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JW

Presentation to the Budget & Finance Committee

Performance Audit of Homeless Services in San Francisco

June 17, 2016

Budget & Legislative Analyst's Office



Audit Scope

- inventory of all homeless services with provider level specificity
- review of homeless population data and needs assessments
- evaluation of the contracting procedures for homeless services, including how contracted services meet assessed needs and are monitored for quality performance, with a particular focus on services targeting the homeless population with behavioral health needs
- an assessment of the existing service mix and funds to support the homeless
- best practices survey to identify opportunities to implement other successful strategies related to homeless services



Homeless Services in SF

□ HSA

- Shelter system
- Supportive housing Master Lease & LOSP units
- Homeward Bound
- Resource Centers

□ DPH

- Permanent Supportive Housing
- Behavioral Health Care
- Outreach & Case Management



Homeless Services in SF

- Major Policy Documents
 - 10-Year Plan to End Chronic Homelessness (2004)
 - Care Not Cash (2004)
 - Homeward Bound

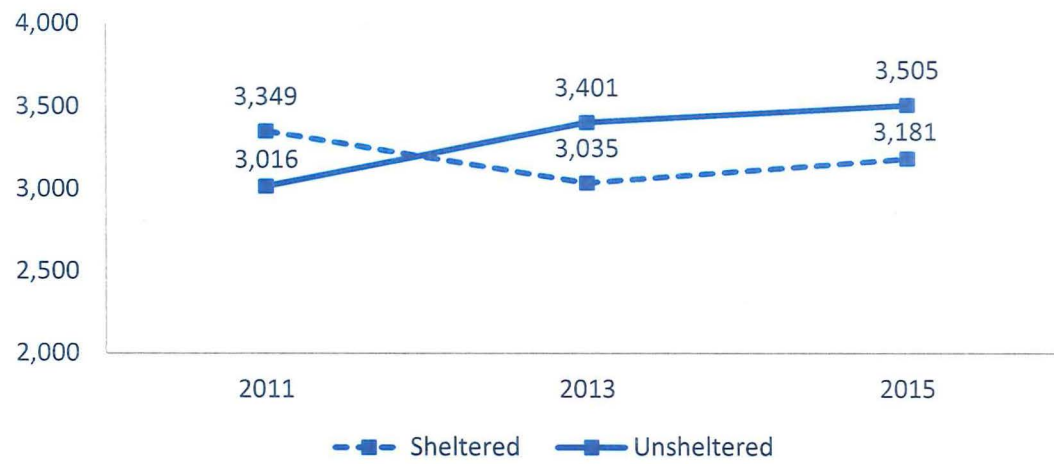
Homeless Population

Point-in-Time Counts

Location	2009	2011	2013	2015
Street	2,709	3,106	4,315	4,358
Emergency Shelter	1,516	1,479	1,626	1,599
Transitional Housing	964	796	720	420
Treatment Centers	293	241	93	499
Resource Centers	233	145	112	210
Stabilization Rooms	307	202	235	188
Jails	394	317	126	242
Hospitals	98	169	123	23
Total	6,514	6,455	7,350	7,539

*Inclusive of the separate unaccompanied children and transition –age-youth (TAY) count.

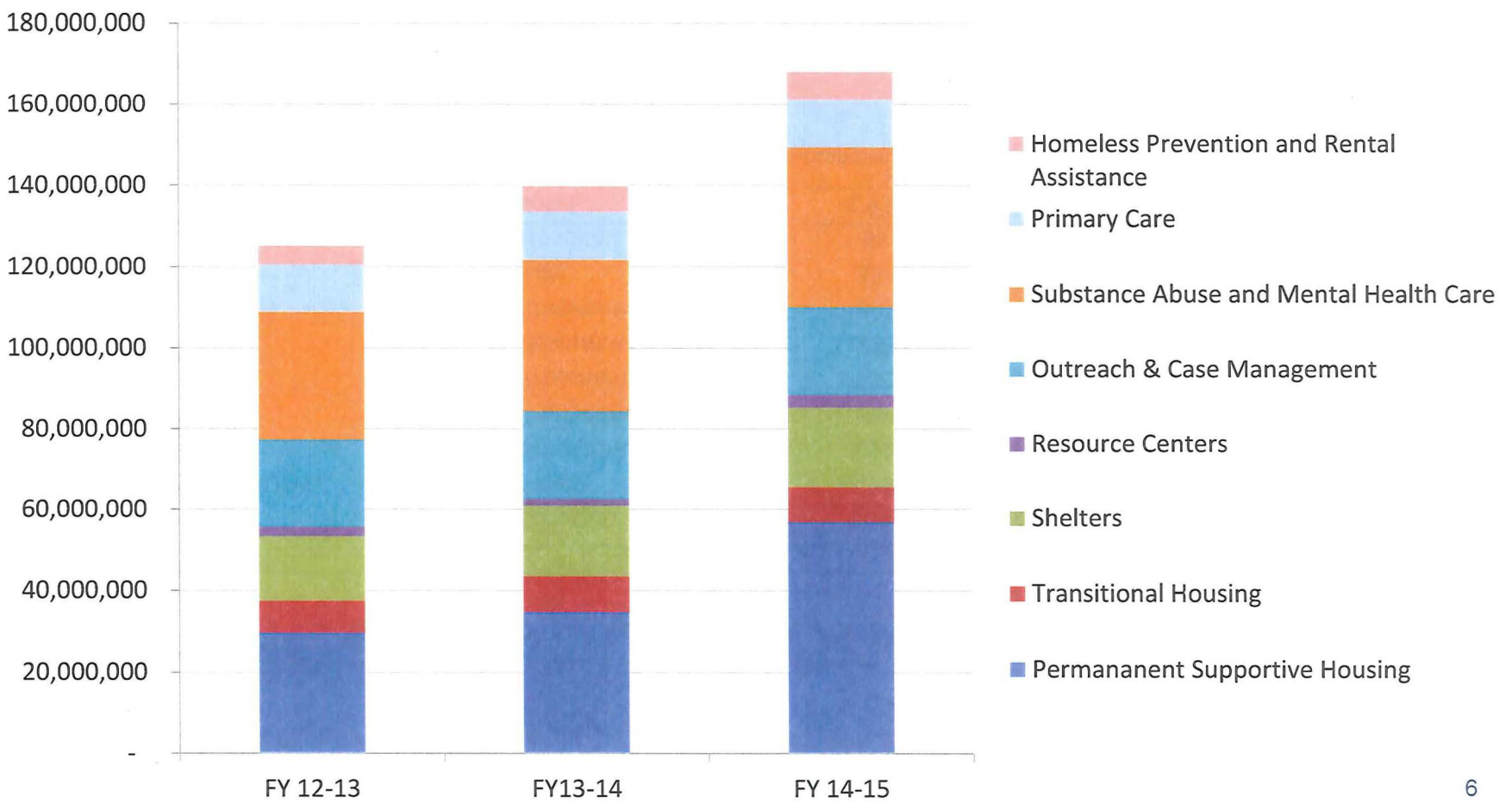
Sheltered vs Unsheltered



* General Point-in-Time Count only



Program Expenditures



Budget

All Homeless Programs	FY 12-13	FY 13-14	FY 14-15	% Change
City Funded Programs				
Family Rental Subsidies	\$3,055,672	\$2,717,611	\$3,270,065	7%
Homeless Prevention/ Rental Assistance	3,859,623	3,987,679	3,857,066	0%
Outreach and Case Management	20,676,612	21,062,957	23,819,838	15%
Homeward Bound	195,000	195,000	195,000	0%
PSH (HSA LOSP-funded)	3,128,241	3,605,127	4,137,457	32%
PSH (HSA SRO Master Lease)	17,848,147	22,087,876	23,321,866	31%
PSH (DPH - DAH)	21,154,942	22,405,110	23,426,608	11%
Primary Care	12,497,173	10,497,934	11,547,671	-8%
Single Adult Shelters	11,792,964	13,488,949	15,369,317	30%
SSI Disability Legal Advocacy	1,881,598	1,897,811	1,792,729	-5%
Substance Abuse and Mental Health	39,155,084	44,554,981	53,856,348	38%
Transitional Age Youth (18-24)	777,096	1,764,402	2,344,867	202%
Transitional Housing	7,512,331	8,736,014	9,830,712	31%
Family Shelters and Intake	4,277,774	4,770,429	5,076,271	19%
Resource Centers	2,519,671	2,960,607	3,260,952	29%
SRO Master Lease Support Services	972,456	987,912	1,002,729	3%
Total City Funded Programs	\$151,304,384	\$165,720,399	\$186,109,496	23%
HUD Funded Programs				
Permanent Supportive Housing	11,172,852	12,163,941	13,153,121	18%
Total Programs	\$162,477,236	\$177,884,340	\$199,262,617	23%



Finding 1: Needs Assessment

- ❑ City does not conduct a formal needs assessment of homeless population
 - To identify gaps in service
 - To target City spending
- ❑ City relies on outdated policy documents to identify homeless service needs
- ❑ Existing data systems underutilized
 - Valuable information not always considered



Finding 2: Data Centralization

- ❑ DPH and HSA have multiple de-centralized data systems for service tracking and reporting
 - DPH's system (CCMS) offers robust data, but not fully utilized

- ❑ Coordinated Entry will require better integration
 - RFP for new Homeless Management Information System at HSA does not capture key functionality

Finding 3: Outreach and Access

- City currently spends \$37.7 million on homeless outreach and response

Department/Program	Annual Expenditures
Outreach	
Homeless Outreach Team (Public Health)	\$7,965,953
Project Homeless Connect (Public Health)	988,149
Drop-in Centers (Human Services Agency and Public Health)	3,444,808
Subtotal Outreach	12,398,910
Response to Homeless Incidents	
Police	18,541,324
Emergency Management	1,833,098
311 Customer Service Center	43,946
Public Works	4,688,569
Recreation & Parks	188,777
Subtotal Incident Response	25,295,714
Total	\$37,694,624

- Police respond to most 911 calls but cannot offer services
 - Dispatched for over 57,000 quality-of-life violations

Finding 4: Shelters

- Existing shelters near full occupancy

Fiscal Year	Total Daily Capacity*	Daily Occupancy	Average Vacant Beds per Day	Vacancy	Occupancy
FY 2012-13	1,139	1,089	48	4%	96%
FY 2013-14	1,139	1,087	52	5%	95%
FY 2014-15	1,181	1,111	71	6%	94%

- Shelter waitlist requests increasing

	2014	2015	% Change
Average Monthly Waitlist Requests	624	706	13%

- Average # of days on waitlist = 26
- Despite policy to phase out shelters, City moving forward to expand shelter capacity, including navigation centers

Emergency & Transitional Shelters	Low Range	High Range
Existing emergency shelter beds	1,203	1,203
1950 Mission St Navigation Center	75	75
Civic Center Hotel Navigation Center	93	93
Four additional navigation centers (50 to 100 people each)	200	400
Total proposed emergency and transitional beds	1,571	1,771



Finding 5: Housing Placements Options & Process

- Limited number of housing placement options currently available
- Placements currently uncoordinated across programs and made without regard to vulnerability
- Housing options heavily focused on supportive housing – other alternatives, like Rapid Re-Housing, may offer more cost effective & appropriate solutions for certain populations



Recommendations

- Update City policy on homelessness
- Make better use of existing data and ensure greater data centralization
- Assess needs to determine most effective alignment of services/programs
- Expand housing placement options to include cost-effective, short-term solutions
- Bring sense of urgency to issue/solutions, balanced by thoughtful policy & program development



Conclusion

Thank you to the management and staff of the Human Services Agency and the Department of Public Health.

Questions?