



The LEWIN GROUP

Costs of Serving Homeless Individuals in Nine Cities

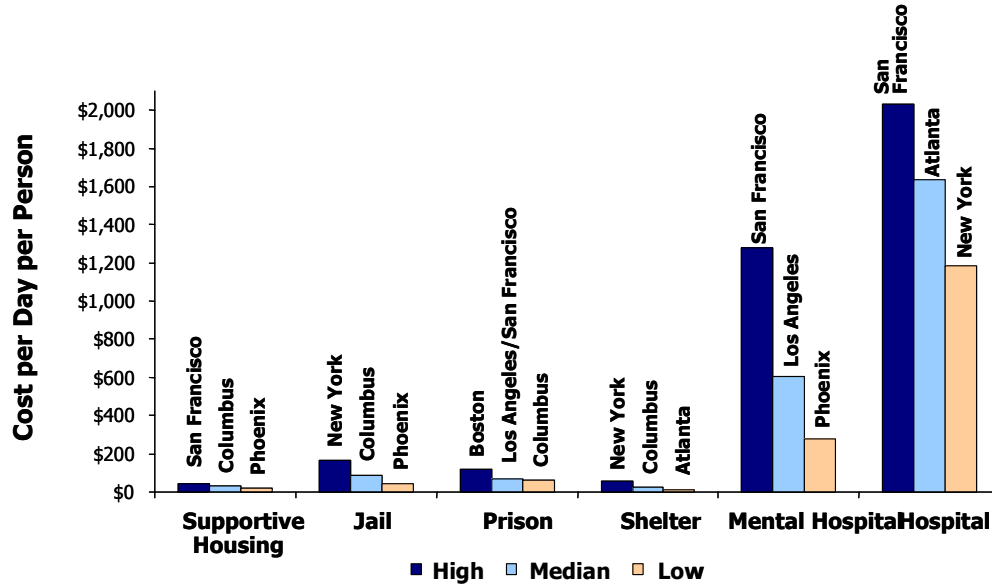
CHART BOOK

November 19, 2004

Prepared for:

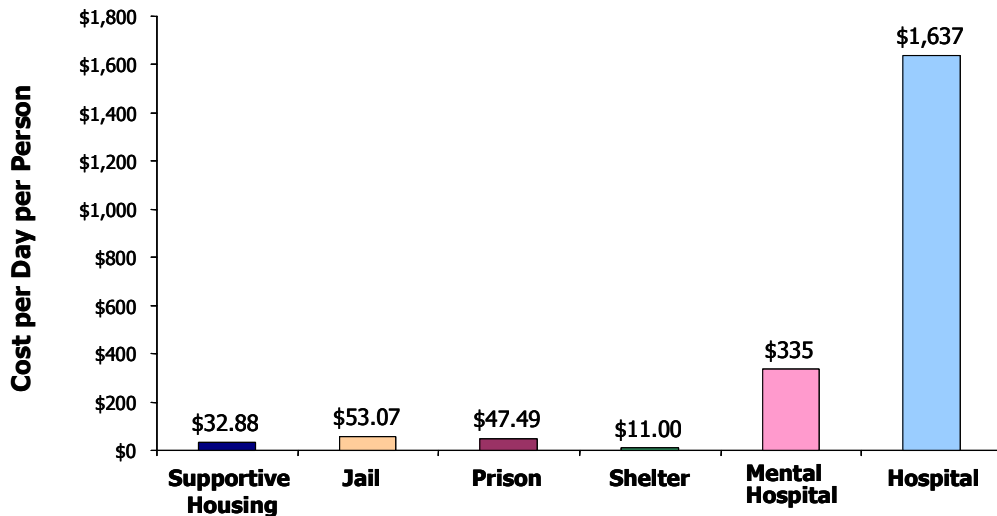
The Partnership to End Long-Term Homelessness

Cost Estimates – High/Median/Low City



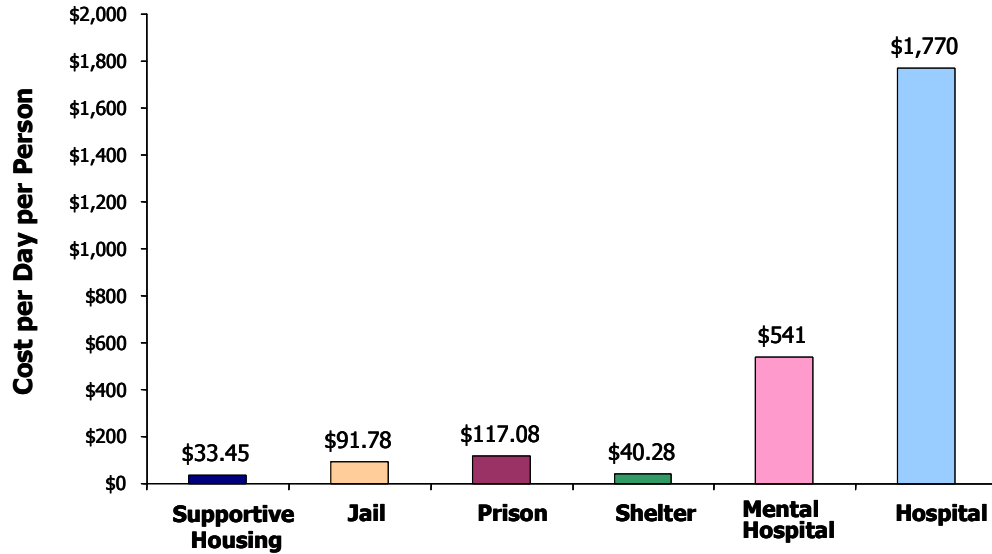
Source: The Lewin Group

Atlanta Cost Estimates



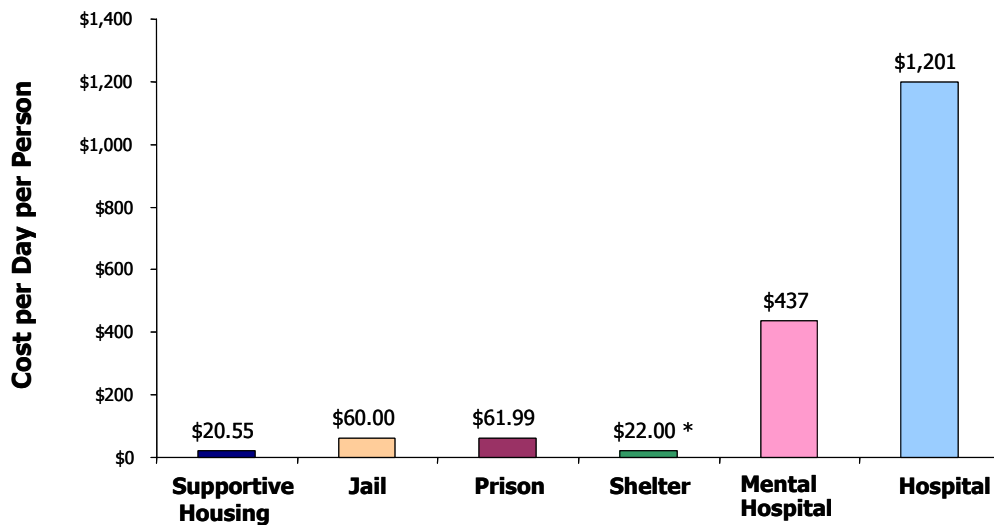
Source: The Lewin Group

Boston Cost Estimates



Source: The Lewin Group

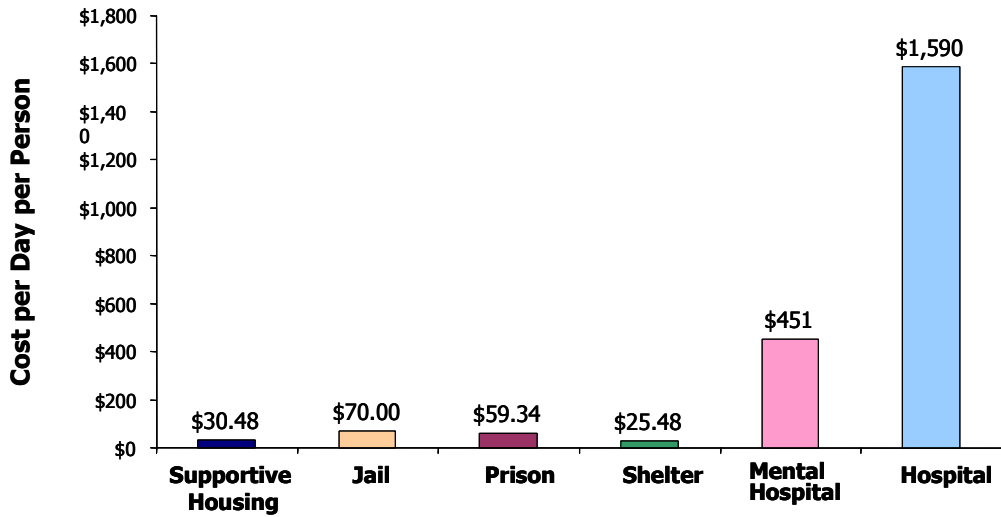
Chicago Cost Estimates



*Data not available. Estimate modeled based on the relationship of average shelter costs to costs in other settings among remaining cities, adjusted to reflect average service cost levels in Chicago.

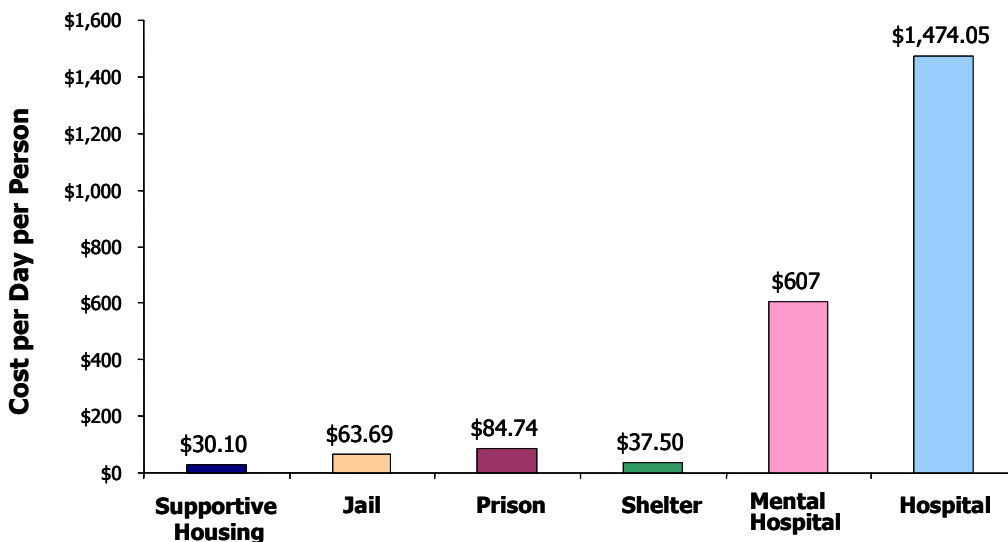
Source: The Lewin Group

Columbus Cost Estimates



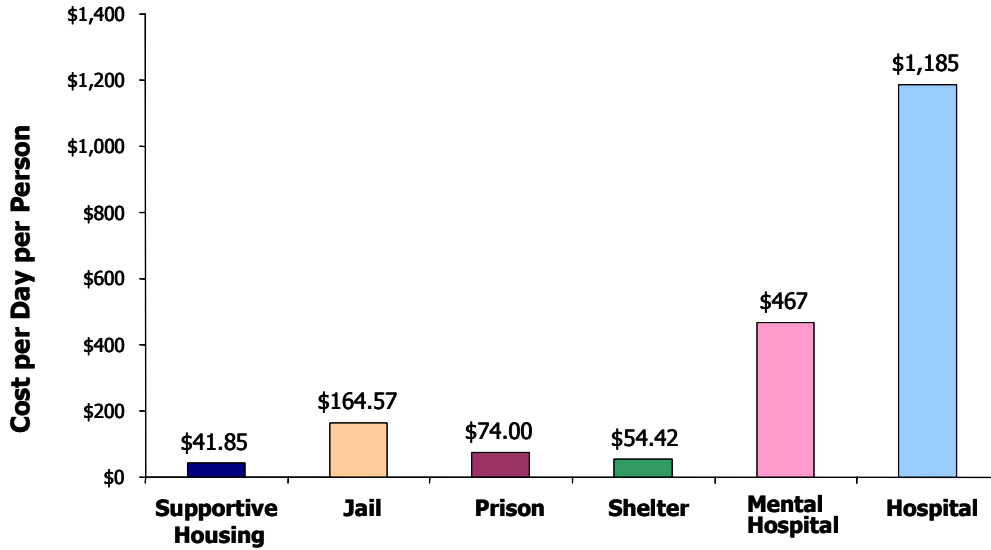
Source: The Lewin Group

Los Angeles Cost Estimates



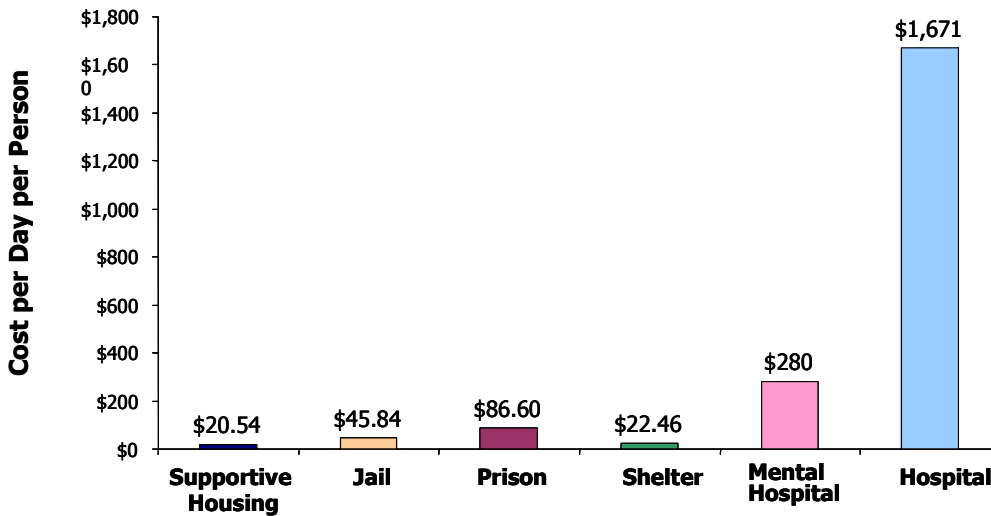
Source: The Lewin Group

New York Cost Estimates



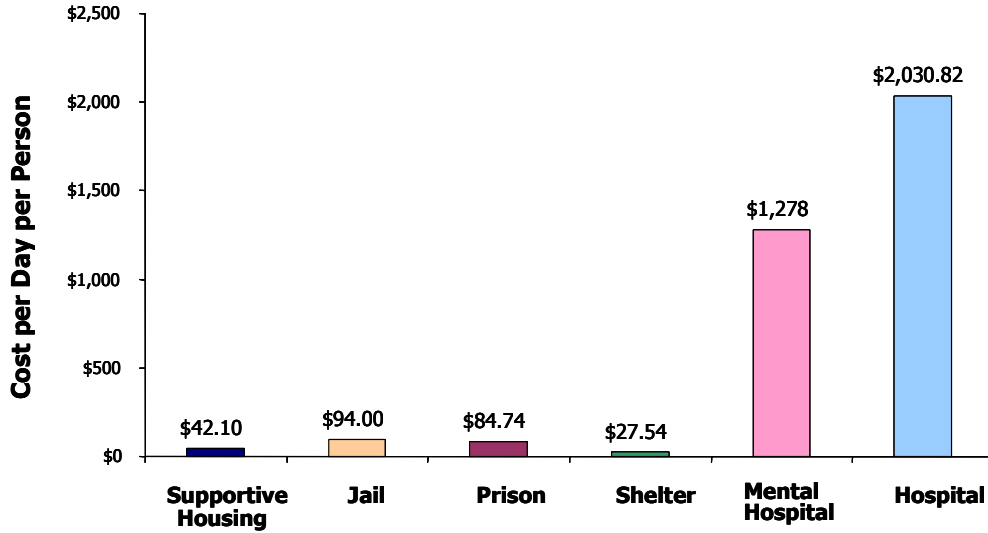
Source: The Lewin Group

Phoenix Cost Estimates



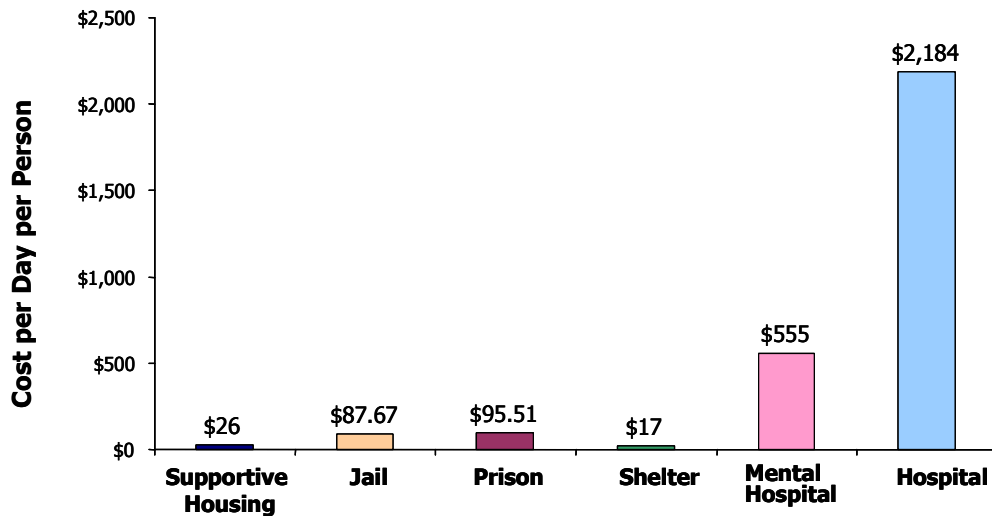
Source: The Lewin Group

San Francisco Cost Estimates



Source: The Lewin Group

Seattle Cost Estimates



Source: The Lewin Group

This chart book presents estimates of the costs of serving homeless individuals in six alternative settings in nine cities. In addition to the estimates, this document includes: definitions for each of the six service settings for which estimates are presented, indicating the types of services generally reflected in the cost estimates; a description of how a single point estimate was calculated for each setting for each city; and a listing of the organizations that provided the estimates used.

SETTING DEFINITIONS

SHELTER

- Shelters are defined as temporary housing available for the homeless over one night or several nights.
- Most cost estimates include the following services: food, administrative costs, case management, health care services or referrals, housing costs associated with rent, mortgage, or costs associated with the ownership of property.
- Some cost estimates also include additional services: employment assistance, dental care, vision care, laundry, support groups, showers, optional worship services, mental health care, telephone use, and legal assistance.

JAIL

- Jails are defined as locally-operated correctional facilities.
- Most cost estimates include the following services: food, shelter and other housing costs, administrative costs, clothing, and security.
- Some cost estimates also include additional services: healthcare, laundry, and other supplies and services for inmates.

PRISON

- Prisons are state-operated correctional facilities.
- Most cost estimates include the following services: operating and administrative cost, and all other prison services.
- Some cost estimates also include additional services: health care, dental care, and security.
- Some cost estimates do not include capital costs.

HOSPITAL

- Hospitals are defined as general, short-term stay inpatient institutions providing medical care by professionals including doctors and nurses.
- Cost estimates were calculated according to the total inpatient cost per day.

MENTAL HOSPITAL

- Mental Hospitals are hospital specializing in the treatment of patients with mental illness.
- Cost estimates were calculated according to the total inpatient cost per day.

SUPPORTIVE HOUSING

- Supportive Housing is defined as housing that combines building features and personal services to enable people to remain living in the community as long as they are able and choose to do so.
- Most cost estimates include the following services: operating costs, housing, utilities, case management, employment services, staffing, administration of service, and capital costs.
- Some cost estimates also include additional services: food, occupancy costs, mental health or psychiatric services, physical/occupational/medical services, crisis intervention, support groups, conflict resolution and mediation, recovery readiness services, daily living skills assistance, recreational/socialization opportunities, personal money management, legal assistance, tenants' rights education, transportation and food/nutritional services, on-site preventive health and nursing services, 24 hour front desk or coverage, resource center with computer, and classrooms/meeting rooms.
- Some cost estimates do not include: administrative costs, health care, and capital costs.

COST ESTIMATE METHODOLOGY

Cost estimates were derived from the best available data for each setting. Estimates represent the average cost of providing one day of service to an individual in each setting, and are meant to capture the underlying costs of providing services, as opposed to the payments received from various public payers.

SHELTER

- Cost estimates by various sources were used.
- If sources gave multiple cost estimates, the weighted average of all estimates were used to calculate costs. The weighted average was calculated by dividing the total costs of services by the total amount of people served.
- For one city, Chicago, direct cost estimates were not available at time of publication. An estimated shelter cost was calculated based on the relationship of average shelter costs to costs in other settings among the remaining eight cities, adjusted to reflect average service cost levels in Chicago.

JAIL

- Cost estimates were collected through personal communication with various stakeholders in each city.

PRISON

- Cost estimates were collected through personal communication with various stakeholders in each city.

HOSPITAL

- Cost estimates were derived from Medicare Cost Report data for FY 2002.
- Hospitals were defined as general, short term care hospitals only. Thus, specialized hospitals (e.g. heart, behavioral health, eye and ear) were excluded from the sample.
- Cost estimates (i.e. total inpatient costs per day) were calculated for each hospital by dividing the total inpatient costs by the total inpatient days, and the median value was used.

MENTAL HOSPITAL

- Cost estimates were derived from Medicare Cost Report data for FY 2002.
- Cost estimates (i.e. total inpatient costs per day) were calculated for each hospital by dividing the total inpatient costs by the total inpatient days, and the median value was used.
- Mental hospitals were defined as specialized psychiatric service hospitals.

SUPPORTIVE HOUSING

- Cost estimates were collected through personal communication with various stakeholders in each city.
- If sources gave multiple cost estimates, the weighted average of all estimates was used to calculate cost. The weighted average was calculated by dividing the total costs by the total amount of people served.

CONTACTS AND SOURCES

SHELTER

San Francisco, California – Episcopal Community Services, 2003-2004

Los Angeles (LA County), California – The Weingart Institute for Hunger and Homelessness

Atlanta, Georgia – Atlanta Union Mission

New York City (all 5 boroughs), NY – City of New York, Mayor’s Management Report, FY 2004

Columbus, Ohio – Community Shelter Board, 2003 Program Evaluation

Chicago, Illinois

Seattle, Washington – Downtown Emergency Service Center

Phoenix, Arizona – Central Arizona Shelter Services

Boston, Massachusetts – Elizabeth Stone House

Boston, Massachusetts – Boston Public Health Commission, Long Island Shelter

Boston, Massachusetts – Shelter, Inc.

JAIL

San Francisco, California – San Francisco Sheriff’s Office

Los Angeles (LA County), California – Los Angeles Sheriff’s Office, 2004

Atlanta, Georgia – Atlanta Department of Corrections

New York City (all 5 boroughs), NY – City of New York, Mayor’s Management Report, FY 2004

Columbus, Ohio – Franklin County Sheriff’s Office

Chicago, Illinois – Supportive Housing Providers Association, and Staff of Cook County Department of Corrections

Seattle, Washington – King County Auditors’ Office, Special Study: King County Jails

Phoenix, Arizona – Maricopa County Jail Sheriff’s Office, County Department of Budgets

Boston, Massachusetts – Suffolk County Jail Communications Department

PRISON

San Francisco, California – California Department of Corrections

Los Angeles (LA County), California – California Department of Corrections

Atlanta, Georgia – Georgia Department of Corrections

New York City (all 5 boroughs), NY – New York State Department of Correctional Services

Columbus, Ohio – Ohio Department of Rehabilitation and Corrections

Chicago, Illinois – Illinois Department of Corrections, Financial Impact Statement

Seattle, Washington – Washington State FY 2004 Inactive Budget, and Washington State Department of Corrections, Office of Budget and Research

Phoenix, Arizona – Arizona Department of Corrections, Per capita cost for FY 2002

Boston, Massachusetts – Massachusetts Department of Corrections

HOSPITAL

No interviews required. Costs for all nine cities were derived from Medicare Cost Reports for FY 2002

MENTAL HOSPITAL

No interviews required. Costs for all nine cities were derived from Medicare Cost Reports for FY 2002

SUPPORTIVE HOUSING

San Francisco, California – Episcopal Community Services, Baker Places, and Conard House

Los Angeles (LA County), California – Skid Row Housing Trust

Atlanta, Georgia – Georgia Department of Community Affairs, Homeless Act Plan to End Homelessness in Ten Years

New York City (all 5 boroughs), NY – Common Ground Community, Bowery Residents' Committee, Inc.

Columbus, Ohio – Community Shelter Board, 2003 Program Evaluation

Chicago, Illinois – Supportive Housing Providers Association

Seattle, Washington – Downtown Emergency Service Center

Phoenix, Arizona – Central Arizona Shelter Services, and Homeless Planning for Maricopa County

Boston, Massachusetts – Shelter, Inc., and St. Francis House