

Prepared for
Michigan State Housing Development Authority



Summary of Phase I Strategic Planning

Staff and Partner Voices

Prepared by
Public Policy Associates, Incorporated

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Public Policy Associates, Incorporated is a public policy research, development, and evaluation firm headquartered in Lansing, Michigan. We serve clients in the public, private, and nonprofit sectors at the national, state, and local levels by conducting research, analysis, and evaluation that supports informed strategic decision-making.

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Introduction

Strategic Planning – Phase I

Phase I of the MSHDA strategic planning process occurred from September 2019 to January 2020. The objective of this process was to engage MSHDA staff and some external partners in helping to inform the MSHDA leadership regarding mission, vision, guiding principles, and focus areas for the next five years. These elements form the foundation of a strategic plan. Public Policy Associates, Incorporated (PPA) worked with the Strategic Planning Team, composed of MSHDA staff and Evan Anderson, Chief Strategist of the Michigan Department of Labor and Economic Opportunity (LEO), during the planning process. As MSHDA sits under LEO in the state government structure, PPA also sought to help maintain alignment between MSHDA’s planning and the LEO strategic plan, which was developing over the same period. In undertaking this work, PPA was charged with delivering a timely, robust process that provided genuine, sincere opportunities for participants to provide honest input.

PPA and the Strategic Planning Team met six times during Phase I to discuss data-collection instruments and timing, approaches to organizing and conducting the work, and results. Additional MSHDA staff were consulted as needed during the process, and all staff were invited to respond to a staff survey and to participate in a day-long staff strategic planning meeting that was held on November 20, 2019. Staff who joined in the planning meeting were also invited to volunteer to participate in the work groups that followed. Input from partners came in the form of roundtables.

Members of the MSHDA Strategic Planning Team

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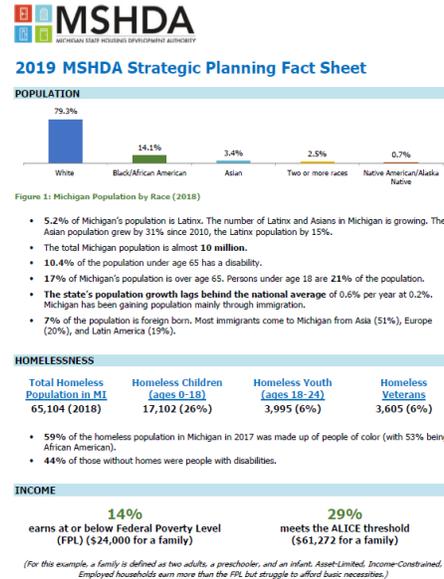
Evan Anderson
Chief Strategist (LEO)

Activities and Results

Fact Sheet

Process Overview

PPA developed a fact sheet in close collaboration with members of the Strategic Planning Team and other MSHDA staff. The fact sheet drew on data previously reported in briefs and reports on Michigan housing needs and homeownership, as well as data available online through other sources tapped by PPA staff. The final three-page fact sheet included statistics on the state's population, homelessness, income and affordability, jobs, housing stock, homeownership, rental, and MSHDA programs. MSHDA distributed the fact sheet to staff prior to the staff strategic planning meeting, where it was also made available for reference during discussions about mission, vision, guiding principles, and focus areas.



Insights for MSHDA's Strategic Plan

Based on the statistics included in the fact sheet, many of the issues that MSHDA has tackled for decades remain areas of need, such as homelessness and affordable housing. Trends in the data indicate that affordability is a multifaceted issue, with earnings, housing stock, new builds, lending practices, college debt, and population trends affecting the ability to access quality housing. In addition, disparities in access to housing are evident across racial/ethnic groups and different income tiers. Current program resources are also seen as not meeting demand. (See Appendix A of this report for the fact sheet.) MSHDA will need to give careful consideration to how it might address these challenges as part of its strategic plan if it is to maximize its impact on housing in coming years.

Staff Survey

Process Overview

To begin the process of gathering staff input on the strategic plan, PPA worked with the Strategic Planning Team to craft an online survey. The survey asked staff about

MSHDA’s mission, goals and focus areas, organizational values, and the effectiveness of MSHDA’s work in key housing areas. It also asked staff about how effectively MSHDA serves customers with different characteristics, familiarity with Opportunity Zones, and applying an equity lens to their work. The survey focused on gathering key words and general assessments from the staff. (See the Appendix B for the full set of survey questions.)

The survey invitation was sent to staff by MSHDA’s executive office in October and was followed by emailed reminders. PPA received responses from 129 staff, for a response rate of 43%. As a first step, the survey data were analyzed using descriptive statistics. This was followed by cross-tabulations to check for any patterns in response by staff characteristics such as race/ethnicity, gender, tenure at MSHDA, and role at MSHDA; no significant variations were evident.

Key Findings

- Mission:** Forty-seven percent of staff responding to the survey felt that the current mission statement captures the work done by MSHDA “somewhat well.” A further 22% thought it covered the work “very well,” and 25% said “not that well.” Figure 1 shows the key words that staff thought were important for MSHDA’s mission statement, with the words in the largest font stated most frequently.
- Current Effectiveness:** Staff rated MSHDA as most effective in the rental area (77%), followed closely by home ownership (72%). From among three different income levels, staff thought the customers who were being served best were those living below the Federal Poverty Level. Other customers who staff thought might need more attention were those with mental illness, a history of substance abuse, or a criminal record, and immigrants.



Figure 1: Key Words for MSHDA's Mission Statement According to Staff

- **Guiding Principles:** The top six values that staff identified included:
 - Integrity
 - Diversity, equity, and inclusion
 - Accountability
 - Transparency
 - Continuous improvement
 - Customer orientation

Half of the staff who answered the survey reported being “very comfortable” with applying diversity, equity, and inclusion principles to their work.

- **Focus Areas:** Staff said that MSHDA’s current goals of building financial solvency to advance the mission, housing homeless veterans, and improving the customer experience reflected the priorities for the next three years “very” or “somewhat well” (19% and 47%). However, nearly a third of staff responded “not that well” (31%). In answer to an open-ended question, the top focus areas identified by staff were: addressing homelessness, affordability, MSHDA staff and operations, customer experience, and housing assistance programs. Staff saw the most potential to be creative and impactful in the homelessness space, although rental (25%), community/neighborhood assistance (24%), and home ownership (19%) were not far behind. Half of the staff did not have familiarity with the Opportunity Zones tool and how it related to their work.

Insights for MSHDA’s Strategic Plan

Overall, staff communicated through the survey that affordable housing was a major priority for the organization, although the mission statement and goals did not reflect that adequately. Staff responses about values (guiding principles) indicated a concern for operational integrity and accountability, but also a commitment to customers and equitable housing outcomes.

Staff Meeting

Process Overview

On November 20, 2019, MSHDA staff from the Lansing and Detroit offices were brought together at a facility in the Lansing area to participate in a strategic planning day, with the intention of gathering further staff input. PPA and MSHDA collaborated closely on planning the event. Staff from the MSHDA Office of Employee Services (OES) were also heavily involved in the planning and preparations.

The session included opening and closing remarks by MSHDA acting executive director Gary Heidel, a presentation by LEO chief strategist Evan Anderson about the LEO strategic plan, a video message from LEO director Jeff Donofrio, and informational and small-group work exercises led by PPA staff around each of the strategic planning elements (vision, mission, guiding principles, and focus areas). The fact sheet and staff survey results served as points of reference throughout. The OES estimates that 130 staff from across the organization attended this non-mandatory event.

Key Outputs

- **Vision:** With a prompt to foreshadow the Michigan housing environment 20 years in the future, staff table discussions generated a future reality in which everyone would have affordable housing; a balance would exist between supply and demand in housing, with attention to rural as well as urban developments and proximity to amenities. They imagined home rehabilitation supported; blight eliminated; homeownership equalized across demographic groups; homelessness overall cut; and homelessness inequities by race eliminated. Staff also envisioned a more varied toolkit of financing strategies and programs to support development and housing access for low- and middle-income customers. They saw this work being coordinated among MSHDA and partners in mental health, employment, education, and development. The goal of MSHDA being a national model was also raised, with enthusiastic support.
- **Mission:** In small groups, staff generated 25 possible mission statements for consideration (see Appendix C for the full list). This exercise was intended to provide input to the MSHDA leadership, not to generate a final statement, and the participants were given clear guidance about this role. There were a number of commonalities that emerged from the drafts. They included:
 - Safe, quality, and affordable housing
 - Removing barriers to housing
 - Housing stability
 - Strong communities
 - Working with partners
- **Guiding Principles:** Working from the survey results, staff prioritized the guiding principles for MSHDA. Specifically they were asked to reflect on what guiding principles would make them feel proud to work at MSHDA. While there were many principles discussed, the top six were:



Figure 2: Suggested Guiding Principles from MSHDA Staff in November

- **Focus Areas:** From the discussions of the staff at the meeting, building upon the staff survey results, seven focus areas emerged (as coded by PPA staff). The top four areas were operations and fiscal responsibility, affordability and financial assistance, housing supply and quality, and homelessness. In addition, housing equity, community development, and customer service were prioritized by the staff.

Insights for MSHDA’s Strategic Plan

In discussing the future housing environment, MSHDA staff saw the need to recognize a variety of factors and concerns, including community (broadly defined), access to transportation and child care, equity and cultural responsiveness, and the role that housing stability and homeownership plays in family economic well-being. These align with the guiding principles and focus areas suggested by the staff, as well as the strategic plan of LEO. The staff ideas provide the executive team and MSHDA board with fodder for consideration in defining the final content of the strategic plan. They will also assist them in ensuring strong alignment among the plan elements and the associated strategies and actions that will be devised to fulfill that overarching framework.

External Stakeholder Roundtables

Process Overview

In order to bring outside perspective into Phase I of the strategic planning process, two roundtables were held with key partners identified by the MSHDA executive office staff. PPA helped to ensure diversity in organizational type and geographic reach among those invited to participate. A letter of invitation went out from Gary Heidel to the partners. Of the 17 organizations invited, 13 participated in one of the sessions held at MSHDA’s Lansing office, represented by one person per organization. The organizations included statewide and community nonprofits and associations, for-profit and nonprofit developers, supportive housing providers, property managers, and a financial institution. PPA facilitated the discussions, held in October and December 2019, using a set of questions that had been vetted with the Strategic Planning Team (see Appendix D).

Key Outputs

- **Major Concerns in Housing:** The partners agreed that the main issues they saw in the housing sector included affordability, supply, housing stock quality and proximity to amenities, the imbalance between construction costs and market value, and the availability of qualified contractors.

Quotes from Roundtable Participants:

“[Housing stock quality] that’s a statewide issue... you can’t get the economics to work to bring the housing back to life without a subsidy.”

“We’re not producing as many affordable housing units in a year as we had been because...we can’t get a contractor to do the work.”

“A fundamental problem is that the cost of housing has continued to outpace the growth of income in the state.”

“Many people in Michigan have so much debt preventing them from moving forward financially. Help people get out of debt and give them access to assets, like homeownership.”

“MSHDA has not addressed the question of how all its programs are or are not exacerbating racial and social inequities.”

“The first [stated MSHDA] goal is their financial solvency. That’s a means to an end. It’s critical, but if they’re leaving money on the table to preserve their financial solvency, that’s a disservice.”

“Trying to leverage dollars against the tax credit, we all need to be stronger at that.”

“The staff we work with [at MSHDA] are very committed, capable, and smart.”

“...Shift the culture from compliance to partnership and be a leading voice in the nation and celebrate those successes with the partners.”

- **Working Relationship:** The participants agreed that they saw good intent at MSHDA to work with partners, but that they had seen a decline in the quality and quantity of partnership, as compared to the past. Partners said they had good working relationships with individual staff at MSHDA but felt that there was resistance to being creative with resources and that complex compliance efforts sometimes took precedence over meeting housing needs.
- **Vision:** In both roundtables, it was suggested that MSHDA could position itself as a leader in the field, building off of existing thought leadership to become more impactful. In one group, partners discussed MSHDA’s potential position as a facilitator, working with other organizations to serve customers. In the other, they suggested MSHDA could be a clearinghouse of housing knowledge, a conduit to identify and leverage funding for housing in the state, and a networker within the system.
- **Mission:** The partners suggested that “affordable housing” and “vibrant communities” were key phrases that should be in MSHDA’s mission. They also recommended including a reference to partnering. In both groups, the question of why MSHDA has led with a focus on the financial sustainability of the organization rather than with public needs was raised as pertinent to the mission.
- **Focus Areas:** Speaking broadly, partners suggested MSHDA focus on the critical housing needs of the state, informed by data and using lenses of social equity and economic vitality. They cautioned against focusing on any specific population (i.e., veterans) or geographic area when setting focus areas. To be responsive to statewide needs, they recommended that MSHDA be inclusive of urban and rural areas in developments and programs. Partners also suggested that MSHDA ensure that its investments align with the types of developments it hoped to see and that it find ways to create more appealing deals for developers in order to promote the mission and goals. Speaking more specifically, they raised several potential areas of focus for the future:
 - Developing partnerships
 - Increasing minority homeownership
 - Streamlining processes
 - Lowering the household size standard to better align with demographics
 - Creating a contractor assistance program
 - Helping people with disabilities and seniors keep their homes
 - Increasing multifamily funding opportunities

In regards to the financing opportunities available through MSHDA, participants suggested looking at the interest rate for direct lending so it is comparable to Fannie Mae, Freddie Mac, and other sources; improving bond pricing; maximizing the bond cap; finding new ways for MSHDA to make money on deals, such as applying fees, while still making the deals attractive to developers; working with the Michigan Economic Development Corporation (MEDC) to best locate deals where there is need and economic value; and improving efficiency in the Low-Income Housing Tax Credit (LIHTC) scoring system.

Insights for MSHDA's Strategic Plan

The partners at the roundtables saw great potential for MSHDA and complimented its achievements, but they also encouraged a more ambitious agenda to address what they described as a housing crisis. All those who participated expressed eagerness to participate with MSHDA in addressing the needs and saw ways to be more creative and focused. The strategic plan, then, should seek to make the most of the resource represented by the Authority's existing and prospective partners. As with the staff, the partners see housing issues as community and societal issues; they believe this context of MSHDA's work should be reflected in the plan.

Staff Work Group Meetings

Process Overview

As a follow-up to the staff meeting held in November, PPA convened three staff work groups for one session each in January in order to capture how they saw MSHDA fitting within the LEO strategic plan. The three groups were based on the focus areas defined by LEO (with like items combined):

1. (a) Remove barriers to employment and (b) enable Michigan's businesses to grow and thrive.
2. (a) Develop vibrant communities and (b) make Michigan a welcoming state for all to live, work, and play.
3. Invest in the closure of equity gaps.

The staff who participated in the larger staff meeting were invited via email to volunteer for a group. Including members of the Strategic Planning Team, a total of 20 different staff participated in the groups.

Key Outputs

The groups generated the following ideas for how MSHDA might support the LEO focus areas through its work, either through established programs and roles or through new approaches. Across the three groups, several similar themes emerged independently, as indicated by the far-left column of **Table 1**.

Table 1: Staff Work Group Outputs

	Workforce	Communities	Equity
Capacity Building	<p>Help to build up the number of contractors</p> <p>Create internal capacity for partnering</p>	<p>Get input from end users of programs</p> <p>Work from a strategic mission</p>	<p>Train staff</p> <p>Deeply embed an equity lens in the work and organizational culture</p> <p>Ensure new firms, not just the well-established ones, have opportunities</p>
Partnership	<p>Collaborate with other agencies (e.g., DHHS, MRS, WDA, Michigan Works!)</p> <p>Educate communities and business about housing in the context of economic development</p>	<p>Partner with other state agencies, developers, community-based organizations</p> <p>Work on community development with MEDC and communities</p>	<p>Hold grantees and contractors to equity standards</p>
Data	<p>Use data and evaluate all programs</p>	<p>Establish qualitative, quantitative metrics</p> <p>Share data within MSHDA and with other agencies, the public</p>	<p>Identify the root causes of inequities</p> <p>Share data with other agencies</p> <p>Engage end users, the people served when designing and assessing programs</p>

Table 1: Staff Work Group Outputs

	Workforce	Communities	Equity
Services	Rehabilitate existing housing Connect subsidy clients and others with credit and budget counseling Expand the Family Self-Sufficiency program	Improve housing quality Create a statewide housing plan	Tailor programs to populations Simplify forms

Insights for MSHDA’s Strategic Plan

Staff saw the work of MSHDA as easily aligned with the LEO focus areas. They noted that internal and external capacity building was important to success in all of these spaces. In order to have more impact, the groups emphasized partnership as a means of understanding and meeting needs. The staff also saw improved data as critical to the strategic plan across focus areas. Many of the ideas discussed in the groups suggest that the strategic plan will need to stretch the organization into new ways of thinking and working.

Conclusions

From the results of the activities conducted with staff and partners during Phase I of strategic planning, PPA offers the following synthesis. Recognizing that more remains to be done in the strategic planning process, this should not be interpreted as definitive.

Vision

Both the staff and partner saw opportunity for MSHDA to create an inspirational vision for itself, one in which the Authority would be positioned as a leader in Michigan and the nation. Beyond delivering financing and programs directly, MSHDA could also be a convener and facilitator within the field and perhaps a capacity-builder. Key to a future where MSHDA is successful in its mission is the ability to effectively address affordable housing needs across the state, in collaboration with a variety of partners. The placement of MSHDA within LEO provides the opportunity to conceptualize new programmatic connections and partnerships.

Mission

Both staff and partners thought the mission of MSHDA should be people-centric and focused on safe, quality affordable housing for all. Many saw the need to address housing in the context of community, rather than in isolation. They felt the financial resources of MSHDA were a means to achieve the mission, as were the Authority's partnerships.

Guiding Principles

The staff were asked about guiding principles in the survey and in the staff meeting, and the most frequently mentioned guiding principles stayed fairly consistent between those, but customer orientation and transparency were replaced by sustainability and fairness in November. A number of the guiding principles from the staff meeting can be seen as related to the outputs of the staff groups. Moving forward, further discussion about the final set of principles is needed, with an eye to ensuring that these reinforce and reflect the essence of the MSHDA mission, vision, and strategies. The new principles should also align with the LEO strategic plan's principles of collaboration, data-driven work, commitment to equity, and customer focus.

Focus Areas

Phase I planning resulted in many possible focus areas. Homelessness, housing quantity and quality, the customer experience, community development, homeownership, multifamily housing, and fiscal responsibility were all areas raised by staff as key. Partners agreed with many of these, but also spoke about partnership development and improving contractor availability to support development. Like LEO, MSHDA may want to categorize its focus areas under "people," "business," and "community" and then craft targeted goals within some or all of the areas. Staff and partners would be most likely to support those priorities that are data-informed, address equity concerns, contribute to community economic vitality, and represent a cultural shift within the Authority toward a more people-centered organization.

Recommendations for Phase II

For the next phase of planning, more stakeholders should be engaged to help MSHDA shape a responsive strategic plan. These voices should come from a wide range of community perspectives, including landlords, homeownership and rental program participants, grantee organizations, state agency partners, civic and philanthropic leaders, advocacy organizations, and others. Each of these stakeholders has a different

perspective to bring to MSHDA's work. The MSHDA board and executive staff can provide important inputs as well on the direction of the plan, and the stakeholder engagement can help to test their evolving ideas for key elements of the strategic plan.

In addition, MSHDA should leverage existing data about its program success and undertake new research to understand how it ranks in comparison to other housing authorities nationally. A benchmarking exercise to understand current high-performers among state peers and their financing and program innovations can help to inspire creative opportunities for MSHDA. In addition, the work in this phase will position MSHDA to devise metrics to measure the success of its plan.

In both stakeholder engagement and benchmarking activities, diversity, equity, and inclusion should be a priority. This can be achieved through the range of individuals invited to participate in input sessions. MSHDA customers and groups representing potential customer communities should be invited, including different racial and ethnic groups generally, those from urban and rural areas, and also people who have needed or have had experience with MSHDA's programs in the areas of community/neighborhood assistance, rental, homeownership, and homelessness. In addition, the research conducted for benchmarking should look specifically for how other states are integrating diversity, equity, and inclusion into their work in meaningful ways (e.g., policies, advisory groups, metrics).

Finally, throughout the planning process, there should be intersection between the MSHDA planning process and LEO to promote alignment and transparency. The new strategic plan may well result in new roles for the organization. The work of bringing along staff, partners, and the public on that journey will determine the breadth and depth of support enjoyed by MSHDA in the years ahead. The strategic plan can position MSHDA to take the lead on developing a statewide housing plan that unites partners around common interests and furthers the ability of all to impact the housing landscape in Michigan.

Appendix A: Fact Sheet

2019 MSHDA Strategic Planning Fact Sheet

Data as of November 12, 2019 unless otherwise noted

POPULATION

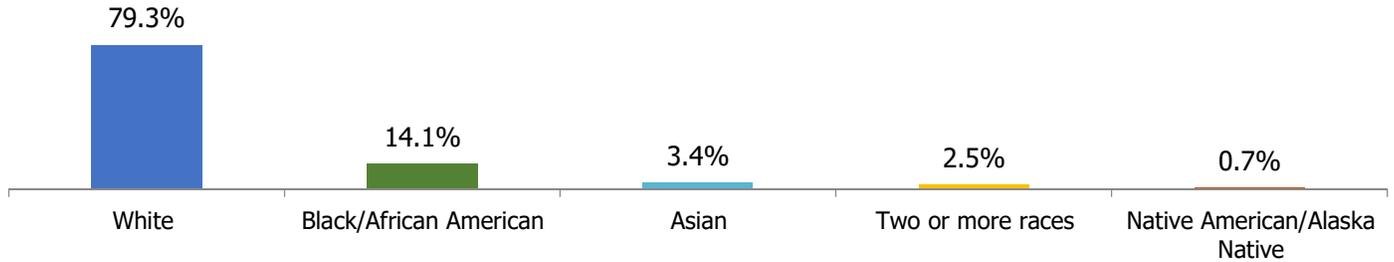


Figure 1: Michigan Population by Race (2018)

- **5.2%** of Michigan’s population is Latinx. The number of Latinx and Asians in Michigan is growing. The Asian population grew by 31% since 2010, the Latinx population by 15%.
- The total Michigan population is almost **10 million**.
- **10.4%** of the population under age 65 has a disability.
- **17%** of Michigan’s population is over age 65. Persons under age 18 are **21%** of the population.
- **The state’s population growth lags behind the national average** of 0.6% per year at 0.2%. Michigan has been gaining population mainly through immigration.
- **7%** of the population is foreign born. Most immigrants come to Michigan from Asia (51%), Europe (20%), and Latin America (19%).

HOMELESSNESS

Total Homeless Population in MI

65,104 (2018)

Homeless Children (ages 0-18)

17,102 (26%)

Homeless Youth (ages 18-24)

3,995 (6%)

Homeless Veterans

3,605 (6%)

- **59%** of the homeless population in Michigan in 2017 was made up of people of color (with 53% being African American).
- **44%** of those without homes were people with disabilities.

INCOME

14%

earns at or below Federal Poverty Level (FPL) (\$24,000 for a family)

29%

meets the ALICE threshold (\$61,272 for a family)

(For this example, a family is defined as two adults, a preschooler, and an infant. Asset-Limited, Income-Constrained, Employed households earn more than the FPL but struggle to afford basic necessities.)

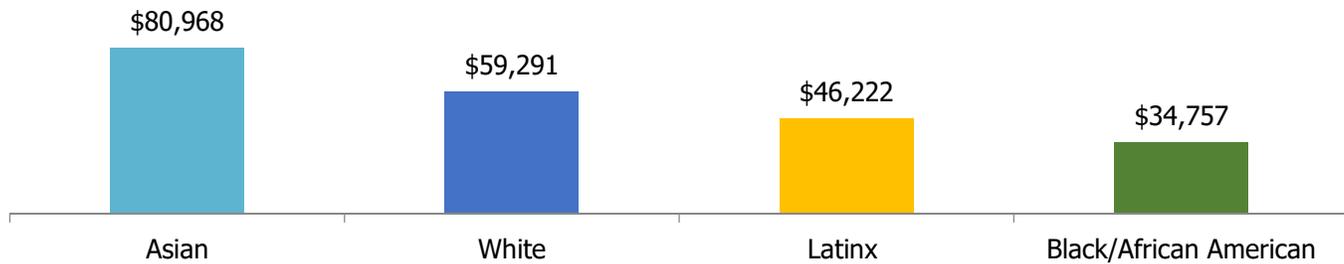


Figure 2: Median Household Income by Race and Ethnicity, Michigan (2017)

- Nationally, in 2015, **34% of households aged 65 and older received 90%** or more of their income from Social Security. In January 2019, the average Social Security benefit was \$1,461 per month.
- The **state's median income of \$54,909** provides enough income to afford a house priced around \$175,000. New homes cost \$307,000 on average.
- Millennials with college debt need an **average of 12 years** to save enough money for a 20% down payment on a house. College graduates without school debt need an average of 7.6 years to save the same amount.

JOBS

- **61%** of jobs in Michigan pay less than \$20/hour. If working full time, a person earning \$20/hour earns \$41,600 annually.
- Due to the Great Recession, Michigan lost over **89,000** construction-sector jobs in 2010.
- **Automation is expected to have a disproportionate impact** on African-American and Latinx workers, who hold more support positions and overall have lower rates of postsecondary credentials. These groups are also underrepresented in fields expected to see job growth, like education and business.

HOUSING STOCK



37% of Michigan's existing owner- and rental-occupied units were built prior to 1960. Units may not have the layout, systems, or amenities today's homebuyers are looking for. Additionally, properties may have lead-based paint.

15% of Michigan's housing stock is vacant due to issues with legal/title status, habitability, or another reason.

- **Many vacant ownership units in the state have not been maintained** over time and will require substantial rehabilitation.
- **Due to declining population, housing supply shortages, and escalating housing prices,** communities can find it more difficult to attract new businesses.
- There is a **lack of affordable housing for households at 50% or below of AMI** in urban and rural areas of the state.
- Michigan millennials may prefer **walkable, mixed-use housing** near shopping, restaurants, and public transportation. Seniors prefer **housing accessible to health care** and family. Immigrants prefer **housing near schools, jobs, and public transportation.**
- Increased housing demand and supply shortages in the state are creating **affordability issues** and higher price points.

HOMEOWNERSHIP

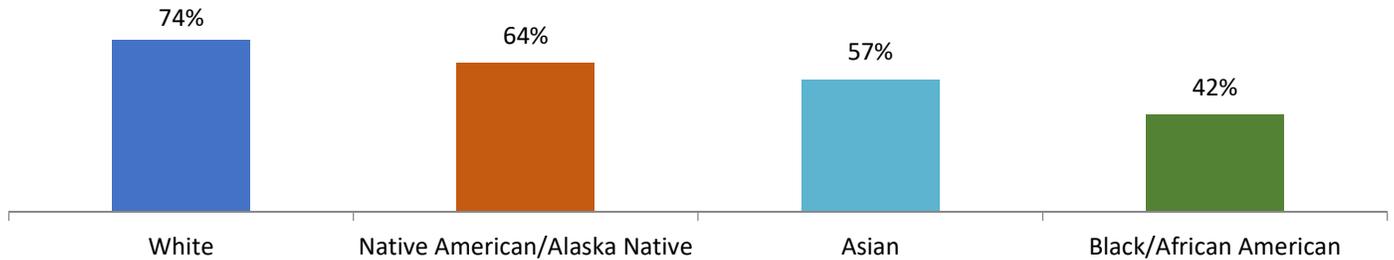


Figure 3: Michigan Homeownership by Race, 2017

- **Homeownership rates varied by geographic region** in 2017. In Saginaw, Flint, Grand Rapids, and southeastern Michigan, African-American homeownership exceeds 75%.
- In 2018, **56%** of Latinx in Michigan owned their homes.
- **14%** of the state's homeowners put 30% or more of their income into housing expenses, and **10%** pay more than 50% of their income on housing, which is a severe cost burden.
- Due to the Great Recession, a **significant amount of individuals require credit repair** to qualify for a mortgage.
- Nationally, **41%** of seniors have a mortgage, and over 40% of those aged 55-75 live in three-bedroom homes. Seniors prefer to age in place according to survey data.

Michigan homeownership peaked in 2007.

Since:



3% for Whites
4% for Asians
7% for Blacks

RENTAL

50%

Of rental households are cost overburdened

25%

Of rental households are severely cost overburdened

(Cost-overburdened is paying more than 30% of income towards housing. Severely cost-overburdened is paying more than 50% of income towards housing.)

- A person making minimum wage (\$9.45/hour) must work about **73 hours each week** to afford an average-priced 2-bedroom apartment in Michigan.
- Fewer ownership choices for high-income households are spurring them to rent instead of buying, **driving up rental costs** in the state.

SPECIFIC TO MSHDA

- MSHDA is a partner in approximately **37%** of all rental housing development (market and affordable).
- The rental development that MSHDA participates in represents approximately **\$500 million** of investment each year.

Programs	Demand	Supply
Housing Choice Vouchers	64,000+ (waiting lists)	28,000 (in use)
Project-Based Vouchers	Unknown (waiting list per development)	3,867 (in use)
LIHTC-Funded Developments	78 (projects)	31 (1,876 units, FY 2019)
Direct Lending	46 (applications)	12 (1,604 units, FY 2018)

Appendix B: Staff Survey Instrument

MSHDA Staff Survey

Introduction

Thank you for taking this short survey about the Michigan State Housing Development Authority (MSHDA), which is being conducted by Public Policy Associates, Inc. (PPA).

With this survey, your input will inform further strategic planning discussions among MSHDA staff at the November 20 staff meeting. This survey and the November 20 meeting are the two opportunities for all staff to contribute to the first phase of the strategic planning process.

Keep in mind that this is a survey about MSHDA's programs, mission, and strategic focus areas, not employee engagement.

The intention is that your individual responses will be seen only by PPA staff. PPA will report only aggregated results to MSHDA for strategic planning purposes.

The survey should take less than 10 minutes to complete. You should plan to complete the survey in one sitting; you cannot return to an incomplete survey.

If you have any questions or challenges in completing this survey, please contact Nathalie Winans at PPA at 517-485-4477 or nw@publicpolicy.com.

MSHDA Staff Survey

Mission

MSHDA's current mission statement is as follows:

The Michigan State Housing Development Authority partners to provide homes and preserve places for the people of Michigan.

1. How well does the mission statement cover the work that is done by MSHDA?

- Very well
- Somewhat well
- Not that well
- Not at all

2. If the MSHDA mission statement was updated, what key words would you use to best capture the Authority's mission. List up to four words.

First word	<input type="text"/>
Second word	<input type="text"/>
Third word	<input type="text"/>
Fourth word	<input type="text"/>

MSHDA Staff Survey

Focus Areas

MSHDA's current goals are as follows:

Goal 1. Building Financial Solvency to Advance MSHDA's Mission

Goal 2. A Roof for Every Homeless Veteran

Goal 3. Improving the Customer Experience

3. How well do the goals reflect priorities you think that MSHDA should pursue for the next three years?

- Very well
- Somewhat well
- Not that well
- Not at all

4. If you could select the focus areas for MSHDA for the next three years, what major topics would you choose?

First focus area	<input type="text"/>
Second focus area	<input type="text"/>
Third focus area	<input type="text"/>
Fourth focus area	<input type="text"/>

MSHDA Staff Survey

Guiding Principles

* 5. Of the following guiding principles or values, which do you see as most important for MSHDA? Select up to four values.

- | | | |
|---|---|---|
| <input type="checkbox"/> Accountability | <input type="checkbox"/> Customer orientation | <input type="checkbox"/> Respect |
| <input type="checkbox"/> Agility | <input type="checkbox"/> Data driven | <input type="checkbox"/> Service |
| <input type="checkbox"/> Adaptive | <input type="checkbox"/> Diversity, equity, and inclusion | <input type="checkbox"/> Stewardship |
| <input type="checkbox"/> Boldness | <input type="checkbox"/> Efficiency | <input type="checkbox"/> Sustainability |
| <input type="checkbox"/> Collaboration | <input type="checkbox"/> Fairness | <input type="checkbox"/> Timeliness |
| <input type="checkbox"/> Compassion | <input type="checkbox"/> Flexibility | <input type="checkbox"/> Transparency |
| <input type="checkbox"/> Continuous improvement | <input type="checkbox"/> Integrity | <input type="checkbox"/> Trust |
| <input type="checkbox"/> Creativity | <input type="checkbox"/> Objectivity | |

6. Are there other principles or values not listed above that you see *ascritical* to MSHDA's work? If you have none to add, proceed to the next question.

Additional principle or value 1

Additional principle or value 2

MSHDA Staff Survey

MSHDA's Work

7. How effective is MSHDA's work in each of the following housing areas?

	Very effective	Somewhat effective	Somewhat ineffective	Not at all effective	Don't know
Home ownership	<input type="radio"/>				
Rental	<input type="radio"/>				
Homelessness prevention and housing	<input type="radio"/>				
Community/neighborhood assistance	<input type="radio"/>				

8. How effectively does MSHDA serve the following customers?

	Very effectively	Somewhat effectively	Somewhat ineffectively	Not at all effectively	Don't know
Those living below the Federal Poverty Level (\$12,060 for a single person, \$24,600 for a family of four)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Those living above the Federal Poverty Level but below the 2017 MI Household Median Income of \$54,909	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Those living at or above the 2017 MI Household Median Income of \$54,909	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. How well do you think MSHDA meets the housing needs of individuals with the following characteristics?

	Very well	Somewhat well	Not that well	Not at all	Don't know
Mental illness	<input type="radio"/>				
Physical disability	<input type="radio"/>				
Substance abuse history	<input type="radio"/>				
Criminal record	<input type="radio"/>				
Immigrants, refugees	<input type="radio"/>				
Limited English proficiency	<input type="radio"/>				
Unemployed	<input type="radio"/>				
Poor credit	<input type="radio"/>				
Homeless	<input type="radio"/>				

10. How well do you think MSHDA meets the housing needs of individuals with these characteristics?

	Very well	Somewhat well	Not that well	Not at all	Don't know
Over age 65	<input type="radio"/>				
People of color	<input type="radio"/>				
Veterans	<input type="radio"/>				
Parenting young children	<input type="radio"/>				
Single parents	<input type="radio"/>				
Lesbian, gay, bisexual, transgender, queer (LGBTQ+)	<input type="radio"/>				
Eviction or foreclosure history	<input type="radio"/>				
Domestic violence survivor	<input type="radio"/>				
Does not own a reliable vehicle	<input type="radio"/>				

11. In what area do you think MSHDA has the potential to be the most creative and impactful?

- Home ownership
- Rental
- Homelessness prevention and housing
- Community/neighborhood assistance

12. What is your level of awareness of the federal tool Opportunity Zones and how it relates to your work?

- Very familiar
- Somewhat familiar
- Somewhat unfamiliar
- Not at all familiar

13. Considering what you recently learned about applying an equity lens to MSHDA's programs (and with the understanding that staff training is ongoing), how comfortable are you *at this time* with applying diversity, equity, and inclusion principles within your work?

- Very comfortable
- Somewhat comfortable
- Somewhat uncomfortable
- Not at all comfortable
- I have not attended a diversity, equity, and inclusion training yet.

MSHDA Staff Survey

Respondent Demographics

The following information will be used to see if staff with different characteristics have different responses to this survey. Everyone's viewpoint is unique, and we want to know if different groups of people respond in different ways. PPA will not report survey results in any ways that identify individuals.

14. How long have you worked for MSHDA?

- Less than 5 years
- 5-10 years
- 11-15 years
- More than 15 years

15. What is your role at MSHDA?

- Management
- Program or financial services
- Department technician
- Administrative support
- Student assistant
- Other (please specify)

16. What is your gender?

- Male
- Female
- Other identity

17. What is your race? Please select all that apply.

- Black or African American
- American Indian or Alaska Native
- Asian or Asian American
- White or Caucasian
- Native Hawaiian or other Pacific Islander

18. Are you of Hispanic, Latinx, or Spanish origin?

- Yes
- No

MSHDA Staff Survey

End of Survey

Thank you for sharing your perspective!

Appendix C: List of Mission Statements Generated at the Staff Meeting

- MSHDA is a catalyst in developing affordable housing solutions to increase economic and social well-being for Michigan citizens most in need.
- We partner to provide and preserve decent, safe, and affordable housing to the people of Michigan.
- Creating thriving communities through partnerships to develop accessible, affordable, safe, and efficient housing opportunities for the people of Michigan.
- MSHDA partners to provide quality homes for the people of Michigan.
- MSHDA provides quality affordable housing through partnerships to achieve housing stability for Michigan residents.
- MSHDA is dedicated to providing high-quality, safe, affordable housing and creating vibrant communities attractive to business and talented workforce.
- Our mission is to work with partners to ensure everyone has a safe, affordable, quality place to live.
- MSHDA is dedicated to providing safe and affordable housing to the residents and communities of Michigan.
- The Michigan State Housing Development Authority is dedicated to fostering stable communities by creating quality affordable housing options for the people of Michigan.
- Provide safe, affordable housing for all residents of Michigan, strengthening communities, and bringing stability through economic growth.
- Our mission is to foster, promote, and strengthen communities by eliminating barriers to opportunities for affordable housing through stability, integrity, and efficiency while helping to foster the caring power of communities.
- Together provide safe, affordable housing solutions across Michigan's diverse communities.
- The Michigan State Housing Development Authority's purpose is to create and preserve safe and decent affordable housing for the people of Michigan.
- MSHDA is dedicated to end homelessness, create affordable housing, and develop vibrant and inclusive communities.

- We build healthy communities by removing barriers to house Michigan.
- MSHDA is dedicated to providing quality affordable homes through its financial and technical resources to enhance communities for all Michigan residents.
- MSHDA relentlessly works to provide pathways for all people of Michigan to have a place to call home.
- MSHDA strives to meet current and future affordable housing needs by solving tomorrow's problems, today.
- MSHDA is dedicated to providing the opportunity to all MI residents to have safe, affordable, and quality housing and the development of desirable communities through partnerships.
- To identify and overcome housing inequality for all people in Michigan, leading the nation in the provision of safe, affordable, accessible, and desirable housing.
- The Michigan State Housing Dev. Authority provides financial and technical assistance through public and private partnerships to create and preserve decent affordable housing for low and moderate income Michigan residents.
- MSHDA advocates with partners to provide safe, affordable housing for ALL people of Michigan.
- The Michigan State Housing Development Authority partners with communities, developers, lenders, investors, and the people of Michigan to provide quality, safe, affordable housing.
- MSHDA...Providing pathways to affordable housing for the people of Michigan through partnerships that build strong families and strong communities.
- MSHDA is dedicated to helping MI residents have access to affordable, safe housing options.

Appendix D: Vision – Summary of Table Results

If MSHDA does its work effectively, what will Michigan’s housing situation look like in 20 years?

- **Affordability:**
 - Housing is affordable for 100% of the population. Affordable housing is widespread and available to all types of individuals. (“Stable, quality housing is attainable for all.”)
 - Decreased number of overburdened individuals (to 30%).
 - Housing is both affordable and of quality and safe.
 - People are not able to distinguish subsidized housing from other housing.
 - Voucher resources stretch beyond homeless, near homeless, veterans.
 - The income-averaging election across affordable rental complexes increased.
- **Housing Stock/Quality:** (one table summed this area up as “fix the damn housing”)
 - Developers have incentives to work in more areas, especially rural areas. Development is more deeply targeted.
 - There is more smaller-scale market development for rural areas. Rural communities have alternative methods to overcome economies of scale (e.g., scattered-site builds, vouchers).
 - Healthy housing for those with a variety of challenges.
 - Housing starts are spurred.
 - There is a home improvement program, and more rehab funding to improve older homes.
 - Supply and demand are balanced.
 - Single family and multifamily developments increased.
 - Rental stock built before 1960 decreased.
 - Workforce housing increased.
 - Housing is attractive to incoming residents (e.g., walkable, planned, amenities).

- The vacancy gap reduced or closed.
- Blight is reduced or eliminated.
- Homeownership:
 - Creativity in single and family mortgages.
 - There is an equitable path to homeownership and home rental. People are empowered to achieve their goals in homeownership and rental.
 - There is a decrease in the homeownership equity gap (e.g., increase to 50%).
 - Homeownership increased, including among Millennials.
 - Down-payment assistance has been expanded.
- Program Flexibility:
 - Programs are responsive to the needs of individuals.
 - There are alternative financing mechanisms (no example provided).
 - New tools exist to fill gaps in meeting needs.
 - Michigan LIHTCs exist.
 - More median-income families targeted.
 - It is easier for college graduates to receive a mortgage.
 - There are more resources to help those having difficulty with their mortgages (no example given).
- Homelessness:
 - Homelessness decreased (e.g., cut in half or eliminated).
 - Different races do not experience homelessness at different rates.
 - More and better shelter services in critical areas.
 - Youth (ages 18-24) are prioritized.
- Seniors:
 - Seniors are assisted to “age in place” and more senior housing is available.
 - Senior housing is more integrated into communities.
 - Seniors have access to more assistance.
- Partnership:
 - MSHDA partners with employers and education providers. Partnerships generate opportunities for increasing job skills for marginalized populations.

- Better linkage between housing and mental health services.
- There is public/private collaboration for targeted housing (e.g., corporations matched with housing for employees).
- MSHDA division collaboration increased.
- There are more partnerships with nonprofits to provide services. Partnerships help to address barriers that hinder independence of clients.
- Partnerships are equitable.
- Other:
 - Community development is back and restructured, including use of CDBG funds.
 - Veterans have preference in housing. There are veteran communities.
 - Transportation to metro areas is more affordable.
 - There are tiny-house communities with supportive services.
 - All of the items on the fact sheet improve (e.g., improved by 25%).
 - Greater congregate care affordability.
 - MSHDA is a nationally recognized authority and is a model for others in achieving its goals.
 - Housing is more integrated with amenities (e.g., child care, transportation, food).
 - There is greater financial literacy among the population.
 - MSHDA recognizes and is responsive to cultural differences.
 - Neighborhoods are more diverse and equitable across the state.
 - There is a more even playing field that promotes generational wealth-building.
 - More clients become independent by addressing their barriers.
 - Reduction in people needing MSHDA services.

Appendix E: Guiding Principles – Summary of Table Results

Tables were asked to select 4-5 guiding principles. Some chose more, some less.

Table E-1: What principles are inherent in the mission and vision that you identified?

Top 10 Principles Selected	Number of Responses
Diversity, equity, inclusion	18
Integrity/trustworthiness	15
Sustainability	14
Accountability	13
Fairness	10
Continuous improvement	10
Teamwork/collaboration/partnership	5
Transparency	4
Compassion/empathy	4
Data-driven	3

Table E-2: What 4-5 guiding principles do you see as most critical for MSHDA?

Top 8 Principles Selected	Number of Responses
Integrity/trustworthiness	20
Diversity, equity, inclusion	15
Accountability	14
Continuous improvement	10
Sustainability	10
Fairness	8
Compassion/empathy	5
Transparency	5

Appendix F: Questions Posed to Partners at Roundtables

1. Please describe, very briefly, how you work with MSHDA.
2. What do you see as the key issues and trends facing Michigan's housing sector today?
3. In what ways is MSHDA most effective at addressing those issues?
4. In what ways is MSHDA least effective at addressing those issues?
5. *[With copies of current MSHDA mission statement and goals available]* MSHDA is considering revising this mission, and your input will be helpful in their decisions on doing so. How well does this mission statement fit your understanding of MSHDA's current work? In what ways does it not fit?
6. What priorities should a revised MSHDA mission statement include?
7. How well do the goals reflect the priorities you think that MSHDA should pursue for the next three years? In what ways could they be improved?
8. If you could select the focus areas for MSHDA for the next three years, what major topics would you choose? Why those topics?
9. What would you envision as the ideal state housing finance agency? What changes would MSHDA need to make to fit that vision?
10. To what extent does MSHDA apply its programs and services equitably so that it provides the greatest benefits to disadvantaged populations? What could MSHDA do to make its programs and services more equitable?
11. What do you like most about your working relationship with MSHDA? What could MSHDA do to improve that value for you and your organization?
12. Are there any further opportunities MSHDA should consider that we haven't discussed already or any questions for us?