OFFICE OF THE MAYOR
SAN FRANCISCO

DANIEL LURIE
MAYOR

August 21, 2026

The Honorable Rochelle C. East
Presiding Judge, Superior Court of California, County of San Francisco
400 McAllister Street, Room 206
San Francisco, CA 94102-4512

Dear Judge East,

In accordance with Penal Code 933 and 933.05, the following is in response to the 2025-2026 Civil Grand Jury Report, *At Scale, At Risk – Upgrading Data and Oversight to Improve Homelessness Services*. We would like to thank the members of the 2025-2026 Civil Grand Jury for their interest in the City's homelessness response system and their attention to the safety and wellbeing of the people it serves.

We agree with the core intent of the Jury's findings, to bring attention to the need for stronger data and rigorous oversight in delivering safe, effective homelessness services at scale. This inquiry builds on an existing foundation – for example, the Department of Homelessness and Supportive Housing (HSH) maintains a business intelligence-driven dashboard that allows authorized staff to analyze critical incidents by coded incident type, nonprofit provider, housing type, and location. HSH's Program Compliance team maintains an agency-wide Critical Incident Report (CIR) dashboard, updated daily, and uses this data to inform systemwide safety standards, early-warning methods, provider safety plans, training, and corrective actions. HSH also publishes public dashboards aligned with its Performance Measurement Plan and has worked with the Controller's Office to align the Controller's performance scorecard and the Mayor's Budget Book with those same measures. However, the report highlights the need to do more to strengthen safety protocols, embrace more proactive systemwide monitoring and reporting, and ensure the appropriate oversight mechanisms are working – and we agree with these findings.

The City does, however, have a different perspective on the best ways to achieve some of these shared goals. Where we differ with the Jury, the difference is generally one of mechanism rather than intent — how much incident-level detail can be published without compromising client privacy, for instance, or where responsibility for reviewing individual contracts most appropriately sits. Our full response to each finding and recommendation is set out in the attached matrix.

We commend the Jury's desire to strengthen transparency and data-driven oversight across the City's homelessness response system. Further, we thank the Jury for raising the importance of client safety in HSH-funded programs and for the time its members devoted to examining how data can improve services and outcomes.

The City takes these findings and recommendations very seriously. By March 2027, HSH will establish a systematic process for identifying performance and safety outliers among nonprofit providers, and by December 2027, HSH will establish data triggers that identify significant negative trends, outliers, and other indicators warranting further targeted contract or program review.

We are including our detailed responses from the Mayor's Office and the Department of Homelessness and Supportive Housing with this letter.

Sincerely,

Daniel Lurie
Mayor

Mike Levine
Executive Director, Department of Homelessness and Supportive Housing

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F1	HSH has not used Critical Incident Reports effectively to identify troubling patterns or to improve safety at housing sites.	Mayor [August 22, 2026]	Disagree Partially	HSH maintains an agency-wide dashboard of aggregated and anonymized Critical Incident Reports and tracks additional public safety data related to housing sites. Today, this data informs program oversight and provider engagement. The City recognizes, however, that this data can be used more systematically to identify safety trends across the portfolio. HSH is strengthening its protocols for leveraging CIR data, including establishing a quarterly, proactive process to identify sites that require more support in order to guide safety responses and investment decisions.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F2	HSH is lagging in its efforts to present data that allows for benchmarking nonprofits among themselves by program or housing type, and to use data as a trigger for automated, and targeted program monitoring.	Mayor [August 22, 2026]	Agree	HSH already publishes dashboards aligned with its Performance Measurement Plan (PMP), and recognizes the need to further develop its ability to benchmark nonprofit providers against one another by program or housing type, and to use data proactively to trigger targeted program monitoring. HSH plans to establish a process for screening performance and safety outliers and developing additional data triggers to identify contracts warranting further review.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F3	HSH's cessation of the established practice of submitting certain contracts to HOC for review and consent, and notifying HOC of all renewals and extensions as line items, undermines HOC's impact as a governing oversight body.	Mayor [August 22, 2026]	Disagree Wholly	The Administrative Code provisions that govern the Homelessness Oversight Commission's roles and responsibilities do not require HSH to submit individual contracts to HOC for review and consent; these are administrative matters handled by the Department Head.

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F4	HOC has yet to exercise the full extent of its statutory authority, and lacks the training and resources to meet the public's expectations as set by the 2022 Prop C initiative.	Mayor [August 22, 2026]	Disagree Partially	The City recognizes the importance of providing HOC with full and accurate information to support strategic oversight, and HSH is undergoing a process to determine the best metrics to report to the Commission for that purpose.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F5	The Shelter Monitoring Committee is set to terminate by a recent ordinance, and HSH has insufficient resources to absorb SMC's work, and oversee permanent supportive housing sites effectively.	Mayor [August 22, 2026]	Disagree Wholly	While the Shelter Monitoring Committee is set to terminate under a recently passed ordinance, HSH is prepared to absorb its functions. The responsibilities previously carried out by the Shelter Monitoring Committee will continue to be performed by Shelter Monitoring staff within HSH.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.1 [for F1]	By December 2026, HSH should maintain aggregated and anonymized data in a business intelligence-driven dashboard, updated no less than monthly, that allows the user to search and filter the data set by coded incident (deaths, overdoses, acts/threats of violence, sexual assault, denial of service), nonprofit provider, housing type, and location (zip code), by year.	Mayor [August 22, 2026]	Has been implemented	HSH maintains an internal business intelligence-driven dashboard that allows authorized staff to view and analyze incidents by coded incident type, nonprofit provider, housing type, and location, by year. HSH continues to evaluate options for additional external-facing dashboards to provide further insight into housing asset performance and portfolio outcomes.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.2 [for F1]	By December 2026, HSH should expand the responsibilities of its existing Program Compliance function — redesignating it "Safety and Compliance" — to include system-level monitoring and improvement of client safety across all HSH-funded programs. Using existing staff and resources, the function should centralize the analysis, and use of Critical Incident Reports; establish and implement systemwide safety standards and data-driven early-warning methods; and report on client-safety trends to the Homelessness Oversight Commission on a quarterly basis.	Mayor [August 22, 2026]	Has been implemented	HSH uses Critical Incident Reports to inform systemwide safety standards and data-driven early-warning methods, and to guide program oversight, policies, training, provider safety plans, and corrective actions. HSH's Program Compliance team maintains an agency-wide CIR dashboard, updated daily, to identify trends and emerging concerns. Consistent with the spirit of the Jury's recommendation, HSH is actively reviewing opportunities to further strengthen compliance, data capture, and data evaluation to improve safety and client outcomes across the portfolio.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.3 [for F1]	By June 2027, HSH should include aggregated and anonymized CIR data as part of the Director’s report to HOC, quarterly, and through the Sunshine Act, make this available as a data dashboard to the public.	Mayor [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	The City will not implement this recommendation. HSH already reports relevant public-safety data monthly for neighborhoods with high concentrations of HSH-funded sites and shares CIR information with the Department of Public Health and other operational partners as needed to support oversight and safety planning. Additionally, in compliance with the local sunshine ordinance, HSH makes anonymized CIR data available upon request, as there are privacy risks with publishing provider- or building-level CIR data. HSH can make aggregate data available to the commission, upon their request.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.4 [for F1]	By December 2027, HSH should designate the most serious coded incident categories in CIRs as standards in a separate section required in all its nonprofit contracts, tentatively titled, “Safety Standards.” The Safety Standards section should also include thresholds for triggering additional, targeted review.	Mayor [August 22, 2026]	Requires further analysis	The City must further analyze this recommendation as HSH has updated the Department's Critical Incident Reporting Policy as of July 2025 and HSH contracts require providers to comply with that policy. The development of a a separate "Safety Standards" section in nonprofit contracts in addiiton to a defined threshold for triggering further review would require additional evaluation by HSH to take into account provider-level details, such as program size, population needs, incident severity, and reporting practices, to ensure providers are not penalized for complete and accurate reporting.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R2.1 [for F2]	By December 2026, HSH should begin publishing business intelligence-driven data dashboards for HOC and the public that showcase performance aligned to the Performance Measurement Plan to meet HOC’s and the public’s need for full transparency on the data and metrics that guide HSH’s decision-making.	Mayor [August 22, 2026]	Has been implemented	HSH publishes dashboards aligned with its Performance Measurement Plan (PMP) and uses these measures to guide departmental decision-making and public reporting. HSH worked with the Controller's Office to align the Controller's performance scorecard and the Mayor's Budget Book with the PMP, and metrics in the HSH Director's Report to HOC are also drawn from the Plan. As HSH continues to revise its strategic plan, it will revisit its external dashboards to ensure they remain aligned with the Department's system goals and prioritized outcome objectives.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R2.2 [for F2]	By March 2027, HSH should internally benchmark nonprofit providers among themselves by program or housing type (portfolio management) with the objective of screening for performance and safety outliers. Negative outliers should be tagged for further investigation, and root causes identified and ruled out as an early warning sign of more serious service delivery problems.	Mayor [August 22, 2026]	Has not yet been implemented but will be implemented in the future	The City will implement this recommendation. HSH will establish an initial systematic process for identifying potential performance and relevant safety outliers for further review by March 2027.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R2.3 [for F2]	By December 2027, HSH should develop data-driven automation alerts (“data triggers”) for triggering additional, targeted review of nonprofit contracts. For example, certain CIRS from R1.2, and more broadly, outliers and negative trendlines in performance outcomes and safety standards should drive investigations into root causes, and be evaluated as potential early warning signs of more serious problems.	Mayor [August 22, 2026]	Has not yet been implemented but will be implemented in the future	The City will implement this recommendation. HSH will establish data triggers that identify significant negative trends, outliers, and other indicators warranting further targeted contract or program review by December 2027.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R3.1 [for F3]	By December 2026, HSH should return contract renewals and extensions to HOC’s consent calendar.	Mayor [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	Individual contract renewals and extensions are administrative matters handled by the Department Head, and are not identified as a Commission responsibility under Administrative Code Section 4.133. Returning all renewals and extensions to the consent calendar would add administrative burden without a corresponding increase in oversight value. HSH will continue to keep the Commission informed of contracting activity, including through the summary information on renewals and extensions already provided in the Director's Report, in support of HOC's oversight role under the Charter.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R3.2 [for F3]	By December 2026, HSH and HOC should work together to establish new threshold requirements for HOC’s review of, and comment on, nonprofit contracts appearing on its consent calendar, taking into consideration that the monetary thresholds for BOS approval of contracts.	Mayor [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	Administrative Code Section 4.133 does not identify review and approval of individual contracts as a Commission responsibility, and the Board of Supervisors retains formal authority over contract and lease approvals through the budget appropriation and legislative process. Establishing new mandatory thresholds for HOC review of consent-calendar contracts would add an additional layer of administrative review without a clear corresponding improvement in outcomes or public accountability. HSH will continue to keep the Commission informed in support of its oversight role under the Charter.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R4.2 [for F4]	By March 2027, HSH should collaborate with HOC to review and revise the Executive Director’s monthly report to HOC to incorporate data and format requests from HOC commissioners, including its Data Officer.	Mayor [August 22, 2026]	Has not yet been implemented but will be implemented in the future	This recommendation has not been implemented but will be implemented in the future. The Department is working on revising the Executive Director's monthly report to HOC to include data and format requests from HOC commissioners, including its Data Officer.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R4.3 [for F4]	By March 2027, HOC should initiate or commission a performance audit per its chartered authority, to investigate overdoses, including reversals, and deaths at PSH sites with the objective to identify structural or systemic causes and to establish departmental performance standards.	Mayor [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	Administrative Code Section 4.133 authorizes HOC to conduct performance audits of the Department, and the City agrees this authority extends to examining the structural and systemic factors behind overdoses, reversals, and deaths at PSH sites. However, HOC currently has limited independent staffing and analytical capacity to conduct a performance audit of this scope, and HSH is already partnering with departments to strategically address issues of overdoses in PSH. HSH will continue to work with, and notify, HOC of any investigations of overdoses at PSH sites conducted by the Department.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R5.1 [for F5]	By December 2026, the Controller’s Office should conduct a review of, and report on, what changes and resources would be necessary to enable HSH to carry out and continue the functions of the Shelter Monitoring Committee.	Mayor [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	The functions previously associated with the Shelter Monitoring Committee will continue to be performed by Shelter Monitoring staff within HSH. Because these functions will continue under HSH's existing structure and processes, additional Controller's Office review of the changes and resources necessary to continue the Committee's work is not needed at this time; HSH may add capacity internally to support this function if needed.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R5.2 [for F5]	By December 2026, the Controller's Office should conduct a review of, and report on, what changes and resources would be necessary to enable HSH to implement and conduct unannounced site visits and other process changes to enhance monitoring of permanent supportive housing sites.	Mayor [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	The functions previously performed by the Shelter Monitoring Committee, including monitoring practices for permanent supportive housing sites, will continue to be carried out by Shelter Monitoring staff within HSH. Because these functions will continue under HSH's existing structure and processes, an additional Controller's Office review of the changes and resources necessary to continue this work is not needed at this time; HSH may add capacity internally to support this function, including unannounced site visits, if needed.

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F1	HSH has not used Critical Incident Reports effectively to identify troubling patterns or to improve safety at housing sites.	Department of Homelessness and Supportive Housing [August 22, 2026]	Disagree Partially	HSH maintains an agency-wide dashboard of aggregated and anonymized Critical Incident Reports and tracks additional public safety data related to housing sites. Today, this data informs program oversight and provider engagement. The City recognizes, however, that this data can be used more systematically to identify safety trends across the portfolio. HSH is strengthening its protocols for leveraging CIR data, including establishing a quarterly, proactive process to identify sites that require more support in order to guide safety responses and investment decisions.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F2	HSH is lagging in its efforts to present data that allows for benchmarking nonprofits among themselves by program or housing type, and to use data as a trigger for automated, and targeted program monitoring.	Department of Homelessness and Supportive Housing [August 22, 2026]	Agree	HSH already publishes dashboards aligned with its Performance Measurement Plan (PMP), and recognizes the need to further develop its ability to benchmark nonprofit providers against one another by program or housing type, and to use data proactively to trigger targeted program monitoring. HSH plans to establish a process for screening performance and safety outliers and developing additional data triggers to identify contracts warranting further review.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F3	HSH's cessation of the established practice of submitting certain contracts to HOC for review and consent, and notifying HOC of all renewals and extensions as line items, undermines HOC's impact as a governing oversight body.	Department of Homelessness and Supportive Housing [August 22, 2026]	Disagree Wholly	The Administrative Code provisions that govern the Homelessness Oversight Commission's roles and responsibilities do not require HSH to submit individual contracts to HOC for review and consent; these are administrative matters handled by the Department Head.

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F4	HOC has yet to exercise the full extent of its statutory authority, and lacks the training and resources to meet the public's expectations as set by the 2022 Prop C initiative.	Department of Homelessness and Supportive Housing [August 22, 2026]	Disagree Partially	The City recognizes the importance of providing HOC with full and accurate information to support strategic oversight, and HSH is undergoing a process to determine the best metrics to report to the Commission for that purpose.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	F5	The Shelter Monitoring Committee is set to terminate by a recent ordinance, and HSH has insufficient resources to absorb SMC's work, and oversee permanent supportive housing sites effectively.	Department of Homelessness and Supportive Housing [August 22, 2026]	Disagree Wholly	While the Shelter Monitoring Committee is set to terminate under a recently passed ordinance, HSH is prepared to absorb its functions. The responsibilities previously carried out by the Shelter Monitoring Committee will continue to be performed by Shelter Monitoring staff within HSH.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.1 [for F1]	By December 2026, HSH should maintain aggregated and anonymized data in a business intelligence-driven dashboard, updated no less than monthly, that allows the user to search and filter the data set by coded incident (deaths, overdoses, acts/threats of violence, sexual assault, denial of service), nonprofit provider, housing type, and location (zip code), by year.	Department of Homelessness and Supportive Housing [August 22, 2026]	Has been implemented	HSH maintains an internal business intelligence-driven dashboard that allows authorized staff to view and analyze incidents by coded incident type, nonprofit provider, housing type, and location, by year. HSH continues to evaluate options for additional external-facing dashboards to provide further insight into housing asset performance and portfolio outcomes.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.2 [for F1]	By December 2026, HSH should expand the responsibilities of its existing Program Compliance function — redesignating it "Safety and Compliance" — to include system-level monitoring and improvement of client safety across all HSH-funded programs. Using existing staff and resources, the function should centralize the analysis, and use of Critical Incident Reports; establish and implement systemwide safety standards and data-driven early-warning methods; and report on client-safety trends to the Homelessness Oversight Commission on a quarterly basis.	Department of Homelessness and Supportive Housing [August 22, 2026]	Has been implemented	HSH uses Critical Incident Reports to inform systemwide safety standards and data-driven early-warning methods, and to guide program oversight, policies, training, provider safety plans, and corrective actions. HSH's Program Compliance team maintains an agency-wide CIR dashboard, updated daily, to identify trends and emerging concerns. Consistent with the spirit of the Jury's recommendation, HSH is actively reviewing opportunities to further strengthen compliance, data capture, and data evaluation to improve safety and client outcomes across the portfolio.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.3 [for F1]	By June 2027, HSH should include aggregated and anonymized CIR data as part of the Director’s report to HOC, quarterly, and through the Sunshine Act, make this available as a data dashboard to the public.	Department of Homelessness and Supportive Housing [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	The City will not implement this recommendation. HSH already reports relevant public-safety data monthly for neighborhoods with high concentrations of HSH-funded sites and shares CIR information with the Department of Public Health and other operational partners as needed to support oversight and safety planning. Additionally, in compliance with the local sunshine ordinance, HSH makes anonymized CIR data available upon request, as there are privacy risks with publishing provider- or building-level CIR data. HSH can make aggregate data available to the commission, upon their request.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R1.4 [for F1]	By December 2027, HSH should designate the most serious coded incident categories in CIRs as standards in a separate section required in all its nonprofit contracts, tentatively titled, “Safety Standards.” The Safety Standards section should also include thresholds for triggering additional, targeted review.	Department of Homelessness and Supportive Housing [August 22, 2026]	Requires further analysis	The City must further analyze this recommendation as HSH has updated the Department's Critical Incident Reporting Policy as of July 2025 and HSH contracts require providers to comply with that policy. The development of a a separate "Safety Standards" section in nonprofit contracts in addiiton to a defined threshold for triggering further review would require additional evaluation by HSH to take into account provider-level details, such as program size, population needs, incident severity, and reporting practices, to ensure providers are not penalized for complete and accurate reporting.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R2.1 [for F2]	By December 2026, HSH should begin publishing business intelligence-driven data dashboards for HOC and the public that showcase performance aligned to the Performance Measurement Plan to meet HOC’s and the public’s need for full transparency on the data and metrics that guide HSH’s decision-making.	Department of Homelessness and Supportive Housing [August 22, 2026]	Has been implemented	HSH publishes dashboards aligned with its Performance Measurement Plan (PMP) and uses these measures to guide departmental decision-making and public reporting. HSH worked with the Controller's Office to align the Controller's performance scorecard and the Mayor's Budget Book with the PMP, and metrics in the HSH Director's Report to HOC are also drawn from the Plan. As HSH continues to revise its strategic plan, it will revisit its external dashboards to ensure they remain aligned with the Department's system goals and prioritized outcome objectives.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R2.2 [for F2]	By March 2027, HSH should internally benchmark nonprofit providers among themselves by program or housing type (portfolio management) with the objective of screening for performance and safety outliers. Negative outliers should be tagged for further investigation, and root causes identified and ruled out as an early warning sign of more serious service delivery problems.	Department of Homelessness and Supportive Housing [August 22, 2026]	Has not yet been implemented but will be implemented in the future	The City will implement this recommendation. HSH will establish an initial systematic process for identifying potential performance and relevant safety outliers for further review by March 2027.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R2.3 [for F2]	By December 2027, HSH should develop data-driven automation alerts (“data triggers”) for triggering additional, targeted review of nonprofit contracts. For example, certain CIRS from R1.2, and more broadly, outliers and negative trendlines in performance outcomes and safety standards should drive investigations into root causes, and be evaluated as potential early warning signs of more serious problems.	Department of Homelessness and Supportive Housing [August 22, 2026]	Has not yet been implemented but will be implemented in the future	The City will implement this recommendation. HSH will establish data triggers that identify significant negative trends, outliers, and other indicators warranting further targeted contract or program review by December 2027.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R3.1 [for F3]	By December 2026, HSH should return contract renewals and extensions to HOC’s consent calendar.	Department of Homelessness and Supportive Housing [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	Individual contract renewals and extensions are administrative matters handled by the Department Head, and are not identified as a Commission responsibility under Administrative Code Section 4.133. Returning all renewals and extensions to the consent calendar would add administrative burden without a corresponding increase in oversight value. HSH will continue to keep the Commission informed of contracting activity, including through the summary information on renewals and extensions already provided in the Director's Report, in support of HOC's oversight role under the Charter.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R3.2 [for F3]	By December 2026, HSH and HOC should work together to establish new threshold requirements for HOC’s review of, and comment on, nonprofit contracts appearing on its consent calendar, taking into consideration that the monetary thresholds for BOS approval of contracts.	Department of Homelessness and Supportive Housing [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	Administrative Code Section 4.133 does not identify review and approval of individual contracts as a Commission responsibility, and the Board of Supervisors retains formal authority over contract and lease approvals through the budget appropriation and legislative process. Establishing new mandatory thresholds for HOC review of consent-calendar contracts would add an additional layer of administrative review without a clear corresponding improvement in outcomes or public accountability. HSH will continue to keep the Commission informed in support of its oversight role under the Charter.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R4.2 [for F4]	By March 2027, HSH should collaborate with HOC to review and revise the Executive Director’s monthly report to HOC to incorporate data and format requests from HOC commissioners, including its Data Officer.	Department of Homelessness and Supportive Housing [August 22, 2026]	Has not yet been implemented but will be implemented in the future	This recommendation has not been implemented but will be implemented in the future. The Department is working on revising the Executive Director's monthly report to HOC to include data and format requests from HOC commissioners, including its Data Officer.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R5.1 [for F5]	By December 2026, the Controller’s Office should conduct a review of, and report on, what changes and resources would be necessary to enable HSH to carry out and continue the functions of the Shelter Monitoring Committee.	Department of Homelessness and Supportive Housing [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	The functions previously associated with the Shelter Monitoring Committee will continue to be performed by Shelter Monitoring staff within HSH. Because these functions will continue under HSH's existing structure and processes, additional Controller's Office review of the changes and resources necessary to continue the Committee's work is not needed at this time.
At Scale, At Risk -Upgrading Data and Oversight to Improve Homelessness Services [June 23, 2026]	R5.2 [for F5]	By December 2026, the Controller’s Office should conduct a review of, and report on, what changes and resources would be necessary to enable HSH to implement and conduct unannounced site visits and other process changes to enhance monitoring of permanent supportive housing sites.	Department of Homelessness and Supportive Housing [August 22, 2026]	Will not be implemented because it is not warranted or is not reasonable	The functions previously performed by the Shelter Monitoring Committee, including monitoring practices for permanent supportive housing sites, will continue to be carried out by Shelter Monitoring staff within HSH. Because these functions will continue under HSH's existing structure and processes, an additional Controller's Office review of the changes and resources necessary to continue this work is not needed at this time; HSH may add capacity internally to support this function, including unannounced site visits, if needed.