

# **Housing & Health:** **The Backbone of Strong Communities**

**The NHP  
Foundation 2018  
Symposium  
& Dinner**



**Where You Live Matters**

## **NHPF MISSION STATEMENT**

The NHP Foundation is a not-for-profit real estate organization dedicated to preserving and creating sustainable, service-enriched multifamily housing that is both affordable to low and moderate income families and seniors, and beneficial to their communities.

## **NHPF'S VISION**

A future where communities flourish because attractive, sustainable housing options and life-enhancing services are ensured for income-challenged Americans.

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# The NHP Foundation 2018 Symposium & Dinner

Housing & Health: The Backbone of Strong Communities

**Tuesday, October 16th**

**An Afternoon of Learning: 2018 Symposium**

**4:00–6:00 pm**

**East Hall, Union Station, Washington, DC**

**Cocktail Reception**

**6:00–7:00 pm**

**Palm Court, Union Station, Washington, DC**

**An Evening Of Recognition: Dinner**

**7:00–9:30 pm**

**East Hall, Union Station, Washington, DC**



**Where You Live Matters**

# Welcome



## **RICHARD BURNS**

**President & Chief Executive, NHPF**

**LAST YEAR'S INAUGURAL NHPF SYMPOSIUM & DINNER** explored the “Pay for Success” model to fund affordable housing. We brought together industry leaders, academics and lawmakers to exchange ideas, celebrate achievements and look for creative strategies to continue our mission of providing quality, service-enriched housing for low to middle income Americans.

The event was followed by a year of federal tax code reform, partisan bickering, and a shakeup of the healthcare landscape. The impact has resonated across public and private sectors, sparking a desire within our organization to bring great minds together once again to educate, engage, and design the future of our industry.

This year's Symposium & Dinner, “Housing & Health: The Backbone of Strong Communities,” examines the burgeoning intersection of housing and health.

We're looking to break down silos between different industries by inviting key healthcare representatives, investors, affordable housing developers, policymakers and social service providers to join us in realizing our goal of an affordable housing paradigm shift. This reboot will result from an empirical, beta-tested link between people living in safe, stable, affordable housing, and improved health outcomes. We will discuss a variety of ideas and strategies, including a new funding model for privatized housing vouchers. The goal is better lives for residents and sound investments for funders.

We are extremely pleased that this year's event has been met with such a tremendous response. We are grateful for our 70 sponsors and over 300 attendees. Thank you.

Your support is especially important as The NHP Foundation embarks on its 30th year preserving and creating affordable housing for economically challenged Americans. While 2019 promises to be a year of opportunities and challenges, NHPF will continue its mission to provide residents with housing that is “more than a roof,” borne of dynamic new ideas and collaborative efforts.

In closing, I'd like to say that the relationships which The NHP Foundation nurtures are among our greatest assets, and our accomplishments are your accomplishments. We look forward to your continued support and guidance. Please enjoy this evening's program and accept our utmost appreciation for being here with us.



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# Program

## An Afternoon of Learning

**Union Station, Washington, DC**

**4:00 pm** East Hall

### **Congressional Awards**

**Senator Susan Collins (R-ME)**

**Representative Carlos Curbelo (R-FL)**

**Representative Suzan DelBene (D-WA)**

**Representative Jim Himes (D-CT)**

### **Presentation**

**Housing & Health: The Backbone of Strong Communities**

**Ryan Moser**

VP, STRATEGY & IMPACT, CSH (CORPORATION FOR SUPPORTIVE HOUSING)

### **Panel Discussion**

#### **Moderator**

**Dr. Tiffany Manuel**

VP KNOWLEDGE, IMPACT & STRATEGY, ENTERPRISE COMMUNITY PARTNERS, INC.

#### **Panelists**

**Dr. Joshua Bamberger**

ASSOCIATE CLINICAL PROFESSOR, FAMILY & COMMUNITY MEDICINE, UCSF

**Stephen Brown**

DIRECTOR OF PREVENTIVE EMERGENCY MEDICINE, UNIVERSITY OF ILLINOIS HOSPITAL

**Daniel Field**

ED, COMMUNITY HEALTH & EXTERNAL AFFAIRS, KAISER PERMANENTE

**Jason Helgerson**

MEDICAID DIRECTOR STATE OF NEW YORK (JANUARY 2011–APRIL 2018), CONSULTANT,  
SOCIAL CHANGE AGENT

**Jonathan F. P. Rose**

REAL ESTATE DEVELOPER, URBAN PLANNER, AUTHOR, FOUNDER JONATHAN ROSE COMPANIES

**Maria Torres-Springer**

COMMISSIONER, NYC DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT

**Kamillah Wood, MD, MPH, FAAP**

SVP, HEALTH AND HOUSING, SAHF (STEWARDS OF AFFORDABLE HOUSING FOR THE FUTURE)

# **An Evening of Recognition**

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**Union Station, Washington, DC**

**6:00 pm** Palm Court

**Cocktail Reception**

**7:00 pm** East Hall

**Dinner**

**Video Presentation**

**Housing & Health: The Backbone of Strong Communities**

**Pioneer Award Presentation**

**Michael Bodaken**

PRESIDENT, NATIONAL HOUSING TRUST (1993–2018)

**Advocacy Award Presentation**

**Thom Amdur**

EVP & ED, NATIONAL HOUSING & REHABILITATION ASSOCIATION

**Monica Mitchell**

VP COMMUNITY DEVELOPMENT, WELLS FARGO

**Visionary Award Presentation**

**Michael Novogradac**

MANAGING PARTNER, NOVOGRADAC & COMPANY

**Maria Torres-Springer**

COMMISSIONER, NYC DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT

**LEADER AWARD PRESENTATION**

**Henry Cisneros**

SECRETARY OF HOUSING AND URBAN DEVELOPMENT (HUD) (1993–1997)

CHAIRMAN, EXECUTIVE COMMITTEE AND A PRINCIPAL OF SIEBERT CISNEROS SHANK & CO., LLC.

FOUNDER AND CHAIRMAN, CITY VIEW

**8:30 pm** Palm Court

**After Dinner Drinks, Dessert, and Dialogue**

# Award Presentations

## Affordable Housing Trailblazer Award Honoree



### **SENATOR SUSAN COLLINS**

Senator Collins ranks 13th in Senate seniority and is the most senior Republican woman. As the chairman of the Transportation, Housing and Urban Development Appropriations Subcommittee, Senator Collins coauthored the Fiscal Year 2019 Transportation and Housing Appropriations Act that will provide \$54 billion for HUD, an increase of \$1.3 billion over 2018, and includes significant increases for Section 8 programs, public housing, and housing for seniors and

for persons with disabilities. Senator Collins recently received the NLIHC Brooke Award, which is awarded to an exemplary housing leader with a record of fighting for affordable housing on the national level. For the past five consecutive years, she has been ranked as the most bipartisan Senator. Her record demonstrates significant legislative accomplishments in such critical areas as homeland security, national defense, disaster response, education, business development, health care, and issues of particular interest to our nation's seniors.



## Affordable Housing Trailblazer Award Honoree



### **REPRESENTATIVE CARLOS CURBELO**

The new lead Republican on the House version of the Affordable Housing Credit Improvement Act, Representative Curbelo was elected to represent the people of Florida's 26th Congressional District in 2014. During his first term, Carlos fought for common sense solutions and worked with Republicans and Democrats to improve the quality of life for the people of South Florida. Carlos was reelected in 2016 and is now in his second term and serving on the prestigious House Committee on Ways and

Means, which took the lead on tax reform. Representative Curbelo has also worked on behalf of affordable housing with House colleagues to co-sponsor the bipartisan Affordable Housing Credit Improvement Act (H.R. 1661), stating that the legislation "will make the Housing Credit more flexible, simplify program requirements, support the preservation of existing affordable housing, facilitate Housing Credit development in challenging markets and for hard-to-reach populations, and institute other modifications to make the Credit an even more effective program."

# Award Presentations

## Affordable Housing Trailblazer Award Honoree



### **REPRESENTATIVE SUZAN DELBENE**

Congresswoman Suzan DelBene represents Washington's First Congressional District. First sworn into the House of Representatives in 2012, Suzan brings a unique voice to the nation's capital, with more than two decades of experience as a successful technology entrepreneur and business leader. Suzan currently serves on the House Ways and Means Committee, which is at the forefront of debate on taxes, healthcare and retirement security. There, Suzan is working to ensure

all Americans have meaningful access to affordable, quality healthcare. She is also prepared to fight against attempts to dismantle Medicare, repeal the Affordable Care Act (ACA) and slash Social Security benefits, all of which help millions of families. Instead of these dangerous proposals, Suzan believes Congress should build on the progress made by incentivizing high-quality patient care, reducing costs for small businesses and expanding access for our most vulnerable populations. The congresswoman also led members of the Washington state delegation representing King County in introducing the Access to Affordable Housing Act to increase the Low Income Housing Tax Credit (LIHTC) by 50 percent, which could result in as many as 400,000 more affordable housing units developed over 10 years. She also serves on the House Ways and Means Committee, which has jurisdiction over tax issues, and is a cosponsor of the bipartisan Affordable Housing Credit Improvement Act, a comprehensive bill to strengthen the LIHTC by providing states flexibility and encouraging development in rural communities.

## Affordable Housing Trailblazer Award Honoree



### **REPRESENTATIVE JIM HIMES**

Jim Himes represents Connecticut's 4th District in the United States House of Representatives where he is serving his fifth term. He is a member of the House Committee on Financial Services, serves as the ranking member of the NSA and Cybersecurity Subcommittee of the House Permanent Select Committee on Intelligence, and is Chair of the New Democrat Coalition. Prior to his service in Congress, Jim ran the New York City branch of The Enterprise Community Partners, a nonprofit dedicated to addressing the unique challenges of urban poverty. Jim's team led the way in financing the construction of thousands of affordable housing units in the greater New York metropolitan region, often using new green technologies to achieve energy efficiency and reduce utility costs. Jim's experience at Enterprise spurred his involvement in politics. Putting his expertise in affordable housing to work, Jim served as a Commissioner of the Greenwich Housing Authority, ultimately chairing the board and leading it through a much-needed program of reforms. Jim went on to become an elected member of his town's finance board, setting tax and budget policy for Greenwich. Jim has also served as Chair of his local Democratic Town Committee, organizing others in the community to become more active in the political process.

# Symposium Presentation



## **Housing & Health: The Backbone of Strong Communities**

### **RYAN MOSER**

**Vice President, Strategy & Impact, CSH  
(Corporation for Supportive Housing)**

Ryan Moser, M Ed, Pennsylvania State University, is an innovator and futurist grounded by twenty years of experience in housing, justice, health and human services, education and international development. Currently the Vice President

for Strategy and Impact at CSH, Mr. Moser is responsible for CSH's Data & Analytics, Strategic Alignment, and Impact Investment portfolios.

Ryan's presentation on housing and healthcare and how they are becoming increasingly entangled, shares examples of how supportive housing has developed cross-sector partnerships as a means to support people living in extreme poverty and engaged in crisis services to find stability in the community and generate positive health and financial returns.

Ryan sees affordable housing as an underutilized resource for public health, public safety, and human service systems, which can be developed as backbone infrastructure for resilient and equitable communities.

The presentation poses the question of what it will take for affordable housing to meet this challenge.



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# Panel Discussion



## Moderator

### **DR. TIFFANY MANUEL**

**Vice President of Knowledge, Impact, & Strategy, Enterprise Community Partners, Inc.**

Dr. Manuel drives the collection and dissemination of data and information from within Enterprise and across the affordable housing industry through innovative solutions that demonstrate achievable impact. She also leads Enterprise's strategic planning processes and the continued development and execution with the organization's strategic goals

Tiffany is a frequent writer and speaker on these issues—especially as they relate to community development, social change and cross-sector partnerships.



## Symposium Panelist

### **JOSHUA BAMBERGER**

**Associate Clinical Professor, Family & Community Medicine, UCSF**

Dr. Bamberger is the Medical Director at the Downtown VA health clinic and is consulting with Kaiser Permanente to develop a plan to end homelessness for frail seniors in Oakland. Dr. Bamberger led the San Francisco Department of Public Health's housing and health system of care from 1991 to 2018, during which time, he coordinated all medical and behavioral health services at the health department's supportive housing programs which grew from one building in 1999 to 43 buildings today serving over 1750 tenants.



## Symposium Panelist

### **STEPHEN BROWN**

**Director of Preventive Emergency Medicine, University of Illinois Hospital**

Stephen Brown, MSW LCSW, is a faculty member and Director of Preventive Emergency Medicine in the Department of Emergency Medicine at the University of Illinois Hospital and Health Sciences System (UI Health). Stephen came to the department in 2011 to establish a program to identify and manage healthcare super-utilizers. He is the Program Director for Better Health Through Housing, a demonstration pilot that raises awareness for the need to recognize homelessness as a dangerous social condition and to scale the nationally-validated Housing First model, which transitions patients who are chronically homeless into permanent supportive housing.



## Symposium Panelist

### **DANIEL J. FIELD**

**Executive Director, Community Health & External Affairs, Kaiser Permanente**

Dan leads Kaiser Permanente Northwest's (KPNW) Community Health and External Affairs functions in Oregon and SW Washington. He is accountable for oversight of the community programs that comprise KPNW's community benefit spending of approximately \$150+ million annually. He also leads KPNW's government relations, public relations and corporate communications teams, which work closely with community, business and elected stakeholders to support the mission and enhance and protect Kaiser Permanente's reputation.

# Panel Discussion



## Symposium Panelist

### **JASON HELGERSON**

**Medicaid Director State of New York (January 2011–April 2018), Consultant, and Social Change Agent**

After 20+ years of public service Jason has embraced the “gig economy” and launched a multi-faceted private sector career. His primary work is through his consulting firm, Helgerson Solutions Group (HSG) which is focused on helping companies, providers, payers and governments make the move to value in health care. Jason also advises Private Equity firms and Venture Capital funds that share his commitment to value-based health care as well as working around the world as a Senior Advisor to McKinsey and Company. Prior to his move to the private sector, Jason was a nationally recognized leader in public sector health care. Most recently he was New York’s Medicaid Director, for over seven years, providing vital health care services to over 6.6 million New Yorkers with an annual budget in excess of \$68 billion.



## Symposium Panelist

### **JONATHAN F. P. ROSE**

**Real Estate Developer, Urban Planner, Author, Founder of Jonathan Rose Companies**

Jonathan F. P. Rose’s business, public policy and not-for-profit work focus on creating a more environmentally, socially and economically responsible world. In 1989, Mr. Rose founded Jonathan Rose Companies LLC, a multi-disciplinary real estate development, planning, consulting and investment firm. The firm has completed \$2.3 billion of transformational work, in close collaboration with cities and not-for-profits. Mr. Rose is a thought leader in a wide range of urban issues, and the development of communities of opportunity. He has received the MIT’s Visionary Leadership Award, The Urban Land Institute’s global award for Excellence and many other awards for his work. Mr. Rose is also a recognized author, most recently of *The Well-Tempered City*.





## Symposium Panelist

### **MARIA TORRES-SPRINGER**

**Commissioner, NYC Department of Housing Preservation & Development**

As Commissioner of the nation's largest municipal housing agency, Maria leads the charge to implement Mayor Bill de Blasio's Housing New York: A Five-Borough, Ten-Year Plan, a bold initiative to create or preserve 200,000 affordable homes and apartments in diverse, thriving neighborhoods. Maria has a demonstrated record of expanding economic opportunity and building relationships between community, government, and private businesses to support neighborhood revitalization projects throughout New York City. She previously served as President of the New York City Economic Development Corporation (NYCEDC).



## Symposium Panelist

### **KAMILLAH WOOD, MD, MPH, FAAP**

**Senior Vice President, Health & Housing,  
SAHF (Stewards of Affordable Housing  
for the Future)**

In her role, Dr. Wood serves as program and policy expert on the intersection of health and housing. By using "housing as a platform" to increase health equity and improve outcomes for SAHF's residents, she facilitates partnerships with the health sector and also informs policymakers on critical issues on the intersection of health and housing. Prior to joining SAHF, she was appointed as Special Advisor and White House Fellow to Secretary Anthony Foxx at the U.S. Department of Transportation (USDOT).

# Award Presentations

## Affordable Housing Pioneer Award Honoree



### **MICHAEL BODAKEN**

**President, National Housing Trust  
(1993–2018)**

During 25 years with the National Housing Trust (NHT), Mr. Bodaken led NHT's growth into a major affordable housing organization. Under his leadership, the Trust won the John D. and Catherine T. MacArthur Foundation Award for Creative & Effective Institutions. Mr. Bodaken has been directly involved in providing technical assistance to capable nonprofit organizations interested in purchasing affordable, multi-family housing developments. Mr. Bodaken was inducted into Affordable Housing Finance's Hall of Fame in 2012, and served as a deputy mayor in Los Angeles from 1989 to 1992. He also practiced public interest law for more than a decade, specializing in class action homeless litigation and tenants' rights.

## Affordable Housing Advocacy Award Honorees



### **THOM AMDUR**

**Executive Director & Executive Vice-President of the National Housing & Rehabilitation Association (NH&RA)**

Thom joined National Housing & Rehabilitation Association (NH&RA) in 2004 and currently serves as its Executive Vice President and Executive Director. NH&RA is a national trade association and peer-network for affordable housing and tax credit developers and related professionals including: investors, lenders, public agencies and professional advisers. Thom directs the association's day-to-day operations including legislative and regulatory advocacy, committee activities, conferences and events, publications, financial management and strategic planning.



### **MONICA MITCHELL**

**Vice President Community Development, Wells Fargo**

Monica Mitchell has over 16 years' experience in banking, non-profit and community relations. In her role, Monica leads Wells Fargo's Social Responsibility and Community Development work for the Maryland and Greater DC regions, responsible for affordable housing, workforce development, entrepreneurship and financial education efforts for low to moderate income communities. Part of her role has also included coordinating group community service participation, as well as encouraging individual volunteer efforts for Wells Fargo's Maryland team members.

# Award Presentations

## Affordable Housing Visionary Award Honorees



### **MICHAEL NOVOGRADAC**

**Managing Partner, Novogradac & Company**

Michael Novogradac has more than 30 years of experience specializing in affordable housing, community development, historic preservation and renewable energy. He is the author of numerous real estate-related tax and accounting articles and books, including the *New Markets Tax Credit Handbook* and the *Low-Income Housing Tax Credit Handbook*. Mr. Novogradac's organization also regularly publishes indispensable industry reports highlighting developments in LIHTC, rental housing, preservation and rural housing, to name a few. In addition, he serves as advisor on industry and governmental affairs for the NMTC Working Group and the LIHTC Working Group.



### **MARIA TORRES-SPRINGER**

**Commissioner, NYC Department of Housing Preservation & Development**

As Commissioner of the nation's largest municipal housing agency, Maria leads the charge to implement Mayor Bill de Blasio's Housing New York: A Five-Borough, Ten-Year Plan, a bold initiative to create or preserve 200,000 affordable homes and apartments in diverse, thriving neighborhoods. Maria has a demonstrated record of expanding economic opportunity and building relationships between community, government, and private businesses to support neighborhood revitalization projects throughout New York City. She previously served as President of the New York City Economic Development Corporation (NYCEDC).

# Affordable Housing Leader Award Honoree



## HENRY CISNEROS

**Secretary of Housing and Urban Development (HUD) (1993–1997)**  
**Chairman, Executive Committee and a Principal of Siebert Cisneros Shank & Co., LLC.**  
**Founder and Chairman, City View**

**THE HONORABLE HENRY CISNEROS** served as the 10th Secretary of Housing and Urban Development (HUD) during the administration of President Bill Clinton from 1993 to 1997. He is credited with initiating the revitalization of many public housing developments and with formulating policies that contributed to achieving the nation's highest rate of home ownership ever. He also oversaw the implementation of the HOPE VI program, generally considered to be one of the most successful urban regeneration initiatives in the past half century. Mr. Cisneros also served as the first Hispanic-American mayor of a major U.S. city, San Antonio, Texas. During his four terms as Mayor, he helped rebuild the city's economic base and spurred the creation of jobs through massive infrastructure and downtown improvements.

# Operation Pathways



Operation  
Pathways

AN AFFILIATE OF THE NHP FOUNDATION

## **NHPF'S COMMITMENT AND MISSION TO PRESERVE**

**AFFORDABLE HOUSING** is not realized through bricks and mortar alone, but in union with programs and services offered to

residents. Residents in NHPF communities have access to a wide variety of educational, health, and enrichment programming through Operation Pathways, an affiliate of NHPF.

Operation Pathways believes that affordable housing combined with wrap-around services increases housing stability for low and moderate income families. Feeling secure about housing not only relieves families of the stress of becoming homeless, but it also provides them with the foundation to build healthier lives for themselves and their children. Operation Pathways' programs and services complement housing, thereby creating healthy communities in which families thrive.

Operation Pathways is a CORES certified resident services provider and was the first resident services provider in the country to receive this distinction. CORES certification is awarded to affordable housing service providers based on the strength and quality of their infrastructure, systems, programs, and outcomes.

Operation Pathways' successful approach to delivering high-quality programs is based on a philosophy of program delivery that is impactful, innovative, and in-house. At each NHPF property, resident services coordinators implement site-based programs and services, based on the needs of the residents. Operation Pathways categorizes its comprehensive programming into four components:

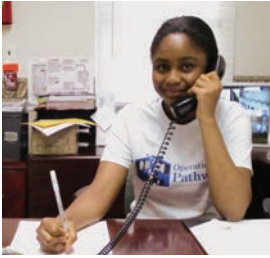


## **PATHWAY TO ACADEMIC ACHIEVEMENT**

focuses on the educational needs of residents. Operation Pathways promotes academic success and lifelong learning as a means to break the cycle of poverty. Operation Pathways partners with organizations that design and implement afterschool and summer programs for

school-age children which improve academic success and produce significant, measurable results.

# Enriching Lives



**PATHWAY TO HEALTHIER LIVING** promotes activities and lifestyles that lead to physical, psychological, and emotional well-being. Operation Pathways partners with organizations and individuals to develop and implement multi-faceted programs devoted to healthier living, including fitness classes, healthy cooking workshops, smoking

cessation programs, and community garden projects. Often, mobile health services come directly to properties to provide health screenings, vaccinations, and diagnose potentially serious issues.



**PATHWAY TO FINANCIAL STABILITY** educates residents in sound financial practices to increase income, decrease expenses, and build assets. The financial education program provides instruction related to credit, savings, proper insurance coverage, and investments. With this education, residents are able to build budgets and save for the future.

Operation Pathways also provides opportunities for residents to increase their employability through workforce development, including technology workshops, GED support, resume writing, and interview preparation.



**PATHWAY TO AGING IN PLACE** engages residents in NHPF's senior communities by providing programs and services that give senior residents the tools they need to ensure economic security, prevent illness, improve health, understand their legal rights, and live in a safe environment. Seniors are engaged through activities and programs that

also encourage socialization, so as to enhance social support, increase awareness and education, and prevent elder abuse.

The resident services coordinator at each property assesses the needs of residents and responds by implementing programs and services to improve their quality of life. The coordinators represent Operation Pathways in each community and provide one-on-one individualized support and guidance to help residents identify resources and overcome the challenges they face.



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A photograph of a modern multi-story building with a prominent brick tower, identified as the Kerr Conway Residence in Washington, D.C. The building features a mix of brick and glass facades. The scene is set on a city street with traffic and pedestrians.

McCormack Baron Salazar is proud to support NHP Foundation's mission is to preserve and increase service enriched affordable rental housing throughout the country.

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Congratulations to this year's award recipients



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acknowledging the **2018 Honorees:**

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Susan Collins (R-ME)**

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Carlos Curbelo (R-FL)**

**Representative  
Suzan DelBene (D-WA)**

**Representative  
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Housing Opportunities Unlimited (HOU) extends their gratitude and appreciation to The NHP Foundation for creating discourse on the intersection of housing and health at the annual 2018 Symposium & Dinner.



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Heartland Housing supports The NHP Foundation's efforts to preserve affordable housing.

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The **NHP** Foundation

# The NHP Foundation Statement

**THE DATA IS CLEAR.** When an individual or family is housing insecure, government costs rise as services become stretched, and hospitals incur more frequent patient visits. These “super users” are defined as the 5% of patients using 75% of health services.

The data also show conclusively that stable housing is a social determinant of improved health and quality of life. In fact, study after study has shown an over 50% reduction in emergency room visits and inpatient stays, a year after individuals are provided safe, affordable housing.

Reliable housing is a prescription for chronic health problems. Currently, there is a shortage of seven million affordable homes in the US. On any given night more than 550,000 Americans experience homelessness. Of those, nearly 85,000 have untreated or undiagnosed health conditions. While at the same time, the leading cause of bankruptcy and credit card debt in this nation is the cost of medical care.

Clearly, Americans understand the relationship housing and health has on them physically and financially. Now it's time for those in housing, healthcare, financial and social services and policy to make the same realization. We must eliminate silos and strengthen our ties to improve more lives through better use of existing housing resources.

But, the industry can't manage this daunting task solely by way of traditional partnerships and funding mechanisms.

We need new cooperative efforts with organizations that share the weight and social responsibility of providing appropriate housing for the most at-risk and vulnerable population. For this to occur we need to take a wider perspective, identifying all the sectors impacted by a lack of affordable housing, and collectively empower future investments and hard-working solutions.

NHPF will always be a leading voice in our country's drive to house economically challenged Americans. With help from everyone here tonight and those we will reach out to, we will continue to steer constructive dialogue, bring together like-minded thinkers and deliver on our commitment to the people and communities we serve.



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