



# WE ARE HAND

COLLABORATION. INNOVATION. TRANSFORMATION.

2016 ANNUAL MEETING & HOUSING EXPO

Tuesday, June 21, 2016

Crystal Gateway Marriott,  
1700 Jefferson Davis Highway,  
Arlington, VA



## Building Communities



Multifamily Housing >> 223 Units  
Construction Loan >> \$28,035,000  
Permanent Loan >> \$19,035,000

Plaza West  
Mission First Housing  
Golden Rule Plaza, Inc.  
Washington, DC



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That's why we are proud to support HAND and their dedication to supporting the community development industry in its efforts to increase the supply of affordable housing in the Washington, D.C. metropolitan area.

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**Bryan Dickson**  
bryan.dickson@citi.com  
703.234.7308

**Jonathan Wittkopf**  
jonathan.wittkopf@citi.com  
703.234.7305

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# PLENARY AGENDA

**9:00 AM – 11:00 AM**, Arlington Ballroom, Salon I & II, Overflow Seating & Live Stream of Plenary, SkyView Lounge

## 2016 Annual Meeting & Housing Expo Plenary

State of the Nation's Housing, Harvard University Joint Center for Housing Studies

### WELCOME

**Susan Dewey**, Executive Director, Virginia Housing Development Authority

### AMERICA'S RENTAL HOUSING: EXPANDING OPTIONS FOR A GROWING & DIVERSE DEMAND

**Chris Herbert**, Managing Director, Joint Center for Housing Studies

### PRACTITIONER RESPONSE

**David Bowers**, Vice President and Mid Atlantic Market Leader, Enterprise Community Partners, Inc.

### Q&A WITH PRESENTERS

### CLOSING REMARKS

**Maryann Dillon**, President, HAND



**Chris Herbert**

Managing Director

Harvard University Joint Center for Housing Studies

Christopher Herbert is Managing Director of the Joint Center. Dr. Herbert has extensive experience conducting research related to housing policy and urban development, both in the U.S. and abroad. A key focus of his research has been on the financial and demographic dimensions of homeownership, and the implications for homeownership policy of the recession, housing bust, and foreclosure crisis. Having previously worked at the Joint Center in the 1990s, Herbert rejoined the Center in 2010 from Abt Associates, to serve as the Director of Research. In this role, Dr. Herbert led the team responsible for producing the Center's annual State of the Nation's Housing and its biannual America's Rental Housing reports, essential resources for both public and private decision makers in the housing industry.

Dr. Herbert was named managing director of the Joint Center in 2015, and oversees the Center's diverse sponsored research programs, its local and national conferences and symposia, as well as its student fellowship programs, designed to help train and inspire the next generation of housing leaders. He is also a Lecturer at the Harvard Graduate School of Design in the Department of Urban Planning and Design.

Dr. Herbert is co-editor of *Homeownership Built to Last: Balancing Access, Affordability, and Risk After the Housing Crisis* (Brookings Institution Press, 2014), and a member of the Board of Directors of the Homeownership Preservation Foundation, the Federal Reserve Bank of Boston Community Development Research Advisory Council, and the Center for Responsible Lending Research Advisory Council. He holds a PhD and Masters in Public Policy from Harvard University, and a BA in History from Dartmouth College.



**David Bowers**

Vice President and Mid Atlantic Market Leader

Enterprise Community Partners, Inc.

David Bowers is vice president and Mid-Atlantic market leader for Enterprise Community Partners, Inc. His work includes facilitating affordable housing and community development transactions and policy implementation in collaboration with public and private sector stakeholders in the Baltimore and Washington, D.C. metropolitan areas. His office provides access to financing, capacity building and technical assistance to local developers. Enterprise's Mid-Atlantic office also participates with local coalitions advocating for increased resources for affordable housing and community development.

Since David joined Enterprise in 2004, the organization has invested more than \$750 million in capital to support affordable housing efforts in the Mid-Atlantic region, preserving or producing more than 10,000 homes. During David's tenure, the office has been a co-initiator and co-convenor of the Greater Washington Housing Leaders Group, initiated several efforts including its Faith-Based Development Initiative, a transit-oriented preservation/resident displacement prevention initiative (GreenPATH) and the D.C. Green Communities Initiative. He currently serves on the board of the Washington Regional Association of Grantmakers, the Northern Virginia Affordable Housing Alliance and The National Low Income Housing Coalition.

David earned his bachelor's degree from the University of Virginia and his Master of Divinity degree from Howard University. He is an ordained minister and the founder of the all-volunteer NO MURDERS DC movement, launched in 2000. From 2013-2015 David served as the mayoral appointee as chairman of the District of Columbia Housing Production Trust Fund Advisory Board. David is a founding member of the Greater Washington chapter of 100 Black Men and a member of Leadership Greater Washington ('09). David formerly served on the boards of Thrive DC, City First Enterprises, City First Homes and Jubilee Housing.



# BOARD OF DIRECTORS & STAFF



**Maryann Dillon**  
Housing Initiative  
Partnership, *President*



**Sasha-Gaye Angus**  
Telesis, *Director*



**Priya Jayachandran**  
U.S. Department of Housing  
& Urban Development, *Director*



**Steve Smith**  
AHC Inc., *Director*



**Michael J. Scheurer**  
Cornerstones, *Immediate  
Past President*



**Edmund K. Delany**  
Capital One, *Director*



**Shelley Murphy**  
Wesley Housing Development  
Corporation, *Director*



**John D. Spencer**  
Victory Housing,  
*Founder & Director*



**Raymond Skinner**  
East Baltimore Development,  
Inc., *Vice President & President Elect*



**Robert A. Goldman**  
Montgomery Housing  
Partnership, *Director*



**J. Michael Pitchford**  
Community Preservation  
& Development Corporation,  
*Director*



**Monica Warren-Jones**  
Enterprise, *Director*



**Craig Pascal**  
BB&T Bank, *Secretary*



**Erik Hoffman**  
Klein Hornig, LLP,  
*Director*



**Nancy Rase**  
Nancy Rase Consulting  
Services, LLC, *Director*



**Heather Raspberry**  
HAND, *Executive Director*



**Winell Belfonte**  
CohnReznick, *Treasurer*



**Nina Janopaul**  
Arlington Partnership for  
Affordable Housing, *Director*



**Michael A. Schlegel**  
Bozzuto Construction  
Company, *Director*



**Sacsheen Scott**  
HAND, *Membership Coordinator*



# PRESIDENT'S LETTER

**Dear Houser,**

What an honor it is to serve as President of HAND during our 25th anniversary year! I first became acquainted with HAND back in 1992 when I moved to the area from San Francisco and had to network myself in a new affordable housing environment. Early on, someone told me to check out this networking group called HAND that met every month in a church basement in Arlington. There, I was told, I might find kindred spirits who could connect me with job opportunities.

All these years later, HAND has grown into the region's premier membership organization of affordable housing professionals with over 300 members. We are the "go to" organization for networking, peer training and information sharing. In this past year alone, we have offered 14 peer-led trainings, hosted GenerationHAND events supporting emerging leaders in our membership, convened discussion groups targeted to our asset managers, resident services providers, green building practitioners, and networked at our annual holiday mixer. We have shared the latest industry information in our weekly *News & Notes* e-blast to 6,000 inboxes. And we have continued topical and local housing and community development research through Dr. Lisa Sturtevant's *Matters@HAND* series.

HAND has been blessed with a remarkably talented staff in Heather and Sacsheen, a powerful cadre of consultants and an outstanding Board of housing professionals that goes the extra mile to ensure high quality delivery of programs and governance. We enjoy strong support from our many sponsors, funders and supporters who make our events possible, a true testament to the value that HAND brings to the affordable housing industry. In closing, I want to give a special shout-out to John Spencer, our founder and networker extraordinaire, who was kind enough to reach out to me 24 years ago in that church basement. Who could have dreamed where we'd be today?

**Maryann Dillon**

**President, HAND**

*Executive Director, Housing Initiative Partnership, Inc.*

# HAND COMMITTEES

## EXECUTIVE

**Maryann Dillon**, Housing Initiative Partnership, *President*  
**Raymond Skinner**, East Baltimore Development, Inc., *Vice President*  
**Winell Belfonte**, CohnReznick, *Treasurer*  
**Michael J. Scheurer**, Cornerstones, *Immediate Past President*

## 25TH ANNIVERSARY

**Luann "Tia" Blount**, Community Preservation  
 and Development Corporation  
**Shelley Murphy**, Wesley Housing  
**Nancy Rase**, Nancy Rase Consulting Services  
**Mike Schlegel**, Bozzuto Construction Company  
**John Spencer**, Victory Housing  
**Monica Warren-Jones**, Enterprise

## FINANCE / AUDIT

**Winell Belfonte**, Cohn Reznick  
**Steve Smith**, AHC, Inc.  
**John Spencer**, Victory Housing

## GOVERNANCE

**Ed Delany**, Capital One  
**Nina Janopaul**, Arlington Partnership for Affordable Housing  
**Mike Schlegel**, Bozzuto Construction Company  
**Ray Skinner**, East Baltimore Development, Inc.

## MEMBERSHIP

**Tatiana Gutierrez**, Nixon Peabody  
**Catherine Inniss**, Baltimore Renaissance Group, LLC  
**Christina Moore**, American Communities Trust  
**Brian Rappaport**, AGM Financial  
**Nancy Rase**, Nancy Rase Consulting Services  
**Steve Rubin**, Harkins Builders, Inc.  
**Mike Schlegel**, Bozzuto Construction Company  
**Suzanne Welch**, Community Preservation  
 and Development Corporation

## BRAINTRUST

**Mansur Abdul-Maik**, NHP Foundation  
**Courtney Battle**, DCI Group  
**Alexis Blakely**, DCSEU  
**Luann "Tia" Blount**, Community Preservation  
 and Development Corporation  
**Lauren Buckner**, Klein Hornig  
**Heather Crouch**, Mi Casa  
**Lee Goldstein**, Office of the Deputy Mayor for Planning  
 & Economic Development  
**Reshma Holla**, Telesis Corp  
**Linda Kelleher**, Culpepper Garden  
**Timi Lewis**, Housing Partnership Network  
**Quinn Pregiasco**, Local Initiatives Support Corporation  
**Maia S. Roberts**, Bocarsly, Emden, Cowen, Esmail & Arndt, LLP  
**Stephen Seed**, City First Homes  
**LaToya Thomas**, Dantes Partners

## PROGRAM

**Marilyn Aklín**, Community Preservation and Development Corporation  
**Sasha-Gaye Angus**, Telesis Corp  
**Chris Cherry**, Homes for America  
**Ed Delany**, Capital One  
**Howard M. Ervin**, Parallax Development Group  
**Alan Goldstein**, AHC, Inc.  
**Beverly Hanlin**, NHT-Enterprise  
**Erik Hoffman**, Klein Hornig  
**Oscar Macció**, Hamel Builders  
**Angie Rodgers**, Office of the Deputy Mayor for Planning  
 & Economic Development  
**Shawn Samuel**, JDC Construction  
**Mike Scheurer**, Cornerstones  
**Jessica Sorrell**, Enterprise Community Partners  
**Monica Warren-Jones**, Enterprise



## HAND AWARD JUDGES (LEFT TO RIGHT)

**Marie Bibbs**, Retired Bank Executive  
**Conrad Egan**, Chairman Emeritus, Community Preservation and Development Corporation  
**Renee Willis**, Vice President for Field & Communications, National Low Income Housing Coalition

# EXECUTIVE DIRECTOR'S LETTER

**Dear HAND Members & Friends,**

Our story started 25 years ago when HAND's founder John Spencer brought together a small, dedicated group of nonprofit developers to learn and share best practices on how to better serve the housing needs of those with low-incomes. It's a simple story, really, but one that provided this organization with such a strong foundation that we are here today — celebrating this landmark anniversary of 25 years.

We often hear about HAND's origins, but what isn't always conveyed is in 1991 – that small group had no idea that their brown paper bag lunch series would evolve into an association that has more than 300 members and touches nearly 3,000 regional affordable housing and community development practitioners, annually. They also couldn't possibly have envisioned that their cohorts sitting around that table would eventually grow to include for profit developers, government agencies, financial institutions, service providers, law and accounting firms, students and so many others. John and the original starting group didn't stand on ceremony (they had to bring their own lunches!) or have grand plans of creating the regional organization that we are today. They just wanted to understand how to navigate the complex landscape of affordable housing development and interact with others who had the same goal. It's amazing how a quarter of century later, our mission has never wavered from that original course. To this day, with our training and capacity building series, matching grants — even through News & Notes, the Helping HAND blog and “Matters@HAND” — we are still sharing information and best practices with others who have our vision for a well-housed, thriving region.

And this is not by accident. Over the past twenty-five years, HAND has stayed relevant to our membership by being nimble in our ability to provide timely, comprehensive offerings. We have stood side-by-side with members as they helped define new affordable housing policies, as they have fought for housing trust funds and tackled the intricacies and rewards of programs such as HOME, LIHTC, NMTC, RAD and the list goes on! We are only able to do this because you, our members, take the collective belief that “We Are HAND” to heart. Our theme this year underscores the pledge each of us made when we joined this organization and reaffirms our commitment when we contribute our voices and expertise to help execute the mission. When reflecting on the past, it's only natural that we also look to the future, and imagine all the possibilities that are on the horizon. It is my hope that over the next 25 years, our region will no longer be facing a housing crisis, that our members and partners will be working on innovations in housing affordability and community development that will stretch beyond our highest hopes. What I know for sure is that HAND will be right there to help ensure our practitioners of tomorrow have all the necessary tools needed to succeed.

Happy birthday, HAND!

Best,

**Heather Raspberry**  
Executive Director, HAND



# LUNCHEON AGENDA

**12:30 PM, Arlington Ballroom**

## 25th Anniversary Awards Luncheon

A SPECIAL 25<sup>TH</sup> ANNIVERSARY KICK-OFF  
**Ballou High School Majestic Knights Marching Band**

### WELCOME

**Brian K. Tracey**, Senior Vice President, *Bank of America Merrill Lynch*

**Maryann Dillon**, President, *HAND*

### 25TH ANNIVERSARY TRIBUTE VIDEO

### FOUNDER REMARKS

**John Spencer**, Founder, *HAND*

### CHILDREN'S ART CONTEST AWARD PRESENTATION

**Bryan Dickson**, Director, *Citi Community Capital*

**Akrem Ahmed**, 2009 Art Contest Winner

**Nadia Roebuck**, 2016 Art Contest Winner

### WE ARE HAND

**Heather Raspberry**, Executive Director, *HAND*

### HOUSING ACHIEVEMENT AWARD PRESENTATION

**Edmund K. Delany**, Senior Vice President, *Community Development Finance, Capital One*

### HOUSING ACHIEVEMENT AWARD VIDEO

#### Best Large Affordable Housing Project

**MetroTowns at Parkside: The Linda Joy and**

**Kenneth Jay Pollin Memorial Community**

*Accepting Award: Christine Madigan, Executive Vice President, Enterprise Homes and Robert Pollin, Pollin Memorial Community Development, LLC*

#### Best Small Affordable Housing Project

**Trinity Plaza**

*Accepting Award: Eugene M. Sheppard, Senior Pastor, Living Word Church and S. Patrice Sheppard, Executive Director, Far Southwest-Southeast Community Development Corporation*

#### Best Housing Partner

**Arlington County**

*Accepting Award: David Cristeal, Director, Housing Division, Arlington County and Libby Garvey, Chair, Arlington County Board*

#### Emerging Leader

**Jocelyn Harris**, Single Family Housing Developer,  
**Housing Initiative Partnership**

#### Nonprofit Developer of the Year

**Community Preservation and Development Corporation**

*Accepting Award: Pamela Lyons, SVP, Resident Services and Christopher LoPiano, SVP Real Estate and Asset Management*

#### President's Choice Award

**Sheila Crowley**, Former President & CEO,  
**National Low Income Housing Coalition**

### ADJOURN & DOOR PRIZES

**Heather Raspberry**, Executive Director, *HAND*

# ACKNOWLEDGMENTS

## ANNUAL MEETING UNDERWRITERS



## 25<sup>TH</sup> ANNIVERSARY TRIBUTE SPONSORS



## DOOR PRIZE SPONSORS

### International Spy Museum

Two General Admission Tickets

### Barcode Restaurant

\$100 Gift Card

### Boomtown Events

\$100 Wegmans Gift Card

### Boston Capital

\$200 Certificate to  
MaineLobsterDirect.com

### Bozzuto Construction Company

Bose Soundlink Color Bluetooth  
Speaker

### CohnReznick

Two Washington Nationals  
Tickets

### Crystal Gateway Marriott

Weekend Getaway Package

### Hudson Housing Capital

\$100 Gift Card to Home Depot

### Love Funding

\$100 Visa Gift Card

### Legal Seafood

\$50 Gift Card

### ShadowLand Laser Adventures

Triple Play Pass

### Soupergirl

Soupergirl Soup and Salad

### Community Forklift

\$200 Gift Certificate

### Two Tickets to Synetic Theater

### Linganore Winecellars

Wine Tasting for Two

## EVENT STAFF & VOLUNTEERS

### Event Management

**Joanna Ferguson, CMP, President**, Boomtown Events  
joanna@boomtownevents.com

### Communications & Media

**TeAnne Coleman Chennault, Principal**, ChennaultCreative  
www.ChennaultCreative.com

### Visual Communications, Web Design & Multimedia

**Momenta Creative**  
www.MomentaCreative.com

### Event Volunteers

Tania O'Connor  
Carol Mason  
Ashleigh Spiller  
Deb Elean  
Timi Lewis  
Courtney Battle  
Julie Locke  
Beverly Hanlin  
Noah Hale  
Lynda Taylor  
Patricia Plummer

### Event Staff

Jaida Degnan  
Claire Whalen  
Rashida Williams  
Valerie Fenton  
Alison Driesch  
Kathleen Parisi

### Printing Services

**Masterprint, Inc.**  
www.Master-Print.com

### Audio Visual Services

**BAV**  
www.bavservices.com

# ACKNOWLEDGMENTS (Continued)

THANK YOU TO MENKITI GROUP FOR SPONSORING THE BALLOU MAJESTIC MARCHING KNIGHTS BAND TODAY!!



## **Ballou High School Majestic Marching Knights Band**

The Ballou Marching Knights Band are a national award-winning band that takes pride in their active involvement in their school and community. The band is under direction of alumnus Darrell Watson and his all alumni volunteer staff. The band theme is "Education with a Serious Beat" and Mr. Watson's theme is "It's more than just the music, it's life's lessons."

Some of the Band's accomplishments include performing at the inaugural parades of President George W. Bush and President Barack Obama. In 2009 the band participated in the Tournament of Roses Parade and in the same year was the first marching band from the Nation's Capital to participate in the Macys Thanksgiving Day Parade. In 2010 they were the opening act for the Kentucky Derby Pegasus Parade and in 2016 they proudly represented the Nation's Capital in the National Cherry Blossom Festival Parade. Other proud moments for the band include appearing on the *Ellen DeGeneres Show*, *Good Morning America*, *The Today Show* and performing at Wolf Trap.



# WE ARE HAND

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[www.handhousing.org](http://www.handhousing.org)

#HAND25



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USERNAME

**Marriott Conference**

CASE SENSITIVE PASSWORD

**HAND2016**

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USING THE HASHTAG:

**#HAND25**



# A LOOK BACK AT OUR ROOTS

For 25 years, HAND has served as the only multi-state regional membership association dedicated to supporting the community development industry in its efforts to increase the supply of affordable housing in the Washington, D.C. metropolitan area.

We invite you to reflect on our collective past with this snapshot into the history of our organization. Please visit the HAND Lounge located in the Expo Hall for the full 25th Anniversary timeline.

## 1990–1991

HOME Investment Program Initiated

HOME Investment Program Initiated;  
Montgomery County passes  
First Right of Refusal & Condo  
Conversion Legislation (1990)



John Spencer Holds first meeting of the Housing Association of Nonprofit Developers (HAND);  
Launches brown bag lunch meetings (1991)

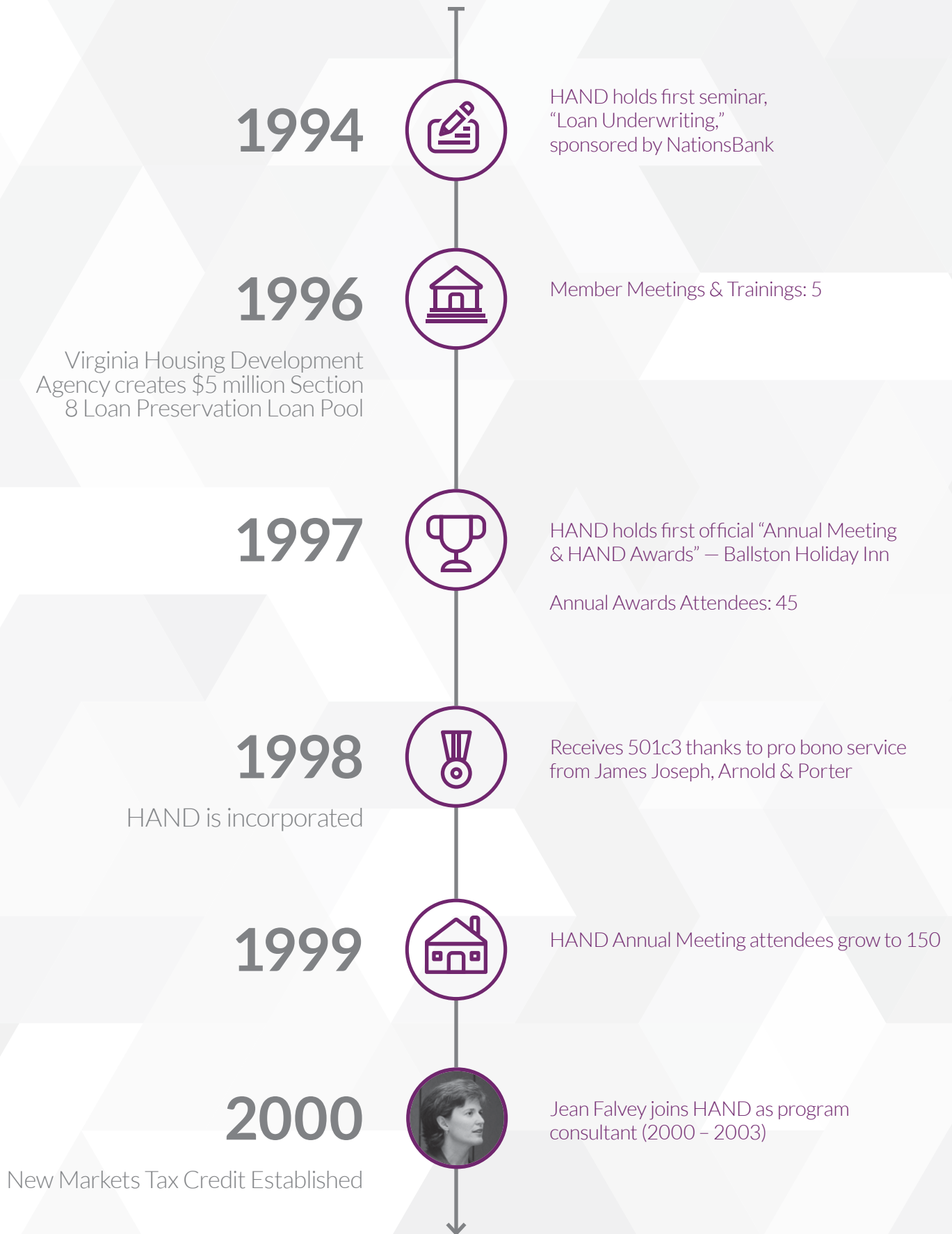
Members: 53

Member Meetings & Trainings: 1

## 1992

Hope VI Enacted







# A LOOK BACK AT OUR ROOTS

(Continued)

## 2001



Member Meetings & Trainings: 9

Annual Meeting attendees: 350

## 2002



DC creates Housing  
Production Trust Fund

## 2003



Patrick Sheehan joins HAND as an Executive  
Director, Consultant (2003 -2005)

Annual Meeting attendees: 425

## 2005



Jill Norcross joins HAND as Executive Director,  
first staff position (2005 – 2012)

HAND Annual Meeting held in Maryland  
for the first time

First Children's Art Contest held

Annual Meeting Attendees grows to 530

HAND membership base reaches 116

**2007**

Great Recession begins; lasts until 2009



Annual Meeting attendees: 600+

**2008**

HERA enacted; changes tax credit program to facilitate development (9% fixed); removes federal funding conflicts with LIHTC

Region continues to feel the effects of the housing crisis

**2009**

Annual Meeting attendees: 700+

**2011**

HAND celebrates 20th Anniversary

Annual Meeting attendees surpass 1,000

**2012**

Heather Raspberry joins HAND as first full-time Executive Director

HAND/Partners Launch Communication Action Network (CAN)

# A LOOK BACK AT OUR ROOTS

(Continued)



## 2013

Matters@HAND, thought leadership series, launched

Annual Meeting attendees: 1250+

## 2014

"Day in the Life" PSA series launched with  
"Day in the Life of a Nurse"



## 2015

GenerationHAND, an emerging leader initiative, launched

HAND trains more than 1000 total members and partners, annually

Member Meetings & Trainings: 20

## 2016

HAND Celebrates 25th Anniversary

HAND membership base reaches 300+

Annual Meeting attendees: 1300+



**We invite you to reflect on our collective past with this snapshot into the history of our organization.**  
Please visit the HAND Lounge located in the Expo Hall for the full 25th Anniversary timeline.



# HONORING OUR TRAILBLAZERS

## 25+ YEARS OF TRAILBLAZERS

Honoring our very own industry trailblazers who paved the way to where we are today. Thank you for your contributions that have built and sustained affordable housing in the Washington region.



**James W. Rouse,**  
Co-Founder, Enterprise  
(1996)

**William Harris\*,** Chairman  
& CEO, Greater Washington  
Region, Crestar Bank (1996)

**Norman Christeller,**  
Montgomery County  
Councilmember, President  
of Montgomery Housing  
Partnership (1999)

**Debbi Hurd Baptist,** Found-  
ing President & CEO, City  
First Bank (2000)

**Kimi Gray\*,** President and  
CEO, Kenilworth-Parkside  
Resident Management Corp  
(2000)

**Terry Duverney\*,** Deputy  
Secretary, U.S. Depart-  
ment of Housing & Urban  
Development, Clinton  
Administration (2001)

**Madeline C. McCullough,**  
Director, Enterprise (2002)

**Virginia Swain Peters,**  
Founder, Wesley Housing  
(2004)

**Lloyd Smith,** Founder,  
Marshall Heights  
Community Development  
Organization (2004)

**Retta Gilliam,** President,  
East of the River Commu-  
nity Development Corpora-  
tion (2005)

**Cushing Dolbeare,** Founder,  
National Low Income  
Housing Coalition (2005)

**Richard Ferrara\*,** Director,  
Montgomery Department  
of Housing and Community  
Affairs (2007)

**Odon George Knight\*,**  
Executive Director,  
NeighborWorks America,  
(2008)

**Ellen M. Bozman,** Arlington  
Board Member (2009)

**Victor L. Selman\*,** Chief  
Operating Officer, D.C.  
Department of Housing &  
Community Development  
(2010)

**William Donald Schaefer,**  
Governor, Maryland (2011)

**Albert "Butch" Hopkins,**  
President, Anacostia  
Economic Development  
Corporation (2012)

**Reuben McCornack,**  
Founder, Hope Housing  
(2012)

**Patty Rouse,** Co-Founder,  
Enterprise (2012)

**Carl A. Coan, Jr.,** Founder,  
Coan & Lyons (2013)

**Gordon Cosby,** Founder,  
Church of the Saviour  
(2013)

**David Reznick,** Co-founder,  
Reznick Group, P.C. (2014)

**Robert L. Moore,** President,  
Development Corporation  
of Columbia Heights (2014)

**Honorable Marion Barry,**  
Councilmember, District  
of Columbia (2014)

**Robert Simon, Jr.,** Founder,  
Reston, VA (2015)

**Eugene Ford, Sr.,** Founder,  
Mid-City Developers, Inc.  
& Community Preservation  
and Development Corpora-  
tion (2015)

**Rick Cohen,** Activist  
& Journalist (2015)

**Charles Rinker,** Housing  
Advocate (2015)

**Daniel J. Callahan III,**  
Chairman, American  
Security Bank (2015)

**Melvin Miller,** Affordable  
Housing Activist (2015)

\*Not Pictured Above

# OUR YEAR IN REVIEW

## Through Collaboration, Innovation & Transformation HAND Achieved...

For 25 years, HAND has served as the only regional membership association dedicated to supporting the community development industry in its efforts to increase the supply of affordable housing in the Washington, D.C. metropolitan area. Through education, engagement and training, HAND builds the capacity of its diverse membership — comprised of nonprofit and for-profit housing developers, resident service providers, financiers, government agencies, policy analysts, law and accounting firms, architects, advocates, philanthropists, students and others — to support the development of sustainable communities for people and families at all income levels.

## 2015-2016 TRAINING & CAPACITY BUILDING

HAND's program committee works diligently each year to gauge the professional development needs of those working in the region's affordable housing and community development industry. Informed by pivotal member feedback, each August the committee develops a robust training schedule built on information-rich sessions useful to members and partners including Member Meetings, Trainings, Peer-to-Peer Discussion Groups and Networking events.

HOSTED TRAININGS, MEMBER MEETINGS & DISCUSSION GROUPS  
TRAINING OVER 1,000 MEMBERS & PARTNERS THIS YEAR!!

### Trainings

Educational forums designed to enhance job performance and customized to various career stages.

### Discussion Groups

Peer-to-peer sessions for members to share ideas, lessons learned and challenges specific to their job.

### Member Meetings

Seminars that cover timely topics on trends and tactics impacting affordable housing and community development issues.

## September

HUD 2530 Changes Information Call with  
Denise Murphy, Conference Call

## October

Local Real Estate Trends and Market Conditions,  
D.C. Housing Finance Agency

## November

Resident Services Discussion Group: Refresher  
on Fair Housing Law, AHC, Inc  
GenerationHAND, Busboys and Poets

## December

CMAA Presents Principles for Successful Project/  
Construction Management, National Association of Realtors  
HAND Annual Holiday Mixer, Bank of America

## January

Planning & Executing a Year 15 Exit Strategy,  
DC Housing Finance Agency

## February

Combining 4% & 9% Credits and Unique Tax  
Exempt Bond Structures (Introductory  
and Advanced Tracks), Silver Spring Civic Center  
Real Estate Development Using Public Disposed Land,  
Metropolitan Washington Council of Governments

## March

Development of Mixed Income Communities,  
Mount Vernon Place United Methodist Church

## April

Asset Managers Discussion Group: How the  
LIHTC Investor Drives Compliance Webinar

## May

Green Building Discussion Group: Passive Housing  
Building Principle, National Association of Realtors  
The State of Our Tax Credit Union,  
NRECA Conference Center

# OUR YEAR IN REVIEW (Continued)

NOT TO MENTION OFFERED SCHOLARSHIPS FOR MEMBERS TO ATTEND:

**Bisnow Multifamily  
Annual Conference**  
Washington, D.C.

**AHF Live Conference**  
Washington, D.C.

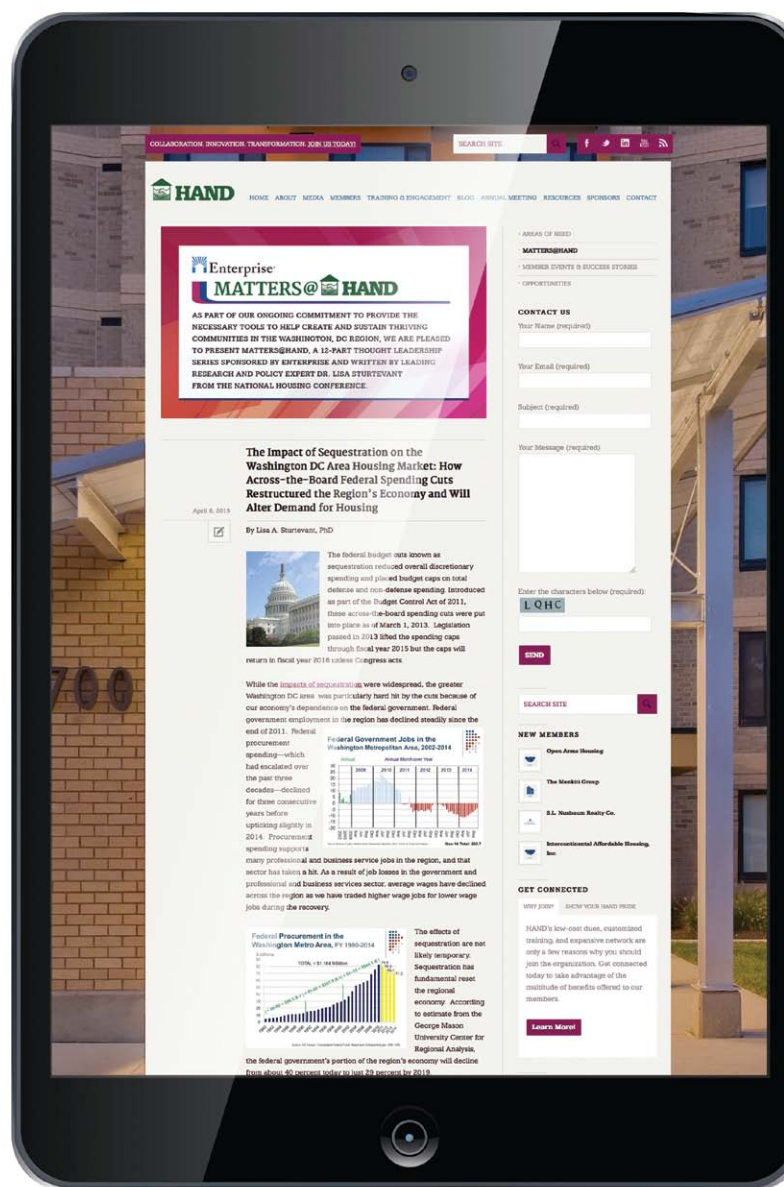
**National Development  
Council Academy**  
Washington, D.C.

AND, DON'T FORGET...

**GenerationHAND** is an emerging leader initiative designed to support the unique needs of practitioners who are on the rise within the affordable housing and community development industry. The goal of this initiative is to provide needed tools and guidance to our developing leaders as they pursue successful careers in the public and private sector.



**Matters@HAND** is a thought-leadership series authored by Dr. Lisa Sturtevant, Executive Director of the Center for Housing Policy and Vice President for Research for the National Housing Conference. As part of our ongoing commitment to provide members the critical tools needed to create strong, thriving communities in the region, these monthly newsbriefs provide a regional perspective on housing needs, challenges and solutions.



## AND THE BENEFITS KEEP COMING!

### News & Notes

News & Notes—weekly e-blast to 6,000 inboxes—keeping the region abreast of all HAND events, key funding updates and activities in the affordable housing industry.

### Employment Listing

Find new talent for your organization.

### Helping HANDS Blog

Platform for members to post organizational highlights, success stories, areas of need and much more.

### Internship Grants

\$1,000 matching grants awarded to our nonprofit and government members to hire interns to work for their organizations and receive meaningful exposure to the various careers within the affordable housing and community development industry.

### Annual Nonprofit Salary & Benefits Survey

Ensures HAND nonprofit members are competitive and offering employees fair salaries.

## STRATEGIC PARTNERSHIPS

### HAND'S PARTNERSHIP WITH THE GREATER WASHINGTON HOUSING LEADERSHIP GROUP

The Greater Washington Housing Leaders Group is a collaboration of leaders from the philanthropic, business, government, policy, advocacy, research, and financial sectors, working to elevate the visibility of the region's housing affordability challenge: 250,000 current and 150,000 potentially new severely cost burdened households.

Since 2014, the Leadership Group's efforts have focused on demonstrating the need, and its negative impacts on our region's quality of life and economic competitiveness. We will broaden support for bold, strategic solutions that reduce costs, increase availability of capital, update and innovate land use plans, and expand the region's political will to meet this challenge.

### HAND'S PARTNERSHIP WITH NATIONAL HOUSING TRUST

HAND worked closely with the National Housing Trust (NHT) to ensure that the merger of Exelon Corporation and Pepco included substantial benefits for affordable housing owners and residents. As a result, the D.C. Public Service Commission (PSC) required Exelon to invest \$11.25 million in energy efficiency improvements in affordable multifamily housing. This is an unprecedented utility funding set aside for affordable housing, given the relatively small size of the D.C. ratepayer customer base. HAND and NHT filed joint testimony in the case and HAND members submitted letters to the PSC that were critical in helping to make the case that affordable housing renters and owners should share in any financial benefits that result from the merger.



# 2015-2016 TRAINING & CAPACITY BUILDING SPONSORS

HAND extends our profound gratitude to our 2015-2016 Sponsors for their invaluable contributions and unwavering support of the organization. HAND sponsors provide generous financial and in-kind assistance that sustains our quality programming, ultimately strengthening an industry that is developing healthy, thriving and accessible communities for individuals and families at all income levels.

## DIAMOND



## PLATINUM



## SILVER



## HELPING HANDS – NONPROFIT



## HELPING HANDS – INDIVIDUAL

John Spencer

Philip and Deborah Raspberry

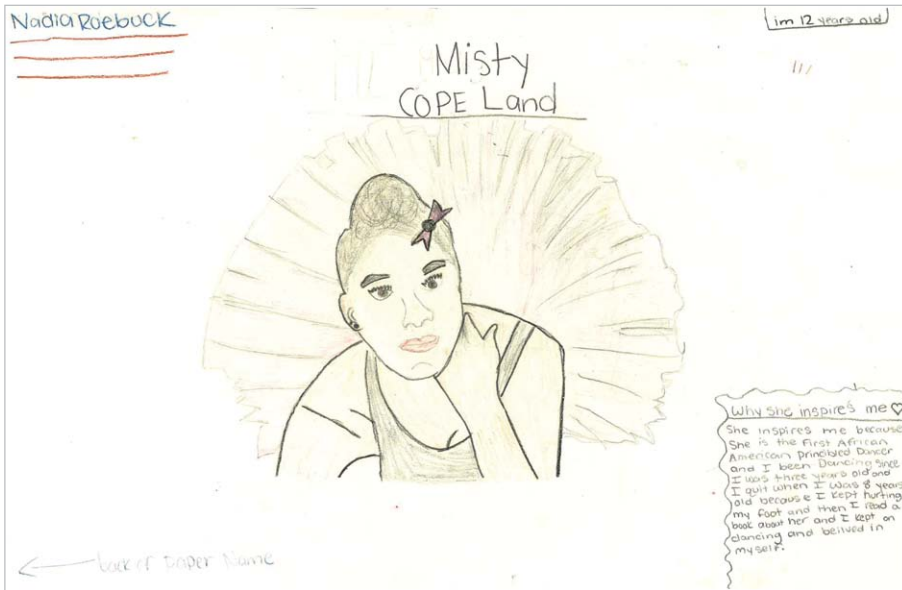
Heather Raspberry

David Bowers

# THANK YOU TO OUR 2016 TABLE SPONSORS

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# 12<sup>TH</sup> ANNUAL CHILDREN'S ART CONTEST SPONSORED BY Enterprise®



## Show Us Your Trailblazer

With over 400 pieces of artwork submitted from 36 different member communities, HAND's 12th Annual Children's Art Contest was the largest it's ever been. Keeping with the anniversary theme, young artists who are engaged participants in HAND members' resident service programming, were invited to "Show Us Your Trailblazer!" We reviewed every piece and enjoyed seeing through children's eyes, who they felt was most inspirational to them.

Congratulations to Nadia Roebuck who is active member of the Homes at the Glen community, a skilled artist and a talented ballerina!

## Why I chose Misty Copeland?

**"I chose Misty Copeland because I admire her determination. She is disciplined, beautiful and a gracious dancer."**

—Nadia Roebuck, 2016 Art Contest Winner,  
6th Grader, Annapolis Middle Homes at the Glen,  
Homes for America

## Homes for America Resident Services

Homes for America (HFA) is a nonprofit housing organization which specializes in creating and preserving affordable housing enhanced with services to improve the lives of residents.

HFA is committed to the principle that all communities provide not just housing but also resident services that enhance the lives of residents. As part of the process for each new community, a resident services plan is developed as well as a design for space and facilities for resident activities. HFA has long term involvement to ensure that the services continue to meet the residents' needs and to meet the commitments made to funders.

Homes for America utilizes to the maximum degree possible the existing services available through public, private, and community based agencies. HFA strives to provide meal programs, health and wellness activities, educational programming, computer access, access to public transportation, financial programs, safety and security and numerous social and recreational opportunities. HFA provides many of its services and activities on-site and also actively works to involve the residents in services in the broader community as well.





We are a proud sponsor of HAND, and congratulate you on 25 years of excellence and dedication.  
Thank you for the service and support you provide to the DC Metro region.

# EXPERTISE PUTS YOU AT THE TOP OF THE GAME

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Proactive insight and focused guidance from a national leader can keep you moving forward. Our affordable housing professionals provide expertise that helps developers, lenders and syndicators achieve success through their investments in our communities. Find out what CohnReznick thinks at [CohnReznick.com/ah](http://CohnReznick.com/ah).

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## Achieving great things for our community

When a group of people comes along who have the courage and vision to turn dreams into reality, they make the future bright for everyone. Little by little we can do a lot. **Small is Huge<sup>SM</sup>**

**Wells Fargo is proud to salute the Housing Association of Nonprofit Developers (HAND).**

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At Capital One®, we believe that educational success starts at home. That's why we're investing our time, money and expertise to make housing affordable, so children can focus on the subjects they need to help build a better future.

Capital One is proud to support HAND.



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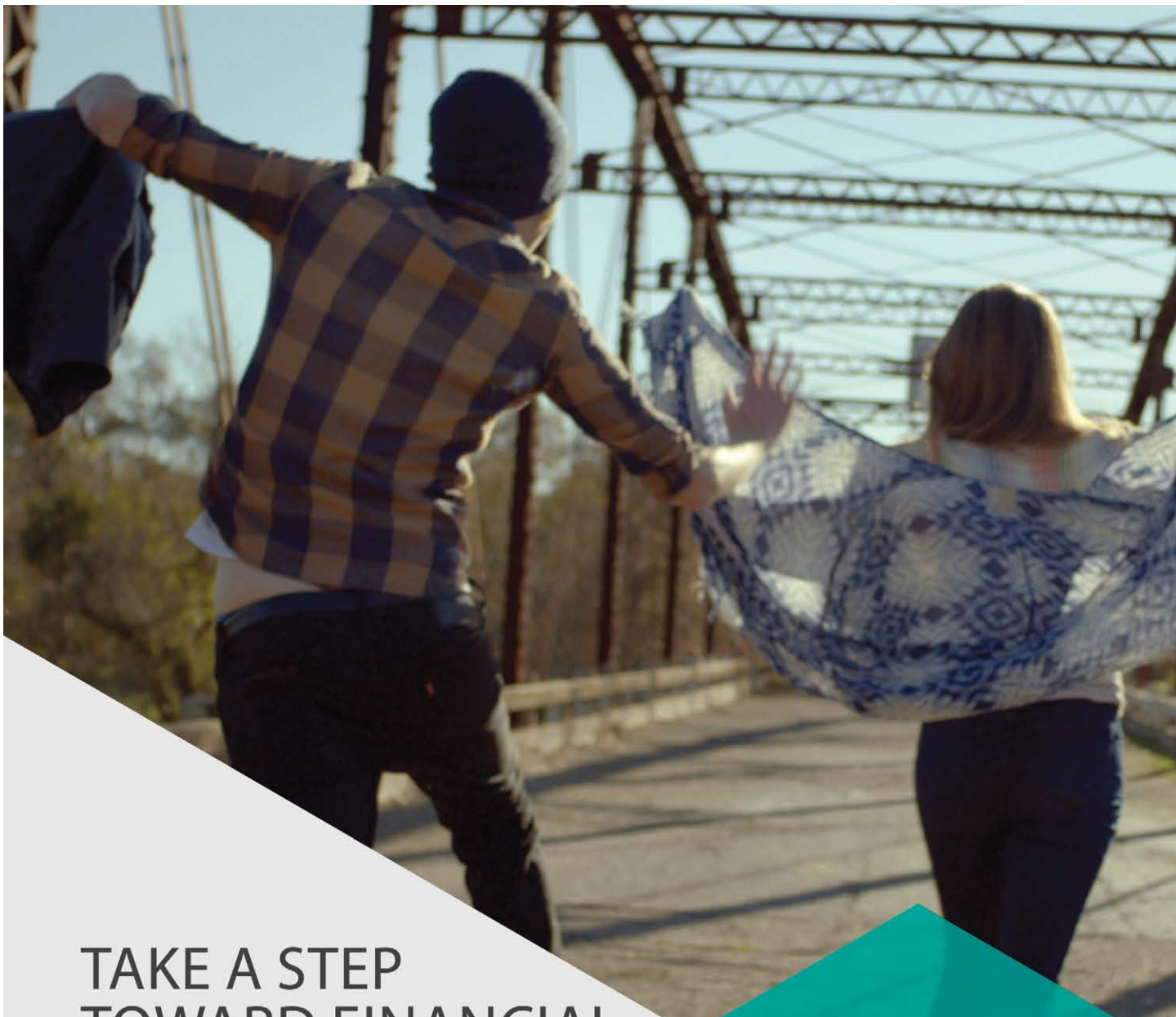
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# SHEILA CROWLEY



**Sheila Crowley**  
Former President & CEO  
National Low Income  
Housing Coalition

After more than 17 years as the president and CEO of the National Low Income Housing Coalition, Dr. Sheila Crowley retired from the Coalition in April 2016. Throughout her tenure at NLIHC, Sheila has tirelessly led NLIHC's efforts to achieve socially just public policy that assures people with the lowest incomes in the United States have affordable and decent homes.

Dr. Crowley shaped NLIHC into the preeminent voice for housing for the lowest income people in America. Using research, organizing, communications, and media outreach, Sheila has developed partners and champions on both sides of the aisle in Congress and multiple Administrations and with thousands of low income housing advocates across the country. Sheila grew NLIHC from an operation of five staff to an organization of sixteen full time professionals.

One of Sheila's signature achievements was her nationwide effort to establish and secure funding for the National Housing Trust Fund (NHTF). Due to begin providing grants to states later this year, the NHTF is the first new federal funding in a generation targeted to expand the supply of rental housing affordable for extremely low income households.

NLIHC is now at the forefront in helping states prepare to utilize the new NHTF dollars and advocating for new non-appropriated resources for the Fund. Sheila also initiated the United for Homes campaign that seeks to modify the mortgage interest deduction and use the revenue saved to fund affordable housing for the lowest income people in America to end homelessness.

During her leadership, NLIHC's state coalition partner project grew into a strong network of partners working together to end homelessness and housing poverty throughout the country. Currently, NLIHC has 66 state partners in 42 states and the District of Columbia.

A PhD in Social Work and Social Policy, Dr. Crowley was named in 1996-97 the Social Work Congressional Fellow to the Housing Subcommittee of the U.S. Senate Banking Committee. Sheila came to Washington after two decades of work in Richmond, VA, where she served as executive director of The Daily Planet, a multipurpose homeless service and advocacy organization. She was the founding director in 1979 of the YWCA Women's Advocacy Program in Richmond, the shelter and service program for battered women and their children.



# CPDC



Community Preservation  
and Development  
Corporation (CPDC)  
[www.cpdcc.org](http://www.cpdcc.org)

In 2015, leading Mid-Atlantic affordable housing developer CPDC embarked on new territory both geographically and in terms of the depth and scope of its work with residents and the community.

## Robust Growth in New Markets

Leveraging innovative financing and critical partnerships, CPDC expanded its footprint into new markets, including Baltimore, MD and the Richmond and Hampton Roads areas of Virginia. In 2015, CPDC progressed on four new projects in these new markets alone—acquiring their first property in Newport News, VA: 274 units at Auburn Pointe; closing on their first property in Baltimore, MD: 130 units at Hollins House; breaking ground on their first Richmond, VA community: 77 new senior apartments at Highland Park Senior Apartments; and refinancing Woodmere Trace, 300 units in Norfolk, VA.

## Innovative Partnerships for Community Development

In addition to having nearly 1,100 units acquired, renovated or under construction, in 2015 CPDC made equally important strides in redefining and broadening its resident services model.

The new Community Impact Strategies (CIS) program seeks to have greater impact on entire neighborhoods through community development and relies on alliances with residents, private sector institutions, non-profits and local and federal government agencies to provide services and resources benefitting residents and those in the immediately surrounding communities.

CPDC's strategic partnerships in the new markets of Richmond, VA and Baltimore, MD are already flourishing. In Richmond, CPDC is working with Virginia Commonwealth University and in Baltimore with the University of Maryland and Johns Hopkins on neighborhood revitalization and to connect residents to critically-needed health and wellness services.

## Empowering Residents through Reinvestment

A shining example of CPDC's impact beyond real estate development is the recent transformation of the Southeast D.C. Arbor View property. Following a \$12 million reinvestment, Arbor View is thriving as a mixed-income, mixed-use community with a rich network of services accessible to residents and the entire Ward 8 D.C. neighborhood.



Through expansion into new markets, thoughtful community development and the cultivation of mixed-income communities, CPDC has made great strides toward their 2014-2018 Strategic Plan while laying the foundation for continued impact in affordable housing and community development.



# METROTOWNS AT PARKSIDE



**MetroTowns at Parkside:**  
*The Linda Joy and Kenneth Jay Pollin  
 Memorial Community*  
 Enterprise Homes, Inc.  
[www.enterprisecommunity.com](http://www.enterprisecommunity.com)

**T**he genesis behind MetroTowns at Parkside: The Linda Joy and Kenneth Jay Pollin Memorial Community came from legendary District of Columbia civic leader, Abe Pollin, who saw a tremendous need for affordable homeownership opportunities for people who work to serve the District.

In partnership with the City and the DC Housing Authority, an obsolete public housing rental development, Parkside Additions, and an adjacent vacant parcel were selected for the site. Mr. Pollin invited Enterprise Homes to join the team and a joint venture was formed. The MetroTowns redevelopment and financing plans were approved thanks to multiple constituencies working together to execute Mr. Pollin's vision.

Completed in 2015, MetroTowns includes 125 homes centered around a new neighborhood park in northeast Washington, DC. There are 83 homeownership units serving households earning between 30% and 100% AMI (with the majority at 60% - 75% AMI) and 42 affordable rental units representing a one-for-one replacement of the 42 former Parkside Additions units that were demolished. The for-sale homes are three-bedroom/three-bath townhomes; the rentals include one- and two-bedroom apartments and three-bedroom townhomes identical to the for-sale homes. A number of homes were built to accommodate the physically and audio/visually impaired.

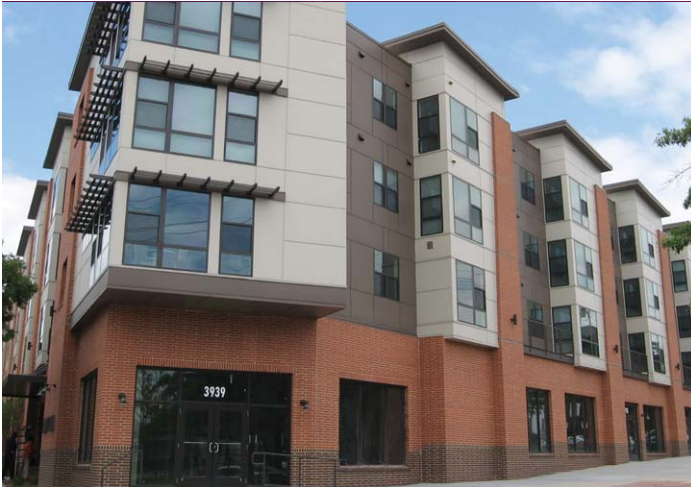
Located a short walk from the Minnesota Avenue Metro stop, the community provides affordable homeownership opportunities for the DC workforce that were previously unavailable in the market.

The development team employed a creative marketing strategy, establishing a 6-month period during which homes were available for purchase only to DC government employees.

Additionally, all former Parkside Additions residents were offered intensive community supportive services including case management, job training and homeownership training for those interested in purchasing. Thirty-one households participated; while most former Parkside Additions residents selected rental units, three are now proud homeowners. Homeownership opportunities were also offered to households on the DC Housing Authority's waiting list, six of whom bought MetroTowns homes.

Nationally-recognized urban planners designed the \$34 million community drawing on the architectural traditions of storied DC neighborhoods such as Georgetown, Logan Circle and Dupont Circle. All homes within each row were designed with a different look, using varied materials and colors to create the sense of an older neighborhood built over time. Thanks to Abe Pollin and his team, MetroTowns has replaced an obsolete former public housing project with a vibrant new mixed-income community convenient to schools and transit that serves the DC workforce, and has helped transform the Parkside neighborhood.

# TRINITY PLAZA



**Trinity Plaza**  
*Far SW-SE Community Development Corporation (CDC)*  
 202-373-1050

**T**rinity Plaza is the culmination of a vision of Pastors Eugene Sheppard and Patrice Sheppard to serve low-income at-risk families by bringing affordable housing and community-serving retail to the corner of South Capitol and Atlantic Streets SW.

The Pastors' work in the far southwest and southeast neighborhoods known as Bellevue, Congress Heights, Anacostia and Washington Highlands began in 1989 at a transitional shelter for homeless families. Recognizing the cycle of poverty that plagued poor families, they incorporated the nonprofit Lydia's House in 1990 to provide tangible and timely social services to restore human dignity. In 1991, the Sheppard's responded to the need of local residents for a spiritual relationship on which to build their lives in order to end the cycle of poverty by establishing Living Word Church. In 1998, continued to be challenged by the lack of community and economic development opportunities, they created the Far SW-SE Community Development Corporation (CDC).

The CDC purchased and assembled 3 parcels of land at the corner of South Capitol and Atlantic Streets SW beginning in 2001, where Trinity Plaza now stands. The new construction four-story building includes forty-seven apartments with one, two and three bedroom floorplans over ground floor retail space and parking. Residents enjoy a community room, fitness center, an outdoor terrace, and secure building and parking access. The ground floor retail has been leased to an independent and local childcare center for infants and toddlers.



Trinity Plaza was financed using tax exempt bonds issued by the DC Housing Finance Agency and equity generated from the sale of 4% low income housing tax credits. Bank of America purchased the bonds under a private placement structure, Raymond James was the syndicator, and Capital One Bank was the end investor. The DC Department of Housing and Community Development was a key partner, providing predevelopment and permanent gap financing for the project. A number of competitive grants were secured by the CDC from Enterprise Community Partners and the Deputy Mayor for Planning and Economic Development which further supported the project. The CDC selected Mission First as its development partner, Hamel Builders as the general contractor, and Grimm + Parker as the architect.

The CDC worked closely during the predevelopment process with Enterprise's Faith Based Development Initiative (FBDI), and now serves as a mentor to other faith-based nonprofits seeking to complete mission-based developments through FBDI.

# ARLINGTON COUNTY



Arlington County  
[www.housing.arlingtonva.us](http://www.housing.arlingtonva.us)

Arlington County's affordable housing legacy began as the first modern wave of federal employees searched for a home close to their work in downtown DC or the Pentagon during World War II. This legacy evolved over the last half century as Arlington planned for and opened the Orange and Blue Metro rail lines, precipitating more multi-family housing and bringing tens of thousands of additional jobs.

Most recently, the Arlington County Board adopted the County's first Affordable Housing Master Plan (AHMP) in 2015 as an element of the County's Comprehensive Plan. The plan, a culmination of a three-year community effort, prepares Arlington for the next generation of sustainable, affordable housing that supports its residents, improves neighborhoods and strengthens the economy.

Over the years, Arlington adopted a series of housing policies and developed financing and planning tools to support its holistic housing and homeless programs. These efforts resulted in the production and preservation of over 7,500 affordable units (income restricted) and achieving "functional zero" in veteran's homelessness. In 2012, the County Board recognized that market forces continued to raise the cost of housing and threatened a continued loss of affordable units. Therefore, it initiated the Affordable Housing Study to evaluate existing policies; assess current programs and resources; and identify needs and gaps in provisions for affordable housing.

The plan, and its companion Implementation Framework, is organized around three goals:

**Increase supply:** Preserve or produce about 15,800 rental units affordable to households with incomes below \$65,000 (Household incomes referenced are for a four-person household. Actual income thresholds are determined by a percentage of area median income adjusted by household size.), and produce about 2,700 ownership units for households with incomes up to \$130,000, all by 2040.

**Ensure access:** Increase access to market rate and affordable units for low- and moderate-wage working households, as well as households with a wide range of special needs. This goal can be accomplished by:

- Enforcing and advancing fair housing policies,
- Maintaining rental assistant programs for households earning less than \$43,000
- Providing assistance to first-time homebuyers for households with incomes less than \$87,000.

**Contribute to a sustainable community:** Housing affordability contributes to Arlington's sustainability when it ensures safe and decent housing, coordinates its policies and programs with on-going land use and transportation planning efforts and integrates environmental best practices into its funding recommendations.

Staff are now working with the community to implement the Plan. The County is fortunate to have an active and caring community that advocates for housing and homeless programs, elected officials that have consistently invested in these programs and staff and partnering agencies that can effectively implement them. The development team employed a creative marketing strategy, establishing a 6-month period during which homes were available for purchase only to DC government employees.



# JOCELYN HARRIS



**Jocelyn Harris**  
*Housing Developer*  
 Housing Initiative Partnership Inc. (HIP)  
[www.hiphomes.org](http://www.hiphomes.org)

Jocelyn Harris started as an intern at Housing Initiative Partnership, Inc. (HIP) in July 2007 while earning her Masters in Community Planning from University of Maryland at College Park. Immediately upon graduation, Jocelyn joined the staff as the sole Housing Developer managing the HIP Homes program in which HIP acquires vacant and distressed homes in targeted neighborhoods of Prince George's County, renovates them to a high standard of energy efficiency and design, and sells them to low-income first-time home buyers.

Through Jocelyn's leadership, HIP Homes increased its production dramatically, completing 24 homes with another eight under development since 2008 with 17 acquired in just the last two years. Jocelyn juggles a wide range of funding sources to maximize development. She must recycle program income earned from HOME and NSP while meeting funding deadlines for new sources. Jocelyn works with an architect to develop renovation plans and then bids out the work and oversees renovations. Quality finishes transform the homes from worst to best on the block, while gut renovations ensure code compliant and energy efficient systems. In FY 2016, Jocelyn sold seven homes and managed almost \$2 million in development costs. She currently has nine houses under development, including completion of Prince George's County's first "passive house," a prototype energy-efficient home for a low-income family.



In 2014, Jocelyn assumed management of the Homeowner Rehabilitation Assistance Program (HRAP) in partnership with Prince George's County. This \$2.5 million program provided deferred loans to 43 low-income homeowners, mostly seniors, who otherwise lack the resources to repair their homes. Jocelyn marketed the program, managed an extensive wait list, helped pre-qualify the homeowners, engaged construction consultants to develop plans and specifications, bid out the work and managed the general contractors. She has juggled up to 15 loans in process at any one time. Jocelyn is known for her exceptional work ethic and organizational skills and her engaging personality, infinite patience, negotiating skills and maturity in dealing with anxious clients, general contractors, and public officials to solve a myriad of issues.

Jocelyn was recognized in 2014 as a "Forty under 40" cohort by the Prince George's County Social Innovation Fund, and in 2013 as a fellow in the Urban Land Institute Leadership Institute and as a member of the Associated Black Charities Leadership Development Cohort. She served as a panelist at the 2012 Governor's Conference on Housing. She is part of HIP's leadership team. mission-based developments through FBID.





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**CPDC is proud to be named  
"2016 Nonprofit Developer of the Year"  
and congratulates HAND on their 25th Anniversary.**



#GrowAndThrive

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Arlington Partnership for  
Affordable Housing

*Congratulates*

# HAND

On 25 Fantastic Years

and

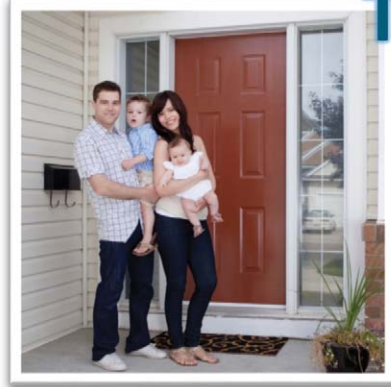
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HAND's 2016 "Best Partner"



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Congratulations to HIP's  
Jocelyn Harris on receiving the  
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Congratulations to HAND on 25 years  
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## The NHPF congratulates HAND on their 25th Anniversary



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[www.nhpfoundation.org](http://www.nhpfoundation.org)

## We are NHT-Enterprise.

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## And we are HAND!

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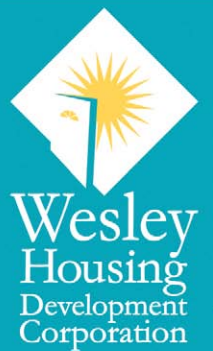


Happy 25th Anniversary to HAND!

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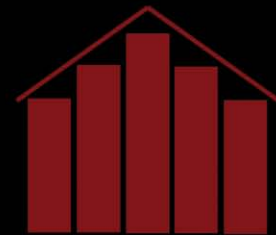
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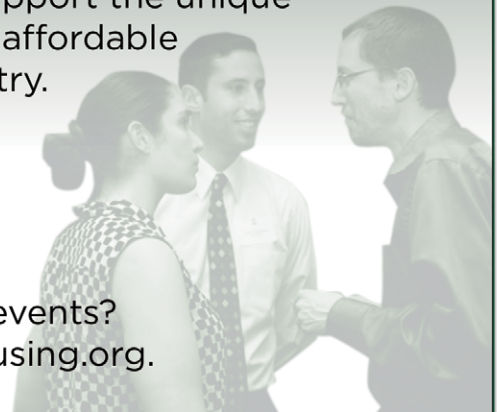
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*Congratulations to the family of Abe Pollin, Enterprise Homes and the District of Columbia Housing Authority for receiving the Best Large Affordable Housing Project award for Metro Towns at Parkside: The Linda Joy and Kenneth Jay Pollin Memorial Community. Also, congratulations to our Faith-Based Development Initiative partner Far Southwest-Southeast Community Development Corporation for receiving the Best Small Affordable Housing Project for Trinity Plaza.*

*Happy 25<sup>th</sup> Anniversary to HAND! We salute the members and leadership of HAND for your years of dedicated service to improve the lives of people across the region. We look forward to working with HAND and its members for another 25 years!*

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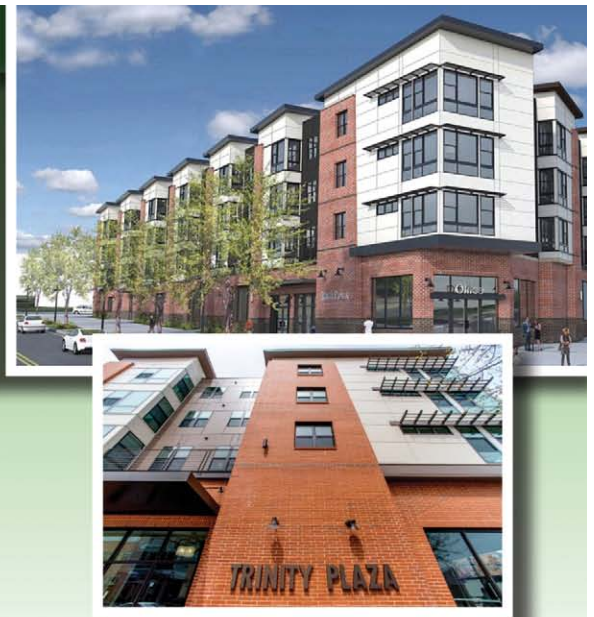
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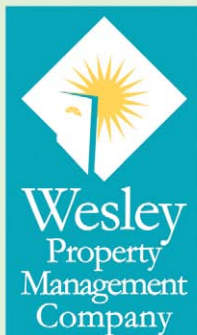
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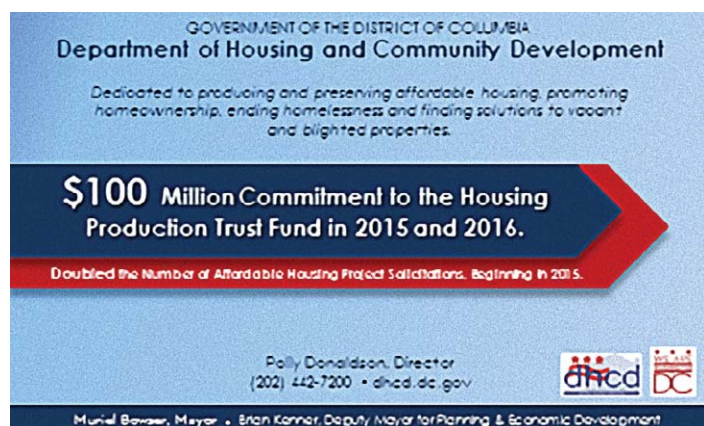
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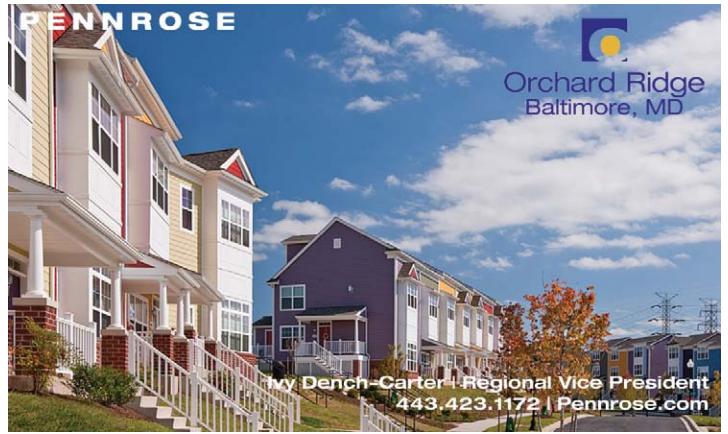




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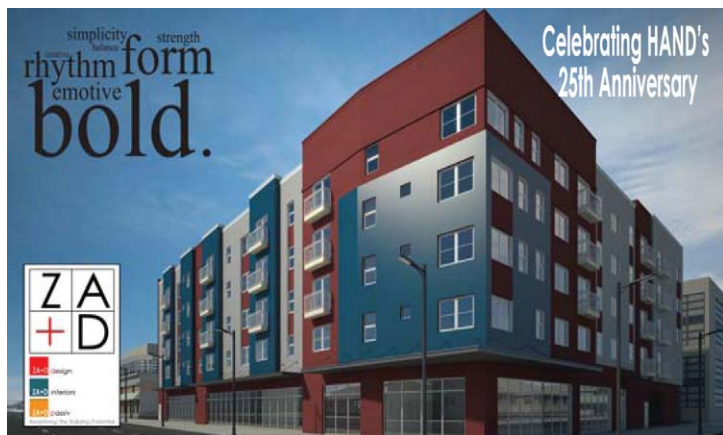


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Maryland Affordable  
Housing Coalition\*  
Metropolitan Washington  
Council of Governments  
Mi Casa  
Mission First Housing Group  
Montgomery Housing  
Partnership  
NACCED  
NACEDA  
National Affordable  
Housing Trust  
National Community  
Reinvestment  
Coalition (NCRC)  
National Equity Fund, Inc.  
National Foundation  
for Affordable  
Housing Solutions Inc.  
National Initiative on Mixed-  
Income Communities  
NCBA Housing Development  
Corporation, Inc.  
NeighborWorks Capital  
New Hope Housing  
NHP Foundation

NHT/Enterprise Preservation  
Corporation  
Northern VA Affordable  
Housing Alliance (NVAHA)  
Northern Virginia  
Family Service  
Open Arms Housing  
Path to Grace  
PG Community  
Development Center  
Phyllis Wheatley YWCA, Inc.  
Preservation of  
Affordable Housing  
Reinvestment Fund  
Sarah's Circle  
Shelter House  
So Others Might Eat (SOME)  
THC Affordable Housing, Inc.  
United Planning Organization  
Unity Properties, Inc  
Veterans On the Rise  
Victory Housing  
Virginia Community Capital  
Virginia Community  
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Virginia Housing Coalition  
Volunteers of America USA  
Washington Regional  
Association of Grantmakers  
(WRAG)  
Wesley Housing  
Development Corporation

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 Arlington County Housing Division  
 Baltimore Housing  
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 City of Falls Church - Housing  
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 City of Gaithersburg  
 City of Takoma Park  
 DC DHCD  
 DC Housing Finance Agency  
 District of Columbia Housing  
 Authority  
 Fairfax County DHCD  
 Housing Opportunities Comm of  
 Montgomery County  
 Howard County Housing  
 HUD  
 Maryland DHCD  
 Maryland Partnership for  
 Affordable Housing  
 Montgomery County DHCA  
 Montgomery County Planning  
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