NCSHA 2015 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 10, 2015

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 Matt Cunningham at **mcunningham@ncsha.org** or 202-624-5424.

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			

Background

In early 2014, IHCDA identified a very serious issue. Many of our staff struggled to identify how their work contributed to the mission and vision of the agency. In fact, the mission and vision was not clearly understood by a majority of the staff. Even more alarming was the feedback that staff felt that they had no control or decision making authority at work. The ability and intelligence of IHCDA staff is one of, if not the most, important asset our agency has to offer. Our staff is too good at what they do not to have that recognized and for them to feel powerless and like they don't matter. IHCDA executive staff knew that these things couldn't go unaddressed any longer. Things needed to change, and quickly.

Engaging and Empowering Staff

What we found is that there was not a single solution that would solve all the issues identified. So we instituted a multi-faceted approach to engaging and empowering staff. IHCDA's approach to staff engagement included daily huddles, weekly improvement meetings, rapid change events, change teams and small incremental improvement forms (known as Kaizen Action Sheets). All of these activities are driven by staff – not executive management.

Daily Huddles

Established work groups meet daily for a 5-10 minute meeting that is designed to hit the critical factors to that day's success, challenges, and ways to help each other achieve success. This is driven by staff with the manager in attendance and only speaking if asked a direct question or if they are needed to remove an obstacle to a staff member's success. The topics are very similar in nature to the concept of newspaper headlines.

Weekly Improvement Meetings

IHCDA has eliminated the traditional staff meeting in which a manager stands in front of his staff and recites updates, rule changes, and informs staff of the results of one meeting or another. This has been replaced with one hour Weekly Improvement Meetings designed to drive change for the work group and to increase efficiency, productivity or just plain remove obstacles that become annoying to the group. The daily huddles often provide topics for these meetings to cover in more depth some headlines from the huddle (i.e. the huddle may notify staff that HUD has made a rule change, but the CI meeting will cover how we implement the change as a team efficiently and effectively). Again the agenda is driven by staff based on what they want to cover, what they find critical, and what has the largest impact on them.

Change Events

These are cross functional teams brought together for a period of time (some as short as a week and some as long as a quarter) to achieve some major change to a process, program, policy, etc. The goal of these change events is to have a representative from every impacted department, program, body, etc. on the team to ensure that the change will work for everyone. In some instances, referred to as a rapid change event, teams isolate themselves for five (5) days and do not leave the team environment until the change(s) have been identified, documented and an implementation plan designed and ready for deployment. To date, IHCDA has completed three (3) rapid change events and one (1) longer term change event. Additionally, IHCDA is currently planning two (2) additional rapid change events, is in the progress of completing an additional longer term change team, and have staff exploring opportunities for four (4) additional change events.

Kaizen Action Sheets

The Kaizen Action Sheets represent a quick way to identify all the changes a team is working on or has completed over a period of time. The sheet requires a narrative description, a pictorial display and a verbal discussion with the team to ensure that all learning types have an opportunity to fully understand and embrace the change.

NCSHA Judging Criteria

Innovative
The IHCDA executive team has truly turned the reigns of the agency over to the staff. Once armed with some very general guidelines – the Mission, Vision, and Values of IHCDA – staff has been given full authority to determine what "success" means to them as individuals and as departments. They have been able to self-identify how they contribute to IHCDA's mission, vision and values on a personal and team basis. IHCDA's executive team's role is two-fold: 1.) ensure those definitions align with the mission, vision and values of the agency and 2.) support those workgroup definitions of success and remove any barriers experienced by groups.

Replicable
The tools that IHCDA is using to empower staff are easily replicable in any organization or state HFA that has leadership with a strong background in change management and process engineering. In consultation with the Lieutenant Governor, IHCDA engaged a consultant who specializes in change management and the type of staff engagement IHCDA was seeking. The consultant's role was to further strengthen a small group of IHCDA employees who could continue to support and strengthen the use of these tools agency wide.

Implementing this process requires training with staff and managers to ensure everyone understands their role as a person, staff member, or member of management. This is to ensure that everyone uses the same terminology across work groups. Beyond that, success is largely dependent upon the intelligence and skillset of the employees. At IHCDA, we consider our staff to be our most valuable resource.

This project has experienced such success that one (1) additional agency under the purview of the Lieutenant Governor has undergone a similar project with the consultant and several other agencies are considering feasibility of projects as well of varying scales as appropriate for their specific needs.

Achieve measurable results
The results of this endeavor can be seen in each department and work group which has implemented. IHCDA has had nearly 300 Kaizen Action Sheets submitted as of May 31, 2015. Each of these contains an actionable item driven to better IHCDA as an agency, a team and as individuals. A few of these changes include:

- Improving first pass yield on partner documentation submission by 12%
- Reducing contract disbursement timeframes by seven (7) days
- Streamlining Accounting's preparation of various reports to save 5 hours per month for other projects

Note: Additional results can be found in the appendix.

Provide benefits that outweigh costs
IHCDA led a rapid improvement event centering on data entry into our data management system, costs associated with rework, and partner problems as a result of bad data entry. As a result of this rapid improvement event, IHCDA made the decision to centralize much of the core data entry for the agency that drives our partners' interactions with the system. This data entry centered primarily on basic award data, timelines, expiration dates, and budgets. Since the centralization of data entry to the Financial Operations Department, IHCDA has reduced its externally identified data entry problems (which would prohibit the viewing of awards and/or submission of claims and supporting documentation) from an average of 15 instances per month to 0 from September 2014 through May 2015. Additionally, the average cost of monthly system maintenance from January through May 2015 is 50.6% lower than the same time period in 2014. This process entailed eight (8) staff's time for five (5) business days, and less than 20 hours in updating documentation, processes and policies.

Additionally, IHCDA engaged a rapid improvement event focused on improving service delivery and various program elements of our Hardest Hit Fund ("HHF") program. This was a one week process that resulted in numerous improvements experienced by our partner agencies, our program participants and IHCDA staff. These numbers include a 66.6% (from 118 to 197) increase in the number of files received each month, a 100% increase in the number of files funded per week (from 20 to 40), and a 41% reduction in days from initial application to assistance being granted (from 61 days to 36).

However, just as impactful are the changes we've seen in staff. Numerous staff members have noted that they feel more connected to IHCDA and the work they do than ever before. In one specific case, as a result of these empowerment tools, a staff member's job was redefined and was transferred to a different department where her skills and abilities would be better utilized. Because staff play such a pivotal role in decisions at IHCDA under this model, rather than be upset or demotivated by this move, the employee was excited, thrilled even. She went so far as to say she's never felt as valued as an employee or as a person as she did then. It's amazing how just listening to people can have such noticeable impacts on morale, productivity, and overall workplace environment.

Demonstrate effective use of resources
Through an initial investment with a contractor and approximately 2 hours a week (5 – 10 minute huddles and a 1 hour improvement meeting), IHCDA staff has greatly improved our quality of service, reduced our service delivery timeframes in multiple areas including, but not limited to the time to wire DPA funds in our Single Family program (48 hour lead time reduction), our HHF programs (50% reduction) and our Indiana Foreclosure Prevention Program contact issuance (7 day turn time reduction).

Achieve strategic objectives
The tools implemented by IHCDA to engage and empower staff to work more efficiently and effectively, thus putting them in a better position to achieve the strategic objectives of IHCDA. They provide the staff the tools and the authority to make changes that directly influence the agency's success and their own work and daily work flow. Additionally, it also allows each member of the IHCDA team to personally identify how their contribution helps to achieve the objectives of the agency and increases levels of engagement and job satisfaction.

Conclusion
IHCDA's implementation of the various tools describe above is a continual journey. IHCDA is preparing to launch its final two pre planned work groups, and each of the active 13 teams continue to grow and strengthen their understanding and use of these tools on a daily basis. The implementation of these tools was not just a process change but a culture change – one that caused IHCDA to go back to basics, evaluate its true vision. The agency has never been stronger as a result. The growth of our staff as individuals and as employees has improved our ability to efficiently and effectively serve the residents of Indiana.

Appendix A

Provided below is a breakdown of the nearly 300 Kaizen Action Sheets submitted as of May 31, 2015.

IHCDA Kaizen - Primary Focus Areas

■ Cost/Productivity ■ Service Delivery ■ Quality ■ People ■ Other Program/Dept. Oriented
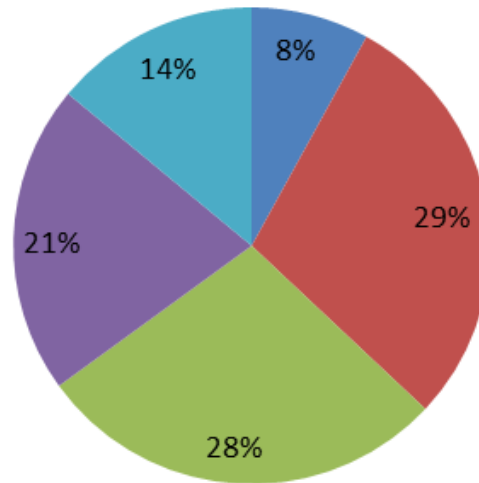
Category	Dimension
Cost/Productivity	Money Saved / Time Saved
Service Delivery	Cycle Time Reduction
Quality	Accuracy Delivered / Inaccuracy Avoided
People	Customer Satisfaction / Team Satisfaction
Other Program/Dept. Oriented	Agency Impact / Replicability

Appendix B
Provided below is the PowerPoint presentation Blake Blanch, Chief Financial Officer and Director of Finance, made to the IHCDA board of directors in April 2015.

Slide #1

Continuous Improvement via Lean Daily Management Systems

IHCDA's Experiences

Slide #2

WHY BRING CI/LDMS TO IHCDA

• Do better
• Measure improvements
• Improve communication
• Empower staff
• Management coaching
• Eliminate waste

Slide #3

Waste Examples

Type of Waste	What is it?	Office Example
Defects (Quality)	Time wasted fixing mistakes or checking someone's work	Forms not complete, customer referred to wrong department
Over-processing (People)	Doing more than the customer values or over specifying customer needs	Collecting data and not using it
Waiting (People)	Any idle time that is produced when two or more dependent variables are not fully synchronized	Waiting for answers or approvals because of high volume and / or approval levels set at wrong level
Motion (People)	Unnecessary employee movement	Office / workplace not organized

Slide #4

Waste Examples (Cont'd)

Type of Waste	What is it?	Office Example
Transportation (Quantity)	Unnecessary movement through the system whether a person, paperwork, materials, etc.	Poor layout causes excessive walking for central services (e.g., copy, files, fax, etc.)
Inventory (Quantity)	Excess costs through holding too much stock – cars in carpool, office supplies, extra materials, etc. Also includes batching.	Office closets stuffed with paper, unused office furniture. Stacking up work to process "all at one time."
Overproduction (Quantity)	Doing more than the customer needs and/or earlier than needed	Performing unnecessary tasks that are not part of delivery promise.
Human Ability (Intellectual)	The waste of not engaging human minds, listening to ideas and providing career growth	Not including employees in team meetings even though they know best about what's going on.

Slide #5

PVD AND HUDDLE

• Daily, maximum 10 minutes
• At Primary Visual Display (PVD)
• Follows an agenda
• No minutes
• Driven by **Staff**

Slide #6

DAILY HUDDLE SCHEDULE

Time	Teams
8:45	Underwriting, Legal (Mondays only)
9:00	Legal (Tuesday-Friday)
9:30	Community Services, Community Programs, Real Estate Production, Financial Operations Research & Innovation
9:45	Homeownership, Real Estate Compliance, Asset Preservation
10:00	Scanning
10:15	Program Accounting
11:15	Accounting

Slide #7

PVD

Slide #8

Slide #9

HUDDLE

Slide #10

KAIZEN ACTION SHEETS

• Collect ideas
• Empower teams
  • Improving processes
  • Capturing little changes
  • Eliminate waste

Slide #11

Slide #12

Appendix B (Continued)

Slide #13

LDMS- SMALL INCREMENTAL CHANGE

Financial Operations –Remove unnecessary claim documentation requirement for Weatherization	Increase First Pass Yield (FPY) of claims submitted correctly by 12%.
Program Accounting – Moved to Electronic Payment Requests to OCRA	Reduced paper generated, paper filing needs, and time spent preparing payment requests for mailing. Time to be paid down to 17 from 35 days.
Legal – APRA inquiries moved directly to HHF Counsel	Reduced APRA request wait time for external partners.
Accounting – Automated the creation of Trial Balances for Federally Funded Programs	Reduced preparation time by 5 hours monthly – 5 hours a month to spend on other projects!
Community Programs– Aligned IDA Budget form with federal requirements and claim submission system	Will reduce confusion for partners, technical assistance questions related to the budget form, and alleviate IHCDA instituted informational contradictions within the program.
Community Programs- Learned how to create shared documents and began converting to shared document format.	Reduced multiple copies of same documents, reduced duplicative efforts, and centralized information source.

Slide #14

5S – A PLACE FOR EVERYTHING AND EVERYTHING IN ITS PLACE

Meaning…

Sort	Distinguish between what is needed (keep) and what is unneeded (throw out)
Straighten	Organize the necessary things and make them more accessible and easy to find
Shine	Keep all equipment, furnishings and surface areas clean, neat and tidy
Standardize	Maintain and improve standards of the first three 'S's
Sustain	Achieve the discipline or habit of always properly maintaining correct 5S procedures

Slide #15

IHCDA- MAIN COPY ROOM

Before

After

Slide #16

IHCDA Employee

Every item located close and ready to use at the work station to help us do a better job
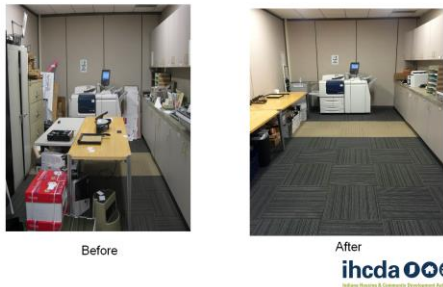
A place for everything and everything in its place

Slide #17

CHANGE TEAMS

- Change Team
  - Interdepartmental
  - Fix a component of a process
- Rapid Improvement Event (RIE)
  - More holistic
  - Look at entire process
  - Internal and External Representation
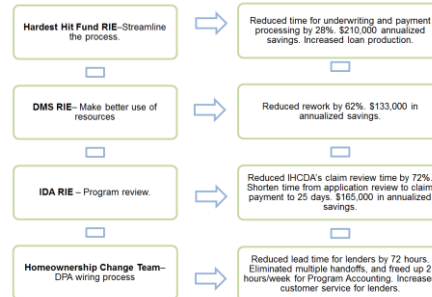 - Monday to Friday event

Slide #18

EXAMPLES

- RIE's
  - Hardest Hit Fund
  - Individual Development Accounts
  - DMS Data Integrity
- Change Teams
  - Wiring Process (DPA)
  - DMS Contract Transition
  - Loan Servicing
  - Section 108 Process

Slide #19

RIE AND CHANGE TEAM RESULTS

Hardest Hit Fund RIE–Streamline the process.	Reduced time for underwriting and payment processing by 28%. $210,000 annualized savings. Increased loan production.
DMS RIE– Make better use of resources	Reduced rework by 62%. $133,000 in annualized savings.
IDA RIE – Program review.	Reduced IHCDA's claim review time by 72%. Shorten time from application review to claim payment to 25 days. $165,000 in annualized savings.
Homeownership Change Team– DPA wiring process	Reduced lead time for lenders by 72 hours. Eliminated multiple handoffs, and freed up 2 hours/week for Program Accounting. Increased customer service for lenders.

Slide #20

STAFF FEEDBACK

- *"I was on maternity leave for 2 ½ months and upon returning to work I was able to review our PVD board and catch-up on items discussed during the CI weekly staff meetings through the minutes. I jumped right back in, understood process changes, new implementations of guidelines as well as behind the scenes software issues and it was literally like I was never gone!" – Sara Hawk, Tax Compliance Underwriter*

- *"Before implementing LDMS, my workspace was an unorganized mess, with stacks of files and papers everywhere. Now, because of the 5S organizing tools my team and I utilize, my workspace is consistently clean, straight, and files are centralized in a common area accessible to all team members, even going so far as to routinely scan files and ship them offsite." – Steve Hanes, Accounting Manager*

- *"CI and LDMS has allowed me as a manager to stay well informed about the happenings in my department while also allowing me to recognize what my staff view as important/critical, and it allows us as a team to prioritize tasks and projects based on staff driven priorities. Best of all, it provides THEM the tools and ability to solve problems independently, steer their own projects, and impact change directly!" – Omid Ranjbar, Program Accountant Manager*

- *"CI helps our team come together and collaborate on a fairly regular basis, and only good things happen when our team sits down together." – Kait Baffoe, Real Estate Production Analyst*

Appendix C
Provided below are details about three of IHCDA's rapid improvement events.

LEAN RESULTS

CONTINUOUS IMPROVEMENT

RAPID IMPROVEMENT EVENTS (RIE)

HHF | Hardest Hit Fund

- ✓ Reduced underwriting and payment processing by 17 days (28%)
- ✓ Delivered $210,000 in annualized savings

OUR 2014 GOAL IS TO INCREASE THE NUMBER OF TOTAL HHF-ASSISTED HOMEOWNERS TO 4,847 BY YEAR-END. REACHING THAT GOAL MEANS AN ONGOING 200 APPLICATION-PER-MONTH RATE. WE LAUNCHED THE RIE TEAM'S CHANGES ON 18 AUGUST. DURING OCTOBER WE FUNDED 233 APPLICATIONS... THE FIRST TIME EVER TOPPING 200.

TRACEY REVIEWS CURRENT STATE PROCESS WITH RIE TEAM

Employee Insights

BRANDEE ALLEN | HHF OPERATIONS MANAGER

"Going through the RIE was an excellent experience and one of the best decisions we could have made for the HHF Program. We're finally on track to reach our goal; I'm pleased with the direction we're headed. Our RIE team worked very hard to ensure the changes were in place and ready to go. Everyone's diligence has paid off by helping hundreds of Hoosier Homeowners save their homes."

WHAT OUR PARTNERS SAY...

"The RIE took a fresh look at the program with the freedom and support to improve it. The event-week at IHCDA allowed three partner agencies to voice ideas as to how to keep our side running smoothly. In the months since the changes, improvement is still remarkable. The HHF application process is smooth where it had been rocky for years, and the HHF staff have made new efforts to communicate with partners and to keep the process consistent and transparent...

I wish that some of the federal programs I work with would take this approach and allow their people to cut wasted time and energy by focusing this way...

So glad I got to be a part of it with you!"

ALLISON REYNOLDS
AFFORDABLE HOUSING CORP

Appendix C (Continued)

LEAN RESULTS

CONTINUOUS IMPROVEMENT

RAPID IMPROVEMENT EVENTS (RIE)

DMS | Data Management System

✓ Reduced rework by 4000 hours (62%)
✓ Delivered $133,000 in annualized savings

THE RIE REVEALED SOME WORK INCONSISTENCIES AND HOW TO REALIGN RESOURCES TO MAKE BETTER USE OF WHAT WE HAVE. WITH THE FACTS COLLECTED WE WERE ABLE TO STREAMLINE DATA ENTRY AND REALLOCATE ASSOCIATES TO BETTER ACCESS THEIR SKILLS AND KNOW-HOW WHERE NEEDED.

SAMANTHA, GRETCHEN, SHANNON AND GREG PLAN NEW DATA GLOSSARY

Employee Insights

SAMANTHA HIGDON | DIRECTOR OF OPERATIONS

"In both RIEs in which I've participated, there are two things that really stand out for me. First, the increased understanding of the entire process -- both current and future states -- that all participants gain. Second is the synergy among staff who view themselves as either "program" or "back office." So often we hear about disconnects there. Yet during the RIEs, great things were accomplished because everyone set aside silo mentalities and focused on improving the program / process."

WHAT OUR TEAM SAYS...

"The DMS Rapid Improvement Event was helpful because it was great to map out the entire process of how different departments all touch DMS in different ways and how interconnected it was. It helped show where some unnecessary work was being done and where we needed to focus our efforts...

I liked how the RIE event was handled. It allowed the group to have a focused effort to work on how to improve DMS and better align data entry."

ADAM LAWSON
FINANCIAL OPERATIONS
MANAGER

Appendix C (Continued)

LEAN RESULTS

CONTINUOUS IMPROVEMENT

RAPID IMPROVEMENT EVENTS (RIE)

IDA | Individual Development Account

- ✓ Delivered $165,000 in annual savings
- ✓ Reduced IHCDA's claim review by 10 days (72%)
- ✓ Shortened application approval-to-claim payment 25 days

WE FOCUSED ON WAYS TO SPEED UP THE IDA PROCESS FROM PARTICIPANT APPLICATION TO DISBURSEMENT OF FUNDS WITH A SPECIAL EMPHASIS ON IHCDA PROCESSES. OUR WORK SERVED TO INCREASE PARTNER CONFIDENCE IN PARTICIPATING WITH THE IDA PROGRAM AND TAPPING INTO IHCDAONLINE.

GREG RELAYS AN ADDITIONAL WASTE ELIMINATION OPPORTUNITY

Employee Insights

GREG STOCKING | COMMUNITY PROGRAMS ANALYST

"The success of the Individual Development Account program's Rapid Improvement Event goes beyond the tangible benefits of waste reduction and process improvement. By involving some of our sub-grantees in the decision-making process, we have built stronger relationships with our partners and empowered them to take greater ownership in the future of the program."

WHAT OUR PARTNERS SAY...

"In addition to addressing specific objectives, the RIE helped dissimilar IDA programs come together, identify best practices and information-sharing opportunities, and strengthen the whole program. The RIE process itself is one that we can take back to our own organizations to evaluate and improve our operations...

I felt like we all contributed, we all learned. And, by having the different functions (IT, operations, finance, agencies, etc.) at the table, we took everything into account in developing the best solutions."

CARLA JAMES
JOHN H. BONER
COMMUNITY CENTER

Appendix D

Daily Huddles

Weekly Improvement Meetings

Change Events

Kaizen Action Sheets