

Interagency Council on Affordable Housing  
**Special Meeting**  
**Friday September 7, 2012**  
**10:30 a.m. – 1:00 p.m.**  
**Lyceum**  
**227 Lawrence Street**  
**Hartford, Connecticut**

**Members Present:** Anne Foley, Chair (OPM), Barbara Geller (DMHAS), Howard Rifkin (Partnership for Strong Communities), Betsy Crum (Connecticut Housing Coalition), Eric Chatman (Connecticut Housing Finance Authority), Rebecca Flemming (DOC), Nick Lundgren (DECD), Kim Somaroo-Rodriquez (DCF), Carol Walter (Connecticut Coalition to End Homelessness), Daisy Franklin (Council Appointee) and Astread Ferron-Poole (DSS).

**Additional Attendees:** Neil Griffin (Conn-NAHRO), Erin Boggs (CHFA), Dara Kovel (CHFA), Amy Filotto (DECD), Betty Gallo (Betty Gallo and Co.), Erin Kemple (Connecticut Fair Housing), Hilary Felton-Reid (Robinson & Cole, LLP), Brie Johnston (Betty Gallo and Co.), Christina Rubenstein (Partnership for Strong Communities), Amy Filotto (DECD), Judy Dowd (OPM), Michael Sullivan (OPM), Pam Trotman (OPM), David Krause (OPM), David Guttchen (OPM), Brenda Clement (CHAPA, Boston), Jenna Ferguson (Connecticut Housing Coalition Intern), Michael Regan, (DOC), Corianne Scally (University at Albany-SUNY), Barbara Fields (U.S. Department of Housing and Urban Development), Julie Fagan (U.S. Department of Housing and Urban Development), Alana Murphy (MA Department of Housing and Community Development), Miles Byrne (Corcoran Jennison Company) and Orlando Perrilla (Harbor Point Community Task Force).

**I. Welcome and Introductions**

The meeting was convened at 10:40 a.m. by the Chair, Anne Foley. The Chair introduced Daisy Franklin as a new member of the Council. She stated that Ms. Franklin is the current Vice President of the Connecticut Publicly-assisted Housing Resident Network (PHRN). The Chair noted that the appointment of Ms. Franklin fulfills the Council's statutory requirement to appoint two individuals who are residents receiving state housing assistance. Ms. Franklin and other members introduced themselves.

## **II. Presentations**

The Chair reviewed the Governor's vision to consolidate state housing programs into one organization that is intended to support three main goals: (1) to be more consumer friendly; (2) to enhance the state's productivity and ensure a comprehensive approach to housing initiatives; and (3) to provide an effective structure to bring the state's housing agenda to the forefront.

The Chair reviewed the Council's view of a comprehensive housing system. The system should: (1) focus on fully developed solutions and outcomes; (2) bring together all of the available resources; (3) be predictable; (4) be transparent and aligned in policy priorities; (5) meet the housing needs of the community and serves the people with those needs; and (6) be positioned to be a partner with other agencies and with community interest.

The Chair reminded members of the purpose of the meeting which is to receive input from outside housing experts on a vision for the new Department of Housing, including its purpose, principles, goals, population served and a framework for services to be provided by the new department.

The Chair introduced each panelist prior to their presentations. A summary of the presentations is attached to the minutes. The complete presentations of Corianne Scally and Miles Byrne can be found at:

## **III. Discussion with Panel**

The Chair opened the floor for discussion with the panel. The results of the discussion have been incorporated in the summary

## **IV. Next Steps**

### **A. Housing Inventory**

This agenda item was not discussed at the meeting.

**B. Next Meeting**

The Chair announced that the next meeting will be held on Tuesday, September 25<sup>th</sup> at 10:00 a.m. at the Lyceum. The Chair reminded members that the first half of the meeting will be presentations by CONN-NARO, Metro-Reality; Housing Development Fund, Corporation for Supportive Housing, and the Council and Enterprise Community from New York, to get their perspective on a vision for the new Department of Housing. The second half of the meeting the Council will be devote time for a discussion of the vision of the new department including its purpose, principles, goals, population to be served, and framework for services to be provided.

**V. Adjournment**

The meeting was adjourned at 1:35 p.m.

## Summary Panel of Housing Experts

The Interagency on Affordable Housing held a special meeting on Friday, September 7, 2012 to hear from a panel of housing experts who provided input on the vision of the new Department of Housing in Connecticut, including its purpose, principles, goals, population served and a framework for services to be provided by the new department. The following individuals served as panelists and provided information from their perspective on the new department:

- Corianne Scally, Assistant Professor, Department of Geography & Planning, Affiliated Faculty, Rockefeller College of Public Affairs & Policy, University at Albany, SUNY
  - *Ms. Scally presented on State Housing Structures and Processes*
- Barbara Fields, New England Field Director, U.S. Department of Housing and Urban Development
  - *Ms. Fields presented on Principles to Base Housing Systems*
- Alana Murphy, Director of Policy Development, Massachusetts Department of Housing and Community Development
  - *Ms. Murphy presented on MA Housing Structure*
- Miles Byrne, Development Director, Corcoran Jennison Company
  - *Mr. Byrne presented on Mixed-Income Residential Development*
- Orlando Perrilla, Chairman, Harbor Point Community Task Force, Inc.
  - *Mr. Perrilla presented on his experience within a Mixed-Income Residential Development*

The information below is a synopsis of the presentations.

The Housing Policy Framework should be consistent with the following housing principles:

- Clear centralized leadership with authority and accountability for better coordination, staff specialization, streamline processes, clearer accountability and reduction in duplication. Challenges include promoting innovation, overcoming hierarchy and maintaining flexibility.
- Comprehensive planning around common vision, priorities and populations. Planning should include population served, housing types and housing services.

- Involvement of community residents in the decision making process.
- Coordination of all programs and resources such as federal, state, bonds, revenues, grants, subsidies and incentives. Leverage funds and other resources to maximize dollars.
- Setting aside 20% of the state's housing subsidies for project based housing.
- Consider reassessing how the state expends its CDBG funding. Prioritize and align resources with other goals within the state.
- Coordination with internal and external partners that commits specific resources. All agencies, departments, divisions, and offices with housing as a direct mission or indirect concern for their target populations or goals should be organized around a shared comprehensive vision and set of priorities and commits to specific resources to achieve priorities.
- Maximize consumer experience through transparent, accountable, predictable processes and programs that respect partners and stewards of public resources.
- Value communities and neighborhoods. Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods with easy access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.
- Promote long-term sustainability, green, energy efficient communities (i.e. Metro Green Residual Apartments in Stamford, and Smart Growth).
- Promote market rate affordable housing.
- Address homelessness, particularly within the veteran population.
- Promote housing options such as mixed - income residential housing with the appropriate services such as public safety, resident support services, including mental health services. Any housing development needs strong management. Other principles of partnership in mixed-income housing include:
  - One management agent
  - Units should have same design, interior and exterior
  - Majority of units should be market rate
  - Majority of resident board members should be low income
  - Low income units should be mixed and not be clustered
  - Rent, appearance, safety and services will determine success

## Results of the Discussion with Panel:

- Most states view housing as a critical part of economic and community development. As a result, there is no single /stand alone State Department of Housing. The types of state housing structures are as follows:
  - Housing Finance Authority (HFA) –serves as the lead agency with major and minor partners
  - Department of Housing as the lead agency with HFA subsumed as a Division within the Department. No major or minor partners.
  - Shared -Department of Housing, HFA, and Community Development as the lead agency. Minor partners only.
  - Umbrella- one entity as the lead agency with housing as an agency/division under the umbrella agency.
- Massachusetts established a Development Cabinet chaired by the Governor with high level executive staff as appointees. The commitment from the executive staff ensures attendance and participation and housing then becomes one of their policy agenda items.
- Illinois is one of the better models to review in reference to addressing the silos of other entities (such as transportation, food and energy) when attempting to consolidate these functions within a housing structure. Participation was also stipulated in legislation.
- One major change in the delivery of housing in MA was the inclusion of homelessness and homeless shelters to the Department's agenda. The focus relating to homelessness changed from housing to homeless families to services provided to homeless families.
- MA expressed the need for quasi agencies as part of its housing structure. The lead agency oversees the housing department and the quasi agencies administer the programs and services. Administration of the housing programs by the department was unmanageable.