

**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](mailto: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

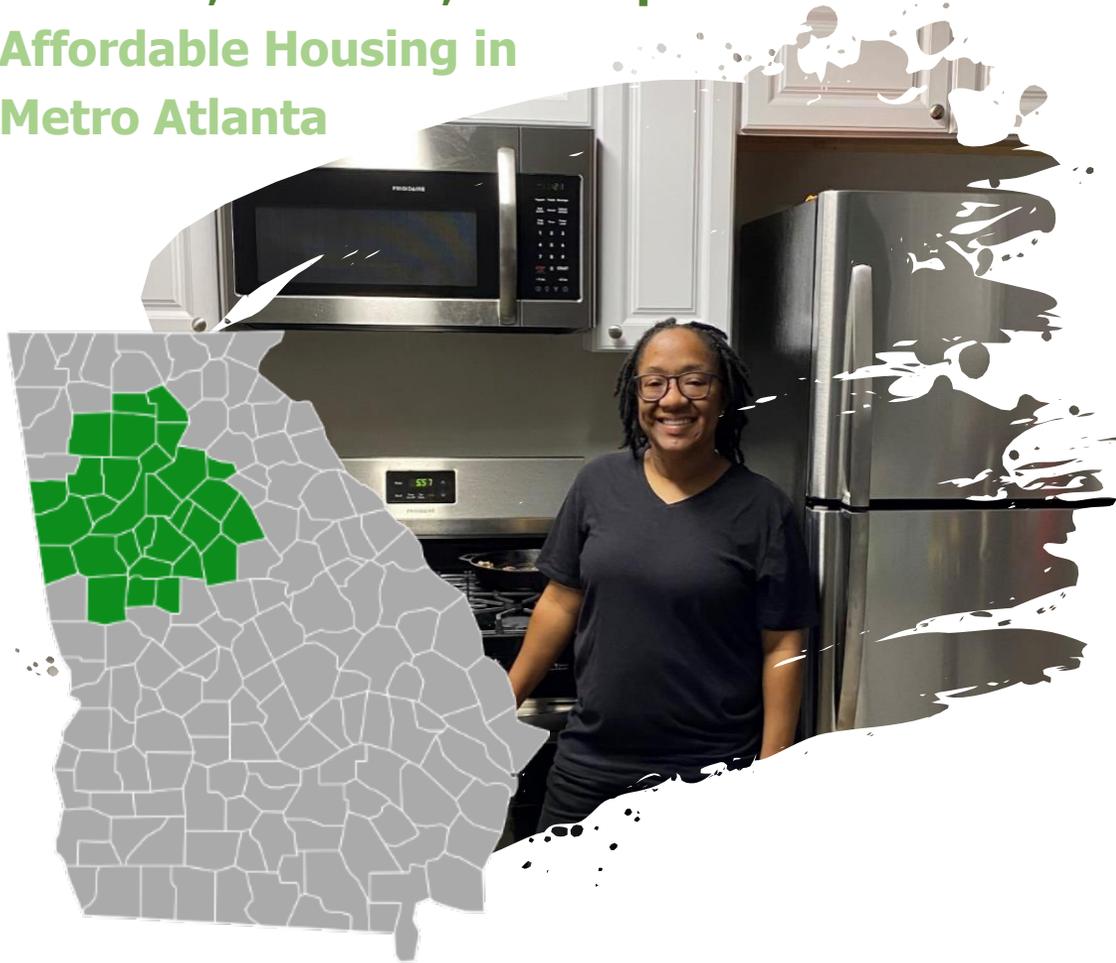


ATLANTA  
NEIGHBORHOOD  
DEVELOPMENT  
PARTNERSHIP, INC.  
Building the region's future,  
neighborhood by neighborhood



# 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

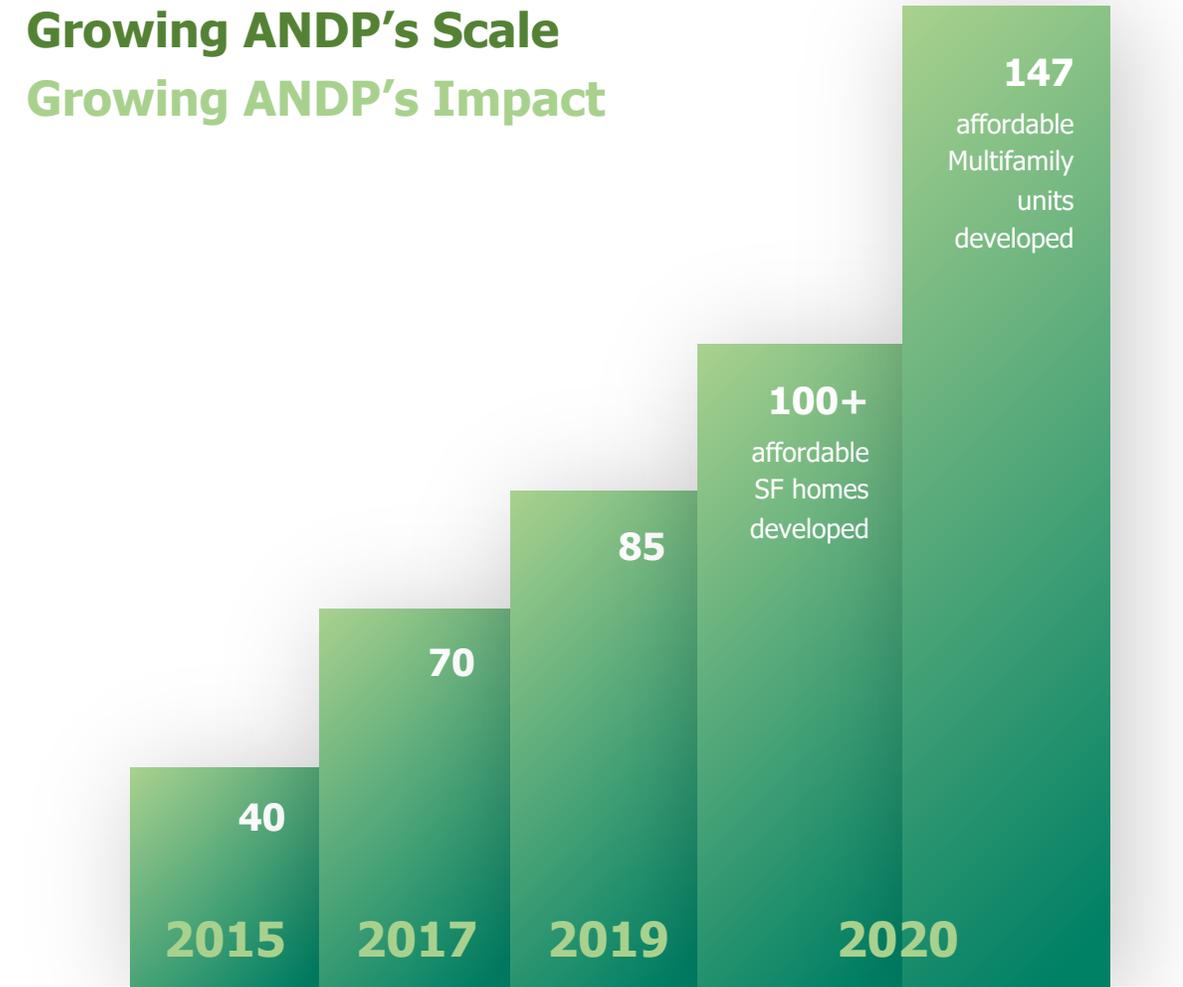
# NOW

## 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

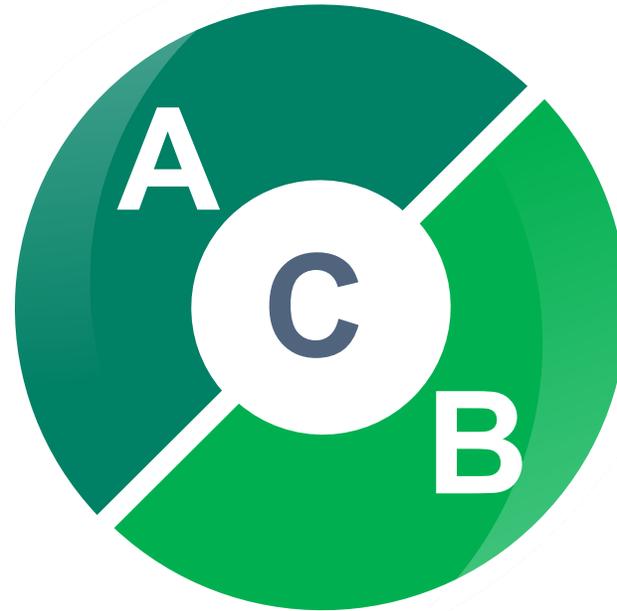
- Currently Operating: 5 Properties, 543 units
- Newly Opened: Creekside, 147 units
- Pre-Development: 3 Projects, 303 units
- TOTAL: 993 by 2020-21

## 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.

## 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

## Be a Good Partner

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

## Focusing on Long-Term Affordability

Text



— Q —

jocallaghan@andpi.org

— A —



ATLANTA  
NEIGHBORHOOD  
DEVELOPMENT  
PARTNERSHIP, INC.

Building the region's future,  
neighborhood by neighborhood

[www.andpi.org](http://www.andpi.org)  
[www.andphomes.org](http://www.andphomes.org)

