



10th Anniversary Southland Social
20 Years in Southern California

SUSTAINABLE CONNECTED COMMUNITIES

Financial Tools for Building Opportunity-Rich Neighborhoods

March 15, 2017 – Federal Reserve Bank of San Francisco, Los Angeles, CA

Speakers Biographies

Alice Carr, Chase Community Development Banking

Division Manager, Community Development Real Estate

Alice Carr is Division Manager for the Western and Southwestern Regions of Community Real Estate Lending for Chase Community Development Banking. As part of a global financial services firm with assets of \$2.2 trillion, Community Development Banking is a leader in providing financing solutions that benefit communities across the nation. The real estate lending team originated over \$1.7 billion in 2016 in construction and permanent debt products to develop and revitalize affordable housing properties throughout the Chase retail footprint. Alice's teams originate over one-half of the national lending level for Community Development Real Estate.

Alice has two decades of finance experience. Prior to joining Chase in 2011, Alice served as a Managing Director/Western Regional Director for Citi Community Capital, the community lending division of Citigroup where she managed a group that originated construction, permanent, and gap financing for a wide variety of residential, commercial and mixed-use community development properties. Previous to her 12 years at Citigroup, Alice worked at the Low Income Investment Fund in San Francisco. Alice serves on a variety of boards and committees including Chair of the Southern California Leadership Council for Enterprise Partners, Chair of the Board of Directors for California Community Reinvestment Corporation, Treasurer of the Board of Directors for the Los Angeles Conservancy, a member of the Board of Directors for Washington Community Reinvestment Association, and a member of the Housing Loan Committee for Low Income Investment Committee.

Alice earned a Bachelor of the Arts from Occidental College, graduating Cum Laude and Phi Beta Kappa, and receiving Honors and Distinction in double majors of American Studies and German Literature. Alice holds a Master of the Arts from the University of California, Los Angeles, in Urban Planning with a concentration on housing finance and community development.



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Rushmore Cervantes, City of Los Angeles Housing and Community Investment Department
General Manager

Rushmore Cervantes is the General Manager of the Los Angeles Housing and Community Investment Department (HCIDLA). Mr. Cervantes plans and directs all activities and operations of HCIDLA to support the creation of viable urban communities by promoting livable and prosperous communities through the development and preservation of decent, safe, affordable housing, neighborhood investment, and social services. With Federal and State grants, conduit bond financing and local funding sources, HCIDLA provides assistance in the development of single-family homes, multi-unit rental housing, mixed-use (commercial/residential) developments, strategic, cost-effective capital projects, and housing opportunities for persons with special needs (such as homeless, persons with AIDS, persons with sensory or physical disabilities, victims of domestic violence, and kinship families).

Mr. Cervantes oversees HCIDLA's six City Commissions as well as the network of Family Source Centers that provide low-income families with supportive services geared towards financial sustainability and an increase in youth academic achievement. HCIDLA also performs habitability inspections of all 760,000 multi-family units in the city, administers the Rent Stabilization Ordinance, and provides a first-time homeownership program and a home repair program. All services and programs are place-based, and integrate transit, community, economic, and housing development investments. Mr. Cervantes also serves as a member of the Los Angeles Workforce Investment Board and as President of the Los Angeles Development Fund, a Community Development Entity (CDE) that invests New Market Tax Credits in commercial and residential developments that create permanent jobs.

Over the course of his City career, Mr. Cervantes has managed the financing of affordable housing, developed and implemented performance-based social service and community programs, developed strategic plans, collaborative efforts and initiatives with City Departments and private sector organizations, facilitated the implementation of the City's Financial Management System, and built community consensus on various issues. He has over 20 years of experience with the City of Los Angeles and has held several other key City positions.

Blanca de la Cruz, California Housing Partnership
Sustainable Housing Program Director

Blanca de la Cruz is the Sustainable Housing Program Director at California Housing Partnership. She leads advocacy work involving energy efficiency and renewable programs in the Los Angeles region to increase access to resources contributing to the long-term sustainability and preservation of housing affordable to low-income people. She lead an On-Bill Payment (OBR) Financing test pilot in Southern California that incorporated utility incentive programs. Blanca provides support in implementing the state's Low Income Weatherization Program for large multifamily buildings statewide.





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Nick Dirr, Association of Energy Affordability (AEA)
Director of Technical Services

Nick Dirr is Director of Technical Services at the Association for Energy Affordability, Inc. specializing in conducting energy audits and energy analysis of multifamily buildings, developing energy efficiency retrofit specifications, training industry stakeholders, and designing, managing, and implementing efficiency programs. Nick is experienced working with a wide range of clients including building owners, utilities, federal and state agencies, program managers, property managers, building operators, engineers, developers, and architects. Nick is responsible for technical oversight and implementation of the CSD Multifamily Low Income Weatherization Program (LIWP-MF).

Richard Gerwitz, City Community Capital
Managing Director

Richard Gerwitz is co-head of Citi Community Capital, the community development lending and investing division of Citi, with more than 30 years of experience in the tax-exempt securities and real estate markets. He began his career with Merrill Lynch in 1978 as a municipal securities analyst, subsequently moving into the investment banking division. In 1984, Mr. Gerwitz was retained to help start the municipal securities division at Security Pacific National Bank. In 1992 Mr. Gerwitz left the bank and negotiated the formation, and became president of a real estate limited partnership whose partners were the Ford Motor Company and the Federal Deposit Insurance Corporation. The partnership was funded with more than \$1 billion in performing and non-performing real estate assets designated for liquidation. He returned to the tax-exempt bond investment banking industry in the late 1990s when he joined Citi Community Capital, formerly known as Newman & Associates, focusing exclusively on the financing of affordable multifamily rental housing. In Mr. Gerwitz's role as co-head of Citi Community Capital he directs the activities of the unit's affordable rental housing lending, mortgage and investment banking team, as well as its involvement with low-income housing tax credits (LIHTCs), new market tax credits (NMTCs) and other Community Reinvestment Act lending and investment activities. He is a frequent speaker at industry events, serves as the chairman of the Santa Monica Housing Commission, and is a member of the advisory boards of the Novogradac Journal of Tax Credits, the New York State Association for Affordable Housing (NYSFAFH), the New York Housing Conference (NYHC) and the Citizens Housing and Planning Council (CHPC).

Matt Lust, Community Development Commission of the County of Los Angeles
Senior Project Manager

Matt Lust is a Senior Project Manager with the Community Development Commission of the County of Los Angeles (Commission) where he works in affordable housing development. Among his varied responsibilities is managing the Notice of Funding Availability for affordable multifamily



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rental housing projects, which provides financing to build supportive housing projects throughout the County of Los Angeles for homeless persons and persons with special needs. Matt works on a project's entire financing lifecycle, including underwriting to ensure financial feasibility, construction fund disbursements, and conversion to permanent financing. Prior to working in the Commission's Housing Development unit, Matt administered a number of programs for the Commission's Economic and Redevelopment Division. He managed two Redevelopment Project Areas, which included site acquisition and finance, single-family rehabilitation, business improvement, and community engagement. Matt firmly believes that housing homeless and special needs populations is vitally important and enjoys seeing funded projects open to new residents. Matt completed his M.S. in Urban and Regional Planning from Cal Poly Pomona and holds a B.S. from William Paterson University.

Reagan Maechling, Enterprise Community Investment, Inc.

Director, Syndication, Originator

Reagan Maechling is a director on the Syndication team at Enterprise Community Investment, Inc. She is responsible for originating and overseeing the underwriting of affordable Low-Income Housing Tax Credit (LIHTC) investments in Southern California. In this role, she also manages developer relationships and supports the promotion of Enterprise's broad range of affordable housing and community development tools, including Bellwether Enterprise mortgage financing, the Enterprise Community Loan Fund, New Markets Tax Credits, local policy efforts, grants and technical assistance. Reagan has over 15 years of experience in affordable housing and real estate development. During her tenure at Enterprise, Reagan has underwritten or secured approximately \$700 million of Low-Income Housing Tax Credit equity investments in about 70 projects. Prior to joining the organization in 2007, Reagan held project management positions for affordable and market rate housing developers in Northern and Southern California. She holds a master's degree in urban planning and bachelor's degrees in political science and international development studies from UCLA.

Ramon Mendez, Jr., Enterprise Community Partners, Inc.

Director of Solutions

Ramon Mendez Jr. is Director of Solutions for Enterprise Community Partners. With over 20 years of experience in financing and developing affordable housing in California, he is responsible for providing strategic vision and leadership and locally implementing Enterprise's national initiatives, including Building Sustainable Organizations, Green Communities, and Housing, Health, Homelessness, and Services. He successfully creates and secures private and public funding sources for the implementation of capacity building programs addressing opportunities and challenges, ultimately improving the affordable housing industry in Southern California.

Mendez joined Enterprise in 2007 after serving as director of training and senior project manager for the California Housing Partnership Corporation. In that capacity, he managed comprehensive



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housing development training programs to nonprofit developers, supportive service agencies and their Board of Directors, financial institutions and governmental agencies. Mendez also provided financial consulting to nonprofit organizations to structure the debt and equity for 14 affordable multi-family and mixed-use projects, each spanning 3 – 5 years and totaling more than 1,000 homes. He was responsible for the assembly of private and public financing, including \$73 million in tax credit equity and \$50 million in private activity bond financing.

Mendez earned a dual master's degree in urban planning and Latin American studies and a bachelor's degree in psychology from the University of California, Los Angeles. He is also a 24 year-term member of the Board of Directors for the West Hollywood Community Housing Corporation, and was Board Chair from 2010 - 2015.

John Mimms, Community Corporation of Santa Monica

Project Manager

John Mimms is a Project Manager at Community Corporation of Santa Monica (Community Corp.) whose work at the organization has focused on sustainability and asset management activities and ways the organization can improve operations and increase efficiency. John used his background in city planning and his experience working with municipalities, non-profits, and small businesses to inform the structure, development, and direction the organization's Building Improvement Strategy and its partnership with the California Housing Partnership Corporation to develop and implement the On-Bill Repayment Pre-Pilot Project. John worked previously developing administrative structures for the City of Los Angeles Redevelopment Agency to report on the impact of its community investments (projected new tax generated, projected jobs created, etc.), and brings the same data driven process to Community Corp.

Andrew Nih, Southern California Gas Company

Energy Efficiency Finance Supervisor

Andrew Nih is the supervisor overseeing Southern California Gas Company's energy efficiency financing programs. His area of focus includes On-Bill Financing as well as managing the launch and implementation of six new financing programs, including On-Bill Repayment. He has spent eight years in the energy efficiency industry specializing in policy and strategy, cost-effectiveness, and evaluation, measurement, and verification. Prior to working at SoCalGas, Andrew worked for Southern California Edison for 5 years where he focused on reporting and analytics.

Monica Palmeira, California Strategic Growth Council

Outreach Coordinator, SGC's Affordable Housing & Sustainable Communities (AHSC) Program

Monica Palmeira serves as Outreach Coordinator for SGC's Affordable Housing Sustainable Communities program. Her background includes community organizing and outreach, program development and implementation, affordable housing advocacy, and oral history work. Prior to



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joining SGC, Monica served as Policy & Programs Specialist at California Coalition for Rural Housing and as managing director at the Marian Cheek Jackson Center, a dynamic public history and organizing center in Chapel Hill, NC.

Noni Ramos, Enterprise Community Loan Fund, Enterprise Community Partners

Vice President and Chief Loan Officer

Noni Ramos is vice president and chief lending officer for the Enterprise Community Loan Fund (ECLF). In her role, she is a senior member of the creative capital team overseeing the structuring and deployment of capital resources through both Enterprise's community development financial institution (CDFI) and community development entity (CDE). Her responsibilities include new program and product development and financing innovation. Noni manages the CDFI's lending team and the New Markets Tax Credit (NMTC) team across the country in developing and delivering financing solutions for affordable housing, community health centers, charter schools and other community development needs. She works across Enterprise subsidiaries and affiliates to develop and launch new financial products and initiatives in program areas such as equitable transit oriented development, energy efficiency and health and housing. In this capacity, Noni is responsible for the development and management of all structured funds and targeted capital pools to address financing needs across Enterprise's portfolio of work through its CDFI and its CDE.

Lara Regus, Abode Communities

Senior Vice President, Development

Lara Regus is senior vice president of development responsible for the oversight of new affordable housing production. As such, she identifies a wide-range of financing to bring developments to fruition; oversees predevelopment, construction and permanent financing activities; manages relationships with lenders and investors; and manages and trains Abode Communities' experienced and dedicated development team members. Regus is also instrumental in engagement to increase public awareness and support for affordable housing through education, policy and advocacy endeavors.

In her tenure with Abode Communities, Regus has contributed to the development of more than 1,000 multifamily residential units yielding \$317 million of real estate investment in California. Her in-depth experience at Abode Communities includes successfully identifying and securing acquisition opportunities as director, business development, as well as managing the development process for a variety of affordable housing developments. Prior to joining the organization in 2006, she served as a program associate at California Community Foundation and an analyst at JPMorgan Chase.

Regus' commitment to environmentally sustainable affordable housing has propelled Abode Communities to become the leading provider of LEED® for Homes Platinum-rated units in the



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State of California. Regus is a trusted resource on the subject of sustainability, as well as transit-oriented development and has participated on various panels hosted by U.S. Green Building Council, Southern California Association for Nonprofit Housing, Urban Land Institute and American Planning Association. She continues to expose environmentalism and transportation as a mechanism to deepen a projects' value and direct impact to low-income communities.

Ben Rosen, Skid Row Housing Trust

Real Estate Development Director

Ben Rosen has 11 years of experience in affordable housing development and has managed various stages of the development of over 1,000 affordable homes. Much of his work has focused on the development of Permanent Supportive Housing, including housing for Veterans and others who have experienced homelessness. Ben holds a B.S. from U.C. Davis in Community and Regional Development and is a LEED Accredited Professional (LEED AP for Homes).

Sabrina Saxton, CalHFA

Loan Officer

Sabrina Saxton is a Loan Officer at CalHFA. She has been committed to improving affordable housing for 19 years as both an architect and an underwriter.

Brian Segel, Forsyth Street Advisors

Senior Vice President

Brian Segel joined Forsyth Street Advisors in March of 2012 with over 25 years of experience in housing, commercial, and community development finance. At Forsyth, Mr. Segel manages social impact funds established by the firm to finance property acquisitions for affordable housing production and preservation in New York City (New York City Acquisition Fund) and Los Angeles (New Generation Fund). He also provides team support on other funds established by Forsyth to reposition vacant, abandoned, and foreclosed residential properties in regions around the country. Previously, Mr. Segel held managerial positions at the New York State Housing Finance Agency; HSBC Bank; the Low Income Investment Fund; National Equity Fund; and MetLife. At each institution, he directed teams of investment professionals in financing community-based residential and commercial projects. He began his career as a business lender with City and State government economic development agencies. Mr. Segel currently serves on the boards of the Supportive Housing Network of New York and Restored Homes HDFC. He received master's degrees from Harvard University and the London School of Economics, and a bachelor of arts from Oberlin College.





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Beth Sorce, Grounded Solutions Network

Director of Capacity Building

Prior to serving as Director of Capacity Building at Grounded Solutions Network, Beth was the Community & Capacity Building Manager at the National Community Land Trust Network. Beth has also worked as both an urban planner with GCR, Inc. and a Community Development Finance Fellow with Providence Community Housing, a local nonprofit specializing in affordable housing development. Beth earned her master's degree in Urban and Regional Planning from the University of New Orleans, where she conducted research on the role of CLTs in weak market cities, in the commercial realm and in the development and preservation of Low Income Housing Tax Credit projects.

Jacqueline Waggoner, Enterprise Community Partners, Inc.

Deputy Director, Southern California

As Southern California Deputy Director for Enterprise Community Partners, Jacqueline Waggoner manages program, creates innovative financial solutions and directs investments from the state's Central Coast to San Diego. In commercial real estate lending for more than 20 years, she worked as a project manager with Local Initiatives Support Corporation, underwriter for ARCS Commercial Mortgage and vice president for Community Lending with Wells Fargo Bank in Los Angeles before joining Enterprise in 2007. Jacqueline earned her bachelor's degree in sociology and master's degree in urban planning from UCLA. She currently serves on the board of directors of the Southern California Association of Nonprofit Housing (SCANPH).

Thomas Yee, Low Income Investment Fund

LA THRIVES Initiative Officer

Thomas Yee is the Initiative Officer for LA THRIVES, supporting and coordinating the work of our partners toward equitable and sustainable transit-oriented communities in Los Angeles County. He was previously the Director of Planning at the LTSC Community Development Corporation, where he helped to launch the Sustainable Little Tokyo Cultural EcoDistrict, the first neighborhood-scaled EcoDistrict proposed in the Los Angeles region. In his fifteen years working in community development in Los Angeles, he has extensive experience in affordable housing development, community organizing and coalition building, fundraising, and program implementation. Thomas earned a Masters of Urban Planning from the University of Southern California, and is an AICP certified planner.

Natalie Zappella, Enterprise Community Partners

Program Director, Sustainable Connected Communities

As Program Director at Enterprise Community Partners Southern California, Natalie leads the implementation of our Sustainable Connected Communities program, a cross-sectoral effort to



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catalyze innovative strategies, leverage capital, and shape policies to increase access to equitable housing, transit, and healthy, vibrant neighborhoods. Natalie came to Enterprise after several sustainability and health related employment experiences in Los Angeles and Detroit, focusing on capacity building, program development and implementation. She received a Masters of Social Work and Urban Planning at the University of Michigan, Ann Arbor and was a McGregor Geriatric Fellow, where she developed and facilitated social justice educational programs. Following that, she developed a sustainable development plan for Detroit and the surrounding region, and oversaw the health and aging portfolio at the Community Foundation for Southeast Michigan, where she led a variety of community development initiatives. Prior to joining Enterprise, Natalie directed a statewide technical assistance center for evidence-based health programs supporting underserved populations, public agencies and nonprofits across California with Partners in Care Foundation.



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