

Board of Directors

OVERVIEW: BOARD MEMBERS *(serve a three-year term)*

The Board of Directors consists of nine Directors of the Corporation. Member Representatives shall appoint four of the Directors from the member municipalities having a population of at least 50,000 people, as shown in the most recently available decennial census information (the "Member Directors"); three of the Directors shall be individuals from the private or public sector (the "At-Large Directors"); and the Chief Executive Officer and the Chief Operating Officer of the Corporation shall be ex officio Directors of the Corporation (the "Ex Officio Directors"). *The Board oversees EIC's management in the pursuit of the Corporation's mission: The mission of the Energy Improvement Corporation (EIC) is to design and operate successful assessment financing programs to reduce greenhouse gas emissions and provide other environmental public benefits in New York State. EIC is a program administrator and enables a public benefit on behalf of its member municipalities, relieving them of financial exposure and the administrative burdens of operating the programs. Improvements are financed by EIC-approved capital providers in accordance with EIC's underwriting guidelines and NYSERDA's guidelines. EIC endeavors to create and operate programs which address climate change. EIC's goal is to operate in a self-sufficient manner without subsidies from rate payers.*

ALEX CARDUCCI, Real Estate Financial Analyst, Division of Development Mayor's Office of Strategic Planning, City of Buffalo, performs financial analysis and coordinates with senior leadership on financial matters related to real estate development involving the City of Buffalo. Projects include commercial real estate financial assistance, such as payments in lieu of taxes, tax increment and PILOT increment financing; disposal of city real estate; and project land use, property tax, tax abatement, and policy related to all types of real estate development projects. He coordinates and collaborates with other entities such as the local Industrial Development Agency, the WNY Regional Office of Empire State Development, and local chambers of commerce and business associations. He serves as the City's point person for local Industrial Development Agency, the Erie County Industrial Development Agency. Recent major projects include the redevelopment of the Buffalo Central Terminal, an equitable transit-oriented development of City and transit-authority owned property, and planning for a new Department of Public Works Campus / Resiliency Center. He led the program design for and manages a \$1.5 million grant assistance program for for-profit businesses under the federal HUD Community Development Block Grant (CDBG) program, the first business assistance program in the City of Buffalo in over ten years. He served as project manager for a City-wide internet / broadband survey and worked to position the City in the broadband space with the rise of "internet as a utility" and broadband access inequity within the urban city, collaborating with a variety of partners in the broadband space – including not-for-profits, foundations, business community and community service fields to understand needs and help inform policy and spending. He managed a Municipal Financial Resiliency study for the City, which will serve as a central tenet of the City's Four-Year Strategic Plan and serves as the City's point person for Energy PILOT negotiations including solar and renewable systems. He launched the City's Open C-PACE program. PACE is a special commercial real estate financing mechanism designed to incentivize clean and renewable energy systems development in buildings. Mr. Carducci assists developers and businesses in accessing City resources and other programs to facilitate their projects, and monitors developments of New York State and Federal laws and regulations affecting economic development matters. Prior to joining the City of Buffalo, he served as Program Coordinator for Buffalo Erie Niagara Land Improvement Corporation (a New York State Land Bank) and

has a Bachelor of Science in Economics from Binghamton University, State University of New York. *(Term expires at 2026 Annual Meeting)*

KATHRYN HOENIG is an attorney and senior executive with experience in financial services, asset management and sustainability initiatives. She has served in many roles – Chief Operating Officer, General Counsel, Director, consultant, family office founder, entrepreneur – at both public companies and start-ups. She has devoted the majority of her career to creating and marketing innovative financial products to sophisticated clients.

Ms. Hoenig served on EIC’s Board of Directors from 2010-2014, including as Chair, and was EIC’s Chief Operating Officer from 2015-2017. Prior to working at EIC, Ms. Hoenig spent 12 years as a consultant to hedge funds, investment banks, broker-dealers and other financial service companies on a range of business issues.

Ms. Hoenig launched her consulting firm after having served as Senior Vice President of Corporate Strategy at Investment Technology Group (ITG) where she led marketing and communications and worked with the CEO to develop and implement the integration strategy for newly acquired Hoenig Group Inc.’s brokerage business.

From 1992 until 2002, Ms. Hoenig served as General Counsel, Corporate Secretary and as a Director of Hoenig Group Inc., a NASDAQ-listed financial services company with over \$100 million annual revenues that offered global brokerage and asset management services to institutional clients through its operating subsidiaries in New York, Boston, London, Hong Kong and Tokyo. During a decade at Hoenig, she established global legal and compliance, investor relations and client service functions, and worked closely with the CEO on corporate strategy, including the sale of the company to ITG.

Ms. Hoenig began her career as a litigation associate at Cadwalader, Wickersham & Taft, where she specialized in white collar defense, insider trading, complex securities and commercial litigations, and regulatory investigations and proceedings. *(Term expires at 2024 Annual Meeting)*⁴

SUSAN MORTH is the CEO of the Energy Improvement Corporation, a NY State C-PACE program administrator. Ms. Morth leads overall operations, including the development and implementation of OPEN C-PACE, a public/private partnership that provides commercial property owners innovative financing for energy efficiency and renewable measures. Ms. Morth is the Founder and Chair of the EIC Advisory Committee, a national C-PACE working group which includes large commercial property managers and specialty finance companies.

Ms. Morth has over 20 years of capital markets experience including the development of new financial products. Prior to EIC, Ms. Morth was a Partner at Empirical Research Partners and Sanford C. Bernstein & CO LLC.

AUNDRE OLDACRE Aundre’s role as a founding partner at AoRa Development is to find, evaluate, and prepare deals to be underwritten by lenders and investors. He is instrumental in creating the architectural design and vision for AoRa’s projects. He implements various strategies to find off-market deals that are either undervalued development sites or add value acquisitions. Once acquired, he manages the process from start to finish, ensuring the latest technologies are applied for the most efficient and expedient building methods. Aundre prioritizes sustainability, through the utilization of renewable energy sources, municipal tax incentives and programs, the latest PropTech solutions, property management software, and offsite

construction. He is a modular construction expert and speaks at World of Modular and other notable conferences and podcasts. As a result of these practices, he increases IRR for investors and the firm. Aundre has completed the Cornell commercial real estate program. The program covers all aspects of a commercial deal including acquisition, managing development, financing the deal, creative financing, property management, asset management, and underwriting. He also completed Columbia's Construction Finance certification learning to accurately provide cost estimates, quantity takeoffs, feasibility, financial modelling, and manage risk during a project. Aundre is Chairman of the board of the Off-Site Construction Council with the National Institute of Building Sciences. *(Term expires at 2025 Annual Meeting)*

ALAIN PIERROZ is Chief Operating and Financial Officer and joined Energy Improvement Corporation in March 2016 with over 30 years of progressive experience in finance and operations management within the banking and manufacturing industry. Mr. Pierroz has a strong ability to streamline business operations and develop and implement financial controls. Mr. Pierroz obtained his CPA license in Lausanne, Switzerland while working as an international auditor with Swiss Bank Corporation.

MICHAEL RAYMOND, Chief Financial Officer of Prime Companies, oversees all aspects of the finance department including budgeting, internal controls, and monthly and annual financial reporting of the company's complex portfolio of real estate brands. Prior to joining Prime Companies, Mr. Raymond worked at The Ayco Company, L.P, Sandler O'Neill & Partners, and Interstate Commodities. Mike holds a B.A. in Political Science with a minor in Economics from Siena College, and a M.S. in Financial Analytics from the Pace University School of Business in New York. In 2018, Mike was named one of Albany Business Review's 40 Under 40. *(Term expires at 2024 Annual Meeting)*

LUCAS ROGERS is the Economic Development and Sustainability Coordinator for the Office of the Albany County Executive. In this role he works to implement the County Executive's policy goals in the areas of energy and environmental sustainability and economic development. He is the Climate Smart Communities Coordinator for Albany County and is currently working on initiatives to reduce the carbon footprint of the County's operations. In this capacity he successfully applied for and managed the County's NYSERDA Clean Energy Community and Climate Resiliency Grants. He also assisted the County Executive in launching and staffing a dedicated economic development organization for the County, the Advance Albany County Alliance. He has an undergraduate degree in Political Science from SUNY Oswego and a Master's Degree in Public Policy from the University of Pittsburgh.

(Term expires at 2026 Annual Meeting)

STEVEN STRICHMAN AICP, is the Commissioner of Planning & Economic Development for the City of Troy, where he has been instrumental in driving the City's economic recovery. Under his leadership, the City initiated a new Comprehensive Plan, created a Regional Land Bank, successfully led an effort to change New York State's Increment Finance Law, and won millions of grant dollars for the City. He has previously served as Executive Director of the Capital Region Land Bank, and Zoning Officer and Director of Development for the City of Schenectady. Mr. Strichman holds a B.S. in Management with a minor in Economics from Rensselaer Polytechnic Institute and a M.A. in Policy from SUNY Empire State College. *(Term expires at 2024 Annual Meeting)*