

# Developing a Local Housing Trust Fund Workshop

June 3, 2009

Radisson Conference Center

2233 Ventura Street, Fresno, CA 93721

9:30 AM - 4:00 PM

This workshop will provide comprehensive training on how to develop a successful local housing trust fund. Expert panelists will share their experiences and knowledge about creating flexible funding sources and discuss the challenges to creating affordable housing in our communities. The morning keynote speaker will be Mary Brooks, Director of The Housing Trust Fund Project, discussing critical issues about establishing a housing trust, executing a successful permanent source campaign and the unique hurdles for CA Housing Trusts. Lunch keynote will be Lynn Jacobs, Director of the CA State Dept. of Housing and Community Development, addressing the state of California housing including comments on the State's efforts in developing a permanent source of funding to meet all of California's needs.

## Agenda

- 9:30-10:00     **Registration** (refreshments provided)
- 10:00-10:05     **Welcome**
- 10:05-11:15     **Keynote Speaker: Mary Brooks, The Housing Trust Fund Project**  
*ABCs of establishing a housing trust, executing a successful permanent source campaign, challenges for CA Housing Trusts*
- 11:15-12:15     **Local Government Panel: Framing the Issue and Stages of Development**  
County of Merced, Supervisor Deidre Kelsey  
City of Fresno, Claudia Cazares  
HEART of San Mateo, Chris Mohr
- 12:15-12:30     **Break for Lunch**
- 12:30 - 1:00     **Lunch Keynote Speaker: Lynn Jacobs, Director, California Department of HCD**
- 1:00-2:15     **Non-profits: Three Distinct Models**  
Shasta Regional Community Foundation, Kathy Anderson  
San Luis Obispo County Housing Trust, Jerry Rioux  
The Housing Trust of Santa Clara County, Kevin Zwick
- 2:15-2:30     **Break**
- 2:30-3:45     **Financial Partners: Building Technical Assistance and Funding Relationships**  
Northern California Community Loan Fund, Cat Howard  
California Department of HCD, Ben Dudek  
Rural Communities Assistance Corporation Loan Fund, Michael Carroll
- 3:45-4:00     **Wrap-up**

## Keynote Speaker Bios



### **Mary E. Brooks, Director – The Housing Trust Fund Project Biographic Sketch**

Mary E. Brooks has worked as a low-income housing advocate for more than 30 years. The majority of her work has involved policy advocacy advancing affordable housing, land use and zoning, community development, and civil rights issues. She holds a Masters Degree in City and Regional Planning from Ohio State University, where she received the College of Engineering Distinguished Alumna Award. She was awarded the Community Housing Leadership Award by the National Low Income Housing Coalition in 2004.

Currently, she created and directs the Housing Trust Fund Project of the Center for Community Change, a national nonprofit organization that provides technical assistance and other services to nonprofit organizations working in low income and minority communities throughout the country. The Housing Trust Fund Project compiles information about the development of housing trust funds throughout the country and promotes the involvement of neighborhood organizations in the creation and implementation of these funds to ensure that they benefit those most in need of housing. She devotes most of her time giving technical assistance to nonprofit community organizations and others involved in the creation and implementation of housing trust funds. She is widely recognized as the nation's expert on these unique funds.

Ms. Brooks has provided consulting services on low income housing issues; has taught at the Graduate School of Architecture and Urban Planning at University of California at Los Angeles and Columbia University in New York City; and has authored numerous publications and articles on low income housing issues.



### **Lynn L. Jacobs, Director - California Department of Housing and Community Development**

Lynn L. Jacobs was appointed by Governor Arnold Schwarzenegger to serve as the Director of the California Department of Housing and Community Development (HCD) that operates under the aegis of the Business, Transportation and Housing Agency in Sacramento effective, April 2006. Her position includes oversight for administering the state's housing finance, rehabilitation, and community development programs; oversight of the state's housing policy, planning and code-setting processes, and regulating manufactured housing and mobilehome parks.

Before accepting the Governor's appointment, Lynn was the founder and President of Ventura Affordable Homes, which develops single-family homes for first-time homebuyers under various affordable housing programs. She previously served as President of the Building Industry Association of Southern California and on the Board of Directors for the California Building Industry Association, as well as Chair of the Workforce Investment Board for Ventura County.

## **Panel Topics & Presenter Bios**

### **Local Government Panel: *Framing the Issue and Stages of Development***

Panelists will share their experiences at various stages in the development and implementation of the local housing trust fund model, sharing strategies on how to bring housing trusts from conception to multi-year sustained operation. Panelists include representatives from rural, suburban, and urban areas who will discuss the challenges unique to their communities, as well as the general obstacles and considerations any community may face in establishing a trust. Among the useful topics included in this panel will be the establishing of a joint powers agreement, looking for creative permanent funding sources, and leveraging resources.

***Claudia Cázares, City of Fresno:*** A native of Salinas, CA, Claudia Cázares has lived in the Central Valley for over 14 years. Ms. Cázares has extensive experience in the administration and management of federal and state grants and loans, development of affordable housing and community development programs and activities, and community outreach and engagement. Currently, Ms. Cázares serves as the Interim Housing and Community Development Division Manager for the City of Fresno.

***Deidre Kelsey, Merced County Supervisor:*** Supervisor Deidre Kelsey is in her third full term as a Merced County Supervisor, after having been appointed to the Board by then Governor Pete Wilson in 1995. Supervisor Kelsey represents District 4, which includes much of the unincorporated areas of the County and the towns of Snelling, Ballico, Delhi, Hilmar, Stevinson and Gustine. Prior to her appointment on the Board, Supervisor Kelsey also served on the Merced County Planning Commission and the Snelling Municipal Advisory Council. Supervisor Kelsey is a determined advocate for the residents of District 4 on issues ranging from public safety to the preservation of farmland.

***Chris Mohr, Heart of San Mateo:*** Chris has been executive director of the Housing Leadership Council of San Mateo County (HLC) since February 2003. HLC serves as managing agent for the Housing Endowment And Regional Trust, the HEART of San Mateo County, of which Chris is also executive director. HEART raises public and private funds to meet critical housing needs in San Mateo County. HEART has invested \$7.25 million in construction, renovation or purchase of 662 homes. Currently all 20 cities plus the County of San Mateo participate in HEART. Chris was previously with the Tenderloin Neighborhood Development Corporation (TNDC) in San Francisco. A member of the Religious Society of Friends (Quakers), Mohr has a bachelor's degree in physics from Princeton University.

### **Nonprofits: *Three Distinct Models***

Executive staff from three highly esteemed organizations will tell the stories of how each of their unique Housing Trust model came to be. This discussion will include the political challenges of getting elected officials on board with the idea and the grassroots efforts this entails, the legal process required, the adaptation of what kinds of project priorities a trust takes on in conjunction with their funding sources. The group will also discuss the balance between public and private funding and corresponding board participation and the benefits this affords the trusts. Each panelist represents a trust that was formed

and operates in a different way. The City of Redding Housing Trust is managed by an existing non-profit, The Housing Trust of Santa Clara County relies on voluntary contributions and is established as a 501(c)3, and the San Luis Obispo County Housing Trust has become a Community Development Financial Institution (CDFI).

***Kathy Ann Anderson, Shasta Regional Community Foundation:*** Kathy is a fourth generation Californian and a 30 year resident of northeastern California. She is CEO of the Shasta Regional Community Foundation and holds a Masters Degree in Philanthropy and Development from St. Mary's University in Minnesota. She has worked in the nonprofit field for over 25 years as a volunteer, board member or staff member. She is a founder of the Community Foundation, served on the Women's Foundation of California Board of Directors and recently completed a three year term on the Rotary Club of Redding Board. Kathy has dedicated the majority of her career to working in the nonprofit field and passionately believes in the power and influence that nonprofits have in shaping our society.

***Jerry Rioux, San Luis Obispo Housing Trust Fund:*** Jerry has served as executive director of the San Luis Obispo County Housing Trust Fund since 2003 and has worked in the affordable housing field for over 30 years. During his career, Jerry has developed, implemented and operated a variety of housing programs for state and local governments and nonprofit corporations. He has also worked as a private consultant and real estate broker for affordable housing projects. Jerry earned a Masters in Urban and Regional Planning from the University of Southern California. He is a licensed California real estate broker and has taught college courses in both real estate and urban planning.

***Kevin Zwick, Housing Trust of Santa Clara County:*** Kevin was named the Executive Director of HTSCC in October, 2008. In this role, Kevin brings his years of experience managing complex affordable housing finance programs, nonprofit administration, and a commitment to social justice, to work establishing the Housing Trust as a model for public/private partnerships and innovation in affordable housing. Prior to this appointment, Kevin worked for eight years at Affordable Housing Associates, a nonprofit housing developer in Berkeley, CA and has also worked for Lenders for Community Development in San Jose, CA as a Loan Officer in their Small Business/Micro-lending division. He holds a BA in Sociology from UC Berkeley where he graduated summa cum laude, and a Master's Degree in Nonprofit Administration from the University of San Francisco.

#### **Financial Partners: *Building Technical Assistance and Funding Relationships***

Three expert panelists from both private and public entities will share information on resources available for trusts just starting out. Catherine Howard with the Northern California Community Loan Fund will advise workshop participants on developing a long term vision during the current economic crisis and how to pitch this to potential funders. Ben Dudek from the California Department of Housing and Community Development will explain the funding and technical assistance available from the State of California and touch on how trusts may best prepare themselves to access these funds. Michael Carroll with Rural Communities Assistance Corporation (RCAC) will discuss the details of how to set up

and manage a loan fund, provide ideas about generating interest income, how to prioritize the types of projects funded, and will also let participants know what kind of technical assistance RCAC can provide.

***Catherine Howard, Northern California Community Loan Fund:*** Catherine Howard joined NCCLF in 1998, and is currently Senior Loan Officer/Special Projects Manager. She began her work at NCCLF as a Loan Associate, designing NCCLF's portfolio risk assessment and reserve process, and was Program Manager of NCCLF's Nonprofit Space Capital Fund during the program's inception and first year of operation. She has underwritten 112 loans totaling \$54.8 million in financing during her tenure at NCCLF, including two New Markets Tax Credit-financed projects in which NCCLF has been involved. Ms. Howard successfully completed the Federal Reserve Bank's Community Development Lending School training in 2000 and holds a Masters in City and Regional Planning from the University of California, Berkeley. In addition, Ms. Howard has a BA in Government and Politics from the University of Maryland Honors Program at College Park where she graduated magna cum laude.

***Benjamin Dudek, California State Dept. HCD:*** Ben Dudek is a manager with the State Housing and Community Development. He manages the Local Housing Trust Fund Program. He also is the manager of the Joe Serna Jr. Farmworker Rental Housing Program as well as the Mobilehome Park Resident Ownership Program. He has a master's degree in mechanical engineering as well a Juris Doctorate in law. He has extensive construction and real estate experience as a contractor, a construction inspector, real estate broker and loan underwriting. Before coming to work for the State, Ben worked for the Corps of Engineers for over twenty years as both an engineer and as an attorney. For the State, he worked as a loan underwriter in the Rental Housing Development Section for approximately four years before becoming a manager in 2005.

***Michael Carroll, Rural Communities Assistance Corp.:*** Michael became RCAC's Loan Fund Director in May of 2008. He comes to RCAC with a wealth of experience in affordable housing and community development lending. Most recently, he was director of sales and marketing for Fannie Mae Multifamily. He was also director of Fannie Mae's Central Valley Partnership Office, where he developed local initiatives to support Fannie Mae's American Dream Commitment and a \$20 billion/five-year investment plan for the California Central Valley. Prior to that, he had a long tenure as Senior Vice President with Bank of America, where he managed community development lending and product development. Carroll began his career as a VISTA volunteer and then full time employee at Self-Help Enterprises before moving to Sacramento to work for the State Department of Housing and Community Development. Mr. Carroll has a bachelor's degree in American Studies from Temple University, Philadelphia, Pennsylvania. He is currently Vice Chair of the California Coalition for Rural Housing and on the board of directors of the National Rural Housing Coalition.

***Sponsored by: The California Coalition for Rural Housing, The San Joaquin Valley Housing Trust, and The Federal Reserve Bank of San Francisco in partnership with the US Department of Housing and Urban Development.***