

- + Financial advisor for hospitals whose projects employed rated and unrated, tax-exempt and taxable revenue bonds in excess of \$250 million. Clients range from 25 to 550 beds.
- + Financial advisor for a Texas nonprofit hospital corporation in the development and financing of a start-up community hospital funded through the issuance of \$59 million high yield tax-exempt bonds.
- + FHA 242 mortgage banker for a privately owned start-up hospital, financed with a \$30 million insured mortgage loan; hospital opened August 2006.
- + FHA 242 mortgage banker, "1st of its kind" CAH project financing, \$18 million insured mortgage loan, 100% loan to cost; hospital opened 2005.
- + FHA 242 mortgage banker, for a \$30 million "necessary-provider" CAH facility relocation project. New hospital opened February 2007.
- + Served as financial consultant to a community hospital that subsequently was awarded a \$20 million USDA Direct Loan; the largest ever.
- + Developed financial analysis for passage of community tax initiatives, each with greater than 85% voter approval; to subsidize the debt financing of community hospital renovation projects.
- + Re-drafted CPA feasibility studies, for the underwriting of hospital and senior living loans.
- + Generated debt capacity analyses and financial projections relied upon by State Departments of Health in their designation of "necessary-provider" critical access hospital classifications.
- + Negotiated support of competing hospitals and community leaders to bolster the underwriting of InnoVative Capital hospital client loans.

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ACCOMPLISHMENTS (continued)

- + As an independent hospital consultant, generated financial analyses for hospital clients in the development of USDA financed projects under both Direct and Guarantee Loan Programs.
- + Financial advisor representing community groups in the development and financing of new nonprofit community hospitals as start-ups as well as acquisitions.

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