

### FORGING PARTNERSHIPS FOR LONG-TERM SUCCESS

#### Partners are Critical to HOME Program Success.

HOME Program participating jurisdictions (PJs) must rely on many partners to expand the supply of affordable housing locally. These partners can help a PJ build capacity and often bring new strengths and resources to the program. Many PJs build mutually beneficial partnerships with:

- Community Housing Development Organizations (CHDOs)
- Nonprofit organizations
- Contractors
- Owners
- Developers
- Lenders
- Service providers
- Program clients

#### PJs Reap Many Benefits by Working with Partners.

- Community involvement and support.** The HOME Program requires that at least 15 percent of a PJ's annual HOME allocation is invested in housing that is owned, developed, or sponsored by a CHDO. CHDOs are special nonprofit organizations that meet certain requirements to ensure they truly represent low-income neighborhoods or residents. Without eligible CHDO partners, PJs lose a significant pool of funds.
- Expanded capacity to deliver affordable housing.** Relying on the expertise and staffing of other entities, a PJ is sometimes able to spend funds more efficiently and effectively without increasing its own staff.
- Additional financial resources.** By involving local lenders, a PJ is often able to leverage private funds to support its affordable housing ventures. PJs can use HOME funds to bridge the affordable housing "gap" for homebuyers, or to minimize risk to lenders, thereby creating incentives for private financial investment in HOME developments.
- Resources and expertise of other service providers,** to maximize impact to target neighborhoods or clients. By coordinating efforts with service providers and other entities, complex community problems can be tackled with a range of comprehensive approaches. In this way, a PJ can target its resources to increase its impact on community needs.

#### Effective Partnerships are Based on Capability, Performance, and Accountability.

- Smart PJs identify capable partners from the outset.** Finding capable partners can be challenging, and PJs may need to invest some time in order to identify, recruit, and if necessary, provide technical assistance to partners who have something to offer the PJ's program, and have an established track record. Staff and current partners are excellent sources of recommendation and assistance. PJs can sponsor briefings for potential partners to share information about opportunities and HOME requirements, particularly briefings that are tailored to specific audiences (such as CHDOs, lenders, developers, etc.). Securing capable partners should be done on an ongoing basis, to meet current and future needs.
- Smart PJs use HOME funds to provide technical assistance—to make good partners better.** HOME Program administrative funds can be used for staff training and technical assistance costs for PJ staff and HOME Program partners. Additional funds are available to assist CHDOs in particular. By making sure program partners understand their responsibilities and HOME Program rules, subsequent performance problems can be avoided.
- Smart PJs develop systems to oversee the performance of their partners.** PJs retain responsibility for compliance with all HOME Program requirements, even when their partners carry out the HOME activities. By using written agreements, imposing appropriate reporting and record-keeping requirements, and monitoring their partners, PJs are able to effectively hold their partners accountable.

## THE HOME PROGRAM

---

### Learn More About the HOME Program.

To obtain more information on the HOME Program, visit the HOME Program website at <http://www.hud.gov/offices/cpd/affordablehousing/programs/home>, or contact the Community Planning and Development (CPD) Office of U.S. Department of Housing and Urban Development. To locate the field office nearest you go to <http://www.hud.gov/directory/ascdir3.cfm>.