DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner
Joslyn Carter, Administrator

WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address street homelessness and assist homeless New Yorkers in transitioning from shelter and the street to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services that homeless New Yorkers need to achieve and maintain housing permanency. In April 2016 Mayor de Blasio announced a major restructuring of homeless services in New York City, followed by the release of a comprehensive plan in February 2017 to turn the tide on homelessness, neighborhood by neighborhood. The plan's guiding principle is community and people first; giving homeless New Yorkers, who come from every community across the five boroughs, the opportunity to be sheltered closer to their support networks and anchors of life in the communities they called home in order to more quickly stabilize their lives.

FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by income inequality, lack of affordable and supportive housing and stagnant wages combined with social and structural factors including domestic violence and a lack of community services for mentally ill and formerly incarcerated persons. DHS addresses homelessness by connecting New Yorkers to preventive services that help them remain in their homes and, when prevention is not an option, by providing safe and appropriate transitional shelter, with the goal of helping families and individuals return to housing in the community. In partnership with the Human Resources Administration (HRA) and other agencies, DHS clients receive housing supports such as targeted rental assistance to help eligible families and individuals avoid or exit shelter.

In Fiscal 2016 Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. The plan includes enhancement and expansion of homeless prevention and greater street outreach through HOME-STAT, to engage street homeless individuals and connect them to support services. Management improvements are in progress for shelter safety and operations. "Turning the Tide," a report issued in February 2017, laid out a blueprint for addressing homelessness that includes providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities, including eliminating the 17-year "cluster" apartment program. Learn more about how DHS is turning the tide on homelessness, neighborhood by neighborhood at nyc.gov/tide.

OUR SERVICES AND GOALS

SERVICE 1 **Provide temporary emergency housing to homeless individuals and families.**

Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

SERVICE 2 **Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Goal 2b Minimize re-entries into the shelter services system.

SERVICE 3 **Help chronically unsheltered homeless individuals find stable, safe living situations.**

Goal 3a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED

- The number of families with children entering the DHS shelter system declined by 15.1 percent and adult family entrants declined by 10.8 percent during the first four months of Fiscal 2018 compared with the same period in the prior year. The number of single adults entering shelter was 7,005, virtually the same as for the prior period, increasing by less than one percent. The decline in family shelter entrants can be attributed in part to a greater than ten-fold increase in funding for legal services to represent tenants in Housing Court and the resulting reduction in evictions, as well as the fewer families returning to shelter from unstable housing placements as more clients sustain housing through participation in new rental assistance programs developed in Fiscal 2015.

- Due to fewer families with children shelter entrants and increased subsidized housing placements since Fiscal 2014, the average number of families with children in shelter per day decreased by 1.8 percent from 12,861 in the first four months of Fiscal 2017 to 12,629 during the Fiscal 2018 period. The average number of single adults in shelters per day increased over the same period, from 13,120 to 14,216. The development of 15,000 new supportive housing units initiated by the administration in Fiscal 2017 is intended to help stem the increase in single adult homelessness, which is also driven by discharges to shelter from other systems, including correctional and mental health facilities.

- During the first four months of Fiscal 2018, 51.0 percent of families with children were placed in shelter according to the youngest school-aged child's school address, a 7.3 percentage point increase compared to the first four months of Fiscal 2017. Borough-based shelter placement is a cornerstone of the "Turning the Tide" strategy to improve outcomes for homeless clients and help homeless families and individuals remain in their home borough. This approach allows homeless New Yorkers to remain in their communities and close to their networks of support, schools, jobs and healthcare.

- DHS implemented a new reporting protocol and system for reporting critical incidents in shelter In Fiscal 2017. DHS is now able to fully capture all critical incidents and ensure that reporting is consistent. These reporting changes included updated procedures, trainings and system enhancements that standardize categories. The automated process resulted in more critical incidents and violent critical incidents being recorded compared to the previous period in which the reporting was manual. In the adult shelter system, the Fiscal 2018 period shows an increase in critical incidents from 2.3 to 5.1 per 1,000 residents, and an increase of 1.5 to 2.2 per 1,000 in violent critical incidents. There was also an increase in critical incidents in the adult family shelter system from 2.0 to 3.8 per 1,000 residents, and an increase in violent critical incidents in the adult family shelter system from 1.3 to 2.0 per 1,000 residents. Some of the increase in the critical incident rate in adult shelters was also impacted by an increase in overdose incidents from the prior year, with a reported 81 overdose incidents in the first four months of Fiscal 2018 compared to 12 in the 2017 period. This is due both to the national opioid crisis and DHS' enhanced overdose preparedness training, distribution of naloxone kits in shelter and training of staff and clients to be overdose first-responders, with all shelters now having staff trained and equipped to administer naloxone. Violent critical incidents in families with children shelters declined from 0.7 to 0.4 per 1,000 in the first four months of the year compared to the previous period.

- Total exits from shelter to permanent housing remained stable for single adults and families with children, with subsidized housing placements increasing for both groups compared to the previous period. Subsidized placements, which are more stable, have reduced the 12-month re-entry rates consistently for all client groups since the introduction of the new rental assistance programs in Fiscal 2015. During the first four months of the Fiscal Year, re-entries into shelter within 12 months of housing placement continued to decline for single adults and adult families. While re-entries remained stable for families with children, this rate has declined by more than half since the implementation of the new rental assistance programs in Fiscal 2015.

- The average length of stay in shelter increased by slightly more than six percent for families with children and for single adults in the first four months of Fiscal 2018 compared to the prior year, reflecting the limited supply of affordable housing for low-income households in New York City. The average length of stay for adult families held steady. The Mayor's commitment to provide 15,000 units of permanent supportive housing as well as the investment in rental assistance programs is aimed at reducing length of stay in shelters.

- The number of HOME-STAT clients placed into permanent housing, transitional housing, and other settings increased by 31.2 percent from 693 clients in the first four months of Fiscal 2017 to 909 clients in the first four months of Fiscal

2018. This is a result of the continued developments of the HOME-STAT model and progress made by outreach staff through sustained engagement with clients living on the street.

- The percentage of emails responded to within 14 days declined by more than 27 percentage points compared to the previous period. This was due to the transition period in which the DHS management structure was reorganized through the integration of DHS and HRA under the umbrella of the Department of Social Services. The percentage of letters responded to within 14 days is unavailable for the period due to data system transition issues during the integration. The DHS Administrator was appointed in Fiscal 2018 and the responsibility for correspondence will be overseen by the Administrator's Office to ensure timely responses.

SERVICE 1 Provide temporary emergency housing to homeless individuals and families.

Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

	Actual			Target		4-Month Actual	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Adult families entering the DHS shelter services system	1,385	1,476	1,583	⇩	⇩	593	529
★ Families with children entering the DHS shelter services system	12,671	13,311	12,595	⇩	⇩	5,169	4,386
★ Single adults entering the DHS shelter services system	18,091	19,139	19,800	⇩	⇩	6,946	7,005
★ Average number of adult families in shelters per day	2,110	2,212	2,461	⇩	⇩	2,384	2,501
★ Average number of families with children in shelters per day	11,819	12,089	12,818	⇩	⇩	12,861	12,629
★ Average number of single adults in shelters per day	11,330	12,727	13,626	⇩	⇩	13,120	14,216
Families with children receiving public assistance (average) (%)	85.4%	81.6%	81.5%	85.0%	85.0%	82.0%	81.6%
Average school attendance rate for children in the DHS shelter services system (%)	83.9%	82.0%	82.7%	*	*	84.0%	84.7%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	52.9%	51.8%	50.4%	85.0%	85.0%	43.7%	51.0%

★ Critical Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

	Actual			Target		4-Month Actual	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.01	0.00	0.00	⇩	⇩	NA	NA
★ Critical incidents in the adult shelter system, per 1,000 residents	NA	NA	2.8	⇩	⇩	2.3	5.1
Violent critical incidents in the adult shelter system, per 1,000 residents	NA	NA	1.6	*	*	1.5	2.2
★ Critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	2.4	⇩	⇩	2.0	3.8
Violent critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	1.6	*	*	1.3	2.0
★ Critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	0.9	⇩	⇩	0.9	0.9
Violent critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	0.6	*	*	0.7	0.4
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$78.80	$94.57	$99.46	*	*	NA	NA
Cost per day for shelter facilities - Family facilities ($) (annual)	$105.37	$120.22	$167.84	*	*	NA	NA
– Adult families	$97.31	$110.69	$138.13	*	*	NA	NA
– Families with children	$106.49	$121.40	$171.21	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	99.4%	97.5%	NA	*	*	NA	NA

★ Critical Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

	Actual			Target		4-Month Actual	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Single adults exiting to permanent housing	8,762	8,521	7,742	9,000	9,000	2,622	2,611
– subsidized	3,085	3,885	3,826	*	*	1,224	1,248
– unsubsidized	5,677	4,636	3,916	*	*	1,398	1,363
Adult families exiting to permanent housing	908	628	570	*	*	215	166
– subsidized	224	310	313	*	*	114	93
– unsubsidized	413	318	257	*	*	101	73
Families with children exiting to permanent housing	8,220	8,294	8,571	*	*	3,020	2,896
– subsidized	4,527	5,365	5,421	*	*	1,928	1,933
– unsubsidized	3,693	2,929	3,150	*	*	1,092	963
★ Average length of stay for single adults in shelter (days)	329	355	383	⇩	⇩	373	397
★ Average length of stay for adult families in shelter (days)	534	563	550	⇩	⇩	555	555
★ Average length of stay for families with children in shelter (days)	430	431	414	⇩	⇩	408	433

★ Critical Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Minimize re-entries into the shelter services system.

	Actual			Target		4-Month Actual	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.8%	18.9%	17.1%	20.0%	20.0%	17.9%	17.0%
– subsidized exits (%)	9.4%	8.3%	7.5%	*	*	9.0%	7.5%
★ – unsubsidized exits (%)	26.0%	24.5%	24.9%	⇩	⇩	24.9%	24.5%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	8.7%	11.5%	12.5%	12.5%	13.8%	8.2%
★ – subsidized exits (%)	1.0%	1.6%	0.6%	⇩	⇩	0.9%	0.7%
★ – unsubsidized exits (%)	18.3%	11.9%	21.6%	⇩	⇩	24.1%	15.8%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	16.5%	10.0%	8.1%	12.5%	12.5%	7.8%	8.0%
★ – subsidized exits (%)	3.0%	1.4%	1.3%	⇩	⇩	0.9%	1.3%
★ – unsubsidized exits (%)	19.9%	19.9%	20.9%	⇩	⇩	20.4%	19.9%

★ Critical Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 3a Reduce the number of unsheltered homeless individuals.

	Actual			Target		4-Month Actual	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ 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	3,182	2,794	3,892	⇩	⇩	NA	NA
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	NA	2,146	⇧	⇧	693	909

★ Critical Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Collisions involving City vehicles	58	60	46	*	*	10	9
Workplace injuries reported	122	147	189	*	*	30	69

★ Critical Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Completed requests for interpretation	6,445	8,164	13,357	*	*	NA	NA
Letters responded to in 14 days (%)	70%	65%	NA	*	*	15%	NA
E-mails responded to in 14 days (%)	69%	61%	NA	*	*	50%	23%
Average wait time to speak with a customer service agent (minutes)	15	10	6	*	*	NA	NA
CORE facility rating	95	100	92	*	*	NA	NA

★ Critical Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18[1]	FY19[1]	FY17	FY18
Expenditures ($000,000)[2]	$1,169.8	$1,400.6	$1,823.7	$1,617.2	$1,823.8	$1,820.2	$872.7	$1,182.8
Personnel	1,977	2,404	2,349	2,484	2,615	2,578	2,478	2,414
Overtime paid ($000,000)	$9.4	$13.6	$13.8	$5.5	$5.5	$5.5	$4.0	$4.6
Capital commitments ($000,000)	$20.4	$11.6	$28.5	$136.1	$94.5	$161.5	$2.8	$8.0
Human services contract budget ($000,000)	$941.2	$1,120.6	$1,468.1	$1,284.8	$1,500.3	$1,472.1	$369.7	$579.9

[1]February 2018 Financial Plan　　　[2]Expenditures include all funds　　　"NA" - Not Available

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY17[1] ($000,000)	February 2018 Financial Plan FY18[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$155.7	$158.3	All
200 - Other Than Personal Services	$1,668.0	$1,665.5	All
Agency Total	$1,823.7	$1,823.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.　　　[2]Includes all funds.　　　[3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Beginning with the Fiscal 2018 Preliminary Mayor's Management Report, indicators for the HomeBase homelessness prevention program are no longer reported in this chapter. These indicators are now reported in goal 3a of the HRA chapter. The affected indicators are: 'Adults receiving preventive services who did not enter the shelter system (%),' 'Adult families receiving preventive services who did not enter the shelter system (%)' and 'Families with children receiving preventive services who did not enter the shelter system (%).'

- Data for the first four months of Fiscal 2018 for the indicator 'Letters responded to in 14 days (%)' is unavailable due to a data system transition issues during the integration of HRA and DHS. Some correspondence functions have been integrated into DSS, and the Department expects to have a reporting solution that will reflect the reassignment and consolidation of these activities at the start of Fiscal 2019.

- DHS revised previously reported Fiscal 2017 data for the indicators related to single adults, adult families and families with children exiting to permanent housing, including subsidized and unsubsidized exits.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
  http://www1.nyc.gov/site/dhs/about/stats-and-reports.page

- Homeless Outreach Population Estimate (HOPE) count results:
  https://a071-hope.nyc.gov/hope/statistics.aspx

- DHS daily report, including census & intake statistics:
  http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf

- Turning the Tide on Homelessness in New York City:
  http://www1.nyc.gov/site/dhs/about/tide.page

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