



*The Consortium for Housing
and Asset Management*



PUMP IT UP!

SIXTH ANNUAL ASSET MANAGEMENT PROFESSIONALS' CONFERENCE

December 1-3, 2005

San Francisco, CA

Westin St. Francis Hotel

on Union Square



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 best practices, industry information, emerging issues and trends and explore

how today's managers can best build and maintain sound real estate portfolios that satisfy the "double bottom line."

CONFERENCE GOALS

The CHAM Conference is a unique opportunity for affordable housing asset management professionals from around the country to:

- ▲ Network and share ideas on advanced topics in asset management.
- ▲ Explore ways to strengthen professional skills.
- ▲ Search out solutions to common problems.
- ▲ Preview emerging issues and trends.
- ▲ Build relationship with colleagues.



WHO SHOULD ATTEND?

- ▲ CDC executive directors, finance directors and asset managers
- ▲ State Housing Authority/Agency representatives
- ▲ LISC, Enterprise and NWA staff
- ▲ Industry experts
- ▲ Lenders and Funders



PARTICIPANT TESTIMONIALS

▲ "This is my first CHAM Conference – lots of very great info – reports, documents and news I can use."

- ▲ "Great insights – various views on troublesome subjects."
- ▲ "Wonderful conference – I learned a lot."
- ▲ "The peer exchange is great!"



▲ "This was one of the best conferences I have ever attended. Every topic was relevant to our organization and my personal career development."





6TH ANNUAL ASSET

PUMP IT UP!

AGENDA

THURSDAY, DECEMBER 1

2:00 - 5:00 pm Registration

7:00 - 9:00 pm NHMS Dinner (Graduates Only)

FRIDAY, DECEMBER 2

7:30 - 9:00 am Registration and Continental Breakfast

9:00 - 10:30 am **PLENARY:**

Flexing Your Asset Management Muscle:
21st Century Leadership Strategies for Getting in the Game!

10:45 am - 12:15 pm **Concurrent Sessions:**

- Meeting Mixed-Use and Commercial Challenges
- Heavy Lift: Measuring Results from Residential Services
- Pulling Together: The Seattle Collaboration to Maximize Asset Management Goals

12:30 - 2:00 pm **Lunch – CHAMPions Induction**

2:00 - 3:30 pm **Concurrent Sessions:**

- Community Safety: A Great Offense is The Best Defense
 - Iron Man Challenge: Conquering the Changing Rural Landscape
 - Countdown to Year 15: An Exercise in Endurance
 - Risk Management Planning for High Impact
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MANAGEMENT PROFESSIONALS' CONFERENCE

FRIDAY, DECEMBER 2 CONT'D.

3:45 - 5:15 pm

Concurrent Sessions:

- Growing Pains: Successful AM Organizational Design and Strategies
- Sculpting the Body "Green": Onus or Bonus?

6:00 - 8:00 pm

Reception

SATURDAY, DECEMBER 3

8:00 - 9:30 am

Continental Breakfast

8:30 - 9:30 am

• Free Weights: Stump the Experts Roundtables

- Building Your Asset Management Plan
- Real Estate Evaluation and Tax Appeals
- Yardi Users Group
- AM Players on the Development Team

• Performance Enhancers: Legislative Update

9:30 - 11:00 am

PLENARY:

Breakfast of CHAMpions

Tales from the Locker Room

11:15 am - 12:45 pm **Concurrent Sessions:**

- Sweat or No Sweat? When Asset Management Becomes Micro-Management
- Risk Management Planning for High Impact

1:00 - 2:00 pm

Lunch on your own

2:00 - 3:30 pm

Concurrent Sessions:

- Beyond Good Intentions: Making the Tough Calls
- Running the Capital Needs Marathon

3:45 - 4:30 pm

Wrap Up, Raffle and Evaluations

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”

PERSONAL "TRAINING" SESSIONS



Flexing Your Asset Management Muscle: 21st Century Leadership Strategies for Getting in the Game!

Today's community development industry needs asset managers who do more than manage – they need to lead! From wrestling funders to the table when a project workout is required, to proactively planning for exciting year 15 opportunities, NOW is the time to lead! Join **Maria Gutierrez** for a McLaughlin-style panel with **Harold Nassau**, **Ed Stone** of NEF, **Kim Cross** of Dwelling Place, and asset management guru **Mary White Vasys** as they explore how asset managers who seize the leadership opportunity are fast becoming the most valuable players!

opportunity are fast becoming the most valuable players!

Breakfast of CHAMpions: Tales from the Locker Room

The five **CHAMpions** – **Kathryn Bryan**, **Mary Martin**, **Judi Patrick**, **Rey Sison** and **June Woodward** -- are bringing the asset management game plans they developed for their portfolios (the final step in earning the CHAMpion designation) out of the locker room and onto the gym floor. Did ANYTHING work out as planned? Explore the agony and ecstasy of victory snatched from the jaws of near defeat. Hear tales of masterful execution, sideline injuries and setbacks, and powerful team work that gets results!



Meeting Mixed-Use and Commercial Challenges

Mixed-use and commercial projects are so important for our communities, but they pose special asset management challenges. Now a panel of commercial revitalization experts, led by **Rick Jacobus**, is here to train you to meet those challenges. Discuss the differences between commercial leases and apartment rental leases; learn how you plan for and manage build-out of commercial spaces; evaluate potential tenants; and figure out how commercial tenants can peacefully co-exist with your residential tenants. You almost have to be a super athlete, but after this session, you'll be up to the task!

Countdown to Year 15: An Exercise in Endurance

Vanishing subsidy streams, market saturation, and valuation challenges are the REAL issues asset managers are facing today. In an ideal world, the countdown training begins as soon as your tax credit project is being designed and continues for 15 years. But don't worry if you didn't start training on time for the buy-out of your tax credit investors. Join **John Brandenburg** and **Judy Schneider** as they coach you over the hurdles and all the way to the finish line.

Community Safety: A Great Offense Is the Best Defense

Community safety is an asset management issue and a major concern of your residents. Join **Margaret DiZerega** of LISC, a forward-thinking CDC of Kansas City, MO, and the Housing Authority of Kansas City to learn techniques for developing powerful partnerships with local police departments that successfully tackle neighborhood crime, protect your residents, and prevent loss to your projects.

Heavy Lift: Measuring Results from Residential Services

Here's a perennial challenge: we struggle to raise the funds for special resident services, and we know in our hearts it makes their lives better, but can we prove it? Learn about best practices for selecting strategic services and effective tools for measuring progress. Practice shouldering that heavy lift with the latest news about NeighborWorks Training Institute's new introductory resident services courses and the Enterprise residential services practitioner manual. **Pat Magnuson** and **Diana Meyer** of Enterprise and **Frances Ferguson** of NeighborWorks will make it seem easy. And showing quantifiable results will also make fundraising easier. Bulk up for better results!

Pulling Together: The Seattle Collaboration to Maximize Asset Management Goals

A case study in public funder teamwork. Examine how the City of Seattle, State of Washington, Housing Finance Commission and other public funders have managed to pull together to create a common voice. Agreement on one report and one inspection acceptable to all was just the beginning. The Combined Funders' Task Force sits at the nexus of this effort. **Joanne Quinn** of the Seattle Office of Housing and her panel of funders will be your personal trainers – learn which players are on board already, what outreach is on-going, how it happened, and how it's working. Get ready to develop your own team. Be part of a revolution in improving how we do business across the country!



Iron Man Challenge: Conquering the Changing Rural Landscape

Rural projects are built on the most challenging landscapes, often under the most challenging circumstances. And just when you thought you had mastered the terrain, USDA has completely rewritten its guidebook – 650 pages! What's happening with the section 514 and 515 broader-based subsidy system? What are cities doing with CDBG funds? And what do you need to do to sustain a portfolio of projects that are struggling? CHAMpion **Judi Patrick**, along with her panel of experts, will help asset managers navigate through it all.

“
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PERSONAL "TRAINING" SESSIONS



Growing Pains: Successful AM Organizational Designs and Strategies

Organizational growing pains may be inevitable, but they don't need to sideline you! **Judy Weber** takes you through the evolution of the asset management role as the CDC itself evolves from small to large. Coach and personal trainer Judy will clarify the complementary roles of asset and financial manager, and she'll get you ready for even bigger challenges: deciding where asset management should report, based on the size of the organization; the keys to successful property management joint ventures; the Board's role in promoting evolutionary change; and how the regulatory environment and the market influence CDC decisions.



Free Weights: Stump the Experts Breakfast Roundtables

Bring your toughest challenges to the experts on these timely topics:

- Building Your Asset Management Plan
- AM Players on the Development Team
- Yardi Users Group
- Real Estate Evaluation and Tax Appeals

Performance Enhancers: Legislative Update

With so many federal legislative challenges to affordable housing, new strategies that focus on state and local legislators are bearing fruit. This policy roundtable with **Barbara Burnham** is a great opportunity to hear what's on the drawing board for the rest of the 109th Congress and, even more promising, what's scheduled to happen at the state and local levels. Voice your hopes and concerns for an affordable housing agenda. Figure out how you and your CDC can further the agenda by getting information to your state and local elected officials.

Sculpting the Body "Green": Onus or Bonus?

It ain't easy being green, but don't let anyone tell you, "It's too expensive!" There are lots of "tricks" the experts have learned. Our experts, **Ed Connelly**, **Clare Bressani Tanko** and **Alistair Jackson**, examine the options for green retro-fitting the buildings you already have: explore resident health benefits, energy efficiency, choosing products, materials and techniques for maximum impact, product life-cycle cost assessments (LCCA), and lessons learned from the New Ecology study about green affordable housing projects across the country. It's not too late to capture some of that "green" bonus.

Sweat or No Sweat? When Asset Management Becomes Micro-Management

In typical Boston-to-Austin fashion, asset management experts **Jack Geary** and **Mike Clark** can argue about anything – Kerry vs. Bush, Red Sox vs. Rangers, lobster vs. sirloin. They will "pump you up" in this fun session. The CHAM contrarians will do battle (with the help of an active audience) on when asset management becomes micro-management, why what may be appropriate sometimes, at other times definitely is not the right thing.

Running the Capital Needs Marathon

This is the only marathon that can be completed in just 1.5 hours! **Bob Santucci**, author, practitioner and NWTI trainer, paces us through the basic steps of creating a Capital Needs Plan in this hands-on nuts and bolts session. Bring a sharp pencil, because he'll cover the format and process and provide a workbook and an Excel template on a CD. You'll be ready to identify, project and address the capital needs of your portfolio.



Risk Management Planning for High Impact

Author, risk management advisor and insurance industry expert **Peg Jackson** explains how risk management planning is crucial to your success as an organization and as an informed insurance consumer. Business continuity, employment practices, governance issues, financial management, whistleblower protection, emergency evacuation – these are just some of the topics to be covered. From assessing the risks your organization faces to creating a Risk Management Plan that will help you respond quickly and effectively in times of crisis, this session will get your CDC prepared like never before. It will even help you build a more productive partnership with an insurance broker so you can achieve the best possible coverage and rates!

Beyond Good Intentions: Making the Tough Calls

Anker Heegaard, a principal with Compass Group and author of several guidebooks and tools for asset and property managers, and our own **Len Tatum** engage in a point/counterpoint about their best war stories: strategies to support the turnaround of dysfunctional portfolios; arranging for recapitalization; assessing whether your property management company is doing right by you and your tenants; and deciding on divestiture. Learn how to face the tough decisions for the results you need.

“ GREAT
INSIGHTS!... ”

S P O N S O R S



The Consortium for Housing and Asset Management is a national, nonprofit organization established by three leaders in the field of nonprofit affordable housing production and community development - Local Initiatives Support Corporation, The Enterprise Foundation, and NeighborWorks America. CHAM's mission is to expand the capacity of community-based organizations and others working in the nonprofit housing industry so they responsibly own and professionally manage their affordable housing. www.cham.org



Local Initiatives Support Corporation's mission is to assist community development corporations (CDCs) in their efforts to transform distressed neighborhoods into healthy communities. LISC believes that CDCs are the best vehicles to achieve lasting and positive community change for the benefit of low- and moderate-income people. These organizations are accountable to local residents and engage in a wide range of physical, economic, and human development activities. By marshalling private-sector resources and extending financial and technical support to CDCs, LISC enables residents to set their own priorities and shape their own community renewal. www.lisc.org



The Enterprise Foundation, a national nonprofit, is dedicated to improving distressed communities. It was launched in 1982 by Jim and Patty Rouse. Since then, Enterprise and its related organizations have raised and leveraged \$3.5 billion and helped to create more than 120,000 affordable homes and to place more than 35,000 people in jobs. The foundation's mission is to see that all low-income people in the United States have the opportunity for fit and affordable housing and to move up and out of poverty into the mainstream of American life. www.enterprisefoundation.org



NeighborWorks America works with residents, government and business leaders to develop strong partnerships that revitalize America's urban and rural communities and make housing affordable. These partnership 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 its mission. www.nw.org

CONFERENCE PARTNERS

NATIONAL EQUITY FUND, INC. (NEF), a LISC subsidiary, has infused \$4 billion in investor equity into 1250 projects in more than 200 urban neighborhoods and rural areas nationwide.



THE ENTERPRISE SOCIAL INVESTMENT CORPORATION (ESIC), a subsidiary of The Enterprise Foundation, has raised over \$3.7 billion in equity from more than 170 corporate investors for investment in an estimated 70,000 affordable homes nationwide.



CORPORATE SPONSOR



Citigroup'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 (LMI) 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.citigroup.com

R E G I S T R A T I O N

REGISTRATION INFORMATION

The conference registration fee is \$375.00 and is payable by Visa or MasterCard, check or money order. American Express is not accepted. Until November 4, 2005, the Early Bird Registration is \$350.00. LISC now has on-line registration and payment. Visit www.lisc.org.

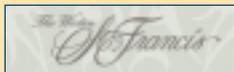
Registration fee includes all conference materials and sessions, as well as continental breakfasts, the keynote lunch and an evening reception. LISC will send a confirmation letter to acknowledge receipt of payment. If you do not receive confirmation by fax or email within 10 days of registering, you are not registered, so please call Jessica Boykin 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 E.S.T., November 4, 2005. \$150.00 will be deducted from the refund after that time, but no refund will be granted to any registrant who cancels after 5:00 pm on November 18, 2005, because of contractual obligations with the hotel.

HOTEL ACCOMMODATIONS

LISC has secured a block of rooms at the Westin St. Francis Hotel, San Francisco, CA, where the conference will be held. This block will be exclusively for CHAM attendees through November 11, 2005, 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 \$185.00, we highly recommend you secure a room early and/or by the date above, as this is "high season" in San Francisco and prices will increase dramatically.



Westin St. Francis Hotel
335 Powell Street
San Francisco, CA 94102
415.397.7000 (ph)
415.774.0124 (fax)

GROUND TRANSPORTATION:

Taxis between SFO and the hotel cost approximately \$40 each way.

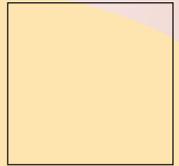
There are also a number of shuttle services; round trip cost is approximately \$30.

FOR FURTHER INFORMATION

Check the CHAM website www.cham.org or contact Judy Turnock, LISC-ODI, 212.455.9384 or jturnock@lisc.org



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



SIXTH ANNUAL ASSET MANAGEMENT PROFESSIONALS' CONFERENCE

 First Name Last Name

 Title Organization

 Street Address

 City State Zip

 Business Telephone FAX

 Email Address

Sessions run from 9:00AM-5:30PM on December 2nd
 and 8:30AM-4:30PM on December 3rd.

Registration

By 11/4/05 \$350 After 11/4/05 \$375

Annual NHMS Dinner, 12/1/05
 (Graduates Only)

Payment Information

____ Check (Payable to LISC-ODI)

Credit Card: ____ Visa ____ Mastercard

 Card Holder Name (Please Print)

 Card # Expires: Month/Year

 Signature Date

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

Fax Credit Card Registrations to: 415.329.1490

**Mail Registration with Check or Money Order Made
 Payable to:**

LISC-ODI ATTN: Jessica Spencer Boykin, CMP
 Local Initiatives Support Corporation
 501 7th Avenue, 7th Floor
 New York, NY 10018