



CNHED

Coalition for Nonprofit Housing & Economic Development



2020 Annual Report

Board Chair Message

DEAR FRIENDS, SUPPORTERS AND COLLEAGUES:



As 2020 began, we had no idea of the immense change and uncertainty 2020 would bring. Throughout the past nine months, we've faced unprecedented challenges from the pandemic that has taken the lives of thousands

and the nationwide injustice and violence toward the black community. As CNHED reviews its accomplishments from 2020, we also mourn the immense losses we have experienced – of life, of businesses, of human equality and, for some, of hope itself.

But 2020 also reminds us why we engage in the work of serving our most under-resourced and vulnerable neighbors. Despite the challenges, our work is vital. In fact, our work became even more vital last year because

of these challenges. When the Nation is in crisis, it is the communities we serve that are hit the most severely. We are called to step forward in innovative ways, with resources and solutions that will truly make an impact.

To all our supporters, partners, advocates and friends, we cannot begin to thank you enough for all your hard work and perseverance throughout 2020. Much was lost but, as we look forward to the new year, we also acknowledge how much was gained, the new doors that were opened, and the opportunities that are on the horizon.

Phil Hecht
CNHED BOARD CHAIR
PRESIDENT & CEO, HOUSING UP

CEO Message

DEAR CNHED FAMILY:



2020 has shown to be a transformative year for CNHED. As we not only faced a global pandemic that relegated the entire team to work from home, but we also faced massive unrest in the area of social justice, racial equity

and police brutality across the nation. Through it all, we worked to onboard new staff, navigate a condensed and entirely-virtual budget advocacy process, pivot our events and membership services, and ultimately develop a new two-year strategic plan that explicitly marked a focus on racial justice and equity.

It has been a year in which we've been forced to pivot, problem solve and persevere. Nonetheless, we'd mark 2020 as one of our most successful years in recent history. We're excited to share our 2020 Annual Report that outlines not only our accomplishments throughout the year, but also forecasts our future work in 2021.

There's a long road ahead of us, but if 2020 has taught us all anything, it's that the key to impact and meaningful change, is partnership, collaboration and a little bit of ingenuity.

Stephen Glaude
PRESIDENT & CEO

Overview

Company Profile

The Coalition for Nonprofit Housing & Economic Development (CNHED) is a dynamic, 501(c)3 member association that supports the nonprofit housing and economic development industry in Washington, DC. Since its inception in 2000, the organization has grown from 55 organizations to nearly 180 today. CNHED's strength is in its convening power, highly successful advocacy, robust communications and information sharing, and equipping its members with tools and resources for their work.

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Current Board

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*President and CEO
Housing Up*

Olive Idehen

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*Managing Member
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2020 At a Glance

Throughout 2020, CNHED faced an unprecedented public health crisis that drastically impacted our work, the work of our members, and the communities we serve. Nonetheless, we had much success in 2020. From retaining essential funding during budget season, to expanding partnerships and capacity building work while also winning the DC Chamber of Commerce's 2020 Nonprofit of the Year Award, CNHED persevered through 2020, continuing to serve our stakeholders. Despite the new landscape constantly changing, and the future still uncertain, CNHED is committed to ensuring both our members and DC's under-resourced communities have the support they need as they battle the numerous challenges brought on by COVID-19 as well as emerge from this with stronger strategies of how to work and serve.



Policy Advocacy

CNHED engaged in a variety of housing-related advocacy activities in response to the public health emergency, including:

- Legislation dealing with eviction prevention and sealing, tenant screening, anti-discrimination protections, and TOPA tolling
- Obtained Residential Coverage for Mortgage Forbearance from DC Council
- Tenant financial assistance through unemployment insurance, ERAP, TBRA, CHAP, and other rental assistance programs
- Federal and local subsidy payments to housing providers and tenant recertification due to changes in income or qualified expenses
- Housing provider financial assistance through the collection of rent payment and expense data from member organizations and advocacy with DHCD and DHS
- Acquisition and redevelopment finance issues related to the timing of Consolidated RFP awards and FY20 and FY21 funding for HPTF, LRSP, AHPF, FRPP, DC LIHTC, and Section 108
- Initiated ongoing data collection effort to understand the financial impacts of COVID-19 on affordable housing properties across the District and relay the information gathered to the DC Government

In the late spring, CNHED was also invited to join the ReOpen DC Advisory Board, a group that was curated by the Mayor's Office, to advocate for equity throughout the recovery process.



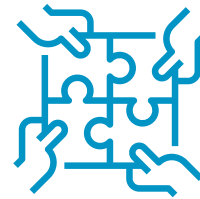
Resource Sharing

Throughout the initial hit of the pandemic in the District area, CNHED provided live webinars and email blasts on federal & local relief efforts. Additionally, we maintained a COVID-19 resource repository that tracked and stored resources available to housers, nonprofits, small businesses, direct service providers and residents. Furthermore, CNHED curated and distributed a weekly calendar of information sessions, workshops and trainings available to and from small businesses focused on COVID-19 assistance.



Meeting Immediate Needs

- Donated 4,000 Meals to Local Hospitals and Front-Line Workers
- Launched the *Protect with Purpose* Initiative, purchasing and distributing more than \$15,000 of cloth masks to affordable housing properties, shelters and direct service providers for distribution throughout Wards 7 & 8
- Developed a data tool to collect, measure and track changes in the financial delinquency rates of affordable housing properties across the District. This work was made possible thanks to the Robert Wood Johnson Foundation



Partnerships

- Matched Local Hospitals with 40+ Vetted Minority-Owned Businesses for COVID Response to Provide Supplies, Services, and Catering
- Donated \$5,000 to Greater Washington Community Foundation COVID Emergency Fund

Core Issues

Housing & Homelessness



Budget Advocacy

Despite the deep budget cuts and reallocation of funds to address the public health emergency, CNHED worked to ensure that the DC Council recognized the importance of affordable housing and social services to creating equity in the District and held the line for funding these vital programs in the FY2021 Budget.

WINS

\$109M

for the Housing Production Trust Fund (HPTF), which is a \$9M increase over the Mayor's initial proposed budget

\$9.2M

(319 units) for Permanent Supportive Housing (PSH), which is a \$4.3M increase over the Mayor's initial proposed budget

\$2.07M

for the Affordable Housing Preservation Fund (AHPF), an increase of \$1.07 over the Mayor's initial proposed budget, which provides funding for acquisition and critical repairs to tenant associations exercising their Tenant Opportunity to Purchase (TOPA) rights

\$4.1M

for the Emergency Rental Assistance Program (ERAP), a \$7.3M increase over the Mayor's initial budget, which provides funding to income-eligible District residents funding to cover overdue rent when the household is facing eviction

\$6.44M

for Project-Based Local Rent Supplement Program (LRSP), which was completely zeroed-out in the Mayor's initial proposed budget



Legislative Advocacy

THE OWNERSHIP HOUSING WORKING GROUP

- Continued to focus on improving the functioning of the Home Purchase Assistance Program (HPAP)
- Rebuilt its membership after a few key members changed jobs
- Worked on a set of recommendations for improving the Home Purchase Assistance Program (HPAP) process

THE TENANT PURCHASE WORKING GROUP

- Continued data gathering and analysis activities around TOPA buildings and LECs
- Engaged with several bills that were introduced to reform the District's rent control laws
- Continued to advocate for revising the First Right Purchase Program (FRPP) acquisition process and for DHCD to implement the new TOPA seed money program that was included in the FY17 budget
- Submitted recommendations for improvements to the administration of the FRPP to DHCD and met with DHCD on October 21 to discuss them

THE SUPPORTIVE HOUSING WORKING GROUP

- Continued to focus on DHS and the Interagency Council on Homelessness' (ICH) work on standardizing the Human Care Agreement's services and rates
- Engaged with DHS and the ICH Medicaid Working Group regarding negotiations to set PSH-3 services costs and reimbursement rates
- In partnership with other nonprofit service providers, continued to advocate for the passage of the Non-Profit Reimbursement Fairness Act of 2019, which sets minimum standards for the payment of a nonprofit's indirect costs

THE DC PRESERVATION NETWORK

CNHED and Urban–Greater DC (a project of the Urban Institute) continue to meet on a monthly basis with government officials, development professionals, housing advocates, and tenant leaders to share updates on the status of all subsidized properties in the District and to develop strategies to preserve the affordability of those at risk.



Comprehensive Plan Update

Following the public comment period, the Mayor released her administration's Comprehensive Plan update proposal on April 23, 2020. The Housing Priorities Coalition supported this iteration of the Comprehensive Plan revisions. On October 27, CNHED worked with its allies on the Housing Priorities

Coalition to hold a testimony writing how-to webinar for advocates and members of the public interested in testifying at the November hearings. CNHED and its Housing Priorities Coalition allies testified at Council hearings on November 12 and 13, 2020 in favor of the quick passage of the plan.



Housing Insights

- Added multiple new data sources during 2020 and updated its user interface to include them
- Now includes data gathered from CNHED's Limited Equity Cooperative study
- Now includes data gathered from CNHED's Deanwood Comprehensive Community Development Plan
- Took the place of Urban Institute's Preservation Catalog
- CNHED staff will begin a focus group process in late 2020 as the first step in a planned overhaul of the Housing Insights user interface and overall design, which will be completed during the early months of 2021



Landlord Partnership Fund

Launched in 2018, CNHED, the DC Downtown Business Improvement District (BID), and the DC Department of Human Services designed the District of Columbia Landlord Partnership Fund (LPF) to mitigate landlord exposure to the perceived increased costs of renting to people experiencing homelessness, including excess damage and unpaid rent.

The total amount pledged to the LPF is approximately \$476,000. The amount remaining in the fund, after

the payment of claims and \$60,000 in administrative expenses, is \$282,521.

In September 2020, CNHED received an award of \$200,000 from Wells Fargo to fund the administration of the LPF for two years.

Next year, the LPF will expand to serve all clients that receive subsidies through The Community Partnership for the Prevention of Homelessness (TCP).

TPF has received 1,406 online and 152 manual registrations since it began, for a total of 1,558. As of October 31, 2020, the LPF has:



paid claims totaling \$59,479 (\$39,828 in unpaid rent and \$22,152 in damages)



claims that are in the process of evaluation

Core Issues

Economic Development



Budget Advocacy

Following the release of the Mayor's budget, CNHED's economic development working groups immediately updated its budget tracker, and adjusted the small business budget asks and recommendations based on insights from our member organizations. CNHED developed its budget ask to align with the Mayor's increases for locally funded programs supporting small businesses. The Workforce Development Working Group drafted its first budget asks this year, with focus on the Career Pathways Innovation Fund, Adult Learner Transit Subsidy, Digital Literacy, Integrated Education and Training and SNAP E&T Expansion.

Additionally, this year CNHED testified at the agency oversight hearing for the Small Business Technical Assistance Program and participated in the virtual budget hearings to advocate for the SBTA program, Main Streets and Clean Team programs.

Despite the devastating impact of the shutdown on DC's local economy, CNHED achieved modest budget ask wins for the small business community. The Small Business Technical Assistance program and all of the District's signature programs supporting small businesses via the Main Streets, Clean Teams and the Great Streets program successfully maintained funding at the Mayor's initial proposed levels.



Workforce Development Program Database

Prompted by an inquiry from the Department of Human Services, CNHED initiated a long-term project in collaboration with the Workforce Development Working Group to develop a comprehensive inventory of workforce development training programs and services, adult education programs and community-based organizations. This inventory prompted the idea

of a community-based referral process and partnership that would enable participants to transfer between programs. The referral process will address the lack of communication to between service providers. The task group is continuing to brainstorm and coordinate this effort.



Legislative Advocacy

PLACE AMENDMENT ACT

CNHED was proactive in support of the PLACE Amendment Act, Small and Local Business Assistance Amendment Act. In partnership with District Bridges, Think Local First, H Street Main Street, City First and small businesses, CNHED provided comments and revisions to Councilmember McDuffie's Office. The task group also provided additional comments and proposed suggestions before the Council's Committee on Business and Economic Development mark-up hearing to advance the legislation to the next stage.

MORTGAGE RELIEF AMENDMENT ACT

CNHED facilitated the review and submitted recommendations to strengthen the Mortgage Relief Amendment Act (COVID-19 Supplemental Corrections Emergency Amendment Act of 2020) with the Small Business Support Working Group members to identify areas where it could be strengthened to ensure greater protections for small businesses with a commercial lease.

FIRST SOURCE EMPLOYMENT PROGRAM

CNHED met a cross-section of its members to review and discuss the First Source Resident Employment Amendment Act of 2019 and First Source Community Accountability Amendment Act of 2019, two pieces of legislation that amend the First Source Employment Program. CNHED convened a briefing with the Committee on Labor and Workforce Development to gather input from the housing development, workforce and small business community about the legislation and to help inform our testimony. Through the First Source Program, local residents are given priority for new jobs created by municipal financing and development programs.



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

This fall CNHED in partnership with George Washington University, School of Business launched ELEVATE, an executive entrepreneurial training program for local minority-owned business enterprises (MBEs). The program will build the capability of local MBE in doing business with anchors and other private institutions, and grow the pipeline of businesses participating in DC Community Anchor Partnership. The first cohort of ELEVATE participants will begin in February 2021. CNHED is overseeing the administration of the program, which was funded by JPMorgan Chase's Ascend Program.

Special Initiatives



Since its inception, DCAP's anchor members have **tripled** their annual spending with DC minority-owned business enterprises (MBEs). This year alone, DCAP added three new anchor members, Adventist Healthcare, which operates Howard University Hospital, The University of the District of Columbia, and George Washington University Hospital.



DCAP: Nationally Recognized Innovative Solution

This year DCAP was proud to virtually host the Democracy Collaborative's Anchor Collaborative Network annual conference, bringing together 120+ participants representing 30+ cities to discuss the importance of anchor strategies in community wealth building. Featuring DCAP anchor members, funders, community partners and MBEs, CNHD showcased DCAP's model and impact to-date for a national audience.

DCAP was also featured in the Democracy Collaborative's published industry report, [Anchor Collaboratives: Building bridges with place-based partnerships and anchor institutions.](#)

ANCHOR MEMBERS



Georgetown
University

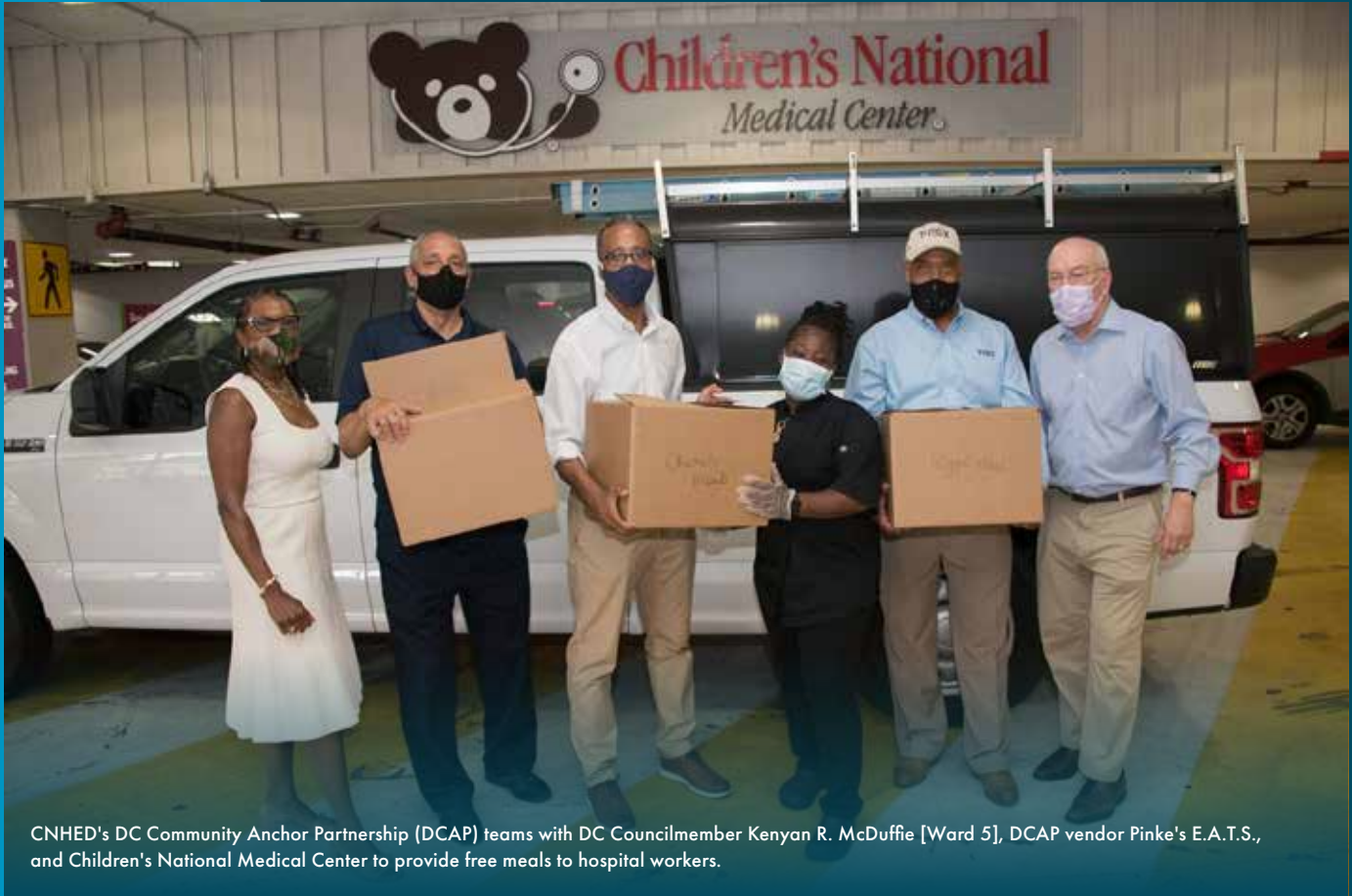


THE GEORGE WASHINGTON
UNIVERSITY HOSPITAL



SIBLEY MEMORIAL
HOSPITAL
JOHNS HOPKINS MEDICINE





CNHED's DC Community Anchor Partnership (DCAP) teams with DC Councilmember Kenyan R. McDuffie [Ward 5], DCAP vendor Pinke's E.A.T.S., and Children's National Medical Center to provide free meals to hospital workers.



DCAP In Action: COVID Response

One of DCAP's basic premises is that there are advantages to anchor institutions doing business with local suppliers. During the initial COVID-19 shock, anchor member hospitals and universities experienced severe supply chain disruption. Anticipating the disruption, DCAP proactively screened 30+ MBEs in critical categories such as personal protective equipment (PPE), facilities maintenance and crisis communications. Anchor members received a "Quick Reference List" via a weekly e-blast that included information on pricing and availability. These efforts led to successful procurements for local MBEs.

DCAP also retooled a portion of its budget to directly purchase 2,000+ meals for anchor members' frontline workers, as well as 2,500+ PPE masks for low-income housing residents and small businesses.

Additionally, DCAP shared local and federal resources with 300+ MBEs in its network; this included holding the first SBA webinar on Disaster Loan Assistance and sharing information on DC Small Business Recovery Microgrants and other offerings provided by CNHED's business support organization members.

Special Initiatives



VISTA STRONG COMMUNITIES

Now in its third consecutive year of operation, CNHED virtually welcomed 12 members between May and June 2020 as part of its VISTA Strong Communities initiative. To date, those 12 members have developed and documented resident service plans for permanent supportive housing properties; developed assessment tools and evaluation metrics for volunteer programs; coordinated and executed virtual fundraising events; facilitated focus groups with clients; and increased social media impact narratives for their host organizations.

Volunteers faced some unprecedented challenges and overcame technological hurdles to be able to serve their communities in the midst of a global pandemic. Despite this year being a pivotal year for all organizations across the country, VISTA members demonstrated true resiliency and dedication to the work by serving virtually. CNHED is proud to provide ongoing support to the cohort and to initiate the recruitment process for the upcoming 2021-2022 VISTA Strong Communities Program.

The VISTA Strong Communities program is a partnership between CNHED and AmeriCorps VISTA that places volunteers within our member organizations for a full year of service.

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Events & Capacity Building



COVID-19

CNHED conducted a members-only webinar on the COVID-19 response and recovery in order to discuss our current COVID-19 relief initiatives, what's to come as we look toward recovery, and to hear feedback and thoughts on what more we can do.

CNHED held the first SBA Disaster Loan Information Session in the District, briefing the small business

community at the start of the pandemic's shutdown about financial resources available to them. The session was led by Antonio Doss, the District Director, Washington Metropolitan Area District Office, U.S. Small Business Administration and his team at the U.S. Small Business Administration.



Small Business: The Heart of DC

When DC Small Business Week in May was preempted by COVID-19 and the shutdown of District, CNHED presented a virtual month-long campaign to help small businesses plan, prepare and pivot as the District was under restrictions. Small business support organizations provided relevant recovery related workshops and information sessions along with events hosted by small businesses. CNHED hosted two capacity building events and also compiled a list of organizations providing technical assistance to small businesses.

As more small businesses reopened in the spring, CNHED partnered with the Washington Area Community Investment Fund to organize a gift card giveaway. CNHED randomly selected and purchased gift cards from local small businesses, raffled them off.





Advocacy

- CNHED held two budget briefings in partnership with the DC Council and Agencies. The briefings were open virtual events that allowed the attendees to learn the about the proposed FY21 budget and ask the panelist questions.
- CNHED hosted an interactive presentation in on the District's adult workforce and education budget, facilitating a short presentation about the budget and a guided reading of the DOES budget.
- On March 24, CNHED and the National Housing Trust partnered to host Where Will We Live? A Virtual Resident Storytelling Workshop. This workshop was designed for communications professionals and housing advocates seeking to better highlight the importance of affordable housing in their organizations by elevating resident voices.



Community Development Week

CNHED successfully held the DC Community Development Week: A Community of Resilient Leaders via virtual conferencing on October 5-9, 2020. Despite COVID's quick and unexpected spread, the community development sector worked even more quickly. Nonprofits, small businesses, philanthropy, local advocates, anchor institutions, the DC government and others immediately rose to the challenge and worked to not only pivot programs and services, but to also provide solutions to the District's newest challenges. CNHED aimed to celebrate the sector's Community of Resilient Leaders, while also recognizing there is still much work to be done.



CNHED was excited to host JPMorgan Chase & Co. Foundation President, Janis Bowdler, as the keynote speaker for the opening plenary of Community Development Week. Janis' keynote address, entitled: A Tale of Two Pandemics:

Rising Above COVID & Systemic Racism, touched on the unprecedented challenges we face as we continue to battle the impact of COVID-19, now coupled with heightened tensions around systemic racism and police brutality, and how the industry can respond, rise above, and build a better future for all communities.

Our closing plenary featured a dynamic panel of leaders speaking on panel the corporate philanthropy landscape post-COVID. Speakers included Monica Mitchell, Vice President at Wells Fargo Bank; Dekonti Mends-Cole, Vice President for the Mid-Atlantic at JP Morgan Chase; and Robert Burns, Senior Vice President from Citi Community Development.

THANK YOU!

CNHED would like to extend a sincere thank you to everyone who helped to make the Virtual Community Development Week: A Community of Resilient Leaders a success.

A special thank you to our funders – without you, even a virtual celebration would not have been possible!



Research



Limited Equity Cooperative (LEC) Study

Following interest from a member of the National Co-op Bank's (NCB) board in CNHED updating its report: ["A Study of Limited-equity Cooperatives in the District of Columbia" \(2004\)](#), CNHED staff, our research partners, and TPWG members raised funds from DHCD, LISC, NCB, and CIP to conduct an updated study.

CNHED partnered with Virginia Commonwealth University on the study in January 2019, and it was released in February 2020. In June 2020, staff in the California state legislature noted that CNHED's LEC study provided a valuable research resource and influenced the structure of upcoming legislation.



Comprehensive Community Development Model

CNHED was contracted by the Office of the Deputy Mayor for Planning and Economic Development (DMPED) to develop a Comprehensive Community Development Model which could be used as a guide for the District to engage communities when fostering development in targeted communities. CNHED worked with residents, leaders and other community-based organizations in the Deanwood, Burrville, Capitol View, Lincoln Heights and Richardson Dwellings communities in undertaking a community engagement process which designed the model. Through our engagement, we developed a broad range of recommendations addressing key issues impacting residents; from housing, to health and wellness, to youth development. Ultimately, the CCDM is a blueprint that residents,

community-based organizations, government agencies, developers and local businesses can build from and incorporate into their agendas as they work to achieve equity for current residents and new residents.

ASSET MAPPING

To further the work of the CCDM, CNHED worked with the Office of Planning to integrate community assets, such as schools, health centers, and community gardens. Residents and community members, along with housing stakeholders, can now view physical assets of their neighborhoods in addition to subsidized housing developments on CNHED's affordable housing site, [HousingInsights.org](https://housinginsights.org).



CREATIVE PLACEMAKING

Creative placemaking empowers people to better the spaces and places around them through art. Through a competitive request for proposal process, CNHED selected Creative JunkFood to engage stakeholders and residents in the development, design and build-out of community-driven activations at three sites across the neighborhoods comprising the NE End of Ward 7.

The Creative JunkFood team developed the concept “Ward 7 Speaks!”; intended to reflect the voices of

residents speaking out about what they want and need in their communities and what resources exist to address these desires and needs. At three sites across the NE End of Ward 7, Creative JunkFood created murals, interactive signage and a custom website, www.ward7speaks.com, to connect residents with their power to make sure their voices are heard. This work is funded by the District of Columbia Office of Planning, the Office for the Deputy Mayor for Planning and Economic Development and the Kresge Foundation.



Minneapolis Opportunity to Purchase Study

CNHED partnered with LISC Twin Cities and LISC DC to conduct a study of opportunity to purchase programs in the United States, evaluate the Minneapolis housing market, and produce a set of options for that city to adopt an opportunity to purchase program of its own. CNHED and LISC Twin Cities began work on the Minneapolis-funded study in February 2020 and will

publish the final report in January 2021. In addition to research on opportunity to purchase programs in over a dozen jurisdictions across the country, CNHED and LISC Twin Cities conducted over fifty interviews and twenty focus groups with Minneapolis stakeholders to gather input on the Minneapolis housing market and input on possible means to implement such a program.

Looking Ahead



The Future of Advocacy

CNHED has a strong legacy of advocacy and community engagement surrounding the issues of affordable housing and homelessness in the District. We've seen great success in mobilizing hundreds of residents and advocates, specifically from DC's most under-resourced Wards, to our advocacy activities such as our annual Housing for All rally and annual Advocacy Day. With the help of our resident leaders, we've been able to connect with communities and residents on

the ground, where they live and through messengers they trust. In recent months, not only has the impact of COVID-19 has challenged us to think broader about the ways we engage, connect, and mobilize our base, but also, in light of the recent increase and attention to social justice reform and racial equity, we are working to integrate new strategies and tactics to our advocacy strategy so that it continues to be impactful, inclusive, and safe.



Workforce Development

This summer, CNHED started a process to redefine its theory of change and re-envision a new small business and workforce development capacity building strategy. This effort is supports CNHED's new strategic planning and takes an innovative approach to solving some of the sectors most crippling challenges.



Digital Inclusion

Throughout 2020 CNHED and the Workforce Development Working Group collaborated with Byte Back to advocate for a greater investment in digital training and digital literacy programs. CNHED endorsed a sign-on letter highlighting the issues around digital inclusion and organized a convening to platform the issues and its connection to workforce development. Additionally, during Community Development Week, CNHED partnered with member Byte Back for a two-panel event to discuss how COVID-19 has amplified digital inequities in the District. CNHED plans to continue work around bridging the digital gap throughout 2021, as the District continues to rely on remote and online operations in light of COVID.





CNHED

Coalition for Nonprofit Housing & Economic Development

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