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

Payment:
My HFA is mailing a check to NCSHA.

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

The Multifamily Remodel is the transformation of the Multifamily Division through process improvement with supporting technology to further the Multifamily Vision and Agency Mission with a focus on current, clear, and collaborative results.

This multi-year project started in 2014 and is an umbrella project that has more than 30 sub-teams focused on different processes or programs, involving staff from all functional areas of the agency, including business, IT, Communications, Accounting, Legal, Policy and Research. Examples of sub-teams include:

- Business Development Customer Development
- Closing
- Underwriting to Closing
- Data Management - Quality Control
- Program Audit Readiness
- Asset Management Risk-Based Monitoring
- Business Development Product Development
- New Program/Product Implementation
- RFP/Application - RFP 2017 (supporting technology)
- Technical Assistance for Nonselect Applications
- RFP Application
- Mobile Worker tools
- Term Letter
- Stages and Phases (MF business flow)

Starting the Remodel as a division-wide approach can be likened to rolling a boulder up a hill. It took a lot of work to build momentum. A project team and a separate communications team were assembled to ensure that all staff really understood and valued this endeavor, while also believing that it would result in real and lasting changes at the Agency.

Before we could jump in to process improvement, we gathered leaders in the division and at the agency level to come to an agreement on the vision for the division, which is what drove the Remodel. We also branded the Remodel, using the words Current, Clear and Collaborative on everything we printed or shared, to remind our staff what we were really working toward. We also gathered feedback from staff on what Current, Clear and Collaborative would mean to them, and used their own words as a campaign to get our staff educated and excited about this project that would eventually touch all business areas in our Multifamily business line.

This initial campaign was a major focus of our work in the first year of the Remodel, because one of the greatest risks for failure was a lack of staff buy in. Staff needed to see themselves in this work. About a year into the work of the Remodel sub-teams, we started sharing success stories to share the work that was being implemented in the Division as a result of the work that had been done. Once we had a few success stories to share, the boulder started moving quicker, and momentum built. We weren't seeing as much skepticism or resistance anymore.

Innovative and Replicable Approach—a Well Defined Project Protocol
Remodel work is completed through nine protocol steps:
1. Explore – Form sub-teams
2. Initiate – Create a charter
3. Obtain leadership approval
4. Perform work – Improve or define process
5. Summarize/document results of work
6. Present to Agency Operations Committee to request a technology assessment
7. IT department conducts assessment to determine supporting technology needs and makes recommendation for short and long-term solutions to business needs
8. Implement process improvements and supporting technology
9. Continuous improvement – Monitor improvements

The sub-teams analyze their current state of business processes, identify pain points, and envision a future state. Once the teams complete their analysis, they are given a technology assessment for short and long-term solutions. Then each sub-team project goes into implementation involving process improvement and technology. This approach has helped the division document processes and creates a list to prioritize technology initiatives, while also focusing on how to better serve our customer for their entire relationship with us, from before they apply for funding all the way into asset management.

Measured Success
The success of the Remodel can be attributed to agency leadership putting resources to the effort as well as a dedicated project manager to oversee all sub team projects, keeping firm to the protocol that was developed with a cross-divisional core team, which was key to developing buy in for such a large scale process improvement effort.

So far, we have had six sub-teams complete the Remodel protocol and seven are in implementation phase. Our most visible project to come from the Remodel work is a new customer portal launched in April 2017 for multifamily developers to apply for funding in our annual RFP. In addition to the Portal, the annual RFP has seen major improvements that were implemented prior to the Portal launch. These improvements include:
- Release the selection criteria for tax credits and deferred funding 12 months in advance, for developers to adjust their development plans as necessary
- Reduce the RFP timeline by three weeks
- Reduced the amount of time for a development to move from selection to loan closing from 20-24 months to 12 months.
- Created standardized report language for consistency and easier readability
- Created deferred loan selection criteria that align with the Low Income Housing Tax Credit Program Qualified Allocation Plan
- Reduced the number of application hard copies from 3 to zero hard copies
- Streamlined the application and due diligence process

An intangible benefit we have seen as a success of the Remodel is perhaps one of the most fruitful—a strong and trusting partner relationship between our Multifamily business unit and our IT division. Because we have IT staff working on all Remodel work, staff have gotten to know each other, the IT staff better understands the business, and trust has been built as they achieve small wins. This growing partnership has allowed Remodel work to accelerate, because our cross-division teams are working better together than when we started.

Strategic Objective: Transform Entire Multifamily Division
All business/functional areas of the Multifamily Division are working on some kind of project in the Remodel, as pictured below, in various stages of the process. There are 63 people involved in the 36 teams.

ATTACHMENT A – MULTIFAMILY REMODEL VISION DOCUMENT
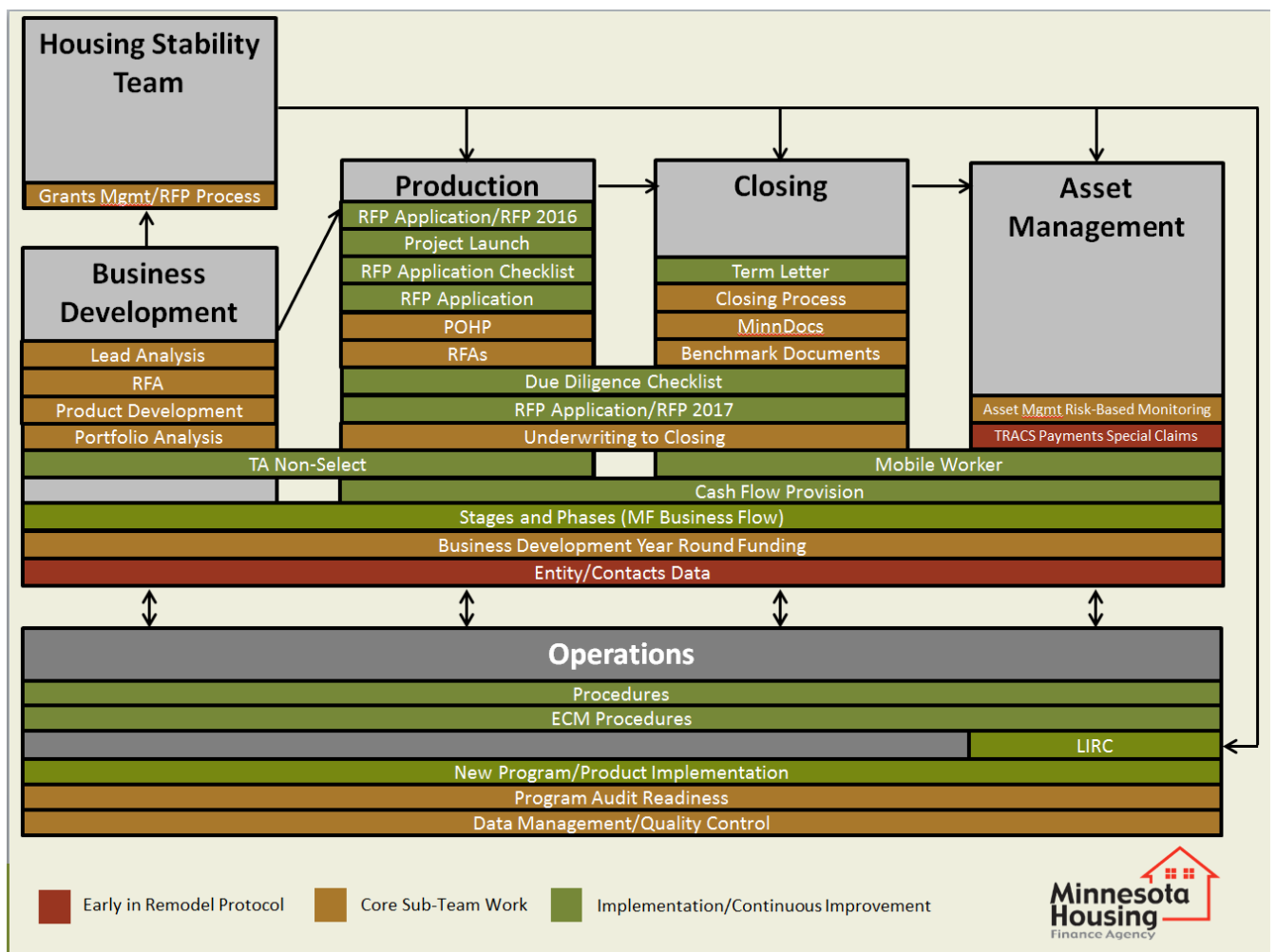
Multifamily Remodel
Current | Clear | Collaborative

Our Mission
Housing is the foundation for success, so we collaborate with individuals, communities and partners to create, preserve and finance affordable housing.

Multifamily Vision
Minnesota Housing is a leader in affordable rental housing in Minnesota.

1 **Work smarter** with current data, clear processes and a collaborative spirit

2 **Develop staff** to be the best in the housing finance business

3 **Collaborate** with customers and understand their needs

Principles directing Multifamily work:

- Proactively support customers in the development, maintenance and long-term sustainability of all publicly supported housing in Minnesota
- Serve a spectrum of households across the state
- Maximize the number and quality of units with public investment
- Be the leader in the affordable housing lending in Minnesota

4 Use the **best financing structures** and products for each project's long-term success

5 **Articulate the needs** of affordable housing and advocate for support, cooperation and resources