

**COUNCIL OF THE DISTRICT OF COLUMBIA  
COMMITTEE ON TRANSPORTATION & THE ENVIRONMENT  
PERFORMANCE OVERSIGHT PRE-HEARING QUESTIONS  
1350 Pennsylvania Avenue, NW, Washington, DC 20004**

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January 6, 2025

Trisha Miller  
Chief Executive Officer  
Green Finance Authority  
1140 19th Street NW, Suite 800  
Washington, DC 20036

Dear Ms. Miller:

The Committee on Transportation and the Environment will hold performance oversight hearings on agencies under its purview in February and March of 2025. The performance oversight hearing for the Green Finance Authority is tentatively scheduled for **Friday, February 7, 2025**. In preparation, attached is a set of pre-hearing questions for your response. Please submit your responses no later than the close of business on **Friday, January 31, 2025**, in PDF format and *minimize the use of attachments*. The Committee additionally requests one bound paper copy of your responses. If you need to discuss any of the questions, please contact Connor Fagan, Deputy Committee Director, at (771) 333-1558 or [cfagan@dccouncil.gov](mailto:cfagan@dccouncil.gov).

**General Questions**

**Organization and Staffing**

1. Please provide a complete and current **organizational chart** for the agency and each division and subdivision within the agency, including:
  - a. The names and titles of all senior personnel;
  - b. A description of the roles and responsibilities for each division and subdivision;
  - c. An explanation of any changes to the organizational chart made in FY24 or FY25, to date; and
  - d. Whether any of the positions reflected in the chart are vacant.

*\*Please note the date that the information was collected in your response.*

**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 organization's financial and sustainability goals and leading staff in the origination, structuring and deployment of the organization'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.

#### Sriram 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.

#### Gregory 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.

#### Natalie Smalls– 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:**

Cecilia Walker – Sr. Director of Credit Administration

The Sr. 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 Sr. Director of Credit Administration works closely with the CEO, CIO, and the organization's General Counsel to craft new financial products and ensure that the organization stays in compliance with all lending programs.

Vacant since 10/26/2024 - Director/Sr. Director of Origination

The Director/Sr. Director of Origination is responsible for managing all aspects of DC Green Bank's day-to-day origination process including the overall management of loan inquiry and referral platforms through assignments to Deal Leads, the development of a diverse and growing investment opportunity pipeline, and the creation of market intelligence and analytics across the organization's priority sectors. The Director/Sr. Director will also work with the organization's executive leadership to articulate the organization's origination and go-to-market strategy and evolve it as necessary to meet the market's needs. The position will be responsible for working with bank leadership to develop, deploy, and manage financial offerings and loan fund activities, while pursuing avenues to secure additional capital funding from outside sources. The Director/Sr. Director will engage with public agencies, commercial enterprises, banks, and other public-serving stakeholders and actively develop new products that address market barriers and are aligned 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.

Ryan Moya – Director of Solar Investments

The Director of Solar Investments leads the daily management, oversight, and strategic direction of the future Solar For All (SFA) lending program and overall development of its pipeline of solar investment opportunities. This role will serve as an integral part of DC Green Bank's loan origination team, serving as the primary contact for all aspects of SFA and DC Green Bank's solar product offerings.

Derrick Holloway – Associate Director of Origination

The Associate Director of Origination plays a critical role in identifying, developing, and managing investment opportunities in at least one of DCGB's investment focus sectors. This individual collaborates with internal teams, external partners, and clients to expand and maintain

DCGB's portfolio while ensuring alignment 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.

**Gabriela Argoti-Fernandez – Commercial Portfolio Manager**

The Commercial Portfolio Manager is responsible for managing the organization's loan renewals, loan extensions or modifications, collection of loan documents, and the monitoring of loan exceptions. The Manager works with Deal Leads to collect all loan closing documentation and provides on-going portfolio monitoring support.

**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.

**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.

**Vacant since 11/22/2024 – 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:**

**Mojdeh Efatian – Human Resources 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 organization's overall goals. The 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.

#### Isabel Varnado – Sr. Manager of Compliance & Contracts

The Senior Manager of Compliance and Contracts is responsible for overseeing all aspects of contract management, procurement, and compliance related to DC Green Bank's projects, including federal grants and contracts. These efforts include assisting with contract administration and compliance issues relating to the organization's procurement, solicitation, compliance and contracting functions as well as the administration of the awarded grants, cooperative agreements and contracts.

#### Daniel Lebednik – 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 organization's community engagement activities. The Manager is also responsible for the organization's social media presence, as well as other forms of communications and marketing.

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Since February 2024, DC Green Bank has had a full executive leadership team. 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 provide a complete and current **position listing or Schedule A** that lists each position within the agency, broken down by program and activity code, including:
  - a. Title of position;
  - b. Name of employee (if filled) or statement that the position is vacant, unfunded, or frozen;
  - c. The date the position was filled or became vacant, unfunded, or frozen;
  - d. Salary and fringe benefits (listed separately);
  - e. Whether the position is continuing, term, temporary, or contract; and
  - f. Whether the position must be filled to comply with federal or local law.

*\*Please note the date that the information was collected in your response.*

#### **Answer:**

Please reference the chart in Appendix 2. The information is up to date as of February 24, 2025.

3. Did the agency conduct annual **performance evaluations** of its employees in FY24 or FY25, to date? Who conducted the 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 organization conducted performance evaluations for all employees in FY 2024.

The organization's performance evaluation process starts at the beginning of the fiscal year, when each employee works with their direct supervisor to establish individual performance plans. This includes 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 to assess annual performance, share feedback, and identify opportunities for growth. The annual performance evaluations are based on two factors: 1. employee's performance according to the individualized job requirements and 2. adherence to established S.M.A.R.T. goals. Initially, the employees complete a self-assessment on Trinet. Once the self-assessment has been finalized, the employee's supervisor completes a manager review of the employee's performance. Based on the manager's review of the employee's performance throughout the fiscal year, the employee earns an evaluation score of 1-5: 1. Unsatisfactory, 2. Requires Development, 3. Meets Expectations, 4. Exceeds Expectations, and 5. Outstanding. Employees who earned evaluation scores of 3-5 were eligible for performance-based bonuses in FY24 and employees that earned below a three on their performance evaluations were considered for a performance improvement plan.

4. Please list all **employees detailed** to or from your agency. Please provide the detailee's name, reason for the detail, the detailee's start date, and the detailee's actual or projected date of return.

**Answer:**

None.

5. For any **contract workers** in your agency, please provide the position name, organizational unit to which they are assigned, hourly rate of pay, and the entity from which they are contracted.

**Answer:**

As of the submission date, DC Green Bank has one contract worker, Vanessa Eugene. Vanessa is a contracted worker from Robert Half that serves as Legal Contractor in support of the DC Green Bank General Counsel, Dionne Joemah. The hourly rate that DC Green Bank pays to Robert Half for the contractor's services is \$100 per hour.

6. Please complete the following chart about the residency of **new hires in FY 24 & FY 25:**

<i>Position Type</i>	<i>Total Number</i>	<i>Number of District Residents</i>
Continuing	7	3
Term		
Temporary	1	0
Contract		

7. Please provide the agency's FY24 **Performance Accountability Report**.

**Answer:**

DC Green Bank has not been asked to or required to generate Performance Accountability Reports like traditional District agency's may. As an instrumentality of the District government, DC Green Bank publishes an annual report that incorporates numerous accountability elements and impact metrics. In addition, DC Green Bank is responsive to District government requests for information as well as requests for information from the public as appropriate. DC Green Bank's most recent annual report can be found on its website [here](#).

8. Please provide the Committee with:
- A list of all employees who currently have **cellphones** or other mobile communication devices at agency expense.
    - Please provide the total cost for mobile communications and devices at the agency for FY24 and FY25, 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 FY24 and FY25, to date.
  - A list of travel expenses, arranged by employee.
  - A list of the total **overtime and worker's compensation** payments paid in FY24 and FY25, to date.

**Answer:**

a. DC Green Bank does not issue cell phones or similar communications devices to employees. All full-time 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 2024 was \$9,350, and for FY 2025 to date is \$3,050.

b. There are no vehicles owned, leased, or otherwise used by the agency.

c. The table below details bonuses paid between FY23 and FY24

FY2023 annual bonuses paid out in December 2023	\$77,173.95
FY2024 annual bonuses paid out in December 2024	\$95,403.11

d. The organization paid \$18,295.65 in travel expenses for FY24, including end of FY23 expenses that were billed in October of FY24.

S. Sekar \$3,897.90  
T. Miller \$3,130.8  
R. Hobson \$2,439.62  
S. Patel \$2,329.66  
N. Douglas \$968.28  
D. Lebednik \$134.53  
M. Edwards \$89.50  
G. Decker \$71.02  
L. Maretich \$62.76  
M. Efatian, \$49.06  
G. Kluzinski \$43.57  
G. Decker \$42.17  
J. Helson-Houpert \$41.99  
M. Ericson \$29.50  
**Grand Total \$18,295.65**

The organization paid \$6,823.78 in travel expenses FY25 to date.

T. Miller 3,138.17  
R. Hobson 678.43  
G. Haygood 650.20  
S. Sekar 539.00  
S. Patel 357.68  
D. Lebednik 99.25



G. Decker 68.79

M. Ericson 23.10

M. Efatian 16.37

**Grand Total: \$6,823.78**

e. DC Green Bank has not issued any worker's compensation payments for FY 2024 or FY 2025 to date. DC Green Bank did not pay overtime pay for FY 2024, the organization has paid \$1.25 to date for FY 2025.

9. What is the agency's current **remote work policy**? Please provide a copy of the agency's **Continuing Operations Plan** and any other remote working protocols.

**Answer:**

DC Green Bank follows the District's remote work protocols, allowing employees to telework when appropriate based on operational needs. Currently, employees are eligible to work remotely two days per work-week, with in-office attendance required on the remaining days to support collaboration and agency functions. In the event of inclement weather or any other emergencies DC Green Bank follows DC Government guidance regarding office closures. When the decision is made to close the office, staff will receive official notification from their supervisor or the COO no later than 6:30 am. If an inclement weather event is scheduled to occur during the workday while employees are in the office, they will be notified when the office is closing to ensure a safe commute.

10. 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 their contact information.
- 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.

11. Please describe the agency’s process for investigating allegations of **sexual harassment or misconduct** committed by or against its employees. List and describe any allegations received by the agency in FY24 and FY25, to date, and how those allegations were resolved.
- Has the agency identified a primary and alternate sexual harassment officer (“SHO”) as required by Mayor’s Order 2023-131 (“Sexual Harassment Order”)? If not, why not? If yes, please provide the names of the primary and alternate SHOs.
  - Has the agency received any requests from staff in an otherwise prohibited dating, romantic, or sexual relationship for a waiver of the requirements of provisions of the Sexual Harassment Order? What was the resolution of each request? If a waiver has been granted, are there limitations on the scope of the waiver?

**Answer:**

DCGB received no sexual harassment or misconduct allegations in FY 24 or FY 25, to date. All employees are encouraged to report sexual harassment incidents to HR, COO, or CEO. In addition, the organization uses Red Flag Reporting, an anonymous reporting hotline whereby employees can submit complaints. Confidential complaints are routed to COO and 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.

Yes, DC Green Bank has identified a Sexual Harassment Officer. Mojdeh Efatiyan serves as the SHO for the agency.

The organization has not received requests from staff.

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.

Operations

12. For any **boards or commissions** associated with your agency, please provide a chart listing the following for each member:
- Their names (or an indication the seat is vacant);
  - The date of their confirmation;
  - The date their term ends;
  - Whether the member is a District resident; and
  - Attendance at each meeting in FY24 and FY25, to date.

**Answer:**

<b>Board Members</b>	<b>District Residency</b>	<b>Confirmation Date</b>	<b>Term Expiration</b>	<b>FY2024 and FY2025 (to date) Attendance</b>
Brandi Colander (Chair)	Yes – Ward 4	6/8/2022	6/4/2025	10/10
Edward Hubbard (Secretary)	Yes – Ward 4	6/8/2022	6/4/2025	9/10
Monica Warren-Jones	Yes – Ward 6	6/25/2024	7/9/2026	3/3
Ricardo Nogueira	Yes – Ward 1	9/17/2024	7/9/2027	9/10
Todd Monash	Yes – Ward 3	9/17/2024	7/9/2027	10/10
Deborah Loomis	Yes – Ward 2	9/17/2024	7/9/2027	9/10
Anthony Washington	Yes – Ward 4	6/25/2024	7/9/2026	3/3
Carmen Pigler (Ex Officio) – OCFO	-	-	Serves at the pleasure of the Mayor	9/10
Jonathan Kayne (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	4/10
Pam Frentzel-Beyme (Ex Officio) – DMPED	-	-	Serves at the pleasure of the Mayor	0/0
Nick Burger (Ex Officio, Vice Chair) – DOEE	-	-	Serves at the pleasure of the Mayor	10/10

13. For any **task forces or organizations** of which the agency is a member, including those inside the government (e.g., interagency task forces), please provide:
- The name of the task force or organization; 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
US Green Bank 50	\$1,000
Green Bank Network	\$8,000
PACE Nation	\$2,200
Solar for All Task Force – DC Government	\$0
Transportation Electrification Working Group – DC Government	\$0

14. Please list each **new program** implemented by the agency during FY24 and FY25, to date. For each new program please provide:
- A description of the program, including when it began and (if applicable) its actual or anticipated end date;
  - The funding required to implement the program; and
  - An assessment of the program’s success.

**Answer:**

During FY24 and in FY25, to date, DCGB initiated three new loan programs and continued its investments in support of the District’s Building Energy Performance Standards (BEPS) program. To date, DCGB committed or closed on financing for seven multifamily affordable housing projects, reaching over 600 households, in support of the BEPS program, representing an ambitious \$21,625,425 million investment in the District’s green building sector and preservation of affordable housing. In partnership with DOEE and the Department of Housing and Community Development (DHCD), DCGB also initiated an energy efficiency revolving loan fund (EERLF), leveraging approximately \$4.4 million in federal funding from the U.S. Department of Energy. Working with DOEE and DHCD, DCGB will seek to deploy the EERLF funding into multifamily affordable housing projects receiving Housing Production Trust Fund (HPTF) investment, thereby providing critical gap funding to affordable housing across the District. In December of FY25, DCGB received approval from its board to launch two loan programs. The programs include a \$19.75 million Solar for All (SFA) loan facility DCGB will implement in coordination with DOEE and City First Enterprises, and a \$17.96 million National Clean Investment Fund (NCIF) facility. The SFA program will conclude in April 2029 and the NCIF program will conclude in September 2031. Under the SFA program, DCGB will deploy funding exclusively into solar projects in federally-defined low income and disadvantaged communities (LIDACs); and under NCIF, DCGB will focus on priority project categories at least 50% of which will directly benefit LIDACs.

15. Please list 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; and
  - Whether the public can access all or part of each system.

**Answer:**

DC Green Bank does not maintain its own electronic databases, although the organization 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.

16. What has the agency done to make the activities of the agency more **transparent** to the public in FY24 and FY25, to date?

**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 organization has conducted 6 public Board meetings since last year's performance oversight hearing, , and, furthermore, provided the public open space during its Annual Public Hearing in December 2024 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, specifically on the DC Green Bank "Transparency" page, which can be found [here](#). Beyond the website, DCGB also disseminates detailed press releases, highlights the organization's work and engagement via multiple social media channels, and delivers educational materials about DCGB work and sustainability to communities at public events. DC Green Bank staff are also responsive to incoming requests for information from District residents and community organizations, except in the cases of proprietary or confidential information.

For FY24, DC Green Bank published a comprehensive [annual report](#), highlighting deployment of public resources and the affordable housing, sustainability, jobs, clean energy, and other community impacts associated with its programs and funding.

17. How did the agency solicit **feedback** from customers in FY24 and FY25, to date?
- What is the nature of the feedback received?
  - How has the agency changed its practices in response to feedback?

**Answer:**

DC Green Bank solicits feedback from customers in numerous ways. In particular, customers and members of the public are invited to provide public feedback during a minimum of six DC Green Bank Board of Directors meetings annually, as well as through one Annual Public Hearing. In addition, DC Green Bank receives feedback via email to individual members of our staff as well as to a central incoming email address at [info@dcgreenbank.com](mailto:info@dcgreenbank.com). DC Green Bank also has multiple forms on its website through which feedback can be provided. Lastly, our staff builds strong relationships with our customers to ensure that it is clear that feedback is always welcome, and customers know that if there are any issues they are experiencing with our work that they can be connected with a member of our Leadership Team for additional discussion. The DCGB team also participates in frequent public engagement opportunities and community events that provide space for customers to deliver feedback.

Based on the feedback received, the DC Green Bank team has been working to ensure that our staff responds to incoming inquiries in a timely manner and also that we analyze incoming investment opportunities quickly so that project participants have a clear understanding of available programs and resources.

18. What has the agency done to reduce agency **energy use** in FY24 and FY25, to date? Did the agency's energy use increase or decrease in FY24? Please identify how much energy use increased or decreased in terms of kWh and therms, and what percentage increase/decrease that is compared to FY17.

**Answer:**

DC Green Bank initiated full operations in April of 2020, at the height of the COVID-19 pandemic. From that time until August of 2024, DC Green Bank staff either worked from home or from coworking establishments like Spaces or WeWork. Given these working arrangements, it is not feasible for DC Green Bank to have a proper understanding of the energy use for our operations or have created a baseline by which to assess increases or decreases. However, as of August 2024, DC Green Bank operations have moved to a more permanent and traditional office arrangement in the core of the city and we believe that in subsequent years we will be able to establish a clear baseline and have a more robust answer to this question to ensure that we are aligning with DC Green Bank and District sustainability priorities.

**Budget and Finance**

19. Please provide a chart showing the agency's **approved budget, actual spending, and any variance** between the two, broken down by division and subdivision, for FY24 and FY25, to date. Please provide an explanation for any variance between the approved budget and actual spending.

**Answer:**

DCGB is an instrumentality of the District of Columbia that is primarily capitalized through transfers from a District Special Revenue Fund, the Sustainable Energy Trust Fund. A board approved budget is used to allocate financial resources annually. DCGB has provided its

financial results versus the board approved budget for FY24 and FY 25 year-to-date as of December 2024.

Please see Appendix 3.

20. Please list any **reprogrammings** in, out, or within the agency affecting FY24 or FY25 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:**

DCGB did not reprogram any funds during FY24 nor FY25 to date.

21. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY24 and FY25, to date, including:
- The 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:**

As an instrumentality of the District, DCGB is currently capitalized by contributions from a special revenue fund, the Sustainable Energy Trust Fund (SETF). In FY24, DCGB received a budget appropriation of \$6 million, and \$1.3 million of the originally scheduled \$10-15 million from SETF. In addition, DOEE provided a \$4,410,366 subaward to DCGB to create the Energy Efficiency Revolving Loan Fund ("EERLF") that will expand access to capital to support energy efficiency upgrades in affordable housing buildings/projects receiving financing and funding through the Department of Housing and Community Development ("DHCD"). In FY25 to date, no capital contributions from the SETF special revenue account have been received by DCGB. The annual special revenue fund contributions are authorized by statute.

22. Please provide a list of all **MOUs** in effect during FY24 and FY25, to date, that are not listed in response to the question above.

**Answer:**

## FY24

- MOU between DOEE and DCGB – Energy Efficiency Revolving Loan Fund Capitalization
- MOU between DOEE and DCGB – Financing of Projects for the Benefit of Low-Income District Residents
- MOU between Department of Energy and Environment and DC Green Bank - Revolving Loan Fund to Support Affordable Housing Buildings

## FY25

- MOU between DOEE and DCGB GGRF Solar for All Revolving Loan Fund
- MOU between DCGB and City First Enterprises, Inc.

23. Please identify any **special purpose revenue (“SPR”) funds** maintained by, used by, or available for use by the agency during FY24 and FY25, to date. For each fund, please list the following:
- a. The revenue source name and code;
  - b. Legal authority for the fund (e.g., D.C. Code or DCMR citation);
  - c. A description of the program/activity that generates the associated revenue;
  - d. The amount of revenue generated by these activities/programs in FY24 and FY25, to date;
  - e. The amount of money expended from the fund, and the purpose of each expenditure, in FY24 and FY25, to date; and
  - f. The current fund balance.

### Answer:

DCGB received capital from the Sustainable Energy Trust Fund (SETF) special revenue fund ([code § 8–1774.10](#)) in FY24, 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 FY24, DCGB received \$1,300,000 from the SETF. All funds received supported the DC Green Bank’s programs, which are designed to further the District’s clean energy priorities. In FY25 to date, no capital from the SETF special revenue account has been transferred to DCGB.

24. Please provide a list of all **capital projects** managed by the agency. Please include the following:
- a. A description of each project, including any projects to replace aging infrastructure;
  - b. The amount of capital funds available for each project;
  - c. A status report on each project, including a timeframe for completion; and
  - d. Planned or anticipated spending on the project.



**Answer:**

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

25. Please provide a complete accounting of all **federal grants** received for FY24 and FY25, to date, including the amount, and the purpose for which the funds were granted. For FY24 grants, please describe whether those purposes were achieved and the amount of any unspent funds that did not carry over.

**Answer:**

The Infrastructure Investment and Jobs Act of 2021 (“IIJA”) provided federal funding to the U.S. Department of Energy’s State Energy Program to establish an Energy Efficiency Revolving Loan Fund Capitalization Grant Program (“EERLF Program”) for states and the District of Columbia. DOE is the recipient of IIJA and provided a subaward to DCGB to create the Energy Efficiency Revolving Loan Fund (“EERLF”) that will expand access to capital to support energy efficiency upgrades in affordable housing buildings/projects receiving financing and funding through the Department of Housing and Community Development (“DHCD”).

No federal grants have been received by DCGB in FY25 year-to-date through December 2024.

26. Please list any competitive or application-based funding for which the agency is eligible under the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, or any other recently enacted federal legislation. Please provide a description of the type of funding, and the proposed use for that funding, for which the agency has submitted, or plans to submit, applications. If there is additional funding for which the agency is eligible but does not plan to apply, please explain why.
- a. For all federal funding identified, please describe any local matching requirements.

**Answer:**

DC Green Bank is a subgrantee and borrower under a Grant Agreement entered into between the Coalition for Green Capital (“CGC”) and the United States Environmental Protection Agency (“EPA”) under the National Clean Investment Fund (“NCIF”) of the Inflation Reduction Act’s Greenhouse Gas Reduction Fund (“GGRF”) for the purpose of providing financial assistance to projects that support clean energy projects. The total amount under the subgrant is \$7.9 million and the total amount under the loan agreement is \$10 million.

DC Green Bank is a subrecipient under a Grant Agreement entered into between DOE and the United States Environmental Protection Agency (“EPA”) under the Solar For All program of the Inflation Reduction Act’s Greenhouse Gas Reduction Fund. DCGB will use the funds for a Solar for All Revolving Loan Fund (“SFA RLF”) that will expand access to capital to support solar

deployment throughout the District to benefit low-to-moderate income residents. The total award amount is \$19,753,658.80.

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.

DC Green Bank has also been coordinating with DHCD and HSEMA to receive and subsequently deploy more than \$10 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.

- b. Please provide a description of the future availability of these grant funds and how the agency plans to prioritize using these grant funds before they are no longer available (if applicable).

**Answer:**

At this time, DC Green Bank is working diligently with other District partners – including the Department of Energy and Environment and the DC Sustainable Energy Utility – to assess the landscape of federal funding opportunities to crowd in additional resources to pursue our mission and core District priorities. Our Leadership Team will continue to engage with the Mayor’s office, District agencies, and the Council as it relates to the future availability of grant funds.

27. Please list each contract, procurement, lease, and grant (“**contract**”) awarded, entered into, extended, or for which an option year was exercised, by the agency during FY24 and FY25, 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 budgeted amount and actually 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; and
  - h. Whether the contract is available to the public online.

**Answer:**

Please see Appendix 4 for more information.

28. For FY24 and FY25, to date, please provide the number of contracts and procurements executed by your agency, broken down by the following values:
  - a. Under \$250,000;

- b. From \$250,000 up to \$999,999; and
- c. \$1 million and above.

**Answer:**

DC Green Bank executed 37 contracts and procurements under \$250,000. DC Green Bank only had two contracts larger than \$250,000 in value, which is the commercial lease for the DC Green Bank office space, entered into in FY24, and the contract with Thelan IT, entered into and concluded in FY24.

29. Please provide the typical timeframe from the beginning of the solicitation process to contract execution for:
- a. Contracts and procurements under \$250,000;
  - b. Contracts and procurements from \$250,000 up to \$999,999; and
  - \$1 million and above.

**Answer:**

DC Green Bank has independent contracting and procurement authority and follows the DC Green Bank procurement policy as well as applicable District and federal regulations. The typical timeframe from the beginning of the solicitation process to contract execution for DC Green Bank contracts is less than two months, regardless of the size of the contract.

30. In cases where you have been dissatisfied with the procurement process, what have been the major issues?

**Answer:**

Not applicable.

31. What changes to contracting and procurement policies, practices, or systems would help your agency deliver more reliable, cost-effective, and timely services?

**Answer:**

Although DC Green Bank has independent contracting and procurement authority, and to ensure that we exercise that authority in a responsible and robust manner, we have onboarded a new staff member – Isabel Varnado, Senior Manager of Compliance and Contracts – to provide additional day-to-day leadership on contracting and procurement and compliance to ensure that our operations grow and strengthen in line with expectations that accompany federal funds and District partnerships. A process is underway to assess our current contracting and procurement policies, practices, and systems and to continually strengthen them. Furthermore, relevant staff members have completed robust federal compliance training in the last month to embed best practices into our day-to-day operations. This scope of work will ensure that DC Green Bank is able to access the goods and services needed in a reliable, cost-effective, and timely manner.

Laws, Audits, and Studies

32. 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 organization lacks sufficient resources to properly implement and communicate with the Council in a timely manner to discuss resolution.

33. 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. In the past, one obstacle faced by DC Green Bank was the fact that multiple voting board member seats were vacant. However, over the last year our team has worked diligently with the Mayor's Office and the Council to ensure that the DCGB board has the full complement of voting members for the first time in years. Our team is thankful for the Council's collaboration.

34. Please list all **regulations** for which the agency is responsible for rulemaking, 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).

35. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY24 and FY25, to date, that significantly affect agency operations or resources.

**Answer:**

To date, there has not been any federal legislation or regulations adopted during FY24 or FY25 that were likely to have significant impacts on its operations or resources. The DC Green Bank team – along with partners in the Mayor’s Office, District agencies, and Council – continues to assess potential impacts from Congressional and federal Executive actions on DCGB operations and resources. If it is determined that emerging federal legislation or regulations will have a significant and durable impact on DCGB operations and resources, our team would engage with the Council and Mayor’s Office in a timely manner.

36. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY24 or FY25, to date. Please state the status and purpose of each study.

**Answer:**

None.

37. 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 FY24 and FY25, to date.

**Answer:**

None.

38. 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 fiscal years. Please provide an update on what actions have been taken to implement 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.

39. 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 five annual reports and five 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 DC Green Bank team has submitted information to both the Council and the Mayor's Office to outline the need for continuing predictable and durable District funding to support the DC Green Bank mission. The information submitted led to the extension of the District's funding commitment via the Sustainable Energy Trust Fund to DC Green Bank from FY25 to FY28. These resources – and the predictability of these resources – are critical to ensuring that DC Green Bank has the capital necessary to support high priority economic development and affordability projects for years to come.

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

**Answer:**

None.

41. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY24 or FY25, 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.

42. Please list any **administrative complaints or grievances** that the agency received in FY24 and FY25, 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 FY24 or FY25, to date, describe the resolution.

**Answer:**

DC Green Bank did not receive any administrative complaints or grievances in FY24 or FY25 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.

### Equity

43. How does the agency assess whether programs and services are equitably accessible to all District residents?
- What were the findings of any such assessments in FY24 or FY25, to date?
  - What changes did the agency make in FY24 and FY25, to date, with respect to how it conducts such assessments?

### **Answer:**

While DCGB does not conduct any formal assessment of equitable access to its lending products, the concept of inclusive prosperity is core to its vision and mission. Throughout the organization's history DCGB has deployed innovative products in the District to close the historic gap in access to credit, reduced barriers to entry to investment in the clean economy, and provided informal technical assistance to local entrepreneurs who are inexperienced in applying for and managing sources of credit. In part to measure its success against this vision, the organization invested in an end-to-end loan administration software (Abrigo) that, among other functions, tracks key metrics such as affordable housing units supported, the income distribution of the communities supported, and support for emerging/nascent project developers. DCGB has over \$30.6 million in its active portfolio supporting the creation or preservation of affordable housing in the District, and manages the Community Impact Initiative (CII) through which DCGB deployed over \$3 million to support community-serving institutions, such as houses of worship, landmarks, and retail establishments. DCGB operationalized Abrigo in FY24.

44. 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:**

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 investments can serve as a blueprint for the banking and investment industry, the District and the nation.

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.

45. 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 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.

46. The District defines racial equity as “the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for residents of the District, particularly for persons of color and Black residents.” What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

**Answer:**

In alignment with the District’s definition of racial equity, DC Green Bank is committed to eliminating racial disparities and ensuring equitable opportunities and outcomes for all residents. Three key areas where we see the most opportunity to make progress toward racial equity include:

1. **Recruitment & Retention** – We are broadening our outreach to diverse talent pools by strengthening connections with minority-serving organizations and job boards, such as WashingtonDCDiversity.com and DCjobs.com. By doing so, we aim to attract and retain a workforce that reflects the diversity of the communities we serve. Additionally, we continuously evaluate our hiring practices to ensure they are inclusive and equitable, promoting career growth opportunities for underrepresented groups within our agency.
2. **Inclusive Culture Building** – An internal committee is working closely with DCGB’s engagement committee to foster an inclusive and welcoming workplace. This includes planning diversity-focused social and volunteer events that celebrate cultural heritage months and provide meaningful opportunities for employees to engage with and learn from different perspectives. Additionally, the internal committee works closely with DCGB’s Communications team to publish thoughtful and informative content coinciding with our annual messaging calendar. These initiatives not only build awareness and appreciation for diverse cultures but also contribute to a sense of belonging for all employees.
3. **Community-Based Initiatives** – We recognize the importance of community engagement in advancing racial equity. By establishing partnerships with organizations

such as DC Central Kitchen, Empower DC, and N Street Village, we are working to address disparities in economic opportunity, education, and social services. These collaborations help us extend our impact beyond our agency and contribute to the well-being and empowerment of historically underserved communities.

47. In FY24 or FY25, to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide? What additional resources would help your agency reduce traditional burdens felt by Black, Latine, Indigenous, and other communities of color in the remainder of FY25 and beyond?

**Answer:**

One of DC Green Bank's core values is Inclusive Prosperity. Our team knows that the District cannot achieve shared goals unless all Washingtonians are able to enjoy the benefits of a more prosperous future. Our investments consistently prioritize low- and moderate-income communities and deliver more affordable and accessible housing, lower utility bills, better air quality, and more jobs for District residents. Economic development patterns of the past have consistently resulted in racial inequities in the District and the DC Green Bank team is committed to ensuring that our investments benefit communities that may not have had access to sufficient capital in the past.

In addition to the investments we make in the District, DC Green Bank is also committed to engaging in partnerships with like-minded entities that share our commitment to Inclusive Prosperity.

48. Consider one area where your agency collects race information. How does your department use this data to inform decision making?

**Answer:**

Not applicable.

49. How are communities of color engaged or consulted when your agency considers changes to programs or services? Provide one specific example from the past year.

**Answer:**

DC Green Bank's programs and services are designed with our core values embedded – sustainability, clean economy, and inclusive prosperity. This means that from the earliest days of the organization that we have strived to engaged directly with communities of color and partnered with organizations that have long-standing ties within communities of color. Through this engagement, we have been able to make impactful investments in support of communities of color across the District, including and especially in community-based institutions like Walker Memorial Baptist Church and The Howard Theatre.

50. What barriers does your agency face when trying to: (1) make progress toward racial equity or (2) better understand racial inequity within the agency's context and operations (if any)? How does your agency's spending address existing racial inequities (grant disbursement, procurement/contracting, etc.)?

**Answer:**

The barriers faced by DC Green Bank to make progress toward racial equity include: a long-standing distrust of financial institutions, a lack of the availability of robust technical and financial assistance for individuals and institutions that may be new to leading economic development opportunities, and access to sufficient capital to deliver patient investment while also being able to make progress toward DCGB's objective of financial sustainability. DC Green Bank's investments address racial inequities by focusing on affordable housing for all, lowering utility bills, and prioritizing projects and partners that share our values.

51. Please provide data on the racial diversity among leadership and at all staff grade levels. How does retention differ by race across levels? How does pay differ by race within levels?

**Answer:**

Regarding racial diversity, our leadership team includes individuals from diverse racial and ethnic backgrounds with a wide range of experiences and perspectives. Across all staff levels, we continuously work to enhance representation and equity and pride ourselves in adequately representing the people and the communities of the District.

The goal of our compensation structure is to eliminate racial pay disparities, ensuring that employees at the same grade level are compensated equitably based on role, experience, and performance.

**Agency-Specific Questions**

52. 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:
- 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;
  - For any vacant seats, how long the seat has been vacant; and
  - Attendance record for all official Board meetings.

**Answer:**

<b>Board Members</b>	<b>District Residency</b>	<b>Term Expiration</b>	<b>FY2024 and FY2025 (to date) Attendance</b>
Brandi Colander (Chair)	Yes – Ward 4	6/4/2025	10/10
Edward Hubbard (Secretary)	Yes – Ward 4	6/4/2025	9/10
Monica Warren-Jones	Yes – Ward 6	7/9/2026	3/3
Ricardo Nogueira	Yes – Ward 1	7/9/2027	9/10
Todd Monash	Yes – Ward 3	7/9/2027	10/10
Deborah Loomis	Yes – Ward 2	7/9/2027	9/10
Anthony Washington	Yes – Ward 4	7/9/2026	3/3
Carmen Pigler (Ex Officio) – OCFO	-	Serves at the pleasure of the Mayor	9/10
Jonathan Kayne (Ex Officio) – DMPED	-	Serves at the pleasure of the Mayor	4/10
Pam Frentzel-Beyme (Ex Officio) – DMPED	-	Serves at the pleasure of the Mayor	0/0
Nick Burger (Ex Officio, Vice Chair) – DOEE	-	Serves at the pleasure of the Mayor	10/10

53. Please provide a list of the Board’s meeting dates, times, and locations for FY24 and FY25, to date.

- a. Were there occasions in FY24 or FY25, 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.
- b. Please provide the Board's meeting schedule for the remainder of FY25.

**Answer:**

FY24

- November 29 2023 at 12 pm – Virtual
- December 13 2023 at 4 pm – In Person and Virtual
- January 24 2024 at 12 pm – Virtual
- February 21 2024 at 12 pm – Virtual
- March 22 2024 at 12 pm – Virtual
- April 24 2024 at 4 pm – In Person and Virtual
- June 26 2024 at 12 pm – Virtual
- September 18 2024 at 12 pm – Virtual

FY25

- October 23 2024 at 12 pm – Virtual
- December 11 2024 at 4 pm – In Person and Virtual
- February 26 2025 at 12 pm – Virtual
- April 23 2025 at 4 pm – In Person and Virtual
- June 25 2025 at 12 pm – Virtual
- September 17 2025 at 12 pm – Virtual

There were no meetings during this period for which the DC Green Bank could not achieve a quorum due to member recusal.

54. For any subcommittees or working groups within the Board, please provide the name of the subcommittee/working group, a description of the issues or subjects it considers, and its membership.
  - 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: Human Resources, 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)
- Anthony Washington

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

- Todd Monash (chair)
- Monica Warren-Jones
- Carmen Pigler
- Jonathan Kayne
- Pam Frentzel-Beyme
- Nick Burger

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

55. Please list any reimbursement board members received for actual and necessary expenses while engaged in official business in FY24 and FY25, to date.

**Answer:**

No DCGB board member has received reimbursement for costs incurred in FY24 or FY25 to date.

56. Please describe the Board's major goals for the remainder of FY25 and the timeline for completion.

- a. Where the Board set major goals for FY24, please describe those goals and the degree to which they were achieved.

**Answer:**

The Board of Directors will continue to focus on the following goals for 2025:

**Operational Excellence:**

DC Green Bank is committed to achieving operational excellence, and the Board works closely with the CEO and Executive Team, who continue to deliver results aligned with DC Green Bank's mission. The Board provides 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 DC Green Bank's CEO and the team has led to a robust pipeline for DC Green Bank to thrive. By investing in line with the DC Green Bank's core values – Sustainability, Clean Economy, and Inclusive Prosperity – we were able to multiply the impact of our direct investments by 14:1 in FY2024. In FY25, we remain focused on crowding in public and private capital to support a sustainable and prosperous future for all Washingtonians. Through partnerships and the dedicated work of DC Green Bank staff, the goal is to continue to invest (more than \$70 million directly invested to date) in a diverse array of projects, ranging from renewable energy installations to affordable housing construction and preservation.

Furthermore, DCGB will ensure that the organization deploys public dollars in line with the vision of Mayor Bowser and the Council to demonstrate DC's commitment to community and economic development, supporting local businesses and job growth for District residents.

### **Mobilizing Resources to Support DC Communities and Businesses:**

In FY24, DC Green Bank invested \$11 million in projects that will bring clean energy and utility bill savings to District families, build affordable housing, deliver quality jobs in the clean economy, and help achieve the District's sustainability and resilience goals. Our financing over the past year has helped crowd in more than \$300 million in total investment. Green banks also play an essential role in advancing the clean economy by taking on risk other lenders may shy away from and investing in borrowers that may not otherwise be able to access financing. DC Green Bank has already established itself as a leading green bank, and we are well-positioned to continue to deploy funding in FY25, as well as partner with public agencies, financial institutions, nonprofits, and philanthropic leaders to build the local economy, preserve affordable housing, and lower energy costs for residents and businesses. Our accomplishments would not be possible without the leadership, vision, and continued support of Mayor Bowser and the DC Council. We are committed to helping the District achieve its goals and bring clean energy jobs to our communities.

### **Filling Vacancies on the Board (completed in FY24):**

The organization is in a better position than ever to support clean energy, community development, and jobs for District residents, with two new board members who bring valuable expertise to help guide the work.

Over the last year, we added Monica Warren-Jones and Anthony Washington as part of our board to serve in critical roles advising DC Green Bank’s work. Monica’s deep experience in affordable housing financing and Anthony’s commercial lending knowledge will help the board guide the organization’s strategy and strengthen DC Green Bank’s partnerships.

57. Please provide a copy of all official correspondence sent by the Board in FY24 and FY25, 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 [FY24 Annual Report](#).

58. Please provide an update on the Community Impact Initiative (“CII”) for FY24 and FY25, to date, including:
- 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);
  - The number of CII applications denied;
  - The number of CII applications approved; and
  - 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 FY24 and FY25 to date, DC Green Bank received five expressions of interest related to the CII program from prospective borrowers, with no applications being denied. This interest resulted in four executed deals totaling approximately \$3.26 million in financing.

One notable deal under the CII program provided \$775,000 in financing to the Howard Theatre, a historic landmark entertainment facility in DC. The funds were used to replace the existing HVAC system and to install a 110-kW solar panel system, which is expected to reduce the theatre’s energy costs by an estimated \$1.5 million over the lifetime of the systems.

Another significant investment provided \$2 million in financing for a 138-kW rooftop solar array, along with solar battery storage, for a sustainably designed, 23,000-square-foot mass timber building that accommodates retail space for 20 local businesses at Sycamore & Oak on the St. Elizabeth East Campus in Congress Heights, located in Ward 8. The financing also



supported all-electric modular kitchen units, which include space for food preparation, storage, and service.

Two additional deals involved financing solar arrays for houses of worship. First National Baptist received \$69,000 in financing for a rooftop solar array that is expected to reduce the church's annual energy bill by approximately \$10,000. Walker Memorial Baptist Church received \$415,000 in financing for roof replacement, as well as solar array that is projected to produce an estimated \$10,000 in annual energy savings, \$30,000 in solar renewable energy credit (SREC) income, and \$66,000 in investment tax credit (ITC) direct payment.

DC Green Bank staff continue to conduct due diligence on expressions of interest under the CII program.

59. Please provide an update on the Clean Energy Advantage DC ("CEA DC") Program for FY24 and FY25, 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:**

Over the course of the program, 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 DC Green 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 credit enhancement 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 a large investment portfolio of green building upgrades and solar installations, and a near-term pipeline of similar investments targeting multifamily dwellings and other affordable housing for low-cost solar upgrades that directly benefit residents of the District.

60. 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 (the “Loan Pool”). This program provided small businesses with loans to undertake investments in clean and renewable energy, energy efficiency, and resilience projects. The Loan Pool received six applications and closed three loans totaling \$555,000, of which DCGB contributed a total of \$333,000. The Loan Pool concluded in October 2024. DCGB observed that the pool was most successful for small solar deals and given this discovery period, identified a continued need for collaboration between DCGB and CFE. In October 2024, DCGB entered into a framework MOU with CFE to explore future co-investments in solar financing.

61. Please provide an update on any other applications for financing the Authority made available in FY24 and FY25, to date, including:
- A description of the program through which financing was available;
  - The total number of applications received;
  - The total number of applications approved; and
  - 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 FY24 and year-to-date FY25, DCGB provided financing under two of its dedicated lending programs, BEPS and CII. 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	10	7	0	\$15,942,500 <sup>1</sup>
CII	5	5	0	\$3,259,000
<i>Subtotal</i>	15	12	0	\$19,201,500
Open Solicitation	67	11	33	\$5,270,066
Total	82	23	33	\$24,471,566

62. Please provide an update on financing provided through pre-development loans in FY24 and FY25, to date, including the total amount of financing provided.

**Answer:**

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<sup>1</sup> \$15.9 million represents the total executed loans for the BEPS program to date. The total BEPS program commitment is \$21.6 million.

Between FY24 and year-to-date FY25, DCGB did not execute any pre-development loans. DC Green Bank continues to field interest in early stage or predevelopment finance, and it remains a priority product line.

63. Please provide an update on financing provided through open solicitations in FY24 and FY25, to date, including the total amount of financing provided.

**Answer:**

Loans initiated through DCGB's open solicitation constituted approximately \$5,270,066 of DCGB's financing over this period.

64. Please provide an update on financing provided through the PACE Program in FY24 and FY25, to date, including the total amount of financing provided.

**Answer:**

DCGB facilitated one PACE deal that reached financial close in FY24, totaling \$3,500,000, and two deals in FY25 to date, totaling \$23,682,106. The current PACE pipeline is \$227 million.

Since DCGB assumed the role of administrator of the DC PACE Program in October 2021, the total amount of deployed capital has more than doubled as compared to the aggregate capital deployed from program inception in 2013 through 2021. The DC PACE Program has now deployed more than \$131 million into clean energy and sustainability related projects, reaching all eight Wards in the District.

65. Please describe any other financial products offered by the Authority in FY24 and FY25, to date.
- a. Does the Authority anticipate diversifying the types of products it offers in FY25 and beyond?
  - b. Does the Authority face any barriers in offering certain types of products?

**Answer:**

The DC Green Bank's direct lending program offers a full suite of financial products, including pre-development, construction, and permanent direct loans, as well as credit enhancements such as investments in loan loss reserves. DCGB will continue to optimize its product portfolio to meet demand across key market segments, such as community and economic development and affordable housing construction, to maximize the deployment of building energy efficiency and water conservation measures that generate utility and operating cost savings for residents and businesses. DCGB will also expand financing of rooftop and community solar, battery storage, climate resilience and green infrastructure, with a focus on underserved communities.

DCGB also anticipates continuing to support public funding programs and create a multiplier effect for private capital mobilization in clean energy deployment, energy efficiency, and

resilient infrastructure. DCGB collaborates with District agency partners, including but not limited to, the Office of the Deputy Mayor for Planning and Economic Development (DMPED), the Department of Housing and Community Development (DHCD), the Department of Energy and Environment (DOEE), DC Sustainable Energy Utility (DCSEU), DC Water, and the Homeland Security Emergency Management Agency (HSEMA) to design and implement new loan funds and programs. DCGB will continue to tailor products that will crowd-in private and public capital to maximize direct community benefits to District residents and grow local jobs.

66. What was the total amount of financing awarded by the Authority in FY23, FY24, and FY25, to date?
- a. How many capital lenders did the Authority partner with in FY23, FY24, and FY25, to date?

**Answer:**

Since DC Green Bank's inception through FY23 and FY24, DC Green Bank has committed a total of \$46.9 million and \$58.3 million in financing, respectively. The total amount of financing DC Green Bank has committed since inception through FY25 (to date) is \$71.4 million. DCGB has partnered with more than 50 banks, non-banking financial institutions, non-profits, and government agencies locally, regionally, and nationally. That figure includes capital providers engaged in the DC PACE Program. By working across a comprehensive set of capital lending partners, DCGB was able utilize its direct financing to catalyze a total investment of more than \$800 million in projects across the District.

67. How did the Authority publicize the availability of financial products during FY24 and FY25, 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 organization continues to use its website ([www.dcgreenbank.com](http://www.dcgreenbank.com)), social media platforms like X (formerly known as Twitter), Instagram, LinkedIn, and YouTube, as well as email distribution to engage with its audiences about available financial offerings. DC Green 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 the District, 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 PACENation and C-PACE Alliance.

Through these venues and the many other events in which the DC Green Bank engages with stakeholders, DCGB shares information on active lending programs and listens to the community regarding additional capital needs and community investment opportunities. 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 District and federal funding to support District priorities, including affordable housing,

utility cost savings, economic growth and job creation, support for small businesses, and public health. In FY24, for example, DCGB achieved its highest leverage ratio in the history of the organization, crowding more than \$14 in third-party investment for every \$1.00 it invested in the District.

68. Of the applications for financial products received by the Authority in FY24 and FY25, 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 FY24 and FY25, 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. DC Green Bank also maintains a strong commitment to green infrastructure (e.g., stormwater abatement). 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. In April of 2024, DC Green Bank was selected as one of seven awardees for the Robert Wood Johnson Equitable Water Infrastructure Cohort, and has been working diligently over the last year to expand a pipeline of green infrastructure projects. That effort includes active collaboration to identify future stormwater management opportunities with the Business Improvement Districts in the District, DOEE, and DC Water.

The organization 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 more than \$25 million to date. DCGB also continues investments in renewable energy deployment, energy efficiency, electric vehicles, and resilient infrastructure. As highlighted above, 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.

69. Of the applications for financial products received by the Authority in FY24 and FY25, 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:**

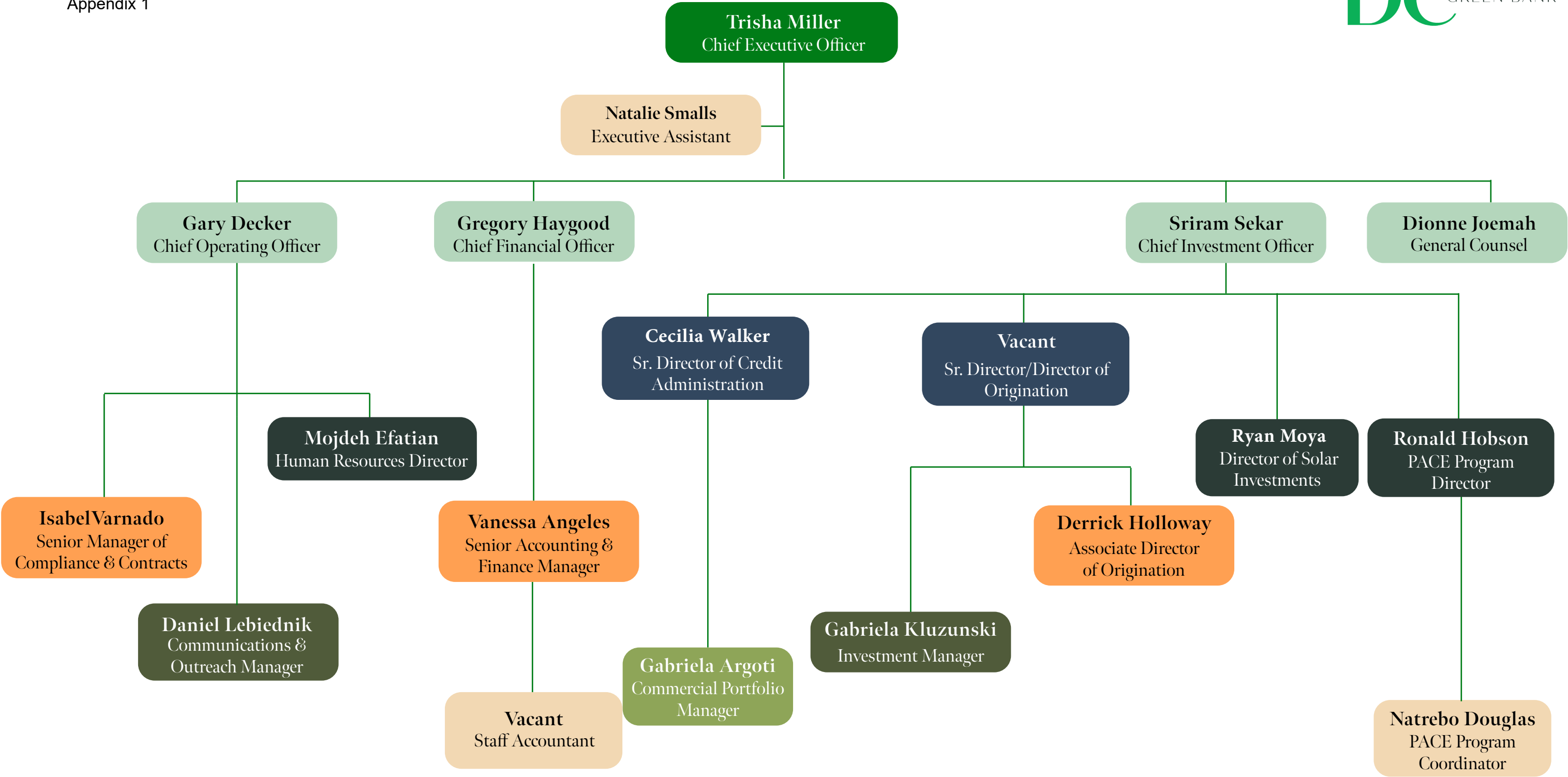
DCGB's mission is to provide access to capital, fostering the growth of the clean economy to cultivate a more equitable, resilient, and sustainable District of Columbia. Equity is central to the DC Green Bank mission, and as such DCGB targets programming and deal origination efforts toward historically marginalized groups and underserved communities in the District. The CII program, for example, specifically identifies opportunities to invest in small businesses, faith-based institutions, community centers, and other non-profit, community-serving organizations. Similarly, in implementing the BEPS program, DCGB has committed approximately \$15.9 million in capital to provide affordable housing to residents and lower utility costs.

In FY24 alone, DCGB invested nearly \$6 million in Wards 5, 7, and 8, which will create or preserve 160 affordable homes, create dozens of jobs, and finance 40 households' access to solar power. This includes an investment in Cycle House, a development in Ward 5 that will deliver 18 affordable homes in a building that meets some of the highest standards for energy efficiency. This ambitious project will produce at least as much energy as it consumes each year and fill in a long-vacant parcel on North Capitol Street.

70. How has the Authority leveraged federal infrastructure funding in FY24 and FY25, to date, and how does the Authority anticipate leveraging remaining federal infrastructure funding that is available or may become available during the rest of FY25 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:**

DC Green Bank has continued to collaborate with DOEE and DCSEU to leverage federal funding opportunities. DCGB has committed or closed on BEPS financing for seven multifamily affordable housing developments. The BEPS loan facility will support the creation or preservation of over 600 affordable housing units in the District. DC Green Bank has also been coordinating with DOEE and HSEMA to deploy 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. As highlighted earlier, 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 financing – to maximize community development and deliver, quality affordable housing solutions.



## Appendix 2

Name	Position	Start Date	Classification	Status	Annual Salary	Annual Fringe	Position Required?
Trisha Miller	Chief Executive Officer	07/31/2023	Full-time, exempt	Contractual Agreement of 2 years	\$239,166.00	\$21,081.58	Yes
Gary Decker	Chief Operating Officer	12/07/2020	Full-time, exempt	At-will, Continuing	\$209,611.46	\$20,943.74	No
Gregory Haygood	Chief Financial Officer	02/05/2024	Full-time, exempt	At-will, Continuing	\$209,611.46	\$32,197.10	No
Sriram Sekar	Chief Investment Officer	02/05/2024	Full-time, exempt	At-will, Continuing	\$209,611.46	\$23,867.54	No
Dionne Joemah	General Counsel	11/08/2023	Full-time, exempt	At-will, Continuing	\$209,611.46	\$43,891.46	No
Cecilia Walker	Sr. Director of Credit Administration	02/18/2025	Full-time, exempt	At-will, Continuing	\$185,000.00	*New hire - Employee has not enrolled in benefits yet	No
Vacant	Sr. Director/Director of Origination	Vacant since 10/26/2024					No
Ronald Hobson	PACE Program Director	01/24/2022	Full-time, exempt	At-will, Continuing	\$175,440.00	\$14,520.76	No
Ryan Moya	Director of Solar Investments	02/24/2025	Full-time, exempt	At-will, Continuing	\$175,000.00	*New hire - Employee has not enrolled in benefits yet	No
Mojdeh Efatian	Human Resources Director	10/26/2022	Full-time, exempt	At-will, Continuing	\$154,800.00	\$22,604.08	No



Vanessa Angeles	Sr. Manager of Accounting & Finance	10/10/2023	Full-time, exempt	At-will, Continuing	\$154,800.00	\$21,016.48	No
Isabel Varnado	Sr. Manager of Compliance & Contracts	11/05/2024	Full-time, exempt	At-will, Continuing	\$140,000.00	\$13,259.20	No
Derrick Holloway	Associate Director of Investments	07/25/2022	Full-time, exempt	At-will, Continuing	\$165,000.00	\$18,038.08	No
Daniel Lebiednik	Communications & Outreach Manager	04/15/2024	Full-time, exempt	At-will, Continuing	\$129,000.00	\$7,310.08	No
Gabriela Kluzinski	Investment Manager	02/15/2021	Full-time, exempt	At-will, Continuing	\$148,814.40	\$11,973.88	No
Gabriela Argoti-Fernandez	Commercial Portfolio Manager	06/28/2023	Full-time, exempt	At-will, Continuing	\$92,880.00	\$26,441.92	No
Natrebo Douglas	PACE Program Coordinator	11/30/2022	Full-time, exempt	At-will, Continuing	\$90,351.60	\$15,744.87	No
Vacant	Staff Accountant	Vacant since 11/22/2024					No
Natalie Smalls	Executive Assistant	11/05/2024	Full-time, non-exempt	At-will, Continuing	\$87,000.00	\$6,561.88	No

## Appendix 3

### DC Green Finance Authority Budget vs. Actuals FY24

	Actuals FY24	Budget FY24	Variances	Explanation
Revenue				
Interest on program loans receivable	\$1,780,598	\$ 2,760,524	\$ (979,927)	In FY24, new loans were closed and funded at the end of the fiscal year, which is later than anticipated. DCGB recognized fees related to the BEPS loan program in FY24 that were not included in the budget.
Program Fees	<u>1,094,691</u>	<u>381,652</u>	<u>713,040</u>	
Total Revenue	<u>2,875,289</u>	<u>3,142,176</u>	<u>(266,887)</u>	
Operating Expenses				
Program expenses	916,753	224,400	(692,353)	DCGB recognized \$679k in loan loss reserves, a noncash estimate of loans that may not be repaid. DCGB onboarded its new hires later in the year than anticipated, which resulted in personnel costs. DCGB replaced its third-party IT vendor, which resulted in operational cost savings.
Salaries and Benefits	3,227,058	4,362,805	1,135,747	
Other operating expenses	<u>1,273,019</u>	<u>1,516,650</u>	<u>243,631</u>	
Total Operating Expenses	<u>5,416,830</u>	<u>6,103,855</u>	<u>687,025</u>	
Net Operating Income / (Loss)	<u>(2,541,541)</u>	<u>(2,961,679)</u>	<u>420,138</u>	
Non-Operating Revenue				
Short-term Investment Interest Income	300,816	150,000	150,816	DCGB invests idle cash in US Treasuries, which benefited from a rising interest rate environment. Deposit interest income exceeded expectations due to a sharp increase in the Fed Funds rate.
Deposit Interest	<u>784,452</u>	<u>180,000</u>	<u>604,452</u>	
Net Non - Operating Income / (Loss)	<u>1,085,268</u>	<u>330,000</u>	<u>755,268</u>	
Transfers to/from the District of Columbia	10,033,956	15,000,000	(4,966,045)	DCGB did not receive its originally scheduled transfer of \$10-15 MM in FY24. Alternately, DCGB received a onetime budget appropriation and the funds to establish the Energy Efficiency Revolving Loan Fund (EERLF)
Net Income / (Loss)	<u>\$8,577,682</u>	<u>\$12,368,321</u>	<u>\$ 3,790,639</u>	

**DC Green Finance Authority**  
**Budget vs. Actuals FY25 FYTD**

	Actuals FYTD Dec-24	Budget Dec-24	Variances	Explanation
Revenue				
Interest on program loans receivable	\$ 540,265	\$ 521,191	\$ 19,073	FY25 loan interest revenue is in line with the budget through December 2024.
Program Fees	1,252,128	58,099	1,194,028	DCGB recognized the loan fees attributable to the last three Building Energy Proficiency Standard (BEPS) loans, two of which were originally scheduled to close in September 2024.
Total Revenue	<u>1,792,393</u>	<u>579,291</u>	<u>1,213,102</u>	
Operating Expenses				
Program expenses	254,700	284,008	29,308	DCGB program expenses are in line with budget through December 2024.
Salaries and Benefits	652,871	956,264	303,392	Personnel cost savings were primarily driven by the timing of new hires and the time needed for recruitment.
Other operating expenses	<u>375,842</u>	<u>217,923</u>	<u>(157,920)</u>	DCGB recognized the legal costs necessary to launch its new loan program under Federal Reserve Act.
Total Operating Expenses	<u>1,283,414</u>	<u>1,458,194</u>	<u>174,781</u>	
Net Operating Income / (Loss)	<u>508,979</u>	<u>(878,903)</u>	<u>1,387,882</u>	
Non-Operating Revenue				
Short-term Investment Interest Income	38,904	66,177	(27,273)	DCGB invests idle cash in US Treasuries. US Treasury yields have been volatile fiscal year-to-date and have underperformed DCGB's conservative forecast. As of January 2024, yields have recovered and exceeded expectation.
Deposit Interest	370,724	84,292	286,433	Deposit interest income was conservatively forecasted. Fiscal year-to-date deposit interest has exceeded expectations due to a sharp increase in the Fed Funds rate.
Net Non - Operating Income / (Loss)	<u>409,629</u>	<u>150,469</u>	<u>259,160</u>	
Transfers to/from the District of Columbia	-	-	-	DCGB is scheduled to receive \$7 MM in FY24. As of December 2024, no SETF cash has been received.
Net Income / (Loss)	<u>\$ 918,608</u>	<u>\$ (728,434)</u>	<u>\$ (1,647,042)</u>	

**Appendix 4**  
FY 2024 and FY25 to date (2/21/2025)

Name	Nature of Contract	Yearly Dollar Amount of Contract	FY 2024 Spending	FY 2025 Spending (YTD)	Terms of Contract	Competitive Bid or Not	Name of Contract's Monitor	Funding Source	Available to the Public
Able Moving and Storage	Office Moving Services	One-off services	\$ 3,217.25	\$ -	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
Abriqo	Asset Management Software	Annual fee + additional software modules	\$ 76,978.25	\$ -	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
Adobe Inc.	Software Licenses	\$ 9,180.66	\$ 9,180.66	\$ 8,087.25	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
AJ Associates / AJ Consultants	Contract Staffing & Recruiting Support	\$ 81,244.75	\$ 81,244.75	\$ 58,333.34	As needed	No	Gary Decker	Green Finance Authority Fund	No
Atlantic Corporate Interiors (ACI)	Office Furniture Broker	One-off services	\$ 150,920.00	\$ -	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
Bill.com	Accounts Payable System	Monthly Fee	\$ 5,254.89	\$ 3,332.60	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
Brighter Strategies	Human Resources Consulting	\$ 30,000.00	\$ -	\$ -	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
C.L. Russell Group	Leadership Facilitator	\$ 5,000.00	\$ 5,000.00	\$ -	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
CIMA	Insurance Broker	Multiple policies	\$ 15,001.50	\$ 9,934.92	1 year, annual renewal; dependent on insurance renewal	No	Gary Decker	Green Finance Authority Fund	No
Climate Finance Advisors	Consultant - Investment	\$ 120,000.00	\$ 72,500.00	\$ -	Monthly; renewal as needed; terminated	No	Gary Decker	Green Finance Authority Fund	No
Comcast	Internet Services	Monthly fee	\$ 1,362.54	\$ 1,828.19	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
CORT	Furniture Rental	\$ 1,175.77	\$ 1,739.00	\$ -	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
Datavatch	Office Suite Access Services	Monthly fee	\$ -	\$ -	Until terminated	No	Gary Decker	Green Finance Authority Fund	No
High Impact Financial Analysis, LLC	Underwriting Support	Project fee based	\$ -	\$ 13,418.75	9 months	No	Gary Decker	Green Finance Authority Fund	No
LexisNexis	Legal Research	Monthly Fee per user	\$ 2,856.00	\$ 2,035.00	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
LexisNexis	Due Diligence Research	Monthly Fee per user	\$ 1,258.50	\$ 2,714.00	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
MainSpring	Information Technology (IT) and Cybersecurity Services	\$6,379 onboarding fee, \$3,939 monthly fee + hourly or service fee for others services rendered as needed	\$ 14,918.99	\$ 33,595.00	1 year	Yes	Gary Decker	Green Finance Authority Fund	No
Maryland Clean Energy Center (MAPA)	Program Administration	(1) initial set up fee & (2) quarterly billing	\$ 9,100.00	\$ -	1 year, annual renewal; contract terminated	No	Gary Decker	Green Finance Authority Fund	No
Microsoft	Software	Monthly licensing fees	\$ 17,179.85	\$ 7,467.73	Monthly subscription	No	Gary Decker	Green Finance Authority Fund	No
Monday.com Ltd	Asset Management Software	Monthly fee	\$ 13,200.00	\$ -	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
Potter Murdock	Legal Services	Hourly	\$ 18,820.00	\$ 37,615.00	Until terminated	No	Gary Decker	Green Finance Authority Fund	No
Red Flag Reporting	Reporting Hotline - HR	\$770 + per report fees	\$ 770.00	\$ -	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
Regal Construction, LLC	General Contractor	One-off services	\$ 17,094.00	\$ -	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
Robert Half Legal	Staffing Agency	\$100 per hour for consultant services	\$ 10,225.00	\$ 3,110.00	Until terminated	No	Gary Decker	Green Finance Authority Fund	No
SAGE Intacct	Accounting software	Yearly subscription fees for software	\$ 35,908.74	\$ 34,416.00	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
SB & Company	Financial Audit	Annual fee	\$ 26,000.00	\$ 31,000.00	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
SRI Executive	Board Support	\$ 10,512.50	\$ -	\$ -	Until project is completed	No	Gary Decker	Green Finance Authority Fund	No
TASC	Employee Benefits System	Per employee fees	\$ 300.00	\$ 1,319.00	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
The Row / Rockrose Development	Office Lease	Monthly installments	\$ 73,460.00	\$ 618.00	Up to 7 years	No	Gary Decker	Green Finance Authority Fund	No
Thelan IT	Consultant - IT & Cybersecurity	\$ 512,082.36	\$ 466,302.43	\$ -	1 year, annual renewal; terminated	No	Gary Decker	Green Finance Authority Fund	No
Thomson Reuters	Background Investigation Software	Monthly fee	\$ 9,323.20	\$ 75.15	1 year, annual renewal; terminated	No	Gary Decker	Green Finance Authority Fund	No
Tiber Hudson	Legal Services	Hourly	\$ 48,632.80	\$ 103,270.80	Until terminated	No	Gary Decker	Green Finance Authority Fund	No
Transwestern Carey Winston	Commercial Property Broker	No fees	\$ -	\$ -	Until commercial space secured; terminated	No	Gary Decker	Green Finance Authority Fund	No
TriNet	HR Software Platform	Annual fees + per employee fees + worker's compensation fee per employee	\$ 21,971.71	\$ 12,587.33	1 year, annual renewal	No	Gary Decker	Green Finance Authority Fund	No
Tuck Technologies	Information Technology (IT) Installation Services	One-off services	\$ 6,986.46	\$ 6,970.26	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
Urban Ingenuity	Prior PACE Program Administration	Loan servicing fees	\$ 81,908.31	\$ 40,340.09	Duration of existing PACE loans	No	Gary Decker	Green Finance Authority Fund	No
W&W Electric	Electrical Services	One-off services	\$ 1,085.00	\$ 525.00	Services rendered	No	Gary Decker	Green Finance Authority Fund	No
WeWork	Office Space	\$ 245,581.27	\$ 245,581.27	\$ (27,678.00)	1 year, annual renewal; terminated	No	Gary Decker	Green Finance Authority Fund	No
Windscribe	Software	Monthly fee	\$ 594.00	\$ -	Monthly subscription; terminated	No	Gary Decker	Green Finance Authority Fund	No