



Firm Overview & Team Profiles



National Community Development Fund I, LLC

a Small Business Impact Investment Fund
(In formation)

THE GATES CENTER
for Impact & Acceleration

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About Us

The National Community Development Fund I, LLC (NCDF) is a minority-owned and managed Small Business Investment Company (SBIC) certified (pending) accelerator based in Denver, Colorado. The fund provides capital resources (equity, debt, SBA loans) and growth advisory services to mission-driven and minority owned or focused businesses across the nation. The firm invests and advises impact-oriented companies in high-growth economic industry sectors. NCDF will be the first SBIC certified Impact Fund in the state of Colorado and only the 6th SBIC Impact Fund approved in the US.

Through our Gates Center for Impact & Acceleration, NCDF promotes access to an ecosystem of experienced executive operators, entrepreneurs and fellow portfolio companies with tools for sustainable execution and market share growth. Our team of Partners have advised hundreds of businesses, raised hundreds of millions in growth capital and average over 20+ years driving strategic development and capital markets initiatives in: Banking, Real Estate, Technology, Consumer Goods, Marketing & Advertising, Data Management and Retail Platforms.

With return on investment (ROI) as our core focus, NCDF focuses resources on scalable businesses with demonstrable expertise and exceptional, passionate management teams. By aligning our capital, our goal is to help companies to manage and sustain market growth, identify revenue channels and where possible, expedite your company's profitability.

We provide capital for minority-owned, impact oriented companies within the following industries & sectors:

- ❖ Sustainable housing / Low-to-moderate income affordability programs
- ❖ Financial technologies and services supporting underserved communities
- ❖ Technology enhanced business services
- ❖ Professional services
- ❖ Healthcare technology
- ❖ Education technology
- ❖ Asset recovery (Reuse & Recycling)
- ❖ Energy efficiency / Demand reduction
- ❖ Building automation / Smart grid tech.
- ❖ Consumer goods / Supply chain efficiencies
- ❖ Professional employee organizations
- ❖ Digital media & Marketing services

The Gates Center for Impact & Acceleration at NCDF

The Gates Center will be standing shoulder-to-shoulder with your company. NCDF adds critical layers of executive experience and operational expertise in the form of outsourced bench strength to your firm. In collaboration with NCDF's ecosystem of portfolio companies and best of breed entrepreneurs and advisors, we work with your team to scale revenue channels and operational efficiencies to get you to the next level with a validated blueprint for growth.

Advising Our Companies to Lead with an Impact Focus

Defining and integrating a mission-driven impact strategy into the DNA of your company, could be your key market differentiator. NCDF understands that consumer consumption behaviors are pivoting towards companies that lead with an impact narrative. When strategy is both developed and integrated properly, the result of this shift can lead to increased brand loyalty and the propensity for your consumers to purchase more services and/or products, and more often.

Public Private Partnership (P3) Development

NCDF is no stranger to Public Private Partnerships (P3). Our goal is to identify with you the opportunity to optimize P3 relationships to champion your mission. Through these relationship networks, skills and assets of public and/or government sponsored entities are tapped and matched to your company's objectives. By doing so, it is our aim to give you access and expedite wider delivery channels, sharing of resources, and to enhance outcomes wherever possible.

Team Members

The Partners of NCDF and its parent Company Newport Capital Bancorp have started De Novo banks, have served as senior executives and advisors to US federal financial agencies, managed over \$2 billion in small business mergers & acquisitions and divestitures and have developed impact oriented platforms for some of the largest enterprises in the country. Our team is composed of a unique group of passionate, socially conscious financial specialists who believe that everything we do should be anchored by industry knowledge and an unwavering desire to succeed on your behalf.

John Vasquez

CEO NCDF & Chairman for NCB

Mr. Vasquez is the Co-founder and CEO of Newport Capital Bancorp, LLC “NCB” (parent company of the National Community Development Fund). Having built strategic and capital plans for various financial platforms, he has combined his background and experience to launch a minority-owned company formed for the purpose of scaling minority-owned businesses and recapitalizing banks. Mr. Vasquez has eighteen years of experience in the banking and capital markets sectors. Mr. Vasquez acts as the “Agent of Change” for value-oriented businesses. He has served on several boards of directors and has been approved by the Office of Thrift Supervision for a Thrift Institution Director seat, now regulated by the office of Comptroller of the Currency.

Mr. Vasquez is responsible for driving successful turn-around structures into a variety of national banks, along with Federal savings association and Mutual Institutions. He has acted as a “White Knight” to provide “just in time” equity capital, recently leading a mutual to stock supervisory conversion of Family Federal S&L Association of Chicago into a national bank. Mr. Vasquez has spear headed the company’s partnership vision into each community revitalization strategy by embracing local non-profit organizations to support the efforts of reclaiming their communities by incorporating strong financial backbones into their local banks. This encourages innovative financial solutions that meet the goals of the underserved or “unbanked” markets, and also better the financial stewardship of each consumer that is touched by this process of promoting financial independence.

Specialties: Corporate Finance, Small Business Structured Financing, M&A, Turnaround Strategy, Strategic Growth, Raising Capital, Impact Program Development, Public Private Partnerships

Alan Goodman

Executive Chairman for NCDF

Mr. Goodman joined NCDF in 2012 as its Executive Chairman of the Board. In addition to planning strategic direction of NCDF, his activities include primary responsibility for the investment activities of NCDF and institutional fund raising. Mr. Goodman serves on the Investment Committee of the Fund.

Prior to NCDF, Mr. Goodman was involved in the acquisition, development, and construction of almost three thousand apartments and residential units, along with acquiring and developing approximately 4,000 square feet of commercial offices, retail buildings, and 3 hotels. These activities ranged from 1980-2010 and were located in California, Arizona, Nevada, France, and Switzerland.

During 2004-2008 as the managing member of AZ Portfolio Properties I, LLC and Suncor Capital, he acquired portfolios of convenience and gas centers in California, the Pacific Northwest, Arizona, and Nevada. From 2011-2012, Mr. Goodman served as managing member of CapStar Holdings. In this role, he acquired in excess of eighteen hundred nonperforming loans and repos in the residential sector, with the priority to modify and maintain home ownership for the existing borrowers.

Specialties: Commercial Real Estate – Investment & Acquisition, Multi-Family Housing Development, Alternative Energy Technology, Loan-Structured Finance Workouts, Public Private Partnerships

Team Members

Damon Barry

Executive Committee Member

Mr. Barry has over seventeen years of experience advising public companies, closely help companies, and other businesses that operate in a wide range of industries including: software and technology, cable, telecommunications, manufacturing, professional services, facilities maintenance and oil & gas equipment sales. He is a partner attorney of Ballard Spahr, LLP and oversee the partnership of “SING”, Seed, Invest, Nature and Grow for small business and bi-lateral introductions from NCDF and his firm. His strengths and passion are assisting clients to start, grow, buy, and sell businesses.

Prior to joining NCDF Executive Committee, he served as Vice President of Business Affairs, Deputy General Counsel and Corporate Secretary of a publicly held company. During his tenure, he was intimately involved in a \$250 million acquisition of an international customer care and billing company. This last position caused him to relocate to London, England to serve as acting General Counsel and Strategic Advisor overseeing all integrations.

Specialties: Small-to-midsize Business Growth, Advisor, Small Business Acceleration

Andy Montgomery

NCB Executive Chairman

Andy is the Chief Executive Officer of the Northern Colorado Economic Alliance (NCEA). NCEA was formed in 2014, and is governed, by prominent business executives in Northern Colorado with a goal of attracting and stimulating relevant economic opportunity and job growth for the region. Andy joined NCEA as its first Chief Executive in the beginning of 2016 and looks forward to executing NCEA’s mission of marketing the outstanding attributes of Northern Colorado both nationally and internationally.

Prior to joining NCEA, Andy enjoyed a successful career as a bank executive. Most recently, he served as the Chief Executive Officer of the North and West Texas community markets for BBVA Compass Bank. In that capacity, he assisted in a turn-around of those community markets from historically low performing markets to the top performing markets in the bank. Andy also helped found and served as Chief Executive Officer of two community banks based in Utah and California.

Andy is a graduate of the University of Southern California with a BA in Political Science and recently completed a management program at the University of Texas in Austin. He has been actively involved in a number of charitable and civic boards and service projects and looks forward to similar contributions in Northern Colorado. He married his wife, Molly, in 1993 and together they have two daughters and one son.

Specialties: Community Banking, Underserved Markets, Small Business Development, Public Private Partnerships, Community Economic Development.

Team Members

Doug Smith

Executive Director for Sustainability Programs

Mr. Smith is NCDF's Director of Sustainability Programs and has over thirty years of experience in all major facets of real estate, investment, and portfolio management. Most recently, he served as Director of Housing and Neighborhood Development for the City and County of Denver, as an appointee of Mayor Michael B. Hancock. He was responsible for implementing key recommendations of the Mayor's Housing Task Force to generate affordable housing options for Denver citizens in underserved communities.

Prior to NCDF, he served as CEO of Rocky Mountain Communities, a major non-profit provider of affordable housing. His previous posts have included finance and asset management positions with Metropolitan Life, Commercial Federal Savings, RECOLL Management Corporations and Northmarq Capital.

Specialties: Financial Structuring, LMI Communities, Real Estate Development, Financial Investment Restructuring, Business Turnarounds, Policy Advocacy, Public Private Partnerships (P3)

Jeeva Ratnathicam

Executive Vice-President of Finance

Mr. Ratnathicam has extensive knowledge of complex financial, accounting and technology management issues. Prior to joining the Newport team he served as segment CFO (Vice President of Finance) for the Technology and Consulting Segments for TeleTech, a \$1.3 Billion NASDAQ traded company. He's working directly with the senior executive team to integrate 6 acquisitions and 3 start-up Technology and Consulting business ventures into a seamless complementary product offering to incorporate into the base business.

Mr. Ratnathicam has served as the Vice President of Finance for TeleTech Holdings, Inc., a technology consulting company, since April 2013. From 2007 to August 2012, he was the Vice President of Finance and Operations for Global Technology Resources Inc., a technology consulting company. Previously, Mr. Ratnathicam was the founder and principal of RJ Support Services, a management consulting firm; served as Vice President of Finance and Administration of Fetch Technologies, a data aggregation company; and Manager of Operations Planning and Regional Controller/Staff Accountant of Aramark, a service and distribution company.

Mr. Ratnathicam holds a BS degree in accounting from Pepperdine University.

Specialties: Company Restructuring, Growth Management, Global Portfolio Management, Team Building, M&A, Integration, Strategic Planning, Negotiations, Complex Financial Planning

Team Members

Terri Frierson

Vice President

Most of Ms. Frierson's twenty-five year career has been spent in account management, corporate administration, project management and process & logistics improvement with a strong emphasis in commercial real estate and corporate facilities.

Prior to NCDF, Ms. Frierson spent eighteen years with an international company based in Englewood CO, where she was responsible for the corporate real estate and facilities department encompassing a one million square foot real estate portfolio. While in this role, she led the negotiations of hundreds of domestic and international lease agreements and vendor contracts with a primary focus on risk mitigation and financial impact.

Specialties: Project Management, Process & Logistics, Corporate Administration

Ralph Armijo

Executive Director & Entrepreneur in Residence

Mr. Armijo is Founder and served as Chief Executive Officer, President and Chairman of the Board for Aegis Business Group, Inc., which is an IAM advisory and consulting company, from 2003-2011. Prior to establishing Aegis Business Group, Inc., Mr. Armijo served as the Chairman of the Board of Navidec, Inc. from 1993 to 2001. From 1981 to 1993, Mr. Armijo served in multiple senior management roles at Tektronix, Inc. From 1976 to 1981, he served in various sales & marketing roles in the IBM Corporation.

Mr. Armijo was also the creator of DriveOff.com, which was ultimately sold to Microsoft in 2000. Mr. Armijo has served as a director on multiple corporate boards including: Navidec, Inc. from 1993 to 2002, DriveOff.com from 1998 to 2000, YourAutoChoice.com (an Avis Europe/Navidec joint venture) from 1998 to 2001, and VSI Holding Inc. from 1998 to 2000. Mr. Armijo received a B.A. degree in economics from Colorado College, an M.B.A. from the Anderson School of Management at the University of California in Los Angeles (UCLA) and an Honorary Doctorate Degree from Colorado College. In 2001, Mr. Armijo was recognized by Ernst & Young as the Rocky Mountain Region Entrepreneur of the Year in Technology Services.

Specialties: Strategic Growth, Partnership Development, Start-ups

Leo Ramil

Vice President of Business Development

Mr. Ramil serves as a Founding Principal and Director of loan administration for the Integrity First mortgage platform. He is responsible for handling all back office compliance issues. He insures corporate and licensing compliance and oversees the branch growth with business development.

Since achieving a Finance Degree from the University of Southern California in 1987, Leo H. Ramil has transacted over a hundred real estate contracts and managed over \$40 million in assets. In 1995, Leo's entrepreneurial spirit led him to venture into the restaurant and vitamin industries, where he achieved great success. In November 2002, Leo joined the family business concentrating on the expansion of business services. In 2003, Leo consummated strategic alliances and partnerships in health insurance, workman's compensation, tax mitigation, asset protection and wealth creation. Since Leo's association with his family's business, Ramil Insurance Service, he has aided the firm becoming a Full Service Business Solutions Company, offering their clients complete and comprehensive financial models.

Specialties: Compliance, Loan sourcing and administration, Real Estate, Insurance

THE GATES CENTER For Impact & Acceleration

The purpose of The Gates Center accelerator is to expedite demonstrable growth stage businesses (with exemplary management teams) to fundable/bankable status. Through our Gates Center for Impact & Acceleration, NCDF works shoulder-to-shoulder with growth-stage companies (that don't necessarily meet NCDF fund investment requirements) to access an ecosystem of experienced executive operators, entrepreneurs and fellow portfolio companies **with tools for sustainable execution and market share growth.**

Dwayne Ruffin

Impact Advisor & Gates Center Mentor

Dwayne Ruffin is a Senior Executive with over twenty-five years of successfully leading technology-centric companies to create, sell, and deploy industry leading solutions in hyper competitive global markets. A decisive results-oriented leader offering expertise in acquiring talent, growing organizations, creating products and solutions, and short- and long-term strategic planning and execution.

Dwayne has served in a variety of senior executive roles. The combined responsibilities of these roles included evaluating market growth opportunities, setting the strategic direction of the corporate product portfolio, identifying acquisition candidates, managing business unit P&L, and securing strategic alliances. During his time as an executive with CSG International, he built and led a world class team of product managers that defined the vision, features, and roadmap of a product suite comprised of greater than 100 products, supporting more than 70 million U.S. end consumers. His industry expertise and vision contributed to new innovations in CSG's product portfolio, enabling them to become the pre-eminent global provider of customer care and billing solutions while adding over 400 hundred million dollars of recurring annual revenue and expanding opportunities to extend products into previously inaccessible markets.

Dwayne led the Management Buyout of product assets acquired CSG International to build a startup company which was successfully sold to a large publicly traded provider of Information Security Solutions in less than six months.

Deana Perlmutter

Impact Advisor & Gates Center Mentor

Deana represents businesses, associations, government agencies and non-profit organizations on public policy issues and business strategies. She focuses her efforts on energy and environmental technology matters, with a particular emphasis on "clean technology" and sustainability. Ms. Perlmutter assists clients in various regulatory and policy arenas to facilitate government relations and viable technological solutions to energy and environmental challenges. Working closely with senior officials throughout state and federal government, she has been a strong force for regulatory and policy formation.

Throughout her career, Ms. Perlmutter has assisted clients on a broad range of issues where public policy meets private economies, such as, energy efficiency, environmental cleanup, climate change, green buildings, land use, nuclear fuel, renewable energy and modernizing the electricity grid. She counsels her clients on the development of innovative strategies, and guides them through business-to-business, regulatory, legislative, and funding processes in both the public and private sectors.

Deana has served on many executive boards, including: Global Down Syndrome Foundation, Southwest Energy Alliance, Denver Health Foundation, Energy and Environmental Building Alliance, Jefferson County Affordable Housing Association, University of Colorado Natural Resources Law Center, Colorado Neurological Institute, The KEMP Foundation, Boys and Girls Clubs of Colorado, Jefferson County Education Foundation and Ice Energy (Advisory). She was also a co-founder of the New Resource Bank and served as a facilitator for energy and climate change discussions at the Clinton Global Initiative in 2008.

NCDF Investment Criteria & Target Investments

The National Community Development Fund, founded August 31, 2010, is one of the first Hispanic-owned and managed investment companies formed specifically to address the growing demand for “gap and growth financing” of US underserved communities. The fund seeks to address how small business owners and entrepreneurs work with community banks by providing access to sorely needed funds in the form of equity/debt investments, converting community businesses into well capitalized and successful designated businesses and by bringing economic strength and stability to our communities.

The fund has \$5,000,000 of Assets Under Management (AUM), and is currently evaluating funding of investments by its principals, while undergoing its application for Certification by the Small Business Administration. The fund collaborates with community banks nationally and has a captive bank with just under \$1 billion in assets on-site in its offices. Upon receipt of a “Greenlight Letter” from the SBA; it will commence in closing commitments it has from endowments and institutional investors. The target investment range is from \$20 million to \$25 million in total proceeds with using leverage from the SBA or its community bank networks.

Industry Focus:

Our resource focus is on Minority-Owned Business; 8(a), MBE, WBE, DBE, SBE, Service Disabled and Veteran Small businesses. Our areas of focus and expertise include but are not limited to the following:

- ❖ Asset Recovery (including reuse and recycling)
- ❖ Energy Efficiency, demand reduction, building automation, and smart grid tech.
- ❖ Technology addressing the aging infrastructure of electricity, water, and waste
- ❖ Sustainable housing and LMI affordability programs
- ❖ Professional employee organizations
- ❖ Financial technologies
- ❖ Consumer goods and supply chain efficiency
- ❖ Technology-enhanced business services
- ❖ Healthcare IT
- ❖ Education IT
- ❖ Digital media and marketing services

Initial Geographic Investment Focus:

Arizona, California, Colorado, Illinois, Massachusetts, Nevada, New Jersey and Texas.

Late Stage Growth Capital Services:

NCDF will provide services that accelerate the growth of investment portfolio companies and allow for risk management of execution with invested capital that include but are not limited to structured finance, shared office space, human resources, healthcare coverage, FTE’s searches and placement, legal and financial assistance and more; while all at a reduced cost and savings to each company.

Company Stage Focus:

Our companies have strong sector validation, generating sufficient revenue to service debt requirements with sustainable income growth projections.

Target Company Revenue Profile:

A typical target portfolio company will have \$3 million and above in revenue and \$500 thousand and above in EBITDA.

Evaluating Exit Opportunities:

The Fund will evaluate the following factors (not in rank order) when determining opportunities for exit: 1) revenue enhancement; 2) cost reductions; 3) lower taxes; 4) changing capital requirements; 5) maximizing operational efficiencies; and 6) a lower cost of capital.

Investment/Deal Size:

Deals will average \$500 thousand in some form of equity and \$1 million debt. NCDF will lead or participate in syndicate rounds with limited partners and co-investors for larger financing up to \$10 million.

NCDF Investment Criteria Continued

Preference for Leading Transactions, Co-Investing, or Being the Sole Investor:

We intend to lead and sponsor transactions and occasionally co-invest as long as there is an exact match to the NCDF model or investment thesis.

Investment Pace:

We have eleven current new and follow on investments with an existing pipeline over the next four quarters. Our goal is to target up to fifty (50) deals per year based on trending capital needs and sustaining and evolving strong deal sourcing resources.

Ownership/Oversight:

Equity investment will average 10-40% with interim management participation, board seats and almost always structuring or restructuring the oversight and corporate governance.

Diversification Strategy:

We intend to diversify by industry and products within industries creating economic elasticity.

Management Team:

The Partners of NCDF have started De Novo banks, managed over \$2 billion in small business mergers & acquisitions, divestitures and have developed impact oriented platforms for some of the largest enterprises in the US. Our team is composed of a unique group of passionate, socially conscious financial specialists who believe that everything we do should be anchored by industry knowledge and an unwavering desire to succeed on behalf of our portfolio company investments.

Capital Efficiency:

Businesses that require less than \$15 million over the life of the company in order to reach additional profitability and rapid sales growth with additional capital optional to further accelerate hyper growth or accretive roll-up and acquisition strategies.

Recruiting and Retaining a Strong Workforce:

We clearly understand that for any company to be successful it must be able to first recruit and retain great management, which can attract employees and maintain a positive work environment and work ethic. We believe this is especially true for small businesses, in which each employee must have a strong work ethic and great skills, but also be able to work as a team. A deliberate part of our strategy involves building an eco-system that encourages teaming with other portfolio companies that offer collective benefits to one another's businesses.

One such example is a women owned placement agency with a successful track record in Colorado small businesses for over ten years; catering to both high-end management with children and a desire to work part-time, as well as workforce placement. We believe that by having this knowledge and expertise as a resource to our team and other portfolio companies, we can help identify and retain a high quality, educated and skilled C-level to workforce employment.

We also have strong networks within Colorado's community colleges and have negotiated partnering with them for training, mentorship, internships, job development and recruitment; and the identification of emerging small businesses for strategic partnership or investment.

**Newport Capital
Bancorp Team**

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