

Fiscal 2009 Preliminary Budget Hearings

❖ Committee on General Welfare

March 2008

Scheduled To Testify:

- *Human Resources Administration/
Department of Social Services*
- *Administration for Children's Services
(Agency for Child Development joint with
Committee Women's Issues)*
- *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***

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

***James Caras, Acting Director
Finance Division***

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HUMAN RESOURCES ADMINISTRATION/DEPARTMENT OF SOCIAL SERVICES (069)**Agency Operations**

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self sufficiency. HRA provides cash assistance and employment services at 26 Job Centers and the Riverview Annex, of which 13 are Model Offices designed to streamline workflow and enhance access to services. Additional services are provided at the Family Call Center and its satellites and the Seniorworks Center. Food stamps are provided at 27 offices, of which 11 are Model Offices. HRA helps expand access to private and public health insurance; and offers public health insurance at 19 Medicaid Community Model Offices; support services to individuals with AIDS and HIV-related illnesses are provided through 12 centers, of which 8 are Model Offices; and protective services to adults through 5 HRA borough offices and 4 contracted programs. HRA determines the home care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices and contracts with 75 home care provider agencies. Services to victims of domestic violence are offered through 48 State-licensed residential programs, 15 nonresidential programs, and various HRA programs. HRA assists New York City families in obtaining child support orders and collecting child support payments at 4 borough and 5 Family Court offices.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2008 Adopted Budget	Fiscal 2008 Current Modified	Fiscal 2009 Preliminary Budget
City	\$6,644,444,744	\$6,644,449,744	\$6,496,529,448
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$998,076,845	\$1,048,836,690	\$977,101,832
Community Development	\$2,937,510	\$2,937,510	\$2,937,510
Federal-Other	\$917,221,745	\$961,154,172	\$949,428,624
Intra-City	\$8,870,195	\$12,003,168	\$8,870,195
Total	\$8,571,551,039	\$8,669,381,284	\$8,434,867,609

HEADCOUNT OVERVIEW

Headcount	Fiscal 2008 Adopted Budget	6/30/2008 Forecast	Fiscal 2009 Preliminary Budget
City	11,941	11,318	11,304
Non-City	3,901	3,928	3,923
Total	15,842	15,246	15,227

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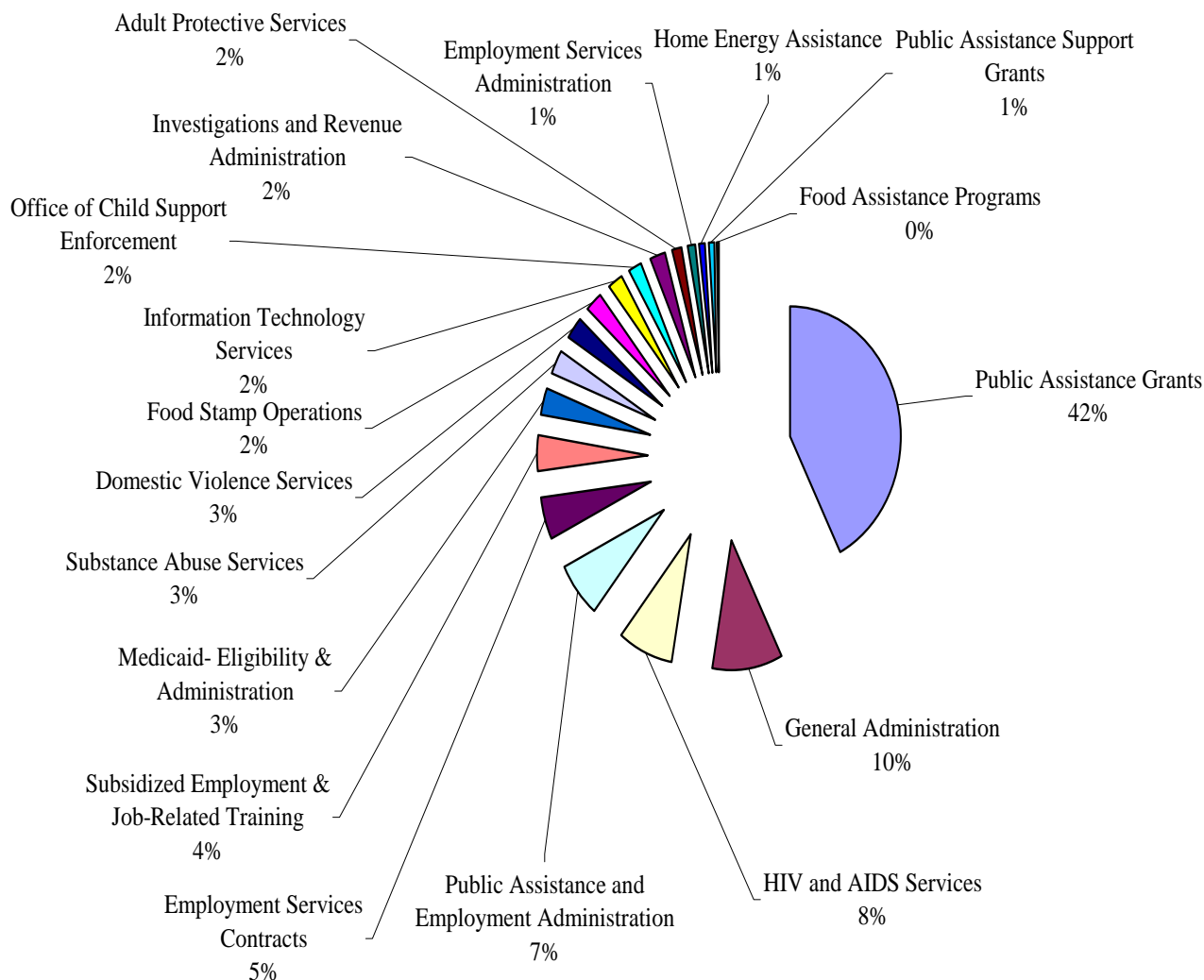
PROGRAM FUNDING OVERVIEW (in 000s)

Program	2005 Actual Spending	2006 Actual Spending	2007 Actual Spending	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Adult Protective Services	\$28,424	\$32,859	\$34,165	\$42,553	\$42,310
CEO Evaluation	\$0	\$0	\$0	\$4,637	\$0
Domestic Violence Services	\$72,055	\$75,191	\$83,445	\$80,588	\$79,902
Employment Services Administration	\$20,471	\$19,868	\$24,243	\$26,529	\$26,469
Employment Services Contracts	\$144,155	\$157,487	\$146,939	\$146,103	\$146,103
Food Assistance Programs	\$13,936	\$17,083	\$14,990	\$13,089	\$9,885
Food Stamp Operations	\$48,420	\$50,576	\$54,022	\$67,457	\$66,368
General Administration	\$284,244	\$285,424	\$279,177	\$278,435	\$287,998
HIV and AIDS Services	\$185,891	\$193,638	\$205,651	\$219,123	\$217,282
Home Energy Assistance	\$31,923	\$33,346	\$29,347	\$27,676	\$24,050
Information Technology Services	\$78,630	\$70,584	\$84,299	\$71,680	\$60,355
Investigations and Revenue Administration	\$57,632	\$59,412	\$62,332	\$59,595	\$57,125
Medicaid and Homecare	\$4,164,135	\$3,901,040	\$4,679,098	\$5,860,089	\$5,664,556
Medicaid- Eligibility & Administration	\$78,853	\$80,238	\$82,057	\$91,160	\$91,098
Office of Child Support Enforcement	\$42,602	\$44,667	\$44,190	\$57,763	\$57,542
Public Assistance and Employment Administration	\$201,623	\$199,713	\$209,006	\$201,272	\$199,044
Public Assistance Child Care	\$241,058	\$256,926	\$0	\$0	\$0
Public Assistance Grants	\$1,275,879	\$1,233,700	\$1,167,404	\$1,218,791	\$1,176,689
Public Assistance Support Grants	\$30,497	\$29,628	\$23,022	\$22,594	\$22,594
Subsidized Employment & Job-Related Training	\$114,232	\$107,974	\$123,219	\$122,350	\$122,681
Substance Abuse Services	\$89,403	\$86,559	\$78,549	\$85,949	\$82,816
Total	\$7,204,063	\$6,935,913	\$7,425,155	\$8,697,433	\$8,434,867

PROGRAM HEADCOUNT OVERVIEW

Program	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Adult Protective Services	452	452
CEO Evaluation	6	0
Domestic Violence Services	205	205
Employment Services Administration	284	284
Food Stamp Operations	1,577	1,577
General Administration	2,596	2,591
HIV and AIDS Services	1,271	1,271
Home Energy Assistance	36	36
Information Technology Services	582	582
Investigations and Revenue Administration	1443	1443
Medicaid and Homecare	799	799
Medicaid- Eligibility & Administration	1,824	1,824
Office of Child Support Enforcement	941	941
Public Assistance and Employment Administration	3,230	3,222
Total	15,246	15,227

Spending by Program (not including Medicaid and Homecare) in the Fiscal 2009 Preliminary Budget



PROGRAM ANALYSIS

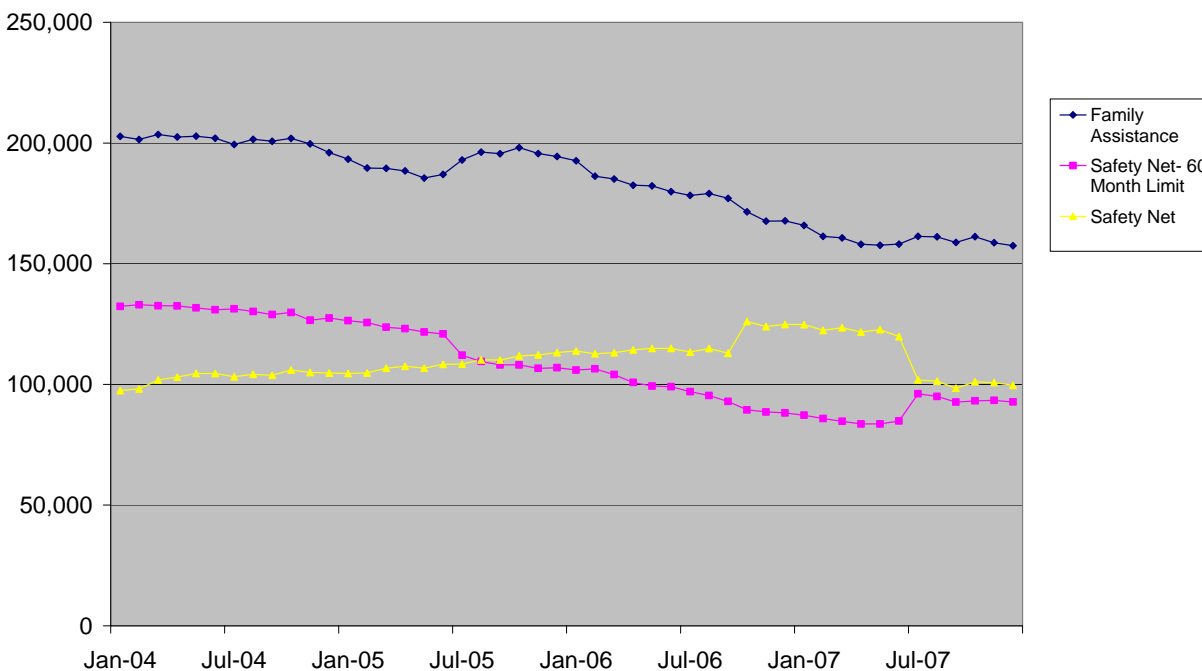
Public Assistance. Public Assistance is composed of three basic types of assistance: Family Assistance (FA) for households with children, Safety Net Assistance- 60 month Time Limit (SNA- 60 Month Limit) for families with children who have exceeded the 60-month limit for being on FA, and Safety Net Assistance (SNA) for single adults and families without children. Of the three programs only FA receives substantial federal funding. The typical funding breakdown is 50 percent federal and 25 percent State and City. Both of the SNA programs are split 50 percent between the State and City.

As the chart below demonstrates, the FA caseload has declined by nearly 50,000 recipients over the last four years. Similarly, the number of people receiving SNA- 60 Month has declined by 40,000. The SNA caseload is at about the same level at it was four years ago. It had been rising

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up until the beginning of Fiscal 2008, when it dropped by 20,000. This was because the State Office of Temporary and Disability Assistance (OTDA) decided that 20,000 SNA recipients had been improperly classified as SNA recipients and reclassified these recipients as either FA or SNA- 60 Month.

Trends in the PA Caseload



Employment Services Contracts. HRA runs employment programs for public assistance recipients. In terms of funding, over half of the agency's employment services are delivered through contracts. The Preliminary Budget for the Employment Services Contracts is \$146 million. This budget is primarily for two programs: WeCARE and Back to Work.

WeCARE

Started in February 2005, WeCARE is an HRA employment program that is designed for public assistance recipients who have significant barriers to employment. WeCARE aims to identify the particular problems (psychological, physical, etc.) that prevent clients from achieving self-sufficiency and develop a plan of action to solve those problems. In the case of clients whose problem cannot be alleviated, the WeCARE program aims to assist those individuals in getting Federal disability awards (SSI and SSDI). Federal disability awards are more generous than public assistance benefits and fully funded by the Federal government. The WeCARE budget for Fiscal 2009 is approximately \$77 million.

A number of criticisms have been levied at the WeCARE program. They include:

- **The Assessment Process.** The WeCARE assessment process is complex and HRA has been criticized both for incorrect assessments and failing to help clients navigate the system.
- **Low Numbers of Job Placements.** 5,225 clients have been placed into jobs through WeCARE. According to a Community Voices Heard (CVH) study on WeCARE, “the quality of job preparation and employment services were not adequate and not tailored to work experience, career goals, or education levels”¹
- **Low Numbers of Federal Disability Awards.** Only 4,600 WeCARE clients have been awarded Federal disability benefits². Internal documents from the WeCARE providers shows that the initial approval rate of SSI applications submitted by Arbor Education and Training and FECS Health and Human Service Systems (the two WeCARE vendors) are 15 percent and 34 percent respectively. Both approval rates are well below what the expected approval rate should be. FECS initially estimated that in the first two years of the program, they alone would get 4,732 clients onto SSI.³
- **Sanctions.** WeCARE is supposed to have an escalating outreach policy to prevent its clients from having their public assistance cases sanctioned and disrupting WeCARE services. There have been reports from CVH and Legal Aid that many WeCARE clients have been sanctioned.
- **Lack of an Independent Evaluation.** The WeCARE program was supposed to have an independent evaluator monitor the program. In September 2007, after two and half years since the program’s inception, the evaluator (New York County Health Services Review Organization (NYCHSRO)) finally began work.

Back to Work

HRA’s Back to Work program provides job readiness training, placement services and vocational training to applicants and recipients of Public Assistance through contracts with community based employment and training organizations. These services are provided in order for the City to meet the Federal work participation requirements for Temporary Assistance for Need Families (TANF) recipients. These regulations require that 50 percent of PA recipients be engaged in a work activity. The Back to Work budget for Fiscal 2009 is around \$68 million.

Subsidized Employment & Job-Related Training. The other component of HRA’s employment programs is subsidized employment and job training. This component includes a number of programs such as the Job Training Participant (JTP) program and BEGIN (Begin Employment, Gain Independence Now).

¹ Briefing Paper: General Welfare Committee Hearing on WeCARE. October 22, 2007

² Ibid. pg. 8

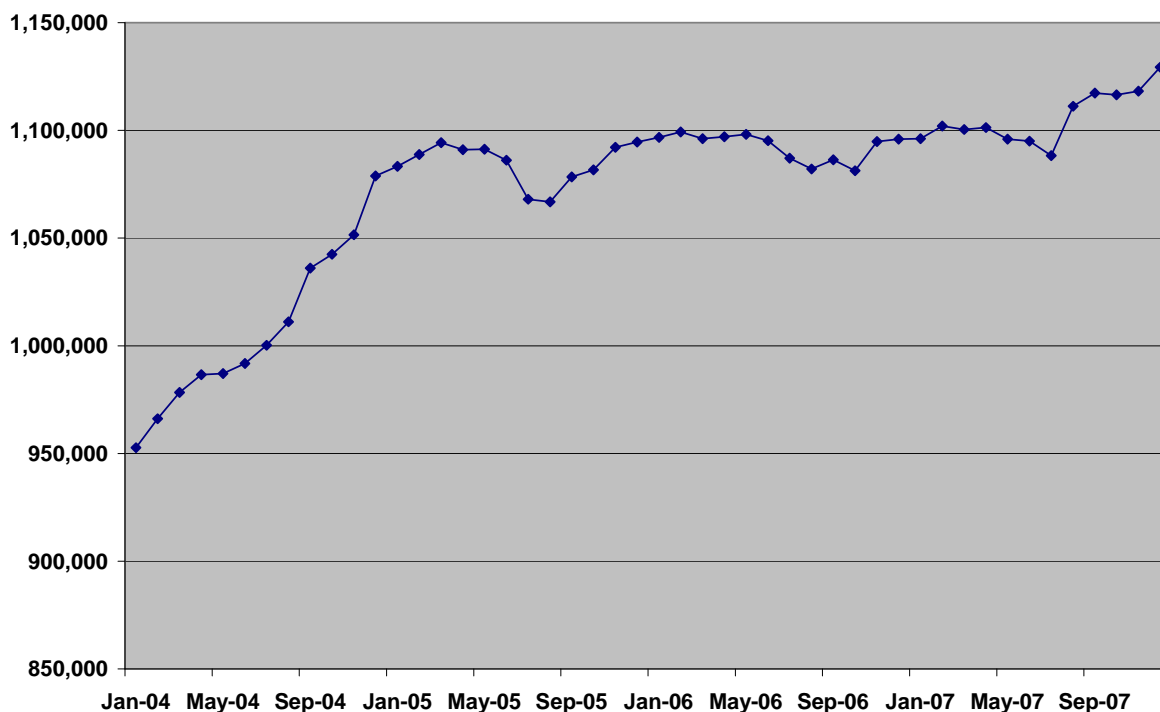
³ Testimony of Cary LaCheen, National Center for Law and Economic Justice, Inc., before the General Welfare Committee, October 22, 2007. pg. 5

Job Training Participant (JTP) Program

The JTP program provides paid employment for six months to job-ready PA recipients. Instead of receiving a PA grant recipients receive a job in a city agency that pays wages well above what they would receive from a PA grant. While working, recipients also receive job training. Almost all of the jobs provided through JTP are in the Parks Opportunity Program (POP) at the Department of Parks and Recreation. However, in Fiscal 2008 a small amount of positions were added in the Department of Sanitation. Currently, the program has over 2,400 slots. The Preliminary Budget includes around \$50 million for the JTP program. Of the \$50 million approximately \$10 million is paid through the Public Assistance Grants budget, while the remaining \$40 million is paid through the Subsidized Employment & Job-Related Training budget.

Food Stamp Operations. The Preliminary Budget for the administration of the Food Stamp program is \$66 million. While Food Stamps themselves are funded directly by the Federal government and thus do not appear in the City's budget, the administration of the program is provided by HRA and thus does appear in the City's budget.

Food Stamp Recipients



As the chart above, demonstrates, the number of food stamp recipients has increased by 175,000 over the last four years. Despite this increase, participation in the program is still low when compared to other social service programs. It is estimated that anywhere between 400,000 to 700,000 New Yorkers are eligible for food stamps, but not enrolled.

One of the controversial components of HRA's administration of the food stamp program is that HRA requires all food stamp recipients to be fingerprinted before they can start receiving benefits. According to testimony at a November 2007 General Welfare hearing, HRA uncovered a total of 31 cases of fraud in 2006 through fingerprinting. Given the average expenditure of a food stamp case, this translates to \$30,000 worth of fraud. However, it costs \$800,000 to administer the finger imaging. This data demonstrates that the fingerprinting requirement is not cost effective.

Investigations and Revenue Administration. The Preliminary Budget proposes spending \$57 million on the Investigation and Revenue Administration. This program is composed of two departments: the Office of Investigations and the Office of Revenue Administration. The Office of Investigations is further divided into the Bureau of Eligibility Verification (BEV) and the Bureau of Fraud Investigation (BFI). BEV participant interviews, document verification, and home visits in order to verify the eligibility of Public Assistance recipients. BFI is mandated to conduct criminal investigations of individuals and organized groups alleged to be attempting or to be committing fraudulent acts against the social service programs. BEV is by far the largest unit within this program with over 60 percent of the total staff. As of January the total staffing for this office was 1,334. BEV had a staff of 861, BFI had a staff of 198, and the Office of Revenue Administration had a staff of 275.

Medicaid and Homecare. The Preliminary Budget for Medicaid and Homecare is \$5.7 billion. This is \$200 million less than the 2008 Budget for the program. The budget is projected to decrease because in 2008 the City is spending more Medicaid dollars on behalf of the Health and Hospitals Corporation (HHC) than it is planning to spend in Fiscal 2009. This extra spending in 2008 is on two Medicaid revenue streams: Disproportionate Share (DSH) funding and Medicaid Upper Payment Limit (UPL) funding. DSH is a federal program that was created to provide federal Medicaid payments to hospitals that treat a disproportionate share of Medicaid and uninsured patients and UPL is a regulation in the Medicaid program that allows states to pay inpatient and outpatient hospital Medicaid rates that approximate what the State would have paid under the more generous Medicare payment principles. The amount the City contributes to each of these programs is matched by the Federal government and the total payment goes to HHC.

HIV/AIDS Services. The Preliminary Budget proposes spending \$217 million on the HIV/AIDS Service Administration (HASA). HASA provides a variety of services to its clients. To be medically eligible for HASA, a person must have been diagnosed with clinical symptomatic HIV illness as defined by the New York State AIDS Institute or with AIDS as defined by the Center for Disease Control and Prevention (CDC). In addition to the medical eligibility requirements, in order to receive financial assistance through HASA, clients must meet certain financial criteria.

The primary financial benefit that HASA provides is housing, funded through the PA-Safety Net Assistance budget. The funding comes from the Safety-Net program because in order for HASA clients to receive housing benefits they must also be financially eligible for Safety-Net. There are three basic types of housing benefits that HASA clients can receive, emergency housing, supportive housing, and rental assistance. The vast majority of HASA clients receive

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rental assistance. Currently, of the 31,000 HASA clients receiving housing benefits, over 24,000 are receiving rental assistance. The HASA budget does not reflect the rental assistance these HASA clients receive. This assistance is shown in the Public Assistance Grants budget. While it is unclear exactly how much of the Public Assistance Grants budget goes to HASA clients, the Council Finance Division conservatively estimates that at least \$200 million of this budget goes to HASA clients. This means that the actual HIV/AIDS Services budget is estimated to be over \$400 million.

Council Initiatives Not Restored

In addition, the Fiscal 2009 Preliminary Budget cuts two City Council programs from HRA's budget. The Fiscal 2008 Adopted Budget included funding for these programs but the Fiscal 2009 Preliminary Budget does not. These two programs are: the Managed Care Consumer Assistance Program (MCCAP), which is funded at \$1.3 million in Fiscal 2008 and Emergency Food, which is funded at \$1.5 million in Fiscal 2008.

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.

U/A#	U/A Name	Fiscal 2008 Adopted Budget	Fiscal 2008 Modified as of 1/24/2008	Fiscal 2009 Preliminary Budget
201	Administration	\$263,290,758	\$258,874,397	\$248,050,256
203	Public Assistance	\$247,350,781	\$253,725,243	\$253,591,228
204	Medical Assistance	\$121,098,048	\$109,098,048	\$105,775,037
205	Adult Services	\$85,510,652	\$85,669,024	\$85,498,124
	Total PS	\$717,250,239	\$707,366,712	\$692,914,645
101	Administration-OTPS	\$140,893,067	\$157,621,423	\$163,845,268
103	Public Assistance-OTPS	\$1,685,660,562	\$1,691,429,017	\$1,666,551,628
104	Medical Assistance-OTPS	\$5,758,601,562	\$5,841,378,662	\$5,645,784,816
105	Adult Services-OTPS	\$269,145,609	\$271,585,470	\$265,771,252
	Total OTPS	\$7,854,300,800	\$7,962,014,572	\$7,741,952,964
	Total Agency	\$8,571,551,039	\$8,669,381,284	\$8,434,867,609

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PRELIMINARY BUDGET ACTIONS (\$000)

Description	Fiscal 2008			Fiscal 2009		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per the October Plan	\$6,644,533	\$2,018,032	\$8,662,565	\$6,523,413	\$1,901,484	\$8,424,897
January Plan PEGs						
Hiring Freeze and Vacancy Reduction Program	(\$1,110)	(\$489)	(\$1,599)	(\$2,237)	(\$965)	(\$3,202)
Implementation of New Employment Verification System	(\$348)	(\$516)	(\$864)	(\$2,438)	(\$3,619)	(\$6,057)
Child Support Initiative	(\$313)	(\$440)	(\$753)	(\$1,251)	(\$1,759)	(\$3,010)
Print to Mail Savings	\$0	\$0	\$0	(\$214)	(\$66)	(\$280)
Administrative Cap Waiver Payments	(\$46,637)	\$46,637	\$0	\$0	\$0	\$0
Federal Revenue for Food Stamp Employment and Training	(\$27,500)	\$27,500	\$0	(\$10,000)	\$10,000	\$0
Fair Hearing Default Case Adjustments	\$0	\$0	\$0	(\$4,833)	(\$8,646)	(\$13,479)
Federal Revenue for Adult Literacy	\$0	\$856	\$856	\$0	\$1,187	\$1,187
Total PEGs	(\$75,908)	\$73,548	(\$2,360)	(\$20,973)	(\$3,868)	(\$24,841)
January Plan Other Adjustments						
Cash Assistance Re-estimate	(\$4,948)	\$38,382	\$33,434	(\$8,355)	\$20,614	\$12,259
Collective Bargaining	\$2,625	\$2,775	\$5,400	\$2,625	\$2,775	\$5,400
Intra City w/ HRA Mats	\$0	\$3,133	\$3,133	\$0	\$0	\$0
HEAP XXVIII Admin FY 08 Funds	\$0	\$1,865	\$1,865	\$0	\$0	\$0
HRA Admin Adjustment	\$0	\$1,671	\$1,671	\$0	\$0	\$0
Administrative Budget Re-alignment	\$0	\$567	\$567	\$0	\$2,239	\$2,239
FSNEP Grant 10- Part 1	\$0	\$472	\$472	\$0	\$0	\$0
Move DV Admin to shelters	\$0	\$463	\$463	\$0	\$463	\$463
Various re-alignments	\$0	\$329	\$329	\$0	\$0	\$0
Fuel adjustment	\$145	\$81	\$226	\$143	\$80	\$223
CEO: Access NYC Outreach	\$174	\$0	\$174	\$0	\$0	\$0
Heat, Light, and Power	(\$102)	(\$41)	(\$143)	\$0	\$0	\$0
HRA Transfer to NYCAPS Central	(\$224)		(\$224)	(\$324)	\$0	(\$324)
OCSE Adjustment	\$0	(\$1,011)	(\$1,011)	\$0	\$0	\$0
HRA Revenue Re-alignment	\$0	(\$9,130)	(\$9,130)	\$0	\$14,551	\$14,551
Total Other Adjustments	(\$2,330)	\$39,556	\$37,226	(\$5,911)	\$40,722	\$34,811
Total January Plan Budget Changes	(\$78,238)	\$113,104	\$34,866	(\$26,884)	\$36,854	\$9,970
Agency Budget as per January Plan	\$6,566,295	\$2,131,136	\$8,697,431	\$6,496,529	\$1,938,338	\$8,434,867

Preliminary Budget Action Analysis

Programs to Eliminate the Gap (PEGs)

- **Hiring Freeze and Vacancy Reduction.** HRA will save \$1.6 million (\$1.1 million in City funds) in Fiscal 2008 and \$3.2 million (\$2.2 million in City funds) in Fiscal 2009 through due to a hiring freeze that was in place between October 2007 and December 2007.

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- **Implementation of New Employment Verification System.** HRA plans to save \$864,000 (\$348,000 in City funds) in Fiscal 2008, \$6.1 million (\$2.4 million in City funds) in Fiscal 2009, and \$7 million (\$2.8 million in City funds) in Fiscal 2010 and the outyears, by improving the way that the agency verifies the employment of PA recipients.
- **Child Support Initiative.** The administration is planning to save \$750,000 (\$313,000 in City funds) in Fiscal 2008 and \$3 million (\$1.25 million in City funds) in Fiscal 2009 and the outyears through PA case closings and grant reductions by maximizing child support payments to PA recipients. The increase in child support payments to PA recipients will result in case closing and grant reductions because of increased income.
- **Fair Hearing Default Case Adjustments.** The administration plans to save \$13.5 million (\$4.8 million in City funds) in Fiscal 2009 and the outyears by accelerating the implementation of Fair Hearing Default decisions. The savings will be achieved by closing Public Assistance (PA) cases and reducing PA grants.

Other Adjustments

Cash Assistance Re-estimate.

- **SSI Invisibility.** Due to a recent court decision, the presence of SSI recipients in households will no longer count against clients who apply for PA. Since Fiscal 2005, SSI income from one household member counted against the PA income of another household member. Because of this decision, expenditures on PA will increase by \$78.6 million in Fiscal 2008 and by \$34 million in Fiscal 2009. The reason that spending is much higher in Fiscal 2008 is because retroactive payments dating back to when this policy was first enacted in Fiscal 2005 will be paid in Fiscal 2008.
 - **Caseload and Expenditure Reduction.** Due to reductions in PA expenditures and declines in the caseload, HRA will save \$60.7 million in Fiscal 2008 and \$76.4 million in Fiscal 2009.
 - **Increase in shelter allowance for NYCHA clients.** The administration plans to increase the shelter allowance paid to NYCHA clients who are on public assistance. This is meant as an attempt to improve NYCHA's worsening financial condition. The shelter allowance for each NYCHA resident, who is also a PA client, will increase to the maximum shelter allowance allowed under PA. This increase will be phased in over 3 years. The phase-in began in October 2007 and will be completed in October 2010, thus Fiscal 2012 will be the first year when the full cost of the increase is felt. It will cost \$3.5 million in Fiscal 2008, \$11.9 million on Fiscal 2009, and \$35.5 million in Fiscal 2012 when the increase is fully phased in. (Note: NYCHA projects that this increase in the shelter allowance will cost slightly more than HRA's projection).
 - **Housing Stability Plus (HSP) Savings.** Due to phase out of the HSP program in the Department of Homeless Services, the administration projects a savings of \$3.4 million in Fiscal 2008 and \$10.6 million in Fiscal 2009.

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- **Advantage New York Costs.** HSP was replaced by the Advantage New York rental assistance programs. As enrollment increases in Advantage New York, the administration is increasing its budget for the program. The Preliminary Budget adds \$15.5 million in Fiscal 2008 and \$53.5 million in Fiscal 2009 for Advantage New York

State Issues and Highlights

Governor Spitzer's Executive Budget.

- The 2008-2009 Executive Budget proposes to fund the expansion of eligibility for the Child Health Plus (CHP) program that was enacted in the 2007-2008 State Budget. This expansion will raise the eligibility requirements from 250 percent of the Federal Poverty Level to 400 percent.
- The 2008-2009 Executive Budget proposes to increase the City's share of Public Assistance payments in both the TANF and Safety Net programs. This would result in a \$24.3 million total cut to the City. The City's share of TANF assistance would increase from 25% to 27% (a \$9.6 million cut). The City's share of Safety Net assistance would increase from 50% to 52% (\$14.7 million cut).

Revenue Budget

The Fiscal 2009 Preliminary Budget proposes that HRA will receive \$977 million in State revenue and \$949 million in federal revenue. HRA receives revenue from a variety of funding streams including TANF, Safety Net, the Title XX Social Services Block Grant, and the Food Stamp Employment and Training program. The chart below shows the major revenue sources in the HRA revenue budget:

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REVENUE SOURCE OVERVIEW

Fund Type	Source Description	2008 Adopted Budget	2008 Current Modified- Jan 18, 2008	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Federal - C.D.	Community Development Block Grants	\$2,937,510	\$2,937,510	\$2,937,510	\$2,937,510
Federal - Other	Temporary Assistance for Needy Families	\$311,200,697	\$260,300,244	\$315,285,330	\$296,273,462
Federal - Other	Medical Assistance Program (Medicaid)	\$122,381,644	\$122,998,298	\$123,062,363	\$121,912,847
Federal - Other	Food Stamp Administration	\$78,021,507	\$84,431,389	\$86,120,976	\$83,543,012
Federal - Other	TANF- Employment Administration	\$0	\$54,016,728	\$71,473,017	\$74,831,932
Federal - Other	Personal Services Reimbursement	\$79,346,582	\$71,822,582	\$71,822,583	\$68,827,163
Federal - Other	Food Stamp Employment and Training	\$54,234,921	\$54,442,681	\$83,399,986	\$66,201,873
Federal - Other	Medical Assistance Program	\$67,671,345	\$108,922,395	\$108,922,395	\$52,153,360
Federal - Other	Child Support Administration	\$45,030,195	\$44,525,863	\$45,022,612	\$46,418,899
Federal - Other	TANF- Safety Net	\$35,250,000	\$35,250,000	\$36,892,000	\$36,502,000
Federal - Other	Title XX Social Services Block Grant	\$32,646,627	\$32,646,627	\$34,435,677	\$34,435,677
Federal - Other	HOPWA	\$29,392,299	\$29,992,299	\$29,992,299	\$29,392,299
Federal - Other	Home Energy Assistance Program	\$23,494,091	\$27,120,343	\$27,120,343	\$23,494,091
Federal - Other	TANF-Emergency Assistance	\$31,190,054	\$31,192,377	\$12,524,303	\$12,554,009
Federal - Other	Temp. Assist Need Families 100% Federal	\$5,937,963	\$3,060,000	\$2,948,000	\$2,888,000
Federal - Other	Emergency Food & Shelter National BD Program	\$0	\$103,345	\$103,345	\$0
Federal - Other	Administrative Expenses Reimbursement	\$618,820	\$1	\$0	\$0
Federal - Other	Administration	\$102,000	\$102,000	\$0	\$0
Federal - Other	Medicaid Long Term Care	\$227,000	\$227,000	\$0	\$0
Federal - Other	Emergency Income Maintenance Administration	\$476,000	\$0	\$0	\$0
Intra City	Social Services/ Fees	\$8,870,195	\$12,003,168	\$12,003,168	\$8,870,195
State	Safety Net	\$374,741,240	\$344,830,141	\$309,347,103	\$308,777,968
State	Temporary Assistance for Needy Families	\$125,073,937	\$101,037,695	\$140,523,384	\$131,158,950
State	Personal Services Reimbursement	\$127,950,140	\$135,950,140	\$135,950,140	\$130,108,845
State	Medical Assistance Administration	\$122,588,255	\$123,204,908	\$123,268,974	\$122,255,846
State	Work Now	\$123,536,005	\$123,536,005	\$123,490,005	\$121,616,005
State	Medicaid- Health & Medical Care	\$53,551,845	\$94,802,895	\$94,802,895	\$69,083,830
State	IVF- Jobs Administration	\$0	\$67,007,000	\$42,978,020	\$42,978,020
State	Medicaid Long Term Care	\$14,306,500	\$14,306,500	\$14,119,500	\$14,119,500
State	Protective Services	\$12,546,375	\$12,592,836	\$12,920,170	\$12,754,377
State	Child Support Administration	\$10,447,275	\$10,545,136	\$10,674,349	\$9,820,150
State	TANF- Emergency Assistance for Families	\$13,949,273	\$13,950,434	\$5,377,252	\$5,453,960
State	Shelter Contracts "584"	\$3,900,000	\$3,900,000	\$3,900,000	\$3,900,000
State	Administrative Training			\$0	\$2,265,423
State	Emergency Assistance for Adults	\$2,090,000	\$2,090,000	\$2,090,000	\$2,090,000
State	TANF- 100% State	\$400,000	\$400,000	\$362,958	\$362,958
State	Administrative Exp Reimbursement	\$214,000	\$214,000	\$214,000	\$214,000
State	Emergency Income Maintenance ADM	\$142,000	\$142,000	\$142,000	\$142,000
State	Administration	\$52,000	\$52,000	\$46,637,399	\$0
State	Special Projects	\$0	\$275,000	\$275,000	\$0
State	Food Stamp Employment and Training	\$12,588,000	\$0		
Total		\$1,927,106,295	\$2,024,931,540	\$2,131,139,056	\$1,938,338,161

ADMINISTRATION FOR CHILDREN SERVICES (068)**Agency Operations**

The Administration for Children's Services (ACS) is responsible for protecting the City's children from abuse and neglect. ACS investigates child abuse and neglect reports involving approximately 92,000 children annually and provides preventive services to an average of 31,000 children. ACS provides foster care for approximately 17,000 children through 41 foster care agencies citywide, and helps arrange for the adoption of approximately 1,600 children a year. ACS also funds and supports 253 Head Start centers and enrolls 103,000 children in child care programs through contracted providers.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2008 Adopted Budget	Fiscal 2008 Current Modified	Fiscal 2009 Preliminary Budget
City	\$874,482,048	\$874,487,048	\$791,072,175
Other Categorical	\$0	\$28,582	\$0
Capital IFA	\$0	\$0	\$0
State	\$671,610,795	\$675,003,175	\$638,208,150
Community Development	\$3,494,514	\$3,494,514	\$3,494,514
Federal-Other	\$1,201,780,304	\$1,233,904,365	\$1,242,636,552
Intra-City	\$392,044	\$11,153,044	\$11,157,044
Total	\$2,751,759,705	\$2,798,070,728	\$2,686,568,435

HEADCOUNT OVERVIEW

Headcount (Uniform and Civilian)	Fiscal 2008 Adopted Budget	6/30/2008 Forecast	Fiscal 2009 Preliminary Budget
City	7,369	7,216	7,142
Non-City	213	213	213
Total	7,582	7,429	7,355

PROGRAM FUNDING OVERVIEW (\$000s)

Program	2005 Actual Spending	2006 Actual Spending	2007 Actual Spending	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Adoption Services	\$351,140	\$363,278	\$379,905	\$382,910	\$381,815
Child Care Services	\$484,308	\$514,288	\$787,190	\$736,167	\$731,365
Child Welfare Support	\$43,019	\$47,400	\$43,961	\$48,577	\$49,447
Dept. of Ed. Residential Care	\$62,035	\$72,319	\$79,552	\$70,001	\$65,730
Foster Care Services	\$676,751	\$596,035	\$648,083	\$644,780	\$634,109
Foster Care Support	\$54,505	\$57,698	\$59,041	\$57,744	\$57,619
General Administration	\$110,219	\$112,219	\$127,572	\$134,997	\$132,981
Head Start	\$197,098	\$196,042	\$195,324	\$210,935	\$189,026
Preventive Homemaking Services	\$22,588	\$23,663	\$28,895	\$29,516	\$29,516
Preventive Services	\$124,500	\$153,905	\$187,251	\$211,293	\$180,673
Protective Services	\$157,483	\$189,647	\$221,901	\$234,940	\$234,286
Total	\$2,283,646	\$2,326,494	\$2,758,675	\$2,761,860	\$2,686,567

PROGRAM HEADCOUNT OVERVIEW

Program	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Adoption Services	93	93
Child Care Services	377	376
Child Welfare Support	767	784
Foster Care Support	919	916
General Administration	1,025	1,025
Head Start	93	93
Preventive Services	207	207
Protective Services	3,948	3,861
Total	7,429	7,355

PROGRAM ANALYSIS

ACS' Fiscal 2009 Preliminary Budget is decreasing by \$65 million as compared to the Fiscal 2008 Adopted Budget. Planned spending will decrease primarily in Preventive Services (by approximately \$30 million), Head Start (by approximately \$21 million), and Child Care Services (by approximately \$4.8 million). The overall decrease in spending is primarily attributable to a mandatory 5 percent cut to all City agencies, proposed by the Mayor.

Additionally, the death of Nixzmary Brown, the seven-year-old known to ACS who died of child abuse-related injuries inflicted by her parents, resulted in a number of significant changes to ACS policy and procedure. Investigation of Nixzmary Brown's family revealed problems concerning aspects of child protective investigations, including interagency coordination in child welfare matters, communication between mandated reporters and child protective staff during the course of an investigation, and ACS child protective caseloads and investigation protocol.

Fiscal 2009 Preliminary Budget Report

Consequently, funding has been allocated to implement recommendations made by the Department of Investigation, regarding ACS case practice. Approximately \$4.9 million in Fiscal 2009 and \$4.1 million in 2010 and the outyears, has been added to the ACS budget to employ new field office staff, investigative consultants, school social workers, and substance abuse counselors.

Council Initiatives Not Restored

The Fiscal 2009 Preliminary Budget contains \$8.2 million in cuts to the Agency. These cuts represent funding provided by the City Council in the Fiscal 2008 Adopted Budget, but not baselined by the Mayor in the City's Financial Plan for Fiscal 2009 and the outyears. Please see the following for more detail.

CONNECT Domestic Violence Program \$1,200,000

The Fiscal 2009 Preliminary Budget eliminates \$1.2 million in funding through the discontinuation of a Council initiative for the Community Empowerment Program (CEP) operated by CONNECT, Inc. (which was formerly the Family Violence Project at the Urban Justice Center). The program provides culturally affirming and community-focused services designed to enhance the ability of community and school-based organizations (CBOs) to respond to domestic violence. By providing education, technical assistance and training, as well as direct funding to CBOs, CONNECT's community partnerships enable families to access the help they need in their own communities and in their own languages through organizations already familiar to them.

Child Safety Initiative \$4,200,000

The Fiscal 2009 Preliminary Budget eliminates \$4.2 million in funding through the discontinuation of a Council initiative for ACS contracted preventive services providers to reduce caseloads toward the national standard of 12 families per caseworker, by hiring additional caseworkers.

Providers Choice \$1,700,000

The Fiscal 2009 Preliminary Budget eliminates \$1.7 million in funding through the discontinuation of a Council initiative that provides funding for educational supplies or equipment for family day care providers. This program is modeled after the Teacher's Choice program, which is funded through the Department of Education.

Working Parents for a Working New York \$875,000

The Fiscal 2009 Preliminary Budget eliminates \$875,000 in funding through the discontinuation of a Council initiative that provided funding for a pilot project and study to provide information to assist the City in developing family friendly workplace policies and benefits. This program provides childcare subsidies and assistance to City employees and is currently administered by the Consortium for Worker Education.

Low Income Investment Fund (LIIF) \$200,000

The Fiscal 2009 Preliminary Budget eliminates \$200,000 in funding through the discontinuation of a Council initiative that provides for the Low Income Investment Fund (LIIF) to assist childcare providers in facilitating expansion and improvement projects at childcare facilities.

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PRELIMINARY BUDGET ACTIONS (\$000)

Description	Fiscal 2008			Fiscal 2009		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per the October Plan	\$874,487	\$1,909,301	\$2,783,788	\$822,741	\$1,900,196	\$2,722,937
January Plan New Needs						
Improve Child Protective Investigations	\$0	\$0	\$0	\$2,260	\$2,676	\$4,936
Total New Needs	\$0	\$0	\$0	\$2,260	\$2,676	\$4,936
January Plan PEGs						
Administrative Efficiencies	\$0	\$0	\$0	(\$1,475)	(\$1,839)	(\$3,314)
Homemaking Services Underutilization	(\$525)	(\$1,575)	(\$2,100)	(\$525)	(\$1,575)	(\$2,100)
Child Protective Services Productivity	\$0	\$0	\$0	(\$2,823)	(\$3,451)	(\$6,274)
Decline in Special Education Costs	(\$9,083)	\$0	(\$9,083)	(\$20,083)	\$0	(\$20,083)
Child Care Utilization -- Pay for Children Enrolled	\$0	\$0	\$0	(\$2,000)	\$0	(\$2,000)
Preventive Accruals	(\$3,150)	(\$5,850)	(\$9,000)	\$0	\$0	\$0
Overtime Management	(\$738)	(\$902)	(\$1,640)	(\$3,150)	(\$3,850)	(\$7,000)
Reduce Placements of CSE Children Into Residential Facilities	\$0	\$0	\$0	(\$2,562)	(\$1,708)	(\$4,270)
Personal Service Accruals	(\$7,287)	(\$8,906)	(\$16,193)	(\$3,643)	(\$4,453)	(\$8,096)
Hiring Freeze and Vacancy Reduction Program	(\$1,016)	(\$1,268)	(\$2,284)	(\$1,016)	(\$1,268)	(\$2,284)
Total PEGs	(\$21,799)	(\$18,501)	(\$40,300)	(\$37,277)	(\$18,144)	(\$55,421)
January Plan Other Adjustments						
Collective Bargaining	\$629	\$769	\$1,398	\$629	\$769	\$1,398
Transfer Positions from ACS to DOI	\$0	\$0	\$0	(\$148)	\$0	(\$148)
ACS Transfer to NYCAPS Central	(\$102)	\$0	(\$102)	(\$132)	\$0	(\$132)
Childcare Lease Savings	\$3,000	\$0	\$3,000	\$3,000	\$0	\$3,000
Heat, Light, and Power Adjustment	(\$205)	\$0	(\$205)	\$0	\$0	\$0
Additional Child Care Revenue	\$0	\$4,287	\$4,287	\$0	\$0	\$0
Flexible Use of State Universal Pre-kindergarten Funds	\$0	\$0	\$0	\$0	\$10,000	\$10,000
UPK Intra-City -- Child Care	\$0	\$5,654	\$5,654	\$0	\$0	\$0
UPK Intra-City -- Head Start	\$0	\$4,342	\$4,342	\$0	\$0	\$0
Total Other Adjustments	\$3,322	\$15,052	\$18,374	\$3,349	\$10,769	\$14,118
Total January Plan Budget Changes	(\$18,477)	(\$3,449)	(\$21,926)	(\$31,668)	(\$4,699)	(\$36,367)
Agency Budget as per the January Plan	\$856,010	\$1,905,852	\$2,761,862	\$791,073	\$1,895,497	\$2,686,570

Preliminary Budget Action Analysis

New Needs

- Improve Child Protective Investigations.** This action provides \$4.9 million (\$2.3 million in City funds) in Fiscal 2009, and \$4.1 million (\$1.8 million in City funds) in Fiscal 2010 and the outyears. This action provides an increase of 59 positions to employ new field office staff, investigative consultants, school social workers, and substance abuse counselors. This is funding to implement recommendations made by the Department of Investigation, regarding ACS case practice.

Programs to Eliminate the Gap (PEGs)

- **Administrative Efficiencies.** This action represents a total cost savings of \$3.3 million (\$1.4 million in City funds) for Fiscal 2009 and the outyears, as a result of reduction in expenditures for supplies, building management services, and other administrative costs.
- **Homemaking Services Underutilization.** This action represents a total cost savings of \$2.1 million (\$525,000 in City funds) in Fiscal 2009 and the outyears, from reduced use of service hours in the homemaking program, which provides in-home services to prevent child abuse and neglect.
- **Child Protective Services Productivity.** This action represents a reduction of 127 positions in the staffing model for child protective services, to reflect higher availability of field office workers, providing a total cost savings of \$6.2 million (\$2.8 million in City funds) for Fiscal 2009 and the outyears. Greater availability has resulted in fewer staff needed to maintain the required caseload ratios.
- **Decline in Special Education Costs.** This action represents a decline in tuition expenses for foster children placed outside of New York City, due to fewer placements in congregate foster care settings. This is part of a collaborative effort between ACS and the Department of Education to keep more children with their families whenever safely possible, and reduce CSE placements. This decrease in spending will provide a total cost savings of \$20 million in City funds for Fiscal 2009, and \$22.6 million in the outyears.
- **Child Care Utilization – Pay for Children Enrolled.** This action reflects a cost savings of \$2 million in City funds for Fiscal 2009, due to ACS reimbursement of contracted child care agencies based on enrollment. ACS will require the day care centers to fill the unfunded slots with welfare recipients with childcare vouchers and private fee-paying parents who can pay the full cost of ACS center care. Consequently, this new payment structure may cause a financial deficit for day care centers that cannot fill all their slots.
- **Overtime Management.** This action represents a total cost savings of \$7 million (\$3.1 in City funds) in Fiscal 2009 and the outyears, due to a reduction in overtime spending agency wide.
- **Reduce Placements of CSE Children into Residential Facilities.** ACS will work with the Department of Education to reduce the number of residential placements of non-foster children by the Committee on Special Education (CSE). This action will reflect a total cost savings of \$4.2 million (\$2.5 million in City funds) in Fiscal 2009 and the outyears, as ACS pays room and board costs for children who are placed in specialized facilities outside of New York City.
- **Personal Service Accruals.** This action represents a total cost savings of \$8 million (\$3.6 in City funds) for Fiscal 2009, from the phase in of new hires for child protective case workers.

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- **Hiring Freeze and Vacancy Reduction Program.** This action reflects savings from the partial elimination of vacancies and replacement of future attrition. This includes a reduction of 70 positions (clerical and technology staff), and a total cost savings of \$2.2 million (\$1 million in City funds) for Fiscal 2009 and the outyears.

Other Adjustments

- **Collective Bargaining.** In Fiscal 2009 and the outyears, annual city funds totaling \$629,000 will be transferred from the Labor Reserve in the Miscellaneous Budget to the budget of ACS, to cover the costs associated with recent collective bargaining settlements.
- **Transfer Positions from ACS to DOI.** This action reflects a transfer of two positions from ACS to the Department of Investigation, to train ACS Caseworkers in investigative practices. Total City funding for this adjustment is \$147,000 for Fiscal 2009 and \$131,000 in Fiscal 2010 and the outyears.
- **ACS Transfer to NYCAPS Central.** This action reflects a transfer of three positions from ACS for implementation of the New York City Automated Personnel System. Total City funding for this adjustment is \$131,000 for Fiscal 2009 and the outyears. NYCAPS is to serve as a single point of contact for City employees to receive information about their health benefits, thus centralizing the system and eliminating the need for such positions in ACS. The program will be managed through the Department of Citywide Administrative Services (DCAS).
- **Childcare Lease Savings.** Due to the consolidation of day care centers, ACS projects a savings of \$3 million in Fiscal 2009 and the outyears.

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.

U/A#	U/A Name	Fiscal 2008 Adopted Budget	Fiscal 2008 Modified as of 1/24/2008	Fiscal 2009 Preliminary Budget
001	Personal Services	\$326,047,487	\$326,179,389	\$304,895,589
003	OCSE/Headstart/Daycare	\$20,809,780	\$20,571,528	\$20,694,697
005	Administrative	\$79,009,107	\$79,009,107	\$80,381,253
	Total PS	\$425,866,374	\$425,760,024	\$405,971,539
002	Other Than Personal Services	\$76,638,245	\$76,968,248	\$74,975,086
004	OCSE/Headstart/Daycare-OTPS	\$877,497,651	\$920,354,613	\$896,497,265
006	Child Welfare-OTPS	\$1,371,757,435	\$1,374,987,843	\$1,309,124,545
	Total OTPS	\$2,325,893,331	\$2,372,310,704	\$2,280,596,896
	Total Agency	\$2,751,759,705	\$2,798,070,728	\$2,686,568,435

State Issues and Highlights

- **Improved Medical Services for Foster Children.** The Bridges to Health Medicaid Waiver Program is designed to improve health care services for hard-to-serve youth in foster care. The program will take an important step in 2008-2009 with the addition of 561 new service slots. A total of 3,305 foster care slots will be phased in through 2010-2011, at a full annual State cost of \$96 million. Enhanced services provided under this program, including crisis respite and in-school support, are expected to decrease the length of stay in foster care and to reduce the need to place youth in more costly institutional settings. Additionally, the 2008-2009 Executive Budget proposes that all eligible former foster children have access to Medicaid until 21 years of age.
- **Child Welfare System Upgrades.** The 2008-2009 Executive Budget contains \$17 million for the first year cost of modernizing the outdated CONNECTIONS system, the State's primary vehicle for managing local child welfare information. Proposed enhancements will make the system more stable and user friendly, and allow case workers to devote more time to working with children and families.
- **Child Care Funding.** The 2008-2009 Executive Budget contains \$540 million, including the use of one-time prior year funds, for the Child Care Block Grant. This amount, along with funds available to counties from the Flexible Fund for Family Services and unexpended prior year resources, will allow counties to maintain current program levels in the face of increased market rates. Additionally, the 2008-2009 Executive Budget contains \$4.2 million for child care services to "above income" families, who do not qualify for City funded child care programs.
- **Human Services Cost of Living Adjustment (COLA) Increase.** The 2008-2009 Executive Budget contains \$24 million to cover the cost of the COLA for foster care and adoption programs. Foster care providers and foster and adoptive parents received a third consecutive COLA on April 1, 2008. This increase in state funding enables counties and New York City to recruit and maintain foster and adoptive parents to better serve the needs of at-risk youth. Governor Spitzer also proposes extending the current COLA for an additional three years.

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 205 privately-run shelter facilities, consisting of 49 adult facilities and 167 family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2008 Adopted Budget	Fiscal 2008 Current Modified	Fiscal 2009 Preliminary Budget
City	\$313,152,104	\$313,156,604	\$298,044,637
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$215,061,626	\$215,709,994	\$205,080,663
Community Development	\$4,000,000	\$7,031,641	\$4,000,000
Federal-Other	\$117,432,361	\$123,974,074	\$118,232,324
Intra-City	\$31,121,017	\$45,112,918	\$31,092,270
Total	\$680,767,108	\$704,985,231	\$656,449,894

HEADCOUNT OVERVIEW

Headcount (Uniform and Civilian)	Fiscal 2008 Adopted Budget	6/30/2008 Forecast	Fiscal 2009 Preliminary Budget
City	2,300	2,063	2,125
Non-City	0	2	0
Total	2,300	2,065	2,125

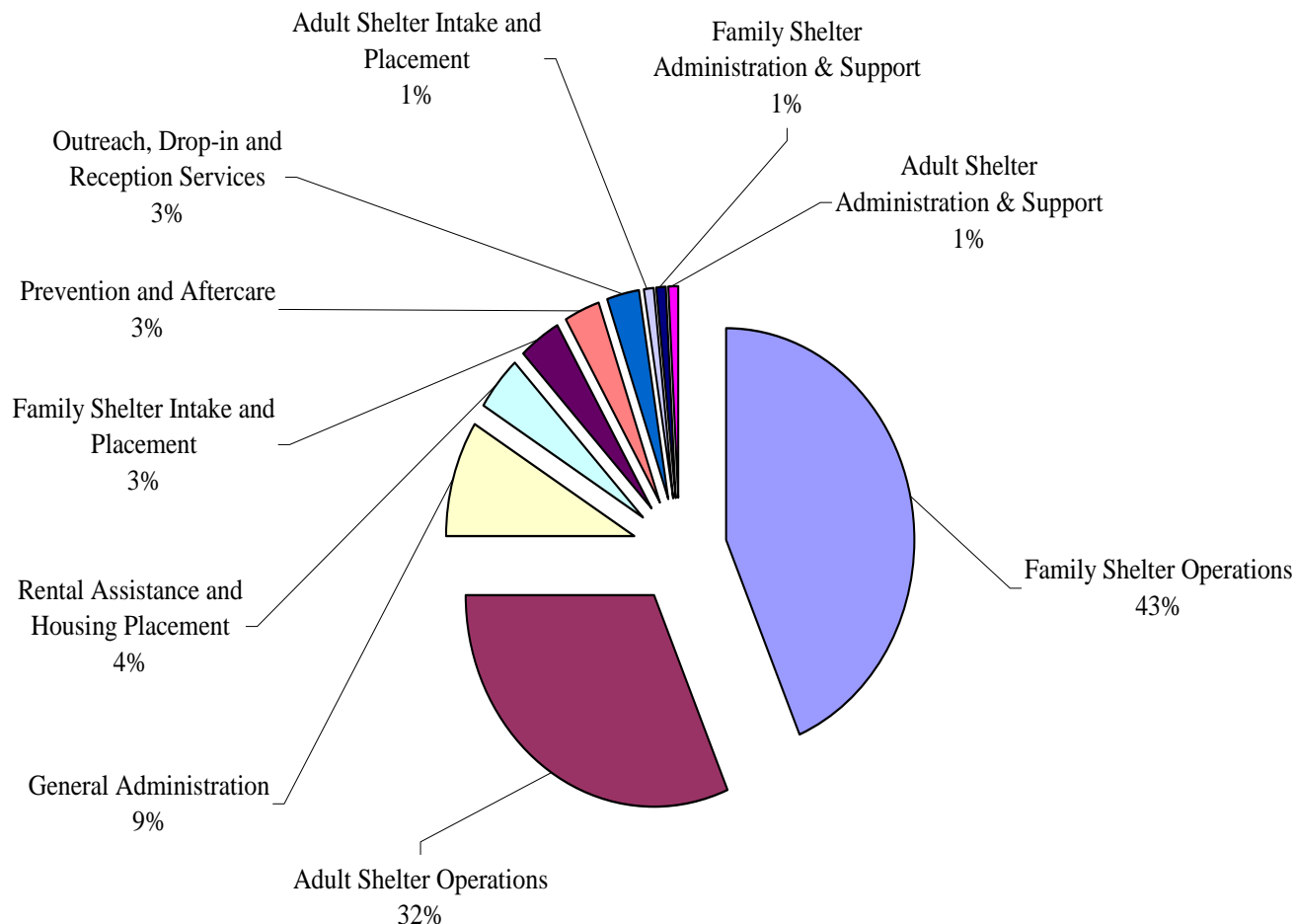
PROGRAM FUNDING OVERVIEW (\$000s)

Program	2005 Actual Spending	2006 Actual Spending	2007 Actual Spending	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Adult Shelter Administration & Support	\$4,670	\$5,354	\$5,489	\$5,072	\$5,072
Adult Shelter Intake and Placement	\$5,589	\$6,011	\$7,021	\$6,360	\$6,360
Adult Shelter Operations	\$212,828	\$216,084	\$214,389	\$215,493	\$207,751
Family Shelter Administration & Support	\$5,176	\$4,867	\$4,600	\$5,648	\$5,648
Family Shelter Intake and Placement	\$19,483	\$22,744	\$21,719	\$22,619	\$22,619
Family Shelter Operations	\$351,753	\$332,341	\$350,294	\$380,466	\$285,448
General Administration	\$56,678	\$59,958	\$56,312	\$60,124	\$57,518
Outreach, Drop-in and Reception Services	\$24,640	\$24,359	\$26,071	\$22,601	\$18,362
Prevention and Aftercare	\$16,753	\$16,423	\$20,323	\$20,470	\$19,970
Rental Assistance and Housing Placement	\$25,070	\$37,234	\$26,429	\$46,855	\$27,702
Total	\$722,640	\$725,375	\$732,647	\$785,708	\$656,450

PROGRAM HEADCOUNT OVERVIEW

Program	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Adult Shelter Administration & Support	83	83
Adult Shelter Intake and Placement	178	178
Adult Shelter Operations	330	330
Family Shelter Administration & Support	106	106
Family Shelter Intake and Placement	490	490
Family Shelter Operations	263	263
General Administration	497	561
Outreach, Drop-in and Reception Services	18	18
Rental Assistance and Housing Placement	100	96
Total	2,065	2,125

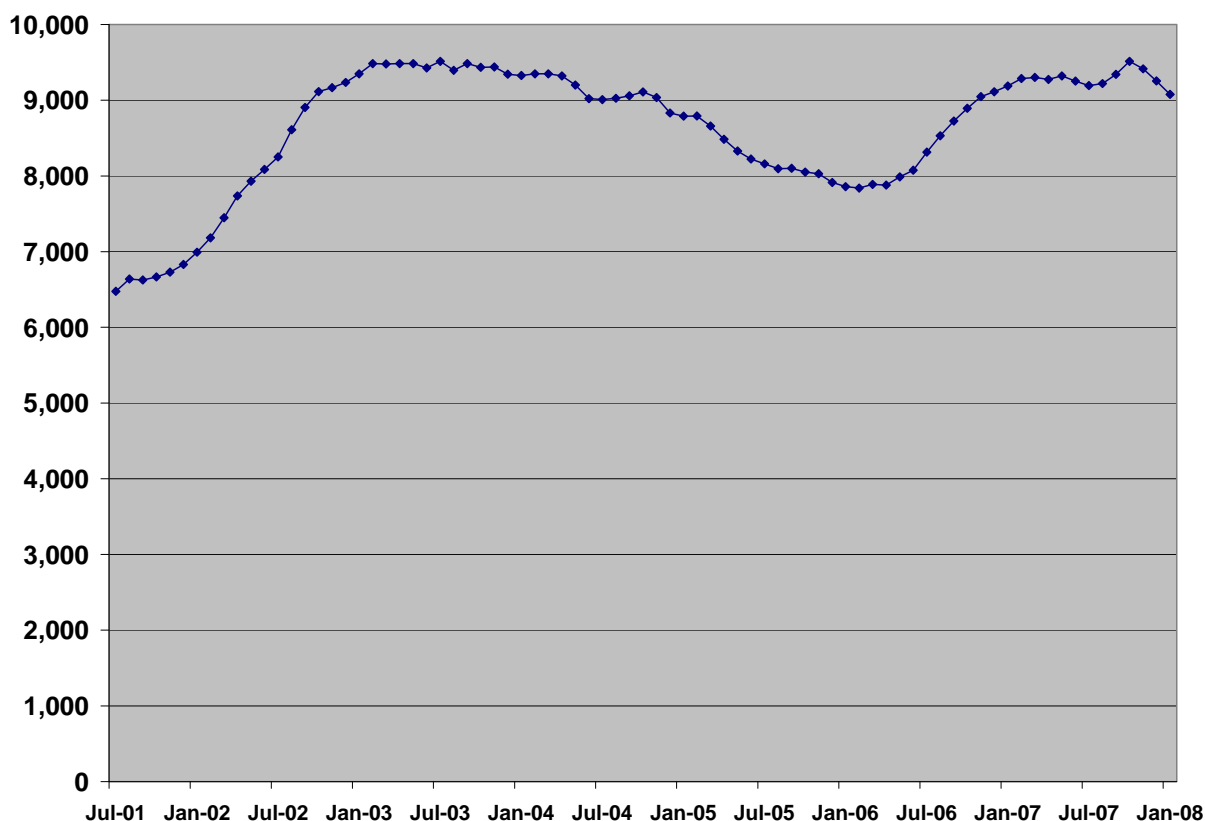
Spending by Program in the Fiscal 2009 Preliminary Budget



PROGRAM ANALYSIS

Family Shelter. The chart below demonstrates that after declining since July 2004, the Family Shelter census rose by over 1,000 families during the first six months of Fiscal 2007. Since then the census has fluctuated slightly but has remained above 9,000 families. Over the past three months the census has declined by 500 families.

Average Monthly Family Census



Family Shelter Operations Under-budgeting. Despite the fact that the family shelter census remains high compared with the previous three fiscal years, the Preliminary Budget proposes to dramatically cut spending on Family Shelter in Fiscal 2009. As you can see in the Program Funding chart above, the Preliminary Budget proposes to spend \$100 million less on Family Shelter operations in Fiscal 2009 than in Fiscal 2008. This represents a more than 25% cut in the total budget for Family Shelter Operations. Although, there has been a slight decline in the last three months in the Family Shelter census, there would need to be a further reduction of at least 2,000 families in the census for DHS's budget for Family Shelter Operations to be even remotely realistic. When questioned about this inconsistency, the administration contends that they will continue to reassess the caseload and add funding when needed.

This is not the first time that the administration has presented unreasonable budgets for Family Shelter Operations. In Fiscal 2008, the Preliminary, Executive, and Adopted Budgets, all included only \$285 million for Family Shelter (the same spending level that was included in this year's Preliminary Budget). This was despite the fact that the last time DHS spent only \$285 million on Family Shelter Operations was Fiscal 2002, when the Family Shelter census was less than 7,000 families. As a result of this under-budgeting, the January modification to the Fiscal 2008 budget requested an \$86 million increase on Family Shelter Operations. Without an

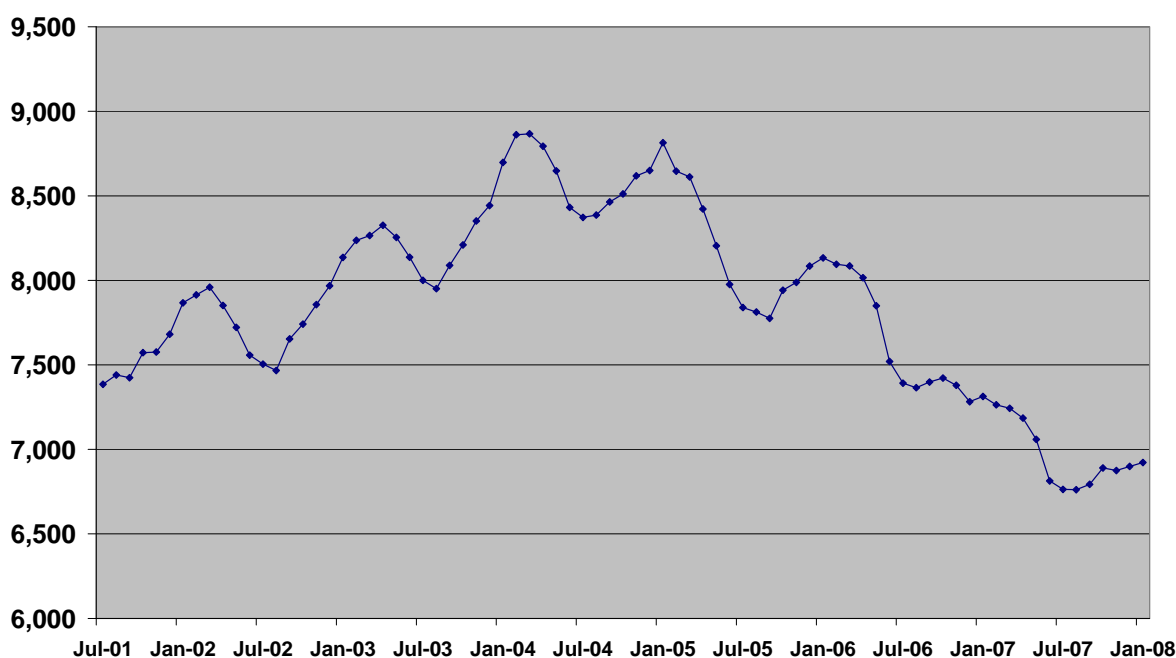
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infusion of cash in the current year, the Family Shelter Operations program will run out of money.

The purpose of budgeting is to allow an organization to plan its programs and expenditures for the coming year. The administration's position that they will simply add money to Family Shelter Operations as the need for funding arises, completely defeats the purpose of budgeting.

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. As a result of this decline, the Preliminary Budget proposes a \$2.5 million reduction on Single Adult Shelter operations. This reduction will eliminate single adult shelter beds that are no longer needed.

Rental Assistance and Housing Placement- Advantage New York. DHS's major rental assistance program is the recently created Advantage New York. 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.

Advantage New York is funded through the Public Assistance budget in the Human Resources Administration (HRA). Funding for most of the program's expenditures is then transferred from HRA to DHS through an intra-city agreement. The costs that remain in the Public Assistance budget are for the program's upfront costs such as broker's fees and the first and last month's rent. The HRA Preliminary budget includes \$70 million for the entire Advantage New York program.

Prevention and Aftercare. In Fiscal 2008, DHS expanded HomeBase and Aftercare services citywide. This expansion added \$8.3 million in annual funding to the Homebase program, bringing the total funding to \$20 million. In addition to the six existing Homebase sites, four new service areas were created. All ten Homebase sites 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, Drop-in and Reception Services. DHS is in the process of re-organizing its homeless outreach programs. Beginning in Fiscal 2008, homeless outreach services are being provided through contracts overseen jointly by DHS and the Department of Health and Mental Hygiene (DOHMH). These new contracts focused on reducing street homeless based on data collected by the Homelessness Opportunity Population Estimate (HOPE). These new contracts restructured outreach services by creating four catchment areas across the City and giving the responsibility for each area to one community-based organization (CBO). As these new contracts were being issued at the beginning of Fiscal 2008, DHS also created 450 beds expressly for the street homeless. The creation of these beds represented a "Housing First" approach to the street homeless problem. This approach believes that the first problem the street homeless need to solve is being homeless. Once they are housed, they can then begin to deal with the substance abuse, mental health issues, and other problems that plague this population.

DHS has continued the "Housing First" approach in the Preliminary Budget. The budget plans to close one drop-in center and not open another budgeted center in Fiscal 2009. The closing of these centers will result in \$4.6 million in savings that the department will use in Fiscal 2010 to create 150 new Safe Haven beds.

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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.

U/A#	U/A Name	Fiscal 2008 Adopted Budget	Fiscal 2008 Modified as of 1/24/2008	Fiscal 2009 Preliminary Budget
100	Homeless Services- PS	\$115,001,375	\$115,112,047	\$115,443,417
200	Homeless Services-OTPS	\$565,765,733	\$589,873,184	\$541,006,477
	Total	\$680,767,108	\$704,985,231	\$656,449,894

PRELIMINARY BUDGET ACTIONS (\$000)

Description	Fiscal 2008			Fiscal 2009		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per the October Plan	\$313,263	\$388,801	\$702,064	\$312,872	\$356,904	\$669,776
January Plan PEGs						
Increased State and Federal Reimbursement for Family Shelter	\$0	\$0	\$0	(\$1,500)	\$1,499	(\$1)
Convert Drop-in Centers to Safe Haven programs	\$0	\$0	\$0	(\$4,600)	\$0	(\$4,600)
Adult Rental Assistance	\$0	\$0	\$0	(\$900)	\$0	(\$900)
Eliminate Funding for Decentralized Men's intake	(\$7,161)	\$0	(\$7,161)	(\$6,161)	\$0	(\$6,161)
Re-estimate of Single Adult Shelter	\$0	\$0	\$0	(\$2,483)	\$0	(\$2,483)
Hiring Freeze and Vacancy Reduction Program	(\$3,469)	\$0	(\$3,469)	\$0	\$0	\$0
Total PEGs	(\$10,630)	\$0	(\$10,630)	(\$15,644)	\$1,499	(\$14,145)
January Plan New Needs						
Family Capacity Increase	\$40,843	\$45,308	\$86,151	\$0	\$0	\$0
Information Technology Consultants	\$552	\$0	\$552	\$0	\$0	\$0
Total New Needs	\$41,395	\$45,308	\$86,703	\$0	\$0	\$0
January Plan Other Adjustments						
Collective Bargaining	\$555	\$0	\$555	\$555	\$0	\$555
ESG Code takedown	\$0	(\$440)	(\$440)	\$0	\$0	\$0
ESG Grant 21 to BC 8906	\$0	\$43	\$43	\$0	\$0	\$0
CD Adjustment	\$0	\$2,000	\$2,000	\$0	\$0	\$0
Family Adjustment	\$0	\$1,425	\$1,425	\$0	\$0	\$0
Heat, Light, and Power	(\$416)	\$0	(\$416)	\$0	\$0	\$0
Fuel adjustment	\$257	\$0	\$257	\$261	\$0	\$261
Total Other Adjustments	\$396	\$3,028	\$3,424	\$816	\$0	\$816
January Plan PEG restorations						
Pre-placement capacity	\$4,146	\$0	\$4,146	\$0	\$0	\$0
Total PEG Restorations	\$4,146	\$0	\$4,146	\$0	\$0	\$0
Total January Plan Budget Changes	\$35,307	\$48,336	\$83,643	(\$14,828)	\$1,499	(\$13,329)
Agency Budget as per January Plan	\$348,570	\$437,137	\$785,707	\$298,044	\$358,403	\$656,447

Preliminary Budget Action Analysis

Programs to Eliminate the Gap (PEGs)

- **Convert Drop-in Centers to Safe Haven Programs.** DHS is going to close one drop-in center and not open a planned center in Fiscal 2009. These actions will result in \$4.6 million (all City funds) in savings in Fiscal 2009. In Fiscal 2010 and beyond, this savings will be reinvested to create 150 Safe Haven beds. Based on the funding, each bed will cost slightly over \$30,000 per year, or the equivalent of \$84 per night.
- **Adult Rental Assistance.** The Preliminary Budget proposes the elimination of the Adult Rental Assistance Program which will result in \$900,000 (all City funds) in savings in Fiscal 2009 and the outyears. The administration believes that this program is duplicative given the creation of the Work Advantage program.
- **Re-estimate of Adult Shelter.** Due to continued decreases in the Single Adult shelter census, DHS will reduce planned spending on single adult shelter operations by \$2.5 million (all City funds) in Fiscal 2009 and the outyears. The total budget for Single Adult Shelter Operations is \$207 million in Fiscal 2009.
- **Hiring Freeze and Vacancy Reduction Program.** DHS will realize \$3.5 million (all City funds) in savings in Fiscal 2008 due to a hiring freeze that was in place between October 2007 and December 2007.

New Needs

- **Family Capacity Increase.** Because the 2008 Adopted Budget did not include enough funding for Family Shelter Operations, the administration is requesting an \$86 million (\$41 million in City funds) increase in Fiscal 2008 for Family Shelter Operations. However, there is no funding in Fiscal 2009 and the outyears because DHS and OMB believe that the new Advantage New York rental assistance programs will reduce the family shelter census so dramatically that Family Shelter Operations spending can be reduced by \$100 million in Fiscal 2009.
- **Information Technology Consultants.** In Fiscal 2008, \$552,000 (all City funds) will provide funding for IT consultants. These consultants will support the agency's tracking systems, processing of re-housing applications, and general IT maintenance.

PEG Restoration

- **Pre-Placement Capacity.** \$4.1 million (all City funds) in Fiscal 2008 will restore funding for pre-placement capacity that was eliminated in the November 2006 plan. This funding was removed because it was thought that DHS' new intake model would eliminate the need for pre-placements (a pre-placement is when a client is placed into shelter before their application can be processed, usually because they arrive late at night at intake). However,

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because families still arrive after hours at family intake there is still a need for pre-placements. This funding is not continued in Fiscal 2009 or the outyears.

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: Public Assistance (Federal TANF Assistance, State TANF Assistance, and State Safety Net in the chart) and the Adult Shelter Cap (Shelter Contracts "584" in the chart). Public Assistance provides most of the State and federal funding for the Family Shelter program because many families in shelter are eligible for Public Assistance. The Adult Shelter Cap provides a majority of the State revenue for Single Adult Shelter. Safety Net also provides a sizable portion of State revenue for Adult Shelter because many adults are enrolled in the Safety Net Public Assistance program.

Fund Type	Revenue Source Description	2008 Adopted Budget	2008 Current Modified- Jan 18, 2008	2008 Budget (Jan 24,2008 Financial Plan)	2009 Preliminary Budget
Federal - C. D.	Community Development Block Grants	\$4,000,000	\$7,031,641	\$7,031,641	\$4,000,000
Federal - Other	Temporary Assistance for Needy Families	\$71,971,215	\$72,748,550	\$93,383,701	\$72,771,178
Federal - Other	Personal Services Reimbursement	\$28,107,983	\$28,107,983	\$28,107,983	\$28,101,333
Federal - Other	Administrative Expenses Reimbursement	\$14,197,019	\$14,197,019	\$14,197,019	\$14,203,669
Federal - Other	TANF-Emergency Assistance	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Federal - Other	Supportive Housing Program	\$156,144	\$156,144	\$156,144	\$156,144
Intra City	Social Services/ Fees	\$31,121,017	\$45,112,918	\$45,112,918	\$31,092,270
Intra City	Emergency Shelter Grants Program	\$0	\$5,764,378	\$5,764,378	\$0
State	Shelter Contracts "584"	\$98,493,999	\$98,493,999	\$98,493,999	\$88,362,998
State	Safety Net	\$45,663,182	\$46,543,122	\$60,927,569	\$45,963,938
State	Temporary Assistance for Needy Families	\$41,225,644	\$40,994,072	\$51,282,803	\$41,624,927
State	Personal Services Reimbursement	\$14,144,991	\$14,144,991	\$14,144,991	\$14,144,991
State	Shelters	\$9,867,920	\$9,867,920	\$9,867,920	\$9,317,920
State	Administrative Exp Reimbursement	\$4,165,890	\$4,165,890	\$4,165,890	\$4,165,889
State	TANF- Emergency Assistance for Families	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Total		\$367,615,004	\$391,828,627	\$437,136,956	\$358,405,257

Human Resources Administration

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self sufficiency. HRA provides cash assistance and employment services at 26 Job Centers and the Riverview Annex, of which 13 are Model Offices designed to streamline workflow and enhance access to services. Additional services are provided at the Family Call Center and its satellites and the Seniorworks Center. Food stamps are provided at 27 offices, of which 11 are Model Offices. HRA helps expand access to private and public health insurance; and offers public health insurance at 19 Medicaid Community Model Offices; support services to individuals with AIDS and HIV-related illnesses are provided through 12 centers, of which 8 are Model Offices; and protective services to adults through 5 HRA borough offices and 4 contracted programs. HRA determines the home care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices and contracts with 75 home care provider agencies. Services to victims of domestic violence are offered through 48 State-licensed residential programs, 15 nonresidential programs, and various HRA programs. HRA assists New York City families in obtaining child support orders and collecting child support payments at 4 borough and 5 Family Court offices.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending by Program					
Adult Protective Services	\$28,423,601	\$32,858,654	\$34,164,502	\$42,553,169	\$42,310,019
CEO Evaluation	\$0	\$0	\$0	\$4,637,300	\$0
Domestic Violence Services	\$72,054,781	\$75,191,152	\$83,444,950	\$80,587,728	\$79,901,933
Employment Services Administration	\$20,471,367	\$19,868,494	\$24,242,844	\$26,529,246	\$26,469,246
Employment Services Contracts	\$144,154,548	\$157,486,657	\$146,938,549	\$146,103,059	\$146,103,059
Food Assistance Programs	\$13,935,601	\$17,083,398	\$14,990,073	\$13,088,922	\$9,885,488
Food Stamp Operations	\$48,419,578	\$50,575,969	\$54,021,542	\$67,456,593	\$66,368,302
General Administration	\$284,243,705	\$285,424,106	\$279,176,696	\$278,434,997	\$287,997,549
HIV and AIDS Services	\$185,890,779	\$193,638,097	\$205,651,194	\$219,123,095	\$217,281,783
Home Energy Assistance	\$31,923,121	\$33,346,178	\$29,347,324	\$27,675,924	\$24,049,672
Information Technology Services	\$78,629,897	\$70,584,212	\$84,298,828	\$71,680,493	\$60,355,207
Investigations and Revenue Administration	\$57,631,716	\$59,411,558	\$62,332,066	\$59,595,129	\$57,124,876
Medicaid and Homecare	\$4,164,134,555	\$3,901,039,721	\$4,679,097,569	\$5,860,088,748	\$5,664,556,252
Medicaid- Eligibility & Administration	\$78,853,356	\$80,237,831	\$82,057,139	\$91,159,754	\$91,098,404
Office of Child Support Enforcement	\$42,601,679	\$44,667,395	\$44,190,106	\$57,762,556	\$57,541,686
Public Assistance and Employment Administration	\$201,623,484	\$199,712,770	\$209,005,872	\$201,271,887	\$199,044,146
Public Assistance Child Care	\$241,058,305	\$256,926,159	\$0	\$0	\$0
Public Assistance Grants	\$1,275,878,856	\$1,233,699,813	\$1,167,403,692	\$1,218,791,122	\$1,176,688,798
Public Assistance Support Grants	\$30,497,148	\$29,628,002	\$23,021,554	\$22,594,392	\$22,594,392
Subsidized Employment & Job-Related Training	\$114,232,393	\$107,973,594	\$123,218,744	\$122,350,288	\$122,681,195
Substance Abuse Services	\$89,403,214	\$86,559,146	\$78,549,046	\$85,948,575	\$82,815,602
Total	\$7,204,061,683	\$6,935,912,906	\$7,425,152,289	\$8,697,432,977	\$8,434,867,609

Funding

City Funds	NA	NA	NA	\$6,566,293,921	\$6,496,529,448
Federal - Community Development	NA	NA	NA	\$2,937,510	\$2,937,510
Federal - Other	NA	NA	NA	\$1,049,125,229	\$949,428,624
Intra City	NA	NA	NA	\$12,003,168	\$8,870,195
State	NA	NA	NA	\$1,067,073,149	\$977,101,832
Total	NA	NA	NA	\$8,697,432,977	\$8,434,867,609

Full-Time Positions	14,270	14,218	13,838	15,246	15,227
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Note: "NA" means that data is not available

Adult Protective Services

This program provides services to individuals 18 years of age and older, without regard to income, who are mentally or physically impaired and who are unable to manage their own resources, carry out activities of daily living or protect themselves, without assistance from others. Services may include referrals for psychiatric or medical exams, assistance in obtaining government entitlements and other social services, cleaning services, and identification of alternate living arrangements.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$16,267,196	\$17,358,964	\$18,785,296	\$23,930,245	\$23,930,245
Other Than Personal Services	\$12,156,405	\$15,499,690	\$15,379,206	\$18,622,924	\$18,379,774
Total	\$28,423,601	\$32,858,654	\$34,164,502	\$42,553,169	\$42,310,019
Funding					
City Funds	NA	NA	NA	\$7,336,531	\$7,214,594
Federal - Other	NA	NA	NA	\$24,083,060	\$24,083,784
State	NA	NA	NA	\$11,133,578	\$11,011,641
Total	NA	NA	NA	\$42,553,169	\$42,310,019
Full-Time Positions	380	395	403	452	452

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Number of active cases	Outcome	NA	5,115	NA	6,893	NA	7,232	NA	7,523
Individuals referred to APS field office visited within three working days	Service Quality	85.0%	87.4%	85.0%	91.2%	85.0%	92.8%	85.0%	93.6%

Note: "NA" means that data is not available

CEO Evaluation

The Mayor has committed \$65 million annually to fund programs that seek to implement the recommendations of the Commission on Economic Opportunity (CEO). This component of the CEO will be used to evaluate the effectiveness of these new programs and also will be used to develop better indices to measure poverty in New York City.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$0	\$0	\$0	\$350,000	\$0
Other Than Personal Services	\$0	\$0	\$0	\$4,287,300	\$0
Total	\$0	\$0	\$0	\$4,637,300	\$0
Funding					
City Funds	NA	NA	NA	\$4,637,300	\$0
Total	NA	NA	NA	\$4,637,300	\$0
 Full-Time Positions	 0	 0	 0	 6	 0

Note: "NA" means that data is not available

Domestic Violence Services

The Office of Domestic Violence (ODV) provides temporary housing, emergency shelter and supportive services for victims of domestic violence and their children. ODV directly operates one emergency domestic violence shelter, oversees the reimbursement of 35 private emergency residential programs, and oversees and provides client referrals for four transitional housing programs for victims of domestic violence. All programs provide a safe environment as well as counseling, advocacy and referral services.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$9,104,204	\$8,991,882	\$9,693,155	\$10,012,870	\$9,627,073
Other Than Personal Services	\$62,950,578	\$66,199,270	\$73,751,795	\$70,574,858	\$70,274,860
Total	\$72,054,781	\$75,191,152	\$83,444,950	\$80,587,728	\$79,901,933
Funding					
City Funds	NA	NA	NA	\$18,468,175	\$18,137,372
Federal - Other	NA	NA	NA	\$43,282,917	\$42,850,913
State	NA	NA	NA	\$18,836,636	\$18,913,648
Total	NA	NA	NA	\$80,587,728	\$79,901,933
Full-Time Positions	178	177	188	205	205

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Number of Domestic Violence emergency beds	Capacity	NA	1,955	NA	2,081	NA	2,081	NA	2,084
Felonious assault related to domestic violence	Outcome	NA	3,805	NA	3,605	NA	3,609	NA	1,332
Murder related to domestic violence	Outcome	NA	57	NA	67	NA	67	NA	12
Rape related to domestic violence	Outcome	NA	402	NA	407	NA	354	NA	110
Domestic Violence nonresidential program active caseload	Output	NA	2,430	NA	2,879	NA	2,957	NA	3,076

Note: "NA" means that data is not available

Employment Services Administration

This program administers employment programs for Public Assistance recipients.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$10,249,086	\$9,825,552	\$13,436,690	\$14,319,930	\$14,259,930
Other Than Personal Services	\$10,222,281	\$10,042,942	\$10,806,154	\$12,209,316	\$12,209,316
Total	\$20,471,367	\$19,868,494	\$24,242,844	\$26,529,246	\$26,469,246
Funding					
City Funds	NA	NA	NA	\$9,187,919	\$9,187,919
Federal - Other	NA	NA	NA	\$8,607,117	\$8,547,117
State	NA	NA	NA	\$8,734,210	\$8,734,210
Total	NA	NA	NA	\$26,529,246	\$26,469,246
Full-Time Positions	154	202	246	284	284

Note: "NA" means that data is not available

Employment Services Contracts

HRA provides a large portion of its employment services through two contracted programs: WeCARE and Back to Work. WeCARE serves Public Assistance clients who exhibit barriers to employment. The program provides clients with a continuum of assessment, treatment, and rehabilitation services to facilitate health, wellness and self-sufficiency. Back to Work contracts with community based employment and training organizations to provide job readiness training, placement services and vocational training to applicants and recipients of Public Assistance.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
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Spending

Other Than Personal Services	\$144,154,548	\$157,486,657	\$146,938,549	\$146,103,059	\$146,103,059
Total	\$144,154,548	\$157,486,657	\$146,938,549	\$146,103,059	\$146,103,059

Funding

City Funds	NA	NA	NA	\$28,600,947	\$46,100,947
Federal - Other	NA	NA	NA	\$95,938,112	\$78,438,112
State	NA	NA	NA	\$21,564,000	\$21,564,000
Total	NA	NA	NA	\$146,103,059	\$146,103,059

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cash assistance cases with an adult head of household who is temporarily or permanently unable to participate in any work or work-related activity (%)	Demand	NA	NA	NA	50.1%	NA	52.1%	NA	53.3%
Total WeCARE cases (000)	Demand	NA	12.8	NA	25.1	NA	24.9	NA	23.6
Cash assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date average) (%)	Outcome	NA	93.0%	NA	88.5%	NA	87.5%	NA	92.4%
Cash Assistance cases that remained closed for 180 days due to employment (calendar year-to-date average) (%)	Outcome	NA	NA	75.0%	80.5%	75.0%	80.8%	75.0%	81.3%
Cash Assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	Outcome	NA	NA	75.0%	80.6%	75.0%	80.5%	75.0%	80.7%
Cash Assistance family cases participating in work or work-related activities per federal guidelines (official) (%)	Outcome	NA	NA	NA	NA	50.0%	39.8%	50.0%	39.7%
Number of WeCARE federal disability awards	Outcome	NA	NA	NA	715	NA	2,799	NA	1,308
Cash assistance applicants and recipients placed into jobs (000)	Output	NA	88.7	NA	80.5	NA	74.9	NA	26.6

Note: "NA" means that data is not available

Food Assistance Programs

The Emergency Food Assistance Program (EFAP) provides nutrition education and food stamp outreach and funds the distribution of food to soup kitchens and food pantries.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Other Than Personal Services	\$13,935,601	\$17,083,398	\$14,990,073	\$13,088,922	\$9,885,488
Total	\$13,935,601	\$17,083,398	\$14,990,073	\$13,088,922	\$9,885,488
Funding					
City Funds	NA	NA	NA	\$8,615,928	\$6,783,488
Federal - Other	NA	NA	NA	\$4,258,994	\$2,888,000
State	NA	NA	NA	\$214,000	\$214,000
Total	NA	NA	NA	\$13,088,922	\$9,885,488

Note: "NA" means that data is not available

Food Stamp Operations

The Food Stamp Program is designed to enable people with limited income to increase their ability to purchase food. The program, funded by the U.S. Department of Agriculture (USDA), provides food stamp benefits through the use of an electronic benefits card that can be used in the place of cash to purchase food items at participating grocery stores and supermarkets.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$45,302,201	\$45,522,307	\$49,227,633	\$62,257,271	\$61,807,274
Other Than Personal Services	\$3,117,377	\$5,053,663	\$4,793,910	\$5,199,322	\$4,561,028
Total	\$48,419,578	\$50,575,969	\$54,021,542	\$67,456,593	\$66,368,302
Funding					
City Funds	NA	NA	NA	\$21,301,483	\$17,023,454
Federal - Other	NA	NA	NA	\$33,925,727	\$33,062,433
State	NA	NA	NA	\$12,229,383	\$16,282,415
Total	NA	NA	NA	\$67,456,593	\$66,368,302
Full-Time Positions	1,292	1,281	1,365	1,577	1,577

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Persons receiving food stamps (000)	Output	NA	1,086.2	NA	1,095.2	NA	1,095.0	NA	1,116.5
Value of food stamps issued (in millions)	Output	NA	\$1,262	NA	\$1,337	NA	\$1,378	NA	NA

Note: "NA" means that data is not available

General Administration

This program includes funding for all other administrative functions which cannot be clearly linked to specific program areas.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$120,193,147	\$132,548,601	\$127,320,207	\$143,842,330	\$143,993,746
Other Than Personal Services	\$164,050,558	\$152,875,505	\$151,856,489	\$134,592,667	\$144,003,803
Total	\$284,243,705	\$285,424,106	\$279,176,696	\$278,434,997	\$287,997,549
Funding					
City Funds	NA	NA	NA	\$80,480,510	\$132,558,195
Federal - Community Development	NA	NA	NA	\$2,937,510	\$2,937,510
Federal - Other	NA	NA	NA	\$76,178,910	\$74,156,396
Intra City	NA	NA	NA	\$1,088,965	\$1,088,965
State	NA	NA	NA	\$117,749,102	\$77,256,483
Total	NA	NA	NA	\$278,434,997	\$287,997,549
Full-Time Positions	2,440	2,496	2,412	2,596	2,591

Note: "NA" means that data is not available

HIV and AIDS Services

The HIV/AIDS Services Administration (HASA) mission is to expedite access to essential benefits and social services needed by persons living with AIDS or clinical symptomatic HIV illness and their families. The services HASA provides include intensive case management, assistance applying for SSI/SSD benefits, and direct linkage to public assistance, Medicaid, and food stamp benefits.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$54,225,676	\$53,750,256	\$56,583,164	\$50,200,652	\$50,050,653
Other Than Personal Services	\$131,665,103	\$139,887,841	\$149,068,030	\$168,922,443	\$167,231,130
Total	\$185,890,779	\$193,638,097	\$205,651,194	\$219,123,095	\$217,281,783
Funding					
City Funds	NA	NA	NA	\$70,288,570	\$69,580,616
Federal - Other	NA	NA	NA	\$57,339,249	\$56,678,210
State	NA	NA	NA	\$91,495,276	\$91,022,957
Total	NA	NA	NA	\$219,123,095	\$217,281,783
Full-Time Positions	1,291	1,265	1,268	1,271	1,271

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Individuals receiving HIV/AIDS services (000)	Demand	NA	31.6	NA	31.0	NA	31.0	NA	31.2
Persons diagnosed, living and reported with HIV/AIDS (Calendar Year)	Demand	NA	96,244	NA	98,338	NA	NA	NA	NA
New adult AIDS cases Diagnosed (Calendar Year)	Outcome	NA	4,156	NA	3,750	NA	NA	NA	NA
HASA clients receiving ongoing supplemental rental assistance	Output	NA	70.7%	NA	79.7%	NA	79.5%	NA	81.5%
Average number of days from submission of completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	Service Quality	NA	18.5	NA	18.9	NA	18.1	NA	16.6

Note: "NA" means that data is not available

Home Energy Assistance

The Home Energy Assistance Program (HEAP) is a federally funded program that provides grants to low-income homeowners and renters to assist them in paying bills for heating fuel, equipment and repairs. The grants range from \$40 to \$400 a year. The program consists of two major components; regular and emergency benefits. Emergency benefits are offered in addition to the regular HEAP benefits.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$1,294,467	\$1,496,491	\$1,708,689	\$2,058,044	\$2,049,672
Other Than Personal Services	\$30,628,654	\$31,849,687	\$27,638,635	\$25,617,880	\$22,000,000
Total	\$31,923,121	\$33,346,178	\$29,347,324	\$27,675,924	\$24,049,672
Funding					
City Funds	NA	NA	NA	\$555,581	\$555,581
Federal - Other	NA	NA	NA	\$27,120,343	\$23,494,091
Total	NA	NA	NA	\$27,675,924	\$24,049,672
Full-Time Positions	33	30	33	36	36

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Number of Households Served	Output	NA	439,818	NA	NA	NA	NA	NA	NA

Note: "NA" means that data is not available

Information Technology Services

This program is responsible for the information technology needs of the agency.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$36,853,035	\$38,021,186	\$40,633,469	\$43,180,734	\$41,542,128
Other Than Personal Services	\$41,776,861	\$32,563,026	\$43,665,359	\$28,499,759	\$18,813,079
Total	\$78,629,897	\$70,584,212	\$84,298,828	\$71,680,493	\$60,355,207
Funding					
City Funds	NA	NA	NA	\$49,235,937	\$39,809,173
Federal - Other	NA	NA	NA	\$15,403,121	\$14,286,815
State	NA	NA	NA	\$7,041,435	\$6,259,219
Total	NA	NA	NA	\$71,680,493	\$60,355,207
Full-Time Positions	549	570	546	582	582

Note: "NA" means that data is not available

Investigations and Revenue Administration

This program is composed of two distinct offices: the Office of Investigation and the Office of Revenue and Administration. The Office of Investigations conducts criminal investigations of individuals and organized groups alleged to be attempting or committing fraudulent acts against social service programs. The Bureau of Eligibility Verification, a department within the Office of Investigations, contributes to the integrity of the public assistance eligibility process through reviews of applicants and recipients of assistance. The Office of Revenue and Administration is responsible for recovery of overpayments and monies due HRA.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$57,631,716	\$59,411,558	\$62,215,158	\$56,979,651	\$56,023,676
Other Than Personal Services	\$0	\$0	\$116,908	\$2,615,478	\$1,101,200
Total	\$57,631,716	\$59,411,558	\$62,332,066	\$59,595,129	\$57,124,876
Funding					
City Funds	NA	NA	NA	\$27,675,176	\$30,130,979
Federal - Other	NA	NA	NA	\$15,106,415	\$14,198,156
State	NA	NA	NA	\$16,813,538	\$12,795,741
Total	NA	NA	NA	\$59,595,129	\$57,124,876
Full-Time Positions	1,345	1,382	1,284	1,443	1,443

Note: "NA" means that data is not available

Medicaid and Homecare

This program represents the City's portion of the cost of the Medicaid program. State and Federal funding, which make up over 75 percent of the program's funding are not included in the City's budget.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$29,542,468	\$28,766,093	\$31,605,052	\$36,818,174	\$36,818,174
Other Than Personal Services	\$4,134,592,087	\$3,872,273,628	\$4,647,492,516	\$5,823,270,574	\$5,627,738,078
Total	\$4,164,134,555	\$3,901,039,721	\$4,679,097,569	\$5,860,088,748	\$5,664,556,252
Funding					
City Funds	NA	NA	NA	\$5,605,150,784	\$5,492,381,388
Federal - Other	NA	NA	NA	\$127,331,482	\$70,562,447
State	NA	NA	NA	\$127,606,482	\$101,612,417
Total	NA	NA	NA	\$5,860,088,748	\$5,664,556,252
Full-Time Positions	682	676	736	799	799

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cases receiving home care services (total) (000)	Output	NA	NA	NA	NA	NA	NA	NA	81.4
Clients receiving home care services	Output	66,000	66,100	66,000	64,800	65,000	62,700	65,000	No longer in use
Public health insurance enrollees (000)	Output	NA	2,591.3	NA	2,583.5	NA	2,560.0	NA	2,585.1
Public health insurance Medicaid-only enrollees (000)	Output	NA	1,770.0	NA	1,787.9	NA	1,795.6	NA	1,827.4

Note: "NA" means that data is not available

Medicaid- Eligibility & Administration

HRA's Medical Insurance and Community Services Administration (MICA) determines and maintains eligibility, based upon consumer income and/or resource levels, for each of the available health insurance programs and their related services. HRA administers health insurance for low-income families and individuals; persons receiving SSI or public assistance; pregnant women, children and persons who are 65 and over, disabled or blind. The agency conduct investigations of prescription drug fraud and also in Fiscal 2008 began investigating Medicaid provider fraud.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$59,493,403	\$61,834,071	\$63,804,114	\$73,051,666	\$73,051,666
Other Than Personal Services	\$19,359,954	\$18,403,760	\$18,253,025	\$18,108,088	\$18,046,738
Total	\$78,853,356	\$80,237,831	\$82,057,139	\$91,159,754	\$91,098,404
Funding					
City Funds	NA	NA	NA	\$659,926	\$659,926
Federal - Other	NA	NA	NA	\$45,395,064	\$45,296,194
State	NA	NA	NA	\$45,104,764	\$45,142,284
Total	NA	NA	NA	\$91,159,754	\$91,098,404
Full-Time Positions	1,465	1,484	1,478	1,824	1,824

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cases receiving home care services (total) (000)	Output	NA	NA	NA	NA	NA	NA	NA	81.4
Clients receiving home care services	Output	66,000	66,100	66,000	64,800	65,000	62,700	65,000	No longer in use
Public health insurance enrollees (000)	Output	NA	2,591.3	NA	2,583.5	NA	2,560.0	NA	2,585.1
Public health insurance Medicaid-only enrollees (000)	Output	NA	1,770.0	NA	1,787.9	NA	1,795.6	NA	1,827.4
Average days to initiate home attendant and housekeeper services for all cases	Service Quality	30.0	14.8	30.0	15.6	30.0	15.1	22.0	15.0

Note: "NA" means that data is not available

Office of Child Support Enforcement

The Office of Child Support Enforcement (OCSE) helps custodial parents (parents living with and caring for their children) to obtain the financial support that their children need and deserve from non-custodial parents (parents not living with their children). OCSE assists all parents, regardless of income and immigration status at no cost. Once a child support order is established, it remains in effect until the child reaches age 21 or becomes self-supporting, unless the court orders otherwise. Clients applying for or receiving public assistance benefits are automatically referred to OCSE for child support services.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$28,056,341	\$27,979,534	\$30,735,979	\$37,688,087	\$37,500,234
Other Than Personal Services	\$14,545,338	\$16,687,861	\$13,454,127	\$20,074,469	\$20,041,452
Total	\$42,601,679	\$44,667,395	\$44,190,106	\$57,762,556	\$57,541,686
Funding					
City Funds	NA	NA	NA	\$9,195,734	\$8,357,013
Federal - Other	NA	NA	NA	\$39,371,087	\$40,827,660
State	NA	NA	NA	\$9,195,735	\$8,357,013
Total	NA	NA	NA	\$57,762,556	\$57,541,686
Full-Time Positions	712	722	738	941	941

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Current obligations collected (%)	Efficiency	74.0%	66.9%	74.0%	66.9%	66.0%	69.3%	67.0%	68.2%
Child support cases with orders of support (%)	Output	70.0%	71.7%	70.0%	71.9%	72.5%	72.0%	73.0%	74.2%
Child support collected (in millions)	Output	\$550.0	\$546.5	\$550.0	\$588.3	\$606.0	\$601.9	\$624.2	\$198.2

Note: "NA" means that data is not available

Public Assistance and Employment Administration

The Family Independence Administration (FIA) coordinates the Public Assistance program by administering Job Center Operations. In March 1998, HRA began converting welfare offices in New York City into job centers. All eligible applicants who enter a job center are assisted in exploring and pursuing alternatives to welfare. Job Centers provide on-site access to job search and placement services, childcare information, vocational, educational and training services, as well as referrals for Medicaid, Food Stamp and other emergency assistance benefits. Information, services and referrals may be offered as substitutes to cash assistance in order to minimize barriers to employment and negate the need for welfare.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$152,590,257	\$146,300,616	\$156,410,683	\$144,485,889	\$142,260,174
Other Than Personal Services	\$49,033,226	\$53,412,154	\$52,595,189	\$56,785,998	\$56,783,972
Total	\$201,623,484	\$199,712,770	\$209,005,872	\$201,271,887	\$199,044,146
Funding					
City Funds	NA	NA	NA	\$62,821,983	\$67,234,874
Federal - Other	NA	NA	NA	\$69,012,721	\$72,404,787
State	NA	NA	NA	\$69,437,183	\$59,404,485
Total	NA	NA	NA	\$201,271,887	\$199,044,146
Full-Time Positions	3,749	3,538	3,141	3,230	3,222

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Average annual administrative cost per public assistance case	Efficiency	NA	\$429.98	NA	\$413.86	NA	\$434.27	NA	NA
Persons receiving cash assistance	Output	NA	416.2	NA	393.8	NA	360.7	NA	355.5

Note: "NA" means that data is not available

Public Assistance Child Care

Prior to Fiscal 2007, child care for Public Assistance recipients was administered by HRA. During Fiscal 2006, this program was transferred to the Administration for Children's Services (ACS).

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Other Than Personal Services	\$241,058,305	\$256,926,159	\$0	\$0	\$0
Total	\$241,058,305	\$256,926,159	\$0	\$0	\$0

Note: "NA" means that data is not available

Public Assistance Grants

Public Assistance Grants are composed of three basic types of assistance: Family Assistance (FA) for households with children, Safety Net Assistance- 60 month Time Limit (SNA- 60 Month Limit) for families with children who have exceeded the 60-month limit for being on FA, and Safety Net Assistance (SNA) for single adults and families without children. Of the three programs only FA receives substantial federal funding. The typical funding breakdown is 50 percent federal and 25 percent State and City. Both of the SNA programs are split 50 percent between the State and City.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Other Than Personal Services	\$1,275,878,856	\$1,233,699,813	\$1,167,403,692	\$1,218,791,122	\$1,176,688,798
Total	\$1,275,878,856	\$1,233,699,813	\$1,167,403,692	\$1,218,791,122	\$1,176,688,798

Spending

Funding

City Funds	NA	NA	NA	\$441,040,349	\$429,772,841
Federal - Other	NA	NA	NA	\$321,150,935	\$301,702,627
Intra City	NA	NA	NA	\$7,781,230	\$7,781,230
State	NA	NA	NA	\$448,818,608	\$437,432,100
Total	NA	NA	NA	\$1,218,791,122	\$1,176,688,798

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cash assistance cases with an adult head of household who is temporarily or permanently unable to participate in any work or work-related activity (%)	Demand	NA	NA	NA	50.1%	NA	52.1%	NA	53.3%
Cash Assistance family cases participating in work or work-related activities per federal guidelines (official) (%)	Outcome	NA	NA	NA	NA	50.0%	39.8%	50.0%	39.7%
Persons receiving cash assistance	Output	NA	416.2	NA	393.8	NA	360.7	NA	355.5

Note: "NA" means that data is not available

Public Assistance Support Grants

This program funds public assistance non-grant services including burials for the indigent and summer camp fees for children on Public Assistance.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Other Than Personal Services	\$30,497,148	\$29,628,002	\$23,021,554	\$22,594,392	\$22,594,392
Total	\$30,497,148	\$29,628,002	\$23,021,554	\$22,594,392	\$22,594,392
Funding					
City Funds	NA	NA	NA	\$11,887,586	\$11,887,586
Federal - Other	NA	NA	NA	\$4,641,607	\$4,641,607
State	NA	NA	NA	\$6,065,199	\$6,065,199
Total	NA	NA	NA	\$22,594,392	\$22,594,392

Note: "NA" means that data is not available

Subsidized Employment & Job-Related Training

This program area includes several smaller programs including the Job Training and Participant (JTP) program and BEGIN. Through the JTP program, which began in March 2001, individuals on public assistance are hired for paid seasonal positions at City agencies, primarily the Parks Department. JTP employees perform a wide variety of functions within the agency including maintenance, security, and clerical work. Founded in 1989, BEGIN, or "Begin Employment, Gain Independence Now," is a welfare-to-work program specializing in basic skills and literacy instruction for participants with low basic skills and limited English proficiency.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
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Spending

Other Than Personal Services	\$114,232,393	\$107,973,594	\$123,218,744	\$122,350,288	\$122,681,195
Total	\$114,232,393	\$107,973,594	\$123,218,744	\$122,350,288	\$122,681,195

Funding

City Funds	NA	NA	NA	\$76,906,893	\$76,906,893
Federal - Other	NA	NA	NA	\$35,841,395	\$36,172,302
State	NA	NA	NA	\$9,602,000	\$9,602,000
Total	NA	NA	NA	\$122,350,288	\$122,681,195

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cash assistance cases with an adult head of household who is temporarily or permanently unable to participate in any work or work-related activity (%)	Demand	NA	NA	NA	50.1%	NA	52.1%	NA	53.3%
Cash assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date average) (%)	Outcome	NA	93.0%	NA	88.5%	NA	87.5%	NA	92.4%
Cash Assistance cases that remained colsed for 180 days due to employment (calendar year-to-date average) (%)	Outcome	NA	NA	75.0%	80.5%	75.0%	80.8%	75.0%	81.3%
Cash Assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	Outcome	NA	NA	75.0%	80.6%	75.0%	80.5%	75.0%	80.7%
Cash Assistance family cases participating in work or work-related activities per federal guidelines (official) (%)	Outcome	NA	NA	NA	NA	50.0%	39.8%	50.0%	39.7%
Cash assistance applicants and recipients placed into jobs (000)	Output	NA	88.7	NA	80.5	NA	74.9	NA	26.6

Note: "NA" means that data is not available

Substance Abuse Services

The Substance Abuse Services program includes rehabilitation services for clients with substance abuse problems that act as a barrier to employment and independent living.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Other Than Personal Services	\$89,403,214	\$86,559,146	\$78,549,046	\$85,948,575	\$82,815,602
Total	\$89,403,214	\$86,559,146	\$78,549,046	\$85,948,575	\$82,815,602
Funding					
City Funds	NA	NA	NA	\$32,246,609	\$32,246,609
Federal - Other	NA	NA	NA	\$5,136,973	\$5,136,973
Intra City	NA	NA	NA	\$3,132,973	\$0
State	NA	NA	NA	\$45,432,020	\$45,432,020
Total	NA	NA	NA	\$85,948,575	\$82,815,602

Note: "NA" means that data is not available

Administration for Children's Services

The Administration for Children's Services (ACS) is responsible for protecting the City's children from abuse and neglect. ACS investigates child abuse and neglect reports involving approximately 92,000 children annually and provides preventive services to an average of 31,000 children. ACS provides foster care for approximately 17,000 children through 41 foster care agencies citywide, and helps arrange for the adoption of approximately 1,600 children a year. ACS also funds and supports 253 Head Start centers and enrolls 103,000 children in child care programs through contracted providers.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending by Program					
Adoption Services	\$351,140,439	\$363,277,625	\$379,904,932	\$382,910,291	\$381,815,131
Child Care Services	\$484,307,865	\$514,287,678	\$787,190,215	\$736,166,770	\$731,365,050
Child Welfare Support	\$43,018,626	\$47,400,095	\$43,961,190	\$48,577,451	\$49,447,451
Dept. of Ed. Residential Care	\$62,035,398	\$72,319,229	\$79,552,188	\$70,000,621	\$65,730,241
Foster Care Services	\$676,750,958	\$596,034,975	\$648,083,355	\$644,779,619	\$634,109,410
Foster Care Support	\$54,504,827	\$57,698,016	\$59,040,945	\$57,744,139	\$57,619,139
General Administration	\$110,219,095	\$112,218,719	\$127,571,688	\$134,997,433	\$132,981,111
Head Start	\$197,097,737	\$196,042,464	\$195,324,032	\$210,934,853	\$189,026,239
Preventive Homemaking Services	\$22,588,317	\$23,663,121	\$28,894,580	\$29,515,640	\$29,515,640
Preventive Services	\$124,500,154	\$153,905,018	\$187,251,317	\$211,293,246	\$180,673,212
Protective Services	\$157,482,942	\$189,646,955	\$221,901,283	\$234,939,523	\$234,285,811
Total	\$2,283,646,356	\$2,326,493,897	\$2,758,675,727	\$2,761,859,586	\$2,686,568,435
Funding					
City Funds	NA	NA	NA	\$856,008,863	\$791,072,175
Federal - Community Development	NA	NA	NA	\$3,494,514	\$3,494,514
Federal - Other	NA	NA	NA	\$1,230,002,796	\$1,242,636,552
Intra City	NA	NA	NA	\$11,153,044	\$11,157,044
Other Categorical	NA	NA	NA	\$28,582	\$0
State	NA	NA	NA	\$661,171,787	\$638,208,150
Total	NA	NA	NA	\$2,761,859,586	\$2,686,568,435
Full-Time Positions	6,343	6,616	6,885	7,429	7,355

Note: "NA" means that data is not available

Adoption Services

Adoption services recruits potential adoptive parents, evaluates their suitability and coordinates the adoption process from the initial planning to finalization court proceedings and provides subsidies to qualified adoptive families. Adoption subsidies are given to families to help with the costs of care of "special needs" children. Special needs means children who for various reasons are harder to match with adoptive parents. The subsidy provides monetary support for the adopted child's care without imposing an undue financial burden on the adoptive family.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$9,120,461	\$5,231,650	\$4,620,402	\$5,163,799	\$5,163,799
Other than Personal Services	\$342,019,977	\$358,045,975	\$375,284,530	\$377,746,492	\$376,651,332
Total	\$351,140,439	\$363,277,625	\$379,904,932	\$382,910,291	\$381,815,131
Funding					
City Funds	NA	NA	NA	\$52,137,921	\$51,042,761
Federal - Other	NA	NA	NA	\$180,422,484	\$180,422,484
State	NA	NA	NA	\$150,349,886	\$150,349,886
Total	NA	NA	NA	\$382,910,291	\$381,815,131
Full-Time Positions	157	82	85	93	93

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children eligible for adoption (average)	Demand	NA	3,083	NA	2,805	NA	2,561	NA	2,402
Average time to complete adoption (years)	Outcome	3.0	3.4	3.0	3.5	3.0	3.4	3.0	3.6
Median length of stay in foster care before child is adopted (months)	Outcome	50.0	59.7	50.0	58.0	50.0	54.2	50.0	NA
Children adopted	Output	2,500	2,364	2,500	1,831	2,500	1,562	NA	438

Note: "NA" means that data is not available

Child Care Services

ACS's Division of Child Care and Head Start oversees the largest municipal childcare system in the country. Most children are served through contracts with hundreds of private, non-profit organizations that operate childcare programs in communities across the city. Children - ages two months through 12 years - are cared for either in group childcare centers that are licensed by the Department of Health or in the homes of childcare providers that are registered by the Department of Health. ACS also issues vouchers to eligible families that may be used by parents to purchase care from any legal childcare provider in the City. In order for a family to receive subsidized childcare services, the family must meet specific financial and social eligibility criteria that are determined by federal, state, and local regulations.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$10,053,961	\$11,772,191	\$15,997,827	\$18,887,500	\$18,829,500
Other than Personal Services	\$474,253,904	\$502,515,488	\$771,192,388	\$717,279,270	\$712,535,550
Total	\$484,307,865	\$514,287,678	\$787,190,215	\$736,166,770	\$731,365,050
Funding					
City Funds	NA	NA	NA	\$257,751,648	\$262,895,024
Federal - Community Development	NA	NA	NA	\$3,494,514	\$3,494,514
Federal - Other	NA	NA	NA	\$445,319,301	\$441,032,676
Intra City	NA	NA	NA	\$6,419,404	\$765,000
Other Categorical	NA	NA	NA	\$4,067	\$0
State	NA	NA	NA	\$23,177,836	\$23,177,836
Total	NA	NA	NA	\$736,166,770	\$731,365,050
Full-Time Positions	251	261	353	377	376

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Child care capacity filled (%)	Efficiency	99.0%	96.9%	99.0%	96.1%	99.0%	96.0%	99.0%	92.4%
Abuse and/or neglect reports for children in child care	Outcome	NA	235	NA	295	NA	351	NA	140
Abuse and/or neglect reports for children in child care that are substantiated (%) (Preliminary)	Outcome	NA	18.0%	NA	24.7%	NA	25.4%	NA	31.6%
Family child care (contract) (\$)	Unit Cost	NA	\$5,950	NA	\$6,942	NA	\$7,194	NA	NA
Family child care (voucher) (\$)	Unit Cost	NA	\$5,620	NA	\$6,085	NA	\$6,959	NA	NA
Group child care (contract) (\$)	Unit Cost	NA	\$8,337	NA	\$9,510	NA	\$13,214	NA	NA
Group child care (voucher) (\$)	Unit Cost	NA	\$6,615	NA	\$6,956	NA	\$9,675	NA	NA

Note: "NA" means that data is not available

Child Welfare Support

This program provides support to all areas of child welfare, including protective, preventive, and foster care services.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$43,018,626	\$47,400,095	\$43,961,190	\$48,577,451	\$49,447,451
Total	\$43,018,626	\$47,400,095	\$43,961,190	\$48,577,451	\$49,447,451
Funding					
City Funds	NA	NA	NA	\$13,064,050	\$13,451,200
Federal - Other	NA	NA	NA	\$24,047,858	\$24,194,888
State	NA	NA	NA	\$11,465,543	\$11,801,363
Total	NA	NA	NA	\$48,577,451	\$49,447,451
Full-Time Positions	702	717	754	767	784

Note: "NA" means that data is not available

Dept. of Ed. Residential Care

This program funds the room and board for non-foster care children placed by the Committee for Special Education into residential facilities.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Other than Personal Services	\$62,035,398	\$72,319,229	\$79,552,188	\$70,000,621	\$65,730,241
Total	\$62,035,398	\$72,319,229	\$79,552,188	\$70,000,621	\$65,730,241
Funding					
City Funds	NA	NA	NA	\$42,000,373	\$39,438,145
State	NA	NA	NA	\$28,000,248	\$26,292,096
Total	NA	NA	NA	\$70,000,621	\$65,730,241

Note: "NA" means that data is not available

Foster Care Services

When ACS needs to place children in foster care, it generally contracts with a private agency that, depending on the child's needs, places the child either with a foster family or in a congregate care (group home) facility. Contract Foster Care (CFC) payments to service providers are given for per diem care and maintenance for foster care children along with other miscellaneous payments. These monies cover such costs as: food, clothing, shelter, daily supervision, school supplies, a child's personal incidentals, liability insurance with respect to a child, and reasonable travel arrangements, i.e. to the child's home for visitation.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$19,189,088	\$7,779,597	\$101,565	\$0	\$0
Other than Personal Services	\$657,561,870	\$588,255,378	\$647,981,790	\$644,779,619	\$634,109,410
Total	\$676,750,958	\$596,034,975	\$648,083,355	\$644,779,619	\$634,109,410
Funding					
City Funds	NA	NA	NA	\$312,539,843	\$257,228,878
Federal - Other	NA	NA	NA	\$116,040,952	\$161,100,614
State	NA	NA	NA	\$216,198,824	\$215,779,918
Total	NA	NA	NA	\$644,779,619	\$634,109,410
Full-Time Positions	333	15	0	0	0

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children in Foster Care (average)	Demand	NA	18,968	NA	16,706	NA	17,005	NA	16,948
New children entering foster care (Preliminary)	Demand	NA	3,649	NA	4,897	NA	5,651	NA	2,026
Abuse and/or neglect reports for children in foster care	Outcome	NA	1,095	NA	1,256	NA	1,337	NA	453
Abuse and/or neglect reports for children in foster care that are substantiated (%) (Preliminary)	Outcome	NA	14.6%	NA	14.9%	NA	22.5%	NA	36.0%
Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	Outcome	8.6%	8.7%	8.6%	7.8%	8.6%	11.4%	8.0%	10.6%
Median length of stay in foster care before child is adopted (months)	Outcome	50.0	59.7	50.0	58.0	50.0	54.2	50.0	NA

Note: "NA" means that data is not available

Foster Care Support

This program provides services related to foster care, including pre-placement, child evaluation, contract agency assistance and foster-parent recruitment.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$54,504,827	\$57,698,016	\$59,040,945	\$57,744,139	\$57,619,139
Total	\$54,504,827	\$57,698,016	\$59,040,945	\$57,744,139	\$57,619,139
Funding					
City Funds	NA	NA	NA	\$12,399,628	\$12,343,378
Federal - Other	NA	NA	NA	\$33,433,623	\$33,413,623
State	NA	NA	NA	\$11,910,888	\$11,862,138
Total	NA	NA	NA	\$57,744,139	\$57,619,139
Full-Time Positions	1,050	1,010	977	919	916

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children in Foster Care (average)	Demand	NA	18,968	NA	16,706	NA	17,005	NA	16,948
New children entering foster care (Preliminary)	Demand	NA	3,649	NA	4,897	NA	5,651	NA	2,026
Children entering foster care who are placed with relatives (%) (Preliminary)	Outcome	NA	21.4%	NA	25.3%	NA	28.1%	NA	23.6%
Children placed in foster care in their community district (%) (Preliminary)	Outcome	23.0%	21.7%	23.0%	17.8%	23.0%	13.5%	20.0%	11.5%
Siblings placed simultaneously in the same foster home (%) (Preliminary)	Outcome	NA	91.4%	NA	90.2%	NA	85.3%	NA	80.8%
Children in foster care who had two or more transfers from one facility to another (%)	Service Quality	NA	43.3%	NA	45.1%	NA	43.4%	NA	41.8%

Note: "NA" means that data is not available

General Administration

This program includes funding for all administrative functions, such as the agency's budget and contract offices, which cannot be clearly linked to specific program areas.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$38,873,682	\$45,295,002	\$54,920,334	\$58,029,185	\$58,006,025
Other than Personal Services	\$71,345,413	\$66,923,717	\$72,651,354	\$76,968,248	\$74,975,086
Total	\$110,219,095	\$112,218,719	\$127,571,688	\$134,997,433	\$132,981,111
Funding					
City Funds	NA	NA	NA	\$43,579,049	\$42,807,299
Federal - Other	NA	NA	NA	\$47,959,230	\$47,397,673
State	NA	NA	NA	\$43,459,154	\$42,776,139
Total	NA	NA	NA	\$134,997,433	\$132,981,111
Full-Time Positions	839	1,024	1,017	1,025	1,025

Note: "NA" means that data is not available

Head Start

The Head Start program is a federally funded, family-centered child development program for low-income children ages 3-5, that promotes intellectual, social, emotional and physical growth in order to develop each child's potential for successful living. Head Start offers educational programs for children ages 3 to 5, and a wide variety of opportunities and support services for their families. Head Start is one of ACS' oldest programs, begun in 1965. The agency sponsors more than 250 Head Start centers in neighborhoods throughout New York City, offering an environment where both children and parents come to learn and grow and achieve.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$4,665,712	\$4,584,306	\$4,703,731	\$5,064,524	\$5,064,524
Other than Personal Services	\$192,432,024	\$191,458,158	\$190,620,300	\$205,870,329	\$183,961,715
Total	\$197,097,737	\$196,042,464	\$195,324,032	\$210,934,853	\$189,026,239
Funding					
City Funds	NA	NA	NA	\$21,742	\$21,742
Federal - Other	NA	NA	NA	\$206,552,515	\$178,985,497
Intra City	NA	NA	NA	\$4,341,596	\$10,000,000
State	NA	NA	NA	\$19,000	\$19,000
Total	NA	NA	NA	\$210,934,853	\$189,026,239
Full-Time Positions	89	83	84	93	93

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Head Start capacity filled (%)	Efficiency	95.0%	97.7%	95.0%	100.2%	95.0%	98.0%	95.0%	87.6%
Cost per Head Start slot (\$)	Unit Cost	NA	\$8,808	NA	\$8,797	NA	\$10,272	NA	NA

Note: "NA" means that data is not available

Preventive Homemaking Services

Homemaking services provide childcare and household management services to families who need help providing a safe, nurturing environment for their children. Through training and support, homecare service providers help families to manage their households independently.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Other than Personal Services	\$22,588,317	\$23,663,121	\$28,894,580	\$29,515,640	\$29,515,640
Total	\$22,588,317	\$23,663,121	\$28,894,580	\$29,515,640	\$29,515,640
Funding					
City Funds	NA	NA	NA	\$7,378,910	\$7,378,910
Federal - Other	NA	NA	NA	\$14,757,820	\$14,757,820
State	NA	NA	NA	\$7,378,910	\$7,378,910
Total	NA	NA	NA	\$29,515,640	\$29,515,640

Note: "NA" means that data is not available

Preventive Services

General Preventive services are intended to avert the need for foster care placement and to expedite discharge of children from foster care and reunite them with their families.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$10,100,076	\$10,988,260	\$12,495,591	\$11,383,755	\$11,383,755
Other than Personal Services	\$114,400,078	\$142,916,758	\$174,755,726	\$199,909,491	\$169,289,457
Total	\$124,500,154	\$153,905,018	\$187,251,317	\$211,293,246	\$180,673,212
Funding					
City Funds	NA	NA	NA	\$71,498,158	\$61,078,280
Federal - Other	NA	NA	NA	\$31,618,170	\$31,618,170
Intra City	NA	NA	NA	\$392,044	\$392,044
State	NA	NA	NA	\$107,784,874	\$87,584,718
Total	NA	NA	NA	\$211,293,246	\$180,673,212
Full-Time Positions	211	219	263	207	207

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children receiving contract preventive services	Demand	NA	28,781	NA	27,304	NA	29,498	NA	30,809

Note: "NA" means that data is not available

Protective Services

Protective Services investigates child abuse, maltreatment, and neglect reports and, if necessary, removes the children from their homes and places them into foster care until such time as it is deemed safe for them to return. Protective Services also provides rehabilitative services to children, parents, and other family members involved in order to prevent further abuse.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$135,175,406	\$158,934,161	\$180,418,063	\$202,086,543	\$200,457,346
Other than Personal Services	\$22,307,536	\$30,712,794	\$41,483,220	\$32,852,980	\$33,828,465
Total	\$157,482,942	\$189,646,955	\$221,901,283	\$234,939,523	\$234,285,811
Funding					
City Funds	NA	NA	NA	\$43,637,541	\$43,386,558
Federal - Other	NA	NA	NA	\$129,850,843	\$129,713,107
Other Categorical	NA	NA	NA	\$24,515	\$0
State	NA	NA	NA	\$61,426,624	\$61,186,146
Total	NA	NA	NA	\$234,939,523	\$234,285,811
Full-Time Positions	2,711	3,205	3,352	3,948	3,861

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Substantiated investigations	Demand	NA	32.6%	NA	35.6%	NA	39.8%	NA	41.7%
Children in completed investigations with repeat investigations within a year (%)	Outcome	NA	20.2%	NA	21.4%	NA	22.0%	NA	20.6%
Children in substantiated investigations with repeat substantiated investigations within a year	Outcome	10.0%	11.5%	10.0%	12.6%	10.0%	14.7%	12.0%	14.0%
Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	Service Quality	100.0%	96.4%	100.0%	94.3%	100.0%	96.0%	100.0%	97.0%

Note: "NA" means that data is not available

Department of Homeless Services

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending by Program					
Adult Shelter Administration & Support	\$4,669,868	\$5,353,629	\$5,489,416	\$5,071,681	\$5,071,681
Adult Shelter Intake and Placement	\$5,588,561	\$6,010,563	\$7,020,646	\$6,359,536	\$6,359,536
Adult Shelter Operations	\$212,827,703	\$216,084,098	\$214,388,748	\$215,492,677	\$207,751,303
Family Shelter Administration & Support	\$5,175,804	\$4,867,465	\$4,599,699	\$5,647,847	\$5,647,847
Family Shelter Intake and Placement	\$19,483,262	\$22,744,348	\$21,718,957	\$22,619,373	\$22,619,373
Family Shelter Operations	\$351,752,593	\$332,341,238	\$350,293,665	\$380,465,584	\$285,448,032
General Administration	\$56,678,464	\$59,957,862	\$56,312,477	\$60,123,617	\$57,518,176
Outreach, Drop-in and Reception Services	\$24,639,733	\$24,359,357	\$26,071,339	\$22,601,479	\$18,362,001
Prevention and Aftercare	\$16,753,247	\$16,423,319	\$20,322,829	\$20,470,000	\$19,970,000
Rental Assistance and Housing Placement	\$25,070,406	\$37,234,131	\$26,429,011	\$46,855,151	\$27,701,945
Total	\$722,639,640	\$725,376,009	\$732,646,786	\$785,706,945	\$656,449,894
Funding					
City Funds	NA	NA	NA	\$348,569,989	\$298,044,637
Federal - Community Development	NA	NA	NA	\$7,031,641	\$4,000,000
Federal - Other	NA	NA	NA	\$144,609,225	\$118,232,324
Intra City	NA	NA	NA	\$45,112,918	\$31,092,270
State	NA	NA	NA	\$240,383,172	\$205,080,663
Total	NA	NA	NA	\$785,706,945	\$656,449,894
Full-Time Positions	2,242	2,205	2,039	2,065	2,125

Note: "NA" means that data is not available

Adult Shelter Administration & Support

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$4,669,868	\$5,353,629	\$5,489,416	\$5,071,681	\$5,071,681
Total	\$4,669,868	\$5,353,629	\$5,489,416	\$5,071,681	\$5,071,681
Funding					
City Funds	NA	NA	NA	\$3,320,063	\$3,324,532
Federal - Other	NA	NA	NA	\$111,096	\$111,205
State	NA	NA	NA	\$1,640,522	\$1,635,944
Total	NA	NA	NA	\$5,071,681	\$5,071,681
Full-Time Positions	93	90	86	83	83

Note: "NA" means that data is not available

Adult Shelter Intake and Placement

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$5,588,561	\$6,010,563	\$7,020,646	\$6,359,536	\$6,359,536
Total	\$5,588,561	\$6,010,563	\$7,020,646	\$6,359,536	\$6,359,536
Funding					
City Funds	NA	NA	NA	\$3,967,771	\$4,163,187
State	NA	NA	NA	\$2,391,765	\$2,196,349
Total	NA	NA	NA	\$6,359,536	\$6,359,536
Full-Time Positions	137	146	160	178	178

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Single adults suitably placed in the shelter services system within 21 days (%)	Service Quality	90.0%	91.0%	90.0%	92.0%	90.0%	90.0%	90.0%	86.9%

Note: "NA" means that data is not available

Adult Shelter Operations

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$20,898,363	\$18,131,673	\$17,061,299	\$17,962,214	\$17,962,214
Other Than Personal Services	\$191,929,341	\$197,952,424	\$197,327,449	\$197,530,463	\$189,789,089
Total	\$212,827,703	\$216,084,098	\$214,388,748	\$215,492,677	\$207,751,303
Funding					
City Funds	NA	NA	NA	\$101,409,371	\$101,689,652
Federal - Community Development	NA	NA	NA	\$269,879	\$0
Federal - Other	NA	NA	NA	\$4,564,870	\$170,948
Intra City	NA	NA	NA	\$31,121,017	\$31,092,270
State	NA	NA	NA	\$78,127,540	\$74,798,433
Total	NA	NA	NA	\$215,492,677	\$207,751,303
Full-Time Positions	488	416	382	330	330

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cost per day of Single Adult facilities	Efficiency	NA	\$55.51	NA	\$62.21	NA	\$63.75	NA	NA
Average length of stay for single adults on shelter (days)	Outcome	NA	106	NA	101	NA	92	NA	53
Average number of single adults in shelters per day	Outcome	NA	8,473	NA	7,928	NA	7,260	NA	6,802
Single adults entering the DHS shelter services system	Outcome	NA	17,245	NA	16,981	NA	17,622	NA	6,276

Note: "NA" means that data is not available

Family Shelter Administration & Support

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$5,175,804	\$4,867,465	\$4,599,699	\$5,647,847	\$5,647,847
Total	\$5,175,804	\$4,867,465	\$4,599,699	\$5,647,847	\$5,647,847
Funding					
City Funds	NA	NA	NA	\$1,621,310	\$1,641,649
Federal - Other	NA	NA	NA	\$2,747,041	\$2,740,807
State	NA	NA	NA	\$1,279,496	\$1,265,391
Total	NA	NA	NA	\$5,647,847	\$5,647,847
Full-Time Positions	106	94	82	106	106

Note: "NA" means that data is not available

Family Shelter Intake and Placement

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$19,483,262	\$22,744,348	\$21,718,957	\$22,619,373	\$22,619,373
Total	\$19,483,262	\$22,744,348	\$21,718,957	\$22,619,373	\$22,619,373
Funding					
City Funds	NA	NA	NA	\$6,543,807	\$6,550,462
Federal - Other	NA	NA	NA	\$12,032,302	\$12,025,647
State	NA	NA	NA	\$4,043,264	\$4,043,264
Total	NA	NA	NA	\$22,619,373	\$22,619,373
Full-Time Positions	498	505	431	490	490

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Families found eligible for shelter without having to repeat application process	Service Quality	NA	69.0%	NA	71.0%	NA	66.5%	NA	NA
Families suitably placed in the shelter services system within 10 days (%)	Service Quality	95.0%	97.0%	95.0%	98.4%	95.0%	99.2%	95.0%	99.8%

Note: "NA" means that data is not available

Family Shelter Operations

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$10,062,372	\$10,683,046	\$11,770,936	\$11,195,692	\$11,195,692
Other Than Personal Services	\$341,690,222	\$321,658,191	\$338,522,729	\$369,269,892	\$274,252,340
Total	\$351,752,593	\$332,341,238	\$350,293,665	\$380,465,584	\$285,448,032
Funding					
City Funds	NA	NA	NA	\$166,994,600	\$120,105,887
Federal - Community Development	NA	NA	NA	\$6,651,090	\$4,000,000
Federal - Other	NA	NA	NA	\$99,370,412	\$78,515,521
State	NA	NA	NA	\$107,449,482	\$82,826,624
Total	NA	NA	NA	\$380,465,584	\$285,448,032
Full-Time Positions	217	254	242	263	263

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Cost per day of Family facilities	Efficiency	NA	\$88.67	NA	\$90.92	NA	\$94.97	NA	NA
Adult families entering the DHS shelter services system	Outcome	NA	1,004	NA	1,080	NA	1,071	NA	344
Average length of stay for adult families in shelter (days)	Outcome	NA	NA	NA	NA	NA	516	536	NA
Average length of stay for families with children in shelter (days)	Outcome	NA	NA	NA	NA	NA	292	324	NA
Average number of adult families in shelter per day	Outcome	NA	1,194	NA	1,262	NA	1,406	NA	1,396
Average number of families with children in shelters per day	Outcome	NA	7,429	NA	6,671	NA	7,615	NA	7,921
Average school attendance rate for children in DHS shelter	Outcome	NA	78.8%	NA	78.9%	NA	79.7%	NA	81.0%
Families with children entering the DHS shelter services system	Outcome	NA	8,027	NA	9,167	NA	10,733	NA	3,308

Note: "NA" means that data is not available

General Administration

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$40,640,951	\$42,223,448	\$39,215,672	\$38,008,735	\$41,368,077
Other Than Personal Services	\$16,037,514	\$17,734,413	\$17,096,805	\$22,114,882	\$16,150,099
Total	\$56,678,464	\$59,957,862	\$56,312,477	\$60,123,617	\$57,518,176
Funding					
City Funds	NA	NA	NA	\$25,347,196	\$28,493,383
Federal - Community Development	NA	NA	NA	\$110,672	\$0
Federal - Other	NA	NA	NA	\$13,237,784	\$13,252,047
State	NA	NA	NA	\$21,427,965	\$15,772,746
Total	NA	NA	NA	\$60,123,617	\$57,518,176
Full-Time Positions	581	585	548	497	561

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
DHS-managed properties with signs of rodent infestation	Outcome	NA	38.1%	NA	22.7%	NA	NA	NA	NA

Note: "NA" means that data is not available

Outreach, Drop-in and Reception Services

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$913,808	\$720,684	\$872,086	\$771,929	\$771,929
Other Than Personal Services	\$23,725,925	\$23,638,674	\$25,199,253	\$21,829,550	\$17,590,072
Total	\$24,639,733	\$24,359,357	\$26,071,339	\$22,601,479	\$18,362,001
Funding					
City Funds	NA	NA	NA	\$10,353,170	\$8,148,154
Federal - Other	NA	NA	NA	\$1,127,478	\$0
State	NA	NA	NA	\$11,120,831	\$10,213,847
Total	NA	NA	NA	\$22,601,479	\$18,362,001
Full-Time Positions	17	14	17	18	18

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Number of people estimated to be living on the streets (HOPE)	Demand	NA	4,395	NA	3,843	NA	3,755	NA	NA
Outreach contacts that result in placements into permanent and temporary housing (%)	Outcome	NA	4.6%	NA	4.8%	NA	5.4%	NA	3.5%

Note: "NA" means that data is not available

Prevention and Aftercare

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$676,604	\$0	\$0	\$0	\$0
Other Than Personal Services	\$16,076,642	\$16,423,319	\$20,322,829	\$20,470,000	\$19,970,000
Total	\$16,753,247	\$16,423,319	\$20,322,829	\$20,470,000	\$19,970,000
Funding					
City Funds	NA	NA	NA	\$10,201,026	\$9,724,693
Federal - Other	NA	NA	NA	\$8,167,445	\$8,168,021
State	NA	NA	NA	\$2,101,529	\$2,077,286
Total	NA	NA	NA	\$20,470,000	\$19,970,000

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	Outcome	NA	1.4%	NA	1.2%	NA	4.0%	NA	4.0%
Adults receiving preventive services who did reside 21 days or more in shelter (%)	Outcome	NA	99.0%	NA	97.1%	NA	96.4%	NA	95.4%
Families receiving preventive services who did not enter the shelter system (%)	Outcome	NA	96.0%	NA	90.9%	NA	91.7%	NA	92.9%
Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	Outcome	NA	1.0%	NA	1.5%	NA	3.9%	NA	5.2%
Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	Outcome	NA	15.0%	NA	13.5%	NA	13.6%	NA	14.9%

Note: "NA" means that data is not available

Rental Assistance and Housing Placement

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

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
Spending					
Personal Services	\$4,675,682	\$4,858,897	\$4,752,718	\$4,666,068	\$4,447,068
Other Than Personal Services	\$20,394,724	\$32,375,234	\$21,676,293	\$42,189,083	\$23,254,877
Total	\$25,070,406	\$37,234,131	\$26,429,011	\$46,855,151	\$27,701,945
Funding					
City Funds	NA	NA	NA	\$18,811,675	\$14,203,038
Federal - Other	NA	NA	NA	\$3,250,797	\$3,248,128
Intra City	NA	NA	NA	\$13,991,901	\$0
State	NA	NA	NA	\$10,800,778	\$10,250,779
Total	NA	NA	NA	\$46,855,151	\$27,701,945
Full-Time Positions	105	101	91	100	96

Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Adult families placed into permanent housing	Outcome	NA	325	NA	449	750	528	NA	291
Families with children placed into permanent housing	Outcome	NA	6,447	NA	6,193	6,250	5658	NA	1,880
Housing Stability Plus (HSP) placements into permanent housing	Outcome	NA	2,086	NA	4,641	NA	3,592	NA	NA
Single adults placed into permanent housing	Outcome	5,500	6,498	6,000	7,494	6,500	9,559	8,000	3,388

Note: "NA" means that data is not available