

CHARLES S. WILKINS, JR.
Principal

The Compass Group, LLC

EXPERIENCE OVERVIEW

Mr. Wilkins is an affordable housing expert who supports governmental and private clients in finance, policy, program design, program implementation, and asset management. Current clients include HUD's Mark-to-Market, Green Retrofit, and HOME programs; USDA's Rural Housing Service; the State of Louisiana's Office of Community Development; the State of Mississippi Governor's Office of Recovery and Renewal; the Department of Justice Civil Litigation Division; and NeighborWorks America. He has published four books and has written many papers on affordable housing management and preservation.

FIELDS OF SPECIALIZATION

- Rental Housing Finance
- Rental Housing Policy
- Rental Housing Project and Loan Performance

SELECTED PROJECT EXPERIENCE

HUD Office of Affordable Housing Preservation (March 1999 to present). Mark-to-Market Program (financial restructuring of over 3,000 multifamily projects) and Green Retrofit Program (energy and Green retrofits in 200 multifamily projects). Helped HUD develop the transaction review and quality control processes, helped HUD develop the owner and purchaser incentive package, designed the Mark-to-Market and Green Retrofit underwriting models, oversaw development and operation of the OAHF Resource Desk, supported the Headquarters Loan Committee, and helped HUD develop policy in areas including Additional Funds, Section 236 restructures, Transfers of Physical Assets. Created a portfolio model to calculate Mark-to-Market program-to-date financial savings to taxpayers.

USDA Rural Housing Service (September 2003 to present). *Section 515 direct loan and Section 538 guaranteed loan programs.* For the Comprehensive Property Assessment (CPA) for USDA's Section 515 Rural Rental Housing program (17,000+ projects), developed an analytical model and authored a report making portfolio-level estimates based on analysis of a statistically valid sample of properties. Primary advisor for the FY06 through FY09 Multifamily Portfolio Revitalization Demonstration Programs (financial restructuring of 300+ projects); developed the underwriting template now used by RHS for all preservation, property transfer and prepayment incentive analysis. Advisor to the Section 538 Guaranteed Loan Program (program design and stakeholder relations).

State of Louisiana Office of Community Development (April 2006 to present). *Piggyback Recovery Program.* Program design, implementation, underwriting and negotiation for the

State's \$600+ million investment in LIHTC / CDBG funded apartment development as part of the Katrina-Rita-Ike-Gustav recovery effort.

State of Mississippi Governor's Office of Recovery and Renewal (March 2007 to present).
Mississippi Housing Recovery Data Project. Assessment of housing damage and recovery from Hurricane Katrina.

Millennial Housing Commission (July 2001 to May 2002): *Primary advisor to the Commission regarding affordable rental housing.* Produced a series of white papers and financial analyses to inform the Commission's recommendations.

Department of Justice Civil Litigation Division (July 2005 to present). *Expert witness on damages.* Advise DOJ, HUD and USDA regarding lawsuits brought by owners of properties regarding prepayment restrictions imposed by 1987 and 1990 legislation.

EMPLOYMENT HISTORY

The Compass Group, LLC	Principal	1997 – Present
NHP, Incorporated	Senior Vice President	1988 – 1997
Westminster Company	Various	1973 - 1988

EDUCATION

University of North Carolina at Chapel Hill (Phi Beta Kappa, Morehead Scholar, National Merit Scholar, BA with Honors 1972, Young Executives Institute 1980).

PROFESSIONAL AFFILIATIONS

Former President, National Affordable Housing Management Association
Certified Property Manager
National Assisted Housing Professional (Executive Level)
National Center for Lead Safe Housing (Board, 1997 - present)