



County of Oxford Subsidized Housing Optimization Review

Abstract

January 2023

KPMG was engaged by Oxford County (“the County”) to conduct a comprehensive review of the subsidized housing portfolio. This review sought to identify efficiencies and opportunities for process improvements within Housing Services, with a focus on reducing and eliminating potentially duplicative processes and/or process tasks for improved service delivery.

Using Lean methodologies, KPMG reviewed 25 processes within the subsidized housing portfolio through facilitated focus groups with County staff. These groups assisted in the creation of process maps that KPMG then reviewed to identify potential courses of action that may achieve efficiencies in service delivery. Overall, the final report identified inefficiencies that could be addressed through digitization, policy and process improvements.

A key recommendation of the review is to consolidate the multiple software systems currently in use in the Housing program for oversight of wait lists and property management functions, including pre-authorized payments, receipts, audits, reporting and more. This would make the various processes involved in serving subsidized housing clients more streamlined, accurate and efficient. KPMG’s review of the 25 processes representing \$4.5 million dollars in overall salaries and benefits would achieve potential cost savings of \$100,000 or 2.2%.