



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# 2020 HSH BLA Audit

Government Audit and Oversight Committee

July 1, 2021

<http://hsh.sfgov.org>



# Overview & Status of 2020 BLA Audit Recommendations

RECOMMENDATION	STATUS	ANTICIPATED COMPLETION
1.1 Produce policies and procedures for Program Monitoring	In Process	December 31, 2021
1.2 Ensure contracts include specific performance metrics and monitoring	In Process	December 31, 2024
2.1 Expedite hiring of key vacant positions, prioritizing HR vacancies	In Process / Completed	Ongoing / September 2020
3.1 Work with BitFocus to expedite incorporation of housing in ONE	In Process	Spring 2022
4.1 Governance and Stakeholder Engagement	n/a	n/a



# 1.1: Produce policies and procedures for program monitoring

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HSH created a **cross-division work group** supported by the Controller's Office staff to develop standardized **program monitoring** policies and procedures

- Deliverables by Summer 2021:
  - **Agreement Monitoring Manual**
  - **Training programs** for new and existing staff
- Implementation of **HSH Performance Monitoring Policy** and **training** starting in FY21-22



## 1.2: Ensure contracts include specific performance metrics and monitoring

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- Integration of standardized **performance metrics** and **monitoring** will be incorporated into standardized contracts by **service area** beginning in 2021
- Consistent and standardized **program monitoring** and **performance metrics** will help address underspending and underperforming:
  - Staff trained on consistent practices in monitoring performance, including spending
  - Support formal documentation for delays in program start-up and contractor staffing
- Additional initiatives to address contract underspending are under way, including **updated monitoring** practices and **provider training**



## 2.1: Expedite hiring of key vacant positions, prioritizing HR vacancies

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- As of **September 2020**, HSH successfully hired a fully staffed HR team
- Published the department's 2020 **Racial Equity Action Plan**; implementation of **racial equity action goals** in process
- In FY20-21 HSH hired **60 positions**
- FY21-22 hiring priorities includes **new** and **one-time temporary COVID** positions to support new programs and the transition of emergency programs to HSH



## 3.1: Work with BitFocus to expedite incorporation of housing in ONE System

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- In 2020 HSH completed contract negotiations with **BitFocus** to expand the ONE System to include **Unit Level Housing Inventory**.
- Completion of this initiative will mark the first time the City has a **comprehensive picture** of its entire **homelessness housing system**.
- Anticipated Completion: **Spring FY21-22**
  - Phase 1: System Build (halfway done)
  - Phase 2: Data collection, client migration, onboarding/training (in progress)



## 4.1: Governance

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- **Local Homeless Coordinating Board**
  - Oversees the federal resources via the Continuum of Care program.
  - Advisory board to HSH.
  - Subcommittees: Budget, Policy & Coordinated Entry
- **Our City, Our Home Oversight Committee**
  - Oversight over the OCOH funded response.
  - Recommends investments to Mayor, BOS & HSH.
- **Shelter Grievances Advisory Committee**
  - Oversees the grievance process and makes recommendations for improvements to the shelter system.



## 4.1: Governance

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HSH has continued to expand opportunities for **partnership** and **input** from our non-profit provider partners:

- Quarterly Leadership Meetings
- Strategic Framework Advisory Committee
- Non-Profit Provider Network Meetings
- Weekly COVID-19 Provider Update Calls
- ONE System Advisory Committee

Additional opportunities to solicit input from **providers, clients** and **public**:

- Local Homelessness Coordinating Board and Subcommittees
- Shelter Monitoring Committee
- Shelter Grievance Advisory Committee
- Focus Groups and Workshops
- OCOH stakeholder input sessions
- Family Advisory Committee
- Youth Policy Advisory Committee





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Thank you.

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