

2003 NATIONAL COMMUNITY DEVELOPMENT LENDING SCHOOL



GEORGIA INSTITUTE OF TECHNOLOGY



SEPTEMBER 14-18, 2003



ATLANTA, GEORGIA



It's Back! . . . And It's Better Than Ever!

A School Just For Community Development Lending Professionals



2003 NCDLS faculty and staff seated from left to right: Jeff Nugent, Tommy Fitzgibbon, and Alex Viorst. Standing left to right: Timothy Thompson, Bruce Ito, Cathy Niederberger, Carl Ballton, and Adria Graham-Scott.

"The training was essential for me, as I was only nine months into a lending position. I gained underwriting and analysis knowledge that was key for my career."

Susan Groebe

Community Development Lender, US Bank

"The training was a great fit for me. Overall it was a great experience."

Carrie Roberts

Community Development Lending, Bank of America

"It was helpful to me as I had no lending experience at all when I attended. Since the class I have been able to package two community development loans and am currently getting ready to close my first one."

Ann Crissman

CRA Coordinator, Advanta Bank Corporation

"When I attended the training I was new to the field. The training was extremely beneficial and exposed me to terms and concepts related to community development."

Alfred Arguello

CRA Officer, Bank of America



SCHOOL OBJECTIVE

Now in its seventh year, the National Community Development Lending School (NCDLS) provides an intensive educational and career development opportunity for novice community development lenders who want to:

- **Enhance** their technical knowledge and resources
- **Underwrite** sound and innovative community development loans
- **Structure** complex transactions
- **Profit** from community development lending

If you or a member of your staff needs an in-depth understanding of the mechanics and unique characteristics of community development lending, NCDLS is the training opportunity you've been waiting for!

STUDENT PROFILE

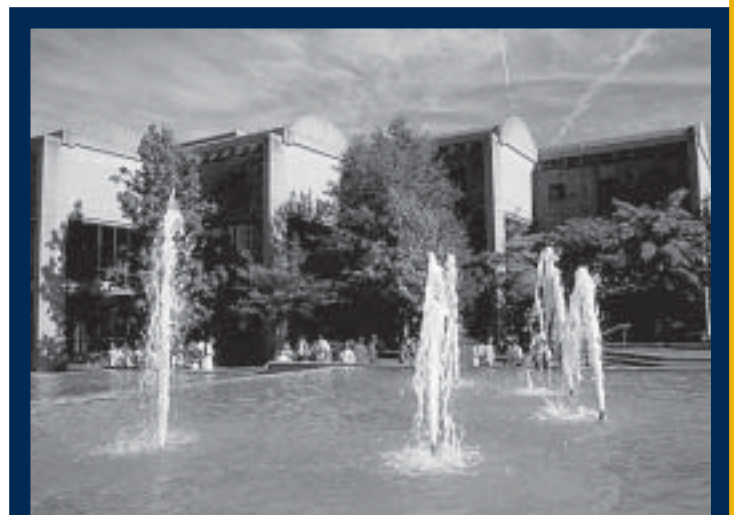
NCDLS is designed to meet the needs of bankers who possess a minimum of one year or a maximum of three years of community development experience. Novice to intermediate level banking professionals with some understanding of low- and moderate-income markets, nonprofit lending, affordable housing, small business development, real estate or CRA compliance will benefit from attendance at this school.

CURRICULUM

The four-and-a-half day curriculum focuses on the key issues and current industry trends relevant to community development lending in today's business environment. Training in five core areas – single-family and multi-family housing, small business, commercial real estate and community-based facilities lending – stresses the day-to-day mechanics of underwriting community development loans and ensuring their long-term profitability.

The curriculum was carefully designed by an advisory committee of community development bankers, training professionals and representatives of bank regulatory agencies to focus on structuring and underwriting community development loans. Each course was developed to ensure that students receive the most current, relevant and applicable instruction available. Students will have the opportunity to customize the curriculum to suit their needs by selecting three of five courses.

Bankers and community development experts known for their expertise in the community development lending field will teach the courses. Students will also have the opportunity to gain valuable insight from one another as they share solutions to the challenges faced by all of us in this dynamic, evolving industry.



About the Curriculum

GENERAL SESSIONS

Setting the Stage

In this opening session, we will discuss:

- Philosophies and approaches to community development lending
- Lessons learned about strategic planning and basic underwriting issues
- Experiences in community development lending

Business Planning for Community Development Lending

In this closing session, we will:

- Discuss how to connect the technical work of the school to business planning for your bank
- Conduct progressive exercises that require strategic work and partnership in order to achieve a community development “success” that connects with business planning strategies for banks

COURSES

All of the day-long courses are progressive, meaning that each course incorporates cases that are structured so that increasingly more advanced scenarios are built on standard fundamental lessons.

I. Small Business Lending

Properly structuring loans for small business is a critical part of community development. You’ll have a first-hand look at a progressive case study that emphasizes working with a small business in a neighborhood setting. You’ll learn to:

- Determine repayment sources
- Analyze the credit profile
- Recognize the importance of technical assistance in structuring and monitoring these loans

II. Affordable Rental Housing: Multi-family Development Lending

Take part in a detailed examination of a multi-family project that progressively gets more complicated . . . and as a result, more realistic! Find out how you can properly structure a loan while carefully weighing key factors such as community impact, profit, risk, partnerships and due diligence. You will also discover how to:

- Analyze a multi-family loan request
- Find success with difficult projects
- Recognize why resourcefulness and partnerships are vital

III. Financing the American Dream: Single-family Development Lending

Whether financing one house or an entire development, homeownership supports the health of our communities. This session will cover the entire range of issues, including:

- Home ownership and underwriting
- Lines of credit to for-profit and nonprofit developers to develop and sell homes
- Construction financing for development projects
- Creative ways to service residential mortgages

IV. Keeping Money in the Community: Commercial

About the Curriculum

Real Estate Lending

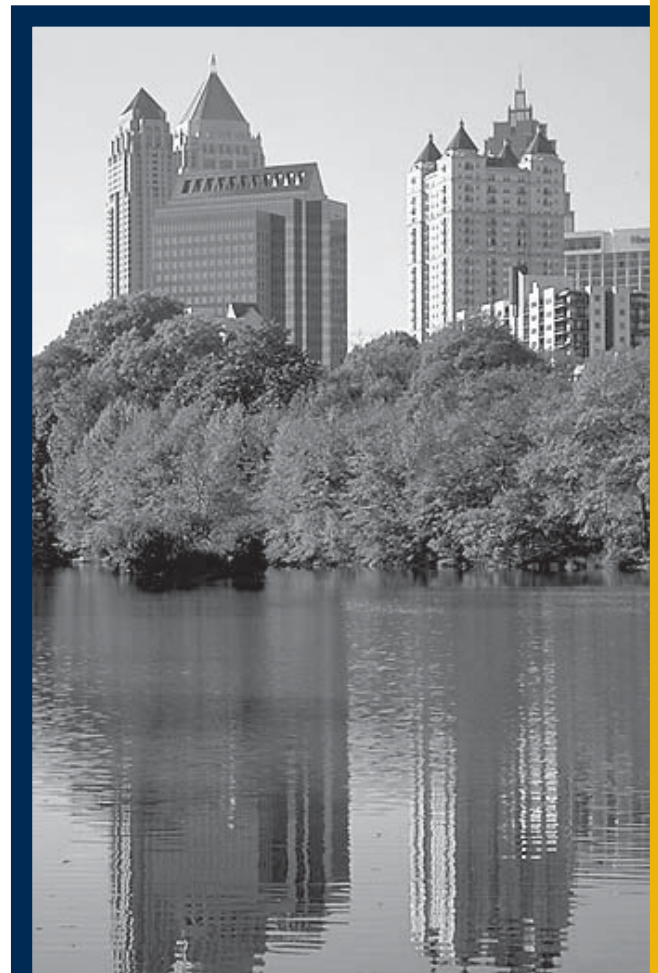
As an industry, we are still learning how to evaluate, underwrite and structure commercial real estate projects. If we are able to make a serious impact in our communities, we need to increase the production of these facilities as a way of stimulating industry growth and employment opportunities. Through the use of a progressive case study, this session will teach a community development approach to commercial real estate lending by:

- Presenting retail and mixed-use loan requests and underwriting and market issues requiring creative thinking
- Dealing with borrower capacity issues
- Teaching lenders how to deal with a troubled loan situation that requires restructuring

V. Community-based Facilities Lending

Service, nonprofit and religious institutions are often considered the glue in our communities, but they need financing on their facilities. At times, these requests are perceived as neither business loans nor real estate projects, and may be overlooked altogether. Using a progressive case study, this session offers a set of underwriting guidelines that can be applied to:

- Churches and service organizations
- Daycare and recreational facilities
- Other community-based projects



Schedule-At-A-Glance

A detailed map of the campus with a list of classroom locations and any schedule changes will be sent with your application acceptance and registration confirmation.

SUNDAY, SEPTEMBER 14

- 12:00–4:00 pm *Registration*
- 1:00–4:00 pm **Finance and Financial Calculator Review Session** (optional)
- 4:00–5:30 pm *Orientation*
- 5:30–7:00 pm *Dinner*
- 7:00–8:30 pm **Setting the Stage**

MONDAY, SEPTEMBER 15

- 7:30–8:30 am *Breakfast*
- 8:30–12:00 pm **Concurrent Electives I**
 - Community-based Facilities
 - Multi-family Housing
 - Small Business
 - Commercial Real Estate
- 12:00–1:30 pm *Lunch*
- 1:30–5:00 pm **Concurrent Electives I (continued)**
 - Community-based Facilities
 - Multi-family Housing
 - Small Business
 - Commercial Real Estate
- 5:00–7:00 pm *Dinner*

TUESDAY, SEPTEMBER 16

- 7:30–8:30 am *Breakfast*
- 8:30–12:00 pm **Concurrent Electives II**
 - Small Business
 - Community-based Facilities
 - Single-family Housing
- 12:00–1:30 pm *Lunch*

- 1:30–5:00 pm **Concurrent Electives II (continued)**
 - Small Business
 - Community-based Facilities
 - Single-family Housing
- 5:00–7:00 pm *Dinner reception at the Federal Reserve Bank of Atlanta*

WEDNESDAY, SEPTEMBER 17

- 7:30–8:30 am *Breakfast*
- 8:30–12:00 pm **Concurrent Electives III**
 - Single-family Housing
 - Commercial Real Estate
 - Multi-family Housing
- 12:00–1:30 pm *Lunch*
- 1:30–5:00 pm **Concurrent Electives III (continued)**
 - Single-family Housing
 - Commercial Real Estate
 - Multi-family Housing
- 5:00–7:00 pm *Dinner*

THURSDAY, SEPTEMBER 18

- 7:30–8:30 am *Breakfast*
- 8:30–11:00 am **Business Planning for Community Development Lending**
- 11:00–12:00 pm **Wrap-up and Graduation**
- 12:00 pm *Departure*

Admissions, Accommodations and Fees

APPLICATION PROCESS AND ADMISSIONS

To be considered for NCDLS, your application must be approved and submitted by your supervisor or an appropriate bank officer. Enrollment is limited to 50 students and applications are accepted on a competitive first-come, first-served basis; apply early to ensure space availability! *The NCDLS application, located on page 7, must be submitted with a check for the full amount of school tuition. Please call Bruce Ito at (415) 974-2422 for applications submitted after August 1, 2003.*

Applicants should have a minimum of one year of experience in community development with a working knowledge of the basic tools of credit analysis. Final approval of your application rests solely with the NCDLS staff.

GRADUATION

To graduate from NCDLS, you must attend all scheduled classroom/small group sessions and complete work as assigned. Graduates will receive a certificate of completion at the conclusion of the last session on Thursday, September 18.

LOCATION

The Georgia Institute of Technology (Georgia Tech) is one of the nation's top research universities, distinguished by its commitment to improving the human condition through advanced science and technology. Georgia Tech offers many nationally recognized top-ranked programs. The institute consistently ranks among *U.S. News & World Report's* top ten public universities in the United States.

Georgia Tech's DuPree College of Management (DuPree) offers a cutting-edge management program within a premiere technological university. DuPree offers a curriculum that emphasizes collaborative learning based on real-world experience through four multidisciplinary centers that foster research, teaching excellence, and dialog across major functional areas of management.

The Georgia Tech Hotel and Conference Center (GTHCC) provides corporate meeting space, educational seminars, executive programs and training and development facilities for corporate and academic clientele. The GTHCC features wireless and hard-wire technology throughout the complex, which includes 252 deluxe guest accommodations and over 21,000 square feet of executive meeting space.

ACCOMMODATIONS

Students who opt for housing will have their own rooms at the Georgia Tech Hotel and Conference Center (GTHCC), at 800 Spring Street, NW. Located near midtown Atlanta, the GTHCC is convenient to major shopping and entertainment districts and is easily accessible to the North Avenue MARTA transit station.

Because the classrooms are adjacent to the hotel facility, the GTHCC is the most convenient choice for NCDLS participant accommodations. Students may check in to GTHCC as early as Saturday, September 13, with late check-out on Thursday, September 18.

MEALS

Meals will be served buffet style and offer a wide variety of choices, including a vegetarian entrée. Three meals per day are included in the cost of tuition. On Sunday, September 14, dinner will be the first meal provided. On Thursday, September 18, breakfast will be the last meal provided. Students are encouraged to dine together to promote networking and conversation. On Tuesday evening, a special event will be hosted by the Federal Reserve Bank of Atlanta.

ATTIRE

Appropriate dress for NCDLS is casual. Atlanta weather in September is quite warm.

SCHOOL TUITION

Students opting for housing at the Georgia Tech Hotel and Conference Center will pay tuition and housing fees of \$1,995. Students opting out of housing will pay only tuition of \$1,795. The registration deadline is August 1, 2003. Tuition includes meals for the duration of the school, instruction, classroom materials and a certificate of completion. Please send a check payable to the Federal Reserve Bank of San Francisco, along with the completed NCDLS application to: Mary Malone, Protocol Coordinator, Federal Reserve Bank of San Francisco, 101 Market Street, MS 560, San Francisco, CA 94105.

Students will receive written notification of their acceptance to NCDLS plus a registration packet that includes a detailed map of the Georgia Tech Hotel and Conference Center, transportation instructions from the airport and any pre-class reading.

CANCELLATION POLICY

If space is full for NCDLS, a check for the full amount of tuition will be returned to you. *Refunds for cancellation will not be granted after August 21, 2003;* however, substitutions will be permitted. All cancellation requests must be submitted in writing.

ANY QUESTIONS?

If you would like more information about the NCDLS curriculum, please call Bruce Ito, (415) 974-2422, at the Federal Reserve Bank of San Francisco.

If you need registration information or additional brochures, please call Mary Malone, (415) 974-2871, at the Federal Reserve Bank of San Francisco.

Faculty

The following is a brief introduction to NCDLS faculty

CARL BALLTON

Carl Ballton is senior vice president and community development officer within the corporate community development division of Union Bank of California. He is also president and chief operating officer of the Union Bank of California Foundation. Carl joined Union Bank in 1979 and has served in various middle-market lending positions and as a regional credit administrator. He was most recently vice president and manager of the bank's Urban Enterprise Banking unit in Southern California, focusing on lending to women- and minority-owned businesses.

THOMAS FITZGIBBON, JR.

Thomas Fitzgibbon is the president of Manufacturers Community Development Corporation (MCDC), a \$4 million equity subsidiary of the \$1.4 billion Chicago-based Manufacturers Bank. As the senior vice president of Manufacturers Bank, Tom serves as the team leader for Community Reinvestment Act programs and consumer regulatory compliance.

Tom serves as the vice president and Resource Development Chairman for Neighborhood Housing Services of Chicago, is a member of the National Steering Committee of the NeighborWorks Campaign for Home Ownership, is the director of the North West Housing Partnership, the director and vice president of DevCorp North, the director and vice president of Riverdale Redevelopment Corporation and has been an advisor to the Federal Reserve Bank of Chicago in the implementation of the Mortgage Credit Access Partnership and the Small Business Credit Access Partnership since 1995.

He served as the chief lending officer for a \$2.5 billion Washington, D.C.-based bank until 1990 and has been a principal bank officer since 1970 for institutions in Minnesota, Maryland and Washington D.C. Tom received his baccalaureate and master's degree from the University of Minnesota.

CATHY A. NIEDERBERGER

Cathy A. Niederberger is a senior vice president of PNC's Development Bank. In this capacity, she executes the Bank's community development programs and policies and is responsible for the larger, more complex community development customer relationships within western Pennsylvania. She sets strategic direction for the Bank's initiatives, focusing on lending, services and investments. She serves as the western Pennsylvania territory's primary liaison with the community by communicating with influential leaders and groups regarding community development issues, then interprets and evaluates market needs and determines PNC's role in servicing those needs.

Prior to joining PNC in 1996, Cathy managed the Community Development Lending Department of Integra Bank, now part of National City Bank. There she was responsible for the creation and development of an eleven-person staff focusing on residential and commercial community development lending issues.

A Pittsburgh native, Cathy earned a bachelors degree in accounting from Duquesne University and an MBA in Finance from the University of Pittsburgh. She serves on numerous civic and charitable boards.

JEFF NUGENT

Jeff Nugent is executive vice president at the Development Training Institute (DTI), and heads up many of DTI's highly acclaimed training workshops, most notably the Bank of America Leadership Academy. In addition, Jeff is responsible for much of DTI's program development efforts. Jeff has trained lenders, regulators of financial institutions and community-based developers in effective community-reinvestment. He has conducted workshops for the FDIC, Federal Reserve Banks, the Federal Home Loan Banks, the Regional Interagency Committee of New York/New Jersey, the American Bankers Association, and the National

(continued on page 9)

Application for Admission

2003 National Community Development Lending School

Tuition Per Applicant:

\$1,995 w/housing

\$1,795 w/o housing

Please call Bruce Ito at (415) 974-2422 for applications submitted after August 1, 2003.

**Please type or print the following information on both sides of this application.
Make sure the application is signed by a supervisor or senior manager prior to submission.**

Name (as you wish it to appear on diploma)

First Name or Nickname (for badge)

Organization

Home Address

Title

City/State/Zip

()

Office Address

Home Phone

City/State/Zip

E-mail Address

()

Business Phone

()

Business Fax

Bank, Thrift or Savings & Loan

Non-bank

Supervisory Agency

Total Bank Assets \$ _____ (to the nearest million dollars)

Holding Company Assets \$ _____ (to the nearest million dollars)

Total Years in Banking

___ Less than 1

___ 3 ___ 11-15

___ 5-7 ___ 16-19

___ 8-10 ___ 20 and above

Total Years in Community Development

___ Less than 1

___ 1-2

___ 2-3

___ 3 or more

Educational Background (check highest level achieved)

___ High School

___ Associate Degree

___ Master's Degree (please indicate _____)

___ Some College

___ Bachelor's Degree

___ Ph.D, J.D. or LL.B (please indicate _____)

Americans With Disability Act

Please check here if you have a disability that may impact your participation in this school and attach a description of your needs.
We will contact you to discuss accommodations.

Business Experience

Please list your work experience in chronological order. In particular, we are interested in your banking experience and your progress within the community development area. Include dates, affiliation and a brief description of your duties. (Attach an additional sheet if necessary.)

| Date (From/To) | Organization | Title | Responsibilities |
|----------------|--------------|-------|------------------|
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

Briefly describe your major responsibilities in your current position. _____

I have read the admission requirements and wish to enroll in NCDLS.

Applicant's Signature: _____

The submission of this application has been approved by my institution. (The following must be signed by the president, department head, personnel officer or other executive authorized by the institution.)

Nominating Officer's Name: _____ **Title:** _____

Nominating Officer's Signature: _____

Please return this application by August 1, 2003, with a check for the full tuition, payable to:
Federal Reserve Bank of San Francisco

Applications should be sent to: Mary Malone, Protocol Coordinator, Federal Reserve Bank of San Francisco,
101 Market Street, MS 560, San Francisco, CA 94105.

Faculty

Association of Affordable Housing Lenders. He has also conducted in-depth training programs for individual lending institutions. Prior to his DTI career, Jeff served as a program officer for the Office of Neighborhood Development of the U.S. Department of Housing and Urban Development. Jeff began his career working for a community development corporation in Springfield, Massachusetts. While there, he helped to establish a community credit union and initiated several economic development projects. Jeff holds a B.A. in Community Leadership and Development from Springfield College, Springfield, Massachusetts.

ALEX VIORST

Alex Viorst is senior vice president and team leader of community development banking at Bank of America in Washington, D.C. He is responsible for developing \$20 million in new business annually by partnering with for-profit and non-profit housing developers throughout the Washington, D.C. area. This includes performing all necessary due diligence, evaluating the creditworthiness of new projects and structuring loans to address the specific risks of each credit. Alex also manages a \$30 million portfolio of commercial real estate loans, including construction lines of credit to developers of for-sale single-family homes, townhomes and condominiums, and acquisition / rehabilitation loans to developers of rental properties.

Prior to joining Bank of America in 1997, Alex served as a commercial banking officer in the community development department of LaSalle National Bank in Chicago and the manager of small business development at Kinzie Industrial Development Corporation.

TIMOTHY THOMPSON

Timothy Thompson is vice president and manager of real estate lending at ShoreBank, Cleveland. He is responsible for the strategic and operating activities of the real estate lending department and has a leadership role in executing the strategic mission of ShoreBank, Cleveland Corporation, a Community Development Financial Institution.

Timothy leads and manages the lending and administrative team of the real estate department and educates them on real estate deal structures and strategies. He is also responsible for generating loan volume, managing the department's loan portfolio, preparing departmental reports and marketing the bank's products and services. He is a member of ShoreBank's loan committee, risk management committee, training and development committee and strategic planning committee.

Prior to joining ShoreBank, Cleveland, Timothy was a commercial real estate loan officer with Charter One Bank, F.S.B., where he originated over \$30 million in Low-income Housing Tax Credit construction and permanent financing transactions and the financing of industrial/warehouse, retail center and office building deals.

— PLEASE JOIN US! —

2003 National Community Development Lending School

September 14–18, 2003
Georgia Tech University
Atlanta, Georgia

Please route to:

- Community Development Specialist
- Real Estate Lender
- Mortgage Banker
- Community Development Lending Officer
- Real Estate Development Specialist
- CRA/Compliance Officer



Federal Reserve Bank of San Francisco

Community Affairs Unit
101 Market Street, MS 640
San Francisco, CA 94105

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