

Tab F

Summary of Witness Testimony

Rashad M. Young

Rashad M. Young is the City Administrator for the District of Columbia. Mr. Young was appointed City Administrator in January 2015 and manages the District's government operations and oversight. Mr. Young ensures efficient, accountable and well-managed delivery of services to residents and visitors in the District. Mr. Young has spent his entire career in public management, including 12 years as an Assistant City Manager or City Manager in Alexandria, VA, Greensboro, NC, Cincinnati, OH, and Dayton, OH. Mr. Young is the chair of the Interagency Council on Homelessness.

At the hearing, Mr. Young will testify to the background and implementation of the District's plan to close DC General Family Shelter and replace it with Short-Term Family Housing. Mr. Young oversees, manages and governs agency operations and city administration throughout the District of Columbia. Thus, Mr. Young will further testify as to the resource allocation necessary for such a plan come to fruition. Finally, Mr. Young will discuss the community outreach conducted by the District government regarding the shelter project.

Chairman Phil Mendelson

Chairman Phil Mendelson is the Chairman of the Council of the District of Columbia. Chairman Mendelson was first elected to the Council in 1998 as an At-Large Councilmember, serving in that role until 2012. In November 2012, District voters elected Mr. Mendelson as Chairman of the Council. He was re-elected as Chairman in 2014. As Chairman of the Council, Mr. Mendelson leads the Council on all legislative matters. Chairman Mendelson also presides over the Committee of the Whole, which has responsibility for the District's annual budget and the Council's relations with the federal government.

At the hearing, Chairman Mendelson will testify about the D.C. Council's recent legislation concerning homeless services and development of emergency shelters in the District.

Laura Zeilinger

Laura Zeilinger is the Director of the District's Department of Human Services (DHS). Ms. Zeilinger was appointed as Director of DHS effective January 2015. Ms. Zeilinger has significant experience with homeless and underserved populations. Prior to being named Director of DHS, Ms. Zeilinger served as the Executive Director of the United States Interagency Council on Homelessness. She previously served as the Deputy Director for Programs at DHS.

Ms. Zeilinger will testify as an expert witness on homelessness and the delivery of services to assist individuals experiencing homelessness. To that end, Ms. Zeilinger will testify as an expert to the relevant components of the District's plan to close DC General Family Shelter and replace it with Short-Term Family Housing programs, including the current conditions at D.C. General. Ms. Zeilinger will further testify as to the programmatic needs for Short-Term Family Housing in the District.

Sharon McDonald

Sharon McDonald is a licensed social worker with more than 25 years of experience working with low income families. Ms. McDonald currently works for the National Alliance to End Homelessness as the Director for Families and Youth. Ms. McDonald focuses on policy and program strategies that will impact the lives of families and youth experiencing homelessness. Ms. McDonald previously worked for the Richmond Better Housing Coalition where she developed social service programs for low-income families. Ms. McDonald has a Master's Degree in Social Work as well as a Ph.D. in Social Work and Social Policy, both from Virginia Commonwealth University.

Ms. McDonald will testify as an expert witness on the programmatic needs for the Short-Term Family Housing shelter, including best practices for assisting families experiencing homelessness.

Joseph McNamara

Joseph McNamara is an Associate Principal at Ayers Saint Gross, a full service architecture firm with offices in Washington, DC, Baltimore, MD and Tempe, AZ. Mr. McNamara has 24 years of experience in project management and design, and has worked on projects around the country.

As the lead architect for the Ward 3 Short-Term Family Housing program, Mr. McNamara will testify on all matters relating to the design and architecture of this project.

Nicole White

Nicole White has more than 20 years of experience in transportation planning and traffic engineering projects. She brings extensive management skills and expertise ranging from intersection safety and operational studies to parking studies and Transportation Management Plans. Ms. White specializes in Traffic Impact Studies, master planning and transportation management for federal campuses and educational facilities. She is a certified Charrette Planner through the National Charrette Institute. Ms. White has previously been accepted as an expert witness by the Circuit Court of Prince George's County, Prince George's County Hearing Examiner, District of Columbia Zoning Commission, District of Columbia Board of Zoning Adjustment and Montgomery County Hearing Examiner.

At the hearing, Ms. White will testify as an expert witness concerning the methodology and findings of the traffic assessment submitted by Symmetra Design.

Laura Green Zeilinger, J.D.
Washington, DC | laura.zeilinger@dc.gov

AREAS OF EXPERTISE:

- Mission, Vision & Strategic Planning
- Performance Measurement
- Outcome Evaluation
- Policy Development & Operations
- Team Development & Leadership
- Fostering Collective Impact

EMPLOYMENT HIGHLIGHTS:

The Government of the District of Columbia, Department of Human Services January 2015 – present
Director

Mayor Muriel Bowser's lead official for human services and a member of her executive cabinet. Charged to provide support and assistance to families and individuals to increase their economic security and fulfill their potential. Responsible for the management of one of the largest District agencies, consisting of nearly 1,000 full-time employees and a \$460 million annual budget.

Major Initiatives:

- Leading efforts to ensure homelessness in the District is rare, brief and nonrecurring by ending veteran, chronic, family, and youth homelessness, and building an effective homeless crisis response system.
- Spearheading vast operational improvement strategy across the department to ensure more effective, accurate and timely service delivery, expanding transparency, using data to drive results, and instilling a customer-centered service culture.

United States Interagency Council on Homelessness (USICH) February 2011 – January 2015

Executive Director

Deputy Director

Director of National Engagement and Field Support

President Barak Obama's lead expert on homelessness. Facilitates collaboration with 19 Federal agencies, state and jurisdictional leaders to create a national partnership at every level of government and with the private sector to reduce and end homelessness. Responsible for the implementation of *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*.

Major Accomplishments:

- Led efforts that yielded year-after-year reductions in homelessness, including the steepest reductions in unsheltered homelessness overall and homelessness among Veterans in the nation's history.
- Spearheaded development of action plan to integrate mainstream systems with targeted homeless programs, improve efficiencies and outcomes through better targeting of existing and new resources and widespread adoption of evidence-informed practices.
- Developed partnership with Joining Forces and Office of the First Lady to broaden engagement in efforts to end homelessness for Veterans.
- Facilitated development of framework to end family homelessness.
- Designed strategy for federal action that accelerated progress to end homelessness in 25 critical cities.
- Developed performance management mechanisms to further accountability among agencies for *Opening Doors* implementation.

District of Columbia Department of Human Services (DHS)

Deputy Director

(April 2008 – December 2010)

Oversaw the Department's Income Maintenance and Family Services Administrations, comprised of approximately 700 employees and a \$320 million annual budget. Managed programs to attain administration goals and objectives. Represented DHS to local and national government, business, constituents, and community advocates.

Major Accomplishments:

- Designed and implemented the Mayor's "Housing First" initiative, which provided permanent supportive housing to more than 1,010 households in two years. Produced a 15% reduction in street homelessness along with significant reduction in emergency shelter stays.
- Guided reforms of public benefit system to enhance services and outcomes for households receiving cash assistance while achieving agency budget targets.
- Crafted Agency's strategy for accessing American Reinvestment and Recovery Act Programs.

District of Columbia, Executive Office of Mayor Adrian Fenty

Program Analyst, Health and Human Services

(March 2007 – April 2008)

Aide to Mayor and City Administrator focusing on Department of Human Services and Office of Disability Rights. Led budget development and monitored budget execution for both agencies. Worked with agencies to develop and implement performance plans, priority initiatives and define key performance indicators. Earned support of advocacy community for key initiatives.

Major Accomplishments:

- Established Office of Disability Rights with full support of advocacy community.
- Restructured program to enable 150 families to move from emergency shelters to mainstream housing with supportive services, in less than three months.
- Led the evolution of the District's Interagency Council on Homelessness into a working body that earned the trust of those who were experiencing homelessness as well as service providers, community partners and advocates.

International Center for Not-For-Profit Law, Washington, DC

Legal Consultant

(March 2006 – January 2007)

Advanced environment for freedom of association and speech and a stronger civil society in Azerbaijan, Egypt, Iraq and Russia by providing technical assistance on draft legislation and regulations.

Major Accomplishments:

- Performed a comprehensive assessment of the legal climate in Azerbaijan and functioning of civil society.
- Authored resource guide on best practices for public financing of non-governmental organizations.

International Management and Communications Corporation (IMCC)

Regional Manager for Central Asian Republics

(December 1996 – January 2001)

Project Administrator

Managed initiatives in Central Asia to ensure the quality and maximize business opportunities. Responsible for budgeting and tracking expenditures for multimillion dollar financial sector development contracts. Provided targeted assistance from policy design to implementation.

Major Accomplishments:

- Directed technical assistance project that advised the Government of Kazakhstan on transforming a pay-as-you-go pension system to one of individual accounts.
- Established three international field offices
- Managed new business development

LEGAL INTERNSHIPS/CLERKSHIPS

Washington Lawyers' Committee for Civil Rights and Urban Affairs, Washington, DC

National Women's Law Center, Washington, DC

District of Columbia Office of Human Rights, Washington, DC

EDUCATION/ PROFESSIONAL AFFILIATIONS:

American University, Washington College of Law, J.D., *Cum Laude* (2004)

Sarah Lawrence College, Bachelor of Arts (1995)

Maryland State Bar, Member

District of Columbia Bar, Member

National Alliance to End Homelessness, Leadership Council

100,000 Homes, Faculty/ Innovations Team

State Early Child Development Coordinating Council, Member

National Alliance to End Homelessness Leadership Council, Chair

APHSA Leadership Council, Member

District of Columbia Interagency Council on Homelessness, Executive Committee Member

Age Friendly DC Task Force, Member

Sharon McDonald

425 23rd Place NE
Washington, DC 20002
(202) 486-5983

Education:

- Ph.D. Social Work and Social Policy, Virginia Commonwealth University, May 2004. Dissertation title: *Utilizing a structruation perspective to examine perceptions of labor market opportunities and constraints in a distressed urban neighborhood.*
- MSW Virginia Commonwealth University, August 1988.
Concentration: Clinical, Child and Family Welfare
- BSW Virginia Commonwealth University, May 1986.
- LCSW State of Virginia, 1992 – Present (Inactive status).

Employment/Work Experience

<u>National Alliance to End Homelessness</u>	2001 - Present
Director for Families and Youth	2010 - Present
Senior Policy Analyst	
Policy and Program Analyst /Senior Policy Analyst	

In conjunction with national and local partners, develop legislative proposals and educate congressional staff and key stakeholders on the impact of proposed policies on the lives of families and youth at risk of, or experiencing, homelessness. Educate local non-profit and public officials about family and youth homelessness and emerging best practices.

<u>Office of Senator Paul Wellstone</u>	1999-2000
Council on Social Work Education/National Association of Social Workers (NASW/CSWE) Congressional Fellow	

Developed and evaluated legislative proposals on housing and welfare related issues. Collaborated with state and national advocacy organization representatives, congressional staff and constituent groups.

<u>Richmond Better Housing Coalition</u>	1997 - 2000
Social Work Consultant	1998 - 1999
Researcher	1997 - 2000

Assisted in the development of a social service program in a housing development serving low-income families. Served as a co-investigator for a community needs

assessment using a participatory research methodology that informed program services, provided supervision to BSW/MSW students who delivered supportive services, and served as a primary investigator for a program evaluation.

<u>Virginia Commonwealth University</u>	1995 - 1999
Adjunct Instructor	1997 - 1999
Graduate Research Assistant (GRA)	1995 – 1997

As GRA, assisted in the design, development and implementation of a survey assessing the impact of welfare reform in Richmond; collected data for a study of service integration among local service providers; and developed a comprehensive database compendium of specialized social service practitioners in the Commonwealth of Virginia. As an adjunct instructor, taught four sections of an introductory social work course.

<u>Daily Planet</u>	1989 - 1995
Program Director	1991 - 1995
Living Room Social Worker	1989 – 1991

As a Living Room Social Worker, provided direct services, outreach, counseling, assessment and referral, crisis intervention, support, group work, community building and advocacy in a seven day a week, community drop-in center serving approximately 350 homeless adults daily. As program director, responsible for the hiring, training and supervision of program staff, part-time workers, and BSW/MSW students working in community Living Room program.

Publications in Peer-Reviewed Journals

Pollio, D.; McDonald, S. & North, C. (1996). Combined strengths based approach and feminist theory in group work with persons 'on the streets'. Social Work with Groups 9, 5-20.

Resume

Nicole White, PE, PTOE Symmetra Design



Nicole White has over 20 years of experience in transportation planning and traffic engineering projects. She brings extensive management skills and expertise ranging from intersection safety and operational studies to parking studies and Transportation Management Plans. Ms. White specializes in Traffic Impact Studies, master planning and transportation management for federal campuses and educational facilities. She is a certified Charrette Planner through the National Charrette Institute. Ms. White has previously been accepted as an expert witness by the Circuit Court of Prince George's County, Prince George's County Hearing Examiner, District of Columbia Zoning Commission, District of Columbia Board of Zoning Adjustment and Montgomery County Hearing Examiner.

Education:

Master of Engineering,
Civil Engineering -
Transportation,
University of Maryland,
2002

Bachelor of Science,
Civil Engineering,
University of Maryland,
1996

Registrations:

Professional
Engineer: Maryland

Institute of
Transportation
Engineers - Professional
Traffic Operations
Engineer

Professional

Affiliations:

Institute of Transportation
Engineers

Lambda Alpha
International – Land
Economics
Honorary Society

Commercial Real
Estate Women

Ms. White is a recent award recipient of the “*Leadership and Excellence Award*” from the Minority Enterprise Advocate Magazine and the “Top 100 Minority Business Enterprise Award” for minority and woman-owned businesses in the Mid-Atlantic region.

RELEVANT EXPERIENCE

Ms. White has directed a significant number of Transportation Studies for various jurisdictions in the Baltimore-Washington Metropolitan area. Traffic studies have been prepared for various land-use types ranging from residential and mixed-use to government and institutional. Studies have ranged in size and scope from 2 intersections to greater than 20 intersections. Analyses for traffic studies include the following methodology: Critical Lane Volume, Highway Capacity Manual, and SYNCHRO. Transportation Studies also include assessment of pedestrian, bicycle, parking, transit and loading conditions along with Transportation Demand Management Plans. Project experience includes:

- Sycamore Hill Assisted Living Facility, Mitchellville, Maryland
- Covenant Senior Facility, Washington, DC
- Matthews Memorial Terrace, Washington, DC
- 23 46th Street, SE, Washington, DC
- 1371 H Street, NE, Washington, DC
- Hine School Redevelopment, Washington, DC
- Square 37 Redevelopment, Washington, DC
- Square 50 Redevelopment, Washington, DC
- Villas at Laurel, Laurel, MD
- Villages at Peppermill, Capitol Heights, MD
- West End Parcel Square 37, Washington, DC
- Coppin State University Science and Technology Center, Baltimore, MD
- Washington Episcopal School, Bethesda, MD
- 2715 Pennsylvania Avenue, NW, Washington, DC
- A.V. Bryan Courthouse, Alexandria, VA
- GW Lerner Health and Wellness Center, Washington, DC



Joe McNamara, AIA, LEED AP BD+C

Associate Principal

PROFILE

Joe McNamara has 24 years of professional experience in project management and design. He is passionate about building assembly as well as leveraging disparate team strengths into great results. Joe's strengths include his natural leadership ability, team communication, coordination, and project management.

RECENT PROJECTS

NASM Library and Archives Relocation Smithsonian Institution, Dulles, VA

Project Manager for development of swing space for archives traditionally held on the National Mall building while the space is being renovated. The new area looks out over the Dulles Airport and sits above an IMAX theater creating the challenge of acoustic separation between disparate program elements.

Ward Three Short Term Family Shelter

Department of General Services, Washington, DC

45,000 GSF facility designed to house up to 50 families at any time, for durations of approximately 90 days. The 3 and 4 bed units include work desks and clothing storage; some with private bathrooms and others that share a bathroom with one other unit. Entry level spaces common to all residents include a central dining facility with warming kitchen, a medical clinic, computer room, and caseworker consultation space. Additionally, common spaces on each residential floor for relaxing or for studying are intended to foster a sense of community among the smaller groups of 10 families on each floor.

The Arts Center

Eckerd College, St. Petersburg, FL

The design for the new 25,000 SF Arts Center combines natural and manmade space to create an environment for student artists, faculty and guests. The program for the Arts Center includes gallery space, administrative offices and full program suites for dirty and clean studio art. Clay, sculpture, printmaking and photography make up the dirty studios; while drawing painting and digital art make up the clean studios. Five undergraduate studios for private study are created along the upper level with ample natural light. Galleries on the first floor project over the water creating expansive views from both the first floor and upper floors which house the painting studios.

Bancroft Elementary School

Washington, DC

Project Manager of the renovation and expansion of a 94,000 SF public school in the District's Mount Pleasant neighborhood to meet changing enrollment and curriculum needs. The school's five adjoining buildings presented challenges in terms of misaligned levels within steeply sloping terrain. Ayers Saint Gross approached the modernization by simplifying access to the school through a new corridor linking shared spaces; two academic wings and outdoor courtyards.

EDUCATION

Bachelor of Architecture, The Catholic University of America, Washington, DC

REGISTRATIONS

Registered Architect, Washington DC

LEED Accredited Professional

AFFILIATIONS

American Institute of Architects

Experience Prior to Ayers Saint Gross:

**Fitzpatrick Center for Interdisciplinary Engineering, Medicine and Applied Science
Duke University, Durham, NC**

Project Architect for the 330,000 SF Center for the Pratt School of Engineering. The building supports teaching and research efforts in bioengineering; photonics and communications systems; integrated sensors and simulators; and materials sciences and materials engineering. It also expands Pratt's partnership with the medical school, providing laboratories for collaborative research in health care, genomics, and biotechnology. The \$80 million project was completed in 2004 and is LEED Silver certified.

**Center for Innovative Science
University of Pittsburgh, Pittsburgh, PA**

Project Manager for this 540,000 GSF laboratory facility, that is part new construction, part adaptive reuse. The historic Ford Motor Plant on site is repurposed into new laboratory and conferencing space, while the new construction provides additional laboratories and an expansive atrium between the buildings, creating dynamic space for interaction between investigators and students.

**Broad Center
University of Southern California**

Designer for 87,000 GSF laboratory facility that is one of the first in the State of California devoted solely to stem cell research. My experience with building envelopes and ability to detail to an intricate level garnered my place on this team, which was based out of ZGF's Los Angeles office. My primary role was with the design and detailing of the dual façade curtain wall system, in association with the team's design assist contractor, Walters & Wolf.

**John C. Theurer Cancer Center
Hackensack University Medical Center, Hackensack, NJ**

Project Architect and assisted in project management duties for this 160,000 GSF cancer treatment center in northern New Jersey, which includes a Radiation Oncology Department with 5 linear accelerator vaults, and chemotherapy infusion bays with views of the Manhattan skyline in the distance. Completed 2009.

**Mark O. Hatfield Clinical Research Center
National Institutes of Health, Bethesda, MD**

Architect for 1,200,000 GSF facility on the National Institutes of Health's Bethesda campus was completed in 2003. Its program combined clinical patient care areas within the four sectors directly adjacent to the center atrium, and two additional sectors on the south bar house research labs that focus upon the study of the ailments being treated. This "bedside to bench" philosophy has been frequently emulated across the country since this facility's completion.

**GSA, Department of Homeland Security HQ
St. Elizabeth's Hospital, Washington, DC**

Project Architect and Asst. Project Manager for multi-faceted, multi-phased high security government office facility on a historic campus in Southeast Washington DC, with an initial program of 2.1M GSF. Located on the historic East and West Campuses of St. Elizabeths Mental Hospital, the campus' first building was constructed shortly after the Civil War. The West Campus Olmstead landscape design is among the site's most precious features.

**Yawkey Center for Cancer Care
Dana Farber Cancer Institute, Boston, MA**

Initially envisioned as a clinical research center, the program for this 275,000 GSF project on DFCI's Boston campus turned exclusively toward cancer treatment. The resultant project developed into one of the premier cancer care centers in the country.

**L'Enfant Plaza SE Office Building, The JBG Companies
Washington, DC**

Project Architect for this 225,000 GSF office facility in Southwest Washington DC; an expansion of the sprawling L'Enfant Plaza Retail/ Hotel/ Office complex. Built on the site of an existing loading dock and parking deck, this building replaces and expands upon those functions, and adds 12 floors of office space above. The site is within the purview of the Shipstead Luce Act, requiring approval from the U.S. Commission of Fine Arts, achieved in March of 2013. The project is completed through Construction Documents, and construction of the new loading and parking podium. Schedule for completion of office tower is to be determined.

**DuFour Athletic Center Renovation
The Catholic University of America, Washington, DC**

Project Manager and Project Architect for renovation of a 24,000 GSF, thirty year old athletic facility. I was responsible for programming, planning, and developing the new building usage approach, team specific locker rooms throughout the facility, as well as a new alumni gathering space which is equally accessible from the gymnasium seating bowl and outdoor athletic fields

**USACE, Army Institute of Public Health
Aberdeen Proving Grounds, Aberdeen, MD**

Project Architect for the building envelope of this 275,000 GSF Research Facility on the Aberdeen Proving Grounds in Aberdeen, MD. Research will include study of contaminants in soils sampled from conflict locales worldwide.

**Eli & Edythe Broad Center for Regenerative Medicine
University of Southern California, Los Angeles, CA**

Curtain wall / envelope design and detailing for an 87,000 GSF laboratory and office.

DC Car Barn Training Facility, Washington, DC

This 30,000 SF facility is designed both for maintenance of DC's new streetcar system on the H St. NE corridor, but also education and training for students. Joe's role on this project included oversight of technical issues including envelope detailing and code interpretations. Professional Services completed: 2015, Construction complete 2016

Community of Hope Health & Resource Center, Washington, DC

This 50,000 SF facility provides healthcare as well as housing and education resources for low-income Ward 8 residents. Program includes outpatient medical and dental care, social services, as well as COH Headquarters. Joe's role on this project included technical oversight of construction detailing. Professional Services completed 2013, Construction complete 2014

United States Army Corps of Engineers, Army Institute of Public Health, Aberdeen, MD

This 275,000 GSF project includes laboratory, vivarium, and office space for materials scientists at Aberdeen Proving Grounds. This multi-phased, highly complex science building required extensive coordination between the architectural team with the lab planners and engineers. Joe's role started as team lead for the core and shell, but evolved into Project Manager for the entire project. Professional Services Complete 2015, Construction complete 2018. Construction Budget \$209M.