



# 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.
- ✓ Work with homeless individuals and families to develop and implement independent living plans.

## Scope of Agency Operations

DHS manages nine City-run and 217 privately-run shelter facilities, consisting of 63 adult facilities, 16 adult family facilities and 147 facilities for families with children. 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”.

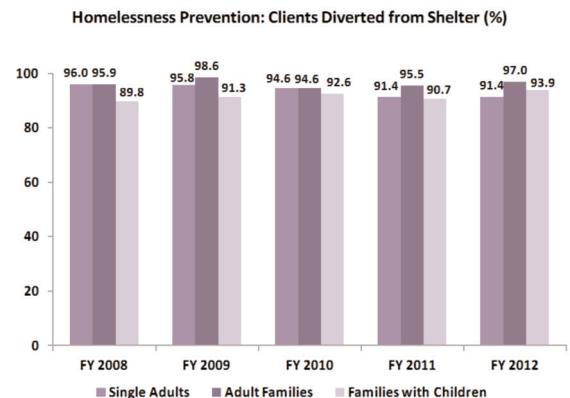
## Critical Objectives

- 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.

## Performance Report

### ✓ Prevent homelessness.

- DHS continued to exceed its prevention target for all populations by helping more than ninety percent of clients in all populations receiving prevention services to stay in their communities and avoid shelter entry. This success can be attributed to the highly successful model employed by DHS’s community-based homelessness prevention program, Homebase.

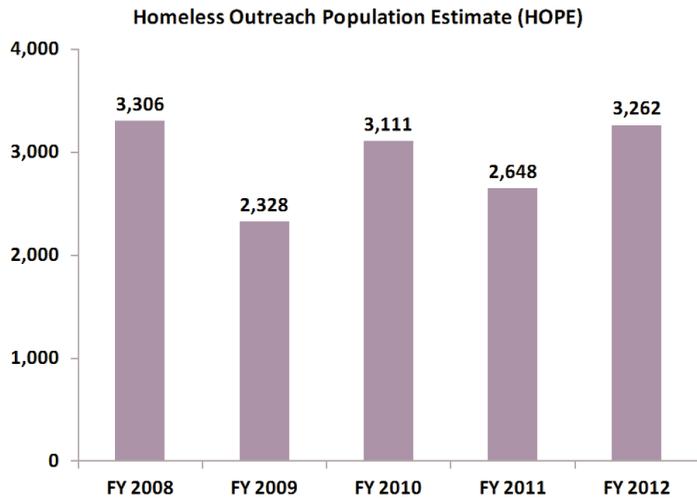


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	96.0%	95.8%	94.6%	91.4%	91.4%	90.0%	70.0%	Neutral
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.9%	98.6%	94.6%	95.5%	97.0%	90.0%	70.0%	Neutral
★ Families with children receiving preventive services who did not enter the shelter system (%)	89.8%	91.3%	92.6%	90.7%	93.9%	90.0%	70.0%	Neutral

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

✓ **Conduct outreach to street homeless individuals.**

- The Homeless Outreach Population Estimate (HOPE) conducted in Fiscal 2012 estimated 3,262 unsheltered individuals in New York City, a 26 percent decrease from the 4,395 estimated in the first citywide survey conducted in 2005.
- Street outreach teams respond to approximately 500 calls each year from citizens who see an individual on the street who may be in need of assistance and alert DHS by calling 311. In Fiscal 2012, DHS and its outreach providers returned calls to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back. Public involvement is essential to reducing the number of street homeless individuals in New York City, and the agency’s success depends on the help of its citizens.

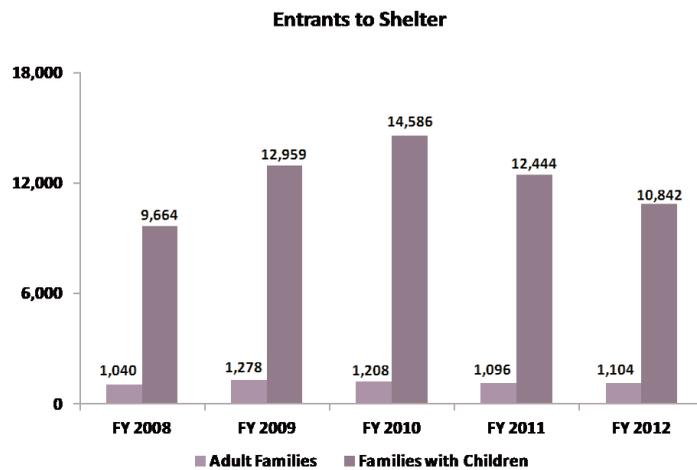


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City (HOPE)</i>	3,306	2,328	3,111	2,648	3,262	*	*	Neutral
<i>Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams</i>	NA	689	880	577	545	*	*	NA
<i>Response rate to 311 calls from constituents for homeless person assistance</i>	NA	NA	94.6%	100.0%	100.0%	*	*	NA

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

- The number of families with children entering shelter decreased by 13 percent from Fiscal 2011 to Fiscal 2012, while the number of adult families remained stable. New York and other cities utilized federal stimulus funding to expand services to help families and individuals find suitable alternatives to entering shelter and rapidly re-house those who do. Stimulus funding ended in Fiscal 2012 but DHS will continue to fund these successful models through other federal funding streams.
- The average number of families with children and single adults in shelter increased by 3 percent from Fiscal 2011 to Fiscal 2012 and the average number of adult families in shelter increased by 10 percent during this same time period. DHS is working to engage families and individuals in work and rehabilitative activities to assist them in exiting shelter.
- The number of safety, maintenance, and cleanliness deficiencies identified on inspections of adult shelters decreased by 83 percent from Fiscal 2011 to Fiscal 2012. This indicator has improved consistently over several years as the Department has incorporated a regular internal monitoring and inspection process. DHS works to ensure that shelters are safe and clean environments for its clients to temporarily reside as they move towards independent living.

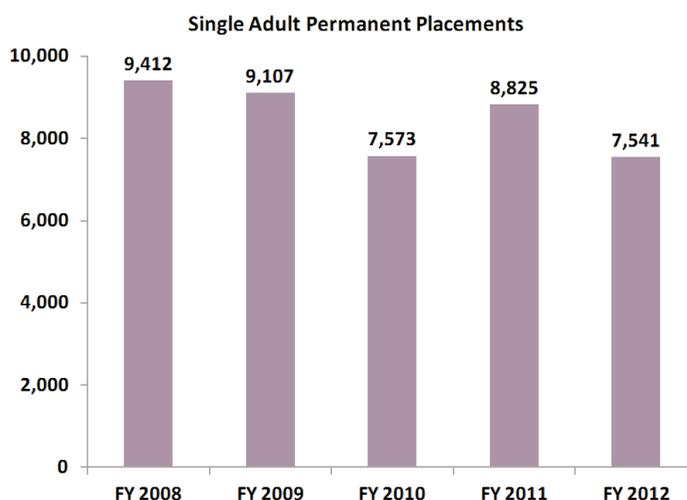


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Single adults entering the DHS shelter services system</i>	NA	NA	NA	NA	17,872	*	*	NA
★ <i>Adult families entering the DHS shelter services system</i>	1,040	1,278	1,208	1,096	1,104	*	*	Neutral
★ <i>Families with children entering the DHS shelter services system</i>	9,664	12,959	14,586	12,444	10,842	*	*	Neutral
★ <i>Average number of single adults in shelter per day</i>	6,737	6,526	7,167	8,387	8,622	*	*	Upward
★ <i>Average number of adult families in shelters per day</i>	1,294	1,276	1,309	1,315	1,450	*	*	Upward
★ <i>Average number of families with children in shelters per day</i>	7,548	7,948	8,629	8,165	8,445	*	*	Upward
<i>Cost per day for shelter facilities - Single adult facilities (\$)</i>	\$72.38	\$70.18	\$69.25	\$73.58	\$77.58	*	*	Neutral
<i>- Family facilities (\$)</i>	\$99.81	\$105.22	\$100.49	\$100.12	\$100.82	*	*	Neutral
<i>VENDEX evaluations for human services contracts completed on time, as compared to the goal (%)</i>	NA	NA	NA	93.6%	97.8%	*	*	NA
<i>Families suitably placed in the shelter services system within 10 days (%)</i>	99.9%	100.0%	100.0%	100.0%	100.0%	95.0%	95.0%	Neutral
<i>Average school attendance rate for children in the DHS shelter services system (%)</i>	79.7%	81.0%	82.0%	82.0%	82.7%	*	*	Neutral
<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%	83.3%	76.5%	85.0%	85.0%	Neutral
★ <i>Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters</i>	93	54	39	29	5	*	*	Downward
★ <i>Critical incidents in the adult shelter system, per 1,000 residents</i>	0.5	0.4	0.8	0.2	1.1	*	*	Upward
★ <i>Critical incidents in the adult family shelter system, per 1,000 residents</i>	1.6	1.6	7.4	8.2	4.5	*	*	Upward
★ <i>Critical incidents in the families with children shelter system, per 1,000 residents</i>	0.6	1.2	0.3	1.7	6.5	*	*	Upward

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

✓ **Work with homeless individuals and families to develop and implement independent living plans.**

- The length of stay in shelter increased for all populations. DHS continues to emphasize linking clients to employment, rehabilitative and supportive services to reduce the length of stay of clients in shelter.
- The number of single adults placed into permanent housing decreased by 15 percent from Fiscal 2011 to Fiscal 2012. Despite the decrease in overall placements, the number of single adults placed in supportive housing increased by 11 percent, from 1,468 in Fiscal 2011 to 1,635 in Fiscal 2012. Supportive housing is a valuable resource that enables clients with disabilities to exit shelter and remain housed in the community.



- DHS achieved 99 percent of its annual target for families with children exiting shelter and 70 percent of its target for adult families exiting shelter. A family is considered to have 'exited' shelter if they leave shelter and do not return for at least 30 days.
- The East River Job Center, which is operated by the Human Resources Administration (HRA) and serves homeless individuals and families, placed 6,239 homeless individuals and families into jobs, 80 percent of the target. Employment is a cornerstone of DHS's efforts to help homeless New Yorkers move back to independence.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average length of stay for single adults in shelter (days)	283	261	245	250	272	*	*	Neutral
★ Average length of stay for adult families in shelter (days)	505	370	325	349	416	*	*	Downward
★ Average length of stay for families with children in shelter (days)	324	281	243	258	337	*	*	Neutral
Single adults placed into permanent housing (prelim. for most recent month)	9,412	9,107	7,573	8,825	7,541	8,000	8,000	Downward
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	NA	NA	70	*	*	NA
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	NA	NA	NA	99	*	*	NA
★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	7.1%	5.5%	4.1%	4.0%	3.9%	*	*	Downward
★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	5.3%	2.8%	6.4%	7.8%	10.3%	*	*	Upward
★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	5.3%	4.5%	3.8%	3.9%	6.1%	*	*	Neutral
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	NA	NA	125.0%	80.0%	*	*	NA

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

## Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	81	68	71	88	NA	80	NA
Percent of letters responded to in 14 days	NA	72	65	73	70	NA	70	NA
Percent of calls answered in 30 seconds	NA	52	53	NA	NA	NA	NA	NA
Average customer in-person wait time (minutes)	NA	NA	26	29	22	NA	25	NA
Completed customer requests for interpretation	NA	189	2,378	3,814	3,230	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	78	80	81	NA	81	NA

## Agency Resources

Resource Statistics	Actual					Plan <sup>1</sup>		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) <sup>2</sup>	\$785.5	\$851.3	\$942.0	\$1,019.2	\$908.2	\$791.0	\$801.9	Upward
Personnel	2,084	2,027	1,927	1,838	1,819	1,915	1,935	Downward
Overtime paid (\$ millions)	\$9.1	\$10.0	\$9.1	\$8.0	\$7.0	\$5.9	\$6.9	Downward
Capital commitments (\$ millions) <sup>3</sup>	\$69.2	\$25.5	\$33.7	\$19.1	\$24.2	\$32.1	\$27.9	Downward
Human services contract budget (\$ millions)	\$576.5	\$643.8	\$739.2	\$811.3	\$694.4	\$582.8	\$592.7	Upward

<sup>1</sup> Authorized Budget Level "NA" - Not Available in this report  
<sup>2</sup> Expenditures include all funds. <sup>3</sup> To view the FY 2013 September Capital Commitment Plan upon its release, see [www.nyc.gov/omb](http://www.nyc.gov/omb).

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## Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Help prevent at-risk individuals and families from becoming homeless.

Goal 1a: Provide effective interventions to households most at risk of homelessness.

Service 2: Provide temporary emergency housing to homeless individuals and families who become homeless.

Goal 2a: Ensure that individuals and families in shelter are connected to appropriate mainstream resources.

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean and safe.

Service 3: Coordinate and/or provide support services to help individuals and families who are homeless to exit shelter as quickly as possible.

Goal 3a: Reduce the number of families in shelter.

Goal 3b: Reduce clients' length of stay in shelters.

Goal 3c: Increase exits from shelter.

Goal 3d: Reduce re-entries into the shelter services system.

Goal 3e: Increase the number of shelter residents who are working and otherwise making progress to independent living.

Service 4: Help chronically homeless street individuals find stable, safe living situations.

Goal 4a: Reduce the number of street homeless individuals.

- The Department is refocusing its homelessness prevention strategy and has recently implemented a new risk assessment tool that identifies the highest risk clients to ensure that those most at risk are served. The Department has revised performance targets for individuals and families from 90 percent to 70 percent to reflect this practice.
- DHS converted to a new data system in Fiscal 2012 and implemented a new data collection method for single adult entrants into shelter. As a result, single adult entrant data for Fiscal 2012 is not comparable with prior years. The conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.

For more information please visit the website at: [www.nyc.gov/dhs](http://www.nyc.gov/dhs)

