

The Consortium for Housing and Asset Management



TURN UP
THE HEAT



8TH ANNUAL CHAM CONFERENCE

november 4~6, 2007

TRUMP SONESTA ✪ MIAMI BEACH ✪ FLORIDA





Conference Description

The Consortium for Housing and Asset Management (CHAM) Annual Asset Management Professionals' Conference is the only professional development and networking event devoted solely to building the capacity of affordable housing asset managers. At dynamic workshops, plenary and peer-to-peer sessions, participants share ideas on basic and advanced topics in asset and property management, explore ways to strengthen professional skills, search out solutions to common problems, preview emerging issues and trends, and build relationships with their colleagues. The overall goal is to maximize the potential of today's managers to build and maintain sound real estate portfolios that satisfy the "double bottom line."

Who Should Attend?

- ⚙️ CDC and nonprofit executive directors, finance directors and asset and property managers
- ⚙️ Public Housing Authority/State Housing Finance Authority/Agency representatives
- ⚙️ LISC, Enterprise and NeighborWorks® America staff
- ⚙️ Industry experts, lenders and funders

What People Said about the 2006 Conference

- ⚙️ Awesome conference! I learned so much, plus I made so many important contacts and connections.
- ⚙️ This was the best conference I have ever attended, after several years in affordable housing — good planning, speakers, issues, discussions. Presenters did their work well. Great job!
- ⚙️ My expectations on what I can get from my reporting tools have really changed.
- ⚙️ We will begin a plan on "Green Build" concepts.
- ⚙️ I know why it's so important to improve development/management communication — and we'll be doing that!
- ⚙️ I'm going back to work and create a binder system for each property that I oversee.
- ⚙️ As a public funder, I have a better understanding of the challenges faced by the nonprofit owners who receive funding awards.
- ⚙️ We've had turnover problems, and I see how a lot of the problems come from our poor marketing plan. We'll take a new approach.
- ⚙️ I'm ready to talk to my colleagues about what to watch for prior to Year 15, so we're in a better position on exit taxes.
- ⚙️ We're going to re-evaluate the property management contract and update it.
- ⚙️ I now have a great list of "hot topics" to start discussing with other asset managers in my area.
- ⚙️ Best conference around for Asset Management.
- ⚙️ This has been much more than I ever expected. Thank You.

8TH ANNUAL ASSET MANAGEMENT PROFESSIONALS' CONFERENCE

TURN UP THE HEAT



Sunday, November 4

11:00 am - 3:00 pm
Registration

1:30 pm - 1:45 pm
Welcome

**Annetta Jenkins, Program Director,
South Florida LISC**

1:45 pm - 3:15 pm
Getting Warmer:
Resident Services DO
Improve Financial
Performance! — **PLENARY**

Do you have trouble getting funds to support your resident services programs? No one seems to understand how important they are to a successful project? Here's the proof you need! Enterprise's analysis of Mercy Housing's extensive portfolio and the Pennsylvania Housing Finance Agency study both found that resident services essentially pay for themselves AND benefit the financial operation of the project, the lives of the residents and the overall sustainability of community development initiatives. Be among the first to hear about the National Resident Services Collaborative's policy agenda. CHAM Board member **Harold Nassau** moderates an all-star panel of the CHAM partner experts: **Diana Meyer**, Enterprise, **Francie Ferguson**, NeighborWorks® America, and **Annetta Jenkins**, LISC.

3:30 pm - 5:00 pm
CONCURRENT SESSIONS

**Case Studies from the Groves and Fields:
Migrant Worker Housing**

Temporary, year round, cyclical...how do we make migrant worker housing projects work? CHAMPion **Judi Patrick**, Colorado Rural Housing Development Corp., **Steve Mainster**, Centro Campesino Farmworker Center, Inc., and **Paul Purcell**, Beacon Development Group in Seattle, provide examples of successful strategies.

**Improving the Management Odds:
Why Funders Need a Better Business
Model for Affordable Housing —
Bay Area Case Study**

We all know it's difficult at best to make affordable housing properties cashflow. Since Bay Area LISC quantified the reasons last year, study participants have organized to convince public funders that unified reporting and inspections, along with more realistic underwriting criteria, are the best protection for long-term housing investments. Come and hear **Cathy Craig**, Bay Area LISC, and **Vanessa Cooper**, Charities Housing Development Corp., report on how they've organized to improve both the business model and their long-term operations!

**Too Hot to Handle?
The New IRS 8823 Audit**

Heard about the new IRS protocols for non-compliance with income and occupancy restrictions in tax credit projects? Not to worry! You can handle them! They actually provide clarification and some expansion of existing procedures, and their goal is to bring standardization to state and local practices. **Lisa Deller**, NEF, and consultant **Liz Bramlet** sum up the national perspective.

6:00 pm - 8:00 pm
RECEPTION



Monday, November 5

7:30 am - 8:45 am
Continental Breakfast

8:45am - 10:15 am
Lessons Learned in Asset
Management: Beyond HUD
Rules — **PLENARY**

Where does not-for-profit asset and property management converge with public housing authority experience? Where does it diverge, and why? As public housing authorities across the country adjust to the changing HUD regulatory landscape, what can we learn from each other? Led by consultant **Judy Weber**, **Margaret van Vliet** from Portland (OR) Public Housing Authority, CHAMPion **Kathie Bryan**, Rural Opportunities, Inc., and **Jennifer Holme**, Urban Edge, chart the vision for future partnerships.

10:30 am - Noon
CONCURRENT SESSIONS

**Untangling the Fishing Lines:
The Complexities of Repositioning Projects**

With subsidies so limited, what can we realistically do to keep our projects afloat and affordable when operations begin to lose money? CHAMPion **Judi Patrick**, Colorado Rural Housing Development Corp., **Roberto da Torre**, Miami Beach CDC, and **Rob Curry**, Cleveland Housing Network, walk through their experiences in unwinding the layers and repositioning their projects, from refinancing, resyndicating and bundling projects through deed restrictions, renegotiating regulatory agreements, and the role of local market conditions.

**Buried Treasure:
Real Estate Tax Assessments**

Hear an overview of what's happening nationally, like challenging the move to include the value of tax credits in assessments and the impact of local marketability. What are the best strategies to influence policy? How about just getting a reasonable assessment for your properties? Ready to dig for another tool that can improve the financial performance of your properties? CHAMPion **Theresa McCauley** leads a panel of practitioners.

**Special Forces:
Operating Budget Boot Camp**

This will whip everybody into shape! The basic math, from debt service coverage ratios to turnover rates and bad debt, and why each calculation matters. Where do reserves fit in, and why? How can these non-profit best practices apply to public housing, especially in light of HUD guidelines? Consultant **Jack Geary** heads the panel — but keep your calculators handy. Those numbers can only come from you!

Noon - 1:45 pm

**AWARD Lunch
CHAMpions Induction Ceremony**

1:45 pm - 3:15 pm

CONCURRENT SESSIONS

Hot Flashes! Policy Update

What does the new Congress mean for affordable housing? Get up-to-the-minute reports from LISC and Enterprise policy mavens, **Barbara Burnham** and **Ali Solis**. Hear how CDC asset managers and property managers are delivering their success stories to elected officials. *BONUS: presidential candidates' positions on housing and community development.*

Miami Vice? Safety in Your Projects

We CAN take control! Hear case studies, from both the before (preventive) and after (remedial) perspectives: taking back a building from drug dealers, and working with residents and local police departments to avoid criminal activity before it has a chance to begin. **Tim Vance**, New York City Department of Housing Preservation and Development, and **Laura Santos**, Southwest Solutions, lead what you can bet will be a very active discussion!

3:15 pm - 3:30 pm
Break

3:30 pm - 5:00 pm

CONCURRENT SESSIONS

**Preventing Sunburn:
Managing Project Escrows and Reserves**

Mix your own sun block: part managing reserves, like upper tier reserves in tax credit deals and HUD-funded reserves in non-tax credit deals; part managing housing finance agencies to access reserves; part investing reserves for maximum return AND tranching liquidity. CHAM Board Member **David Fromm** leads a panel of funder, investor and syndicator representatives along with **Cecil Brandon**, Merrill Lynch, to explore when and how to access different categories of reserves, acceptable investment options to maximize returns to projects, and other strategies to maximize the value of those reserves for your projects.

Cookin' with Gas:

Green Maintenance in Existing Buildings

How can we make sense of the competing claims of "green" products? What does "going green" mean for pricing, planning and managing inventory? What are truly cost-effective energy saving options, and how can we finance them? And then how do we get maintenance staff on board? Hear on-the-ground experiences from **Joanne Quinn**, Seattle Office of Housing, **Roger Lewis**, Thistle Community Housing, Boulder, and **Murray "Trent" Larson**, Housing Resources Group, Seattle — what really works!

6:00 pm - 8:00 pm

CHAM Dinner (\$30)
(CHAMpions and POS Registrants only)



Tuesday, November 6

7:30 am - 9:30 am

Continental Breakfast

8:00 am - 9:30 am

Hanging Chads? Property Management Software

— Breakfast PLENARY Discussion

The days of punching out the records and reports by hand are over, but what's the best electronic solution? Survey of the most popular property management software and CDC actual experiences. Learn about Yardi's Customer Advisory Board and other strategies for getting what you need. Everybody asks, and here are some answers from industry expert **Bob Stone**.

9:30 am - 11:00 am

CONCURRENT SESSIONS

**The Perfect Storm:
Risk and Crisis Management**

What have CDCs learned from Katrina and other natural disasters? Have we shifted our thinking and behavior enough? Are we really prepared for the next one? Consultant **Marvin Siflinger** analyzes good and bad decision making, before and during a crisis, and **Terry Town**, Florida-based Pinnacle Management Co. and veteran of many hurricanes, discusses hard-won lessons learned.

Getting Hot Hot Hot! Funding Resident Services through \$\$ and Partnerships

Take the information from the opening plenary to the next step: the "nuts and bolts" of funding those all-important resident services, whether for after school/enrichment and employment programs or other supportive services for seniors. Partnerships with service providers can really jump-start the process. With the recent findings on the "payback" of providing resident services to projects, funders are taking note. How to present your case and to whom!

11:00 am - Noon

**Conference Wrap-Up
and Raffle**

Corporate Sponsor



Citi's commitment to corporate citizenship is an extension of our business. By providing access to credit through microfinance; lending and investing in low- and moderate-income communities; financing projects that support sustainability; and fostering financial education and career development, we strengthen the community and our industry. We continue to focus in three areas: building communities and entrepreneurs, financial education, and educating the next generation.
www.citi.com



Conference Partners



CHAM, The Consortium for Housing and Asset Management, is a collaboration of the leaders in the fields of nonprofit affordable housing production and community development. The Consortium is comprised of Enterprise Community Partners, the Local Initiatives Support Corporation, and NeighborWorks® America. CHAM's mission is to better enable community-based organizations and others in the nonprofit housing industry to responsibly own and professionally manage affordable housing.

www.cham.org



The Local Initiatives Support Corporation (LISC) is dedicated to helping nonprofit community development organizations transform distressed neighborhoods into healthy and sustainable communities of choice and opportunity — good places to work, do business and raise children. LISC mobilizes corporate, government and philanthropic support to provide local community development organizations with loans, grant and equity investments, policy support and technical and management assistance. Since 1980, LISC has marshaled over \$7.8 billion from 3,100 investors, lenders and donors and helped 2,800 organizations build or rehabilitate more than 215,000 affordable homes and 30 million square feet of retail, community, and educational space totaling \$22.3 billion in development. As a result, hundreds of thousands of people have better lives and brighter futures.

www.lisc.org



Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For 25 years, Enterprise has pioneered neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share our vision. Enterprise has raised and invested \$8 billion in equity, grants and loans and is currently investing in communities at a rate of \$1 billion a year. Visit www.enterprisecommunity.org or www.enterprisecommunity.com to learn more about Enterprise's efforts to build communities and opportunity, and to meet some of the half a million people we have helped.



NeighborWorks® America works with resident-driven nonprofit organizations, government and business leaders, and other national organizations to develop strong partnerships that revitalize America's communities and make housing affordable. The nonprofit organizations comprising the NeighborWorks® network are active in more than 2,300 communities. As a powerful complement to the network's ongoing revitalization efforts and as a strategy for reaching out to the community development industry, the NeighborWorks® Training Institute and its educational programs and materials are central to the NeighborWorks® mission. www.nw.org



National Equity Fund, Inc. is the leading national nonprofit syndicator of low-income housing tax credits with a \$5.5 billion portfolio which includes 1,500 projects (80,000 units) that respond to a diversity of local housing concerns. In both urban and rural communities, NEF invests in tax-credit equity in multifamily and single-family developments, as well as in supportive housing, public housing revitalization, assisted living and historic rehabs. NEF also provides and/or facilitates predevelopment grants and loans, permanent and construction financing and various levels of technical assistance and asset management to support partners' development efforts. NEF manages New Markets Tax Credits (NMTC) activities, an initiative of parent company LISC, which stimulates the investment of private capital in distressed communities www.nefinc.org.

Registration

REGISTRATION INFORMATION

The conference registration fee is **\$400.00** and is payable by **Visa or MasterCard (online through LISC), Check or Money Order. American Express is not accepted. Until October 1, 2007, the Early bird registration is \$350.00. Visit www.lisc.org.**

The **registration** fee includes all conference materials and sessions, as well as continental breakfasts, award lunch and an evening reception. **It does not include the CHAM Dinner (\$30) or your hotel room (\$200/night plus local taxes).** LISC will send a confirmation letter to acknowledge receipt of payment. If you do not receive confirmation by fax or email within 10 days of registering, please call Jessica Boykin, CMP at 212.455.9325.

CANCELLATION POLICY AND CHANGES

The fee is fully refundable if LISC is notified in writing of a cancellation by 5:00 pm EST, October 8, 2007. An administrative fee of \$150.00 will be deducted on cancellation requests after this date. No refunds will be granted to any registrant who cancels after 5:00 pm on October 15, 2007, because of contractual obligations with the hotel.

HOTEL ACCOMMODATIONS

LISC has secured a block of rooms at the **Trump Sonesta Beach Resort**, where the conference will be held. This block will be exclusively for CHAM attendees through October 15, 2007, after which reservations may be taken on a space-available basis only and rates may vary. In order to ensure that you receive the group rate of \$200.00 (includes in-room internet connection, 10 pages of incoming faxes per day, use of the Fitness Center, and entrance to the spa **but does not include local taxes**), we highly recommend you secure a room early and/or by the date above.

Trump Sonesta Beach Resort, 18001 Collins Avenue, Sunny Isles Beach, FL 33160, 305.692.5600; 800.SONESTA

GROUND TRANSPORTATION

Super Shuttle is available from Miami International Airport, 305.871.2000 or 800.258.3826, for \$23 each way. Taxi service for \$52.00 each way is also available.

FOR FURTHER INFORMATION

Check the CHAM website www.cham.org or contact Diane Patrick, 212.455.9378 or email dpatrick@lisc.org.

The Consortium for Housing and Asset Management

8TH ANNUAL CHAM CONFERENCE

TRUMP SONESTA ✪ MIAMI BEACH ✪ FLORIDA



LISC

*Helping neighbors
build communities*

Local Initiatives Support Corporation
501 Seventh Avenue
7th Floor
New York, NY 10018

Mail Registration with Check or Money Order To:
ATTN: Jessica Spencer Boykin, CMP, Local Initiatives Support Corporation, 501 7th Avenue, 7th Floor, New York, N.Y. 10018
OR Send VIA CONFIDENTIAL FAX to 415-329-1490

Payment Information:

Check enclosed
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Credit Card: Visa Mastercard
Card Holder Name (Please Print):

Signature _____

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Expires (Month/Year): _____

Please check if credit card billing address is different from the address listed above.

Register:

By 10/1/07 \$350
 After 10/1/07 \$400

CHAM Dinner (\$30), CHAMPions and
 POS Registrants Only

Special accommodations needed,
 including dietary restrictions.

Sessions run:

Conference begins at 1:30 PM on Sunday, November 4th, and ends at
12:00 Noon on Tuesday, November 6th.

Last Name _____
First Name _____
Title _____
Organization/firm _____
Street Address _____
City _____ State _____ Zip _____
Business Telephone _____ FAX _____ Email _____ Website _____