

# 2015 Fall Forum

November 2-3 The Langham Boston, MA

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# **National Housing & Rehabilitation Association**

# 2015 Fall Forum

# & Vision Awards

November 2-3 ▲ The Langham ▲ Boston, MA

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Thank you for attending this event! Your thoughts and feedback help us shape future events to better meet your needs. **Please complete and return a conference survey** before you go.

# **Fall Forum Agenda**

Monday, November 2

11:00am J. Timothy Anderson Awards Luncheon

Hosted at the Boston College Club

1:30pm Welcome & Introductions

Wilson Ballroom

Developers Roundtable: Trends in Affordable Housing & Historic

Wilson Ballroom

Wilson

Ballroom

Preservation

Duncan Barrett, COO, Omni Housing Development,

Albany, NY

2:00pm

Peter Bell, CEO, National Housing & Rehabilitation

Association, Washington, DC Moderator

Andrew Burnes, President & CEO, HallKeen Management,

Inc., Norwood, MA

Andrew Chaban, CEO, Princeton Properties, Lowell, MA

3:15pm Networking Break

3:30pm Fallout: The Impact of Supreme Court's Disparate Impact Decision and HUD's New Affirmatively Further Fair Housing

Rule

Thom Amdur, National Housing & Rehabilitation

Association, Washington, DC, Moderator

Josh Cohen, Beacon Communities, Boston, MA

Bryan Greene, General Deputy Assistant Secretary, HUD's

Office of Fair Housing and Equal Opportunity,

Washington, DC

Harry Kelly, Nixon Peabody, LLP, Washington, DC Milt Pratt, Michaels Development, Marlton, NJ

4:30pm Networking Break

# 2015 Fall Forum & Vision Awards

# Monday, November 2

#### 4:45pm

#### **Tax Credit Equity Roundtable**

Wilson Ballroom

Tony Bertoldi, City Real Estate Advisors, Boston, MA Dana Boole, CAHEC, Raleigh, NC

**Rob Charest**, Boston Financial Investment Management, Boston, MA

**Cindy Fang**, CohnReznick, Boston, MA *Moderator* Michael Clarke, Bank of America Merrill Lynch, Boston, MA

**Drew Foster**, Red Stone Equity Partners, New York, NY Victor Sostar, First Sterling Financial, Inc., Great Neck, NY

#### 5:45pm

#### 2015 Affordable Housing Vision Award Presentation

Wilson Ballroom

Lisa Alberghini, Planning Office of Urban Affairs, and Pam Goodman, Beacon Communities, will present a Vision Award to Sheila Dillon, Chief of Housing for the City of Boston and Director of the Department of Neighborhood Development. NH&RA will present a Vision Award to Bill Machen, partner at Holland and Knight, at the 2016 NH&RA Annual Meeting on

6:30pm

February 25.

#### **Networking Reception & Vision Awards** Celebration

Wyeth Room

Conference session materials will be available on the NH&RA website at www.housingonline.com/events/ fall-forum-2015/conference-agenda

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# **CONNECT WITH US**

Jeff Kunitz and Johnathan Smith are pleased to be attending this year's Fall Forum and look forward to connecting with you.

Jeff Kunitz | jeff.kunitz@tcg-mm.com Johnathan Smith | johnathan.smith@tcg-mm.com

taxcreditgroup.com

# **Fall Forum Agenda**

Tuesc	lay,	Novem	ber 3
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9:00am

**Housing Finance Agency Roundtable** 

Wilson Ballroom

Anne Berman, Rhode Island Housing, Providence, RI Joe Erdelyi, Vermont Housing Finance Agency,

Burlington, VT

Bill Glover, Maine Housing, Augusta, ME

**Aaron Gornstein**, Preservation of Affordable Housing,

Boston, MA, Moderator

Chris Miller, New Hampshire Housing Finance Authority,

Bedford, NH

Kate Racer, Massacusetts Department of Housing &

Community Development, Boston, MA

Monte Stanford, MassHousing, Boston, MA

10:00am Networking Break

10:15am State of Play: HUD's Rental Assistance Demonstration

Wilson Ballroom

Pat Costigan, CF Partners, Washington, DC **Tom Davis**, HUD Office of Recapitalization,

Washington, DC

**John Mackey**, Trinity Financial (Advisory Board),

Boston, MA

Dan Rosen, Klein Hornig LLP, Boston, MA

11:15am Networking Break

11:30am Spotlight on Massachusetts: Exploring **Local Trends, Opportunities, Policies &** Resources

Wilson Ballroom

**Larry Curtis**, WinnDevelopment, Boston, MA *Moderator* **Sheila Dillon**, Chief of Housing and Director of the Department of Neighborhood Development, Boston, MA **Crystal Kornegay**, Undersecretary of the Massachusetts Department of Housing and Community Development, Boston, MA

12:30pm Developers Council Luncheon

Cleveland

Developers Only. Additional Catering Fee Applies.

Room

3:30pm Next Generation Leadership Initiative Event Cleveland Room

Next Gen Leaders Only. Separate registration required.

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# 2015 Vision Award Honorees

Sheila Dillon and Bill Machen will receive 2015 Vision Awards for their contributions to affordable housing and community development. The Vision Awards annually recognize innovative and impactful leaders in the private and public sector. The following is excerpted from the October 2015 Tax Credit Advisor article on the winners.

#### Sheila Dillon

Chief of Housing for the City of Boston and Director of the Department of Housing & Redevelopment

Dillon was appointed to her current post in August 2012 by the late Mayor Thomas M. Menino, who was widely admired for his commitment to housing, healthcare and facilities to support Boston's previously underserved populations. Before that, she had been Director of the Rental Assistance Bureau of the Massachusetts Department of Housing and Community Development,



where her responsibilities included the Section 8 program and the state's rental voucher program. She has held various housing-related positions for the city government, including Deputy Director of Housing at DND, where she oversaw both affordable housing development and programs for the homeless.

#### Bill Machen

# Partner at Holland & Knight



Machen's work has helped make Holland & Knight's Tax Credits Transactions Practice one of the largest in the United States. When the low-income housing tax credit was created in 1986, Machen was a pioneer maximizing the benefits of the credit to affordable housing developers and residents. Despite decades of developing a keen technical expertise in the field, Machen has not lost sight of the impact of his work.

"I've always felt that those of us who operate in this area are doing something that is helping to implement Congressional intent to try to make affordable housing available to people, and to try to foster the rehabilitation of historic buildings," said Machen. "And even though the work can be very technical and you're dealing with very complicated provisions, when you step back and look at that Big Picture, I've always taken a lot of satisfaction that what we're doing is doing good. That's important to me."

Previous Vision Award winners include the late Mayor Tom Menino, former Congressman Barney Frank, Jack Manning of Boston Capital and Lisa Alberghini of the Boston Archdiocese Planning Office for Urban Affairs. Last year's awardees were Andrea Daskalakis of the Massachusetts Housing Investment Corporation for nonprofit, and David Abromowitz of the law firm Goulston & Storrs.

# **2015 Vision Award Presenters**

Lisa Alberghini and Pam Goodman will present a Vision Award to Sheila Dillon on Monday, November 2 at 5:45pm.

# Lisa B. Alberghini President, Planning Office for Urban Affairs



Lisa B. Alberghini, President of the Planning Office for Urban Affairs, has over 30 years of experience developing affordable and mixed-income housing and has managed development efforts on 2,500 units of housing. Ms. Alberghini joined the Planning Office in 2001. In her capacity as President Lisa is responsible for the overall operations of the Office, including its housing development and advocacy work, social justice initiatives, and exploring the potential of developing surplus Archdiocesan property into affordable housing. In addition to directing the efforts of the Office, Ms. Alberghini plays a significant role

in the region in affordable housing policy. She is actively involved in creating innovative approaches to producing affordable housing, in addressing the foreclosure and homelessness crises, in advocating for additional affordable housing resources at the State and Federal levels, and in providing Congressional and Legislative testimony to encourage effective policies. Prior to joining the Planning Office, Ms. Alberghini was the Director of the Boston Office of The Community Builders, Inc., a nationally prominent non-profit housing developer. As Director of the office, Lisa oversaw the work of the Development, Property Management, Human Services and Legal departments in conjunction with department directors. Ms. Alberghini has been a teaching assistant in Housing Policy at Tufts University; and a guest lecturer at Harvard University, Boston College, Boston University, M.IT., the Urban Land Institute, and at numerous national conferences and events. She currently serves on the Boards of Directors of Catholic Charities Archdiocese of Boston (CCAB); New Lease for Homeless Families; the Coalition for Occupied Homes in Foreclosure (COHIF); and on the Board of Advisors of Families United in Educational Leadership (FUEL). Lisa is a Governor's appointee on the MassHousing Multi-Family Advisory Committee; and a Mayoral appointee on Mayor Walsh's Housing Task Force. Ms. Alberghini has also served on the Board of Directors of the Housing Partnership Network, a national network of the nation's top performing non -profit development organizations.

# Pam Goodman Chief Executive Officer, Beacon Communities LLC

Pam has been actively involved in the development of affordable housing for almost forty years. Pam joined Beacon in 1996 first as Vice President of Beacon Communities Development and then President. She helped grow the company from 6,000 units to over 12,000 units across eight states. Prior to joining Beacon, Pam was a senior real estate professional at Mintz, Levin, Cohn, Ferris, Glovsky

and Popeo, P.C. Before working at Mintz, Pam served as project manager for a number of development companies. For fifteen years, she served as an elected official on the board of the Brookline Housing Authority. She is a former member of B'nai B'rith Housing New England, the Combined Jewish Philanthropies Disabilities Housing Implementation Advisory Committee, and the Arc of Greater Boston, and former co-chair of the Housing Committee of Hebrew Senior Life, a not-for-profit housing and health care provider and research center that is the Harvard Medical School affiliate for gerontology, and is also active in organizations working to create employment opportunities for adults with cognitive disabilities. She received a B.A. and M.A. in Urban Planning from the University of Michigan- Ann Arbor.

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# **Read past issues of Tax Credit Advisor**

We offer in-print back issues of our official publication, *Tax Credit Advisor*, covering federal low-income housing tax credits, historic rehabilitation, new markets tax credits, energy tax credits, and state housing credits.



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# **Upcoming NH&RA Events**

# 2016 NH&RA Annual Meeting

# & Public Housing Joint Venture Symposium

February 24-27, The Breakers,
Palm Beach, FL



Escape to warmer weather with leading affordable housing developers, syndicators, investors, and other tax credit professionals for discussions on emerging industry issues and best practices. Take a deeper dive in public housing joint venture opportunities, including HOPE VI, CNI, and RAD, at a pre-conference symposium on Wednesday, February 24.

# 2016 NH&RA Spring Developers Forum



# May 16-17 The Ritz-Carlton Marina del Ray, Marina del Ray, CA

Join us for two days of state-of-the-art sessions that will explore developing affordable housing in today's evolving industry. The 2017 Spring Developers Forum will return to the Ritz-Carlton

Marina del Rey on May 8-9.

# **2016 NH&RA Summer Institute**

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# National Housing & Rehabilitation Association

# **Preservation Through Energy Efficiency Initiative**



Effectively managing utility expenditures presents an important business opportunity for affordable housing owners. It can help decrease operating expenses and increase cash flow creating added value to an entire portfolio. The **Preservation Through Energy Efficiency** (**PTEE**) was designed to inform key decision-makers at

affordable housing companies about immediate executive actions that can be taken to create portfolio-wide energy, water and other utility efficiencies. While there are no Road Shows planned, NH&RA will soon release a video version of the curriculum. Our website also features the following resources.

# Knowledge Exchange Forum



Available to an **exclusive network** of more than 300 other PTEE Road Show participants, the PTEE Knowledge Exchange provides a forum to discuss energy and water retrofit opportunities and issues with multifamily affordable housing owner/developers, retrofit vendors and energy efficiency experts across the country.

# **Content Library**

The PTEE Content Library features a variety of resources, including white papers, case studies and articles, to support multifamily owners and developers in making educated decisions about energy efficiency measures for their properties. This publicly-available online library offers information on energy benchmarking,



efficient appliances, weatherization, utility allowances, and more.

Access these resources at www.housingonline.com/about/ preservation-energy-efficiency-initiative

This Initiative is supported by the

MacArthur Foundation

# **NH&RA Next Generation Leadership Initiative**



NH&RA is bringing together the emerging leaders who have recently taken on, or are rising to, executive leadership positions in their affordable housing organizations.

This initiative seeks to:

- **Engage** the voices of emerging leaders in a conversation about what's next for affordable housing.
- **Create** connections and opportunities for the next generation of industry leaders.
- **Sustain** the success of affordable housing and ensure NH&RA continues our 43-year legacy of helping members expand their business.

With the feedback we receive from participants, the initiative will grow and change to support the success of our members and affordable housing. We welcome your thoughts, ideas, and suggestions as we shape this initiative and NH&RA's role in supporting the next generation of affordable housing leaders.

The group will convene on Tues, November 3 at The Langham.

*If you know someone who should join the* Next Generation Leadership Initiative, please talk with Thom Amdur or contact him at tamdur@housingonline.com or 202-939-1753.

**Thom Amdur,** National Housing & Rehabilitation Association, Washington, DC

Thom joined National Housing & Rehabilitation in 2004 and currently serves as its Executive Director, where he directs the association's day-today operations including legislative and regulatory advocacy, committee activities, conferences and events, publications and strategic planning. Thom also serves as the Executive Director of the Tennessee Developers Council, a state-wide trade association for affordable housing developers and professionals active in Tennessee. In 2013 he spearheaded the launch of NH&RA's Preservation through Energy Efficiency Project, an major educational initiative supported by the John D. and Catherine T. MacArthur Foundation. Thom also serves on the Board of Directors for International Center for Appropriate & Sustainable Technology (iCAST) as well as the Advisory Board for its ResourceSmart program, a turn-key, cost-effective, green rehab provider for multifamily affordable and market-rate housing communities and nonprofit facilities. Thom is a frequent speaker at affordable housing, sustainable development and tax credit industry events and has been published in a variety of industry journals including Tax Credit Advisor, Independent Banker, and the Novogradac Journal of Tax Credit Housing. Thom also serves as the Associate Publisher of Tax Credit Advisor, a monthly magazine for tax credit and affordable housing professionals and is an Executive Vice-President at Dworbell Inc., a boutique association management and communications firm in Washington, DC. Thom was previously employed at a national lobbying firm focusing on financial services and technology issues. Prior to moving to Washington, Thom worked in media relations in the New York State Assembly and as a research assistant for New Hampshire Governor Jeanne Shaheen. Thom graduated Magna Cum Laude from Tufts University with a double major in Political Science and History.

# Duncan Barrett, Omni Housing Development LLC, Albany, NY

As Chief Operating Officer of Omni Housing Development LLC Duncan Barrett is responsible for the firm's marketing efforts, new business and government relations including regulatory approval and financial assistance. Barrett's will capitalize on his over 40 years of experience involving the development and financing of affordable housing and rehabilitation projects. He has managed the development of over 6,000 units of affordable housing ranging from senior citizen to large family to homeless housing. The company's current affordable housing practice concentrates on the substantial rehabilitation, re-capitalization and repositioning of occupied failed affordable housing stock in upstate NY. Barrett earned a B.S. in engineering from Rensselaer Polytechnics Institute and resides in Troy.

### **Peter Bell, National Housing & Rehabilitation Association**, Washington, DC

Peter Bell is President and CEO of the National Housing & Rehabilitation Association, a 42 year old organization of real estate developers, lenders, equity investors, attorneys, accountants, nonprofit and public officials who are involved in the development, financing and operation of affordable housing under various federal, state and local housing programs. Mr. Bell has served as NH&RA's President and CEO since 1976. Mr. Bell is the owner and publisher of Tax Credit Advisor, a monthly magazine focused on real estate development utilizing various federal tax credits, including the low income housing tax credit, historic rehabilitation tax credit and the New Markets Tax Credit, Mr. Bell received a B.A. in liberal arts from Hiram College in Ohio and during his undergraduate years studied in Cambridge, England and Athens, Greece.

#### Anne Berman, Rhode Island Housing, Providence, RI

Anne Berman serves as Assistant Director of Development for Rhode Island Housing. The Development Division is responsible for analyzing, underwriting and closing development proposals for all multi-family affordable and market rate housing transactions. Using housing tax credits as well as both taxable and tax exempt financing, the group undertakes new construction, housing preservation, loan restructuring and workouts as well as a wide array of other development activities. In her current position, Anne has overseen the financing of 10,000 units of housing at a total development cost of \$1.2 Billion. Prior to joining Rhode Island Housing, Anne worked with non-profit organizations in Rhode Island and Florida engaged in affordable housing development and neighborhood revitalization. Anne has a BA in Urban Studies from Connecticut College and is a graduate of the Advanced Management Development Program in Real Estate at the Harvard GSD.

# **Tony Bertoldi,** City Real Estate Advisors, Boston, MA

Tonv Bertoldi, EXECUTIVE VICE PRESIDENT - Syndication & Investor Relations, has been active in the area of affordable housing finance since 1999. In 2009 he joined City Real Estate Advisors ("CREA") and opened the Boston office. Mr. Bertoldi is responsible for syndication of all tax credit funds and investor relations activities for CREA. Since inception, CREA has raised over \$2.7 billion in tax credit equity in national, proprietary and secondary funds. Previously, Mr. Bertoldi was a managing director of the Investor Relations Group of a major tax credit syndicator in the affordable housing industry. Prior to that, Mr. Bertoldi was a vice president with a large publicly-held REIT. Mr. Bertoldi also has 10 years of real estate and finance consulting experience with large nationally recognized accounting firms. Mr. Bertoldi holds a bachelor of arts in economics and real estate from the University of Connecticut and a MBA in finance from Boston University. Mr. Bertoldi earned the MAI

designation earlier in his career. Mr. Bertoldi is a frequent speaker at industry events and conference addressing the state of the equity market, deal terms and investment fund structures. In July 2015, Mr. Bertoldi joined the Board of Directors of Victory Programs, a Boston-based nonprofit organization.

#### Dana Boole, CAHEC, Raleigh, NC

As a nonprofit equity syndicator, CAHEC (aka Community Affordable Housing Equity Corp.) has worked since 1992 with developers, investors, property managers, financial institutions, and state and local officials with a vision for improved affordable housing. (i) Raising and investing equity capital in a variety of tax credit products and (ii) providing capital through a series of Community Investments, is at the core of CAHEC's business (www.cahec.com).

Dana Boole is the President and CEO and has been with CAHEC since 2001. His duties include the management of CAHEC's operations and oversight of its fund development efforts.

Mr. Boole received his bachelor of arts in economics from the University of Vermont and his M.B.A. in finance and strategy from the F. W. Olin School of Business at Babson College. He also:

- recently served as a Class B Director for the Federal Reserve Bank of Richmond and was a standing member of its Human Resources and (Chair) Audit Committees;
- currently serves as a standing member of the Federal Home Loan bank of Atlanta's Affordable Housing Advisory Council which provides advice to the Board of Directors regarding ways in which the Bank can enhance the effectiveness of its housing finance and community lending mission.

# **Andrew Burnes,** President & CEO, HallKeen Management, Inc., Norwood, MA

Burnes is responsible for all of the activities of HallKeen, including HallKeen Management, HallKeen LLC, and HallKeen's Assisted Living Portfolio. Mr. Burnes has over twenty-five years of acquisition, development and management experience across a broad spectrum of real estate. During the 1980's Mr. Burnes worked for McNeil & Associates, a mid-sized diversified real estate company based in Westwood, Massachusetts. Mr. Burnes worked as Project Manager assembling and permitting large office and industrial projects and as Property Manager for a large mill complex in Fall River, Massachusetts. Between late 1989 and 1991 Mr. Burnes was responsible for the overall restructuring of the McNeil portfolio with the stabilization of over 60 limited partnerships and approximately \$100 million of debt.

After the formation of HallKeen (the purchasers of McNeil Management) in 1991, Mr. Burnes was primarily responsible for generating new

business for HallKeen LLC and the ongoing asset management tasks associated with acquisitions. As HallKeen has established a track record for successfully handling complicated affordable housing properties, the company has acquired a broad range of housing throughout New England, and in North Carolina, Virginia, Maryland and Florida.

In 2003 Mr. Burnes was recognized by the Massachusetts Housing Investment Corporation with an "Excellence in Affordable Housing" award for HallKeen's success in the development of Wamsutta Apartments in New Bedford and its major role in the stabilization of the surrounding neighborhood.

HallKeen's current portfolio includes more than 9,300 units of multifamily residential housing in over 100 partnerships, over 400 units of assisted living residences, and over 400K square feet of commercial space, inclusive of light industrial, office and biotech laboratory space. HallKeen has a strong presence throughout New England, New York, Virginia, Maryland, North Carolina, and Florida. While retaining prime focus on affordable housing, HallKeen manages a diverse portfolio of residential housing, commercial properties and assisted living communities. Mr. Burnes guides and runs the day-to-day affairs of the company.

In 2004, HallKeen, LLC, under Mr. Burnes' direction, broke ground on several development projects, including Winooski Falls in Vermont, a \$250,000,000 mixed-use, mixed-income re-development of a 20 acre urban site bordering Burlington and the Union Street Lofts project in New Bedford, Massachusetts, a pioneering mixed-use, commercial and residential project combining the New Markets and Historic tax credit programs. Burnes has led the design and restoration work on numerous preservation projects, including: revitalization of Lawton's Corner at Union and Purchase Sts. (New Bedford), adaptive reuse of the Rodman Candleworks building (New Bedford), rebuilding of Allen's Mill on Slade's Corner Road (Dartmouth), renovations of the historic Durfee Union Mills (New Bedford).

Mr. Burnes graduated from Harvard College and the Yale School of Organization and Management. Mr. Burnes has been an active board member with the Dartmouth Natural Resources Trust in Dartmouth Massachusetts on and off for over 15 years. Mr. Burnes is the Chairman and on the Board of Directors for the Architectural Heritage Foundation in Boston, Massachusetts.

Mr. Burnes is considered a top leader and expert in affordable housing and preservation. In 2014, Mr. Burnes received the Tsongas Award in Development from Preservation Massachusetts.

Andrew Chaban, CEO, Princeton Properties, Lowell, MA

Andrew Chaban is the Chief Executive Officer of Princeton Properties. He is considered to be one of the foremost industry experts in the field of rehabilitation and management of multifamily rental housing

Locally, Andrew is the past President of the North East Builders
Association of Massachusetts, past President of the Rental Housing
Association of the Greater Boston Real Estate Board, a Board Member,
Public Policy Committee Member and a past State Representative to the
National Association of Home Builders for the Home Builders &
Remodelers Association of Massachusetts, a Member of Tufts University
Trustee Building & Grounds Committee. Andrew was chosen as one of the
"125 Leaders Making a Difference" by Banker and Tradesman of Boston,
MA and was the recipient of the B'nai Brith Man of the Year award.

Andrew serves as Chairman of the Board of Trustees of the Pike School in Andover, MA.

Andrew is also very involved with the National Association of Home Builders. Currently Andrew is the immediate Past Chairman of the Housing Finance Committee, a Capitol Club Member, Executive Board Member, Life Director and Investments Committee Chairman. In the past he was National Area Chairman (2009 - 2011), Moderator (2007) of the State Representatives, Chairman (2007) of the Public Affairs Committee, Chairman (2006) of the State and Local Government Affairs Committee, Chairman (2005) of the Federal Government Affairs Committee, Chairman (2003) of the Capitol Club, Chairman (2003 & 2013) of the Resolutions Committee and Multifamily Chairman (2001). Andrew was the founding Chairman of the Housing Credit Certification Board, responsible for credentialling tax credit compliance professionals.

Princeton Properties has been awarded NAHB's Pillars of The Industry Awards eight times. These prestigious national awards include Best Multifamily Rehab, Best Asset Turnaround, Property Manager of The Year, and the Property Management Firm of The Year. The National Apartment Association recognized a Princeton property as well multiple times. Locally, the Rental Housing Association of the Greater Boston Real Estate Board has recognized a Princeton property for its Community Excellence Award multiple times.

Andrew is a cum laude graduate of Tufts University and lives in Andover, MA with his wife and two sons.

#### Rob Charest, Boston Financial Investment Management, Boston, MA

Mr. Charest has been with Boston Financial since 2005 and offers 10 years of experience in low income housing tax credit acquisitions and underwriting. Mr. Charest is responsible for the origination, financial structuring, and negotiating of LIHTC transactions in the Northeast Region. To date, Mr. Charest has successfully invested over \$615 million of equity in affordable housing throughout the country. Prior to joining Boston Financial, Mr. Charest was responsible for the Financial Planning and Analysis at a Boston based Marketing company and earned a B.S. in Economics and Marketing from the Isenberg School of Management at The University of Massachusetts at Amherst.

#### Michael Clarke, Bank of America Merrill Lynch, Boston, MA

Michael Clarke is a Senior Vice President, for Bank of America Merrill Lynch. As a senior originator in the East Coast Tax Credit Originations team, he originates tax credit transactions with developer clients across the country as well as non-profit organizations, and government agencies. Through Bank of America's commitment to building stronger and healthier neighborhoods in low and moderate-income communities, he analyzes, evaluates, originates, and closes direct affordable rental housing investments that utilize the Low Income Housing Tax Credit.

Before rejoining the bank in 1998, Michael worked with a national tax credit syndicator in Boston where he was involved with LIHTC finance and asset management. Michael also serves as a board member of Northern New England Housing Investment Fund and the Investment Committees of both Northern New England Housing Investment Fund and Massachusetts Housing Investment Corporation. Michael received his BS in business administration with a concentration in finance from Northeastern University.

# Josh Cohen, Beacon Communities, Boston, MA

Iosh Cohen has been with Beacon Communities since 2006. In his role as Development Director, Josh is responsible for managing development projects that range from the adaptive reuse of historic buildings to the refinancing and renovation of existing affordable housing. Josh also serves on the Board of Directors of New Ecology, Inc., a Boston-based organization focused on green design and energy efficiency in affordable housing. Before starting in his current position at Beacon, Josh worked in several different areas of the real estate field, including construction, architectural history, and historic preservation. Josh holds a B.A. in Ethics, Politics, and Economics from Yale University.

#### Pat Costigan, CF Partners, Washington, DC

housing in the Bay area.

Patrick Costigan has over 30 years of experience in affordable housing and community development policy, program design, implementation and administrative management in the private and public sectors.

Recently, he joined with Kathleen Foster in forming the CF Housing Group, which offers advisory and consulting services to public housing agencies, cities, lenders/investors, developers, resident organizations, intermediaries, foundations, advisors, law firms and others working on transformative housing and community development projects.

From 2011 to 2014 Mr. Costigan served as senior advisor to HUD Secretary Shaun Donovan. While at HUD, he led the effort to establish and implement the Rental Assistance Demonstration, or RAD, which enables public housing authorities and private owners to preserve critical affordable housing across the country. While at HUD he also worked to advance Choice Neighborhoods and other HUD priorities on Capitol Hill, and served as the department's point-person in helping the San Francisco Housing Authority and Mayor Lee preserve over 4500 units of public

Previously, Mr. Costigan was a senior vice president at The Community Builders, Inc., for 12 years. During that time he guided its strategic initiatives with public housing authorities and anchor institutions, directed its national and regional policy efforts in support of its business development activities and established the company's Community Initiatives division to offer better opportunities and supports to residents of Community Builders' properties.

Earlier in his career Mr. Costigan served as vice president of The Enterprise Foundation of Columbia, MD, where he managed a number of housing development and financing programs and the foundation's neighborhood transformation initiatives in Ohio, Maryland and Florida. Prior to that he assisted community development corporations package and develop low-income housing Cleveland and Cincinnati.

Costigan holds master's degrees in public administration from the Kennedy School, Harvard University and in community planning from the College of Design, Architecture, Art and Planning at the University of Cincinnati.

# Larry Curtis, WinnDevelopment, Boston, MA

Lawrence H. Curtis, the President and Managing Partner of WinnDevelopment and member of the Board of Directors of WinnCompanies, has led a full range of real estate development and acquisition activities for more than 25 years. He has been instrumental in helping the company grow from 3,000 units in 1986 to more than 96,000 units, which WinnCompanies currently has under management in 23 states across the country.

Mr. Curtis' primary focus has been on the creation of affordable housing and historic rehabilitation developments. Under his leadership, WinnDevelopment has transformed 28 historic properties into more than 3,100 units of affordable and mixed-income housing collectively valued at \$500 million. Adaptive reuse properties developed under Mr. Curtis' leadership have won the industry's highest awards.

He serves on the Board of Trustees of the National Trust for Historic Preservation. He is the past president of the National Housing & Rehabilitation Association (NH&RA) and a member of the Board of Directors for the National Multi-Housing Council, as well as the Citizens Housing and Planning Association. He has received numerous awards, including the 2015 Rental Housing Association Industry Excellence Award for exemplifying excellence in rental housing and the Paul E. Tsongas Award from Preservation Massachusetts.

In addition, Mr. Curtis co-founded New Lease, a non-profit based in Boston that provides a clearinghouse of affordable housing units for families staying in state-funded shelters and motels throughout Massachusetts. He is a Lecturer in Urban Planning and Design at the Graduate School of Design at Harvard University.

He holds a Master of Architecture and Urban Planning and Design from the Harvard University Graduate School Of Design, as well as Bachelor of Architecture from Cooper Union.

#### Tom Davis, HUD, Washington, DC

Tom Davis is the Director of the Office of Recapitalization, within HUD's Office of Multifamily Housing Programs. Tom joined HUD in June, 2015. Immediately prior to joining HUD, Tom was Senior Vice President of Recap Real Estate Advisors, a Boston-based affordable housing consulting firm, where he led the firm's affordable housing consulting practice, focused on the recapitalization and preservation of existing affordable housing through transactional, strategy and policy engagements. At Recap, Tom's work on behalf of public, private and non-profit clients included structuring and project managing recapitalization transactions and strategic business planning. Tom focused heavily on public housing recapitalization transactions, particularly under HUD's Rental Assistance Demonstration (RAD) program. Tom served as a consultant to Enterprise/ HUD on RAD and worked with housing authority clients to develop repositioning and recapitalization strategies for their portfolios, in each case structuring and financing the transactions with care to preserve affordability and maximize opportunities for residents. Tom also developed recapitalization strategies for state-financed public housing, including a major capital planning initiative for the Connecticut Housing Finance Agency. Examples of his business strategy engagements include the development of a model to use "social impact bonds" to finance service enriched housing for elders, design of a credit enhancement product to

- benefit public housing authorities seeking to participate in the low income housing tax credit (LIHTC) market and development of a pilot program to reduce LIHTC transaction costs for small properties.
- Prior to joining Recap, Tom began his career in private practice as an attorney at Morrison & Foerster, specializing in affordable housing, LIHTC, real estate and environmental issues. He subsequently joined the Office of General Counsel at The Community Builders, Inc., a multi-state non-profit affordable housing owner and developer. At The Community Builders, Tom broadened his expertise and shifted into a project management role. He managed large multi-phase HOPE VI neighborhood revitalization efforts and spearheaded a strategic redesign of The Community Builders' resident services and economic development programs to focus on financial counseling, asset building, employment and youth. Subsequent to The Community Builders, Tom joined Preservation of Affordable Housing, Inc. (POAH), another multi-state non-profit, At POAH. Tom built the organization's asset management systems to appropriately steward a multi -jurisdiction real estate portfolio including federally assisted, tax credit and market-rate units, supervised implementation of green retrofit, utility data system and energy initiatives and designed resident service efforts focused
  - Throughout his career, Tom has integrated his experience in transactional legal work, development project management, affordable housing finance, asset management, resident services and property operations in an effort to maximize the value of affordable housing as homes and as a platform from which to offer resources which families can access to achieve their own success.

on health services and financial counseling.

Tom moved to Washington, DC, to assume the position at HUD. Prior to his move, Tom lived in Boston and recently completed his term as Chair of the Board of Directors of Urban Edge Housing Corporation, a NeighborWorks community development corporation serving the neighborhoods of Jamaica Plain and Roxbury. He is also on the Board of the Boston Public Market Association, promoting local food as an economic driver for both urban and rural communities. Tom received his undergraduate degree from Brown University, his Masters in Public Affairs from the Woodrow Wilson School at Princeton University and his JD from the New York University School of Law.

**Sheila Dillon,** Chief of Housing and Director of the Department of Neighborhood Development, Boston, MA

Sheila Dillon serves the City of Boston as Cabinet Chief of Housing and Director of the Department of Neighborhood Development (DND). As a member of Mayor Martin J. Walsh's Cabinet, she advises the Mayor on housing policy, small business development, legislation and neighborhood issues. As DND Director, she oversees the management of the five program divisions within DND, including the Boston Home Center, Neighborhood Housing Development, Office of Business Development, Real Estate Management and Sales, and Supportive Housing. This work includes managing a staff of 150 and a budget of \$83 million, which includes federal grants from the U.S Department of Housing and Urban Development.

Prior to her appointment to the Mayor's cabinet, Sheila served as the Director of the Bureau of Rental Assistance at the Massachusetts Department of Housing and Community Development. In this role, she oversaw the Section 8 Program, the Massachusetts Rental Voucher Program, and many of the State's homeless programs. In addition, Sheila has held various positions at the City of Boston. She was Deputy Director of DND's Neighborhood Housing Division, Deputy Director of Housing for the Boston Redevelopment Authority and the Mayor's Housing Advisor.

Prior to her work in government, Sheila was the Director of Real Estate at the Massachusetts Housing Partnership and the Director of Development for the Dorchester Bay Economic Development Corporation.

Ms. Dillon received her undergraduate degree at from the State University of New York, an M.B.A. from Suffolk University, and a M.A. in Psychology from Pepperdine University. She currently lives in Boston with her husband and two children.

Joe Erdelyi, Vermont Housing Finance Agency, Burlington, VT Joseph A. Erdelyi is Director of Development for the Vermont Housing Finance Agency (VHFA). Prior to joining VHFA in 1993, he was a Housing Planner and Development Officer for the New Hampshire Housing Finance Authority. Mr. Erdelyi is a graduate of the University of Vermont and is certified as a Housing Development Finance Professional by the National Development Council.

# Cindy Fang, CohnReznick, Boston, MA

Cindy Fang is a senior manager with the Tax Credit Investment Services practice of CohnReznick. Ms. Fang's primary responsibilities include providing due diligence services to many of the nation's largest equity investors in housing credit developments and leading various industry research and study projects. Cindy started her affordable housing career with the Real Estate Transaction practice of the legacy Reznick Group where she provided real estate transaction advisory services to

developers with a specific focus on low-income housing tax credit, taxexempt bond and historic rehabilitation credit financed projects. Prior to re-joining Reznick in December 2010, Cindy was a member of the Tax Credit Investment Advisory Services group of Ernst & Young LLP.

Cindy specializes in structuring tax credit transactions and advising on the monetization of tax credits in all realms of the tax equity market, including low income housing, wind, solar, new markets and historic rehabilitation tax credits. Cindy's experience in connection with the low income housing tax credits primarily included conducting due diligence and providing other advisory services to institutional investors in both primary and secondary transactions. Cindy co-authored "The Low Income Housing Tax Credit Program at Year 25: An Expanded Look at Its Performance," a CohnReznick study assessing the operating performance of housing tax credit projects during years 2008-2010, and "The Community Reinvestment Act and its Effect on Housing Tax Credit Pricing," a CohnReznick study analyzing the impact the CRA has had on the availability and pricing of housing tax credits.

In addition, Cindy has provided services to numerous energy clients including offering advisory services in establishing tax credit monetization strategies, building financial models which allow clients to evaluate the financing strategies in detail, and providing advice as to the available transaction structures for the contemplated transactions.

Cindy received her Master of Public Management (with a concentration in finance) from University of Maryland, College Park and her Master of Taxation from Northeastern University. Cindy is a certified public accountant in Massachusetts.

# Drew Foster, Red Stone Equity Partners, New York, NY

Drew Foster is Senior Vice President of Acquisitions for Red Stone Equity Partners, where he is responsible for the origination, acquisition, financial underwriting, partnership structuring, and syndication of affordable housing and historic tax credit investments. Drew has nine years of experience in real estate investment, development, and LIHTC syndication and has participated in the acquisition and syndication of more than \$500 million in tax credit investments nationwide.

Prior to joining Red Stone, Drew was Associate Director of Acquisitions at Raymond James Tax Credit Funds where he was responsible for the origination of tax credit investments throughout New England and the Northeast. During his time at Raymond James, Drew played an integral role in developing a strong presence in this new region for the firm, while managing and closing more than \$80 million of LIHTC and Historic tax credit investments. Prior to joining Raymond James, Drew was a Vice President at Centerline Capital Group where he was responsible for investing both debt and equity in more than 60 multifamily affordable housing projects. Drew received his Bachelor of Arts degree from Amherst College in Amherst, MA.

#### William G. Glover, Jr., Maine Housing, Augusta, ME

William G. Glover, Jr. has been Manager of Lending for the Maine Housing since May 2004 with oversight of all multi-family rental lending programs including the Low Income Housing Tax Credit program. Prior to his current position, Mr. Glover spent two years as Maine Housing's Manager of Housing Preservation, two years as Director of Development Finance for The Signal Group in Portland, Maine, and before that worked for Maine Housing for over six years in the Development Division. Mr. Glover attended Renssalaer Polytechnic Institute, and holds a BS in Business Administration from the University of Southern Maine.

#### **Aaron Gornstein, Preservation of Affordable Housing,** Boston, MA

Aaron Gornstein became the President and CEO of POAH, Inc. in June 2015. He provides overall leadership and oversight of the organization, including strategic planning, financial management, supervision of the executive team, and external relations and partnerships. From 2012-2015, Gornstein served as undersecretary for the Massachusetts Department of Housing and Community Development (DHCD), under former Governor Deval Patrick, where he greatly expanded rental assistance and homeless prevention programs, reformed and improved state public housing, and launched a comprehensive supportive housing initiative.

Prior to that, he served as executive director of Citizens' Housing and Planning Association (CHAPA) for 21 years, where he spearheaded passage of state and federal legislation, launched innovation programs, and helped to form numerous coalitions.

Gornstein earned his Bachelor of Arts degree in Political Science from the University of Wisconsin—Madison, and his Master of Arts degree in Urban and Environmental Policy from Tufts University. He was recently appointed as a Senior Research Fellow at Harvard University's Joint Center for Housing Studies.

# **Bryan Greene**, HUD Office of Fair Housing and Equal Opportunity, Washington, DC

Mr. Greene has devoted his professional career to fighting housing discrimination. From his start as a fair housing investigator in the Boston Regional Office of the U.S. Department of Housing and Urban Development to his current position as the Acting Assistant Secretary and the General Deputy Assistant Secretary for Fair Housing and Equal Opportunity, Mr. Greene has always worked to promote diverse, inclusive communities. Mr. Greene oversees the policy direction and operational management of HUD's 540-person Office of Fair Housing and Equal Opportunity. Under his leadership, HUD has pursued large-scale high-profile cases that address systemic discrimination and provide widespread relief.

Mr. Greene was the 2007 recipient of the Presidential Rank Award, the highest federal honor bestowed upon federal senior executives for outstanding service. Mr. Greene earned his degree in Government from Harvard University.

#### Harry Kelly, Nixon Peabody, LLP, Washington, DC

Harry Kelly's practice focuses on transactional and litigation aspects of housing, government contracts, fair housing and accessible design, financial institutions and bankruptcy law. He counsels owners of firms—particularly those active in real estate and housing—with respect to issues related to the operations of their businesses. He also advises government contracts clients on transactional and regulatory issues and litigates claims against government agencies.

# **Crystal Kornegay,** Undersecretary of the Massachusetts Department of Housing and Community Development, Boston, MA

Chrystal Kornegay's passion for creating projects and programs that result in stronger communities for modest income working families is evidenced throughout her 20+ years' experience in community development. In January 2015, Ms. Kornegay became the Baker Polito Administration's Undersecretary for Housing and Community Development. Prior to that, Chrystal was Urban Edge's President and Chief Executive Officer. In that role she combined a laser focus on excellence with keen business management skills to result in a 20% growth in revenue, a 10% growth in the affordable housing portfolio and a 10% growth in the number of households served.

Chrystal's deep belief that service and partnership are keys to increased social equity led her to serve on numerous boards and advisory committees including Citizen's Housing and Planning Association (CHAPA) and the National Housing Trust. She is a 2012 graduate of the Achieving Excellence Program at Harvard University's Kennedy School of Government, holds a Master's Degree in City Planning from the Massachusetts Institute of Technology and a Bachelor of Arts from Hunter College.

Chrystal is known for her directness, loyalty and good humor. She enjoys cities, traveling to discover our world and spending time with family and friends.

# John Mackey, Trinity Financial (Advisory Board), Boston, MA

John is an advisory board member of Trinity Financial Inc. (Trinity) and prior to his retirement from CohnReznick LLC worked extensively with Trinity on structuring, projections and providing accounting and tax services to Trinity on its many transactions. Trinity focuses primarily but not exclusively, in transactions involving use of low income tax credits to provide or revitalize housing apartments. Trinity has also been involved in historic, new markets, condominium and market rate apartment developments. Public housing revitalization is a particular specialty of the company.

John is a retired certified public accountant with CohnReznick, where he was a national expert on affordable housing programs.

During his career, John worked on hundreds of transactions, representing over a billion dollars in total transaction value. Additionally, he was recognized as a national speaker on such matters and has regularly spoken at conferences by The National Housing and Rehabilitation Association (NH&RA), the National Council of State Housing Agencies, the affordable housing group of the American Bar Association and numerous State Housing Agency conferences. He is past Chairman of NHRA and on its executive committee. He also has served on the Tax Credit Steering Committee of the National Association of Home Builders, the advisory board of the Housing and Development Reporter and several Massachusetts nonprofits related to such activities.

# **Chris Miller,** New Hampshire Housing Finance Authority, Bedford, NH

Mr. Miller joined the Authority in 1983. Mr. Miller holds a Master's Degree in Urban and Regional Planning from the University of Massachusetts, Amherst, and a Bachelor's Degree from Earlham College, Richmond, Indiana. In his capacity as Managing Director, Mr. Miller is actively involved in a broad range of project finance, development and portfolio management activities. Additionally, Mr. Miller is responsible for multi-family housing program development, policy formulation as well as the administration of a wide range of finance programs. Mr. Miller has over 25 years' experience in public policy issues involving housing, land use, and development.

#### Milt Pratt, Michaels Development, Marlton, NJ

A Senior Vice President with the Michaels development company, Milton R. Pratt Jr. leads a team of developers involved in the revitalization of communities and the creation and preservation of affordable housing along the east coast from Philadelphia to Florida as well as several Gulf States and the U.S. Virgin islands. Since 2005, Mr. Pratt and his team have developed more than 1500 units valued in excess of \$310 million. His award-winning work on Hope VI developments in new Orleans and Tampa, Florida are a showcase of transforming outdated and neglected public housing into sustainable, mixed-income communities.

Prior to joining the Michaels organization in 2005, Mr. Pratt served as the region III regional director for the U.S. department of Housing and Urban development, where he was the department's principal liaison to congressional members, mayors, city managers, state and local elected officials, and a wide cross section of HUD clients in the Mid-Atlantic region, for five states and the District of Columbia. Before that, he served as Vice President for Apollo Housing capital, an investment banking firm dedicated to buying and selling Historic and Low-income Housing tax credits.

Mr. Pratt earned his BA in Public Administration with a concentration in Urban Planning from West Chester University. He currently serves on the Board of directors for the National Housing & Rehabilitation Association and is a past officer of the MARC NAHRO chapter of the National Association of Housing and Rehabilitation Officials. He has also served on various other boards, including for the Philadelphia chapters of the National Association of Home Builders, the Cheyney University Foundation and the Kappa Alpha Psi Alumni Fraternity. He was also a member of NeighborhoodsNow and served on the Board of Trustees for West Chester University Foundation.

He has received a Public Housing Managers certification from the national Association of Housing and redevelopment officials.

**Kate Racer,** Massachusetts Department of Housing & Community Development, Boston, MA

Kate Racer is an associate director of the Massachusetts Department of Housing and Community Development (formerly the Executive Office of Communities and Development). Her primary responsibility is the Department's Division of Housing Development, which oversees the allocation of the low-income housing tax credits, the distribution of federal HOME funds, the annual distribution of approximately \$90 million in state housing funds, and compliance monitoring for the Department's portfolio of almost 60,000 privately-owned units. The Department annually allocates approximate \$14 million in federal tax credits, \$20 million in state tax credits, and approximately \$7 million in federal HOME funds. Kate has served as associate director or acting assistant secretary of the Department for the past 23 years. Prior to assuming her current position, she was director of the state's affordable homeownership program and special assistant to the Governor's Cabinet Secretary for housing. She currently serves on the board of the Washington-based Council of State Community Development Agencies (COSCDA) and of the Boston-based Affordable Housing Institute. A graduate of Carleton College with a Master's Degree from the University of Chicago, Kate taught middle school and high school for ten years in Chicago and New York before moving to Boston and joining a development company specializing in Section 8 substantial rehabilitation projects. After five years in the private sector, Kate accepted a position at the state agency where she still works.

#### Dan Rosen, Klein Hornig LLP, Boston, MA

Dan Rosen is an attorney with Klein Hornig LLP whose practice focuses on real estate, housing and community development transactions. He has helped public, private, nonprofit and for-profit clients build, buy, preserve and finance thousands of housing units across the country. Dan has particular expertise in mixed-finance redevelopment of public housing, low-income housing tax credits and HUD multifamily assistance programs. He has worked with these and numerous other Federal, state, local and private funding sources to finance innovative, high-impact projects. Dan was a founding partner of Klein Hornig LLP in 2002. He previously served as Associate General Counsel of The Community Builders, Inc., a national nonprofit real estate developer, and as an associate in the Washington, DC offices of the law firms of Hawkins, Delafield & Wood and Powell, Goldstein, Frazer & Murphy LLP (now Bryan Cave LLP). Dan received his J.D. from Harvard Law School and his B.A. from Yale University.

#### Victor Sostar, First Sterling Financial, Inc., Great Neck, NY

Victor Sostar is Executive Vice President of First Sterling Financial, Inc., a full-service affordable housing investment sponsor. First Sterling's portfolio consists of over 750 properties in 45 states and Puerto Rico. Mr. Sostar directs the firm's activities in the areas of acquisitions, new business development and strategic growth. He oversees the origination, structuring and underwriting of affordable housing transactions and serves on First Sterling's Strategic Corporate and Investment Committees. Prior to joining First Sterling, Mr. Sostar served as Vice President of Value Properties, Inc., a private equity real estate firm and its investment banking affiliate Value Capital Corporation. He began his career in architecture, engineering and development. Mr. Sostar holds a B.A. in architecture from Pratt Institute, an M.B.A in finance from Hofstra University and a diploma from New York University in real estate and investment analysis, where he received a Mortgage Banker's Association scholarship. He is a member of the Urban Land Institute and the American Real Estate and Urban Economics Association.

### Monte Stanford, MassHousing, Boston, MA

Monte Stanford joined MassHousing as Director of Rental Lending in February 2013 and has more than 20 years of lending and finance consulting experience. Prior to joining MassHousing, Mr. Stanford was a Senior Manager in the Structured Finance Group at PriceWaterhouseCoopers and Manager of Public Finance at Fannie Mae, where he had been recruited in 1997 to help establish the agency's Housing Finance Agency Unit.

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# National Housing & Rehabilitation Association

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