

Boston University Initiative on Cities

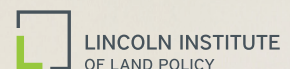


MEETING THE CHALLENGE: Global Innovations in Urban Housing

APRIL 8-9, 2019
BU Fenway Campus
43 Hawes Street,
Ladd Room


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Meeting the Challenge: Global Innovations in Urban Housing

Monday, April 8 –
Tuesday, April 9, 2019
Boston University
43 Hawes Street,
2nd Floor

Meeting the Challenge: Global Innovations in Urban Housing is an international conference to address America's housing affordability crisis. Conference participants will feature the High-Cost Cities Housing Forum (HCHF), a peer-to-peer group comprised of local housing commissioners from nine of the most expensive cities in the United States. The commissioners will be joined by leading international experts and policymakers for a two-day program featuring a mix of panel presentations, workshops, and local site visits. Speakers will highlight strategies and best practices that could be applied in other cities on topics ranging from land use planning to social housing.

This event is hosted by the Boston University Initiative on Cities and supported by Citi Community Development, The Rockefeller Foundation, Enterprise Community Partners, and the Lincoln Institute of Land Policy.



DAY ONE: APRIL 8, 2019

8:30-9:00AM

Registration & Breakfast (Lounge, HAW 201)

9:00-9:20AM

Welcome (Ladd Room, HAW 202)

Graham Wilson, Professor and Director, Boston University Initiative on Cities

Bob Annibale, Global Director, Citi Community Development and Inclusive Finance

Corinne Letourneau, Deputy Director for City Resilience Delivery, North America, 100 Resilient Cities, The Rockefeller Foundation

Laurel Blatchford, President, Enterprise Community Partners

9:20-9:40AM

The Honorable **Martin J. Walsh**, Mayor of Boston (Ladd Room, HAW 202)

9:45-11:15AM

Panel 1 — Scaling Up Social Housing (Ladd Room, HAW 202)

Federal housing programs have been an essential resource for millions of seniors, persons with disabilities, and those living on very little-to-no income; however, the administration has voiced its priority to reduce, rather than expand federal housing assistance. While the United States has long battled a public housing crisis (and stigma), large-scale social housing models continue to grow around the world, with the state or non-profit organizations (or a combination of the two) providing units at rents deeply affordable to a diverse range of household incomes. This panel of international experts— from Singapore, Brazil, and Vienna—will discuss best practices and challenges of social housing and offer strategies that might be replicated in other cities.

Austria: Eva Bauer, Head of Housing Economics, Austrian Federation of Limited-Profit Housing Associations

Brazil: Ines da Silva Magalhães, former Minister of Cities, Brazil

Singapore: Sock-Yong Phang, Vice Provost, Singapore Management University

Moderator: Enrique Silva, Director, International and Institute-Wide Initiatives, Lincoln Institute of Land Policy

11:15-11:30AM

Break & Transition

11:30-12:45PM

FACILITATED WORKSHOPS

Track 1

Permanent Housing Solutions to Homelessness (Living Room, HAW 224)

In 2017, the homeless population in the United States increased for the first time since 2010. And while many countries are facing similar challenges, in Finland, the number of homeless is steadily decreasing. The country has accomplished this by focusing on a Housing First principle, which offers permanent housing and needs-based support for people experiencing homelessness, instead of temporary accommodation in emergency shelters. In Finland, Housing First is a mainstream national homelessness policy with a common framework—and involves a wide partnership of people: the state, volunteers, municipalities, and NGOs. This workshop will dive into permanent solutions to end and prevent homelessness and will highlight the work of the Y-Foundation, the fourth largest landlord in Finland that operates in 50 cities and municipalities and provides homes for people experiencing homelessness and those who are under a threat of becoming homeless.

Finland: Juha Kaakinen, CEO, Y-Foundation

Facilitator: Flora Arabo, National Director for State & Local Policy, Enterprise Community Partners

Track 2

Engaging the Public: Building Community Support for Housing Development (Ladd Room, HAW 202)

Across the United States, communities regularly hold public meetings and hearings on zoning and land use decisions; while this public process is designed to provide opportunities for all voices to engage and be heard, new research shows that voices in opposition to new housing development are overwhelming these meetings, leaving those with barriers to participation out of the decision-making process. This workshop will discuss barriers and opportunities to building public support for the development of multi-family housing. The session will also highlight several community engagement approaches implemented in Mexico, including the importance of public space in this issue.

Boston University: Katherine Levine Einstein and **Maxwell Palmer**, Assistant Professors of Political Science & **David Glick**, Associate Professor of Political Science

Mexico: Surella Segu, Co-Founder & Co-Director, El Cielo Architects

Facilitator: Matt Hoffman, VP of Innovation, Enterprise Community Partners

12:45-1:35PM

Lunch (Lounge, HAW 201)

1:35-2:35PM

Can Housing Be Affordable and Beautiful? Innovations in Design and Construction Techniques (Ladd Room, HAW 202)

China: James Shen, Principal & Founding Partner, People's Architecture Office

Denmark: Gerti Axelsen, Head of Building & Development, Lejerbo

Moderator: Ray Demers, Director of Design Leadership Initiatives, Enterprise Community Partners

2:35-4:05PM

Panel 2 — Building Affordability in your City (Ladd Room, HAW 202)

Cities have tapped a variety of zoning and land use incentives and regulations to encourage developers either to build affordable units or to reserve some units in larger developments for low- and moderate-income households—among these are density bonuses, relaxed local permitting procedures, and inclusionary zoning. This panel of experts and policymakers will explore innovative land use & zoning regulations used around the world to address the affordability shortage and rising cost of construction.

Colombia: Juan Felipe Pinilla, Land Use Attorney, JFP & Asociados

Canada: Dan Garrison, Assistant Director of Housing Policy & Regulation, Vancouver

Moderator: George McCarthy, President and CEO, Lincoln Institute of Land Policy

4:05-4:15PM	Break & Transition
4:15-5:00PM	Peer-to-Peer Breakout Time (with international guests) (Ladd Room, HAW 202) This session is set-aside for conference participants and speakers to engage in direct conversation on issues that emerged throughout the day.
5:00-6:30PM	Reception for Conference Participants and Speakers (Living Room, HAW 224)
7:00-8:30PM	Dinner for US Housing Commissioners (Closed-Door; HCHF Commissioners, Only)

DAY TWO: APRIL 9, 2019

8:00-9:00AM	Breakfast for HCHF Commissioners (Closed-Door; HCHF Commissioners, Only) (Ladd Room, HAW 202) Breakfast for other conference guests and speakers (Living Room, HAW 224)
9:00-10:15AM	Panel 3 — Housing Finance Innovation (Ladd Room, HAW 202) Financing affordable housing is incredibly complex, due both to the scope of the problem and to the mixing and matching of public and private financial support. This panel will explore innovative financing mechanisms used in several countries to spur the development of affordable housing. Brazil: Paulo Sandroni , Professor, Getulio Vargas Foundation United Kingdom: James Clark , Head of Housing Strategy, Greater London Authority United States: David A. Smith , Founder & CEO, Affordable Housing Institute Moderator: Richard Gerwitz , Co-Head of Citi Community Capital, Citi
10:15-2:00PM	Local Housing Development Site Visits (Transportation and lunch will be provided.) Conference participants and speakers will have the opportunity to visit two of Boston's most innovative developments and hear from key partners involved in the projects. The first stop will be The Beverly , Boston's first 100 percent income-restricted development in 25 years. This 14-story apartment complex, located in downtown Boston, has set every one of its 249 units at rents below market rates. The project is composed entirely of "workforce housing," reserved for households with incomes between 30 percent of area median income and 165 percent of area median income. At the second stop, participants will learn about the Charlestown Redevelopment, which will include the construction of 2,699 mixed income units with retail and community spaces on 26 acres. The project will transform the site into a vibrant mixed income community that will include the replacement of more than 1,000 units of public housing. Leggat McCall , in partnership with Corcoran Jenison , is working with the Boston Housing Authority (BHA) and the Charlestown Residents Association (CRA) to ensure alignment of all parties' interests to complete the project as quickly and efficiently as possible while minimizing tenant disruption.
2:00-2:30PM	Conference Wrap Up & Closing

Austria (Vienna)



Eva Bauer, Head of Housing Economics, Austrian Federation of Limited-Profit Housing Associations

Eva Bauer graduated in Studies of Sociology and Economics at the University of Vienna. Her professional career led from academic research in housing to her job as housing economist at the Austrian Federation of Limited Profit Housing Associations. There she does analysis in housing finance, housing demand, housing costs and costs of construction. She also is in charge of international relations and represents the Austrian Federation in Housing Europe working groups. She is the author of numerous publications in the field of housing and also a lecturer at the Viennese University of Economics and Business Administration.

Brazil (São Paulo)



Inés da Silva Magalhães, Former Minister of Cities, Brazil

Inés da Silva Magalhães is the former Minister of Cities of Brazil and previously held the post of National Secretary of Housing. A sociologist by training with a specialization in planning, Ms. da Silva Magalhães has more than 20 years of experience in the public sector in the areas of Housing, Urban Development, and Institutional Development. She has brought her knowledge and wealth of experience to various posts within the Ministry of Cities, including serving as Director of the Department for Urbanization of Informal Settlements / Slum Upgrading between 2003 and 2005. In 2009, Ms. da Silva Magalhães led the largest slum upgrading and housing program in Brazil’s history, known as Minha Casa, Minha Vida.



Paulo Sandroni, Professor, Getulio Vargas Foundation

Paulo Henrique Sandroni is an economist who served as director of urban planning and public transportation for the City of São Paulo from 1988 to 1993, and for a short period he served the federal government as vice-minister of administration. He has published articles and books on economics, including a dictionary considered a primary reference on economics in Brazil. Sandroni is also a professor at the Economics and Business School at the Getulio Vargas Foundation in São Paulo, a visiting professor at Institute of Housing Development Studies (IHS) in Erasmus University Rotterdam, a private consultant on urban development and transportation issues, and a lecturer in programs sponsored by the Lincoln Institute of Land Policy.

China (Beijing)



James Shen, Principal & Founding Partner, People’s Architecture Office

Originally from Los Angeles, James Shen received his Master of Architecture from the Massachusetts Institute of Technology (MIT) and a Bachelor of Science in Product Design from California State University, Long Beach. In 2010, James co-founded Beijing-based People’s Architecture Office (PAO), a multi-disciplinary studio focused on social impact through design. This award-winning practice is known for engaging in urban issues through designs that straddle architecture and product design. James developed the Courtyard House Plugin as a low-cost alternative for urban regeneration to serve Beijing’s central historic districts, areas that are characterized by slum conditions. The proprietary prefabricated building system quickly and efficiently upgrades dilapidated houses to modern living and energy standards without demolition and relocating people.

Canada (Vancouver)



Dan Garrison, Assistant Director of Housing Policy and Regulation, City of Vancouver

Dan Garrison is Assistant Director of Planning, Urban Design and Sustainability with the City of Vancouver where he leads the City's Housing Policy and Regulation Division. Dan has worked on housing and homelessness issues in British Columbia for the past 20 years at the provincial, regional and municipal levels. For the last 12 years, Dan has lead the development of the City's rental incentive and inclusionary housing programs, the 2012 Housing and Homelessness Strategy and most recently Housing Vancouver, the City's new strategy to respond to the housing affordability crisis. Dan is a professional City Planner with a Master of City Planning degree from the University of Manitoba.

Colombia (Bogotá)



Juan Felipe Pinilla, Land Use Attorney, JFP & Asociados

Juan Felipe is a lawyer from the Universidad de los Andes with a master's degree in Territorial and Urban Policy from the Carlos III University of Madrid. His 15 years of professional experience has been focused on urban law issues. He has been a consultant in structuring land management instruments for urban projects for various agencies and public and private entities, such as: the University of the Andes, the National University of Colombia, the World Bank, the District Department of Planning of Bogotá, the Urban Renewal Company of Bogotá, Metrovivienda, the Ministry of Housing, City and Territory among others. He is currently a researcher and consultant on land policy, property, and urban law issues. He has published several articles in specialized publications on urban property issues, land management instruments and transformation of the Colombian urban system. He is professor of the Specialization in Urban Law, Property and Soil Policies of the Faculty of Law of the Universidad de los Andes.

Denmark (Copenhagen)



Gerti Axelsen, Head of Building & Development, Lejerbo

Gerti Axelsen is Head of Building & Development at Lejerbo, a large non-profit organization that administers, builds, and renovates social housing in Denmark. At Lejerbo, Gerti is responsible for developing and building approximately one thousand new affordable and attractive homes annually, as well as renovating and preserving the same amount of existing units each year. Throughout her career, Gerti has worked within the building sector—both in Denmark and on specific projects in Europe and Asia—and has practiced architecture in some of the most renowned offices in Denmark: 3XN, Henning Larsen Architects, and Vandkunsten, among others. She received her degree in Architecture at the Royal Danish Academy of Fine Arts in Copenhagen—where she has also served as lecturer—and is on the board of representatives for Realdania, the largest philanthropic fund for the built environment in Denmark.

Finland (Helsinki)



Juha Kaakinen, CEO, Y-Foundation

Juha Kaakinen is Chief Executive Officer of Y-Foundation, the biggest Finnish NGO, which acquires flats from the private market for homeless people and provides social housing. Mr. Kaakinen holds a Master of Arts from the University of Helsinki. His career began in the 1980s, when he worked as a social worker within Helsinki's homeless service, later becoming a manager. From 1990 to 2011, he served as the CEO of Sosiaalikehitys Oy (Social Development Ltd), a Research and Development company owned by 11 municipalities. In 2008, his working group that he oversaw came up with the Housing First model, and for five years after its creation, he was Program Leader to the National Program. He is a member of the Administrative Council of FEANTSA and has written over 50 research papers, articles and evaluation reports on social services, employment projects and policies and homelessness issues.

Mexico (Mexico City)



Surella Segu, Co-Founder & Co-Director, El Cielo Architects

As an architect and urban designer based in Mexico City, Surella Segu focuses on urban renewal best practices and the use of interdisciplinary approaches to develop comprehensive and sustainable solutions to housing deficits in countries facing urban expansion. Segu was head of the Urban Development Department at Mexico's Institute of the National Housing Fund for Workers (Infonavit) since its creation in 2013 until the end of 2016. Faced with the challenge of setting up a new Urban Development Department, she developed a general strategy based on two lines of action. First, she generated practical research linked to both new and existing programs. Second, she designed and implemented urban renewal projects focused on capacity building at the municipal and community levels, including technical support for developing local urban plans. For the last four years, Segu has generated nationwide strategies and solutions to address the difficulties faced by inhabitants of mass-produced social housing neighborhoods: improving master plans, implementing urban renewal programs, developing tools to measure impact such as the Housing Deterioration Index, and involving Mexico's top architects and urbanists in these efforts. She also generated programs to strengthen communal cohesion, and fostered research to understand the impact of community building activities, such as the effects of urban art on these settlements.

Singapore



Sock-Yong Phang, Vice Provost, Singapore Management University

Sock-Yong Phang is Vice Provost (Faculty Matters) and Celia Moh Chair Professor of Economics at the Singapore Management University. She is a Senior Research Fellow at the Centre for Research on the Economics of Aging. Her research includes issues related to housing and transport economics, focusing on the impacts of government policies on these sectors. She is the author of three books, and has published dozens of papers on housing, transport, economic regulation and public private partnerships. Phang has served as consultant to the World Bank, the Asian Development Bank, and various government organizations in Asia on projects involving land and housing reforms, housing finance systems, motor vehicle policies, cost-benefit analysis for rail projects, appraisal frameworks for mega infrastructure as well as economic regulation of public transport and airports. In Singapore, Phang has previously served as board member of the Urban Redevelopment Authority, the Land Transport Authority, and the Public Transport Council. She was also a Commission Member of the Competition Commission of Singapore from 2005 to 2016. She is currently a board member of the Energy Market Authority and a trustee of the ISEAS-Yusof Ishak Institute.

United Kingdom (London)



James Clark , Head of Housing Strategy, Greater London Authority

James Clark is Head of Housing Strategy at the Greater London Authority (GLA), the regional government for London. The GLA consists of the Mayor of London, Sadiq Khan, and the London Assembly. It is responsible for housing and planning policy, administration of the £4.2 billion London affordable homes programme, and the development of around 600 hectares of ex-industrial land. James is responsible for developing policies and strategies to deliver the Mayor's housing priorities. Current Mayoral priorities include building a new generation of state-owned social housing, resisting the loss of existing affordable housing, and stepping up our interventions in the land market to improve affordability and quality.

With A Special Video Message From



Leilani Farha, United Nations Special Rapporteur on the Right to Housing

Leilani Farha is the special rapporteur on the right to housing, appointed by the United Nations Human Rights Council. During her time as Special Rapporteur, Leilani has presented reports to the UN on homelessness, the connection between the right to housing and the right to life, and the financialization of housing. She has traveled on official missions to Serbia and Kosovo, India and most recently to Chile, amongst others, to investigate and comment on the state of the right to housing. In addition to her requisite work, Leilani has used her platform to start The Shift, a global movement to reclaim and realize the right to housing, which calls for everyone to approach housing as a human right, not a commodity. Ms. Farha is also the executive director of Canada Without Poverty, an NGO based in Ottawa, Canada. A human rights lawyer by training, she has worked both internationally and domestically on the implementation of economic and social rights for the past 20 years.

United States



Katherine Levine Einstein, Assistant Professor of Political Science, Boston University

Katherine Levine Einstein is an assistant professor of political science at Boston University and the author, with Jennifer Hochschild, of *Do Facts Matter? Information and Misinformation in Democratic Politics*. Her research on local politics, American public policy, and racial/ethnic politics has been published in the *American Journal of Political Science*, the *British Journal of Political Science*, *Political Behavior*, *Publius: The Journal of Federalism*, *Perspectives on Politics*, and the *Urban Affairs Review*. Her work has been supported by the National Science Foundation, Russell Sage Foundation, and the Rockefeller Foundation.



Richard Gerwitz, Co-Head of Citi Community Capital

Richard Gerwitz is Co-Head of Citi Community Capital, the community development lending and investing division of Citi, with over 35 years of experience in the tax-exempt securities and real estate markets. He began his career with Merrill Lynch in 1978 as a municipal securities analyst, subsequently moving into the investment banking division. In 1984 Mr. Gerwitz was retained to help start the municipal securities division at Security Pacific National Bank. In 1992 Mr. Gerwitz left the bank and negotiated the formation, and became president of a real estate limited partnership whose partners were the Ford Motor Company and the Federal Deposit Insurance Corporation. The partnership was funded with more than \$1 billion in performing and non-performing real estate assets designated for liquidation. He returned to the tax-exempt bond investment banking industry in the late 1990s when he joined Citi Community Capital, formerly known as Newman & Associates, focusing exclusively on the financing of affordable multifamily rental housing. In Richard's role as Co-

Head of Citi Community Capital he directs the activities of the unit's affordable rental housing lending, mortgage and investment banking team, as well as its involvement with Low Income Housing Tax Credits (LIHTC), New Market Tax Credits (NMTC) and other Community Reinvestment Act lending and investment activities. His credit training has resulted in his being named a Senior Credit Officer (SCO) of Citigroup, and he is a voting member of Citi Community Capital's credit committees.



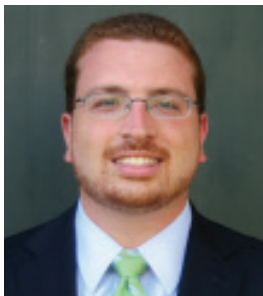
David Glick, Associate Professor of Political Science, Boston University

David Glick is an associate professor of political science at Boston University. His research into topics related to the U.S. Supreme Court, public opinion, public policy, and local government has been published in journals such as: the *American Journal of Political Science*, the *Journal of Politics*, *Perspectives on Politics*, the *Quarterly Journal of Political Science*, the *Journal of Law, Economics and Organization*, *Political Behavior*, *Public Opinion Quarterly*, *American Politics Research*, and the *Journal of Theoretical Politics*. His work has been recognized with awards from the American Political Science Association and the Western Political Science Association.



George McCarthy, President & CEO, Lincoln Institute of Land Policy

Dr. George “Mac” McCarthy is President and CEO of the Lincoln Institute of Land Policy in Cambridge, Massachusetts. The Lincoln Institute seeks to improve quality of life through the effective use, taxation, and stewardship of land. A nonprofit private operating foundation whose origins date to 1946, the Lincoln Institute researches and recommends creative approaches to land as a solution to economic, social, and environmental challenges. Before joining the Lincoln Institute in 2014, Mac directed Metropolitan Opportunity at the Ford Foundation which sought to provide disadvantaged people better access to good jobs and other opportunities for advancement by supporting regional planning, and coordinated transportation and housing development to alleviate poverty and reduce its concentration in metropolitan areas in the U.S. and developing countries in Asia, Africa, and Latin America. Before taking that position, Mac administered a program at Ford that focused on using homeownership to build assets for low-income families and their communities. Before joining Ford, Mac worked as a Senior Research Associate at the Center for Urban and Regional Studies at the University of North Carolina at Chapel Hill. Mac has worked as Professor of Economics at Bard College, Resident Scholar at the Jerome Levy Economics Institute, Visiting Scholar and Member of the High Table at King’s College of Cambridge University, Visiting Scholar at the University of Naples, Italy, and Research Associate at the Centre for Social Research in St. Petersburg, Russia. Mac received a B.A. in Economics and Mathematics at the University of Montana; an M.A. in Economics at Duke University; and, a Ph.D. in Economics at the University of North Carolina at Chapel Hill.



Maxwell Palmer, Assistant Professor of Political Science, Boston University

Maxwell Palmer is an assistant professor of political science at Boston University and a Junior Faculty Fellow at the Hariri Institute for Computing. His work on Congress, the judiciary, redistricting, and local political institutions has been published in journals including *American Political Science Review*, the *Journal of Politics*, *Perspectives on Politics*, the *Journal of Empirical Legal Studies*, *American Politics Research*, and *Social Science History*.



Enrique Silva, Director of International and Institute-Wide Initiatives, Lincoln Institute of Land Policy

Enrique R. Silva is the director of International and Institute-Wide Initiatives (i3) at the Lincoln Institute of Land Policy. He is responsible for the identification and oversight of new initiatives that leverage the Lincoln Institute’s existing resources and expand its presence globally. Silva currently oversees global campaigns on municipal fiscal health and land value capture, which include a range of research, educational, and outreach activities. He also helps develop and lead the research portfolio on land policy and urbanization in Latin America. Both for i3 and other programs, Silva collaborates on the development and management of initiatives that focus on a range of themes from land-based fiscal instruments and the fiscal and land policy dimensions of large-scale urban projects to planning regimes and climate change adaptation. He is also working with national and local authorities in South Africa on a range of activities promoting the use of land based financial tools to finance urban

development and inclusionary housing projects. Silva also teaches a course on urban governance and the politics of planning at Harvard University's Graduate School of Design. Prior to his arrival at the Lincoln Institute, Silva was an assistant professor of city planning and urban affairs and the program coordinator for the graduate programs in city planning and urban affairs at Boston University. Silva holds a Ph.D. in city and regional planning from the University of California, Berkeley; a master's of science in planning from the University of Toronto; and a bachelor of arts in political science from Columbia University.



David A. Smith, Founder & CEO, Affordable Housing Institute

David A. Smith is the founder and CEO of the Affordable Housing Institute, which develops sustainable housing financial ecosystems worldwide. With more than 30 years direct experience in affordable housing, David uniquely combines the roles of practitioner and theoretician, participant and policymaker. His work as an international housing finance policy advisor/ program developer encompasses projects on Brazil, Colombia, Egypt, India, Ireland, Kenya, Middle East, Panama, Sri Lanka, South Africa, Turkey, and United Kingdom, and he is a much sought-after speaker on affordable housing issues around the world. In the USA, David provides high-quality analysis to Congress, the Millennial Housing Commission, CBO, HUD, and others, and was a principal member of the 1996 Senate mark-to-market working group. A 1975 Harvard graduate, he is an award-winning author with more than 100 published articles in real estate, valuation, and policy periodicals, and a textbook, as well as an influential blog.



Martin J. Walsh, Mayor, City of Boston

Mayor Walsh, a lifelong champion of working people and a proud product of the City of Boston, is the City's 54th mayor. Mayor Walsh was sworn in to serve a second term on January 1, 2018.

Since taking office, the Walsh Administration has addressed the tremendous need for housing in the City with an ambitious plan, setting records for new affordable and middle-class homes. In addition, it has built a state-of-the-art homeless shelter and has put the City on a path to effectively ending chronic homelessness.

At the same time, the Mayor has created powerful tools for low-income workers, including a "learn and earn" job apprenticeship program and an Office of Financial Empowerment. Walsh is the founding vice-chair of the Cities of Opportunity Task Force at the U.S. Conference of Mayors, elevating the national conversation on income inequality.

Mayor Walsh has led Boston to the forefront of the global innovation economy, by attracting industry-leading private sector employers, upgrading the City's digital infrastructure, and using technology to transform government services — from a parking meter payment app to a new City website.

Before taking office, Mayor Walsh served in the Massachusetts House of Representatives, where he was a leader on job creation and worker protections; substance abuse, mental health, and homelessness; K-12 education; and civil rights.

