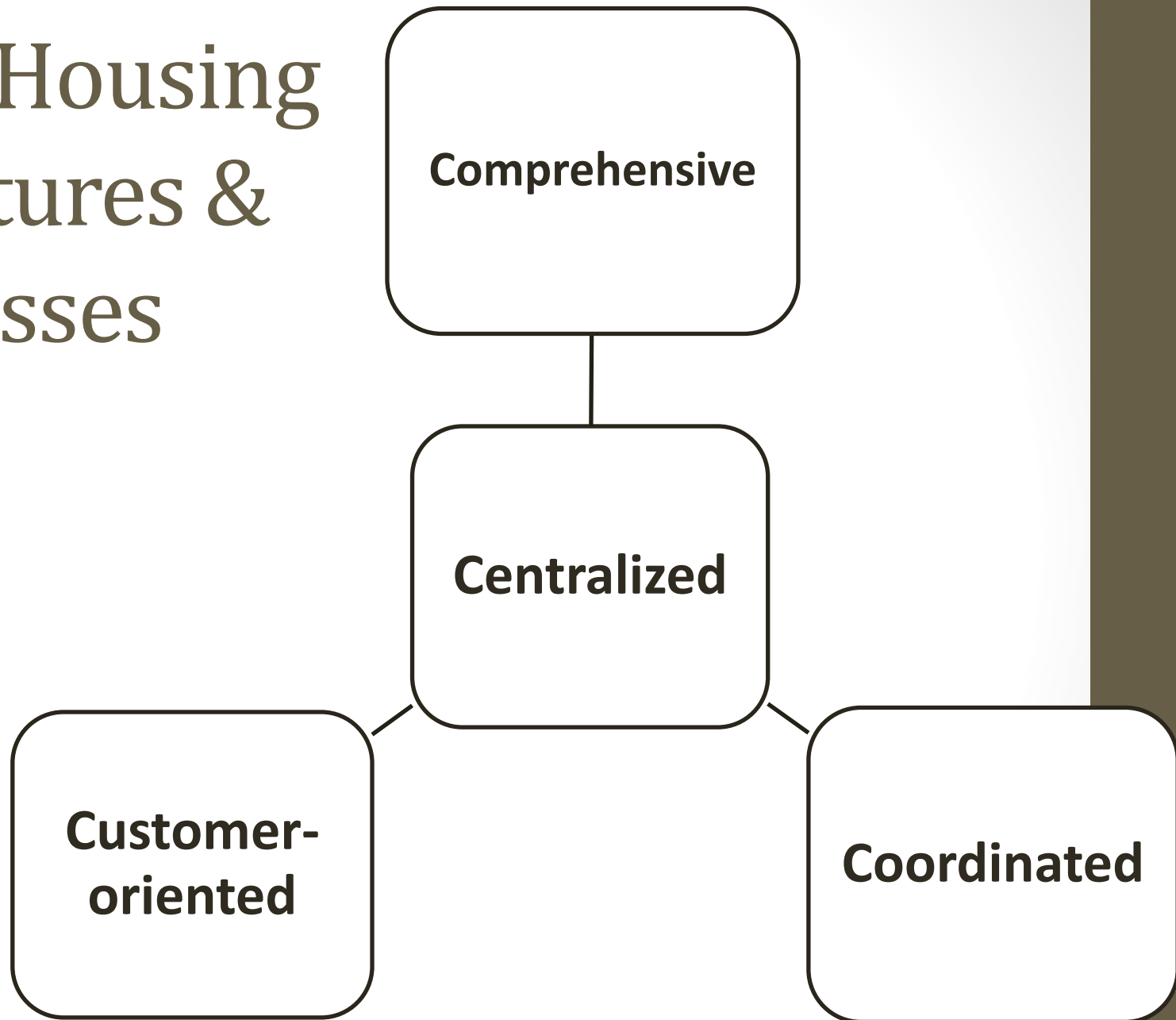


# Interagency Council on Affordable Housing Special Meeting September 7, 2012

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# State Housing Structures & Processes



# Centralized

**Leadership:** Lead agency, department and/or appointed group

## Benefits

- Easier to coordinate
- Eliminates duplication
- Staff specialization
- Streamlines processes
- Clearer accountability

## Challenges

- Promoting innovation
- Overcoming hierarchy
- Maintaining flexibility

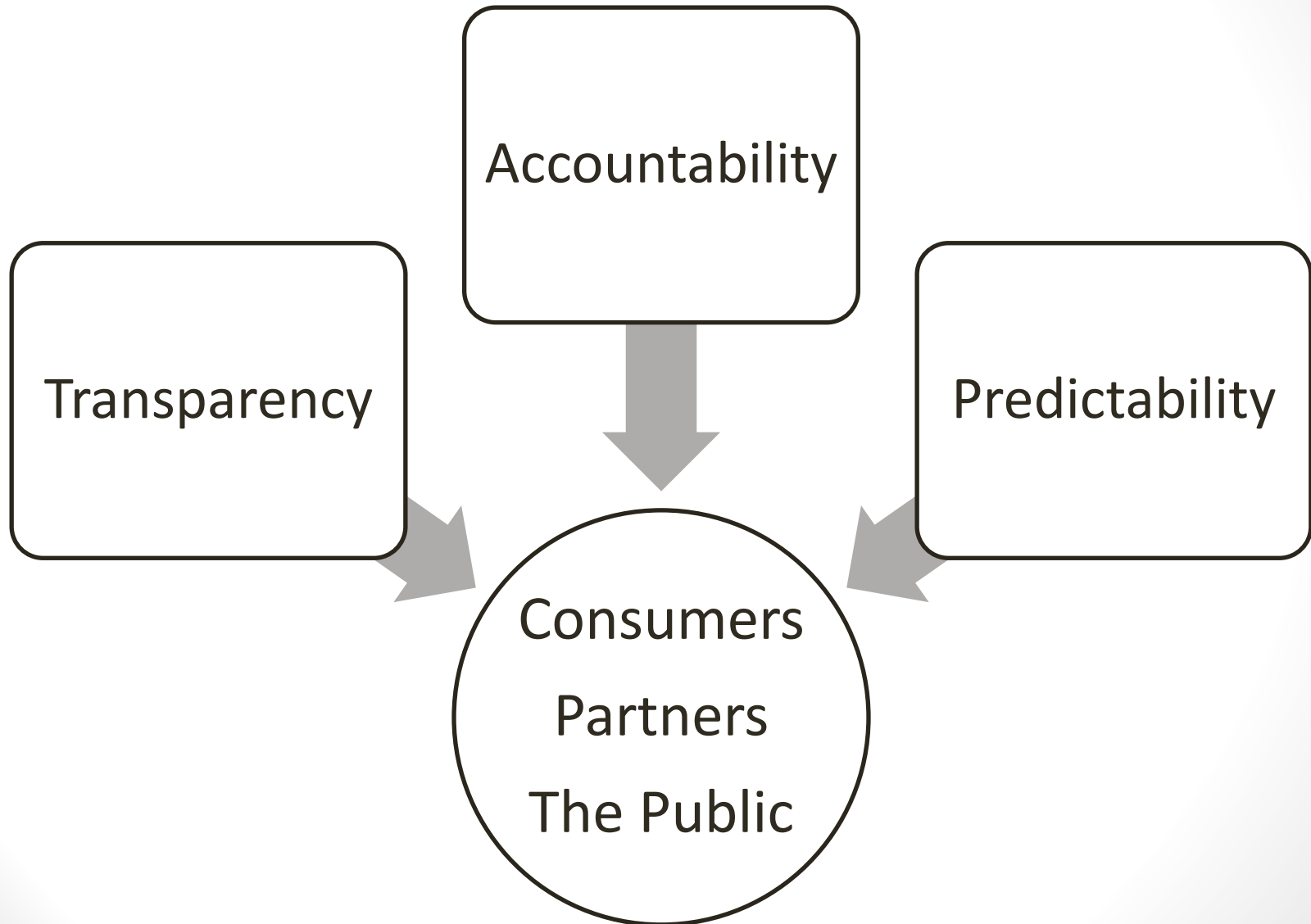
# Comprehensive

- **Covers all needs and priorities**
  - Populations served
  - Housing types
  - Housing services
- **Coordinates all programs and resources**
  - Federal & State
  - Bonds, revenues, grants, subsidies, incentives

# Coordinated

- **All agencies, departments, divisions, offices** with housing as a direct mission or indirect concern for their target populations or goals
- Organized around shared comprehensive vision and **priorities**
- Commits specific **resources** to achieve priorities

# Customer-Oriented



# Comparing State Structures: Lead Agency = HFA

- **Example:** Illinois Housing Development Authority
- No Department of Housing
- **Major partners:** Department of Commerce & Economic Opportunity; Department of Public Health
- **Minor partners:** Veterans Affairs, Corrections, etc.

# Comparing State Structures: Lead Agency = Department

- **Example:** Maryland Department of Housing & Community Development
- HFA subsumed as Division within Department
- **Major partners:** None
- **Minor partners:** Department of Health & Human Services



# Comparing State Structures: Lead Agency = Shared

- **Example:** New Jersey Department of Community Affairs; Housing & Mortgage Finance Agency
  - DCA manages planning, federal and state subsidies and grants
  - HMFA manages bond financing & tax credits
- **Major partners:** None
- **Minor partners:** Council on Affordable Housing

# Comparing State Structures: Lead Agency = Umbrella

- **Example:** New York Homes & Community Renewal
- Agencies/Divisions under Umbrella include:
  - Multifamily-HFA & Single-family HFA
  - Division of Housing & Community Renewal
  - 4 other agencies/corporations
- **Major partners:** None
- **Minor partners:** Office of Temporary & Disability Assistance

# Illinois' Housing Task Force

**Illinois' Housing Task Force develops and implements Annual Comprehensive Housing Plan**

- **Interagency** group convened by Lead Agency (HFA), including major & minor partners, and for-profit and nonprofit partners
- Enabling legislation identified **6 Priority Populations**
- Task Force adopts new policy **Focus Areas** every year
- **Working Groups** on emerging issues as needed

# Comprehensive Housing Plan

- Strategies, activities, and partners for each **Focus Area**
- Production & resource targets by **Priority Population**
- **Resource commitments** across multiple agencies & programs
- **Technical plan** for implementation: interagency collaboration, responsibilities & resources
- Requires interim progress **report** (Sept) and final report (Jan) on measured achievements

# Summary

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Clear, **centralized** leadership with authority & accountability

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**Comprehensive** planning around common vision, priorities & populations

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**Coordination** with internal and external partners that commits specific resources

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Maximize **consumer** experience through transparent, accountable, predictable processes and programs that respect **partners** and steward **public** resources

# Contact Information

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