

Faculty of Design

2019

Designing for systems of service in NYC homeless shelters

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A woman with dark hair and freckles, wearing a dark blue patterned top and a blue lanyard, sits in a room filled with storage bins and books. The room appears to be a storage or donation area, with a bookshelf on the left and several clear plastic bins containing various items. A sign on one of the bins reads "Children's Clothing". In the background, there are colorful children's chairs (pink, red, and purple) and a window with blinds. The wall is covered with various posters and notices, including one titled "Baes in Bloom" and another about "Sexual Health".

DESIGNING FOR SYSTEMS OF SERVICE IN NYC HOMELESS SHELTERS

NATALIA
RADYWYL
THE PUBLIC
POLICY LAB

RSD8
2019



65,000 in shelters

65,000 in shelters
42,000 families



65,000 in shelters
42,000 families
21,000 children

**PUBLIC
POLICY
LAB**

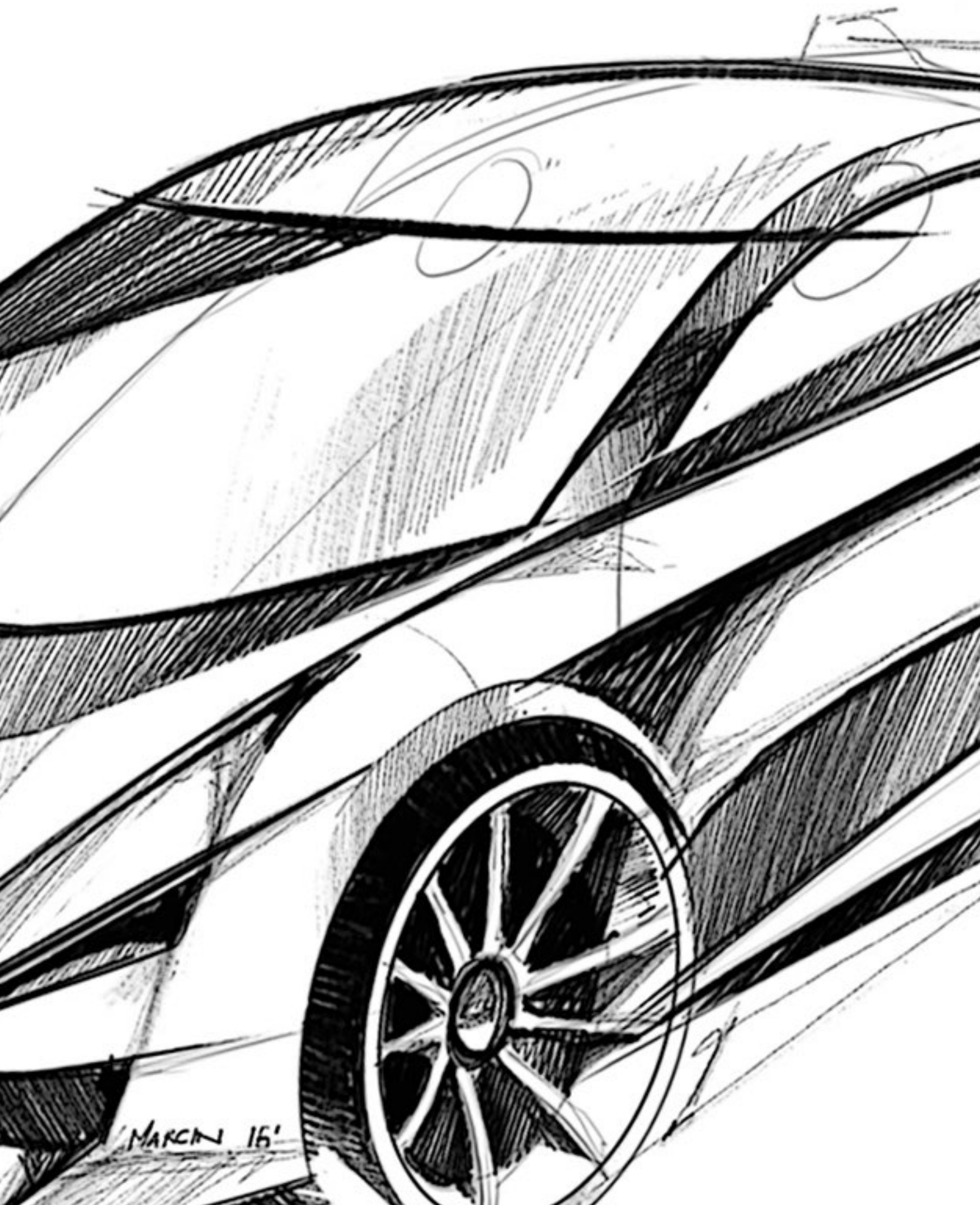
NYC Department of
Social Services

PROJECT AIM

Test, implement, and evaluate new tools and programs to help homeless New Yorkers find permanent housing.

Phase 1 aimed to identify and validate areas of intervention that can improve move-out rates.

PROOF OF CONCEPT



An aerial photograph of Baltimore, Maryland, with a dark teal overlay. Twelve orange dots are scattered across the map, representing shelter sites. The dots are located in various parts of the city, including the inner harbor area, the downtown area, and the surrounding suburbs.

250+


HOURS OF RESEARCH,
CO-DESIGN, AND FIELD TESTING

215

UNIQUE STAFF AND CLIENTS
ENGAGED VIA RESEARCH
AND CO-DESIGN

12

SHELTER SITES

- 
- 01 ABOUT PPL**
 - 02 REDISTRIBUTING POWER AND AGENCY**
 - 03 DESIGNING SYSTEM-INFORMED INTERVENTIONS**
 - 04 PRACTICING EMOTIONAL DEXTERITY**



ABOUT PPL

ABOUT PPL

First design lab for US government
Non-profit & non-partisan
Focus on poor & at-risk
Design policies and services

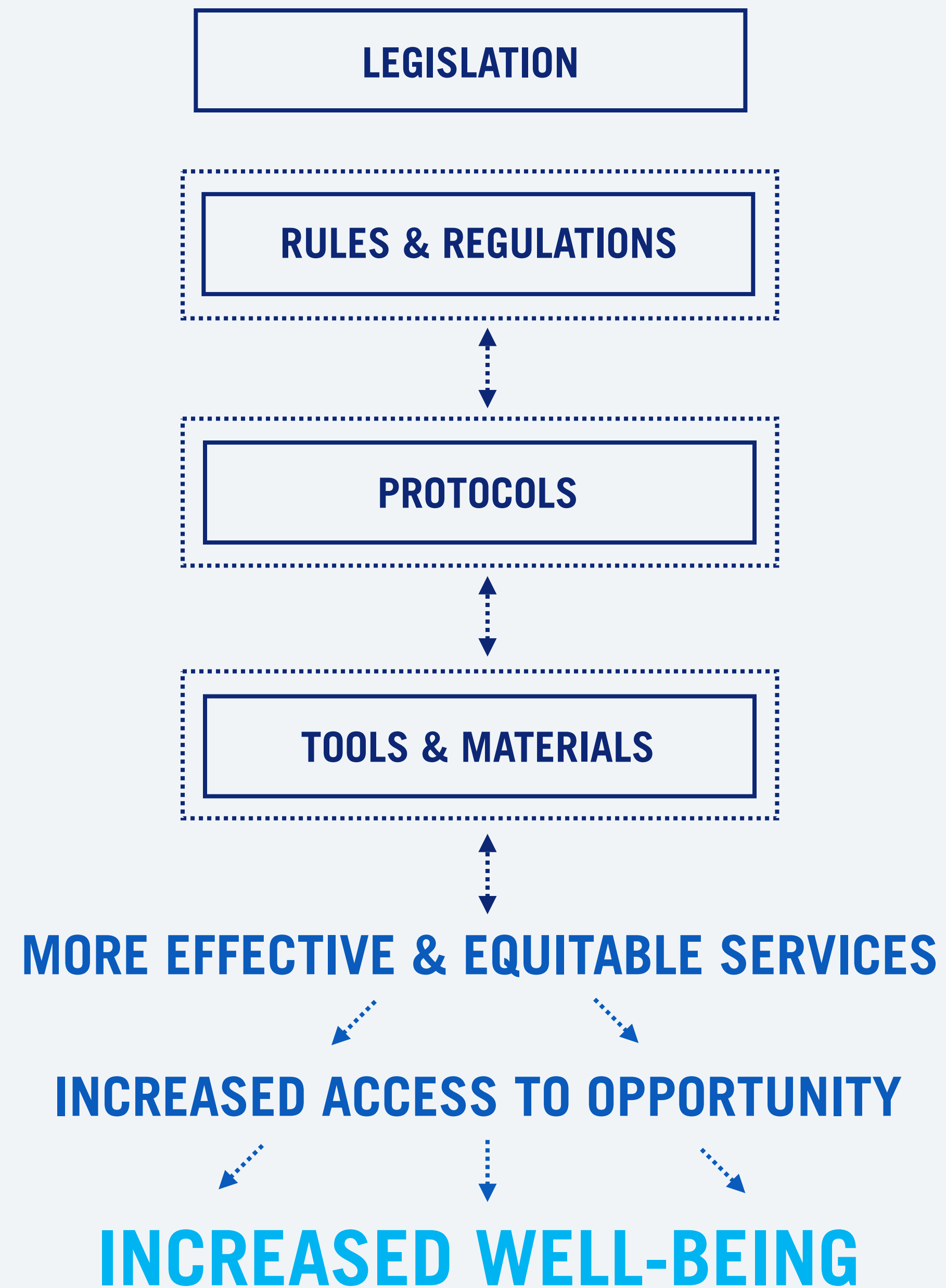
THEORY OF CHANGE

ELECTEDS

POLICY-MAKERS

OPERATIONAL MANAGERS

FRONTLINE STAFF
MEMBERS OF PUBLIC



.....>

PROJECT INFLUENCE

—————

OUTPUTS

SHORT-TERM OUTCOMES

LONG-TERM OUTCOMES

IMPACT

APPROACH

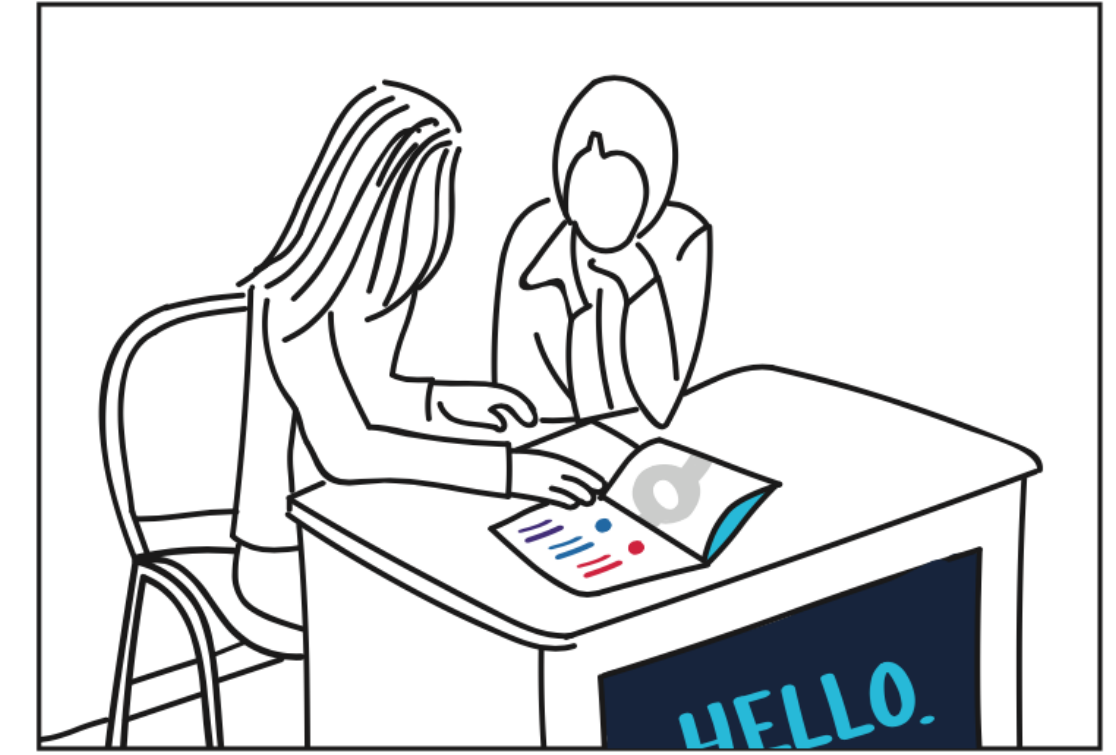
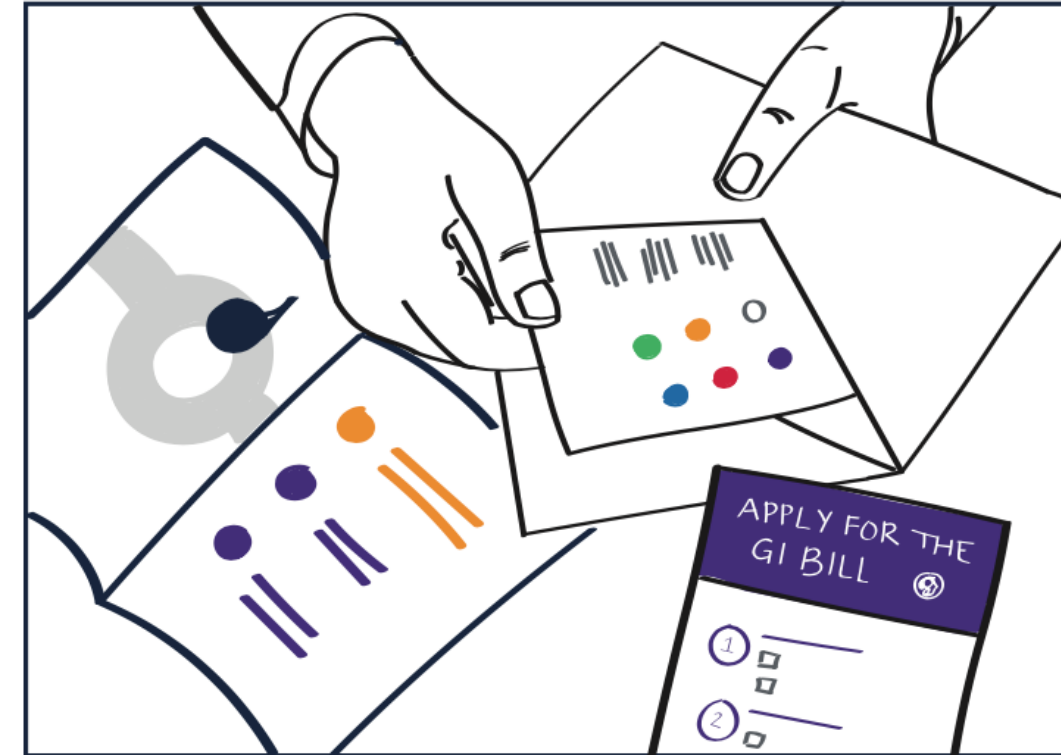
User-Centered

Co-Creative

Visual & Iterative

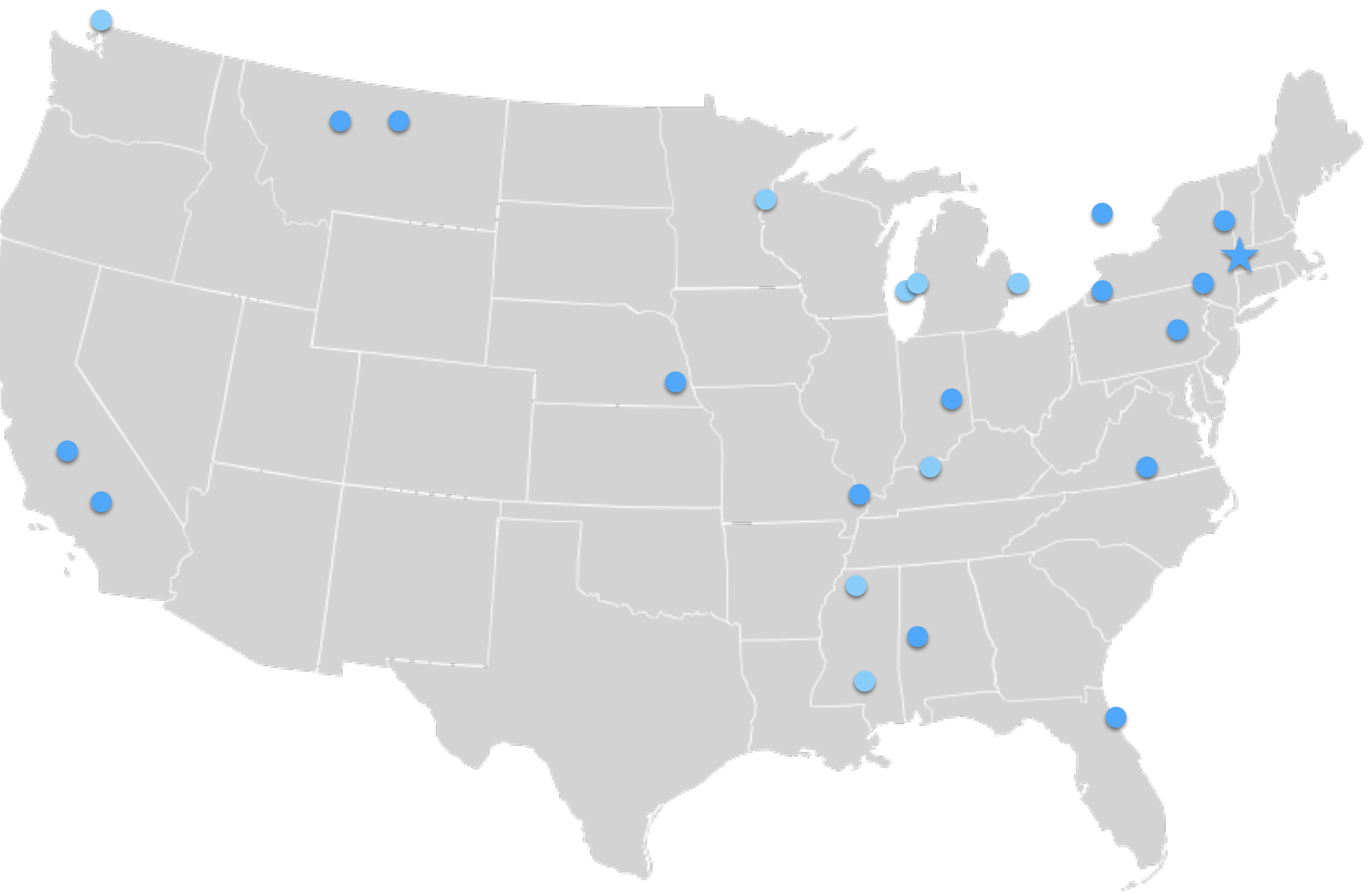
Time-Based

Holistic



Adapted from Stickdorn, M., & Schneider, J. (2011). *This is service design thinking: basics, tools, cases*. Hoboken, N.J: Wiley.

WHERE WE WORK



publicpolicylab.org/our-work/

OUR WORKOUR METHODSABOUT USRESOURCESNEWS & EVENTS

DonateSubscribe

PROJECT CASE STUDIES

We partner with federal and municipal agencies to research, design, and test new public services. We also work with philanthropies and academic institutions to develop human-centered strategies for social innovation.

ALL PROJECTSCRIMINAL JUSTICEDIGITALEducationHEALTHHOUSINGVETERANSWITH CITY GOVT

WITH FEDERAL GOVT

CHILDREN'S SERVICES CHANGE MANAGEMENT
NYC Administration of Children's Services

DESIGN TOOLS FOR MENTAL HEALTH
Mental Health Association of New York City and NYC Department of Health & Mental Hygiene

STUDENTS IN TEMPORARY HOUSING
NYC Department of Education

HOMELESS SERVICES
City of Philadelphia

PUBLIC BENEFITS ACCESS
NYC DOE Office of Community Schools and Single Stop

VETERANS' EXPERIENCE
U.S. Department of Veterans Affairs



SUBHEAD

1. REDISTRIBUTING POWER & AGENCY

ELECTEDS

POLICY-MAKERS

OPERATIONAL MANAGERS

**FRONTLINE STAFF
MEMBERS OF PUBLIC**

LEGISLATION

RULES & REGULATIONS

PROTOCOLS

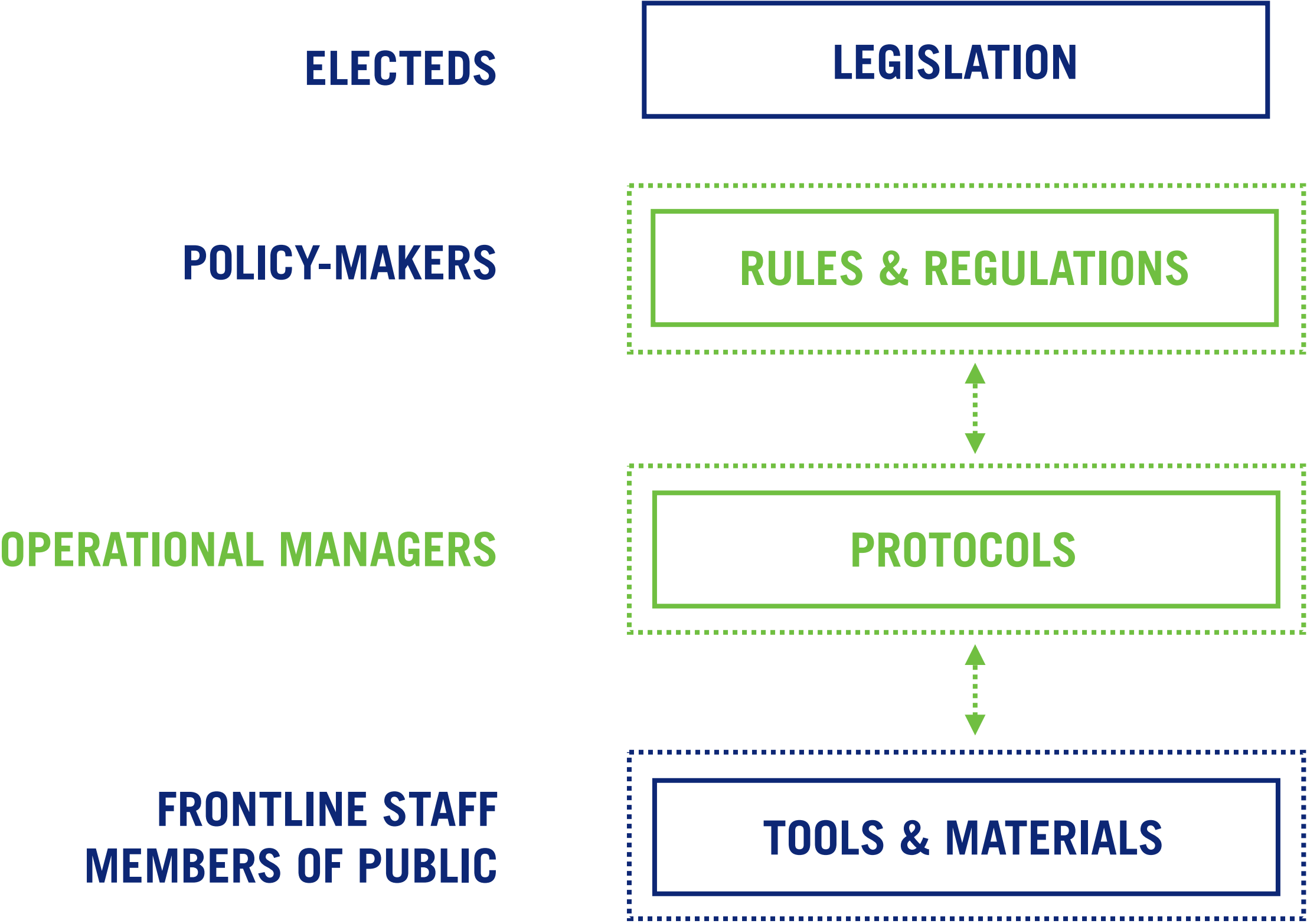
TOOLS & MATERIALS

MORE EFFECTIVE & EQUITABLE SERVICES

INCREASED ACCESS TO OPPORTUNITY

INCREASED WELL-BEING

WORKING WITH CLIENTS

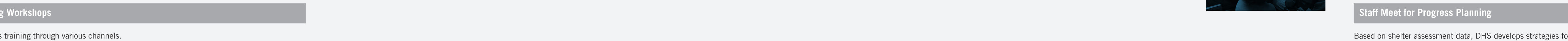
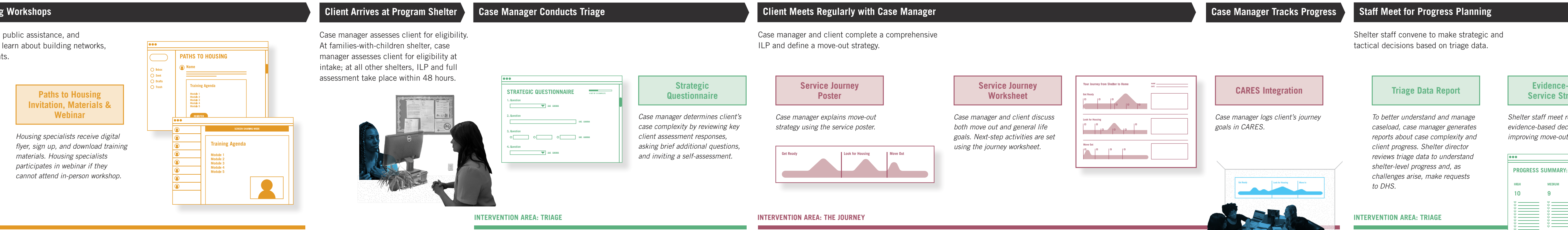


WORKING WITH CLIENTS

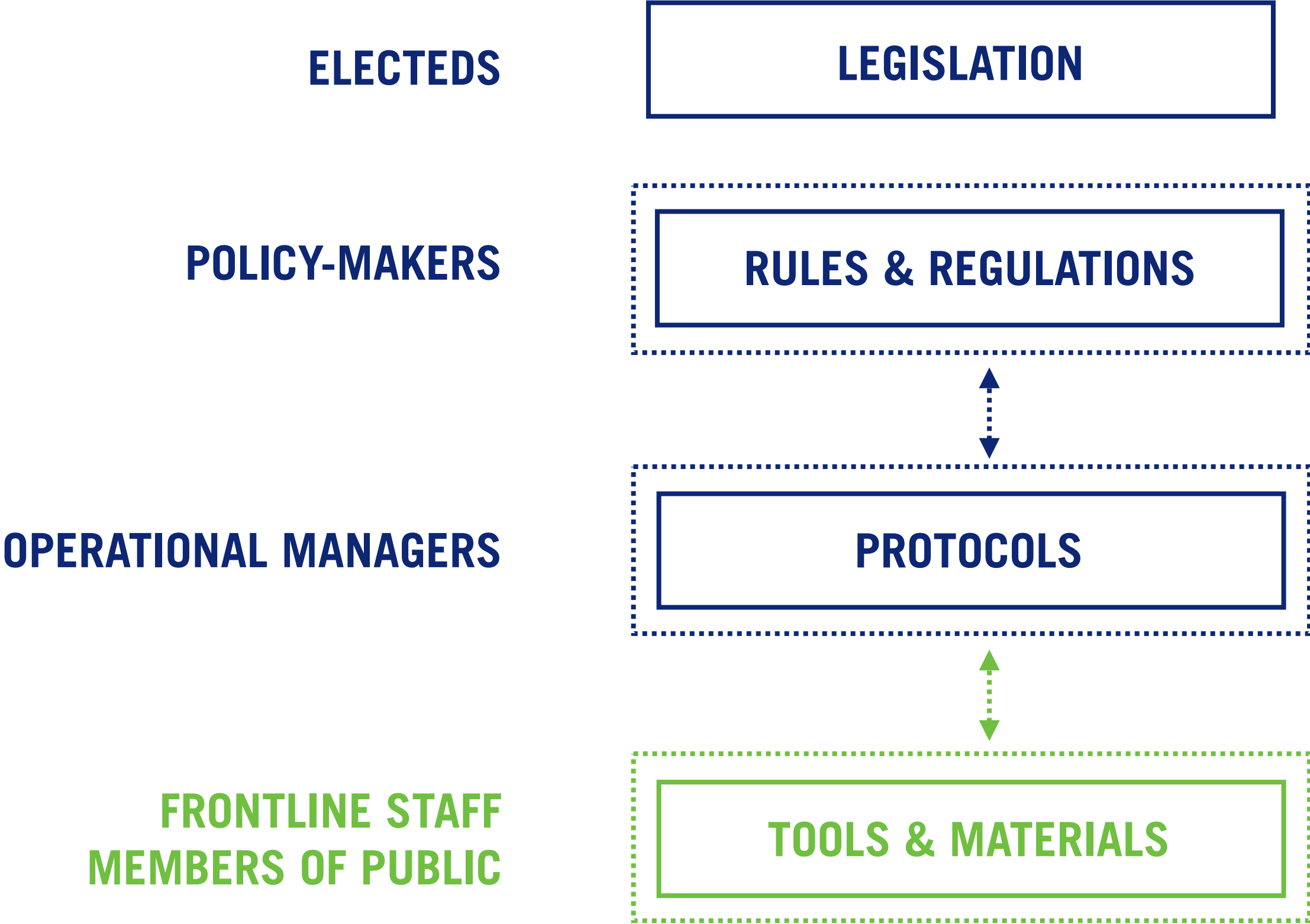
Partnership
System immersions
Pin-ups
Reporting



REPORTING ARTIFACT



WORKING WITH MEMBERS OF THE PUBLIC



WORKING WITH MEMBERS OF THE PUBLIC

Sampling
Research ethics protocol
Co-design



INFORMED CONSENT

THANK YOU FOR SPEAKING WITH US!

Who are we?

We are independent researchers and designers from the Public Policy Lab. PPL is a non-profit organization. We help government agencies provide better public policies and services.

Today we are working with the NYC Department of Homeless Services (DHS) and NYC Department of Social Services (DSS). We're exploring how DHS, DSS, and shelter providers can better help shelter clients find permanent housing.

Do you have to talk to us?

No, you don't have to participate. If you are a DHS or DSS client, your application eligibility, or continued receipt of DHS services will not be affected, whether you talk to us or not.

What will you be asked to do today?

We'll ask you about finding and transitioning to permanent housing. Our session will take 60-90 minutes.

What happens with the information you share with us?

We will use what we learn from you, and from other people we speak with, to make reports and materials for DHS and DSS. We may also talk about this project on the Internet or at conferences or presentations.

If it is okay with you, we might use quotes, images, and recordings of you in what we make. If you let us take photographs during our conversation, we will show them to you so that you can delete any you don't like.

Will you keep my participation totally confidential?

No, we can't promise you complete confidentiality. We will share stories and insights from the people we talk to. Someone who knows you might recognize you from things you tell us or from images and recordings.

We will avoid collecting identifying information. We will avoid including it in our publicly shared materials. We will also try to limit your exposure by combining information from different research participants. Usually, no single person is the obvious source of the information we share. We will never use your name or likeness without your permission.

When our project is over, we'll delete identifying information from our non-published notes and materials. We will save your signed consent form in a different place from our internal notes and materials.



CONSENT TO PARTICIPATE IN RESEARCH

PARTICIPANT CODE

CONSENT TAKEN BY

CONSENT

HOW MAY WE CAPTURE YOUR STORY?

May we take notes while we talk? Yes / No

May we directly quote things you say?	Yes / No

May we audio-record our conversation? Yes / No

May we take photographs/videos where your face cannot be seen? Yes / No

May we take photographs/videos where your face can be seen? Yes / No

HOW DO YOU WANT TO BE DESCRIBED?

What pronouns should we use to describe you? He / She

Other:

MAY WE CONTACT YOU?

May we contact you if we have follow-up questions?	Yes / No
--	----------

Do you want a nice photo of yourself from today? Yes / No

If yes to either of the above, what is your email or cell phone number?

I have read the above information and received answers to any questions I have asked. I consent to take part in this interview and to have any information I provide be used in the manner described above. I expressly release the Public Policy Lab and the City of New York from and against any and all claims which I have or may have for invasion of privacy, defamation, or any other cause of action arising out of the production, distribution, display or publication of the results of the project, so long as the conditions of use described above are met.

Your Signature

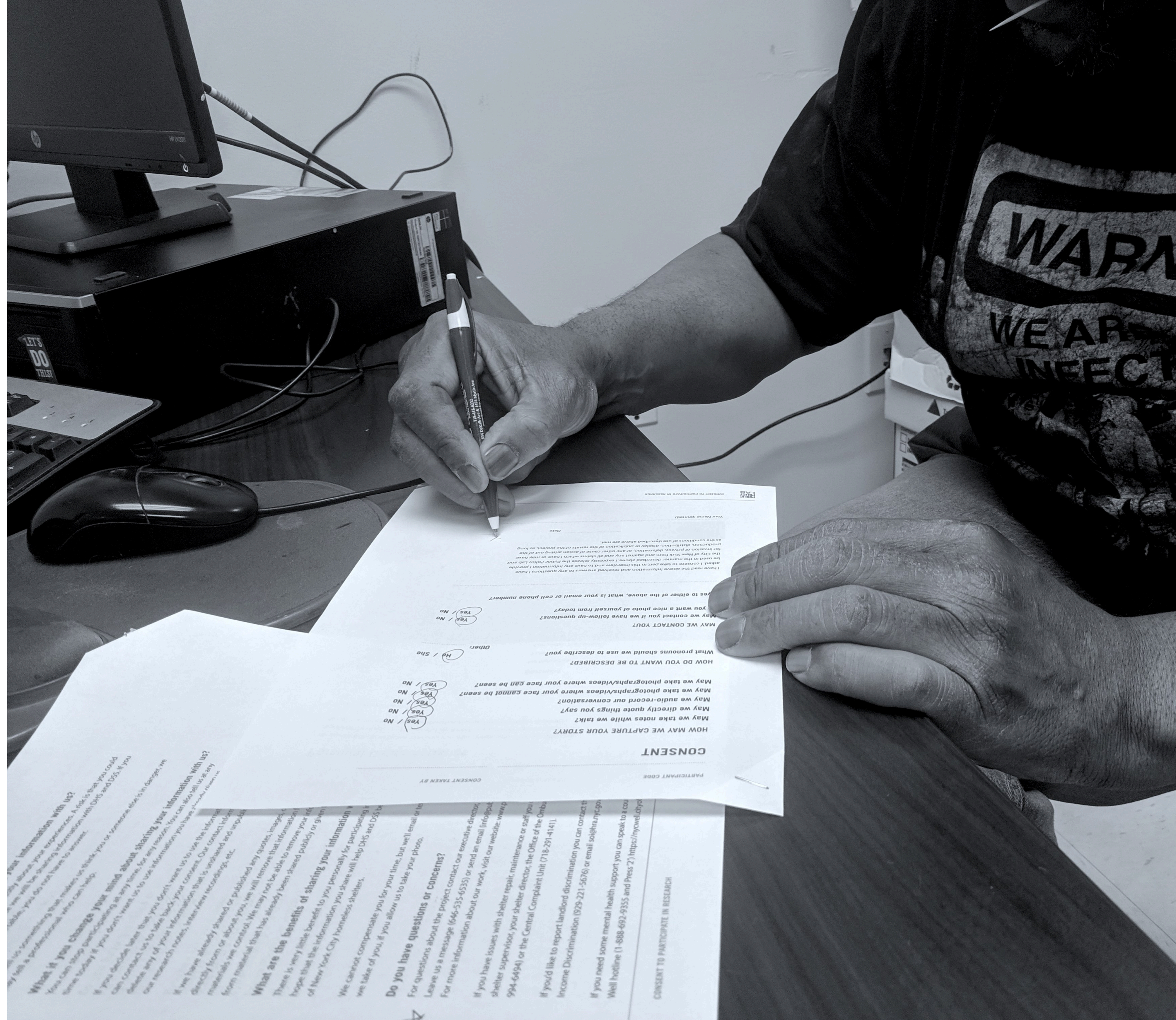
Date

.....
Your Name (printed)



CONSENT TO PARTICIPATE IN RESEARCH

MEMBER OF THE PUBLIC





CO-DESIGN



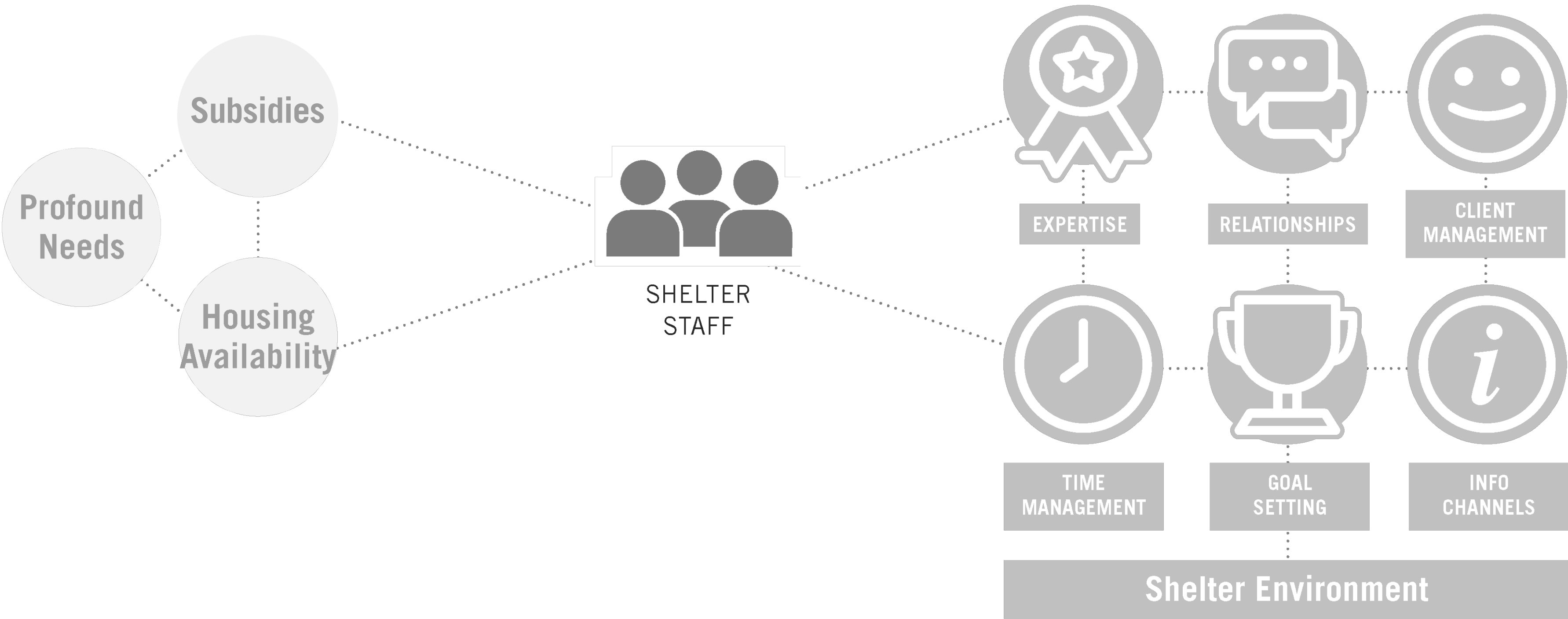


SUBHEAD

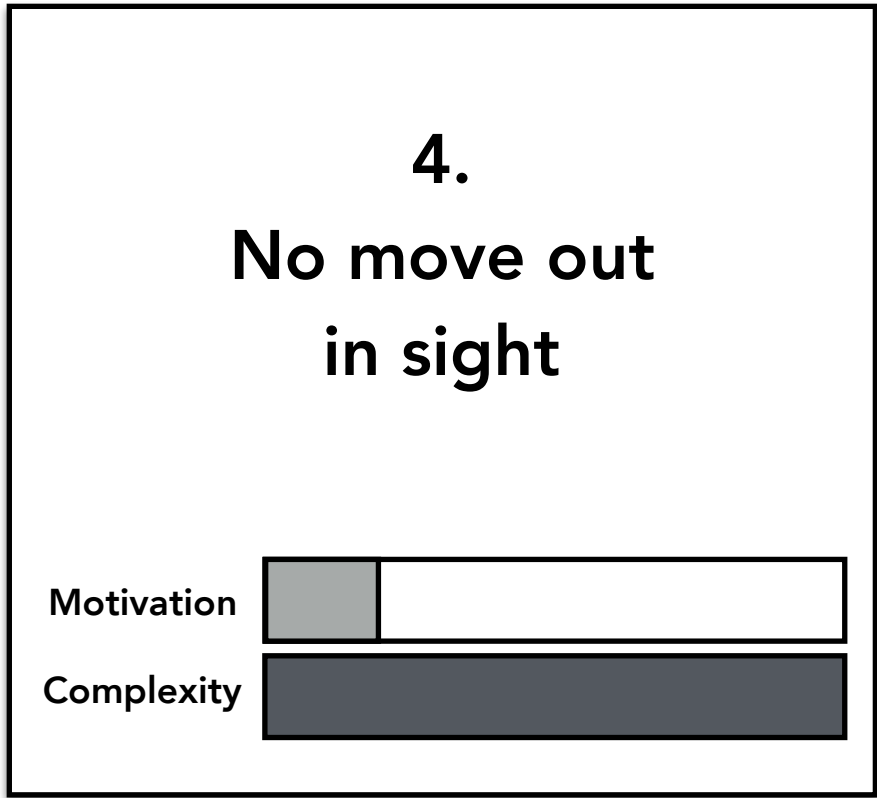
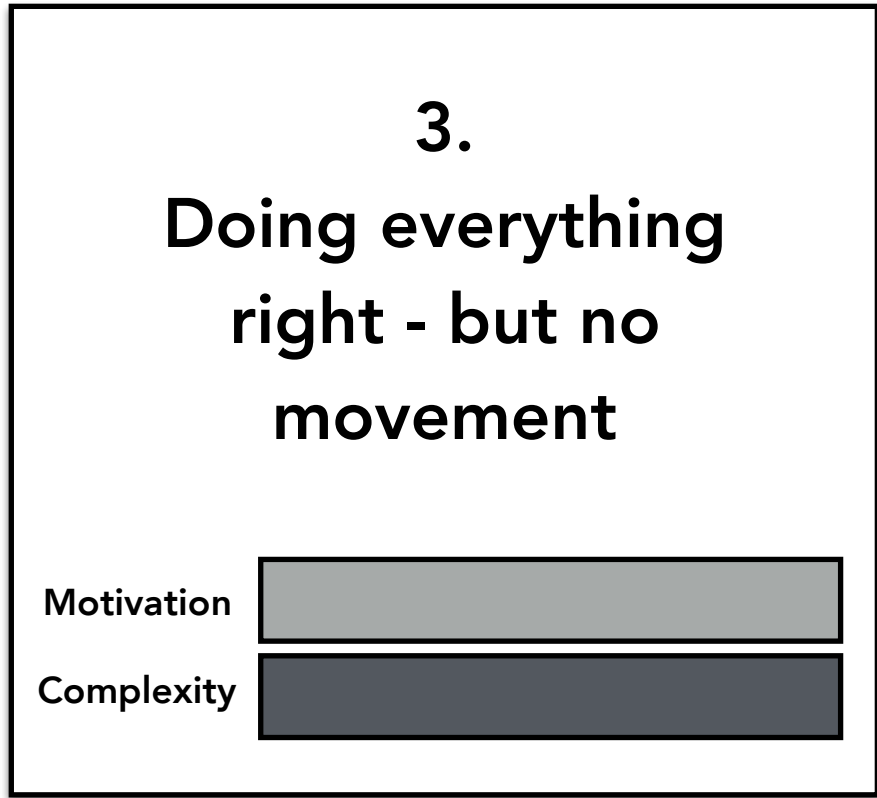
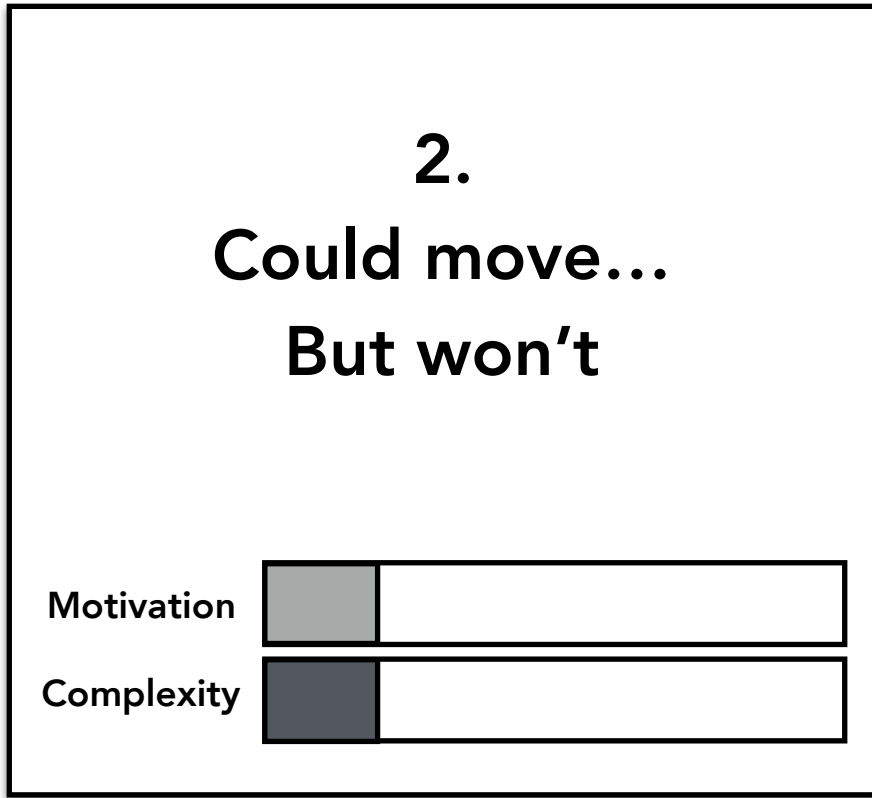
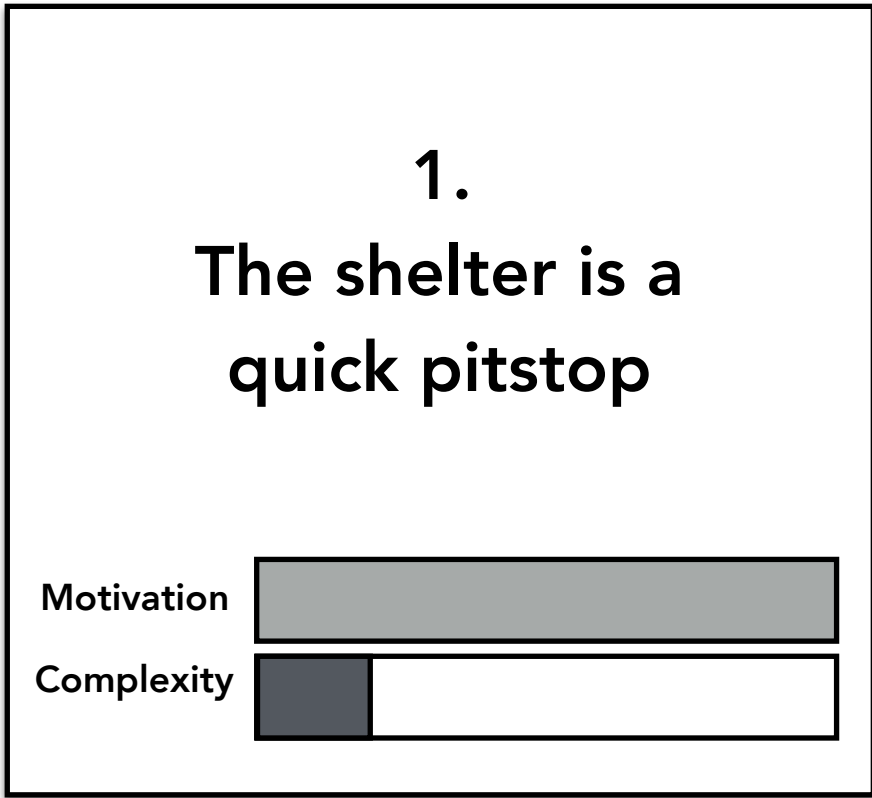
2. DESIGNING SYSTEM- INFORMED INTERVENTIONS

SYSTEMIC BARRIERS

SERVICE FACTORS



MINDSETS



MINDSETS

1.
The shelter is a
quick pitstop



2.
Could move...
But won't



3.
Doing everything
right - but no
movement



4.
No move out
in sight



SERVICE CONCEPT

Your Journey from Shelter to Home

A STEP-BY-STEP GUIDE

This poster shows the process of moving into permanent housing. While the starting point and order of steps may not be the same for everyone, this map includes the most important steps.

People you will meet while in a program shelter

CASE MANAGER
Conducts assessments, provides referrals, and advocates for your benefits and services.

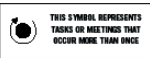
HOUSING SPECIALIST
Identifies housing options, provides referrals, and assists with housing applications.

BROKER AND LANDLORD
The landlord rents out rooms and apartments that they own. The broker works on behalf of the landlord to list and show housing, and is paid a fee for this service.



Get Ready

Gather Paperwork and Get Your Finances in Order



Arrive at Program Shelter

Participate in shelter intake.



SINGLE ADULTS & ADULT FAMILIES

There is no shelter eligibility period. Within 48 hours of arriving at your shelter you will meet your case manager to complete an assessment and move out plan.

FAMILIES WITH CHILDREN

There is an eligibility period when you first arrive at shelter. The shelter is considered a conditional placement for about one week. Once you are eligible to remain in shelter you will meet your case manager to complete an assessment and move out plan.

Meet with Case Manager and Create Move Out Plan

Meet your case manager for assessments and to discuss your needs and goals. Together you will make a plan for move out, an Independent Living Plan (ILP).



WORK AND SAVE MONEY

Try to save money. If you're able to work, find a job or keep up the job you already have. If you can't work, try to save part of your \$550/week. Save your pay stubs or other proof of income to show to your caseworker.

EDUCATION AND TRAINING

Take up courses of computer qualifications that help you gain skills. GED, technical training or improving numeracy and English literacy.

Prepare for Housing Search

Everyone enters shelter under different circumstances that can impact preparation for the housing search. The steps below may not apply to everyone or happen in order.



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APPLY FOR PUBLIC ASSISTANCE

If you don't have public assistance (PA), apply at NYC Human Resources Administration (HRA). Your case manager has been trained to help you with this. If you have an active public assistance case, maintain it.



PERSONAL CARE AND HEALTH

Follow up referrals and try to form habits which help improve your mental and physical health.

MONEY MANAGEMENT

Get better at making budgets, saving, managing debt, and financial planning.

GATHER DOCUMENTS

Gather and/or your family's essential paperwork:



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LOOK FOR APARTMENTS AND ROOMS

Find vacant apartments or rooms:



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Look for Housing

Hit the Streets to Find a New Home

Meet with Housing Specialist

Meet with your housing specialist to plan your housing search. They are trained to help you with this process.



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Search for Housing

Find vacant apartments or rooms:



WORK AND SAVE MONEY

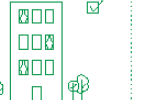
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Visit Apartments and Rooms

Meet with landlords and/or brokers to see apartments and rooms.



WORK AND SAVE MONEY

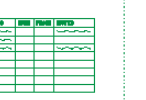
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Find a New Home

Find suitable housing, and have your housing specialist approve it.



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Finalize Paperwork

Your case manager submits your rental package to DSS.



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Move In

Get Ready to Enjoy Your New Place!

Meet Case Manager for Exit Interview

Meet with your case manager to learn about Homebase and other services in your new neighborhood.



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Get Organized for Move Out

Complete your move out checklist by connecting your utilities, changing your address, and packing.



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Move Out

Finish packing, and clean your room.



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Settle Into Your New Home

Keep an eye out for a text message and letter from DSS.



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Explore Your Neighborhood

There are places you can visit which will help you feel at home in your neighborhood.



WORK AND SAVE MONEY

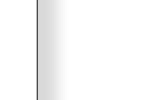
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Essentials to Remember

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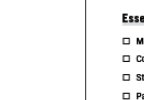
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Set Support

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WORK AND SAVE MONEY

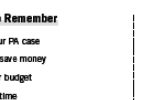
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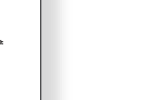
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Public Assistance

You need assistance to open PA. Come to

Helping Hands. Public Assistance

located 10th at 17th, 10th 10th

Public Assistance

located 10th at 17th, 10th 10th

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3. PRACTICING EMOTIONAL DEXTERITY

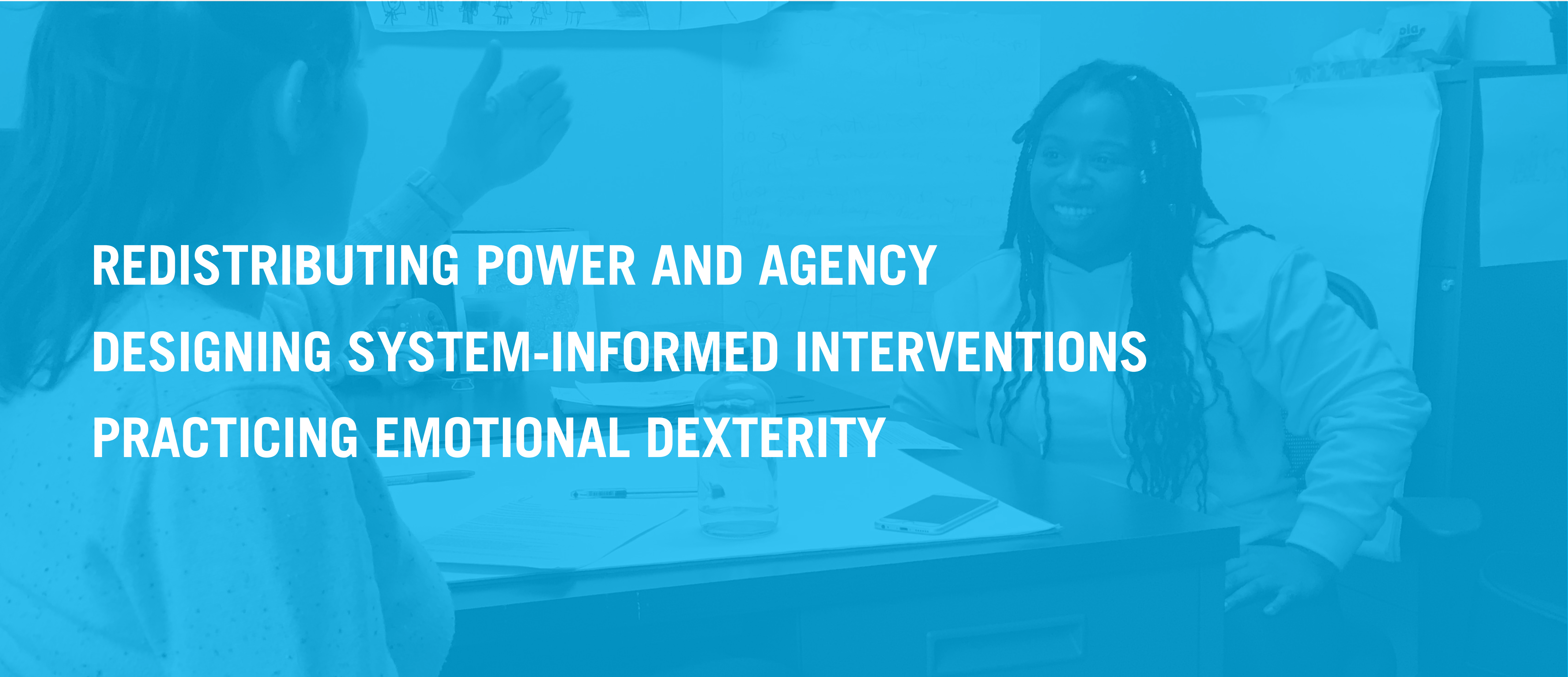
CREATING REFLEXIVE SPACE

Accepting limitations

A trauma-informed
approach



THANK YOU



**REDISTRIBUTING POWER AND AGENCY
DESIGNING SYSTEM-INFORMED INTERVENTIONS
PRACTICING EMOTIONAL DEXTERITY**