



PERFORMANCE AUDIT REPORT

MAYOR'S OFFICE OF HUMAN SERVICES

Fiscal Years Ended June 30, 2018 and 2017

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CITY OF BALTIMORE

JOAN M. PRATT, CPA
Comptroller



DEPARTMENT OF AUDITS JOSH PASCH, CPA

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Honorable Joan M. Pratt, Comptroller
and Other Members
of the Board of Estimates
City of Baltimore, Maryland

Executive Summary

We conducted a Biennial Performance Audit of selected performance measures of the Mayor's Office of Human Services (MOHS) for the fiscal years (FYs) ended June 30, 2018 and June 30, 2017. Our audit for FYs 2018 and 2017 included findings, recommendations, and other information for the MOHS. However, effective July 1, 2019, the Mayor created new offices, two of which are included as part of this audit: (1) Mayor's Office of Children and Family Success and (2) Mayor's Office of Homeless Services that were previously included as programs under MOHS. Therefore, our findings and recommendations contained in this report are directed to the newly created offices.

The objectives of our performance audit were to:

- Determine whether MOHS: (1) met its performance measure targets; and (2) has adequately designed internal controls related to the selected performance measures.
- Follow-up on prior findings and recommendations included in MOHS's previous performance audit report, dated May 10, 2018.

According to the Agency Detail Board of Estimates Recommendations (Budget Book), all three of the selected performance measures met their targets. However, we were not able to validate the accuracy of the actual results for these performance measures due to the following reasons.

- Service 741 - Community Action Centers: The MOHS did not retain the historical data for FYs 2018 and 2017 during a system upgrade in FY 2019, resulting in a loss of supporting data for the actual numbers of the performance measure.
- Service 893 – Homeless Prevention: The actual performance measure was not fully verifiable because MOHS currently does not have a process to track clients assisted by non-contracted programs / providers in ClientTrack.

Additionally, we observed that:

- Service 893 – Homeless Prevention and Service 894 - Outreach to the Homeless: Although MOHS Quality Assurance team annually visited providers to reconcile the client files to the client information recorded in ClientTrack, MOHS did not have any evidence to support that monitoring occurred.
- Service 894 – Outreach to the Homeless: The MOHS does not have an effective method to validate the actual delivery of outreach services provided to clients. Outreach workers' duties are not properly segregated. As a result, there is an increased risk that tangible outreach services such as gift cards, food, clothing, etc. may be misused.

To improve the accountability of the performance measures, we recommend the Directors of Mayor's Office of Children and Family Success and Mayor's Office of Homeless Services implement recommendations made in this report.

Respectfully,



Josh Pasch, CPA
City Auditor
Baltimore, Maryland
October 24, 2019

Background Information

I. Selected Performance Measures

We judgmentally selected three performance measures of MOHS, which are summarized as follows.

Table I

Summary of Selected Performance Measures’ Targets and Actuals as Reported in the Budget Books for Fiscal Years 2018 and 2017

Service	Performance Measure	2018		2017	
		Target	Actual	Target	Actual
741 ¹	Number of participants enrolled in the Baltimore Energy Initiative	5,000 ⁴	N/A ⁵	1,000	6,812
893 ²	Number of clients enrolled in Homeless Prevention and Services	2,300	2,609	1,000	3,104
894 ³	Number of persons engaged by street outreach projects	375	N/A ⁵	200	445

Note: ¹ Community Action Centers is responsible for the service 741.
² Homelessness Prevention is responsible for the service 893.
³ Outreach to the Homeless is responsible for the service 894.
⁴ The correct target amount for FY 2018 is 500 participants as confirmed by the Budget Operations Manager for the Budget Book.
⁵ N/A because actual numbers were no longer reported after FY 2017.

Source: FYs 2017, 2018, 2019, 2020 Budget Books

II. Mayor’s Office of Human Services

The mission of the MOHS is to prevent homelessness and provide outreach services to low and moderate income families. Homeless Services became a stand-alone agency in FY 2011. It was previously a division of the Department of Housing and Community Development. The MOHS has three key functions: Community Action Partnership (CAP) Centers, Homeless Services, and Head Start.

III. Services

The following services are responsible for the performance measures discussed above.

- 1. Community Action Centers (Service 741):** The service operates five CAP Centers, two satellite locations, and the Office of Home Energy Programs. The program aims to reduce poverty through education, financial empowerment, housing, youth engagement, utility insecurity services, food resources, and capacity building. Case managers provide ongoing support and referrals to

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address mental health, substance use disorder, housing, and employment services.

2. **Homelessness Prevention (Service 893):** Homeless Prevention services includes financial assistance, legal services, financial counseling, and other direct services for those imminently at risk of eviction.
3. **Outreach to the Homeless (Service 894):** Supportive services provide basic needs assistance and link people experiencing homelessness to housing, case management, treatment, employment, and other community resources. Street outreach services are provided to the chronically homeless population living in places not meant for human habitation (outside, in cars, in abandoned housing, etc.).

Objectives, Scope, and Methodology

We conducted our performance audit in accordance with *Generally Accepted Government Auditing Standards*, except for peer review requirements. 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. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The objectives of our performance audit were to:

- Determine whether MOHS: (1) met its performance measure targets; and (2) has adequately designed internal controls related to the selected performance measures.
- Follow-up on prior findings and recommendations included in MOHS's previous performance audit report, dated May 10, 2018.

The scope of our audit is three performance measures (see Background Information) reported for the periods of FY 2018 and FY 2017.

To accomplish our objectives, we interviewed key individuals to obtain an understanding of internal controls such as input, processing, output, and monitoring of selected performance measures.

Management responses are included in Appendix I.

SECTION I

Findings and Recommendations

Finding #1: Supporting documentation for the Service 741 performance measures was not retained.

The MOHS did not retain supporting documentation for the FYs 2018 and 2017 actual numbers of the performance measure for Service 741 - *number of participants enrolled in the Baltimore Energy Initiative*. Although MOHS tracks clients assisted in a Homeless Management Information System database provided by Adsystem, Inc., MOHS did not retain the historical data for FYs 2018 and 2017 during a system upgrade in FY 2019. This resulted in a loss of supporting data for the actual numbers of the performance measure.

Without any supporting documentation, MOHS cannot demonstrate whether or not it met the performance measure target and whether the actual numbers were accurately reported in the Budget Books.

A reason that MOHS did not retain historical data during system upgrade could be due to a lack of record retention schedule for performance measures.

According to the Baltimore City Code, Article I, § 11-6, *Disposal of records, (b) Agencies to prepare retention schedules,*

- (1) "It shall be the duty of each department to prepare records retention schedules to assure the orderly retention of records required for the operation of the department, as well as the prompt disposal of records having no further value."
- (2) "Such schedules shall be prepared and submitted in the manner prescribed and will become effective when approved by the Records Committee."

The Guide to Performance Measure Management 2012 Edition Report No. 12-333, states that "Adequate documentation of primary data related to performance measures should be retained to support the reported performance. Additional documentation should be kept if the database does not contain an appropriate audit trail. These documents can be electronic or hard copy form, but they should be accessible for review whether stored on site or off site."

Recommendation #1: We recommend the Director of the Mayor's Office of Children and Family Success:

- Develop and implement a record retention schedule for the department, and file with the City Archivist.
- Retain documentation for performance measures accordingly.

Finding #2: Existence of all number of clients enrolled in Homeless Management Information System is not verifiable.

The actual performance measures for Service 893 – Homeless Prevention - *number of clients enrolled in Homeless Prevention and Services* were not fully verifiable, resulting in an increased risk of incorrectly reporting the performance measure results. The ClientTrack system (see textbox) tracks clients regardless of their funding sources. Specifically, the ClientTrack system tracks clients whom are assisted by:

- The MOHS contracted programs / providers that are federally and state funded, and are mandated by MOHS to input their data into ClientTrack.
- Non-contracted programs / providers that receive private and other funding sources, and are not mandated by MOHS, but can voluntarily choose to use ClientTrack to input their data.¹

About ClientTrack

The performance measure data for this Service 893 are saved by providers electronically in the Housing and Urban Development (HUD) software repository named ClientTrack that is a web-based application developed by Eccovia Solutions. The ClientTrack is also known as the Baltimore City Homeless Management Information System (HMIS) that is used to store information for any programs regardless of their funding sources. In addition to tracking client information in this software, providers keep clients' information in files that support the client enrollments in ClientTrack.

Source: MOHS

¹ According to MOHS,

- The clients assisted by the non-contracted programs / providers are tracked in ClientTrack to address the HUD's requirements.
- Since these non-contracted programs / providers do not receive funding from the City, these providers do not have to: (1) require and maintain documentation from clients; and, (2) submit any reports to the City.
- Only clients assisted by the MOHS contracted programs / providers will be included in the performance measures for Service 893 – Homeless Prevention - *number of clients enrolled in Homeless Prevention and Services*.

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The performance measures include clients assisted by both the MOHS contracted programs / providers and non-contracted programs / providers. The MOHS has an annual review process (see Finding 3) to validate the existence of clients assisted by MOHS contracted programs / providers. However, it currently does not have a process to track clients assisted by non-contracted programs / providers in ClientTrack.

The *Guide to Performance Measure Management* 2012 Edition Report No. 12-333, states that a good performance measurement system should provide information that is meaningful and useful to decision-makers. A good system and good performance measures play an integral part in an agency's daily operations and are well supported by executive management. An effective measurement system should provide accurate, consistent information over time.

Recommendation #2: We recommend the Director of Mayor's Office of Homeless Services work with the ClientTrack software company to establish a mechanism to identify contracted and non-contracted programs / providers in ClientTrack, so that only clients from contracted programs / providers are reported in accordance with the established performance measure.

Finding #3: MOHS's monitoring process for the selected Service 893 and 894 performance measures was not documented.

Although MOHS Quality Assurance team annually visited providers to reconcile a random sampling of client paper files to the client information in ClientTrack, MOHS did not have any evidence to support that monitoring occurred. As a result, MOHS could not demonstrate the annual monitoring for the Service 893 - Homeless Prevention - *number of clients enrolled in Homeless Prevention and Services* and Service 894 - Outreach to the Homeless - *number of persons engaged by street outreach projects* was performed.

The MOHS does not document the annual monitoring of the selected performance measures for Services 893 and 894.

According to the *Standards for Internal Control in the Federal Government* issued by the United States Government Accountability Office by the Comptroller General of the United States (Green Book), "Documentation is a necessary part of an effective internal control system. The level and nature of documentation vary based on the size of the entity and the complexity of the operational processes the entity performs. Management uses judgment in determining the extent of documentation that is needed. Documentation is required for the effective design, implementation, and operating effectiveness of an entity's internal control system."

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According to *Guide to Performance Measure Management* 2012 Edition, March 2012 Report No. 12-333, performance measurement serves a number of external, as well as internal, agency purposes. Performance measures are integrated into the City's external accountability and fiscal decision-making systems. Successful agencies are also able to use performance information to effectively and efficiently manage their operations. These documents can be in electronic or hard copy form, but they should be accessible for review whether stored onsite or offsite.

Recommendation #3: We recommend the Director of the Mayor's Office of Homeless Services require the Quality Assurance team to document and maintain written support (reports) attesting results that the Mayor's Office of Homeless Services Quality Assurance team has performed annual monitoring of client files at the off-site provider locations.

Finding #4: There is no effective method to assure outreach services were actually provided to clients.

Although MOHS' outreach services² are beneficial to the clients that are in need, MOHS does not have an effective method to validate the actual delivery of outreach services recorded in ClientTrack. Specifically, MOHS proactively engages clients and offers services. MOHS' safety protocols require outreach workers travel in pairs or with another working professional at all times³. When services are offered, clients are: (1) shown a privacy statement by the outreach workers; and (2) asked to sign the privacy statement if they agree.

- If the clients accept the privacy statement, then the outreach workers are able to document the clients' names and services provided in ClientTrack (see textbox in Finding 3).
- If the clients do not accept the privacy statement, then the outreach workers are unable to document the clients' actual names; therefore, aliases are used and services are still provided.

² Outreach services include : (1) information and referral; (2) crisis intervention; (3) shelter diversion; (4) emergency shelter placement; (5) transitional housing replacement; (6) substance abuse services; (7) food; (8) clothing; (9) hygiene kits; (10) bus pass/tokens, (11) gift cards; etc.

³ This is a safety measure and not used as a control to provide a check/balance on the distribution of tangible outreach services.

Lack of Audit Trail

Since actual or alias client information is directly recorded in ClientTrack, there is no audit trail to confirm the actual number reported for the selected Service 894 performance measure.

Lack of Adequate Segregation of Duties

Due to the nature of the business, the outreach workers have custody of certain services such as gift cards, provide services, and also record these services in ClientTrack, resulting in a lack of segregation of duties. This can be mitigated by having someone not involved in the outreach services process to periodically verify client records in ClientTrack. However, this practice is not currently in place. (See text box)

As a result, there is an increased risk that tangible outreach services such as gift cards, food, clothing, etc. may be misused.

According to the Green Book,

- Management should divide or segregate key duties and responsibilities among different people to reduce the risk of error, misuse, or fraud. This includes separating the responsibilities for authorizing transactions, processing and recording them, reviewing the transactions, and handling any related assets so that no one individual controls all key aspects of a transaction or event.
- “Documentation is a necessary part of an effective internal control system. The level and nature of documentation vary based on the size of the entity and the complexity of the operational processes the entity performs. Management uses judgment in determining the extent of documentation that is needed. Documentation is required for the effective design, implementation, and operating effectiveness of an entity’s internal control system.”

<p style="text-align: center;">Segregation of Duties</p> <ul style="list-style-type: none">• Segregation of duties helps prevent fraud, waste, and abuse in the internal control system.• If segregation of duties is not practical within an operational process because of limited personnel or other factors, management designs alternative control activities to address the risk of fraud, waste, or abuse in the operational process.• Management considers the need to separate control activities related to authority, custody, and accounting of operations to achieve adequate segregation of duties. <p>Source: Green Book</p>

Recommendation #4: For tangible services such as food, clothing, hygiene kits, bus pass / tokens, and gift cards, we recommend the Director of the Mayor's Office of Homeless Services implement the following inventory controls.

- Responsible personnel, who have access to the tangible services, track and document the distribution and return of those tangible services by requiring outreach workers to sign off and account for the receipt and return of the tangible services.
- Require an independent person, who is not involved in the process described in the previous bullet, to reconcile what was assigned, distributed, and returned.
- Require the independent person, who performs the reconciliation, to document the review results and report those results to the Mayor's Office of Homeless Services management.

SECTION II Implementation Status of Prior Audit Findings and Recommendations

Table II

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2016 and 2015

Selected Service	Prior Year Findings		Management’s Self-reported Implementation Status	Auditors’ Comments
	Finding Summary	Recommendation		
1 Homeless Prevention - 893	<p>The MOHS was unable to support its FYs 2016 and 2015 targets and actual amounts for:</p> <p>(1) The percent of households who received Eviction Protection grants that remain housed for at least three months, and</p> <p>(2) The number of eligible clients who maintain permanent housing for six months or longer. Two of the performance measures that we initially selected for audit. Also, records to support those amounts were not maintained by MOHS.</p>	<p>The MOHS maintain records to support established targets and actual amounts (in this case for performance measures included in the City’s FYs 2016 and 2015 Budget Books) even if the performance measures and actual amounts are no longer reported in subsequent years Budget Books</p>	<p>Implementation status: Partially Implemented</p> <p>The following actions have been taken or are in process:</p> <p>(1) Facilitated discussions to understand policy gaps and needed revisions to existing policies.</p> <p>(2) Planning to communicate with Continuum of Care Executive Committee any and all of audit findings and make policies to address concerns Completion date - 09/30/19]</p> <p>(3) Develop recommendations on a standard operating procedure on how reports should be pulled, saved and filed to support outcomes reported to Bureau of Budget and Management Research. Completion date - 10/31/19]</p> <p>(4) Provide training for MOHS staff on new standard operating procedure. Ongoing training will be available as needed. Completion date - 11/30/19</p>	<p>Auditors did not test the implementation status of prior findings and recommendations because the action plan was not fully implemented.</p> <p>Auditors will revisit the finding once MOHS notifies that the management action plan has been fully implemented</p>

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Selected Service	Prior Year Findings		Management's Self-reported Implementation Status	Auditors' Comments
	Finding Summary	Recommendation		
2 Homeless Prevention - 893	The MOHS reported that it did not meet its FYs 2016 and 2015 targets for the percent of persons moving from temporary to permanent housing. In addition, the target and actual amounts reported in the City's Budgets Books were unreliable.	<p>The MOHS:</p> <p>(1) Establish procedures to ensure that performance measure targets and actual amounts are accurate, reliable, and supported by adequate documentation.</p> <p>(2) Identify and address the causes for not meeting the established targets.</p> <p>(3) Implement revisions to prior year performance measure targets and / or actual amounts not be made unless approved by the Department of Finance. However, those targets and actual amounts should not be changed in subsequent years Budget Books without adequate disclosure, in order to avoid misleading performance results.</p>	<p>Implementation status: Partially Implemented.</p> <p>The MOHS continues to work with providers to understand what data is collected and how this information impacts system outcomes. The compliance and monitoring team will work in tandem with the HMIS team to review outcomes by provider on an ongoing basis to allow for dialogue on issues of concern and opportunities for improvement. The MOHS reviewed performance outcomes and requested revisions for data elements not directly reported on in HMIS. Performance outcomes were revised to align with data standards and outcomes driven by HUD.</p>	<p>Auditors did not test the implementation status of prior findings and recommendations because the action plan was not fully implemented.</p> <p>Auditors will revisit the finding once MOHS notifies that the management action plan has been fully implemented.</p>

Management's Response

Date: October 22, 2019

To: Josh Pasch, City Auditor

Subject: Management Response to Audit Report:

Audit of the Mayor's Office of Human services Biennial Performance Audit Report

Our responses to the audit report findings and recommendations are as follows:

Recommendation # 1

We recommend that the Director of the Mayor's Office of Children and Family Success:

- Develop and implement a record retention schedule for the department, and file with the City Archivist.
- Retain documentation for performance measures accordingly.

Management Response/Corrective Action Plan

Agree

Disagree

The Mayor's Office of Children and Family Success is in agreement with the recommendations made by the Baltimore City Department of Auditors.

Background

The Baltimore City Community Action Partnership (BCCAP) administers services and delivery systems that promote self-sufficiency and provide for low-income households. During fiscal years 2017 and 2018, BCCAP was a division of the Office of Human Services.

During fiscal years 2017 and 2018, BCCAP Centers utilized Adystech Enterprise Case Management (ECM) platform for data entry, reporting tools and electronic data retention. In December 2018, the Adystech database entry system was updated to Version 6 and a decision was made not to migrate the data from the previous version due to configuration challenges. This decision impacted the division's ability to pull the electronic data and reports for fiscal years 2017 and 2018. Adystech was contacted to provide the data from Version 5; however, the information could not be retrieved for the number of participants enrolled in the Baltimore Energy Initiative (BEI) – Service 741. Although hard copy files have been retained for the BEI enrolled participants, a report could not be generated to view the total population.

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Consequently, the Baltimore City Department of Auditors could not extract a sample for review and it was impractical to review each client file to make a determination of performance measure achievement.

Corrective Action Plan

In fiscal year 2020, BCCAP was realigned under the newly created Mayor’s Office of Children & Family Success (MOCFS). MOCFS is in agreement with the recommendations made by the Baltimore City Department of Auditors. The new administration is currently reviewing the document retention policy and processes to ensure the proper technology, resources and contracting vehicles are in place to adhere to federal, state and city policies and regulations.

The following actions will be taken to resolve the audit finding for Service 741 Performance Measure: Finding #1: Supporting documentation for the Service 741 performance measures was not retained.”

Mayor’s Office of Children and Family Success Service 741 Performance Measure Corrective Action Plan	
Action Plan Milestone(s)	Date
Provide BCCAP’s Record Retention Schedule to the City Archivist to confirm compliance.	November 15, 2019
Review Adsystem, Inc. current contract terms to ensure electronic record retention policy is sufficiently outlined.	November 30, 2019
Provide refresher training and certification to all BCCAP employees required to utilize the system.	November 30, 2019
Develop and communicate a Standard Operations Procedure (SOP) for data entry and reporting for all BCCAP employees including supervisors and managers.	December 30, 2019
Implement updated record retention policy and procedures.	January 1, 2020
Run monthly/quarterly reports to “test” the process.	February 1, 2020
Review program needs against qualified technology providers and establish a future contract through a competitive bid process.	June 30, 2020

Implementation Date

Implementation date and milestones included in chart above.

Responsible Personnel

- Tisha Edwards, MOCFS Executive Director, 410-545-1938
- Eboni Wimbush, MOCFS Deputy Director, 410-545-1938
- Dr. Denatra Green-Stroman, Acting BCCAP Director, 410-545-3013

Recommendation #2

We recommend the Director of MOHS work with the ClientTrack software company to establish a mechanism to identify contracted and non-contracted programs / providers in ClientTrack, so that only clients from contracted programs / providers are reported in accordance with the established performance measure.

Management Response/Corrective Action Plan

Agree **Disagree**

MOHS is scheduled to meet with the ClientTrack vendor in November 2019. The scheduled support session is to determine potential updates to the existing platform. We will pursue an option to have a partition in the ClientTrack system to segregate contracted and non-contracted end users. If the implementation of a system partition is not possible, the MOHS HMIS team will manually aggregate data according to contracted and non-contracted providers for reporting purposes.

Implementation Date: March 1, 2020

1. November 30, 2019: Meet with ClientTrack vendor to determine provider segregation options
2. March 1, 2020: System upgrades implemented and / or HMIS team to manually segregate data

Responsible Personnel:

1. John Turner Deputy Director – MOHS (410) 396-4885
2. Lasandra Jackson Data & Evaluation Manager (410) 396-1915

Recommendations #3

We recommend that the Director of the Mayor's Office of Homeless Services require the Quality Assurance team to document and maintain written support (reports) attesting results that the Mayor's Office of Homeless Services Quality Assurance team has performed annual monitoring of client files at the off-site provider locations.

Management Response/Corrective Action Plan

Agree **Disagree**

- In 2017 and 2018, the Quality Assurance team only completed annual monitoring for programs receiving funding that required annual monitoring. Monitoring was prioritized based on contract requirement and risk assessment. Effective July 1, 2019, the Mayor's Office of Homeless Services (MOHS) implemented a requirement for the Quality Assurance team to complete annual monitoring for all programs receiving funding through MOHS regardless of funding source.
- Monitoring reports were being stored electronically on the MOHS agency's shared drive (G: Drive) prior to July 2019. Effective July 1, 2019, all monitoring reports are saved in the city's system of record, CRM/SharePoint.

Implementation Date: July 1, 2019 (Completed)

Responsible Personnel

1. John Turner Deputy Director – MOHS (410) 396-4885

Recommendations #4

For tangible services such as food, clothing, hygiene kits, bus pass/tokens, and gift cards, we recommend the Director of the Mayor's Office of Homeless Services implement the following inventory controls.

- Responsible personnel, who have access to the tangible services, track and document the distribution and return of those tangible services by requiring outreach workers to sign off and account for the receipt and return of the tangible services.
- Require an independent person, who is not involved in the process described in the previous bullet, to reconcile what was assigned, distributed, and returned.

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Require the independent person, who performs the reconciliation, to document the review results and report those results to the Mayor's Office of Homeless Services management.

Management Response/Corrective Action Plan

Agree

Disagree

The Mayor's Office of Homeless Services (MOHS) currently requires outreach staff to document all resources provided to clients by having the recipient sign and date a tracking log. This applies to food, clothing, bus tokens and gift cards. The Outreach Coordinator for MOHS monitors client assistance efforts to ensure that there are no irregularities.

MOHS revise this policy to ensure that:

1. Outreach staff are required to sign out any resources to be distributed to clients. The Outreach Coordinator (or a designee) will be responsible for signing out resources to outreach staff as well as tracking and reconciling inventory.
2. Outreach staff will utilize a distribution log when providing resources to clients that requires signature from:
 - a. The outreach worker who is providing the resource
 - b. The client receiving the resource
 - c. A second outreach worker
3. MOHS leadership will designate an MOHS employee who is not a member of the outreach team) to perform regular monitoring of the process and reconcile what has been assigned, distributed and returned. Routine reconciliation reports will be provided to MOHS leadership

Implementation Date: January 1, 2020

1. November 30, 2019: New policy and tracking form created
2. December 31, 2019: All outreach teams trained by 12/1/19
3. January 1, 2020: Full implementation

Responsible Personnel

1. John Turner Deputy Director – MOHS (410) 396-4885
2. Jessi Stevens Outreach Coordinator (443) 984-3419