NCSHA 2016 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 15, 2016

Visit ncsha.org/awards to view the Annual Awards Call for Entries.

Instructions: **Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact awards@ncsha.org or 202-624-7710.**

Fill out the entry name *exactly* as you want it listed in the program.

Entry Name:

_____

HFA: _____

Submission Contact: (Must be HFA Staff Member)_____ **Email:** _____

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

_____

Use this header on the upper right corner of each page:

HFA: _____

Entry Name:

_____

Select the appropriate subcategory of your entry and indicate if you are providing visual aids.

Communications	Homeownership	Legislative Advocacy	Management Innovation
Annual Report	Empowering New Buyers	Federal Advocacy	Financial
Creative Media	Encouraging New Production	State Advocacy	Human Resources
Promotional Materials and Newsletters	Home Improvement and Rehabilitation		Operations
			Technology
Rental Housing	**Special Needs Housing**	**Special Achievement**	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
Multifamily Management	Housing for Persons with Special Needs		No
Preservation and Rehabilitation			

Overview

The Indiana Housing and Community Development Authority's (IHCDA) mission is to provide housing opportunities, promote self-sufficiency and strengthen communities. To accomplish this we: (1) create and preserve housing for Indiana's vulnerable population, (2) enhance self-sufficiency initiatives in existing programs, (4) promote a value-driven culture of continuous improvement and (4) promote place-based initiatives that will allow Hoosiers opportunities to improve their quality of life. As we strive towards our mission and strategic objectives, it is imperative that we communicate these accomplishments. The Interactive Budget Process allows for directors, program managers and staff to have more control over their individual budgets. By doing so it allows them to more efficiently and effectively serve Hoosiers.

Background

Through the Continuous Improvement (CI) process at IHCDA we have encouraged everyone to identify problems and find innovative solutions. Our Accounting department determined early in the CI process that while we have organizational activity that generates costs and revenues, there was a need for a controlled means to make that activity meaningful. Thus, the Interactive Budget Process was created in order to better include directors, program managers in staff in the budgeting process by inclusion and participation throughout the year.

Process

The process to make the budget at IHCDA much more interactive started last fall with a Budget Kick-off Meeting. This meeting led by the Accounting Department was held on September 3, 2015. The Executive Team, directors and program-level managers participated in this meeting. They were each given an overview of the process and specific due dates on when steps in the process needed to be completed (Appendix A).

The budget process itself was split into three major categories: Salaries, Capital/Shared Costs and Revenue/Expenses. Each piece of the budget process had specific guidance, instructions and due dates associated with them. After all required budget items were submitted, individual meetings were set-up by the Accounting department that included each Executive Team member and the directors and program-level managers under their supervision. This allowed for each person to talk about specific items in the budget.

After this meeting, a final version of each department's budget was sent to the owner. The total budget was then brought before the IHCDA Board of Directors during the December 2015 meeting. Following approval of the budget, the final approved budget was sent to each department's budget owner. Additionally, much like the meetings set-up by the Accounting department to finalize each division's budget, there are quarterly budget meetings to review progress and variations in the budget throughout this year scheduled (Appendix B).

Conclusion

The Interactive Budget Process has created greater understanding and transparency for the accounting and finance functions within our agency. This has empowered IHCDA leadership to take more of an active role in the budget process. Through education, the development of a yearlong calendar and quarterly meetings, we are in a better position to forecast our costs and make informed decisions.

Appendix A
Provided below is the 2016 Budget Preparation Timeline prepared by the Accounting Department and disseminated in June 2015.

IHCDA 2016 Budget

2016 Budget Preparation Timeline		
Budget Preparers Perform Budget Information Gathering and / or Collaboration with other Areas in Anticipation of Budget Preparation	Ongoing	
Capital Budget and Shared Cost (e.g., Software, Hardware, Equipment, Postage, Supplies, etc.). Meeting	7/17/2015, and more	Day of, series as needed in July and August
Kick-Off Meeting for 2016 Budget with Two Phases: 1) Salary Allocation %'s Template, Revenue / Expense Template	8/31/2015	Week of
Prepare Salary Templates for Distribution (Owners complete with anticipate %'s of area where time is anticipated to be spent in 2016 by employee)	9/11/2015	Day of
Capital Budget and Shared Cost Requests(e.g., Software, Hardware, Equipment, Postage, Supplies, etc.) being Provided to to Jayson Conley / Adam Lawson	9/16/2015	Day of
Salary Budget Templates and Capital Budget and Shared Cost (e.g., Software, Hardware, Equipment, Postage, Supplies, etc.) Due Back to Accounting	**9/18/2015**	Day of
Prepare Revenue & Expense Templates for Distribution (Blank - Owners complete)	10/13/2015	Week of
Distribute & Set up a Meeting to Provide Overview of Templates to Budget Preparers	10/19/2015	Week of
Accounting Consult with Budget Preparers	10/26/2015	Week of
Revenue / Expense Budget Templates Due Back to Accounting	**11/6/2015**	Day of
Distribution & Review of October 2015 Actual Budget Results for any Necessary Revisions	11/23/2015	Day of
Accounting Compile Budget & Finance Review	11/30/2015	Week of
Budget Committee Meeting	12/7/2015	Week of
IHCDA BOD Meeting	12/17/2015	Day of

Appendix B
Provided below are highlights of the PowerPoint presentation outlining the Interactive Budget Process developed by the Accounting department.

MANAGEMENT INNOVATION – FINANCE

The Interactive Budget Process
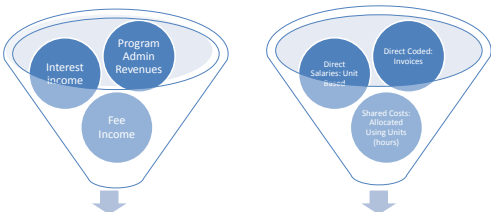
EVERYONE *CAN AND DOES MAKE A DIFFERENCE !*

"What does it take?"

3 P's

Process

People   **Promotable**
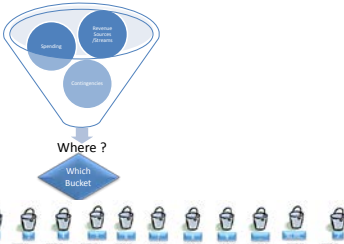
People: Knowledgeable

Understand their sources and availability of revenues streams "Total Revenues" and the broad categories of costs comprising "Total Costs"

Total Revenues   Total Costs

Understand the Components

Top Down or Bottom Up

Studies show that the "Talent", if the need / objective is understood have the most influence regarding the ability to infiltrate change

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Provide / Promote Tools, e.g., via Continuous Improvement

20 Keys – Budget Process

Participants can work and increase where the team is on the scale for that area

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"Teamwork Makes the Dream Work"

Appendix C
Provided below is the agenda for the first quarterly budget meeting of 2016.

First Quarterly Budget Meeting
Research and Innovation, Legislative, Marketing and Communications and Legal

I. **Review Final Approved 2016 Budgets**
   a. Research and Innovation (R and I)
   b. Legislative
   c. Marketing and Communications
   d. Legal

II. **Compare and contract projected versus actual expenses**
   a. Research and Innovation (R and I)
   b. Legislative
   c. Marketing and Communications
   d. Legal

III. **Questions**