



Washington

# LOWERING THE COST OF AFFORDABLE HOUSING IN DC

Sponsored by  
**The Coalition**

with support from Amazon's Housing Fund

Technical Assistance Panel Report | February 4–5, 2026

# About

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More information is available at [uli.org](https://www.uli.org).

Cover photo: Construction of new housing in DC.  
(Photo Credit: Ted Eytan)

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The objective of ULI Washington's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and nonprofit organizations in the Metropolitan Washington Region. ULI Washington has completed over 60 technical assistance panels (TAPs) to date. Drawing from its extensive membership base, ULI Washington conducts two-day Panels offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues, ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. Learn more at [washington.uli.org](https://www.washington.uli.org).

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# Executive Summary

The Coalition engaged ULI Washington’s Technical Assistance Panel (TAP) program to gain insights on how to help reduce the per-unit cost to develop and/or operate subsidized housing in DC. The Coalition, a 501c3 nonprofit organization that advances equitable community economic development solutions in DC, tasked the TAP Panel with delivering recommendations for how to enact high-impact changes to DC’s affordable housing ecosystem, including both short-term and long-term actions by the public and nonprofit sectors that will keep costs down and increase housing supply.

Currently in DC, subsidized housing, which serves households from 30% to 80% AMI, is not affordable to build or operate. DC’s per-unit development costs often surpass the costs of similar development in neighboring municipalities and even exceed the median listing price of DC for-sale housing. Local policies to advance other social goals such as safety, sustainability, and neighborhood inclusion can contribute to these high costs. This current market condition could undermine DC’s substantial historic progress in addressing the affordable housing shortage in recent years, and high per-unit

costs could jeopardize public support for DC Government programs and resources like the Housing Production Trust Fund (HPTF) if this trend continues.

As the Panel got to work, they focused on how public and private sector organizations and agencies could:

- Advance the mission-driven work of DC’s developers of subsidized rental housing by arming them with stronger advocacy practices and / or practical tools to arrive at development cost solutions.
- Improve the resilience of DC’s subsidized rental housing providers by identifying ways to reduce operating costs.
- Articulate the impacts of cost drivers in DC with a particular focus on the subsidized rental market (e.g. federally and locally subsidized apartments) and an awareness of cost drivers related to all housing development in DC.
- Identify the role of District government to achieve cost improvements and the partnerships that The Coalition needs to galvanize to implement such changes for DC.



WASHINGTON HOUSING CONSERVANCY

The Loree Grand



NRP GROUP

The Emblem

## Recommendations – How to Take These Ideas and Make Them Homes

After interviewing over 30 stakeholders through small group discussions, the Panel identified three primary challenges that DC faces:

- DC is in an affordable housing crisis.
- Many good intentions have contributed to the current affordability problem.
- We must identify ways to get more affordable housing for the same level of resources and effort.

To address these challenges, the Panel created five overarching recommendation categories with 46 short-, mid-, and long-term actions that The Coalition can help public and private sector organizations and agencies implement. In summary, the Panel recommended:

- The city and partners must increase transparency in their processes and procedures so that developers and investors can participate in a predictable and accountable regulatory environment.
- The public and private sectors must communicate consistently and iterate in the design and development process to learn how to improve housing policies, processes, and procedures together. This will reduce duplicative processes and save time and money for all parties.

- The city must leverage private and federal housing subsidies to build more housing and sustain and grow available funding for future housing. Additionally, the city should maximize its acquisition and disposition authorities to provide further funding and land for housing development.
- The city must reduce ancillary policy requirements on affordable housing to enable more production of more units at lower costs.
- Public and private sector organizations must convene and create a shared vision for affordable housing and provide continuing education for all development stakeholders; elected officials, commission appointees, and community members.

While many of the Panel's recommendations require longer-term administrative or legislative action, there are many immediate process improvements and efforts that The Coalition and partner organizations and city agencies can act on tomorrow to grow the affordable housing stock in DC.

(To view all 46 recommendations, see Appendix II: Implementation Matrix).

These recommendations considered both stakeholder feedback and consider a new bill that was introduced by the DC Council on February 18, 2026 - B26-0597 - Housing Production Omnibus Amendment Act of 2026. This bill would replace the existing Housing Production Trust Fund (HPTF) and related programs with a unified master fund with dedicated sub-accounts related to specific policy purposes including housing production, affordable housing subsidy, preservation, tenant purchase support, and District acquisition.

[Read more here.](#)



# The Assignment

## Purpose & Need

DC has an affordable housing crisis. The Coalition, a 501c3 nonprofit organization that advances equitable community economic development solutions in DC, engaged ULI Washington's TAP program to discern this issue and develop recommendations for actionable steps in the public and private sectors to reduce cost and influence high-impact changes to the affordable housing ecosystem in DC.

Currently, subsidized housing in DC is not affordable to build or operate. Affordable housing has become increasingly expensive to produce and sustain across the country, but especially in DC. Per-unit development costs in DC often surpass the costs of similar development in neighboring jurisdictions and even exceed the median listing price of DC

for-sale housing. These facts undermine DC's substantial progress in addressing the affordable housing shortage. High per-unit costs may also jeopardize public support for the Housing Production Trust Fund and other District housing programs.

Many factors that drive up development costs for subsidized housing in DC—whether privately, publicly, or nonprofit owned—emerge from policies to advance other social goals such as safety, sustainability, and neighborhood inclusion. Efforts to bring down the cost of housing must consider the potential for blowback from advocates of these other social goals. To navigate these conflicts, public officials and proponents of affordable housing development need a data-informed framework for assessing and communicating the tradeoffs between costs and benefits.

## Assumptions

The Panel approached this complex issue assuming that for this TAP, affordable housing refers to units renting at levels affordable at 80% of AMI or below. Subsidized housing is a subset of affordable housing, in which an upfront or ongoing subsidy reduces development or operating costs. This includes Low Income Housing Tax Credit (LIHTC) properties, Housing Production Trust Fund (HPTF) deals, and other subsidies. Excluded from this TAP was homeless shelters and other congregate housing.

## Key Questions

To guide the Panel's work, The Coalition provided the following questions related to policy, practice, resources and regulations, and innovation actions:

Policy:

- What DC policy changes would decrease the per unit cost of developing, preserving, and/or operating subsidized housing in DC without significantly sacrificing safety, quality, and sustainability?
- If higher costs relate to meeting a broader social goal (e.g., environmental standards, accessibility, locating in high-opportunity areas), how much are housing budgets paying for these additional social goals?

D.C.

## These publicly funded homes for the poor cost \$1.2 million each to build

...as the costs of ... and sometimes exceed \$1 million per unit in cities that also include San Francisco and Chicago.

Updated June 7, 2025

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A [2025 Washington Post article](#) about the rising cost of building Affordable Housing in DC. ("rip" added by ULI)

#### Practice:

- What are some promising practices to improve cost efficiency of subsidized housing projects and their ability to leverage public dollars?
  - What lessons can be drawn from neighboring jurisdictions or from other central cities?
  - What promising practices are for a developer / provider audience versus a government audience?

#### Magnitude of Benefits:

- Which DC Government policies and regulations most significantly drive up the cost of building and operating subsidized housing?
  - Of the policy and practice changes identified by the Panel, which are likely to have the largest impact on per-unit cost?
  - How much cost reduction is possible through the most political and / or administratively feasible changes?

#### Innovation:

- What new tools or initiatives could meaningfully reduce costs and / or improve the capacity of subsidized housing developers to leverage public dollars for greater impact?
  - Given the organizational pillars and activities of The Coalition, what can the organization do to spark high-impact change in housing costs?



# Overall Input

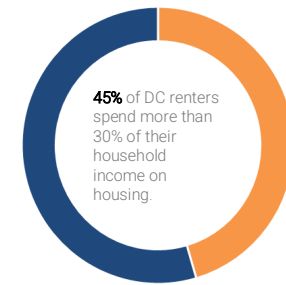
## Background - DC's Housing Market

DC residents are experiencing a housing affordability crisis where housing is the single largest cost in a household budget, with 45% of renters spending more than 30% of their household income on housing. According to the National Low Income Housing Coalition, the annual household income needed to afford a two-bedroom rental home per the U.S. Department of Housing & Urban Development's Fair Market Rent report is \$92,560. (<https://nlihc.org/oor/state/dc>). This housing cost burden subsequently puts a strain on the labor force, as many renters cannot afford to live near the places that they work, impacting the competitiveness of the location for employers who want to access labor. If DC was to close the region's housing supply gap, it is estimated that the DC area's gross domestic product (GDP) would gain \$11 billion by 2035. (McKinsey)

The Panel found that income-restricted housing provides homes for critical labor sources, and the DC regional market has difficulty serving this income range. For instance, for a family of four making \$49,170 - \$98,340, these households would be categorized as 30% - 60% area median income (AMI), respectively, and would be categorized as low income. Workers with such salary profiles include nurses, home health aides, first responders, rideshare drivers, schoolteachers, childcare workers, and retail clerks.

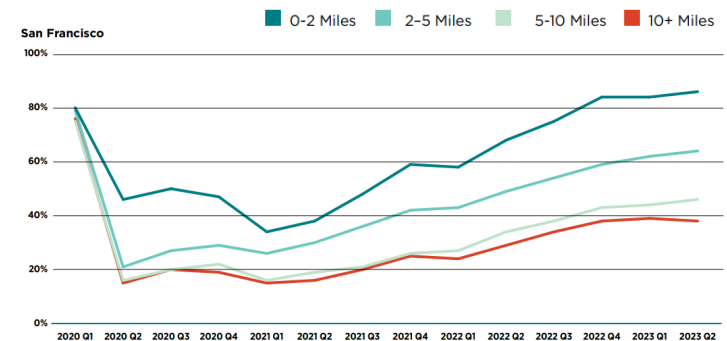
Other factors considered were negative health impacts for individuals and families - more time commuting and working and less time for healthful activities and general physical and mental stress, living in crowded conditions which affects mental and physical health, and living in poor quality housing that is cheaper to rent, but may increase asthma and injury risk. (<https://housingmatters.urban.org/how-cities-can-address-overlapping-housing-affordability-and-health-challenges> and <https://blog.haigroup.com/how-housing-impacts-health-and-wellness>). Additionally, lack of affordable housing challenges the economic mobility of individuals growing up in DC; if there are not attainable homes to live in, then those individuals will be forced to find housing outside of DC.

Finally, the Panel shared that housing production costs matter to the affordable housing shortage. DC is missing out on investment and revenue due to delays in reviews, permitting, and approvals, and builders are less likely to build where there is extra process which adds time and cost to their developments. Delayed reviews, permits, and approvals also contribute to slow delivery of homes and fewer of them and new DC residents. In essence, tax dollars could go further if local and federal resources could support more housing with a more efficient process and streamlined policies that would result in lower costs and faster delivery.



**\$92,560**

Annual household income needed to afford a two-bedroom rental home at HUD's Fair Market Rent. (Source: NLIHC)



Data from 2020-2023 by Placer.ai showing the relationship between downtown worker recovery rates and commute distance in San Francisco, CA.

## Stakeholder Input

To further inform their understanding of the crisis, the Panel interviewed more than 30 stakeholders representing local governments, real estate development and design firms, and universities. Stakeholders participated in one of four working groups: financing; local policy; construction costs; and acquisition, preservation, and operating costs.

The Panel heard several key challenges across the working groups discussions that included:

- Affordable housing production in DC is at a crisis point.
- Many good intentions have contributed to the current problem.
- We must identify ways to get more affordable housing for the same level of resources and effort.

Furthermore, stakeholders across working groups identified several opportunities that could counteract these challenges, including:

- Timing is everything; the development costs and meeting the market in enough time to conceptualize, design, and implement the project.
- Interagency cooperation is necessary; to better standardize forms and processes, and perhaps a one-stop shop would help to take care of all development needs.
- Ensure there is public education within agencies, the council, mayor, etc.

consistently and widely available as well as strong leadership

- Reducing duplication
- Hiring requirements must change, and First Source needs to be analyzed
- Housing is expensive, and how do incomes keep up? Affordability needs to be identified from underwriting to delivery
- Workforce development programs must be improved. Currently apprenticeships are not supported in the way to grow high skill jobs. Programs should be performance managed.
- What do we do beyond the Rental Act needs to be charted.
- There needs to be reciprocity across the region, especially labor, contracting, and sustainability regulations.

In addition to the overarching challenges and opportunities discussed, stakeholders shared strategies and tactics that could enhance and help each of the thematic areas.

In the Financing Working Group, stakeholders focused on how to increase transparency, predictability, and accountability of financial resources that can be applied to building affordable housing. This working group focused on the DC Government's state of practice and what could be best practices in administering LIHTC and other subsidized housing finance tools.

In the Local Policy Working Group, stakeholders examined the DC Government's affordable housing policies and how they could be more predictable, better administered, better incentivized, and more widely shared through public education.

In the Construction Costs Working Group, stakeholders dissected and analyzed how affordable housing is financed and built in DC. Additionally, they identified what resources and processes would help to support more housing development and what policies are impediments to that goal.

In the Acquisition, Preservation, and Operating Cost Working Group, stakeholders discussed the process of cultivating interest and funds for the preservation of existing housing and new housing as well as challenges and opportunities to operating affordable units and buildings considering current stresses and strains on the insurance industry and the judicial system. This group also discussed the importance of continuing education for all stakeholders involved in the development and operation of affordable housing.

For a detailed summary of the Working Groups' findings, see Appendix V: Stakeholder Input.



# Recommendations

The Panel deliberated on the most efficient and impactful ways to reduce the per-unit cost of affordable housing in DC. They examined current DC Government procedures and processes, historic trends that have resulted in the current affordable housing landscape, compared affordable housing development scenarios from neighboring municipalities, and analyzed the durability and performance of affordable housing that is operating today. Additionally, they asked tough questions about the tradeoffs between multiple social goals in a world where resources are finite. Finally, they created a road map for action that includes suggestions for both local legislative and administrative changes in DC Government processes and procedures that could answer the question: “How do you take these ideas and make them homes?”

When getting to work, several key questions related to how real estate metrics are quantified and the information deployed came to light, including:

- Is a per-unit basis the right measurement to use in development pro formas given the need for larger multi-bedroom units?
- Should the HPTF both fund production costs and carry the amenities and programming load?
- Given the unit economics, how should the DC Government balance acquisition of existing housing units for affordable supply with new construction?

- Can we provide ideas on how to bring process costs that affect time-to-market down?

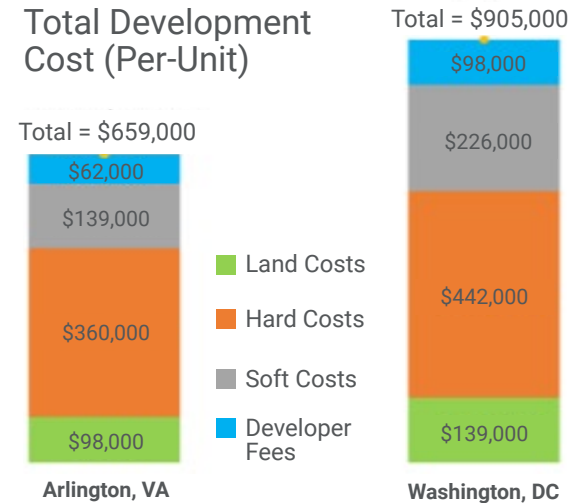
The Panel identified three factors contributing to DC’s housing crisis relevant to this TAP scope of work:

1. Affordable housing carries the cost for implementing other policy priorities beyond housing.
2. Duplicative and inefficient processes exist in a world where time is money.
3. There is unpredictable financing, zoning, permitting, and operations.



**TIME = MONEY = FEWER HOMES**

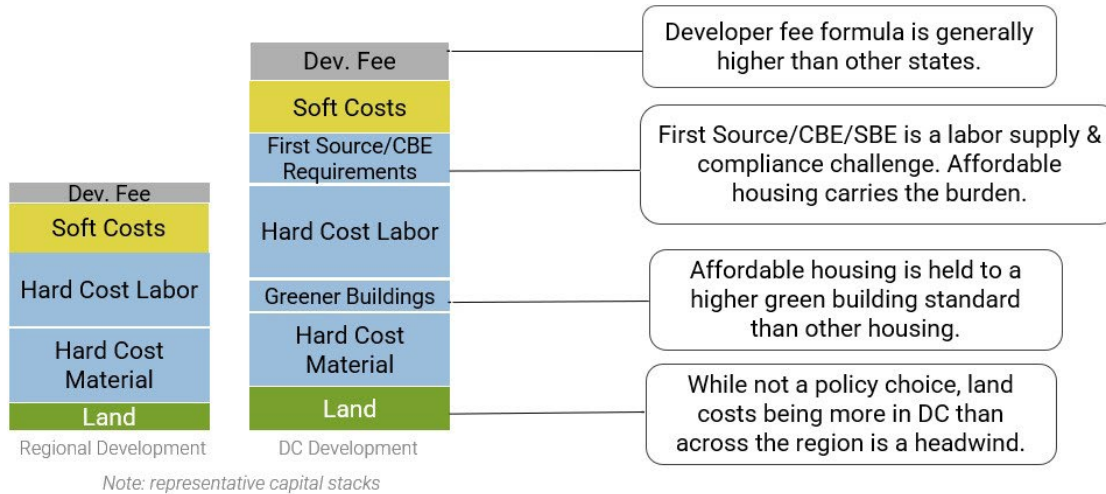
As the per-unit cost of affordable housing production in DC is too high, the Panel illustrated their points with the chart below that demonstrates the cost of a development in Arlington, Virginia that is similar in scope and scale to a development in DC.



(Graphic Note: Virginia costs based on publicly available 4% LIHTC application to Virginia Housing. This data is not publicly available in DC. All numbers rounded to the nearest thousand.)

All categories of costs, including land costs, hard and soft costs, and developer fees, were greater in DC on a per-unit basis than in Arlington, VA. In the chart below, the Panel dissected why some of these costs were higher in DC and why those higher costs are related to the DC Government’s policies.

- The developer fee formula is generally higher than in other states.
- First Source / CBE / SBE is a labor supply & compliance challenge. Affordable housing carries the burden.
- Affordable housing is held to a higher green building standard than other housing.
- While not a policy choice, land costs being more in DC than elsewhere in the region is a headwind.



Then, the Panel modeled other U.S. state scenarios to show the differences in costs related to capital expenditures:

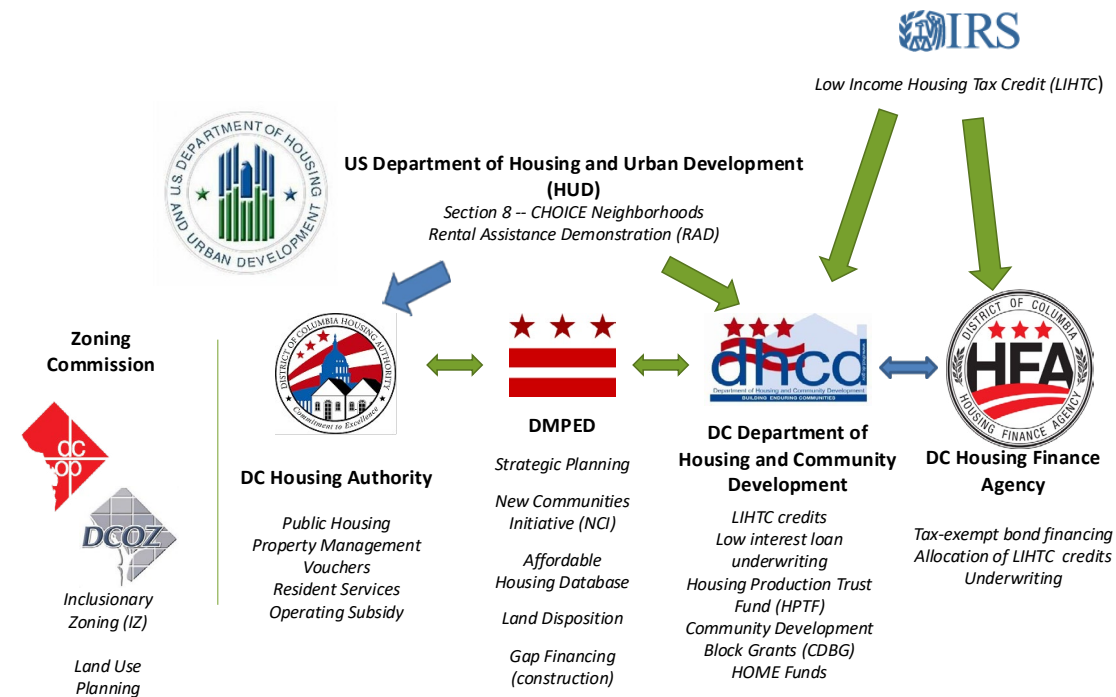
Finally, the Panel identified that duplication of programs and procedures and lack of coordination within District government agencies provides further complications for affordable housing developers. Within DC's affordable housing ecosystem, there are myriads of individual government programs and processes, all with different requirements, schedules, and compliance considerations - adding time, confusion, and cost to producing affordable housing in DC.

- Programs and Processes - whether with complimentary or the same agencies, housing development programs have different application cycles and are available at different times with differing sub-priorities that cost developers. Funding awards are often contingent on certain timelines and expire. This causes developers to re-apply for multiple rounds,

extending their development timeline and adding soft costs.

- Tools - Disparate tools are often redundant and require slightly different things, adding complexity.

- Requirements / Eligibility - Complexity adds uncertainty, conflicts in compliance, asset management and operations. Certain sources can only be used for certain uses. This also creates challenges for lease-up and getting people in homes.
- Different Income Levels - Different funding sources require different AMI targets, creating compliance burden, additional legal fees, and documentation.
- Different Affordability Periods - Different affordability periods and terms of covenants add compliance burden and document and legal fees.
- Some Programs / Sources - "The juice is not worth the squeeze."



A chart illustrating the multitude of primary housing agencies that make up the complex Affordable housing ecosystem in DC.

## Key Recommendations

The Panel identified five categories of opportunities to organize their detailed recommendations for The Coalition and next steps for public and private partners:

- I. Increase Transparency, Predictability, and Accountability
- II. Get on the Same Page Across Sectors
- III. Maximize Resources
- IV. Let Affordable Housing Prioritize Housing
- V. Support Ongoing Education

### I. Increase Transparency, Predictability, and Accountability

Developers need a transparent and predictable environment to take predevelopment risks. Funding coordination and predictive availability are crucial for attracting investment. The following four recommendations can help to increase transparency, predictability, and accountability for developers as they endeavor to build affordable housing in DC.

#### #1 – Provide better information up front to enhance project feasibility

Improved access to key information will help affordable housing developers, lenders, investors, and all market participants plan and budget projects and allow for lower costs, reduced risk, and more efficient project timelines. DC Department of Housing and Community Development (DHCD) with DC Housing Finance Agency (DCHFA) would be

primary implementors of these recommended actions:

- Maintain available public reporting of all LIHTC resources. The Panel recommended the Coalition work with DHCD and DCHFA to establish a current resource database including 9% LIHTC, Tax-Exempt Bond / 4% LIHTC, and DC state LIHTC.
- Set specific and predictable caps on subsidy awards per unit for each funding source or property type. When prioritizing and setting cost limitations, consider that family-sized units and land in high opportunity areas tend to cost more.
  - Significant precedents include [Washington State's tax credit allocation policies](#) and [New York City's Affordable Housing program term sheet](#) for their thoroughness and accuracy.
- Develop closing timelines that can be reasonably accomplished in a specified timeframe. The Panel recommended a 180-day closing for 4% & 1-year closing for 9% without intermittent delays.

#### #2 – Adopt national best practices to encourage an efficient business environment

If the DC Government and partners adopt national best practices for efficient housing development processes and procedures, then it could develop a roadmap for determining project feasibility early. DHCD and DCHFA with District Department of Buildings (DOB) would be the primary implementors of the following

actions to meet this recommendation.

- Publish all applications and scores for both submitted and selected projects. The Panel recommends that this transparency will help development teams be better prepared and help with review readiness.
- Score projects based on clear and objective criteria that match specific priorities rather than including multiple competing priorities in the scoring. Other jurisdictions use funding set-asides, target areas (rural, urban, etc.), and transaction-specific scoring to more clearly outline what constitutes a “good” project. DHCD's current scoring was designed for a different policy environment (2021-2023) when HPTF funding was three to five times what it is today.
- Maintain and regularly update DC's public project pipeline. Provide high-level details for all affordable housing projects in the funding, construction, and operating phases.
- Ensure that HPTF reporting is published both quarterly and annually. The quarterly update has not been published since 2024, and the annual update has not been published since 2023.
- Publicize and follow consistent timelines for subsidy and LIHTC allocations. Virginia Housing does this and has had great success.
- Set developer fees, bond fees, and soft costs limitations based on national LIHTC averages.

### #3 – Establish by-right zoning for affordable housing citywide

Restrictive zoning limits housing supply and reinforces racial and economic segregation. Non-aligned permitting processes create delays that increase costs and often dissuade “small” developments that could be rapidly deployed to meet the housing needs. Several DC government departments and agencies would be the implementers of the following recommended action items.

- Provide viable alternatives to discretionary zoning processes. The Panel recommended that the Office of Planning and Zoning Commission with DOB would be the primary agency to work with developers to find right-sized solutions to produce more affordable housing.
- Align and right-size the permitting process. The Panel recommended DHCD and DCHFA would be the implementors to assist DOB with other permitting agencies - Department of Energy and the Environment (DOEE), District Department of Transportation (DDOT), DC Water, Pepco, and Washington Gas to develop corresponding permitting timelines.
- Create right-sized standards for smaller projects. The Panel recommended that DOB with DHCD and DOEE should gather input from stakeholders on how to define “small projects,” and create standards that could expedite review and permitting.

- Reform the Velocity program process to be more efficient and adequately staffed. Currently, development teams pay a fee, but that payment does not result in expedited permitting or review timing by DC Government. Third-party reviewers hired by the program are often out of state and unfamiliar with District processes. The Panel recommended making the program free for projects meeting defined affordability standards, and this would be the primary action of DOB.

### #4 – Create better coordination across District government with shared goals

Centralized facilitation and coordination of development agencies and their actions would provide for more streamlined and timely housing outputs. Deputy Mayor of Planning and Economic Development (DMPED) with DHCD, DCHFA, and DOB would be the primary permitting agencies to implement these recommended actions:

- Create an empowered interagency ombudsman for housing. The position should be appointed by the mayor. DMPED would determine which existing boards should be updated to include the Ombudsman as a permanent member, and the Panel recommended considering DC Housing Authority (DCHA), DCHFA, Interagency Council on Homelessness, HPTF, and other non-housing boards. This individual would work to address issues in the zoning and permitting process that create delays and stall projects.

## II. Get on the Same Page Across Sectors

For the private and public sectors to work together to produce more affordable housing in DC, the Panel identified that leaders from both sectors need to get on the same page regarding affordable housing development process and policy and intended outcomes. The following four recommendations and action steps can help accomplish that goal.

### #1 – Eliminate conflicts of interest and provide greater stakeholder engagement

Transparent and consistent processes for selecting commission and board members are paramount to build trust with stakeholders, eliminate conflicts of interest, and set the city up for success.

- Limit conflicts of interest on District Boards and Commissions. The Panel recommends that the Mayor’s Office of Talent and Appointments (MOTA) would thoroughly vet appointees to ensure that information they submit to serve on boards and commissions is accurate and that further due diligence is performed if conflicts of interest are flagged.
- Hold a public process with broad stakeholder engagement on a bi-annual basis to vet and generate the Qualified Allocation Plan (QAP). The Panel recommends exceeding the IRS Code requirements, and that DHCD and DCHFA would be the primary implementers of engaging stakeholders on this regular basis.

## #2 – Continue to improve eviction process and outcomes for both tenants and landlords beyond the RENTAL Act

Safety is paramount to ensure healthful housing and stable neighborhoods where that housing is located. But without clear rules and accountability from operators and the city, it is difficult to ensure safety and build trust with residents.

- Put more focus on bad actors and criminal activities that pose risks to other tenants and building staff. The Panel recommends DCHA and DHS with the Metropolitan Police Department (MPD) as the primary enforcers of their housing program participation rules. When they are notified of criminal activities that pose risks to other tenants and property management staff, they must hold bad actors accountable to ensure safe environments for other tenants.
- Address the judicial appointment backlog with even greater urgency and advocacy. The Office of the Senior Advisor (OSA) advises the mayor on the local, regional, federal and international affairs by providing policy analysis and advancing the legislative agenda. Within OSA, the Office of Federal and Regional Affairs (OFRA) was created by Mayor Bowser to interface with Congress, federal agencies, the White House and all levels of regional governments on behalf of DC. The OFRA team is also dedicated to working externally and internally to engage with

federal and regional governments to advance the mayor's priorities for DC residents. The Panel recommended OAG / OSA in consultation with OAH to use these executive mechanisms to raise this issue to decision makers in short order.

- Prioritize the use of arbitration or mediation in lieu of Landlord-Tenant Court. The Mayor's Office of Legal Counsel and OAG would be the primary implementers, and the Panel recommended that the use of arbitration or mediation could achieve an authentic compromise between tenant advocate agencies and housing providers that would include neutral legal insight and keep parties out of court and avoiding unnecessary financial burdens.
- Consider best practices from other cities that enhance RENTAL ACT protections overall. The Coalition could help gather these best practices and work with DHCD and DMPED with OTA to be the primary implementers of the applicable findings.

## #3 – Eliminate duplication

Duplication in review and oversight of funding and allocation requirements creates more expensive affordable housing developments and unnecessarily long development schedules. DHCD would be the primary implementor of eliminating this duplication within processes and procedures.

- Look for opportunities to unify local funding sources. Every new and additional funding source complicates development

deals, adding time for a new process, additional risk, and soft costs. To the extent possible, collapse local funding sources into one streamlined source.

- Establish standard documents (agreements, covenants, etc.) for unified sources, and standard definitions for all requirements. The Panel recommended review of requirements such as Net Zero in the Green Building Act and Permanent Supportive Housing (Site Based vs. Limited Site Based) with DHCD and the Office of the Secretary focusing on creating standard documents and DOEE and DHS focusing on standard definitions.
- Make project monitoring more efficient. DCHFA, DCHA, and DHCD currently have a limited number of staff to do construction and compliance monitoring of projects in development. The Panel recommended that they revisit reasonable workloads for reviewers and develop standards for accepting third-party reviews.

## #4 – Improve payment processes

Ensuring payments are made in a timely manner is dependent on several actors in affordable housing development. The Panel recommended that The Coalition's membership could provide instructive information about their developments to improve payment and construction draw process, and that DHCD, DCHFA, and DOES with the Mayor would be the primary implementors of the following recommended actions

- Increase the speed and reliability of the construction draw process. Failure to do this limits the pool of contractors willing to do business in DC. This is especially difficult when delayed payment for small, local subcontractors, who don't have the balance sheet to withstand delayed payments and are required through First Source hiring requirements.
- Improve processes. The Panel recommended 30-day payment turnarounds required by Quick Payments Act, to publish guidelines for draw process between agencies for transparency, to standardize draw documents between DC agencies; and accept one lien waiver per month from the general contractor rather than requiring the waivers from each subcontractor.

### III. Maximize Resources

The Panel highlighted many public and private resources that help to fund affordable housing development, but oftentimes they work at cross-purposes or are difficult to combine. The following five recommendations on ways that challenge can be improved.

#### #1 – Leverage federal and private capital to maximize DC's funding impact

- Attract private and impact investor capital with predictable and transparent processes. The Coalition in partnership with DC Government (DCHFA and DMPED with DHCD and DCHA) could assist in

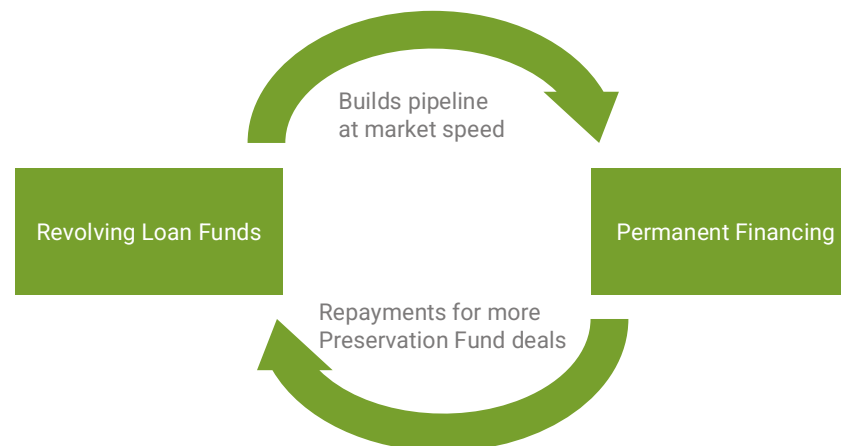
identifying what processes are best for affordable housing developers and make connections to private and impact investors.

- Align local sources to maximize available federal sources. These federal sources could be 9% LIHTC, tax-exempt bond capacity, and others.
- DC Government must ensure retainage of resources by making annual allocations and following predictable timelines. DC forfeited a year of LIHTC allocation in 2024. The dollar value of the credits forfeited (\$3.1 million) was comparable to the combined total forfeited by all other states in 2023 (\$3.8 million). The Panel recommended that DHCD and DCHFA would be the leading implementors of ensuring accountability in the annual allocations and managing timelines.

#### #2 – Use revolving resources to maximize the impact of low-cost, pre-development and construction funding

Establishing sustainable and reliable revolving financial resources would ensure funding for affordable housing development. DHCD would act as primary implementor with DOEE, DC Green Bank, DCHA, and DCHFA assisting in implementation.

- Ensure timely revolution of DC's revolving loan funds. These funds include the DC Preservation Fund, the Site Acquisition Funding Initiative, the Energy Efficiency Revolving Loan Fund, and the Resilient Housing For All Loan Fund.
- In the near-term, set aside sufficient HPTF, LIHTC, and LRSP resources to ensure the timely take out of revolving loan funds.
- In the long-term, focus revolving fund resources on projects which do not require future further competitive subsidy.



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### #3 – Adjust tax-exemption policies

Conversion of market rate housing to affordable housing can be a lower cost way to create permanent affordability. Adjusting tax-exemption policies will enable more preservation without competitive resources. DMPED would be the primary implementor with assistance from OCFO.

- Adjust the 47-1005.03 Nonprofit Workforce Housing tax exemption to take effect at the placement of an affordable housing covenant rather than at income certification of residents. This allows preservation-focused nonprofits to acquire market rate buildings without the uncertainty of short-term financing and exemption size uncertainty. This can be accomplished by defining qualifying tenants to include existing tenants of an acquisition.
- Focus on attracting impact capital and other non-LIHTC investors that bring new capital to DC's housing ecosystem.

### #4 – Expand DC Government's acquisition and disposition authority to lower future land costs

The Panel recommended including the District Opportunity to Purchase Act (DOPA) as part of the tool kit that DHCD with OTR, OP, DOB, OAG, and DPR would use to implement the expansion of the DC Government's acquisition and disposition authority.

- Develop and implement procedures for issuing DOPA RFPs.

- Include the opportunity to provide funding and access to other resources. The Panel recommended that other resources such as non-profit tax abatement, could be accessed as part of a DOPA award.
- Develop a process and update regulations to allow DOPA to be used as a landbank and prevent loss of affordability.
- Increase the use of acquisition and disposition of land under the Quick Acquisition and Disposition (Chapter 31 C).
- Use ground leases in more projects to limit the use of tax-exempt bonds and resyndication acquisition costs.

### #5 – Identify opportunities to use existing funding and processes more efficiently

The Panel strongly recommended the following opportunities for DHCD to lead these efficiency opportunities, with the assistance from aligned agencies.

- Adjust the 47-1005.02 tax exemption to be triggered on the placement of an affordable housing covenant rather than requiring only a subset of financing for exception eligibility.
- Structure financing to minimize funding requirements. Limit stacking of multiple resources by concentrating high requirement sources in a smaller number of projects (NHTF, HOME funds, and others).
- Consider converting DC state LIHTC

budget to HPTF. DC LIHTC trades at approximately \$.50 to \$.55 cents on the dollar before transaction costs.

- Prioritize housing preservation. Preservation can be more cost-efficient and often does not use competitive funding. Align agency resources for preservation projects and consider shortening timelines for preservation projects, especially those involving tenant displacement or movement for development work. Currently DCSEU's programs provide significant financial and technical support for preservation projects and additional incentives for incorporating energy efficiency. These projects align with the DC Government's sustainability goals while supporting "small" owner operators.

## IV. Let Affordable Housing Prioritize Housing

The Panel agrees that if affordable housing development is prioritized in DC, then other housing policies and programs could be better informed and implemented. The following three recommendations can help support this opportunity.

### #1 - Identify opportunities to use existing funding and processes more efficiently

DC developers are challenged by hiring requirements that increase construction costs, such as First Source, CBE / SBE, Davis-Bacon, and Section 3. These

requirements reduce the subcontractor pool, and require significant compliance costs from developers, general contractors, and subcontractors as well as third-party consultants to comply with paperwork. Additionally, Davis-Bacon requires a higher wage scale and contributes to greater cost in development. To address these challenges, the DC Council with the Mayor and directors of DHCD, DSLB, DOES, and DCSEU would work toward the following solutions.

- Consider reducing the scope of programs that achieve overlapping goals.
- Focus on workforce training. The Panel recommended doing this training within the Department of Employment Services or the Department of Small and Local Business Development rather than relying on housing to fund these programs.
- Recognize limited labor availability in trades. The Panel recommended requiring First Source rather than enhanced First Source for affordable housing development.
- Develop a clear and predictable pathway for enhanced First Source waivers when the DC labor supply is unable to meet labor demand.

## #2 – Reduce green building requirements on affordable housing

DC's green building requirements disproportionately affect affordable housing developments versus market rate housing developments. Green energy requirements in

the Green Building Act and Greener Government Building Act require affordable housing to exceed the requirements for market rate projects (EGC+ versus LEED Silver), and there are disparate impacts from Green Area Ratio (GAR) and stormwater management requirements (driven by cost of improvements rather than assessed value). The requirements can add cost and time to project development, slowing down the production of affordable housing. The DC Council with the Mayor and directors of DHCD and DOEE would be the implementors of the following recommendations.

- Align affordable housing development expectations with the building code rather than the Green Building Act. By doing so, DC government would put market rate and affordable housing on equal footing.
- Lawmakers and regulators should consider the fiscal and economic impacts of proposed policy changes. The Panel recommended modeling those impacts to learn how to best support future affordable housing developments.
- Consider developing design standards for affordable housing development rather than requiring certifications or performance standards. The Panelists cited the [Virginia Housing design standards](#) for affordable housing as a model to review.

## #3 – Reduce ancillary policy requirements on affordable housing to lower costs

Coming into this TAP, The Coalition identified how well intended local policies have produced undue burdens on developers and driven up per-unit costs. By reducing ancillary policy requirements on affordable housing, developers can produce additional units at lower cost. DHCD with other agencies partners would be primary implementors of the following recommended actions.

- Incentivize more cost-effective housing through the QAP / RFP processes. Consider the existing neighborhood amenities available to future residents and set a maximum square footage for amenity load. By providing amenity standards, DHCD would help developers focus project subsidy on housing production rather than ancillary uses.
- Remove the requirement for Permanent Supportive Housing (PSH) in every affordable housing development. The Panel recommended creating a set-aside for PSH projects within the QAP / RFP process and having DHCD and agency partners consider a minimum number of PSH units in a property to get economies of scale in on-site case management. DHCD would confirm alignment and availability of Local Rent Supplement Program (LRSP) resources and overall target for PSH units via the RFP, and make this clear up front, so projects can plan PSH accordingly. This is not to stop or

reverse the progress that has come to PSH programming through the RFP, but The Panel made this recommendation to make it more strategic and intentional.

- Identify ways for resident services to be funded through identified third-party and non-housing funds. Funding for resident services is often hard to come by and not sustainable. The Panel recommended counteracting this trend by empowering DHCD with DCHFA and DHS to identify public and private funds for this effort.
- Collaborate with MPD to save money on building security. Security requirements are currently funded from building owners' operating expenses and building operators have encountered legal issues with armed security on property. The Panel recommended finding ways to partner and share information to proactively keep buildings and their surroundings safe for tenants and building staff.

## V. Support Ongoing Education

Affordable housing development is complex and needs a variety of stakeholders to be successfully implemented and operated. The Panel recommended educating stakeholders early, often, and continuously to ensure that all parties are knowledgeable about the process, policies, and resources available to develop affordable housing. The following recommendation is paramount to success.

### #1 – Develop a shared value of affordable housing's importance in DC

The Panel recommended that The Coalition could lead continuing education sessions and produce educational materials with partners like the Office of the Deputy Mayor for Education (DME), developers, licensed property managers, University of the District of Columbia, and lenders / bankers that provides stakeholders with up-to-date information about how to successfully navigate the development process and create more affordable housing.

- Establish regular and ongoing education for elected officials and other key commission personnel. These personnel could be members of the Board of Zoning, Historic Preservation Review Board, Commission on Fine Arts, Advisory Neighborhood Committees, etc. and the curriculum would be centered on how to develop affordable housing in DC.
- Create an education guide that identifies topics and learning objectives. The Coalition would be the primary implementer, and it would partner with experienced stakeholders who can provide real-world education through webinars, panel discussions, onsite tours, case studies, and roundtables.

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# Conclusion

## **DC has an affordable housing crisis.**

There is not enough affordable housing available for renters and potential owners throughout DC and the cost of housing production is unreasonably high as compared to neighboring municipalities and peer U.S. cities. This lack of supply contributes to renters and owners feeling cost burdened, a diminishing population of DC's skilled labor force, negative health impacts for residents, and a lack of opportunity for economic mobility for individuals and families. The high cost of production results in market limitations of what types of housing can be provided and where.

As a nonprofit organization, The Coalition can share the Panel's findings and recommendations with their members, prioritize them and advocate to the next DC Mayor and Councilmembers for the priorities. The Panel is unified in how important the timing of this leadership transition moment is to set the course for how the DC Government and partners will supply, operate, and preserve affordable housing for years to come.

The five overarching key recommendations detail actionable steps that The Coalition, DC Government and other public and private sector partners can take to supply more affordable housing in DC. In addition, the Panel prepared an implementation matrix of immediate-, short-, medium-, and long-term actions that affordable housing partners should take to accomplish the goals outlined in the introduction of this report. (The implementation matrix can be found in Appendix II.)

While many of the recommendations require long-term administrative or legislative action, there are many immediate process improvements and tactical efforts that The Coalition and partner organizations and DC government agencies and the DC Council and Mayor can act on now. The Panel recognizes the unique position that the DC government and its private sector partners are in to demonstrate leadership on this issue; locally, regionally, and nationally. With these recommendations and the recent attention from both the Mayor and Council to housing cost drivers, DC can emerge from this affordable housing crisis with new tools, processes, policies, and, most importantly, a supply of affordable homes.

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# Appendices

## Appendix I: Glossary

AMI – Area Median Income

ANC – Advisory Neighborhood Council

AHEP - Affordable Home Electrification Program

CBE - Certified Business Enterprise

DCHA – DC Housing Authority

DCHFA – DC Housing Finance Agency

DCSEU - DC Sustainable Energy Utility

DDOT – District Department of Transportation

DHCD – DC Department of Housing and Community Development

DHS – Department of Human Services

DME – Deputy Mayor for Education

DMPED – Deputy Mayor of Planning and Economic Development

DOB – District Department of Buildings

DOEE – District Department of Energy and the Environment

DOES – DC Department of Employment Services

DOPA – District Opportunity to Purchase Act

DPR – Department of Parks and Recreation

DSLBD – DC Department of Small and Local Business Development

Davis-Bacon - The Davis-Bacon Act

GAR - Green Area Ratio

GDP – Gross Domestic Product

HPTF – Housing Production Trust Fund

LEED - Leadership in Energy and Environmental Design

LIHTC – Low Income Housing Tax Credit

LPA - Limited Partnership Agreement

LRSP - Local Rent Supplement Program

MOLC – Mayor’s Office of Legal Counsel

MOTA - Mayor’s Office of Talent and Appointments

MPD – Metropolitan Police Department

OAG – Office of the Attorney General

OAH – Office of Administrative Hearings

OCFO – Office of the Chief Financial Officer

OFRA – Office of Federal and Regional Affairs

OP – DC Office of Planning

OSA – Office of the Senior Advisor

OTA – Office of the Tenant Advocate

OTR – Office of Tax and Revenue

P3 – Public Private Partnership

PSH – Permanent Supportive Housing

QAP – Qualified Allocation Plan

RFP – Request for Proposal

RTC - Resolution Trust Corporation

SAFI – Site Acquisition Funding Initiative

SBE – Small Business Enterprise

TAP – Technical Assistance Panel

TOPA – Tenant Opportunity to Purchase Act

U.S. HUD – U.S. Department of Housing and Urban Development

ZC – Zoning Commission

# Appendix II: Implementation Matrix

Recommendation	Phase of Implementation	Responsible Party	Key Partners/ Stakeholders	
<b>Increase Transparency, Predictability and Accountability</b>				
Maintain a public reporting of availability of all LIHTC resources including 9% LIHTC, Tax-Exempt Bond/4% LIHTC, and DC State LIHTC.	1-Immediate	DHCD	DCHFA	DCHA: DC Housing Authority DCHFA: DC Housing Finance Agency
Create right-sized standards for smaller projects, after getting input from stakeholders on how to define 'small'	2-Short-term	DOB	DHCD, DOEE	DCSEU/IEF: DC Sustainable Energy Utility DDOT: District Department of Transportation
Set specific and predictable caps on subsidy awards per unit for each funding source or property type; when prioritizing and setting cost limitations, consider that family-sized units and land in higher opportunity areas tend to cost more.	3-medium-term	DHCD	n/a	DHCD: DC Department of Housing and Community Development DHS: Department of Human Services
Develop closing timelines that can be reasonably accomplished in a specified timeframe (within 180 days for 4% & 1 year for 9%), without intermittent delays	3-medium-term	DHCD/DCHFA	DCHA	DME: Deputy Mayor for Education DMPED: Deputy Mayor of Planning and Economic Development
Adopt best practices that will provide a roadmap for determining project feasibility early	3-medium-term	DHCD/DCHFA	DOB	DOB: District Department of Buildings
Align DOB with other permitting agencies – DOEE, DDOT, DC Water, Pepco, and Washington Gas permitting processes often on different timeline than DOB.	3-medium-term	DHCD/DCHFA	DOB/DOEE/DDOT/ DC Water/Pepco/ Washington Gas	DOEE: District Department of Energy and the Environment DOES: DC Department of Employment Services
Create an empowered interagency ombudsman for housing – Similar to recently created position by the State of Maryland	3-medium-term	DMPED	DHCD/DCHFA/ DOB(All permitting agencies)	DOPA: District Opportunity to Purchase Act DPR: Department of Parks and Recreation
Establish by-right zoning for affordable housing citywide, in both single-family zoned districts as missing middle, and along commercial corridors. Provide viable alternatives to discretionary processes.	4-long-term	OP/ZC	DOB	DSLBD: DC Department of Small and Local Business Development
Reform the Velocity process to be more efficient and adequately staffed	4-long-term	DOB	n/a	MOLC: Mayor's Office of Legal Counsel
<b>Get on the Same Page Across Sectors</b>				
Limit conflicts of interest on District Boards and Commissions	1-Immediate	MOTA	n/a	MOTA: Mayor's Office of Talent and Appointments
Hold a public process with broad stakeholder engagement on a bi-annual basis to vet and generate the Qualified Allocation Plan.	1-Immediate	DHCD/DCHFA	n/a	MPD: Metropolitan Police Department
Look for opportunities to unify local funding sources: every new and additional funding source complicates the deal, adding time for a new process, additional risk, and soft costs. To the extent possible, collapse local funding sources into one streamlined source.	1-Immediate	DHCD	n/a	OAG: Office of the Attorney General OAH: Office of Administrative Hearings
Increase speed and reliability of construction draw process	1-Immediate	DHCD/DCHFA	Mayor	OCFO: Office of the Chief Financial Officer OFRA: Office of Federal and Regional Affairs
Adopt Process improvements: 30-day payment turnarounds required by Quick Payments Act Publish guidelines for draw process between agencies for transparency Standardize draw documents between DC agencies Accept one lien waiver per month from GC rather than requiring from each subcontractor	1-Immediate	DHCD/DCHFA/DOES	Mayor	OP: DC Office of Planning OSA: Office of the Senior Advisor OTA: Office of the Tenant Advocate
Require agencies such as DCHA and DHS to enforce their program participation rules when notified of criminal activities that pose risks to other tenants and property management staff	2-Short-term	DCHA/DHS	MPD	OTR: Office of Tax and Revenue SBE: Small Business Enterprise
Address the judicial appointment backlog with even greater urgency and advocacy	2-Short-term	OAG/ OSA	OAH	TOPA: Tenant Opportunity to Purchase Act ZC: Zoning Commission

Recommendation	Phase of Implementation	Responsible Party	Key Partners/ Stakeholders
Achieve an authentic compromise between tenant advocate agencies and housing providers that includes neutral legal insight	2-Short-term	Mayor's Office of Legal Counsel	Legal authority (OAG),
Consider additional best practices from other jurisdictions that enhance protections included within the RENTAL ACT.	3-medium-term	DHCD/ DMPED	OTA
Establish standard documents (agreements, covenants, etc.) for unified sources	3-medium-term	DHCD/ Office of the Secretary	n/a
Standardize definitions for other requirements such as Net Zero in the Green Building Act and Permanent Supportive Housing (Site Based vs. Limited Site Based)	3-medium-term	DOEE, DHS	DOB
Make project monitoring more efficient – DCHFA, DCHA and DHCD currently have a limited number of staff to do construction and compliance monitoring of projects in development. Revisit reasonable workloads to reviewers and Util; Develop standards for accepting third party reviews. Create an opportunity for preservation projects to be reviewed for multiple government resources.	3-medium-term	DHCD/DCHFA/DCHA	DOB/ DOEE
<b>Maximize Resources</b>			
Attract private and impact investor capital with predictable and transparent processes.	0-ongoing	DCHFA/ DMPED	DHCD/ DCHA
Consistently utilize revolving resources to maximize the impact of low-cost pre-development and construction funding	0-ongoing	DHCD	DC Green Bank
Have the District ensure retainage of resources through by making annual allocations and following predictable timelines.	1-Immediate	DHCD	n/a
Adjust the 47-1005.03 Nonprofit Workforce Housing tax exemption to take effect at the placement of an affordable housing covenant rather than at income certification of residents.	1-Immediate	OCFO/DMPED	n/a
Set aside sufficient HPTF, LIHTC, and LRSP resources to ensure the timely take out of revolving loan funds.	2-Short-term	DHCD	DCHA/DCHFA
Prioritize preservation which can be more cost efficient and often does not utilize competitive funding	2-Short-term	DHCD/ DOB	DOEE/ DC Green Bank/ DCSEU
Align local sources to maximize available federal sources (9% LIHTC, tax-exempt bond capacity, etc.).	3-medium-term	DHCD/DCHFA	n/a
Ensure timely revolutions of DC's revolving loan funds - DC Preservation Fund, SAFI, Energy Efficiency Revolving Loan Fund, and Resilient Housing For All Loan Fund.	3-medium-term	DHCD/DOEE/DC Green Bank	n/a
Focus on attracting impact capital and other non-LIHTC investors that bring new capital to DC's housing ecosystem.	3-medium-term	DMPED	DMPED
Structure financing to minimize funding requirements, limit stacking of multiple resources by concentrating high requirement sources in a smaller number of projects (NHTF, HOME funds, etc.)	3-medium-term	DHCD	n/a
Consider converting DC state LIHTC budget to HPTF – DC LIHTC trades at approximately \$.50 to \$.55 cents on the dollar before transaction costs	3-medium-term	DC Council	DCHFA
Focus revolving fund resources on projects which do not require future further competitive subsidy.	4-long-term	DHCD/DOEE/DC Green Bank	n/a
DOPA: Develop and implement procedures for issuing DOPA RFPs (similar to 801 R Street) Include the opportunity to provide funding and access to other resources, such as non-profit tax abatement, as part of a DOPA award. Develop process and update regulations to allow DOPA to be utilized as a landbank and prevent loss of affordability	4-long-term	DHCD	OTR/ OP/ DOB (there may some relevance to this recommendation & pending zoning changes)/ Legal (OAG)/ DPR

DCHA: DC Housing Authority  
DCHFA: DC Housing Finance Agency  
DCSEU/IQEF: DC Sustainable Energy Utility  
DDOT: District Department of Transportation  
DHCD: DC Department of Housing and Community Development  
DHS: Department of Human Services  
DME: Deputy Mayor for Education  
DMPED: Deputy Mayor of Planning and Economic Development  
DOB: District Department of Buildings  
DOEE: District Department of Energy and the Environment  
DOES: DC Department of Employment Services  
DOPA: District Opportunity to Purchase Act  
DPR: Department of Parks and Recreation  
DSLBD: DC Department of Small and Local Business Development  
MOLC: Mayor's Office of Legal Counsel  
MOTA: Mayor's Office of Talent and Appointments  
MPD: Metropolitan Police Department  
OAG: Office of the Attorney General  
OAH: Office of Administrative Hearings  
OCFO: Office of the Chief Financial Officer  
OFRA: Office of Federal and Regional Affairs  
OP: DC Office of Planning  
OSA: Office of the Senior Advisor  
OTA: Office of the Tenant Advocate  
OTR: Office of Tax and Revenue  
SBE: Small Business Enterprise  
TOPA: Tenant Opportunity to Purchase Act  
ZC: Zoning Commission

Recommendation	Phase of Implementation	Responsible Party	Key Partners/ Stakeholders
Acquisition and Disposition: Increase the use of acquisition and disposition of land under the Quick Acquisition and Disposition (Chapter 31 C) Going beyond DC owned land, utilize ground leases in more projects to limit the use of tax-exempt bonds and resyndication acquisition costs. (Belmont Crossing)	4-long-term	DHCD	DCHFA
Adjust the 47-1005.02 tax exemption to be triggered on the placement of an affordable housing covenant rather than requiring only a subset of financing for exemption eligibility	4-long-term	DHCD	n/a
<b>Let Affordable Housing Prioritize Affordable Housing</b>			
Recognizing limited labor availability in trades, require First Source rather than enhanced First Source for affordable housing development	2-Short-term	DC Council	Mayor and Directors of DHCD, DSLBD, DOES
Develop a clear and predictable pathway for enhanced First Source waivers when the District labor supply is unable to meet labor demand	2-Short-term	DOES	Mayor and director of DOES
Consider developing design standards for affordable housing development rather than requiring certifications or performance standards.	2-Short-term	DHCD	DOB/DOEE
Identify ways for resident services to be funded through identified third-party and non-housing funds	2-Short-term	DHCD	DCHA/DCHFA/DHS
Green Building Requirements - lawmakers and regulators should consider fiscal and development economics impact of proposed changes.	3-medium-term	DC Council	Mayor and Director of DHCD and DOEE
Consider reducing scope of programs that achieve overlapping goals	3-medium-term	DC Council	Mayor and Directors of DHCD, DSLBD, DOES
Focus workforce training within DOES or DSLBD rather than relying on housing to fund these programs	3-medium-term	DC Council	Mayor and Directors of DHCD, DSLBD, DOES, DCSEU Workforce Development Program, DOEE Returning Citizens Workforce Development Program,
Incentivize through the QAP/RFP more cost-effective housing	3-medium-term	DHCD	DCHFA
Provide amenity standards to focus subsidy on housing production rather than ancillary uses	3-medium-term	DHCD	n/a
Remove the requirement for Permanent Supportive Housing in every project; Create a set aside for PSH projects within the QAP/RFP, consider a minimum number of PSH units in a property to get economies of scale in on-site case management.	3-medium-term	DHCD	DHS/DCHA
<b>Ongoing Education</b>			
Establish regular and ongoing education for elected officials and other personnel on key commissions and/or influential (ZC/BZA, HPRB, CFA, ANCs, etc.) around affordable housing.	3-medium-term	Office of the Deputy Mayor for Education (DME)	Developers, Licensed Property Managers, lenders/bankers

DCHA: DC Housing Authority  
DCHFA: DC Housing Finance Agency  
DCSEU/IQEF: DC Sustainable Energy Utility  
DDOT: District Department of Transportation  
DHCD: DC Department of Housing and Community Development  
DHS: Department of Human Services  
DME: Deputy Mayor for Education  
DMPED: Deputy Mayor of Planning and Economic Development  
DOB: District Department of Buildings  
DOEE: District Department of Energy and the Environment  
DOES: DC Department of Employment Services  
DOPA: District Opportunity to Purchase Act  
DPR: Department of Parks and Recreation  
DSLBD: DC Department of Small and Local Business Development  
MOLC: Mayor's Office of Legal Counsel  
MOTA: Mayor's Office of Talent and Appointments  
MPD: Metropolitan Police Department  
OAG: Office of the Attorney General  
OAH: Office of Administrative Hearings  
OCFO: Office of the Chief Financial Officer  
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OP: DC Office of Planning  
OSA: Office of the Senior Advisor  
OTA: Office of the Tenant Advocate  
OTR: Office of Tax and Revenue  
SBE: Small Business Enterprise  
TOPA: Tenant Opportunity to Purchase Act  
ZC: Zoning Commission

## Appendix III: List of Stakeholders

- Stacie Birenbach, Enterprise Community Partners
- Shelynda Brown, Enterprise Community Partners
- Rebecca Christian, Rise Venture Capital
- Christopher Earley, DC Department of Housing & Community Development
- Marcus Ervin, DCHFA
- Leila Finucane, Victory Housing
- Carrie Fischer, National Housing Trust
- Ryan Hand, DC Office of Planning
- Bennett Hilley, The Community Preservation Corporation
- Aileen Horn, KGD Architecture
- Scott Hutter, DCHFA
- AJ Jackson, LEO Impact Capital
- Ramon Jacobson, LISC DC
- Patrice Jennings-Dixon, KQM Enterprises
- Vonda Jones, Reno and Cavanaugh, PLLC
- Oscar Maccio, Hamel Builders, Inc.
- Chris Marshall, The NRP Group
- Patrick McAnaney, Somerset Development Corporation
- Kristin Niver, Robinson+Cole
- Art Rodgers, DC Department of Housing & Community Development
- Seva Rodnyansky, Pew Research Center – Pew Charitable Trusts
- Charles Sims, True Ground Housing Partners
- Michael Spotts, Habitat for Humanity of Washington, D.C. & Northern Virginia
- Adam Stein, BridgeWater Real Estate Brokerage
- Bobvala Tengen, Gilbane Development Company
- Moha Thakur, National Housing Trust
- Juan Pablo Vacatello, Mi Casa, Inc.
- Elise Vitale, DC Department of Buildings
- Michael Wiencek, Wiencek + Associates Architects + Planners
- Erin Wilson, DC Housing Authority
- Elin Zurbrigg, Mi Casa, Inc.

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# About the Panel

Panel Chair  
**Tracy Hadden Loh**

Fellow  
Brookings Institution  
Washington, DC



Tracy Hadden Loh is a fellow at Brookings Metro, where she integrates her interests in commercial real estate, infrastructure, racial justice, and governance. She serves on the boards of the Washington Metropolitan Area Transit Authority, Greater Greater Washington, and District Bridges. Some of her most recent work covers [early insights](#) on the impact of federal downsizing in the DMV region, as well as [tax incentives](#) and [adaptive reuse](#). Further writings include two co-authored chapters in “[Hyperlocal: Place Governance in a Fragmented World](#)” and a series on the [future of downtowns](#). She previously served two years on the city council of Mount Rainier, a small town in Prince George’s County, Maryland.

**Mary Claire Davis**

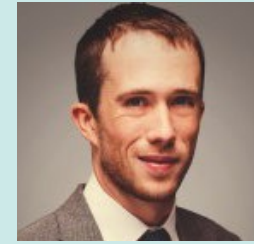
Vice President of Real Estate Development  
Affordable Homes & Communities  
Baltimore, MD



Mary Claire Davis is Vice President of Real Estate Development for Affordable Homes & Communities (AHC), joining the nonprofit housing organization in 2009. She leads development efforts for AHC in Virginia, Maryland, and DC. Prior to joining AHC, she managed affordable housing developments with Victory Housing and Wesley Housing. Mary Claire earned a master’s degree in urban and environmental planning from the University of Virginia and a bachelor’s degree in political science from Emory University. She is a member and officer of the Board of Directors for the Maryland Affordable Housing Coalition, also serving as co-chair of the Legislative Committee, and is a member of the Board of Directors for the Women’s Housing Coalition, a supportive housing provider in Baltimore. She also served on the Housing Committee for Maryland Governor Wes Moore’s transition team in 2023 and participated in the 2024 class of Leadership Maryland’s Executive Program. A native of Prince George’s County, Mary Claire lives in Baltimore City, Maryland.

**Brian Goggin**

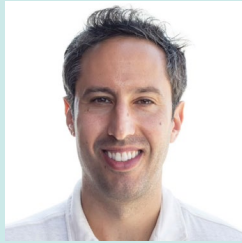
Policy & Project Manager  
True Ground Housing Partners  
Arlington, VA



Brian Goggin is Policy & Project Manager at True Ground Housing Partners, where he helps develop new subsidized affordable housing projects across the DC region. Brian also leads True Ground’s communications with local and state policymakers to promote more housing affordability across the region.

## Lee Goldstein

Director of Strategic Initiatives and Development  
Volunteers of America National Services  
Alexandria, VA



Lee Goldstein serves as the Director of Strategic Initiatives and Development at Volunteers of America National Services (VOANS), one of the largest nonprofit developers and service providers of affordable housing in the country, with over 13,000 units under ownership. Lee is responsible for spearheading strategic initiatives, sourcing grants and philanthropic capital, advancing public policy priorities, and cultivating partnerships amongst VOA's network of chartered Affiliates. Prior to Volunteers of America, Lee worked as a consultant providing development advisory services to Public Housing Authorities repositioning their portfolios. Lee also spent six years working for the Government of the District of Columbia, where he led the planning and disposition process for city-owned land for redevelopment and structured public subsidies to create new mixed-income, mixed-finance housing developments in the District of Columbia under the city's New Communities Initiative. Lee holds a BA and MPA from the George Washington University, is a graduate of ULI Washington's Regional Land Use Leadership Institute and is a recipient of the 2024 Emerging Leader Award from Housing Association of Nonprofit Developers (HAND). Lee is also a member of Leadership Greater Washington's Signature Program Class of 2026.

## Ayesha Hudson

Founder and CEO  
A-Peace LLC  
Washington, DC



Ayesha M. Hudson is CEO of A-Peace LLC and a native Washingtonian who has provided hands-on asset management services for her rental portfolio since 1999, while leading a 22+ year public service career. Founded in June 2002, A-Peace LLC develops and preserves attainable housing in Washington, DC and Prince George's County, Maryland. Ayesha has incorporated renewable energy practices and urban farming into a responsive property management approach. The portfolio hosts a Community Renewable Energy Facility (CREF) under the DC Government's Solar for All Program, along with Nettie Farm, an active installation in Deanwood that produces a bountiful supply of fruits & vegetables for the community.

Prior to A-Peace LLC, Ayesha joined the District of Columbia's Fire & Emergency Medical Services (EMS) Department as a High School Cadet and later retired from the Prince George's County Fire & EMS Department (PGFD) in May 2021. During her tenure, Ayesha led the Equal Employment Opportunity (EEO) Office for nine years and redesigned the organization's Mediation Program.

Ayesha holds a Bachelor of Science in Management from the Robert H. Smith School of Business at the University of Maryland College Park. She is a licensed Property Manager, certified LEED Green Associate, and a lifelong learner who serves on various boards and committees. Ayesha enjoys spending time with her family, as well as bike riding and playing chess.

## Joseph Knackstedt

Director in Community Finance  
Capital One  
Washington, DC



Joe Knackstedt is a Director in Community Finance at Capital One, specializing in Underwriting and Portfolio Management. With 15+ years of experience, Joe has a deep background in both housing policy and finance. He previously served as Senior Housing Advisor to the DC Deputy Mayor for Planning and Economic Development and Interim/Deputy Manager of Development Finance for DHCD, where he helped oversee the DC Government's HPTF and LIHTC programs. Joe previously spent nearly a decade at KeyBank Real Estate Capital focused on LIHTC asset management and dispositions. He holds a master's degree in urban planning from the University of Kansas and a bachelor's degree in economics and international Relations from Gonzaga University.

## David Roodberg

CEO  
DJR Assoc.  
Washington, DC



David Roodberg is the CEO of DJR Assoc. David was President of The Menkiti Group, where he was responsible for overseeing all aspects of the business including development, capital, commercial real estate, and strategic planning. He was formerly the CEO and President of Horning Brothers for over 20 years. He serves on the boards of Greater Washington Community Foundation, Urban Land Institute Executive Committee in DC, Wesley Housing Development Corporation, and University of Maryland master's in real estate Advisory Board.

David has also been appointed by DC Mayor Muriel Bowser to serve on the Housing Production Trust Fund Board for Washington, DC, setting strategies for the city's investment in affordable housing. He holds a bachelor's degree from Duke University and an MBA from the University of Michigan.

## Chapman Todd

Principal  
Jaydot  
Washington, DC



Chapman Todd has 35 years of experience working on homelessness and housing issues in the District of Columbia. For the past decade, he has been the principal at Jaydot, a mission-focused social enterprise that is focused on creating supportive and affordable housing opportunities, particularly for individuals and families who have a history of homelessness. He is on the Board of Directors of the Community Partnership for the Prevention of Homelessness (TCP) and is on the Leadership Council of the DC Reentry Housing Alliance.

## Daniel Warwick

Principal  
HR&A Advisors  
Washington, DC



Daniel Warwick is a principal at HR&A Advisors' Washington, DC where he drives innovative housing investment strategies that create greater access to affordable, sustainable communities. Daniel leads the design and deployment of housing funds for public, philanthropic, and impact investor clients. His work has guided billions of dollars in affordable housing investment, leveraging both traditional tools, like tax credits, and emerging approaches beyond Low Income Housing Tax Credits (LIHTC). Currently he leads HR&A's support for the deployment of Amazon's housing fund in the National Capital Region.

In addition to his professional experience structuring affordable housing developments, Daniel was an Advisory Neighborhood Commissioner in Dupont Circle for nearly seven years where he chaired both the Commission and the development subcommittee.

Report Writer  
**Elizabeth Okeke-  
Von Batten**

Founder  
Context Ventures  
Washington, DC



Elizabeth Okeke-Von Batten is Founder of Context Ventures, an advisory and project management firm that specializes in helping municipalities, nonprofit organizations, philanthropies, and developers initiate, develop, and implement sustainable strategies for projects and programs supporting cities and their communities. Liz has over 20 years of experience working with civic leaders to deliver context-sensitive design and development solutions with clients including Urban Land Institute’s Terwilliger Center for Housing, the Climate Strong Islands Network at Resources Legacy Fund, KABOOM!, the Mayors’ Institute on City Design, Habitat for Humanity of Greater Memphis, and the Mayor’s Fund of the City of Philadelphia.

During 2008-2017, Liz worked with over 100 municipalities and their public and private sector leaders to solve their communities’ most critical urban and regional design challenges through national technical assistance and leadership development initiatives as Director of the Center for Design & the City at the American Architectural Foundation. She earned a Master of Arts degree in Historic Preservation from Cornell University and a Bachelor of Arts degree from Augustana College and is certified as a charrette facilitator by the National Charrette Institute.