



Atlanta's Affordable Housing Preservation Challenge

Launch Event Program

November 3, 2016

AGENDA

9:15-9:30 Registration and Breakfast

9:30-9:45 Welcome

Sara Haas, Enterprise Community Partners

Laurel Hart, Georgia Department of Community Affairs

9:45-10:05 Keynote Speech

Councilman Andre Dickens, introduced by Kate Little, Georgia ACT

10:05-11:45 Practitioner Panel Discussion

Moderator: Dan Reuter, Reuter Strategy, LLC

Panelists

- Derrick Barker, Civitas Development
- Cindy Hannon, Bellwether Enterprise
- Laurel Hart, Georgia Department of Community Affairs
- Alison Johnson, Housing Justice League
- Ashani O'Mard, Atlanta Neighborhood Development Partnership, Inc.
- Marjy Stagmeier, Tristar Real Estate Investment
- Jon Toppen, Tapestry Development Group

11:45-12:15 Lunch

12:15-2:00 Formal Event Launch

- Michael A. Spotts and Sara Haas, Enterprise Community Partners
- Kate Little, Georgia ACT
- Philip Gilman, Georgia Department of Community Affairs

Overview

Atlanta's Affordable Housing Preservation Challenge (ATL Challenge) is an idea competition to generate innovative, implementable proposals that will help preserve affordable housing in the Atlanta region and throughout Georgia's urban centers. Sponsored by the JP Morgan Chase Foundation and organized by the Georgia Department of Community Affairs, Georgia ACT, and Enterprise Community Partners (hereafter, collectively referred to as Organizers), the competition is open to all stakeholders with an interest in affordable housing, and up to \$100,000 in resources will be made to support concept development and implementation. Three finalists will be selected in January 2017 to receive small grants to conduct additional planning and due diligence work, with one proposal selected to receive up to \$70,000 in implementation resources in May 2017.

ATL Challenge Description

To respond to this challenge, the ATL Challenge seeks to strengthen the tools available for the acquisition and preservation of affordable rental homes across the Atlanta region and the state's other urban areas. For the purposes of the ATL Challenge, we are focusing on Clayton, Cobb, DeKalb, Fulton and Gwinnett counties, though proposals that are more broadly applicable are encouraged. The ATL Challenge Organizers solicit innovative ideas and intends to support the most impactful and implementation-ready innovations.

The sponsors are seeking a diverse set of implementable proposals, including those related to:

- Identifying a pipeline of properties at risk of loss as a result of physical deterioration, financial distress, market repositioning, and/or subsidy expiration.
- Expanding the pool of developers capable of undertaking preservation initiatives
- Facilitating cross-jurisdictional and cross-sector engagement to enhance partnerships among interested stakeholders
- Creating additional sources of capital and/or supporting more efficient uses of existing sources
- Developing local and/or regional policies that support preservation
- Engaging tenants in preservation efforts

Entrants are encouraged to focus on these issues, but proposals that cover different preservation-related subjects will also be accepted if sufficient need is demonstrated.

For more information, go to <http://atlpreservation.org/>.

Timeline

Phase I

- November 3, 2016 Request for Ideas (RFI) packets will be made available at the launch event and online after the launch event at www.ATLPreservation.org. Question and answer period will open on the ATL Challenge website.
- November 17, 2016 Interactive Question and Answer webinar to be held; registration details will be made available at www.ATLPreservation.org.
- December 19, 2016 Deadline for participants to post questions regarding the Phase I competition on the ATL Challenge website. Sponsor organizations will not answer questions submitted after December 19.
- December 21, 2016 Answers to questions received by the deadline will be posted on the website by December 21, 2016. All questions and answers will be posted on the ATL Challenge website.
- January 6, 2016 Phase I electronic submissions are due by 5 pm EST

Phase 2

- January 25, 2017 ATL Challenge will invite up two to three RFI respondents to respond to a Request for Proposals to further develop their concepts during Phase 2 and be eligible for an award of up to \$10,000. If two or more teams submit similar ideas or related concepts, the sponsors may ask them to merge into one team as part of Phase 2. A merged team will be considered as one of the three finalists.
- May 1, 2017 Phase 2 electronic submissions are due by 5pm EST.
- May 24, 2016 Sponsor organizations will announce the winning proposal on or around May 24.

SPEAKER BIOGRAPHIES

Derrick Barker

An Atlanta, Georgia native, Barker began his career at Goldman Sachs trading municipal bonds and managing a \$100m collateralized Lending portfolio. While at Goldman, Barker founded Civitas Communities, a conventional multi-family development and asset management company in 2010. Since its founding, Civitas has acquired and rehabbed over 750 apartment units and two dozen single family homes. Civitas has also asset managed a \$250m commercial real estate portfolio throughout the Southeast United States, improving portfolio NOI by over 25%. Civitas works with several non-profits and community stakeholders to build strong communities at its properties, many of which are in neighborhoods that have suffered from urban decay. Prior to Civitas, Barker attended Harvard College where he was an All-American football player, Ivy League Champion and co-founded the largest pre-professional student organization on campus, Veritas Financial Group. He also worked to revive a program mentoring middle school youth in a housing project in Roxbury. Barker currently resides in Atlanta, Ga with his wife Brittany and their new born daughter Kennedy.

Andre Dickens

A fifth generation Atlantan, Council Member Andre D. Dickens was raised in the Adamsville community by his mother Sylvia. The product of Atlanta Public Schools, Andre attended Miles Elementary, Southwest Middle School and Benjamin E. Mays High School where he graduated in the top 2% of his class. Dickens earned a degree in Chemical Engineering from the Georgia Institute of Technology in 1998. While at Georgia Tech, he held various leadership roles. Positions included: President of the African American Student Union, President of the Diversity Forum, and President of Kappa Alpha Psi Fraternity, Inc. As a result of his outstanding contributions to the University, Andre was also inducted into the ANAK Society– Georgia Tech’s highest honor.

Andre serves as the Assistant Director of Outreach Initiatives for Georgia Tech’s OMED: Educational Services, a department within the Office of Institute Diversity. In this role, he manages the graduate recruitment program and helps hundreds of undergraduate students and their parents successfully transition into college life.

Andre is an alumnus of the United Way VIP Program and the Diversity Leadership Academy of Atlanta. He currently sits on the boards of the Jeremy Feaster Foundation while also serving as a mentor in the Mentorship Program and Southwest Atlanta Youth Business Organization.

Councilman Dickens serves as the Atlanta City Council Post 3 at Large Council Member, and Chairs the Community Development Committee.

Philip Gilman

Philip Gilman joined the Georgia Department of Community Affairs in 2014 and is now a Senior Policy Analyst managing the development of the Qualified Allocation Plan and other key policies. He works with various stakeholder groups on cross-cutting issues such as health impacts and transit-oriented development. While Philip began his affordable housing work as an AmeriCorps Construction Leader with Knoxville Habitat for Humanity, he transitioned into the policy world as a member of the public policy team at Enterprise Community Partners. Originally a

Tennessee Volunteer, Philip received his Master's in Public Administration from the George Washington University in Washington, D.C

Sara Haas

Sara Haas is a Program Director with the Enterprise Community Partners Southeast office. She develops and implements affordable housing preservation, nonprofit capacity building, and integrated homeless housing initiatives for the Southeast. Prior to joining Enterprise, Ms. Haas developed and managed national AmeriCorps VISTA programs focused on affordable housing and community development at Habitat for Humanity International and Points of Light. Ms. Haas graduated from the Georgia Institute of Technology School of City and Regional Planning with a Masters of City and Regional Planning, and received a Bachelors of Business Administration from the Emory University Goizueta Business School.

Cindy Hannon

Cindy is based in Atlanta, Georgia and is part of Bellwether Enterprise's Affordable Housing Group. She is focused on the Southeastern regions. She has considerable loan origination experience in affordable housing mortgages. Recently, she was Senior Vice President in the Affordable Multifamily division at Hunt Mortgage Group, formerly Centerline Capital Group. She has more than twenty-seven years of experience in commercial real estate financing and lending including construction, bridge, short term and permanent loan financing, and CMBS. Prior to Hunt Mortgage Group, Cindy was a loan producer with Grandbridge Real Estate Capital, assisting in the origination process for Fannie Mae, Freddie Mac and FHA loans. Her experience prior to Grandbridge was as a National Account Manager in Fannie Mae's Multifamily Affordable Housing Group where she managed several affordable housing DUS lender relationships and placement of permanent financing for 4% and 501(c)3 tax exempt bond, 9% LIHTC, and Preservation transactions. Early in her career, she began as a commercial real estate appraiser, and then entered the banking industry for about 10 years as an underwriter and loan servicing manager for commercial and multifamily construction, short-term loans, credit facilities, and CMBS pools. Cindy holds a Bachelor of Science degree in Business Administration with a double major in Finance and Real Estate from the University of Florida.

Laurel L. Hart

Laurel L. Hart is Director of the Housing Finance and Development Division at the Georgia Department of Community Affairs (DCA). In this position, she manages several housing finance resource programs for the financing and/or development of multi-family affordable housing, including the following multi-family programs: Georgia Federal and State Low Income Housing Tax Credit Programs and the DCA HOME Multi-family Program. Ms. Hart also oversees DCA's Community HOME Investment Program which provides down payment assistance or homeowner rehabilitation funding to eligible low-income households. Ms. Hart has a Juris Doctor from Chicago Kent College of Law. She is also a graduate of the Executive Development Program at the University of Notre Dame.

Alison Johnson

Alison Johnson, leading member of the Housing Justice League, grew up in the Peoplestown community of Atlanta and attended Atlanta Public Schools. Alison is an advocate for the rights of poor people and affordable housing, with her civic involvement launching at an early age. To combat the continued efforts of gentrification and mass displacements, Alison is on the front line in coalitions such as the Turner Field Community Benefits Coalition. This Coalition has put together a strong Community Benefits Package, detailing the effects of why having environmental health and justice in a redevelopment plan is essential to community sustainability. She is also works as a leading member of the Housing Justice League, a city wide organization on the front line in preserving affordable housing and preventing displacement, marching on City Hall, Georgia State University and fighting against housing inequalities.

Kate Little

Kate Little serves as president and CEO of Georgia Advancing Communities Together, Inc., a statewide network of nonprofit housing and community development organizations. Before that she served for eight years as the Atlanta Director of The Enterprise Foundation working with community development corporations in neglected neighborhoods. In addition to focusing on improving housing conditions, she also worked with CDCs and other stakeholders to implement safety and workforce development initiatives and to establish a microenterprise lending program. Before joining Enterprise, Ms. Little worked for a Wisconsin-based tax credit equity investment firm, Heartland Properties, and served as an independent consultant and trainer. She also worked for the Georgia Housing Finance Authority (later subsumed by the Georgia Department of Community Affairs), responsible for administering the Low-Income Housing Credit and multifamily tax-exempt bond programs. She was named GHFA Manager of the Year in 1990. Prior to that, she directed a reinvestment program in Atlanta's Westview neighborhood. Ms. Little began her career working as a district manager for the Atlanta Housing Authority for five years. She has a Master's degree in Urban Studies from Trinity University in San Antonio. She received her B .A. degree from North Carolina Central University in Durham.

Ashani Collins O'Mard

Ms. O'Mard is a seasoned affordable housing and fundraising professional with over 12 years of experience in the community development field. Ms. O'Mard currently serves as Senior Director of Capital Development for the Atlanta Neighborhood Development Partnership, Inc. ("ANDP") where her responsibilities include overseeing ANDP's fundraising efforts and day-to-day operations of the ANDP Loan Fund. Prior to moving to Atlanta, Ms. O'Mard gained extensive experience in affordable housing development while working with private developers in Cincinnati, OH (The Model Group) and Boston, MA (Trinity Financial). As a Project Manager, she worked on mixed use developments from inception to completion and partnered with community groups and public agencies through the public approvals process. Ms. O'Mard currently serves on the Association of Fundraising Professionals Board as a Programming co-chair. She is also a Board member for the Beltline67 – the Young Professional Advisory Board of the Atlanta Beltline Partnership, Inc. Ms. O'Mard holds a Bachelor's degree in Urban Studies from Wellesley College and a Master's degree in Public Policy and Urban Planning from Harvard University.

Dan Reuter, FAICP

Dan Reuter is the President of Reuter Strategy, LLC. Reuter Strategy provides action agendas for public and private clients. Dan has worked in community planning and development for 27 years in many Georgia communities. Dan is credited with creating or managing many of the programs that supported local government planning, CIDs and redevelopment in metro Atlanta. His management of the Livable Centers Initiative (LCI), transit oriented development (TOD), DRIs, Aerotropolis Atlanta and the Regional Economic Competitiveness Strategy have supported the transformation of metro Atlanta.

Dan previously served Manager of Community Development at the Atlanta Regional Commission (ARC) and an adjunct professor at Georgia Tech City and Regional Planning program. He is a Fellow of the American Institute of Certified Planners (FAICP), currently serves as the Chair of the American Planning Association (APA) Regional and Intergovernmental Planning Division (RIPD) as well as a member of the APA Legislative and Policy Committee. Prior to the ARC, Dan served as Director of the Douglas County and Glynn County Planning and Zoning Departments as well as Transportation Planner for the Savannah-Chatham and Athens-Clarke County Planning Departments. Reuter received his Bachelor of Business Administration degree from the University of Georgia, Terry College of Business in 1988 and his Master of Science degree from Georgia State University in 1992.

www.danreuter.com

Michael Spotts

Michael Spotts is a senior analyst and project manager for Enterprise Community Partners. He joined the Public Policy team in 2009. In his position at Enterprise, he conducts research and analysis of affordable housing and community development policies, and manages Enterprise's federal transit-oriented development policy activities. He serves as a member of the board of directors for the Arlington (Va.) Partnership for Affordable Housing. He was formerly a member of the Arlington County Community Development Citizen's Advisory Committee. From 2013 – 2015, Michael served as vice-chair of the Arlington's Affordable Housing Study working group, which assisted in developing the county's Affordable Housing Master Plan and Implementation Framework. Prior experience in the community development field includes work with the Housing Assistance Council, Sustainable Pittsburgh, Allegheny County (Pa.) Economic Development, and the Rural Local Initiatives Support Corporation. Michael received a Master of Science in Public Policy and Management from the Heinz College at Carnegie Mellon University. He graduated Summa Cum Laude from Dickinson College in 2006, and received a Post-Baccalaureate Certificate in Community and Economic Development from the Pennsylvania State University in 2008.

Marjy Stagmeier

Marjy Stagmeier is a professional real estate asset manager with over 25 years of experience creating value for her domestic and international clients. She authored the book "Real Estate Asset Management; Executive Strategies for Profit Making" which is currently in its third printing. After studying accounting and finance at Georgia State University, she successfully passed the Georgia CPA exam and started her commercial real estate career. Marjy was a Vice President with The Matuschka Group based in Munich Germany, where she managed a diverse portfolio of timberland, multifamily and commercial properties valued at approximately \$500

million. She partnered to form The TransInvest Group in 1994 and TI Asset Management in 1995 and grew its joint portfolio to approximately 5 million square feet of asset managed. In 2013, she formed TriStar Real Estate Investment focused on launching diverse value-add real estate funds. Marjy is an active community volunteer and has served on various boards of the Atlanta Community Food Bank since 1992 (Chairperson of the Board 2006-2008), The Atlanta Commercial Board of Realtors, and Chaired the Crystal Ball for the Georgia Arthritis Foundation.

Jonathan (Jon) Toppen

Jon has been in the affordable housing development field since 2002. In his current position at Tapestry Development Group, he administers its corporate affairs and works with the staff and Board of Directors to implement the goals of the organization. Jon's responsibilities also include managing development projects, with specialties in permanent supportive housing and Low Income Housing Tax Credits. His current and past experience with project development also includes multi-layered financing, affordable housing preservation, and green building design. Jon also oversees the company's finances and accounting functions. Jon is a certified C.P.A. in Virginia and held a variety of accounting positions prior to entering the affordable housing field. Prior to co-founding Tapestry, he has served as a Project Manager and controller for other affordable housing development organizations. He has a B.S. degree in Accounting from the University of Richmond, Virginia, and a Masters of City Planning from the University of North Carolina at Chapel Hill. He has served on the Board of Directors for Historic District Development Corporation and currently serves on the Board of the Georgia Supportive Housing Association. Jon is a graduate of the 2012-2013 class of Urban Land Institute-Atlanta's Center for Leadership. He is active as an officer at North Avenue Presbyterian Church in Atlanta. He and his wife, Jodi Wheeler-Toppen, live in Atlanta and have two children, Natalie and Zachary.

Sponsors and Organizers

JPMORGAN CHASE & CO.

