



Entry Form 2018 Annual Awards for Program Excellence

Entry Deadline: Friday, June 15, 2018, Midnight ET

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email awards@ncsha.org.**

Entry Title: Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.

Category:

Subcategory:

Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.

HFA:

HFA Staff Contact:

Phone:

Email:

Visual Aids:

Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF? Yes No

Payment:

My HFA is mailing a check to NCSHA.
My HFA is emailing the credit card authorization form to awards@ncsha.org.

Kentucky Housing Corporation

Management Innovation: Operations

Entry: Housing CCI Summits: Innovative Approach to Reach Corporate Strategy

Kentucky Housing Corporation should win the award for Management Innovation—Operations—for our innovative approach to reach an internal corporate strategy: Sustain and further our mission by collaborating internally and with our partners.

Overview of Issue

The Housing Summits CCI: *Connect, Collaborate, Innovate*—a series of five geographically dispersed events around the state—was a sharp departure from Kentucky Housing Corporation’s typical annual housing conference convening in one central venue averaging 550 attendees, made up of partners and staff. With a new executive director taking the helm in June 2017, and some staff stepping into new leadership roles, it was time to focus outwardly on our corporate strategy, by collaborating with our partners and furthering our mission of investing in affordable housing opportunities.

Due to the housing crisis and decisions made to restructure the organization, KHC had become inwardly-focused. Much staff time was spent in developing new corporate planning processes to synchronize corporate goals, programmatic financial allocations, and departmental business plans, along with an intense focus on enhancing processes and systems.

These Summits were created as an opportunity to become outwardly-focused again, to introduce new leadership, to connect more with our housing partners in all areas of the state by visiting their local communities, and to ask other interdisciplinary community leaders to look at systemic housing issues more holistically.

As a result, KHC hosted the largest, statewide brainstorming session in its 45-year history in five locations geographically dispersed across the state—in Berea, Covington, Elizabethtown, Frankfort, and Hopkinsville with a total of 332 participants.

Goals

Our overarching strategy was to convene a group of dreamers and doers who are working at the intersection of affordable housing, healthcare, education, employment and economic mobility in diverse regions, rural and urban. These groups included thought-leaders in housing—single-family, multifamily, housing developments, counseling, energy efficiency, and housing and services for special populations, and finance. We wanted to connect a diverse group of participants around tables to dig deep into issues, share and leverage ideas, and seek integrative resources they could implement in their communities.

We had five goals:

1. Engage partners from varied professions in affordable housing discussions: developers, nonprofits, lending partners, community leaders, and representation from healthcare, Medicaid, education, and government;
2. Introduce KHC’s new members of executive leadership and show ways to connect with us;
3. Identify big ideas for holistic approaches to housing, which is the foundation for other successful life outcomes such as education, health, and economic mobility;
4. Engage partners to participate in a statewide Housing Needs Assessment survey; and
5. Connect partners to create new partnerships through networking opportunities.

How Did We Host the Largest Brainstorm Session Ever?

Each Summit opened with registration and networking, a welcoming with introductions from our event facilitators, and a presentation from our executive director to introduce himself and share his vision. In each venue, roundtables were set up and KHC staff served as “Connectors”—a table captain to lead

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their groups through the content and capture notes from the discussions. Venue participants totaled between 60 and 90, with representation from rural and urban areas of the state which included nonprofits, private, and community leaders. Through “forced networking”—we intentionally set the tables to include participants from diverse backgrounds, work experience, and nonprofit, public and private sectors. We led these participants through three rotations to maximize the partner interactions and keep generating multidisciplinary ideas.

Participants responded to timed questions and discussions to brainstorm barriers and needs, then to develop collaborative and innovative ideas and report them out at the end of the day.

The first roundtable focused on leveraging best practices; the second focused on big ideas and interdisciplinary solutions; and the third focused on next steps, opportunities, and reports from each table.

Each staff “Connector” was provided a resource packet to facilitate the discussions as well as a moderated agenda to keep everyone on track for each segment. Staff Connectors enlisted help from their participants to help capture notes and ideas and share outcomes at the end.

A working lunch was also planned that included a panel of speakers to share and present ideas and practical examples of the innovative and holistic approaches to housing, such as Recovery Kentucky, which helps individuals recover from substance abuse addiction to live stable lives and Scholar House, which helps single parents earn their education, provide childcare for their children, and become self-sufficient. Another best practice shared was in workforce housing solutions, where hospitals, universities and other anchor institutions provided affordable housing solutions for their current and future workforce.

Driving Engagement

KHC created a theme, which was consistent for all our communication channels and each physical location. We set forth a communications plan to introduce our new executive director through video and included a pre-event survey to garner information and create word clouds about barriers so we could visually compare with each location and see themes. These were all shared via social media.

To drive engagement and excitement about the Summits, we communicated via eGrams, KHC’s electronic newsletter, and promoted limited seating to boost early registrations. Participants received a special invitation to a private Facebook group to spur discussions and share big housing ideas. On location, a social media wall was set up for attendees to share photos, comments, and ideas.

We chose venues that were easily accessible and perhaps had some significant history in the community. Once on location, after registration with breakfast and networking, the program opened with no lag time. The outline and rotation kept everyone active in conversation.

Budget

The budget including charges for any venues, food, and book of materials, which were produced in-house, an attendee gift of specialized notebook to capture their own notes totaled \$32,500. In comparison, the annual housing conference which was replaced by these Summits costs an average of \$116,000.

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Outcomes

KHC's Summits met each of our five goals. In terms of reportable outcomes, first, our plan was to only host three Summits, but because of tremendous demand, we hosted two additional Summits.

Second, the data that was collected gives us more insight to:

1. Viable/replicable housing models that integrate education, healthcare, and services such as the winterberry and promise neighborhoods in Minnesota.
2. A qualitative analysis of housing barriers and solutions.
3. A detailed listing of partners, services, contact information for subject matter experts across inter-disciplinary disciplines.

Third, the budget was one third of the cost of the annual housing conference budget.

The following are survey comments from Summit attendees that evidences our success.

- ❖ "I liked how we had discussions at our table and then switched to different tables. I liked how social media was used."
- ❖ "I thought the conference was exceptional. I liked the smaller group tables and the opportunity to network. It seemed that everyone voiced opinions. Well done KHC."
- ❖ "I thought it was a wonderful way to bring together people and agencies from all different sectors to brainstorm."
- ❖ "It was very organized and well thought out by KHC staff. The questions were thought provoking and I am confident that our feedback will matter."
- ❖ "The event structure was new and refreshing. The table discussions were valuable and generated many good ideas, or areas of opportunity for KHC to explore."

Summary

In summary, KHC took a fresh, innovative internal operational approach to reach a very specific corporate strategy to strengthen relationship with outside partners. With new KHC leadership, it was also an opportunity to advance our new executive director's initiatives and obtain feedback from partners.

This out-of-the box brainstorming event is something that can be easily replicated by other housing agencies with successful outcomes to meet their objectives.

Visual Aids (Linked)

[Agenda](#)

[eGram Newsletters](#)

[Connector Notebook](#) ([Cover Page with Agenda](#), [Conversation Starters](#), [Session Questions](#), [Brainstorm Rules](#), [Facilitator Cheat Sheet](#), [Summit Facilitator Training](#), [Connect with KHC](#))

[Word Clouds](#)

[PowerPoint Presentation](#)

[Summit Photos](#)