



**2013 Annual Awards Entry Form**  
(Complete one for each entry.)

Entry Name VHDA's Leadership Development Program

HFA Virginia Housing Development Authority

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Entry form with description, check(s), and visual aids (optional) must be received by NCSHA by **Monday, July 1, 2013.**

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

HFA Virginia Housing Development Authority

Entry Name VHDA's Leadership Development Program

Communications	Homeownership	Legislative Advocacy	Management Innovation
<input type="checkbox"/> Annual Report <input type="checkbox"/> Promotional Materials and Newsletters <input type="checkbox"/> Creative Media	<input type="checkbox"/> Empowering New Buyers <input type="checkbox"/> Home Improvement and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Federal Advocacy <input type="checkbox"/> State Advocacy	<input type="checkbox"/> Financial <input checked="" type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input type="checkbox"/> Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
<input type="checkbox"/> Multifamily Management <input type="checkbox"/> Preservation and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Combating Homelessness <input type="checkbox"/> Housing for Persons with Special Needs	<input type="checkbox"/> Special Achievement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

## Virginia Housing Development Authority VHDA's Leadership Development Program

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*"VHDA provides a golden opportunity that few other organizations offer – to help build many different skills useful not only in the workplace but in every situation encountered in life."*

*Melody Barackman, VHDA Controller*

### **Brief Description**

The Leadership Development Program provides an opportunity to develop professional knowledge, skills and abilities and networking within the Virginia Housing Development Authority. Participants must apply and be chosen through a competitive process. Selections are based upon the Executive Leadership Team's recommendations, performance criteria, associate level within the organization, and Organizational Development & Learning Division interviews. The program follows a nine month class term which ends in June with graduation. The participants work with the University of Virginia's Darden School of Business, Virginia Commonwealth University's Performance Management Group and the University of Richmond's MBA faculty.

### **Why/When It was Undertaken**

The Leadership Development Program was created to supplement VHDA's Succession Management Program. A large number of VHDA staff will be eligible for retirement in the next several years, and many of them are holding management or leadership positions. This particular program was created to develop our current staff and prepare them for future growth opportunities.

### **What it has accomplished**

This program has provided formal advancement development opportunities for selected participants. To date, 44 associates have successfully completed the program, and 13 have been promoted through competitive recruitment.

### **Why it is Meritorious and Meets NCSHA Award Judging Criteria**

#### Innovative

This innovative program is one of a kind in that it allows employees to apply for participation and creates excitement throughout the workforce. Rather than using 360 feedback or general goals and objectives to guide the program, there are specific prerequisites, classes, time commitments, and a curriculum that are followed. The program specifically targets authority needs, rather than enrolling associates in generic external training offerings. LDP is an opportunity for employees to take on their own career growth and allows VHDA to promote from within the authority.

#### Replicable

This program is replicable by any HFA with the resources to design a similar program, including a curriculum, overnight workshops, mentoring partnerships, volunteer service, self-development exercises and a group project. The curriculum is built on four key areas of work: Leadership, Management, Business Acumen and Technology. Topics include Myers-Briggs Type Indicator and personal assessments, key leadership skills,

## Virginia Housing Development Authority VHDA's Leadership Development Program

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negotiation skills, business ethics, emotional intelligence, generational differences, and creating effective presentations. A key component of the program builds knowledge of every division across VHDA, focusing on how each contributes to our business.

### Responds to a management challenge or opportunity

With more than half of VHDA associates aged 50 or older, a strong and well-managed focus on how to plan for the replacement of positions and long-term development of staff is paramount. The Leadership Development Program enables us to identify areas of concern, provide interventions and plan for smooth transitions of staff. Program development also provides an opportunity for understanding VHDA's bench strength for filling current and upcoming vacancies, as well as responding to fast changing industry needs.

### Achieves measurable improvements in agency operations

Measureable results include alignment with VHDA's culture, mission and vision while leading and managing change throughout the organization. The Leadership Development Program has increased our networking capabilities across departments and our ability to meet the rapidly changing organizational and industry needs that VHDA faces on a regular basis. Additionally, VHDA has promoted 13 VHDA associates that have participated in the program since its inception. All of these promotions occurred through the recruitment process.

### Provides benefits that outweigh costs

The benefits of this program outweigh the costs through the acquired knowledge the participants receive during training. It has allowed us to effectively manage our resources by creating a pool of qualified associates who can fill vacated positions due to retirement and general attrition. It also provides growth opportunities to a cross section of candidates throughout the organization. In addition, participants are more confident in communicating, brainstorming, resolving issues and negotiating with others in difficult situations.

### Demonstrates effective use of resources

The targeted audience exhibits the willingness to expand their knowledge, skills and abilities for the benefit of VHDA. These exempt-level employees demonstrate the principals of leadership and gain a better understanding of VHDA's business model and strategic plan as well as the housing industry environment. Their knowledge sharing and networking have resulted in greater collaboration in both day-to-day business and problem solving.

### Achieves strategic objectives

Completion of the Leadership Development Program better positions employees to achieve strategic objectives across each division within the authority. They utilize the LDP educational tools to brainstorm, make commitments and work through the planning, implementation and close out of large projects.

## Virginia Housing Development Authority VHDA's Leadership Development Program

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These results are supported by Standard & Poor's Rating Review (April 2013), which states: "In our opinion, VHDA has a strong, active management team that has repeatedly proven itself as proactive and successful in financing affordable housing for Virginia residents. The management team also has a strong and mutually beneficial working relationship with the state legislature."

The program will continue in the future with both the Executive Leadership Team's support as well as input from VHDA's Board of Commissioners. The Organizational Development & Learning Division, with the help of the Human Resources Team, will actively manage the program while making curriculum adjustments for the betterment of the participants and the Authority.

### **Conclusion**

In conclusion, the Leadership Development Program allows us to develop associates with diverse knowledge, skills and abilities to move into areas of work that best suit the Authority's needs while also meeting individual personal growth goals. The success of this management development program is supported by a recent S&P review, which found that a.) VHDA has a strong, active management team that has repeatedly proven itself as proactive and successful in financing affordable housing, and b.) VHDA ranked first among all state HFAs in net revenue and net assets.

Ongoing development opportunities prepare associates for future roles and allow VHDA to select from our existing workforce rather than increasing headcount to conduct efficient operations. Due to the overwhelming success of the Leadership Development Program, OD&L and HR staff, along with VHDA's Executive Director, are already preparing for our next endeavors. We are excited to announce the upcoming Emerging Leaders Program which will reach out to our non-managerial (exempt and non-exempt) staff, and an Executive Leadership Development Program for our Leadership Team.

**Attachments: Leadership Development Program Overview, LDP Participant Title Changes, and 2013 LDP Graduation Program.**



## *Overview*

### Focus

- Deliver a program that supports advanced development of exempt level staff to expand knowledge, skills and abilities for the benefit of VHDA.
- Create a pool of associates that have enhanced knowledge and skills in management, leadership, business acumen and technology (and personal effectiveness).
- Create an inclusive program that will potentially provide growth opportunities to a cross section of candidates throughout the organization.
- Prepare workforce for potential succession management needs of VHDA

### Course Overview

This program will provide formal advanced development opportunities for selected participants to build their knowledge, skills and abilities, resulting in a pool of potential candidates to potentially fill VHDA's succession management needs. The coursework has been linked to the knowledge expected of associates engaged in rapidly changing organizational and industry needs and expectations. Specifically, coursework will include:

- Principles of leadership
- VHDA Business Model & Strategic Plan
- Housing industry environment
- VHDA lines of business and support divisions
- Critical thinking, decision making, understanding risk and problem solving
- Technology

### At Course Completion

Upon completion of this course, students will have been exposed to information that should better position them to:

- Align with VHDA's culture, mission, vision, and strategic goals
- Articulate a broader vision of VHDA
- Lead and manage change at VHDA
- Collaborate with internal and external partners for success
- Excel in decision-making and execution at an advanced level
- Provide viable solutions for organizational and industry needs
- Effectively use data for improved decision making

## Prerequisites

To maximize the learning experience, students should have the following:

- Completed assigned pre-reading
- MBTI
- 360 Degree Assessment
- Pledge

## Course Materials

- All course materials are provided

## Hours

- The hours will vary by phase and will be provided to each student prior to program start.
- Estimated total classroom and community service time is in excess of 150 hours.



## *Class Outline*

### Phase 1 – Groundbreaking

#### *Opening & Kick-Off*

*2.0 hours*

- Welcome & Congratulations
- Reading the Blueprint
- Myers-Briggs & 360 Assessment
- Expectations

### Phase 2 – Building the Foundation

#### *Envision the Future Workshop*

*8.0 hours*

- Seeing the Big Picture
- VHDA Business Model
- Strategic Plan
- Housing Industry - Looking Forward
  - Regulation
  - Markets
  - Accessing Capital
  - Portfolio Management
  - Affordable Housing
  - NCSHA
  - State Housing Policy
- Business Partners & External Relationships
- Board of Commissioners

### Phase 3 – Putting Up the Exterior Walls

#### *Defining Leadership*

*16.0 hours*

- Myers-Briggs & 360 Assessment Results / Personal Blueprint
- Ten Principles of Leadership
- Change Management
- Group Dinner

### Phase 4 – Finishing the Interior Walls

#### *Knowledge and Networking*

*28.0 hours*

- Overview of Finance (2.0 hours)
- SF Homeownership Programs (Development) (2.0 hours )
  - Loan Programs
  - Homeownership Education / Grants
- MF Development Programs (Development) (2.0 hours)

- Low-Income Housing Tax Credit Program (Development) (2.0 hours)
- REACH (Development) (2.0 hours)
  - SPARC
  - Community Design
  - Mixed Use/Mixed Income
  - Advisory Groups
- Asset Management, Program Compliance & REOs (Development) (2.0 hours)
- SF Loan Servicing (Servicing & Compliance) (2.0 hours)
- MF Servicing (Servicing & Compliance) (2.0 hours)
- Housing Choice Voucher Program (Servicing & Compliance) (2.0 hours)
- Media Relations / Marketing (2.0 hours)
- Finance Operations (2.0 hours)
  - Accounting
  - Budget & Risk Management
  - Procurement
  - Facilities
- Information Technology Services (2.0 hours)
  - Network Operations
  - Business Systems
  - Systems Development
  - Support Services
- Legal / Audit (2.0 hours)
- HR & OD&L (2.0 hours)

## Phase 5 – Electricity & Plumbing

### *Leading for Success Workshops (Classroom Instruction)*

*48.0 hours*

- Negotiation Skills (8.0 hours)
- Business Ethics (8.0 hours)
- Managing Conflict Through a Collaborative Process (8.0 hours)
- The People Factor (16.0 hours)
  - Emotional Intelligence
  - Situational Leadership II
  - Generational Differences
  - VHDA Property Tour
- Creating More Effective Presentations (8.0 hours)

## Phase 6 – Building Energy Efficient Processes & Protecting Your Assets

### *Volunteer Service*

*8.0 hours +*

- Rebuilding Together Richmond Build Project

### *Group Project*

- NCSHA Award Submissions *12.0 hours +*



## Phase 7 – Interior Design & Landscaping

*Mentor/Mentee Relationships*

*20.0 hours*

*Developing Yourself (Self Taught)*

*12.0 hours +*

- Personal Blueprint
- Managing Time Effectively / Managing Chaos
- Using Technology Tools
- Planning & Organization
- Maintaining Work/Life Balance
- Wellness & Stress Management
- Speaking / Facilitation Skills

## Phase 8 – Setting the Capstone

*June Board of Commissioners Meeting*

*1.0 hour*

*Managers Forum*

*1.0 hour*

## Phase 9 – Accepting the Keys

*Graduation/Recognition Ceremony*

**LDP Participant Title Changes  
As of May 2013**

<b>Name</b>	<b>Graduating Class</b>	<b>Previous Title</b>	<b>Current Title</b>
JD Bondurant	2012	Research Analyst	Strategic Planner
Paul Brennan	2012	Deputy General Counsel	General Counsel
Tarik Claiborne	2012	Compliance Team Leader	Tidewater Regional Portfolio Manager
George Comstock	2012	Financial Reporting Manager	Organizational Performance Reporting and Risk Analyst
Mike Hawkins	2012	Director of Community Housing	Managing Director of Community Outreach
David Henderson	2012	Investor Reporting Manager	Financial Systems & Reporting Manager
Pam Holmes	2012	Customer Service/Escrow Administration Manager	Director of Single Family Servicing
Toni Ostrowski	2012	Senior Community Housing Officer	Assistant Director, Homeownership & Lending Programs
Neal Rogers	2012	Manager of Asset Management	Director of Compliance & Asset Management
Dale Wittie	2012	Senior Tax Allocation Officer	Director of Rental Housing
Joy Bolling	2013	Compliance Manager	Central Virginia Regional Portfolio Manager
Pat Carey	2013	Director of Finance	Managing Director of Finance
Jeremy Kahl	2013	Asset Manager	Northern Virginia Regional Portfolio Manager

**Stats**

<b>Graduating Class</b>	<b>Number of Participants</b>	<b>Number of Title Changes</b>	<b>Other Notes</b>
2012	21	10	One left organization to pursue other opportunities
2013	23	3	One left organization for opportunity with for-profit business partner



Leadership Development Program

Graduation Ceremony

June 5, 2013

June 2013

It gives me great pleasure to congratulate VHDA University's 2013 Class of Leadership Development Program (LDP) graduates. The VHDA Board of Commissioners and the Leadership Team appreciate your time and dedication. I hope you have found this program, which embodies the principles of leadership and focuses on topics that are important to VHDA's current and future success, most valuable.

Whether you have worked at the Authority for a year or more than twenty years, I sincerely appreciate your commitment to learning and growing as an individual, as well as building stronger relationships with your LDP classmates. I encourage you to continue to seek out those opportunities and in turn mentor others that work with you at VHDA.

Hats off to the LDP Class of 2013!

Susan F. Dewey  
Executive Director

## Graduation Program

Processional.....	Pomp & Circumstance
Welcome & Congratulations.....	Susan Dewey
Video Presentation.....	Featuring Class of 2013
Presentation of Certificates.....	Tammy Neale Susan Dewey
Final Presentation of Class of 2013.....	Susan Dewey
Closing Remarks.....	Tammy Neale

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## Leadership Development Program

Providing associates the leadership, management, business acumen  
and technology skills required to meet rapidly changing  
organizational and industry needs and expectations.

## **Llewellyn C. Anderson, Director of Executive Services**

Executive Division



Llew, a graduate of Longwood University, started work at VHDA in 1983 in Internal Audit. She then moved to positions in Housing Management and Homeownership Servicing before reporting to the Managing Director of Development. In 2012, Llew took on the role of Director of Executive Services reporting to our Executive Director. Outside of work, Llew enjoys the out-of-doors and watching sports.

Llew's best learning from participation in the Leadership Program is that individuals identified with an "I" in the Myers-Briggs model are the most competitive. She has also learned how talented, creative and dedicated associates are at VHDA.

## **Edward Bennett Atwill, Senior Development Officer**

Rental Housing Division



Bennett began work at VHDA in 1993 as a Market Analyst, moved to Development Officer in 1999, and was promoted to Senior Development Office in 2004. Prior to joining VHDA he served as a Commercial Real Estate Officer with Dominion Bank and a Real Estate Analyst for United Dominion Realty Trust. Bennett holds a BA in English from Hampden-Sydney College and earned his MBA from the University of Richmond. He and his wife Ann have two sons.

Bennett's greatest aha moment as a member of the Leadership Development Program is that leadership is learned and you have to work at it.

**Melody Barackman, Controller**  
Finance Division

Melody joined VHDA in June 2006 following a 27 year career in the private sector. The first seven years were spent developing skills as a CPA in public accounting with what is now the Big 4 Accounting Firms. The next 20 years involved a transition from public to private sector accounting, first by working in and later establishing a new internal audit function in retail and real estate industries, and later by gravitating to Controllershship positions. Melody's first foray into the public sector has been with VHDA, which has added new dimensions to her previous repertoire of skill sets. This has allowed her the opportunity to better understand and participate in public sector concerns.

Melody's participation in the Leadership Development Program has helped her better understand the mission of VHDA and how each section plays a part and connects to other areas of the organization.



**Joyalin H. M. Bolling, Central Virginia Regional Portfolio Manager**  
Rental Housing Division

Joy began her career at VHDA in 1987 as a Housing Management Specialist which later evolved into a Program Compliance Officer. She was responsible for monitoring compliance for Multifamily housing programs and interpreting regulations imposed by VHDA, HUD, IRS (including Section 42) and DHCD. Since that time, Joy became a Compliance Team Leader and is now the Regional Portfolio Manager for the Central Virginia Team. She holds the tax credit compliance certifications, HCCP and TaCCS. Joy continues to contribute to VHDA's mission in providing an ongoing inventory of quality, affordable and safe housing that supports strong, viable communities. Joy's favorite quote is "Service is the rent we pay for being. It is the very purpose of life, and not something you do in your spare time."

Joy's best aha moment in the Leadership Development Program was gaining an understanding of her own self-awareness during the Emotional Intelligence Workshop.



## Fred W. Bryant, Deputy General Counsel

Legal Division



Fred earned his BA in Economics from Hampden-Sydney College in 1987, and a Juris Doctor, *cum laude*, from the University of Richmond in 1990. He then served Judicial Clerkships with The Honorable Marvin F. Cole of the Virginia Court of Appeals and the Honorable Glen M. Williams, US District Court for the Western District of Virginia. Fred has been with VHDA for twenty years in the Legal Division.

Fred's best aha moment in the Leadership Development Program was the generational differences presentation, hearing about the mindset of millennials. He believes this will help him work better with this generation in the future.

## Patrick J. Carey, Managing Director of Finance

Finance Division



Pat joined the Finance staff of VHDA in 1987, serving various capacities over the years, and is currently the Managing Director of Finance. His principal responsibilities include capital acquisition, asset and liability management, and programmatic design and risk management. Pat is a graduate of the University of Richmond and has received a Master of Business Administration from Virginia Commonwealth University.

Pat's best learning moment in the Leadership Development Program curriculum was the segment about the values, habits and tendencies of the various generations. Knowing this information will allow him to be a more effective communicator and manager across the various age groups at VHDA.



**Eric Alan Carter, Assistant Director, Single Family Default**  
Homeownership Division

Eric is a twenty-six year mortgage professional, having worked with commercial and residential real estate in construction and permanent lending. His work has had a strong emphasis in all aspects of loan servicing. Eric joined VHDA in 2012 in our then Servicing & Compliance Division.

Eric's best learning moments in the Leadership Development Program included learning the ability to slow down and speak more clearly, as well as focusing on his personal management style.



**Chris Cavanaugh, HR Generalist**  
Human Resources Division

Chris joined VHDA in 1985 in Single Family Originations, and then moved to positions in Special Programs and Underwriting. She joined the Human Resources Division in 1999 as a HR Generalist. Chris holds a bachelor's degree in Human Resources from the University of Richmond.

While Chris has many aha moments from the Leadership Development Program, some of her best learnings have been from her mentor. She has also appreciated the support of her colleagues in HR throughout the program.



## Scott N. Charnock, Senior Development Officer

Rental Housing Division



Scott joined VHDA in 1999 as a Development Officer, and was later promoted to the position of Senior Development Officer. He has worked in commercial and multi-family real estate financing for over thirty years within the banking and insurance sectors. Scott holds a BA from Methodist University.

Scott's favorite learnings in the Leadership Development Program were during our generational differences workshop.

## Yvonne Farmer, Senior Marketing Specialist

Community Outreach Division



Yvonne is VHDA's Senior Marketing Specialist with responsibility for spearheading the collaborative development of marketing strategies with internal clients and external stakeholders. Prior to joining VHDA, Yvonne held several management positions in marketing and in the nuclear business unit at Dominion Resources. Yvonne holds a BA with an emphasis in marketing, graduated *magna cum laude*, from Mary Baldwin College and a Master of Business Administration degree from Averett University.

Yvonne's best learning in the Leadership Development Program was the importance of recognizing generational differences.

## **Sheila Gleason, Support Services Officer**

Information Technology Services Division

Sheila joined VHDA six years ago as a Support Services Officer, originally in the Finance & Administration Division and now in our Information Technology Services Division. She holds an Associate's degree in Business Administration and a Masters Certificate in Project Management. She worked at Capitol One for nine years and Jones Lange LaSalle for two years before joining VHDA.

Sheila's aha moment through the Leadership Development Program has been realizing the complexity of the various departments and services of VHDA, and how all of the pieces fit together. She is already using some of the techniques from the Managing Conflict and the Emotional Intelligence classes.



## **Pat Hancock, Quality Review Supervisor**

Homeownership Division

Pat has worked in the mortgage industry for over twenty years, and joined VHDA in 2006 as a closer in the Direct Originations Department. She was named Quality Review Supervisor in 2009 and is responsible for purchasing and reviewing single family loans from lending partners. Pat enjoys being a part of VHDA's mission to provide affordable housing to Virginia's citizens. She and her husband have two grown daughters and a 19 month old granddaughter, Emma Kate.

One of Pat's best learnings from the Leadership Development Program was insight on leadership and what it means to be a leader.



## **Monica L. Jefferson, Community Housing Officer**

Community Outreach Division



Monica L. Jefferson is a Community Housing Officer with the REACH Team. She has over 24 years of experience in the mortgage banking and financial services industry. In her current role at VHDA, she implements housing initiatives for minority communities and facilitates training and capacity building resources for VHDA's partners and stakeholders. Monica received her Bachelor of Science degree from Virginia Commonwealth University in Human Resources Management. Her passion is to educate, empower, and equip people with knowledge and resources.

Monica's aha moment has been the entire nine months of the Leadership Development Program. This has truly been a rewarding experience and an essential part of her professional development.

## **Jeremy Evan Kahl, Northern Virginia Regional Portfolio Manager**

Rental Housing Division



Jeremy Kahl is the Regional Portfolio Manager for the Northern Virginia Region in the newly combined Asset Management & Compliance Department. Jeremy has been with VHDA for over five years and the housing industry for twelve years. Upon graduation from Virginia Tech with a degree in Business Management, Jeremy moved to Northern Virginia to work for Archstone-Smith, one of the largest REIT's at the time. Three years later he moved to Richmond to marry his wife, Allison, and found employment with Main Street Realty. Jeremy began his employment with VHDA as an Asset Manager, has since received his CPM designation through IREM and his MBA from Virginia Commonwealth University. Jeremy and his wife have two small children; daughter Carson is 3 and son Evan is 7 months old. Other than spending time with his family, Jeremy's favorite thing to do is travel.

Jeremy's best learnings in the Leadership Development Program included the time spent and knowledge gained from other LDP candidates regarding their specific departments.

**David Kohan, Network Services Manager**  
Information Technology Services Division

David joined VHDA in 2004 as a Desktop Support Analyst, was later promoted to Desktop Services Manager, and currently is a Network Services Manager. Prior to VHDA he was a Firefighter/Paramedic for the City of Colonial Heights. While employed as a Firefighter, David attended VCU School of Business on nights and weekends. In 2002 he earned his Bachelor of Science in Business, with a concentration in Information Systems. David has a wonderful family, with his wife Lisa of fourteen years, eight year old daughter Megan and four year old son William, and dog Casey. He lives in Chesterfield County.



David has two learnings from the Leadership Development Program. One, the opportunity to meet associates from across the Authority and build lasting relationships. Second, the class has really opened his eyes on what each business area does and has him thinking what technology can do to achieve business goals, and those of VHDA as a whole.

**Brian Matt, Public Relations Manager**  
Policy, Planning & Communications Division

A Richmond native, Brian graduated from Benedictine High School and received both a Bachelor of Science in Mass Communications and Master of Science in Media Management from VCU. After working in state government for twenty years at three agencies – the Virginia Department of Aviation, VCU, and DMV – Brian joined VHDA as Public Relations Manager in 2004. He is married and has two children.

Brian's best learning moment in the Leadership Development Program came during the Negotiation workshop. He learned that one should plan for negotiations, not go into them "cold." He also learned that you should ask a lot of questions to the person with whom you are negotiating, because you can learn more about their motivations, which can then lead to a better outcome.





## **Steven C. Mintz, Associate General Counsel**

Legal Division



Steve was born and raised in Fairfax County, Virginia. He earned a bachelor's degree in History (with a Government minor) from the College of William and Mary, and both a law degree and a MBA from the University of Richmond. Steve has been with the Authority since 2004 and is proud to tell people where he works and what he does for the authority. He has resided in Henrico County since 1990 with his wife and three children.

Steve's best learnings in the Leadership Development Program were the Knowledge & Networking sessions, providing an opportunity to learn about the work of each division and department across the authority.

## **Shelia A. Phillips, Assistant Director of Project Management**

Policy, Planning & Communications Division



Shelia is a solutions-oriented PMO Director with an accomplished and extensive 25+ year career over a broad range of corporate initiatives (Information Technology & Business). Before joining VHDA in 2007, she had been an Executive/Senior Program Consultant with firms of all sizes, from start-ups to Fortune 500 companies. Shelia is Gartner Peer-to-Peer Council member and is a consultant for various topics on Portfolio-Program-Project Management, as well as how to successfully create and establish Program and Project Management Offices.

Some of Shelia's best learnings in the Leadership Development Program have been getting to better know other VHDA associates that she does not have a daily connection with, as well as the richness of the Emotional Intelligence workshop.

**Wally Robinson, Senior Construction Control Officer**  
Rental Housing Division

Wally has been associated with VHDA for over five years. Prior to joining VHDA, his employment has always been focused around real estate. He has worked as a Real Estate Sales Agent, Property Manager and in Real Estate Development. He has also built and renovated single and multi-family housing. Born in Richmond and married with two daughters, Wally's hobbies include backpacking and visiting Virginia wineries.

Wally's best aha moment in the Leadership Development Program has been in building an awareness of all the things accomplished at VHDA. The Knowledge and Networking programs were very enlightening. Wally has also met more people in these past few months than his entire time at VHDA.



**Ross Strodel, Internal Audit Manager**  
Audit Division

Originally from Indiana, Ross arrived in Virginia in 1981 to earn his MBA degree at William and Mary and made the Commonwealth his home. He joined VHDA in 1986, initially working in the Multi-Family Servicing area and transferred to Internal Audit in 1989. He currently supervises the financial and operational audit efforts, along with the loan guarantor quality control and assurance activities. In addition to holding his MBA, Ross is a CPA and Certified Internal Auditor. In his free time Ross enjoys playing golf though he believes he spends more time in the woods looking for errant shots than on the fairways.

The best learnings for Ross in the Leadership Development Program have been the opportunities to see himself from a different perspective and learn some things he wasn't previously tuned into.



## **Cara A. Wallo, Senior Tax Credit Allocation Officer**

Rental Housing Division



Cara Wallo is a Senior Tax Credit Allocation Officer involved with updating and implementing the Qualified Allocation Plan, designing documents relating to the allocation process and reviewing Tax Credit Applications for feasibility and ranking purposes. Prior to working with allocations she administered VHDA's tax credit compliance monitoring program. She has served as Chairman of the Board of Governors of the National Association of Home Builders' Housing Credit Certified Professional group, has been a Certified Legal Assistant and is a Housing Development Finance Professional. Cara is a graduate of the University of Richmond.

Cara's best learnings in the Leadership Development Program were in the MBTI & 360 Assessments, Managing Conflict workshop, and Generational Differences analysis.

## **Heather Baker Weidner, Manager of Testing and Product Assurance**

Information Technology Services Division



Heather Weidner joined VHDA as the Senior Technical Writer in 1999 in Information Technology. Since then, she has served as a Project Management Specialist and the Testing and Product Assurance Analyst. Currently, she is the Manager of Testing and Product Assurance. Her group includes documentation, technical training, quality assurance, business continuity, and records management. Heather has also volunteered on the CVC team, Volunteer Council, and Social Committees. She was the CVC Campaign Chair in 2005. Outside of work, Heather serves as the Advertising Commissioner for the Bethia UMC Upward program, and she is the Vice President of Sisters in Crime-Central Virginia. This is a group of mystery/thriller writers and readers. Heather is one of 15 writers who will be included in VIRGINIA IS FOR MYSTERIES. The book is slated to be published in January 2014.

Heather's best aha moments in the Leadership Development Program were insights into her own leadership style, personality, and ways that others view her.



# Leadership Development Program Curriculum

Orientation  
Envision the Future  
Defining Leadership  
Effective Negotiation Skills  
Business Ethics  
Understanding Relationship Conflicts  
Emotional Intelligence & Situational Leadership II  
Leading All Generations  
Creating More Effective Presentations  
Knowledge & Networking Sessions  
Mentor/Mentee Relationships  
Professional Development Plans  
Rebuilding Together Richmond Volunteer Project  
NCSHA Award Submissions

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Congratulations  
Leadership Development Program  
Class of 2013



***VHDA University***  
*Leadership Development Program*