

Entry Name: *Leading Tennessee Home* for 35 Years Annual Report 2009

Introduction

For the past 35 years the Tennessee Housing Development Agency has had the honor of serving as Tennessee's State Housing Finance Agency. We chose to celebrate this milestone through our 2009 Annual Report. Celebrating successes is a recognized strategy to re-energize participants for the next opportunity.

Since our creation in 1973, THDA has striven to fulfill its mission of *Leading Tennessee home by creating safe, sound affordable housing opportunities*. The 2009 Annual Report features a comprehensive presentation of our work in 2009 including our successes and the challenges we faced, and a "look back" at the work we have done over the last 35 years through the faces of our neighbors whose lives are better because of the assistance they received.

The milestone of 35 years encouraged us to print a tangible summation, instead of relying on the "green" option of electronic posting and forwarding. This desire to relive the work we have done since our creation in 1973 influenced our design choices for the report. The report was modeled after a family photo album to give it a historic and significant presence. We included in our family album our staff, our partners and our recipients. We used a mix of photographs from 1973 to present day. These photos help us appreciate some of the projects we have had a hand in developing and our neighbors whom we have assisted, and the photo captions highlight many of our achievements over the last 35 years.

Did we succeed in making a financial / production report memorable? Staff were seen requesting associates' signatures, making it a personal document to keep.

Research, Writing and Design

Through the talents and abilities of our staff, we were able to successfully use our internal resources to produce the 2009 Annual Report entirely in-house. The report was created through the collaborative efforts of several divisions at THDA. The Research and Planning Division provided statistics and program information, the Fiscal Administration and Internal Audit Divisions provided THDA's financial statements and the Public Affairs Division wrote and designed the report.

Because this report was a look back at our 35-year history, it was important for us to avoid stock photography, but to use only photos of Tennesseans whom we have helped and building projects that we have funded. All of the photos used in the report were scanned from THDA's archives or taken by THDA staff and our partners.

Printing

In line with the journal/ photo album style of the report we worked with our printer to find a leather-like paper for the cover. The paper for the interior pages of the report was chosen for its medium weight and slight sheen, which enhanced our photographs, still complementing the historic look of the document. We chose the unusual size for the report to give it a more formal, oversized feel, but we were conscious to make sure the report would still fit in a file drawer or on a shelf for easy reference. We chose perfect binding because it most closely resembles the look of a professionally bound journal or photo album.

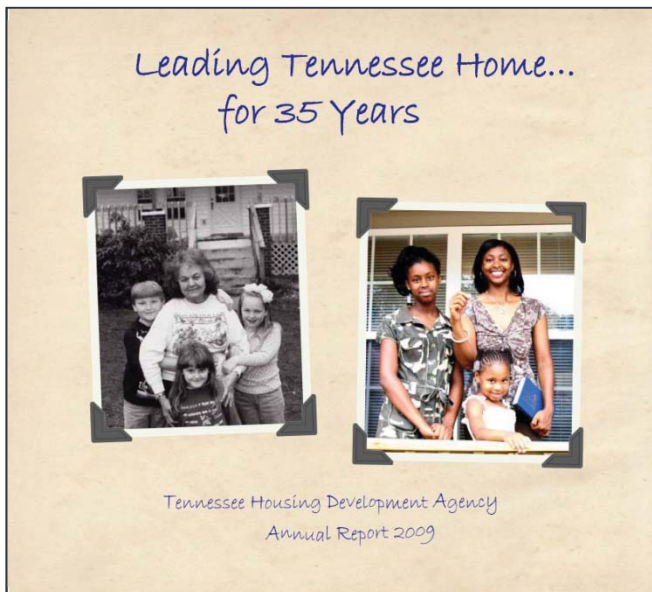
Financial Statements CD

At 32 pages the report is fairly long. To respect our readers' time, and the trees generating the paper, we decided not to include the full financial statements, which would have added 42 pages. Instead we chose to include the Independent Audit Report transmission letter and a synopsis of our financial statements in the report. We made our complete financial statements available on a CD attached to the report.

We wanted to make sure the CD's attributes were in line with the quality of the rest of the report. We designed a colorful image for the front of the CD with fonts and colors similar to the rest of the report. When a user opens the CD they are presented with a custom table of contents that follows the style of the Annual Report with an easy-to-navigate, attractive interface.

Summary

We wanted the 2009 Annual Report to be more than just a compilation of our activities over the past year. It was our desire for the 2009 Annual Report to paint a picture of the many successes



we achieved in a year that presented us with many obstacles and to show images of the generations of Tennesseans whom THDA, with the help of our partners, has been able to serve. The finished product reminds our staff, our local and national legislators, our industry and nonprofit partners and our customers of the important role that we have played in the lives of so many of our neighbors. The book is an attractive document to enjoy and display. It will encourage us to continue the work we began 35 years ago, *Leading Tennessee Home*.