



Preservation Next California Academy

Welcome to the second
session: Organizational
Sustainability and
Business Planning

November 17, 2022



Today's Agenda

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- Karoleen Feng – Mission Economic Development Agency
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- Johnny Oliver – San Francisco Mayor's Office of Housing and Community Development

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- Moderated by Ruby Harris and Caroline McCormack, Enterprise

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A Special Thank You to the Funders of Preservation Next

MacKenzie Scott



**KAISER
PERMANENTE®**



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 **Enterprise®**

PRESERVATION NEXT OVERVIEW

PRESERVATION NEXT

Preservation Next Overview

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

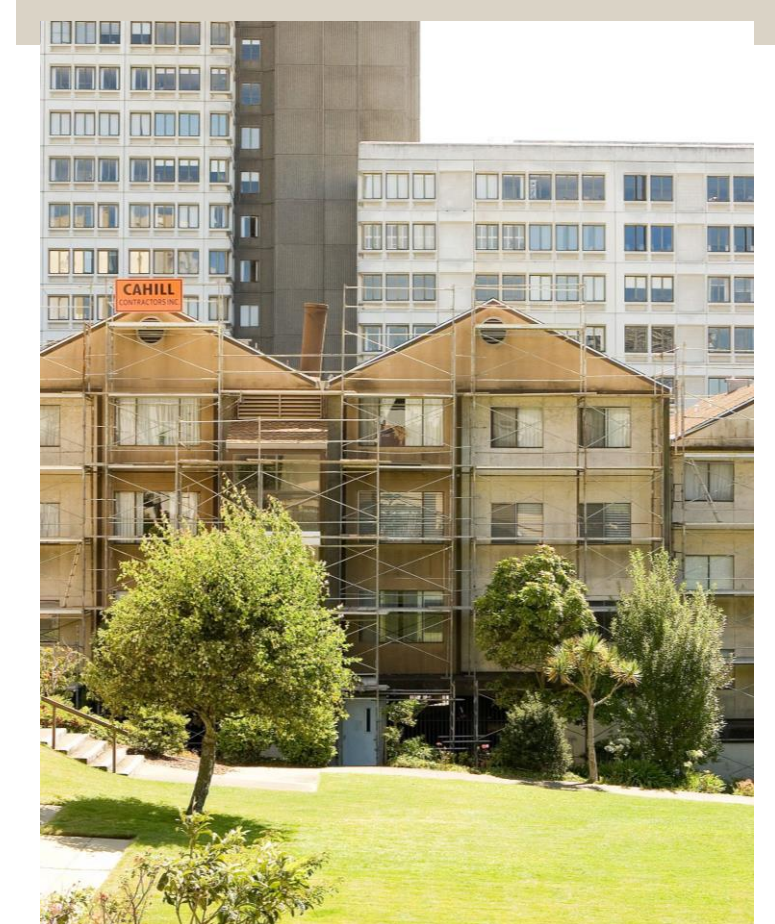
Solutions at the intersection of renter and owner stability to promote an eviction prevention-first approach

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



Join Us!

California Preservation Academy Sessions

**November 2022 –
June 2023**

Dates	Sessions
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	Navigating Rehabilitation of SMMF Properties
February 23, 2023	Sustainability, Resilience and Health Considerations for SMMF Preservation
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



Introducing Our Guest Speakers



Karoleen Feng

DIRECTOR OF COMMUNITY REAL ESTATE, MISSION ECONOMIC DEVELOPMENT AGENCY

At MEDA, Karoleen established the Community Real Estate program to reverse cultural displacement and gentrification in San Francisco's Mission District. She has been instrumental in jumpstarting MEDA's partnership with the San Francisco Housing Authority, constructing 500 units of affordable housing, and the preservation of dozens of small apartments. Karoleen has a decade of experience in affordable housing development, preciously working at East Bay Asian Local Development Corporation and Little Tokyo Service Center.



Rebecca Foster

CHIEF EXECUTIVE OFFICER, SAN FRANCISCO HOUSING ACCELERATOR FUND

Rebecca is the founding CEO of the San Francisco Housing Accelerator Fund. Since 2017, the Fund's investments have supported over 1,500 permanently affordable homes for more than 2,600 residents. Previously, Rebecca served as Director of Social Impact Investment under the late Mayor of San Francisco Ed Lee, and before that was a Vice President in Public Sector & Infrastructure investment banking at Goldman Sachs, where she raised capital for local governments, universities, non-profits, and utilities around the country.



Johnny Oliver

DIRECTOR OF PRESERVATION, SAN FRANCISCO MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

At MOHCD, Johnny oversees the City's Acquisition Rehab Program. Prior to joining San Francisco's Housing Preservation Team, he served as Associate Director of MEDA's Community Real Estate Program, where he led their housing preservation efforts with the purchase and rehabilitation of 33 sites via the Small Sites Program, preserving 286 housing units for permanent community ownership and affordability while sharing this model with other Community-Based Organizations in the preservation of at-risk communities across the city

MEDA Capacity Building Training

*Organizational Capacity Building -Fundraising,
Governance + Strategic Planning*



Mission Economic Development Agency (MEDA)
San Francisco, CA



Agenda Overview

- Introductions
- Fundraising
 - MEDA's Journey
 - Collaborative Opportunities

Governance + Strategic Planning

- MEDA's Journey
- Collaborative Opportunities
- Debrief + Check-out



Training Goals

1. Understanding how MEDA leveraged services + collective impact for housing dev

2. Ideas on seed funding for Housing Development

3. Understanding how MEDA set up governance structures to shift to housing dev

4. Clarity on what's required for various models of Housing Development

5. Clarity on next steps for capacity building



Introductions + Check In

1

Name, Role, Organization

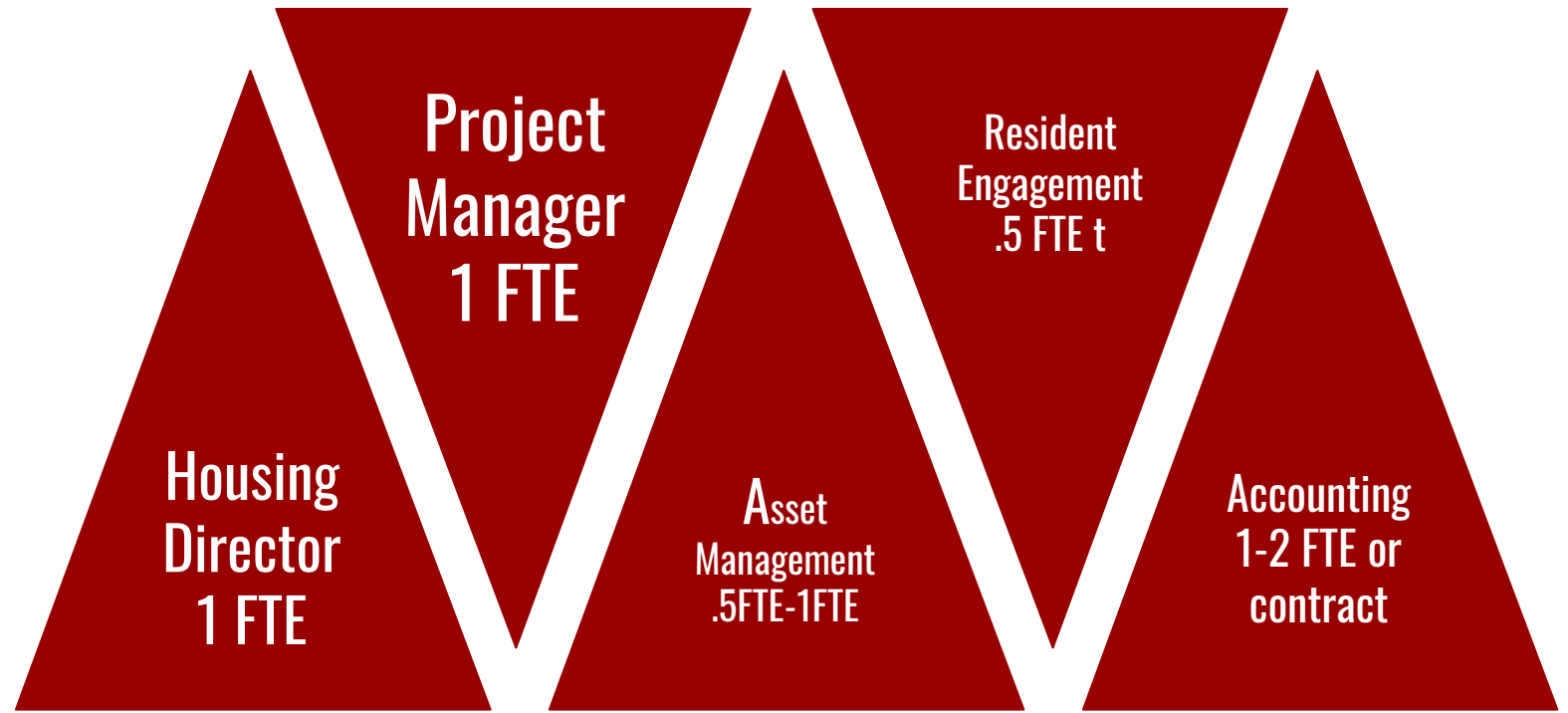
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How are you?

3

One thing you hope to take away from today?

**Startup Cost
Considerations for
Housing
Development-
Personnel**

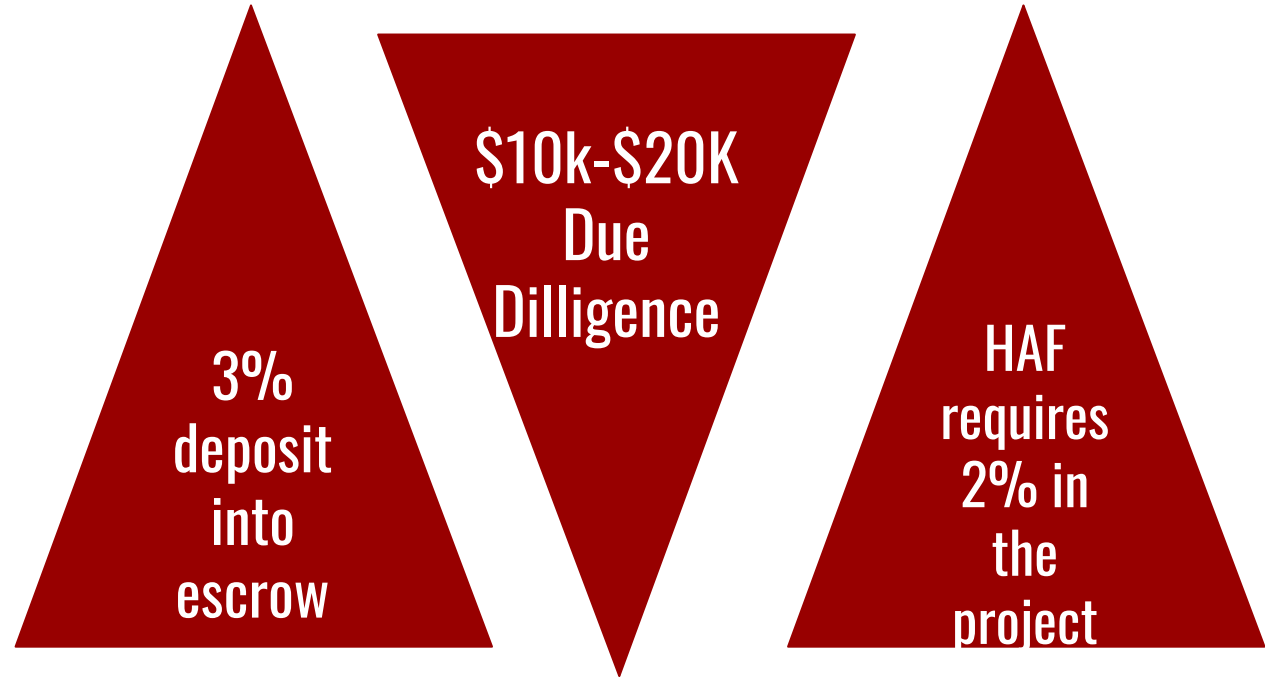


Assume \$100K-\$120K per FTE avg w benefits

Consider contractual/outourcing

Consider internal capacity/leverage or shift

**Startup Cost
Considerations for
Small Sites Housing
Development-
Additional Hard Costs**



Assume \$150K-\$200K for first 2 projects

Include in startup asks to funders

Fundraising to become a housing developer- MEDA's Journey

- Making the case - why MEDA, why now?
- Establishing the urgency
- Tied to Mission, Vision, other programmatic goals
- Leveraging Funding
- Investors
- Establishing experience with first projects
- Building capacity to apply for/manage projects



Displacement Crisis- Why MEDA, why now?

San Francisco's Mission District has always been a supportive place for low-income and immigrant Latinos. But it's now one of the most unaffordable neighborhoods in the country. In fact, 8,000 Latinos have been forced from their homes in the last decade- that's over 25% of this community.

25% Loss

-8,000 Latinos



Types of investments raised

Capital

Treated as debt

Required to pay back over long period

Generally secured against an asset

Interest terms vary

Can be interest only or interest + principal

Program Related Investment (PRI)

Treated as debt

Required to pay back, sometimes forgivable

Very low interest

Usually lent by a foundation

Tied to specific outcomes and purpose

Grants

Treated as revenue

No requirement to pay back

Based on achieving certain outcomes

Can be program specific or general support



Investments to MEDA's housing work

Capital

**Mayor's Office of
Housing & Community
Development ***

**SF Housing Accelerator
Fund (SFHAF)**

**Variety of capital
investors for new large
sites- bank, CDFI**

Program Related Investment (PRI)

**San Francisco
Foundation**

Grants

**JP Morgan Chase
Citi
Kresge Foundation
Crankstart
Promise Neighborhoods
LISC
Enterprise
US Bank (GS)
Union Bank (GS)
Kresge Foundation (GS)**



Fundraising Ideas for Seed Funding- Westside Housing Development

1

Government

2

Foundations

3

Corporations

Questions to ask

- Who cares about the issue?
- Similar investments, other neighborhoods or communities?
- Case for ROI/earned income
- Value add to direct services and family/community housing stability
- Expand existing funding
- Funder introductions
- Local individual philanthropists



Governance - MEDA's journey

- Buy in- why MEDA, why now?
- Composition & expertise of board members, board member training
- Community Real Estate Committee - board and non-board
- Risk assessment for organization, financial impact + risk management
- Risk matrix for board decision making [example](#)



Challenges and Roadblocks

- Establishing risk management systems- aligning impact of purchasing properties with impact on MEDA finances
- Board capacity + knowledge to engage in real estate efforts
- Shift in focus, added time to engage in CRE work at board level

Example: how MEDA helped SFHDC establish credit committee



Tools

Organizational Assessment

Organizational Readiness Stages



What is RBA?

Results-Based Accountability™ is a disciplined way of thinking and acting to improve entrenched and complex social problems. RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. RBA starts with ends and works backward, towards means. The “end” or difference you are trying to make looks slightly different if you are working on a broad community level or are focusing on your specific program or organization.

<https://clearimpact.com/results-based-accountability/>

Results Based Accountability



THEORY OF CHANGE



MEDA OFFERS THESE PROGRAMS,
SUPPORTED BY OPERATIONS

TO ACHIEVE THESE SIX RESULTS

AND CREATE THE CHANGE WE WANT
TO SEE, LOCALLY AND NATIONALLY.



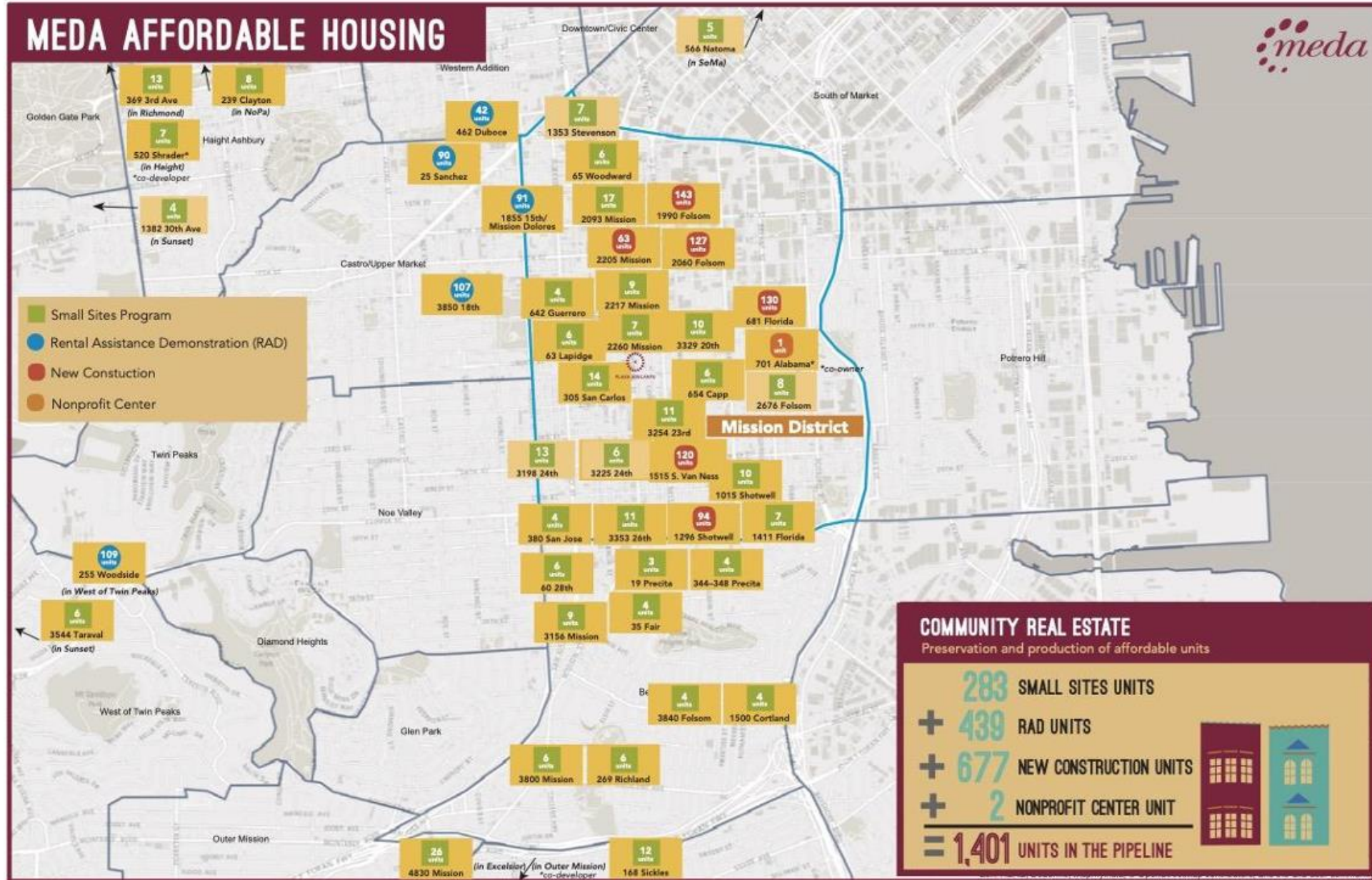
MISSION

Rooted in San Francisco's Mission District, MEDA is advancing a national equity movement by building Latino prosperity, community ownership and civic power.

VISION

We envision generations of Latino families choosing where to call home, thriving economically, succeeding in learning opportunities, and leading policy and social change toward a more equitable society.

MEDA AFFORDABLE HOUSING



Impact Since 2014

34 Small Sites Buildings

271 Small Sites Units

5 *New* affordable developments

557 New Units

439 RAD Units



Considerations - Lead agency that leads work

- Who would need to be on the Advisory board? (represented orgs)
- What would be an effective decision making structure?
- What type of staffing would be needed?
- What other infrastructure or capacity would be needed?
- Would the coalition engage in development projects as a partner?

Considerations - Build Capacity of Existing Organization

- What kind of startup funding would be needed?
- What would be the biggest risk to the organization?
- How would it be managed?
- How would buy in from governance, leadership and community be obtained?
- What resources could be leveraged?
- What additional infrastructure would be needed?

Considerations - New Housing Developer

- Who would lead on forming the new organization, legal requirements, etc?
- How would a new board be established?
- What would be built into the structure to retain community accountability/connection?
- Where would financing/seed funding be sought?
- What type of staffing and infrastructure would be needed?

Preservation Ecosystem

Legend

Launch

Year 2-5

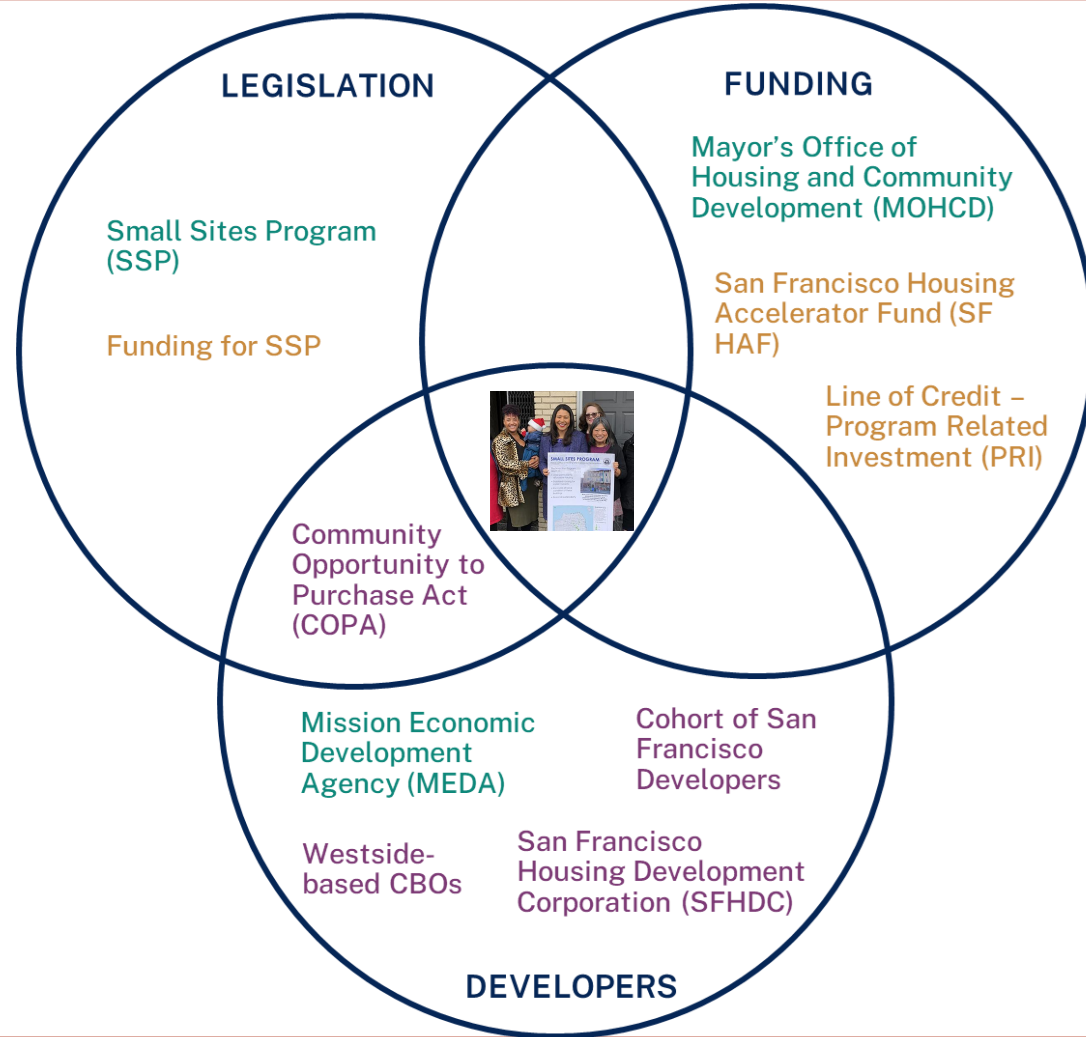
Year 5-8

Legend

Launch (2013)

Year 2-5 (2014-2017)

Year 5-8 (2018-2021)



Brainstorm for the future

- Where are you at in the ecosystem - both your role and what stage?
- How could you ignite pieces of the ecosystem?

Organizational Readiness

Organizational Readiness:	Stage 1: Early organizational development Cohort and/or peer learning	Stage 2: Early formation of real estate program Minimum for joint venture with MEDA	Stage 3: Established real estate program with pending 1-2 properties under Small Sites program Minimum for ownership share of property	Stage 4: Portfolio of 1-2 properties under Small Sites Program and regular pipeline of projects Goal to move to by end of Joint venture	Stage 5: Regular pipeline of projects and portfolio of >10 buildings under Small Sites Program Goal is sole ownership
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Organizational Assessment

Text of Survey for Organizational Assessment

Organization:

Name of Respondent:

Title of Respondent:

(the survey responses help to identify if the organization what Readiness stage the organization is in)

Section 1: Board

Question & Answer Choices	
1) Do you have a board whose mission includes nonprofit real estate development? (Y/N)	
2) How many board members have real estate experience? (e.g., broker, real estate banker, developer, architect, contractor) (0, 1, 2 or more)	
3) Do you have any board members who are active nonprofit real estate developers? (Y/N)	
4) Does the board have a formal relationship with legal counsel? (Y, one or more board members is an attorney/Yes, the board has access to	

Brainstorm for the future

- Where are you at in the ecosystem - both your role and what stage?
- How could you ignite pieces of the ecosystem?

Debrief + Check Out

1

One takeaway from today?

2

Biggest priority you identified to move the work forward?

3

What additional capacity building is needed?

Thank you!

Karoleen Feng

Director of Community Real Estate

kfeng@medasf.org





Small Sites Program Expansion

As of January 2022

Spurred by community advocacy, the Small Sites Program (SSP) launched as a \$3M preservation pilot program in 2014.

Today, SSP:

- Protects San Francisco residents with the widest range of incomes of any City housing program: extremely low-income tenants live side-by-side with middle-income tenants whose higher rents stabilize building operations and make possible very low rents for more vulnerable households
- Offers a national model for anti-displacement in high-cost and rapidly gentrifying areas
- Engages a collaborative ecosystem of practitioners
- Provides critical investments in community organizations at various stages of growth, but all of which provide vital community advocacy and assistance



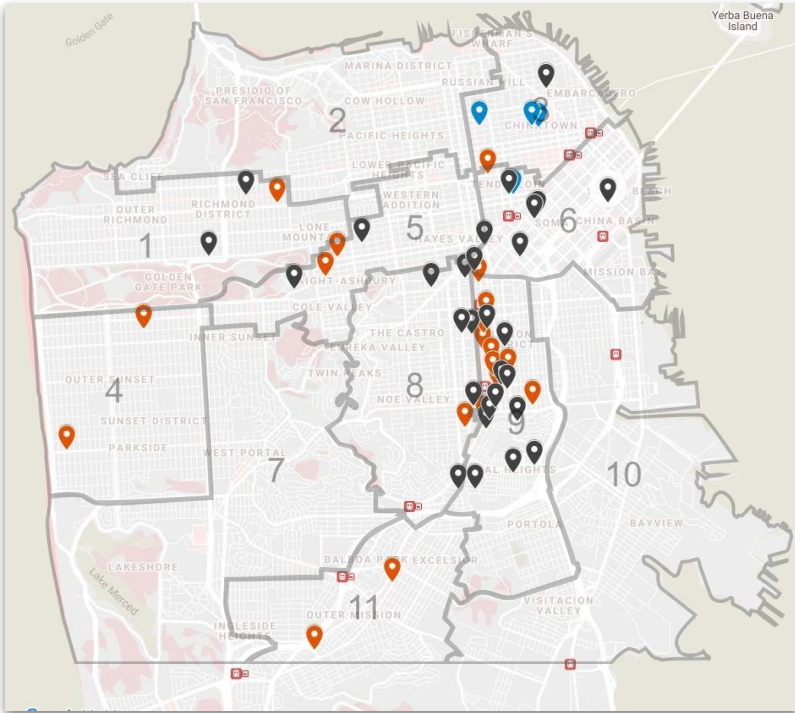
369 3rd Ave / MEDA



568 - 570 Natoma / SFCLT



SF Preservation I Map of Preservation Program Projects



ANTI-DISPLACEMENT BRIDGE LENDING HAF Financed Small Sites (5-25 units)

1	1411 Florida	MEDA	05/24/17	\$3.3M
2	305 San Carlos	MEDA	10/31/17	\$5.7M
3	60 28th St	MEDA	12/04/17	\$2.9M
4	2093 Mission	MEDA	01/04/18	\$8.8M
5	65 Woodward St	MEDA	02/22/18	\$3M
6	654 Capp St	MEDA	05/30/18	\$3.6M
7	4830 Mission	MEDA	07/25/18	\$13.2M
8	520 Shrader	SFHDC & MEDA	05/30/19	\$4.4M
9	3544 Taraval	MEDA	09/19/19	\$2.5M
10	3154-3158 Mission	MEDA	09/23/19	\$8.6M
11	369 3rd Ave	MEDA	11/01/19	\$8.2M
12	239 Clayton	MEDA	12/23/19	\$4.7M
13	3225 24th St	MEDA	01/21/20	\$3.4M
14	2260 Mission	MEDA	01/31/20	\$3.8M
15	3254 23rd St	MEDA	03/17/20	\$4.5M
16	1382 30th Ave	MEDA	06/04/20	\$1.8M
17	566 Natoma	MEDA	06/15/20	\$3.3M
18	2676 Folsom	MEDA	07/23/20	\$5.5M
19	168 Sickles	SFHDC & MEDA	03/31/21	\$5.7M
20	936 Geary	SFHDC & Novin	12/30/21	\$9.9M

ANTI-DISPLACEMENT BRIDGE LENDING MOHCD Sole Financed Small Sites (3-25 units)

1	462 Green Street	CCDC	6 (units)
2	800-810 Clement	CCDC	16
3	3800 Mission Street	MEDA	5
4	269 - 271 Richland Ave	MEDA	6
5	344-348 Precita Ave	MEDA	3
6	35 Fair Avenue	MEDA	4
7	19-23 Precita Ave	MEDA	3
8	1500 Cortland	MEDA	4
9	3840 Folsom Street	MEDA	4
10	3182-3198 24th St	MEDA	8
11	63-67 Lapidge Street	MEDA	6
12	1015 Shotwell	MEDA	10
13	2217 Mission Street	MEDA	8
14	3353 26th Street	MEDA	10
15	380 San Jose Avenue	MEDA	4
16	642-646 Guerrero St	MEDA	4
17	3329-3333 20th St	MEDA	10
18	70-72C Belcher St	SFCLT	5
19	1684-1688 Grove St	SFCLT	3
20	Merry Go Round Hse	SFCLT	14
21	151 Duboce	SFCLT	4
22	Pigeon Palace	SFCLT	6
23	4042 - 4048 Fulton St	SFCLT	5
24	534-536 Natoma St	SFCLT	5
25	1353-1357 Folsom St	SFCLT	3
26	568-570 Natoma St	SFCLT	5
27	308 Turk Street	SFCLT	20
28	Gran Oriente Filipino Hotel	MHDC	24
29	1353 Stevenson	MEDA	7

ANTI-DISPLACEMENT BRIDGE LENDING HAF Financed Big Sites (25+ units)

1	937 Clay St	CCDC	07/16/18	\$11.6M
2	270 Turk St	TNDC	03/15/19	\$24.9M
3	1535 Jackson	CCDC	05/09/19	\$7.2M
4	1005 Powell	CCDC	12/27/21	\$16.1M

HAF Financed Key: Portfolio // Repaid

The Preservation Program has created hundreds of jobs, improved / preserved over 1,000 quality homes, and stabilized families and communities.



HAF's 2021 Impact Snapshot



2350

Residents
with Permanent
Affordability



1448

Affordable
Units, New +
Preserved**



1,148

Homes
Stabilized in
Gentrifying
Neighborhoods



\$165K

Pediatric health
savings from
living in a lower
poverty area
(annual)



\$35K

Boost in
Lifetime
Earnings for
Each Child
Housed



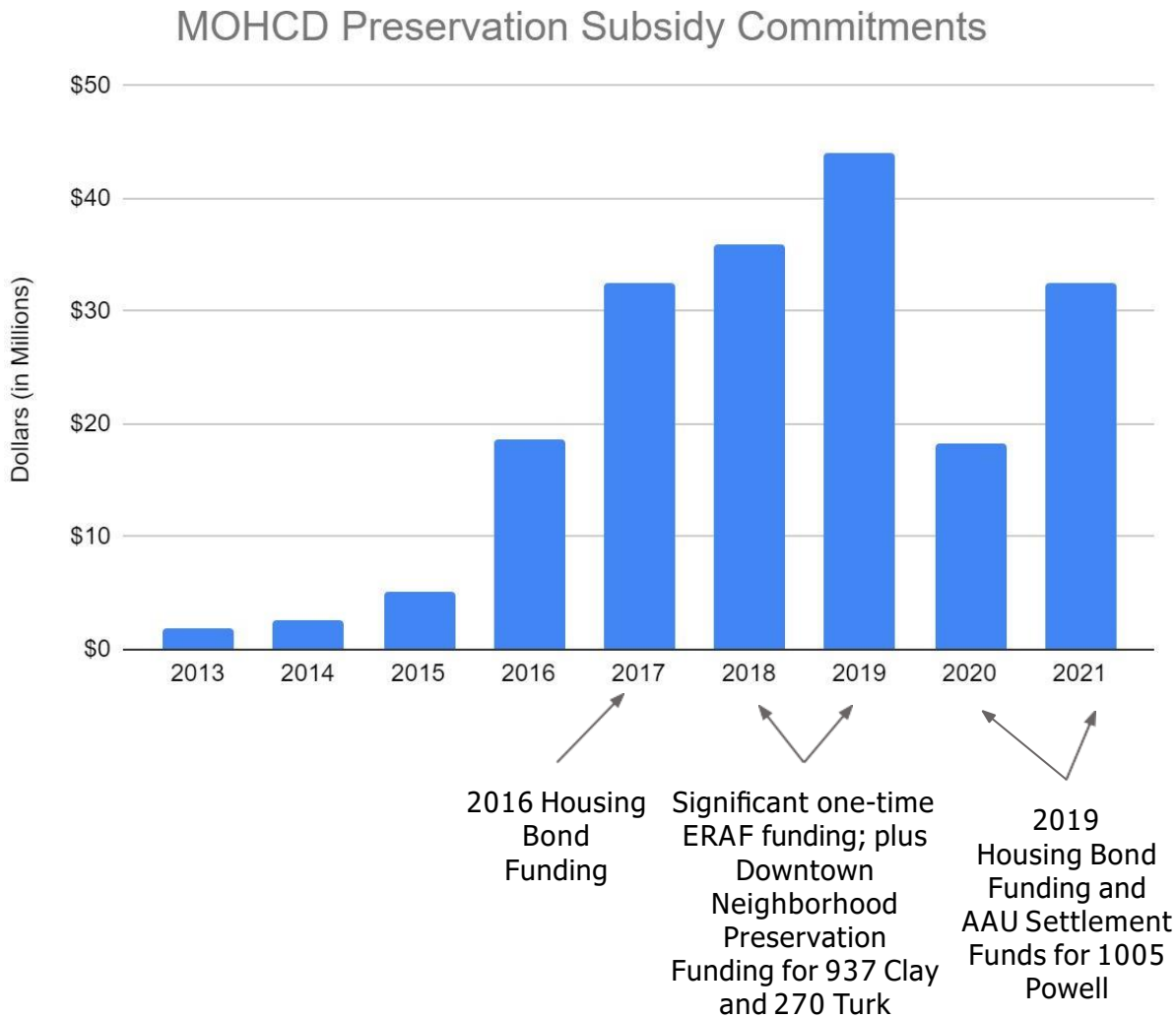
30

Affordable
Spaces for small
Businesses

**Based on research by the Urban Displacement Project at UC Berkeley*

***Includes preservation, new construction through core loan portfolio, ADUs, and new construction through Homes for the Homeless Fund*

Preservation - Subsidy Funding + Annual Acquisitions



Year	# of Projects	# of Units	Avg Subsidy / Unit	# of Active CBOs
2013	1	5	\$375,000	1
2014	2	18	\$148,009	1
2015	2	26	\$194,850	1
2016	11	51	\$367,172	3*
2017	13	90	\$360,433	2
2018	7	157	\$229,287	3**
2019	7	157	\$279,975	4**
2020	7	44	\$413,682	1
2021	3	107	\$304,449	3**
TOTAL	53	655	\$292,369	

*1 CBO listed is predominantly a larger site CDC (such as TNDC or Chinatown CDC), less reliant on acquisition fees for organizational sustainability

**2 CBOs listed are predominantly larger site CDCs

The City provided \$3.6M in capacity building grants to Small Site CBOs between 2019-2021



283 UNITS PRESERVED
(Total, all post-2014)

Staffed up & has deep experience. Currently on pause, but aims to acquire 5+ projects per year.



91 UNITS PRESERVED
(21 pre-2014; 70 post-2014)

High acquisition volume from 2013 - 2017, but little / no volume since.



62 UNITS PRESERVED
(Total, all pre-2014)

Currently re-evaluating alignment between SSP and organizational goals - on pause.




50 UNITS PRESERVED
(Total, all post-2014)

Staffed up & projects underway. Aims to complete 4-5 projects per year.

Westside Cohort


0 UNITS PRESERVED

Still determining best approach to grow. Aim is to scale slowly (1-2 projects per year).



0 UNITS PRESERVED
(Total, all pre-2014)

Limited inventory in target geography within subsidy limits. Staffed, but LIHTC project pipeline is a current focus. Interested in 1-2 projects per year.



0 UNITS PRESERVED


No SSP acquisitions to date - organization still scaling.

WithOut Walls

0 UNITS PRESERVED

No SSP acquisitions to date - organization still scaling.

Additional nonprofit developers focused on preserving larger buildings are also a key part of SF's anti-displacement program



2,059 UNITS PRESERVED
(1,973 pre 2014, 86 post 2014)



987 UNITS PRESERVED
(813 pre 2014, 176 post 2014)

Chinatown Community Development Center
華協中心



94 UNITS PRESERVED
(70 pre-2014, 24 post-2014)

MISSION HOUSING
DEVELOPMENT CORPORATION

Preservation 2.0 I Summary of City Stated Program + Policy Goals

A successful citywide anti-displacement preservation program will balance many priorities



Be comprehensive in building type and neighborhood representation



Protect vulnerable populations



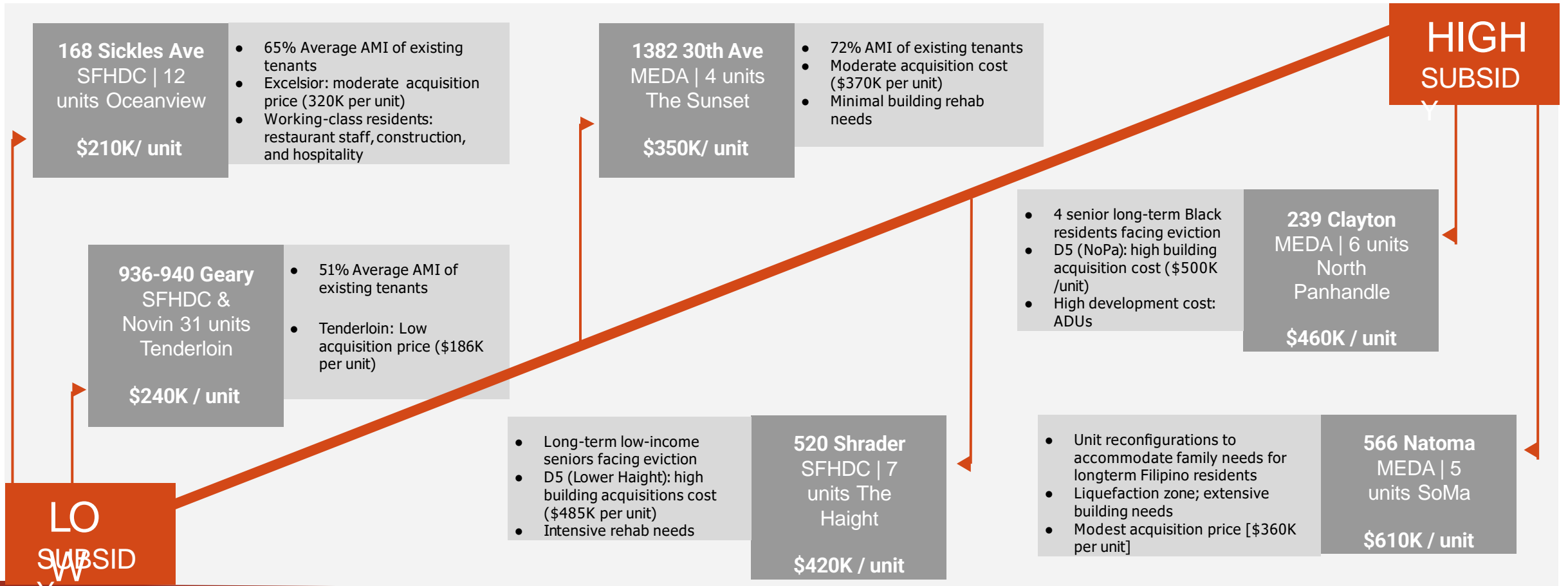
Maximize residents and units protected for highest impact of City investment



Support a sustainable Community Based Organization (CBO) ecosystem

Small Sites Program I Project Subsidy Drivers

Balancing protection for vulnerable populations, geographic equity, and program financial sustainability creates tradeoffs



- Higher existing tenant average AMIs at 65%+; target 80% AMI average over time
- Lower acquisition and rehab costs

- Lower avg. AMIs <45%
- Higher rehab needs and acquisition costs
- ELI/VLI SROs not only can't support debt, they may also require operating subsidies

Sample Program Approach A

If the City wants to annually support:



1 Big Site /SRO Acquisition
~60 units total
(@\$375,000 per unit subsidy)

+

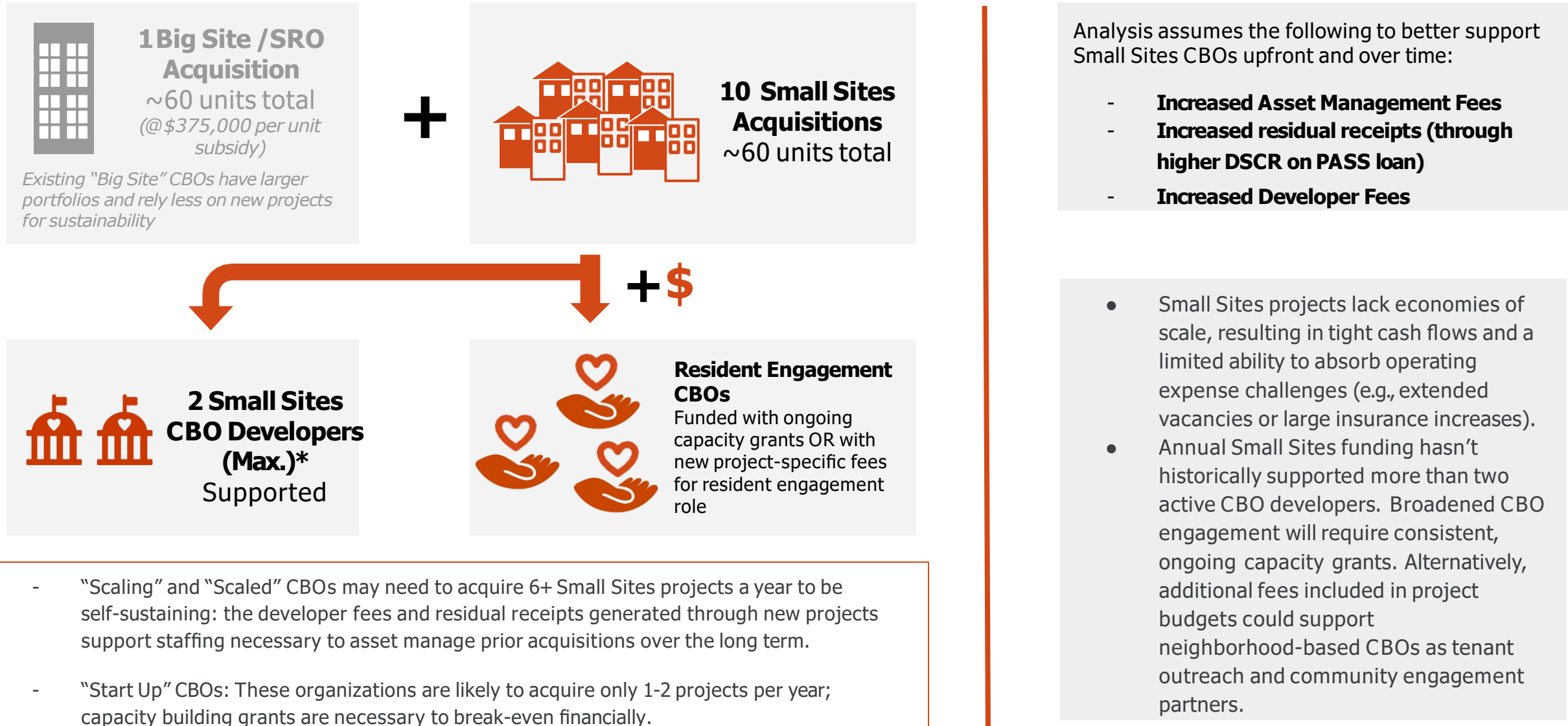


10 Small Sites Acquisitions
~60 units total

with half of the projects requiring higher subsidy (more vulnerable population / higher cost)
(@\$265,000 per unit subsidy for standard projects; \$500,00 per unit for vulnerable tenants)

Total Required City Subsidy = \$45 M /year

Sample Program A: Small Site CBO Sustainability Implications



Market Analysis I Findings

DRAFT

HAF and CHPC conducted a Market Analysis on **actively listed for sale and recent transactions, by neighborhood** across San Francisco.

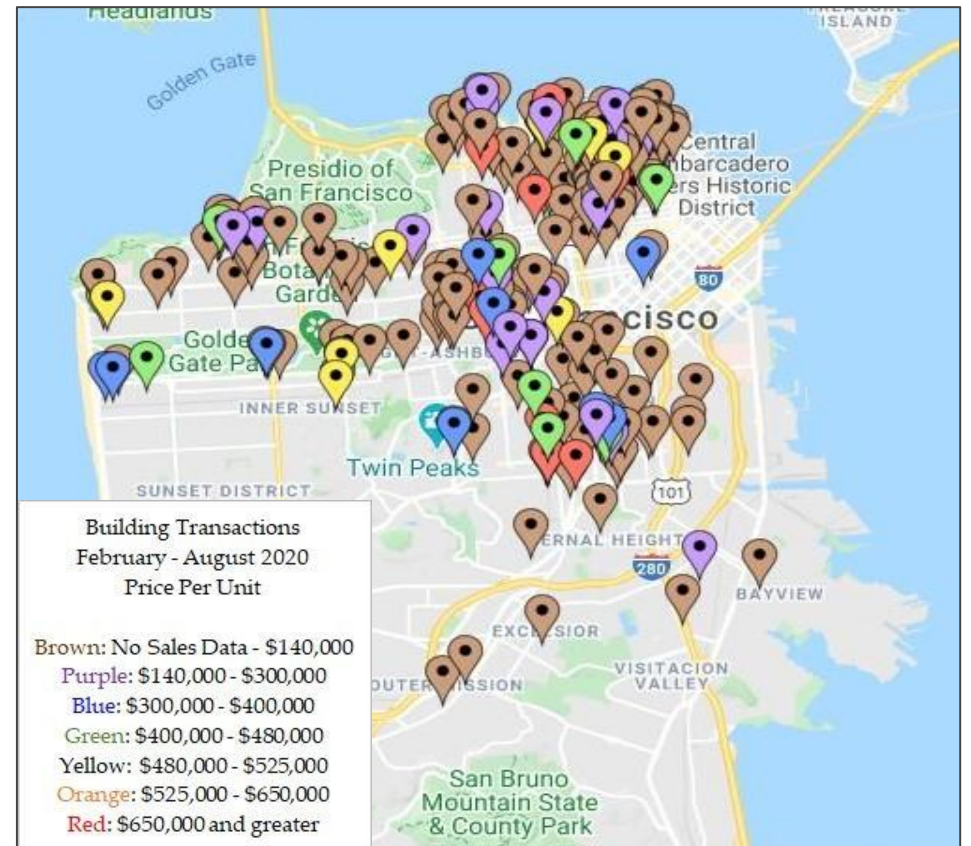
Summary Findings:

1. Neighborhoods vary in per unit cost

- Lower end: Tenderloin, Visitacion Valley neighborhoods from \$290K-\$300K per unit average
- Upper end: Nob Hill, Russian Hill, Hayes Valley neighborhoods from \$830K-\$850K per unit average
- Average: \$450,000

1. Neighborhoods vary in transaction volume from February to August 2020

- Low end: 8 of 39 neighborhoods, including Visitacion Valley and Japantown had 0 transactions
- High end: Nob Hill and the Mission had 26 and 25 buildings sold, respectively
- Average: 6 buildings, 10 units



Market Analysis → Preservation Policy Issues

DRAFT

Case Study: District 11

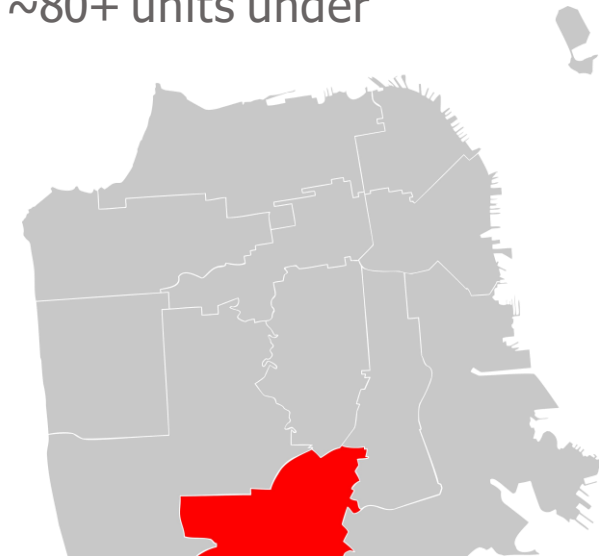
Goal: expand preservation in the South and Southeastern neighborhoods of San Francisco to better serve residents of color, who are at heightened risk of displacement.

Market Analysis Findings: 3 buildings (14 units) sold in D11 during the 6 month period of the analysis. One additional 6-unit property was listed for sale.

Small Sites Expansion Project Finding: CBOs require a portfolio of ~80+ units under management and ongoing new acquisitions for sustainability.

Challenge: To effectively and sustainably make SSP investments in underserved neighborhoods, developers will need to be active in a broad geography rather than a single district.

Many Overlapping Policy Concerns ...



New COVID-era Challenges to Preservation

**Residential and
Commercial
market softening**

**Global supply
chain issues
affecting
construction**

**Protecting the
health of residents,
property
managers, and
construction
workers**

**High vacancies
and lease up
challenges
(particularly in
SROs)**

**Organizational
capacity
constraints**

In the next 2 years, potential new public sector revenue sources have the potential to expand impact... if we are ready! A few compelling examples include:

	Foreclosure Intervention Housing Preservation Program (FIHPP)	Bay Area Housing Finance Authority (BAHFA) Bond Issuance	50% Voter Threshold Ballot Measure for Affordable Housing
Use Case	Acquisition and rehabilitation of buildings at foreclosure auction, in the foreclosure process, or at risk of foreclosure	TBD; flexible capital to support the acquisition and permanent affordability of unregulated buildings and buildings with expiring deed restrictions	Will increase likelihood of local affordable housing measures passing into the future and increase flexibility of uses
Geography / Amount	\$500M Statewide	\$10-20B across 9-county Bay Area, 15% required for preservation	Statewide measure, will influence billions of future funding sources
Timing	Fund Managers selected Q123, Funds ready for investing Q323	Planned 2024 Ballot Measure	Planned 2024 Ballot Measure

APPENDIX



Resources

- **Small Sites Expansion Report Prepared by HAF, MEDA, and Forsyth Street (Completed and Submitted October, 2021)**
- **[Staffing model](#)**
- **Budget model (forthcoming)**
- **[Market Analysis Report](#) Prepared by HAF (Completed and submitted February, 2021)**

AUDIENCE Q&A

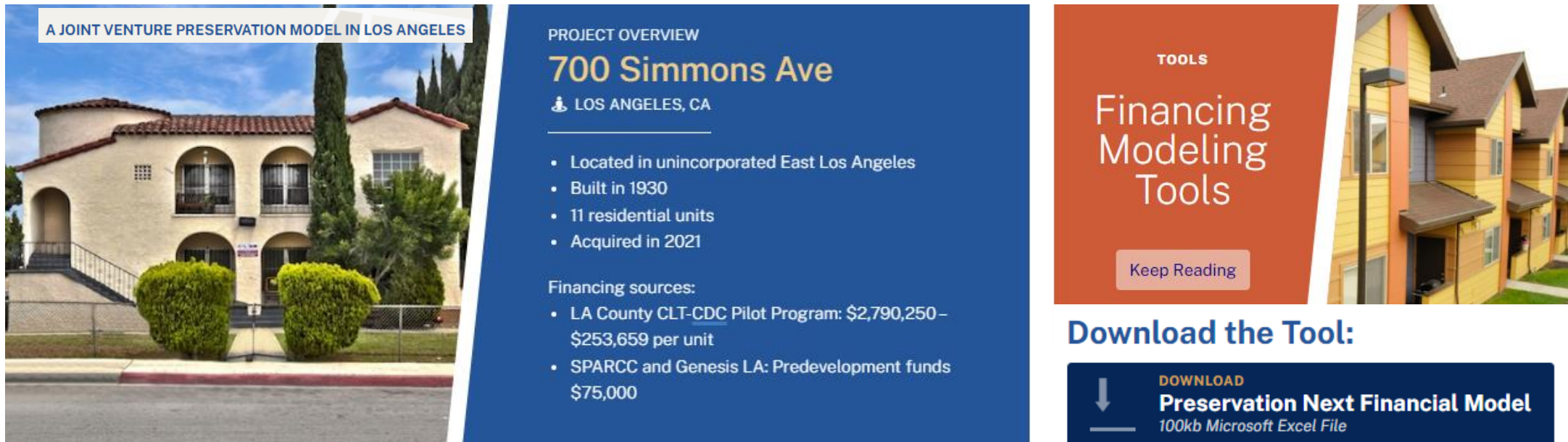
PRESERVATION NEXT TOOLKIT

PRESERVATION NEXT

Preservation Next Toolkit

Aligned Resources

- 1. Developer Capacity:** Learn about assessing organizational readiness and key capabilities required for SMMF preservation
- 2. Enabling Environment:** Read about core components and policies that contribute to a strong preservation enabling environment
- 3. Case Studies:** Learn about successful and creative approaches for small to medium multifamily preservation in different housing markets
- 4. Financial Modeling Tool:** Access a back of the envelop tool to help you understand the viability of your development.



A JOINT VENTURE PRESERVATION MODEL IN LOS ANGELES

PROJECT OVERVIEW
700 Simmons Ave
LOS ANGELES, CA

- Located in unincorporated East Los Angeles
- Built in 1930
- 11 residential units
- Acquired in 2021

Financing sources:

- LA County CLT-CDC Pilot Program: \$2,790,250 – \$253,659 per unit
- SPARCC and Genesis LA: Predevelopment funds \$75,000

TOOLS
Financing Modeling Tools
Keep Reading

Download the Tool:

DOWNLOAD
Preservation Next Financial Model
100kb Microsoft Excel File

Organizational Sustainability and Business Planning

Recap: The Distinct Challenge of SMMF Preservation

WHY ORGANIZATIONAL SUSTAINABILITY MATTERS	ORGANIZATIONS NEED A UNIQUE SET OF SKILLS	BUSINESS PLANNING IS IMPORTANT FOR ORG SUSTAINABILITY
<p>Preserving SMMF properties can be costly and difficult. Smaller properties lack economies of scale, are costly to operate, and often do not generate enough developer fees or cash flow.</p> <p>It can be difficult for organizations to sustain this work. Without a significant upfront balance sheet, subsidy, or grant funding, it can take years before preservation becomes a self-sustaining business line on its own.</p>	<p>Organizations should have these key capabilities in place:</p> <ul style="list-style-type: none">• Market analysis to identify and evaluate properties for acquisition• Adequate balance sheet and ability to secure financing and compete with buyers• Capacity to manage the rehab process, including tenant relocation, and address deferred maintenance• Property management of scattered site properties• Asset management and planning for future rehab	<p>Business planning is important for organizations to:</p> <ul style="list-style-type: none">• Ensure preservation priorities are aligned with organizational mission• Assess current organizational readiness• Identify a path to sustainably grow this work• Identify the adequate staffing model• Identify the amount of additional funding required

Join us for our next session on December 1!

Acquisition, Identification, and Evaluation of SMMF Properties

Our Speakers

Andrew Jakabovics, Vice President,
Policy Development – Enterprise
Community Partners

Chris Cummings, Director of Housing
Development – Tenderloin
Neighborhood Development
Corporation (TNDC)

What to Expect This Session

- Participants will understand **criteria for evaluating potential acquisition opportunities**, as well as implications for various factors.
- Participants will understand how to make go/no-go decisions on specific opportunities in terms of **priority and capacity alignment**
- Participants will also learn how to **use data and information** to inform acquisition decisions



Thank You

