

# REVIEW OF HOMELESS SERVICE AGENCIES AND PROGRAMS

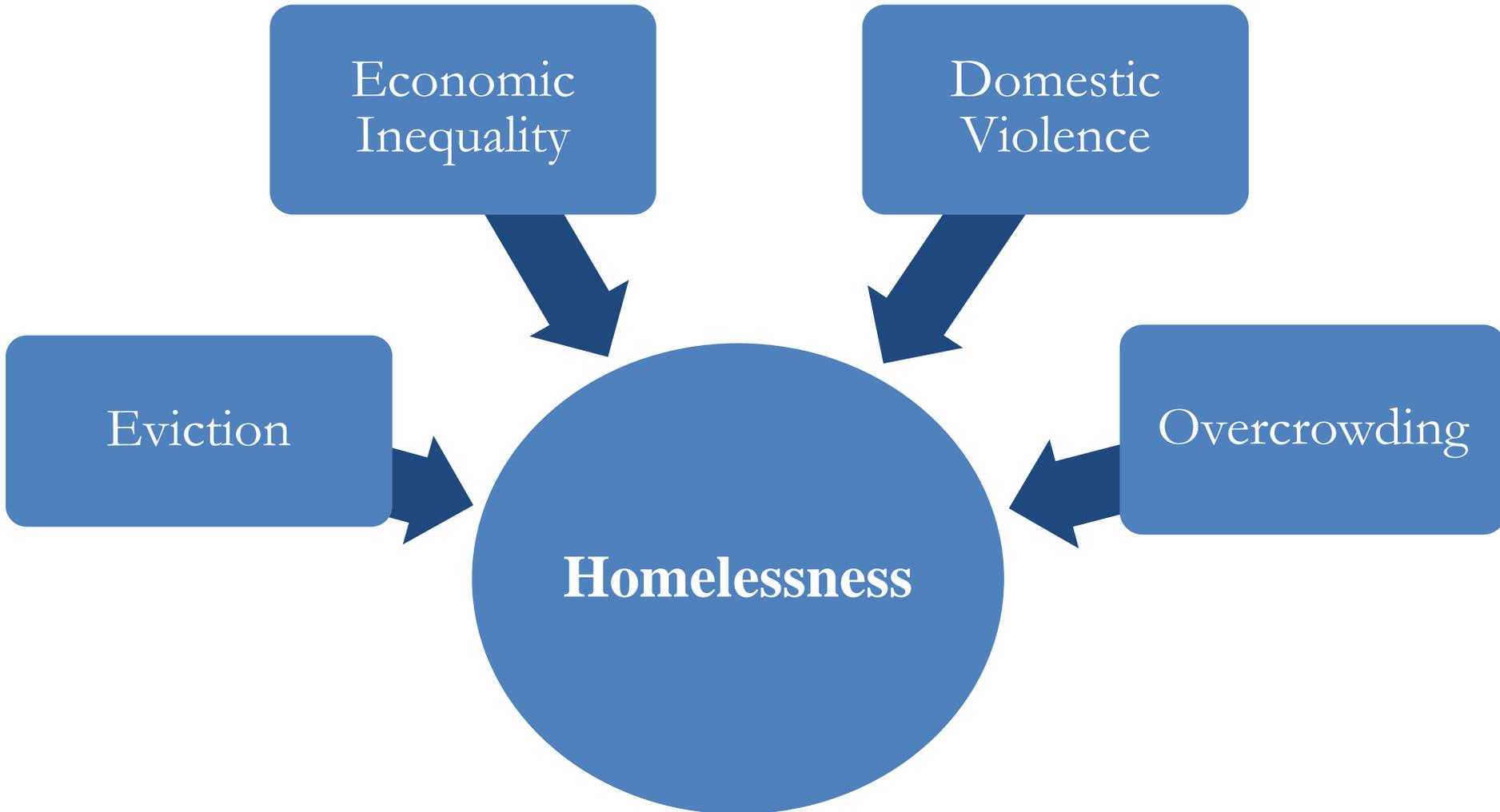
**Steven Banks, Commissioner**

April 21, 2016

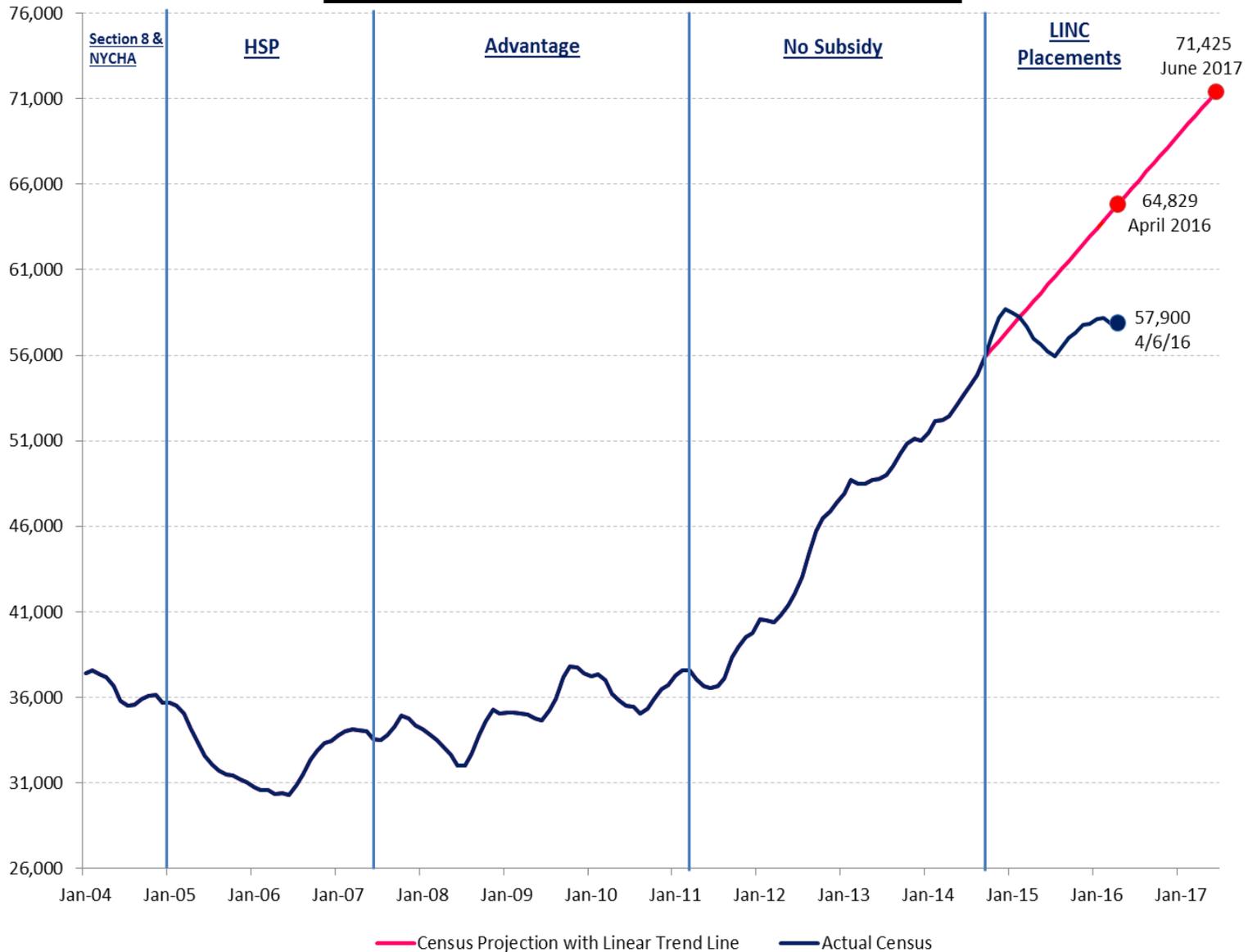


**Human Resources  
Administration**  
Department of  
Social Services

# Drivers of Homelessness



# Shelter Census Forecast Compared to Historical Growth



# Housing Assistance Results:

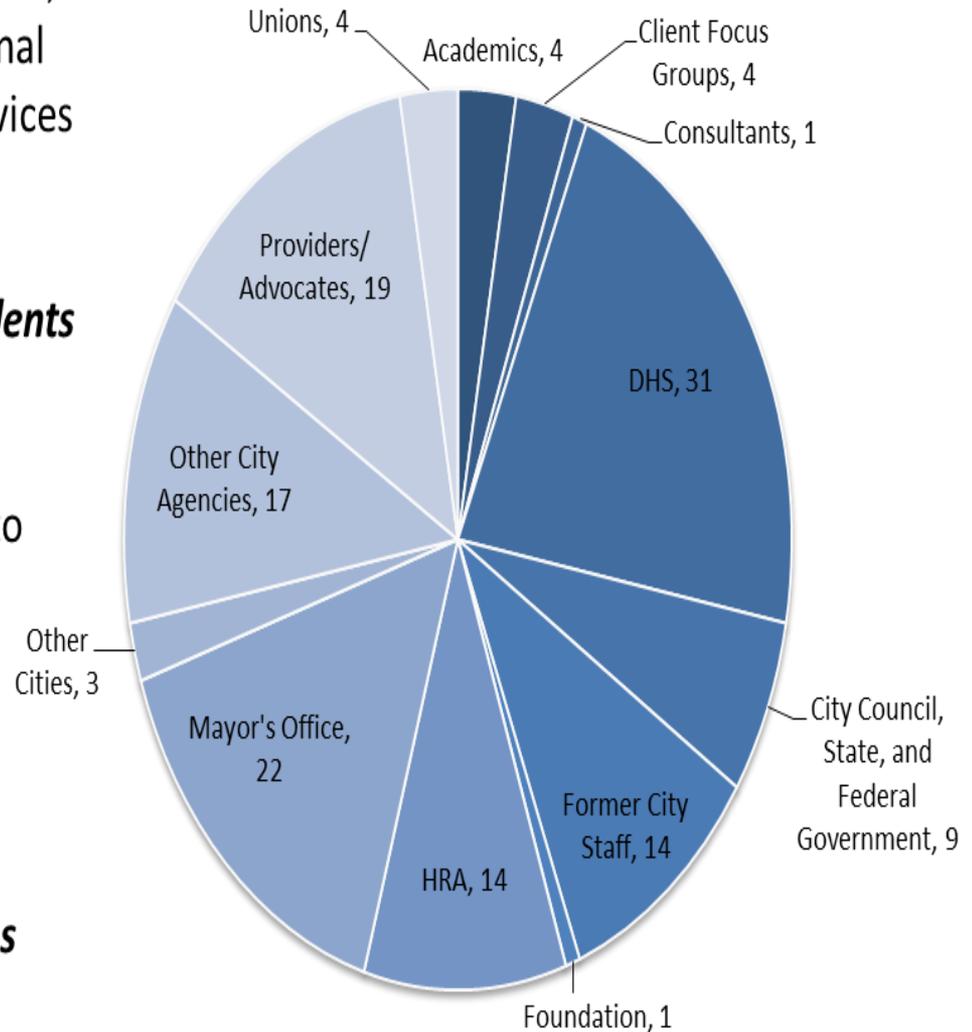
	FY15 and FY16 (through Mar. 2016)	
	Total Households	Total Individuals
DHS LINC 1	991	3,449
DHS LINC 2	550	1,914
DHS LINC 3	534	1,858
DHS LINC 4	1,411	1,675
DHS LINC 5	847	946
DHS LINC 6	52	178
HRA LINC 3	397	1,382
CFEPS	1,628	5,665
NYCHA	3,126	10,855
SECTION 8	1,242	4,081
SEPS	224	224
HOME TBRA	36	125
<b>TOTAL</b>	<b>11,038</b>	<b>32,352</b>

Notes: CFEPS and SEPS contain data through the week ending April 1, 2016.  
 CFEPS data contains both DHS shelter move outs and community provider placements.  
 NYCHA total includes Project Based Section 8 and Priority Referrals - N0 and W0.  
 Section 8 total includes HPD Initiatives and NYCHA Priority.

## Inputs:

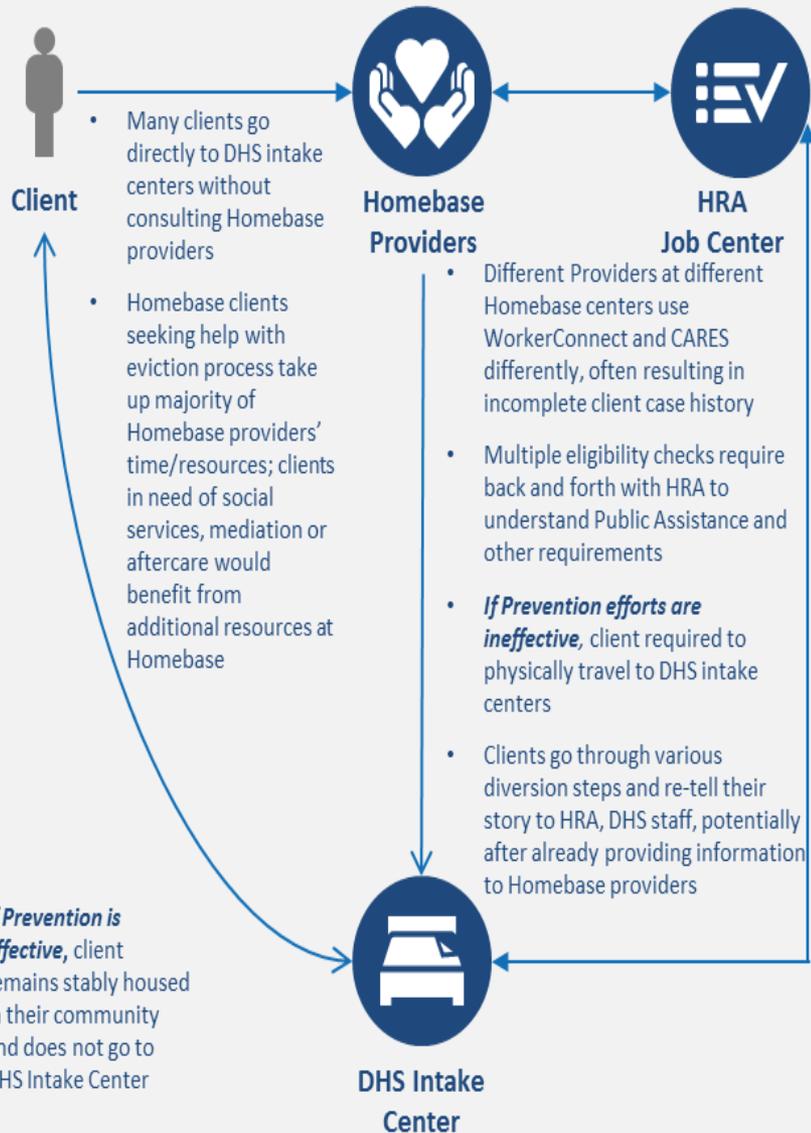
- **Over 400 people interviewed** including City staff, providers, local and national advocates, external partners, former leaders and providers of services **and 4 focus groups with clients**
- **Survey of 725 DHS staff and 630 shelter residents** across shelter populations and types
- Process mapping of **intake centers** and visits to **shelters**
- Research of **leading practices** from other jurisdictions and academics
- Analysis of **existing City policies and processes**

## Number of Interviews Conducted



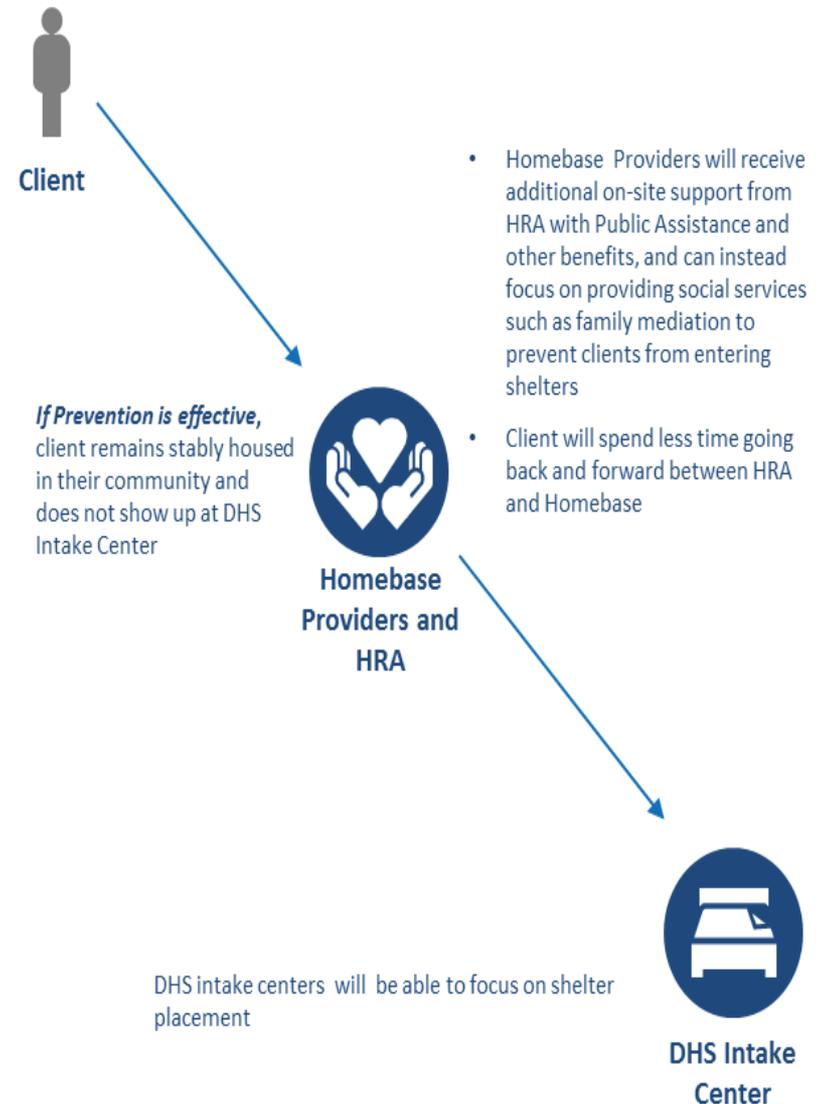
## Current Prevention Process

*Clients forced to navigate variety of stakeholders, programs, and physical locations prior to and/or during shelter intake process*



## Future Prevention Process

*Via expanded Homebase services, clients will be provided proactive and tailored services to prevent entering shelter*



# DSS Reforms: Prevention

**Move Homebase program management from DHS to HRA:** Management of the Homebase program will be moved to HRA, which already runs a number of homeless prevention programs and services. Integrating all prevention services under one agency will reduce inefficiencies and allow for more seamless and effective client services.

**Expand Homebase staffing and services:** HRA staff at Homebase offices will provide expanded on-site processing and triage for HRA benefits, including public assistance and rental assistance. Homebase not-for-profit staff will also expand their case management services to include landlord and family mediation, educational advancement, employment, and financial literacy services.

**Expand the scope of Homebase as the first point of entry for those at risk of homelessness:** The City will develop an intake model that builds on Homebase to focus greater attention on the role of communities in supporting families at risk of becoming homeless. Families seeking homeless prevention or shelter services will obtain these services within their borough, rather than through the City's centralized intake center in the Bronx.

**Use data analytics to proactively target prevention services for at-risk clients:** HRA will use client data collected by the agencies to proactively identify and target prevention services for New Yorkers who are most at risk of becoming homeless, such as families who are at risk of having their public assistance case closed administratively or reapplying for shelter.

# DSS Reforms: Prevention

## Target outreach to doubled-up families with school-aged children:

HRA will work with DOE to identify and proactively target prevention services for students of families living in doubled-up situations who are reported as homeless under the McKinney-Vento Act.

## Deploy additional HRA prevention staff to single adult and adult family intake sites:

The City will increase the HRA Diversion staff presence at these intake sites to expand services for clients.

## Target services and rental assistance for youth in DYCD shelters:

Eligibility criteria for the City's rental assistance programs will be expanded to include youth living in DYCD youth shelters at risk of entering DHS shelters.

## Target services and rental assistance for clients with mental health needs cycling between jail and homelessness:

City rental assistance will be strategically targeted to identified at-risk clients with mental health needs cycling between Rikers Island and DHS shelters.

# DSS Reforms: Prevention

**Create two new City/State Task Forces to increase homelessness prevention:** The City is proposing that the State participate in two new City-State task forces, one that will develop and implement alternatives to avert discharges from State prisons to DHS shelters, and one that will work to implement community-based programs to eliminate the need for DHS mental health shelters. These two client groups account for a large proportion of the census for the City's single adult shelters.

# DSS Reforms: Street Homelessness

**Fully launch HOME-STAT to address street homelessness:** The HOME-STAT initiative partners existing homeless response and prevention programs with a series of new innovations designed to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing.

**Enhance tools for outreach teams to bring people in from the streets:** The City will increase safe haven beds, increase the number of drop in centers, and develop 15,000 units of supportive housing to provide essential tools to address street homelessness.

# DSS Reforms: Shelter

**Increase safety in shelters through an NYPD management review and retraining program:** The NYPD will begin re-training all Department of Homeless Services Peace Officers and deploy an NYPD management team at DHS to develop an action plan to upgrade security at all shelter facilities.

**Enhanced domestic violence services in DHS shelters:** HRA's NoVA (No Violence Again) out-stationed Domestic Violence Services will be expanded to DHS Tier II family shelters to provide families with access to domestic violence services. Trained staff from HRA will go to designated Tier II shelters to provide these services. Existing social services staff in Tier II shelters will participate in enhanced training that will provide them with the tools to identify and refer families and individuals to the NoVA team, a NYC Family Justice Center, or other community-based domestic violence providers.

**Implement a more extensive reporting system for critical incidents that occur in shelters:** DHS has implemented a new, more comprehensive system for the reporting of critical incidents in shelters. To ensure that problems are identified, violence is now defined much more broadly to include wide-ranging definitions of domestic violence, assault, and both child abuse and neglect. DHS is implementing thorough reforms to ensure that all critical incidents, especially violent incidents, are appropriately categorized, and there is appropriate follow-up.

**Expand Shelter Repair Squad 2.0 Operations:** The City will continue to aggressively inspect homeless shelters to identify and address building violations and shelters in need of repairs. Inspections will be conducted twice a year at all sites used to house homeless individuals and families, and the Shelter Report Card will be produced regularly to hold the City and providers publicly accountable. The City will also ensure that all providers have clear information about the standards and regulations against which they are measured, explore ways to reduce the time it takes for violations to be cleared, and create a working group of shelter providers to discuss the best means of working together to improve shelter conditions.

# DSS Reforms: Shelter

**Increase coordination among inspectors:** To avoid duplication of effort, the City will establish a semi-annual multi-agency inspection process that includes all City agencies that have inspection responsibilities. The City again asks for joint participation by NYS Office of Temporary and Disability Assistance (OTDA) and the City and State Comptrollers.

**Phasing out the use of cluster shelters:** The City will phase out the use of cluster shelter units, returning them to the market so that the apartments can be restored as low-rent housing; 260 cluster units have already been designated for closure during this fiscal year. The City will continue with the plan to phase out the 16-year cluster program through a combination of code enforcement to address inadequate conditions; working with owners to return units to the permanent housing stock, rehabilitate the buildings, and permit families to remain in the upgraded units; and, to the extent necessary, replacing units with a new shelter model that combines transitional housing, permanent housing, and community space.

**Assessing the potential conversion of existing shelters to permanent housing:** Where feasible, the City will partially convert current shelter sites into permanent housing using new shelter models like Gateway Housing and Homestretch, which include affordable permanent housing, shelter units, and community space at the same location. At other sites, it may be possible to convert an entire shelter site to permanent housing and we will begin that evaluation process at locations in East New York.

**Phasing out use of commercial hotels:** As the cluster takedown, the shelter conversion process, and the enhanced shelter move out efforts proceed, the City will prioritize ending reliance on renting blocks of rooms in commercial hotels as shelter.

# DSS Reforms: Shelter

**Implement the domestic violence shelter expansion:** The City will continue to implement the initiative to increase domestic violence services by adding 300 emergency beds and 400 Tier II units.

**Implementing a capital repair program:** The City will implement a program to systematically review and fix capital needs at shelters.

**Rationalizing shelter provider rates:** The City is evaluating payments to shelter providers to ensure they are sufficient to fund maintenance and services, and is assessing the capital needs of shelters which have not been adequately supported for many years.

**Address ADA compliance in shelters:** The City will hire a consultant to evaluate ADA accessibility in the DHS shelter system and formulate a compliance plan.

# DSS Reforms: Shelter

**Expanding the scope of HRA's ADA coordinator to cover the shelter system:** HRA's ADA Coordinator will coordinate and oversee ADA compliance and initiatives in the shelter system. The Coordinator will also develop and implement staff training and address client complaints.

**Promote career pathways for shelter residents:** The City will implement new programs to help shelter residents move forward on a career pathway. Adult literacy and High School equivalency programming will be implemented at all shelters for residents who need additional supports in these areas. The City will also implement a training and employment program at select shelters for residents to learn trades by providing system-wide shelter maintenance services in private shelters.

**Targeting services for emerging new trends in the single adult population (persons 50 or older and 18 to 24):** More effective targeting will promote our prevention and rehousing efforts.

**Targeting services for families to move away from a one size fits all approach:** The City will develop initiatives that focus on the varying needs of homeless families. The City will work with providers to develop shelter models in which placements may be differentiated based on the family's readiness to be rapidly rehoused; families who are assessed to likely have a shorter stay in shelter may be placed in different programs than families with higher needs and a likely longer length of stay.

# DSS Reforms: Shelter

Eliminate the requirement for school-age children to be present at PATH for multiple appointments: School-age children will no longer be required to be present with their families for multiple appointments in the shelter application process.

Align access procedures for adult families with procedures for families with children: The City will modify the intake process and improve capacity planning to avoid long waits and/or transporting clients in the middle of the night as a result of the delay in identifying available shelter placements.

Streamline access to DYCD shelter for homeless youth: City staff will be deployed at the entry points of the DHS shelter system to offer youth beds for individuals between the ages of 16 and 21. The plan to triple the number of youth beds is a critical element of this reform.

Implement tripling of DYCD shelter capacity for Runaway and Homeless Youth: DYCD will continue its expansion of RHY capacity. Nearly 200 additional beds have already been brought online and the City will open 100 beds each year for the following three years. This will bring the total system capacity from 250 when Mayor de Blasio took office to 750 by FY19.

# DSS Reforms: Shelter

**Provide increased notice prior to non-emergency transfers:** In non-emergency situations, clients will be given more notice that they are being transferred to another shelter.

**Increasing transportation resources to reduce placement waiting time:** The City will be deploying additional transportation resources to address this problem.

**Deploy social workers to accompany families found ineligible who are returning to a community resource to provide on-the-spot assistance:** This will enhance client services and address problems related to repeated reapplications.

**Expand the shelter conditions complaint process through HRA's Infoline:** The hotline's current purpose is to address conditions complaints. HRA will expand this to include complaints on all shelter services, including shelter conditions.

**Communicate more information to clients through flyers, posters and other media:** Better information for clients will enhance access to services, including employment and housing assistance.

# DSS Reforms: Rehousing

**Move Rehousing program management from DHS to HRA:** Modeled on the veterans move out effort, HRA will develop a centralized reporting structure to promote move outs.

**Streamline the HPD housing placement process:** The City will establish a streamlined process to connect homeless clients to HPD-financed units that are available and appropriate for their needs.

**Continue to utilize NYCHA placements to address homelessness:** As provided in the City budget, within the needs-based NYCHA placements that are available during the year, the City will continue to place 1,500 DHS families on the NYCHA waiting list as well as 300 domestic violence survivors in HRA and DHS shelters and on the NYCHA waiting list into vacancies that arise.

**Consolidate and streamline the LINC, SEPS and CityFEPS rental assistance programs:** The City will consolidate and streamline the operations of its rental assistance programs to enhance shelter move outs.

**Increase enforcement of source of income discrimination law:** The City will train and dedicate HRA staff to conduct testing to identify potential discriminatory practices and take enforcement action to supplement the efforts of the City Human Rights Commission.

# DSS Reforms: Rehousing

**Implement a more effective aftercare program:** Using the critical time intervention as a model, the City will enhance aftercare services for rehoused clients.

**Provide assistance to obtain federal disability benefits:** The City will dedicate services to focus on enrolling shelter residents on SSI/SSD to increase income and promote rehousing.

**Incorporate Continuum of Care strategic planning into homeless strategy development and establish a leadership reporting structure:** Drawing on the model in other jurisdictions, the City will enhance the role of the Continuum of Care in the policy and planning process. As part of this initiative, the City will explore ways to further *coordinate access* and *assess need* for those experiencing homelessness following the HUD approach.

**Provide clear and concise information and written materials to clients about available assistance and programs:** HRA and DHS will create and distribute more effective informational materials for clients in the community and in shelters.

**Call on the State to: (a) permit use of Medicaid funds for apartment search and shelter relocation services for homeless clients with disabilities; and (b) approve HRA's requested FEPS plan modifications:** These policy changes will enhance both rehousing and prevention efforts.

# *Social Services/HRA Commissioner*

## *Chief Social Services Administrator*

### **Core Services**

Cash Assistance/SNAP, Employment, Health Insurance, Prevention/Rental Assistance, Legal Assistance, Child Support, Homecare, APS, DV/HASA Assistance and Shelter, IDNYC, InfoLine, **Homebase, Rehousing**

## *Chief Homeless Services Administrator*

### **Core Services**

Intake, Shelter System Management and Oversight of Not-for-Profit Providers (capacity planning, shelter conditions and services), Support for Innovation by Providers

### **Shared Services**

Counsel/Contracts, IT, Program Accountability/Audits, Communications/External Affairs, HR, Finance/Performance Management/Research/Policy and Planning

**Deputy Mayor  
for Health and Human Services**

**Steering Committee**  
Project Coordination  
Scope/Issue Resolution  
Policy Visioning and Direction

**Composition:**  
Deputy Mayors,  
Agency  
Commissioners  
and chair(s) of  
the workgroups

**Administrative**

- Operations
- Law Department
- DoITT
- OMB
- DCAS
- MOCS
- HRA/DHS

**Prevention**

- HRA
- ACS
- DoHMH
- DYCD
- DFTA
- DOC
- DOP
- H+H
- HPD
- MOCJ
- NYCHA

**Shelter**

- DHS
- HRA
- DYCD
- HPD
- DoHMH
- NYPD
- FDNY
- DOB
- DOE
- MOCJ

**Re-housing**

- HRA
- HPD
- NYCHA

**After-care**

- HRA
- ACS
- DoHMH
- DYCD
- DFTA
- DOE
- DOC
- DOP
- H+H
- NYCHA
- HPD

**Thank you!**



**Human Resources  
Administration**

Department of  
Social Services

# Rental Assistance Funding Sources

