



Entry Form 2018 Annual Awards for Program Excellence

Entry Deadline: Friday, June 15, 2018, 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.

Maximizing IA Efficiency

Category: Management Innovations

Subcategory: Technology

Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.
New app allows THDA to audit 20 times more loans in three weeks less time.

HFA: Tennessee Housing Development Agency

HFA Staff Contact: Rachel Agee

Phone: 615-715-2179

Email: ragee@thda.org

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.

Tennessee Housing Development Agency (THDA)
Maximizing IA Efficiency
Management Innovations | Technology

Overview

THDA's Internal Audit (IA) division developed a new Microsoft Access application that enables them to audit 100% of our home loans every quarter in just 3-4 weeks. Previously, IA staff spent 5-6 weeks every quarter auditing a random 5% sampling of our home loans. The application is also used to audit our Blight Elimination Program, saving an additional week of auditing time per quarter. IA is already adapting the application for use with more THDA programs.

Innovation & Implementation

Even clean audits of THDA's Blight Elimination Program (BEP) used to be a frustrating, time-consuming ordeal. That's why Internal Auditor Carla Bourdeau took it upon herself to begin working on a new Microsoft Access application that could automatically pull data and run calculations from the raw, unorganized Excel spreadsheets supplied by our IT division.

IT's quarterly spreadsheets were comprehensive—but very difficult to use. They included every possible scrap of data in every possible field, in no particular order. When printing a spreadsheet, even an 18x14 sheet of paper was not wide enough to show an entire row without taping pages side by side. When auditing BEP loans, finding and extracting the right data was a manual process, as was running the calculations, as was creating a report of the results.

“I was pulling out my hair. I said, ‘I can’t do this every three months,’” said Carla.

In mid-2017, Carla spent two weeks writing a new application in Microsoft Access that would automate certain parts of the process. She wrote all the necessary formulas, created report templates, and tested the application to ensure accurate results.

The application was an immediate success. She simply had to upload the unwieldy Excel spreadsheets into Access, and the application would automatically find the data, run a variety of calculations, and populate a report template with concise, easy-to-read results.

“We used to do all of these calculations one by one, but now we’ve got formulas upon formulas built into the application, so it spits out a simple report,” said Carla.

Carla first used her new application in June 2017 to audit the Q1 2017 BEP loan data, cutting a full week off the auditing process. Based on this success, she requested permission to replicate the application for use with THDA's brand new HHF Down Payment Assistance program in time for the next quarterly audit. Her manager enthusiastically supported the idea.

Carla created a new version of the Access application with the appropriate formulas and templates for home loan data from the HHF-DPA program. Once again, she only needed to

upload the raw spreadsheets provided by IT into Access in order to produce concise, straightforward reports.

“When you look at the report, you can scan down the column to see it’s flagged any errors or exceptions. It knows when results are out of line,” said Carla.

When an exception is flagged, IA can easily pull up the file on that particular loan and email it to the underwriter, all within the application. There’s an open text box where the underwriter can write a response directly into the report and return it to IA, so all information remains in one system. IA then reviews the response to determine if it needs to issue a finding.

Because Carla’s application allows all program data to be kept in one system, it’s easy to manage, search, and share. Loans can be grouped by stage, location, partner organization, or status. And new queries can be created at any time to produce new reports.

In October 2017, Carla’s manager requested she create an expanded version of the application that worked across all THDA home loan programs, not just the HHF-DPA program. Carla completed the new version of the application in time for the next audit. This allowed IA to audit 100% of home loans produced that quarter for the first time in the agency’s history.

Benefits & Costs

IA reduced the time needed to complete the quarterly auditing process for our entire home loan program by two weeks (about 33%) and for the Blight Elimination Program by one week (about 25%). Together, that’s a time savings of three weeks every quarter.

Furthermore, IA now audits 100% of THDA’s new home loans each quarter, rather than a random sampling of no more than 5%. This was impossible before Carla’s application. For the Blight Elimination Program, IA can now print an easy-to-read “reference guide” of BEP loans produced that quarter, which fits in a small binder for ease of use.

In addition, the application consolidates program data into one system so that everyone has access to the same, up-to-date numbers. Data is easily trackable and searchable, and sharing data within and outside the IA division is greatly simplified. IA can also easily create new queries in the application in order to produce new, customized reports.

“When someone has a question, we can generate a one-page report with the information they need. It’s so much better than sitting down with them to go over a bunch of spreadsheets. Everyone is much happier,” said Carla.

Because the application was created in house, the only cost was time. The two weeks spent to create and test the system are more than repaid each and every quarter in time savings.

Looking Ahead

- IA plans has immediate plans to expand the application to cover all THDA programs that involve loans, starting with our “PRRPLE” principle recasting program.
- Carla is currently in the process of customizing the dashboard for ease of use by her fellow IA staff members.
- Once the dashboard is ready, Carla will create a step-by-step manual for the application so that future new employees will be able to quickly train to use the system.
- IA is now thinking of a name for the application because it’s become a daily part of the work process and conversation.


“I started it as a personal project to help me work through the numbers faster, but it’s quickly become part of the official process for more and more programs. It’s really exciting for me to have made such a difference for my division,” said Carla.

BLIGHT ELIMINATION PROGRAM – APPLICATION SCREENSHOT

Navigation Pane

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Blight Elimination Loans



HHF BLIGHT ELIMINATION PROGRAM

Property Information

Loan No.	Property Address	County	Parcel Number	Status	Status Date
300000001	1370 MISSISSIPPI BLVD MEMPHIS TN 38106	SHELBY	014034 00021	Program Completed	

Application Information

Application Date	5/11/2016	Partner Name	UNITED HOUSING, INC.
Property Acquisition Description	Acquisition Date	End User Description	End User Date
Existing Inventory	5/19/2016	Maintain A Green Vacant Lot	5/19/2016

Loan Information

Submitted to U/W	Underwriter	Underwritten Date	Pended by U/W
5/18/2016	Larisa Stout	5/19/2016	

Allocated Amount	Committed	Committed Amount	Clear to Close	THDA Closing
\$25,000.00	5/19/2016	\$25,000.00	5/24/2016	6/16/2016

Funded	Funded Amount	Title Requested	Title Received
6/16/2016	\$13,527.00	5/19/2016	5/23/2016

Stage 1 Stage 2 Forgiveness/Payoff Info Audit

Draw 1	Draw 1 Amount
6/20/2016	\$1,403.00
Draw 2	Draw 2 Amount
6/20/2016	\$3,400.00
Draw 3	Draw 3 Amount
10/24/2016	\$7,099.00
Draw 4	Draw 4 Amount
12/2/2016	\$1,800.00
Draw 5	Draw 5 Amount
12/2/2016	\$1,000.00

Total Disbursed **\$14,702.00**

Record: M 1 of 49 P M N No Filter Search Search

HHF DOWN PAYMENT ASSISTANCE PROGRAM – APPLICATION SCREENSHOT

Eligibility Errors

Eligibility Errors

Loan No.	Last Name	Tax ID	Street	City	Zip	County	Eligibility
	BAILEY	176586000	#Name?	#Name?	37042	Montgomery	Not Eligible

Eligibility Requirements

Acquisition Cost Limit	1-2 Person	3+ Person
\$250,000.00	\$59,253.00	\$68,141.00

Median Credit Score = 640+

First Time Homebuyer

Existing Construction Only

Property in zip code identified by program

Borrower Information

Recent Ownership	-1
Construction Type	Existing
Number In Household	2
Qualifying Score	659
Acquisition Cost	\$86,000.00
Targeted Area	No
Census Tract	#Name?

Record: 1 of 1 No Filter Search

Additional Loan Information

Loan Information

Interest Rate	Term	Loan Type	Property Type	Loan Amount	Base Loan Amount	Purchase Principal
#Name?	#Name?	#Name?	#Name?	#Name?	#Name?	#Name?
Down Payment	Proposed P I	Dependants	Scnd Mtg Loan Number			
#Name?	#Name?	#Name?	#Name?			

Credit Scores

First Score	Second Score	Third Score	Median Score
#Name?	#Name?	#Name?	#Name?
Co First Score	Co Second Score	Co Third Score	Co Median Score
#Name?	#Name?	#Name?	#Name?

BLIGHT ELIMINATION PROGRAM – BENCHMARK REPORT



Loan Benchmark Report 2018

ANDERSON

OAKRIDGE LANDBANK					Total Loans	2
30000030	207 BUTLER ROAD	OAK RIDGE	TN	37830	Application Date	1/10/2018
30000044	164 LOUISIANA AVE	OAK RIDGE	TN	37830	Application Date	3/13/2018

MADISON

COMMUNITY REDEVELOPMENT AGENC					Total Loans	4
30000045	233 WEST KING STREET	JACKSON	TN	38301	Application Date	4/18/2018
30000047	211 EDGEWOOD AVENUE	JACKSON	TN	38301	Application Date	5/22/2018
30000048	135 EDGEWOOD AVENUE	JACKSON	TN	38301	Application Date	5/22/2018
30000049	125 OTIS STREET	JACKSON	TN	38301	Application Date	5/22/2018

SHELBY

BLIGHT AUTHORITY OF MEMPHIS					Total Loans	9
30000034	334 EAST TRIGG AVENUE	MEMPHIS	TN	38106	Application Date	2/22/2018
30000035	929 RAYMOND STREET	MEMPHIS	TN	38114	Application Date	2/22/2018
30000036	2135 SWIFT STREET	MEMPHIS	TN	38109	Application Date	2/22/2018
30000037	1373 MCMILLAN STREET	MEMPHIS	TN	38106	Application Date	2/22/2018
30000038	1420 TAYLOR STREET	MEMPHIS	TN	38106	Application Date	2/22/2018
30000039	1545 VICTOR STREET	MEMPHIS	TN	38106	Application Date	2/22/2018
30000040	2105 BENFORD STREET	MEMPHIS	TN	38109	Application Date	2/22/2018
30000041	2164 ELDRIDGE AVENUE	MEMPHIS	TN	38108	Application Date	2/22/2018
30000042	2699 BEECHMONT	MEMPHIS	TN	38127	Application Date	2/22/2018

FRAYSER CDC					Total Loans	3
30000031	2141 CASSIE AVENUE	MEMPHIS	TN	38127	Application Date	1/25/2018
30000043	1812 PINEDALE AVENUE	MEMPHIS	TN	38127	Application Date	3/1/2018
30000046	2122 PAMELA DRIVE	MEMPHIS	TN	38127	Application Date	5/11/2018

NEIGHBORHOOD PRESERVATION INC					Total Loans	1
30000032	3410 RIDGEMONT ROAD	MEMPHIS	TN	38128	Application Date	2/2/2018

UNITED HOUSING, INC.					Total Loans	1
30000033	2088 PENDLETON ST	MEMPHIS	TN	38114	Application Date	2/22/2018

Grand Total Loans 20

HHF-DPA PROGRAM – RAW SPREADSHEET (“BEFORE”)

[illegible]