

2025

IMPACT REPORT





**THE COALITION HAS LONG SERVED AS A
COMMUNITY QUARTERBACK, HELPING KEEP THE
ECOSYSTEM ALIGNED AND MOVING FORWARD.**



TABLE OF CONTENTS

Board Chair Message	2
President's Message.....	3
The Coalition's 2025: Rooted in Connection.....	4
About the Coalition.....	6
Company Profile	6
Board of Directors	7
Convene.....	8
Coalition Membership	8
Housing Policy.....	10
Key Events.....	11
Beyond Barriers Conference.....	12
Small Business Week.....	12
Working Groups.....	13
Job Developers Network.....	15
Advocate	16
Budget Engagements and Wins	16
Advocacy Events.....	18
Advocacy Day.....	18
Voices Activated Training	18
Community Voices Academy	19
Stories of Impact: Community Voices Academy	20
Resident Engagement Network	21
Young, Gifted, and Green 40 under 40 Recognition.....	21
Innovate	22
DC Community Anchor Partnership	22
Stories of Impact: DC Community Anchor Partnership	25
Landlord Partnership Fund	27
Connecting Capital and Community	28
Stories of Impact: Connecting Capital and Community	28
Senior Homeowner Stabilization Program.....	30
Stories of Impact: Senior Homeowner Stabilization Program	31
Equip	32
Advancing Communities Institute.....	32
VISTA Strong Communities.....	34
ELEVATE	35
Stories of Impact: ELEVATE	36
DCSmallBizHelp.com	38
DC Rebuild Bond Program.....	38
Sustainable DC	39
Sustain.....	40
Small Business Ecosystem Building.....	40
Workforce Intermediary.....	40
Partnerships.....	42
Boards and Advisory Roles.....	43
Thank You	44
Looking Ahead	45

A MESSAGE FROM THE **BOARD CHAIR**

STRENGTH, RESILIENCE, AND COMMUNITY

Some years, you see the cracks in the system slowly. Other years, like 2025, they seem to widen almost overnight. This field has never been easy, but the pressures this year have been particularly stark.

Organizations have had to stretch every dollar, cover gaps, and keep programs running under conditions that would challenge even the most resilient teams.

We've seen
delays, setbacks,
and obstacles
that no one
should
have
to

What strikes me most is not the setbacks themselves, but how steadily people adapt, support one another, and continue serving the communities that rely on them. Coalition members, in particular, bring a combination of creativity, expertise, and determination that makes a real difference. They understand that this work does not end with a grant, a project, or a report; it continues in every interaction, every decision, and every neighborhood where someone's life can be improved.

Washington, DC itself makes this work unique. The District has its own complex challenges, policies, and solutions to pursue, while also operating in the shadow of the federal government. Right now,

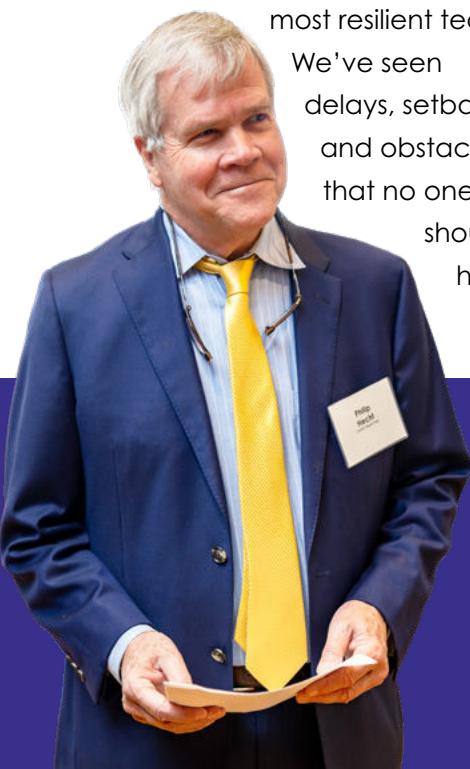
work. Despite these additional challenges, Coalition members are meeting these demands every day with professionalism, care, and an unwavering commitment to community, and I'm confident they will continue to do so in the months and years ahead.

Looking out across the system, cracks and all, I remain optimistic. The dedication, ingenuity, and persistence I see throughout the field show that meaningful progress can never truly come to a halt, even in difficult times. When we come together as organizations, neighbors, and partners, we can persevere, create opportunity, and build a DC that is a model for what a resilient and vibrant city can be.

Many things have changed throughout my tenure in this space, but one thing remains constant: the work is never easy, but it is always necessary. Seeing the commitment of The Coalition, its staff, and its members reminds me that, together, we can continue to advance the values and principles on which our mission is based, and create a District of Columbia that is resilient, vibrant, and just.

Phil Hecht

**President & CEO (Retired), Housing Up
Coalition Board Chair**



***"MANY THINGS HAVE CHANGED
THROUGHOUT MY TENURE IN
THIS SPACE, BUT ONE THING
REMAINS CONSTANT: THE
WORK IS NEVER EASY, BUT IT IS
ALWAYS NECESSARY."***

navigate, and yet the work continues. People keep showing up. That persistence, day after day, is what holds this field together.

local leaders and organizations are balancing the needs of residents with the ripple effects of federal decisions that shape the environment in which we

A MESSAGE FROM THE PRESIDENT

HOPE IN MOTION

This past year reminded me that progress rarely moves in a straight line. It weaves its way through obstacles and opportunities, shaped by the moments we cannot predict. But when people come together with intention, progress becomes steadier, stronger, and unmistakably forward.

In 2025, our city faced real economic headwinds and policy uncertainty. Needs increased, systems stretched, and too many residents found themselves carrying more than anyone should have to. Yet in the midst of these challenges, I saw something else: resilience,

determination, and a shared understanding that community-focused organizations remain the linchpin in expanding access to opportunity and prosperity for District residents.

It was our first full year operating as *The Coalition*, a name that reflects exactly who we are. We are connectors. We are conveners. We are a steady presence in a field that depends on coordination, trust, and shared clarity. And

throughout the year, we leaned into that role. Not by offering easy answers, but by creating the conditions for collaboration, strategy, and impact.

This year reinforced something I've seen throughout my career: our community needs both strong safety nets and clear pathways to mobility. Some District residents will always need long-term supports, and for them, we must fight to ensure safety-net programs

the full continuum is there and that people have a clear path along it.

As we step into 2026, I feel both grounded and hopeful. Grounded in the reality that the challenges ahead are real. Hopeful because I have seen, again and again, that when people work together, progress is not only possible, it is inevitable.

Our task is to continue



and supportive services are protected, accessible, and robust. However, there are others who are positioned to take the next step. Not just positioned, but eager. Economic mobility is not about choosing between these groups; it is about ensuring everyone has the opportunity to move forward. For some, that means continued stabilization. For others, it means asset building, business creation, homeownership, or new career pathways. Our job is to make sure

creating the connections, strategies, solutions and systems that allow residents and communities to thrive.

The road ahead may bend, but we will walk it together with purpose, resolve, and the belief that progress is always possible, despite the headwinds we may face.

Stephen Glaude
President and CEO, The Coalition

THE COALITION'S 2025:

ROOTED IN CONNECTION

2025 WAS A DEFINING YEAR FOR THE COALITION.

It was our first full year operating under our new name, and it unfolded against a backdrop of financial uncertainty, shifting policies, and challenges felt across the community economic development field. Even with this turbulence, our work remained steady. We returned to the fundamentals that have guided us for more than two decades:

listening closely, bringing people together, elevating practical solutions, and strengthening the systems that residents and organizations rely on every day.

This grounding allowed us to focus on what the moment required most: connection, clarity, and co-ordination across a field that was navigating complex pressures. It is in this steady, unifying role, often behind the scenes, that The Coalition has long served as a community quarterback, helping keep the ecosystem aligned and moving forward.

That collective spirit was especially visible this year when we relaunched our annual convening under a new banner, Beyond Barriers. The conference sold out

and welcomed more than three hundred practitioners, residents, and leaders. They came for the content, but also for the chance to reconnect, regroup, and reflect on the future of our field together. The energy in the room made clear that even in difficult times, people want to share what they are learning, support one another, and remain committed to community-driven progress.

Throughout 2025, that same spirit carried through every corner of our work. Our members helped shape major policy discussions in the District, protecting and expanding investments in affordable housing, small businesses, and workforce pathways. These wins reflected not only strong advocacy, but the real-world insight of people who



understand the daily realities facing the community, strengthened by a coordinated, consistent voice.

In addition to policy and advocacy, our high-impact initiatives also made a tangible difference across the District:



- **THE SENIOR HOMEOWNER STABILIZATION PROGRAM** helped more than one hundred older residents re-main safely in their homes, lifting long-standing burdens for families.
- **THE DC COMMUNITY ANCHOR PARTNERSHIP** continued advancing local procurement, opening more doors for District-based businesses.
- **THE CONNECTING CAPITAL AND COMMUNITY INITIATIVE** moved forward practical strategies to preserve small multifamily buildings, supporting neighborhood stability and long-time residents.
- **THE ADVANCING COMMUNITIES INSTITUTE** shared our expertise nationwide, helping other regions strengthen their systems and build more coordinated approaches of their own.

Together, these efforts reflect what defined our year. Not ease, but intention. Not certainty, but commitment. In a moment when so much felt unpredictable, The Coalition served as a steady point of connection, a place where partners could think, plan, and move forward together with purpose.

As we look ahead to 2026, we do so with clarity and conviction. The challenges facing our community are real, but the resolve we see across our network is equally strong. This year affirmed that progress is still possible when people come together with honesty, clarity, and shared responsibility. The Coalition will continue to play its role; connecting partners, strengthening systems, and helping guide the field as we work toward a more resilient District.



ABOUT THE COALITION

COMPANY PROFILE

THE COALITION (FORMERLY CNHED) IS THE DISTRICT OF COLUMBIA'S MOST INFLUENTIAL COMMUNITY QUARTERBACK UNITING PRACTITIONERS, RESIDENTS, AND LOCAL LEADERS AROUND INNOVATIVE SOLUTIONS THAT ADDRESS THE NEEDS OF UNDER-RESOURCED COMMUNITIES.

Our holistic systems-change approach harnesses the collective power of people, convening, and partnerships. Through community-informed public advocacy, data-driven thought leadership, research, capacity building, and needs-based programmatic initiatives, we work to build a District where economic mobility, vibrancy, and sustainability are at the forefront.

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 and community quarterback, 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 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 | Principal, 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

KENNETH BURTON

Chief Financial Officer, Jubilee Housing

LOUIS FREEMAN

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

VENUS LITTLE

The Coalition Resident Leadership Team Alumni

OSCAR MACCÍÓ

Director of Preconstruction Services,
Hamel Builders, Inc.

ADAM E. MAIER

Director of Housing Partnerships,
Pathways to Housing DC

EMI REYES

Chief Executive Officer, Latino Economic Development Corporation (LEDC)

SUSANNE SLATER

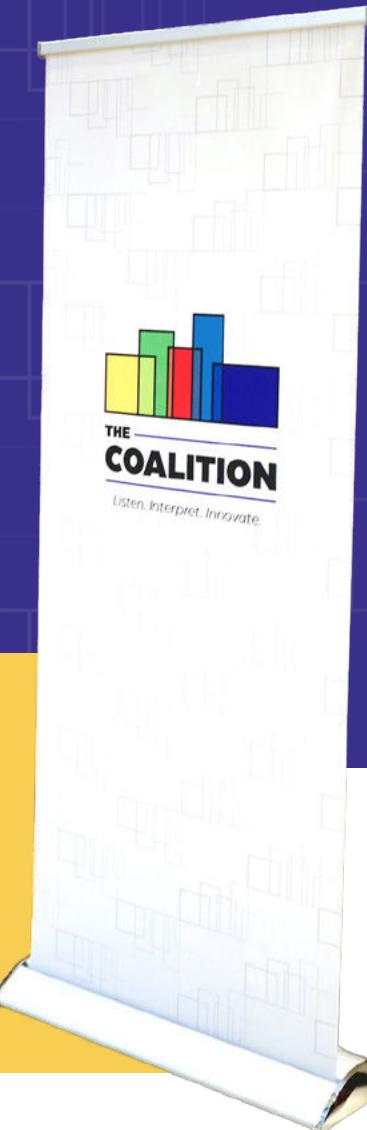
President and CEO, Habitat for Humanity of Washington, D.C. & Northern Virginia

JUAN PABLO VACATELLO

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

DR. SHAUNA YELDELL

Chief Lending Officer, Washington Area Community Fund (WACIF)



AS AN ECOSYSTEM CONNECTOR AND COMMUNITY QUARTERBACK, THE COALITION LEVERAGES ITS UNIQUE POSITION TO CONVENE, INFORM, AND AMPLIFY THE COLLECTIVE FORCE OF OUR COALITION.



CONVENE

WE BRING TOGETHER DIVERSE GROUPS TO PARTNER, LEARN, COLLABORATE, AND ESTABLISH ORGANIZATIONAL PRIORITIES.



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.

COALITION MEMBERSHIP

The Coalition continues to maintain a strong and diverse membership base made up of housers, service providers, small businesses, and individual practitioners dedicated to supporting and improving communities in the District. This broad network fosters collaboration, resource-sharing, and collective action, strengthening our ability to drive impact and meaningful change across the District.

"THE COALITION EVENTS ALWAYS ALIGN SEAMLESSLY WITH OUR BROADER VISION AND MISSION. THEY PLAY A CRUCIAL ROLE IN HELPING US MOVE FORWARD WITH PURPOSE AND INTEGRITY."

— Sherri Newsome, Workforce Development Specialist, Jubilee Jobs



MEMBERSHIP BY THE NUMBERS

166 MEMBERS

INDUSTRY BREAKDOWN

	44	AFFORDABLE HOUSING & SUPPORTIVE SERVICES
	45	ECONOMIC & COMMUNITY DEVELOPMENT
	45	SMALL BUSINESS
	11	FINANCIAL INSTITUTION
	3	HEALTHCARE
	3	PHILANTHROPY
	10	INDIVIDUAL
	4	GOVERNMENT

GEOGRAPHIC FOCUS BREAKDOWN

WARD 1	15
WARD 2	11
WARD 3	8
WARD 4	12
WARD 5	10
WARD 6	10
WARD 7	6
WARD 8	8
ALL WARDS	51
REGIONAL	34



HOUSING POLICY

Throughout 2025, The Coalition applied its convening power to ensure that affordable housing providers and partners had a voice in critical policy debates.

This year, District policies related to evictions, emergency rental assistance, and the Tenant Opportunity to Purchase Act (TOPA) carried over from 2024, leading to the passage of permanent legislation. Additional issues, such as the lapse of a green building exemption in late 2025, brought our members and allies together to educate Councilmembers and obtain unanimous passage of emergency legislation, with the



prospect of permanent legislation in 2026. Throughout the year, we also weighed in on numerous other proposals that would harm cash flow for affordable housing providers, successfully holding on to hard-fought improvements for struggling providers.

While rental housing stabilization was a constant theme through the year, we stayed active in issues affecting ownership and supportive housing as well. Changes that inserted unpredictability into home purchase assistance were quickly discussed, elevated, and reversed. In

supportive housing, our work helped retain the possibility of case management for all residents, without unbalancing the budget. We also continued active conversations with the DC Housing Authority and The DC Department of Human Services to ensure that housing providers' practical concerns and questions about program implementation were heard.

Through the active engagement of The Coalition and its members, the outcome in each of these debates upheld the needs and interests of the affordable housing community while also honoring DC's tenant-friendly values.



THANKS TO THE HARD POLICY WORK OF THE COALITION, THE DISTRICT'S POLICY AND LEGISLATIVE LANDSCAPE IN DC FOR MISSION-DRIVEN HOUSING DEVELOPERS AND OPERATORS WILL ENTER 2026 ON STRONGER FOOTING THAN IN ANY RECENT YEAR.

KEY EVENTS

BEYOND BARRIERS CONFERENCE



After pausing in 2024 to celebrate our Silver Jubilee, the Coalition returned with a renewed vision and a new name for our signature convening. 2025 marked the inaugural year of the rebranded Beyond Barriers Conference, a refreshed platform designed to center economic mobility and highlight the innovation and resilience shaping community development in the District.

The response exceeded all expectations. The event drew more than 300 attendees and reached full capacity. The strong turnout demonstrated both the continued appetite for shared learning and the growing recognition of the Coalition as

a convener of practitioners, partners, and leaders committed to advancing economic mobility in the District.

The program opened with a powerful keynote from Bakari Sellers, whose reflections on purpose and perseverance set the tone for the day. His remarks were followed by an insightful fireside chat between President and CEO Stephen Glaude and Tonia Wellons, President and CEO of the Greater Washington Community Foundation. Their conversation underscored the importance of leading with values and remaining steadfast in service to under resourced communities.

A Community of Leaders Luncheon

Our awards luncheon was kicked off by Dr. Andre Perry, who delivered a compelling keynote,

challenging the field to think boldly about pathways to shared prosperity across the District.

"Attending the Beyond Barriers conference with community leaders from across DC was incredibly energizing and affirming. The sessions were meaningful, the speakers inspiring, and the space created real opportunities to connect across neighborhoods and movements. Celebrating grassroots leaders grounded the day in purpose and affirmed the power of community-based change. Events like this remind us that our community is alive and growing—and that we all have a role to play."

- Ava, SW Village





Following Dr. Perry's remarks was the presentation of our newest award, the Community Champion award, which honors a Washington, DC resident who has made a meaningful and lasting impact in their neighborhood through advocacy, organizing, or grassroots leadership. In its inaugural year, the Community Champion Award went to two winners: Robert Warren, founder of the People for Fairness Coalition, and Wilma Beatrice Young-Jones, a long-time community leader in Ward 8.

We were also proud to recognize Fernando Lemos, Executive Director of Mi Casa, Inc., as the recipient of the Bob Pohlman Lifetime Achievement Award. For more than three decades, Fernando has been a champion for equitable housing and inclusive community development in Washington, DC. Under his leadership, Mi Casa has created and preserved hundreds of units of affordable housing, supported limited-equity cooperatives, and empowered residents to take ownership of their neighborhoods.

The successful launch of Beyond Barriers reaffirmed the Coalition's role as a connector and catalyst. The energy in the room, the diversity of attendees, and the depth of discussion reflected a field that is

not only engaged, but ready to push forward together.

SMALL BUSINESS WEEK

In celebration of National Small Business Week, the Coalition hosted a Resilience in Action Workshop Series, a slate of events designed to help businesses navigate challenges, embrace change, and emerge stronger by offering owners and entrepreneurs insights, tools, and inspiration to help respond to the ever-changing landscape, reinforce their operations, and uncover new opportunities for sustainable growth. The Resilience in Action Workshop Series was developed in partnership with Wacif, the Latino Economic Development Center (LEDC), The Greater Washington Hispanic Chamber of Commerce, and DC Bar Pro Bono Center.

This year, The Coalition also partnered with DC's Main Streets, BIDs, and Small Business Technical Assistance providers to host Cash Mob Weekends across the District, providing an influx of marketing and revenue for participating businesses.



THE RESILIENCE IN ACTION WORKSHOP SERIES WAS DESIGNED TO HELP BUSINESSES NAVIGATE CHALLENGES, EMBRACE CHANGE, AND EMERGE STRONGER.

WORKING GROUPS

The Coalition's member organizations work to ensure that under resourced communities have access to housing, supportive services, jobs and economic mobility opportunities 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, small business support organizations, advocates, residents, and government officials to discuss and develop solutions surrounding some of the District's most pervasive economic development issues. Below, we've highlighted some of our working groups' significant accomplishments in 2025:

→ SUPPORTIVE HOUSING WORKING GROUP (SHWG)

In 2025, SHWG members closely followed changes to permanent supportive housing policies and budgets. Members shared experiences in navigating programs and elevated their concerns to relevant agencies, especially the DC Department of Human Services and The DC Housing Authority. SHWG members informed The Coalition's testimony during performance and budget oversight. Members further strategized about how to help families affected by rising program uncertainty.

→ OWNERSHIP HOUSING WORKING GROUP (OHWG)

The OHWG welcomed two new co-chairs in 2025. The group considered both budget asks and non-budgetary approaches to support affordable homeownership. While continuing its longstanding emphasis on down payment assistance programs, OHWG members looked at ways to ensure supply, accessibility, and sustainability. With the help of OHWG insights, government officials are retooling aspects of the Home Purchase Assistance Program (HPAP) to ensure fairness and predictability for prospective buyers. The group has also explored ways to support options for prospective and current DC homeowners to pursue economic mobility, stability, and affordability.

→ RENTAL HOUSING WORKING GROUP (RHWG)

The RHWG successfully transitioned one of the co-chair seats this year, while maintaining strong and active participation. The continued need for stabilization to prevent multifamily foreclosure has made 2025 a challenging year for RHWG members. The RHWG's work on rent arrears,

**OUR UNIQUE WORKING GROUPS PLAY AN ESSENTIAL
ROLE IN PROVIDING A COLLABORATIVE SPACE IN
UNDER RESOURCED COMMUNITIES TO GATHER,
SHARE INFORMATION, AND DISCUSS SOLUTIONS.**





economic distress, and multifamily finance, however, informed policy changes that could signal hope on the horizon. With the passage of the **RENTAL Act** and other stand-alone legislation, members will soon be able to uphold the basic standards for both quality of life and financial sustainability in their buildings. New construction and preservation pipeline needs remained a core interest throughout the crisis, with the RHWG regularly discussing bond volume, closings, and occasionally a ribbon cutting. The agenda ensured highly productive meetings with time for both candid discussions of development and operational difficulties and updates on activity at DC's agencies. Many RHWG members also participated in ad hoc working groups and advocacy related to the Tenant Opportunity to Purchase Act (TOPA), the Qualified Action Plan (QAP), green affordable housing, and the high cost of affordable housing development and operations.

→ **TENANT PURCHASE WORKING GROUP (TPWG)**

Members of the TPWG used their practical insights on the tenant purchase process to bring expertise into debates about substantial TOPA amendments. Through active engagement in a Coalition-wide ad-hoc group, TPWG insights contributed to the development of a consensus position on TOPA.

→ **WORKFORCE DEVELOPMENT WORKING GROUP (WDWG)**

In 2025, the Workforce Development Working Group was instrumental in providing input on ongoing workforce projects, like the **Hire Me DC!** 2-day workshop, sharing information and resources with their fellow practitioners on hiring events and job openings. Working group members also offered valuable insights to inform the Coalition's testimony on models the District should invest in to improve adult workforce education and training. Finally, the workforce practitioners' input was vital in shaping the development of the **Job Navigator Tool**, a self-guided resource map to help job seekers and incumbent workers identify the programs and services to help them find employment.

→ **SMALL BUSINESS TECHNICAL ASSISTANCE WORKING GROUP**

Throughout 2025, the Small Business Technical Assistance Working Group provided and fostered opportunities for training and peer-to-peer engagement to share best practices and resources. Members gathered and shared relevant data and information to advocate for the needs of small businesses and organizations that support them. A main focus of the working group is to improve the delivery and coordination of technical assistance to small businesses using data and information.

→ **NEIGHBORHOOD COMMERCIAL CORRIDOR WORKING GROUP**

The Neighborhood Commercial Corridor Working Group spent 2025 examining the systemic breakdowns in the certificate of occupancy process to identify a set of recommendations to improve the process for small businesses. The working group is also collaborating with partnering organizations to gather neighborhood-level data information on retail businesses.

JOB DEVELOPERS NETWORK

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

Launched in 2023 as part of the Coalition's Workforce Intermediary initiative, the DC Job Developers Network works to connect and strengthen the District's workforce development ecosystem. This intra-industry group 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.

In its second year, partnered with the DC Department on Disability Services, Rehabilitation Services Administration to organize and present an interactive Disability Awareness Training to educate workforce practitioners on the stereotypes associated with common disabilities and how perceptions impact hiring and supervisory decisions in the workplace. The Network connected job seekers to over 15 hiring events organized by District agencies such as the Department of Housing and Community Development and Department of Employment Services and local nonprofit organizations.



**THE DC JOB DEVELOPERS NETWORK
WORKS TO CREATE MORE EFFICIENT
PATHWAYS TO CONNECT
JOB SEEKERS WITH
MEANINGFUL EMPLOYMENT
OPPORTUNITIES.**

ADVOCATE

WE EDUCATE STAKEHOLDERS AROUND COMMUNITY ECONOMIC DEVELOPMENT ISSUES AND RECOMMEND INNOVATIVE SOLUTIONS TO DECISION-MAKERS.



BUDGET ENGAGEMENTS AND WINS

After weeks of advocacy, debate, and last-minute amendments, the District's nearly \$22 billion FY2026 Budget was finalized in July. This year's process was unlike any other, as the Mayor, Council, and advocates grappled with unprecedented challenges and severe external pressures. Despite the difficult climate, The Coalition and its members successfully pushed to protect and expand resources for affordable housing, small businesses, and workforce development programs.

HOUSING WINS

The Coalition helped secure major investments in affordable housing programs. Most importantly, we

helped restore \$100 million to the Housing Production Trust Fund, the District's primary tool for producing and preserving affordable housing, with an additional \$10 million in contingency funding. Funding for the Project-Based Local Rent Supplement Program and the Neighborhood-Based Activities Program exceeded our recommendations, providing \$1.1 million and \$2.4 million more than our asks to reach deeper affordability and strengthen housing counseling services. We also won a \$6.5 million increase for the Emergency Rental Assistance Program (ERAP) — plus \$2.9M more in contingency funding — to keep DC's renters housed and the rent paid even when an emergency happens. For the Home Purchase Assistance Program (HPAP), we won a \$1.8M



INITIATIVE	FY'25	FY'26
Housing Production Trust Fund	\$80M	\$100M+
Local Rent Supplement Program (LRSP)	\$34.1M	\$35.2M
Neighborhood Based Activities Program	\$12.1M	\$14.5M
DC Public Library, Adult Learning Services	\$1.99M	\$2.02M

increase to help DC renters become homeowners, along with legislative changes to HPAP to make it more predictable for first-time homebuyers.

ECONOMIC DEVELOPMENT WINS

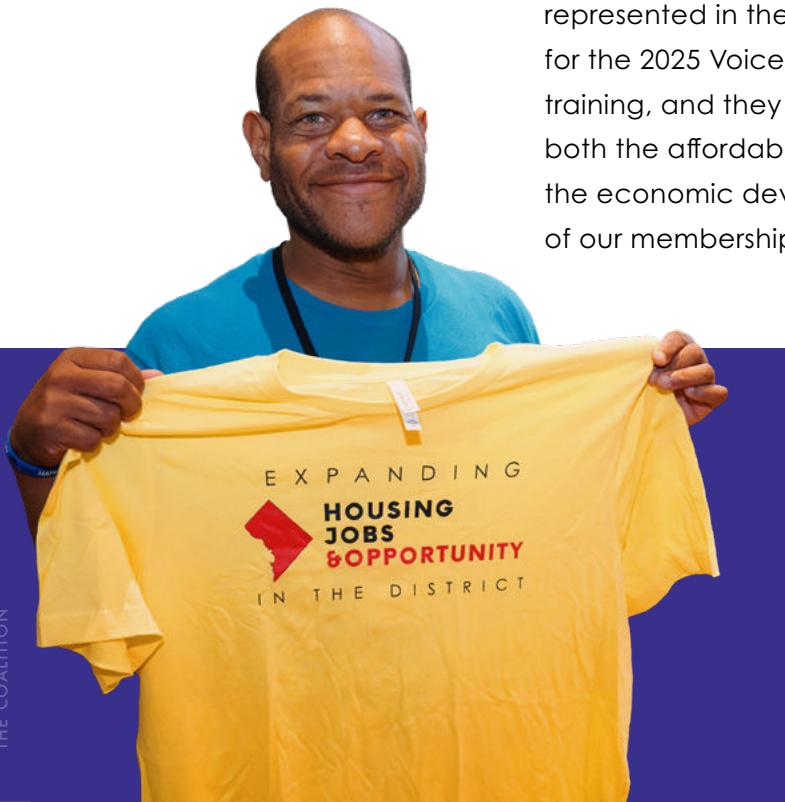
The Coalition also helped secure critical investments to strengthen local businesses and workforce opportunities. The Main Streets program received \$6.17 million, which includes a one-time

enhancement to support the efforts of the 31 neighborhood commercial corridors that revitalize business districts and support local entrepreneurs. Additionally, our advocacy highlighted several programs that ultimately received funding in the final budget. This included \$1.5 million for the Commercial Property Acquisition Fund, which helps DC-based businesses purchase property and establish or expand a physical presence; \$500,000 for the Robust Retail Grant Program, which provides direct support for existing DC retail businesses to remain viable and competitive; and \$250,000 for the Aspire Program, which delivers entrepreneurship training for returning citizens and justice-involved residents looking to start or grow a business.

ADVOCACY EVENTS

ADVOCACY DAY

In June, more than 220 residents, organizational members, advocates, and community leaders joined The Coalition for a powerful demonstration of collective action and a call for investments in housing, small business support, and jobs in the FY2026 District Budget. We were able to have a meeting with every council member in office. Throughout the day, our advocacy delegations shared personal stories, data-backed insights, and lived experiences with decision-makers.



VOICES ACTIVATED TRAINING

In September, we hosted the first training in our Voices Activated series. The Voices Activated training is a two-day, high-impact training designed specifically for practitioners working at the frontlines of affordable housing and housing justice. It was a hands-on, technical workshop that equipped participants with concrete tools to influence housing policy, secure resources, and elevate the voices of residents most impacted by broken systems. Seventeen different organizations were represented in the registrants for the 2025 Voices Activated training, and they spanned across both the affordable housing and the economic development sides of our membership.



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 under resourced District residents with lived experiences surrounding affordable housing,

supportive services, and/or workforce development trainings and programs.

The third cohort of the Community Voices Academy graduated the rigorous training program in June, 2025, marking two historic milestones for the program: the largest cohort to date and a 100% graduation rate for the first time since CVA inception.



CVA IMPACT AT A GLANCE



200%
APPLICATION GROWTH

120%
COHORT-SIZE GROWTH

OVER THE PAST THREE YEARS

3 PROGRAM ALUMNI
ELECTED AS NEIGHBORHOOD
COMMISSIONERS

3 PROGRAM ALUMNI
ENROLLED IN ACCREDITED
SOCIAL WORK PROGRAMS

ALUMNI APPOINTED by the MAYOR

TO SEVERAL KEY DC ADMINISTRATIVE BODIES

- DC COMMISSION ON POVERTY
- DC COUNCIL ON HOMELESSNESS
- THE DC INTERFAITH COUNCIL



PARTICIPANTS REPORT A
10% INCREASE
in SALARY/WAGES
POST-PROGRAM ATTENDANCE

UNEMPLOYMENT RATE
DECREASED by **27%**
AMONG PARTICIPANTS POST-PROGRAM



STORIES OF IMPACT:

COMMUNITY VOICES ACADEMY

ISAAC HARRIS, COMMUNITY ADVOCATE

For 35 years, Isaac has lived in Washington, DC where he grew up deeply connected to the Community for Creative Non-Violence (CCNV), a historic shelter where his parents volunteered. To him, CCNV was more than a shelter; it was an extended family, a place where neighbors took care of one another, and where his parents poured their lives into supporting people experiencing homelessness. For the last 35 years, Isaac's life has been shaped by service, community, and resilience.

His mother spent her life in human services, working across mental health and supportive housing agencies. His father was both a courier known for unmatched speed and the go-to aromatherapist at Eastern Market, hand-crafting incense long before it was popular. Both devoted themselves to the community without ever expecting recognition or reward.

Their commitment shaped Isaac to who he is today. But their deaths, along with other social struggles, led Isaac to withdraw from others. "I wasn't social at all," he said. "I dealt with depression, anxiety. I didn't talk to anybody."

In Spring 2022, Isaac was calling CCNV home. He had continued his family's legacy of volunteering there, and the shelter also provided him a place to stay while he worked to

find a more permanent residence. It wasn't until he received a forwarded email about the Coalition's Community Voices Academy that was circulating through a church listserv that things started to shift.

"I almost didn't go," he admitted. "I actually looked at, and I waited till the last minute to join up. Even when I walked into the room, I wanted to turn around. Too many people. My anxiety was going haywire."

But he stayed. And slowly, something changed.

Through conversations, workshops, and guided exercises, Community Voices helped Isaac connect his lived experience around housing insecurity with policy, practice, and advocacy.

"Everything was helpful," he said. "I never cared about policy before. Now I know where to look things up, how to understand what's changing, and how to speak on it."

The biggest transformation was in his confidence.

"You all made me talk," he laughed. "Now I can advocate for myself. I wouldn't have my apartment without that. I pushed, I spoke up, I built relationships. I advocated to get through

the voucher process, and people listened."

Since graduating, Isaac has continued to grow as a leader. He now volunteers not only at CCNV, where he was recently named Acting Director of Administration, but across the District, building relationships with agencies and staying engaged in local housing and homelessness work. He was recommended to DC's Interagency Council on Homelessness and applied for a role on the DC Commission on Poverty. He has become a connector, a resource, and a trusted voice.

One of the most meaningful changes for him has been learning to use his voice for himself. "It's always been easy for me to do things for other people," he said. "Doing things for myself was hard. The program helped me get over that."

"A LOT OF PROGRAMS FALL THROUGH, BUT NOT THIS ONE. YOU ALL FOLLOW THROUGH. AND YOU DON'T JUST LISTEN; YOU LET OUR IDEAS GO SOMEWHERE."



Now living in Southwest DC, his first home of his own, he finds himself energized by the contrast between neighborhoods. "It reignited something. I see what's possible in one part of the city and wonder why it isn't everywhere. DC could be so different. Better."

He remains committed to staying involved, continuing to volunteer at CCNV, and one day pursuing college. "Anything involving DC, that's my future. Maybe I stay in the background, but getting the ideas out there is what matters."

Isaac credits the ongoing support of The Coalition and Community Voices for helping him escape his rut, and encourages anyone facing a similar situation to take the leap and get involved as well.

"Just do it. Even if you're unsure, even if you're scared, go. I had second thoughts. A lot of programs fall through, but not this one. You all follow through. And you don't just listen; you let our ideas go somewhere."

Isaac's journey from a quiet presence in a shelter community to a vocal advocate shaping conversations across the District illustrates the power of investing in residents' leadership, amplifying lived experience, and creating space for people who have long been overlooked to influence the decisions that affect their lives. His story shows that when residents are given the tools, support, and platform to speak, they not only transform their own lives but also strengthen the communities around them.

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



RESIDENT ENGAGEMENT NETWORK

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



The Coalition's Resident Engagement

Network is 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.

In 2025, Resident Engagement Network included a total of six trainings, with 112 unique participants across all six trainings, representing 78% of the resident engagement network

members. Trainings spanned topics such as legislative research, message crafting, public speaking, etc.

Our hope is for the Resident Engagement Network to serve as a place for residents to foster a strong sense of community, develop effective and meaningful advocacy skills, and become more civically engaged.

YOUNG, GIFTED, AND GREEN 40 UNDER 40 RECOGNITION

In 2025, Lamar Richards, The Coalition's Senior Director of Advocacy and Community Engagement, was one of the recipients of the Congressional Black Caucus' Young, Gifted, and Green 40 under 40. This award recognizes leaders under the age of 40 from across the U.S. who are addressing complex issues, including the climate crisis, housing injustice, and criminal justice reform.

INNOVATE

WE DEVELOP NEW APPROACHES, POLICIES, OR PROGRAMS THAT ADDRESS COMMUNITY ECONOMIC DEVELOPMENT ISSUES.



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. The Coalition is also grateful to the Nareit Foundation for their support in 2025.



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

DCAP BY THE NUMBERS



17
ANCHORS

\$1.23B CUMULATIVE SPEND WITH LOCAL FIRMS

\$283M SPENDING IN 2025 WITH LOCAL MBEs

\$946M CUMULATIVE SPEND WITH LOCAL MBEs

124

REFERRAL REQUESTS

832

BUSINESS REFERRALS



spend to support the growth of local, District-owned businesses.

This was a pivotal year in the evolution of local procurement strategies among DC's anchor institutions. Despite a shifting national landscape, DCAP has remained focused on what has always mattered most: driving meaningful local economic impact for the District's businesses and communities. This year, our work was buoyed by unexpected momentum, as more institutions embraced the value of leveraging their procurement power to strengthen the local economy.

Since DCAP's inception in 2017, anchor institution spending with local businesses has reached a cumulative total of \$946 million. This

figure underscores the collective economic potential when institutions align their purchasing with place-based priorities.

In FY25, 118 local minority- and locally-owned enterprises were engaged by participating anchors; a strong signal that local businesses continue to be seen as strategic partners. Among the institutions reporting data this year, an average of 22% of local spend was awarded to minority-owned businesses. Perhaps most notably, institutions saw an average 39% increase in the share of their local spend going to minority-owned vendors compared to last year — a testament to sustained investment in inclusive practices, even amidst broader headwinds.

ANCHOR INSTITUTIONS

HOSPITALS



UNIVERSITIES



Georgetown
University

UTILITIES



INFRASTRUCTURE





"WE ARE DELIGHTED TO PARTNER WITH CHILDREN'S NATIONAL HOSPITAL. THE MISSIONS OF ALL THREE ORGANIZATIONS ARE STRONGLY ALIGNED, AND WE SHARE A DEEP COMMITMENT TO DELIVERING THE HIGHEST QUALITY OF SERVICE."

— William McAfee, President
Sustainable Facilities Management Services (SFMS)

DCAP VENDOR EXCHANGE

DCAP also deepened its infrastructure for shared success in 2025. We launched the **DCAP Vendor Exchange**, allowing institutions to rate, review, and refer trusted vendors to one another, and debuted a **Tier 2 tracking platform** to better monitor and strengthen subcontractor opportunities across anchor networks.

VENDOR CONNECTION DAY

Our first Vendor Connection Day, hosted in partnership with the Metropolitan Washington Airports Authority, brought together nine institutions and over 40 vendors for direct matchmaking on real contracts. **As a direct result of DCAP Vendor Connection Day, Sustainable Facilities Management Services (SFMS), a local vendor, secured a significant contract with Children's National Hospital.**



STORIES OF IMPACT:

DC COMMUNITY ANCHOR PARTNERSHIP

CHILDREN'S NATIONAL HOSPITAL – COMMUNITY ANCHOR

Children's National Hospital has been serving DC-area families for more than 150 years. Since its establishment in 1870, it's grown from a modest 12-bed facility to a 323-bed facility that performs more than 17,000 surgeries and conducts more than 649,000 outpatient visits in more than 60 specialties each year. Though a national leader in pediatric medical care, Children's National is the only exclusive provider of pediatric care in the Washington, DC, metropolitan area and has always been deeply connected to the city it serves.

That's why, when The Coalition began forming its DC Community Anchor Partnership (DCAP) in 2017, the hospital's government affairs team quickly recognized the alignment with their internal values. They introduced the initiative to supply chain leadership, and Ashley E. Wilson, MHSA, Executive Director of Supply Chain Services, has been engaged ever since.

DCAP is a collaborative of major District institutions including hospitals,

universities, and other major employers that work together to ensure greater inclusion of DC based small and medium sized businesses in the local purchasing landscape. By aligning procurement with local market capacity, anchors help strengthen the District's economy, support local job creation, and keep more of the city's economic activity rooted in the community.

"We believed it to be a really strong cause," Ashley recalls. **"DCAP enhances the community that we are here to serve and that we live in."**

Over the years, DCAP has helped Children's National bring greater intentionality to how it identifies and contracts with local vendors. In the early days, anchor institutions often did not have a full picture of the breadth of DC's local business ecosystem, or which firms had the capacity to take on major contracts, and DCAP stepped in to close that gap.

"They did a really good job of creating a repository of available local businesses," Ashley explains. **"These are the cleaning vendors. These are the IT vendors. These are transportation or staffing vendors."**

"It opened our eyes to a much larger portfolio of suppliers."

DCAP also added efficiency and structure to the process.

"They never just pushed a supplier and said, 'Here are five vendors,'" she says. **"Based on our minimum requirements, they helped us screen suppliers so we were meeting vendors who were already ready and capable. It created a lot more efficiency for us and for the suppliers."**

Children's National also found value in DCAP's cross-industry collaboration. Ashley shared that hospitals rarely sit in procurement discussions with other sectors, and for the last nine years, DCAP has been able to convene institutions across sectors into the same room.

"It was nice to be in a room with Georgetown University or DC Water and understand how their procurement processes work," Ashley shares. **"We could learn from them, and they could learn from us."**

Over time, the partnership has reshaped internal practice. Local business engagement is now part of how Children's National approaches nearly every service-based procurement.

"Anytime we go out to bid, particularly in services, we reach out to DCAP," Ashley says. **"It has become ingrained in our procurement and contracting practices."**



SUCCESS STORY

One of the clearest demonstrations of DCAP's impact was The Coalition's inaugural DCAP Vendor Connection Day in early 2025. Co-hosted with the Metropolitan Washington Airports Authority (MWAA), the event reversed the typical supplier fair model: anchor institutions with active RFPs and contracting opportunities were stationed at tables, while local businesses rotated through timed sessions to pitch their services.

"DCAP ENHANCES THE COMMUNITY THAT WE ARE HERE TO SERVE AND THAT WE LIVE IN."

During the event, Children's National met Sustainable Facilities Management Services (SFMS), a DC-based firm specializing in janitorial and facilities services. The initial conversation led to a competitive bid opportunity for a major cleaning contract that spanned the hospital's extended campus, including ambulatory surgery centers and outpatient and primary care clinics. SFMS formed a joint venture with another firm, which ultimately won the contract, valued at roughly \$1.7 million annually. Over three years, that amounts to a \$5 million agreement. "Had that event not brought the two groups together, we may have missed that opportunity," Ashley reflects. The contract supports local jobs, business growth, and long-term stability for a company deeply rooted in the District.

Patricia Bush, CEO of SFMS, emphasized that DCAP played a key role in identifying this opportunity and supporting their joint venture, SFMS-P&R, throughout the process. "We are delighted to partner with Children's National Hospital."

William McAfee, President of SFMS adds: "The missions of all three organizations are strongly aligned, and we share a deep commitment to delivering the highest quality of service."

ANCHORING COMMUNITY WEALTH

Children's National's commitment to local procurement is part of a much broader District effort. Since DCAP's inception in 2017, anchor spending with local minority owned businesses has reached a cumulative total of \$946 million. When the initiative started, the institutions participating had a collective spend of only \$5.7M.

Together, Children's National and DCAP are demonstrating what is possible when major District institutions choose to align procurement with local capacity. These partnerships help grow the city's small business ecosystem, create meaningful job opportunities for residents, build community wealth, and strengthen neighborhood-level economic activity.

"I am a huge fan of DCAP and what they have accomplished," Ashley says. "The impact they are having on the community is remarkable."

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.

DCAP PLAYBOOK

To help scale the DCAP model, this year we also released the **DCAP Playbook** in conjunction with our new technical assistance arm, the Advancing Communities Institute. The DCAP Playbook is a free, comprehensive guide designed to help other communities adapt and launch inclusive anchor procurement strategies rooted in local economic development. Designed to give other jurisdictions initial guidance into what it might take to standup an anchor procurement strategy, the Playbook also serves as a glimpse into how The Coalition can provide deeper consultation through our Advancing Communities Institute.

DCAP PORTFOLIO

Throughout 2025, DCAP continued to support a Portfolio of local firms, proven to have the capacity to deliver on large institutional contracts. Of the 24 businesses participating, 10 secured or maintained contracts with anchor institutions—

demonstrating the growing



potential for meaningful connections between local firms and major buyers in the District. Two of these businesses, a janitorial company and a construction firm, were first-time contract awardees.

PARTNERS FOR PUBLIC GOOD (FORMERLY 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. This year, our partnership with now newly rebranded Partners for Public Good focused on two major projects:

At Georgetown University, the team helped quantify the impact of the university's local business engagement efforts. Their findings produced a business case for institutional leaders, just as the university prepares to welcome a new president—making the work especially timely.

At Children's National Hospital, the team completed a detailed audit and mapping of the hospital's supply chain. This process helped pinpoint where changes could be made to strengthen engagement with local vendors.

Both projects delivered practical insights that will help these institutions build more intentional and effective local business strategies.

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.

Landlord claim submissions remain stable and The Coalition continues to receive requests for landlord/tenant mediation and other landlord resources. Landlords are being referred to **Department of Housing and Community Development's Small Buildings Program** for additional repair assistance. The program provides owners of 2–4-unit buildings up to \$250k for rehabilitation.

Now in its seventh year of operation, the LPF has at least three years remaining based on current payment trends.

TO DATE, \$156,000 REMAINS IN THE FUND

4,042 TOTAL REGISTRATIONS



3,890
ONLINE



152
MANUAL

153 CLAIMS PROCESSED

72 PAYMENTS MADE

TOTAL PAID

in Rental Arrears	\$62,934.56
in Damages	\$121,979.67
to Rapid Rehousing-S Program	\$43,733.20
to Family Stabilization & Rehousing Program	\$121,523.90
to Targeted Affordable Housing Program	\$2,500.00
to Permanent Supportive Housing Program	\$14,157.13
TOTAL LANDLORD PAYOUT	\$182,414.23

CONNECTING CAPITAL AND COMMUNITY

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



The Connecting Capital and Community (3C) initiative, co-led in DC by The Coalition and LISC, began as part of a three-year, multi-city effort to spark systems change in housing via capital deployment and community development ecosystem supports. The initial 3C work was supported by JPMorgan Chase and the Center for Community Investment. In 2025, we concluded the 3C

design phase and are building plans to pilot the small building preservation concepts in select neighborhoods.

Our systems change focus is to ensure that small residential properties and their residents can stay and thrive in the District of Columbia. By preserving these properties, we can decrease the displacement of residents, retain economically mobile residents, improve quality of life in small multifamily properties, and invest in the success of both new and longstanding local mission-oriented property owners.

As we shift into 2026, we welcome involvement from public, non-

profit, and for-profit organizations that share our commitment to small multifamily preservation. The DC team, The Coalition, LISC DC, Mi Casa, Douglass Community Land Trust, Housing Counseling Services, National Housing Trust, and Medici Road, has begun crafting solutions to address permanent financing issues, readiness needs, critical repairs, landlord-tenant collaboration, property management, and reserve capacity.

The end result will help DC-based small property owners retain their assets while also ensuring that residents across the income spectrum have access to high quality and affordable housing.

STORIES OF IMPACT:

CONNECTING CAPITAL AND COMMUNITY

RONETTE "RONNIE" SLAMIN - EMBOLDEN REAL ESTATE

Ronnie moved to DC six years ago with her family, looking to build a life and a career, in the District where access to affordable housing is one of the largest issues communities face. As a real estate project manager at the time, and now developer and founder of Embolden Real Estate, she was realistic about the challenges that come with navigating the pressure, demand, and competition that define DC's real estate market.

"You have a lot of companies here in DC that... don't want to be in the 5-to-

50-unit range," she explains. "There are usually concerns about economies of scale and paperwork associated and the different compliance and reporting requirements that you really have to be on top of to make sure you don't slip up. You put affordability on top of that, and it starts to become like a math equation that not a lot of people can or want to figure out."

Those realities are part of what drew her to the Coalition's Connecting Capital and Community (3C) Initiative, where she hoped to better understand how small owners like herself could contribute to a more stable and accessible housing landscape. 3C is a multi-sector initiative to advance affordable housing opportunities for low-to-moderate-income families and individuals living in DC. The initiative aims to not only decrease the displacement of residents and increase the supply of affordable 5-49-unit rental housing

properties but also build pathways for tenants to become resident owners of smaller, 2-4-unit properties.

Ronnie first connected with The Coalition shortly after starting her business, Embolden Real Estate. "When I started my own company, Embolden Real Estate, I started learning more about TOPA," she shares. "The Coalition, or at the time, CNHED, was the go-to for resources. I was trying to figure out how to do TOPA deals and how do I do them correctly," she continued. "I was also trying to understand the priorities and concerns of tenant associations and residents. So, The Coalition was a huge resource in understanding that environment."

From there, Ronnie stayed connected with The Coalition through various practitioner discussions and networking events. Her involvement with the 3C team happened organically due to her regular organizational involvement.

"I was lucky enough to be in some of those early conversations as they started 3C to brainstorm, try to figure out what the thesis was and what they were looking at, and what would be data points that they would measure," she explained.

What stood out most to her was the Initiative's collaborative ecosystem. She appreciated that 3C brings together experts from different parts of the housing system, each offering a piece of the puzzle. Hearing from Medici Road, Mi Casa, the National Housing Trust, Housing Counseling Services, LISC and the DC Department of Housing and Community Development and others, gave her a clearer view of how policy, funding, and on-the-ground preservation work fit together. As a small business owner, Ronnie often works independently. The 3C network created a space where she could ask targeted questions, explore new pathways, refine perspectives in work she was already leading. Through 3C she felt connected to a larger mission focused on stability, fairness, and long-term affordability in the communities she serves.

"I think it's easy to kind of put my head down and think like, this is only a problem affecting me. But then when I am in the 3C conversations, I can understand that other people are experiencing this and they're having the same issues reading and interpreting a law or policy or form," she says.

CONVERSATIONS AND ACTION

In addition to the collaborative space 3C creates, the initiative also provides limited grants to owners of affordable multifamily buildings to help support their preservation and upkeep. Ronnie was lucky enough to be one of those recipients.

"I've been a recipient for the project I acquired recently in Woodley Park, and



RONNIE'S STORY REFLECTS WHAT 3C IS DESIGNED TO DO: EMPOWER THOSE WORKING AT THE MOST HUMAN SCALE OF THE HOUSING SYSTEM.

that was about a \$75,000 recoverable grant," she shares. "It was a large project, but the grant went towards the overall bucket of funds for acquisition and critical repairs, which included replacement of a boiler and electrical repairs."

Ronnie says that the grant also freed up other funds for additional improvements around the property. "You know, general upgrades, security cameras and intercom systems, and repairing walkways. I know the residents appreciate it, it really goes a long way," she adds. "Having expanded resources allowed me to have a broader scope of repairs, and so things that might have been delayed were able to be done sooner."

3C also helped Ronnie recognize the importance of strong, resident-centered property management for small multifamily buildings. Inspired by the conversations and resources, she has now launched her own property management company. "I've now started my own property management company," she excitedly shares.

A MUCH-NEEDED REPLICABLE MODEL

Ronnie explained that although she believes there is not a lack of resources for small multifamily owners, navigating the regulatory and resource landscape can still be challenging.

"When you get into the 100-unit range and above, you're usually already built experience interacting with the various resources it takes to reach that scale. That's why it is so important to tailor

these resources to small family owners and developers with between 5 and 50 units who may not have the same deal flow. They need those tools put in front of them, and making sure these tools are visible and accessible so that owners can actually make use of them," she urges.

She credits the initiative's collaborative nature as key to its success, noting that exporting the model to other cities requires convening, expertise, and commitment.

"3C has been able to convene people and pull them into the room and focus on these important conversations," she says. "I think that its design yields itself to be exportable to other jurisdictions, so long as you have the right players in the room, and a convening organization like The Coalition."

Ronnie's story reflects what 3C is designed to do: empower those working at the most human scale of the housing system. By equipping small owners with knowledge, resources, and a deeper understanding of preservation practices, the Initiative strengthens the very properties and people who hold neighborhoods together.

And for Ronnie, participating in 3C reinforced her belief that when small owners are supported, residents benefit, communities remain anchored, and the District moves one step closer to a more sustainable housing future.

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



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 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 remediation, or accessibility modifications. 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 not only works to ensure District seniors are living in safe and healthy conditions, but it also prevents displacement from their long-time homes, promoting intergenerational wealth.

In 2025, The Senior Homeowner Stabilization Program gained a new community partner, Yachad, to provide resident referral services and assist with on-site management. The Coalition continues to partner with locally owned businesses to provide the inspection and repair services.



BY THE NUMBERS



110 HOMES STABILIZED
SURPASSING INITIAL GOALS BY 69.23%

AVERAGE PROJECT TIMELINE
2-3 WEEKS



100%
OF PARTICIPATING SENIORS REMAIN IN THEIR HOMES

**ESTIMATED SAVINGS
UP TO \$1,937,896.25**

**IMPACT REACH
200+ RESIDENTS ACROSS DC**

STORIES OF IMPACT:

SENIOR HOMEOWNER STABILIZATION PROGRAM

MONICA AND PETER SCOTT'S STORY: A BURDEN LIFTED

For more than 30 years, Monica and Peter Scott have called their Washington, DC, home a place of comfort and family. But over time, their roof began to deteriorate, bringing new worries into a home once filled with peace. "We've always needed the roof replaced," Mrs. Scott said. "There was a lot of damage, a lot of rotten and decayed wood. And then the raccoons started tearing it up."

The couple's struggle with roof damage lasted more than a year. "We tried working with a solar company that said we qualified for a roof, but after months of waiting, we never heard back," she said. "We couldn't go into winter and have raccoons starting a family up there."

With her husband unable to work after suffering multiple strokes, the couple's limited income made roof repairs impossible. "We don't have any money," she said. "My husband had like five strokes this year. He's not able to work. Someone gave us the information for you all, and I'm so grateful."

FROM UNCERTAINTY TO SUPPORT

Through Lydia's House, the Scotts were referred to The Coalition's Senior Homeowner Stabilization Program, where they found both immediate help and genuine care. Lydia's House serves as a key partner for the program, helping seniors complete and submit

their applications for assistance.

"Mr. Malcolm is wonderful," Mrs. Scott said, referring to the contractor who managed their project. "He's meticulous, efficient, and clean. Everything went very smoothly. He's on top of his game, and he's been awesome throughout the process. No complaints. He's a good guy."

**"WHAT BEGAN AS A SEASON
OF WORRY ENDED IN
GRATITUDE AND RELIEF."**

The team completed a full architectural asphalt shingle roof replacement on the main house and porch. They repaired damaged decking, installed new underlayment and insulation, and added roof vents for proper ventilation. The ceiling damage caused by leaks was also repaired and repainted, giving the interior a fresh, finished look. "The workers were clean, careful, and they did everything the right way," she said.

A BURDEN LIFTED

When the work was done, the relief was immediate. "I felt peace of mind," Mrs. Scott said. "So incredibly relieved and blessed to have this done. You don't know what a burden that lifts off your shoulders."

Before the repairs, the couple had to hire a company to remove raccoons repeatedly, as the animals kept finding openings in the roof. "They'd find the smallest space and go to work," she said. "Even after we caught them, they'd find a way back. It was stressful."

Now, with a brand-new roof and sealed structure, those worries are gone. "It feels like we can finally breathe," she said. "I don't have to look up at the

ceiling and wonder what's going to happen next time it rains."

THE VALUE OF SUPPORT

Mrs. Scott described the experience as life changing. "Such a relief to know I didn't have to come out of my pocket," Mrs. Scott said. "If I had to pay for any part of it, it probably wouldn't have been done. I feel like I won the lottery with this. We had estimates for the roof, and there was no way we could come up with that money."

Her gratitude is deeply felt and freely shared. "Honey, I'm just so blessed and grateful," she said. "Thank you from the bottom of my heart."

She also appreciated how clear and organized the process was, from paperwork to completion. "It was so smooth," she said. "Mr. Malcolm and everyone were professional and kind. If I ever need anything done in my house and I can afford it, I'll call him. I'd recommend this program to anybody."

A MESSAGE TO OTHER SENIORS

For Monica and Peter, this repair was more than a home improvement project; it was a restoration of stability, safety, and pride. "Definitely apply for it," she urged. "If you're in dire need like I was, don't wait. It's a blessing. I'm on disability, and my husband's on SSI. I don't think a lot of people know about this program, but they should." Her only wish for the future is that more funding becomes available so other families can experience the same relief. "No complaints at all," she said. "Just more funding, because people really need this kind of help."

For Monica and Peter, the outcome was transformative. What began as a season of worry ended in gratitude and relief.

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

EQUIP

PROVIDE ORGANIZATIONAL MEMBERS WITH THE SUPPORT, KNOWLEDGE, AND TOOLS NEEDED FOR SUCCESS.

ADVANCING COMMUNITIES INSTITUTE



For more than 25 years, The Coalition has served as a trusted convener and strategist for Washington, DC's community economic development field, aligning partners, amplifying impact, and driving systems-level change.

The Advancing Communities Institute (ACI) extends this proven model nationwide. As the technical assistance arm of The Coalition, the ACI helps jurisdictions, community-based organizations, and local governments design, implement, and





→ WORKFORCE HOUSING POLICY ACCELERATOR South Carolina & Texas

This ACI work is supported thanks to a generous contribution from Wells Fargo.

scale strategies that create vibrant, resilient, and thriving communities.

The Coalition now operates a peer-learning housing policy accelerator program with similar organizations in South Carolina and Texas. The effort acknowledges that each of our geographies

has unmet challenges related to low/moderate income housing, a market segment commonly called "workforce housing."

Through the workforce housing policy accelerator, we have been exploring differences and similarities in our market and policy contexts.

THE ACI EXISTS TO HELP BRIDGE THOSE GAPS, LEVERAGING THE COALITION'S DECADES OF EXPERIENCE TO EQUIP OTHERS WITH THE INSIGHT AND INFRASTRUCTURE TO ACHIEVE MEASURABLE RESULTS.



→ SMALL BUSINESS ECOSYSTEM BUILDING

Tennessee

This ACI work is part of The Coalition's Small Business Ecosystem Building Initiative, supported thanks to a generous contribution from the Truist Charitable Foundation.

The Coalition is consulting BLDG Memphis to support their small business ecosystem building effort. BLDG Memphis is a community development association that fosters self-sufficient Memphis neighborhoods by strengthening its members and their communities, advocating for equitable policies, and activating civic engagement.

The Coalition's scope of work with BLDG Memphis is divided into four areas:

Advisory Services

Support Building Memphis and local stakeholders replicate and tailor the design and implementation of a local small business ecosystem building.

Technical Assistance

Provide guidance to the Building Memphis team on customizing the templates and tools in the buildout of Memphis's resources for small businesses.

Customized Templates

Sharing The Coalition's resources to support the gathering and

customization information and data gathering.

Best Practices

Share lessons learned to inform the design and implementation of Memphis's small business ecosystem initiative.

Across the country, communities face similar challenges: fragmented systems, under-resourced organizations, and limited coordination among partners working toward shared goals. The ACI exists to help bridge those gaps, leveraging The Coalition's decades of experience to equip others with the insight and infrastructure to achieve measurable results.



THROUGHOUT THE YEAR, THE COALITION MAINTAINED ITS FOCUS ON RESOURCE ACCESSIBILITY AND OUTREACH SUPPORT, PARTICULARLY DURING FINANCIALLY UNCERTAIN TIMES.

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.

Each VISTA member works to build the capacity of their host site and its programming with a special focus on sustainability, ensuring the programming continues after their service is over. VISTAs commit

to a full year of service, with an ultimate end goal of supporting long-term solutions to poverty.

Despite the challenges posed by federal budget adjustments, the VISTA Strong Communities Program remained active, adaptable, and deeply impactful throughout the year. The Coalition continued to prioritize the support and development of both its VISTA volunteers and host organizations, ensuring continuity and resilience in service delivery.

Throughout the year, the Coalition maintained its focus on resource accessibility and outreach support, particularly during financially uncertain times. VISTAs received assistance with food resources and other essential services. To strengthen team cohesion and morale, the VISTAs also took part in various team-building activities, fostering deeper connections with one another beyond their day-to-day roles. As part of their professional development, the Coalition also provided professional headshots to help prepare them for the next stage in their careers.

A standout success in 2025 was the transition of a VISTA volunteer into full-time employment at their host site after completing their term of service. This achievement exemplifies the lasting value of the program and its role in building both individual capacity and organizational strength.

ELEVATE

The Coalition's ELEVATE Executive Education initiative is made possible thanks to a generous contribution from the Truist Charitable Fund, LISC-DC, and the Capital Readiness Program.

ELEVATE

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 District-Based small businesses. Through comprehensive training and mentorship, ELEVATE empowers 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 local small business leaders with a university partner. The program's comprehensive three-month curriculum was developed and delivered by GWSB faculty.

For its fifth year, ELEVATE Cohort V was designed to empower and support local businesses committed to advancing the green economy, integrating sustainability practices, and driving environmental innovation. The 13 businesses accepted



PROGRAM IMPACT

5 COHORTS



**66 GRADUATES
ACROSS FOUR COHORTS**



**\$72.8 MILLION
TOTAL ECONOMIC
REVENUE GENERATED**

**17 INDUSTRIES
REPRESENTED**

into the program engaged in sustainable supply chains, green manufacturing, renewable energy, eco-friendly products and services, and other innovative sectors contributing to environmental stewardship.

ELEVATE ALUMNI NETWORK

Now with more than 60 ELEVATE graduates, The Coalition is committed to cultivating an engaged and connected alumni network. This summer, in partnership with George Washington University, The Coalition hosted an ELEVATE Alumni Happy Hour & Networking Event. It was a fantastic opportunity for the ELEVATE graduates to both reconnect and build new cross-cohort relationships.



STORIES OF IMPACT:

ELEVATE

GENELL ANDERSON, AMAR GROUP, LLC

Long before she would one day run her own architecture firm, Genell Anderson grew up between Charleston and Johns Island, South Carolina, where her father built their family home by hand. It was there that her path to architecture began. She grew up. She still remembers riding along with him to relatives and family friends' homes to

assist in making repairs, cabinets and renovations.

"My father was what they call a jack-leg carpenter," she said. "Being the youngest, I would always travel with him. Those experiences kind of led me to who I am today."

Architecture became her way of honoring those early lessons, but becoming an entrepreneur was never the plan. However, after being laid off during the recession of 1991, Genell opened the AMAR Group from her home. Today, AMAR Group, LLC is a multidisciplinary practice encompassing architecture, civil engineering, and inspections. Despite her deep expertise in architecture, she

a business owner," she said. "I learned along the way what to do."

In 2020, someone on her team received a flyer for the Coalition's new 2021 ELEVATE executive education program, focusing on helping the District's local small business owners acquire new skills to help them more effectively and efficiently manage their business, products, and services. Genell felt something click.

"I said, 'Okay, this is interesting.' It was the pandemic, and everyone was home. I needed help on the business side," she said.

She applied and was accepted into the first cohort of ELEVATE. ELEVATE offered her a rare chance to pause, reflect, and rebuild her leadership toolkit. She still remembers how each session began.

"We had meditation before class started. I had never had that in any of my courses," she said.

The experience stayed with her. During a particularly stressful summer for her inspectors, she even brought the breathing exercises back to her own team.

"My inspectors were having a hard time. These hard men. So, I brought someone in to teach breathing. They would go back to their cars and actually do

"WHAT IS DIFFERENT ABOUT THE COALITION IS THAT THEY STICK WITH US. THEY DO NOT KEEP YOU FOR FOUR OR FIVE WEEKS. THEY STICK WITH YOU."

quickly learned that technical talent and business leadership were two very different things.

"There is a difference between being an architect and being



Additionally, The Coalition hosted an ELEVATE CEO Breakfast featuring a leading business figure, Diedre Windsor, CEO of Windsor Group LLC, who addressed the program alumni and shared her experience with the small business landscape in the District.

These engaging networking events brought together current and alumni participants, featuring focused discussions on crucial topics such as overcoming imposter syndrome and building effective entrepreneurial networks for women business leaders.

them," she said. "It helped them, and it helped the architecture staff, too."

Aside from the breathing exercises, Genell credits ELEVATE for helping her refine the mission and values that guide her firm's work. Through ELEVATE, she developed a PowerPoint about AMAR Group's mission and culture, which she now uses for onboarding. She shares that it's been an incredibly helpful tool for recruitment and staff retention.

"Sometimes one person can come in and create a very negative atmosphere," she said. "That PowerPoint helps me communicate who we are and what we stand for."

ELEVATE also helped Genell really hone in on one of her firm's greatest values and strengths, trauma-informed design.

"Right now, we work in a lot of multifamily homes, and we deal with people who are dealing with trauma, and so we design to that," She explains. "People reflect their environment. If a child is embarrassed to bring friends home because of how the building looks or smells, we design to that child. We soften edges, we add color, we think about safety. You want that child to grow up with beautiful memories, too. We do that in architecture."

PUSHING TOWARDS GROWTH

Her relationship with the Coalition deepened after graduation as she became involved with the DC Community Anchor Partnership (DCAP) program, an initiative designed to help grow District-based businesses through new procurement opportunities and capacity building. She shared that a Coalition staff member was insistent that she pursue work she initially thought was out of reach.



"He kept calling me. 'You need to apply to this company.' I said, 'We are not healthcare architects, leave me alone.' But he was persistent," she said.

Eventually, she applied, won the contract, and opened an entirely new line of business. "We got a three-year contract. Now we are on our fourth

project. It helped with our cash flow. I am glad he pushed me."

For Genell, it's precisely that which distinguishes the Coalition from other community-based organizations.

"What is different about the Coalition is that they stuck with us," she said. "They do not keep you for four or five weeks. They stick with you."

A STRONG PARTNERSHIP, A STRONGER COMMUNITY

Today, Genell remains an active alumna of ELEVATE and continues to collaborate with the Coalition as her firm grows. Her story highlights what is possible when local talent receives the right mix of training, relationships, and opportunities. Small businesses like hers are core to the District's economic strength. They hire locally, invest locally, and create the kind of stability that strengthens neighborhoods. As Genell put it best, sometimes leaders need someone else to recognize their potential and open the next door.

"Sometimes you may not see the greatness in yourself," she said. "But they see it, and they push you to that next level."

Thank you to the Truist Charitable Fund, LISC-DC and the Capital Readiness Program for making The Coalition's ELEVATE program possible.

DCSMALLBIZHELP.COM

DCSmallBizHelp.com is made possible through the generous support of the Truist Charitable Fund at the Winston-Salem Foundation.

DC SMALL BIZ HELP

Your one-stop resource hub to plan, start and grow your business

In 2024, The Coalition revamped DCSmallBizHelp.com, 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, DCSmallBizHelp.com is not only an accessible and resource hub, but also provides guidance for entrepreneurs and small business owners looking to plan, start or grow their business.

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

- ➔ 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
- ➔ An integrated events and training calendar featuring upcoming workshops, webinars, technical assistance programs, and networking events

DCSMALLBIZHELP.COM EVENT CALENDAR

Since its relaunch in 2024, DCSmallBizHelp.com has highlighted **857 local events**, trainings, and webinars offered happening within the small business ecosystem. A breakdown by category is below:



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 2025, 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 27 DC-based small businesses to collectively raise \$2,708,080 through community-backed bond openings. 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 deepened its commitment to a just green economy through a new partnership with the Washington Area Community Investment Fund (Wacif). With a \$3.6 million investment over three years, the Sustainable DC initiative is helping local small businesses seize opportunities emerging from the region's green transition.

In 2025, Sustainable DC launched the DC Green Small Business Working Group, bringing together anchor

institutions, the DC Department of Energy and Environment (DOEE), Wacif, and Building Innovation Hub to coordinate strategies for sustainable procurement.

The Coalition also partnered with DOEE to inform the long-overdue rollout of Environmentally Preferable Purchasing Standards, originally codified in 2011 but not yet implemented. To ensure these standards do not unintentionally exclude small local businesses, The Coalition led focus groups and interviews with local vendors. The resulting report will offer critical insights to inform equitable implementation going forward.

As the region accelerates its climate goals, Sustainable DC ensures that local small businesses are not left behind, but instead, are positioned to lead.



THE SUSTAINABLE DC INITIATIVE IS HELPING LOCAL SMALL BUSINESSES SEIZE OPPORTUNITIES EMERGING FROM THE REGION'S GREEN TRANSITION.

SUSTAIN

WE ESTABLISH RESILIENCY THROUGHOUT COMMUNITY ECONOMIC DEVELOPMENT ORGANIZATIONS, THE COMMUNITIES THEY SERVE, AND THE FIELD AS A WHOLE.



SMALL BUSINESS ECOSYSTEM BUILDING

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



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.

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.

In 2025, the Coalition had the opportunity to showcase its ecosystem approach at national conferences and convenings, as well as export our expertise through our Advancing Communities Institute.

WORKFORCE INTERMEDIARY

The Coalition's Workforce Intermediary work is made possible thanks to a generous donation from TD Bank.

The Coalition serves as the District's most interconnected workforce development intermediary, working to strengthen the relationships between job seekers, job developers, training providers, employers, and community partners across Washington, DC. Rather than delivering services directly, we focus on building the infrastructure that allows the workforce system to function more effectively and equitably.



In 2025, The Coalition developed a playbook for job developers about the hiring process, based on the successful training provided in the summer of 2024 through the DC Job Developers Network to embed best practices within the workforce organizations.

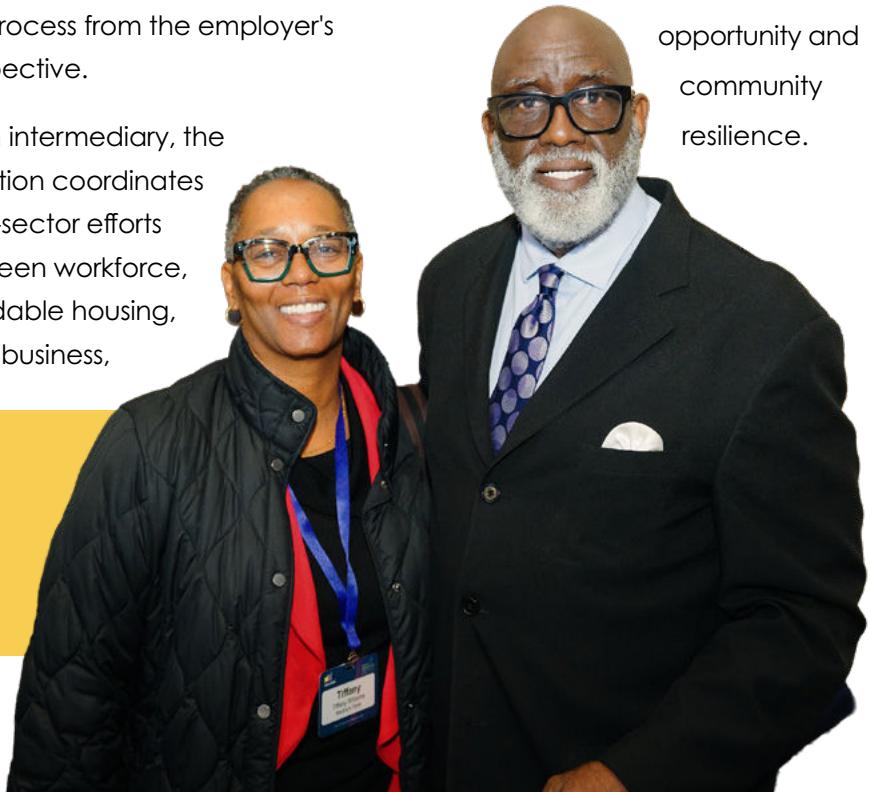
Additionally, the Coalition delivered a targeted, 2-day hands-on workforce preparation program, *Hire Me, DC!*, to help ensure DC residents are positioned to secure gainful, long-term employment. Labor demands are changing rapidly with the federal layoffs and adoption of AI, many residents

remain disconnected from these opportunities due to skill gaps, outdated job search approaches, and personal readiness barriers. As part of our effort to promote economic mobility, this work-readiness program empowered and educated the participating residents on better understanding the process from the employer's perspective.

As an intermediary, the Coalition coordinates cross-sector efforts between workforce, affordable housing, small business,

and community development partners because we know that when systems work together, DC residents are better positioned to thrive. Our approach is rooted in collaboration, informed by data, and focused on outcomes that

build both individual opportunity and community resilience.



**THE COALITION SERVES AS THE DISTRICT'S
MOST INTERCONNECTED WORKFORCE
DEVELOPMENT INTERMEDIARY.**



**DC IS FORTUNATE TO HAVE
SUCH AN EFFECTIVE AND
IMPACTFUL ADVOCACY
ORGANIZATION LIKE
THE COALITION TO HELP
PROMOTE, IMPLEMENT
AND LEVERAGE INITIATIVES
THAT PROTECT THE
COMMON GOOD.**

— Coalition
Member



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

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.

Housing Priorities Coalition

The Coalition elevates our members' future land use priorities as part of the Housing Priorities Coalition. HPC brings together land use, smart growth, and housing policy organizations to support effective housing approaches in DC 2050, the re-write of the District's Comprehensive Plan. In 2025, the DC Office of Planning launched the multi-year process that aims to align land use policies and investments to make DC more equitable, affordable, and resilient.



BOARDS & 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 2025:

STEPHEN GLAUDE PRESIDENT AND CEO

Community Opportunity Alliance
Board Chair

National Community Reinvestment Coalition (NCRC)
Board Member

NCBA
Housing Committee Member

DC Black Chamber of Commerce
Board Secretary

Truist Bank
Community Benefits Agreement Advisory Board Member
Community Reinvestment Act Advisory Board Member

M&T Bank
Community Benefits Advisory Board Member

Alliance of Concerned Men
Board Member

Starting with Today
Board Member

Far Southeast Family Strengthening Collaborative
Board Member

Lutheran Social Services – National Capital Area (LSSNCA)
Board Member

COALITION STAFF

Community Opportunity Alliance
DC Advocacy Lead

Governance Committee (2x)

Community Sustainability Partners
Board Member

DC Civic Engagement Committee
Member

DC Squared
Board Vice President

National Community Reinvestment Coalition (NCRC)
DC Advocacy Lead

Office of Women's Initiatives Advisory Committee, WACIF
Committee Member

ULI Washington
Local Housing Council Member

Ward 5 Education Equity Committee
Acting Chair

THANK YOU.

MAJOR CORPORATE/PHILANTHROPIC

- JP Morgan Chase Foundation
- Wells Fargo Foundation
- Amazon.com Services LLC
- Diane & Norman Bernstein Foundation
- The Truist Charitable Fund at the Winston-Salem Foundation
- The M&T Charitable Foundation
- Nareit Foundation
- J. Willard & Alice S. Marriott Foundation

GOVERNMENT

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

CORPORATE/COMMUNITY PARTNERS

- National Community Reinvestment Coalition (NCRC)
- TD Charitable Foundation
- Local Initiatives Support Corporation (LISC)
- Morgan Stanley
- Enterprise Community Partners, Inc.
- Momentum Capital (Capital Impact Partners)
- Turner Construction Company
- Washington DC Economic Partnership
- George Washington University

LEGACY

- The Morris & Gwendolyn Cafritz Foundation
- Greater Washington Community Foundation
- Naomi & Nehemiah Cohen Foundation

FINANCIAL INSTITUTIONS

- Capital One
- PNC Bank
- HSBC Bank
- Truist Bank
- Amalgamated Bank
- M&T Bank



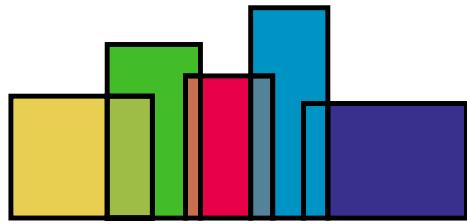


AT THE START OF 2025, IT WAS EASY TO WONDER WHETHER PROGRESS WOULD STALL.

Economic pressures, policy uncertainty, and growing needs left many expecting a year of setbacks or limited gains. Yet what unfolded proved otherwise. Community organizations stood firmly by their values and missions, continuing to put clients and communities first even when doing so carried risk or drew scrutiny. Their dedication, persistence, and care ensured that programs reached those who needed them most and that communities continued to receive vital support and services

The year ahead will undoubtedly bring new uncertainties. The forces that shaped 2025 — the economy, policy shifts, and rising demand for support — will continue to challenge our field. And yet the experiences of this year offer reason for optimism. We carry forward the lessons of 2025: that collaboration matters, that innovation can arise even in the toughest circumstances, and that every step, big or small, brings us closer to equitable communities where everyone can thrive.

As we look to 2026, we do so grounded in the realities of the work ahead but with confidence that the coming year, like the last, may surprise us. With dedication, creativity, and a steadfast commitment to community, we are ready to face what comes next, and to turn challenges into new possibilities.



THE **COALITION**

727 15TH STREET NW | SUITE 600 | WASHINGTON, DC 20005
(202) 745-0902 | INFO@THECOALITIONDC.ORG



THECOALITIONDC.ORG