



NATIONAL DEVELOPMENT COUNCIL

Partners in Community Development Since 1969

NDC **TRAINING & PROFESSIONAL CERTIFICATION**



TRAINING BROCHURE

www.nationaldevelopmentcouncil.org

NDC TRAINING & PROFESSIONAL CERTIFICATION



Who Is NDC?

The National Development Council, founded in 1969, is a national 501(c)(3) non-profit that has evolved into one of the most progressive and innovative community and economic development organizations in the United States. Mission-driven to strengthen the economies of rural and urban underserved and distressed communities, NDC is a comprehensive supplier of financing, development expertise and technical assistance for community revitalization efforts throughout the nation. NDC's work has strengthened the economies of communities in all 50 states and Puerto Rico. NDC has been the catalyst for creating a national infrastructure of economic and housing development finance professionals by training more than 3,000 practitioners annually in all aspects of financing for economic, community and affordable housing development.

Today, with a proven track record of results and accountability in revitalizing neighborhoods, important strategic partnerships, a highly developed training curriculum and a model for delivering technical assistance, NDC possesses the skills and experience to achieve local community development goals.

NDC training gives practitioners the tools and techniques needed to get deals done. We bring the real world to the classroom with case studies based on actual deals and instructors who teach what they do in support of NDC's mission in communities throughout the country.

Capacity building through technical assistance and training is the heart of NDC's work, but in pursuit of our mission, we have become a full-service community development financial institution for community and economic development, bringing development expertise and financial resources to client communities through a variety of high-impact programs. Read more on pages 13-14.

Why Choose NDC Training?

For over 40 years, NDC has helped communities build capacity at the local level through training that leads to professional certification. As the fields of economic, housing and community development finance have evolved, so have we, expanding and refining our curriculum to ensure that practitioners working in low and moderate-income communities possess the strong foundation in financing and deal structuring skills needed to get deals done.

NDC training is intense and rigorous—with as many hours as an average college course—plus homework and a final exam. Students work through real case studies, analyzing and structuring them to reach real solutions. We regularly update our courses with new material that reflects the latest financing programs, legislation and regulations. Course instructors are members of NDC's team of development finance specialists who impart real-world knowledge in the classroom. Working in communities across the country to structure a wide range of transformative projects, our instructors bring a wealth of experience and a timely perspective to every NDC training course.



Professional Certification Programs

Recognized as the "gold standard" of professional economic and housing development finance training:

- **Economic Development Finance Professional™**
- **Housing Development Finance Professional™**

Professional Development Courses

Designed to meet the capacity-building needs of both seasoned professionals and those new to the field, these courses complement NDC's certification programs and are powerful standalone

training opportunities. Courses focus on specific development finance programs or techniques such as revolving loan funds, CDBG compliance and mixed-use real estate finance.

Online Training

Travel and time constraints don't have to be an obstacle to your professional development. The online training format combines the best of NDC's classroom settings with the convenience of "anywhere access" to NDC training.

ECONOMIC DEVELOPMENT FINANCE

Professional Certification Program™



Participants learn the tools and techniques of the trade—business credit and real estate finance analysis, loan packaging, negotiating, problem solving, deal structuring and more—to build the capacity they need to successfully create jobs and translate economic development opportunities into results for their communities. Each of the four courses is five days in length. Participants who successfully complete the four EDFP courses and pass the examination in each course are awarded NDC's EDFP Certification—an achievement recognized in hiring and promotion decisions by many public and non-profit agencies.

**This was the single training
that launched my career.**

Tracey Nichols

Director of Economic Development, City of Cleveland

ED101—Economic Development Finance

Participants in ED101, the first course in the EDFP Certification Program, gain a solid understanding of both the basic tools and newest techniques utilized by successful economic development finance practitioners to finance small businesses and create jobs. The course explores economic development activities as part of a community's overall economic development finance strategy and investigates the financing resources available for job creation projects. Participants analyze and structure economic development projects for small and medium-sized businesses as well as commercial real estate developments utilizing incentive financing packages.

Course Length: Five days

Tuition: \$1,250

Prerequisite: None

ED201—Business Credit Analysis

In ED201, the second course in NDC's EDFP Certification Program, participants build on the financial analysis and deal structuring techniques learned in ED101 through investigation of advanced methods used to analyze the creditworthiness of operating small businesses. The credit analysis and underwriting procedures of commercial lenders are tailored to the unique concerns of economic development lenders. Participants spread and analyze the financial statements of numerous actual companies—manufacturing, service, retail—and use economic development finance programs to structure fixed asset and permanent working capital financing packages.

Course Length: Five days

Tuition: \$1,250

Prerequisite: ED101

ED202—Real Estate Finance

Real estate development is the focus of ED202, the third course in the EDFP Certification Program. This course offers a step-by-step look at the real estate development process from the perspective of lenders, developers and investors. Participants analyze real estate projects—retail, office, mixed-use—using the rates of return required by lenders, developers and investors, and determine the appropriate amount of public sector financing needed to make projects feasible. Public sector financing tools and techniques, including tax credits, designed to attract, leverage and complement private financing, are utilized to maximize debt and equity while minimizing public investment.

Course Length: Five days

Tuition: \$1,250

Prerequisite: None

ED300—The Art of Deal Structuring

The final course in the EDFP Certification Program, ED300 integrates the business credit and real estate finance skills learned in previous courses with the creative demands of deal structuring. Participants apply a process for solving problems in order to overcome the myriad obstacles—economic, financial, political, social—to the successful structuring of business finance and real estate projects. The emphasis of this course is casework. Participants are challenged by case studies that involve complex financial issues such as workouts, business buyouts and tax credits in real estate projects.

Course Length: Five days

Tuition: \$1,250

Prerequisites: ED101, ED201 and ED202

LEARN MORE ABOUT NDC TRAINING AT

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HOUSING DEVELOPMENT FINANCE

Professional Certification Program™



NDC training prepared me to step confidently into a new role with increased leadership. The instructors were extremely patient, helpful and knowledgeable, and I feel that I gained access to industry best practices. I am eager to implement the course material to develop viable projects that further our mission and benefit our community.

Emily Seibel
Executive Director, Yellow Springs Home, Inc.

Public and non-profit practitioners learn the steps of the housing development process, the techniques used to analyze and structure financing for home ownership and rental housing deals, and the problem solving and negotiating skills needed to make complicated projects feasible. The latest techniques for utilizing new and evolving tools of affordable housing development are demonstrated and practiced in the training. Participants who successfully complete the four HDFP courses and pass the examination in each course are awarded NDC's HDFP Certification.

HD410—Home Ownership Finance

In this course, the first in the HDFP Certification Program, participants learn the skills and techniques that successful housing development finance practitioners use to create affordable, owner-occupied, single family housing. The course takes an in-depth look at the financing of housing and how financing affects affordability—of both the unit's sales price and the buyer's monthly mortgage payment.

Course Length: Four days **Tuition:** \$1,000
Prerequisite: None

HD420—Rental Housing Development Finance

The second course in the HDFP Certification Program, HD420 takes a detailed look at the analysis, financing and development of affordable rental housing. In this course, participants learn the underwriting criteria used by lenders and the rates of return demanded by private equity investors in order to determine their investment in a rental housing project. HD420 also explores the methods practitioners can utilize to attract the maximum amount of private capital to rental housing projects as well as the techniques to fill financing gaps with public resources.

Course Length: Five days **Tuition:** \$1,250
Prerequisite: While not required, NDC recommends that individuals complete the HD410 course before taking HD420.

HD422—Computer Spread Sheet Analysis for Housing

The third course in the HDFP Certification Program, HD422 incorporates the use of computer spread sheets designed to give participants the ability to apply the financial analysis techniques presented in the previous two courses. In this course, participants learn to use spread sheets as a tool to locate and interpret key financial information and to restructure a housing transaction based on revised assumptions. More time is available to consider structuring options for affordable home ownership and rental housing case studies. *Note: Participants must bring a laptop computer equipped with Microsoft Excel.*

Course Length: Three days **Tuition:** \$750
Prerequisites: HD410 and HD420

HD430—Housing Development Finance: Problem Solving and Deal Structuring

The fourth and final course in the HDFP Certification Program, HD430 blends the financial analysis techniques learned in the previous courses with the problem solving and negotiating skills that housing development practitioners use to close complex projects. This course challenges participants to analyze and structure financing packages for home ownership and rental housing deals that are complicated by a variety of factors, both financial and non-financial. Participants become skilled at the methods used to structure financing that most effectively leverage public dollars. *Note: Participants must bring a laptop computer equipped with Microsoft Excel.*

Course Length: Five days **Tuition:** \$1,250
Prerequisites: HD410, HD420 and HD422

PROFESSIONAL DEVELOPMENT COURSES



NDC's Professional Development Courses focus on specific development finance programs tools and techniques. Designed for both seasoned professionals and those new to the field, these two and three-day courses complement NDC's certification programs. Several courses are described below. See the complete menu of available courses at www.nationaldevelopmentcouncil.org.

ED405—Revolving Loan Funds and CDBG Compliance

Many communities, in the face of increasingly limited funding sources for business expansion and development projects, have created local revolving loan funds. RLFs complement scarce public and private financing by recycling funds and leveraging private dollars. HUD's Community Development Block Grant (CDBG) program is a significant source of RLF capitalization. However, use of CDBG means complying with requirements of the Housing and Community Development Act. NDC's RLF course teaches a process for effectively designing public loan portfolios, analyzing credit and collateral, closing and documenting loans, portfolio servicing and management, innovative workout strategies, complying with CDBG requirements and more.

Course Length: Three days **Tuition:** \$750
Prerequisite: None

ED415—Financing Your Renewable Energy Projects

Federal and state governments seeking to support renewable energy developments have implemented a variety of incentives and financing tools that can help make solar, wind, geothermal, fuel cell and other types of projects financially viable. The tools include investment tax credits, loan guarantees, production incentives and grant programs. These programs are an important community development resource that can have a major impact on the environment, the creation of green collar jobs and the transition from traditional energy sources to renewable energy technology. Participants learn the best methods for utilizing these programs and accessing the debt and equity necessary to get projects built in these challenging and changing times.

Course Length: Two days **Tuition:** \$500
Prerequisite: None

ED515—New Markets Tax Credits

NDC's intensive two-day course is designed to take the mystery out of this powerful economic development finance tool, from the basics—what NMTCs are and how they are allocated—through the legal and regulatory parameters, to the financing models that work best and maximize the tax credit's benefits. Case studies and hands-on work take participants through actual NMTC projects—commercial real estate, mixed-use projects that include housing, community facilities, business developments and Historic Rehabilitation Tax Credit projects.

Course Length: Two days **Tuition:** \$500
Prerequisite: None

ED527—Keeping the Public in Public-Private Partnerships: Innovative Approaches to Developing Governmental Buildings

Most communities need to look beyond conventional techniques for financing and building public facilities. Whether they have reached their debt limits or they want to get projects built faster and more efficiently, there are methods and tools that enable a non-profit organization to develop and own such projects, lease them to governmental entities and eventually transfer them to public ownership. Course participants explore a public-private development approach that combines the benefits of private development (efficiency and experience) and public accountability in building, owning and operating public facilities. Development methods of both the public and private sectors are explained with the goal of determining if a public-private partnership structure will be beneficial. Learn about NDC's creative public-private approach, including financing options, cost and time savings, and how this development method differs from conventional approaches.

Course Length: Two days **Tuition:** \$500
Prerequisite: None

Online Training



These three-hour sessions, each on a specific development tool or program, are taught with the same skill and real-world expertise that have made NDC training premier in the field. As a supplement to our certification programs and professional development courses, NDC's online training offers timely and useful information for a wide variety of economic, housing and community development finance practitioners.

Tuition: \$250

LEARN MORE ABOUT NDC'S PROFESSIONAL DEVELOPMENT COURSES AT

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NDC Training Schedule

Learn more about NDC Training—the latest schedule, course locations, tuition rates and policies—and register for a course at www.nationaldevelopmentcouncil.org.

NDC Academy

Join your colleagues at the NDC Academy! A biannual event held in Washington, DC, the NDC Academy is the industry's premier conference for the country's economic and community development professionals. The Academy brings together elected officials, policy makers, finance program experts and Congressional staff for direct talk on key issues and ideas that impact community and economic development. NDC's development finance experts teach fast-paced sessions on both the core federal programs and the latest programs and techniques for every type of community development project. Submit your own local projects for recognition and review by your peers. Spend time on Capitol Hill, meeting with your representatives and networking with your colleagues at the Academy's Capitol Hill reception. For all the details, go to www.nationaldevelopmentcouncil.org and follow the links to the NDC Academy.

Continuing Education and Recertification

Update your NDC certification while learning the latest development tools and techniques. Beginning in 2013, NDC is instituting a continuing education/recertification requirement designed to maintain your professional certification and increase your skills. Participation in a variety of professional education and industry-wide events and activities will make the continuing education process both meaningful and achievable. As an NDC-certified EDFP or HDFP, you are recognized as a leader in your field. Keeping your certification and skills up-to-date will enhance the recognition of your peers, the value of your certification, and your ability to improve underserved low and moderate-income communities.

Go to www.nationaldevelopmentcouncil.org for details on NDC's continuing education/recertification requirements, approved courses and activities, and more.

NDC Training In Your Own Backyard

Public agencies and non-profit organizations can benefit from the opportunity to build the development finance capacity of their staffs by sponsoring NDC training. Numerous state and local governments, community development networks and charitable foundations have sponsored NDC training for their staff and development partners to avoid travel expenses and reduce participants' tuition costs. When NDC comes to your community, local practitioners are able to enhance their financial analysis and problem solving skills in the same classroom with their colleagues and to collectively discuss and address local development challenges and opportunities.

All of the courses that we teach throughout the country are available for local sponsorship and skilled NDC instructors deliver the same material and real-world experience in your community that has made our national training the gold standard in the field. NDC also works with agencies to customize our existing courses or create unique training programs that focus on the specific capacity building needs or interests of your audience or community. In many instances, we incorporate local development projects and finance programs to bring added value to your training participants.

Bring NDC Technical Assistance and Financial Services to Your Community



Children on the steps of the YMCA-YWCA in Spokane, WA, a project financed using NDC's HEDC New Markets.

NDC technical assistance offers a mix of development and capacity building services that operate on a model that is "ground-up and hands-on." NDC works in partnership with community stakeholders on the full range of community and economic development projects to guide financial structuring, obtain financing, comply with program regulations, and at times, invest tax credit equity under our control to achieve community goals. When we have finished our work, we leave a self-sustaining community behind by building the development finance capacity of local staff.

At any given time, NDC provides technical assistance services to more than 100 client communities, large and small, urban and rural, including city, county and state government agencies, and non-profit organizations that range from neighborhood groups to statewide entities. NDC also brings its comprehensive arsenal of innovative financial resources and development expertise to help finance local projects. Tell us about your community's technical assistance and development needs. Contact us at www.nationaldevelopmentcouncil.org and we'll be glad to discuss how NDC can be of assistance.

PUBLIC-PRIVATE PARTNERSHIPS

AN INNOVATIVE APPROACH



In partnership with the University of Washington in Seattle, NDC HEDC financed Nordheim Court, a 460-bed student housing complex.

NDC Housing and Economic Development Corporation (NDC HEDC) has been involved in public-private partnerships (PPP) since 1988 and has a portfolio, developed in partnership with government agencies and public universities, of over 40 projects worth in excess of \$2.0 billion. Our unique approach to public-private partnerships is bolstered by years of experience in the field and a deep understanding of both the public and private sector development processes.

NDC HEDC's goal is to maximize the benefits of combining private sector expertise with the benefits of public sector financing to develop public facilities. With a clear public purpose at the center of our mission, NDC HEDC strives to bring the public and the private sectors together in a truly collaborative process.

The NDC HEDC Difference

- Meeting the needs and goals of the public sector
- Saving time and money
- Keeping the focus on quality
- Emphasizing sustainable development
- Utilizing sound asset management techniques over the term of the financing
- Bringing mission-driven development experts to the development process

More than Just Financing

NDC HEDC supports public projects each and every step of the way, ensuring that they deliver desired community impacts and operate soundly. To learn how NDC HEDC's innovative approach to public-private partnerships can help you, visit www.ndcPPP.org or attend NDC's course: ED527—Keeping the Public in Public-Private Partnerships: Innovative Approaches to Developing Governmental Buildings.

NDC HEDC Public-Private Partnerships At A Glance

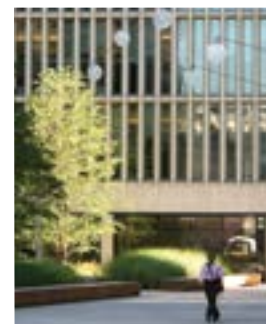
- Established in 1988
- Completed over 40 public-private partnership projects
- Financed more than \$2.0 billion in total project costs
- Constructed 10 LEED Silver, Gold and Platinum buildings during the last 10 years
- Developed over 3.5 million square feet of usable space
- Financed 12 large-scale parking facilities with more than 7,700 parking spaces
- Developed six public university student housing projects with a total of over 2,000 beds
- Participated in projects including city halls; municipal, county and state offices; parking garages; laboratory space; student housing complexes; libraries; biomedical research facilities; and hospitals

Award-Winning Projects



Cayuga Green Parking Garage | Ithaca, NY

Situated just two blocks from Ithaca Commons, the hub of Ithaca's central business district, the Cayuga Green Parking Garage is a 700-car, seven-story structure that helps bring local residents downtown. Financed and developed through an innovative NDC HEDC public-private partnership, the \$19.3 million project, which opened in the spring of 2005, provides convenient parking for shoppers and is graced with trees, benches and sculptures and a short, scenic walk along Six Mile Creek to Ithaca Commons. The garage also provides parking for the newly developed Cayuga Place, with 34,000 square feet of national retail stores, a five-screen movie theater and 68 apartments.



University of Washington Medicine Lake Union Seattle, WA

The UW Medicine Lake Union complex provides over 600 scientists with state-of-the-art space for cutting-edge research in the areas of cancer vaccines, diabetes and heart regeneration. Upon completion of its latest phase in 2013, the UW Medicine Lake Union campus will consist of three laboratory buildings and one office building with more than 500,000 square feet of space. The \$362 million campus was financed through a creative public-private partnership of NDC HEDC. Planning has begun that will add two new buildings to the Lake Union complex.

We got three times the building
for less than twice the price.

Jim Napolitano

Formerly with the King County, WA Finance Department

LEARN MORE ABOUT NDC HEDC'S PUBLIC-PRIVATE PARTNERSHIPS AT

www.ndcPPP.org

NDC Subsidiaries Bring Development Expertise and Financial Resources to Client Communities



Grow America Fund (GAF), an economic development bank and Community Development Financial Institution (CDFI), is a powerful partnership between NDC and our client communities that makes SBA-guaranteed loans for job-generating and community development projects, with a focus on women and minority owned businesses.

GAF provided financing to Tracy Optometry Group, a small business in Tracy, CA, for tenant improvements and the purchase of machinery and equipment.



NDC Housing and Economic Development Corporation (HEDC)

NDC's development arm, develops, underwrites and finances affordable housing and other community and economic development projects.

NDC HEDC, in partnership with the City of Redmond, WA, financed and developed Redmond's new city hall.



NDC Corporate Equity Fund, L.P. (CEF) furthers NDC's mission of providing quality affordable housing through the use of Low-Income Housing and Historic Rehabilitation Tax Credits, and through technical assistance and asset management.

The Medford Hamlet Assisted Living Facility in Medford, NY, an innovative CEF project



HEDC New Markets, Inc. works with community and investor partners to provide debt and equity capital for community development projects in urban and rural low-income areas throughout the U.S. to stimulate growth and create quality employment opportunities.

HEDC New Markets financed the Compass Center, which provides a range of services and housing options for people struggling with homelessness and poverty in the Seattle area.



NDC Green supports renewable energy initiatives and sustainable building practices in community and economic development through creative financing that takes full advantage of federal, state and private incentives.

NDC Green helped finance the Gasser Foundation's installation of solar panels at its headquarters in Napa, CA.



NDC HEDC Public-Private Partnerships (PPP) creatively utilizes tax-exempt financing vehicles and a rigorous public selection and oversight process in innovative public-private partnerships that combine the benefits of private development (efficiency and experience) and public accountability in building, owning and operating public facilities.

King Street Center in Seattle, WA, was financed and developed through an innovative public-private partnership of NDC HEDC.

Contact NDC

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www.nationaldevelopmentcouncil.org

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2013-2014 NDC TRAINING SCHEDULE

To view the most current schedule,
visit www.nationaldevelopmentcouncil.org.

	Course	Date	Location	Early Discount Deadline
EDFP Certification Program™	ED101—Economic Development Finance	March 17-21, 2014 June 9-13, 2014 Nov. 17-21, 2014	Nashville Philadelphia Los Angeles	Feb. 17, 2014 May 9, 2014 Oct. 17, 2014
	ED201—Business Credit Analysis	Dec. 9-12, 2013 May 5-9, 2014 Sep. 29-Oct. 3, 2014	Los Angeles Nashville Philadelphia	Nov. 8, 2013 April 4, 2014 Aug. 29, 2014
	ED202—Real Estate Finance	Nov. 18-22, 2013 March 10-14, 2014 July 21-25, 2014 Dec. 1-5, 2014	Nashville Los Angeles Nashville Philadelphia	Oct. 18, 2013 Feb. 10, 2014 June 20, 2014 Nov. 3, 2014
	ED300—The Art of Deal Structuring	Jan. 27-31, 2014 Sep. 15-19, 2014	Nashville Los Angeles	Dec. 27, 2013 Aug. 15, 2014
HDFP Certification Program™	HD410—Home Ownership Finance	Jan. 28-31, 2014 June 10-13, 2014 Dec. 2-5, 2014	Philadelphia Nashville Los Angeles	Dec. 27, 2013 May 9, 2014 Nov. 3, 2014
	HD420—Rental Housing Development Finance	Feb. 10-14, 2014 May 19-23, 2014 Oct. 27-31, 2014	Los Angeles Philadelphia Nashville	Jan. 10, 2014 April 18, 2014 Sep. 26, 2014
	HD422—Computer Spread Sheet Analysis for Housing	Nov. 5-7, 2013 Feb. 24-26, 2014 April 1-3, 2014 Nov. 4-6, 2014	Nashville Nashville Los Angeles Philadelphia	Oct. 5, 2013 Jan. 25, 2014 March 3, 2014 Oct. 3, 2014
	HD430—Housing Development Finance: Problem Solving and Deal Structuring	Dec. 9-13, 2013 March 10-14, 2014 Sep. 29-Oct. 3, 2014	Philadelphia Nashville Los Angeles	Nov. 8, 2013 Feb. 10, 2014 Aug. 28, 2014
Professional Development Courses	ED405 —Revolving Loan Funds and CDBG Compliance	June 3-5, 2014	Philadelphia	May 2, 2014
	ED415 —Financing Your Renewable Energy Projects	April 1-3, 2014	Los Angeles	March 3, 2014
	ED512 —Mixed-Use Real Estate Finance	Aug. 5-6, 2014	Philadelphia	July 7, 2014
	ED515 —New Markets Tax Credits	Mar. 5-7, 2014 Oct. 7-9, 2014	Nashville Philadelphia	Feb. 5, 2014 Sep. 5, 2014
	ED527 —Keeping the Public in Public-Private Partnerships	Dec. 9-10, 2013 2014	Nashville Check Online Schedule	Nov. 8, 2013
	HD502—Low-Income Housing Tax Credits	May 13-15, 2014	Nashville	April 13, 2014

ONLINE TRAINING

- Access our online training anywhere
- Develop new Development Finance skills
- Learn from industry professionals outside the classroom
- Keep up to date on current programs with courses on New Markets Tax Credits, Low-Income Housing Tax Credits, Financing Your Renewable Energy Projects, and more.

LEARN MORE ABOUT NDC TRAINING AT

www.nationaldevelopmentcouncil.org