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2015 CDFA South Carolina Financing Roundtable Conference

Charleston, SC

November 3, 2015

Speaker Biographies

Graham Adams

CEO

South Carolina Office of Rural Health

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Dr. Graham Adams serves as the Chief Executive Officer and provides overall supervision and direction for the South Carolina Office of Rural Health. He has been with the SC Office of Rural Health since 1995 and has served in a variety of capacities. As the Chief Executive Officer, Dr. Adams is responsible for developing and executing long and short-range goals to fulfill the mission and vision of the organization. In this role, he provides technical assistance to individuals and organizations regarding strategic planning, grant development, funding opportunities, infrastructure development and resource allocation. Dr. Adams consistently strives to work collaboratively with clinicians, administrators, educators, legislators, community and civic leaders and state and federal agencies to improve access to quality health care in rural communities.

Prior to his role as the Chief Executive Officer, Dr. Adams served as the State Director of the Medicare Rural Hospital Flexibility Program which is a federal initiative designed to assist small rural hospitals in improving their financial status. He also served as the State Director for the Robert Wood Johnson Foundation's Southern Rural Access Program, Associate Director, and Special Projects Director during his tenure with the SC Office of Rural Health.

Dr. Adams received a doctorate in health administration and a masters of public health degree from the University of South Carolina. He graduated with a Bachelors of Science degree from Frostburg State University in Maryland. Dr. Adams is married and has two sons and a daughter.

Peter Byford

NMTC Program Senior Manager

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Mr. Byford currently serves as NMTC Senior Program Manager for Tax Advantage Group, LLC. In his role, he works to assist qualified projects source capital through the strategic use of the federal new market tax credit program administered by the Department of the Treasury. With world-class tax, finance and economic development expertise, couples experience and creativity to chase down the best opportunities for your business.



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Mr. Byford began his career as a tax and corporate attorney with the law firm of Leatherwood Walker Todd & Mann, P.C. (now Smith Moore Leatherwood, LLP), where he advised business clients with respect to all aspects of their business operations. In addition to serving as counsel for commercial transactions, mergers and acquisitions on behalf of his clients, he often assisted them in the structuring and coordination of tax advantaged transactions. Between his time with LWTM and Tax Advantage Group, he served as the President of several operating businesses and as Executive Vice President and General Counsel for a family office.

Mr. Byford is actively involved in the thriving Greenville Community. He sits as a Commissioner on the Greenville Housing Authority, and has previously served as the Treasurer of the Advisory Board to the Salvation Army of Greenville and served on their Kroc Community Center Capital Campaign Executive Committee. He is also legal advisor to Indie Craft Parade, a non-profit focused on the sustaining and advancement of independent craft artisans.

Russ Caldwell

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Mr. Caldwell is the Managing Director of Grey Mountain Charter Financing of Westminster, Colorado. Grey Mountain Charter Financing is a financial consulting firm devoted to solving access to capital issues for charter school building projects and assisting institutional lenders in understanding charter schools as an asset class. Mr. Caldwell spent 31 years in the investment banking field specializing in tax-exempt financing. During those years he financed over 130 charter school buildings in thirteen states. Mr. Caldwell's career has spanned six public finance firms all of which were based in Denver, Colorado.

Within the municipal bond business, Mr. Caldwell completed over 500 projects covering sixteen states. He has undertaken rated, non-rated, and insured bond transactions. The dollar volume of these transactions has been over 4.6 billion dollars. Among that volume over 1.7 billion dollars has been raised for charter school buildings in thirteen states. Within charter school financings, Mr. Caldwell has organized private placements to commercial lenders, construction companies, development companies, REITs, and non-profit finance corporations separate from his muni bond business.

Prior to entering the public finance business, Mr. Caldwell served as Director of the Division of Commerce and Development for the State of Colorado from 1978 to 1981. Before relocating to Colorado, he served as Executive Director of the Georgia Planning Association and as Executive Director of the North Georgia Mountains Authority (a regional bonding entity). After college Mr. Caldwell began his professional career as a Technical Assistance Associate with the Georgia Municipal Association. He is a graduate of Young Harris College and Georgia State University. Mr. Caldwell served in the United States Army in 1971 and 1972 and was honorably discharged. Mr. Caldwell has devoted a substantial amount of time to regional, state, and community organizations and service.



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Since 1998 Mr. Caldwell has been the most prolific finance professional in the nation financing public charter schools. He has been involved directly in over 130 transactions for more than 1.7 billion dollars as either the lead banker, the municipal financial advisor to the charter schools, or simply as a financial consultant. He has presented over thirty technical papers and made conference presentations to charter school authorizers, charter school associations, state legislatures, and state and federal education regulatory agencies. In 2010 Mr. Caldwell served as an adjunct professor to the annual "Smith's High Yield Municipal Bond Conference" held each year in Greenwich, Connecticut. This conference is restricted to select high yield funds that purchase non-rated securities including charter school bonds.

In 2007 Mr. Caldwell drafted the first state legislation to authorize municipal loan pools for Property Assessed Clean Energy Bonds, commonly referred to as PACE bonds. His efforts lead to the first public offering of PACE bonds in the nation through Boulder County, Colorado. That legislation has now been adopted by thirty states as a standard template for renewal energy financings.

Mr. Caldwell has been a guest lecturer at the University of Colorado School of Business, the Mesa State College MPA program, and has taught a technical series on assessment district finance at the Denver Regional Council of Governments. In June of 2013 at the 20th anniversary celebration of Colorado Charter Schools, he was given a Pioneer Award as one of 14 significant individuals in the State who helped Colorado charter schools solidify a foundation to sustain a growing movement. Mr. Caldwell is a native of Murphy, North Carolina, and is married with two children in college and one grown daughter. He has resided in the Broomfield –Westminster area since 1981.

Hunter Hook

Vice President
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Hunter Hook is a vice president in CoBank's Electric Distribution, Water, and Community Facilities Group. He came to CoBank in 2011, and has spent the last four years working in the rural water business group. He recently transitioned into the role of relationship manager working with rural community facilities projects nationwide which is an integral part of CoBank's mission to serve rural America.

In addition to serving rural water providers and community facilities, CoBank also provides financing directly to companies providing critical rural infrastructure services such as telecommunications and power. CoBank was also one of 7 Farm Credit System institutions to recently establish, in cooperation with the U.S. Department of Agriculture, a Rural Business Investment Company (RBIC) to make equity investments in promising rural companies in the agribusiness space.

Prior to working with CoBank, Mr. Hook was an assistant vice president and commercial banker at Denver's Citywide Banks. He has a bachelor's degree in business from Trinity University in San Antonio, Texas and an MBA from the Bill Greehey School of Business at St. Mary's University.



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Harry Huntley

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Harry Huntley joined JEDA in August 2008 as the Executive Director. JEDA is the statewide conduit issuer of tax-exempt bonds, which during the last three years has issued more than 70 tax-exempt bonds for over \$2 billion. He also serves as Executive Director of InvestSC, Inc., the designated investor group for the South Carolina Venture Capital Authority.

Harry is a native of Columbia and a graduate of the University of South Carolina with a degree in finance and a master of business administration. Prior to joining JEDA, Harry served as the Richland County Auditor, an elected position, for 18 years. He is a Certified Public Accountant and his career has also included banking, accounting, real estate sales and development, and securities.

Harry is married to Kathy McCuen of Columbia and has four children. He serves on the board of the South Carolina Junior Golf Foundation, Shandon United Methodist Church, South Carolina Administrative and Regulatory Law Association as well as other professional organizations. Harry also coaches the state championship golf teams at AC Flora High School in Columbia.

Brent Jeffcoat

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Mr. Jeffcoat has served as bond counsel to the states of South Carolina and North Carolina and a number of cities, counties, school districts and other agencies in those states and elsewhere. The bond issues have included general obligation bonds, lease-purchase and other appropriation backed obligations, revenue bonds for all kinds of governmental enterprises such as utilities, airports, parking facilities, and tax-increment and assessment districts. He has also worked on healthcare financings for both public and nonprofit hospitals.

Because many of his clients are interested in promoting economic development, Mr. Jeffcoat has substantial experience in state and local incentive programs and the use of tax increment and special assessment districts to promote and encourage development. That work has led to representation of private developers and industries seeking to take advantage of these opportunities. His economic development work has included various kinds of industrial development bonds and exempt facilities financings.

Mr. Jeffcoat's current initiative is to assist in the provision of public infrastructure through public private partnerships. He has worked on toll bridge development, public transit (rail and light rail) projects, public schools and other infrastructure.



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A significant part of Mr. Jeffcoat's practice has been associated with education: public K-12 schools, community and technical colleges, public and private institutions of higher learning and associated research projects. In the case of community and technical colleges and public and private colleges and universities, Mr. Jeffcoat has worked on ancillary facilities such as dormitories and housing, food service and athletic facilities.

Ray Jones

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Ray Jones provides advice and counsel to a broad spectrum of clients in matters relating to public finance, local taxation, financing of affordable housing and economic development. His clients include cities, counties, school districts, investment banks, financial institutions, public housing authorities and large to mid-size corporations.

Mr. Jones assists local governments in the financing of public improvements and structuring bond transactions, including active counseling with the client and, most importantly, discussions with governing bodies to ensure clarity of purpose and direction. He represents investment banks and other financial institutions in conjunction with the underwriting of publicly sold tax-exempt securities, including the securities law aspects of those transactions.

Jones also counsels banks in connection with the purchase of tax-exempt, bank-qualified securities from local governmental issuers and advises governments on how to structure incentive packages to lure new business and industry to their communities, and counseling corporations with respect to these matters.

Michael Kozlarek

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Michael Kozlarek focuses his practice on the areas of public finance and economic development for municipalities and counties. In addition to his practice at Parker Poe, Mr. Kozlarek teaches Legal Drafting as an adjunct professor at the University of South Carolina School of Law.

Prior to joining Parker Poe, Mr. Kozlarek served as a judicial law clerk to the Honorable William L. Howard, Sr. at the South Carolina Court of Appeals, an adjunct professor at Horry-Georgetown Technical College, a commercial intern to the United States Foreign Commercial Service and a law clerk to the South Carolina Senate Judiciary Committee.



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As an attorney, Mr. Kozlarek has had significant experience in assisting counties, municipalities, school districts, housing authorities and other entities in the issuance of bonds and other instruments to fund capital projects and operating expense. He has advised counties in all aspects of economic development, including the creation of multi-county industrial parks and negotiation of the fee-in-lieu of tax incentive. He has also spent time counseling governmental clients on the utilization of tax increment finance and special assessment districts to create sources of revenue to pay for new infrastructure as well as consulting with private industry concerning South Carolina property tax law.

Mr. Kozlarek has represented both foreign and domestic companies in the negotiation of economic development incentives in the Carolinas. He has also had experience in representing governmental clients and private industry regarding the use of South Carolina's tax-exempt bond program and the federal low income housing tax credit program to finance housing developments

In August 2003, Mr. Kozlarek was honorably discharged from six years of service in the South Carolina Army National Guard.

Gene King

Senior Managing Director
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Gene King brings to Sequence a diverse background with more than 40 years of experience in business, marketing, finance, and human resources. During his career, Gene spent four years with Prudential/Bache securities as a registered representative and commodity broker. Gene has received many awards in his career. The two he is most proud of are (1) South Carolina Governor's Rural Leadership Initiative – 1993 and (2) Entrepreneur of the Year by Ernst & Young – 1994.

Edwin Lesley

President & CEO
Business Development Corporation of South Carolina
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Edwin Lesley is currently with the Business Development Corporation in Columbia, South Carolina, as President and CEO. He has been involved with the company since 1987 as chairman of the loan committee and board member. Prior to joining the Business Development Corporation, Mr. Lesley was with Residential Homebuilder. Mr. Lesley is currently serving on the Board of the Certified Development Corporation as the Executive Vice President.

Mr. Lesley has professional memberships with the South Carolina Bankers Association Associate Member, National Association of Business Development Companies, National Association of Government Guaranteed Lenders, National Association of Development Companies, Vistage, and ConserFund Loan Committee member for South Carolina Energy Office. Mr. Lesley earned his Bachelor of Science from Clemson University in Industrial Education. He has been married for over 42 years to his wife, Salley and they have three children and two grandchildren.



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Jennifer Noel

Deputy Secretary
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Jennifer Noel was promoted to Deputy Secretary of Commerce in January 2015. She previously served from 2011 to 2014 as Director of Global Business Development, responsible for managing the recruitment of new industry to the state and the growth of existing businesses in South Carolina.

Major wins for the state during her tenure at Commerce include deals with the top global tire manufacturers, including greenfield projects for Continental Tire and Giti Tire; the recruitment of top aerospace suppliers, including carbon fiber manufacturer Toray Industries; new corporate headquarters for LPL Financial and The Lash Group; and expansions by BMW, Boeing, GE and many more globally respected brands.

Jennifer brings nearly twenty years of economic development experience to Commerce. She came to Commerce from the Upstate SC Alliance, where she was executive vice president. During her time at the Upstate Alliance, Jennifer secured and administered more than \$2 million in grant funding for the organization and championed the organization's award-winning "I Was Blown Away" regional branding campaign.

Jennifer holds a bachelor's and a master's degree from the University of South Carolina, and is a graduate of the Economic Development Institute at the University of Oklahoma. She is a 2006 graduate of Leadership South Carolina and is a member of the Board of Directors for the South Carolina Economic Developers Association.

George Pink

Deputy Director, NC Rural Health Research Program
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George H. Pink, Ph.D., is a Humana Distinguished Professor in the Department of Health Policy and Management, Senior Research Fellow at the Cecil G. Sheps Center for Health Services Research, and Deputy Director of the NC Rural Health Research Program, all at the University of North Carolina at Chapel Hill. Dr. Pink teaches courses in healthcare finance and is involved in several research projects, including the *Rapid Response to Requests for Rural Data Analysis and Issue-specific Rural Research Studies*, *Rural Health Research Grant Program* and the *Rural Hospital Flexibility Program Evaluation*, all funded by the federal Office of Rural Health Policy. Prior to receiving a PhD in corporate finance, he spent ten years in health services management, planning, and consulting.



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In the past 25 years, he has served on over 100 boards and committees of hospitals and other healthcare organizations. He has written more than 70 peer-reviewed articles and has made more than 200 presentations in ten countries. He is a member of the Board and Treasurer of Piedmont Health Service, a large community health center that provides primary health care to residents of five largely rural counties in North Carolina.

Toby Rittner, DFCP, EDFP

President & CEO

Council of Development Finance Agencies

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Mr. Rittner runs the day-to-day operations of the Council of Development Finance Agencies (CDFA), which includes management of a 32 member Board of Directors, and the organization's various educational, advocacy, research, resources and networking initiatives. He often speaks at local, state and national conferences and events focused on economic development finance. He has been featured in *The Bond Buyer*, *Wall Street Journal*, *Bloomberg*, *NPR* and other national media publications concerning the advancement of development finance. He is the author of CDFA's highly acclaimed *Practitioner's Guide to Economic Development Finance* and an adjunct faculty member at The Ohio State University teaching planning for sustainable economic development in the Knowlton School of Architecture. Rittner is a Development Finance Certified Professional (DFCP) through CDFA and is a Certified Economic Development Finance Professional (EDFP) through the National Development Council (NDC). Rittner has also advised state and federal government leaders, including President Obama's Administration Transition Team, on economic development finance policy.

Prior to joining CDFA, Mr. Rittner was the Director of Legislative Affairs and former Director of Training for the International Economic Development Council (IEDC). Mr. Rittner has also worked for the Franklin County, Ohio Board of Commissioners, Community and Economic Development Department as a Senior Program Coordinator for Economic Development and as an Associate Planner for the City of Gahanna, Ohio.

Mr. Rittner previously served on the U.S. Environmental Protection Agency's Environmental Financial Advisory Board. He is a member of the Advisory Board for the National Community Fund I, LLC and is also a member of the Advisory Board for Heritage Ohio. Mr. Rittner holds a Bachelor of Arts in Political Science and a Master's of City and Regional Planning degree from The Ohio State University.



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George Strobel

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George Strobel co-founded State Tax Credit Exchange (STCE) in 2004, and serves as Director of Sales and Credit Strategy for the organization, matching investors to projects which qualify for state and federal tax credits in the areas of renewable energy, low income housing development, historic property rehabilitation and film and entertainment production, among others. Over the past decade, Strobel's expertise with a wide range of tax credit programs has allowed STCE's investors to fund worthwhile projects in more than a dozen states across the US while satisfying their corporate or personal tax liability objectives.

Prior to launching STCE, Strobel was a Partner at Arthur Andersen and served as associate director of the Arthur Andersen Center for Family Business. He has worked on financial and estate plans for many Forbes 400 individuals and family businesses throughout the United States. His depth of experience and understanding of tax law has led to frequent speaking engagements at finance, tax and accounting association events.

Strobel earned a BA in economics from Davidson College, and both a Master's in Accounting and Taxation and a JD from the University of Georgia. He is an active member of the Georgia Bar and is a Certified Public Accountant in Georgia, South Carolina, North Carolina, Tennessee and Florida. He is a registered Investment Advisor and a licensed Life Insurance Agent.

John Wooten

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Mr. Wooten leads the bank's Municipal Placements division responsible for working with 501(c)(3) organizations, corporations, and municipalities issuing tax-exempt and taxable revenue bonds under Wells Fargo's fixed rate, variable rate, and direct purchase bond programs. He works with bond counsel, local authorities, and others in putting together financing teams to successfully manage bond underwritings, refundings, and restructurings. He has more than 20 years experience in consulting, providing financial analysis, and completing transactions for clients. John speaks at numerous industry-related conferences and travels the country educating Wells Fargo clients on the benefits of bond finance. He currently sits on the board of the Council of Development Finance Agencies.

He earned a Master of Business Administration at George Washington University in 1989 and a Bachelor of Science in Business Administration degree from the University of South Carolina in 1985. Registered with FINRA as a General Securities Representative (Series 7), General Securities Principal (Series 24), Municipal Securities Representative (Series 52), Municipal Securities Principal (Series 53), an Investment Banking Representative (Series 79), and has passed the Uniform Securities Agent State Law Examination (Series 63).



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