

AFFORDABLE HOUSING

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OCTOBER 2011

WWW.HOUSINGFINANCE.COM

VOL. 19, NO. 7

LEADERSHIP ISSUE

HOUSING'S CHAMPIONS

Hall of Fame inductees help to further industry's mission

PLUS: Meet AHF's 2011 Young Leaders



Amy Anthony, president and founder of Preservation of Affordable Housing



Brownsville Transit Village
Miami, Florida

Transit Oriented. Environmentally Focused.

At Citi Community Capital we use responsible lending practices to help build neighborhoods where residents can embrace their community and all the amenities and services included.

We are committed to being a resource for developers who share those ideals. That's why we are proud to invest our financial resources with companies like **Carlisle Development Group** who created Brownsville Transit Village, a progressive community in Miami, Florida.

"Carlisle's partnership with Citi and Miami-Dade Transit has allowed us to create one of the largest transit oriented affordable housing developments of its kind. Our work here will provide residents state-of-the-art affordable housing, increase transit ridership, stimulate local economic growth, and reduce our impact on the environment. We hope that this project will serve as a model for other communities beginning to embark on large-scale transit oriented developments."

– Matthew Greer, CEO of Carlisle Development Group

And because Citi is the #1 affordable housing lender as ranked by *Affordable Housing Finance*, we have the talent and nationwide platform to support your goals.

Citi. Your Community Development Partner.

Talk to us about your neighborhood. Contact Citi Community Capital today at askciticommunitycapital@citi.com or visit www.citicommunitycapital.com

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UP-AND-COMING

These emerging stars are lighting the way to help build communities inside and outside the workplace **BY CHRISTINE SERLIN**



AFFORDABLE HOUSING FINANCE SHINES THE SPOTLIGHT on four individuals—all younger than 40—who are making substantial changes for the affordable housing industry and in the communities where they work. These 2011 Young Leaders are all involved in the development world—two working on the nonprofit side and two on the for-profit side—and are in different stages of their careers. But one thing is certain, they all possess a passion for knowledge, whether it's mastering the financial side of a deal or the complex regulations, or delving into green building technology. They also give back by volunteering in their communities and giving their time to local and regional organizations.

Karyntha Cadogan, Ken Naylor, Andrea Papanastassiou, and Jimmy Royster are among the next generation of affordable housing development leaders and were nominated by their

colleagues and selected by the editors of AFFORDABLE HOUSING FINANCE. Read their stories on the following pages.

We started the Young Leaders program in 2008 to recognize up-and-comers under 40 who are building organizations, leading programs, and ushering in new ways of doing things in the affordable housing industry. We look for people from all industry disciplines, whether its development, finance, law, accounting, or government program administration. They don't have to be workaholics, but they need to be dedicated and hardworking people who have demonstrated that they are committed to the mission of affordable housing and community development.

If you have someone in mind who would be a great candidate for our 2012 Young Leaders, please e-mail Executive Editor Christine Serlin at cserlin@hanleywood.com or look for the call for nominations at www.housingfinance.com in spring 2012. ■



CLIMBING THE RANKS

Naylor helps to transform Carlisle Development Group

OVER THE LAST EIGHT YEARS, Ken Naylor has moved through the ranks at Miami-based Carlisle Development Group, starting as a project manager, being promoted to a senior developer and a senior vice president, and just recently being named COO.

He graduated from the University of Miami with the notion he wanted to be a developer, saying, “Having grown up in Miami, I think real estate development is in the water here.” He went to work for a luxury builder in Tennessee but decided he would rather do a job that benefits those in need. That’s when he landed at Carlisle.

“We were young guys when we both got into the business together. We didn’t come from a traditional affordable housing background,” says Matt Greer, Carlisle’s CEO.

But Naylor’s passion for

creating affordable housing and his love for learning and teaching have helped to catapult him to a leadership and mentor position within the company.

“One of Ken’s many strengths is he has a real love of what we do, and a real curiosity of what we do,” Greer says.

An example of Naylor’s curiosity paying off was his interest in green building technology early on, says Greer. Naylor received his certification as a Leadership in Energy and Environmental Design (LEED) accredited professional by the U.S.

Green Building Council and, in 2006, helped spearhead Florida’s first LEED silver multifamily project—Tallman Pines in Deerfield Beach.

That was just the start. By 2010, he had ensured that eight new LEED-certified developments were under way.

Since his arrival at Carlisle,

Naylor has helped the company grow from a small private developer in one state to a larger multilevel public-private partnership model in several states, recently opening an office in Charleston, S.C.

“We’ve really progressed from a private developer to more of a consulting model, in which we’re helping nonprofits and municipalities achieve their goals,” Naylor says.

An example of this public-private partnership revitalizing neighborhoods is Carlisle’s work with the Housing Authority of the City of Fort Lauderdale. They have partnered to redevelop several sites in northwest Fort Lauderdale and have been able to put some local residents to work at the same time. The housing authority’s Step-Up Apprenticeship Initiative, of which Naylor has been a leading proponent, provides a more formal education and some employment skill sets to local youths who are high school dropouts.

In addition to his work at Carlisle, Naylor serves on the Monroe County Affordable Housing Advisory Committee and is a member of the Next Generation Council of the Community Partnership for Homeless. ■

NAME
KEN NAYLOR

AGE
32

TITLE
COO AT
CARLISLE
DEVELOPMENT
GROUP