

The HOME Program 20th Anniversary Conference



May 2 - 4, 2011 • Hyatt Regency Bethesda • www.hometa.info

FINDING A NEW WAY HOME

THE NEXT TWENTY YEARS

CONFERENCE PROGRAM

MAY 2-4, 2011

HYATT REGENCY BETHESDA

BETHESDA, MD

CONFERENCE SCHEDULE AT A GLANCE

Sunday, May 1st

5:00 - 8:00 pm **Early Registration** – Crystal Ballroom Foyer

Monday, May 2nd

Tuesday, May 3rd

Wednesday, May 4th

	Monday, May 2nd	Tuesday, May 3rd	Wednesday, May 4th
7:30-5:00pm	Registration <i>Crystal Ballroom Foyer</i>	Registration <i>Crystal Ballroom Foyer</i>	Registration <i>Crystal Ballroom Foyer</i> <i>**Open only 8:00am – 10:00am</i>
9:00-10:00am	Morning Plenary Session <i>Crystal Ballroom</i> “FINDING A NEW WAY HOME: THE NEXT TWENTY YEARS” featuring Mercedes Márquez, Assistant Secretary, Community Planning and Development (CPD)	Morning Plenary Session <i>Crystal Ballroom</i> “REFLECTIONS ON HOME PROGRAM” featuring former Directors of the Office of Affordable Housing Programs	Morning Plenary Session <i>Crystal Ballroom</i> “CONSOLIDATED PLAN ENHANCEMENTS” featuring Yolanda Chávez, Deputy Assistant Secretary for Grant Programs, CPD
10:15-11:45am	Breakout I <ul style="list-style-type: none"> • Place-Based Strategies I: Evaluating Neighborhood Conditions* - <i>Old Georgetown</i> • Greening Your HOME Program I: Single Family Programs* - <i>Cabinet</i> • Managing Your HOME Program in the Current Fiscal Environment – <i>Susquehanna</i> • Successful Financial Management of the HOME Program* - <i>Embassy</i> • Spotlight on States - Congressional 	Breakout I <ul style="list-style-type: none"> • Working Together: Models for Effective Partnerships - Embassy • Place-Based Strategies I: Evaluating Neighborhood Conditions - Old Georgetown • Successful Financial Management of the HOME Program - Cabinet • Greening Your HOME Program I: Single Family Programs - Susquehanna • Ask the Expert Clinics (By Appointment Only) 	Breakout I <ul style="list-style-type: none"> • Improving CHDO Performance - Judiciary • Scattered Site Rental Housing Development and Management - Susquehanna • HOME with LIHTC - Cabinet • Responsible Homeownership Programs - Embassy
12:00-1:30pm	Plenary Session with lunch <i>Crystal Ballroom</i> Keynote Speaker: Shaun Donovan, Secretary, HUD	Plenary Session with lunch <i>Crystal Ballroom</i> Door Kicker Awards Presentation by Mercedes Márquez, Assistant Secretary, CPD	<p style="margin: 0;">Track One: Envision Track Two: Implement Track Three: Manage</p> <p style="margin: 0;">* Session repeats</p>
1:45-3:15pm	Breakout II <ul style="list-style-type: none"> • Greening Your HOME Program II: Multi-Family Programs* - <i>Old Georgetown</i> • Designing Your Written Agreements to Enhance Performance* - <i>Susquehanna</i> • Survival Strategies for Successful Nonprofits - Embassy • Responsible Homeownership Programs* - <i>Cabinet</i> • Best Practices in HOME I: Door Kicker Award Winner Presentation - Congressional 	Breakout II <ul style="list-style-type: none"> • Designing Your Written Agreements to Enhance Performance - Old Georgetown • Managing your Rental Assets - Susquehanna • Spotlight on TBRA: Facilitated Discussion - Embassy • Preparing for Change: Demographic and Real Estate Trends - Cabinet • Ask the Expert Clinics (By Appointment Only) 	
3:30-5:00pm	Breakout III <ul style="list-style-type: none"> • Place-Based Strategies II: Implementing Development Approaches* - <i>Cabinet</i> • Inside Tips from Successful Developers and Homebuilders - Embassy • Resale or Recapture, Revisited* - <i>Susquehanna</i> • Improving CHDO Performance* - <i>Old Georgetown</i> • Best Practices in HOME II: Door Kicker Award Winner Presentation - Congressional 	Breakout III <ul style="list-style-type: none"> • Place-Based Strategies II: Implementing Development Approaches - Old Georgetown • Greening Your HOME Program II: Multi-Family Programs - Embassy • Resale or Recapture, Revisited - Susquehanna • Strategic Investment in Rental Housing to Promote Long-Term Viability - Cabinet • Ask the Expert Clinics (By Appointment Only) 	

Mobile Workshop: Arlington County, VA (1:45 -5:00pm)

Mobile Workshop: Montgomery County, MD (1:45 -5:00pm)

PLENARY SESSIONS

The Office of Affordable Housing Programs encourages everyone to attend the conference plenary sessions, which have been designed to offer a healthy dose of inspiration and information.

OPENING PLENARY - FINDING A NEW WAY HOME: THE NEXT TWENTY YEARS

CPD Assistant Secretary Márquez will open the conference with her perspectives on the HOME Program - as developer, grantee, and HUD Official, as well as her vision for the future of the Office of Community Planning and Development's programs and initiatives. CPD Officials will present an overview of the conference.

SPEAKERS: Mercedes Márquez, Assistant Secretary, Office of Community Planning and Development, HUD
Yolanda Chávez, Deputy Assistant Secretary for Grant Programs, CPD, HUD
Ginny Sardone, Acting Director, Office of Affordable Housing Programs, CPD, HUD

SCHEDULE: Monday, May 2nd ~ 9:00-10:00am

NOON KEYNOTE ADDRESS - HUD SECRETARY'S REMARKS

HUD Secretary Shaun Donovan will deliver a keynote address on the future direction of affordable housing policy and the role of the HOME Program in the Department's affordable housing strategy.

SCHEDULE: Monday, May 2nd ~ 12:00-1:30pm

MORNING PLENARY - REFLECTIONS ON HOME FROM OAHP DIRECTORS

Have you ever wondered why there is a CHDO set-aside in the HOME Program or who thought up high and low HOME rents? Current and former senior management of the Office of Affordable Housing Programs share insights about the original implementation of the HOME Program, how the HOME Program has evolved over time, how innovations originated by the HOME program have impacted other Federal housing programs, and OAHP's assessment of the challenges facing HUD, PJs, and other HOME partners as a result of current market conditions.

SPEAKERS: David M. Cohen, Former Director, Office of Affordable Housing Programs, CPD, HUD
Mary Kolesar, Former Director, Office of Affordable Housing Programs, CPD, HUD
Cliff Taffet, Former Director, Office of Affordable Housing Programs, CPD, HUD
Ginny Sardone, Acting Director, Office of Affordable Housing Programs, CPD, HUD

SCHEDULE: Tuesday, May 3rd ~ 9:00-10:00am

NOON PLENARY SESSION - DOOR KNOCKERS AWARDS CEREMONY

CPD Assistant Secretary Mercedes Márquez will present HOME 20th Anniversary Door Knocker Awards to 14 HOME participating jurisdictions in recognition of exceptional projects or programs in the categories of *Promoting Long-Term Affordability, Producing Sustainable Housing, Reaching Underserved Populations, and Building CHDO Capacity.*

SCHEDULE: Tuesday, May 3rd ~ 12:00-1:30pm

MORNING PLENARY - CONSOLIDATED PLAN ENHANCEMENTS

HUD is updating the Consolidated Plan (Con Plan) to make it more responsive to the needs of grantees and the public. Enhancements will include electronic submissions, better data, and a mapping tool to help grantees make housing, community, and economic development investments as part of place-based strategies. Over the coming months, HUD will offer you an opportunity to provide input on these changes and introduce you to an interactive online forum for your ideas and feedback. At this session, an early version of the mapping tool and the new data HUD plans to provide for the Consolidated Plan will be demonstrated.

SPEAKERS: Yolanda Chávez, Deputy Assistant Secretary for Grant Programs, CPD, HUD
Meg Barclay, Special Assistant to Assistant Secretary Márquez, CPD, HUD
Seth Marcus, Branch Chief, Systems Development and Evaluation Division, CPD, HUD

SCHEDULE: Wednesday, May 4th ~ 9:00-10:00am

CONFERENCE SESSIONS

The Office of Affordable Housing Programs is pleased to offer three tracks with multiple workshop topics within the conference program. Please feel free to pick and choose from each track to make a fulfilling conference experience.

Track One: *ENVISION*

The sessions in this track focus on the future of your HOME Program, including assessing, planning and designing your programs to meet new challenges.

GREENING YOUR HOME PROGRAM I: SINGLE FAMILY PROGRAMS

Many homebuyers and owners are seeking to make their homes more green and energy efficient. Green homes are not only more environmentally responsible, but also more cost effective to operate. This workshop will focus on rehabilitation standards, energy efficient appliances, and other mechanisms that PJs and developers can use to support the development of green single family homes. It will also highlight some of the finance mechanisms used by PJs and lenders to encourage this type of development.

TRAINERS: *Phil Jones, ICF*
Armand Magnelli, President, Livable Housing, Inc.

SCHEDULE: *Monday, May 2nd ~ 10:15-11:45am*
Tuesday, May 3rd ~ 10:15-11:45am

GREENING YOUR HOME PROGRAM II: MULTI-FAMILY PROGRAMS

Rental housing can be expensive to develop and operate. Rental property owners are seeking ways to whittle down their operating costs while providing an attractive living environment. One of the ways that some rental owners have addressed this challenge is by developing green rental units that can help to cut down on utility costs while helping the environment. Not all green improvements, however, are economically wise for all rental buildings. This workshop will highlight the range of energy efficiency and other green improvements in new construction or rehabilitation of multi-family units and discuss the costs and benefits of these approaches.

TRAINERS: *Phil Jones, ICF*
Ryan Merkin, Senior Project Manager, Steven Winters Associates, Inc.
Lynn Katano, Senior Project Manager, Housing Development & Preservation Division,
County of Los Angeles, CA (Door Knocker Award Winner, "Producing Sustainable Housing")

SCHEDULE: *Monday, May 2nd ~ 1:45-3:15pm*
Tuesday, May 3rd ~ 3:30-5:00pm

PLACE-BASED STRATEGIES I: EVALUATING NEIGHBORHOOD CONDITIONS

Has your HOME program kept pace with changing market conditions? Are you concerned that there may be emerging local affordable housing needs that your program is not addressing? This workshop is the first in a two-part series on how to assess local housing market conditions and implement a place-based strategy that is tailored to your local needs. This first workshop will describe tools and techniques for really understanding your market conditions, including costs, affordability, unit condition, and demand. This workshop will also include a presentation on how to use web-based tools and mapping/data tools in order to assess market conditions and determine the types of housing, economic development, and social services needed to help neighborhoods to thrive.

FACILITATOR: *Bill Goldsmith, President, Mercy Portfolio Services*
TRAINER: *Marsha Tonkovich, ICF*

SPEAKER: *Todd Richardson, Associate Deputy Assistant Secretary for Policy,
Office of Policy Development & Research, HUD*

SCHEDULE: *Monday, May 2nd ~ 10:15-11:45am
Tuesday, May 3rd ~ 10:15-11:45am*

PLACE-BASED STRATEGIES II: IMPLEMENTING DEVELOPMENT APPROACHES

Understanding your local market conditions is only the first step in creating a place-based housing strategy. This second workshop in the place-based series focuses on tailoring your program design to address these local market conditions. Should you fund rental development, homeownership, or both? Should you build new units, rehabilitate existing ones, or simply offer tenant-based rental assistance? This workshop will not only describe the full spectrum of possible affordable housing program approaches, but also discuss the financing, leverage, and target populations for each of these approaches. The workshop will highlight key implementation tasks such as forming partnerships, building PJ and partner capacity, and necessary policies and procedures.

TRAINERS: *Marsha Tonkovich, ICF
Monte Franke, Franke Consulting Group*

SPEAKERS: *Evelyn Friedman, Director, Department of Neighborhood Development, City of Boston, MA (May 2nd only)
Brent Schultz, Housing and Neighborhood Revitalization Director, City of Ontario, CA (May 3rd only)*

SCHEDULE: *Monday, May 2nd ~ 3:30-5:00pm
Tuesday, May 3rd ~ 3:30-5:00pm*

PREPARING FOR CHANGE: DEMOGRAPHIC AND REAL ESTATE TRENDS

There are several key trends in the real estate market and demographics that will likely have a significant impact on future HOME projects and programs. For example, the population is aging, indicating a likely need for more senior and assisted housing in the future, simultaneously, a score of “20-somethings” are entering the housing market. The real estate market is beginning to recover in some parts of the country, but others still face an increase in foreclosed units. This workshop will highlight some of these macro trends and discuss how PJs and their partners can adapt their programs to prepare for these changes.

FACILITATOR: *Janine Cuneo, ICF*

SPEAKERS: *Alan Mallach, Senior Fellow, Metropolitan Policy Program, Brookings Institute*

SCHEDULE: *Tuesday, May 3rd ~ 1:45-3:15pm*

WORKING TOGETHER: MODELS FOR EFFECTIVE PARTNERSHIPS

Given the market issues, funding reductions, and increasing affordable housing needs in many communities, HOME PJs cannot go it alone. Communities must create partnerships involving the public, nonprofit, lending, and development sectors to work together to create affordable homes. In addition, various public agencies – such as community development departments, housing authorities, redevelopment agencies, and social services departments – must collaborate and coordinate their resources. This workshop will provide ideas and driving principles on how effective partnerships can be formed, and share models for partnerships created at the local level.

FACILITATOR: *Mary Kolesar, ICF*

SPEAKERS: *Rollin Seward, Assistant Director, Economic Development and Planning Department, Franklin County, OH
(Door Knocker Award Winner, “Reaching Underserved Populations”)*

John (Jack) Downing, President/CEO, Solider On Veteran’s Village LLC (Door Knocker Award Winner, “Reaching Underserved Populations”)

SCHEDULE: *Tuesday, May 3rd ~ 10:15-11:45am*

Track Two: IMPLEMENT

The sessions in this track focus on how PJs, developers, CHDOs, State recipients and other program participants can use HOME funds to finance and build affordable housing that is attractive and sustainable.

BEST PRACTICES IN HOME SESSION I: DOOR KNOCKER AWARD WINNER PRESENTATIONS

Hear about exceptional HOME projects or programs from the people that made them happen. This workshop showcases several winners of this year's HOME Door Klocker Awards. These projects and programs represent models of creative and innovative solutions in key categories: promoting long-term affordability; reaching underserved populations; producing sustainable housing; or building CHDO capacity. Participants will learn from key individuals about lessons learned to take back their communities.

FACILITATOR: John Swanson, CPD Program Manager, HUD Minneapolis Office

SPEAKERS: Allegheny County, PA Consortium (Door Klocker Award Winner, "Producing Sustainable Housing")

Nathan Wetzel, Assistant Manager, Allegheny County Economic Development, PA

Madison, WI: Robert L. Beilman House (Door Klocker Award Winner, "Promoting Long-Term Affordability")

Pam Rood, Community Development Grants Supervisor, City of Madison

Dean Loumos, Executive Director, Housing Initiatives

City of Los Angeles, CA: New Carver Apartments

(Door Klocker Award Winner, "Reaching Underserved Populations")

Mike Alvidrez, Executive Director, Skid Row Housing Trust

Manuel Bernal, Director of Housing, Los Angeles Housing Department

City of Somerville, MA: St. Polycarp Village Apartments

(Door Klocker Award Winner, "Producing Sustainable Housing")

Courtney Koslow, Senior Project Manager, Somerville Community Corporation

SCHEDULE: Monday, May 2nd ~ 1:45-3:15pm

BEST PRACTICES IN HOME SESSION II: DOOR KNOCKER AWARD WINNER PRESENTATIONS

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FACILITATOR: Charles E. Halm, Jr. CPD Director, HUD Baltimore Office

SPEAKERS: Burlington, VT: King Street Housing (Door Klocker Award Winner, "Promoting Long-Term Affordability")

Brian Pine, Assistant Director of Housing, City of Burlington, VT

Brenda Torpy, CEO and President, Champlain Housing Trust

Mt. Vernon, NY: Grace Towers Housing (Door Klocker Award Winner, "Promoting Long-Term Affordability")

Carmen Sylvester, Executive Director

Seattle, WA: Broadway Crossing (Door Klocker Award Winner, "Producing Sustainable Housing")

Betsy Hunter, Chief Real Estate Development Officer, Capitol Hill Housing

SCHEDULE: Monday, May 2nd ~ 3:30-5:00pm

HOME WITH LIHTC

As the economy has changed, so has developer and community use of Low Income Housing Tax Credits (LIHTC). This session will explore how PJs and CHDOs can effectively use HOME and LIHTC together given today's market conditions, and provide insight on key regulatory issues when combining the two sources.

TRAINER: Anker Heegaard, Principal, The Compass Group

SCHEDULE: Wednesday, May 4th ~ 10:15-11:45am

INSIDE TIPS FROM SUCCESSFUL DEVELOPERS AND HOMEBUILDERS

Over many years, successful for-profit developers have established sound business models that deliver quality affordable housing and are profitable for their organizations. Many of these principles and practices are equally applicable to nonprofit developers, including CHDOs. In this workshop, private developers will share their experience and advice in replicating these models and present examples of strong nonprofit/for-profit affordable housing partnerships.

FACILITATOR: Wayne Freeman, Training and Development Associates (TDA)

*SPEAKERS: Erika E. Scott, Development Director, Herman & Kittle Properties, Inc.
Daniel B. Markson, Senior Vice President – Development, The NRP Group*

SCHEDULE: Monday, May 2nd ~ 3:30-5:00pm

MANAGING YOUR RENTAL ASSETS

Managing your HOME rental housing portfolio to avoid ending up with troubled HOME-assisted projects is key in today's changing rental market. This workshop will offer practical advice and solutions to enable you to manage your portfolio and ensure your projects remain stable. This workshop will also provide PJs with practical steps necessary to work through HOME-funded troubled projects. In addition, this workshop will teach strategies for preserving the affordability of HOME rental housing projects that are reaching the end of their required affordability periods.

*TRAINERS: Bonnie Lester, ICF
Anker Heegaard, Principal, The Compass Group*

SCHEDULE: Tuesday, May 3rd ~ 1:45-3:15pm

RESALE OR RECAPTURE, REVISITED

This workshop will explore the decisions that must be made by any PJ undertaking a HOME-funded homeownership program. Should they recapture their HOME investment? Or, should resale be used to secure a long-term stock of homeownership units for low-income families? Attendees will not only learn how to determine which method is best for their market and objectives, but also how to establish and implement compliant resale/recapture provisions.

TRAINER: Ramona Burks, ICF

*SCHEDULE: Monday, May 2nd ~ 3:30-5:00pm
Tuesday, May 3rd ~ 3:30-5:00pm*

RESPONSIBLE HOMEOWNERSHIP PROGRAMS

Designing homeownership programs that can succeed given current market conditions requires increased focus on the basics—from homeownership counseling to underwriting standards—while incorporating the lessons learned from the foreclosure crisis. This workshop will focus on the ways that PJs and developers can leverage funds to create responsible homeownership that is affordable over the long term. The workshop will describe the value of key underwriting principles that a PJ may adopt for effective implementation of HOME funds. Attendees will learn about how to establish subordination and re-subordination policies to protect their homebuyers and their HOME investment, as well as the role of homebuyer counseling in achieving sustainable homeownership.

TRAINER: Monte Franke, Franke Consulting Group

*SCHEDULE: Monday, May 2nd ~ 1:45-3:15pm
Wednesday, May 4th ~ 10:15-11:45am*

STRATEGIC INVESTMENT IN RENTAL HOUSING TO PROMOTE LONG-TERM VIABILITY

Financing rental housing that will remain physically and financially viable for a decade, two decades, or longer is more challenging than ever. In this session, PJs and their partners will learn the key considerations for achieving long-term viability and how to distinguish between good deals and bad. The session will also teach participants strategies for leveraging multiple funding sources with HOME—including sources for on-going operating assistance—and requirements for subsidy layering.

FACILITATOR: *Kate Racer, Associate Director, Department of Housing & Community Development, Commonwealth of Massachusetts (Door Knocker Award Winner, "Promoting Long-Term Affordability")*

SPEAKERS: *Charlie Wilkins, Managing Member, The Compass Group*
Lorraine Polak, Director, Rental Housing Development, South Dakota Housing Development Authority (Door Knocker Award Winner, "Promoting Long-Term Affordability")

SCHEDULE: *Tuesday, May 3rd ~ 3:30-5:00pm*

Track Three: MANAGE

The sessions in this track focus on the key tasks that PJs and their nonprofit partners must undertake in order to administer programs that are not only compliant but also effective.

DESIGNING YOUR AGREEMENTS TO ENHANCE PERFORMANCE

Developing effective written agreements is essential to ensuring that a PJ's program partners administer programs and/or develop projects that meet all the HOME requirements. However, written agreements can be more than just a required element of your HOME program: they can be management and performance measurement tools that help to improve your program performance. This workshop will highlight ways of developing and using effective written agreements, and it will include suggestions for monitoring and evaluating these entities to ensure the programs are compliant, effective, and efficient.

TRAINERS: *Marsha Tonkovich, ICF*

SCHEDULE: *Monday, May 2nd ~ 1:45-3:15pm*
Tuesday, May 3rd ~ 1:45-3:15pm

IMPROVING CHDO PERFORMANCE

Spending CHDO set-aside funding can be a challenge if your CHDOs do not have adequate capacity to perform. Learn how to assess and improve your CHDOs' capacity, how to use successful nonprofit or for-profit developers to mentor CHDOs and CHDO "wannabes," and how to entice high performing nonprofit developers to become CHDOs.

TRAINERS: *Randall Mullen, Training and Development Associates (TDA)*
Gus Seelig, Executive Director, Vermont Housing and Conservation Board (Door Knocker Award Winner, "Building CHDO Capacity")
Elisabeth Kulas, Housing Trust of Rutland

SCHEDULE: *Monday, May 2nd ~ 3:30-5:00pm*
Wednesday, May 4th ~ 10:15-11:45am

MANAGING YOUR HOME PROGRAM IN THE CURRENT FISCAL ENVIRONMENT

Given today's federal funding environment, PJs and nonprofits nationwide are managing their HOME programs on a smaller budget. This workshop will discuss strategies that enable PJs and nonprofits to leverage their funds and stretch their precious HOME resources to continue addressing community needs. It will include a discussion of how PJs, State recipients, and subrecipients can operate effectively in an era of shrinking administrative budgets and take advantage of HOME Program tools such as program income and CHDO proceeds to support the management of their programs.

SPEAKERS: *Randall Mullen, Training and Development Associates (TDA)*
Keith Free, Director, Department of Community Development, City of Owensboro, KY

SCHEDULE: *Monday, May 2nd ~ 10:15-11:45am*

SCATTERED SITE RENTAL HOUSING DEVELOPMENT AND MANAGEMENT

With financing options hard to secure for low-income households in today's lending environment, homeownership projects are often difficult and HOME-funded units remain standing vacant. Renting the housing units, however, may be a viable option. This workshop tackles the unique challenges faced in developing and operating scattered site rental properties with federal

funds, including critical factors in program design and property management options. Learn from presenters with first hand experiences of successful scattered site rental projects as they explore the policy and programmatic decisions that are key to their success.

FACILITATOR: *Mary Paumen, Senior Program Director, LISC*

SPEAKERS: *David Morton, Executive Director, Reno Housing Authority*

James Stark, Executive Director, Fayette County Community Action Agency, Uniontown, PA

Deborah Howard, Executive Director, Pratt Area Community Council, Brooklyn, NY

SCHEDULE: *Wednesday, May 4th ~ 10:15-11:45am*

SUCCESSFUL FINANCIAL MANAGEMENT OF THE HOME PROGRAM

Financial management of HOME funds is a crucial part of administering an effective HOME program. Learn how to manage deadlines, meet commitment and expenditure requirements, handle your program income, and ensure project completion and close-out. HUD has developed a series of HOME and IDIS OnLine reports that can help you become a better performing PJ and manage your resources. Learn about how the "PJ Analysis Reports," "Snapshots," "Dashboards," and other HOME management reports can help you understand how well your PJ is performing.

TRAINERS: *Kevin Roddy, ICF*

Peter Huber, Director, Financial Information Services Division,

Office of Affordable Housing Programs, CPD, HUD

SCHEDULE: *Monday, May 2nd ~ 10:15-11:45am*

Tuesday, May 3rd ~ 10:15-11:45am

SURVIVAL STRATEGIES FOR SUCCESSFUL NONPROFITS

With falling federal funding and a difficult economy, many nonprofits are facing significant difficulties in raising the capital needed to continue to operate. This workshop will discuss successful approaches to fundraising and earning returns from projects and programs. It will also highlight effective nonprofit business planning techniques.

TRAINERS: *Peter Werwath, Werwath Associates*

Marcea Hosay Barringer, Senior Advisor to the Acting CEO, NeighborWorks America

Virginia Tranchik, Senior Program Officer, LISC

SCHEDULE: *Monday, May 2nd ~ 1:45-3:15pm*

SPECIAL SESSIONS AND LEARNING OPPORTUNITIES

SPOTLIGHT ON STATES: Facilitated Discussion

Meet with other States for a facilitated discussion about successes, challenges, and lessons learned during the first 20 years of running State HOME programs. Having trouble identifying enough CHDOs throughout the State? Have you solved the problem of conducting ongoing physical inspections in remote areas of your State? Come prepared to ask questions of your peers, discuss common challenges, and delve into the nitty-gritty of the day-to-day of running a State HOME program.

FACILITATOR: *Les Warner, ICF*

SCHEDULE: *Monday, May 2nd ~ 10:15-11:45am*

SPOTLIGHT ON TBRA: Facilitated Discussion

Meet with other PJs for a facilitated discussion to explore promising practices and common pitfalls of the Tenant-based Rental Assistance (TBRA) program. Is your community facing an increase in the number of low-income families unable to pay their rent during these hard times? Debating the level of subsidy to apply for your program? Come prepared to ask questions of your

peers, discuss common challenges, and dialogue with the facilitators about innovative practices they are currently administering in their own communities.

FACILITATORS: *Paula Sampson, Director, Department of Housing and Community Development, Fairfax County, VA*
Amy Sawyer, Homeless Initiative Coordinator, City of Asheville, NC (Door Knocker Award Winner, "Reaching Underserved Populations")
Lana Smith, TBA/TBRA Coordinator, Hamilton County, OH

SCHEDULE: *Tuesday, May 3rd ~ 1:45-3:15pm*