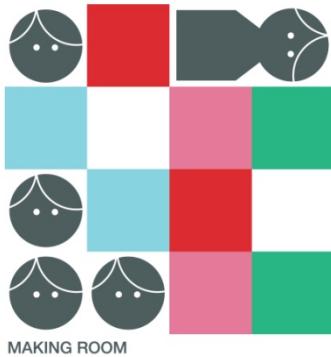




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***PLACES OF CHANGE:***  
*Transitional Shelter to Permanent Resource*

Roundtable notes  
October 25, 2013



# PLACES OF CHANGE:

Transitional shelter  $\Rightarrow$  Permanent resource

## Roundtable Participants

**Douglas Apple.** Executive Vice President, Samaritan Village Inc.

**James Biber.** Partner, Biber Architects

**Christopher Bradley.** Executive Chef, Untitled at the Whitney Museum of American Art

**Allison Bricke.** Assistant Director, NYC Office of Management and Budget

**Carin Clary.** Senior Advisor to Deputy Mayor for Health and Human Services

**Paul Freitag.** Managing Director, Development, Jonathan Rose Companies

**Mark Ginsberg.** Partner, Curtis + Ginsberg Architects, LLP

**Kirk Goodrich.** Director of Development, Monadnock Construction

**Rosanne Haggerty.** President, Community Solutions

**Marc Jahr.** President, NYC Dept. of Housing and Development Corporation

**Bomee Jung.** Deputy Director, NYC Office of Enterprise Community

**Isaac Leshinsky.** Chief Executive Officer, Housing Bridge

**George Nashack.** Executive Vice President, Help USA

**Kristin Misner.** Chief of staff to the Deputy Mayor for Health and Human Services

**Julia Davis Moten.** Deputy Commissioner, Family Services, NYC Dept. of Homeless Services

**Michele Ovesey.** Commissioner, NYC Dept. of Homeless Services

**Jerilyn Perine.** Executive Director, Citizens Housing & Planning Council

**Ilene Popkin.** Senior Fellow, Citizens Housing & Planning Council

**Yianna Pavlakos.** Deputy Commissioner, Facility Maintenance & Development, NYC Dept. of Homeless Services

**Raul Russi.** Chief Executive Officer, Acacia Network

**William Stein.** Partner, Dattner Architects

**Joan Tally.** Executive Vice President for Real Estate and Chief of Staff, NYC Housing Development Corporation

**David Walsh.** Vice President, J.P. Morgan Chase

## **NYC Dept. of Homeless Services Additional Participants Breakout Sessions**

**Ronald R. Abad.** Assistant Commissioner, Budget and Procurement-Families, NYC Dept. of Homeless Services

**Lisa Black.** Assistant Commissioner, Government and Community Relations, NYC Dept. of Homeless Services

**Cory Cary.** Chief of Staff for the Commissioner, NYC Dept. of Homeless Services

**Joslyn Carter.** Associate Commissioner, Transitional Family Services, NYC Dept. of Homeless Services

**Michael Gagliardi.** Deputy Commissioner, Security Services and Emergency Operations, NYC Dept. of Homeless Services

**Todd Hamilton.** Assistant Commissioner, Facilities Maintenance and Development, NYC Dept. of Homeless Services

**Ellen Howard-Cooper.** Deputy Commissioner, Prevention, Policy and Planning, NYC Dept. of Homeless Services

**Douglas C. James.** Deputy Commissioner, Adult Services, NYC Dept. of Homeless Services

**Fran Winter.** First Deputy Commissioner, NYC Dept. of Homeless Services

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## THE ROUNDTABLE

On October 25, 2013, CHPC convened over twenty experts in homeless policy, government, finance, architecture, and the hospitality industry to participate in a roundtable discussion titled ***Places of Change: Transitional Shelter to Permanent Resource***. The goal was to rethink shelter design to create flexible facilities that will be resources to the City, those in need, and the communities where they are located.

The genesis for the day's discussion came more than a year before from CHPC's *Making Room* project, which focused on how people live in New York City today, and what type of innovative and flexible housing options could be made available to meet changing household demographics. DHS staff was inspired to consider how the City might create shelters adaptable to families of different sizes, or even changes of population types over time. Additionally, they wanted to consider how transitional shelter could become an asset for communities.

These simple questions led to a year-long collaboration between CHPC and DHS, including extensive interviews with DHS executive staff and shelter operators. What emerged formed the basis for structuring the roundtable discussion, which in turn generated new ideas for reshaping the shelter system from a burden to an asset.



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# PRELIMINARY INTERVIEWS

Between January and September 2012, CHPC staff members interviewed a sample of shelter operators and DHS staff to determine the most important issues when considering how the City's shelter system could be turned from a burden (costing more than \$1 billion a year) to an asset. Three core issues emerged:

## I. Need to Recognize Permanent Shelter Properties

Foremost was the need to stop considering the City's shelters as temporary and recognize that the City needs to maintain a permanent emergency shelter system. Regardless of how well DHS does its job, there will always be people experiencing personal or economic crises, or displaced from their homes by natural disaster. Shelters need to be viewed as critical components of the City's infrastructure, much like hospital emergency rooms—always available in a crisis, even while we hope to never need them.

Today, this perspective does not exist, and in fact its adoption would be seen as a failure, an acceptance of homelessness. Because of this perception, the shelter system is not treated as a long-term capital investment, which sets up an ironic situation wherein the agency's mission to end homelessness actually serves as a barrier to efficiently and cost-effectively working to achieve that mission. Viewed as temporary facilities rather than long-term real estate holdings, shelters are financed and operated with City tax levy funds (along with federal and state funds available for the same short term uses). There is limited funding for capital improvements and capital reserves are funded on a very limited basis. By procuring shelter facilities through relatively short-term contracts (less than ten years typically), the City and its shelter providers are unable to leverage private financing through conventional real estate lending.

## 2. Inflexible Shelter Design

Shelter design and shelter codes, particularly for family shelters, have been stuck in a 1980s model of standalone apartments with private bathrooms and kitchens. Often the design was based on the incorrect assumption that homelessness would end and the apartments could then be made available for affordable housing. This

model also assumed that by offering future conversion to permanent housing, shelters would be more attractive to communities in the short term. This model neglects to recognize the City's long-term need for permanently available transitional shelters. It also does not necessarily provide the best designs to serve the homeless while they reside there, or the wider community where the building is located. Furthermore, inflexible design can increase the difficulty in managing shelter operations, which must accommodate continuously changing demographics while providing transitional shelter which is not *intended to be* permanent housing.

### **3. Rethinking Community Amenities and Shelter Services**

Despite a great deal of effort, shelters are still largely viewed as problems by the communities where they are located. Shelters' insularity creates a sense within these communities that they are simply being asked to carry a burden for the City as a whole without receiving any benefits in return. Yet, as community facilities, shelters have the potential to bring to communities resources that residents want such as a ground floor health center or job training program. Likewise, shelter clients are often times relocated to unfamiliar communities. Rather than take advantage of resources in these communities, the shelter clients may use the insularity of the shelter to remain isolated from resources that may be beneficial. By creating a better connection between the shelter and the neighborhood, both the shelter residents and the community residents may see the benefit and not just the burden of the shelter.

By the end of the initial interviews and discussions with DHS, the project expanded from the basic question of designing and creating flexible shelter space to the broader question of how DHS could develop and support a permanent shelter system that would provide a safe and supportive environment to its clients, be adaptable to changing needs of the City over time, and serve as a resource for the communities in which the shelters are located.

The task for the roundtable was to take the lessons that have been learned about transitional shelter in the two decades of DHS's existence, and couple that knowledge with the experience and talents of a broader range of professionals to design a better shelter model that will be more effective in really changing lives.

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## DHS GUIDING DESIGN PRINCIPLES

After an overview of the day's agenda and a review of CHPC's preliminary research work, DHS presented the roundtable participants with an overview of what the agency has identified as its guiding principles for new shelter design. These include:

- **Facilitate a positive relationship between buildings and the surrounding neighborhood** by making benefits and services available to the larger community.
- **Design for maximum flexibility** to respond to fluctuating capacity needs and the necessity to accommodate, individuals, households of various sizes and/or requirements.
- **Foster client independence and moves to independent housing** by providing targeted services within the building and leveraging opportunities in the neighborhood.
- **Design for short-term living** to reinforce the transitional nature of the shelter, while simultaneously fostering safety, security, and independence. This applies to all areas within buildings, including both public space and sleeping units.
- **Ensure safety and security** for clients, staff, and community.
- **Improve cost effectiveness** by considering long-term maintenance, operating, and replacement costs in the design process. Include the use of durable features, efficient spaces, new technologies, etc. Shelters should be designed to meet conventional financing standards.

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# FRAMING THE DISCUSSION

CHPC working with DHS identified three priority sub topics:

**1. Shared dining**

*Could shared dining facilities foster innovations for flexible designs while improving the shelter experience for families in crisis? Could fire safety be improved? Could nutritional education and occupational opportunities be enhanced? Could the wider community benefit as well?*

**2. Flexible design**

*Can public and private shelter space be designed to allow for more flexibility and better accommodation of the population in need? Can the experience for those in shelter be improved and their transition to permanent housing enhanced?*

**3. Financing - from burden to asset**

*Can public investment leverage private lending? Can capital needs be planned for and funded more efficiently?*

Prior to breaking into smaller discussion groups, CHPC began with a conversation about the possibilities of shared dining, which is against local laws requiring private kitchens for family shelter. While some participants' initial vision of shared dining came out of a Charles Dickens novel, they were encouraged to expand their assumptions of what shared dining could mean within a shelter context. Starting with a restaurant as a model rather than a 19<sup>th</sup> century poor house, they began to think about how a shared dining configuration could actually be a benefit for both the shelter clients and the local community.

To stimulate discussion, four examples of uniquely flexible restaurants were presented:

- *Untitled* (Whitney Museum): is a flexible fine dining area within the Whitney, located in a space the museum frequently uses for other functions. Its chairs, tables, etc. all have to be stored away to accommodate these events, then reassembled in time for the evening dinner crowd on nearly a daily basis.

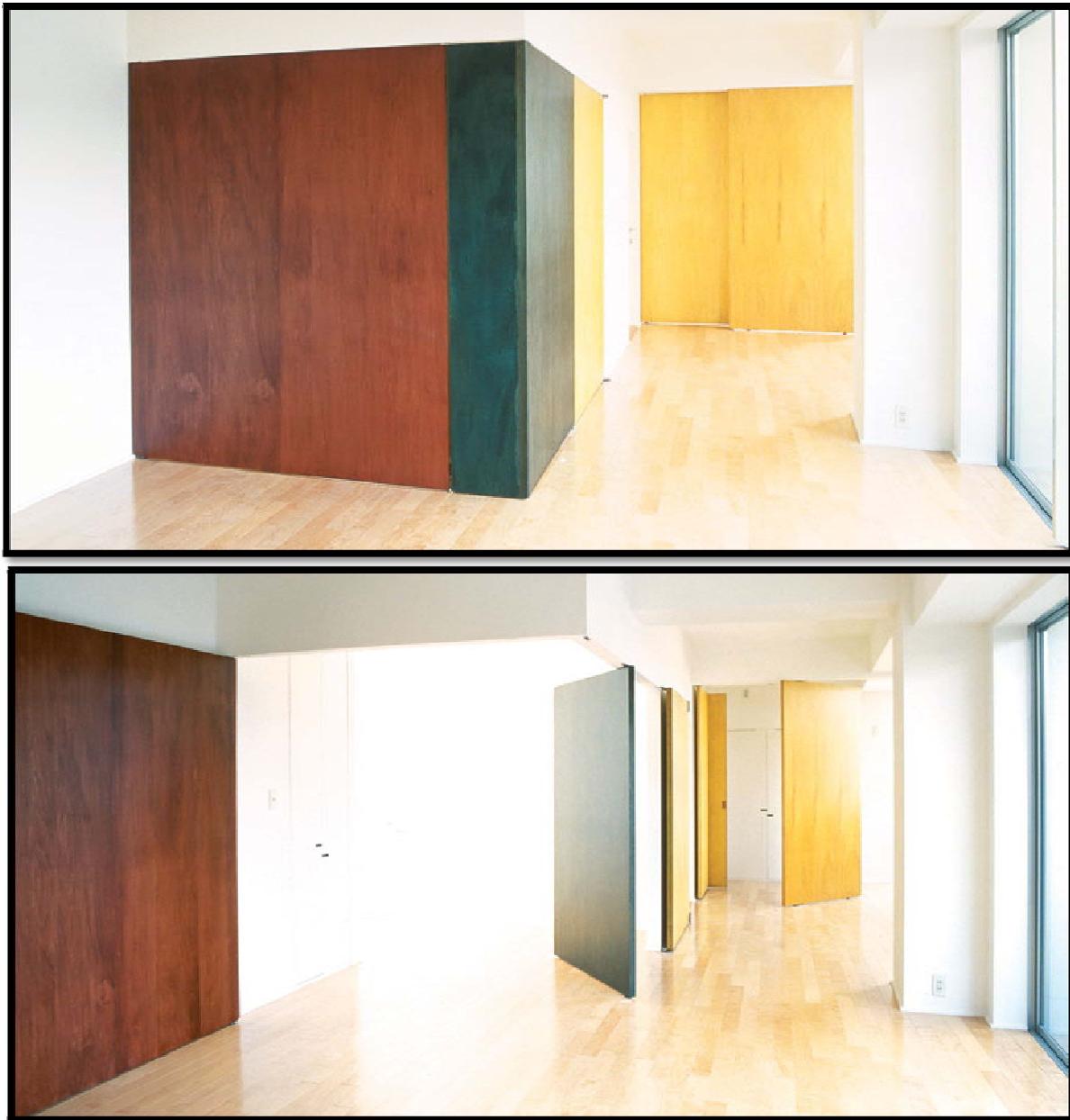
- *Harvest Café* (Staten Island): looks and feels like any other local restaurant – except the staff comprises developmentally disabled adults that are learning the food service industry.
- *Enoteca Maria* (Staten Island): invites local grandmothers into the kitchen to cook daily specials, truly embracing the meaning of “home cooking”.
- *Soul Kitchen* (New Jersey): allows customers pay what they can afford on a sliding scale or contribute by working instead. This creative payment scheme allows them to integrate a diverse variety of patrons.



[Untitled restaurant at the Whitney Museum](#)

The conversation then turned to a discussion of a design competition NYC held in the late '80s to create model family shelters. The competition, won by Skidmore Ownings Merrill (SOM), resulted in the build-out of six family shelters, all of which are in operation today. While there are some features, such as the extensive recreation areas and childcare spaces, that earned praise from today's service providers, many of the initial ideas incorporated in the design did not achieve their goals.

The SOM design incorporated the idea of “flexibility” by incorporating hotel-style connecting doors between rooms that can be closed off or opened to accommodate a family with several children. However, because the State reimbursement procedures were never adjusted to account for this type of scenario, no shelter providers actually use this flexible feature. This example shows how critical it is to align DHS’s shelter operations and oversight with real world property management practices.



Flexible spaces created by conjoining doors

Another lesson from this early experiment in shelter design is to create *functional* common spaces. The SOM design included small private living spaces for families with larger public lounges on each floor. However, these spaces were rarely used by the residents and many have been subsequently turned into private offices for staff. Public spaces need to be designed as a destination if they are to be actively used. Putting a couch in a lobby or alcove is not adequate to entice people to use the space if there is no programming for it. A computer room in the same space, for example, will probably be used because there is now a reason for people to go to that space.

Finally, these model shelters were designed and built as full service stand-alone buildings serving solely a homeless clientele. The designs did not attempt to draw the shelter population out into the larger community or attempt to engage the larger community in the shelter. As one of the conference participants stated, “These shelters essentially get plopped down on an available site, quickly being viewed as a burden to be borne by the local community rather than a new resource available to the community.” The statement resonated later in all of the discussions about “shelter plus”—a shelter with value added for the surrounding community.

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## BREAKOUT SESSIONS

Three breakout groups structured the discussion:

- 1. Shared dining**
- 2. Flexible design**
- 3. Financing - from burden to asset**

Instructions for breakout groups:

- Provide an idea for a pilot project. Think of any pros and cons, such as legal and political constraints.
- Who needs to support the pilot to make it work? Who are the key allies?
- How do we turn shelters from a financial burden into a real estate asset?

### I. SHARED DINING

This group agreed that shared dining is a positive goal and the concept offered some creative opportunities that could be beneficial to shelter residents and community residents. Because existing buildings may be difficult to adapt, the conversation focused on ideas for a newly constructed buildings that would more easily incorporate shared dining. As most expertise in food service lies in the private sector, it was suggested that the shared dining vendor be distinct from the shelter provider and from DHS. This model would ensure proper expertise in food service and avoid adding food costs to DHS expenses. All that would be required is a contract between the food service provider, the shelter, and DHS setting forth the terms of use by DHS clients, rent to be paid, etc. As long as rents are kept low (or free) for the shared dining space, the model is probably financially feasible. Restaurateurs would be guaranteed a built-in customer base and this could also be an opportunity for local restaurants to expand at a low cost

as long as they meet certain nutritional standards. For instance, a local Chinese takeout providing mostly high-fat food may see an opportunity to expand its business and, in exchange for low rent, would learn how to prepare healthier food options.

There was consensus that the dining space/restaurant should not be restricted to DHS clients and staff, but open to the public while still serving shelter clients. Shelter clients could possibly pay a lower price or use HRA vouchers. A discreet payment system would ensure no stigma was attached either to being a shelter client or an outside patron.



Chef Christopher Bradley discussed shared dining concepts

The dining space could also be used for other purposes, following the Whitney Museum model, particularly in neighborhoods with a lack of such general-use flexible space. This multi-functional space would have to be properly designed to accommodate multiple uses. Furniture would have to be easily movable; lighting would be on a dimmer to be, for instance, inviting for dining, then bright when children use the space to do homework. This flexibility would offer the community something in exchange for hosting the shelter, be it meeting space for community groups, a safe after-school

haven for children, or a new neighborhood dining option. Flexible space would be the first step in making the shelter part of the community rather than a burden upon it. Shelter clients could work in the shared dining area, either on a permanent basis or as part of a job training program. The shared dining area could also provide incentives for increasing skills in other areas, for instance offering free breakfast to clients who tend a rooftop garden or clean common areas in the same building.

There are some challenges to these ideas that would need to be addressed:

- Local law requiring private kitchen facilities for families with children would have to be amended as otherwise it is unlikely families would use the shared dining facilities. A refrigerator and microwave should be available in the private family unit to store and prepare essentials like baby formula.
- There may need to be changes in permissible uses of food stamps or HRA restaurant allowances, as well as changes in shelter allowances.
- Security would need to be considered and addressed in more detail than time permitted in the day's discussion.
- This model would likely be more viable in the outer boroughs, where commercial rents are low. In Manhattan it may prove less feasible.
- Possible opposition from a conservative constituency concerned with the appearance of "luxury" or more liberal constituencies worried about a diminution of existing practices as well as NIMBYism from both sides.

## 2. FLEXIBLE DESIGN

To start this break-out session, architects presented the Fortune Society's Castle Gardens, a mixed-use affordable, supportive, and green development, as an inspirational case study. Much effort went into the initial design and services to mollify expected community opposition for this project, which serves people coming out of the criminal justice system. The final project included three housing components: a section of transitional housing, a section of affordable housing, and a section of permanent housing for ex-offenders. It also offered dining spaces in the transitional housing component, housing for seniors, and a computer room open to the community.

The group was encouraged to think about the design of flexible space in transitional shelters on three levels—the unit level, the building level, and the "building + community" level. Whereas family shelters are generally built apartment style, the

architects participating in our discussion noted that a “nowadays dorm style looks more like suites, with private bathrooms included. Given the size of the shelter population that many providers manage, there are “takeaways” from modern dorm style housing that is applicable in exploring new options in shelter design.



Architect Mark Ginsberg discussed flexible design

It was noted that Department of Buildings (DOB) is cautious of approving new building types, so it will be important to review different possible configurations from the flexible structures with DOB, getting approvals along the way.

Discussion resulted in general agreement on a number of issues that need to be considered in any new shelter design, including:

- Social/common spaces: Greater effort should be put into making the public common spaces more appealing and desirable while leaving the private spaces minimalist—safe but modest. In developing common spaces, programming is critical to drawing people in, and preventing the space from becoming obsolete.

- Shared dinning: Provision for shared dining facilities is critical for flexibility; however, careful attention must be paid to people with special medical needs.
- Shared bathrooms: Parents need to be able to control their children's environment, and residents must feel secure.
- Storage: Storage is a huge problem. Although shelters have rules on what and how much people can bring with them, some people arrive with many personal, and sometimes quite bulky, items. Secured lockers are required in single shelters. People need to feel their personal belongings are safe. Bulk storage needs to be considered.
- Outdoor space: Secure outdoor space off the street, where residents could congregate without engendering neighbor complaints would be helpful.
- Creating a community asset: Include in the shelter design and program services functions that are helpful to local residents. Design shelters within the context of the neighborhoods where they are located. Consider shelters that are not simply stand-alone buildings but a part of a larger development project.
- Transformable furniture: Multi-use furniture could provide flexibility, sustainability, and durability.
- Populations and mixing: This was the area with the most divergence of opinion. Whereas some advocated for mixing singles in buildings with families to better align with reality outside the shelters, others felt that security and safety would be a major issue as the shelter providers have “no control of who comes in.” It was suggested that technology could be used to address the security concerns of mixing populations by using cards to restrict access to specific levels in the buildings.

Building from these general considerations, the group started flushing out the main design lines for a shelter pilot. Since most shelter is not purpose-built, the design of the internal spaces and the flow into and out of the shelter structures has been lagging behind the changing needs of the people who pass through the shelters. Flexibility,

durability, modesty, security, and safety emerged as critical values that should underpin any discussion.

The group proposed floors with units arranged in pairs and connected by a shared bathroom. Furthermore, the floors would have alternation of pairs with units of 400sqft and pairs with units of 200sqft (i.e. 400sqft unit – bathroom - 400sqft unit - 200sqft unit – bathroom - 200sqft unit – etc.). In this way different family sizes as well as adult couples or singles could be accommodated in the same floor.

The bathroom would have 3 points of access: one from each of the two units hosting separate families and one from the hallway to allow maintenance and cleaning. This arrangement would allow parents to control the environment for their children, while promoting efficient sharing with safety. At the same time, it helps balance the trade-offs between the needs for transitory population and the comfort and security needs of people in crisis.



One overarching theme throughout the discussion was the need to keep private spaces as minimalist as possible, and putting greater attention to making common areas more

appealing and desirable. The idea behind this is to *draw* rather than *push* people into common spaces by making the design inviting, and offering programming of activities that attract people to common spaces. With nothing going on to draw people in, spaces tend to become obsolete. Placing the common spaces, such as a library or fitness center, in central locations within the shelter area would further support their use. Common spaces envisioned for programming included gyms, computer rooms, and homework rooms.

The group also explored the potential for educational/training components that could be tied to achieving sustainability at the operational level. For instance, cooking classes and cleaning training could lead to shelter users collaborating in the operation of the shared dining room or maintenance of the common areas. This training and work experience was seen as an additional opportunity linked to potential employment.

Keeping flexibility as a goal for the common areas, the group reviewed spaces that get dismantled to accommodate specific events, such as Untitled at the Whitney. The group noted that this is common in all homes; for example when a dining room is used as a part-time home office space. Transformable furniture was suggested as a possible solution for common areas, and possibly private rooms, because of its flexibility and durability.

Internal common spaces should, when possible, be complemented by secure, off-street outdoor space, where residents could congregate without engendering neighbor complaints. Landscaping was also identified as an integral component to shelter design, which could have practical impacts on both the health and wellbeing of residents and the sustainability of the shelter.

Finally, the group stressed the importance of designing the shelter to create a community asset by incorporating it into a larger residential development project rather than constructing it as a stand-alone facility.

### 3. FINANCING – FROM BURDEN TO ASSET

This conversation began with agreement that DHS's current system for financing shelters can be improved upon. As one participant stated, because DHS does not account for long-term needs or on-going trends as it looks at capacity issues, its current procurement methods "ultimately trade cost efficiency for time and expediency." The result is that DHS often pays too much for the shelters.

Furthermore the expedience and lack of transparency in the contracting process provokes continual community opposition as neighborhood residents feel “blindsided” by shelters that seem to open for occupancy up seemingly overnight.



The first priority was to identify a less costly and more effective process for the City to procure shelter beds. In this real estate market it is difficult to find sites, particularly for nonprofit shelter providers who do not have immediate access to the capital needed to move quickly on acquisition. As a result, nonprofits are at a significant disadvantage compared with for-profit developers, who can move quickly and buy on “spec” in order to be ready when DHS has a new capacity need. The proposed solution is to allow the non-profits access to the City/Private Acquisition Loan Fund. The Acquisition Fund was initially created for a very similar purpose—to help non-profit affordable housing developers compete in the market and acquire privately-owned sites. Participants thought that Acquisition Loan Fund participants/funders would be supportive of making these funds available for shelter development in addition to affordable housing, and that this idea should be pursued.

Second, there is a mismatch in the term of contracts and the financing requirements of private lenders. Although DHS has provided a few shelter developers with 20-year contracts in the past, there is no set policy to do so. Most shelter contracts are nine years or less. Private lenders will not finance contracts of less than 20 years and as a result, the City misses out on the opportunity to leverage private financing. It was generally agreed that shelter projects would attract competitive bids from lenders if DHS routinely permitted 20-year contracts. DHS staff at the roundtable did not believe there are any legal hurdles to the City entering into long term contracts, but such a significant policy change would require extensive discussion or negotiations with OMB.

Another issue was how to best “keep DHS in the deal.” DHS expressed concern that if they don’t have ownership of the site, they would not have control over the shelter operator long into the future. HDC has worked with CUNY on 501(c) 3 bonds and NYCHA on government purpose bonds to work out substantial deals that ensured the agencies’ interests were protected over the long term. Regulatory agreements in contracts can offer a solution to this, just like with affordable housing deals. DHS could look at the long-term experience of HPD in operating supportive housing, and build appropriate provisions into its own funding and regulatory agreements. An additional advantage of privately financed development deals, is the presence of third-party asset management (e.g., tax credit programs). Asset managers would relieve DHS of the burden to manage properties and deal with landlords, while simultaneously providing additional oversight for shelter operations. Likewise, the Acquisition Loan Fund approval would help filter bad managers by providing additional verification of management capacity.

Refinancing was offered as a solution to DHS’s need to improve the physical condition of shelters. DHS’s relatively small annual capital budget is insufficient to address major capital needs, and privately owned shelters do not have access to these funds. Additionally, shelters’ budgets do not allow for the accumulation of capital reserves. If the City and lenders refinanced shelter buildings, it would provide both immediate access to renovation funds and, given the right financing terms, seed funding for future shelter development. Shelters need to accumulate and have access to capital reserves, much like owners of affordable housing, to mitigate current issues over scarce capital funds for repairs.

There was also considerable discussion over the complex nature and federal and state reimbursement rules for the City’s shelter expenses. The City spent nearly \$1 billion on shelters in FY2013, receiving significant reimbursement from the federal and state

government. Because the City and State reimbursement methodology is inflexible and narrowly defined, more efficient financing options may not result in actual savings to the City. For example, if the City were to use its capital funds to leverage private funding, it could lose out on significant reimbursements. Although the new financing structures would ultimately cost the city, state, and federal governments less over the long term, the short-term capital funding requirements might initially be more costly. Further analysis of this issue is needed, but it is likely that the City would need—and should seek federal support—to change the rules governing shelter reimbursements. It was strongly urged that given the City's positive relationship with HUD and the strength of the City's senate representatives, there is now a small window of time for the City to successfully present its arguments for change and flexibility.



Another difficulty DHS identified is that its use of capital dollars for new shelters triggers ULURP, which would both extend the timeframe for development and create opportunities for additional community opposition. Working jointly with HPD could address this issue, as HPD has loan authority through state legislation that does not trigger the ULURP process. There are opportunities for the two agencies to collaborate on shelter development that could allow DHS to bypass this process.

Lastly, the discussion focused on reducing community opposition. One developer suggested financing the facility as shelter for 10 years and then converting that shelter to permanent housing. The 10-year contract would provide the base financing for the long-term affordable housing. At the end of the 10-year period, the shelter operator would take over another site as a 10-year shelter before converting that second site to permanent housing in another 10 years. Repeating this process on multiple sites over 10-year periods could produce both more shelter capacity and more affordable housing. While this suggestion merits additional discussion, DHS does not want to be in a continuous struggle to site new projects. It was agreed that more analysis is required to determine if this approach is practical.

Another suggestion for reducing community concerns was to build community facilities as part of the shelter development. Health centers, job training centers, and so on could be financed along with the shelter. These types of projects might also be eligible for New Market Tax Credits, which would provide another source of funding.

Finally, there is a double standard for rent payments: rent payments should be allowed for non-profit developers, which would solve several issues and perhaps allow more shelters to be built. Further discussions are required with OMB to review options for a payment structure for non-for-profit owned sites.

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## NEXT STEPS

Working together with the Department of Homeless Services senior staff, shelter providers, architects, developers and lenders, this report is just the first step in transforming the City's emergency shelter into true places of change.

As the administration focuses its attention on the burgeoning shelter population, and seeks new strategies for addressing homelessness, the ideas offered here can form the basis for rethinking how the City builds, funds and operates its emergency shelter system.

The roundtable generated many innovative ideas that merit further consideration. Many of the suggestions could be used to develop some pilot projects to further test the ideas. The suggestions for alternative financing products for developing new shelters and refinancing older facilities could provide the opportunity to fund these new projects.

We look forward to working with the administration to translate the suggestions proffered here into a realistic implementation plan to put ideas into action.



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42 Broadway, Suite 2010 | New York, NY 10004

Phone: 212-286-9211  
Fax: 212-286-9214  
E-Mail: [info@chpcny.org](mailto:info@chpcny.org)

[www.chpcny.org](http://www.chpcny.org)