

## *List of Attachments*

*Attachment (1):* Copy of Sign-in Sheet.

*Attachment (2):* Agenda, dated 12/16/2013.

*Attachment (3):* “Demand Side of Affordable Housing Presentation”, dated 12/16/2013.

*Attachment (4):* Letter from Victor Hoskins, DMPED to David Bowers, HPTF Advisory Board Chairman, dated 11/22/2013.

HPTF Advisory Board Meeting Highlights 12.16.13

***ATTACHMENT (1)***

# SIGN-IN SHEET

## HOUSING PRODUCTION TRUST FUND

### ADVISORY BOARD

December 16, 2013

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Stan Jackson	Board member		



HPTF Advisory Board Meeting Highlights 12.16.13

***ATTACHMENT (2)***

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

**Monday, December 16, 2013; 10:00 A.M.**

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

**Meeting Agenda**

1. Call to Order & Establish Quorum: David Bowers, Chairman
2. Approval of Meeting Minutes for 11.18.13
3. Addressing "Demand Side" Challenges
4. Updates on HPTF Activities
5. Old Business:
  - a. Status of Needs Assessment Contract
  - b. Follow-Up to Board's October 2013 Letter to Mayor regarding changes to the budget financing of the HPTF to make funds more readily available from one fiscal year to the next.
6. New Business
  - a. Discussion of Next Meeting Agenda
7. Announcements
8. Public Comments
9. Adjournment

HPTF Advisory Board Meeting Highlights 12.16.13

***ATTACHMENT (3)***

# THE DEMAND SIDE OF AFFORDABLE HOUSING

HOUSING PRODUCTION TRUST FUND  
ADVISORY BOARD MEETING  
DECEMBER 16, 2013

## COMPREHENSIVE HOUSING STRATEGIES TASK FORCE

○ WORK GROUP;

INCREASING COLLABORATION  
AMONG HOUSING  
DEVELOPERS, SERVICE  
PROVIDERS, JOB TRAINING  
PROGRAMS AND  
EDUCATIONAL  
INSTITUTIONS

## WORK GROUP MEMBERS

- Lisa Mallory, Director DOES, Co Working Group Leader
- Sue Marshall, TCP, Co Working Group Leader
- Steve Baron, DBH
- David Berns, DHS
- Polly Donaldson, THC
- Kimberly Black King, CSH (now DHCD?)
- Patricia Malloy, ANC Commissioner
- Oramenta Newsome, LISC
- Michael Pitchford, CPDC
- Pho Palmer, Keller Williams Capital Properties

## WORK GROUP MEMBERS

- Jacqueline Prior, Cafritz Foundation
- David Roodberg, Horning Bros
- Matthew Rosen, ARC
- Samuel Swiller, Galludet
- Adrienne Todman, DCHA

## ISSUE

In order to promote economic vitality and *maximum* self-sufficiency, access to integrated, wrap around resident services should be made available to all recipients of District and federally funded housing supports for families at 0-30% of AMI.

## SERVICES

- Case management
- Soft and hard skill job training
- Employment placement
- Literacy and adult education
- Budgeting and financial literacy

## SERVICES

- Savings and IDA accounts
- Day care
- Early childhood and after-school programs
- Parenting and life skills training
- Behavioral health services

## SUBSIDY NEEDS

- SERVICES FOR 0-30% INCOME BAND MUST OFTEN BE COMBINED WITH HOUSING SUBSIDIES

## BEST PRACTICES

- HOPE VI
- Changing physical shape of public housing
- Establishing positive incentives for resident self-sufficiency and comprehensive services that empower residents
- Lessening the concentration of poverty by investing in non-poverty neighborhoods and promoting mixed-income communities
- Forging partnerships with other agencies, local government, nonprofit organizations and private developers and owners to leverage support and resources

## BEST PRACTICES

- Purpose Built Communities in Atlanta

Provides top quality amenities and support services to create healthy communities

## FINANCIAL ACTION ITEM

- Develop a Collaborative Initiative for System Change (CISC) to support and coordinate on-going efforts to provide integrated, wrap around or resident services, when affordable housing is funded by locally controlled funds. Next 12 months

## RELATED ACTION ITEMS

- Encourage District-funded housing developments to hire eligible and qualified TANF/Food stamp/LRSP participants that reside in the particular developments (POLICY)
- Develop data sharing solutions to assist the city and nonprofit providers to identify common service goals (ADMIN)
- Modify DHCD's Qualified Allocation Plan (QAP) to give bonus points to projects that include wrap around services in the development plan and allow services to be an eligible expense in the operating budget (ADMIN)

## IMPLEMENTATION

- An immediate implementation step is to commit general funds to establish a demonstration project for 250 households

## NEXT STEPS

- IDENTIFY AVAILABLE UNITS IN FUNDED PROJECTS
- DEVELOP TIME LINE FOR UNIT PRODUCTION/OCCUPANCY
- DEVELOP AN INVENTORY OF EXISTING SUPPORTS AND SERVICES AND LINK THEM TO AFFORDABLE HOUSING; IDENTIFY AND FILL GAPS
- ASSESS AVAILABILITY AND QUALITY OF SERVICES ASSOCIATED WITH UNITS AND IN NEIGHBORHOOD
- IDENTIFY AND MATCH FAMILIES AND INDIVIDUALS ELIGIBLE FOR UNITS

## NEXT STEPS

- IDENTIFY AND ACCESS OPPORTUNITIES TO MOVE HOUSEHOLDS FROM 0 TO 30 INCOME RANGE
- CONTINUE COLLABORATIONS THAT STARTED IN THE COLLABORATION WORK GROUP



April 15, 2013

DC DEPARTMENT of  
HUMAN SERVICES

## **FROM SHELTER TO HOUSING: RESTRUCTURING THE DISTRICT OF COLUMBIA'S APPROACH TO SERVING FAMILIES**

### **Overview**

Over the last several years, the District of Columbia has seen an unprecedented number of families seeking emergency shelter. This family housing crisis is creating an unsustainable over-reliance on shelter, which is both expensive and not good for families. And for the past several years, full shelters have meant little or no access to shelter for families in need during the non-winter months. In response, the District is changing how we serve families.

Rather than a shelter-first approach, we want to stabilize and rapidly re-house families who are homeless or at imminent risk of becoming homeless. But housing stability doesn't happen in a vacuum. For most families seeking shelter, their housing situation is intertwined with their ability to get family sustaining employment. In fact, most families seeking shelter or in shelter today are also receiving Temporary Assistance for Needy Families (TANF). And TANF, as we are now showing in the District, not only provides a pathway out of economic dependency, but it can and should help families get housing and stay housed.

For parents receiving TANF, stable housing is essential to address their barriers to work and successfully re-enter the workforce. Likewise, a parent's ability to get a job and build a career is an essential part of maintaining stable housing and raising successful children. So instead of relying on costly, long-term shelter, we are working with each family to prevent the need for shelter, stabilize their housing situation, and help them build a future in which they can afford housing and take care of their family.

The Virginia Williams Family Resource Center (VWFRC), which serves as the central resource center for families experiencing or at risk of homelessness in the District of Columbia, is showcasing how a family-centered, holistic approach using the TANF Redesign model as the framework, can give families new hope and the support they need to tackle these difficult issues. With a team approach that includes the family and any other agency or service provider the family is also working with, families can focus on and get the support they need to work on their goals.

This family-driven approach is at the heart of the re-structured Homeless Services system. We assist families with housing resources in combination with a plan to address their short- and long-term housing and economic self-sufficiency goals. This plan is integrated with their TANF plan, and can address the whole needs of the family.

To achieve the goals of fewer families becoming homeless, for shorter periods of time, and achieving better outcomes for parents and children, we need to (1) shift from a shelter driven approach to keeping families in their communities through prevention and re-housing; (2) strengthen TANF families at risk of homelessness before a crisis necessitates shelter; and (3) enact the proposed amendments to the Homeless Services Reform Act.

## Family Shelter Re-Structuring Plan

The following five goals of the re-structured family homeless services program will result in better outcomes for families, reduced need for emergency shelter units, and a resumption of year-round access to family shelter.

### **Goal #1: Safely and appropriately prevent families at risk of homelessness from needing shelter.**

- Serve all families at risk of homelessness, not just those in crisis.
- Identify families at risk of homelessness through the TANF assessment.
- Use emergency housing resources to keep families in their communities and work with families through their TANF plan to help them stay housed.
- Target prevention programs, such as the District's Emergency Rental Assistance Program (ERAP), to families at risk of homelessness.
- Use the TANF Redesign to work with families in a holistic, collaborative way to address barriers to housing and increase housing stability.

### **Goal #2: Shorten the time families stay in shelter by making their time in shelter count.**

- Implement provisional shelter placement while a family completes the full TANF assessment and community resources are fully explored.
- Use the holistic family-driven TANF model to maintain a sense of urgency and provide the support families need to quickly re-connect to housing.
- Co-locate sister agency staff at the shelters to provide real-time diagnostic services and direct connection to community-based services, including mental health, substance use, adult education, child care and child support.
- Use the proven assessment tool, the Service Prioritization Decision Assistance Tool (SPDAT), to determine the appropriate housing program for each family. To date, use of SPDAT in the District shows that of the families in shelter:
  - About 80% need rapid re-housing,
  - About 10% only need one-time assistance, i.e., security deposit and first month's rent, and
  - About 10% need permanent supportive housing.
- Increase family resources to exit shelter through strategic use of escrow and financial management education.

**Goal #3: Help families exit shelter more quickly to permanent housing.**

- Target housing appropriately through use of SPDAT.
- Shift resources from costly emergency shelter to more cost-effective re-housing and other permanent housing programs.
- Use innovative approaches, such as on-site housing fairs, to immediately match families with affordable units and accelerate the lease-up process.
- Increase appropriate permanent housing options through implementation of the Mayor's Comprehensive Housing Task Force recommendations.

**Goal #4: Reduce return to shelter.**

- Use the family's TANF plan and the unified approach of the TANF Redesign to support long-term housing stability and independence, regardless of housing option.
- Continue to use a team approach that includes any other agency or service provider the family is working with to collaboratively support the family achieve its goals.
- Continue to help families address barriers to work by making direct connections between the family and critical services they need to stabilize and address physical and behavioral health issues for parents and children.
- Help parents get a job, get a better job, and get a career through TANF, Department of Employment Services, and other employment resources.

**Goal #5: Reduce the number of family emergency shelter units, resume year-round access to family shelter, and help families succeed.**

- By achieving the above goals of prevention, shortened shelter stays, and more permanent housing options for families, the District can shift resources from costly emergency shelter to serving more families through permanent housing.
- DC General Family Shelter can be reduced from 271 units to no more than 153 units year-round in FY 14 and no more than 100 units by the end of FY 15.
- Resume shelter placements year-round for families in need for the short time it takes to re-connect them to permanent housing.

### Demand for Affordable Housing for Families with 0 to 30% AMI

- The loss of more than half of the District's low-cost rental units, combined with escalating rents, continues to push low-income families and individuals into homelessness.
- Being homeless or doubled up, moving place to place, requires families and individuals to focus on questions of survival—where will I sleep tonight, how will I fix food for my family?
- Taking care of these daily struggles, leaves little time to find and keep a job, get children to school, and make it to healthcare appointments, or get that extra schooling or training to help them get a job that can pay for housing.
- Many of the households becoming homeless are families. In fact, over 40% of our TANF recipients, or about 6,000 families, are either doubled up with family or friends, or are literally homeless and living in our family shelter system.
- But TANF is no longer permanent assistance in the District, and even if it was, it doesn't provide enough to sustain a family.
- TANF is now time-limited, and in DC TANF now also provides families with meaningful help to get job ready, get a job, and then get a better job. Families now have hope and a clear path to building the life for their children they deserve.
- What we know now about who is facing homelessness and what it takes to get people back into permanent housing, is challenging long-held beliefs.
- Last year, with funding from the Freddie Mac Foundation, we introduced an evidence-based tool that assesses all aspects of a

family's strengths and vulnerability and tells us the appropriate long-term housing strategy for that family.

- After assessing over 500 families with the SPDAT, which stands for the Service Prioritization Decision Assistance Tool, about 90% of the families were found to be appropriate for one-time assistance or Rapid Re-Housing, not long-term permanent subsidies.
- Rapid Re-Housing is a national best practice in which eligible families or single adults qualify for a Security Deposit and 4-10 months of a rental subsidy. After the subsidy period, the person pays the rent on their own. Nationally, and in the District, upwards of 80% of recipients of Rapid Re-Housing succeed in maintaining the housing on their own after the program ends.
- We also know that families don't benefit from long shelter stays; rather, the quicker the family returns to permanent housing in the community, the stronger their connections to their broader network of support and the more successful they will be in staying out of shelter in the future.
- Building on these learnings, we restructured our family homeless services system, which will allow us to close our DC General family shelter.
- By exiting families at a rate greater than we place families in shelter, we can reduce the number of family emergency shelter beds back to 150, and move away from the large shelter model to two 75 unit family emergency shelters.

- To accomplish this:
  - We help families stay out of shelter, using community-based resources, emergency assistance, and job readiness and placement assistance through TANF.
  - For families who enter shelter, we focus our resources on helping them exit shelter to permanent housing as quickly as possible, most of them through Rapid Re-Housing; and,
  - Families seeking homeless services get priority for our TANF work readiness and job placement services, to jumpstart their ability to get and keep permanent housing.
- With Rapid Re-Housing as the primary response to family homelessness, permanent vouchers are no longer the only solution for our low-income residents.
- In many cases, permanent vouchers are not even the preferred solution, even if there were enough for everyone who wants one, which there isn't.
- And Rapid Re-Housing tells us that low-income households can succeed and even thrive. Because Housing First, gives families and individuals the most important thing they need to succeed—housing while they work on barriers to employment, build the skills to get a job, and get a job. With the stability of housing, they are more likely to keep their job and go on to get a better job and a career.

12/11/13

- Many low-income families have the drive and ability to succeed. And housing is the missing ingredient that can make the difference.
- My challenge to you today, is to help us close the family shelter at DC General, by finding a way to reconfigure your construction and renovation projects to include units that we can use for families receiving Rapid Re-Housing.
- It is more cost-effective for DHS, and my personal preference, to invest our funds not in a \$153/day shelter in an old hospital building, but in a \$35/day short-term rental subsidy that will result in a family having their own apartment, where they and their children can thrive, give back in the form of taxes, and be valued members of their community.
- We are committed to supporting these families and seeing them succeed. How can we change our development model to support these families?

**Demand for Affordable Housing for Single Adults with 0 to 30% AMI**

- On any given day, there are nearly 3,000 single adults living in the District's shelters or on the streets.
- The reasons behind their homelessness are as unique as each of these men and women.
- But our shelter programs often don't distinguish between those with high barriers to housing, such as long-term substance abuse or serious mental illness, and those who, with the right help and services, could regain housing and employment relatively quickly.
- The District funds over 1,000 "low barrier" shelter beds, throughout the year, plus 350 or so more during the winter.
- Low barrier shelter offers temporary respite from the weather, with no questions asked, and no demands made.
- These shelters provide little more than a cot and a hot meal. Services offered are minimal, and resources are uncoordinated.
- Low barrier shelters are important for those who would otherwise live on the street, but they don't serve the needs of the thousands of homeless men and women who could get out of homelessness with the right supports.
- Since 2008, the District has provided at least one significant alternative to shelter, by creating life-saving permanent supportive housing for over 1,000 men and women who were most at risk of dying, if they stayed on the street or in shelter.

- As a result of creating new Permanent Supportive Housing slots, the District closed almost 400 low barrier shelter beds—300 at the Franklin shelter and about 90 at the trailers in Columbia Heights.
- Today, development pressures at the District's largest shelter, which houses over 500 men on the St. Elizabeth's campus, give us an opportunity to re-think how we can better meet the needs of homeless men and women, how we can help them regain housing, health, employment, and dignity.
- No one wants to replace this 500 bed shelter with another large shelter that does little more than warehouse people in dilapidated buildings that meet the barest minimal standards of livability.
- The replacement strategy needs to provide services that respond to the needs of individuals.
- First, we know that some of the beds should be replaced with additional Permanent Supportive Housing slots.
- Permanent Supportive Housing, however, is not the right solution, or even the most desired solution, for most men and women who experience homelessness. Rather, Permanent Supportive Housing is a very specific housing solution for only those with the highest barriers to housing and the greatest chance of dying, unless they are housed through PSH.
- For the vast majority of shelter users, other programs are needed, such as rapid re-housing coupled with employment services, service enriched programs that directly link

participants with mental health or substance abuse services, or programs aimed at working men and women.

- To maximize our investment in service enriched programs, we are joining with sister agencies and community-based providers to coordinate and prioritize the availability of these services through a coordinated intake process.
- Coordinated Entry is a process that streamlines access to homeless assistance services, such as prevention, rapid re-housing, and permanent supportive housing, screens applicants for eligibility for these and other programs in a consistent and well-coordinated way, and assesses needs to determine which intervention is best for each person.
- A coordinated entry system primarily focuses on linking individuals to housing assistance, but also connects individuals to needed social services as well, including employment, income benefits, mental health, health, substance abuse.
- Our challenge is to replace shelters like the large 801 East shelter with smaller, more resource rich shelter environments, but with about half of the current capacity, coupled with a variety of permanent housing solutions.
- As mentioned, some of the permanent housing would be permanent supportive housing for those who are chronically homeless and highly vulnerable.
- For the vast majority, however, the permanent housing options need to include an appropriate mix of other types of permanent housing, including workforce housing, shared housing, and units that will accept Rapid Re-Housing vouchers.

HPTF Advisory Board Meeting Highlights 12.16.13

***ATTACHMENT (4)***



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of the Mayor  
Office of the Deputy Mayor for Planning and Economic Development



November 22, 2013

Mr. David Bowers  
Chair, Housing Production Trust Fund Advisory Board  
Enterprise Community Partners  
10 G Street NE, Suite 580  
Washington, DC 20002

Dear Mr. Bowers:

I want to thank you for your leadership on the Housing Production Trust Fund Advisory Board. I know the mayor's announcement of \$187 million for affordable housing this week was another powerful sign of his commitment to keep DC economically diverse

On behalf of the Mayor, I am responding to your letter dated October 9, 2013. The Mayor is committed to the production and preservation of affordable housing in the District of Columbia, as well as related supportive services and counseling. His "10 x 20" goal seeks to ensure the production and/or preservation of 10,000 affordable units produced by 2020. To achieve his ambitious goals, the Mayor has charged me with implementing his vision by providing policy input, tracking relevant metrics, and coordinating with other Deputy Mayors and executive agencies. Understanding that success will require resources, the Mayor has also provided unprecedented financial support for these goals, as illustrated by his recent \$187 million funding commitment to produce 3,200 affordable housing units in 47 projects across the District.

As you know, the Housing Production Trust Fund (HPTF) is a critical component to the production and preservation of affordable housing in the District as well as the primary recipient of the Mayor's investment. The HPTF is housed within our Department of Housing and Community Development (DHCD), which is within the Economic Development Cluster under my purview. Both DHCD and DMPED work together to ensure the HPTF expenditures meet all applicable laws and regulations, while also serving the needs of District residents. The Housing Production Trust Fund Advisory Board (the Advisory Board) exists to provide a formal voice to the myriad affordable housing stakeholders. The Advisory Board meetings provide a valuable forum for the affordable housing community to understand and weigh in on DHCD's implementation of HPTF. As a board of experts in the field, the Board can identify opportunities for improvement of the HPTF process and approach, typically through discussion at its regular meetings. When the Advisory Board chooses to weigh in on issues of greater import, it should do so through discussions and communications with DHCD staff and leadership. In rare situations in which the Advisory Board has concerns or recommendations of the highest priority, it may raise them to me, and I will discuss them with the Mayor as necessary.

Your letter highlights a specific opportunity to improve the budgeting process related to HPTF, which would reduce administrative burden and allow for budgeting to better align with actual contributions to the HPTF. Given that the HPTF has successfully funded over 1,400 affordable units over the last four fiscal years, I find it difficult to characterize

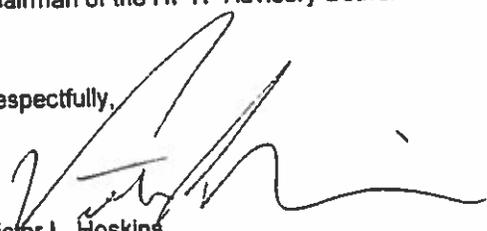
VICTOR L. HOSKINS  
DEPUTY MAYOR

Mr. David Bowers  
December 13, 2013  
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the administrative burden as untenable. However, I do agree that it deserves to be discussed. Thus, I have asked my DMPED and DHCD to reach out to the CFO to determine if any potential remedies exist.

Thank you again for your commitment to affordable housing in the District and for your hard work as Chairman of the HPTF Advisory Board.

Respectfully,



Victor L. Hoskins  
Deputy Mayor

cc: Chris Murphy, Chief of Staff, Executive Office of Mayor Vincent C. Gray  
Michael Kelly, Director, Department of Housing and Community Development