

Presented in Committee - February 14, 2018



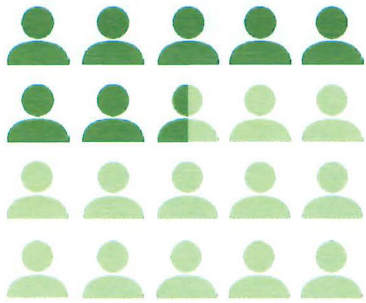
DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Navigation Centers: An Innovative Approach to Shelter

Public Safety and Neighborhood Services
February 14, 2018

Homelessness In San Francisco

Homelessness in SF



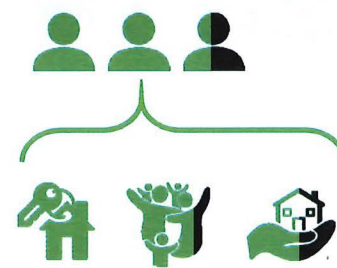
- 7,500 homeless are observed on a single night
- An estimated 21,000 people experience homelessness annual
- 8,500 are newly homeless

Services Provided Annually



- 7,000 sheltered
- 6,000 engaged in outreach
- 2,000 served in Nav. Centers
- 1,500 receive one-time grants through problem-solving

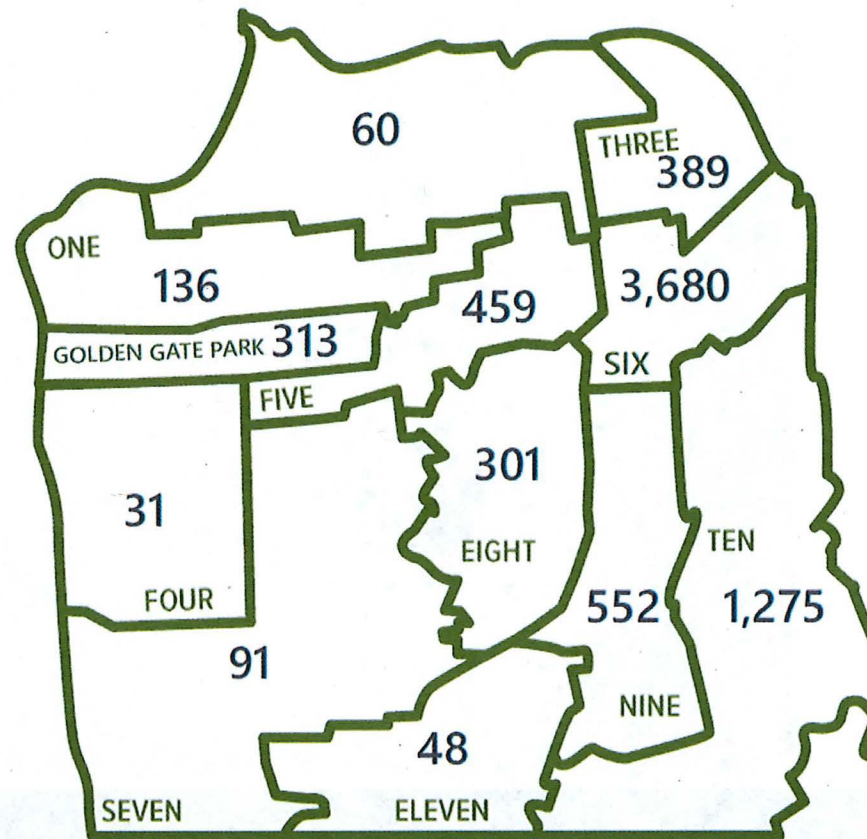
Exits from Homelessness



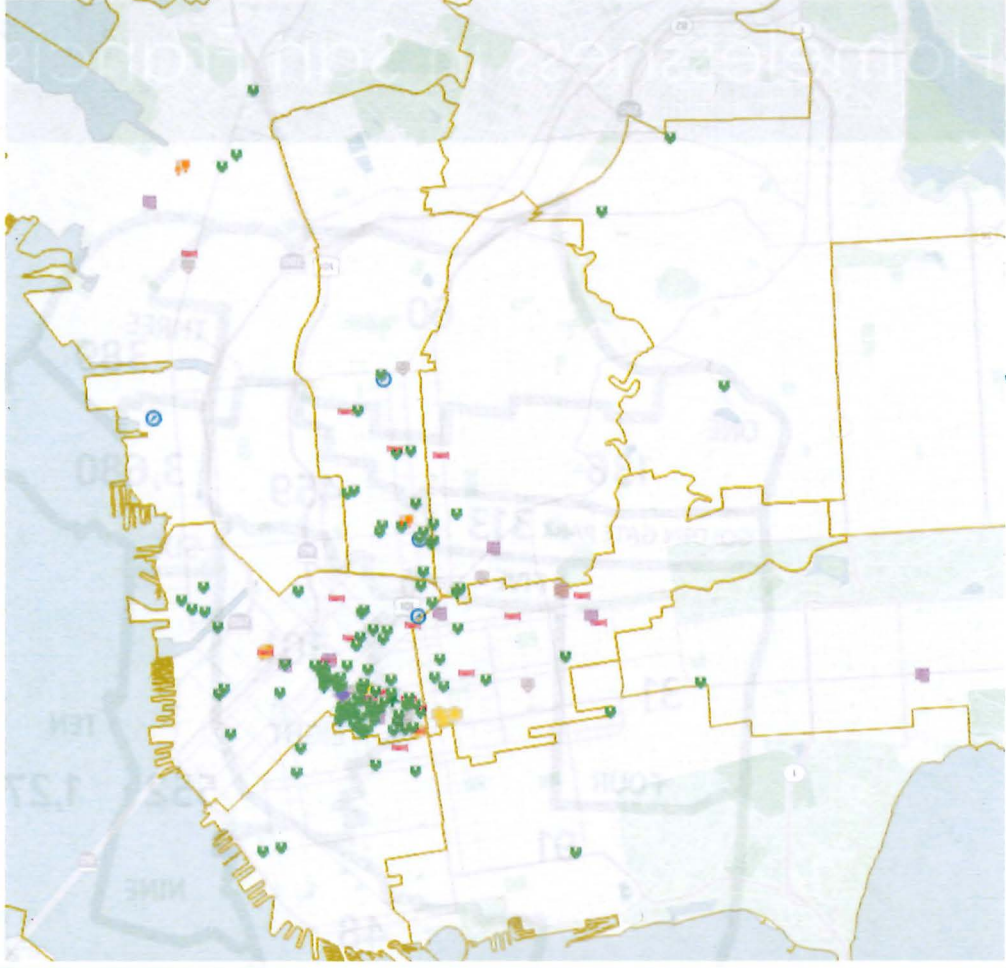
>2k Exits from Homelessness

- 1,000 Housing & Housing Ladder
- 850 Homeward Bound
- 500 Rapid Rehousing

Homelessness in San Francisco



Distribution of Homeless Services in San Francisco



System Components




Coordinated Entry organizes the Homelessness Response System with a common, population specific assessment, a centralized data system, and a prioritization method. This directs clients to the appropriate resources and allows for data-driven decision making and performance-based accountability. The process is comprised of four parts: access, assessment, prioritization, and referral.



Street Outreach connects those living outside with the Homelessness Response System. This includes outreach and engagement (SF HOT), encampment resolution (ERT), care coordination, Access Points, and Resource Centers.

System Components

 **Problem Solving** provides opportunities to prevent people from entering the Homelessness Response System and to redirect people who can resolve their homelessness without the need for ongoing support. This one-time assistance may include eviction prevention, legal services, relocation programs (Homeward Bound), family reunification, mediation, move-in assistance, and flexible grants.

 **Temporary Shelter** provides temporary places for people to stay while accessing other services and seeking housing solutions. This may include shelters, Navigation Centers, Stabilization Beds, and Transitional Housing.

System Components



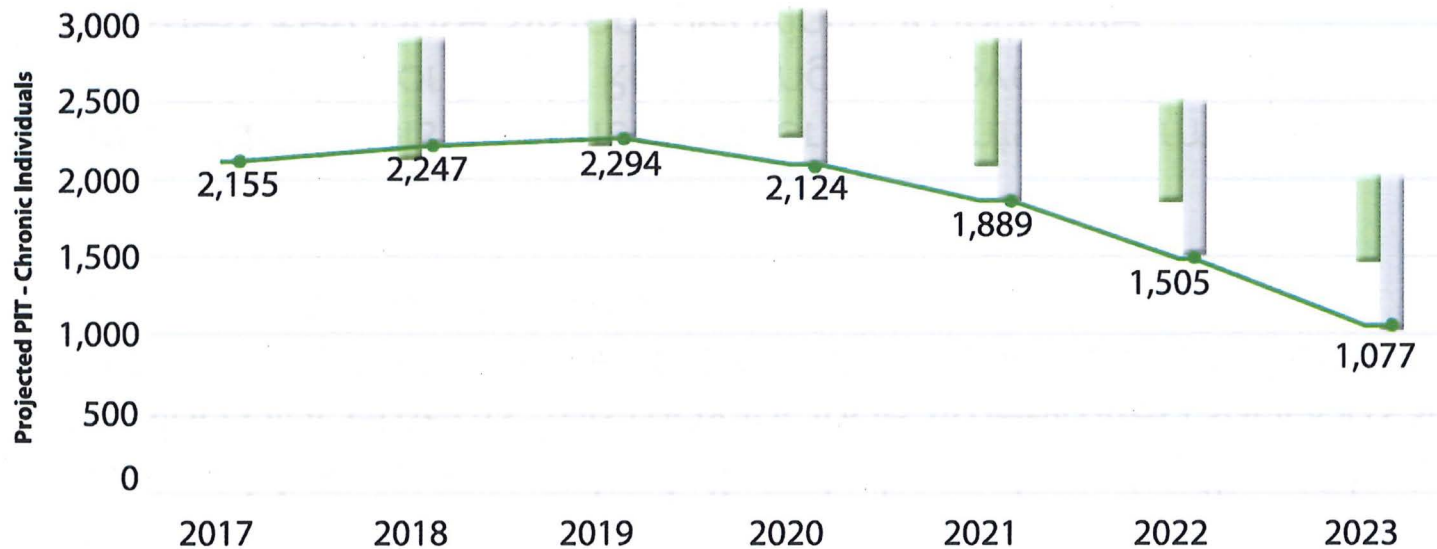
Housing provides permanent solutions to homelessness through subsidies and housing placements. This may include time-limited supports such as Rapid Rehousing and time-flexible programs such as Rent Subsidies and Permanent Supportive Housing.



Housing Ladder offers opportunities for residents of Permanent Supportive Housing or Rapid Rehousing to move outside of the Homelessness Response System (Moving On Initiative).

Application of the Data Model

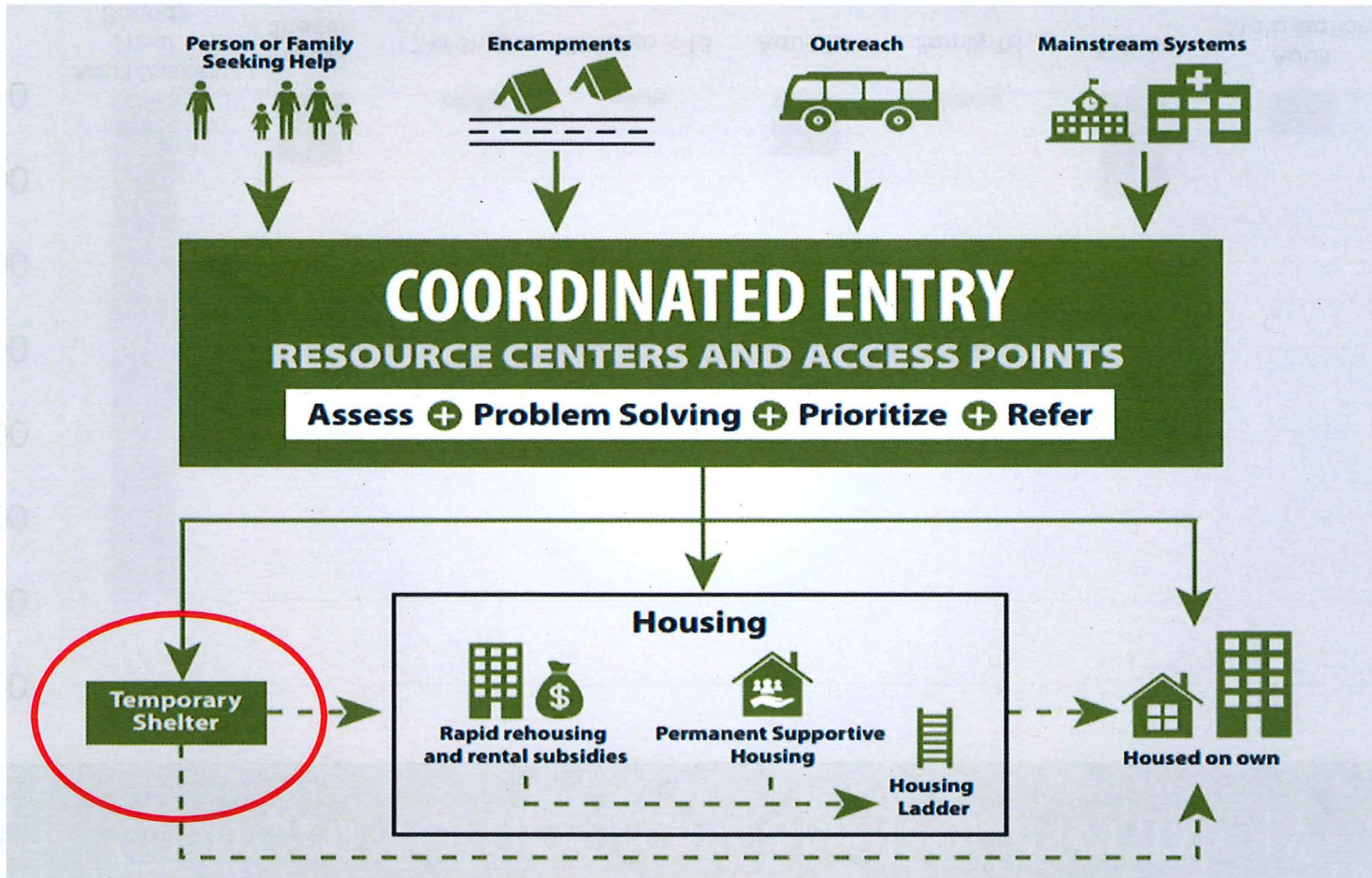
Projected Change in Chronically Homeless Population



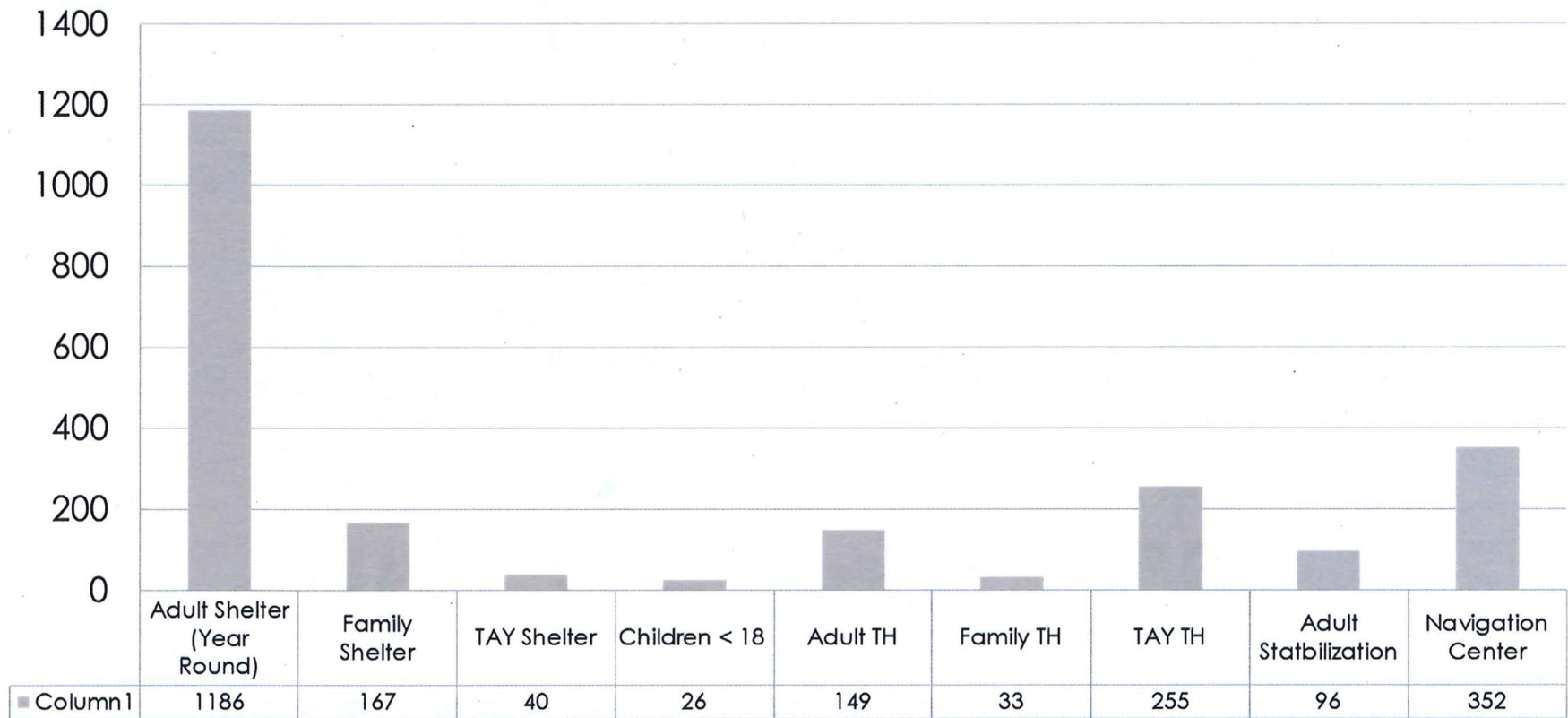
Description

- Newly Chronic + Returns
- Housing Placement + Prevention

Homelessness Response System



Current Temporary Shelter Inventory



Navigation Center Model

Target Population

Unsheltered

Encampments

Long-term homeless

Welcoming

Pets, partners and possessions

Harm reduction

Meals

Service Rich Environment

Triage

Connection to medical services

Co-location of benefits workers

High Staffing

24/7 staffing

Safety staff

High staff to client ratio

Navigation Center Beds

Types of Stays at Navigation Centers:

- **Homeward Bound** (1-2 nights)
- **Emergency beds** (7 day stays)
- **Time limited beds** (60 days)– people exiting encampments who are not priority 1 for housing. Extensions are granted if the guest is working toward their exit plan
- **Pathway to Housing** for people who are priority 1 for housing and stay until housing placement

Role of Navigation Centers



- An attractive alternative to encampments
- Offer a respite from the streets
- A tool for the Homeless Outreach and Encampment Resolution Teams
- An flexible resource for people who have not typically used the adult emergency shelter system
- A service rich environment to link people coming out of encampments with case management, benefits enrollment, access to health care, and housing assistance

Current Navigation Center: 1950 Mission St



- Opened March 2015
- Site will remain in use as a Navigation Center until housing development begins (2018)
- Managed by Episcopal Community Services & Mission Neighborhood Resource Center
- Capacity = 75 beds
- Time limited & Homeward Bound model

Current Navigation Center: Civic Center

- 20 12th Street
- Opened June 2016
- Managed by Community Housing Partnership
- Capacity = 93 rooms
- Pathway to Housing model



Current Navigation Center: Central Waterfront



- 25th Street @ Michigan
- Opened in May 2017
- 64 beds
- Managed by Episcopal Community Services & Providence Foundation
- Time Limited & Pathway to Housing models

Current Navigation Center: 1515 South Van Ness

- S. Van Ness @ 26th Street
- June 2017
- 120 beds
- Managed by St. Vincent DePaul Society of San Francisco
- Time Limited & Emergency Bed model



Current Navigation Center: Hummingbird

- Managed by the Department of Public Health
- On the SF General Campus
- 15 beds
- Specifically for people with behavioral health issues, and primarily people with dual diagnosis
- Operated by Positive Resource Center/Baker Places



Future Navigation Centers

Pipeline (estimated 337 beds):

- Bayshore Navigation Center (128 beds)
- Division Street Navigation Center (125 beds)
- 5th and Bryant Navigation Center (84 beds)

Notes:

- South Van Ness and Mission Street closing in 2018 (200 beds)





Neighborhood Impact: MDHOP Example

Neighborhood Impact – Mission District

- Over 700 people have been engaged, with ~70% accepting placement at the 1515 South Van Ness Navigation Center or other sites.
- Offers of navigation center and services have been provided to 100% of the people residing in tents/structures in the MDHOP area of operations.
- There were ~260 Tents and structures on June, 20 2017; ~60 were remaining on February 9, 2018.
- Area around the Navigation Center has been kept tent-free and Downtown Streets crews clean the area daily.

Navigation Center Data

Clients Served In Navigation Centers by Site	
1950 Mission St.	1,700
Civic Center Navigation Center	313
1515 South Van Ness	414
Central Waterfront Navigation Center	140

Navigation Center Data

Navigation Center System Wide Performance			
	Outcome	Count	%
Active Clients	Currently Receiving Services at a Navigation Center	343	14%
Successful Exits	Permanent Housing	385	15%
	Temporary Placements	84	3%
	Reunified with Friends or Family (Homeward Bound)	901	36%
Total Successful Exits		1,370	54%
Unstable Exits	Exits by Client Choice	424	17%
	End of Time Limited Stays	197	8%
	Denials of Service	214	8%
Total Unstable Exits		813	32%

Navigation Center Data

Navigation Centers Demographics: Race		
Race	% of Clients In Navigation Centers	% of Homeless Population
White	45%	35%
Black or African American	29%	34%
Hispanic/Latino	14%	22%
Other	6%	22%
American Indian or Alaska Native	2%	0%
Asian	1%	4%
Native Hawaiian or Other Pacific Islander	1%	0%
Data Not Collected	1%	3%

Navigation Center Data

Navigation Centers Demographics: Gender		
Gender	% of Clients in Navigation Centers	% of Homeless Population
Male	66%	61%
Female	30%	33%
Transgender	2%	5%
Data Not Collected	2%	NA
Other	0.1%	1%

Impact of the Homeless Response System by Race & Ethnicity

Residence at Program Exit							
	Black	White	AI/AN	Asian	NHOPI	Hispanic or Latinx	Totals
Homeless	40.6%	43.4%	9.8%	3.5%	2.8%	20.7%	6.8%
Permanent Housing/ Renting with subsidy	43.2%	42.3%	7.0%	6.0%	1.5%	24.6%	22.2%
Permanent Housing/ Renting without subsidy	34.4%	47.8%	5.7%	6.2%	5.9%	27.1%	26.5%
Institutional care	47.9%	46.8%	2.1%	0.0%	3.2%	19.6%	4.4%
Correctional facility	54.5%	39.4%	3.0%	0.0%	3.0%	17.1%	1.6%
Doubled Up	39.4%	44.2%	9.3%	4.8%	2.3%	25.6%	22.4%
Transitional setting	32.4%	47.3%	13.5%	4.1%	2.7%	26.0%	3.5%
Other	43.6%	47.7%	3.4%	3.0%	2.3%	20.3%	12.6%

Summary & Recommendations

Summary:

- Navigation Centers are a part of a Homelessness Response System
- Housing is the essential element to success for the system
- Navigation Centers are a tool for moving people off the streets
- Navigation Centers are an important tool due to their flexibility

Recommendation:

- Next Navigation Center should be for youth
- Low barrier, flexible approach should be applied across the shelter system
- More geographic distribution in services, partially based on demand
- Problem Solving, Housing, Shelter, etc. must be expanded proportionally
- *The Homelessness Response System must be data-driven and focus on flow*

