

DSS Executive Budget Testimony

Steven Banks, Commissioner

May 15, 2017



Human Resources
Administration
Department of
Homeless Services

HRA Executive 2018 Budget



**Human Resources
Administration**
Department of
Social Services

<u>DHS</u>	<u>DSS</u>	<u>HRA</u>
<p><u>Shelter Program Operations:</u></p> <ul style="list-style-type: none"> • Adult Services • Family Services <p><u>Shelter Support Operations:</u></p> <ul style="list-style-type: none"> • Capacity Planning & Development • Shelter Maintenance & Repair • Shelter Administration (e.g. supplies, food, etc.) • Office of the Medical Director • Shelter Security • Public-Private Partnerships • DHS Program Budgeting 	<ul style="list-style-type: none"> • Advocacy & Outreach • Citywide Health Insurance Access • Constituent Services & Ombudsperson • Contracts/ACCO • EEO • External Affairs • Facilities (Offices) • Finance • Human Resources • IDNYC • Infoline • Labor Relations • Legal Affairs • MIS/OIT • Policy & Planning • Program Accountability & Audit • Security (Offices) • Emergency Management • Public/Private Partnerships and Grants 	<p><u>HRA Benefits Programs:</u></p> <ul style="list-style-type: none"> • Cash Assistance • SNAP/ Food Stamps • Health Insurance • Child Support <p><u>HRA Special Services:</u></p> <ul style="list-style-type: none"> • HIV/AIDS Services • Domestic Violence • Adult Protective Services • Home Care • Customized Care • Disaster Relief <p><u>Homelessness Prevention:</u></p> <ul style="list-style-type: none"> • Diversion/ Prevention • Legal Services • Permanency (Rental Assistance & Housing)

OVERVIEW: NYC Human Resources Administration (HRA)

Education, training, and job placement services to assist low-income New Yorkers in obtaining employment

Cash Assistance (CA) to meet basic human needs

Rental assistance to prevent homelessness

Federal Supplemental Nutrition Assistance Program (SNAP)/Food Stamps benefits and emergency food assistance to food pantries and community kitchens to fight hunger

Services for survivors of domestic violence

Services for New Yorkers with HIV/AIDS

Services for children, including child support and child care

Protective services for adults unable to care for themselves

Home care for seniors and individuals with disabilities

Home energy assistance

Legal Services, including homelessness prevention and anti-harassment services and immigration assistance

Temporary Relocation of New Yorkers living in Three Quarter Housing

HomeBase prevention programs, operated in 24 locations

OVERVIEW: Reducing Income Inequality and Preventing/Alleviating Homelessness

- Reinstating rental assistance and rehousing programs has enabled more than 57,705 children and adults to move out of shelter or avert shelter entry in the first place
- Committed to the largest municipal program to build and expand supportive housing by funding 15,000 new units of supportive housing over the next 15 years, with the first 550 units coming online this year.
- Historic investment in civil legal services; we have seen a 24% decline in evictions over the past three years, resulting in more than 40,000 New Yorkers being able to stay in their homes in 2015 and 2016
- Increased payment of rent arrears means that more than 161,000 households were able to keep a roof over their head.

OVERVIEW: NYC Human Resources Administration (HRA)

The HRA budget as of the Executive 2018 Plan is \$9.7 billion (\$7.3 billion City funds) in Fiscal 2017 and \$9.9 billion (\$7.5 billion City funds) in Fiscal 2018.

The DSS/HRA headcount is funded at 14,689, of which 11,269 are City positions, in FY18.

The 2018 Executive Budget increases by \$169 million in total funds (\$230 million City funds) compared to the 2017 budget.

Operating budget of \$9.9 billion in Fiscal Year 2018 (\$7.5 billion in City funds)

- 80% is for Medicaid payments and cash assistance benefits
- HRA continues to be responsible for much of the Medicaid program - which totals \$33 billion in NYC, although only one-fifth of these costs are part of the HRA budget
- In addition, HRA administers \$3 billion in federal SNAP (food stamps) benefits that do not pass through the City budget
- The HRA Capital budget Ten-Year Capital Plan for 2018-2027 totals \$285.3 million, of which \$168 million are City funds. This includes \$206.2 million, of which \$156.2 million are City funds, in the 2018-2021 Four-Year Plan.

Executive Budget Overview

The primary reasons for the increase from fiscal 2017 to 2018 are as follows:

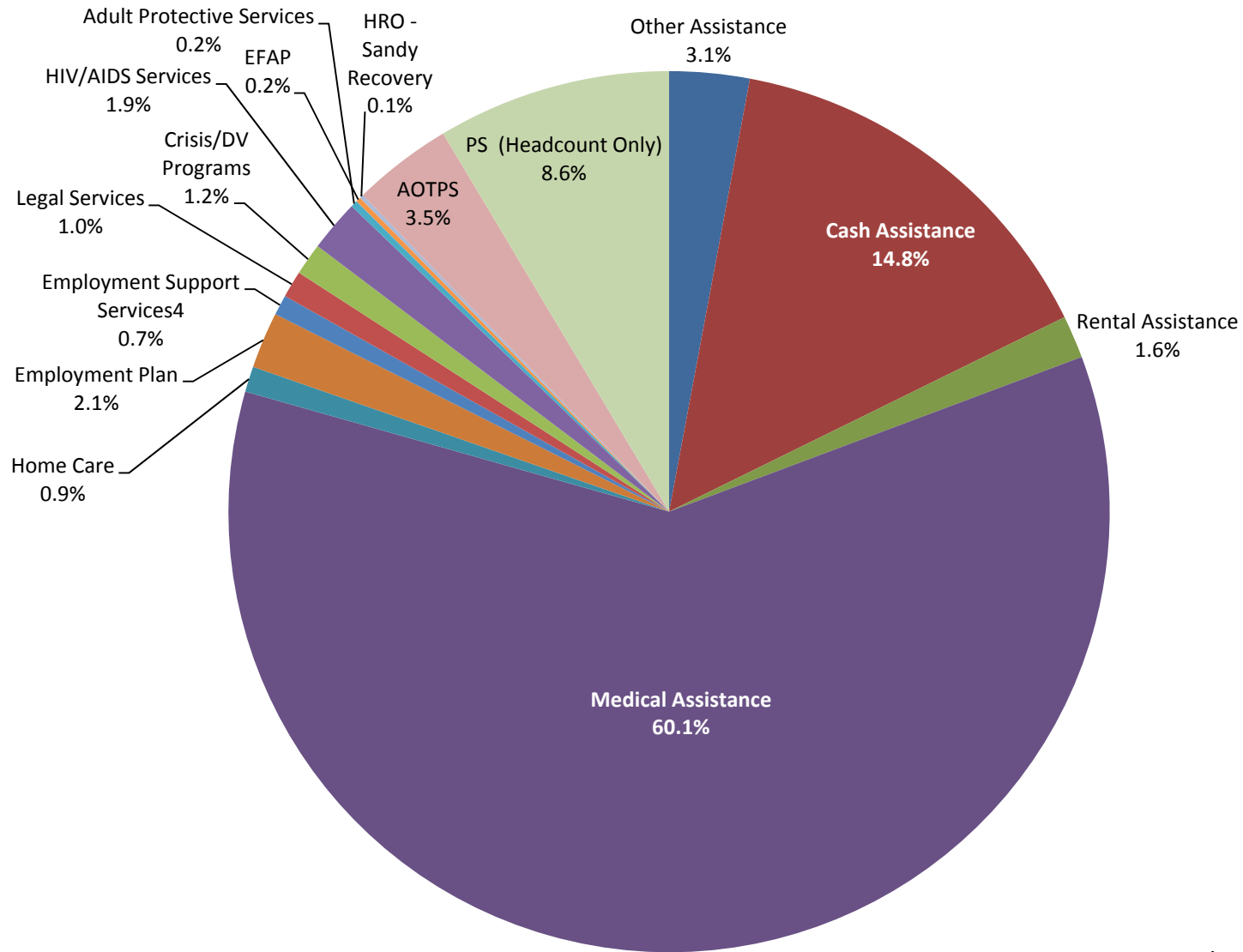
- \$84 million is related to the final transfer of administrative and program funding from DHS to DSS and HRA in FY18, related to the reform and consolidation of homeless services. This includes a total of nearly \$50 million for Prevention and Aftercare Services, which will be administered by HRA beginning in 2018, as well as the full implementation of the DSS shared services model that started phasing in beginning in this current fiscal year.
- \$15 million for Universal Access to Counsel in Housing Court and \$18.2 million for legal defense for Immigrants facing deportation beginning in FY18.
- One-time City funds savings of \$112 million in FY17 for prior year revenues.

Executive Budget Overview

HRA's 2018 budget includes:

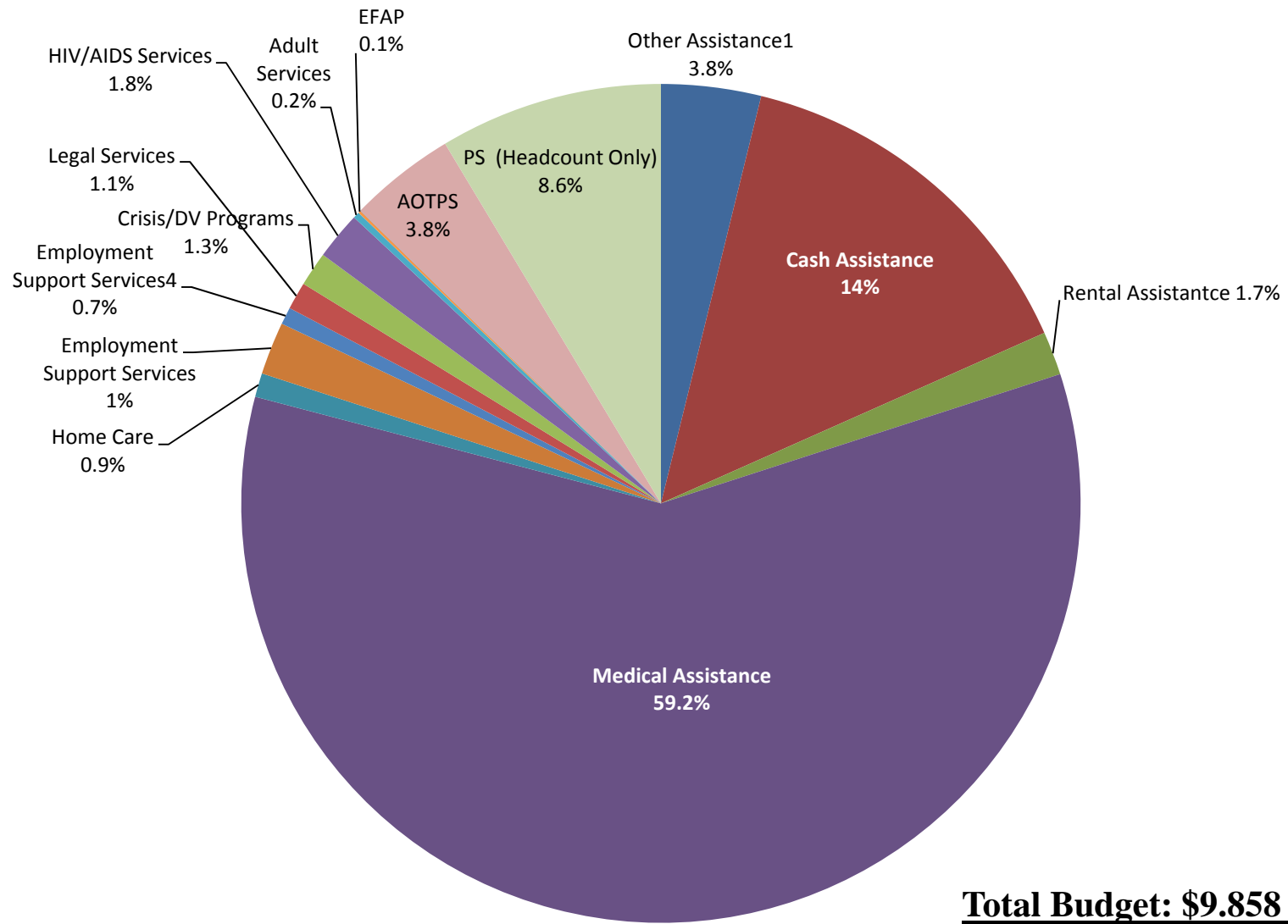
- \$5.8 billion for **Medicaid** (\$5.8 billion tax levy, or 59% of the total HRA budget and 77% of the HRA City funds budget);
- \$1.8 billion (\$844 million tax levy) for **Cash Assistance grants**;
- \$165 million (\$114 million tax levy) for **rental assistance**;
- \$104 million in **legal services** (\$73 million tax levy);
- \$265 million (\$90 million tax levy) for **employment and related support services** such as transportation;
- \$182 million (\$89 million tax levy) for **HIV/AIDS housing and support services**;
- \$131 million (\$30 million tax levy) for **domestic violence, crisis and adult services**;
- \$11 million (\$9 million tax levy) for **emergency food**;
- \$848 million (\$286 million tax levy) for staff, working with clients in SNAP and Job Centers, child support offices, HIV/AIDS service centers, and Medicaid offices; and
- \$404 million (\$185 million tax levy) for **administrative costs**: leases and supplies for HRA's 68 Job Centers, SNAP centers, HASA offices and other client serving locations.

CHART 1: HRA Executive Plan Budget FY 2017



Total Budget: \$9.689 billion

CHART 2: HRA Executive Plan Budget FY 2018



Total Budget: \$9.858 billion

Executive Budget Highlights: New Funding

Legal Services: Universal Access to Counsel

- In Fiscal Year 2017, for the first time, New York City's overall investment in civil legal services for low-income City residents exceeds \$100 million. In the current fiscal year, Mayoral programs exceed \$83 million and City Council awards are nearly \$28 million.
- The Executive 18 Plan includes baseline funding as follows \$77.1 million for legal services programs for tenants facing eviction, harassment and displacement, compared to the Adopted 17 Budget funded at \$62.2 million.
- The Executive 18 Plan includes \$40.7 million for eviction defense legal services for low-income tenants in Housing Court and \$33.9 million for anti-harassment/displacement legal services, as well as \$2.5 million for administrative and staff support.

Executive Budget Highlights: New Funding

Legal Services: Universal Access to Counsel

The increase in Executive FY18 Budget is for funding for the first phase of the Universal Access to Counsel in Housing Court program funded at \$15.1 million in total funds and \$10.8 million in City funds.

This investment increases to \$30.8 million and \$22.7 million City funds in FY19 and \$53.9 million in total funds and \$37.6 million City funds in FY20. This amount grows to \$93 million in total funds by FY22 when the Access to Counsel in Housing Court program is fully implemented.

At full implementation, the total annual investment will be \$155 million and approximately 400,000 New Yorkers will benefit annually through this program.

Executive Budget Highlights: New Funding

Legal Services: Immigrant Legal Services

- The Executive 18 Plan adds Fiscal Year 2018 baseline funding at HRA of \$16.4 million in total and City funds for immigration legal assistance, and an additional \$1 million for outreach through the ActionNYC program operated in partnership with MOIA and CUNY.
- This increase in baseline funding for immigration legal services is focused on expanding access to representation for complex immigration cases and deportation defense. This funding includes the Immigrant Opportunities Initiative (IOI) and dedicated funding for complex legal cases.
- This representation of immigrant New Yorkers in complex legal cases can include representation in asylum proceedings; seeking permanent status for immigrant children through the family courts; and visa applications on behalf of survivors of domestic violence.

Executive Budget Highlights: New Funding

Homeless Prevention Enhancements

- The Executive budget adds resources to support rehousing and placement out of shelter of 17 positions, complemented by 13 additional positions in DHS.
- Staff teams work directly with families in shelter to move them to housing placements with rental assistance, or subsidized housing. These teams assist clients with locating apartments, completing rental assistance applications and interviews, and moving into apartments.
- Since Fiscal 2015, through comprehensive rental assistance programs and subsidized housing, more than 57,705 individuals have avoided or moved out of shelter.
- The increase in HRA's budget is \$1.9 million of total funds and City funds in FY18 and in the out years. Additionally, the Executive 18 Plan adds \$1.1 million of total funds and City funds in FY18 to the DHS budget.

Executive Budget Highlights: New Funding

Healing NYC

- This new need aligns with the Administration's commitment to addressing the serious opioid epidemic in New York City. This funding is provided to address the opioid epidemic through overdose prevention efforts, including expanding treatment, and increasing public awareness.
- At HRA, this position will serve as an overdose prevention coordinator to manage agency prevention efforts across programs such as HASA and DV, substance use assessment and case management programs, as well as programs for clients in temporary housing as a result of relocation from overcrowded conditions in Three Quarter Houses. The two staff at DHS will have similar functions ensuring Naloxone training and distribution across the shelter system, as well as drug use prevention and harm reduction services.

Executive Budget Highlights: New Funding

Service Provider Wage Adjustment

The Executive budget includes an allocation to provide wage increases for HRA's not-for-profit contract providers. Funded at \$3.6 million of total funds and \$2.7 million City funds in FY18, \$7.2 million of total funds and \$5.4 million City funds in FY19; \$10.9M of total funds and \$8.2 million City funds in FY20. This funds both a COLA as well as a wage floor.

Executive Budget Highlights: Efficiencies

Fair Hearing Chargebacks

The Executive budget includes a re-estimate for the State fair hearing costs that are charged back to NYC by the State due to the fact that Fair Hearings have declined by more than 40% since the beginning of the Administration. The Exec 18 includes a reduction of \$3 million of total funds and \$3 million in City funds in FY17 and in the out years.

Executive Budget Highlights: Efficiencies

OIT Consultant Insourcing

The Executive budget includes a cost avoidance savings resulting from the conversion of former DHS IT consultants to City-funded headcount in FY18 and the out years. The addition of 49 headcount in FY18 resulted in a reduction of \$1.5 million in total and City funds in FY18; the addition of 99 HC in FY19 and in the out years, and a reduction of \$3.0 million in total and City funds in FY19 and the out years.

HRA Capital Plan

The Ten-Year Capital Plan for 2018-2027 totals \$285.3 million, of which \$168 million are City funds.

This includes \$206.2 million, of which \$122.1 million are City funds, in the 2018-2021 Four-Year Plan.

The 10-Year Capital Plan includes \$156.2 million for technology, including key investments related to Client Services Re-engineering.

HRA Capital Plan

ACCESS HRA

ACCESS HRA also allows clients to:

- View E-notices that remain viewable for 365 days.
- Go Paperless! Clients are able to opt-in to reduce the number of paper notices sent from HRA.
- Request an electronic budget letter from the Case Details page, which will appear as an e-notice the next business day.
- Recertify a Cash Assistance case.
- Reprint the barcoded, prepopulated Medicaid renewal.
- Document Reuse: Select documents on file at HRA for identity, age, and other eligibility documents to re-use when submitting an online application.
- Receive text message and email alerts about their case. For example, a client can now receive a text when their SNAP recertification period begins.
- After submitting a recertification form, track the date it is received by HRA on the Case Details page.
- After completing a SNAP interview, see when the status of the interview updates to “KEPT” under My Appointments.

HRA Capital Plan

HRA One Number

HRA One Number, the Department's Interactive Voice Response (IVR) system, will ensure adequate support for all programs and avoid additional maintenance costs.

This upgrade will support the integration of HRA and DHS administrative functions under DSS, compliance with lawsuit settlements related to disability access, and a multi-agency public awareness campaign that will be launched in 2017 around public benefits like SNAP.

HRA Capital Plan

Landlord Management System

With the development of a Landlord Management System we are creating a system that will transform the way we do business related to the over 158,000 payments we make each month to landlords.

The Landlord Management System will provide a multifunctional, public facing portal for landlords and clients.

HRA Reform Initiatives Update

Employment Plan:

- HRA's new employment services model connects clients to individualized education, training, employment and other services that give them the skills and training they need to compete in the job market and reach their maximum earning potential.
- The new approach leaves behind the one-size-fits-all approach of the past to offer services that take into consideration the individual needs of clients while providing specialized services for youth and other groups with specific needs.
- These new programs expand on the reforms HRA has already made, aimed at reducing unnecessary sanctions and case closings that have an adverse impact on staff workload and have severe consequences for clients. The new approach offers more meaningful opportunities to clients.

HRA Reform Initiatives Update

Employment Plan:

In November of 2016, HRA announced contracts for our Employment Plan programs that will benefit more than 68,000 clients annually.

In April 2017, HRA launched its new approach to help clients connect to and build a career that will lead to success and financial security.

Youth Pathways

Career Compass

Career Advance

HRA Reform Initiatives Update

HIV Services: HASA for All

- On August 29, 2016, medical eligibility for the HASA program expanded so as to permit all financially-eligible New York City residents with HIV to voluntarily seek and obtain HASA services.
- The financial requirements remain unchanged, an applicant need no longer have AIDS or be “symptomatic” in order to be eligible for HASA services.
- From August 29, 2016 through March 31, 2017, HASA has accepted 3,487 new clients; compared with 2,436 new clients during the same period in 2015 and 2016. This represents a 43% increase.
- Of the 3,487 accepted between August 29, 2016 and March 31, 2017, 1,907 were expansion clients. Expansion clients were 55% of the new cases.
- To accommodate the increase in caseload, HASA was provided additional funding to hire 28 new case managers through FY18.

HRA Reform Initiatives Update

Supportive Housing NYC 15/15

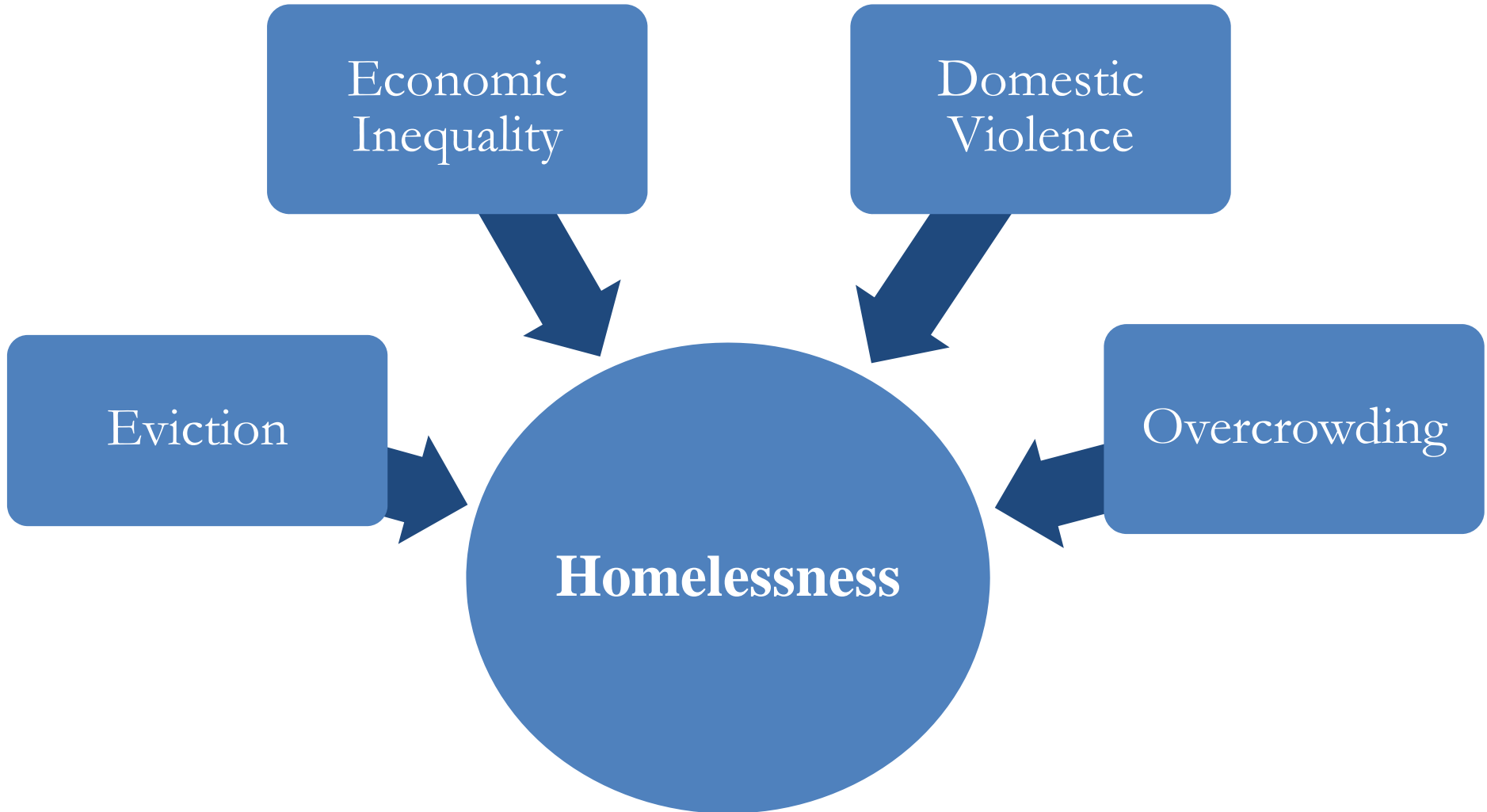
The Mayor's NYC 15/15 plan to create 15,000 units of new supportive housing over the next 15 years

- The first 550 scatter-site units will be coming online this year and will serve single adults and Adult Families with SMI/SUD.
- The RFP for 7,500 units of congregate supportive housing has been issued and we are accepting proposals.
- The RFP for the remaining 6,905 scatter-site units will be released this month.
- We expect to release an RFP this summer for an additional 90 units of scatter-site supportive housing

The Exec 18 budget includes \$26.4 million of total funds and City funds in FY18, \$50.2 million of total funds and City funds in FY19 and \$74.4 million of total funds and City funds in FY20 will be transferred from HRA to Department of Health and Mental Hygiene (DOHMH) for supportive housing contracts.

DHS Executive 2018 Budget

Drivers of Homelessness



Turning the Tide on Homelessness

The Rise of Homelessness

- There has been a 115% increase in homelessness over the past two decades – from 23,868 men, women and children in January 1994 to 31,009 in January 2002 to 51,470 in January 2014.
- Between 2000 and 2014, the median New York City rent increased by 19% in real dollars and household income decreased by 6.3% in real dollars.
- Between 1994 and 2012, the city suffered a net loss of about 150,000 rent-stabilized units. Combined, these and other trends mean that by 2015 the city had only half the housing it needs for about three million low-income New Yorkers.

Turning the Tide on Homelessness

The Rise of Homelessness

- A total of a half a million New York City households are paying an unaffordable amount of their income for housing.
 - Some 360,000 NYC households pay more than 50% of their income on rent and utilities.
 - Another 140,000 households pay more than the 30%.
- Many people who face these rent burdens cycle in and out of poverty, living just one personal crisis away from homelessness:
 - Nearly half of all New Yorkers lived in poverty at some point between 2012 and 2014 (the three-year period studied).
- 70% of the shelter system census now consists of families, and 34% of the families with children have an adult who is working.
- At the same time, domestic violence is a major driver of homelessness, with some 30% of the families with children in the DHS shelter system having a history of domestic violence.

Major HRA Initiatives

Rental Assistance Results:

<u>Move outs FY15, FY16 & FY17 (thr. March 2017)</u>		
	Total Households	Total Individuals
DHS LINC 1	1,465	5,098
DHS LINC 2	687	2,390
DHS LINC 3	604	2,102
DHS LINC 4	2,464	2,799
DHS LINC 5	1,371	1,524
DHS LINC 6	87	290
HRA LINC 3	526	1,830
CFEPS	3,919	13,638
NYCHA	5,251	18,083
SECTION 8	1,875	6,087
SEPS	2,377	2,666
HOME TBRA	372	1,197
TOTAL	20,998	57,705

Turning the Tide on Homelessness

Our vision relies on three approaches:

- First, doing more to keep people in their homes by stopping evictions, helping families and individuals remain with family members in the community, and making housing more affordable.
- Second, continuing to enhance our HOME-STAT program to bring people in from the streets.
- Third, a reimagined approach to providing shelter that:
 - Ends use of the 17-year cluster apartment program by the end of 2021 and the decades-old use of commercial hotel facilities by the end of 2023;
 - Cuts the total number of shelter facilities by almost 45% by getting out of 360 cluster apartment and commercial hotel locations and replacing them with 90 new high quality shelters in all five boroughs; and
 - Provides homeless families and individuals with an opportunity to be in shelter as close as possible to their own communities and the anchors of life – like schools, jobs, health care, houses of worship and family – to help them get back on their feet and out of shelter more quickly.

Turning the Tide on Homelessness

- **Moved ahead of schedule on the largest affordable housing plan ever**—the City’s landmark *Housing New York* plan to build or preserve 200,000 affordable apartments;
- **Committed to adding 10,000 affordable apartments for seniors, veterans, and New Yorkers earning less than \$40,000 per household;**
- **Created a new Elder Rental Assistance program**, planned to be funded through the Mansion Tax proposed to Albany, that would help more than 25,000 seniors with monthly rental assistance of up to \$1,300;
- **Stepped in to immediately fill the gap left by the cancelation of the Advantage program by creating three new rental assistance programs and reinstating rehousing programs** — implementing the Living in Communities (LINC), City Family Eviction Prevention Supplement/Family Exit Plan Supplement (CityFEPS), and the Special Exit and Prevention Supplement (SEPS) rental assistance programs and restoring Section 8 and New York City Housing Authority priorities — which have helped 51,500 people, most of them homeless, to secure permanent housing, from the summer of 2014 through December 2016 and an additional 6,205 through March 31, 2017, for a total of 57,705 men, women, and children who have been helped by these programs.

Turning the Tide on Homelessness

- **Provided emergency rental assistance to 161,000 households**, helping rent-burdened New Yorkers at risk of eviction stay in their homes;
- **Launched the largest municipal commitment ever to build and expand supportive housing** by committing to building 15,000 new units in 15 years, with the first 550 units coming online this year;
- **Aggressively expanded free legal assistance for New Yorkers** in danger of illegal eviction by increasing funding for legal services for tenants to \$62 million — a more than tenfold increase. Evictions then dropped by 24% and more than 40,000 New Yorkers were able to stay in their homes in 2015 and 2016;
- **Made a commitment to phase in over the next five years the funding necessary to provide universal access to legal services** for all New York City tenants facing eviction in housing court;
- **Implemented 46 systematic and management reforms to streamline how we address homelessness;**

Turning the Tide on Homelessness

- **Conducted almost 13,000 shelter inspections in 2016 — a 50% increase from 2015 — and fixed more than 14,000 code violations** with help from nonprofit shelter providers thanks to the work of the Shelter Repair Squad, a multi-agency task force. The number of outstanding violations within traditional shelters has dropped 83% since January 2016;
- **Gotten out of 831 cluster sites**, prioritizing units with the most serious problems, and moved toward ending the use of cluster units altogether by reducing the number of cluster units from 3,658;
- **Doubled the previous investment in DHS shelter security**, with a total annual security budget of \$217 million for fiscal year 2017;
- **Put the New York City Police Department (NYPD) in charge of security at DHS shelters**, which includes standardizing and professionalizing security, surveillance, staff training and deployment; and
- **Placed 3,153 homeless veterans into permanent housing and ended chronic veterans homelessness.**

Turning the Tide on Homelessness

Reimagined Shelter Strategy

DHS will overhaul our shelters to distribute resources and responsibility in a more equitable way across the city and finally begin to reduce the shelter population for the first time in a decade.

We will:

- **Get out of all 360 cluster apartments and commercial hotel facilities and thus shrink the shelter footprint by 45%;**
- **Replace 360 shelter locations with a smaller number of 90 new high quality shelters by opening approximately 18-20 new shelters annually for the next five years;**
- **Expand shelter capacity in 30 existing shelter sites, with the renovation of the first sites beginning in 2018 and taking place on a rolling basis over the next seven years;**
- **Fund the new shelters to provide a wide range of social services** so that residents have access to social services and mental health counseling when needed as well as education and career training; and
- **Ensure that shelters are well-maintained and secure.**

Executive 18 Budget Overview

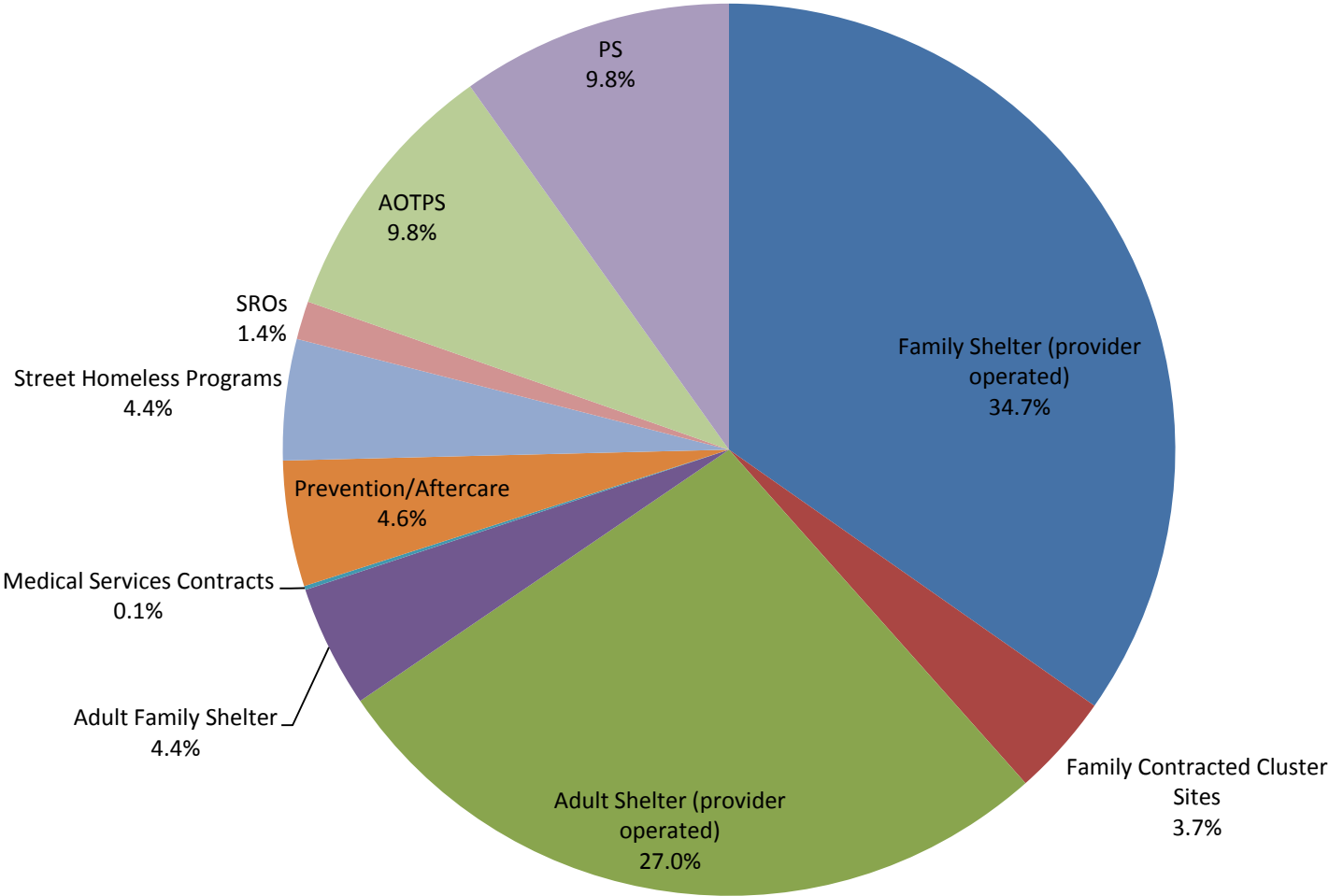
The DHS budget as of the FY18 Executive Plan is \$1.6 billion (\$883 million City funds) in Fiscal Year 2018. The DHS headcount is funded at 2,483 positions in FY18.

The FY18 Executive Plan added \$63 million (\$54 million City funds) and 79 positions in 2017 and \$177 million (\$110 million City funds) and 80 positions in 2018, compared to the January Plan.

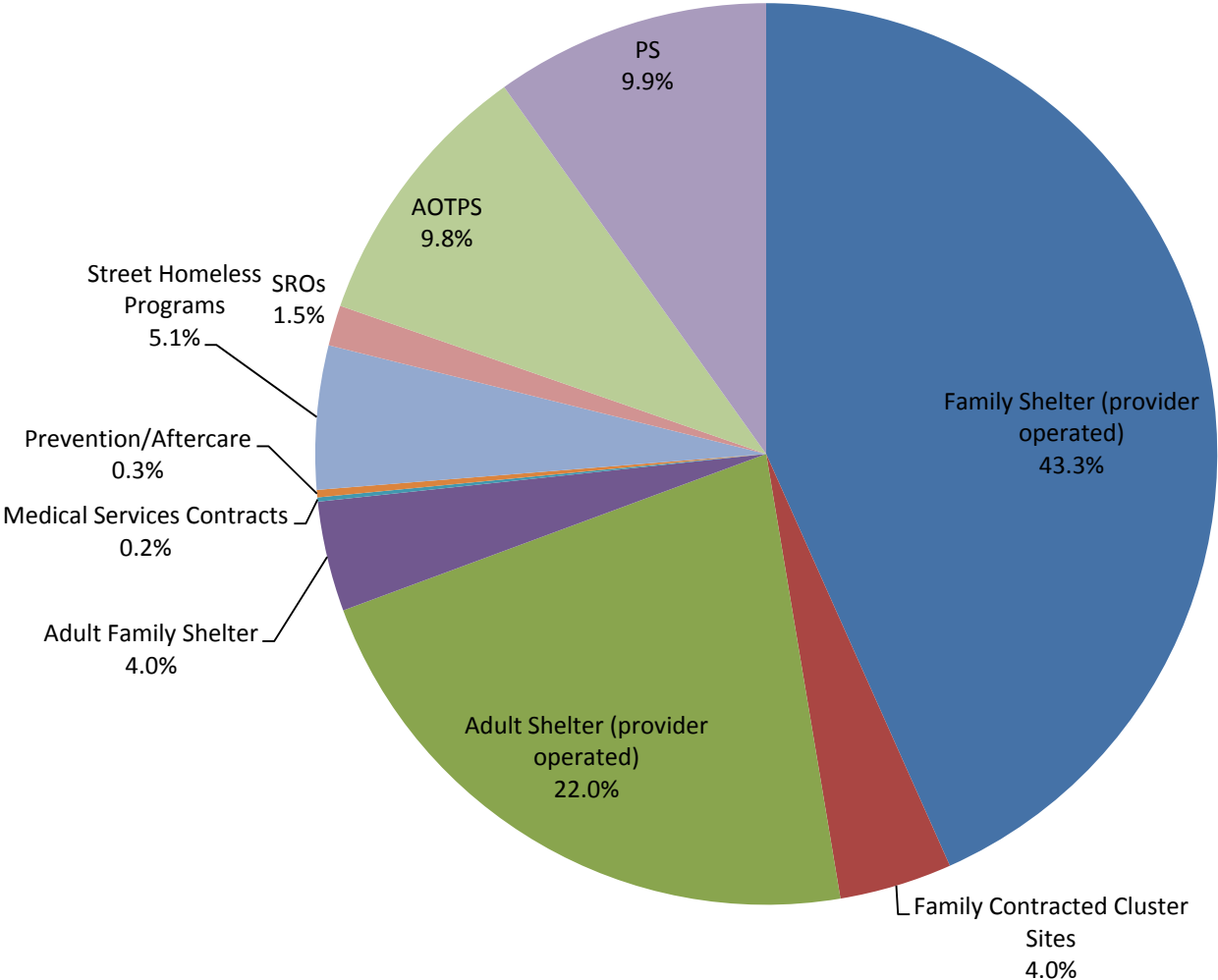
The FY18 Executive Budget reflects the new initiatives that were funded in the Financial Plan as well as full implementation of the DSS consolidation and transfer of prevention and rehousing services to HRA.

- \$84 million in program and administrative funding is transferred from DHS to DSS in FY18.

FY 2017 DHS Budget



FY 2018 DHS Budget



Executive Budget Highlights: New Funding

Homeless Shelter Provider Rate Reform and Investment in the Not-for-Profit Sector

The FY18 Executive Plan adds \$36 million (\$18 million in City funds) in FY18 and \$71 million (\$34 million in City funds) to fund rate reform for shelter providers.

Including funding added in prior plans, funding for rate reform added since Executive 17 totals \$146 million (\$80 million in City funds) at full implementation.

Executive Budget Highlights: New Funding

DHS Model Budget

Funding for rate reform was developed through a model budget process that included analysis of current rates to determine where there were providers that were below standards; meetings were held with providers to understand the process from the provider perspective and to hear concerns that were most critical for them; and DHS and DSS worked with OMB to develop operating principles which we intend to use as a model for developing a schedule to adjust provider budgets.

- The rate reform includes a series of new initiatives that must be viewed holistically and that together form the model budget.
- This includes Thrive (\$34 million); the FY16 and FY17 COLAs (total of \$11 million); and the FY18 provider wage adjustment COLA (\$5.7 million).
- The Jan 17 Plan added Adult shelter enhancements of \$9 million; \$17 million for security at mental health shelters is provided in the Jan 17 and Executive 17 Plans; and \$5 million is provided annually for one-time shelter maintenance and repair costs that are not capitably eligible.
- Taken together, these all investments total over \$200 million when fully annualized.

Executive Budget Highlights: New Funding

DHS Contract Reform Update

- All FY15 and FY15 issues have been resolved.
- Of those contract and amendment transactions that were in place in the beginning of March, 99 percent of FY16 contracts and 96 percent of FY17 contracts are registered; and 87 percent of FY16 and FY17 amendments are registered.
- Additional contracts include those for new shelters and the additional amendments include funding for additional social workers in family shelters as part of ThriveNYC, COLA adjustments, and other new needs identified by providers and funded by DHS.
- We plan to have the majority of FY18 contracts in place at the beginning of the fiscal year for the first time in years.

Executive Budget Highlights: New Funding

Street Homelessness Staffing

The Executive 18 Plan adds 17 positions with \$1.3 million total and City funds in FY17 and \$1.9 million total and City funds in FY18 and the out years.

This funding is for additional staff to support DHS Street Solutions operations. And the additional positions will provide oversight and management of the expanded HOME-STAT street homeless outreach, DHS Drop-in locations, and Safe Haven programs.

Budget Overview: Capital

The DHS 10-Year Capital Plan for 2018-2027 totals \$650.4 million in City and total funds, of which \$437.3 million funds projects between 2018 and 2021.

- \$245.3 million is provided for homeless family facilities;
- \$349.5 million for single adult facilities;
- \$50.3 million is allocated for computer systems and equipment purchases and
- \$5.3 million is provided for City Council and Borough President items.

Budget Overview: Capital New Needs Summary

There was \$315.9 million of newly funded new needs added to the Executive Capital Plan above what was in the January Capital Plan.

The increase is to expand and renovate existing family and adult shelters to help meet the goals outlined in the Homeless Plan (*“Turning the Tide on Homelessness”*).

DSS Reforms: Prevention

Move Homebase program management from DHS to HRA: The management of the Homebase program 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. The integration was completed in January 2017.

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. A Request for Proposals (RFP) was issued in February with contract awards to be announced in the coming weeks and the expanded services in place by this summer. Since 2014, we expanded the Homebase program to 24 locations across the five boroughs and more than doubled the program's funding. As a result of these increases Homebase reached 25,632 households in FY16, a 115% increase of households served compared to FY14.

Expand the scope of Homebase as the first point of entry for those at risk of homelessness: The City developed 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 be able to obtain these services within their borough, rather than through the City's centralized intake center in the Bronx. A Staten Island pilot launched in March 2017 for Staten Island families at risk of homelessness.

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.

Target outreach to doubled-up families with school-aged children: HRA will work with the Department of Education (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. Outreach was conducted in June 2016 to doubled-up families with school-aged children who were offered homelessness prevention services. Planning is under way to implement this outreach annually beginning in June 2017, prior to the end of school when typically applications for family shelter increase.

Deploy additional HRA prevention staff to single adult and adult family intake sites: In May 2016, an intervention process was established at the Borden Shelter for veterans and at HRA's Veterans Services unit to help veterans avoid entering shelter. As of April 2017, data is being analyzed to identify other populations that would benefit most from additional prevention services at intake. A similar initiative is being implemented for adult families.

Target services and rental assistance for youth in DYCD shelters: Rental assistance programs will be expanded to include youth living in DYCD youth shelters at risk of entering DHS shelters. A workgroup between DHS and DYCD was formed to facilitate expansion of rental assistance programs. This expansion will occur with the streamlining of the City's rental assistance programs, which is expected to be finalized in the summer of 2017 following the recent FEPS settlement in The Legal Aid Society's litigation against the State Office of Temporary and Disability Assistance.

Target services and rental assistance for clients with mental health needs cycling between jail and homelessness: We are currently finalizing plans for the implementation of a 24-hour hotline to support at-risk clients, including clients being discharged from NYC Health and Hospitals. The City has also recently announced the provision of 97 units of supportive housing targeted for such clients.

Create two new City/State Task Forces to increase homelessness prevention: In connection with the recent FEPS settlement, the State Office of Temporary and Disability Assistance and DSS worked together to enhance the rental assistance tools to prevent homelessness, including increasing the level of rental assistance provided through the State FEPS program and expanding assistance for survivors of domestic violence.

DSS Reforms: Street Homelessness

Fully launch HOME-STAT to address street homelessness:

HOME-STAT was fully launched by April 2016.

In the first year, 748 individuals came off of the street and remained off of the street as a result of the work of HOME-STAT.

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.

The new Queens drop in center at 100-32 Atlantic Avenue opened in April, the Manhattan drop in center at 14th Street and 7th Avenue will open before the end of the year, and the Brooklyn drop in center is in the development stage.

The City has already opened 284 additional Safe Haven or Stabilization beds and plans to open at least 220 more Safe Haven beds in 2017.

DSS Reforms: Shelter

Increase safety in shelters through an NYPD management review and retraining program: In March 2016, NYPD began retraining all DHS security staff and sent an NYPD management team to the Agency to develop an action plan for upgraded security and a related retraining curriculum at all shelter facilities. In January 2017, NYPD began to oversee security services in the DHS shelter system. The Administration has doubled the 2013 investment in DHS security, with a total annual security spending of \$217 million for fiscal year 2017.

Enhanced domestic violence services in DHS shelters: As of December 2016, trained staff from HRA go to designated Tier II shelters to provide access to domestic violence services. Existing social services staff in Tier II shelters participate in enhanced training to provide them with the tools to identify and refer families and individuals to the HRA NoVA team, a NYC Family Justice Center, or other community-based domestic violence providers. By September 2016, DHS employees and contracted staff system-wide had undergone intimate partner violence training. Additional NoVA trainings are scheduled.

Implement a more extensive reporting system for critical incidents that occur 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. In October 2016, the new reporting categories were finalized. A plan was sent to OTDA for confirmation and DHS is awaiting a response in order to proceed. Staff training and implementation is planned for May 2017.

Expand Shelter Repair Squad 2.0 Operations: The inspection process has been enhanced and inspections are being conducted twice a year at all sites used to house homeless people. The Shelter Report Card is produced monthly to hold the City and providers publicly accountable, and it has been available online for every month since December 2015. To reduce the initial backlog, a report called the Building Compliance Unit Daily Update was developed to monitor the status of all activities to address violations. Shelter providers have also been engaged in a work group to discuss the best means of collaborating to improve shelter conditions. In 2016, the City and nonprofit shelter providers cleared nearly 14,000 violations in non-cluster shelters. City agencies also conducted nearly 13,000 inspections—a 50 percent increase from 2015—and the number of outstanding violations in traditional shelters dropped by 83 percent in 2016.

Increase coordination among inspectors: By September 2016, the City had coordinated all City Agencies with inspection responsibilities so that there are now semi-annual multi-agency inspections. Coordination with OTDA and with the Coalition for the Homeless on Callahan inspections was completed as of January 2017.

Phasing out the use of cluster shelters: At the high point, there were 3,658 cluster units in this 17-year program. As part of the phase out, we have already stopped using 831 units, and we are continuing to identify units that we will stop using. In May 2016, the DHS open-ended Request for Proposals for new shelters was revised to include a model with both transitional and permanent housing. The City is also working with contracted providers to close out or convert cluster units to permanent housing. DSS leadership recently briefed the Bronx Council delegation on our progress, and we look forward to more opportunities to speak directly with members and answer questions regarding the phase out.

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. Potential conversion sites are currently being assessed.

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. The *Turning the Tide* plan set forth the roadmap to get out of 360 cluster and commercial hotel sites and replace them with a smaller number of 90 high quality borough-based shelters. The first five replacement shelters were announced in February and three are already open and operating.

DSS Reforms: Shelter

Implement the domestic violence shelter expansion: In FY16, HRA conducted an emergency procurement for emergency shelter beds and Tier II units; and 150 emergency beds were opened. The second phase of contracting and opening the remaining 150 emergency beds this year is underway. One contract for 52 Tier II units was awarded in April 2017 and these units are expected to open in the summer of 2017; additional Tier II contracts are expected to begin to be awarded by September 2017.

Implementing a capital repair program: As of January 2017, the City has implemented a large scale, new needs, repair program for city-owned, capitably eligible shelter sites. A new needs process for provider owned, non-capitably eligible sites has also been implemented to provide funding for repairs in these buildings.

Rationalizing shelter provider rates: DSS, DHS, and HRA are evaluating shelter provider rates to ensure they are sufficient to fund maintenance and services. Funding was added in the Executive 17 budget. Focus groups were conducted with providers and the leadership of Homeless Services United as part of the process to develop model shelter budgets. Development of a rate template and parameters for inclusion in the Open-Ended RFP is being developed, and contract adjustments will be implemented during the coming fiscal year.

Address ADA compliance in shelters: The City will hire a consultant to evaluate ADA accessibility in the DHS shelter system. A consultant firm has been identified to conduct surveys of selected shelters and assist in the development of compliance plans. We are now proceeding to take the necessary steps to bring the firm on board. We are also concluding settlement of the *Butler* litigation to address long-standing accessibility issues.

Expanding the scope of HRA's ADA coordinator to cover the shelter system: The DSS Executive Director of Disability Affairs added a Director of Disability Affairs for Homeless Services (ADA Coordinator) to her team in February 2017. The Disability Affairs Unit has been assessing all aspects of access in the shelter system, and, since the fall of 2016, has been identified as the contact on the DHS website regarding disability discrimination complaints and questions regarding access.

Promote career pathways for shelter residents: The City will implement new programs to help shelter residents move forward on a career pathway towards self-sufficiency.

Targeting services for emerging new trends in the single adult population (persons 50 or older and 18 to 24): In June 2016, the concept paper for 10,000 units of affordable senior housing was released and we expect to release a Request for Proposals this spring. In February of this year, in partnership with Councilman Torres, we opened an 81-bed shelter in the Bronx for LGBTQ young homeless adults (ages 21-30). And a shelter for seniors (age 62 and older) has been developed in Crown Heights for senior men from Brooklyn.

Targeting services for families to move away from a one size fits all approach: We are working to develop initiatives that focus on the varying needs of homeless families. We are working 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 stay.

DSS Reforms: Shelter

Eliminate the requirement for school-age children to be present at PATH for multiple appointments: By the end of 2016, this requirement was eliminated for families who reapply within 30 days at PATH. A second phase eliminating this requirement for families reunifying with children in foster care was launched in March. An evaluation of these programs will occur during the summer.

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. This month, we are dedicating additional shelter space to meet the needs of adult families and to enhance intake services for such families.

Streamline access to DYCD shelter for homeless youth: Liaison staff were identified for DHS intake centers, and fact sheets for distribution to staff and homeless youth have been developed. The first staff training session occurred in January and the second follow up training took place in April.

Implement tripling of DYCD shelter capacity for Runaway and Homeless Youth: The City has opened 205 Runaway and Homeless Youth beds since 2014, and 295 additional beds are funded and planned to open by 2019. This will bring the total system capacity from 253 when Mayor de Blasio took office to 753 by FY19.

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. DHS program areas are finalizing an updated procedure for this policy.

Increasing transportation resources to reduce placement waiting time: Currently, an analysis of data to determine new transportation models and needs is under way.

Deploy social workers to accompany families found ineligible who are returning to a community resource to provide on-the-spot assistance: Social workers are currently being brought on board. Social workers will follow up with families during the conditional status, and contact primary tenants to offer such on the spot assistance.

Expand the shelter conditions complaint process through HRA's Infoline: The 24/7 Shelter Hotline launched in February 2016 and takes complaints from shelter residents as well as the public on shelter services and conditions. We completed this expansion in December 2016.

Communicate more information to clients through flyers, posters and other media: We recognize that better information for clients will enhance access to services, including employment and housing assistance. In March 2017, flyers and posters were provided to shelter sites for distribution and posting. We continue ongoing work to ensure flyers and posters are updated and replenished regularly as appropriate.

DSS Reforms: Rehousing

Move Rehousing program management from DHS to HRA: DSS, DHS, and HRA are developing a more coordinated program structure to promote move-outs, leveraging the expertise of each Agency. The DHS Supportive Housing Unit is on track to transfer to HRA in May 2017.

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. Planning is under way to identify and assist shelter residents who are eligible to apply for HPD lotteries for affordable housing.

Continue to utilize NYCHA placements to address homelessness: We have continued to place 1,500 DHS families and 300 survivors of domestic violence in HRA or DHS shelters last year and this year.

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. The streamlining plan is expected to be finalized this summer, now that the FEPS lawsuit has been settled.

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. We reported previously that we had been involved with 35 cases, including cases that we worked on with CCHR over the past year, most of which have resulted in a favorable outcome for the client. DSS has distributed a Source of Income Discrimination Informational flyer with a phone number to contact, and New Yorkers can also call 311. Both HRA's Infoline Central Complaint Unit number and 311 are advertised on the flyer.

Implement a more effective aftercare program: Using the critical time intervention as a model, the City will enhance aftercare services for rehoused clients. In October 2016, a concept paper was released; and a Request for Proposal for enhanced community supports for persons exiting shelter with subsidies was released in February. The new services are expected to be in place in this summer. In the interim, current Homebase providers are providing this assistance.

Provide assistance to obtain federal disability benefits: Earlier this year the City dedicated services to focus on enrolling shelter residents on SSI/SSD to increase income and promote rehousing. This year, SSI/SSD enrollment assistance is planned for clients in shelter who receive Cash Assistance and are determined to need home visits.

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 is exploring ways to further coordinate access and assess need for those experiencing homelessness, following the HUD approach. By September 2016, a leadership reporting structure had been created, and regular meetings were scheduled with the Continuum of Care co-chairs and DHS and HRA leadership.

Provide clear and concise information and written materials to clients about available assistance and programs: Materials describing available assistance and programs have been compiled and are ready for distribution; materials will be distributed throughout the spring. We continue with ongoing work to provide updated materials as appropriate and replenished supplies.

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: (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. Though the FEPS settlement, the HRA FEPS plan was approved and will be implemented after the settlement is approved by the court. Medicaid waiver issues have been affected by the change in administrations in Washington.

Thank you!



**Human Resources
Administration**

Department of
Social Services