



***Interagency Council on Homelessness***  
***Housing Solutions Committee***



***17 October 2022***



**DON'T FORGET TO HIT  
RECORD**

# Meeting Agenda



- I. **Welcome & Agenda Review (5 mins)**
  - a) Introduction & Agenda Review
  - b) Adoption of Prior Meeting Notes
  - c) Call for Partners Updates/Announcements
- II. **Updates (70 mins)**
  - a) DCHA: Updates re Payment Standards and Self Certification, as available (10 mins)
  - b) DHCD: Black Homeownership Strike Force and DC Upward Mobility Project (10 mins)
  - c) DHS: Orientation to new dedicated programming/subsidies (30 mins)
  - d) ICH: Launching a new Capacity Building Initiative (20 mins)
- III. **ICH Announcements (10 mins)**
  - a) ICH Staffing & Members
  - b) HUD NOFO Opportunities
- IV. **Partner Announcements and Reminders (as needed)**
- v. **Summary and Adjournment (5 mins)**
  - a) Next Meeting: 21 November 2022 from 2 – 3:30 pm

# Welcome & Intro Notes



## ❖ Intros:

- Chat intros for attendees: name, pronouns, org, and title/role
- Quick round of hellos from Co-Chairs and ICH staff with formal roles leading or supporting meeting

## ❖ Adopting Prior Meeting Notes:

- Automatically adopted unless meeting attendees flag issues
- Generally ICH team sends out meeting notes within a week
- Please review as soon as possible and flag any errors/issues
- If we don't hear back within a week, assuming good to adopt

## ❖ Call for Partner Updates/Announcements:

- Any significant updates or changes that impact the system

# Agenda Review



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# DCHA Updates



- ❖ **Payment Standards: recommendations to the DCHA Board**
  - Sub-market level is better than zip code, so will stick to DCHA market analysis and establish payment standards leveraging analysis (completed)
  - Staying at 187% FMR (completed)
  - Reviewing market study to ensure results are appropriate (underway)
  - Reviewing small one-time bump for units that are below currently approved rents and are in good standing to determine budget implications (underway)
  
- ❖ **Self-Certification:**
  - Latest clarification is that ID can be self-certified on the tenant-side
  - Additional legislation that speaks to and aligns
    - ✓ all of LRSP (not just tenant-side, but also project-based and sponsor-based)
    - ✓ Speaks to ongoing tenancy (meaning re-certification)
    - ✓ Immigration status is no longer an aspect that impacts LRSP
    - ✓ Reduces requirements/documentation related to criminal background
  
- ❖ **New Senior VP, HCVP: Ms. Medina Johnson Jennings**
  - Including all voucher updates (local and federal)
  - Related to eligibility, voucher issuance, inspections



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# DHCD Updates



- ❖ 2 initiatives from this summer:
  - Upward Mobility Initiative & Black Homeownership Task Force
  - Powerful testimony from a resident who went from a shelter (lived in DCG as a child) to homeownership
  
- ❖ Strategies:
  - **Preservation:** senior homeowners (estate planning and legal services), protection from predatory solicitors, supporting severely burdened homeowners, discouraging speculative purchases, and
  - **Creation:** encouraging Black homeownership on District redevelopments, accelerating zoning and permitting for homeownership projects, \$10M Black Homeownership Fund, establishing a comprehensive District homeownership platform (a front door so people don't have to go to multiple resources), streamlining and enhancing existing programs.
  
- ❖ Full Report available online: [DMPED Black Homeownership Strike Force - Final Report October 2022](#)
  
- ❖ Feedback:
  - Is there an opportunity to impact/increase homeownership opportunities related to DCHA residents?
    - ✓ Criticism/Concern that New Communities are racist and discriminatory to low-income district residents.
  - How do we support RRH, TAH, PSH clients with this information/opportunities?
  - How can smaller vacant properties support these efforts? Property Acquisition/Disposition Division.
  - Will the BHTF be reviewed by the Council Office of Racial Equity?
    - ✓ Only if legislation is developed to advance the findings and the recommendations of the BHTF.
  - Question about number of vacant homes in the District. TBD

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DC Department of Human Services

# Career MAP Overview

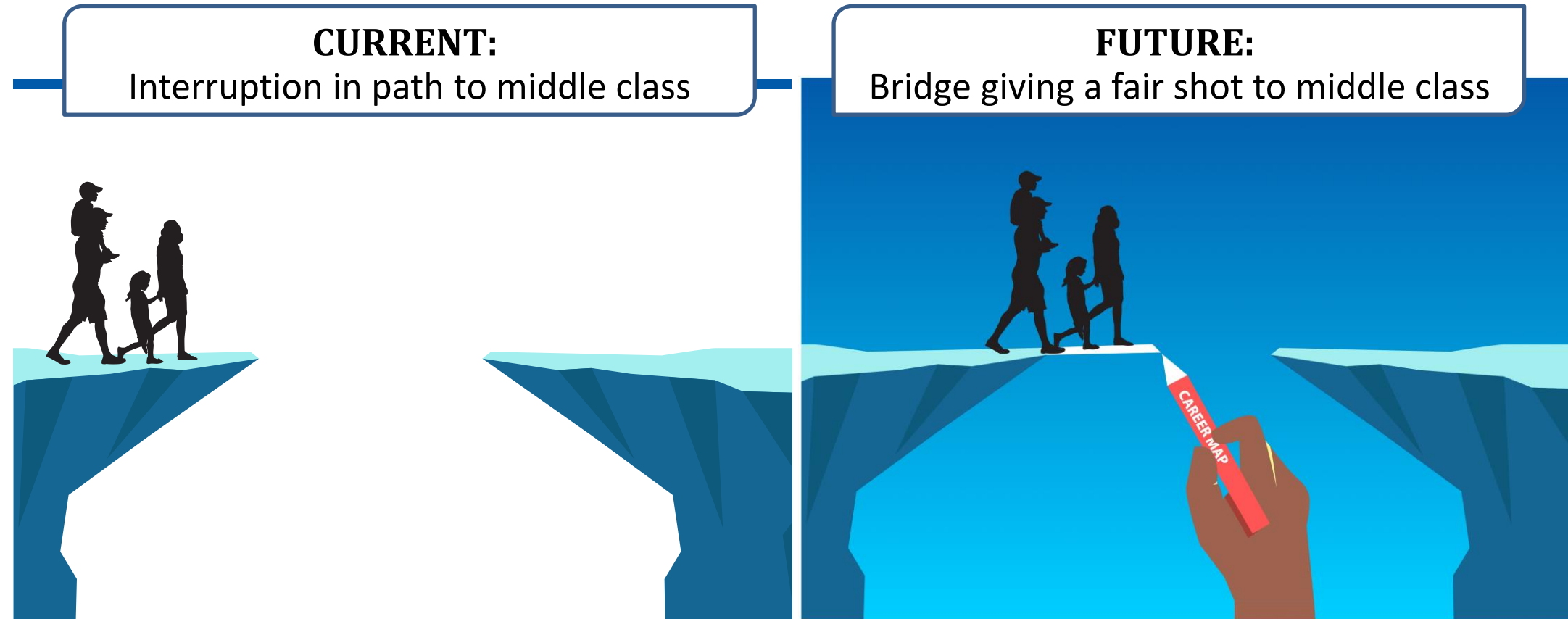
## ICH Housing Solutions Committee

October 17, 2022

# Topics

- Program Concept and Development
- Career MAP Design and Services
- Program Startup
- Questions & Answers (Q&A)

# Career Mobility Action Plan (Career MAP)



**VISION:** Replacing Benefits Cliffs with Uninterrupted Economic Mobility

# Federal Reserve Bank Partnership



[https://emar-data-tools.shinyapps.io/cliff\\_dc/](https://emar-data-tools.shinyapps.io/cliff_dc/)

- ✓ Compares up to **two careers** at the same time (including current job)
- ✓ Shows **benefits cliffs/plateaus** tailored to a client's unique circumstances (asset tests, expenses, family composition)
- ✓ Creates a **budget** with a client's expenses while in training and beyond
- ✓ Adjusts budget with public assistance and other **financial supports to mitigate cliffs**

# Stakeholder Input

Career MAP's design and implementation informed by a series of data and information collection activities and analyses.

## Project Partnerships

- **Benefit cliff mitigation analyses and tools:** Federal Reserve Banks of Atlanta and Richmond
- **Program design and evaluation:** The Lab @ DC, Office of the City Administrator

## Potential Participants/ Impacted Families

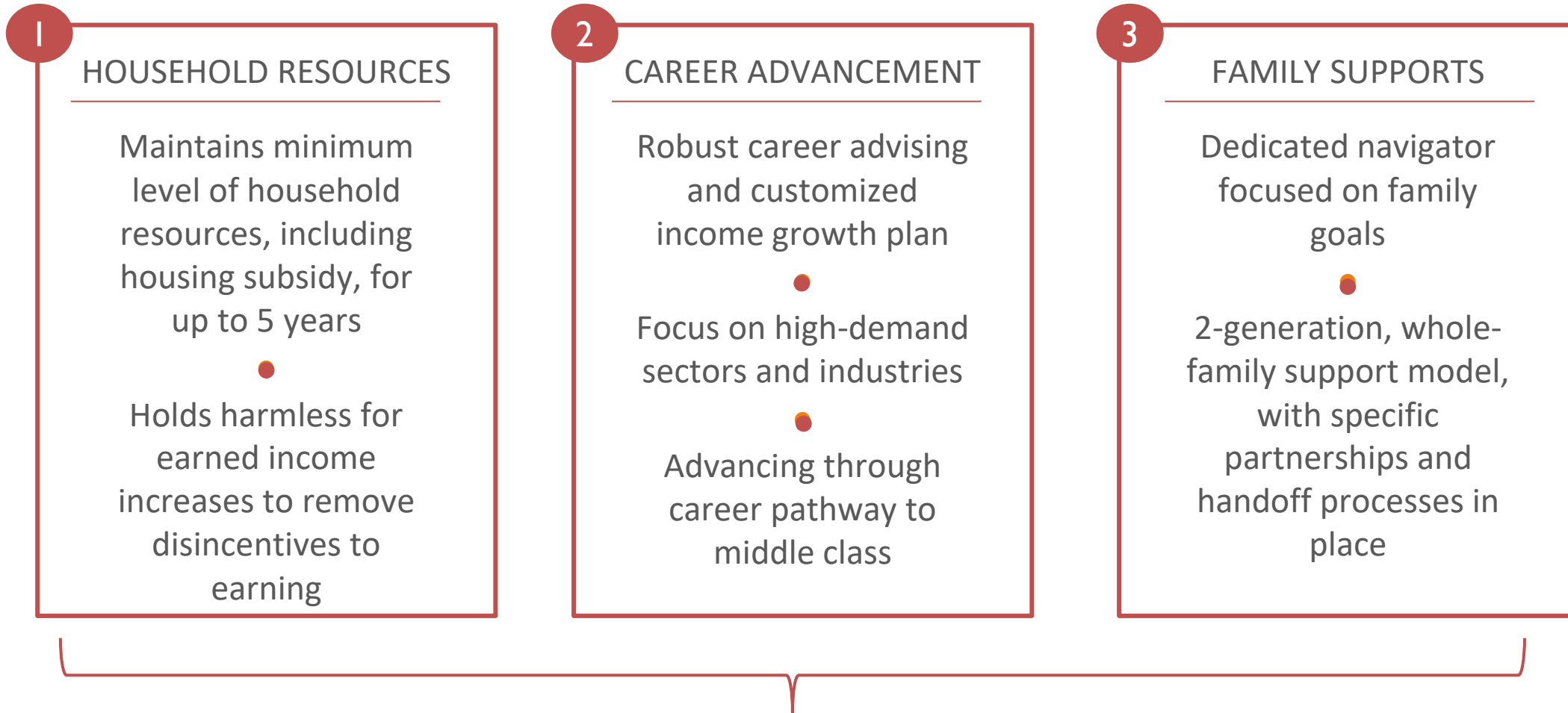
- **FRSP participants:** Lab-facilitated individual interviews and focus groups, FRSP Task Force Report, CNHED survey data, DHS TANF survey
- **DHS front line staff and providers:** Lab-facilitated journey mapping and additional interviews with FRSP and TANF staff, provider engagement
- **Recurring engagement:** Ongoing communication with FRSP participants, case managers and service providers, and advocates

## Other Subject Matter Experts Engaged

- **External SMEs:** Aspen Ascend, CBPP, Urban Institute, MDRC, other state and local governments and similar programs
- **Employer engagement:** Workforce Investment Council, Hire Local DC, DC Hospital Association, some individual employers
- **Agency partners:** WIC, OSSE, DOES, UDC-CC, DBH, DOH, Upward Mobility Interagency Working Group (DMPED, OP, others)



# What is Career MAP?



Career MAP is a groundbreaking pilot that invests in 600 families' move out of poverty

# Program Design: Household Resources

## Household Resources



- *Maintains minimum level of household resources, including housing subsidy, for up to 5 years*
- *Holds harmless for earned income increases to remove disincentives to earning*

## Career Advancement

## Family Support

### Resources include:

- Rental assistance – households pay 30% of net income, less a SNAP and cash assistance hold harmless amount (e.g. earning increase that results in \$100 loss in total TANF and SNAP benefits below max for their family size equals rent of 30% of income minus \$100)
- Cash fund - up to \$10,000 per year in reimbursements for losses of medical and child care benefits as income increases, plus any SNAP or cash assistance benefit losses that can't be covered through rent discounts. The \$10,000 cap per year may be increased if funds are available.

# Program Design: Household Resources (cont.)

## Household Resources



- *Maintains minimum level of household resources, including housing subsidy, for up to 5 years*
- *Holds harmless for earned income increases to remove disincentives to earning*

## Career Advancement

## Family Support

### Resources include (cont.):

- Escrow accounts – households receive \$200 deposits each month they pay rent, resulting in up to \$12,000 available at the end of the program.
- Emergency payments - up to \$1,000 per year as needed to help participants stay on track towards goals.

# Program Design: Career Advancement

## Career Advancement



- *Robust career advising and customized income growth plan*
- *Focus on high-demand sectors and industries*
- *Advancing through career pathway to middle class*

## Family Support

## Household Resources

### ***Resources include:***

- Dedicated navigator focused on participants' career goals.
- Employment placement and career growth, including connections to paid work-based learning and a focus on promotions once participants are employed.
- Education and training support, with a focus on programs aligned with employer hiring needs, including:
  - vocational training,
  - higher education/ degree programs, and
  - adult education/ GED (integrated with career programs).
- Work readiness and digital literacy skills development.

# Program Design: Family Support

## Family Support



- *2-generation, whole-family case management*
- *Holistic approach to case management including life skills such as financial literacy*

## Household Resources

## Career Advancement

### ***Resources include:***

- Dedicated navigator focused on supporting participants' personal goal achievement.
- Peer support groups who help participants build networks and community with other parents in the program.
- Coordinated access to key supports, including mental health, childcare, education, housing, and others.
- Financial management and benefits cliffs counseling.

# Program Design: What's Different?

- Level of support – Unprecedented combination of stable housing support, mitigation of the 4 biggest benefit cliffs, and escrow savings
- Minimizing focus on compliance, particularly through navigator role focused on being trusted advocate
- Longer-term outlook on participant success – Less need to focus on taking first available job, ability to work with over 5 years towards advancement
- Peer group supports for all – design interviews consistently identified interest in peer group supports, so plan to offer to all participants throughout course of program, builds on success of MOMS
- Flexible model – Hybrid agency and grantee service delivery roles, with grants structured as partnership with agency. Allows us to coordinate and adjust services and partnerships over time.

# Career MAP Participant Enrollment

- Families in the [Family Rehousing Stabilization Program \(FRSP\)](#) were invited to enter a joint lottery with [DC Flex](#) program that closed August 5th for one of the 300 Career MAP slots and 300 for DC Flex. Over 1,400 FRSP families applied.
- Expansion of Career MAP to 600 families announced in September, with additional 300 families to be selected from existing lottery pool later this month.
- Almost 270 families have complete Career MAP intake activities and are scheduled for transfer out of FRSP and into Career MAP later this fall. Enrollment of additional lottery selections planned to complete by January 2023.
- 2 providers were selected via Request for Applications to provide intensive navigation services and other career and family supports to 300 families each starting in November.



# Program Evaluation

- Career MAP is being evaluated by The Lab @ DC in the Office of the City Administrator.
- DHS anticipates having the ability to track the following outcomes:

Outcomes	How is it measured?	Why is this a primary outcome?
Employment stability	Percentage of days the head of household worked over the previous year, provided they are not a full-time student	A stable job is a good starting point to measure a household's progress towards better well-being.
Labor income amount (\$)	Income earned from work by the head of household over the previous year	A better paying job is a good starting point to measure a household's progress towards better well-being.
Financial health	Head of household credit score	This summary measure offers a look a household financial health
2nd generation educational attainment	Rate of grade-promotion	Our model of change sees progress in K-12 school as a proxy for future employability and for current well-being.
Sustained private-market housing (after exiting Career MAP)	Did not enter the continuum of care in a given year	Stable housing is an essential component of household well-being. It also translates to savings for DHS.

# Q & A

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DC | DEPARTMENT of  
HUMAN SERVICES

DC Department of Human Services

# DC Flex Overview

October 17, 2022



# Design Framework: Program Benefits

- ❖ Households will receive a \$7,200 annual benefit (average of \$600/month)
  - Updated to \$8,400 (average \$700/month) in FY22
- ❖ The funds can only be used for rent (i.e., the landlord listed on the lease agreement is the only payee).
- ❖ Funds can be used flexibly throughout the year, but will have a monthly cap equivalent to their total rent payment.
  - Participant could use the fund to pay their entire rent, a portion of the rent, or save it for future months as they determine appropriate.
- ❖ Benefit will last for 4 years as long as the participant remains eligible.
- ❖ Participant could voluntarily forfeit benefit to retain eligibility in future.
- ❖ No supportive services component (except referrals)

# Design Framework: Incentive To Save

## Money remaining at end of Year 1, Year 2 or Year 3?

- ❖ Apply all of the remaining funds for use in the next annual Program year cycle, or
- ❖ Withdraw up to \$500 of remaining funds for other household expenses & apply the remaining funds for use in next annual Program year cycle.
  - Household must pass recertification & not owe rental arrears on their unit

## Money remaining at end of Year 4?

- ❖ Household decides how funds are spent (if household passes recertification & does not owe rental arrears on their unit)



# Design Framework: Program Eligibility

## Eligible households are those who:

- ❖ Reside in DC;
- ❖ Are at risk of homelessness at the time of application
  - Previous application for at least one emergency or temporary DC-administered government-funded housing or rental assistance program
  - Are at or below 30% of Area Median Income (AMI)
- ❖ Be at or below 40% AMI
- ❖ Are headed by a person age 21 years or older who:
  - Has physical custody of one or more minor children;
  - Is currently employed or has recent history of employment; and
  - Is the leaseholder for a rental unit.





# Design Framework: Targeting

- ❖ The pilot funded approximately 125 households.
- ❖ Analyzed ERAP, HPP, FRSP and DCHA waitlist data to inform targeting.
- ❖ To increase awareness and ascertain level of interest amongst families, DHS conducted outreach via letters and text messages
- ❖ Interested families submit a brief survey to DHS
- ❖ Due to the limited number of slots available, DHS used a lottery to randomly determine which families will and will not be offered enrollment in the Program.
  - Lottery will increase probability that cohort of enrolled families has similar characteristics to non-enrolled families and allows us to get an good estimate of the effect of the pilot.

# Design Framework: Program Admin

- ❖ DHS selected Capital Area Asset Builders (CAAB) to administer the program
- ❖ CAAB responsibilities:
  - Coordinate budgeting/financial management training and program orientation
  - Set up an escrow account on behalf of household for annual fund allotment; & joint checking account for AA and household for monthly rent funds
  - Assist household with securing checks / debit card linked to checking account
  - If applicable, update name of each household's landlord
  - Monitor households' monthly activity (payments) and reconcile
  - Assist with program evaluation
  - Manage annual recertification process

# Design Framework: Program Evaluation

- ❖ **The Lab@DC**, an office in the Office of the City Administrator, that uses scientific insights and methods to test and improve policies and provide timely, relevant and high-quality analysis to inform the District's most important decisions.
- ❖ Randomized Controlled Trial, using administrative data on homelessness, housing stability, and economic well-being.
  - Ongoing
  - Initial cohort & new cohort
  - Caveat – impact of the pandemic and supports offered

# Urban Institute Evaluation

- Urban is a non-profit social policy research organization based in Washington, DC
- HUD Research Partnership grant to evaluate DC Flex
- Partnering with the Lab @ DC
- Urban's focus:
  - Process study to document program design and track first 18 months of program implementation
  - Qualitative data collection on experience of the program for participants, staff, and other stakeholders
  - Feasibility analysis and research plan for a larger impact study
- Status: complete

❖ <https://www.huduser.gov/portal/publications/DC-Flexible-Rent-2020.html>

# Evaluation Outcome

## Urban Institute's Results

- Surveyed participants almost unanimously (94 percent) reported that they were satisfied with the program.
- Mixed satisfaction with neighborhood and current housing
- Suggest increasing the benefit
- 43% reported using Flex funds to pay all/most rent until it runs out
- 59% exhausted all funds by the end of the first year; 21% had roughly 1 month's rent

## The Lab @DC's Findings

- 31% of participants were receiving FRSP when they applied. Roughly 60% previously received FRSP, ERAP, HPP, or other services
- 79% Employed at application
- 2% chance of homelessness in first year for DC Flex and Control
- 29% Reduction in use of CoC Services (primarily from not using FRSP)
- No effect on TANF Cash Benefits
- Cost-savings for families that would have otherwise received FRSP or other deep subsidies.
- Puts more resources in participants hands

# Current Program Status and Update

- DC Council approved additional 500 DC Flex slots in FY22
- A total of 190 enrolled through a lottery process - enrollment continues
- In the process of updating regulation to shift employment requirement from enrollment to re-certification
- Finalizing prep to continue revised evaluation
- Program offered to individuals (125 slots)

# Innovation & Lessons Learned

- Tenants are in control of their finances
- Tenants become “banked”.
- Tenants determine whether the landlord and others know whether they have a subsidy
- Tenants do not lose subsidy if they gain employment and wages
- Creation of escrow and checking account helps prevent fraud & abuse
- DC Flex provides an alternative to high cost and service intensive housing interventions



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# THE ETHEL IS COMING ONLINE FEBRUARY 1, 2023



**Largest DHS OWNED 100% Unit-Based Location!**  
**Total Units: 100**

**Address:** 1900 C Street SE

**Website:**

**Demographics:** 18+ chronically homeless

**UFAS Units:** Yes

**Laundry:** In Unit

**Elevator:** Yes

**Onsite CM:** Yes

**Utilities Included:** TBD

**Floor Plans:**

**Special Amenities:** Clothing boutique, Hair salon, food pantry, computer lab, onsite medical examination, state of the art instructor kitchen, activities/movie/exercise room, pet washing station, service animals/emotional support animals welcomed, easy access to metro; non-DHS store front stores on first floor



# The Ethel Rendering



LOBBY GTM



LOBBY + RESIDENTIAL LOUNGE GTM



TYPICAL FLOOR HUDDLE ROOMS + SECURITY DESK



1ST FLOOR HUDDLE ROOMS

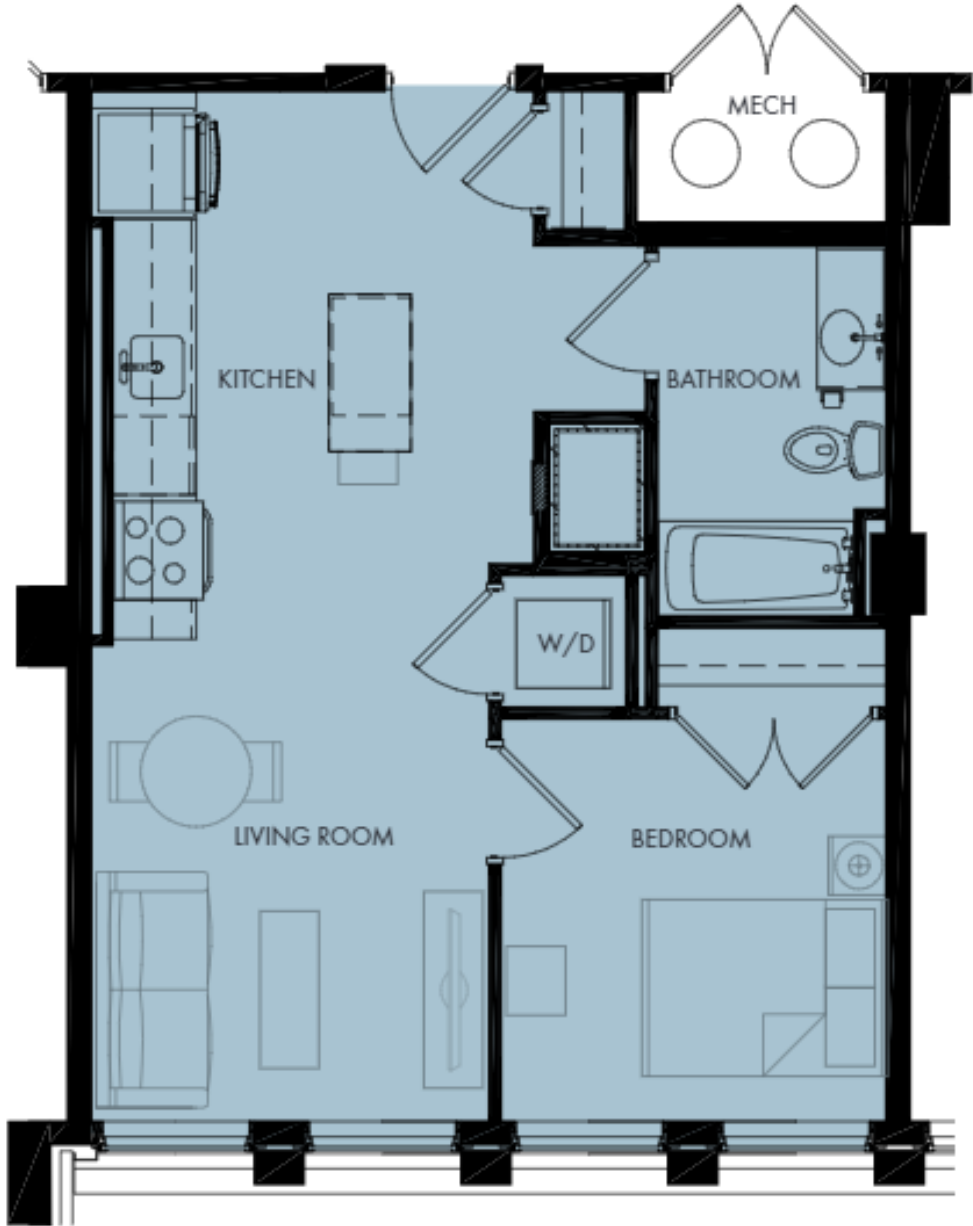


SITTING AREA GTM



COMMUNITY LOUNGE GTM

# The Ethel Floor Plan



# Q & A

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# Capacity Building Initiative



- ❖ We want your feedback on the following:
  - Scope of Work for the Capacity Building Initiative
  - Approach to the Capacity Building work
  - Some of the proposed activities



# Framing the Challenge



A long-standing challenge in the District has been the capacity in developing PSH.

- ❖ Homeward DC 2.0 focused on the need for supporting the capacity building related to PSH; since then, we have also established that we want to pilot and build out:
  - PSH Plus
  - Deeply Affordable Housing (DAH) dedicated to homeless services

There has been an influx of significant new federal and local resources alongside a growing recognition of the need for a robust pipeline of quality PSH projects to start addressing the estimated 1,000-2,000 units of site-based PSH needed in the District.

- ❖ Given the influx of PSH tenant-based vouchers, not clear if we still need 1,000 – 2,000 units of PSH. Or if these site-based interventions need to also include PSH Plus and DAH options
- ❖ Additionally, the planning process for HOME ARP highlighted the desire of the community to use federal and local resources for PSH Plus and DAH

# Understanding the Goal



As a part of a broader PSH pipeline creation initiative, develop an exhibition (a roadshow) that focuses on outreach and engagement of potential developers and partners in the PSH production goals of the District.

To include PSH Plus and DAH, if that resonates with the Housing Solutions Committee

# Approach to Developing Pipeline Exhibit



Activities	Description
1.	Develop a conversation guide and a series of questions
2.	Select and engage stakeholders that are not actively developing PSH. <ul style="list-style-type: none"><li>• Forms: one-on-one conversations and small group listening sessions or focus groups.</li><li>• Types of stakeholders: housing, healthcare, and faith-based sectors.</li><li>• Focus: to better understand of barriers and challenges to PSH development</li></ul>
3.	Review feedback received with ICH Housing Solutions Committee
4.	Develop Draft Exhibition based on Phase 1, 2, 3

# Developing a Conversation Guide



- ❖ Knowledge of or experience with homeless services
  - What do you know about the District's homeless services system?
  - What do you need to understand to consider participating in developing units that are dedicated to homeless services clients?
  
- ❖ Knowledge of or experience with financing and developing affordable housing
  - What do you know about the different options for subsidizing affordable housing in the District?
  - What do you need to understand to consider participating?
  
- ❖ Type of capacity supports needed

Timing of capacity supports needed

# Selecting/Engaging Stakeholders



- ❖ Types of stakeholders
  - Faith Based/Churches
  - Others?
  
- ❖ Leveraging Associations/Networks

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# ICH Team is Expanding



- ❖ By end of October, ICH will be fully staffed with all 6 FTEs filled
- ❖ ICH Executive Director will be supported by
  - 3 Special Advisors with population/topic area focus:
    - ✓ Singles and Veterans
    - ✓ Families and Youth
    - ✓ Emergency Response and Shelter Operations (ERSO)
  - Stakeholder Engagement and Comms Support
    - ✓ Director and
    - ✓ Graphics Designer
- ❖ New on the call today:
  - Family and Youth Advisor: Jorge Membreño
  - Graphics Designer: Daisean Foster

# ICH Full Council Board Membership



## ❖ MOTA review and submitting appointment legislation

Category	Nominees
Provider Category (4 seats)	Kelly McShane, Community of Hope Amanda Chesney, Catholic Charities Jorge Membreno, SMYAL Kenyatta T. Brunson, N Street Village
Advocate (2 seats)	Kate Coventry, DC Fiscal Policy Institute Karen Cunningham, Everyone Home DC
Consumers with Lived Experience (3 Seats)	Reginald Black, PFFC Michael Coleman Qaadir El Amin, PFFC
Private Sector (2 Seats)	Dr. Catherine Crosland, Unity Health Care Shellon Fraser, National Housing Trust (NTH)



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# HUD CoC NOFOs



Notice Type	Funding Amount Available	Allowable Projects	Application Status
<p><b>CoC NOFO</b></p>	<ul style="list-style-type: none"> <li>• \$25 million in Renewing Grants</li> <li>• \$4 million in New Projects/Bonus Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Renewing existing HUD CoC and YHDP Grants</li> <li>• Permanent Housing Bonus</li> <li>• Domestic Violence Permanent Housing Bonus</li> </ul>	<p><b>SUBMITTED</b> TCP (Collaborative Applicant) submitted the full application package to HUD 9/27/22</p>
<p><b>Unsheltered Supplemental NOFO</b></p>	<p>14.6 million over 3 years</p>	<p>New projects specifically focused on ending unsheltered homelessness including Street Outreach projects (not otherwise funded under HUD CoC NOFO)</p>	<p><b>IN PROGRESS</b> Applications due to HUD 10/20</p>

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