

LEGEND

RG	Revenue Generation	ST	Short Term
CR	Cost Reduction	LT	Long Term
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A High Impact / Low Effort / Short Term

1	Allow for reduced work schedules that will reduce overall FTE at PHB including – job shares, four day work week, flexible schedules and reduced hours	CR	HI	LE	ST	En	PN	* If 12 FTE elect to work reduced hours = 1FTE of savings * What happens to workloads? Would do this only if it saved a filled FTE. * Savings dependent on salary & percentage based benefits for the positions involved.	Range of 10-16 positions would need to work 72 hour pay periods to cover the cost of one particular FTE.
2	Eliminate or combine currently vacant positions	CR	HI	LE	ST	En	PN	* For example there are two Senior Administrative Assistant positions that are currently vacant. * Evaluate reorganization of administrative functions. Link with other suggestions for merging leadership team positions (Exec and Managers). * Due to multiple funding sources, savings in one particular funding source will vary.	\$62,000 - \$474,300 for currently vacant (6) positions
3	Eliminate CDBG funding for project support for CDC's	CR	HI	LE	ST	En	PN	* Actual project support contracts in FY 2011-12 were less than budgeted amounts.	\$428,200
4	Standardize two-year terms for subrecipient contracts	OE	HI	LE	ST	En	PN	* Could consider even 3 or 5 year contract commitments. May need to move this to from short term to long term. * Funding still can only be authorized annually. Grant closeouts still have to occur annually. This means multi-year contracts will still need to be amended for funding annually.	Minimal
5	Eliminate funding for non-profit home ownership new construction	CR	HI	LE	ST	En	PY	* E- rather than En was recommended. * Not certain that there are any prospective projects of this type.	None
6	Cut new programs, don't create new programs and focus on preserving existing programs	OE	HI	LE	ST	E-	PY	* Need a specific example from the team or origin	None

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7	Move the Amanda/HDS/timesheet functions from numerous individuals to one person. This may allow an administrative position to be reclassified to a higher position to help with high workloads.	OE	HI	LE	ST	En	PN	* LI rather than HI was recommended. Also it was suggested that Amanda responsibility should not be centralized. * Confused as to goal - comments about need for more low level admin; this notes a need for more higher-level staff.	None - though may add cost if position is reclassified to a higher compensation level.
8	Bring asset management in house for the Fairfield, Headwaters and our vacant property and use operating income or sale proceeds to pay for staff assigned these duties.	RG	HI	LE	ST	En	PN	* How many properties? What do we pay PDC right now for this services? Who signs off on permits, etc? Should we sell parcels to cut the costs of managing these assets. * We pay PDC less than \$50,000 a year for this service (not including the fixed costs of managing the properties). Most of this cost is recovered through indirect charges to TIF funds. OMF would likely push to provide this service instead of PDC, and it would likely cost more. The work consists of managing contracts of property management firms. The number of properties will shortly be down to a dozen or less.	

B Low Impact / Low Effort / Short Term

9	Reduce sponsorships, memberships and subscriptions	CR	LI	LE	ST	E-	PY	* NAHRO membership? * This also includes (more significantly) the event sponsorships.	FY 11-12 Sponsorship budget - \$27,000; Membership budget - \$15,000; Subscriptions budget - \$3,000.
10	Stop filing UCC continuations	CR	LI	LE	ST	En	PN	* Lynette does this, filings are not required * We need a legal opinion on this.	

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11	Eliminate or reduce elective training expenditures	CR	LI	LE	ST	E-	PN	* How would this impact staff working on building their Equity knowledge and expertise? * The issue is staff not utilizing the resources available - if we aren't going to use it, why allocate it?	\$5,000-10,000
12	Minimize training travel – have people attend local HUD trainings when offered. Also ask HUD to do special classes locally if we have enough people.	CR	LI	LE	ST	En	PN	* See comment directly above. * The issue is staff not utilizing the resources available - if we aren't going to use it, why allocate it?	\$5,000-10,000
13	Audit use/necessity of all IT related devices including servers, e-mail boxes, fax lines, smart phones, software licenses.	CR	LI	LE	ST	En	PN	* Fewer shared mailboxes for teams; Create a shared intern account instead of individual accounts; Quickly delete old account * \$500 per phone line per year. \$480 per email/Internet/network account per year. \$1,500 per computer per year.	\$3,000-7,000
14	Oregon ON's contract was recently increased, go back to original amount.	CR	LI	LE	ST	En	PN	* This contract is the same amount this year as last year at \$37k. * I believe when this came up at the team level, the suggestion was doing away with the contract.	\$37,000
15	Reduce office supplies	CR	LI	LE	ST	En	PN	* Paper plates, Brita filters instead of water service (\$3600), copies/printers, more electronic file to save on paper, reuse paper, and pens. Create uniform supply list. P&D can audit our office use vs what we send to P&D * Need to cost/benefit much of this. * For example - high efficiency faucet mounted filters (\$200 one-time cost) instead of bottled water (\$3,600 annual cost); OMF P & D audit of printing/copier usage - reduce number of copier/printers.	\$3,000-\$5,000
16	Eliminate or reduce funding for home ownership fairs	CR	LI	LE	ST	E-	PY	* Would fairs continue without our funding? Can banks sponsor instead of PHB? * This was one-time funding in FY 11-12	\$20,000 Housing Investment Fund

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17	Reduce funding for public involvement	CR	LI	LE	ST	E-	PY	* PHAC food and use only free meeting space * As long as our public involvement commitment and scope of work remains the same. * Public Involvement budget was increased by \$35,000 in FY 2011-12 over FY 2010-11.	
18	Perform less reporting for national survey data requests (e.g. US Conference of Mayors)	OE	LI	LE	ST	E-	PN	May create more staff capacity, not likely actual savings.	
19	Rent out Conference Rooms	RG	LI	LE	ST	En	PN	\$0.09 per square foot per day, plus overhead charge. Need to confirm allowable under terms of lease.	For example, \$45 per hour for Broadway Conference room.

C High Impact / High Effort / Short Term

20	Reduce or eliminate HOME rental development – put all remaining HOME into TBRA	CR	HI	HE	ST	En	PY	* Is this temporary? What does this buy us? What will this do to new construction production outside of URA's? * The benefit is if an increase in HOME TBRA (currently at \$300K) would offset a like reduction in General Fund STRA.	\$500,000-\$2.6m
21	Renegotiate ongoing rent arrangement with HomeForward for BCC and TPI Shelter space based on evidence of income/expenses instead of fixed fee.	CR	HI	HE	ST	En	PN	Current rental arrangement is for \$25,000	
22	Consider combining positions on the Exec Team or doing away with it and having Director supervise mid-level managers	CR	HI	HE	ST	En	PN	Position costs for Exec Team members (other than Director); Asst Director - \$149,000; Business Ops Mgr - \$142,000; EPC Mgr - \$120,300.	\$120,300 - \$411,300

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23	Eliminate or reduce the amount of temporary staff, interns, PTE contracts and consultants and have PHB staff perform this work	CR	HI	HE	ST	E-	PN	* LI rather than HI was recommended. * Approximate budget for interns in FY 2011-12 is \$20,000; other interns have been funded through savings in vacant positions. FY 2012-13 consulting contracts (outside of HDS project manager) include \$10,000 GF for potential needs.	10,000 GF
24	Contract out single family rehabilitation functions.	OE	HI	HE	ST	En	PY	Homeowner Retention Program staff are spread across each of 24, 25, & 26. They are funded from TIF, Lead, CDBG, and Healthy Homes. Four FTE, three currently filled. \$400,000 in staff cost.	\$1,050,000 TIF, \$840,000 CDBG
25	Reduce or eliminate down payment assistance and related programs.	CR	HI	HE	ST	E-	PY		\$1,000,000 TIF
26	Reduce or eliminate homebuyer education and counseling.	CR	HI	HE	ST	E-	PY	At least one person recommend that we eliminate this idea because of the negative impact it could have on our equity agenda.	\$265,000 CDBG, \$250,000 GF One-Time, \$180,000 HIF One-Time
27	Reduce or eliminate foreclosure education and counseling	CR	HI	HE	ST	E-	PY	* At least two people recommend that we eliminate this idea because of the negative impact it could have on our equity agenda. * Duplicate with number 26	
28	Renegotiate ongoing rent arrangement with HomeForward for BCC and TPI Shelter space based on evidence of income/expenses instead	CR	HI	HE	ST	En	PN	Duplicate with number 21	
29	Sublease empty office space at PHB	CR	HI	HE	ST	En	PN	Approximately 25% of floorspace is available for sublease. Additional opportunity to provide admin support for tenant if they are a City bureau (budget, accounting, payroll, front counter, etc.)	Approx. \$50,000 for space & services.

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30	Transfer a member of EpiC over to Commissioner Fish's office to eliminate a senior policy position here at PHB.	CR	HI	HE	ST	En	PN	* At least one person recommend that we eliminate this idea because of the negative impact it could have on our equity agenda. * PHB currently pays \$30,000 annually (General Fund) for the Housing Policy position in Commissioner Fish's Office. Commissioners Office is funded from the General Fund.	If position was moved, bureau would likely still fund it.
31	Submit waiver to HUD requesting that asset management staff costs be considered program delivery rather than counting against our admin cap.	OE	HI	HE	ST	En	PN	* At least two people recommend that we eliminate this idea because of the negative impact it could have on our equity agenda. * Disagree with impact on equity agenda - this would simply change what pot of funds (CDBG program, like HDF staff, versus HOME or CDBG Admin) we charge for the staff costs. Also, not sure why this is High Effort.	Would allow shift of Approximately \$90,000 from HOME Admin to CDBG Program funding.
32	Focus on refinance vs. new home buyer opportunities and connect our funding to prevent foreclosures	OE	HI	HE	ST	E+	PY	* Need a rep from the team or origin to clarify this * En rather than E+ was recommended. At least two people recommend that we eliminate this idea because of the negative impact it could have on our equity agenda. * I'm not clear on the argument as to why the concepts involved in items 32, 33, 34, 38, 39, 47, & 48 will have a negative impact on our equity agenda - do we have data to base that statement on, or is it a feeling?	
33	Have a for profit company review all of our loan portfolio and programs to determine whether there are funds that could be collected that aren't currently	RG	HI	HE	ST	En	PN	because of the negative impact it could have on our equity agenda. * There will be a one-time consultant cost to this. At odds with Item 23.	
34	Enforce all loan agreements and maximize the financial return to PHB to help off set federal and TIF reductions	RG	HI	HE	ST	E-	PY	At least one person recommend that we eliminate this idea because of the negative impact it could have on our equity agenda.	

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D Low Impact / High Effort / Short Term

37	Streamline processes for verifying income (LTE and DPALrequire less info?) Would it work for DPAL?	OE	LI	HE	ST	En	PN	LTE and DPAL	
38	Do away with deferred repayment on SF home repair loans, instead have homeowners pay low monthly amount that is 0% interest, that way we can plan for and budget program income	RG	LI	HE	ST	E-	PY	At least two people recommend that we eliminate this idea because of the negative impact it could have on our equity agenda.	
39	Modify home repair loan guidelines so that small principal payments are made over time.	RG	LI	HE	ST	E-	PY	At least two people recommend that we eliminate this idea because of the negative impact it could have on our equity agenda.	

E High Impact / Low Effort / Long Term

40	Combine Access and Stabilization and NHP under one manager to consolidate as much contracting functions and FTE onto one team	OE	HI	LE	LT	En	PN	Not sure why this would be in the long-term category. Due to multiple funding sources, savings in one particular funding source will vary.	1 FTE, \$96,000
41	Align staff with EPiC's new workplans and the strategic plan	OE	HI	LE	LT	E+	PY		

F High Impact / High Effort / Long Term

42	Streamline compliance between County and City – Tax exemption audit process.	OE	HI	HE	LT	En	PN	Could transfer all compliance from City to County	
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43	Consider breaking lease at Commonwealth building and find smaller and cheaper space.	CR	HI	HE	LT	En	PN	* If telecommuting is an option the space necessary could be minimal. Current lease costs \$36k per month * Need to consider cost of breaking lease and one-time costs of moving.	
44	Cut the following contracts: relocation contract (\$120,000), new construction, supportive housing/STRA-look for redundancies, EC ops-take \$1.2 out or larger, H.O. education/foreclosure prevention (some not all), vacancies	CR	HI	HE	LT	E-	PY	* It was recommended that some of these contract cuts should be moved to the short term section. Also the CDBG that is sent to PDC for Economic Opportunity should be reduced in proportion to the cuts made at the federal level. * Note: Ec Op contract IS reduced proportionally when the entitlement is cut.	\$150,000
45	Cut the amount of program dollars for new rental housing development to adjust the admin cap.	CR	HI	HE	LT	En	PN	* How would this adjust the admin cap? * Note: Admin & Planning Cap is a function of entitlement amount & program income (loan revenue), not how dollars are spent.	
46	Make sure there is an allocation of TIF in every HOME-funded development project located in a URA. It will create better results for TIF and the project's staff time could be charged to TIF. Use CDBG for construction period financing in HOME funded development projects and charge the admin time to CDBG.	OE	HI	HE	LT	En	PN	* This is related to blending our funds in new and more effective ways which we will work on over the next two fiscal years * See also item 66 regarding CDBG float for pre-dev loans on projects.	
47	Review the HDF and NHP team functions and specifically the lending/closing functions and construction management functions. Simplify processes and redeploy any freed up FTE.	OE	HI	HE	LT	E+	PN	* Potential to look at business processes during HDS implementation regarding disbursements currently done by construction coordinators.	
48	Consider combining other positions on the Management Team.	OE	HI	HE	LT	En	PN		

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49	Put in place stronger compliance controls to avoid county audit finding.	OE	HI	HE	LT	En	PN		
50	Support federal advocacy and legislation to combine HOME and CDBG into a less restrictive funding source that would be more effective for developing affordable housing.	OE	HI	HE	LT	E+	PY		
51	Re-evaluate entire bureau and re align based on knowledge of bureau needs/strategic plan	OE	HI	HE	LT	E+	PN		
52	High utilization of TRIM will help save money on paper and will help organize PHB by saving space needed to store hard files, binders, etc.	OE	HI	HE	LT	En	PN		
53	Develop an electronic tenant file reporting system for compliance (electronic files will save time and money)	OE	HI	HE	LT	En	PN	* Large upfront cost would be required * Questions were raised about whether there is in fact a large upfront cost. Many property management companies already are reporting using electronic tenant file systems so we should be able to leverage this approach.	
54	Make fundamental changes to the underwriting and closing activities in HDF to streamline the process	OE	HI	HE	LT	E+	PN		
55	Determine whether providing grants rather than loans will allow for streamlining in HDF	OE	HI	HE	LT	En	PN		
56	Closely examine all PHB's contracts to make sure that we only fund high-performing organizations that comply with our contract requirements	OE	HI	HE	LT	E+	PY		

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57	Opportunities for consolidating/streamlining work between HAP and PHB?	OE	HI	HE	LT	En	PN		
58	Consolidate general fund social service programs with one or two contractors/subrecipients to decrease overhead/admin.	OE	HI	HE	LT	E-	PY		
59	Explore whether Home Forward or Multnomah County could perform the contract management responsibility for PHB's Housing Access & Stabilization team. Focus our staff on policy and fund raising.	OE	HI	HE	LT	E+	PN		
60	Can any of the financial processes be streamlined and/or performed by OMF?	OE	HI	HE	LT	En	PN	More likely that OMF will want us to do more than we are already doing. Streamlining will be considered as part of HDS implementation. Difficult to streamline when audit findings indicate we are not being thorough enough.	
61	Inventory and catalogue the experience of each employee at PHB and determine whether any employee has additional capacity to take on duties that may not currently be part of their responsibilities.	OE	HI	HE	LT	En	PN	Should exist in employee personnel files.	
62	Review PHB's current fee structure with an eye towards increasing fees and adding new fees for service across the organization.	RG	HI	HE	LT	E-	PY	* One specific example is when a contractor fails a clearance we could charge them when we have to come back to retest * It was recommended that for NHP fee increases that this could be moved to the short term category.	
63	PHB staff with marketable skills/experience could be offered as consultants.	RG	HI	HE	LT	E+	PN	* HDF performs this type of work by providing technical assistance to inexperienced developers * This should raise the same issue as item 1 above in terms of staff workload	

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64	Implement the resource development plan and create a housing levy	RG	HI	HE	LT	E+	PY		
65	Make a fundamental change in our loan products and affordability targets so that loans can be repaid.	RG	HI	HE	LT	E-	PY		
66	Consider possibilities for generating program income through temporary use of CDBG in projects (specifially as construction period financing taken out by another source) that will allow for additional admin.	RG	HI	HE	LT	En	PN	These are known as float loans. This shouldn't be in the High Effort block. We should look at doing all of our predev with CDBG.	
67	We need a dedicated resource developer who writes concept papers and proposals and is good at leveraging resources from the private sector.	RG	HI	HE	LT	E+	PY		

G Low Impact / High Effort / Long Term

68	Reduce or eliminate interagency agreements with other city bureaus.	CR	LI	HE	LT	En	PN	* Cut ONI this year and others next fiscal year * These would be the non-OMF interagencies. Some interagencies will go away with HDS implementation. Primary one that will be left is the ONI one for project siting processing (\$25K General Fund).	\$25,000
69	Lobby to change Oregon attorney general's determination of Trimet tax and TRIP benefit so that they are grant eligible.	CR	LI	HE	LT	En	PY		

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70	Review all PHB teams with an eye toward a 50% reduction in paperwork. For example specific to Davis Bacon Doan has developed systems to cut paperwork in half.	OE	LI	HE	LT	E+	PN	Not sure how this is low impact. In the example given, it will likely reduce staff effort noticeably. Similar concept to #37 & #42 & #60.	
71	Advocate that the grants office require quarterly billing rather than the current requirement of monthly billing.	OE	LI	HE	LT	En	PN		