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*Audit Staff*

**Sarah Landis, Principal Auditor**  
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## **Audit of Housing Performance Measures**

**November 2008**

### **Summary**

Since Fiscal Year 2006, as the upcoming fiscal year's budget is being prepared, departments submit program offers to the Board of County Commissioners. These offers form the basis for making budget decisions. Each offer is required to have between two and four performance measures. Of these, at least one must be an output indicator and one must be an outcome indicator. Output indicators measure workload, as in the number of units produced or the number of services provided. Outcome indicators report the results of a program, such as the percent reduction of recidivism by offenders after being served by the program. Both of these types of indicators are potentially useful in helping the Board understand how well a current program is performing, which should help them in deciding whether or not to purchase the program's offer.

For FY08, the County Budget Office asked the Auditor's Office to audit program offer performance measures. The Auditor's Office examined a select set of program offers from across the county and evaluated the quality of their measures. We established a set of criteria that were aligned with best practices in performance measurement and that were based on the guidelines developed by the Budget Office. All of the measures we reviewed passed the criteria, but most did so with qualifications, meaning that possible improvements were recommended. This current audit continues the Auditor's Office commitment to examining the quality of county performance measurement on a more limited scale.

We initiated this audit of performance measures for programs across the county that have a housing component because housing services are provided in many different areas across the county and represent a sizeable investment of state, local, and federal dollars. The audit looked at multiple departments and divisions and covered some very large programs, while still focusing on a single kind of service with similar goals and measures. This audit only looked at outcome measures because outcomes do the best job of indicating whether or not a program is achieving its intended goals.

In summary, we found that the performance measures covering county housing services varied greatly in quality, reliability, definition, and usefulness. Some of these outcome measures were used as an integral part of monitoring service system and contractor performance. In such situations, greater care and effort was put into ensuring that data are accurate and measures are useful. In other programs, the measures are not a meaningful

part of service management, data systems did not exist, and very little stock was placed in the utility of the measures to accurately capture program effectiveness. Finally, there are a number of county programs that feature housing services as an element of client care, but did not report housing outcome measures in their program offers.

## **Background, Scope, and Methodology**

Housing services are provided within both the Department of Community Justice (DCJ) and the Department of County Human Services (DCHS). In DCJ these housing services take the form of either addictions services or transitional housing to help former offenders avoid homelessness. DCHS contains housing programs in the divisions of Community Services, Domestic Violence, Mental Health and Addiction Services, Aging and Disabilities Services, and Developmental Disabilities.

Community Services' housing programs serve homeless youth, homeless families, and those at risk of homelessness with a goal of moving clients into stable and permanent housing. Domestic Violence programs provide shelter and longer-term housing with the goal of keeping clients safe from harm. Aging and Disability Services, Developmental Disabilities, and most Mental Health housing programs do not have this goal of helping clients become less reliant on subsidies and other aid, and are more focused on longer-term, and sometimes permanent care.

The purpose of this audit was to review and evaluate the housing outcomes contained in fiscal year 2009 (FY09) program offers. We used the performance measure criteria described below. Our scope included housing programs that serve people with conditions and living situations that can potentially be improved. As such, we excluded programs that do not have the goal of helping clients eventually leave subsidies and support programs, such as those in Aging and Disability Services and Developmental Disabilities.

The housing outcomes covered by this audit come from the Department of Community Justice (DCJ) and divisions in the Department of County Human Services (DCHS) managing the following programs: Homeless Youth, Homeless Families (Anti-Poverty), Domestic Violence, and Mental Health. The program offers we reviewed are: DCJ: 50029, 50046A, 50046B, 50047; Community Services: 25114, 25133A, 25136, 25150; Mental Health: 25060; and Domestic Violence: 25040A.

**Audit Criteria:** We used the criteria listed below to assess the quality of housing performance measures. These criteria were included in the Budget Office's FY2008 Performance Measurement Manual and are consistent with performance measure best practices literature. We considered primary criteria the most significant indicators of quality measures.

### *Primary Criteria:*

- **Meaningful/Valid** – a measure is meaningful if it addresses the primary portion of an offer's stated scope of work. A measure is valid if it actually measures what it says it measures.

- **Reliable/Accurate** – a reliable measure is one where the results are accurate, consistent, and repeatable.
- **Timely Reporting** – a measure is timely if it includes data from the current fiscal year and is available in a timely fashion.
- **Comprehensive** – a comprehensive measure or group of measures is one that captures the primary or most important aspects of an offer's goals.
- **Focused on Controllable Facets of Performance** – a measure is focused on controllable facets of performance if it relates to something the department or program can affect and would not also involve so many other mitigating or aggravating factors that would render the county's contribution impossible to judge.

*Secondary Criteria:*

- **Understandable/Clear** – a measure is clear and understandable if it is simply stated, is free of jargon, and could be understood easily by someone outside of the program. This criterion also refers to clearly defining changes and unexpected results in trends.
- **Perverse Incentives** – a measure that is free of perverse incentives does not induce its participants (clients, staff, or contractors) to act in ways that run counter to the best interests of the county or the program.
- **Not Redundant** – a measure is redundant if its purpose is wholly or mostly encompassed by a different measure.
- **Cost to Collect Data** – the implementation of new performance measures and data collection systems should not represent an enormous cost burden to the departments.
- **Meaningful to Management** – a measure would be considered meaningful to management if it is used by management and decision makers in running the program, division, or department.

We conducted numerous interviews with staff members from these departments and divisions, reviewed their data collection and reporting processes, and looked at data trends over time. We are grateful to all the people we interviewed for their time and for readily providing us with all documents and information that we requested.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives.

## **Audit Results: Overall Findings**

This section covers our general findings after assessing housing performance measures across county programs. Results for specific program offers are covered later in the report.

Using the performance measure audit criteria described above, we identified some prevailing issues across the different departments and divisions that fell within our scope. In summary, we found that:

- Some programs had trouble maintaining consistency in how they defined their measures, in what they reported, and in how they calculated the measures from their data.

- Many had trouble getting providers to submit complete, timely data, and were forced to constantly pester them for missing data.
- Performance measures as presented in the budget program offers are not readily understandable. It would be difficult for a person with little other knowledge of a given program to look at an outcome and understand exactly what is being measured, let alone the significance of that outcome to the program.
- It is possible that some measures create perverse incentives by inducing providers to screen out harder-to-serve clients, although we did not see evidence of this practice.
- We found some programs that we believe should report housing outcomes in their program offers, but currently do not.

### Consistency:

Consistency in performance measures is important for a reliable comparison of results from one period to another. With varying degrees of success, the different programs we reviewed maintained consistency in how they defined their measures, in what they reported, and in how they calculated their measures.

We found no evidence that the programs we reviewed have adequate documentation of policies and procedures regarding how their staff gather and report data. In some places there is an abundance of institutional memory. DCJ staff were able to demonstrate on the spot how they gather data and calculate their housing outcomes. However, institutional memory is vulnerable to turnover, and should not be solely relied upon. Some divisions in DCHS had no way of assuring consistency: calculation methodology had to be recreated each year; staff did not always agree on measure definitions or parameters; and documentation was absent that would provide guidance on past calculation procedures.

We recommend that departments and divisions document policies and procedures surrounding how data is collected, how and where it is stored, and how the outcome is calculated from the data for reporting purposes. The Budget Office provides a performance measure template for recording this information, and we recommend that every department use it for its performance measures.

Different programs also have achieved varying degrees of consistency over what they report year after year. Of the 11 housing outcome measures we looked at in FY09, ten were used in FY08. However, only two of these were used in FY07. The large difference between outcomes used in FY07 and FY08 could be attributed to the fact that the new performance measure requirements were introduced for the first time for FY07 program offers, and in that first year staff may have not yet known what performance measures they wanted to continually use for a given program. The high level of consistency from FY08 to FY09 can be viewed as very positive.

When it comes to maintaining consistent performance measures, Homeless Youth program staff do a good job of reporting data to the county and other program funding sources year after year, using additional performance measures to those reported in program offers. Data collection and reporting has been standardized since 2003, giving decision makers access to trend data that enables them to evaluate changes in performance from year to year. These

data were used to plan the upcoming restructuring of the Homeless Youth Continuum. We recommend this level of consistent reporting as a best practice.

Some departments and divisions maintained consistent definitions of terms, specifically 'stable housing' and 'permanent housing,' in their outcomes. DCJ uses the same definition of stable housing for all of its program offers. For a client to be exiting to stable housing, the caseworker who fills out his or her exit form must check that the client will own or rent a home, stay with a friend or relative, or move into transitional housing. This definition has been consistent and is understood by the people responsible for calculating the reported outcome. Homeless Youth also has a recorded definition that it uses for stable housing, and the Homeless Families program uses the U.S. Department of Housing and Urban Development's (HUD) national definition of permanent housing.

Other programs covered in our audit used the terms 'stable' and 'permanent' housing, but did not have an accepted definition for them, or they were confused about which term they were using and what the definition was. We recommend that each program have a universally understood, recorded definition for each nonspecific term, such as 'stable' and 'permanent,' that it uses in its performance measures. In the case of 'stable' and 'permanent' housing, it may make sense for the county to develop a universal definition.

<b><u>Program/ Department</u></b>	<b><u>Term used</u></b>	<b><u>Definition</u></b>
Homeless Families	Permanent housing	HUD definition: permanent scattered site housing, permanently living with friends or family, section 8 and low rent public housing (subsidized but family can stay permanently), permanent supportive housing (for people with disability status), and homeownership
Homeless Youth	Stable housing	living with family/friend on temporary basis, temporary housing, job corps, college, transitional housing, or doubled up temporarily
Domestic Violence	Stable housing	HUD definition for permanent housing
DCJ	Stable housing	the client owns, rents, is staying with a friend or relative, or is in transitional housing
Mental Health	Permanent Housing	No definition
Bridges to Housing	Permanent Housing	No definition

### Data Completeness/Checking up on Data.

To produce high quality data, it is important to have controls in place to ensure that data are complete and likely to be accurate. DCJ ensures its data are complete through required fields that must be filled out before entry and exit forms can be sent in by service providers. It also ties payment to data submission in some of its contracts, which increases the likelihood of data completeness and timeliness. We recommend this as a best practice. DCJ staff also maintain accuracy controls by checking entry and exit forms against invoices to verify the names of clients and the time periods over which they were served. They also periodically send staff members on site to providers to monitor provider performance and service delivery. Although these checks do not have data verification as an objective, they do include file checks, which allows the opportunity to review completeness of information.

In DCHS, Community Services and Domestic Violence have some problems with data completeness. Service Point, the information management system these programs use, lacks built in controls such as required fields, so data often arrive incomplete. These divisions must also deal with late data submissions by providers. In order to make sure their data are complete, staff must closely review submitted data for missing information. When there are missing data, staff must badger providers until the information is sent in. This takes a good deal of time and effort on the part of county staff, and a manual check for missing data is more subject to human error. The quality of Service Point would be improved with controls, such as required fields. However, we don't include this as a recommendation because the county does not have the authority to make these changes in Service Point, a system that is operated by the City of Portland as part of the regional Homeless Management Information System required by HUD.

### Follow up.

Domestic Violence and Community Services providers follow up with clients who have exited from services, and their housing measures show housing outcome data six months after exit. This provides a meaningful measure because it shows how well the client can maintain permanent or stable housing after exiting a program rather than simply showing whether or not the client could be placed in permanent or stable housing at exit. We recognize that these follow ups can be time consuming for providers, but they offer excellent information and maintain an important and further stabilizing connection between providers and former clients. We recommend that programs conduct follow ups with clients six months after exit and include housing outcomes from these follow ups in their program offers.

### Measure Understandability.

For a performance measure to be meaningful to decision makers, users need to understand what the measure signifies. Though terms like 'stable' and 'permanent' contain meaning, they aren't specific enough to enable people to understand exactly what is being measured. Additionally, if it is not clear what is being measured, the numbers and percentages mean very little. None of the program offers we looked at contained clear definitions of these terms. Most of the programs we reviewed have definitions for either stable or permanent

housing, and we recommend that these be stated explicitly in the program offers. Further, to be transparent and clear, we suggest that offers list the specific program names and/or providers the performance measures apply to.

We also found that 'exit' from a program could mean different things, and recommend that 'exit' be defined explicitly as well. Exit can mean an end to subsidies from a particular program, leaving a facility, or in the case of Short Term Rent Assistance (STRA) in the Homeless Families program, an end to any subsidies that the client is receiving from STRA and any other program. Understanding is also hindered by the fact that many program offers do not list all the providers or specific program names the performance measures apply to. We recommend that these be included as well.

Sometimes performance measures and data trends can mean different things than one might expect. In these cases, providing an explanation of what the data indicate would greatly benefit decision makers. As an example, the number of homeless youth served in transitional housing steadily increased from FY01 to FY06. On the surface this appears positive—county services are serving more clients. However, those transitional housing programs almost always operate at full capacity, so a higher number of clients indicate that there is a greater amount of turnover. This is in fact a negative trend, because homeless youth often benefit less from the program if they stay in it for shorter periods of time. Someone unfamiliar with the Homeless Youth Continuum would not be able to arrive at this interpretation simply by looking at this one output measure. An explanation must be provided in order to foster understanding.

### Possible Perverse Incentives.

When those who provide funds watch performance measures closely, agencies have an incentive to improve their numbers for these measures. This added focus can lead to higher performance, but it can also cause other possibly undesired behaviors that improve the agency's measures but do not improve services. The motivation to do this is called a perverse incentive. In most of the programs we looked at, the staff members we interviewed did not raise concerns about perverse incentives in their measures. Nevertheless, we heard concerns that there could be perverse incentives occurring as a result of a program's housing measure, although we saw no evidence of poor practices occurring.

Some clients may be better equipped from the start to succeed in a human service program. An agency that serves more of these clients will have better outcomes than it would if it served more difficult clients, creating a possible incentive to accept those with the highest likelihood of success, a practice called creaming. It may stand to reason that programs achieve better housing outcomes when they serve people who have less need. If a program can choose which clients it serves, then creaming is possible. Among the programs we reviewed, many providers had the ability to select the clients they served rather than having clients assigned to them. We recommend that programs watch for evidence that their outcomes are creating perverse incentives, and if there is evidence that this is happening, we recommend that programs create other performance measures and reporting requirements to detect and prevent that behavior.

## Coverage of Measures.

For some programs, such as those designed specifically to address homelessness, housing outcomes are logical and important measures of success. For other programs, such as those that treat addiction, mental health problems, or transitions from prison to the community, housing may be seen as a factor, among many, that contributes to client success. Such programs may find other outcome measures, such as treatment success rate, to assess their effectiveness.

For the FY09 budget, we identified four program offers from DCHS Alcohol and Drug services that contain a housing component. None of these have any housing outcomes that are reported in program offers. However, DCJ also has addiction treatment services and four program offers that contain housing components. Each of the DCJ program offers contains a housing outcome to indicate client success in exiting to stable housing. Because of the resources going into these programs, and because DCJ Alcohol and Drug provides these outcomes, and we believe DCHS Alcohol and Drug should do so as well.

## **Audit Results: Performance Measure Criteria**

### **DCJ**

Program Offers: 50029 – Adult Offender Housing

50046A – Addiction Services – Adult Offender Residential

50046B – Addiction Services – Adult Offender Residential 27 Beds

50047 – Addiction Services – Adult Women Residential

Housing Outcome: Percent of exiting offenders admitted to safe and stable housing (Note: all four program offers use this outcome, though it may be worded slightly differently)

What's being done well: DCJ maintains a single, meaningful definition of stable housing.

There are adequate controls around data collection to help ensure data accuracy and completeness, and the process used to calculate the measure is consistent throughout the department and therefore reliable.

What needs improvement: It would be more meaningful if DCJ measured stable housing six months after exit rather than right at exit, because it would show that the client can maintain housing and has avoided recidivism. Also, in program offers 50046A and 50046B the housing outcome is incorrectly labeled as an output and should be made consistent with the other performance measures which are listed as outcomes.

Recommendations:

- Start having providers conduct follow ups with offenders that have exited the program.
- Correctly label performance measures as outcomes, outputs, inputs, etc.
- Fill out and update the performance measure template provided by the Budget Office for documentation.
- Put the definition of 'stable' in the program offer.

## **DCHS - Homeless Families**

Program Offers: 25133A – Housing Stabilization for Vulnerable Populations  
25150 – Anti-Poverty Services

Housing Outcome: % of households served, housed 6 months after exit  
(Note: both program offers use this outcome)

What's being done well: Homeless Families maintains HUD's definition of permanent housing, which is a national definition. Community Services has made high quality data a priority, and it shows in how well the staff monitor the data and the strong institutional knowledge that enables them to use Service Point effectively to calculate the outcomes consistently and reliably.

What needs improvement: The performance measure would be more easily understandable if it made clear that it referred to permanent housing.

### Recommendations:

- The outcome should make clear that it refers to permanent housing.
- Fill out and update the performance measure template provided by the Budget Office for documentation.
- Put the definition of 'permanent' in the program offer.

## **DCHS - Homeless Youth**

Program Offer: 25136 – Homeless Youth System

Housing Outcomes: % of homeless youth served who exit services to stable housing  
% of homeless youth served in stable housing 6 months after exit

What's being done well: Homeless Youth has its own definition of stable housing, one that makes sense and is meaningful for its teenage and young adult client population. As mentioned above in the Homeless Families section, Community Services has made high data quality a priority and effectively calculates the outcomes consistently and reliably. Homeless Youth staff do an excellent job maintaining data year after year, and using the trends derived from that data in their decision making process.

What needs improvement: Both of these outcomes are only measured for clients in the Homeless Youth Continuum who are part of the transitional housing program. Those in transitional housing only comprise 10% of the total amount of clients in the Continuum, and the other 90% have no outcomes in the program offer. Therefore, these outcomes are not comprehensive for the entire program.

### Recommendations:

- Create another outcome that measures all of the youth in the Homeless Youth Continuum. (The Homeless Youth program is working on implementing developmental outcomes for all clients.)
- Fill out and update the performance measure template provided by the Budget Office for documentation.
- Put the definition of 'stable' in the program offer.

## **DCHS - Bridges to Housing**

Program Offer: 25114 – Bridges to Housing

Housing Outcome: % of families served that remain in permanent housing six months after exit

What's being done well: The outcome is understandable. It is also comprehensive in that the measure will help show how well these homeless and high resource using families are maintaining self-sufficiency after exit.

What needs improvement: Because it is a new program with a two-year service timeframe, information on exiting families was not yet available at the time the FY09 program offer was developed. The 70% actual figure shown in the program offer was an estimate rather than based on family exit data.

### Recommendations:

- Create and maintain a definition of permanent housing.
- When data become available, report only actual data in the "Previous Year Actual" category, not estimates, to provide a true assessment of program outcomes.
- Fill out and update the performance measure template provided by the Budget Office for documentation.
- Put the definition of 'permanent' in the program offer.

## **DCHS - Mental Health**

Program Offer: 25060 – MH Residential Services

Housing Outcome: % of individuals placed into permanent housing

What's being done well: The outcome appears to be comprehensive in its coverage of relevant clients and addresses the primary purpose of the program's intent, which is to provide transitional housing for clients who are mentally ill and homeless.

What needs improvement: There is no documented, accepted definition of permanent housing that Mental Health uses. Data are reported quarterly via a paper report and are not readily accessible via a county-managed information system. Rather, they are supplied periodically on paper by the provider. This program offer covers more programs than just Bridgeview (a mental health transitional housing facility), but this outcome only refers to Bridgeview clients. There do not appear to be any controls to ensure that data is reliable. Data is sent on paper with some corrections in pen, and it is not verified by Mental Health.

### Recommendations:

- Have the provider start doing follow ups with clients who have exited the program.
- Create and maintain a definition of permanent housing.
- Mention in the outcome that housing is being measured at exit.
- Require that the provider send data on a monthly rather than quarterly basis.
- Either apply this outcome to all programs in this program offer to make it comprehensive, or create another outcome that measures performance of those other programs.
- Maintain data electronically and check it periodically for completeness and accuracy.
- Fill out and update the performance measure template provided by the Budget Office for documentation.
- Put the definition of 'permanent' in the program offer.

## **DCHS - Domestic Violence**

Program Offer: 25040A – Domestic Violence Victims Services and Coordination

Housing Outcome: Participants who remain in stable housing at 6 months

What's being done well: Controls around data collection are fairly strong. Data checks are performed every two months to find major errors. These data checks are also used by management to look for worrying trends within the providers that may need to be addressed, such as an unusually high number of clients being terminated for rule violations.

What needs improvement: The way that the outcome is worded, it is not clear that housing is being measured six months after exit. The term stable housing is used in the outcome, yet it is probably defined using HUD's definition of permanent housing. There is confusion as to what the definition of stable is, so it may not be measured the same way throughout. Staff cannot replicate the process used to calculate the outcome from the data. The calculation may be inconsistent from year to year, and is therefore less reliable.

### Recommendations:

- In the outcome, make it clear that housing is being measured six months after exit.
- If the definition for stable is HUD's definition for permanent housing, use the term permanent housing in the outcome instead.
- Maintain a consistent method for calculating the outcome from the data.
- Fill out and update the performance measure template provided by the Budget Office for documentation.
- Put the definition of 'stable' in the program offer.



# Responses to Audit





## Ted Wheeler, Multnomah County Chair

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November 19, 2008

LaVonne Griffin-Valade  
Multnomah County Auditor  
501 SE Hawthorne Blvd, Room 601  
Portland, OR 97214

Dear Auditor Griffin-Valade:

Thanks to you and your staff for your thoughtful work in auditing the performance measures used by Multnomah County for housing. I would also note your efficient use of an intern to do the bulk of the work.

I have heard from leadership in the Department of Human Services and the Department of Community Justice and I know they are interested in working with the results of your audit. In times of serious budget reductions, the Chair's Office will be paying increased attention to the outcomes of our work and wanting to make sure that good ideas and intentions are matched with positive results.

Your audit raises larger issues for me about the capacity of Multnomah County to analyze and evaluate our programs. I fear much of that capacity has been eliminated as part of past budget reductions. In spite of our current situation, we may need to look at how to increase our ability to produce thoughtful work on program outcomes.

We appreciate your attentive review, your helpful suggestions and your willingness to work cooperatively with staff to produce the best outcome for the public.

Sincerely,

Ted Wheeler  
Multnomah County Chair

TW/b-rrl



Department of County Human Services

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November 19, 2008

LaVonne Griffin-Valade, County Auditor  
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Dear LaVonne,

The Department of County Human Services has received the Audit of Housing Performance Measures. We are always interested in receiving feedback about our performance and how we can improve the tracking of service outcomes. It's our intention to maintain clear and valid measures that are collected using sound practices in order to ensure that we are getting the best results possible.

Thank you for recognizing the high quality work of the staff in the Homeless Youth Program. They have created a system with clear, measurable indicators and the County uses these to inform policy decisions.

The department will take steps to address several issues raised in the audit. In order to address consistency issues and measure understandability, staff responsible for housing services from each of the divisions within DCHS will work together to develop a set of common definitions for permanent housing and stable housing. This will make it easier to understand the results from each program and to compare results across program areas. Program managers overseeing housing programs will complete the Budget Office performance measure template.

DCHS has struggled with the Service Point data system that we are required to use by the Federal Office of Housing and Urban Development (HUD). The system is difficult to use and because of high turnover at the provider level, county staff spend a great deal of time training providers on how to use it. Without additional staffing, it is a continuing challenge to improve the information providers are placing in this system. Current staff will continue to address these issues within the limitations of the system.

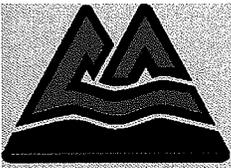
Regarding possible perverse incentives in our systems. DCHS staff has seen no evidence of perverse incentives and if we do, we will take steps to address them.

Please thank Sarah Landis and Robert Stoumbos for their work on this effort. They were very helpful to staff while conducting the audit process.

Sincerely,

Joanne Fuller, MSW  
Director

cc: Bill Farver



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November 19, 2008

LaVonne Griffin-Valade  
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Dear La Vonne,

I would like to thank your staff for reviewing Housing Performance Measures and making suggestions for improvements. It is always good to get a set of fresh eyes reviewing the community services provided through our Departments.

I do understand your recommendation on page 9 regarding Addiction Services of both DCHS & DCJ having similar outcome measures. According to our staff, they did inform your intern that after extensive discussions with Alcohol and Drug Providers, and ongoing review of our performance measures and current literature, we do plan on deleting the performance measure regarding housing from the addictions program offers during the next funding cycle. We are continuing to collect this data and reflect it back to providers, but we believe the outcome measure may not accurately reflect true "stability". Of course we can discuss this in further detail if you so desire.

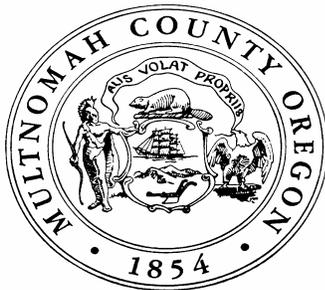
It would be wonderful if providers were able "to conduct follow-ups with offenders that have exited the program". However, there is considerable cost of such follow-ups and we have to weigh the cost with direct service to clients. The county may want to consider reviewing a sampling of outcomes at six months post services.

We will definitely review the other recommendations included in the audit and give you an update on the changes we make. Charlene Rhyne will be your main contact on this audit.

Sincerely,

Kathleen Treb  
Assistant Director

Cc: Scott Taylor  
Charlene Rhyne  
Shaun Coldwell  
Liv Jenssen



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Audit Report: *Housing Performance Measures*  
Report #08-09, November 2008  
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The mission of the Multnomah County Auditor's Office is to ensure that county government is honest, efficient, effective, equitable, and fully accountable to its citizens.

The Multnomah County Auditor's Office launched the **Good Government Hotline** in October 2007 to provide a mechanism for the public and county employees to report concerns about fraud, abuse of position, and waste of resources.

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The Multnomah County Auditor's Office received the **2007 Bronze Knighton Award** from the Association of Local Government Auditors for the *Elections Audit* issued in June 2007.