

GUIDELINES FOR BUDGET PRIORITIES – FISCAL YEAR 2012-13

San Francisco Human Services Network

February 1, 2012

The following guidelines are offered by the Human Services Network to provide a broadly agreed upon framework for implementing any reductions in services in the health and human services departments of the City and County of San Francisco.

The intent of these priorities is to allow departments to categorize an array of services along these 7 priorities. Some programs and specific CBO services will be consistent with all 7 priorities, while others may only fall into one or two of the categories. The goal is to identify programs that are a high priority, based on the fact that they meet a majority of the standards represented by this list. Those services/programs would be the last to be cut or reduced in a reduction strategy. Others that meet fewer of the priorities would be more at risk.

It is not suggested by these priorities that this methodology is the only way to determine the priority status of a particular service. There are programs that may only meet one or two of these priorities, but they are a critical element of a safety net for specific communities, or populations.

In addition to the list of seven priorities, HSN is providing a set of guiding principles to inform the decisions made by departments regarding budget reductions:

- : Budget decisions at all levels (departmental, Mayor's Office and Board of Supervisors), within the framework of the Budget Priorities, should prioritize community-based approaches over institutionalization.
- : When specific programs are eliminated or significantly reduced because of inadequate performance by a particular provider, the department should keep those resources and services in that same community so that critically needed services are not lost in a community, neighborhood, or client population because of poor performance by a contractor.
- : All service reductions and cuts should be coordinated across all departments and with the affected CBOs so that there is a clear understanding of the impact and potential unintended consequences of each specific reduction to a service or a provider on the overall capability of the provider to continue to operate and provide that service.
- : Contractors' inflationary, structural and regulatory cost increases, including wage and benefit costs should be annualized in the City budget and addressed in the City's five-year planning process. The City should allow contractors flexibility in addressing any unfunded cost increase, including through reductions in service.

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1. Preserve services that meet basic human needs: shelter and housing; food; child and adult protection; emergency assistance; health care; and income support.
2. Prioritize services to the most vulnerable, beginning with those with multiple needs and who face significant barriers to care and resources, as well as those at the highest risk of severe consequences, including premature or avoidable death, if services are not available.
3. Prioritize programs that leverage outside funding streams (federal, state, or fees for service).
4. Prioritize community-based programs that quantifiably lower city-funded health and human services and public safety costs.
5. Prioritize services and resources (such as facilities) that will be permanently lost if they are eliminated.
6. Prioritize services and outreach which are delivered by CBOs with demonstrated ties to, familiarity with, and competencies to serve specific neighborhoods, communities and populations throughout San Francisco.
7. Prioritize services with demonstrated ability to prevent institutionalization, incarceration, and utilization of high cost or inappropriate settings (e.g. emergency rooms, hospitals, jail, and Institutions for Mental Diseases).