

Contract Monitoring Policy

This policy outlines foundational monitoring requirements that City departments must follow when contracting with nonprofits to provide direct services to the public.

What you should know about the policy

San Francisco relies on its nonprofit partners to deliver over \$1.5 billion in services to San Francisco residents each year. **Departments are responsible for managing and evaluating the performance of those nonprofits.** This policy sets foundational requirements for department oversight across **five areas.** It includes **required** components and **recommended** best practices, with highlights below.



1 Performance Measures

- Contracts must have performance measures that should typically include **targets.**
- There is no required number of measures, but contracts should include both **service objectives** and **outcome measures.**
- Measures should generally be **consistent** across contracts for the same services.



2 Reporting

- Departments must require **annual reporting** at a minimum, but departments may require more reporting if useful for operations.
- Departments must provide **timely access to systems.**



3 Program Monitoring

- Departments must develop standards and checklists to ensure a consistent approach across staff and nonprofits.
- At minimum, departments must **monitor each contract annually;** this should be a **site visit** at least once during the contract term.
- Results must be communicated timely.



4 Ongoing Engagement

- Departments must **regularly engage** contractors through operational meetings, visits or trainings.
- Departments must **visit program locations annually.**



5 Department Policies & Procedures

- Because departments have different programming and operational needs, oversight practices will differ too. Departments should develop their **own policies and procedures** aligned to this policy.

This policy applies to:

- ✓ All City departments that contract with nonprofits
- ✓ Nonprofit contracts for **direct services** to the public
- ✓ Nonprofit contracts valued at **\$200k or more per year**

This policy does not apply to:

- ✗ Deliverables-based nonprofit contracts
- ✗ Contracts for services for the department

Implementation

- Departments must develop policies by **June 30, 2025**
- Departments must update contracts executed or amended after **June 30, 2025**
- Policy includes detailed **implementation guidance**

How to learn more:

- View the [full policy here](#)
- To learn more, please go to our [Nonprofit Home Page](#)

Contact Us:

Questions? Email us at: nonprofit.monitoring@sfgov.org

Across all areas, departments must **communicate requirements during contract negotiation.**

