



2017-2019 SPAG Teleconference

Friday, February 23, 2018

Staff Liaison: Sylvia Bowen | sbowen@nahro.org

MEETING SUMMARY Friday, February 23, 2018 1:30-2:30 PM Eastern Time

Presiding: Jennifer Bergman, Chair

Debrief on the BOG Retreat: Austin, TX (Jan. 19-21)

President Richie debriefed the SPAG on the BOG retreat. At the retreat, Jennifer presented the 2017-2019 Strategic Plan of goals and objectives, which SPAG discussed and reached consensus on during two teleconferences prior to the retreat. The Board's vote was an overwhelming endorsement of the goals and objectives. Committees/task forces/ad hoc groups have been asked to develop metrics for their objectives prior to their face-to-face meetings in April.

Results of the Blue Ocean Exercise conducted at the BOG Retreat

NAHRO CEO Todman summarized the NAHRO Shark Tank exercise which consisted of three teams who made pitches on a "vision for NAHRO's future," how can/should NAHRO move toward an **uncontested space** and **improve long-term** viability in a changing marketplace? Advocacy, professional development, and membership performance were the focus of the three teams.

Following the Shark Tank pitches, the entire group was divided into teams to discuss the most compelling perspectives. More than 25+ bold strategic ideas were identified. Attendees were asked to individually review the ideas and to identify their top three. The three ideas that received the most votes as presented:

- Opportunities to use tech platforms in PD learning spaces—breaking PD into bite-size chunks and providing on demand, e.g., via subscription services and bringing back Listserves.
- What if we started our own development company, then partner with agencies? Then we start seed fund for new PAC (we have expertise).
- Become a leader on developing national housing policy strategy--would help with branding. Draft a new 2037 Housing Act.

President Richie has charged SPAG with convening in-depth conversations about the above ideas and developing recommendations on what NAHRO could/should do in both the short-and long-term.

Chair Bergman advised that each idea will be a topic of subsequent teleconferences and/or meetings. However, they will not become part of SPAG's 2017-2019 work plan.

Comments shared during this teleconference relative to the ideas are below:

PD Idea:

- The Professional Development Committee has already begun to explore new ways to deliver its products.
- PD recognizes the need for not only new delivery mechanisms but also faculty members who have the ability to deliver products in a non-traditional way.
- Adequate funding and IT resources are needed. NAHRO recognizes that it currently does not have the IT capacity to move in the direction that PD desires.

Development Company Idea:

- NAHRO could become a “soup to nuts” development company; put up guarantees; help local agencies secure the services of a general contractor and other required partners. (The earnings could help back some of our potential future lobbying impact work.)
- NAHRO could help agencies secure preferential terms from Fannie, Freddie, FHLB; or assist with developing other types of unique preferential financing products (housing trust fund) that would lead to greater investment.
- Agencies could use help with mass procurement – NAHRO could brokerage mass agreements.
- NAHRO could teach small agencies how to do development.
- Development comes with challenges and barriers. Vanessa offered to share the experiences of two entities in CA with SPAG.

Branding and 2037 Housing Act Idea:

- SPAG will continue to work on the list of “ongoing/short-term rebranding ideas” that NAHRO Director of Communications Sylvia Gimenez presented to SPAG last year.
- The 2037 Housing Act is a “must do.”
- NAHRO could start with a clean/blank slate and explore what we would build from different perspectives: policy, physical plant, and residents.

Other Ideas

- Think about different disruptors that sit outside the housing space, i.e., social media. Is there an affordable housing delivery system that becomes a disruptor and what does it look like? What is the affordable housing version of an “Airbnb?”

- If housing is a right, how could technology connect? The fact that we cannot grasp this topic well is a good sign; there is some energy and gut reaction; there is a need for exploration of this topic.
- How can we link providers? Develop a matching system; create an innovation fund that would be deployed to test “incubator” ideas.
- Create public/private partnerships and national media campaigns, i.e., with high tech companies.
- What “cool philanthropic” idea could NAHRO pitch to the \$9 million Housers and Funders Fund? The first \$5 million of its funding has been awarded to non-practitioner groups.

2017-2019 Strategic Plan Monitoring

SPAG will be responsible for monitoring progress of the Strategic Plan and will begin each meeting with a “check in” on the progress of the metrics developed by the Committee’s.

SPAG Work Plan

Chair Bergman discussed SPAG’s work plan for the upcoming term. President Richie’s expectation of SPAG is that it will serve as a safe place to vet ideas and to do some “out of the box” thinking. SPAG will also act as a depository of ideas, such as the Blue Ocean top 3, the Governance Group, etc., so that ideas are not lost.

Some of the topics SPAG will focus on include: branding, tax status, governance and revenue sharing ideas. In addition there will be other topics that will be sent to SPAG to discuss as issues arise.

SPAG will serve as a “focus group,” to provide feedback on redesign of the NAHRO website. SPAG members share how they use the website as NAHRO leaders and as industry practitioners.

SPAG will work with Professional Development, Member Services and the Budget & Administration Committee to identify new sources of revenue for NAHRO and develop strategic plans on how to implement ideas.

SPAG will also receive recommendations from the Governance Group and provide guidance to the President, SR Vice President and NAHRO CEO.

Help NAHRO delve into issues related to a new/additional tax status.

New Business:

MTW –presented by NAHRO CEO Todman

The Moving to Work (MTW) agencies are looking for an industry partner and representatives have begun to engage in conversations with industry groups. Two of the group’s representatives met with Ms. Todman. The conversation went well and a follow up discussion will occur. All but four MTW agencies are members of NAHRO.

Ms. Todman will discuss this matter with the Steering Committee and also wanted SPAG to be aware. Teleconference participants voiced support for this initiative.

Agenda: Next teleconference: Thursday, March 22 at 1:30 p.m., Eastern Time

Deeper dive into one of the top three ideas from the retreat (presented above).

There being no further business, the teleconference was adjourned. Next teleconference: Thursday, March 22 at 1:30 p.m. ET.

Teleconference Participants:

Chair: Jennifer Bergman. **Officers:** Carl Richie, Sunny Shaw, Andy Rodriguez, Henrietta Snipes, Mark Thiele, John T. Mahon, Marsha Parham. **Others:** Clif Martin, Duane Hopkins, Marty Ryan, Buddy Oldfield, Mike Gerber, and Vanessa Cooper. **Staff:** Adrienne Todman and Sylvia Bowen.

Absent: Saeed Hajarizadeh, Richard Leco, Carl McFadden and G. Matthew Pike.