

<b>2008-09 Spending Plan</b>	<b>Agency Name: Office of Temporary and Disability Assistance</b>
	<b>Agency Head: David A. Hansell</b>

## **A. Overview of Proposed Plan**

### ***A.1 Overall Approach***

In response to the bulletin B-1178 issued April 21, OTDA has undertaken a comprehensive review to identify and quantify both immediate opportunities to achieve savings in the 2008-09 time period as well as best approaches to position the agency going forward to 2009-10 and further. As part of that review we have sought to prioritize our resources into those core functions that support the goals of OTDA:

- Enhance the economic security of low-income working families - Many low-wage families are not utilizing the broad range of work supports that can enhance their economic stability. Public awareness, restrictive eligibility criteria, and access barriers must be addressed.
- Helping those public assistance recipients who can work to obtain employment Most public assistance recipients want to work, but many lack the basic skills necessary to enter the workforce, or to move beyond entry-level jobs. Only one-third of adults receiving public assistance have a high school diploma, and many immigrants require greater English language proficiency in order to access employment opportunities.
- Assisting individuals with service needs that are not employment-focused - Many of OTDA's clients have significant barriers that make an immediate or long-term move to the workforce unrealistic. Some, such as those with permanent disabilities, need assistance in accessing federal disability benefits. Others, such as those facing homelessness, cannot stabilize their lives until the basic need for shelter is addressed.
- Increasing the well-being and economic security of children - As OTDA has increased its child support collections each year, the amount of uncollected child support obligations also continues to grow, owed mostly by non-custodial parents with very low or no reported income. To enhance the financial and emotional well-being of New York's children, the child support program must adapt to the needs of low-income custodial and non-custodial parents, and address the barriers that are keeping many non-custodial fathers from maintaining healthy relationships with their children.

In developing this plan great care has been taken to carefully balance the need to reduce costs in both the short and long term and simultaneously remain focused on the needs of the client population served directly by the State or through our partners in the

counties. The severity of the economic downturn that we are experiencing in New York is exacerbating the difficulties of those most in need. The dramatic increase in the cost of fuel, whether for transportation or home heating, declining opportunities for employment, soaring costs of food and the greater difficulty in finding and paying for affordable housing, challenges for those at a significantly higher income level, are even more daunting for those whom we have been charged with the responsibility to assist.

The following savings proposals would preserve mission critical program supports and protect the development of high priority initiatives by capturing savings associated with implementing operational efficiencies. Existing models are being re-examined to identify those that may have become out of date or obsolete altogether, and moving forward with new paradigms to address those we serve and the taxpayers of New York State in general.

## ***A.2 Achievement of Savings on a Recurring Basis***

1. Personal Service - The spending plan reflects the requirement to take immediate steps to ensure all spending is appropriate, reflects savings that are realized in the current year and is recurring in subsequent years. OTDA maintains a process whereby requests to fill vacancies are evaluated to ensure appropriate hiring. In order to re-double efforts in this regard, and effective immediately to limit the hiring of staff to only the most critical needs a review group led by the Executive Deputy Commissioner, plus the Deputy Commissioner of Operations and Program Support and the Director of the Office of Budget, Finance and Data Management has been established to review and adjudicate all such proposals. Approvals to fill that have not yet been brought to a conclusion have been pulled back and the responsible program division or center must re-submit with full justification any they feel meet the critical needs threshold. The criteria to be used for evaluating requests from each deputy and senior staff member will match what had been in place under previous "hard" freezes as follows:

- client or employee health and safety;
- cost avoidance;
- revenue generation; and
- program integrity, especially for penalty avoidance or issuance of incorrect benefits from OTDA programs.

Each request will also take into consideration the agency's situation regarding the aging workforce, and our relatively high ranking as to average age and eligibility for retirement in the next two years. Those facts are more fully reflected elsewhere in this plan; however, any requests related primarily to succession planning and job shadowing must also reflect or address one of the four criteria listed above. Through these assessments, it is expected that not only a review process but also greater insights into each unit's operations and needs will be established for subsequent fiscal years to identify and evaluate more efficiencies and prioritization of spending.

2. Non-personal Service - additional controls and reviews have also been instituted.

- Guidelines for travel requests have been developed and circulated agency-wide. While essential field staff functions have been instructed to maintain their efforts, continued evaluation of alternate options for conducting those activities, such as video-conferencing, inter-division avoidance of duplicative trips, and improved planning for multi-county travel in a single travel session are being reviewed;
- All out of state travel will now be subject to multi-level review prior to authorization, for appropriateness of the meeting/conference, number of staff required to attend and length of attendance and other means to minimize costs;
- Purchasing and contracts are undergoing a greater pre-clearance and post-audit process. Centers and divisions are being required to document the need for the acquisition of items to support operational needs. Justification will have to be submitted for review and approval by the Bureau on Contract Management, including documentation of the reasonableness of cost and that alternative options or solutions would not result in the achievement of the desired end-product or outcome.
- “Body shop” and other contract staff agreements are being scrutinized for urgency, core business, and renewal alternatives; based on that analysis, we will explore conversion of those functions may be carried out by newly hired or reassigned state staff at reduced costs and with a desired building of the knowledge base, particularly in the systems area for on-going operational support and future improvements.
- Previously planned renovation projects are being reviewed to assess and prioritize those that are of a critical health and safety nature, and those that can be delayed or cancelled without serious consequence are being deferred or will be cancelled altogether.
- Each Deputy Commissioner receives Program Manager Budget allocations of non-personal service spending. Non-personal service spending is tracked each month against the allocations, and variances from monthly projected levels are analyzed. The fixed amount available to managers forces efficiencies in spending if new or additional non-personal service spending is critically needed.

3. Local Assistance - OTDA has identified and implemented the actions required to accomplish the 2008-09 two percent reductions enacted in the non-exempt General Fund portions of our budget. Specific details on how each program will accrue those savings are provided in later sections of this plan. Also provided in greater detail are recommended changes, efficiencies, and service delivery models. Some of these can be implemented administratively while others may require statutory change.

### ***A.3 Protecting Key Priorities***

#### The Governor’s Economic Security Cabinet.

The Cabinet brings together more than 20 state agencies to provide new focus on the needs of working families, with the goal of strengthening and growing the middle class by helping New York’s low-income families achieve greater financial security. The Cabinet’s four overarching objectives are:

- reducing the state's high cost of living;
- establishing educational and workforce development opportunities in a competitive economy;
- improving services that target low-income, working New Yorkers at risk of falling through the social safety net; and
- bringing jobs back to our communities.

The Cabinet has identified as its initial areas of focus the coordination of work support benefits, and the improvement of the State's workforce development system. Workgroups have developed recommendations in both of these areas, with the goals of maximizing the drawdown of federal revenues in the benefits area, and more efficient utilization of the state's existing workforce development investments through improved interagency collaboration.

### Working Families Food Stamp Initiative

While the State's Food Stamp Program has grown to approximately 1.8 million recipients over the past five years, it has shown little growth since 2005. OTDA has determined that many eligible low-income wage earners have not taken advantage of food stamp benefits. These families often do not apply because of application requirements that are particularly onerous for working families.

Through the Working Families Food Stamp Initiative, existing barriers to enrollment are being removed maximizing utilization of this 100% federally-funded benefit. Since the initiation of the program, statewide food stamp enrollment has increased by 44,997 households and 80,191 individuals, translating into \$19.5 million per month in additional food stamp benefits flowing into the state.

### Victims of Human Trafficking

Legislation was enacted in 2007 responding to human trafficking that created, for the first time in New York State, the ability to provide comprehensive services to victims. The law created new felonies for sex and labor trafficking, and better defined existing law to assure that District Attorneys can bring charges. The law also provides victims with temporary housing, access to health care, drug addiction treatment, language interpretation services and job training.

OTDA is responsible for the provision of services to victims under this legislation, and has put in place a service network of community organizations to respond to trafficking cases, wherever they may arise in the state. We have structured our contracts with these organizations on a per-case reimbursement basis, to limit the drawdown of funding. OTDA co-chairs, with the Division of Criminal Justice Services, an Interagency Task Force on Human Trafficking, which will recommend best practices for training and outreach to the law enforcement community and service providers, and will gather data on the extent of the problem and the effectiveness of the new law in addressing it.

### Improved delivery of services to the public

OTDA has designed improvements in services to the public and increased program effectiveness and efficiency. For example:

- The Home Energy Assistance Program (HEAP) was revamped for the winter of 2007-08. The maximum benefit was increased, and the benefit structure was redesigned so that the largest benefits go to those households that pay the highest proportion of their income toward heating bills.
- The distribution of child support payments to custodial parents was streamlined this year by the institution of a debit card system for recipients. The debit card assures that child support payments are received as quickly as possible, with immediate access to the funds at ATMs or other points of sale.

### myBenefits.ny.gov

Beginning May 30, 2008, New York will offer myBenefits, an online multi-benefit pre-screening tool statewide. This will allow anyone with internet access to screen for food stamps, tax credits and other work supports, and eventually to apply online. Additional benefit programs will be added over time.

### Facilitated Online Food Stamp Application

Beginning June, 2008, a facilitated online Food Stamp application will be introduced in New York as part of myBenefits. Working with community-based organizations, applicants can apply online without going to a social services office. Phase II of online application will provide for an open web-based application.

## **A.4 Treatment of New Initiatives**

Fulfill the potential of the Economic Security Cabinet. The Cabinet will develop a set of concrete strategies to assist low-income individuals seeking to enter and advance in the workforce, including strengthening work support benefits and improved coordination of workforce development efforts.

Fully implement the Working Families Food Stamp Initiative. Working families will no longer have to appear for an in-person interview when applying for food stamps or renewing their eligibility. OTDA will be also implementing an electronic food stamp application process in 2008, and will be doing extensive outreach to immigrant and other low-income groups across the state, in partnership with community organizations.

Enhance the success of the Child Support Program. OTDA will develop and implement arrears management strategies that distinguish between those who *will not* pay and those who *cannot* pay. For those who will not pay, OTDA will pursue aggressively all the available tools to collect child support, in order to increase the economic self-sufficiency of single-parent households. For those who cannot pay, OTDA will increase the ability of non-custodial parents to understand their rights, to assure that their child

support obligations are commensurate with their ability to pay, and to help them obtain employment so they can meet their support obligations.

Expand access to education and training for public assistance recipients. Changes are being proposed to public assistance training and education programs to improve the likelihood that adults who leave welfare for work remain employed and also escape poverty. OTDA will support job skills training for individuals on welfare, while continuing to encourage early workforce attachment. OTDA will also establish a specific standard for determining when welfare recipients should be offered the opportunity to receive adult basic education or GED preparation.

Ensure openness, transparency and accountability in its programs. OTDA will continue to enhance public understanding of its programs. Consistent with the requirements of the State's 2007-08 Budget, the agency will expand its provision of information regarding programs receiving federal Temporary Assistance for Needy Families (TANF) funding. Performance and outcome measures will be built into all new contracts, and expenditure and performance data will be posted on the agency's website.

These various initiatives and goals have been developed and approved with minimal or no state share investment, as we look to maximize assistance in Food Stamps and Supplemental Security Income, utilize the TANF federal block grant to our full advantage in gaining client employment and self-sufficiency, and generate increased child support from non-custodial parents, in recognition of the state's tenuous fiscal situation. Therefore, OTDA expects to continue our innovative efforts in these areas, while looking for additional ways to provide the greatest level of assistance and care to needy individuals at the lowest possible state and local cost.

## B. Summary of General Fund Financial Impacts

<b>GENERAL FUND -- SAVINGS SUMMARY</b>			
	Required Reduction	2008-09 Savings	2009-10 Savings
Local Assistance	\$3,802,780	\$3,802,780	\$3,802,780
Personal Service	N/A	\$200,000	\$200,000
Non-personal Service	N/A	\$1,316,000	\$1,316,000
Total State Operations		\$1,516,000	\$1,516,000
Capital	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$3,802,780</b>	<b>\$5,318,780</b>	<b>\$5,318,780</b>

<b>GENERAL FUND -- YEAR-TO-YEAR CHANGE, AFTER SAVINGS</b>			
(\$000)	2007-08 Actual	Revised Projection	Percent Change
Local Assistance	1,531,600	1,212,800	-20.8 %
Personal Service	NA	NA	
Non-personal Service	NA	NA	
Total State Operations	66,860	44,800	-33 %
Capital	31,600	31,600	0%
<b>TOTAL</b>	<b>1,630,060</b>	<b>1,289,200</b>	<b>-20.9 %</b>

### C. Identification of Proposed General Fund Actions

	2008-09 Cash	2009-10 Cash	2010-11 Cash
<b>GENERAL FUND</b>			
<b>Local Assistance</b>			
1. Reduced Adult Shelter Cap – 2% reduction will be achieved through OTDA’s local district payment process	\$1,920,000	\$1,920,000	\$1,920,000
2. Homeless Intervention Program (HIP) – 2% reductions will be achieved through contract reductions.	\$80,000	\$80,000	\$80,000
3. Single Room Occupancy (SRO) – the appropriation for SRO was increased in SFY 2008-09, as such the 2% reduction will be achieved without reducing the current contract amounts.	\$367,000	\$367,000	\$367,000
4.. NYS Refugee Resettlement Assistance Program (NYSRRAP) – 2% reductions will be achieved through contract reductions.	\$50,000	\$50,000	\$50,000
5. Citizenship – 2% reductions will be achieved through contract reductions.	\$50,000	\$50,000	\$50,000
6. Anti-Human Trafficking – 2% reductions will be achieved through contract reductions.	\$9,000	\$9,000	\$9,000
7. Disabled Advocate Program (DAP) – 2% reductions will be achieved through contract reductions.	\$57,400	\$57,400	\$57,400
8. Admin Cap Waiver – 2% reductions will be achieved through proportionate reductions to each of the affected districts.	\$200,000	\$200,000	\$200,000

	2008-09 Cash	2009-10 Cash	2010-11 Cash
9. Child Well Being Program – 2% reductions will be achieved through cuts in the State share of child support administration reimbursement to local districts, payments to hospitals for paternity, and funding for the Strengthening Families initiative.	\$750,000	\$750,000	\$750,000
10. Electronic Benefit Transfer System – 2% reductions will be achieved through contract reductions.	\$214,380	\$214,380	\$214,380
11. Fraud and Detection – 2% reductions will be achieved through contract reductions.	\$37,000	\$37,000	\$37,000
12. HIV Employment Program – 2% reductions will be achieved through contract reductions.	\$28,000	\$28,000	\$28,000
13. Outside Legal Services and court fees – 2% reductions will be achieved through contract reductions.	\$20,000	\$20,000	\$20,000
14. Nutrition Outreach – 2% reductions to be realized by reduction in transfer to DOH.	\$20,000	\$20,000	\$20,000

### State Operations

Please see details provided in Section H of this plan.

### Capital Projects

N/A

### D. Summary of Impact on Other Funds

<b>OTHER FUNDS -- SAVINGS SUMMARY</b>			
	Required Reduction	2008-09 Savings	2009-10 Savings
Local Assistance	\$100,000	\$100,000	\$100,000
Personal Service	N/A	\$0	\$0
Non-personal Service	N/A	\$768,000	\$768,000
<b>Total State Operations</b>	<b>\$768,000</b>	<b>\$768,000</b>	<b>\$768,000</b>
Capital	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$868,000</b>	<b>\$868,000</b>	<b>\$868,000</b>



**E. Identification of Proposed Other Fund Actions**

	2008-09 Cash	2009-10 Cash	2010-11 Cash
<b>OTHER FUNDS</b>			
<b>Local Assistance</b>			
The Agency will achieve required savings through program reductions.	\$100,000	\$100,000	\$100,000
<b>State Operations</b>			
The Agency will achieve required savings through NPS efficiencies.	\$768,000	\$768,000	\$768,000
<b>Capital Projects</b>			
N/A			

**F. Plan to Manage the Workforce**

The Agency's SFY 2008-09 staffing target and fill level based on the April 30, 2008 payroll is as follows:

	<u>Target</u>	<u>Fill Level (FTE)</u>	<u>Difference</u>
General Fund	660	660.49	+.49
Special Revenue Other	346	339.55	-6.45
Federal	1289	1233.87	-55.13
All Funds	2295	2233.91	-61.09

The Agency's current fill level is below target on an All Funds basis. This is because the Agency's Disability Determinations Program (DDP) is significantly below target because of a high level of attrition/retirements, and because until recently we were unable to backfill due to Federal funding constraints.

DDP is administered through the Social Security Administration (SSA) and is 100% Federally funded. DDP has the oldest workforce in the Agency and a high level of attrition. Over the last several years SSA has had very tight funding controls on all the disability determination programs nationwide and as a result they have not allowed DDP to backfill every position. However, we were notified this week by SSA that they are going to allow us to start filling a large number of critical positions. This is a direct response to growing disability review caseloads around the country, and SSA's need to enlist states to help with appeals normally

handled directly by SSA. As a result of this recent SSA action it is likely that the fill level for DDP will be significantly higher (possibly at target) by the end of the State fiscal year.

As mentioned previously, in response to Budget Bulletin B-1178, the Agency has implemented a clearance process for all hirings and promotions. This clearance process will consist of a review committee chaired by Executive Deputy Commissioner Beth Berlin. The committee will initially meet on a weekly basis, and will evaluate all requests for new fills and promotions based on the following criteria:

- client or employee health and safety;
- cost avoidance;
- revenue generation; and
- program integrity, especially for penalty avoidance or issuance of incorrect benefits.

All pending fills and promotions as of the date of Budget Bulletin B-1178 have been on hold and will be re-reviewed by the committee.

There are two areas that are important to mention in terms of the Agency's workforce. The first is the area of Fair Hearings. The Agency is required by law to hold a hearing when requested by a client who feels that he or she has been inappropriately denied benefits. There are legal requirements regarding the timeliness of the hearings and the provision of aid continuing until a decision is made. The number of hearing requests has increased dramatically over the last several years, and this has required the Agency to hire additional staff and incur overtime costs. The Agency continually seeks efficiencies in the process and continually looks to control the number of hearing requests and costs. Additionally, we conduct hearings on behalf of the Health Department for Medicaid benefits. We will continue to work with the Health Department on the issue as well. In the meantime however, this is an area of upward pressure on Agency staffing.

The second area in need of discussion is succession planning. OTDA has an aging workforce, and we anticipate that there will be a significant level of retirements in SFY 2008-09 and beyond that will drive additional personal service savings as a result of higher turnover. For now, "succession planning" is not a criteria of the review committee. Where a retirement has occurred or will occur, a request to hire or promote must meet one or more of the four criteria above. However, the need to succession plan is real in order for the Agency to continue to carry out its mission effectively.

<b>Workforce Impact -- All Funds</b>	
<b>a. Initial Target:</b>	<b>2295</b>
b. Current Fills PP# 1	2233.91
c. Recurring impact of proposed actions (see Parts C & E)	0
d. Recurring impact of vacancy-refilling plan (see F.2)	+61.09
e. Total FTEs March 31, 2009 (line b minus line c, plus/minus line d)	2295
f. Change from Initial 2008-09 Target (line a minus line e)	0

### **G. Monthly Projections: All Funds Workforce; General Fund State Operations/Local/Capital**

See attachments.

## **H. Assumptions Underlying the Proposed Plan**

### **State Operations General Fund – Meeting the Cash Reduction Target**

The Office of Temporary and Disability Assistance has taken action as required by Budget Bulletin B-1178 to review all spending categories – short and long term – to achieve savings and maximize efficiencies. OTDA will meet **the 3.35% cash savings target on State Operations – General Fund (\$1.516 million)** for SFY 2008-09 on a recurring basis by applying reductions to both personal service and non-personal service spending as follows:

#### **Personal Service Spending – \$200,000**

The personal service savings reduction of \$200,000 will be achieved through vacancy control as the agency moves to only fill the most critical positions.

We estimate that there is additional recurring savings as a result of a higher level of retirements. The long term savings result when the vacated position is not backfilled or the backfill is at a lower grade level or at the hiring rate versus the job rate. Also, backfill employees are less likely to receive longevity payments. The additional savings we are projecting for SFY 2008-09 is \$200,000, and we expect that to recur at a higher level over the next several years as the base level of retirements increase.

#### **Non-Personal Service Spending – \$1,316,000**

The non-personal service savings will come from several areas as follows:

##### **Administration -- \$150,000**

We recently renegotiated a lower rate for a vendor working on office automation activities (\$16,000). We will maximize Verizon Instant Meeting as opposed to Avaya Audio Bridge for conference calls (\$34,000), increase phone line and voice mail efficiencies (\$14,000) and we will achieve State share savings to the Agency training contracts by reducing conference costs and consultant expenses (\$86,000).

##### **Center for Child Well-Being -- \$100,000**

The enacted budget includes \$500,000 State share for payments to other State agencies for reimbursement for child support enforcement activities as authorized under MOU agreements. We will continue to reimburse the other agencies for costs incurred, but based on current spending levels we can achieve recurring savings of \$100,000.

##### **Information Technology -- \$700,000**

We recently received the OFT rates for the data center for SFY 2008-09, and they are lower than those in the enacted budget. While we are pleased to see that the rates are lower, we are concerned that utilization will likely be higher than that assumed by OFT. We propose SFY 2008-09 State share savings for data center costs consistent with OFT's estimates -- \$400,000 State share (\$1.6 million gross); however, we will closely monitor OFT bills, and if anticipated savings are not materializing, other alternatives will be identified to achieve recurring savings. The OFT rates represent almost 50% of our non-personal service budget on a gross basis. As one of OFT's largest customers, we will continue to work together cooperatively to explore ways to maximize efficiencies and reduce utilization costs.

Our Bureau of Information Technology indicates we will save \$300,000 State share on a recurring basis by reducing printing equipment replacement, consolidating and centralizing legacy print, reducing related maintenance costs, and renegotiating a lower contract cost with CMA to support the upstate legacy terminal environment.

Center for Employment and Economic Support -- \$366,000

The enacted budget includes \$1 million for administrative costs associated with the Electronic Benefit Payments operation. It is estimated that \$366,000 in savings in SFY 2008-09 and recurring every year thereafter can be achieved. These savings are in addition to those identified earlier under EBT as part of the 2% reductions in Local Assistance Programs.

**Local Assistance General Fund Contracts – Meeting the Cash Reduction Target**

To achieve 2% cash savings on contractual programs in SFY 2008-09, we have evaluated each program individually and developed an action plan. This has been necessary because each program is unique and has its own contract and funding cycles, remaining prior year commitments, etc. In every case, OTDA will achieve at least a 2% cash savings in SFY 2008-09 and savings will be recurring.

Generally, OTDA has sought to reduce cash out the door during SFY 2008-09 as follows:

- Any contracts requiring reduction will be reduced by a uniform percentage within each program or by reducing the number of contracts awarded;
- If necessary to achieve the 2% goal, commitments against existing contracts are being reduced as early as possible. It should be noted that in some cases reductions of greater than 2% are required because of a high level of existing obligations against prior year funds.

**I. Management of Risks Inherent in the Plan**

Operational Risks related to staffing OTDA is different from most state agencies, because the majority of programs assigned to OTDA are state controlled but locally administered; i.e., the fifty-eight local social services districts deal directly with applicants and recipients for cash assistance, Food Stamps, child support, HEAP, and various homeless programs. We establish and implement policy, monitor local compliance, and ensure adequate state funding for programs, but in several key areas and responsibilities, we are critical to program operations and the flow of benefits to clients. These key areas and tasks include but are not limited to:

- policy development, reacting to changing needs and trends, and interpreting federal and state rules for districts, vendors, and state operations;
- systems support for eligibility, child support, benefit issuance, reporting, and program integrity;
- local monitoring, to ensure that programs are being administered in compliance with applicable state and federal statute, rules and regulations, and that local claims and reimbursement also comply with those standards; and
- Fair Hearings, to provide appropriate benefits to eligible clients, and to resolve conflicts or interpretations between clients and local districts.

Furthermore, as part of the responsibilities of the predecessor agency, the Department of Social Services, we continue to support our sister state agencies, OCFS and DOH, in eligibility, systems, Fair Hearings, and local reimbursement and fiscal monitoring.

Agency resources invested across the several centers and offices reflect many years of operating in this manner, but also the impact of numerous prior reductions in resources that required us to streamline and improve efficiency.

There are fiscal risks related to compliance with our numerous federal programs, including Food Stamps error rate penalties, potential Child Support state plan non-compliance and penalties, and TANF payment error rates that are being monitored by the federal control agency for TANF (Department of Health and Human Services, Office of Inspector General). Besides federal penalties, any breakdown in program integrity or local oversight can have adverse impacts on the state's needy population, with limited state and local resources perhaps going to ineligible.

Finally, there is a risk related to the agency's aging workforce, and the need to replace staff losses. With our high rate of experienced but retirement-eligible staff, we will almost certainly see some drop-off in efficiency when new staff are brought in to be trained in OTDA procedures and rules. The experience and knowledge that has resulted in favorable outcomes over the last decade or more will be lost in large numbers during the next three years.

#### Litigation Risks

Based on recent experience and the fact that OTDA programs are frequent subjects of litigation, we will continue to monitor all pending lawsuits, assess the related policies and cost impacts, and advise Division of Budget as we implement the enacted budget, and prepare for SFY 2009-10 estimates.

#### **J. Additional Savings Opportunities for 2008-09**

Please refer to the matrix in Attachment A of this plan for a list of proposals to be discussed for potential savings.

#### **K. Potential Future Savings Opportunities/Operational Improvements (indicate if statutory change is required)**

Opportunities for future savings are presented here in three categories:

1. State Operations
2. Local Assistance, including policy and efficiencies
3. Revenue Maximization

##### 1. State Operations:

The agency's enacted General Fund appropriation for SFY 2008-09 is \$62 million; however, when the earned federal revenue offset account (Fund 339: L-7 = \$83.5 million) is included, our base operating cost grows to \$145.5 million. Approximately 72% of that operating amount is comprised of two programs and

purposes: systems and Fair Hearings. While we will be looking for opportunities throughout the agency's operations for efficiencies and alternatives, the greatest potential for savings should exist in these two areas.

In systems, as the largest customer in their data center, we are committed to working with the Office for Technology (OFT) to assess how we can operate at peak efficiency, and to help them reduce costs that will translate into lower rates for us. That has been an ongoing dialogue, and we recently received rates for SFY 2008-09 that we hope will reduce our total cost, since OFT rates are more than one-quarter of the \$145.5 million operating budget cited above.

Elsewhere in systems, we are also looking for other savings, and have committed to a thorough review of all vendor staff, including requisite expertise, long-term needs, and state oversight, with the goal of judiciously replacing expensive contract staff wherever a state employee can be hired or reassigned to that function without any disruption in service or reduced quality.

A portion of our systems budget relates to the ongoing modernization of legacy systems, including the Welfare Management System that was designed in the late 1970's and relies on outdated and difficult-to-maintain applications. We have proceeded cautiously and managed our spending there, while we look at all options for the most prudent, cost-effective, yet long-term viable solution to updating WMS and the many systems and programs that rely so heavily on its current capacity.

The other large cost component in OTDA's operating budget is Fair Hearings; with the cooperation of New York City's Human Resource Administration, we continue to study it for streamlining and volume reductions. We believe improvements can be made and the number of fair hearing requests reduced. However, until we can reduce the volume generated at the local district level, we must maintain the capacity for timely and accurate decisions. A standing court order (Morel) monitors the timeliness of the Fair Hearings process, and we have recently committed to increased staffing to demonstrate our best efforts at compliance. We remain committed to improving the efficiency in this area, including efforts with New York City on their case actions, educational efforts, increased reliance on conciliation, and any further automation that may relieve pressure on staffing.

## 2. Local Assistance, including policy and efficiencies:

In the enacted SFY 2008-09 Budget and this process, cash assistance benefits were exempted from the 2% across the board reductions that affected other LA accounts. We will continue to work with Division of Budget to identify other savings areas that can be pursued. We have attached a matrix that lists some policy alternatives, identifying those we can implement this year through regulatory change, and any we can implement immediately.

## 3. Revenue Maximization:

OTDA receives annual federal grants in excess of \$3 billion, including TANF, Food Stamps administration, Child Support, HEAP, and Disability Determinations as the five largest. Efforts will continue to reconcile all open grant years, and to identify any earned

federal reimbursement that can be converted into state revenue, thus addressing the state's fiscal downturn. We have enjoyed a long period of success in avoiding or minimizing any federal disallowances in these various programs, due to increased attention to our central office claims accuracy and methodologies. If we are able to identify any earned revenue in excess of our recurring annual revenue goals for the enacted budget offset, and the other enacted Fund 339 revenue accounts, we will incorporate that information into our SFY 2009-10 Budget request.

ATTACHMENTS:

- Attachment A: Proposals to Reduce General Fund Local Assistance
- Attachment B: OTDA Aging Workforce Data
- Attachment C: 5/8/08 OTDA Internal Personnel Controls Process Memorandum
- Attachment D: 4/24/08 All Employee Memorandum from Commissioner Hansell
- Other Attachments: Monthly Details for Spending and Staffing

## OTDA PROPOSALS TO REDUCE GENERAL FUND LA SPENDING

Initiative Title	Description of Issue and Proposal	Estimated 2009-10 State Savings	Do Savings Recur? Yes/No	Is Legislation Required? Yes/No
Prorate Personal Needs Allowances	Prorate PNAs in accordance with date specific budgeting. It has been long-standing Office policy to provide the entire PNA for any month of eligibility, whether eligible for the whole or partial month. This policy is contrary to existing regulation which requires prorata budgeting on PNAs. We anticipate this will save approximately \$500,000 per year (\$250k state share).	.25	Yes	No
Advance First Month Rent for Temporary Housing Cases	Provide authority to advance first month's rent to lessen the stay and cost of temporary housing and expedite placement into permanent housing. Current regulations do not provide districts with authority to make advanced TA payments. Savings are likely to be minimal since local districts are thought to be doing this already, but wider utilization of this practice may reduce spending on costly emergency shelter.	minimal	Yes	No
Limit Reimbursement on Brokers/Finders Fees	Cap State reimbursement on brokers and finders fees to the State's program share of one month's rent. Currently downstate districts use different levels of fees to obtain housing through brokers. These fees can be the equivalent of anywhere from one months rent to 15% of the annual rental cost. A previous analysis determined that for one quarter, there were 3,100 cases being paid \$3.9M in fees for that quarter. That annualizes to ~\$16M a year (\$5M state share using normal shares. Capping the state share of the fee at the state share for one month's rent, our estimated annual savings are \$2.5M.	2.5	Yes	No





**SUCCESSION PLANNING  
SUMMARY FINDINGS AS OF January 2008**

<b>DIVISION/CENTER/BUREAU</b>	<b>Total Number of Employees</b>	<b>19-30</b>	<b>31-39</b>	<b>40-44</b>	<b>45-49</b>	<b>50-54</b>	<b>55 &amp; Over</b>	<b>Retirement Eligible*</b>
<b>Executive:</b>	<b>596</b>	<b>20 (3%)</b>	<b>63 (11%)</b>	<b>64 (11%)</b>	<b>117 (20%)</b>	<b>153 (26%)</b>	<b>181 (30%)</b>	<b>81 (14%)</b>
Commissioner's Office	5	0 (0%)	1 (20%)	1 (20%)	1 (20%)	1 (20%)	1 (20%)	0 (0%)
Budget, Finance & Data Mgmt	109	5 (5%)	17 (16%)	5 (5%)	27 (25%)	29 (27%)	26 (24%)	10 (9%)
Audit & Quality Control	173	8 (5%)	13 (8%)	12 (7%)	26 (15%)	47 (27%)	67 (39%)	32 (18%)
Counsel	28	2 (7%)	4 (14%)	2 (7%)	6 (21%)	9 (32%)	5 (18%)	3 (11%)
Fair Hearings	268	3 (1%)	21 (8%)	42 (16%)	57 (21%)	66 (25%)	79 (29%)	34 (13%)
Intergovernmental Affairs	5	1 (20%)	3 (60%)	1 (20%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Public Information	3	0 (0%)	1 (33%)	1 (33%)	0 (0%)	1 (33)	0 (0%)	0 (0%)
Planning & New initiative Dev.	5	1 (20%)	1 (20%)	0 (0%)	0 (0%)	0 (0%)	3 (60%)	1 (20%)
<b>Executive Deputy Commissioner:</b>	<b>11</b>	<b>0 (0%)</b>	<b>3 (27%)</b>	<b>3 (27%)</b>	<b>0 (0%)</b>	<b>3 (27%)</b>	<b>2 (18%)</b>	<b>1 (9%)</b>
Exec Deputy Commissioners Office	5	0 (0%)	3 (60%)	1 (40%)	0 (0%)	1 (20%)	0 (0%)	0(0%)
EOD	5	0 (0%)	0 (0%)	2 (40%)	0 (0%)	2 (40%)	1 (20%)	0(0%)
Local District Liaison	1	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (100%)	1 (100%)
<b>Center for Specialized Services:</b>	<b>64</b>	<b>2 (3%)</b>	<b>14 (22%)</b>	<b>8 (13%)</b>	<b>7 (11%)</b>	<b>14 (22%)</b>	<b>19 (30%)</b>	<b>10 (16%)</b>
Refugee & Immigrant Assistance	28	0 (0%)	8 (29%)	4 (14%)	3 (11%)	6 (21%)	7 (25%)	2(7%)
Housing Services	36	2 (6%)	6 (17%)	4 (11%)	4 (11%)	8 (22%)	12 (33%)	8 (22%)
<b>Center for Child Well Being</b>	<b>61</b>	<b>3 (5%)</b>	<b>9 (15%)</b>	<b>7(11%)</b>	<b>12 (20%)</b>	<b>13 (21%)</b>	<b>17 (28%)</b>	<b>4 (7%)</b>
<b>Disability Determinations</b>	<b>1042</b>	<b>15 (1%)</b>	<b>57 (5%)</b>	<b>77 (7%)</b>	<b>146 (14%)</b>	<b>281 (27%)</b>	<b>466 (45%)</b>	<b>200 (19%)</b>
<b>Employment and Economic Supports</b>	<b>264</b>	<b>7 (3%)</b>	<b>29 (11%)</b>	<b>34 (13%)</b>	<b>44 (17%)</b>	<b>58 (22%)</b>	<b>92 (35%)</b>	<b>43 (16%)</b>
<b>Operations and Program Support</b>	<b>287</b>	<b>15 (5%)</b>	<b>33 (11%)</b>	<b>32 (11%)</b>	<b>67 (23%)</b>	<b>59 (21%)</b>	<b>81 (28%)</b>	<b>32 (11%)</b>
Deputy Commissioner's office	3	0 (0%)	0 (0%)	1 (33%)	1 (33%)	1 (33%)	0 (0%)	0 (0%)
Information Technology	160	9 (6%)	9 (6%)	17 (11%)	36 (23%)	36 (23%)	53 (33%)	20 (13%)
Contract Management	23	2 (9%)	1 (4%)	3 (13%)	7 (30%)	3 (13%)	7 (30%)	1 (4%)
Human Resources	26	2 (8%)	3 (12%)	6 (23%)	9 (35%)	3 (12%)	3 (12%)	3 (12%)
Management Services	48	0 (0%)	12 (25%)	4 (8%)	8 (17%)	9 (19%)	15 (31%)	6 (13%)
Tech & Office Automation	14	1 (7%)	5 (36%)	1 (7%)	3 (21%)	2 (14%)	2 (14%)	1 (7%)
Training and Management Analysis	13	1 (8%)	3 (23%)	0 (0%)	3 (23%)	5 (38%)	1 (8%)	1 (8%)
<b>Total Staff</b>	<b>2325</b>	<b>62 (3%)</b>	<b>205 (9%)</b>	<b>225 (10%)</b>	<b>394 (17%)</b>	<b>581 (25%)</b>	<b>856(37%)</b>	<b>369 (16%)</b>

\* Without Penalty

NEW YORK STATE  
OFFICE OF TEMPORARY and DISABILITY ASSISTANCE  
BUDGET, FINANCE, and DATA MANAGEMENT

David A. Paterson  
Governor

David A. Hansell  
Commissioner

**M E M O R A N D U M**

**TO: Senior Staff**

**FROM: Mike Normile**

**DATE: May 8, 2008**

**SUBJECT: Revised Procedures for Staffing Requests**

---

As discussed at the last Senior Staff meeting, the clearance process for hirings and promotions is being refined to address the guidelines established in DOB Bulletin B-1178, which instructs agencies to limit hirings to only critical needs. Effective immediately, the Commissioner has established a review group consisting of Beth Berlin as the chairperson, along with John Paolucci and myself, to review and adjudicate all such proposals.

The criteria to be used for evaluating requests from each deputy and senior staff member will match what had been in place under previous “hard” freezes where DOB had direct control, as follows;

- client or employee health and safety;
- cost avoidance;
- revenue generation; and
- program integrity, especially for penalty avoidance or issuance of incorrect benefits from OTDA programs.

We also recognize the agency’s situation regarding the aging workforce, and our relatively high ranking as to average age and eligibility for retirement in the next two years. Those facts will be shared with Division of Budget as we move ahead in developing the B-1178 plan, but for now, any requests related primarily to succession planning and job shadowing must also reflect or address one of the four criteria listed above. The previously planned recruitment effort “Class of 2008” will likely be delayed while we assess likely turnover rates and how that effort complies with our plan and urgent needs.

Meanwhile, as a first step, we will be sharing with each deputy or program manager a list of the previously submitted waivers where approval was withdrawn last

week, to be reviewed under the new procedures. Each center or office must prioritize those pending actions, and also advise how they best correlate to the criteria. A cover template will be issued this week, that allows you to provide the ranking and facts how the criteria are satisfied.

The review group expects to meet weekly initially, to eliminate the backlog and to settle into the new process, and perhaps less frequently thereafter. By June, we also hope to have DOB's reaction to our B-1178 plan as guidance during the balance of this fiscal year. If an urgent personnel transaction must be addressed, we will do our best to accommodate such requests outside the recurring schedule.

Procedurally, please continue to address all requests to Lee Ryan and me, so the preliminary review for target room, appropriate title and item usage, and recruitment can take place; given frequent revisions for titles, item numbers, lists, and other details, this will allow the review group to have to address only the final package for the weekly meetings.

Your usual patience and support will be greatly appreciated as we move ahead in implementing and perhaps refining this new process.

cc. John Wyld  
Nancy Maney  
Lee Ryan



David A. Paterson  
Governor

NEW YORK STATE  
OFFICE OF TEMPORARY AND DISABILITY ASSISTANCE  
40 NORTH PEARL STREET  
ALBANY, NEW YORK 12243-0001

David A. Hansell  
Commissioner

## MEMORANDUM

**TO:** All OTDA Employees

**FROM:** David A. Hansell - /s/DAH – 4/24/08

**DATE:** April 24, 2008

**SUBJECT:** Addressing Budget Constraints

---

I'm sure you are aware that Governor Paterson has announced new savings targets for all state agencies, to meet the statewide \$800 million in spending reductions that the Governor committed to in this year's state budget. The Division of the Budget has provided general guidelines on what our central office spending plan should reflect, and is requiring that we take immediate steps to ensure all spending is appropriate and essential to core business. We must submit by May 16 a plan to achieve a 3.35% reduction in our State Operations spending, through recurring savings that will also reduce our budget in future years. However, we have been given the latitude to develop a plan that minimizes the impact on ongoing agency operations.

Since the statewide hiring freeze was removed in late 2005, agencies have been given the ability to control their hiring practices. To the extent that we implement adequate fiscal and hiring controls this year, we expect that level of flexibility will continue. Until our plan is submitted and approved, we must limit personnel actions to critical items only. During the next several weeks, I would also ask that all employees adhere to the spirit of the Governor's directive, both in creating efficiencies wherever possible in your day-to-day activities (e.g., use of supplies, travel, copying), and also to cooperate in implementing any new controls and policies as they are developed. If you are contacted to provide additional justification or background for purchase orders, please take these new rules into account and cooperate fully, as you do in all the business we conduct.

OTDA has an exemplary reputation across the state and with local social services districts for the quality of our work, and for our record of sound fiscal controls and compliance with established staffing and spending targets. My goal is to keep you informed as decisions are made. I appreciate your cooperation and patience as we support the Governor's efforts to put New York State on the soundest possible financial footing.

*“providing temporary assistance for permanent change”*

## 2008-09 Personnel Plan

### Actual/Projected Annual Salaried FTE Positions May 15, 2008

	Actual	Projected										2008-09 Average Fills	
	4/08	5/08	6/08	7/08	8/08	9/08	10/08	11/08	12/08	1/09	2/09		3/09
General Fund	660.49	650.60	651.60	652.60	653.60	654.60	655.60	656.60	657.60	658.60	659.60	660.00	655.96
Special Revenue - Federal	1,233.87	1,230.81	1,245.56	1,245.56	1,245.56	1,260.31	1,260.31	1,260.31	1,275.06	1,275.06	1,275.06	1,289.00	1,258.04
Special Revenue - Other	335.55	338.73	339.55	339.55	339.55	340.37	340.37	340.37	341.19	341.19	341.19	342.00	339.97
Enterprise Funds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Services Funds	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Fiduciary Funds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Grand Total</b>	<b>2,233.91</b>	<b>2,224.14</b>	<b>2,240.71</b>	<b>2,241.71</b>	<b>2,242.71</b>	<b>2,259.28</b>	<b>2,260.28</b>	<b>2,261.28</b>	<b>2,277.85</b>	<b>2,278.85</b>	<b>2,279.85</b>	<b>2,295.00</b>	<b>2,257.96</b>

**SFY 2008-09**  
**Projected Cash Disbursement vs Actual Cash Disbursement**  
**State Operations - General Fund 003**  
**April 30, 2008**

Agency: OTDA  
Program: All

\$ 44,803,000

PROJECTIONS *							ACTUALS					
CASH DISBURSEMENTS FROM							CASH DISBURSEMENTS FROM					
Month	2007-08 Carryover Approps	2008-09		Reappropriations	Monthly Disbursement Total	Year-to-date Disbursement Total	2007-08 Carryover Approps	2008-09		Reappropriations	Monthly Disbursement Total	Year-to-date Disbursement Total
		BS	NPS					BS	NPS			
APRIL	\$ (20,841,591)	\$ 5,801,299	\$ 18,832	\$ 1,212,877	\$ (13,808,583)	\$ (13,808,583)	\$ (20,841,591)	\$ 5,801,299	\$ 18,832	\$ 1,212,877	\$ (13,808,583)	\$ (13,808,583)
MAY	\$ (13,753,690)	\$ 4,041,249	\$ 2,313,424	\$ 100,000	\$ (7,299,017)	\$ (21,107,600)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
JUNE	\$ 472,002	\$ 5,095,828	\$ 1,364,786	\$ (6,700,000)	\$ 232,616	\$ (20,874,984)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
JULY	\$ -	\$ 5,108,139	\$ 1,856,207	\$ 2,100,000	\$ 9,064,345	\$ (11,810,639)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
AUGUST	\$ -	\$ 3,634,471	\$ 1,902,068	\$ 1,748,000	\$ 7,284,539	\$ (4,526,100)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
SEPTEMBER	\$ -	\$ 5,038,728	\$ 1,276,410	\$ 1,750,000	\$ 8,065,138	\$ 3,539,038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
OCTOBER	\$ -	\$ 7,672,070	\$ 2,274,499	\$ 1,630,342	\$ 11,576,910	\$ 15,115,948	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
NOVEMBER	\$ -	\$ (2,094,669)	\$ 2,770,589	\$ 1,650,000	\$ 2,325,920	\$ 17,441,868	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
DECEMBER	\$ -	\$ 5,093,863	\$ 7,535,418	\$ 1,750,000	\$ 14,379,280	\$ 31,821,149	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
JANUARY	\$ -	\$ 5,158,257	\$ (888,536)	\$ 2,100,000	\$ 6,369,721	\$ 38,190,869	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
FEBRUARY	\$ -	\$ (5,981,897)	\$ 5,823,769	\$ 1,100,000	\$ 941,872	\$ 39,132,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
MARCH	\$ -	\$ (4,157,424)	\$ 7,392,368	\$ 2,435,315	\$ 5,670,258	\$ 44,803,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,808,583)
TOTAL	\$ (34,123,279)	\$ 34,409,911	\$ 33,639,834	\$ 10,876,534	\$ 44,803,000	\$ 44,803,000	\$ (20,841,591)	\$ 5,801,299	\$ 18,832	\$ 1,212,877	\$ (13,808,583)	\$ (13,808,583)
YTD Total through 4/30/2008	\$ (34,123,279)	\$ 34,409,911	\$ 33,639,834	\$ 10,876,534	\$ 44,803,000	\$ 44,803,000	\$ (20,841,591)	\$ 5,801,299	\$ 18,832	\$ 1,212,877	\$ (13,808,583)	\$ (13,808,583)





**OTDA SFY 08-09 Fund 001 Cash Plan (\$000)**

	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	TOTAL
PA Program	119,007.0	119,476.0	119,685.0	118,767.0	118,394.0	134,874.0	-181,536.0	124,873.0	132,130.0	-189,824.0	98,230.0	5,673.0	719,749.0
Local Administration	1,767.0	68,679.0	33,571.0	36,257.0	35,415.1	35,670.0	35,192.0	35,020.0	35,248.0	34,558.0	4,146.0	14,459.0	369,982.1
Adult Shelter, Contracts	2,161.0	1,015.0	83,860.4	2,583.1	2,583.1	3,517.4	2,583.1	2,583.1	3,517.4	2,583.1	2,583.1	13,530.4	123,100.0
Monthly Total 001	122,935.0	189,170.0	237,116.4	157,607.1	156,392.2	174,061.4	-143,760.9	162,476.1	170,895.4	-152,682.9	104,959.1	33,662.4	1,212,831.1

**SFY 2008-09**  
**Projected Cash Disbursement vs Actual Cash Disbursement**  
**State Operations - Special Revenue Other Fund 339-L7 Offsets & Other**  
**April 30, 2008**

Agency: OTDA  
Program: All

\$ 92,600,000

PROJECTIONS *							ACTUALS					
CASH DISBURSEMENTS FROM							CASH DISBURSEMENTS FROM					
Month	2007-08 Carryover Approps	2008-09		Reappropriations	Monthly Disbursement Total	Year-to-date Disbursement Total	2007-08 Carryover Approps	2008-09		Reappropriations	Monthly Disbursement Total	Year-to-date Disbursement Total
		BS	NPS					BS	NPS			
APRIL	\$ 20,848,780	\$ -	\$ -	\$ -	\$ 20,848,780	\$ 20,848,780	\$ 20,848,780	\$ -	\$ -	\$ -	\$ 20,848,780	\$ 20,848,780
MAY	\$ 10,627,000	\$ 957,847	\$ -	\$ -	\$ 11,584,847	\$ 32,433,627	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,097,560
JUNE	\$ 9,724,729	\$ -	\$ -	\$ -	\$ 9,724,729	\$ 42,158,356	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
JULY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,158,356	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
AUGUST	\$ -	\$ 8,797,385	\$ -	\$ -	\$ 8,797,385	\$ 50,955,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
SEPTEMBER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,955,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
OCTOBER	\$ -	\$ -	\$ 8,500,000	\$ -	\$ 8,500,000	\$ 59,455,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
NOVEMBER	\$ -	\$ 8,797,385	\$ -	\$ -	\$ 8,797,385	\$ 68,253,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
DECEMBER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,253,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
JANUARY	\$ -	\$ -	\$ 9,750,000	\$ -	\$ 9,750,000	\$ 78,003,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
FEBRUARY	\$ -	\$ 9,096,874	\$ -	\$ -	\$ 9,096,874	\$ 87,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
MARCH	\$ -	\$ -	\$ 5,500,000	\$ -	\$ 5,500,000	\$ 92,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,848,780
TOTAL	\$ 41,200,509	\$ 27,649,491	\$ 23,750,000	\$ -	\$ 92,600,000	\$ 92,600,000	\$ 20,848,780	\$ -	\$ -	\$ -	\$ 20,848,780	\$ 20,848,780
YTD Total through 4/30/2008	\$ 41,200,509	\$ 27,649,491	\$ 23,750,000	\$ -	\$ 92,600,000		\$ 20,848,780	\$ -	\$ -	\$ -	\$ 20,848,780	

\* PROJECTED DISBURSEMENTS ARE ESTIMATES AND WILL BE REVISED ACCORDINGLY

**SFY 2008-09**  
**Projected Cash Disbursement vs Actual Cash Disbursement**  
**Capital Projects**  
**May 15, 2008**

Agency: OTDA  
Program: Homeless Housing Assistance Program (HHAP)

Fund: Capital Projects  
Account: 376

Cash Disbursement Limit: \$ 31,600,000

PROJECTIONS *							ACTUALS					
CASH DISBURSEMENTS FROM							CASH DISBURSEMENTS FROM					
Month	Regular	Advances	Bondable	Misc Type	Monthly Disbursement Total	Year-to-Date Disbursement Total	Regular	Advances	Bondable	Misc Type	Monthly Disbursement Total	Year-to-Date Disbursement Total
APRIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MAY	\$ 7,900,000	\$ -	\$ -	\$ -	\$ 7,900,000	\$ 7,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
JUNE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
JULY	\$ 7,900,000	\$ -	\$ -	\$ -	\$ 7,900,000	\$ 15,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AUGUST	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SEPTEMBER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OCTOBER	\$ 7,900,000	\$ -	\$ -	\$ -	\$ 7,900,000	\$ 23,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOVEMBER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DECEMBER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
JANUARY	\$ 7,900,000	\$ -	\$ -	\$ -	\$ 7,900,000	\$ 31,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEBRUARY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MARCH	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 31,600,000	\$ -	\$ -	\$ -	\$ 31,600,000	\$ 31,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
YTD Total through												
5/15/2008	\$ 31,600,000	\$ -	\$ -	\$ -	\$ 31,600,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -