

Dear Sir or Madam:

I am the Co-Founder and Former CEO of the Economic Innovation Group, the DC-based public policy organization that worked closely with Congress to design the Opportunity Zones legislation, as well as with the Administration, governors, and mayors on its implementation. In September, I left EIG to launch [Develop LLC](#), an advisory firm that exclusively works with Opportunity Zone Funds and the broader OZ marketplace of private equity funds, wealth managers, real estate and energy developers, venture capitalists, and communities.

In this role, I frequently speak at conferences and events around the country about the Opportunity Zones program and how it can be utilized effectively. I have since advised hundreds of investors, developers, entrepreneurs, and communities, and I have a very deep understanding of how the marketplace views this program, and where they are seeking most clarity from the regulations.

I am writing to request to speak at the public hearing on Feb. 14 on the proposed regulations concerning investing in qualified opportunity funds. I was a signatory to the attached comment letter by the Economic Innovation Group's Opportunity Zones Coalition on the proposed regulations submitted on Dec. 27, 2018.

I can speak from the unique vantage point on both what was envisioned when the Opportunity Zones program was created, as well as the largest ongoing concerns and questions from investors, developers, venture capitalists, and others seeking to be early pioneers in this program. The issues/topics that I intend to cover would include the ability to recycle capital within funds, the gross income test, refinancing and capital distributions, treatment of land within OZs, improvement to existing business, exits from diversified funds, and other hot button issues.

I believe that I can uniquely offer a perspective from the marketplace and where it intersects with the congressional and policy intent behind this program. Thank you in advance for your consideration, and please let me know if you need any additional information.

Best,  
Steve Glickman  
Founder & CEO  
[Develop LLC](#)  
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