



Kentucky  
Housing  
Corporation

*Investing in quality housing solutions.*

# Corporate Health Report: New Business Planning Scorecard Format

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Kentucky Housing Corporation



# Business Planning Scorecards

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- “Where can I see how the Corporation is doing? How do we know if we are effective?”  
- Edwin King
- KHC administers **20+** programs across **13** departments
  - Information overload
  - Qualitative ambiguous responses
  - Exceptions and anomalies


# Business Planning Scorecards

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- “What gets **measured**, gets managed,”  
- Peter Drucker
- Establish defined metrics across programs and departments to provide an “at a glance” Corporate Health Report for KHC
- Updated, posted, and available for staff to view quarterly
- High replicability and accountability

# Business Planning Scorecards

- Transform this:

Corporate Communications: Telling KHC's Story					
1. Collect 2-3 success stories per program area over the Fiscal Year. Share stories via NewsBrief, reports, website, wall displays, staff meetings, Board meetings, etc to show program investment impacts.	30-Jun-16	Due to direction given to Leadership from the top down, managing directors and program staff have been diligent in assisting to get success stories. To date, 18 stories have been collected and are being used in various ways.	<p>15 success stories were collected:</p> <ul style="list-style-type: none"> <li>--Weatherization</li> <li>--Economic impact (for annual rpt)</li> <li>--Rental Voucher</li> <li>--Scholar House Graduate</li> <li>--Asset Compliance</li> <li>--Chafee program</li> </ul> <p>8 Canvas Prints:</p> <ul style="list-style-type: none"> <li>--Loan Servicing</li> <li>--KY Home Performance </li> <li>--Scholar House (2)</li> <li>--Weatherization)</li> <li>--HOME program</li> <li>--Unemployment Bridge Prog</li> </ul>	Collected five external success stories: SOAR program, Clarence Davis; Holly Street Apartments, Virginia; House of Hope, Stephanie Woods (will speak at housing conference), AHTF for rehabilitation and repair and AHTF for rural project to be used in AHTF brochure.	One FSS story.
2. Complete FY2015 Annual Report within budget parameters for print and online versions that meets established goals from well-managed project plan.	16-Dec-15	On target--Sara is gathering feedback from Leadership Team.	The 2015 Annual Impacts Report--completed and under budget. (The document went before each managing director and the executive management team for content development, data, and feedback. The document went through three versions and due to changes, the production timeline was adjusted and printing was delayed by a calendar month. However, the document was finalized in January and sent to the printer. 500 were	Electronic, interactive version released to partners through eGrams; listed as thumbnail on KHC's website, home page; shared with staff in NewsBrief, distributed at February Board meeting; and will be highlighted during the full staff meeting in April. Posted link in social media: Facebook and LinkedIn.	Hardcopies were mailed to Kentucky's legislative members.
3. Produce LegCon documents to meet legislative outreach needs and further KHC's strategies.	22-Feb-16		Planning is just beginning for this effort. (Since this is a presidential election year, the current focus will be to share KHC programs and data and thank members for their support.	Legislative packets were streamlined and completed by deadline.	—
			Great developments in this area: 1) KHC has a Spanish page on KHC's website to establish a presence with this community about KHC's programs. As a result,		KHC's Single-Family marketing campaign began in June and ads were geotargeted to segments of the population with specific imagery for each. Report on first month stats: Facebook Ads:

# Business Planning Scorecards


Key Outcomes to Accomplish	Goal Date	October	January	April	July
1. Annual calendar for all HCA programs	12/31/18	On Track	GOAL MET!	GOAL MET!	GOAL MET!
A two-year calendar of upcoming funding rounds shared with partners	12/31/18	On Track	On Track	On Track	Failed
2. All HOME deadlines met for HCA projects (commitment, CHDO + expenditure)	06/30/19	On Track	On Track	On Track	GOAL MET!
3. Annual calendar for all HCA programs	12/31/18	On Track	GOAL MET!	GOAL MET!	GOAL MET!
4. New Staffing Structure, Department budget, allocation of funds, and Implementation plan to operate within administrative + narrow the budget gap.	03/31/19	On Track	On Track	GOAL MET!	GOAL MET!
Key Projects	Goal Date	October	January	April	July
1.  HOME program streamlined + red tape reduced	06/30/19	Underway	Underway	Underway	DONE!
2. Alignment and streamlining of HOME-TBRA, ESG, and CoC	06/30/19	Not Begun	Not Begun	Not Begun	Not Begun
3. Evaluation of the CoC structure	06/30/19	Not Begun	Not Begun	Not Begun	Not Begun
4. Evaluate options for improving impact and reducing operating gaps for state programs.	06/30/19	Underway	Underway	Underway	Underway
5. Align HCA, multifamily + outside resources to assist Foster Care Alumni and Homeless families w/K-12 kids	06/30/19	Not Begun	Underway	Underway	Underway
6. Updates/Modifications to KY Green System <i>HCA awaiting further action from IT - not anticipated in FY19.</i>	09/01/18	Underway	Underway	Problems	Problems
Sustaining + Advancing Core Competencies		October	January	April	July
Process(es) to be Documented:	TBD Position-level policies and procedures will be documented as part of HCA restructuring once implemented.	Not Begun	Underway	Underway	Underway
Position(s) to be Cross-Trained	TBD Position-level policies and procedures will be documented as part of HCA restructuring once implemented.	Not Begun	Not Begun	Not Begun	Not Begun

Status	Meaning
On Track	You are likely to achieve the goal/outcome required
GOAL MET!	You successfully achieved the goal/outcome required
Off Track	You are <b>NOT</b> likely to achieve the goal/outcome required
Goal Changed	The goal/outcome changed
Failed	You <b>DID NOT</b> achieved the goal/outcome

## Status Options for Projects + Core Competencies:

Status	Meaning
Underway	Work is in progress.
DONE!	You successfully achieved all work related to the project
Not Begun	No work related to the project has started
Problems	Project has encountered a critical issue or barrier.

# Business Planning Scorecards

KHC  Key Corporate Metrics	Department	FY 2019 Target	2019 Quarterly Check-In			
			October	January	April	July
<b>Financial/Production Metrics</b>						
Maximize Trade gains	Finance	\$8M	\$4.8M	\$7.7M (net)	\$10.5M (net)	\$17.5M
Single Family Loan Volume	Single Family	\$500M	\$202M	\$334M	\$441M	\$594M
Home mortgage loans	Single Family	3,969	1,579	2,609	3,449	4,595
Average Collection Default Ratio	Loan Servicing	≤ 3.5%	3.1%	3.2%	2.9%	2.9%
Average # of Loans per Employee	Loan Servicing	>900	859	888	901	919
<b>Program Metrics</b>						
PBCA Administrative Fees	Tenant Assistance	100%	25.0%	50.0%	75.0%	100.0%
% of Allocated HCV Funds Utilized for Vouchers	Tenant Assistance	95%	95.4%	96.2%	94.0%	95.0%
HCV SEMAP Score	Tenant Assistance	High Performer	High Performer	High Performer	High Performer	High Performer
Compliance reviews + inspections complete as required by regula	Multifamily Compliance	100%	90% CY2018	1% for CY 19	23% FOR CY 19	49% for CY 19
All required REAC inspections complete	Multifamily Compliance	100%	74% CY2018	1% CY 19	3% for CY 19	48% for CY19
Multifamily Loan Portfolio Delinquency Rate	Multifamily Compliance	NA	≤ 1%	≤ 1%	≤ 1%	≤ 1%
Number of LIHTC units created	Multifamily	350	0	0	546	546
Number of LIHTC units preserved	Multifamily	500	0	0	309	309
Number of TEB units created	Multifamily	150	120	120	120	120
Number of TEB units preserved	Multifamily	800	379	379	379	379
HCA Metrics TBD	HCA	TBD				
REE Center Trainings	REE	50	18	34	49	63
Programmatic administrative/grant fees realized	Corporate Planning &	> 90%	23.0%	35.0%	46.0%	88.0%
<b>Business Operation Metrics</b>						
Voluntary turnover rate (annual aggregate)	Employee Services	<8%	1.0%	3.7%	5.9%	7.5%
KHC Minority Representation (end of quarter)	Employee Services	12.2%	10.8%	11.0%	10.8%	11.6%
Systems Availability	Technology Services	95.0%	98.0%	98.0%	98.0%	98.0%
Number of safety incidents reported	Technology Services	0	0	1	0	0
Increase KHC's social media reach (via likes and followers; show	Communications	15%	5.0%	3.5%	6.4%	0.5%
Percentage of enterprise-wide projects in budget and on-time	Corporate Planning &	> 85%	100.0%	25.0%	33.0%	33.0%

# Business Planning Scorecards

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- Scorecard results and outcomes
  - 50% reduction in staff time (3 weeks)
  - 65% increase in project completion (8 projects)
  - +10/12 % in administrative fee collection (\$140K)