Project Administration, Loan Approvals and Closings

January 17 – 20, 2017
How Did We Get Here?

The PA team handles all post-award project and fund management. With recent staff changes, we are presented an opportunity to evaluate and improve historic procedures while maintaining necessary compliance checks.

The Legal team handles all loan closings, due diligence reviews and transition to Finance for disbursement. We have an opportunity to streamline processes and improve communication between offices.
Red Swingline Staplers
Event Scope

Our process begins with funding commitment

Our process ends with closeout
Event Baseline Data

75 draws in last 6 months
18 8609’s issued in last 6 months
9 number of loan approvals and loan closings

Draws average 7 days to review
(+4 days to fiscal, +3 days to pay, +>30 days to reimburse)
8609 averages 67 days

Closings average 4-6 months between submission of due diligence documentation and loan disbursement.

Majority of draws and 8609s need additional docs from developer. Many RCs are missing or have incorrect information
### Satisfaction Survey

<table>
<thead>
<tr>
<th></th>
<th>Overall Satisfaction</th>
<th>Timeliness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan Closings</td>
<td>4.2</td>
<td>4.2</td>
</tr>
<tr>
<td>Project Draws</td>
<td>4.4</td>
<td>4.2</td>
</tr>
<tr>
<td>Final Reporting/8609’s</td>
<td>4.2</td>
<td>4.2</td>
</tr>
<tr>
<td>General Customer</td>
<td>4.6</td>
<td>4.4</td>
</tr>
</tbody>
</table>

“Communication with the PP&D division is excellent. You really treat your partners as PARTNERS - not just another project number.”

“Communication with partners, relationships, understanding and flexibility with unique circumstance.”
Process Improvement Goals

- Improve legal closing process
- Improve Draw, Closeout and 8609 process
- Improve interoffice communication
Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday
Day One

• Level setting
• Scope of event
• Stakeholder identification
• Current state mapping
Day Two

- Waste identification
- Lean Six Sigma training
- Brainstorming
- Process redesign
Day Three
• Future State Process
• Discussion and consensus
• Implementation planning
• Details
Today - Day Four

- More implementation planning
- Celebration
- Sharing results
Current State
Future State
Simpler

- Electronic submission of documents
- Utilizing more of DevCo functionality
- No longer requesting documents that we already have or don’t need
- Standardize documents
Faster

- Ability to upload documents
- Accurate information available in one place and one time
- Utilize claims module in Devco for draws
- Reduce decision points
- Electronic approval process
Better

• Updated training, instructions and videos
• More lines of communication between OHFA departments and outside partners
• Able to spend more time on mission critical and value added work
Less Costly

• Reduction of costly and/or duplicative documents for partners
• Less paper, ink and postage used
## Summary Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>118</td>
<td>33</td>
<td>72%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>15</td>
<td>6</td>
<td>60%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>16</td>
<td>9</td>
<td>31%</td>
</tr>
<tr>
<td>Checklists</td>
<td>8</td>
<td>6</td>
<td>25%</td>
</tr>
<tr>
<td>Logs/Spreadsheets</td>
<td>6</td>
<td>0</td>
<td>100%</td>
</tr>
<tr>
<td>Process Lead Time - Draws Loan Closing</td>
<td>7 days 4-6 months</td>
<td>3-4 days 2-3 months</td>
<td>up to 57%</td>
</tr>
</tbody>
</table>
Implementation Plans

- Training
- Communication
- DevCo
- Checklists
- Timeline Tree
Special Thanks to...

**Senior Leadership:**
Doug Garver, Executive Director
Sean W. Thomas, Chief of Staff

**Sponsor:**
Kelan Craig, Director of Planning, Preservation and Development
Marlo Tannous, Chief Legal Counsel

**Team Leader:**
Diane Alecusan, Business and Project Administration Manager

**Subject Matter Experts:**
Kevin Clark, John Toth, Tina Knight, Paige Dixon, Bill Spencer, Holly Holtzen, LW Associates, Miami Valley Housing, ODSA