



Entry Form 2017 Annual Awards for Program Excellence

Entry Deadline: Thursday, June 15, 2017, Midnight ET

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email awards@ncsha.org.**

Entry Title: Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.

Category:

Subcategory:

Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.

HFA:

HFA Staff Contact:

Phone:

Email:

Visual Aids:

Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF? Yes No

Payment:

My HFA is mailing a check to NCSHA.
My HFA is emailing the credit card authorization form to awards@ncsha.org.

MassHousing
2016 Annual Report
Communications – Annual Report

Situational Analysis

In 2016 MassHousing celebrated its 50th anniversary. It was important to us to take some time to reflect on the challenges, accomplishments and milestones of the past 50 years. Doing this enabled our staff to connect with the Agency's past, internalize the values the Agency was founded on and understand how they are still at our core today.

Additionally, in 2016, MassHousing transitioned to a new leadership team. Under this new team, a revised Mission, Values and Leadership model was developed. This model was given its own visual identity and distributed via staff meetings, trainings, digital posts and office signage. It was important to the new leadership team that this model be understood and incorporated into the work that is done every day.

Statement of Objectives

The Annual Report is an opportunity to catalogue and communicate our accomplishments to our partners and stakeholders. It is also a vehicle to communicate to our own staff what we have collectively achieved. The 2016 Annual Report set out to capture the spirit of this important year; and, to invite staff and partners to connect to the Agency's impressive 50 year history.

Visually, we wanted the Annual Report to reflect the energy of the new Mission, Values and Leadership Model. We wanted the report to be fresh and most importantly, different, from all previous years.

Planning and Strategy

For the 2016 Annual Report, we:

- Engaged the entire Senior Leadership Team in the concept development and content ideas – this strategy spoke directly to new management's strong desire for employee involvement and feedback.
- Created a structure for the report that was built around significant 'challenges' and 'solutions' to those challenges that occurred during our 50-year history, starting with the need for, and creation of, our Agency. This theme of 'confronting challenges' directly tied into our revised mission statement: "MassHousing will confront the housing challenges facing the Commonwealth, to improve the lives of its people."
- Worked hard to limit the amount of copy used to identify each 'challenge' and 'solution.'
- Crafted a powerful headline for each solution and paired it with strong imagery.
- Mined our photo archives for strong (but low-cost) visuals.

- Created infographics for the fiscal year highlights to differentiate it from the other historical content. We also planned for these graphics to be used in the future, as social media posts, for example.
- Brought in the color palette from the Mission, Values and Leadership Model graphics that staff had become familiar with over the past few months.
- Using the Mission, Values, Leadership Model color palette, created a cover with a subtle retro- 60s feel that echoed the 1960s-era in which the Agency was created without being distracting or hokey.
- Used the logo that was created for our 50th anniversary celebration. Staff had become familiar with this logo through a tribute video and T-shirt they had all received at the celebration.
- Created a spread based on the Calendar Year, instead of Fiscal Year, that spoke to significant accomplishments under the new Executive Director.
- Created a thoughtful tribute spread dedicated to the outgoing Executive Director of 15 years.
- Gave careful attention to print quality, including using a “soft touch” coating on the cover that is very tactile.
- Enlarged our reach by publishing the report online with the use of free digital publishing software called Youblisher. We posted on our websites both internally and externally, promoted in our e-newsletter and on all of our social media channels (Twitter, Facebook and LinkedIn).
- Conceptualized, wrote, designed and proofread the report in-house. Additionally, taking direction from a new leadership team, we changed the concept late in our timeline. We needed to learn and follow a new approval process and work styles; ultimately we completed the project in a short amount of time.
- Performed a very thorough procurement and bidding process for the production of the report with four different vendors; because of this we received the best possible price.

Results Documentation

While it is hard to quantify the results of an annual report, ours was well received. We received a lot of positive verbal feedback from partners and industry peers. One of the comments we received more than once was that we were able to convey a lot of information without using too much text.

We mailed the report to over 1,000 constituents. In the first month of posting, there were 416 views of the annual report on our website, masshousing.com. On our social media sites we generated 3,800 non-paid impressions that garnered 77 interactions. We continue to hand out the report at external meetings and use it as a marketing piece.

Most importantly, the report was well received by the new leadership team. The new team touted the report at both internal and external meetings and let us know they were extremely pleased with the result.

The report received a Silver Bell Award at the 49th Annual Bell Ringer Awards hosted by the Publicity Club of New England held on June 1, 2017.