

DISTRICT OF COLUMBIA GOVERNMENT
HOUSING PRODUCTION TRUST FUND ADVISORY BOARD

Meeting Highlights

(For more details, see Transcript)

Monday, January 5, 2015

DC Department of Housing and Community Development (DHCD), Housing Resource Center.

Meeting Participants:

Board Members: David C. Bowers, Chairman; Stanley Jackson; Jim Knight; Sue Ann Marshall; Oramenta Newsome; M. Craig Pascal; Robert Pohlman; David Roodberg; Polly Donaldson, DHCD Acting Director, *ex-officio*. Absent: Jacqueline Prior.

Other Participants: *DHCD:* Nathan Simms, Deputy Director; Oke Anyaegbunam, HPTF Officer; Beatrix Fields, Senior Legislative Specialist; Roary Booker, Jr., Special Assistant; Maribeth DeLorenzo, Senior Policy Specialist; *CNHED:* Elizabeth Falcon, Housing Advocate; and Steve Glaude, Executive Director.

See *Attachment (1)* for copy of Sign-in Sheet.

Agenda Items and Actions Taken:

See *Attachment (2)* for copy of Meeting Agenda.

- I. **Call to Order:** The meeting was called to order at 10:09 A.M. and a quorum was established.

Chairman Bowers welcomed and introduced new DHCD Acting Director Ms. Polly Donaldson.

- II. **Consider and Approval Prior Meeting Summaries:** The Board considered and approved final Meeting Highlights for the November 18, 2013, December 16, 2013, February 2, 2014, and November 3, 2014 meetings.

The Board also considered Meeting Highlights for the December 1, 2014 meeting. One correction was requested: Item K under section IV, on page 3, should read, "*Include Local Rent Supplement Program project/sponsor based dollars for the Consolidated RFP process in the District's annual budget.*" The Board unanimously approved the Meeting Highlights with this change.

See the Department of Housing and Community Development website for copies of approved Meeting Highlights.

- III. **DHCD: Leveraging Work Group Update:** Deputy Director Nathan Simms informed the Board that the Acquisition Loan Program (ALP) is expected to clear legal sufficiency by March 2015. There are three components that must pass legal sufficiency: (Stage 1) overall program concept and design; (Stage 2) RFP materials; and (Stage 3) covenants and agreements with lenders. The legal sufficiency for both the RFP for participating lenders and the loan documents are the next steps.

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Key Concerns Raised by the Board/DHCD Responses:

1. *How will recent changes in the government with an elected Attorney General and split of legal functions affect DHCD? How will DHCD attorneys now relate to what was the Office of the Attorney General?* At this time, Vonda Order, DHCD General Counsel, advised that the DHCD General Counsel's office can provide legal sufficiency on all agency documents. At the transaction level (project underwriting, closing process, etc.), there are no operational changes. Changes are mostly expected to center around litigation and enforcement actions.
 2. *How is the ALP RFP going to work with the Agency's broad NOFA?* The ALP RFP and the consolidated NOFA RFP are separate.
 3. *What is the anticipated amount that will go into the ALP NOFA and the consolidated NOFA?* Twenty-five million dollars (\$25 million) will go towards the ALP RFP. DHCD will provide a dollar amount for the consolidated NOFA at a later date.
 4. *What criteria will DHCD use to approve ALP acquisitions?* Each lender has its own lending criteria. Thus, the ALP approval criteria were kept very broad. DHCD focused on broader lending considerations like market conditions, rent level, etc.
 5. *Will organizations that historically have been unable to receive funding from large institutions be allowed to seek support in the ALP arrangement?* DHCD has had discussions with CDFIs and large institutions to address the fundamental and regulatory challenges. Large institutions who we know may not directly participate in the acquisition may either partner with CDFIs or consider the program as a source of potential business on the permanent side. A Board member noted that although some large institutions may not participate directly, they may participate indirectly as they are financially invested in the CDFIs.
 6. *Updates on the ALP permanent working group.* Deputy Director Simms extended an invitation to members of the Board and members of the audience who may want to be a part of the working group. Chairman Bowers advised that it may be helpful to have a combination of lenders and non-lenders as a part of the working group.
 7. *What is the anticipated timeline for review and closing once the RFP is released?* In terms of a release date and closing date for the solicitation itself, DHCD anticipates 45-60 days and an additional 60 days for approval. Then, the next step is to get DC Council approval to distribute the funds. The entire timeline will run through the end of the summer 2015. Thus, DHCD anticipates ALP will be operational by Labor Day 2015.
- IV. DHCD: Update on the Development Finance Project Pipeline: See Attachment (3). Twenty-three (23) projects closed in 2014. In terms of second quarter FY 2015, there are

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a total of 45* projects in the pipeline. In the second quarter of this fiscal year, 31 projects are expected to close.

In 2015, six (6) projects are expected to close in the first quarter, 30 projects in the second quarter, 9 projects in the third quarter, and 5 projects in the fourth quarter. In total, between 2014 and 2015, DHCD will close 73 projects funded at a total HPTF loan amount of \$283,370,225.

**Noted correction to the Pipeline Report, dated 1.2.2015: 4000 Kansas will close in two weeks.*

Key Concerns Raised by Board Members/DHCD Responses

1. *The HPTF Preliminary Funding and Utilization Status Report showed roughly \$220 million in underwriting for the first, second, and third quarters of 2015. What is the amount of Trust Fund dollars now available to go against the \$220 million? In the last report, distributed at the December 2014 HPTF Advisory Board meeting, there was about \$180 million in Trust Fund dollars available to go against the \$220 million, assuming all \$220 million in projects close in 2015, which is unlikely. DHCD promised to supply revised figures at the next HPTF Advisory Board meeting.*
2. *How much lag time is there from approval to actual funds going out the door? Is there a typical range of how long it takes or does it vary by deal? It varies by deal. DHCD closed its first Tier One deal last week with The Groves at Parkside, which took about six months. There are some deals from the last round that may spill over, but the vast majority of projects are scheduled to close in less than 12 months.*
3. *The HPTF Baseline Funding Act of 2014 was approved by the Council subject to appropriation. Any sense yet if the \$100 million will be included in the FY16 budget? Mayor-Elect Muriel Bower had stated very clearly that she is a strong supporter of the \$100 million baseline funding and that she is going to find it in the budget. The details at this point are unknown. Ultimately, the decision will be made by the budget office and the Mayor.*
4. *When will the Board learn if the Trust Fund is fully funded at \$100 million in the FY16 budget and how will the timing impact the funding under the Trust Fund. During the first allocation of \$100 million in FY12 or FY13, the agency found out very late into the fiscal year. As one of the projects was ripe for financing, the agency made adjustments. The agency hopes to know in a timely manner but the reality is that we may not know. DHCD will operate with the best possible guess.*
5. *HPTF funded affordable units along redeveloping commercial corridors. A Board member noted that residents in HPTF funded affordable units along redeveloping commercial corridors would also have access to transportation and new jobs, for example, the new Wal-Mart proposed for the new Skyland commercial redevelopment, in Ward 7. The Board Member advised that it is essential to consider new jobs, neighborhood services, amenities, and access to transportation*

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as critical components to commercial corridors and community sustainability. Through further discussion, the Board requested an updated pipeline report from DHCD that includes a breakdown by project of the dollars invested and the units to be created/rehabbed by income band, units by ward, the number of units created by HPTF dollars, as well as a breakdown of HPTF funded affordable units populated around strategic economic development corridors that attract mixed-use development or retail developments.

V. Old Business:

A. Update on Communications with New Administration Leadership.

- i. *Recommendations to New Mayor Muriel Bowser. See Attachment (4).* Acting Director Donaldson informed the Board that Mayor Bowser's Transition Team received the Board's recommendations and has incorporated the recommendations into the Mayor's First 100-Day Recommendations on affordable housing.
- ii. *Board Member Reappointment.* Board members David Roodberg, Oramenta Newsome, and Sue Ann Marshall were reappointed to the HPTF Advisory Board for a four-year term expiring on January 14, 2019.
- iii. *Vacant Property Tax Exemption.* No update.
- iv. *The Community Partnership D.C. VI-SPDAT/SPDAT Assessments by Income, Score, and Recommended Housing Intervention.* Board Member Sue Ann Marshall will present an update at the February 2, 2015 HPTF Advisory Board meeting.

B. Additional Matters of Interest to the Board

- i. *Meeting with the New Administration.* A Board member inquired about what the new administration hopes for the Advisory Board and if the new administration would participate in future Advisory Board meetings. The Board agreed to wait until after January 17, 2015, to request a meeting with the new Mayor. The Acting Director will take the lead in arranging this meeting.
- ii. *Solidifying the Connections between the Trust Fund and Housing Issues.* A Board member expressed concern over strategically using the Trust Fund to address housing issues. It was expressed that the Board needed to begin to take the discussion beyond the compilation of units and projects and be more strategic about how it addresses the issues in the District of Columbia and incorporate any proposed strategies in RFPs and policies. The Board member offered the following strategic questions for consideration: What is the role of affordable housing in providing rapid rehousing and producing permanent supportive housing (tying ability to become self-sufficient with an affordable end rent)? What is the

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connection between affordable housing that has been produced and its availability for housing homeless families; and whether we have a strategy for that? How do we go from recommendation to implementation? How do we normalize the process and how do we better utilize shelter, case management, and rent subsidy resources towards the production and targeting of more housing for this particular population?

- iii. *Coordination among various stakeholders.* Chairman Bowers asked Board members and Acting Director Donaldson to contemplate what kinds of intentional conversations they would like to take place in the context of an Advisory Board; and within the context of the various affected agency directors to establish systems and processes to reach agreed upon goals. As a takeaway from previous stakeholder meetings, there is a need to share the plan with all affected stakeholders.
- iv. *Adjustments to the NOFA.* A Board member inquired if there should be other elements to the NOFA which send a signal, more specifically to the developers, as to what the Board has prioritized as a need for the development community.

VI. New Business: No new business.

VII. Public Comments: There were no public comments.

VIII. Announcements:

- A. The Board was advised of the “Talking Transition Town Hall Meeting” to provide recommendations to new Mayor Bowser, on Saturday, January 17, 2015, at the Washington Convention Center, from 9:30 A.M. to 3:30 P.M. Registration is required to attend.
- B. Housing Production Trust Fund Advisory Board meetings will resume the first Monday of the month unless otherwise noted. The next HPTF Advisory Board meeting is scheduled for February 2, 2015.

IX. Adjournment: 11:25 A.M.

Attachments: (Handouts or PowerPoint Slides)

Attachment (1): Copy of Sign-in Sheet, dated 1.5.2015.

Attachment (2): Copy of Meeting Agenda, dated 1.5.2015.

Attachment (3): DFD Pipeline Update FY14-FY15 Actual and Projected Closings Report, dated 1.2.2015.

Attachment (4): Letter from David Bowers, Chairman, D.C. Housing Production Trust Fund Advisory Board to The Honorable Muriel Bowser, Mayor of the District of Columbia, regarding recommendations for consideration from the DC Housing Production Trust Fund Advisory Board related to the provision of housing for low and moderate-income residents, dated 12.12.2014.

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Submitted By: Beatrix Fields, Senior Legislative Specialist, DHCD, on behalf of DHCD
(Any corrections should be forward to Beatrix.fields@dc.gov)

**The audio recording of this meeting may be heard by contacting Pamela Hillsman, Senior
Community Resource Specialist, at Pamela.hillsman@dc.gov or calling (202) 442-7200.

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Approval of Meeting Highlights. *The Board unanimously approved these Meeting Highlights at its February 2, 2015, with leave for the staff to make any technical amendments. After review by the Chairman, the final Meeting Highlights shall be posted on the DHCD website.*

Final Approval:



(David Bowers, Chairman)



(Date)

List of Attachments

Attachment (1): Copy of Sign-in Sheet, dated 1.5.2015

Attachment (2): Copy of Meeting Agenda, dated 1.5.2015

Attachment (3): DFD Pipeline Update FY14-FY15 Actual and Projected Closings Report, dated 1.2.2015

Attachment (4): Letter from David Bowers, Chairman, D.C. Housing Production Trust Fund Advisory Board to the Honorable Muriel Bowser, Mayor of the District of Columbia containing recommendations related to the provision of Housing for Low and Moderate-Income Residents, dated 12.12.2014

HPTF Advisory Board Meeting Minutes 1.5.2015

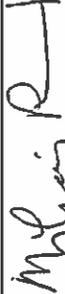
ATTACHMENT (1)

Government of the District of Columbia
Housing Production Trust Fund Advisory Board

Monday, January 5, 2015; 10:00 A.M. – 12:00 P.M.

Location: DHCD, Housing Resource Center
 1800 Martin Luther King, Jr., Ave., SE, Washington, DC 20020

BOARD MEMBERS

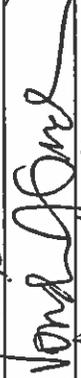
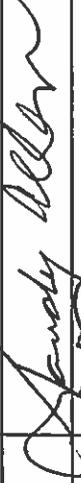
NAME	Signature
1. David C. Bowers, Chairman	
2. Stanley Jackson	
3. Jim D. Knight	
4. Sue Ann Marshall	
5. Oramenta Newsome	
6. M. Craig Pascal	
7. Robert Pohlman	
8. Jacqueline Prior	
9. David J. Roodberg	
10. Polly Donaldson, ex-Officio	

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DHCD

NAME	Signature
1. Nathan Simms	
2. Vonda Orders	
3. Oke Anyaegbunam	
4. Bea Fields	
5. Doug Kemp	
6. Jose Nunez	
7. Chris Dickersin-Prokopp	
8. Marcus Williams	
9. Pamela Hillsman	
10. Sandy Allen	
11. Marthine Bartee-Williams	
12. Ayesha Traynham	
13. Booker Roark Jr.	

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	NAME	Signature
14.	MARIBETH DE LORENZO	
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OTHER GUESTS/MEMBERS OF THE PUBLIC

NAME & TITLE	ORGANIZATION
1. Elizabeth Foxton Housing Resource Center Advisory	CNHED
2. Steve Gaudin Executive Director	CNHED
3.	
4.	
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ATTACHMENT (2)

DISTRICT OF COLUMBIA GOVERNMENT
HOUSING PRODUCTION TRUST FUND ADVISORY BOARD

Monday, January 5, 2014; 10:00 A.M. – 12:00 P.M.

Location: DHCD, Housing Resource Center
1800 Martin Luther King, Jr., Ave. SE, Washington, DC 20020

MEETING AGENDA

1. Call to Order, David Bowers, Chair
2. Consider and Approval Prior Meeting Summaries
3. DHCD: Leveraging Work Group Update
4. DHCD: Update on the Development Finance Project Pipeline
5. Old Business
 - a. Update on Communications with New Administration Leadership
6. New Business
7. Public Comments
8. Announcements
9. Adjournment

ATTACHMENT (3)

DHCD - DFD Pipeline : Projects | FY14-15 Actual and Projected Closings

FY14-15 Actual and Projected Closings

Project Name	Project: Project Type/Scope	Project: Loan Status - Detail	Closing: Milestone Progress Bar	Projected or Actual Closing Date	Construction Status	Project: Manager	Loans - Total HPTF Loan Amount	Financing: CDBG Amount	Financing: DBH Amount
Underwriting - 2015 2Q (30 Projects)									
South Capitol Shopping Center Parking Garage	New Construction	4. Pre-Closing Due Diligence		01-19-2015	Pre-Development	Scott, Laveme			
Juniper Heights /7611 and 7701 Georgia Avenue, NW Tenants Association	Substantial Rehabilitation	4. Pre-Closing Due Diligence		01-19-2015	Pre-Development	Ward, Valisha	\$6,750,000.00		
Cornestone Comm Supp Housing	Substantial Rehabilitation	3. Final Underwriting		01-23-2015	Pre-Development	Scott, Laveme	\$481,613.00		
HFH Transition House (DHCD HIV/AIDS Housing Initiative)	Substantial Rehabilitation	6. Closing Scheduled		01-23-2015	Pre-Development	Slade, Ray	\$179,000.00		
Pleasant Park Cooperative, Inc.	Substantial Rehabilitation	6. Closing Scheduled		01-28-2015	Pre-Development	O'Kelly, Lidia			
Channel Square	Substantial Rehabilitation	4. Pre-Closing Due Diligence		01-30-2015	Pre-Development	Guzman, Bernard (EOM)	\$7,400,000.00		
Miriam's House	Substantial Rehabilitation	3. Final Underwriting		01-30-2015	Pre-Development	Scott, Laveme	\$1,079,464.00		
The Beacon Center	New Construction	2. Initial Underwriting		01-30-2015	Pre-Development	Wali, Washi	\$15,611,461.00		
Blair Road Project	Substantial Rehabilitation	3. Final Underwriting		01-30-2015	Pre-Development	Harvey, Guyton			
Partner Arms I	Substantial Rehabilitation	3. Final Underwriting		01-30-2015	Pre-Development	Harvey, Guyton	\$841,297.00		
22 Allantic Cooperative Association, Inc.	Substantial Rehabilitation	4. Pre-Closing Due Diligence		01-30-2015	Pre-Development	Wali, Washi	\$1,449,841.00		
Maya Angelou Cooperative	Acquisition Only	4. Pre-Closing Due Diligence		01-30-2015	N/A	Guzman, Bernard (EOM)	\$780,000.00		
SOME Benning Road	New Construction	2. Initial Underwriting		02-13-2015	Pre-Development	Slade, Ray	\$17,947,789.00		
Girard Street Community Partners	New Construction	2. Initial Underwriting		02-13-2015	Pre-Development	Harvey, Guyton	\$526,972.00		
Allamont Place (Rehab)	Substantial Rehabilitation	6. Closing Scheduled		02-20-2015	Pre-Development	Slade, Ray	\$4,533,499.00		
4000 Benning Road Project	New Construction	2. Initial Underwriting		02-27-2015	Pre-Development	Slade, Ray	\$6,374,490.00		

ATTACHMENT (4)



December 12, 2014

Mayor-Elect Muriel Bowser
Transition Office
One Judiciary Square
441 4th Street N.W.
Suite 727-North
Washington, D.C. 20001

Dear Mayor-Elect Bowser:

I hope this letter finds you well. This letter contains recommendations for your consideration from the District of Columbia Housing Production Trust Fund Advisory Board related to the provision of housing for low and moderate-income residents.

Background:

- ***Advisory Board Statutory Mission (DC Official Code §42-2802.01):***
The Board shall advise the Mayor on the development, financing, and operation of the Fund and other matters related to the production of housing for low-income, very low-income, and extremely low-income households. The Board may review the uses of the Fund for their conformity with the purposes of the act.

- ***FY 13-15 Major Strategic Goals:***
The Advisory Board was reconstituted in August 2013, with the primary goals of implementing two recommendations from the 2013 Comprehensive Housing Strategy Task Force:
 - Leveraging Housing Production Trust Fund (HPTF) dollars; and
 - Incorporating Demand Side Needs for Affordable Housing

Over the past 14 months, the Advisory Board has dialogued with leaders in the affordable housing "Supply" industry to explore options to leverage the HPTF dollars for more development; and explored the housing needs with several government agency leaders and service providers, who support and subsidize the "Demand" side needs of the city's vulnerable families and individuals, who may be homeless or otherwise in need of permanent supportive housing or affordable housing with incomes below 30% AMI.

The Board has engaged two public dialogues with over 100 stakeholders to discuss ways to jointly share resources among representatives from the government, financial institutions, developers and philanthropy industries; and to discuss with developers and lenders the operation of a new proposed Acquisition Loan Program (ALP) to allow developers to purchase parcels for affordable housing that will be underwritten by local lenders. The proposed ALP responds to an expressed need to more quickly fund developer opportunities to acquire real estate for affordable housing in a high-cost real estate market. With all the parties to a transaction for affordable housing in the same room, at the same time, these stakeholder meetings have proved very beneficial and have resulted in greater partnerships for fulfilling the ultimate goal of affordable housing production.



HPTF Affordable Housing Recommendations:

The HPTF Advisory Board highly recommends that the Bowser Administration consider implementing the following affordable housing goals:

Three (3) recommendations for the First 100 days

- 1. Fully Fund the HPTF at the Council Approved Annual Appropriation of at least \$100 Million.** In order to plan for out- year budgets and propose production goals that begin to meet the affordable housing needs of lower income residents, there needs to be a sustained and predictable source of funding. Projects already in the pipeline will require the use of all funding that has been approved to date for the HPTF, including funding authorized in the FY 2015 budget.
- 2. Continue to explore Leveraging Options for the HPTF, and launch the proposed “Acquisition Loan Program” (ALP).** This new product is an outgrowth of a Leveraging Work Group of financial institutions/ intermediaries and affordable housing developers that have been meeting for about 10 months with DHCD. The Request for Proposals (RFP) to solicit lenders to participate in this new initiative is scheduled to be issued in Q1 or Q2 2015. This new fund will leverage HPTF dollars with Bank and CDFI funds to expand capacity for fast and nimble acquisition of properties for affordable housing.
- 3. Include in the District’s annual budget Local Rent Supplement Program (LRSP) project/sponsor based funding needed to achieve production goals for Permanent Supportive Housing (PSH) and other below 30% AMI housing in the Consolidated RFP process.** In the past, LRSP project/sponsor based funding in the budget has not been tied to planned production, resulting in either a shortage or excess of LRSP to match planned production. It should be budgeted in proportion to HPTF funds available to ensure that production is optimized and for this part of the housing continuum.

Five (5) recommendations for the First Year

- 4. Adopt production goals to ensure that the income targets of the HPTF Act are met to produce extremely low income (0-30% AMI), very low income (31% to 50% AMI), and low income (51% to 80% AMI) housing.** Reassess how the comprehensive RFP (or Super NOFA-Notice of Funds Available) can be utilized to target production of units needed for the various low-income AMI bands. Without a concentrated focus to meet the income targets of the Act, DHCD is limited to the projects submitted by the marketplace.
- 5. Specify targeted production goals for certain types of low income housing units that are needed using HPTF dollars, in particular annual goals for PHS and Rapid Rehousing units.** In assessing the needs of homeless individuals and families, there is a great need for affordable housing for persons whose incomes are below 30% AMI. To develop enough of this type of affordable housing, production goals must be tied to actual need; and the dollars, or a portion of the dollars, in the HPTF must be targeted to meet that need.

6. **Add funding from additional DC agencies for more services, such as early childhood education and workforce development, to the Consolidated RFP.** Co-locating support services and amenities in affordable housing developments is an emerging best practice, and it helps with the Demand Side of the equation. Services, such as childcare, afterschool programs, financial literacy and workforce development efforts, help housing residents and their families reach life goals and reduce the need for future subsidy. Non-profit and for-profit affordable housing developers have expertise to develop and finance affordable housing, but need the expertise, services and dollars from service provider organizations to support residents in the lower income and PSH units.
7. **Better coordinate the various government agency resources for services and ensure the roles of each successfully serve the populations in need of affordable housing.** Where two agencies provide similar service dollars, there is a need to ensure that all required services are provided, but also that there is no unnecessary overlap in services. Example: matching DHS and DBH supportive service funding with capital and operating subsidies, where these agencies sometimes serve the same populations. Further, programs such as APRA, HOPWA and other special needs services initiatives include housing subsidy funds. Greater coordination of budgets and award processes would increase efficiency and impact.
8. **Count all of the housing and services resources currently being used for homeless support (shelter, case management, rent subsidies, etc.).** Develop a budget strategy using all available resources for providing housing needed to address homelessness.

Five (5) recommendations for the First Term/On-going Initiatives

9. **Maintain the budget structure for the HPTF, which is an Enterprise Fund (starting FY 2015).** An Enterprise Fund allows DHCD to commit construction and gap financing funds across fiscal years, without the former delays associated with end of the year de-obligations and late re-budgeting in a new year. Such delays were costly and frustrating to development projects, which are time and cost sensitive, and resulted in unused fund balances that could not be committed because of budget year shifts.
10. **Continue the practice of Selecting Qualified Developers to meet the affordable housing production goals.** Encourage DHCD to continue holding preliminary workshops to describe the process for successfully financing affordable housing projects and working with or combining new/emerging or long-term local developers with seasoned developers. While there is the need to grow the capacity of local developers, with a social conscience, to provide the types of affordable housing needed, there is a time delay when developers do not have capacity to complete projects.
11. **Continue DHCD partnerships with the DC Housing Finance Agency through pre-screening development proposals that require bond financing.** This cooperative relationship over the past year has resulted in saving time and resources.
12. **Continue to utilize and further improve coordination among DC agencies through the Consolidated RFP process at DHCD, used to develop permanent supportive housing**



(PSH) units with wrap-around supportive services. For the past two years, DHCD issued an RFP that includes affordable housing development dollars and wrap around service funds needed to sustain PSH units, utilizing funds from various sources and several government agencies (HFA, DCHA, DBH, DHS, DOH, and DMPED). DHCD has linked developers with service providers to produce sorely needed PSH units and to better coordinate partnerships with available service dollars at the conceptual stage, so these service costs can be a part of the project development. Wrap around services include: mental, social, behavioral services needed in order for a person/family to manage independent living. PSH is designed for those who may need a subsidy for life due to physical or mental health challenges.

- 13. Link the District's workforce development initiatives with affordable housing.** In order for individuals and families to sustain housing in a high cost housing market, there is the need for jobs, skills development and increased income. Without this link, the cycle of poverty remains and expands.

Thank you for your consideration of these recommendations. The Board requests the opportunity to meet with you and your housing team to discuss these recommendations. Please don't hesitate to have your staff contact me at dbowers@enterprisecommunity.org or 202-649-3925 to arrange any follow-up. We look forward to working with you as the next Mayor of the District of Columbia.

Sincerely,



David Bowers
Chairman

cc: Polly Donaldson
Carol Thompson-Cole