

**ATTACHMENT E**

**Department of Housing  
Management Review – Summary of Recommendations  
With Estimated Completion/Cost**

<b>RECOMMENDATION</b>	<b>Estimated Completion</b>	<b>Incremental One-Time Cost</b>
<b>General Management – Planning and Goal Setting</b>		
1. Hold a Department-wide planning and goal-setting retreat to prepare FY 2007-08 Program Plans and Budgets. Cost estimate includes change management and facilitation services.	Short Term (3-4 months)	\$40,000
2. Integrate planning and goal setting process with Shared Vision 2010.	Medium Term (5-9 months)	
3. Expand staff involvement in program and budget planning.	Long Term (1-2 years)	
4. Develop a focused action plan for implementing goals that includes measurable objectives and timetables for completion.	Medium Term (5-9 months)	
<b>General Management – Performance Measures and Customer Surveys</b>		
5. Designate and train a program coordinator for OBM and customer satisfaction/Federal surveys.	Medium Term (5-9 months)	
6. Incorporate appropriate Federal performance measures into departmental program plans.	Medium Term (5-9 months)	
7. Complete documentation in performance measures database and reporting systems.	Medium Term (5-9 months)	
8. Add customer satisfaction surveys to HCD program.	Medium Term (5-9 months)	
9. Expand survey distribution to broader base of stakeholders.	Medium Term (5-9 months)	
<b>General Management – Budget and Finance</b>		
10. Utilize the County budget system (BRASS) and establish budget monitoring and control systems that fully comply with County and Federal reporting requirements.	Long Term (1-2 years)	
11. Ensure staff participation in all County fiscal trainings.	Ongoing	
12. Complete development and utilization of financial models for major voucher programs.	Medium Term (5-9 months)	

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<b>RECOMMENDATION</b>	<b>Estimated Completion</b>	<b>Incremental One-Time Cost</b>
13. Develop a comprehensive business plan to achieve and sustain Housing Authority financial health. Estimated cost for technical assistance to deal with highly regulated HUD procedures.	Long Term (1-2 years)	\$50,000
<b>General Management – Fiscal Policy Compliance</b>		
14. Conform Housing Authority fiscal policies to existing County practices.	Long Term (1-2 years)	
15. Integrate Housing Authority contracting processes with County procedures.	Long Term (1-2 years)	
16. Identify options for recovering tenant/landlord receivables, including County Revenue Services, to determine the best approach.	Long Term (1-2 years)	
<b>General Management – Human Resources</b>		
17. Convert Housing Authority employees to County positions through some combination of voluntary conversion and turnover. Estimated cost for Human Resources to conduct job class study and provide consulting services.	Longer Term (2+ years)	\$25,000
18. Streamline departmental human resources processes.	Medium Term (5-9 months)	
19. Restructure the Finance and Administration Unit for greater efficiency. Estimated cost for Human Resources consulting services.	Medium Term (5-9 months)	\$5,000
20. Develop a training program for all Housing Department employees.	Long Term (1-2 years)	
<b>General Management – Internal Controls</b>		
21. Assign responsibility outside of the Department of Housing to review all Housing audit report findings and recommendations, to review and analyze responses to audit findings, and to monitor implementation of recommendations.	Medium Term (5-9 months)	
22. Prepare written financial policies and desktop procedures. Estimated cost includes project management, Human Resources, County Counsel and Controller assistance.	Long Term (1-2 years)	\$20,000
23. Develop an annual compliance plan detailing which Housing programs will be reviewed, present compliance findings to the Housing management team on a quarterly basis, and include Compliance Officer in sign-off procedures.	Long Term (1-2 years)	

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24. Migrate Housing Authority financials to the County's IFAS System.	Long Term (1-2 years)	
<b>Business Systems – Technology Infrastructure</b>		
25. Integrate Housing Authority payroll system with County system - move Housing Authority from MLS to PIPS for payroll. Estimated cost includes requirements definition and feasibility study.	Long Term (1-2 years)	\$125,000
26. Merge Housing Authority budget (BRASS) and accounting (IFAS) systems with the County's systems. Estimated cost includes requirements definition and feasibility study, preliminary conversion estimates.	Long Term (1-2 years)	\$150,000
27. Purchase new servers and workstations. Cost estimates include equipment and labor.	Short Term (3-4 months)	\$170,000
28. Simplify network environment to improve remote access.	Medium Term (5-9 months)	
<b>Business Systems – Business Processes and Applications</b>		
29. Improve Case Management business processes by (Cost estimate includes requirements definition and feasibility study):		\$25,000
• Determining if newer Housing Authority case management systems better meet the department's business needs.	Long Term (1-2 years)	
• Evaluating the feasibility of an automated Asset Management system.	Long Term (1-2 years)	
• Identifying departmental Electronic Document Management needs (paperless system).	Long Term (1-2 years)	
30. Improve reporting/data access by:		
• Training additional staff to generate reports from MLS; cost estimate is for ISD labor.	Long Term (1-2 years)	\$10,000
• Exploring methods of obtaining and providing data from other County departments	Medium Term (5-9 months)	
• Participating in the Countywide Applicable Client Records Search (ACRS) initiative	Longer Term (2+ years)	
31. Ensure that all electronically managed data is stored on network drives conforming with County IT security policies.	Medium Term (5-9 months)	
32. Assess GIS applications as identified by the GIS Departmental Assessment Program and, if feasible, create a plan to implement.	Long Term (1-2 years)	

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<b>Department Communications</b>		
<b>33.</b> Enhance department website to provide dynamic and transactional information.	Long Term (1-2 years)	\$20,000
<b>34.</b> Consolidate office locations where feasible, to enhance overall team effectiveness and integration of the department. Cost estimate includes construction, modular furniture, space plans	Short Term (3-4 months)	\$180,000
<b>35.</b> Create a department Intranet to provide information on department activities and procedures.	Long Term (1-2 years)	
<b>36.</b> Communicate all department training opportunities and requirements via a department intranet site.	Long Term (1-2 years)	
<b>37.</b> Improve communication of department objectives in light of County commitments and goals and how individual programs contribute to department success.	Medium Term (5-9 months)	
<b>38.</b> Integrate or link the website to companion/stakeholder websites (HOPE, Housing Leadership Council).	Long Term (1-2 years)	
	<b>TOTAL</b>	<b>\$820,000</b>