# **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.

<u>Instructions:</u> 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 <u>mcunningham@ncsha.org</u> or 202-624-5424.

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

<b>Entry Na</b>	ame:
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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		Operations
	Rehabilitation		Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
	Housing for Persons with		No
Multifamily Management	Special Needs		140



National Council of State Housing Agencies 2015 Annual Awards for Program Excellence Category: Management Innovation - Technology

ONLINE APPLICATION SERVICE AND INTAKE SYSTEM (OASIS): Centralizing the Application Intake and Review Process

> Submitted by Louisiana Housing Corporation

#### Advancing the Strategic Objective

In 2012, the Louisiana Housing Corporation (LHC) was formed to advance the state's housing mission by consolidating its disparate housing programs. This consolidation is facilitating a more strategic approach to the provision of affordable housing and assistance in Louisiana. After three years in the vast desert of transition and organization, accompanied by requests from our stakeholders to utilize technology and streamline and improve processes - the Online Application Service and Intake System (OASIS) has emerged.

Prior to developing the OASIS, there was no consistency in the applications that the Corporation used for funding initiatives. The applications varied widely depending on the program or the funding source and presented applicants and staff with several difficulties.

- *<u>Format</u>*: The applications may have been presented as Word documents, Excel workbooks, or fillable PDF forms and they required heavy paper processing.
- <u>Accessibility</u>: On the LHC website, the various applications were often difficult to locate, leaving the public to search through site pages, follow multiple links, or contact a staff member for assistance.
- *Error Prone:* The old versions of applications did not contain effective safeguards to prevent erroneous data entry.
- *Inconsistent:* There was no consistent convention for collecting, naming, and storing supporting documents.
- <u>Inefficient</u>: Attempts to receive application submissions and supporting documentation via email were challenging due to limitations on file sizes and available bandwidth. A successful submission often required hand delivery of hard copy documents. Tracking the progress of the submittal, review, and approval process was challenging and time-consuming.

OASIS was developed in response to the myriad of challenges with existing applications. Our stakeholders and staff were frustrated by a process saddled by issues. Due to the development and implementation of OASIS, LHC has answered the call to improve our technology and as a result we are realizing additional operational and reporting efficiencies, as well as improved customer service.

OASIS advances LHC's strategic objective of creating a more transparent, technologically advanced, engaged and informed statewide Housing Corporation with a firm commitment to become more relevant to citizens and leaders across Louisiana.

#### Innovative

Many state agencies have electronic application processes, but the innovation of OASIS gives LHC the platform to have one central location for all stakeholders to apply for funds or assistance through the Corporation. Staff can customize an application within OASIS by identifying the fields, constraints, and required supporting documents associated with the program for which they are soliciting applications. The system currently has over 900 fields and multiple data entry tables that can be utilized to create an application unique to the program requirements, with the capabilities of adding new fields as needed. OASIS utilizes pre-defined control tables and lookup tables to populate fields and validate data. The

tables and validation points are established when the application is created. Once LHC creates the application, an application deadline can be set and the application is made available to the public. Data entered within OASIS feeds subsequent sections of the application, reducing duplicative or potential conflicting data entry. OASIS provides complex calculations based on the data entry, including the creation of a ProForma and Basis Calculations. The data entered into the application feeds into the Underwriting and Scoring modules of OASIS to increase the efficiency of these functions during LHC's review process. Additionally, any supporting documentation that is relevant to the application section is attached within that section, improving the effectiveness of the application review process.

Because OASIS can be easily customized to create and solicit applications for multiple program types, the application creation, submission, and review processes have become more streamlined and consistent across the Corporation.

#### Replicable and Effective Use of Resources

OASIS was developed by a team comprised of staff, consultants, and software vendors. The complete development cycle from the initial planning meetings to the first live application was 15 months. OASIS is a secure html website that is accessible from the Corporation's website. OASIS is utilized by the public to complete an application, attach required supporting documents, and submit the application to LHC over the internet. Once submitted, LHC utilizes OASIS to assign staff and vendors to complete specific portions of the application to review - which increases accountability during the review process. Upon the completion of the application reviews, qualified applications are scored and ranked within OASIS. When final approval is received, the application data is seamlessly imported from OASIS into LHC's system of record to begin the post-application management of the project.

OASIS provides LHC workflow capabilities to process the applications through the various review/approval stages and allows users access to application sections based on their user role. It allows the assignment of multiple users to an application so that the application can be reviewed simultaneously, resulting in improved timeliness of the reviews. There are also quality control checks built into the system.

#### Responds to a Management Challenge or Opportunity

In 2012, LHC's developer community formally requested that the Corporation "utilize computer information technology to improve efficiency [by] improving the electronic application process for tax credits and other funding." We are proud to say that we heard them and responded with the launch of OASIS in March 2015. The response to the system from the development community has been overwhelmingly favorable and our customer service has improved exponentially as a result.

#### Achieves Measurable Improvements

In the difficulties that were outlined in the opening paragraph, it is important to note the improvements:

- *<u>Format</u>*: OASIS has removed the need for multiple application formats. OASIS allows the application to be printed or saved at the discretion of the applicant. The data collected by LHC is digital and more easily accessible for review and analysis.
- Accessibility: OASIS is now located on the LHC website and can be found easily in two mouse clicks.
- *Error Prone:* OASIS contains validation points whereby the data entered in the application is checked and alerts the applicant if data that is entered does not meet requirements. Rent limits are automatically populated based on the project's demographics. Alerts will show across the top of the screen when rent limits exceed allowable amounts or developer fees are too high. The applicant must address any alerts prior to submitting the application
- *Inconsistent:* The documents are saved using defined naming conventions making it easier to navigate the attachments during application review process.
- <u>Inefficient</u>: As the data is entered in the application, the system identifies any required supporting documentation. The documentation can be uploaded directly from the application screen or from the attachment tab of the application. The applicant must complete all required fields and attach all required documentation before OASIS will allow the application to be submitted to LHC. Upon successfully submitting the application, the applicant is sent an automated email.

#### **Provides Benefits that Outweigh Costs**

The development of OASIS was a major technology initiative for the Corporation. The collaborative efforts between staff and vendors along with input from end-users, has produced a system that is robust, efficient, streamlined and flexible. As with any capital initiative, the return on the initial investment will be realized over a period of time.

With the immediate implementation, the Corporation saw an increase in staff productivity, a reduction in human errors created by data entry, an improvement in data standards, improved reporting capabilities, improved user confidence, reduced submission errors, more efficient review processes and increased transparency.



# Online Application Service and Intake System "OASIS"

Visual Aid











The Online Application Service and Intake System Home Page is accessible from LHC's website. Here, Users can register to begin an application, sign into to complete existing application, or log in to complete their assigned review responsibilities.



## Welcome to the Louisiana Housing Corporation's Online Application System!

This online application allows developers, municipalities, nonprofit groups and others who wish to help create single family and multi-family housing to apply for LHC programs. This online application is not for individuals applying for homeownership, rental or weatherization programs. Individuals who need assistance should call 225.763.8700. If you have questions about this application, please contact <a href="https://www.link.com">https://www.link.com</a>. For more information on the Corporation, visit its Website at <a href="https://www.link.com">https://www.link.com</a>. For more information on the Corporation, visit its Website at <a href="https://www.link.com">https://www.link.com</a>. For more information on the Corporation, visit its Website at <a href="https://www.link.com">https://www.link.com</a>.

#### The Mission of the Louisiana Housing Corporation

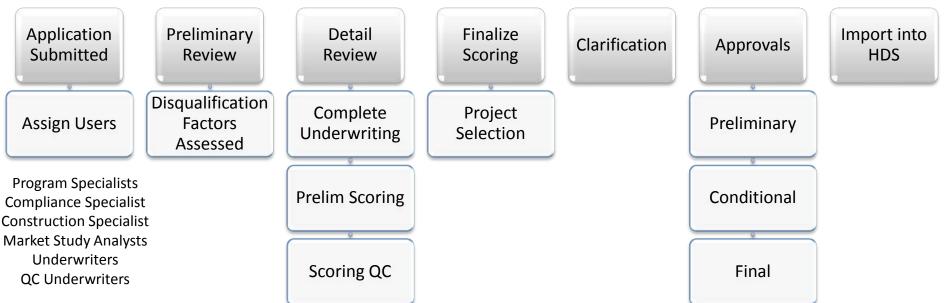
The Mission of the Louisiana Housing Corporation is to ensure that every Louisiana resident is granted an opportunity to obtain safe, affordable, energy efficient housing. Each day this ongoing challenge is met by a dedicated staff of professionals who allocate federal and state funds to help low-to-moderate income citizens make their housing dreams a reality.



## Application Input Stage: Taxpayer



# LHC Review and Approval



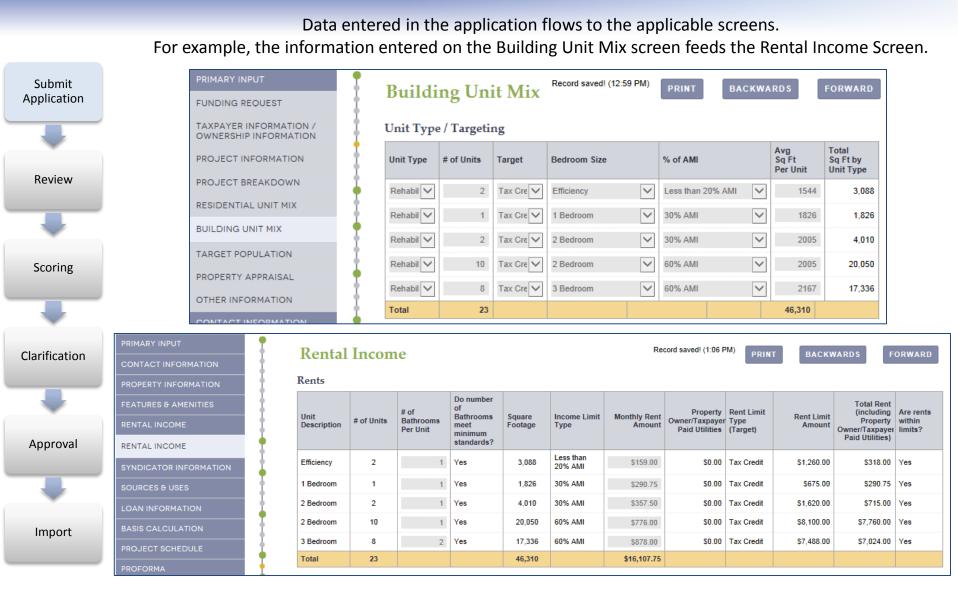
Users can access all of their assigned applications from the Dashboard, which appears upon logging into OASIS. During the Review process, projects that require an action to be completed will show in the User's *Assigned To Me* table.

LOUISIANA HOUSING CORPORATION				Hello PrimaryProg	gramSpecialist   Logout
MY LHC	Project List CREATE NEW APPLICATION	I CLEAR SEARCH			
	SEARCH FILTERS	Project ID			
	Project Name	Project ID	Funding Type(s)	Stage	Submitted Date
	Nouveau Apartments	78	LIHTC - 4% , LIHTC - 9%	Detail Review	4/15/2015 11:54:29 AM
	Lagniappe Estates	5	LIHTC - 4%	Detail Review	5/8/2015 11:43:04 AM
	Vista Clear Apartments	3	LIHTC - 9%	Finalize Scoring	5/6/2015 11:22:54 AM
	Premier Place	1	LIHTC - 9%	Preliminary Review	5/8/2015 11:43:04 AM
	Not Currently Assigned	to Me			
	Project Name	Project ID	Funding Type(s)	Stage	Submitted Date
	Premier Estates	35	LIHTC - 4% , LIHTC - 9%	Project Selection	4/15/2015 11:54:29 AM
-	Pointe Villas	30	LIHTC - 9%	Application Not Submitted	4/20/2015 10:45:47 AM

**OASIS** Menu

	Users can navigate thro	ough the Applicatio	on Sections using the n	nenu on the	left hand side o	f the screen.
Submit Application	LOUISIANA HOUSING CORPORATION			F	Iello PrimaryProgramSpe	cialist   Logout
Review	PRIMARY INPUT CONTACT INFORMATION	Taxpayer Name Project Name	Premier Development LLC Premier Place	Project Stage Countdown To D∈ 9	Preliminary F	
Scoring	PROPERTY INFORMATION FEATURES & AMENITIES RENTAL INCOME	Funding Request Type	LIHTC - 9%	N	linutes 34 Seconds s	
	SYNDICATOR INFORMATION SOURCES & USES	Funding Request			PRINT	FORWARD
Clarification	BASIS CALCULATION PROJECT SCHEDULE	LIHTC - 9% TCAP				\$588,000.00
Approval	PROFORMA EXPERIENCE/PAST PERFORMANCE FEASIBIITY/VIABILITY ATTACHMENTS	Pool Selection / Project Type I acknowledge the completeness and	General Fund			<ul><li>✓</li></ul>
+	IDENTITIES OF INTEREST/ CERTIFICATIONS / FEES SELECTION CRITERIA	accuracy of the above data				
Import	SUBMISSION					

# **OASIS** Data Entry is Linked Screen-to-Screen



Submit Application	During the Application Input stage, the Applicant will receive alerts if the data entered does not meet the constraints set by LHC.	
	Construction Contingency	
	Construction Contingency	
Review	- CONSTRUCTION HARD COST CONTINGENCY CANNOT BE GREATER THAN 10% OF THE TOTAL BUILDING - NEW CONSTRUCTION COSTS OR TOTAL BUILDING - REHABILITATION CONSTRUCTION COSTS.	
	Construction Hard Cost Contingency \$100,000.00	
-	I acknowledge the completeness and accuracy of the above data	
Scoring		
	Developers Fees \$200,083.0	3
	- INELIGIBLE AS SUBMITTED.	_
Clarification	Consulting Fee \$32,243.	
clarmeation	Developer Fee \$167,840.	00
	Attachments	
	Development Services Agreement + DELETE PremierPla DevelopmentAgreement	
Approval	I soknowledge the completeness and accuracy of the above data	✓
-	Rental Income	
Import		
	NUMBER OF BATHROOMS DO NOT MEET MINIMUM REQUIREMENTS, WAIVER IS REQUIRED.	

Submit Application The Rents table, shown below, illustrates the use of a Rent Limit Lookup that is based on the property locations and AMI. The Lookup Table populates the Rent Limit Amount column and is used to determine if the rents entered by the applicant meet the requirements. Review Rents Do number of # of Scoring Unit Bathrooms Square # of Units Bathrooms Description Footage meet Per Unit minimum standards? 2 Efficiency Yes 3.088 1 Bedroom 1 Yes 1,826 1 Clarification 2 Yes 4.010 2 Bedroom 1 2 Bedroom 10 Yes 20,050 1 3 Bedroom 8 2 Yes 17,336 Total 23 46,310 Approval Import

OASIS utilizes Lookup Tables to populate data and validate the data entry.

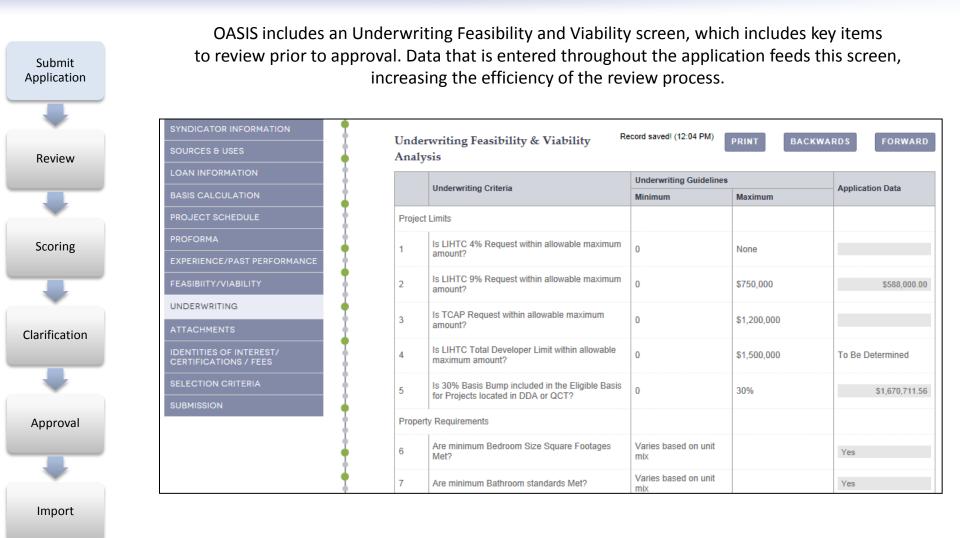
Total Rent (including Property Rent Limit Are rents Income Limit Monthly Rent Rent Limit Owner/Taxpayer Type Property Rent Cushion within Туре Amount Amount Paid Utilities (Target) Owner/Taxpaver limits? Paid Utilities) Less than \$159.00 \$0.00 Tax Credit \$1.260.00 \$318.00 \$1,260.00 Yes 20% AMI 30% AMI Tax Credit \$675.00 \$290.75 \$290.75 \$0.00 \$675.00 Yes 30% AMI \$357.50 Tax Credit \$1.620.00 \$715.00 \$0.00 \$1,620.00 Yes 60% AMI Tax Credit \$8,100.00 \$7,760.00 \$776.00 \$0.00 \$8,100.00 Yes 60% AMI \$878.00 \$0.00 Tax Credit \$7,488.00 \$7,024.00 \$7,488.00 Yes \$16,107.75

# **OASIS** Supporting Documents

	Based on the data entry, OASIS identif	ies required documen	ts that must b	e submitted.		
Submit Application	The Applicant uploads these documents into OASIS and they are named according to the OASIS naming conventions.					
Review	All supporting documents are viewable from ea All required documents must be uplo					
-	Attachments	SYNDICATOR INFORMATION	Attachments			
Scoring	Capital Needs Assessment +	LOAN INFORMATION	Project Breakdown			
+	Preliminary Construction Drawings +	PROJECT SCHEDULE PROFORMA EXPERIENCE/PAST	Capital Needs Assessment Audited Financials of Project Sales Price with Related Persons in	PremierPla CapitalNeedsAssessment PremierPla AuditedFinancialsOfProject PremierPla SalesPrice		
Clarification		PERFORMANCE FEASIBIITY/VIABILITY	Seller and Purchaser Ten Year Title History	PremierPla TenYearTitleHistory		
+	Attachments Capitalitiets A Preferency Con Bower,	ATTACHMENTS	Local Jurisdiction Vacancy Letter Environmental	PremierPla LocalJurisdictionVacancyLetter PremierPla EnvironmentalRestrictionsChecklist		
Approval	UPLSAB CARCU	SUBMISSION	Restrictions Checklist Evidence Project Based Section 8 or Federally Funded Rental Subsidy	PremierPla EvidenceProjectBasedSection8		
+	Capital Needs Assessment		Residential Unit Mix Green Buildings Certification	PremierPla GreenBuildingsCertification		
Import		Ī				

	OASIS automatically score	es the applicat	ion based on t	he data entere	ed.
Submit pplication	Taxpayers are also allowed self-score their	application or	n this screen d	uring the Appl	ication Input
+	Selection Criteria		Record saved! (12:58 PM)	PRINT	FORWARD
Davian		Possible Points	Application Data	Prelim, Unverified Score	Taxpayer Selection
Review	I. TARGETED PROJECT TYPE (Select all that apply. See note for restrictions)	0			
	A. Deconcentration Projects (maximum of 22 points)				
-	(i) Project Diversity - Percentage of Low Income Units in Project does not exceed:				
Scoring	(a) 60% of the Total Project Units	4			
	(b) 50% of the Total Project Units	8	100.00%	0	
•	(c) 40% of the Total Project Units	10			
arification	(ii)Geographic Diversity: Project is located in census tract in which the median inco	me of the census tract excee	eds:		
	(a) 120% of the area median income for the Parish	10	111%		
•	(b) 150% of the area median income for the Parish	12	111%	0	
		······································	· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·	
Approval	B. Redevelopment Project (Maximum 6 points allowed) (?	6	Yes	6	6
-	C. High Vacancy Projects (Maximum 6 points allowed)				
Import	(i) Minimum of 25% but less than 50%	2			
Import	(ii) Minimum of 51% but less than 75%	4	75% or above	6	6
	(iii) 75% or above	6			

# **OASIS** Underwriting Feasibility & Viability

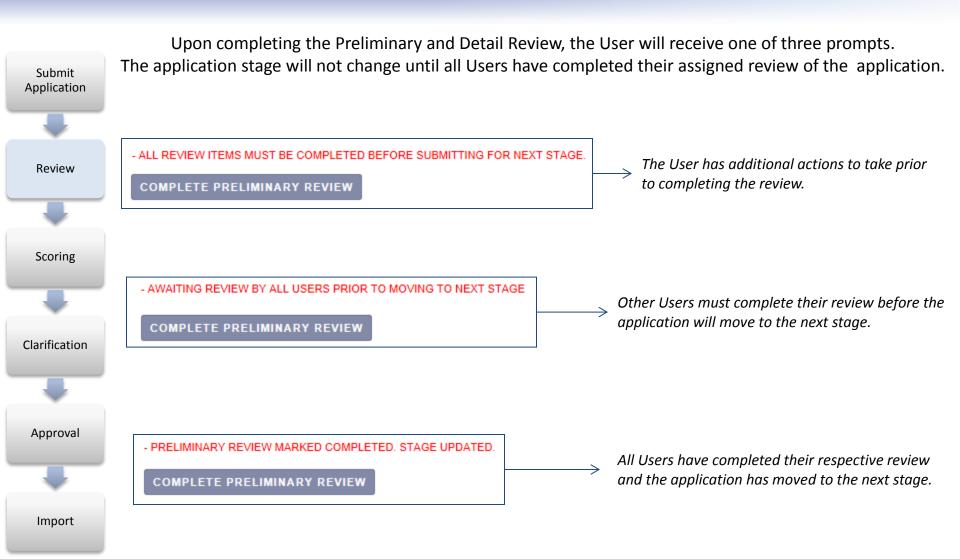


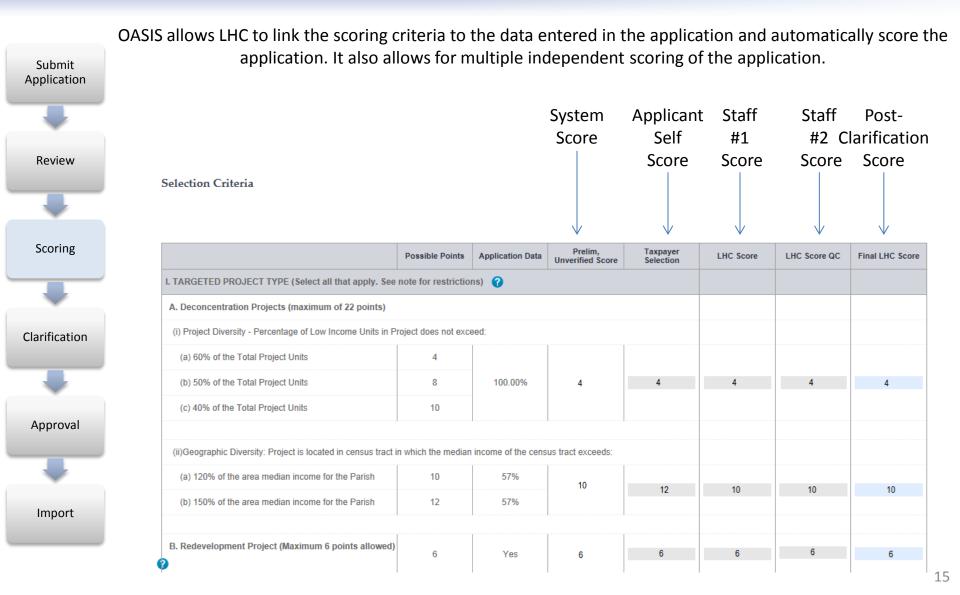
# **OASIS** Review Assignments and Notifications

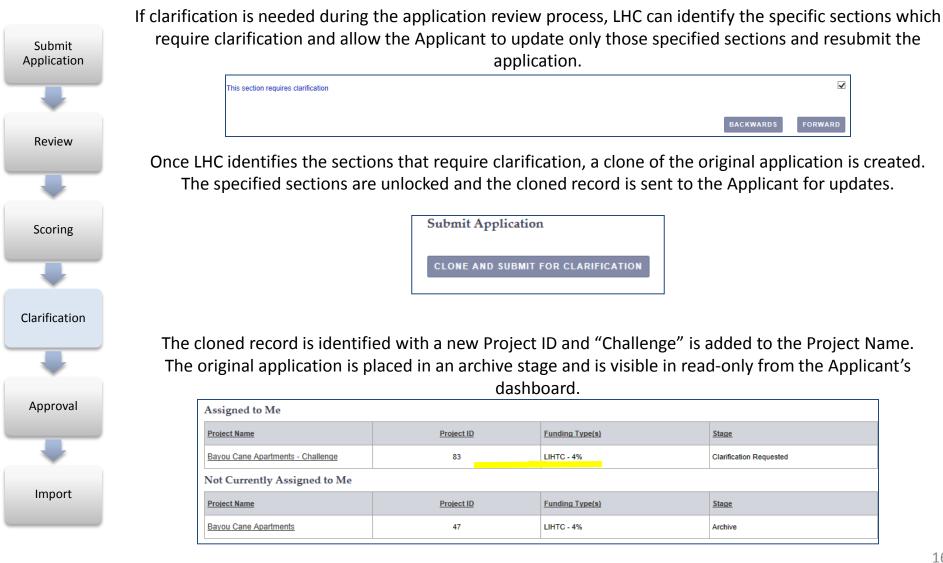
Submit Application	assign staff to There are mult responsible for comp	e submitted, Supervisors must review the application. iple User Roles that are pleting specific review actions the application.	OASIS sends automated emails to notify the Users of their assignments. Emails are sent any time that an application requires the User to complete an action.
Review	Project Assignments         save       assignments completed       bac	K TO MY LHC	To: John Doe Subject: Application Assigned
Scoring	Taxpayer Name: Premier Properties LLC Project Name: Premier Place		<ul> <li>You've been assigned an application for Preliminary Review as Primary Program Specialist.</li> <li>Doe, John</li> <li>Premier Place</li> <li>LIHTC - 9%</li> </ul>
	Role	Assignment	
	Program Supervisor		
	Compliance Specialist		
Clarification	Construction Specialist		
	Primary Program Specialist		
	Secondary Program Specialist		
	Underwriter	$\checkmark$	
Approval	QC Underwriter		
	Market Study Analyst		
	Asset Management Supervisor		
Import	L		

	-	st review their applicable section of the application and notate their results in n. The application will not move forward in the review process until all Users
Submit Application	the review section	have completed their required actions.
-	Preliminary Review	
Review	Primary Program Sp	ecialist
	Review Results	Review Pass
-	Review Date	
Scoring	Notes	~
-		$\sim$
Clarification	Documentation	•
-		
Approval		

Import







**OASIS** Data Import

Submit Application	They system is setup for three layers of approval: Preliminary, Conditional, and Final. Once the application is in a "Final Approval" stage, the application data is imported into LHC's system of record, HDS.	
-		
Review	HDS Property Number	
-		$\bigcirc$
Scoring	HDS Process Type	
+	HDS Project Number	$\bigcirc$
Clarification		$\hat{\mathbf{C}}$
-		
Approval		
-		
Import		