

# **Homelessness Strategies**



**Page Intentionally Left Blank**



### Description

Homelessness Strategies of the City that oversees and develops homelessness related programs and services. Additionally, the department is in the process of updating the administrative code to change it from a division to a department, which will be renamed Homelessness Strategies & Solutions (HSSD). As of December 2020, HSSD is part of the Mayor's Office, but the unit has both policy and operational functions and responsibilities.

HSSD plans, develops, and oversees a comprehensive network of citywide programs that provide immediate assistance and long-term solutions to meet the needs of those experiencing homelessness, serves as the City's liaison to agencies with a role in homelessness services to provide coordination and alignment of goals and funding, and ensures that the City's homelessness policies are properly reflected in the operations of, and carried out by, various City departments whose work impacts homelessness, among other duties.

Upon formation of the unit as a department, one of the department's first-year tasks will be to establish key performance indicators to quantify the impact of homelessness strategies and set targets to track progress toward achieving the department's objectives. In the meantime, there are various performance metrics and data tracking mechanisms that help inform decisions made on homelessness programming, such as those recently established by the Regional Task Force on the Homeless, those monitored and tracked by the implementation team for the community action plan, of which the City is a member, and various standards incorporated into service provider contracts.

# Homelessness Strategies

***The vision is:***

To prevent homelessness, offer housing opportunities that provide a path from homelessness, and offer services that meet the individualized needs of each person and family experiencing homelessness to help them achieve stability and long-term success.

***The mission is:***

To operate a comprehensive network of citywide programs that reflect a balance between providing immediate assistance and long-term solutions that meet the needs of those experiencing homelessness.

## Goals and Objectives

***Goal 1: Broaden access to resources for all individuals experiencing homelessness***

- Increase the amount of programming, supportive services, and housing opportunities

***Goal 2: Improve existing programs for all individuals experiencing homelessness***

- Explore opportunities to improve, innovate, and create new services within existing programs

***Goal 3: Address the needs of our specific homeless populations***

- Increase opportunities for specific homeless populations, such as unsheltered individuals, youth, and Veterans, to access short-term shelter and long-term housing, and other services designed to provide stability

# Homelessness Strategies

## Department Summary

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
FTE Positions (Budgeted)	0.00	9.00	12.00	3.00
Personnel Expenditures	\$ -	\$ 1,333,662	\$ 1,755,338	\$ 421,676
Non-Personnel Expenditures	-	62,902,237	16,316,486	(46,585,751)
<b>Total Department Expenditures</b>	<b>\$ -</b>	<b>\$ 64,235,899</b>	<b>\$ 18,071,824</b>	<b>\$ (46,164,075)</b>
<b>Total Department Revenue</b>	<b>\$ -</b>	<b>\$ 55,444,848</b>	<b>\$ 500,000</b>	<b>\$ (54,944,848)</b>

## General Fund

### Department Expenditures

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Homelessness Strategies	\$ -	\$ 49,135,899	\$ 18,071,824	\$ (31,064,075)
<b>Total</b>	<b>\$ -</b>	<b>\$ 49,135,899</b>	<b>\$ 18,071,824</b>	<b>\$ (31,064,075)</b>

### Department Personnel

	FY2020 Budget	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Homelessness Strategies	0.00	9.00	12.00	3.00
<b>Total</b>	<b>0.00</b>	<b>9.00</b>	<b>12.00</b>	<b>3.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Homeless Programs and Services</b> Addition of one-time non-personnel expenditures associated with homeless programs and services.	0.00	\$ 10,000,000	\$ -
<b>Homelessness Strategies Department Staffing</b> Addition of 1.00 Deputy Director and 2.00 Program Managers to support the Homelessness Strategies Department.	3.00	480,971	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology requirements.	0.00	51,980	-
<b>Pay-In-Lieu of Annual Leave Adjustments</b> Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.	0.00	15,500	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	9,642	-

# Homelessness Strategies

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	0.00	(74,795)	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
<b>Citywide Contracts Reduction of 2.6%</b>	0.00	(350,794)	-
Reduction of non-personnel expenditures associated with a 2.6% reduction in contracts citywide.			
<b>One-Time Additions and Annualizations</b>	0.00	(41,196,579)	(40,183,919)
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2021.			
<b>Revised Revenue</b>	0.00	-	339,071
One-time adjustment to reflect revised revenue projections related to State Homeless Housing, Assistance and Prevention grant funding.			
<b>Total</b>	<b>3.00 \$</b>	<b>(31,064,075) \$</b>	<b>(39,844,848)</b>

## Expenditures by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ -	\$ 883,325	\$ 1,159,858	\$ 276,533
Fringe Benefits	-	450,337	595,480	145,143
<b>PERSONNEL SUBTOTAL</b>	-	1,333,662	1,755,338	421,676
<b>NON-PERSONNEL</b>				
Supplies	\$ -	\$ 1,400	\$ 1,400	-
Contracts	-	38,098,337	16,251,947	(21,846,390)
Information Technology	-	-	51,980	51,980
Energy and Utilities	-	-	8,659	8,659
Other	-	2,500	2,500	-
Transfers Out	-	9,700,000	-	(9,700,000)
<b>NON-PERSONNEL SUBTOTAL</b>	-	47,802,237	16,316,486	(31,485,751)
<b>Total</b>	<b>\$ -</b>	<b>\$ 49,135,899</b>	<b>\$ 18,071,824</b>	<b>\$ (31,064,075)</b>

## Revenues by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Charges for Services	\$ -	\$ 648,269	\$ 500,000	(148,269)
Rev from Federal Agencies	-	39,696,579	-	(39,696,579)
<b>Total</b>	<b>\$ -</b>	<b>\$ 40,344,848</b>	<b>\$ 500,000</b>	<b>\$ (39,844,848)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000119	Associate Management Analyst	0.00	2.00	2.00	\$ 60,007 - 72,510	\$ 125,868
20000049	Department Director	0.00	1.00	0.00	65,653 - 248,703	-
20001101	Department Director	0.00	0.00	1.00	65,653 - 248,703	172,018

# Homelessness Strategies

## Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Adopted	Salary Range	Total
20001168	Deputy Director	0.00	0.00	1.00	52,133 - 191,703	150,000
20001234	Program Coordinator	0.00	2.00	2.00	32,448 - 153,046	178,572
20001222	Program Manager	0.00	2.00	4.00	52,133 - 191,703	484,638
20000015	Senior Management Analyst	0.00	1.00	1.00	65,869 - 79,649	79,649
20000756	Word Processing Operator Bilingual - Regular Budgeted Personnel	0.00	1.00	1.00	34,957 - 42,074	41,443
	Expenditure Savings					1,456
	Vacation Pay In Lieu					(89,286)
						15,500
<b>FTE, Salaries, and Wages Subtotal</b>		<b>0.00</b>	<b>9.00</b>	<b>12.00</b>		<b>\$ 1,159,858</b>

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ -	\$ 5,367	\$ 6,152	785
Flexible Benefits	-	115,135	116,543	1,408
Long-Term Disability	-	3,061	4,582	1,521
Medicare	-	12,809	16,593	3,784
Other Post-Employment Benefits	-	56,638	67,442	10,804
Retiree Medical Trust	-	1,691	2,181	490
Retirement ADC	-	166,971	264,984	98,013
Risk Management Administration	-	9,531	11,672	2,141
Supplemental Pension Savings Plan	-	73,456	95,409	21,953
Unemployment Insurance	-	1,358	1,667	309
Workers' Compensation	-	4,320	8,255	3,935
<b>Fringe Benefits Subtotal</b>	<b>\$ -</b>	<b>\$ 450,337</b>	<b>\$ 595,480</b>	<b>\$ 145,143</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,755,338</b>	

## COVID-19 Rent Relief

### Department Expenditures

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Homelessness Strategies	\$ -	\$ 15,100,000	\$ -	(15,100,000)
<b>Total</b>	<b>\$ -</b>	<b>\$ 15,100,000</b>	<b>\$ -</b>	<b>(15,100,000)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Additions and Annualizations</b>	0.00	\$ (15,100,000)	\$ (15,100,000)
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2021.			
<b>Total</b>	<b>0.00</b>	<b>\$ (15,100,000)</b>	<b>\$ (15,100,000)</b>

# Homelessness Strategies

## Expenditures by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>NON-PERSONNEL</b>				
Contracts	\$ -	\$ 15,100,000	\$ -	(15,100,000)
<b>NON-PERSONNEL SUBTOTAL</b>	-	15,100,000	-	(15,100,000)
<b>Total</b>	\$ -	\$ 15,100,000	\$ -	(15,100,000)

## Revenues by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Transfers In	\$ -	\$ 15,100,000	\$ -	(15,100,000)
<b>Total</b>	\$ -	\$ 15,100,000	\$ -	(15,100,000)

# Homelessness Strategies

## Revenue and Expense Statement (Non-General Fund)

COVID-19 Rent Relief	FY2020 Actual	FY2021* Budget	FY2022** Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ -	\$ -	72,434,140
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>72,434,140</b>
REVENUE			
Transfers In	\$ -	15,100,000	\$ -
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>15,100,000</b>	<b>\$ -</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ -</b>	<b>15,100,000</b>	<b>\$ 72,434,140</b>
OPERATING EXPENSE			
Contracts	\$ -	15,100,000	\$ -
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ -</b>	<b>15,100,000</b>	<b>\$ -</b>
<b>TOTAL EXPENSE</b>	<b>\$ -</b>	<b>15,100,000</b>	<b>\$ -</b>
<b>BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>72,434,140</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ -</b>	<b>15,100,000</b>	<b>\$ 72,434,140</b>

\* At the time of publication, audited financial statements for Fiscal Year 2021 were not available. Therefore, the Fiscal Year 2021 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2021 Adopted Budget, while the beginning Fiscal Year 2021 balance amount reflects the audited Fiscal Year 2020 ending balance.

\*\* Fiscal Year 2022 Beginning Fund Balance reflect the projected Fiscal Year 2021 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2021.