

Appendices

Appendix I

Needs Assessment

The economic conditions of metropolitan regions are continuously shifting, making some places around the country more desirable than others for businesses and residents. The following chart shows the relative ranking in economic well being of this region compared to all 331 metropolitan regions in the country for 1990 and 2000. The most prosperous metro area will be ranked 1, and the least prosperous will have a rank of 331.

Economic Well Being Rankings for Worcester, Massachusetts

	1990	2000*
Metro Region	73	57
Central City	179	168
Suburb	56	46

In the short term it is possible for one part of the metropolis, the suburbs, to prosper while another part, the central city, declines. But a large disparity between cities and suburbs is likely in the long run to damage the region as a whole. The following chart shows the relative ranking in city-suburban disparity of this region compared to other metropolitan regions, as well as how it changed between 1990 and 2000. The metro area where the central city is doing best, compared to its suburban ring, will be ranked 1, and the one where the central city is most depressed relative to its suburbs will have a rank of 326 (because 1 metro area is entirely central city and 4 metro areas are entirely suburban).

The economic horizon for Worcester exhibits an improving city in term of well being. Similar to many cities, the past ten years have shown economic improvements.

The project is part of a comprehensive homeownership campaign to increase homeownership in Worcester. Currently Worcester has 43.3% homeowners, significantly less than the national average of 68% (US Census Bureau, Census 2000). It is interesting to note that from 1990 to 2000 the population increased by 5%, but the percent of homeownership stayed exactly at 43.3%.

Homeownership is one of the largest assets attained by most Americans. Nationally, 68% of American household are homeowners. Unfortunately these successes are not shared equitably for families of different races and ethnicities.

Table
Homeownership compared by ethnicity (Mumford, 2003)

Homeownership rates compared by ethnicity			
	2000	USA	Worcester
African Americans		47%	20.2%
Latinos		46%	14.5%
Asians		25.5%	29.2%
Whites		73%	50.8%

All groups experienced some increases in homeownership over the past ten years with Latinos/Hispanics experiencing the biggest increase of 6.6%. In 1990, 87% of the households in Worcester reported themselves as white, 4% reported as Black or African American, 7% reported as Hispanic or Latino, and 2% reported as Asian (Mumford, 2003). In 2000, 76 % of the households reported themselves as white, 6% Black or African American, 12% Hispanic or Latino and 4% Asian (Mumford, 2003).

Appendix II

Project Implementation Gantt chart Outline of an Annual Work Plan

Tasks	2004	2005										
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Assemble Board of Directors	Yellow											
Assemble Lending Committee	Yellow											
Review policies and procedures	Yellow											
Achieve approval for Funds	Yellow											
Market plan review	Yellow	Yellow										
First Draft of Business Plan completed		Yellow										
Committee Reviews Draft		Yellow										
Committee meets approve marketing plan			Yellow									
Revision of business plan completed			Yellow									
Plan implemented				Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Start training staff for post purchase activities	Blue				Blue		Blue		Blue			
Review production benchmarks				Orange	Orange				Orange			Orange
Review Capitalization schedule				Orange			Orange			Orange		
Evaluate planning process				Black	Black			Black				Green
Planning Process for FY2006-2008								Yellow	Yellow	Yellow	Yellow	

Appendix III
Staff Job Descriptions

NeighborWorks® HomeOwnership Center

HomeOwnership Center Manager

The HomeOwnership Center Manager is responsible for developing and managing a one-stop shop where prospective homebuyers can access all the services required to achieve the highest level of success when shopping for, purchasing, rehabilitating, maintaining, and managing a home. The Manager establishes overall objectives for the Center and develops a comprehensive plan to include performance measures and a timeline for meeting incremental benchmark goals and achieving the overall objectives. Homeownership production is of paramount importance in establishing the overall objectives of the Center.

The Manager implements and oversees the service delivery system and internal controls to ensure that the Center operates in an organized, coordinated, and efficient manner. He or she provides leadership and guidance to the staff to achieve these ends. The Manager develops and implements comprehensive strategies for enlisting investing partners and nurtures such interests. The HomeOwnership Center Manager conducts periodic system and staff reviews to assure the highest quality customer service and adherence to the standards set forth in the NeighborWorks® HomeOwnership Center Memorandum of Understanding (MOU).

Responsibilities:

- ◆ Establishes long term objectives for the Center and develops a comprehensive plan, timeline, and performance measures for meeting such objectives.
- ◆ Implements and manages an effective and efficient service delivery system that produces a pipeline of prospective homebuyers and continuous flow of mortgage ready homebuyers.
- ◆ Implements an outreach and marketing strategy designed to expand and broaden the target customer market, appeal to prospective partners, and establish the NeighborWorks® HomeOwnership Center as the “first stop” source for all families who wish to become homeowners.
- ◆ Acts as the liaison to the Center’s Advisory Committee and provides them with quarterly management reports to include performance, cost analysis, and overall financial information.
- ◆ Develops and implements a comprehensive strategy for enlisting investing partners from all sectors of the community.
- ◆ Assumes accountability to investing partners and responsibility to effect the fulfillment of mutual interests.
- ◆ Nurtures the relationships with investing partners by facilitating quarterly investor committee meetings designed to evaluate strengths and weaknesses, and by maintaining regular communication between partners and staff.
- ◆ Maintains the standards of practice, the policies, and the procedures for the successful operation of the Center.

- ◆ Oversees and manages the customer flow from intake through closing.
- ◆ Conducts periodic system reviews to identify weaknesses and inefficiencies, to monitor customer retention along the homebuying continuum, and to assure the highest quality service to the customers and partners. Refines the systems as necessary to improve the outcomes.
- ◆ Promotes and maintains interpersonal communication with all staff and departments.
- ◆ Consistently motivates staff in a positive manner and establishes a “team” approach to reach benchmark goals and long term objectives. Regularly encourages staff participation and input into decision making and goal setting.
- ◆ Creates an environment that stimulates professional growth and development of staff members. Demonstrates the ability to capitalize on staff members’ unique strengths. Leads by professional example.
- ◆ Holds staff members accountable for responsibilities inherent to their position.
- ◆ Conducts timely staff performance evaluations, establishing performance criteria, and assisting staff in identifying goals and developing action plans for achieving them.
- ◆ Maintains a sufficient quota of qualified and well-trained personnel to operate the Center and forecasts and anticipates needs for increasing staff.
- ◆ Monitors and adjusts the Center’s staffing levels as necessary to meet established objectives, provide high quality customer service, and maintain proper balance between efficiency and production.
- ◆ Oversees and ensures that appropriate protocols are followed for the accounting and file maintenance functions of the Center.
- ◆ Ensures that the Center meets the highest standards for delivering comprehensive Homebuyer education and individual counseling.
- ◆ Develops and implements innovative Lending Systems that include a broad array of loan and down payment assistance options and a systematic approach for matching customers with the products that best suit their needs.
- ◆ Assists with developing and implementing a comprehensive cost recovery plan and fee structure to create sustainability and produce revenue.
- ◆ Prepares the annual budget for the operation of the HomeOwnership Center.
- ◆ Ensures the office environment and the physical space lends itself to high quality customer service and confidentiality.
- ◆ Manages the maintenance and upgrades as needed of all equipment and tracking systems essential to the operation of the Center.
- ◆ Develops and implements proper procedures and internal controls necessary to maintain the security of all systems and confidentiality of all records.
- ◆ Fosters community development through neighborhood events aimed at increasing exposure, publicity, and name recognition for the Center’s activities.
- ◆ Perform all other duties deemed necessary by the Advisory Committee or Executive Director.

Personal Qualities

- ◆ A dynamic personality and attitude that is “people” focused. Skills in articulating ideas and concepts to build consensus around mutual goals and benefits.

- ◆ Strong analytical, systems, and problem solving skills needed to evaluate performance, prepare reports, and recommend/implement solutions using independent judgment.
- ◆ Demonstrated ability in developing and motivating a team to meet or exceed objectives.
- ◆ Effective public speaking skills.
- ◆ Leadership skills that reflect teamwork, integrity, effectiveness, efficiency, and the ability to deliver high quality customer service.
- ◆ Ability to work with customers, partners, and staff of diversified backgrounds.
- ◆ A positive, optimistic, goal oriented attitude.
- ◆ Creative and practical. The ability to develop those skills in others to increase efficiency in trouble-shooting when challenges arise.
- ◆ Capable of handling multiple tasks while overseeing day to day operations.

Experience and Qualification Requirements

- ◆ Bachelor's degree in Finance or Business or related field.
- ◆ More than five years of management experience with preference for experience in the “start up” phase of developing a business.
- ◆ More than three years of experience in homeownership lending.
- ◆ Community based not-for-profit experience at a management level.
- ◆ Demonstrated project management skills, including the ability to manage and prioritize multiple tasks.
- ◆ Accomplishments that reflect the ability to take a proactive approach, exercise professional judgment, and make sound decisions.
- ◆ Familiarity with the NeighborWorks “Full Cycle” Lending concept and the NeighborWorks® HomeOwnership Center Memorandum of Understanding (MOU).
- ◆ Expert knowledge of Windows Operating System and Microsoft Office as well as familiarity with loan origination, processing, and servicing software systems.

Salary and Benefits:

- ◆ Salary Description
- ◆ Benefits Description

NeighborWorks® HomeOwnership Center

Lending Officer

The Lending Officer assists customers with selecting the first mortgage loan product that best suits their needs after a Homeownership Counselor has deemed them “mortgage ready”. He or she also assists customers with second mortgage down payment assistance loans and document preparation during the Application Preparation Session and/or Mortgage Application Meeting. The Lending Officer prepares homebuyers and homeowners to feel confident in making informed decisions related to mortgage finance.

Responsibilities

- ◆ Provides the highest degree of customer service when working with customers and business contacts.
- ◆ Facilitates the “Application Prep Session” and/or “Mortgage Application Meeting”.
- ◆ Conducts the “Final Affordability Assessment” and assists with the selection of the first mortgage and /or second mortgage product.
- ◆ Obtains and organizes all documents for the mortgage application meeting.
- ◆ Schedules the 1003 mortgage application meeting with first mortgage lender.
- ◆ Obtains and organizes all documents for the second mortgage down payment assistance loan.
- ◆ Completes the lender cover sheet for submittal to the first mortgage lender.
- ◆ Collects and verifies necessary information for processing of loans.
- ◆ Updates NWorks 2000 2.0 or other customer tracking system when customers indicating loans in process and/or closed loans.
- ◆ Completes the “Loans in Process Matrix” for both internal and external cases.
- ◆ Prepares the closing documents, attends closing meetings, and obtains a copy of the HUD 1 Settlement Sheet for each closed loan.
- ◆ Manages all financial related aspects of the rehab loan applications.
- ◆ Establishes and maintains a professional relationship with customers and adheres to guidelines related to financial confidentiality.
- ◆ Maintains consistent communication with Counseling and Education Staff.
- ◆ Maintains and updates policies, protocols, procedures, and lending product information on a routine basis.
- ◆ Counsels customers seeking guidance related to predatory lenders.
- ◆ Ensures that all customers and partners are informed promptly as to a change in the status of a mortgage application.
- ◆ Complies with all laws, regulations, policies, and procedures.
- ◆ Enforces provisions in audit and compliance manuals and grant requirements.
- ◆ Prepares routine production reports within the established timeframe and submits them to Center Manager and pertinent staff.
- ◆ Assists with pre-qualifying customers when deemed necessary by a Homeownership Counselor.
- ◆ Maintains organized and up-to-date paper and computer customer records, which can be easily found and researched by other staff members.
- ◆ Archives inactive cases on a routine basis.

Personal Qualities

- ◆ Exhibits compassion, patience, and sensitivity when dealing with customers’ lending issues, such as credit obstacles and debt issues.
- ◆ Ability to interact and articulate effectively and confidently with individuals at all social/economic levels who access the Center’s services, other members of the community, and/or partners.
- ◆ Excellent interpersonal, written and verbal communication skills.

- ◆ Ability to work independently and as a productive team member.
- ◆ Ability to be flexible, adaptive, and positive in a constantly changing environment.
- ◆ Detail oriented with a willingness to learn new skills and techniques to promote efficiency and successful customer outcomes.
- ◆ Ability to identify internal weaknesses, identify solutions, and to adapt lending methods and tools to create more efficient systems and more effective customer outcomes.
- ◆ Dedicated individual who can engage customers and help families solve their financial problems and accomplish their housing related goals.

Experience and Qualification Requirements

- ◆ Bachelor's degree in a related business field or equivalent combination of education and work experience.
- ◆ Two to four years' professional experience in mortgage lending.
- ◆ Working knowledge of mortgage product underwriting guidelines.
- ◆ Working knowledge of Microsoft Office.
- ◆ Working knowledge of the entire loan process to include: loan origination, processing, and servicing software systems.
- ◆ Current knowledge of all laws, regulations, and compliance issues related to mortgage lending.
- ◆ Ability to successfully complete Neighborhood Reinvestment Corporation's coursework and exam for Full Cycle Lending Certified Loan Officers.
- ◆ Willingness to work evenings and maintain a flexible work schedule.

Salary and Benefits

- ◆ Salary Description.
- ◆ Benefits Description.

NeighborWorks® HomeOwnership Center

Oak Hill Community Development Corporation

Post-Purchase Counselor-Monitoring Agent

Duties and Responsibilities

A. PROGRAMMATIC

1. The Post Purchase Counselor/Monitoring Agent will establish and maintain appropriate levels of communication, cooperation and collaboration between the NeighborWorks® HomeOwnership Center of Worcester, the Executive Office of Neighborhood Services (EONS) and Mass Housing Partnership (MHP) in the provision of a comprehensive Post Purchase program, and, as required, governmental and non-governmental agencies concerning project-related matters.
2. The Post Purchase Counselor/Monitoring Agent will be responsible for tracking and evaluating all post purchase Homebuyer projects and provide post purchase income and rent recertification and for all completed projects assisted with City HOME program funding in accordance with HOME Program regulations.
3. Resales. The Post Purchase Counselor/Monitoring Agent also shall monitor resales of the Affordable Units (including review of income and asset certifications, deeds and deed riders) for compliance with the terms of the applicable deed riders to the Affordable Units. The Post Purchase Counselor/Monitoring Agent agrees to prepare and deliver annually a report (the “Annual Homeowner Compliance Report”) to the Director of Housing regarding compliance with the Affordability Requirement. The Post Purchase Counselor/Monitoring Agent shall deliver the Annual Compliance Report within one hundred twenty (120) days of the end of each calendar year during the term of this Agreement.
4. The Post Purchase Counselor/Monitoring Agent shall track and evaluate completed Rental projects and provide post purchase income and rent recertification for all completed projects assisted with City HOME program funding in accordance with HOME Program regulations.
5. Annual Tenant Recertification. The Post Purchase Counselor/Monitoring Agent shall establish a schedule of owners of prior City HOME-funded projects and proceed to monitor the rent and income of all tenants occupying HOME ASSISTED rental units (including any units within Homebuyer projects as defined above) for review of income and asset certifications, and the affordability of rent calculations for compliance with the terms of the HOME program. The Post Purchase Counselor/Monitoring Agent shall prepare and deliver annually this information in conjunction with the “Annual Homeowner Compliance Report” (the “Annual Rental Recertification Report”) to the Director of Housing on owners compliance with the Rental Affordability Requirement. The Post Purchase Counselor/Monitoring Agent shall deliver the Annual Compliance Report within one hundred twenty (120) days of the end of each calendar year during the term of this Agreement.

6. The Post Purchase Counselor/Monitoring Agent will assist the Director of the HOCW in communications with all agencies, private or public, with activities in home ownership and specifically in regard to post purchase issues.
7. The Post Purchase Counselor/Monitoring Agent will familiarize self with all activities, current and planned, administered by the HOCW.
8. The Post Purchase Counselor/Monitoring Agent will, in conjunction with other HOCW staff and volunteers, City representatives, community leaders and members and any other agency, as appropriate, recommend those areas that will: address the needs of the target community; reflect the technical, financial and human resources of the HOCW. The Post Purchase Counselor/Monitoring Agent will be responsible for, in collaboration with the HOCW Director, the design, implementation, monitoring and evaluation of specific projects related to post-purchase services, incorporating requirements of EONS, MHP and NRC.
9. The Post Purchase Counselor/Monitoring Agent, in collaboration with other HOCW staff, will establish and maintain a database of current and potential owners.
10. The Post Purchase Counselor/Monitoring Agent will conduct and/or supervise the implementation of all post purchase initiatives, including group workshops, individual counseling, construction services and the administration of construction budgets.
11. The Post Purchase Counselor/Monitoring Agent will assist in formulating a code of standards as well as monitoring and evaluative tools for post purchase systems.
12. As required, the Post Purchase Counselor/Monitoring Agent will provide technical and/or logistical support for project-related and/or HOCW-sponsored workshops, special events, fundraising and proposal writing, including but not limited to, first-time buyers and post-purchase workshops, open-houses, publicity events.
13. The Post Purchase Counselor/Monitoring Agent will complete and submit on a timely basis all necessary communications and documents in support of any and all homeownership activities, including but not limited to: funding agencies' reports, descriptions of work for any contract or direct employees, construction specifications, bid documents, project and funding proposals, construction requisitions, change orders, etc.
14. The Post Purchase Counselor/Monitoring Agent will contribute to all required HOCW documents, including but not limited to: newsletters, brochures, etc.
15. The Post Purchase Counselor/Monitoring Agent will participate in regularly scheduled staff meetings, Committee meetings and represent the HOCW, as necessary, at local and regional meetings concerning homeownership.
16. The Post Purchase Counselor/Monitoring Agent will be required to commit to a flexible work schedule, including some evenings and weekends, as appropriate.
17. Other duties as may be assigned.

- Bachelor's degree.
- Demonstrated ability in the real estate development process.
- Familiarity with local, state, regional and federal funding opportunities for real estate development.
- Demonstrated ability to establish good working relationships with people from diverse backgrounds.
- Demonstrated ability in verbal and written communication.

***NeighborWorks® HomeOwnership Center* SAMPLE JOB DESCRIPTION**

POSITION DESCRIPTION

POSITION TITLE: LOAN PROCESSOR

OVERALL RESPONSIBILITIES:

The Loan Processor will be the individual responsible for the processing, origination and collection of all loans, both first mortgage and rehab, for NWHOCW. Primary responsibilities include customer intake (all phases of the application process), generating appropriate forms of verification, ordering appraisals and preliminary title reports, maintaining all required documentation in loan files, setting up closings and providing any needed closing documents, initiating collection activity and keeping supervisor current on status, etc. This individual may also have contact with other lending agencies regarding the referring, sale or servicing of NHS loans.

SUPERVISOR

The Loan Processor reports directly to the Loan Officer

SCOPE OF RESPONSIBILITIES:

- 1. Loan Closing, Processing and servicing**
 - Prepare (or arrange for preparation) all documents for loan closing, including any necessary forms for NHS such as Lead Paint Disclosure, Home Owner Pledge, etc.
 - Post all incoming loan payments and keep accurate record of escrow account, including payment of property taxes and homeowners insurance.
 - Ensure that each loan customer has current homeowner's insurance.
 - Adhere to NHS' loan collection policy in dealing with delinquent accounts.
 - Prepare monthly statements of funds to be sent to corporations for whom NHS services loans; balance these as well as Revolving Loan Fund payments monthly with Finance Manager.

- 2. General Responsibilities**
 - Make deposits once or twice a week of all funds received by NHS.
 - Prepare and send monthly loan committee agenda and packets.
 - Send year-end statements such as 1099 forms, etc.
 - Assist in answering phones and other duties as requested by manager.

QUALIFICATIONS:

- Undergraduate degree from an accredited, four-year college or university or commensurate employment experience.
- Three or more years experience in loan processing residential mortgages.

- Knowledge of LoanBase (loan servicing software) and MortgageWare (loan origination software).
- Ability to communicate effectively both in oral and written communication, both in person and in small groups.
- Working knowledge in Microsoft Office.
- Ability to prioritize and effectively manage time and meet deadlines.
- Some knowledge of the real estate industry in helpful.

Salary and Benefits:

- Salary Description.
- Benefits Description.

Appendix V

Evaluation Survey and Summary Report

Post Purchase Training Survey

NAME: _____

GENDER: M F

COURSE PRESENTATION: Please rate your level of satisfaction with the following training components. For each item identified below, circle the number to the right that best fits your judgment of its quality. Use the following scale to select the quality number.

1									
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Description / Identification of Survey Item	Scale				
1. Knowledge and experience of instructor(s)	1	2	3	4	5
2. Topics covered	1	2	3	4	5
3. Course material	1	2	3	4	5
4. Length of course	1	2	3	4	5
5. Course time/day/location	1	2	3	4	5
6. Instructor(s) skill as a trainer	1	2	3	4	5

COURSE TOPICS: Please indicate which course topics you found particularly useful. For each item identified below, circle the number to the right that best fits your judgment of its importance to you. Use the following scale to indicate importance.

1	Not Important	2	Somewhat	3	No opinion	4	Somewhat	5	Extreme
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Description / Identification of Survey Item	Scale				
7. Hands-on Maintenance	1	2	3	4	5
8. Budgeting and finances	1	2	3	4	5
9. Seasonal maintenance tips	1	2	3	4	5
10. Working with Contractors	1	2	3	4	5

Please suggest any additional topics we should cover in this course:

Source : Marty Gruer, Management Consultant, NeighborWorks®
America Campaign HomeOwnership