

DEPARTMENT OF HOMELESS SERVICES

Gilbert Taylor, Commissioner



WHAT WE DO

The Department of Homeless Services (DHS) manages 242 shelter facilities, consisting of 69 adult facilities, 21 adult family facilities and 152 facilities for families with children. DHS also provides homeless prevention services through community-based programs known as Homebase, as well as street outreach services available 24 hours a day, seven days a week, with options for placement into safe havens and stabilization beds.

FOCUS ON EQUITY

Sheltering New York's most vulnerable families and adults is a collective responsibility to be shouldered by all. DHS has an obligation to assist in helping to rebuild the lives of people who are unable to make ends meet. Faced with an unprecedented increase in the number of individuals and families using temporary shelter services, DHS, in collaboration with other city agencies, is working on a holistic approach to address the many drivers of homelessness. The foundation of these efforts is a focus on prevention. DHS has doubled its commitment to keep New Yorkers housed in stable homes and out of shelter through its Homebase Program, increasing its portfolio of service sites by nine (9) to a total of 23 in all boroughs. In September, DHS and the Human Resources Administration (HRA) will roll out a limited number of targeted rental assistance programs, tailored to the strengths and needs of eligible families currently in shelter.

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 Facilitate 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.

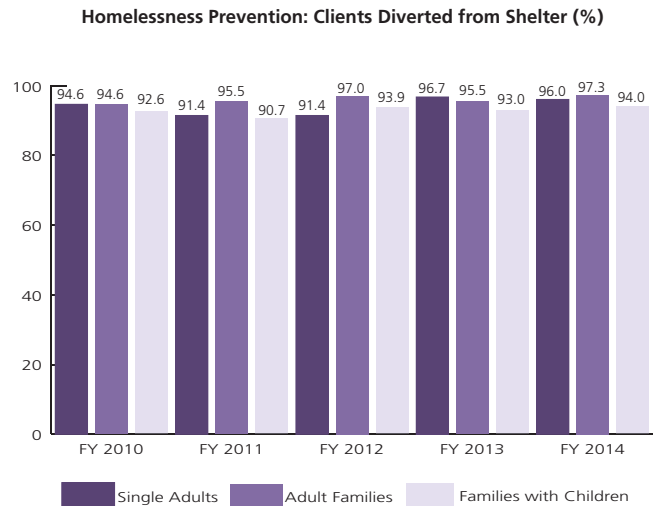
Goal 4a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2014

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

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

The DHS community-based homelessness prevention program Homebase continued to exceed targets, helping nearly every participant remain in his/her community and avoid shelter entry. Operating in fourteen locations and spanning all five boroughs, the Homebase success rate averaged more than 95 percent for single adults and adult families and 94 percent for families with children. Building on these successes, Homebase is slated to increase the number of households served from 10,000 to 15,000 in Fiscal 2015 with the addition of at least nine new sites. DHS will also launch a new Homebase public awareness campaign including PSAs on local cable TV and ads in bus, subway, and check cashing locations.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	94.6%	91.4%	91.4%	96.7%	96.0%	70.0%	70.0%	Neutral	Neutral
★Adult families receiving preventive services who did not enter the shelter system (%)	94.6%	95.5%	97.0%	95.5%	97.3%	70.0%	70.0%	Neutral	Neutral
★Families with children receiving preventive services who did not enter the shelter system (%)	92.6%	90.7%	93.9%	93.0%	94.0%	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.

Record numbers of families and individuals are homeless in New York, and DHS has continued to provide emergency housing to an average of more than 12,000 homeless families and 10,000 homeless single adults every night. Since the 2011 termination of subsidy programs that facilitated transition to permanent housing, the number of New Yorkers using emergency shelter services has increased each year. In Fiscal 2014, shelter censuses increased by between six and eight percent for singles and families, respectively, compared to last year. In addition, during the last year the number of shelter entries among adult families and single adults has climbed, with the latter now more than 17,500. However, the number of shelter entries by families with children declined by 450 from last year to 11,848.

DHS partners with other city agencies to connect families and individuals in shelter with mainstream resources to help them attain self-sufficiency. The average school attendance rate for children in the shelter system is higher than ever at 85 percent even as record numbers of families with children are in shelter. In addition, DHS works with HRA to connect homeless individuals and families to job placements and social services. During Fiscal 2014, nearly 91 percent of families with children in shelter either applied for or were receiving public assistance, compared to 94 percent in Fiscal 2013.

Entrants to Shelter



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Adult families entering the DHS shelter services system	1,208	1,096	1,109	1,156	1,283	↓	↓	Down	Neutral
★Families with children entering the DHS shelter services system	14,586	12,444	10,878	12,306	11,848	↓	↓	Down	Down
★Single adults entering the DHS shelter services system	NA	NA	17,872	16,448	17,547	↓	↓	Down	NA
★Average number of adult families in shelters per day	1,309	1,315	1,450	1,723	1,866	1,870	1,950	Down	Up
★Average number of families with children in shelters per day	8,629	8,165	8,445	9,840	10,649	10,690	11,360	Down	Up
★Average number of single adults in shelters per day	7,167	8,387	8,622	9,536	10,116	10,000	10,475	Down	Up
Families with children applying for or receiving public assistance (average) (%)	NA	NA	NA	94.0%	90.9%	*	*	Neutral	NA
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.0%	82.7%	83.6%	85.4%	*	*	Up	Neutral
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	84.3%	83.3%	76.5%	70.5%	65.4%	85.0%	85.0%	Up	Down

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Goal 2b

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

The number of critical incidents per 1,000 residents increased from Fiscal 2013 to Fiscal 2014 for all three shelter populations. From Fiscal 2013 to Fiscal 2014, incidents per 1,000 residents for single adults increased from 0.5 to 0.7, for adult families increased from 2.5 to 3.3, and for families with children increased from 1.2 to 1.4. Half of the increase in the adult family shelter system reflects changes in how the critical incident rate is calculated, and remainder is driven by increased reporting of domestic violence incidents since the transition to tracking incidents in DHS' case management system (CARES) in Fiscal 2013. Throughout Fiscal 2013 and Fiscal 2014, there has been continued emphasis on provider training in identifying and reporting domestic abuse. In the families with children system, the increase in incidents follows the roll out of an integrated, more comprehensive, and user-friendly reporting system in Fiscal 2014 and increased training for providers that has emphasized the importance of reporting all incidents. In response to small upticks in incidents, the Department has directed additional resources for security at its largest shelters in order to ensure the safety and well-being of shelter residents. In addition, DHS has embarked on extensive case review initiatives to more readily identify the families that may be most in need of additional supports and connect them with the most appropriate resources.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	2.7	1.7	0.3	0.2	0.0	↓	↓	Down	Down
★Critical incidents in the adult shelter system, per 1,000 residents	0.2	0.1	0.3	0.5	0.7	↓	↓	Down	Up
★Critical incidents in the adult family shelter system, per 1,000 residents	1.5	1.6	0.8	2.5	3.3	↓	↓	Down	Up
★Critical incidents in the families with children shelter system, per 1,000 residents	0.1	0.3	1.1	1.2	1.4	↓	↓	Down	Up
Cost per day for shelter facilities - Single adult facilities (\$)	\$69.25	\$73.58	\$77.58	\$74.80	\$78.38	*	*	Neutral	Up
- Family facilities (\$)	\$100.49	\$100.12	\$100.82	\$102.74	\$101.50	*	*	Neutral	Neutral
Evaluations for human services contracts completed on time, as compared to the goal (%)	NA	93.6%	97.8%	97.2%	98.9%	*	*	Up	NA

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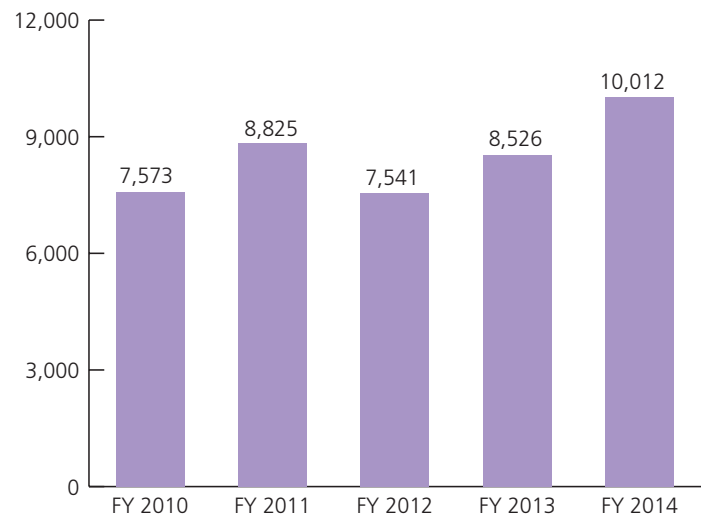
SERVICE 3 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

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

The annual number of exits by single adults continued an upward trajectory and climbed by nearly 20 percent to exceed 10,000 for the first time in agency history. The number of exits among families decreased due to a lack of rental assistance targeted to shelter populations. DHS is collaborating with the Human Resources Administration (HRA) to roll out the Living in Communities program (LINC)—three new rental subsidies targeted to working families, families with long-term stays in shelter, and families that are survivors of domestic violence. Implementation of this program will begin in Fall 2014.

The average length of stay continued to increase for all populations to 305, 515, and 427 days for single adults, adult families, and families with children, respectively. Average length of stay increased dramatically since the 2011 termination of subsidy programs that facilitated transition to permanent housing. DHS expects new rental assistance programs slated for roll-out in Fiscal 2015 to reduce length of stay and increase shelter exits, particularly among families with children.

Single Adults Exiting to Permanent Housing



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Single adults exiting to permanent housing	7,573	8,825	7,541	8,526	10,012	8,000	9,000	Up	Up
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	70	104	78	*	*	Up	NA
★Average length of stay for single adults in shelter (days)	245	250	275	293	305	↓	↓	Down	Up
★Average length of stay for adult families in shelter (days)	325	349	416	469	515	↓	↓	Down	Up
★Average length of stay for families with children in shelter (days)	243	258	337	375	427	↓	↓	Down	Up

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

Among adult families, shelter re-entries declined by nearly three percentage points to roughly 12 percent for the year, and the return rate among single adults held steady at 4.4 percent. Returns among families with children increased by three percentage points to more than 12 percent. This increase is driven by growth in unsubsidized exits, which traditionally have been associated with greater returns to shelter. New rental assistance programs beginning in Fiscal 2015 include aftercare services to help households maintain permanent housing.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.1%	4.0%	3.9%	4.5%	4.4%	4.3%	4.4%	Down	Up
★Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	6.4%	8.3%	5.6%	15.0%	12.5%	15.1%	12.5%	Down	Up
★Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.8%	2.8%	4.4%	9.5%	12.5%	11.2%	12.5%	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.

The Homeless Outreach Population Estimate was conducted in January 2014 and yielded an estimate of 3,357 unsheltered individuals in New York City. Although this figure is up by six percent from 2013, it nevertheless reflects a decline of nearly 25 percent in the unsheltered population in New York City since HOPE—the first estimate of its kind—was initially conducted in 2005. Since that time, the unsheltered population in subways has made up a steadily increasing proportion of the total unsheltered population in the city and in Fiscal 2014 accounted for more than half of those unsheltered. DHS is partnering with MTA to launch expanded outreach programs to reduce street homelessness. This effort will support increased clinical support and mental health assessment, crisis intervention, and more robust case management, data collection and sharing between providers, DHS and the MTA.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ 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	3,111	2,648	3,262	3,180	3,357	3,085	3,350	Down	Up
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	880	577	545	720	562	*	*	Up	Down
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	94.6%	100.0%	100.0%	100.0%	100.0%	*	*	Up	Neutral

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AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Collisions involving city vehicles	NA	NA	NA	48	27	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	119	112	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Customer Experience									
Completed requests for interpretation	2,378	3,814	3,230	4,087	4,195	*	*	Neutral	Up
Letters responded to in 14 days (%)	65%	73%	70%	67.4%	83.5%	*	*	Up	Up
E-mails responded to in 14 days (%)	68%	71%	88%	66.7%	80.5%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	26	29	22	NA	24	*	*	Down	NA
CORE facility rating	78	80	81	91	89	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan ¹		5-year Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	
Expenditures (\$000,000) ²	\$942.0	\$1,019.2	\$900.5	\$984.3	\$1,059.2	\$1,043.3	\$954.8	Neutral
Personnel	1,927	1,838	1,819	1,848	1,859	2,075	1,949	Neutral
Overtime paid (\$000,000)	\$9.1	\$8.0	\$7.4	\$9.6	\$6.0	\$7.1	\$6.9	Down
Capital commitments (\$000,000)	\$33.7	\$19.1	\$24.2	\$14.4	\$21.9	\$87.6	\$41.6	Down
Human services contract budget (\$000,000)	\$739.2	\$811.3	\$698.8	\$769.2	\$838.8	\$812.6	\$732.0	Neutral

¹Authorized Budget Level "NA" - Not Available in this report

²Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised its indicators related to critical incidents. In December 2013, the families with children and adult families critical incidents indicators calculation method changed to reflect the number of incidents relative to the number of individuals served in the respective population's facilities; in prior years, those two critical incidents indicators reflected the number of incidents relative to the number of individuals in families with children and in adult families regardless of the type of facility. In addition, for all critical incidents indicators from Fiscal 2010 onward, full-fiscal year values are the average of monthly rates for the year.
- In Fiscal 2014, in order to be more in line with the current shelter population, the Department refined the monthly goal for family exits from the shelter system to reflect a percentage of the shelter census rather than absolute numbers of exits.
- DHS converted to a new data system in Fiscal 2012. As a result, single adult entrant data for Fiscal 2012 is not comparable to data for Fiscal 2013 and later. The data conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.
- Data for the indicator 'East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)' is no longer available and has been removed from this report.

ADDITIONAL RESOURCES

For additional information go to:

- 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.

