

# THE COUNCIL OF THE CITY OF NEW YORK

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Hon. Stephen T. Levin  
Chair, General Welfare Committee



Report to the Committee on Finance and the Committee on General Welfare on the  
Fiscal 2020 Executive Plan, the Ten-Year Strategy for Fiscal 2020-2029, and Fiscal 2020  
Executive Capital Commitment Plan

**Department of Homeless Services**

May, 22 2019

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## Department of Homeless Services Overview

This report presents a review of the Department of Homeless Services (DHS) \$2.1 billion Fiscal 2020 Executive Budget. The section below presents an overview of the Department's budget and how it has changed during the course of Fiscal 2019, followed by a review of the significant budget actions introduced in the Fiscal 2020 Executive Budget. Major issues related to the Department's budget are then discussed. Analysis and highlights of DHS' Ten-Year Capital Strategy and Fiscal 2019 – 2023 Capital Plan follows the discussion of the expense budget. Appendix 1 reports the changes made to the Fiscal 2019 and Fiscal 2020 Budgets since Adoption of the Fiscal 2019 Budget. For additional information on the Department's budget and its various programs, please refer to the Fiscal 2020 Preliminary Budget Report for DHS at: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2019/03/071-DHS2020.pdf>

DHS' Fiscal 2020 Executive Budget totals \$2.1 billion, of which \$156.4 million supports Personal Services (PS) and \$1.9 billion supports Other Than Personal Services (OTPS). The Financial Summary below shows the Department's budget since Fiscal 2017, including headcount, and compares its Fiscal 2020 Executive Budget to its Fiscal 2019 Adopted Budget.

<b>DHS Financial Summary</b>						
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Executive Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2019</b>	<b>2020</b>	<b>2019 - 2020</b>
<b>Spending</b>						
Personal Services	\$155,656	\$153,640	\$160,254	\$163,289	\$156,461	(\$3,793)
Other Than Personal Services	1,668,041	1,992,376	1,901,522	1,962,465	1,961,137	59,615
<b>TOTAL</b>	<b>\$1,823,696</b>	<b>\$2,146,017</b>	<b>\$2,061,776</b>	<b>\$2,125,755</b>	<b>\$2,117,599</b>	<b>\$55,822</b>
<b>Budget by Program Area</b>						
Adult Shelter Administration & Support	\$11,168	\$8,150	\$10,401	\$13,261	\$10,351	(\$50)
Adult Shelter Intake and Placement	10,446	11,561	11,227	11,437	11,389	162
Adult Shelter Operations	572,449	708,667	645,213	665,833	638,295	(6,917)
Family Shelter Administration & Support	10,069	11,470	20,635	15,693	22,131	1,497
Family Shelter Intake and Placement	25,270	27,261	30,740	31,432	31,926	1,186
Family Shelter Operations	932,509	1,133,713	1,127,471	1,125,878	1,141,729	14,258
General Administration	91,847	100,288	109,226	122,562	133,486	24,260
Outreach, Drop-in and Reception Services	78,981	99,431	85,128	118,974	114,246	29,118
Prevention and Aftercare	65,942	20,718	2,907	260	0	(2,907)
Rental Assistance and Housing Placement	25,015	24,757	18,829	20,424	14,045	(4,784)
<b>TOTAL</b>	<b>\$1,823,696</b>	<b>\$2,146,017</b>	<b>\$2,061,776</b>	<b>\$2,125,755</b>	<b>\$2,117,599</b>	<b>\$55,822</b>
<b>Funding</b>						
City Funds	\$1,093,498	\$1,295,540	\$1,179,107	\$1,338,543	\$1,282,543	\$103,436
Other Categorical	3,186	1,382	0	3,000	3,000	3,000
State	166,860	184,879	180,227	177,490	178,739	(1,488)
Federal - Community Development	4,098	4,121	4,722	10,527	4,731	9
Federal - Other	547,232	658,103	696,869	595,199	647,734	(49,135)
Intra City	8,823	1,991	851	996	851	0
<b>TOTAL</b>	<b>\$1,823,696</b>	<b>2,146,017</b>	<b>\$2,061,776</b>	<b>\$2,125,754</b>	<b>\$2,117,598</b>	<b>\$55,822</b>
<b>Budgeted Headcount</b>						
Full-Time Positions	2,341	2,368	2,577	2,578	2,385	(192)

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

As indicated by the Financial Plan Summary on the previous page, the Department of Homeless Services Fiscal 2020 Executive Budget totals \$2.1 billion, an increase of \$55.8 million when compared to the agency's Fiscal 2019 Adopted Budget. The majority of this increase can be attributed to \$47.8 million in new needs added to the agency's Fiscal 2020 Budget in the Preliminary and Executive Plans, as well as a \$12 million scheduled budget increase for homeless

shelter rates for Fiscal 2020 that was introduced in the April 2017 Financial Plan. Other adjustments included in the Fiscal 2020 Executive Budget further increase DHS' budget by \$4.3 million in Fiscal 2020, which is an addition to scheduled budgeted increases for provider wage adjustments totaling \$5 million, and non-profit indirect rates totaling \$6.7 million for Fiscal 2020. These increases are offset by \$15.6 in savings for Fiscal 2020, a majority of which are derived from headcount decreases by eliminating vacant positions or accounting for attrition.

DHS' current Fiscal 2019 budget is \$64 million greater than its budget at Adoption. New needs introduced for Fiscal 2019 since adoption total \$43.3 million, of which, \$12.5 million are included in the Fiscal 2020 Executive Budget for Fiscal 2019. Other adjustments further increases the current Fiscal 2019 budget by \$4.3 million since Adoption. These increases are offset by a modest \$249,000 in savings for Fiscal 2019.

When comparing the Fiscal 2020 Executive Budget to the Fiscal 2019 Adopted Budget, full-time headcount decreases by 192 positions. Of the 192 positions, 190 positions are for General Administration.

Below is a summary of key funding changes by program area and source when comparing DHS' Fiscal 2020 Executive Budget to its Fiscal 2019 Adopted Budget.

### Changes by Funding Source

- **Federal Funding.** When compared to its Fiscal 2019 Adopted Budget, DHS' federal funding decreases by \$62.6 million in Fiscal 2020, which is a result of the Fiscal 2020 State Budget cut to Temporary Assistance for Needy Families (TANF). New York City is now required to pay a 10 percent local share towards TANF resulting in loss of \$125 million in federal funding, which the City will back-fill. The remainder of the State funding loss impacts the Human Resources Administration.
- **City Funding.** When compared to its Fiscal 2019 Adopted Budget, DHS' City funding increases by \$103.3 million in Fiscal 2020, including \$62.6 million to fill the loss of TANF funding. Additional new needs, including information technology upgrades and DHS Security restructuring, account for \$22.9 million in Fiscal 2020.

### Significant Programmatic Changes

DHS' budget includes 10 program areas, as defined by the Budget Function Analysis prepared by the Office of Management and Budget. The largest programmatic areas in terms of funding are Family Shelter Operations and Adult Shelter Operations, which combined, consist of 84 percent of the agency's Fiscal 2020 Executive Budget.

- **Family Shelter Operations.** The Fiscal 2020 Executive Budget for Family Shelter Operations increases by \$14.2 million when compared to the Fiscal 2019 Adopted Budget. This increase is the net effect of the City contributing more funding towards family shelter operations, both as federal TANF funding is decreasing and the daily rate daily rate for families in shelter is increasing. In Fiscal 2020, the City funding for family shelter operations increases by \$64.5 million when compared to the Fiscal 2019 Adopted Budget, while federal TANF funding decreases by \$51.9 million during the same time period.
- **General Administration.** The Fiscal 2020 Executive Budget for General Administration increases by \$24.3 million when compared to the Fiscal 2019 Adopted Budget. This increase is primarily for other services and charges within this program area.

- **Outreach, Drop-In, and Receptions Services.** The Fiscal 2020 Executive Budget for Outreach, Drop-In, and Reception Services increases by \$28.1 million when compared to the Fiscal 2019 Adopted Budget. As part of the Street Solutions program, the Fiscal 2020 Preliminary Budget baselined \$25 million in new needs beginning in Fiscal 2019 to support street homeless programs. This includes \$19 million for Safe Havens, providing 130 new beds in two locations in Manhattan and one location in Queens, and increasing rates for 600 beds across boroughs. Two new drop-ins, one in Manhattan and one in Queens, will be funded with \$5 million and \$1 million is allocated for subway homeless outreach. Including the additional beds, there are currently 1,029 Safe Haven beds operating and 1,400 total online beds, including drop-in centers and street outreach programs.

## New in the Executive Plan

DHS' Fiscal 2020 Executive Plan introduces \$85.5 million in New Needs, \$4.2 million in Other Adjustments, and \$22 million in Savings for Fiscal 2020. Adjustments to New Needs, Other Adjustments, and Savings in the Fiscal 2020 Executive Plan for the Department are detailed in the following sections.

### New Needs

DHS' Fiscal 2020 Executive Plan introduces \$129.3 million in additional funding in Fiscal 2019, \$85.5 million in new needs for Fiscal 2020, and \$80.6 million baselined in the outyears. The Fiscal 2020 Executive Budget does not include support for any proposals called for by the Council in its Response to the Fiscal 2020 Preliminary Budget. The following are new needs included in the agency's Fiscal 2020 Executive Plan.

- **State Budget TANF Reduction.** The Fiscal 2020 Executive Plan includes \$31.3 million in Fiscal 2019, growing to \$62.6 million in baseline funding in Fiscal 2020 and in the outyears as a result of a loss of \$125 million in TANF funding. This TANF cut impacts DHS as well as the Human Resources Administration (HRA). The \$62.6 million represents DHS' portion of restoring this funding in Fiscal 2020 and in the outyears. The impact in Fiscal 2019 is due to the State Budget being enacted as of April 1, 2019, and this constitutes approximately half of the \$125 million State budget TANF reduction, with the additional funding coming from the HRA.
- **TANF/Emergency Assistance Funds (EAF) Revenue Shortfall.** The Administration identified an \$85.5 million TANF/EAF revenue shortfall in Fiscal 2019. Changes in EAF eligibility, an increase in the adult shelter census, and a decrease in the family shelter census created a federal revenue shortfall which requires the City to fund an additional \$85.5 million for Tier II Family Shelters that receive federal TANF/EAF funding.
- **Shelter Security Reorganization.** The Fiscal 2020 Executive Plan includes \$11.4 million in Fiscal 2020, and \$17.9 million in Fiscal 2021 and in the outyears for a phased-in reorganization of shelter security to provider and contracted security. As detailed in the Savings section below, this new need coincides with \$14.2 million savings in Fiscal 2020 with a headcount reduction of 200 positions and \$22.4 million savings with a headcount reduction of 320 positions in Fiscal 2021 and in the outyears for shelter security reorganization. The guard-to-client ratio will remain unchanged as DHS shelters move towards a trauma informed model.

- **Information Technology.** The Fiscal 2020 Executive Budget includes \$12.5 million in funding in Fiscal 2019 and \$11.5 million in funding in Fiscal 2020 for IT upgrades. This includes upgrades to nine projects and the CARES database. This expense funding also has a capital component as well.

### Other Adjustments

In addition to new needs, other adjustments increases DHS' Fiscal 2020 Executive Budget by \$4.2 million, which is the net impact of \$4.6 million for a fringe adjustment related to the shelter security reorganization savings, coupled with smaller technical adjustments. The fringe for the shelter reorganization savings is added to DHS' budget, but taken out of the Miscellaneous budget, creating an overall net zero impact on the City's overall budget.

### Savings

DHS' Fiscal 2020 Executive Plan new needs spending is offset by \$120.3 million in savings from Fiscal 2019 to Fiscal 2023. As part of the agency's Program to Eliminate the Gap (PEG), the DHS Fiscal 2020 Executive Budget includes \$23.2 in savings in Fiscal 2019 and Fiscal 2020. A modest savings of \$1.2 million is included in Fiscal 2019, which grows to \$22 million in Fiscal 2020, \$31.2 million in Fiscal 2021, and \$32.9 million in the outyears. The following are savings included in DHS' Fiscal 2020 Executive Plan.

- **Enhanced Cash Assistance Eligibility.** The Fiscal 2020 Executive Plan includes \$1 million savings in Fiscal 2019 and \$6.5 million in savings in Fiscal 2020 and in the outyears for Enhanced Cash Assistance (CA) Eligibility. This is a result of increased efforts to screen CA eligible clients that enter DHS' Prevention Assistance and Temporary Housing (PATH) center, which will result in increases for shelter cost reimbursements.
- **Hiring Freeze Savings.** The Fiscal 2020 Executive Plan includes \$249,000 savings in Fiscal 2019 due to the hiring freeze for DHS Peace Officers. The associated 81 position reduction reflects Peace Officer vacancies and attrition rates, and no personnel will be laid off.
- **Shelter Reorganization.** The Fiscal 2020 Executive Plan includes savings of \$1.4 million in Fiscal 2019, \$2.6 million in Fiscal 2020, and \$4.6 million savings in the outyears. Savings in Fiscal 2019 and Fiscal 2020 reflect the conversion of the city-owned Catherine Street shelter to a not-for-profit operation. This savings includes an associated headcount reduction of 38 positions in Fiscal 2020, 75 positions in Fiscal 2021, and 174 positions in Fiscal 2022 and in the outyears. The reduction in headcount is a result of vacancies and accounts for natural attrition. The City plans to continue to pursue a shelter reorganization strategy and additional shelter system efficiencies will be phased in over several years, reflecting the savings and headcount reduction in the outyears.
- **Shelter Security Reorganization.** The Fiscal 2020 Executive Plan includes \$14.2 million savings in Fiscal 2020 with a headcount reduction of 200 positions and \$22.4 million savings with a headcount reduction of 320 positions in Fiscal 2021 and in the outyears for shelter security reorganization. As detailed in the New Needs section above, this savings coincides with \$11.4 million in new needs in Fiscal 2020, and \$17.9 million in Fiscal 2021 and in the outyears for a phased-in reorganization of shelter security to provider and contracted security. The savings reflects a transition to trauma informed model where DHS Peace Officers will no longer provide security, but instead, there will be provider-administered security. Security will remain unionized and the associated headcount reduction will not lead to layoffs.

## Fiscal 2020 Preliminary Budget Response

After the release of the Fiscal 2020 Executive Budget, the Administration agreed to include the following Units of Appropriation (U/As) which the Council called for in its Preliminary Budget Response. These U/As only represent a partial list of all the U/As the Council called for to be created for DHS.

- **Fiscal 2020 U/A Additions.** PS for Shelter Intake Program Area and Street Programs
- **Fiscal 2021 U/A Additions.** OTPS for Shelter Intake Program Area and Street Programs

The Council's response to the Fiscal 2020 Preliminary Budget included several recommendations for DHS, none of which were funded in the Fiscal 2020 Executive Budget. The following is a brief description of those proposals.

- **Department of Homeless Services Monitor's Report.** As part of the Fiscal 2019 Adopted Budget, the Administration agreed to provide the Council with a Monitor's Report from DSS. The purpose of this report is to provide consistent spending, outcome, and shelter portfolio data for the ongoing year. It will also allow the Council to understand proposed changes to the budget and budget modifications, along with the performance and outputs of some selected homeless prevention programs. It was agreed that the Monitor's Report would be provided to the Council within two weeks of the release of each Financial Plan, starting with the November 2018 Financial Plan. The data provided to Council thus far has not been consistent with the agreement, and the Council expects compliance with the agreement in Fiscal 2020.
- **Social Workers for Families with Children in Hotel Shelters.** The Council called upon the Administration to allocate \$4.9 million in Fiscal 2020 for 57 social workers, one for each of the DHS contracted hotels that house families with children. Social workers provide vital support to homeless residents, such as case management and access to mental health services.
- **Prioritize Permanent Housing under Housing New York.** As the City's spending on shelter continues its sharp rise, the Council has continuously pushed the Administration to prioritize permanent housing solutions over homeless shelter spending. Of the 300,000 housing units the Administration is aiming to create or preserve under Housing New York by 2026, just five percent, or 15,000 units, of the overall goal will be made available for homeless households. The City should dedicate more funding to support move-outs from the shelter system, rather than increasing the City's shelter budget. Redirecting a portion of the funding for new and hotel-based shelters towards housing development would provide a long-term solution for placing the homeless in permanent housing, rather than temporary shelter housing, thereby reducing the shelter census.

## Budget Issues

The following budget risks were identified as part of the Fiscal 2020 Preliminary Budget that have not been addressed in the Executive Budget.

- **Model Budgets.** The progress of model budget amendments have been slow and unsatisfactory, and the rates for services are insufficient. Many providers have continued to experience significant delays in the overall contracting process and the lengthy lag in receipt

of payments they are enduring places them in precarious financial situations.<sup>1</sup> Providers have had to take out loans or seek funding from other sources to cover operating expenses while they await reimbursements from DHS. Additionally, without improved rates, it is impossible for most providers to maintain a satisfactory level of basic services and hire additional staff members to assist shelter clients with rehousing and case management.

- **Hotel and Cluster Site Spending.** DHS has committed to phase out the use of commercial hotels and cluster sites as shelters because they are expensive, lack necessary social services, and are often not appropriate for families, however annual spending for hotels and cluster sites total \$376 million and \$65 million respectively. Hotels and cluster sites are not a cost-effective solution to housing homeless families, and re-appropriating this funding towards affordable housing is a better long-term solution to addressing the homeless crisis.
- **Cluster Site Purchase.** The City recently closed its acquisition of 22 cluster site buildings at 17 locations for a total of \$173 million. The City financed seven not-for-profit providers – Help USA, Samaritan Village, Fordham Village, Settlement Housing, 5<sup>th</sup> Ave Committee, Mutual Housing Association of New York, and Banana Kelly Community Improvement Association – to purchase the buildings. The City has expressed interest in continuing this model of cluster site acquisition when possible, but no additional funding has yet to be included in the City’s budget for further acquisition.
- **On-Site Support Services in Shelter.** DHS’ budget currently has no funding for support services, as these programs have moved to HRA. Shelter operators do offer certain onsite support services for shelter residents, but providers have asked that additional funding be allocated to programs such as employment services, social workers for children, preventative services administered outside of crisis-mode, housing specialists, primary medical care, and community-based services to assist homeless families.

## Capital Program

The Ten-Year Capital Strategy for Fiscal 2020-2029 (the Ten-Year Strategy), the Executive Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan) and the Fiscal 2020 Executive Capital Budget (the Capital Budget) for the Department are reviewed in the following sections.

### Ten-Year Capital Strategy for Fiscal 2020-2029

The City’s Executive Ten-Year Strategy totals \$116.9 billion, which is \$21.1 billion larger than the \$95.8 billion Fiscal 2018-2027 Ten-Year Strategy. DHS’ Ten-Year Capital Strategy totals \$649 million, or .56 percent of the City’s total Strategy. DHS’ Ten-Year Strategy is broken down into three categories – Shelter for Homeless Individuals, Shelter for Homeless Families, Social Services Buildings, Equipment, and Purchase of Vehicles.

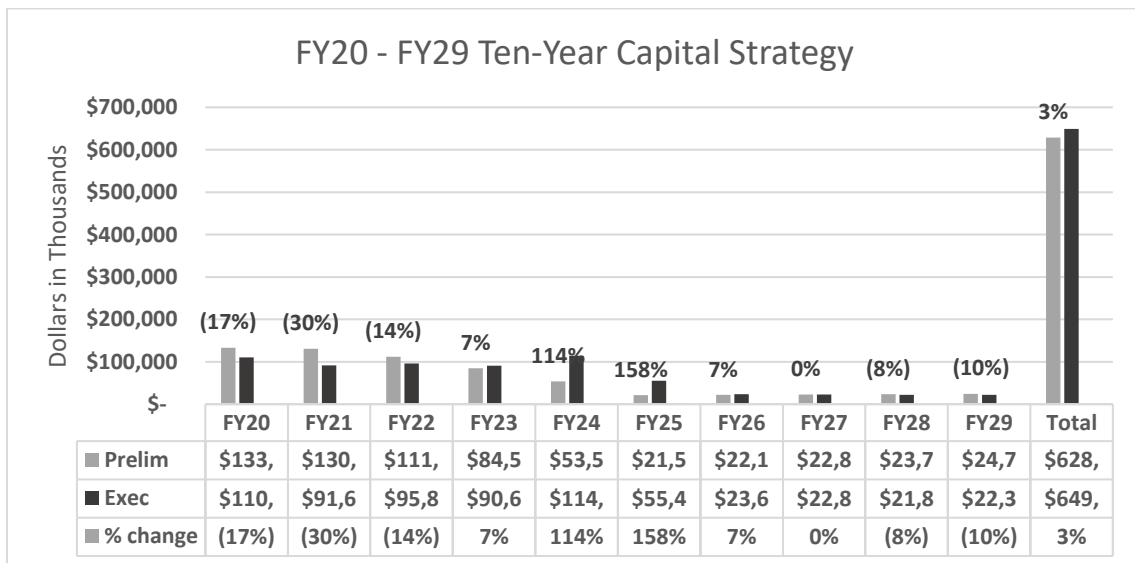
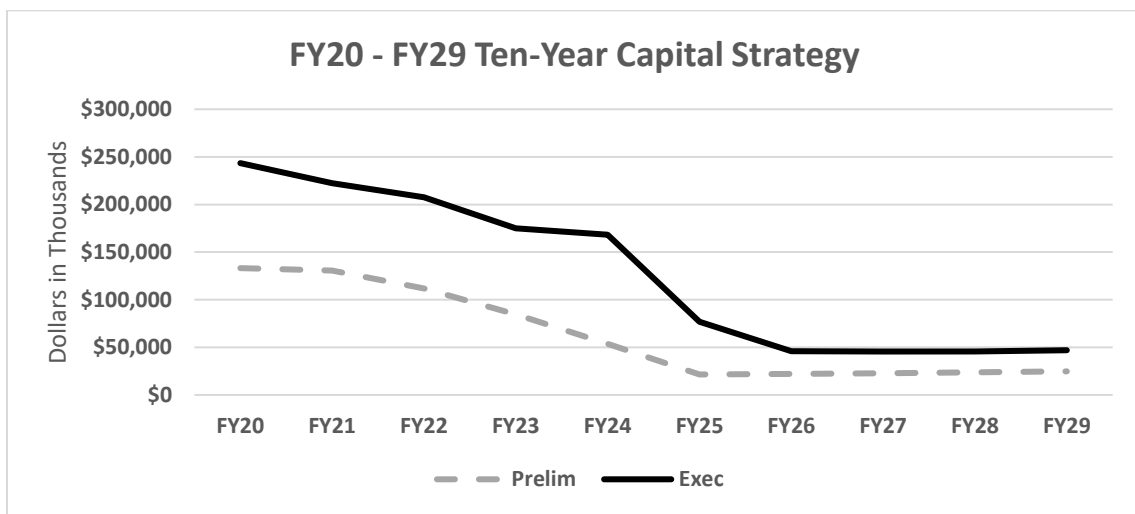
As outlined in the Council’s Fiscal 2020 Preliminary Budget Response, the Fiscal 2020-2029 Preliminary Ten-Year Capital Strategy presented by the Administration was not true to its name and many of the Ten-Year Strategy categories have a dramatic decline in planned spending, or

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<sup>1</sup> Mary Kate Bacalao, “Nonprofits Can’t Help Homeless People When Cities Pay Them Late,” Citylab, March 8, 2019, see: <https://www.citylab.com/perspective/2019/03/homeless-nonprofit-new-york-san-francisco-contract-late-pay/584464/>.

no spending, in the second half of the plan. The Executive Ten-Year Capital Strategy still fails to address planning in the outyears for many city agencies, include DHS.

In planning its Ten-Year Strategy, DHS primarily focused on near-term needs, and did not accurately plan for future needs in the later years of the strategy. The chart shows a drastic decline in capital funding beginning in Fiscal 2025, indicating that the agency has not complied with the Charter mandate to develop a long-term strategy. DHS decreased capital funding for Fiscal 2020 – Fiscal 2022 by \$77.9 million and increased funding for Fiscal 2023 to Fiscal 2025 by \$100.9 million. This increase represents funding moved to the outyears to reflect updated timelines on current projects. However, the outyears remain relatively unchanged. This is an unrealistic projection of spending given predictable capital needs in the outyears, such as maintenance and repairs.



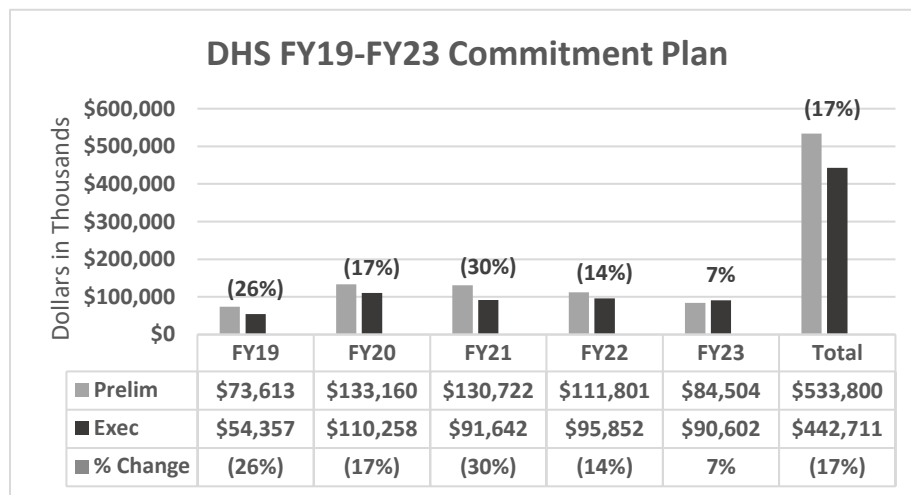


Fiscal 2020 Executive Capital Commitment Plan for Fiscal 2019-2023

**Capital Commitment Plan**

DHS’ Fiscal 2020 Executive Capital Plan includes \$442.7 million in Fiscal 2019 – Fiscal 2023, a decrease of \$91.1 million when compared to the agency’s Fiscal 2020 Preliminary Plan. This represents less than one percent of the City’s total \$86.2 billion Executive Commitment Plan.

DHS’ Fiscal 2020 Executive Capital Commitment Plan includes a decrease of \$97.2 million for Fiscal 2019 – 2022 and a modest increase of \$6.1 million in Fiscal 2023. This reflects funding moved to the outyears for updated timelines on current projects. As detailed in the Ten-Year Capital Strategy section, capital funding for Fiscal 2024 increases by \$60.9 million and capital funding for Fiscal 2025 increases by \$33.9 million.



**Executive Capital Plan Highlights**

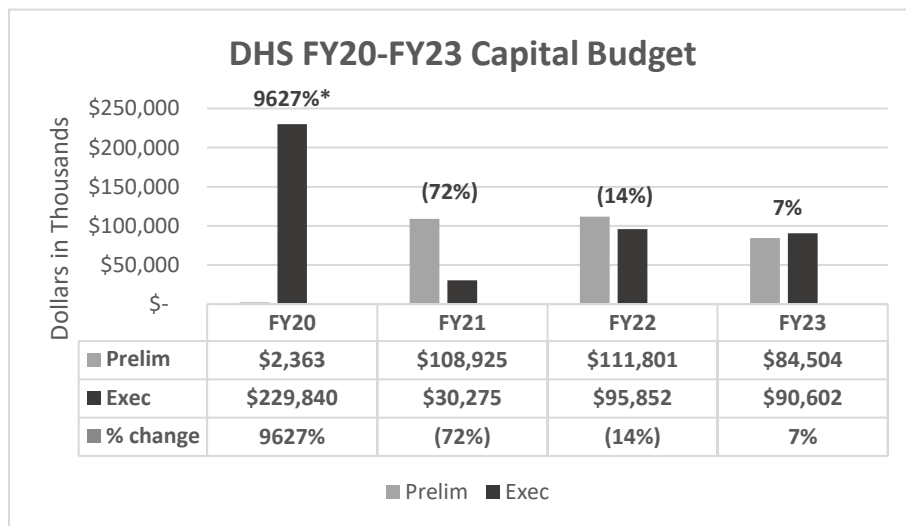
- Critical Needs and Upgrades at Shelter Facilities.** A total of \$374.3 million will address critical needs and upgrades at shelter facilities. Included is \$88.6 million to address critical needs at shelter facilities for homeless families and \$285.7 million to address critical needs at shelter facilities for single adults. Projects include fire safety upgrades, elevator replacement, roof replacement, electrical upgrades, and other major repairs and building upgrades.
- Fire Safety Needs at Shelter Facilities.** A total of \$54 million will be used to upgrade fire alarm systems and other fire safety requirements at various shelter facilities for homeless adults and families. The largest projects related to fire safety are in Catherine Street, Regent Family Residence, Seneca Houses, University Family Residence, Bellevue Men’s Residence, Clarke Thomas, and Ft. Washington.
- Purchase of Equipment.** A total of \$56.4 million is projected to purchase equipment for use by DHS. The largest purchases include business process automation, CARES upgrades, CCTV hardware and software, and the purchase of vehicles.
- CCTV Cameras at Shelters.** The Executive Capital Commitment Plan includes \$9.2 million for the installation of CCTV cameras at single adult and family shelters. The intake centers, PATH and AFIC have already been equipped with CCTV cameras as part of this project.

Other shelters on track to upgrade the security system include the Linden Avenue Shelter, Auburn Family Shelter, Catherine Street Shelter and Atlantic House Men’s Shelter. This initiative is the capital component of a larger attempt to improve security at shelters.

**Fiscal 2020 Executive Capital Budget for Fiscal 2020-2023**

The proposed Fiscal 2020 Capital Budget for DHS, shown below, proposes re-appropriating funding from Fiscal 2019, and proposes new appropriations of \$216.8 million for Fiscal 2020 through 2023.

The Executive Capital Budget proposes new appropriations of \$18.5 million, re-appropriations from Fiscal 2019 totaling \$211.4 million, and rescindments from Fiscal 2019 of \$747,318 in Fiscal 2020. The following graph shows the proposed Capital Budget for Fiscal 2020 and planned appropriations through 2023.



\*The Fiscal 2020 Executive Capital Budget includes \$211.4 million in re-appropriations and \$18.5 million new appropriations.

## Appendix 1: Fiscal 2020 Budget Actions since Fiscal 2019 Adoption

<i>Dollars in Thousands</i>	FY 2019			FY 2020		
	City	Non-City	Total	City	Non-City	Total
<b>DHS Budget as of the Fiscal 2019 Adopted Budget</b>	<b>\$1,181,426</b>	<b>\$902,719</b>	<b>\$2,084,145</b>	<b>\$1,191,389</b>	<b>\$895,500</b>	<b>\$2,086,889</b>
<b>New Needs – Prelim. 2020</b>						
Street Solutions Programming	\$25,000	-	\$25,000	\$25,000	-	\$25,000
<b>Subtotal, New Needs</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>
<b>Other Adjustments - Prelim. 2020</b>						
DC 37 Collective Bargaining	42	-	42	71	-	71
DSS Integration	1,340	(2,746)	(1,406)	(5,320)	(4,343)	(9,663)
ExCEL Projects		55	55		-	-
FY19 E200 Rev Mod		410	410		-	-
Home-Stat Staff Realignment	(230)	-	(230)	(552)	-	(552)
Local 300 Buyers Collective Bargaining (IC)	0	-	0	1	-	1
Local Initiatives	(5)	-	(5)		-	-
Managers & OJ Collective Bargaining	683	5	688	1,169	8	1,178
Plumbers L1 Collective Bargaining	72	-	72	62	-	62
Rehousing Staff Realignment	2,001	-	2,001	3,001	-	3,001
Supervisor of Mechanics Local 3 Collective Bargaining	7	-	7	13	-	13
<b>Subtotal, Other Adjustments</b>	<b>\$3,910</b>	<b>(\$2,276)</b>	<b>\$1,635</b>	<b>(\$1,554)</b>	<b>(\$4,334)</b>	<b>(\$5,889)</b>
<b>TOTAL, All Changes Prelim. 2020</b>	<b>\$28,910</b>	<b>-</b>	<b>\$42</b>	<b>\$71</b>	<b>-</b>	<b>\$71</b>
<b>DHS Budget as of the Preliminary 2020 Plan</b>	<b>\$1,210,336</b>	<b>\$900,442</b>	<b>\$2,110,778</b>	<b>\$1,214,833</b>	<b>\$891,165</b>	<b>\$2,105,998</b>
<b>New Needs – Exec. 2020</b>						
DHS IT	\$12,500	-	\$12,500	\$11,500	-	\$11,500
DHS Security	-	-	-	11,376	-	11,376
Revenue Shortfall	85,500	(85,500)	-	-	-	-
State Budget TANF Reduction	31,305	(31,305)	-	62,611	(62,611)	-
<b>Subtotal, New Needs</b>	<b>\$129,305</b>	<b>(\$116,805)</b>	<b>\$12,500</b>	<b>\$85,487</b>	<b>(\$62,611)</b>	<b>\$22,876</b>
<b>Other Adjustments - Exec. 2020</b>						
Agency Phone Plan Review	-	-	-	(\$46)	-	(\$46)
Carpenters UBCJ Collective Bargaining	49	-	49	117	-	117
Commuting Vehicles	-	-	-	(83)	-	(83)
Fringe Adjustment	-	-	-	4,654	-	4,654
FY19 HMIS Rev Increase2	-	40	40	-	-	-
FY19 HMIS Rev Mod	-	1,918	1,918	-	-	-
FY19 Rev HMIS Foothold	-	217	217	-	-	-
Heat, Light, Power	70	-	70	56	-	56
Heating Fuel Adjustment	(62)	-	(62)	(25)	-	(25)
L924 Laborers & City Laborers Collective Bargaining	31	-	31	61	-	61
Lease Adjustment	-	-	-	20	-	20
Office of Economic Opportunity	-	-	-	523	-	523
Revenue Increase ESG 8901	-	400	400	-	-	-
Skilled Trades Overtime	-	-	-	(992)	-	(992)
Supervisor of Mechanics Local 3 Collective Bargaining	21	-	21	37	-	37
Vehicle Right-Sizing		-	-	(37)	-	(37)
Young Men's Initiative Funding Adjustment	40	-	40	-	-	-
<b>City-wide Savings – Exec. 2020</b>						
Enhanced CA Eligibility	(\$1,000)	\$1,000	-	(\$6,500)	\$6,500	-
Hiring Freeze Savings	(249)	-	(249)	-	-	-
Shelter Reorganization	-	-	-	(1,400)	-	(1,400)
Security Shelter Reorganization	-	-	-	(14,162)	-	(14,162)
<b>Subtotal, Other Adjustments, City-wide Savings</b>	<b>(\$1,099)</b>	<b>\$3,574</b>	<b>\$2,475</b>	<b>(\$17,778)</b>	<b>\$6,500</b>	<b>(\$11,278)</b>
<b>TOTAL, All Changes - Exec. 2020</b>	<b>\$128,206</b>	<b>(\$113,231)</b>	<b>\$14,975</b>	<b>\$67,709</b>	<b>(\$56,111)</b>	<b>\$11,598</b>
<b>DHS Budget as of the Fiscal 2020 Executive Plan</b>	<b>\$1,338,543</b>	<b>\$787,211</b>	<b>\$2,125,754</b>	<b>\$1,282,543</b>	<b>\$835,055</b>	<b>\$2,117,598</b>