

2023 Performance Oversight Questions
Green Finance Authority Board

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 FY2022, DC Green Bank continued to be fortunate in expanding its team to meet critical organizational goals. The Board of Directors approved a staffing plan to grow the team to meet the current lending demand and forecasted growth. Since the last report, DC Green Bank has grown from 14 full-time employees to 20.

DC Green Bank is a small, flexible team that works collaboratively to meet organizational goals. We rely on the expertise of project leads to offer a wide range of ideas and approaches to keep the team engaged and gain the benefits of each team members' contributions. As a result, we do not use divisions as our structural model, we have found this organization to suit our mission and remit.

See Appendix I - Organizational Chart

As reflected in the previous report, functional teams were established to provide more day-to-day management and effectiveness across the organization. Each senior executive manages team members whose responsibilities best align with each departmental function. The team has expanded over the past year to meet organizational needs. Additionally, in October 2022, the inaugural CEO, Eli Hopson, resigned and Jean Nelson-Houpert, CFO, was appointed as interim-CEO, while the Board of Directors launches a search for the next CEO.

2. Please list each **new program** implemented by the agency during FY 2022 and FY 2023, 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:

The following programs were either implemented or continue to be in effect in FY2022 continuing into FY2023.:

Building Energy Performance Standards Revolving Loan Facility (BEPS RLF):

In support of the District's BEPS program, DCGB, DOEE and DCSEU entered into the Building Energy Performance Standards Revolving Loan Facility ("BEPS RLF") Memorandum of Understanding ("MOU") in May 18 2022, to develop a comprehensive Affordable Housing Retrofit Accelerator program for over 100 naturally occurring affordable housing buildings. Currently, DC Green Bank has been allocated \$21,625,425.00 from the American Rescue Plan Act (ARPA) to implement this revolving loan program and provide non-BEPS compliant affordable housing buildings and under-resourced buildings access to low-interest loans. The MOU is effective through September 30, 2025 or until earlier terminated.

Small Business Energy Savings Support Loan Pool:

In December 21, 2021, City First Enterprises and DC Green Bank launched the Small Business Energy Savings Support Loan Pool. This program provides small businesses up to \$150,000 in loans to undertake investments in clean and renewable energy, energy efficiency, and resilience. The program will offer small businesses the ability to decrease their environmental footprint while increasing much needed cashflow in the near-term, a critical outcome in the uncertain environment brought on by the ongoing pandemic. To date, the program has approved one \$120,000 loan, whereby DCGB contributed \$72,000. The contract remains in effect until terminated pursuant to the terms of the agreement.

Clean Energy Advantage Program:

On January 25, 2022, DC Green Bank partnered with Clean Energy Credit Union to offer residents of the District affordable loan options for residential solar, energy efficiency, and personal transportation and allocated up to \$225,000 as a Loan Loss Reserve for up to \$3,000,000 in loans from Clean Energy Credit Union. This partnership continues until terminated pursuant to the terms of the agreement.

DC Green Bank entered into an MOU with Maryland Clean Energy Center on February 10, 2022, for implementing the program. This MOU is effective until 03/31/2023. To date, the Clean Energy Advantage program has launched its energy efficiency offering for residents and is in the process of launching its electric vehicles and e-bikes offering.

Green Community Impact Joint Venture:

In April 2022, DC Green Bank and Latino Economic Development Corporation launched the Green Community Impact Joint Venture. This program provides community serving organizations up to \$250,000 in loans for energy efficiency measures. To date, DC Green Bank has funded \$450,000 of the loan pool and LEDC has contributed an additional \$50,000. DC Green Bank will be contributing \$900,000 of the \$1,000,000 total revolving pool. This joint venture remains in effect until terminated pursuant to its terms.

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 as of January 20, 2023. We do not have specific grades, series, or steps of positions.

The CEO position serves in an executive employment position established by statute. This role is vacant, and the board is actively searching to fulfill the position.

Employee Name	Title	Start Date	Classification	Status	Ward	Annual Salary	Fringe
N/A	Chief Executive Officer*		Full-time, exempt	Vacant since 10/15/2022	-	-	-
Donald Walker	Chief Operating Officer*	8/3/2020	Full-time, exempt	At-will, Continuing	5	\$ 197,196.00	\$ 18,951.90
Jean Nelson-Houpert	Chief Financial Officer/Interim-CEO*	9/21/2020	Full-time, exempt	At-will, Continuing	Ashburn, VA	\$ 197,196.00	\$ 38,957.75

Isida Tushe	General Counsel*	7/25/2022	Full-time, exempt	At-will, Continuing	5	\$ 197,196.00	\$ 9,898.99
N/A	Chief Investment Officer*		Full-time, exempt	Vacant since 01/15/2023	-	-	-
Dinora McRae	Executive Assistant	10/13/2020	Full-time, exempt	At-will, Continuing	5	\$ 84,771.00	\$ 18,013.91
Gary Decker	Director of Strategic Engagement	12/7/2020	Full-time, exempt	At-will, Continuing	1	\$ 152,196.00	\$ 21,546.47
Michael Chase	Director of Technology & Special Projects	9/30/2022	Full-time, exempt	At-will, Continuing	Silver Spring, MD	\$ 145,000.00	\$ 5,822.18
Mary Edwards	Director of Underwriting	1/4/2023	Full-time, exempt	At-will, Continuing	Alexandria, VA	\$ 175,000.00	\$ 6,667.60
Marc Ericson	Director of Financial Programs	1/4/2023	Full-time, exempt	At-will, Continuing	Silver Spring, MD	\$ 165,000.00	\$ 1,417.60
Michelle Boltik	Financial Controller	10/19/2022	Full-time, exempt	At-will, Continuing	Bowie, MD	\$ 140,000.00	\$ 5,234.80
Ronald Hobson	PACE Program Manager	1/24/2022	Full-time, exempt	At-will, Continuing	Fairfax, VA	\$ 147,196.00	\$ 11,966.66
Gabriela Kluzinski	Investment Manager	2/15/2021	Full-time, exempt	At-will, Continuing	1	\$ 140,000.00	\$ 10,473.38
Shyrah Kum	Equal Access Advocate	12/7/2020	Full-time, exempt	At-will, Continuing	Dumfries, VA	\$ 119,771.00	\$ 5,003.77
Derrick Holloway	Senior Investment Associate	7/25/2022	Full-time, exempt	At-will, Continuing	5	\$ 127,196.00	\$ 4,826.23
Shiva Patel	Senior Investment Associate	8/1/2022	Full-time, exempt	At-will, Continuing	1	\$ 127,196.00	\$ 14,628.02
Mojdeh Efatian	Human Resources Manager	10/26/2022	Full-time, exempt	At-will, Continuing	6	\$ 90,000.00	\$ 13,622.61
Laura Maretich	Communications & Marketing Coordinator	10/26/2022	Full-time, exempt	At-will, Continuing	4	\$ 80,000.00	\$ 3,686.80
Natrebo Douglas	PACE Program Coordinator	11/30/2022	Full-time, exempt	At-will, Continuing	Richmond, VA	\$ 85,000.00	\$ 8,678.70
Christina Crosson	Staff Accountant	9/3/2021	Full-time, exempt	At-will, Continuing	8	\$ 83,770.98	\$ 10,561.22

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY 2022? Who conducts such evaluations? What are the 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:

DC Green Bank conducts annual performance evaluations. The performance evaluation cycle begins on October 1 and concludes on December 31 annually. Employees are also given quarterly feedback meetings to discuss

progress towards goals and overall performance. The evaluations are conducted by the employee’s immediate supervisor and approved by HR. The CEO’s annual performance evaluation is conducted by the Board of Directors.

The performance evaluation includes six (6) primary areas:

- Goals and target objectives for the previous review period
- Job duties and responsibilities
- General quality and quantity of work
- Professionalism, relationship management, and communication
- Leadership Skills (for organization leaders)
- Goals and 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 is created in conjunction with HR.

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. DC Green Bank’s internship program supports up to five paid interns (contract employees) for short periods, as a result the numbers will vary over the course of the year.

To date in FY22, DC Green Bank has had two (2) contract workers.

Position Name	Organization Unit	Hourly Rate	Contracting Company
Senior Accountant	Accounting	\$ 95.00	Lucas Group/Korn Ferry
Contract Manager	Operations	\$ 104.00	Lucas Group/Korn Ferry

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 2022 and FY 2023 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 2022 and FY 2023, to date.
 - A list of travel expenses, arranged by employee.
 - A list of the total overtime and worker’s compensation payments paid in FY 2022 and FY 2023, to date.

Answer:

DC Green Bank does not issue cell phones or similar communications devices to employees. All full-time, exempt employees are given a \$50/month mobile communications allowance. Payments are issued monthly with employees' pay. The total cost for FY2022 was \$7,200.00 and for FY2023 to date is \$ 2,400.00.

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

DC Green Bank issued \$183,404.04 in employee bonuses for FY2022.

One-time Inflation Bonuses	\$ 103,636.25
FY22 Performance Bonuses	\$ 57,517.79
Sign On Bonuses	\$ 22,250.00

DC Green Bank incurred \$4,803 in travel expenses during FY2022.

Name	Travel Amount
Shyrah Kum	66.63
Jay Lurie	52.30
Eli Hopson	765.34
Jean Nelson-Houpert	881.79
Dinora McRae	1,307.80
Karin Berardo	1,729.14

DC Green Bank did not pay overtime pay for FY2022 and to date for FY2023.

DC Green Bank has not issued any workers' compensation payments for FY2022 or FY2023 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:

Not applicable.

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:

DC Green Bank does not maintain its own electronic databases. DC Green Bank has contracts with several third-party software service providers, such as our CRM system maintained by monday.com, our accounting software provided by Sage Intacct, and our file information system maintained by Microsoft. The public cannot be granted access to these systems as the information is confidential and proprietary in nature.

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 2022 and FY 2023, to date, and whether and how those allegations were resolved.

Answer:

Any report of sexual harassment is reported to HR. We also use Red Flag Reporting, an anonymous reporting hotline where reports can be routed to the CEO, COO, General Counsel, Human Resources, or other designated investigator if requested by the complainant.

All reports be promptly investigated, and corrective action is 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. Employees are trained on the reporting procedures and expected behavior at the time of hire and required to attend a refresher training annually. Employees electronically acknowledge receipt of the policy and procedures.

There have not been any sexual harassment or misconduct allegations for FY2022 or FY2023 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 2022 and FY2023, to date.
- Please also identify any vacancies.

Answer:

Board Members	District Resident?	Confirmation Date	Term Expiration	FY2022 and FY2023 (to date) Attendance
Brandi Colander (Chair)	Yes – Ward 7	6/8/2022	6/4/2025	11/11
Edward Hubbard (Secretary)	Yes – Ward 4	6/8/2022	6/4/2025	10/11
Priya Jayachandran	Yes – Ward 3	12/15/2020	7/9/2023	10/11
Ricardo Nogueira	Yes – Ward 1	1/4/2022	7/9/2024	10/11
Todd Monash	Yes – Ward 3	1/4/2022	7/9/2024	11/11
Deborah Loomis	Yes – Ward 2	7/13/2021	4/1/2024	9/11
Vacant – Affordable Housing	-	-	-	-
Carmen Pigler (Ex Officio) – OCFO	-	-	Serves at the pleasure of the Mayor	10/11
Jonathan Kayne (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	5/11
Sarosh Olpadwala (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	0/11

Ari Gerstman (Ex Officio) – DOEE	-	-	Serves at the pleasure of the Mayor	7/9
----------------------------------	---	---	-------------------------------------	-----

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
DC Chamber of Commerce	\$815
DCSEU Advisory Board	Honorary
District of Columbia Building Industry Association	\$595
Federal City Council	\$8,000
HAND - The Housing Association of Nonprofit Developers	\$5,000
International Green Bank Network	\$7,000
Mid-Atlantic PACE Alliance	\$3,000
Urban Land Institute	\$840

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

Answer:

DC Green Bank continues to prioritize transparency as a value of the organization. Appropriate transparency is important, particularly for entities that are stewards of public dollars and tasked with a critical mission.

DC Green Bank has bolstered its transparency in multiple ways over the last year. In particular, we have improved and expanded our Transparency page on our website in order to deliver a central repository of important information that the public may need access to. This allows residents, businesses, public officials, and beyond to identify the information they need to evaluate our work, learn from our operations, and ask questions.

Beyond the Transparency page, we have worked closely with the staff and Chair of the Committee on Transportation and the Environment – our committee of jurisdiction – to provide timely information as well as engage in regular conversations about our work, impact, and operations.

Lastly, as a relatively new agency, we are continuously improving our public materials. This year, we published our most focused and accessible annual report to date. Our annual report is an important tool by which we are able to communicate with the residents of the District, and other critical stakeholders, about our successes, challenges, and impact.

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

Number of Employees Hired in FY 2022 and FY 2023, to date		
<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing		
Term		
New Hire	11	4
Contract		

Answer:

Eleven (11) new hires since January 2022.

B. BUDGET AND FINANCE

15. Please provide a chart showing the agency’s **approved budget and actual spending**, by division, for FY 2022 and FY 2023, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

See Appendix II

16. Please list any **reprogrammings**, in, out, or within, related to FY 2022 or FY 2023 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 does not have any reprogrammings.

17. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2022 and FY 2023, 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 have any intra-District transfers.

18. Please provide a list of all **MOUs** in place during FY 2022 and FY 2023, to date, that are not listed in response to the question above.

Answer:

1. Memorandum of Understanding between Maryland Clean Energy Center and DC Green Bank dated February 10, 2022.
2. Memorandum of Understanding between DC Green Bank and City First Homes dated as of September 29, 2022.
3. Amendment to Memorandum of Understanding between Department of Energy and Environment and DC Green Bank dated May 18, 2022.
4. Memorandum of Understanding between DC Green Bank and Department of Consumer and Regulatory Affairs dated June 07, 2022.

19. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2022 and FY 2023, 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 2022 and FY 2023, to date;
- Expenditures of funds, including the purpose of each expenditure, for FY 2022 and FY 2023, to date.
- Policies that the Authority has adopted to ensure that Renewable Energy Development Fund funds are segregated from other funds and to ensure that those funds are only being used as authorized.

Answer:

DC Green Bank receives funds from the REDF and SETF special purpose revenue accounts, with those funds being maintained by DOEE.

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:

DC Green Bank does not have any capital projects or capital funds.

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 2022 and FY 2023, 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:

See Appendix III

Legal service engagement letters are not included in order to protect privilege. DC Green Bank contracts are not available to the public.

22. Please provide the details of any **surplus** in the agency’s budget for FY 2022, including:
- Total amount of the surplus;
 - All projects and/or initiatives that contributed to the surplus.

Answer:

DC Green Bank does not have a surplus for FY22.

C. LAWS, AUDITS, AND STUDIES

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

Answer:

At this time, DC Green Bank has sufficient resources to properly implement all legislative requirements.

If any issues arise, we will evaluate any legislative requirements that the agency lacks sufficient resources to properly implement and communicate with the Council in a timely manner to discuss resolution.

While we are able to meet the technical legislative requirements in our statute, over the last few years we have received lower than expected financial resources from the District, partially due to the impact of the COVID19 pandemic. Our ability to more fully contribute to accelerating progress towards the city’s climate, energy, and equity goals will be significantly improved if the District considers expediting additional funding to the bank. At this time, demand for affordable green financing outpaces our available resources.

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

Answer:

We endeavor to have a strong relationship with the City Council and the Mayor’s office. As impediments may arise, we evaluate the challenges on a case-by-case basis and work with the Council, Mayor’s Office, or other partners to address obstacles.

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:

DC Green Bank is responsible for oversight or implementation of the following regulations:

- PACE Administrator - DC Code 8-173.22(a)(11));
- To gather and distribute data and information concerning the need in the District for sustainable projects and programs - (DC Code 8-173.22(a)(20));
- Establish a Special Committee on Sustainable Program - DC Code 8-173.23(1)(1)

26. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2022 that significantly affect agency operations or resources.

Answer:

In FY2022, two major pieces of federal legislation passed that are likely to impact agency operations and resources.

First, the Infrastructure Investment and Jobs Act, or Bipartisan Infrastructure Law (BIL), became law in November of 2021. This legislation invests heavily in key sectors within which DC Green Bank, and the entire District, have a vested interest. As examples, the BIL unlocks significant financial resources for transportation electrification and electric vehicles transition, resilient infrastructure and communities; and energy efficiency upgrades and retrofits, to name a few. DC Green Bank remains in communication with DOEE and HSEMA to evaluate the best ways for the District to capture available resources and deploy them in way that benefits every corner of our city.

Second, the Inflation Reduction Act (IRA) became law in August of 2022. The IRA is a groundbreaking piece of legislation that has the potential to deliver transformational change across the country and accelerate the transition to a cleaner, greener, and more inclusive future for all. In particular, we would like to highlight the Greenhouse Gas Reduction Fund (GHGRF) portion of the IRA. The GHGRF includes multiple key provisions, including the development of a national green bank. The national green bank – with regulations still currently under development by EPA – is poised to receive \$20 billion to unleash investment in clean technologies that reduce emissions and deliver an equitable transition to a clean energy future while prioritizing disadvantaged communities. DC Green Bank stands ready to access significant financial resources from the national green bank into our communities and to invest that money in projects that help the District meet its climate, energy, equity, and public health goals on a faster timetable. In addition to the \$20 billion for the national green bank, there is another \$7 billion as part of the IRA that is available to states, tribal governments, and cities (like DC) through competitive grants. While these resources are not yet available and the national intermediary continues to evolve structurally, the DC Green Bank is already in discussions with DOEE, as the District’s designated clean energy agency, about collaborating on future applications to secure large-scale federal resources to support and invest in DC communities all-too-often left behind.

27. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY 2022. Please state the status and purpose of each study.

Answer:

DC Green Bank requested the following studies, research paper, and analyses during FY2022 to enhance our knowledge in the field.

- The Inflation Reduction Act analysis from Climate Finance Advisors, August 30, 2022.
- Recommendations for DC Green Bank Loan Pricing Policy from Climate Finance Advisors, September 6, 2022.
- The District’s SREC Market – Update from February from Climate Finance Advisors, August 9, 2022.

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 2022 and FY 2023, to date.

Answer:

DC Green Bank completed and published its Annual Report and Audited Financial Statements for FY2022 in December 2022. On December 30, 2022, 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:

DC Green Bank is required to produce an annual report within 90 days of the end of each fiscal year as well as produce audited financial statements, submitting both to the Mayor's Office and the Council.

To date, DCGB has produced three annual reports and three audited financial statements. We have met this requirement each year. DC Green Bank's annual reports and audited financial statements can be found on our dedicated Transparency and Accountability page here.

In addition, DCGB is required to complete a three-year assessment within four years of the establishment of the Green Finance Authority, and to provide the report to the Mayor and City Council, including recommendations on whether there is a need for additional public funding. This report is not yet due to the Mayor and Council as DCGB has not yet completed four years of operations. Our team has established strong procedures that will allow us to collect the relevant information to deliver a meaningful report as required.

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 2022 or FY 2023, 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 the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Answer:

None.

33. Please list any **administrative complaints or grievances** that the agency received in FY 2022 and FY 2023, 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 2022 or FY 2023, to date, describe the resolution.

Answer:

None

D. GREEN FINANCE AUTHORITY BOARD

34. Please provide a list of the Green Finance Authority Board’s current members, including its ex officio members from the District government, and, if any, the number of unfilled Board seats and whether any of those unfilled seats require a specific expertise. 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:

Board Members	District Resident?	Confirmation Date	Term Expiration	FY2022 and FY2023 (to date) Attendance
Brandi Colander (Chair)	Yes – Ward 7	6/8/2022	6/4/2025	11/11
Ed Hubbard (Secretary)	Yes – Ward 4	6/8/2022	6/4/2025	10/11
Priya Jayachandran	Yes – Ward 3	12/15/2020	7/9/2023	10/11
Ricardo Nogueira	Yes – Ward 1	1/4/2022	7/9/2024	10/11
Todd Monash	Yes – Ward 3	1/4/2022	7/9/2024	11/11
Deborah Loomis	Yes – Ward 2	7/13/2021	4/1/2024	9/11
Vacant – Affordable Housing	-	-	-	
Carmen Pigler (Ex Officio) – OCFO	-	-	Serves at the pleasure of the Mayor	10/11
Jonathan Kayne (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	5/11
Sarosh Olpadwala (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	0/11
Ari Gerstman (Ex Officio) – DOEE	-	-	Serves at the pleasure of the Mayor	7/9

35. 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:

DC Green Bank Board of Directors currently has four subcommittees to accelerate the impact of the Board. The subcommittees are: Human Resources, Finance, Governance, and Executive. At this time, these four subcommittees are sufficient to account for all issues needed.

Human Resources Subcommittee: Focus on DCGB strategic staffing plan, HR compliance, personnel risk management matters, staff hiring, compensation, and benefits.

- Priya Jayachandran
- Ricardo Nogueira (chair)

Finance Subcommittee: Focus on budget, financial management and audits, and financial strategy.

- Priya Jayachandran
- Todd Monash (chair)
- Carmen Pigler
- Jonathan Kayne
- Sarosh Olpadwala
- Ari Gerstman

Governance Subcommittee: Focus on risk management, policies, charters, and audits thereof.

- Ed Hubbard (chair)
- Deborah Loomis

Executive Subcommittee: Focus on decisions related to annual financial statement audit, personnel decisions related to DCGB Officers, managing reputational risk, approval of smaller deal closings.

- Brandi Colander (chair)
- Ed Hubbard
- Ari Gerstman

36. Please provide a list of the Board's meeting dates, times, and locations for FY 2022 and FY 2023, to date.

- Were there occasions in FY2022 or FY2023, to date, on which the Board was not able to achieve a quorum for a scheduled meeting because Board members were required to recuse themselves? If yes, please provide a list of all such occasions.
- Please provide the Board's meeting schedule for the remainder of FY 2023.

Answer:

FY22

- December 7, 2021 – Virtual Meeting at 10:00 am
- December 13, 2021 – Virtual Meeting at 2:00 pm
- February 7, 2022 – Virtual Meeting at 4:00 pm
- February 16, 2022 – Virtual Meeting at 12:00 pm
- April 20, 2022 – Virtual Meeting at 12:00 pm
- June 15, 2022 – Virtual Meeting at 12:00 pm
- July 18, 2022 – Virtual Meeting at 5:00 pm
- August 17, 2022 – Virtual Meeting at 12:00 pm

FY23

- October 14, 2022 – Virtual Meeting at 12:30 pm
- October 24, 2022 – Virtual Meeting at 5:00 pm
- December 14, 2022 – Virtual Meeting at 12:00 pm
- February 22, 2023 – TBD at 12:00 pm
- April 26, 2023 – TBD at 12:00 pm

- June 28, 2023 – TBD at 12:00 pm
- August 23, 2023 – TBD at 12:00 pm
- October 25, 2023 – TBD at 12:00 pm
- December 13, 2023 – TBD at 12:00 pm

There were no scheduled Board meetings for which DC Green Bank was not able to achieve a quorum due to recusals.

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

Answer:

The Board is supporting the interim-CEO to ensure continued operations. The Board is engaging with a third-party firm to fill the CEO vacancy.

38. Did the Board receive funds in FY 2022 and/or FY 2023, 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 \$2,000 per Board member per fiscal year. In FY2022 and FY2023 lunches were provided during Board meetings and expenses totaled \$2,074.82.

39. Please describe the Board’s major goals for FY 2023 and the plan/timeline for completion.

- Where the Board set major goals for FY 2022, please describe those goals and the degree to which they were achieved.

Answer:

The Board of Directors will place substantial focus on the following goals for 2023:

Operational Excellence:

The DC Green Bank has endured substantial leadership transitions which require engagement and commitment from the board to understand the needs of the team, drive operational excellence, and identifying talented professionals with the requisite skills to operate the organization. As a result, the board will continue to invest deeply in evaluating the growth of the organization with the team’s ability to deliver results and ensuring the performance review process provides appropriate feedback. This goal will include a review of staffing, fiscal health, mission alignment and lessons learned.

The board is appreciative of the interim CEO’s commitment to the organization and contributions. Given the current CEO vacancy, the board is prioritizing the search for a permanent CEO and supporting that individual in creating and managing the team needed to support the needs of the DC Green Bank at this point in its maturation.

Pipeline Development:

Operational excellence depends on solid management that can execute against our mission which requires developing a pipeline for the DC Green Bank to thrive. This will remain a focus for 2023 as we continue to provide extensive technical assistance, it is critical that we also scale our pipeline. We continue to identify opportunities for partnership, collaboration and review lessons learned.

Legislative/Regulatory Landscape:

The legislative and regulatory landscape for green banks nationally remains robust and as of 2022, for the first time ever, received landmark financial earmarks to support clean energy enablers like the DC Green Bank. We are confident in our ability to serve as an incredible resource and to partner with DOEE to ensure alignment around our mission. To that end, the board will continue to inform this approach and consider the impacts of this new landscape on the existing model of the DC Green Bank. This may include evaluating the current staffing configuration, prospective funding opportunities, etc.

As an aside, the board continues to operate with a vacancy for affordable housing, we would sincerely like to see that position finally filled and will continue to work with the Council and the Mayor's team to hopefully place that board member.

40. Please provide a copy of all official correspondence sent by the Board in FY 2022 and FY 2023 to date.

Answer:

The Board of Directors regularly publishes the meeting agendas, meeting minutes, videos, and presentation slide decks from each board meeting. These can be found on the [Transparency page](#) on our website. In addition, the DC Green Bank Board Chair, Brandi Colander, wrote a letter to the community in FY22 ([page 7](#)), annual reports, contributed to a piece about the importance of green finance for the District, and wrote a letter about the urgency of accelerating our efforts to build a clean and sustainable future for all.

E. EQUITY

41. How does the agency assess whether programs and services are equitably accessible to all District residents?

- What were the results of any such assessments in FY 2022?
- What changes did the agency make in FY 2022 and FY 2023, to date, or does the agency plan to make in FY 2023 and beyond, to address identified inequities in access to programs and services?
- 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 has taken several steps to ensure the programs and services are equitably accessible to District residents.

DC Green Bank actively engaged with residents, businesses and community organizations through community events and targeted outreach.

The outreach opportunities included the following:

- Open Streets Wards 5, 7, 8,
- H Street Festival
- Community listening sessions for Ward 7 & 8
- Housing And Nonprofit Developer Conference
- Onsite meetings and building tours with houses of worship and nonprofit organizations

Community Impact Initiative:

In FY2021 DC Green Bank launched the Community Impact Initiative pilot. The pilot was designed to assist houses of worship, nonprofits, and community serving organizations with navigating the green financing process to make sustainable retrofits to their existing buildings while also providing energy efficiency education and project development resources.

BEPS – AHRA Partnership with DOEE and DCSEU:

In FY2021 DCGB partnered with In support of the District’s BEPS program, DCGB, DOEE and DCSEU entered into the Building Energy Performance Standards Revolving Loan Facility (“BEPS RLF”) Memorandum of Understanding in May 2022. Currently, DC Green Bank has been allocated more than \$21 million from the American Rescue Plan Act (ARPA) to implement this revolving loan program and provide non-BEPS compliant affordable housing buildings and under-resourced buildings access to low-interest loans.

Lending impacting LMI communities:

In FY2022 DC Green Bank committed over \$27 million to clean energy projects in the District. Of that, \$5.4 million is committed to improving LMI communities.

DC Green Bank hosted several listening sessions targeted at various community constituencies to learn more about equity and community needs. Based on those sessions, we will utilize the information to continue to inform our community impact initiative, equity in lending practices, and overall community outreach for FY2023.

DC Green Bank did not conduct any formal assessments in FY2022.

In order to continue to address inequities, DC Green Bank need funding to support additional consulting services specific to community relations and development in the District.

42. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.
- How was the policy formulated?
 - How is the policy used to inform agency decision-making?
 - Does the agency have a division or dedicated staff that administer and enforce this policy?
 - Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

Answer:

DC Green Bank does not formally have a racial or social equity statement or policy; however, inclusive prosperity is one of our three core values. In order to implement that core value, DC Green Bank has partnered with DEI consultants. DC Green Bank has an equal access advocate, a full-time position at DC Green Bank.

DC Green Bank is in the process of developing a racial and social equity statement, as well as a diversity, equity, and inclusion program in FY2023 to communicate and affirm our commitment.

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

Answer:

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 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 Human Resources 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 will then 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 confidentially. Any team members with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources.

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 Human Resources. 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. This policy was formulated out of a need for standardized equity and accommodation practices. It was created in line with Human Resources standards set by Society for Human Resource Management (SHRM) and federal compliance. DC Green Bank also implemented language necessary to create a more inclusive workplace.

This policy is foundational in ensuring that all employees and staff encounter a workplace free of barriers and discrimination. For example, DC Green Bank has a strong parental leave policy that provides up to 16 weeks of leave for employees expanding and supporting families.

Human Resources administers and enforces this policy.

F. PUBLIC HEALTH EMERGENCY

44. Please give an overview of any initiatives the agency initiated in response to the pandemic that have been incorporated into the Authority's operations.

Answer:

As CDC guidance related to Covid-19 protection has shifted due to higher levels of immunity and the increased availability of effective Covid-19 prevention and management tools, DC Green Bank's approach to Covid-19

management has evolved as well. While we continue to encourage our community to access life-saving vaccines, DC Green Bank employees are no longer required proof of vaccination, submit negative test results, or seek accommodations in lieu of vacation. Accordingly, on December 07, 2022, we rescinded the vaccination requirements previously required that were issued.

45. What percentage of the Authority's total employees currently work remotely?

Answer:

100% of DC Green Bank employees work under a hybrid work schedule; two (2) days are required in the office and three (3) days employees are permitted to work remotely.

46. Please provide a copy of the agency's Continuing Operations Plan and any remote working protocol (if applicable).

Answer:

There is no specific Continuing Operations Plan in relation to Covid-19. *See response #44.* DC Green Bank has a remote working protocol. *See response #45.*

47. What agency programs and services have been impacted by revenue loss during the FY 2021 and FY 2022, to date, if any?

Answer:

None

48. How has the agency ensured that all staff have access to appropriate equipment and internet connection, so as to work from home? What happens if a worker did not have the right tech or a stable connection?

Answer:

Each DC Green Bank employee is issued a new Dell computer, two (2) 24-inch monitors, a wireless keyboard, a wireless mouse, a docking station, and webcam with a ring light, in order to work remotely. Each employee is also paid a \$50 monthly technology stipend to offset the cost of higher speed internet and/or cell phone data usage. Additional requests for accommodations to successfully work remotely are reviewed on a case-by-case basis.

In FY2022, DC Green Bank also offered physical office space with high-speed internet connectivity to ensure all employees have access to the resources needed to perform their work. Each office workstation is outfitted with the same equipment provided for remote work.

49. How much federal stimulus relief was directed to the agency during FY 2021, FY2022, and FY 2023, to date, and for what purposes was it used? Was the agency a recipient of any other federal grants related to the public health emergency?

Answer:

In 2022, DC Green Bank received \$10.8 million of ARPA federal stimulus through an MOU with DOEE to provide affordable financing to the Naturally Occurring Affordable Housing buildings in the District. The bank created a revolving loan fund with below market rate to ensure that the district affordable housing buildings are able to comply with the District's Building Energy Performance Standards (BEPS) and for residents to reap the financial and public health benefits of those efficiency upgrades. We are expecting a similar amount in 2023 for the same purpose.

DC Green Bank's work focuses on several sectors for which infrastructure bill funding, both formula and competitive, will be available, including electrifying transportation, building efficiency, and utility and grid resilience and efficiency. We are in conversations with our intergovernmental colleagues at the District and federal level and private partners to identify opportunities to leverage a portion of those dollars to efficiently accelerate progress towards achieving our mission and the city's climate and energy goals. There are significant opportunities for these dollars to be used to deploy microgrids across the District, rapidly increase the amount of community solar deployed, accelerate the transition of the city and regional car, truck, and public transportation fleets to electric, support a cleaner and smarter utility grid for interconnecting demand-response technologies alongside solar and electric vehicle batteries, and tackle the city's number one source of pollution on a larger scale – our buildings.

Based on the ambitious goals of DC Green Bank and the size of the investment needed in order for the District to achieve its climate, energy, resilience, and equity goals, we do not anticipate any federal funds received to be offset with a corresponding request for a reduction in DCGB funds elsewhere.

G. PROGRAM-SPECIFIC QUESTIONS

50. What types of financial products were offered by the Authority in FY 2022? Does the Authority anticipate diversifying the types of products it offers in FY 2023 and beyond? Does the Authority face any barriers in offering certain types of products?

Answer:

In FY22 and continuing into FY2023, DC Green Bank offered multiple products to serve our constituency. In particular, we offered pre-development loans both under the branded Navigator program discussed previously as well as other types of tailored pre-development loans for clients that had unique needs.

In addition to predevelopment loans, DC Green Bank offers construction loans for clients at this challenging stage in the project development process. We also offer our Commercial Loan for Energy Efficiency and Renewables (CLEER). This loan accelerates the availability of up-front financing to multifamily, commercial, and industrial property owners as well as commercial building tenants and owners of existing buildings in DC for upgrades that reduce energy and resource consumption and for distributed renewable energy solutions.

In addition, we are proud to be able to continue to keep open our open solicitation for projects. This avenue allows for innovative proposals to be brought to our team to consider how we might be able to invest and support projects in line with our mission and values. It is important that we remain flexible to the changing and unique needs of the District and this opportunity allows for creativity to flourish and for DC to emerge as a leader on innovative green investments.

At this time, we do not face substantial barriers in offering the types of financing that the District needs. Given that DCGB is not a commercial bank, we are not able to offer consumer lines of credit or loans to District residents directly. However, we are in discussions with private financial institutions to be able to unlock these private dollars and create a lending window for District residents to do their part by adding solar to their roofs, increasing the energy efficiency of their residence, and transitioning to electric transportation (cars and/or bicycles).

See Question #2 above - For additional information on DC Green Bank's financial products.

51. Please provide the number of applications for financing the Authority received in FY 2022 and FY 2023, to date, including the number of applications approved, denied, and pending review.

Answer:

	Inquiries	Current Pipeline	Term Sheets Issued	Underwriting	Projected Closings	Closed	Denied
General	220	86	26	17	3	22	97
Community Impact Initiative	35	32	3	3	1	2	4
Navigator	8	7	1	3	0	1	1
Total	263	125	30	23	4	25	102

Current Pipeline in \$ - Anticipated Max Capital Commitment

Approximately \$41 million

52. Please provide an account of the financial products awarded by the Authority during FY 2022 and FY 2023, 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:

DC Green Bank loan contracts are not published to the public to protect confidentiality. Public details on deal closings are available in DC Green Bank press releases. The percentage of the total project costs is business sensitive information.

53. How did the Authority publicize the availability of financial products during FY 2022 and FY 2023, to date? Did demand for these products in FY 2022 meet, exceed, or fall sort of the Authority’s expectations?

Answer:

DC Green Bank uses multiple avenues to communicate our financial products. In particular, we use our website (www.dcgreenbank.com), social media platforms like Twitter, Instagram, LinkedIn, and YouTube, as well as platforms like MailChimp – an email distribution service – to engage with our audiences about our financial offerings. In addition, our team is very active in the community. Over the last year we have participated in numerous virtual and in-person community, industry, and government events and public forums – including participating in Open Streets across multiple wards – where we are able to promote our financial offerings and also listen to the community about what additional needs we may be able to meet for affordable financing.

The demand for our investment will grow as more dollars flow in via District commitments, returns on existing investments, and our efforts to unlock additional private capital and explore utilizing our bonding authority to increase our available capital.

54. Please describe the Authority's role with the DC PACE Program in FY 2022 and FY 2023, to date.

Answer:

On October 1, 2021, the Authority assumed the role of program administrator for the DC Property Assessed Clean Energy (PACE) program, with the support of Urban Ingenuity, Inc., (the previous program administrator). On October 1, 2022, the DC PACE program was fully transitioned to the Authority. In FY 2023, the Authority will continue to expand the program's footprint by deepening relationships with existing capital providers, onboard new capital providers and increasing outreach efforts within the District.

55. Of the applications for financial products received by the Authority in FY 2022 and FY 2023, to date, has the Authority found that these applications tend to be for certain project types (such as solar, building weatherization, etc.), or that they tend to *not* be for certain project types? If yes, what work is the Authority doing to identify and strengthen communications and outreach to entities managing project types less represented in the applicant pool?

Answer:

To date, the large majority of inquiries about DC Green Bank financing have been for two sectors: solar and green buildings/energy efficiency retrofits and investments. We have received a comparatively smaller amount of inquiries about our stormwater and green infrastructure and transportation electrification sectors.

In 2023, we are planning to increase our business development on green buildings – especially given that approximately 75% of District emissions are from our buildings. We will also amplify our messaging related to stormwater and transportation electrification. On stormwater, we have already closed two innovative revolving loan fund. These two investments will be used as case studies and examples to message to potential clients about the types of deals we can deliver.

On transportation electrification, in addition to redoubling our efforts to engage with our District government and regional colleagues on electrifying fleets and public transportation, we will also be engaging with building owners and property managers about the benefits of providing on-site charging infrastructure and incentivizing the usage of electric vehicles and accessing those new revenue streams for building owners and Operators.

Our team is in discussions to underwrite our first electric vehicle loan. Lastly, as mentioned in a previous question, we are working closely with a private capital provider to develop a program to allow District residents to access affordable financing for electric vehicles, electric bicycles, and associated charging infrastructure investments (among other things).

56. Of the applications for financial products received by the Authority in FY2022 and FY2023, to date, has the Authority found that these applications tend to come from a certain type of applicant, or that certain applicants tend not to apply? What work is the Authority doing to encourage applications from entities owned and/or led by women, Black District residents, and other residents of color?

Answer:

DC Green bank's Community Impact Initiative (CII) program focuses on equity and inclusion, and we are making dedicated efforts to engage the group above. We have partnered with Community Development Financial Institutions (CDFI) and minority-owned financial institutions to provide funding for these communities as well. We currently have a Small Business Loan Fund with City First Enterprises targeting small businesses. In addition, we have a joint venture with the Latino Economic Development Center (LEDC), which provides funding for minority businesses across the District. DC Green Bank's statute does not provide for the

financing of consumer lending; however, to provide residents with the opportunity to participate in the clean economy, we have partnered with Clean Energy Credit Unions through a loan loss reserve to provide residents across the District the opportunity to get financing on an individual basis for energy efficiency measures for their homes.

DCGB participated in various community events to engage women-, Black-, and minority- owned businesses and District residents through community events and targeted outreach.

The outreach opportunities included, but were not limited to, the following:

- Open Streets Wards 5, 7, and 8
- H Street Festival
- Community listening sessions for Ward 7 & 8
- Housing And Nonprofit Developer Conference
- Onsite meetings and building tours with houses of worship and nonprofit organizations

Within our portfolio and pipeline, we have minority and women-owned businesses. As we continue to grow, DC Green Bank plans to emphasize business development within this group as they are traditionally groups that are underserved. We are planning to develop workforce development and technical assistance programs to support participation in the Clean Economy, specifically targeting women- and minority-owned businesses and organizations.

57. How has the Authority leveraged federal infrastructure funding in FY2022 and FY2023, to date, and how does the Authority anticipate leveraging federal infrastructure funding that will become available during the rest of FY2023 and over the next few years? What sources of federal funding does the Authority anticipate will be most relevant to its work? Is there any additional statutory authority that the Authority would need to most fully capture the opportunities presented by coming federal funding?

Answer:

In FY2022 and FY2023 to date, DC Green Bank has and will continue to coordinate and collaborate with DOEE and other partners to capture and utilize federal dollars. In particular, DOEE, the DCSEU, and DC Green Bank have been working together to advance the Affordable Housing Retrofit Accelerator. This partnership is designed to provide a continuum of support to affordable housing property owners and managers so that they can meet the Building Energy Performance Standards (BEPS) on time and in an equitable way. Federal resources are being utilized by all three partners to deliver support through this program, and DC Green Bank will be using its share of those resources to provide affordable loans to support retrofit projects for multiple affordable housing projects.

In the years to come, and as outlined in Question #26, DC Green Bank anticipates working with DOEE, HSEMA, and other District agencies to access millions of dollars in federal resources to accelerate our city's transition to a clean, resilient, and inclusive future. The most relevant federal resources will be those related to building energy efficiency, solar and renewable energy, stormwater and resilient infrastructure, and clean transportation. We would like to see all elements of the city government – from the Mayor's office to the City Council to District agencies and beyond – to think of DC Green Bank as a priority partner for federal resources that come to the city. We know that for every dollar the District sends to DC Green Bank we can bring multiple dollars' worth of value and impact. We can leverage public dollars to crowd-in private capital for important projects, and then when the project is completed we get paid back our investment with a modest return that subsequently gets recycled into future projects – delivering more climate, economic, and social impacts – continuing in a virtuous cycle.

We welcome a conversation with the Council about relevant statutes. As one example, we would open to a discussion about statutes related to DC Green Bank's ability to receive grant funding and look for ways to clear hurdles or expedite that process so that we can maintain our independence and move at the speed investment capital needs to move.

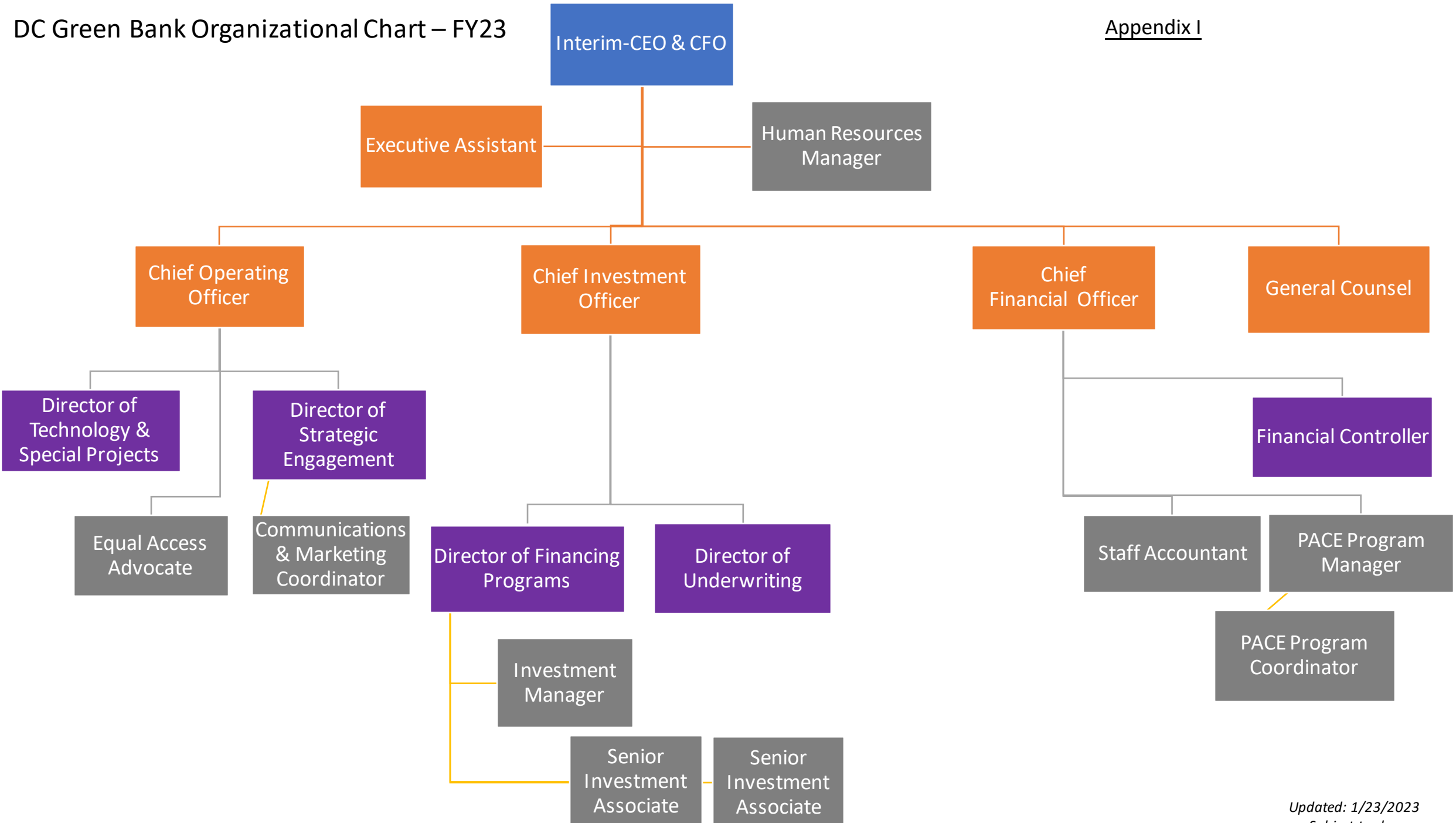
APPENDIX I

Organizational Chart

Employee Name	Title	Status
N/A	Chief Executive Officer	Vacant since 10/15/2022
Donald Walker	Chief Operating Officer	At-will, Continuing
Jean Nelson-Houpert	Chief Financial Officer; Interim-CEO	At-will, Continuing
Isida Tushe	General Counsel	At-will, Continuing
N/A	Chief Investment Officer	Vacant since 1/15/2022
Dinora McRae	Executive Assistant	At-will, Continuing
Gary Decker	Director of Strategic Engagement	At-will, Continuing
Michael Chase	Director of Technology & Special Projects	At-will, Continuing
Mary Edwards	Director of Underwriting	At-will, Continuing
Marc Ericson	Director of Financial Programs	At-will, Continuing
Michelle Boltik	Financial Controller	At-will, Continuing
Ronald Hobson	PACE Program Manager	At-will, Continuing
Gabriela Kluzinski	Investment Manager	At-will, Continuing
Shyrah Kum	Equal Access Advocate	At-will, Continuing
Derrick Holloway	Senior Investment Associate	At-will, Continuing
Shiva Patel	Senior Investment Associate	At-will, Continuing
Mojdeh Efatian	Human Resources Manager	At-will, Continuing
Laura Maretich	Communications & Marketing Coordinator	At-will, Continuing
Natrebo Douglas	PACE Program Coordinator	At-will, Continuing
Christina Crosson	Staff Accountant	At-will, Continuing

DC Green Bank Organizational Chart – FY23

Appendix I



DC Finance Authority Oversight Hearing
 Budget to Actual Variance analysis
 \$ in million

2022 Budget Comparison

Appendix 2

DCGB Funds		District Budget	Actual	received	Variance		
Enterprise and other funds				30,500	20,794*	20,794	(9,706) (a)
Personnel				3,107	2,558		(549) (b)

- (*) \$10,794 is ARPA (BEPS)
- (a) The variance in funds received is due to the short fall in assessments received due to the effect of the COVID-19 pandemic on energy usage in the District.
- (b) The variance in the personnel expenditure is due to changes in personnel over fiscal year 2022

2023 Budget Comparison

DCGB Funds		District Budget	Actual to Date	received	Variance		
Enterprise and other funds				43,294	-		(43,294) (c)
Personnel				3,130	518		(2,612) (d)

- (c) Funds for 2023 have not been distributed to the Agency as of 1/20/2023. Budget includes some funding authority that will not result in a dollar transfer for PACE.
- (d) The variance in the personnel expenses is due to the fact that we are comparing the first 3 months actual expenses in Fiscal year 2023 against the full year budget. As the positions are filled and the year progresses this variance will decrease.

Appendix III
FY2022 to date (1/18/2023)

Name	Nature of Contract	Yearly Dollar amount of Contract	FY22 SPEND	FY23 SPEND (YTD)	Terms of Contract	Competitive Bid or Not	Name of Contract's Monitor	Funding Source	Available to the Public
AOG FIRM	Recruiting Support	Hourly professional rate	\$ 15,577.00	\$ -	As needed; terminated	No	Donald Walker	Green Finance Authority Fund	No
BlakQuity	Professional Services (DEI)	\$ 35,750.00	\$ 28,600.00	\$ -	9 months; working to completion	No	Donald Walker	Green Finance Authority Fund	No
Brick & Story	Strategic Communications	\$ 30,000.00	\$ 30,630.00	\$ 10,000.00	1 year; terminated	No	Donald Walker	Green Finance Authority Fund	No
BridgePeople Inc	Professional Services (Diversity and Strategic Planning Consulting)	\$ 35,000.00	\$ 9,118.75	\$ -	6 months; terminated	No	Donald Walker	Green Finance Authority Fund	No
Cargas Systems	Accounting Conversion Implementation	Hourly professional rate	\$ 3,150.00	\$ 618.75	As needed	Yes	Donald Walker	Green Finance Authority Fund	No
CIMA	Insurance Broker	n/a	\$ 13,973.00	\$ 2,780.00	1 year dependent on insurance renewal	No	Donald Walker	Green Finance Authority Fund	No
City First Enterprises	Loan Servicing	n/a	\$ 18,151.10	\$ 1,861.48	Continuing	No	Jean Nelson-Houpert	Green Finance Authority Fund	No
CSG Nonprofit	Community Impact Transaction partnership	\$ 20,000.00	\$ 20,000.00	\$ -	1 project; working to completion	No	Donald Walker	Green Finance Authority Fund	No
Climate Finance Advisors	Consultant - Investment	\$20,000 monthly retainer	\$ 60,000.00	\$ 100,000.00	Monthly; renewal as needed; terminated	No	Donald Walker	Green Finance Authority Fund	No
Dell	Computer hardware	n/a	\$ 41,646.88	\$ -	No contract	No	Donald Walker	Green Finance Authority Fund	No
Digital Pride Films (media)	Media Relations	Project fee based	\$ 14,500.00	\$ 1,000.00	No contract	No	Donald Walker	Green Finance Authority Fund	No
Dylan Green	Recruiting Support	Fixed fee - 25%	\$ 60,000.00	\$ -	As needed	No	Donald Walker	Green Finance Authority Fund	No
Go Green Together	Community Impact Transaction Partner	\$ 2,500.00	\$ 2,500.00	\$ -	One time project; completed	No	Donald Walker	Green Finance Authority Fund	Yes
High Impact Financial Analysis	Underwriting Support	Project fee based	\$ 9,678.60	\$ 500.00	1 year (yearly renewal); terminated	No	Jean Nelson-Houpert	Green Finance Authority Fund	No
Inclusive Prosperity Capital	Navigator Product Support	Monthly fee based on project size	\$ 10,589.00	\$ -	1 year (yearly renewal); terminated	No	Donald Walker	Green Finance Authority Fund	No
Korn Ferry	Contract Staffing & Recruiting Support	Hourly professional rate or permanent staffing hiring fee 25%	\$ 95,700.00	\$ 28,223.00	Completed; terminated	No	Donald Walker	Green Finance Authority Fund	No
Lamont Financial Services	Capitol Strategy Planning	\$ 150,000.00	\$ 150,000.00	\$ -	Completed; terminated	Yes	Donald Walker	Green Finance Authority Fund	No
Magnitude Global Finance	Investment Transaction Support	Hourly professional rate	\$ 22,871.89	\$ -	4 months; terminated	No	Donald Walker	Green Finance Authority Fund	No
Microsoft	Computer software	Monthly fee	\$ 6,823.78	\$ 2,259.72	Monthly subscription	No	Donald Walker	Green Finance Authority Fund	No
Monday.com	CRM software	\$ 11,400.00	\$ 11,400.00	\$ -	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Monumental Communication	Drone Video Footage	\$ 5,995.00	\$ 5,995.00	\$ -	One time project; completed	No	Donald Walker	Green Finance Authority Fund	No
Moya Design	Marketing & Communications	\$ 168,000.00	\$ 123,207.50	\$ -	1 year (yearly renewal); terminated	Yes	Donald Walker	Green Finance Authority Fund	No
Phill Mamula	Website Design & Maintenance	\$ 14,875.00	\$ 4,875.00	\$ -	1 year (yearly renewal); terminated	No	Donald Walker	Green Finance Authority Fund	No
pLink Leadership	HR Consultant	\$ 11,300.00	\$ 11,300.00	\$ -	One time contract; project completed	No	Donald Walker	Green Finance Authority Fund	No
Red Flag Reporting	Reporting Hotline - HR	\$ 750.00	\$ 750.00	\$ -	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
Regus Management Group	Office Space	Monthly fee	\$ 54,956.32	\$ -	Monthly; terminated	No	Donald Walker	Green Finance Authority Fund	No
Sage Intacct	Accounting software	\$ 24,080.00	\$ 24,080.00	\$ 26,902.10	1 year (yearly renewal)	Yes	Jean Nelson-Houpert	Green Finance Authority Fund	No
SB & Company	Financial Audit	\$ 19,000.00	\$ 19,000.00	\$ -	1 year (yearly renewal)	Yes	Jean Nelson-Houpert	Green Finance Authority Fund	No
The Cadmus Group	Sustainability Consultant	\$ 24,500.00	\$ 8,700.00	\$ 13,800.00	Project Based; completed	No	Donald Walker	Green Finance Authority Fund	No
Thelan IT	IT Consultant & Cybersecurity	\$ 530,289.36	\$ 537,376.38	\$ 176,763.12	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
T-Rex	Asset Management Software	\$ 80,000.00	\$ 80,000.00	\$ 17,500.00	1 year (yearly renewal)	Yes	Donald Walker	Green Finance Authority Fund	No
Thomson Reuters	Background Investigation Software	\$ 10,801.44	\$ 12,210.52	\$ 3,600.48	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
TriNet	HR Software Platform	\$ -	\$ 23,274.72	\$ 9,221.58	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No
Urban Ingenuity	PACE Transition	\$98,250 + applicable fees	\$ 193,039.11	\$ 43,449.30	6 months; terminated	No	Jean Nelson-Houpert	Green Finance Authority Fund	No
vChief	Contract Staffing	Hourly professional rate	\$ 37,380.00	\$ 7,900.00	6 months; terminated	No	Donald Walker	Green Finance Authority Fund	No
WeWork	Office Space	Monthly fee	\$ 61,400.00	\$ 58,052.45	1 year (yearly renewal)	No	Donald Walker	Green Finance Authority Fund	No