

Audit of the City's Homeless Assistance Programs

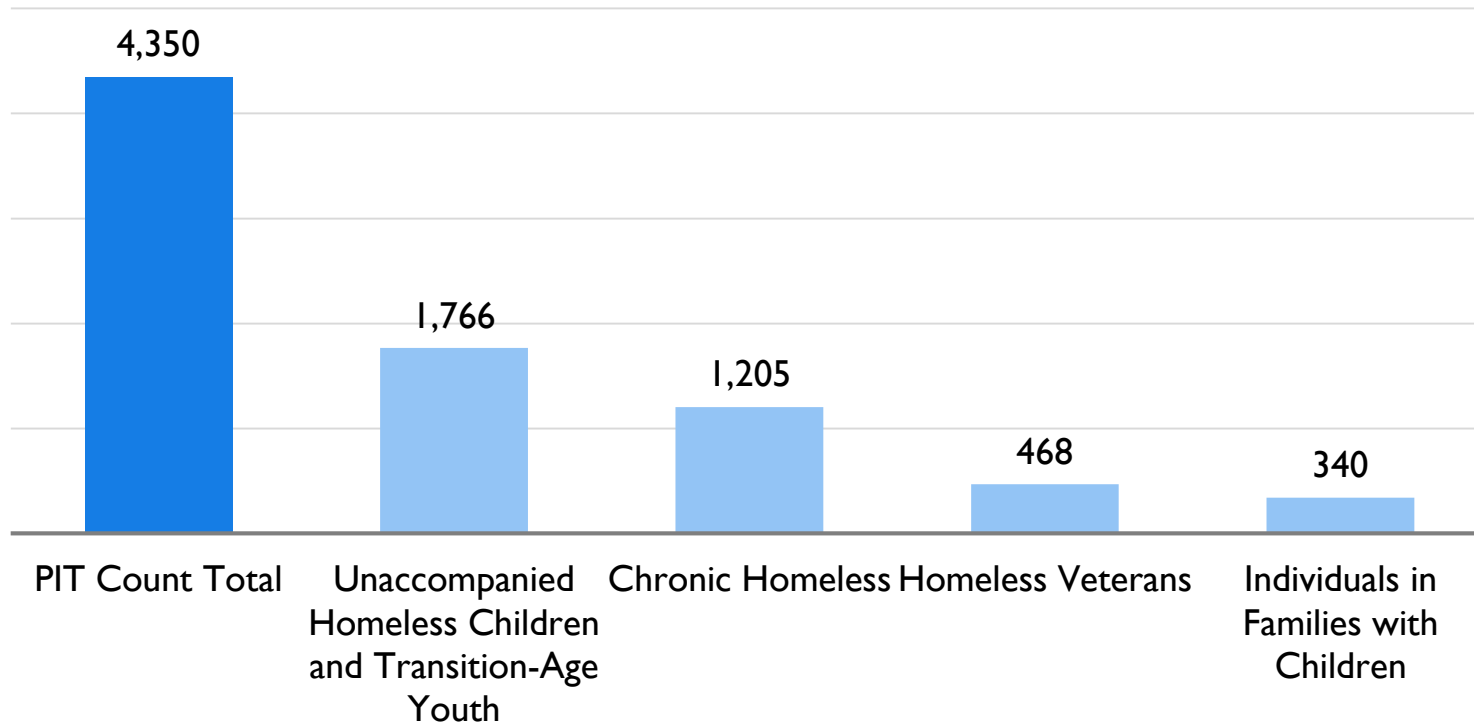
More Coordination and Better Monitoring Can Help Improve the Effectiveness of Programs

A Report by the San José City Auditor
November 2018

www.sanjoseca.gov/auditor

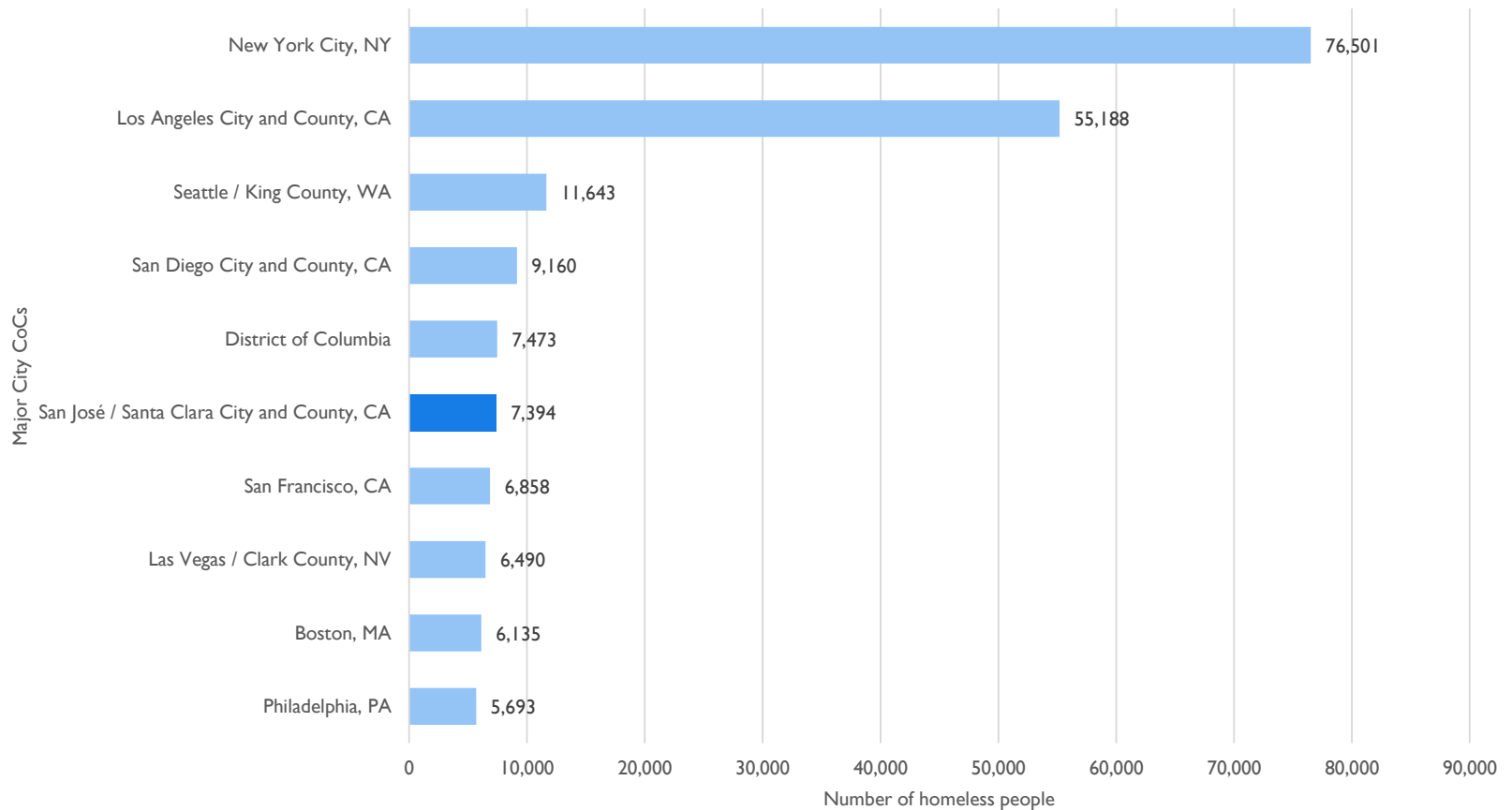
Who is Homeless in San José?

San José Homeless Residents, by HUD-defined Subpopulation

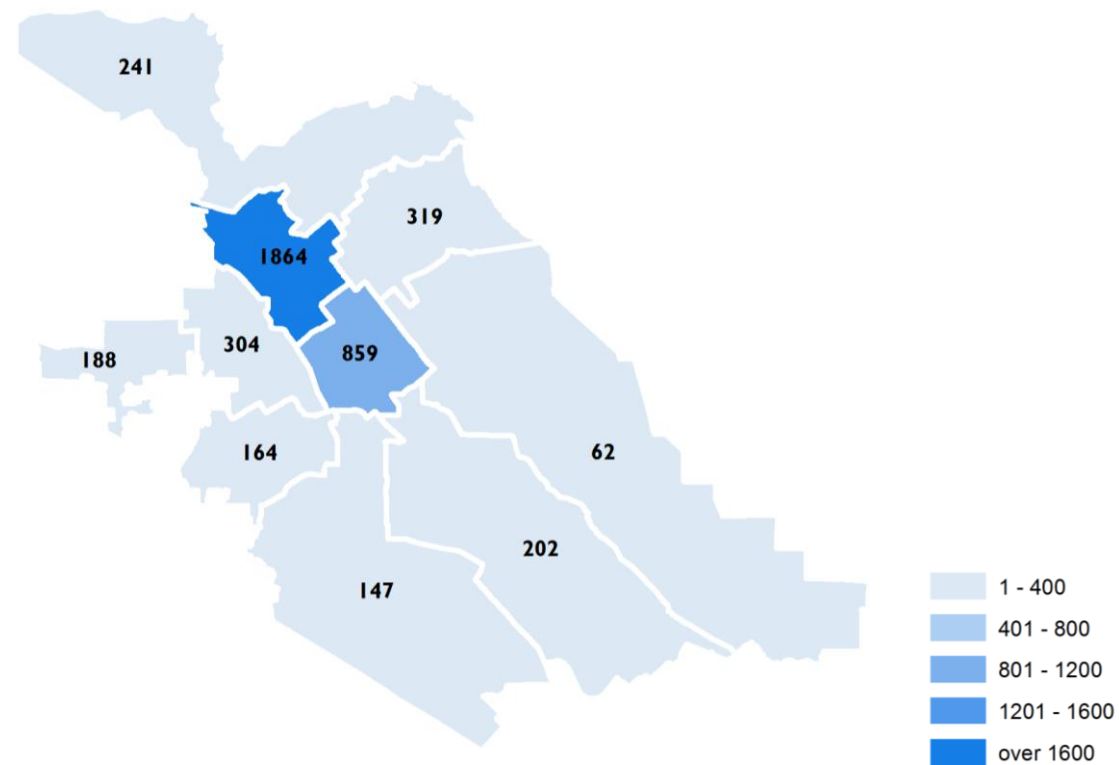


Finding I: Additional Coordination Is Needed to Address High Cost of Homelessness

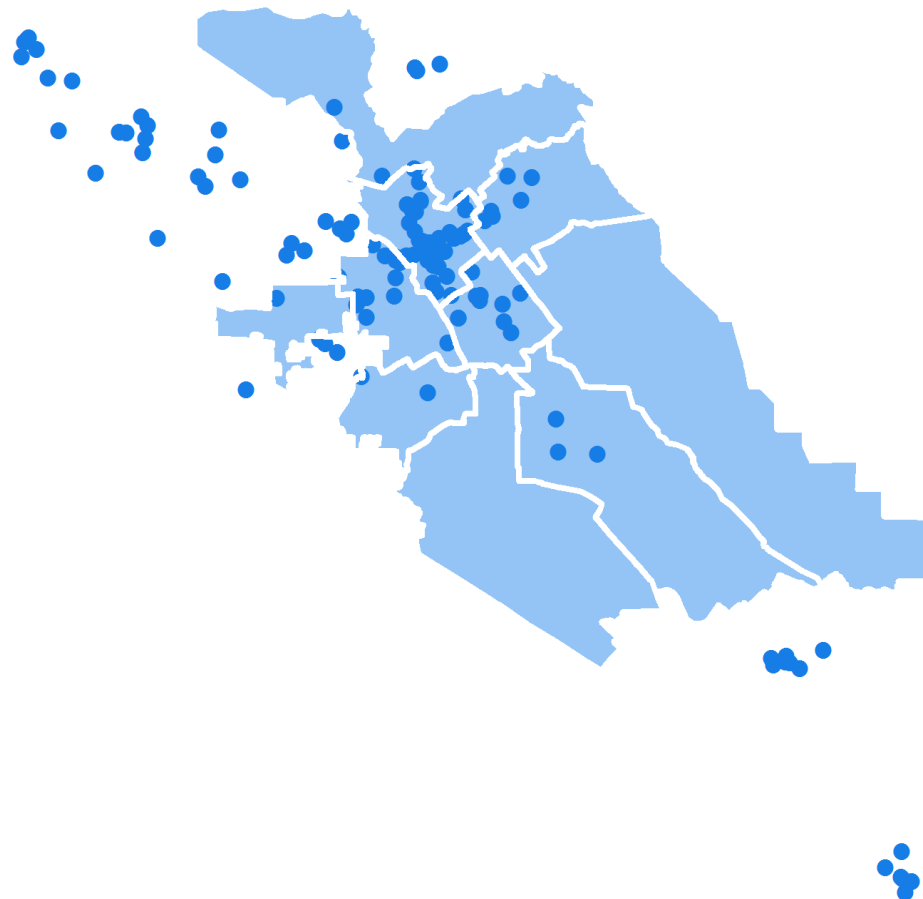
Santa Clara County Ranked #6 in Homeless Residents



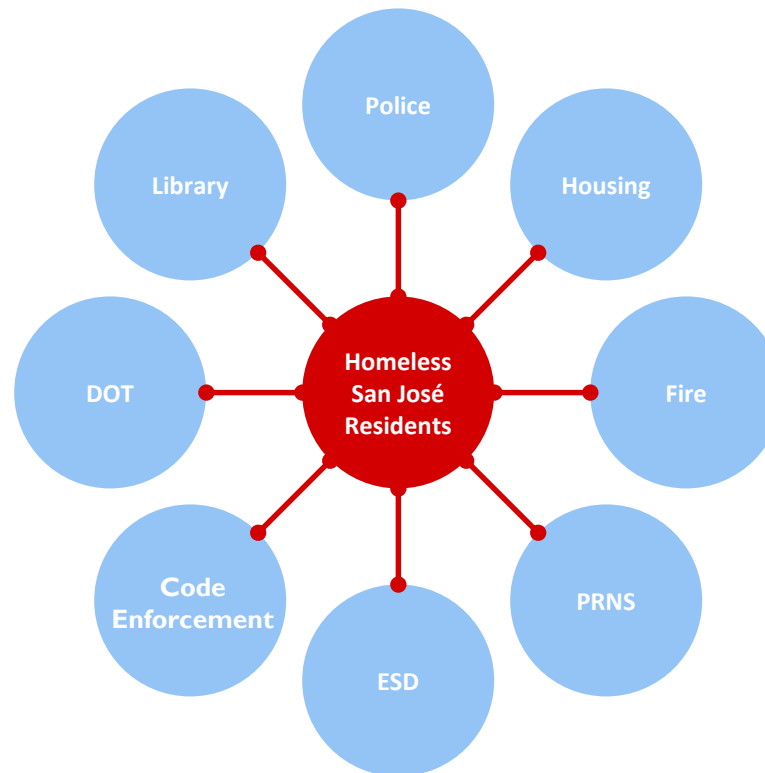
Homeless Residents Were Found in Every City Council District



Many CBOs and Other Groups Provide Homeless Services

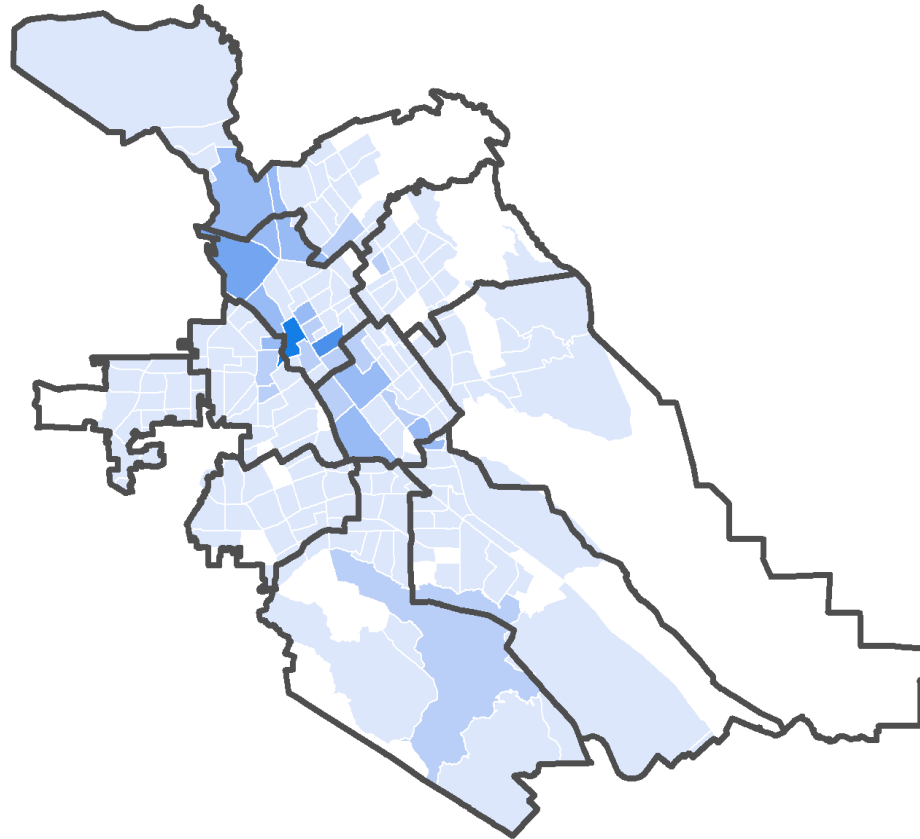


The City Can Improve Its Internal and External Coordination to Provide a More Comprehensive Response

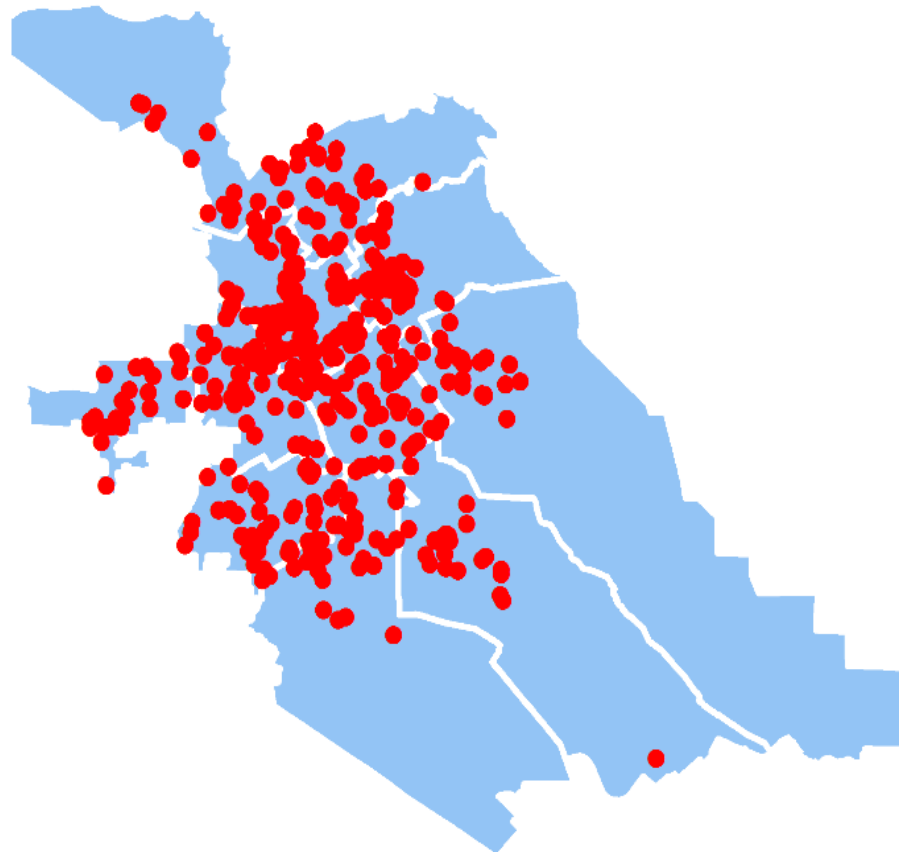


Finding 2: A Lack of Sufficient Interim and Permanent Housing Options Makes Housing Encampment Residents Challenging

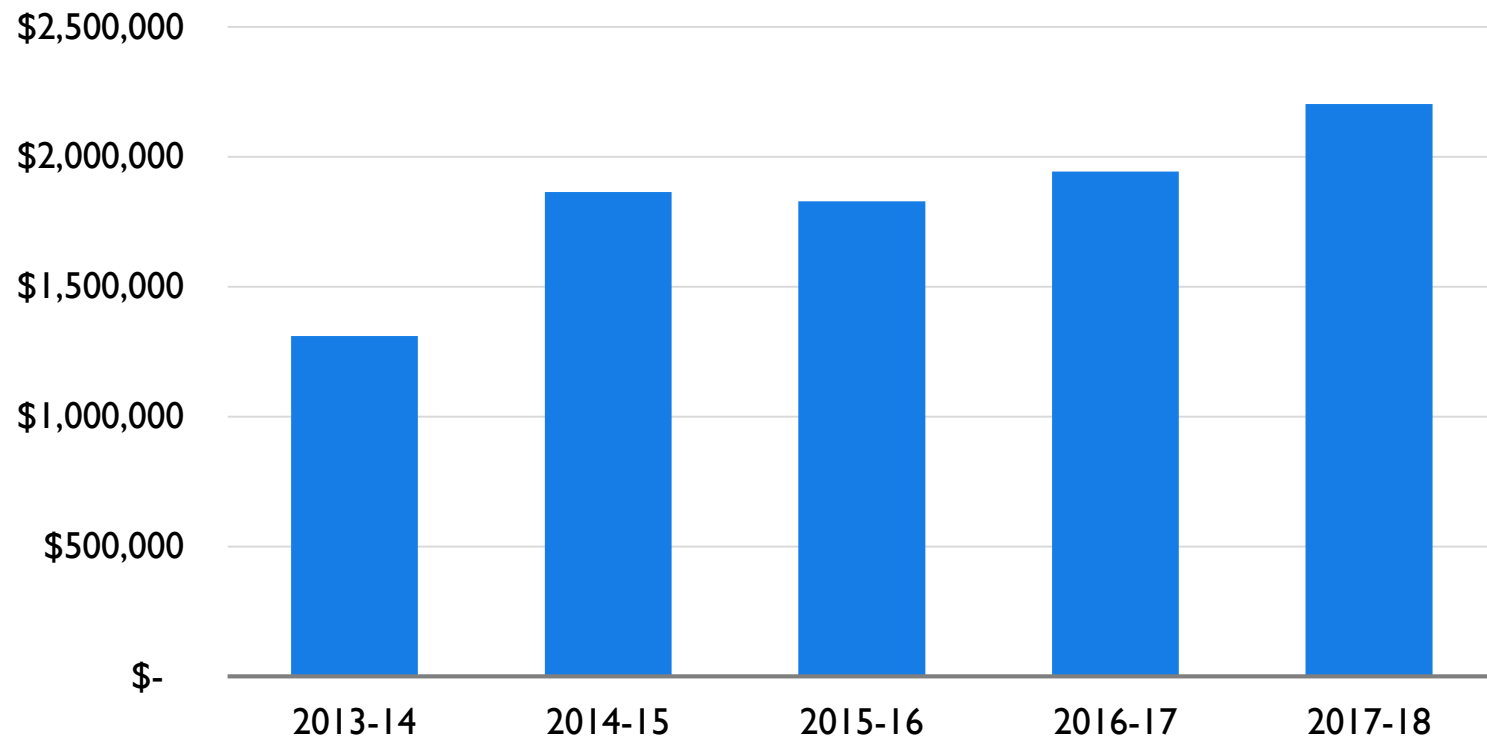
In January 2017, Unsheltered San José Residents Were Counted in Every City Council District



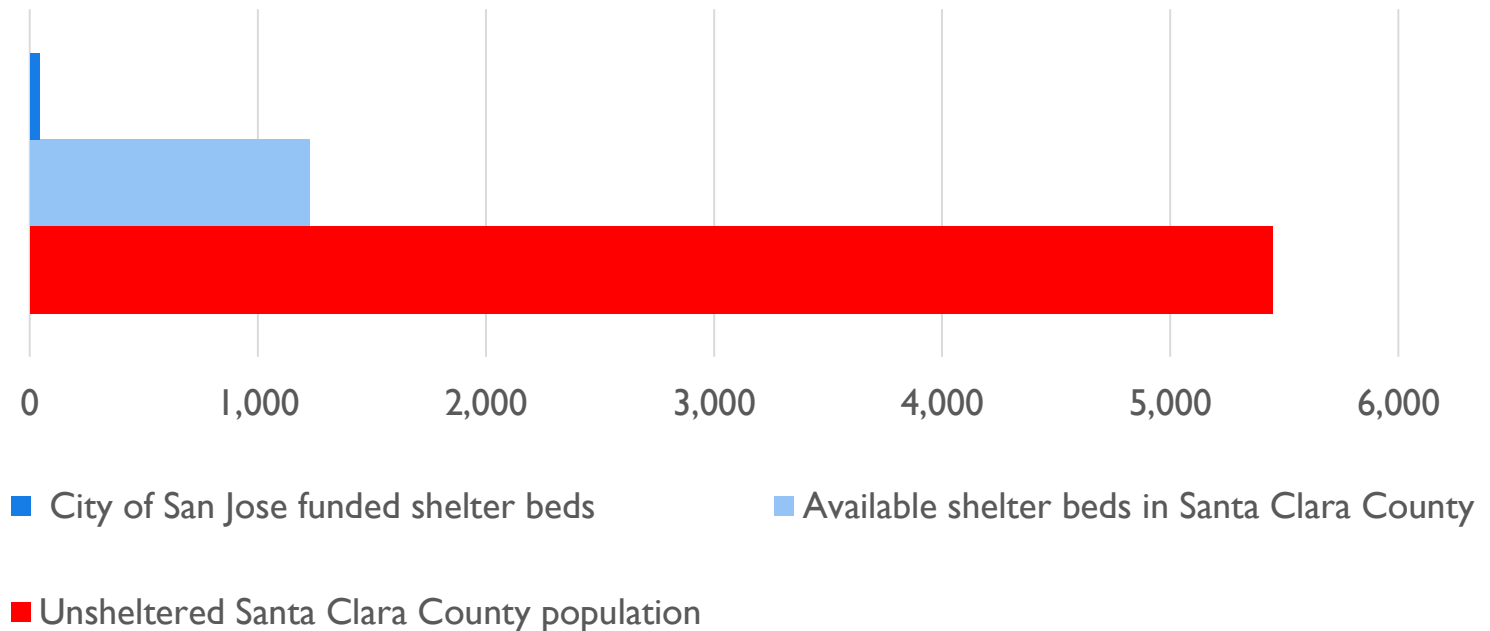
Reported Locations of Homeless People Are in Every City Council District



Encampment Abatement Expenditures Have Increased Since FY 2013-14



Shelter Capacity Is Inadequate to Meet Need for Unhoused Santa Clara County Residents



Finding 3: Improved Performance Management of City-Funded Homeless Service Providers Can Help Ensure the Effectiveness of Homeless Assistance Programs

The City Relies on CBOs to Implement and Deliver its Homeless Assistance Program

Strategy	Summary of Activities FY 2017-18
RAPID REHOUSING	Three CBOs contracted to help individuals and families quickly exit homelessness and return to permanent housing via access to short term subsidized rental housing.
CRISIS RESPONSE	Five CBOs contracted to provide the front line response to homelessness focused on ensuring people can meet their most basic needs such as shelter, food, clothing, and personal hygiene as well as connecting people who experience homelessness including encampment residents to housing assistance and/or available services through outreach.
PERMANENT SUPPORTIVE HOUSING	The City contracted with the County of Santa Clara to provide permanent supportive housing services, targeting the City's chronically homeless population. Another CBO targeted survivors of domestic violence experiencing homelessness.
PREVENTION	Two CBOs contracted to lead prevention efforts including emergency rental assistance and support, the homeless veterans campaign, and employment support services.

Comparison of Audit Results to Annual Homelessness Report

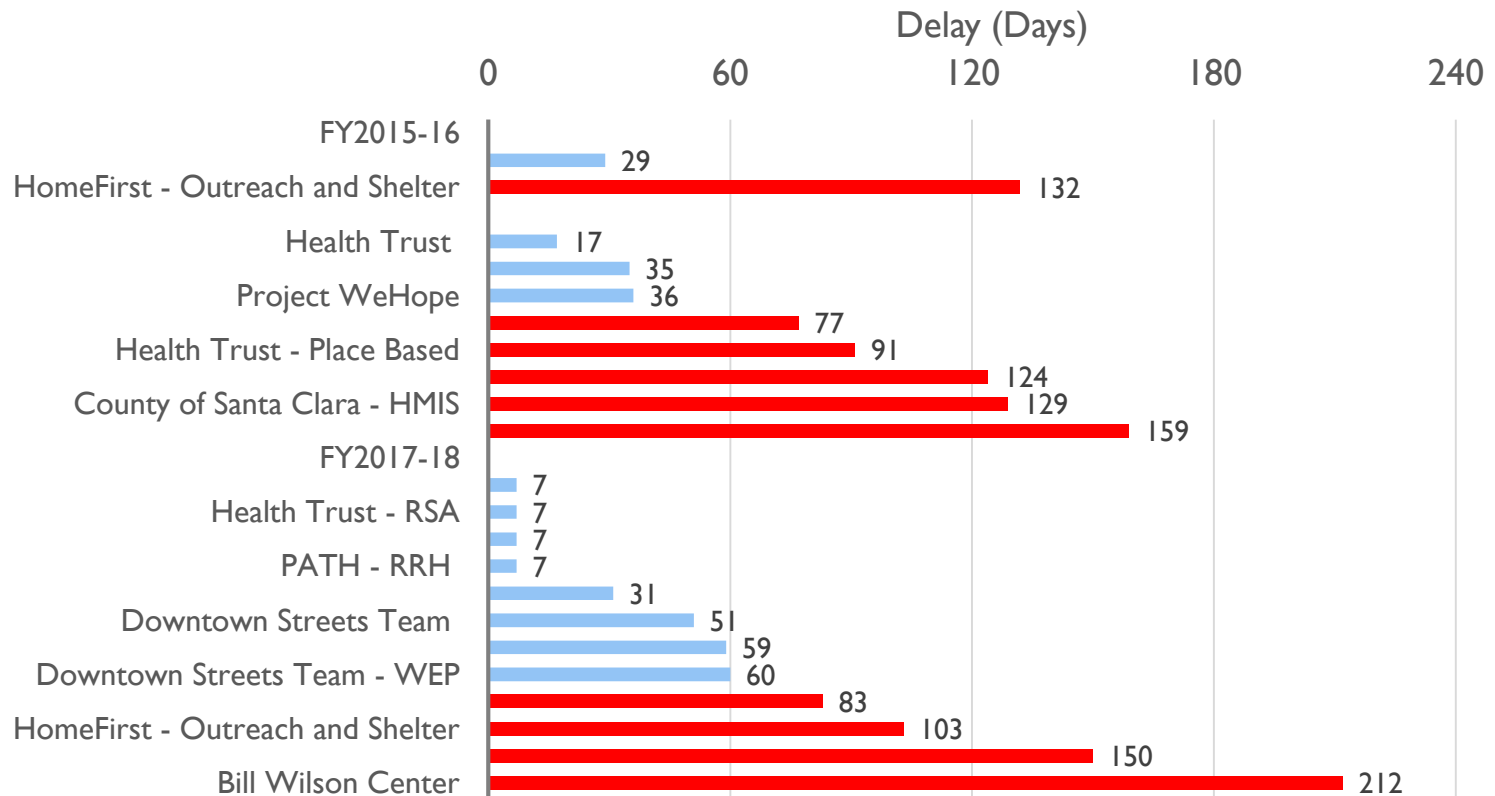
- **Our report summarized data in four strategy areas (data from grantee reports), totaling \$13 million**
- **The Annual Homelessness Report summarized data in three strategy areas, totaling \$21.9 million (including some capital projects)**
- **Audit recommendations designed to improve monitoring of grantees (including total dollars and periodic reconciliation of performance data) in order to better track and assess success of efforts in each of the strategy areas**

Recommendations to Strengthen the Monitoring Process

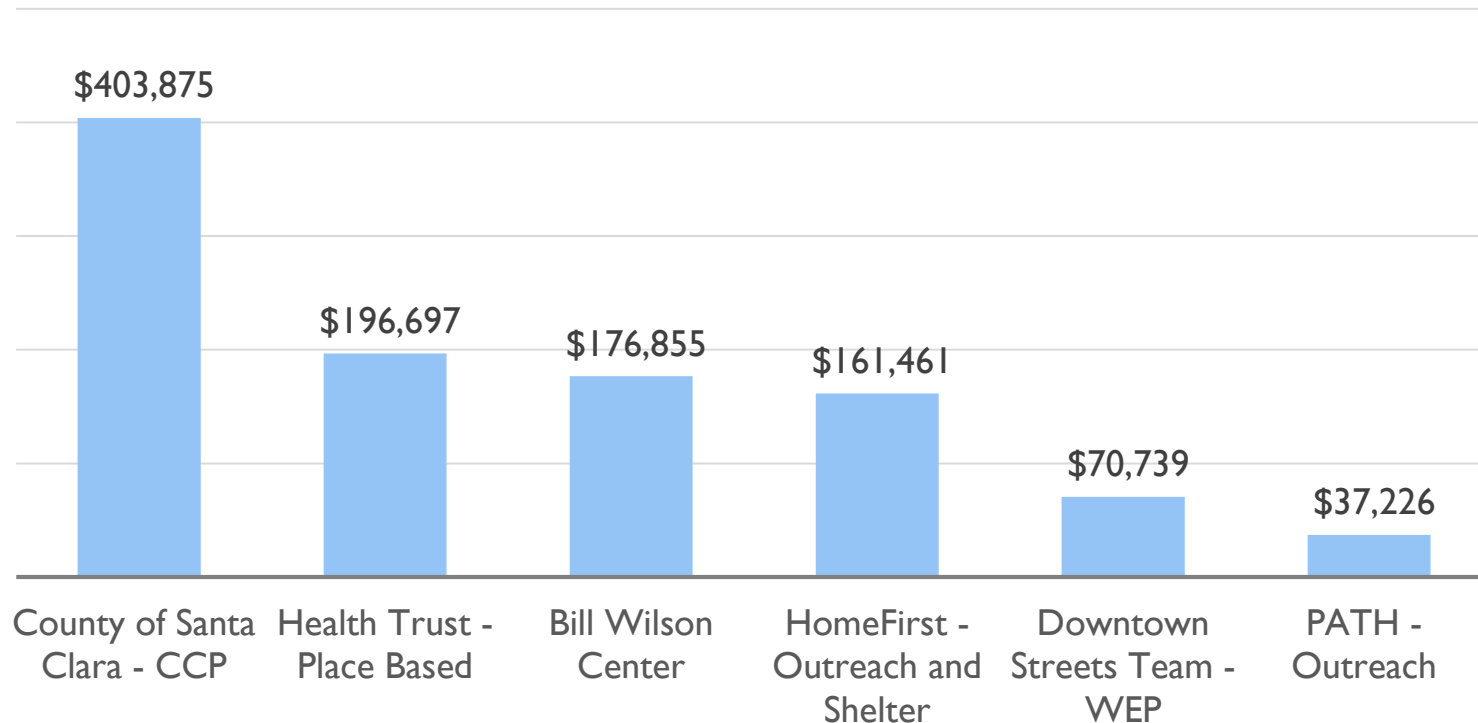
- **Regularly aggregate program-level data to evaluate program effectiveness by strategy area, and compare to county level data on a semi-annual basis**
- **Conduct quarterly reviews of grantee performance to assess progress toward targets, obstacles, and areas for improvement**
- **Conduct monitoring visits at least once every two years, and use risk assessment methodology to determine need for additional on-site monitoring**
- **Formalize collaboration between the grants team and the program team**
- **Continue developing a system to track grant expenses by service/program**

Finding 4: Delays in Contract Execution Put Stress on Grantees

Half of Agreements Since FY 2015-16 Were Executed 60 Days After Service Provision Began



Over \$1 Million in Retroactively Paid Invoices Without Executed Agreement in FY 2017-18



Conclusion

Our report includes 14 recommendations to improve the City's oversight and management of its homeless assistance programs

We would like to thank the Housing Department, their grantees, Santa Clara County and City staff, and the other community-based organizations for their work in support of San José's homeless residents

www.sanjoseca.gov/auditor