



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 factors including domestic violence, de-institutionalization of persons with mental illness 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 including 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 enhancement and expansion of homeless prevention, and greater street outreach through Homeless Outreach and Mobile Engagement Street Action Teams (HOME-STAT), a program to engage homeless individuals and connect them to support services. Management improvements are also in progress for shelter safety and operations. "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 and 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

- During the first four months of Fiscal 2019, the average number of single adults in shelters per day rose from 14,216 to 15,596, despite more permanent housing placements which did not keep pace with the increase in entrants. In the case of single adults, discharges from other systems such as correctional and mental health facilities also played a role in the census growth. At the same time, the average number of adult families and families with children in shelter per day decreased by 1.0 percent and 0.7 percent, respectively, compared to the same period of Fiscal 2018. This reflects a sustained increase in the number and quality of housing placements, especially for the families with children, since the inception of the City's rental assistance programs in 2014. While the average number of adult families entering shelter declined during the first four months of Fiscal 2019, the numbers of families with children and single adults entering shelter each increased by 5.3 percent compared to the prior period. These increases in shelter entrants can be attributed in part to the lack of affordable housing in New York City, as well as an influx of more than 550 evacuees from Puerto Rico in the wake of Hurricane Maria and the federal government's termination of FEMA assistance.
- During the first four months of Fiscal 2019, 50.5 percent of families with children entering shelter received an initial placement according to the youngest school-aged child's school address, a 1.8 percentage point increase compared to the first four months of Fiscal 2018. Borough-based shelter development, an integral component of the "Turning the Tide" plan, enables DHS to offer ongoing shelter placements of homeless families and individuals in their home borough. In addition to efforts impacting initial shelter placement, DHS makes every effort to offer to transfer families in shelter who are not already in the borough of choice for school proximity into that borough. The added focus on school proximity is yielding results. In September 2018, while 50.5 percent of families with children entering shelter received an initial placement in the same borough as their youngest school-aged child's school, 72 percent of families in shelter with school-aged children were living in the borough of their youngest school-aged child's school.
- In late spring of 2018, DHS submitted a new shelter incident reporting plan to the NYS Office of Temporary and Disability Assistance (OTDA) to further modify DHS agency procedures and definitions for reporting incidents in the shelter system. This reform redefined the reporting methodology and types of incident indicators for the single adult, adult family, and families with children systems that are reported to OTDA. A new DHS unit oversees the notification and response process to improve communication between OTDA, DHS and its shelter services providers. A streamlined Client Assistance and Re-housing Enterprise System (CARES) module and staff training were also implemented in late June 2018. These new methodologies and incident types are reflected in Fiscal 2019 data. For total serious incidents, the new incident types differ significantly from those used in previous reporting periods and impact the rate of reportable incidents occurring in DHS shelters; making the Fiscal 2019 numbers not comparable to those in the previous reporting periods.
- Single adult exits to permanent housing from shelter increased by 2.1 percent during the first four months of Fiscal 2019 compared to the same period last year. Families with children exits to permanent housing from shelter also increased by 1.5 percent during the first four months of Fiscal 2019. Adult family exits to permanent housing declined by 8.4 percent compared to the prior period. However, subsidized placements for all populations increased significantly—by 24.6 percent, 20.4 percent and 7.8 percent for the single adults, families with children and adult families systems respectively. This reflects the City's continued commitment to housing strategies that support and promote permanency in the lives of adults and families exiting the shelter system.
- During the reporting period, the average length of stay increased by 3.0 percent for families with children, by 2.0 percent for single adults, and by 4.3 percent for adult families. Despite record high subsidized housing placements, length of stay has increased due to the scarcity of affordable housing in New York City, which limits the housing that is available for all the households in shelter that need it. The Mayor's commitment to provide 15,000 units of permanent supportive housing as well as the creation of City Family Homelessness Eviction Prevention Supplement (CityFHEPS), a streamlined rental assistance program implemented in October 2018, are designed to help address this need.
- During the first four months of Fiscal 2019, the percentage of clients who exited to permanent housing and returned to the DHS shelter service system within one year remained stable for families with children and single adults and improved by one percentage point for adult families. The low return rates for subsidized placements, two percent for adult families, 1.9 percent for families with children, and 7.3 percent for single adults, reflect the City's continued investment in subsidized housing that generates sustained and permanent placements within communities.

- The number of HOME-STAT clients placed into permanent housing, transitional housing, and other settings was 906 clients in the first four months of Fiscal 2019, consistent with the number placed in the prior period. This is the result of the maturation of the HOME-STAT model and inroads developed by the outreach staff with clients living on the street through sustained engagement.
- The percentage of emails responded to within 14 days increased by more than 76 percentage points in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. During Fiscal 2019 correspondence was integrated into the Department of Social Services' Office of Constituent Services (OCS) leveraging shared technology, processes and staffing designed to streamline administration under an integrated model.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average number of adult families in shelters per day	2,212	2,461	2,475	↓	↓	2,501	2,477
★ Average number of families with children in shelters per day	12,089	12,818	12,619	↓	↓	12,629	12,538
★ Average number of single adults in shelters per day	12,727	13,626	14,847	↓	↓	14,216	15,596
★ Adult families entering the DHS shelter services system	1,476	1,583	1,469	↓	↓	528	509
★ Families with children entering the DHS shelter services system	13,311	12,595	12,151	↓	↓	4,386	4,618
★ Single adults entering the DHS shelter services system	19,139	19,800	21,177	↓	↓	7,005	7,373
Families with children receiving public assistance (average) (%)	81.6%	81.5%	80.9%	85.0%	85.0%	81.6%	79.9%
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.7%	82.3%	*	*	84.2%	85.4%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	51.8%	48.9%	49.8%	85.0%	85.0%	48.7%	50.5%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	0.00	↓	↓	NA	NA
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	22.5
Serious violent incidents in the adult shelter system, per 1,000 residents	NA	1.6	1.6	*	*	2.2	2.5
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	10.8
Serious violent incidents in the adult family shelter system, per 1,000 residents	NA	1.6	1.6	*	*	2.0	1.8
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	5.2
Serious violent incidents in the families with children shelter system, per 1,000 residents	NA	0.6	0.3	*	*	0.4	0.9
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$94.57	\$99.46	\$117.43	*	*	NA	NA
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$120.22	\$167.84	\$187.46	*	*	NA	NA
- Adult families	\$110.69	\$138.13	\$147.49	*	*	NA	NA
- Families with children	\$121.40	\$171.21	\$192.10	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	97.5%	55.1%	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Single adults exiting to permanent housing	8,521	8,043	8,593	9,000	9,000	2,682	2,739
– subsidized	3,885	3,633	4,157	*	*	1,133	1,412
– unsubsidized	4,636	4,410	4,436	*	*	1,549	1,327
Adult families exiting to permanent housing	628	570	513	*	*	166	152
– subsidized	310	313	331	*	*	93	112
– unsubsidized	318	257	182	*	*	73	40
Families with children exiting to permanent housing	8,294	8,571	8,933	*	*	2,896	2,939
– subsidized	5,365	5,421	6,446	*	*	1,933	2,084
– unsubsidized	2,929	3,150	2,487	*	*	963	855
★ Average length of stay for single adults in shelter (days)	355	383	401	↓	↓	397	405
★ Average length of stay for adult families in shelter (days)	563	550	561	↓	↓	555	579
★ Average length of stay for families with children in shelter (days)	431	414	438	↓	↓	433	446
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	18.9%	18.3%	17.5%	20.0%	20.0%	18.3%	18.7%
★ – subsidized exits (%)	8.3%	7.9%	6.9%	↓	↓	7.8%	7.3%
★ – unsubsidized exits (%)	24.5%	24.9%	24.5%	↓	↓	24.5%	26.9%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.7%	11.5%	8.0%	12.5%	12.5%	8.3%	7.3%
★ – subsidized exits (%)	1.6%	0.6%	1.4%	↓	↓	0.7%	2.0%
★ – unsubsidized exits (%)	11.9%	21.6%	16.0%	↓	↓	15.8%	13.6%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	10.0%	8.1%	8.3%	12.5%	12.5%	8.1%	8.3%
★ – subsidized exits (%)	1.4%	1.3%	1.5%	↓	↓	1.3%	1.9%
★ – unsubsidized exits (%)	19.9%	20.9%	20.4%	↓	↓	19.9%	21.2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ 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	2,794	3,892	3,675	↓	↓	NA	NA
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	2,146	2,849	↑	↑	909	906
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Collisions involving City vehicles	60	46	41	*	*	9	12
Workplace injuries reported	147	189	198	*	*	69	75
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	8,164	13,357	16,644	*	*	NA	NA
Letters responded to in 14 days (%)	65%	NA	82%	*	*	NA	84%
E-mails responded to in 14 days (%)	61%	NA	65%	*	*	23%	99%
Average wait time to speak with a customer service agent (minutes)	10	6	5	*	*	NA	NA
CORE facility rating	100	92	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,400.6	\$1,823.7	\$2,146.0	\$2,061.8	\$2,110.8	\$2,106.0	\$1,182.8	\$1,421.4
Personnel	2,404	2,349	2,370	2,578	2,661	2,624	2,414	2,384
Overtime paid (\$000,000)	\$13.6	\$13.8	\$16.9	\$5.5	\$5.5	\$5.5	\$4.6	\$5.4
Capital commitments (\$000,000)	\$11.6	\$28.5	\$53.1	\$192.8	\$73.6	\$133.2	\$8.0	\$1.5
Human services contract budget (\$000,000)	\$1,120.6	\$1,468.1	\$1,762.0	\$1,731.3	\$1,752.7	\$1,759.7	\$579.9	\$661.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
100 - Personal Services	\$153.6	\$167.3	All
200 - Other Than Personal Services	\$1,992.4	\$1,943.4	All
Agency Total	\$2,146.0	\$2,110.8	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The critical incidents indicators in goal 1b "Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run" have been revised for the single adult, adult family, and families with children systems and renamed as serious incidents. The categories comprising serious incidents are based on NYS Office of Temporary and Disability Assistance (OTDA) reporting requirements. The new categories significantly differ from previous reporting periods and are not comparable.
- The violent critical incidents indicators in goal 1b "Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run" have been renamed "serious violent incidents" for the single adults, adult family, and families with children systems.
- A review of exits to permanent housing data for single adults resulted in some exits being recategorized from "subsidized" to "unsubsidized" in fiscal years 2017 and 2018. Exits subtotals and return to shelter rate subtotals have been revised for fiscal years 2017 and 2018.

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.