

From: [Courtney Welch](#)
To: [Cabrera, Stephanie \(BOS\)](#)
Subject: Public Comment 2/2/2023 Item 221114
Date: Thursday, February 02, 2023 9:49:12 AM
Attachments: [image662899.png](#)
[image603109.png](#)
[image119670.png](#)
[GAO%20Comment%20Letter.pdf.pdf](#)

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Hello Stephanie,

Attached is a letter in regards to item 221114 on today's GAO committee agenda.

Thank you!

Courtney Welch | Government Affairs Manager | Hamilton Families

She/Her/Hers

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Our mission is to end family homelessness in the San Francisco Bay Area.



Dear Government Audit and Oversight Committee,

We are writing to express our support for the recommendations for standardizing and streamlining existing processes and strengthening performance measurement and program monitoring for nonprofits outlined in the August 2022 Controllers' Report.

We support accountability for nonprofits receiving City funding, and we understand that with city funding we are subjected to extensive reporting, site visits and audits. The most recent report reveals most nonprofits are in full compliance with requirements.

While we believe that nonprofits that are out of compliance should be addressed, it should be noted that noncompliance is often the result of chronic and long-term underfunding in City contracts, as well as contracting issues such as low indirect rates and late certification and payment. Departments should be accountable in their dealings with their nonprofit partners. Lack of understanding of the true cost of services and unrealistic expectations about nonprofits' ability to sustain adequate funding from other sources is impacting the way departments determine contract funding.

Monitoring can be a helpful tool; however, underfunding has made the process challenging for many nonprofits. Smaller organizations may lack the resources and experience to comply with overly burdensome requirements. Noncompetitive wages have led to recruiting and retention challenges that impact both program and operations.

The current monitoring structure also has numerous challenges: inconsistent performance measurement, reporting requirements and program monitoring activities; overly ambitious and questionably relevant performance measures that are misaligned with the needs of the populations being served; lack of a centralized reporting system; and results that don't provide opportunities for CBO's to build capacity and receive technical assistance.

By following the recommendations in the Controller's report there is an opportunity to standardize, streamline and improve the monitoring process through a collaborative process between the City and CBOs. Standardizing common definitions, creating and identifying common performance measures to be tracked, and ensuring measures are calculated in the same way will improve performance measurement. Creating a forum to share lessons learned, collaborating on developing minimum requirements for program monitoring, evaluating the quality of services provided through participant surveying and observation, and ensuring results from program monitoring activities inform technical assistance needs will greatly strengthen program monitoring practices.

We ask the city to explore the possibility of implementing a system with data from multiple departments integrated to track the performance of CBOs from a citywide perspective. If this is not feasible, work with information system suppliers to identify opportunities to share data or centralize data reporting among departments, where appropriate.

Thank you.

In service,
Kyriell Noon
CEO, Hamilton Families

From: [Grace Horikiri](#)
To: [Cabrera, Stephanie \(BOS\)](#)
Subject: BOS GOA Committee Hearing on Controller's 8/2022 Nonprofit Performance Audit Report
Date: Wednesday, February 1, 2023 7:09:32 PM

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Dear members of the Board of Supervisor Government Oversight and Audit Committee,

My name is Grace Horikiri and I serve as the Executive Director of the Nihonmachi Street Fair.

I am writing my public comment in support for accountability for nonprofits receiving City funding. We along with most nonprofits are in full compliance when it comes to reporting for the important work we do for our communities.

Funding for nonprofits is limited, especially for smaller nonprofits. As a smaller nonprofit we especially make sure we stay on top of requirements for reporting that includes submitting deliverables and financials on a timely basis.

Oversight, making sure there is a streamlined process, provide assistance on a timely matter are all key to ensure nonprofits stay on a healthy path to continue providing valuable programs and services to our communities.

Grace Horikiri
Executive Director

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From: [Emily Murase](#)
To: [Cabrera, Stephanie \(BOS\)](#)
Cc: [DPH-jenny.bach](#); [Debbi Lerman](#); [DPH-cally.wong](#)
Subject: [Japantown Task Force] Public Comment on GAO Item #2 Citywide Nonprofit Performance Audit Report
Date: Wednesday, February 1, 2023 2:38:39 PM

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To the Government Audit & Oversight Committee:

I have received a copy of the Controller's August 2022 Nonprofit Performance Audit Report and would like to express **strong support for the recommendation for the City to standardize, streamline, and improve the monitoring process, in collaboration with CBOs.**

The nonprofit Japantown Task Force has been dedicated to the preservation and promotion of San Francisco Japantown, one of only three Japantowns remaining in the country, for over 20 years. The Japantown Task Force is a member of the API Council. Before starting my tenure as Executive Director of the Japantown Task Force in January 2022, I served as Director of the San Francisco Department on the Status of Women for 15 year, under 5 mayors. During my tenure, our CBO grants program in violence prevention and intervention grew from under \$2 million to \$10 million annually. My staff member participated in the Controller's Nonprofit Performance Audit Team for over a decade. The Controller's August 2022 report provides a comprehensive look at the process and points out many of the problems that my staff member also observed.

Finally, **a robust collaboration with CBOs** is essential in order to improve the monitoring process.

Thank you for your valuable consideration.

Emily

Emily M. Murase, PhD
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