



Los Angeles Fall Membership Meeting Agenda

Wednesday, Dec 4th, 2019

1:30PM - 4:30PM

Watercourt Room

CEO Forum

This unique forum enables top leadership of HPN members to meet with their peers in an intimate, safe setting to engage in strategic, in-depth discussions on critical market, policy, and business issues challenging our sector. After a quick update following up on the discussions in Baltimore in May, this forum will focus on in-depth discussion on resiliency planning from the leadership perspective.

3:00PM - 4:30PM

Bradbury/Rose

Property Reporting & Asset Management Technology Working Session

HPN is looking to identify and leverage an asset management tool currently being used by a number of members in order to more seamlessly collect property data, lessening the reporting burden, and enabling us to more quickly aggregate the impact of our network. In addition, smaller members for whom asset management technology is cost prohibitive would be able to share HPN's buildout at a significantly reduced price. We are having discussions with MRI involving its Developer Central software, a leading asset management tool developed by Integratec, which is now part of MRI. This working session will seek your feedback on how the initiative would work. For those using Developer Central, we want to hear about your experience with it; for those using other similar software, we'd love to hear how it is working for you; and for those looking for a solution to replace Excel, we want to learn what's important to you.

5:30PM - 7:00PM

Grand Cafe, 3rd Fl

Opening Reception

Join your peers for drinks and hors d'oeuvres at the Grand Cafe at the Omni Los Angeles Hotel at California Plaza.

7:00PM - 9:00PM

Dine Arounds

Look for our display table at the reception with information on nearby restaurants and a few dine-around sign-up sheets.

Thursday, Dec 5th, 2019

6:00AM - 6:45AM

HPN Run

Meet in the lobby

7:30AM - 8:30AM

Bunker Hill Ballroom

Breakfast

Breakfast with informal conversation with your peers.

8:30AM - 10:00AM

Bunker Hill Ballroom

Opening Plenary - Hope Amidst the Gloom

The coastal markets have long struggled with housing affordability, but these challenges are gaining increased attention on the national stage as the affordable housing crisis impacts a broader set of markets and income levels, and threatens to endanger our economic growth. While the prevailing narrative focuses on the challenges, there are many initiatives around the country that give us reasons for hope—ballot initiatives, legislative action, creative policy and programmatic efforts, collaborative partnerships, community engagement, etc. And California is at the forefront on most of these fronts. Following opening remarks to kick off the meeting, we will hear from some of the leaders of these promising efforts and think about how we can adapt and apply their approaches across the country.



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10:00AM - 10:30AM **Break**

10:30AM - 12:00PM **Concurrent Sessions**

Museum B

Capital Innovation

With the overarching goal to support your collective capital needs today and into the future, we'll kick-off with a brief look back with a report from Allison Clark of the MacArthur Foundation on the findings of the recently-completed research on the impact of the Window of Opportunity program on why and how enterprise funding matters. Part Two will be a discussion on the progress of HPN's Capital Markets Conduit, which is being developed with input from more than a dozen members, and seeks to bring members better credit terms, greater borrowing proceeds, improved cash flow and, for refinanced loans, the opportunity to extract and redeploy otherwise trapped equity into new acquisition and development opportunities. Our Conduit partner, Systima Capital Management will be on hand to join the discussion. In Part Three we will hear from members on new capital structures, products, and other innovations.

Bradbury

Federal Policy: An Agenda for 2020 and Beyond

At this summer's Policy Meeting, HPN members began to think about a new proactive policy agenda for 2020 and beyond. Please join our policy team to continue that conversation and hear the latest from Washington, DC.

Crocker

Why Health Entities Are Finally Making Real Bets on Social Determinant Investments

It's about time! This year we have seen a surge of activity from government, health insurers, and provider networks investing in and pursuing unique partnerships with housing and social service providers. In this session, we will explore shifts in the federal environment, insurer and provider innovations, and local hospital efforts that represent opportunities for new partnerships and ways to generate new resources for housing providers.

Rose

Taking Homeownership to the Next Level

Homeownership can be a powerful tool to assist families with low and moderate incomes increase their assets and build intergenerational wealth, yet many of these households face barriers to entering homeownership. Many members have found creative ways to leverage federal programs, expand their business models, and enhance their product offerings to help more of these households achieve homeownership. As part of this session, we will examine the programs and products members are utilizing, discuss innovative approaches to increasing homeownership, and identify potential opportunities for HPN to help Members enhance their homeownership work.



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Museum A

Top Challenges in Asset Management

Join your peers for a highly interactive session on approaches and solutions to your top challenges in asset management. Prior to the session, we will reach out to gather your top 3-5 issues and expect that the final discussion roster could include topics such as Year-15 refinance strategies, residual receipts, benchmarking utilities and expenses, KPIs, and risk management. The first hour will feature quick-hitting, rotating table discussions on specific topics, enabling you to weigh in on a number of issues. In the final segment, we will piece together what we learned, hopefully having gained many insights and developing a list of topics for future in-depth discussions.

12:00PM - 1:00PM
Bunker Hill Ballroom

Lunch and Informal Peer Exchange

1:00PM - 3:15PM

Concurrent Sessions

OFF-SITE Session - Mosaic Gardens at Westlake (LINC) - 35 Maximum

Mosaic Gardens at Westlake has received multiple awards for its striking architecture. The focus of the off-site will be on LINC Housing's partnership with the Los Angeles County Department of Health Services on this LEED Gold certified intergenerational 125-apartment affordable housing community with 63 units reserved for formerly homeless individuals and households.

OFF-SITE Session - Rolland Curtis Gardens in South L.A. (Abode) - 35 Maximum

This session will explore mixed-use development and TOD strategies. Located in the Exposition Park neighborhood of South LA, Rolland Curtis Gardens features 140 new construction affordable homes, a Federally Qualified Health Clinic, and additional community serving retail space.

OFF-SITE Session - Jordan Downs in Watts (BRIDGE) - 35 Maximum

Cedar Grove at Jordan Downs comprises 115 affordable rental apartments in 12 buildings on 3.15 acres. Designed to a LEED Silver certification level, Cedar Grove is Phase 1A of the \$1 billion redevelopment of 700 units of old public housing into a new 1,375-unit community, which will include a new community and recreation center, approximately 165,000 square feet of retail, and 9 acres of green space. BRIDGE Housing and The Michaels Org. were selected by the Housing Authority of the City of Los Angeles as the master developers of Jordan Downs in 2012. The focus of the discussion following a tour will be on public housing transformation and community regeneration.



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Hershey/Crocker

From Stability to Mobility: Housing as Economic Opportunity

Safe, affordable housing provides residents with stability that can be the foundation for greater economic opportunity. Multifamily owners are finding creative ways to leverage their housing to improve the lives of their residents. As part of this session, we will discuss SAHF's resident outcomes work, including CORES certification, as well as programs such as the Family Self-Sufficiency program, which are designed to help residents build assets as a way to increase their economic mobility and generate wealth.

Museum B

Talent Management Workshop - Translating Peer Exchange into Entrepreneurial Action

This fast moving, two-part session will encompass both peer exchange and the investigation of entrepreneurial concepts to leverage the power of our network to build aggregated services around recruiting and training. We will discuss the HPN Innovation Team's report on multiple conversations with members exploring recruiting and training challenges and opportunities. In the realm of peer exchange, we will hear from several members about partnerships they have established to enhance their training and retention strategies.

3:15PM - 3:30PM

Break

3:30PM - 5:00PM

Concurrent Sessions

Hershey/Crocker

Community Building - Developer Strategies

Continuing a discussion begun in Baltimore in May on the vital pieces of community development strategies other than housing, this session will focus on different approaches HPN members have taken for area-wide community strategic planning beyond housing. BRIDGE Housing, Homewise, and Capitol Hill Housing will present their different frameworks/strategies for community participation and strategic planning and action including approaches to collaboration with other smaller, single community focused organizations. Capitol Hill Housing's community partner, White Center Community Development Association, will discuss a smaller organization's approach/challenges for working with larger developer organizations. At the end of the session, we will reserve time to discuss topics for future sessions.

Museum B

Construction Technology and Efficiencies to Increase Supply

Explore new construction technologies and creative solutions being deployed by members to increase the supply of affordable housing. How can we combine forces to create more impact and lower costs?



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Bradbury

Innovate or Die Continued - Designing for your Residents

This hands-on workshop will examine a concept that aims to provide residents in member communities with increased access to affordable goods and services that are used on a regular basis. Together, we seek to explore resident needs and desires and generate ideas for promising models or tools that contribute to an improved resident experience.

Rose

Single-Family Developers Working Group

A continuing conversation around capital and organizational strategy specific to developing single family housing. At this session, we will provide updates on a few ongoing efforts (NMTCs, opportunity zones, Building Neighborhoods Fund) and dive deeper into some current issues impacting single family affordable housing development, such as rising building costs, lack of subsidy, and labor shortages.

6:00PM - 9:30PM

Reception and Dinner at the Walt Disney Concert Hall

The Disney Concert Hall is the home of the Los Angeles Philharmonic and the Los Angeles Master Chorale. Designed by architect Frank Gehry, it is an internationally recognized architectural landmark and one of the most acoustically sophisticated concert halls in the world.

Friday Dec 6th, 2019

7:30AM - 8:30AM

Bunker Hill Ballroom

Breakfast

Breakfast and informal conversation with your peers.

8:30AM - 10:00AM

Bunker Hill Ballroom

Responding to the Homelessness Crisis: Hopeful Innovation

On any given night, more than 500,000 people experience homelessness in the US, and at least 25% of them are in California -- which makes Los Angeles ground zero for homelessness in California and the nation. We will hear about novel work being done in California and around the country to address housing supply challenges and create essential healthcare connections. There are different reasons that people fall into homelessness—the high cost of housing, a medical or financial crisis, mental health or substance abuse issues—and effective interventions will depend on the cause. We'll explore how we are working to establish cross-sector partnerships and devise effective solutions to deal with these multiple causes. There's a lot of great work being done and HPN members are playing an important role. What can we do as a sector to have a more significant impact on this growing problem.



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10:00AM - 10:30AM Break

10:30AM - 12:00PM **COP Roundtables**

Our Communities of Practice (COP) enable members to work with their peers to improve performance and knowledge by discussing relevant strategic issues and finding joint solutions that lead to concrete outcomes.

Multi-Family Developers - *Hershey/Crocker Room*

CFO - *Rose Room*

COO - *Bradbury Room*

Property Ops - *Museum A Room*

Lenders Group - *Museum B Room*

12:00PM - 1:00PM Closing Lunch
Bunker Hill Ballroom

THANK YOU TO OUR KEY PARTNERS

