

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
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	Office of the Mayor [August 27, 2023]		
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]		
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]		

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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]		
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]		
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	Office of the Mayor [August 27, 2023]		

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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 Mayor [August 27, 2023]		

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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	Office of the Controller [August 27, 2023]		

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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.	Homelessness Oversight Commission [August 27, 2023]		

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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]		

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Hitting the Performance Bullseye: Contracting for Better Outcomes in Homelessness Services [June 30, 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 Controller [August 29, 2023]		
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]		