



25 YEARS OF ADVOCACY, CONVENING, AND IMPACT





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A MESSAGE FROM THE Board Chair

Innovative and Transformative

As we celebrate our 25th anniversary, I am filled with a deep sense of hope and optimism for the future of CNHED and the communities we serve. Looking back on a quarter-century of impact, it's clear that the work we've done together has been not only innovative, but also transformative.

This year, the dedicated CNHED staff has continued to push boundaries, uplifting new and innovative programs that are addressing the critical needs of our District's residents. From expanding access and resources to affordable housing to helping small businesses grow and connecting the workforce development ecosystem, CNHED's efforts are making a tangible difference.

But this is just the beginning.

As we enter 2025, it's clear we will face new challenges. Nonetheless, I am confident that the CNHED staff will remain steadfast in their dedication and commitment to DC's underresourced communities. Our work is more vital than ever, and I am certain we will continue to expand programs, strengthen partnerships, and bring fresh solutions to the forthcoming challenges facing the District.

The next 25 years hold immense potential. The Board is excited to see how CNHED, its staff, and its members continue to grow with the District, to foster innovation, and to build an economy that is inclusive, resilient, and prosperous for all.

PHIL HECHT

President and CEO, Housing Up
CNHED Board Chair



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A MESSAGE FROM THE President

The Need for CNHED Remains



As we mark a quarter century of impact in the District, 10 years of which I'm honored to have led, I am filled with both pride and anticipation. Reflecting on our journey, it's clear that our success has been built on the strength of our members — the practitioners, experts, and advocates who work tirelessly to serve the District's most underrepresented and marginalized communities.

Twenty-five years is not just a celebration of the past, but also a launchpad for the exciting future ahead. With a new federal administration coming into office, the call to decipher community issues, generate innovative, systems-change solutions, and deepen our impact has never been stronger.

Over the last year, we've taken bold steps forward. We've launched new, high-impact interventions in the areas of affordable housing preservation, small business ecosystem building, and workforce development, all designed to meet the urgent needs of District residents.

I'm in awe that year after year, the CNHED team continues to develop creative solutions to some of the city's most pressing challenges despite changes in the social and political environment. The results are clear — more families are finding affordable homes, small businesses are growing, and individuals are gaining the skills they need to secure stable, meaningful employment.

In 25 years, we've come a long way, but we cannot rest. Though we've seen 25 years of impact and progress, we've also seen the goalposts move farther away. While it's clear that the interventions we've implemented have sparked significant improvements, investments, and solutions, what's also become abundantly clear is that the need for CNHED and its mission remains.

We will rise to the challenge, as we always have, and continue to advocate for those whose voices are all too often not heard.

2025, we're ready!

Together, in solidarity,

STEPHEN GLAUDE

President and CEO, CNHED

A BOLD STEP FORWARD:

The Coalition

As we reflect on the incredible work we've accomplished over the past year, we're excited to share a big change with you — one that marks the beginning of a new chapter for our organization. After much thought and conversation, we're pleased to announce that the Coalition for Nonprofit Housing and Economic Development (CNHED) is now simply **The Coalition**.

Since our inception, we have been driven by a commitment to advocacy, capacity building, and research. Founded through the merger of the Coalition of Nonprofit Housing Developers and the Coalition of Economic Development Organizations, our organization was built on a shared vision: that affordable housing and inclusive economic development go hand in hand in building sustainable, thriving neighborhoods. From

the very beginning, we've focused on helping bridge the gap between residents, community leaders, and local decision-makers to make sure everyone has a voice in shaping the future of their community.

For over two decades, The Coalition has been at the forefront of advancing economic mobility in the District through our work in affordable housing and inclusive economic development. This new chapter — marked by a simpler, more inclusive name — does not change who we are or what we stand for. Our mission, our principles, and our dedication to advancing economic mobility for District residents are unwavering.

Our work remains rooted in the belief that stable, affordable housing is the foundation for thriving communities, and that inclusive



economic development is key to achieving long-term growth and opportunity.

What is changing is our ability to better reflect the broad and diverse work we continue to do. As we look to the future, we are excited to embrace new opportunities for innovation, partnership, and impact.

Throughout our 2024 Impact Report, you'll find highlights of our work, accomplishments, and the ways we've continued to support underresourced communities and uplift the voices of those who need to be heard. But more importantly, you'll see a glimpse of The Coalition's exciting future ahead as we grow, innovate, and reaffirm our commitment to create pathways to economic mobility for all District residents.

We are deeply grateful for the support of our members, partners, funders, District leaders, and community members, and we look forward to continuing our work together to build a District of Columbia that is economically just and sustainable.

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ABOUT The Coalition

COMPANY PROFILE

The Coalition is the heart of community economic development in Washington, DC. We're a coalition of over 180 organizations dedicated to cultivating a District where everyone has access to affordable housing and economic mobility. Through convening, advocacy, strategic partnerships, and high-impact initiatives, we're making a tangible difference in the lives of DC's residents and underresourced communities.

Since 2000, The Coalition has focused on uniting a diverse set of allies — organizational members, residents, and District leaders — who all desire to build a DC where everyone has access to economic stability, mobility, and success. As an ecosystem connector, The Coalition leverages its unique position to convene, inform, and amplify the collective force of our coalition. We provide a platform where our stakeholders can share insights, learn from past and current experiences, and strategize for future action, ensuring a systems-level, solutions-oriented approach to issues surrounding affordable housing, workforce development, and small and minority-owned business ecosystem building.

BOARD OF DIRECTORS

Philip Hecht

Chair / President and CEO, Housing Up

Olive Idehen

Vice Chair / Managing Partner, Callive, Inc.

Chapman Todd

Treasurer / Principle, JayDot LLC

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

NEW! Kenneth Burton

Chief Financial Officer, Jubilee Housing

NEW! Louis Freeman

Senior Vice President, CRA Managing Director of Partnerships and Services, Truist Bank

Venus Little

CNHED Resident Leadership Team Alumni

Oscar Macció

Director of Preconstruction Services, Hamel Builders, Inc.

NEW! Adam E. Maier

Director of Housing Partnerships, Pathways to Housing DC

Emi Reyes

Chief Executive Officer, Latino Economic Development Corporation (LEDC)

Susanne Slater

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

Juan Pablo Vacatello

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

NEW! Dr. Shauna Yeldell

Adjunct Instructor, Temple & Lincoln Universities

25 YEARS OF ADVOCACY, CONVENING, AND IMPACT



The Coalition for Nonprofit Housing and Economic Development was formed in 2000 through the merger of two organizations, the Coalition of Nonprofit Housing Developers and the Coalition of Economic Development Organizations, not only because of the notable overlap in membership but also because of the overlap in advocacy and public policy goals. The ultimate goal for District residents? Economic mobility. The Coalition founders recognized that affordable housing is the foundation for stable and thriving communities. They also recognized that inclusive economic development works to ensure the sustainability and growth of these communities. Founded with a focus on advocacy, capacity building, and research, the organization began bridging

the communication gaps among residents, practitioners, and local leaders. Since then, The Coalition has continued to center its activities around economic mobility and supporting underresourced neighborhoods.

On October 22, The Coalition and its members, partners, allies, and supporters came together for an evening of celebration. The Coalition's Silver Jubilee 25th Anniversary Gala was an unforgettable evening commemorating 25 years of dedicated service to Washington, DC communities, bringing together leaders, advocates, and changemakers who have played pivotal roles in shaping the landscape of community economic development in our nation's capital.

To mark this special occasion, The Coalition recognized three separate Bob Pohlman Lifetime Achievement Award Winners, each representing a founding value of the organization: affordable housing, economic development, and advocacy.

➤ **AFFORDABLE HOUSING**

Marty Mellett Vice President of External Affairs, Jubilee Housing (Retired)

➤ **ECONOMIC DEVELOPMENT**

Christopher LoPiano CNHED Founder; Enterprise Community Development (Retired), Marshall Heights CDO (Retired)

➤ **ADVOCACY**

Marian Siegal Executive Director, Housing Counseling Services



left Marty Mellett (*left*) and Christopher Donald, Executive Director and CEO of the DC Housing Finance Agency. **center** Chris LoPiano (*left*) and Victor Burrola, Vice President, Lead Community Impact and Sustainability Specialist at Wells Fargo. **right** Marian Siegal (*right*) and Shae Harris, Mid-Atlantic Region Director of Corporate Responsibility at JPMorgan Chase.



from left Louis Freeman, SVP CRA Managing Director of Partnership and Services at Truist, and the resident leaders Robert Cooke, Taha Shabazz, Juanita Haynes McKenzie, and Venus Little.



Additionally, The Coalition recognized the longtime contributions of the four resident leaders who were pivotal in the Housing for All Campaign's success and laid the groundwork for our current community engagement initiatives, such as the Community Voices Academy and Resident Engagement Network.

- **Robert Cooke**
- **Taha Shabazz**
- **Juanita Haynes McKenzie**
- **Venus Little**

During the Silver Jubilee Gala, we were excited to unveil the three-part mini documentary #CNHED25, showcasing The Coalition's journey, legacy, and history.

Advocate.

BUDGET ENGAGEMENTS AND WINS

For the District's fiscal year 2025 budget, The Coalition helped decrease the severity of cuts to key affordable housing and economic development programs, ensuring the budget retained investments in programs relevant to housing, small businesses, and workforce development.

Notably, The Coalition increased Mayor Muriel Bowser's budget commitment to the Housing Production Trust Fund, the lynchpin to affordable housing development and preservation in the District, by \$21 million from her initial proposed amount. Thanks to the advocacy of The Coalition members and our allies, we were able to achieve \$77.4 million in increased investments to housing programs compared to the mayor's initial budget proposal.

In addition to the housing wins, The Coalition saw increased resources for vital economic development programs essential to the recovery of downtown and strengthening of the local workforce, such as DC's Main Streets Program and Adult Services Programming through the DC Public Library.



| INITIATIVE | FY 24 | FY 25 |
|---|----------|---------|
| Main Streets | \$6.25M | \$6.5M |
| Commercial Clean Teams | \$6.7M | \$7.4M |
| Robust Retail & Dream Grants | \$1.1M | \$1.2M |
| DC Public Library, Adult Services | \$799K | \$1M |
| Home Purchase Assistance Program (HPAP) | \$18.34M | \$31.2M |
| Permanent Supportive Housing (PSH) – Family | \$3.4M | \$18.5M |



ADVOCACY EVENTS

Budget Engagement

The FY2025 budget advocacy season was jam-packed with two testimony workshops, a budget briefing, a coordinated social media strategy, and a resident-led advocacy day.

Our annual Coalition Budget Briefing welcomed Deputy Mayor for Planning and Economic Development Nina Albert, Director Laura Zellinger of the Department of Human Services, Director Rosemary Suggs-Evans of the Department of Small and Local Business Development, and Deputy Director Christopher Earley of the Department of Housing and Community Development to discuss the ins and outs of Mayor Bowser’s proposed FY2025 budget. The Coalition members, allies, residents, and other attendees were able to gain insight on program focus and how the proposed FY2025 budget would impact the community economic development field.

In April 2024, The Coalition hosted our most successful Advocacy Day in recent history, with more than 120 advocates joining us in our visit to the Wilson Building. The Coalition members, Board members, staff, and resident advocates met with 12 of the 13 council offices to discuss on-the-ground issues, brainstorm solutions, and uplift The Coalition’s budget recommendations.





TOPA Tour

DC stands at the forefront of innovative housing policy, with the Tenant Opportunity to Purchase Act (TOPA) playing a pivotal role in shaping a more equitable and inclusive urban landscape. In February 2024, The Coalition was thrilled to extend an exclusive invitation to DC Council members and their staff for an enlightening TOPA tour, a unique expedition designed to showcase the transformative impact of TOPA across three wards.

The tour was designed to showcase the many ways that DC has stood at the forefront of innovative housing policy, and more specifically, to delve into the intricate layers that make TOPA a successful tool in preserving affordable housing. The tour included firsthand accounts from residents and The Coalition members who served as their development partners.

THE TENANT OPPORTUNITY TO PURCHASE ACT (TOPA) PLAYING A PIVOTAL ROLE IN SHAPING A MORE EQUITABLE AND INCLUSIVE URBAN LANDSCAPE.





RESIDENT ENGAGEMENT NETWORK

The Coalition’s Resident Engagement Network is made possible thanks to a generous contribution from the National Community Reinvestment Coalition (NCRC).

In November 2024, The Coalition launched the Resident Engagement Network, a hands-on, rewards-based resident leadership and advocacy training engagement connecting DC residents with advocacy, policy, and community development experts. Through this network, The Coalition is deepening our partnership with District residents and those with lived experiences by providing direct opportunities for community members to cultivate their advocacy skills in a self-directed way.



The Resident Engagement Network was developed from a demonstrable desire from District residents for more advocacy training, which we also saw through the extraordinary increase in applications for our existing Community Voices Academy. The Resident Engagement Network kickoff event welcomed more than 100 local budding advocates and featured an expert panel discussing innovative advocacy and organizing strategies.



COMMUNITY VOICES ACADEMY

The Coalition’s Community Voices Academy is made possible thanks to the generous contributions of the Marriott Foundation and the National Community Reinvestment Coalition (NCRC).

The Community Voices Academy (CVA) is The Coalition’s premier advocacy and policy engagement training program for District residents. The CVA is designed to structurally and systematically uplift the voices and perspectives of underresourced District residents with lived experiences surrounding affordable housing, supportive services, and/or workforce development trainings and programs.

As 2024 comes to a close, the CVA has grown more than 2,000% since its debut. In June, the second cohort of the Community Voices Academy graduated with a celebration that uplifted their achievements throughout their 10 months of training and platformed the road ahead.



In September, The Coalition launched the third cohort of the CVA after receiving an unprecedented number of applications. Over the summer, we received 241 applications for Cohort III, representing a 43% increase in applications from Cohort II and a 2,000% increase in applications from Cohort I.

As a result of the increase in applications, we were able to expand Cohort III to include participants representing each of DC’s eight wards. Cohort III will discuss and workshop issues surrounding the local challenges impacting their communities in the areas of housing insecurity, workforce development, and economic mobility.



I JUST I WANT OTHERS TO KNOW THERE IS ALWAYS HOPE. EVEN WHEN YOU DON’T SEE A WAY OUT OF THE DARKNESS, EVERYTHING YOU NEED IS ALREADY INSIDE OF YOU TO SUCCEED.”

Community Voices Academy

Rachelle Ellison - Community Advocate

The Coalition first met Rachelle Ellison through her role as assistant director of the People for Fairness Coalition, a nonprofit that advocates for housing rights and does outreach to unhoused community members in the District. As time passed, we got to learn more and more about Rachelle's journey, and today, she is one of our fiercest allies and an invaluable member of The Coalition's advocacy family.

Rachelle experienced homelessness, substance abuse, and mental health disorders for more than 17 years, often sleeping outside in Freedom Plaza or Franklin Park. In 2008, thanks to Pathways to Housing DC, her nearly two decades of instability changed, and she was able to obtain permanent housing through a voucher program.

Rachelle's Pathways to Housing program's focus was to transition residents to economic independence and sustainability. The program was client-centric, providing participants with wrap-around services including mental and physical healthcare, substance abuse treatment, and education and employment resources in addition to housing.

In 2022, Rachelle was accepted into the inaugural cohort of The Coalition's Community Voices Academy, a 10-month intensive training program for District residents to obtain tools, training, and resources that will assist them in conveying their perspectives and achieving their policy and advocacy goals. Members of this first cohort each worked on a capstone assignment throughout the 10-month program. Rachelle's capstone? Get her moving-on voucher and graduate from Pathways to Housing's program.

"Housing first gave me a foundation to get clean," says Rachelle. "But now I'm ready to exit the program and move forward so that I can achieve new goals, grow my career, and really start to help others."

Now a private psychiatrist and mental health and substance abuse counselor in addition to her role at the People for Fairness Coalition, Rachelle no longer needs the wrap-around services provided at Pathways to Housing.

Though Rachelle couldn't obtain her moving-on voucher by the end of her 10 months in the CVA, she had made significant strides toward reaching her goal. In fact, Rachelle was such a committed and engaged CVA participant that she was invited back to lead Cohort II as an instructor.

"I'm so grateful for the knowledge I obtained being in Cohort I, and the partnership has helped me to elevate in so many ways to be a better advocate with much more information and understanding," says Rachelle. "I want others to know there is always hope. Even when you don't see a way out of the darkness, everything you need is already inside of you to succeed. I did it, and so can you."

Finally, in July of this year, Rachelle officially graduated from Pathways to Housing DC and received her moving-on voucher.

An advocate for the city's housing first model, Rachelle said her story is an example of how housing first can change a life. "I just want to inspire others and give them hope," she says.

The Coalition is so incredibly proud of Rachelle and all she's accomplished throughout the time we've known her. We continue to be in awe of her passion and commitment to helping others. We look forward to continued partnership with Rachelle and uplifting her as a leader in our advocacy family!

Thank you to the Marriott Foundation and the National Community Reinvestment Coalition (NCRC) for making The Coalition's Community Voices Academy program possible.

Convene.

The Coalition 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 working groups, member events, monthly meetings, webinars, trainings, and conferences, The Coalition convenes a variety of cross-sector stakeholders throughout the year for the benefit of practitioners, residents, and advocates alike.





MEMBERSHIP MEETINGS

Fireside Chat with George Jones

As part of The Coalition's Black Futures Month, in February, we hosted a Fireside Chat featuring George Jones, a prominent advocate for racial equity and the chief executive officer of Bread for the City. The fireside chat had a great attendance, with attendees actively participating throughout by posting thought-provoking questions and offering valuable insights. The dialogue between Steve Glaude and George during the chat was enlightening and provided a fresh perspective on the ongoing issue of racial equity.

Small Business Regulatory Roadmap Workshop

Continuing our efforts to strengthen the District's small business ecosystem, The Coalition convened key regulatory agencies and business support organizations to deliver a comprehensive "Small Business Regulatory Roadmap" workshop in June 2024. Hosted in partnership with the Department of Licensing and Consumer Affairs (DLCP), this half-day, capacity-building session served as a crucial intersection point between regulatory authorities and frontline business support practitioners.

The workshop facilitated direct knowledge transfer from six essential District agencies:

- Department of Licensing and Consumer Affairs (DLCP)
- Office of Tax and Revenue (OTR)
- Department of Health (DOH)
- Department of Buildings (DOB)
- Department of Small and Local Business Development (DSLBD)
- Alcoholic Beverage Control Administration (ABCA)

Agency representatives provided detailed insights into both new and existing regulatory frameworks affecting small businesses.

This strategic convening exemplified The Coalition's role in fostering systems change by creating direct channels of communication between regulatory bodies and technical assistance providers, ultimately strengthening the support infrastructure for District small businesses.

“**THE
COALITION
IS AT ITS
CORE A
CONVENER.**”



WORKING GROUPS

The Coalition's member organizations work to ensure that underresourced communities have access to housing and economic mobility opportunities in neighborhoods throughout the District of Columbia in a variety of ways. Our 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. Below, we've highlighted some of our working groups' significant accomplishments in 2024:

Tenant Purchase Working Group (TPWG)

The TPWG spent 2024 focused on strategic awareness related to the Tenant Opportunity to Purchase Act (TOPA), budget and policy decisions that would affect tenant purchases, and other co-op and rental preservation opportunities. TPWG coordinated member input related to the early 2024 TOPA tour and the rising perception among elected officials that TOPA creates challenges for developers and investors interested in multifamily deals. TPWG has discussed continued support of TOPA and its proven success in the District. Working group members have also heard from other jurisdictions interested in learning from us as they adopt or explore versions of TOPA. The group both provided a sounding board for challenges related to tenant purchase and tenant agency in the District and applied TPWG member expertise in considering how to strengthen property management, resilience, and tenants' success.

In addition to work specific to tenant purchase and TOPA, TPWG has spent time discussing both The Coalition's position on various issues related to tenant stability and displacement prevention, and the challenges faced by tenants at specific properties. TPWG aimed to ensure low-income District residents have access to resources, such as the Emergency Rental Assistance Program, and retain other tenant protections.

Supportive Housing Working Group (SHWG)

Throughout 2024, the SHWG convened around permanent supportive housing policies and budgets. Members explored issues to elevate to relevant agencies, and the SHWG was highly active in informing The Coalition testimony and monitoring of agencies'

performance and budget oversight. The group actively engaged in seeking solutions to the challenges facing supportive housing providers and their clients as the District faced a tight budget year and the loss of various extensions of pandemic-related relief and program exceptions. Members strategized about how to help families affected by time limits and other reductions in service or support. Solutions and ideas that emerged were alert to the District's budget reality and included ways to provide a practitioner voice to public officials about streamlining approvals to ensure supportive housing vacancies get filled in a timely fashion.

Ownership Housing Working Group (OHWG)

The OHWG continued to focus on improving the functioning of down payment assistance programs such as the Home Purchase Assistance Program (HPAP) and EAHP while also discussing an expanded roster of homeownership issues and policies from maintenance to tax abatements. Members of the OHWG discussed green and healthy housing programs aimed at reducing owners' costs and improving residents' health and quality of life. OHWG members further explored thinking beyond homeownership assistance programs to issues of the ownership housing supply.

Rental Housing Working Group (RHWG)

A dominant theme in 2024 for RHWG was the need to stabilize rental housing in light of substantial financial distress, especially in the affordable housing sector. The working group convened around budget asks, including the importance of both stable and predictable production and preservation resources and the urgent current need for additional stabilization support for

properties that may lose their affordability covenants if property finances are not able to turn back around soon. RHWG members provided insights to each other and to policymakers about the implications of 2024's Consolidated RFP, which put nearly all available funding toward stabilization. While any support for property stabilization is welcome, RHWG members continued to emphasize the importance of predictable funding and policies, including the challenge of DCHFA bond volume cap, scoring and funding transparency, and clarity on rent reasonableness determinations for DCHA-subsidized properties going through refinance.

Workforce Development Working Group (WDWG)

The WDWG stepped up its advocacy efforts this year, providing increased input in crafting The Coalition's FY2025 budget recommendations. Additionally, members of the WDWG engaged with both of The Coalition's flagship advocacy events, the Budget Briefing and Advocacy Day, amplifying the critical need for job development and training for District residents. Members of the WDWG also provided input on the District's Workforce Innovation and Opportunity Act State Plan for 2024-2027.

Small Business Support Working Group

The Coalition's Small Business Support Working Group emerged as a powerful advocate for District entrepreneurs participating in the development of The Coalition's FY2024-25 budget ask, providing comprehensive funding recommendations to strengthen DC's small business ecosystem. The group championed strategic investments across multiple initiatives, including sustained funding for the Small Business Technical Assistance (SBTA) program, expanded support for the Great Streets initiative, enhanced funding for Dream Grants and the Robust Retail Citywide grant program, continued backing of the Main Streets program, and increased resources for both the Commercial Clean Teams program and Commercial Property Acquisition Fund. One notable win is a significant increase in budget for the Main Streets and Commercial Clean Teams programs.

The working group also played a pivotal role in spearheading the planning of the "Small Business Regulatory Roadmap" workshop in June 2024, bringing

together key regulatory agencies and business support organizations.

In fall of 2024, the Small Business Support Working Group disbanded into two separate working groups with a tighter focus: the Small Business Technical Assistance Working Group and the Neighborhood Commercial Corridor Working Group.

NEW! Small Business Technical Assistance Working Group

Works to increase the visibility of technical assistance for start-ups and existing small businesses as well as affirm the role and impact of TA providers in building economic empowerment, creating jobs, and sustainable businesses.

NEW! Neighborhood Commercial Corridor Working Group

Brings together the Main Streets, small business associations, and BIDs under one umbrella to address their needs and those of small businesses in the District's neighborhood commercial corridors; advocate for forward-thinking practices; and work to ensure sufficient funding is budgeted for the core programs that support local corridors.

NEW! Advocacy and Community Engagement Working Group

In 2024, The Coalition launched our new Advocacy and Community Engagement Working Group for practitioners working in the advocacy and community engagement space. The new working group fosters 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. Innovative and strategy-focused, the Advocacy and Community Engagement Working Group works to discover new and meaningful ways to center historically marginalized voices in the policy agenda of the District.

AD-HOC WORKING GROUPS

Throughout 2024, The Coalition took its convening power above and beyond our ongoing working groups to ensure we saw the big picture and the detailed view of some of the most critical and time-sensitive policy debates in recent DC history.

Tenant Opportunity to Purchase Act (TOPA) Working Group

In early 2024, The Coalition launched the TOPA Working Group to strategically align efforts among developers, tenant advocates, and supportive service providers dedicated to educating and strengthening the Tenant Opportunity to Purchase Act (TOPA). Using our TOPA Study as a foundation, The Coalition led efforts across member organizations to effectively arm advocates with data, uplift resident testimonials, and conduct a widespread public education and community engagement campaign. The TOPA Working Group focused on policy efforts that would bring forward meaningful ways to strengthen TOPA by highlighting its many successes as a tool for preserving and sustaining housing affordability in the District. The conversations on TOPA will surely continue into 2025, when The Coalition's long-standing TOPA expertise and current commitment to ongoing TOPA strategy will be needed more than ever.

Emergency Rental Assistance Program (ERAP) Working Group

Our Emergency Rental Assistance Program ad-hoc group was developed out of current The Coalition members' interest and has now expanded to include nonmembers in the conversation in an effort to bring in a wider perspective of discussions and solutions. The ERAP working group focuses on solutions for improving the administration of ERAP, reactions to proposals about changing eligibility, whether and how to address the link between an ERAP application and court proceedings, and what alternate supports or advocacy may be necessary to ensure housing stability for DC residents experiencing poverty.

The benefit of the ERAP Working Group was quickly realized when the District Council introduced an emergency bill that would come to a vote on the very day that The Coalition's new chief housing officer started. Thanks to the ERAP Working Group, we were ready to offer insights that reflected the group's sentiments from a combined renter and provider lens.

We plan to continue to convene the ad-hoc group through 2025 to track the implications of the changes, consider additional ways to improve ERAP regulations and administration, and identify viable approaches for the broader housing stability needs of our lowest-income neighbors, friends, and family.





JOB DEVELOPERS NETWORK

The Coalition’s Job Developers Network is made possible thanks to a generous donation from TD Bank Charitable Foundation.

In late 2023, The Coalition launched the DC Job Developers Network, marking a significant step



forward in strengthening the District’s workforce development ecosystem. This innovative initiative has quickly established itself as a vital space to collaborate among job developers, recruiters, and employers, creating more efficient pathways to connect job seekers with meaningful employment opportunities.



THROUGHOUT 2024, THE COALITION TOOK ITS CONVENING POWER ABOVE AND BEYOND.

In 2024, through the Job Developers Network, The Coalition hosted a comprehensive three-part training series, “Understanding Today’s Hiring Process with an HR Lens,” facilitated by Talitha Strong, CEO of HR Strong and an alumna of our ELEVATE program. This specialized training equipped workforce placement specialists with crucial insights into modern hiring processes, helping them better understand recruitment challenges, improve candidate matching, and develop robust support systems for sustainable career growth.

Additionally, throughout 2024, The Coalition hosted convenings with job placement specialists, creating a dynamic platform for sharing information about hiring events, job openings, and professional development opportunities. Through the Job Developers Network, The Coalition is able to expand its engagement with local employers through a series of strategic conversations aimed at deepening understanding of workforce needs and creating more direct pathways to employment for District residents.



As the DC Job Developers Network continues to evolve, its commitment to strengthening the capacity of job developers and fostering collaborative approaches to employer engagement remains unwavering. Through ongoing meetings, resource sharing, and professional development opportunities, the Network is building a more coordinated and effective workforce development ecosystem that benefits both job seekers and employers across the District.



SMALL BUSINESS WEEK

Annually during the first week of May, The Coalition, along with our member organizations, District agency partners, and the entire small business community, recognizes and celebrates National Small Business Week in the District of Columbia.

In celebration of the 2024 National Small Business Week, The Coalition curated a calendar of events showcasing the vibrant entrepreneurial spirit of DC. As a cornerstone of the celebration, The Coalition amplified the voices of local entrepreneurs by promoting activities from small business owners, support organizations, and capital providers through our widely distributed events calendar, while mobilizing our network of member organizations and District agency partners to spotlight the diverse array of resources available to DC's small business community.

THE COALITION AMPLIFIED THE VOICES OF LOCAL ENTREPRENEURS BY PROMOTING ACTIVITIES FROM SMALL BUSINESS OWNERS, SUPPORT ORGANIZATIONS, AND CAPITAL PROVIDERS

Beyond mere recognition, #DCSmallBizWeek served as a powerful call to action, reinforcing The Coalition's commitment to fostering a resilient and inclusive economic future for District entrepreneurs.

As part of Small Business Week, The Coalition also partnered with ELEVATE alumnus Ricardo Villalba of Washington Digital Media to deliver "Build Your Brand on CANVA Pro," an interactive workshop empowering small business owners to develop professional brand identities. This hands-on session equipped entrepreneurs with practical skills to leverage CANVA Pro's capabilities for cohesive brand development and strategic marketing communications. The workshop exemplified The Coalition's commitment to providing practical, high-impact resources to District entrepreneurs while highlighting the success and continued engagement of ELEVATE program graduates in strengthening DC's small business community.



Equip.

VISTA STRONG COMMUNITIES

The Coalition's VISTA Strong Communities Program is an exclusive member benefit and capacity-building partnership between The Coalition and the AmeriCorps VISTA national service program. Each year, The Coalition 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 2024, The Coalition celebrated the graduation of its sixth VISTA cohort and began the onboarding for the members of the seventh cohort. The Coalition 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

CNHED's ELEVATE Executive Education initiative is made possible thanks to a generous contribution from the Truist Charitable Fund.

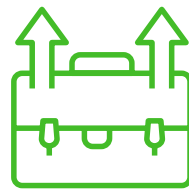
The Coalition's Executive Leadership Education Venture Advancing Talented Entrepreneurs (ELEVATE) Program stands as Washington, DC's best-in-class executive leadership development initiative for minority-owned businesses (MBEs). Through comprehensive training and mentorship, ELEVATE empowers



PROGRAM IMPACT



53
GRADUATES
across
four cohorts



\$72.8M
TOTAL
ECONOMIC
REVENUE
generated



17
INDUSTRIES
represented

entrepreneurs to optimize their operations, enhance product and service delivery, and drive sustainable growth in both revenue and employment.

Distinguished by its exclusive partnership with the George Washington School of Business (GWSB) Center for Entrepreneurial Excellence, ELEVATE is the only executive education for minority business leaders in the District with a University partner. The program's comprehensive three-month curriculum was developed and delivered by GWSB faculty.

In 2024, CNHED dedicated its fourth ELEVATE cohort to Black women entrepreneurs by hosting an all-female group of minority small business leaders. This summer we celebrated the graduation of 14 exceptional Black women-owned businesses, with 65 guests attending the graduation ceremony made up of family, friends and ELEVATE alumni.

To foster ongoing professional development and community building, CNHED introduced the ELEVATE CEO Breakfast series. In alignment with CNHED's organizational pillar, to convene, these networking events bring together current and alumni ELEVATE participants to engage in focused discussions on crucial topics such as overcoming imposter

syndrome and building effective entrepreneurial networks for business leaders.

In recognition of outstanding program support, CNHED and GWSB presented the inaugural ELEVATE awards to Truist and LISC for their three-year commitment to advancing minority entrepreneurship. Their dedicated partnership was instrumental in enabling the launch of our groundbreaking women-only MBE cohort in the program's fourth year. The ceremony also honored key leadership figures from both CNHED and GWSB for their visionary guidance.



STORIES OF IMPACT



**I HOPE THAT
I CAN BE OF
SOME TYPE OF
MOTIVATION
FOR OTHER
WOMEN-
OWNED
BUSINESS
OWNERS
TO SEE IT'S
POSSIBLE.”**

ELEVATE

Anna-Marie Ashe, Area Real Estate



Anna-Marie Ashe is the CEO and principal broker of Area Real Estate, a comprehensive real estate firm offering commercial and residential real estate solutions in the DMV.

Originally from Baltimore, MD, Anna-Marie became a part-time real estate agent after graduating from Howard University in addition to her full-time job, but it was around 2011 when she was in the process of purchasing her own home that she realized it could support her full-time.

“My lender asked me for the money that I gave my broker for the sales that I had executed that year, and I saw the number. I saw how large it was,” she says. “I thought, if I am able to keep that amount myself, I can quit my job.”

That’s when Anne-Marie set her sights on starting her own brokerage. She got her business license, MLS access, an office space and then her company took off.

Anne-Marie first came across The Coalition when she was researching networking opportunities to grow her business. She signed up for the organizational listerv and received an email about the upcoming all-female cohort for ELEVATE.

“I had never done a cohort before. I just saw that it was in alignment with what I was looking to do with my business. I had looked at the application and saw that I qualified... I applied and was accepted.”

Anne-Marie had just expanded her brokerage from residential and commercial to include government contracting and was hoping that ELEVATE would help her as she moved into this new business space.

“That’s why I was really looking to get into the ELEVATE program, is because I was looking at a new trajectory of business. It’s a little nuanced. I had the certifications and business in order to start, but I really didn’t know which way to go. It helped a lot to meet other women who were also in government contracting so I could hear from their experience, learn best practices, and develop relationships.”

Now that she’s graduated from the ELEVATE program, Anne-Marie maintains strong relationships with the other women from the cohort and leans on them regularly for guidance, insights, and connections throughout the government contracting space. She’s focused on improving her business efficiency, obtaining certifications, upgrading her marketing strategy, and pursuing local and federal contracts.

Though she initially started her business just for herself, as time went on, she found that other agents were interested in joining her brokerage, and today, Anne-Marie has a seven-agent team.

ELEVATE was Anne-Marie’s first cohort experience and alleviated some of the trial and error of moving into the procurement space, as she pursues government contracts.

“ELEVATE really gave me a blueprint to ensure I wasn’t all over the place. I hope that I can be of some type of motivation for other women-owned business owners to see it’s possible. There are other women out here doing it.”

Thank you to the Truist Charitable Fund and LISC-DC for making The Coalition’s ELEVATE program possible.

DCSMALLBIZHELP.COM

DCSmallBizHelp.com is made possible thanks to a generous contribution from the Truist Charitable Fund.

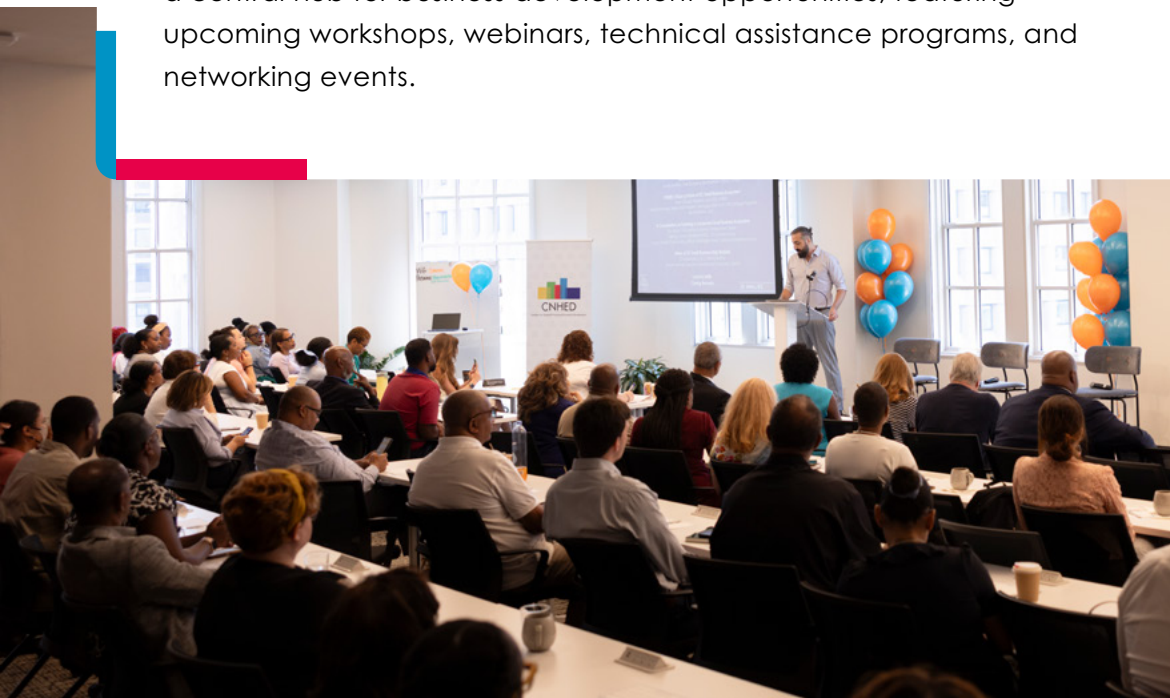
In 2024, The Coalition achieved a significant milestone in its mission to strengthen Washington, DC's small business ecosystem through the revamp of DCSmallBizHelp.com.

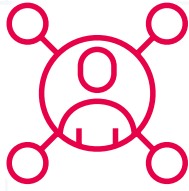
The newly enhanced website serves as a comprehensive hub for Washington, DC small businesses and entrepreneurs, connecting them with valuable resources, support organizations, lenders, and events. By consolidating information, support services, and opportunities in one centralized platform, we've created a more accessible and efficient pathway for entrepreneurs to find the assistance they need. The enhanced platform now features expanded sections on government services and lending guidance, and a calendar of local training and events.

Our commitment to fostering a robust business ecosystem is reflected in the platform's extensive network of partners and resources profiling:

- Over 35 small business support organizations, including community development corporations, Main Street organizations, and business improvement districts (BIDs)
- 20 capital providers, ranging from community development financial institutions (CDFIs) to traditional banks
- 8 DC government agencies that service small businesses

The platform's integrated events and training calendar serves as a central hub for business development opportunities, featuring upcoming workshops, webinars, technical assistance programs, and networking events.





THE SITE SERVES AS A COMPREHENSIVE HUB FOR WASHINGTON, DC SMALL BUSINESSES AND ENTREPRENEURS, CONNECTING THEM WITH VALUABLE RESOURCES, SUPPORT ORGANIZATIONS, LENDERS, AND EVENTS.

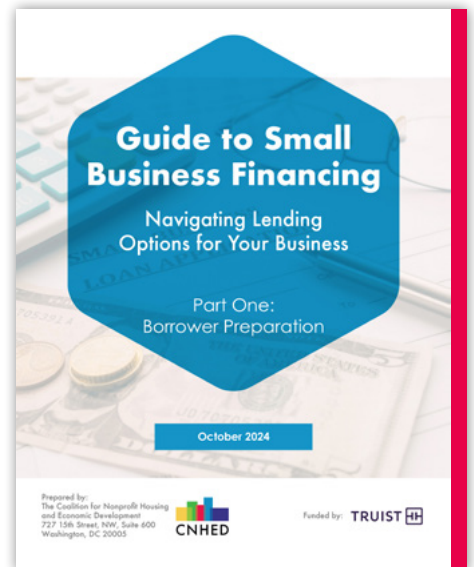
GUIDE TO SMALL BUSINESS FINANCING

The Coalition's Guide to Small Business Financing is made possible thanks to a generous contribution from the Truist Charitable Fund.

In 2024, The Coalition released the second edition of the *Guide to Small Business Financing*. This comprehensive resource represents a strategic intervention in the small business ecosystem by demystifying the lending process and expanding accessibility to capital.

The second version of the guide features expanded content designed to help transform the lending landscape for small business owners. It provides detailed guidance on loan preparation, required documentation, and diverse financing options while showcasing profiles of trusted community development financial institutions (CDFIs), microfinance institutions, and banks.

To advance financial inclusion, The Coalition published the guide in Spanish, extending its reach to the District's vibrant Latino entrepreneurial community. This strategic expansion demonstrates The Coalition's commitment to breaking down systemic barriers and ensuring equitable access to critical financial information across DC's diverse business community.



DC REBUILD BOND PROGRAM

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

Throughout 2024, The Coalition continued to provide technical financial assistance to local small business owners interested in participating in the DC Rebuild Bond Program, a partnership between Mayor 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.

Since its launch in September 2021, the DC Rebuild Bond Program has empowered 35 DC-based small businesses to collectively raise \$3.1 million through community-backed bond offerings. The Coalition has been instrumental in supporting seven participating businesses with tailored technical assistance, including bookkeeping and financial management, to ensure their readiness to access capital through the SMBX platform.

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 DC businesses are eligible, with a special emphasis on businesses in Ward 5, 7, and 8, neighborhoods that have historically experienced economic discrimination.



SUSTAINABLE DC

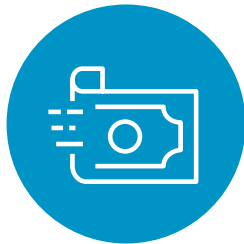
Sustainable DC is made possible thanks to a generous contribution from the Greater Washington Community Foundation Health Equity Fund.

In 2024, The Coalition partnered with the **Washington Area Community Investment Fund (Wacif)** on a **\$3.6M three-year** initiative called Sustainable DC, which focuses



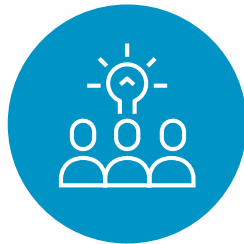
on helping minority- and women-owned small businesses and entrepreneurs harness the power of our region's green economy.

Sustainable DC follows a three-pronged approach:



ACCESS TO CAPITAL

Sustainable DC provides loans to help entrepreneurs obtain the certifications, equipment, and supply chain adjustments, as well as local and federal resources, to help meet rising green economy demands.



CAPACITY BUILDING

Sustainable DC provides advisory services to help small businesses navigate the ever-changing landscape of regulations, resources, and buyer expectations surrounding the Net-Zero Initiative and the green economy.



ACCESS TO OPPORTUNITIES

Sustainable DC connects small businesses to new local and federal investment opportunities, as well as green supply chains and other major customers that can take their business operations to the next level.

“ SUSTAINABLE DC, FOCUSES ON HELPING MINORITY- AND WOMEN-OWNED SMALL BUSINESSES AND ENTREPRENEURS HARNESS THE POWER OF OUR REGION'S GREEN ECONOMY. ”

Innovate.

DC COMMUNITY ANCHOR PARTNERSHIP

The Coalition's DC Community Anchor Partnership is made possible thanks to the generous support of Wells Fargo, JPMorgan Chase, Kaiser Permanente, the DC Council, and the DC Deputy Mayor's Office for Planning & Economic Development.

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:

17 ANCHOR INSTITUTIONS
IN 2024

> an increase from 14 in 2023

\$196
MILLION SPENDING IN 2024
WITH MBES

> through anchor institutions

\$636
MILLION CUMULATIVE SPEND
WITH LOCAL MBES

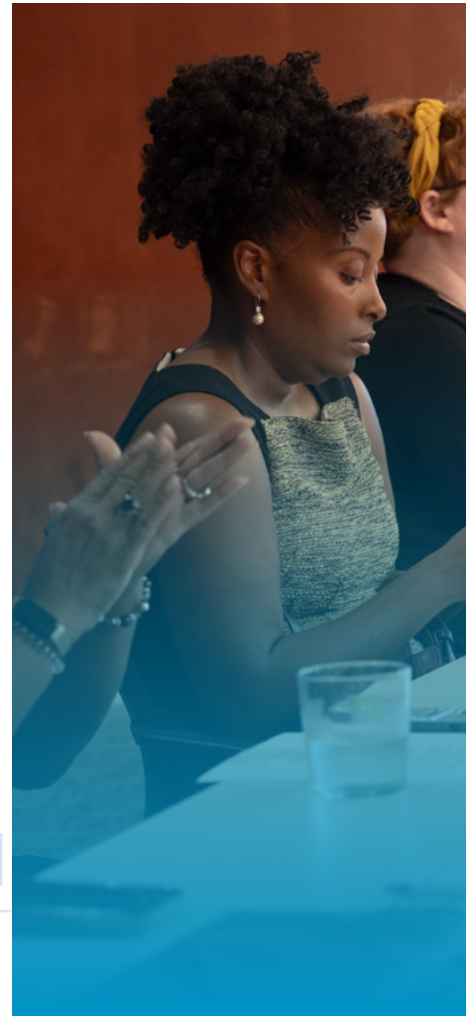
> by DCAP anchor members since 2017

162 REFERRAL REQUESTS

> from anchor institutions in 2024

995 BUSINESS REFERRALS

> for new contracting opportunities in 2024





SUPPORTING
THE GROWTH
OF LOCAL
MINORITY-
OWNED
BUSINESSES.

In 2024, DCAP continued to break new ground in supplier diversity and local economic impact, solidifying its role as a crucial conduit between local businesses and anchor institutions in the District. Three new anchors — MedStar Health, Maryland Transit Solutions, and Capital One Arena — joined DCAP’s growing network, which collectively achieved a significant increase in institutional spending, rising to \$440 million spent with local MBEs since the program launched in 2017. Institutions participating in DCAP now spend 70% more on average with local MBEs than they did when the program launched.

ANCHOR INSTITUTIONS

HOSPITALS



UNIVERSITIES



UTILITIES



REGIONAL



DCAP Portfolio

In 2023, The Coalition launched the DCAP Portfolio, an exclusive group of 24 high-performing local small businesses that were selected to receive personalized introductions, marketing exposure, and RFP assistance from the The Coalition steam. The goal of the DCAP Portfolio is to help these businesses access new markets, scale operations, and create jobs for residents.

Just one year after the Portfolio's launch, eight of the 24 firms won procurement contracts with community institutions totaling \$1.6 million in spending, and five more were recognized by the Capitol Region Minority Supplier Development Council as among the Top 100 MBEs in the region:

- **Genell Anderson, AMAR Group**
(DCAP Portfolio Company, ELEVATE participant)
- **Madia Brown, Brandire**
(DCAP Portfolio Company, ELEVATE participant)
- **Valarie Dock, Bolana Enterprises**
(DCAP Portfolio Company)
- **Brunson Cooper, Corenic Construction**
(DCAP Portfolio Company)
- **Shirley Boubert-Rumble, Usource Construction**
(DCAP Portfolio Company)



**YOU HAVE
[THE
COALITION]
“ THAT'S
RIGHT THERE.
EVERY STEP
OF THE WAY.”**

DC Community Anchor Partnership

Victor Holt, V-Tech Solutions

Victor Holt is the founder and CEO of V-Tech Solutions Incorporated. Launched in 2000, V-Tech is a HUBZone certified, Veteran and Minority-Owned company providing health, information technology and professional services for government and commercial clients.

The oldest of three, Victor grew up in Northeast DC in Michigan Park, near Providence Hospital. Though neither of his parents were business owners, they had an entrepreneurial spirit, and Victor knew he wanted to own his own business from a young age.

"My first foray into entrepreneurship was in elementary school where I wanted a five-speed bicycle, and one of the ways to get it was to sell vegetable seeds and flower seeds. I didn't sell enough of them, but that was the first time that that entrepreneur bug woke up in me and saying, 'how do you start creating your own life and living your own history,'" he says.

When he first started V-Tech Solutions, Victor remembers it was all encompassing. "I didn't know what I didn't know and the lack of relationships; be it with banks, attorneys, accountants and also with programs; and trying to understand how to navigate, how to move forward, and what would be the right path."

Victor was first introduced to The Coalition through ELEVATE. At first, he intended to send one of his employees through the program. But once learning about the curriculum, its design, and the other participants, he decided to join cohort II himself.

"I know there's a lot of other organizations that are doing leadership development, executive development, but I think the uniqueness about ELEVATE is that you get to sit, touch and feel everyday business owners, understand their stories, and realize that you're not out there by yourself -- that we're all going through the same thing."

After graduating from ELEVATE, Victor and V-Tech Solutions then began participating The Coalitions our DC Community Anchor Partnership (DCAP) program, helping his business gain inroads into the local procurement scene with large institutional buyers. One of his most recent awards enabled him to acquire a new space for his growing business.

"In 2021 when the Deputy Mayor for Economic Development put out the Commercial Property Acquisition Fund, we responded to the grant, and we won. With those funds, we were able to purchase our own commercial building, which has become our headquarters, located in Georgetown, DC. It was something completely unforeseen, but it was one of the biggest blessings the company ever had. It allows us to bring in District residents as employees and have them see another side of the district, where they can see communities that are thriving, organizations that are thriving, and be a part of that and that will help in assisting them in their future growth."

Victor is intent on building a legacy organization that incubates new ideas, and he credits The Coalition and DCAP for helping to open doors as he continues to grow his business. "You have [The Coalition] that's right there. Every step of the way. If you call, they answer the phone. If you email, they respond. If you text, they may just say, Look, come in and let's talk about this, or let me show you that, or introduce you to this person, or whatever. It's a community that I'm proud to be a part of, and I look forward to its continued success."

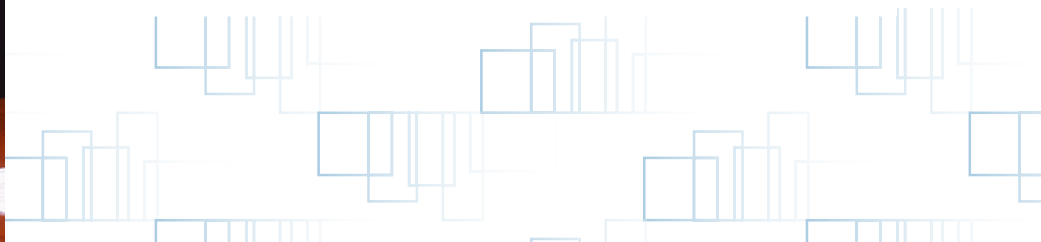
Thank you to Wells Fargo, JPMorgan Chase, Kaiser Permanente, the DC Council, and the DC Deputy Mayor's Office for Planning & Economic Development for making The Coalition's DC Community Anchor Partnership program possible; and thank you to the Truist Charitable Fund and LISC-DC for making The Coalition's ELEVATE program possible.



Harvard GPL Collaboration

In 2024, DCAP also forged a new collaboration with the Harvard Kennedy School's Government Performance Lab (GPL) to provide institutions with enhanced procurement insights and expertise. The GPL is an applied research and technical assistance organization that supports state and local governments in building just and effective service systems by developing hands-on tools to design and implement reforms. Through this collaboration, the GPL will work with DCAP's 15 anchor institutions to co-design and deliver targeted solutions focusing on boosting the equity and inclusion of their procurement policies and processes in the areas of:

- Vendor diversity and outreach
- Operational efficiency and departmental collaboration
- Solicitation planning, writing, and evaluation
- Using data to increase transparency and cost savings



TO DATE,
\$164,402.60
 REMAINS IN THE FUND

3,803
 TOTAL REGISTRATIONS



3,652
 ONLINE



152
 MANUAL

146 CLAIMS
 PROCESSED, WITH

70 PAYMENTS MADE

| TOTAL PAID: | |
|--|---------------------|
| in rental arrears | \$60,434.56 |
| in damages | \$114,479.67 |
| to Rapid Rehousing-S program | \$38,733.20 |
| to Family Re-Housing Stabilization Program | \$119,023.90 |
| to Targeted Affordable Housing Program | \$2500 |
| to Permanent Supportive Housing Program | \$14,657.13 |
| TOTAL PAYOUT | \$174,914.23 |

LANDLORD PARTNERSHIP FUND

The Coalition’s Landlord Partnership Fund is made possible thanks to a generous contribution from Wells Fargo.

Launched in 2018, the District of Columbia Landlord Partnership Fund (LPF) incentivizes DC 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.

With the District experiencing challenges surrounding rising rental arrears coupled with the announcement that the DC Department of Human Services plans to remove over 2,000 households from the Family Re-Housing Stabilization Program (FRSP), the LPF anticipated an influx of landlord claims in 2024. Surprisingly, claim submissions have remained stable; however, the LPF did receive an influx of telephone calls from landlords requesting mediation advice and other resources.

Lastly, LPF helped to support the DC Policy Center’s research on rent control in Washington, DC. The Center sought 50 landlords with rent-controlled units to participate in a survey to examine how well rent control laws met the needs of tenants and landlords, and The Coalition was able to share the surveys with over 540 landlords registered with the LPF.

CONNECTING CAPITAL AND COMMUNITY

The Coalition's Connecting Capital and Community Initiative is made possible thanks to a generous contribution from JPMorgan Chase.

Launched in 2022, the Connecting Capital and Community Initiative (3C) is a three-year, multisector initiative to advance equitable housing results for low-to-moderate-income people of color, families, and individuals living in DC. Under this initiative, The Coalition and its collaborative partners, LISC DC, Mi Casa, Douglass Community Land Trust, Housing Counseling Services, National Housing Trust, and Medici Road, aim to decrease the displacement of residents of color and build wealth by increasing the supply of affordable five- to 49-unit rental housing properties and building pathways for tenants to become resident owners of smaller, two- to four-unit properties.

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, DC; 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.

Throughout 2024, the 3C team has continued to show that bringing varied parts of the affordable housing ecosystem together can effectively grow trust, move from problem identification to solution generation, and benefit the District as a whole.

We work toward small building preservation by exploring problems and solutions across four strategic areas ►

1 / Channel Funds Toward At-Risk Buildings

In 2024, we established a pipeline of small residential properties where modest capital investments could help secure a more sustainable future and received applications for capital support from both rental and co-op properties in Ward 1, 3, 4, 7, and 8. The first round of applications for capital were approved in the last quarter of 2024. The capital support, which takes the form of recoverable grants, will test the ability of modest capital infusions to get at-risk properties both back on track and repayment-ready within four years of funding.

2 / Support DC's Community Development Ecosystem

In 2024, our team launched a Collaborative Development Workshop to train both property owners and residents. The trainings help small residential owners and developers understand how the Tenant Opportunity to Purchase Act (TOPA) can help preserve DC's small affordable properties while also enabling residents and property owners to work as partners in their properties' success. The meetings of the overall 3C team provide additional communication and collaboration opportunities that allow us to clarify when issues are systemic and engage in mutually beneficial problem solving across both discrete and systemic challenges.

3 / Monitor and Maintain Small Buildings

In 2024, our team completed a landscape analysis of property management in small affordable properties in DC. The results both helped show how important small residential properties are within DC's affordable housing portfolio and clarified the need for more effective property management across the portfolio. In building on that analysis, our team is developing new approaches that can be piloted and tested that enable small residential properties to become or stay physically and financially viable.

4 / Explore Policies that Enable Small Buildings' Resilience

The 3C team is also looking at the gaps between current policies and the challenges faced by small residential properties. Small residential buildings operate on thin margins and often house residents who are more susceptible to economic crisis. Our work in this area has included exploring reserve policies and alternative financing tools.

“I FEEL
COMFORTABLE
NOW AND
PROUD TO BE A
HOMEOWNER.”

— EARNEST MINDER



THESE REPAIRS
HAVE MADE ME
NOT WANT TO
SELL MY HOME.”

— JANET LEWIS

SENIOR HOMEOWNER STABILIZATION PROGRAM

The Coalition’s Senior Homeowner Stabilization Program is made possible thanks to a generous contribution from the Amazon Housing Equity Fund.

The Coalition’s Senior Homeowner Stabilization Program launched in 2023 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 longtime homes. Grants can be used to cover roof repairs, mold

BY THE NUMBERS:



COMPLETED REPAIRS
ON **75** HOMES

9% OF HOMES HAD STRUCTURAL
ISSUES THAT WERE REMEDIATED

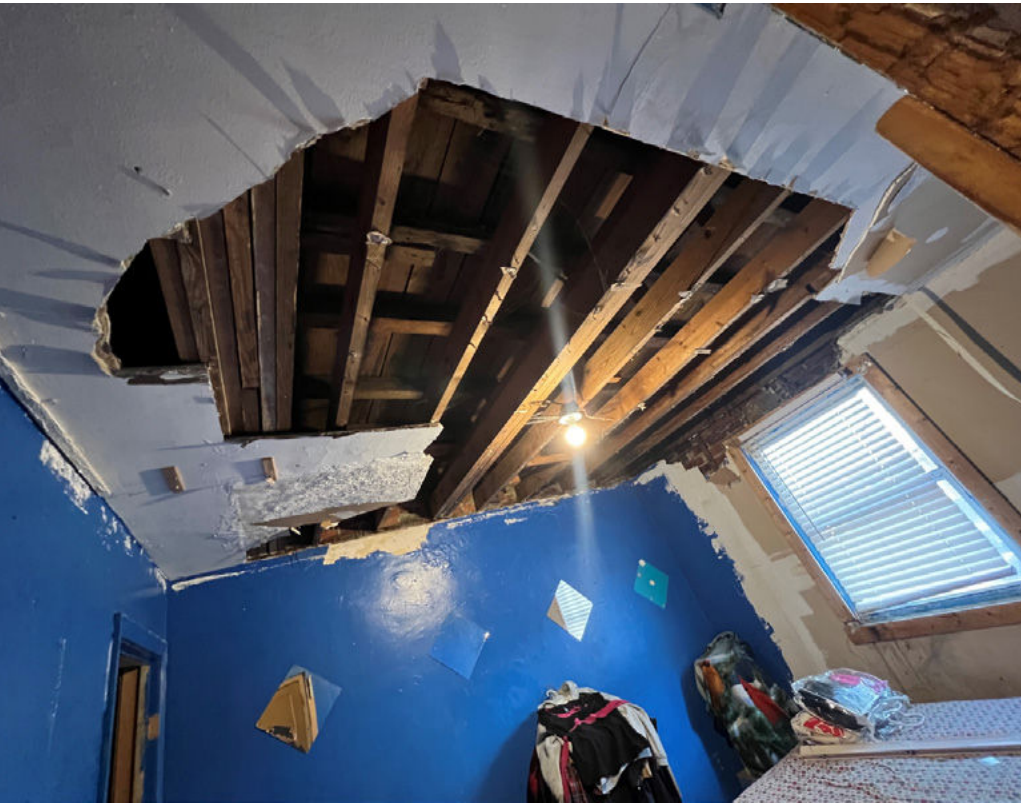


APPLICATIONS FROM:

| | | |
|------------|------------|-----------|
| WARD 7 | WARD 8 | WARDS 5&6 |
| 67% | 24% | 9% |

REVIEWED
26
APPLICATIONS

DISPERSED OVER
\$1.3M
SINCE THE INCEPTION OF THIS INITIATIVE



**I FEEL SAFER,
MORE
COMFORTABLE
AND LESS
STRESSED NOW
THAT MY HOME
HAS BEEN
REPAIRED.”**

— JERRY D.

remediation, or accessibility modifications, and priority is given to seniors living Ward 4, 5, 7, and 8 specifically to combat predatory practices that target seniors.

The Senior Homeowner Stabilization Program has partnered with six minority-owned local businesses to provide inspection and repair services and three community-based organizations, Rebuilding Together, Lydia’s House in Southeast, and the Marshall Heights Community Development Organization, to provide resident referral services and assist with program management.

**ANGELS CONTRACTING WAS ALWAYS
PROFESSIONAL. MR. WOODEN AND THE
TEAM WERE COURTEOUS, SHOWED UP ON
TIME, COMMUNICATED EFFECTIVELY, AND
THOROUGHLY CLEANED AFTER REPAIRS.
THEY ME FEEL LIKE FAMILY AND SHOWED
CONCERN ABOUT MY WELL-BEING.”**

— FELICIA C. WILLIAMS



STORIES OF IMPACT



Senior Homeowner Stabilization Program Ernest Minder, District Resident

Ernest Minder has lived in DC since 1963. Originally from the Shaw neighborhood, Ernest moved to his current

home located in Southeast in 2012 to care for his sister. At 61 years old, Ernest works at the Rockville Men's homeless shelter.

Unfortunately, in 2016, Ernest's sister passed, and he ended up purchasing their home in 2018.

"The house was built in 1957. Everything was really old. The ceilings and the roofings was old. And I was trying to get my insurance to fix the ceiling and the roof," Ernest explains.

Ernest's home had leakage from the main roof that extended into several rooms in his home including the kitchen and patio area. Though his insurance did offer to cover part of the repairs, the remaining cost still exceeded what Ernest could afford.

"I was working two jobs trying to make it happen, along with coming out of COVID and so forth, but I couldn't get reach that financially."

Ernest reached out to Lydia's House, a local nonprofit providing social services, emotional support and educational resources to low-income and at-risk families, to see if they could help with the repairs. It was then that Lydia's House introduced Ernest to The Coalition, and he learned about the Senior Homeowner Stabilization Program.

"YOU NEVER HAVE ENOUGH SOMETIMES, BUT YOU CAN GET ENOUGH HELP."

The Coalition was able to repair Ernest's ceilings, roof, and conduct mold remediation for all the affected areas at absolutely no cost to him. Now, Ernest says he can focus on paying for his mortgage, insurance, and car note and start saving for a rainy day.

Ernest plans on staying in the house as long as he can. He hopes to fix up the space more so his grandchildren can come stay with him and attend the school nearby so they can get a better education.

"I hope someone can see this and, you know, and get some help like I did. I mean, I really needed it. You never have enough sometimes, but you can get enough help. With the help that I received, I would like to share by my knowledge. I want to share it with other people."

Thank you to the Amazon Housing Equity Fund for making The Coalition's Senior Homeowner Stabilization program possible.

Sustain.

SMALL BUSINESS ECOSYSTEM BUILDING

This transformative ecosystem-building work is made possible through the generous support of the Truist Charitable Fund.

In 2022, The Coalition 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 DC.

Throughout 2024, The Coalition has taken a systematic approach to ecosystem development, engaging deeply with community stakeholders and partners to identify critical areas for improvement. Our efforts have particularly focused on addressing the needs of minority-owned businesses and enterprises in underresourced communities, recognizing their unique challenges and opportunities for growth.

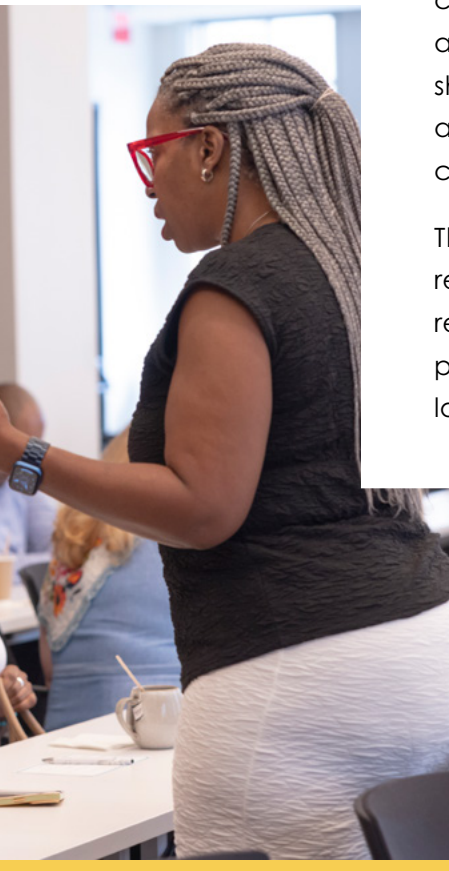
In our role as community quarterback, The Coalition serves as a vital bridge between small businesses, support organizations, government agencies, and community lenders. Through structured working group meetings, comprehensive surveys, and strategic convenings, we actively work to dismantle barriers to access and communication. This coordinated approach has led to improved stakeholder coordination and more streamlined service delivery across the ecosystem.





Looking ahead to 2025, The Coalition will expand its role as an ecosystem convener, fostering increased collaboration and partnership development among stakeholders. Our distinctive approach lies in our ability to identify shared values and common agendas across our diverse membership, allies, and partners. This unified vision drives innovative solutions to complex community economic development challenges facing the District.

Through our ecosystem-building work, The Coalition is developing a replicable model and set of best practices that can be adapted by other regions nationwide. This approach to systemic change demonstrates the potential for community-led economic development initiatives to create lasting impact beyond local boundaries.



**THE COALITION SERVES AS A VITAL
BRIDGE BETWEEN SMALL BUSINESSES,
SUPPORT ORGANIZATIONS, GOVERNMENT
AGENCIES, AND COMMUNITY LENDERS.**



RESEARCH

Net-Zero Energy Code Rewrite

The Coalition's Net-Zero Energy Code Rewrite project is made possible thanks to a generous contribution from the US Department of Energy.

In partnership with the DC Department of Energy and Environment (DOEE), the New Buildings Institute (NBI), and the Building Innovation Hub at the Institute for Market Transformation (IMT), The Coalition is co-leading the process to rewrite DC's net zero energy code for 2026. The Coalition is leading the community-driven process to help DC and surrounding jurisdictions achieve a comprehensive carbon-neutral, high-performance framework for residential and commercial developments by 2045.

The Coalition leads the Community Advisory Committee, which will help guide how we equitably develop the District of Columbia. The Committee is composed of specialized organizations and individuals focused on advising on the code rewrite process and working alongside additional technical working groups, the DC Technical Advisory Groups (TAG), DOEE, and NBI. The Coalition will oversee the creation of a community landscape assessment and an equity framework to guide the project, and serve as the connective tissue with the community.



Pathways to Creating a CDFI Coalition

In late 2024, The Coalition launched "Pathways to Creating a CDFI Coalition," a comprehensive guide designed to highlight the importance of coalition building and provide practical guidance for implementation. This resource draws on extensive research and engagement with both local and national community development financial institutions (CDFIs), led by Sarah Haddad, NCRC Equitable Communities Fellow at The Coalition.



In following the launch of the "Pathways to Creating a CDFI Coalition" guide, The Coalition established the DC CDFI Coalition, officially launching in 2025, marking a significant step toward systems change in small business financing. This coalition, which includes prominent organizations such as LEDC, Wacif, Capital Impact Partners, NCRC, and others, focuses on enhancing collaboration, facilitating peer-to-peer learning, and developing innovative solutions to streamline small business funding processes.

PARTNERSHIPS

➤ COALITION FOR NONPROFIT EQUITY

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

➤ COMMUNITY OPPORTUNITY ALLIANCE POLICY AND RESEARCH COMMITTEE

Throughout the year, The Coalition regularly engaged with the Community Opportunity Alliance Committee on Policy and Research, focusing on issues related to community development, economic mobility and prosperity, and engaging community members in meaningful ways.

➤ DC HEALTHY HOUSING COLLABORATIVE

The Coalition 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 health hazards such as pests, mold, and lead.

➤ DC PRESERVATION NETWORK

The Coalition 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, The Coalition and Urban–Greater DC maintain and update the DC Preservation Catalog, a database of rental properties with units affordable for 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.

➤ DCHA PROVIDERS GROUP

The Coalition co-chairs the DC Housing Authority Providers Group, which hosts monthly meetings among service providers, housing providers, and DCHA leadership to hear about relevant DCHA policies and procedures, and discuss common issues that service/housing providers are experiencing regarding program implementation, coordination, or communication.

PARTNERSHIPS

➤ DISTRICT OF COLUMBIA PUBLIC SERVICE HOUSING STRATEGY TECHNICAL ASSISTANCE PANEL

In November, The Coalition contributed expertise to a two-day intensive technical assistance panel on housing approaches for supporting the public service workforce in downtown DC for the DC Office of Planning with support from Amazon's Housing Equity Fund. The panel was chaired by former The Coalition board member Leila Finucane of Victory Housing, and its recommendations will be released by ULI Washington.

➤ ENERGY DEMOCRACY REFOCUS CONVENING

In October, The Coalition participated in the Energy Democracy Convening hosted by the Emerald Cities Collaborative in collaboration with the Energy Democracy Project. The invite-only convening hosted activists, organizers, policymakers, and allies working on social, environmental, climate, and energy justice. One of the main goals of the convening was to create a space where relevant stakeholders could add story, song, and shared narratives of reimagined futures into the fabric of the movement's culture. The event centered on energy democracy issues and goals related to a decentralized energy system, how it shows up in DC communities, and how it is interconnected with healthy, thriving living.

➤ HOUSING PRIORITIES COALITION

The Housing Priorities Coalition is a group of land use, smart growth, and housing policy organizations that offers insights and expertise on the District's Comprehensive Plan, a document that guides development and zoning decisions in the District. The DC Office of Planning is launching DC 2050, which will be the first full rewrite of the Comprehensive Plan in nearly 20 years. The process has implications for all manner of capital investments, infrastructure decisions, and other aspects of both public and private activities that affect DC's residents and communities.

➤ SOUTHERN CONFERENCE ON HOUSING AND HOMELESSNESS

In October, The Coalition served on a keynote panel at the 2024 Southern Conference on Housing and Homelessness. The panel "Connecting the Dots: Tackling Housing Insecurity and Preventing Homelessness" delved into the critical issue of housing insecurity and its direct link to the rising risk of homelessness. The panel also explored the complex factors that contribute to housing instability, such as economic pressures, policy gaps, and systemic inequities, and examined the innovative, sustainable solutions needed to address them. The panel included participants from our partner organizations, the National Low Income Housing Coalition and Alabama Rise.

BOARDS AND ADVISORY ROLES

The Coalition 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 on which The Coalition staff has served throughout 2024:



Community Opportunity Alliance

- Board Chair

Anacostia Coordinating Council

- Board Member

Bright Beginnings

- Board Member

DC Black Chamber of Commerce

- Board Member

DC Social Justice

Transformations Network

- Co-Lead, Relationship Building Group

DC Squared

- Board Member, Secretary

National Caucus for the

Black Aged (NCBA)

- Housing Committee Board Member

National Community

Reinvestment Coalition (NCRC)

- Economy Program Committee

Community Opportunity Alliance

- Governance Committee
- Renaming Committee

M&T Bank

- Community Benefits Advisory Board Member

Morgan Stanley/E-Trade Bank

- Community Benefits Advisory Board Member

Starting with Today

- Board Member

Truist Bank

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

ULI Washington

- Women's Leadership Initiative Steering Committee Member
- Local Housing Council Member

Ward 5 Education Equity Committee

- Recording Secretary

Thank You.

MAJOR CORPORATE / PHILANTHROPIC

Amazon Housing Equity Fund
Diane & Norman Bernstein Foundation
Greater Washington Community Foundation
The J. Willard and Alice S. Marriott Foundation
JP Morgan Chase Foundation
Yield Giving Foundation
M&T Charitable Foundation
TD Bank Charitable Foundation
The Truist Charitable Fund at the Winston-Salem Foundation
Wells Fargo Foundation

LEGACY

The Morris & Gwendolyn Cafritz Foundation
Naomi & Nehemiah Cohen Foundation

GOVERNMENT

Corporation for National and Community Service (CNCS)
DC Housing Authority (DCHA)
DC Housing Finance Agency (DCHFA)
Department of Housing and Community Development (DHCD)
Deputy Mayor of Planning & Economic Development (DMPED)

CORPORATE/COMMUNITY PARTNERS

CareFirst BlueCross BlueShield AR
Enterprise Community Partners, Inc.
Georgetown University
Hamel Builders Inc.
JBG SMITH Properties
Kaiser Permanente Community Health
Klein Hornig LLP
Local Initiatives Support Corporation (LISC)
Morgan Stanley
National Community Reinvestment Coalition (NCRC)
Trinity Landholding Corporation
William C. Smith & Co.

FINANCIAL INSTITUTIONS

Amalgamated Bank
Capital One
Citizens Bank
HSBC Bank
PNC Bank
United Bank



LOOKING AHEAD

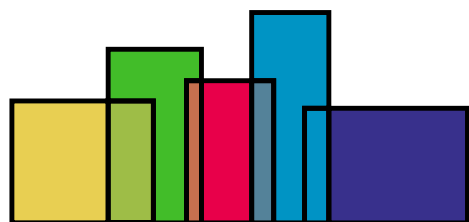
As we wrap up another year, we stand at a pivotal moment — reflecting on our 25 years of accomplishments, acknowledging the work still to be done, and looking ahead with renewed drive and purpose.

Over the course of two decades, The Coalition has remained steadfast in our mission to advance economic mobility, foster affordable housing, and drive inclusive economic development. These priorities are as critical today as they were when we first came together, and they will continue to guide us in the years ahead.

This past year has been one of both challenge and opportunity. We've witnessed firsthand how affordable housing and inclusive economic development are inseparable in creating thriving, resilient communities. From the neighborhoods where we work to the residents whose lives we strive to improve, our efforts are rooted in the belief that everyone deserves access to opportunity, economic mobility, and self-sufficiency.

As we look toward 2025 and beyond, we acknowledge that we face a new set of challenges, particularly in the space of federal policy and a shifting social environment. Nonetheless, we are excited by the opportunities amplify underrepresented voices, advocate for policies that support economic opportunity, and foster partnerships that help build sustainable, inclusive communities.

Our collective efforts have always been stronger than the obstacles in our path, and with renewed focus and determination, THE COALITION will continue to advocate for a District of Columbia that is socially and economically just.



THE
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