



Preservation Next California Academy

**Community Land Trusts
and Preservation - Deep
Dive**

April 6, 2023

Today's Agenda

3 PRESERVATION NEXT OVERVIEW

9 COMMUNITY LAND TRUSTS AND COMMUNITY OWNERSHIP AT ENTERPRISE

- James Yelen, Senior Program Director of Upward Mobility, Enterprise Community Partners
- Jenny Yang, Program Director, Enterprise Community Partners New York

16 CLTS AND PRESERVATION: REFLECTIONS FROM THE FIELD

- Francis McIlveen, Land & Liberty Consulting and formerly of Northern California CLT
- Sua Hernandez, El Sereno CLT
- Saki Bailey, San Francisco CLT

PANEL Q&A AND DISCUSSION

43 PREVIEWING THE NEXT SESSION: POLICY AND ITS IMPACTS ON PRESERVATION

A Special Thank You to the Funders of Preservation Next

MacKenzie Scott



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PERMANENTE®**

BMO



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 **Enterprise®**

PRESERVATION NEXT

Preservation Next Overview

Preserving Affordability in Small to Medium Multifamily Properties and Protecting Residents from Displacement

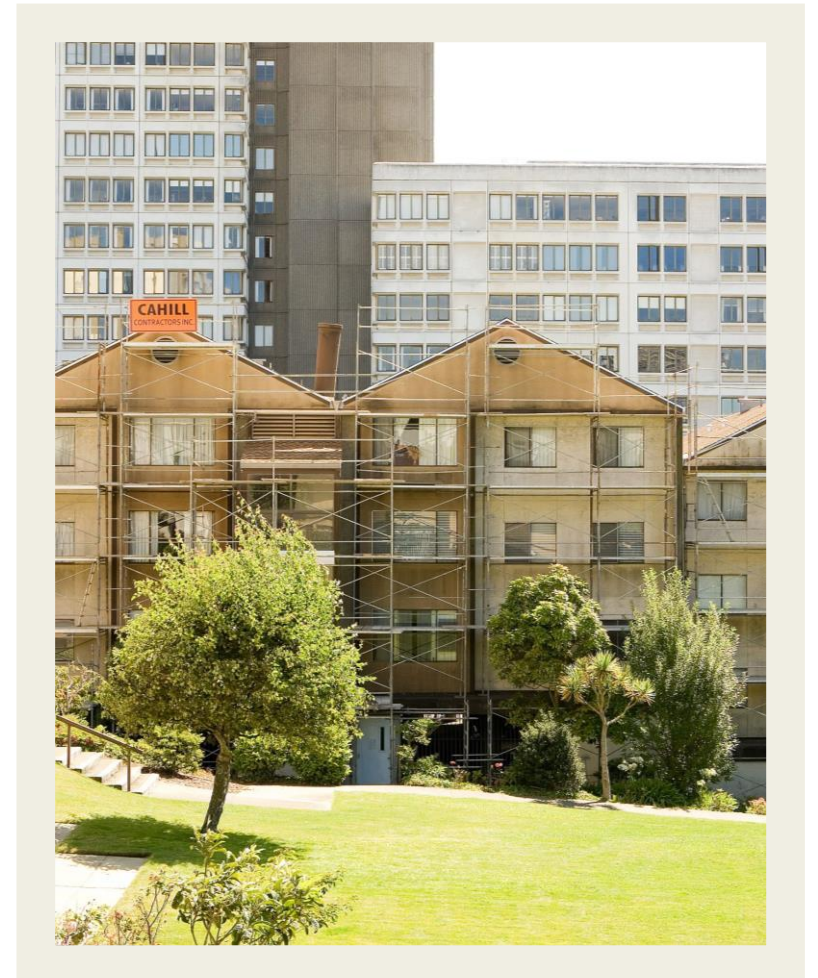
Solutions at the intersection of renter and owner stability to promote an eviction prevention-first approach

Through **Preservation Next**, Enterprise is committed to preserving affordable small to medium multifamily homes and ensuring that residents have access to safe, healthy, and resilient places to live.

To truly preserve these homes and protect affordability for residents now and into the future, we must:

- Protect existing affordability where it currently exists.
- Provide housing stability and prevent displacement of existing residents and families.
- Invest in healthy, sustainable, and resilient homes.
- Foster responsible stewardship by mission-aligned owners.

Small and medium sized properties provide a crucial foundation for affordable housing in this country: 80 percent of homes in these buildings are available to people who earn less than 80 percent of the area median income



Meet Our Preservation Next Team

National Staff



Sara Haas

ENTERPRISE, SENIOR DIRECTOR, SOUTHEAST

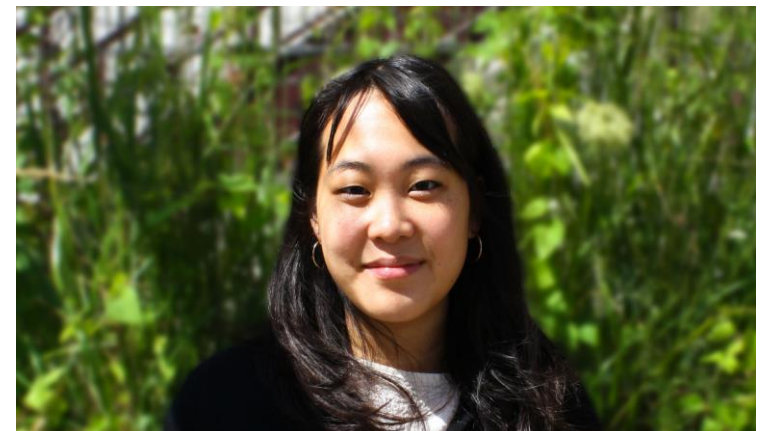
At Enterprise, Sara leads affordable housing preservation programming in Miami and Atlanta, the Keep Safe Florida Resilience program, and the National Preservation Next program. Prior to joining Enterprise, Sara developed and managed national AmeriCorps VISTA programs at Habitat for Humanity International and Points of Light. Sara lives in Atlanta with her husband Stew, son Eli and dog Dolly Parton.



Meaghan Vlkovic

ENTERPRISE, VP AND MARKET LEADER, SOUTHEAST

Meaghan leads Enterprise's programmatic work in the Southeast region, focused on providing an array of resources to affordable housing and community development partners. This includes capacity building assistance for proactive preservation and production of housing, and helping communities plan for future development, such as transit-oriented development opportunities.



Jessie Wang

**ENTERPRISE, PRESERVATION FELLOW,
PRESERVATION NEXT**

At Enterprise, Jessie supports program development and delivery for the National Preservation Next program. Prior to joining Enterprise, Jessie conducted applied research and technical assistance to assist a variety of community-based organizations and affordable housing advocates in Chicago, where she resides.

PRESERVATION NEXT

Meet Our Preservation Next Team

Northern and Southern California Market Staff



Ruby Harris

SENIOR DIRECTOR OF CAPITAL SOLUTIONS AND PARTNERSHIPS, SOUTHERN CA

At Enterprise, Ruby is a thought partner with CBOs and tasked with creating new capital pathways to increase affordable housing. Ruby joins Enterprise with 22 years of experience in the community development field. Her experience ranges from nonprofit management, program and product design, public policy, and lending to grant-making. Notably, Ruby launched the Small Sites Program for the City and County of San Francisco, a \$100M endeavor to preserve NOAH properties.



Caroline McCormack

DIRECTOR OF PRESERVATION, NORTHERN CA

Caroline oversees the Northern CA office's work to advance preservation policies, capital, and tools. Before Enterprise, Caroline was the Program Manager for the San Francisco Mayor's Office of Housing's acquisition and anti-displacement financing programs, including the \$170M Small & Big Sites Program and the \$260M Preservation and Seismic Safety Program. In addition, Caroline was one of the lead underwriters implementing the City's portfolio preservation strategy for its 23,000 existing affordable homes.



Elizabeth Richards

SENIOR PROGRAM DIRECTOR, SOUTHERN CA

Elizabeth Richards is Senior Program Director for Enterprise Community Partners in Southern California, managing the Local Rental Owners Collaborative initiative in partnership with the Chan Zuckerberg Initiative. Elizabeth's twenty-year career in affordable housing began in Chicago with a focus on supportive housing, policy, and finance. She's been with Enterprise for ten+ years and has worked nationally across Enterprise markets.



Geeta Rao

SENIOR DIRECTOR, NORTHERN CA

At Enterprise, Geeta oversees the Northern CA office's programmatic work and operations. She brings 20 years of experience in affordable housing and community development: program design and implementation, policy development, technical assistance, and legislative advocacy. Geeta serves on the leadership team of Bay Area Housing for All (BAHA), an effort to place a \$10-20 billion housing measure on the 2024 ballot for the San Francisco Bay Area, and led Enterprise's co-sponsorship efforts of AB 1487, which created the Bay Area Housing Finance Authority (BAHFA).

Join Us!

California Preservation Academy Sessions

**November 2022 –
June 2023**

Dates	Sessions
November 3, 2022	Preservation Academy Kickoff
November 17, 2022	Preservation Deals: Organizational Sustainability and Business Planning
December 1, 2022	Acquisition, Property Identification, and Evaluation of SMMF Properties
January 12, 2023	Financing SMMF Preservation
February 2, 2023	Sustainability and Health Considerations for SMMF Preservation
February 23, 2023	Navigating Rehabilitation of SMMF Properties
March 16, 2023	Preservation Development Models
April 6, 2023	Community Land Trusts and Preservation: Deep Dive Special Session
April 27, 2023	Policy and Its Impacts on Preservation
May 18, 2023	Property and Asset Management
June 8, 2023	Housing Stability and Eviction Prevention

We Want To Hear From You

Access our poll in the chat!

Introducing Our Speakers

Community Land Trusts and Ownership at Enterprise



James Yelen

ENTERPRISE, SR. PROGRAM DIRECTOR

James is a Senior Program Director on Enterprise's national Upward Mobility team. He focuses on the role that community wealth building and inclusive capital strategies can play in advancing economic opportunity, resident power-building, and a sense of belonging for the variety of communities Enterprise works with. He does this through policy development and research, organizational technical assistance, and facilitating collaborative partnerships. James recently served as a site coordinator and capital team representative for the Strong, Prosperous, and Resilient Communities Challenge (SPARCC) and previously led the Enterprise Northern California office's Housing Preservation program.



Jenny Yang

ENTERPRISE, PROGRAM DIRECTOR

Jenny is a Program Director for the Neighborhood Impact Program in Enterprise's New York market, where she manages several initiatives that build the capacity of community-based and affordable housing organizations to successfully steward their internal operations and housing portfolios. At Enterprise, Jenny has designed and implemented new initiatives to preserve affordable housing in distressed and gentrifying neighborhoods in New York State, including the Community Land Trust Capacity Building Initiative and the Anti-displacement Learning Network. Prior to joining Enterprise, Ms. Yang interned with the State of New York Mortgage Agency, the New York City Department of City Planning and the Local Initiatives Support Corporation.

Community Land Trusts: Preservation and Upward Mobility



*As defined by the US Partnership on Mobility from Poverty as economic success, power and autonomy, and being valued in community.

Community Land Trusts: Preservation and Upward Mobility

- Permanently affordable land stewardship
- Collective governance and community control
- Opportunity for resident ownership and wealth building
- Housing, commercial, green space, and other community assets
- Part of the spectrum of housing models



Community Land Trusts **at** Enterprise Community Partners

- Strong Prosperous and Resilient Communities Challenge (SPARCC) – grants, loans, peer learning series, and tools
- New York Community Land Trust Capacity Building Work and forthcoming CLT Development Training Series
- Los Angeles CDC-CLT Pilot and Neighborhood Exchange
- Northern California Preservation Collaboratives, Policy Advocacy and Technical Assistance
- Southeast Office work with Atlanta Land Trust
- Denver ETOD fund with Urban Land Conservancy
- Advisors Technical Assistance to Cities across the country
- And more to come...

Community Land Trusts (Los Angeles, Bay Area, and Chicago)

PROJECT SPONSOR: LA CLT COALITION, OAKLAND CLT, NORTHERN CALIFORNIA CLT, & HERE TO STAY CLT

PROJECT TYPE: GROWING COMMUNITY LAND TRUSTS PURSUING ACQUISITION-REHAB PRESERVATION

PROJECT DESCRIPTION AND IMPACT

All six of the SPARCC geographic regions used CLTs as a residential development tool. Here we highlight 4 examples, each of them led by CLTs that have acquired and are rehabbing existing housing.

SPARCC SUPPORT

\$750k grants and recoverable grants to Oakland Community Land Trust

\$500k recoverable grants to Los Angeles CLT Coalition for pre-development and earnest money deposits, with over \$400k recycled back to SPARCC.

\$143k in grants to Here to Stay CLT for affordable homeownership and legal assistance

\$500k in grants and a **\$1.6 million loan** to Northern California Land Trust



Funding Sources Secured and Pending

CLT projects supported by SPARCC drew upon a creative mix of capital to acquire and stabilize residential properties in multiple cities. This included conventional CDFI loans, crowd-sourced community loans, private donations, city and county subsidies, and federal grants.

Outstanding Funding Needs

Due to a lack of dedicated public subsidy programs and tailored private financing for the CLT model, these organizations have a great need for **flexible acquisition loans and grants** that can help communities buy time as they assemble more permanent resources and work with residents to prepare for potential homeownership.



[Link to LA CLT press coverage](#)

[Link to SPARCC video feature on Oakland CLT](#)

For more information, please contact **Kristin Horne of Here to Stay CLT** at khorne@heretostayclt.org and **Sandra McNeill, California CLT consultant** at sandramcneillconsulting@gmail.com

New York State



*159 Radcliffe Road,
Island Park – before and
after*



304 East 126 Street

How Do CLTs Approach Preservation? In terms of:

- Organizational development and sustainability
- Project identification, resident engagement and acquisition
- Financing
- Sustainability and rehab
- Asset management, long-term stewardship, and governance

Meet Our Panelists

Reflections from the Field



Francis McIlveen

**CONSULTANT, LAND AND LIBERTY, AND BROKER,
NORTHERN CALIFORNIA LAND TRUST**

For 20 years, Francis has worked at NCLT in multiple capacities, and currently serves as the organization's real estate broker. He mostly recently served as NCLT's co-director, and in his other roles, he oversaw NCLT's real estate transactions and provided TA to emerging CLTs. Francis continues this work as an independent consultant, where he coaches CLTs and advocates to further the mission of CLTs through policy and finance.



Sua Hernandez

**DIRECTOR OF HOUSING RESILIENCE, EL SERENO
COMMUNITY LAND TRUST**

Sua is El Sereno CLT's Director of Housing Resilience. Sua began her career in the affordable housing industry in the late '90s after an ELACC organizer introduced her family to the organization and politics of economic justice. The awareness she gained from that experience is the foundation through which she understands the systemic inequities that plague communities of modest means that lead to housing insecurity.



Saki Bailey

**EXECUTIVE DIRECTOR, SAN FRANCISCO
COMMUNITY LAND TRUST**

Saki is the Executive Director of San Francisco Community Land Trust (SFCLT). Her work as an attorney, policy advocate, and researcher on shared equity ownership models offers her a unique perspective on the theory and practice of community land trusts. Saki is also an educator and trainer on community land trusts, coops, and other shared equity ownership models.

CLT Network Members

At a Glance

1. 26 CLTs
2. 3,488 residents
3. 1,500 units
4. In 21 counties

Capacity:

163 Board Members

82 Staff

Average 3 staff per org

& 6 Board members per org



HOW WE WILL DO IT

Funding Landscape - Statewide

\$500M

FIHPP FUND

Provide debt, and/or grants for a) foreclosed 1-4 unit properties, and b) distressed MFH rentals up to 25 unit; Expected early 2024 / late 2023

\$500M

CAPP

Community Anti-Displacement & Preservation Program; currently in budget bill & SB225, and passage this year not likely; 5+ MFH properties, 'low cost' acquisition funding

SB 584

LABORFORCE HOUSING

Tax on Airbnb for laborforce housing/social housing (including CLTs/preservation); no est revenue yet; more likely to pass than CAPP this session.

AHP

FEDERAL HOME LOAN BANK

Targeting new construction or major rehab; ~ \$20 - 40K per unit, very competitive

CalHome

DOWNPAYMENT ASSISTANCE

Up to \$100K DAP for homebuyers of single family homes (e.g. detached or condo); opportunity for advocacy for coops

AHSC/SGC

<https://sgc.ca.gov/programs/ahsc/resources/>

Funding Landscape - Regional

\$15M

BAHFA PRESERVATION PILOT
REAP 2.0 funds; \$250K/unit, 55 year, 3% residual receipts, option to renew Regulatory term & repayment ; maybe summer 2023; first come/first served

15% of RHR

BAHFA ANTI-DISPLACEMENT
Set asis of 15% of regional housing revenue (e.g. from future GO bond measures) earmarked for preservation/anti-displacement acq/rehab: loans, subsidy, bridge & permanent

\$90M / yr

ULA (TOTAL 900M/YR EST)
\$8M/yr capacity building funds; House LA fund; possibly up to 10% allocated to acq/rehab preservation; 10% for SFH & coop & capacity building

Measure U

MEASURE U - OAKLAND
\$350M infrastructure & housing bond passed 2022; program still being worked out.

\$13M

FRESNO REAP 2.0
Fresno Council of Government (COG) currently developing guidelines for deploying the funds; opportunity for advocacy for CLTs/preservation
<https://www.hcd.ca.gov/grants-funding/active-funding/reap/reap2.0frameworkpaper.pdf>

SCAG

<https://scag.ca.gov/reap2021>

10th St. – Anti-displacement Project - Berkeley

- Long term relationships amongst residents
- Long term tenancies (15 – 40+ years) & deeply embedded in the West Berkeley community
- Highly motivated to fight for their homes, and fear of displacement
- Effective collaboration – gave them what they needed to advocate for themselves, openly discussed their fears/concerns.
- Became the public face of the TOPA ordinance efforts in Berkeley.



10th St – Anti-displacement Project - Berkeley

	<u>USES</u>		<u>SOURCES</u>		
		City	NCLT	Bank	City
<u>USES</u>	<u>Total</u>	<u>Loan</u>	<u>Equity</u>	<u>Loan</u>	<u>Predev Loan</u>
	-	-			-
Total Acquisition Costs	1,885,000	650,000	5,000	1,230,000	-
Total Residential Const Costs	636,281	519,323	7,854	-	-
Total Const Contingency Costs	70,920	63,163.02	7,757		
Total Architectural Fees	56,640	37,140			19,500
Total Survey & Engineering Costs	12,500		5,000		7,500
Total Construction Financing Costs	77,547	77,547	-	-	-
Total Permanent Financing Costs	57,363	-	6,800	50,563	-
Reserves:	-				
Operating Reserves	17,797	17,797			
Replacement Reserves		91,256			
Total Reserve Costs	109,053	109,053	-	-	-
Total Other Costs	110,014	96,414	1,600	-	12,000
Total Soft Cost Contingency	31,350		31,350		
Total Developer Fee	152,028		152,028		
Total Const Manager	25,500	12,000	6,000		7,500
Total Outside Const Inspector	6,000	6,000			
Total Soft Costs	569,094	325,515	192,578	-	51,000
TOTAL PROJECT COSTS	3,241,696	1,570,640	227,389	1,284,563	50,000

FRANCIS MCILVEEN

LAND + LIBERTY

LAND-LIBERTY.COM

Email: francis.land.and.liberty@gmail.com

California CLT Network – Real Estate Technical Assistance Program (for Members of the CACLTN Network):

<https://www.cacltnetwork.org/real-estate-technical-assistance-program/>

One on One (i.e. One on organization) assistance with your specific needs:

- Assessing the feasibility of potential new projects
- Assembling financing & subsidy needed for new projects
- Plotting a plan — or process — for navigating acquisition & starting development/rehab
- Special considerations for co-op conversions, small site (non-LIHTC) projects, rehab of occupied properties, community driven projects
- Special considerations for CLT ownership models





El Sereno Community Land Trust

Our Place in Community

How we practice the craft of community resource stewardship for the public good

SUA HERNANDEZ - I SUPPORT ESCLT

April 5, 2023





In 2017, the Eastside Cafe was threatened with displacement when the owner sold the entire building to a developer. Members of the ESC launched a campaign that resulted in the successful removal of the property from the speculative market. They did so by successfully raising downpayment funds and partnering with East LA Community Corporation to support the incubation of an entity to hold and steward the property for the common good. The entity founded for this purpose is the El Sereno Community Land Trust



2017

ESC Collectives take control of community cultural arts & economic resource

2023

ESCLT restructures staffing to reflect three pillars of work

Commercial

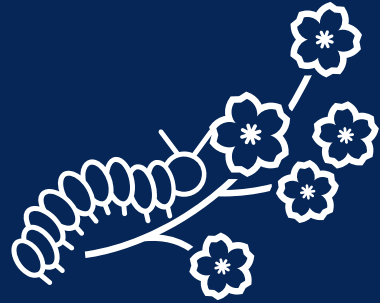


Housing



Open Space





NOURISHING OUR GROWTH

LA CLT COALITION

The foundation of our learning

Influence larger policy while building staff and organization capacity

CURRENT EFFORTS

Establish a strong regional network of shared resources and goals

Tenant Right to Purchase Act

Establishing funding & loan programs designed for CLT and other equity sharing structures

Expanding the criteria of current funding opportunities to help model qualify for funding



Set Up

Let's start at the very beginning, a very good place to start

1	Agreements	Memorialize history, expectations, outcomes, and roles
2	Roles & Revenue	Agreements include division of labor that defines compensation
3	Exit Plan	Have a plan that sunsets the CDC interest and/or involvement

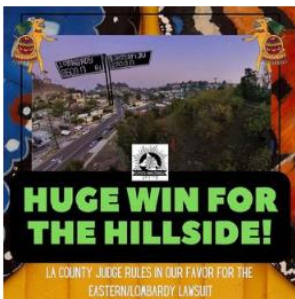
What it looks like in real life

Once upon a time 1 Meeting of the minds & a quick change of hearts

CDC Partner & Community Organizers with long relationship base their partnership on trust between org staff & individual community members. Since all agreed on a vision, many commitments were understood. At the time, this dynamic worked because of the long-established trust between both parties. CDC Partner eventually restructures, which includes a shift in staff and strategic direction. The history of the partnership between the CDC Partner and Community Organizers, including the understood agreements, are lost with the departure of critical organizational staff shaping the partnership. It takes a new team multiple years to redefine partnership and ways forward.

Once upon a time 2: Risk averse and ready to leap – where's the capacity?

CDC Partner has a deep history of incubating power-building partnerships to help grow community organizing. They have a deep desire to continue their practice of supporting local grass-roots efforts but are limited in funds and capacity. Meanwhile, emerging CLT is ready to leap into the next growth phase; staff is ready to get deals done but is limited by a lack of organizational experience and years in operation. Through a regional CLT/CDC coalition, both organizations build a strong understanding of complementing strengths. CDC partner agrees to support the CLT partner with technical assistance and experience requirements if the CLT can commit to being fully responsible for the deal's progress and risk from acquisition through operations. The development fee is fully allocated to the CLT partner to support the organization with operational funds. The CLT partner provides CDC with affordable consultant fees for TA assistance, and the CDC can continue with its mission. The CLT gains experience by being the primary manager of the process.



In the last three years, we have learned that our place in the community is ensuring sustainable stewardship of safe community spaces to share life, home, sustenance, and self-determination, aka Asset & Property Managers maintaining community resources

Key distinctions

- Disposition is not part of our sustainability plan we commit to steward in perpetuity. In this scenario the property exists in operations almost exclusively; milestone usually cyclical capital improvements.
- Stewardship goes beyond blended asset management practices and includes the residents as active participants in influencing management practices and can accommodate shared ownership and stewardship structures.

• Did I mention this whole perpetuity thing?

Wait, what about the whole perpetuity situation?

- Organizational structure demands flexibility with a strong core to accommodate organization expansions and contractions.
- Its not about the question it about the *questions...they never end...* Establishing strong accounting and assessment foundations is crucial

**Questions we
have, solutions
we seek**

**Resources
we've found
useful**

- What are the number of labor hours needed at each phase of the life of the property?
- Labor hours include compliance oversight, operations, and maintenance?
- What are best practices to build in transparency and continuity?
- What are the revenue opportunities in the acquisition and development phase of a property?
- Who's gonna be running the show in 100 years – best case / worst case and what are the bare minimum needs to meet our fiduciary responsibilities?

[California CLT Network](#)

March 21, 2023- CACLTN Teach-In: Staffing Considerations For CLTs

- [Recordings](#)
- [Presentation Slides \(English\)](#)
- [Staffing Resource Tool \(English\)](#)

San Francisco Community Land Trust

SFCLT 20 years in the Making

Preservation Next Series, Enterprise
Community Partners 04/06/23



**Saki Bailey,
Executive Director**



SFCLT Vision & Strategy

- Founded in 2003, SFCLT is a majority women and BIPOC led organization creating BIPOC homeownership in SF through the LEHC and CLT model.
 - Today SFCLT owns 14 Permanently Affordable Properties across SF with 145 units in its portfolio.
 - A true “small sites” developer. The majority of our buildings have less than 12 units.
 - 70% of our residents identify as BIPOC and represent an average AMI of 55%.
-



SFCLT Ownership & Management



SFCLT is a 501c3 non-profit corporation with the charitable purpose of creating affordable housing.



As a Community Land Trust and membership organization, the board is democratically elected by the General Members with representatives from:

1/3 General Members
1/3 Public Members, and
1/3 Lessee or Resident members.



While most of our properties are owned directly by SFCLT and operate as permanently affordable rental properties, some of our properties are cooperatives, and are incorporated as their own LLC, 501c3, or 501c4, which owns the building or “structure,”

The Success Story of Columbus United Cooperative

- SFCLT's 1st Project in 2009 after 6 years of organizing.
- SFCLT at the time had only 1 staff person and an all volunteer working board.
- Early POC tenant organizing against displacement.
- Creation of 21 units of LEHC homeownership; \$7.6 million purchase; Creative financing leveraging public dollars: 6 other funding sources other than city seismic program.
- Achieved financial sustainability within five years and not 1 cent of covid arrears during the entire pandemic.
- Today the value of a membership share is \$14,093. The most affordable form of homeownership in SF.

Small Sites Program

Legislation passed in 2014 to protect affordability in smaller buildings between 5-25 units (expanded to 3-40 units)



Community Opportunity to Purchase Act

- Legislation passed in 2019 which requires all sales of multi-unit buildings 3 units or greater to first notify Qualified Non-Profits of their intent to sell the building

The Challenges & Opportunities of COPA and SSP

Challenges

The astronomical price of land and housing

COPA Timelines

80% of Tenant Participation

Limited Amount of Funding

Opportunities



Active Tenant Community



Highest amount of subsidy per unit in the country



Prop I funds \$170 million/year



CDC/CBO Eco-system

SFCLT in 2023

- 2nd Largest SSP Developer
- Largest City-wide SSP Developer
- 14 buildings and counting



Courtesy of Kevin DuBay



SFCLT Organizational Challenges over the 20 year span

Ability to obtain additional and long-term local government and foundation grants to support capacity.

Access to project financing to continue to scale our real estate acquisitions to reach a sustainable number of units

Growing away from a working board towards sustaining adequate staff capacity & stable leadership

Increased need for highly specialized and technical roles

Balancing serving our existing resident population while continuing to grow.

Our Team Today

Saki Bailey,
Executive Director

Samir Habash,
Director of
Finance, Asset
Management

Kristen
Nation, Director of
Stewardship, Asset
Management

Junli Dai, Marketing
& Lease Up
Manager, Asset
Management

Emily Silagon,
Director of
Construction
Management

Sara Lope, Project
Manager

Richard Hurlburt &
Kristen Villalobos
Impact Real Estate
Broker/Attorney

Steve Suzuki,
Architect

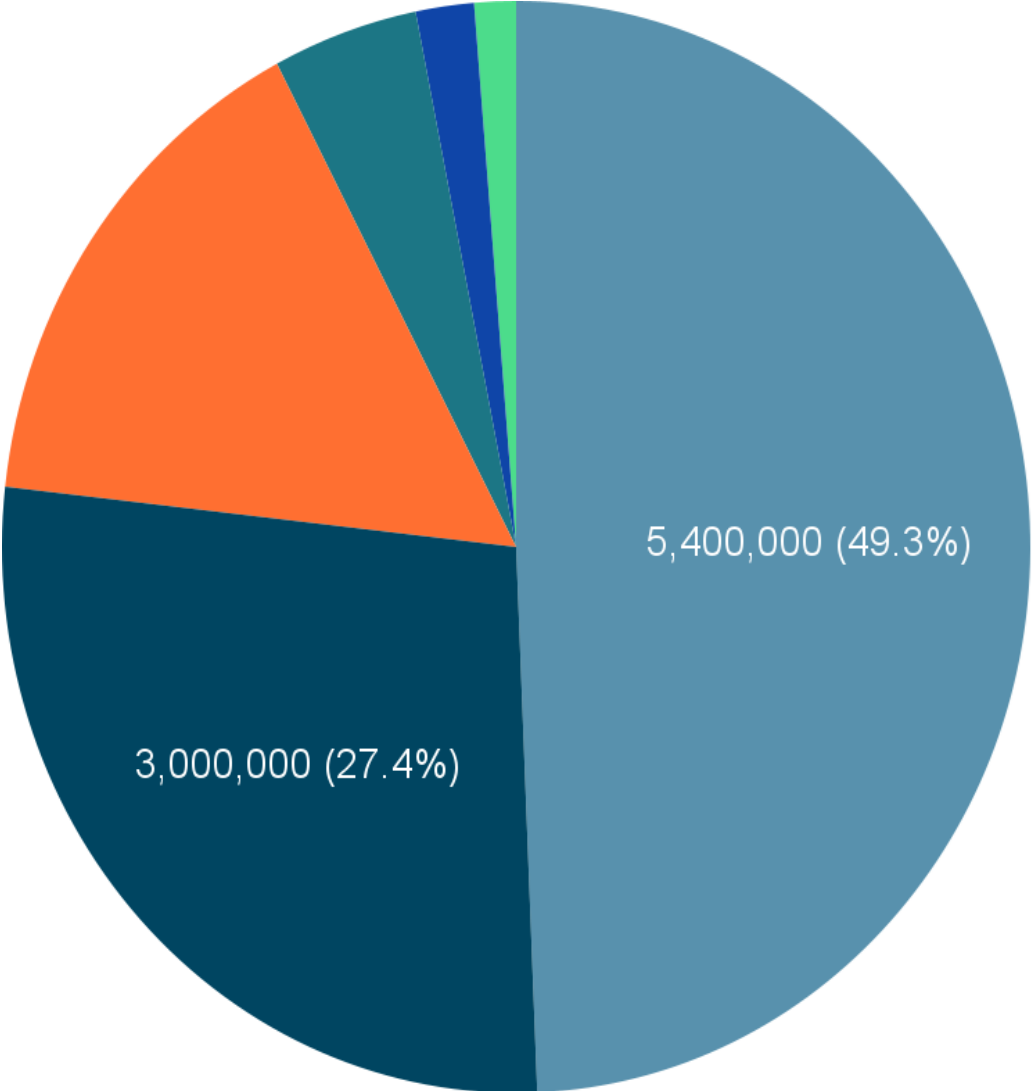
Charlotte Milner-
Barry & Daniel
Fireside,
Fundraising
Counsel

Sylvester Bongolan,
Accountant

285 Turk: Creating 40 units of BIPOC Homeownership in SF

- Exemplifies our 2021-2022 strategic priority of centering Racial Equity at the heart of our acquisition strategy
- 40 Units
- Majority Filipino, Black and LatinX community- a majority of the LatinX community are Mayan Indigenous from the Yucatan Peninsula
- \$10.4 million purchase
- 2.2 million in equity raised through donations, crowdsourcing, and individual loans towards purchase
- 5-year Timeline to LEHC conversion

285 Turk St Capital Stack



- Self Help Loan
- LISC
- Donations/Foundation
- Gap funding
- Equitable Communities Revitalization Grant
- Crowdsourcing

- \$9.3 mil Acquisition
- Post-purchase budget of \$600K
- \$200K environmental remediation
- Total of \$10.1mil

Metrics for Tracking Progress 2022-2025

of BIPOC majority buildings acquired

of BIPOC residents in our community

\$s secured for operating capacity

of projects funded, particularly through innovative financing

2 acquisitions a year

of BIPOC Hires

Hire a Finance Director

Hire an In-house Construction Manager

of residents connected to social service resources

Be a part of critical coalitions for housing justice

of BIPOC and women serving on our board

2022-2023

1 BIPOC Majority Building acquired

70% of our community identify as BIPOC

Operating Budget grew by 42%

1 Project funded without SSP financing

1 Project funded by SSP

Majority BIPOC and womyn led staff

Finance Director hired

In-house construction manager Hired

90% of residents who were behind on rent were connected to rent relief services

CCHO, SFADC, PHLA, CACLTN, REP

Majority BIPOC and womyn board

**What did you think of
this session?**

Please add your feedback here

**Join us for our next
session on April 27th!**

**Policy and Its Impacts on
Preservation**

[Register here](#)

What to Expect This Session

- Participants will gain and understanding of **key local and state preservation policies** and current policy advocacy efforts
- Participants will hear from local and state government practitioners **implementing preservation programs and administering resources**
- Participants will learn about successful policy advocacy efforts and strategies to promote a **positive enabling environment** for SMMF preservation and housing stability

Thank you

Contact Us:

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James Yelen

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Ruby Harris

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Caroline McCormack

Director of Preservation, Northern California
cmccormack@enterprisecommunity.org

Resources:

[Preservation Next California Academy Sessions](#): Registrations, recordings, and materials

[Preservation Next Small to Medium Multifamily Toolkit](#)

[Enterprise Preservation Resources](#)