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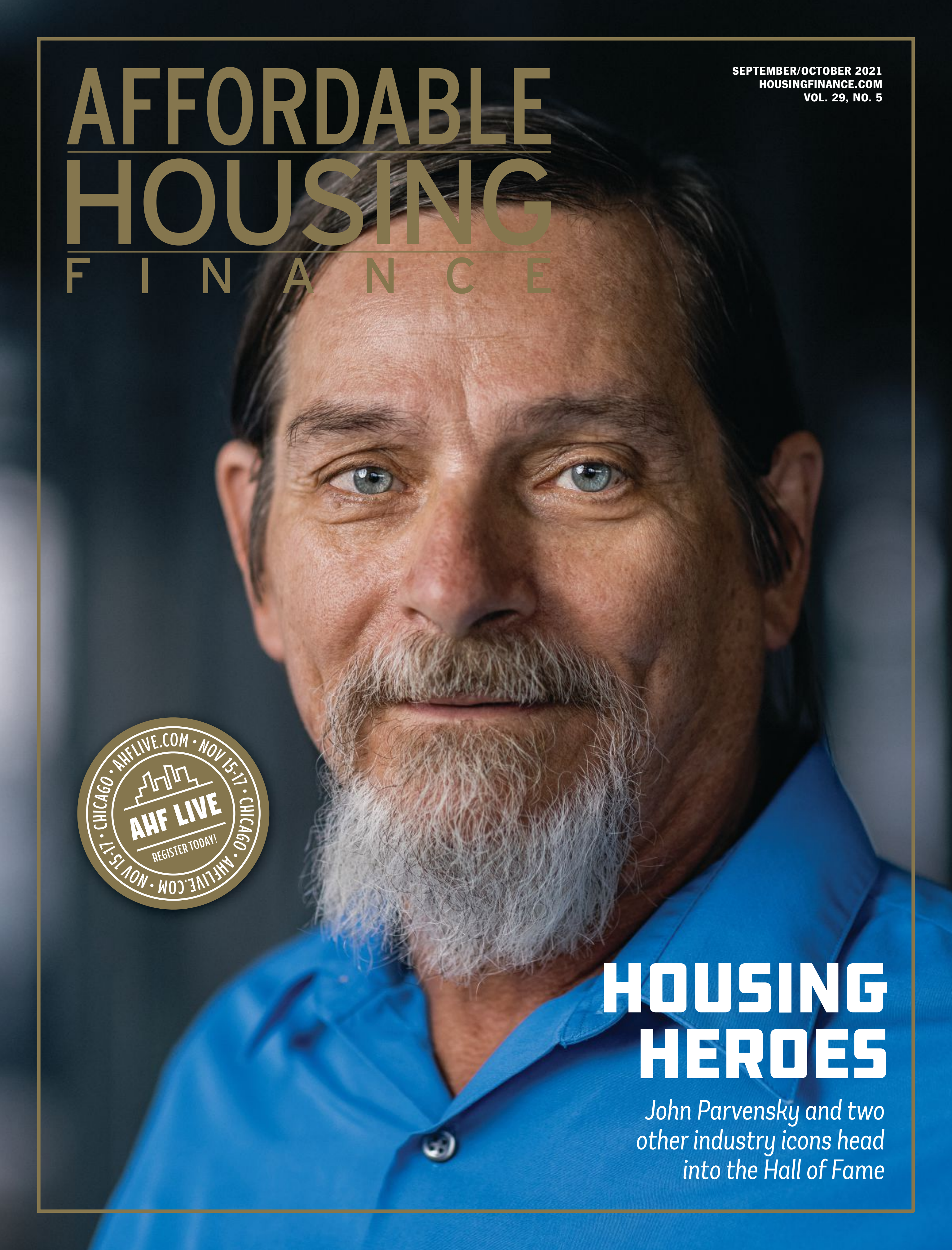

HOUSING HEROES

John Parvensky and two other industry icons head into the Hall of Fame

Emerging Trends in Pacific Northwest Affordable Housing

Bob Powers
Community Development Real Estate

SCAN FOR ARTICLE

The Unexpected Benefits of Treasury Services

Justin Jennings
Treasury Solutions

SCAN FOR ARTICLE

Good News for Southeastern Region Affordable Housing

Caitlin Gossens
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SCAN FOR ARTICLE

A Call to Address Racial Inequity in Affordable Housing

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SCAN FOR ARTICLE

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Developed by Trinity Services, Prairie Trail at The Landings provides residents an alternative to group homes and other institutional settings.

FEATURED ARTICLE

Housing Heroes

21 John Parvensky, Diana McIver, and Anne Segrest McCulloch have dedicated their careers to affordable housing. For their outstanding contributions, they are being inducted into AHF's Affordable Housing Hall of Fame. In addition, we recognize six rising stars 40 and younger who are making big waves in the industry.

COMING NEXT ISSUE

Rural Housing Strategies

Learn how developers and finance leaders are bringing affordable housing to rural communities across the country.

DEPARTMENTS

COVER: JON ROSE PHOTOGRAPHY; THIS PAGE: KENDALL MCCAUGHERTY/HALL+MERRICK PHOTOGRAPHERS

Making Connections

One of the best projects—and one of the hardest—we do each year is name our Affordable Housing Hall of Fame inductees. There's a long, strong list of worthy candidates and surely many others who are deserving but have gone undetected on our radar screens. It's always difficult to decide who goes into the Hall. This year, AHF is inducting three outstanding leaders who have dedicated their careers to affordable housing. We're proud to recognize Anne Segrest McCulloch of the Housing Partnership Equity Trust, Diana McIver of DMA Cos., and John Parvensky of the Colorado Coalition for the Homeless. You can read about them on the pages of this issue.

I hope you also will take a moment to read about this year's six Young Leaders. Learn how they are picking up the baton and moving the industry forward by developing, financing, stabilizing, and supporting affordable housing.

While the industry's work is often about dollars and cents, bricks and mortar, policies and programs, it's ultimately about people. How many times have we all heard that this is a relationship business? It sounds cliché, but it's true. And, it's important to take time to celebrate the people around us.

We will recognize this year's Hall of Fame inductees, Young Leaders, and Readers' Choice Awards winners at AHF Live: The 2021 Affordable Housing Developers Summit, Nov. 15-17, in Chicago. Yes, after more than a year and a half of Zoom calls and virtual events, we are planning for an in-person conference. It will be good to be together to reconnect with old colleagues and forge new relationships. You can find out the details at ahflive.com.

As we were going to press, we were hoping there would be important legislative news to report. But, as our deadline approached, the House had delayed voting on the social policy and infrastructure bills that could bring a historic investment to housing. We'll report on the action and more at AHF Live and housingfinance.com. **AHF**

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KENDALL MCCAUGHERTY/HALL+MERRICK PHOTOGRAPHERS

Support System

Illinois development provides housing for adults with disabilities

Trinity Services has addressed the significant need for independent housing and services for people with intellectual and developmental disabilities in New Lenox, Illinois. Prairie Trail at The Landings, comprised of 22 one-bedroom and three three-bedroom units, provides an alternative to group homes and other institutional settings.

"Part of the reason we are excited about Prairie Trail at The Landings is that it's supporting people with intellectual disabilities," says Thane Dykstra, CEO of Trinity Services. "That group of individuals has been somewhat underserved. More and more, people are recognizing that they have the capability and preferences to have their own place to call home."

At Prairie Trail, the nonprofit is piloting a cost-effective remote support program to give residents with a disability another means to increase their independence and achieve their goals. One staff member, working in a hub, can monitor and support residents remotely. This person can conduct environment checks as well as provide direct audio or visual support to residents who request assistance.

"Remote supports are gaining traction around the country," says Dykstra. "One, there's a national staffing shortage, and the pandemic has worsened that. It has really put a lot of pressure on the caregiver community. Two, it's facilitating autonomy. I think the remote supports may help residents feel a sense of pride and become more independent."

Trinity Services also provides on-site resources tailored to residents' needs, including case management and assistance with daily living and life skills. Completed at the end of January, four units are set aside for residents earning 60% of the area median income (AMI), while the remaining units are at 30% of the AMI. The Illinois Housing Development Authority (IHDA) has provided a long-term operating support grant to subsidize rents on seven units. IHDA also administers Department of Housing and Urban Development Sec. 811 project rental assistance contracts for six units.

The $8.1 million permanent supportive housing development was financed with state and national Housing Trust Fund loans through IHDA and HOME funds from the Will County HOME Consortium. Fallbrook Capital provided the Illinois Affordable Housing Tax Credit equity, and Trinity Services also contributed equity.

Partners include architect Worn Jerabek Wiltse Architects, general contractor Synergy Construction Group, and development consultant Brush Hill Development.

AHF Live Announces Speaker Lineup

Join leading developers, owners, and other affordable housing stakeholders for discussions regarding the challenges and opportunities facing the industry and in-person networking that's been missing for over a year at AHF Live: The 2021 Affordable Housing Developers Summit, Nov. 15 to 17, in Chicago.

Tailored to the needs of the industry's developers and owners, AHF Live's panels will dive into the latest financing and development strategies, from breaking down the debt and low-income housing tax credit markets to managing rising construction and operating costs. Plus, our Beltway insiders will share a look at what's happening on the federal level and what impact that will have on the industry.

The speaker roster features developers Tom Anderson, Pennrose; Debra Guerrero, The NRP Group; Rob Hoskins, The NuRock Cos.; Anand Kannan, Community Preservation Partners; Stacy Kaplowitz, KCG Development; Jeffrey Kittle, Kittle Property Group; Brett Meringoff, Fairstead; Michelle Norris, National Church Residences; Caleb Roope, The Pacific Cos.; Deidre Schmidt, CommonBond Communities; Brian Swanton, Gorman & Co.; and Jeffrey Woda, Woda Cooper Cos. Other experts include economist Lindsay Piegza; Emily Cadik, Affordable Housing Tax Credit Coalition; David Gasson, MG Housing Strategies; Richard Gerwitz, Citi Community Capital; Denise Muha, National Leased Housing Association; and Beth Stohr, U.S Bancorp CDC.

Attendance is reserved for affordable housing developers and owners, plus state and local housing finance agency representatives and nonprofits focused on affordable housing. Service providers, syndicators, lenders, vendors, and manufacturers must exhibit or sponsor to attend. AHF Live also will be requiring all attendees to provide proof of COVID vaccination as well as observing Chicago's current indoor mask mandate. Visit www.ahflive.com for the agenda and full list of speakers as well as to register for the three-day event. Use the discount code AHFREADER to receive $150 off the registration fee.

CDFI Fund Awards $5 Billion in NMTCs

One hundred community development entities (CDEs) were selected to share in $5 billion in New Markets Tax Credits (NMTCs), announced the Community Development Financial Institutions Fund.

The organizations receiving awards were picked from a pool of 208 applicants that requested an aggregate total of $15.1 billion in tax credit allocation authority. The award recipients are headquartered in 34 states and the District of Columbia. One-fifth (20%) of the investments will be made in rural communities.

"These investments will create jobs and spur economic growth in urban and rural communities across the country," said Treasury Secretary Janet L. Yellen. "Many of the communities that will receive these funds have confronted economic challenges over many decades—challenges that have been made more difficult by a lack of investment. It's critical that Congress sustain these investments over time by making the New Markets Tax Credit program permanent."

This year's awardees include Cinnaire, a nonprofit Community Development Financial Institution and low-income housing tax credit syndicator, which received a $60 million allocation.

"The NMTC has proven to be one of the most successful models for a public-private partnership, driving capital to America's most disinvested neighborhoods," said Mark McDaniel, president and CEO of Cinnaire.

Other organizations receiving an allocation include CAHEC New Markets, The Community Builders, Corporation for Supportive Housing, ESIC New Markets Partners, Gulf Coast Housing Partnership, IFF, Local Initiatives Support Corp., Low Income Investment Fund, MBS Urban Initiatives, and The Rose Urban Green Fund.

The latest awards are made through the 2020 round of the program.

stat

$24.90

2021's two-bedroom national housing wage, the amount a full-time worker must earn an hour to afford a modest apartment without spending more than 30% of income on rent.

Source: National Low Income Housing Coalition's "2021 Out of Reach" report.

SHERI WHITKO PHOTOGRAPHY

Federal Programs

HUD Takes Aim at Homelessness

The Biden administration unveils proposals

BY DONNA KIMURA

ADOBE STOCK / BELISH

The Biden administration has launched a major initiative to fight homelessness across the country.

Marcia Fudge, secretary of the Department of Housing and Urban Development (HUD), along with other officials unveiled House America: An All-Hands-On-Deck Effort to Address the Nation's Homelessness Crisis.

The initiative calls on state, tribal, and local leaders to partner with HUD to use American Rescue Plan and other resources to set and achieve ambitious goals to rehouse at least 100,000 households experiencing homelessness through a Housing First approach, and to add at least 20,000 new units of affordable housing into the development pipeline by Sept. 30, 2022.

The move comes at a time when homelessness has been on the rise. The 2020 point-in-time count found roughly 580,000 people were experiencing homelessness on a single night in America. It was the fourth consecutive year that homelessness increased nationwide.

During a virtual event, Fudge was joined by several governors, mayors, and other leaders, who are supporting House America.

Libby Schaaf, mayor of Oakland, California, said her city is setting a goal of rehousing 1,500 individuals as well as building 132 new units in the expensive San Francisco Bay Area market.

"Ending homelessness should not just be a crisis response to a pandemic," Schaaf said. "It is good public policy. Let us take this moment and demonstrate that this is how America should look and feel."

In Mesa, Arizona, the median price for a single-family home increased 29%, according to mayor John Giles, noting that rental rates increased 16% to 19% depending on the number of bedrooms.

He said his region's initial goal is to create about 1,225 new units throughout Maricopa County.

The HFA Risk-Sharing Program to Return

In September, the Biden administration announced a series of moves aimed at creating, preserving, or selling 100,000 affordable homes for homeowners and renters in the next three years.

The actions include relaunching the Federal Financing Bank (FFB) and restarting its support of the Federal Housing Administration (FHA) Section 542(c) Housing Finance Agency Risk-Sharing Program, which was suspended in 2019. The program will provide low-cost capital to spur development of rental housing in cooperation with state housing finance agencies (HFAs).

> "Ending homelessness should not just be a crisis response to a pandemic. It is good public policy."
>
> —MAYOR LIBBY SCHAAF

HFAs may submit applications for mortgage insurance through this program through September 2024, and for the FFB to purchase the FHA-insured mortgages through September 2027. Unlike the previous version of the program, there is no dollar cap so FHA can provide firm approval letters to insure all eligible HFA-underwritten mortgages that meet risk-sharing program standards, according to HUD.

Restarting the program will enable state HFAs to serve smaller developments, rural areas, and other essential projects that conventional financing does not, said the National Council of State Housing Agencies. AHF

Tax Credits

Syndicators Report Active First Half

Midyear survey looks at increase in credits and continued deal scrutiny

DONNA KIMURA

ADOBE STOCK / SECONDSIDE

A majority of low-income housing tax credit (LIHTC) syndicators expect pricing to hold steady in the second half of the year. However, several caution that prices could dip as the market sees an increased supply of credits this year.

They cite the new 4% credit floor, a long-sought change that was approved by Congress at the end of last year and will help finance an additional 130,000 affordable units between now and 2030, estimates Novogradac, an accounting and advisory firm.

In addition, 11 states and Puerto Rico are receiving extra LIHTC authority to help communities rebuild from recent disasters, and there's legislation to further expand the housing tax credit program. All of this is good, but it could take time for the market to absorb all the credits at first.

While keeping a close eye on the supply and demand for credits, about 70% of the syndicators surveyed by Affordable Housing Finance expect pricing to stay steady, and 25% expect prices to drop in the second half of the year.

"Dating back to late 2019, we have seen LIHTC pricing decrease by 3 to 4 cents in most markets," says Jason Gershwin, executive vice president at R4 Capital. "We have noticed a less acute decrease in pricing over the past six months. While we do expect that the lingering effects of the fixed 4% credit and large amount of awarded disaster credits will combine with the likelihood that legislation will further increase credit supply to put additional downward pressure on LIHTC prices, other market factors may increase investor demand and therefore counter the downward pricing trend. Though a further decrease in credit pricing is possible, we expect LIHTC pricing six months from now will be relatively the same as it currently stands, especially for top developers with projects in strong markets."

Officials at the Massachusetts Housing Investment Corp. (MHIC) also expect pricing to remain steady.

"There continues to be strong Community Reinvestment Act demand

in the markets MHIC serves," says Joe Flatley, president and CEO. "Additional credits in the market have not impacted pricing thus far, but that is a fluid situation that we are actively monitoring."

Another factor is that many investors seem to be reaching their limits for 2021 and now are selectively reviewing 2022 opportunities, according to Lori Little, president and CEO of the National Affordable Housing Trust. "We expect that some developers may see strong prices for the right deals but generally expect that some pricing offered now may be at or below what was being realized at the end of the second quarter as financial partners were trying to finalize their 2021 pipelines," she says.

Overall, investor appetite has remained strong this year, but given the additional supply in credits from the fixing of the 4% rate and ongoing concerns surrounding the COVID-19 pandemic, investors continue to focus on deals with resilient capital structures, including strong debt-service coverage ratios and contingency levels, and developed by strong sponsors, adds Stephanie Kinsman, managing director, investor relations, at Red Stone Equity Partners.

The recent survey finds that 19 leading syndicators closed about $5.2 billion in equity and acquired 445 LIHTC developments in the first half of the year.

The price paid per dollar of credit averaged 90 cents in the second quarter, about the same as was reported in the fourth quarter of 2020. Yields to investors averaged 5.02%, up from 4.86% at the end of last year, according to the AHF survey.

2021 MIDYEAR LIHTC EQUITY SURVEY

Company	$ Closed in First Half (in Millions)	Projects Acquired in First Half
Berkadia Affordable Housing	119.5	8
Boston Financial Investment Management	315.0	28
CAHEC	73.0	25
Cinnaire	63.2	9
CREA	426.0	35
Enterprise Housing Credit Investments	613.0	38
Hudson Housing Capital	300.0	15
Hunt Capital Partners	218.0	14
Massachusetts Housing Investment Corp.	55.1	6
Merritt Community Capital Corp.	102.0	6
National Affordable Housing Trust	65.9	8
National Equity Fund	379.8	33
Ohio Capital Corporation for Housing	152.1	19
Raymond James Tax Credit Funds	725.0	62
RBC Community Investments	483.0	40
Red Stone Equity Partners	357.4	32
R4 Capital	352.0	19
The Richman Group Affordable Housing Corp.	250.0	31
WNC	176.0	17

Source: AHF Survey, August 2021

More 4% Deals

"The LIHTC market did not skip a beat in the first six months of 2021 despite feeling the lingering effects of the pandemic, a presidential transition, and increased merger and acquisition activity amongst bank clients," says Tony Bertoldi, co-president of CREA. "While LIHTC yields continued to compare very favorably to alternatives, a renewed focus on socially conscious investing initiatives by corporations brought further depth to an already very strong investor pool."

On the deal side, bond deals benefited from additional equity resulting from the new 4% floor, according to Bertoldi, noting that a number of deals awarded under the "average income" option were restructured to provide more cushion, making them more palatable to the investor community.

Several syndicators report seeing not only more but also larger 4% deals this year. The new minimum rate is helping make many projects feasible.

"The additional sources resulting from the 4% floor created more cushion in deals that might have previously been undersourced, which could now be underwritten to a 1.20x debt-service coverage, as opposed to 1.15x, and feature a full six months of operating deficit reserves," Bertoldi says. "These deals also continue to benefit from a low interest rate environment."

The additional equity in 4% projects is helping to source the increasing construction costs taking place and could not have come at a better time, adds Tammy Thiessen, managing director, originations, and sales co-head, at RBC Community Investments.

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More transactions pencil out, but it has also created a lot of highly leveraged deals that are challenged to find equity sources, says Steve Kropf, president and CEO of Raymond James Tax Credit Funds.

Overall, the surveyed syndicators reported that of the 445 deals they closed in the first half, 206 were 4% projects and 239 were 9% deals.

COVID Impact

The COVID-19 pandemic brought increased scrutiny on deals last year, and those measures continue to remain in place, especially as some areas have seen a recent surge in COVID cases.

"Investors are still interested in seeing COVID stress tests on construction delays and operational metrics such as vacancy and rent trending," says David Leopold, senior vice president and head of affordable housing at Berkadia, noting that LIHTC portfolios have performed well.

> Most syndicators are pretty optimistic about the coming months, including the potential passage of the Affordable Housing Credit Improvement Act and a sweeping infrastructure bill.

Investors are looking for a good understanding of construction cost buyouts due to the price increases in materials. In the past, there was limited focus on this, but now Berkadia is talking directly with general contractors more often than before about buyouts, according to Leopold.

On the deal level, R4 Capital has continued to incorporate more sensitivities in its underwriting and look carefully at potential construction delays, increased costs, and downside rental collections, according to Gershwin.

"On the fund level, we continue to perform a stress test on fund projections under which we assume that all fund projects' construction and lease-up schedules are delayed six months to account for any potential impacts of COVID-19," he says. "The stress tests prove that the funds and their respective properties are structured with the necessary protections to keep our investors' returns constant."

Others agree that the new reviews will be around for a while longer. "COVID stress-testing remains, and we foresee that being the case at least through 2022 as new variants come

Fannie Mae, Freddie Mac to Increase LIHTC Investments

Fannie Mae and Freddie Mac can each invest up to $850 million annually in low-income housing tax credits (LIHTCs), an increase from the previous $500 million cap, announced the Federal Housing Finance Agency (FHFA).

Within the $850 million annual funding cap, any investments above $425 million in a given year are required to be in areas that have been identified by FHFA as markets that have difficulty attracting investors.

This marks an increase in the amount of investments under the cap that must be made in targeted transactions that either support housing in Duty to Serve-designated rural areas, preserve affordable housing, support mixed-income housing, provide supportive housing, or meet other affordable housing objectives.

"From the beginning, we said our focus is going to be broad based, and it's going to be on underserved markets and projects," says Dana Brown, vice president, multifamily, at Fannie Mae. "That's what we've been doing and what we plan on continuing to do. This annual cap increase allows us to do more."

Fannie Mae, which has invested in housing credits through both proprietary and multi-investor funds with syndicators, will start to build out its pipeline and deploy capital into the market as soon as possible, with the impact of the increased volume cap likely seen early next year, according to Brown.

Brown notes that the increase in investing volume for Fannie Mae and Freddie Mac comes at a time when the overall LIHTC market has grown. There's approximately 25% more credits than in 2020 as a result of special disaster credits that were made available in California and other states and a recent change to a 4% minimum credit rate, he says.

In addition, if the Affordable Housing Credit Improvement Act passes, that would bring even more tax credits into the market.

"It [the cap increase] is timely," says Steve Johnson, vice president, small balance loan and targeted affordable sales and investments, at Freddie Mac, noting the growth of the overall housing credit market as well as the increased importance of housing and economic recovery during the COVID-19 pandemic. "It feels like the right time."

He says he's excited about the LIHTC platform and team that Freddie Mac has built as well as the government-sponsored enterprises' new investment levels.

"Across the two agencies, it's $1.4 billion over two years, from now to the end of this year and next year," Johnson says. "We think there's a lot of good that can be done."

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Find out if you're eligible at **conEd.com/Multifamily** out and various parts of the country go in and out of stricter protocols," says Amy Dickerson, managing director at Hunt Capital Partners.

The continuing challenges of COVID-19, the end of the eviction moratorium, and rising construction costs are among the concerns hanging over the industry.

However, most syndicators are pretty optimistic about the coming months, including the potential passage of the Affordable Housing Credit Improvement Act (AHCIA) and a sweeping infrastructure bill.

"If that happens, more developments can move forward though there will be a scramble to bring enough investor capital into the market to absorb the additional credits," says Scott Hoekman, president of Enterprise Housing Credit Investments. "While some are concerned about what that might do to pricing, I'm optimistic that our industry will rise to this challenge like we have so many others."

With the AHCIA, new and nontraditional investors will enter the market, add officials at Merritt Community Capital Corp. "Particularly if there is also an increase in the corporate tax rate, investors will move quickly to get in before the increase, and, following the increase, a wider range of nontraditional investors will be attracted," says Ari Beliak, president and CEO. "We believe that corporate tax rate increases coupled with the growing focus on ESG and investing for social impact will persuade nontraditional investors who have been on the sidelines to take to the field."

> "Investors are still interested in seeing COVID stress tests on construction delays and operational metrics such as vacancy and rent trending." —**DAVID LEOPOLD**

The LIHTC market always seems to find equilibrium, agrees Matt Reilein, president and CEO of the National Equity Fund.

"Despite the market challenges of COVID, the LIHTC industry has proven resilient after only a short adjustment period, and the number of LIHTC developments in need of credits and/or bond allocations continues to increase steadily," he says. **AHF**

WALKER & DUNLOP TO ACQUIRE ALLIANT CAPITAL

Walker & Dunlop is expanding its affordable housing business with the acquisition of Alliant Capital and its affiliates, Alliant Strategic Investments and ADC Communities.

The move will add Alliant's low-income housing tax credit (LIHTC) syndication capabilities to Walker & Dunlop's sizable affordable debt financing space.

Alliant was No. 6 in the National Multifamily Housing Council's list of top syndicators this year and has participated in the development of more than 100,000 affordable units serving over 400,000 families.

In 2020, the firm closed $386 million in LIHTC capital and acquired 32 properties, according to Affordable Housing Finance's syndicator survey.

With the overall LIHTC market having an annual volume of about $18 billion, there's an opportunity to grow Alliant's market share as part of Walker & Dunlop (NYSE: WD), according to the firm.

"Alliant is one of the largest and most respected tax credit syndicators and affordable housing developers in the country. The addition of their people, assets, and capital formation capabilities immediately makes Walker & Dunlop a market leader in affordable housing—lending, sales, and tax credit syndication," said Walker & Dunlop chairman and CEO Willy Walker. "With Fannie Mae, Freddie Mac, and the Department of Housing and Urban Development all focused on affordable housing and more and more Americans seeking affordable rental housing, the combination of Alliant and Walker & Dunlop is a home run. Shawn Horwitz has built an incredible team and company, and we look forward to welcoming them to Walker & Dunlop."

The acquisition also opens up the opportunity for debt financing and property sales opportunities from its portfolio to boost Walker & Dunlop's transaction volume.

The firm will acquire Alliant at a total enterprise value of $696 million. This will be comprised of $351 million of cash and assumption of Alliant's securitized debt facility, which had an outstanding balance of $155 million at July 31; $90 million of Walker & Dunlop stock with the number of shares to be determined at closing; and $100 million of earn-out structured as participating interest in future cash flows over the next four years.

The deal is expected to close in the fourth quarter and is subject to certain regulatory approvals and consents of Alliant's investor and lender partners.

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Three industry leaders enter the ***Affordable Housing Hall of Fame***

CHANGE MAKERS

BY DONNA KIMURA

Diana McIver, Anne Segrest McCulloch, and John Parvensky have each made a difference for affordable housing. They've created and financed needed homes, but more than that they've built a foundation for others in the industry to stand on. For their lasting contributions, they are being inducted into AHF's Affordable Housing Hall of Fame this year.

McIver, president and owner of DMA Cos., is an accomplished developer and steadfast advocate. She's also been an important leader in Texas and beyond, working to improve programs and policies.

McCulloch is president and CEO of the Housing Partnership Equity Trust, a social purpose real estate investment trust that works with nonprofits to acquire and preserve affordable housing around the country. She's also held influential roles at the Department of Housing and Urban Development and Fannie Mae.

Parvensky has been president and CEO of the Colorado Coalition for the Homeless since 1985. He and his organization walk the walk, serving the neediest and most vulnerable in their community.

They each continue to make a difference.

This year's Hall of Fame class will be recognized at AHF Live: The 2021 Affordable Housing Developers Summit, Nov. 15-17, in Chicago.

TRUE GRIT

PHOTO BY JON ROSE

John Parvensky has dedicated his career to housing the neediest

John Parvensky is at work on yet another groundbreaking development.

His organization, the Colorado Coalition for the Homeless, recently started construction on the Stout Street Recuperative Care Facility and Renaissance Legacy Lofts. The first-of-its-kind development will provide 75 medical respite beds on the first three floors to give homeless individuals a safe place to recuperate after being hospitalized instead of being discharged to the streets or a shelter. The six floors above will provide 98 permanent supportive housing apartments.

This $48 million Denver development is its most complex yet—blending New Markets Tax Credits, 9% and 4% low-income housing tax credits, and requiring three separate ownership groups. It's the latest in a history of innovative developments by the Coalition, which has long kept its focus on serving the most vulnerable.

"Every time we complete a new project that allows a new family or individual to move from the street and into housing, it provides tremendous pride and reward," says Parvensky, president and CEO. "It always seems like the latest project is the most special."

The work is hard, meaningful, and well suited to him. Growing up in the 1960s, Parvensky was influenced by the anti-war movement and other causes that emerged during that time.

He made a decision to go to law school to learn the tools to advance social justice, and, while at the University of Pennsylvania, he was exposed to the needs of low-income communities and different ways to deliver health care, employment, and housing services.

As a young lawyer, he helped community groups in Philadelphia organize around the Community Reinvestment Act to demand reinvestment by banks in low-income communities, but Parvensky wanted to be on the front lines of advocacy and development. He moved to Colorado as the Coalition was getting started and became its leader in 1985.

John Parvensky and the Colorado Coalition for the Homeless are at work on the Stout Street Recuperative Care Facility and Renaissance Legacy Lofts that will provide housing and health care to people experiencing homelessness.

Under his watch, the nonprofit has grown from a single health clinic with two exam rooms to serving 20,000 people experiencing homelessness each year. The Coalition has developed about 2,000 affordable, supportive housing units, manages 2,000 scattered-site housing vouchers, and operates a major health center and four satellite clinics.

"John Parvensky is one of the people who helps with the conscience of Denver to ensure that as we make decisions as a community and as a city we are always thinking about people who are the most vulnerable, the most disadvantaged, and are without homes," says Britta Fisher, executive director of Denver's Department of Housing Stability.

"For the most vulnerable, we found that we needed to provide intensive health, mental health, and other supports to keep people housed. That's how we end homelessness, one person or family at a time."

Housing and Health

Ahead of his time, Parvensky realized early on that focusing on "housing as health care" was critical to addressing homelessness. "We could provide quality health or mental health care to people experiencing homelessness, but, if we sent them back to the streets, the likelihood that their health status would improve was limited. So, when we couldn't find landlords that would house our folks, we started buying and then building housing," he says. "And for the most vulnerable, we found that we needed to provide intensive health, mental health, and other supports to keep people housed. That's how we end homelessness, one person or family at a time."

The connection between housing and health became even more critical during the past year amid the pandemic.

"In March 2020 when the pandemic struck locally, John was one of the partners who participated in daily calls with the city of Denver Emergency Operations Center and shelter and homeless service providers as we collaborated to serve people without homes as our community entered stay-at-home orders," says Fisher.

"John's work showing that housing is foundational to health was suddenly visible to the whole community," she says. "He leaned in and led as we navigated an historic crisis with focus on serving people with the fewest resources."

Fighting Homelessness

Parvensky has been a pioneer in bringing the Housing First model to Denver, an approach that aims to get people who are experiencing homelessness into housing as quickly as possible and then offering the supports they need to improve their lives and maintain housing.

"John has dedicated his life to fighting homelessness and building strong communities," says Sen. John Hickenlooper (D-Colo.). "An organizer at heart, he knows it takes collaboration to tackle affordable housing and chronic homelessness. Colorado is stronger because of John's work."

Parvensky and his wife, Tenley Stillwell, a social worker, recently celebrated their 40th anniversary. They met while in college when Parvensky was organizing the law school and Stillwell was organizing the social work students to push back against the university's firing of housekeepers who wanted to join a union. Their daughter, Michele, works on child poverty issues.

"Every time I've had a twitch of thinking that maybe it's time to move and do something different, there would be a new challenge that captured my imagination and attention," Parvensky says. "It's been challenging, but overcoming those challenges with staff and partners to achieve things that no one thought was possible has made me want to continue to do this as long as we can."

Q&A

POLICY OR PROGRAM CHANGE YOU WOULD LIKE TO SEE:
I would convert the federal Section 8 Housing Choice Voucher program into a universal housing voucher, so that the three out of four Americans who are in need of housing assistance, but unable to obtain a voucher, would receive one. I would also increase the percentage of vouchers that could be "project-based" to 50%, in order to stimulate the new development of housing that is truly affordable to our lowest-income families—those with the greatest housing needs.

INDUSTRY ACTIVITIES:
I worked on national public policy issues of affordable housing and homelessness as the president of the board of directors of the National Coalition for the Homeless for eight years, including a year as its interim executive director. I also worked with the National Health Care for the Homeless Council.

INTERESTS:
Cycling across the mountains and hills of Colorado.

WHO'S YOUR HERO AND WHY?
I don't really have traditional "heroes." My heroes are my staff who provide housing and health care day after day to our most vulnerable clients, with dignity and respect, expecting nothing in return. They are my true heroes.

LAST BOOK YOU READ?
"How to Be an Antiracist" by Ibram X. Kendi

HEART & SOUL

Diana McIver has been a major presence in Texas and beyond

DIANA MCIVER has been one of the pillars of the affordable housing industry.

As president of DMA Cos., McIver has developed affordable, special-needs, and mixed-income housing for more than 2,500 families with 500 more doors opening this fall. In addition, she's had a hand in creating thousands of more homes as a consultant and advocate.

"I love what I do. Every day is different, full of new challenges," she says. "I encourage people who aren't happy in their jobs to go out and find as a career something they like to do. There's going to be something out there that you really enjoy, and you just need to go for it."

> "I encourage people who aren't happy in their jobs to go out and find as a career something they like to do."

McIver, who has lived those words, has been an important member of the affordable housing business for decades, earning the respect of peers and competitors.

"She is one of the wisest people I know in this industry," says developer Justin MacDonald, president and CEO of MacDonald Cos. "I think the main thing that makes Diana special is her immense care for our industry and its stakeholders, especially the residents and communities that we are here to serve. Her ideas and actions are always so thoughtful and well-considered."

His late father, Granger MacDonald, used to quip that anytime he couldn't make it to a Texas Department of Housing and Community Affairs meeting on a proposed rule that he should just give McIver his power of attorney because she would do and say the right thing, recalls MacDonald.

"Simply put, affordable housing in Texas would look completely different if not for Diana's work," he says, crediting her with fighting to improve the allocation process for the important low-income housing tax credit (LIHTC) program.

Early Start

McIver began her career on the staff of the Senate Special Committee on Aging, where she spearheaded legislative changes to housing programs for seniors. She then joined the National Center for Housing Management, traveling the country teaching people how to develop and manage affordable housing utilizing the federal Section 202, Section 515, and Section 8 programs.

After leading one of these seminars, McIver and co-trainer Pat Conroy got the idea to do their own developments. They quit their jobs, moved from Washington, D.C., to Texas, found sites, and submitted three applications for the Section 8 new construction program, but in a case of bad luck the program was canceled the same year, stalling their dreams of becoming developers.

Fortunately, McIver and Conroy were in demand as consultants, assisting several national nonprofits. McIver started Diana McIver & Associates in 1986, continuing to work with nonprofits, while Conroy started a software firm tailored to the multifamily industry.

Still harboring the "development fever," McIver began developing for her own portfolio in 1998 to fill a need in rural Texas communities and has since branched out with developments in the state's major cities, including award-winning developments in her backyard in Austin.

This work resonates with her on several levels. She likes the challenge of developing properties and planning spaces but also the satisfaction of seeing people thrive in the housing that's been built. "You're doing something that is very rewarding," says McIver. "I'm glad my entrepreneurial spirit took over when I was young and foolish and had absolutely no idea of the kind of financial risk I was taking. There are so few women-owned real estate development firms, and I believe it is because stereotypically women are not risk takers. We need to change that."

DMA Cos. includes both a development arm (DMA Development Co.) and a property management arm (DMA Properties); a business that started as a one-woman shop has grown to a team of 106. McIver still remains one of the few women in the industry to own her own development business.

"I'm very proud of the company we've built," she says. "It's more of a boutique development firm. We don't do big cookie-cutter deals. Everything we do is tailored to the site and the community."

She also swells with pride about the team she's built. Her executive and senior vice presidents have been with her 23, 20, and 16 years. "They get full credit for our successes," she says.

> "There are so few women-owned real estate development firms. We need to change that."

She's touched many others beyond her own company.

Bobby Bowling IV, president of Tropicana Building, has known McIver since 2001 when he received his first housing tax credit award in Texas. In those days, the LIHTC business was much smaller than it is now, with maybe 10 or so experienced developers regularly working in the state. Bowling was about 31 years old and just starting out in the field.

Because the business was more personal back then, the developers would get together in a room and hash out issues. "I remember Diana hosted one of these events, and I felt so honored that I got invited," Bowling says.

Not everyone treated the young developer with the same amount of respect that McIver showed, he says.

Bowling recalls when a regional allocation formula was established for the LIHTC program. It was created by a statute drafted by his state senator from El Paso. Perhaps McIver drew the short straw among the group of veteran developers at the time because she was the one who called Bowling, and they ended up working together to fine-tune the formula that still largely stands today.

Conroy and McIver, whose "nonhousing" partnership has survived in excess of 40 years, have a blended family with "his and her" children, and now grandchildren, from earlier marriages. They both have a penchant for good food and good wine, with visits to California wine country.

The product of a "dance family," McIver still sets aside time for dance classes, with both ballet and tap on her weekly schedule. "Ballet is good for the soul, and tap is good for the heart," she says.

Q&A

FIRST JOB: When I was 13, I taught 4- and 5-year-olds to tap dance at my mother's studio and continued to teach through my college years. This experience served me well because if you can teach a 4-year-old to tap, you can teach the tax credit program to an elected official.

SKILLS THAT HAVE HELPED YOU THE MOST: I have a knack for taking complicated concepts and being able to explain them simply and concisely. Also, I can see both sides of an issue—I can put myself in the other person's shoes, helping me to reach a win-win solution.

POLICY OR PROGRAM CHANGE YOU WOULD LIKE TO SEE: Though not a policy per se, I am trying to get people to avoid using the term "low-income resident." Our residents are invariably hardworking individuals or seniors on fixed incomes who pay rent and are solid citizens. The phrase "low-income" should not be used as an adjective for a person. Let's focus on people's qualities, not their income levels, in describing them.

INDUSTRY ACTIVITIES: Executive Committee of the Housing Advisory Group; vice president/legislative chair of the Texas Association of Local Housing Finance Agencies; past president of the Texas Affiliation of Affordable Housing Providers (TAAHP), and co-chair of its Federal Legislative Initiative; board member, HousingWorks Austin. McIver received the Jean MacDonald Lifetime Achievement Award from TAAHP in 2013, which is awarded to a woman recognized as an industry trailblazer.

WHAT'S NEXT FOR YOU? My mission for the next year (or so) is to get our Texas members of Congress signed onto the Affordable Housing Credit Improvement Act (H.R. 2573) and to get the legislation enacted. I'm tackling them one member at a time, and I can take all or partial credit for four at this time. So, I've got a way to go. I know I am at that age where you are expected to retire and have fun ... but I'm having fun. The one thing I know for certain is that I'm not sitting down. My ballet teacher relates a story about her mother who became very sedentary and lost much of her mobility. Her mother admitted ruefully, "I sat down too soon." So just to be certain, I just bought myself a stand-up desk!

Congratulations to Chris Murray on being selected as one of this year's AHF Young Leaders.

Thank you for your contributions to affordable housing and the impact you have made in the industry. Your work has been instrumental to the company and this well-deserved recognition highlights your dedication to our nation's housing needs.

On behalf of Red Stone Equity Partners, we congratulate all the honorees.

Chris Murray | Managing Director | Acquisitions (Northeast)

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HIGH IMPACT

Anne Segrest McCulloch has stood out in multiple roles

TAMZIN B. SMITH

AFTER HER FIRST YEAR of law school, Anne Segrest McCulloch worked at Georgia Legal Services, cataloging every rental housing unit in the state that had federal subsidies attached to it.

It didn't matter if the property was involved in a Department of Housing and Urban Development (HUD) program or supported by the Rural Housing Service, she diligently made a record of it in the summer of 1982.

In the years following, McCulloch would run across many of those same properties during an exceptional career that has included influential roles at HUD, Fannie Mae, the Federal Deposit Insurance Corp., and the Resolution Trust Corp.

> "There has to be a human impact, a community impact. Housing does both."

"It's important to me to do work that has scale and impact, that can change lives, change markets, at scale across communities," she says.

More than that, McCulloch says she's also needed the tangible stories about people. "There has to be a human impact, a community impact," she says. "Housing does both."

Today, she's president and CEO of the Housing Partnership Equity Trust (HPET), a Washington, D.C.-based social purpose real estate investment trust that acquires and preserves affordable housing in partnership with leading nonprofit apartment owners.

McCulloch joined HPET in 2017 following an 18-year career at Fannie Mae, where she held several high-level roles, including deputy general counsel for its vast multifamily finance business.

Lasting Work

As chief of staff to former CEO Daniel Mudd and chairman Stephen Ashley, McCulloch led a team of executives to New Orleans and the Gulf Coast in the days after Hurricane Katrina. Fannie Mae was one of the largest investors in the region, holding a sizable mortgage debt and serving as a major low-income housing tax credit investor at the time. In addition, the company had millions of more dollars of apartment and home loans in process when the storm struck. The company had to make a series of decisions about keeping the money flowing and how to handle losses when it was unknown if the properties were still even standing.

This early trip, which took place when flights and hotels were barely in service, was critical in Fannie Mae making $78 billion in investment in the Gulf Coast over the next five years. With those investments, the firm was able to significantly reduce its projected losses by keeping deals flowing and help the region recover.

It was a pivotal moment for McCulloch, who had lived on the Gulf Coast and started her legal career there representing community and environmental groups. The work also has had a ripple effect in other parts of the country.

"Anne was instrumental in putting together the framework around Fannie Mae's disaster response that helped in the rebuilding, particularly affordable housing, in those hard-hit areas after Katrina," says Ralph Perrey, executive director of the Tennessee Housing Development Agency. "I believe that template has continued at Fannie Mae as a model for their response to other natural disasters where large amounts of housing have been lost."

Following the big Smoky Mountains fire in 2016, many of the same resources were brought to Tennessee, says Perrey, who first crossed paths

with McCulloch when both were working at Fannie Mae. They now both serve on the board of the National Housing Conference.

In another move, McCulloch was involved in helping develop an umbrella agreement between Fannie Mae and state housing finance agencies (HFAs) that made it easier for HFAs to originate affordable loans backed by Fannie Mae, according to Perrey.

"Her heart is the in the business of affordable housing, but so is her head," he says. "She recognizes that if we are going to involve the private sector as builders, as investors, and as partners in developing and preserving affordable housing, that dollars and cents have to add up. The deal has to pencil out, and it has to be safe and sound. By bringing the commitment to build and preserve affordable housing and the practical aspect that it has to make sense, Anne has been very effective. That is an approach that partners value, and it's how you get things done."

As senior vice president for credit and housing access at Fannie Mae, McCulloch also worked with a team that nurtured the HomeReady mortgage program that recognized the economic power of families that lived in multigenerational households. It was a move that allowed households with grandparents and extended family members or other nontraditional households to become homeowners.

> "Housing is a team sport. You don't do it by yourself."

"That's the function of the government-sponsored enterprises, to look at the country we have and what its credit needs are and figure out how to meet those needs," she says. "It's not to say this is who we were in 1965."

Earlier at HUD, she was a senior adviser brought in to work on a large Federal Housing Administration (FHA) loan sales program. She also helped establish the Mark-to-Market program, which helps preserve housing affordability by restructuring FHA-insured or HUD-held mortgages.

"Anne would walk in my office sounding like a community organizer and would have left the room viewed as a banker with a heart," says Nic Retsinas, former FHA commissioner.

McCulloch, who is married with two adult children, calls herself "generically Southern." Born in Alabama, she grew up in Georgia and spent summers on a farm in Mississippi. Her parents were community activists involved in the Civil Rights movement in Alabama in the 1950s and 1960s and later worked on Appalachian economic development and education issues. Her Presbyterian minister father finished his career working with farmworkers in the Arkansas Delta.

McCulloch couldn't have predicted her career path. Instead, she says she's been open to taking on new opportunities, and she's been fortunate to be surrounded by exceptional colleagues.

"Housing is a team sport," she says. "You don't do it by yourself."

She's looking forward to working on more challenges in an evolving industry, and just maybe a familiar deal from Georgia will find her desk.

Q&A

FAVORITE COLLEGE CLASS: There are two. Pre-Columbian Art: The professor introduced us to the concept of "horror vacui" in art, or "fear of empty space," and it goes to the approach of filling the entire surface of an artwork with detail. In physics the concept is often characterized as "nature abhors a vacuum." In my work, I am often trying to fill an entire space so families do not fall through the cracks. My other favorite class was the South Since 1945, taught by the Tulane University president, and it provided me with a historical and intellectual framework for understanding my region and my own lived experience.

POLICY OR PROGRAM CHANGE YOU WOULD LIKE TO SEE: I want us to figure out how to better finance houses that cost less than $100,000. Our whole housing system is too tilted toward larger, more expensive housing, leaving many families and individuals and many communities behind.

FAVORITE SPOT IN D.C.: Dumbarton Oaks in Georgetown for its magnificent gardens and Pre-Columbian art collection.

INTERESTS: Traveling and reading. I belong to multiple book clubs.

INDUSTRY ACTIVITIES: Chair of the National Housing Conference's board of governors, member of the advisory board of National Association of Real Estate Investment Trusts, Fannie Mae's Affordable Housing Advisory Council, and the boards of directors of the National Association of Affordable Housing Lenders and the Alliance for Housing Solutions.

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HIGH ACHIEVERS

Six industry leaders are named ***AHF Young Leaders***

BY CHRISTINE SERLIN AND DONNA KIMURA

Meet six talented young men and women making waves in the affordable housing industry.

This year's AHF Young Leaders are Mansur Abdul-Malik, vice president of development at The NHP Foundation; Chris Murray, managing director for acquisitions at Red Stone Equity Partners; Luan Nguyen, asset stabilization expert at Cinnaire: Kyle Paine, president of Community Development Partners; Carey Parker, CEO of LHP Capital; and Kristen Senff, vice president of originations at National Equity Fund.

Despite their ages—all are 40 or younger—they're making a big impact at their firms and the larger affordable housing sector.

AHF's Young Leader award was established in 2008 as a way to celebrate and support the development of the next generation of difference makers. The 2021 class will be recognized at AHF Live: The 2021 Affordable Housing Developers Summit, Nov. 15-17, in Chicago.

ON THE GROUND

The NHP Foundation's **Mansur Abdul-Malik** helps grow nonprofit

MANSUR ABDUL-MALIK is integral in The NHP Foundation's (NHPF's) mission of creating and preserving affordable housing throughout the country, but especially in Baltimore and Washington, D.C. Since joining the organization in 2012, he has risen from an associate to an officer, becoming vice president of development in 2019. Abdul-Malik has helped the nonprofit expand its portfolio by approximately 1,800 units and has overseen $200 million in development.

While his position involves a good amount of office-based work, the 37-year-old is also out in the field, visiting project sites and meeting with residents. "I don't think you get your arms around a development until you go out and see it," he says.

He recently managed the development and rehab of 94 scattered-site single-family homes for extremely low-income families in his hometown of Baltimore. The Hollander Ridge development created affordable housing in high-opportunity neighborhoods with good schools and other amenities.

"It allows folks who are 50% of the area median income and below to live in neighborhoods that they may otherwise not be able to," he says. "Even if they are working as hard as they could, it would take them a while to be able to close the income gap in order to buy a home in one of these neighborhoods."

Abdul-Malik's accomplishments also include bringing solar power to Parkchester Apartments in southeast D.C., which led him to create a subsidiary that leases the rooftops from NHPF properties, finances the installation of solar panels on them, and splits the power generated and benefits between the organization and its residents.

Abdul-Malik is a member of NHPF's Race and Social Injustice Task Force, and he's also involved in Urban Land Institute's UrbanPlan program that teaches high school and college students about real estate development. Outside of work, he enjoys cycling and archery and coaches youth duckpin bowling. He and his wife have a 6-year-old son. —D.K.

A HELPING HAND

Red Stone Equity Partners' **Chris Murray** thrives on being a resource for the industry

CHRIS MURRAY, managing director for acquisitions at syndicator Red Stone Equity Partners, values being a resource to get affordable housing developments across the finish line.

"I take pride in the ability to be helpful and a resource for these developers that are trying to get developments going and are looking for financing," he says. "At the same time, I spend a lot of time with folks who are trying to put a deal together and have questions. Even if we're not working on a specific transaction and they go to someone else for financing, I'm still a resource to help them."

Murray, who has more than 16 years of experience in real estate investment and low-income housing tax credit syndication, runs Red Stone's origination and acquisition efforts for the Northeast region, working with developer partners on a variety of transactions.

During his 14-year tenure at Red Stone, he has been responsible for the origination and structuring of more than $2 billion in tax credit equity for nearly 160 projects with more than 15,000 units across 18 states. He also has forged strong relationships with leading industry developers and expanded business into the Mid-Atlantic, including Maryland, Virginia, and Washington, D.C.

Murray, 38, says that while he is working on a transaction, with the multitude of paperwork and conference calls, he always has his eye on the final product.

"Even the tough times during the day to day, I remind myself the end goal is to build this housing to help people," he says. "It's rewarding when you finally go and see the finished product and hear from the tenants living there about how happy and relieved they are to have safe, affordable housing. At the end of the day, the result of this work is doing something to help people. You don't get that at every job and career." —C.S.

FULL CIRCLE

*Cinnaire's **Luan Nguyen** has vested interest in mission-based work*

LUAN NGUYEN knows from experience the power of affordable housing. In search of a better life, his family left Vietnam for the United States when he was 2. During the journey, his mother sold her wedding ring to buy food for her young son before making it to Michigan. The immigrants stayed with relatives and worked different jobs to make ends meet. When they found affordable housing in Lansing, it was a pivotal moment, providing the family with a place of its own and a foundation for Nguyen to succeed.

After graduating from college with a degree in finance, Nguyen began his career underwriting commercial real estate loans for a bank. In his spare time, he had participated in several volunteer events that made him think about what he was contributing to the community. That led him to join Cinnaire, a Michigan-based low-income housing tax credit syndicator and community development organization.

"The work that I had been doing was missing a mission component that I cared about," Nguyen says. "When we finally found affordable housing in Lansing, it was a such a relief. Having our own home meant we could live with dignity and join a community. I know firsthand what people can do given the opportunity. That's what led me to work in affordable housing and why I have a vested interest in what we do."

Since joining the company in 2015, he has been promoted several times, recently moving up to asset stabilization expert. His role oversees all aspects of the financial performance, investor reporting, and partner relationships within a portfolio of more than 80 affordable housing communities. He focuses on special assets, forming action plans to stabilize those assets. Nguyen, 33, has been instrumental in Cinnaire Cares, an employee-driven effort that has raised over $100,000 in funds for community groups. He's also led Cinnaire's resident relief fund, another philanthropic initiative providing aid to families that have been severely impacted during the pandemic.

"My family came across mission-based organizations and people who cared enough to help us with those life necessities," he says. "To come full circle and work now for an organization like Cinnaire that invests and supports people in similar circumstances is beyond fulfilling for me."

Nguyen says he strives to be someone his daughter can model and a man his wife and family can be proud of. —D.K.

PUSHING THE ENVELOPE

*Community Development Partners' **Kyle Paine** thrives on creativity*

TEN YEARS AGO, KYLE PAINE and his brother, Eric, took a chance on the affordable housing industry. They founded Community Development Partners (CDP), based in Newport Beach, California, with the belief that stable housing is necessary for a high quality of life.

Paine had been working in multifamily when the Great Recession happened and all development stopped and then later for a property management firm, where he oversaw a few affordable housing projects.

His newly founded firm got a few deals right away, and the rest is history. In the past decade, CDP has completed 24 developments, with almost two dozen more in various stages of construction or predevelopment, providing affordable homes for more than 2,000 households in Arizona, California, Nevada, and Oregon.

"It's still a young company," says Paine, who serves as president and oversees all acquisition and development activities in Arizona, California, and Nevada. "I feel like we're new in the industry, we still have not seen Year 15. We will celebrate our 10th year at the end of 2021, and that's a big milestone for us."

Paine says when CDP was founded, none of the staff had experience in affordable housing, and the team has grown and learned together over the years.

"Not having this trajectory early on, I feel like I have grown up in my career and understanding of all things real estate," he says. "I am very lucky to work in a job that not only keeps me busy but is motivating. At the end of the day, I'm helping people."

For the 39-year-old, the creativity that comes with the design, amenities, and services and how that will impact CDP's residents is what drives him. Working toward its mission of providing a high quality of life for its residents, he says the firm continues to push the envelope on amenities and services—for example, adding community gardens, retail space for nonprofits, and arts installations and programming.

Paine says CDP will continue to push that envelope and keep a steady growth plan, with six or seven deals a year between the Newport Beach and Portland offices.

Outside of the office, Paine enjoys staying active through running, snowboarding, and basketball. He and his wife have two young children. —C.S.

SOCIAL CALLING

*LHP Capital CEO **Carey Parker** focuses on housing for some of the most vulnerable*

CAREY PARKER has moved up the ranks at LHP Capital, a leading affordable housing developer and owner headquartered in Knoxville, Tennessee.

Since joining the company as an accountant in 2006, she has served as an asset management analyst, controller, and senior vice president before being named CEO in 2017 when she was just 35. The work is a good fit for Parker, who wanted a career that would contribute to the community.

"I could see that LHP not only provided a healthy return to our investors but provided a social purpose of preserving and developing housing for some of our most vulnerable populations," she says. "Our goal at LHP is to provide quality housing for our residents in a place they are proud to call home. By providing the housing, it results in a healthier community and a society that is economically thriving."

Since Parker has taken the helm, LHP has closed on 21 low-income housing tax credit projects valued at nearly $400 million. These deals have preserved the affordability of 2,343 housing units for families, individuals, seniors, and people with disabilities.

In 2019, LHP and the Nashville Metropolitan Development and Housing Agency received the Tennessee Housing Development Agency's Impact Award for the purchase and renovation of Trevecca Towers, a 564-unit community in Nashville.

During the past year, the focus for LHP and other firms has been the COVID-19 pandemic. Parker and her colleagues stepped up to provide resources to keep residents safe during the health crisis as well as tools to allow employees to work remotely.

Parker is a recent member of Leadership Tennessee, a group that unites people from across the state to collaborate on key issues, and a graduate of the Leadership Knoxville Class of 2019.

She serves on the boards of directors for the Legacy Housing Foundation and East Tennessee Community Design Center and the advisory board for the University of Tennessee's Haslam College of Business Department of Management.

Parker is married and has a 9-year-old son. —D.K.

CHANCE ENCOUNTER

*National Equity Fund's **Kristen Senff** finds perfect career fit with the LIHTC industry*

WHEN KRISTEN SENFF started her career at LaSalle Bank in Chicago, she fell in love with real estate.

"The very first deal I underwrote was a massive high-rise in downtown Chicago," she says.

A construction lender for commercial real estate until the Great Recession, she became a workout lender for Bank of America, which had acquired LaSalle.

"I learned more in that time watching deals go sideways," she says. That's where she got her introduction to the low-income housing tax credit (LIHTC) when she had a series of permanent loans cross her desk. She spent time educating herself about the LIHTC to unwind those deals in 2010 and decided that the industry would be a good fit for her, combining that love of real estate with a more mission-based purpose.

She joined syndicator National Equity Fund as an investor relations manager in late 2010 and then transitioned to the development side of the business as an originations officer in 2011. In 2014, she became an originator, overseeing NEF's developer relationships throughout the Midwest, and today she is vice president of originations, overseeing new LIHTC development projects in Indiana, Kentucky, Michigan, Ohio, and Tennessee.

While Senff, 38, says she is just one small piece of the affordable housing puzzle, she has had a larger impact. At NEF, she has closed about 75 projects and has 15 secured in the pipeline closing in the next several months. That equates to about $575 million closed and $150 million secured in the pipeline.

"I play a very small part in the story of helping create the basic foundation of housing for people," she says. "I really do believe housing is a cornerstone issue. If you don't have safe, stable, affordable housing, you can't move on from there and meet your goal potential."

Senff and her husband have three sons. —C.S.

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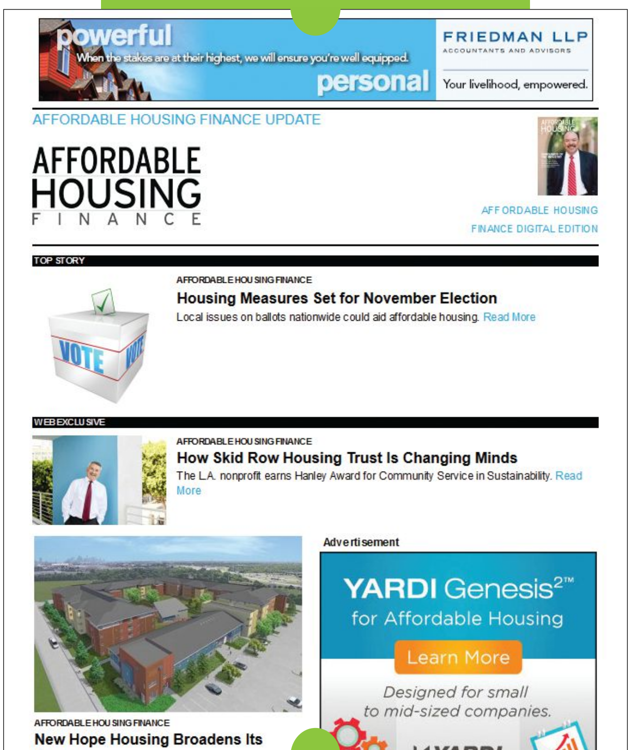

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(1) Outside County Paid/Requested Mail subscriptions stated on PS Form 3541.	7,528	7,687
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(1) Outside Country Nonrequested Copies Stated on PS Form 3541	3,624	3,473
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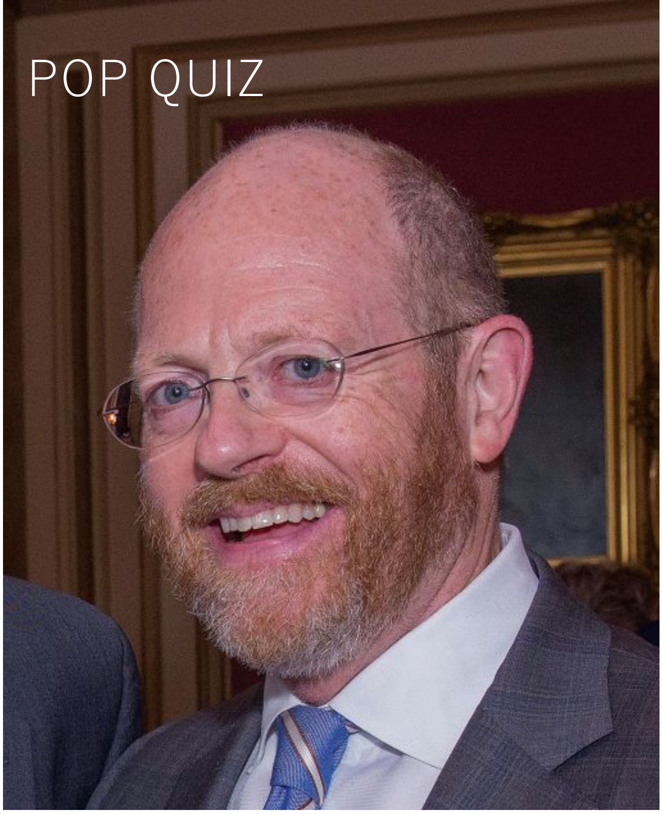
POP QUIZ



STEPHEN WHYTE is the founder and managing director of Vitus, a national owner and developer of affordable housing.

Headquartered in Seattle, the firm, which specializes in preservation projects, has provided stable homes to more than 25,000 residents in 25 states.

What was the first affordable housing project you worked on?
The first project I worked on was a long time ago! It was in 1989, and I was a commercial real estate broker in Portland, Oregon, trying to figure out how to put my degree in economics and finance to good use. A client had just placed a large apartment project under contract that the Resolution Trust Corp. had taken back from a failed savings and loan institution, and he asked me to "figure out" the very new low-income housing tax credit (LIHTC) program for him. I did that, resulting with the first bond-financed 4% project in the state. We got all of $0.51 for the tax credits, and the bonds were backed by only a 10-year letter of credit.

What did you learn from that first project?
Well, what was considered adequate rehab at that point would be considered a joke today. I think the rehab was $6,000 per unit, and of course it was woefully insufficient. The lesson was to make financial assumptions that truly support a minimum 15-year holding period.

What was a pivotal moment in your career?
In those early days of the tax credit program, the various parties at the table had no idea what the role of the other parties was. I saw a clear opportunity to create a consulting practice that introduced and coordinated all of the parties in a housing transaction. Beyond that, there was an opportunity to create financial tools that enabled developers to optimize pricing and other development outcomes, and to enable the LIHTC investor to easily assimilate the project's financial characteristics. But this "pivotal moment" was a product of time and place. Ten years later, the industry had grown so much that there was not much need for a consulting role like that. By then we had moved on to developing our own projects.

What's a move that Vitus recently made that other developers can learn from?
It's not a matter of a move we have made as much as a philosophy we have practiced. Over time, we now see that disruptions in our space should be expected—disruptions like the post-9/11 recession, the 2009 Great Recession, and more recently the corporate tax rate reduction. Those disruptions put a temporary chill on our marketplace and resulted in a new pricing framework for the credits, which can make things very challenging for developers with an active pipeline. The philosophy that we drew from then, and continue to practice, is to value relationships above all else. It's certainly more important than getting that last quarter cent in tax credit pricing or 10 basis points in interest rate. When times are difficult you need your relationships more than ever, and it's our key relationships that have pulled us through many challenging situations. Strong and positive relationships are part of our brand.

If you could add any amenity or feature to a development, what would it be and why?
I think it's critical for us in affordable housing to think long term about climate change. For instance, Hurricane Ida showed us that with these massive weather events that have now become the norm, there can be grave hardships and even fatalities related to the heat. When heat like that can become deadly, we should be asking what can be done to make our affordable apartments safer, before the next storm comes.

What housing trends are you watching?
Permanent supportive housing for the homeless, to see if it can begin to turn the tide against the enormous problem of homelessness that we see in all of our cities.

What books are on your nightstand?
While traveling this summer, I finished "Hamnet," a beautifully descriptive novel [by Maggie O'Farrell] of the late 1500s imagining the life of Hamnet, Shakespeare's actual son, as a possible inspiration for the play "Hamlet." Apropos of travel, I also completed Paul Bowles' epic "The Sheltering Sky," which tells of the North African voyage of three tragic travelers, in a way that weaves together both their exterior journey and their equally arduous interior odyssey. I highly recommend both. **AHF**