and from school unharmed. Since children are our life's work, their safety is our top priority. The NYPD's budget should reflect the same.

School Crossing Guards Assigned In 2006/07 School Year

Borough	Student Population	No of Precincts	No of SCG	Ratio of SCG to Students
Manhattan	165,867	21	320	518 to 1
Bronx	223,803	12	327	684 to 1
Brooklyn	328,964	23	885	371 to 1
Queens	276,688	16	520	532 to 1
Staten Island	60,664	3	141	431 to 1
Totals	1,055,986	75	2193	

School Crossing Guards Needed For Interim Ratio of 460 to 1

Borough	Student Population	No of Precincts	No of SCG	Additional SCG Needed	Adjusted Ratio of SCG to Students
Manhattan	165,867	21	370	50	448 to 1
Bronx	223,803	12	487	160	460 to 1
Brooklyn	328,964	23	885	0	371 to 1
Queens	276,688	16	620	100	446 to 1
Staten Island	60,664	3	141	0	431 to 1
Totals	1,055,986	75	2193	310 Additional SCG Needed	

School Crossing Guards Needed For Target Ratio of 371 to 1						
Borough	Student Population	No of Precincts	No of SCG	Additional SCG Needed	Adjusted Ratio of SCG to Students	
Manhattan	165,867	21	447	127	371 to 1	
Bronx	223,803	12	603	276	371 to 1	
Brooklyn	328,964	23	885	0	371 to 1	
Queens	276,688	16	745	225	371 to 1	
Staten Island	60,664	3	163	22	371 to 1	
Totals	1,055,986	75	2843	650 Additional SCG Needed		

Fiscal Year 2008 Executive Budget Register

http://www.nyc.gov/html/omb/pdf/cbrboro4_07.pdf

Bronx

Community District 4

Request: Provide Funding for Additional School Crossing Guards.

Explanation: Fund the total number of slots of School Crossing Guards available to Community District 4, at present, we are experiencing a deficiency of 6 unfilled slots.

Responsible Agency: Police Department

supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Community District 6

Request: Provide Funds to Hire Additional School Crossing Guards.

Explanation: There is a strong need for additional school crossing guards. At present, some schools in our district lack crossing guards, others have to share their crossing guards with neighboring schools. We ask that sufficient funding be provided to hire additional crossing guards for our district so that every eligible school may be assigned at least one crossing guard.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Community District 12

Request: Provide additional school crossing guards to be assigned to schools.

Explanation: Assign additional crossing guards to schools.

Responsible Agency: Police Department

OMB supports the agency's position as follows:

The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible

BROOKLYN

Community District 7

Request: Allocate Funds for Additional Crossing Guards.

Explanation: Many of our schools are located along truck routes, especially 4th Avenue. Larger vehicles and higher traffic volume (real and projected) require us to be proactive for children's safety.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Community District 14

Request: Fund Additional Crossing Guards for 70th Precinct

Explanation: Fund additional crossing guards for 70th Precinct. Currently there are 26 crossing guards with an anticipated cutback of at least 50%. There is a critical need for crossing guards at each of the schools within community district 14.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

MANHATTAN

Community District 1

Request: Provide two crossing guards for PS/IS 89 at West/Chambers and West/Warren Streets.

Explanation: Many complaints from parents about the safety of crossing the streets especially with all of the construction going on and the excessive amount of traffic in this area.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Supported by: Manhattan Youth Recreation and Resources

Community District 12

Request: Purchase cell phones for School Crossing Guards.

Explanation: Providing cell phones to School Crossing Guards and allowing them greater communication to local schools, Police Precincts, 911, and the City's 311 System, and will enhance public safety for thousands of Washington Heights-Inwood school-age children.

Responsible Agency: Police Department

The agency has not submitted a proposal to increase funding for this project. Therefore, OMB does not take any position.

Council Districts: 7, 10

QUEENS

Community District 3

Request: Hire Traffic Enforcement Agents.

Explanation: Additional Traffic Enforcements are urgently needed to address double parking on Astoria Blvd. from 96th - 104th Streets, speeding on Astoria Blvd., 31st Avenue, 32nd Avenue, Northern Boulevard, 34th Avenue and Ditmars Boulevard. Further, school crossing guards are required at both public and private schools.

Responsible Agency: Police Department

City funding was provided to hire 100 additional Traffic Enforcement Agents. Some personnel maybe allocated to accommodate your request.

Community District 4

Increase School Crossing Guard Quota

Explanation: In FY 2007 the 110Pct. has a quota of 25 crossing guards of which 22 are assigned. Within the last few years many of our schools have added additions, thus increasing student capacity. New schools have opened such as PS 28 and new schools are being constructed, such as PS/IS 260. For the safety of the students attending these schools the quota of crossing guards must be increased to reflect the actual student population. With the rapid population increase in CB #4Q comes more traffic making the crossing guards more of a necessity.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Community District 5

Request: Hire Traffic Control Agents, School Crossing Guards and Additional School Safety Officers.

Explanation: The City should earmark funding to hire additional traffic control agents: (Traffic Enforcement Agents-Level II), so that heavily traveled Queens Intersections can be staffed. This will diminish the need to assign police officers, who are paid more. In consideration of dangerous traffic conditions, funding is needed to hire at least 5 additional school crossing guards for District 5, Queens schools. Most elementary schools have only 1 or 2 School Safety Officers; intermediate schools only have 3 officers.

Responsible Agency: Police Department

City funding was provided to hire 100 additional Traffic Enforcement Agents. Some personnel maybe allocated to accommodate your request.

Community District 6

Request: Recruit Local Precinct Crossing Guards.

Explanation: Additional crossing guards are necessary to ensure safety.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible

Community District 7

Request: Fund Additional Personnel For The 109th Precinct.

Explanation: Support funding for additional Police Officers to address Quality of Life complaints, maintain the DARE program (workshop on drug education for school children), additional civilian personnel to relieve officers assigned to the 109th Precinct, school crossing guards. Additional Traffic Enforcement Agents are needed to intensify enforcement coverage. In addition, the K-9 Unit dogs are capable of sniffing-out drugs and bombs.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The uniformed staffing level is dependent on the annual funding allocated and the availability of candidates to fill the funded positions. The deployment of uniformed personnel is scheduled by NYPD after graduation of Police classes from the Academy. City funding was provided to hire four hundred additional civilian personnel as part of the Civilianization Program. Some civilian clerical personnel may be allocated to accommodate your request.

Community District 8

Request: Provide Funds to Hire School Crossing Guards.

Explanation: School Crossing Guards need to be hired.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Community District 10

Request: Assign Additional Uniformed Police Officers to the 106th Police Precinct, and Sufficient Off Street Parking for Additional Personnel. Increase Transit Police in District 23.

Explanation: Necessary when school crossing guards need help at major intersections; when enforcement of changed traffic patterns needs a uniformed presence; when traffic jams, double parkers, driveway obstructions, bus stop parkers, etc. know there will be no enforcement. Needed when many other quality of life conditions cannot be addressed, resulting in personal injury and property damage. Personnel are at an all time low and additional manpower is necessary to preserve our quality of life.

Responsible Agency: Police Department

OMB supports the agency's position as follows: NYPD total staffing levels depend on decisions made in the Preliminary and Executive budget process. Allocation of uniformed personnel is scheduled by the NYPD only after graduation of Police classes from the Academy. Availability of civilian personnel is limited due to recent reductions to the civilian headcount.

Community District 13

Request: Increase Funding for Additional School Crossing Guards (for 105 Pct.)

Explanation: This is an area of need.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

STATEN ISLAND

Community District 1

Request: Hire Additional Crossing Guards.

Explanation: To insure the safety of the school children due to the increased traffic on the North Shore.

Responsible Agency: Police Department:

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

Community District 2

Request: Increase the Number of Crossing Guards Hired City-Wide to Provide Additional Guards for Staten Island.

Explanation: Additional crossing guards are needed.

Responsible Agency: Police Department

OMB supports the agency's position as follows: The City Council has provided funding annually for additional school crossing guards. After the receipt of additional funding, the Patrol Services Bureau surveys precincts for the need of additional school crossing guards and those requests are met when possible.

**Testimony of Franklin Stone, Chair of the Civilian Complaint Review Board
before the New York City Council Public Safety and Finance Committees**

May 21, 2007

Chairman Vallone, Chairman Weprin, and members of the Public Safety and Finance Committees—good afternoon. My name is Franklin Stone and I am the chair of the Civilian Complaint Review Board. With me is Florence Finkle, the CCRB's executive director, who will also be happy to answer questions after my testimony.

I would like to begin this discussion about the CCRB's budget by describing the fundamental challenge the agency faces today: a dramatic increase in the number of complaints being filed with the CCRB and the corresponding increase in the agency's workload. The CCRB received 66% more complaints in 2006 than in 2002, and the long-term increase shows no sign of slowing down. In the first four months of 2007, the complaint rate was 5% higher than the same period in 2006.

The agency has responded to the workload increase by implementing a variety of efficiency measures, and taking vacant headcount lines created by the departure of non-investigative employees and, to the extent feasible, filling these lines with new investigators in order to maximize our investigator headcount. While these initiatives have produced significant productivity gains, we have still not been able to keep pace with the continually-rising complaint rate. From 2002 through 2006, the average number of cases each investigator submitted to the board increased by 38% and the total number of board case closures rose by 53%. But the agency's total open docket still rose, from 2,149 cases at the end of 2002 to 3,739 cases at the end of last year. At the end of the day, there is no substitute for a larger investigative staff to deal with the complaint increase.

As you all know, in his State-of-the-City Address on January 17 of this year, Mayor Bloomberg recognized the important work undertaken by the CCRB and pledged to “expand the resources and staffing at the Civilian Complaint Review Board to ensure that all complaints are dealt with swiftly and seriously.” On January 23, the mayor released his preliminary fiscal year (FY) 2008 budget, which included \$11,239,911 for the CCRB, an increase—excluding mandatory cost-of-living salary adjustments—of \$240,084 in comparison to the adopted fiscal year 2007 budget of \$10,379,510. This funding baselined the 24 investigator positions for which the City Council provided in each of the last four adopted budgets, which were not included in the administration’s November plan. It also added funds to raise compensation for outside mediators, to retain investigators and, to hire three new employees: a director of recruitment and training, a mediation coordinator, and one new investigator. In addition, the Office of Management and Budget agreed to allocate during the next five years approximately \$500,000 in capital monies to fund a digital audio recording system and the replacement of the agency’s aging computer equipment. This support, and the capital funding in particular, will be absolutely critical to maintaining and improving the agency’s future infrastructure.

As we testified before you in March, however, the preliminary budget did not completely meet the agency’s current needs. Most importantly, additional investigators are critical to handling our increasing caseload, and the budget added only a single investigator above those provided through your efforts in the last four adopted budgets. Although baselining these 24 investigator positions reduces the annual instability facing the CCRB, the plan barely increased the actual number of investigators working at the

agency. The preliminary budget, therefore, did not provide a solution for the long-term issues posed by the dramatic increase in our workload.

After the preliminary budget was released, and in the hope of obtaining all the funding the agency actually requires, the CCRB asked the Office of Management and Budget to increase the number of investigators we can hire and the overtime money available for our investigators. We also sought money to hire critical administrative personnel, to hire attorneys to help oversee investigations, and for other practical needs.

The executive plan gave the agency \$662,715—not including mandatory lease adjustments—in additional funding over what the preliminary plan provided. The majority of the new funding —\$460,330—will be used to hire five legal advisors to serve as assistant deputy executive directors for investigations. These lawyers will each oversee two investigative teams and review staff investigations, which often involve legal analysis, before they are submitted to the board. They will also identify policing issues or practices that could be corrected through board policy recommendations and participate in both formal and on-the-job training of staff. Having experienced criminal attorneys review CCRB investigative files will help make all investigations, not just those the agency substantiates, even better. In addition, case reviews conducted by attorneys will help counter spurious allegations that our staff analyzes evidence improperly or inadequately.

The executive plan also provides \$78,000 so that the CCRB can microfilm its closed cases, and \$138,385 to make up the differential between the cost for investigative positions outlined in the preliminary plan and their actual cost, both in terms of salary and other than personal service costs. In addition, the executive plan removes \$14,000 from

the agency's budget in anticipated savings that will be realized when we begin recording all of our interviews digitally.

The support in the Mayor's executive budget is welcome, and will go a long way to bolster the fundamental operations of our agency. However, it still does not provide the CCRB with funding in five areas critical to the fulfillment of our mission: (1) more investigators to tackle our rising caseload, (2) more overtime pay, (3) two essential statistical/technology experts, and (4) funds to pay board members who are now working more hours. As a result, we once again are in the position of asking you to help fund the CCRB's basic operations.

Based upon the projected complaint increase and a statistical analysis of the Investigations Division's past performance, the CCRB will require, in combination with an adequate overtime budget, a total of 166 investigators in 2007: an increase of 18 investigators over what is provided for in the executive plan. The added cost of 18 new investigators, including the costs of other than personal services, comes to \$819,708. While this staffing level, along with overtime pay, should be adequate to keep up with incoming complaints, it will not allow the agency to shrink the size of the open docket significantly.

Many of our dedicated investigators routinely volunteer to work more than their scheduled 35 hours per week to keep the agency's docket as low as possible. Over the past five years, investigators have worked, on average, 25,447 extra hours per year, at an estimated cost of \$673,000 each year. However, the CCRB has an annual overtime budget of only \$38,000, which is a grossly insufficient amount for the agency to continue

to operate at its current level of efficiency. We are therefore requesting an additional \$489,431 in overtime funding.

The CCRB has substantially reduced the number of positions dedicated to non-investigative functions over the past five years, but in order to operate more efficiently, the agency requires two administrative employees that the executive plan does not provide. First, the agency has substantially expanded its Local Area Network, or "LAN," since it was established in 1999, and now needs an assistant LAN administrator. Despite the agency's best efforts, its LAN is breaking down more frequently and requiring more of the LAN administrator's time to fix. It is almost impossible for the agency's LAN administrator to plan new projects, since the simple maintenance of the agency's computer system and network require nearly all of her attention. An additional LAN administrator will allow the agency to proactively maximize the LAN's capabilities.

Second, the agency seeks an assistant director of research and strategic initiatives. The CCRB is a data-driven agency, and its Research and Strategic Initiatives Unit is required to collect, analyze, and report on that data for the police department and the Mayor's Office, for press inquiries, for the agency's semiannual reports, monthly, public statistical reports, internal productivity reports, and for occasions such as our testimony here today. However, the Research and Strategic Initiatives Unit currently consists of only one person. The unit is so critical to the agency's operation that its director (and only staff member) has been given remote access to his desktop so that he can process data requests even if he is on vacation or out sick. This is an untenable long-term arrangement; the unit needs a second employee to allow its director to enhance agency operations by identifying internal needs and researching organizational strategies. The

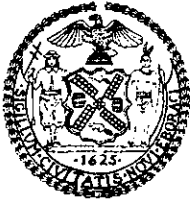
cost of these two administrative positions is \$149,132: \$77,066 for the assistant LAN administrator and \$72,066 for the deputy director of research and strategic planning.

Finally, the agency needs to compensate board members who are working more hours in an effort to keep up with the growing caseload. As the number of cases the staff forwards to the board has grown, board members have dedicated more time to reviewing them. Indeed, the board reviewed and closed 96% more cases in FY 2006 than in FY 2002. To adjust for the board's increased workload and avoid a structural budget deficit, the agency needs \$103,888.

Combined with the \$489,431 for increased overtime and \$819,708 for our most critical need—18 new investigators—our total request comes to \$1,562,159.

It brings me no joy to once again come before you and request funding during the adopted budget process, particularly in a year in which we believed that we would not need to do so. Essentially, the investigative staff increases provided for in the administration's budget incorporated the funding that you on the Council have already been giving to the CCRB on an ad-hoc basis for each of the past four years. Although the new plans did add money for several other important functions, they did not significantly increase the number of CCRB investigators, provide for essential overtime and administrative positions, or resolve other issues, which has left us once again making a request of you.

We remain, as always, grateful for the funding and the support you have given the CCRB in the past. I look forward to continuing to work together with you to improve police-community relations in New York City.



DISTRICT ATTORNEY
QUEENS COUNTY
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(718) 236-6000

Richard A. Brown
District Attorney

May 21, 2007

MEMORANDUM

To: The Chairpersons and Members of the Committees on Finance and Public Safety
of the New York City Council

From: Queens County District Attorney Richard A. Brown

Re: Mayor's FY 2008 Executive Budget

Thank you for the opportunity to once again discuss the critical budgetary issues that my office -- and the offices of my fellow New York City prosecutors -- continue to face.

At the outset, I want to express my appreciation to you and Speaker Quinn and your colleagues for your continued support of our efforts and your recognition of the important role that prosecutors play in the criminal justice system in New York City. We are grateful for your support and are hopeful that this year we will be able to turn the corner on the severe budget constraints under which we have been operating since the tragic events of September 11, 2001.

* * * *

2006 was another year in which we were able to make significant progress in continuing to lower the level of violence in Queens County and improve the quality of life of those who live and work in our county.

Homicides -- which were at a high of 361 in 1991 when I became District Attorney-- were down to just 84 last year -- the lowest number of homicides since 1967 and an 10.6% decrease from 2005. Index crimes in Queens -- including violent crimes, burglaries, grand larcenies and auto theft -- decreased last year by 3.8%. Our auto theft reductions continue to be remarkable -- down from a high of 52,000 cars stolen in the early 90's to under 5,000 last year -- a decrease of over 90%.

Our Investigations Division continues to make the big cases -- cases involving mid- and upper-level drug trafficking, organized crime, auto theft, insurance fraud, crime at our airports, gun trafficking, credit card fraud, identity theft, money laundering and all sorts of other types of criminal activity. We continue to be a national leader in the number of court-authorized wiretaps that we do. In 2006, Queens did 153 wiretap investigations -- more than any other District Attorney's office in New York State.

We have no appellate backlog. Our office has argued in our appellate courts some of the most significant cases in the State. We are in the Federal Courts on a regular basis; we have argued before the United States Supreme Court -- and our judges continue to praise our professionalism.

Queens County once again had the best arrest to arraignment time in the City last year -- 21.06 hours. We had the highest percentage of cases arraigned within 24 hours, with 72.7% of our defendants arraigned within 24 hours last year. Our arrest to sworn complaint time was only 9.32 hours -- more than an hour below the Citywide average. Queens County also has the lowest felony complaint dismissal rate, the lowest indictment dismissal rate in the City, and the highest felony conviction rate in the City. 96% of the felony arrests that we prosecute as felonies result in conviction. And Queens County convicts 26.2% of the City's violent felons -- even though we do only 20% of the City's violent felony prosecutions.

Additional details of our many other accomplishments during the past year are included in the materials annexed.

* * * *

But with all of this, as you know, the major challenge that we -- and our fellow prosecutors -- continue to face is the disastrous series of City, State and Federal budget cuts that we have suffered over the last five and one-half years -- and the need to reverse them and begin the process of full restoration.

You are, I know, familiar with the numbers at this point. The most substantial cuts that we have suffered have come from the City, which provides us with about 80% of our budget. The series of those cuts we have undergone since September 11, 2001 -- a 2.5% non-baselined cut in Fiscal 2002 and the loss of \$225,000 in non-baselined funding that had supported enhanced hate crimes initiatives, two separate baselined cuts of 7% and 3.75% in Fiscal 2003, and in Fiscal 2004, three additional baselined cuts of 2.5%, 3% and another 3% -- has meant a 17% reduction for us in City funding -- close to \$6.0 million dollars -- since July 2001.

On top of all of that, a number of our City, State and Federal grants have been reduced or eliminated. Over the last several years, for example, we have lost City funding for Hate Crimes prosecutions, State funding for the prosecution of Internet Crimes against Children and Federal Justice Assistance Grant funding. Critical Police Officer Edward Byrne Anti-Drug and Local Law Enforcement Block funding have been reduced as have additional monies such as our State Points of Entry funding -- the monies that support our Airport Investigations Unit; our Early Intervention monies that help fund

our community prosecution initiatives; and our Drug Court funding.

* * * *

These cuts have impacted greatly on our ability to provide the level of prosecutorial services to which the people of Queens County are entitled. We have been forced to substantially reduce staffing largely through attrition and reduced levels of hiring. While we have been struggling to re-build our staff over the last few years and have made some strides in this regard, the budget cuts continue to take their toll.

Caseloads have grown significantly and assistants have had to take on more responsibility at an earlier stage in their careers with fewer years of experience and fewer trials under their belts than we would have liked. Beyond that, it has become increasingly difficult to attract and retain bright young assistants as our starting salary falls further and further behind those in the private sector and in other governmental offices.

At the same time, we have seen steep increases in the number of cases that we must handle each year, with arrests continuing to rise. In the last year alone, we saw an 8.6% increase over 2005 and since 1993 arrests are risen over 65% -- from about 42,500 in 1993 to over 70,000 last year.

We also have undertaken many new and important initiatives to take advantage of new technology and to address emerging patterns of criminal activity -- including felony gun court; Operation Spotlight which targets misdemeanor recidivists; felony and misdemeanor drug courts; a specialized Mental Health Court initiative; a Crimes against Revenue program; Operation Guardian targeting child exploitation; and many others. However valuable these programs are, however, practically speaking they all require us to re-direct our available staffing and resources.

In addition, the Police Department's Detective Squad assigned to our office has been cut by more than half. We have had to make up the difference by hiring more of our own detective investigators to take on the responsibilities that the NYPD used to handle -- including complex and labor intensive investigative work, witness protection and extraditions work.

As a result, we have today far fewer people available to perform the basic functions of our office -- case intake, hearings, trials, appellate litigation and our highly specialized investigative initiatives.

All of this has been terribly frustrating. We have demonstrated time and time again that given the necessary resources we can produce dramatic results -- both in attacking specific crime problems and in reducing overall crime. We simply need restoration of our budgets and the resources to do the job.

* * * *

We are, of course, pleased that the Mayor's proposed Executive Budget for Fiscal Year 2008

includes \$1,000,000 in additional funding for new needs for this office, as well as baselined funding for a portion of the restorations that we are receiving through the City's revenue enhancement program. We believe that this additional funding represents significant progress in addressing our budgetary needs and will enable us to begin the process of reversing the impact of the severe series of budget reductions that we have sustained since the tragic events of September 11, 2001.

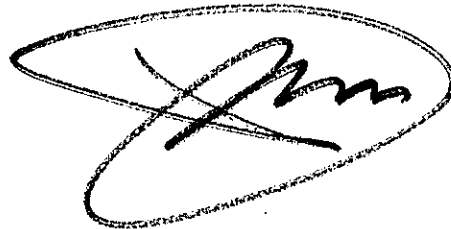
The Mayor's proposal is a significant step in the right direction in both stabilizing a portion of the revenue agreement funding that we receive by baselining about 80% of those funds and through the funding of new initiatives. But more needs to be done. Even with the Mayor's proposal, my office will still be down overall about \$1.5 million dollars since 2001 -- and that assumes that the City Council once again this year maintains the level of restorations that were provided in FY2007.

This latter point is important -- unless the Council provides us with the level of restoration that it provided last year, the \$1.0 million in new needs monies proposed by the Mayor will be of little help. Absent the restorations provided by the Council in FY2007 my office would wind up with only about \$400,000 in additional funding. In the case of some of my colleagues, it would almost totally offset the additional funding proposed by the Mayor -- funding that would come to us with strings attached that would limit its use in maintaining the core functions of our offices.

So while I am pleased to see movement in addressing our budgetary needs, the battle is clearly not over. We still very much need your support in providing additional budget restoration funding -- as you have done for us each year since FY 2004.

The bottom line is that while we remain grateful for the Council's leadership and its long-standing support for our budgetary needs, more needs to be done. This year, as the City's financial outlook has improved and revenue has increased, we continue to look to you to give us the resources that we need to fulfill our constitutional and statutory responsibilities and to continue to keep crime down.

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RICHMOND COUNTY DISTRICT ATTORNEY

Daniel M. Donovan, Jr.
District Attorney

FISCAL YEAR 2008 CITY COUNCIL EXECUTIVE BUDGET HEARINGS

May 21, 2007

OFFICE OF THE RICHMOND COUNTY DISTRICT ATTORNEY

Members of the Committee on Public Safety of the New York City Council:

OVERVIEW

Good afternoon and thank you for the invitation to address the Committee on Public Safety regarding the Fiscal Year 2008 Executive Budget. The Richmond County District Attorney's Office is responsible for ensuring the safety and security of Staten Island residents by investigating crime, fairly and aggressively prosecuting those who violate the law and providing essential services to those impacted by crime.

The Mayor's Fiscal Year 2008 Executive Budget includes funding associated with the revenue enhancement agreement that the District Attorneys have with the City as well as other budget adjustments. Since the revenue funds were added as a baseline adjustment, I intend to partially offset an inherent OTPS shortfall and address salary discrepancies. I would like to thank the Committee on Public Safety and the entire New York City Council for their efforts in lobbying for these funds. However, despite the generosity of the Mayor and the City Council, we will constantly be competing with the private sector in an attempt to retain Assistant District Attorneys because of salary inequities. This issue, along with the need for additional Detective Investigators and Witness Protection funding, are my primary areas of concern.

FUNDING ISSUES

Assistant District Attorney Salaries

For several years, the Office of the Richmond County District Attorney has been experiencing a pattern of losing an alarming number of veteran prosecutors and replacing them with entry level Assistant District Attorneys (ADAs). This occurrence is most disturbing since most of our newer ADAs start in the Criminal Court Bureau where the daily caseload is barely manageable and the majority of the attorneys have less than one year of experience. The more seasoned prosecutors are assigned to Supreme Court where it is necessary to possess several years of trial experience in the prosecution of felony crimes.

Most positions in City government have unions that negotiate on their behalf. Teachers, Police Officers, Firefighters, Sanitation Workers, as well as clerical and various other professional titles, all have structured ways of dealing with salary issues. ADAs do not have that luxury. In the City's five District Attorney's offices, the District Attorney has become the main advocate for the ADAs. Unfortunately, however, we do not get the opportunity to participate in collective bargaining sessions to lobby for guaranteed salary increases the way other positions in the City do. Because of this, ADA salaries have fallen behind in determining fair compensation for the value of their work.

When veteran prosecutors leave the office, it's usually to accept higher paying jobs with private law firms. The funding in the Executive Budget from the revenue enhancement program, will allow for some modest increases for our ADAs. However, we still cannot compete with the salaries offered in the private sector and even worse, cannot keep pace with contractually bargained pay scales for attorneys in other New York City agencies.

Salaries need to be increased for ADAs. In order to attract highly qualified attorneys and retain experienced ADAs, it is necessary to compensate them by adjusting their salaries to the same level as other attorneys representing the City of New York.

Detective Investigators

"Pursuant to Article 13, section 13 of the State Constitution, District Attorneys are constitutional officers elected every four years. Section 927 of the County Law imposes upon District Attorneys the duty to protect the public by investigating and prosecuting criminal conduct in the counties in which they hold office."

Detective Investigators are essential to the investigation of all sensitive and confidential cases in the District Attorney's Office. They are responsible for overseeing our Witness Protection Program. Detective Investigators locate and interview witnesses and gather evidence in all major cases, especially murders and robberies. Seven Detective Investigators are on the staff of the Richmond County District Attorney's Office at this time; each position is grant-funded. One of the seven Detective Investigators is not on the payroll. This Detective Investigator is paid as a consultant from under-funded Other Than Personal Services (OTPS) funds. Being a former Detective Investigator myself, I know how valuable their work is. Below is a detail of the areas of the District Attorney's Office where Detective Investigators are needed:

- Additional Detective Investigators would augment the short-staffed NYPD Detective Squad, making the full complement of staff necessary to maintain optimal investigatory capability. The NYPD Detective Squad assigned to our office currently has 9 NYPD Detective vacancies in a 17 member Squad. All but one (1) of those remaining members is eligible to retire. If that were to happen, their responsibilities would be shifted to a short staffed Detective Investigator Squad.
- The Special Case Unit of the Investigations Bureau investigates crimes of bias, official misconduct and incidents that involve the NYPD. Detective Investigators are needed especially in this unit where it is inappropriate for the NYPD to be involved in most of the investigations.
- Community Outreach. Detective Investigators take a proactive role in confrontational incidents involving the community and the police. In such cases,

Detective Investigators contact community leaders and witnesses, assuring them that they do not represent the police. Detective Investigators also investigate these matters.

- The Supreme Court Bureau screens all juvenile offender arrests. Gathering background information on 16 to 18 year old offenders is crucial in determining if they meet the criteria of adult criminal youthful offender status.
- The Seniors Unit of the Sex Crimes/ Special Victims Bureau investigates and prosecutes crimes, especially financial fraud, against seniors. These cases are labor and time intensive and demand sensitivity on behalf of the Assistant District Attorneys and the investigators to seniors who are crime victims.
- The Domestic Violence Unit of the Sex Crimes/ Special Victims Bureau addresses the problem of domestic violence through enhanced prosecution. Similar to crimes against seniors, these cases also require lengthy investigations and repeated follow-up with victims in order to bring charges against abusers for arrest and prosecution.

Witness Protection

One of the major factors affecting successful witness cooperation in cases is witness protection. A person or people may have witnessed or have knowledge of a crime, yet will not cooperate. Lack of cooperation can extend from initially not even coming forward, coming forward but refusing to testify, to testifying, but only after lengthy interactions and reassurances from the District Attorney's Office. The lack of cooperation can have many causes: unfamiliarity or distrust of the system, fear of retaliation, or even outright witness intimidation. A contributing component of non-cooperation is the growing population of non-English speaking and undocumented residents on Staten Island. Non-English speakers are especially reluctant to come forward if they have witnessed or are even the victim of a crime. Whatever the causes, the lack of witness cooperation has had an effect on the success of prosecutions and has put a strain on the resources of the District Attorney.

In January 2004, our office started a formal witness protection program. Our goal is to assure any potential witnesses that we will take the necessary steps to ensure their and their family's safety. Our costs have risen from \$49,000 in calendar year 2003 to over \$455,000 during the first three years of my administration. Since witness protection has become our single largest OTPS expense, our OTPS budget cannot continue to support these costs without having repercussions in other areas. Additional OTPS funding in the amount of \$200,000 is necessary to continue this ongoing program.

I remain committed to making life safer and better for the residents of Staten Island, but certain budget setbacks have made this task more difficult. I have identified specific items that will ease this burden, as described above, and I remain focused on identifying sources of funding to cover these items.

Thank you again for your time and I look forward to working closely with the members of the New York City Council to help resolve these important issues.

Testimony

of

Bridget G. Brennan

Special Narcotics Prosecutor

Before

The New York City Council

Committee on Public Safety

Fiscal Year 2008

Budget Hearings

May 21st, 2007
Council Chambers
City Hall

OFFICE OF THE SPECIAL NARCOTICS PROSECUTOR

FY2008

COUNCIL TESTIMONY

Thank you for the opportunity to testify. I am pleased to report today some progress toward our long standing goal: to obtain sufficient funding to enable us to address the challenges of narcotics enforcement in the twenty-first century.

The Executive Budget is a big step forward. Funding previously supplied through the much criticized District Attorneys revenue program has been baselined. In addition, we have received \$500,000 in "new needs" funding. We have not yet sat down with the Criminal Justice Coordinator's Office to discuss the specifics, but I understand that the additional resources will be devoted to the prosecution of Internet and gun crimes, and to speed up case processing.

The Council, Chair Vallone, members of the Public Safety Committee and Speaker Quinn played an important role in drawing attention to our needs – and I thank you for that. This is an excellent starting point. However, it still leaves my office relying on the City Council grant of \$850,000 to make us whole. It is a very large piece of our budget. The baselined funds merely replace money previously received through the revenue program. The new funds are designated for new initiatives. Unless you renew the grant you have previously given to us, we are looking at a gaping hole in our budget – the size of salaries for fourteen Assistant District Attorneys.

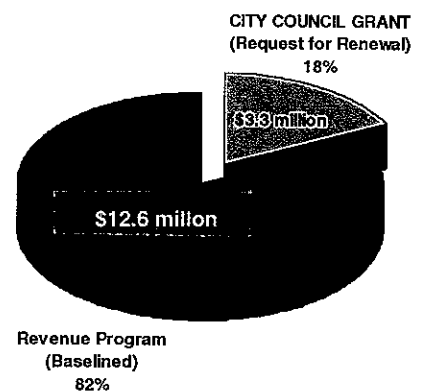
That is why I call the Executive Budget a good beginning. The City Council funds which have kept us solvent for the past four years have not been baselined. You funded a larger part of our deficit than was funded for the District Attorneys, because of our inability to participate in the revenue plan. The city has now baselined restoration of a larger percentage of the District Attorneys deficits than has been baselined for my office. So, if the Council fails to renew its grant, we will be hit harder than any other office.

But the people of the city have received a huge return on your investment. I will describe just a few of the accomplishments of my office during the past year:

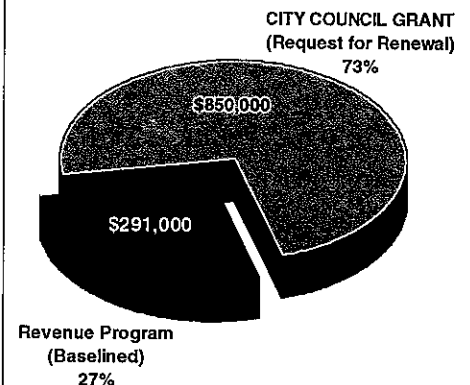
- A wiretap investigation conducted with the Drug Enforcement Task Force netted 1,045 pounds of cocaine from a tractor trailer in Hackensack, New Jersey. The estimated street value of the drugs – 42 million dollars.
- Another wiretap monitored for less than six weeks resulted in the seizure of nine million dollars and indictment of four people for money laundering.
- "Operation Death Merchant," a three-year investigation unraveled a massive heroin and cocaine organization operating in the city. This case led to the arrests of 117 narcotics traffickers, and seizures totaling

Executive Budget Update

5 DA Offices



Special Narcotics



121 pounds of heroin and 380 pounds of cocaine nationwide.

- The prosecution of a couple charged with possessing a large amount of cocaine. They mistakenly thought the superintendent of their building had disclosed their narcotics dealing to the police, and hired an undercover officer to kill him.
- Money laundering indictments in the case of a leader of one of the most violent cocaine groups in the Lower East Side who, despite being incarcerated since 1989, managed to launder over seven million dollars of his narcotics proceeds while in prison. He also took advantage of recently enacted drug law reforms and convinced a state court judge to lower his sentence.
- The prosecution of a career criminal, who impersonated a Federal agent and committed armed robberies throughout the city while pretending to be executing search warrants.
- A youth counselor at an intake location for juvenile delinquents who sold thousand dollars worth of heroin to an undercover officer.
- The disposition of over 100 cases against drug dealers arrested in public housing complexes in Brooklyn, Manhattan, and the Bronx.
- Indictments voted against two money launderers who owned half a dozen stores around the city, a million-plus building in Queens, cars, hefty bank accounts, all the while claiming income tax earnings of \$30,000 and \$50,000 respectively.

Grant Reductions

At the same time that we are struggling to replace lost city funding, state and federal grant money has substantially diminished. The attached chart clearly illustrates the scope of our losses in both federal and state grant funding.

State

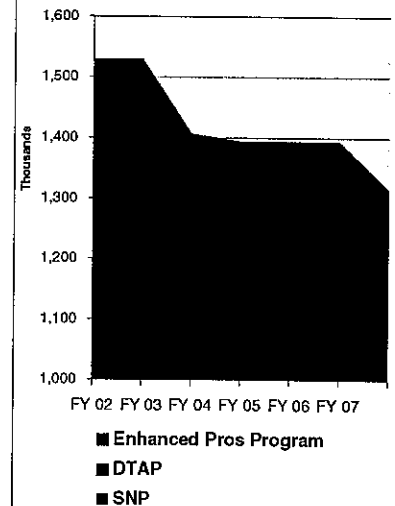
In the past four years, our State Aid to Prosecution grant has been cut by 20%—from \$1.4 to \$1.1 million. Additionally, our grant for targeted drug enforcement in the city's public housing may not be renewed next year.

Federal

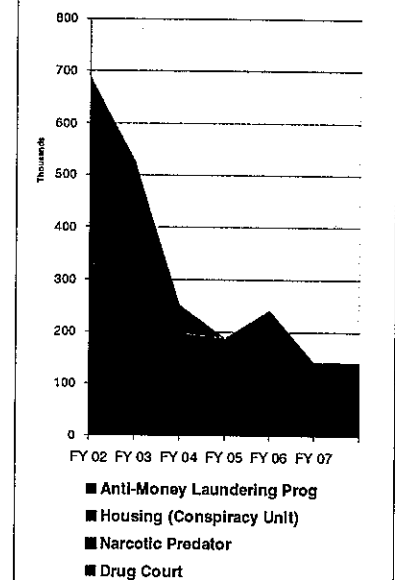
At the same time, federal grants such as Justice Assistance Program, which we use to defray costs for our Narcotics Predator and Manhattan Treatment Court programs are reduced drastically from year to year. This year, we expect to receive only \$150,000, a far cry from the \$428,000 allocated to us in 2000.

As you know, grant money is used for initiatives aimed at a specific problem. Yet, when grant money runs out, we rarely have the option to close down a successful program. As a result, year to year we have continued to carry more and more of the fiscal burden for special programs.

State Grants



Federal Grants



Workload

In your packages we have included our 2006 Annual Report. As you will note, we highlighted two decades of my agency's involvement in efforts to place addicted defendants in treatment instead of prison. In the past 20 years, our programs have had impact on hundreds of men, women and youngsters whose involvement in the drug trade was a result of their addiction. Our expectations are high, our rules are strict, but our high rate of success is proof that our programs work. Running these programs requires an extensive commitment of staff and funds.

We invest a huge portion of our budget on these programs. On the average, it takes an individual 27 to 33 months to complete treatment and meet program requirements. In addition to handling the criminal case, our Alternative Sentencing Bureau:

- *assesses the initial referral;*
- *selects appropriate treatment program for individuals;*
- *handles all necessary forms for Medicaid and other payment sources;*
- *monitors those in treatment, provides support sources for defendants' children and other dependents when needed; and*
- *ensures that defendants meet education, employment, and financial responsibility requirements before they graduate from a program and criminal charges are dismissed.*

Many of these defendants need additional assistance with pregnancy, HIV, full-blown AIDS, or mental and physical disabilities. Despite our success, grants for our treatment programs continue to evaporate.

Last year my office applied for 1,300 search warrants and ran 197 investigations that led to seizures of nearly 3,500 pounds of cocaine and 125 pounds of heroin. The range and scope of citywide cases highlighted in the report demonstrate the effectiveness of our strategy to target both major narcotics trafficking as well as those who endanger the quality of life through their drug activities.

Workload

Narcotics investigations	197
Money laundering investigations	14
Wiretap orders	139
Search warrants	1,300
Arrests	3,385
Defendants charged	3,239
Indictments filed	2,176

SEIZURES

Cocaine (pounds)	3,459
Heroin (pounds)	125
Weapons	121

New Needs

A. Money Laundering Unit

The bulk of illegal drugs in the City are grown or manufactured elsewhere. In order to pay suppliers, most of whom are outside the country, local dealers rely on an ever-changing variety of methods to transfer millions of dollars in narcotics proceeds. From a law enforcement perspective, stopping this money flow is among the best ways to discourage traffickers as it removes the profit incentive from the trade.

Our money laundering cases generally begin with information from intercepted conversations between narcotics traffickers and money launderers or from confidential informants who provide initial intelligence on money laundering groups. To trace the pattern of criminality requires that we obtain, identify and analyze hundreds of money transfer records and bank records. We input and catalogue the information and check it against telephone conversations and surveillance reports. Money laundering investigations require experienced attorneys, paralegals, investigators, and analysts.

We have received no outside funding for this unit since a federal grant, awarded in 2001 and extended in 2002, expired. As currently outline, the new city funding does not include money for a money laundering unit. Nonetheless, the workload of the unit continues to increase significantly from year to year, and these cases lead to the prosecution of dangerous criminals who commit myriad crimes.

Our present unit staffing is very small. Presently one ADA works part-time on money laundering cases, with the part-time assistance of two investigators. This is woefully inadequate. We are, therefore, requesting \$489,500 in funding to expand this unit to include a supervising attorney, two assistant district attorneys, two investigators, two paralegals, a full-time investigative analyst and a forensic accountant.

B. Alternatives to Incarceration Bureau

Although the office began diverting addicted offenders to treatment in late 1986, the Alternatives Sentencing Division has been in place since 1992. The division is recognized throughout the state for its successful work. Our success rate is among the highest in the state. To achieve these results, we invest time and effort in a system for selecting and monitoring defendants diverted to treatment. Together with treatment providers, we assess defendants to determine the level and scope of their addiction and their commitment to rigorous treatment and rehabilitation programs. Our investigators conduct home visits and background checks. After the screening process is completed, the defendant is placed in the most appropriate treatment program.

Three senior attorneys, five paralegals and a secretary comprise the

Funding Request for Fiscal Year 2008

MONEY LAUNDERING

1/2 Supervising ADA	\$55,000
2 ADAs	120,000
2 Investigators	120,000
2 Paralegals	60,000
1 Investigative Analyst	40,000
1 Forensic Accountant	50,000
General Support OTPS	44,500
Total	\$ 489,500

ALTERNATIVES TO INCARCERATION

1 Unit Chief	\$130,000
2 ADAs	150,000
5 Paralegals	150,000
3 Rackets Investigators	180,000
1 Secretary	50,000
General Support OTPS	66,000
Total	\$ 726,000

full-time staff of the bureau. However, the bureau relies on the office's Investigative Squad and assistant district attorneys in the identification and placement of defendants. The cost of running our Alternative Sentencing Programs is significant. Every year, our office spends more than \$1,000,000 to administer Alternative to Incarceration programs. Up to now, we have been partly-funded through state and federal grants for only about a quarter of the cost of running these programs.

We are seeking \$726,000 in funding for attorneys, investigators and support personnel.

Budget Request Summary

BASELINE BUDGET RESTORATION:

Baseline City Council Restoration	\$ 800,000
Baseline City Council Enforcement Grant	50,000
Total Baseline Budget Restoration	\$ 850,000

New Funding Needs

Money Laundering Unit	\$ 489,500
Alternatives to Incarceration Unit	726,000
Total New Funding Needs	\$ 1,215,500

TOTAL BUDGET REQUEST	\$ 2,065,500
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**Testimony by Chancellor Matthew Goldstein
before the New York City Council
Higher Education and Finance Committees**

May 21, 2007

**Testimony before the New York City Council
Higher Education and Finance Committees
Chancellor Matthew Goldstein
The City University of New York
May 21, 2007**

Good afternoon, Chairperson Weprin and Chairperson Barron, members of the Finance and Higher Education committees, staff, and guests. Thank you for this opportunity to testify about The City University of New York and the FY 2008 Executive Budget. I want to reiterate at the outset what I said when I last appeared here in March: All of us at CUNY appreciate your strong and enduring advocacy of CUNY and public higher education; we look forward to working with the Council to ensure the continued progress that you and the rest of the city have come to expect from us.

As you know, The City University of New York is the country's largest urban public university. Enrollment at CUNY's 23 colleges and professional schools now stands at its highest level in over 31 years, serving more than 226,000 degree-credit students and 230,000 adult, continuing education, and professional education students.

Allow me to share with you a few examples of CUNY's progress in meeting New Yorkers' educational needs:

- At the end of February, our Board of Trustees unanimously approved a program leading to the doctoral degree in public health. This moves us forward on our plans to launch New York City's first public graduate school of public health, to be located at Hunter College. The new school will allow us to synthesize our University-wide endeavors in public health training—including those that originate at our community colleges, where so much workforce development is rooted—and research. It will offer a platform from which those activities will be significantly expanded. It will enable CUNY to better serve New York City in the critical areas of urban public health and related health sciences, providing significantly greater variety, extent, and quality of services.

As the number of students continues to increase, the community colleges are managing the programs and services needed to support and educate New Yorkers.

Let me take a moment to say a few words about each of our six community colleges:

- **Borough of Manhattan Community College:** BMCC is the only CUNY community college in Manhattan. According to data from the U.S. Department of Education and the Institute of International Education, among colleges nationwide BMCC ranks first in awarding associate degrees to African-Americans; second in awarding associate degrees to minority students; and fifth in awarding associate degrees to Hispanic-Americans.
- **Bronx Community College:** Established 50 years ago, BCC now offers more than 30 degrees and certificates. It serves ever-increasing numbers of students; over the past five years alone enrollment has increased nearly 20 percent.
- **Hostos Community College:** Based in the South Bronx, Hostos takes pride in its historical role in educating students from diverse ethnic, racial, cultural, and linguistic backgrounds, especially Hispanic- and African-Americans. To that end it possesses special strengths in transitional language instruction for all English-as-a-Second-Language learners along with Spanish/English bilingual education offerings.
- **Kingsborough Community College:** The only community college in Brooklyn, Kingsborough serves about 30,000 degree and non-degree students each year, and is the site for much additional community programming. Last year, more than 200,000 people attended special events at Kingsborough.
- **LaGuardia Community College:** In addition to everything else it does so well and for its home borough of Queens—it consistently receives national accolades—LaGuardia is where we house and preserve the Archives of New York Mayors LaGuardia, Wagner, Beame, and Koch—and of the New York City Council.
- **Queensborough Community College:** To date, more than 46,000 students have graduated from QCC. More than 12,000 students are currently enrolled in one of

demonstrated renewed and generous support of the University, but we cannot expect them to shoulder a disproportionate share of funding this public institution.

Beyond our operating requirements, we remain deeply concerned about the proposed reduction of \$11.2 million for the Peter F. Vallone City Council Scholarships, and \$4.5 million for the Safety Net Program. The proposed budget recommendations would effectively eliminate both programs at the very moment when we have increasing numbers of students depending on precisely this financial assistance.

I must also note that the Executive Budget eliminates funding for important initiatives across the University, including \$1.5 million for the Black Male Initiative, which has made impressive strides thanks in significant part to last year's restored funding; \$600,000 for the CUNY Citizenship and Immigration Project, which continues to serve not only our own faculty and students but communities throughout the city as well; and many others. These programs serve thousands of students, faculty, and residents of New York City. They provide much-needed opportunities, often for those from underserved populations, to gain access to advanced study and career development. We ask, quite simply, that their funding be restored.

But I am not here merely to request restorations. We seek investment in CUNY's sustained progress. Therefore, we also request a \$6.4 million enhancement, largely framed from a series of hearings by the Council's Higher Education Committee. The largest portion will be used to fund full-time faculty and student services improvements at the community colleges. It will offer support for child care, health services, women's centers, and outreach to uninsured students. We know that it is often these vital programs that enable students to complete their studies in a timely way. Additional funds will strengthen and expand two programs whose success I've already mentioned: the Black Male Initiative and the Immigration Project.

On the capital side, the University remains grateful for last year's first multi-year appropriation from the City. We remember your unflinching support.

We appreciate the support we receive from the city. But let us remember that CUNY repays this investment on a day-to-day basis. Its comprehensive citizenship and immigration outreach program surpasses anything offered by any university in the United States, including offering immigration and naturalization services on our campuses and providing free immigration advice through the annual CUNY/Daily News Citizenship Now! Call-In. Students from our accounting programs provide the vast majority of the volunteer corps assisting low-income city residents through the Department of Consumer Affairs' EITC (Earned Income Tax Credit) seminars. Our university continues to register more new voters than all other city agencies combined. These are just a few examples of the public services the university renders, in keeping with the concepts of the Compact and partnership.

Chairperson Barron, Chairperson Weprin, members of the committees (and of course, Speaker Quinn), we deeply appreciate all you have done to assist us in fulfilling our mission in the past, and we look forward to continuing to build on our productive partnership. Thank you.

INCREASE FACULTY COUNSELORS AT CUNY: A NEED MADE NEWLY VISIBLE BY THE VIRGINIA TECH TRAGEDY

An Initiative from the Professional Staff Congress/CUNY

The Professional Staff Congress/CUNY proposes an additional \$6.3 million in funding to the City University of New York for the purpose of adding urgently-needed psychological counseling faculty at the six community colleges. We make this proposal in addition to our request that the Council support CUNY's proposal for \$34.8 in restorations and \$7.3 in enhancements to the FY 08 CUNY budget. Our proposal for additional faculty counselors is in place of the union's original, related proposal for City Council Diversity Scholars.

For several years, the PSC has focused on the need for additional faculty counselors at the community colleges. The City Council has also addressed this issue. Under the leadership of Councilmember Charles Barron, the Higher Education Committee held a hearing on the subject and elicited powerful testimony about the shortage of counseling faculty. The PSC's initial proposal, first discussed last year with the City Council, called for a general increase in full-time faculty at the community colleges, with a special focus on diversity among the faculty and the need for more faculty counselors.

The events of April 16 at Virginia Polytechnic Institute and State University moved us to change our proposal. While the causes of the massacre at Virginia Tech are multiple and complex, one clear issue that emerged was the importance of psychological and mental health counseling. The long-standing shortage of faculty counselors at CUNY suddenly appeared more urgent.

We are asking the City Council to provide funding for an additional 51 full-time faculty counselors at the CUNY community colleges and for a program to allow closer mentoring of individual students by full-time faculty in other academic disciplines. A history of budget cuts from both the City and the State has left CUNY short of full-time faculty in every area; CUNY has 5,000 fewer full-time faculty now than it had in 1975—yet enrollment is at a thirty-year high. The shortage has been particularly acute among faculty counselors. The International Association of Counseling Services (IACS) has defined minimum standards for college counseling programs. These include the requirement that the director have an earned doctorate in an appropriate psychological counseling field, and the need for staff members with the highest-level degrees in their fields. The IACS also requires, at a minimum, a ratio of one trained psychological counselor for every 1,000 to 1,500 students. Many professional organizations call for ratios closer to 1:500. At the CUNY community colleges, the ratio is 1:1,628.

That ratio is unacceptable on any college campus; it is especially unacceptable at CUNY. If any students in the country should be provided with adequate counseling faculty, it is CUNY students. Statistically among the lowest-income college students in the nation, CUNY students face pressures unknown at many academic institutions. They hold down jobs, they support families, they contend every day with racism and poverty, they translate and mediate for parents, siblings and community. Among all CUNY students, 72% are people of color, 48% work at least 20 hours a week; 23% support children; 48% speak a native language other than English. We in the Professional Staff Congress, who are privileged to teach and learn from these students, are aware of their remarkable resilience. It is a tribute to their commitment to a college education that they co-exist at CUNY largely in harmony and stability.

Imagine how much more these students could achieve, however, if they had the necessary support. One of the surest routes to increased retention and improved graduation rates is access to one-on-one counseling with faculty. A fully staffed psychological counseling service is also an important part of maintaining the safety of any college campus. In the light of the haunting events at Virginia Tech, CUNY's crisis of counseling faculty can no longer go unaddressed.

This is an opportunity for the City Council to offer leadership. The conversation nationwide in the aftermath of Virginia Tech has focused on campus security, but few public universities have yet announced a program to increase psychological counseling. With this initiative, New York City could demonstrate that while security is vital, it is not enough. Some of the deepest needs are met only by counseling. **The PSC proposal is to add 51 faculty counselors to the existing total of 44 full-time faculty counselors serving the general student population at the community colleges, at a cost of \$4.3 million, and to support a program of one-on-one mentoring of community college students by faculty in other academic disciplines, at a cost of \$2 million—for a total cost of \$6.3 million.** The addition of 51 faculty counselors, while it would not yet bring the CUNY community colleges to the optimum ratio of one counselor for every 500 students, would bring the ratio to 1:750. If funded, this initiative would offer a blueprint of a responsible way for a community to answer some of the questions raised for every college by Virginia Tech.

A final, critical element of the PSC initiative is the proposal that a substantial number of the 51 new faculty counselors hired be people of color. Diversity within CUNY is not just a goal; it is a statutory requirement, codified in the 1979 New York State Education Law:

Only the strongest commitment to the special needs of an urban constituency justifies the legislature's support of an independent and unique structure for the university. Activities at the city university campuses must be undertaken in a spirit which recognizes and responds to the imperative need for affirmative action and the positive desire to have city university personnel reflect the diverse communities which comprise the people of the city and state of New York. (Section 6201)

Arguably, there is no academic discipline in which diversity is more important than counseling. Many students feel more comfortable speaking to a counselor if the counselor is a person of the same race, gender, sexual orientation or age. If this proposal is funded, CUNY colleges could be encouraged to draw on the outstanding pool of diverse men and women who enter the counseling field.

On behalf of the 20,000 faculty and professional staff we represent—and of the 400,000 students we teach—we submit that CUNY cannot wait to address its crisis of counseling faculty. The City University must be given the funds to support this need. Not to do so, when the need is both longstanding and newly urgent, could be dangerously short-sighted.

Barbara Bowen, President
Professional Staff Congress/CUNY
61 Broadway, New York, NY 10006
212-354-1252

**INCREASE FACULTY COUNSELORS AT CUNY:
A NEED MADE NEWLY VISIBLE BY THE VIRGINIA TECH TRAGEDY**

AN INITIATIVE FROM THE PROFESSIONAL STAFF CONGRESS/CUNY

PROPOSED BUDGET

PART A: 51 FACULTY COUNSELORS

Current total full-time faculty counselors at CUNY community colleges:*	44
Current student population at CUNY community colleges served by these counselors:*	71,610
Current ratio of faculty counselors to students at CUNY community colleges:*	1:1,628
Total number of faculty counselors needed to achieve ratio of 1:750	95
PSC proposal for additional counselors to reach ratio of 1:750	51
Salary cost for each new full-time faculty counselor:	\$65,000
Fringe benefit costs per full-time faculty counselor:	\$18,200
Total cost for 51 full-time faculty counselors:	\$4,283,136

* Totals for faculty counselors and student population do not include the College Discovery Program, which on some campuses includes additional counselors but whose counselors do not serve students outside of College Discovery.

PART B: ONE-ON-ONE MENTORING BY FACULTY

Support for 600 full-time faculty to be engaged in one-on-one mentoring:	\$2,000,000
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<u>GRAND TOTAL FOR PSC FACULTY COUNSELOR INITIATIVE:</u>	<u>\$6,283,136</u>
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