



2013 Annual Awards Entry Form
(Complete one for each entry.)

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

Entry Name Using Technology to Improve Internal Communications & Employee Engagement

HFA Michigan State Housing Development Authority

Submission Contact Mary Lou Keenon

Phone 517-373-0011

Email keenonm@michigan.gov

Program Contact Mary Lou Keenon

Phone 517-373-0011

Email keenonm@michigan.gov

Entry form with description, check(s), and visual aids (optional) must be received by NCSHA by **Monday, July 1, 2013**.

Use this header on the upper right corner of each page.

HFA MSHDA

Entry Name Using Technology to Improve Internal Communications & Employee Engagement

Communications	Homeownership	Legislative Advocacy	Management Innovation
<input type="checkbox"/> Annual Report <input type="checkbox"/> Promotional Materials and Newsletters <input type="checkbox"/> Creative Media	<input type="checkbox"/> Empowering New Buyers <input type="checkbox"/> Home Improvement and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Federal Advocacy <input type="checkbox"/> State Advocacy	<input type="checkbox"/> Financial <input type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input checked="" type="checkbox"/> Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
<input type="checkbox"/> Multifamily Management <input type="checkbox"/> Preservation and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Combating Homelessness <input type="checkbox"/> Housing for Persons with Special Needs	<input type="checkbox"/> Special Achievement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Attached)

Michigan State Housing Development Authority (MSHDA)

Category: Management Innovation

Subcategory: Technology

Entry Name: Using Technology to Improve Internal Communications & Employee Engagement

Introduction

When Michigan Governor Rick Snyder took office in 2011, one of his primary goals was the reinvention of our government through “relentless positive action.” He said that “our state government has to be innovative and efficient in order to deliver the services citizens deserve with the revenue it has available...we will implement billions of structural reforms, bring innovation to government and deliver a new level of transparency and accountability in Michigan.”

In early 2012, a statewide employee engagement survey was conducted to provide a baseline evaluation of the level of engagement and feelings of value perceived by all state employees. Each state agency and department received a breakdown of those results relating to its own employee base. MSHDA’s performance, in contrast to other government entities, was very good but left plenty of room for improvement.

Toward the end of 2012, MSHDA conducted its own, very brief “Pulse Survey” to determine our progress in addressing the issues raised in the statewide survey. The telling question – How strongly do you agree with the following statement: I am confident issues raised in the employee engagement survey are being effectively addressed – brought a total of 65 percent of MSHDA employees responding strongly disagree, disagree or remaining neutral. That wasn’t a satisfactory response rate and MSHDA leadership decided to tackle the issue head on.

In determining that the single most important element in achieving “Good Government” is engaging and empowering employees at all levels of the organization so that employees are inspired and equipped to go above and beyond the call of duty in serving our customers, MSHDA resolved to implement a plan focusing on internal communications, both to internal staff as well as outside partners and stakeholders.

Over the years, MSHDA has built a forceful public image through a comprehensive communications strategy and developed highly robust media relationships, but in order to maintain that positive and visionary image, fully engaged employees play a key role. MSHDA leadership wholly embraced that concept and has embarked on a journey to place more importance on internal communications with employees, partners and stakeholders to inspire the highest possible levels of employee engagement – not merely satisfaction, but full-scale ENGAGEMENT.

The Problem

Once a course of action was determined and an internal communications plan developed, it became clear from staff input that communications and transparency were the two most important components of any employee engagement initiative. Employees want to know what is going on in their organization to feel a particular level of ownership and empowerment in dealing with their customers. MSHDA is an organization that relies heavily on strong associations with outside partners and stakeholders to accomplish our mission and expand limited resources. Happy employees and happy partners make it possible for an organization to successfully carry out the mission it has pledged to fulfill.

The selected course of action was to communicate with our various audiences on a regular basis with information determined to be, not only of interest, but also informative. Employees want to know what is going on at the senior manager level, at the board level and within divisions other than their own as well as what is going on with their colleagues. Outside

Using Technology to Improve Internal Communications and Employee Engagement

stakeholders and partners want to know what policy and programmatic changes are on the horizon. Everyone wants to be informed in a timely manner so there is an opportunity for their voices to be heard and to feel connected. And every customer audience wants to know different information.

That is where the problem surfaced and where the need for technology became apparent – the state of Michigan's IT department, e-Michigan, has a firewall and such a high-level security system in place that it literally precludes us from using any type of commercial technology communications tools such as I-Contact or Constant Contact.

The Solution

The state has contracted with GovDelivery, a digital government communications tool that was designed originally to focus on email communication to the public and has grown to represent the leading multichannel distribution software for government communications. MSHDA piggybacked on the state's contract to eliminate the problems that existed with other digital communications tools. By using the technology available through GovDelivery, we are assured that all our messages are delivered directly to the desktop of all our various audiences quickly and with no bounce backs.

Developing Lists and Delivering Messages

The Monday Morning News (MMN) is an in house publication that is delivered to the inbox of each and every MSHDA employee every Monday morning. The content is carefully selected to include a wide range of topics relating to both personal material and business related items. Content is solicited from employees every week and has proved to be a very popular vehicle, highlighting births, marriages and other family matters as well as new employee highlights. Other articles are MSHDA-related that contain information on what other divisions are doing as well as MSHDA news stories. Two examples of the Monday morning news are attached to this entry to provide a flavor of the many topics covered in the Monday Morning News. Each month, following senior manager meetings, the MMN includes a summary of that meeting directly from the executive director (see attachment).

Board Briefs (see attachment) is another example of keeping our employees up-to-date on board proceedings – another digital communications tool to empower and engage staff by sharing information that has an impact on the work they do every day. Board Briefs are also delivered to other outside partners and stakeholders such as the governor's office and other state department heads, developers, investors, realtors, nonprofits and bankers.

The work that MSHDA does throughout the state is based upon four pillars: Providing Affordable Rental Housing, Promoting Homeownership, Creating Vibrant Cities and Neighborhoods and Preventing Homelessness. We have developed lists and publications based on each of these four pillars that allow us to communicate directly with targeted messaging to each of these audiences.

Conclusion

The innovative use of technology to advance MSHDA's strategic internal communications objectives to better engage employees has been a resounding success. The metrics prove it. Readership continues to grow and comments are overwhelmingly positive. The number of story contributions submitted by employees reflects much higher levels of engagement than ever before. We are able to track click throughs and opening percentage rates through analytics reports (see attached example). Outside partners and stakeholders as well as employees are thrilled with the openness and transparency reflected through the various publications.

Using Technology to Improve Internal Communications and Employee Engagement

In addition to responding in a timely fashion to a management challenge, in this case from the governor himself, there are many added benefits that occurred as a result of implementing this technology. Now we have an archived historical record of content and photos to repurpose for use in annual reports, social media, traditional external communications, collateral material and other public relations and media-related activities. We have learned that what we have developed is much more than sending out newsletters. It's a new way to do business and it creates an internal culture or environment where employees are engaged and inspired to do great things because they feel they play an integral role in MSHDA's successes. Though this initiative is only one component of a much more extensive strategic plan, it is nonetheless a very important one and the essential one that makes the overall plan actually work.



Monday Morning News



Monday, May 20, 2013

- [MSHDA Announces \\$3.7 Million in Housing and Community Development Fund Grants](#)
- [Workplace Tips](#)
- [Historic Preservation Regional Workshop](#)
- [Community Involvement and Placemaking in Marquette](#)
- [Family Matters](#)
- [Demolition Begins as Michigan's AG Settlement Grants are Awarded](#)

Engage With MSHDA



Feel free to re-tweet, re-post,

Feel free to re-tweet, re-post, join in conversations and share MSHDA social media postings with your friends and followers on your social media sites.

MSHDA Announces \$3.7 Million in Housing and Community Development Fund Grants

Nine statewide projects to receive grant awards

Nine statewide projects will be provided with much-needed support from the Housing and Community Development Fund administered through MSHDA. The funding was set aside by Gov. Snyder and State Attorney General Bill Schuette for the purpose of maximizing affordable housing and downtown revitalization efforts in communities across the state. Projects in Detroit, Highland Park, Grand Rapids, Fremont, Mason, and Flint received the grants through a competitive process. For more details, [click here](#) for the full press release.

Downtown Mason Gets \$500,000 Grant



Mason's project is a downtown property that will be brought back to life and up to code and made into 12 new residential apartments and 5,000 feet of first floor commercial

space. [Click here](#) for more.

Flint's Capitol Theatre Approved for \$500,000

See how by [clicking here](#).

Did You Know these Michigan Facts?



Hog's Hollow was the original name of Utica, Michigan.

The world's first shopping mall, Northland Mall, opened in the Detroit suburb of Southfield in 1954.

The onion is Michigan's largest fresh-market vegetable crop.

In 1936, Escanaba, Michigan harvested and processed 100,000 sq. ft. of bird's eye maple to be used in the English Luxury Liner, the Queen Mary.

Upcoming Events



May 22, 2:30-7:00 p.m.,
Allen Street Farmers Market kicks off 10th year, 1600 block of E. Kalamazoo, Lansing.

May 29-31,
Mackinac Policy Conference,



The 2,000-seat Capitol Theatre in Flint is the focus for rehabilitation and restoration, including 25,000 square feet of office and retail space. Read more by [clicking here](#).



Fremont High School to Become Senior Apartments



The Gateway senior citizen apartment project was awarded \$450,000 to help turn the old Fremont High School building into senior

apartments. Read how the grant could lead to even bigger financing possibilities by [clicking here](#).

Workplace Tips



Organizational Culture Decoded: The 3 Onboarding Teachable Moments

We all attempt to explain our agency culture to new hires. But culture is intangible. It's hard to convey the values, unwritten rules and behavioral norms that

- give the agency its unique personality;
- and that new hires MUST assimilate in order to succeed.

Fact is, your initial effort to explain your agency's culture to new hires is just the first step in a long-term coaching process. Even in the best cases it takes months for new hires to adequately experience the nuances of a new culture and align their behavior with its values.

Now, "learning by experience" doesn't mean throwing new hires into the deep end and letting them figure it out. Even the most talented new hires have a hard time decoding a complex organizational culture on their own. They need help from colleagues, mentors and most of all, they need coaching from the person who hired them and who's the key to their current and future success – their boss.

Mackinac Island. For more information, [click here](#).



June 4, 11:45 a.m., Detroit Economic Club, speakers - Tom Izzo,

Mark Dantonio, Mark Hollis, Tom Anastos, Westin Book Cadillac, Detroit. [Click here](#) for details.

June 13-16, Michigan Modern Symposium, Cranbrook. Registration deadline May 31. [Click here](#) for details.



September 26, MSHDA's Annual Asset Management Conference.

Stay tuned for more details coming soon.

[Photo Gallery](#)

[Steve Osborn's](#)

[Retirement Reception](#)



Easy as 1, 2, 3

Good bosses expect new hires to struggle with a new culture, and prepare accordingly using what we call "Onboarding Teachable Moments."

Teachable Moment #1: the Crisis Intervention. This moment is triggered when the new hire becomes engaged in a conflict with another employee. Usually this happens when a new hire encounters a practice or policy incompatible with what they're used to. In these moments, managers need to clearly explain the company's practice and its relationship to the company's culture.

Teachable Moment #2: the Opportunistic Coaching Session. These can happen at any time. Opportunistic Coaching Sessions highlight something that the new hire did well, and why that action or behavior illustrated an understanding of your company's culture. These work well because they rise organically from the workday and are often seamless. Sometimes, the employee might not even know she's being coached.

Teachable Moment #3: the Routine Check In. This is the most structured of the three moments and includes a scheduled weekly meeting with the new hire – a "listening session"- in which you ask basic questions. How's it going? What are you struggling with? How are things with your colleagues? Are your expectations of the job being met? After hearing the employee's responses, it's essential that you again relate your answers to the agency's culture and how your new hire can best adapt to it.

When using any of the Three Onboarding Teachable Moments, it's important to be encouraging ("Don't worry. In time you'll figure it all out"), and above all, be patient. Most successful onboarding efforts take six months to a year.

Work Tips Provided by Grace Ramirez (Excerpted from HR Cafe May 13, 2013)

Historic Preservation Regional Workshop

Spread the word to partners, friends and family



Steve's retirement recognition and special gifts made for a great afternoon



Friday, June 7th – Saturday, June 8th

8:30 am - 5 p.m.

The Michigan Historic Preservation Network invites you to attend a two-day workshop on the historic preservation of homes and small commercial buildings.

Most owners of those structures want to maintain and preserve their properties' historic character, but often don't know how. Additionally, these same owners want to boost their energy conservation and need to understand lead-based paint hazards. If you are such an owner, come and meet with preservation professionals who will discuss these challenges and offer information and demonstrations to help you on your way. This primer to historic preservation will give you the basics and a framework from which to begin your projects that will result in a well maintained building that showcases its historic character.

Who Should Attend: Homeowners, Small Commercial Building Owners, Building Managers.

Where: Holland Public Safety Building, 89 West 8th Street, Holland, MI 49423.

RSVP: Admission is only \$20, but space is limited and participants must register in advance. For questions or to RSVP contact: info@mhpn.org or call 517-371-8080.

This event is made possible through funding from the Michigan State Historic Preservation Office and the Michigan State Housing Development Authority.

Reprinted from the Michigan Historic Preservation Network Newsletter

Community Involvement and Placemaking in Marquette



A placemaking charrette is underway in Marquette in an effort to involve the community in guiding development along Third Street in the

city's downtown. More and more communities across the state are engaging in these intensive placemaking activities. [Click here](#) for more information.

Family Matters Special Delivery on Mother's Day

Receptionist Lisa Gruber and her family welcomed new baby Lily May into their lives May 12 on Mother's Day. Lily May Gruber was born at 7:06 p.m. and weighed 7 pounds 10 ounces and 21¼ inches long. The whole family is doing great, including Myles who is enjoying his role as big brother.



Submitted by Sara Driver, Administrative Office Services

National Stuttering Association Helps MSHDA Employee's Family



All families face challenges and Nicol Brown, Southeast Michigan Division, wants to share information that just may help other families successfully meet the challenges that her son faces.

Imagine not being able to say what you want. That's the challenge that faces three million Americans who stutter. National Stuttering Awareness Week, which was last week, seeks to educate the public about this widespread but often misunderstood and frustrating speech disorder.

My family is a member of the National Stuttering Association (NSA) and it has been a great benefit to us. My son, Steven, has been a stutterer since the age of five. Steven has many challenges as a stutterer. The NSA has helped Steven and my family by sponsoring our first-time attendance at the annual conference last year in St. Petersburg, Florida. The conference was a life changing event for my son and family. Since the conference, his confidence has increased, he has accepted that he stutters and today he is not embarrassed to talk. If you are a stutterer or know a friend or family member that stutters and would like to have a resource or support group on stuttering, please refer them to the National Stuttering Association. I would highly recommend that they attend the conference. Steven thought he was the only one that stuttered until we went to the conference and he was surrounded by over 700 people that were like him. [Click here](#) to see a video that Steven completed for NSA as a fundraiser campaign called "Speaknow NSA Video." Feel free to contact Nicol for further information.

Submitted by Nicol Brown, Southeast Michigan Division

Demolition Begins as Michigan's AG Settlement Grants are Awarded



Grant funds for blight elimination were part of a \$97-million settlement banks agreed to pay the state for the banks' role in the foreclosure crisis. Selecting projects and distributing money was done through a partnership among MSHDA, the Department of Human Services and the Michigan Land Bank. The awards ranged from \$10,000 to as high as approximately \$3.7 million. All geographic regions were represented. Some of those projects are getting under way.

To read more [click here](#) for Ypsilanti Township and [here](#) for Mt. Pleasant.



Questions?
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Monday, April 22, 2013

- [Julie Gardner is Graduate of MSHDA Leadership Academy](#)
- [Senior Manager April Meeting Notes](#)
- [Looking For Archived Monday Morning News Issues?](#)
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- [A Little Background on the Michigan Avenue Rain Gardens](#)
- [MSHDA Receives Money to Support Foreclosure Prevention Counseling Efforts](#)
- [SE Michigan Division Has Hand in Hamtramck's Mini-World's Fair](#)

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Did You Know These Michigan Facts...

Senior Manager April Meeting Notes

By Executive Director Scott Woosley Resource Allocation Process for Grants Reviewed

I have appointed Jeff Sykes, Mary Cook, and Jennifer Bowman to a resource allocation review committee to facilitate the process of allocating funds for grant distribution. I asked senior managers to submit requests for resources along with justification documentation. The committee will review the requests and determine what resources will be allocated where. This will make for a fairer process. If you have questions, please see your division directors.



Division Budget Updates

Finance Director Jeff Sykes filled senior managers in on the process for creating the 2013-2014 MSHDA budget. The plan is for Finance to submit the proposed budget to the board in May, giving members a month for review before approval is anticipated at the June board meeting. Jeff asked and I emphasized that senior managers need to be mindful of unnecessary expenditures when creating their division budget requests. By using this process, each senior manager will be accountable for his or her own division's finances. Again, see your division directors if you have questions.

Placemaking Training for Staff Coming Soon

Community Development Director Jim Tischler gave senior managers an update on the status of the Placemaking Curriculum that has been in the development stages over the past several months. You may remember that the administration has designated MSHDA as the lead "placemaking" agency across state government. Jim Tischler, Joe Borgstrom and their team have taken the ball and run with taking on this initiative and the training modules now are ready to go. This is a heads up to all staff that your divisional directors will be discussing this with those of you who will need to attend these training sessions. In the meantime, visit the [MiPlace website](#) and familiarize yourselves with the principles of placemaking and the



- The world's first international submarine railway tunnel was opened between Port Huron, Michigan and Sarnia, Ontario, Canada in 1891.
- In 1929, the Michigan State Police established the first state police radio system in the world.
- Isle Royal Park shelters one of the largest moose herds remaining in the United States.
- Four flags have flown over Michigan - French, English, Spanish and United States.

Upcoming Events



April 24, 5:30-8 p.m., No Place Like Home fashion show to Benefit Liz's House and Bridge Street Place - transitional housing facilities that help women and children, Goei Center, Grand Rapids. [Click here](#) to register.

overall initiative. Again, if you have any questions, please check with your division directors.

National Main Street Conference Comes to Detroit in 2014

The National Trust for Historic Preservation announced Tuesday, April 16, that it selected Detroit to host the 2014 National Main Streets Conference. The annual conference brings together practitioners of the National Trust's proven Main Street Four-Point Approach® to downtown revitalization, which since 1977, has been used by more than 2,000 communities nationwide to stimulate more than 235,000 building rehabilitation projects and create 475,000 jobs. This comes directly from a press release issued by the National Main Street Center, a part of the National Trust for Historic Preservation. This is fantastic news and please join me in congratulating our own Michigan Main Street Center at MSHDA team for all the hard work they put in to making it happen.

MSHDA's New Compliance Section Getting Ready to Roll Out Its Plans to Staff

Corina Andorfer of the Executive division reported they are ready to introduce MSHDA's new Program Compliance Section (PCS) plans. PCS was created to provide independent support services and expertise to all MSHDA employees by ensuring that internal policies and procedures are followed and in compliance with local, state and federal laws. Corina and Marissa Reyes will be visiting staff meetings to meet with all of you sometime in the near future.

Fiscal Year 2014 Federal Budget Summary Presented

Jennifer Bowman, Governmental & Media Affairs, presented senior managers with a summary of the 2014 federal budget in all categories including HUD and USDA-RD rural housing programs. The summary, compiled by the National Council of State Housing Agencies (NCSHA), was distributed to senior managers, so you may check with your division director for more details.

Looking For Archived Monday Morning News Issues?

I have received several questions asking where each issue of the new Monday Morning News is archived so you can go back to a specific issue at a later time.

April 24, 6:30 p.m., Michigan Main Street Center Community Visioning Session, La Fille Gallery, Lansing. Contact Mindy Biladeau at 517-485-3357 for more information



April 29-May 1, Building Michigan Communities Conference, Lansing Center.

[Click here](#) to register.

May 2, 11:30, Detroit Economic Club, AlJazeera America's Big Plans for



Detroit, Westin Book Cadillac, Detroit. [Click here](#) for details and to register.



May 16, 7:30 a.m., Pancakes & Politics, Dave Bing, Robert Ficano, L. Brooks Patterson, Mark Hackel, Townsend Hotel, Birmingham. [Click here](#) for details



June 13-16, Michigan Modern Symposium, Cranbrook. Registration deadline May 31. [Click here](#) to register.



September 16-18, National Conference on State and Local Housing Policy, Marriott Marquis, Atlanta Georgia. [Click here](#) for more details.

MSHDA-Sponsored Speaker Series

April 25, 6 p.m. MSHDA Speaker Series, Creating a Vibrant Nightlife, Creole

Thanks to Vanessa McDonald, Governmental & Media Affairs, we now have an archive of the new MMN issues starting where the old issues left off. They are located in the same place on the MSHDA Intranet. It will take you two clicks, but at least now you can go back and review old issues whenever you wish.

It's Magic! It's MSHDA!



[Click here](#) and take a look at the new MSHDA Homeownership Down Payment Assistance ads now appearing on the web and video ads coming in May to theaters near you.

A Little Background on the Michigan Avenue Rain Gardens

Today from 1-3 p.m. is MSHDA's Rain Garden Earth Day Clean Up event. [Click here](#) to sign up or call Emily Petz at 571.373.3181 for more information.

In 2006 the Transportation Alternatives (TA) funded approximately 80 percent or \$2 million for the Michigan Avenue Streetscape Bioretention



Facility Project. A portion of these funds were used to construct 55 rain garden enclosures along the Michigan Avenue corridor in Lansing. They were developed in conjunction with the city's sewer system to environmentally clean and dispense storm water runoff, thereby reducing the impact to our streams, rivers and lakes. Each rain garden enclosure features

Gallery, Old Town, Lansing. Free to the public. [Click here to RSVP.](#)

May 2, 5-7 p.m., MSHDA Speaker Series, Doing Business in Downtown Ypsilanti, Woodruff's (36 E. Cross Street) in Depot Town. Free to the public. [Click here to RSVP.](#)

Julie Gardner is Graduate of MSHDA Leadership Academy



The photo of Leadership Academy graduate Julie Gardner of Community Development and her mentor, Director of Asset Management Donna McMillan was inadvertently left out of last week's Monday Morning News. Please take a moment to congratulate her for this most impressive achievement, and Donna for sharing her invaluable knowledge and experience with Julie during the past year.

native plants with root systems that grow deep into the soil and absorb runoff water and help filter out pollutants.

Recognizing the significance of Lansing's history, the enclosures provide attractive additions along the Michigan Avenue corridor and enhance Lansing's historic assets and architecture in the downtown district. Through the Adopt-A-Spot-Program, MSHDA's Lansing office provides basic maintenance of five rain garden enclosures, which are located in front of the building. In recognition of these adopted sites, the city's [Go Green Pledge](#) creates a new form of friendly competition among other commercial businesses. Through these positive changes, Lansing has built a strong foundation for continued success and greater employment opportunities. For more information on the [Adopt-A-Spot-Program](#) or to volunteer for basic maintenance in the rain garden enclosures, please call 517.483.4563 or email Nparker@downtownlansing.org.

Submitted by Wendy Veltman, Rental Assistance and Homeless Solutions

MSHDA Receives Money to Support Foreclosure Prevention Counseling Efforts

Grant will provide much-needed boost to state homeowners in danger of foreclosure



Executive Director Scott Woosley announced today that MSHDA has received \$714,756 to support our foreclosure prevention counseling efforts. The much-needed boost will help MSHDA provide more counseling to homeowners in danger of

foreclosure across the state.

The grant to support MSHDA's foreclosure prevention counseling efforts was provided by funds from the National Foreclosure Mitigation Counseling program, administered through a competitive application process by NeighborWorks® America, within guidelines defined by Congressional legislation.

Submitted by Katie Bach, Governmental & Media Affairs

SE Michigan Division Has Hand in Hamtramck's Mini-World's Fair



Pauline Millichamp, Southeast Michigan division, reported the Hamtramck Mini-World's Fair was a resounding success April 6 with standing room only! This is an annual event that began about five years ago during the Cities of Promise initiative sponsored by MSHDA and the Hamtramck United Social Services group. It

was so successful, it has been continued and this year was organized by *Welcoming Michigan* and held at People's Community Services.

Attendees traveled the world through authentic foreign cuisines and visited other countries just by going from table to table. The event is intended to reflect the cultural diversity represented in Hamtramck.

Entertainment was provided by Polish and Yemini dancers, local singers, African-American drum sessions and a Bengali fashion show featuring MSHDA's very own SE Michigan division student assistant, Rebeka Islam.



She is wearing a dressy green outfit suitable for attending a wedding. Rebeka is pictured above with Pauline Millichamp and below as part of the Bengali fashion show. Polish dancers pictured at right thrilled the crowds out for an evening of excitement and world travel right in their own back yards.

Photos and story submitted by Pauline Millichamp, SE Michigan Division



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Board Briefs are a summary of Michigan State Housing Development Authority board meetings

April 24, 2013 Board Meeting

Board Hears Special Placemaking Presentation

Before the meeting began, board members, guests, and MSHDA staff were the enthusiastic recipients of a special informative presentation on placemaking from Bill Rustem, Gov. Snyder's policy director; Joe Borgstrom, MSHDA director of Downtown Community Services; Mark Wyckoff, senior associate director at MSU's Land Policy Institute and Arnold Weinfeld, director of Strategic Initiatives at the Michigan Municipal League.

Bill Rustem shared with the board that other states are turning more and more to Michigan for guidance in launching placemaking initiatives in their own states as word of Michigan's successes have spread.

Emphasis on the importance of placemaking in the successful reinvention of Michigan and MSHDA's role in the state's return to economic stability was the major purpose of the narrative. Another reason for the discussion was to inform board members of the current efforts under way to advance placemaking activities, including the creation of a MSHDA/MEDC joint-committee that will approve state Community Development Block Grant (CDBG) proposals seamlessly. In addition, meetings are scheduled and being held with all related state agencies on placemaking initiatives - MEDC, MDOT, DNR, MDARD, MSHDA and MDEQ.

Curriculum has been developed to train each state departments' staffs to take the placemaking initiative to local officials and municipalities where the components of the curriculum will be put to work in communities throughout the state. The goal behind the Mlplace initiative is to improve Michigan's competitiveness by improving the quality of "places" so we can better attract and retain talent, to make changes in market demand and drive home the importance of "place," sense of place" and "placemaking." In other words, **Better Communities - A Better Michigan**. For a more comprehensive look at the Mlplace initiative and its progress taking place in communities across the state, visit www.mlplace.org.

MSHDA Budget Update

MSHDA's Director of Finance Jeff Sykes presented a progress report on the development of MSHDA's 2013-2014 budget. The budget will be presented at the May board meeting for discussion with anticipated board approval at the June meeting. Grant allocations for the next fiscal year will be determined and approved by an

impartial committee and not by the executive director's office and eventually all division budgets would fall under a cost accounting system where each division director would be accountable for divisional budgets. He also indicated that MSHDA's bottom line for this year's balance sheet could be very close to the goal set at the beginning of this fiscal year, but emphasized that it is only an estimate at this point in time.

Scott Woosley Announces National Main Streets Conference Coming to Detroit in 2014



I was in New Orleans for this year's National Main Streets Conference when we received official word that Detroit would be hosting the 2014 National Conference. It was a thrill to hear the accolades that were bestowed on Detroit and Michigan as an example of how persistence, hard work and resilience can have such a positive effect on our state's comeback. You will be hearing more about this conference as we plan and prepare to host a national conference here next year.

Housing Choice Voucher Program Gets Approval to Request HUD Waivers for Decreased Payment Standards and Utility Allowances

MSHDA administers the Housing Choice Voucher (HCV) program on behalf of HUD. As a result of sequestration and the unknown budget, HUD has not released the annual program budget. As a result MSHDA must make decisions that will enable the HCV program to maximize the number of households receiving rental assistance. The MSHDA staff recommended that two program regulation waivers be presented to HUD for approval and sought and received approval from the board. The first waiver is a request to implement 2013 payment standards immediately instead of in the second year after the decrease. This action would impact 4,500 households and increase MSHDA's rental assistance budget by approximately \$2.5 million. The second waiver would allow MSHDA to base utility allowances on voucher size instead of bedroom size July 1 and impact approximately 5,145 families and increase MSHDA's rental assistance budget by approximately \$1 million.

Consent Agenda Approved

The consent agenda contains routine items reviewed at MSHDA's subcommittee meetings prior to the board meetings and are presented as consent items at the full board meeting without discussion to streamline board meetings.

- Minutes of February 27, 2013 regular meeting approved.
- The five-year plan and the annual Public Housing Agency plans are comprehensive guides to MSHDA's Housing Choice Voucher program policies, programs, operations and strategies for meeting housing needs and goals. The resolution was approved.
- In an effort to streamline efficient grant authorization, approval and fund expenditure, the executive director recommended delegation to the State

Historic Preservation Officer the authority to award Michigan Lighthouse Assistance Program (MLAP) grants. The Legislature created MLAP as a separate fund, funded through the sale of specialty Michigan Lighthouse license plates, for the sole purpose of providing financial assistance for rehabilitating historic lighthouses. The resolution was approved allowing both the Officer and the Executive Director to have authority to authorize and award MLAP grants.

- The board approved a resolution authorizing settlement of a JP Morgan Chase Bank dispute with MSHDA regarding a 1999 mortgage loan now in foreclosure that MSHDA never purchased and has no record of purchasing. The approval authorizes the executive director or director of Legal Affairs to enter into such documents or agreements necessary to settle the dispute with JP Morgan Chase Bank.
- The board passed a resolution approving Housing and Community Development Fund grant recommendations in the amount of \$3,785,750 to successful applicants who responded to the Notice of Funding Availability (NOFA) by the February 2013 deadline.
- An Inducement Resolution was approved for Bayview Tower in Muskegon to rehabilitate an elderly multifamily housing facility with a loan in the amount of \$11,120,000.
- The board gave approval for a professional services contract with Plante Moran as an external auditor. The contract price was based on actual hours and is not to exceed \$125,625 for the 2012 financial audit, \$125,625 for the 2012 financial audit, and \$41,530 for MSHDA 2013 single audit, including expenses.
- A resolution authorizing a professional services contract with EPS, Inc. was approved by the board. The contract was issued as a result of an RFP to retain a qualified contractor to provide HAP/TRACS processing services for project-based Section 8 and Section 236 and RAP and RS developments in MSHDA's traditional contract administration portfolio. HAP/TRACS processing is HUD's authorized method for electronically collecting and maintaining tenant eligibility data from subsidized developments and is used to determine accurate rental assistance payments. TRACS processing is mandated by HUD. The contract was approved for three years beginning June 1, 2013 and ending May 31, 2016 with the option of two one-year extensions with a maximum total amount of \$2,497,050.

Adverse Property Possession Dispute has Happy Ending

A property owner of many years in Wyoming, Michigan brought suit against her next-door neighbor seeking title to 12 feet of the neighbor's property that she had been using for 40 years. MSHDA holds the mortgage on the neighbor's home. As the case progressed, it was learned that a gap of 10 feet tapered to a point at the back of the property that the developer had never deeded to anyone and that the neighbors had adversely possessed a 4 1/2 foot wide triangle at the front of the property. The parties, including the heirs of the developer are willing to work out a solution, based on that information, that is satisfactory to all involved. The board approved the recommendation to allow the executive director or director of Legal Affairs to approve the settlement as outlined.

Board Approves Selection of a Pipeline Risk Manager for Proposed New MSHDA Program for Non-First-Time Homebuyers

MSHDA staff has been working with a consultant firm to develop a Mortgage Backed Security (MBS) product for non-first-time homebuyers. MSHDA will price and sell mortgages through the To-Be-Announced (TBA) market. This market will allow MSHDA to originate mortgages at very competitive rates.

Because this is a new product and MSHDA has no certainty on the rate at which these mortgages will be originated, MSHDA staff needed authorization from the board to contract with a pipeline risk manager that will take all interest-rate risk between the time when reservations are received and MBS are sold in the TBA market three to four months later. As reservations are made, the pipeline risk manager will commit to purchase the loans and take on any interest rate risk, allowing MSHDA to get the program up and running.

In March, an RFP was issued to obtain the services of a pipeline risk manager and ultimately Raymond James was selected based on flexibility and resources. MSHDA does not pay fees of 75 basis points until the MBS are sold in the TBA market.



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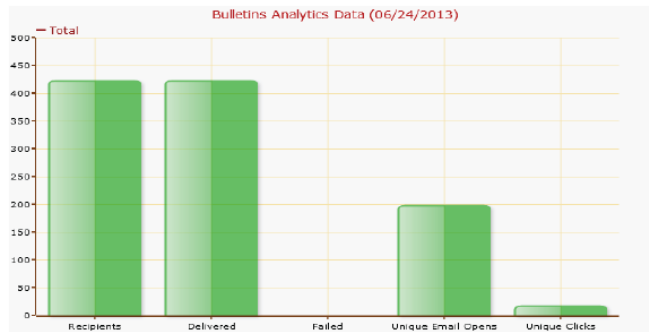
MSHDA
Using Technology to Improve Internal Communications & Employee Engagement

Michigan State Housing Development Authority - Bulletin Analytics Summary Report
For the period 06/24/2013 through 06/24/2013

06/26/2013 04:06 PM EDT



Summary		
1	Bulletins Sent	1
2	Total Recipients	423
3	Total Delivered	423
4	Total Failed	0
5	Percent Delivered	100.0
6	Total Immediate Email Recipients	423
7	Total Digested Email Recipients	0
8	Unique Email Opens	199
9	Unique Email Open Rate (%)	47.0
10	Average # of Links per Bulletin	12.0
11	Unique Bulletin Link Clicks	18
12	Click Rate (%)	4.3



Michigan State Housing Development Authority - Bulletin Analytics Details Report
Sent Bulletin List for the period 06/24/2013 through 06/24/2013

06/26/2013 04:14 PM EDT



Sent Date	Bulletin Subject	To	Delivery Status	Total Recipients	Percent Delivered	Unique Email Opens	Unique Email Open Rate	Total Email Opens	Click Rate	Total Bulletin Link Clicks
06/24/2013 12:20 PM EDT	Monday Morning News, June 24, 2013	Subscribers of Monday Morning News	Succeeded	423	100.0	199	47.0	506	4.3	23



Bulletin Analytics Report

ACCOUNT: Michigan State Housing
Development Authority

Topic Subscriptions

Topics None

- All Recipients
- Housing**
 - Campaign to End Homelessness (843)
 - Building a Better Michigan (1,131)
 - Building Together (164)
 - Monday Morning News (423)
 - Developers (40)
 - Department Heads (MEDC, GOV) (16)
 - Investors (15)
 - Test Topic (2)
 - Building a Better Michigan (FN_LN_Org2 26 13) (4,135)

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Sent Date	Bulletin Subject	To	Delivery Status	Total Recipients	Percent Delivered	Unique Email Opens	Unique Email Open Rate	Total Email Opens	Click Rate	Total Bulletin Link Clicks
06/24/2013 12:20 PM EDT	Monday Morning News, June 24, 2013	Subscribers of Monday Morning News	Succeeded	423	100.0	199	47.0	506	4.3	23

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Results per page: 10 25 50 100