COMMON GROUND: AFFORDABLE HOUSING IS COMMUNITY

COLUMBUS, OHIO
SEPTEMBER 21-23, 2011
Welcome to Columbus, Ohio and the 18th Annual NASLEF Conference, Common Ground: Affordable Housing IS Community.

Ohio Capital Corporation for Housing is proud to host the 18th Annual NASLEF Conference. We have gathered expert panelists and leaders in the affordable housing industry who will help provide an unparalleled forum for training, networking, and exploring emerging issues and trends impacting the LIHTC industry.

This conference would not be possible without the support and involvement of the conference sponsors (see previous page). We thank them for their generous contributions. We also thank Dana Boole, NASLEF President; Hal Keller, NASLEF Vice President; and the Annual Conference Committee members for their assistance and efforts in making this conference one to remember.

Welcome to the Buckeye State and have a great conference!
CAHEC is proud to sponsor the 18th Annual NASLEF Conference
Change-minded businesses stay on top with the deep resources—1,700+ people in 11 states and the District of Columbia—and highly evolved service style of Dixon Hughes Goodman CPAs and advisors.

“By adapting their resources and approach to how we do business, they save us time and effort. This is critical to a growing public company.”

—Frank Tarallo, CFO, Theragenics

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Proud sponsor of the 18th Annual NASLEF Conference
About NASLEF

The National Association of State and Local Equity Funds (NASLEF) is a professional, nonprofit association formed in 1994 to promote the efficient management of state and local equity funds. NASLEF’s mission is to promote a greater understanding of the Low Income Housing Tax Credit (LIHTC) and encourage the professional development of its member organizations. Membership is open to all individuals, public and private corporations and professional associations having an interest in the tax credit program or an active involvement with a state or local equity fund. Please visit www.naslef.org for membership information.

Collectively through 2010, member funds have created or rehabilitated more than 111,000 units of affordable housing and have raised $7.4 billion in equity for rental housing developments throughout the United States. NASLEF remains visible at the forefront of the LIHTC industry, assisting with proposed legislation for changes to the tax credit program as well as providing continuous input on CRA reform.

NASLEF Executive Board

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Dana Boole
CAHEC

Vice President
Hal Keller
Ohio Capital Corporation for Housing

Treasurer
John Kennedy
St. Louis Equity Fund, Inc.

Secretary
Nancy Owens
Housing Vermont

Immediate Past President
Jim Rieker
Midwest Housing Equity Group, Inc.

WELCOME RECEPTION

Columbus Museum of Art

September 21, 2011 • 6:00pm-8:30pm
Sponsored by:

Columbus Museum of Art’s mission is to create great experiences with great art for everyone. Approximately 200,000 people tour the Museum each year, many participating in programs designed for diverse audiences from school children to scholars. You will have an opportunity to tour the outstanding collection of late nineteenth and early twentieth-century American and European modern art while networking with your colleagues in a relaxing atmosphere. The collection includes spectacular examples of Impressionism, German Expressionism, and Cubism. The Museum is also recognized for extraordinary regional collections such as the largest public collection of woodcarvings by Columbus folk artist Elijah Pierce and the world’s largest repository of paintings and lithographs by Columbus native George Bellows, who is widely regarded as the finest American artist of his generation.

NETWORKING DINNER

Franklin Park Conservatory

September 22, 2011 • 6:00-9:30
Sponsored by:

Join us Thursday evening for a casual buffet dinner on the terrace overlooking the gardens of the Franklin Park Conservatory. Built in 1895, Franklin Park Conservatory is an 88-acre botanical landmark two miles east of downtown Columbus. It is a premier horticultural and educational institution showcasing exotic plant collections, special exhibitions, and a signature collection of work by glass artist Dale Chihuly. Stroll through the various exhibits in the Conservatory and view more than 400 species of plants from a variety of global climate zones. Make time to visit the Victorian Palm House with more than 40 species of palms, surrounded by botanical gardens and floral displays.
Common Ground: Affordable Housing Is Community

Hotel Information

The 18th Annual NASLEF Conference will be held at the Hyatt Regency, a landmark downtown Columbus, Ohio hotel. A few short steps from the hotel will find you in the trendy Arena District, where you can catch a hockey game or a concert at Nationwide Arena, a baseball game at Huntington Park or relax at one of the many popular restaurants and bars. Venture north of the Hyatt and you can stroll along High Street in the city’s popular Short North arts and entertainment district.

Hyatt Regency
350 North High Street
Columbus, Ohio 43215
Phone: 1-888-421-1442 or 1-614-463-1234
www.columbusregency.hyatt.com

A block of hotel rooms has been secured at the Hyatt Regency. Call 1-888-421-1442 to reserve your room at the reduced rate or go online at https://resweb.passkey.com/go/NASLEF2011. Please mention that you are attending the NASLEF conference to receive the reduced rate of $119. Reservations in this room block must be made by September 1, 2011. Reservations made after this date may be subject to higher room rates.

Floor Plan Hyatt Regency - 2nd Floor

NASLEF Session Rooms
Midwest Housing Equity Group Inc.

Leader of affordable housing with over 18 years experience, raising over $725 million of equity capital.

Closed over 300 acquisitions, creating 8,000 affordable housing units.

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Dauby O’Connor & Zaleski, LLC was established in 1987 to provide accounting, consulting and tax services to owners, developers, managers and syndicators of multifamily housing communities. DOZ started as a two-man firm and has grown to a nationally-recognized leader in the real estate arena with clients in over 35 states.

Our intense focus on real estate tax services results in a staff that truly knows the nuances of multifamily finance. DOZ is extremely well versed in projects financed with HUD, RD, Tax Exempt Bonds and Low Income Housing Tax Credits.

For more information about DOZ and the services we provide, call Gemi Ozdemir at 317.819.6107 or visit us at www.doz.net.

A proud sponsor of the 18th National Association of State and Local Equity Funds Annual Conference.

501 Congressional Boulevard, Suite 300  Carmel, IN 46032  317.848.5700  www.doz.net
The things we do for planting the future.

A strong community creates a bond between us all. It fosters friendship, kindness, brotherhood, and well-being. And most importantly, we accomplish more together. No one better understands that than we do. That's why we support the National Association for State and Local Equity Funds. Like you, we know what it takes to reach your dreams, and we'll do our best to help you achieve them.

Fifth Third Bank proudly supports the National Association for State and Local Equity Funds.

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At Huntington, we do things a little differently. Okay, a lot differently. For starters we reinvest your money right back into the community. Helping businesses open. And neighborhoods grow. We staff our call centers here in the Midwest, and have been ranked the #1 lender in our region by the Small Business Administration*. So if you’re ready for a bank that’s interested in more than your balance, we’re ready for you.

*Huntington is the #1 SBA 7(a) lender in the region made up of Indiana, Kentucky, Ohio, Michigan, West Virginia and Western PA. Source: U.S. SBA from October 1, 2007, through March 31, 2011.

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sharing a common goal

Partnerships bring us together.
Commitment sets us apart.

Key Community Development provides debt and equity financing for affordable housing and community revitalization in economically disadvantaged areas. Come share your financing needs with our experienced and dedicated community development professionals.

We provide creative credit and financing options for:
- Low Income Housing Tax Credit developers
- Not-for-profit and faith-based organizations
- Affordable multifamily housing developers
- Community/commercial real estate developers
- Women-, veteran-, and minority-owned businesses

go to key.com/cdl
For more than 20 years, RubinBrown’s Real Estate Services Group has built an admired reputation nationally as a premier accounting firm in the real estate industry, focused almost entirely on affordable housing and tax credits.

Our specialized experts can help with the complexities related to audit, tax, and consulting, including complex deal structuring for LIHTC, historic tax credits, NMTC, renewable energy tax credits, HUD, state housing finance agencies, and much more.

**Bryan Keller, CPA**  
**Partner-In-Charge**  
**RubinBrown Real Estate Services Group**  
bryan.keller@rubinbrown.com  
314.290.3300
## Conference Schedule

### Tuesday, September 20

**7:00pm - 9:00pm**

NASLEF Executive Directors Dinner (Spouses Welcome)  
Sponsored by: [Dixon Hughes Goodman](#)

### Wednesday, September 21

**Registration & Information Desk Open 8:00am-4:00pm**  
Location: County Foyer  
Sponsored by: [BK&T](#)

### For NASLEF Active Members Only

**8:00am - 9:00am**

**Concurrent Directors and Asset Management Sessions**

<table>
<thead>
<tr>
<th>Session</th>
<th>Title</th>
<th>Location</th>
<th>Sponsored by</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td>Finance Directors and Fund Managers Meeting (Only two people per organization)</td>
<td>Knox</td>
<td><a href="#">St Louis Equity Fund</a></td>
</tr>
<tr>
<td><strong>B</strong></td>
<td>Asset Management Directors Meeting (continued)</td>
<td>Champaign</td>
<td><a href="#">Northern New England Housing Investment Fund</a></td>
</tr>
<tr>
<td><strong>C</strong></td>
<td>Current Hot Buttons for Asset Managers (continued)</td>
<td>Marion</td>
<td><a href="#">Vogt Santer Insights</a></td>
</tr>
</tbody>
</table>

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

**Attendees—Lunch on Your Own!**

**10:30am - 10:45am**

**Refreshment Break**  
Location: Fairfield  
Sponsored by: [RubinBrown](#)

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

<table>
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<td><a href="#">Vogt Santer Insights</a></td>
</tr>
</tbody>
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**12:00pm - 2:00pm**

**NASLEF Executive Directors Luncheon Meeting**  
(NASLEF Active Member Executive Directors Only)  
Location: Morrow  
Sponsored by: [Housing Vermont](#)

### For NASLEF Active Members Only

**12:00pm - 2:00pm**

Attendees—Lunch on Your Own!

**2:00pm - 4:00pm**

**Affordable Housing Bus Tour**  
Location: Meet at the glass doors across from Franklin A  
Sponsored by: [VCDC](#)

**6:00pm - 8:30pm**

**Welcome Reception at the Columbus Museum of Art**  
Buses will begin running at 5:45pm and will run throughout the event.  
Sponsored by: [OCCH](#) [Fifth Third Bank](#) [OCCH Website Control for Housing](#)
Plenary Session Part One: How is the LIHTC Industry Doing and Where Are We Headed?

Panelists:
- Catherine Cavathon, Fifth Third Community Development Corporation
- Fred Copeman, The Reznick Group
- Michelle Norris, National Church Residences
- Sean Thomas, Ohio Housing Finance Agency

Moderator: John Anton, Consultant

Plenary Session Part Two: Perspectives From NASLEF Directors

Panelists:
- Mark McDaniel, Great Lakes Capital Fund
- Ralph Nodine, Virginia CDC
- Barney Deasy, Merritt Community Capital Corporation
- Dana Boole, CAHEC
- Jim Rieker, Midwest Housing Equity Group, Inc.

Moderator: Hal Keller, OCCH

Lunch and Annual Business Meeting

President’s Report - Dana Boole, CAHEC
Treasurer’s Report - John Kennedy, St. Louis Equity Fund, Inc.
Legislative Update - Bobby Rozen, Washington Council Ernst & Young

Concurrent Sessions

D What Color is Your Credit?
Location: Madison
In this session, investors and other industry experts will discuss how to attract non-traditional investors. Discover what motivates these equity investors, beyond traditional CRA credits and beyond “green” credits. Discuss Corporate Social Responsibility (CSR), the other CRA, “guaranteed” vs. “non-guaranteed,” and talking to decision makers—who should be invited to the table?

Moderator: Dan Garrett, Midwest Housing Equity Group
Speakers: Neil Hayslett, Farmers & Merchants Bank
Matthew Haas, Merritt Community Capital Corporation
Bryan Keller, Rubin Brown

Sponsored by:

E The Voice of the Developer
Location: Marion
This panel will provide a coordinated forum for developers to communicate what is on their minds. Developers will describe the challenges they face in the current real estate environment and communicate what it is like to work with investors. How do NASLEF funds differ from other investors? How can relationships and processes be improved? How can we work together to improve properties and influence policies and funding opportunities?

Moderator: Holly Heer, Squire Sanders & Dempsey (US) LLP
Speakers: Aaron Pechota, The NRP Group
Frank Sinito, Millenium Housing Development, Ltd.
Brian McGeady, Miller-Valentine Group

Sponsored by:

F Financial Integrity of a Rental Property—Who Is Responsible?
Location: Knox
Everyone plays a role in the success of a rental property. This session will focus on the different roles the management company, the owner, the syndicator, and the lender have in making a property—and its finances—run more smoothly.

Speakers: Frankie Pendergraph, Pendergraph Companies
Jill Odom, CAHEC

G Ninja Project Leadership
Location: Champaign
Do you ever feel like you’re stuck on a project and can’t make any progress? It’s time to put your big TOE forward and manage your Time, Opportunities, and Expectations so that you can become a Ninja Project Leader. When you manage your Time you put yourself in control of your day; when you manage Opportunity, you turn challenges into solutions; and the key to managing Expectations is effective communication. Whether you’re on a project team or managing a project, the secrets of the Ninja Project Leader will bring you to true workplace Zen.

Speaker: Sandy Hawke, IBM Security Marketing

Sponsored by:

Thursday, September 22 continued on next page
### Thursday, September 22

**3:15pm - 3:30pm**
**Refreshment Break - Location: Fairfield**
Sponsored by:

**3:30pm - 5:00pm**
**Concurrent Sessions**

<table>
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<tbody>
<tr>
<td>H</td>
<td>Making the LIHTC Case to Congress and Federal Agencies</td>
<td>Madison</td>
<td>Our nation’s housing policy is certain to change. This session will provide expert advice on putting together an effective Congressional advocacy strategy, including fostering relationships, working with other groups and making effective Congressional visits. The session will also cover agency advocacy, e.g., HUD and Treasury.</td>
</tr>
<tr>
<td>I</td>
<td>What’s it to you? - Developer Financial Strength</td>
<td>Marion</td>
<td>Deal strategy depends upon sponsor audits, financial statements, cash flows, balance sheets, income statements and contingent liabilities. Underwriting an affordable deal is not just about a property's performance, it is also about the sponsor/developer and their financial strength. This session will focus on the financial assessments that have become the norm in determining a developer's financial strength. Learn what a syndicator, bank, and lender look for in due diligence and financial analysis of the lower tier general partner and guarantor. What’s it to you is that it is all about you!</td>
</tr>
<tr>
<td>J</td>
<td>Making Lemonade out of Lemons...Troubled Property Workouts</td>
<td>Knox</td>
<td>Do you have a project that was initially fantastic and then turned into a troubled asset? This session will involve discussion on high level, extreme workouts, including radical restructuring and, most importantly, examples of what to look for to recognize trending, what experiences can be derived from the past, who needs to come to the table, and how to ensure you have all the right ingredients to make that lemonade out of those lemons.</td>
</tr>
<tr>
<td>K</td>
<td>Leveraging Your Online Pulse: PR Pitches, Pros and Pitfalls in a New Era of Social Networking</td>
<td>Champaign</td>
<td>Buzzing about social media? Does Facebook, LinkedIn, YouTube, Twitter, etc. help to leverage relationships, networks and marketing services? Getting ready to leap into social media to market your mission or your business to all your partners? Our panel will share whether web exposure is making mission more efficient and whether these social media marketing tools effectively leverage your network of customers, developers, investors and agency partners. Discuss the internet, Facebook, website matters, privacy settings including Web Governance, Corporate policies, and staff use of social media. Learn the key general social media usage that affect our businesses and essential corporate social media guidelines.</td>
</tr>
</tbody>
</table>

**Moderator:**
- Jim Logue, Great Lakes Capital Fund
- Dan Garrett, Midwest Housing Equity Group
- Kim Kimbrell, CAHEC

**Speakers:**
- Bobby Rozen, Washington Council Ernst & Young
- Mark Bell, Congressman Patrick Tiberi’s Office
- Jamie Ridge, Suburban Realtors Alliance
- Peter Lawrence, Enterprise Community Partners
- Thomas Boothby, Dixon Hughes
- Chuck Newcomer, CAHEC
- Amy Dosen, KeyBank CDC
- Kamara Green, Bank of America Merrill Lynch
- Kelly Boyer, HUD Multi-family L.A. Hub Office

**Sponsored by:**
- Womble Carlyle Innovators at Law
- Nixon Peabody
- Midwest Housing Equity Group Inc.

**6:00pm - 9:30pm**
**Networking Dinner at Franklin Park Conservatory**
Buses will begin running at 5:45pm and will run throughout the event.

Sponsored by:
- Huntington
- Midwest Housing Equity Group Inc.
Friday, September 23

Registration & Information Desk Open 8:00am-4:00pm
Exhibits Open 8:00am-11:00am - Location: County Foyer

Sponsored by: BB&T

Continental Breakfast - Location: Fairfield

8:00am - 9:00am

Concurrent Sessions

Investors’ Industry Insights
Location: Madison
Hear investors discuss the state of the industry, including the tax credit investment market. Find out how the volatile market affects investment decisions and hear their predictions for what the future holds. Listen as investors share their insight about working with NASLEF members and their concerns for the industry. This session will include topics such as market demand, allocating agencies, and underwriting.

Moderator:
Hal Keller, Ohio Capital Corporation for Housing

Speakers:
Amy Dosen, KeyBank CDC
Joe Molnar, Huntington Community Development Corporation
Carly Wiltshire, Nationwide Investments
Catherine Cawthon, Fifth Third CDC

Sponsored by:
Bank of America
Merrill Lynch

Energy Efficiency-How Does It Impact Our Projects?
Location: Knox
An extensive case study tracking energy consumption at 15 projects in Vermont has been completed and the data is in. Hear what components resulted in the most energy savings and how the improvements were implemented. Discover how Ohio applies the 2012 QAP to energy efficiency and how the Ohio Housing Finance Agency has invested their Housing Investment Fund (HIF) Grants toward improving energy efficiency in affordable housing across Ohio.

Moderator:
Kip Lewis, Ohio Capital Corporation for Housing

Speakers:
Eric Schmitt, Housing Vermont
John Seryak, Go Sustainable Energy

Sponsored by:
OTIS ATWELL

Financial Tools and Models
Location: Marion
Roll-up your sleeves for this working session where Asset Managers will walk away with a variety of usable MS Excel templates, worksheets or models to deepen their capacity to perform financial analyses.

Moderator:
Jan McCormick, Northern New England Housing Investment Fund

Speakers:
This ‘show and share’ session will involve numerous presenters from various organizations.

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NOVOGRADAC & COMPANY LLP
CERTIFIED PUBLIC ACCOUNTANTS

(Session continues at 10:45)

Note—Times, speakers, and sessions are subject to change.

Friday, September 23 continued on next page
### Concurrent Sessions

#### O
**NASLEF: Diversification and Strategic Advantage**

**Location:** Madison

NASLEF’s mission is to promote understanding of the LIHTC and encourage the professional development of members. After 17 years, how’s it going for our organizations? How have our non-profit and mission-driven businesses distinguished themselves and evolved to meet the ever-changing industry challenges while keeping the business growing and meeting community needs? What peer support has helped our businesses grow and is it enough? Our panelists share NASLEF’s value in terms of opening doors to innovative business lines and the experiences gained.

**Moderator:** Vicki Mincey, Great Lakes Capital Fund

**Speakers:**
- Jon Welty, Ohio Capital Corporation for Housing
- Graham Driver, Virginia Community Development Corporation
- Rick Laber, Great Lakes Capital Fund
- Julie Sontag, NASLEF/Merritt Community Capital Corporation
- Fred Copeman, The Reznick Group

**Sponsored by:** J.P. Morgan

#### P
**Community Reinvestment Act: LIHTC and the Investment Test; Where are We? Where are We Going? How Can We Ensure LIHTC Investments Work for Banks and Our Communities?**

**Location:** Knox

This panel will assist NASLEF members in understanding how the CRA works with LIHTC. In addition to a quick review of the basics, this session will look at CRA challenges and solutions. CRA policy, as it impacts LIHTC, will also be discussed.

**Moderator:** Dan Tatar, Virginia Community Development Corporation

**Speakers:**
- Josh Silver, National Community Reinvestment Coalition
- Michael B. Griffin, Community Development Banking, KeyBank
- Celeste L. Anderson, Division of Consumer and Community Affairs, Board of Governors of the Federal Reserve System

**Sponsored by:**

#### N
**Financial Tools and Models (Continued from 9:00)**

**Location:** Marion

Roll up your sleeves for this working session where Asset Managers will walk away with a variety of useable MS Excel templates, worksheets, or models to deepen their capacity to perform financial analyses.

**Moderator:** Jan McCormick, Northern New England Housing Investment Fund

**Speakers:**
This ‘show and share’ session will involve numerous presenters from various organizations.

**Sponsored by:**

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**Refreshment Break - Location: Fairfield**

**Sponsored by:**

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**Adjourn**
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