

NYC 15/15 INITIATIVE

15,000 New Units of Supportive Housing over the next 15 years.

New York City's Supportive Housing Task Force



Bill de Blasio
Mayor

Human Resources
Administration
Department of
Social Services

Steven Banks
Commissioner

Department of
Housing Preservation
& Development

Vicki Been
Commissioner



“Study after study confirms that supportive housing works.”

MAYOR BILL DE BLASIO

PHOTO: CAMBA HOUSING VENTURES, REVEREND DAN RAMM RESIDENCE, BROOKLYN (CREDIT: VANNI ARCHIVES ARCHITECTURAL PHOTOGRAPHY)
COVER: BREAKING GROUND, THE SCHERMERHORN, BROOKLYN

NYC 15/15: A NEW INITIATIVE

PERMANENT HOUSING FOR NEW YORKERS IN NEED

In November 2015, Mayor de Blasio announced his landmark commitment to provide 15,000 units of supportive housing over the next 15 years to the most vulnerable New Yorkers. Supportive housing is affordable housing with supportive services, including both mental and physical healthcare access, connection to alcohol and substance abuse programs, and other social services. It is a proven, cost-effective approach to addressing the needs of New Yorkers struggling with mental illness, homelessness, and substance use. It reduces usage of homeless shelters, hospitals, mental health institutions, and jails/prisons.

This initiative builds off the success of three previous initiatives, known as the New York/New York Agreements which, in total, built a little over 14,000 units of supportive housing in New York City. The most recent agreement, NY/NY III, expanded the populations served in supportive housing to include families and youth, with great success. The mayor's 15,000-unit commitment will reflect the lessons learned over the last 30 years and incorporate the combined wisdom of the supportive housing community.



A TASK FORCE, WITH 28 PROVIDERS AND 3 CHAIRS, TO SERVE AS AN EXPERT PANEL OF ADVISORS TO THE CITY, OFFERING INNOVATIVE WAYS TO DEVELOP AND DELIVER SUPPORTIVE HOUSING

GUIDING PRINCIPLES

Supportive housing is permanent housing

The City's supportive housing plan seeks to reduce street and shelter homelessness

As a valuable resource, supportive housing should be prioritized for those most in need

OVERVIEW OF SUPPORTIVE HOUSING TASK FORCE



MAYOR DE BLASIO COMMITS TO FUNDING 15,000 UNITS OF SUPPORTIVE HOUSING AT BREAKING GROUND, THE TIMES SQUARE ON NOVEMBER 18, 2015

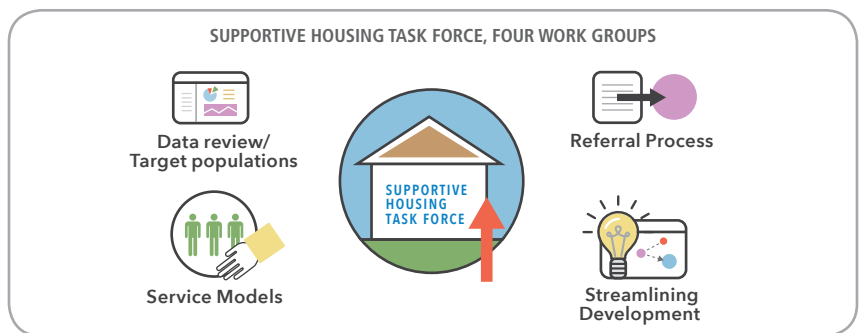


LAURA MASCUCH, EXECUTIVE DIRECTOR OF THE SUPPORTIVE HOUSING NETWORK OF NY, AND TASK FORCE CO-CHAIR, GIVES REMARKS AT THE SUPPORTIVE HOUSING PRESS CONFERENCE AT BISHOP SULLIVAN RESIDENCE IN BROOKLYN, NEW YORK. TUESDAY JANUARY 12, 2016

.....

The Task Force, with the addition of key City representatives, split into four subcommittees and hosted 30 meetings across the six month process.

Following the historic announcement of NYC 15/15, the Mayor assembled a Task Force of 28 experts in January 2016 to assess the current state of existing supportive housing programs in the city and formulate innovative solutions and recommendations for the future. The Task Force leveraged decades of experience in the public, private and nonprofit sectors. Steve Banks, Commissioner of the Human Resources Administration (HRA)/Department of Social Services (DSS), Vicki Been, Commissioner of the Department of Housing Preservation and Development (HPD), and Laura Mascuch, Executive Director of the Supportive Housing Network of New York (The Network), served as Task Force co-Chairs. Along with their representatives, Kristin Misner-Gutierrez (HRA) and Jessica Katz (HPD), the co-Chairs hosted three Task Force meetings to provide guidance to four working groups in the following areas:



The working groups included leaders in the field from city agencies and representatives from nonprofit organizations that are central to providing housing and services to homeless and vulnerable New Yorkers. Each working group met regularly over six months and carried out extensive research and analysis to inform their work. All working group leaders came together at key intervals to stay on track and report out progress.

The Task Force analyzed data capturing the homeless population in shelters and on the street, in addition to qualitative data obtained through consultation with key supportive housing stakeholders.

HRA and the Department of Health and Mental Hygiene (DOHMH) hosted focus groups with residents of supportive housing to receive confidential feedback about their experiences. The Supportive Housing Network of New York and the Corporation for Supportive Housing also hosted focus groups and feedback sessions with providers that had participated in NY/NY III. All of this information was used to inform the process, build on the work already done and pave a path forward for the Mayor's new 15,000 units.

THE NEED FOR SUPPORTIVE HOUSING

“Since inception, supportive housing has proven to be one of the most effective interventions to address homelessness.”

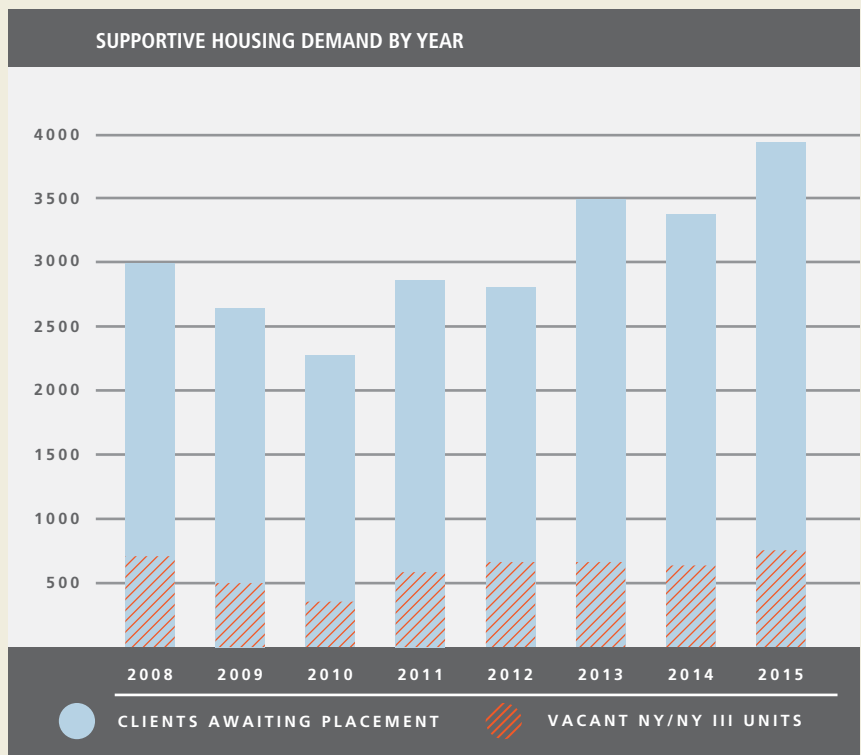


MAYOR DE BLASIO AT THE BISHOP SULLIVAN RESIDENCE IN BROOKLYN, NEW YORK ON TUESDAY, JANUARY 12, 2016

WEST SIDE FEDERATION FOR SENIOR
AND SUPPORTIVE HOUSING, EUCLID HALL,
MANHATTAN



THE DEMAND FOR SUPPORTIVE HOUSING VASTLY
OUTPACES THE SUPPLY, WITH APPROXIMATELY
4 APPROVED APPLICATIONS FOR EVERY
AVAILABLE UNIT.¹



¹ HRA Customized Assistance Services “NY/NY III December 2015 Progress Report” Pp. 10

23 KEY RECOMMENDATIONS

Following six months of work, the Task Force delivered final recommendations to the mayor with 23 specific recommendations, each falling into one of the four topic areas tackled by the working groups.

The City will incorporate the recommendations from the Task Force into the planning process for the new units which will be overseen by a City Oversight Committee. Implementation will build off of the Task Force’s momentum. Each recommendation has been assigned to the appropriate City agency responsible for implementation.

The recommendations come at a crucial juncture, with approximately 60,000 homeless New Yorkers residing in shelters. The supportive housing community is organized and ready to meet the challenges of implementing the mayor’s ambitious and essential initiative.



SERVICES FOR THE UNDERSERVED,
FOX POINT, BRONX

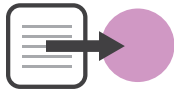
Since the demand for supportive housing outpaces the supply, this work group examined the characteristics of the homeless population to inform the prioritization of those most in need of supportive housing. The recommendations reflect the analysis of data from DHS, HRA and providers that informed the process.

DATA AND EVALUATION



- ① Target units to three broad populations – adults, families, and youth – and incorporate a vulnerability index to target housing to those most in need.
- ② Expand access to the current application for supportive housing (the “2010e”) to include a broad range of referral sources in addition to the Department of Homeless Services (DHS).
- ③ Proactively identify applicants using data analytics to identify homeless individuals and families using multiple systems of care.
- ④ Create City Oversight Committee to monitor NYC 15/15 implementation.
- ⑤ Develop a cross-agency plan to evaluate the outcomes of NYC 15/15.

REFERRAL PROCESS



This working group drilled down on bottlenecks in the current referral process for NY/NY III and made recommendations for improvements.

- ⑥ Allow additional professionals, such as licensed clinical social workers and psychologists, to complete mental health evaluations for the 2010e supportive housing application.
- ⑦ Modify Project Based Section 8 Voucher approval process to expedite placements of homeless clients.
- ⑧ Align Public Assistance and the housing process so individuals and families are not held up in the shelter system.
- ⑨ Streamline the 2010e application to include automatic upload of supporting documents, such as social security card and income documentation.
- ⑩ Create a referral process to match homeless clients who do not fit a NY/NY designation to appropriate housing that has some support services, called general population units.
- ⑪ Align definitions of chronic homelessness from the US Department of Housing and Urban Development (HUD) and New York City.
- ⑫ Create a standardized assessment tool that matches tenants to appropriate housing options.
- ⑬ Pre-populate existing 2010e supportive housing application using data from various city agencies.

SERVICE MODELS



This working group reviewed the current service delivery model for supportive housing and provided recommendations for the most effective models for different populations.

- ⑭ Utilize evidence-based and evidence-informed practices and support ongoing staff development across supportive housing.
- ⑮ Implement a holistic family approach to deliver comprehensive services to the entire family.
- ⑯ Create supportive housing options for youth that are not time limited and use the Moving On model to help young adults transition to independent housing.
- ⑰ Develop a better assessment tool to assist workers in determining which clients will be most successful in scattered-site housing programs.
- ⑱ Provide greater flexibility to account for major life changes; standardize process for clients to transfer to other supportive housing programs that may be better suited to their current needs (e.g., between family and single supportive housing).

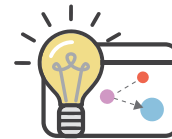


CENTER FOR URBAN COMMUNITY SERVICES,
LENNIGER RESIDENCES, BRONX

Reflecting on the successes and challenges of development under NY/NY III, this working group analyzed both scattered site and congregate programs. The recommendations address rates, contracts and access to capital for development.

- 19) Review landlord incentives for scattered-site supportive housing.
- 20) Address issues in rent stabilization law and enforcement that affect scattered-site supportive housing programs.
- 21) Create a dedicated and nimble pool of capital to use for down payments on sites to develop supportive housing buildings.
- 22) Separate rent and service subsidy, with HPD managing the rental subsidy at Fair Market Rent (FMR). Increase the term of the rental subsidy to match the 15-year term for the Low Income Housing Tax Credit (LIHTC), a common tool to build affordable housing. Build in regular increases to the rental subsidy over the 15 years.
- 23) Improve community engagement for new supportive housing projects.

STREAMLINING DEVELOPMENT



ACKNOWLEDGEMENTS

MAYOR BILL DE BLASIO'S SUPPORTIVE HOUSING TASK FORCE

HERMINIA PALACIO
DEPUTY MAYOR FOR
HEALTH AND HUMAN
SERVICES

CO-CHAIR

STEVEN BANKS
COMMISSIONER,
HUMAN RESOURCES
ADMINISTRATION/
DEPARTMENT OF
SOCIAL SERVICES
REPRESENTATIVE
**KRISTIN MISNER-
GUTIERREZ**

CO-CHAIR

VICKI BEEN
COMMISSIONER,
DEPARTMENT OF HOUSING
PRESERVATION &
DEVELOPMENT
REPRESENTATIVE
JESSICA KATZ

CO-CHAIR

LAURA MASCUCH,
EXECUTIVE DIRECTOR,
SUPPORTIVE HOUSING
NETWORK OF NEW
YORK

MARY BROSAHAN
PRESIDENT AND CEO,
COALITION FOR THE
HOMELESS

DONNA COLONNA
CEO, SERVICES FOR THE
UNDERSERVED

PAUL FREITAG
EXECUTIVE DIRECTOR,
WEST SIDE FEDERATION
FOR SENIOR AND SUP-
PORTIVE HOUSING, INC.

DR. ROSA M. GIL
FOUNDER, PRESIDENT AND
CEO, COMUNILIFE, INC.

TONY HANNIGAN
FOUNDER AND EXECUTIVE
DIRECTOR, CENTER FOR
URBAN COMMUNITY
SERVICES

TED HOUGHTON,
PRESIDENT, GATEWAY
DEMONSTRATION
ASSISTANCE
CORPORATION

JUDI KENDE, VICE
PRESIDENT AND NEW
YORK MARKET LEADER,
ENTERPRISE

JACQUELYN KILMER,
CEO, HARLEM UNITED
COMMUNITY AIDS
CENTER, INC.

SISTER JANET KINNEY,
EXECUTIVE DIRECTOR,
PROVIDENCE HOUSE

**SISTER PAULETTE
LOMONACO**, EXECU-
TIVE DIRECTOR, GOOD
SHEPHERD SERVICES

**MONSIGNOR ALFRED
LOPINTO**, CEO OF
CATHOLIC CHARITIES OF
BROOKLYN & QUEENS
AND VICAR FOR HUMAN
SERVICES FOR THE
DIOCESE OF BROOKLYN

TORI LYON, CEO,
JERICHO PROJECT

SAM MARKS,
EXECUTIVE DIRECTOR,
LISC

KRISTIN MILLER,
DIRECTOR, CSH

GEORGE NASHAK,
EXECUTIVE VICE
PRESIDENT, HELP USA

TIM O'HANLON, VICE
PRESIDENT, HUDSON
HOUSING CAPITAL

JOANNE M. OPLUSTIL,
PRESIDENT AND CEO,
CAMBA, INC.

JOANNE PAGE,
PRESIDENT AND CEO,
THE FORTUNE SOCIETY

CHRISTY PARQUE,
EXECUTIVE DIRECTOR,
HOMELESS SERVICES
UNITED

JERILYN PERINE,
EXECUTIVE DIRECTOR,
CHPC

CHRISTINE QUINN,
PRESIDENT AND CEO,
WIN

BRENDA ROSEN,
PRESIDENT AND CEO,
BREAKING GROUND

MUZZY ROSENBLATT,
EXECUTIVE DIRECTOR,
BRC

FRED SHACK, CEO,
URBAN PATHWAYS

**REVEREND TERRY
TROIA**, EXECUTIVE
DIRECTOR, PROJECT
HOSPITALITY

**DEBORAH
VANAMERONGEN**,
STRATEGIC POLICY
ADVISOR, NIXON
PEABODY

ERIC WEINGARTNER,
MANAGING
DIRECTOR, ROBIN
HOOD FOUNDATION

ADAM WEINSTEIN,
PRESIDENT AND CEO,
PHIPPS HOUSES
SERVICES INC.

STEERING COMMITTEE

GARY BELKIN, DOHMH; TONY HANNIGAN, CUCS; MYLA HARRISON, DOHMH; TED HOUGHTON, GATEWAY DEMONSTRATION ASSISTANCE CORPORATION; EILEEN JOHNS, CIDI; JESSICA KATZ, HPD; JENNIFER KELLY, DHS; LAURA MASCUCH, SHNNY; KRISTIN MILLER, CSH; KRISTIN MISNER-GUTIERREZ, HRA; GEORGE NASHAK, HELP USA; JERILYN PERINE, CHPC; BRENDA ROSEN, BREAKING GROUND; MUZZY ROSENBLATT, BRC; MARYANNE SCHRETZMAN, CIDI; DANIEL TIETZ, HRA; DEBORAH VANAMERONGEN, NIXON PEABODY; GAIL WOLSK, DOHMH

WORKGROUP 1: DATA/POPULATION | GEORGE NASHAK, HELP USA AND MARYANN SCHRETZMAN, MAYOR'S OFFICE, CO-CHAIRS

VALERIE BARTON-RICHARDSON, CAMBA; CLAYTON BROOKS, COVENANT HOUSE; MARY BROSAHAN, CFTH; TIM CAMPBELL, CFTH; CARIN CLARY, HRA; LINDSEY DAVID, CFTH; ELIZABETH GARCIA, GOOD SHEPHERD SERVICES; MICHELLE GASSAMA, PROJECT HOSPITALITY; EILEEN JOHNS, CIDI; BETSY LAGANIS, HRA; LAURA MASCUCH, SHNNY; KRISTEN MITCHELL, DHS; JOAN MONTBACH, HSU; JESSICA RAITHEL, CIDI; MOLLY RECKSON, OMB; KATIE REILY, DOHMH/CIDI; JUDITH ROSENFELD, BREAKING GROUND; ELSA SLAZESKY, HRA; CYNTHIA STUART, SHNNY; SARAH WALTERS, DOHMH

WORKGROUP 2: REFERRALS | JENNIFER KELLY, DHS AND BRENDA ROSEN, BREAKING GROUND, CO-CHAIRS

CARRIE BLOSS, BREAKING GROUND; ALLISON BRICKE, OMB; MARY BROSAHAN, CFTH; SHARON BROWNE, CAMBA; CARIN CLARY, HRA; JOSE CORREA, DHS; PATRICIA DAWSON, CCBQ; JACQUELINE DUDLEY, HRA; WILLIAM FREY, ENTERPRISE; ELIZABETH GILLROY, MAYOR'S OFFICE; ELLIOTT GRITZ, HRA; LAURA GRUND, HARLEM UNITED; JACQUI KILMER, HARLEM UNITED; CATHERINE KIM, ENTERPRISE; TRISH MARSIK, MOCJ; STACY MATUZA, CUCS; KRISTIN MILLER, CSH; KRISTIN MISNER-GUTIERREZ, HRA; ROBIN PAGLIUCCO, SHNNY; CRAIG RETCHLESS, HRA; JOHN RUSCILLO, HRA; ELIZABETH STROJAN, ENTERPRISE; CATHERINE TRAPANI, NEW DESTINY; PAUL WILLIAMS, ACS; GAIL WOLSK, DOHMH; ALYSON ZIKMUND, HPD

WORKGROUP 3: SERVICE MODELS | TONY HANNIGAN, CUCS AND KRISTIN MISNER-GUTIERREZ, HRA, CO-CHAIRS

MICHAEL BOSKET, HRA; DONNA COLONNA, SUS; CAROL CORDEN, NEW DESTINY; PAM FARQUHAR, DOHMH; ELIZABETH GARCIA, GOOD SHEPHERD SERVICES; ROSA GIL, COMUNILIFE; SHERRY GOLDSTEIN, FORTUNE SOCIETY; DAVID GREENBERG, OMB; DR. ELLIOTT GRITZ, HRA; DEBORAH HARPER, DYCD; ROCHELLE HAYNES, DHS; EDLINE JACQUET, SHNNY; JACQUI KILMER, HARLEM UNITED; SISTER JANET KINNEY, PROVIDENCE HOUSE; MARILYN LAVES, WIN; WANDA LOPEZ, SUS; TORI LYON, JERICHO PROJECT; SHAMBHAVI MANGLIK, ROBIN HOOD; TRISH MARSIK, MOCJ; LAURA MASCUCH, SHNNY; KRISTIN MILLER, CSH; JOAN MONTBACH, HSU; BEVERLY MOSQUERA, COMUNILIFE; JOANNE OPLUSTIL, CAMBA; ERIC OSBORNE, OMB; JOANNE PAGE, FORTUNE SOCIETY; CHRISTINE QUINN, WIN; FRED SHACK, URBAN PATHWAYS; JESSIE SPENCE, OMB; CYNTHIA STUART, SHNNY; CARMEN TORRES, COMUNILIFE; SAMANTHA WALKER, PROVIDENCE HOUSE; GAIL WOLSK, DOHMH

WORKGROUP 4: STREAMLINING DEVELOPMENT | JESSICA KATZ, HPD AND MUZZY ROSENBLATT, BRC, CO-CHAIRS

SHARON BROWNE, CAMBA; ARLO CHASE, SUS; PAUL FREITAG, WSFSSH; CLAIRE HILGER, CCBQ; KATHRYN JOHNSON, OMB; ELLEN KACKMANN, COMUNILIFE; DAN MAGDISON, ENTERPRISE; JERRY MASCUCH, WIN; STEVE MYRICKS, SUS; TIM O'HANLON, HUDSON HOUSING CAPITAL; ROBIN PAGLIUCCO, SHNNY; CRAIG RETCHLESS, HRA; DAVID ROWE, CAMBA; JEFFERY SEWARD, DOHMH; FRED SHACK, URBAN PATHWAYS; MARTY SUSSMAN, CCBQ; JENNIFER TREPINSKI, CSH; TERRY TROIA, PROJECT HOSPITALITY; EDWARD UBIERA, LISC

SUPPORTIVE HOUSING RECOMMENDATIONS 2016

