

Entry Form 2017 Annual Awards for Program Excellence

Entry Deadline: Thursday, June 15, 2017, Midnight ET

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email awards@ncsha.org.**

Entry Title: Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.
Category:
Subcategory:
Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.
HFA:
HFA Staff Contact:
Phone:
Email:
Visual Aids: Payment:

Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF? Yes No

My HFA is mailing a check to NCSHA.

My HFA is emailing the credit card authorization form to awards@ncsha.org.

Respond to a Management Challenge or Opportunity

The Connecticut Housing Finance Authority (CHFA), working with Connecticut's state housing agency, was challenged to create a streamlined, integrated, efficient application, submittal and data management system that could better serve our customers. The result was the development of a fully designed multi-functional system that is utilized from application submission through asset management over the life of the mortgage that has improved customer service while providing the opportunity to process additional funding rounds.

The first priority was to develop a Consolidated Application, or ConApp, which was completed and launched in 2008. Prior to 2008, applicants for affordable multifamily rental housing financing were required to complete separate paper applications, one for CHFA and one for the Connecticut Department of Economic and Community Development, now the Connecticut Department of Housing (DOH), and then submit two hard copies of each application complete with hard copies of all exhibits to CHFA and DOH, respectively. In turn CHFA and DOH would each review and analyze their separate applications independently, manually record data points and create various Excel reports. The first version of the electronic application was developed exclusively in Microsoft Excel, including budgets, forms, and exhibits. As a result applicants were able to develop and refine their application electronically.

The next priority CHFA focused on was the submittal process, so CHFA created a portal for applicants to submit funding applications. This portal, SharePoint, was additionally utilized by development owners to submit materials for both initial and final closings, thus enabling processing efficiencies across departments.

While applicants welcomed the ConApp and SharePoint, CHFA was still utilizing Excel and Word documents to underwrite applications, analyze materials and create reports. The lack of a review and reporting system created unique challenges when CHFA was faced with the need to increase funding rounds and review and report on a greater number of applications given the substantial increase in affordable housing dollars provided by the Governor. Internal efficiencies needed to be improved.

CHFA's Multi-family Database System (MFaSys) originally designed as a platform for asset management data collection, was enhanced to improve internal efficiencies and to better suit CHFA's evolving needs. MFaSys is now utilized throughout the application process by Multifamily Underwriters, and is also used as a reporting and workflow management system.

The ConApp is reviewed, edited, and updated annually to reflect legislative changes that affect housing policy priorities, as well as refining business logic, and underwriting modeling through macros. MFaSys has grown substantially, with the functionality to produce a myriad of reports for both staff and management, provide underwriting analysis and create effective automated communication to staff, applicants and owners.

Achieve Measurable Improvements in Agency Operations

The original version of the ConApp was developed as a series of different Microsoft Excel workbooks, primarily to support the few funding rounds that were available for large scale developments supported by Low-Income Housing Tax Credits (LIHTCs), state bond funds, taxable bonds or tax-exempt bond funds,

and some HOME allocations. Over time, the ConApp continues to be enhanced. Now all applicants for multifamily developments financed by CHFA and DOH utilize the ConApp. Whether it is for a larger LIHTC-financed development, a smaller CDBG or a state tax credit project, the ConApp now supports seven different versions of applications that were previously created and submitted as paper copies along with over 70 different appendix items, in duplicate for both agencies.

Recently the ConApp and the submission process have been streamlined to reduce the number of exhibits, and expanded to support more programs, combining all the different versions and types of the previous applications. Applicants are no longer required to produce two hard copies of written materials that would often exceed 1,000 pages. Special features have been added in response to customer feedback, allowing applicants to customize the ConApp with the click of a button (see Visual Aids), showing only the requirements needed for the specific funding requested (sorting through approximately 100 different exhibits).

The application process is virtually paperless, with the exception of architectural drawings, through the use of SharePoint. This application portal allows applicants to upload their submission which can be downloaded separately by each agency and reviewed electronically, saving time and resources. MFaSys was also updated to allow the direct import of data from the ConApp submission. There have been enhancements to include a date tracking and reminder module for both internal and external audiences. Due dates for application stages and asset management activities are tracked, and automated emails are sent to responsible parties as a reminder. Reporting has also been updated to support application processing, portfolio management and internal decision making.

When the ConApp was first introduced, the housing agencies were capable of managing two to three funding rounds annually, but with improvements to the ConApp, the implementation of SharePoint, and enhancements to MFaSys, we are now supporting eight to ten funding rounds per year. We are able to generate a myriad of reports and communicate alerts both internally and externally.

Innovative and Replicable

A key innovative feature in the ConApp is the ease of navigation, as some program application requirements include over 70 exhibits, while others need less than 30. A series of buttons were incorporated into the ConApp allowing applicants to hide information that is not applicable to their application.

The SharePoint application portal, which is a Microsoft 365 product, has been customized to provide and create a unique site specifically designed for each application, allowing CHFA and DOH to download the same application from the same source (see Visual Aids). The ConApp has been built into each SharePoint website so applicants can work on a live version that is saved to a "Cloud" based system. This allows an open line of communication in instances where there are questions. By using SharePoint as the application site, forms that were originally developed in Microsoft Excel were eliminated and replaced with fillable PDF forms on each SharePoint application website.

A supplement to SharePoint, called the Funding Application Manager, was created for internal staff to view, download, and manage the applications without the need to log into the respective websites.

This entire system is replicable by any state HFA that wants to download the ConApp from the CHFA website and modify it to suit its own purposes for use with SharePoint and any data management

system currently in use. While CHFA has a very proprietary in-house database, the information captured and reported can be gathered through other data management tools, either purchased or developed by other HFAs to suit their specific needs.

Provide Benefits That Outweigh Costs

Utilizing only the existing CHFA staff, the integrated process from start to finish has been designed, improved and implemented with minimal impacts to the organization's budget.

The development of the ConApp and submission process has provided significant benefits to both CHFA and the applicant. The benefits in terms of time and energy saved, ease of use for both the applicant and CHFA, and processing efficiencies are invaluable. The increase in number of applications processed has resulted in a substantial increase in units of affordable housing produced.

With all applications now being sent in electronically rather than in hard copy, we are not only "greener" but we have also helped reduce costs. Applicants no longer have to prepare duplicate hard copy applications (sometimes in excess of 1,000 pages) submitted in several binders to both CHFA and DOH. Between the streamlined version of the ConApp and the move to electronic submissions, our customers' application costs and preparation times have been decreased significantly.

Through the updates to the ConApp, SharePoint and MFaSys, CHFA has been able to meet the call to offer more funding rounds throughout the year by reviewing, analyzing, communicating and reporting, in a more timely and efficient manner.

Demonstrate Effective Use of Resources

CHFA had considered purchasing a data management system or hiring an external organization to come in and build a new application and database system. After reviewing the responses to our Request for Proposals, CHFA decided that the best opportunity would be to augment our existing systems in-house. The result is an integrated system that suits the needs of CHFA, our partners, and customers.

Achieve Strategic Objectives

CHFA is committed to continuous improvement, and is proud to have increased the production of affordable housing in a timely and efficient manner. At the same time, we have addressed our strategic plan objectives to be innovative, on the cutting-edge of technology, responsive and customer service oriented.





Visual Aids

Housing Authority: Connecticut Housing Finance Authority

Entry Name: C.H.F.A.'s Consolidated Application and Database - From Creation to Optimization

Category: Management Innovation

Subcategory: Technology





- Large Excel workbook designed to be used for numerous funding rounds
- Includes templates for required forms, and instructions
- Shows Threshold Requirements for each type of application (Exhibit Checklist)
- Has links throughout for ease of navigation and reference
- Includes buttons on the Exhibit Checklist to show only necessary items based on the funding round





Consolidated Application Exhibit Checklist

AF Star.	SUBMISSION DATE	Februar	y 22, 2017						
C H	ONNECTICUT OUSING FINANCE AUTHORITY Department of Housing DEVELOPMENT NAME	()		Aļ	oplicant Nan	ne		0
	 Not applicable N = Non-Threshold Item - if applicable, required prior to approval. T = Threshold Item - if applicable, required at application submiss P = Points Item 					IFA/DOH US	A/DOH USE ONLY) Unpr		
THIS F	ORM MUST BE SUBMITTED WITH INITIAL APPLICATION & ALL RESUBMISSIONS		Show All				Show All		
ShowAll				CHFA Funding					
Exhibit Number	Core Items	CHFA/ DOH use only	Financing	Supportive Housing	LIHTC			Special Programs	
						Workforce Housing	_	Housing Development	
Α	Completed Exhibit Checklist (Form Provided)		Т	T	Т	N	N	N	Т
В	Cover Sheet (Form Provided)		Т	T	T	N	N	N	Т
С	Summary Sheet (Form Provided)							(Self-Gene	rating)
D	Application (Form Provided)		Т	T	Т	Т	T	T	Т
	SECTION I. APPLICANT and CO-SPONSOR								
1.1	Applicant Info		Т	T	Т	Т	Т	Т	Т
<u>1.2</u>	Applicant Type		Т	T	Т	Т	Т	Т	Т
<u>1.3</u>	Co-Sponsor Info		T	T	Т	Т	Т	T	
<u>1.4</u>	Co-Sponsor Type		T	T	Т	Т	Т	T	
<u>1.5</u>	Organizational Documents		Т	Т	Т	T	Т	T	
<u>1.6</u>	Financial Statements		N	N					
	SECTION II. REGULATORY COMPLIANCE								
<u>2.1</u>	Previous Financial Involvement		T	T	Т				
	SECTION III. DEVELOPMENT TEAM								
<u>3.1.a</u>	Qualified Development Team Contact Information (Form Provided)		T	Т	Т	Т	Т	Т	Т
3.1.b	Justification for the Selection of Certain Development Team Members		T	T	Т	N	N	N	
3.1.c	Organization Chart		Т	Т	Т	Т	Т	T	Т
3.2	Construction Procurement Plan								
	SECTION IV. DEVELOPMENT								

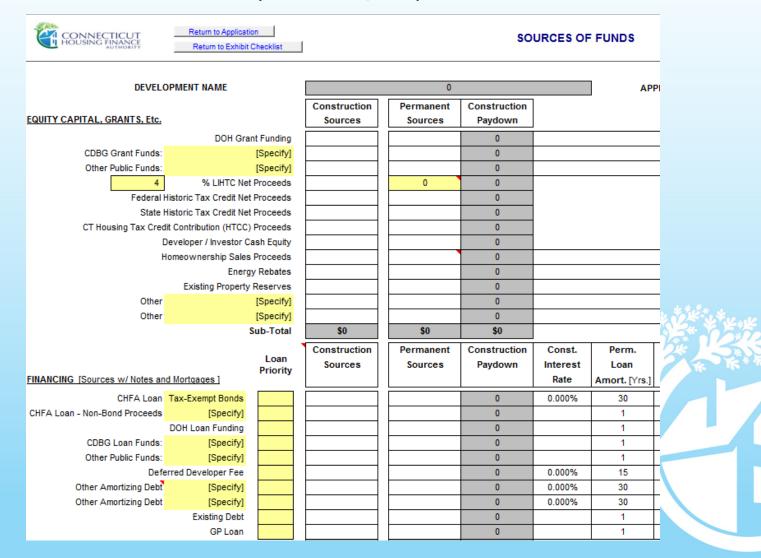


Consolidated Application cont'd

4.1 Development Information					
Development Name				Drop Downs	
Development Type			→		
Famil			1.1	Applicant (Owner/Mortgagor)	
Development Address Elderl Suppo	y ortive Housing		\vdash		
City				Applicant Name	
Metropolitan Area				Applicant Address	
				City	
				Contact Name	
Data Tables	5			Phone	
				Email	
DEVELOPMENT NAME		0			
DEVELOT MENT HAME	Construction	Permanent	Grant	Website	
TAL, GRANTS, Etc.	Sources	Sources	TYT or [N] II	If accorded founds account to this and	lianting will the applicant or an appropri
	Sources	Sources	[Y] or [N]		lication, will the applicant or co-sponsor
DOH / HUD HOME Funds	Sources	Sources	[Y] or [N]	If awarded funds pursuant to this appl be-formed and anticipated name and	
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX	Sources	Sources	[Y] or [N]		date formed.
DOH / HUD HOME Funds	Sources	Sources	[Y] or [N]	be-formed and anticipated name and Please check appropriate Applicant ty	date formed.
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds	Sources	Sources	[Y] or [N]	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority	date formed. pe: ✓ For-Profit Entity
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund	Sources	Sources	[Y] or [N]	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership*	date formed.
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify]	Sources	Sources	[Y] or [N]	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other	date formed. pe: ✓ For-Profit Entity
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds	Sources		2	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership*	date formed. pe: ✓ For-Profit Entity
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds	Sources		N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other	date formed. pe: ✓ For-Profit Entity
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds	Sources		N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other If "Other"	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company
DOH / HUD HOME Funds OH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds Federal Historic Tax Credit Net Proceeds	Sources		N/A N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other If "Other"	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds Federal Historic Tax Credit Net Proceeds State Historic Tax Credit Net Proceeds CT HTCC Tax Credit Proceeds	Sources		N/A N/A N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds Federal Historic Tax Credit Net Proceeds State Historic Tax Credit Net Proceeds CT HTCC Tax Credit Proceeds Developer / Investor Cash Equity	Sources		N/A N/A N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other If "Other"	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds Federal Historic Tax Credit Net Proceeds State Historic Tax Credit Net Proceeds CT HTCC Tax Credit Proceeds Developer / Investor Cash Equity Homeownership Sales Proceeds	Sources		N/A N/A N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other If "Other"	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company
DOH / HUD HOME Funds DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds Federal Historic Tax Credit Net Proceeds State Historic Tax Credit Net Proceeds CT HTCC Tax Credit Proceeds Developer / Investor Cash Equity Homeownership Sales Proceeds Energy Rebates	Sources		N/A N/A N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other If "Other"	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company
DOH Affordable Housing Program - FLEX DOH Housing Trust Fund DOH / HUD CDBG Small Cities Funds DOH Other [Specify] Other Public Funds [Specify] Federal LIHTC Net Proceeds Federal Historic Tax Credit Net Proceeds State Historic Tax Credit Net Proceeds CT HTCC Tax Credit Proceeds Developer / Investor Cash Equity Homeownership Sales Proceeds Energy Rebates Existing Property Reserves	Sources		N/A N/A N/A N/A	be-formed and anticipated name and Please check appropriate Applicant ty Housing Authority Partnership* Other If "Other"	date formed. pe: ✓ For-Profit Entity ✓ Limited Liability Company

Consolidated Application Exhibit Checklist

(Fillable forms, table)





- SharePoint is used as a means to submit a Consolidated Application to CHFA and DOH
- It is a Microsoft-based product that will create a website for each application submitted, and then allow direct download of information for the recipient







CONNECTICUT HOUSING FINANCE AUTHORITY

- Application Checklist/Task list
- Built in Consolidated Application workbook
- Reference Library
 - This section includes templates and fillable forms to be used in conjunction with submission of the application.
- Application specific website that can be shared with unlimited users allowing multiple team members to upload files as needed





- Shows list of tasks associated with the application
- The list can be edited by team members as needed
- Tasks can be assigned to specific team members and be given due dates
- Provides a timeline of activity prior to application submission date
- Once all items are checked off, the application website will lock and your application will be submitted.







- Built into SharePoint
- Can be edited and saved directly to site allowing team members to work on the same file, most updated version
- Can be downloaded to individual PC's to be edited and uploaded when complete (prior to submission deadline)
- Can be downloaded from CHFA and DOH websites, then uploaded to SharePoint when complete (prior to submission deadline)





Shara Point Application Chacklist and Consolidated Application

	SharePoint Application	Checklist and Consolidated Applicat	JON
Use this checkl	lication Checklist ist to keep your team focused on the upcoming tasks related to completioning dates. Below are tasks to be completed. (For help on how to use the	ng this funding application. New tasks can be created and assigned to individual team members that this is checklist, click here.)	appl
IMPORTANT:	To submit this application for review, check-off all items on the task list b	elow. (Once submitted, you will <u>NOT</u> be able to make further changes to this application.)	
Task List			
	То	day	
May 2016		July 2016 Add tasks with dates to the timeline	_
		Add tasks with dates to the timeline	_
O t!-	an adia shi a lina		
_	or edit this list	Dup Date Assigned To	
✓ <u>%</u>	Title Ensure that you meet the technological prerequisites (Section 1, above)	Due Date Assigned To	
	(Optional) Set up Pre-Application Meeting with CHFA and DOH (if ne	eded)	
	Share this site with your Development Team	***	
	Upload all appropriate documents/exhibits as noted in the Consolida	ted Application Workbook •••	
	Complete the Consolidated Application Workbook (see below)	· December 31	
	Ready for Review (Check when ready to submit application)	••• December 31	**************************************
3. Cons	solidated Application Workbook		
the Exhibit Che		ook to open it in Excel on your computer. Once it is opened on your computer, choose the type of applic riate funding source button to show the applicable information. When you click the save button it will aut	
A blank workbo	ook is also available for download in the Reference Library section of this	site. It can be downloaded (if template below becomes tampered, or gets removed), completed, and uplo	adec
ConApp W			
(+) New	1 Upload Share		
✓ ☐ Nar			
₫ <u>ñ</u> Co	nsolidated Application Workbook 2016.2 ••• March 22 🗆 Christo	pner Molek I.U	
	Drag files bese to uplead		

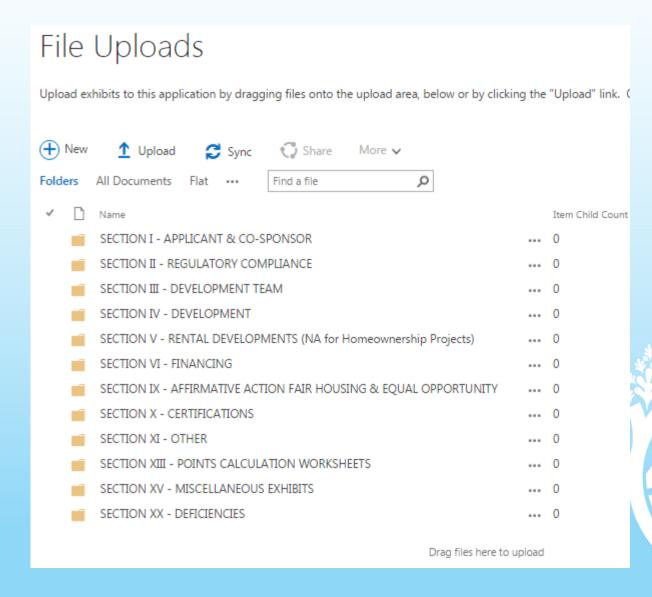


- Section of website specifically for file uploads
- Can upload multiple files at once, and place them into section folders
- "Drag and Drop" available for convenience
- Uploaded items can be removed (to a Recycle Bin) if done incorrectly, or can be replaced





SharePoint File Upload Folders





- SharePoint allows site sharing, which means once the site is created, and one team member is able to log in, they can then share the site with anyone else
- This allows multiple users to:
 - Assign and complete tasks
 - Update one Consolidated Application workbook
 - Upload files as necessary







Help Section

- There is a Help section available to walk users through the steps to use each section of the SharePoint website
- Accessed through the menu in the upper left section of the Home screen, or by clicking help links in each section description



Home
Task List
ConApp Workbook
File Uploads
Peferonse Library
Help
Recent

Recycle Bin

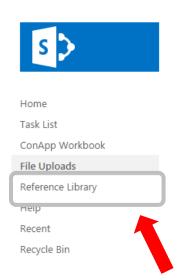
2. Application Checklist

Use this checklist to keep your team focused on the upcoming tasks related to completing this funding application. New tasks can be created and with. The timeline below shows important upcoming dates. Below are tasks to be completed. (For help on how to use this checklist, click here.)

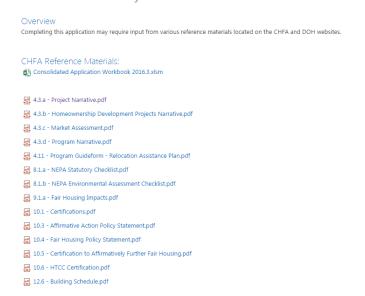




 This section includes a downloadable version of the Consolidated Application, as well as several templates and forms that are to be completed and submitted with each application (as applicable)



Reference Library







MFaSys – Application Summary

Summary Tax Credits Source	ces/Uses NOI Unit Mi	ix Technical Sup	p. Hsg. Miscel	laneous Dev. Team			
Transaction Type	Percent Complete	Applicant Infor	mation				
Modification/Restructure Assignment & Assumption Disposition State Disposition Moratorium Prepayment Waiver	☐ Elderly Housing ✓ Family Housing ☐ Other ☐ Single Room Occupancy ☐ Supportive Housing	12/2014 100 % 10/2014 99 % 09/2014 98 % 08/2014 97 % 07/2014 95 % - 06/2014 92 %	Applicant Name: Applicant Address: Applicant City: FEIN: Application Sou	State: CT Zip:			
Preservation Small Loan Committee Construction Loan Permanent Loan ✓ Construction to Permanent Other	Qualified Census Tract Difficult Development Area Urban Regional Center Transit-Oriented Development (TOD)	04/2014 89 % 04/2014 85 % 03/2014 82 % ☐ Cost Cert Not Required Percent Occupied					
Application Status	Application Year 2010 SSHP Capital Plan Year Proforma Stabilized 2014 2014		CIA Citi CT Housing Tax (Credit Contributions Program [HTCC] upportive Housing Million			
To Asset Management	Construction Period (months) 36		DOH - Fourth \$30	0 Million			



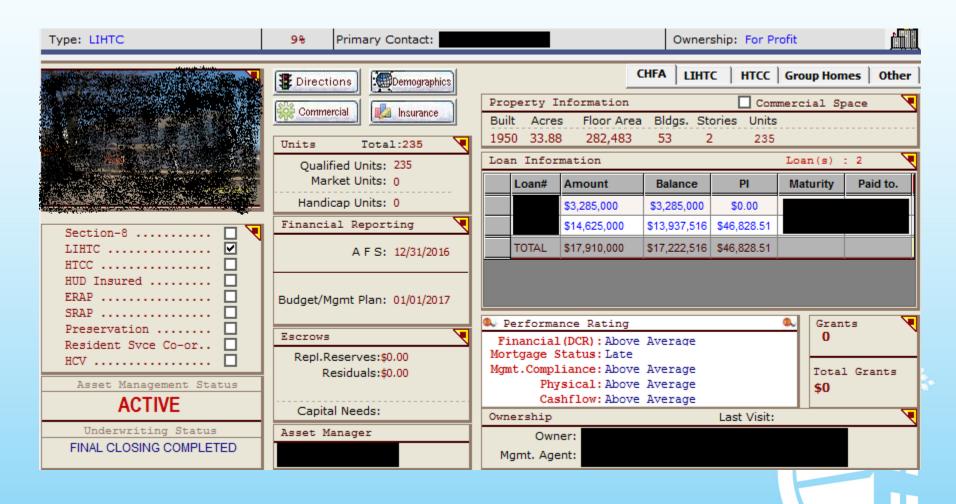
MFaSys – Example of Date Tracking







MFaSys – Property Management Summary



Due to privacy limitations additional information/screenshots mentioned in the Entry Description cannot be shown here

