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Development Corporation  
(TN)

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Washington Mutual

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Brazil Housing Authority  
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**Karen Wilds**  
Newport News Redevelop-  
ment & Housing Authority  
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**Rick Gentry**  
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**Stacie Birenbach**  
LISC

**Tamar Greenspan**  
LISC

### Special Thanks to

**Tom Landgraf**

**Carol Steinbach**

**Kathy Pryce-Jones**

## Site Tours

Participants will have an opportunity to visit:

### Centennial Place

Centennial Place is the country's first mixed-income community to include public housing. Forty percent of the community's 800 apartments are public housing, with an additional twenty percent set aside for households who qualify as low-income. The 60-acre development is located with easy access to public transportation, linking it to the city's downtown. Along with residential properties, the development also includes a pool, fitness center, and small grocery store. It is also conveniently located near retail and commercial establishments, an elementary school, and a new YMCA.

### Villages of East Lake

The Villages of East Lake is a mixed-income apartment complex with 542 townhouses, duplexes, and garden apartments. The community also features a public golf course, Atlanta's first K-8 charter school, and a YMCA. The Villages of East Lake was recognized by the Urban Land Institute as a national model for community development.

### Campbell Stone

Campbell Stone is a retirement and assisted living apartment complex. Its three locations serve approximately 600 seniors and their families. The Buckhead location boasts a wide range of services including a meal program, wellness clinic, and planned activities. The complex has on-site amenities including resident lounges, a library, gardening area, and fitness room.

### West Highlands

West Highlands is a 460-acre, mixed-income, mixed-use development in the heart of Atlanta. Built on a New Urbanist model, it features a vibrant, walkable community with easy access to the opportunities and amenities of downtown. The development blends single and multifamily construction for a range of incomes with significant green space, a public golf course, and other amenities such as a YMCA, day care center, public library, and new school. The new development has revitalized the entire neighborhood, which was formerly the site of a landfill and a severely troubled public housing project.

For those participants who choose not to go on a tour, there will be two roundtable discussions:

### Deal Doctor

Working on a tricky deal?

Talk to the project staff from LISC, NEF, and Fannie Mae about your specific projects. Possible issues will include:

- Financial resources
- Project structure
- Alternative funding scenarios

### Peer-to-Peer

This session will give you an opportunity to ask your peers about lessons learned.

Staff from the Brevard County, Knoxville, and Newport News housing agencies will be available to discuss their experiences and to advise you on the potholes to avoid, the impact on their agencies, and the positive outcomes of their development projects.

## 2006 Affordable Housing Symposium

**October 13-14, 2006**

**Atlanta Marriott ■ Atlanta, Georgia**

## Building Capacity



## Leveraging Change



The Third Symposium on Affordable Housing Development will offer a choice of in-depth case study presentations and project tours designed to give participants a thorough understanding of some of the key elements of the development process including:

**Strategy Development:** Gain an understanding of the planning issues involved in choosing the type of development to undertake, deciding whether to buy or build, and determining the roles of the staff, the board, and the community. Managing the process of development so that all parties are working in tandem is one of the keys to success and will be discussed by parties who have successfully navigated the process.

**Financial Resources and Deal Structuring:** This session will cover the basics of finding financial sources and employing them efficiently. Learn the tricks of using other people's money to build and redevelop. Participants will learn how to create project budgets, pro-formas, and financial projections.

**Structuring Partnerships:** This session will focus on understanding the legal issues affecting the choice of partnership structure, negotiating the best deal, and structuring the deal.

**Asset Management and Building a Real Estate Portfolio:** Now that you've built it, you must manage the real estate while keeping the investors and the residents happy. This session will highlight best practices in asset management.

Sponsored by Local Initiatives Support Corporation, National Equity Fund,  
and National Association of Housing and Redevelopment Officials

**NEF** INC

**NAHRO**  
building communities together

**LISC**  
Helping neighbors  
build communities

# Schedule

## Friday

11:00 a.m. – 1:00 p.m.

Registration

1:00 p.m. – 2:00 p.m.

Plenary Session with Keynote Speaker Carol Naughton

**Session 1**  
Case Study Topic 1

**Session 2**  
Case Study Topic 2

**Session 3**  
Case Study Topic 3

**Session 4**  
Case Study Topic 4

2:15 p.m. – 4:15 p.m.

**Strategy Development**  
Art Cate & Billie Spicuzza, Knoxville's Comm. Dev. Corp.; Derek Kahn, Newport News Redev. and Housing Authority; and Jeff Meyer, Virginia Comm. Dev. Corp.

**Strategy Development**  
Mike Wilson, Atlanta Housing Authority and Pat Pepper, Campbell Stone Apts., Inc.

**Strategy Development**  
John Tarrant, NEF

**Strategy Development**  
William Deatrick, Housing Authority of Brevard County

4:30 p.m. – 5:30 p.m.

**Financial Resources and Deal Structuring**  
Tom Landgraf, Dimension Development, LLC and Eileen Neely, Fannie Mae

**Financial Resources and Deal Structuring**  
Glenn Hudson, LISC and Vince O'Donnell, LISC

**Financial Resources and Deal Structuring**  
John Tarrant, NEF and Julien Colvin, NEF

**Financial Resources and Deal Structuring**  
Dana Chestnut, Washington Mutual and Charles Williams, NEF

5:30 p.m. – 7:00 p.m.

Reception

**Keynote Speaker** Carol R. Naughton has served as the executive director of the East Lake Foundation since 2001. Under her leadership, this nonprofit organization has worked with private and public partners to create a nationally recognized model for community development that is helping to break the cycle of poverty in Atlanta's East Lake neighborhood.

## Saturday

8:00 a.m. – 9:00 a.m.

Continental Breakfast

9:00 a.m. – 10:30 a.m.

**Financial Resources and Deal Structuring**  
Tom Landgraf and Eileen Neely

**Financial Resources and Deal Structuring**  
Glenn Hudson and Vince O'Donnell

**Financial Resources and Deal Structuring**  
John Tarrant and Julien Colvin

**Financial Resources and Deal Structuring**  
Dana Chestnut and Charles Williams

10:45 a.m. – 11:45 a.m.

**Asset Management**  
Tony Lyons, NEF and Maria Gutierrez, LISC

**Structuring Partnerships**  
Steve Weiss - Cannon, Heyman & Weiss, LLP and Althea Broughton, Arnall Golden Gregory, LLP

**Asset Management**  
Rick Gentry, NEF and Lisa Deller, NEF

**Structuring Partnerships**  
Rod Solomon, Hawkins, Delafield & Wood, LLP and Mattye Gouldsby - Jones, Coats and Rose, LLP

11:45 a.m. – 12:45 p.m.

**Structuring Partnerships**  
Rod Solomon, Hawkins, Delafield & Wood, LLP and Mattye Gouldsby - Jones, Coats and Rose, LLP

**Asset Management**  
Rick Gentry, NEF and Lisa Deller, NEF

**Structuring Partnerships**  
Steve Weiss - Cannon, Heyman & Weiss, LLP and Althea Broughton, Arnall Golden Gregory, LLP

**Asset Management**  
Tony Lyons, NEF and Maria Gutierrez, LISC

12:45 p.m. – 2:00 p.m.

Mike Wilson presents AHA's Revitalization Strategy (Lunch provided)

2:00 p.m. – 5:00 p.m.

Tours and Roundtable Discussions (see back page for descriptions)

# Case Studies

The case study presentations will offer in-depth practical exercises detailing financing structures and operational and management issues. Each case study will be presented by both local project partners as well as national experts. Participants will follow the progression of a project from the concept stage through to occupancy. Over the course of two days, participants will work through the mechanics of the deal with an eye to understanding "how to do it yourself."

The following four case studies will be presented:

### Case Study Topic 1 Redeveloping Public Housing without HOPE VI: What are my options?

This case study will highlight strategies for public housing redevelopment without large federal grant dollars such as HOPE VI funding. It will also play with different scenarios, showing what a project looks like with and without tax credits. The session will spotlight two developments: Lonsdale Homes of Knoxville, Tennessee and Ashe Manor in Newport News, Virginia. Originally built in the 1950s and partially upgraded twice before, Lonsdale Homes is being redeveloped into a 260-unit mixed-income modern complex. The project is part of a larger mixed-use neighborhood plan, which includes a nearby mixed-use commercial center. Ashe Manor is a 50-unit development serving elderly and disabled residents, the first phase in a larger public housing replacement effort.

### Case Study Topic 2 Strategies to Preserve Affordable Rental Housing

This case study will show how to preserve existing affordable housing, partner with a nonprofit developer, and use project-based vouchers with Low Income Housing Tax Credits. Campbell Stone is a retirement and assisted living community in Atlanta, Georgia. The property was originally financed with HUD Section 202 funds, as well as a HUD project-based Section 8 contract covering a portion of the units. As part of this redevelopment, the Atlanta Housing Authority and HUD committed project-based Section 8 vouchers to fully cover the property.

### Case Study Topic 3 Mixed Use: It's Not Just Housing

Whether it's combining residential uses with retail, social services, or other community amenities, there are challenges that make this type of development unique. Done successfully, mixed-use developments contribute to the vitality of a community. YWCA Opportunity Place is a 7-story, 105,000-square foot, downtown Seattle, Washington facility that provides 145 affordable studio and one-bedroom rental apartments targeted for low-income -- especially homeless -- women. Opportunity Place also houses and runs Angeline's Center for Homeless Women and a workforce center, providing an emergency shelter and critical social services.

### Case Study Topic 4 Creative Financing Techniques

Putting together a financing package that works can be difficult in any region, but in high-cost, post-disaster environments the costs can seem insurmountable. The Brevard Family of Housing, Inc. has created strategies to control organizational operating costs and the costs of redeveloping its housing through a long-term vision implemented with creative partnerships. Island Horizons in Brevard County, Florida is an 8-building development serving elderly (444 units) and non-elderly special needs residents (76 units). The site combines housing with numerous social and medical services for its community.