



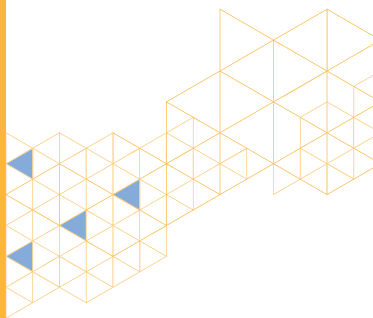
U.S. Department of Housing and Urban Development

Helping Communities Together:

The HUD Place-Based Convening with Philanthropy

December 2015





The **U. S. Department of Housing and Urban Development (HUD)** is the Department of Opportunity.

HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination, and transform the way HUD does business.

The **Office for International and Philanthropic Innovation (IPI)** is HUD's innovation team charged with engaging philanthropy and other cross-sector partners - both internationally and domestically - to harness and apply best practices, programs, and policies for the benefit of our communities and aligning our common efforts.

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Moderator
Foundations

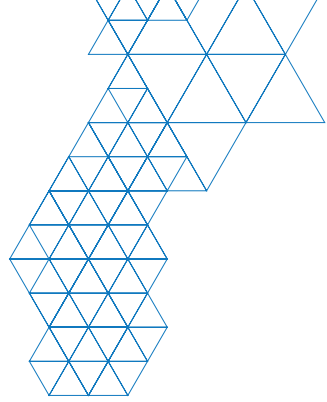
Center for the Study of Social Policy
Ford Foundation
McKnight Foundation
Annie E. Casey Foundation
Annie E. Casey Foundation
California Endowment
Citi Foundation
MacArthur Foundation
Bank of America Foundation
Annenberg Foundation
Annenberg Foundation
William Penn Foundation
San Francisco Foundation
Wells Fargo Foundation
Wells Fargo Foundation
Neighborhood Funders Group
The Funders Network
Philanthropy Network of Philadelphia
Council on Foundations
Living Cities
Living Cities
Open Society Foundation
Surdna Foundation
Surdna Foundation
Robert Wood Johnson Foundation

HUD Staff

Promise Zones
Promise Zones
Promise Zones
Choice Neighborhoods
Choice Neighborhoods
Strong Cities, Strong Communities
Strong Cities, Strong Communities
Sustainable Communities Initiative
Sustainable Communities Initiative
Office of Field Policy and Management
Office of Field Policy and Management
Office of Field Policy and Management
Office of Community Planning and Development
Office of Community Planning and Development
Office for International and Philanthropic Innovation
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Office for International and Philanthropic Innovation
Office of Management and Budget

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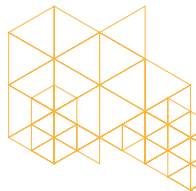


Over the past several years, issues of equity and opportunity have been front and center in community development discussions and practice. Philanthropy, academia, and the public sector have been testing various place-based approaches, recognizing that social, economic, and health outcomes are all connected. Building on recent conversations led by philanthropy and academia and reflecting on recent place-based efforts, the Office of International and Philanthropic Innovation (IPI) at the U.S. Department for Housing and Urban Development (HUD) convened philanthropic stakeholders for a workshop on December 2, 2015 to learn from and build on those efforts undertaken by philanthropy, research institutions, HUD, and other stakeholders.

Participants shared lessons from place-based programs, provided feedback on HUD-led programs, and offered solutions for enhancing cross-sector collaboration and partnership to strengthen and scale effective programs to build strong, sustainable, and equitable communities. Key elements of discussion included:

RESULTS	What interventions have been effective and how do we scale them together?
ROLES/ RESPONSIBILITIES	How does each sector contribute and how do we open up collaboration/communication channels? How do we differentiate roles, expertise, authorities, etc. between and among the sectors and partners?
RESOURCES	How do we optimize resource allocation from each sector for efficient and effective uses?
RISK	How are risks allocated and how do we equitably manage and mitigate them?

HUD sought to draw lessons from these multi-faceted approaches to enhance the way the federal agency does business by breaking down silos, empowering dynamic leaders, and supporting collaborative institutional structures. This workshop and subsequent actions will help guide this operational shift, while providing critical feedback to ensure the sustainability of these reforms.



BACKGROUND

WHY WE CAME TOGETHER

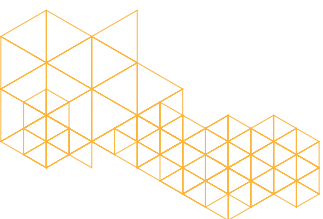
FEDERAL GOVERNMENT

OBSERVATIONS & REFLECTIONS

Following conversations with local leaders early in the Administration – with the humble recognition that the federal government must learn from communities themselves about local challenges and solutions – the White House took a partner-oriented, problem-solving approach to place-based efforts. As a result, several models have emerged, each targeting different scales of challenges in communities, providing a specific menu of resources, and offering a unique federal support structure. The White House’s Office of Management and Budget set the stage for the discussion, outlining its ongoing work to reframe how government works through lessons learned from place-based initiatives. During the workshop, HUD leaders for the Administration’s signature place based programs provided insights on the key themes of (1) public-private partnerships, (2) use of data to gauge progress and track results, (3) interagency knowledge and networks; and (4) technical assistance and building local capacity, including capacity for collaboration. Philanthropy also provided lessons on the relevant themes by sharing their own case studies and programs.

HUD-led Place-Based Initiatives

Following is a table of HUD-led place-based initiatives. Additional information on each of the four initiatives can be found in the Appendix.



HUD-led Place-Based Initiatives

Partnership for Sustainable Communities	Strong Cities, Strong Communities	Neighborhood Revitalization Initiative	Promise Zones
PROGRAMS			
Sustainable Communities Challenge Grants Regional Planning Grants	Strong Cities, Strong Communities (SC2)	Promise Neighborhoods Choice Neighborhoods Byrne Criminal Justice Community Health Centers	Promise Zones
OVERSIGHT			
Partnership for Sustainable Communities	White House Council on Strong Cities, Strong Communities	NRI Program Integration Workgroup	Promise Zones Operations Team
PARTICIPANTS			
HUD Department of Transportation Environmental Protection Agency	White House Council with 19 Federal agencies	Department of Education Department of Justice Health & Human Services HUD	HUD and Department of Agriculture lead, with many federal partners
AREAS OF ALIGNMENT ACROSS AGENCIES			
Field network includes sustainability experts at HUD (10 regional leads) Data tools to inform stakeholders about sustainability Stakeholder engagement Grant making	Federal Team Leads embedded in City Hall; part-time and advisory federal team members assist with coordination Cross-agency selection process HUD-led Community Needs Assessments conducted for 80+ communities National Resource Network (311 for cities)	Program and Policy Development: joint planning, preference points, common language and measures Grants Monitoring: aligned monitoring, reporting, and site visits Technical Assistance: coordinated TA, shared training opportunities, communities of practice	Federal resources, information and community engagement: federal community liaison, federal desk officers Selection process Evaluation Philanthropic intermediary and private sector engagement
SCALE			
Region, City	City	Neighborhood	Neighborhood

Future Directions of the Administration's Place-Based Work

The White House's Office of Management and Budget (OMB), under the leadership of Director Shaun Donovan, established the Community Solutions Team at OMB and an interagency Community Solutions Taskforce to identify what has been working in the Administration's place-based efforts. With an end goal of ensuring that federal commitments to place-based efforts maintain momentum and persist beyond the Administration, the CST is partnering with 14 federal agencies to examine effective federal strategies and embed them into the architecture and functions of the agencies themselves.

The CST is taking an approach that recognizes that the federal workforce's capacity to engage in a cross-sectoral and collaborative way is the most important factor in shifting how the federal government works. There are three focus areas for the CST's work over the next year:

1 People Matter

Dynamic leadership stood out as a commonality in place-based partnerships across many successful initiatives in which the federal government was a partner. Even when the system is stacked against them, dynamic leaders at the federal and local levels, as well as in civil society, nonprofit and private sectors are able to make meaningful progress all around them. The CST's efforts to embed a place-based approach to how government does business focuses on empowering, cultivating, and protecting community facing leaders.

2 Build a Network

The CST is creating an interagency training program for federal employees to encourage a collaborative, place-based approach in all federal government activities.

3 Provide Tools

The CST is developing a toolkit for interagency partnerships to ease collaboration across sectors and across agencies.

Federal partners identified that change comes from within and from the outside. Without close partnership with civil society and philanthropy that can advocate for policy and regulatory change, a shift in the federal culture is not possible. Partnership and scaling successful models requires the same enabling factors - consistent and ongoing communication, data sharing and story-telling.

In addition to the work undertaken by OMB to encourage a shift of federal activities into cross-sectoral approaches, each partner federal agency has been exploring how it can institutionalize this way of work for the long-term.

OMB looked across government to identify how and where the federal government was already partnering with non-federal actors. 1800 such collaborations exist across the country, and OMB recently released an open-source place-based map of these collaborations available at: <https://www.whitehouse.gov/omb/place>.

FUTURE PLACE-BASED COLLABORATION

KEY LESSONS & REFLECTIONS

Characteristics of Successful Backbone Organizations

The characteristics of successful backbone organizations are consistent, regardless of what type of organization (NGO, CDFI, local government) serves as a backbone for a given partnership.

Strong backbone organizations have the leadership and capacity to quarterback and facilitate all aspects of a cross-sectoral partnership, from fundraising and financial management to project management and storytelling. Specifically, backbone organizations must be able to see the work of the partners from a systemic perspective and should be able to support the partnership by serving as:

Neutral conveners and facilitators

Data collectors and story tellers

Fundraisers

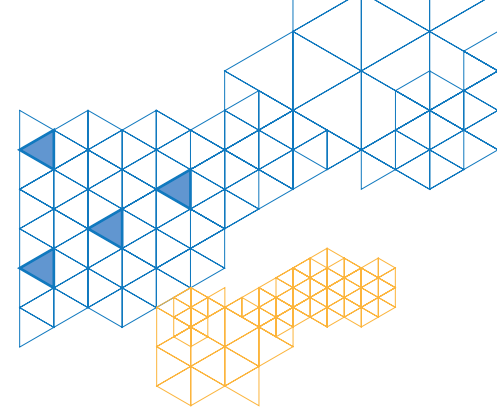
Policy advocates

Project managers

The Role of the Public Sector

The public sector (local government) should be at the table and play a dynamic, flexible role. Several participants shared examples of public sector participation in cross-sectoral partnerships.

Many participants echoed a best practice of developing a hybrid backbone structure with public sector and philanthropic involvement. Shared responsibility can enhance credibility of the partnership and enable it to be more nimble. Moreover, backbone organizations may need to serve multiple functions at different times, flexibility that a hybrid structure would allow.



The Power of Data

Data should be viewed within the context of an ecosystem with multiple inputs, outputs and feedback loops, and communities should be empowered to engage with data.

Data is being collected for several purposes, many of which we may not even know about. Different levels of government, civil society, philanthropy, and the private sector use data to make investments, while communities use data to make decisions. Place-based efforts should look beyond data collection and tracking in order to support partner organizations and communities' efforts to make continuous improvements based on data. As much as possible, we should also work together to focus on outcomes when developing indicators. Several best practices and questions emerged from the discussion on data:

Multipurpose indicators and alignment of reporting requirements

How might we collaboratively develop measures that are fundamental to high functioning communities as “north star” indicators tracked by both public sector and philanthropy, in order to avoid overburdening communities with overlapping data collection requirements? In addition, can we build a data ecosystem such that reporting can be done jointly?

Rapid Iteration

Can we build community capacity to engage with data for rapid prototyping or shifting of approach based on real-time data?

Systemic Change

How do we measure system and policy change as an end in itself? How do we build community capacity in a way that that allows communities to identify wins in unplanned areas that demonstrate systemic change through the use of data?

HOW CAN WE BUILD ON OUR COLLABORATIONS?

ITERATING TOGETHER

Enhanced collaboration was a key theme of the convening, emerging in discussions of sectoral differences, findings, and data. A collaborative table-setting approach, one in which we improve the awareness of all partners about what everyone else is doing while aligning roles with the strengths of each sector/ organization is of utmost importance as we work to ensure that cross-sectoral collaboration for community development remains long past this administration.

Key Takeaways for Each Sector

Philanthropy

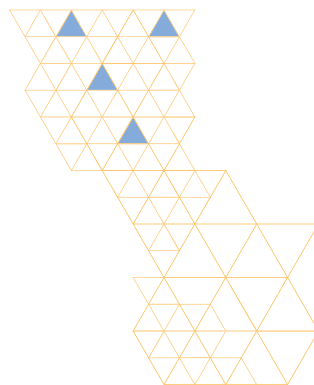
- Provide complementary, flexible funding that supports back office/operational functions, strengthens organizational capacity to seek competitive funds, and enhances journalism and storytelling capacity.
- Provide Technical Assistance (TA) for civic journalism, storytelling, data analysis, community engagement, and corporate partnership building.
- Be more receptive to complicated, underlying issues such as race that underlie much of the work that we are all trying to achieve.
- Constantly seek to evaluate how you are supporting leadership development and individual capacity building in grantee organizations.
- Complement federal initiatives through complementary storytelling, civic journalism, communications, particularly in the case of the Affirmatively Furthering Fair Housing Rule (AFFH) and other complicated issues.

Federal Government

- Provide a communications/networking platform or infrastructure that will allow cross-sectoral place-based relationships to outlast the public sector political cycle.
- Improve communication channels to seek philanthropic/private sector input early in the program ideation and development process and ease ongoing collaboration.
- Provide a typology or menu of federal grants/partnership opportunities so that willing partners can engage in complementary efforts.
- View philanthropic funding as possible risk capital/failure insurance to encourage creative solutions.

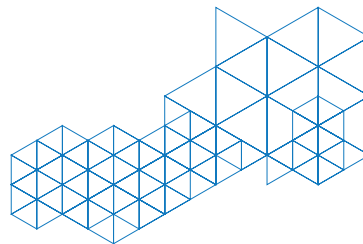
Private Sector

- Be more receptive to complicated underlying issues of race and economics as development strategies are pursued, recognizing the stimulating role of development in reviving the health of communities.
- Examine comparative international approaches on lending/development strategies from organizations serving poor and vulnerable populations.



Next Steps

- 1** Common communication to ensure a smooth transition between Administrations and to serve as a platform for collaborative table setting
- 2** Regular convening
- 3** Explore data collaboration
- 4** Leverage philanthropic thought leadership and experience for technical assistance provision to communities
- 5** Leverage philanthropic knowledge and experience for learning sessions for HUD and federal staff
- 6** Align research and evidence-building activities with federal investments
- 7** Bolster federal efforts (e.g., AFFH) that align with missions of philanthropic organizations and build upon elements of place-based programs
- 8** Engage philanthropic networks and affinity groups more fully in the long-term sustainability of place-based efforts



A special thanks to our philanthropic partners, HUD and OMB staff, and our moderator for an insightful and lively discussion. We hope to continue the partnership and alignment around place-based issues. We welcome ideas for collaboration and encourage you to connect with us.



February 2016

Produced by the Office of International and Philanthropic Innovation, HUD