Housing Partnership Network

Social Mission. Private Enterprise.

Summary of Proceedings

The Future of Neighborhood Stabilization: Innovations in Policy and Practice
Washington, DC
April 16, 2013

As participants gathered, they discussed what they had come to learn and share.

Overview

More than 70 housing and community development leaders including practitioners, policy makers, funders, and leaders in policy, finance, philanthropy, and collaboration, gathered in Washington, DC, to discuss "*The Future of Neighborhood Stabilization: Innovations in Policy and Practice*." The event drew on the experiences of 10 social enterprise initiatives led by Housing Partnership Network (Network) members through an "Innovations in Neighborhood Stabilization and Foreclosure Prevention Initiative" funded by the Citi Foundation. The day-long proceeding examined a variety of new, ground-breaking approaches to neighborhood stabilization with a goal of identifying changes to policies and practices that would replicate and scale the best ideas from these efforts.

The work of the 10 Network Innovations Initiative grantees was organized into four sessions, each session with a common theme. Leaders from the grantee organizations made brief presentations on their work and then members of the audience engaged in a conversation, asking questions of the presenters and sharing their own experiences and perspectives on the broader themes.

The group also heard from Will White from the staff of United States Senator Jeff Merkley (D-Oregon) who shared his views on the origins of the financial crisis, the Senator's commitment to support the homeowners and communities affected by the crisis, and the effectiveness of the responses the government has pursued so far.

At the end of the day, we asked several participants in the meeting to share their reflections on the more important ideas of the day. We also collected from all the participants their sense of the most important ideas coming out of the day's discussion for the future of neighborhood stabilization policy and practice.

The main findings from the convening were: the importance of continuing this work together as the crisis is not over; the success of early intervention strategies like note purchases and mortgage resolution specialists (and including strong pre-purchase counseling) to work with borrowers and owners before a distressed property can become a problem for the community; the value of social enterprise nonprofit organizations in this work; the need to figure out how to marry local interventions with scale support for capital and operations; and the need for better financing tools for nonprofits to acquire and rehabilitate properties and for end buyers to acquire the properties.

This document provides a summary of the proceedings. Participants in the Innovations Initiative are working on four white papers for publication later this year. The meeting materials included drafts of these papers. The authors would welcome comments.

Openings and Welcomes

Pam Flaherty, President of Citi Foundation opened the convening. In her remarks, Flaherty noted that the Citi Foundation's commitment to the Network's Innovations Initiative was intended to support organizations that were pushing the envelope and implementing new approaches to neighborhood stabilization. She emphasized the importance of learning from what does not work, as well as from what does work.

Tom Bledsoe, President and CEO of the Network, reflected on the experience of investing in leaders in the field over the last two years, as well as the journey that the Network and its members have taken together over the five years as the crisis has unfolded in communities across the country. He asked the participants in the room to focus on the question, "Where do we go from here?"

Session 1: Flexible Tenure for Single-Family Housing

Presenter: Steve Cramer, Project for Pride in Living (PPL), Minneapolis, Minnesota:

Cramer began by discussing PPL's recommitment to developing, owning, and managing scattered-site rental portfolios as a mission imperative in response to foreclosure. PPL is working to meet both high demand for rental housing in the communities in which it is working and to address the high incidence of underinvested, blighted and foreclosed single-family housing stock on the north side of Minneapolis. Cramer highlighted a new approach leveraging private philanthropy and low-cost debt, which is building on the foundation of recent NSP investment and creating a bridge to ownership for current rental residents.

Presenter: John O'Callaghan, Atlanta Neighborhood Development Partnership (ANDP), Atlanta, Georgia:

ANDP is a leader in the Atlanta area's Piece By Piece initiative to organize responses to the foreclosure crisis on a metro-wide basis. O'Callaghan shared the organization's experience to date with neighborhood stabilization efforts in the Atlanta metropolitan area. He described ANDP's overriding goal right now as to scale up its activities and "put a zero" on its impact numbers, increasing its output from 300 hoas stabilized to 3,000 homes.

ANDP worked intensively with the Network and fellow member Chicanos Por La Causa, Inc. to bid on a bulk sale portfolio of REO offered by Fannie Mae in 2012. While not successful, the effort spurred ANDP to continue to seek opportunities to scale up its scattered-site rental and lease-purchase programs. ANDP has made initial progress with support from a Self-Help Venture Fund loan and with VASH vouchers for veterans housing. O'Callaghan is particularly interested in accessing lower-cost financing at current market rates through FHA's 203(k) or (b) programs, which would improve the financial sustainability and affordability of ANDP homes by an estimated $183/month.

Presenter: Joan Carty, Housing Development Fund (HDF), Stamford, Connecticut:

Carty described a new model for financing, supporting, and training low- and moderate-income owner-occupants of 2-4 unit buildings. The Landlord Entrepreneurship and Affordability Program (LEAP) program is designed to meet a gap in financing availability, provide asset-building opportunities, and develop a cadre of new owners/residents committed to stabilizing central urban neighborhoods in Connecticut cities. HDF is currently working to "align the gatekeepers" of financing, credit enhancement, and homebuyer subsidy funds in order to launch this new model at scale. Carty described the effort as small part of realizing the CDFI industry dream of having public and private funds flow predictably, in response to low-income consumer demand.

Discussion Points

The three innovators face several common barriers:

- There is a lack of a coherent financing system for single-family rental housing
- The private, cash investor with unrealistically high return expectations is creating a frenzied market for distressed single-family properties
- Too many local governments resist support for single-family rental housing because of a political preference for homeownership disposition, however unrealistic this might be from a market demand standpoint
- The distributors of public funds have a basic aversion to the risks of investing in the innovation of untested concepts

There are clear opportunities for nonprofit entrepreneurial housing organizations to:

- Work with FHA to make existing financing products, especially 203(k) and 203(b) – with assumable features -- available to nonprofit housing stewards single family rental stock
- Serve as a bridge between rental and ownership, providing paths for transitioning tenants into owners
- Get ahead of the possible impending bubble in single-family rental, which has real potential to hit neighborhoods hard again over the next 5 years if private investment does not see its returns materialize

A major question raised by the audience was about scale: even increasing these promising efforts tenfold – from 300 to 3,000 – would be a drop in the bucket compared to the broader market, especially compared to the private dollars in the single-family market now. This question would arise again throughout the day.

Session 2: New Models for Housing Counseling and Advising

Presenter: Ed Jacob, Neighborhood Housing Services of Chicago, Chicago, Illinois

Jacob described his organization's role in the work of the Mortgage Resolution Fund (MRF) – an entity created by the Enterprise Community Partners, the Housing Partnership Network, Mercy Portfolio Services, and the National Community Stabilization Trust to buy distressed single family mortgage notes. Neighborhood Housing Services of Chicago manages the mortgage resolutions specialists (RS) who work with the borrowers whose notes are purchased by MRF. RS add value both to the investor and homeowners, and are embedded in the process. Early results show that the contact rate and conversion rates for the RSs are very high and very encouraging relative to the direct work of the private servicer. Jacob described the first year challenges of his organization's role in the initiative: staffing up and finding a sustainable financial structure.

Presenter: Bernell Grier, Neighborhood Housing Services of New York, New York, New York

Grier presented on the Occupied Homes Program (OHP) model, an innovation developed in the New York metropolitan area in collaboration with other Network members the Long Island Housing Partnership and New York Mortgage coalition. OHP is focused on helping families whose mortgages were greater than the value of their homes. Grier reported progress with New York State's SONYMA on a takeout financing product, but low-cost capital for acquisition of properties has not been available. The Attorney General settlement had changed the environment and the initiative partners are seeing more principal reduction in their market. OHP sponsors did learn that counselors' skills in balancing outcomes for customers as well as investors, and their ability to identify those customers eligible for loan modifications, are potentially valuable from a financial and mission standpoint.

Presenter: Danielle Samalin, Housing Partnership Network, Boston, Massachusetts

Samalin described other efforts that point to the value of embedding housing counselors/advisors in mortgage transactions: while MRF and the OHP concept target foreclosure prevention, there is also increasing evidence supporting the value of institutionalizing counselors in the mortgage origination process. A new online education program, Framework, developed by the Network and the Minnesota Homeownership Center, is one tool that could help to scale up counselors' impact to facilitate embedded strategies for homebuyers.

Discussion Points

Rob Grossinger from Enterprise Community Partners offered insights on the importance of special servicers in the system and then posed the challenge that nonprofits should consider taking on the role of special servicer. He suggested that nonprofits could create a national servicing platform to compete with the for-profit servicers. It could integrate the RS model. The nonprofit sector needs to stop having to beg for attention by staying too small. Other commentators embraced this vision pointing out that the connection between the originator/servicer is important: Each fear losing customers and their relationships with the customers. Julia Gordon, from Center for American Progress (CAP) noted that the Federal Housing Finance Agency (FHFA) is building a new securitization platform. She argued that we need to advocate for a counseling role in the new secondary market being created.

Will White, from the Office of Sen. Jeff Merkley, shared his perspective on the origins of the foreclosure crisis.

Conversation with Will White, Office of U.S. Senator Jeff Merkley

White shared his perspective that these are the most tumultuous times on Capitol Hill since the FDR era. He shared with the audience his perspective on the history of the foreclosure crisis. He described the source of the housing bubble in the fact that originations were so profitable that those benefitting did not want to stop. As a result, we expanded demand for homes to continue to originate more mortgage product.

Senator Merkley became a leader in working to help homeowners and communities recover. In his campaign for the Senate Merkley opposed funding for the TARP program. Shortly after arriving in the Senate after his successful campaign, Merkley came under pressure to support funding for the program. He then agreed to support TARP but only if the Administration and legislative sponsors agreed to use $50-$100 billion of the money to support homeowners and to get support for bankruptcy reform that would provide additional protections to homeowners and put additional pressure on the banks to do workouts. When White started, this was his responsibility to implement. White discussed many reasons HAMP and related programs have fallen short. Some improvements are being made now: banning steering payments, prohibiting most prepayment penalties, the basic imperative to calculate borrower ability to pay, a single point of contact at servicers, and stopping dual tracking.

Discussion Points

The President's 2014 Budget included a proposal to fund the next stage of neighborhood stabilization with $15 billion for Project Rebuild and an additional $200 million for Neighborhood Stabilization Program grants as a set-aside in the Community Development Block Grant program. White was asked about the prospects for Congressional approval of this funding. He pointed out that the competition for federal funds was quite intense among many worthy and compelling programs. Each office on the Hill gets 8,000-12,000 communications/week. He urged participants to make sure that Congress hears the message on the importance of this funding. It helps to get local politicians and other opinion leaders to weigh in.

White also urged the group to broaden the constituency for neighborhood stabilization. He noted that the Low Income Housing Tax Credit (LIHTC) gets broad Congressional support because its base is broad. That base includes investment firms, law firms, and accountants. Section 8 landlords should actively support vouchers along with the advocates for low income housing.

Session 3: Targeted Neighborhood Stabilization in Weaker Markets/Submarkets

Presenter: Kate Monter Durban, Cleveland Housing Network, Cleveland, Ohio

Monter Durban made the case for public investment in neighborhood stabilization: National disasters, she said, require public investment, whether they are a weather-based hurricane or a "Wall Street Hurricane." Cleveland had an advantage in responding to the foreclosure crisis. It was already responding to the destabilization of too many Cleveland neighborhoods from the loss of jobs and population in the metropolitan area. The first few years of crisis caused paralysis. There simply was no market for repositioning the housing. The Cleveland Strategic Investment Initiative structure, under which CHN did its Innovations Initiative work, was valuable in targeting limited resources. For-sale dispositions were only one component because the market was so nonexistent. The impact of the response so far is hard to measure, but they are seeing real positive results in rising average home prices in targeted neighborhoods.

Presenter: Sarah Page, HAP Inc., Springfield, Massachusetts

The Neighborhood Stabilization Program (NSP) was particularly useful to Springfield as a revitalization tool. Unlike most “affordable housing” programs in Massachusetts which are targeted to high-cost markets—50-year resale restrictions were the last thing Springfield homebuyers needed—NSP was targeted to harder hit, low-income neighborhoods.

HAPHousing’s Innovations Initiative work focused on targeted revitalization in a low income neighborhood that suffered the additional devastation of a tornado in 2011. The allocations of disaster CDBG funds are very flexible, providing a good prospect for investment in Springfield. Recent allocations of disaster CDBG were originally designated for non-tornado-relief projects; HAP and neighborhood groups were able to use the post-disaster planning work that had been done to argue for funding the plan that was already in place. HAPHousing continues to play a role in organizing neighborhood groups behind the plan and providing housing expertise.

Discussion Points

The response to recent foreclosure crisis is not just relevant for this crisis—we have older issues to deal with and coming disasters ahead. Housing organizations play a role in comprehensive responses: The Cleveland Housing Network’s track record in amassing financing, leveraging investment, and convening/partnering has been positive over many years. HAP’s collaboration track record in the Springfield market has been equally positive.

Ethan Handelman from the National Housing Conference challenged the group to be honest about what has worked and what has not worked — and what’s truly catalytic – as we argue for new funding from Congress. He expressed that some policy makers perceive that “flexible funds” are “slush funds.” What have we learned from the $7 billion NSP experiment?

Monter Durban responded that the NSP-2 is the most important example of what works. Cuyahoga County, Ohio competed well and though it is hard to do politically, the County is allocating the funding to the highest and best uses rather than spreading resources around. Page also responded that the targeted spending to the more needy communities in Springfield has leveraged private investment and other positive impacts, for example a measurable perception of improved neighborhood safety.

Stephen Seidel of Habitat for Humanity emphasized the importance of Springfield’s experience with disaster recovery for his organization’s work. Habitat projects 1/3 of its international work will be in disaster relief situations.

Bill Gilmartin from the National Association of REALTORS® asked the role of his members in neighborhood stabilization efforts. Reponses include the partnership between the National Community Stabilization Trust (NCST) and the REALTORs. John O'Callaghan of ANDP reported that his marketing strategy in the Atlanta area relies heavily on REALTOR relationships.

Hala Farid from Citigroup asked for more information on the secrets to success behind the Cleveland Housing Network's lease-purchase model using LIHTC funds to support single-family scattered site rentals. Monter Durban responded that the key is to keep payments at the end of compliance equivalent to rents and low. She also reported that her buyers have been stable through the crisis, except for those who refinanced in the bubble years.

Session 4: Role of Social Enterprise in Neighborhood Stabilization

Presenter: Cindy Holler, Mercy Housing Lakefront, Chicago, Illinois

Holler called attention to the success of Mercy Housing Lakefront's Innovations Initiative effort – 180^{o} Properties – as described in a 2-pager made available in the meeting materials. The enterprise, a joint venture with Chicago's The Cara Program, has had success employing and building professional skills for low-income workers involved in neighborhood stabilization efforts. The initiative sought to expand the model to new markets, beginning with Milwaukee. 180^{o} Properties is seeing many bad executions as private investors come into the market. 180^{o} Properties has found a new market with large property managers/investors but they are not necessarily good customers who pay on time.

Presenter: Michael Bodaken, NHT-Enterprise, Washington, DC

The NHT-Enterprise initiative focused on strategies for securing public benefits funding from utilities for the preservation of multifamily housing. Utility energy-efficiency funding is an increasing resource in an otherwise constrained environment. These funds are projected to double over next ten years. NHT-Enterprise took one wrong step in initial approach: They believed that they could get housing organizations together and demonstrate that their approach was right, then wait for utilities' behavior to change. A revised, more successful strategy retained local energy conservation groups to facilitate meetings with utilities in targeted states.

Presenter: Elyse Cherry, Boston Community Capital, Boston, Massachusetts

The Boston Community Capital (BCC) SUN Initiative is designed to take advantage of the gap between the face value vs. current market value of the note. BCC buys properties at short sale, or notes, and writes down the mortgage principal to make mortgage payments more affordable to the buyer. This work is not inexpensive because it requires real non-automated manual underwriting. Five million dollars in program start-up costs was largely funded internally. Its success also required the legislature to address an arms-length sale requirement so BCC could put the mortgages or properties they purchased from the servicers back to the original homebuyer. To date, results are good with more than 350 households stabilized—although so far this is a drop in the bucket relative to the need. Not every borrower will succeed with SUN; a couple of foreclosures will proceed and they will be publicized—BCC believes it is important to demonstrate that this is a real business.

Discussion Points

The presenters were asked about the opportunities to scale and replicate each of the models presented.

Bodaken felt that NHT-Enterprise's initiative is ready for further expansion because it has created a specific set of criteria for what works – how to identify the right approach and the right partners, for example.

Cherry shared the following considerations with respect to the SUN initiative: Its operations are very intense. Expanding the initiative would require more capital and the ability to create a secondary market for the repositioned notes. They are looking for good partners but are flexible about the structure of the initiative. Trust is important, and skills. What is needed in part is a customized response to individual and community needs, but one that is scaled based on the 80 percent of the work that is standardized and replicable.

Holler reflected that expansion to new markets for them would require an invitation, up-front capital, and an organized group of supporters, especially to weather shifts in business climate. She then said that in her mind, the Housing Partnership Network was where scale meets local markets. The Network members bring the local responses. The opportunity is for a common platform that allows for responses to local dynamics.

Summary and Next Steps

Presenter: Nate Shultz, Department of Housing and Urban Development, Washington, DC

Shultz reflected on the richness of the day's conversations, the many good ideas that would improve policy and practice, and the challenges of making changes through HUD processes given the many, many competing priorities for the Department's time and attention. He particularly reflected on the need for a greater focus on comprehensive solutions. Finally, he cautioned us to reflect on the longer term consequences of making changes to address problems that have been caused by a cyclical problem because these changes could have far reaching implications even after the crisis has passed.

Presenter: Dan Nissenbaum, Goldman, Sachs, New York, New York

Nissenbaum provided the group with several questions to consider:

- Are there really trade-offs between mission and scale? What's driving our efforts—mission needs or market needs?

- Innovation capital is both difficult and essential. How do we finance start-ups and innovations to take them to scale?
- Given the scarcity of innovation capital, we need to focus on those things with maximum impact. Rather than doing so many different things, should we decide what the most maximum-impact strategy is right now?
- We need to figure out what the private sector needs to induce their participation in social enterprise. What are the alignment opportunities available (e.g., Hardest Hit Funds, FHA notes, and the AG settlement)?

Presenter: Joseph Firschein, Federal Reserve Board of Governors, Washington, DC:

Firschein, first reflection was that the day had been quite fun for him, what a colleague of his calls a "total geek fest." He said that he was impressed by the number of cool ideas, but opined that it's a set of complicated messages and limited-scale innovations. Ideas that stood out for him during the day's discussion:

- Mortgage Resolution Fund (MRF): Nonprofits coming together to purchase distressed notes and pursue strategies for keeping people in their homes. Firschein reflected on that one of the main themes was that counselors should be embedded in the mortgage servicing process and resolutions specialists add real value
- There is a need for an FHA product that can be assumed by a new owner to support hybrid tenure strategies
- Policy makers should reflect on the community preference in FHA note dispositions vs. FNMA REO sale which did not have these features
- There is a real need to learn how to better communicate the value of all the innovations presented to policy makers

Discussion Points

All participants were invited to reflect on the day, and to write down the best ideas coming out of the meeting for both policy and practice. (See Appendix 1.)

Craig Nickerson from the National Community Stabilization Trust likened the foreclosure crisis to a sporting event where during the first half we created lots of pilots. In the next half, we need to coalesce around the ideas that really work and scale these up.

Steve Cramer from the Project for Pride in Living added that he had come to the meeting feeling discouraged, but was now wondering about opportunities to connect all of our work with investors to both scale up the work but also to ensure that investors and communities alike do better. Chris Estes from the National Housing Conference also called for an informed, not naïve, conversation with private capital exactly along these lines.

Elyse Cherry shared the view that the challenges are large and we need to make choices about which hills we will try to roll the ball up. There's a limited attention span and we are at "the end" of this foreclosure crisis narrative. She is focused on building a strong organization which will be in a position to solve the next problems as they arise. Looking ahead, she worries about the credit crunch in low-income communities that will derive from new mortgage regulations.

Susan Harper from Bank of America cautioned us to not let the perfect be the enemy of the good when talking about innovations ready to go to scale. There will be an opportunity to address those just left out of the new, tighter mortgage box.

Matt Perrenod from the Housing Partnership Network argued that we are poised to build the platforms that can go to scale. Section 203 financing would make it possible to do much of what we want to do in the neighborhood stabilization space, but the government's approach to risk in the program is problematic for nonprofits, which can't just go out of business like private companies, and then get back into the business. The solution is to segregate the risk and allow a special purpose entity to assume the risk for 203(k). Government should recognize that the value of nonprofits is not just technique (e.g. of housing counselors) but in their mission and in the community's trust in the institutions.

Questions from the Day's Conversation

- How do we communicate a message about responding to the crisis in a new, less complex, and bigger way—to start a new interest cycle for the issue? What is that message?
- What sources of (private) funds are increasing? How can we align with these sources?
- What is the maximum-impact intervention we can make now? What is the risk of (not) continuing to address a broad range of issues?
- How do we get ahead of the next problem this time?
- How can we incentivize partnerships with private capital?

Specific Ideas and Opportunities for Policy and Practice

- Embed counselors or resolution specialists into mortgage transactions; housing finance reform offers us an opportunity to institutionalize this strategy
- Make FHA 203(b) and (k) financing work to scale nonprofits' single-family revitalization work and support flexible tenure strategies
- Persuade agencies to consider community impact in asset disposition decisions, building on the example of FHA's Distressed Asset Stabilization Program
- Create a nonprofit national mortgage servicing platform
- Create our own mini-secondary market
- Utility energy-efficiency funds are increasing as a potential resource

Challenges (General)

- The first "phase" of the foreclosure crisis created many interesting pilot efforts. The next phase must create scaled solutions
- The private market engulfs us; we are small and limited in our impact
- The influx of private capital into REO is based on unrealistic return expectations, and may be setting us up for another housing crash
- We have plenty of innovative models, but lack focus

- Affordable housing policy tools are designed for affordability, not to support neighborhood revitalization
- Nonprofits have different risk calculations: they cannot fail and lose money like private businesses
- We must build broader coalitions for housing policies—we're not leveraging our full constituency

In the next phase, or next "half of the game," the Network and our partners who joined in our discussion will work together to identify opportunities for real scale for successful social enterprises, building on what works: flexible tenure and new capital strategies for single-family housing work; embedding counselors and resolution specialists within mortgage transactions; targeting limited public resources based on real strategies and tough local decisions; and aligning capital resources and partners to support expansion of new business models.

At the end of the day, **two calls to action** stand out:

1. The social enterprise housing sector must expand its efforts to leverage our local connections and mission with national business platforms. We must be bold in taking innovation to new scale.
2. We risk losing attention and resources if we do not develop a clearer set of messages about the ongoing, lingering impact of the crisis for neighborhoods and households. We know we can achieve impact through collaborative, entrepreneurial approaches to revitalization.

Thanks to the Citi Foundation

The "Future of Neighborhood Stabilization: Innovations in Policy and Practice" convening and the successes of the innovations presented at the convening were made possible by a generous grant from the Citi Foundation. We are extraordinarily grateful for their support.

APPENDIX 1

Comment Collected on Index Cards: Write down one best idea coming out of the meeting with respect to policy and practice

POLICY IDEAS	PRACTICE IDEAS
Provide new tools to communities for dealing with absentee property owners	Share more learnings from people with experience using CDBG disaster recovery dollars
Use new FHFA securitization platform to standardize servicing agreements as a way to address loss mitigation problems created by inadequate and non-standardized agreements	Build out the model of the "homeownership steward" – available to the borrower from purchase through the entire homeownership experience
Establish baseline requirements/limits on servicing agreements (e.g. treatment of seconds, nonperforming loan purchases, short sale requirements, and principal reduction	Build in impact measures from the start; define up-front what we need to measure
Need exists for financing in single-family investor/rental properties: Pursue 203k loans with HUD	Sometimes it is not about the housing. Discuss these issues with "nonhousers" and nonhousing partners
Target disaster relief dollars towards housing and comprehensive planning on own, rent-to-own, rental, and land bank, etc.	Scalability and standardization of housing counseling is key for sustainable funding model in new mortgage market
Support housing counseling fee built into transaction cost; Require counseling for all first-time homebuyers or affordable mortgages; incentivize lease/purchase model (w/5-7 period)	Prepare to unwind the REITs that acquired single family REO; establish one national pool fund; establish one national servicing platform; define scale in context of region (re: impact and success)
Figure out how to generate income to support housing counseling ("baked in")	Figure out how to build a hybrid servicer platform
	Provide easy ways for groups to advocate to their representatives on a continuous basis not just when funding issues come to the table
Develop housing counseling standards for consistency and value. Embed.	Fight fatigue with new communications strategy
	Purchase or start a special servicer to handle defaulted mortgages
Importance of having lots of participants out on the limb with you for policy change	Meeting other industries (utilities) on their own terms
Get HUD to allow FHA leverage: 203k/203b, assumable FHA loans	Reframe housing counselors as "housing stewards"
Take seriously the need to engage with growing private capital in mortgage restructuring and energy efficiency	Network should take on Rob Grossinger's challenge to position itself as a national/regional platform for next chapter of the mortgage crisis
Rebuild single family asset class servicing agreements; rethink GSE/FHA roles in how to affect and bolster housing markets	Revisit the definition of scale and how it might differentiate between for profits and not for profits; engage the private equity folks on equity credits for long-term

POLICY IDEAS	PRACTICE IDEAS
203K loans for investors in troubled neighborhoods	National counseling platform
Require consumer education for first time homebuyer and/or people with incomes below x% of AMI	Organize sector around standard practice and fees in dealing with servicers around education, counseling, for both new homebuyers and for resolutions
More aggressive approach to pre-empt absentee investor bad behavior	Explore Rob Grossinger's idea to create a national nonprofit servicer: incremental, scale/systems/innovations models, platform

APPENDIX 2

List of Attendees

Name	Title	Company
Jennifer DiNardo	Director of Real Estate Affiliates	ACTION-Housing, Inc.
John O'Callaghan	President and CEO	Atlanta Neighborhood Development Partnership
Susan Harper	Senior Vice President	Bank of America
Jacqueline O'Garrow	Nat Dir of Alliances & Initiatives	Bank of America
Rebecca Cohen	Senior Policy Analyst	Bipartisan Policy Center
Elyse Cherry	CEO and President	Boston Community Capital
Sara Knoll	Vice President	Burness Communications
Catherine Godschalk	Vice President, Lending	Calvert Foundation
Lauri Michel	Vice President, Underwriting	Calvert Foundation
Sarah Edelman	Policy Analyst	Center for American Progress
Julia Gordon	Director	Center for American Progress
Jennifer Leonard	VP/Dir of Advocacy & Outreach	Center for Community Progress
Hala Farid	SVP-OHP Deputy Director	Citi Community Development, Citibank, N.A.
Brandee McHale	Chief Operations Officer	Citi Foundation
Kristen Scheyder	Senior Program Officer	Citi Foundation
Kate Monter Durban	Assistant Director	Cleveland Housing Network
Amber Randolph	Vice President	Deutsche Bank Americas Foundation
Rob Grossinger	Vice President	Enterprise Community Partners
Patrick McCarthy	Vice President	Fannie Mae
Jim Gray	Manager Counterparty & Portfolio	Federal Housing Finance Agency
Prabal Chakrabarti	Vice President	Federal Reserve Bank of Boston
Erin Graves	Policy Analyst	Federal Reserve Bank of Boston
Joseph Firschein	Community Affairs Officer	Federal Reserve Board of Governors
Daniel Nissenbaum	Director, CRA Programs	Goldman Sachs & Co.
Stephen Seidel	Senior Director	Habitat for Humanity International
Sarah Page	Associate Executive Director	HAPHousing
Joan Carty	President and CEO	Housing Development Fund
Peter Richardson	President	Housing Strategies, Inc.
Tamir Novotny	Senior Policy Associate	Living Cities
James Britz	Senior Vice President	Long Island Housing Partnership, Inc.
Peter Elkowitz	President & CEO	Long Island Housing Partnership, Inc.
Allison Clark	Program Officer	MacArthur Foundation
Cindy Holler	President	Mercy Housing Lakefront
William Gilmartin	Senior Policy Advisor	National Association of REALTORS
Craig Nickerson	President	National Community Stabilization Trust
Dawn Stockmo	Community Dev Manager	National Community Stabilization Trust
Lautaro Diaz	Vice President	National Council of La Raza
Chris Estes	President & CEO	National Housing Conference
Ethan Handelman	Vice President for Policy	National Housing Conference
Michael Bodaken	President	NHT/Enterprise Preservation Corporation
Becca Goldstein	Director	Neighborhood Housing Services of Chicago
Edward Jacob	Executive Director	Neighborhood Housing Services of Chicago
Bernell Grier	Chief Executive Officer	Neighborhood Housing Services of New York City
Ascala Sisk	Senior Manager	NeighborWorks America
Charles Wehrwein	COO	NeighborWorks America
Kimberly Allman	Deputy Director	New York Mortgage Coalition
Adam Marcus	NSP2 Project Director	New York Mortgage Coalition

Name	Title	Company
Sharon Canavan	Community Relations Expert	OCC
Jason Gold	Senior Fellow	Progressive Policy Institute
Steve Cramer	President and CEO	Project for Pride in Living
Sarah Berke	Senior Associate, NS	Housing Partnership Network
Thomas Bledsoe	President	Housing Partnership Network
Marcia Hertz	Vice President, Development	Housing Partnership Network
Timi Lewis	Vice President, Communications	Housing Partnership Network
Matt Perrenod	Chief Innovations Officer	Housing Partnership Network
Rebecca Regan	President, Capital Markets	Housing Partnership Network
Danielle Samalin	VP, Homeownership Initiatives	Housing Partnership Network
Kristin Siglin	Vice President, Policy	Housing Partnership Network
Dee Walsh	EVP, Peer Learning	Housing Partnership Network
Paul Weech	EVP for Policy	Housing Partnership Network
Danilo Pelletiere	Economist	U.S. Department of Housing and Urban Development
Nate Shultz	Senior Advisor	U.S. Department of Housing and Urban Development
Molly Simpson	Program Manager	Terwilliger Center for Housing, Urban Land Institute
Mark McArdle	Deputy Chief	US Department of Treasury
Marie Day Hayes	Community Outreach Manager	Wells Fargo

Sarah Page, HAPHousing, and Timi Lewis, Housing Partnership Network.