

## From Mark, Our Chairman



During 2011–2013, we relied on attributes of nimbleness and adaptability as ASI faced another dramatic funding transition.

When faced with significant changes to government funding, ASI did what it always does—kept its mission strong and found a new way to accomplish it.

For decades, the federal Section 811 (subsidized housing) and Section 202 (housing for seniors) grant programs have been the mainstay of financing for ASI developments. In 2012, they were effectively closed to nonprofits. It was a seismic change that rocked ASI's world, but I'm happy to report we landed on our feet!

### **Transition to LIHTC**

ASI has a new funding source for accessible, affordable projects: the Low-Income Housing Tax Credit (LIHTC) Program. As described in Section 42 of the Internal Revenue

Code, states are allocated federal housing tax credits by the U.S. government. Qualified developers like ASI compete for these credits. Once awarded credits, ASI “sells” them to private investors to raise capital for the development. The tax credits provide a dollar-for-dollar reduction in an investor's federal income tax.

Today we are accomplishing LIHTC developments with the same passion we brought to our 811 and 202 initiatives. ASI already has three completed developments and there are more in the pipeline. Our aim is to once again transform a complex process into a streamlined assembly line, rolling out finished developments while simultaneously obtaining tax credits for future ventures.

### **Increased development scale**

There's an upside to LIHTC developments. Although they are more complicated and take longer from beginning to end, the result is bigger buildings—at least 40 units each (rather than 24 for a typical 811 development). That economy of scale is a valuable plus. Through LIHTC, ASI may actually be able to provide more apartments to more consumers with fewer developments—especially as we become increasingly successful at competing for tax credits.

### **It's about the consumer**

This is a deadline-driven field, and there's a breathless quality to our work. From application filings to groundbreaking to construction, everything is accomplished to the beat

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of an urgently ticking clock. The faster developments can be completed, the faster people can move into greater independence and community. Talk about a motivating goal!

Independence begins with choice. Years ago, people with disabilities were forced to live with relatives or in nursing homes. Today, ASI consumers are able to select the state, city, or town of their new residences...choose accessible apartments with or without independent living services...and decide if or when they will move on to their next apartment. It is our privilege to serve the needs of all kinds of consumers at all stages of life, people with mobility impairments, individuals with traumatic brain injuries, and seniors—nearly 4,000 consumers at 154 sites in 31 states.

### **Optimism and excellence**

During the sometimes vertical climb of past three years, I was constantly impressed by the “we can do it” attitudes of ASI’s leadership and staff. They applied the expertise, hard work, and unflagging drive to meet enormous challenges head on and succeed.

Mark E. Hamel, Esq., Chair

