

Audit of the Joint Office of Homeless Services

January 2018



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Marc Rose, Senior Management Auditor
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Background

- In July 2016, the City and County established the Joint Office of Homeless Services (JOHS)
- Most City and County housing assistance programs and homeless services are part of the Joint Office.

Stayed in Portland Housing Bureau

Housing Development
Housing Preservation
Permanent Supportive
Housing
Tenant Protections
HMIS Data Management

Stayed in Department of County Human Services

Housing Stability
Income & Benefit
Acquisition
Economic Stability
Domestic Violence
Prevention/Coordination

Now in Joint Office

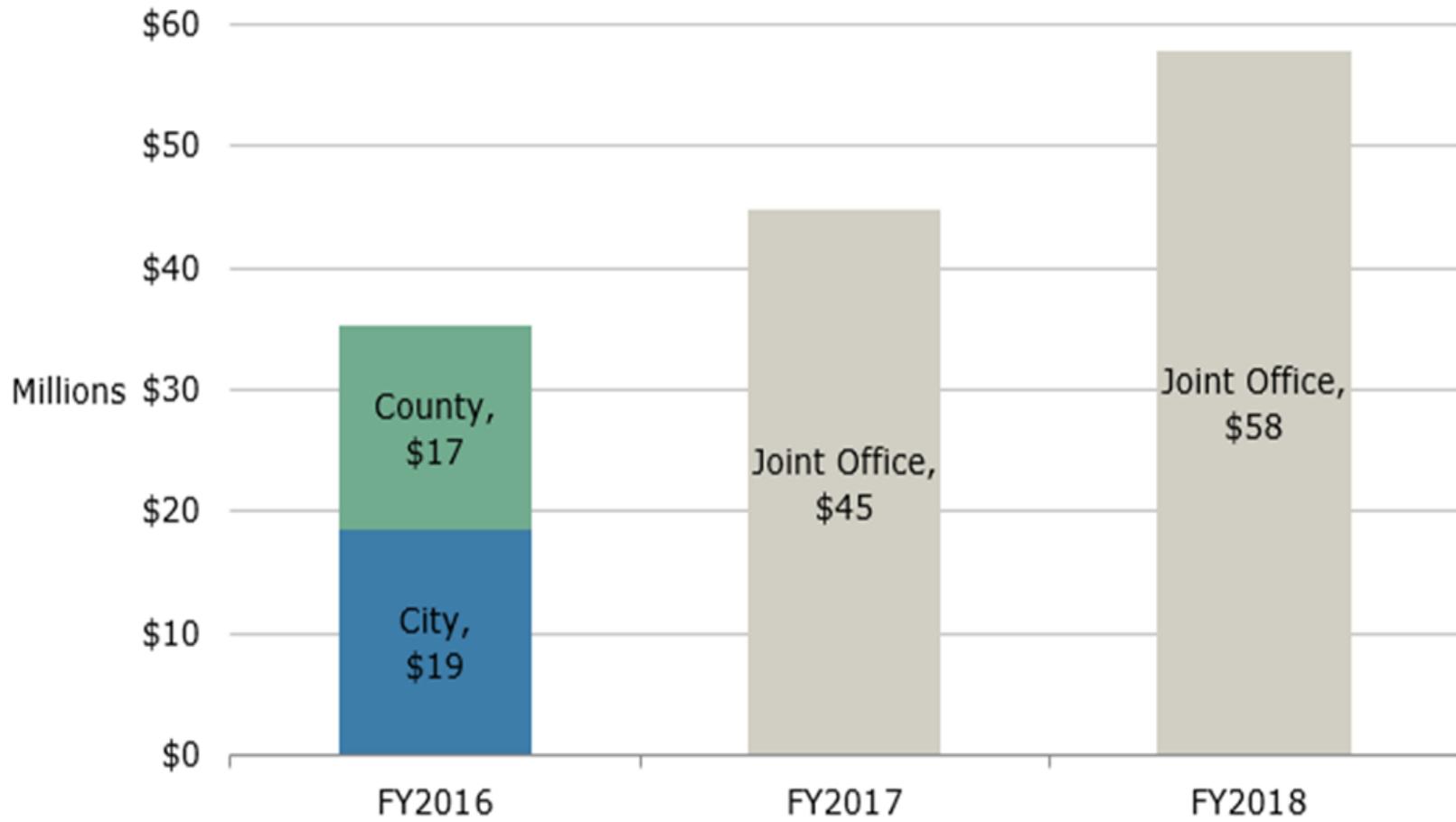
Housing Access &
Stabilization
Permanent Supportive
Housing Policy
Rapid Re-housing
Shelter & Emergency
Services

Source: AHFE Presentation on Proposed City-County Joint Office

Audit Objectives

1. Identify the distribution and prioritization of funding for homelessness prevention services.
2. Evaluate data quality, performance reporting, and the capacity for data analysis and evaluation.

Objective 1 - Distribution and prioritization of funding for homelessness prevention services.



Source: County presentation and City/County budget documents

Objective 2 - Data, performance reporting, and the capacity for data analysis and evaluation.



The report is [online](#), and incorporates both a traditional text format, and Tableau.

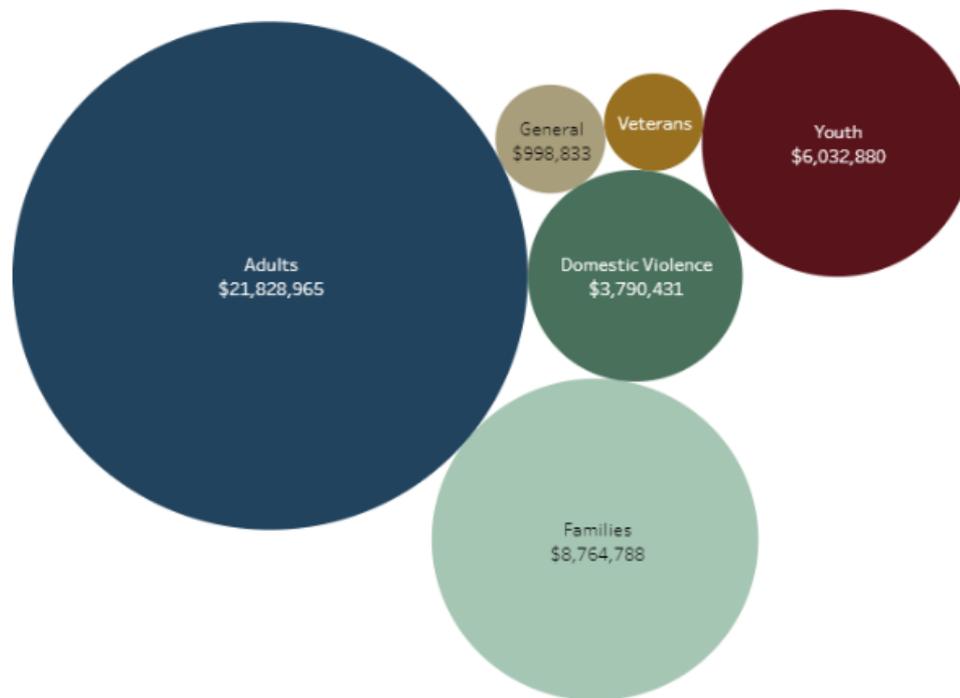
Tableau

- [Overview](#) of service provider funding and services
- [Concentration risk](#) – are services concentrated with one provider?

Provider Funding

<
Funding by Service Population
Funding by Service Population and General Program Area
Funding by General Program Area and Provider
Funding by Provider and General Program Area
Funding by General and Specific Program Areas
>

Total Joint Office funding for homeless services in FY2017 was about \$42 million. About half of JOHS funding in FY2017 was directed toward the adult system, but other systems received significant amounts of funding.



Vendor Name

- (All)
- 211INFO INC
- BLACK PARENT IN...
- BRADLEY ANGLE ...
- CASCADE AIDS PR...
- CASCADIA BEHAV...
- CATHOLIC CHARIT...
- CENTRAL CITY CO...
- CITY OF GRESHAM
- CLARK COUNTY P...
- DO GOOD MULTN...
- ECUMENICAL MIN...
- EL PROGRAMA HI...
- HOME FORWARD
- HUMAN Solutio...
- IMPACT NW
- IRCO
- JANUS YOUTH PR...
- JOIN
- KRISTINA SMOCK
- LINGUAVA INTER...
- NATIVE AMERICA...
- NEIGHBORHOOD ...
- NEW AVENUES F...
- NORTHWEST PILO...
- OUTSIDE IN
- PORTLAND STATE ...
- RAPHAEL HOUSE ...
- SELF ENHANCEM...
- STREET ROOTS
- THE SALVATION A...
- TRANSITION PRO...
- UNLIMITED CHOI...

Service Population

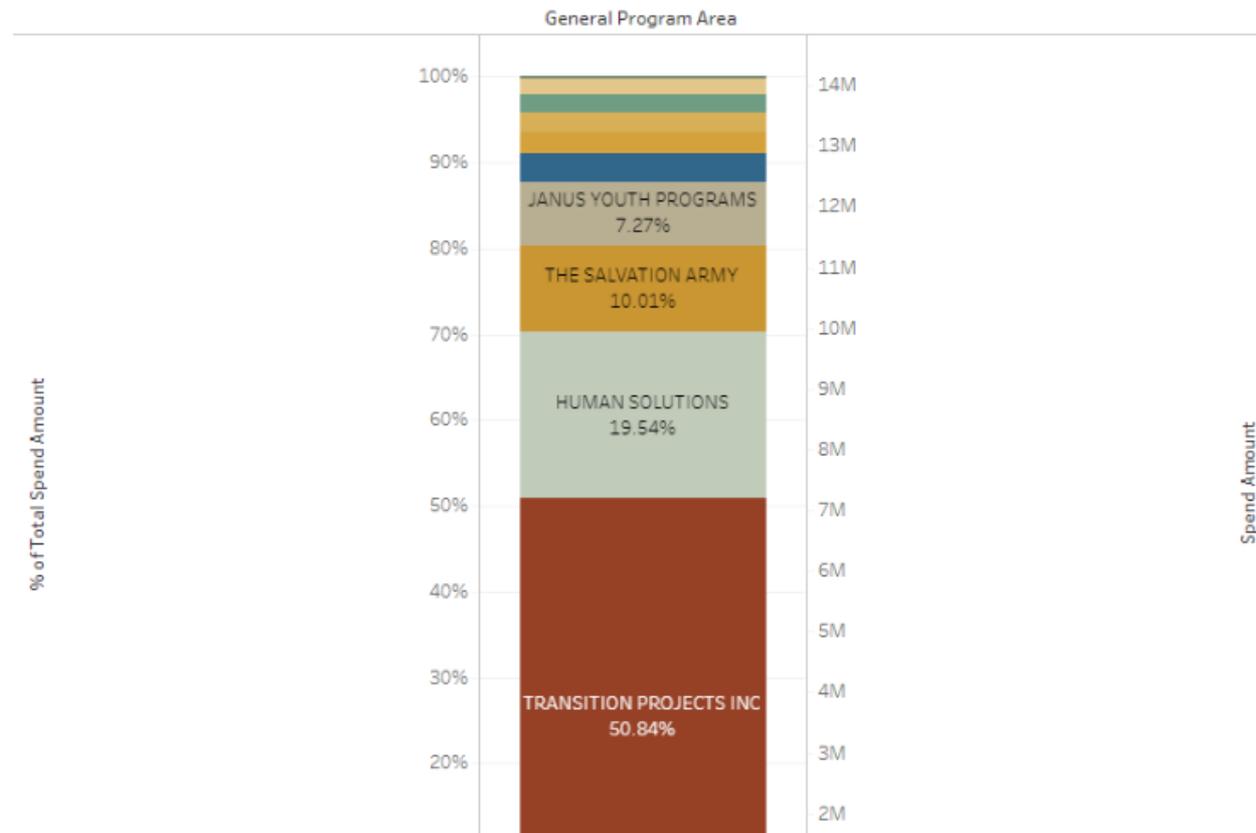
- Adults
- Domestic Violence
- Families

Concentration Risk

<
Funding for families
Funding for Veterans
Funding for Adults
Funding for Shelter
>

If we were to consider line of business to be based on the type of service rather than the service population, we would still have concerns about concentration risk. About 50% of FY2017 Shelter funding went to one provider. Concentrating funding with one provider can be a risk.

- Vendor Name
- CENTRAL CITY CONCE...
 - CASCADIA BEHAVIOR...
 - JOIN
 - NEW AVENUES FOR Y...
 - DO GOOD MULTNOMAH
 - OUTSIDE IN
 - RAPHAEL HOUSE OF ...
 - BRADLEY ANGLE HOU...
 - JANUS YOUTH PROGR...
 - THE SALVATION ARMY
 - HUMAN SOLUTIONS
 - TRANSITION PROJEC...



We found:

- The County is reliant on a limited number of providers in certain homeless services areas.
- The Joint Office lacks evaluation capacity, and full access to complete data.
- Regular reporting of performance measures is needed to communicate system performance.

Recommendations

1. The Joint Office should work with the HMIS administrator at the City of Portland to gain full access to HMIS reports, including source data for evaluation.
2. The Joint Office should build in capacity for analysis and evaluation. The Joint Office should conduct formal HMIS data analysis and program evaluation.
3. The Joint Office should regularly report to the public on system performance targets and results.
4. The Joint Office should work with service providers to improve data collection efforts, particularly at the shelter level.
5. Comply with Resolution 08-112 when considering future contracting relationships, or, in light of the partnership with the City of Portland, revisit the rule.

Questions?

Joint Office of Homeless Services Audit

Menu

This website is the Multnomah County Auditor's Office's report on our audit of the Joint Office of Homeless Services.

 [Auditor's letter for Joint Office of Homeless Services Audit Report 2017 \(170.25 KB\)](#)

[Joint Office's response letter](#)

[Report Highlights](#)

[Background](#)

[Audit Objectives](#)

[Service Provider Funding](#)

[The County is reliant on a limited number of providers in certain homeless services areas.](#)

[The Joint Office lacks evaluation and analytical capacity, and full access to complete source data.](#)

[Regular reporting of performance measures is needed to communicate system performance.](#)

[Recommendations](#)

[Scope & Methodology](#)

Report Highlights

[What We Found](#)

and new program. 1) identify where the consolidated centers were targeted and increased reliance on service providers exposes the County to additional risk, and 2) determine whether the system performance information provided to leadership, stakeholders, and the taxpayer is useful, transparent, and based on complete data.

We found Joint Office staff to be dedicated and hardworking, with years of social service experience and a passion for homeless services work. We also found issues to be addressed:

1. The County is reliant on a limited number of providers in certain homeless services areas.
2. The Joint Office currently lacks full evaluation and analytical capacity, and does not have full access to complete source data, which is critical to become the data-driven system they strive to be.
3. The Joint Office has not communicated with stakeholders and the public regarding system performance as frequently and as extensively as needed.

What We Recommend

To support its agenda, we recommend that the Joint Office should:

1. Work with the Homeless Management Information System (HMIS)



Provider Funding

- < Funding by Service Population
- Funding by Service Population and General Program Area
- Funding by General Program Area and Provider
- Funding by Provider and General Program Area
- Funding by General and Specific Program Areas >

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- CASCADIA BE
- CATHOLIC CH.
- CENTRAL CITY
- CITY OF GRES
- CLARK COUNT
- DO GOOD MU

Source:

[Web Viewer Terms](#) | [Privacy & Cookies](#)

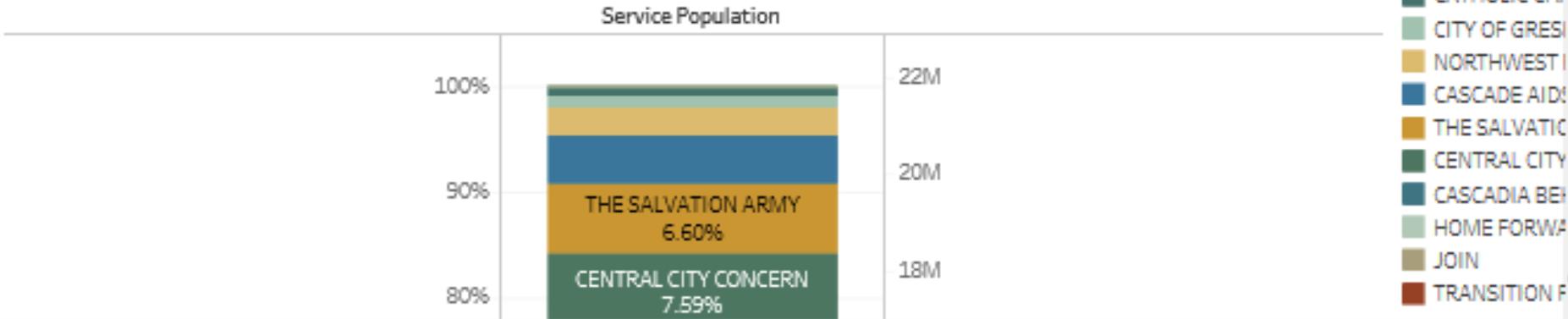
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Concentration Risk

Navigation tabs: Funding for families, Funding for Veterans, **Funding for Adults**, Funding for Shelter

Almost 40% of FY2017 Adult system funding went to one provider. Concentrating funding with one provider can be a risk.



Source: [https://public.tableau.com/profile/multnomah-county-auditor-offices#1141389...](#)

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