

	Predevelopment →			Acq/Rehab →			Permanent Stewardship		
	Pipeline, Site Selection + Partnership	Due Diligence + Resident Outreach	Financing	Resident + Community Engagement	Acquisition	Rehab Construction Management	Resident Training + Services	Property Management	Asset Management + Compliance
CLT Roles	Identifying properties where residents are distressed or at risk of displacement; early warning programs	Develop and implement strategies for resident and community outreach	Potential to bring in equity or unconventional sources for downpayment	Educate tenants on transition from market rate to affordable housing (income certification, etc.)	Work with residents to determine role in management (and potentially ownership)	Participate in construction meetings	Build resident capacity and structure for leadership (especially as organizers step away from direct work)	When necessary, oversee marketing and lease-up activities in compliance with Fair Housing laws	Provide ongoing monitoring, compliance and reporting of resident services, community activity, resident participation in available programming
		Gather information from current residents including rent rolls, income certification and building conditions		Create and execute plan for resident education + engagement in conversion process	Help get landlord to the table	Coordinate ongoing community relations through construction, includes maintaining community Steering Committee	Help identify and document lessons learned and best practices in leadership cultivation and tenant-developer relationship.	Prepare Property Management plan, including staffing structure and projected cost	Help determine what responsibilities and decisions can be transitioned to residents
		Assess tenant engagement interest		Continue to help bridge gap between residents and developers	Work with organizers and other community-based organizations to try to contact existing tenants to gather for more information about living conditions, the property, the landlord, tenant demographics and other relevant info	Keep tenants in the loop, translate technicalities, poll feelings	Tie building into broader neighborhood-level organizing and power building efforts	Provide ongoing Property Management, including reporting and compliance related to tenancy	Seek out new financing to support long-term, deeper affordability
		Understand and share community context and priorities		Work with residents to identify rehab priorities and determine best way for residents to stay involved.	Use available tools (such as City code enforcement data) to understand building conditions and potential landlord neglect/harassment history to use as leverage in the acquisition process		Determine opportunities for and implement program for resident employment	Ensure compliance with all property management requirements from any funding source	
		Identify resident point(s) of contact for coordinating with developer		Help cultivate, lift up, and draw from resident skills (including construction experience)			Identify services program; if necessary, secure service funding, contract third-party service providers and/or coordinate with public service providers	Potential to train residents to lead some property management functions	
		Local Relations – attend meetings, provide updates, address concerns through course of project		Determine need for temporary relocation; if necessary develop Relocation Plan and manage relocation process			Train residents on building management protocol		
		Open discussion with residents about scope and implications of work; manage resident expectations and communicate risks		Build relationship with residents and develop capacity to lead			Help tenants qualify for purchase (when applicable)		
CDC Roles		Perform/Review site due diligence, incl Capital Needs assessments, environmental reviews and investigation	Lead financing process, including: acquisition, predevelopment, construction/rehab, permanent and investor selection	Manage transition in resident-led way	Negotiate with property owner	Oversee permit submittal and obtain all necessary approvals			Communicate any limitations or requirements related to funding (i.e. Section 8)
		Oversee project design and preconstruction activities	Develop pre-development budget	Communicate timeline and resident responsibilities	Obtain insurance	Oversee construction manager who will inspect and approve contractor's work and ensure compliance with contract			Manage funds, disbursements and draws
			Prepare pro forma/development budget with Use of funds (Sources and Uses of Funds) including assumptions/calculations		Create and monitor a detailed project schedule for all phases of acq/rehab	Report to partnership on construction progress			
			Develop preliminary operating budgets for finance underwriting			Approve and process GC progress payment applications			
			Prepare and submit funding/financing applications and execute financing agreements; Close construction and permanent financing			Coordinate with utility providers			
			Continuous review of budget and cash flow assumptions, and updating based on new information, new ideas, and new scenarios			Ensure compliance with all subcontracting, wage, and hiring policies and requirements			

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