



2022 BUDGET – MODERNIZATION FUNDING REQUEST 15

New Initiative:	Subsidized Housing Operations Optimization Review
Department/Division:	Human Services
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Conducting regular service reviews to ensure delivery effectiveness and efficiency</i>

DESCRIPTION OF REQUEST

In an effort to deliver exceptional service to our clients focusing on life stabilization, an independent third party review of our subsidized housing operations will be undertaken to ensure the County is delivering services as effectively and efficiently as possible.

DISCUSSION

Background

Currently the County's 628 subsidized housing units are managed through a combination of manual and automated processes within Dynamics Great Plains Utility module, OneHSN, Laserfiche, paper files, excel workbooks and word documents.

Once it has been determined that a client is eligible for subsidized housing, their information is entered in to OneHSN as part of the centralized waitlist.

When a new client is moved in to one of our units, they are then set up in Microsoft Great Plains (GP). Currently the utility module within GP is used. The GP module was designed for use with billing for services like water / wastewater.

Monthly Accounts Receivable will run the Monthly Rent Levy for all housing clients. Furthermore, Accounts Receivable will also run the Pre-Authorized Payments (PAP). The Levy is done in GP with a small cross-reference check set up in Excel. The PAP is also done in GP and includes an upload to the banking web platform.

The cross-reference check that is completed is done because of experiencing errors / omissions in the changes to rent in prior cycles. This part of the task consists of reading notes entered by Human Services staff and comparing the note to an actual change in rent levy from prior month to current month. For example, an increase for that account on the Excel sheet should match with the entry in the notes. The notes are editable and do pose a risk of being accidentally deleted. So far though they have been beneficial and a few discrepancies have been caught and fixed via this check.

Human Services staff enter all other cash receipts in GP and do the official posting of those batches. The recording of the Bank Deposits is done by A/R in GP and are matched to the Bank Account Statement.

All returned items (NSF, Stop Payments, etc.) go through A/R. These are voided in GP by A/R and can take about 15-20 minutes to complete per month (accumulated time to process all returned items).

RGI (rent geared to income) calculations are performed manually and documented in a word document.

Any correspondence that needs to be sent to the client is all manually processed and stored outside of GP. A note is entered within GP for some correspondence. Correspondence is stored in Laserfiche and paper files.

Comments

As the County continues to explore options to expand our housing portfolio with appropriate and subsidized units, we need to ensure that our systems continue to evolve and support County staff by ensuring that efficiencies are maximized and modernizing the processes to enable the goal of life stabilization for our clients in a seamless manner.

There are a few areas to focus on:

Reporting

- Due to the multiple software applications being used, there is no centralized data resulting in the inability to extract key data such as current wait list wait time, placement time lines, data required for the Service Manager Annual Information Return, or being able to track a clients journey from their application submission until they transition from housing.
- Since GP was not designed to manage housing, there is no report that can be run to produce a rent receipt for a client. Right now this is a manual process of data dumps that is organized in an excel workbook then uploaded for a mail merge to produce a letter to the client.
- Ability to have an easy to read statement of account that can be used in the event of discrepancies or at the Landlord Tenant Board.

Ease of Use

- Ability to have multiple bank accounts set up for pre-authorized payments. If there are two or more tenants paying separately, only one tenant is able to have pre-authorized withdrawal of their monthly rent.
- Capability for batch processing of rent payments.
- Potential to have a dashboard or landing page that will display key information to the staff member that doesn't require them click in multiple areas to have an overview of a

client.

Audit Trail

- Audit functionality is required to ensure accuracy and compliance. Right now, there is a notes section where staff can enter a note, but it is not date or time stamped nor does it show the username. These notes are also able to be deleted or modified after they have been entered.
- Audit tracking of changes would be beneficial when changes have been made to a client so others know when and who made the change and for what reason. Right now staff rely on notes being entered which can be prone to being omitted.

Integration

- In order to have a seamless transition from beginning to end, it's key to have automated integration between the different areas of the client's journey. This will also ensure the history / background follows the client so staff always have everything related to that client in one spot.

Digitalization

- Reduction in the amount of paper that is required to transfer between clients and the County with online workflows and secure digital documentation.

Our goals for a successful review will include specific and actionable recommendations that:

- Document current state and ideal state of the subsidized housing processes
- Identify best practices to achieve great effectiveness and efficiencies
- Gap analysis
- Identify cost savings
- Provide a recommendation for improvements
- Identify cost savings as a result of implementing the improvement recommendations

Conclusions

Modernization funding will allow us to have an unbiased review of our subsidized housing operations while reducing the impact to the County budget while providing insight into areas within our processes that will allow us to deliver services as effectively and efficiently as possible.

RISKS/IMPLICATIONS

By having an independent third party review of the subsidized Housing Operations, it will provide an unbiased opinion and insight in to how it can maximize the efficiencies and streamline the processes.

There is risk to continuing the current practices of multiple software solutions that are not integrated which can cause data integrity issues and lack of meaningful reporting.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Review Stream (Intake 3)	\$35,000	\$-
Total Funding	35,000	-
Expenses		
Consultant Fees	35,000	-
Total Expenses	35,000	-
County Levy	\$-	\$-