

# NORRIS GEORGE & OSTROW PLLC

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Dear Prospective Associate:

My name is Wade Norris. I am the managing member at Norris George & Ostrow PLLC, a law firm based in Washington, D.C. We are presently in the process of hiring a junior to mid-level associate attorney. The purpose of this letter is to tell you more about our firm and provide you with some additional information on the position we have available.

Norris George & Ostrow PLLC is a nationally-recognized, boutique law firm of nine attorneys. We are headquartered in Washington, D.C., but we also have lawyers based in Louisville, Kentucky; Park City, Utah; San Francisco, California; and Denver, Colorado. Our lawyers are presently assisted by seven full-time paralegal/financial analysts. Our principal area of practice is serving as counsel to a wide range of investment banking (or “underwriting”) firms, banks and affordable housing developers in the area of tax-exempt and taxable affordable multifamily rental housing bond finance. The firm was founded in 2017, but our attorneys have a combined total of over 200 years’ experience serving as counsel on a wide range of municipal bond financings. These financings have involved over several thousand separate transactions over more than four decades aggregating many billions of dollars in principal amount in virtually every state in the United States.

Our law firm is unique in that we not only advise our investment banking and other clients as to federal tax, securities, municipal bond and other legal aspects of the financings in which they and we are involved, but we also possess substantial financial and business expertise. Four of our lawyers have business or finance, as well as law degrees, and most of our other attorneys have backgrounds in business and finance as well as law. We are intimately involved with almost all of our clients in the financial product design, cash flow analysis and other financial aspects of their businesses. You can learn more about our firm and its practice by accessing our website, [www.ngomunis.com](http://www.ngomunis.com), which I hope you will take a moment to review.

Please look particularly at our firm resume, the resumes of our lawyers and paralegal/financial analysts and the summary of recent NG&O experience.

In the past six years, attorneys on the NGO team have closed more than 900 private and public transactions in over 40 states. We believe our personnel have served as underwriter's or bank counsel or special borrower's counsel on more tax-exempt affordable multifamily rental housing bond financings during this period than those of any other firm in the United States, including firms substantially larger than ours. Our firm has also served as counsel on hospital revenue bond, lower and higher education, and other types of tax-exempt municipal bond financings.

As Underwriter's Counsel in public offerings, we prepare the disclosure document used by our underwriter clients in the sale of the bonds (which is like a stock prospectus, but is called an "Official Statement") and the other legal documents relating to the offering and sale of the bonds. In addition, unlike almost any other law firm, we frequently utilize Excel and customized software in the structuring and preparation of cash flow analyses for the bond financings in which our clients and we are involved. Due to the growth of our practice, we are seeking to add an entry-level to mid-range associate to join us in growing our practice. We believe this is an exceptional opportunity for a young lawyer seeking a cutting-edge legal practice in a small entrepreneurial, but nationally recognized firm that, because of our approach, is particularly close to our clients.

While our small firm enjoys an informal, friendly atmosphere, we believe we provide a level of service to our clients that sets the standard for our industry. Our clients and the other law firms with whom we work are among the largest and most prestigious in our industry and demand work of exceptional quality. The financings in which we are involved typically range in size from as small as \$4 – \$5 million to over \$250 million. With our assistance, our clients often not only design and market these bond issues, but they and we often serve as the "quarterbacks," leading a team of 20 to 30 or more financing participants through a multi-step financing process that may last from several months to six or eight months or more.

Accordingly, we are seeking individuals with 0-5 years' experience who have an exceptional academic record, outstanding analytical, writing and interpersonal skills, excellent attention to detail and demonstrated ability to work in a team environment, both with our firm colleagues and our practice colleagues across the nation. For more experienced candidates, we prefer transactional experience, preferably in real estate and structured finance. The candidates must be reliable and have the capability to handle multiple tasks, meet deadlines and work well under pressure. While few college or law school students know much about the area of municipal finance, at over \$400 **billion** per year, it is, together with the corporate and U.S. government debt markets, one of the largest and most creative areas of finance, combining tax, securities and real estate issues in each financing. We believe this position provides excellent background and experience for someone seeking a challenging legal career and who has an interest in finance. We offer a competitive salary and benefits package.

Sincerely,

*/s/ R. Wade Norris*

R. Wade Norris