



CNHED

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## A MESSAGE FROM THE BOARD CHAIR



### 2023 LOOKED TO BE A CHALLENGING YEAR FOR CNHED.



*Time and time again, the CNHED staff have continued to outperform expectations”*

Challenging in the sense that the bar for success was set so high from the year prior, that it seemed nearly unsurpassable. Nonetheless, it's been a pleasure to watch CNHED leadership and staff not only rise to that challenge but also yield impact and success that went beyond expectation.

From launching new programmatic initiatives to expanding the organization's reach and impact to new stakeholders, CNHED has deepened its foothold as one of the District's most connected, innovative, and influential community economic development organizations.

Not only did CNHED staff and leadership rise to the challenge, but the CNHED Board also provided

the organization with excellent guidance and leadership, helping to chart the path forward as we stepped into new spaces and partnerships.

As the organization turns toward 2024, I'm going to take a new approach to forecasting what to expect. Time and time again, the CNHED staff have continued to outperform expectations and I have no doubt that next year will be no exception.

Well done to all CNHED staff and the organization's board, members, partners, sponsors, and allies who have faithfully continued to support the work. What a great year!

**Phil Hecht**

President and CEO, Housing Up  
CNHED Board Chair

## A MESSAGE FROM THE PRESIDENT



### A YEAR OF THANKS // A CALL TO ACTION

#### **CNHED and the greater community economic development field accomplished a lot this year despite being challenged in some predictable and unpredictable ways.**

Firstly, our members remained robust in meeting the needs of the individuals and families — our constituents. Throughout the year, CNHED members were responsive and impactful in sustaining our most vulnerable residents, supporting efforts to create pathways to economic mobility, and enhancing entrepreneurial and business opportunities for CNHED's economic sectors.

Secondly, CNHED's partners and investors demonstrated deeper confidence and investments in

the programmatic strategies that have framed our high-impact work. This resulted in CNHED launching several new initiatives in the housing and economic development space, in which we are working with CNHED members to implement.

These two accomplishments are the lynchpin for CNHED's year of impact and thankfulness.

However, what CNHED also faced this year was restricted revenue in the District because of post-pandemic industry shifts in downtown and industry practices. This revenue restriction directly affected the ability of the District to sustain investments in many of the programs that CNHED members rely upon to

serve residents and communities. Throughout the year, these changes required us to be vigilant in amplifying under-represented voices and being the standard bearer for the kind of District of Columbia we believe in — *one that is fair, diverse, and compassionate.*

Now is not the time to back away from the progress that's been made over the past several years. Looking ahead, CNHED is positioned to lead a renaissance of our well-known advocacy, and we look to all our members, partners, and allies to be engaged in shaping the future that is racially, economically, and socially **just**.

**Stephen Glaude**  
President and CEO

# ABOUT THE COALITION

## COMPANY PROFILE

The Coalition for Nonprofit Housing & Economic Development (CNHED) is a dynamic 501(c)3 nonprofit that advances community economic development solutions that address the inequity of under-resourced communities in the District of Columbia. Our holistic systems-change approach encompasses community-informed budget and policy advocacy, data-driven thought leadership, and needs-based programmatic initiatives in the areas of Housing and Homelessness, Workforce Development, Small and Minority-owned Business Ecosystem Building, and Community Engagement.

Since its inception in 2000, CNHED has grown from 55 memberships to nearly 180 today. CNHED's strength is in its convening power, highly successful advocacy, robust communications, information sharing, high-impact initiatives, and equipping its members with tools and resources for their work.

## BOARD OF DIRECTORS

### **Philip Hecht**

*CHAIR*

President and CEO // Housing Up

### **Olive Idehen**

*VICE CHAIR*

Managing Partner // Callive, Inc.

### **Martin Mellett**

*TREASURER*

Vice President, Strategic Initiatives // Jubilee Housing

### **Veronica Wright**

*SECRETARY*

Senior Director of Workforce Development // Rodham Institute

## DIRECTORS

### **Stacie Birenbach**

Senior Real Estate Development Officer,  
Enterprise Community Development

### **Jim Dickerson**

Founder and Chief Executive Officer,  
Manna, Inc.

### **Stanley Jackson**

President & CEO, Anacostia Economic  
Development Corporation

### **Venus Little**

CNHED Resident Leadership Team Alumni

### **Oscar Macció**

Director of Preconstruction Services,  
Hamel Builders, Inc.

### **Aimee McHale**

Vice President of Development,  
WinnCompanies

### **Emi Reyes**

Chief Executive Officer, Latino Economic  
Development Corporation (LEDC)

### **Susanne Slater**

President & CEO,  
Habitat for Humanity of Washington, D.C.

### **Chapman Todd**

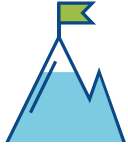
Principle, JayDot LLC

### **Juan Pablo Vacatello**

Director of Finance and Asset Management,  
Mi Casa, Inc.

# STRATEGIC FRAMEWORK

GUIDING PRINCIPLE // WE ARE STEWARDS OF INCLUSIVENESS, JUSTICE, AND EQUITY IN ALL THAT WE DO.



## OUR MISSION

CNHED advances community economic development solutions that address the inequity of under-resourced communities in the District of Columbia.

### ORGANIZATIONAL PILLARS



#### CONVENE

Bring together diverse groups to partner, learn, collaborate, and establish organizational priorities.



#### ADVOCATE

Educate stakeholders around community economic development issues and recommend innovative solutions to decision-makers.



#### INNOVATE

Provide organizational members with the support, knowledge, and tools needed for success.



#### EQUIP

Develop new approaches, policies, or programs that address community economic development issues.



#### SUSTAIN

Establish resiliency throughout community economic development organizations and the communities they serve.

THE FOUNDATION THAT GUIDES THE WORK WE DO

### OPERATIONAL APPROACHES



#### COMMUNITY ENGAGEMENT

Build resident agency and incorporate community voices into decision-making spaces.



#### PUBLIC POLICY

Work to improve policies, laws, budget allocations, and systems that impact the community economic development field.



#### HIGH-IMPACT INITIATIVES

Implement innovative solutions and strategies that work to directly address issues in the field.



#### RESEARCH

Conduct studies to measure effectiveness, establish facts, and/or inform new solutions.



#### CAPACITY BUILDING

Strengthen the skills, processes and resources that members need to survive, adapt, and thrive.

THE STRATEGIES, TOOLS, AND CHANNELS THAT WE USE TO DO OUR WORK

# EXECUTIVE SUMMARY

**AS 2023 COMES TO A CLOSE,  
WE REFLECT ON**

*the most unprecedented  
and successful year  
CNHED HAS SEEN.*

**We never could have predicted some of the major accomplishments and milestones the organization saw throughout the year, and we are thrilled to see the results of some of our most innovative initiatives and approaches.**

We expanded our advocacy work to be more inclusive of communities and those with lived expertise, successfully launching the first *Community Voices* program, and integrating resident agency and voice into organizational decision-making and advocacy approaches. We renewed our commitment to advocacy training and education, ensuring community leaders are adequately informed and able to engage civically around the issues that deeply

impact their communities. Lastly, our budget advocacy resulted in significant additional resources for several District small business and economic development programs.

We met significant milestones through our high-impact initiatives, such as reaching a groundbreaking \$250 million in collective spend with District minority small businesses through our DC Community Anchor Partnership and launching the implementation phase of our Connecting Capital and Community initiative. In addition to these milestones, we also launched new initiatives, such as the Senior Homeowner Stabilization Program.





*We are grateful to all the members, partners, sponsors, and allies who made 2023 such a success, and we hope you're able to see the immense impact your support had on CNHED's work this year.*

Last, but certainly not least, we renewed our commitment and focus to one of our strengths — convening. With the public health risks of COVID-19 slowly fading (though the impacts of the pandemic still remain for many of our

constituents), CNHED has been able to return to our in-person trainings, monthly meetings, and conferences, creating and maintaining a platform for our members and others to convene and network.

# ADVOCATE



*We educate stakeholders around community economic development issues and recommend innovative solutions to decision-makers.*

## BUDGET ENGAGEMENTS AND WINS

For the District's Fiscal Year 2024 Budget, CNHED helped avoid dramatic cuts to key community economic development programs, ensuring the budget retained investments in programs relevant to housing, small businesses, and workforce development. Notably, CNHED fought to maintain Mayor Bowser's commitment of \$100 million in the Housing Production Trust Fund, the lynchpin to affordable housing development and preservation in the District; and achieved \$5.17 million in additional investments to economic development programs compared to FY203.

INITIATIVE	FY 23	FY 24
MAIN STREETS CORRIDOR	\$ 4.98M	\$ 6.1M
GREAT STREETS	\$ 7.9M	\$ 10.15M
COMMERCIAL ACQUISITION FUND	\$ 4M	\$ 6M
ADULT SERVICES	\$ 727K	\$ 799K

## ADVOCACY EVENTS

To uplift budget issues and spur community engagement, CNHED hosted our annual Affordable Housing and Community Development Budget Briefing in March featuring representatives from the Office of the Deputy Mayor for Planning and Economic Development (DMPED), the Department of Housing and Community Development (DHCD), the Department of Human Services (DHS), and the DC Housing Authority (DCHA) to present on the Mayor's proposed FY2024 District Budget.

Additionally, CNHED hosted two workshops to help support affordable housing advocates and residents craft testimony to submit and/or present to the DC Council during the public budget hearings.



CNHED's FY 2024 Budget Briefing

## COMMUNITY VOICES ACADEMY

**In fall of 2022, CNHED launched its inaugural cohort of the Community Voices Working Group.**

These 10 residents went through 10 months of hands-on advocacy training and skill building, learning how to become leaders in their communities surrounding affordable housing and other social issues of importance to them. CNHED was honored to celebrate the first cohort of the Community Voices Working Group with a graduation ceremony in spring of 2023.

Looking ahead, the Community Voices Working Group is now the Community Voices Academy (CVA). CNHED launched applications for the CVA in summer 2023 and received an overwhelming response, resulting in 160 applications — a 950% increase from the year prior. The CVA officially began in fall 2023 with 16 new residents. The second cohort is looking forward to hosting CNHED's first Resident Summit post-COVID and to engaging in a robust and eventful budget advocacy season, featuring our annual rally, advocacy day, testimony workshops, and more in 2024.

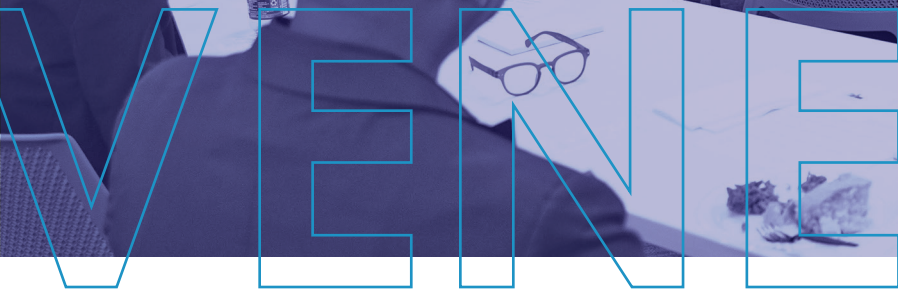


Community Voices Academy Cohort I Graduates



## RESIDENT ENGAGEMENT NETWORK

In response to the 160 applications received for the Community Voices Academy, CNHED launched a Resident Engagement Network to create a space where community advocates with lived experience could collaborate, network, convene, and take action. The Resident Engagement Network is made up of 80 District residents who will have access to similar training and learning opportunities as those in the Community Voices Academy, but with less structure and more opportunity for self-led work.



*We bring together diverse groups to partner, learn, collaborate, and establish organizational priorities.*

**CNHED IS AT ITS CORE A CONVENER.**

We work to create space and opportunity for like organizations, allies, and partners to come together and learn, workshop, and network in an effort to develop innovative solutions to some of the District's most pervasive community economic development issues. Through member events, monthly meetings, webinars, trainings, and conferences, CNHED leads numerous convenings throughout the year for the benefit of practitioners, residents, and advocates alike.

Our year began with an Emotional Wellness Fireside Chat in honor of Black History Month, focused on how direct service providers and others can better work with those in the Black Community healing from past trauma. Additionally, in celebration of Fair Housing Month, CNHED presented an informative webinar in April to inform members of the recent changes to HUD's Affirmatively Furthering Fair Housing (AFFH) rule.





*Throughout the year,*

**CNHED HOSTED A SERIES OF INFORMATIONAL AND EDUCATIONAL CONVENINGS BENEFITING LOCAL SMALL BUSINESSES AND THE ORGANIZATIONS THAT SERVE THEM.**

### **SMALL BUSINESS TECHNICAL ASSISTANCE PROVIDERS PRESENTATION FOR MAIN STREETS**

CNHED hosted an information session on the Small Business Technical Assistance (SBTA) Program. This peer-to-peer session provided local Main Street organizations an opportunity to connect with SBTA providers, learn about the DHCD-funded program, the myriad of technical assistance services available to small businesses, and activities to help businesses with grant applications.



### **SMALL-MEDIUM BUSINESS GROWTH FUND BRIEFING**

CNHED partnered with DMPED to host an informational session about its \$2 million Small-Medium Business Growth Fund. Designed to retain, grow, and drive innovation in District-based small business, the Fund supports large-scale capital improvements, equipment purchases, and technological advancements in industries related to green innovation, experiential retail, incubators, immersive entertainment, and professional services.

### **DC PRO BONO INFORMATION SESSION**

For the first time, CNHED collaborated with the DC Bar Pro Bono Center to host a virtual information session about pro bono legal assistance available to small businesses and nonprofits in D.C. with limited budgets.

### **△ PRESERVATION OF LEGACY BUSINESSES REPORT SESSION**

CNHED highlighted the importance of legacy businesses by hosting a presentation and discussion on the report, “Preservation of Legacy Businesses” by the DC Preservation League. The convening provided a platform to share how local small business support organizations can support legacy businesses by including them on the registry and documenting their ties to the community.

## WORKING GROUPS

*CNHED's member organizations work to ensure that under-resourced communities have housing and economic opportunities in neighborhoods throughout the District of Columbia in a variety of ways. Our eight unique working groups play an essential role in providing a collaborative space for nonprofits, mission-driven for-profits, advocates, residents, and government officials to discuss and develop solutions regarding economic development issues.*

*Here we've highlighted some of our working groups' significant accomplishments in 2023.*



### ▷ TENANT PURCHASE WORKING GROUP (TPWG)

The TPWG spent 2023 focused on gathering data and providing analysis on activities around the Tenant Opportunity to Purchase Act (TOPA), as well as supporting data collection and outreach for CNHED's TOPA study. Throughout the year, it became more apparent that TOPA was facing harsh criticism and becoming at risk for decreased funding and support during the FY2024 Budget Season. In response, the TPWG created a subgroup tasked with developing and managing a TOPA protection strategy, working on a series of proposals and initiatives to support and strengthen TOPA in the District.

### ▷ SUPPORTIVE HOUSING WORKING GROUP (SHWG)

This year, the Supportive Housing Working Group (SHWG) focused on a substantial transition within the DHS's Permanent Supportive Housing Program to Medicaid billing. Amidst this transition, the group tackled DCHA's policy upheavals, safeguarded housing stability, and navigated PSH provider capacity issues by advocating for strategic solutions. The working group's legislative engagements were robust and included influencing oversight hearings, migrant housing policy, and social work licensure regulations to better serve the District's diverse housing needs.

The SHWG's advocacy proved vital in public policy, particularly in addressing the contentious issue of encampment closures and in spotlighting the critical shortage of senior housing. Despite the year's complexities, the SHWG's persistent efforts have made significant strides in strengthening the supportive housing framework, highlighting systemic gaps, and paving the way for ongoing improvements to the housing landscape in the District.

▷ OWNERSHIP HOUSING WORKING GROUP (OHWG)

The OHWG continued to focus on improving the functioning of the Home Purchase Assistance Program (HPAP) while also discussing expanding its advocacy efforts to include full-, shared-, and limited-equity homeownership models in the District's Continuum of Housing. Members of the OHWG are engaged in ensuring the District funds its Black Homeownership Strike Force recommendations.

▷ RENTAL HOUSING WORKING GROUP (RHWG)

The RHWG focused its efforts on several areas critical to the affordable rental housing market. When DCHFA announced a new method for deploying 4% LIHTC and bond capital in late 2022, the RHWG assisted educating its members to understand the new processes. The RHWG prepared and submitted comments for the Qualified Allocation Plan, which was included as part of the DHCD NOFA released in the summer of 2023.

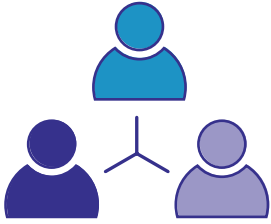
Additionally, the RHWG provided comments and testimony on several pieces of legislation pertaining to eliminating immigration status-related barriers for project/sponsor based LRSP and related to the renewal of long-term service contracts for LRSP. Finally, the RHWG played an active role in seeking an amendment to a newly approved law that would require affordable housing projects utilizing D.C. funding to comply with net zero energy requirements prior to the enactment of an appropriate set of regulations.

▷ SMALL BUSINESS SUPPORT WORKING GROUP (SBSWG)

In the spring, the SBSWG provided feedback on DC's Comeback Plan, which focuses on setting D.C.'s economic development goals for the next five years. Additionally, throughout the year, the SBSWG provided input on several legislations that directly impacted D.C. small businesses, including the Workers and Restaurants Are Priorities Act of 2023, Initiative 82, and the enactment of BEST law to streamline licensing fees.

▷ ADVOCACY AND COMMUNITY ENGAGEMENT WORKING GROUP (ACEWG)

In 2023, CNHED launched a new ACEWG for practitioners working in the advocacy and community engagement space. The new working group will foster a strong base of experienced advocacy, policy engagement, and political strategy experts to successfully mobilize residents to advance community economic development policies, legislation, and solutions. This innovative and strategy-focused group will find new and meaningful ways to center historically marginalized voices in the policy agenda of the District.



*We work to create space and opportunity for like organizations, allies, and partners to come together and learn, workshop, and network*



## DC JOB DEVELOPERS NETWORK

CNHED launched the DC Job Developers Network to support and strengthen the workforce development ecosystem and pipeline, working to increase coordination among job developers, recruiters, and employers to better connect job seekers to employment opportunities.

**The network aims to help those working in the job developer space to make employer connections, cultivate professionalism, build skills, and access resources for jobseekers they serve.**

## NANNIE HELEN BURROUGHS SMALL AREA PLAN ENGAGEMENT SERIES

The District of Columbia's Office of Planning (OP) initiated the Nannie Helen Burroughs Corridor, Small Area Plan (NHBC-SAP) to guide the development of neighborhood-serving mixed uses along the corridor, including urban design guidelines, public life studies, greenspace and park visioning, and community engagement.

OP contracted CNHED to organize and facilitate a robust community engagement strategy to serve the dual purpose of supporting the principles of the Comprehensive Community Development Model (CCDM) and drawing community-wide in-person participation in tandem with the engagement needs of the NHBC-SAP.

CNHED hosted three events throughout spring and summer 2023 for Nannie Helen Burroughs residents, engaging a variety of community members, local businesses and District agencies around collecting public input on the Small Area Plan.

In fall 2023, CNHED used the community feedback collected to provide a recommendation report to OP on how best to proceed with NHBC-SAP development while also continuing to incorporate the principles of the CCDM.



## EQUITABLE COMMUNITIES CONFERENCE & RECEPTION

In fall 2023, CNHED hosted its second annual Equitable Communities Conference with the theme “A Focus on Racial Equity.” The conference consisted of a full-day program focusing on how developers, community-based organizations, and government entities have launched and employed meaningful initiatives, resources, and tools that actively promote racial equity systems change in the District. The goal of Equitable Communities was to look beyond “racial equity rhetoric” and focus intently on specific high-impact change at the systems level.

Throughout the day, attendees not only learned about the field’s progression in the racial equity space, but also workshopped new, innovative ways to implement racial equity strategies that yield high-impact systems change. CNHED was excited to welcome an expert line-up of keynote speakers and panelists, including Adjoa B. Asamoah, senior advisor for racial equity for the U.S. Department of Housing and Urban Development; Christopher E. Donald, executive director/CEO of the District of Columbia Housing Finance Agency; KellyAnn Kirkpatrick, senior product manager for the Housing Equity Fund at Amazon; Dekonti Mends-Cole, executive director and head of DEI Initiatives at JPMorgan Chase; and Rosemary E. Kilkenny, J.D., vice president of Diversity, Equity & Inclusion and chief diversity officer of the Office of Institutional Diversity, Equity and Affirmative Action (IDEAA) at Georgetown University.

Following the conference, CNHED hosted its annual A Community of Leaders reception, where we honored Jim Knight, president and CEO of Jubilee Housing, with the Bob Pohlman Lifetime Achievement Award. Additionally, CNHED also recognized its longest-tenured employee, Evette Banfield, during the reception for her 10 years of service.



Keynote Opening Panel featuring Kellyann Fitzpatrick (Amazon), Dekonti Mends-Cole (JPMorgan Chase), and Rosemary Kilkenny (Georgetown University).



Keynote Speaker Adjoa B. Asamoah, Senior Advisor for Racial Equity at HUD.



**CNHED'S ANNUAL CONFERENCE AND RECEPTION CONTINUE TO BE A SUCCESS, RESULTING IN SOLD-OUT TICKETS FOR THE SECOND YEAR IN A ROW.**



*We work hard to develop new approaches, policies, and programs that address community economic development issues.*

## CNHED'S VISTA STRONG COMMUNITIES PROGRAM



**VISTA  
STRONG  
COMMUNITIES**

CNHED's VISTA Strong Communities Program is an exclusive member benefit and capacity-building partnership between CNHED and the AmeriCorps VISTA national service program. Each year, CNHED identifies organizational members (host organizations) with high-capacity building needs and then works to recruit VISTA members to volunteer full-time at these organizations. VISTA members work to make their host organizations' programs sustainable, ensuring the benefits continue after they leave the program. VISTAs commit to a full year of service with an end goal of finding long-term solution to poverty.

In 2023, CNHED celebrated the graduation of its fifth VISTA cohort, welcomed the eight new members of the sixth cohort, and began host site recruitment for the seventh cohort to begin in 2024. CNHED is thrilled to have the capacity to continue the VISTA Strong Communities program each year, providing much needed resources and support to our members.



## ELEVATE

### ELEVATE

CNHED's Executive Leadership Education Venture Advancing Talented Entrepreneurs (ELEVATE) Program provides best-in-class training to minority-owned small businesses (MBEs) located in D.C. Through ELEVATE, MBEs acquire new skills that allow them to manage their business, products, and services more effectively and efficiently, as well as increase revenue and employment.

ELEVATE is the only minority executive education program in D.C. that is backed by a university partner. The 3-month ELEVATE curriculum, developed by the George Washington School of Business (GWSB) Center for Entrepreneurial Excellence, is led by GWSB faculty members.

In the spring of 2023, CNHED celebrated the graduation of the 13 minority-owned



**THIS PROGRAM HAS BEEN SUCH A BENEFIT TO OUR COMPANY'S GROWTH; IT EVEN ENABLED US TO COLLABORATE WITH OTHER COHORT MEMBERS TO PURSUE LARGER CONTRACTS. ELEVATE HAS BEEN A LIFELINE TO THE SUCCESS OF OUR COMPANY – EXPORTING INTERNATIONALLY AND EXPANDING OUR DOMESTIC CONTRACTS ALSO."**

— CHADWICK CHARLES, Chad O'L Public Relations & Events

businesses completing ELEVATE Cohort III.

This year, CNHED introduced a new tool to the program, Baseline360, a Small Business Diagnostic aimed at helping ELEVATE businesses identify critical areas of risk and vulnerability. ELEVATE Cohort III businesses had access to coaching services after receiving their Baseline360 assessments, and work to develop action plans to address specific issues identified, such as establishing a business advisory board or implementing onboarding procedures. Baseline360 was developed

in partnership with the Local Initiatives Support Corporation (LISC DC).

CNHED's ELEVATE program has been a marked success for the past three years and is set to expand in 2024. In fall 2023, we began the developing the recruitment process for ELEVATE Cohort IV, which will have a specific focus on minority business owners who are women.

**CNEHD's ELEVATE program is made possible thanks to the generosity and support of the Truist Charitable Fund at the Winston-Salem Foundation and LISC-DC.**



Commissioner Karima M. Woods from the DC Department of Insurance, Securities, and Banking speaks at the ELEVATE Cohort III Graduation

## DC REBUILD BOND PROGRAM

Throughout 2023, CNHED continued to provide technical financial assistance to local small business owners interested in participating in the DC Rebuild Bond Program, a partnership between DC Mayor Muriel Bowser, the Deputy Mayor's Office of Planning and Economic Development (DMPED), and SMBX, a financial marketplace that connects qualified small business owners with everyday investors.

To raise capital through the SMBX platform, small businesses need to meet the platform's underwriting requirements and have their financial documentation in order. CNHED provides technical assistance to eligible businesses to ensure they have the necessary documentation before applying

to SMBX. In 2023, CNHED held five outreach events to spread awareness of the opportunity to raise on SMBX and provided more than 20 small businesses with technical assistance.

The DC Rebuild Bond Program is driving \$5M in investment into the District's small businesses by giving residents the opportunity to invest in them. All D.C. businesses are eligible, with aspecial emphasis on businesses in Ward 5, 7, and 8: neighborhoods that have historically experienced economic discrimination.

**CNHED's technical assistance work around the DC Rebuild Bond Program was launched in 2022 thanks to the generosity of Wells Fargo.**



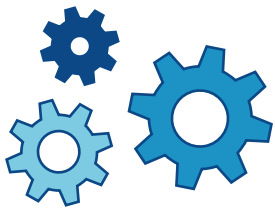
**CNHED HAS BEEN AN INDISPENSABLE PARTNER IN EDUCATING UNDERSERVED SMALL BUSINESS OWNERS ABOUT THE OPPORTUNITY TO RAISE FUNDS THROUGH THE D.C. REBUILD BOND PROGRAM.**

***CNHED staff has hosted community events and webinars, participated in panel discussions, and promoted the program and technical assistance it provides. The business owners receiving technical assistance from CNHED are now better organized and prepared to grow their businesses organically or by raising capital through the SMBX marketplace.***

— PETER BARDEN, Vice President of Communications at SMBX



# INNOVATE



*Provide organizational members with the support, knowledge, and tools needed for success.*

## DC COMMUNITY ANCHOR PARTNERSHIP



Launched in 2017, the DC Community Anchor Partnership (DCAP) works with local “anchor institutions” (place-based entities including hospitals, universities, and utility companies) that are committed to harnessing their procurement spend to support the growth of local minority-owned businesses (MBEs).

### DCAP BY THE NUMBERS

14

ANCHOR INSTITUTIONS

AN INCREASE FROM 11 TO 14 IN 2023

\$190M

SPENDING IN 2023 WITH MBES

THROUGH ANCHOR INSTITUTIONS

\$437M

CUMULATIVE SPEND WITH LOCAL MBES

BY DCAP ANCHOR MEMBERS SINCE 2017



IN LATE  
SUMMER,

DCAP OFFICIALLY  
HIT THE MILESTONE OF

# \$250M

IN COLLECTIVE SPEND  
WITH DISTRICT-BASED  
MBES AND PARTNERED  
WITH MAYOR MURIEL  
BOWSER ON AN  
ANNOUNCEMENT  
EVENT TO RECOGNIZE  
THIS REMARKABLE  
ACHIEVEMENT. ▽



## DCAP Regionalism

In 2023, DCAP welcomed three more institutions to the initiative: American University, Kaiser Permanente of the Mid-Atlantic States, and the Metropolitan Washington Airports Authority; officially taking the DCAP initiative regional.

One of the aspirations of DCAP was to secure business opportunities for MBEs in the greater DMV area. As a first entry into this wider space, CNHED is excited to welcome the Metropolitan Washington Airports Authority as a DCAP Anchor. This new partnership will give MBEs access to new procurement opportunities at Ronald Reagan National Airport and Dulles International Airport.

### HOSPITALS



### UNIVERSITIES



Georgetown  
University

### UTILITIES



### REGIONAL





### Transforming Procurement Systems

In 2023, anchor institutions have been working closely with CNHED through DCAP to break down barriers, ensuring their procurement processes are inclusive, accessible and equitable.



**DCAP is CREATING FORMAL SUPPLIER DIVERSITY POLICIES for three separate anchors.**



**DCAP MADE MORE THAN 231 REFERRALS of local MBEs for specific contracting opportunities it received from anchor institutions.**



**DCAP PUBLISHED ITS FIRST “SUPPLIER EXPERIENCE REPORT” based on focus groups with local suppliers. The report identified challenges and opportunities MBEs experienced in doing business with anchors.**



**THE DCAP PORTFOLIO REPRESENTS A MAJOR STEP FORWARD IN OUR EFFORTS TO SUPPORT AND ELEVATE MINORITY-OWNED BUSINESSES IN THE DISTRICT. THESE BUSINESSES PLAY A CRITICAL ROLE IN THE ECONOMIC REVITALIZATION OF OUR REGION, AND WE ARE EXCITED TO SEE WHAT THEY WILL ACHIEVE IN THE YEARS AHEAD.”**

— STEPHEN GLAUDE,  
CNHED President & CEO

### DCAP Portfolio Companies



Finally, in 2023, CNHED launched the DCAP Portfolio, a group of high-performing MBEs in the District that have shown they have the capacity and infrastructure to meet the needs of D.C.'s largest institutional buyers.

After a rigorous five-month evaluation process, the 24 selected local MBEs will now receive:

- **Prioritization for DCAP contracting opportunities**
- **Strategic introductions to purchasing managers of institutional buyers**
- **Branding and promotion via CNHED’s communications channels**
- **Free, on-demand review of contract proposals and RFP responses**

The DCAP Portfolio is a key pillar in DCAP's efforts to support and elevate minority-owned businesses in the D.C. metro area. The Portfolio program is designed to help these MBEs better compete for large contracts with anchor members, while also providing them with technical assistance, strategic introductions to capital providers, and industry-specific executive mentorship.

**DCAP is a high-impact initiative co-convened by CNHED and the DC Deputy Mayor’s Office for Planning and Economic Development (DMPED). DCAP is generously funded by the D.C. City Council, DMPED, Wells Fargo, and Kaiser Permanente.**



## LANDLORD PARTNERSHIP FUND

Launched in 2018, the District of Columbia Landlord Partnership Fund (LPF) incentivizes D.C. landlords to lease to families or individuals who are exiting homelessness by offering compensation to the landlords if excess damage and unpaid rent are incurred. The fund is designed to create a strong relationship with landlords who otherwise might not lease to individuals and families exiting homelessness.

LPF funds are only accessible to landlords who have leased to families or individuals who have rental assistance through specific Department of Human Services (DHS) and The Community Partnership (TCP) funded programs. Nonetheless, throughout 2023, the LPF has served as a liaison between landlords and DC government agencies despite eligibility status. This has allowed retrieval of rental funds, landlord and tenant relationship building as well as lease writing recommendations.



TO DATE, **\$193,372** REMAINS IN THE FUND



**121 CLAIMS PROCESSED WITH 57 PAYMENTS**

### TOTAL PAID

IN RENTAL AREARS	\$ 55,988.16
IN DAMAGES	\$ 90,020.67
TO RAPID REHOUSING-S PROGRAM	\$ 31,146.50
TO FAMILY STABILIZATION; REHOUSING PROGRAM	\$ 100,205.20
TO TARGETED AFFORDABLE HOUSING PROGRAM	\$ 2,500.00
TO PERMANENT SUPPORTIVE HOUSING PROGRAM	\$ 12,157.13

**TOTAL PAYOUT \$ 146,008.83**

**The Landlord Partnership Fund would not be possible without the generosity of Wells Fargo Bank.**



**THE LLPF HAS DEFINITELY ALLOWED US TO CONTINUE TO RENT TO VOUCHER HOLDERS DESPITE SOME OF THE SEVERE DAMAGES WE HAVE SEEN TENANTS CAUSE TO OUR PROPERTY. THE LLPF SEEMS TO BE THE ONLY AVENUE FOR SMALL LANDLORDS LIKE OURSELVES TO RECOUP SOME OF OUR LOSSES RELATED TO TENANT DAMAGES."**

— MICHAEL WORDIE & RAYAN HAGONA

## CONNECTING CAPITAL AND COMMUNITY

Launched in 2022, the Connecting Capital and Community Initiative (3C) is a three-year, multi-sector initiative to advance equitable housing results for low-to-moderate-income people of color, families, and individuals living in D.C. Under this initiative, CNHED and its collaborative partners, the National Housing Trust, Housing Counseling Services, Medici Road, and the DC Department of Housing and Community Development (DHCD), aim to decrease the displacement of residents of color and build wealth by increasing the supply of affordable 5–49-unit rental housing properties, and building pathways for tenants to become resident owners of smaller, 2-4-unit properties.

In 2023, 3C entered the implementation phase of the initiative, working to test three topic areas. This testing will prove that the solution to increased and sustainable affordable housing is through a combination of increased government funding as well as adjusting the other industry levers consisting of ownership costs, converting renters to owners, and innovative financing tools.

## TOPIC AREAS

**1. Reducing Ownership Costs:** 3C identified approximately 13 affordable properties in the District that will receive 3C Critical Aid funding, which will provide owners with flexible capital to better preserve their properties, enhance resident livability, and prevent displacement of households of color in D.C.

The implementation of the Critical Aid funding not only works to provide immediate relief for owners and residents at risk of being displaced, but also tests a hypothesis on whether critical repairs are a crucial component of maintaining housing affordability and if D.C. residents are in fact leaving the city due to the lack of housing affordability. The disbursement of Critical Aid Funding will also test whether more opportunities for affordable small building preservation and homeownership will arise when ownership costs are reduced or made less risky.

**2. Converting Renters to Owners:** 3C is continuing to explore the feasibility of the creation of a non-profit property management organization. This property management organization would provide lower cost, mission-driven property management services that enable tenant associations and housing owners to maintain affordability at properties with naturally affordable rents.

This intervention will test whether the shift of ownership and economic stake will transform the balance of power and counter the systemic racism that has historically left residents of color out of the economic and political benefits of homeownership.

As the initiative moves in 2024, forthcoming work includes expanding the property management model to include: a job training pipeline for residents interested in working at the management organization; resident services; maintenance; and landscaping.

**3. Innovative Financing Tools:** Finally, 3C is evaluating the correlation between increased creative financing mechanisms available for small unit properties and an increase in non-displacement building improvements and purchase opportunities for low-to-moderate income residents of color.

**3C is part of a larger investment from JPMorgan Chase and the Center for Community Investment to support this work in six cities: Chicago; Washington, D.C.; Los Angeles; Miami; New Orleans; and Seattle. The initiative is designed to align and advance an ambitious housing goal that goes beyond individual projects to change systems, housing policies, practices, and capital flows, and ultimately increase equitable housing results for Black, Latino, and Hispanic households.**



*CNHED and its collaborative partners aim to decrease the displacement of residents of color and build wealth by increasing the supply of affordable rental housing properties*

## SENIOR HOMEOWNER STABILIZATION PROGRAM

CNHED's latest initiative, the Senior Homeowner Stabilization Program, launched this winter and works to ensure seniors in the District can age-in-place safely.

Research found that many senior citizens in the District delay investing in home repairs that will save them money in the long run. Eventually, ignored repairs reduce the value of the home and end up costing a small fortune to address, often forcing owners to sell or transfer ownership.

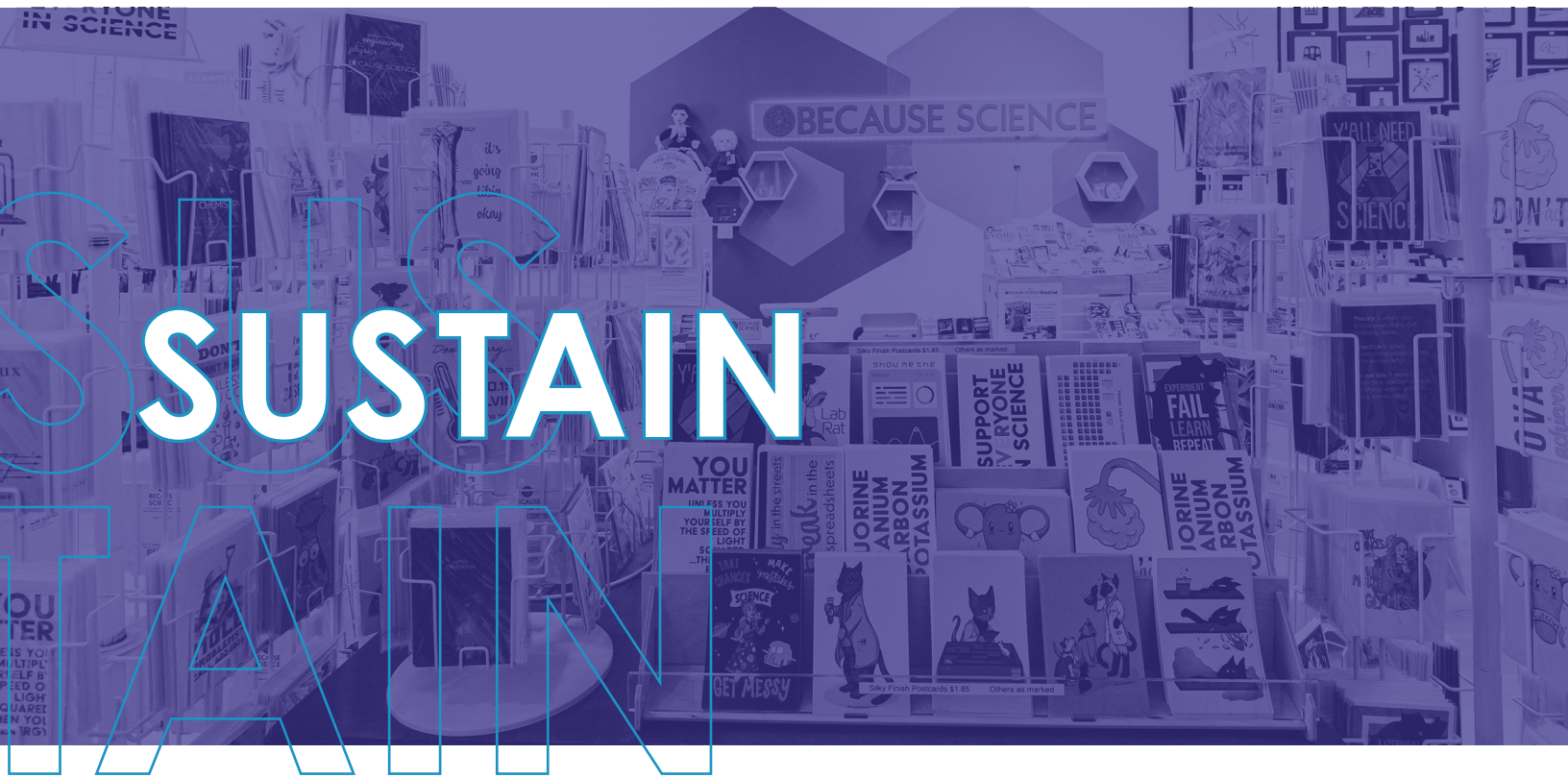
The Senior Home Stabilization Program provides grants for low-to-moderate income homeowners 60 years and older to cover the costs of critical repairs to their inherited or long-time homes. Grants can be used to cover roof repairs, mold remediation or accessibility modifications and priority is given

to seniors living Wards 4, 5, 7, and 8 specifically to combat predatory practices that target seniors.

CNHED is partnering with three community-based organizations — Lydia's House, Marshall Heights Community Development Organization (MHCDO), and Rebuilding Together DCA — to complete the work. CNHED has also hired inspectors and a general contractor from our DC Community Anchor Partnership (DCAP) as partners for the program, reaffirming our commitment to support D.C. MBEs.

**CNHED's Senior Homeowner Stabilization program is made possible thanks to the generous support of Amazon's Housing Equity Fund.**





# SUSTAIN



*We work to establish resiliency throughout community economic development organizations and the communities they serve.*

## SMALL BUSINESS ECOSYSTEM BUILDING

In 2022, CNHED launched a formal focus on strengthening and connecting the small business ecosystem in the District, serving as a community quarterback that collaborates across small business support organizations and entities to enhance funding, support services, resources, and information for small businesses in D.C.

Throughout 2023, CNHED has actively collaborated with community stakeholders and partners to identify areas for improvement within the small business ecosystem that would work to better support District small businesses, specifically those that are minority-owned or in under-resourced communities. Through this environmental scan, CNHED identified three specific areas for improvement: coordination, navigating resources, and convening.

## Coordination

As a community quarterback, CNHED aims to serve as a liaison between small businesses, support organizations, and other stakeholders in the ecosystem including government agencies and community leaders. Through working group meetings, surveys and other convenings, CNHED works to break down barriers in access and communication throughout the entire ecosystem, working to improve the coordination between stakeholders and streamlining access to services and support.

## Navigating Resources

In the summer of 2023, CNHED began the refresh of its DCsmallBizHelp Resource Directory, which is scheduled to go live in 2024. The new online directory is designed to assist D.C. business owners and entrepreneurs effortlessly navigate the wide array of programs, resources, and support organizations within the small business ecosystem. This includes, but isn't limited to, support and advisory programs, financing products and grants, government services, technical assistance organizations, lenders, and commercial corridor revitalization organizations.



## Convening

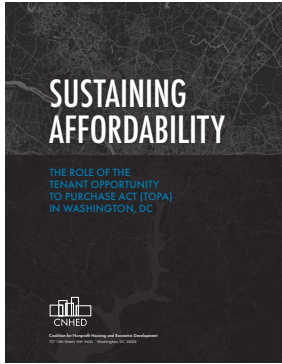
During the research phase of this work, community stakeholders and partners expressed that there was greater opportunity for networking, training and the cultivation of B2B relationships within the small business ecosystem. As outlined in the earlier section of this impact report ([CONVENE](#)), throughout the year, CNHED hosted a series of informational and educational convenings benefiting local small businesses and the organizations that serve them. As we continue into 2024, CNHED will continue to explore ways to convene stakeholders within the small business ecosystem to encourage greater collaboration, partnerships, and relationship building.

CNHED distinguishes itself by identifying shared values and a common agenda across our diverse membership, allies, and partners to create a collaboration that results in innovative solutions for some of the District's most challenging community economic development issues. Through this small business ecosystem building work, we are aiming to develop a local model and set of best practices that can be replicated in other jurisdictions nationwide.

**CNHED's small business ecosystem building work is supported thanks to the generous contribution from the Truist Charitable Fund at the Winston-Salem Foundation.**

## RESEARCH

### SUSTAINING AFFORDABILITY: The Role of TOPA in D.C. Housing



In fall 2023, in collaboration with The Council of the District of Columbia, CNHED unveiled a thorough study titled Sustaining Affordability: The Role of TOPA in DC Housing. The study reviewed the District of Columbia's Tenant Opportunity to Purchase Act (TOPA) and its antecedents from 1975-2021, offering valuable insights into the law, its effectiveness, its impact on tenants, its impact on preserving affordability, and its challenges of execution and perception, along with suggested areas of improvement. The study delves deep into the intricate layers of TOPA, bringing forward an unbiased, in-depth perspective on its effectiveness, areas of improvement, and the broader implications for the D.C. community.

## FINDINGS



**TOPA IS FUNDAMENTALLY SUCCESSFUL IN OFFERING TENANTS A SEAT AT THE TABLE IN NEGOTIATIONS OVER SALE OF THEIR BUILDING.**



**TOPA MADE A MEANINGFUL IMPACT ON IMPROVING THE DISTRICT'S AFFORDABLE HOUSING STOCK AND REDUCING DISPLACEMENT, ESPECIALLY IN THE MORE RECENT YEARS.**



**TOPA NEGOTIATION ALLOWS TENANTS TO SHAPE DEVELOPMENT OUTCOMES TO ACHIEVE TENANT GOALS RELATED TO RENOVATION, AFFORDABILITY, AND HOMEOWNERSHIP.**



**TENANT BUYOUTS ARE SOMETIMES AN OUTCOME, BUT BUYOUTS OF AN ENTIRE BUILDING ARE RARE.**



**TOPA RELIES ON A SUPPORT INFRASTRUCTURE OF TENANT ORGANIZERS, TECHNICAL ASSISTANCE PROVIDERS, ATTORNEYS, DEVELOPERS, AND FLEXIBLE FINANCING TOOLS.**



**THERE ARE MAJOR CHALLENGES THAT IMPEDE AFFORDABLE DEVELOPMENT BASED ON TOPA RIGHTS.**



**THE TIMELINE TO SELL AN OCCUPIED BUILDING IS EXTENDED BY TOPA.**

## RECOMMENDATIONS

- 1** REALIGN DHCD FUNDING PRIORITIES for strengthened TOPA affordable housing preservation.
- 2** INTRODUCE REFORMS to bolster tenant rights and ensure property owner accountability.
- 3** INCREASE ACCESSIBILITY to legal and technical assistance for tenants.
- 4** ELEVATE TENANT AWARENESS through early information dissemination and outreach about TOPA.
- 5** IMPLEMENT A DATA-FOCUSED COLLECTION and analysis regime, publishing data annually.
- 6** ESTABLISH a TOPA Improvement Task Force.

“ THIS STUDY REALLY FOCUSES ON HOW TOPA IMPACTS TENANTS AND THE PRESERVATION OF AFFORDABILITY, HIGHLIGHTING ITS TRIUMPHS AND SHEDDING LIGHT ON AREAS THAT REQUIRE FURTHER REFINEMENT.”

CNHED was contracted by the DC Department of Housing and Community Development (DHCD) to conduct this research as an independent study. The findings and recommendations are unbiased and do not represent CNHED’s organizational position.



# PARTNERSHIPS

## ▷ COALITION FOR NONPROFIT EQUITY

CNHED serves on the steering committee of the Coalition for Nonprofit Equity. The Coalition for Nonprofit Equity is a collective of more than 1,000 D.C. community-based nonprofit organizations. Members of the Coalition share a common goal: ensuring all D.C. residents have access to the vital community-based services and support they need to not only survive but thrive.

## ▷ DC CONTRACTORS INCUBATOR ADVISORY COMMITTEE

CNHED currently serves on the DC Contractors Incubator Advisory Committee led by Emerald Cities Collaborative (ECC). The committee is advising and collaborating on the pilot of a training program designed to orient small Black and brown contractors to opportunities for work on energy efficiency and energy retrofit projects that are mandated by DC's Building Energy Performance Standard (BEPS).

## ▷ DC HEALTHY HOUSING COLLABORATIVE

CNHED serves on the DC Healthy Housing Collaborative (DCHHC) Executive Committee. The DCHHC is a coalition of many organizations working together

to improve the health of District of Columbia residents by making sure their homes are safe and free of harmful exposures such as pests, mold, and lead.

## ▷ DC PRESERVATION NETWORK

CNHED partners with the Urban-Greater DC Initiative to manage the DC Preservation Network, a group of government agencies and community-based organizations working to preserve affordable housing in the District of Columbia. Together, CNHED and Urban-Greater DC maintain and update the DC Preservation Catalog, a database of rental properties with units affordable to low-income households (at or below 80% area median income) through one or more federal or local housing subsidy programs. The DC Preservation Network meets monthly to discuss properties identified in the catalog as being at-risk and to develop strategies for preserving these units.

## ▷ NACEDA POLICY AND RESEARCH COMMITTEE

Throughout the year, CNHED regularly engaged with NACEDA Committee on Policy and Research, focusing on issues related to community development, economic

mobility and prosperity, and engaging community members in meaningful ways.

## ▷ NACEDA SUMMIT

Several CNHED staff represented the organization at the NACEDA Summit in Atlanta. CNHED's president and CEO provided welcoming and closing remarks for the event, while two additional CNHED staff presented and moderated on the panel, "Peer Learning: Cultivating Vibrant Economic Development Ecosystems."

## ▷ NCRC 2023 ADVOCACY WEEK

CNHED participated in NCRC's 2023 Advocacy Week as the DC State Lead. The delegation consisted of organizations central to the mission of NCRC and had several calls with federal policymakers to discuss policy issues relevant to community investment, community development, housing, and workforce.

## ▷ SMALL BUSINESS ANTI-DISPLACEMENT NETWORK CONFERENCE

CNHED's Chief Economic Development Officer presented at the Small Business Anti-Displacement Network (SBAN) Conference on a panel entitled "Creating Economic Opportunity:



Experiences of Legacy and Emerging Small Businesses in Small and Mid-sized Cities," providing a platform for CNHED to support the District and uplift our efforts to support Black and brown businesses.

### ▶ SOUTHERN CONFERENCE ON HOMELESSNESS AND HOUSING

CNHED's Director of Advocacy and Community Engagement presented at the 2023 Southern Conference on Homelessness and Housing in Destin, Florida. The presentation focused on bias in housing outreach and recognizing housing solutions as public health interventions. The breakout session was one of the most attended at the entire conference.

### ▶ TAX POLICY REVISION COMMISSION

CNHED and various expert practitioners in the affordable housing ecosystem met with the DC Tax Revision Commission to showcase how important the Deed and Recordation Tax is to the Housing Production Trust Fund, which in turn produces net new units, preserves existing affordable units, and empowers tenants to negotiate better living conditions, fairer and predictable rental structures, or leverage to purchase a home through the Tenant Opportunity to Purchase Act.

## BOARDS AND ADVISORY ROLES

CNHED staff is proud to represent the organization on several boards and advisory committees nationwide. As leaders and innovators in the community economic development space, it is our commitment to share our expertise, experience, and solutions with peers and allies. Below is a list of boards and committees where CNHED staff has served throughout 2023:

### Boards of Directors

#### **National Alliance of Community Economic Development Associations (NACEDA)**

*Board Chair*

#### **Anacostia Coordinating Council**

*Board Member*

#### **Bright Beginnings**

*Board Member*

#### **DC Black Chamber of Commerce**

*Board Member*

#### **DC Squared**

*Board Member*

#### **National Caucus for the Black Aged (NCBA)**

*Housing Committee Board Member*

#### **National Community Reinvestment Coalition (NCRC)**

*Board Member*

### Advisory Boards & Committees

#### **National Alliance of Community Economic Development Associations (NACEDA)**

*Governance Committee // Renaming Committee*

#### **M&T Bank**

*Community Benefits Advisory Board Member*

#### **Morgan Stanley / E-Trade Bank**

*Community Benefits Advisory Board Member*

#### **Truist Bank**

*Community Benefits Agreement Advisory Board Member  
Community Reinvestment Act Advisory Board Member*

# THANK YOU

CNHED acknowledges the many funders and supporters who contribute to the work we do. CNHED expresses utmost gratitude to the following corporations, government entities, institutions, and business entities.

## MAJOR CORPORATE & PHILANTHROPIC

Amazon Housing Equity Fund  
Citi Foundation  
The J. Willard and Alice S. Marriott Foundation  
JP Morgan Chase  
TD Charitable Foundation  
The Truist Charitable Fund at  
The Winston-Salem Foundation  
Wells Fargo Foundation

## GOVERNMENT

Council of the District of Columbia Office of the Deputy Mayor for Planning & Economic Development (DMPED)  
DC Department of Housing & Community Development (DHCD)  
DC Department of Small & Local Business Development (DSLBD)  
DC Housing Authority (DCHA)  
DC Housing Finance Agency (DCFA)  
DC Office of Planning (DCOP) Corporation for National & Community Service (CNCS)

## FINANCIAL INSTITUTIONS

Capital One Bank  
HSBC Bank  
M&T Bank  
Morgan Stanley  
PNC Bank

## LEGACY

Morris & Goldwin Cafritz Foundation  
Naomi & Nehemiah Cohen Foundation

## CORPORATE/COMMUNITY PARTNERS

Capital Impact Partners  
Diane and Norman Bernstein Foundation  
Hoffman & Associates  
JBG Smith Properties  
Kaiser Permanente  
Klein Hornig, LLP  
Local Initiatives Support Corporations (LISC)  
National Community Reinvestment Coalition (NCRC)  
William C. Smith & Co

## DC COMMUNITY ANCHOR PARTNERSHIP PARTNERS

Adventist HealthCare  
American University  
BridgePoint Health System  
Children's National Health System  
DC Water  
Georgetown University  
George Washington University Hospital  
Kaiser Permanente  
Latino Economic Development Center (LEDC)  
Metropolitan Washington Airports Authority  
St. Elizabeths Hospital  
Pepco  
Sibley/Hopkins Health System  
University of the District of Columbia  
Washington Area Community Fund (Wacif)  
Whitman-Walker Health

## DC COMMUNITY ANCHOR PARTNERSHIP PRIME CONTRACTORS

McKissack & McKissack  
MCN Build  
Wilmot Sanz

## INSTITUTIONAL PARTNERS

George Washington University School of Business  
Howard University

# LOOKING AHEAD

Each year we wrap up this impact report in awe of what we've accomplished throughout yet another year. Telling ourselves, "There's absolutely no way we could possibly top this." Nonetheless, each year we continue to build, climb, and innovate — generating ripples of positive and systemic impact throughout the communities we serve.

This time, we don't dare question ourselves.

2024 will be a year of significant milestones for CNHED. Not only will we be celebrating our 25th anniversary, but we are also primed to deepen the impact of our advocacy, capacity building, community engagement, and programmatic initiatives in ways that we haven't in recent years.

We are excited for the challenging, but no doubt successful, year to come. Most importantly, we're looking forward to continuing this journey with our committed members, partners, sponsors, allies, and friends.

*See you in 2024!*





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