



# HAND

28TH ANNUAL MEETING  
& HOUSING EXPO  
JUNE 11TH 2019

**HOLDING** ★ ★ ★  
**OURSELVES** ★ ★ ★  
**ACCOUNTABLE** ★ ★ ★

BOLD HOUSING SOLUTIONS  
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UNIVERSITIES  
STUDENTS





# BUILDING A BETTER TOMORROW.

Chase is proud to sponsor Housing Association of Nonprofit Developers' 2019 Annual Meeting & Housing Expo, and we applaud its leadership in increasing the supply of affordable housing in the Capital Region of Baltimore, Washington, and Richmond.

**To learn more about Chase Community Development Banking,**

**Brett Macleod**  
**(202) 312-1115**  
**[brett.macleod@chase.com](mailto:brett.macleod@chase.com)**

**Caitlin Gossens**  
**(202) 585-3728**  
**[caitlin.p.gossens@chase.com](mailto:caitlin.p.gossens@chase.com)**



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## WELCOME TO HAND'S ANNUAL MEETING & HOUSING EXPO!

We're pleased to have you join us for today's conference where we will ask ourselves,

### **"HOW ARE WE HOLDING OURSELVES ACCOUNTABLE?"**

When it comes to solving the housing affordability crisis in the Capital Region, we know that it will take **BOLD**, innovative, approaches from us all – from Baltimore to Washington and Richmond, and across every segment of the industry. Today's agenda is sure to be informative, thought-provoking and most importantly – a catalyst for action.

**8:00AM – 3:00PM | DIPLOMAT BALLROOM**  
**REGISTRATION – CHECK IN HERE FIRST!**

**8:00AM – 3:00PM | AMBASSADOR BALLROOM**  
**HOUSING EXPO**

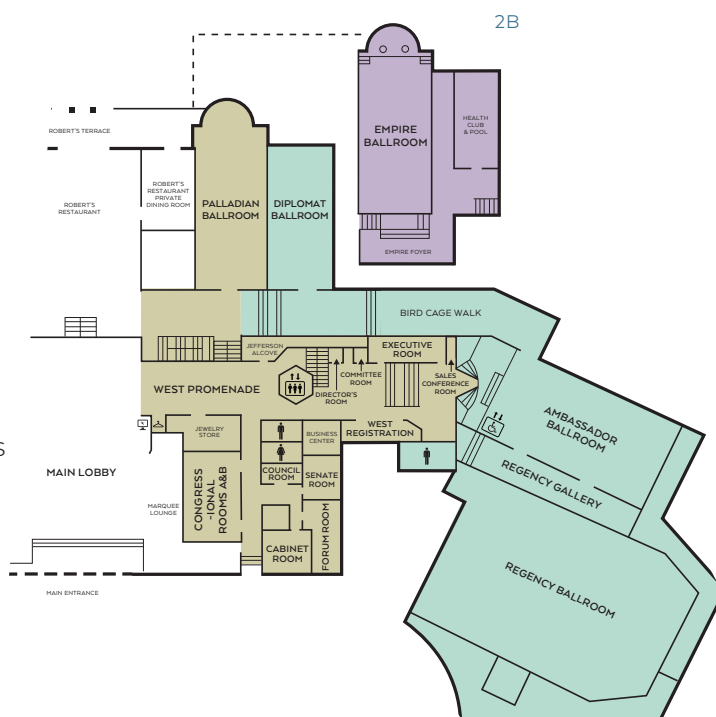
**9:00AM – 11:00AM | PALLADIAN BALLROOM**  
**PLENARY SESSION**

#### *The Elected Perspective: Bold Housing Solutions Across The Capital Region*

A panel of elected officials across DC, Maryland, and Virginia will share how they are holding their own jurisdictions accountable with BOLD housing solutions in their communities.

**12:30PM – 2:00PM | REGENCY BALLROOM**  
**AWARDS LUNCHEON FEATURING:**

- \* Batalá Washington Afro-Brazilian Band
- \* Presentation of the Housing Achievement Awards
- \* Milen's Take on Teamwork: Milen Abrah, Children's Art Contest Winner
- \* Fireside Chat | The Industry Perspective: Bold Commitments Across Sectors



**9:00AM – 11:00AM**  
**PLENARY SESSION**  
**PALLADIAN BALLROOM**

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**9:15 AM – WELCOME | HEATHER RASPBERRY, EXECUTIVE DIRECTOR, HAND**

**9:20 AM – THE ELECTED PERSPECTIVE | MODERATED DISCUSSION**

Robin Hamilton, Television Host  
Founder, Around Robin Production  
Company (Moderator)

Christian Dorsey, Chair, Arlington County Board  
Arlington County, VA  
*Vice Chairman, Metropolitan Washington  
Council of Governments*

Marc Elrich, County Executive  
Montgomery County, MD

Phyllis Randall, Chair  
Loudoun County, VA  
Board of Supervisors

Robert C. White, Jr. Councilmember  
Washington, DC  
*Chairman, Metropolitan Washington  
Council of Governments*

**THE ELECTED PERSPECTIVE:  
BOLD HOUSING SOLUTIONS ACROSS THE CAPITAL REGION**

HAND is pleased to welcome a diverse slate of elected officials to its Plenary this morning, representing several jurisdictions within our membership footprint. Working collaboratively with our members, the Board of Directors and staff recently completed a Strategic Alignment process to determine how we can leverage the power of our membership to make real and meaningful progress on the housing crisis.

Today's panelists not only represent the great work that is already being done across the region, but the promise of what can be achieved when every jurisdiction is working collectively towards the same goal of creating

affordable housing opportunities for individuals and families at all income levels.

Further, as a membership association of **400+** organizations, representing **20+** public, private and nonprofit sectors, working in communities across Baltimore, Washington and Richmond, HAND stands in a unique position to hold our industry accountable, ensuring that all of our neighbors share equitably in the knowledge, wealth and resources that exist in the Capital Region.



## PLENARY SPEAKERS

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### ROBIN HAMILTON (MODERATOR)



Robin Hamilton is an Emmy-award winning television host and moderator. She is founder and principal of the AROUND Robin Production Company, where she creates videos for non-profits to help with fundraising, marketing and messaging.

Ms. Hamilton has worked for network affiliates around the country, including Florida, New York, and Massachusetts. Based in Washington, DC, she is the host of the public affairs news magazine program *This Just In*. The show features interviews with activists, political figures, and community leaders, addressing current events. Working at the intersection of media and policy, Ms. Hamilton's work is guided by the principle of providing information that can promote transformation.

Her company has produced two documentary films: *This Little Light of Mine: The Legacy of Fannie Lou Hamer* and *Dignity and Defiance: A Portrait of Mary Church Terrell*.

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### CHRISTIAN DORSEY, CHAIR, ARLINGTON COUNTY BOARD

Arlington County, VA

Vice Chair, Metropolitan Washington Council of Governments



#### QUICK FACTS:

- Previously Mr. Dorsey served as Executive Director of The Reading Connection, promoting literacy development for children facing housing insecurity.
  - He also led the Bonder and Amanda Johnson Community Development Corporation, which provided essential community services and jump-started a moderate-income housing development in the Nauck neighborhood.
  - Launched in May 2019, Housing Arlington is the county's initiative that will focus on several interconnected policy, financing and planning solutions that improve and expand affordability, and in particular provide housing options for the middle class or "missing middle."
- 

### MARC ELRICH, COUNTY EXECUTIVE

Montgomery County, MD



#### QUICK FACTS:

- Mr. Elrich served on the Montgomery County Council's Planning, Housing and Economic Development Committee from 2006-2014, and represented the Council at the Transportation Planning Board of the Metropolitan Washington Council of Governments.
- While serving on the Council, he led two successful efforts to raise the County minimum wage, including the legislation that will raise it to \$15 an hour.
- He was also instrumental in the development and support for the Bus Rapid Transit (BRT) system to connect individuals from their homes to their jobs, which broke ground in the fall of 2018.
- He advocated for a Tenant Work Group to examine issues concerning renters, and he authored and passed important legislation creating certain tenant protections and rights. Specifically, his 2016 legislation requires the Department of Housing and Community Affairs (DHCA) to annually inspect properties that have frequent housing code violations and requires landlords to give three months notice before raising rent significantly, among other items.

## PLENARY SPEAKERS

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### PHYLLIS RANDALL, CHAIR LOUDOUN COUNTY BOARD OF SUPERVISORS

Loudoun County, VA



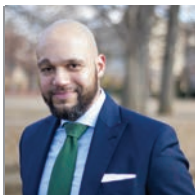
#### QUICK FACTS:

- Elected in November 2015, Ms. Randall was the first woman of color in Virginia's history to be an elected chair of a county Board.
  - In July 2017, the Board expanded the use of the Housing Trust Fund so that beneficiaries of the Trust can include households with incomes between 30 percent of the Area Median Income (AMI) to 50 percent AMI for rental units. This move allowed the Trust funds to be used more widely in financing affordable rental units and to help advance projects with larger amounts of affordable units that otherwise would not have qualified.
  - Chair Randall served as Chair of Virginia's Fair Housing Board from 2009-2011, under the leadership of Governors Tim Kaine and Bob McDonnell.
  - In 2018 the Board added four staff positions devoted to housing, including a Workforce Development Specialist in the Department of Economic Development. This role is designed to build partnerships with higher education institutions and stakeholders to ensure there is sufficient training to meet market demands.
  - In May 2019, Chair Randall and Supervisor Suzanne M. Volpe successfully delivered a motion ordering the creation of an Unmet Housing Need Strategic Plan, to include down-payment assistance programs, utilization of housing trust funds, and home purchase programs, among other items.
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### ROBERT C. WHITE, JR. COUNCILMEMBER, DISTRICT OF COLUMBIA COUNCIL

Washington, DC

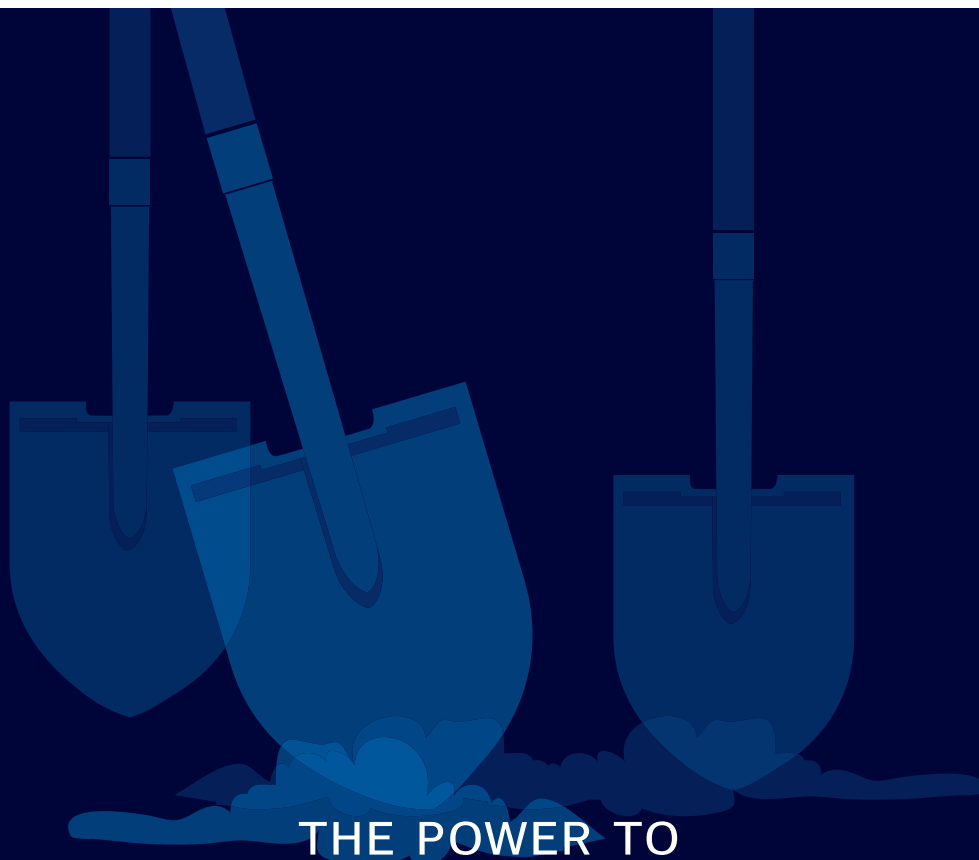
Chairman, Metropolitan Washington Council of Governments



#### QUICK FACTS:

- In 2018, his bill, the Economic Development Return on Investment Accountability Amendment Act, passed. The legislation provides residents a report on new affordable housing, jobs, and new revenue for every project in the District that receives public funds.
  - His Returning Citizens Opportunity to Succeed Amendment Act of 2017 passed in the 2019 Budget Support Act. The bill orders the Mayor's Office on Returning Citizen Affairs to connect with returning citizens at least six months before returning from federal prison to create transition plans, provides free access to District identification cards and birth certificates, and supplies a three-month transportation stipend to assist with securing jobs and housing.
  - Last year his Office to Affordable Housing Task Force Establishment Act of 2018 also passed. This measure helps the District determine if it can create more affordable housing by converting older office buildings into housing via public-private partnerships.
  - In his own backyard, Mr. White founded the Brightwood Park Citizens Association to band together and strengthen his neighborhood.
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**work  
together**

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# A LETTER FROM OUR PRESIDENT

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Dear HAND Members and Partners,

It is an honor and pleasure to welcome you to HAND's 28th Annual Meeting & Housing Expo, **"Holding Ourselves Accountable: Bold Housing Solutions for Every Sector & Every Jurisdiction."** I am confident that you will have a memorable experience today. We will explore the ways in which we as a **REGION** can ensure we are not doing the minimum, but everything in our power to create and preserve housing for individuals and families across our membership footprint of Baltimore, Washington and Richmond. How can we hold ourselves accountable? How will we answer to one another? To the populations we serve? It is my hope that you leave the conference today motivated to answer these questions for yourself and your organization. We will also hear from local elected officials and a dynamic slate of business leaders, experts and innovators on how they are already challenging the status quo and attacking the housing crisis in an unprecedented manner.

This year also serves as a personal transition, as HAND Vice-President Monica Warren-Jones will step into the role of President. It has been an absolute honor to lead the organization for the past two years, and I would like to thank each and every one of you for your support and continued partnership. I am confident that Monica will be an excellent President and I look forward to working with her over the coming months in my new role as Immediate Past President. I would be remiss if I didn't also recognize and thank our other Board members who commit their time and talents to the organization throughout the year in various

capacities. It is also a bittersweet time as we acknowledge those who will be leaving the Board this year: Maryann Dillon, Nina Janopaul, Shelley Murphy, Mike Schlegel and Steve Smith. We truly appreciate your dedicated commitment and service to HAND!

As we look ahead to what happens after the Annual Meeting, HAND has quite a few exciting developments coming soon. Thanks to the leadership of our Executive Director, Heather Raspberry and a dedicated committee, the organization successfully completed a Strategic Alignment process. Among the takeaways from this journey was that HAND should more aggressively use its unique platform to influence decision makers and stakeholders to address housing affordability in a meaningful way. As the organization continues to evolve, we look forward to engaging with you. I encourage you to keep up with the program calendar, join a committee or spread the word to colleagues who are not familiar with our organization – there is something for everyone, and we can't do it without you!



Raymond Skinner  
President, HAND



# BOARD OF DIRECTORS AND STAFF MEMBERS



Raymond Skinner  
President  
East Baltimore  
Development, Inc



Monica Warren-Jones  
Vice President  
Enterprise



Maryann Dillon  
Immediate Past  
President  
Housing Initiative  
Partnership



Winell Belfonte, CPA  
Treasurer  
CohnReznick



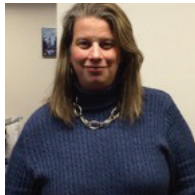
Erik Hoffman  
Secretary  
Klein Hornig



Sasha Gaye Angus  
Director  
McCormack Baron  
Salazar, Inc.



Art Bowen  
Director  
VHDA



Sarah S. Constant  
Director  
Mission First  
Housing



Edmund Delany  
Director  
Capital One



Christopher E. Donald  
Director  
DC Housing  
Finance Agency



Nina Janopaul  
Director  
Arlington Partnership  
for Affordable Housing



John Maneval  
Director  
MD Community  
Development  
Administration



Shelley Murphy  
Director  
Wesley Housing  
Development  
Corporation



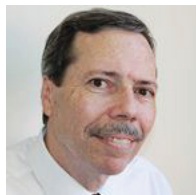
Derrick N. Perkins  
Director  
Bank of America  
Merrill Lynch



Mike Scheurer  
Director  
Cornerstones



Michael A. Schlegel  
Director  
Bozzuto Construction  
Company



Steve Smith  
Director  
AHC Inc.



John D. Spencer  
Founder and Director  
Victory Housing



Heather Raspberry  
Executive Director  
HAND



Courtney Battle  
Membership Manager  
HAND

# A LETTER FROM OUR EXECUTIVE DIRECTOR

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Dear HAND Friends,

Welcome to the 28th Annual Meeting & Housing Expo! Each year the HAND team looks forward to the conference, as it's another opportunity to convene as a **REGION**. In fact, we pride ourselves in disrupting industry silos and convening our members across sectors and jurisdictions, because as a collective we are a force.

Over the last six months, HAND has worked closely with Lachman Consulting to complete a Strategic Alignment process. We interviewed our members, hosted focus groups with stakeholders and dissected the feedback received from surveys to chart the organization's path forward. A mapping exercise revealed our organization is comprised of nearly 30 industry sectors across 20+ jurisdictions.

HAND has a unique opportunity as a regional membership to be laser-focused in building the public and private will to address the housing crisis. Whether you are a developer, service provider or elected official, we strive to provide a platform that facilitates meaningful partnerships. Not just one jurisdiction or industry segment can tackle housing affordability – it will require a concerted effort. HAND pledges to hold our industry -our members- accountable, not resting until real plans are established and executed to ensure we see real progress on housing affordability.

Today's speakers will share innovative solutions currently being implemented in our own communities. Over the coming months, HAND will maintain this momentum with our own **BOLD** approach to activating our members. Will you join us?

Our strategic planning also revealed that members continue to find value in the training & capacity-building programs we offer. The proof is in the numbers– over 1,000 individuals were trained during the program year. In an ever- changing industry and an unpredictable political climate, training and peer-to-peer learning opportunities are necessary for HAND members. Our commitment to you stands – we will continue to host thoughtful, informative sessions that empower you in your work on the ground.

I would be remiss if I did not acknowledge the team who works throughout the year to enhance all things HAND. Courtney Battle, the Membership Manager, continues to support our member base, in addition to welcoming new members to the fold. Additionally, a host of talented individuals are integral to all aspects of the organization: Robin Hamilton (Video Production), Nick Hollander (Accounting), Eugene Kim (Marketing & Communications) and Timi Lewis (Event Production).

I hope you leave today with more information, more inspiration, more connection, more accountability and more **BOLDNESS**. If you are not a HAND member, NOW is the time to get plugged in! If you are an existing member and would like to get more involved, there is room for you at the table. We look forward to fruitful collaboration with you over the coming weeks and months.



Heather Raspberry  
Executive Director, HAND



# HAND COMMITTEES

HAND committees are a critical component of the organization's operations. Chaired by the Board of Directors and comprised of HAND members, each committee is supportive in the planning and execution of the organization's programming and initiatives serving its membership and the broader industry.

## EXECUTIVE

Raymond Skinner, Skinner Consulting Services – President

Monica Warren Jones, Enterprise – Vice President

Winell Belfonte, CohnReznick – Treasurer

Erik Hoffman, Klein Hornig – Secretary

Maryann Dillon, Housing Initiative Partnership – Immediate Past President

## FINANCE/AUDIT

Winell Belfonte, CohnReznick – Chair and Treasurer

Raymond Skinner, Skinner Consulting Services

Steve Smith, AHC Inc.

John Spencer, Victory Housing

## BRAINTRUST

Derrick N. Perkins, Bank of America Merrill Lynch – Chair

Mansur Abdul-Malik, NHP Foundation

Kathleen Berube, National Housing Trust

David Brotman, AHC, Inc.

Tiffany Durr, KeyBank

William Ferrell, Bank of America Merrill Lynch

Brian Goggin, Arlington Partnership for Affordable Housing

Paige Gentry, Klein Hornig LLP

Jocelyn Harris, Housing Initiative Partnership

Reshma Holla, DC Department of Housing and Community Development

Kofi Meroe, Foulger-Pratt

Caitlin Gossens, JPMorgan & Chase Co.

Quinn Pregliasco, Telesis Corporation

Evan Reynolds, NCBA Housing Development Corporation

Maia S. Roberts, Ballard Spahr LLP

Emily Schamberger, National Housing Trust

Paul Stanford, Fairfax County Department of Housing and Community Development

LaToya Thomas, Brick & Story

## MEMBERSHIP

John Spencer, Victory Housing – Chair

Art Bowen, VHDA

Maryann Dillon, Housing Initiative Partnership

Catherine Inniss, Baltimore Renaissance Group, LLC

John Maneval, Maryland Community Development Administration

Brian Rappaport, AGM Financial

Steve Rubin, Harkins Builders, Inc.

Steve Smith, AHC Inc.

Kelly Swann

Christy Zeitz, Fellowship Square Foundation

## PROGRAM

Erik Hoffman, Klein Hornig – Chair

Ed Delany, Capital One

Annabelle Allard, Potomac Housing Group, LLC

Meghan Altidor, Nixon Peabody

Art Bowen, VHDA

Sarah S. Constant, Mission First Housing

Adam Diehl, RED Capital Group

Howard M. Ervin, Parallax Development Group

Deepthi Jain, Jain and Associates Consulting, LLC

Morrya Jones, AHC Management

Beverly Hanlin, National Housing Trust

Jenna Kirkpatrick Howard, Lockton Companies, LLC

Oscar Macció, Hamel Builders

Laura Manville, AHC Inc.

Leslie Meyers, Bank of America Merrill Lynch

Susanna Mitchell, Nixon Peabody

LaToya Thomas, Brick & Story

Suzanne Welch, Community Preservation and Development Corporation



## **HOLDING OURSELVES ACCOUNTABLE: BOLD SOLUTIONS FOR EVERY SECTOR & EVERY JURISDICTION AWARDS LUNCHEON | REGENCY BALLROOM | 12:30PM - 2:00PM**

### **Rhythmic Beats of Accountability**

Batalá Washington Afro-Brazilian Band

### **Welcome**

Brett Macleod, Executive Director, Community Development Bank, JPMorgan Chase & Co.

### **Milen's Take on Teamwork**

Milen Abrah, Children's Art Contest Winner

### **HAND Greetings**

Raymond Skinner, President, HAND  
Monica Warren-Jones, Vice President, HAND  
Heather Raspberry, Executive Director, HAND

## **HOUSING ACHIEVEMENT AWARDS HONOREES**

Terri Copeland, SVP & Territory Executive, Community Development Banking, PNC Bank (Video Sponsor)  
Derrick Perkins, SVP and Market Executive, Bank of Merrill Lynch

### **President's Choice**

Tamara Copeland, Former President,  
Washington Regional Association of Grantmakers

### **Best Large Affordable Housing Project**

Plaza West, Mission First Housing  
Sarah Constant, Managing Director

### **Best Small Affordable Housing Project**

Restoration Gardens 2, Empire Homes of Maryland  
Anthony Butler, President & CEO

### **Emerging Leader**

Cleydi Pacheco, Montgomery Housing Partnership

### **Developer of the Year**

Jubilee Housing  
Jim Knight, Executive Director & President

## **INTRODUCTION OF FIRESIDE CHAT**

Edmund Delany, Senior Vice President, Senior Capital Officer, Community Finance, Capital One

## **FIRESIDE CHAT | THE INDUSTRY PERSPECTIVE: BOLD COMMITMENTS ACROSS SECTORS**

**David Bowers**, Vice President, Enterprise  
(Moderator)

**AJ Jackson**, Executive Vice President,  
Social Impact Investing, JBC SMITH

**Celeste James**, Executive Director,  
Community Health, Kaiser Permanente

**Jim Knight**, Executive Director & President,  
Jubilee Housing

**Bruce McNamer**, President & CEO,  
Greater Washington Community Foundation

## **DOOR PRIZE DRAWING & ADJOURNMENT**

Heather Raspberry  
Monica Warren-Jones



## THE INDUSTRY PERSPECTIVE: BOLD COMMITMENTS ACROSS SECTORS

Today's luncheon caps off the conference, but it is by no means the end of the conversation. As we hear from thought leaders, honor the individuals and organizations transforming our communities, and gain inspiration from the next generation, we are just beginning the very important work on the horizon. HAND firmly believes that deploying **BOLD** solutions to produce and preserve affordable housing is a requirement—not an option—if we are to effectively address the housing affordability crisis and hold ourselves accountable as a **REGION**. Among many roles the organization fills, is that of an **ACTIVATOR**. With that said, we hope you leave today's program with a renewed sense of urgency and collaboration that will be required to produce meaningful housing solutions for each resident of the Capital Region.

## FIRESIDE CHAT SPEAKERS

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### DAVID BOWERS, VICE PRESIDENT, ENTERPRISE (MODERATOR)

#### QUICK FACTS:

- In his role as Vice President, Mr. Bowers specializes in innovative approaches to affordable housing, having initiated several efforts including Enterprise's Faith Based Initiative and transit-oriented preservation/resident displacement prevention.
- He has extensive experience in federal and local affordable housing policy implementation in collaboration with public and private sector stakeholders throughout the region.
- He is one of the founding visionaries behind the Housing Leaders Group of Greater Washington (HLG), a collection of more than a dozen public and private sector leaders concerned about housing affordability. In early 2019, HLG launched the Capital Region Housing Challenge, an initiative to secure one billion dollars in new private and public capital to advance the preservation and creation of affordable homes in DC, suburban Maryland and Northern Virginia.



### AJ JACKSON, EXECUTIVE VICE PRESIDENT, SOCIAL IMPACT INVESTING, JBG SMITH

#### QUICK FACTS:

- JBG SMITH in partnership with the Federal City Council, launched the Washington Housing Initiative in May 2018 with a goal of preserving and creating 2,000-3,000 units of affordable workforce housing in the region over the next decade. By way of this initiative, JBG SMITH & Federal City Council have accepted the Capital Region Housing Challenge.
- In May 2019, JBG SMITH announced the first closing of the Impact Pool, a social impact investment vehicle of the Washington Housing Initiative. Investors have committed more than \$78 million to the Impact Pool, including a commitment from JBG SMITH of approximately \$7.6 million.
- Prior to joining JBG SMITH, AJ was a partner with EYA, LLC, where he led its participation in more than \$1 billion of mixed-income development projects.



## **CELESTE JAMES, EXECUTIVE DIRECTOR, COMMUNITY HEALTH, KAISER PERMANENTE**

### **QUICK FACTS:**

- Kaiser Permanente recently announced several major initiatives that will improve health outcomes by creating stable housing for vulnerable populations: the Housing for Health Fund in partnership with Enterprise (potentially totaling up to \$85 million) with half of the capital designated to promote health and preserve affordable housing; a second \$100 million nationwide loan fund with Enterprise to finance the development and preservation of affordable housing; and an effort to find housing for more than 500 individuals in Oakland who are over 50, homeless, and experience at least one chronic health condition.
  - Kaiser Permanente has accepted the HLG Capital Region Housing Challenge by way of their generous commitment to supporting affordable housing and homelessness efforts.
  - Ms. James serves as co-chair of Washington Regional Food Funders and sits on the Board of Crittenton Services of Greater Washington.
- 



## **JIM KNIGHT, EXECUTIVE DIRECTOR & PRESIDENT, JUBILEE HOUSING**

### **QUICK FACTS:**

- Jubilee Housing has committed to implementing “justice housing,” the foundation of an inclusive community with abundant opportunity, that inspires and engages all residents in living their fullest lives. Justice housing is created by building deeply affordable homes with high-quality programs, located in a thriving neighborhood.
  - Jubilee Housing has accepted the Capital Region Housing Challenge via the launch of its Justice Housing Partners Fund. The \$5 million fund was launched to support the creation of justice housing. This is an innovative social impact fund established to provide quick-strike acquisition capital that allows Jubilee Housing to be nimble in competitive real estate markets to acquire and develop justice housing. To date, the fund has supported the financing of three real estate investments.
  - Mr. Knight is a mayoral appointee to D.C.’s Housing Production Trust Fund Advisory Board and serves on the board of the Coalition for Non-Profit Housing and Economic Development.
- 



## **BRUCE MCNAMER, PRESIDENT & CEO, GREATER WASHINGTON COMMUNITY FOUNDATION**

### **QUICK FACTS:**

- The Greater Washington Community Foundation in partnership with the DC Interagency Council on Homelessness have accepted the HLG Capital Region Housing Challenge via a public-private partnership to end homelessness in Washington, DC.
- The Partnership applies traditional and innovative funding models to increase the supply of supportive housing and expand nonprofit capacity to help the most marginalized individuals exit homelessness.
- Mr. McNamer is a member of the Council on Foreign Relations, Leadership Montgomery Class of 2017, Leadership Greater Washington Class of 2018 and the Prince George’s County Business Roundtable.
- Mr. McNamer previously served for nine years as the President and CEO of TechnoServe, a nonprofit organization that works with individuals in the developing world to build competitive farms, businesses, and industries. He grew the organization’s annual revenues from \$15 million to \$75 million and drove its expansion to operations in 30 countries in Africa, Latin America, and India.

**ESSENTIAL NEEDS AND SUPPORT  
FOR A BETTER LIFE, PROVIDED  
BY OUR PARTNER IN GOOD:  
THE HOUSING ASSOCIATION OF  
NONPROFIT DEVELOPERS (HAND).**



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at [capitaloneinvestingforgood.com](https://capitaloneinvestingforgood.com)



## ART CONTEST GRAND PRIZE WINNER



HAND was pleased to host the 15th Annual Children's Art Contest, themed **"Working Together as One."** The contest challenged students to explore what it means to work collaboratively to achieve a goal, and was intended to help our youth reflect on their own experiences, and examples they see of partnership, support and unity.



Many thanks  
to our 2019 Art  
Contest sponsors!



### GRAND PRIZE WINNER

**MILEN ABRAH, ARLINGTON PARTNERSHIP FOR AFFORDABLE HOUSING**

*"My coaches and APAH staff have taught me the importance of team work while I trained and crossed the finish line with my friends from Arlington Mill for the Girls on the Run 5k race on Sunday May 19th. "*

#### About Arlington Partnership for Affordable Housing

APAH's mission includes a strong, persevering commitment to promoting opportunity for residents. Acknowledging that a safe, affordable home is only the first step to stability, APAH has created a robust bilingual resident services program, which is a collaborative, best practices model that delivers programs and connects adult residents to direct services under our five fundamental pillars: Housing and Family Stability, Health and Wellness, Education, and Workforce Solutions.

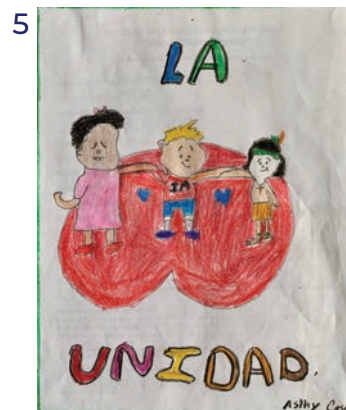
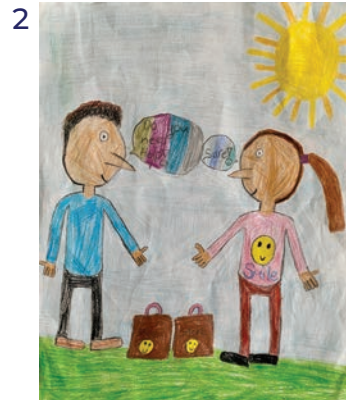
APAH's resident services programs are targeted to address resident needs and interests, while encouraging residents to share their talents and engage with the wider community. We do this in the improvement of workplace skills, health and wellbeing, by enhancing financial stability, education & enrichment and strengthening community engagement.

APAH's resident services model is made possible by its five-person team: The Director of Community Impact, and 4 Resident Services Coordinators (RSCs). While APAH's resident services programming serves all 1,600+ residents, the programs are generally facilitated in our seven largest properties that have community rooms and activity space.



# CHILDREN'S ART CONTEST

## RUNNERS UP



- 1) Kaiely Morales, AHC, Inc.
- 2.) Maab Osman, Community Preservation and Development Corporation
- 3) Makena Addai, Good Sheperd Housing and Family Services
- 4) Daniela Rodriguez Torres, Habitat America, LLC
- 5) Ashly Daly Castro Chicos, HAI Management/Humphrey Management
- 6) Addison Leatherman, Homes for America
- 7) Saio Marah, Humphrey Management
- 8) Aniyah Johnson, Mission First Housing Group
- 9) Esmeralda Amaya, Montgomery Housing Partnership
- 10) Blake Marie Mumford, NHP Foundation





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**Home is more than four walls. It's a place to build a future.**

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mpitchford@cpdc.org

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Enterprise Homes, Inc.  
cgrayson@enterprisehomes.com

**Vic Agusta, Jr.**

Senior Vice President  
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# THE HOUSING INDICATOR TOOL

A Scorecard for Measuring the Region's Progress  
Towards Meeting Housing Needs

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*For more information visit [www.HANDHousing.org](http://www.HANDHousing.org)*

### MEET THE HAND TEAM | HOW IT GETS DONE

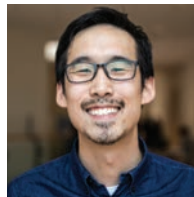
Bringing a vast range of knowledge and experience to their respective roles, our team members are experts in their fields, united by a sense of purpose and commitment to the creation of communities where all can live and thrive.



**HEATHER RASPBERRY**  
EXECUTIVE DIRECTOR



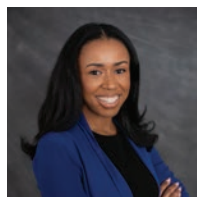
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# HAND'S RACIAL EQUITY JOURNEY

## WHY RACIAL EQUITY?

HAND members are on the ground everyday doing the work to create thriving communities across the Capital Region. Racial equity is at the root of **why** this work is important. Whether it is access to affordable housing, gaps in education or health care, these are not coincidental circumstances. Rather, these challenges are a direct result of systems that have been in place for years (i.e. redlining, and slum clearance, among other tactics). Systemic racism spanning decades has caused disparities throughout the communities we serve today. As a result, we must be intentional in ensuring equitable outcomes for all, and specifically communities of color who are disproportionately impacted by these challenges.

## OUR ROLE

To truly dissect racial inequity, our industry must first be educated. With that knowledge, we can then examine our own approaches to ensure we are consistently seeking equitable outcomes. HAND plays a critical role in this process as the **CONVENER** of housing professionals— with its footprint extending from Baltimore through DC into Richmond. HAND also serves as a leading resource for training and education on a wide spectrum of issues impacting housing – financing, construction, resident services and more. This work is for not, if we do not address **why** safe, affordable, decent housing is needed in the first place. It would only be appropriate that racial equity is folded into this curriculum, as it specifically impacts the communities that HAND members are touching every day.

## WHERE WE ARE

HAND has been deliberate in highlighting racial equity-related issues with its membership. The organization has hosted several programs on fair housing, financing mixed income communities, and best practices for working with returning citizens, among other pertinent topics. In 2017, HAND's Annual Meeting & Housing Expo was themed, **"Beyond Gentrification, Toward Equitable Communities,"** delving into the hot topic of gentrification. Continuing the racial equity journey, the 2018 Annual Meeting, **"Deconstruct Our Past, Redesign Our Future,"** aimed to enlighten attendees with the compelling exhibit, **"Undesign the Redline."** The interactive exhibit walked guests through the history of discrimination and housing policy, connecting the systematic racial housing segregation of the 1930s to political and social issues of today.

# WHAT'S NEXT....

## LET'S TALK...

### ...about RACIAL EQUITY

Despite continued economic growth in the Capital Region, the rise of inequality persists - making it difficult for many communities to realize their full potential. HAND is committed to reaching beyond the symptoms of inequity to address the root causes that amplify housing disparities and restrict access to opportunity for communities of color.



A FOUR-PART LEARNING SERIES  
COMING SOON TO THE HAND CALENDAR



# HAND 2019 STRATEGIC ALIGNMENT

## HAND'S 2019 STRATEGIC ALIGNMENT

Over the past 40 years, median household incomes in the Greater Washington region have increased by only 46%, while rents rose by 69% and home values increased by 144%.\*

This data is a reality we are all too familiar with, and HAND understands that as an organization there is more it can do to meaningfully address the growing affordable housing crisis. For six months, the Board of Directors and staff undertook a Strategic Alignment journey to determine what role it would play moving forward, and how to best leverage YOU – the membership – in this process.

## WHAT WE KNOW

Before HAND took any steps, it understood that your voices must be heard. Through a series of surveys and focus groups, we had an opportunity to hear directly from hundreds of members on what you value, areas where HAND could improve and its direction for the future.

A detailed membership mapping process reiterated the diversity of HAND members. There are nearly 30 sectors within the membership, including:

- REAL ESTATE DEVELOPERS
- GOVERNMENT AGENCIES
- INVESTORS
- SYNDICATORS
- LENDERS
- RESIDENT SERVICES
- HOMELESS SERVICES
- ACCOUNTANTS
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## WHAT WE HEARD FROM YOU WERE TWO CLEAR MESSAGES:

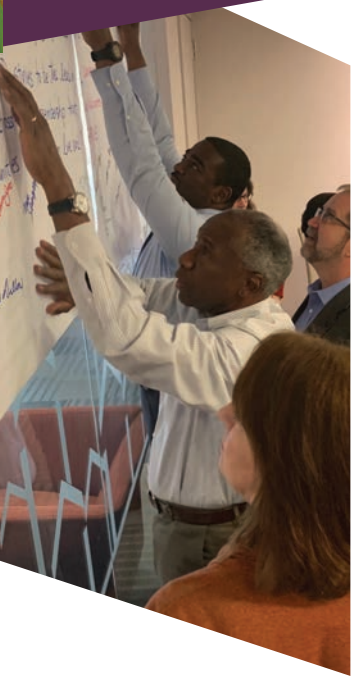
- What you value most about HAND is its ability to convene the membership across the region and across sectors for quality training & capacity building programs;
- and you expressed strong support for HAND to leverage the power of its membership more to influence affordable housing policy and programs

## WHAT'S NEXT?

HAND accepts the challenge! We are dedicated to taking **BOLD** steps with you to enhance programming, while also working strategically to build the will of elected officials who allocate resources and set the policy to progress housing affordability.



**HAND STRIVES TO BE THE LEADING CONVENER, EDUCATOR, AND ACTIVATOR OF A DIVERSE, CROSS-SECTOR MEMBERSHIP THAT COLLABORATES IN THE PRESERVATION AND DEVELOPMENT OF COMMUNITIES WHERE ALL CAN LIVE AND THRIVE.**



## **EQUITY MATTERS**

HAND recognizes that in order to operate at its best, equity must be top of mind in all that we do – each program, activity and piece of content we release. This will require going beyond the symptoms of inequity to address the root causes that amplify housing disparities and restrict access to opportunity for communities of color in particular.

## **CONVENER**

HAND is unique in that its regional reach can bring together individuals and companies from Baltimore, DC, Richmond and everywhere in between. In addition to the geographic footprint, the membership is comprised of nearly 30 industry sectors. The organization will continue to provide opportunities for you to build partnerships and learn from one another in support of affordable housing.

## **EDUCATOR**

Often referred to as HAND's "bread and butter," this is how the organization got its start and the prime membership benefit for you. The organization will continue to provide training and capacity building programming that provides peer-to-peer learning opportunities, professional development and more. As HAND grows, it is our responsibility to consistently enhance this offering.

## **ACTIVATOR**

As HAND's reach and influence continues to grow, there is a unique opportunity to leverage the collective voice of the membership. Over the next several months, the organization will roll out regional advocacy initiatives that have the power to make tangible, meaningful progress on the affordable housing crisis in our region.

## **HOW WILL HAND HOLD ITSELF ACCOUNTABLE?**

Coming in February 2020, HAND is excited to roll out its first policy activation, **the Housing Indicator Tool: A Scorecard for Measuring Progress Toward Meeting Housing Needs**. Working with Dr. Lisa Sturtevant of LSA, HAND will release a tool that can be used by its members and industry stakeholders to:

- Track local efforts to produce and preserve affordable rental housing;
- Hold public and private sectors ACCOUNTABLE for making progress on expanding housing options;
- And allow jurisdictions to compare themselves to their neighbors

Designed to be updated annually, this tool will provide current data on housing production, and an evaluation of the effectiveness of local programs and policies.

Stay tuned for more details over the coming months!

For a complete copy of HAND's Strategic Alignment details, check out [www.HANDHousing.org](http://www.HANDHousing.org) or stop by HAND's table in the Expo Hall!

\*Source: National Low Income Housing Coalition





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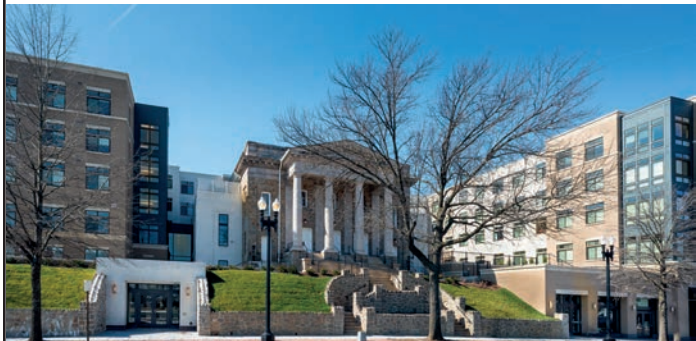
The law firm of **Miles & Stockbridge** is pleased to support **HAND's 2019 Annual Meeting & Housing Expo**, as well as its mission to increase the supply of affordable housing in the D.C. metropolitan area.

Authorized by Nancy Greene, Chairman

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# HAND 2018-2019 YEAR IN REVIEW

## ALL HANDS ON DECK

Over the course of one program year, HAND members can count on 1) quality training & capacity-building sessions and 2) opportunities to make meaningful connections with fellow members. The past several months have been no different, sprinkled with professional development for emerging leaders, cultivation events and thoughtful programming that members continue to find valuable. The organization's diverse membership also continues to expand, challenging HAND to stretch its offerings in ways that are valuable to each and every member. It truly takes a village to carry out the work of HAND, and whether you served as a panelist, planning chair or guest, you played a critical role in the success of each activity. The organization extends its sincere appreciation to you for lending your time, talents and expertise!



## BY THE NUMBERS

**64** COMMITTEE MEMBERS

**98** NEW MEMBERS

**58** PROGRAM SPEAKERS

**29** PROGRAMMING PARTNERS

**1,124** INDIVIDUALS TRAINED

**20** TRAININGS, SEMINARS AND NETWORKING PROGRAMS

## TRAINING CALENDAR

### JULY 2018

- Housing Development Finance Professional Certification Series | HD422: Computer Spreadsheet Analysis for Housing

### SEPTEMBER 2018

- Voter Registration | A Nonprofit's Guide to Success!
- GenerationHAND, GWU & KeyBank Present Innovations in Affordable Housing

### OCTOBER 2018

- HAND Mix & Mingle
- Housing Development Finance Professional Certification Series | HD430: Housing Development Finance: Problem Solving and Deal Structuring

### NOVEMBER 2018

- GenerationHAND SoulCycle Fundraiser

### DECEMBER 2018

- Regional Updates on Energy Efficiency and Affordable Housing
- Holiday Mixer

### JANUARY 2019

- Active Shooter Response Training
- GenerationHAND Presents: Insights & Bites | Lessons Learned from Industry Leaders

### FEBRUARY 2019

- GenerationHAND Service Event | So Others Might Eat (SOME) Dining Room
- Pathways to Opportunity | Understand & Address Community Challenges Using Data and Engagement Tools with Opportunity360

### APRIL 2019

- The State of the Region: Real Estate Trends, Market Conditions & Challenges
- Best Practices for Acquisition-Rehabilitation
- Creating Strong Partnerships for Supportive Housing Developments | Developers, Service Providers & Property Managers
- Federal Budget Forecast and Updates to HUD Programs

### MAY 2019

- Twinning, Bond Structures, and Tailoring the Tax Credit Provisions
- The Changing Face of Real Estate Developers
- Construction Project Management: Value Engineering in the Age of Green



## HIGHLIGHTS

### HAND HONORED AS A “RED HOT NONPROFIT”

In June 2018, HAND was pleased to be honored as a DCA LIVE Red Hot Nonprofit for growing, innovating and furthering its mission. HAND's team was excited to be recognized among several other notable award recipients, including Goodwill, Casey Trees and the American Psychiatric Association.



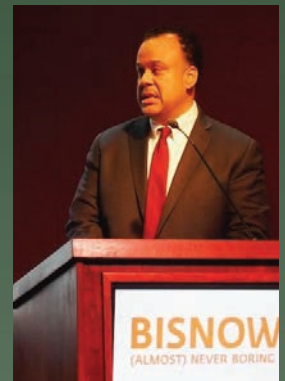
### COMMITMENT TO THE NEXT GENERATION

HAND continues to strengthen its commitment to emerging leaders throughout the program year. Over the last several months, the organization strived to develop stronger relationships with universities, recognizing that these students will be the next generation of community development leadership. With the generous support of KeyBank, HAND partnered with the George Washington University's Center for Real Estate and Urban Analysis for an “affordable housing 101” featuring a slate of industry experts. The discussion covered proven strategies in the areas of services, construction and financing and an overview of the current state of affordable housing. HAND is also pleased to report its GenerationHAND SoulCycle Fundraiser awarded scholarships to four graduate students, each of whom are studying real estate and related fields. Finally, HAND had the opportunity to extend four Summer Internship Grants to member organizations! This program awards \$1,000 matching grants to eligible nonprofit and government members seeking to hire summer interns. Most importantly, each intern receives meaningful exposure to the industry. HAND looks forward to ongoing synergy with universities and other partners as it equips emerging leaders with the tools and resources they need to succeed.

### CAPITAL REGION HOUSING CHALLENGE LAUNCH

As a proud member of the Housing Leaders Group of Greater Washington (HLG), HAND was excited to share its newest initiative: the Capital Region Housing Challenge. Launched in March 2019, the challenge is a cross-sector, capital solutions platform created to catalyze \$1 billion dollars of new capital commitments that will accelerate greater housing affordability in the Capital Region. To date, several organizations have accepted the challenge:

- Bernstein Management Corporation
- Greater Washington Community Foundation Partnership to End Homelessness
- Justice Housing Partners
- Kaiser Permanente
- Metro IAF Community Restoration Fund, LLC
- Montgomery Housing Partnership
- The Washington Housing Initiative (Federal City Council & JBG SMITH)



For more information on the challenge, visit [www.HOUSINGLEADERSGROUP.org](http://www.HOUSINGLEADERSGROUP.org).



# ARE YOU



## GenerationHAND turns five in 2020.

When the initiative launched, HAND sought to support the next generation of community development professionals. The goal of GenerationHAND remains to provide needed tools to emerging leaders via professional development, volunteer opportunities and more. Join us as we celebrate this milestone! Email [cbattle@handhousing.org](mailto:cbattle@handhousing.org) to get plugged in today.

# AN EMERGING LEADER?



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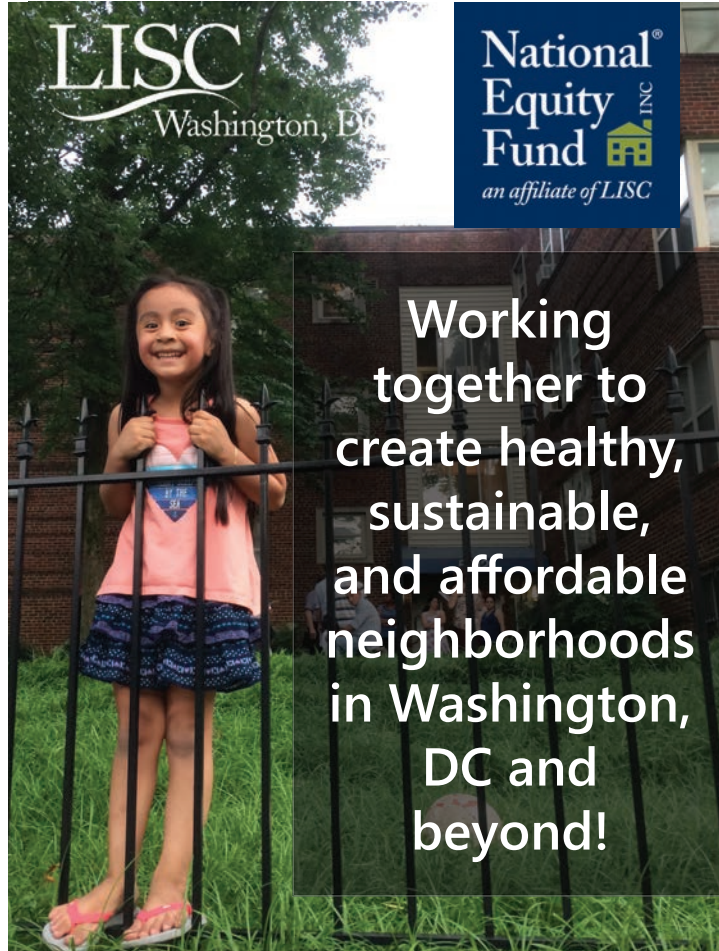
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HAND is pleased to welcome Batalá Washington to its 28th Annual Meeting & Housing Expo! Batalá is an all-women samba-reggae drumcorps whose mission is to empower women through drumming and expose communities to Brazil's dynamic music and culture. Batalá's Washington, DC band is part of an international Batalá family formed in Paris in 1997 by Giba Goncalves. Batalá began as the European wing of Cortejo Afro, an arts education project to help disadvantaged young people. The instruments and clothing are all manufactured in Salvador, Bahia, where the band has a social program that provides jobs for vulnerable families. From Paris, Batalá spread to other cities in France, Belgium, Spain, Africa, the United Kingdom, and back to its origins in Brazil. In 2007, Batalá came to Washington, DC, extending the reach of this infectious music for the first time to the United States, welcoming women regardless of income, nationality, or musical experience. HAND extends its sincere gratitude to Batalá for providing a rich, cultural experience to today's conference!

Interested in learning more about Batalá? Visit [www.batalawashington.com](http://www.batalawashington.com).





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## HAND SALUTES ITS OUTGOING BOARD MEMBERS



Maryann Dillon  
2006-2019

*"I have watched HAND grow from a brown bag lunch group to the regional thought leader it is today. At every step in our growth, we have listened to our members and grown along with them and along with our increasingly complex industry."*



Nina Janopaul  
2007-2019

*"HAND introduced me to Washington's affordable housing community twenty years ago, directly leading to my work as CEO of a thriving nonprofit. Today, HAND continues to provide inspiration and training for our staff, especially our emerging leaders, plus context for our work with its thought leadership on gentrification and racial equity."*



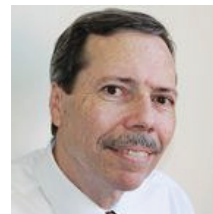
Shelley Murphy  
2015-2019

*"HAND is a place of cross-sector collaboration that celebrates our success while pushing us to look in the mirror to do more. The next step into advocacy and accountability makes sense. The organization is respected for bringing the right expertise to the table. What better way to continue to push for solutions to the affordable housing crisis than to become a convener of those same experts."*



Michael Schlegel  
2004-2019

*"I love HAND as it is the glue that holds our collective voices together. Without HAND, our mission to deliver more high quality affordable housing to the region would be fragmented and weakened."*



Steve Smith  
1998-2019

*"I am proud to have been part of HAND's journey to achieving excellence over the last 21 years. I fondly remember joining with John Spencer and fellow non-profit developers over brown bag lunches in a church basement in our start-up days. HAND has evolved as the leader in our region in convening, educating and connecting housing leaders to benefit our communities."*







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Washington, DC  
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\$28 Million  
Construction to Perm Loan

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# HAND HOUSING ACHIEVEMENT AWARDS

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It has been said that there is no other feeling like being honored among your peers. With that same belief in mind, it is HAND's pleasure to celebrate today the individuals and organizations that are providing the most outstanding and innovative housing developments, programs and solutions for low and moderate-income communities across the Capital Region of Baltimore, Washington and Richmond.

In 1997, HAND hosted its very first Annual Meeting and awards ceremony, recognizing exemplary members and partners doing the hard work of building thriving communities. Over the last 28 years, the awards program has continued to honor practitioners and groups going above and beyond to provide housing opportunities and other services for the benefit of the most vulnerable.

Join us in congratulating all of the 2019 Housing Achievement Award recipients, and a special thanks to the judges!

## THANK YOU TO OUR 2019 HOUSING ACHIEVEMENT AWARDS JUDGES!



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Colvin Institute of Real  
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University of Maryland



**RAY DEMERS**  
Enterprise Community Partners



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Housing Opportunities Commission



## AWARD WINNER PRESIDENT'S CHOICE

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### TAMARA LUCAS COPELAND



From 2006 to 2019, Tamara Lucas Copeland was President of the Washington Regional Association of Grantmakers (WRAG). During her tenure, WRAG took on two major areas of work, affordable housing and racial equity, separately, while also recognizing the intersection between the two.

Tamara's leadership was instrumental in moving WRAG from solely a philanthropic support organization to becoming a thought leader in the community. Her leadership was evidenced most powerfully in the launch of both Putting Racism on the Table and Our Region, Your Investment.

Putting Racism on the Table was a 2016 learning series, originally targeted to CEOs and trustees of local philanthropic institutions, expanding in 2018 to a partnership with Leadership Greater Washington. Its purpose was to educate all to the depth, breadth and impact of structural racism and implicit bias, critical factors often overlooked in efforts to address issues facing the region. The work expanded in multiple ways affecting the local philanthropic and nonprofit communities, opening difficult conversations, and catalyzing actions in the Greater Washington region and across the country.

Our Region, Your Investment was an investment tool, available through Enterprise Community Loan Fund, that was open to anyone in the region. For philanthropy, the hope was that foundations and corporate giving programs would not change their priorities but would invest some of their corpus into a note to support the preservation and production of affordable housing units. Our Region, Your Investment raised over \$12 M, exceeding its target twice, and supported 650 affordable housing units across the region.

In 2018, Tamara released a memoir entitled Daughters of the Dream: Eight Girls from Richmond Who Grew Up in the Civil Rights Era. Now having retired from WRAG, she continues to use her voice to promote racial understanding and justice at [www.daughtersofthedream.org](http://www.daughtersofthedream.org) and on Twitter (@DgtsOfTheDream) and hopes to assist companies and organizations in understanding the invisibility of structural racism and implicit bias and their roles in making this a better and more equitable America.

If you think Tamara can assist you on your racial equity journey, she can be reached at [cozybaycottage@gmail.com](mailto:cozybaycottage@gmail.com).

# AWARD WINNER DEVELOPER OF THE YEAR

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## JUBILEE HOUSING



For over 45 years, Jubilee Housing has been a leader in its efforts to make Washington, DC a city where all people thrive. After decades of sustained presence, these once ignored neighborhoods, have seen most of the housing stock convert to high-cost housing resulting in displacement of long-time residents.

In response, Jubilee is pursuing an ambitious vision -- justice housing™. Justice housing creates deeply affordable homes with onsite and nearby programs in thriving neighborhoods.

Place matters. Research shows that people living in low-income households in resource-rich neighborhoods have better future earnings and rely less on government support than those living in comparable households in neighborhoods with few resources. Justice Housing provides access to opportunities found in thriving neighborhoods and offers services residents need to take advantage of those opportunities.

With the completion of its Maycroft project in April 2019, Jubilee will have completed redevelopment of ten properties totaling

almost 300 apartments in the Adams Morgan, Columbia Heights and Mount Pleasant neighborhoods and has successfully partnered with the city on all of these projects.

With a goal of preserving affordability of the few remaining properties that have not been converted into high-cost housing, Jubilee Housing launched the \$5M Justice Housing Partners, LP investment fund to provide quick-strike acquisition capital.

As of February 2019, Jubilee has raised all \$5M of the fund, acquired two new buildings with the capital, and is under contract to acquire a third. These properties will add 110 units of deeply affordable housing to Jubilee's 299 unit portfolio. Jubilee Housing reserves two-thirds of its units for households earning 30% AMI or less and all units are reserved for households earning 60% AMI or less.

Jubilee Housing is a fierce affordable housing advocate, a partner for the city, and an innovator in the creation of justice housing.

# AWARD WINNER BEST LARGE AFFORDABLE HOUSING PROJECT

## PLAZA WEST



Located in the Mount Vernon Triangle neighborhood, Plaza West provides 223 affordable rental apartments in downtown Washington, DC. The development consists of two components: 173 units provide affordable housing for individuals and families, with eleven units set aside as permanent supportive housing for Department of Behavioral Health consumers; and 50 units set aside for grandfamilies – grandparents raising grandchildren or great-nieces/nephews where the parent is not present.

Plaza West grew out of Bible Way Church's vision for the creation of an intergenerational community center. Developed in partnership with Mission First Housing, Plaza West was also a response to the local affordable housing crisis.

Considering the special circumstances of vulnerable populations such as grandfamilies, the need for affordable housing is even greater.

Plaza West's grandfamily residential housing is the first of its kind in The District. The community was designed to meet the unique needs of seniors and children, offering apartment homes that are physically right-sized for a variety of intergenerational families. The property offers physical amenities such

as a separate entrance, grandparents library, activity room for children and teenagers, fitness room and community space. It also offers a playground and landscaped patio with seating.

The Grandfamily Community Life Program provides supportive services tailored to the diverse needs of grandfamilies, including case management, grand-parenting support, physical and mental health, academic support, legal aid and financial literacy, job training and employment and recreation.

This \$90 million development project is financed with tax-exempt bonds issued by DC Housing Finance Agency and 4% Low Income Housing Tax Credits. Citibank purchased the tax-exempt bonds and provided construction and permanent financing. Capital One was the end investor on tax credits syndicated through Enterprise Community Partners. The DC Department of Housing and Community Development and the DC Department of Behavioral Health provided gap financing for the project, and the Office of the Deputy Mayor for Planning and Economic Development provided NIF (Neighborhood Investment Fund) financing.



# AWARD WINNER BEST SMALL AFFORDABLE HOUSING PROJECT

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## RESTORATION GARDENS 2



The State of Maryland's Youth Reach Survey identified more than 700 transition-aged youth in Baltimore City. Additionally, Baltimore City Department of Social Services reports that between 25-35 young adults are aging out of foster care every month with many considered unstably housed after leaving the system. Young adults were in crisis. Entering the next chapter of their lives with no permanent place to call their home, these young men and women needed a clean slate to kickstart their professional careers and adulthood.

Simultaneously, on the east side of Baltimore, a former mansion and two adjacent buildings sat derelict and in danger of collapsing. Empire Homes of Maryland, developers in the City of Baltimore, and Quinn Evans Architects saw an opportunity to demolish the properties, an often criticized eyesore.

The land was used to develop a new 42-micro-unit apartment building with the express purpose to house the homeless youth in Baltimore's Pen Lucy neighborhood.

Building from the lessons learned from the earlier phase completed in 2010—and extensive dialogue with caseworkers, building managers, and residents—the development

and design team knew just what to improve in Restoration Gardens2. It all started with the population of who would live there, the things they would need, and the programs they could benefit the most from.

The team set out to make Restoration Gardens homes a safe, healthy, and well-maintained environment for the residents — one that fit seamlessly into the neighborhood and honored historic roots. This goal was met, as the early application process for the community resulted in 100% occupancy.

The project cost \$9.88 million and the funding was secured via 9% LIHTC (Raymond James Tax Credit Funds), State Bonds, Strategic Demolition Initiative (MD DHCD), Project CORE (MD DHCD), Baltimore City Bonds, Federal Home Loan Bank of Atlanta, Harry and Jeannette Weinberg Foundation, Bank of America Construction Loan, Abell Foundation (program).

# AWARD WINNER VIRGINIA PETERS NONPROFIT FRIEND

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## SHARON BULOVA



Chairman of the Board of Supervisors, Sharon Bulova has served the residents of Fairfax County, Virginia since 2009. Prior to this role, she served as the Braddock District Supervisor. Sharon has been a driving force in the county, prioritizing “housing opportunities for all.”

Chairman Bulova has been directly involved in ensuring that Fairfax County addresses the housing needs of its residents including affordable, workforce housing and meeting the housing goals laid out in Fairfax County’s Ten-Year Plan to Prevent and End Homelessness. The plan has not only resulted in a 46% reduction of homelessness, but also functionally ending it for veterans in the County.

Other examples of Chairman Bulova’s leadership include the preservation of Wedgewood Manor apartments (the largest apartment development in Fairfax County) as affordable housing, and the development of the Residences at the Government Center. This nationally recognized development was the first 9% and 4% tax credit project in the Commonwealth and this model has since become a standard financing vehicle for affordable housing.

In housing policy, Chairman Bulova and advocates have guided the development of The Communitywide Housing Strategic Plan that was adopted in 2018. This plan outlined 25 strategies to be implemented that will enhance the process of creating housing options for current and future residents and workers. This has been further advanced by the Chairman with the creation of a Housing Resources Panel that has developed a full set of recommendations currently being considered by the entire Board of Supervisors.

Other notable accomplishments of the Chairman include: ensuring the completion of the Silver Line through Fairfax and into Loudoun County and ensuring affordable and workforce housing in transformative developments such as Tysons Corner. All of her efforts are associated with the county’s One Fairfax Policy. This policy commits the county and its school system to intentionally consider equity when making policies or delivering programs and services. Under Chairman Bulova, the County has declared that all residents deserve an equitable opportunity to succeed. Her leadership has resulted in significant positive achievements in the overall growth in Fairfax County that is benefitting all residents.





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# AWARD WINNER EMERGING LEADER

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## CLEYDI PACHECO



To many Montgomery Housing Partnership residents, where they live is not simply affordable housing. It is also home, and a large reason for that is the energy, passion and commitment of MHP's Cleydi Pacheco. Cleydi joined MHP 19 years ago. From that point on, she has consistently driven an expansion of the Community Life programs offered to families living in MHP's affordable residences. Cleydi is committed to ensuring not only that students don't fall behind, but that they also have the support and skills to be able to reach for their dreams. In addition, she serves as a crucial conduit to resources and information for parents – especially recent immigrants.

From the time she started working at MHP, Cleydi demonstrated leadership, persistence and creativity, shaped by her empathy for the students and parents she serves. Cleydi joined MHP as a part-time computer lab assistant, working with Spanish-speaking students in MHP's afterschool enrichment programs. She created lesson plans for 24 students who spoke Spanish just like her, and her success was immediate. Students turned to her for homework support and computer classes while parents saw her as an important resource when they were confused by things outside of their cultural experience.

Cleydi's natural connection with residents grew daily and prompted MHP to recruit her as an AmeriCorps intern. When she wanted more to start serving as a preschool teacher, MHP did not have a preschool program. Undaunted, she saw the potential and set out to create one. She took a dreary basement space and converted it into a welcoming learning environment decorated with letters, colors, shapes and games. Cleydi's concept launched and eventually evolved into MHP's preschool programs, which now are offered at seven locations and serve 110 students.

Nineteen years after she began as a computer lab assistant, Cleydi's journey has come full circle. She serves as a Senior Programs Manager, working at the properties where she started, overseeing programs that serve 120 students and supervising 12 employees.

While Cleydi is not responsible for building affordable housing, her impact is clear: she is helping affordable housing residents build lives of optimism and ambition.



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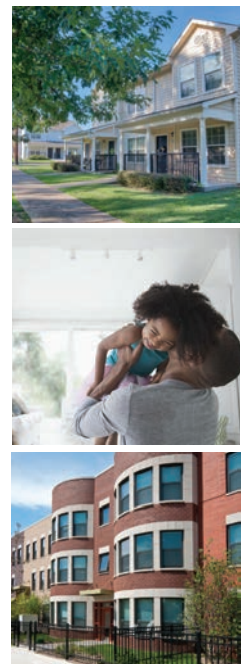

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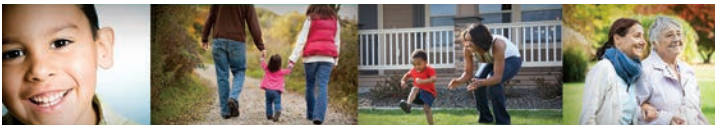


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Katherine Carter	N Street Village, Inc.	Reno & Cavanaugh PLLC	Timi Lewis
Kayla Baker	Natasha Jameson-Randolph	ResidentialONE, LLC	Tisa Clark
Kedrick Thornton	National Affordable Housing	Riverside Advisors, LLC	TM Associates, Inc.
Kelly Swann	Trust	RKR Construction	Travis West
Kevin Lollar	National Association for County,	Robert J Cristiano	United Bank
KeyBank	Community and Economic	Robin Renner	United Planning Organization
KeyUrban	Development	Rockville Housing Enterprises	Unity Properties, Inc
Kim Harris	National Community	Rule Enterprises, LLC	UPO Community Development
Kimberly Henderson	Reinvestment Coalition	Sammakai Richards	Corporation
Klein Hornig LLP	National Equity Fund, Inc.	S.L. Nusbaum Realty Co.	Urban Development Ventures
Korean Community Senior	National Housing Trust	Sacsheen Scott	Urban Focus LLC
Housing Corporation of	National Initiative on Mixed-	Samantha Pedreiro	Urban Ingenuity (Urban Energy
Maryland, Inc.	Income Communities	Sammakai Richards	Advisors, LLC)
Krista D'Alessandro	NCBA Housing Development	Samuel Parker	Urban Ventures, Inc.
Krista O'Connell	Corporation, Inc.	Sarah's Circle	UrbanMatters Development
Kyle Huck	Neighborhood Development	Scott Insurance	Partners L.L.C.
Kyle Kolper	Company	Scott Knudson	Usource
LeadingAge	Neighborhood Fundamentals,	Shakeara Mingo	Vandana Sareen
Lee Goldstein	LLC	Sharon Park	Vanessa Lopez
Lincoln Westmoreland Housing	New Communities Initiative	Sheridan Ventures	VHDA
Linda Kelleher	New Hope Housing	Skinner Consulting Services	Victory Housing
Local Initiatives Support	Nikki Krueger	So Others Might Eat	Virginia Community Capital
Corporation-DC	Nixon Peabody	Solid Properties	Virginia Community
Lockton Companies	Noble Realty Advisors, LLC	Somerset Development	Development Corporation
Loudoun County Family Services	Noreen Beatley	Company, LLC	Virginia Housing Alliance
Love & Carrots	Northern Real Estate Urban	Soto Architecture & Urban	Viridiant
Love Funding	Ventures	Design, PLLC	Volunteers of America USA
Low Income Investment Fund	Northern Virginia Affordable	Standard Communities	Washington Gas
MaGrann Associates	Housing Alliance	Stephen Bernard	Washington Regional Association
Make Room, Inc.	Nory Flores	Stewards of Affordable Housing	of Grantmakers
Marcia Sigal	Novogradac & Company LLP	for the Future	WashingtonFirst Bank
Margaret Curran	Nyasha Mandima	Stone Sherick Consulting Group	WC Smith
Marilyn Aklin	Oluwatobi Thomas	Stratford Capital Group	Wells Fargo Multifamily Capital
Mark Dunham	Osprey Property Group LLC	Studio 343	Wesley Housing Development
Maryland Affordable Housing	Pando Alliance	Sukh Singh	Corporation
Coalition	Paradigm Management	SunTrust Community Capital	Whyte & Associates, LLC
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Housing and Community	Pax Edwards, LLC	Terry Green	Zavos Architecture + Design
Development	Peabody Architects	The Alliance for Housing	Zero Draft Maryland
Maybell Laluna	Pennrose Properties, Inc.	Solutions	
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McCormack Baron Salazar	PGIM Real Estate Finance	The Morris & Gwendolyn Cafritz	
Medici Road	Phuc Tran	Foundation	
Menkiti Group	Piedmont Housing Alliance	The NHP Foundation	
Metropolitan Consulting, LLC	Pillar Finance	The Warrenton Group	
Metropolitan Washington	Pirhl Developers, LLC	Thomas Colicchio	
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Michael Hodas	Preservation of Affordable	Tiber Hudson LLC	
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Michaels Development Company	Prince George's County		
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Miner Feinstein Architects	Quantum Real Estate		
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Montgomery County	R4 Capital LLC		
Department of Housing &	Rachael Ward		
Community Affairs	Rachel Cain		
Montgomery County Planning	Rachel Helferd		
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A photograph of a city skyline at dusk, featuring a river in the foreground and various skyscrapers in the background. The sky is a deep blue, and the city lights are visible. The river reflects the lights from the buildings and the sky. The overall mood is serene and urban.

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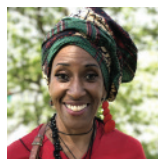
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