

CapNexus Webinar Series Part 1: Using NMTC for Innovative Financing

Date: March 8, 2018, 12:30 to 2:00 eastern

The CDFI Fund looks for innovative financial approaches when it is scoring CDE applications seeking New Markets Tax Credit Program (NMTC) allocation. The ability to use NMTC innovatively can result in the CDE getting extra points. Once awarded the allocation, Consultants help developers find CDEs and Investors to finance NMTC eligible projects. The webinar will feature NMTC experts who will discuss case studies and best practices from various perspectives. This includes CDEs that have used NMTC innovatively to make their application more competitive and methods of using NMTC to overcome barriers of complexity and challenges in a project. The webinar will also discuss best methods that Consultants can use to attract CDEs and Investors to the projects they are marketing. In addition, there will be a case study that speaks to developers on risk mitigation of project management.

Marie Cervay Hickie, NMTC & HTC Relationship Manager, PNC Bank
Marie will moderate the webinar.

Christina Szczepanski, CFA, Managing Director, Southeast, Reinvestment Fund

Christina will give a case study on a NMTC project that had unique challenges. She will discuss how she, her team, and the other partners were able to overcome these challenges through innovative financing. Christina will also discuss how the financing structure had an impact Reinvestment Funds' reporting requirements.

David Altman, President, IPR Group

David Altman will discuss innovative NMTC transactions permitted under the regulations, which allowed more flexibility for developers, CDEs, investors, and other industry participants to help sponsors maximize net benefits. Specific examples will demonstrate innovative approaches for structuring projects with the following characteristics: (1) located on a Native American reservation under tribal law; (2) qualified as a Targeted Population for ineligible census tracts; (3) combined with other credits such as Low Income Housing Tax Credits (LIHTCs); (4) included multiple locations with ineligible and eligible census tracts; and (5) utilized debt with other federal subsidies in combination with NMTCs.

Pamela Woodell, Vice President NMTC, Community First Fund

Pamela will discuss the challenges of finding a leverage lender and innovative ways CFF has identified and found a leverage lender for its NMTC projects. She will discuss a case study of a project that CFF provided NMTC allocation in which the high net worth sponsor of the project was able to be the investor and leverage lender in the project.

Peter Schaeffing, President, High Impact Financial Analysis

Peter understands how CDEs and investors evaluate the viability of a project to make a quick go/no go decision. Peter will discuss best practices for packaging an NMTC transaction to attract CDEs and investors. He will also pinpoint the most relevant information to convey to catch a CDE or investor's attention when posting this type of transaction to a website such as CapNexus.

Wayne Perry, Chairman and Chief Executive, Cornerstone Concilium

Wayne, whose company has provided professional expertise and guidance for a variety of capital improvement projects and who has a passion in supporting the economic and social vitality of its

community, will provide a case study that will demonstrate mitigating risk and improving quality insurance for the life cycle of a development project. This includes exploring selecting the best approach to incorporate sustainable benefits.

Panelist Biographies

Christina Szczepanski, CFA, Managing Director, Reinvestment Fund



As Reinvestment Fund's Managing Director, Southeast, Ms. Szczepanski has managing responsibilities for budgeting, staffing, and business development in support of Reinvestment Fund's Southeast regional strategy. She also serves as Reinvestment Fund's manager for our structured financing programs, responsible for deal structuring, relationship management, deal closing and post-closing asset management for the NMTC portfolio and CDFI Bond Guarantee program capital. Also, as the primary manager of Reinvestment Fund's NMTC program, she is responsible for relationship management as well

as planning for fund unwinds. Ms. Szczepanski oversees the management of all portfolio and asset management activities for our active loan portfolio.

With Reinvestment Fund since 2008, Szczepanski was previously responsible for implementing and managing its supermarket financing programs, including the PA Fresh Food Financing Initiative (FFFI), the NJ Food Access Initiative, and technical advisory services to peer CDFIs creating supermarket financing programs. Szczepanski also underwrote loans for supermarket operators and developers.

Prior to joining Reinvestment Fund, Szczepanski was an Active Equity Research Associate at TIAA-CREF, where she was lead financial analyst of the Global Paper and Forest Products sector and the Food and Drug Retail sector, responsible for financial modeling, forecasting, and analyzing feasibility and company cash flows. She also had direct compliance experience working under TIAA-CREF's fiduciary responsibility to investor requirement, CFA ethics guidelines, and various SEC trading limitations.

Szczepanski is a Chartered Financial Analyst, has a Masters in City and Regional Planning from the University of Pennsylvania, and a Bachelors of Science in Construction Science and Management from Clemson University. She is also an adjunct lecturer at the University of Pennsylvania's Master of City Planning program and serves as Board Treasurer for a national non-profit, Common Market. She resides in Atlanta, GA with her husband, two active children, and Stewart the cat.

David Altman, President, IPR Group



David W. Altman is the founder and President of IPR Consulting, Inc. Dr. Altman's prior experience has been as an entrepreneur in the for-profit and nonprofit sectors and as a university faculty member. Dr. Altman has held executive positions with nonprofits, including President of the Society for In Vitro Biology, CFO of Central City Concern, and Executive Director and President of ISAAA. Dr. Altman attained the rank of Professor at Cornell University and Associate Professor at Texas A&M University, with more than 100 scientific and policy publications. He also has taught instrumental music classes while on the faculty of the West Bank School of Music in Minneapolis, MN and at several community colleges. Among his entrepreneurial endeavors, he founded Profigen, which brought traditional and cutting-edge science applications to grape cultivation and the wine industry. Dr. Altman has provided leadership for nonprofit boards such as with the Alliance of Nonprofits for Insurance, the Society for In Vitro Biology, and the Editorial Advisory

Council of CAB International, and he was recognized as a Fellow of the Royal Society of Medicine and a Fellow of the Society of In Vitro Biology.

Dr. Altman has been featured in Forbes, a prime time CNN report, and in various front page stories in U.S. newspapers for his collaborative enterprises that eliminated the need for many of the pesticides in cotton production.

Early in his career, Dr. Altman was a volunteer for the US Peace Corps. Dr. Altman holds a PhD from the University of Minnesota, MBA and BA degrees from Vanderbilt University, and MS and BS degrees from Oregon State University.

Marie Cervay Hickie, NMTC & HTC Relationship Manager, PNC Bank



Marie Hickie is responsible for NMTC and HTC origination activity for the national New Markets Tax Credit practice within PNC's Tax Credit Investment Group. In this role, Ms. Hickie is responsible for working with CDE partners and

developers, as well as the deployment of PNC's own NMTC allocations. Prior to joining PNC, Ms. Hickle was an NMTC and HTC Originator for Bank of America Merrill Lynch where she was responsible for originating, underwriting and closing transactions.

Ms. Hickle began her career as an accountant at Novogradac & Company focusing on business consulting, structuring and financial projection engagements involving federal, state and local incentives including New Markets, Historic, Renewable Energy, Production and Low Income Housing Tax Credits. Ms. Hickle earned a bachelor's degree in finance and a MBA from Cleveland State University.

Pamela Woodell, Vice President, New Market Tax Credits, Community First Fund



Pamela Woodell serves as Vice President, New Market Tax Credits for Community First Fund, a CDFI based in Lancaster Pennsylvania. She has over 25 years of experience in community

development, affordable housing, and tax credit financing. Prior to joining Community First in 2013, she created and oversaw Santander Bank's \$500 million NMTC program, including the management of its community development lending program.

In her role as Vice President, New Market Tax Credits, she is responsible for underwriting, structuring and monitoring all NMTC transactions for Community First. She also coordinates the deployment of all financing associated with NMTC allocations.

Ms. Woodell holds a Bachelor of Arts degree from the University of Arkansas and has completed property development management training through the Pennsylvania Community Development and Finance Corporation.

Peter Schaeffing, President, High Impact Financial Analysis



Peter Schaeffing is President of High Impact Financial Analysis, which helps lenders and investors build and maintain high-performing community development portfolios. High Impact has underwritten over \$160 million of

community development loans in addition to performing loan reviews, portfolio analysis, and creating and refining lending policies for more than 35 CDFIs, government entities, and impact investment managers across the U.S. Peter's New Markets Tax Credit experience includes underwriting allocation for CDEs like Partners for the Common Good, underwriting leveraged loans for CDFIs including Reinvestment Fund, and consulting for the Seattle Housing Authority as they unwound a \$20 million NTMC transaction. Prior to founding High Impact in June 2014, Peter served as Underwriter at New Jersey Community Capital. He serves on the board of the South End Improvement Corporation in Albany, NY, and previously chaired the Finance Committee on the board of Greater Brunswick Charter School. He is a graduate of the South Carolina Honors College at the University of South Carolina.

Wayne Perry, Chairman and Chief Executive, Cornerstone Concilium



Wayne H. Perry is the Chairman & CEO of Cornerstone Concilium, Inc., a San Francisco headquartered Holding Corporation established in 1986. The Company owns three operating subsidiaries: Cornerstone Transportation Consulting, Inc., Cornerstone Facilities Consulting, Inc., and Cornerstone Consulting and Technology, Inc., which provides engineering and management consulting services on major commercial and public transportation, facilities and technology infrastructure capital programs for clients throughout the United States.

Mr. Perry is a San Francisco Bay Area resident and is devoted to supporting the economic and social vitality of his community. He currently serves as a Director on several Boards of corporations and non-profit organizations, and is an active contributor to the design and construction industry. Mr. Perry also served as California Governor Gray Davis' appointee and Member of the Governor's Small Business Reform Task Force, and Secretary appointee and Education and Outreach Committee Co-Chair of the Small Business Council for the California Department of General Services. He formerly served as Commissioner to the San Francisco Small Business Advisory Commission, appointed by Mayor Willie L. Brown, Jr. Mr. Perry is Founder of Cornerstone Foundation for Educational Advancement (CFEA) whose purpose is to introduce teenagers to the career fields of architecture, city and urban planning, construction, engineering & technology, and real estate development. He has served as a mentor to dozens of youth and has been an instructor in the program since its inception in 1986.

