

2020 EMBRACING TRANSFORMATION
FINANCIAL MANAGEMENT CONFERENCE

Building Organizational Resilience

October 27, 2020

STRENGTHMATTERS®

Getting Started

- All participant lines are muted.
- You may use the **Chat** feature to ask questions.
- Please use the **Raise Hand** feature if you would like to speak.
 - The Raise Hand feature is located in the Participant panel.
- Any questions not answered during the presentation will be addressed at the end of the session.

Continuing Professional Education Requirements for CPAs

- **Polls are Required for CPEs**

- If you are seeking CPE credits, please submit ALL polls and the conference evaluations.
- We use **Polls** and the **Zoom attendance record** to verify participation throughout the webinar.
 - **Participants must submit ALL polls and be logged in no later than 10 minutes after the scheduled session start time to receive a certificate.**
- You may request a certificate of completion via the conference evaluations.
 - Links to the evaluations are emailed to all registrants.
- For more information on CPE credits, contact Lindsay Wells at consult.lwells@gmail.com.

Speakers

- Sean Callum – Vice President Credit Risk Officer, First Republic Bank
- John O'Callaghan – President and CEO, Atlanta Neighborhood Development Partnership
- Steve Spears – Chief Financial Officer and SVP, Mercy Housing

Resilience: “the ability to bounce back after a disaster”

- We regularly face unforeseen disasters
 - COVID
 - Hurricanes
 - Recessions
 - Fires
 - Terrorism
- Our ability to bounce back takes smart planning and execution

STRENGTH MATTERS

Partnering for Organizational Resilience

John O'Callaghan
ANDP President & CEO



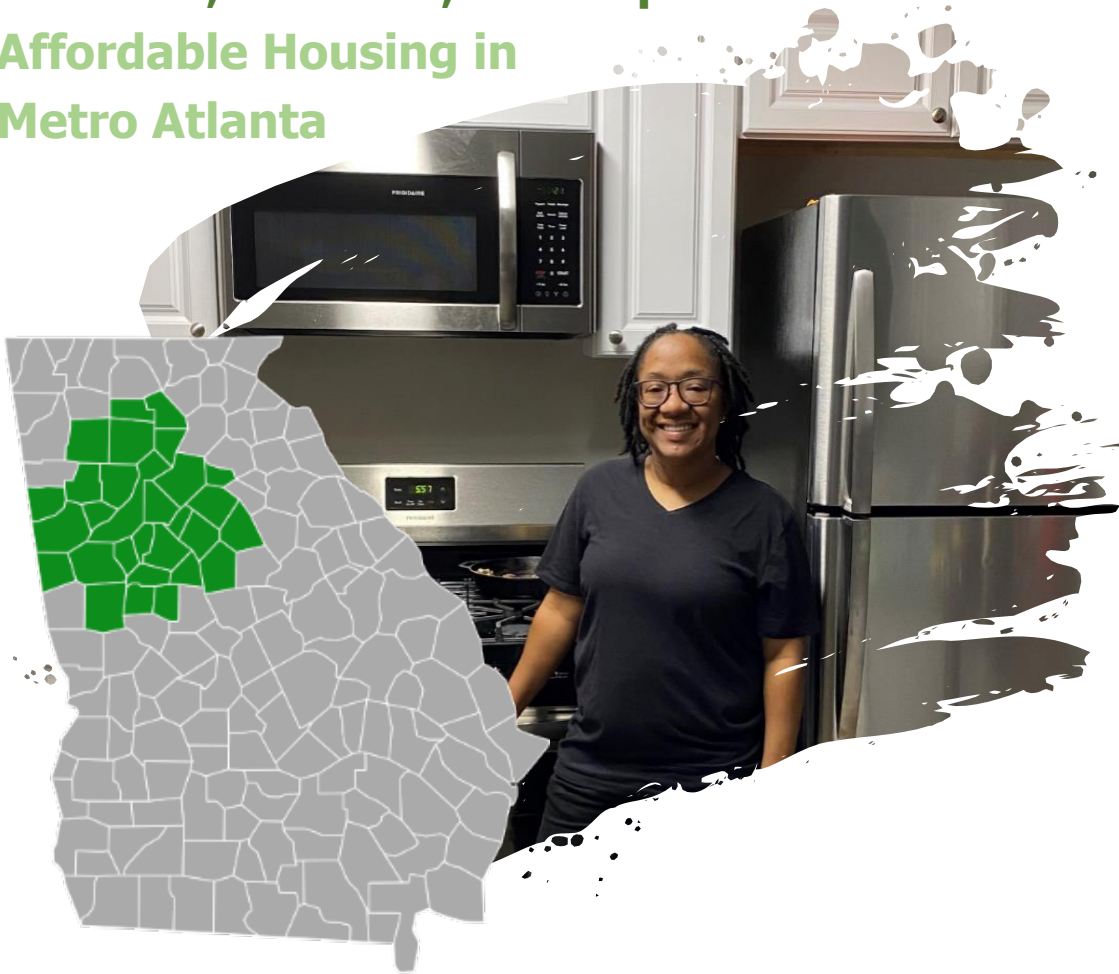
ATLANTA
NEIGHBORHOOD
DEVELOPMENT
PARTNERSHIP, INC.

Building the region's future,
neighborhood by neighborhood

NeighborWorks®
CHARTERED MEMBER

OUR WORK

Preserve, Promote, Develop
Affordable Housing in
Metro Atlanta



Advocacy/Community Engagement

Identifying and training neighborhood leaders to make neighborhood change from the inside

Lending

Capital for development of affordable housing and other community development facilities

Down Payment Assistance

Providing critical resources for low- and moderate-income families (especially Veterans) to achieve homeownership

Development of Affordable Housing

Single-Family: Nearly 700 homes developed since 2008
Multifamily: 390 in development, nearly 1,000 by 2020-21

THEN

FORECLOSURE CRISIS

- Staff of 25 + Property Management
- Borrowers in Default
- MF Losing \$200k/year
- Lack of Diverse Revenue Stream
- Sold Land Assets to Survive

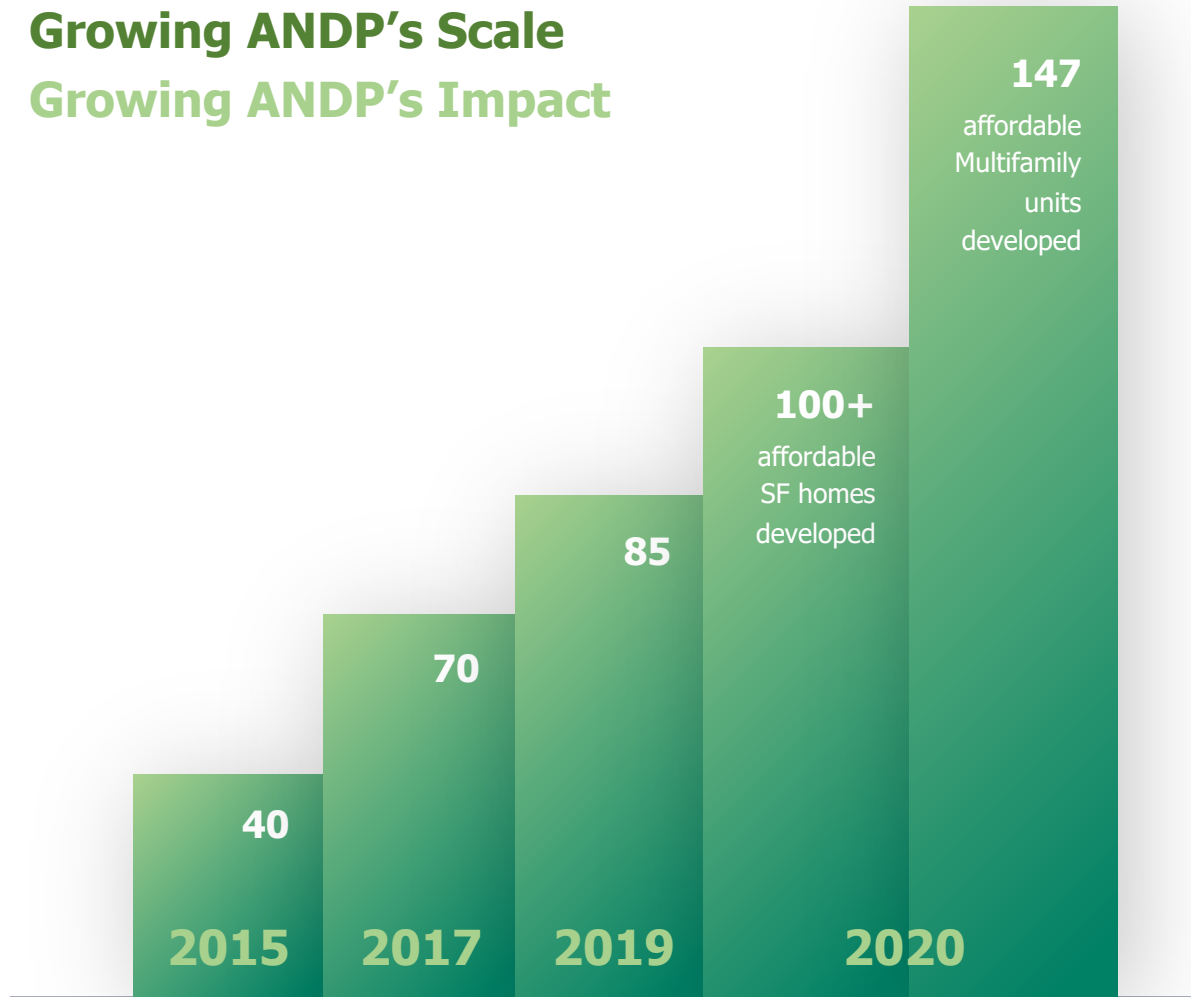
NOW

COVID-19 PANDEMIC

- Staff of 15 (Outsourced PM)
- All Borrowers in Compliance, Doubled Fund Value
- MF Profitable
- Diversifying Capital Sources
- Developing Assets

SCALING UP

Growing ANDP's Scale
Growing ANDP's Impact



Single-Family

- 700+ developed since Foreclosure crisis
- More than doubled production in less than 5 years
- Growth of SF Rental Portfolio

Multifamily

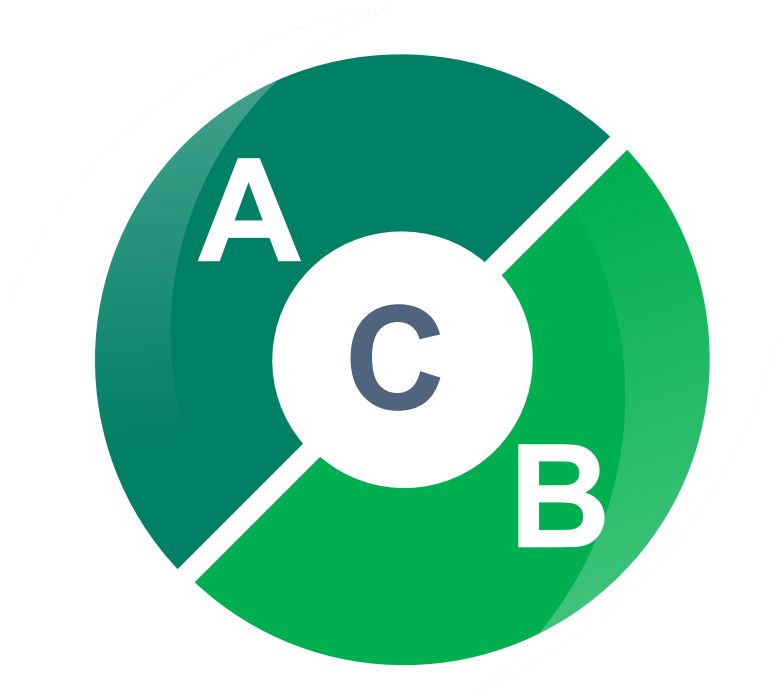
- Currently Operating: 5 Properties, 543 units
- Newly Opened: Creekside, 147 units
- Pre-Development: 3 Projects, 303 units
- TOTAL: 993 by 2020-21

HOW WE GOT HERE

Establishing Strength & Resilience

A. Partnership Model

- Mission-Aligned Partners
- Sharing Risks
- Sharing Rewards
- Innovative, Flexible
- Focus on M/WBE
- Continuous Re-evaluation



B. Capital

- Leveraging Underutilized Sources
- Broad range of debt & equity
- First NPO SF Developer to receive CMF (3 awards)
- Leveraging PRI for development and CDFI lending
- NMTC

C. At the Center of it All : Staff & Systems

Road Ahead

Multifamily Rental

Growing our portfolio of family and senior rental facilities amid a dearth of luxury development

Single-Family Homeownership

Closing the Homeownership, Growing generational wealth, creating equitable opportunity.

Be a Good Partner

Know when to lead, follow, or get out of the way.

Single-Family Rental

Increasing availability and affordability for Metro Atlanta's LMI families.

Double our Lending

Deploy much needed community development capital, especially in suburban communities where place-based models don't exist

Focusing on Long-Term Affordability

Text



— Q —

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— A —



www.andpi.org
www.andphomes.org

