MGB ACADEMY

C-PACE FOR PROPERTY MANAGEMENT COMPANIES

Transaction Roles Map and NPCA Navigation Guide

Who does what, and how the owner selects a contractor and a capital provider

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FIND YOURSELF IN THE MAP

Five parties sit in a C-PACE transaction. You are not formally a principal to the financing. In practice you are frequently the person who originates the project, coordinates the players, manages the timeline and keeps the owner informed. You are the general contractor of the transaction, even when your name is not on the assessment.

THE FIVE PARTIES

PARTY	DECIDES	DELIVERS
Property owner	Whether to proceed; which contractor; which capital provider	Signs the assessment agreement and the financing documents
Capital provider	Whether to underwrite, and on what terms	Private capital, funded against the property and the benefit case
Contractor	Nothing about the financing	Scope, price, installation and warranty
MCED (administered by MGB)	Eligibility and the economic benefit finding	Executes the assessment agreement and levies the assessment through the county
County collector	Nothing about the project	Bills and collects the assessment on the tax bill

THE SIXTH SEAT

Yours. The map above is the legal structure; the list below is the work that actually has to happen and that no one else in the map is positioned to do.

- Originating the project out of the deferred maintenance record.
- Scoping with the contractor and separating eligible from ineligible cost.
- Assembling the economic benefit record.
- Reading the leases and framing the recovery question for counsel.
- Getting the lender and counsel engaged early.
- Managing the timeline across five parties who do not report to each other.
- Keeping the owner informed, and educated, throughout.

A role worth pricing. This is billable scope. Project origination, feasibility coordination, contractor and capital-provider coordination, timeline and closing management, and post-installation oversight are real work that owners value. It can be a fee line rather than a favour.

THE SEPARATION THAT PROTECTS YOU

TWO INDEPENDENT DECISIONS

The owner selects the contractor. The owner selects the capital provider. Those are two separate, independent decisions. Nobody bundles them. Nobody gets steered.

This is not a formality. It is the structural feature that lets you raise C-PACE with an owner without carrying a referral, taking a position, or exposing yourself to a conflict. When the owner asks who would do this and who would fund it, you point to a public-interest platform run by a nonprofit green bank, and the owner drives from there. You stay the trusted coordinator, not the salesperson.

NPCA — NATIONAL PACE CAPITAL ACCESS

Missouri Green Banc operates NPCA, a fee-free registration platform serving Missouri commercial property owners. Capital providers register their criteria. Contractors register their capabilities. When a project comes in, NPCA surfaces best-fit candidates on each track separately, and the owner makes two independent selections. The two tracks are never linked.

STEP	WHO ACTS	WHAT HAPPENS
1. Project registration	Owner, with manager support	Project characteristics, scope, cost and property details are entered.
2. Contractor track	Platform	Registered contractors matching the scope and geography are surfaced.
3. Capital track	Platform	Registered capital providers whose criteria fit the project are surfaced, independently of the contractor track.
4. Owner selection	Owner	The owner selects a contractor and, separately, a capital provider. Neither selection constrains the other.
5. Underwriting and eligibility	Capital provider and MCED	Underwriting proceeds in parallel with the eligibility and economic benefit review.
6. Closing	All parties	Assessment agreement executed and recorded; financing closes; construction proceeds.

WHAT TO SAY WHEN AN OWNER ASKS FOR A RECOMMENDATION

They will ask. The right answer is not evasive — it is the answer that keeps you clean and keeps them in control.

SUGGESTED LANGUAGE

"I don't recommend a contractor or a lender on these — deliberately. The platform surfaces qualified candidates on both tracks and you make each choice separately, so nobody is steering you into a bundle. What I will do is help you compare what comes back and manage the whole thing once you've chosen."

TIMING

Bring C-PACE into the conversation before a capital need becomes a capital crisis. The failing chiller financed on your schedule is a project. The failed chiller in July is an emergency repair at a premium. Your value is in seeing it early.

Markets set in motion. It all starts with collaboration.

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