



**HOUSING
FINANCE
AUTHORITY:
IMPLEMENTING
THE VIRTUAL
AGENCY**

**PRESENTED BY:
FIU
METROPOLITAN
CENTER**



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Metropolitan
Center

Housing Finance Authority:
Implementing the Virtual Agency

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I. ELABORATION OF STRATEGIC PLANNING/VIRTUAL ROLLOUT EFFORT WITH HOUSING FINANCE AUTHORITY

Phase I: Sensitizing Interview with Staff (2-3 Days, Onsite): The FIU team will spend 2-3 days interviewing HFA staff to frame the effort. This will include group and individual interviews. Among the questions we envision:

- What do you see as the critical strategic aims of the agency going forward and how might they differ under the new model?
- What do you see as the potential roadblocks to implementing the new model?
- What are the critical processes that must “survive” the transition in order for the agency to survive and grow?
- In what ways has relocation altered your view of operations?
- How does rollout of the new model change your hiring practices?
- How do you see interaction with “customers,” internal and external, changing under the new model?
- What will be necessary to maintain a good working relationship with your governing board and other stakeholders?

Phase II: The Checklist for Transition (1-2 Days internal deliberation at FIU; 1 Day for “face-to-face” review after internal review):

Within 10 working days of Phase I completion, the FIU Team will report back to HFA with a list of critical transition issue that must be addressed if adoption of the new model is to have a high probability of success. These could be at the tactical/operational level (e.g., having the right IT at home) to strategic issues (e.g., altering board composition to reflect “buy in” to a new model).

The FIU team would submit a preliminary set of indicators for internal assessment. After this we would meet at you location to discuss the indicators and come to an agreement that these truly are the critical indicators for a successful rollout.

Phase III. Developing a Balanced Scorecard (BSC) to Judge Successful Implementation (One day onsite subsequent to collation of internal responses):

The BSC is one of the world’s most frequently used tools for assessing organizational health. This model is comprised of:

- Financial Indicators
- Employee Development and Growth Indicators
- Internal Processing Indicators
- Customer Satisfaction Indicators

Within 10 days of completing Phase II, the FIU team will administer a “homework assignment” for management, asking them to develop preliminary indicators under the four BSC criteria. While work

on Phases I and II can and will provide insight to the FIU team in regard to the indicators, you know your business, and we will act as facilitators in helping you design meaningful measures. We will collate your responses and then meet at your facility for a one-day session to agree on the four-to-six Key Performance Indicators (KPIs) under each heading. We envision this as both an internal performance management tool, and a framework for keeping your Board “in the loop” on successful implementation of the new model.

Phase IV: Crafting a Guidebook to Virtual Operations (1 day onsite at HFA; 2 days write-up).

Three months rollout of the virtual model, the FIU team will return to HFA to assess implementation. Three months should allow for sufficient time to see the successes and “rough edges” of the model. It allows for a trial run of the KPIs developed under Phase III.

This document (10-15 pages) should contribute to the institutionalization of the rollout and include a finalized set of KPIs under the BSC. It should also formalize critical insights of management based on initial operations. These insights might pertain to issues such as personnel (who is or isn't adaptable to this model with a guide to future hires) or board relations.

SUMMARY:

This process should take just over four months, with Phases I through III taking approximately four to six weeks. The first three phases would be undertaken prior to implementation of the new model; Phase IV would come post-startup.

In general, we are facilitators-consultants but ultimately, this process only works with “buy-in” from the staff at HFA. Outsiders offer “fresh eyes” but insiders are the ones who must operate within the rubric established by this exercise.

II. PHASE I - SENSITIZING INTERVIEWS WITH STAFF

A. RESULTS – MARCH 29th INTERVIEWS

MEMORANDUM

April 9, 2012

To: Ms. Pam Braynon, Director, Housing Finance Agency

From: Dr. Howard Frank, Director, FIU Metropolitan Center
 Dr. James McGuire, Research Fellow, FIU Metropolitan Center

RE: Phase I Results; Metropolitan Center Assessment of the HFA’s Move to a “Semi-Virtual Office.”

OVERVIEW

Jim McGuire and I spent the weekend of March 31, 2012 writing up our impressions of the March 29-30 interviews with agency staff *with no mutual consultation*. I believe that the summaries (in an appendix that follows) show considerable “inter-rater reliability” (agreement of assessment and ratings) regarding the state of the HFA and its capacity to morph into what Dr. McGuire terms a “Semi-Virtual” agency with rotation of staff at headquarters and the majority of working hours spent at home. Most social scientists believe high inter-rater reliability is a “good thing,” and in this context, it speaks to a transparent and positive organizational culture.

Distilled to their essence, I would summarize the pluses and minuses regarding HFA’s prospects for organizational transformation as follows:

PLUSES:

- a) This is a dedicated staff with enormous respect for their Director;
- b) The nature of the agency’s work allows for considerable autonomy of “production;”
- c) Recent experience with telecommunication (day-at-home) gives preliminary indicators of the social and operational roadblocks that might impact rollout;
- d) HFA staff are willing to experiment with a new operational paradigm and understand it may take several months of operation to “get it right;”
- e) Limited feedback from the Board of Directors shows support for the Director and her desire to transform the organization; and
- f) Adoption of the new model may prolong the careers of HFA staff at a critical organizational inflection point.

MINUSES:

- a) HFA is typical of many public agencies; it is “graying at the temples” and faces a serious succession planning dilemma. The loss of any current full-time employee could result in catastrophic productivity loss;
- b) Staff may not appreciate the ramifications of the “Semi-Virtual” set-up in terms of communication, data storage, or “atmospherics;”
- c) Consistent with point b, there is agreement and willingness to adopt a new model but employees are relatively clueless on the specifics of its rollout: Fundamental questions remain about performance appraisal (indeed, the makings of the “new” personnel system), attendance, or Board-staff interaction;
- d) Strategically, HFA needs to understand how the post-Great Recession housing market may alter its role as an intermediary into a direct provider; this “fit” in the new environment must be factored into organizational design; and
- e) The agency needs to develop a set of performance metrics deploying a balanced scorecard (BSC) that covers key performance indicators in financials, employee development and growth, internal business processes, and customer satisfaction. The BSC is one of the most widely deployed frameworks in assessing the health of public, private, and nonprofit organizations. HFA needs this framework as both a rallying point for employees and a communications tool to outside stakeholders.

The upshot is that HFA needs to “beta test” a new operational model as soon as possible to get the kinks out of whatever is finally adopted and to lessen organizational anxiety about the future. This test entails “macro” organizational strategies and operational level details.

WHERE DO WE GO FROM HERE?**i. Job Description and Process**

The next phase of this process involves employee homework. Specifically, the FIU team requests the following:

- ✓ Each employee should craft a detailed job description that sets forth their daily activities. This description should include quantitative assessment of the actual reports, calls, updates, and so forth that they engage in.
- ✓ In addition to this description, each employee should assess how they will communicate with each other and other customers. This should be an expected quantity of communication, broken down by electronic and traditional (phone, mail), etc.

We need this information to consider the actual form of the “Semi-Virtual” Office, and how it will look at roll-out.

ii. **Crafting a Balanced Scorecard**

In addition to the job descriptions and communication assessment, we need to begin our exploration balanced scorecard measures. These come under the four headings of “Financial,” “Employee Development and Growth,” “Internal Process,” and “Customer Service.”

Examples of these might be as follows:

- ✓ **Financial:** “Dollar of Bonds Floated,” “Dollar Value of Homes Sold/Rented,” “Ratio of Agency Overhead to Dollar Value of Housing Built/Rented,” etc.
- ✓ **Employee Development and Growth:** “New software programs learned within 60 days of hire (or on an annual basis),” “Number of conferences attended per employee,” “Number of interns placed,” etc.
- ✓ **Internal Process:** “Percentage of transactions done on a paperless basis,” “Annual web-based ads created for new products,” “Number of web-based e-letters sent to customers or board members.”
- ✓ **Customer Service:** “90 percent of outside calls or letters/e-mails responded to within 24 hours of receipt.” “Number of county commission recognitions received annually,” “Attendance at outreach sessions.”

HFA’s goal should be the development of four to six measures under each of these headings that serve as benchmarks for organizational health and progress. They may not capture all productivity—they do not have to. But they should capture a handful of critical strategies and processes consistent with mission.

The FIU team will collate these responses prior to a full day session with all employees. We expect that the morning will be devoted to descriptions and process; the afternoon will center on BSC development.

We will be happy to discuss findings in this memorandum at your earliest convenience. Please thank your colleagues for their cooperation to date.

APPENDIX:

Dr. McGuire’s “Analysis of the March 29th 2012 Interviews;” Dr. Frank’s “Take-Away Points from 3/29-3/30”

B. RECOMMENDATIONS

Memo

To: Ms. Pat Braynon, Director
From: James J. McGuire, Ed .D.
CC: Dr. Howard Frank, Jeanette Jacques
Date: 4/9/12
Re: Phase 1 Recommendations

Please accept this memo as a clarification of the recommendations regarding functional job descriptions and the HFA program evaluation system. The overriding goal is to develop measurable objectives that are mission aligned and consistent with the expectations and products produced by individual staff members. This initiative can be accomplished inductively by adding measurable components to the current job descriptions. This initiative can also be accomplished deductively by developing an organizational program evaluation system that describes primary objectives with measurable outcomes. These objectives and outcomes can then be reflected in the individual functional job descriptions.

Ultimately this program evaluation system will provide a measurable report regarding the primary objectives of the organization and the efficiency and effectiveness of the organization in response to stated expectations. The reports generated from this program evaluation system become an integral management information system detailing organizational performance. Once a system has been developed, the results can be used as the basis of an annual report to all stakeholders. The attached is a sample of what the ultimate HFA program evaluation system may look like. Please understand that these are sample statements that may well be modified with the input and expertise of you and your staff.

The attached sample is intended to help you conceptually understand the construct of the system. Primary objectives should reflect the core functions of HFA as described on your website. These include work shop schedules, buying a home, renting an apartment, foreclosure, green building, developers, and banks and lenders.

Feel free to contact me by email or phone with any questions.

III. PHASE II - THE CHECKLIST FOR TRANSITION

The FIU team met with the HFA staff and explored the move to a hybrid virtual office. The FIU facilitation role was defined and an agenda was crafted for the approval of HFA. This agenda described a IV phase process to assist HFA to initiate the transition from the traditional office. The first three phases were initiated and completed. The attachments to this assessment report include the Phase I Results reports, a sample staff interview evaluation form, a Phase I clarification memo, the agenda for the May 7 Program Evaluation and Balanced Scorecard workshop, the HFA program evaluation system, and the Balanced Scorecard key performance indicators.

HFA is now poised to initiate the transition for a scheduled July 1 rollout of the hybrid virtual office. In order for HFA to meet this deadline HFA must consider the following needs:

- *Create a virtual office policy that defines ground rules for leave time, payroll procedures and time sheets, the balance for virtual and “face” time through a predetermined schedule per position and job functions, performance expectations, and all other personnel matters.

- *Determine the technology needs including electronic documentation for the virtual staff and insure that each staff member has the appropriate hardware, software, and internet access in order to be fully functional in their virtual environments.

- *Define reimbursement requirements for the virtual offices in terms of what is allowable and who must approve reimbursement requests.

- *Create security policies that document HFA provided equipment with procedures for lost, stolen, or damaged equipment.

- * Job descriptions should be amended to reflect the hybrid office expectations and the performance goals as per the newly developed program evaluation measures and primary objectives.

- *In addition to the annual performance reviews, the Director should conduct at least quarterly reviews of each staff member according to the following criteria:

- Is all work done on time according to well defined deadlines?

- Is the quality of work at least as good as when the employee was working on site?

- Does the employee maintain regular contact with the Director?

- Does the employee keep in constant contact with co-workers?

- Are other workers suffering because of the absence of the employee?

- *Develop an official telecommuting policy that outlines specific guidelines, rules, and policies for virtual employees’ behavior and performance.

- *Determine tax and workers’ compensation requirements for at home workers.

*Develop criteria to screen, orient, and train newly hired employees who will be able to succeed in a virtual environment.

*Develop satisfaction surveys as per the balanced scorecard performance indicators for all home buyers, lenders, developers, and renters and the means to deliver the surveys, collect and report the results.

*Develop at least 6 months (two quarterly reports) of program evaluation data as a baseline to compare and contrast subsequent quarter's program evaluation reports to determine if the program outcomes and results are least as good as during the traditional office tenure.

Beyond the hybrid virtual office transition issues, HFA must begin succession and sustainability planning that describes strategic plans for staff recruitment and retention by defining the knowledge, skills, and abilities of each position in order to ensure long term success in producing the desired outcomes.

IV. PHASE III – PROGRAM EVALUATION SYSTEM AND BALANCE SCORECARD

The Housing Finance Authority in conjunction with the FIU Metropolitan Center has developed a quantified system of measures in order to assess the organizational performance of HFA as per a set of primary objectives reflecting its core activities. Seven primary objectives were defined. Several of these objectives required multiple measures to describe organizational efficiency and effectiveness. These measures are quantifiable outcomes produced through the programs and services of HFA. The primary objectives and measures are assigned a relative value. For example, the first objective is focused on HFA funding. This objective was assigned a relative value of 30% and has five measures each valued at 6%. Expectations are set for each measure within a range of minimum, goal, and maximum. The total value for all measures at goal expectations equal 100%.

This instrument was designed as a quarterly report. There is a scoring matrix for each measure that assigns a quantifiable value to the range of performance expectations. Each quarter the assigned staff will collect the raw data, record the raw data on the Quarterly Report form, and refer to the matrix for each measure's raw score and the corresponding number of points for that level of data which then becomes the quarterly score for that measure. Total points for the respective measures are calculated and become a quantifiable indication of HFA's performance for that quarter.

It is important to note that a written report accompanies the score sheet offering an analysis of the data collected for each objective and measure. This report is a two to three paragraph assessment of the respective performance measures citing internal or external variables that may have impacted the scores and reasons for the performance within the range of expectations. Performance measures that do not meet goal expectations may require a plan of correction beyond the report assessment.

This instrument is meant to be a management tool and information system that will provide insight into HFA's ability to meet or exceed mission aligned performance expectations. It is also a way to identify potential issues that may require resolution to avoid any adverse impact to HFA programs as well as a way to present an objective assessment of HFA's achievements and positive outcomes.

It takes several years to accurately set the range of expectations. In this inaugural year expectations are broadly stated. During subsequent years HFA will be able to compare quarterly scores on a year to year basis, offering a systemic analysis over time and the unique circumstances of each year.

A. PERFORMANCE EVALUATION WORKSHOP AGENDA

Housing Finance Authority

Where Do We Go From Here - The HFA Hybrid Virtual Office

FIU Metropolitan Center - May 7, 2012

The agenda for this planning session is to assist the HFA staff to move forward from the Phase I recommendations by completing the Phase II and Phase III criteria in a one day workshop with the HFA staff working in concert with Dr. Howard Frank and Dr. James McGuire of the FIU Metropolitan Center. The agenda for this workshop will be to identify the primary objectives and measures of the core functions of the HFA in order to develop a Program Evaluation Program that measures the performance of HFA and its effectiveness and efficiency. In so doing the byproduct of this Program Evaluation system will define measurable individual performance goals related to the core functions of HFA that will be incorporated into the existing HFA job descriptions. A final outcome of the workshop will be to define the measures of the Balanced Scorecard as a related assessment of the organization.

HFA Core Functions

- Workshops
- Buying a Home
- Renting an Apartment
- Foreclosure
- Green Buildings
- Developers
- Banks and Lenders

Each of these core functions will be defined in a quantifiable Program Evaluation System with the following criteria:

Primary Objectives/ Measures/ Obtained By/ Time Frame/ Expectations- Minimal- Goal- Maximum

Generally the staff member or position who will obtain the information will likely gain a Performance Goal equal to their level of responsibility for the specific Primary Objective and Measure. These Performance Goals will be added to the current job descriptions of the respective positions responsible for the objectives and measures.

The final exercise of the workshop will be to develop the measures for the Balanced Scorecard Indicators:

- *Financial Indicators- up to 6 measures
- *Employee Development and Growth Indicators- up to 6 measures
- *Internal Processing Indicators- up to 6 measures
- * Customer Satisfaction Indicators- up to 6 measures



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B. PROGRAM EVALUATION SYSTEM

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
HFA Funding	HFA Total Funding	Assigned Staff	Quarterly	Min = \$ 0-20M Goal = \$100 M Max = \$200 M	6%
Homeowners Funding To access and identify funds for HFA homeownership programs	Amount of funds expended for the mortgage and subsidies programs			Up to \$4 Million Goal \$5 to \$6 Million Max \$7 to \$8 Million	6%
	Amount of funds available for the mortgage and subsidies programs			Min Up to \$4 Million Goal \$6 to \$8 Million Max \$10 to \$12 Million	6%
Rental Program Funding To access and identify funds for HFA Rental Programs	Amount of funds expended for the rental program			Min = 0 Goal \$40 to \$50 Million Max \$100 Million plus	6%
	Amount of funds available for the rental program			Min = 0 Goal \$40 to \$50 Million Max \$100 Million plus	6%
Homeownership Marketing To identify target groups for homeownership	Number of Calls received as per the 3-1-1- Report	Assigned Staff	Quarterly	Min = 100 Goal = 500 Max = 1,000	10%



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Homeownership Program Structure Maximize utilization of HFA Funds allocated for Homeownership	Number of loans closed	Assigned Staff	Quarterly/monthly	Min. = 10 Goal = 20 Max = 40	10%
Homeownership Education Prepare the target group to become/remain homeowners	Number of workshops offered Number of participants per workshop	Assigned Staff	Quarterly	Number of Workshops: Min = 1 Goal = 3 Max = 5 Number of Participants per workshop Min = 5 Goal = 15 Max = 25	10% 10%
Program Structure/Rental Maintain development Compliance with LURA	Timely notification to developers of all discrepancies	Assigned Staff	Quarterly	Goal = 100%	10%
Rental Education Develop rental units for public use	Number of Developer applications	Assigned Staff	Quarterly	Min = 0 Goal = 1 Max = 2	10%
Program Structure Rental Develop rental units available for public use	Number of rental closed Number of Units leased	Assigned Staff	Quarterly	Min = 0 Goal = 160 Max = 320 Min=0 Goal = 100 Max = 200	5% 5%



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C. QUATERLY REPORT 2012

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
HFA Funding Homeowners Funding To access and identify funds for HFA homeownership programs Rental Program Funding Access and identify funds for HFA rental programs	HFA Total Funding	Assigned Staff	Quarterly	Min = 0-\$20 M Goal = \$100 M Max = \$200 M Plus	6%		
	Amount of funds expended for the mortgage and subsidies programs			Up to \$4 Million Goal \$5 to \$6 Million Max \$7 to \$8 Million	6%		
	Amount of funds available for the mortgage and subsidies programs			Min Up to \$4 Million Goal \$6 to \$8 Million Max \$10 to \$12 Million	6%		
	Amount of funds expended for rental programs			Min = 0 Goal \$40- \$50 Million Max \$100 Million Plus	6%		
	Amount of funds available for rental program			Min = 0 Goal \$40- \$50 Million Max \$100 Million Plus	6%		
Homeownership Marketing To identify target groups for homeownership	Number of Calls Received as per the 3 -1-1 Report	Assigned Staff	Quarterly	Min = 100 Goal = 500 Max = 1,000	10%		



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
Homeownership Program Structure Maximize utilization of HFA Funds allocated for Homeownership	Number of loans closed	Assigned Staff	Quarterly /monthly	Min. = 10 Goal = 20 Max = 40	10%		
Homeownership Education Prepare the target group to become/remain homeowners	Number of workshops offered Number of participants per workshop	Assigned Staff	Quarterly	Number of Workshops: Min = 1 Goal = 3 Max = 5 Number of Participants per workshop Min = 5 Goal = 15 Max = 25	10% 10%		
Program Structure/Rental Maintain development Compliance with LURA	Timely notification to developers of all discrepancies	Assigned Staff	Quarterly	Goal = 100%	10%		
Rental Education Develop rental units for public use	Number of Developer applications	Assigned Staff	Annual	Min = 0 Goal = 1 Max = 2	10%		



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
Program Structure Rental	Number of rental units closed	Assigned Staff	Quarterly	Min = 0 Goa= 160 Max = 320	5%		
Develop Rental Units available for Public Use	Number of rental units leased			Min = 0 Goal = 100 Max = 200	5%		

Supplemental Measure: HFA will conduct an annual compliance training for all property management providers

D. BALANCE SCORECARD PERFORMANCE INDICATORS**Financial Indicators:**

- Number of Loans Closed
- Amount of Funds Expended for Mortgage and Subsidy Programs
- Amount of Funds Available for Mortgage and Subsidy Programs
- Amount of funds expended for the Rental program
- Amount of funds available for the Rental program

Internal Processing Indicators:

- Number of calls received as per the 3-1-1 report
- Number of Loans Closed
- Number of Workshops Offer
- Number of Participants at Each Workshop
- Timely notification to developers of all Discrepancies
- Number of Developers Applications
- Number of Rental Units Developed

Employee Development and Growth Indicators

- Staff Attendance at Relevant Conferences and Workshops
- Staff Participation in Monthly Staff Meetings with Mission Related Information Sharing
- Proposed Development of a Staff Orientation, Training Protocol for all New Staff
- Proposed Mentoring Program for New Staff
- Proposed Staff Development Program

Customer Satisfaction

- Workshop Participant Evaluations
- Proposed Satisfaction Survey for all Home Buyers
- Proposed Satisfaction Survey for Lenders and Developers
- Proposed Satisfaction Survey for all Renters



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E. PROGRAM MATRIX

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
HFA Funding	HFA Total Funding	Assigned Staff	Quarterly	Min = 0-\$20 M Goal = \$100 M Max = \$200 M plus	6%
Homeowners Funding To access and identify funds for HFA homeownership programs	Amount of funds expended for the mortgage and subsidies programs			Up to \$4 Million Goal \$5 to \$6 Million Max \$7 to \$8 Million	6%
	Amount of funds available for the mortgage and subsidies programs			Min Up to \$4 Million Goal \$6 to \$8 Million Max \$10 to \$12 Million	6%
Rental Program Funding To access and identify funds for HFA Rental Programs	Amount of funds expended for the rental program			Min = 0 Goal \$40 to \$50 Million Max \$100 Million plus	6%
	Amount of funds available for the rental program			Min = 0 Goal \$40 to \$50 Million Max \$100 Million	6%



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Funds Received	Points
0	1
\$20 M	2
\$40 M	3
\$60 M	4
\$80 M	5
\$100 M	6
\$120M	7
\$140 M	8
\$ 160 M	9
\$180 M	10
\$ 200 M	11
\$ 200 M plus	12

HFA Total Funding

Matrix Home Owners Funding

Amount of Funds Expended	Points	Amount of Funds Available	Points
Up to \$4 Million	2	Up to \$4 Million	2
\$4 to \$5 Million	4	\$5 to \$6 Million	4
\$5 to \$6 Million	6	\$6 to \$8 Million	6
\$6 to \$7 Million	8	\$9 to \$10 Million	8
\$7 to \$8 Million	10	\$10 to \$12 Million	10
\$8 Million Plus	12	\$12 Million Plus	12



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Rental Program Funding

Amount of Funds Expended	Points	Amount of Funds Available	Points
Up to \$10 Million	2	Up to \$10 Million	2
\$10 to \$20 Million	3	\$10 to \$20 Million	3
\$20 to \$30 Million	4	\$20 to \$30 Million	4
\$30 to \$40 Million	5	\$30 to \$40 Million	5
\$40 to \$50 Million	6	\$40 to \$50 Million	6
\$50 to \$60 Million	7	\$50 to \$60 Million	7
\$60 to \$70 Million	8	\$60 to \$70 Million	8
\$70 to \$80 Million	9	\$70 to \$80 Million	9
\$80 to \$90 Million	10	\$80 to \$90 Million	10
\$90 to \$100 Million	11	\$90 to \$100 Million	11
\$100 Million plus	12	\$100 Million plus	12



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Homeownership Marketing To identify target groups for homeownership	Number of Calls Received as per the 3 -1-1 Report	Assigned Staff	Quarterly	Min = 200 Goal = 500 Max = 1,000	10%

Number of Calls Received	Points
0-50	1
51-100	2
101-150	3
151-200	4
201-250	5
251-300	6
301-350	7
351-400	8
401-450	9
451-500	10



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Number of Calls	Points
501-550	11
551-600	12
601-650	13
651-700	14
701-750	15
751-800	16
801-850	17
851-900	18
901-950	19
951-1000	20



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Homeownership Program Structure Maximize utilization of HFA Funds allocated for Homeownership	Number of loans closed	Assigned Staff	Quarterly/monthly	Min. = 10 Goal = 20 Max = 40	10%

Matrix

Number of Loans Closed	Points	Number of Loans Closed	Points
1-10	5	30	15
11	5.5	31	15.5
12	6	32	16
13	6.5	33	16.5
14	7	34	17
15	7.5	35	17.5
16	8	36	18
17	8.5	37	18.5
18	9	38	19
19	9.5	39	19.5
20	10	40	20
21	10.5		
22	11		
23	11.5		
24	12		
25	12.5		
26	13		
27	13.5		
28	14		
29	14.5		



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Homeownership Education Prepare the target group to become/remain homeowners	Number of workshops offered	Assigned Staff	Quarterly	Number of Workshops: Min = 1 Goal = 3 Max = 5	10
	Number of participants per workshop			Number of Participants per workshop Min = 5 Goal = 15 Max = 25	10

Matrix

Number of Workshops	Points	Number of Participants	Points
1	1	Up to 5	5
2	5	6	5.5
3	10	7	6
4	15	8	6.5
5	20	9	7
		10	7.5
		11	8
		12	8.5
		13	9
		14	9.5
		15	10
		16	10.5
		17	11
		18	11.5
		19	12
		20	12.5
		21	13
		22	13.5



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		Number of Participants	Points
		23	14
		24	14.5
		25	15



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Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Program Structure/Rental Maintain development Compliance with LURA	Timely notification to developers of all discrepancies	Assigned Staff	Quarterly	Goal = 100% >100% = 0 100% = 10 points	10%

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Rental Education Develop rental units for public use	Number of Developer applications	Assigned Staff	Quarterly	Min = 0 Goal = 1 Max = 2	10%

Matrix

Number Developer Applications	Points
0	5
1	10
2	20



**Metropolitan
Center**

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Program Structure Rental Develop rental units available for public use	Number of rental units closed	Assigned Staff	Quarterly	Min = 0 Goal = 160 Max = 320	5%

Matrix

Number of rental units closed	Points
0-32	1
33-64	2
65-96	3
97-128	4
129-160	5
161-192	6
193-224	7
225-256	8
257-288	9
288-320	10



**Metropolitan
Center**

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value
Program Structure Rental Develop rental units available for public use	Number of rental units leased	Assigned Staff	Quarterly	Min = 0 Goal = 100 Max = 200	5%

Number of Units Leased	Points
0-20	1
21-40	2
41-60	3
61-80	4
81-100	5
101-120	6
121-140	7
141-160	8
161-180	9
181-200	10

CONSULTATION REPORT/ HOUSING FINANCE AUTHORITY**FIU METROPOLITAN CENTER****MAY, 31, 2012**

The HFA staff met with the FIU team to review the transition plan scheduled for a July 1, 2012 implementation of the HFA Hybrid Virtual Office. In anticipation of this meeting the HFA staff had prepared Hybrid Virtual Program Guidelines/ Agreement and a Hybrid Virtual Activity Report. These documents were in response to the FIU Checklist for Transition.

The agenda for the meeting was to clarify the individual checklist items and to review the Program Evaluation System. The review resulted in the following clarifications and agreements necessary to facilitate the successful implementation of the Hybrid Virtual Office.

*It was agreed that there would be flexibility in performing job functions in the virtual office and the traditional office. It was recognized that some staff members are more dependent on the resources of the traditional office in order to fulfill their job functions. Staff agreed to continue to investigate technological solutions towards a transition to a paperless office creating greater flexibility in completing current office bound functions.

*It was recognized that arrangements will be made to schedule "face time" for certain essential functions.

*Staff will develop a monthly schedule/agenda for each staff member's virtual and in-office time including a schedule of "face time" meetings.

* The initial step towards developing comprehensive policies and procedures for the Hybrid Virtual Office was recognized. However it was also apparent that the staff must work together to supplement this initial effort in order to achieve the goal of a comprehensive and complete policy and procedures manual which through annual reviews should become a "Best Practices " manual.

* The concept of the "duty officer" or daily office manager was discussed with the agreement that this rotating responsibility requires a functional job description in order to clarify the full responsibilities, authority, and functions of this critical component of a successful Hybrid Virtual Office.

*Pat Braynon, Director, agreed that she would provide staff with the schedule of staff meetings one week in advance as per the demands of her out of office meetings. It was also agreed that there would be meetings twice weekly at the beginning of the transition.

*HFA was encouraged to investigate generic resources that they had identified in order to enhance their virtual resources for video conferencing, instant messaging, etc.

*It was recommended that the Five Question Quarterly performance review be conducted on a monthly basis for the first quarter to ensure that initial problems are quickly identified and resolved and that a five category scale be added for the reviews. (unsatisfactory; less than satisfactory; satisfactory; more than satisfactory; most satisfactory with a corresponding value of 1;2;3;4;and5.)

* A review of the Program Evaluation System resulted in the need to revise the primary objective and measure for developing rental units. Staff will forward their recommendations regarding appropriate measures for this objective. Other typos and an omission on one of the matrixes were identified and will be corrected.

*The balanced scorecard indicators were reviewed and one indicator under Customer Satisfaction was removed as redundant.

*Pat Braynon stated that all documents must be prepared and delivered by June 18th in order to forward the Board packet in a timely manner.

It is important to note that the meeting began with an opportunity for the HFA staff to seek clarification regarding their concerns. This portion of the meeting also addressed the risks of implementing such an innovative and non-traditional work environment. It was described to the HFA staff that the key to their success would be determined by the accountability measures of the Program Evaluation System and the resulting individual and shared performance goals that will be added to their job descriptions. The quantifiable results of these accountability systems will document the overall performance of HFA and their individual contributions to the outcomes created by HFA. The opportunity for success rests solely with Pat's leadership and the individual and collective performance of the HFA staff. There is every reason to expect that this successful transition is more than probable.

VI. APPENDIX**A. STAFF INTERVIEW EVALUATION**

Finance Authority - Staff Interview Evaluation

1. How long have you been with HFA?

2. Describe your job title and functions.

3. Describe your job duties and responsibilities as independent functions and/or interdependent functions.

4. Describe how familiar you are with your job duties and responsibilities.

- Most familiar
- More than average familiarity
- Average comfort and command
- Less than average comfort and command

5. How much of what you do requires support from other staff?

6. Do you prefer to work collaboratively with others or do you prefer to work in isolation?

- YES NO

7. How much of what you do is an independent function that you initiate and bring to final product?

8. Describe the current office environment.

9. What do you value about this current work environment?

10. How would you describe your working relationships with your co-workers and supervisor?

11. How would you describe your performance evaluations?

- Excellent
- Above average
- Average
- Less than average

12. Describe how the outcomes of your work are measured in the current office arrangement.

13. How do you expect the outcomes of your work will be measured in the virtual work environment?

14. Describe what motivates you to meet or exceed expectations.

- Self-motivated
- Feedback from your supervisor
- Recognition and rewards for getting the job done well

15. How much social interaction do you prefer in a work environment?

- Minimal
- Occasional
- Daily

16. Describe your organizational and time management skills.

- Excellent
- Above average
- Average
- Less than average

17. Are you in favor of moving to a virtual office? Please explain your response.

18. What obstacles do you foresee in making this transition?

19. What benefits do you expect from a virtual office environment?

20. What expectations and/or concerns do you have about functioning in a virtual office environment?

A. DR. MCGUIRE'S ANALYSIS OF INTERVIEWS**Dr. McGuire's Analysis of the March 29, 2012 Interviews:
Critical Transition Issues
Preliminary Indicators for Internal Assessment**

1) HFA should consider developing functional job descriptions that define the authority level of each position and job function, the expected outcomes/product, and the process or procedure necessary to meet the expected productivity. These functional job descriptions can be authored by each HFA staff member subject to the approval of the HFA Director. The functional job description will also become the instrument of annual/semi-annual performance reviews with attendant lists of expected performance outcomes.

2) HFA should design and implement an organizational program evaluation system that defines the primary measurable objectives, reporting times frames, who is responsible for achieving the objectives, and a range of expectations for outcomes/products measured on a quarterly basis. The staff at HFA are knowledge workers who each have developed specific expertise. Crafting the staff's functional job description into a quantifiable performance appraisal will help to define the organizations program evaluation system as the primary building blocks of key performance indicators. Key performance indicators will be identified through developing performance objectives, the measure of the objectives and the expected outcomes.

3) Communication and clarification of HFA issues and proposed resolutions, of annual objectives, etc., must be considered as strategic planning. All planning activities should occur in face to face meetings in order to ensure consensus on direction, process, and outcomes. The "doing" part can best be achieved in the virtual environment when plans and expectations are clarified in face to face meetings.

4) A "virtual office" policy needs to be developed to define annual leave, sick time, doctor appointments, the use of office equipment, how to procure office supplies, reimbursement requirements, allowed mileage expenses, staff training requirements, security policy for HFA data and documents, procedures for lost and stolen equipment and equipment repair etc.

5) The branding of the HFA virtual office needs to be clarified as a "hybrid virtual office" with the expectation that HFA staff will be required to work at the office 1-2 days per week. It was obvious to staff that most fiscal functions among other functions would be managed more effectively at the office. The universal understanding of the hybrid virtual office will help to successfully facilitate the transition and ultimately relieve the "noise and space" issues in the new office arrangement when all staff are present.

6) Succession planning and sustainability planning are a two fold recommendation that must describe strategic plans for staff recruitment and retention by defining the knowledge, skills, and abilities, of each position in order to ensure long term success in producing the desired outcomes. Such planning must also focus on the HFA mission, HFA stated objectives and anticipated outcomes and the clarified and redesigned functional job descriptions of HFA staff. These plans must present accountability measures describing successful implementation and outcomes.

7) The current organizational culture can be described as a close knit group of colleagues who work with relative autonomy. There is a high level camaraderie and social rituals such as morning coffee and brown bag lunches. The transition to a hybrid virtual office environment should be sensitive to



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fostering social interactions that will maintain or enhance the moral and camaraderie of the HFA staff.

B. DR. HOWARD FRANK'S TAKE-AWAY POINTS

Dr. Howard Frank
Housing Finance Agency
3/29-/3/30 2012 Take-Away Points

1) HFA embodies the graying public agency with the majority of its employees eligible for retirement within five years. To say that HFA has a succession problem is an understatement. The departure of any employee is likely to cause serious disruption given the absence of formal training or transition of younger employees.

2) Consistent with average age of the employees, staff are a family that have worked with each other for 10-20 years. They know each other's strengths and weaknesses. They have enormous respect for a manager that does not "micromanage" them (three interviewees use that word to describe the relationship with Ms. Braynon). This is an enormous strength but may also be HFA's Achilles heel as it transitions. Members of the team may have "withdrawal symptoms" with lessened contact; periodic scheduled meetings should be incorporated to mitigate this possibility under the new structure.

3) The new system may prolong the careers of current staff by diminishing "wear and tear" of commute and fostering better work- home life balance. This will allow for more thoughtful transition and succession planning.

4) Much of the work done by the HFA is "white collar professional" in nature. It is not an assembly line. Production is largely autonomous. This will facilitate transition to the semi-virtual model.

5) Team members do not seem comfortable discussing performance measurement. This could be attributable to several factors. First, as some employees note, HFA's work is largely "wholesale" not "retail," i.e., its fundraising and marketing often facilitate lenders and other third parties. Second, the seasoned staff does not see the need for productivity measures given its long track record. Nonetheless—several staff members acknowledge that in an era of fiscal restraint, showing productivity is critical to survival. Equally important, several members mentioned the need for customer service measures under the new system. It will be important for all customers—including board members, bond underwriters, etc., to be communicated with in a timely manner, despite limited physical presence.

6) Electronic documentation will be increasingly important under the new system. Scanning old paperwork is important but sharing of work under the new system will require rollout of a virtually paperless environment. Several interviewees mentioned the need to come in for files as well as the unwillingness to carry files home for work. A paper -based legacy will need to be overcome to make the semi-virtual office work well.

7) The organization needs to formalize a set of personnel procedures under the new model. It appears that some "baby steps" have been taken since separation from the County; for example, Ms. Braynon has apparently moved to semi-annual performance reviews with greater work-related

criteria. But separation from the County's personnel system cannot be a substitute for a well-crafted set of personnel procedures tailored to the needs of the new work environment.

8) The organization's "culture" of senior, seasoned, professionals may hinder the hiring and socialization of any particular newcomer. This suggests the following: 1) Hiring may need a lengthy probation to allow for a thorough consideration of "fit" and professionalism; 2) New hiring may need to be in tandem as a cohort to allow for mutual support during a "break-in period," and 3) The HFA should use internships as a means of grooming prospective hires.

9) While most interviewees suggested that the new headquarters is satisfactory in terms of space, it has clear shortcomings in terms of privacy and ergonomics-layout. While "face time" is diminished under the "semi-virtual" model, it needs to be effective. On the face of it, some thought and investment may be needed to optimize the new headquarters.

10) HFA may want to adopt "regional meeting places" throughout the County to facilitate ad hoc get-togethers.

11) Actions undertaken in the rollout of the "semi-virtual" model cannot be divorced from larger strategic concerns. Changes in the post-Great Recession housing industry may have permanent impact on the agency's customer base, mission, and methods. These changes must be factored into implementation of the "semi-virtual" office. Interview findings suggest that market changes may require the agency to be more "retail" oriented, with greater attention to rental or "rent-to-own" programs. HFA staff need to think how going "semi-virtual" can be reconciled with work that is less intermediary-driven and more end-user in nature.

12) Rollout of the "semi-virtual" office should begin sooner rather than later. Psychologically, it will relieve anxiety over the future, whatever it brings. Second, problems with the new headquarters will be mitigated with reduced attendance (e.g., few simultaneous phone calls). And perhaps most importantly, there is recognition that whatever is adopted will need tweaking. The sooner experimentation starts, the sooner it ends.

HFA Director Job Description

Minimum Job Qualifications

1. **Education:** Bachelor or Master's Degree in Business Administration or a related field.
2. **Work Experience:** Ten or more years of progressively more responsible experience in leadership and senior management roles. Broad knowledge, skills, and demonstrated abilities in the principles, methods, and practices of organizational leadership. The work requires extensive responsible experience in management and administration, finance and budget administration, personnel management, and sustaining service delivery systems.
3. **Working Conditions:** The Director must be prepared to work a schedule that meets the demands of the position including evening and weekend hours. This is a high stress position based on full responsibility for HFA Operations. The Director must handle detailed, complex concepts and problems and balance multiple tasks simultaneously while making decisions regarding administrative issues. The Director must convey a professional and positive image and attitude regarding the HFA and demonstrate commitment to continued professional growth and development.

4. **Characteristics, Skills, and Abilities**

As Director, this individual must demonstrate critical competencies in four broad categories: commitment to results, business savvy, leading change, and motivating. Commitment to results: the Director must be a systems thinker who is stakeholder focused and goal driven. The Director must be action oriented and innovative. He or she needs to translate broad goals into achievable steps. Business savvy: as HFA's leader this position requires an individual with knowledge of and experience in management and administration. This position requires demonstrated experience in integrating and coordinating diverse areas of management. Knowledge in the following areas is required: Human Services, Finance and Personnel, Oral and Written Communication, Planning and Evaluation and Governance. Leading change: the Director must possess the skills and implement the functions of a leader. The Director must share HFA's values, mission, and vision. The leader must consistently display integrity, model behavior, develop people and build teams. This individual must deal effectively with demanding situations and design and implement interventions. Motivating: the Director manages continuity, change and transition. This individual must know how to influence and enable others. The Director must address the impact of attitude and action on the HFA as an organization and its stakeholders.

- A. *Creating a Vision*- Responsible for studying problems in light of past practices to ensure predictability, reinforcing the status quo and minimizing risk; feeling comfortable in fast changing environments, willing to take risks and consider new and untested approaches; acquiring and maintaining in-depth knowledge and using their expertise and specialized knowledge to study issues in depth and draw conclusions; emphasizing the importance of making fully informed decisions; taking a long-range, broad approach to problem solving and decision making through objective analysis, planning, and thinking ahead.
- B. *Developing Followership*- Responsible for building commitment by convincing others and winning them over to their point of view, acting in an extroverted and friendly manner; showing a capacity to quickly establish free and easy interpersonal relationships and operating with a good deal of energy, intensity, and having a capacity for keeping others enthusiastic and involved while maintaining a low key, understated and quiet interpersonal demeanor and working to control their emotional expression.
- C. *Implementing the Vision*- Responsible for adopting a systematic and organized approach; prefers to work in a precise, methodical manner; developing and utilizing guidelines and procedures; emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies by stating clearly what you want and expect from others; expressing thoughts and ideas clearly while maintaining a constant flow of information; enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment.
- D. *Follow Through*- Responsible for adopting an approach in which they take nothing for granted, setting deadlines for certain actions and is persistent in monitoring the progress of activities to ensure that they are completed on schedule; letting others know in a straightforward manner what they think of them, how well they have performed and if they have met their needs and expectations.
- E. *Achieving Results*-Responsible for seeking to exert influence by being in positions of authority, taking charge, leading and directing the efforts of others while pushing to achieve results through an approach which is forceful, assertive, and competitive; adopting a strong orientation toward achievement; holding high expectations for themselves and others; pushing themselves and others to achieve at high levels.
- F. *Team Playing*- Responsible for accommodating the needs and interests of others by being willing to defer performance on their own objective in order to assist colleagues with theirs; valuing the ideas and opinions of others and collecting their input as part of their decision-making process while showing

loyalty to the organization; respects the ideas and opinions of people in authority and using them as resources for information, direction, and decisions; demonstrating an active concern for people and their needs by forming close and supportive relationships with others.

5. Director Competency Models

A. Creating and Conceptualizing

B. Analyzing and Interpreting

C. Leading and Directing

D. Interacting and Presenting

E. Adapting and Coping

F. Supporting and Cooperating

G. Enterprising and Performing

H. Organizing and Executing

6. Accountabilities:

1. Legal compliance

a) Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.

2. Mission, policy and planning

a) Helps the Board determine HFA's values, mission, vision, and short- and long-term goals.

b) Helps the Board monitor and evaluate HFA's relevancy to the community, its effectiveness, and its results.

c) Keeps the Board fully informed on the condition of the HFA and on all the important factors influencing it.

- Identifies problems and opportunities and addresses them; brings those which are appropriate to the Board and/or its committees; and, facilitates discussion and deliberation.

- Informs the Board and its committees about trends, issues, problems and activities in order to facilitate policy-making. Recommends policy positions.

- d) Keeps informed of developments in human services, not-for-profit management and governance, philanthropy and fund development.

7. Management and Administration

- a) Provides general oversight of all HFA activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organization.

- b) Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.

- c) Assures a work environment that recruits, retains and supports quality staff and volunteers. Assures process for selecting, development, motivating, and evaluating staff and volunteers.

- d) Recommends staffing and financing to the Board of Directors. In accordance with Board action, recruits personnel, negotiates professional contracts, and sees that appropriate salary structures are developed and maintained.

- e) Specifies accountabilities for management personnel (whether paid or volunteer) and evaluates performance regularly.

8. Governance

- a) Helps the Board articulate its own role and accountabilities and that of its committees and individual members, and helps evaluate performance regularly.

- b) Works with the Board Chair to enable the Board to fulfill its governance functions and facilitates the optimum performance by the Board, its committees and individual Board members.

- c) With the Board Chair, focuses Board attention on long-range strategic issues.

- d) Manages the Board's due diligence process to assure timely attention to core issues.

- e) Works with the Board officers and committee chairs to get the best thinking and involvement of each Board member and to stimulate each Board member to give his or her best.

- f) Recommends volunteers to participate with the Board and its committees.

9. Financing

- a) Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.
- b) Oversees the fiscal activities of the organization including budgeting, reporting and audit.
- c) Works with Board to ensure financing to support short-and long-term goals.

10. Community relations

- a) Facilitates the integration of HFA into the fabric of the community by using effective marketing and communications activities.
- b) Acts as an advocate, within the public and private sectors, for issues relevant to the HFA, its services and constituencies.
- c) Listens to clients, volunteers, and the community in order to improve services and generate community involvement. Assures community awareness of the HFA's response to community needs.
- d) Serves as chief spokesperson for the HFA, assuring proper representation of the HFA to the community.
- e) Initiates, develops, and maintains cooperative relationships with key constituencies.
- f) Works with legislators, regulatory agencies, volunteers and representatives of the affordable housing sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of the HFA's constituencies.

Physical Demands/Working Conditions:

This is a high-stress position based on full responsibility for the HFA's operations. Handles detailed, complex concepts and problems, balances multiple tasks simultaneously, and makes rapid decisions regarding administrative issues.

Plans and implements programs. Establishes strong and appropriate relationships with Board, committees, volunteers, staff, and clients. Develops smooth and constructive relationships with executive colleagues, outside agencies, organizations and individuals.

Plans and meets deadlines. Maintains a flexible work schedule to meet the demands of executive management. Hours may be long and irregular.

Conveys a professional and positive image and attitude regarding HFA and the not-for-profit and for-profit sectors.

Demonstrates commitment to continued professional growth and development.

Qualifications:

A Bachelor's Degree is required with a minimum of 10 years or more progressively responsible experience in a senior management position. As Director, this individual demonstrates critical competencies in four broad categories: commitment to results, business savvy, leading change, and motivating.

Commitment to results: The Director is a systems thinker who is customer focused and goal driven. This individual identifies relevant information and helps transform this information into individual and organizational knowledge and learning. The Director is action oriented and innovative. S/he translates broad goals into achievable steps. S/he anticipates and solves problems and takes advantage of opportunities, is a self-starter and team player.

Business savvy: As the HFA's leader, this position requires an individual with knowledge of and experience in management and administration. The position requires demonstrated experience in integrating and coordinating diverse areas of management.

- Knowledge in the following areas is required: human services, finance and personnel; oral and written communications; planning and evaluation; and governance.

The Director must have a thorough knowledge of municipal bond programs, banking, finance, housing market developments, and tax and regulatory regulations.

- Some experience in the field of philanthropy, not-for-profit management and governance, and community relations is preferred. Some general knowledge of fund development is also preferred.

- A high level of personal skills is required to make formal, persuasive presentations to groups and to deal effectively with people from all segments of the community.

- The individual must be comfortable with diversity and respectful of a wide range of faiths, beliefs and experiences.

Leading change: The Director possesses the skills and implements the functions of a leader. S/he shares the HFA's values, mission and vision. S/he consistently displays integrity, models behavior, develops people, and builds teams. This individual deals effectively with demanding situations and designs and implements interventions.

Motivating: The Director manages continuity, change and transition. This individual knows how to influence and enable others. S/he addresses the impact of attitude and action on the HFA and its participants.

Specific Duties:

Responsible for the administration and direction of all HFA single family and multifamily affordable mortgage revenue bond programs which includes, but is not limited to developing and implementing mortgage revenue bonds; analyzing tax-exempt financial and real estate mortgage bond markets; developing financing techniques; and reviewing the required documents with appropriate legal and financial counsel.

Ensure that the HFA complies with internal policies in accordance with all applicable laws, standards and regulations, for bonds issued by the HFA. Coordinate and Conduct regularly scheduled meetings with the HFA Board and other committees and boards of the HFA and Foundation Supervise, (hire, promote and discipline) all staff and operations of the HFA and Foundation Executive Director.

Duties also involve working with the Foundation's Executive Director to provide over site and direction, for the activities of the Foundation. These activities include but are not limited to development of non-traditional financing techniques; acquisition of real estate to provide affordable rental and owner occupied housing; preparation of financing documents; negotiating and analyzing proposals from potential housing partners; development of program rules, regulations and procedures.

Represent the HFA and Foundation in various meetings, conferences, and seminars involving local, state and national housing issues. Meet with governmental, business, civic, professional, media and community groups to discuss, interpret Authority and Foundation programs and objectives.

Job Title:	Special Projects Administrator II
Position Type :	Full Time
house	
<p>Personnel</p> <ul style="list-style-type: none"> • <u>Retirement and Investments</u> - Accomplishes Personnel Tasks including FRS and Deferred Compensation NACO/ICMA) transactions on a periodic basis. • <u>Hiring and Recruitment</u> - Completes staff evaluations and related human resource objectives such as by recruiting, orienting, training, scheduling, and discipline paperwork for employees; development of job expectations; monitoring, and reviewing department activities; and reviewing compensation actions; policies and procedures. • <u>Strategic support</u> - Achieves strategic plans and reviews departmental policies and procedures; preparing and completing actions, updates and plans; implementing customer-service standards; identifying trends; determining resources for improvements; recommending changes. • <u>Board Support</u> - Department Board meeting administration; agenda preparation and updates; minutes preparation, board member attendance/roll call processing; program specific presentations upon request. • <u>Outreach - Homebuyer education</u>; speaker's bureaus, community organizations; schools; churches; unions; municipalities and homebuyer classes; foreclosure prevention plans; homebuyer trends and new opportunities for program expansion. • <u>Marketing</u> – Support department objectives by identifying program requirements; preparing outreach plans; scheduling events; analyzing outcomes; initiating corrective actions. <p><u>Special Projects</u> - Sustains rapport with key stakeholders; addressing perceived needs; anticipating new opportunities. Provide program information from surveys and program reports. Participation in educational opportunities; review of</p>	

professional publications; personal networking; participating in professional organizations. Accomplishes marketing and organization mission by completing related results as required.

Skills/Qualifications: Graduation from an accredited college or university with a Bachelor's Degree in business, communications, marketing or a related field. A Master's Degree is highly desirable. Five years of professional experience in marketing and community relations for a governmental agency or a not-for-profit organization required. Must be able to supervise and direct personnel effectively, and provide staff support for a decision-making Board.

Performance Goals:

Support external outreach:

Three (3) workshops per quarter

Fifteen (15) participants per workshop

Retirement reporting – Three (3) reports per quarter

Investment reporting – Six (6) reports per quarter

Attach Telecommuting Agreement and Activity Sheet(s)

Job Title:	Special Projects Administrator 2
Position Type :	Full-Time
33173	
<p>Duties:</p> <p><u>Monitor and Maintain IDA Program</u></p> <ul style="list-style-type: none"> • Monitor and record IDA statements from DCFCU. • Update the IDA monthly deposit activity log for each participant with current deposit and interest earned from statement. • Updated database with client activity information. • Generate quarterly statements and mail to participants. • Prepare and re-conciliate used and available funds. • Mail to participants W-9. • Meet with DCFCU representative to review and correct fee discrepancies in bank statements. • Answers inquiries from clients, attorneys, lenders, and title companies on process. • Process paperwork to include check request at closing. <p><u>Web</u></p> <ul style="list-style-type: none"> • Work with GIC to create and structure an HFA webpage by editing existing information. • Review and monitor web information for accuracy. • Gather monthly board meeting agenda and attachments for web publishing. This includes converting documents and re-naming them. Tag and link items to agenda for addition to the web and deployment. <p><u>3-1-1</u></p> <ul style="list-style-type: none"> • Work with 3-1-1 on the knowledge base for our organization and programs. • Access CSR programs to respond and update client information. • Receive and notify 3-1-1 of newly created programs and workshops. • Working with GIC to use their service for telephone service while on hybrid-virtual. <p><u>Board of Directors</u></p> <ul style="list-style-type: none"> • Provide board support • Assist with the completion of agenda items. <p><u>Safety</u></p> <ul style="list-style-type: none"> • Review pre-hurricane procedures and contact list for each season. • Update COOP with active and current information. • Department representative for safety issues. 	

Marketing

- Responsible for the marketing of all programs and events in Spanish
- Coordinate with Board members different marketing ventures for programs.

Multi-Family

- Prepare proper documentation for multifamily projects. This includes review application to familiarize self with proposed project and communicate with bond counsel, developer counsel and financial advisor.
- Prepare TEFRA Notice and coordinate with newspaper for publishing.
- Request resolution from counsel and prepare documents for execution.
- Participate in conference calls
- Schedule and attend ADRAC Committee review for projects.
- Assist AO3 with compliance issues and questions.

Calendar and PAR

- Submit memo request to staff for calendar updates.
- Create, prepare and maintain staff calendar
- Maintain PAR to include recording and approving time used and submit to director for final payable
- Maintain AD time earned and used for staff.
- Maintain director's calendar

Special Projects

- Responsible for travel arrangements for the department.
- Coordinate the yearly National Association of Local Housing Finance Authority's (NALHFA) and Florida Association of Local Housing Finance Authorities' (Fla ALHFA) conferences. This includes conference information research, flight selection and hotel information.
- Notify board members of conference particulars and complete conference registration.
- Reserve flight and hotel accommodations for Director.
- Communicate on a regular basis with attendees to ensure deadlines are met.
- Prepare Meal Expense Worksheet and Travel Request Form for each attendee.
- Complete and fax registration to headquarters.
- Update conference handbook with all confirmation
- Prepare complete itinerary for each participant
- Coordinate with entities RSVPs' for special engagements
- Responsible for the phone and network system of the department. This includes coordinating with ITD and ATT to update and install fiber optics for network system.
- Worked with the FIU team to explore a hybrid virtual office program.

- Coordinate for Board members, staff and guests bus tours of HFA financed projects throughout Miami-Dade.
- Coordinate special workshops and conferences and yearly Board retreat.
- Assist director with special projects as assigned.
- Assist staff with various tasks.
- Answer telephone

Skills/Qualifications:

Bachelor's degree in public administration, 15 years in housing experience, Certificate in Housing Quality Standards, Notary Public. Self-disciplined with the ability to work individually with little or no supervision, and able to adapt to various work environments. Ability to communicate with key stakeholders and be fluent in computers/software and bilingual.

Performance Goals:

Number of inquiries received about HFA programs - A quarterly goal of 500 inquiries with a minimum/max of 100/1000.

Developer applications received – A quarterly goal of 1 with a minimum/maximum of 0/2.

Rental units available for public use – A quarterly goal of 40 with a minimum/maximum 0/80

Rental units leased – A quarterly goal of 100 with a minimum/maximum 0/200.

Attach Telecommuting Agreement and Activity Sheet(s)

Job Title:

Trust Account Manager

Position Type :

Full-Time

Job Title: Trust Account Manager

Duties:

- **Provide low and moderate income households with access to affordable housing**
 - Review program parameters to determine if still feasible for market conditions
 - Review mortgage pipeline to determine pace at which loans are closing.
(Conference call with partners)
 - Contact lenders to determine needs of borrowers/changes to be made to program
 - Answers inquiries from potential lenders (ie, application process)
 - Answers inquiries from potential borrowers (how do they go about purchasing their first home)
 - Maintain communication with trustees regarding bond issue activity
 - Prepare federal and state reports related to housing
 - Number of Houses Purchased (report prepared monthly for board)
- **Promote Efficient and Effective Use of Bond Proceeds**
 - Review bond allocation to determine amount of Bond Proceeds in use
- **Monitor foreclosure activity**
 - Review monthly loan database to determine number of loans that are in foreclosure or loss mitigation
 - Monitor foreclosure filings (information received from County Attorney's office)
 - Assist with workout plans (requests are received from Master Servicer)
- **Ensure monthly financial activity is properly accounted for .**
 - Review monthly preparation of financial statements
 - Ensure all accounts are properly reconciled, are complete and accurate
 - Prepare and deposit all checks received by HFA
 - Prepare checks for payment of vendor invoices
 - Assist with payroll processing including preparing wire transfers for payroll deductions (deferred comp)
 - Prepare annual conversion of leave time for all staff and record activity in the Wells Fargo Leave Accrual system
 - Prepare schedules for auditors
 - Prepare annual budget for presentation to Board
- **Board of Directors .**
 - Prepare board book for meeting .
 - Maintain board member attendance and act as liaison with Clerk of the Board
 - Provide board support including submission of annual financial disclosure forms
- **Records Management**
 - Keep abreast of updates/changes to State records management policies
 - Ensure that HFA records are retained in accordance with state policies

- Ensure that HFA obtains approval from County/State to destroy records that have met the retention period.

Skills/Qualifications:

Bachelor of Science in Accounting

20+ years experience in accounting and auditing field

Proficient in Microsoft products (Excel, Word, Access, Powerpoint)

Housing Quality Standards Certification

Bilingual

PERFORMANCE MEASURES

To access and identify funds for HFA homeownership programs with a minimum/maximum of \$20million/\$200million

Amount of funds expended for SF programs – minimum \$4million to maximum \$8million

Amount of funds available for SF programs – minimum \$4million to maximum \$10 to \$12 million

Amount of funds expended for rental programs – minimum \$0 to maximum \$100million

Amount of funds available for rental programs – minimum \$0 to maximum \$100million

Maximize utilization of HFA Funds allocated for Homeownership

Number of loans closed per quarter – minimum 10 to maximum 40 loans

Able to work independently as well as in a group; during the years of employment at HFA, have built lasting work relationships with partners and stakeholders that facilitate the success of programs and projects undertaken; excellent writing and verbal communication skills; and very detail-oriented.

Attach Telecommuting Agreement and Activity Sheet(s)

Job Title: Accountant III	
Position Type : Exempt	Full-Time

5559

JOB TITLE:

Accountant III – Perform Bank Reconciliations; Prepare Monthly Reporting; Day to Day Accounting; Prepare Budget; Back-up Trust Account Manager, Manage Accounts Payable, Process Multi-Family Applications, Coordinate Outreach Events, Manage Authority Procurement, Initiate Sustainability Program Development, Provide Office Administrative Support, Maintain Social Media

Duties:

- Prepare Monthly Financials – Maintain, analyze and reconcile monthly trust account/bank account statements. Prepare all Financial Statements for the conduct of Authority Business. Generate Monthly Financials that are presented to the HFA Board of Directors.
- Accounts Payable – Process all invoices received by the HFA for payment.
- Multi-Family Applications – Prepare and process all documents for assigned Multi-Family projects.
 - Review/analyze Application
 - Engage/correspond with Developer, Financial Advisor, County Attorney, County Mayor’s Office and Bond Counsel
 - Prepare TEFRA, Request Resolutions, Coordinate ADRAC, Review Bond Documents
- Outreach – Plan and organize Foreclosure Prevention and Anti-Predatory Lending Programs. Coordinate and report on Community Outreach events including Fairs, Workshops and Seminars.
 - HBC Omega – Attend and assist MDAHFI with Homebuyer Education Classes
 - Southern Anchor – Assist with Southern Anchor Rent to Save Program
 - Countywide Outreach – Plan Outreach events as requested by Commissioners, County Directors, etc.
 - Novelty Items – Order all novelty items needed to support Outreach Activities

- Procurement – Responsible for ordering all supplies, materials, etc. for the HFA.
- Sustainability Programs – Lead Staff person for development of “Green” and new innovative building technique programs.
 - Provide support to developers
 - Provide support to Homebuyers
 - Partnership Activities
- Administrative Duties – Perform general office duties/requirements .
 - Administrative Support
 - Meeting Coverage and Reporting
- Facebook – Update social media with current programs etc.

Performance Goals:

- Homeownership Education – Participate in Homebuyer Education Classes offered at least monthly in conjunction with MDAHFI. Capture number of workshops offered and number of participants per workshop, with a quarterly goal of 3 workshops and 15 participants.
- Multi-Family Developer Applications – Process Developer Applications for assigned Multi-Family projects. Capture number of applications received and processed, with a quarterly goal of 1 application.

Skills/Qualifications:

Bachelor of Science – Accounting Major, Florida A&M University

15+ years experience in accounting and auditing field

Advanced MS Excel skills, including financial modeling and data analysis.

Proficient with MS Access, Word, Peachtree Accounting, Hyperion Essbase, and FAMIS

Attach Telecommuting Agreement and Activity Sheet(s)

Job Title:	Administrative Officer 3
Position Type :	Full Time
Duties :	
<p><u>Multifamily Compliance:</u></p> <ul style="list-style-type: none"> • Log in receipt of monthly Bond Compliance Reports from Developers for timely delivery. To include billing for any late fees incurred for late report submission. • Audit the monthly bond compliance reports from the HFA 33 multifamily projects. • Report findings/discrepancies to Projects & Review submitted corrections to findings/discrepancies on the monthly reports. • Maintain spreadsheet on each projects monthly occupancy rates. • Perform Annual Audits on tenant files (33 projects). Are scheduled one month in advance and based on when Projects started reporting. Prepare audit findings correspondence to deliver to Property Manager, Owner and Trustee. • Monitor Property Insurance coverage on 33 projects by maintaining a file of Property Insurance certificates and expiration dates. To include mailing requests for current certificates. • Maintain the HFA Compliance Manual. • Organize and participate in an annual multifamily compliance training workshop for property managers and/or developers. • Work with First Housing Auditors on the audit of HFA's Compliance files and procedures. • Train new property managers on new projects on HFA Compliance Reporting. <p><u>HFA Administrative Fees:</u></p> <ul style="list-style-type: none"> • Calculate and invoice HFA administrative fees monthly on the Multifamily Projects to the trustee and developer. Invoiced semi-annually based on when the project closed. Approximately 72 invoices annually. • Maintain spreadsheet with administrative fees invoiced and received. <p><u>Multifamily Application RFQ:</u></p> <ul style="list-style-type: none"> • Multifamily application for Developers is revised annually for any updates and or changes to the application and policies. To include review with and by Financial Advisor and Bond Counsels. • Application is then uploaded to the HFA website and advertised. • Log is maintained with information of companies who have downloaded the application. 	

Multifamily Applications:

- Receive and review any submitted multifamily applications from Developers for possible bond financing.
- Make contact with Bond Counsel, Financial Advisor and Developer.
- Work with Bond Counsel to obtain the Inducement Resolution and add to next HFA Board Agenda.
- Prepare TEFRA Notice for advertisement and hold TEFRA Hearing.
- Participate in Developer Conference Calls
- Request Presentation for ADRAC Committee from Developer and Schedule and participate in ADRAC Committee review of project site plans. Calculate Committee scoring of project and prepare report to HFA Board for approval.
- Work with Bond Counsel and Financial Advisors to prepare documents to submit to the Board of County Commissioners for TEFRA Approval.
- Work with all parties on any issues or items required.
- Prepare request and submit to State for Bond Allocation.
- Attend Project closing.

Monthly Reports to the Board:

- Prepare report on the multifamily occupancy of the HFA's 33 projects to advise the Board on each projects standing.
- Prepare report on Administrative fees that may be past due or outstanding to the Board.
- Supply report from First Housing (outside compliance auditors) for the Board Agenda.
- Prepare ADRAC Scoring Report for the HFA Board on any submitted applications.

HFA Website:

- Review and maintain the HFA Website for any updates, changes, new information and submit via Teamsite web application.
- Work with GIC Downtown on any website issues.
- Work on any new items and prepare to deploy to website.

Records Retention:

- Maintain contract with Iron Mountain Records Retention Company.
- Maintain 3 months of Monthly Bond Reports on each project. Additional reports are boxed, invoiced, labeled and request is submitted to Iron Mountain for pickup.
- Assist co-workers on other Records Retention issues and prepare to ship to Iron Mountain.

Special Projects:

- Work and or participate in special projects as requested by the Director.
-

Skills/Qualifications:

Associates in Science Degree in Business Administration, Bachelor of Science Degree in Public Administration, Housing Quality Standards Certificate, Notary License, Previously held Real Estate Agents License and member of the Board of Realtors, Several certificates from Neighborworks on Affordable Housing trainings.

Performance Goals:

Maintain development compliance with LURA: Goal of 100% with 33 Projects Online

Develop rental units for public use (Applications received): Min 0; Goal 1; Max 2

Develop rental units for public use (Number of units closed): Min 0; Goal 160; Max 320.

Develop rental units for public use (Number of units leased); Min 0; Goal 100; Max 200.

Bi-lingual, able to work Independently and with others in a team atmosphere, able to organize and make decisions independently, good verbal communication and writing skills, computer skills to include but not limited to Word, Excel, basic accounting.

Attach Telecommuting Agreement and Activity Sheet(s)

**HOUSING FINANCE AUTHORITY
HYBRID VIRTUAL PROGRAM
TELECOMMUTE POLICY GUIDELINES/AGREEMENT**

I. INTRODUCTION

The Director of the Housing Finance Authority (HFA), with HFA Board approval, directed the Florida International University (FIU) Team to initiate a study determining the feasibility of allowing a Hybrid Virtual Workplace for HFA Staff. The result of the study supports the Director's initiative and reduces overhead while keeping professionalism high.

II. SCOPE

These guidelines cover the HFA's Hybrid Virtual Program.

III. DEFINITION

1. Hybrid Virtual: Work away from the environment of a standard office. The practice of working outside the traditional office workspace on a periodic basis.

IV. PROGRAM CRITERIA

1. The HFA Office will remain open during normal business hours for the duration of the Hybrid Virtual Program. The office will be covered by all staff on a rotational basis. *See attached Office Coverage Form – FORM A*
2. Employees are required to attend twice weekly staff meetings, time and location to be established by the Director.
3. Employees must report to the office from Tuesday through Friday the week prior to HFA Board Meeting and the Monday of HFA Board Meeting.
4. Employees must be available to come in to the office or attend scheduled meetings.
5. Employees must be available during work hours. Employees must answer individual phone calls; respond to all voice mail, email and instant messages within a reasonable time period (60 minutes).
6. Employees must complete a weekly check list indicating work performed and submit to Director by end of day each Friday. *See attached Activity Report – FORM B*
7. Annual and sick leave used during the Hybrid Virtual Program must be recorded on the Personnel and Attendance Record (PAR) as well as the HFA shared calendar or shared system/software to reflect the appropriate annual or sick time taken.
8. Employees must fund the setup of remote home-based connections to include DSL.

9. HFA equipment can only be used for conducting HFA business and must be secured at all times to include enabling a password which is stored at the physical HFA Office.
10. Any work or data must be stored on the HFA Office Network and not solely on the hard drive of the work computer/laptop.
11. HFA equipment must be protected at all times as if in an office environment.
12. HFA equipment that is lost, stolen or damaged whether the employee is at fault or not, will be replaced by the HFA the first time. If the replacement equipment is lost, stolen or damaged, then the HFA employee will be solely responsible for replacing the equipment.
13. Employees will use supplies purchased through the Office Depot Corporate account. HFA supplies must only be used for HFA purposes. Staff should ensure that they have sufficient supplies in their home-based office so that purchases outside of the HFA procurement process are not necessary. *See attached Supply Request Form – FORM C*
14. Emergency purchases must be approved by the Director prior to making the purchase. A reimbursement form must be completed and approved by the Director in order to receive reimbursement for the emergency purchase. A copy of the receipt must be attached to the form. Reimbursement requests must be submitted within 30 days of purchase.
15. Mileage reimbursement will be in accordance with IRS regulations. Mileage reimbursement will be calculated based on the total number of miles from the HFA's physical office to the location the employee traveled (not from the home-based office to the destination). Commuting miles are defined as the number of miles from the employee's home to the physical office. Commuting miles are not reimbursable. Employees requesting reimbursement must fill out the mileage reimbursement form and attach any supporting documentation, if applicable. This form is approved by the Director. Each year the mileage reimbursement rate will be updated based on the State of Florida's rate. Reimbursement requests forms must be submitted within 2 weeks after the close of the month for which reimbursement is requested. *See attached Mileage Reimbursement Form – FORM D*
16. Employees are covered under the Worker's Compensation Law if injured in the course of performing official duties during the Hybrid Virtual Program.
17. The Director has the discretion to terminate program at any time for and not limited to lack of performance, change in industry and/or abuse.

V. EMPLOYEES FUNCTION

1. All employees will execute the Hybrid Virtual Guideline/Agreement at inception of the Program. A copy of which will be included in their personnel file.

2. An Activity Report must be completed on a weekly basis. This report will be kept in a file in the physical HFA Office and on the HFA Office Network.

VI. EMPLOYER FUNCTION

It is the Director's responsibility to evaluate the Hybrid Virtual Program on a quarterly basis to determine if the program is successful. The overall program will be evaluated at the end of the first six (6) months to determine feasibility and address any necessary changes to the program.

VII. EMPLOYEES TELECOMMUTING

The following employees are scheduled to participate in the Hybrid Virtual Program.

Mary Aguiar
Taquan Aranha
Patricia Braynon
Giraldo Canales
Adela Garcia
Amelia Gowdy

These guidelines take effect July 1, 2012. Any revisions or amendments will modify the effective date accordingly.

Employee's Signature Date

**HYBRID VIRTUAL PROGRAM
Daily Office Coverage Duties**

Form A

Name: _____

Date: _____

Section	Task	Initials
General Office	Office coverage from 8:00 to 5:00 pm	
	Turn off lights at the end of the day.	
	Lock door (both locks) at the end of the day.	
	Answer telephone. Send e-mail or text to other staff.	
	Receive and open all general correspondence	
	Receive all packages and place on staff's desk	
	Receive and date stamp all bond reports packages	
	Transfer calls to 3-1-1 when on break or at lunch.	
Summons	Applies only when served in person.	
	Make a copy of the summons and the complaint only.	
	Mail to County Atty. Office, Att: Dora Rodriguez 111 NW 1 Street, 29th Floor, Miami, FL 33130	
	Save original summons, complaint and back-up documentation and place on Adela's desk. Write at the bottom of first page: Mailed to County Atty's office on _____ (insert date)	
Network Back-Up	Back-up network (in process of upgrading server)	

HYBRID VIRTUAL ACTIVITY REPORT

Form B

Name: _____

Date: _____

Section	Task	Initials
	Answer e-mails and phone calls Follow up on pending and ongoing items Complete HFA shared calendar	
Administration	Personnel Accounts payable/receivable Budget Financial statements Support to HFA board Support to ADRAC Web maintenance Web publishing Participate in conference call Attend meeting Board meeting agenda/package/minutes Payroll Banking FRS Deferred Compensation Procurement 3-month leave calendar HFA PAR Prepare Reports Did not work took time off	
Special Projects	Travel NALHFA/Fla ALHFA Record retention files 3-1-1 Knowledge base Respond to Commission requests Prepare reports	
Programs	Multi-Family Bond Reports Monthly Board reports Multi-Family application process Property insurance Trustee administrative fees Multi-Family Application Marketing TEFRA BCC Documents Single-Family Reports Marketing Individual Development Account Account maintenance Account Statements Reconciliation of accounts Community Outreach Organize workshops Assist Foundation with HBC Access and respond to 3-1-1 CSR Southern Anchor	
Other tasks as assigned		

PAY TO: _____

DEPT.: Housing Finance Authority

MAIL CHECK INTEROFFICE TO: _____

CODE: _____

THIS BLOCK FOR FINANCE DEPT. VENDOR NO. _____ VOUCHER NO. _____
--

Vehicle: _____

Date	Odometer Reading		Total Miles	Commute Miles	Excess Miles	Parking & Tolls	Destination and Purpose
	Beginning	Ending					
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Total Mileage			0	0	0	\$ -	
0 Miles @			0.55 per mile		\$ -		
Total Reimbursement						\$ -	

Audited By _____	Approved by (Authorized Signature) _____
<input type="checkbox"/> Filed	Insurance Certificate _____
<input type="checkbox"/> Not Filed	_____

I HEREBY CERTIFY that this travel voucher submitted by me in the total amount of \$0.00 , covering automobile mileage, constitutes actual expenses in traveling on business for Dade County, authorized under and pursuant to Administrative Order 6-3.

_____ Signature of Employee

NARRATIVE

First Quarter

PRIMARY OBJECTIVE	MEASURE	RAW SCORE	POINTS	EXPLANATION
<u>HFA Funding</u> To access and identify funds for HFA homeownership programs	HFA total funding	\$114,009,387 allocation and \$68,765,000 carryover	10	Total funding available exceeds our goal of \$100,000,000 million due to the carryover of \$68 million.
	Amount of funds expended for the mortgage and subsidies programs	\$5,932,870	6	Funds expended for mortgage and subsidy programs meet goal criteria.
	Amount of funds available for the mortgage and subsidy programs.	\$8,000,000	6	Funds available for mortgage and subsidy programs meet goal criteria.
Access and identify funds for HFA rental programs	Amount of funds expended for rental programs	0	2	Funds have not yet been expended for rental programs. It is expected that recent developer applications will result in expenditures for quarters 3 and 4.
	Amount of funds available for rental program	\$114,009,387 allocation and \$68,765,000 carryover	12	Funds available for rental programs exceed goal criteria.
<u>Homeownership Marketing</u> To identify inquiries about HFA programs.	Number of calls received as per the 3-1-1 report	396	8	Call criteria for this measure is 500 calls. First quarter is at 80% of goal. A plan of correction is not necessary at this time.
<u>Homeownership Program Structure</u> Maximize utilization of HFA funds allocated for homeownership	Number of loans closed	36	18	The data of quarter 1 is substantially beyond all expectations.

NARRATIVE

First Quarter

PRIMARY OBJECTIVE	MEASURE	RAW SCORE	POINTS	EXPLANATION
<u>Homeownership Education</u> Prepare the target group to become/remain homeowners	Number of workshops offered	3	10	Goal criteria was met with 3 workshops.
	Number of participants per workshop	16	10.5	Goal criteria was met with an average of 16 participants per workshop
<u>Program Structure/Rental</u> Maintain development compliance with LURA	Timely notification to developers of all discrepancies	99 of 99 100%	10	All criteria was met.
<u>Rental Education</u> Develop rental units for public use	Number of developer applications	1	10	All criteria was met.
<u>Program Structure/Rental</u> Develop rental units available for public use	Number of rental units closed	0	1	No rental units were closed during the first quarter. Based upon recent developer applications, it is likely that rental units will begin to close during quarters 3 and 4.
	Number of rental units leased	0	1	No rental units were leased because no rental units were closed during first quarter. Based upon recent developer applications, it is likely that units will begin to be leased during 2013.

QUARTERLY REPORT 2012 (First Quarter)

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
HFA Funding	HFA Total Funding	Adela Garcia	Quarterly	Min = 0-\$20 M Goal = \$100 M Max = \$200 M Plus	6%	\$114,009,387 allocation \$68,765,000 carryover	10
Homeowners Funding To access and identify funds for HFA homeownership programs	Amount of funds expended for the mortgage and subsidies programs			Up to \$4 Million Goal \$5 to \$6 Million Max \$7 to \$8 Million	6%	\$5,932,870	6
Rental Program Funding Access and identify funds for HFA rental programs	Amount of funds available for the mortgage and subsidies programs			Min Up to \$4 Million Goal \$6 to \$8 Million Max \$10 to \$12 Million	6%	\$8,000,000	6
	Amount of funds expended for rental programs			Min = 0 Goal \$40- \$50 Million Max \$100 Million Plus	6%	0	2
	Amount of funds available for rental program			Min = 0 Goal \$40- \$50 Million Max \$100 Million Plus	6%	\$114,009,387 Allocation \$68,765,000 carryover	12
State allocates tax exempt bond financing cap each year that can be used to finance either multifamily construction or single family homeownership or both. The allocation is available from January 1 to June 30 each year.							
Homeownership Marketing To identify inquiries about HFA Programs	Number of Calls Received as per the 3-1-1 Report .	Mary Aguiar	Quarterly	Min = 100 Goal = 500 Max = 1,000	10%	396	8
Number of phone calls received at 3-1-1 inquiring about HFA's single family, multi-family and other programs.							

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
Homeownership Program Structure Maximize utilization of HFA Funds allocated for Homeownership	Number of loans closed	Adela Garcia	Quarterly /monthly	Min. = 10 Goal = 20 Max = 40	10%	36	18
Amount represents number of loans closed in the Single Family homeownership program							
Homeownership Education Prepare the target group to become/remain homeowners	Number of workshops offered Number of participants per workshop	Taquan Aranha/ Amelia Gowdy	Quarterly	Number of Workshops: Min = 1 Goal = 3 Max = 5 Number of Participants per workshop Min = 5 Goal = 15 Max = 25	10% 10%	3 Workshops Offered; 47 Participants Attended and Graduated; Average of 16 Participants Per Workshop	10 10.5
Homebuyer Education Classes are offered at least monthly in conjunction with the Miami-Dade Affordable Housing Foundation Inc							
Program Structure/Rental Maintain development Compliance with LURA	Timely notification to developers of all discrepancies	Giraldo Canales	Quarterly	Goal = 100%	10%	99 notifications sent during this quarter.	100%
Each project receives notification if they have pending discrepancies and are in compliance with LURA monthly.							

Rental Education Develop rental units for public use	Number of Developer applications	Giraldo Canales	Annual	Min = 0 Goal = 1 Max = 2	10%	1 application received for 72 proposed units	10
Figures represent number of applications received from developer							
Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
Program Structure Rental Develop Rental Units available for Public Use	Number of rental units closed	Giraldo Canales	Quarterly	Min =0 Goa= 160 Max = 320	5%	0 Projects closed on funding during this quarter.	1
This is a continuation from the applications received and figures are representative of how many of the applications closed on the funding and the respective number of units.							
	Number of rental units leased	Giraldo Canales		Min = 0 Goal = 100 Max = 200	5%	0 units were made available during this quarter	1
This is a continuation from the applications that closed and represents the number of units available to be leased to prospective tenants.							

Supplemental Measure: HFA will conduct an annual compliance training for all property management providers

NARRATIVE

Second Quarter

PRIMARY OBJECTIVE	MEASURES	RAW SCORE	POINTS	EXPLANATION
<u>HFA Funding</u> To access and identify funds for HFA homeownership programs	HFA total funding	\$114,009,387 allocation and \$68,765,000 carryover	10	Total funding available exceeds our goal of \$100,000,000 million due to the carryover of \$68 million.
	Amount of funds expended for the mortgage and subsidies programs	\$3,124,710	2	Raw score will be amended to include the activity for the month of June
	Amount of funds available for the mortgage and subsidy programs.	\$8,000,000	6	Funds available for mortgage and subsidy programs met goal criteria.
Access and identify funds for HFA rental programs	Amount of funds expended for rental programs	0	2	Funds have not yet been expended for rental programs. It is expected that recent developer applications will result in expended for quarters 3 and 4.
	Amount of funds available for rental program	\$114,009,387 allocation and \$68,765,000 carryover	12	Funds available for rental programs exceeded goal criteria.
<u>Homeownership Marketing</u> To identify inquiries about HFA programs.	Number of calls received as per the 311 report	307	7	Data is incomplete because June numbers are not posted.
<u>Homeownership Program Structure</u> Maximize utilization of HFA funds allocated for homeownership	Number of loans closed	17	8.5	Raw score will be amended to include the activity for the month of June

NARRATIVE

Second Quarter

PRIMARY OBJECTIVE	MEASURES	RAW SCORE	POINTS	EXPLANATION
<u>Homeownership Education</u> Prepare the target group to become/remain homeowners	Number of workshops offered	4	15	Goal criteria was exceeded with 4 workshops.
	Number of participants per workshop	20	12.5	Goal criteria was exceeded with an average of 20 participants per workshop.
<u>Program Structure/Rental</u> Maintain development compliance with LURA	Timely notification to developers of all discrepancies	33 of 33 100%	10	All criteria was met.
<u>Rental Education</u> Develop rental units for public use	Number of developer applications	4	20	Goal criteria was exceeded with the offering of the McKinney Funds
<u>Program Structure/Rental</u> Develop rental units available for public use	Number of rental units closed	0	1	No rental units were closed during the first quarter. Based upon recent developer application, is likely that rental units will begin to close during quarters 3 and 4.
	Number of rental units leased	0	1	No rental units were leased because no rental units were closed during first quarter. Based upon recent developer applications, it is likely that units will begin to be leased during 2013.

QUATERLY REPORT 2012 (Second Quarter)

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
HFA Funding Homeowners Funding To access and identify funds for HFA homeownership programs Rental Program Funding Access and identify funds for HFA rental programs	HFA Total Funding	Adela Garcia	Quarterly	Min = 0-\$20 M Goal = \$100 M Max = \$200 M Plus	6%	\$114,009,387 allocation \$68,765,000 carryover	10
	Amount of funds expended for the mortgage and subsidies programs			Up to \$4 Million Goal \$5 to \$6 Million Max \$7 to \$8 Million	6%	\$3,124,710	2
	Amount of funds available for the mortgage and subsidies programs			Min Up to \$4 Million Goal \$6 to \$8 Million Max \$10 to \$12 Million	6%	\$8,000,000	6
	Amount of funds expended for rental programs			Min = 0 Goal \$40- \$50 Million Max \$100 Million Plus	6%	\$0	2
	Amount of funds available for rental program			Min = 0 Goal \$40- \$50 Million Max \$100 Million Plus	6%	\$114,009,387 allocation \$68,765,000 carryover	12
State allocates tax exempt bond financing cap each year that can be used to finance either multifamily construction or single family homeownership or both. The allocation is available from January 1 to June 30 each year.							
Homeownership Marketing To identify inquiries about HFA programs	Number of Calls Received as per the 3 -1-1 Report	Mary Aguiar	Quarterly	Min = 100 Goal = 500 Max = 1,000	10%	307	7

Number of phone calls received inquiring about HFA's single family, multi-family and other programs.

Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
Homeownership Program Structure Maximize utilization of HFA Funds allocated for Homeownership	Number of loans closed	Adela Garcia	Quarterly /monthly	Min. = 10 Goal = 20 Max = 40	10%	17	8.5

Amount represents amount of loans closed in the Single Family homeownership program

Homeownership Education Prepare the target group to become/remain homeowners	Number of workshops offered	Taquan Aranha/ Amelia Gowdy	Quarterly	Number of Workshops: Min = 1 Goal = 3 Max = 5	10%	4 Workshops Offered; 82 Participants Attended and Graduated; Average of 20 Participants Per Workshop	15
	Number of participants per workshop			Number of Participants per workshop Min = 5 Goal = 15 Max = 25	10%		12.5

Homebuyer Education Classes are offered at least monthly in conjunction with the Miami-Dade Affordable Housing Foundation Inc.

Program Structure/Rental Maintain development Compliance with LURA	Timely notification to developers of all discrepancies	Giraldo Canales	Quarterly	Goal = 100%	10%	33 of 33 notifications sent during this quarter	100%
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Each project receives notification if they have pending discrepancies and are in compliance with the LURA monthly

Rental Education Develop rental units for public use	Number of Developer applications	Giraldo Canales	Annual	Min = 0 Goal = 1 Max = 2	10%	4 applications for 615 units were received during this quarter	20
Figures represent number of applications received from developers.							
Primary Objective	Measures	Obtained by	Time Frame	Expectations Min., Goal, Max.	Relative Value	Raw Score	Points
Program Structure Rental Develop Rental Units available for Public Use	Number of rental units closed	Giraldo Canales	Quarterly	Min = 0 Goa= 160 Max = 320	5%	0 closings and no units during this quarter	1
This is a continuation from the applications received and figures are representative of many of the applications closed on the funding and the respective number of units							
	Number of rental units leased	Giraldo Canales	Quarterly	Min = 0 Goal = 100 Max = 200	5%	0 units were made available during this quarter	1
This is a continuation from the applications that closed and represents the number of units available to be leased to prospective tenants.							

Supplemental Measure: HFA will conduct an annual compliance training for all property management providers





Employee Self-Evaluation & Quarterly Review

Employee name: _____ Date: _____

<u>Quarterly Review Criteria:</u>	<u>Employee Ratings: 1 through 5</u>	<u>Basis</u>
Met Deadlines:	__1__ __2__ __3__ __4__ __5__	All work completed on time.
Quality of Work	__1__ __2__ __3__ __4__ __5__	Quality of work same as onsite
Director Contact	__1__ __2__ __3__ __4__ __5__	Maintains regular contact.
Co-worker Contact	__1__ __2__ __3__ __4__ __5__	Maintains regular contact with co-workers
Work Attendance	__1__ __2__ __3__ __4__ __5__	Absences impacting co-worker productivity

List objectives which were met or exceeded during the performance review period.

1. _____
2. _____
3. _____

Supervisor: _____ Concur _____ Disagree _____ Other _____ Comments: _____
Initials

List objectives which were not met during the performance review period.

1. _____
2. _____
3. _____

Supervisor: _____ Concur _____ Disagree _____ Other _____ Comments: _____
Initials

List performance areas that need further development.

1. _____
2. _____

Supervisor: _____ Concur _____ Disagree _____ Other: _____ Comments: _____
Initials

List key goals and objectives for the next performance review period.

1. _____
2. _____
3. _____

Supervisor: _____
Initials

Concur _____ Disagree _____ Other _____ Comments: _____

Supervisor name: _____ Date: _____

Quarterly Review Criteria:

Supervisor Ratings: 1 through 5

Basis

Met Deadlines:	___1___ 2 ___3___ 4 ___5	All work completed on time.
Quality of Work	___1___ 2 ___3___ 4 ___5	Quality of work same as onsite
Director Contact	___1___ 2 ___3___ 4 ___5	Maintains regular contact.
Co-worker Contact	___1___ 2 ___3___ 4 ___5	Maintains regular contact with co-workers
Work Attendance	___1___ 2 ___3___ 4 ___5	Absences impacting co-worker productivity

Interns and New Hire Procedures

Housing Finance Authority of Miami-Dade County
Interns and New Hire Procedures

Assigned HFA Staff	Activity	Outcome	Comments
Personnel	Develop position announcement	Job announcement	
Personnel	Publish position announcement	Advertisement	
Personnel	Gather announcement responses	Position file	
Personnel	Prepare initial application package Containing resumes/applications	List total number of applicants & number with minimum qualifications	
Personnel	Recommend Panel Members	List of panel members	
Director	Approve Interview Panel Members	memo	
Personnel	Develop Interview Questions & score sheet	Interview Questions	
Director	Approve Interview Questions & score sheet	memo	
Personnel	Schedule Interview appointments & provide schedule to panel members. Advise of Veteran qualifications, if applicable	Interview set up package with cover memo	
Panel	Conduct Interviews & tally scores	Interview questions, score sheet	
Panel Chairperson	Report panel scores for hire recommendation(s)	Memo to Director	
Panel Chairperson	Report panel recommendations to HFA Director and HFA Board	Memo	
Personnel	Conduct reference and background check on recommended candidate	Partnership with Miami-Dade County personnel and or contract with external employment agency	
Personnel	Prepare offer letter & assign Mentor	Offer Letter	
Personnel	Record candidate's response	Memo to file	
Personnel	Notice of new hire/ intern reporting date		
Mentor	Schedule & conduct job orientation	Letter to candidate, copy staff	
Mentor & Director	90-day performance review	Letter of recommendation for continued employment or notice of needed performance w details	
Mentor & Director	180-day performance review	Letter of recommendation for continued employment or notice	

Interns and New Hire Procedures

		of needed performance w details	
Mentor & Director	6-month performance review	Letter of recommendation for continued employment or notice of needed performance w details	
Personnel	Permanent status letter or failed probation letter	Letter with notice of retention in permanent employment or notice of failed probation and last day of employment	

HFA Succession Plan – Outline

Skill Sets and Competencies by Job Description

Position Title	Skill Sets and Basic Competencies	Education
HFA Director		
	Experience required:	
Special Projects Administrator II	<i>Self Starter, with fresh outlook and large degree of adaptability in a changing work environment; able to coordinate multiple projects and communicate on various levels both in writing and verbally; must be able to develop reports from raw data and create programs including modification of existing programs to improve operations. Must be willing to provide and receive constructive feedback throughout work processes, ability to focus on tasks, priorities and juggle variable deadlines. Key skills include planning, coordination, program analysis and events and meeting planning.</i>	
	Experience required: Bachelor's degree in public administration, 10- 15 years in housing experience, Certificate in Housing Quality Standards, Notary Public. Self-disciplined with the ability to work individually with little or no supervision, and able to adapt to various work environments. Ability to communicate with key stakeholders and fluent in computers/software and bilingual	
Special Projects Administrator II	<i>Self Starter, broad world view and strong ability to adapt in a changing work environment; able to coordinate multiple projects and communicate on various levels both in writing and verbally; technology savvy, must be able to develop reports from raw data and create programs including analysis and modification of existing programs to improve operations. Must be willing to provide and receive constructive feedback throughout work processes, ability to focus on assigned tasks, office priorities and juggle variable deadlines. Key skills include writing, public speaking, system analysis and generation of creative plans and initiative.</i>	
	Experience required: Bachelor of Arts, Bachelor of Science in business, public administration, marketing, communications or related field; 10-15 years of progressive, related work experience with indicators of high levels of performance. Program development, program administration, marketing, community organizing and or not for profit program experience required. Stronger technical skills required. Community service and volunteer experience a plus. Very strong public speaking, writing and presentation skills highly desirable.	
Trust Account Manager	<i>Solid financial accounting background, with strong focus on housing programs and products. Must be able to work with staff accounting issues for all programs</i>	

HFA Succession Plan – Outline June 2012

	<i>and communicate well with staff, board members and consultants. Must be flexible and responsible requiring very little oversight. Coordination of accounting tasks required; focus on program development desirable. Strong technology skills required with focus on software. Key skills include accounting, bookkeeping, financial literacy, written and verbal communications.</i>	
	Experience required: Bachelor of Science in Accounting, 10-15+ years experience in accounting and auditing field. Proficient in Microsoft products (Excel, Word, Access, PowerPoint). Housing Quality Standards Certification ,Bilingual	
Accountant 3	<i>Mid-level accounting skills that require both education and on the job experience. Basic knowledge, education and experience in financial accounting required. Must be able to work with non-accounting staff. Must be flexible and be able to communicate well with staff, board members and consultants. Must be flexible and responsible requiring very little oversight. Coordination of program and accounting tasks required; focus on program and product development very desirable. Strong technology skills required with focus on software innovations and creativity a plus. Key skills include accounting, bookkeeping, financial literacy, written and verbal communications.</i>	
	Experience required: Bachelor of Science, Accounting Major, Florida A&M University. Advanced MS Excel skills, including financial modeling and data analysis. Proficient with MS Access, Word, Peachtree Accounting, Hyperion Essbase, and FAMIS	
Administrative Officer 3	<i>Mid level administrative office experience required with emphasis on report review, program monitoring and compliance reporting. General office skills a requirement preferably in a medium to small work environment. Verbal and written communication skills a must. Ability to supervise external quarterly program audits and present results to Board. Experience performing field work also required. Must have a valid state of Florida driver's license with current auto insurance.</i>	
	Experience required: Associates in Science in Business Administration, Bachelor of Science in Public Administration, Housing Quality Standards Certificate, Notary License, Real Estate Agents License, member of the Board of Realtors, Housing certificates; HUD, Neighborworks on Affordable Housing trainings.	
Other (short term events)	Prepared as a position is requested	
	Experience required: tba	