

NCSHA 2016 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 15, 2016

Visit ncsha.org/awards to view the Annual Awards Call for Entries.

Instructions: 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 awards@ncsha.org or 202-624-7710.

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

Entry Name:

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 Rehabilitation		Operations
			Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
Multifamily Management	Housing for Persons with Special Needs		No
Preservation and Rehabilitation			

THE NEW JERSEY HOUSING AND MORTGAGE FINANCE AGENCY

NOMINATES

ACIS

AGENCY CONSOLIDATED INFORMATION SYSTEM



Achieving Single Version of Truth

FOR THE

NATIONAL COUNCIL OF STATE HOUSING AGENCIES
2016 ANNUAL AWARDS FOR PROGRAM EXCELLENCE

**National Council of State Housing Agencies
2016 Annual Awards for Program Excellence**

HFA: New Jersey Housing and Mortgage Finance Agency
Category: Management Innovation/
Sub-category: Technology
Entry Name: Agency Consolidated Information System (ACIS)

Being able to effectively input, track, monitor and report on project information, funding sources and many layers of data has been a challenge not only for the New Jersey Housing and Mortgage Finance Agency (NJHMFA or Agency), but for every large housing finance agency (HFA) across the country. HFAs, like the NJHMFA, are responsible for administering numerous sources of state and federal funding, a wide array of developer and homebuyer programs, and must be able to effectively report on funding programs, deliverables and accomplishments quickly and accurately. Prior to the creation of the NJHMFA's Agency Consolidated Information System (ACIS), an agency-wide, interactive, web-based, business-specific technology system, daily reporting functions were tedious, time consuming, and difficult to monitor for accuracy. ACIS is an outstanding technology innovation, built from the ground up, by the Agency, that has significantly helped to not only strengthen the Agency's ability to produce reports on demand, but most importantly, it has completely overhauled the data management culture and process throughout the Agency.

Respond to a management challenge or opportunity

Prior to the creation of ACIS, when an informational/data request was generated, be it on one specific project or a host of projects in a specific geography, time period or by funding source, the reporting individual would have to go through multiple steps and sources in order to receive and verify information for accuracy. This required collecting data from multiple divisions and cross-comparing the information to verify data, before generating a final report. This process could take days. Additionally, when errors or changes were identified, they were not always corrected across divisions in proprietary databases.

The need for a comprehensive reporting and tracking system was known for some time, but always imagined to be too daunting of a task, too time consuming and unachievable. However, with an increase in the number of data requests, the need for change came to the forefront, and became the impetus for this new initiative.

Keys to Success:

There are many key reasons why this awe-inspiring project has been successful. This initiative was propelled forward as a result of agency-wide buy-in, collaboration, and most importantly strong leadership and project commitment at the top that allocated much needed time, staff resources and necessary funding to allow the project to flourish.

Critical to the success and implementation of the project was the positive environment of the work team. The level of commitment, collaboration and overall openness amongst staff across divisions cannot be overstated. Divisions went from working in isolated silos to meeting regularly for months to develop a system that integrates all of the reporting information and addresses mutual needs for the common goal of improving the efficiency of the Agency. Significant time was spent during meetings with the three participating divisions (multifamily, tax credits and special needs) to create definitions and methods to record data that would work across programs (such as defining levels of affordability) to allow each division to feel confident that information was being recorded accurately and consistently. The creation of ACIS was and continues to be an interactive, dynamic, agency-wide consensus-building process.

Another major catalyst of the success of the development of ACIS was the dedication of experienced, senior-level internal staff across business divisions, under the leadership of the Information Technology

division. Given the support of the Executive Director of the Agency, Division Directors felt compelled to be directly involved with the program from the outset to ensure success.

In addition, funding was set-aside for the creation of the system which allowed for the hiring of experienced consultants and staff dedicated to the project, who continue to work side-by-side with Agency staff today.

Project Timeline:

- Jan. 2014: Funding was approved to design ACIS.
- April 2014: The first prototype was developed. Data migration and data cleansing began from the three source Access databases.
- Dec. 2014: Data began to be entered into the new system with the help of temporary employees brought on specifically to enter project data from 2010 to present. New data was being parallel entered into both ACIS as well as historic systems simultaneously until all data could be migrated over to ACIS. Geographic data was made available at this time as well.
- Nov. 2015: Several active customized reports were live as well as the dynamic, interactive executive dashboard feature, audit reporting, and the business intelligence template.
- Feb. 2016: A major milestone was achieved when all parallel processing was ended, and all divisions were using the system live, no longer using their historic systems. All data had been migrated over and was available in the system from 2010 to present.
- March 2016: New changes have been implemented including navigation features and new geographic search functions.

Innovative

Combining information that spans multiple operational divisions into one interactive, web-based space has been groundbreaking for the Agency and has brought reporting capabilities to a new level. The system provides real-time data entry updates that can be seen by any agency employee with system access without having to make a specific request. For example, the system user can search the system under the Business Intelligence feature by entering key words, such as a project's name, a municipality, or any number of search fields. ACIS has unique reporting capabilities, with standard reports already functioning and the ability to create ad hoc and personalized reports as needed. Forthcoming releases of the system will provide users with immediate access to a host of project specific resources, such as project images, press releases, formal project documentation, and associated data for a project.

ACIS is now a one-stop shop for all rental projects committed by the Agency through the multifamily, tax credits and special needs divisions, with additional divisions and data to be included in future releases. The system has created a new level of transparency in collection of data. For example, ACIS provides a timeline function for each project that allows the user to view a chronological history that shows commitment of funding sources, major milestones, such as whether a project has become inactive, closed, and additional milestones are forthcoming.

Unique features are described as follows:

- Business Intelligence: Ability to query and export 80+ data points, using 15+ data filters, geography, customize and save reports. This eliminates the need to make a formal request through a division director or other staff person to produce a report or data. Employees with ACIS access can conduct initial research independently.
- Integration of "Site Evaluator" data: Over 500 geographic data points automatically pulled, based on project address, census data, congressional and legislative districts, economic growth, planning, and program eligibility.
- Dashboard Analytics Page: comprehensive view of organizational data presented as an interactive, customizable dashboard that illustrates "big picture" impacts of Agency project development.

- Foundation in place to store complete story of a project, including funding sources, milestones, internal staff comments, supporting documents, development budget, photos, media materials, etc.
- Mapping and Trip Planning: Ability to view a portfolio of projects on maps based on user's request.
- Auditing: Ability for management to view any changes to data that is entered into the system. For example, if a project's funding source or funding amount is changed, the viewer can view what date the change was made in ACIS and by whom. This functionality adds transparency and a level of accountability to data entering and maintenance.

Replicable

Creation of a system like ACIS is certainly replicable by any HFA or institution. The most important step is to lay out the vision and goals from the outset to empower staff to contribute, provide for inclusiveness, and ensure the project's success. It is also important to have clear direction, support from the top, and sufficient resources to undertake the project, both in staff and financial.

Provide benefits that outweigh costs

While the cost to create the agency-wide technology system was significant, the costs of not forging boldly into the 21st century were greater. This system moves the Agency forward like the rest of the banking industry, embracing cutting-edge technologies that create efficiency, productivity and boost staff morale. To have continued with the status quo was no longer an option. Having strong leadership and vision regarding the ultimate benefits that ACIS would provide long-term has helped to justify the expense of the project as worthwhile.

Achieve measurable improvements in agency operations/Demonstrate effective use of resources/ Achieve strategic objectives

It is without a doubt that the creation of ACIS has increased productivity and efficiency, allowing staff to conduct research quickly and have more time to spend on other projects that benefit the Agency. Most importantly, and most significantly, ACIS provides greater access to information and data, is user-friendly, and is accurate in its reporting capabilities. Through the creation of ACIS, individual users can now obtain information on a project or a host of projects with the click of a button. No longer is there a need to spend exhaustive periods of time researching, comparing spreadsheets, and then creating new reports that combine all the necessary information. ACIS has eliminated the need to maintain duplicative databases across divisions and replaced historic systems with a single source database.

ACIS has met and is exceeding the original stated goals of the project, to provide a one-stop shop for all agency production. ACIS has provided a "single version of truth," which is the mantra used in-house to describe the vision for the system. ACIS records all new multifamily, tax credits, and special needs projects into the system, allows for updates to project funding and milestones to be recorded, and then ultimately can generate reports based on any number of identifying factors for a grouping of projects. The system is user-friendly, increases access to information, increases productivity and agency efficiency, and most importantly is reliable. In conclusion, the creation of ACIS is an innovation worthy of recognition that has pushed the envelope in terms of implementing sophisticated technology and cooperation amongst internal staff to create a much needed universal reporting system to meet the needs of a growing agency in the 21st century.

New Jersey Housing and Mortgage Finance Agency Agency Consolidated Information System

Project Query Screen

Project Name	Project Address	Funding ID	Action
Arthur Street Home	12 Arthur Street, Clifton City, Passaic	SNHPLP#033 / #02801	
Kendall Rd.	125 Kendall Road, South Brunswick Twp., Middlesex	SNHPLP#007 / #02757	
(CBH) Comprehensive Behavioral Health Supportive Housing (CBH Care Supportive Housing)	229-231 Fourth Street, Fairview Boro, Bergen	SNHTF# 76 / #02291	
100 Park	100 Park Plaza Drive, Secaucus Town, Hudson	03148	
100 Park			
11 Sandra Lane	11 Sandra Lane, Tabernacle Twp., Burlington	SNHPLP#021 / #02779	
112 Hiawatha, Parsippany/Troy Hills	112 Hiawatha, Parsippany-Troy Hills Twp., Morris	SNHPLP#030 / #02797	
16 Evergreen- CPNJ Basking Ridge Residence	16 Evergreen, Bernards Twp., Somerset	SNHPLP#035 / #02804	
160 Halsted Family Apartments	160 Halsted Street, East Orange City, Essex	03188	
17 Pamela Drive	17 Pamela Drive, Randolph Twp., New Jersey 07869, Randolph Twp., Morris	SNHPLP#048 / #02833	
181 Edinburg Robbinsville Rd.	181 Edinburg Robbinsville Road, Robbinsville Twp., Mercer	SNHPLP#018 / #02771	
2031 Oak Tree S. H.	2031 Oaktree Road, Edison Twp., Middlesex	SNHPLP#038 / #02813	
23 Liberty Street SH		102 / #02261	

Custom Report Screen

Custom Reports By Divisions

- Multifamily**
 - Active Projects
 - Projects By Milestone
 - Taxable or Tax Exempt
 - Inactive Projects
- Special Needs**
 - SNHPLP Reports
 - SSNHF Reports
 - SNHTF Reports
- Tax credit**
 - LIHTC Reservation List

New Jersey Housing and Mortgage Finance Agency Agency Consolidated Information System

Business Intelligence Screen

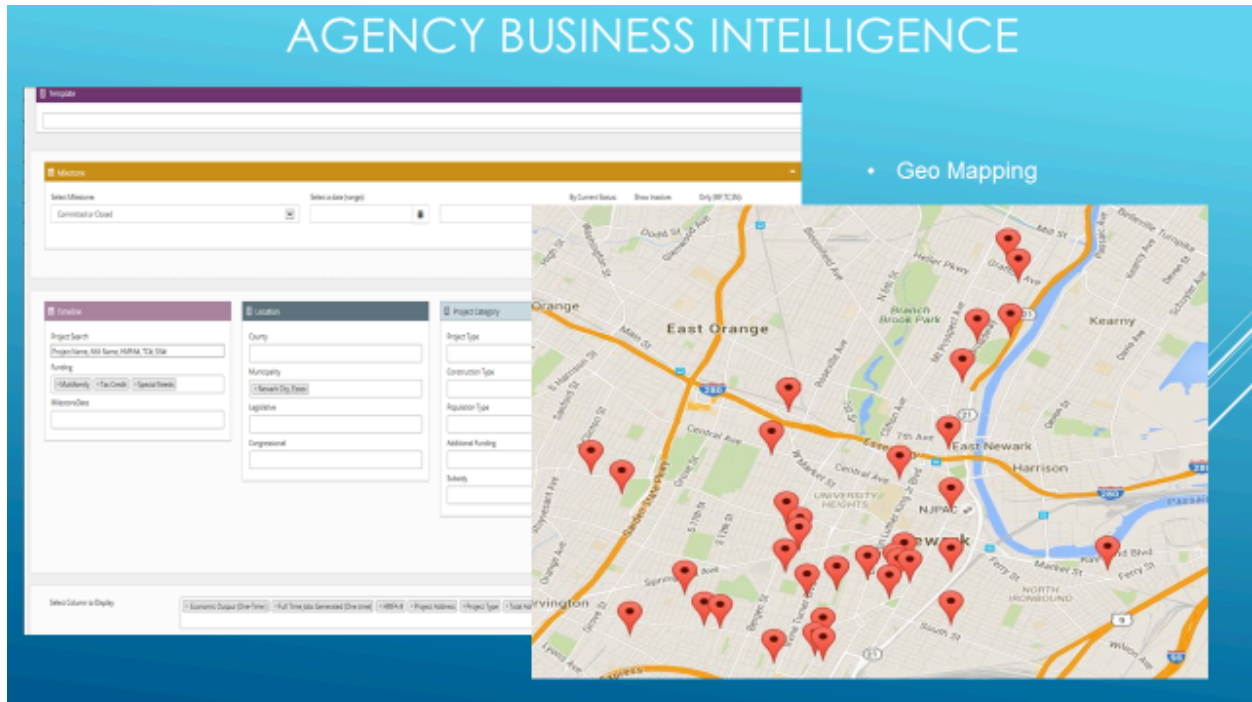
The screenshot shows the Business Intelligence screen in the ACIS system. The interface includes a sidebar with navigation options: Project, Custom Reports, Business Intelligence (selected), Financial Summary, Unit Summary, Political Summary, and Special Needs. The main content area is titled "Search > Business Intelligence" and features a "Template" dropdown menu. Below this, there is a "Timeline" section with filters for "Select Milestone" (Everything, By Current Status), "Select a date (range)", and "Show Inactive Top". A note states: "Everything is not a single date milestone. It is based on multiple criteria - Do not apply any dates to this category. Everything pertains to Multifamily, LIHTC and Special Needs Division funding." The bottom section contains several filters: "Project Search" (Project Name, AKA Name, HMFAR, TCF, SN#), "Funding" (ALL Funding Types), "Show Milestone Date", "Location" (County, Municipality, Legislative, Congressional), "Project Category" (Project Type, Construction Type, Population Type, Additional Funding, Subsidy), and "Q OIT" (CHOICE, UTA, SG, DDA, QCT, LWWW, ERA).

Executive Dashboard

The screenshot shows the Executive Dashboard in the ACIS system. The dashboard provides a comprehensive overview of housing and mortgage finance data. Key metrics include:

- Financial Summary:** Sum of TotalDevCost (8,402,241,375), Sum of ProjectMultifamily Loan (1,568,033,048), Sum of LIHTC_EQ (3,463,264,471).
- Project Count by Division:** Unique count of ProjectID (652), Unique count of ProjectMultifamily ProjectID (371), Unique count of ProjectSpecialNeeds ProjectID (269), Unique count of ProjectTaxCredits ProjectID (231).
- Development Cost by County:** A bar chart showing development costs across various counties.
- Project Count by Property Type:** Two donut charts showing the distribution of projects by property type, including Family, Supportive Housing, Senior, LIHTC/MHFA, Individual, Mix, and ADL.
- Project Additional Funding By County:** A bar chart showing additional funding across various counties.
- Development Cost by Location:** A map of New Jersey showing development costs by location.
- Project By Development Cost:** A table listing projects by development cost, including ProjectID, ProjectName, and Sum of TotalDevCost.

Business Intelligence with Mapping



Mapping with Navigation

