

NORTHERN
CALIFORNIA

COMMUNITY
LOAN FUND

The Nonprofit Space Capital Fund

A PROGRAM OF THE NORTHERN CALIFORNIA COMMUNITY LOAN FUND

*supporting
permanent homes
for nonprofits*



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Executive Summary

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

The Nonprofit Space Capital Fund (NSCF) is a program of the Northern California Community Loan Fund (NCCLF). The Fund's mission is to dramatically increase the amount of permanent, affordable space available to the nonprofit community. NSCF provides nonprofits with access to a combination of grants, technical assistance and affordable financing.

Since November 2001, the Fund has approved twenty grants totaling over \$2.8 million. These grants have helped to create nearly 335,000 square feet of permanent, affordable nonprofit space, housing over 75 nonprofits, and leveraging over \$80 million in additional public and private financing. Nine of the organizations we funded will each anchor a new Nonprofit Center. In addition to the grants made to date, the Fund has provided technical assistance services to over 200 nonprofit organizations.

NSCF's rigorous screening process provides the funding community with the assurance of a thorough due diligence process. And because the grant is recoverable if the "permanent affordable space" criteria are not met, the objectives of the program are never compromised.

HELPING NONPROFITS OWN THEIR FUTURE

Often a nonprofit's existence is threatened by increased rental expense as a result of the natural real estate cycles that occur over time. For example, the 2000 real estate boom, though short-lived, threatened the existence of many Bay Area nonprofits. Conversely, nonprofits that aren't at the mercy of real estate market cycles can concentrate on the business they do best – meeting critical community needs.

An organization that doesn't have the stress associated with real estate ups-and-downs can focus on building its capacity and programs. A well-managed capital campaign can empower an organization by expanding its fundraising expertise, at both the staff and Board level. When applied judiciously to institutions capable of managing a capital project, capital funds build the long-term stability of a nonprofit while enhancing its internal capacity.

Today's buyers' market (prices are stable and inventory is high) affords an opportunity to nonprofit groups that have the leadership, foresight and resources to secure their futures by purchasing facilities that will become their permanent homes. With today's interest rates, nonprofits now enjoy an opportunity to secure permanent space with financing costs that are historically low. The Nonprofit Space Capital Fund exists to support nonprofits that are ready to capitalize on these market opportunities.

The goal of the Nonprofit Space Capital Fund is to ensure the survival of community nonprofits by granting funds for permanent capital. When we help nonprofits build permanent homes, we help them put down roots in their neighborhoods. As a result, the community blossoms. Support for the Nonprofit Space Capital Fund is support for the longevity and security of the nonprofit sector.

Nonprofit Space Capital Fund Expansion

PHASE 1
SAN FRANCISCO COUNTY

PHASE 2
ALAMEDA COUNTY

1. Bay Area Community Services
40963-73 Grimmer Blvd, Fremont
2. Affordable Housing Associates
15th and Madison Streets, Oakland
3. The Crucible
1260 7th Street, Oakland
4. Easter Seals Bay Area
7425 Larkdale Avenue, Dublin

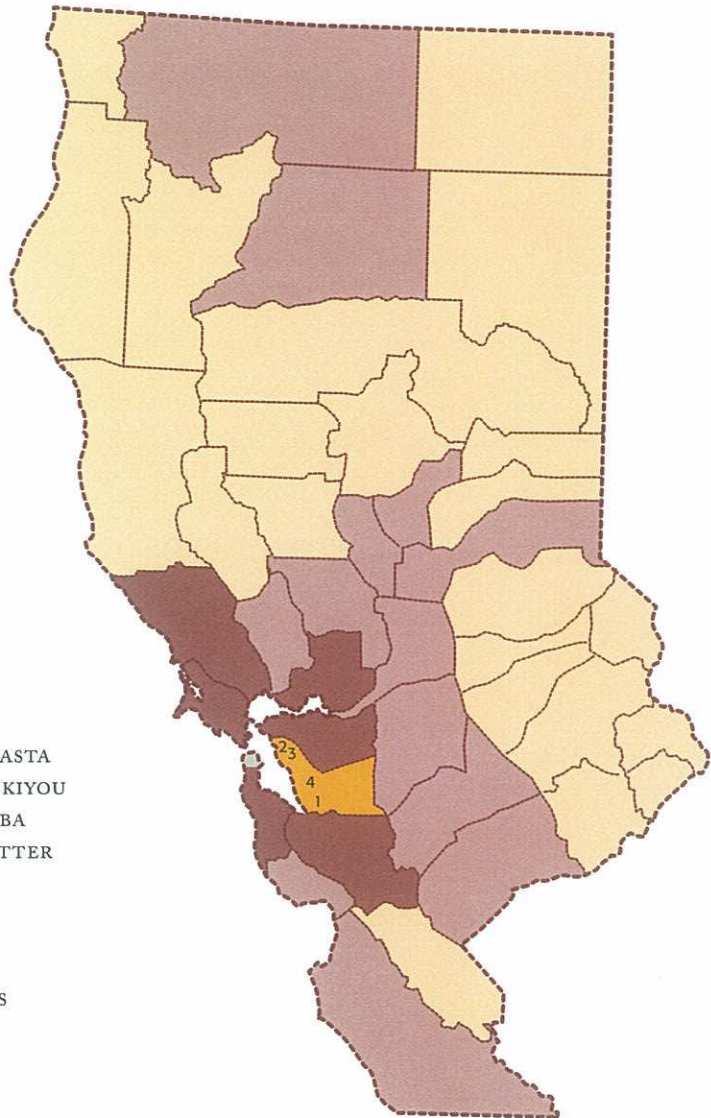
PHASE 3

| | |
|--------------|--------|
| CONTRA COSTA | SONOMA |
| SANTA CLARA | NAPA |
| SAN MATEO | SOLANO |
| MARIN | |

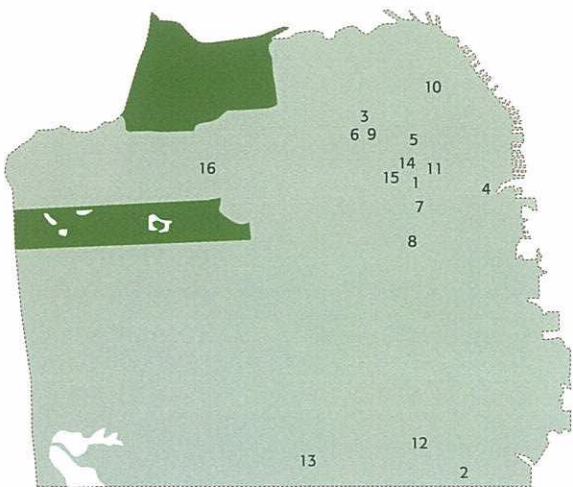
PHASE 4

| | | |
|-------------|------------|----------|
| SACRAMENTO | MERCED | SHASTA |
| SAN JOAQUIN | SANTA CRUZ | SISKIYOU |
| NAPA | MONTEREY | YUBA |
| YOLO | PLACER | SUTTER |
| STANISLAUS | | |

PHASE 5
ALL OTHER NORTHERN CALIFORNIA COUNTIES



PHASE 1
SAN FRANCISCO COUNTY



1. The Ark of Refuge
1025 Howard Street and 30 Harriet Street
2. Portola Family Connections
25634 San Bruno Avenue
3. Japanese Community Youth Council
2012 Pine Street
4. Mercy Housing California
Mission Creek and Berry Street, at 4th Street
5. North of Market Senior Services
315 Turk Street
6. Nihonmachi Little Friends
1830 Sutter Street
7. 9th Street Media Consortium
145 Ninth Street
8. ODC
3153 17th Street
9. Raphael House
1045-1049 and 1065 Sutter Street
10. Tenderloin Neighborhood Development Corporation
3145 Taylor Street
11. TODCO
328 Tehama Street
12. Geneva Valley Development Corporation
1099 Sunnydale
13. Coleman Advocates for Children and Youth
459 Vienna Street
14. San Francisco Museum and Historical Society
88 Fifth Street, at Mission Street
15. Filipino American Development Foundation
1010 Mission Street
16. Institute on Aging
3575 Geary Boulevard

The Nonprofit Space Capital Fund

A PROGRAM OF THE NORTHERN CALIFORNIA COMMUNITY LOAN FUND

UPDATED 2003

supporting permanent homes for nonprofits

MISSION

The Nonprofit Space Capital Fund (the "Fund" or "NSCF") is a program of the Northern California Community Loan Fund ("NCCLF"), a nonprofit lender and technical assistance provider. The Fund's mission is to dramatically increase the amount of permanent, affordable space available to the nonprofit service sector.

NORTHERN
CALIFORNIA



\$10-15
MILLION

GOAL

The Fund's goal is to provide technical assistance to nonprofits seeking to acquire or expand their program and office space and to support viable projects with planning and capital grants. In addition, the Fund will support the development of Nonprofit Centers, where several nonprofits co-locate and share ownership. The Fund's capital will ultimately leverage over \$200 million in long-term financing for community facility projects in the Bay Area. The Fund will assist as many as 80 additional projects, and provide permanent homes for as many as 200 nonprofit agencies that co-locate in these projects. We hope to raise \$10-\$15 million.

IMPACT TO DATE

Since November 2001, the Fund has approved twenty grants totaling over \$2.8 million. These grants have helped to create nearly 335,000 square feet of permanent, affordable nonprofit space, housing over 75 nonprofits, and leveraging over \$80 million in additional public and private financing. Nine of the organizations we funded will each anchor a new Nonprofit Center. In addition to the grants made to date, the Fund has provided technical assistance services to over 200 nonprofit organizations.

75 **NEW**
NONPROFIT
HOMES

A MARKET OPPORTUNITY FOR NONPROFITS

Because real estate is market driven, nonprofits that cannot keep pace with the market, or that cannot or will not take advantage of cyclical opportunities, will remain vulnerable to the ups and downs of the real estate environment. Today's buyers' market (prices are stable and inventory is high) affords an opportunity to nonprofit groups that have the leadership, foresight and resources to secure their futures by purchasing facilities that will become their permanent homes. Thanks to today's low interest rates, nonprofits now enjoy an opportunity to secure permanent space with financing costs that are historically low. The Nonprofit Space Capital Fund exists to support nonprofits that are ready to capitalize on market opportunities.

THE NONPROFIT SPACE CAPITAL FUND – AN OVERVIEW

A survey of nonprofit organizations in the Bay Area, which was prepared by McDougall & Company and completed in October 2000, noted that 65% of nonprofits occupied space that was subject to market forces, because the lease either had already expired, would expire within a few months, or was month-to-month. This exposure explains why, at the height of the dot.com explosion in 2000, so many Bay Area nonprofits were forced out of their rental spaces. These organizations faced rent increases of 100% to 1000% when their leases expired. According to one study, skyrocketing rents and sales in 1998–2000 threatened the survival of 30% of nonprofits in San Francisco alone.

A coalition that included the City of San Francisco, the Evelyn and Walter Haas, Jr. Fund, The San Francisco Foundation and The United Way responded by creating the Nonprofit Space Capital Fund, a program that the Northern California Community Loan Fund manages. The goal of this pooled fund is to ensure the survival of community organizations by providing the technical support and training that nonprofits need to acquire, develop, and manage real estate assets. The Fund makes grants that will help leverage long-term financing for acquisitions or expansions that will contribute to an organization's self-sufficiency.

NSCF was initially funded to serve the City and County of San Francisco. However, the need for permanent nonprofit space is not limited to San Francisco. Nonprofit ownership is necessary to stabilize nonprofit services for the many low-income people living in the Bay Area – a need exacerbated by the recessionary economy that has hit Northern California particularly hard. We are seeking funding to increase the Fund's capital and to support the expansion of the NSCF throughout Northern California (please see attached map).

TECHNICAL ASSISTANCE IS CRITICAL TO SUCCESS

When NCCLF designed the Fund, we recognized that many nonprofits do not have the real estate or financing expertise to guide their decisions about purchasing or renovating a facility. The Fund offers technical assistance via one-on-one meetings, board presentations, information sessions, workshops, and

As the 9th Street Media Consortium prepares to move in to its new building in a few short weeks, it is hard to believe that we will be working from a space that we can call our own. The Nonprofit Space Capital Fund's grant has made it possible for four media arts organizations to become owners of their own building, and has contributed immensely to the future stability of our organizations.

Janis Plotkin, President
9th Street Media Consortium
Nonprofit Space Capital Fund Grantee

conferences. After an initial assessment of the nonprofit and the project, NCCLF's staff prepares a customized technical assistance plan to meet the unique needs of the organization. After using our technical assistance, some organizations determine that they are not ready, or that buying property is not the right solution for their space needs. Nonprofits that are ready to proceed are eligible to apply for grants from the Fund.

To date, we have made grants to approximately 10% of the organizations that receive technical assistance from our staff. The Fund provides planning and acquisition grants. Our planning grants primarily support co-location projects. Our acquisition grants focus on two areas. The first is later-stage pre-development funding, and the second is acquisition funding. Although philanthropic funding for any phase of a capital project is hard to come by, we choose to focus on these phases because other funders often consider them the most risky. Very few funders will consider planning, pre-development and acquisition grant requests for capital projects in Northern California, making it difficult for nonprofits to fund these necessary costs.

We will consider requests from any nonprofit organization, regardless of the sector in which they operate. We are able to serve such a broad range of nonprofits because of the expertise we have gained as a successful community facility lender. From 1987 to the present, NCCLF's lending program has committed \$29 million to 186 projects, with no loan losses. Because of our experience with lending and underwriting, we understand the components of a viable project and can identify organizational strengths and weaknesses. We recommend grants only for those projects that have the potential to operate successfully for at least 49 years. This assures sustainability for the organization in both its physical infrastructure and its internal capacity.

NSCF Grants Encourage Co-Location When It Makes Sense

Nonprofit Centers are becoming more popular as nonprofits realize the advantages that combined capital campaigns, shared space, and strategic alliances can offer. Nonprofit community centers that provide one-stop access to services can also become an important neighborhood resource, and ultimately improve the quality of services that residents receive. While we recognize that co-locations and merged spaces don't work for all nonprofits, they can offer tremendous economies of scale and enhance multi-organizational synergies. When successfully planned and implemented, they secure space for several nonprofits, which makes our funds go farther. Therefore, strong co-location applicants receive preference in the application process and have priority access to the Fund's planning grants.

WHY SHOULD NONPROFITS OWN SPACE?

Nonprofits provide value, meaning and quality of life in every community. When an organization is strengthened by acquiring a permanent home, everyone wins – the nonprofit, its constituents, its funders, and the community at large. Consider the role that hospitals, educational institutions and churches play in neighborhoods: many of these nonprofits own their facilities and are deeply rooted in their communities as a result.

*All communities need to create ownership
— whether it be homes, small businesses
or community space—to stay vital,
diverse and safe. It is the proper role of
all of society's institutions to support the
creation of such assets.*

Ira Hirschfield, President
Evelyn and Walter Haas, Jr. Fund

Ownership Stabilizes An Organization

When a nonprofit buys a building, it makes a down payment on its longevity as an institution. Ownership eliminates the uncertainty associated with real estate cycles and allows nonprofits to concentrate on the business they do well – serving their community.

Ownership Builds Organizational Capacity

A well-managed capital campaign can empower an organization. Effective capital campaigns build Board and staff fundraising expertise, allowing the organization to pursue more fundraising opportunities even after the campaign is over. They also expand the organization's donor base. And successful capital campaigns give an organization the freedom to focus on program development. Every hour, and every dollar, that does not have to be devoted to real estate issues can be spent on building capacity or delivering services.

Ownership Is A Key Financial Strategy

Real estate is an essential part of a nonprofit's long-term asset-building strategy.

- Real estate ownership provides permanency for an agency. Such permanency can attract additional philanthropic, government and stakeholder investment.
- Real estate ownership not only secures and stabilizes office and program space, but can be leveraged to provide financing for an agency's working capital needs.
- Real estate assets can generate the highest overall returns relative to other assets.
- Real estate ownership allows an organization to control its occupancy expense, and protect itself against sudden large rent increases, thereby enhancing the organization's long-term sustainability.

Ownership Stabilizes Neighborhoods

When we help nonprofits build permanent homes, we help them put down roots in their neighborhoods. As a result, the community blossoms.

CULTURE CLASH: WHEN THE REAL ESTATE MARKET MEETS THE NONPROFIT SECTOR

Most nonprofit organizations have lagged well behind the market curve for most of their existence. Because of their entrepreneurial zeal and visionary tenacity, nonprofits have managed to find homes in the most unlikely of places for below-market occupancy costs. This ability to exist below the market standard changed dramatically in 1998 and 1999, when real estate in San Francisco became almost completely unavailable.

Now that the market has plummeted, many nonprofits have returned to their below-market rental spaces. Some nonprofits have been given pro-bono space, while others have carved out lease agreements that are less than 25% of their fair market value. One of the unfortunate aspects of these low occupancy costs is that most nonprofit spaces are woefully substandard. Additionally, when the pro-bono and low-lease market conditions change (as happens with every upcycle), nonprofits will have to be able to compete in the market, and to bridge the huge gap between their unrealistically low occupancy costs and the prevailing market forces.

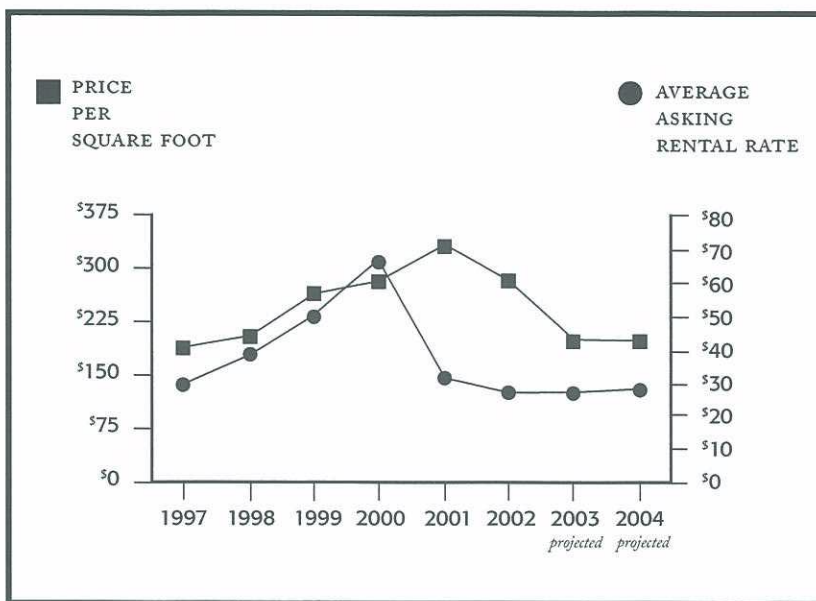
The Geneva Valley Development Corporation is grateful to the Nonprofit Space Capital Fund for helping us to realize the construction of our multi-service community center, The Village. This project will provide a clean, affordable space for nonprofit organizations that serve children, adults and families in Visitacion Valley.

Linda Wohlrabe, former Executive Director
Geneva Valley Development Corporation

Therefore, low rents do not offer a long-term solution to nonprofits. Rather, they allow nonprofits to exist in an unreal world for an uncertain period of time, only to be cast into a market in which they can't compete when real estate prices inevitably rise again.

For arts organizations the situation is often the most severe because their performance-driven programs require highly specialized spaces. Dancers, for example, must have a wooden “sprung” floor to avoid injuries, and high ceilings to accommodate lifts and jumps. Galleries often need temperature-controlled environments to protect artworks. And musical groups must consider acoustical ramifications in any space they occupy. Moving into a space that might have been previously occupied by a business won't necessarily work for them.

As recent experience has demonstrated so convincingly, the commercial real estate market is cyclical. Prices rise and prices drop as we move through up-cycles (recovery and expansion) with low vacancy rates, and down-cycles (recession and contraction) with high vacancy rates. As the graph shows, we are currently in the midst of a down-cycle in some parts of the Bay Area real estate market. However, it is only a matter of time before vacancy rates decline and lease rates rise. These cycles have huge repercussions for nonprofit organizations—repercussions the Fund was created to address.



FUNDING DURING A RECESSION: THE ADVANTAGES OF A POOLED FUND

The current down-cycle in the real estate market is occurring at the same time as a severe downturn in the equity market. This downturn has strongly affected many philanthropic organizations that would normally support the capital campaigns of nonprofit organizations. *How, then, can we capitalize on this real estate market opportunity, in such a constrained environment?*

We believe that pooling the resources of the philanthropic community offers a viable solution. NSCF gives the philanthropic community the opportunity to leverage their own resources with the additional financing that the Fund attracts. To date, the NSCF has funded projects that have leveraged its grant contributions more than 12 times. Because the Fund supports the development of Nonprofit Centers, our grants can enable several nonprofits—not just one or two—to acquire permanent program and office space. For each project that the Fund has supported, we have helped four nonprofit organizations, on average, to access permanent and affordable homes.

Contributors to the Fund also benefit from the staff resources available to NSCF through NCCLF. NCCLF staff can serve as outsourced partners for philanthropic funders, thus preserving limited program officer and staff time. By screening applicants to assess their financial stability, their internal

capacity, and their management ability as well as the feasibility of their projects, our staff makes sure that Fund grantees are capable of managing the projects they undertake and that their capital campaigns will strengthen, not weaken, their organization. Because NSCF grants are structured to be recoverable, organizations that do not complete their projects (or that do not provide permanent affordable nonprofit space for at least 50 years) must return the funds.

Finally, NSCF's process allows for a quick turnaround of funds. The average amount of time an organization spends in the NSCF underwriting and approval process is less than 90 days. This relatively fast turnaround can make a huge difference to a nonprofit's timeline and ability to capitalize on real estate opportunities.

NCCLF has partnered with funders and nonprofits since 1987. We offer our partners expert financial analysis, a good reputation and an assurance that what we do, we do well. NCCLF staff also works with foundations, city agencies and others that are considering a capital grant to a nonprofit. This collaboration helps foundation program staff assess the readiness of the nonprofit organization to acquire, develop, and operate the proposed facility.

Despite the advantages of pooled funding, we recognize that many funders prefer to make their own grants to organizations with projects they know first-hand. Our hope is that funders will see the advantage of both strategies, and support our efforts as well as their own individually targeted projects. A combination of strategies allows the field the greatest opportunity for long-term success.

Support A Stronger Nonprofit Sector By Supporting The Nonprofit Space Capital Fund

Three years ago, the NSCF's dollars didn't go as far as they can today, when real estate prices are stable. Additionally, today's low interest rates offer buyers an opportunity to use our grants as leverage for very favorable financing. Now is the time to plan for the next inevitable market shift, by securing space before prices begin to rise. *We can't afford to be caught by surprise again.* The Nonprofit Space Capital Fund is in a strong position to help nonprofits take advantage of the current reversal in market forces, thereby assuring that they won't face displacement when the market inevitably turns around and the next real estate bubble floats through town.

Decision-makers cannot ignore the fact that the real estate market has an enormous long-term impact on the entire nonprofit sector. When the 2000 real estate bubble began to displace nonprofits, funders reacted quickly to address what was then a true crisis. Few could have predicted that the bubble would burst so quickly. *But during the days when "crisis" was an oft-used word, everyone wondered why they hadn't seen it coming – why they had not planned for the inevitable.*

We are currently in a situation similar to the pre-crisis days. We know the real estate cycle will shift upwards again. This time, however, we can help nonprofits avoid the pitfalls of the real estate market. NSCF's pooled funds provide neighborhoods with secure nonprofit resources that will strengthen communities throughout the Bay Area. Please join us in helping nonprofits own their future by supporting the Nonprofit Space Capital Fund.

We as funders have been so caught up in funding the programs offered by nonprofits that we've all but ignored the infrastructure needs of these organizations. By helping our nonprofits buy their real estate, we can maintain the safety net for our communities.

Pam David, Executive Director
Walter and Elise Haas Fund

Frequently Asked Questions

Nonprofit Space Capital Fund

Q What groups are eligible for NSCF funds?

A Nonprofit (501)(c)(3) organizations that are purchasing a building, or making substantial renovations that will increase the amount of nonprofit space in an already owned space, are eligible to apply. Organizations with leases of at least 55 years are also eligible.

For a complete list of criteria, please speak to Carolyn Johnson, NSCF Program Manager, at (415) 392-8215, ext. 315.

Q Are these funds grants or loans?

A The NSCF funds are grants. However, the grant agreement includes a recoverable feature to ensure that the space is held for nonprofits in perpetuity. NSCF's grants can help applicants leverage other sources of capital, including loans.

Q What are pooled funds?

A Pooled funds are combined funds from a variety of public and private sources. NSCF offers potential funders the opportunity to leverage their limited funds by adding them to our pool. As the pool grows, more nonprofits can be served, allowing a contributor's dollars to be spread across a broader community of nonprofits.

Q I've heard there's a lot of cheap rental space available...wouldn't cheap rent be preferable to buying?

A No. A surplus of affordable rental space does not promise stability for the nonprofit sector. While short-term leases may be favorable to nonprofits initially, when rental markets heat up, landlords begin increasing rents and canceling leases. Nonprofits found themselves in just such a situation in the late 1990s and the year 2000. According to one study, skyrocketing rents in 1998-2000 threatened the survival of 30% of San Francisco's nonprofits.

During a down-cycle, organizations can be lulled into complacency as the tumultuous real estate market momentarily abates. This complacency may cause nonprofits to fall prey to classic market missteps, including the following:

- Delaying the purchase decision in exchange for low lease rates. A temporary surplus of low-cost rental space does not promise stability for the nonprofit sector. This is especially true when leases are short-term (which perpetuates the vulnerability of nonprofits that continue to rent) or mid-term (with terms that may end at the height of the next upswing).
- Today, while certain neighborhoods in the Bay Area have a glut of available space, these areas are not necessarily where all the nonprofits want, or need, to be. Because the surplus of rental space available is not evenly distributed, it does not offer respite from the real estate issues that nonprofit organizations face. Few landlords offer long term leases (55 years), and short term leases perpetuate the vulnerability of nonprofits that lease.
- Acting as if current trends will continue forever. A successful investor can forecast cycles and act ahead of the crowd, buying while popular opinion is still negative. An example of this is purchasing real estate when rents and prices are low, during a down-cycle.

Q What sort of technical assistance does NSCF offer?

A NSCF staff provides individual counseling, information sessions, a co-location brownbag series, and small pre-development planning grants (by invitation only). Additionally, NSCF offers technical assistance to help foundation program staff assess the readiness of a nonprofit organization to acquire, operate and develop a proposed facility.

Q What counties does NSCF serve?

A Currently NSCF funds are available in San Francisco and Alameda County; plans are underway to expand the funding area. Call (415) 392-8215, ext. 315 for an update.

Q If several nonprofit groups co-locate, do they have a better chance of receiving funding?

A While we believe that co-locations and merged spaces don't work for all nonprofits, they can often offer tremendous economies of scale and enhance multi-organizational synergies. Successful co-locations (whether they are space collaborations, anchor-tenant arrangements, mergers, or something in-between) require organizational capacity, mission congruency, leadership responsibility and legal agreements. They also allow our funds to go farther. When NSCF assesses a co-location as "institutionally strengthening" for all involved parties, we give it high priority. Co-location projects are given preference with our capital grants and have priority access to our planning grants.

Q Do you fund arts or human service nonprofits?

A NSCF funds nonprofits across all sectors.

Q How many projects have you funded?

A To date we have funded twenty projects, housing over 75 nonprofit organizations in San Francisco and Alameda County.

Q Where does the money come from?

A During the "space crisis" of 2000, the NSCF received start-up funds through an appropriation by the San Francisco Board of Supervisors. All of the initial funds from the City of San Francisco have been committed to grantees as of September 2002. NSCF also obtained a grant from the Evelyn and Walter Haas Jr. Fund to be used for capital grants to San Francisco nonprofit organizations; a two-year grant from the Walter and Elise Haas Sr. Fund to be used for capital grants to nonprofit organizations; a low-interest loan from Wells Fargo Bank to be used for community facility loans; and a program related investment (PRI) from The San Francisco Foundation to be used for Loan Guarantees for acquisition and renovation projects sponsored by Bay Area nonprofit organizations.

Q Is NSCF a nonprofit organization?

A NSCF is a program of The Northern California Community Loan Fund (NCCLF), which is a (501)(c)(3) nonprofit organization. In 2000 the Mayor's Office of Community Development chose NCCLF to manage the grant funds appropriated by the San Francisco Board of Supervisors, which resulted in the creation of the NSCF.

Nonprofit Space Capital Fund

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GRANTEE PROFILES

9th Street Media Consortium

The Nonprofit Space Capital Fund awarded the 9th Street Media Consortium a \$400,000 grant in November 2001 to facilitate the acquisition of a 21,600-square-foot building in the SoMa area of San Francisco. The purchase allows the Consortium to gain equity in a custom-designed building while stabilizing the organizations' monthly occupancy costs.



The **9th Street Media Consortium, Inc.** (“the Consortium”) is a nonprofit organization formed in July 2001 to secure a permanent San Francisco facility for four nonprofit media arts organizations: Frameline, Inc., Film Arts Foundation, National Asian American Telecommunications Association (NAATA) and the San Francisco Jewish Film Festival. The Consortium member organizations along with the National Alliance for Media Arts in Culture and Cine Acción rented 20,000 square feet at 346 9th Street. Both the Film Arts Foundation and NAATA moved into this site in 1983. The Consortium leased this space for a substantially below-market rate. However, the lease expired and they were unable to renew without a significant increase. The Consortium partnered with a private developer to purchase and build out a new building, also on 9th Street, two blocks from their current location.



“As the 9th Street Media Consortium prepares to move to its new building in a few short weeks, it is hard to believe that we will be working from a space that we can call our own, freeing us from having to plan around the widely fluctuating real estate market. This would not have been possible without the support of the Nonprofit Space Capital Fund. Their grant has made it possible for four media arts organization to become owners of their own building and has contributed immensely to the future stability of our organizations.”

Ms. Janis Plotkin, President of the 9th Street Media Consortium

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GRANTEE PROFILES

Ark of Refuge, Inc.

The Nonprofit Space Capital Fund awarded Ark of Refuge a \$171,000 grant to renovate its buildings, located in the SoMa area of San Francisco, into a multi-service youth center offering a broad array of social services to low-income and at-risk youth in San Francisco. The renovation will create a 22,125-square-foot "one-stop" setting for under-served youth ages 8 to 17 years old.

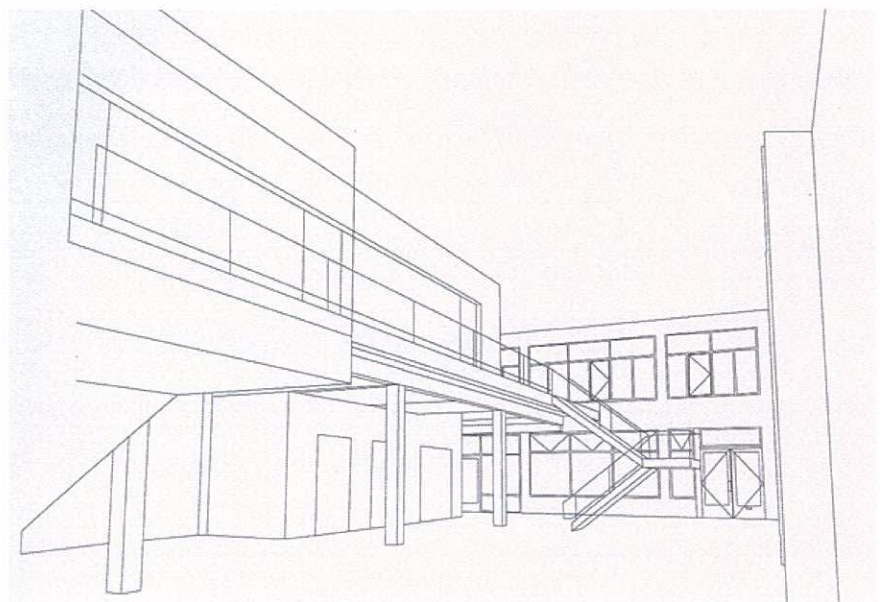
"This new center, supported by the Nonprofit Space Capital Fund, will be a dynamic, model facility for young people from all parts of the City to come and engage one another in a wide range of activities that will break down the barriers of fear, prejudice and isolation while fostering individual development, social consciousness and the creation of a vital new youth community."

Rev. Yvette Flunder,
Executive Director of Ark of Refuge



The **Ark of Refuge** was founded in 1992 by Reverend Yvette Flunder to secure housing vouchers for homeless members of the City of Refuge United Church of Christ who were living with end-stage HIV/AIDS.

During its 10-year history, the Ark of Refuge has grown from an initial \$25,000 grant to an agency with over 40 staff and a budget of \$2.7 million. In the current fiscal year, Ark of Refuge has expanded its services from church members of affiliated City of Refuge United Church of Christ to serve individuals in San Francisco and Oakland and clergy throughout the nation. The Ark will serve approximately 900 individuals through a wide range of services, including residential programs, individual and group counseling, case management, money management and benefits support, peer advocacy and educational activities; 400 African-American clergy through technical assistance and leadership development support; and 5,000 individuals through AIDS awareness and prevention services.



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GRANTEE PROFILES

Bay Area Community Services

The Nonprofit Space Capital Fund awarded Bay Area Community Services a \$50,000 grant in May 2003 to facilitate the acquisition and renovation of a facility which will house their South County Creative Living Center ("SCCLC") in Fremont, California. The SCCLC was established by BACS to assist adults with severe and persistent mental illness to live in the community and function as independently as possible.

Since its inception in 1972, the SCCLC remains the only day rehabilitation program in the Tri-cities of Alameda County. A 12-year project to develop a permanent home is nearing completion and we are honored to partner with the Nonprofit Space Capital Fund in this endeavor. The members of SCCLC will finally have a facility adequate for the many activities that help to stabilize their lives.

Ms. Liz Prince, Executive Director of BACS



Bay Area Community Services

The Council of Churches established Social Services of Oakland in 1953. In 1969, this agency incorporated under the name Bay Area Community Services ("BACS") to reflect the agency's provision of services

throughout Alameda County. BACS's headquarters remain in Oakland. Since its inception BACS has become a leader in the design, development and delivery of specialized services to older and mentally ill adults of the East Bay. Their services include the following:

- *Older Adult Services:* Money Management Assistance Program, Affordable Senior Home Services, Care Management, Senior Nutrition Services including Meals on Wheels, Adult Day Care Services, Adult Day Health Services and Senior Transportation Program.
- *Mental Health Services:* Five Creative Living Centers located throughout Alameda County, Crisis Residential Program, Employment Program, Supported Independent Living, and Case Management.

BACS' services reach more than 3,900 people each year, at 40 locations in Alameda County. BACS clients are primarily SSI recipients or just above the SSI income level and over 18 years of age. Their mental health programs are located in Oakland, Alameda, the Eden Area (Hayward), Tri-Cities (Newark, Union City and Fremont) and Tri-Valley (Dublin, Livermore and Pleasanton) areas of Alameda County.



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GRANTEE PROFILES

Coleman Advocates for Children and Youth

The Nonprofit Space Capital Fund awarded Coleman a \$35,000 grant in May 2003 to support the acquisition and renovation of a facility which will house their programs and offices and will co-locate a daycare center and other youth-serving nonprofit organizations.



Coleman Advocates for Children and Youth is an advocacy organization working to improve the lives of San Francisco's children, youth and their families. Coleman is also a resource to over 100 non-profit children's organizations in the City, and provides technical assistance to citizen groups throughout the country interested in replicating various elements of their social change model. Coleman operates two key programs. The first program is Youth-Making-A-Change which is a youth leadership training and organizing group. The second program is Parent Advocates for Youth, which is similar to Coleman's youth leadership program but is targeted to parents of public school children. The results of Coleman's work include a community-based status offender system, the creation of the Mayor's Office of Children, a network of after-school programs at 25 elementary schools, and a network of services for homeless youth on the street.

Our newly refurbished building transforms Coleman. With the support of the Nonprofit Space Capital Fund, we have gone from having an office space to having a building that is a true community center—a hub for organizing on behalf of children, a place to incubate other nonprofits, a homey environment for youth and parents and a mini-conference center for youth groups of all kinds—all co-located with family support programs that serve the community.

Margaret Brodtkin, Executive Director



Nonprofit Space Capital Fund

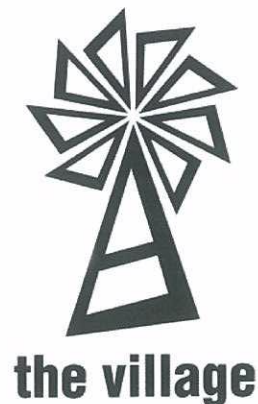
A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Geneva Valley Development Corporation

The Nonprofit Space Capital Fund awarded GVDC a \$120,000 grant to construct the 2,000-square-foot Village West, a multi-tenant community center in the Visitation Valley area of San Francisco. 12,000 square feet of space will be leased by GVDC to co-located partners.

Geneva Valley Development Corporation (GVDC) is the lead developer of Village West. Village West is the community center which was proposed to house social service providers who were displaced when the Geneva Towers were demolished in 1995. Village West will be built on the former site of the Geneva Towers, in the midst of new affordable housing developments and Sunnydale, a San Francisco Housing Authority development. In addition to GVDC, Village West will be home to the following seven service providers: Girls After School Academy; DPH – Community Mental Health Hawkins Clinic; Boys & Girls Club of San Francisco (one floor); Visitation Valley Family Support Services Center; Visitation Valley Jobs, Education, and Training Program; Visitation Valley Community Center; and Chinese for Affirmative Action. The entire Village (Village West and Village East) will offer critical and comprehensive services to children, families and adults in Visitation Valley.



“The Geneva Valley Development Corporation is grateful to the Nonprofit Space Capital Fund for helping us to realize the construction of our multi-service community center, The Village. This project will facilitate co-location and will provide a clean, affordable, permanent space for nonprofit organizations that serves children, adults and families in Visitation Valley.”

Ms. Linda Wohlrabe, Executive Director of GVDC

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Japanese Community Youth Council

The Nonprofit Space Capital Fund awarded JCYC an \$100,000 grant in February 2002 to help fund the renovation and expansion of the organization's main facility. The renovations will include a new street level entrance, remodeling the interior, extension of the building, upgrading the building to maximize safety and create an appealing environment for children and youth.



Japanese Community Youth Council (JCYC) was founded in 1970 as a forum for youth from the Japanese-American community. Since that time JCYC has evolved into a multi-service community organization which currently serves over 5,000 children and youth annually from all ethnic backgrounds. JCYC provides a wide array of youth programs and services including childcare, educational counseling, substance abuse prevention programs, summer youth programs, youth leadership training, academic tutoring and youth employment and training.



"JCYC's youth center facility has served as the organization's primary program site for over 20 years. This project, with the Nonprofit Space Capital Fund's support, will ensure our on-going ability to provide a safe and nurturing environment for those we serve."

Mr. John Osaki, Executive Director of the Japanese Community Youth Council

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Mercy Housing California

The Nonprofit Space Capital Fund awarded MHC a \$100,000 grant in January 2003 to fund Mission Creek Community Center, a 7,000-square-foot Adult Day Health Center in a mixed-use development in the Mission Bay Redevelopment Area of San Francisco. The Mission Creek includes apartments for very low-income elderly persons, the health center, the San Francisco Public Library's Mission Bay Branch, ground-floor, neighborhood-serving retail space, and a community-serving meeting hall.



Mercy Housing California (MHC) was established in 1988 as the California branch of Mercy Housing, Inc., a national, nonprofit affordable housing development, management, advocacy and technical assistance enterprise sponsored by a number of Catholic women's religious orders.



"This project, supported by the Nonprofit Space Capital Fund, is significant to MHC for enabling us to fulfill the City's comprehensive plan for Mission Bay. MHC's mission to create and strengthen healthy communities through the provision of service-enriched housing for the economically poor is especially fulfilled through this development's plans to bring senior services to the Mission Creek Senior Community."

Ms. Jane Graf, President of Mercy Housing California

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Nihonmachi Little Friends

The Nonprofit Space Capital Fund awarded Nihonmachi Little Friends a \$200,000 grant in September 2002 to facilitate the acquisition and renovation of the Japantown YWCA to house NLF's childcare program and co-locate two other nonprofit organizations which serve children and teens. The Japantown YWCA was built in 1932 with funds raised by Issei women pioneers. The Issei are the generation who left Japan starting in the late 1800's to come to America. The YWCA held the building in trust for many years until recently, when NLF was able to purchase the building.



Nihonmachi Little Friends was founded by a group of Japanese American community educators, parents and activists in 1974 to provide culturally and linguistically sensitive programs for preschool-age children. NLF opened its preschool program in October 1975 with 15 children. NLF's after-school program for elementary school age children opened in 1979. In 1985 a second preschool-age site was opened to meet demand. NLF is committed to providing quality and affordable childcare services. The children enrolled represent a diverse spectrum of various ethnic, social and economic family backgrounds. A total of 84 preschoolers and 74 elementary school-age children now receive childcare and educational services on an annual basis.

"Nihonmachi Little Friends is extremely grateful for the Nonprofit Space Capital Fund grant, which will assist us with our efforts to raise funds to cover the acquisition cost of the historic 1830 Sutter Street building, the site of one of our preschool-age programs. This building provides stability to the organization and a sense of permanence in the community after 27 years. We are excited to be the new owners and look forward to restoring and maintaining it for continual community use for generations to come."

Ms. Cathy Inimasa, Executive Director of Nihonmachi Little Friends

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

North of Market Senior Services

The Nonprofit Space Capital Fund awarded NMSS a \$355,000 grant in May 2002 to help fund the buildout of 9,000 square feet of space for senior social services in a mixed-use building that will also provide housing for low-income seniors. This project will allow NMSS to consolidate many of their services in a "one-stop" setting, allowing easier access for their clients living in the Tenderloin, Central City and South of Market areas. Between 10 and 15 percent of NMSS's clients are homeless.



NORTH OF MARKET SENIOR SERVICES

North of Market Senior Services (NMSS) was founded in 1972 to provide services to seniors living in the Tenderloin. NMSS's programs include a primary care clinic, case management services, substance abuse programs, adult day health care programs, recreational programs, information and referral services, and meal services. The new project space will include private counseling rooms, a Social Day Care program serving the Southeast Asian community as well as developmentally disabled and gay, lesbian, bisexual and transgender seniors, a Senior Sobriety Center and a Neighborhood Resource Center.

"We recently purchased a building adjacent to our main site which will allow us to consolidate our program and office space in one geographic location.

This Nonprofit Space Capital Fund grant allowed us to complete this project which fits within and complements our mission to serve our clients to the best extent possible."

Ms. Gay Kaplan, Executive Director of North of Market Senior Services

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

ODC/San Francisco

The Nonprofit Space Capital Fund awarded ODC, a nationally renowned dance company, a \$400,000 grant in July 2002 to support the renovation of their 22,000-square-foot new facility and creation of a dance campus. Their campus is located in the Mission District of San Francisco. This project will add up to six new rehearsal and performance spaces, teaching studios, community offices for local artists and arts organizations, administrative offices, a Pilates Training Center, a dance injury prevention clinic, locker room facilities, a café and a media room.



ODC/San Francisco (ODC), founded in 1971, is a contemporary arts institution comprised of a community theater (with a visual arts gallery), producing organization, dance company and dance school. The ODC Theater is the oldest contemporary dance producing and presenting organization in San Francisco. ODC/San Francisco,

the resident Dance Company, is a professional ensemble of 10 men and women. The ODC School provides classes with professional artist teachers and accompanists for approximately 5,500 adults and children per year, including off-site classes in the San Francisco Unified School District. ODC also contributes strategically to the development of dance artists in its home region. During the recent space crisis, ODC offered assistance to other groups and was widely perceived as a key resource for other dance groups in need of space and other support.



“This capital expansion will realize the vision of a contemporary arts center that has sustained me for 35 years. We will be able to diversify our school curriculum, add different techniques, and classes for teens and families. We will double the number of our theater presentations and more than triple our rental opportunities. We hope to create a stable center for this vital artistic life. The Nonprofit Space Capital Fund award will play a big role in our efforts.”

Ms. Brenda Way, Founder and Artistic Director of ODC

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Portola Family Connections

The Nonprofit Space Capital Fund awarded PFC a \$50,000 capital grant and additional funding for technical assistance in July 2002 to support the renovation of their adjacent 2,500-square-foot expansion space. Currently vacant, the expansion space previously housed a 99-Cent Store. Its renovation will create a new multipurpose space for large community meetings, expanded ESL classes, gross motor skill development for early childhood programs and 29 new licensed child care slots for the after-school homework club program.



Portola Family Connections (PFC) was established in 1993 by the E.R. Taylor Elementary School's Healthy Start Collaborative in response to an extensive community assessment that identified a priority need for a neighborhood service center for children and families. PFC partners with other providers to provide an array of

children's and adult services in the community. Current co-located partners include City College (ESL and child observation classes), UC extension (nutrition programs), SFUSD (Home Instruction for Preschool Youngsters program), the Silver Avenue Health Clinic and Asian Pacific Islander Family Resource Network branch. SF Recreation and Parks, San Bruno Merchants Association, San Francisco Organizing Project and SF Family Resource Center Consortium all use the PFC facility for meetings and community planning work. PFC also provides afterschool and summer programs for children from the E.R. Taylor Elementary School.



"Our construction project was set to commence when the SF City Building department decided we needed to install a sprinkler system in our whole building which produced a sudden and very unexpected budget shortfall. Without the Nonprofit Space Capital Fund's grant, our current renovation project would be financially infeasible. We are deeply grateful for their support."

Ms. Maryann Fleming, Executive Director of Portola Family Connections

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Raphael House

The Nonprofit Space Capital Fund awarded Raphael House a \$300,000 grant in November 2001 to facilitate the acquisition and renovation of their 40,000-square-foot main facility. The organization has rented its facility in the Tenderloin area of San Francisco on a month-to-month basis since 1975. The purchase of the facility will ensure that this important city resource will be able to continue to provide services to families struggling against homelessness in San Francisco.



Raphael House, Inc. is one of two family-oriented homeless shelters in San Francisco. Established in 1971, Raphael House became the first shelter in San Francisco for homeless families. The mission of Raphael House is to help families at risk of homelessness achieve stable housing

and financial independence, while strengthening family bonds. Beginning with filling the most basic needs of shelter, food and clothing, Raphael House provides a home-like atmosphere of love, care and security in which families can rebuild their lives.



"Our landlords informed us that they could not give us a long-term lease. In order for us to continue to provide services to our homeless clients, we realized we had to acquire the building. Because of the grant provided by the Nonprofit Space Capital Fund, our programs will continue and be protected into the future."

Father David Lowell, Executive Director of Raphael House

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Tenants and Owners Development Corporation

The Nonprofit Space Capital Fund awarded TODCO a \$65,330 grant in July 2002 to help fund development of nonprofit office space on the second floor of a new senior housing project in the SoMa and Yerba Buena areas of San Francisco. This will create 85 new units of senior housing, along with on-site services and retail space.



Tenants and Owners Development Corporation (TODCO) was created in 1971 by a group of low-income tenants from South of Market residential hotels to promote and develop affordable housing in the surrounding area. TODCO has primarily focused on rehabilitating residential hotels and building new housing units, and has developed more than 600 units for low-income seniors and disabled persons.



"The nonprofit office space within the Eugene Coleman Community House will make it possible for a major senior services agency to expand its programs and serve the 2,000 elders living in our Yerba Buena neighborhood. The grant from Nonprofit Space Capital Fund made it possible for us to complete this project."

Mr. John Elberling, Executive Director of TODCO

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

GRANTEE PROFILES

Tenderloin Neighborhood Development Corporation

The Nonprofit Space Capital Fund awarded the Tenderloin Neighborhood Development Corporation a \$50,000 grant in January 2003 to facilitate the pre-development and construction phases for the creation of 6,000 square feet of nonprofit office space in the basement of the proposed Curran House affordable housing project. The new office space will provide private offices, individual workstations, conference rooms and a lunchroom for TNDC staff.



TNDC was formed in 1981 to preserve and provide quality, permanent, and affordable housing in the Tenderloin and adjacent neighborhoods. TNDC has acquired 20 residential properties containing over 1,500 units, providing housing to approximately 3,500 residents. In addition to providing affordable housing, TNDC's on-site support services staff assist

tenants in maintaining their incomes and stability, provide crisis management, and offer regular counseling. TNDC is experiencing a severe shortage of office space and their projected future growth will only exacerbate this problem. The new office space supported by this grant will help to alleviate the overcrowding at TNDC.



"In just the last five years, TNDC has expanded from 100 to 170 employees in order to service its residents and buildings in the Tenderloin Neighborhood. By 2006, TNDC will develop housing for 2,500 new tenants and will have over 200 employees. The staffing additions required to respond to this growth in housing and tenant populations has meant TNDC has seriously outgrown our current office spaces. The generous support of The Nonprofit Space Capital Fund will enable TNDC to expand its office to accommodate approximately 23 professional staff members. This will enable TNDC to maintain its headquarters in the heart of the Tenderloin neighborhood and to continue providing important services to the very low income Tenderloin residents who are its primary constituents."

Catherine A. Merschel, Executive Director of TNDC

Nonprofit Space Capital Fund

A Program of the Northern California Community Loan Fund

RECENT GRANTEES

Affordable Housing Associates (AHA)

AHA, located in Berkeley, California, was founded in 1993 to increase the supply of low-income housing by upgrading existing homes and building new ones. A complementary goal is to contribute to the community and economic development of the neighborhoods and communities which they serve. Over 700 Bay Area residents are now living in affordable properties built or rehabilitated by AHA in the cities of Berkeley, Oakland and Walnut Creek. In September 2001, AHA purchased 160 14th Street, a site on the northwest corner of Madison and 14th Streets in downtown Oakland, California. AHA plans to develop this site, the Madison Lofts, as a mixed-use project including 76 live/work apartments, community service facilities, offices, studio space, and ground floor retail and parking. AHA believes an arts-oriented development at this site will build on the strengths of this downtown Oakland neighborhood, which is located within blocks of the Main Library, the Oakland Museum, and the Alice Arts Center.

AHA was awarded a \$10,000 planning grant (September 2003) to support the development of up to 8,000 square feet of commercial space at Madison Lofts for lease to non-profit groups at below-market rates.

The Crucible

The Crucible was established in 1999 as a nonprofit educational organization to foster a collaboration of arts, industry and community. The Crucible offers affordable, accessible classes and workshops in fine and industrial arts, enrolling approximately 3,000 people annually. The Crucible's curriculum includes blacksmithing, ceramics, neon and light, machine shop, kinetics and sound sculpture, glass, moldmaking and foundry, drawing, painting, jewelry, stonecarving, woodworking and welding. The organization serves an additional 4,000 people a year through its free youth programs, guest artist lecture series, public art shows and other community events.

The Crucible was awarded a \$75,000 grant (September 2003) to support the construction of an 8,200 square foot mezzanine level above the primary metal-working studio areas along the western part of their existing facility, and building out six large shop areas underneath the mezzanine.

Easter Seals Bay Area (ESBA)

Easter Seals Bay Area ("ESBA") is a private, 501(c) (3) non-profit organization. Since 1927, ESBA has provided health and wellness, early intervention, childcare, and after-school programs and services for over 2,200 individuals from birth to 100 years old. The individuals they serve have disabilities or special needs, or are at risk for developmental delays. ESBA provides services in Alameda, Contra Costa, Solano, Napa, San Francisco, San Mateo, and Santa Clara Counties.

ESBA was awarded a \$25,000 grant (September 2003) to support the expansion of its Kaleidoscope After-School program campus in Dublin, California.

Filipino American Development Foundation (FADF)

FADF exists to strengthen the social, physical, and economic well being of the Filipino American community and the South of Market community with special attention to the underserved segments of the community.

FADF was awarded a \$100,000 grant (August 2003) to support the development of the Bayanihan Community Center. This center will be located at the corner of 6th and Mission Streets in San Francisco's South of Market (SOMA) which is the site of the former Delta Hotel.

Institute on Aging (IOA)

The Institute on Aging (IOA) is a non-profit community-based organization whose mission is to help older adults maintain their health and ability to live independently. IOA offers an extensive array of health care, social service and educational programs serving older adults. They include adult day health centers, case management, home care, specialized Alzheimer's services, counseling and support groups/senior information, advice and referral resources. A research division primarily focuses on the study of health services for seniors and their outcomes, including a major collaborative study on the outcomes of adult day health programs.

IOA was awarded a \$100,000 grant (August 2003) to support the development of the Geary Boulevard Senior Living and Health Center. The proposed project site is located at Geary Boulevard and Palm Avenue and currently houses the Coronet Theater. This theater will be demolished and a six-story building will be constructed. The new building will become the main location for the IOA's offices and services and a major site of affordable senior's housing. BRIDGE Housing will be the master developer and will manage the building upon completion.

San Francisco Museum and Historical Society (SFMHS)

SFMHS, formed in 2002, is the product of a merger of two nonprofit corporations: The Museum of the City of San Francisco and the San Francisco Historical Society. The Museum of the City of San Francisco began in 1986 and for many years operated a San Francisco's official history museum in the Cannery at Fisherman's Warf. The San Francisco Historical Society, founded in 1988, conducts monthly programs and publishes newsletters and historical journals. The Museum now operates exhibits in the South Light Court of City Hall and at Pier 45. It also maintains artifact storage at Treasure Island, a research center on 11th Street, runs monthly history programs, publishes quarterly publications, holds special events and maintains two history-oriented websites.

SFMHS was awarded a \$100,000 grant (August 2003) to support their rehabilitation, restoration and seismic retrofit of the Old Mint building located on 5th Street between Mission and Jessie Streets.

Member Profiles

Program Review Committee

Jim Abrams is an attorney with the law firm of Greene, Radovsky, Maloney and Share, LLP. His career as a lawyer was preceded by a ten year career in government and banking in Washington, D.C. and San Francisco. His current practice focuses on real estate finance, and he has substantial experience in all facets of real estate lending. Jim also handles the acquisition and sale of properties, the negotiation of office and retail leases, and provides counsel on easement and title issues and he advises both commercial lenders and borrowers in the workout of problem loans, foreclosures, deed-in-lieu of foreclosures, and receiverships. Jim also advises nonprofit lenders who provide financing for the construction of low-income housing, mixed-use and community facilities.

Frank Bravo is a Relationship Manager at Silicon Valley Bank. He has nearly ten years experience in the commercial lending arena, primarily with Bank of America, where he held progressively responsible positions. His most recent position at Bank of America was as a Vice President in the Community Development Banking Group. Currently at Silicon Valley Bank, Frank originates, analyzes and underwrites affordable housing construction, permanent, bridge loans, lines of credit, and private placement and publicly offered tax-exempt bond transactions. He is also responsible for developing affordable housing products and guidelines.

Marie Jones is Principal of Marie Jones Consulting. She brings over 15 years of experience in economic development, market analysis, training design and delivery, and proposal writing to her practice. Prior to starting her consulting firm, Marie Jones worked as a Senior Associate at Bay Area Economics where she specialized in market analysis, economic development and facility feasibility studies. Marie also served as the Director of Economic Development for the San Francisco Partnership, where she managed a comprehensive strategy to assist arts and human service non-profit organizations facing rapidly rising rents. Jones also served as Manager of Economic Development for Diablo Valley College and Director of Training and Economic Development for the Michigan Manufacturing Technology Center. Earlier, she worked on low-income housing development in Ithaca, New York, and on the redevelopment of the earthquake-damaged downtown in Santa Cruz, California.

Olson Lee is the Assistant Deputy Executive Director and Manager of the Housing Division at the San Francisco Redevelopment Agency. For the past six years, He has been responsible for the overall administration of the Agency's housing programs, including the administration of tax increment housing funds within Agency project areas and throughout the City, the administration of the Housing Opportunities for Persons with AIDS program, the oversight of housing project development, the administration

of tax-exempt multifamily financing, and the review of land disposition and owner participation agreements. Prior to this position, Olson worked for six years as Chief Housing Finance Officer for the Mayor's Office of Housing in San Francisco, California. Prior to the Mayor's Office, he worked for nine years as Senior Multifamily Field Service Officer for Neighborhood Reinvestment Corporation. Olson serves as a member of the Boards of Directors for the National Association of Local Housing Finance Agencies and the California Association Local Housing Finance Agencies. He is a member of FNMA Bay Area Partnership Advisory Council. Olson also served for six years on the Loan Committee and the Board of Directors of the Northern California Community Loan Fund.

Brad Paul joined the Haas, Jr. Fund in 2000 as the Senior Program Officer for the Strengthening Neighborhoods program area. In that role, he has focused on efforts to revitalize low-income and underserved communities in San Francisco and Alameda counties. Prior to joining the Fund, Brad worked as a consultant on neighborhood development efforts involving various agencies and neighborhoods around the Bay Area. During Art Agnos' term as mayor of San Francisco (1988-1992), Brad served as the Deputy Mayor for Housing and Neighborhoods.

Jeanne Peters is a staff consultant in the Research division of CompassPoint Nonprofit Services. She has worked in San Francisco's nonprofit community for the past 10 years holding management positions in administration, finance, and fund development. Jeanne currently serves as Vice President of The Breast Cancer Fund—a national advocacy organization focused on breast cancer prevention. At CompassPoint, she focuses primarily on financial management consulting and nonprofit sector research. Jeanne has written three CompassPoint reports on nonprofit facilities including CompassPoint's 2000 publication, *Nonprofits At Risk: The Space and Occupancy Crisis Facing San Francisco's Nonprofit Community*.

Mary Rogier has been the President of the Northern California Community Fund (NCCLF) since 1998. Prior to her arrival, she served as Manager of Program Operations at the Low Income Housing Fund (LIHF). In this capacity, Mary supervised the finance, fundraising, planning, program development, personnel, and MIS functions. Prior to her position at LIHF, Mary served as Director of Housing Development for the Massachusetts State Department of Mental Retardation. She also has previous experience in nonprofit fundraising, small business, and financial and policy analysis at the state and local government levels. Currently, Mary serves on the Board of Directors of Hearth Homes, a nonprofit affordable housing policy and development organization

focused on universal design, and as a member of the Board and Loan Committee of Women's Initiative for Self-Employment, a micro-enterprise lender and training organization serving low-income women entrepreneurs in San Francisco.

Carlos Romero has been the Executive Director at Mission Housing Development Corporation (MHDC) since February 1999, where he oversees this community-based, non-profit organization, with a staff of 35 that creates and preserves quality affordable housing for low-income people. Prior to his arrival at MHDC, he spent four years as an affordable housing developer at Mercy Charities Housing California, developing a variety of housing developments throughout the California. While at Mercy, he also managed their extensive commercial portfolio. Carlos has also owned and managed his own construction firm and architectural design studio. In addition to his affordable housing development skills, Carlos has extensive experience working as a community organizer in low-income neighborhoods. He co-founded the East Palo Alto Community Alliance and Neighborhood Development Organization (EPACANDO), a community based economic and housing development organization. Carlos continues to serve on several boards of directors of non-profit organizations in East Palo Alto and San Francisco. He is presently the Treasurer of Centro del Pueblo, a multi-agency owned non-profit office development that houses thirteen Mission District non-profits.

Margaret ("Peg") Stone is a senior associate at CSG Advisors, Inc., a national real-estate financial advisory firm. She has more than 25 years of experience in affordable housing and economic development. Peg's specialties include public housing refinance, tax credits, bond finance, and strategic planning. She also has years of experience working with and financing the needs of nonprofit capital projects. Prior to working with CSG, Ms. Stone served as the executive director of Merritt Capital, a nonprofit tax-credit syndication fund. There she raised over \$30 million from major corporations and invested in a wide range of affordable housing developments, including family, elderly, and SRO housing. She established all the operating systems for the corporation, including personnel policies, health and retirement benefits, MIS, and portfolio rating.

Ms. Stone has also worked for the cities of Daly City and Hayward in various capacities, including oversight of redevelopment, CDBG, planning, and building inspection functions, and began her career working for a Legal Services national backup center, assisting very low-income groups.

Carol Ting is Director of the San Francisco bay area office for the Nonprofit Finance Fund. NFF provides a combination of technical and financial assistance for growth-related projects, which often include facilities. She was previously a lender at NFF, analyzing, closing and monitoring loans for NFF's customers. Prior to joining NFF, Carol worked at JPMorgan Chase's Community Development Group lending to nonprofit organizations in New York City. She has also worked as a real estate analyst for Prudential Realty Group and as the arts program officer for the Prudential Foundation.

Kirke Wilson has been Executive Director of Rosenberg Foundation since 1974 and President since 1998. Rosenberg Foundation is a private foundation that makes grants throughout California for programs to improve public policy related to the economic security of low-wage workers and the economic and civic integration of immigrants in California. From 1967 to 1973, he was Vice President and West Coast Manager of Community Change, Inc., a private consulting firm involved in policy research. He previously served as a staff assistant in the office of California governor Pat Brown and as an organizer of migrant and seasonal farm workers in the San Joaquin Valley. He currently serves on the boards of the Agricultural Worker Charitable Trust, Northern California Community Loan Fund, Northern California Grantmakers and Rural Community Assistance Corporation.

Anna Yee is the Deputy Director at the Mayor's Office of Community Development. MOCD addresses the physical infrastructure, social service, and economic needs of San Francisco's low-income communities. Working primarily with community not-for profit organizations and small businesses, MOCD invests approximately \$45 million in Community Development Block Grant (CDBG) funds annually in the construction and renovation of community facilities, provision of services and business loans, and provision of organizational development, strategic planning and capacity building assistance to community not-for profit organizations. In addition to her public sector service, Anna has worked in the not-for-profit and private sectors as the Executive Director of an umbrella community planning organization and as an attorney in a real estate/business law firm. Anna's volunteer experience has ranged from serving on the board of South of Market Child Care Center, Chair of the Mission Bay Citizen's Advisory Committee, pro bono attorney for the Aids Legal Referral Panel, and board of Hearth Homes, an organization that addresses the affordable housing needs of people with disabilities, and with a particular emphasis on universal design and reducing isolation.

Staff Profiles

Northern California Community Loan Fund

Mary A. Rogier

President

Ms. Rogier joined NCCLF in October 1998 with extensive management experience in a variety of governmental and nonprofit settings. As a senior manager at the Low Income Housing Fund, a national community development financial institution, she directed financial and administrative operations, and also developed and implemented marketing strategies to expand lending, research and technical assistance activities to foundations and public sector clients. Prior to her position at LIHF, Ms. Rogier served as Director of Housing Development for the Massachusetts State Department of Mental Retardation from 1991 through 1994, where she developed and managed an innovative program that created community-based homes for people with severe physical and mental disabilities. She also has previous experience in nonprofit development, small business, and financial and policy analysis at the state and local government levels.

Ms. Rogier holds a BA from Brown University and a Masters in Public Policy from the Kennedy School of Government at Harvard University. Currently, she serves on the Board of Directors of Hearth Homes, a nonprofit affordable housing policy and development organization, Women's Initiative for Self-Employment, a micro-enterprise lender and training organization serving low-income women entrepreneurs, and the Berkeley Community Chorus and Orchestra. She also volunteers on the business advisory committee for Harbor House, a human service agency serving low-income minority communities in Oakland that has launched a business enterprise to create jobs for its clients.

Molly Blackford

Office Manager and Development Associate

Ms. Blackford joined NCCLF in February 2000. Ms. Blackford supports the development and financial aspects of NCCLF as well as runs the front office. She comes to NCCLF with a year and a half of administrative support experience. Ms. Blackford holds a BA in Pre- and Early Modern Literature from the University of California, Santa Cruz.

Julie Chen

Accountant/Bookkeeper

Ms. Chen is responsible for providing all accounting support to the office. Before coming to NCCLF in November of 2000, Ms. Chen was the sole Accountant of Pacifix International Co. Inc., an importer with an annual two million dollars in sales. While earning her degree, Ms. Chen was also a Bookkeeper for Lam & Law CPA firm and a Billing Clerk for Advocate Legal Services. Ms. Chen holds a BS of Business Administration, with a concentration in Accounting, from San Francisco State University.

Dutch R. Haarsma

Director of Lending

Mr. Haarsma joined NCCLF in June of 2001 as a Loan Officer after a ten-year career as a commercial banker. In January 2003 he was promoted to Director of Lending. He has worked in a business development and commercial lending capacity for Security Pacific National Bank, Bank of America and Fremont Bank.

Mr. Haarsma holds a BS in Applied Economics from the University of San Francisco. Currently, he serves on the Tri-City Kiwanis Board of Directors and volunteers his time as an Alpha Phi Alpha Fraternity Graduate Advisor. Mr. Haarsma also tutors at-risk children.

Catherine Howard

Loan Officer

Ms. Howard joined NCCLF in May, 1998 as a Loan Associate, and was promoted to Loan Officer in May, 1999. Prior to joining NCCLF, Ms. Howard completed a two year housing development internship at the Community and Economic Development Agency of the City of Oakland. Ms. Howard also held a staff position at the Coalition for Nonprofit Housing Development in Washington, D.C.

Ms. Howard 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.

Carolyn E. Johnson

Program Manager, Nonprofit Space Capital Fund

Ms. Johnson joined NCCLF as a Loan Officer in July of 2001. She came to the Loan Fund after working as a Vice President at Cornish & Carey Commercial Investment Services Corporation. Previously, Ms. Johnson was a Principal of the Genesis Capital Group, where she provided advisory and corporate finance services to privately-held companies. She has also worked in the Healthcare Management field where she held positions with the New York City Health and Hospitals Corporation and Sterling Health Capital Management.

Ms. Johnson holds a B.A. in Psychology and Business Administration from the University of California, Los Angeles, and an M.P.H. in Health Policy and Administration from the University of California, Berkeley. She also holds an M.B.A. in Corporate and Real Estate Finance and Marketing from the Columbia University Graduate School of Business, where she was a member of Beta Gamma Sigma.

Karen A. Marki*Director of Finance and Administration*

Ms. Marki joined NCCLF in April of 2001 with over fifteen years of accounting and financial management experience in both the non-profit and private sector. For the past four years, Ms. Marki was the Director of Development of Big Brothers Big Sisters of San Francisco and the Peninsula where she helped implement the agency's first investment policy and long-term strategic plan. Ms. Marki has also been actively involved in the community and spent five years as a Raphael House volunteer, a homeless shelter for families in San Francisco. She was featured as part of a KRON television special on volunteerism in the Bay Area.

Ms. Marki graduated cum laude with a BS in Finance from Arizona State University and has an MBA from Golden Gate University with an emphasis in International Management.

Jason McBriarty*Director of Technical Assistance*

Mr. McBriarty was hired on a full time basis in January 2001 after working as a consultant through the summer and fall of 2000. Mr. McBriarty had also spent the summer of 1999 interning for NCCLF as a Marketing Associate. Before joining NCCLF, Mr. McBriarty was the Operations & Finance Manager for Habitat for Humanity where he managed all financial and administrative functions of the organization, including developing annual budgets in excess of \$3M. Other professional experiences of Mr. McBriarty include Operations Manager of Lead Safe California and Volunteer Coordinator for Habitat for Humanity.

Mr. McBriarty is a graduate of the Boston University Graduate School of Management, where he earned his MBA in May 2000. While earning his MBA he served as the Co-President of Net Impact (Students for Responsible Business) and worked on projects with Andersen Consulting, Hispanic American Chamber of Commerce and the Home Health & Hospice Care of New Hampshire. He earned his BA in Political Science from the University of New Hampshire.

Peter Stern*Development Director*

Mr. Stern was a co-founder of NCCLF in its pre-incorporation years (1985-1987), and raised a major portion of the organization's initial capital. He is a co-founder of Vanguard Public Foundation, one of NCCLF's organizational sponsors, and has been a fundraiser and Board member with Vanguard for the past 30 years. He has also been a development consultant for numerous community organizations and political campaigns, and is a former Board member of The Utility Reform Network (TURN).

Mr. Stern holds a BA in English Literature from Wesleyan University.

Jack Tilney*Loan Associate*

Mr. Tilney joined NCCLF in July 2000. Before coming to NCCLF, Mr. Tilney was an intern for the Alternative Information Center in Jerusalem, where he wrote news and analysis for AIC's publications. Previous to his journey to Israel/Palestine, Mr. Tilney was the Loan Document Specialist for Coast Commercial Bank in Santa Cruz. There he was responsible for production of all loan documentation. Mr. Tilney was also a loan associate for the Santa Cruz Community Credit Union where he provided administrative support, underwrote consumer loans, and produced loan documentation.

Mr. Tilney holds a BA with honors in American Studies from the University of California at Santa Cruz, where he worked as a Student Teaching Assistant his senior year of school. He is a former Board member of the Santa Cruz Lesbian, Gay, Bisexual, Transgender Community Center.

Deborah Urban

is a nonprofit consultant specializing in fundraising, governance and organizational development. She has over twenty years experience in the nonprofit sector, and worked as Development Director for the San Francisco Art Institute, the Film Institute of Northern California and for Spirit Rock Meditation Center. She also served as Director of the Nonprofit Finance Fund in San Francisco before starting her consulting practice.

Her community involvement includes being a member of the Falkirk Cultural Center's long-range planning committee (1997) and a board member of Senior Access for seven years. She served as President of the Board of Senior Access from June 1997-June 1998.

Her client list includes the Nonprofit Finance Fund in San Francisco, Freight and Salvage Coffeehouse in Berkeley, San Geronimo Valley Cultural Center, Senior Access in San Anselmo, the Marin Senior Coordinating Council (Whistlestop) in San Rafael, and Swords-to-Plowshares in San Francisco.