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# Navigation Center: Findings from the Six-Month Report

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**CITY & COUNTY OF SAN FRANCISCO**



**Office of the Controller**  
City Performance

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## Background

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Shelter and  
rapid housing

On-site services

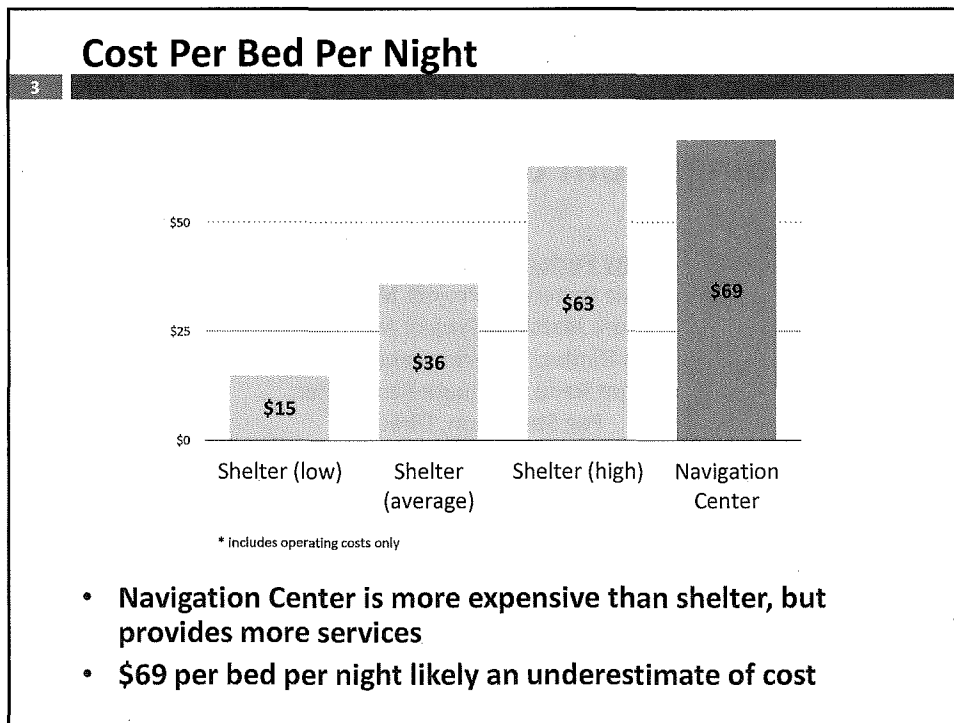
### What is the Navigation Center?

Pets, partners  
and possessions

Low threshold

Clients not served by  
traditional shelter





## NAVIGATION CENTER SUCCESSES



# NAVIGATION CENTER CHALLENGES

**Target Population Unfocused**

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Difficult-to-serve homeless

Complaint-drivers

Non-shelter users

Pets, Partners, Possessions

## What is the target population for the Navigation Center?

Chronic homeless

Encampments and those nearby

Homeless in Navigation Center neighborhood

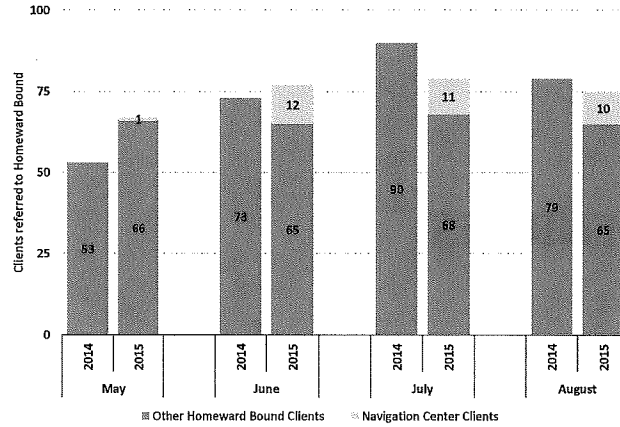
Homeward Bound

## Homeward Bound Connections

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### 58 Navigation Center clients have exited to Homeward Bound

...but overall use of Homeward Bound has not increased



## Recommendations

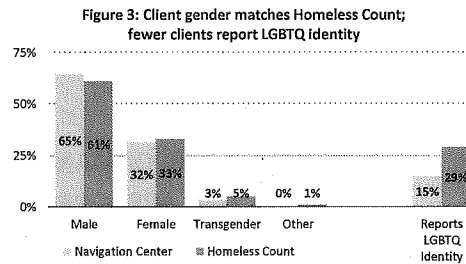
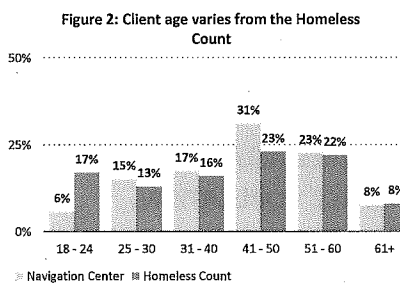
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1. CREATE CLEAR POLICIES AND PROCEDURES FOR REFERRAL DECISIONS.
2. ESTABLISH PERFORMANCE MEASURES RELATED TO HOUSING OUTCOMES AND APPROPRIATE SERVICE POPULATION.
3. IMPROVE BENEFITS RETENTION.
4. SPREAD LESSONS LEARNED FROM THE NAVIGATION CENTER THROUGHOUT THE SHELTER SYSTEM.
5. EXPAND HOMEWARD BOUND DATA COLLECTION.

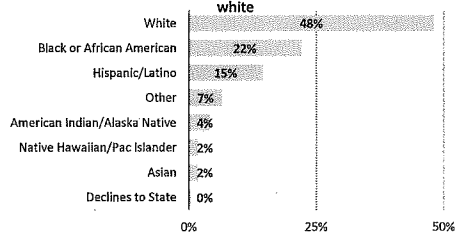
# APPENDICES

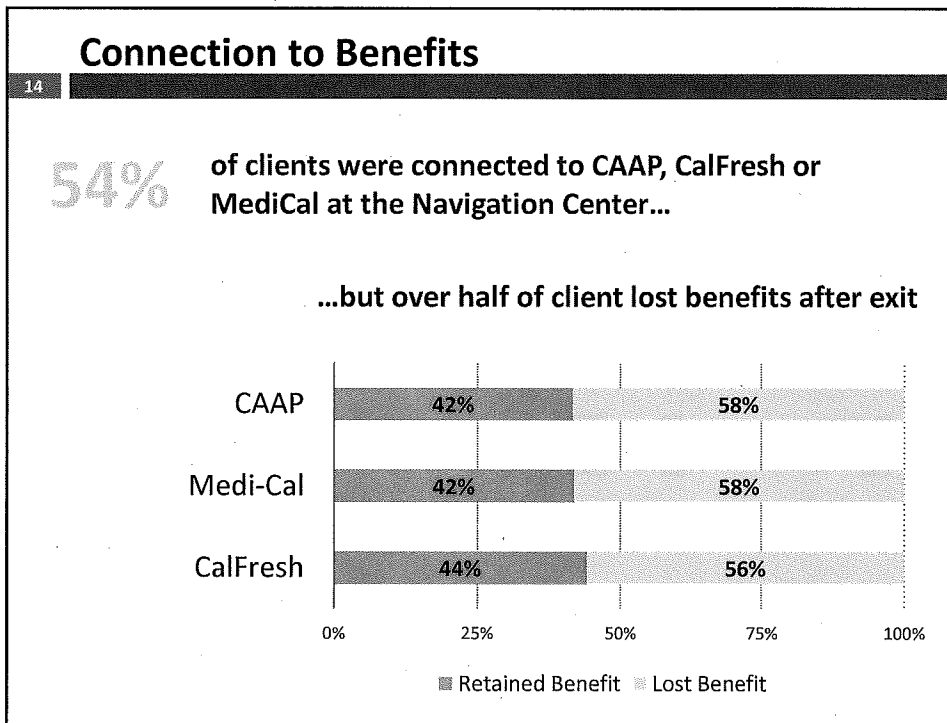
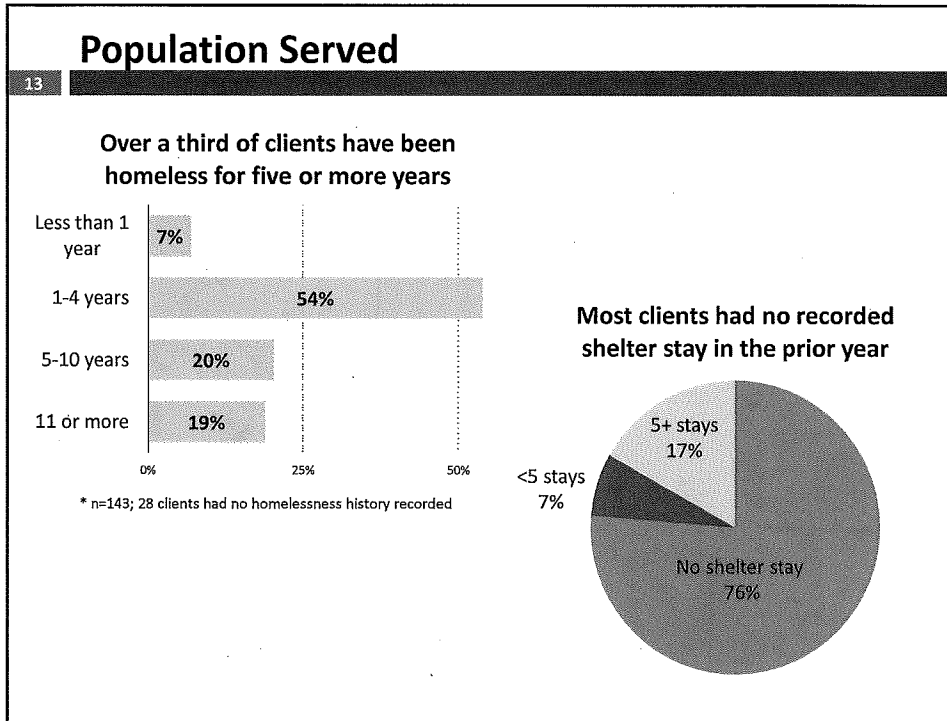
## Demographics (as of Oct 1, 2015)

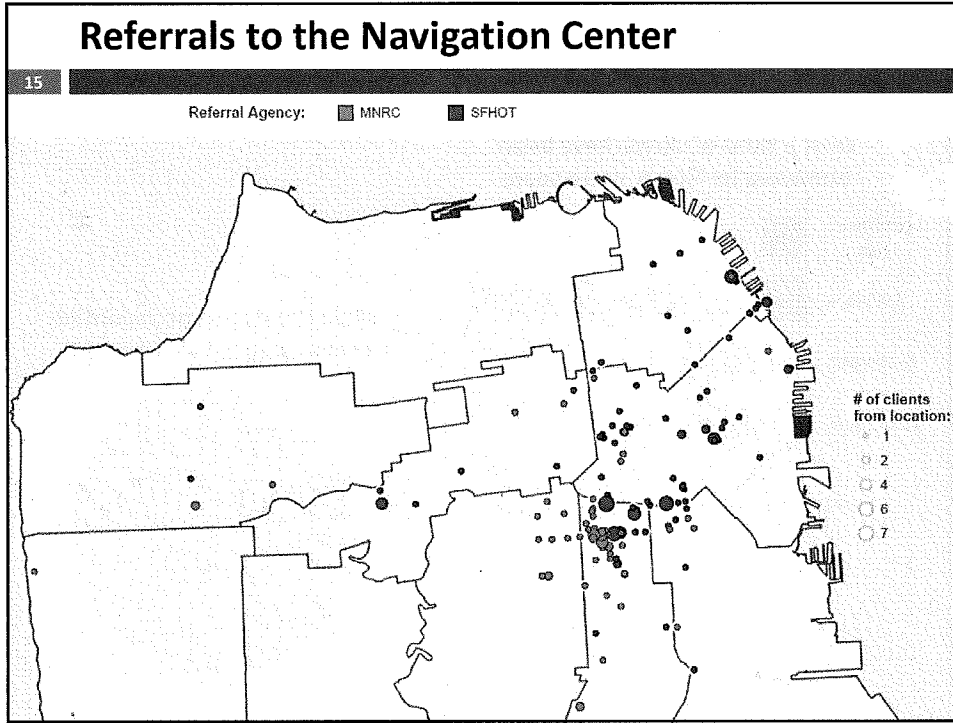
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**Figure 4: Nearly half of Navigation Center clients are white**







### Barriers

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Nearly two-thirds of clients arrive with three or more bags

Most clients arrive with at least one barrier

Barriers	#	%		#	%
Possessions	105	61%	One or more barriers	138	81%
Encampment	102	60%	One or more "3 Ps"	105	61%
Partner	60	35%	No barriers	33	19%
Pet	35	20%			
LGBTQ	31	18%			

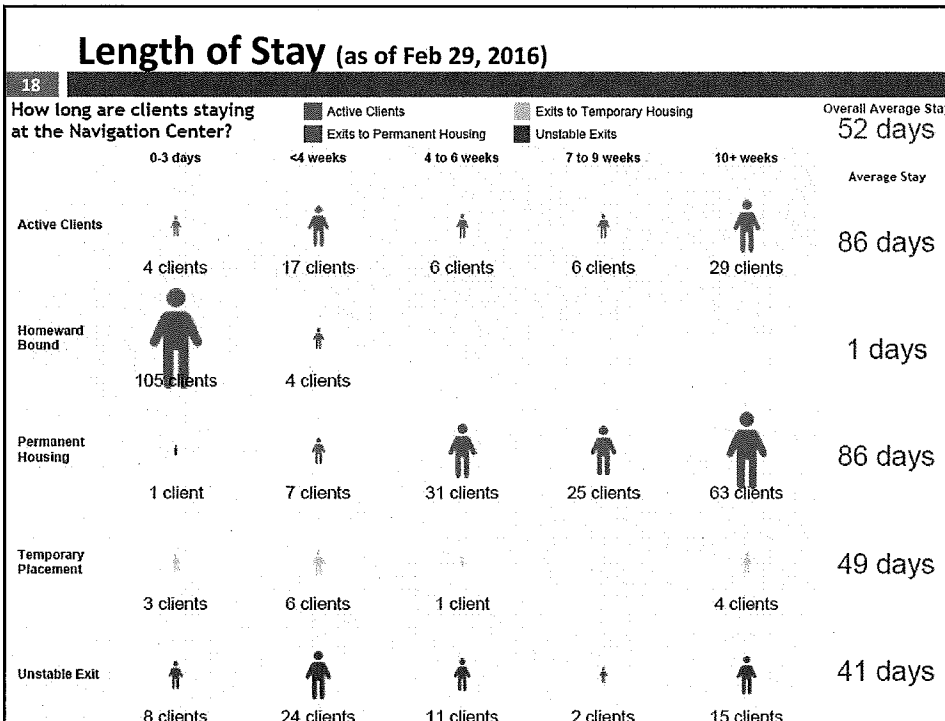


### Drivers of Length of Stay

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Possessions and lack of benefits seems to lengthen client stays...

Factor	Effect on length of stay (days)	p-value
Arrived with more than two bags*	+19	.01
Not yet enrolled in CAAP	+11	.41
Self-reported criminal justice involvement	+11	.23
Undocumented	+11	.47
No photo ID	+10	.19
Arrived with a partner	-1	.89
Self-reported substance abuse	-7	.43
Referred by SFHOT (vs MNRC)	-7	.41
Arrived with a pet	-8	.38



**Cost of the Navigation Center**

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**Navigation Center Expenditures  
through September 2015**

<b>One-time Costs</b>	\$710,371
<b>Operating Costs</b>	
Salaries & Benefits	\$689,623
Non-personnel and Indirect	\$299,212
Subtotal	\$988,835
<b>GRAND TOTAL</b>	\$1,699,206
<b>Cost per bed per day*</b>	\$69
<i>*based on operating costs only</i>	