

2021 Performance Oversight Questions ***Green Finance Authority Board***

Introduction

DC Green Bank (DCGB) welcomes the opportunity to provide responses to the following questions as part of the DC City Council's annual performance oversight process. In addition, our team would be happy to have additional conversations with Council or individual councilmembers about our programs, products, and operations. As a recently launched independent instrumentality of the District, the DCGB team is fully committed to achieving the mission of providing access to capital, growing the clean economy to develop a more equitable, resilient, and sustainable DC.

DCGB initiated operations in FY2020, with CEO Eli Hopson beginning in his role in April 2020. Since that time, the team has grown in accordance with the strategic vision of the DCGB Board of Directors to ensure that the staff have the requisite skills and experience to accelerate the deployment of available capital to catalyze investments to help the District meet its climate goals and deliver inclusive prosperity across the city. To date, DCGB has launched its operations and established essential services, in addition to closing multiple deals and continuing to build a robust pipeline of projects to fill gaps in private sector financial markets on the road to a rapid shift to a cleaner energy future. With 2021 being the first full year of operation for DCGB, we anticipate numerous additional deals to discuss throughout this year and during next year's oversight process.

Lastly, COVID-19 has caused tremendous pain and loss, and impacted every aspect of life in the District, especially in our low income and historically disadvantaged communities. DC Green Bank operations launched in earnest following the onset of the pandemic, and we have calibrated our work to meet this moment. We are looking forward to supporting a green recovery for the District and stand ready to support Mayor Bowser's and the Council's leadership to ensure a return to healthy communities and a thriving economy.

A. ORGANIZATION AND OPERATIONS

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.
 - Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions. For vacant positions, please indicate how long the position has been vacant.

- Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

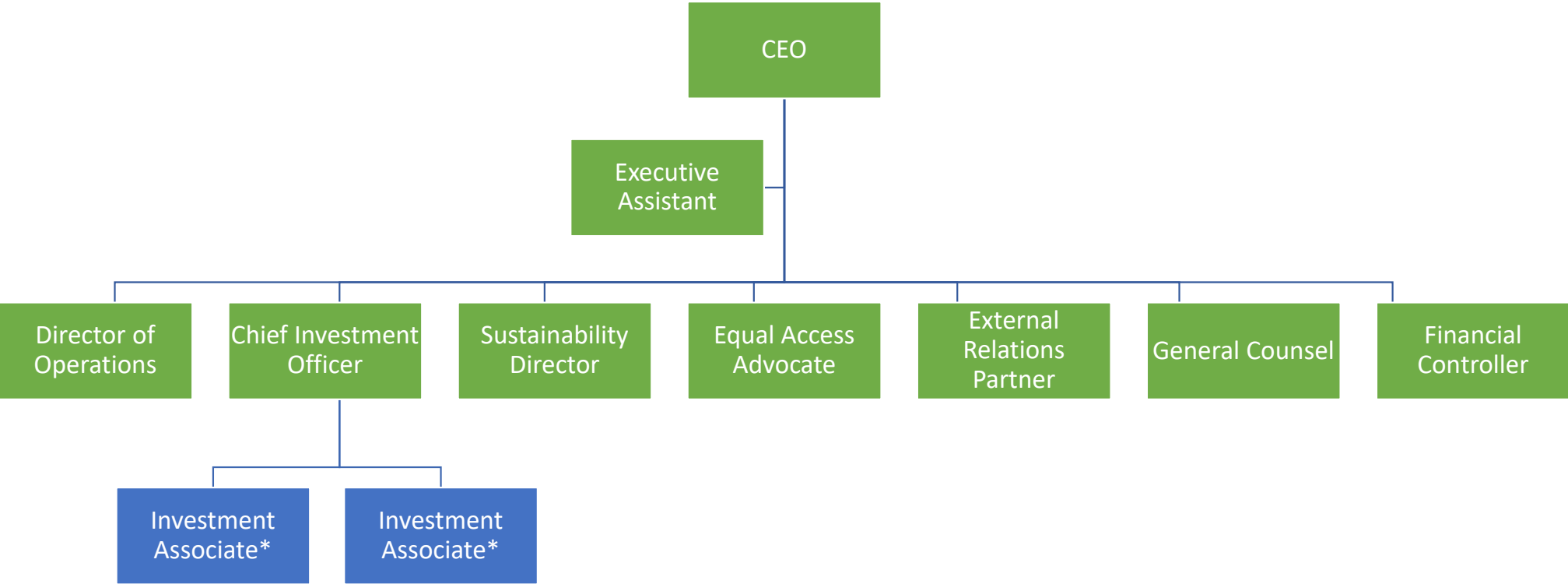
Answer:

In FY2020, DC Department of Energy & Environment (DOEE) incubated the launch of DC Green Bank including supporting the Board of Directors from its organizing meeting in FY2019. While the Board of Directors initiated DC Green Bank financial activity in October 2019, the launch of DC Green Bank virtual operations began in April 2020.

Prior to April 2020, the organizational chart consisted only of the Board of Directors. By the end of FY2020, five (5) members of the leadership team had been hired, of which four (4) were onboarded during FY2020. In its FY2021 approved budget, DC Green Bank has budgeted for twelve (12) FTEs, of which eleven (11) are filled as reflected on the following organizational chart.

We are a small, nimble and flexible team, and as such are not organized by Division. The DC Green Bank team works collaboratively, with project leads identified according to expertise and availability. By engaging our staff with a diverse set of tasks and responsibilities, we keep our team engaged, and gain the benefits of a diverse set of approaches and experiences, which studies have shown to lead to highly functioning organizations.

DC Green Bank Organizational Chart



* Positions hired, but not yet started

2. Please list each **new program** implemented by the agency during FY 2020 and FY 2021, to date. For each initiative please provide:
- A description of the initiative, including when begun and when completed (or expected to be completed);
 - The funding required to implement the initiative;
 - Any documented results of the initiative.

Answer:

As detailed below in Section E Question 8, DC Green Bank created several new financial products in FY20 and 21. We also identified our priority sectors of solar, green buildings, transportation electrification, and stormwater resilience. Generally, DC Green Bank programs and initiatives are funded out of its general operating budget. FY2021 will be the first full year of operations for DC Green Bank; accordingly, we are currently in the process of developing the capital strategy, performance targets, additional sustainable projects and programs, policies and standard operating procedures in support of the District's sustainability goals.

In FY2020-2021, DC Green Bank has conducted a series of stakeholder engagement sessions designed to solicit feedback, ideas, and insights from the larger community on selected issues that are relevant to DC Green Bank operations, bring a diverse set of voices to the table for dialogue with DCGB, and enhance the shaping of DCGB's mission and objectives through a collaborative approach with the larger community. These dialogues are called Focus and Feedback Sessions and are hosted bi-monthly, and to date they have been conducted virtually due to the COVID-19 pandemic.

DC Green Bank initiated an internship program in mid-February 2021. At this time, we have hired two interns – one to support human resources and one to support communications.

3. Please provide a complete, up-to-date **position listing** for your agency, ordered by program and activity, and including the following information for each position:
- Title of position;
 - Name of employee or statement that the position is vacant, unfunded, or proposed;
 - Date employee began in position;
 - Salary and fringe benefits (separately), including the specific grade, series, and step of position;
 - Job status (continuing/term/temporary/contract);

- Whether the position must be filled to comply with federal or local law.
Please note the date that the information was collected

Answer:

A table of all employees, start date, salaries, and fringe benefits can be found below. We do not have specific grades, series, or steps of positions.

Eli Hopson, CEO of DC Green Bank, serves in an executive employment position established by statute.

Employee	Position	Start Date	Classification	Status	Ward	Annual Salary	Fringe
Eli Hopson	Chief Executive Officer*	13-Apr-20	Full-time, Exempt	Contract, Continuing	Ward 4	\$200,000	\$-
Donald Walker	Director of Operations*	3-Aug-20	Full-time, Exempt	At-Will, Continuing	Baltimore, Maryland Resident; relocating to DC	\$135,000	\$9,871
Sandy Paik	General Counsel*	1-Sep-20	Full-time, Exempt	At-Will, Continuing	Annandale, Virginia Resident	\$190,000	\$15,512
Jean Nelson-Houpert	Financial Controller*	21-Sep-20	Full-time, Exempt	At-Will, Continuing	Ashburn, Virginia Resident	\$160,000	\$16,019
Jay Lurie	Chief Investment Officer*	1-Oct-20	Full-time, Exempt	At-Will, Continuing	Ward 5	\$190,000	\$5,700
Gary Decker	External Relations Partner	7-Dec-20	Full-time, Exempt	At-Will, Continuing	Ward 6	\$110,000	\$12,085
Shyrah Kum	Equal Access Advocate	7-Dec-20	Full-time, Exempt	At-Will, Continuing	Dumfries, Virginia Resident	\$110,000	\$3,300
Annie Ratanasim	Sustainability Director	14-Dec-20	Full-time, Exempt	At-Will, Continuing	Pawtucket, Rhode Island Resident; relocating to DC	\$110,000	\$7,643
Dinora McRae	Executive Assistant	1-Dec-20	Full-time, Exempt	At-Will, Continuing	Greenbelt, Maryland Resident; relocating to DC	\$68,000	\$5,784
Gabriela Kluzinski	Investment Associate	16-Feb-21	Full-time, Exempt	At-Will, Continuing	Ward 6	\$105,000	\$-
Matthew Hickman	Investment Associate	1-Mar-21	Full-time, Exempt	At-Will, Continuing	Gaithersburg, Maryland Resident; relocating to DC	\$105,000	\$-
VACANT	TBD^		Full-time, Exempt				
Total						\$1,483,000	\$75,916

* - indicates senior personnel

^ - position is vacant due to position being new, never filled

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY 2020? Who conducts such evaluations? What are they performance measures by which employees are evaluated? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

Answer:

Yes, DC Green Bank conducts annual performance evaluations. The performance evaluation cycle begins on August 1 and concludes on September 30 annually. Performance evaluations were not conducted in FY2020 due to the company being new and employees not starting prior to the typical annual review period timeline. The evaluations are conducted by the employee's immediate supervisor and the Director of Operations. The CEO's annual performance evaluation is conducted by the Board of Directors.

The performance evaluation includes six (6) primary areas:

- Goals & target objectives for the previous review period
- Job duties & responsibilities
- General quality & quantity of work
- Professionalism, relationship management, & communication
- Leadership skills (for organization leaders)
- Goals & target objectives for the next review period

If an employee is not consistently meeting or does not meet expectations for their overall performance, the employee will be placed on an individual performance improvement plan. The performance improvement plan is separate from the performance evaluation process and should be created in conjunction with the Director of Operations.

5. Please list all **employees detailed** to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.

Answer:

None.

6. Please provide the position name, organization unit to which it is assigned, and hourly rate of any **contract workers** in your agency, and the company from which they are contracted.

Answer:

As of the Submission Date, DC Green Bank has no contract workers, excluding interns. During FY2021 DC Green Bank's internship program will support up to three paid interns (contract employees) for short periods, as a result the numbers will vary over the course of the year.

To date, DC Green Bank has had three contract workers, all assigned to the CEO.

Position Name	Unit	Hourly Rate	Contracting Company
Executive Assistant	CEO	\$ 45.00	Midtown Group
Executive Assistant	CEO	\$ 25.00	DC Green Bank
Independent Contractor	CEO	\$ 50.00	DC Green Bank

7. Please provide the Committee with:
- A list of all employees who receive cellphones or similar communications devices at agency expense.
 - ◆ Please provide the total cost for mobile communications and devices at the agency for FY 2020 and FY 2021 to date, including equipment and service plans.
 - A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.
 - A list of employee bonuses or special award pay granted in FY 2020 and FY 2021, to date.
 - A list of travel expenses, arranged by employee.
 - A list of the total overtime and worker's compensation payments paid in FY 2020 and FY 2021, to date.

Answer:

DC Green Bank does not issue cell phones or similar communications devices. All full-time exempt employees are given a \$50/month mobile communication

allowance. Payments are issued bi-monthly with employees' pay. The total cost for FY2020 was \$225 and for FY2021 to date is \$975.

DC Green Bank does not own, lease, or otherwise use any vehicles.

DC Green Bank issued one employee bonus in FY2020.

Name	Position	Bonus Amount	Bonus Issue Date
Donald Walker	Director of Operations	\$10,000.00	10/1/2020

DC Green Bank has not incurred any travel expenses in FY2020 or to date in FY2021.

DC Green Bank paid \$3451.02 in overtime pay for FY2020, including for contract workers. There have been no overtime payments for FY2021 to date.

DC Green Bank has not issued any worker's compensation payments for FY2020 or FY2021 to date.

8. Please provide a list of each **collective bargaining agreement** that is currently in effect for agency employees.
- Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
 - Please provide, for each union, the union leader's name, title, and his or her contact information, including e-mail, phone, and address if available.
 - Please note if the agency is currently in bargaining and its anticipated completion date.

Answer:

None.

9. Please identify all **electronic databases** maintained by your agency, including the following:
- A detailed description of the information tracked within each system;
 - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system;
 - Whether the public can be granted access to all or part of each system.

Answer:

None currently outside of typical office software; however, as we ramp up our sustainable projects and products, we anticipate maintaining databases that include authorized contractors, participating lenders, and similar technical resources to enable our stakeholders to access private capital and facilitate applications for DC Green Bank financing.

10. Please describe the agency's procedures for investigating allegations of **sexual harassment** or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 2020 and FY 2021, to date, and whether and how those allegations were resolved.

Answer:

All reports of sexual harassment or misconduct should be reported to the Director of Operations. We are also in the process of selecting a reporting hotline as an additional resource. All reports will be promptly investigated, and corrective action taken where appropriate. All employees are required to cooperate with all investigations.

The Non-Harassment policy and reporting procedures are outlined in the DC Green Bank employee handbook. Additionally, employees are required to attend an annual training and sign a receipt of the policy and procedures.

There have not been any sexual harassment or misconduct allegations for FY2020 or FY2021 to date.

11. For any **boards or commissions** associated with your agency, please provide a chart listing the following for each member:
- The member's name;
 - Confirmation date;
 - Term expiration date;
 - Whether the member is a District resident or not;
 - Attendance at each meeting in FY 2020 and FY2021, to date.
 - Please also identify any vacancies.

Answer:

The Board of Directors of DC Green Bank currently has 5 confirmed voting members and 2 vacated Board seats.

Voting Members	District Resident?	Confirmation Date	Term Expiration	FY2020 and FY2021 (to date) Attendance
Brandi Colander (Chair)	Yes	6/4/2019	4/1/2022	14/14
Ed Hubbard (Secretary)	Yes	6/4/2019	4/1/2022	14/14
Priya Jayachandran	Yes	7/9/2019	7/9/2023	13/14
Ricardo Nogueira	Yes	7/9/2019	4/1/2021	14/14
Todd Monash	Yes	7/9/2019	4/1/2021	14/14
Vacancy	Seat vacated by Hannah Hawkins December 2020; term expiration date would have occurred 4/1/2021			
Vacancy	Seat vacated by Lori Chatman December 2019; term expiration date would have occurred 12/17/2020			

12. Please list the **task forces and organizations**, including those inside the government such as interagency task forces, of which the agency is a member and any associated membership dues paid.

Answer:

Task Force or Organization	Membership Cost
Advanced Energy Group	Honorary
American Green Bank Consortium	\$5,000
District of Columbia Building Industry Association	\$595
Mid-Atlantic Pace Alliance, Inc.	\$ 3,000
Urban Land Institute	\$ 840
HAND	\$ 5,000

Special Committee on Sustainable Program Cooperation: Pursuant to the Act, DC Green Bank is charged with convening the Special Committee on Sustainable Program Cooperation to provide an interagency platform for coordinating the City's sustainability efforts among the Department of Energy & Environment (DOEE), the DC Sustainable Energy Utility (DCSEU), and DC Green Bank.

13. What has the agency done in the past year to make the activities of the agency more **transparent** to the public?

Answer:

The Act requires public accountability and transparency in DC Green Bank's operations. In accordance with the Act and its adopted Bylaws, the Board of Directors of DC Green Bank performs the following activities to maintain transparency:

- Board meetings are subject to the Open Meetings Act. Accordingly, Board meetings are held open to the public, and notices of Board meetings are submitted to the D.C. Register as well as posted on its website.
- On December 9, 2020, DC Green Bank held its inaugural Annual Public Hearing which provides an opportunity for public comment.
- The [FY2020 Annual Report](#) and [FY2020 Audited Financial Statements](#) of DC Green Bank were posted to its website in December 2020.
- The FY2021 Budget is published in the FY2020 Annual Report
- An opportunity for public comment is provided at all regularly scheduled open Board Meetings.
- Board Bylaws, Guidelines and Procedures as well as Meeting Notices, Minutes and Recordings are posted on the DC Green Bank website.
- When each are adopted by the Board, DC Green Bank will publish its Performance Targets and Capital Strategy to its website, and annual progress reports will be included in the annual report for each fiscal year.

14. Please complete the following chart about the residency of **new hires**:

Number of Employees Hired in FY 2020 and FY 2021, to date		
<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing Term Temporary	11	4*

Contract		
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***NOTE: 4 of the 7 employees who are not District residents are required to relocate to DC as soon as practicable and safe, to avoid undue risk and quarantines due to the COVID-19 pandemic.**

B. BUDGET AND FINANCE

15. Please provide a chart showing the agency's **approved budget and actual spending**, by division, for FY 2020 and FY 2021, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

Answer:

As an independent instrumentality of the District, DC Green Bank is identified as a recipient of enterprise and other funds in the District's FY2020 Budget from two Special Purpose Funds: The Sustainable Energy Trust Fund (SETF), and the Renewable Energy Development Fund (REDF).

The DC Green Bank budget and variance for actual spending for FY2020 and FY2020 are embedded in the following pages. The variance for actual spending for FY2020 was primarily due to the timing of start-up expenses as well as the timing for intra-District transfers from the REDF and SETF.

**DC Green Finance Authority
Budget vs Actual Analysis
\$ in thousands**

FY 2020			
Category	Approved Budget	Actual (YTD) as of 9/30/20	Variance
Enterprise and other funds	29,000	26,000	- 3,000
Personnel	-	154	N/A

The variance in the funds received is due to the shortfall in assessments received due to the effects of the COVID-19 pandemic on energy usage in the District. The variance in the personnel expenditure line arises due to budgeted numbers not reported for the agency in 2020. This amount was included in the DOEE budget for that period.

FY 2021			
Category	Approved Budget	Actual as of 1/31/2021	Percentage of Budget
Enterprise and other funds	22,000	-	0%
Personnel	1,597	243	15%

Funds budgeted for 2021 have not been distributed to the Agency as of 1/31/2021.

The personnel expenses for the first 4 months of the Fiscal year 2021 reflected actual expenses for initial staff. As the agency becomes fully staffed and operational this variance will decrease.

FY2020 audited financial statements can be found [here](#).

16. Please list any **reprogrammings**, in, out, or within, related to FY 2020 or FY 2021 funds. For each reprogramming, please list:
- The reprogramming number;
 - The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
 - The sending or receiving agency name, if applicable;
 - The original purposes for which the funds were dedicated;
 - The reprogrammed use of funds.

Answer:

DC Green Bank did not have any reprogrammings in FY2020 or in FY2021 to date.

17. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2020 and FY 2021, to date, including:

- Buyer agency and Seller agency;
- The program and activity codes and names in the sending and receiving agencies' budgets;
- Funding source (i.e. local, federal, SPR);
- Description of MOU services;
- Total MOU amount, including any modifications;
- The date funds were transferred to the receiving agency.

Answer:

DC Green Bank does not currently make any intra-District transfers to any agencies within the District. DC Green Bank is a special purpose entity that receives intra-District transfers from two special purpose funds of the District. The table below reflects transfers received by DC Green Bank from the Renewable Energy Development Fund (REDF) and the Sustainable Energy Trust Fund (SETF) for FY2020 and FY2021 to date. As of 1/15/2021, DC Green Bank has received an aggregate amount of \$12 million from SETF and \$14 million from REDF. DC Green Bank does not currently have any MOU services in place and therefore no intra-District transfers pertain to MOUs.

Transfer Date	Transfer Amount	Funding Source
10/4/2019	\$14,000,000	REDF
7/15/2020	\$5,000,000	SETF
10/29/2020	\$7,000,000	SETF

18. Please provide a list of all **MOUs** in place during FY 2020 and FY 2021, to date, that are not listed in response to the question above.

Answer:

While there are no MOUs currently in place, DC Green Bank expects to enter into MOUs with district agencies in FY2021 as a result of our ongoing engagement.

19. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2020 and FY 2021, to date. For each account, please list the following:

- The revenue source name and code;
- The source of funding;
- A description of the program that generates the funds;
- The amount of funds generated by each source or program in FY 2020 and FY 2021, to date;
- Expenditures of funds, including the purpose of each expenditure, for FY 2020 and FY 2021, to date.

Answer:

Pursuant to the Act, all of DC Green Bank's funds are consolidated into the Green Finance Authority Fund (Fund). Initial funding for the Fund consists of \$7,000,000 a year for five years, fiscal years 2018 through 2023, is provided from the District's Renewable Energy Development Fund (REDF). In addition to the funding from REDF, the Clean Energy DC Omnibus Amendment Act of 2018 provides for the transfer of \$15,000,000 in fiscal years 2020 and 2021 and \$10,000,000 a year for fiscal years 2022 through 2025, from the District's Sustainable Energy Trust Fund (SETF) to support sustainable projects and programs.¹

DC Green Bank considers transfers from the SETF as unrestricted funds that, as part of the Fund, are available to support all of DC Green Bank operating purposes. We treat transfers from the REDF to be restricted as REDF funds are further restricted by the Act to only support sustainable projects or programs that support the creation of new solar energy in the District. With respect to FY2020, \$13,464,782 remained restricted as REDF as of September 30, 2020. With respect to FY2021, \$13,210,087 remains restricted as REDF as of December 31, 2020.

The District's financial support to DC Green Bank is currently limited to these two funding obligations in the aggregate amounts of \$35 million from the REDF (\$7,000,000 annually for five (5) years) and \$70,000,000 (\$15,000,000 annually

¹ The SETF is funded by assessments on natural gas, electric companies, a person who delivers heating oil or fuel oil to an end-user in the District, and from the sale of credits associated with the Regional Greenhouse Gas Initiative or any successor program. The REDF is funded from compliance fees, payment, investment earnings, or other funds received, and all interest on such funds required in connection with the District's renewable energy portfolio standard. Funds deposited into the REDF and the SETF, and interest earned, do not revert to the unrestricted fund balance of the General Fund of the District of Columbia at the end of the fiscal year, or at any other time.

for two (2) years and then \$10,000,000 annually for four (4) years) from the SETF, respectively.

To date, as noted above in B.17., DC Green Bank has received the following transfers: \$14,000,000 from the REDF and \$12,000,000 from the SETF.

Therefore, in FY2021 to date, if the SETF and REDF were fully funded the DC Green Bank would receive \$32,000,000 from the District: \$14,000,000 from the REDF for FY2020 and FY2021, and \$18,000,000 from the SETF for FY2020 and FY2021. However, given the pandemic's impact on SETF, and fluctuations in the REDF, the SETF and REDF may not be fully funded. DOEE has indicated support for fulfilling the District's commitment with increased payments in future years, and if DOEE determines that a legislative response is required in support of the District's climate goals, DC Green Bank will participate in efforts for such necessary legislative changes.

If Council has additional questions related to internal accounting practices and procedures, we would be happy to provide more information or guidance.

20. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:

- A description of each project;
- The amount of capital funds available for each project;
- A status report on each project, including a timeframe for completion;
- Planned remaining spending on the project.

Answer:

Not applicable.

21. Please list each contract, procurement, lease, and grant, but not including any financial products offered by the Authority to applicants, ("**contract**") awarded, entered into, extended, and option years exercised, by your agency during FY 2020 and FY 2021, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party;
- The nature of the contract, including the end product or service;
- The dollar amount of the contract, including budgeted amount and actually spent;
- The term of the contract;
- Whether the contract was competitively bid or not;
- The name of the agency's contract monitor and the results of any monitoring activity;

- Funding source;
- Whether the contract is available to the public online.

Answer:

Please see below for a schedule of contracts. None of these contracts are available to the public.

Year 2020 to date

Name	Nature of Contract	Yearly Dollar amount of Contract	Amount Spent to- date	Terms of Contract	Competitive Bid or Not	Name of Contract's Monitor	Funding Source	Available to the Public
Barker HR Consulting	HR Consulting	Hourly Professional	22,450	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
Bert Smith	Accounting Services	Hourly Professional	48,002	5 Months	No	Donald Walker	Green Finance Authority Fund	No
Cargas Systems	Accounting Conversion Implementation		23,625	Until Completion	Yes	Donald Walker	Green Finance Authority Fund	No
Digital Pride Films (media)	Media Relations	Contract work	6,091	As needed	No	Donald Walker	Green Finance Authority Fund	No
Dylan Green LLC	Recruiting	Contract work	34,000	As needed	Yes	Donald Walker	Green Finance Authority Fund	No
Ghost Note Agency	Media Relations / web services		118,650	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
Gusto	Payroll processing		3,000	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Midtown Group	Contractor worker agency	As needed	28,069	Contract ended October 2020	No	Donald Walker	Green Finance Authority Fund	No
Monday.com	CRM software	Based on Seats (16)	2,766	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Moya Design	Annual Report Digital Design		18,615	Project basis	No	Donald Walker	Green Finance Authority Fund	No
Philadelphia Insurance , Director and Officer(D&O Insurance)	Insurance		2,330	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Potter & Murdock (Employment Attorney)	Attorney		6,500	As needed	No	Donald Walker	Green Finance Authority Fund	No
The Hartford	Insurance		2,047	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Thelan IT	IT Consultant	Under negotiation	245,263	Month to month	Yes	Donald Walker	Green Finance Authority Fund	No
Tiber Hudson	Attorney	Hourly Professional	70,746	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
Venable LLP Engagement	Attorney	Hourly Professional	8,474	As needed	No	Donald Walker	Green Finance Authority Fund	No
CIMA	Insurance	Cost of Policies	5,200	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Sage Intacct	Accounting software subscription		23,696	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
BridePeople inc	Professional Services (Diversity Consulting)		35,000	6 months	No	Donald Walker	Green Finance Authority Fund	No
C. Chen	Startup services	fee	17,605	3 months, then month to month renewal	No	Eli Hopson	Green Finance Authority Fund	No
SB & Company	Financial Audit		15,000	1 year (yearly renewal)	Yes	Jean Nelson-Houpert	Green Finance Authority Fund	No

22. Please provide the details of any **surplus** in the agency's budget for FY 2020, including:

- Total amount of the surplus;
- All projects and/or initiatives that contributed to the surplus.

Answer:

Not applicable.

C. **LAWS, AUDITS, AND STUDIES**

23. Please identify any **legislative requirements** that the agency lacks sufficient resources to properly implement.

Answer:

FY2021 will be the first full year of operations for DC Green Bank; accordingly, it is currently in the process of implementing its initial funding and evaluating the resources available to comply with the Act. As issues arise, DC Green Bank will evaluate any legislative requirements that the agency lacks sufficient resources to properly implement and communicate with the Council to resolve.

24. Please identify any statutory or regulatory **impediments** to your agency's operations or mission.

Answer:

As noted above, FY2021 will be the first full year of operations for DC Green Bank; accordingly, it is currently in the process of evaluating impediments to our operations or mission. As issues arise, DC Green Bank will evaluate any legislative requirements that the agency lacks sufficient resources to properly implement and communicate with the Council to resolve.

DC Green Bank highly values the Board of Directors and cannot be successful without the guidance and direction that it provides. As the Board undertakes its duties to comply with the statute, we want to make sure that we identify any potential challenges that may arise in advancing the DC Green Bank mission and accelerating its impact. In particular, we are mindful that the Green Finance Authority Establishment Act of 2018 sets the quorum requirement at

five (5) Board members out of seven (7) voting Board positions. The status of individual Board members can fluctuate due to numerous factors – including changes in jobs that may not allow them to continue to serve or the need to take family or personal leave.

At present, the DC Green Bank Board of Directors currently has five (5) confirmed voting members, and we have not yet experienced any disruptions in our Board operations. However, it is important to elevate this as a potential impediment to continuity in operations and the ability to efficiently deploy capital that could arise if we are not able to successfully maintain a quorum for any length of time, as well as when conflicts arise requiring recusal of individual members of our Board, who are connected to the DC clean energy and affordable housing community in a variety of ways thus increasing the potential for conflicts to arise. Lastly, and in addition to the quorum requirement, the work of the DC Green Bank team benefits immensely from the expertise that each Board member brings to bear. Therefore, we anticipate that maintaining a higher number of active Board members with diverse experience, expertise, and insights will contribute to operational stability and achievement of significant gains in the overall impact delivered by DCGB. We encourage the Council to work expeditiously with the Administration to swiftly fill these vacant seats.

25. Please list all **regulations** for which the agency is responsible for oversight or implementation. Where available, please list by chapter and subject heading, including the date of the most recent revision.

Answer:

Not applicable.

26. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2020 that significantly affect agency operations or resources.

Answer:

No federal legislation or regulation was passed in FY 2020 that significantly affected agency operations or resources.

27. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY2020. Please state the status and purpose of each study.

Answer:

DC Green Bank did not have any studies, research papers, or analyses requested, prepared, or contracted in FY2020.

28. Please list and describe any ongoing **investigations**, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2020 and FY 2021, to date.

Answer:

As a new independent instrumentality of the District, DC Green Bank completed and published its first Annual Report and Audited Financial Statements for FY 2020 in December 2020.

On December 30, 2020, the Annual Report and Audited Financial Statements were submitted to the Mayor and City Council and the Audited Financial Statements were submitted to the OCFO’s office, to be included in the District Comprehensive Annual Financial Report (CAFR).

DC Green Bank does not have any other ongoing investigations, audits, or reports on the agency or employees of the agency.

29. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

Answer:

To date, DC Green Bank has not received any notices or recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities.

30. Please list any **reporting** requirements required by Council legislation and whether the agency has met these requirements.

Answer:

Pursuant to Subchapter V of the Act,² DC Green Bank is required to satisfy the following reporting requirements:

Reporting Requirement	Due Date	Status
Annual report	Within 90 days of fiscal year end	Delivered to Council and Mayor on December 30, 2020
Initial 3-year assessment	Within 4 years after August 22, 2018	Not yet due
Audit by independent CPA	Annually within 10 days after receiving audit results	Delivered to Council and Mayor on December 30, 2020
Project Annual Statements	Annually	Project reporting in process

31. Please list all pending **lawsuits** that name the agency as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.

Answer:

None.

32. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY 2020 or FY 2021, to date, including any covered by D.C. Code § 2-402(a)(3), and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of

² DC Code §173.51 *et seq.*

the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Answer:

Not applicable.

33. Please list any **administrative complaints or grievances** that the agency received in FY 2020 and FY 2021, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY 2020 or FY 2021, to date, describe the resolution.

Answer:

None.

D. GREEN FINANCE AUTHORITY BOARD

1. Please provide a list of the Green Finance Authority Board's current members, including its ex officio members from the District government. For each member, please provide the following:
- The member's name.
 - The Ward in which they reside (not necessary for ex officio members).
 - The agency or organization the member represents.
 - When the member's term expires.
 - Attendance record for all official Board meetings.

Answer:

Voting Members	Ward of Residence	Experience/Expertise	Term Expiration	Board Meeting Attendance
Brandi Colander (Chair)	7	Sustainable project expertise	4/1/2022	14/14

Ed Hubbard (Secretary)	4	Sustainable project expertise	4/1//2022	14/14
Priya Jayachandran	3	Affordable housing or community development experience	7/9/2023	13/14
Ricardo Nogueira	1	Financial institution experience	4/1//2021	14/14
Todd Monash	3	Financial institution experience	4/1//2021	14/14

Ex Officio Members	Agency	Term Expiration	Board Meeting Attendance
Nicole Rentz (Vice Chair)	Department of Energy & Environment	N/A	2/2 – DOEE designee beginning November 2020
Bruno Fernades	Office of the Chief Financial Officer (OCFO)	N/A	12/14
Jonathan Kayne	Office of Public-Private Partnerships (OP3)	N/A	12/14
Sarosh Olpadwala	Office of the Deputy Mayor for Planning and Economic Development (DMPED)	N/A	3/14

2. Where the Board has subcommittees or working groups, please provide a list of all subcommittees, including membership, and details on each subcommittee's focus.
- Are there issues not encompassed in the current working group topics that the Board would like to work on?

Answer:

The Board does not currently have any subcommittees or working groups. As noted above, pursuant to the Act, DC Green Bank is charged with convening the Special Committee on Sustainable Program Cooperation to provide an interagency platform for coordinating the City's sustainability efforts among the Department of Energy & Environment (DOEE), the DC Sustainable Energy Utility (DCSEU), and DC Green Bank. The members of the Special Committee on Sustainable Program Cooperation

are: Todd Monash (DC Green Bank Board), David Epley (DOEE), Ted Trabue (DC SEU), and Eli Hopson (DC Green Bank CEO).

The standing committees of the Board are currently as follows:

Committee	Focus	Members
Executive	Risk management review; Board planning and engagement; audit review and approval	Brandi Colander Ed Hubbard Nicole Rentz
Human Resources	HR compliance and strategic staff planning	Brandi Colander Rick Nogueira Nicole Rentz
Finance	Financial policy and operations	Todd Monash Priya Jayachandran Bruno Fernandes Jonathan Kayne Sarosh Olpadwala
Governance	Board bylaws and policy	Ed Hubbard Nicole Rentz

3. Please provide a list of the Board's meeting dates, times, and locations for FY 2020 and FY 2021 to date.
 - Please provide the Board's meeting schedule for the remainder of FY 2021.

Answer:

Date	Time	Location
10/23/2019	2:30pm	DOEE Offices, 1200 First St NE, 7th Floor, Washington, DC 20002
12/5/2019	2:30pm	National Resources Defense Council (NRDC), 1152 15TH Street NW, Suite 300, Washington, DC 20005
1/23/2020	2:30pm	DOEE, 1200 First St NE, Washington, DC 20002
3/11/2020	5:00pm	Teleconference (Closed Session)
5/6/2020	4:00pm	Teleconference
6/25/2020	1:30pm	Teleconference
7/23/2020	2:00pm	Teleconference
7/29/2020	11:00am	Teleconference (Closed Session)
8/20/2020	2:00pm	Teleconference (Closed Session)

9/17/2020	2:00pm	Teleconference (Closed Session)
9/24/2020	2:00pm	Teleconference
10/22/2020	2:00pm	Teleconference
11/19/2020	2:00pm	Teleconference
12/22/2020	12:00pm	Teleconference

FY2021 Scheduled Board Meetings:

2/12/2021, 3/18/2021, 5/20/2021, 7/22/2021, 9/23/2021

4. Please provide an update on the Board's progress in hiring staff to administer the Green Finance Authority.

Answer:

Refer to Section A Question 3 for information on staffing.

5. Did the Board receive funds in FY 2020 and/or FY 2021, to date? If so, please provide the following:

- The amount of the funding.
- The source of the funding.
- A list of all expenditures.
- A description of how these funds furthered the Board's mission.

Answer:

Pursuant to the Act, Board members are not entitled to compensation but may be reimbursed for actual and necessary expenses while engaged in official duties as Board members of DC Green Bank, including transportation, parking, mileage expenses, and conference admission fees incurred not in excess of \$8,000 per Board member per fiscal year. In FY2020 and FY2021 to date lunches were provided during Board meetings and expenses were reimbursed in the amount of \$820.

6. Please describe the Board's major goals for FY 2021 and the plan/timeline for completion.
- Where the Board set major goals for FY 2020, please describe those goals and the degree to which they were achieved.

Answer:

The Act requires DC Green Bank to establish its performance targets by April 13, 2021, and to adopt a capital strategy (i.e., financial plan for its capital base). Both are currently under development and will be adopted during FY2021. The Board also adopted formal mission, vision and values, will guide the DC Green Bank as it finalizes its initial hires, and support and encourage capital deployment during the pandemic.

For FY2020, the major goal of the Board was to successfully launch operations, including by commencing financial activity and hiring the CEO for DC Green Bank. DC Green Bank began financial activity in October 2019. The CEO was onboarded to launch DC Green Bank operations on April 13, 2020.

The Act requires DC Green Bank to establish its performance targets by April 13, 2021, and to adopt a capital strategy (i.e., financial plan for its capital base). Both are currently under development and anticipated to be adopted before the end of FY2021.

7. Please provide a copy of all official correspondence sent by the Board in FY 2020 and FY 2021 to date.

Answer:

[January 2020 Q&A Response to Council Oversight](#)

In addition, the Board conveyed an offer letter to CEO Eli Hopson on March 19, 2020, a copy of which is maintained as confidential personnel information.

E. PROGRAM-SPECIFIC QUESTIONS

8. What types of financial products were offered by the Authority in FY 2020? Does the Authority anticipate diversifying the types of products it offers in FY 2021

and beyond? Does the Authority face any barriers in offering certain types of products?

Answer:

In FY2020, DC Green Bank executed a portfolio of eight (8) solar construction loans with uniform documentation for eight affordable multifamily projects (all developed by one sponsor). In addition, DC Green Bank released the Commercial Loan for Energy Efficiency and Renewables (CLEER) on its website, modeling the product off of that offered by Montgomery County Green Bank. Thus far, DC Green Bank has one partner bank under the CLEER program. In July 2020, DC Green Bank released its Open RFP and has thus far received two applications. DC Green Bank launched the Navigator pre-development program on the date of submission, and will continue to ramp up volume of products and diversify its offering portfolio. We are particularly focused on launching products with local partners, such as Sandy Spring Bank and City First Enterprises, and on funding pilot projects that may have potential to be replicable products. As of the submission date, our total pipeline represents about [\$890 million] in potential investments in sustainable projects in DC, of which the DC Green Bank contribution could be more than \$46 million.

Barriers that we have identified and are currently addressing by seeking partnerships with local lenders include i) the ability to efficiently underwrite smaller transactions for small businesses, nonprofits, and community-service ii) financing clean energy and energy efficiency improvements for residential customers; and iii) providing financial products to traditionally underserved communities. The pandemic has provided an increased barrier to the development and uptake of new financial products, and at the same time has increased the need for funding available to support local businesses.

9. Please provide of the number of applications for financing the Authority received in FY 2020 and FY 2021, to date, including the number of applications approved, denied, and pending review.

Answer:

In FY2020, DC Green Bank approved one portfolio financing, for Flywheel Development, totaling \$1,783,989 in commitments. As discussed above, DC Green Bank maintains a robust portfolio of potential projects in its financing pipeline.

Thus far in FY2021, DC Green Bank has received two applications through the Open RFP, both of which are in the negotiations stage. If approved under the proposed financing amounts, DC Green Bank could commit about \$3.4 million to the two projects, to be partially funded in FY2021. DC Green Bank signed a term sheet for one transaction to finance LMI residential solar together with a national green bank financing partner. Each party would be providing about \$1,500,000. The Sponsor has since been able to pursue financing through a commercial bank. There have been no other formal applications; however, the team has entertained initial discussions on 20 distinct transactions across the Investment Focus sectors, some of which involve multiple project sites and counterparties. Total potential financing for DC Green Bank in those projects is estimated to be greater than \$46 million, with total capital of about \$890 million at this early stage. We note that some projects will proceed as planned, others will be delayed into future fiscal years, and others may not be approved for DC Green Bank financing.

10. Please provide an account of the financial products awarded by the Authority during FY 2020 and FY 2021, to date, including:

- The total amount of financing awarded by the Bank, and the amount of remaining available funds;
- For each recipient of financing:
 - The name of the recipient;
 - The recipient type (homeowner, businessowner, financial institution, etc.);
 - The nature of the project being financed (solar, wind, water conservation, building retrofits, etc.), including the end product;
 - The dollar amount of financing provided, and, where available, the percentage of the total project's cost represented by that financing;
 - The term for repayment;
 - The name of the Authority's project monitor and the results of any monitoring activity; and
 - Whether the contract is available to the public online, and, if so, where.

Answer:

FY2020: Total amount awarded was \$1,783,989 in solar construction loan commitments to a portfolio of projects developed by Flywheel Development, LLC, a business. As of the submission date, \$60,065 are available. Projects are monitored through permitting, DC SEU Solar For All grant requirements, and interconnection requirements. The contracts contain sensitive commercial information and are not publicly available. The project loans are expected to be

repaid when permanent financing is put into place, expected to occur in Q2 FY21.

11. How does the Authority oversee projects that it has financed? Does the Authority set conditions upon which a loan or other financing might immediately come due?

Answer:

Project oversight will vary based on the project or product type; however, generally, DC Green Bank's asset management standard operating procedures includes: (i) ongoing project monitoring, which may include inspections; (ii) project status reporting; (iii) performance metric reporting; (iv) periodic financial reporting and covenant compliance reporting; and (v) ongoing monitoring for adverse news media.

Generally, one of the lender remedies that are included in DC Green Bank loan products is the right to accelerate the loan upon a default. Depending on the product or project, the specific conditions upon which DC Green Bank would accelerate a loan versus exercise another lender remedy is a determination that would be made on a case-by-case basis.

12. How did the Authority publicize the availability of financial products during FY 2020 and FY 2021, to date? Did demand for these products in FY 2020 meet, exceed, or fall sort of the Authority's expectations?

Answer:

In FY2020, DC Green Bank adopted a commercial loan product called Commercial Loan for Energy Efficiency and Renewables ("CLEER") with Sandy Spring Bank as the first participating lender. CLEER is advertised on the DC Green Bank website, email campaign, and our social media platforms, on the Building Innovation Hub website, LinkedIn and Twitter. We developed a marketing schedule to have regular updates posted about the program's availability. Additionally, various members of the executive team have attended events to present on the CLEER program in FY2020 and FY2021, most recently two events with Housing Association of Nonprofit Developers (HAND), which serves DC's affordable housing sector. We continue to engage with our partners, Montgomery County Green Bank and Sandy Spring Bank, on the program to advertise through hosting virtual focus and feedback sessions, contractor events, and individual virtual meetings due to COVID-19. We also continue to work with

our marketing contractor, Ghost Note, to develop collateral and online information about CLEER.

As the program recently started at the end of FY2020, DC Green Bank has started receiving inquiries for financing. While CLEER is currently operating with one underwriting institution, Sandy Spring Bank, DC Green Bank continues to recruit additional financial institutions that may be able to provide competitive rates for suitable projects, benefitting from the DC Green Bank credit enhancement.

In addition to CLEER, DC Green Bank launched an open request for proposal (RFP) inviting private sector capital providers, developers, contractors, and other clean and renewable energy industry participants to propose transactions involving collaboration with DCGB. Such transactions should be aimed at addressing financing market gaps and barriers and should ultimately support clean energy, clean transportation, clean water, stormwater management, energy efficiency, water efficiency, and/or green infrastructure projects in the District. This Request for Proposals (“RFP”) is specifically designed for larger projects or portfolios of projects, likely over \$250,000.

We found great success in partnering with Flywheel Development on several rooftop solar programs in FY2020. DC Green Bank, City First Enterprises, and Flywheel Development are working together to fund the construction of eight rooftop solar energy installations in Wards 4, 7, and 8, already deploying \$1.78M. The projects are part of DOEE’s Solar For All program, which DCSEU manages. More than 300 DC households in four distinct affordable living communities are expected to benefit from more than \$3.5M in total savings on electricity bills for the lifetime of the installations.

For this project, we held a successful live, virtual event in September 2020, to publicize the project’s success at Abrams Hall and the open RFP. The event can be viewed at <https://dcgreenbank.org/live/>.

The Open RFP continues to be advertised on the DC Green Bank website, email campaign, and our social media platforms, LinkedIn, Twitter and Instagram. We developed a marketing schedule to have regular updates posted about the program’s availability.

We are developing a Community Impact Initiative financing program, where we have started working with underserved community institutions, including faith-based organizations, to provide cost-saving, sustainable upgrades including advanced HVAC systems, solar panels, and stormwater abatement.

On the date of submission, we launched a new pre-development loan program, Navigator, that will be widely marketed to the affordable housing, contractor, engineer, and architect communities to support building upgrades, particularly Building Energy Performance Standard (BEPS) compliance.

13. Pursuant to D.C. Law 22-155, the Authority was established to “increase private investment in clean energy, clean transportation, clean water, stormwater management, energy efficiency, water efficiency, and green infrastructure projects in the District.”
- How does the bank assess whether a particular project meets these goals?
 - Has the Authority promulgated any standards, rubric, or other document governing how a project may or may not qualify for financing from the Authority? If yes, please provide the Committee with that document.
 - Are there instances where projects that involve fossil fuels could be eligible for financing from the Authority? Put another way, where a project seeking financing would include fossil fuels, does that automatically disqualify the project from receiving financing from the Authority?

Answer:

Within 12 months of the appointment of the CEO of DC Green Bank, the Act provides that the Board must adopt its performance targets. Prior to adopting its performance targets, DC Green Bank must publish its proposed performance targets for public comment for a period of 30 days. The performance targets are currently under development, and the initial draft was published to the D.C. Register on February 5, 2021. The comment period will therefore expire on Monday, March 8, after which the Board of DC Green Bank will review a final draft at its Regular Meeting currently scheduled for March 18. The initial draft performance targets can be found [here](#). Individual projects and programs will necessarily require different approaches to risk, sustainability, financial stability, and as a result no single rubric will apply to all projects.

DC Green Bank’s investments will be rated based on their greenhouse gas performance, as proposed in our performance targets and currently open for public comment. DC’s electrical supply contains significant electricity generated from fossil fuels, and unfortunately will continue to do so for some time. Investments in solar energy and energy efficiency upgrades for buildings are a central part of DC Green Bank’s portfolio, as they help to address the 75% of DC’s carbon emissions that are related to buildings. In order to eliminate all fossil carbon from being incurred by DC Green Bank investments, the Bank would be limited to off-grid solar projects and stormwater resilience. In many instances, disqualifying buildings that use natural gas for heating would prevent

DC Green Bank from supporting a just transition to clean energy and to a clean economy, as to date incentives for electrification are limited. As a result, DC Green Bank will require consideration of electrification of heating needs and will continue to support electrification investments to the extent feasible. However, DC Green Bank expects to continue to support energy efficiency building upgrades where building owners cannot afford electrification even with the financing and incentives available to them, but those upgrades will result in reduced greenhouse gas emissions and a benefit to the community.

14. Please describe the Authority's work with the DC PACE Program in FY 2020 and FY 2021, date. Has DC PACE fully transitioned from DOEE to the Authority?

Answer:

The current contract with Urban Ingenuity expires on September 30, 2021. DC Green Bank and DOEE have been collaborating closely to develop and execute a transition plan for the current DC PACE contract administration to be assigned from DOEE to DC Green Bank, which is anticipated to occur in FY2021 prior to the expiration of the current contract.

15. Please describe the Commercial Loan for Energy Efficiency and Renewables (CLEER) Program. How does this program differ from DC PACE and other programs in the District?

Answer:

The Commercial Loan for Energy Efficiency and Renewables Program ("CLEER Program") provides financing for energy saving upgrades and renewable energy installations for existing buildings. Borrowers can be commercial property owners, common ownership associations (i.e., condominium and cooperative associations), as well as commercial tenants. Eligible commercial properties include commercial office, industrial, as well as multifamily buildings.

CLEER provides term financing for existing buildings only, which may be secured by an equipment lien, for commercial loans ranging from \$10,000 to \$250,000, with larger amounts considered on a case-by-case basis. DC Green Bank's CLEER product currently can stimulate up to \$10,000,000 in commercial loan production

volume by the participating lender using a loan loss reserve that absorbs the first loss capped at five percent (5%) of the maximum production volume.

In contrast, DC PACE is secured by a property assessment using the District's taxing authority and may be used for either existing or new construction. Minimum loan size for a PACE project is \$100,000, and there is no maximum loan size. As administrator of DC PACE, DC Green Bank does not currently anticipate originating DC PACE loans for projects where the capital providers are currently lending at commercially viable rates, however it may consider funding projects for which registered capital providers are not able to provide capital at commercially viable rates, or providing credit enhancements for target projects, technologies, and building types, such as zero-net-energy buildings and affordable housing.

16. In December 2020, DOEE issued its proposed Building Energy Performance Standards ("BEPS"). The first slate of buildings will have six years to comply with these new standards. What role does the Authority see itself playing in helping buildings comply with BEPS? Will the Authority be promulgating guidance or other outreach for property owners regarding BEPS, including how financing through the Authority could help property owners comply?

- Does the Authority intend to collaborate with DOEE on any messaging or outreach?
- As noted, affected property owners will have six years to comply with BEPS; however, property owners should not delay until the end of that period to begin any needed retrofits or upgrades. How will the Authority encourage property owners to begin this work sooner, rather than later?

Answer:

DC Green Bank actively engages with DOEE to understand BEPS and how we can immediately assist building owners to comply with and exceed the requirements. We attend all of the BEPS task force meetings to stay abreast of the standards development and community pulse. As many building owners are still attempting to understand all the implications, we have started to put new programs and products in place to specifically address BEPS.

First, the number one request from developers and affordable housing advocates that we received in our stakeholder outreach was for pre-development support. DC Green Bank launched the Navigator pre-development loan program to address that request, and to support predevelopment expenses for retrofitting existing commercial and residential buildings to comply with BEPS. These simple, unsecured loans range from \$10,000-250,000 for organizations to fund customized analysis and design of energy improvements for multifamily properties using

owner-selected and managed technical service providers. Owners cover 25% of predevelopment costs where DC Green Bank loans cover 75% of costs.

Similar to the open RFP, we will accept proposals for construction loans in order to comply with BEPS. In addition to our own capital, we are seeking partnerships with local financial institutions, in particular with CDFIs and banks focused on sustainability financing, to quickly get these projects off the ground.

Like the CLEER program, we have started to attend and present at local virtual events that focus on BEPS compliance and emphasize DC Green Bank as an option to fund these projects. We have already started to collaborate with the BEPS task force, Building Innovation Hub, DOEE, DCSEU, HAND, and other entities in the District to support the recommended pathways to compliance. We are starting to develop an event and marketing schedule to reach out to property owners and contractors in the District to start to think about their own planning, about the benefits of getting started early, both for compliance purposes and the immediate environmental impact.

17. Did the ongoing public health emergency or COVID-19 pandemic impact the operations of the Authority during FY 2020 and FY 2021, to date? If so, how? How does the agency intend to mitigate these effects, moving forward?

Answer:

COVID-19 has had devastating impacts on the District, and particularly acute impacts for communities that already face existing health, economic, and material challenges.

For DC Green Bank, the entirety of the staff was hired after the onset of the pandemic, beginning with our CEO in April 2020. Bank operations have been 100% virtual. Although we have made the best of the challenging environment that a pandemic presents, the investment landscape and uncertainty during a global pandemic has been a clear impediment to progress. Due to business and personal financial constraints, getting business and financial institutions initially interested in sustainable projects is difficult, but we have seen a significant uptick in interest as doing business virtually has become more ubiquitous and a tenuous economic recovery begins. For example, our early signature project, in partnership with Flywheel Development, emerged when their existing financing partner was unable to fund their project due to COVID, opening the door for our first successful projects.

In addition, DC Green Bank has successfully hired 11 team members to date, with comprehensive onboarding achieved in this remote environment. Although the team works remotely and has not been able to work together physically, teambuilding remains a high priority and additional efforts have been made to achieve positive working relationships and a collaborative atmosphere.

As the new Biden Administration continues to advance climate policies at the federal level, we expect additional support and cooperation from our federal partners in the District, including potential federal funding for green banks, as well as demonstration and development opportunities on federal property in the District. The DC Green Bank team works to engage with the community to identify opportunities and needs and to get the message out about our mission, products, and services so that we can be an integral part of a green recovery for the District.

Supplemental: 2021 Performance Oversight Pre-Hearing Questions

1. How does the agency assess whether programs and services are equitably accessible to all District residents?
 - a. What were the results of any such assessments in FY 2020?
 - b. What changes did the agency make in FY 2020 and FY 2021, to date, or does the agency plan to make in FY 2021 and beyond, to address identified inequities in access to programs and services?
 - c. Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effectively identify and address inequities in access to agency programs and services?

Answer:

DC Green Bank launched its inaugural programs and services at the close of FY2020 and at the beginning of FY2021. Initial programs, products, and services were evaluated through the lens of DCGB's core values: sustainability, clean economy, and inclusive prosperity. In particular, DCGB's initial deployment of financial resource to support a project was concentrated in Wards 7 and 8, areas of the District where underinvestment has historically prevailed. As DCGB rapidly expands its portfolio of financial products and supports additional investment, we will be closely assessing our community impact.

One key element of DCGB's equity assessment process will be through the development and adoption of our Performance Targets. The Performance Targets are organized around DCGB's core values and we are in the process of soliciting public comment on our proposed targets. A copy of the proposed targets can be found [here](#). The public comment period opened on February 5, 2021 and will close on March 8, 2021. During that period, we will also be holding a public, virtual community input meeting – Focus and Feedback Session – to provide the public with an overview of our proposed Performance Targets, answer questions the community may have, and hear from District residents about how we should measure our impact. Once adopted, the elements embedded in the Performance Metrics will be monitored by multiple staff and will inform the development of our internal and external processes and procedures to ensure relevant information collection at each stage in the financial deal lifecycle.

DC Green Bank is also in the process of launching a new stakeholder engagement platform – titled the Community Impact Initiative – where we will be especially proactive in our outreach to community organizations, nonprofits, faith communities, and more. These groups are pillars of District communities, and engage with and serve numerous under-supported groups. These community-based institutions have strong relationships with District residents, and have built confidence within the community, and these groups will emerge as trusted partners of DC Green Bank. As we launch this engagement platform, we would be pleased to keep the Council apprised of our impact and the community partners we identify. Lastly, the largest obstacles to identifying and addressing inequities in our programs, processes, and products are time and awareness. DCGB is in its infancy and we are rapidly engaging with the community to gather their input on how to measure success and equity in our work. Over time, we will also be able to get our message out to more District residents and to specifically target communities where investment and resources are needed most. We welcome the support of the City Council as we seek to identify partnerships with trusted community leaders to collaborate and to ensure that DC Green Bank is a leader on equitable access.

2. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.
 - a. How was the policy formulated?

- b. How is the policy used to inform agency decision-making?
- c. Does the agency have a division or dedicated staff that administer and enforce this policy?
- d. Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

Answer:

We do not yet have a separate, formal racial or social equity statement or policy. DC Green Bank hired an Equal Access Advocate to ensure that we center inclusive prosperity and equal access to financing in our internal and external operations. Racial and social equity are also initially covered in our mission and vision, our Equal Opportunity and Anti-Discrimination Policy, and our Non-Harassment Policy. As a new organization we are also working with our diversity partners, BridgePeople, to continue to develop and support an inclusive culture, and offerings that embody our values, including a formal statement during FY2021.

- 3. Does the agency have an internal equal employment opportunity statement or policy? Please share that document or policy statement with the Committee.
 - a. How was the policy formulated?
 - b. How is the statement or policy used to inform agency decision-making?
 - c. Does the agency have a division or dedicated staff that administer and enforce this policy?
 - d. Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

Answer:

Yes, DC Green Bank has an equal employment opportunity statement. The policy was formulated by the Director of Operations and General Counsel in conjunction with a contracted employment attorney, Potter & Murdock, to align with our espoused value of inclusive prosperity.

The policy informs our hiring practices and decision-making by ensuring that we certify our final applicant pool for each position, ensuring representation from underrepresented groups. We ensure that all final applicant pools are representative of the demographics of Washington, DC. Our targeted recruitment strategy includes making direct contact and posting jobs with affinity groups, minority-serving organizations, referrals, and direct outreach to viable candidates through professional social platforms. We extend the policy through employment, encouraging employees to participate in mandated trainings, professional

development seminars, sharing knowledge and information, and consistently speaking up regarding equity issues in the workplace.

Inclusive prosperity is the responsibility of all DC Green Bank employees, but the CEO, Director of Operations, and Equal Access Advocate have specific responsibilities to administer and enforce this policy. We have also hired a diversity, equity, and inclusion consultant, BridgePeople, to advise on policy implementation, employee training, and day-to-day actions. As a new organization, we have not yet assessed policy compliance. We are in the process of creating performance targets that will address inclusive prosperity internally and externally, once adopted we will measure and report on our performance.

1-2. Equal Employment Opportunity and Anti-Discrimination

[Excerpted from the DC Green Bank Employee Handbook]

DC Green Bank is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, color, creed, religion, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, pregnancy-related conditions, and childbirth), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental ability, genetic information, or any other characteristic protected by applicable federal, state, or local laws and ordinances. DC Green Bank's management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, team member activities, access to facilities and programs, and general treatment during employment.

Further, DC Green Bank will endeavor to make a reasonable accommodation of an otherwise qualified applicant or team member related to an individual's physical or mental ability, sincerely held religious beliefs and practices, and/or any other reason required by applicable law, unless doing so would impose an undue hardship upon DC Green Bank's business operations.

Any applicant or team member who needs an accommodation to perform the essential functions of the job should contact the CEO and/or Director of Operations to request such an accommodation. The individual should specify what accommodation is needed to perform the job and submit supporting documentation explaining the basis for the requested accommodation, to the extent permitted and in accordance with applicable law. DC Green Bank then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made. DC Green Bank will evaluate requested accommodations and, as appropriate, identify other possible accommodations if any. The individual will be notified of DC Green Bank's decision regarding the request within a reasonable period. DC Green Bank treats all medical

information submitted as part of the accommodation process in a confidential manner.

Any team members with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of the CEO and/or Director of Operations. DC Green Bank will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If team members feel they have been subjected to any such retaliation, they should contact the CEO and/or Director of Operations. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including discharge. All team members must cooperate with all investigations conducted pursuant to this policy.