

# RICK JACOBUS

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## PROFESSIONAL EXPERIENCE:

2004 - Present

### **Partner**

*Burlington Associates in Community Development, Oakland CA*

Provided strategic direction to national nonprofit organizations, local governments and community based organizations developing programs focused on neighborhood retail development and permanently affordable homeownership. Currently managing the Shared Equity Homeownership Initiative for NCB Capital Impact.

2008-2009

### **Visiting Fellow**

*Lincoln Institute for Land Policy*

Developed and led a research project that engaged local government agency staff to identify key challenges and best practices in the implementation of inclusionary housing programs.

2005

### **Lecturer**

*University of California at Berkeley, Department of City and Regional Planning*

Taught a graduate level class in community development focusing on community revitalization and coordinated investment strategies.

1999 - 2004

### **Senior Program Officer, Economic Development**

*Local Initiatives Support Corporation, San Francisco, CA*

Provided training and technical assistance to community based development corporations undertaking complex commercial development or neighborhood revitalization programs and underwrote and monitored loans for commercial and mixed use real estate projects.

1996 – 1999

### **Director of Neighborhood Economic Development**

*East Bay Asian Local Development Corporation, Oakland, CA*

Coordinated a department of 12 full time staff managing 5 major local economic development programs including commercial district revitalization, workforce development, individual development accounts, small business assistance and lending.

1994 - 1996

### **Instructor, Urban Economics and Statistics**

*University of California, Berkeley, CA*

Teaching assistant for graduate level course in urban land and housing markets and undergraduate courses in microeconomics and statistics.

1995 - 1996

### **Researcher, Financing Community Economic Development**

*California Reinvestment Committee, San Francisco, CA*

Researched and produced reports on the insurance industry and its potential for targeted investments in community economic development projects.

1994

### **Treasurer/Office Manager**

*Bernie Sanders for Congress '94, Burlington, VT*

Directed initial stages of winning campaign for U.S. House of Representatives; recruited and coordinated team of campaign volunteers, developed a system for Federal Election Commission reporting.

1991 - 1993

**Housing Developer/Acting Executive Director***Champlain Valley Mutual Housing Federation, Burlington, VT*

Coordinated real estate development and resident training for 7 new limited equity housing cooperatives, secured project development financing and operating grants, coordinated development of co-op legal documents.

**EDUCATION:**

**Master of City Planning**, University of California at Berkeley, May 1996.

**Bachelor of Arts**, Oberlin College, 1990.

**PUBLICATIONS:**

*A Path to Homeownership: Building a More Sustainable Strategy for Expanding Homeownership* (Center for American Progress, 2010)

*The Asset Building Potential of Shared Equity Homeownership* (New America Foundation, 2010)

*Retail Trade as a Route to Neighborhood Revitalization in Urban and Regional Policy and its Effects, Volume II* (Brookings Institution Press, 2009)

“Creating Permanently Affordable Homeownership” in California Affordable Housing (Solano Press, Forthcoming)

*Affordable By Choice, Trends in California Inclusionary Housing Programs* (Nonprofit Housing Association of Northern California, 2007)

*Delivering on the Promise of Inclusionary Housing: Best Practices in Administration and Monitoring* (Policylink, 2007)

*Stewardship for Lasting Affordability: Administration and Monitoring of Shared Equity Homeownership* (NCB Capital Impact and Neighborworks America, 2007)

*Grocery Store Attraction Strategies: A Resource Guide for Community Activists and Local Governments* (PolicyLink and Local Initiatives Support Corporation, 2007)

*Shared Equity, Transformative Wealth* (Center for Housing Policy, April 2007)

*Preserving Affordable Homeownership: A Continuum of Strategies* (Center for Housing Policy, April 2007)

“City Hall Steps In: Local Governments Embrace Community Land Trusts” Shelterforce (National Housing Institute, Spring 2007)

*Commercial Revitalization Planning Guide: A Toolkit for Community Based Organizations* (Local Initiatives Support Corporation, Commercial Markets Advisory Service, 2007)

*Joint Ventures with For Profit Developers, A Guide for Community Development Corporations* (Local Initiatives Support Corporation, Organizational Development Initiative, 2007)

*Neighborhood Retail Strategy: Resources for Community Developers* (Local Initiatives Support Corporation, 2006)

*Resources for Commercial and Mixed Use Development* (Local Initiatives Support Corporation, 2005)

*Community Land Trust Financing Guides* (US Department of Housing and Urban Development/Institute for Community Economics, 2005)

“Commercial District Stabilization” in Sustainable Development Toolkit (Policylink, 2002)

*Lower San Antonio Neighborhood Plan* (East Bay Asian Local Development Corp., 1997)

*The Path to Insurance Company Reinvestment* (California Reinvestment Committee, 1996)

Book Review: “Beyond the Market and the State” Co-op Magazine (NASCO, 1988)

**RECENT CLIENT ENGAGEMENTS:****NCB Capital Impact**

Developed and managed a Ford Foundation funded national initiative to bring a new and more sustainable approach to low-income homeownership to greater scale. Coordinated a range of national, state and local

stakeholders and partners to implement initiative including research, policy advocacy, training and technical assistance, outreach and messaging and grant making.

### **City of Irvine, California**

Supported the development of a comprehensive housing strategy calling for creation of 10,000 new permanently affordable housing units and led the formation of the Irvine Community Land Trust including creation of a business plan and development of initial legal and policy documents.

### **San Francisco Mayor's Office of Economic and Workforce Development**

Developed a strategic plan, budget and staffing plan for San Francisco's new Office of Small Business and Small Business Assistance Center.

### **Nonprofit Housing Association of Northern California**

Worked with a statewide coalition of housing advocacy organizations to produce California's first survey of affordable housing units produced by local inclusionary housing programs; drafted widely circulated report highlighting the impact of these programs.

### **Local Initiatives Support Corporation**

Developed a comprehensive training program related to commercial and mixed-use development in low-income neighborhoods. Created resource books, exercises, presentation materials and detailed trainer's guides for 9 full-days of training. Delivered workshops in 10 cities nationwide.

### **Center for Housing Policy/National Housing Conference**

Created a suite of resources designed to help local and state policymakers understand shared equity homeownership programs.

### **City of Santa Monica, California**

Advised the City and Redevelopment Agency in the development of policies and regulatory and loan documents for two new community land trust projects funded by the City.

### **San Francisco Mayor's Office of Housing**

Created financial projections for a new shared appreciation mortgage product serving households above 120% of median income to be funded with a blend of private and public capital.

### **Local Initiatives Support Corporation**

Led the development of a national strategy to support local commercial district revitalization programs, provided ongoing program development assistance. Created an online market analysis tool and a comprehensive guidebook for local practitioners.

### **City of Palo Alto, CA**

Evaluated the effectiveness of the City's existing limited equity resale formula for affordable homeownership units, recommended alternatives and created educational material to assist city council in understanding the program and making appropriate changes.

### **Local Initiatives Support Corporation**

Developed three-day training workshop in commercial loan underwriting for new loan officers. Delivered training annually for 5 consecutive years.

### **City of San Francisco, Neighborhood Marketplace Initiative**

Led the development of a partnership between the City and several private foundations to create and support 6 comprehensive commercial revitalization programs focused on San Francisco's under served neighborhoods.

### **California Community Foundation**

Developed a series of financial models to assist one of the largest community foundations in the country, in the creation of an innovative approach to resale protections for affordable homeownership units.

### **Lincoln Institute of Land Policy**

Researched and co-authored a guidebook for local governments on best practices for supporting and regulating community land trusts.

### **PolicyLink**

Provided research and strategic counseling to a legislative effort to create a state financing program for supermarkets in lower income neighborhoods, organized a national convening on grocery store development.

### **Ameriquist Mortgage:**

Led a strategic planning process for one of the nation's leading sub prime lenders to refocus corporate philanthropy to support innovative foreclosure prevention and homeownership preservation programs.

### **Workforce Housing Association of Truckee Tahoe**

Developed a business plan for new organization funded by employers and local government intended to partner with private developers to produce and preserve workforce housing in the Lake Tahoe region.