



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services

Government Audit and Oversight Committee | December 7, 2023



Overview: Response to Civil Grand Jury Report

HSH is generally in agreement with findings and recommendations in the report.

Past + present inconsistencies in approaches to contracts and grants.

Significant work underway to address shortcomings.

Looking ahead: continued improvements in line with CGJ recommendations + guided by *Home by the Bay plan*.

Finding #1: Inconsistent metrics impair ability to evaluate providers and programs.

- **Agree:** consistent metrics is a priority.

2016: Department created. Inherited varied contracts. No centralized database.

Looking forward: With data structures in place, focus on consistent metrics.

2016 – 2023: Focus on data infrastructure. Robust database now allows flexible analysis.

Recommendation #1.1:

HSH should develop a set of performance outcomes linked to the strategic plan that should be applied across all agreements.

Status: In Process

- FY 2023-24: developing **Performance Measurement Plan** for *Home by the Bay*, which will include:
 - Core metrics for program reporting
 - Process for reflecting and monitoring core metrics in all agreements.
- Incorporate into agreements on a rolling basis.
 - Specific targets and metrics will vary.

Recommendation #1.2

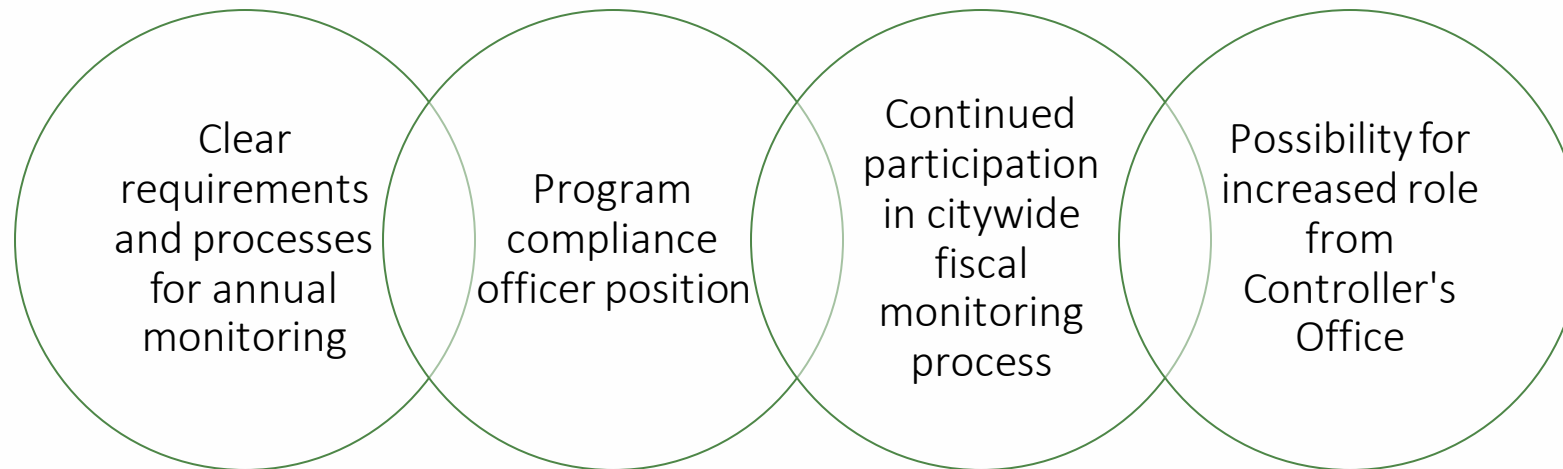
Include measures in all agreements to track outcomes for all Home by the Bay subpopulations.

Status: Completed

- All provider agreements include **requirements about data standards and data entry**.
- Data infrastructure allows **analysis of subpopulations served** when client data is input.
 - Some subpopulations may need additional definition to make this possible.

Finding #2: Insufficient on-site program monitoring limits ability to evaluate providers.

- **Agree:** New policies in FY23-24 to improve monitoring.
- **Recommendation #2:** Develop standards for program monitoring to improve it and minimize burdens on CBOs.
- **Status: In Progress**



Finding #3: City performance scorecard does not adequately report on subpopulations in the Strategic Plan.

- **Wholly disagree:** The City scorecard is not the right place for this reporting.
- **Recommendation #3:** Change the city performance scorecard to include all the Home by the Bay subpopulations.
- ***Status: Needs further discussion***

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- HSH will develop public reporting about the goals of ***Home by the Bay*** in our **data hub on the HSH website**.
 - City performance scorecards are for **long-term** reporting on **high-level goals** – not appropriate for five-year reporting on 11 subpopulations.



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