

Health Center Stories:

Bread for the City, Washington DC

Bread for the City, Washington D.C., celebrated the grand opening of its new 11,000 square foot North-west Center medical facility in 2011. The new space provides nearly three times the capacity for patient visits. Although the medical facility is the centerpiece of Bread for the City's expansion, all program areas benefitted from the project. For example, the social service case managers now have private areas to meet with clients, the food pantry no longer doubles as storage space and the legal clinic has an office of its own for the first time. In the coming years, Bread for the City plans to add dental and vision services to its healthcare practice, enlarge the capacity of our food pantry, build a rooftop vegetable garden, and more. In 2011, the first dental practice opened.

Health Center Background

Bread for the City (BFC) and its predecessor partner, Zaccheus Free Medical Clinic, were founded in 1976 and 1974 respectively. Today, BFC provides vulnerable residents of Washington, DC with comprehensive services, including medical for adults and children as well as food, clothing, and legal and social services/case management.

In 2011 Bread for the City's 63 dedicated staff and more than 300 regular volunteers served over 58,000 unique low-income D.C. residents, at a rate of 10,000 elderly, disabled and families every month. This includes the medical clinic, which currently sees over 2,500 patients annually for over 6,800 patient visits.

BFC's medical staff includes two full time physicians, a physician's assistant, a family nurse practitioner, a clinic nurse, and 50 volunteer physicians, nurses, nurse practitioners, residents, and others. Medical services offered to clients at Bread for the City include adult general medicine, pediatrics, OB/GYN care and job physicals. The clinic provides examinations, medications, lab tests, and referrals at no charge.

Prior to expanding, Bread for the City only captured 1.2% of the medically vulnerable population in its primary service area. In 2004 the board included in the strategic plan the goal of expanding services at its NW site. In the Fall of 2005, BFC applied for and was awarded a planning grant to explore an expansion of its operations through the DC Medical Homes/DCPCA initiative.



The new Northwest Center

"Capital Link has been helpful in every phase of our 11,000 sq.ft. expansion. Initially, their staff completed a thorough need assessment underscoring the need for expanded primary care services, created a real estate development budget and operations budget that helped us secure a DC government Certificate of Need and leverage over \$5,000,000 in grants and nearly \$2,000,000 in federal tax credits."

—George Jones, Bread for the City E.D.

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The Capital Project

BFC's renovation doubled the size of its existing building, resulting in total space of 20,500 s.f. The new facility increased the health care square footage from its current 2,000 s.f. to 11,000 s.f. (medical and dental) as well as provided additional space for other services. With the help of capital grant funding through the DC Medical Homes/DCPCA initiative, BFC plans to increase annual patient visits from 6,400 in FY07 to a projected 17,700 visits by FY15.

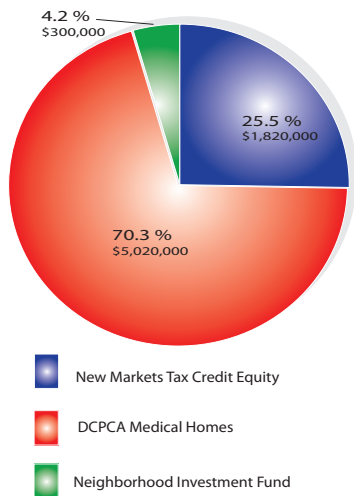
Project Financing/Funding

The majority of the project costs were for hard construction and soft costs, totaling \$4.4 million and \$1.7 million respectively. To fund the project Capital Link helped BFC secure a \$5 million DCPCA Medical Homes grant. Capital Link also guided BFC through a NMTC transaction which generated \$1.8 million in additional equity. A grant of \$300,000 from the Neighborhood Investment Fund paid for costs related to predevelopment activities.

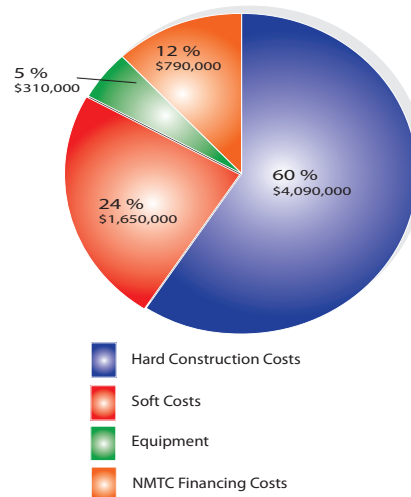
Capital Link assisted Bread for the City in its capital project from the initial work plan in 2005 to the closing of its financing in the fall of 2009, helping Bread for the City complete a market assessment, program and staff planning, space planning, business plan and preliminary and refined financial forecasts for the project.

In addition, Capital Link helped BFC determine the best structure for financing its \$6.8 million capital project. This included assisting Bread for the City in the preparation of request for proposals (RFP) from potential lenders, which Capital Link helped to evaluate. With its long experience in New Markets Tax Credit transactions, Capital Link, along with other experienced advisors, guided an NMTC allocatee through its first healthcare transaction.

Sources of Funds



Uses of Funds



"Capital Link's financial expertise in health care facility development and operations has been an invaluable aid to our plans to expand our facility and primary care practice."

—George Jones, Bread for the City E.D.