

# Playing for Keeps!

*Conference Description – Participant Testimonials- CHAM Sponsors  
 Conference Sponsors – Conference Goals -- Presentation Summaries – Presentations/Materials*

## The Conference

December 7-9, 2006, **more than 150 CHAM Conference participants** gathered in New Orleans at the historic **Royal Sonesta Hotel on Bourbon Street**. Enthusiastic housing professionals **from 17 states and the District of Columbia**, including 15 from the Gulf Region – CDC asset managers and finance directors, along with some of their board members and executive directors, state housing authority/agency representatives, LISC, Enterprise and NWA staff, funders, and other industry experts – joined **CHAM Board members David Fromm (Enterprise) and Harold Nassau (NeighborWorks America)** for two days of sessions and the best networking opportunities in the industry.



Because we were in New Orleans, the Conference showcased what has and has not happened since **Katrina**. We kicked off with a **tour of the lower 9<sup>th</sup> Ward**, arranged by **Dr. Walter Strong**, COO of **Dillard University**, one of the schools hit hard by the storm. More than 70 attendees came early to spend an hour and a half touring the streets, with terrific historical commentary from the drivers and the hosts, as well as plenty of their personal experiences during and after Katrina. The most difficult part of the message is what has not been done, well over a year later.



The annual NHMS Dinner to celebrate graduates of that 5-day course took place that evening at Tujagues, one of the oldest restaurants in New Orleans. Presenters who arrived early enough had dinner together at Desire, a down-home Cajun restaurant.

On Friday morning, after **CHAM Board President David Fromm** welcomed everyone and thanked Citigroup, the Conference Sponsor, he was joined on stage by fellow



**CHAM Board member Harold Nassau**, to present a special award to **Maria Gutierrez**, a former CHAM Board Member and a CHAM driving force from the beginning. Maria recently left LISC to pursue consulting, so fortunately, Maria will still be there for all of us in the field. She and son Luke took the stage together!

Then we swung right into the opening plenary, **Asset Management Lessons Learned the Hard Way**, moderated by **CHAM Board member Harold Nassau**. A powerful **video** recording the flood at Dillard University, the evacuation of the students, the damage, and ending with the restored University as of last September, set the tone. **Walter Strong, Lauren Anderson, Walter Moreau and Marina Peed** shared their experiences during and after the storm: Walter Strong and Lauren Anderson cleaning up and preparing to move on, and Walter Moreau and Marina Peed helping to house hundreds of displaced families in Texas and Georgia.



Walter Strong talked about the importance of a purposeful life, driven home by what they'd gone through since Katrina. Lauren Anderson described the almost impossible bureaucratic barriers to making forward progress. Walter Moreau described an important

lesson he learned: there are basically two types of people in a crisis, those who try to plan and those who act. The planners need to get out of the way so the actors can act! They took a leap of faith, and everything worked out quite well, though not with the partners or in the way they expected. Marina Peed told story after story, all riveting, about how the displaced families her CDC welcomed have been building their new lives.

This year we unveiled of our new **CHAMpion Hall of Fame!**, a gallery of all nine CHAMpions, soon to include the 2006 Six. We've put your names up in lights, right where they belong, and you'll be able to see them all on this website.



**Craig Saxon     Judi Patrick     June Woodward     Kathryn Bryan     Alex Meacham**



**Linda Craig     Mary Martin     Rey Sison     Ricardo Castillo**

We also displayed four posters showing a fabulous **award winning affordable housing project** designed especially for rebuilding New Orleans! **Global Green** sponsored the contest, and guess who was the head of the selection committee? **Brad Pitt!** We had his photo also.

**Exhibitors TCG Technologies, presented by Sharon and Boyd Jackman, and perennial favorite, HUD's Division of Neighborhood Networks,** set up shop in the hallway outside the meeting rooms and enjoyed a constant stream of visitors and inquiries. The well-stocked **Book Store** ran throughout the Conference, with a number of offerings about New Orleans and Katrina. We love to see those sales, because there's no need for every CDC to re-invent the wheel. We can

learn from what others have done by building our CDC resource libraries!

The **Award Lunch** on Friday featured a **keynote speech** by **Oliver Thomas, President of the New Orleans City Council.** A riveting speaker, he offered plenty of his own opinions about what



bottlenecks have hindered many rebuilding efforts so far. He believes progress is about to become more obvious.



Then **Evelyn Brown, LISC Senior Vice President, Gulf Rebuilding Fund**, talked about what the three CHAM partners are doing in the Gulf region and what more they can do together going forward. And then the best: the CHAM Board and Evelyn welcomed **6 new CHAMpions** to their elite ranks.

**Haleema Ahmed, Susan Eliason, Stacey Hunter, Theresa McCauley, Judith Rose, and Debbie Spooner** completed the rigorous program of study and prepared the challenging Asset Management Plans for their organizations. We expect to hear about how those plans panned out at the 8<sup>th</sup> CHAM Conference next year. Haleema, Susan, Stacey, Theresa and Judith, along with Debbie *in absentia*, received their pins and framed certificates, all to enthusiastic applause. It's time for those hundreds of other committed asset managers who are already in the program-of-study pipeline to get serious – we want to applaud you as you receive your CHAMpion pins and certificates!



The day ended with a **gala reception**, sponsored by **Capital One Bank**, represented by **Nicole Mackie**, Corporate Citizenship, Capital One. Everybody enjoyed food, drink, good talk, and the fabulous jazz sounds of the **Sharon Martin Trio**, before heading off to dinner in a city renowned for its unique cuisine. A highlight of the reception was the drawing for what we hope will be the traditional **TCG Technologies gift certificates**. **Vice President Sharon Jackman** presented them, one for \$50, and the other for \$100.



The **second day plenary session, The Game of Real LIFE!** was again a Conference highlight. Six CHAMpions gave updates on the implementation of their Asset Management Plans, created as the final requirement in completing the CHAM Course of Study. Tossing the dice was CHAM board member **David Fromm**, and **Judi**



**Patrick, Mary Martin, Linda Craig, Kathie Bryan, Craig Saxon and Alex Meacham**

moved themselves around the game board, being creative about the challenges they encountered. The “game” focused on building relationships with owners (general and limited partners) and property and asset managers; finding cash flow, primarily through better marketing and management of the vacancy rate and turnovers; managing insurance rates through risk management; financing resident services; compliance; and successful Year 15 transitions.



In addition to the plenaries, the Conference featured **14 breakout sessions** led by a wide array of presenters, almost evenly split between expert consultants/intermediary staff and CDC practitioners. The CDC representatives, with their unique experience and amazing stories of success against all odds, joined top-flight expert consultants, some new faces and some perennial favorites, to lead fascinating sessions on:



- Disaster Planning for CDCs,
- Work-out Case Studies,
- Year 15 Transitions,
- Strategies to Minimize Crime in Your Projects,
- Strategies for Maintaining Mixed-Income/Mixed-Race Properties,
- Resident Services that Pay for Themselves,
- Tax Credit Compliance,
- Documenting the Difficult Business of Managing Affordable Housing,
  - A Development Clinic for Asset Managers,
  - Asset Management Planning,
  - Getting the Most from Your Property Management Contract,
  - Legislative Update, and
  - Strategies for Getting Tenants and Maintenance Staff to Go Green.



And we didn't stop there: breakfast on the second day was the scene of **8 “Stump the Experts” breakfast roundtables discussions**, and what a list of experts! Special thanks to **Chris Cherry, Carl Mayse, and Steve Woolery**, who came from both sides of the country to New Orleans just for breakfast! Thanks to them, it's hard to imagine anyone went home with unanswered questions. In addition, all those who made it to breakfast on that second day were treated to a double-screen slide show of photos from the Conference's first day, of course accompanied by the New Orleans jazz medley.





As always, **David Fromm** conducted the **wrap-up session**, where participants described their key learnings from the conference:

- “In disaster planning, strong relationships from before is what gets you through the crisis.”
- “Good to get green perspectives from different parts of the country – it’s the wave of the future!”
- “Minimizing crime in my projects starts in the design and development phase!”
- “I’m going to completely redesign my marketing plan – and use Craig’s List!”
- “I’m ready to start collaborating with other CDCs to try to get one report and one inspection for each project!”
- “I think I see now how to start lessening the tension between development and asset management staff.”
- “I never thought about calculating the impact on my portfolio of having resident services – or not. I bet I can raise more funding for those programs now.”
- “Now I understand why funders ask for my asset management plan – it gives them comfort we know what we’re doing!”
- “Good policy IS a best practice!”



#### “News we can use...” – What are participants taking back to work with them?

- “I’m going to make sure my property managers talk with each other on a regular basis, and I’m going to make sure my asset manager participates in the pre-development discussions.”
- “I’m going back to work to make a binder for each of the properties I oversee.”
- “There’ll be an additional clause in my house rules about criminal activities, and a new clause in new leases going forward!”
- “We’ll prepare better for all our inspections with this checklist.”
- “Everyone I work with is going to get this Disaster Planning handout!”
- “My marketing plans will change, thanks to Lucky 7 Strategies for mixed-income projects.”
- “I’m going to get ready to update my property management contract.”
- “Green building is going to be part of all my new development projects, and I hope I can make the ones I got greener...”
- “I’m an investor in tax credit deals, and I finally understand exactly what the CDCs go through. I’m going to be a better partner from now on...”



- “I never thought about tracking resident services, but I will now.”
- “I’ve got really good expectations about what I can learn from all my reporting tools – and I pretty much ignored them before, because I didn’t know what to do with the information.”
- “A partnership with my CFO would really help our PM and AM.”

Finally, the **closing raffle**, for all those who submitted a Conference evaluation form, and the prizes did not disappoint! **Registration for the NHMS**



**course** – a value of \$795! – went to Tanya Stagray and **registration for next year’s Conference** went to Stacie Birenbach. Presenter **Jack Geary** won a copy of Paul Grogan’s book, **Comeback Cities**, and presenter **Tim Vance** won a copy of **Practical Apartment Management**. Next year’s raffle will include a great new prize – a room upgrade at the next year’s Conference hotel. You got to be in it to win it!

**What did participants think** when it was over? Here are a few comments from the evaluations:

- “Best Conference around for asset management.”
- “Awesome conference! I learned so much and made so many important contacts and connections.”
- “Great diverse group, great speakers, great location – keep it up!”
- “The Year 15 info was excellent, and just what I need in my work.”
- “Well thought-out and organized. Really appreciate all your efforts.”
- “It was hard to choose one session and miss the others!”
- “This was the best conference I’ve ever attended!”
- “Great to have the local university and elected officials give their insights on what’s happening...”
- “The networking was great!”
- “Smooth sailing!”



And not surprisingly, our participants had **suggestions**, sometimes conflicting, to consider **for next year**:

- Binder too big -- put more materials on a CD
- Love the materials in the binder
- Peer-to-peer follow-up sessions on the internet or in person
- Fewer sessions at one time – too hard to choose
- More roundtables



- Less time on Plenaries
- Loved the Plenaries
- Hold the Conference during the week
- More CDC case studies

**What would you like to see? Let us know!**

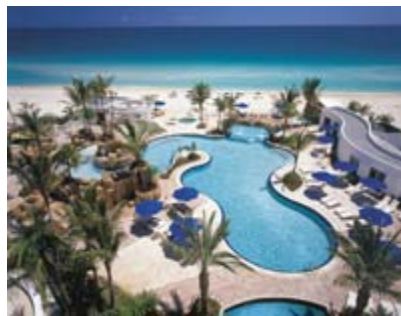
Since our goal is to assist our CDCs in accomplishing more in their communities, this is exactly what we hope we hear! If CHAM's not providing information you need in the field, we're not doing our job.

Summaries of all the sessions are below, with a list of the **presentation materials**. The materials themselves will be available shortly on the CHAM website for you to download. You'll also be able to find at the CHAM website the **list of presenters** – we can't thank them enough!! – and a fabulous **slide show** of the Conference. Kudos to our photographer, **Lydia Daniller**, and **Louis Perez, LISC IT**, for their teamwork! And remember that great music behind the slide shows? A shout out to ODI's **MC Obinna Lewis**, who made all the selections!

**Keep the network alive and growing!**



**...and see you later this year in Miami Beach!**



**2007 CHAM Conference**

**Trump Sonesta Sunny Isles Beach**  
**Monday, November 4 at noon – Wednesday, November 6 at noon**

**Mark Your Calendars!**

## CHAM and the CHAM Sponsors



-- The Consortium of 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 Neighborhood Reinvestment Corporation. 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.



Local Initiatives Support Corporation's mission is to help community development corporations (CDCs) transform distressed neighborhoods into sustainable communities. By marshalling private-sector resources and extending financial and technical support to CDCs, LISC enables residents to set their own priorities as they engage in a wide range of physical, economic, and human development activities. To date LISC has invested \$7.1 billion in 196,000 affordable homes, 27 million square feet of retail space, 72,000 jobs, and scores of supermarkets, child care facilities, playing fields and schools. [www.lisc.org](http://www.lisc.org)



Enterprise Community Partners is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For more than two decades, 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 \$7 billion in equity, grants and loans and is currently investing in communities at a rate of \$1 billion a year. Learn more about Enterprise's efforts to build communities and opportunity, and to meet some of the half a million people we have helped. [www.enterprisecommunity.org](http://www.enterprisecommunity.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 America Training Institute and its educational programs and materials are central to the NeighborWorks mission. [www.nw.org](http://www.nw.org)

## CHAM Conference Corporate Sponsors



**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](http://www.citigroup.com).

**Capital One** **Capital One Bank** believes that a great company must hold itself to the highest standard, so we take our role as a corporate citizen seriously. Therefore, through its Corporate Citizenship division, the bank helps improve the communities in which it lives and works by extending loans to and making investments in affordable housing, small business development, and other community stabilization and revitalization initiatives. [www.capitalone.com](http://www.capitalone.com).

## CHAM Conference Partners



**National Equity Fund, Inc.** is one of the nation's top syndicators of low-income housing tax credits, with nearly \$5 billion invested in 1400 projects and some 75,000 units in its portfolio. NEF is an affiliate of LISC. [www.nefinc.org](http://www.nefinc.org).

**Enterprise** **Enterprise Community Investment**, a subsidiary of Enterprise Community Partners, works with partners to finance, develop and acquire affordable housing and other community development initiatives in underserved neighborhoods across the country. Enterprise fulfills its mission through syndication of low income housing tax credits, raising over \$3.7 billion in equity from more than 170 corporate investors for investment in an estimated 70,000 affordable homes nationwide. [www.enterprise.org](http://www.enterprise.org).

## Presentation Summaries

### Plenary Sessions:

#### ***Asset Management Lessons Learned the Hard Way –*** **Harold Nassau, Walter Strong, Lauren Anderson, Walter Moreau, Marina Peed**



See the riveting Dillard University video of the storm and its aftermath, provided by Dr. Walter Strong, COO of Dillard, who arranged our tour of the 9<sup>th</sup> Ward. Listen to Lauren Anderson talk about NHS's Katrina experience, and Walter Moreau, Foundation Communities, and Marina Peed, The IMPACT Group, describe their CDCs' efforts to housing displaced families. The panel got a standing ovation!

Dillard Video  
9<sup>th</sup> Ward Tour Video  
LISC Gulf eNewsletter  
Plenary Strong  
Plenary Peed  
Plenary



#### ***CHAMpions Plenary: The Game of Real LIFE! –*** **David Fromm, Mary Martin, Judi Patrick, Linda Craig, Craig Saxon, Alex Meacham**

Five CHAMpions share their progress/lessons learned on the Asset Management Plans they developed as the final step in the CHAM Program of Study.

CHAMpion  
CHAMpion AHP  
CHAMpion AHP Attachment  
CHAMpion Capital Account  
CHAMpion GNA  
CHAMpion I&E  
CHAMpion I&E 2  
CHAMpion Operating Deficits  
CHAMpion Resident Services  
CHAMpion Risk Management Plan  
CHAMpion Year 15 Projections



### Concurrent Sessions:

#### ***Recovering from a Bad Spin: Workout Case Studies –*** **Anker Heegaard, Len Tatem**



Two popular presenters, experienced in workouts, share their best (worst?!) war stories and how they accomplished the turnarounds.

Bad Spin

Bad Spin Capital Heights

Bad Spin Handout Capital Heights

Bad Spin Handout Capital Heights Statistics

***Year 15 or Bust! Success Stories –***  
**John Brandenburg, Meghann Rowley, Barb McQuillan**

Both Enterprise and LISC, through their syndicator subsidiaries, have completed scores of successful Year 15 transitions that have ended in great projects owned by CDCs. Hear from the syndicators about what they’ve learned -- and what they need from you as the crucial deadline approaches – and let a CDC ED walk you through her experiences. Take the mystery out of “exit taxes” and other scary Limited Partnership Agreement words and phrases.

- Year 15 McQuillan
- Year 15 ESIC-NEF
- Year 15 Action Steps
- Year 15 AHF Articles
- Year 15 Bargain Sale
- Year 15 COD Example Handout
- Year 15 Countdown Article
- Year 15 Definitions
- Year 15 Example K-1
- Year 15 Overview
- Year 15 Resyndication



***Down the Chute! Disaster Planning for CDCs –***  
**Walter Moreau, Marina Peed, Terry Town**

How should we be planning for disasters and the aftermath? Inspired by, but not limited to Katrina, a veteran property manager who deals with hurricanes every year describes his manual and



annual training for on-the-ground managers. And hear CDC executives who took in families displaced by Katrina tell what they did, what they had to change, and how it's working now.

- Disaster Moreau
- Disaster Peed
- Disaster Town
- Disaster Case Study 1
- Disaster Case Study 2

***Inside Straight: Legislative Update – Stephen Sugg, Diane Yentel***

Take a look back at effective discussions with legislators on the local, state and federal levels over the last year, including what community organizations did, and then take a look forward to the new Congress. We can hope for a few more sympathetic ears, can't we?



- Legis 2006 Election Analysis
- Legis Disaster Leg Agenda
- Legis Final Sign-On Letter
- Legis Follow the Money
- Legis Housing Crisis Fact Sheet
- Legis Proposal for Legislation
- Legis Proposed Disaster Reform Bills

***Winning the Green Game: Tenants and Maintenance Staff as Players! -- Joanne Quinn, Len Tatem, Michael Santero, Roger Lewis***



Hear about real projects that have been living green and living well for a long time. How did they do it? Get both tenants and maintenance staff on board? You'll get practical strategies and sample resident manuals, maintenance policies and plans, so your own housing can become greener or stay green.

Green

***Foul Play: Turning the Corner on Crime -- Tim Vance, Julia Ryan***



Drugs, prostitution, weapons, and other quality of life crimes don't have to ruin life in any of your projects. A former NYPD officer, now NYC Department of Housing Preservation and Development crime buster, describes the teamwork and other strategies necessary to prevent criminal activity and respond to it effectively when tenants either perpetrate, aid or passively allow criminal activity.

Crime

***Lucky 7 Strategies for Maintaining Mixed-Income/Mixed-Race Properties --  
Judy Weber***

Get your copies of a just-released NeighborWorks America study, "Seven Strategies for Successfully Marketing and Stabilizing the Occupancy of Mixed-Income/Mixed-Race Properties"! The 7<sup>th</sup> is "Demand Asset Managers Be Attentive and Proactive," but all the rest touch on asset and property managers as well.



Lucky Seven

***The Rules According to Deller: Short Cut to Compliance Central --  
Lisa Deller, Liz Bramlet, Linda Poland***



Report on progress on a Compliance Manual in the works for the NYC Department of Housing Preservation and Development. Learn how to prevent compliance slips and falls and establish a quality control system that ensures compliance on all fronts.

Compliance

Compliance Handout 2

***Asset Management to the Rescue! Two Failing Projects Reconfigured, Refinanced and Reborn --  
Judith Rose, Kathie Bryan, Amy Casciani***



Rural Opportunities, Inc., asset managers and developers work together to redesign two multi-family projects, one rural and one urban. Walk through their processes and the very different but equally stellar results.

AM to the Rescue

***Lost Turns: Regulatory Requirements that Harm Property Management – Judy Weber, Cathy Craig, Doug Kellerer***



Report about a new study by Judy Weber for Bay Area LISC, “Against All Odds: The Business of Managing Affordable Housing.” How 16 CDCs in and around the Bay Area juggle to meet regulators’ demands. Documentation for what you always knew: this is a tough business to break even in, let alone make any money. Here’s the ammunition you need to convince regulators and funders to combine reporting and inspecting requirements and maybe even provide more up-front funding for operations.



Regulatory Requirements Final Report  
Regulatory Requirements

***Pay Day! Resident Services and the Bottom Line -- Diana Meyer, Jennifer Gonzalez***



Report of a year-long Enterprise/NeighborWorks America study on measuring outcomes of resident services programs. Get tips for rejiggering programs you have, and convince funders to back better programs in current and future projects.

- Resident Services
- Resident Services AASC Online-Families Flyer
- Resident Services Intro to Excel Referral Outcomes Tool
- Resident Services Intro to Excel Tool for Eviction Prevention
- Resident Services Intro to Excel Tool for Setting Targets for Program Success
- Resident Services PA HFA Report on Impact of Family Resource Centers
- Resident Services PM Areas of Cooperation and Overlap
- Resident Services Principles for Service Referral and Outcomes Management
- Resident Services Recs and Tips on Eviction Prevention
- Resident Services Setting Targets for Program Success
- Resident Services Systems for Tracking and Verifying Outcomes
- Resident Services The Role of Property Managers

***The Play’s the Thing: Inside the Development Playbook --***

**Alan Arthur**

Development veteran and CDC Executive Director Alan Arthur demystifies the lingo and the developer “mentality” and agendas (hidden and otherwise) in this first-time Development Clinic for Asset Managers. Key terms and phrases you were too embarrassed to question? Ask Alan – he’ll never tell! You’ll find yourself becoming a player at the development table, like you always wanted to be, and like your CDC needs you to be!



Development

***Pre-Game Strategy Session: Asset Management Planning -- Len Tatem***



Back by popular demand, a full session of Asset Management Planning with Len. All the information you need to draw up a Plan that really works.

AM Planning

***Shoot the Moon! Making the Most of Your Property Management Contract -- Jack Geary, Juana Mejia, Mike Clark***

Avoid the traps and get the lowdown on statistics and tips to make the best possible deal in these critical negotiations, whether you’ve got a contract you need to change or you’re starting clean with a new property manager!



PM Contract

**Stump the Experts Breakfast Roundtables:**



- ***Asset Management Roles and Responsibilities for First Timers –***

**Bob Stone**, NeighborWorks America, author of *A Guide to the Roles and Responsibilities of Asset Managers* (LISC/ODI)

Roundtable R&R Matrix

- ***Real Estate Tax Assessment Appeals –***

**CHAMpion Alex Meacham**, Arlington Housing Corp.

Roundtable Assessments Handout

- *A New Tag Team: CFOs and Asset Managers* –  
**Chris Cherry**, former CFO of Arlington Housing Corp.
- *Year 15 Clinic*  
**Barb McQuillan**, CPA, ED of Twin Cities Housing Development Corp.
- *TCG Technologies* –  
**Boyd Jackman**, TCG IT
- *REAC Inspections* –  
**Carl Mayse**, CAN Realty, Providence, RI
- *Meeting the Challenges of Small Portfolios* –  
**CHAMpion Judi Patrick**  
Roundtable Small Properties
- *Commercial Marketing Strategies* –  
**Steve Woolery**, Fruitvale Village, Oakland, CA

