| Report Title [Publication Date] | F# | Finding | Respondent Assigned by CGJ [Response Due Date] | Finding Response (Agree/ Disagree) | Finding Response Text |
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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F1 | Inconsistent use of specific results-based outcome measures in contracts and grants impairs the Department of Homelessness and Supportive Housing's ability to measure and evaluate the success of its programs and the performance of the CBOs who provide homelessness services. | Office of the Mayor [August 27, 2023] | Agree | Before the Department of Homelessness and Supportive Housing (HSH) was created in 2016, there was no centralized database to track outcomes for unhoused clients. To analyze systemwide outputs and outcomes, the City relied heavily on non-profit providers to report aggregate data measures (e.g., the number of clients housed last month). In this context, inconsistent data across providers hindered the City's ability to understand the system as a whole. As a first step towards implementing standardized outcomes measures, HSH has focused the last several years on configuring the Department's new Homeless Management Information System (HMIS), a client-level database tracking homeless clients and the services they receive, and ensuring providers across the system of care are trained to input data on all clients served. HSH is already leveraging this data structure for various reporting and analytical needs. This data is used to report to local, state, and federal funders. As of the January 2023 Housing Inventory Count (HIC) submitted to the Department of Housing and Urban Develpoment, 93% of permanent housing resources and 95% of shelter resources identified in San Francisco are contributing data to the HMIS system or the HMIS-aligned shelter bed management system. This undertaking has created a robust data infrastructure that HSH is now able to use to flexibly analyze program and system outcomes. Now that this data infrastructure is in place, the next step is to set more standardized metrics and accompanying targets in HSH's agreements to evaluate the success and performance of programs. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F2 | Insufficient on-site program monitoring limits HSH's ability to evaluate and support CBOs and improve contract performance. | Office of the Mayor [August 27, 2023] | Agree | Although this finding has been true historically and there is still work to be done, the Civil Grand Jury's report drew on outdated or inaccurate materials. HSH has made significant progress to set program monitoring expectations internally in FY 2022-23 and will implement these standards fully in FY 2023-24. Guidelines for all deparments will also be made available by the Controller's Office. In FY 2022-23, HSH developed expectations for program and fiscal monitoring, which are summarized below. HSH conducts regular monitoring and compliance reviews to ensure that providers are meeting agreement requirements. HSH is incorporating these expectations into agreements and program team manuals throughout FY2023-24 for full implementation by the end of the fiscal year. Program monitoring can include, but is not limited to, review of the following: participant files, the grantee's administrative records, staff training documentation, postings, program policies and procedures, data reported on Annual Performance Reports (APR), documentation of funding match sources, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, back-up documentation for reporting progress towards meeting service and outcome objectives, and monitoring of program participation in the Online Navigation and Entry (ONE) system. Due to the varied nature and funding stream requirements of the programs HSH operates, the Department cannot have a single templatized program monitoring process but does try to streamline as much as possible. The annual program monitoring process includes a site visit, unless the program manager recommends a desk audit. HSH Programs teams may conduct a Risk Assessment (as applicable) to determine if programs will be considered for a desk audit or on-site monitoring visit. For on-site visits: · Program Managers schedule and send notification letters in advance of the monitoring visit. On-site visits will generally include a tour of the program site, documentation of program records and file review, interview with provider staff, and discussion of any findings or recommendations found during the site visit. · HSH Program Managers conduct an annual review and assessment of the program's service delivery and compliance with department, City, and funder expectations and requirements. As part of this assessment, the program's service and outcome objectives are reviewed and monitored for achievement. Program Managers send completed monitoring tool and results letter to providers. Recommendations may be given to providers to support positive achievement of outcomes. If there are findings as a result of the monitoring, providers are required to submit supplemental information or action plans to HSH, as applicable. Program managers may accept or request additional action steps before sending out the close out letter. If needed, HSH will work with the provider to develop a corrective action plan with timelines for completion. HSH will monitor closely to ensure that the provider is actively working towards full compliance. If a program received a monitoring visit the previous year and results were satisfactory with no findings or recommendations, and the HSH Program Manager has no concerns about current performance to suggest that a site monitoring visit would be necessary, then a desk audit may be considered after conducting a risk assessment of the program's current performance. As part of the desk audit, program managers will review the program achievements for the year and performance as it relates to the objectives. HSH hired a programs compliance officer in FY 2021-22 who is leading this work across programmatic teams. The Department has an updated and more in-depth Programs Agreement Handbook that will be roll out in the first quarter of FY2023-24. This handbook includes policies on program monitoring standardized across divisions. HSH has also developed training materials for staff to support monitoring. Fiscal Monitoring: HSH participates in the citywide fiscal monitoring process. This partnership between the Office of the City Controller and 12 City departments, including HSH, conducts desk audits and on-site fiscal monitoring of grantees who receive funding in excess of $200,000 a year from two or more City departments. Joint fiscal monitoring practices promote efficient monitoring that applies consistent standards and methods to focus on the nonprofit's organizational health and evaluates whether funds are being spent in alignment with the City's financial and administrative standards, as opposed to individual programs. When the HSH Contracts team is fully staffed, the Contract Analysts will extend the fiscal and compliance monitoring process to providers that do not meet the Office of the Controller's funding threshold to be included in the joint fiscal monitoring pool. Starting in Fiscal Year 2023-24, the Contracts team will conduct regular monitoring of provider operating expenses under $10,000 including, but not limited to requesting supporting documentation demonstrating invoices were paid using random sampling of provider agreements, to ensure compliance with the Office of the Controller's Cost Categorization Guidelines. Given these new policies, HSH does not agree fully with finding 2. The Department has clear policies that are in the process of being rolled out to hold programs teams accountable to monitoring programs on an annual basis, and already had a strong process for fiscal monitoring through the citywide process. It is also important to note that the Civil Grand Jury arrived at this finding using outdated or inaccurate information, as outlined below: · The findings cited an outdated document from January 2020 (previously linked on the HSH website and since removed) when formulating their recommendations. · Pages 27 and 28 refer to "program monitoring" status for many of the agencies HSH has agreements with. This table appears to reference the findings of the citywide joint fiscal monitoring process, which HSH participates in but does not lead. HSH monitors at the program level, not the agency level. Many of the entities flagged as not receiving monitoring in FY2021-22 did indeed receive program monitoring for at least one, if not multiple, programs. Many of the entities listed as getting a self-assessment rather than a site visit did get a site visit for their program monitoring. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F3 | The existing City Performance Scorecard for Homelessness Benchmarking does not adequately track progress in reducing homelessness within specific subpopulations over time, including the chronically homeless, which limits HSH's ability to credibly assess and publicly report its progress toward achieving its strategic goals for these subpopulations. | Office of the Mayor [August 27, 2023] | Disagree wholly | City Performance Scorecards are developed and maintained by the Office of the Controller in partnership with departments. Measures generally visualize a subset of the metrics identified and published in the Mayor's Budget Book. While these are important tools for monitoring citywide performance, they do not reflect all performance metrics that are important for the City, through HSH, to monitor. HSH aims to revisit the measures selected for the City Scorecards in November for the Controller's November Annual Performance Report to better align with the Home by the Bay plan's forthcoming Performance Measurement Plan. However, the City Performance scorecards may not be the appropriate place to publish reporting on all subpopulations that HSH aims to track. |

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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R1.1 [for F1] | By the end of Fiscal Year 2024, HSH, working with the Controller's Office and the Homelessness Oversight Commission, should develop a set of contract performance outcomes that will be consistently applied across all contracts for the provision of homelessness services and that will link directly to HSH's Home By the Bay strategic goals. | Office of the Mayor [August 27, 2023] | The recommendation has not yet been implemented, but will be implemented in the future | Most HSH agreements are grant agreements with nonprofit providers. The Civil Grand Jury report notes that grant agreement G-100 forms are for nonprofits, while P-600s are for for-profit providers. While this is mostly the case, Personal Services Contracts, or P-600s, are used for nonprofits in some cases, including when nonprofit providers are caring for a City asset or there are labor considerations. A small percentage of HSH's agreements are P-600 contracts that involve the Office of Contract Administration (OCA). HSH's grant agreements do not involve OCA, so they play a limited role in this report's findings. In the responses to all these findings and recommendations, HSH uses the term "agreement" to refer to both contract and grant agreements with providers. HSH is committed to developing more standardization in performance outcomes and to track metrics that produce reliable and actionable improvements, impacting system-wide outcomes that demonstrate the effectiveness of various interventions in overall homelessness. In FY 2023-24, HSH is developing a comprehensive Performance Measurement Plan (PMP) as referenced in the new citywide Strategic Plan on homelessness, the "Home by the Bay" plan. It will include performance outcomes for each intervention that will align with the new system-wide goals described in Home by the Bay and it will include a framework for assessing individual program performance. The framework will prioritize core metrics for program reporting and a process by which these will be reflected and monitored in all agreements. The process to update Appendix A service and outcome objectives for all of HSH's agreements is a substantial undertaking and will take place over the next few years due to the varied nature of programs, mixed funding streams with associated requirements, and different agreement term durations. This process will require a high level of effort and thoughtfulness to communicate new metrics to providers, set achievable targets per provider, and develop tools to calculate and monitor measures across the system. This work includes eliminating measures that may be less meaningful, as the Civil Grand Jury identified (ex. 100% of guests with referral needs shall be provided referrals"). HSH expects to finalize this comprehensive Homelessness Response System Performance Measurement Plan (PMP) in FY 2023-24 and expects that several measures will be calculable within the next 1-2 years, even as updates to existing agreements are still taking place. HSH agreements will have standardized new metrics integrated as services are reprocured or as agreements are amended. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R1.2 [for F1] | By the end of Fiscal Year 2024, HSH should include, in all contracts for the provision of homelessness services, measures to facilitate tracking the outcome of the services provided across all homelessness subpopulations identified in the Home By the Bay plan, including the chronically homeless. | Office of the Mayor [August 27, 2023] | Has been implemented | HSH is treating this recommendation as applicable to all agreements (i.e., both contracts and grants). As referenced in Finding 1, HSH has included requirements in all agreements to hold providers accountable to tracking client-level data in the Department's centralized HMIS data system. This database is the tool that allows us to track outcomes for populations referenced in the Home by the Bay plan. The Home by the Bay plan references that the City will develop strategies and track outcomes related to 11 populations: veterans, youth, families, people who are justice-involved, people with behavioral health care needs, transgender and gender non-conforming people, survivors, people with disabilities, older adults, people experiencing chronic homelessness, and immigrant communities. As referenced in R1.1, the forthcoming Performance Measurement Plan (PMP) related to the citywide Home by the Bay plan will be published in fall 2023. This PMP will inform the outcomes and measures that are tracked for the groups above. Broadly speaking, the goal is to ensure all relevant subpopulations are identifiable in HMIS data so that any metrics calculated can be analyzed at a subpopulation level. Most of these populations are already identifiable in HMIS data. Certain populations, including people who are justice-involved, people with behavioral health care needs, and immigrant communities, are new areas of focus for HSH. These populations already have potential identifiers in the ONE system, but may need additional definition as HSH works to develop tailored strategies for each subpopulation. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R2 [for F2] | By the end of FY24, HSH, working with the Controller's office, should develop standards for program and contract monitoring designed to increase on-site program monitoring; improve evaluation of, collaboration with, and support for CBOs; and minimize burdens on CBOs by consolidating overall contract and program monitoring visits from multiple agencies to the extent possible. | Office of the Mayor [August 27, 2023] | Has not yet been implemented but will be implemented in the future | In FY 2022-23, HSH developed the departmental policy described in the response to Finding 2 that outlines standards for program and fiscal monitoring and addresses this recommendation. These expectations will be implemented by the end of FY 2023-24. HSH's processes already attempt to minimize the burden on non-profit providers: for example, fiscal monitoring is a joint visit that covers multiple City departments/agreements, and HSH has consolidated site visits for program monitoring for housing sites that receive funding from various sources. The Department will continue to evaluate opportunities to minimize the monitoring burden on HSH's non-profit partners. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R3 [for F3] | By the end of FY24, HSH, working with the City Controller and the City Administrator, should augment the City Performance Scorecard for Homelessness Benchmarking to provide regular reports on progress made in reducing homelessness for all subpopulations of homeless identified in the Home By the Bay strategic plan, including the chronically homeless. | Office of the Mayor [August 27, 2023] | Requires further analysis | The City Performance Scorecards are designed to visualize a subset of measures per issue area to highlight a bird's eye view of city performance. Additionally, these measures are held consistent year over year, when possible, to develop a longitudinal understanding of City Performance. The Home by the Bay plan is a five-year time-limited plan. A total of 11 subpopulations were identified as special focus areas specific to the plan, with forthcoming strategies to be developed to improve outcomes for these populations. Due to the breadth of subpopulations identified in this context, the time-limited nature of the strategic framework, and the work still to be developed in formulating strategies to address these populations, HSH does not think that this is appropriate for reporting in the City Scorecard. Instead, HSH will be developing a format to produce annual reporting on the Home by the Bay plan's progress for the duration of the five-year time span. Additionally, HSH will be working with City Performance to ensure the new Performance Measurement Plan (PMP) currently in development is used to inform improvements to the Mayor's Budget Book and City Scorecard measures at a more general level. The Department will revisit these measures in November 2023. |

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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F1 | Inconsistent use of specific results-based outcome measures in contracts and grants impairs the Department of Homelessness and Supportive Housing's ability to measure and evaluate the success of its programs and the performance of the CBOs who provide homelessness services. | Department of Homelessness and Supportive Housing [August 27, 2023] | Agree | Before the Department of Homelessness and Supportive Housing (HSH) was created in 2016, there was no centralized database to track outcomes for unhoused clients. To analyze systemwide outputs and outcomes, the City relied heavily on non-profit providers to report aggregate data measures (e.g., the number of clients housed last month). In this context, inconsistent data across providers hindered the City's ability to understand the system as a whole.<br>As a first step towards implementing standardized outcomes measures, HSH has focused the last several years on configuring the Department's new Homeless Management Information System (HMIS), a client-level database tracking homeless clients and the services they receive, and ensuring providers across the system of care are trained to input data on all clients served. HSH is already leveraging this data structure for various reporting and analytical needs.<br>This data is used to report to local, state, and federal funders. As of the January 2023 Housing Inventory Count (HIC) submitted to the Department of Housing and Urban Develpoment, 93% of permanent housing resources and 95% of shelter resources identified in San Francisco are contributing data to the HMIS system or the HMIS-aligned shelter bed management system. This undertaking has created a robust data infrastructure that HSH is now able to use to flexibly analyze program and system outcomes. Now that this data infrastructure is in place, the next step is to set more standardized metrics and accompanying targets in HSH's agreements to evaluate the success and performance of programs. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F2 | Insufficient on-site program monitoring limits HSH's ability to evaluate and support CBOs and improve contract performance. | Department of Homelessness and Supportive Housing [August 27, 2023] | Agree | Although this finding has been true historically and there is still work to be done, the Civil Grand Jury's report drew on outdated or inaccurate materials. HSH has made significant progress to set program monitoring expectations internally in FY 2022-23 and will implement these standards fully in FY 2023-24. Guidelines for all deparments will also be made available by the Controller's Office. In FY 2022-23, HSH developed expectations for program and fiscal monitoring, which are summarized below. HSH conducts regular monitoring and compliance reviews to ensure that providers are meeting agreement requirements. HSH is incorporating these expectations into agreements and program team manuals throughout FY2023-24 for full implementation by the end of the fiscal year. Program monitoring can include, but is not limited to, review of the following: participant files, the grantee's administrative records, staff training documentation, postings, program policies and procedures, data reported on Annual Performance Reports (APR), documentation of funding match sources, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, back-up documentation for reporting progress towards meeting service and outcome objectives, and monitoring of program participation in the Online Navigation and Entry (ONE) system. Due to the varied nature and funding stream requirements of the programs HSH operates, the Department cannot have a single templatized program monitoring process but does try to streamline as much as possible. The annual program monitoring process includes a site visit, unless the program manager recommends a desk audit. HSH Programs teams may conduct a Risk Assessment (as applicable) to determine if programs will be considered for a desk audit or on-site monitoring visit. For on-site visits:<br>· Program Managers schedule and send notification letters in advance of the monitoring visit. On-site visits will generally include a tour of the program site, documentation of program records and file review, interview with provider staff, and discussion of any findings or recommendations found during the site visit.<br>· HSH Program Managers conduct an annual review and assessment of the program's service delivery and compliance with department, City, and funder expectations and requirements. As part of this assessment, the program's service and outcome objectives are reviewed and monitored for achievement.  Program Managers send completed monitoring tool and results letter to providers. Recommendations may be given to providers to support positive achievement of outcomes. If there are findings as a result of the monitoring, providers are required to submit supplemental information or action plans to HSH, as applicable. Program managers may accept or request additional action steps before sending out the close out letter. If needed, HSH will work with the provider to develop a corrective action plan with timelines for completion. HSH will monitor closely to ensure that the provider is actively working towards full compliance. If a program received a monitoring visit the previous year and results were satisfactory with no findings or recommendations, and the HSH Program Manager has no concerns about current performance to suggest that a site monitoring visit would be necessary, then a desk audit may be considered after conducting a risk assessment of the program's current performance. As part of the desk audit, program managers will review the program achievements for the year and performance as it relates to the objectives. HSH hired a programs compliance officer in FY 2021-22 who is leading this work across programmatic teams. The Department has an updated and more in-depth Programs Agreement Handbook that will be roll out in the first quarter of FY2023-24. This handbook includes policies on program monitoring standardized across divisions. HSH has also developed training materials for staff to support monitoring. Fiscal Monitoring: HSH participates in the citywide fiscal monitoring process. This partnership between the Office of the City Controller and 12 City departments, including HSH, conducts desk audits and on-site fiscal monitoring of grantees who receive funding in excess of $200,000 a year from two or more City departments. Joint fiscal monitoring practices promote efficient monitoring that applies consistent standards and methods to focus on the nonprofit's organizational health and evaluates whether funds are being spent in alignment with the City's financial and administrative standards, as opposed to individual programs.<br>When the HSH Contracts team is fully staffed, the Contract Analysts will extend the fiscal and compliance monitoring process to providers that do not meet the Office of the Controller's funding threshold to be included in the joint fiscal monitoring pool. Starting in Fiscal Year 2023-24, the Contracts team will conduct regular monitoring of provider operating expenses under $10,000 including, but not limited to requesting supporting documentation demonstrating invoices were paid using random sampling of provider agreements, to ensure compliance with the Office of the Controller's Cost Categorization Guidelines. Given these new policies, HSH does not agree fully with finding 2. The Department has clear policies that are in the process of being rolled out to hold programs teams accountable to monitoring programs on an annual basis, and already had a strong process for fiscal monitoring through the citywide process. It is also important to note that the Civil Grand Jury arrived at this finding using outdated or inaccurate information, as outlined below:<br>· The findings cited an outdated document from January 2020 (previously linked on the HSH website and since removed) when formulating their recommendations.<br>· Pages 27 and 28 refer to "program monitoring" status for many of the agencies HSH has agreements with. This table appears to reference the findings of the citywide joint fiscal monitoring process, which HSH participates in but does not lead. HSH monitors at the program level, not the agency level. Many of the entities flagged as not receiving monitoring in FY2021-22 did indeed receive program monitoring for at least one, if not multiple, programs. Many of the entities listed as getting a self-assessment rather than a site visit did get a site visit for their program monitoring. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F3 | The existing City Performance Scorecard for Homelessness Benchmarking does not adequately track progress in reducing homelessness within specific subpopulations over time, including the chronically homeless, which limits HSH's ability to credibly assess and publicly report its progress toward achieving its strategic goals for these subpopulations. | Department of Homelessness and Supportive Housing [August 27, 2023] | Disagree wholly | City Performance Scorecards are developed and maintained by the Office of the Controller in partnership with departments. Measures generally visualize a subset of the metrics identified and published in the Mayor's Budget Book. While these are important tools for monitoring citywide performance, they do not reflect all performance metrics that are important for the City, through HSH to monitor. HSH aims to revisit the measures selected for the City Scorecards in November for the Controller's November Annual Performance Report to better align with the Home by the Bay plan's forthcoming Performance Measurement Plan. However, the City Performance scorecards may not be the appropriate place to publish reporting on all subpopulations HSH aims to track. |

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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R1.2 [for F1] | By the end of Fiscal Year 2024, HSH should include, in all contracts for the provision of homelessness services, measures to facilitate tracking the outcome of the services provided across all homelessness subpopulations identified in the Home By the Bay plan, including the chronically homeless. | Department of Homelessness and Supportive Housing [August 27, 2023] | Has been implemented | HSH is treating this recommendation as applicable to all agreements (I.e., both contracts and grants). As referenced in Finding 1, HSH has included requirements in all agreements to hold providers accountable to tracking client-level data in the Department's centralized HMIS data system. This database is the tool that allows us to track outcomes for populations referenced in the Home by the Bay plan. The Home by the Bay plan references that the City will develop strategies and track outcomes related to 11 populations: veterans, youth, families, people who are justice-involved, people with behavioral health care needs, transgender and gender non-conforming people, survivors, people with disabilities, older adults, people experiencing chronic homelessness, and immigrant communities. As referenced in R1.1, the forthcoming Performance Measurement Plan (PMP) related to the citywide Home by the Bay plan will be published in fall 2023. This PMP will inform the outcomes and measures that are tracked for the groups above. Broadly speaking, the goal is to ensure all relevant subpopulations are identifiable in HMIS data so that any metrics calculated can be analyzed at a subpopulation level. Most of these populations are already identifiable in HMIS data. Certain populations, including people who are justice-involved, people with behavioral health care needs, and immigrant communities, are new areas of focus for HSH. These populations already have potential identifiers in the ONE system, but may need additional definition as HSH works to develop tailored strategies for each subpopulation. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R2 [for F2] | By the end of FY24, HSH, working with the Controller's office, should develop standards for program and contract monitoring designed to increase on-site program monitoring; improve evaluation of, collaboration with, and support for CBOs; and minimize burdens on CBOs by consolidating overall contract and program monitoring visits from multiple agencies to the extent possible. | Department of Homelessness and Supportive Housing [August 27, 2023] | Has not yet been implemented but will be implemented in the future | In FY 2022-23, HSH developed the departmental policy described in the response to Finding 2 that outlines standards for program and fiscal monitoring and addresses this recommendation. These expectations will be implemented by the end of FY 2023-24. HSH's processes already attempt to minimize the burden on non-profit providers: for example, fiscal monitoring is a joint visit that covers multiple City departments/agreements, and HSH has consolidated site visits for program monitoring for housing sites that receive funding from various sources. The Department will continue to evaluate opportunities to minimize the monitoring burden on HSH's non-profit partners. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R3 [for F3] | By the end of FY24, HSH, working with the City Controller and the City Administrator, should augment the City Performance Scorecard for Homelessness Benchmarking to provide regular reports on progress made in reducing homelessness for all subpopulations of homeless identified in the Home By the Bay strategic plan, including the chronically homeless. | Department of Homelessness and Supportive Housing [August 27, 2023] | Requires further analysis | The City Performance Scorecards are designed to visualize a subset of measures per issue area to highlight a bird's eye view of city performance. Additionally, these measures are held consistent year over year, when possible, to develop a longitudinal understanding of City Performance. The Home by the Bay plan is a five-year time-limited plan. A total of 11 subpopulations were identified as special focus areas specific to the plan, with forthcoming strategies to be developed to improve outcomes for these populations. Due to the breadth of subpopulations identified in this context, the time-limited nature of the strategic framework, and the work still to be developed in formulating strategies to address these populations, HSH does not think that this is appropriate for reporting in the City Scorecard. Instead, HSH will be developing a format to produce annual reporting on the Home by the Bay plan's progress for the duration of the five-year time span. Additionally, HSH will be working with City Performance to ensure the new Performance Measurement Plan (PMP) currently in development is used to inform improvements to the Mayor's Budget Book and City Scorecard measures at a more general level. The Department will revisit these measures in November 2023. |

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| Report Title [Publication Date] | R# [for F#] | Recommendation | Respondent Assigned by CGJ [Response Due Date] | Recommendation Response (Implementation) | Recommendation Response Text |
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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R3 [for F3] | By the end of FY24, HSH, working with the City Controller and the City Administrator, should augment the City Performance Scorecard for Homelessness Benchmarking to provide regular reports on progress made in reducing homelessness for all subpopulations of homeless identified in the Home By the Bay strategic plan, including the chronically homeless. | Office of the City Administrator [August 27, 2023] | Requires further analysis | The City Administrator's Office does not play a direct role in developing or maintaining City Performance Scorecards. City Performance Scorecards are designed to visualize a subset of measures per issue area to highlight a bird's eye view of city performance. Additionally, these measures are held consistent year over year, when possible, to develop a longitudinal understanding of City Performance. The Home by the Bay plan is a five-year time-limited plan. A total of 11 subpopulations were identified as special focus areas specific to the plan, with forthcoming strategies to be developed to improve outcomes for these populations.  Due to the breadth of subpopulations identified in this context, the time-limited nature of the strategic framework, and the work still to be developed in formulating strategies to address these populations, HSH does not think that this is appropriate for reporting in the City Scorecard. Instead, HSH will be developing a format to produce annual reporting on the Home by the Bay plan's progress for the duration of the five-year time span.  Additionally, HSH will be working with City Performance to ensure the new Performance Measurement Plan (PMP) currently in development is used to inform improvements to the Mayor's Budget Book and City Scorecard measures at a more general level. The Department will revisit these measures in November 2023. |

| Report Title [Publication Date] | F# | Finding | Respondent Assigned by CGJ [Response Due Date] | Finding Response (Agree/ Disagree) | Finding Response Text |
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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F1 | Inconsistent use of specific results-based outcome measures in contracts and grants impairs the Department of Homelessness and Supportive Housing's ability to measure and evaluate the success of its programs and the performance of the CBOs who provide homelessness services. | Office of Contract Administration [August 27, 2023] | Agree | While the Office of Contract Administration (OCA) is the department responsible for oversight of Administrative Code Chapter 21G contracts, and ensures that professional services contracts comply with the City's procurement regulations, OCA has no oversight role over Chapter 21G grants. Further, OCA has no operational role in the provision of services to populations experiencing homelessness, and thus is not involved in developing contract performance measures in HSH contracts and grants, or in the monitoring of HSH's contracts and grants. Before the Department of Homelessness and Supportive Housing (HSH) was created in 2016, there was no centralized database to track outcomes for unhoused clients. To analyze systemwide outputs and outcomes, the City relied heavily on non-profit providers to report aggregate data measures (e.g., the number of clients housed last month). In this context, inconsistent data across providers hindered the City's ability to understand the system as a whole. As a first step towards implementing standardized outcomes measures, HSH has focused the last several years on configuring the Department's new Homeless Management Information System (HMIS), a client-level database tracking homeless clients and the services they receive, and ensuring providers across the system of care are trained to input data on all clients served. HSH is already leveraging this data structure for various reporting and analytical needs. This data is used to report to local, state, and federal funders. As of the January 2023 Housing Inventory Count (HIC) submitted to the Department of Housing and Urban Develpoment, 93% of permanent housing resources and 95% of shelter resources identified in San Francisco are contributing data to the HMIS system or the HMIS-aligned shelter bed management system. This undertaking has created a robust data infrastructure that HSH is now able to use to flexibly analyze program and system outcomes. Now that this data infrastructure is in place, the next step is to set more standardized metrics and accompanying targets in HSH's agreements to evaluate the success and performance of programs. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | F2 | Insufficient on-site program monitoring limits HSH's ability to evaluate and support CBOs and improve contract performance. | Office of Contract Administration [August 27, 2023] | Agree | While the Office of Contract Administration (OCA) is the department responsible for oversight of Administrative Code Chapter 21G contracts, and ensures that professional services contracts comply with the City's procurement regulations, OCA has no oversight role over Chapter 21G grants. Further, OCA has no operational role in the provision of services to populations experiencing homelessness, and thus is not involved in developing contract performance measures in HSH contracts and grants, or in the monitoring of HSH's contracts and grants. Although this finding has been true historically and there is still work to be done, the Civil Grand Jury's report drew on outdated or inaccurate materials. HSH has made significant progress to set program monitoring expectations internally in FY 2022-23 and will implement these standards fully in FY 2023-24. Guidelines for all deparments will also be made available by the Controller's Office. In FY 2022-23, HSH developed expectations for program and fiscal monitoring, which are summarized below. HSH conducts regular monitoring and compliance reviews to ensure that providers are meeting agreement requirements. HSH is incorporating these expectations into agreements and program team manuals throughout FY2023-24 for full implementation by the end of the fiscal year. Program monitoring can include, but is not limited to, review of the following: participant files, the grantee's administrative records, staff training documentation, postings, program policies and procedures, data reported on Annual Performance Reports (APR), documentation of funding match sources, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, back-up documentation for reporting progress towards meeting service and outcome objectives, and monitoring of program participation in the Online Navigation and Entry (ONE) system. Due to the varied nature and funding stream requirements of the programs HSH operates, the Department cannot have a single templatized program monitoring process but does try to streamline as much as possible. More details about HSH's process are detailed in their response. |

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| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R1.1 [for F1] | By the end of Fiscal Year 2024, HSH, working with the Controller's Office and the Homelessness Oversight Commission, should develop a set of contract performance outcomes that will be consistently applied across all contracts for the provision of homelessness services and that will link directly to HSH's Home By the Bay strategic goals. | Office of Contract Administration [August 27, 2023] | The recommendation has not yet been implemented, but will be implemented in the future | As noted in the findings, OCA has no operational role in the administration or monitoring of HSH contracts or grants. Most HSH agreements are grant agreements with nonprofit providers. The Civil Grand Jury report notes that grant agreement G-100 forms are for nonprofits, while P-600s are for for-profit providers. While this is mostly the case, Personal Services Contracts, or P-600s, are used for nonprofits in some cases, including when nonprofit providers are caring for a City asset or there are labor considerations. A small percentage of HSH's agreements are P-600 contracts that involve the Office of Contract Administration (OCA). HSH's grant agreements do not involve OCA, so they play a limited role in this report's findings. In the responses to all these findings and recommendations, HSH uses the term "agreement" to refer to both contract and grant agreements with providers. HSH is committed to developing more standardization in performance outcomes and to track metrics that produce reliable and actionable improvements, impacting system-wide outcomes that demonstrate the effectiveness of various interventions in overall homelessness. In FY 2023-24, HSH is developing a comprehensive Performance Measurement Plan (PMP) as referenced in the new citywide Strategic Plan on homelessness, the "Home by the Bay" plan. It will include performance outcomes for each intervention that will align with the new system-wide goals described in Home by the Bay and it will include a framework for assessing individual program performance. The framework will prioritize core metrics for program reporting and a process by which these will be reflected and monitored in all agreements. The process to update Appendix A service and outcome objectives for all of HSH's agreements is a substantial undertaking and will take place over the next few years due to the varied nature of programs, mixed funding streams with associated requirements, and different agreement term durations. This process will require a high level of effort and thoughtfulness to communicate new metrics to providers, set achievable targets per provider, and develop tools to calculate and monitor measures across the system. This work includes eliminating measures that may be less meaningful, as the Civil Grand Jury identified (ex. 100% of guests with referral needs shall be provided referrals"). HSH expects to finalize this comprehensive Homelessness Response System Performance Measurement Plan (PMP) in FY 2023-24 and expects that several measures will be calculable within the next 1-2 years, even as updates to existing agreements are still taking place. HSH agreements will have standardized new metrics integrated as services are reprocured or as agreements are amended. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R1.2 [for F1] | By the end of Fiscal Year 2024, HSH should include, in all contracts for the provision of homelessness services, measures to facilitate tracking the outcome of the services provided across all homelessness subpopulations identified in the Home By the Bay plan, including the chronically homeless. | Office of Contract Administration [August 27, 2023] | Has been implemented | OCA has no operational role in the administration or monitoring of HSH contracts or grants. HSH is treating this recommendation as applicable to all agreements (I.e., both contracts and grants). As referenced in Finding 1, HSH has included requirements in all agreements to hold providers accountable to tracking client-level data in the Department's centralized HMIS data system. This database is the tool that allows us to track outcomes for populations referenced in the Home by the Bay plan. The Home by the Bay plan references that the City will develop strategies and track outcomes related to 11 populations: veterans, youth, families, people who are justice-involved, people with behavioral health care needs, transgender and gender non-conforming people, survivors, people with disabilities, older adults, people experiencing chronic homelessness, and immigrant communities. As referenced in R1.1, the forthcoming Performance Measurement Plan (PMP) related to the citywide Home by the Bay plan will be published in fall 2023. This PMP will inform the outcomes and measures that are tracked for the groups above. Broadly speaking, the goal is to ensure all relevant subpopulations are identifiable in HMIS data so that any metrics calculated can be analyzed at a subpopulation level. Most of these populations are already identifiable in HMIS data. Certain populations, including people who are justice-involved, people with behavioral health care needs, and immigrant communities, are new areas of focus for HSH. These populations already have potential identifiers in the ONE system, but may need additional definition as HSH works to develop tailored strategies for each subpopulation. |
| Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 28, 2023] | R2 [for F2] | By the end of FY24, HSH, working with the Controller's office, should develop standards for program and contract monitoring designed to increase on-site program monitoring; improve evaluation of, collaboration with, and support for CBOs; and minimize burdens on CBOs by consolidating overall contract and program monitoring visits from multiple agencies to the extent possible. | Office of Contract Administration [August 27, 2023] | Has not yet been implemented but will be implemented in the future | OCA has no operational role in the administration or monitoring of HSH contracts or grants. In FY 2022-23, HSH developed the departmental policy described in the response to Finding 2 that outlines standards for program and fiscal monitoring and addresses this recommendation. These expectations will be implemented by the end of FY 2023-24. HSH's processes already attempt to minimize the burden on non-profit providers: for example, fiscal monitoring is a joint visit that covers multiple City departments/agreements, and HSH has consolidated site visits for program monitoring for housing sites that receive funding from various sources. The Department will continue to evaluate opportunities to minimize the monitoring burden on HSH's non-profit partners. |