

# THINK FORWARD FINANCIAL GROUP

An investment banking and financial advisory firm offering a broad range of financing solutions to small to mid-sized corporations, non-profit organizations, and real estate developers.



# HISTORY OF TFF

THINK FORWARD FINANCIAL GROUP was founded in New York City in 2008 by four (4) experienced finance professionals. TFF team members each offer more than 20 years of diverse Wall Street experience, on both the “sell” and “buy” side of capital markets. TFF principals offer clients specialized experience in:

- Capital Markets
- Economic Development
- Real Estate Finance



# TFF MISSION AND PHILOSOPHY

TFF works closely with large and small clients to find and execute optimal financing solutions for each particular situation. In tight credit environments, even strong Projects and Borrowers have difficulty raising capital or bridging gaps between equity and long-term financing. TFF, unlike other major investment banks or financial intermediaries, can draw upon its multi-disciplinary expertise and networks to devise creative solutions for challenging projects.

# THE TFF TEAM

## **Sunil Aggarwal**

Sunil Aggarwal has served as a senior investment banker with Roosevelt & Cross, a prominent NY-based bond firm, and with the New York City Industrial Development Agency and Economic Development Corporation. His broad experience includes dozens of project financings for non-profit organizations, industrial companies and real estate developers. Mr. Aggarwal received his M.S. in Quantitative Finance from Carnegie Melon University and M.B.A. in Finance from Manchester Business School, England. He holds FINRA Series 7 and Series 63 licenses.

## **Maureen Baker**

Maureen Baker joined TFF after several years as a member of the Project Finance (bond origination) group with GE Capital Public Finance. Ms. Baker's experience includes over twenty years in the Fixed Income Capital markets in various capacities, including structuring tax-exempt bond financings for middle-market commercial and a broad range of non-profit clients. Prior to working for GE Capital, Ms. Baker spent six years managing or co-managing remarketing portfolios of Variable Rate Demand obligations for Gates Capital Corporation and Marine Midland Securities (now known as HSBC Brokerage, USA.). She holds an M.B.A. from the University of St. Thomas in Houston and a B.S. in Business from the Indiana University Kelley School of Business.

## **Gilbert Sandler**

Gil Sandler has managed investment banking operations in public and real estate finance for more than 25 years. Before forming Realvest Capital Corporation and its securities broker-dealer affiliate in the 1990's, Mr. Sandler had served as a senior member of the Bears Stearns Real Estate Group and Ehrlich Bober & Co., Inc, in New York, where he was responsible for structuring taxable and tax-exempt bond financing for non-profit, industrial and real estate projects. As an honors graduate of Columbia Law School, Mr. Sandler's expertise in complex financial transactions is enhanced by many years of legal experience at a major national law firm (Willkie Farr & Gallagher-NY), representing financial institutions, underwriting firms, and companies, and as counsel to an international engineering/construction group specializing in the power industry (Burns & Roe-NJ). He has successfully structured and executed well over a billion in taxable and tax-exempt capital markets financings for a broad spectrum of clients.

Mr. Sandler is a frequent contributor to professional publications, such as *The Real Estate Finance Journal* (Thomson Pub.) and (Aspen Pub.), and has been a member of the *Real Estate Finance* Board of Editors. He holds FINRA principal's licenses in General Securities, Municipal Securities and Financial Operations.

## **Gregory Nelson**

Mr. Nelson has been Senior Vice President at Realvest (and our broker-dealer affiliate) for more than the past 10 years. Before joining Realvest, he served as a public finance banker at Paine Webber (now UBS) and as head of quantitative analysis for Prudential/Wachovia Securities' Public Finance Group. At Paine Webber, he structured and executed complex, infrastructure financings for such major agencies as the New York State Dormitory Authority, The New York State Thruway Authority, and the New York Local Government Assistance Corporation. At Prudential Securities State Revolving Fund Group, Mr. Nelson structured complex leveraged revenue bond issues. As a member of Prudential's Capital Transactions Group, he designed in-house bond analytics systems and analyzed and prepared dozens of bond issues.

Mr. Nelson holds a Bachelor of Science from Bryant College in Rhode Island and holds FINRA Series 7 and 63 licenses.



# THE TFF EDGE

- Member of FINRA (Financial Industry Regulatory Authority), MSRB (Municipal Securities Rulemaking Board), SIPC (Securities Investor Protection Corporation), CDFA (Council of Development Finance Agencies), and NYSEDC (New York State Economic Development Council)
- TFF Team has closed in excess of \$200 million in transactions in the past 3 years
- Team of bankers with extensive experience in Economic Development, Real Estate Finance, and Fixed Income Bond markets
- Creative structuring and institutional placement capabilities
- Expertise in accounting, tax and legal matters
- Ability to generate multiple financing options for clients through extensive institutional investor and lending network
- Powerful negotiating capabilities to ensure optimal pricing for clients
- Current remarketing portfolio of \$200 million in VRDBs



# REPRESENTATIVE CLIENTS & PROJECTS

## Not For Profit Organizations:

- Private Schools
- Colleges
- Cultural Institutions
- Hospitals
- Skilled Nursing Facilities
- Social Service providers
- Affordable Housing Sponsors

## Small and Medium Size Industrial and Commercial Companies including:

- Manufacturers
- Distribution Companies
- Research & Development/New Media
- Biotech Developers
- Clean and Solar Energy Providers

## Real Estate Developers:

- Multi-tenanted industrial/commercial properties
- Owner occupied industrial properties
- Multi-family housing
- Senior housing and assisted living facilities
- Student housing (on and off-balance sheet)

metropolitan  
montessori school

**METRO**



# FINANCING PROGRAMS

## INVESTMENT BANKING PRODUCTS

### BOND MARKET PUBLIC OFFERINGS

- Credit-Enhanced Variable Rate Demand Bonds (Tax-Exempt)
- Credit Enhanced Variable Rate Taxable Bond Program (ARTS)
- Fixed Rate Bonds (Conventional Fixed Rate or VRDN Swapped to Fixed Rate)

### PRIVATE PLACEMENT FINANCING

- Non-rated Fixed Rate Bond Placements with Commercial Banks or other Institutional Investors

## ECONOMIC DEVELOPMENT AND COMMUNITY DEVELOPMENT PRODUCTS\*

- SBA Programs
- HUD/HFA Programs
- Community Development Financing Programs
- New Market Tax Credit Programs
- Economic Development Incentive Programs

\*We have developed joint ventures with external specialists to cover these areas of financing. Our joint venture partners include Pembroke Community Capital (Community Development Finance), Robert Altman, Esq. (Economic Development Incentive Programs), Larew Doyle & Associates (Real Estate Finance), Barret Capital (Corporate Finance and Business Credit), and Greystone Capital (HUD/FHA Lender) and Rockport Mortgage Corp (HUD/FHA).

# SAMPLE OF COMPLETED TRANSACTIONS

## **Bond Financings for Not For Profits 501 © (3) Organizations**

**Lower East Side Tenement Museum**  
**\$9,000,000**  
**Museum**

**Fixed Rate Bonds Purchased by Sovereign Bank**  
**Issuer: New York City Industrial Development Agency**

**Shor Yoshuv**  
**\$9,000,000**  
**Yeshiva**

**Fixed Rate Bonds Purchased by Sovereign Bank**  
**Issuer: Hempstead Industrial Development Agency**

**Urban Resource Institute**  
**\$11,000,000**  
**A Social Service agency**

**Fixed Rate Bonds Purchased by Sovereign Bank**  
**Issuer: New York City Industrial Development Agency**

**North Shore Hebrew Academy**  
**\$26,000,000**  
**Yeshiva**

**VRDB variable rate financing**  
**Issuer: Nassau County Industrial Development Agency**

**Jewish Home at Rockleigh**  
**\$38,860,000**

**A skilled nursing residence and senior care facility**  
**Variable Rate Economic Development Bond**  
**Issuer: New Jersey Economic Development Authority**

## **Bond Financings for Commercial Borrowers**

**Cool Wind and Ventilation**  
**\$9,000,000**

**A steel duct systems manufacturer**  
**Fixed Rate Bonds Private Placement with a mutual fund**  
**Issuer: New York City Industrial Development Agency**

**Metro Biofuels**  
**\$9,900,000**

**Bio fuels Production Plant**  
**Fixed Rate Bonds Private Placement with a mutual fund**  
**Issuer: New York City Industrial Development Agency**

**Stallion Group**  
**\$8,600,000**

**An apparel manufacturer**  
**Fixed Rate Bonds Private Placement with a mutual fund**  
**Issuer: New York City Industrial Development Agency**

**CGI, Inc.**  
**\$8,000,000**

**A commercial printing company**  
**Fixed Rate Private Placement with a corporation**  
**Issuer: New Jersey Economic Development Authority**

**Barnes & Noble, Inc.**  
**\$28,700,000**

**A Retailer specializing in sales of media and music**  
**Taxable Variable Rate Lease Revenue Bonds**  
**Issuer: New Jersey Economic Development Authority**



# CLIENT REFERENCES

Theresa Kelley, Senior Vice President and Head  
of Commercial Banking  
Flushing Savings Bank, Queens, NY

Gene Pullo, President  
Metro Biofuels, LLC, Brooklyn, NY

Joseph Hentze, President,  
Hentze-Dor Real Estate Group, Queens, NY

Jack Abel, President  
Watermark Designs, Brooklyn, NY

Jai Naraine, President  
Epic Pharmaceuticals, Queens, NY

John G. Ritter, Managing Partner  
Sholom & Zuckerbrot Realty, LIC, NY

Barry Roseman, Executive Director  
Lower East Side Tenement Museum,  
New York, NY

David Coulson, Chairman  
Metropolitan Montessori School, New York, NY

Rabbi Rosenshien, CFO  
Yeshiva Tiferes, Brooklyn, NY

Dan Coughlin, Executive Director  
Manhattan Public Access (MNN), New York, NY

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Johnson Capital, New York, NY

