

**REPORT TO THE
SAN FRANCISCO BOARD OF SUPERVISORS**

**SURVEY OF THE
COST OF DIRECT SERVICES
PROVIDED TO THE HOMELESS POPULATION**

**BOARD OF SUPERVISORS
BUDGET ANALYST**

DECEMBER 31, 2001

CITY AND COUNTY



OF SAN FRANCISCO

BOARD OF SUPERVISORS

BUDGET ANALYST

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December 31, 2001

Supervisor Gavin Newsom

Chair, Audit, Labor and Government Efficiency Committee

Supervisor Chris Daly

and Members of the Board of Supervisors

City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244

San Francisco, California 94102-4689

Dear Supervisor Newsom and Supervisor Daly:

Pursuant to Board of Supervisors Motion M01-163, the Budget Analyst has prepared this report updating the 1994 report on the Cost of Direct Services Provided to the Homeless Population in the City and County of San Francisco including the estimated costs of General Assistance payments. As defined by the San Francisco Local Homeless Coordinating Board and Motion M01-163, the term "Homeless" includes individuals or families who lack a fixed, regular and adequate nighttime residence and who have a primary nighttime residence in one or more of the following six categories: a shelter, the street, a vehicle, a make-shift structure, doubled-up or transitional housing. "Direct Services" is defined as services directly and solely intended to provide assistance to homeless individuals or to avoid homelessness.

In 1994, the Budget Analyst identified those programs and services in Fiscal Year 1993-1994 which incurred both direct and indirect costs to the City, and estimated the total cost of providing homeless services, including General Assistance. The 1994 report did not include capital improvement projects or administrative costs in its analysis. In this updated report for

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Fiscal Year 2001-2002 the Budget Analyst provides a more detailed account of City homeless services by identifying (a) the City and contractual costs of the direct services provided to the homeless, (b) the capital improvement project costs for the homeless, (c) the administrative costs for City personnel who oversee such direct services and capital improvement projects, and (d) County Adult Assistance Program (CAAP), the current designation for General Assistance programs, expenditures for the homeless. The 1994 report was organized by department, and included information provided by the following seven City departments: the Mayor's Office on Homelessness, the Mayor's Office of Housing, the Mayor's Office of Community Development, Department of Social Services, Department of Public Health, Juvenile Probation and Commission on the Aging. This updated report is organized by category of homeless services, and includes information submitted to the Budget Analyst by the following seven City departments: the Department of Public Health (DPH), the Department of Human Services (DHS), the Mayor's Office of Community Development (MOCD), the Mayor's Office of Housing (MOH), the Department on the Status of Women (DOSW), the Department of Children, Youth and Their Families (DCYF), and the Redevelopment Agency. This updated report also contains information on the Mayor's Office of Homelessness submitted to the Budget Analyst by DHS and MOCD, the two departments that fund the positions in the Mayor's Office.

The estimated amount that the City will spend on direct services and capital improvement projects for the homeless in Fiscal Year 2001-2002 is separated into categories based on the Federal Department of Housing and Urban Development's (HUD) Continuum of Care guidelines for reporting for homeless services. The Continuum of Care for homeless individuals and families is based on a continuum of integrated services that can lead to economic, mental and social stability. The service categories in this Budget Analyst report are used by local jurisdictions across the country to report to HUD on the delivery of homeless services.

The three primary service categories for homeless services in this report are as follows: (1) Emergency/Front-End Services, (2) Transitional Services, and (3) Long Term Stabilization Services. Emergency/Front End Services provide immediate responses to the effects of homelessness through crisis intervention counseling, information and referrals, emergency shelter and eviction prevention services. Transitional Services are fixed term stabilization services focused on eventual placement in permanent situations that will end the cycle of homelessness. Transitional services, such as

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residential substance abuse and mental health programs, are designed to assist individuals in overcoming the systemic or personal obstacles which may prevent them from accessing and maintaining permanent housing. Long Term Stability Services include the permanent housing, support systems and/or employment status necessary for achieving and maintaining long term self-sufficiency. Each of the three primary service categories are broken down into subcategories, such as urgent care/crisis intervention services, shelter services, eviction prevention services, transitional housing services and vocational/employment services.

The Attachment to our report provides a spreadsheet with financial and service delivery data for Fiscal Year 2001-2002 on the number of slots for each service category ("slots" are the maximum number of persons who could be served at any given time), the estimated total number of persons who will be served for Fiscal Year 2001-2002, the number of City and contract employees providing direct services, capital improvement project costs and administrative costs. The City departments that have submitted information to the Budget Analyst have each determined their costs per service category for direct services offered by their department.

An estimated total of 94,215 persons will be served by the City's direct services and capital improvement projects in Fiscal Year 2001-2002. The total number of persons served contains extensive duplicate counting of homeless individuals. Duplication occurs when an individual accesses a service, such as single adult shelters, more than once a year, or accesses more than one service provider within a year, and therefore is counted multiple times as a different individual receiving services. Although some service providers have reported an unduplicated total number of persons served annually for their organization, duplication will inevitably occur when the total number of persons served annually is calculated per service category and subcategory.

In Fiscal Year 2001-2002, the City will spend approximately \$72,982,026 on direct services to the homeless, of which \$41,040,588 or 56.2 percent represent expenditures by the City's General Fund. In comparison, the Budget Analyst estimated that the City would spend a total of \$31,136,166 in direct homeless services in Fiscal Year 1993-1994, with \$16,427,918, or 52.8 percent, attributed to the City's General Fund. In addition to spending an estimated \$72,982,026 on direct services in Fiscal Year 2001-2002, the City will spend an estimated \$18,681,807 on capital improvement projects to structures designated for homeless services or

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occupants and \$3,165,427 on administrative costs for City personnel who oversee these direct services and capital improvement projects, for a total of \$94,829,260. This total of \$94,829,260 is comprised of approximately \$44,248,520 or 46.7 percent in General Fund expenditures and \$50,580,740 or 53.3 percent in Non-General Fund expenditures.

In addition, the City will spend an estimated \$9,458,796 in aid payments to the homeless from the General Fund for the County Adult Assistance Program (CAAP) administered by DHS.

In total, direct services, capital improvement projects, administrative costs and CAAP spending in Fiscal Year 2001-2002 are estimated at \$104,288,056. Of this total, \$53,707,316 or 51.5 percent represent General Fund expenditures. These costs are detailed in our report and summarized in the Attachment.

The table below summarizes the number of persons served annually and expenditures for direct services by primary service category, including capital improvement projects, Administrative Costs and CAAP spending.

	Number Served in Fiscal Year <u>2001-2002</u>	Expenditures in Fiscal Year <u>2001-2002</u>
Emergency/Front End Services	67,409	\$23,962,848
Transitional Services	5,089	11,390,150
Long Term Stabilization Services	20,870	37,629,028
Capital Improvement Projects	847	18,681,807
Administrative Costs	-	3,165,427
CAAP Spending	-	<u>9,458,796</u>
TOTAL	<u>94,215</u>	<u>\$104,288,056</u>

In September of 2001, the Controller's Office updated its survey from 1998 of five City departments consisting of DPH, DHS, MOCD, DOSW and DCYF and projected a total cost of \$81,860,259 for City direct services for the homeless in FY 2001-2002. This estimate is \$8,878,233 or 12.2 percent more than the Budget Analyst's estimated cost of \$72,982,026 for City direct services for the homeless in FY 2001-2002. This \$8,878,233 difference could be attributed to (1) different reporting methodology used by the departments to submit information to the Budget Analyst, (2) DPH's revision of the

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estimated cost of direct services to the homeless for the Tom Waddell Health Clinics (TWHC), and (3) the inclusion in the Budget Analyst's report of services funded through the Redevelopment Agency and MOH. In November of 2001, the Budget Analyst requested that each department submit information for those programs or providers that specifically target the homeless or those at risk of homelessness. The information submitted by the departments to the Controller differed from information submitted to the Budget Analyst because, for the purposes of the Controller's report, each department was instructed to report direct service costs based on the methodology used by each department for the Controller's Fiscal Year 1998-1999 homeless report. This difference in reporting methodology resulted in \$8,861,577 more in direct service costs reported to the Controller. In addition, DPH revised their cost estimate reported to the Budget Analyst for TWHC direct homeless services by reducing their cost estimate by \$4,249,467 which resulted in a total reduction of \$13,111,044 (\$8,861,577 plus \$4,249,467) in costs reported to the Budget Analyst. The inclusion of the Redevelopment Agency and MOH in this report added \$4,232,811 in direct costs reported to the Budget Analyst, creating the total cost difference between the Controller's report and the Budget Analyst's report of \$8,878,233 (\$13,111,044 less \$4,232,811).

Board of Supervisors Motion M01-162 has directed the Controller to perform a management audit of the City's Homeless Program with the cooperation of the Budget Analyst. The Budget Analyst recommends that further analysis be performed on the following three issues during the upcoming management audit of the City's homeless programs by the Controller.

1. Review departmental data and needs assessments for different types of services and the past and current allocation of City expenditures among categories of service to evaluate the most effective allocation of funds, which would not only provide immediate responses to homelessness, but would also allocate limited funding appropriately to provide services to end the cycle of homelessness.
2. Examine the contract monitoring tools and performance measures used by City Departments to evaluate service providers and to assess the efficiency and effectiveness of services funded by the City.

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3. Evaluate the potential for improved interdepartmental consistency and collaboration with other funding providers, such as foundations and charitable organizations, to develop uniform measures of units of service and performance to enable all program sponsors to evaluate performance and cost effectiveness at minimal administrative cost.

The Budget Analyst would like to acknowledge and thank the management and staff of the Controller's Office, DPH, DHS, MOCD, MOH, DOSW, DCYF, the Redevelopment Agency and the Coalition on Homelessness for their cooperation and assistance during this assignment. Without their help in answering our questions and providing data on the City's homeless services, our work would have been much more difficult.

Harvey M. Rose

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INTRODUCTION

Pursuant to Board of Supervisors Motion M01-163, the Budget Analyst has prepared this report updating the 1994 report on the Cost of Direct Services Provided to the Homeless Population in the City and County of San Francisco including the estimated costs of General Assistance payments. As defined by the San Francisco Local Homeless Coordinating Board and Motion M01-163, the term “Homeless” includes individuals or families who lack a fixed, regular and adequate nighttime residence and who have a primary nighttime residence in one or more of the following six categories: a shelter, the street, a vehicle, a make-shift structure, doubled-up or transitional housing. “Direct Services” is defined as services directly and solely intended to provide assistance to homeless individuals or to avoid homelessness.

The three primary service categories for homeless services in this report are as follows: (1) Emergency/Front-End Services, (2) Transitional Services, and (3) Long Term Stabilization Services. Emergency/Front End Services provide immediate responses to the effects of homelessness through crisis intervention counseling, information and referrals, emergency shelter and eviction prevention services. Transitional Services are fixed term stabilization services focused on eventual placement in permanent situations that will end the cycle of homelessness. Transitional services, such as residential substance abuse and mental health programs, are designed to assist individuals in overcoming the systemic or personal obstacles which may prevent them from accessing and maintaining permanent housing. Long Term Stability Services include the permanent housing, support systems and/or employment status necessary for achieving and maintaining long term self-sufficiency. Each of the three primary service categories are broken down into subcategories, such as urgent care/crisis intervention services, shelter services, eviction prevention services, transitional housing services and vocational/employment services.

Each of the service categories are described separately below.

EMERGENCY/FRONT-END SERVICES

Emergency/Front-End Services include crisis intervention, medical and psychosocial services, substance abuse counseling, emergency mental health services, transportation to shelters and support services, outreach services, shelters, drop-in centers, emergency housing vouchers, emergency assistance lines and eviction prevention services.

In Fiscal Year 2001-2002, the cost of direct services reported by the departments as Emergency/Front-End Services is anticipated to total \$23,962,848 of which \$17,929,120 or approximately 74.8 percent are General Fund expenditures. Total expenditures for Emergency/Front-End Services are 23 percent of the \$104,288,056 in total expenditures for homeless programs. The Emergency/Front End Services include overnight stays, meals, medical and legal counseling services, and outreach. The City will fund Emergency/Front-End Services to approximately 67,409 persons in Fiscal Year 2001-2002 for Emergency/Front-End Services. As previously noted, there is extensive duplicate counting of homeless individuals served.

Details of the projected expenditures for Emergency/Front End Services within each of the service subcategories are detailed below.

Urgent Care/Crisis Intervention

DPH is the primary funding source for the City's Urgent Care/Crisis Intervention services to homeless individuals which, on a Citywide basis, are estimated to total \$2,162,657 and will serve an estimated 6,778 persons annually. Urgent Care/Crisis Intervention services as reported by DPH primarily consist of medical and psychosocial services for adults. MOCD has included the Asian Law Caucus, Inc., which provides employment, housing, immigration, public benefits and naturalization legal services to the homeless.

<u>Urgent Care/Crisis Intervention</u>	<u>FY 2001-2002 Budget</u>
DPH	
Caduceus Outreach Services	\$95,480
San Francisco AIDS Foundation-Action Point	230,302
Tom Waddell Health Clinic (TWHC) Urgent Care	716,623
TWHC Community Sites / Winter Shelter	834,212
McMillian Drop In Center / S/A Counseling (TWHC)	<u>230,540</u>
Subtotal DPH	\$2,107,157
MOCD	
Asian Law Caucus, Inc.	<u>\$55,500</u>
Subtotal MOCD	<u>\$55,500</u>
Total Urgent Care/Crisis Intervention Costs	\$2,162,657

Transportation/Outreach

Transportation and outreach services to homeless individuals, totaling \$2,712,574, will connect an estimated 10,094 persons to health, mental health, substance abuse, labor and housing services. DPH is the primary funding source for the City's Transportation/Outreach direct services to homeless individuals.

Report on the Cost of Direct Services Provided to the Homeless Population

<u>Transportation/Outreach</u>	<u>FY 2001-2002 Budget</u>	
DHS		
MAP Family Assistance	<u>\$65,000</u>	
Subtotal DHS		\$65,000
DPH (CSAS)		
Larkin Street Youth Center	\$277,299	
Community Awareness and Treatment Services- Mobile Assistance Patrol	858,969	
DPH (CMHS)		
SOMA Mental Health Mobile Support & Tx (MOST)	348,566	
St. Vincent de Paul MH Resource Specialist	50,745	
Progress Foundation	385,133	
Deaf/Hard of Hearing Supporting Svs. At BACA	29,952	
DPH (TWHC)		
TWHC Outreach	136,501	
Central City Hospitality House (TWHC)	<u>560,409</u>	
Subtotal DPH		<u>\$2,647,574</u>
Total Transportation/Outreach		\$2,712,574

Shelters

The City provides an estimated \$12,028,026 to nonprofit service providers for the following five types of shelters; single adult, family, young adult, emergency winter and domestic violence. Shelter services include beds, case management, children's programs, mental health and substance abuse counseling, meals, vocational and employment services, and housing placement services. The City will fund shelter services to an estimated 22,330 persons in Fiscal Year 2001-2002.

<u>Single Adult Shelters</u>	<u>FY 2001-2002 Budget</u>	
DHS		
Next door Program	\$1,974,392	
Central City Hospitality House	186,196	
Providence Shelter	700,000	
Dolores Street	432,744	
Episcopal Sanctuary-includes Interfaith	805,248	
MSC-South-St Vincent De Paul	<u>1,551,684</u>	
Subtotal DHS		\$5,650,264
DPH		
Episcopal - Canon-Kip Geriatric - MH	\$41,122	
Episcopal - Next Door - MH	109,766	
Episcopal - the Sanctuary (includes vocational services) -MH	379,302	
St. Vincent De Paul Society - MSC South - MH	<u>193,603</u>	
Subtotal DPH		\$723,793

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MOCD		
Central City Hospitality House	\$15,000	
Episcopal Community Services of SF	30,000	
Friendship House Association of American Indians, Inc.	<u>36,900</u>	
Subtotal MOCD		\$81,900
Subtotal Single Adult Shelters		\$6,455,957

<u>Family Shelters</u>		<u>FY 2001-2002 Budget</u>
DHS		
Hamilton Emergency Center	\$632,445	
Hamilton Family Center	1,104,331	
St. Joseph's Village	700,677	
Compass Family Center	<u>774,188</u>	
Subtotal DHS		\$3,211,641
MOCD		
Compass Community Services	\$37,000	
Hamilton Family Center, Inc	<u>50,000</u>	
Subtotal MOCD		\$87,000
DOSW		
St. Vincent de Paul, Riley Center, Rosalie House	\$128,218	
Asia Women's Shelter	107,676	
La Casa de Las Madres	<u>227,987</u>	
Subtotal DOSW		<u>\$463,881</u>
Subtotal Family Shelters		\$3,762,522

<u>Young Adult Shelters</u>		<u>FY 2001-2002 Budget</u>
DHS		
Lark Inn	<u>\$508,109</u>	
Subtotal DHS		\$508,109
MOCD		
Larkin Street Youth Center	<u>\$79,000</u>	
Subtotal MOCD		\$79,000
DCYF		
A Home Away From Homelessness	\$86,700	
Huckleberry House	118,000	
Homeless Children's Network	<u>179,711</u>	
Subtotal DCYF		<u>\$384,411</u>
Subtotal Young Adult Shelters		\$971,520

		<u>FY 2001-2002 Budget</u>
<u>Shelters - Emergency Winter</u>		
DHS		
Expanded Winter Shelter Program	<u>\$579,227</u>	
Subtotal DHS		<u>\$579,227</u>
Subtotal Emergency Winter Shelters		\$579,227

Report on the Cost of Direct Services Provided to the Homeless Population

<u>Domestic Violence Shelters</u>	<u>FY 2001-2002 Budget</u>
MOCD	
Asian Women's Shelter	\$87,500
Bay Area Legal Aid (SF N Legal Asst Fdn)	42,000
La Casa de las Madres	<u>129,300</u>
Subtotal MOCD	\$258,800
Subtotal Domestic Violence Shelters	\$258,800
Total Shelter Expenditures	\$12,028,026

Drop-in Centers

Drop-in center services, at an estimated cost of \$3,493,289 to serve an estimated 18,624 persons, include food, showers, case management, storage and after school recreation programs for homeless children. DHS is the primary funding source for the City's drop-in center services to the homeless.

<u>Drop-in Centers</u>	<u>FY 2001-2002 Budget</u>
DHS	
Goldengate Lutheran Church Homeless Drop-In Center	\$30,000
United Council Resource Center - includes cost for diningroom	856,234
Mission Resource Center	649,958
South Beach Resource Center/Coordinated Referral	<u>790,903</u>
Subtotal DHS	\$2,327,095
DPH	
Community Awareness and Treatment Services - McMillan Drop-in Center	\$765,333
Oasis Self Help Community Center (Sgl Stan. Of Care) MH	<u>114,000</u>
Subtotal DPH	\$879,333
MOCD	
Compass Community Services (Connecting Point)	\$50,000
HAPPY (Haight Ashbury Play Program for Youth)	35,000
Metropolitan Community Foundation	47,000
SLUG/Bayview Safe Haven	28,250
United Council of Human Services (The)	<u>95,900</u>
Subtotal MOCD	\$256,150
Redevelopment Agency	
San Francisco AIDS Foundation	<u>\$30,711</u>
Subtotal Redevelopment Agency	\$30,711
Total Drop-in	\$3,493,289

Emergency Housing Vouchers

DPH is the only funding source for emergency housing vouchers to an estimated 1,990 individuals at a projected annual cost of \$694,324. The Baker

Places are short-term housing for persons discharged from acute-care settings. The Tenderloin AIDS Resource Center provides case management in emergency housing situations.

<u>Emergency Housing Vouchers</u>	<u>FY 2001-2002 Budget</u>	
DPH		
Baker Places-Emergency Housing	\$620,482	
Tenderloin AIDS Resource Center	<u>73,842</u>	
Subtotal DPH		<u>\$694,324</u>
Total Emergency Housing		\$694,324

1-800 & Other Emergency Assistance Lines

The Connecting Point emergency assistance line funded through DHS is the centralized point of access for homeless families to the family emergency shelter system. Connecting Point services, at an estimated cost of \$465,845 to serve 1,060 individuals, include a housing crisis hotline, information and referrals and crisis intervention services.

<u>1-800 & Other Emergency Assistance Lines</u>	<u>FY 2001-2002 Budget</u>	
DHS		
Connecting Point	<u>\$465,845</u>	
Subtotal DHS		<u>\$465,845</u>
Total 1-800 & Other Emergency Assistance Lines		\$465,845

Eviction Prevention

DHS and MOCD fund eviction prevention services to 6,533 low-income individuals who are at risk of becoming homeless at an estimated cost of \$2,406,133. These services include legal counseling, money management, eviction defense and direct financial assistance.

<u>Eviction Prevention</u>	<u>FY 2001-2002 Budget</u>	
DHS		
SF Rental Assistance Program	\$780,000	
Rental Assistance Disbursement Component	396,507	
Eviction Defense Collaborative-legal assistance	117,925	
Family Eviction Prevention Consortium (FEPCO) & SF Housing Authority Eviction Prevention program	<u>800,201</u>	
Subtotal DHS		\$2,094,633
MOCD		
Legal Assistance to the Elderly	\$30,000	
SF Bar Assn/Volunteer Legal Services Program	90,000	
SF Eviction Defense Collaborative	25,000	
Tenderloin Housing Clinic, Inc.	87,500	

Tides Center/St. Peter's Housing Committee	32,000	
Tides Center/The Housing Rights Committee	<u>47,000</u>	
Subtotal MOCD		\$311,500
Total Eviction Prevention		\$2,406,133
 TOTAL EMERGENCY/FRONT-END SERVICES		 \$23,962,848

TRANSITIONAL SERVICES

Transitional Services include residential treatment centers, transitional housing and support services. In Fiscal Year 2001-2002, the cost of direct services reported by the departments as Transitional Services is estimated to total \$11,390,150 of which \$6,585,741 or approximately 57.8 percent are General Fund expenditures. Total expenditures for Transitional Services are 10.9 percent of the \$104,288,056 in total expenditures for homeless programs. The City will fund Transitional Services for 5,101 persons in Fiscal Year 2001-2002. As previously noted, there is extensive duplicate counting of homeless individuals served by such services.

Detox

DPH is the only provider that funds medical clinics which are solely for detoxification purposes at an estimated cost of \$66,316 to provide such services to an estimated 94 homeless individuals.

<u>Detox</u>		<u>FY 2001-2002 Budget</u>
DPH		
TWHC Medical Detox Clinics	<u>\$66,316</u>	
Subtotal DPH		<u>\$66,316</u>
Total Detox		\$66,316

Residential Treatment - Mental Health, Substance Abuse

DPH is the primary funding source of the City's Residential Treatment - Mental Health, Substance Abuse services for an estimated 4,396 persons. Such services are estimated to cost \$4,519,089 in Fiscal Year 2001-2002 for DPH's transitional residential treatment and support services, and MOCD's St. Vincent DePaul Society program for battered women and their children.

<u>Residential Treatment-Mental Health, Substance Abuse</u>		<u>FY 2001-2002 Budget</u>
DPH		
Baker Places - 4th Avenue	\$592,711	
Baker Places - Acceptance Place	445,213	
Baker Places - 7th Avenue	691,279	

Report on the Cost of Direct Services Provided to the Homeless Population

Community Awareness and Treatment Services - A Woman's Place	183,410	
Community Awareness and Treatment Services - A Man's Place	372,789	
St. Vincent DePaul - Howard Street	650,544	
Community Awareness and Treatment Services - Golden Gate for Seniors	141,226	
Jelani, Inc. - Newhall Manor	451,246	
Haight Ashbury Free Clinics - Center for Recovery	690,856	
Haight Ashbury Free Clinics - Smith House	<u>279,815</u>	
Subtotal DPH		\$4,499,089
MOCD		
St Vincent DePaul Society (Rosalie)	<u>\$20,000</u>	
Subtotal MOCD		<u>\$20,000</u>
Total Residential Treatment		\$4,519,089

Transitional Housing

The City will spend an estimated \$6,804,745 on transitional housing services provided by nonprofit organizations to 599¹ homeless adults and youth. In addition to transitional housing, these services include vocational and employment counseling, mental health and substance abuse counseling, on-site childcare, money management and lifeskills training, and housing placement services.

<u>Transitional Housing</u>		<u>FY 2001-2002 Budget</u>
DHS		
Cameo House	\$561,737	
Hamilton Transitional -families	763,852	
Richmond Hills-families	404,060	
Clara House-families	220,071	
Safe House-Adult Women	68,010	
Avenues to Independence/Larkin	328,168	
Guerrrero House/Catholic Charities	<u>200,494</u>	
Subtotal DHS		\$2,546,392
DPH		
Ark of Refuge-Restoration House	\$282,480	
Ark of Refuge- Ark House	653,671	
Baker Places-Ferguson House	505,613	
Baker Places-Supportive Living Program	1,310,222	
Black Coalition on AIDS-Brandy Moore House	305,460	
Network Ministries-Safe House	48,685	

¹ In addition to the 599 individuals who will be served by transitional housing direct services, 12 more will be served by the Jelani House, Inc. capital improvement project funded through MOH and shown in the Capital Improvement Projects Section of this report. A total of 611 individuals to be served in Fiscal Year 2001-2002 by transitional housing direct services and capital improvement projects.

Women and Children's Family Services-DePaul House	120,966	
Conard - Washburn MH	412,844	
Conard - Dolores MH	<u>461,881</u>	
Subtotal DPH		\$4,101,822
DOSW		
St. Vincent de Paul, Riley Center, Brennan House	\$70,943	
Mary Elizabeth Inn	51,000	
Gum Moon Women's Residence	<u>34,588</u>	
Subtotal DOSW		<u>\$156,531</u>
Total Transitional Housing		\$6,804,745
 TOTAL TRANSITIONAL SERVICES		 \$11,390,150

LONG TERM STABILIZATION SERVICES

Long Term Stabilization Services include out-patient mental health and substance abuse services, assistance with permanent housing, rent subsidies, child care services and vocational/employment services. In Fiscal Year 2001-2002, the total estimated cost of direct services reported by the departments as Long Term Stabilization Services is \$37,629,028 of which \$16,525,727 or approximately 44 percent are General Fund expenditures. Total expenditures for Long Term Stabilization Services are 36.1 percent of the \$104,288,056 for homeless programs. The City will fund Long Term Stabilization Services for approximately 21,705 individuals in Fiscal Year 2001-2002. As previously noted, there is extensive duplicate counting of homeless individuals served by such services.

Out-Patient - Mental Health/Substance Abuse

DHS is the primary funding source for out-patient mental health and substance abuse services for 9,357 persons which includes assessment, counseling, referral and education. Total costs are estimated at \$4,850,132 for Fiscal Year 2001-2002.

<u>Out-Patient - Mental Health/Substance Abuse</u>	<u>FY 2001-2002 Budget</u>
DPH	
Community Awareness and Treatment Services - McMillan Case Management	\$175,333
Haight Ashbury Free Clinics - OSHUN Prevention	532,691
Iris Center - Interlock	117,868
Haight Ashbury Free Clinics - OSHUN Outpatient	237,805
Episcopal Community Services - Multi-Services Center	73,055

Report on the Cost of Direct Services Provided to the Homeless Population

Swords to Plowshares (targets homeless veterans)		
MH	422,741	
So of Market Mental Health Services AB2034 MH	1,468,364	
No of Market Sr Svc (Homeless Outreach & Re-entry) MH	73,187	
DPH (TWHC)		
Primary Healthcare	1,091,267	
DEAP (Disability Evaluation Assessment Program)	<u>534,221</u>	
Subtotal DPH		\$4,726,532
MOCD		
St. Vincent de Paul Society (Rosalie)	\$45,000	
Swords to Plowshares	38,600	
Swords to Plowshares	<u>40,000</u>	
Subtotal MOCD		<u>\$123,600</u>
Total Out-Patient - Mental Health/Substance Abuse		\$4,850,132

Housing Services

Housing services for the homeless, at an estimated cost of \$5,198,826 in Fiscal Year 2001-2002, include long term housing and care for homeless individuals who are HIV positive or with AIDS. Housing services, anticipated to serve approximately 532² persons in Fiscal Year 2001-2002, also include support services and property management at Single Room Occupancy (SRO) hotels.

<u>Housing Services</u>	<u>FY 2001-2002 Budget</u>
DPH	
Catholic Charities-Derik Silva Community	\$764,832
Black Coalition on AIDS-Rafiki House	78,452
Catholic Charities-Rita da Cascia	70,865
Catholic Charities-Peter Claver	427,454
Episcopal Community Services-Pacific Bay Inn	915,226
Episcopal Community Services-LeNain Hotel	759,593
John Stewart Company-Windsor Hotel	702,846
Lutheran Social Services-Hazel Betsy Program	115,488
Broderick Street RCF	919,463
Conard - Lyric Hotel	<u>444,607</u>
Subtotal DPH	<u>\$5,198,826</u>
Total Housing Services	\$5,198,826

² In addition to the 532 individuals who will be served by housing direct services, 835 more will be served by the capital improvement projects funded through the Redevelopment Agency and MOH as shown in the Capital Improvement Projects Section of this report. A total of 1,367 individuals will be served by housing direct services and capital improvement projects in Fiscal Year 2001-2002.

Services Linked to Permanent Housing

Services linked to permanent housing, estimated to cost \$15,092,763 in Fiscal Year 2001-2002, assist current and formerly homeless persons in working towards self-sufficiency by providing case management, lifeskills and money management training and housing placement assistance. Costs associated with services linked to permanent housing also include property management services at SRO hotels. Services linked to permanent housing are anticipated to serve 4,325 persons in Fiscal Year 2001-2002.

<u>Services Linked to Permanent Housing</u>	<u>FY 2001-2002 Budget</u>	
DHS		
Catholic Charities S+C/Family Shelter Plus Care	\$125,488	
Catholic Charities Positive Match Program	189,450	
Conard House Rep. Payee	842,901	
Veteran's Academy-Swords to Plowshare	374,705	
TIHDI Supportive Services	388,312	
Hamilton Aftercare-Numbers in Families	189,445	
Homeless Prenatal Program	386,712	
CCDC (Cambridge/Hamlin)	147,163	
CHP (Supportive Hotels)	449,888	
MHDC South Park Residence	73,789	
Cecil Williams Community House	458,133	
Monterey Boulevard (Bernal Heights Neighborhood Center)	29,398	
Masterlease Program/The Vincent Hotel	466,251	
Masterlease Program/The Seneca Hotel	605,886	
Masterlease Program/The Hartland Hotel	613,462	
Masterlease Program/The Jefferson Hotel	492,130	
Masterlease Program/The Mission Hotel	603,955	
THC Homeless Program/Modified Payment/Supp. Services/Subsidies	1,576,585	
Supportive Services for Homeless/Rubicon - services have not begun yet	271,428	
Supportive Services for Homeless/Bernal Heights	200,018	
Supportive Services for Homeless/Epis. 8th Street numbers served in households	420,500	
Supportive Services for Homeless/CHP - numbers are in households	245,868	
TNDC Supportive Services Linked to Hotels - number of units (both singles and families)	100,000	
MHDC (CEPEDA) numbers served in households	60,848	
Bridge Housing-1 Church Street-numbers served in households	<u>74,370</u>	
Subtotal DHS		\$9,386,685
DPH		
Baker Places-Integrated Services Network	\$637,721	
Episcopal Community Services-Rose Hotel	118,300	

Report on the Cost of Direct Services Provided to the Homeless Population

Episcopal Community Services-Canon Kip	103,307	
Walden House-Planetree Housing	75,757	
Golden Gate Family Residence	90,000	
Windsor Hotel - DAH	704,485	
Supportive Housing Clinics at HHISN sites	<u>156,575</u>	
Subtotal DPH		\$1,886,145
Redevelopment Agency		
820 O'Farrell Street	\$190,000	
Peter Claver Community	710,252	
Richard M. Cohen Residence	479,350	
Larkin Street Youth	348,144	
Leland House	1,450,020	
Maitri	<u>492,167</u>	
Subtotal Redevelopment Agency		\$3,669,933
MOH		
MHDC - Altamont Hotel Associates, Inc.	\$50,000	
Tenderloin Neighborhood Development Corporation	50,000	
Chinatown Community Development Center	<u>50,000</u>	
Subtotal MOH		<u>\$150,000</u>
Total Services Linked to Permanent Housing		\$15,092,763

Rent Subsidies

Rent subsidies, estimated to total \$9,092,779 in Fiscal Year 2001-2002, provide assistance to 2,017 HIV positive individuals, homeless youths and other persons who may be homeless or at risk of becoming homeless.

<u>Rent Subsidies</u>	<u>FY 2001-2002 Budget</u>	
DHS		
Shelter Plus Care	\$2,634,596	
CalWORKs Rental Subsidies	<u>1,549,439</u>	
DHS Subtotal		\$4,184,035
DPH		
Larkin Street Youth Center-Comprehensive Housing Program	\$697,949	
Baker Places-Residential Subsidies	84,084	
Catholic Charities-Assisted Housing Program	560,636	
Lutheran Social Services	40,683	
San Francisco AIDS Foundation-Full Rent Subsidy Program	<u>3,050,225</u>	
Subtotal DPH		\$4,433,577
MOCD		
American Red Cross Bay Area, SF	\$68,000	
Catholic Charities /St. Joseph's Village	<u>25,000</u>	
Subtotal MOCD		\$93,000

Report on the Cost of Direct Services Provided to the Homeless Population

Redevelopment Agency		
Catholic Charities - HIV Advocacy	\$312,167	
Subtotal Redevelopment Agency		\$312,167
MOH		
Catholic Charities	\$70,000	
Subtotal MOH		\$70,000
Total Rent Subsidy		\$9,092,779

Child Care

DHS is currently the only funding source in Fiscal Year 2001-2002 for nonprofit organizations providing child care services to approximately 355 children, at an estimated cost of \$1,057,420. Such services are provided to homeless children, and children residing at Clara House, a two year transitional housing program for homeless families.

<u>Child Care</u>	<u>FY 2001-2002 Budget</u>
DHS	
Compass-Tenderloin Childcare Center	\$261,569
Clara House Childcare Center	220,071
Catholic Charities Vouchers	540,497
Holy Family Day Home	<u>35,283</u>
Subtotal DHS	<u>\$1,057,420</u>
Total Child Care	\$1,057,420

Vocational/Employment

Vocational/Employment services, anticipated to serve 4,284 persons at an estimated cost in Fiscal Year 2001-2002 of \$2,337,108, include employment training, job placement, educational services, computer skills training and job retention services.

<u>Vocational/Employment</u>	<u>FY 2001-2002 Budget</u>
DHS	
SHEC	\$312,993
Arriba Juntos Homeworc	83,382
Episcopal-Canon Kip/Rose	134,037
Goodwill Industries SF training Partnership	286,903
PIC Homeless Employ. Collab.	1,010,380
Homeless Labor Employment Program	<u>125,413</u>
Subtotal DHS	\$1,953,108
MOCD	
Central City Hospitality House	\$48,500
Dolores St Community Services/So Van Ness Loc	48,000
Donaldina Cameron House	24,000
Episcopal Community Services of SF	40,000

Glide Foundation	56,000	
Haight Ashbury Food Program	25,000	
Lavender Youth Recreation and Information Center (LYRIC)	<u>30,000</u>	
Subtotal MOCD		\$271,500
DCYF		
Huckleberry House/Larkin Street	<u>\$112,500</u>	
Subtotal DCYF		<u>\$112,500</u>
Total Vocational/Employment		\$2,337,108
 TOTAL LONG TERM STABILIZATION SERVICES		 \$37,629,028

CAPITAL IMPROVEMENT PROJECTS

DHS, MOCD, the Redevelopment Agency and MOH have capital improvement project appropriations in Fiscal Year 2001-2002 totaling \$18,681,807 for capital improvement projects for structures that serve homeless people and extremely low-income people at risk of homelessness. Of the total amount of \$18,681,807, \$1,090,015 or 5.8 percent is General Fund monies and \$17,591,792 or 94.2 percent is Non-General fund monies.

The City will spend an estimated \$1,831,727 on capital improvement projects for structures which house Emergency/Front End Services. These capital improvement projects are rehabilitation projects at shelters, neighborhood resource centers and youth recreation centers.

<u>Capital Improvement Projects –</u>	<u>FY 2001-2002 Budget</u>
<u>Emergency/Front End Services</u>	
DHS	
Next door Program	\$696,544
MSC-South-St Vincent De Paul	61,543
Mission Resource Center	<u>625,000</u>
Subtotal DHS	\$1,383,087
MOCD	
Episcopal Community Services	\$144,000
Walden House	50,000
Walden House	81,550
Walden House (1885 Mission)	65,000
A Home Away from Homelessness	62,550
Larkin Street Youth Center	<u>45,540</u>
Subtotal MOCD	<u>\$448,640</u>
Total Capital Projects for Emergency/Front End Services	 \$1,831,727

Report on the Cost of Direct Services Provided to the Homeless Population

The City, through MOH, will spend an estimated \$733,500 to acquire a building to be operated by Jelani House, Inc. for transitional housing services.

<u>Capital Improvement Projects – Transitional Services</u>	<u>FY 2001-2002 Budget</u>
MOH	
Jelani House, Inc. (group home beds)	<u>\$733,500</u>
Subtotal MOH	<u>\$733,500</u>
Total Capital Projects for Transitional Services	\$733,500

The City will spend an estimated \$16,116,580 on capital improvement projects for structures which house Long Term Stabilization Services. Such capital improvement projects are primarily for housing acquisition, construction and/or rehabilitation to buildings which will be or currently are occupied by homeless individuals or families or by individuals and families at risk of becoming homeless. The Redevelopment Agency and MOH are the primary funding sources for such capital improvement project costs.

<u>Capital Improvement Projects – Long Term Stabilization Services</u>	<u>FY 2001-2002 Budget</u>
DHS	
Masterlease Program/The Vincent Hotel	\$7,900
Masterlease Program/The Seneca Hotel	24,000
Masterlease Program/The Hartland Hotel	20,500
Masterlease Program/The Jefferson Hotel	12,000
Masterlease Program/The Mission Hotel	10,000
THC Homeless Program/Modified Payment/Supp. Services/Subsidies	15,672
Supportive Services for Homeless/Epis. 8th Street numbers served in households	4,000
MHDC (CEPEDA) numbers served in households	1,300
CalWORKs Rental Subsidies	<u>6,450</u>
Subtotal DHS	\$101,822
Redevelopment Agency	
Hazel Betsey	66,515
Precita House	74,917
Stinson	60,261
165 Eighth Street	689,407
26th Street Apartments	628,510
Senator Residence	<u>5,976,232</u>
Subtotal Redevelopment Agency	\$7,495,842
MOH	
Community Housing Partnership (38 multibedroom units)	\$100,000
TNDC-Dalt Hotel, LP (SRO units)	341,315

CCDC-Cambridge Hotel L.P. (SRO units)	287,900
Episcopal Community Svcs (8th Street CRO) (48 multibedroom units)	4,912,929
TNDC-West Hotel SRO, Inc.	2,059,016
Gastinell's (group home beds)	<u>817,756</u>
Subtotal MOH	<u>\$8,518,916</u>
Total Capital Projects for Long Term Stabilization Services	\$16,116,580
TOTAL CAPITAL PROJECTS	\$18,681,807

ADMINISTRATIVE COSTS

The table below provides an overview of the administrative cost reported by each department to oversee the City's direct services. Of the reported \$3,165,427 in estimated administrative costs, \$2,117,917 or 66.9 percent is from the General Fund. Total expenditures for administrative costs are three percent of the \$104,288,056 in total expenditures for homeless programs.

<u>Department</u>	<u>FTEs</u>	<u>Total Cost</u>	<u>General Fund</u>	<u>Non- General Fund</u>
DHS	20.0	\$1,644,633	\$1,368,907	\$275,726
DPH	1.6	165,677	165,677	-
MOCD	3.6	403,897	-	403,897
MOH	4.3	303,298	-	303,298
Redevelopment Agency	4.0	583,333	583,333	-
DCYF	1.0	64,589	-	64,589
DOSW	-	-	-	-
Total	34.5	\$3,165,427	\$2,117,917	\$1,047,510

**COUNTY ADULT ASSISTANCE PROGRAMS (CAAP)
SPENDING ON THE HOMELESS**

There are four separate, independent programs which provide aid to indigent adults without children. These four programs, together known as CAAP, include Personal Assisted Employment Services (PAES), General Assistance (GA), Cash Assistance Linked to Medi-Cal (CALM) and Supplemental Security Income Pending (SSIP). Approximately 30.2 percent of the individuals receiving CAAP funds are homeless. All expenditures for CAAP are fully paid by the General Fund and are approved in DHS's annual budget. In 1994, aid payments to homeless individuals totaled \$12,420,000, \$2,961,204 or 23.8 percent more than estimated CAAP (GA) spending in

Fiscal Year 2001-2002 of \$9,458,796 for homeless individuals. Based on actual expenditures through October of 2001, total CAAP expenditures for all clients is projected to total \$31,320,517 in Fiscal Year 2001-2002. Expenditures have decreased due to a decline in total homeless enrollment in aid programs and the elimination of the Presumptive Hotel Program, which used GA funds to cover the cost of temporary housing for pending cases.

PAES is a County welfare-to-work program for single adults. PAES aids employable adults with a verified disabling condition that is expected to last 12 consecutive months or less. Approximately 26 percent of PAES recipients are homeless. GA is the state-mandated “safety-net” program for indigent adults who are ineligible for, or who decline, the other three programs. Approximately 63.4 percent of GA recipients are homeless. SSIP provides aid to persons with a verified disability which has lasted, or is expected to last, 12 consecutive months or more, and who have pending SSI applications or appeals. Approximately 38.7 percent of SSIP recipients are homeless. CALM targets persons who meet the age and disability requirements Social Security Income but who do not meet the immigrant status requirements. Approximately 1.1 percent of CALM recipients are homeless.

Based on an average payment of \$343 per recipient to an average monthly homeless caseload of 2,472 homeless individuals, the total monthly cost is \$788,233 and the total annual cost is \$9,458,796. The following table provides details on CAAP spending on the Homeless in FY 2001-2002:

Estimated CAAP Spending on Homeless in <u>FY 2001-2002</u>	Average Monthly Homeless <u>Caseload</u>	Average Monthly Cost Per <u>Case</u>	Average Monthly Total <u>Cost</u>	Total Annual <u>Cost</u>
PAES	833	\$385	\$320,456	\$3,845,475
GA	902	345	311,367	3,736,404
SSIP	546	274	149,446	1,793,352
CALM	20	354	6,964	83,568
Pending Cases*	<u>171</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Total	2,472	\$343**	\$788,233	\$9,458,796

*DHS estimates that in Fiscal Year 2001-2002 there will be an average of 171 pending cases per month for homeless individuals not yet placed in an assistance program.

**Weighted average, not including cases pending.

MAYOR'S OFFICE ON HOMELESSNESS

The Mayor's Office on Homelessness does not provide or oversee any direct services or fund any capital improvement projects for the homeless. Therefore, the Budget Analyst has not included this Office's expenditures in the City's total spending on direct services or capital improvement projects. Further, because the Mayor's Office on Homelessness does not provide or oversee any direct services to the homeless, the Budget Analyst has not included this Office's administrative costs in the total administrative costs for City personnel who oversee direct services or capital improvement projects. The Mayor's Office on Homelessness did not submit any information to the Budget Analyst on services it provides.

The Mayor's Office on Homelessness has four employees consisting of one full time director and three other full time employees. The following three positions are included in DHS's annual budget: the Director position, classified as a Manager VIII, and two Class 0922, Manager V positions. One position, Class 1368, Special Assistant IX, is included in MOCD's annual budget. Annual salaries and mandatory fringe benefits for these four positions are as follows:

<u>Position</u>	<u>Annual Cost</u>
Class 0932, Manager VIII	\$104,327
Class 0922, Manager V	80,571
Class 0922, Manager V	80,571
Class 1368, Special Assistant IX (MOCD)	60,375
Mandatory Fringe Benefits	<u>77,740</u>
Total	\$403,584

CONCLUSION

Based on the information reported by the Department of Public Health, the Department of Human Services, the Mayor's Office of Community Development, the Mayor's Office of Housing, the Department on the Status of Women, the Department of Children, Youth and Their Families, and the Redevelopment Agency, in Fiscal Year 2001-2002 the City will spend \$104,288,056 on homelessness, of which \$53,707,316 or 51.5 percent are attributed to the City's General Fund. Expenditures include \$72,982,026 on direct services to the homeless, \$18,681,807 on capital improvement projects for structures that serve the homeless, \$3,165,427 on administrative costs for the City personnel who oversee these direct services and capital improvement projects and \$9,458,796 in CAAP spending. An estimated total of 94,215 persons will be served by the City's direct services and capital improvement projects to homeless individuals in Fiscal Year 2001-2002. In addition, each month an estimated 2,472 homeless individuals receive CAAP funds. Expenditures to support the above information are summarized in the Attachment to this report.

COST OF DIRECT SERVICES, CAPITAL PROJECTS, ADMINISTRATIVE COSTS AND CAAP SPENDING ON HOMELESSNESS IN FISCAL YEAR 2001-2002

SERVICE CATEGORY	NUMBER OF SLOTS	NUMBER SERVED ANNUALLY	Number of Employees		Cost of Direct Service		SUBTOTAL COST OF DIRECT SERVICES (a)	GENERAL FUND (COST OF DIRECT SERVICES)	NON-GENERAL FUND (COST OF DIRECT SERVICES)	SUBTOTAL COST OF CAPITAL PROJECTS (b)	TOTAL COST OF DIRECT SERVICES AND CAPITAL PROJECTS (c) = a + b	GENERAL FUND (COST OF DIRECT SERVICES AND CAPITAL PROJECTS)	NON-GENERAL FUND (COST OF DIRECT SERVICES AND CAPITAL PROJECTS)
			CITY	CONTRACTED	CITY	CONTRACTED							
I. Emergency/Front-End Services													
Urgent Care/Crisis Intervention Subtotal	35	6,778	27.8	5.8	\$ 1,763,454	\$ 399,203	\$ 2,162,657	\$ 1,100,714	\$ 1,061,943	-	\$ 2,162,657	\$ 1,100,714	\$ 1,061,943
Transportation/Outreach Subtotal	3,231	10,094	6.7	47.5	136,501	2,576,073	2,712,574	2,181,187	531,387	-	2,712,574	2,181,187	531,387
Single Adult Shelter Subtotal	1,533	18,289	-	169.2	-	6,455,957	6,455,957	5,934,230	521,717	\$ 902,087	7,358,044	6,195,783	1,162,261
Family Shelter Subtotal	400	1,816	-	86.0	-	3,762,522	3,762,522	2,306,017	1,456,505	196,550	3,959,072	2,306,017	1,653,055
Young Adult Shelters	935	1,198	-	26.0	-	971,520	971,520	508,109	463,411	-	971,520	508,109	463,411
Emergency Winter Shelter Subtotal	555	900	-	35.0	-	579,227	579,227	579,227	-	-	579,227	579,227	-
Domestic Violence Shelter Subtotal	50	127	-	5.7	-	258,800	258,800	-	258,800	-	258,800	-	258,800
Drop-in Subtotal	7,831	18,624	-	31.1	-	3,493,289	3,493,289	2,580,866	912,423	733,090	4,226,379	3,313,956	912,423
Emergency Housing Subtotal	126	1,990	-	2.8	-	694,324	694,324	413,142	281,182	-	694,324	413,142	281,182
1-800 & Other Emergency Assistance Lines Subtotal	-	1,060	-	9.0	-	465,845	465,845	230,995	234,850	-	465,845	230,995	234,850
Eviction Prevention Subtotal	400	6,533	-	18.3	-	2,406,133	2,406,133	2,094,633	311,500	-	2,406,133	2,094,633	311,500
Subtotal Emergency/Front End Services	15,096	67,409	34.5	436.3	\$ 1,899,955	\$ 22,062,893	\$ 23,962,848	\$ 17,929,120	\$ 6,033,718	\$ 1,831,727	\$ 25,794,575	\$ 18,923,763	\$ 6,870,812
II. Transitional Services													
Detox Subtotal	-	94	0.6	-	\$ 66,316	-	\$ 66,316	\$ 66,316	-	-	\$ 66,316	\$ 66,316	-
Residential Treatment Subtotal	420	4,396	-	99.6	-	\$ 4,519,089	4,519,089	4,059,730	\$ 459,359	-	4,519,089	4,059,730	\$ 459,359
Transitional Housing Subtotal	353	611	-	113.8	-	6,804,745	6,804,745	2,459,695	4,345,050	733,500	7,538,245	2,459,695	5,078,550
Subtotal Transitional Services	773	5,101	0.6	213.4	\$ 66,316	\$ 11,323,834	\$ 11,390,150	\$ 6,585,741	\$ 4,804,409	\$ 733,500	\$ 12,123,650	\$ 6,585,741	\$ 5,537,909
III. Long Term Stabilization Services													
Outpatient Subtotal	2,651	9,357	38.0	36.6	\$ 3,025,747	\$ 1,824,385	\$ 4,850,132	\$ 2,290,188	\$ 2,559,944	-	\$ 4,850,132	\$ 2,290,188	\$ 2,559,944
Housing Services Subtotal	1,219	1,367	-	79.8	-	5,198,826	5,198,826	3,743,569	1,455,257	\$ 16,014,758	21,213,584	3,743,569	17,470,015
Services Linked to Permanent Housing Subtotal	3,970	4,325	7.9	250.3	866,061	14,226,702	15,092,763	9,354,998	5,737,765	95,372	15,188,135	9,450,370	5,737,765
Rent Subsidy Subtotal	1,781	2,017	-	34.1	-	9,092,779	9,092,779	666,579	8,426,200	6,450	9,099,229	666,579	8,432,650
Child Care Subtotal	93	355	-	25.6	-	1,057,420	1,057,420	95,430	961,990	-	1,057,420	95,430	961,990
Vocational/Employment Subtotal	819	4,284	-	26.5	-	2,337,108	2,337,108	374,963	1,962,145	-	2,337,108	374,963	1,962,145
Subtotal Long Term Stabilization Services	10,533	21,705	45.9	452.7	\$ 3,891,808	\$ 33,737,220	\$ 37,629,028	\$ 16,525,727	\$ 21,103,301	\$ 16,116,580	\$ 53,745,608	\$ 16,621,099	\$ 37,124,509
TOTAL	26,402	94,215	81.0	1,102.4	\$ 5,858,079	\$ 67,123,947	\$ 72,982,026	\$ 41,040,588	\$ 31,941,428	\$ 18,681,807	\$ 91,663,333	\$ 42,130,603	\$ 49,533,230

DEPARTMENTS	FTEs	ADMINISTRATIVE COSTS	GENERAL FUND	NON-GENERAL FUND
Department of Human Services	20.0	\$ 1,644,633	\$ 1,368,907	\$ 275,726
Department of Public Health	1.6	165,677	165,677	-
Mayor's Office of Community Development	3.6	403,897	-	403,897
Mayor's Office of Housing	4.3	303,298	-	303,298
Redevelopment Agency	4.0	583,333	583,333	-
Department of Children, Youth and Their Families	1.0	64,589	-	64,589
Department on the Status of Women	n/a	n/a	n/a	n/a
TOTAL ADMINISTRATIVE FTEs AND COSTS (d)	34.5	\$ 3,165,427	\$ 2,117,917	\$ 1,047,510

TOTAL DIRECT SERVICES, CAPITAL PROJECTS AND ADMINISTRATIVE COSTS (c+d)	TOTAL COST (c + d)	GENERAL FUND	NON-GENERAL FUND
	\$ 94,829,260	\$ 44,248,520	\$ 50,580,740

TOTAL COUNTY ADULT ASSISTANCE PROGRAM SPENDING (e)	TOTAL COST OF CAAP (e)	GENERAL FUND	NON-GENERAL FUND
	\$ 9,458,796	\$ 9,458,796	-

TOTAL DIRECT SERVICES, CAPITAL PROJECTS, ADMINISTRATIVE COSTS, AND CAAP SPENDING (c+d+e)	TOTAL COST (c + d + e)	GENERAL FUND	NON-GENERAL FUND
	\$ 104,288,056	\$ 53,707,316	\$ 50,580,740