

**2024 Performance Oversight Questions**  
***Green Finance Authority (DC Green Bank) 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.
  - a. 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.
  - b. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

**Answer:**

The Green Finance Authority (DC Green Bank or DCGB) organizational chart can be found in Appendix 1.

**Executive Team:**

Trisha Miller – Chief Executive Officer

The Chief Executive Officer is responsible for overseeing DC Green Bank’s staff, programs, and fulfilling its mission. The CEO provides strategic leadership and guides the organization, including prioritizing the bank’s financial and sustainability goals and leading staff in the origination, structuring and deployment of the bank’s financial offerings. The CEO administers and manages all programs and activities in accordance with the policies, control, and direction of the Board of Directors. The CEO executes the vision of DC Green Bank, consistent with its establishment legislation, and is also responsible for communication and outreach to key stakeholders, partners, and constituents.

Sri Sekar – Chief Investment Officer

The Chief Investment Officer is responsible for developing and managing the organization’s financial offerings and securing capital funding for those offerings. The CIO actively seeks and creates new products that address market barriers and are aligned with the organization’s mission. As a key member of the executive leadership team, the CIO plays an essential role in determining its strategic direction. The relevant investment sectors include, but are not limited to, solar power, green buildings, stormwater resilience, and clean transport.

### Greg Haygood – Chief Financial Officer

The Chief Financial Officer is responsible for managing the organization's finance and accounting functions, including budgeting, reporting, investing and risk management. The CFO is responsible for aligning capital with the mission and vision of the organization and for identifying solutions to support the organization's long-term growth and financial health. As a key member of the executive leadership team, the CFO oversees budget planning, manages resource allocation, and is accountable for the financial performance of the organization.

### Gary Decker – Chief Operating Officer

The Chief Operating Officer is responsible for DCGB's administrative operations and delivering operational excellence. The COO oversees contractor and vendor management, human resource (HR) management, marketing and communications, equity and inclusion programs, Information Technology (IT) and facilities management. The COO plays a central role in external partnerships and delivering operational cost effectiveness. As a key member of the executive leadership team, the COO also supports the CEO on strategic planning and board engagement.

### Dionne Joemah – General Counsel

The General Counsel is responsible for building and overseeing the organization's legal function, advising the leadership team on transactions, operations, and collaborating with the Investments team on strategy, project/product development, and portfolio management. The General Counsel leads day-to-day legal, governance, risk, and compliance strategy for the organization. As a key member of the executive leadership team, the General Counsel plays an important role in determining the organization's strategic direction.

### Andréa Parker – Executive Assistant

The Executive Assistant provides administrative support to the Chief Executive Officer. The Executive Assistant oversees day-to-day administrative processes for the organization, supporting operational functions and implementation, and scheduling organizational events such as training and staff engagement activities.

### **Investment Department:**

### Mary Edwards – Sr. Director of Credit Administration

The Senior Director of Credit Administration is responsible for the

development of DC Green Bank's credit risk management strategy. This includes the creation of credit policies and procedures, product guidelines, risk grading systems, loan approval procedures and monitoring of DC Green Bank's loan portfolio. The Senior Director of Credit Administration works closely with the CEO, CIO, and General Counsel to craft new financial products and to ensure that the Bank stays in compliance with lending programs.

Marc Ericson – Sr. Director of Real Estate

The Senior Director of Real Estate is responsible for developing, deploying, and managing financial offerings and loan fund activities dedicated to real estate investments, and securing additional capital funding. The Senior Director engages with public agencies, commercial enterprises, banks, and other public-serving stakeholders and actively develops new products to address market barriers and align with the organization's mission.

Ronald Hobson – PACE Program Director

The PACE Program Director works with the CIO and CFO to strategize, implement, and maintain the PACE program and develop robust policies and procedures around the program. The Director provides overall leadership, guidance, strategic planning and manages all operations of the DC PACE Program. The Director stays abreast of sustainability trends, financing products, and legislation that directly affects the administration of the PACE Program.

Natrebo Douglas – PACE Program Coordinator

The PACE Program Coordinator works with and assists the PACE Program Director and CIO in adhering to the PACE program guidelines in strategizing, implementing, and maintaining the PACE program. As a supporting member of the PACE team, the Program Coordinator plays an important role in assessing required resources, coordinating work plans, and the preparation of program deliverables.

Shiva Patel – Associate Director of Investments

The Investment Associate focuses on building a substantial investment portfolio, including engaging local organizations to support DC Green Bank's efforts and green initiatives. The Associate Director is responsible for structuring and executing transactions to build the bank's book of business, creating and maintaining positive client relationships, and driving initiatives to keep clients engaged with the organization's mission. The Associate Director plays a key role in portfolio management and data analytics.

Derrick Holloway – Investment Manager

The Investment Manager manages DCGB's investments and products with property owners and developers in the market, while also identifying new structures for financing green buildings, stormwater, and other sectors in the organization. The Manager is responsible for structuring and executing transactions to build the bank's book of business, creating and maintaining positive client relationships, and driving initiatives to keep clients engaged with the organization's mission.

Gabriela Kluzinski – Investment Manager

The Investment Manager manages DCGB's investments and products with property owners and developers in the market, while also identifying new structures for financing green buildings, stormwater, and other sectors in the organization. The Manager is responsible for structuring and executing transactions to build the bank's book of business, creating and maintaining positive client relationships, and driving initiatives to keep clients engaged with the organization's mission.

**Accounting & Finance Department:**

Vanessa Angeles – Sr. Accounting & Finance Manager

The Senior Accounting & Finance Manager is responsible for managing the organization's finance and accounting functions, including the budgeting, reporting, investing, and risk management processes. The Senior Accounting & Finance Manager works both independently and collectively as part of a team to perform data analysis and advise on areas of improvement related to fund management, tracking information, and managing risk to ensure that the organization remains compliant with current legislation and regulations.

Christina Crosson – Staff Accountant

The Staff Accountant prepares and maintains financial records to track the organization's assets, liabilities, profit and loss, tax liabilities, and other related financial activities.

**Operations Department:**

Michael Chase – Director of IT & Special Projects

The Director of IT & Special Projects leads the organization's IT and cybersecurity operations, ensuring the efficient and effective technical support, as well as project management efforts for special organizational projects, facilities, and general operations. In conjunction with the COO, the

Director develops and implements new programs and business operations strategies, aligning goals with the strategic plan and implementing effective change management, business process improvement, and organizational effectiveness plans.

Mojdeh Efatian – HR Director

The HR Director is responsible for professionalizing existing platforms, processes, and procedures relating to all functions of HR in the organization. The HR Director leads the enhancement of HR policies, strategic staff planning, and ensures that HR practices align with the bank's overall goals. HR Director is also responsible for the day-to-day operations of HR including recruitment, training & development, staff succession planning, performance management, payroll & benefits, internship program management, DEI program management, employee relations, organizational effectiveness, and enforcing bank policies and practices.

Vacant since February 2024 – Communications & Outreach Manager

The Communications and Outreach Manager is responsible for the development and implementation of strategic communications and community outreach initiatives. This includes communications, marketing, and public relations efforts supporting the DC Green Bank mission and directly managing the Bank's community engagement activities. The Manager is also responsible for the Bank's social media presence, as well as other forms of communications and marketing.

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As of February 2024, DC Green Bank has a full executive leadership team for the first time in over a year and a half. DC Green Bank has also updated organizational staffing tiers and levels. The organization has implemented ten distinctive job levels, which provide a clear path to professional development and promotion for each employee within the organization.

2. Please list each **new program** implemented by the agency during FY23 and FY24, to date. For each initiative, please provide:
  - a. A description of the initiative, including when began and when it was completed (or expected to be completed);
  - b. The funding required to implement the initiative;
  - c. Any documented results of the initiative.

**Answer:**

Although DCGB did not implement any new programs between FY23 and FY24, its investments in support of the District’s Building Energy Performance Standards (BEPS) program took place in FY23 and FY24. Over this period, DCGB obligated \$15,842,500 of the \$21,625,425 pursuant to a BEPS Revolving Loan Facility (RLF) Memorandum of Understanding with the Department of Energy and Environment (DOEE). DCGB uses the funding to provide low-interest loans for affordable housing developments to make critical building improvements and achieve BEPS compliance. These improvements can include installations of energy-efficient heating and ventilation systems, appliances, and insulation. Per the MOU terms, DCGB must obligate all funding by September 30, 2024, and disburse the funding by September 30, 2025. As of February 23, 2024, DCGB has \$3.1 million in BEPS funding remaining to obligate. DCGB is on track to deploy the funding before the MOU deadline.

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:
  - a. Title of position;
  - b. Name of employee or statement that the position is vacant, unfunded, or proposed;
  - c. Date employee began in position;
  - d. Salary and fringe benefits (separately), including the specific grade, series, and step of position;
  - e. Job status (continuing/term/temporary/contract);
  - f. Whether the position must be filled to comply with federal or local law.

*Please note the date that the information was collected.*

**Answer:**

Please reference the chart below. The information is up to date as of February 23, 2024.

Employee	Position	Start Date	Classification	Status	Annual Salary	Annual Fringe
Trisha Miller	Chief Executive Officer	7/31/2023	Full-time, exempt	Contractual Agreement of 2 Years	\$231,750.00	\$20,660.08
Gary Decker	Chief Operating Officer	12/7/2020	Full-time, exempt	At-will, Continuing	\$203,111.88	\$26,214.64
Sri Sekar	Chief	2/5/2024	Full-time, exempt	At-will,	\$203,111.88	\$20,964.64

	Investment Officer			Continuing		
Gregory Haygood	Chief Financial Officer	2/5/2024	Full-time, exempt	At-will, Continuing	\$203,111.88	\$32,750.20
Dionne Joemah	General Counsel	11/8/2023	Full-time, exempt	At-will, Continuing	\$203,111.88	\$49,222.60
Mary Edwards	Senior Director of Credit Administration	1/4/2023	Full-time, exempt	At-will, Continuing	\$187,000.00	\$6,667.60
Marc Ericson	Senior Director of Real Estate	1/4/2023	Full-time, exempt	At-will, Continuing	\$176,323.00	\$1,417.60
Michael Chase	Director of Technology & Special Projects	9/30/2022	Full-time, exempt	At-will, Continuing	\$149,500.00	\$8,251.72
Ronald Hobson	PACE Program Director	1/24/2022	Full-time, exempt	At-will, Continuing	\$170,000.00	\$14,946.64
Vanessa Angeles	Senior Accounting & Finance Manager	10/10/2023	Full-time, exempt	At-will, Continuing	\$150,000.00	\$16,233.28
Mojdeh Efatian	HR Director	10/26/2022	Full-time, exempt	At-will, Continuing	\$150,000.00	\$21,912.40
Shiva Patel	Associate Director of Investments	8/1/2022	Full-time, exempt	At-will, Continuing	\$150,000.00	\$16,580.92
Gabriela Kluzinski	Investment Manager	2/15/2021	Full-time, exempt	At-will, Continuing	\$144,200.00	\$12,146.44
Derrick Holloway	Investment Manager	7/25/2022	Full-time, exempt	At-will, Continuing	\$144,200.00	\$16,247.92
Natrebo Douglas	PACE Program Coordinator	11/30/2022	Full-time, exempt	At-will, Continuing	\$87,550.00	\$10,402.48
Gabriela Argoti-Fernandez	Commercial Loan Servicer	6/28/2023	Full-time, exempt	At-will, Continuing	\$82,400.00	\$9,114.28
Christina	Staff	9/3/2021	Full-time, exempt	At-will,	\$86,284.11	\$11,866.24

Crosson	Accountant			Continuing		
Andréa Parker	Executive Assistant	12/11/2023	Full-time, exempt	At-will, Continuing	\$82,400.00	\$15,022.00
Rabiatu Ladan	Marketing & Comms Intern	05/31/2023	Part-time, temporary, non-exempt	At-will, internship ends 05/31/2024	\$22.00/hour	\$0

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY23? 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 for all full-time employees and the performance evaluation period runs from October 1st until October 15th. The bank conducted performance evaluations for all employees in FY 2023.

The bank’s performance evaluation process kicks off at the beginning of the fiscal year, when each employee works with their direct supervisor to establish individual performance plans, which include goal setting based on a specific, measurable, achievable, relevant, and time-bound (S.M.A.R.T.) goal framework. Following the goal setting meeting, supervisors work with HR to document individual employee performance plans in the designated HR information system platform, Trinet.

A six-month review and check-in period takes place in April. This serves as a mid-year touchpoint between each employee and their supervisor, and provides an opportunity to update or refine individual performance plans and associated goals established at the beginning of the fiscal year. Supervisors use the annual performance plan review period – which takes place at the beginning of the fiscal year – to assess annual performance, share feedback, and identify opportunities for further growth and development. If an employee is not consistently meeting or does not meet performance expectations against their plan, the bank will place the employee on an individual performance improvement plan. The performance improvement plan is created in conjunction with HR’s guidance and documentation.

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.

- 7. Please provide the Committee with:
  - a. A list of all employees who receive cellphones or similar communications devices at agency expense.
    - i. Please provide the total cost for mobile communications and devices at the agency for FY23 and FY24, to date, including equipment and service plans.
  - b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.
  - c. A list of employee bonuses or special award pay granted in FY23 and FY24, to date.
  - d. A list of travel expenses, arranged by employee.
  - e. A list of the total overtime and worker's compensation payments paid in FY23 and FY24, to date.

**Answer:**

- a. DC Green Bank does not issue cell phones or similar communications devices to employees. All full-time, exempt employees receive a \$50/month mobile communications stipend. Payments are issued on the first paycheck of every month. The total cost for this stipend in FY 2023 was \$15,600, and for FY 2024 to date is \$4,750.
- b. There are no vehicles owned, leased, or otherwise used by the agency.
- c. The table below details bonuses paid between FY23 and FY24

FY2022 annual bonuses paid out in December 2022	\$57,517.79
FY2023 annual bonuses paid out in December 2023	\$77,173.95

- d. The bank paid \$13,389.88 in travel expenses for FY23.

<b>FY23 T&amp;E by Employee</b>	
<b>Employee</b>	<b>Sum of Amount</b>
R. Hobson	2,842.54
T. Miller	2,738.90
E. Hopson	1,618.75
D. Walker	1,434.67
J.Nelson-Houpert	1,248.58
N. Douglas	1,142.40
D. McRae	813.42
M. Ericson	542.64
M. Chase	200.00
S. Kum	176.68
S. Patel	148.38
I.Tushe	114.00
K. Berardo	87.00
L.Maretich	71.88
D. Holloway	70.77
G. Decker	49.87
K. Johnson	40.00
M. Edwards	21.65
Intern	19.75
S. Hwang	8.00
<b>Grand Total</b>	<b>13,389.88</b>

The bank paid \$1,413.98 in travel expenses FY24 to date.

<b>FY 24 T&amp;E by Employee thru December 2023</b>	
<b>Traveler</b>	<b>Amount</b>
T. Miller	1,204.01
S. Patel	90.36
L. Maretich	55.95
J.Nelson-Houpert	51.52
M. Efatian	12.14
<b>Grand Total</b>	<b>1,413.98</b>

e. DC Green Bank has not issued any worker's compensation payments for FY 2023 or FY 2024 to date. DC Green Bank did not pay overtime pay for FY 2023 and to date for FY 2024.

8. Please provide a list of each **collective bargaining agreement** that is currently in effect for agency employees.

- a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
- b. 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.
- c. Please note if the agency is currently in bargaining and its anticipated completion date.

**Answer:**

Not applicable – DC Green Bank has no collective bargaining agreement in place.

9. Please identify all **electronic databases** maintained by your agency, including the following:
  - a. A detailed description of the information tracked within each system;
  - b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system;
  - c. 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, although the bank works with multiple third-party software service providers to maintain critical information. The public cannot be granted access to these systems as the information is confidential, business sensitive, 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 FY23 and FY24, to date, and whether and how those allegations were resolved.

**Answer:**

DCGB received no sexual harassment or misconduct allegations in FY 23 or FY 24, to date. All employees are encouraged to report sexual harassment incidents to HR. In addition, the bank uses Red Flag Reporting, an anonymous reporting hotline whereby employees can submit complaints. Confidential complaints are routed to HR.

**DCGB Investigation Procedures:**

Every report of perceived harassment will be fully investigated, and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed.

All team members must cooperate with all investigations conducted pursuant to this policy. In the event of an investigation, the procedure may vary based on those involved in the investigation.

- Most investigations are initiated by the COO
- In the event that there is reasonable cause to believe the COO is a part of the investigation, the CEO will initiate the investigation.
- Any investigation that may have reasonable cause to believe the COO and/or the CEO may be involved, external counsel will initiate the investigation.

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 FY23 and FY24, to date.
- Please also identify any vacancies.

<b>Board Members</b>	<b>District Residency</b>	<b>Confirmation Date</b>	<b>Term Expiration</b>	<b>FY2023 and FY2024 (to date) Attendance</b>
Brandi Colander (Chair)	Yes – Ward 7	6/8/2022	6/4/2025	12/12
Edward Hubbard (Secretary)	Yes – Ward 4	6/8/2022	6/4/2025	10/12
Priya Jayachandran*	Yes – Ward 3	12/15/2020	7/9/2023	10/10
Ricardo Nogueira	Yes – Ward 1	1/4/2022	7/9/2024	12/12
Todd Monash	Yes – Ward 3	1/4/2022	7/9/2024	12/12
Deborah Loomis	Yes – Ward 2	7/13/2021	4/1/2024	11/12
Vacant – Affordable Housing	-	-	-	-
Carmen Pigler (Ex Officio) –	-	-	Serves at the pleasure of the	11/12

OCFO			Mayor	
Jonathan Kayne (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	6/12
Sarosh Olpadwala (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	0/12
Nick Burger (Ex Officio, Vice Chair) – DOEE**	-	-	Serves at the pleasure of the Mayor	4/4

\* Priya Jayachandran’s 180-day holdover period expired in January 2024. The affordable housing seat she occupied is now vacant.

\*\* Over the course of FY23 and FY24 to date, DOEE had 3 staff members representing the Director on the DC Green Bank Board of Directors. The attendance above represents that of Nick Burger as the latest representative of DOEE. However, between Ari Gerstman, David Epley, and Nick Burger, DOEE attendance has been 11/12.

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:**

<b>Task Force or Organization</b>	<b>Membership Cost</b>
Advanced Energy Group	\$0
American Green Bank Consortium	\$5,000
District of Columbia Building Industry Association	\$725
Green Bank Network	\$8,000
PACE Nation	\$2,000
Solar for All Task Force – DC Government	\$0
Transportation Electrification Working Group – DC Government	\$0

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

**Answer:**

Transparency is critical to the success of DC Green Bank’s operations. The DC Green Bank team has continued to build on previous efforts to prioritize public transparency. In particular, the bank has conducted 9 public Board meetings since last year’s performance oversight hearing, 50% more than required by statute, and, furthermore, provided the public open space during its Annual Public Hearing in December 2023 to listen to the team outline investment impact for the year and to provide public comment. In addition, the DC Green Bank website contains useful, easy to find information about DC Green Bank operations, impact, reporting, legislative information, oversight materials, and more. Beyond the website, DCGB also disseminates detailed press releases, highlights the bank’s work and engagement via multiple social media channels, and delivers educational materials about DCGB work and sustainability to communities at public events. Bank staff is also responsive to incoming requests for information from District residents and community organizations, except in the cases of proprietary or confidential information.

For FY23, the bank published its strongest annual report to date, particularly as it pertains to the deployment of public resources and the climate, sustainability, jobs, clean energy, and other community impacts associated with its programs and funding.

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

**Answer:**

Number of Employees Hired in FY23 and FY24 to date: 21 new hires

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing*	<ul style="list-style-type: none"> <li>• 18 full-time continuing</li> <li>• 1 part-time, temporary, continuing</li> </ul>	<ul style="list-style-type: none"> <li>• 10 are DC residents</li> </ul>
New Hires*	<ul style="list-style-type: none"> <li>• 9 full-time, new hires in FY23</li> <li>• 7 part-time, temporary new</li> </ul>	<ul style="list-style-type: none"> <li>• 3 are DC residents</li> <li>• 3 are DC residents</li> </ul>

	hires in FY23 • 5 full-time, new hires in FY24	• 3 are DC residents
Contract**	• 1	• 1 DC resident
*Includes part-time, temporary, paid interns **Contract employee was converted to FTE in October 2023		

**B. BUDGET AND FINANCE**

15. Please provide a chart showing the agency’s **approved budget and actual spending**, by division, for FY23 and FY24, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

**Answer:**

The DC Green Bank is not funded through appropriations. DCGB is an instrumentality of the District of Columbia that is capitalized through transfers from Special Revenue Funds. A board approved budget is used to allocate financial resources annually. DCGB has provided its financial results versus the board approved budget for FY23 and FY24.

Please see Appendix 2.

16. Please list any **reprogrammings**, in, out, or within, related to FY23 or FY24 funds. For each reprogramming, please list:

- a. The reprogramming number;
- b. The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
- c. The sending or receiving agency name, if applicable;
- d. The original purposes for which the funds were dedicated;
- e. The reprogrammed use of funds.

**Answer:**

DCGB did not reprogram any funds during FY23 nor FY24 to date.

17. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY23 and FY24, to date, including:

- a. Buyer agency and Seller agency;
- b. The program and activity codes and names in the sending and receiving agencies’ budgets;

- c. Funding source (i.e. local, federal, SPR);
- d. Description of MOU services;
- e. Total MOU amount, including any modifications;
- f. The date funds were transferred to the receiving agency.

**Answer:**

DC Green Bank has not made, nor does it receive, transfers to/from any agency within the District. As an instrumentality of the District, DCGB was initially capitalized by transfers from two special revenue funds, the Renewable Energy Development Fund (REDF) and the Sustainable Energy Trust Fund (SETF). In FY23, DCGB received \$12,000,000 from the SETF, which is administered by the DC Department of Energy and Environment (DOEE). In FY24 to date, no capital from the SETF special revenue account has been transferred to DCGB. The special revenue fund transfers are authorized by the legislation that created the funds and are not stipulated by MOUs.

18. Please provide a list of all **MOUs** in place during FY23 and FY24, to date, that are not listed in response to the question above.

**Answer:**

- MOU between the Clean Energy Credit Union and DC Green Bank dated January 25, 2022
- MOU between Maryland Clean Energy Center and DC Green Bank dated February 10, 2022.
- MOU between DC Green Bank and City First Homes dated as of September 29, 2022.
- MOU between Department of Energy and Environment and DC Green Bank dated May 18, 2022, as amended December 28, 2022, and as further amended November 30, 2023.

19. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY23 and FY24, to date.

For each account, please list the following:

- a. The revenue source name and code;
- b. The source of funding;
- c. A description of the program that generates the funds;
- d. The amount of funds generated by each source or program in FY23 and FY24, to date;
- e. Expenditures of funds, including the purpose of each expenditure, for FY23 and FY24, to date.
- f. 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:**

DCGB received capital from the Sustainable Energy Trust Fund (SETF) special revenue fund (code § 8–1774.10) in FY23 which is administered by the DC Department of Energy and Environment (DOEE). The SETF is funded by an assessment on the sale of natural gas, electricity, deliveries of heating oil or fuel oil to end-users in the District, and the sale of credits associated with the Regional Greenhouse Gas Initiative or any successor program. In FY23, DCGB received \$12,000,000 from the SETF. All funds received support the DC Green Bank’s programs, which are designed to further the District’s clean energy priorities. In FY24 to date, no capital from the SETF special revenue account has been transferred to DCGB. The bank did not receive funds from the Renewable Energy Development Fund in FY23 nor FY24.

20. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:
- a. A description of each project;
  - b. The amount of capital funds available for each project;
  - c. A status report on each project, including a timeframe for completion;
  - d. Planned remaining spending on the project.

**Answer:**

DCGB does not maintain capital funds and therefore has no capital projects.

21. Please list each contract, procurement, lease, and grant, not including any financial products offered by the Authority to applicants (“contract”) awarded, entered into, extended, and option years exercised by your agency during FY23 and FY24, to date. For each contract, please provide the following information, where applicable:
- a. The name of the contracting party;
  - b. The nature of the contract, including the end product or service;
  - c. The dollar amount of the contract, including the budgeted amount and actual spent;
  - d. The term of the contract;
  - e. Whether the contract was competitively bid or not;
  - f. The name of the agency’s contract monitor and the results of any monitoring activity;
  - g. Funding source;
  - h. Whether the contract is available to the public online.

**Answer:**

Please see Appendix 3 for more information.

22. Please provide the details of any **surplus** in the agency's budget for FY23, including:
- a. Total amount of the surplus;
  - b. All projects and/or initiatives that contributed to the surplus.

**Answer:**

DCGB operations did not result in a budget surplus as of FY23.

**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, the DCGB team will evaluate any legislative requirements that the bank lacks sufficient resources to properly implement and communicate with the Council in a timely manner to discuss resolution.

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

**Answer:**

At this time, DC Green Bank has not identified any statutory or regulatory impediments to its operations or mission. DCGB endeavors to have a strong relationship with the City Council and the Mayor's office. As impediments may arise, the team will evaluate the challenges on a case-by-case basis and work with the Council, Mayor's Office, or other partners to address obstacles.

However, the bank would like to highlight that, at present, there are two vacancies on the Board of Directors. Both vacant seats are meant to represent affordable housing and community development expertise. Furthermore, three additional members of the Board have terms that will end this calendar year.

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)); and,
- Establish a Special Committee on Sustainable Program - DC Code 8-173.23(l)(1).

26. Please explain the impact of any federal legislation or regulations adopted during FY23 or FY24, to date, on your agency that significantly affect agency operations or resources.

**Answer:**

The Inflation Reduction Act (IRA) represents an unprecedented level of investment by the federal government to support clean technology adoption – including rooftop solar PV, community solar, and battery storage. It will support rapid deployment, especially when paired with local programs administered by DOEE and DC Green Bank, to focus on equitable development and grow the clean energy economy in the District.

To date, low- and moderate-income (LMI) households have not benefited proportionately from renewable energy investments due to high upfront costs and limitations on accessing low-cost loans or federal tax incentives. The IRA’s new, enhanced tax incentives, paired with the direct pay mechanism, are providing local communities and nonprofits with a new approach to accelerate solar and battery storage adoption in underserved communities.

DC Green Bank’s non-profit, tax-exempt partners and customers will now be eligible to directly receive the benefits of the investment tax credit through an IRS refund known as “Direct Pay.” The direct payment of these tax credits opens up a new range of projects and investments for community-based organizations, places of worship, schools, and beyond. As a result, tax exempt entities will see increased cash flow and other economic benefits from asset ownership that can be reinvested into their missions and key community priorities.

27. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY23 or FY24, to date. Please state the status and purpose of each study.

**Answer:**

None.

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 FY23 and FY24, to date.

**Answer:**

None.

29. Please identify all **recommendations** made 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 four annual reports and four sets of audited financial statements. DCGB has met this requirement each year of full operations. DC Green Bank's annual reports and audited financial statements can be found on [our website](#).

In addition, DCGB is required to complete an assessment within four years of the onset of operations of the Green Finance Authority in 2020, and to provide the report to the Mayor and City Council, including recommendations on whether there is a need for additional public funding. The team has established strong procedures that will allow for the collection of relevant information to deliver a meaningful report as required. DC Green Bank intends to submit a comprehensive assessment this year.

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 FY23 or FY24, 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 FY23 and FY24, 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 FY23 or FY24 to date, describe the resolution.

**Answer:**

DC Green Bank did not receive any administrative complaints or grievances in FY23 or FY24 to date. DC Green Bank utilizes "Red Flag Reporting," an independent ethics and compliance hotline which allows employees or constituents of the District to provide feedback or state concerns pertaining to the organization or its operations. This anonymous reporting structure is meant to protect the organization and its employees, clients, partners, assets, and reputation. Red Flag Reporting's service allows individuals to report any concerns regarding improper activity such as theft, discrimination, misreported financial statements, safety issues, compliance, or any other concerns of this nature.

In addition to the Red Flag Reporting service, DCGB encourages individuals who experience any issues to speak directly with the HR Director, a supervisor, or a member of the executive leadership team, to voice their concern. DC Green Bank's intent and motivation is to protect the interests of its employees, clients, and the District's residents.

**D. GREEN FINANCE AUTHORITY BOARD**

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

- a. The member’s name;
- b. The ward in which they reside (not necessary for ex officio members);
- c. The agency or organization the member represents;
- d. When the member’s term expires;
- e. For any vacant seats, how long the seat has been vacant; and
- f. Attendance record for all official Board meetings.

**Answer:**

<b>Board Members</b>	<b>District Residency</b>	<b>Confirm. Date</b>	<b>Term Expiration</b>	<b>FY2023 and FY2024 (to date) Attendance</b>
Brandi Colander (Chair)	Yes – Ward 7	6/8/2022	6/4/2025	12/12
Edward Hubbard (Secretary)	Yes – Ward 4	6/8/2022	6/4/2025	10/12
Vacant since 2024 – Affordable Housing	Seat vacated in January 2024 by Priya Jayachandran, following the expiration of her 180-day holdover period. Her term expired on July 9, 2023.			
Ricardo Nogueira	Yes – Ward 1	1/4/2022	7/9/2024	12/12
Todd Monash	Yes – Ward 3	1/4/2022	7/9/2024	12/12
Deborah Loomis	Yes – Ward 2	7/13/2021	4/1/2024	11/12
Vacant since 2020 – Affordable Housing	Seat vacated by Lori Chatman in December 2019. Term expiration would have occurred December 12, 2020.			
Carmen Pigler (Ex Officio) – OCFO	-	-	Serves at the pleasure of the Mayor	11/12
Jonathan Kayne (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	6/12
Sarosh Olpadwala (Ex Officio) –	-	-	Serves at the pleasure of	0/12

DMPED			the Mayor	
Nick Burger (Ex Officio, Vice Chair) – DOEE*	-	-	Serves at the pleasure of the Mayor	4/4

\* Over the course of FY23 and FY24 to date, DOEE had 3 staff members represent the Director on the DC Green Bank Board of Directors. The attendance represents that of Nick Burger as the latest representative of DOEE. However, between Ari Gerstman, David Epley, and Nick Burger, DOEE representation has been 11/12.

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.
- a. Are there issues not encompassed in the current working group topics that the Board would like to work on?

**Answer:**

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

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

- Ricardo Nogueira (chair)
- Priya Jayachandran (term expired in January 2024)

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

- Todd Monash (chair)
- Carmen Pigler
- Jonathan Kayne
- Sarosh Olpadwala
- Nick Burger
- Priya Jayachandran (term expired in January 2024)

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
- Nick Burger

36. Please provide a list of the Board’s meeting dates, times, and locations for FY23 and FY24, to date.
- Were there occasions in FY23 or FY24, 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 FY24.

**Answer:**

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 – Virtual Meeting at 12:00 pm
- March 23, 2023 - Virtual Meeting at 5:00 pm
- April 26, 2023 – Virtual Meeting at 12:00 pm
- June 28, 2023 – Virtual Meeting at 12:00 pm
- September 27, 2023 – Virtual Meeting at 5:00 pm

FY24

- November 29, 2023 – Virtual Meeting at 5:00 pm
- December 13, 2023 – Virtual Meeting at 4:00 pm
- January 24, 2024 – Virtual Meeting at 12:00 pm
- February 21, 2024 – Virtual Meeting at 12:00 pm
- April 24, 2024 – TBD at 4:00 pm
- June 26, 2024 – TBD at 12:00 pm
- September 18, 2024 – 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 of Directors engaged a third-party recruiter to find a permanent replacement following the departure of the inaugural DC Green Bank Chief Executive Officer (CEO), Eli Hopson. The Board conducted an extensive search in 2023, which culminated in the hiring of Trisha Miller as CEO on July 31, 2023. The Board has subsequently supported the CEO in implementing the DC Green Bank's staffing plan and conducting an executive search for two additional leadership positions. This successful process led to a full executive leadership team, including the recent hiring of Chief Investment Officer (CIO) Sri Sekar and Chief Financial Officer (CFO) Greg Haygood. The CIO and CFO joined DC Green Bank on February 5, 2024.

38. Did the Board receive funds in FY23 or FY24, to date (e.g., SETF)? If so, please provide the following:

- a. The amount of the funding;
- b. The source of the funding;
- c. A list of all expenditures; and
- d. A description of how these funds furthered the Board's mission.

**Answer:**

The Board of Directors does not receive any funds directly. 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 FY2023 and FY2024 to date, food (for virtual and in-person meetings) and parking costs (parking only covered if Board members met in person for official meetings) were covered for Board members in the combined amount of \$2,346.94.

39. Please describe the Board's major goals for the remainder of FY24 and the timeline for completion.

- a. Where the Board set major goals for FY23, 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 2024:

**Operational Excellence:**

DC Green Bank remains focused on achieving operational excellence, and the Board actively supported the recruitment and onboarding of CEO Trisha Miller in 2023 and other executive professionals (CIO and CFO) in 2023-2024 with the requisite skills and expertise to effectively manage the organization and deliver results aligned with the bank's mission. The Board is committed to providing strategic guidance and engagement with the CEO as Ms. Miller manages a full team to support the needs of DC Green Bank at this point in its maturation. The Board will continue to invest deeply in the organization's growth and the team's ability to deliver results. This goal includes a review of staffing, fiscal health, mission alignment, and lessons learned.

### **Pipeline Development and Investing:**

Operational excellence depends on solid management to execute on DCGB's mission. The demonstrated leadership of the bank's new CEO and the investment team has led to a robust pipeline for DC Green Bank to thrive. This year marked five years since the creation of DC Green Bank. During that time, the bank has emerged as an important force behind the District's climate, clean energy, and equitable development agenda. By investing in line with its core values – Sustainability, Clean Economy, and Inclusive Prosperity – DCGB can crowd in public and private capital to support a sustainable and prosperous future for all Washingtonians. Through partnerships and the dedicated work of bank staff, the goal is to continue to invest (over \$50 million directly invested to date) in a diverse array of projects, ranging from renewable energy installations to net-zero affordable housing construction and beyond. Furthermore, DCGB will ensure that the bank deploys public dollars in line with the vision of Mayor Bowser and the Council to demonstrate DC's commitment to sustainability, while also supporting local businesses and job growth for District residents.

### **Legislative/Regulatory Landscape:**

The legislative and regulatory landscape for green banks nationally remains robust, particularly with the passage of the Inflation Reduction Act (IRA). The bank is confident in its ability to serve as a community resource and to partner with DOEE to ensure alignment around the bank's mission. To that end, the Board will continue to inform this approach and consider the impacts of the new landscape on the existing model of DC Green Bank. This will include evaluating prospective funding opportunities and new financial products as well as partnerships in green finance.

### **Filling Vacancies on the Board:**

The Board currently operates with two vacancies for the affordable housing voting member positions, and Board members would sincerely like to see those positions filled early this year. The Board is eager to stay engaged with the

Council and the Mayor’s team and to serve as a resource in this process.

40. Please provide a copy of all official correspondence sent by the Board in FY23 and FY24, to date.

**Answer:**

The Board of Directors regularly publishes the meeting agendas, meeting minutes, videos, and presentation slide decks from each Board meeting. The Board meetings materials are shared with the public on the [DCGB website](#). In addition, the DC Green Bank Board Chair, Brandi Colander, shares an annual letter to the community, which can be found in the [FY23 Annual Report](#).

**E. EQUITY**

41. 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 FY23 and FY24, to date?
  - b. What changes did the agency make in FY23 and FY24, to date, or does the agency plan to make in the remainder of FY24 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 identify and address inequities in access to agency programs and services more effectively?

**Answer:**

DC Green Bank has taken important steps to ensure that its programs and services are equitably accessible to District stakeholders. These steps begin by elevating the bank’s three core values – and particularly Inclusive Prosperity – as programs and services are developed and implemented. A primary example of this commitment is DCGB’s Community Impact Initiative (CII, with more information in the response to question 44), which is specifically designed to engage with community-serving institutions, emerging developers, small businesses, and other community actors that have traditionally been excluded from investment in the past. The DCGB team is proactive in identifying potential investments through this program. Beyond CII, the bank is proud to be able to say that, since the onset of DCGB operations, investments have been made in every Ward in the District and that the vast majority of capital deployed to date has been in communities identified as low-income or disadvantaged, according to the [Climate and Economic Justice Screening Tool](#) (CEJST), the [EJScreen tool](#), and supplemental indexes. Lastly, DC Green Bank

will continue to build on existing partnerships across the District government to invest equitably and deliver on the multiple co-benefits of green investment to communities often left behind, including clean and renewable energy, green jobs, affordable housing, improved air and water quality, resilience, and a more livable future.

To connect this work at the programmatic and investment level to communities and partners, DC Green Bank actively engages with residents, businesses, and community organizations through community events and targeted outreach.

The outreach opportunities included the following:

- Participated in both Open Streets Events in 2023
- DC Decarbonization Summit
- Groundbreaking and Ribbon Cutting Celebrations
- City Partner Agency-Hosted Events
- BIPOC Developer Sessions
- DMOI Green Jobs Summit
- Mayor Bowser’s Infrastructure Week

42. 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 administers and enforces 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:**

Diversity, Equity, and Inclusion (DEI) Statement

Diversity, Equity, and Inclusion (DEI) are core to DC Green Bank’s mission “to provide access to capital, growing the clean economy to develop a more equitable, resilient, and sustainable DC.” DC Green Bank fulfills its mission and supports inclusive prosperity by cultivating a diverse, equitable and inclusive environment for our employees. By investing in our internal team, we provide the foundation necessary to deliver products and services to all of DC, with an emphasis on underserved communities, and by collaborating with partners to ensure that Washingtonians from historically marginalized backgrounds have meaningful input and directly benefit from access to affordable clean energy and resilient infrastructure. We seek to contribute to a future where our green and equitable investing can serve as a blueprint for the banking and investment industry, the District and the nation.

## Internal Efforts

### Recruitment and Hiring

- DC Green Bank is committed to greater diversity among its employees by building an equitable workforce that represents the DC community the bank serves. DCGB aims to attract applicants from within the District and gives preference to applicants that reside within DC or are willing to relocate to DC within six months of employment. This preference, however, does not exclude other candidates from the recruitment and hiring process.

### Annual trainings for all employees and executives

- All full-time, non-contracted staff will participate in annual trainings and/or workshops on the topics of diversity, equity, inclusion, race, justice, belonging, amongst other relevant topics in accordance with DC Green Bank's Training Policy.
- DCGB will also offer live trainings that are curated to meet the timely needs of the organization. These trainings will be available to all DCGB staff and interns.

### Lunch and Learns

- Staff have the opportunity to engage and lead internal learning sessions. The internal DEI Committee has previously led lunch and learns on the following topics: Living Low-to-Moderate Income, Ranking Its Core Values, Meeting the Needs of Black Businesses and Communities, and more.

## External Efforts

### Community Outreach and Engagement:

Through community events and outreach efforts, DCGB is able to connect with residents, business owners, and community serving organizations. Staff represent DCGB at numerous community outreach and engagement events throughout the year, such as Open Streets, H Street Festival, and more.

### Statement of Borrower Inclusivity:

DC Green Bank is committed to engaging and lending to a diverse clientele in the clean energy space. DCGB will not exclude a client based on race, gender identity, sexual orientation, age, or ability.

43. 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 administers and enforces 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:**

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 orientations, 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. Furthermore, DC Green Bank makes reasonable accommodation for 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 imposes an undue hardship upon DC Green Bank's business operations.

Any applicant or team member who may benefit from an accommodation to perform the essential functions of their job is urged to contact HR and request such accommodation. The individual will specify what accommodation is needed to perform the job and will 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 accommodation can be made. DC Green Bank will evaluate requested accommodation 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 member with questions or concerns about equal employment opportunities in the workplace is encouraged to bring these issues to the attention of HR.

DC Green Bank will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. DCGB urges team members that feel they have been subjected to any such retaliation to contact HR promptly. To ensure the 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 HR standards set by the Society for HR Management (SHRM) and federal regulatory compliance.

This policy is foundational in ensuring that all employees and staff encounter a workplace free of barriers and discrimination. The Operations Department (COO and HR Director) administer and enforce the above policy.

#### **F. PROGRAM-SPECIFIC QUESTIONS**

44. Please provide an update on the Community Impact Initiative (“CII”) for FY23 and FY24, to date, including:

- a. The number of CII applications received, broken down by borrower type (e.g., small business, non-profit organization, childcare center, faith-based institution, homeless shelter);
- b. The number of CII applications denied;
- c. The number of CII applications approved; and
- d. The total amount of financing provided through the CII, broken down—if possible—by type of project financed (e.g., roof repair, solar panels, HVAC replacement, insulation upgrades, window remediation, water and energy efficiency, etc.) and type of financial product used (e.g., PACE, Pre-Development Loan, etc.).

#### **Answer:**

Between FY23 and year-to-date FY24, DC Green Bank received six expressions of interest related to the CII program from prospective borrowers and denied no applications. The interest resulted in two executed deals that totaled approximately \$4.7 million in finance. One deal was the \$1.4 million construction revolving loan facility with SEDC Solar that will finance a portfolio of solar plus battery storage projects for homes, rental units, and community-serving organizations (CSOs), with 75% of program beneficiaries being low-to-moderate income (LMI) households and CSOs. The other deal entails approximately \$3.3 million in construction lending provided to A-Peace, LLC for the new construction of affordable housing in Ward 8, and energy efficiency and renewable energy upgrades to an affordable housing project in Ward 7. DCGB partnered with Capital Impact Partners and Amazon’s Housing Equity Fund to leverage additional grant funding for these projects. Bank staff continue to conduct due diligence on applications for the other interested parties. Of the six applicants DC Green Bank reviewed over this period, two were faith-based institutions, one was an affordable housing developer, one was a non-profit organization, one was a community-serving institution, and one was a small business solar developer.

45. Please provide an update on the Clean Energy Advantage DC (“CEA DC”) Program for FY23 and FY24, to date, including:
- a. The number of CEA DC applications received;
  - b. The number of CEA DC applications denied;
  - c. The number of CEA DC applications approved; and
  - d. The total amount of financing provided through the CEA DC Program, broken down—if possible—by type of project financed and type of financial product used.

**Answer:**

Between FY23 and year-to-date FY24, DCGB received four total applications for loan credit enhancements through the CEA DC program and approved all four applications. Two of those applications concluded in loans issued by the bank’s CEA DC partner financial institution, the Clean Energy Credit Union (CECU), for a total value of \$14,364. DCGB does not provide direct financing through CEA DC but instead capitalized a \$75,000 loan loss reserve with the objective of reducing consumer borrowing costs by approximately 50 basis points. DCGB, CECU, and the Maryland Clean Energy Center established CEA DC through two MOUs in 2022, with the objective of providing District residents with affordable loan options to invest in energy efficiency and solar upgrades to their homes, as well as electric vehicles (EVs). In January 2022, DCGB entered into the first MOU with CECU, with a commitment to fund up to \$225,000 in a loan loss reserve that would support up to \$3,000,000 in lending issued by CECU. In February 2022, DCGB entered into a second MOU, establishing the Maryland Clean Energy Center as the administrator of the program. In FY24, the parties terminated the program due to limited demand for the products as offered. However, DCGB continues to offer District residents multiple avenues to access affordable clean energy options – DCGB has built an investment portfolio of green building upgrades and solar installations totaling more than \$20 million, and an equivalent near-term pipeline of similar investments targeting multifamily dwellings and affordable housing that directly benefit residents of the District.

46. Please provide an update on the launch of the Small Business Loan Fund.

**Answer:**

In December 2021, DCGB and City First Enterprises launched the Small Business Energy Savings Support Loan Pool. This program provides small businesses with loans to undertake investments in clean and renewable energy, energy efficiency, and resilience projects. To date, the program has received six applications and closed two loans totaling \$440,000, of which DCGB contributed a total of \$264,000. As DCGB continues to assess its go-to-market approach, the bank will place a sharp focus on the District’s



small business community and explore new methods to engage and improve deal flow from this vital stakeholder group.

47. Please provide an update on any other applications for financing the Authority made available in FY23 and FY24, to date, including:
- a. A description of the program through which financing was available;
  - b. The total number of applications received;
  - c. The total number of applications approved; and
  - d. The total amount of financing provided through the program, broken down—if possible—by type of project financed and type of financial product used.

**Answer:**

Between FY23 and year-to-date FY24, DCGB provided financing under two of its dedicated programs: BEPS and CII, an update for each of which is provided in Question 2 and Question 44, respectively. The remainder of bank financing originated from responses to the open solicitation or through direct engagement with stakeholders. The table below summarizes bank investment activity over the period.

Programs	Applications Received	Applications Approved	Applications in Review	Total Financing Provided
BEPS	6	4	2	\$11,250,000
CII	6	2	4	\$4,695,000
<i>Subtotal</i>	12	6	6	\$15,945,000
Open Solicitation	31	10	21	\$16,811,599
Total	43	16	27	\$32,756,599

48. Please provide an update on financing provided through pre-development loans in FY23 and FY24, to date, including the total amount of financing provided.

**Answer:**

Between FY23 and FY24, DC Green Bank provided \$2,610,559 in pre-development lending associated with a single project – Flywheel Development’s sustainable commercial hub in Ward 5. The DCGB team is also likely to close on two additional pre-development loans in the first half of the 2024 calendar year, both of which will come under the Building Energy Performance Standards (BEPS) program and will collectively be valued at approximately \$7 million.

49. Please provide an update on financing provided through open solicitations in

FY23 and FY24, to date, including the total amount of financing provided.

**Answer:**

Loans initiated through DCGB's open solicitation constituted approximately \$16,811,599 of DC Green Bank's financing over this period.

50. Please provide an update on financing provided through the PACE Program in FY23 and FY24, to date, including the total amount of financing provided.

**Answer:**

The PACE Program closed 8 PACE loans totaling \$28.2 million in FY 23 and no loans to date in FY24. The current PACE pipeline is \$271.5 million. Since DC Green Bank assumed the role of administrator of the DC PACE Program in October 2021, the total amount of deployed capital has nearly doubled as compared to the aggregate capital deployed from program inception in 2013 through 2021. The program has now deployed more than \$100 million into clean energy and sustainability related projects, touching all eight Wards in the District.

51. Please describe any other financial products offered by the Authority in FY23 and FY24, to date.

- a. Does the Authority anticipate diversifying the types of products it offers in FY24 and beyond?
- b. Does the Authority face any barriers in offering certain types of products?

**Answer:**

Within the bank's direct lending program, DCGB offers a full suite of financial products, including pre-development, mezzanine, construction, and permanent direct loans, as well as credit enhancements such as investments in loan loss reserves. As the bank shifts its focus to the remainder of FY24 and beyond, DCGB will optimize its product portfolio to meet demand across key market segments – green affordable housing retrofits and building energy efficiency and electrification, equitable solar access and battery storage, climate resilience and green infrastructure, and net zero buildings and transportation.

DCGB also anticipates leveraging federal funding in FY24 under programs administered by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Energy (DOE), and the Federal Emergency Management Agency (FEMA). This will create a multiplier effect for local capital and leverage new investments in renewable energy deployment, energy efficiency, electric vehicles, and resilient infrastructure. As DCGB collaborates with

implementing District agency partners such as the Department of Energy and Environment (DOEE) and the Homeland Security Emergency Management Agency (HSEMA) to inform the approach to deploying new loan funds and programs, DCGB expects to tailor products that will crowd-in private and public capital to maximize direct community and climate benefits to District residents and grow clean energy jobs.

52. What was the total amount of financing awarded by the Authority in FY22, FY23, and FY24, to date?
- a. How many capital lenders did the Authority partner with in FY22, FY23, and FY24, to date?

**Answer:**

Since bank inception through FY23 and FY22, DC Green Bank awarded \$40.4 million and \$26.3 million to borrowers, respectively. Year-to-date through January 31<sup>st</sup>, 2024, DC Green Bank has committed \$4.9 million. Including capital providers with whom the bank has worked to administer the PACE program, DCGB has partnered with more than 50 banks, non-banking financial institutions, non-profits, and government agencies locally, regionally, and nationally. By working with these partners, DCGB was able to use its financial support for green building upgrades, resilient infrastructure, and renewable energy installations to catalyze total investment of \$358 million in these sectors.

53. How did the Authority publicize the availability of financial products during FY23 and FY24, to date? Did demand for products in these fiscal years meet, exceed, or fall short of the Authority's expectations?

**Answer:**

DC Green Bank uses multiple avenues to communicate about its financial products. For example, the bank continues to use its website, social media platforms like Twitter, Instagram, LinkedIn, and YouTube, as well as email distribution services to engage with its audiences about available financial offerings. Bank staff also participate in dozens of virtual and in-person community, industry, and government events and public forums each year, including hosting a booth during Open Streets events across multiple Wards, presenting at the March Madness event held by the Deputy Mayor for Planning and Economic Development, engaging with commercial and residential industry associations, community-serving institutions and associations, climate and community advocates, and routine participation in PACE Nation.

Through these venues and the many other events in which the bank engages

with stakeholders, DCGB shares the bank's financial offerings and listens to the community regarding additional needs the bank may be able to meet for affordable and green financing. The demand for DCGB investment over the past two fiscal years continues to be robust and is in line with staff expectations. DCGB anticipates stronger demand over the remainder of the fiscal year as the bank leverages federal incentives, including from the Inflation Reduction Act (IRA), and serves as an implementation partner under the Federal Emergency Management Agency's Safeguarding Tomorrow through Ongoing Risk Mitigation (STORM) Act program. As the organization matures, the team will explore innovative ways to build on its successful track record of catalyzing private and public capital to meet market demand for DCGB products and programs. In FY23, for example, DCGB achieved its highest leverage ratio in the history of the organization, crowding in \$8.50 in third-party investment for every \$1.00 it invested in the District.

54. Of the applications for financial products received by the Authority in FY23 and FY24, 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 so, what work is the Authority doing to identify and strengthen communications and outreach to entities managing project types less represented in the applicant pool?
- a. In last year's pre-hearing responses, the Authority indicated that it was planning to increase its business development on green buildings and improve its messaging related to stormwater and transportation electrification. Did the Authority increase the share of financing for these projects in FY23 and FY24, to date?

**Answer:**

Most inquiries about DCGB financing continue to be related to community or on-site solar opportunities (for small businesses and deployment in underserved communities) or green buildings and energy efficiency retrofit investments. That said, the bank's commitment to the green infrastructure space (e.g., stormwater abatement) remains strong, with approximately \$2.7 million committed to the sector over the life of the organization. In FY24, for example, DCGB extended an ambitious \$650,000 revolving loan fund with developer Green Compass. Green Compass has used the facility to design and build stormwater management installations in Wards 5, 7, and 8 that include rain gardens, infiltration trenches, and new trees that will divert over one million gallons in stormwater each year and reduce flood risk throughout the District.

Since FY22, the bank has also built a pipeline of approximately \$2 million in potential EV infrastructure deals and has grown its green building portfolio from approximately \$3.7 million to potentially more than \$25 million in FY24.

DCGB booked \$8 million in new solar loans over that period as well.

As outlined in Question 51, DCGB also anticipates leveraging significant federal programs in FY24 and beyond, targeting investments in renewable energy deployment, energy efficiency, electric vehicles, and resilient infrastructure. Bank staff will continue to coordinate with District agency partners such as DOEE, DHCD, DCHFA, DMPED, and HSEMA, to propel strong portfolio growth across all target market segments. Moreover, DCGB concluded its efforts to staff a full executive team in FY24, marking a significant achievement for the organization. With a new Chief Investment Officer and Chief Financial Officer in place as of February 2024, DCGB is now well positioned to refine its approach to sustainable portfolio growth and deal origination, allowing the bank to solidify signals to the market and drive pipeline growth across all focus sectors.

55. Of the applications for financial products received by the Authority in FY23 and FY24, 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?
- a. 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:**

DCGB's mission is to provide access to capital, fostering the growth of the clean economy to cultivate a more equitable, resilient, and sustainable District of Columbia. Equity is central to the DC Green Bank mission, and as such DCGB targets programming and deal origination efforts toward historically marginalized groups and underserved communities in the District. The CII program, for example, specifically identifies opportunities to invest in community-serving small businesses, faith-based institutions, community centers, and other non-profit, community-serving organizations. Similarly, in implementing the BEPS program, DCGB has committed approximately \$15.8 million in capital to provide affordable housing to residents and access to cleaner sources of energy and more efficient building systems and appliances.

In FY23 alone, DCGB invested over \$11 million in Wards 5, 7, and 8, which will finance more than 550 households' access to solar power, create dozens of jobs, and reduce GHG emissions that exceed the annual consumption of 400 gas-powered cars. This includes DCGB's delivery of over \$3 million in lending to A-Peace, in partnership with the CIP and the Amazon Housing Equity Fund, to build new energy efficient affordable housing units in Ward 8, and install energy efficiency and renewable energy upgrades to an affordable housing property in Ward 7. The bank has also sought to deploy innovative mechanisms to put green capital in the hands of marginalized groups,

partnering with community development financial institutions (CDFIs) like City First Enterprises and the Latino Economic Development Center (LEDC) to spur investment in minority-owned small businesses and households.

56. How has the Authority leveraged federal infrastructure funding in FY23 and FY24, to date, and how does the Authority anticipate leveraging federal infrastructure funding that will become available during the rest of FY24 and in future 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 FY23 and FY24 DC Green Bank has continued to collaborate with DOEE and the DC Sustainable Energy Utility (DCSEU) to deploy federal funding associated with the American Rescue Plan Act for the District to meet its BEPS goals. DCGB has committed approximately \$15.8 million toward that end over this timeframe. DC Green Bank has also been coordinating with DOEE and HSEMA to deploy \$6 million in funding allocated to the District by FEMA pursuant to the STORM Act to finance resilience measures within the District's affordable housing portfolio, supported by DHCD and HSEMA. In addition, the District was awarded more than \$4 million through a formula grant to develop an Energy Efficiency Revolving Loan Fund. These funds will prioritize investment in affordable housing properties across the District for energy efficiency measures. DCGB staff will look for opportunities to pair these resources – resilience and energy efficiency – for affordable housing properties to move forward on the continuum toward a more sustainable and livable future.

FY24 will be especially crucial to DCGB as the bank positions itself for greater collaboration with agency partners and prepares to support the deployment of green capital under the EPA's Greenhouse Gas Reduction Fund (GGRF). DCGB is a named sub-awardee in two GGRF applications, including one led by DOEE to build on the District's existing, successful Solar for All program. DC Green Bank anticipates no need for additional statutory authority to support new IRA programs and associated investment in the District. That said, DCGB is keenly aware of the forthcoming expiration of funding from the Sustainable Energy Trust Fund (SETF) at the end of FY25. Concluding support for DCGB in FY25 or earlier could undermine the momentum developed over the initial period of bank operation and cause difficult tradeoffs between pursuing concessional-rate investments in LMI communities or emerging developers, versus pursuing investments with a rate of return that would lead to financial sustainability for DCGB. Steady SETF funding to DCGB sends a strong signal to investors and prospective

DCGB partners (both capital providers and borrowers) that the District continues to be an excellent destination for climate capital, and it better positions the District to crowd-in public and private investment, drive job growth in sustainable sectors, and lower the cost of access to clean energy. In addition, District government partners like DMPED, DHCD, DCHFA, DOEE, and more increasingly come to the bank to fill financing gaps in projects in line with core priorities for the District, including for affordable housing, affordable and clean energy for income-qualifying residents, and beyond. Moreover, DCGB continues to be a strong steward of SETF funds, as demonstrated by the bank's capacity to generate returns and catalyze private sector investment with an 8.5x leverage ratio in FY23.

**Trisha Miller**  
Chief Executive Officer

**Andréa Parker**  
Executive Assistant

**Gary Decker**  
Chief Operating Officer

**Greg Haygood**  
Chief Financial Officer

**Sri Sekar**  
Chief Investment Officer

**Dionne Joemah**  
General Counsel

**Michael Chase**  
Director of Technology & Special Projects

**Mojdeh Efatian**  
Human Resources Director

**Mary Edwards**  
Senior Director of Credit Administration

**Marc Ericson**  
Senior Director of Real Estate

**Ronald Hobson**  
PACE Program Director

**TBD**  
Communications & Outreach Manager

**Vanessa Angeles**  
Senior Accounting & Finance Manager

**Shiva Patel**  
Associate Director of Investments

**Gabriela Kluzunski**  
Investment Manager

**Derrick Holloway**  
Investment Manager

**Christina Crosson**  
Staff Accountant

**Gaby Argoti**  
Commercial Loan Servicer

**Natrebo Douglas**  
PACE Program Coordinator



## Appendix 2

DC Green Finance Authority  
Budget vs. Actuals - FY23

	<u>FY23 Actuals</u>	<u>FY23 DCGB Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Operating Revenue	\$ 1,504,298	\$ 2,809,314	\$ (1,305,016)	-46%
Operating Expenses	5,063,557	7,126,871	2,063,314	29%
Total Operating Income/(Loss)	<u>(3,559,259)</u>	<u>(4,317,557)</u>	<u>758,298</u>	<u>18%</u>
Non-Operating Revenue	696,828	1,543,800	(846,972)	-55%
Net Income/(Loss) Before Transfers	<u>(2,862,431)</u>	<u>(2,773,757)</u>	<u>(88,674)</u>	<u>-3%</u>
Transfers from the District of Columbia	<u>22,831,321</u>	<u>27,794,104</u>	<u>(4,962,783)</u>	<u>-18%</u>
<b>Total Change in Net Position</b>	<u>19,968,890</u>	<u>25,020,347</u>	<u>(5,051,457)</u>	<u>-20%</u>

DC Green Finance Authority  
Budget vs. Actuals - FY24

	<u>FY24 Actuals</u> <u>q1</u>	<u>FY24 DCGB Budget</u> <u>q1</u>	<u>\$ Variance</u>	<u>% Variance</u>
Operating Revenue	\$ 331,310	\$ 773,963	\$ (442,653)	-57%
Operating Expenses	1,001,160	1,016,481	15,321	2%
Total Operating Income/(Loss)	<u>(669,850)</u>	<u>(242,518)</u>	<u>(427,332)</u>	<u>-176%</u>
Non-Operating Revenue	229,504	82,500	147,004	178%
Net Income/(Loss) Before Transfers	<u>(440,346)</u>	<u>(160,018)</u>	<u>(280,328)</u>	<u>-175%</u>
Transfers from the District of Columbia	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>Total Change in Net Position</b>	<u>(440,346)</u>	<u>(160,018)</u>	<u>(280,328)</u>	<u>-175%</u>

**Appendix 3**

FY 2023 to date (1/31/2024)

Name	Nature of Contract	Yearly Dollar Amount of Contract	FY 2023 Spending	FY 2024 Spending (YTD)	Terms of Contract	Competitive Bid or Not	Name of Contract's Monitor	Funding Source	Available to the Public
Abrigo	Asset Management Software	\$ 30,936.20	\$ 65,864.00	\$ 23,285.20	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Adobe Inc.	Software	\$ 9,180.66	\$ -	\$ (6,120.42)	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
AJ Consultants LLC	Contract Staffing & Recruiting Support	\$ 81,244.75	\$ 43,750.00	\$ 56,000.00	As needed	No	Michael Chase	Green Finance Authority Fund	No
BlaKQuity, LLC	Professional Services (DEI)	\$ 35,750.00	\$ 7,150.00	\$ -	9 months; terminated	No	Michael Chase	Green Finance Authority Fund	No
Brick & Story	Strategic Communications	\$ 30,000.00	\$ 10,000.00	\$ -	1 year; terminated	No	Michael Chase	Green Finance Authority Fund	No
Cargas Systems	Accounting Conversion Implementation	\$250 per hour	\$ 1,531.25	\$ -	As needed	No	Michael Chase	Green Finance Authority Fund	No
CIMA	Insurance Broker	\$ 18,384.50	\$ 7,675.22	\$ 5,762.17	1 year, annual renewal; dependent on insurance renewal	No	Michael Chase	Green Finance Authority Fund	No
City First Enterprises, Inc.	Loan Servicing	(1) \$200-\$800 per loan, driven by loan amount, and (2) .25% * outstanding principal.	\$ 21,106.11	\$ 3,300.00	Until terminated	No	Michael Chase	Green Finance Authority Fund	No
Climate Finance Advisors	Consultant - Investment	\$ 120,000.00	\$ 120,000.00	\$ -	Monthly; renewal as needed; terminated	No	Michael Chase	Green Finance Authority Fund	No
Digital Pride Films (media)	Media Relations	Project fee based	\$ 1,000.00	\$ -	No contract	No	Michael Chase	Green Finance Authority Fund	No
Downhome Solutions	Loan Servicing	\$ 8,415.00	\$ 8,415.00	\$ 1,494.00	Until terminated	No	Michael Chase	Green Finance Authority Fund	No
High Impact Financial Analysis, LLC	Underwriting Support	Project fee based	\$ 500.00	\$ -	1 year, annual renewal; terminated	No	Michael Chase	Green Finance Authority Fund	No
Korn Ferry (US)	Contract Staffing & Recruiting Support	Hourly professional rate or permanent staffing hiring fee 25%	\$ 29,055.00	\$ -	1 year; terminated	No	Michael Chase	Green Finance Authority Fund	No
LexisNexis	Legal	\$ 375.00	\$ -	\$ -	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Maryland Clean Energy Center (MAPA)	Program Administration	(1) \$22,500 set up fee & (2) \$350 per week billed quarterly	\$ 21,200.00	\$ 9,100.00	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Microsoft	Software	Monthly fee	\$ 5,219.01	\$ 2,296.00	Monthly subscription	No	Michael Chase	Green Finance Authority Fund	No
Monday.com Ltd	Asset Management Software	\$ 11,400.00	\$ 7,332.00	\$ 3,800.00	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Red Flag Reporting	Reporting Hotline - HR	\$ 750.00	\$ 770.00	\$ -	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
SAGE Intacct	Accounting software	\$ 24,080.00	\$ 34,330.62	\$ 8,882.41	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
SB & Company	Financial Audit	\$ 19,000.00	\$ 24,000.00	\$ 26,000.00	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
The Cadmus Group LLC	Consultant - Sustainability	\$ 24,500.00	\$ 13,800.00	\$ -	Project Based; completed	No	Michael Chase	Green Finance Authority Fund	No
Thelan IT	Consultant - IT & Cybersecurity	\$ 512,082.36	\$ 510,789.84	\$ 167,573.72	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Thomson Reuters	Background Investigation Software	\$ 10,801.44	\$ 11,233.48	\$ 4,032.52	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
T-Rex Group, Inc.	Asset Management Software	\$ 80,000.00	\$ 35,833.32	\$ 7,500.00	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
TriNet	HR Software Platform	\$2,000 annual fee for system updates	\$ 36,979.35	\$ 11,813.51	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Urban Ingenuity	Prior PACE Program Administration	\$98,250 + applicable fees	\$ 79,927.25	\$ 40,293.22	6 months; terminated	No	Michael Chase	Green Finance Authority Fund	No
WeWork	Office Space	\$ 215,075.35	\$ 215,075.35	\$ 97,110.00	1 year, annual renewal	No	Michael Chase	Green Finance Authority Fund	No
Williams, Adley & Company-DC LLP	Consultant - Accounting	Hourly Rate: Partner - \$340 Project Manager - \$275 Senior Associate - \$150	\$ 143,312.50	\$ 30,600.00	1 year; terminated	No	Michael Chase	Green Finance Authority Fund	No
Windscribe	Software	\$ 807.65	\$ 807.65	\$ 198.00	Monthly subscription	No	Michael Chase	Green Finance Authority Fund	No