

# **Presentation to Government Audit & Oversight Committee**

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Performance Audit of the Department of Homelessness and Supportive Housing

July 1, 2021

San Francisco Board of Supervisors

Budget & Legislative Analyst's Office

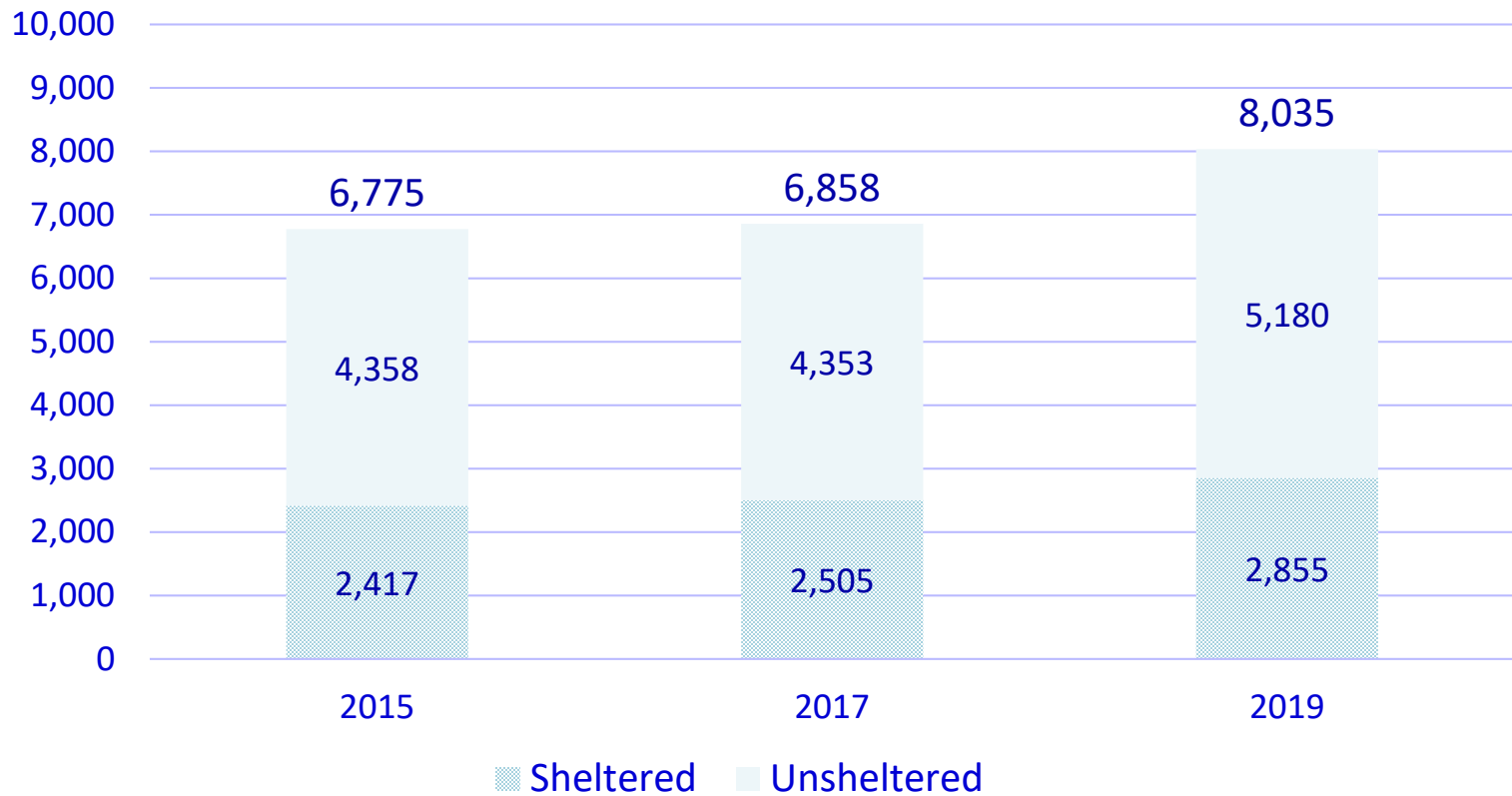


# Audit Scope

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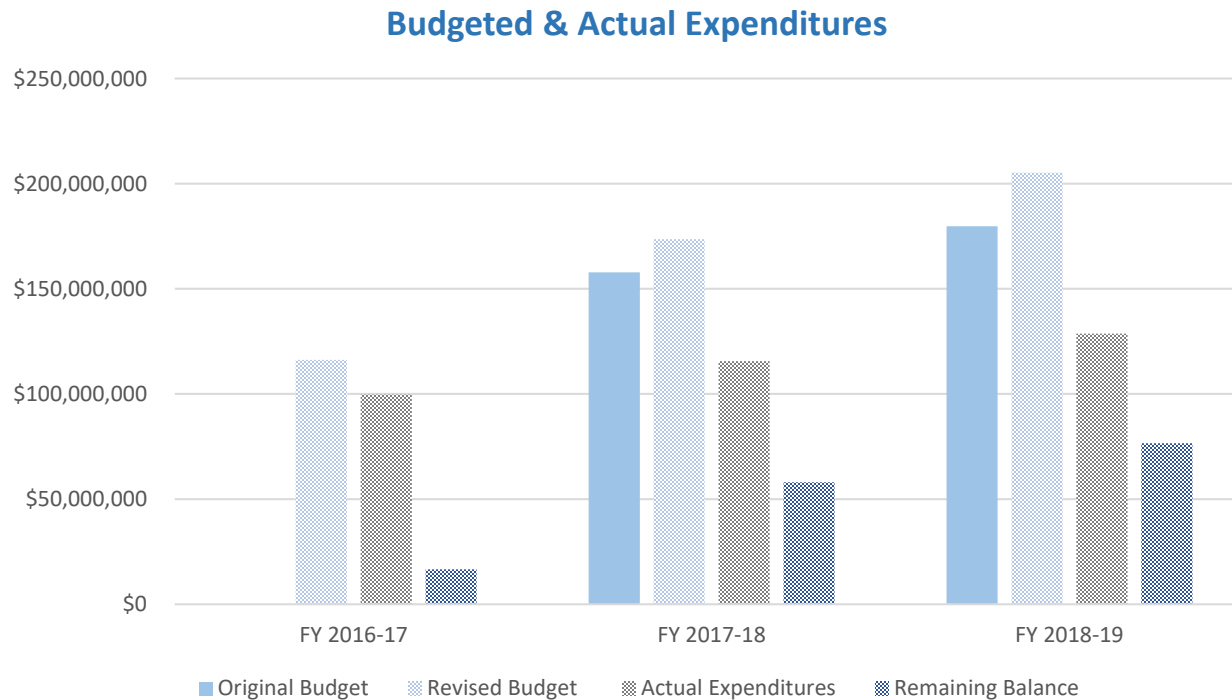
- “administration of homeless services programs by Department”
  - Governance & Oversight
  - Staffing
  - Contracting
  - Program Monitoring
  - Information Systems

# Homelessness in SF



# Contracted Services

## □ Contract Budgets, Expenditures, and Remaining Balance FY 2016-17 through FY 2018-19



# Contracted Services: Updated

□ **FY 2020-21 Contract Expenditures (from annual budget review)**

	Original Budget	Revised Budget	Actual Expenditures	Remaining Balance
Annual Funds	122,478,508	137,237,540	78,475,238	9,148,336
Continuing Funds	61,919,628	64,390,440	25,794,268	18,860,712
Total FY 2020-21	184,398,136	201,627,980	104,269,506	28,009,048



# Program Monitoring

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- ❑ Department did not have documented policies defining program monitoring
- ❑ Review showed widespread inconsistencies

# Staffing & Vacancies

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<b>Fiscal Year</b>	<b>Authorized Positions</b>	<b>Vacant Positions</b>	<b>Vacancy Rate</b>
<b>2016-17</b>	108.91	20	18.4%
<b>2017-18</b>	114.67	17	14.8%
<b>2018-19</b>	121.92	17	13.9%
<b>2019-20</b>	138.75	36	25.9%

# Staffing & Vacancies: Updated

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	<b>Authorized Positions</b>	<b>Vacant Positions</b>	<b>Vacancy Rate</b>
<b>As of June 30, 2021</b>	156.97	14	8.9%
<b>As of July 1, 2021</b>	192.97	34	17.6%





# ONE System Deficiencies

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- Primary data system to track clients and services
- Does not track available housing units, forcing manual workaround
- Example of inefficiency: December 2019 backlog of 200 available units



# No Formal Oversight

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- ❑ Local Homeless Coordinating Board does not have oversight over Department policies and operations
- ❑ Major decisions primarily made by Department officials and Mayor's Office.
- ❑ Working Group was created in 2019 to address stakeholder concerns regarding lack of oversight
  - This group's role should be expended to ensure sufficient feedback and transparency



# Conclusion

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Thank you to the management and staff of the Department of Homelessness and Supportive Housing for assistance during this audit.

Questions?