

Broadening Partnerships Between HPN and Innovative Public Housing Authorities

An Exploration of Opportunities

December 7, 2018 HPN Member Meeting

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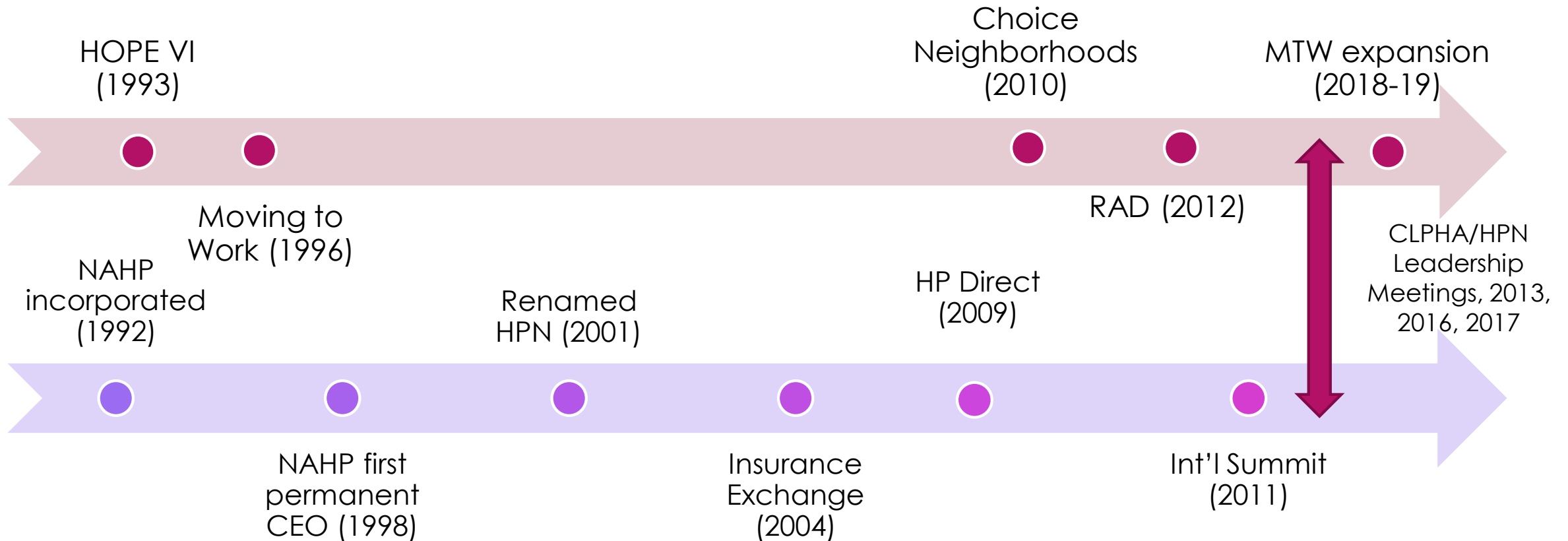
Presentation Overview

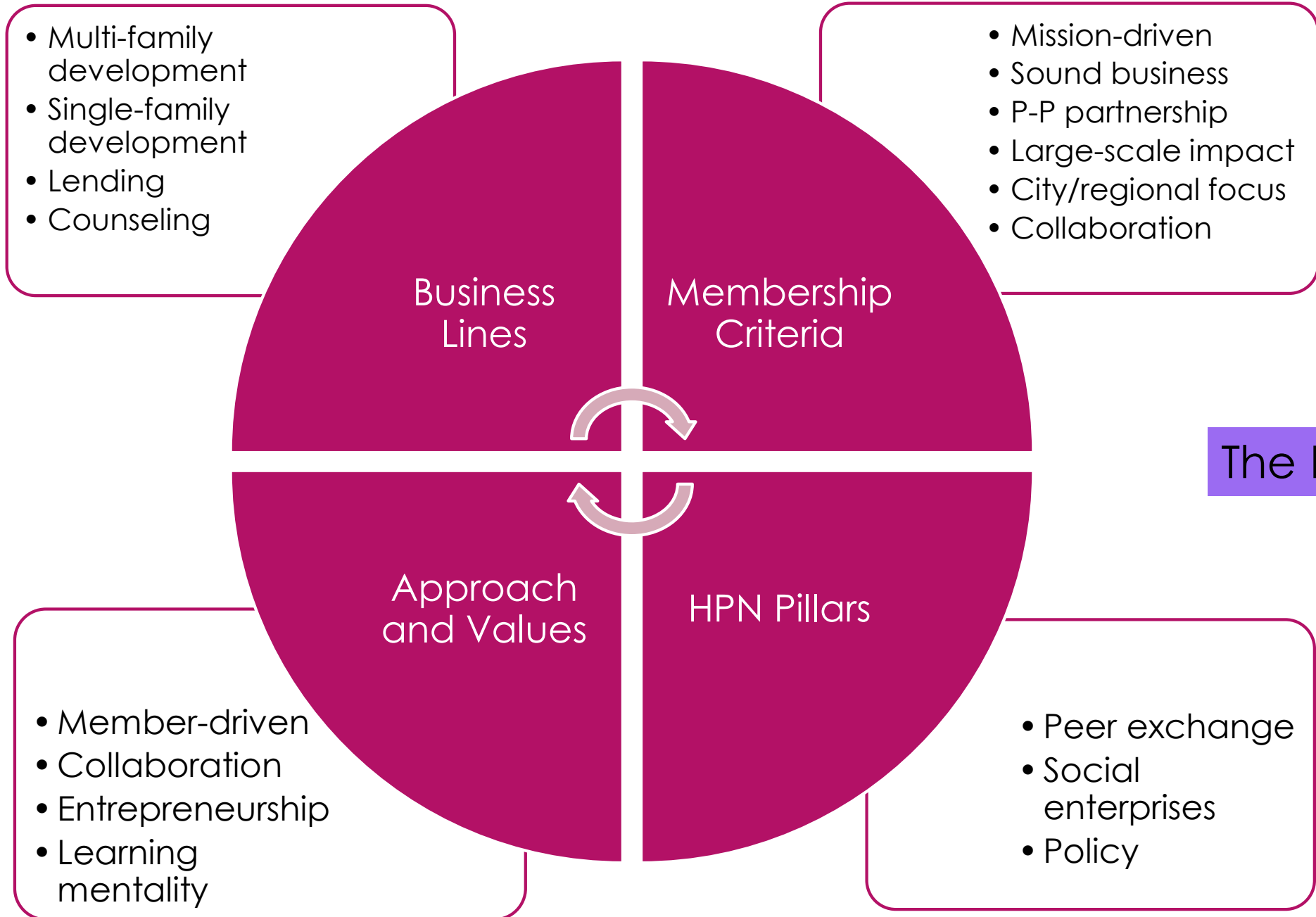
- ▶ Purpose of Engagement and Research Methodology
- ▶ Evolution of PHAs in the Context of HPN's Formation and Growth
- ▶ Themes from PHAs Interviewed
- ▶ Options for Positive and Productive Intersections
- ▶ Questions for HPN Leadership to Consider Moving Forward

Purpose and Methodology

- ▶ **Purpose:** Better understand and explore opportunities to possibly collaborate and build closer ties with like-minded PHAs.
- ▶ **Hypotheses:**
 - ▶ There are a small number of high-performing PHAs around the country that are innovative and collaborative in their community development approach and impact (Hybrid PHAs).
 - ▶ These PHAs might be a good fit for a deeper connection with HPN.
 - ▶ There is mutual interest by hybrid PHAs *and* HPN in exploring deeper opportunity for connection.
- ▶ **Methodology:**
 - ▶ Understand the “DNA” of HPN via conversations with members, HPN staff, Exchange Committee, a site visit to HPN’s Boston office and attendance at the June 6-8 Membership Meeting
 - ▶ Phone interviews with eight PHA CEOs (Austin, Denver, Houston, Home Forward (Portland, OR), King County (WA), San Antonio, San Diego, Seattle)
 - ▶ Discussions with industry leaders and PHA consultants & literature review
 - ▶ Review and feedback by HPN’s Exchange Committee

While HPN Grew, PHA Legislation Supported Evolution





The HPN DNA

Themes from HPN Interviews

Overlap with PHAs

- Co-developers, responding to RAD RFPs
- Project-based Section 8 vouchers
- Recipient of public dollars administered by the PHA
- Competition for LIHTC or other financing, ROSS grants
- Service partners
- Serve on regional/state policy boards and committees

Interest in PHAs

- Value in a wider voice and geographic diversity
- Our members could learn from how PHAs have adapted
- “We could bring ideas back to our PHA”
- Almost every HPN staff or member interviewed could easily list 3-5 PHAs that they saw as innovative, entrepreneurial, etc.

Questions/Concerns

- Impact on the HPN brand? “We’re not them” mentality
- Questions and discomfort over competition, regulatory relationship and power differential – would it impede open communication?
- Impact on policy relationships?
- What would success look like?

Themes from PHA CEO Interviews

Overlap with HPN Members

- Work across public and private sectors, mixed income, mixed use
- Development expertise – mix of self- and JV
- See their work as entrepreneurial and transformative
- Boards govern autonomously and in the best interest of the agency
- Longevity of executives

Interest in HPN

- Development discussions not through a HUD lens
- Exposure to financing tools
- Learning new approaches to common areas of interest (homelessness, supportive services, housing preservation, cross-sector work, etc.)
- Would be a both-and to CLPHA, NAHRO membership
- Expanding networks

Questions/Concerns

- Would the networks and learning outweigh the time commitment?
- How would this impact policy relationships?
- What would success look like?

Opportunities for Intersection

Point of Intersection	Rationale	Considerations
“All in” - Vetted PHAs invited to join as full members	Shows clear direction and movement on the part of HPN leadership to widen reach and improve the sector.	Vetting criteria, communicating decision to full HPN membership.
“Test the waters” - Vetted PHAs invited to attend one or more FY 2019 Membership Meetings	PHAs interviewed seemed most open to this option – good way to set and measure expectations. Incremental option. Timing could be better with new MTW agencies.	How to make an incremental option meaningful and a value-add for the time, how to evaluate fit and over what timeframe, what could be learned from HPN’s experience with other models such as the International Exchange.
“Association to Association” - Hold meeting with HPN Board/senior staff & CLPHA Board/senior staff	May expose HPN to a better understanding of forward-thinking PHAs than the word-of-mouth strategy currently underway, would align HPN with its equivalent in the PHA sector.	Repeating previous meetings that have occurred, tying a PHA pipeline to only CLPHA members.

Questions for Consideration

1. **What is the 'why'** behind this shift?
2. **What would success look like** if HPN expands its reach to include PHAs? And over what timeframe?
3. Are the **differences really that different**?
4. If HPN moves forward, what **criteria** will be used to vet and select PHAs?
5. What messages will HPN's Board use to **communicate its decision** and to which audiences?
6. Would anything in the **HPN DNA** change if the Board decides to move in a more intentional direction with entrepreneurial, forward-thinking PHAs?

Revisiting the Hypotheses

▶ Hypotheses

- ▶ There are a number of high-performing PHAs around the country that are innovative and collaborative (**TRUE**)
- ▶ These PHAs might be a good fit for a deeper connection with HPN (**TRUE**)
- ▶ There is mutual interest by hybrid PHAs **TRUE/CAUTIOUS TRUE FOR SOME PHAs INTERVIEWED** and HPN in exploring deeper opportunity for connection. (**INITIAL FEEDBACK - TRUE**)

Addendum: Key Informants in addition to PHA CEOs Interviewed

PHA Experts

- Jim Stockard, former Cambridge Housing Authority Board member/author/professor
- Tony O'Leary, outgoing Executive Director, Akron Metropolitan Housing Authority
- Whitney Airgood-Obrycki, Ph.D, Senior Research Associate, Joint Center for Housing Studies
- Steve Rudman, consultant and former CEO, Home Forward

HPN Staff/Board

- **Staff:** Chuck Wehrwein, Manuel Muelle, Kris Siglin, Becky Regan, Jessica Davidson-Sawyer, Mark Lederhos, Ben Phillips, William Kelsey
- **Exchange Committee:** Alan Arthur, Deidre Schmidt (Board), Matt Franklin, Kate Monter Durban (Board)
- **Board:** John O'Callaghan

HPN Members

- Dee Walsh, Mercy Housing
- John Welsh, AHC
- Andrew Spofford, POAH
- Sue Reynolds, CHW
- Joe Weatherly, The Michaels Development Company (formerly with AHC)
- Priya Jayachandran, NHT
- Pat Garrett, formerly with Charlotte Mecklenburg Housing Partnership
- Kathy Ebner, Homes for America
- Richard Taft, Rocky Mountain Communities
- *And many others informally at HPN Meeting*