



WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address unsheltered 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 stabilize their lives more quickly.

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 factors, including domestic violence, de-institutionalization of persons who are mentally ill without sufficient community-based services and discharges from a range of institutions. 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 and placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS administers subsidized housing programs, including 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 expansion of homeless prevention, greater street outreach through HOME-STAT, a program to engage unsheltered homeless individuals and connect them to support services, enhancement of shelter services and security. "Turning the Tide," a report issued in February 2017, laid out a blueprint for moving forward with the reforms, providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities, including eliminating the 19-year old "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 IN FISCAL 2019

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.

In Fiscal 2019, the number of adult families and families with children entering the DHS shelter system decreased by 2.5 percent and 1.5 percent, respectively. The decline in family shelter entrants can be attributed in part to a more than ten-fold increase in legal services funding and a resultant decline in evictions, as well as increases in subsidized housing placements. Subsidized placements, including rental assistance programs that began in Fiscal 2015, also reduced the likelihood of families returning to shelter. Fewer entrants and increased placements led to a stabilization of the average number of families in shelter per day compared to the previous period.

The number of single adults entering shelter decreased slightly from 21,177 in Fiscal 2018 to 21,122 in Fiscal 2019. The average number of adults in shelter per day increased by 8.4 percent, a rate similar to the previous three years. This increase is driven by the lack of affordable and supportive housing, and discharges from other institutions including correctional and mental health facilities. DHS continues to work with multiple City agencies to enhance re-entry services to prevent and reduce shelter entry. The Administration’s commitment to providing 15,000 new units of supportive housing is also intended to help address this need.

In Fiscal 2019, 52.9 percent of families with children entering shelter received an initial placement according to the youngest school-aged child’s school address, a 3.1 percentage point increase compared to Fiscal 2018. For Fiscal 2019, DHS has introduced a new metric measuring DHS’ efforts to offer school proximity placements for families after they enter shelter that are not already in their borough of choice. In Fiscal 2019, 75.9 percent of families with children in shelter resided in the borough of their youngest child’s school.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average number of adult families in shelters per day	2,110	2,212	2,461	2,475	2,510	↓	↓	Up	Down
★ Average number of families with children in shelters per day	11,819	12,089	12,818	12,619	12,415	↓	↓	Neutral	Down
★ Average number of single adults in shelters per day	11,330	12,727	13,626	14,847	16,094	↓	↓	Up	Down
★ Adult families entering the DHS shelter services system	1,385	1,476	1,583	1,469	1,433	↓	↓	Neutral	Down
★ Families with children entering the DHS shelter services system	12,671	13,311	12,595	12,151	11,965	↓	↓	Neutral	Down
★ Single adults entering the DHS shelter services system	18,091	19,139	19,800	21,177	21,122	↓	↓	Up	Down
Families with children receiving public assistance (average) (%)	85.4%	81.6%	81.5%	80.9%	80.3%	85.0%	85.0%	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	83.9%	82.0%	82.7%	82.3%	83.9%	*	*	Neutral	Up
Families initially placed in shelter in the borough of their youngest school-aged child’s school address (%)	52.8%	51.8%	48.9%	49.8%	52.9%	85.0%	85.0%	Neutral	Up
Families in shelter living in the borough of their youngest child’s school (%)	NA	NA	NA	NA	75.9%	*	*	NA	Up
★ 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.

In Fiscal 2019 the rate of serious incidents in the families with children, single adult and adult family shelter systems per 1,000 residents were 20.6, 10.5 and 5.6, respectively. The rate of violent serious incidents in the single adult shelter system increased to two from 1.6 per 1,000 residents in Fiscal 2018. In Fiscal 2019 the rate of violent serious incidents in the families with children shelter system increased to 0.8 from 0.3 per 1,000 residents in Fiscal 2018, while the rate in the adult family shelter system declined from 1.6 to 1.4 per 1,000 residents. Several factors, including recategorization of various incident types and on-going staff training with emphasis on accurate and timely reporting, impacted the rate of reported incidents

occurring in DHS shelters. In particular, in calendar 2018, DHS submitted a new shelter incident reporting protocol to the New York State Office of Temporary and Disability Assistance (OTDA) that modified DHS agency procedures and definitions for reporting incidents and standardized incident reporting across shelters to comply with State directives. A new unit within DHS was established in June 2018 to oversee the notification and response process between the DHS, OTDA and shelter providers. The new procedures include an updated glossary of incident types and categories, a streamlined Client Assistance and Re-housing Enterprise System (CARES) module and staff training. At the end of Fiscal 2018, certain incident types were reclassified by OTDA to be included in the violent incident category that were not previously included there. The impacts of these changes are reflected in the 2019 incident reports, which therefore cannot be compared to reports in previous fiscal years.

The daily average cost of shelter increased for all types in Fiscal 2019, as a result of planned reductions in the use of low-quality cluster sites with limited services and increases in the proportion of shelter capacity in new borough-based standard shelters. Standard shelter costs increased as the result of higher rent costs for these new borough-based facilities and program enhancements, including mental health and program services, standardized rates and cost of living adjustments for contract providers.

Completion rates for annual performance evaluations of not-for-profit contract vendors, increased by nearly 20 percentage points for Fiscal 2018, the most recent available period, due to the roll-out of a new citywide online procurement portal, which began in Fiscal 2019. The remaining evaluations are in process and will be completed by the end of Calendar 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.01	0.00	0.00	0.00	0.00	↓	↓	Down	Down
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	NA	20.6	↓	↓	NA	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	NA	NA	1.6	1.6	2.0	*	*	NA	Down
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	NA	10.5	↓	↓	NA	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	NA	NA	1.6	1.6	1.4	*	*	NA	Down
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	NA	5.6	↓	↓	NA	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	NA	NA	0.6	0.3	0.8	*	*	NA	Down
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$78.80	\$94.57	\$99.46	\$117.43	\$124.38	*	*	Up	*
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$105.37	\$120.22	\$167.84	\$187.46	\$196.23	*	*	Up	*
– Adult families	\$97.31	\$110.69	\$138.13	\$147.49	\$158.71	*	*	Up	*
– Families with children	\$106.49	\$121.40	\$171.21	\$192.10	\$201.60	*	*	Up	*
Evaluations for human services contracts completed on time, as compared to the goal (%)	99.4%	97.5%	55.1%	74.0%	NA	*	*	NA	Up
★ 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.

Homeless clients continue to be placed into permanent, stable housing through a variety of City and federally funded rental assistance programs, with overall permanent housing placements across single adult, adult family and family with children shelter sub-populations growing by 1.5 percent from 18,304 in Fiscal 2018 to 18,324 in Fiscal 2019. This overall growth in placements has been driven by increased exits to subsidized housing for all population groups. Single adults exiting to subsidized housing grew by 20.3 percent, adult families exiting to subsidized housing grew by 32.1 percent, and families with children exiting to subsidized housing increased by 6.6 percent compared to Fiscal 2018. Despite the growth in overall

housing placements, the average length of stay in shelter increased for each of the shelter subpopulations in Fiscal 2019. More shelter clients with multiple barriers to living independently in permanent housing are staying longer in shelter. Access to permanent supportive housing can provide a way out of shelter for these clients. The Mayor's commitment to provide 15,000 new supportive housing units and DSS' initiative, implemented in Calendar 2018, dedicated to fighting Source of Income discrimination and the investment of over \$120 million in tenant legal services are all aimed at addressing these issues.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Single adults exiting to permanent housing	8,762	8,521	8,043	8,593	8,912	9,000	9,000	Neutral	Up
– subsidized	3,085	3,885	3,633	4,157	5,001	*	*	Up	Up
– unsubsidized	5,677	4,636	4,410	4,436	3,911	*	*	Down	Up
Adult families exiting to permanent housing	637	628	570	513	543	*	*	Down	Up
– subsidized	224	310	313	331	439	*	*	Up	Up
– unsubsidized	413	318	257	182	104	*	*	Down	Up
Families with children exiting to permanent housing	8,220	8,294	8,571	8,933	9,137	*	*	Up	Up
– subsidized	4,527	5,365	5,421	6,446	6,872	*	*	Up	Up
– unsubsidized	3,693	2,929	3,150	2,487	2,265	*	*	Down	Up
★ Average length of stay for single adults in shelter (days)	329	355	383	401	414	↓	↓	Up	Down
★ Average length of stay for adult families in shelter (days)	534	563	550	561	580	↓	↓	Neutral	Down
★ Average length of stay for families with children in shelter (days)	430	431	414	438	446	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

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

The increased volume of placements to subsidized housing is producing positive long-term outcomes for clients, with the overall return to shelter rates within one year declining by 2.4 percentage points for adult families and 1.3 percentage points for families with children compared to Fiscal 2018. For adult families and families with children the return rate for subsidized housing placements remain at or near one percent. The single adult return rate for subsidized housing placement continued to improve to the lowest level in the past six years at 6.5 percent in Fiscal 2019. The dramatic declines since 2015 in overall return rates for all groups can be attributed to the implementation of new rental assistance programs, expansion of supportive housing development and enhanced access to Section 8 and NYCHA housing for shelter clients since the beginning of the Administration.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.8%	18.9%	18.3%	17.5%	17.3%	20.0%	20.0%	Down	Down
★ – subsidized exits (%)	9.4%	8.3%	7.9%	6.9%	6.5%	↓	↓	Down	Down
★ – unsubsidized exits (%)	26.0%	24.5%	26.3%	26.3%	27.2%	↓	↓	Neutral	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	8.7%	11.5%	8.0%	5.6%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	1.0%	1.6%	0.6%	1.4%	1.0%	↓	↓	Neutral	Down
★ – unsubsidized exits (%)	18.3%	11.9%	21.6%	16.0%	13.2%	↓	↓	Down	Down
★ 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%	8.3%	7.0%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	3.0%	1.4%	1.3%	1.5%	1.3%	↓	↓	Down	Down
★ – unsubsidized exits (%)	19.9%	19.9%	20.9%	20.4%	21.6%	↓	↓	Neutral	Down
★ 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.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey conducted on January 28, 2019 found that 3,588 homeless individuals were on the streets of New York that night, 2.4 percent less than Fiscal 2018 and 18.3 percent fewer than the 4,395 in the first survey in Fiscal 2005. This point-in-time estimate reflects what the DHS outreach teams—doubled in size from when the HOME-STAT program launched in Fiscal 2016—have observed on the ground. The Fiscal 2019 HOPE survey was conducted amid continued housing affordability challenges here and across the nation, with economic factors, including rising rents outpacing incomes, continuing to cause homelessness.

Through the unprecedented investment to enhance the work of street outreach programs and service providers, progress has been made in placing individuals experiencing unsheltered homelessness into housing. In Fiscal 2019, HOME-STAT placed 2,753 clients into permanent housing, transitional programs, and other stabilization settings, three percent fewer than during the previous period because, while transitional placements increased during the reporting period and permanent placements were relatively stable, placements in hospitals and other institutional settings declined.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ 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	3,675	3,588	↓	↓	Up	Down
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	NA	2,146	2,849	2,753	↑	↑	NA	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Collisions involving City vehicles	58	60	46	41	65	*	*	Neutral	Down
Workplace injuries reported	122	147	189	198	210	*	*	Up	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

AGENCY CUSTOMER SERVICE

In Fiscal 2019, the rate of letters responded to in 14 days increased by six percentage points to 88 percent as compared to Fiscal 2018 and the rate of e-mails responded to in 14 days increased by 34 percentage points to 99 percent in Fiscal 2019 as compared to Fiscal 2018. This represents the successful integration of correspondence into the Department of Social Services’ Office of Constituent Services (OCS) in Fiscal 2019 where the integration of administrative responsibilities allows leveraging of shared technology, processes, and staffing.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	6,445	8,164	13,357	16,644	15,957	*	*	Up	*
Letters responded to in 14 days (%)	70%	65%	NA	82%	88%	*	*	NA	Up
E-mails responded to in 14 days (%)	69%	61%	NA	65%	99%	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes)	15	10	6	5	4	*	*	Down	Down
CORE facility rating	95	100	92	100	NA	*	*	NA	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	
Expenditures (\$000,000) ³	\$1,169.8	\$1,400.6	\$1,823.7	\$2,146.0	\$2,141.8	\$2,110.8	\$2,119.5	Up
Personnel	1,977	2,404	2,349	2,370	2,319	2,661	2,386	Up
Overtime paid (\$000,000)	\$9.4	\$13.6	\$13.8	\$16.9	\$5.5	\$5.5	\$3.8	Down
Capital commitments (\$000,000)	\$20.4	\$11.6	\$28.5	\$53.1	\$44.9	\$73.6	\$110.3	Up
Human services contract budget (\$000,000)	\$941.2	\$1,120.6	\$1,468.1	\$1,762.0	\$1,786.6	\$1,752.7	\$1,792.1	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available * None

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 FY18 ¹ (\$000,000)	Modified Budget FY19 ² (\$000,000)	Applicable MMR Goals ³
100 - Personal Services	\$153.6	\$163.3	All
200 - Other Than Personal Services	\$1,992.4	\$1,978.5	All
Agency Total	\$2,146.0	\$2,141.8	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.

³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DHS introduced a new measure of school proximity to shelter placement in this report: 'Families in shelter living in the borough of their youngest child's school (%)'. Initial data reporting began Fiscal 2019.
- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

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