



DEPARTMENT OF HOMELESS SERVICES

Michele Ovesey, Commissioner

What We Do

The Department of Homeless Services (DHS) manages nine City-run and 229 provider-run shelter facilities, consisting of 67 adult facilities, 18 adult family facilities and 153 facilities for families with children. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as HomeBase.

Our Services and Goals

Service 1: Help prevent at-risk individuals and families from becoming homeless.

Goal 1a: Provide effective interventions to households most at risk of homelessness.

Service 2: Provide temporary emergency housing to homeless individuals and families.

Goal 2a: Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

Service 3: Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

Goal 3b: Minimize re-entries into the shelter services system.

Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a: Reduce the number of unsheltered homeless individuals.

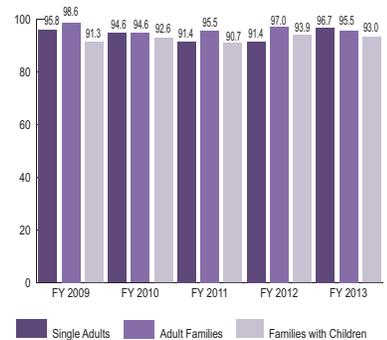
How We Performed in Fiscal 2013

Service 1: Help prevent at-risk individuals and families from becoming homeless.

Goal 1a: Provide effective interventions to households most at risk of homelessness.

DHS' community-based homelessness prevention program, HomeBase, continued to exceed its prevention target for all populations by helping more than 90 percent of clients receiving prevention services to stay in their communities and avoid shelter entry. The success rate for single adults increased by about five percentage points to 97 percent between Fiscal 2012 and Fiscal 2013, while the rate for families with children remained stable near 93 percent. The rate for adult families decreased by one and a half percentage points to 95.5 percent in Fiscal 2013.

Homelessness Prevention: Clients Diverted from Shelter (%)



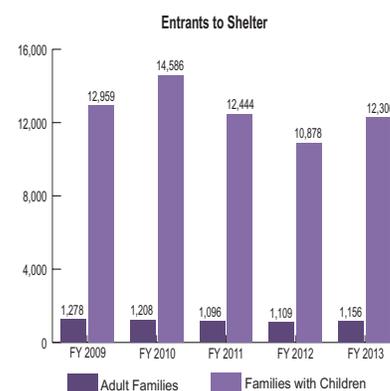
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	95.8%	94.6%	91.4%	91.4%	96.7%	70.0%	70.0%	Neutral	Neutral
★ Adult families receiving preventive services who did not enter the shelter system (%)	98.6%	94.6%	95.5%	97.0%	95.5%	70.0%	70.0%	Neutral	Neutral
★ Families with children receiving preventive services who did not enter the shelter system (%)	91.3%	92.6%	90.7%	93.9%	93.0%	70.0%	70.0%	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Service 2: Provide temporary emergency housing to homeless individuals and families.

Goal 2a: Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

DHS connects individuals and families in shelter to employment and mainstream benefits that will assist them in exiting shelter and moving toward independent living in the community. In Fiscal 2013, an average of 94 percent of families with children in shelter were applying for or receiving Cash Assistance. In Fiscal 2013, 6,875 employment placements for homeless individuals and families were made through HRA's East River Job Center. This is 100 percent of the Fiscal 2013 goal, a success rate that is 20 percentage points higher than the Fiscal 2012 rate. Demand for family shelter services increased during Fiscal 2013. The number of families with children and adult family entrants increased by 13 percent and four percent, respectively, from Fiscal 2012 to Fiscal 2013. The average number of families with children, adult families, and single adults in shelter per day also increased between Fiscal 2012 and Fiscal 2013 and have trended upward during the past five years.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Adult families entering the DHS shelter services system	1,278	1,208	1,096	1,109	1,156	*	↓	Down	Down
★ Families with children entering the DHS shelter services system	12,959	14,586	12,444	10,878	12,306	*	↓	Down	Down
★ Single adults entering the DHS shelter services system	NA	NA	NA	17,872	16,448	*	↓	Down	NA
★ Average number of adult families in shelters per day	1,276	1,309	1,315	1,450	1,723	*	1,716	Down	Up
★ Average number of families with children in shelters per day	7,948	8,629	8,165	8,445	9,840	*	9,664	Down	Up
★ Average number of single adults in shelters per day	6,526	7,167	8,387	8,622	9,536	*	9,449	Down	Up
Families with children applying for or receiving public assistance (average) (%)	NA	NA	NA	NA	94.0%	*	*	Neutral	NA
Average school attendance rate for children in the DHS shelter services system (%)	81.0%	82.0%	82.0%	82.7%	83.6%	*	*	Up	Neutral
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	81.3%	84.3%	83.3%	76.5%	70.5%	85.0%	85.0%	Up	Down
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	NA	125.0%	80.0%	100.0%	*	*	Up	NA

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Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

The rate of adult shelter inspections with safety maintenance or cleanliness deficiencies per 1,000 beds decreased by 50 percent from Fiscal 2012 to Fiscal 2013. This indicator has improved consistently over several years as the Department has incorporated a regular internal monitoring and inspection process. In Fiscal 2013, DHS provided additional training and expanded the incident reporting criteria to more thoroughly track shelter activity. Additional domestic violence training for adult family providers contributed to an increase in the reporting of domestic violence incidents. For families with children, the criteria that shelter providers use in reporting incidents was expanded to include Emergency Medical Service

(EMS) calls which also led increase in the rate of critical incidents. DHS continues to encourage providers to report all critical incidents and has tightened protocols for responding to incidents to ensure that clients are safe in shelters.

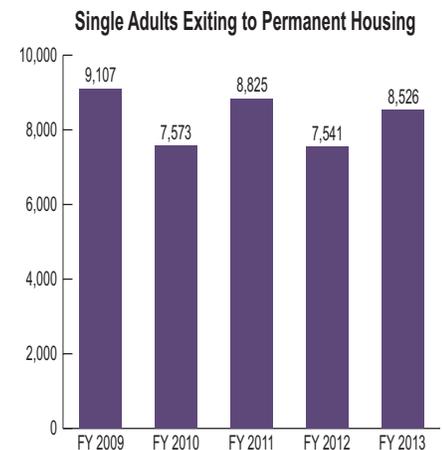
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	NA	2.7	1.7	0.3	0.2	*	↓	Down	NA
★ Critical incidents in the adult shelter system, per 1,000 residents	0.4	0.8	0.2	1.1	2.2	*	↓	Down	Up
★ Critical incidents in the adult family shelter system, per 1,000 residents	1.6	7.4	8.2	4.5	14.9	*	↓	Down	Up
★ Critical incidents in the families with children shelter system, per 1,000 residents	1.2	0.3	1.7	6.5	7.6	*	↓	Down	NA
Cost per day for shelter facilities - Single adult facilities (\$)	\$70.18	\$69.25	\$73.58	\$77.58	\$74.80	*	*	Neutral	Up
- Family facilities (\$)	\$105.22	\$100.49	\$100.12	\$100.82	\$102.74	*	*	Neutral	Neutral
Evaluations for human services contracts completed on time, as compared to the goal (%)	NA	NA	93.6%	97.8%	97.2%	*	*	Up	NA

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Service 3: Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

DHS collaborates with HRA and other agencies to connect shelter clients to mainstream benefits to assist them in exiting shelter. In Fiscal 2013, DHS met its monthly goal of families with children and adult families exiting shelter, which was a marked improvement from Fiscal 2012. The number of single adults who exited to permanent housing increased by 13 percent from Fiscal 2012 to Fiscal 2013, exceeding the Fiscal 2013 target of 8,000 exits to permanent housing. Additionally, 13 percent more single adults exited to supportive housing between Fiscal 2012 (1,635 exits to supportive housing) and Fiscal 2013 (1,841 exits to supportive housing). Supportive housing enables clients with disabilities to exit shelter and remain stably housed in the community.



From Fiscal 2012 to Fiscal 2013, the average length of stay in shelter increased across all subpopulations: single adults' length of stay increased by seven percent, families with children by 11 percent and adult families' by 13 percent. The average length of stay has been increasing since the loss of a rental assistance supplement in Fiscal 2011. DHS holds shelter providers accountable through measuring their performance against a range of key agency goals including clients' length of stay in shelter and success in moving people out of the shelter system into permanent housing. Single adult provider performance has an impact on their budgets. Without the necessary State approval, DHS could not move forward on a plan to implement a similar performance program for family shelters.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Single adults exiting to permanent housing	9,107	7,573	8,825	7,541	8,526	8,000	8,000	Up	Neutral
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	NA	70	104	*	*	Up	NA
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	NA	NA	99	103	*	*	Up	NA
★ Average length of stay for single adults in shelter (days)	261	245	250	275	293	*	↓	Down	Up
★ Average length of stay for adult families in shelter (days)	370	325	349	416	469	*	↓	Down	Up
★ Average length of stay for families with children in shelter (days)	281	243	258	337	375	*	↓	Down	Up

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Goal 3b: Minimize re-entries into the shelter services system.

To minimize shelter recidivism, DHS focuses on connecting clients to mainstream resources in the community including aftercare services to clients who are in jeopardy of losing their housing after exiting shelter. The percent of single adults who returned to shelter within one year of exiting to permanent housing remained around four percent, similar to prior years. The rates increased among adult families and families with children due to a significant shift in the type of shelter exits from primarily subsidized to unsubsidized exits as a result of the loss of a rental assistance program in Fiscal 2011. Historically, unsubsidized exits have a higher recidivism rate than subsidized exits.

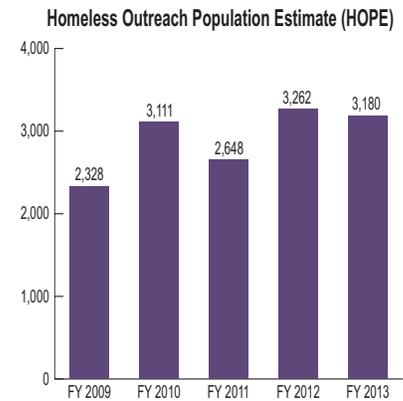
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	5.5%	4.1%	4.0%	3.9%	4.5%	*	4.2%	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	2.8%	6.4%	8.3%	5.6%	15.0%	*	10.3%	Down	Up
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.4%	3.8%	2.8%	4.4%	9.5%	*	7.0%	Down	Up

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Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a: Reduce the number of unsheltered homeless individuals.

DHS and its outreach providers work to engage chronically homeless individuals and connect them to support services. During the reporting period, DHS providers placed 720 chronically homeless individuals into permanent and temporary housing, a 32 percent increase from Fiscal 2012. The Homeless Outreach Population Estimate (HOPE) conducted in Fiscal 2013 estimated 3,180 unsheltered individuals in New York City, three percent fewer than in Fiscal 2012 and a 28 percent decrease from the 4,395 estimated in the first citywide survey conducted in 2005.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	2,328	3,111	2,648	3,262	3,180	*	3,085	Down	Up
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	689	880	577	545	720	*	*	Up	Down
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	NA	94.6%	100.0%	100.0%	100.0%	*	*	Up	NA

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Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Accidents involving city vehicles	NA	NA	NA	NA	48	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	NA	119	*	*	Down	NA

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Agency Customer Service

Customer service remains a priority for DHS in meeting the needs of clients seeking shelter and in interactions with the general public. Full Fiscal 2013 data for in-person wait time is not available due to effects of Hurricane Sandy and other data issues. Average wait time during the first and fourth quarters of Fiscal 2013 was 16.5 minutes. DHS exceeded its CORE customer experience rating target by 12 percent in Fiscal 2013.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	81	68	71	88	67	80	80	Neutral
Letters responded to in 14 days (%)	72	65	73	70	67	70	70	Neutral
Average customer in-person wait time (minutes)	NA	26	29	22	NA	25	25	NA
Completed customer requests for interpretation	189	2,378	3,814	3,230	4,087	NA	NA	Up
CORE customer experience rating (0-100)	NA	78	80	81	91	81	81	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$851.3	\$942.0	\$1,019.2	\$900.5	\$1,002.7	\$955.3	\$905.9	Up
Personnel	2,027	1,927	1,838	1,819	1,848	1,953	1,960	Neutral
Overtime paid (\$000,000)	\$10.0	\$9.1	\$8.0	\$7.4	\$7.5	\$7.9	\$6.9	Down
Capital commitments (\$000,000)	\$25.5	\$33.7	\$19.1	\$24.2	\$14.3	\$49.6	\$51.2	Down
Human services contract budget (\$000,000)	\$643.8	\$739.2	\$811.3	\$698.8	\$788.1	\$741.6	\$695.7	Up

¹Authorized Budget Level ²Expenditures include all funds. "NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- DHS converted to a new data system in Fiscal 2012. As a result, single adult entrant data for Fiscal 2012 is not comparable to Fiscal 2013 data. The conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.
- The Department added the following indicators: 'Workplace injuries reported' and 'Accidents involving City vehicles.'

For additional agency performance statistics, please visit:

- Stats & Reports: <http://www.nyc.gov/html/dhs/html/communications/stats.shtml>
- Homeless Outreach Population Estimate (HOPE) count results: <https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics: <http://www.nyc.gov/html/dhs/downloads/pdf/dailyreport.pdf>

For more information on the agency, please visit: www.nyc.gov/dhs.

