

Implementation >









Uniting For Solutions Beyond Shelter
The Action Plan For New York City

Introduction

Mayor Michael R. Bloomberg released the city's ambitious homelessness action plan, *Uniting for Solutions Beyond Shelter*, and challenged the public, private, and nonprofit sectors to reduce homelessness by two-thirds during the next five years. Central to the new strategy is a shift in the city's response to homelessness away from simply sheltering individuals and families to programs and interventions that *solve* homelessness. These include a focus on homelessness prevention, discharge planning, rapid re-housing, and supportive housing.

In order to meet the goals outlined in *Uniting for Solutions Beyond Shelter*, strong accountability and evaluation provisions have been built into the plan. These will allow stakeholders to track progress in real time, identify and replicate best practices, and ensure public resources are spent wisely to promote independence for those receiving services.

As part of these accountability mechanisms, a first phase implementation schedule for the action plan's 60 initiatives was prepared. This schedule includes key outcomes, dates for completion, critical partners, and targets and timeframes for reducing the shelter and street census. Projected decreases are based on the impact of initiatives in advancing one or more of the following key indicators:

-  Decrease in the number of individuals living on the streets and in other public spaces,
-  Increase in the number of people leaving shelter to stable housing,
-  Increase in the supply of affordable, service-enriched, and supportive housing,
-  Decrease in the number of applications for shelter,
-  Decrease in the length of stay in shelter, and
-  Decrease in the total number of people in shelter.

The timeframes and targets included here are ambitious, and appropriately so. Beginning in January 2005, monthly implementation updates will be shared publicly at www.nyc.gov/endinghomelessness. The reports are intended to promote public discussion around progress and challenges associated with implementation.

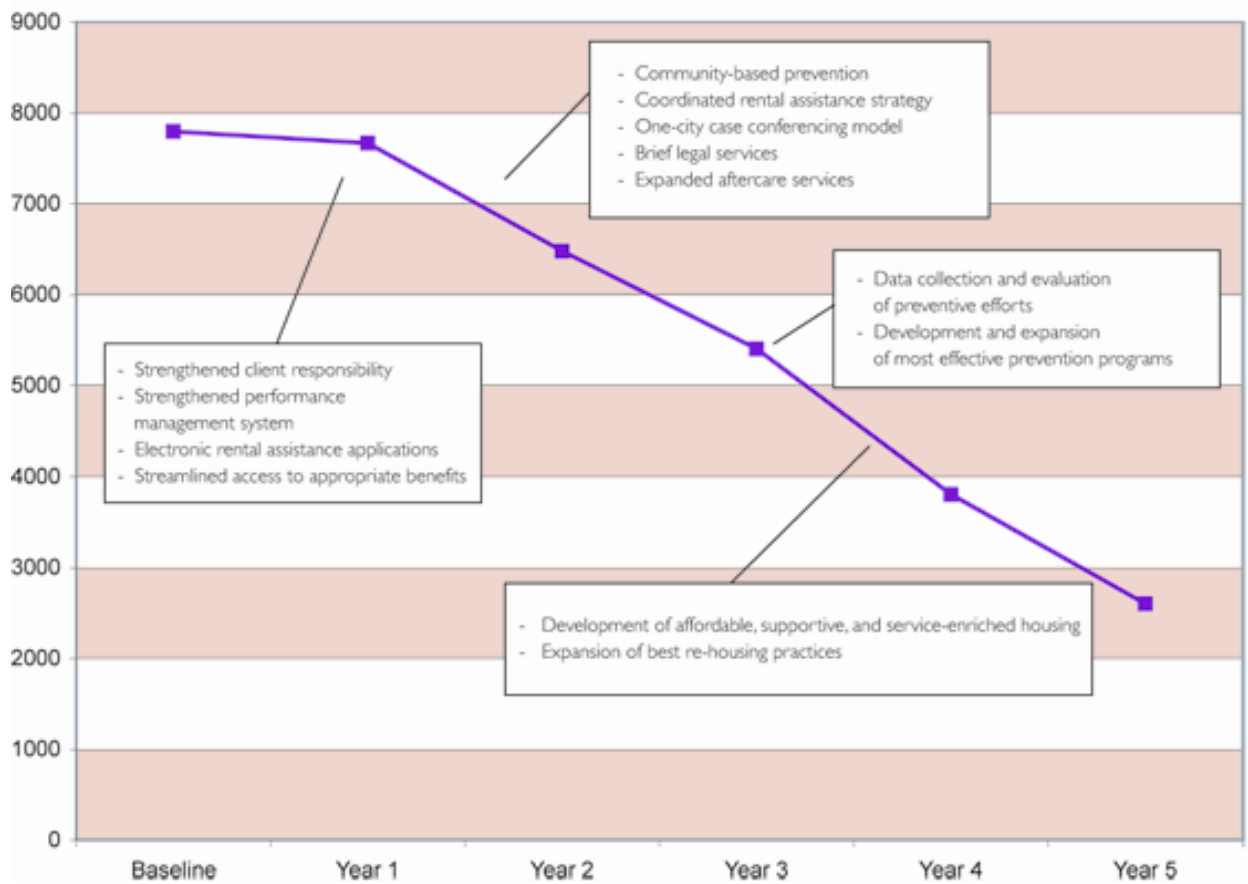
“We are too strong, and too smart, and too compassionate a city to surrender to the scourge of homelessness. We won't do it. We won't allow it.”

- Michael R. Bloomberg, June 23, 2004

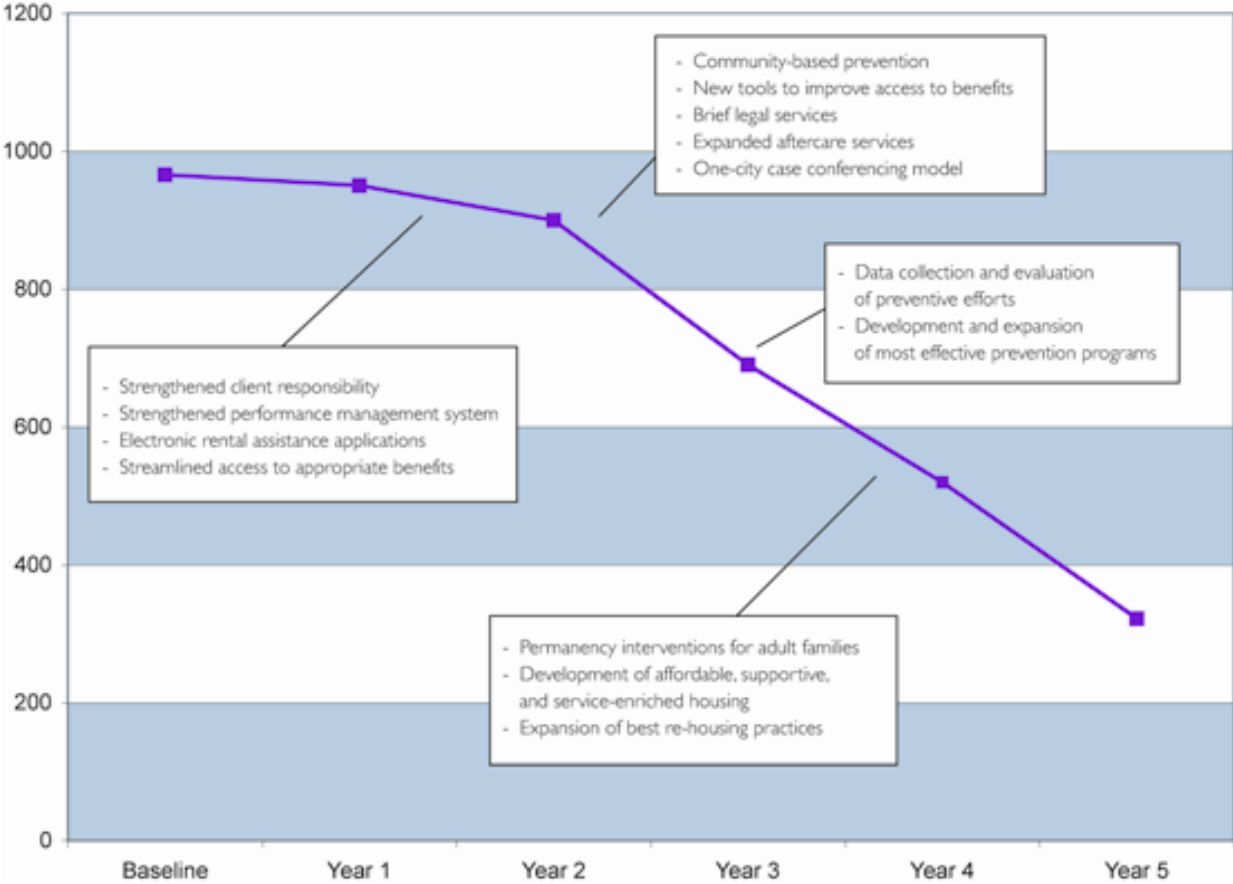
Tell it by Numbers

Uniting for Solutions Beyond Shelter aims to decrease the size of the shelter system and street homeless population each by two-thirds. Each of the following charts depicts the current census (represented as the baseline), as well as projections for reducing the census to reach the five-year goals.* Each chart differs based on the impact and timeframes of relevant initiatives.

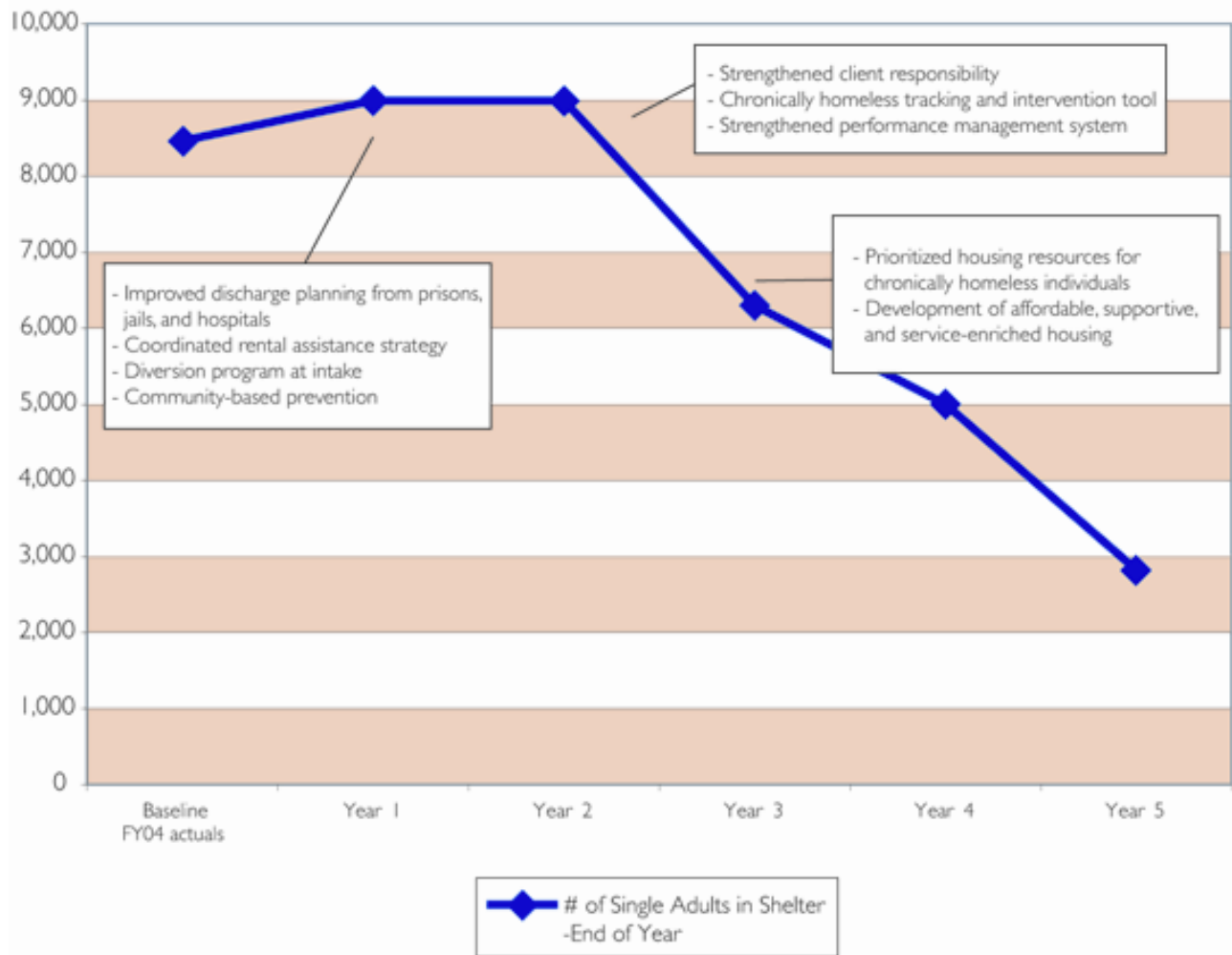
Projected Decrease of Families with Children Experiencing Homelessness



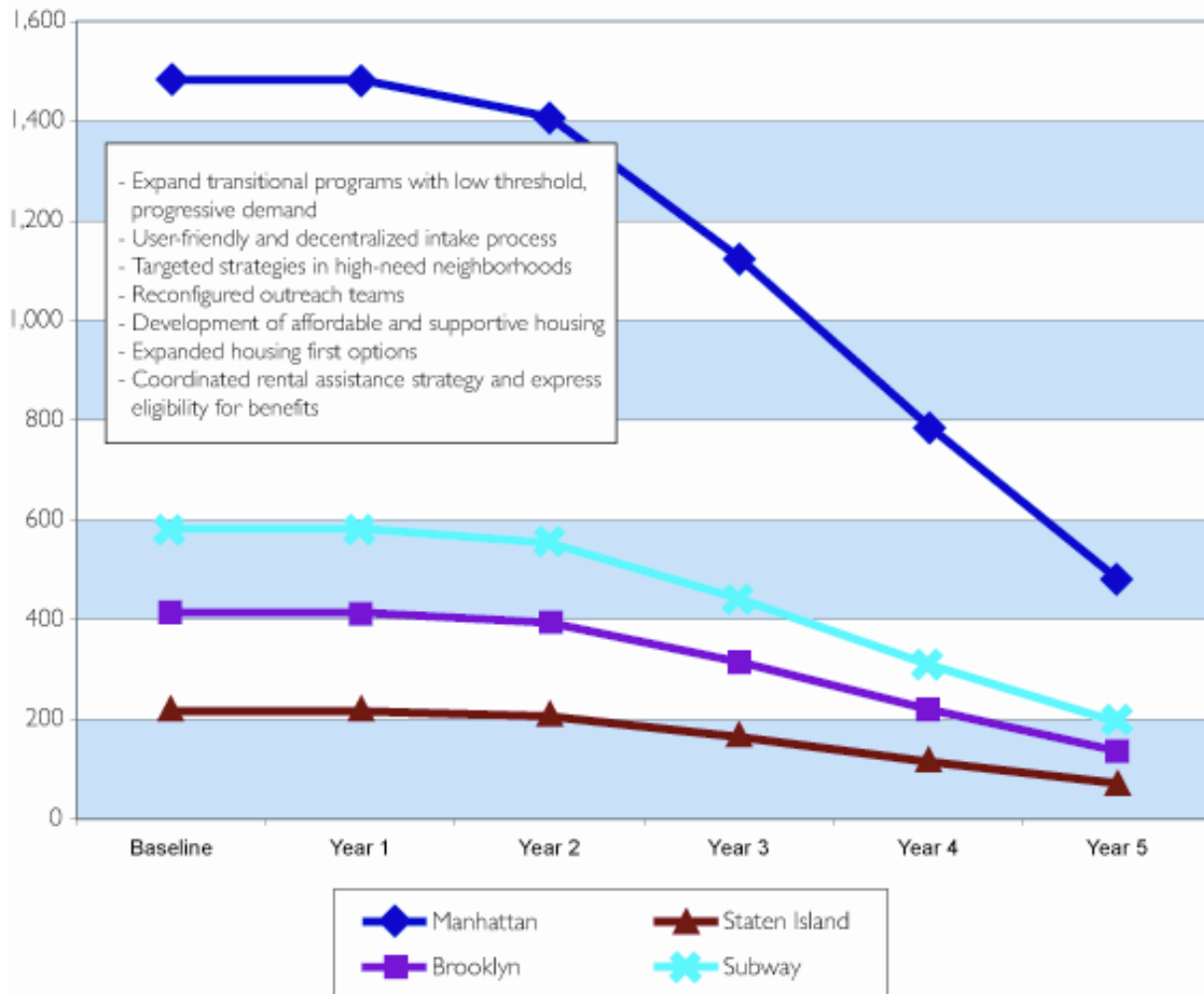
Projected Decrease of Adult Families Experiencing Homelessness



Projected Decrease of Single Adults Experiencing Homelessness



Projected Decrease of Individuals Living on the Streets



* The street census baselines are based on the most recent Homeless Outreach Population Estimate, conducted on February 23, 2004. HOPE 2004 offered estimates for the subways, Brooklyn, Manhattan, and Staten Island. HOPE 2005, which will be conducted on February 28, 2005, will produce estimates for remaining boroughs.

Making it Happen

The five-year action plan contains 60 initiatives divided into nine chapters. Over the last two months, key stakeholders have created detailed implementation schedules. The key outcomes from these implementation schedules are included in the grid below. Critical partners and dates for task completion are also included.

Initiative	Critical Partners	Milestones	Target Date
Chapter 1: Overcome Street Homelessness			
1. Establish Citywide Outreach/Drop-In Coordinating Council	DHMH, DHS, Providers, Client Advisors	<ul style="list-style-type: none"> Identify Council members First meeting occurs 	<ul style="list-style-type: none"> August 2004 October 2004
2. Reconfigure Outreach Services	DHMH, DHS, Providers, Client Advisors	<ul style="list-style-type: none"> Analyze data and identify most effective service approaches Establish performance and outcome measures for outreach Enhanced outreach teams hit the streets 	<ul style="list-style-type: none"> March 2005 January 2006 July 2006
3. Create an Accessible Citywide Clinical Database	DHMH, DHS, OTM, Providers	<ul style="list-style-type: none"> Establish parameters and data collection process Create data system Create modules for staff training Database goes live 	<ul style="list-style-type: none"> January 2005 July 2005 August 2005 September 2005
4. Expand the Capacity of Drop-In Centers	DHMH, DHS, Providers	<ul style="list-style-type: none"> Collect data Introduce first-ever accountability standards Launch new models 	<ul style="list-style-type: none"> November 2004 April 2005-March 2006 January 2006
5. Expand "Housing First" Options for Those on the Street	DHMH, DHS, Providers, Client Advisors	<ul style="list-style-type: none"> Establish Housing First taskforce Develop model and program types Place first clients 	<ul style="list-style-type: none"> November 2004 February 2005 October 2005
6. Expand Transitional Programs with Low Threshold/Progressive Demand	DHMH, DHS, Providers, Client Advisors	<ul style="list-style-type: none"> Conduct client surveys and focus groups Develop model and program types Place first clients 	<ul style="list-style-type: none"> November 2004 January 2005 October 2005
7. Decentralize Men's Intake	DHS, Providers	<ul style="list-style-type: none"> Design multi-site approach Begin site construction Ribbon cutting 	<ul style="list-style-type: none"> December 2004 August 2006 January 2007
8. Conduct Citywide Street Estimate (HOPE) Annually	DHS, MTA, NYPD, Providers, Volunteers	<ul style="list-style-type: none"> Develop improved subway and decoy methodology Conduct first-ever citywide estimate 	<ul style="list-style-type: none"> December 2004 February 2005
9. Create Community Estimates and Targets, with Accountability Mechanisms	DHS, Providers	<ul style="list-style-type: none"> Establish data systems for tracking Publish neighborhood homelessness targets to reduce homelessness 	<ul style="list-style-type: none"> December 2004 May 2005

Initiative	Critical Partners	Milestones	Target Date
Chapter 2: Prevent Homelessness			
10. Implement Community-Based Prevention Services	DHS, HRA, Providers, Client Advisors	<ul style="list-style-type: none"> • <i>HomeBase</i> offices open in six high-need community districts • Complete program evaluation • Expand <i>HomeBase</i> 	<ul style="list-style-type: none"> • September 2004 • June 2005 • January 2006
11. Introduce Innovation to Housing Court to Focus on Homelessness Prevention	DHS, HRA, HPD, OCA	<ul style="list-style-type: none"> • Begin Housing Court eviction prevention pilot • Track evictions to homelessness citywide 	<ul style="list-style-type: none"> • November 2004 • November 2004
12. Expand Aftercare Initiatives	DHS, HRA, Providers	<ul style="list-style-type: none"> • Analyze data on repeat shelter users • Redesign aftercare models • Increase clients stably housed 	<ul style="list-style-type: none"> • April 2005 • April 2005 • July 2006
13. Provide Brief Legal Services	DHS, Providers	<ul style="list-style-type: none"> • Begin providing brief legal services • Evaluate and identify service gaps 	<ul style="list-style-type: none"> • July 2004 • July 2005
14. Include HRA's Adult Protective Services (APS) as a Full Partner in Targeting Prevention Service	DHS, HRA, Providers	<ul style="list-style-type: none"> • Coordinate APS and DHS prevention providers • Complete housing needs assessment for clients referred to APS 	<ul style="list-style-type: none"> • May 2005 • June 2005
15. Implement Standards of Client and Provider Responsibility in Prevention Interventions	DHS, OTDA, Providers, Client Advisors	<ul style="list-style-type: none"> • Create first-ever client and provider standards • Implement standards to ensure client compliance and provider accountability 	<ul style="list-style-type: none"> • June 2005 • August 2005
16. Enhance Client Involvement and Self-Advocacy	DHS, Providers, Client Advisors	<ul style="list-style-type: none"> • Finalize client engagement and self-advocacy training materials • Begin training • Evaluate and adjust program 	<ul style="list-style-type: none"> • October 2004 • October 2004 • April 2005
17. Make Alternative Housing Solutions Preferable to Shelter	DHS, HRA, Providers	<ul style="list-style-type: none"> • Evaluate Vera Institute prevention analysis • Conduct focus group research in high-risk communities • Expand housing alternatives for those at-risk of shelter 	<ul style="list-style-type: none"> • December 2004 • November 2004 • July 2005
Chapter 3: Coordinate Discharge Planning			
18. Coordinate Discharge Planning for Individuals Entering Shelter from Jail	DHS, DOC, NYCHA, DHMH, HRA, Providers	<ul style="list-style-type: none"> • Strengthen employment program linkages • Adopt alternatives to short-term incarceration • Begin demonstration to end heavy cyclical use of shelter and jail • Implement plan for immediate Medicaid access after release 	<ul style="list-style-type: none"> • September 2005 • June 2005-June 2007 • June 2005 • March 2005
19. Coordinate Discharge Planning for Individuals Entering Shelter from Prison	DHS, SOP, DCJS, SOMH, Providers	<ul style="list-style-type: none"> • Refine and expand DHS and SOP joint case conference • Work with community-based organizations to engage prisoners approaching release dates • Establish strategy to improve outcomes for mentally ill population leaving prison 	<ul style="list-style-type: none"> • April 2005 • February 2005 • January 2005

Initiative	Critical Partners	Milestones	Target Date
20. Coordinate Discharge Planning for Individuals Entering Shelter from Hospitals and Community-based Treatment Facilities	DHS, DHMH, Providers	<ul style="list-style-type: none"> • Convene taskforce • Conduct data analysis to identify issues • Expand alternatives to shelter for discharged patients 	<ul style="list-style-type: none"> • September 2004 • November 2004 • May 2005
21. Coordinate City Services and Benefits in a Child Welfare Collaboration	ACS, DHS, DYCD, Providers, Client Advisors	<ul style="list-style-type: none"> • Create taskforce • Establish data linkages for families being served by multiple agencies • Implement new housing strategies for family reunification and independent living 	<ul style="list-style-type: none"> • September 2004 • November 2004 • March 2005
Chapter 4: Coordinate City Services and Benefits			
22. Coordinate City's Human Services and Benefits With a One-City Integrated Case Management System	ACS, DHS, HPD, HRA, OTM	<ul style="list-style-type: none"> • Pilot EZ benefits screening tool and case management system • Implement citywide 	<ul style="list-style-type: none"> • January 2006 • January 2008
23. Implement Cross-Agency Case Conferencing	ACS, DHS, HRA, DOC, HPD, NYCHA, DHMH, DYCD, DJJ, DFTA, DSBS, Providers, Client Advisors	<ul style="list-style-type: none"> • Begin Bedford Stuyvesant Neighborhood Integration pilot • Conduct first cross-agency case conference • Refine model and expand as appropriate 	<ul style="list-style-type: none"> • November 2004 • November 2004 • November 2005
24. Deliver and Coordinate Services and Benefits at the Community Level	ACS, DHS, HRA, DOC, HPD, NYCHA, DHMH, DYCD, DJJ, DFTA, DSBS, Providers	<ul style="list-style-type: none"> • Begin Bedford Stuyvesant Neighborhood Integration pilot • Implement systems reforms based on case conference lessons 	<ul style="list-style-type: none"> • November 2004 • November 2005
25. Implement New Tools to Increase Access to Benefits	OTM, DHS, HRA	<ul style="list-style-type: none"> • Initiate data match and needs analysis • Pilot calculator function into one-city project 	<ul style="list-style-type: none"> • October 2004 • January 2006
26. Coordinate Services and Benefits to Chronically Homeless Individuals	DHS, HRA, Providers	<ul style="list-style-type: none"> • Convene taskforce • Conduct research on characteristics of chronically homeless individuals and families • Develop linkages to address multiple service needs 	<ul style="list-style-type: none"> • August 2004 • February 2005 • September 2005
27. Pursue "Express Eligibility"	DHS, DOC, HRA, OTDA, Providers	<ul style="list-style-type: none"> • Develop a plan for immediate access to Medicaid upon release from incarceration • Implement plan • Expand scope of served populations 	<ul style="list-style-type: none"> • February 2005 • March 2005 • June 2005
28. Expand Benefits Access Supports	DHS, HRA, Providers	<ul style="list-style-type: none"> • Implement case management field team model for single adults • Implement public assistance curriculum training • Develop linkages to community-based organizations for those who have exited shelter 	<ul style="list-style-type: none"> • July 2005 • June 2005 • March 2006
29. Advance "Take Care New York" Community Initiatives	DHMH, DHS	<ul style="list-style-type: none"> • Develop strategies to improve top 10 health priorities for homeless population • Expand strategies to at-risk population 	<ul style="list-style-type: none"> • January 2005 • January 2005

Initiative	Critical Partners	Milestones	Target Date
Chapter 5: Minimize Disruptions to Families Who Experience Homelessness			
30. Reinforce Prevention and Diversion at Family Shelter Intake	DHS, HRA, Providers, Client Advisors	<ul style="list-style-type: none"> Pilot new prevention screen for first-time applicants 	<ul style="list-style-type: none"> February 2005
31. Streamline Application and Eligibility Process at Family Shelter Intake	DHS, Special Master Panel, Legal Aid Society, Client Advisors	<ul style="list-style-type: none"> Expand streamlined triage process for first-time applicants Pilot eligibility process reforms Complete expansion of improved process 	<ul style="list-style-type: none"> November 2004 December 2005 March 2005
32. Expedite Shelter Placements from Family Shelter Intake	DHS, Providers	<ul style="list-style-type: none"> Ensure all providers accept all referred families at any hour Drop all unnecessary population restrictions 	<ul style="list-style-type: none"> November 2004 November 2004
33. Place Families In Shelters Near Their Home Communities	DHS, Providers	<ul style="list-style-type: none"> Continue community placements Establish targets for increased placements 	<ul style="list-style-type: none"> August 2004 March 2005
Chapter 6: Minimize Duration of Homelessness			
34. Strengthen Performance Management Systems for Shelter Providers	DHS, Providers	<ul style="list-style-type: none"> Integrate 5-year plan initiatives and targets into existing performance management systems Implement strengthened performance management programs 	<ul style="list-style-type: none"> April 2005 July 2005
35. Ensure that Clients Assume Responsibility for Reducing Reliance on Shelter	DHS, Providers, Client Advisors	<ul style="list-style-type: none"> Implement casework and record management initiatives in single adult shelters Evaluate client responsibility program 	<ul style="list-style-type: none"> January 2005 March 2005
36. Introduce New Tools to Help Long-Term Shelter Residents	DHS, DHMH, OTDA, Providers	<ul style="list-style-type: none"> Identify scope and characteristics of chronic shelter users Establish new case management approach Pilot new length of stay reduction protocols 	<ul style="list-style-type: none"> September 2005 May 2005 July 2006
37. Prioritize Housing Resources for Chronically Homeless Individuals and Families	DHS, DHMH, HPD, HRA, Providers	<ul style="list-style-type: none"> Establish targets for new housing units for chronically homeless clients Develop new models for serving chronically homeless clients Expand partnerships between shelter and housing providers Streamline housing referral process 	<ul style="list-style-type: none"> January 2005 September 2006 September 2004-December 2006 September 2004 – December 2006
38. Develop a Mobile Services Model to Bridge Transition of Chronically Homeless Individuals and Families from Shelter to Housing	DHS, DHMH, SOMH, ACS, Providers	<ul style="list-style-type: none"> Develop mobile services model Implement model 	<ul style="list-style-type: none"> February 2005 May 2005 – May 2006
39. Assist Single Adults at the Front End of the Shelter System to Avoid Homelessness or Avoid Unnecessarily Long Stays	DHS, HRA, Providers, Client Advisors	<ul style="list-style-type: none"> Develop diversion program model Begin pilots 	<ul style="list-style-type: none"> June 2005 July 2005

Initiative	Critical Partners	Milestones	Target Date
40. Develop Permanency Interventions for Adult Families	DHS, DHMH, HPD, Providers	<ul style="list-style-type: none"> • Provide training and technical assistance to providers • Develop monitoring tool • Develop referral resource guide 	<ul style="list-style-type: none"> • November 2004 • November 2004 • July 2005
Chapter 7: Shift Resources into Preferred Solutions			
41. Analyze Resource Reinvestment by Sector	DHS	<ul style="list-style-type: none"> • Analyze funding collaborations with other agencies • Analyze federal, state, and city reimbursement streams • Release reinvestment blueprint 	<ul style="list-style-type: none"> • October 2004 • January 2005 • February 2005
42. Obtain State and Federal Waivers to Current Reimbursement Limitations	DHS, HRA, OMB, OTDA	<ul style="list-style-type: none"> • Explore mechanisms for reinvestment of potential savings • Secure state and federal funds for prevention programs 	<ul style="list-style-type: none"> • December 2004 • May 2005
43. Increase Up-Front Investments to Fund Prevention Models	DHS, HRA, OMB	<ul style="list-style-type: none"> • Collaborate to increase targeted prevention efforts 	<ul style="list-style-type: none"> • June 2005
44. Reinvest Targeted Savings	DHS, OMB	<ul style="list-style-type: none"> • Establish accounting system to track costs against savings • Begin reinvestments to priority programs 	<ul style="list-style-type: none"> • October 2004 • June 2005
45. Downsize Shelters to Reinforce Savings	DHS, OMB, Providers	<ul style="list-style-type: none"> • Determine future capacity needs • Develop takedown schedule and reinvestment plan 	<ul style="list-style-type: none"> • September 2004 • January 2005
Chapter 8: Provide Resources for Vulnerable Populations to Access and Afford Housing			
46. Coordinate Rental Assistance Across All Agencies	DHS, NYCHA, HPD, HRA	<ul style="list-style-type: none"> • Finalize rental assistance strategy • Begin pilot • Initiate citywide 	<ul style="list-style-type: none"> • October 2004 • November 2004 • January 2006
47. Develop a Rental Assistance Primer	DHS, NYCHA, HPD, ACS	<ul style="list-style-type: none"> • Update rental assistance matrix • Release primer 	<ul style="list-style-type: none"> • December 2004 • January 2005
48. Streamline the Rental Assistance Application	DHS, NYCHA	<ul style="list-style-type: none"> • Begin automated housing application pilot • Initiate in shelters citywide 	<ul style="list-style-type: none"> • December 2004 • February 2005
49. Redesign Rental Assistance to Disincentivize Shelter	DHS, NYCHA	<ul style="list-style-type: none"> • Identify rental assistance strategies unattached to shelter • Pilot strategies 	<ul style="list-style-type: none"> • September 2004 • November 2004
50. Increase the Supply of Supportive Housing for Adults and Families	HPD, DHS, HRA, OTDA, Providers	<ul style="list-style-type: none"> • Convene taskforce • Develop new models • Implement pilot program focused on new lending products • Implement expanded "Moving On" program model 	<ul style="list-style-type: none"> • September 2004 • October 2004 • April 2005 • June 2005
51. Increase the Supply of Service- Enriched Housing for Adults and Families	HPD, DHS, HRA Providers	<ul style="list-style-type: none"> • Convene taskforce and site visits • Develop service model • Implement program 	<ul style="list-style-type: none"> • August 2004 – February 2005 • May 2005 – January 2006 • January 2006

Initiative	Critical Partners	Milestones	Target Date
52. Advance <i>New Housing Marketplace</i> Initiative	HPD, DHS	<ul style="list-style-type: none"> Evaluate shelter sites for conversion to housing Create phase-out plan Initiate construction planning Phase-in supportive housing 	<ul style="list-style-type: none"> September 2004 – June 2005 October 2005 October 2007 February 2008
53. Improve Community Relationships to Support New Community Housing Initiatives	DHS, HPD, Providers	<ul style="list-style-type: none"> Establish taskforce Develop community focus groups Create community forums 	<ul style="list-style-type: none"> October 2004 March 2005 July 2005
Chapter 9: Measure Progress, Evaluate Success, and Invest in Continuous Improvement			
54. Create and Maintain a Research Advisory Board	DHS, Academics, Providers	<ul style="list-style-type: none"> Convene board meeting Develop evaluation program for key initiatives 	<ul style="list-style-type: none"> October 2004 April 2005
55. Conduct One-City Data Matches	DHS, HRA, ACS, NYCHA, HPD	<ul style="list-style-type: none"> Establish data committee among agencies Establish routine data match schedule Publish report 	<ul style="list-style-type: none"> September 2004 November 2004 January 2005
56. Track Key Indicators Impacting Homeless New Yorkers	DHS, DHMH	<ul style="list-style-type: none"> Establish indicators to be tracked by population Develop regular reporting schedule Assess policy implications 	<ul style="list-style-type: none"> May 2005 August 2005 September 2005
57. Use Data and Research to Inform and Evaluate Homeless Prevention Efforts	DHS, NYCHA, HRA, HPD, Academics	<ul style="list-style-type: none"> Incorporate Vera analysis into prevention and aftercare program design Establish evaluation design team Produce monthly reports on prevention performance 	<ul style="list-style-type: none"> January 2005 – May 2005 December 2004 March 2005
58. Track Community Level Performance	DHS, HRA, ACS, Providers	<ul style="list-style-type: none"> Implement DHS reporting and mapping capabilities for shelter demand Work with partners to identify indicators Establish oversight committee Establish community goals and targets 	<ul style="list-style-type: none"> November 2004 December 2004 January 2005 December 2005
59. Reinforce the Objectives of <i>Uniting for Solutions Beyond Shelter</i> Through Staff Training and Development	DHS, Providers, Client Advisors	<ul style="list-style-type: none"> Establish Training Advisory Committee Develop staff education program and curriculum Begin training 	<ul style="list-style-type: none"> October 2004 February 2005 March 2005
60. Implement a Broad Public Education Campaign	DHS, Private Sector	<ul style="list-style-type: none"> Implement phase one public education strategies Implement phase two strategies 	<ul style="list-style-type: none"> May 2005 May 2006

Action Plan Initiatives by Key Indicators

Below, each of the action plan's 60 initiatives are listed under their respective indicator(s). Several initiatives advance multiple indicators.

Decrease in the Number of Individuals Living on the Street

- Establish Citywide Outreach/Drop-In Coordinating Council
- Reconfigure Outreach Services
- Create an Accessible Citywide Clinical Database
- Expand the Capacity of Drop-In Centers
- Expand "Housing First Options" for Those on the Street
- Expand Transitional Programs with Low Threshold/Progressive Demand
- Decentralize Men's Intake
- Conduct Citywide Street Estimate Annually
- Create Community Estimates and Targets with Accountability Mechanisms
- Coordinate Services and Benefits to Chronically Homeless Individuals
- Prioritize Housing Resources for Chronically Homeless Individuals and Families
- Develop a Mobile Services Model to Bridge Transition of Chronically Individuals and Families from Shelter to Housing
- Increase the Supply of Supportive Housing for Adults and Families
- Increase the Supply of Service-Enriched Housing for Adults and Families
- Track Key Indicators Impacting Homeless New Yorkers

Increase in the Number of People Leaving Shelter to Stable Housing

- Implement New Tools to Improve Access to Benefits
- Strengthen Performance Management Systems for Shelter Providers
- Ensure that Clients Assume Responsibility for Reducing Reliance on Shelter
- Introduce New Tools to Track and Assist Long-Term Shelter Residents
- Prioritize Housing Resources for Chronically Homeless Individuals and Families
- Develop a Mobile Services Model to Bridge Transition of Chronically Homeless Individuals and Families from Shelter to Housing
- Develop Permanency Intervention for Adult Families
- Coordinate Rental Assistance Across All Agencies
- Streamline the Rental Assistance Application
- Increase the Supply of Supportive Housing for Adults and Families
- Increase the Supply of Service-Enriched Housing for Adults and Families

Increase in the Supply of Affordable, Service-Enriched and Supportive Housing

- Coordinate Rental Assistance Across All Agencies
- Advance *New Housing Marketplace* Initiative
- Increase the Supply of Service-Enriched Housing for Adults and Families
- Increase the Supply of Supportive Housing for Adults and Families
- Improve Community Relationships to Support New Community Housing Initiatives
- Close Shelter to Reinforce Savings

Decrease in the Number of Applications for Shelter

- Implement Community-Based Prevention Services
- Introduce Innovation to Housing Court to Focus on Homelessness Prevention
- Expand Aftercare Initiatives
- Provide Brief Legal Services
- Include HRA's APS as a Full Partner in Targeting Prevention Services
- Implement Standards of Client and Provider Responsibility in Prevention Interventions
- Make Alternative Housing Solutions Preferable to Shelter
- Coordinate Discharge Planning for Individuals Entering Shelter from Jail
- Coordinate Discharge Planning for Individuals Entering Shelter from Prison
- Coordinate Discharge Planning for Individuals Entering Shelter from Hospitals and Community-Based Treatment Facilities
- Coordinate City Services and Benefits in a Child Welfare Collaboration
- Coordinate City's Human Services and Benefits with a One-City Integrated Case Management System
- Implement Cross Agency Case Conferencing
- Deliver and Coordinate Services and Benefits at the Community Level
- Implement New Tools to Increase Access to Benefits
- Pursue Express Eligibility
- Expand Benefits Access Supports
- Advance "Take Care New York" Initiatives
- Reinforce Prevention and Diversion at Family Shelter Intake
- Analyze Resource Re-Investment by Sector
- Obtain State and Federal Waivers to Current Reimbursement Limitations
- Increase Up-Front Investments to Fund Prevention Models
- Reinvest Targeted Savings
- Coordinate Rental Assistance Across All Agencies
- Develop a Rental Assistance Primer
- Streamline the Rental Assistance Application
- Redesign Rental Assistance to Disincentivize Shelter
- Use Data and Research to Inform and Evaluate Homeless Prevention Efforts
- Track Community Level Performance

Decrease in the Length of Stay in Shelter

- Implement New Tools to Improve Access to Benefits
- Strengthen Performance Management Systems for Shelter Providers
- Ensure that Clients Assume Responsibility for Reducing Reliance on Shelter
- Introduce New Tools to Track and Assist Long-Term Shelter Residents
- Prioritize Housing Resources for Chronically Homeless Individuals and Families
- Develop a Mobile Services Model to Bridge Transition of Chronically Homeless Individuals and Families
- Assist Single Adults at the Front End of the Shelter System to Avoid Homelessness or Avoid Unnecessarily Long Stays
- Develop Permanency Intervention for Adult Families
- Coordinate Rental Assistance Across All Agencies
- Streamline the Rental Assistance Application
- Increase the Supply of Supportive Housing for Adults and Families
- Increase the Supply of Service-Enriched Housing for Adults and Families

Decrease in the Total Number of People In Shelter

- Implement Community-Based Prevention Services
- Introduce Innovation to Housing Court to Focus on Homelessness Prevention
- Expand Aftercare Initiatives
- Provide Brief Legal Services
- Include HRA's APS as a Full Partner in Targeting Prevention Services
- Implement Standards of Client and Provider Responsibility in Prevention Interventions
- Make Alternative Housing Solutions Preferable to Shelter
- Coordinate Discharge Planning for Individuals Entering Shelter from Jail
- Coordinate Discharge Planning for Individuals Entering Shelter from Prison
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- Coordinate City Services and Benefits in a Child Welfare Collaboration
- Coordinate City's Human Services and Benefits with a One City Integrated Case Management System
- Implement Cross Agency Case Conferencing
- Deliver and Coordinate Services and Benefits at the Community Level
- Implement New Tools to Increase Access to Benefits
- Coordinate Services and Benefits to Chronically Homeless Individuals
- Pursue "Express Eligibility"
- Expand Benefits Access Supports
- Advance "Take Care New York" Initiatives
- Reinforce Prevention and Diversion at Family Shelter Intake
- Strengthen Performance Management Systems for Shelter Providers
- Ensure that Clients Assume Responsibility for Reducing Reliance on Shelter
- Introduce New Tools to Track and Assist Long-Term Shelter Residents
- Prioritize Housing Resources for Chronically Homeless Individuals and Families

- Develop a Mobile Services Model to Bridge Transition of Chronically Homeless Individuals and Families from Shelter to Housing
- Assist Single Adults at the Front End of the Shelter System to Avoid Homelessness or Avoid Unnecessarily Long Stays
- Develop Permanency Intervention for Adult Families
- Analyze Resource Re-Investment by Sector
- Obtain State and Federal Waivers to Current Reimbursement Limitations
- Increase Up-Front Investments to Fund Prevention Models
- Reinvest Targeted Savings
- Coordinate Rental Assistance Across All Agencies
- Develop a Rental Assistance Primer
- Streamline the Rental Assistance Application
- Redesign Rental Assistance to Dis-incentivize Shelter
- Increase the Supply of Supportive Housing for Adults and Families
- Increase the Supply of Service-Enriched Housing for Adults and Families
- Advance *New Housing Marketplace* Initiative
- Improve Community Relationships to Support New Community Housing Initiatives
- Conduct One-City Data Matches
- Use Data and Research to Inform and Evaluate Homeless Prevention Efforts
- Track Community Level Performance
- Reinforce the Objectives of *Uniting for Solutions Beyond Shelter* Through Staff Training and Development
- Implement a Broad Public Education Campaign

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