CITY OF ATLANTA

SHIRLEY FRANKLIN
MAYOR

55 TRINITY AVENUE, S.W
ATLANTA, GEORGIA 30335-0300
TEL (404) 330-6100

04-C-0733

April 14, 2004

President Cathy Woolard and
Members of Atlanta City Council
City Hall, Suite 2900 South
68 Mitchell St., S.W.
Atlanta, Georgia 30303

RE: Atlanta Development Authority Appointment

Dear President Woolard and Members of the Council:

It is a pleasure for me to appoint Christopher K. Norman to serve as a member of the Atlanta Development Authority for the City of Atlanta. This appointment is for a **term of four (4) years**.

I am confident that Christopher K. Norman will serve the Atlanta Development Authority with integrity and dedication.

Sincerely,

Shirley Franklin

CHRISTOPHER KENT NORMAN

220 Renaissance Parkway, Unit 1206
Atlanta, Georgia 30308
404-874-7159 Home / 404-874-8368 Fax
cknorm@aol.com

EXPERIENCE

2001 – Present

SYNERGY CAPITAL PARTNERS, LLC Atlanta, GA

Managing Partner

- Founded Atlanta based investment banking firm in October 2001.
- Firm focused on providing investment-banking services to growth-oriented private and public companies located in the U.S. and Canada. Services include capital raising, mergers and acquisitions, business advisory, and assistance with investor relations.
- Responsible for day-to-day administrative operations of firm.
- Partner responsibility for business development, execution of transactions and management of client relationships.
- Assisted multiple clients with raising capital from private angel and venture capital sources.
- Prepared acquisition plan for buy-side engagement for client seeking to acquire an industry-related target.
- Assisted client with raising capital and negotiating terms for asset purchase transaction.
- Provided business advisory services, including preparation of projections and executive business summary, to multiple clients.

2000 – 2001

SWARTZ INSTITUTIONAL FINANCE Roswell, GA

Mergers & Acquisitions Manager

- Focused on providing investment banking services to private and public companies located in the U.S., Canada and the U.K. with market capitalizations of less than $400 million.
- Responsible for coordinating structuring, negotiation and legal documentation associated with all mergers and acquisitions facilitated by Swartz.
- Instrumental in establishing reverse merger – equity line program. Program enabled private companies to receive private placement funding while becoming fully reporting public companies. Structured and negotiated multiple merger transactions.
- Responsible for cultivating relationships with new client prospects for private placements, equity underwriting, and mergers and acquisitions services.
- Responsible for performing and coordinating valuation analysis on private company clients.
- Taught internal workshop on valuation analysis.

1998 - 2000

FINOVA CAPITAL CORPORATION Atlanta, GA

Assistant Vice President - Underwriting
Healthcare Finance Division

- Performed and coordinated all underwriting for new financial transactions, including all due diligence and analysis, for small and midsize healthcare related companies located throughout the U.S. and Canada with annual revenues up to $200 million. Transactions included asset-based revolvers, cash-flow based term loans, acquisition lines and lease lines. Various transactions featured warrants and success fees.
- Responsible for the preparation and presentation of comprehensive credit packages to all levels of Credit Committee.
- Negotiated loan legal documentation and coordinated closing of transactions.
- Involved in the underwriting of 11 transactions ranging from $2 million to $25 million.

1995 - 1998

KBC BANK N.V. *(formerly known as KREDIETBANK N.V.)* Atlanta, GA

Assistant Treasurer – Corporate Banking, 1997 - 1998
Atlanta Representative Office

- Managed business development process for new and existing relationships with various large domestic and multinational Fortune 1000 corporate entities located in Georgia, Florida, Alabama, Louisiana, Mississippi, Texas and Missouri.
- Primary facilities arranged included lines of credit, term loans, commercial paper backup facilities, and synthetic lease facilities. Facilities were used for general corporate purposes, mergers and acquisitions, asset securitization, recapitalizations, and refinancing.
- Responsible for all financial and business analysis, due diligence, marketing of products and services, and structuring of transactions.

Assistant Treasurer – Public Finance, 1995 - 1998

- Primary responsibility for business development and management of the entire $600,000,000 Atlanta Representative Office Public Finance portfolio consisting of 18 relationships and encompassing 15 states. Significant portfolio exposure to healthcare related entities.
- Experienced in and responsible for the preparation and presentation of proposals for a variety of credit products to targeted Public Finance clients and prospects.
- Successfully managed and increased the gross exposure of the Public Finance portfolio from approximately $350 million to $600 million, while increasing gross annual revenues from $900,000 to $1.3 million.
- Continuously performed extensive due diligence on new and existing customers.
- Cultivated experience in performing business and financial analysis.
- Practical experience with the structuring and application of lines of credit, letters of credit, standby bond purchase agreements, private placement bond purchases, cross-over refunded debt and catastrophe backup facilities.

1993 - 1995

WACHOVIA BANK OF GEORGIA, N.A. Atlanta, GA

Corporate Banking Officer - Loan Administration
Government Division, 1995

- Improved credit underwriting standards, processes and credit file documentation for $420,000,000 division portfolio consisting of Georgia cities, counties, authorities and government related entities. Also assisted in developing marketing plan for portfolio.
- Performed same additional responsibilities as described for Atlanta Corporate Division.

Corporate Banking Officer - Loan Administration
Atlanta Corporate Division, 1993 - 1994

- Managed quality of credit portfolio consisting of middle to large corporate customers based in Atlanta. Customers ranged from private, leveraged entities to public investment grade entities.
- Continually monitored and analyzed financial performance, management, business strategy, industry, and operations of corporate customers. Included performance of discounted cash flow valuation analysis on select customers in portfolio.
- Co-created cash flow projection model that was used by officers throughout the Division to create cash flow projections and perform valuation analysis.
- Assisted in structuring deals and negotiating loan agreements for customers.
- Taught seminars to corporate lending officers on cash flow analysis and Porter's competitive analysis.

Summer 1992

MCNEIL CONSUMER PRODUCTS COMPANY Fort Washington, PA

Intern, Contract Operations/New Business Development

1988 - 1991

SOUTHERN BELL TELEPHONE AND TELEGRAPH CO. Atlanta, GA

Assistant Manager - Forecasting/Integrated Planning

EDUCATION

1991 - 1993

J.L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT
NORTHWESTERN UNIVERSITY Evanston, IL

Master of Management degree, June 1993. Majors in finance, management strategy, operations, and decision sciences. Recipient of Johnson & Johnson Leadership Award Fellowship (1 of 3 in the U.S.). Recipient of F.C. Austin Fellowship. Graduate Management Association - Elected Second Year Class Representative. Member - High Tech Club, Business With a Heart, Black Management Association.

1984 - 1988

EMORY UNIVERSITY Atlanta, GA

Bachelor of Arts degree in mathematics, May 1988. Martin Luther King, Jr. Scholar. Omega Psi Phi Fraternity Chapter Founder. Traffic Appeals Board. University Programming Council - Special Events Committee, Film Committee. Math tutor. Volunteer Minority Peer Assistant. Varsity Club Baseball.

OTHER INFO

Series 7 and 63 licenses. 2003 Promotional Exercise Speaker – Jean Young Middle School. 2002 Graduation Speaker – B.E. Mays High School. Omega Psi Phi Fraternity, Inc. – Basileus, 2003 – present, Vice Basileus 2001-2002, Eta Omega Chapter; Region 1 Representative, 2000-2003. 1999 Graduation Speaker - Emory University Black Student Alliance. Outstanding Young Men of America, 1998. 1996 Scholarship Banquet Speaker - North Atlanta High School. Little League Baseball Coach, 1994, 1995, 1997, 1998. Exodus mentor, 1993. INROADS/Atlanta, Inc. - Member, 1984 – 1988; Board of Directors, 1990 - 1991; Chairman - Alumni Association, 1990 - 1991; Alumni of the Year, 1991; Facilitator – Leadership Development Institute, 1997. United Way Volunteer Executive. Enjoy physical fitness, reading and softball/baseball.

April 2004

04-C -0733
(Do Not Write Above This Line)

A COMMUNICATION
BY MAYOR SHIRLEY FRANKLIN

A COMMUNICATION APPOINTING
CHRISTOPHER K. NORMAN AS A
MEMBER OF THE ATLANTA
DEVELOPMENT AUTHORITY
FOR A TERM OF FOUR (4) YEARS.
EFFECTIVE UPON
COUNCIL CONFIRMATION.

- ☐ CONSENT REFER
- ☐ REGULAR REPORT REFER
- ☐ ADVERTISE & REFER
- ☐ 1st ADOPT 2nd READ & REFER
- ☐ PERSONAL PAPER REFER

FOR AGENDA

Date Referred 4/19/2004

Referred To: F/E & C.O.C.

Date Referred

Refferred To:

Date Referred

Referred To:

First Reading
Committee
Date
Chair
Referred To

Committee	Committee
Date	Date
Chair	Chair
Action Fav, Adv, Hold (see rev. side) Other	Action Fav, Adv, Hold (see rev. side) Other
Members	Members
Refer To	Refer To

Committee	Committee
Date	Date
Chair	Chair
Action Fav, Adv, Hold (see rev. side) Other	Action Fav, Adv, Hold (see rev. side) Other
Members	Members
Refer To	Refer To

FINAL COUNCIL ACTION
☐ 2nd ☐ 1st & 2nd Readings ☐ 3rd
☐ Consent ☐ V Vote ☐ RC Vote

CERTIFIED

MAYOR'S ACTION