

1 GOVERNMENT OF THE DISTRICT OF COLUMBIA  
2 Housing Production Trust Fund Advisory Board

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ORIGINAL

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6 Housing Production Trust Fund Advisory Board  
7 Meeting

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Property Address:

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DHCD Housing Resource Center

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1800 Martin Luther King Avenue SE

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Washington, D.C. 20020

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14

10:03 a.m. to 12:04 p.m.

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Monday, December 16, 2013

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1 Board Members Present:

2 DAVID BOWERS

3 JAMES KNIGHT

4 ORAMENTA NEWSOME

5 CRAIG PASCAL

6 STANLEY JACKSON

7 SUE MARSHALL

8 ROBERT POHLMAN

9 JACQUELINE PRIOR

10 OKE ANYAEGBUNAM

11 BEATRIX FIELDS

12 BEATRIZ OTERO

13 ALTON TURNER

14 NATHAN SIMMS

15 MILTON BAILEY

16 DAVID BERNS

17 POLLY DONALDSON

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## 1 P R O C E E D I N G S

2 MR. BOWERS: Okay. We're going to go  
3 ahead and get started. So I want to call this  
4 meeting to order. It's 10:02 a.m. on December  
5 16th. This is the District of Columbia Housing  
6 Production Trust Fund Advisory Board.

7 I am David Bowers, the Chair of the  
8 Board, calling the meeting to order. We will  
9 begin with members of the Board ought to have  
10 your packets with the meeting agenda.

11 Thank you to staff for preparing this.  
12 So we'll establish a quorum. We'll go around and  
13 ask members of the Board to announce your  
14 presence.

15 So again, David Bowers is present, and  
16 Jim, we'll go to you next.

17 MR. KNIGHT: Present.

18 MR. BOWERS: Jim. Oh, if you could give  
19 us your name just so --

20 MR. KNIGHT: I'm sorry. Jim Knight,  
21 present.

22 MR. BOWERS: Thank you, sir. Sue?

1 MS. MARSHALL: Sue Marshall.

2 MR. BOWERS: Su Marshall is present.

3 MS. PRIOR: Jackie Prior.

4 MR. BOWERS: Jackie Prior is present,  
5 thank you.

6 MR. PASCAL: Craig Pascal is present.

7 MR. BOWERS: Craig Pascal is present.

8 Thank you. So we are, as I see, we have five of  
9 our nine board members here so I do believe we  
10 have a quorum of the majority of the board  
11 present so we will proceed.

12 Approval of the meeting minutes from  
13 November 18th, do we have meeting minutes for  
14 today?

15 MR. BAILEY: Mr. Chairman, we are having  
16 a little adjustment issue with the philosophy as  
17 presented by boards and commissions relative to  
18 minutes and transcripts. And a legal  
19 interpretation we have from IG.

20 So today I think you guys are going to be  
21 looking at a 200 page document. And if I'm not  
22 mistaken, until we can resolve that. So, rather

1 than burden you, we're trying to get that  
2 resolved. But for right now it looks like we've  
3 got to burden you.

4 MR. BOWERS: Okay. So we'll work with --  
5 to the Board members, we will continue to work  
6 with Milton and the staff to get that resolved so  
7 that we can have certainly minutes or some sort  
8 of summary of the transcript that we can use.  
9 It's been very helpful, I know, in past meetings  
10 to have. So I know the lawyers will have to  
11 continue to work on what's the requirement from  
12 the city government as it relates to having  
13 minutes and what the definition of that is.

14 And we'll certainly work -- I want to let  
15 the Board members know, we'll certainly work with  
16 staff to make sure we get some sort of summary  
17 that we can use as we refer back in meetings  
18 going forward.

19 I want to note the presence for the  
20 minutes, of Mr. Bob Pohlman, who is a Board  
21 member as well. Welcome, Bob.

22 Okay. Addressing demand side challenges.

1 So this morning, as Board members know and for  
2 folks who are here, guests in the audience, and  
3 we welcome you -- and let me just do housekeeping  
4 notes real quick also as well.

5 As folks will know, rest rooms are right  
6 out here to the left, and we'll ask if folks  
7 don't mind please turning your cell phones on  
8 silent or vibrate.

9 So this morning as folks may recall, the  
10 Trust Fund Board in addition to what I call the  
11 basic requirements of what the Board is tasked to  
12 do by statute, we have in conversation and  
13 consultation with Deputy Mayor Hoskins at our  
14 first meeting and in conversation over the last  
15 couple of board meetings, have really decided to  
16 take on two charges from the Comprehensive  
17 Housing Strategy Task Force report that was done  
18 and completed earlier this year. And that is to  
19 look at really two issues and see how we can be  
20 of value to the city in terms of dialog and  
21 thought around.

22 And that one is leveraging; how to best

1 leverage the Housing Production trust fund  
2 dollars. And the second is to look at demand  
3 side issues.

4 And so today's meeting, the bulk of  
5 today's meeting will be spent on that  
6 conversation today. And we've indicated to our  
7 guests, we'll have up to 90 minutes. If you  
8 don't need all the time, certainly could yield it  
9 back as they say on Capitol Hill. But you have  
10 up to 90 minutes to kind of walk us through.

11 So with that I'm going to turn it over to  
12 Board Member Sue Marshall who is going to lead  
13 our conversation and introduce our guest today.

14 MS. MARSHALL: So thank you, Mr.  
15 Chairman, and good morning everyone.

16 ALL: Good morning.

17 MS. MARSHALL: I am going to co-present  
18 with Director David Berns from the Department of  
19 Human Services and as the chairman is sick.  
20 Pursuant to Deputy Mayor Hoskins charge to us,  
21 some follow-up conversation with Deputy Mayor  
22 Otero, we have decided as a group to focus on the

1 demand side of housing production; especially in  
2 the affordable housing range.

3           So you should have, in your package, a  
4 presentation entitled, The Demand Side of  
5 Affordable Housing. And this, as the chairman  
6 said again, follows on from the recommendations  
7 that were contained in the report of the  
8 Comprehensive Housing Strategies Task Force.

9           And as slide one indicates, there were a  
10 number of working groups. And I should say,  
11 until we get to the next steps, all of the  
12 language that I am using and that you see in the  
13 PowerPoint, is lifted directly from the report.

14           So there was a workgroup which I co-  
15 chaired, and the workgroup was increasing  
16 collaboration among housing developers, service  
17 providers, job training programs, and educational  
18 institutions.

19           The next two slides, and they should be  
20 presented together. We'll let you know who was  
21 in the workgroup. These were all members of the  
22 task force, and it is quite a diverse group. We



1 met regularly and the group was co-chaired by  
2 Lisa Mallory, who was the -- is the director of  
3 the Department of Employment Services.

4           There were many district agencies,  
5 including the Department of Behavioral Health,  
6 the Department of Human Services, a number of  
7 private and nonprofit housing developers who  
8 you'll see listed. Philanthropy was well  
9 represented by Jackie Prior who is here, David  
10 Roodberg, who is also a member of this group, was  
11 a member. And again, government representation  
12 included Housing Authority, and we had Gallaudet  
13 University representing education. Matthew Rosen  
14 from the Association of Retarded Citizens, Polly  
15 Donaldson, who is in the audience, Kimberly  
16 Black, Patricia Malloy who is an ANC  
17 Commissioner, Oramenta Newsome who is also a  
18 member of this Board, Michael Pitchford from  
19 CPDC, and Pho Palmer from Keller Williams  
20 (phonetic).

21           A major issue that we identified to  
22 parallel the conversations going on on the

1 production and supply side, is that in order to  
2 promote economic vitality and maximum self-  
3 sufficiency, access to integrated wrap-around  
4 services should be made available to all  
5 recipients of District and federally funded  
6 housing supports for families at zero to 30  
7 percent of AMI.

8 And we had much discussion that led us to  
9 use the term access to, as opposed to requiring  
10 some set of services to always be in place.

11 We came up with a list of services that  
12 we think are important. And this list is not  
13 exhaustive. It is intended to be illustrative.

14 They include case management, soft and  
15 hard job skill training, and we say soft and hard  
16 given some of the characteristics of the  
17 population. We're talking about we need to do an  
18 awful lot of work readiness before we actually  
19 get to the point of job placement and job  
20 training.

21 Employment placement, and as I said,  
22 really really big focus on literacy, literacy

1 early childhood development as well as adult  
2 education, budgeting and financial literacy is a  
3 really high priority again, given that one of our  
4 aims is to have consumers in the 0 to 30 and 30  
5 to 60 percent of AMI, able to ultimately either  
6 afford the full cost of housing or to contribute  
7 substantially to that full cost.

8 So we also have on the list savings and  
9 individual development accounts, daycare, early  
10 childhood and after school programs, parenting  
11 and life skills training and behavioral health  
12 services.

13 There was also a lot of conversation that  
14 these services must be combined with housing  
15 subsidies, and we talked an awful lot about the  
16 varieties of subsidies that can help us reach our  
17 goals.

18 There are also some best practices, and  
19 one of the things we want to keep doing is  
20 identifying best practices to guide the work.  
21 Hope 6 was one of the principle best practices  
22 and the values and outcomes that we like and

1 would like to replicate. Specifically, Hope 6  
2 changed the physical shape of public housing. We  
3 want to talk about changing the shape of  
4 neighborhoods in general, establishing positive  
5 incentives for resident self-sufficiency, and  
6 comprehensive services that empower residents,  
7 lessening the concentration of poverty by  
8 investing in non-poverty neighborhoods and  
9 promoting mixed income community, forging  
10 partnerships with other agencies, local  
11 government, non-profit organizations, and private  
12 developers and owners to leverage support  
13 resources.

14 We also had a really good presentation  
15 about purpose built communities in Atlanta. And  
16 the thing that stood out there was the provision  
17 of top quality amenities and support services.

18 We've also, in some follow-on  
19 conversations, looked at best practices here in  
20 the District, and a couple that have been  
21 mentioned around this table are the William C.  
22 Smith Partnership with DHS on Mississippi Avenue,

1 and the Freddie Mac funded services for homeless  
2 families that is a partnership between DHS, THC,  
3 Community of Hope, and the Community Partnership.

4           There were a number of recommendations  
5 contained in the report, the most relevant of  
6 which is the development of a collaborative  
7 initiative for system change to support and  
8 coordinate ongoing efforts to provide integrated,  
9 wrap-around, or resident services when affordable  
10 housing is funded by locally controlled funds.  
11 And there was a time frame of 12 months.

12           There are also some related action items  
13 contained in the recommendations that support the  
14 work. One is to encourage district funded  
15 housing developments to hire eligible and  
16 qualified TANF, food stamp, and local rent  
17 supplement participants that reside in the  
18 particular developments, and that was a policy  
19 recommendation.

20           An administrative recommendation is to  
21 develop data sharing solutions to assist the city  
22 and non-profit providers to identify common

1 service goals. And this parallels the work  
2 that's going on, led by the deputy mayor for a  
3 database of affordable housing.

4 And the third is one that DHCD made  
5 significant progress on, and that is to modify  
6 their application process to include wrap-around  
7 services in development plans, and to allow  
8 services to be eligibility expenses.

9 And I do want to say that I had the  
10 opportunity to participate in the review process  
11 for this year's projects, and it was really  
12 really a good inclusive process. And I learned  
13 an awful lot about how to hopefully coordinate  
14 the demand side requirements, desires, with some  
15 of the projects that are coming out of the  
16 pipeline, and there is going to be a discussion  
17 of pipeline projects a little bit later on.

18 Now, the implementation statement in the  
19 report was an immediate implementation step is to  
20 commit general funds to establish a demonstration  
21 project for 250 households.

22 Going away from that language, what I

1 would like to start us off with in terms of next  
2 steps, are some things that can be done  
3 immediately and don't necessarily involve the  
4 allocation of any funds that don't currently  
5 exist. At some point there is that conversation  
6 to be held, but that's not the point of this  
7 conversation.

8 So one of the things to do is to identify  
9 all of the available units in the funded project  
10 pipeline, develop a timeline for the production  
11 and occupancy of those units, and then to  
12 identify and match families and individuals who  
13 are eligible for those units, to develop an  
14 inventory of existing supports and services to  
15 link them to the affordable housing units coming  
16 out of the pipeline.

17 And boy, I apologize for the typos. I  
18 did this; staff did not.

19 One of the other things I think is really  
20 important, and I got an insight on in  
21 participating in the review process, is to assess  
22 the availability and quality of services

1 associated with units and in neighborhoods.

2 A quick example I will give is, I saw my  
3 own organization listed as a partner in an  
4 application. And so I went to the staff person  
5 listed and said, well, what did you do here?

6 So there is some quality control needed  
7 around defining and accessing services, and I  
8 think that's something we would spend some time  
9 on; would give us a really really good and useful  
10 outcome.

11 Very important and high on our list, and  
12 very prominent in our discussions as the Task  
13 Force was the identification and accessing of  
14 opportunities to move households from the zero to  
15 30 income range to higher income ranges, and I'm  
16 sure Director Berns is going to talk a little  
17 about that.

18 And finally, to continue the  
19 collaborations that started in the collaboration  
20 work group.

21 MR. BOWERS: Director Berns, right before  
22 you start I just wanted to note for the minutes,



1 the presence of Board Member, Stan Jackson is  
2 present. And also, I apologize, I forgot to  
3 acknowledge the presence, not of a board member,  
4 but I want to appreciate the presence of Deputy  
5 Mayor Otero for being here today. Thank you.

6 Director Berns?

7 MR. BERNS: Good morning.

8 MS. PRIOR: Good morning.

9 MR. BERNS: Now, when we're talking about  
10 the demand side, I want to get down to more of a  
11 human level before we get too much into what the  
12 solutions are. Who is it that we're really  
13 talking about?

14 I mean, there's a lot of demand. I'm  
15 talking today, mainly about those that are the  
16 most vulnerable, that have the most issues, the  
17 most difficulty. And my concentration will be,  
18 if we wanted to put some numbers to it, those  
19 that are at 30 percent or less of the AMI.

20 And for us, at the Department of Human  
21 Services, we serve over 40 percent of the city's  
22 population on one part of our caseload or not. I

1 mean, like TANF or food stamps or Medicaid, or  
2 those types of financially driven eligibility  
3 type programs.

4 And so, I want to break the presentation  
5 down into two main categories. The families that  
6 we're seeing in ever increasing, it seems, coming  
7 into the homeless system. And then the  
8 individuals, which we've had around and is more  
9 of what many people have in their mindset of what  
10 homelessness is, but the individuals.

11 So, let me start out with families. And  
12 of course, on the supply side you all know and  
13 you've told me that we've lost about half of our  
14 affordable units in the city in the last eight  
15 years or so; down from about 70,000 down to  
16 35,000.

17 But what does that mean in terms of  
18 families? Well, in 2007 we had 507 families at  
19 the point in time, that were considered homeless.  
20 Last year we were at 983, so virtually double the  
21 number of homeless families in the city.

22 When we look at the TANF side, which we

1 have about 17,000 families receiving TANF  
2 benefits, the city never really understood, my  
3 agency never did an assessment on our families to  
4 know things like their housing needs. It was  
5 just not part of the information that we  
6 gathered. But we started gathering that under  
7 this administration and doing assessments on all  
8 of our clients.

9 And lo and behold we found that over 40  
10 percent of our families are doubled up, or on the  
11 verge of being evicted, or in shelters, or  
12 housing insecure. So that's a huge number. Over  
13 65,000 families that we've already identified by  
14 name and in actual families that are either  
15 homeless or what we would think to be on the  
16 verge of homelessness and need stable and safe  
17 housing.

18 But what's it mean to them when they are  
19 in that type of a situation? It means that all  
20 of their time and energy has to be devoted to  
21 looking for a place to stay. I mean, if you know  
22 Maslow's hierarchy of needs, you can't be talking

1 about the esoteric, about your education, your  
2 training, even some of your mental health or  
3 substance abuse treatment issues if you don't  
4 have a place to stay and a place to spend the  
5 night, a warm and safe place for your children.

6 So we're talking about families who would  
7 love to be able to move forward, but can't  
8 because of their housing situations; leaves  
9 little time for them to do things like healthcare  
10 appointments, extra schooling or training. And  
11 yet the city now realizes that even the small  
12 amount of financial assistance that we supply for  
13 these families is not sufficient and is time  
14 limited now.

15 So we have an urgency about helping our  
16 families get jobs and be economically secure, and  
17 frankly we're having a heck of a time with many  
18 of our families in trying to get them to be able  
19 to replace their income because they can't  
20 concentrate on getting a job when they have to  
21 concentrate on getting housing.

22 So as we move forward and look at our

1 TANF recipients, we started again with a focus  
2 on employment and training, but when we found out  
3 that 65 percent -- or 40 percent, 65,000 families  
4 were housing insecure, I started looking at the  
5 homeless services that my own agency provides,  
6 and we have, like I say, about 1,000 homeless  
7 families. And thought, well, maybe we can serve  
8 them, you know, make referrals back and forth.

9 But it really is more than that because  
10 the homeless families were coming in and we were  
11 trying to get them into shelter. We saw shelter  
12 almost as the final solution so that they could  
13 get off the street. And never was able to start  
14 concentrating on the things that would make them  
15 economically secure so that they would be able to  
16 pay for their own needs.

17 So at the Department of Human Services,  
18 with the guidance from the deputy mayor, the  
19 mayor, and others, we decided to unite our TANF  
20 program that did a lot on employment and training  
21 and substance abuse treatment and mental health  
22 services, with the services and supports that we

1 can provide through the homeless side, that  
2 included not just the shelter but things like  
3 connection with vouchers and public housing and  
4 other strategies, and found that we couldn't just  
5 make referrals back and forth, but actually had  
6 to merge these into the same program.

7 Virtually every one of those thousand  
8 homeless families are either on TANF or TANF  
9 eligible. And yet we had been in this silo type  
10 of an approach of case management through our  
11 homeless services, case management through our  
12 TANF program, eligibility and intake for TANF in  
13 one building, eligibility and intake for another  
14 at the Virginia Williams for the Homelessness.

15 So, we took last year, and merged those  
16 two programs into one centralized intake system  
17 where you can get your assessment, your support,  
18 your services, the immediacy of the services  
19 became the housing. Again, the recognition of  
20 housing first philosophy. But also could start  
21 right away on assessing for employment training,  
22 other needs, medical issues, child support, child

1 care all could be gathered and provided, if not  
2 all at the same time, through a unified  
3 assessment and a longer term approach.

4 As a result of that this last year we  
5 actually faced our first reductions on --  
6 although it be very very small, in the number of  
7 homeless families that we had in the city. And  
8 we're making progress, but there's still many  
9 thousands of families that are out there that  
10 need the support.

11 Now when I was growing up in this  
12 profession, now 44 years ago when I first  
13 started, I was already at that time, working on  
14 housing vouchers and trying to get all of my  
15 clients into the permanent housing subsidies,  
16 because that was seen as the only way to really  
17 help families, that they were struggling so much,  
18 the only way was to get them into some type of  
19 permanent vouchered support for their housing.

20 Now over the years with our housing  
21 authority's waiting list going up to 70,000,  
22 there -- and this was a national type of

1 phenomenon, there started to be a different  
2 philosophy; a different thought of, we cannot  
3 afford to give everybody a permanent voucher. Is  
4 there another way to work forward with this  
5 population?

6           And the federal government, and even we  
7 were some of the early starters of the concept,  
8 started looking at not only like a crisis  
9 intervention or ERAP, you know, Emergency Rental  
10 Assistance Program, or something like that. But  
11 what was called Rapid Rehousing, where it  
12 wouldn't be just a permanent voucher that we  
13 would be seeing as a possibility, but were there  
14 some families that could get a shorter term  
15 intervention; say four months to a year to maybe  
16 a year and a half and still be successful.  
17 Because you know, if you give a person a  
18 permanent voucher and they're there for 30 years,  
19 every year that you get somebody new coming in,  
20 and there's always new people, then you have to  
21 get a new appropriation and you're always backed  
22 up. You never have enough resources and the



1 system begins to collapse.

2 But if you have people rotating in every  
3 six months or a year, you can use the same  
4 resources that you had one year for the new  
5 population coming in the next year.

6 Now, I wasn't sure that that was going to  
7 work, but nationally, and I'll cut to the chase,  
8 the statistics are that 80 percent of the  
9 families that are appropriately screened and  
10 given the short-term subsidy are able to pay  
11 their own rent within a year or so. Now, I don't  
12 want to say it will be four months or a year and  
13 a half, but within a reasonably short time we can  
14 be successful.

15 And so we've tried this in the city and  
16 found that it indeed is working, and that about  
17 the same national average, about 80 percent of  
18 the families that we've been able to get into  
19 vouchers using the Rapid Rehousing, are stable  
20 enough that after a year or so, to be able to be  
21 paying their own rent.

22 So that's the direction that we've been

1 going on the family side. Now, we're looking at  
2 our combination.

3 So we still know that there are some  
4 families that have so many problems, so many  
5 issues, different conditions, that they'll need  
6 not only a permanent voucher, but probably  
7 permanent services for them to be able to  
8 function in the community. We call that model  
9 for families, and for individuals, permanent  
10 supportive housing, because it is matched a  
11 permanent voucher with virtually permanent  
12 services that will sustain and maintain those  
13 families in the long run.

14 We thought that would be about 20  
15 percent; maybe a little bit less than that. But  
16 through an arrangement with Freddie Mac and we've  
17 got other partners here in the room, but anyway,  
18 that we would do an assessment using a new  
19 vehicle called SPDOT. Don't ask me. I can never  
20 get the acronym right. But it really is a way to  
21 identify which families meet that criteria.

22 And we, again, thought we were going to

1 get a few -- how many are we talking about,  
2 families have we assessed? Five hundred, right?

3 MS. DONALDSON: Yes, 500.

4 MR. BERNS: Yeah. And we thought maybe  
5 100, 150 of them would qualify for this permanent  
6 supportive housing. Only seven percent really  
7 need that permanent supportive housing.

8 Now, there may be some that can benefit  
9 from a longer term voucher public housing.  
10 There's others that don't even need a Rapid  
11 Rehousing. About 10 percent can get by with  
12 things like emergency rental assistance, first  
13 month's rent, and assurity.

14 So here we are with several hundred  
15 people, about 250 families at D.C. General, about  
16 80 in the hotels right now, maybe 100 after this  
17 weekend. And we have the people and they're  
18 coming in actually under a new arrangement  
19 through Virginia Williams, at a slower pace than  
20 what they were in the past. But still at about  
21 50 new families on average per month, and during  
22 the winter season even higher than that. But if

1 you put it year round, under 600 families that  
2 need to be placed each year, and where do they go  
3 once they go into D.C. General, or into a hotel?

4 So, our plan is that they have to go into  
5 permanent housing because we all know, a shelter  
6 is no place to raise a family. Even a well, run  
7 shelter, and I think D.C. General is a well run  
8 shelter, but it's a dilapidated, antiquated,  
9 inadequate facility and it's no place for a kid  
10 to live.

11 Matter of fact, when you look at the cost  
12 of placing a family at D.C. General, or into  
13 hotels, if you look at the, not only the lodging,  
14 the facility cost, but you add in the security,  
15 the case management, everything that goes in the  
16 meals, the ancillary services, cost \$150 a day to  
17 put a family into D.C. General.

18 You multiply that out times a year,  
19 that's \$50,000 a year or more for a family to  
20 live at D.C. General.

21 Now, I'd like to live in a home where my  
22 rent was -- I wouldn't want to pay it, but I'd

1 like to live in the kind of home where I could  
2 rent a \$50,000 a year house, or pay \$50,000 a  
3 year towards my mortgage. But at D.C. General  
4 you get one room, no bathroom, no cooking  
5 facilities, bathroom down the hall, and that's  
6 about it.

7 So, we have found that we have a  
8 virtually unlimited supply of money available to  
9 get people out in terms of moving into a voucher  
10 such as Rapid Rehousing. But I can't find the  
11 apartments. Now we're into the demand side part  
12 of the equation.

13 Most of them aren't going into the  
14 housing developments that were paid for and  
15 financed through these systems that we have been  
16 building over the years. As nice as they are,  
17 but grossly inadequate in terms of numbers, our  
18 people aren't the ones first selected for this  
19 new construction or renovation kinds of  
20 facilities.

21 And when we're out trying to develop a  
22 new facility and I'm brought to the table on what

1 we can provide I can say, well yeah, for those  
2 seven percent of the families that need permanent  
3 supportive housing I can make sure and pay for  
4 their counseling services, their wrap-around,  
5 those kinds of things. But I can't bring a  
6 permanent voucher to the table. But by gosh,  
7 I've got enough money for every one of them to  
8 have a Rapid Rehousing.

9 Now, I've talked to Michael Kelly and  
10 others and when I've said that and talked about  
11 that as a financing package, I get laughed at.  
12 Not because Michael likes to laugh at me, but  
13 because he knows that for some reason when we  
14 have these packages that are developed to provide  
15 more on the supply side, my demand side people  
16 that are coming with a four month to a year and a  
17 half voucher, are not adding to the financial  
18 package necessary for the financing to go  
19 through.

20 And I'm way over my head. I know there's  
21 people at this table, Bob and others, that know  
22 these things so much better than me. But there's

1 -- we've got to find a mechanism so that when I  
2 have a client that we have done a very good  
3 assessment on a family, the adult member or  
4 members of the family that we've done the  
5 assessment. They don't need permanent counseling  
6 and support services, and they're employable,  
7 they have enough skills where they're likely to  
8 be able to get a job if they have a good place to  
9 start living and all, that we need to be able to  
10 get those people into the developments that are  
11 coming in and being built, and yet we almost have  
12 to have a guarantee of a permanent voucher in  
13 order for the financing to go through.

14           And we know again, that when the families  
15 come in and get a job, I'm not even sure that it  
16 would be the appropriate thing to say you'll have  
17 a permanent voucher forever if that's more than  
18 what you really need. You know, the dynamics are  
19 that you should get what you need, when you need  
20 it, at the amount that you need. The supports  
21 that you get, the services, the financial,  
22 additions into your family should be a dosage

1 kind of thing. You shouldn't get everything that  
2 you've ever asked for. You should get what you  
3 need in order to be successful. So the challenge  
4 on the family side for us is for us to be able to  
5 have landlords or developments be able to take in  
6 a person that's living on virtually TANF alone,  
7 and if TANF expires, if they reach their five  
8 year limit, then basically on no cash, but  
9 knowing that when they move in that will open the  
10 door for them to be able to work on their other  
11 issues and be able to pay their own rent within a  
12 year or so.

13 And again, that doesn't work. Just as a  
14 simple math, 50 new families coming in on average  
15 every month, if I can get 60 families out of our  
16 -- on the D.C. General or the hotels, I will  
17 decrease the population at D.C. General by 120 in  
18 a year. I'll empty it in two years. We will  
19 eliminate the need for any long-term kinds of  
20 services at D.C. General. We could be working on  
21 a process of getting people out within 30 days.  
22 But that's predicated on being able to get



1 more -- at least as many people, and initially  
2 more people out per month than what we have.

3 So, how well do we do? We, over the last  
4 few years, last year at least, averaged 37 exits  
5 from our homeless programs and again put 50 more  
6 in per month, so a net of 13 more people coming  
7 or being in our shelter system at any given time.

8 Last month we hit 59. That's the highest  
9 number of exits that we've had out of our shelter  
10 system than I've ever known. But this is the  
11 beginning of hypothermia season. There was a lot  
12 of backlog, or backed up demand for it. And so  
13 we actually had a net increase in the number of  
14 homeless families, but much less than what it  
15 would have been had we not increased the excess.

16 And that's by just sheer beating the  
17 pavement and Sue and others looking at every  
18 little apartment, doing the inspections and  
19 everything. We've got to routinely hit at least  
20 60 exits per month in order for this to work.

21 We have a plan that the mayor presented  
22 while I presented on behalf of the mayor to

1 council member Graham, at a hearing last year.  
2 It's a plan to eliminate the need for D.C.  
3 General. And it starts out with this new  
4 Virginia Williams intake center that is the  
5 combination of TANF and child support and child  
6 welfare and child care and everything all  
7 available at one center. And again, that's  
8 reducing the number of families that have to go  
9 into shelter.

10 The next one is to get them out more  
11 quickly. And then finally, once they're out to  
12 be able to provide continuing and ongoing support  
13 services towards their economic self-sufficiency.  
14 That plan is very viable. We know that we can  
15 get close to or above 60. But I need a higher  
16 amount of supply for this demand that will be  
17 taking in families that are coming with either  
18 first month's rent and insurity, if they already  
19 have a job. Or is willing to take in people that  
20 have Rapid Rehousing vouchers and not be  
21 contingent upon only having permanent vouchers.

22 I want to stop and talk, and see if

1 there's any questions, first on the family side  
2 and then I'll go into the single adult side.

3 Does that work?

4 MR. BOWERS: That's fine. And let me  
5 just say for the minutes, the presence of Board  
6 Member Oramenta Newsome is present.

7 Questions for Director or for Sue on the  
8 family side before he goes into the individual  
9 side?

10 MR. BERNS: And while I'm answering  
11 questions, I'm sending around my talking points  
12 that I didn't stick very close to. And the  
13 mayor's plan for eliminating the need for D.C.  
14 General, just, you'll have that as a reference.

15 MR. BOWERS: Stan Jackson, I saw your  
16 hand, and then Jackie Prior.

17 MR. JACKSON: Yes, Dave, I'm going to see  
18 about the new concept of a drill down  
19 (indiscernible) of those families primarily have  
20 school-aged children. Where are those children  
21 located geographically in our city.

22 MR. BERNS: Yes. We have done that. I

1 don't have all of those statistics right in front  
2 of me, but I do know that I think the number is  
3 the different schools that the kids that have --  
4 there are 600 kids at D.C. General.

5 MR. JACKSON: Right.

6 MR. BERNS: They're going to 70 different  
7 schools. And that's because McKinney-Vento says  
8 that there's a school of choice, that a kid  
9 should not have to lose their schools just  
10 because they've lost their homes. And so we have  
11 McKinney-Vento coordinators in ever school  
12 district, and liaisons at D.C. General and within  
13 our service network to connect those kids with  
14 their schools. But over half, I think, just over  
15 half are school-aged, and the others are under  
16 age five.

17 Is that about right?

18 MS. MARSHALL: Uh-huh.

19 MR. BOWERS: Okay. Jackie Prior?

20 MS. PRIOR: Yes, question that the 80  
21 percent of families that go through Rapid  
22 Rehousing are then able to pay their own rent

1 within the year. Are those market rate rents, or  
2 are those rents that are somehow subsidized?

3 MR. BERNS: That's an excellent question.  
4 For the most part they are market rate. But we  
5 do not go out and give a Rapid Rehousing voucher  
6 to a family to move into a \$2,000 --

7 MS. PRIOR: Right.

8 MR. BERNS: -- a month rental unit.

9 MS. PRIOR: Right.

10 MR. BERNS: Because they'd never be  
11 successful. A lot of the reason why we have a  
12 hard time getting them out is because we're  
13 trying to look at \$1,000 a month or less for the  
14 rent. We're also having a very hard time finding  
15 three and four bedroom units. We might go a  
16 little above \$1,000 or three or four bedrooms,  
17 but we're finding that they have jobs and able to  
18 pay rent, not necessarily at the 30 percent that  
19 we might have in a public housing philosophy. It  
20 might be at 40 or 45 percent.

21 But it's still a whole lot better than  
22 living in a shelter and we have to increase our

1 skills in helping them to not only get that first  
2 job that allows them to pay maybe 50 percent of  
3 their rent, but help them to move them on up so  
4 that they get that next promotion, that next job  
5 in the career ladder so that they're down to 40  
6 percent, 30 percent.

7 MS. MARSHALL: We also negotiate rents.  
8 We do large volume with some landlords. We look  
9 especially for units where the utilities are  
10 included. So especially in instances where we  
11 have long-term and volume we sometimes get  
12 discounts.

13 MS. PRIOR: But these are private  
14 landlords.

15 MS. MARSHALL: Yes.

16 MS. PRIOR: They're not typically --

17 MS. MARSHALL: Well, it's a mixture --

18 MS. PRIOR: -- not for profits that --

19 MS. MARSHALL: Mixture of both, but  
20 predominantly private.

21 MS. PRIOR: Okay.

22 MR. BOWERS: Bob Pohlman.

1 MR. POHLMAN: Yeah, a question. Do you  
2 have a breakdown of the families that you're  
3 looking for housing for, the size of the family,  
4 unit size? What are we talking about in terms of  
5 family size?

6 MR. BERNS: That can be -- and from the  
7 shelter side, yes, we have that. And it  
8 varies --

9 MR. POHLMAN: But, I mean, do we have  
10 those statistics so that we would know --

11 MS. MARSHALL: We can get you a  
12 breakdown --

13 MR. BERNS: Right.

14 MS. MARSHALL: -- of the current  
15 population.

16 MR. BERNS: Now, the longer they're in,  
17 the more they tend to be larger families with  
18 multiple issues, so --

19 MR. POHLMAN: Yes, do half of the  
20 families need three bedrooms, for instance? I  
21 wouldn't think so, but do they?

22 MS. MARSHALL: Twos and threes are what

1 we need most, and I'd say probably, and Polly you  
2 can help me out here, somewhere around 30  
3 percent.

4 MR. POHLMAN: Thirty percent --

5 MS. MARSHALL: Need three or more.

6 MR. POHLMAN: -- would need three?

7 MS. MARSHALL: Uh-huh. And as Director  
8 Berns said, our biggest problem is with very  
9 large families.

10 MR. BERNES: Right.

11 MS. MARSHALL: None of the statistics you  
12 hear about flow will apply to that.

13 MR. POHLMAN: And that would seem to me  
14 to be extremely difficult to find, three bedroom.

15 MS. MARSHALL: They are extremely  
16 difficult to find.

17 MR. BERNES: That's why our system is  
18 clogged up. And when we're getting them out I'm  
19 afraid that we're being much more successful with  
20 those that can get by with a two-bedroom than we  
21 are with those that need the three and four  
22 bedroom.



1 MS. MARSHALL: That's one of the reasons  
2 for wanting to look as far ahead at pipeline to  
3 be able to influence a better mix of units to  
4 coordinate with population.

5 MR. BOWERS: That's great. Other  
6 questions before Director Berns moves into the  
7 individual's part of the presentation?

8 Yes, Jim Knight?

9 MR. KNIGHT: I had the opportunity to sit  
10 in with this small group, preparing for this  
11 conversation today, and I have been thinking  
12 considerably since that time last week, about  
13 this particular challenge and opportunity and I  
14 find that I still can't frame it as succinctly as  
15 I'd like to. But I'd like to at least name  
16 something that, I don't know if it's already been  
17 planned, something that this board circle might  
18 have something to do with helping plan.

19 But Bob's question was headed in that  
20 direction. Do we have a strong enough sense of  
21 what the overall -- we could wave a magic wand,  
22 this is the number of units we need at each size,

1 this is the amount that could be paid for them,  
2 and then begin to create a strategy that will  
3 build some portion of those units, either from  
4 rehab or new construction, and a goal for what  
5 might be out there already in the form of leasing  
6 or however else that might be managed?

7 One of the things I think I understand  
8 about Rapid Rehousing is when it's successful,  
9 the family is going to stay in that unit for a  
10 long time. So that unit is not in itself likely  
11 to serve multiple families. It will  
12 occasionally. But certainly not all the time.

13 So in order to empty the shelter, doing  
14 your math, 60 and 50, and there does seem to need  
15 to be a pretty substantial number of these units  
16 to be produced. And some sort of timeline  
17 associated with how they're produced. And as we  
18 talked a little bit last board meeting around  
19 successive RSP's that roll out, I don't know if  
20 it's too soon in March, this coming RFP to have a  
21 little bit of a formula together that would begin  
22 to incentivize the creation of three bedroom

1 units, if we need four bedroom units, this  
2 problem, challenge, that you have a better and  
3 better ability to describe needs to get  
4 translated into the incentives that are out there  
5 for production in the future.

6 As well as, I think, one of the ideas  
7 around the demonstration project was to look at  
8 whether any projects already in this RFP round  
9 could adapt themselves to accommodate some of  
10 these households.

11 MR. BOWERS: Let me go to Deputy Mayor  
12 Otero, and then Jackie.

13 MS. OTERO: I, you know, I think I agree  
14 with you, that we've got to have a strategy  
15 that's multi-pronged. I think we need to look at  
16 a very immediate supply. I don't know what that  
17 looks like, and how, so that we can kind of give  
18 a relief on the shelter side. Right?

19 So based on the assessments that are  
20 being done and so on, you know, I always say  
21 1,000 we need, right? We need an immediate of  
22 1,000 units to relieve the system. However,

1 those are lease -- production takes a lot longer,  
2 and we know that. Production is not a -- so at  
3 the same time as we're helping people stay where  
4 they are and TOPA's, and all of those other  
5 things that are in place, we need -- I think we  
6 need -- and you guys have heard me say this. We  
7 need to treat this like -- what is it that I've  
8 said, Nathan?

9 MR. SIMMS: A national disaster.

10 MS. OTERO: A national disaster. If  
11 tomorrow we had a national disaster and a major  
12 disaster in the city, and we had to house people  
13 somehow, what would be that strategy? What would  
14 we do to do that in a permanent way. Not putting  
15 up tents in the mall, right?

16 So I really think that there are so many  
17 smart people around this table thinking about  
18 this work that there has got to be some other  
19 mechanism by which we relieve the system so that  
20 we can in fact fully implement the strategy.

21 Right now we're implementing the strategy  
22 in some ways, but not fully because the valve is

1 -- we haven't relieved this pressure that exists.  
2 And so I think there has got to be a way to say,  
3 how do we do that by the summer of 2014? How do  
4 we do that? How do we get -- because these  
5 people are in a national emergency. How do we  
6 put 1,000 units where 80 percent of those people  
7 are relatively ready to go into them for a year,  
8 18 months with supports, and then move on.  
9 Right? On their own with whatever levels of  
10 support.

11 I put that on the table as the challenge  
12 because I think that, to your question, I think  
13 that's the -- and then the RFP in March, or  
14 whatever else is, builds in the longer term and  
15 the strategy to keep the system the way that I  
16 think David describes it so well, which is yeah,  
17 we will always need some sort of a shelter,  
18 probably much better than the one we have, with  
19 no more than 50 beds or 50 mini-units for people  
20 to circle through as they are -- whatever the  
21 circumstance in their live is.

22 I think that is the biggest issue. And

1 it's got to be getting out of our development  
2 mindsets and our, you know, what's the bank going  
3 to accept and is the bank going to give us the  
4 loan, and all the things that everybody who is in  
5 development has to worry about. How do we do  
6 that differently?

7 I think that would be the most earth  
8 shattering change that we could have in housing  
9 the, not just the homeless, but the very poor in  
10 our city. That would be the most dramatic piece  
11 of work that we could do. And I can't believe  
12 that there isn't a strategy out there that would  
13 work.

14 If everybody just got out of their stuff  
15 of what keeps it from working.

16 MR. BOWERS: Thank you. Jackie?

17 MS. PRIOR: I'm going to still go to the  
18 future. I mean, I agree with what needs to be  
19 done right now, but just thinking of the future,  
20 the 80 percent of people in Rapid Rehousing are  
21 able to pay their rent. Well, that's a pretty  
22 kind of low threshold. And we talked about, if

1 they're able to pay their rent, which is -- it  
2 might not be subsidized, but what we sometimes  
3 call affordable market. But if they had the  
4 services to be able to move up some, to get a  
5 working wage and move up, then there is some  
6 place for more people to come through. I mean,  
7 you're getting 50 in every month. I mean,  
8 hopefully you don't continue to get 50 in every  
9 month, but you might. So there does need to  
10 be -- we could produce as much as we can but I  
11 think there needs to be a way.

12 Even without a scarcity of housing, you  
13 want people to be able to move up. And that's  
14 where, you know, services, you know, come in.  
15 You know, the really -- the intense services for  
16 being able to make a living wage.

17 MR. BOWERS: Thank you. Oramenta and  
18 then Bob.

19 MS. NEWSOME: I want to follow up on what  
20 BB was saying because the analogy of the national  
21 disaster, I think, rings.

22 The reality is, the for profit private

1 sector producing housing. We in the nonprofit  
2 sector try to get balance. We fill the gaps, but  
3 the production of housing on any scale, to house  
4 the residents of any city, is produced by and  
5 large by the private sector.

6 And using your analogy, BB, if the  
7 national disaster will hit, then we would all  
8 fee, for profit and public, that it's our  
9 responsibility to solve it. And I think at this  
10 point we have not asked the private sector to  
11 help solve it.

12 I know that there's a set of landlords  
13 that you're working with, but I don't know how  
14 large they are, and probably they're small  
15 relative to the production capacity. So I think  
16 that's the first step, is that we haven't asked  
17 the people who produce the housing to help solve  
18 the problem.

19 MS. OTERO: Or who have the housing.

20 MS. NEWSOME: Who have the housing, to  
21 help solve it. To make decisions.

22 Now, I'm not asking, you know, X



1 developer to build 400 unit Rapid Rehousing. You  
2 know, that's not profitable. He's not going to  
3 do that. That's just, you know, that doesn't  
4 work that way.

5 But I'm not sure that they have been made  
6 aware enough or uncomfortable enough to realize  
7 that they are the engine which is going to  
8 produce this housing. And that there is a demand  
9 being asked of them with what the public sector  
10 can do to support that.

11 But I just don't think -- we haven't  
12 announced the national disaster yet. We haven't  
13 announced the district wide disaster. And I  
14 think the only way we're going to get any real  
15 movement, any real production of housing that can  
16 do what you want to do, is to announce the  
17 disaster.

18 I mean, I know that sounds, you know,  
19 hyperbole, but --

20 MS. OTERO: But that's --

21 MS. NEWSOME: You know, but we haven't  
22 asked.

1 MS. OTERO: Yes. Let's announce the  
2 disaster.

3 MS. NEWSOME: Yes. You know, we -- you  
4 know, the Washington Post will run an article.  
5 Yeah, we'll -- you know, and the lady from the  
6 Post who has really hammered on the children at  
7 D.C. General --

8 MR. BOWERS: (Indiscernible.)

9 MS. NEWSOME: Right. And that was great.  
10 But we didn't ask anybody to help solve this. We  
11 just announced it. We just told people.

12 MR. BOWERS: Let me do a time check and  
13 then I want to go to Bob and then Deputy Mayor  
14 Otero, and then we'll wrap this portion, let  
15 Director Berns go to the balance of his  
16 presentation, and then we'll have more Q and A.  
17 We've got about 30 minutes left on this portion  
18 for today.

19 So we'll go Bob, Deputy Mayor Otero, and  
20 then Director Berns, let you go to the next part  
21 of your presentation and have more Q and A  
22 afterwards.

1 MR. BERNS: Okay. Sure.

2 MR. POHLMAN: It seems to me like the  
3 place to start is with the three and four  
4 bedrooms.

5 Milton, how many three and four bedrooms  
6 did we get out of this last RFP?

7 MR. BAILEY: Very few. Nate, do we have  
8 any numbers on that?

9 MR. SIMMS: I'm looking. We have  
10 (indiscernible).

11 MS. OTERO: Eight?

12 MR. SIMMS: Pardon?

13 MS. OTERO: Did you say eight?

14 UNIDENTIFIED SPEAKER: No, none.

15 MS. OTERO: Oh, none.

16 MR. BAILEY: None.

17 MR. POHLMAN: That's what I thought.

18 MR. SIMMS: I know of (indiscernible).

19 MR. POHLMAN: Well, there might be a few,  
20 but it just strikes me that that's the hardest  
21 units to get.

22 MS. OTERO: Yep.

1 MR. BAILEY: Yeah, it is.

2 MR. POHLMAN: You can go into the private  
3 market place and try to get two bedrooms.  
4 Obviously and one bedrooms. And you know, I  
5 don't think the RFP has ever been oriented --  
6 maybe there's been a preference for larger units.  
7 I can't remember if there is in the current --

8 MS. OTERO: No.

9 MR. POHLMAN: There is?

10 UNIDENTIFIED SPEAKER: (Indiscernible.)

11 MR. POHLMAN: Okay. But it hasn't been,  
12 you know, a big emphasis. And it just strikes me  
13 as logical that that would be one of the places  
14 we would start, on the public side. Now, you  
15 know, on the private side I think it's a stretch  
16 to think we're going to get private landlords  
17 providing three and four bedrooms, because they  
18 don't do that either. We're not building three  
19 and four bedrooms. You know?

20 So I'm saying, I'm just zeroing in on a  
21 subset.

22 MS. OTERO: Very good.

1 MR. POHLMAN: Where the public sector  
2 probably has to intervene to make this work.  
3 That we probably can't depend on existing three  
4 bedroom and four bedroom apartments, but it's a  
5 matter of dollars and of course you know, I don't  
6 know if you can -- how much stock you can find,  
7 existing stock, where you can create three and  
8 four bedroom units. That may be on your sheet,  
9 you know.

10 But then, maybe it has to be built new.  
11 But the point is whatever that would take to get  
12 the large units, that would be a place to start.  
13 And it really isn't being done at all right now,  
14 by anybody. So I'm just observing that.

15 MR. BOWERS: Well, thanks, Bob. Deputy  
16 Mayor Otero?

17 MS. OTERO: He said enough.

18 MR. BOWERS: Amen to that. On to --

19 MS. OTERO: That's what I -- yes.

20 MR. BOWERS: That's great. Thank you.  
21 Director Berns.

22 MR. BERNS: Okay.

1                   MR. BOWERS: We'll go back to you and  
2 just --

3                   MR. BERNS: Now we're talking about --  
4 I'll be talking about unaccompanied adults. You  
5 know, the ones that don't have kids. And this  
6 has been more of our stereotypical view of what  
7 homelessness was and we've been dealing with it  
8 as a city for a lot longer period of time. And  
9 yet let me tell you, we are so far behind in many  
10 of our systems in addressing the needs of the  
11 unaccompanied adults than where we are with  
12 addressing the needs of the families, because you  
13 know, we have no centralized intake like we do  
14 for families, that no centralized intake for  
15 adults, no consolidated assessment system for the  
16 adults, and very little in terms of strategies  
17 for exiting the adults. No employment, or very  
18 few employment and training programs, except for  
19 a few more people going into permanent supportive  
20 housing really have very little of an exit  
21 strategy for this population.

22                   And one thing that we have to put on,

1 where as I have \$150 a day to reinvest for  
2 families, you know, if we can get them out, I'm  
3 spending that money anyway. I'd rather spend it  
4 on three or four families, to pay their rent,  
5 than to keep one family at D.C. General. The  
6 math doesn't work the same for the adults if  
7 you're looking at my budget.

8 And here's what I mean. Cost us about  
9 \$20 a day to keep an individual in a shelter.  
10 Now a room this size might have, what, 50 people  
11 in it?

12 MS. MARSHALL: Seventy-five.

13 MR. BERNS: So this room here would house  
14 50 to 75 people and that's why it's so cheap.  
15 But it's warehousing. And again, it doesn't come  
16 with the same supportive services. And so there  
17 well, that's why you know, if it's so cheap,  
18 that's why we keep going.

19 But we're not looking at everybody else's  
20 budget. We're just looking at what I'm paying  
21 and what we're channeling through over to Sue.  
22 But there's a whole lot of other costs that is

1 not captured in the system that if we looked at  
2 it differently we could be reinvesting.

3 We know that people don't do real well  
4 living 75 people in this size of room. And I'll  
5 tell you, the room wouldn't be nearly this nice  
6 either. But they don't get jobs, and so we have  
7 lost opportunity for them to pay income tax and  
8 sales tax and things of that nature. They have  
9 an increased amount of crime.

10 And I'm not saying they commit the crime,  
11 but they become much more vulnerable living on  
12 the street, or when we force them out at 7:00 in  
13 the morning and they have no place to come back  
14 in to until 7:00 at night, it puts them in more  
15 vulnerability on the street, so the increased  
16 cost of the criminal justice system, both as  
17 victim as potential participants in those crimes.  
18 And there's just all sorts of other on-scene,  
19 unreported costs, where I think we have to do a  
20 better job of defining what they are. But it  
21 really is not a wise investment to keep these  
22 over 3,600 individuals in shelters or on the



1 streets. We need to find another alternative.  
2 And then we need to find a way that we capture  
3 the savings from the other systems and reinvest  
4 it back into the more appropriate interventions.

5 So what are we doing about this? Well,  
6 last year we actually had, for the first time in  
7 a long time, reduction in the number of these  
8 individuals reported at the point in time. And  
9 we do have and use whatever vacancies we have in  
10 permanent support of housing.

11 And I can tell you, not the numbers of  
12 how many of those 3,600 or so individuals would  
13 score out, and I'll also call the SPDOT, but for  
14 individuals. We know that it's more than seven  
15 percent, but it's probably less than 50 percent  
16 that actually need permanent supportive housing.  
17 And yet again, permanent supportive housing has  
18 been our only exit strategy.

19 Another thing to think about in terms of  
20 numbers that you don't necessarily hear, you go  
21 in and count on Sue's database, the number of  
22 unique individuals that stay in the shelter, and

1 I can't remember the exact number. It's probably  
2 eight or 9,000 a year. So probably about three  
3 times the number of people we have at any given  
4 time, come through the system.

5 So you'd say, well, then the average  
6 stay, I think on that scenario, was about four  
7 months.

8 Now you go into the shelter and talk to  
9 the 3,000 or so that we have in the city's  
10 shelter system and ask how long you've been here  
11 on any given day, and well over 80 percent,  
12 probably close to 90 percent have been there a  
13 year or more.

14 And so we're turning over 10, maybe 20  
15 percent. But I'd say 10 percent of the beds,  
16 over and over, and they only stay three, four,  
17 five days and they come and go. And so we don't  
18 really need a great strategy for the exits for  
19 those that come and go already. But we do need a  
20 strategy for those 2,700 or so that are there day  
21 after day, maybe sometimes leave for a few  
22 months, but come back on this chronic

1 homelessness in order to figure out what they're  
2 going to go into.

3           And again, just as in the families, we've  
4 assumed that they would all need a permanent  
5 voucher. We haven't even, until this year, to  
6 any extent, tried Rapid Rehousing for this  
7 population. I believe there was a few that we  
8 did under some initial federal, but it's never  
9 been a locally funded strategy. And again, I  
10 think part of it is that I've precluded -- where  
11 as in the family side, I can respond that \$150 a  
12 day on the family side and put it immediately  
13 into Rapid Rehousing. I don't have that same pot  
14 of money for me to personally reinvest into it.  
15 I'd need some other kind of a financial strategy  
16 to capture the savings from another group.

17           But we now have a small pot of money to  
18 try Rapid Rehousing for this group. We have a  
19 great partnership with the community partners.  
20 Especially you have under the lead of Miriam's  
21 Kitchen, but through our committee on adult  
22 homelessness at the ICH. We're looking at a

1 pilot for a centralized intake, centralized  
2 assessment so we can at least start getting a  
3 handle on who are the people that we're serving.

4 We have new partnerships and a very good  
5 funding source for expanding employment services  
6 for food stamps; a very large number of the  
7 people that -- of the adults in homeless shelters  
8 get food stamps. They don't have cooking  
9 facilities so it's not always sure what they're  
10 doing with it, but they are getting that. And it  
11 makes them at least available to -- or eligible  
12 to receive money through our food stamp  
13 employment program. So we've got some good  
14 partnerships developing with Department of  
15 Employment Service, and the private sector, some  
16 foundations, to provide to the match to be able  
17 to draw down federal dollars. So that's a new  
18 direction.

19 So, I guess since the discussion was so  
20 rich under the last one, let me get to my bottom  
21 line. Bottom lines.

22 We have some shelters that we have to

1 replace, especially 801 East over at Saint  
2 Elizabeth's, and that's 500 beds. I have, in my  
3 budget, a proposal to fund three 100 bed  
4 shelters, and to take at least 200 of those beds  
5 off line.

6 But in order to do that I have to have  
7 other housing options. Some of those will be  
8 permanent supportive housing. Some of them  
9 should be an expansion if Rapid Rehousing.

10 And here, I think we have a better chance  
11 of getting the private sector and others into  
12 developing alternatives because we don't need  
13 three or four bedrooms for them. Actually,  
14 efficiencies are almost like the ideal for this  
15 population.

16 We have one unit that will be coming on  
17 line in the spring called La Casa. Beautiful,  
18 beautiful efficiency units for 40 adult men. And  
19 so maybe we can start working on those as part of  
20 your supply side for this population.

21 But that's a permanent supportive  
22 housing, and we have the same challenge -- and

1 that's where I'll get to right now, is my final  
2 guest challenge for you today is, how do we find  
3 alternatives for this population using Rapid  
4 Rehousing. And again, I know that at least 50  
5 percent of our homeless adults, if they had  
6 stable housing, could actually get a job, would  
7 not be -- their mental health and their substance  
8 abuse needs aren't such that they can't get  
9 better.

10 But we need to be able to use other  
11 funding streams. We also need a system on the  
12 supply side for matching people that may like to  
13 stay together, and we find with our women  
14 population in particular, they often like to  
15 actually have a shared apartment and we don't  
16 have many options for them to share with another  
17 individual.

18 And also some workforce, where maybe four  
19 guys or four women could all be in a two-bedroom  
20 unit, share a room, you know, bunk beds or  
21 whatever, and be able to afford it.

22 So we don't have enough options. We've

1 put all of our eggs and do almost all of our  
2 talking again on options of permanent supportive  
3 housing. We need to look at Rapid Rehousing,  
4 shared housing, and other alternatives so that we  
5 can get a better lifestyle for our adults rather  
6 than living 75 people in a room like this.

7 MR. BOWERS: Excuse me. Let me do a time  
8 check and also kind of how we'll proceed.

9 You'll notice on the agenda -- excuse me.  
10 There is a new addition called public comments,  
11 we're informed by office of Boards and  
12 Commissions, we have a public comment section.  
13 And we're going to allow for 10 minutes of that.

14 I anticipate that there may be some folks  
15 who are in the public today who may want to be a  
16 part of this conversation. So we had allotted  
17 until 11:35 to go on this part of the  
18 conversation. We'll go until 11:40, but also  
19 open up, in case anyone from the public who is  
20 here for the board meeting, may want to have  
21 comment or ask question while we have Sue  
22 Marshall and Director Berns here.

1           So for the next 20 minutes, 25 minutes,  
2 board members and/or if there is anyone in the  
3 public who would like to add on now, to this part  
4 of the conversation, feel free.

5           Jim Knight.

6           MR. KNIGHT: Just a quick question,  
7 Director Berns. As you were describing on the  
8 family side where 80 or 90 percent of folks ought  
9 to do well with Rapid Rehousing and only 10 or 20  
10 need permanent support, what's the split on  
11 individuals? What's the sense of how many --  
12 what percentage of the individuals can be --

13           MR. BERNS: Well, the thing is that we've  
14 had a system. Polly has helped us to do a fairly  
15 large sample of the families to be able to work  
16 that out. We haven't had enough of a sample to  
17 work it out on the adult side.

18           Polly, do you have any sense?

19           MS. DONALDSON: No, I actually don't have  
20 that, but it's gettable information in terms of  
21 how the individuals put that as being implemented  
22 across the country. There are other



1 municipalities where we could gather some data  
2 that would be helpful in trying to gauge that. I  
3 don't have the figure right at hand. But we  
4 could access that very easily.

5 MR. BOWERS: And for the record, that was  
6 Polly Donaldson speaking from THC. Thank you.

7 Director? Oh, Bob Pohlman?

8 MR. POHLMAN: Yeah. Are SRO's out of  
9 favor now? Is there any reason not to do them  
10 anymore?

11 MR. BOWERS: Well, the difficulty is like  
12 cooking facilities and it may be appropriate for  
13 some, but it's not as flexible in terms of being  
14 able to have a more individualized and  
15 independent life.

16 MR. BOWERS: Jackie Prior?

17 MS. PRIOR: Montgomery County Coalition  
18 for the Homeless just opened up an SRO in  
19 downtown Bethesda, in a former office building.  
20 It's 32 units. They share cooking, although they  
21 have microwaves.

22 But I've been in it and it's really

1 impressive. And, you know, as -- you know, to  
2 respond to that kind of issue it might be worth  
3 taking a look at.

4 MR. BOWERS: Uh-huh. That's great.  
5 Thank you. Other comments, question, thoughts  
6 that members of the board or members of the  
7 public again, our public comment section here, if  
8 anyone has question or comment on anything that's  
9 been discussed.

10 Jim Knight and then Stan Jackson. Stan  
11 Jackson.

12 MR. JACKSON: Okay. Thank you.  
13 Director, what I wanted to sort of talk a little  
14 bit about, we talked about the new composition  
15 that we may want to start exploring in terms of  
16 the two ups, the multi groups of comment.

17 Where would we look at locating some of  
18 these opportunities? This city is transitioning  
19 in a way that's sort of unprecedented. So where  
20 would we look at transitioning these kinds of  
21 models, as the same time trying to balance the  
22 city's notion of wanting to create this new

1 creative economy and try to optimize value from  
2 underperforming the assets in neighborhoods?  
3 Where would we see the opportunity for looking at  
4 these locations that is consistent with, you  
5 know, the administration visions of turning  
6 around underperforming neighborhoods that are on  
7 tremendous boulevards to help generate more  
8 revenue to help support the kind of things that  
9 we're talking about wanting to do? Where  
10 would --

11 MR. BERNS: That's just a tremendous  
12 point and you know, of course we need a balance  
13 and there's also the NIMBY, you know, not in my  
14 back yard, issues.

15 But my discussions with the mayor and the  
16 administration has been that it would be  
17 strategically balanced around the whole city so  
18 that no one neighborhood gets an inordinate --  
19 and right now we're finding most of our  
20 affordable housing in Ward 7 and 8, and it's a  
21 great place to live, but you shouldn't have that  
22 concentration. It should be scattered.

1           We've talked a lot and Deputy Mayor Otero  
2     talks a lot about making sure that any  
3     development has a certain number of units in it  
4     so that it's a mixed use. Then, from my years of  
5     working in a lot of different settings, people do  
6     better when they're not segregated into groups  
7     that are just like them, but where you have some  
8     people that are making it and earning money, and  
9     others that may have kids, and others that are  
10    elderly. And we even have some models that we're  
11    working on with CFSA where we're intentionally  
12    locating grandparent types in with children types  
13    and matching them strategically so that it  
14    provides extended families.

15           So that, philosophically should be  
16    geographically dispersed, economically dispersed,  
17    and mixed in with virtually every development so  
18    that people have as normalized a setting as  
19    possible, looking that we'll try to get close to  
20    bus lines and Metro too because our populations  
21    probably will be more dependent on public  
22    transportation than even the general population.

1 MR. BOWERS: Oh, sorry, Jim Knight. Yes.

2 Go ahead.

3 MR. KNIGHT: Did you want to go next?

4 MR. BOWERS: No, no, go ahead.

5 MR. KNIGHT: Following up, just still  
6 trying to understand better, if it were a  
7 national disaster today and we wanted 1,000 units  
8 and that line of thinking, could you describe --  
9 I think this might be you two, but whoever, kind  
10 of what the -- I don't want to just limit it to  
11 the obstacles but the effort to find more private  
12 landlords who will accept Rapid Rehousing  
13 clients, for instance. Do you have a sense that  
14 efforts have saturated; there aren't any more.  
15 Or is there a certain set of obstacles that  
16 reappear over and over? How do you assess the  
17 potential of getting more of those kind of units?

18 MS. MARSHALL: I think there's tremendous  
19 potential to do it. A lot of it has to do with  
20 one of the points Director Berns raised, that you  
21 raised as well, is how do we better utilize the  
22 resources that we have to incentivize landlords

1 to take this on.

2 But we certainly have not had difficulty  
3 continuing to increase portfolio of landlords.  
4 Our biggest issue is, I think we've saturated the  
5 low end of the market in terms of absorption of  
6 units. But it's not the willingness or  
7 unwillingness of landlords that (indiscernible).

8 MR. BOWERS: That brings up for me, the  
9 issue kind of where do we go from here in a way  
10 that could be helpful. And I heard a couple of  
11 things that were -- one, the things that were on  
12 -- the items that are next steps on the slide  
13 that Sue presented. A couple of those things  
14 were touched on by Jim and others in the  
15 conversation. That first bullet about  
16 identifying available units in funded projects,  
17 and I guess expanding that to also, you know, not  
18 just fund a project, but those that are in units;  
19 developments held by private owners.

20 And so that system of identifying the  
21 universe of units that could serve the population  
22 at need, and this is because of my unfamiliarity,

1 is there a systematic process that goes on to  
2 identify in existing, say DHCD supported units,  
3 plus in the private sector, non-subsidized, is  
4 that process, is it as robust as it could be or  
5 are there things that aren't happening? And if  
6 not, the things that aren't happening, is there  
7 anything in this context that could be done,  
8 should be done, could be recommended?

9 MS. MARSHALL: Well, I think we could  
10 expand on the information that's included in the  
11 packet with more information about these specific  
12 projects. To whom are these units targeted? How  
13 much of a commitment has been made for occupancy?  
14 So what are the opportunities to channel  
15 customers to the units?

16 I think one of the biggest opportunities  
17 is to continue to have these conversations in  
18 this context so that we could get as much  
19 information as possible about projects, and so we  
20 could continue to look at them.

21 MR. BOWERS: Yes. And to that point, and  
22 Milton and Deputy Mayor Otero, this may be a

1 question for you all. The need analysis that  
2 Director Berns talked about, is there a way to  
3 cross-walk that with what's -- and someone  
4 mentioned this earlier, with the units that are  
5 proposed in the current NOFA conditional  
6 awardees? Is there a way to do that analysis to  
7 say whose got units that would meet our need,  
8 and/or -- and I think Jim may have mentioned this  
9 earlier. Is there a way to go to those folks to  
10 maybe say, hey look, if you're willing to do a  
11 little of this, you know, we may be able to do a  
12 little of that. And that helps get the need.

13 Has that process started, or could it be  
14 undertaken to help identify where resources in  
15 terms of units may exist within the current  
16 pipeline?

17 MR. BAILEY: Well, we can certainly  
18 identify within the current pipeline where the  
19 three and four bedrooms are. We could certainly  
20 go back and ask them, the developers, to increase  
21 the units. And in the negotiations with other  
22 developers, ask them to reconfigure or increase



1 their units as well.

2 But inevitably, any deviation from what a  
3 developer submits as their proposal would more  
4 than likely require additional subsidy, or a  
5 fine-tuning of the subsidy, if you will.

6 And so with the objective to reduce the  
7 hit on the housing production trust fund, it  
8 would increase the hit on other federal -- on the  
9 federal side, whether it's home funds or Block  
10 Grant Funds, or some other stuff.

11 But we can certainly undertake that  
12 exercise. I know that we have the technology to  
13 do it, and we've got the confidence. It's going  
14 to be in the execution in getting the developers  
15 to build that way.

16 The other way that we can address --  
17 start to address the problem, is by something  
18 that we used to do in the past, and that is  
19 provide bonus points for those projects or  
20 developers that would present three and four unit  
21 properties.

22 And essentially you could do it by

1 carving out a portion of your funds that are  
2 allocated that year just for two and three  
3 bedroom developers, so that you're not opening  
4 the flood gates, but you're doing it  
5 strategically while at the same time advancing  
6 what may be the greater need.

7 Another way of doing it is working with  
8 our sister agencies that's the Housing Authority,  
9 Department of Housing Community Development,  
10 Housing Finance Agency, and DMPED. And saying,  
11 look, if you get a local or district subsidy, you  
12 know, set aside five percent of your units within  
13 your development initiative is mandatory for, you  
14 know, permanent supportive housing, and we will  
15 work with you in terms of what subsidies are put  
16 in there.

17 We used that tremendously successively  
18 down in Louisiana.

19 Another way is taking a look at how we go  
20 about using our existing appropriated funds. For  
21 example, the numbers that the director quoted  
22 earlier seemed to indicate that you're spending

1 about \$150 a day. The assumption is that it's  
2 not a 365 day a year process.

3 MS. MARSHALL: Yes it is.

4 MR. BAILEY: Oh, it is?

5 MS. OTERO: Per family.

6 MS. MARSHALL: Yes.

7 MR. BAILEY: Per family? All right.

8 Well, I cut it in half and came up with \$27,000.

9 MS. OTERO: What's the average stay bill  
10 per family?

11 MR. BAILEY: Average stay? Six months.

12 MS. MARSHALL: Around that a little less  
13 now since the flow hasn't --

14 MR. BERNS: But in terms of the beds that  
15 we have --

16 MS. MARSHALL: Yes.

17 MR. BERNS: -- you know, on an FTE basis,  
18 it's over \$50,000.

19 MR. BAILEY: Yeah. Okay. Well, then  
20 there you go. Even if you take a look at it at  
21 27,000 for six months at 600 people or families,  
22 you're talking about \$16 million a year.

1 Well, one of the things that, you know,  
2 back to my finance days, one of the things that  
3 you take a look at is, well, what can \$10 million  
4 in debt service buy you?

5 MS. MARSHALL: Before you do that, let me  
6 do one other quick thing. I did make you sources  
7 and uses.

8 MR. BAILEY: Okay.

9 MS. MARSHALL: And in an attempt to get  
10 Director Kelly to stop laughing at Director  
11 Berns, I think it's important that you see.  
12 There are two pieces, one source.

13 MR. BERNS: Thank you.

14 MS. MARSHALL: No, keep two.

15 MR. BERNS: Oh, okay.

16 MS. MARSHALL: And so, in terms of  
17 funding sources, the total is \$96 million. And  
18 this is simply the money that flows through the  
19 community partnership.

20 So if you look at the FY13 funding  
21 sources, the largest one is the Department of  
22 Human Services at roughly \$76 million. And if

1 you look on the back of the pages you'll see the  
2 actual dollar amounts associated.

3 So on the funding sources, the first  
4 three are local funding sources, Child and Family  
5 Services Agency, which is a Rapid Rehousing  
6 program for young people, including those aging  
7 out of foster care, Department of Human Services.  
8 And the Department of Human Services also funds  
9 the Emergency Rental Assistance.

10 So the largest source is DHS. The second  
11 and after the third entry all of these others are  
12 federal dollars. The next largest would be  
13 Federal Supportive Housing, and that is permanent  
14 supportive housing, rents and services, Shelter  
15 Plus Care, which is a federal rent supplement  
16 program.

17 So again, there are tremendous resources  
18 to be looked at as opportunities.

19 MR. BAILEY: Yeah.

20 MS. MARSHALL: And on the second, if you  
21 look at the uses, and I won't go through all of  
22 them, the highest use is permanent housing, which

1 is about 19 percent, or \$18 million.

2 The second, as Director Berns said, is  
3 Rapid Rehousing with case management at \$12  
4 million. Followed by one of the biggest  
5 opportunities in the portfolio for looking at how  
6 to better utilize this transitional housing.

7 And finally, to reinforce a point that  
8 Director Berns made about the ancillary services  
9 that go along with the temporary provision of  
10 housing that you wouldn't have to spend if  
11 families and individuals are permanently housed,  
12 that's \$15 million that we spend on security,  
13 food, repair, and maintenance of pretty much  
14 temporary shelters. So there is tremendous  
15 opportunity here.

16 MR. BOWERS: I saw Deputy Mayor Otero had  
17 a comment. Right before, let me just do a paper  
18 announcement.

19 So I'm about to pass out the director's  
20 talking points. This is the talking points on  
21 single adults. So this is different; looks  
22 similar but it's a different one than what you

1 got earlier.

2 MS. OTERO: It already came down this  
3 side, I think.

4 MR. BOWERS: All right. So I want to  
5 make sure folks got that.

6 And then also the uses page, I need to  
7 get one of those. I got two sources, I'm sorry.

8 MS. OTERO: Okay. Front or back?

9 MR. BOWERS: What?

10 MR. BAILEY: Front and back.

11 MR. BOWERS: Yes. No, no, no, I got two  
12 of the same ones. That's what --

13 MS. OTERO: Oh.

14 MR. BOWERS: I didn't get the one with  
15 the uses.

16 Deputy Mayor Otero.

17 MS. OTERO: I wanted to add to what  
18 Milton had said, which is where I think the big  
19 stickler is. And this is where the creativity  
20 has to come up and all. Is that we can  
21 incentivize, we can do all of those things, but  
22 until the underwriting allows for the uncertainty

1 for lack of a better word, of Rapid Rehousing,  
2 you are always back on the permanent supportive  
3 housing, or permanent voucher.

4 Unless folks like this realize that there  
5 is some potential. But seriously, I mean, we've  
6 had this discussion quite a bit. How do we  
7 utilize Rapid Rehousing and I think Milton is  
8 headed exactly in that direction, is how do we  
9 utilize the having that capital in a way that  
10 allows the developer, and particularly talked  
11 about non-profit developers, but also I think the  
12 for profit developers, to utilize that as they  
13 put their financing package together. Right?

14 Because otherwise, it's got to be  
15 permanent supportive housing so you know that  
16 those units will be constantly in a flow, right?

17 So how do we use the Rapid Rehousing in a  
18 similar way without it being permanent supportive  
19 housing? I think that's one of the biggest  
20 challenges that I'm hearing on the development  
21 side, and just tried to think that through. And  
22 I think some of Milton's points were to that --



1 specifically to that.

2 And so that I think that's the big  
3 challenge because I think you can do all of what  
4 you're saying in terms of incentivizing, going  
5 back to the developers that have already been  
6 approved in terms of the last Super NOFA, and  
7 increasing subsidies here or there or in larger  
8 units. I mean, all the stuff that we know.

9 I think the challenge is still going to  
10 be, if we add no more, or very little permanent  
11 supportive housing, how do you use the other,  
12 right? Did I say that right?

13 MR. PASCAL: No, I agree.

14 MR. BOWERS: It would seem a couple  
15 things -- we've got a couple more minutes on this  
16 portion of the agenda. Also a question.

17 So I notice in one of the slides, this  
18 piece, and I didn't want this to go kind of under  
19 noticed, the DHCD's modification of the QAP to  
20 give bonus points that included wrap-around  
21 services in the development plan and allow  
22 services to be an eligible expense in the

1 operating budget, that happened in this latest  
2 QAP. Is that right?

3 MR. PASCAL: No. No.

4 MR. BOWERS: Not yet?

5 MR. PASCAL: Yes, okay. Let me  
6 (indiscernible). The initial thing was to  
7 include the operating expense as part of the huge  
8 wrap-around services as part of the operating  
9 expense. Which is a problem because those are  
10 not the real cost on that, most of our funding  
11 sources.

12 For the (indiscernible) is better, which  
13 we are already doing to -- at what points for  
14 wrap-around services.

15 MR. BOWERS: Okay.

16 MR. PASCAL: This is easier to achieve,  
17 which we already actually are doing, but we may  
18 have to assess it.

19 MR. BOWERS: So services are not an  
20 eligible operating expense, but folks are getting  
21 bonus points if they allow it. Which I think  
22 that is progress, if not all the way where we

1 would, as an industry, want to be. And I know a  
2 number of us have been in conversations for years  
3 about trying to get services as an eligible  
4 operating expense. So that is more of an  
5 industry wide struggle. But at least the fact  
6 that the department is allowing -- giving bonus  
7 points speaks to the incentivizing.

8 In terms of kind of short-term and long-  
9 term, it seems as though we've talked about this  
10 notion of the department looking at the current  
11 NOFA pipeline and seeing whether or not they can  
12 have some conversations with developers who are  
13 in the current pipeline, to see if there are some  
14 units that could be kind of teased out of that  
15 that help meet the needs that are in Director  
16 Berns's pipeline. So that seems like something  
17 that could happen, that conversation with the  
18 developers in the short-term to see what gets  
19 teased out.

20 The coordination piece about reaching out  
21 to, Oramenta, to your point, the private sector  
22 for profit owners and kind of the coordination

1 within government to do that outreach, certainly  
2 I think it could also be helpful.

3 I'm struck by that notion of announcing  
4 the emergency. And, you know, and what that  
5 might mean and might look like. And I don't know  
6 the answer to that, but you know, how that might  
7 look from the private sector side or public  
8 sector side, individually or together strikes me.

9 Oramenta, Craig, and Milton.

10 MR. PASCAL: Well, I just want to say, at  
11 least --

12 MR. BOWERS: Oramenta, Craig, and Milton.

13 (Laughter.)

14 MR. BAILEY: I'll just say that --

15 MR. BOWERS: Okay. We'll go Craig,  
16 Oramenta, and then Milton.

17 MS. OTERO: Clearly.

18 MR. BOWERS: Go ahead.

19 MR. PASCAL: I'll just be very quick, you  
20 know. Starting January 1st Lisa Mallory will be  
21 heading DCBIA and so between that and there's  
22 always AOBA, which represents the apartment

1 industry, I think we could have more coordination  
2 starting in '04, with the private sector.

3 MS. NEWSOME: Yes, I think so too. And I  
4 guess I --

5 MR. PASCAL: 2014.

6 MS. NEWSOME: -- think BB's analogy is  
7 good, but I wouldn't recommend that we, you know,  
8 send out the National Guard. I mean, because  
9 that's considered -- but I do think we can start  
10 with five or six private developers which I could  
11 just name off the top of my head, where we could  
12 have a sit-down conversation because one of the  
13 things that we talked -- we mentioned earlier  
14 about putting the housing across the city. Well,  
15 let's just be realistic. You're not to put it on  
16 Wisconsin Avenue unless you've got a heck of a  
17 lot of money because the land values and the  
18 housing values are such that it doesn't make it  
19 prudent.

20 But, you know, if you get -- I guess my  
21 point is, you get five or six real estate  
22 developers in the room. These people produce

1 thousands of units every year, and they know how  
2 to do it. So what we're saying is we're asking  
3 you to be a part of the solution here. We're not  
4 walking in the room asking them to personally  
5 produce --

6 MS. OTERO: Exactly.

7 MS. NEWSOME: -- build housing, you know,  
8 that's going to lose their money.

9 But we do need to ask of them is to be a  
10 part of the solution and use their thinking caps  
11 and use their clout and use whatever else they  
12 have, to be a part of the solution.

13 So and I think you're exactly right, Lisa  
14 opens the door for that because she sat around  
15 this table. And we can get a group together and  
16 quietly announce to them that the national  
17 disaster has arrived. And we're asking them to  
18 help be a part of the solution.

19 MR. BOWERS: Milton?

20 MR. BAILEY: Yeah, I would really  
21 hesitate on the side of caution before we  
22 announce a national disaster in the nation's

1 capital.

2 MS. NEWSOME: No, we'd want to  
3 (indiscernible).

4 MR. BAILEY: Okay. But I do think that  
5 there is some benefit associated with mounting a  
6 campaign.

7 MS. NEWSOME: That's exactly right.

8 MR. BAILEY: And funding it. I also  
9 think that a part of that has to do with taking a  
10 different look at the type of housing that we are  
11 either going to develop or we are going to  
12 participate in the development of.

13 And drawing on some not too distant  
14 experience, FEMA came up with a program that  
15 didn't necessarily have application at the time,  
16 but may have application today in a different  
17 context. And that is the notion of developing  
18 carpet cottages. Or what they was commonly  
19 referred to as Katrina Cottages.

20 The idea is that they are very very  
21 similar to modular type of housing. And to the  
22 extent that we can get land from the city, which

1 we do have land and build communities in a low  
2 cost way that will always be in the District's  
3 inventory, easy to maintain, easy to replace, and  
4 can house a migrant population for lack of a  
5 better word, a transient population, through a  
6 system and into permanent housing, then I think  
7 we may want to think in terms of how we might be  
8 able to bring the private sector to bear along  
9 those lines.

10 How can we build those type of modular  
11 units, prefabricated units, set them aside for  
12 District use, and then have an immediate supply  
13 and then move folks into permanent residency, or  
14 permanent affordability as a second stage, or as  
15 they graduate from that.

16 But I do think that if we're thinking  
17 about using existing housing stock, we're going  
18 to be limited in a lot of different ways, both in  
19 terms of cost, as well as location.

20 MR. BOWERS: Deputy Mayor Otero, we're  
21 going to give you the last word on this section,  
22 and then I'm actually going to segue us on two



1 things related to this in terms of future  
2 meetings. Deputy Mayor Otero?

3 MS. OTERO: Well, given that these things  
4 are transcribed word by word I just want to make  
5 sure that it's really clear. I did not call for  
6 us to call a national disaster in the District of  
7 Columbia, and I want the record to show that very  
8 clearly.

9 What I did want is for us to think about,  
10 creatively, where we're going. And that all the  
11 smart people around the table who know much more  
12 than I do about financing and about all of that,  
13 to think as though we were in a crisis rather  
14 than in one more meeting.

15 MR. BOWERS: Right.

16 MS. OTERO: And if we don't start  
17 thinking about this as a crisis it will be a much  
18 worse disaster than what it is. But I want the  
19 record to show really clearly because you're  
20 transcribing word by word, that I did not call  
21 for a national disaster.

22 MR. BOWERS: The records show -- the

1 minutes shall duly reflect --

2 MR. BAILEY: And let the record show  
3 that --

4 MR. BOWERS: Let the record show that --

5 MS. OTERO: And it would be a lot nicer  
6 if we had minutes (indiscernible) than that to  
7 limit our conversations.

8 MR. BOWERS: So related to that, in terms  
9 of looking at future -- and this starts to segue  
10 into the part of the agenda looking at next  
11 meeting agenda, and also how we work forward, and  
12 we'll come back to some of the other things on  
13 the agenda.

14 My sense is that it would be helpful for  
15 -- we're a small board, and we meet monthly. It  
16 would be helpful to have, I think, a couple of  
17 teams, as we've had, and I want to thank -- first  
18 of all, let me thank Director Berns for you  
19 coming out and being here today with your  
20 presentation.

21 I want to thank Sue Marshall, I think  
22 Jackie Prior and Jim Knight from the board, and I

1 think Oramenta was part of the team as well, that  
2 did some of the meetings in between meetings to  
3 help us get ready for today. So thank you all  
4 very much.

5           It seems, though to me, it would be  
6 helpful for us to maybe have a team working on  
7 demand and a team working on leverage. We're a  
8 small enough board that everyone is going to be  
9 together as a group. But if we could have some  
10 folks, three or four folks who may be willing to  
11 kind of in between meetings, have some dialog and  
12 maybe come back to the full board with thoughts  
13 and helping us focus our thinking as an entire  
14 board on the demand side issue. Hearing what  
15 we've heard, kind of digest it and come back and  
16 say to the entire body, we think we ought to, you  
17 know, recommend this, or we ought to dig deeper  
18 on that. And same thing on the leverage side.

19           And so I wanted to see if the folks who  
20 have worked on the demand side issue might be  
21 willing to continue to do that, Jim and Jackie  
22 and Sue, if you all are willing. And you can say

1 now or let me know afterwards, but it would be  
2 great to have that kind of focus in between  
3 meetings. And we'll look for the same thing on  
4 leverage.

5 Speaking of leverage, our next meeting --  
6 and again, we'll come back to updates on  
7 activities on old business, but since we're on  
8 this, our next meeting on the issue of leverage,  
9 we're working to put together some presentations  
10 on the issue of leverage with folks from, I  
11 think, the Department as well as from some  
12 bankers, potentially. We're having conversations  
13 with folks at DHCD, with folks at the HFA, and  
14 some private bankers who maybe over a series of a  
15 couple of meetings come in and make presentations  
16 on different ideas and concepts about how to  
17 potentially leverage the trust fund dollars,  
18 growing out of, again, what was done in the  
19 Housing Task Force report. And Milton has  
20 mentioned in some past meetings, also, these  
21 concepts about do you securitize, how do you use  
22 the money and get more bang for the buck.

1           So our January meeting we'll have that.  
2   We're finalizing kind of who the presenters will  
3   be, but our January meeting will be on that  
4   topic. Also wanted to ask if there are any,  
5   going back to what I just mentioned, the notion  
6   of folks who may be willing -- three or four  
7   folks from the board to be on the leverage team,  
8   if you would, to help do that.

9           So I see Craig Pascal will be willing to  
10   do that. I'll be a part of that team. Anyone  
11   else stand and -- did I see Bob? Okay. Thank  
12   you. Anyone else, stand. Bob. Okay.

13           So Craig Pascal, stand. Bob, we can work  
14   and Oramenta, to really again, in between  
15   meetings.

16           The last thing on this before we go back  
17   to the updates on activities and old business,  
18   and Sue and others, this goes to -- we had talked  
19   about at some prior meetings, a couple of prior  
20   meetings, one with Deputy Mayor Hoskins was here  
21   two meetings ago, and I think at this last  
22   meeting had talked about having a meeting that

1 would include developers, financiers, and  
2 government officials to really talk about what  
3 the vision of the city, the mayor, is in terms of  
4 housing for low income persons in the city across  
5 the continuum. To have the folks who do this  
6 kind of work talk about kind of the barriers that  
7 exist, what are the assets that exist, what are  
8 the barriers that exist, and to have folks kind  
9 of talk collectively on what resources exist, and  
10 now, what would it take to get to the 10 by 20.  
11 Right?

12 What would it take to get to the goals  
13 that Director Berns just talked about, in a  
14 meeting where you can get folks all in the room  
15 at the same time who have a role to play in  
16 meeting that.

17 So there had been some conversation about  
18 kind of who, potentially -- Oramenta, enterprise  
19 and list maybe cosponsoring that, co hosting  
20 that. And it dawned on me, I think that we, as a  
21 board, may want to actually look at doing that  
22 kind of convening under our stamp, if you would,

1 to invite -- and working with the Department to  
2 identify, who are the developers who have either  
3 been funded or requested funding, right. Get  
4 that universe of folks in the room.

5 Potentially get some of the private folks  
6 in the room, right, who maybe haven't applied but  
7 are also part of the solution if you would; could  
8 be part of the solution.

9 Get the financiers in the room who have  
10 touched DHCD trust fund funded projects.

11 Obviously get the agency folks in the  
12 room. Get philanthropy in the room. And have  
13 that kind of working dialog in the first quarter.

14 What comes out of that conversation may  
15 or may not be able to influence the NOFA this go-  
16 round. If it does, great. If anything real  
17 comes out, if not in time for that but in time  
18 for the next one, that's fine.

19 But my sense was, as these conversations  
20 are going on, and this notion of -- we keep  
21 hearing this theme of getting people in the room  
22 to hear what the goals are, and what the barriers

1 are, what the resources are that exist, so that  
2 everyone can kind of say, oh yeah, I can do that,  
3 or I can do that, or I didn't know you were doing  
4 that. That kind of thing.

5 So I'll be having some conversation off-  
6 line with Milton and others at the Department,  
7 and other folks around the room. But I wanted to  
8 kind of put that out there as something for the  
9 Board to host, first quarter. See if anyone had  
10 -- any board members had any objection to that as  
11 being a meeting that we would host. And that  
12 would be not one of our regular call meetings,  
13 but a separate meeting.

14 Anybody have any feedback on that,  
15 heartburn, yes go forward, no don't, or think  
16 some tweak on that?

17 MR. BAILEY: Yeah. I think it's a great  
18 idea and we've got some wonderful resources over  
19 at the Deputy Mayor's office. I'd like to bring  
20 them in and have them participate in that.

21 MR. BOWERS: Absolutely. No, and my  
22 vision is that any kind of city agency that has



1 any touch point on getting to the housing goals  
2 of the city, we'd want to have not only in the  
3 room but obviously talking about what their role  
4 is, right. What is it they bring to that table?  
5 That includes DCRA. You know, the folks who are  
6 here today, and others.

7 Other thoughts, any thoughts board  
8 members have on that?

9 (No audible response.)

10 MR. BOWERS: Okay. So we'll work to try  
11 to pull that off, if we can, first quarter.

12 So that's the new business. Let's go  
13 back to update on housing production trust fund  
14 activities and then old business and I think  
15 we'll be done.

16 So, Milton, anything in terms of update  
17 on activities? I know we have the list in our  
18 packet, but anything else you or Oke or Nathan  
19 wanted to update us on trust fund activities for  
20 the purposes of this meeting?

21 MR. BAILEY: Well, the deals are going  
22 through underwriting now. There's going to be

1 some movement in terms of numbers, in terms of  
2 units, and in terms of dollars as we drill down;  
3 as we get to closing.

4 But Nate and Oke have been hammering  
5 away. I mean, Nate, you got anything to add?

6 MR. SIMMS: I mean, I may have a kickoff  
7 at 1:00 today, here, with the developers; with  
8 the agencies that have been involved in the NOFA  
9 to kind of go through the expectations. That's  
10 pretty much it.

11 I mean, we're getting ready to do  
12 workshops starting next --

13 MR. BAILEY: Well, that's from the new  
14 NOFA. Yeah.

15 MR. SIMMS: Yeah, from the new NOFA, so.

16 MR. BOWERS: Okay.

17 MS. OTERO: Any room in this one to make  
18 some of the incentives and suggestions that we've  
19 talked about?

20 MR. BAILEY: It's going to be a -- yeah.  
21 It will be a negotiation stage.

22 MS. OTERO: And this is the listing list?

1 MR. BAILEY: It would be in the  
2 negotiation stage.

3 MR. SIMMS: It depends. I would say,  
4 though, it depends on what it is because we're --

5 MS. OTERO: Right.

6 MR. SIMMS: -- I mean, it will be spring  
7 before you know it. So, you know, we did this  
8 last year in terms of the consolidation piece.  
9 We did it kind of on the fly. It worked. And so  
10 we can do some things, I think, on the fly. But  
11 we need to really flush it out because it's  
12 not -- I mean, the ability for us is that we can  
13 fund that. But the real pieces from the demand  
14 side of what we do, and can developers deliver  
15 that.

16 MS. OTERO: Right.

17 MR. SIMMS: And so that's the part we  
18 have to kind of work through.

19 MS. OTERO: But when we say, "Deliver  
20 that," do we have a sense of what are the highest  
21 priority things we're asking for?

22 So for example, if a current developer

1 has a certain number of units that have already  
2 been in their application, right --

3 MR. SIMMS: Uh-huh.

4 MS. OTERO: -- they're already providing  
5 for the zero to 30 and --

6 MR. SIMMS: Uh-huh.

7 MS. OTERO: -- what would it take for  
8 them to go from, you know, X number that they've  
9 already provided to a Y number, right?

10 MR. SIMMS: Uh-huh.

11 MS. OTERO: I mean, there are those -- I  
12 think it's probably harder, and I don't know if  
13 it is, to reconfigure whole sets of drawings,  
14 right?

15 MR. SIMMS: Uh-huh. Uh-huh. It is.

16 That's a whole different --

17 MS. OTERO: But it may not be --

18 MR. BAILEY: Right.

19 MR. SIMMS: That is a whole different --

20 MS. OTERO: Right. So that's a hard one.

21 So three and five -- and four unit -- I mean,

22 four bedroom that --

1 MR. SIMMS: Well, I mean, it can cost you  
2 the same amount of units. I mean, it would cost  
3 you almost the same amount to construct that  
4 unit. But there is now less units, there is less  
5 revenue, there is a whole lot --

6 MS. OTERO: But that's what I'm saying.  
7 That --

8 MR. SIMMS: There's a ripple effect of  
9 things that take place to be able to do that, you  
10 know.

11 MS. OTERO: That I fully get.

12 MR. SIMMS: Uh-huh.

13 MS. OTERO: So that may be harder.

14 MR. SIMMS: Uh-huh.

15 MS. OTERO: But it may be easier, if  
16 that's the right term.

17 MR. SIMMS: Uh-huh.

18 MS. OTERO: To have the number of units  
19 available for zero to 30 increase.

20 MR. SIMMS: Uh-huh. Yeah, but --

21 MS. OTERO: So, what I'm asking is, out  
22 of this meeting can you put together what you

1 think is doable. And so when you're meeting with  
2 -- or at least what our frame is, so that as  
3 you're meeting with all the developers you're  
4 ready to be able to say to developers, this is  
5 what we've got available if you're willing to  
6 make -- to change your ratio of zero to 30, 30 to  
7 60, and so on.

8 MS. MARSHALL: For existing projects, I  
9 have an even simpler ask, which is not to change  
10 anything.

11 MR. SIMMS: Uh-huh.

12 MS. MARSHALL: In reading some of the  
13 applications it appeared to me that there are  
14 units within the zero to 30.

15 MR. SIMMS: Correct.

16 MS. MARSHALL: Where an occupant has not  
17 yet been identified.

18 MR. BAILEY: Identified.

19 MR. SIMMS: Correct.

20 MS. MARSHALL: If we could know how many  
21 of those --

22 MR. SIMMS: Uh-huh.

1 MS. MARSHALL: -- and who to approach to  
2 be able to make a match.

3 MS. OTERO: Well, I would say to  
4 incentivize, if that's the right term, or to  
5 request that those come out of the DHS pipeline;  
6 that they come out directly out of the families  
7 that we're working with so that they -- for units  
8 that are zero to 30 that, you know, that we as a  
9 city are financing, then the pipeline should be  
10 DHS.

11 So wherever possible, and I understand  
12 that that's not possible for all of them,  
13 wherever possible, I think Sue's piece.

14 And two is to expand the numbers. I  
15 think we should have both and I think we should  
16 walk out of here with some direction to DHCD that  
17 that's the direction in the negotiations that we  
18 want you to go.

19 MR. SIMMS: Well, I mean, I think --

20 MS. OTERO: Because otherwise we're going  
21 to wait for another RFP. We don't have time for  
22 all this.

1 MR. SIMMS: Well, we already to this  
2 already, so --

3 MS. OTERO: Right.

4 MR. SIMMS: -- I mean, we do this with  
5 DMH Capital all the time. So even as a drill  
6 down piece is, who would take the DDH, excuse me,  
7 take the DDH Capital dollars.

8 And so there is a ying and a yang to  
9 that.

10 MS. OTERO: Right.

11 MR. SIMMS: Because we could talk to  
12 developers, and I know you're trying to get your  
13 point in, and yes, we will commit to having the  
14 discussion today when we meet with the  
15 developers. But there's no more -- I mean, we  
16 can subsidize more. That's what we're going to  
17 do in terms of getting below 60 percent a little  
18 bit further, is telling them to go to 50 or go to  
19 40 or go to 30. We'll bump up the amount of  
20 subsidy in terms of what we are able to finance.

21 But I think the other piece is, there is  
22 no more rental subsidy that's associated with it.



1 So I mean, that piece has been exhausted in terms  
2 of what the housing authority has been able to  
3 provide, so that's a very crucial component to  
4 what we're talking about.

5 So I have no problem having that  
6 conversation. We do it all the time, so where  
7 all of this is --

8 MR. BAILEY: But you need the operating  
9 capital to make --

10 MR. SIMMS: Right. Exactly.

11 MR. BAILEY: -- the rent subsidies.

12 MS. OTERO: So we go back to the Rapid  
13 Rehousing doesn't work. And so that --

14 MR. SIMMS: Well, no, I mean, even if  
15 it's short-term, even if it's short-term, then  
16 that's fine. It's nothing wrong with that. But  
17 then the question naturally becomes, okay, if  
18 that short-term then begins to run out --

19 MS. OTERO: Right.

20 MR. SIMMS: -- and that person has to  
21 begin to pay that portion that the government was  
22 previously paying, is that deal really going to

1 work. And so --

2 MS. OTERO: Uh-huh. I hear you. I know.

3 MR. SIMMS: And so, I mean, to the people  
4 who develop around the table, I mean, I know,  
5 it's about certainty.

6 MS. OTERO: Uh-huh.

7 MR. SIMMS: So in the ability there isn't  
8 that certainty, then what? So I think the  
9 exercise for us is, then what? I mean, what does  
10 that look like in terms of --

11 MR. KNIGHT: I have a for instance.

12 MR. BOWERS: Jim Knight, you had your  
13 hand up.

14 MR. KNIGHT: For instance, it comes out  
15 of the subcommittee's work preparing for this  
16 meeting as we were bumping into some of the  
17 opportunities and obstacles.

18 MR. BOWERS: Uh-huh.

19 MR. KNIGHT: I think point taken that the  
20 rent subsidy is exhausted and that might be a  
21 variable that can't shift in the context of  
22 negotiation. But I don't believe all of the

1 support services dollars were exhausted. I don't  
2 know that for a fact, but I think that's the  
3 case.

4 And if you were talking to some developer  
5 -- developments that already has zero to 30  
6 percent units identified in the development plan,  
7 in order to take Rapid Rehousing, for instance,  
8 the difference maker might be the supportive  
9 service dollars.

10 So I think if the Department feels like  
11 it can say to the room today, for all the -- I  
12 don't know if everybody is there today, or  
13 whoever is there today that there is an  
14 administrative goal, an administration goal that  
15 has been named, is anybody willing to experiment  
16 with how to get there.

17 If some of the resources that we've heard  
18 about today can be in that conversation, it may  
19 be that some of those units can convert to other  
20 uses.

21 MR. BOWERS: Right.

22 MR. BAILEY: Yeah, I mean, as long as we

1 got the gap the bridge -- the money to bridge the  
2 gap, then that could certainly be a part of the  
3 discussion.

4 MR. BOWERS: A couple of take-aways. I  
5 know we've got about five minutes before we're  
6 supposed to wrap.

7 It sounds like a couple of charges,  
8 suggestions coming out of this meeting. One is  
9 what Sue mentioned, which is a very low hanging  
10 fruit.

11 MS. MARSHALL: Yes.

12 MR. BOWERS: And it sounds like that is a  
13 coordination conversation between the deputy  
14 mayor's agencies and DHCD about if you've got  
15 folks who have units serving this population, and  
16 there's no claim on them.

17 MS. MARSHALL: Yes.

18 MR. BOWERS: There is a clear  
19 communication that can happen between a pipeline  
20 to those developers. So that's one, and that's  
21 not a dollar issue. That's just a communication  
22 coordination issue.

1           Secondly, I think it sounds like Jim  
2 Knight's piece about there is a meeting going on  
3 today which is very timely, to have the  
4 conversation and kind of put the offer out to any  
5 developers who are willing to be in conversation  
6 about being flexible to the point that was made  
7 earlier by Milton and others about then those  
8 folks can raise their hand in the Department and  
9 those developers can talk to see if there's a way  
10 to get a few more units, if you would, or not.

11           And then the third thing is, looking at  
12 the next RFP, the notion of the incentivizing --  
13 looking at the goals that the administration has  
14 as it relates to these demand side issues, and  
15 having intentional conversation about what the  
16 elements are of the RFP that might help further  
17 getting us to those goals; could be a helpful  
18 thing.

19           And it sounds like that process is, to  
20 Nathan's point, started this year and this RFP  
21 which is kind of groundbreaking in this town and  
22 can go to the next level. So that will be great.

1           The last thing then is -- the last two  
2 things very quickly, old business, the needs  
3 contract, and then the board -- the letter that  
4 we got back from the mayor's office.

5           So, Milton, any update on the needs  
6 assessment contract?

7           MR. BAILEY: Yeah, it's been awarded  
8 University -- excuse me. Urban Institute is the  
9 awardee, and the first delivery is February; mid  
10 February. The first round of hardcore needs  
11 assessment.

12           MR. BOWERS: Okay. The other thing,  
13 Milton, is an FYI. I think our meeting the other  
14 day -- is it Gretchen who will be contacting, or  
15 Silvana?

16           MS. NEWSOME: Yes, from -- both or one.  
17 I can't remember.

18           MR. BOWERS: Okay. So, Milton, we wanted  
19 to make you aware. There are several needs  
20 assessments that are going on regionally. And  
21 one of them is actually funded by the Cafritz  
22 Foundation that's being conducted by the

1 Community Foundation.

2 MS. PRIOR: No, Urban Institute.

3 MR. BOWERS: Urban Institute is the  
4 vendor. So we actually -- there was a meeting,  
5 conversation last week.

6 So someone from the Washington Regional  
7 Association of Grant Makers, and/or the Community  
8 Foundation because there are a couple different  
9 studies going on, we made them aware of the  
10 city's needs assessment contract in a meeting  
11 Oramenta and I and some others were in last week.

12 So you'll probably getting contacted, I  
13 think, by Silvana Straw at the Community  
14 Foundation to kind of coordinate and see how  
15 there may be -- she can share some more info  
16 about what their study is looking at, vice versa.

17 There are a number of -- there is this  
18 sense of, with the different studies that are  
19 going on in the city -- in the region, excuse me,  
20 about need, there may be some information that's  
21 already been gotten that you don't -- the city  
22 won't have to pay. Maybe be able to speed up

1 things in terms of that and also reduce the cost.

2 MS. PRIOR: I sent the RFP for that to  
3 you, long long time ago.

4 MR. BAILEY: It's right here.

5 MS. PRIOR: Yes, okay.

6 MR. BAILEY: And we are -- in fact, we  
7 just did, not participate in a drill down on  
8 what, last Friday, was it?

9 MR. PASCAL: Right.

10 MR. BAILEY: With the Urban Institute,  
11 and we're going to see if we can't cross-  
12 pollinate some of the information that  
13 (indiscernible).

14 MR. BOWERS: That's great. And then the  
15 last thing, to board members, I e-mailed the  
16 response but also gave board members a hard copy,  
17 the response that we got back from the Deputy  
18 Mayor to the letter that was sent to the mayor  
19 about, excuse me, the issue of kind of what I  
20 call the structural issue.

21 Any comments, questions, feedback from  
22 board members about this? And I think we may



1 want to look at this even more next meeting. I  
2 know folks just got it. But any initial thoughts  
3 or questions that folks have? Otherwise, we'll  
4 dig more into this at our next meeting.

5 And certainly if folks have questions  
6 between now and next week we can raise it and we  
7 can flash that Milton and Director Kelly if folks  
8 have other issues.

9 So, be aware of that. Take a look at  
10 that. And so, there.

11 Any last announcements from board members  
12 on anything?

13 MS. NEWSOME: Can you remind us again  
14 when the February meeting is, because I know this  
15 one is a little off schedule.

16 MR. BOWERS: Yes, that's right. So we  
17 will meet --

18 MS. NEWSOME: We normally meet --

19 MR. BOWERS: Normally meet the 2nd. Is  
20 that right? The second Monday of the month. I  
21 think that's right. Let me see.

22 MS. NEWSOME: I think you have --

1 MR. BOWERS: So our next meeting is  
2 January 13th.

3 MS. NEWSOME: Okay.

4 MR. BOWERS: And then after that --

5 MS. FIELDS: The first Monday.

6 MR. BOWERS: Yes. Thank you. Thank you,  
7 Bea.

8 So normally we will meet the first Monday  
9 of the month with the exception in 2014 of  
10 January. We'll meet the second Monday in  
11 January.

12 MS. FIELDS: And September.

13 MR. BOWERS: And September, because of  
14 Labor Day. So because of New Years and Labor  
15 Day. So first Monday of the month except January  
16 and September, we will meet 10:00 to 12:00, here.

17 Any other questions or announcements from  
18 board members?

19 Okay. Thank you again to our guests and  
20 thank you for all and have a blessed holiday  
21 season and start the New Year. We are officially  
22 adjourned at 12:02 p.m.

1 [Whereupon, at 12:04 p.m., the excerpt of  
2 District of Columbia Housing Production Trust  
3 Fund Advisory Board, concluded.]

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