

REVIEW OF HOMELESS SERVICE AGENCIES AND PROGRAMS

April 11, 2016

EXECUTIVE SUMMARY:

In mid-December 2015, Mayor de Blasio ordered a comprehensive operational review of New York City's homeless programs to ensure services are delivered as efficiently and effectively as possible in order to prevent, reduce and manage homelessness.

Leadership and staff from City Hall, the Human Resources Administration (HRA), the Department of Homeless Services (DHS) and the Mayor's Office of Operations immediately began a review of the 20-year-old system of providing homeless services to assess the strengths and challenges of the current system and identify how to deliver client services more effectively and improve client outcomes. The review was guided by three key principles: providing quality services to vulnerable residents, efficient use of City resources, and achieving cost effectiveness by avoiding duplication. The reforms in this report build on the initiatives to alleviate homelessness already authorized and are aimed at preventing homelessness, improving conditions and safety in shelter, and helping New Yorkers move from shelter into permanent housing.

As a result of the review and building on reforms announced during the 90-day period, the City will implement an integrated management structure with both HRA and DHS reporting to a single Commissioner of Social Services. This will allow the two agencies to provide more seamless and effective client services. The City will leverage the shared services functions across the two agencies, resulting in better day-to-day management and building a unified mission across agencies. Prevention and rehousing will be moved out of DHS operations and integrated within current HRA operations. To advance accountability for preventing and alleviating homelessness across multiple City agencies, the City will create an Interagency Homelessness Accountability Council reporting to the Deputy Mayor for Health and Human Services.

These major programmatic and structural changes are based on comprehensive input from a range of stakeholders, client interviews and focus groups, client and staff surveys, a process review of functions, and an analysis of national best practices. As a result of the reforms, there will be administrative and programmatic savings estimated at \$38 million by eliminating duplicative operations and streamlining management.

OVERVIEW:

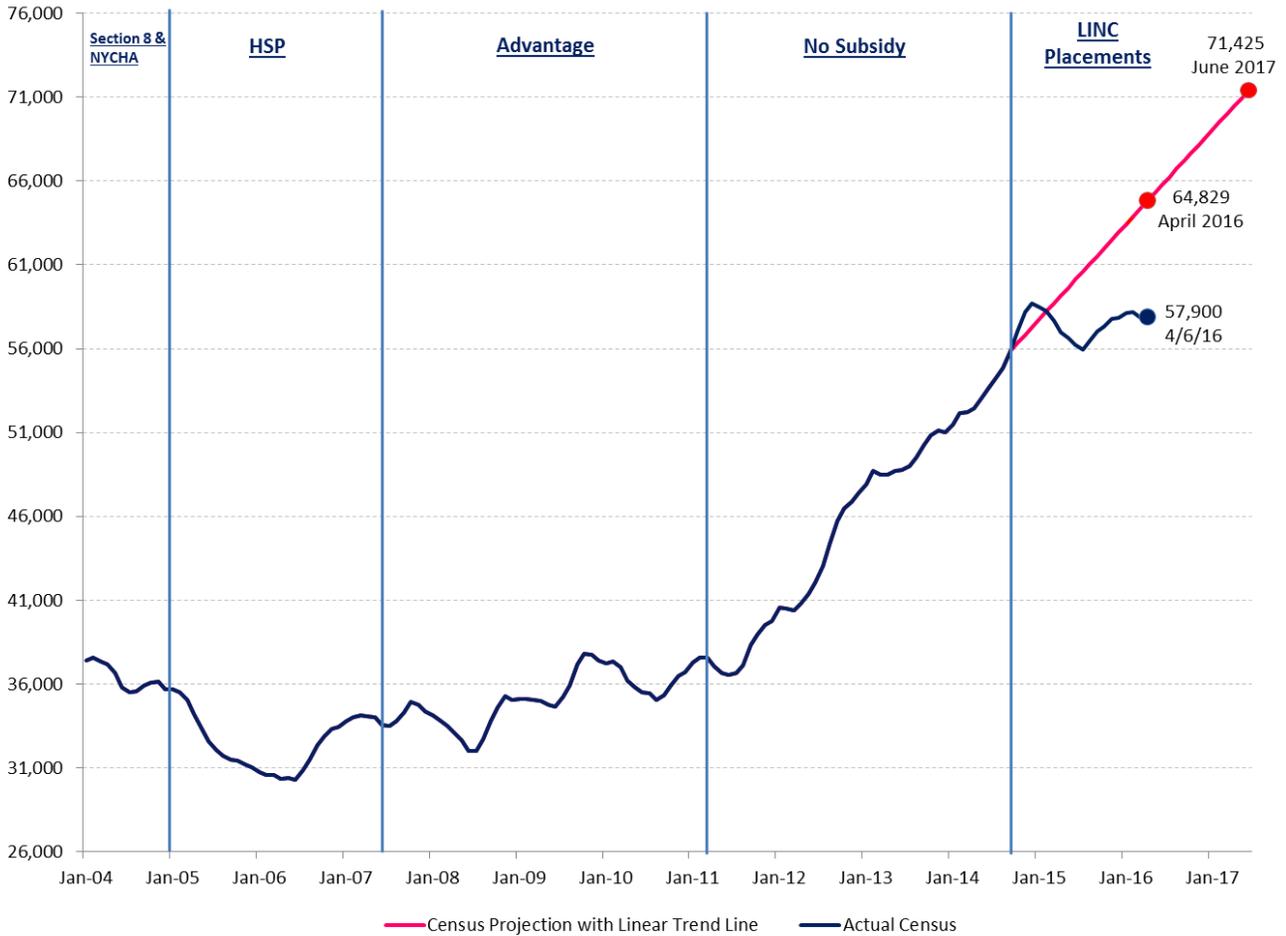
Since the beginning of the administration, the City has committed to improving the lives of homeless New Yorkers with an aggressive focus on preventing homelessness, improving conditions in shelter, and helping New Yorkers move from shelter into permanent housing. The City covers 56% of the \$954 million annual cost of providing shelter to homeless New Yorkers, with the federal government providing 28% and the State providing 15% (including a capped contribution of \$68 million for the cost for shelter for single adults). After the 90-day review began, the City announced a series of new reforms to transform the homeless services system by addressing street homelessness, prevention, shelter conditions and services, shelter safety, and permanent housing. The City has:

- Doubled the number of drop-in centers to provide services to street homeless individuals;
- Created the shelter repair scorecard to track improvements in shelter conditions;
- Implemented an enhanced shelter repair program;
- Increased security at all commercial hotels that house homeless families and individuals;
- Provided 24/7 security coverage at mental health shelters;
- Begun enhancements of domestic violence services at shelters;
- Initiated a New York City Police Department (NYPD) shelter security review and retraining of Department of Homeless Services (DHS) peace officers;
- Committed to ending the cluster and commercial hotel programs; and
- Implemented a plan to create 15,000 new units of supportive housing over the next 15 years.

These reforms are significant policy changes, and after a comprehensive review the administration has developed both programmatic and structural recommendations that will further enhance the current work and shift the system in a new direction.

New York City has been facing increasing economic inequality as a result of low wages, the lack of affordable housing, and an increased cost of living. Based on the most recent data available, approximately 45 percent of New Yorkers live at or near poverty; approximately 21 percent live below the poverty line. This income inequality, combined with other causes of homelessness such as domestic violence, overcrowding, eviction, and the loss of affordable housing in recent years are what bring people to our shelter system. Moreover, the precipitous elimination of the Advantage rental assistance program in the 2011 State budget resulted in substantial annual increases in the family shelter census that have exacerbated the homeless problem in New York City. We did not arrive at this crisis overnight and it will take some time to address the multifaceted drivers of homelessness. The chart below shows the trajectory of homelessness that the administration inherited in 2014 and the impact of the administration's programs to stabilize the shelter system census. Without these programs, the shelter census would have continued on a path to more than 71,000. The additional reforms further build on the initiatives to prevent and alleviate homelessness already authorized. A summary of these major policy reforms is set forth at the end of this report.

Shelter Census Forecast Compared to Historical Growth



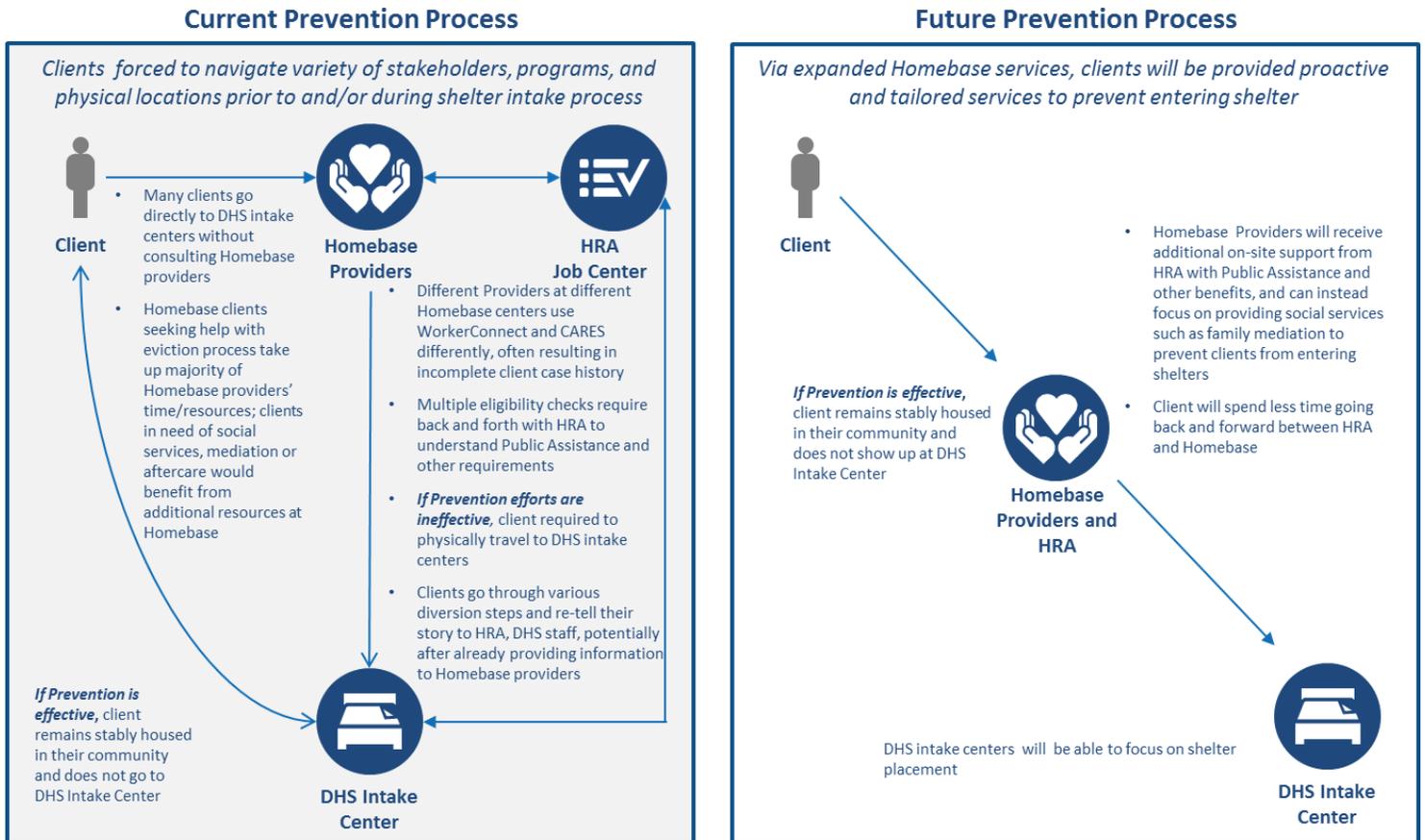
KEY PROGRAMMATIC REFORMS:

Homelessness in New York City as reflected in the DHS shelter system census has increased by approximately 115% over the past two decades. Increasing homelessness is a product of today's economic realities - increasing income inequality, rents rising, and stagnant wages. The additional reforms below will cost an estimated \$66 million which will be offset by the \$38 million in administrative savings mentioned above.

Prevention:

Prevention is the common sense and best solution to homelessness, which is why the administration has already added substantial resources to help those on the brink of homelessness and eviction stay housed, resulting in a 24% decrease in evictions over the past two years. By using data analytics, the City can better target and proactively reach out to those at greatest risk of becoming homeless. The City will be implementing new community-based initiatives for families to seek crisis intervention services at Homebase sites instead of at DHS's shelter intake facility, PATH, and will test the effectiveness of the new approach at designated sites before system-wide implementation. Enhancing current prevention

efforts and reorienting the system toward a “prevention first” model will help families avoid the trauma of homelessness and reduce the shelter census.



Addressing Street Homelessness:

With the full launch of HOME-STAT, the nation’s most comprehensive street outreach program, with nearly 500 workers to help transition homeless individuals into shelters, the City will be able to address more effectively the needs of New Yorkers who are homeless and on the streets. By developing 500 new safe haven beds, the City will increase available low threshold options for those who need assistance but are not willing to enter shelter. The supportive housing plan will provide an additional tool to address street homelessness with a proven track record of success. These reforms coupled with a citywide case management system will enhance City service integration, continuous monitoring and outreach, and rapid response to individuals on the street, improving the quality of life for both clients and City residents.

Sheltering:

Because the number of clients in shelter has increased as a result of the exponential shelter system census growth from 2011 into 2014 presented in the chart above, it has become increasingly difficult for DHS to adequately oversee and monitor providers, ensure safe, clean and secure conditions, and provide

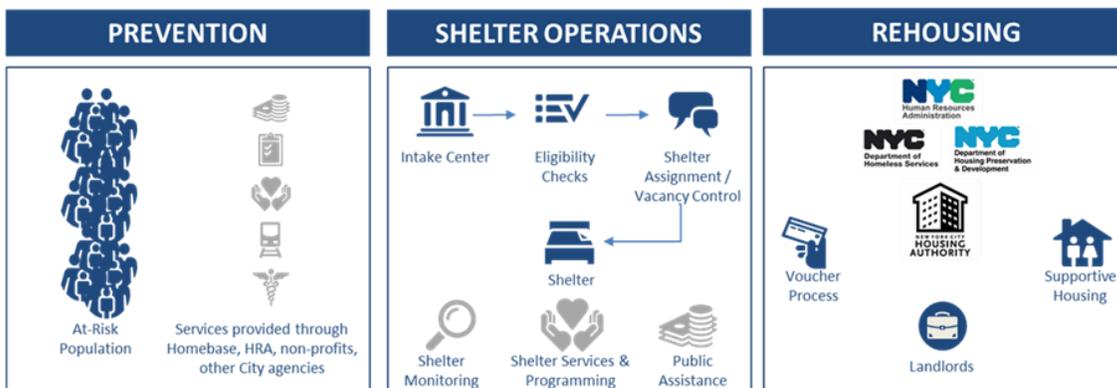
necessary services to clients. Shelter safety can be improved right away through the deployment of an NYPD management team to DHS to develop an action plan to upgrade security at all shelters and the NYPD’s retraining of the DHS peace officers. The City will create a multi-pronged approach to improving shelter conditions by: establishing a unit of City staff to observe conditions, monitor services, and determine vacancies; streamlining the inspection process for providers; and developing a capital needs repair program. Creating career employment pathways and enhancing education and training services for clients while in shelter coupled with program-focused shelters with targeted services and better provider accountability will reshape the role shelters play in helping clients move to permanent housing. Phasing out the use of clusters and commercial hotels is also essential to improving shelter conditions and services.

Rehousing:

This administration has rebuilt rental assistance programs and shelter prevention and exit strategies and thereby housed or prevented homelessness for 32,000 children and adults. It is significantly more cost-effective for taxpayers to keep families and individuals in their homes and assist with rent than to pay the full cost to shelter a family or individual. Establishing a unified management structure was critical to achieving the goal of ending chronic veteran homelessness, and so the City will replicate that structure to promote overall shelter move outs. The current rental assistance programs will be streamlined through consolidation and process improvements. In order to ensure effective usage of the programs, the City will increase enforcement of the source of income discrimination local law.

Process Finding: Disjointed Client Experience

Back-office process inefficiencies impact clients’ abilities to receive services, and move in and out of shelter quickly and efficiently, as they struggle through what is a difficult and traumatic experience. Clients interact with multiple City agencies and/or Providers, sometimes physically traveling across the city to multiple locations.



Coordination: Multiple agencies and Providers responsible for prevention services resulting in potential overlap or inefficient hand-offs

Intake: Manually-intensive and often duplicative processes; reliance on self-reported data leads to decisions made without whole context
Placement: Phone-based, manually-intensive system that takes hours and tremendous effort to place clients, who often wait well into the night before being placed in a shelter
Services: Need for more robust oversight processes results in inconsistent level of services for clients across various shelter sites

Voucher System: Voucher system confusing to both clients and landlords delays move-outs

Rehousing: Need for consolidated real estate processes and information increases the amount of time spent searching for available housing

REVIEW PROCESS:

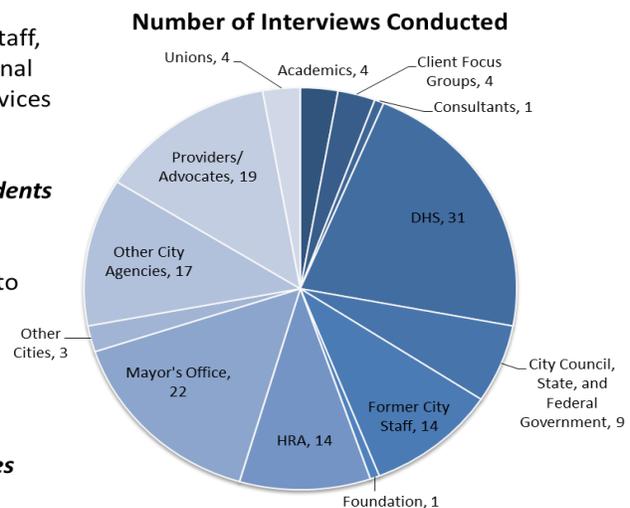
Over the past 90 days, City Hall, HRA, DHS and Operations leadership and staff, supported by PwC¹, conducted a review of homeless services to assess the strengths and challenges of the current system, and identify how to deliver client services more effectively and improve client outcomes. The programmatic and structural reforms below were informed by comprehensive input from a range of stakeholders, client interviews and focus groups, client and staff surveys, a process review of functions, and an analysis of national best practices.

Stakeholder Interviews:

The 90-day review included interviews with a variety of stakeholders in order to obtain feedback on service gaps for homeless New Yorkers and how New York City can best address homelessness. HRA Commissioner Steve Banks, Operations Director Mindy Tarlow, City Hall Health and Human Services staff, and PwC consultants interviewed more than 400 people. They met with homeless people in shelters, on the streets and in focus groups; advocates, shelter and homeless services providers, other non-profit organizations, national experts and researchers, former DHS Commissioners, and elected officials; and staff union leadership and managers and staff at DHS, HRA and other City agencies. They also surveyed best practices in other jurisdictions, and received feedback from the United States Department of Housing and Urban Development (HUD). In all, 24 different government agencies and 60 non-profit providers participated in the review process. Interviewees were asked what they considered to be DHS's most pressing challenges, what critical changes they would like to see implemented to improve the provision of homeless services, and what benefits or drawbacks they saw in the structural relationship between DHS and HRA. Specific questions regarding homelessness prevention, street homelessness, shelter intake systems, rehousing resources, shelter conditions, safety and services, rental assistance and housing, technology improvements, and special populations were also asked.

Inputs:

- **Over 400 people interviewed** including City staff, providers, local and national advocates, external partners, former leaders and providers of services **and 4 focus groups with clients**
- **Survey of 725 DHS staff and 630 shelter residents** across shelter populations and types
- Process mapping of **intake centers** and visits to **shelters**
- Research of **leading practices** from other jurisdictions and academics
- Analysis of **existing City policies and processes**



¹ The City contracted with PwC for support services in an amount not to exceed \$198,655 through its Business Consulting Services Contract.

Client Focus Groups:

In addition to the formal interviews, client focus groups were conducted with four homeless advocacy organizations in order to obtain client feedback. The focus groups were convened by the Coalition for the Homeless, the Urban Justice Center’s Safety Net Project, Picture the Homeless, and VOCAL. Through this process, more than 80 clients shared their experiences directly with Commissioner Banks and staff and provided feedback on the delivery of services. Clients focused primarily on issues surrounding shelter conditions and policies, social service delivery, and housing. Additional client discussions were conducted in shelters and on the streets.

Staff and Client Surveys:

A survey was sent to DHS staff and a random sample of clients to assess what services are most important to address homelessness. More than 700 DHS staff responded to the online survey and 630 clients across shelter populations and types were surveyed. Both clients and staff overwhelmingly reported that rehousing programs and processes are the biggest area of opportunity for reform, with 34% of clients and 27% of staff citing it as the most critical issue. Within rehousing, staff and clients commented on the need to streamline rental assistance, have greater availability of affordable and supportive housing, and provide recourse for landlord source of income discrimination. In addition to the surveys, the DHS and HRA staffs were also invited to email Commissioner Banks and Health and Human Services staff directly with feedback, and agency staff provided detailed recommendations that were considered in our analysis.

Process Analysis:

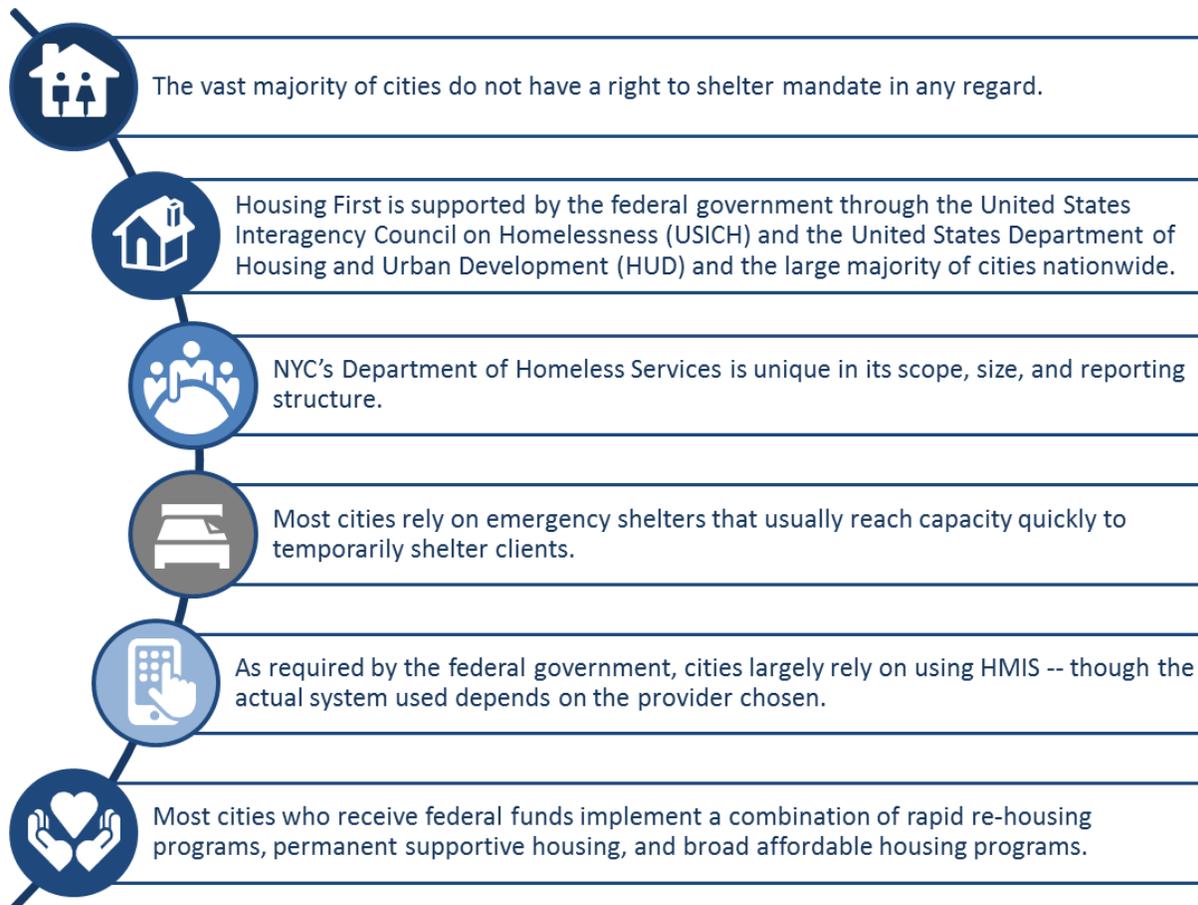
A process analysis of prevention and intake, capacity planning and projections, and shelter operations was conducted to identify strengths of the system and areas of opportunity for reform. Through shelter and intake center visits, stakeholder interviews and a review of operations, we were able to identify where clients interact with multiple agencies and where there are gaps and overlap in service delivery.

Review of Best Practices:

Former DHS Commissioner Gilbert Taylor, with support from the Mayor’s Office of Operations, conducted a national review of leading practices in homelessness. Best practices were culled based on a review of guidance from the federal government, national and local advocacy groups, academic literature, and direct interviews with peer cities. The review focused on the following areas:

 <p>Federal government Sources: US Department of Housing and Urban Development and United States Interagency Council on Homelessness Findings: <ul style="list-style-type: none"> • "Housing first" approach to ending homelessness • Utilization of Homeless Management Information System to track client data • Recommended prevention activities: supportive services, mediation in housing court, cash assistance for rent or mortgage arrears • Rapid re-housing, permanent supportive housing for chronically homeless, and permanent affordable housing through rental subsidies </p>	 <p>National and local advocacy groups Sources: National Alliance to End Homelessness (NAEH), Community Solutions, Coalition for the Homeless, United to End Homelessness, Legal Aid Society, Picture the Homeless, Urban Justice Center and Pathways to Housing Findings: <ul style="list-style-type: none"> • Jurisdictions should have comprehensive plans to combat homelessness; coordination between government, business, community, and non-profits; and a comprehensive data system • Cities should have an expanded focus on prevention efforts, as well as street outreach services • Cities should practice rapid re-housing and always have an available permanent housing stock </p>
 <p>Academic experts Sources: Academic literature across the fields of social policy, economics, public policy, medicine, and social work Findings: <ul style="list-style-type: none"> • "Communities and programs that show promise are targeting services to meet the unique needs of each family" (Cunningham, 2006) • "The very poor who seek shelter services or public assistance need access to high school equivalency programs and job skills training" (Caton, 2000) • "By reallocating resources to community-based programs and more normalized housing environments, society may be able to mitigate the most acute consequences of the [homelessness] crisis" (Culhane & Metraux, 2008) • "Receipt of subsidized housing was the primary predictor of housing stability among formerly homeless families" (Shinn 1998) </p>	 <p>Peer cities Sources: Approaches to prevention, sheltering and rehousing compared across: New York City; San Francisco; Boston; Washington, DC; Philadelphia; Seattle; Chicago; Los Angeles; Hennepin County (MI) Findings: <ul style="list-style-type: none"> • Most cities rely on emergency shelters to temporarily shelter clients; capacity is quickly reached, but clients rotate out • As dictated by federal government, cities largely rely on HMIS, though actual system used depends on provider • Most cities who receive federal funds implement a combination of rapid re-housing programs, permanent supportive housing, and broad affordable housing programs </p>

prevention and aftercare, street outreach, shelter services, housing permanency, coordination and governance structure, and data systems. HUD officials provided additional input regarding national practices.



STRUCTURAL REFORMS:

In order to best support the necessary reforms, different organizational structures were reviewed. The guiding principles considered were:

- Efficacy - what delivery model will most effectively provide services;
- Quality - what structure will support quality services; and
- Cost - how can the City leverage current investments and avoid duplication.

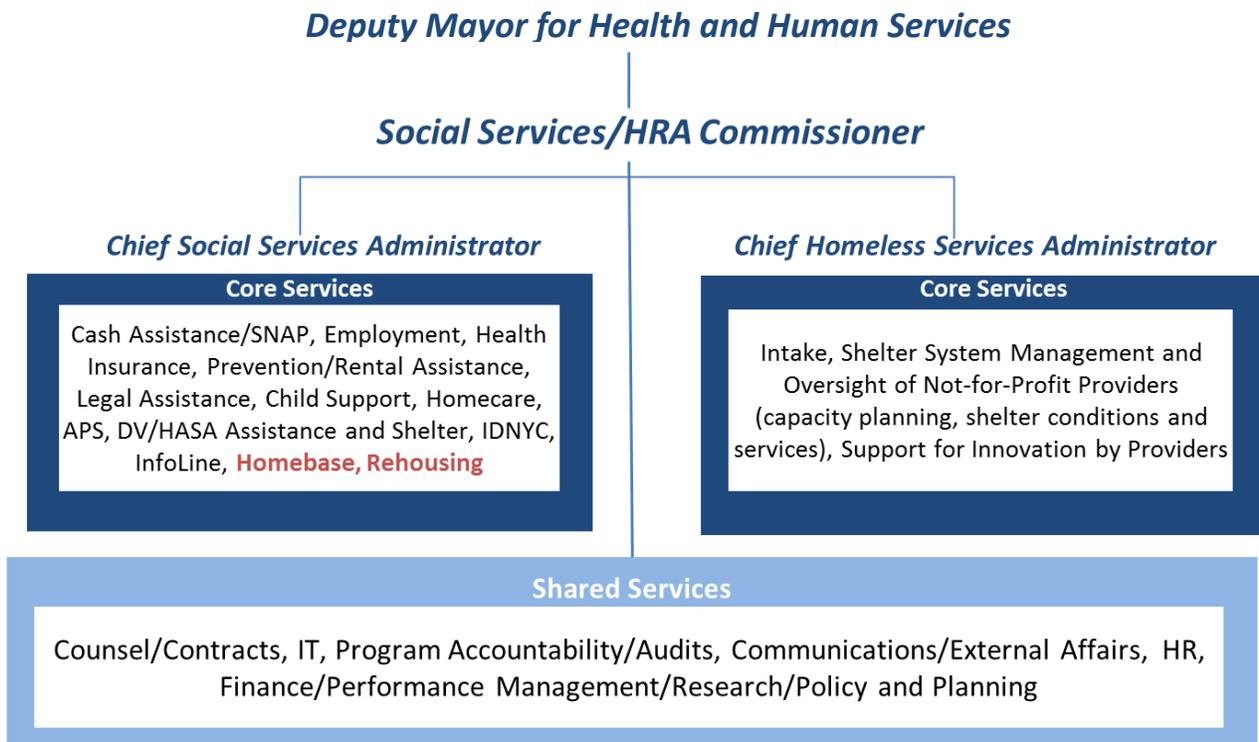
Three models with variations were considered: keeping two separate agencies, combining parts of the two agencies, merging both agencies into one.

The best means of quickly improving homeless services, while avoiding unnecessary bureaucratic details involved in a merger, is to create an integrated management structure with shared administrative

services. Both HRA and DHS will report to the Social Services /Human Resources Administration Commissioner. The Commissioner will appoint a chief homeless services administrator for DHS and a chief social services administrator for HRA. The Social Services Commissioner will continue to report to the Deputy Mayor for Health and Human Services. Creating an integrated reporting structure for both agencies reporting to a single Commissioner will create better day-to-day management and a unified mission across agencies. A streamlined structure is more cost effective because rather than investing additional resources into DHS to support enhanced administrative operations, the City can leverage the shared services functions across the two agencies.

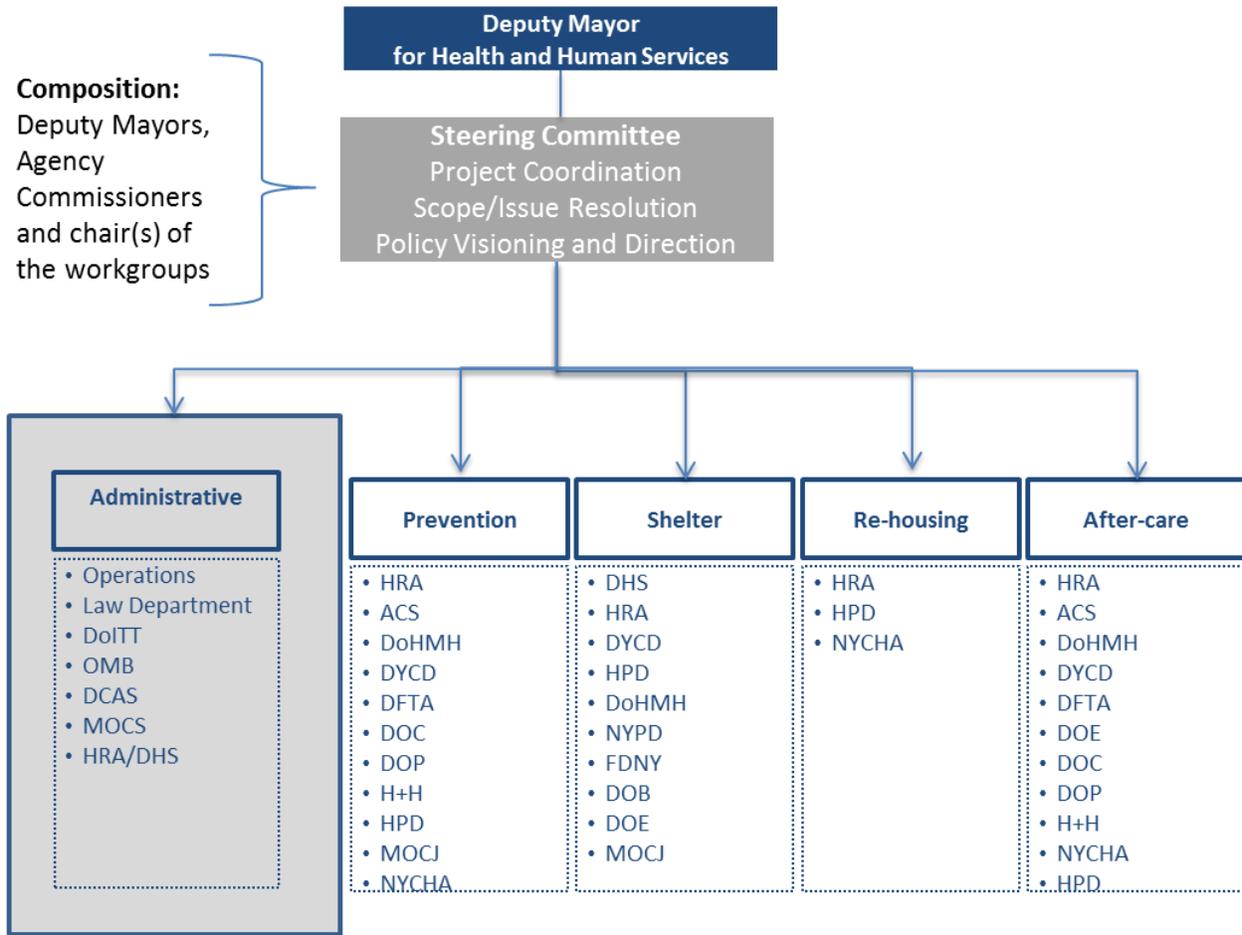
Prevention and rehousing will be integrated within current HRA operations under the new chief social services administrator. The current separation of those tasks leads to duplication, inefficiencies and ineffectiveness. Integrating prevention and rehousing under one agency will allow for more seamless and effective client services.

A shared service model for back office functions will save both time and money. It will allow DHS to have a clear and concrete focus. One of the challenges to delivering services identified during the review is that DHS’ scope of activity has evolved to encompass multiple services that are also being performed by other agencies. Furthermore, due to efficiencies provided by the new structure, \$38 million in city tax levy savings are projected.



The City will also create an Interagency Homelessness Accountability Council. The Council will be led by the Deputy Mayor for Health and Human Services and advance accountability for preventing and alleviating homelessness across agencies. The Council is in addition to the multi-agency HOME-STAT case management program to focus resources and efforts to address street homelessness.

Interagency Homelessness Accountability Council



OVERVIEW OF REFORMS:

Prevention

Preventing homelessness before it occurs is critical to reducing the number of families and individuals living in shelter, and is a cost-effective and common sense solution to our City’s homelessness crisis. These reforms refocus the system to place greater emphasis on the role of prevention services, expanding the tools and resources available to those in need, and pro-actively identifying and serving those who are most at-risk of becoming homeless.

1. **Move Homebase program management from DHS to HRA:** Management of the Homebase program will be moved to HRA, which already runs a number of homeless prevention programs and services. Integrating all prevention services under one agency will reduce inefficiencies and allow for more seamless and effective client services.

2. **Expand Homebase staffing and services:** HRA staff at Homebase offices will provide expanded on-site processing and triage for HRA benefits, including public assistance and rental assistance. Homebase not-for-profit staff will also expand their case management services to include landlord and family mediation, educational advancement, employment, and financial literacy services.
3. **Expand the scope of Homebase as the first point of entry for those at risk of homelessness:** The City will develop an intake model that builds on Homebase to focus greater attention on the role of communities in supporting families at risk of becoming homeless. Families seeking homeless prevention or shelter services will obtain these services within their borough, rather than through the City's centralized intake center in the Bronx.
4. **Use data analytics to proactively target prevention services for at-risk clients:** HRA will use client data collected by the agencies to proactively identify and target prevention services for New Yorkers who are most at risk of becoming homeless, such as families who are at risk of having their public assistance case closed administratively or reapplying for shelter.
5. **Target outreach to doubled-up families with school-aged children:** HRA will work with DOE to identify and proactively target prevention services for students of families living in doubled-up situations who are reported as homeless under the McKinney-Vento Act.
6. **Deploy additional HRA prevention staff to single adult and adult family intake sites:** The City will increase the HRA Diversion staff presence at these intake sites to expand services for clients.
7. **Target services and rental assistance for youth in DYCD shelters:** Eligibility criteria for the City's rental assistance programs will be expanded to include youth living in DYCD youth shelters at risk of entering DHS shelters.
8. **Target services and rental assistance for clients with mental health needs cycling between jail and homelessness:** City rental assistance will be strategically targeted to identified at-risk clients with mental health needs cycling between Rikers Island and DHS shelters.
9. **Create two new City/State Task Forces to increase homelessness prevention:** The City is proposing that the State participate in two new City-State task forces, one that will develop and implement alternatives to avert discharges from State prisons to DHS shelters, and one that will work to implement community-based programs to eliminate the need for DHS mental health shelters. These two client groups account for a large proportion of the census for the City's single adult shelters.

Street Homelessness

The City's street homelessness reforms work together to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing. The full launch of HOME-STAT builds our street homelessness prevention and response initiatives, and enhanced funding for

additional safe haven beds, drop in centers, and supportive housing units ensures that those living on the streets have opportunities to come inside and connect to the services and supports they need.

10. **Fully launch HOME-STAT to address street homelessness:** The HOME-STAT initiative partners existing homeless response and prevention programs with a series of new innovations designed to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing.
11. **Enhance tools for outreach teams to bring people in from the streets:** The City will increase safe haven beds, increase the number of drop in centers, and develop 15,000 units of supportive housing to provide essential tools to address street homelessness.

Shelter

The City is committed to providing decent living conditions and high-quality social services to every family and individual living in shelter. These reforms address immediate concerns around shelter security and building conditions and include long-term strategies for sustaining these reforms into the future. These reforms also address pressing social service needs, targeting services to specific high-risk populations and giving clients opportunities to enhance their income-building capacity by developing a career pathway while in shelter.

12. **Increase safety in shelters through an NYPD management review and retraining program:** The NYPD will begin re-training all Department of Homeless Services security staff and deploy an NYPD management team at DHS to develop an action plan to upgrade security at all shelter facilities.
13. **Enhanced domestic violence services in DHS shelters:** HRA's NoVA (No Violence Again) out-stationed Domestic Violence Services will be expanded to DHS Tier II family shelters to provide families with access to domestic violence services. Trained staff from HRA will go to designated Tier II shelters to provide these services. Existing social services staff in Tier II shelters will participate in enhanced training that will provide them with the tools to identify and refer families and individuals to the NoVA team, a NYC Family Justice Center, or other community-based domestic violence providers.
14. **Implement a more extensive reporting system for critical incidents that occur in shelters:** DHS has implemented a new, more comprehensive system for the reporting of critical incidents in shelters. To ensure that problems are identified, violence is now defined much more broadly to include wide-ranging definitions of domestic violence, assault, and both child abuse and neglect. DHS is implementing thorough reforms to ensure that all critical incidents, especially violent incidents, are appropriately categorized, and there is appropriate follow-up.
15. **Expand Shelter Repair Squad 2.0 Operations:** The City will continue to aggressively inspect homeless shelters to identify and address building violations and shelters in need of repairs. Inspections will be conducted twice a year at all sites used to house homeless individuals and families, and the Shelter Report Card will be produced regularly to hold the City and providers publicly accountable. The City will also ensure that all providers have clear information about the standards and regulations against which they are measured, explore ways to reduce the time it

takes for violations to be cleared, and create a working group of shelter providers to discuss the best means of working together to improve shelter conditions.

16. **Increase coordination among inspectors:** To avoid duplication of effort, the City will establish a semi-annual multi-agency inspection process that includes all City agencies that have inspection responsibilities. The City again asks for joint participation by NYS Office of Temporary and Disability Assistance (OTDA) and the City and State Comptrollers.
17. **Phasing out the use of cluster shelters:** The City will phase out the use of cluster shelter units, returning them to the market so that the apartments can be restored as low-rent housing; 260 cluster units have already been designated for closure during this fiscal year. The City will continue with the plan to phase out the 16-year cluster program through a combination of code enforcement to address inadequate conditions; working with owners to return units to the permanent housing stock, rehabilitate the buildings, and permit families to remain in the upgraded units; and, to the extent necessary, replacing units with a new shelter model that combines transitional housing, permanent housing, and community space.
18. **Assessing the potential conversion of existing shelters to permanent housing:** Where feasible, the City will partially convert current shelter sites into permanent housing using new shelter models like Gateway Housing and Homestretch, which include affordable permanent housing, shelter units, and community space at the same location.
19. **Phasing out use of commercial hotels:** As the cluster takedown, the shelter conversion process, and the enhanced shelter move out efforts proceed, the City will prioritize ending reliance on renting blocks of rooms in commercial hotels as shelter.
20. **Implement the domestic violence shelter expansion:** The City will continue to implement the initiative to increase domestic violence services by adding 300 emergency beds and 400 Tier II units.
21. **Implementing a capital repair program:** The City will implement a program to systematically review and fix capital needs at shelters.
22. **Rationalizing shelter provider rates:** The City is evaluating payments to shelter providers to ensure they are sufficient to fund maintenance and services, and is assessing the capital needs of shelters which have not been adequately supported for many years.
23. **Address ADA compliance in shelters:** The City will hire a consultant to evaluate ADA accessibility in the DHS shelter system and formulate a compliance plan.
24. **Expanding the scope of HRA's ADA coordinator to cover the shelter system:** HRA's ADA Coordinator will coordinate and oversee ADA compliance and initiatives in the shelter system. The Coordinator will also develop and implement staff training and address client complaints.
25. **Promote career pathways for shelter residents:** The City will implement new programs to help shelter residents move forward on a career pathway. Adult literacy and High School

equivalency programming will be implemented at all shelters for residents who need additional supports in these areas. The City will also implement a training and employment program at select shelters for residents to learn trades by providing system-wide shelter maintenance services in private shelters.

26. **Targeting services for emerging new trends in the single adult population (persons 50 or older and 18 to 24):** More effective targeting will promote our prevention and rehousing efforts.
27. **Targeting services for families to move away from a one size fits all approach:** The City will develop initiatives that focus on the varying needs of homeless families. The City will work with providers to develop shelter models in which placements may be differentiated based on the family's readiness to be rapidly rehoused; families who are assessed to likely have a shorter stay in shelter may be placed in different programs than families with higher needs and a likely longer length of stay.
28. **Eliminate the requirement for school-age children to be present at PATH for multiple appointments:** School-age children will no longer be required to be present with their families for multiple appointments in the shelter application process.
29. **Align access procedures for adult families with procedures for families with children:** The City will modify the intake process and improve capacity planning to avoid long waits and/or transporting clients in the middle of the night as a result of the delay in identifying available shelter placements.
30. **Streamline access to DYCD shelter for homeless youth:** City staff will be deployed at the entry points of the DHS shelter system to offer youth beds for individuals between the ages of 16 and 21. The plan to triple the number of youth beds is a critical element of this reform.
31. **Implement tripling of DYCD shelter capacity for Runaway and Homeless Youth:** DYCD will continue its expansion of RHY capacity. Nearly 200 additional beds have already been brought online and the City will open 100 beds each year for the following three years. This will bring the total system capacity from 250 when Mayor de Blasio took office to 750 by FY19.
32. **Provide increased notice prior to non-emergency transfers:** In non-emergency situations, clients will be given more notice that they are being transferred to another shelter.
33. **Increasing transportation resources to reduce placement waiting time:** The City will be deploying additional transportation resources to address this problem.
34. **Deploy social workers to accompany families found ineligible who are returning to a community resource to provide on-the-spot assistance:** This will enhance client services and address problems related to repeated reapplications.
35. **Expand the shelter conditions complaint process through HRA's Infoline:** The hotline's current purpose is to address conditions complaints. HRA will expand this to include complaints on all shelter services, including shelter conditions.

36. **Communicate more information to clients through flyers, posters and other media:** Better information for clients will enhance access to services, including employment and housing assistance.

Rehousing

Finding safe and affordable housing is essential to addressing homelessness. Coordinating rehousing resources in the City under one management structure, making the rental assistance programs easier to navigate, enhancing aftercare services, and enforcing housing discrimination laws will improve shelter move outs and housing stability.

37. **Move Rehousing program management from DHS to HRA:** Modeled on the veterans move out effort, HRA will develop a centralized reporting structure to promote move outs.
38. **Streamline the HPD housing placement process:** The City will establish a streamlined process to connect homeless clients to HPD-financed units that are available and appropriate for their needs.
39. **Continue to utilize NYCHA placements to address homelessness:** As provided in the City budget, within the needs-based NYCHA placements that are available during the year, the City will continue to place 1,500 DHS families on the NYCHA waiting list as well as 300 domestic violence survivors in HRA and DHS shelters and on the NYCHA waiting list into vacancies that arise.
40. **Consolidate and streamline the LINC, SEPS and CityFEPS rental assistance programs:** The City will consolidate and streamline the operations of its rental assistance programs to enhance shelter move outs.
41. **Increase enforcement of source of income discrimination law:** The City will train and dedicate HRA staff to conduct testing to identify potential discriminatory practices and take enforcement action to supplement the efforts of the City Human Rights Commission.
42. **Implement a more effective aftercare program:** Using the critical time intervention as a model, the City will enhance aftercare services for rehoused clients.
43. **Provide assistance to obtain federal disability benefits:** The City will dedicate services to focus on enrolling shelter residents on SSI/SSD to increase income and promote rehousing.
44. **Incorporate Continuum of Care strategic planning into homeless strategy development and establish a leadership reporting structure:** Drawing on the model in other jurisdictions, the City will enhance the role of the Continuum of Care in the policy and planning process. As part of this initiative, the City will explore ways to further *coordinate access* and *assess need* for those experiencing homelessness following the HUD approach.

45. **Provide clear and concise information and written materials to clients about available assistance and programs:** HRA and DHS will create and distribute more effective informational materials for clients in the community and in shelters.
46. **Call on the State to: (a) permit use of Medicaid funds for apartment search and shelter relocation services for homeless clients with disabilities; and (b) approve HRA's requested FEPS plan modifications:** These policy changes will enhance both rehousing and prevention efforts.

Glossary

ACS	Administration for Children's Services
DCAS	Department of Citywide Administrative Services
DFTA	Department for the Aging
DHS	Department of Homeless Services
DOB	Department of Buildings
DOC	Department of Corrections
DOE	Department of Education
DOHMH	Department of Health and Mental Hygiene
DoITT	Department of Information Technology & Telecommunications
DOP	Department of Probation
DYCD	Department of Youth and Community Development
FDNY	Fire Department of the City of New York
H + H	New York City Health + Hospitals
HPD	Department of Housing Preservation and Development
HRA	Human Resources Administration
Law	New York City Law Department
MOCJ	Mayor's Office of Criminal Justice
MOCS	Mayor's Office of Contract Services
NYCHA	New York City Housing Authority
NYPD	New York Police Department
OMB	Office of Management and Budget
Operations	Mayor's Office of Operations