



Sacred Lands, Shared Futures: Affordable Housing Process and Organizational Readiness

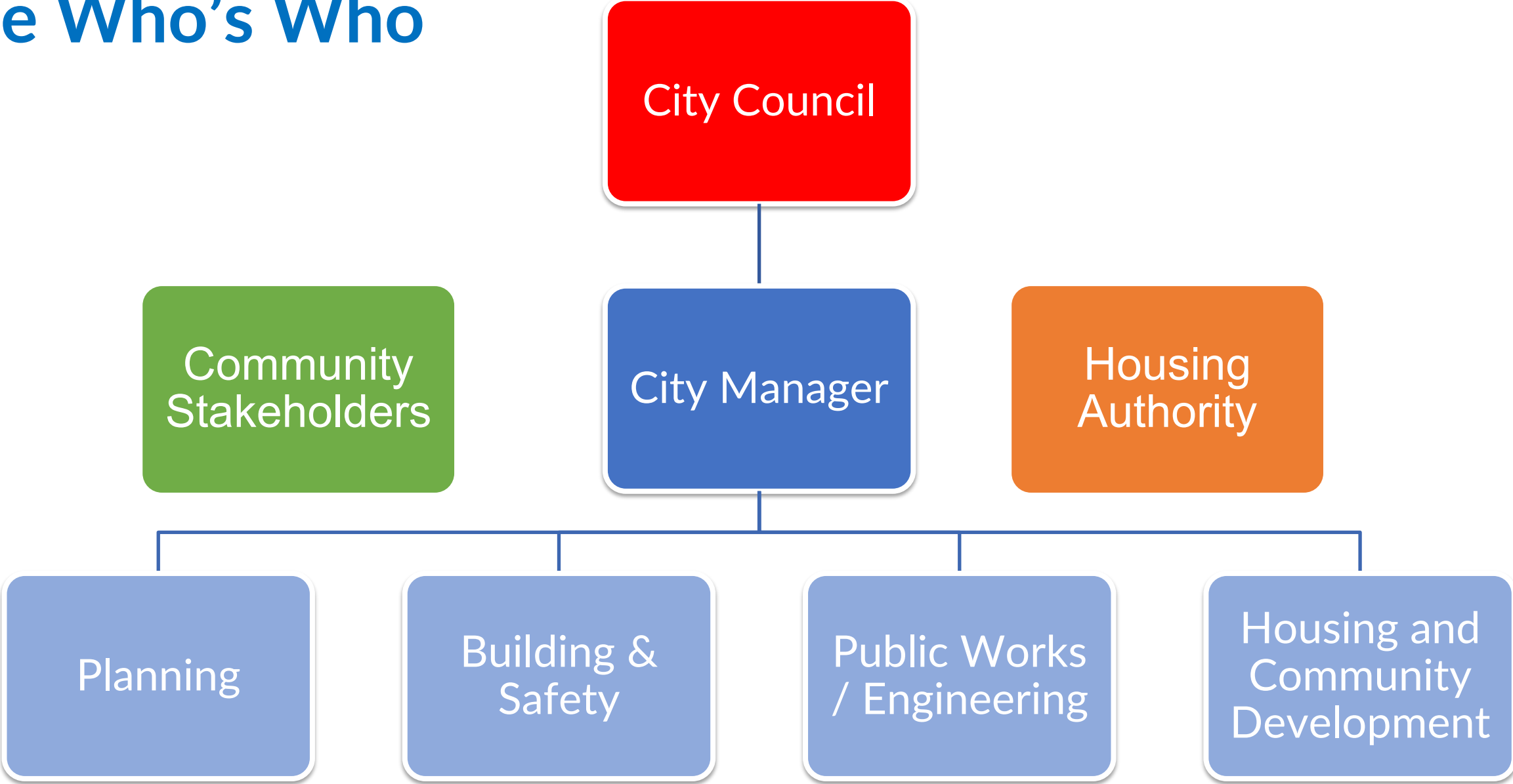
Jasmine Tarkoff

October 29, 2025

What Will We Cover Today?

- ❑ Understand a jurisdiction's structure, roles and limitations
- ❑ Review a typical development process
- ❑ Discuss organizational readiness
- ❑ Explore the relationship between developers and cities
- ❑ Gain practical knowledge from a case study and panel discussion

The Who's Who



What does the journey look like?



What does the journey look like?

1.

Visioning /
Predevelopment
/ Feasibility

Site assessment,
feasibility study,
deal making

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Design and
Entitlements

Design, permits,
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Financing
and Funding –
Capital and
Operating

Apply for public
funds, raise
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philanthropy,
consider other
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e.g. loan

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Full Design
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Final construction
drawings, permit
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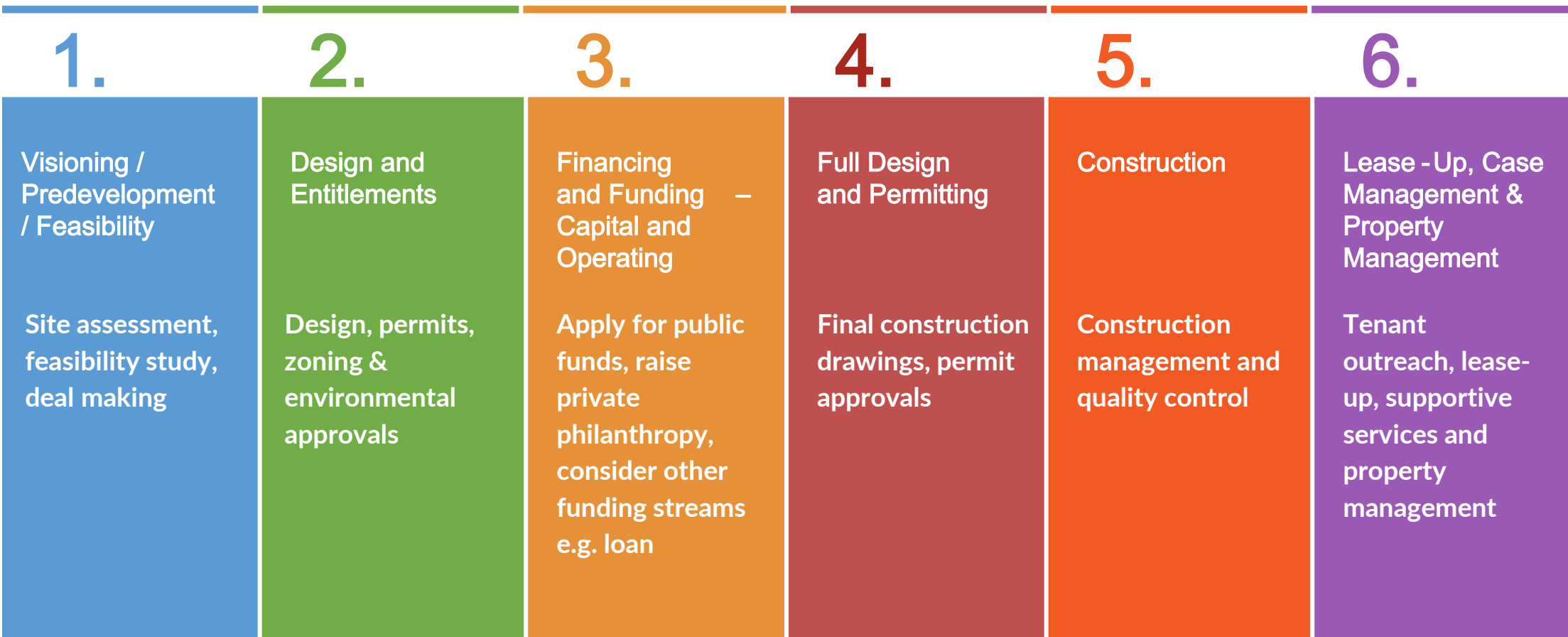
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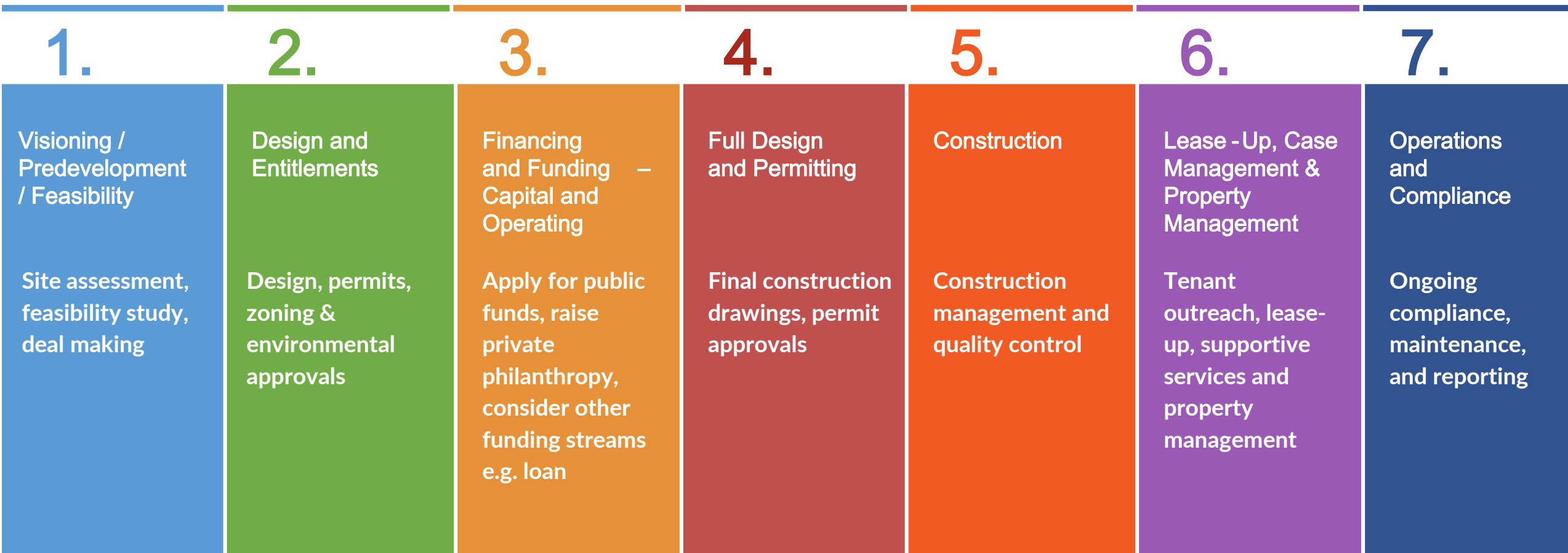
Construction

Construction
management and
quality control

What does the journey look like?



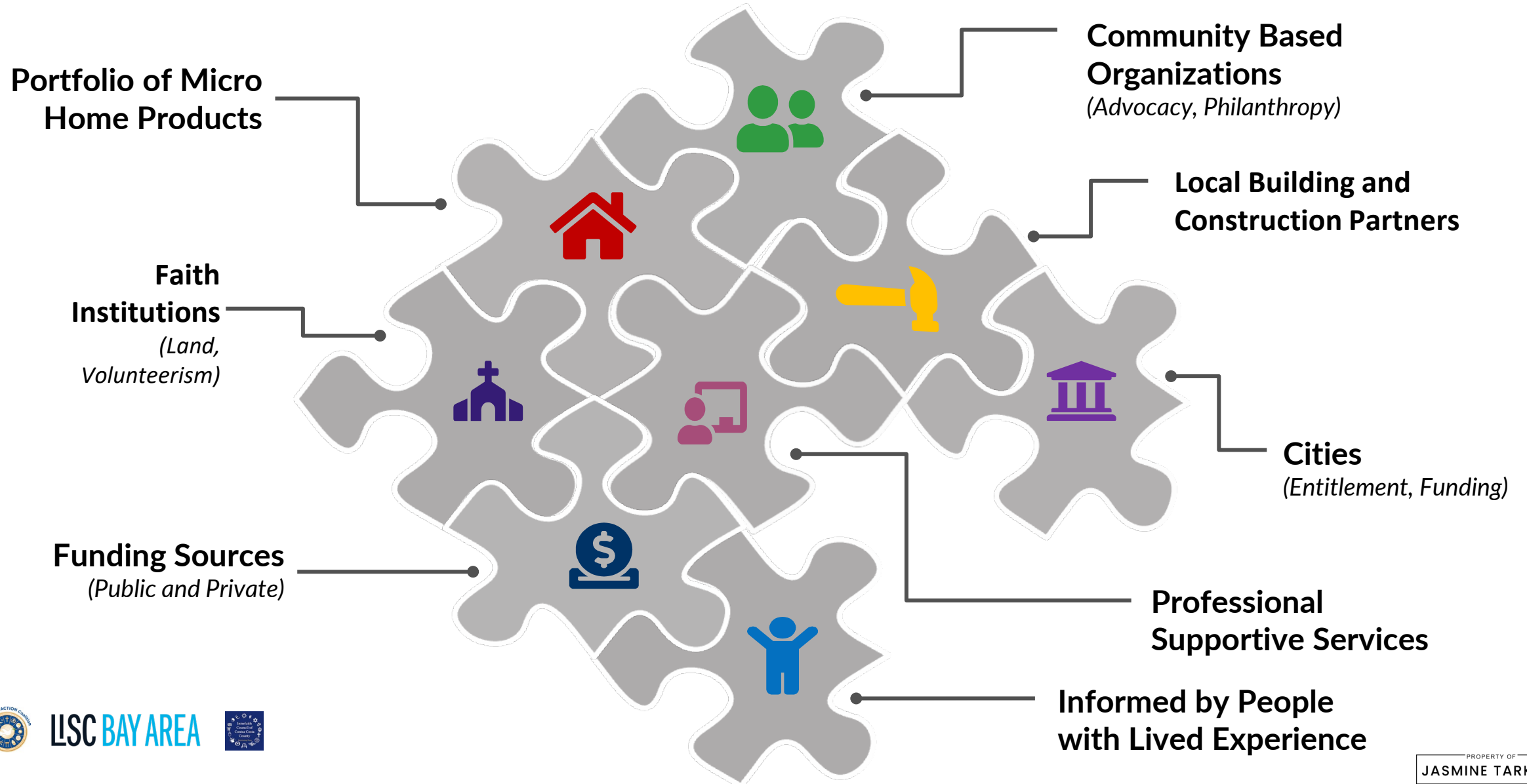
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Cross Sector Collaboration



Organizational Readiness



Organizational Readiness

- ❖ Clarify your “why
- ❖ Define success
- ❖ Understand initial feasibility



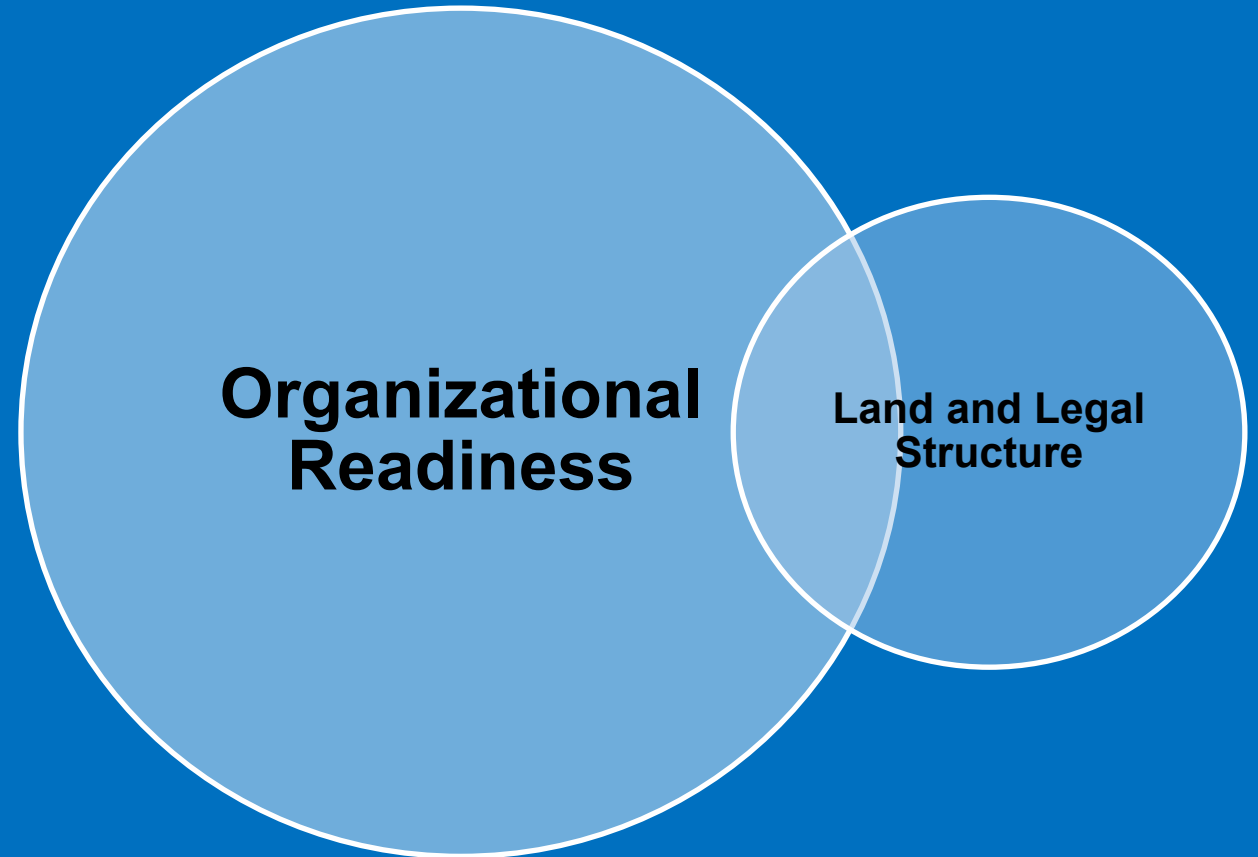
Organizational Readiness

- ❖ Align Values + Priorities
- ❖ Ensure Long term commitment
- ❖ Governance + decision making



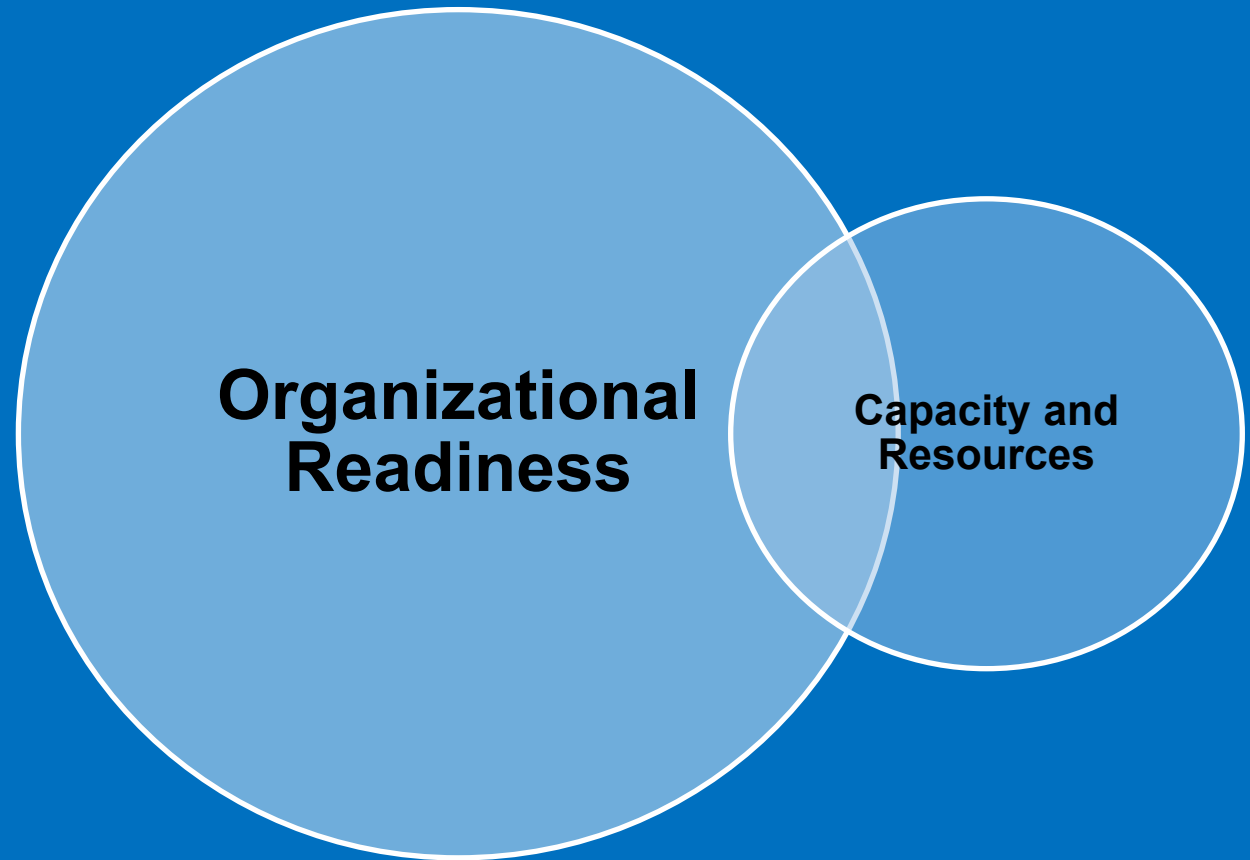
Organizational Readiness

- ❖ Identify Land Assets
- ❖ Explore regulatory
- ❖ Consider ownership model



Organizational Readiness

- ❖ Assess staffing
- ❖ Assess finances
- ❖ Strengthen systems



Organizational Readiness

- ❖ Engage Stakeholders
- ❖ Identify potential partners
- ❖ Build trust



Organizational Readiness

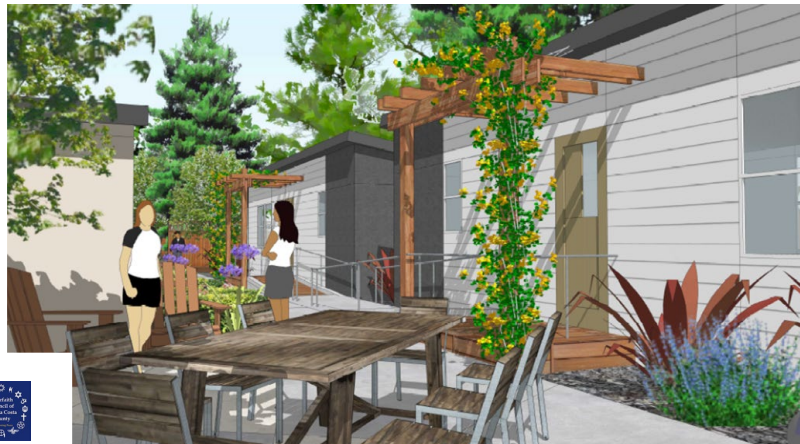
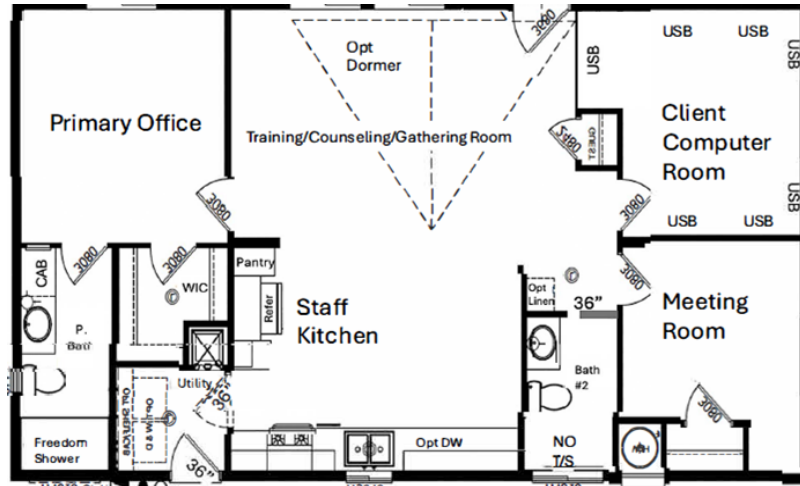


Case Study

Village of Hope at Church of the Nazarene

Pittsburg

About



Overview

- 15 residential units
- 8 one-bedroom
- 7 two-bedroom
- 1 auxiliary building - case management, computer lab

Who It Serves

Unhoused Transition Age Youth

Timeline & Entitlement

- 3 years concept - completion
- AB2162 - Streamlined approval
- 4-6 months estimated to build

Land & Ownership

55-year land lease

Capital

Sources

\$500K – City of Pittsburgh
\$1.77M – County Measure X
\$1.4 M – HOME
\$2M – Bezos Day 1 Families Fund
\$ 5.3M – Private philanthropy

Uses

\$490K – Pre-development Costs
\$1.9M – Indirect Costs
\$51K – Carrying Costs
\$8.5M – Construction

Operating



Sources

\$10.8M - 20-year PBVs 30% of income - Tenant rent

Uses

\$450K / year - case management and property management





Partnership Model

Faith Institution	Church of the Nazarene	Land steward, spiritual anchor Community and Volunteer Support
Developer /Owner	Hope Solutions	Backbone of the project, assembles funding, risk holder, long -term steward, ensures project execution
City/ Local Government	City of Pittsburg	Zoning, permitting, policy alignment, funding
Supportive Services + Property Management	Hope Solutions	Case management, Resident support, wellness, community integration
PWLE / Advocates	Hope Solutions REP Team, Faith Leaders, Community Based Organizations	Lived expertise, design feedback, community outreach
Pre - Development and Construction	Dhalin Group, Wood Rogers, Hallmark Building and Design, Giacalone, Gouvis, Vandertoolen, Bay Desert	Architect, Civil Engineer, Project Management, Joint Trench, Electrical, Landscape, NEPA Environmental

Panel Discussion

Felix Auyeung, Director of Business Development, MidPen Housing

Amy Lyle, Community Development Director, Corte Madera

Vivien Tongen, Associate Planner, Benicia

Dave Whitmer, Napa United Methodist Church