

2017



The Consortium for Housing and Asset Management

Annual Conference  
Denver, Colorado



WEATHERING THE  
STORM:  
ASSET MANAGEMENT  
TAKES THE HELM

2017 ANNUAL CONFERENCE  
JUNE 25-27 • DENVER, CO



Amy Anthony



Sandra Henriquez

**FREE CONFERENCE WIFI**

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# Welcome



Welcome to the 2017 annual conference for The Consortium for Housing and Asset Management (CHAM).

CHAM's goal is to bring together a wide range of Asset Management practitioners across the affordable housing industry to identify trends, share ideas and take proactive steps to strengthen our portfolios and organizations while serving the most vulnerable populations.

This year's theme, "Weathering the Storm: Asset Management Takes the Helm," is CHAM's response to the challenges created in today's rapidly changing climate. We are excited to convene industry leaders and practitioners to identify new techniques and probe new strategies to successfully weather this storm and preserve and sustain affordable housing.

Very special thanks to the many organizations that have sponsored this important event. We look forward to thought-provoking discussions throughout the conference, and we hope you enjoy the networking opportunities and diverse sessions exploring important topics within the asset management domain.



**Harold Nassau**  
Director of Asset Management Programs  
NeighborWorks America



**David Fromm**  
Senior Manager, Curriculum and Training  
NeighborWorks America



**Tony DiBlasi**  
Chief of Asset Management  
Ohio Capital Corporation for Housing





# Thank You, Sponsors!

A very special thank you to the many organizations (listed below) that have sponsored this important event. As a result of their generosity, we have been able to keep our registration fees very modest, which makes the exceptional content of the conference accessible to most. Please join us in thanking our valued sponsors!

## 2017 CONFERENCE SPONSORS

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# Agenda



## Sunday, June 25

**6:00-8:00 pm**

Welcome Networking Reception — *Colorado reception area*

Join your colleagues at the opening reception as we kick off the 2017 CHAM Annual Conference.

## Monday, June 26

**7:30-9:00 am**

Breakfast — *Crystal Ballroom*

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

Welcome Plenary — Weathering the Storm! Policy Matters and the Future of the Affordable Housing Industry — *Crystal Ballroom*

Significant proposed budget reductions at the federal level coupled with the prospect of tax reform have yielded a slew of challenges for affordable housing practitioners. Industry leaders will provide an important policy update as we 'batten down the hatches' in our efforts to weather the storm. All hands on deck!

**Charles Wehrwein** | *Housing Partnership Network*  
**Mark Shelburne** | *Novogradac & Company LLP*  
**Michael Simmons** | *Community Realty Management*  
**Fred Mitchell** | *NHP Foundation*  
**Jennifer Seamons** | *Key Community Development Corporation*

**10:45-12:00 pm**

Lessons Learned at Y15: Building Better Partnership Agreements — *Crestone Salon B*

This panel explores lessons learned after the initial wave of Y15 dispositions. What impact does the LPA have on an Asset Manager's workflow and what have we learned as it relates to: joint ventures, reserve accounts, partner obligations, right of first refusal language and other Y15 considerations.

**Chris Hornig** | *Klein Hornig LLP*  
**Kathy Ebner** | *Homes for America*  
**Charles Rhuda** | *Novogradac & Company LLP*  
**Bernie Oleniacz** | *Bellwether Enterprise*

Strategic Capital Planning to Ensure Long-Term Sustainability — *Crestone Salon A*

The most sophisticated organizations are very deliberate and strategic with their use of reserves to ensure the long-term viability and sustainability of their assets. National Church Residences and Industrial Roofing Services will describe their strategic partnership that helps ensure the long-term viability of assets for National Church Residences across the country.

**Jack Geary** | *Jack Geary Consulting*  
**Steve Bodkin** | *National Church Residences*  
**Keith Dippel** | *Industrial Roofing Services*

It's All about Risk — *Aspen Room*

Risk is in the eye of the beholder. This session will explore risk from different perspectives and discuss how owners can effectively mitigate those risks to lessen investor or lender anxieties. Recently updated AHIC standards and innovative risk assessment models will be discussed; and syndicators will share best-in-class narratives from their watch lists to highlight the work of savvy owners.

**Noreen Beiro** | *Enterprise Community Partners*  
**James Cruickshank** | *US Department of HUD*  
**Jacques Logan** | *National Equity Fund*  
**Jen Call** | *US Bank CDC*

**12:00-1:15 pm**

Keynote Luncheon — Who Have We Been? Who Will We Be? — *Crystal Ballroom*

**Sandra Henriquez** has sat in all the seats at the table: HUD Deputy Secretary for Public Housing, Director of Boston Housing Authority and Regional Manager for Maloney Properties.

**1:30-2:45 pm**

Investors Pull Back the Curtain — *Crestone Salon A*

What REALLY motivates investors within the LIHTC realm? Do investors think about Asset Management? Beyond underwriting criteria, what goes into investor decisions — markets, returns, politics, relationships...and more.

**Beth Mullen** | *CohnReznick*  
**Marge Novak** | *Cinnaire*  
**Jon Welty** | *Ohio Capital Corporation for Housing*  
**Dana Moore** | *Compass Advisors*  
**Greg Griffin** | *Enterprise Community Asset Management*



## Monday, June 26 (continued)

**1:30-2:45 pm**

### Commercial Space: Critical Amenity or Financial Drag? — *Aspen Room*

Do we *have to* underwrite commercial space assuming zero income? EBALDC and Mercy Housing discuss the impact of commercial space on neighborhoods and mixed-use properties.

**Eric Solivan** | *Housing & Opportunities for People Everywhere*

**Nancy Conover** | *Mercy Housing*

**Judy Graboyes** | *East Bay Asian Local Dev. Corp.*

### Cost Controls and Other Strategies to Bolster NOI — *Crestone Salon B*

With declining subsidies and increasing resident needs, the importance of cost control and revenue maximization has never been more important. Panelists will explore specific strategies to reduce cost and increase revenue in an effort to bolster NOI.

**Judy Weber** | *VIVA Consulting*

**Jack Howell** | *Ion Energy Solutions*

**Mark Vernon** | *HPN Select*

**Katherine Gibson** | *McCormack Baron*

**Jeff Robinson** | *Rainmaker Group*

**3:00-4:15 pm**

### Refi's and Other Recapitalization Strategies — *Crestone Salon B*

You just reached Y15 and your investor exited. Interest rates are rising and new credits are hard to get! If 9% deals are not the answer, what is? This panel will get you thinking about the latest financing vehicles, NOAHs and your regulatory environment as you prepare to reposition your property.

**Laurie Gould** | *VIVA Consulting*

**Michael Witt** | *Michigan State Housing Dev. Authority*

**Katherine Fleming** | *BRIDGE Housing*

**Len Tatem** | *Tatem Consulting*

### Asset Management Data Platforms for Small to Midsize Portfolios — *Crestone Salon A*

Are you managing a small to midsize portfolio but struggling to capture data efficiently? This session will highlight an affordable technology platform that integrates the many moving parts for modest-size portfolios.

**Dana Moore** | *Compass Advisors*

**Amelia Hill** | *Nuestra Comunidad*

**Phil Hood** | *NeighborWorks America*

### Energy Initiatives: Making Investments and Tracking Results — *Aspen Room*

What keeps us from making an investment to reduce energy consumption? How do we substantiate or validate the potential cost savings? Wegowise and Emerald City will demonstrate an integrated approach for tracking the *real results* from an energy investment.

**Ravi Molhatra** | *ICAST*

**Laila Partridge** | *Wegowise*

**Kevin Warner** | *Emerald Cities*

**6:00-10:00 pm**

### Museum of Nature & Science

Ohio Capital Corporation for Housing welcomes you to a fun-filled evening with a variety of activities including a reception with food and drink. This is a must-attend event! Non-stop bus services provided to and from event location!

## Tuesday, June 27

**7:30-8:30 am**

Breakfast — *Crystal Ballroom*

**8:30-9:45 am**

### Plenary — Are We Committed to Managing to the Double Bottom Line? Or Just Talking about It? — *Crystal Ballroom*

Building a business model for mission and margin matters across diverse portfolios.

**Jenny Netzer** | *TCAM*

**Dena Xefaris** | *Preservation of Affordable Housing*

**Mary Carthell** | *Beacon Communities*

**Ann Clift** | *Foundation Communities, Inc.*

# Agenda



## Tuesday, June 27 (continued)

### 10:00-11:00 am

#### The RAD Program: What Comes Next? — *Aspen Room*

HUD's Rental Assistance Demonstration (RAD) program created an opportunity for PHAs to revitalize their portfolios under this initiative. Experts will provide an update on the status of RAD and predict its future and consider the asset management of RAD deals.

**Deborah VanAmerongen** | Nixon Peabody LLP  
**Cynthia Alvarez** | Tenderloin Neighborhood Dev. Corp.  
**Cat Vielma** | National Equity Fund

#### What Makes a GREAT Asset Manager? — *Crestone Salon B*

A for-profit owner, an investor and a nonprofit CFO give their answers. And so do you!

**Tony DiBlasi** | Ohio Capital Corporation for Housing  
**Caroline Horton** | Aeon  
**Rick Wishcamper** | Wishrock Group

#### Managing to New Realities: Strategies to Combat Lost or Reduced Subsidy — *Crestone Salon A*

Create a contingency plan! HUD and RD budgets are under assault — which may have a significant impact on your property with lost or reduced PBS8, RA, public housing, S+C or HCV subsidies. This panel will explore strategies to combat these potential subsidy shortfalls, while also discussing the larger strategic planning process to help an organization better plan for the future.

**Kelly Perlman** | Plante Moran  
**Blair Kincer** | Novogradac & Company LLP  
**Susan Johnson** | BRIDGE Housing  
**Christopher Allred** | NYC Housing Preservation & Development

### 11:15 am-12:15 pm

#### Untapped Potential: Working with Your HFA — *Aspen Room*

A responsible owner and a HFA share a very important goal: ensuring the long-term viability of the asset to meet public policy goals well into the extended-use period. This panel will explore best practices and identify opportunities for Asset Managers and HFAs to align their interests and work together in new ways.

**Brian Miller** | Colorado Housing Finance  
**Michael Dant** | Kentucky Housing Corporation  
**Troy Gladwell** | Medici Communities  
**Anne Marie MacPherson** | MassHousing Finance Agency

#### Truly Managing the Double Bottom Line: Resident Services and AM — *Crestone Salon A*

Leaders in the field demonstrate how resident services and asset management can create *common goals*, and successfully work together to lower operating costs and increase resident retention rates while also improving residents' lives.

**Frances Ferguson** | NeighborWorks America  
**Ryan Crogan** | REACH  
**Mary Corthell** | Beacon Communities  
**Robert Torres** | Urban Edge  
**Julie Fox** | National Church Residences

#### The AM Profession: Workloads, Responsibilities, Compensation — *Crestone Salon B*

IREM will present its newest publication titled Real Estate Asset Management: A Process and a Profession. Panel will also explore recent NH&RA survey results related to Asset Manager workload levels and CEL survey of compensation trends.

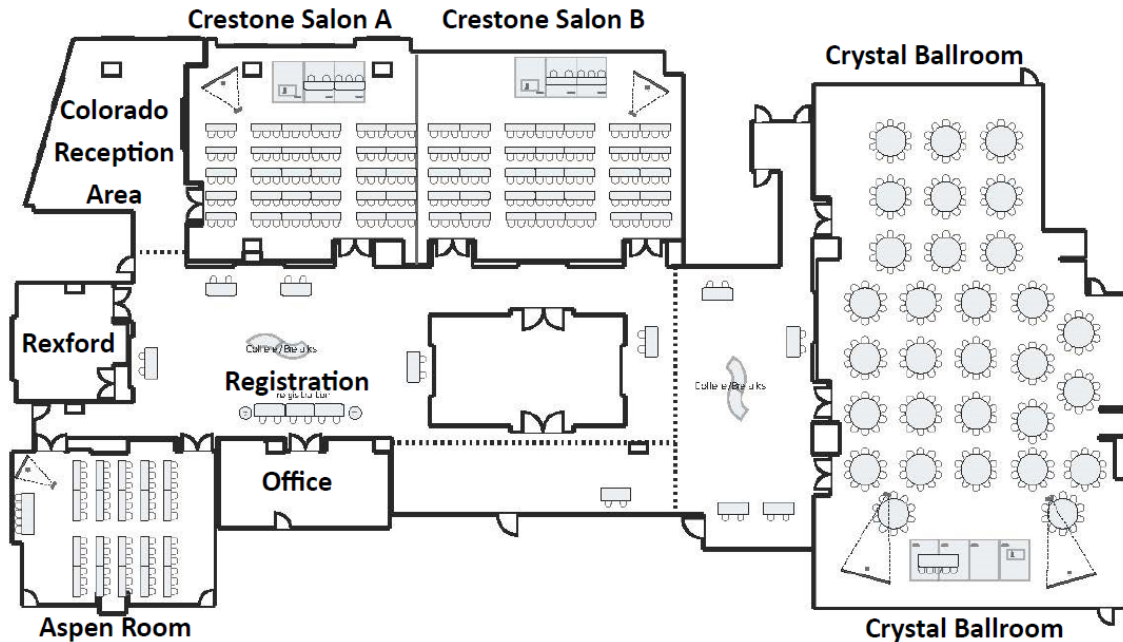
**Judy Weber** | VIVA Consulting  
**Dustin Read** | Assistant Professor at Virginia Tech  
**Thom Amdur** | NH&RA  
**Anne Lang** | CEL & Associates

### 12:30-2:00 pm

#### Closing Luncheon — Award Ceremony and Keynote — *Crystal Ballroom*

Closing luncheon and award ceremony followed by Amy Anthony (founder of POAH) who will explore the topic: "What does Preservation mean for our Future?" Followed by closing remarks from conference organizers.

**David Fromm** | NeighborWorks America  
**Harold Nassau** | NeighborWorks America  
**Amy Anthony** | Preservation of Affordable Housing



Conference Rooms

Crystal Ballroom (meals & plenaries)

Aspen Room

Crestone Salon A

Crestone Salon B

Conference Logistics

Rhonda Snyder — (614) 205-6441 (mobile)

Conference materials will be available for download from the CHAM.us website after the conference.



**June 26 Reception held at Denver Museum of Nature & Science**  
Bus transportation provided



**Conference held at Embassy Suites by Hilton Denver Downtown Convention Center**  
Denver, Colorado

# About CHAM



We all know how hard it is for affordable properties to serve their residents and their owners for the 15 year tax credit horizon. And successfully reaching a 30 or 40 year extended-use period is even harder. Asset Management is about two things: achieving owner financial and mission goals. Asset Management is about preservation. CHAM is dedicated to providing asset management professionals with the essential tools and insights needed to reach these goals.

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

In recent years, many community development organizations have experienced challenges managing aging properties and increasingly complex portfolios. Senior managers of these organizations need highly specialized skills to keep these properties economically viable over the long term.

## Consortium Leadership



## Thank you, to the CHAM planning committee!

Kathie Bowen	Ohio Capital Corporation for Housing	Jacques Logan	National Equity Fund
Bill Brett	Volunteers of America	Harold Nassau	NeighborWorks America
Kathryn Bryan	PathStone	Jenny Netzer	TCAM
Lisa Deller	National Equity Fund	Ben Nichols	Enterprise Community Partners
Tony DiBlasi	Ohio Capital Corporation for Housing	Lynn Peterson	NeighborWorks America
Katherine Fleming	BRIDGE Housing	Julia Pierson	NeighborWorks America
David Fromm	NeighborWorks America	Brian Pilcher	Madison Park Development Corporation
Laurie Gould	VIVA Consulting	Ryan Robinson	Cinnaire
Gayle Harrold	Madison Park Development Corporation	Rhonda Snyder	Ohio Capital Corporation for Housing
Amelia Hill	Nuestra CDC	Lydia Tom	Enterprise Community Partners
Phillip Hood	NeighborWorks America	Ginny Tranchik	LISC
Carolyn Horton	Aeon	Caroline Wagner	Enterprise Community Partners
Andrew Kerivan	Grenwold Real Estate Advisors	Dena Xifaras	Preservation of Affordable Housing

*And a special thanks to Ohio Capital Corporation for Housing staff for coordinating conference registration, hotel logistics and for serving as fiscal agent for this event.*

