



DEPARTMENT OF HOMELESS SERVICES

Seth Diamond, Commissioner

Key Public Service Areas

- ✓ Prevent homelessness.
- ✓ Conduct outreach to street homeless individuals.
- ✓ Provide temporary emergency shelter for eligible homeless people.
- ✓ Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services.

Scope of Agency Operations

The Department of Homeless Services (DHS) manages 12 City-run and 200 privately-run shelter facilities, consisting of 54 adult facilities and 143 family with children facilities and 14 adult family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as “HomeBase.”

Critical Objectives

- Increase the number of people prevented from becoming homeless.
- Reduce street homelessness.
- Ensure the availability of temporary shelter for homeless individuals and families.
- Maintain shelter safety and cleanliness.
- Increase client engagement and responsibility in moving to permanent housing.
- Reduce clients’ length of stay in shelters.
- Increase placements into permanent housing.
- Reduce re-entries into the shelter services system.
- Increase the number of shelter residents who are working and making progress to independent living.

Preliminary Performance Highlights

- While homelessness prevention performance declined for single adults and families with children, DHS continued to exceed its prevention targets for all populations, helping more than ninety percent of clients receiving prevention services to stay in their communities and avoid shelter entry.
- Each month, street outreach teams respond to approximately 500 calls via 311 from citizens who see an individual on the street who may be in need of assistance. DHS continues to encourage citizen involvement as essential to reducing the number of street homeless individuals in New York City. Through October 2010, DHS and its outreach providers responded to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back.
- The number of families with children entering shelter decreased by 16 percent in the first four months of Fiscal 2011 compared to the same period in Fiscal 2010. The number of single adults and adult families entering shelter increased by 5.4 percent and 10.4 percent, respectively, during the same period. DHS is utilizing federal stimulus funding to expand services to help households stay in their communities. The agency receives 5 percent of federal stimulus funding directed to homelessness prevention and rapid-rehousing, while serving 10 percent of the individuals served nationwide.
- During the first four months of Fiscal 2011 the number of adult families and families with children in shelter each day decreased by 3 and 6 percent, respectively, compared to the same four months in Fiscal 2010. The decrease in the families with children census is due to continued strong placements and the reduction in entrants. DHS has also seen an increase in the number of single adults in shelter each day as a result of the increase in entrants. DHS continues to meet the demand for shelter, and is maintaining a low length of stay for its clients.
- In the first four months of Fiscal 2011 DHS increased the average school attendance rate for children in shelter, as well as the percentage of families placed into the shelter system according to their youngest school-aged child’s school address. These successes are due in part to the Mayor’s anti-



truancy initiative, “Every Student. Every Day,” a multi-agency initiative to increase the school attendance among the City’s children.

- During the first four months of Fiscal 2011, the rate of critical incidents increased in shelters for adult families and families with children due to an expansion of the definition of critical incidents. In keeping with the City’s commitment to combat domestic violence (DV), DHS retrained shelter staff to identify domestic violence and now classifies any DV incident in the family shelter system as a critical incident.
- The average length of stay remained stable or declined for all populations during the first four months of Fiscal 2011. This success can be attributed to DHS’ emphasis on placing families and individuals into permanent housing as quickly as possible, as well as the Department’s continued efforts to move the longest-term shelter residents into permanent housing. DHS holds itself and its providers accountable through performance-based contracts that incentivize rapid, high-quality placements into the community and short lengths of stay in shelter.
- In Fiscal 2011 through October, the number of families with children exiting shelter remained stable compared to the same period in Fiscal 2010. Placements for single adults and adult families declined by 6.1 and 28.8 percent, respectively. The decline in permanent placements is in part due to the transition in DHS’ rental subsidy program.
- The East River Job Center, which is operated by the Human Resources Administration (HRA) and serves homeless individuals and families, exceeded its job placement goals during the first four months of Fiscal 2011. The Center placed 3,220 homeless individuals and families into jobs, 138 percent of the year to date target. These placements are a subset of HRA’s overall job placements. Employment is cornerstone of DHS’ efforts to help homeless New Yorkers move back to independence and the East River Job Center plays an instrumental role, providing clients with tools to help them return to homes of their own.

Performance Report

✓ Prevent homelessness.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY10	4-Month Actual FY11
	FY08	FY09	FY10	Updated			
	FY08	FY09	FY10	FY11	FY12	FY10	FY11
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	96.0%	95.8%	94.6%	*	*	93.7%	91.6%
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.9%	98.6%	94.6%	*	*	96.1%	97.4%
★ Families with children receiving preventive services who did not enter the shelter system (%)	89.8%	91.3%	92.6%	*	*	94.3%	91.2%

★ Critical Indicator "NA" - means Not Available in this report

✓ Conduct outreach to street homeless individuals.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY10	4-Month Actual FY11
	FY08	FY09	FY10	Updated			
	FY08	FY09	FY10	FY11	FY12	FY10	FY11
★ 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 (HOPE)	3,306	2,328	3,111	*	*	NA	NA
Number of Chronically Homeless Individuals Placed into Permanent and Temporary Housing by Outreach Teams	NA	689	880	*	*	236	178
Response rate to 311 calls from constituents for Homeless Person Assistance	NA	NA	94.6%	*	*	97.6%	100.0%

★ Critical Indicator "NA" - means Not Available in this report



✓ **Provide temporary emergency shelter for eligible homeless people.**

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY08	FY09	FY10	FY11	FY12		
<i>Performance Statistics</i>							
★ <i>Single adults entering the DHS shelter services system</i>	18,277	18,480	19,607	*	*	6,841	7,207
★ <i>Adult families entering the DHS shelter services system</i>	1,040	1,278	1,208	*	*	385	425
★ <i>Families with children entering the DHS shelter services system</i>	9,664	12,959	14,586	*	*	5,674	4,771
★ <i>Average number of single adults in shelter per day</i>	6,737	6,526	7,167	*	*	6,746	7,961
★ <i>Average number of adult families in shelters per day</i>	1,294	1,276	1,309	*	*	1,352	1,316
★ <i>Average number of families with children in shelters per day</i>	7,548	7,948	8,629	*	*	8,616	8,088
<i>Cost per day for shelter facilities - Single adult facilities (\$)</i>	\$72.38	\$70.18	\$69.25	*	*	NA	NA
<i>- Family facilities (\$)</i>	\$99.81	\$105.22	\$100.49	*	*	NA	NA
<i>Families suitably placed in the shelter services system within 10 days (%)</i>	99.9%	100.0%	100.0%	95.0%	95.0%	100.0%	100.0%
<i>Average school attendance rate for children in the DHS shelter services system (%)</i>	79.7%	81.0%	82.0%	*	*	82.5%	83.2%
<i>Families placed in the shelter services system according to their youngest school-aged child's school address (%)</i>	82.9%	81.3%	84.3%	85.0%	85.0%	80.6%	86.2%
★ <i>Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters</i>	93	54	39	*	*	NA	NA
★ <i>Critical incidents in the Adult Shelter system, per 1,000 residents</i>	0.5	0.4	0.8	*	*	0.4	0.1
★ <i>Critical incidents in the Adult Family shelter system, per 1,000 residents</i>	1.6	1.6	7.4	*	*	1.6	5.8
★ <i>Critical incidents in the Families with Children shelter system, per 1,000 residents</i>	0.6	1.2	0.3	*	*	0.2	0.7

★ Critical Indicator "NA" - means Not Available in this report

✓ **Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services.**

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY08	FY09	FY10	FY11	FY12		
<i>Performance Statistics</i>							
★ <i>Average length of stay for single adults in shelter (days)</i>	283	261	245	*	*	251	242
★ <i>Average length of stay for adult families in shelter (days)</i>	505	370	325	*	*	329	329
★ <i>Average length of stay for families with children in shelter (days)</i>	324	281	243	*	*	244	245
★ <i>Single adults placed into permanent housing (Preliminary)</i>	9,412	9,107	7,573	8,000	8,000	2,566	2,411
★ <i>Adult families placed into permanent housing (Preliminary)</i>	1,166	1,094	1,109	*	*	417	297
★ <i>Families with children placed into permanent housing (Preliminary)</i>	6,426	7,716	8,762	*	*	2,870	2,812
★ <i>Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	15.8%	12.9%	12.1%	*	*	12.4%	11.3%
★ <i>Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	5.3%	2.8%	6.4%	*	*	9.1%	11.9%
★ <i>Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	4.2%	3.4%	3.8%	*	*	3.5%	3.4%
<i>East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)</i>	NA	NA	NA	*	*	NA	138.0%

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Agency Customer Service

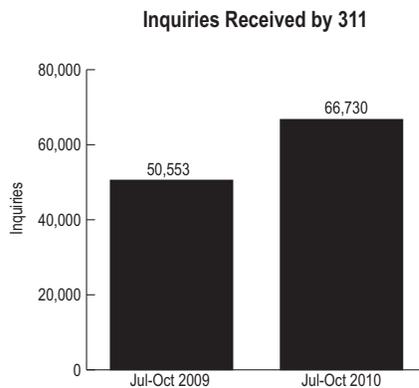
The Department of Homeless Services provides service to its customers through its call centers, walk-in facilities, website and correspondence.

<i>Customer Service</i>	Agency Preliminary FY11	Citywide Total Preliminary FY11
<i>Average call wait time (in seconds)</i>	119.0	190.1
<i>Average response time for email correspondence (days)</i>	10.8	7.0
<i>Average response time for letters/mail correspondence (days)</i>	11.0	9.0
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	31:00	26:40
<i>Number of completed customer requests for interpretation</i>	1,162	367,322

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 66,730 DHS-related inquiries from July through October 2010.



<i>Top 5 DHS - related inquiries:</i>	Total	% of DHS Inquiries
<i>Advantage Program - Assistance for Enrolled Tenant</i>	11,818	17.7%
<i>Homeless Shelter Intake for Single Adults</i>	9,346	14.0%
<i>Homeless Shelter Intake for Families with Children</i>	8,986	13.5%
<i>Advantage Program - Assistance for Landlord or Broker After Lease Signing</i>	8,652	13.0%
<i>HomeBase Program to Prevent Becoming Homeless</i>	3,846	5.8%

Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2010 MMR	Updated		4-Month Actual	4-Month Actual
	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY10	FY11
<i>Expenditures (\$ millions)²</i>	\$785.5	\$851.3	\$942.0	\$842.7	\$1,045.2	\$804.0	\$608.5	\$699.6
<i>Personnel</i>	2,084	2,027	1,927	2,049	2,012	1,915	1,964	1,910
<i>Overtime paid (\$000)</i>	\$9,067	\$9,987	\$9,136	*	*	*	\$3,091	\$2,793
<i>Capital commitments (\$ millions)</i>	\$69.2	\$25.5	\$33.7	\$42.5	\$56.2	\$19.0	\$5.2	\$6.2
<i>Human services contract budget (\$ millions)</i>	\$576.5	\$643.8	\$739.2	\$643.8	\$840.0	\$598.6	\$258.4	\$271.6

¹January 2011 Financial Plan

²"NA" - Not Available in this report

³Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

- DHS is now reporting on its response rate to 311 calls that request assistance for homeless individuals, adding the ‘Response rate to 311 calls from constituents for Homeless Person Assistance’. The Department of Homeless Services depends on citizens as a key component of its outreach program, calling into 311 and letting the Department know about vulnerable New Yorkers on the streets. This indicator reflects the importance of citizen involvement in reducing the number of street homeless individuals.
- DHS has added an indicator, ‘Percent of East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal’ to the “Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services” section of this report. Finding employment is an essential step in moving out of shelter, and DHS and HRA work together to help shelter residents gain independent living through employment.

