


THE GENESIS FUND

Strategic Plan

*Bending the Flow of Capital toward
Equity, Prosperity and Resilience*

FY 2023-2025

TABLE OF CONTENTS



About the Plan	1
Genesis Fund Vision, Mission and Approach	2
Introduction	3
Our Context	4
Our Priorities	5
Closing	8
About the Genesis Fund	9



SUPPLEMENTAL MATERIALS

- **Appendix A:** The Priorities Matrix with Detailed Goals and Strategies
- **Appendix B:** Financial Targets
- **Appendix C:** Genesis Fund Borrower/Client Profiles

ABOUT THE PLAN

“The arc of the moral universe is long, but it bends toward justice.”

-The Reverend Dr. Martin Luther King Jr.

This strategic planning process came at an inflection point for the Genesis Fund: in 2022, we entered our 30th year of lending, and what we regard as a third phase of growth and maturity for the organization. As we considered what this future should look like, we held these words of Dr. King as inspiration.

This strategic plan is the culmination of a months-long effort that involved many individuals inside and outside of our organization. The process was led by a Genesis Fund team comprising Liza Fleming-Ives, Jenny Rottmann and John Egan. Other Genesis Fund staff provided, sorted and analyzed essential data, and confirmed the priorities. Helen Scalia, of Scalia and Company, Inc., facilitated the process, and prepared this document.

The plan synthesizes the ideas generated from many activities, among them: a review of the social justice roots of the Community Development Financial Institution (CDFI) industry and the values and priorities of the Genesis Fund’s founders; interviews and a focus group with diverse Maine-based stakeholders to understand community needs, opportunities and our potential roles; consulting with the Genesis Fund Board of Directors on directions and priorities; examining fiscal trends; and creating financial projections to map our growth. We thank all those who gave generously of their time and knowledge.

We are especially pleased to have articulated for the first time a vision and approach, highlighted on the following page, to complement our mission. Supplemental materials include the Priorities Matrix, detailing the goals, strategies, targets and deliverables for each of our areas of focus, financial targets, and Borrower/Client Profiles which describe the kinds of organizations the Genesis Fund serves, and why.

In this time of growth and transition in our organization and in the CDFI industry, we used the planning process to wrestle with the following themes and questions:

What is our role in relation to the major global crises of today – the COVID-19 pandemic, racial inequity and climate change?

Where do we focus our resources to produce the greatest impact?

How do we grow and mature as a financing entity while staying true to the social justice mission and mandate of our founders and industry?

How do we maintain the simple and lean structures that make us accessible and efficient while scaling up for greater impact?

How do we maintain a strategic and sustainable growth path that is both entrepreneurial and focused?

How do we balance taking enough risk to leverage our assets for greater impact while maintaining stability?

How do we increase access to capital in the financial system as it is, while also bending that system toward justice?

OUR VISION



We envision communities that are vibrant, resilient, and equitable places where people can thrive, feel connected to each other, and enjoy shared assets that benefit all.

We envision communities that have sufficient resources allocated to affordable housing, childcare, healthcare, and other social services. We believe these resources should create both a safety net as well as opportunities for people to overcome systemic barriers to prosperity and build wealth and stability for themselves and future generations.

OUR MISSION



The Genesis Fund brings together resources to create housing and other economic and social opportunities for people and places being left out of the mainstream economy. We make projects happen that otherwise wouldn't, throughout Maine and in other communities in Northern New England.

We do this by lending capital, delivering expert advice, leveraging our experience to promote systemic change and policy solutions, and opening channels for people and institutions to move resources toward community needs.

OUR APPROACH



These competencies set the Genesis Fund apart. We intend to demonstrate them in all that we do:

Mission-driven Impact	<i>We focus on concrete outcomes and solutions that deliver stability and generate opportunity for people and places.</i>
Kindness and Caring	<i>We bring humanity to our work. We care for people inside and outside of our organization. We meet people where they are.</i>
Focused, Effective Expertise	<i>We stick with our areas of expertise, so that we can be effective partners. We know what we're good at, and are thoughtful about the work we take on.</i>
Collaboration	<i>We strive to be trusted partners, collaborating rather than competing, being flexible in our role, and celebrating others' success.</i>
Creativity	<i>We innovate to meet complex needs. By keeping our structure simple, we can be nimble, responsive and flexible, and do hard things. We balance risk with financial stability.</i>

INTRODUCTION

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

-Margaret Mead

Since 1991, the Genesis Fund has been dedicated to expanding access to capital, and to building and preserving equitable, resilient and prosperous communities for all people in Maine and beyond. We’ve loaned more than \$75 million to over 300 nonprofits and provided 25,000 hours of low- or no-cost assistance to some 370 projects. In turn, these services have helped our borrowers leverage another \$430 million to create and preserve affordable rental housing, build affordable homeownership opportunities, and expand capacity for community services.

Much has changed in the world, and within our organization, since the development of our last strategic plan in 2017. Internally, we’ve completed a transfer of leadership in which longtime Deputy Director Liza Fleming-Ives moved into the role of Executive Director, following in the footsteps of our strong former leaders: founder Elizabeth McPherson and most recently, Bill Floyd. We've also added and adapted several staff positions in this transition to meet the organization’s current needs as well as our anticipated growth.

Meanwhile, we navigated the effects of the COVID-19 pandemic on our communities, our borrowers, our personnel and our operations. We implemented a COVID-19 response plan that considered the needs of our borrowers, investors, staff and board. We shifted operations to a flexible hybrid work model that’s responsive to public health directives and employee needs.

The Genesis Fund has matured from a small-scale community lender to a multi-faceted, mid-sized CDFI with a footprint throughout Maine, and expanding into northern New England. Since our last strategic plan, we have grown our total assets twofold to over \$37 million, while tripling our net assets to \$11 million. We’ve increased our invested capital to \$26 million, and supported a doubling in the size of our loan portfolio, which stands at \$30 million across 100 loans. Furthermore, we’ve broadened our geographic reach to New Hampshire by filling capital gaps at the invitation of partners.

We’ve become a forceful advocate and ally for affordable housing with federal agencies and the State of Maine, where we helped design and advocate for a new affordable housing tax credit in 2020, the single largest investment in housing in the state’s history. Our reputation as a knowledgeable technical assistance provider for rural housing preservation is now national in scope.

Today, we look ahead standing on a firm foundation built on our unwavering values, creative employees, solid financial performance, and an active network of trusted partners.

OUR CONTEXT: *a complex moment*

Since the onset of the COVID-19 pandemic in early 2020, not a single aspect of our society or economy has been left untouched. The ongoing public health crisis, combined with the national reckoning with racial inequality and accelerating climate change, will continue to generate urgency, uncertainty, and volatility to which we must continually adapt and respond.

In particular, these conditions have informed our priorities:

AFFORDABLE HOUSING	FOOD INSECURITY
<p>Maine’s median home price jumped 38% to \$299,000 during the pandemic</p> <p>Shortage of 22,000 affordable rental units with 49% of renters cost-burdened</p> <p>In no county in Maine can a full-time, minimum-wage earner afford to rent a two-bedroom apartment</p> <p>Pre-pandemic homeownership rates for black households was 19% vs. 73% for white households</p>	<p>13% of households are food insecure</p> <p>14.5% of seniors are food insecure</p> <p>20% of children are food insecure</p> <p>Pre-pandemic levels of food insecurity for Maine households of color were double the rate of all households</p>
CHILDCARE	RECOVERY
<p>5,530 children lack access to childcare</p> <p>A net loss of 59 childcare facilities during the pandemic</p> <p>Rural regions have biggest gap between childcare demand and openings</p>	<p>A record 636 deaths due to drug overdose in 2021</p> <p>1/3 of those entering addiction treatment report unstable housing</p>

NEW PUBLIC FINANCIAL RESOURCES – Unprecedented levels of federal and state spending for pandemic relief, along with investments in infrastructure and social programs, have the potential to be transformative in many sectors and communities. The American Rescue Plan Act and the new state tax credit will provide millions for the construction as well as preservation of affordable housing.

And yet these funds will be distributed through new programs and channels, and the organizations and communities they are aimed at may need assistance to understand, apply for, and deploy these dollars. As a result, we anticipate new demand for specialized technical assistance to navigate these resources.

OUR PRIORITIES: 2023-2025

Considering these many challenges, and given our organization’s unwavering commitment to the social justice values of our industry and of our founders, and our solid financial position, we are committed to addressing these crises and their consequences in our region by concentrating on the five priorities outlined below.

PRIORITY 1

Deploy Capital to Fill Market Gaps and Deliver High-Impact Technical Assistance

As a CDFI, the Genesis Fund has a vital role to play in expanding and preserving affordable housing to meet growing needs in our communities. By leveraging our long track record and strong relationships, we can help steer the wave of new resources to the right places and projects, and fill capital gaps with patient, creative, risk-tolerant financing. Our technical assistance (TA) builds local leadership and the capacity of smaller organizations to develop projects.

Moreover, we must increasingly address the ways that buildings and building systems (which we finance) have a significant impact on the climate, and the disproportionate effects of climate change on low-income and historically disadvantaged communities.



GOALS

Meet urgent needs for housing, shelter, childcare, food security and social services, and provide access to opportunities to build wealth and assets for people and communities that have been left behind.

Maintain a diverse portfolio of borrowers that balances risk and effort, and produces a range of desired impacts.

Maintain a mix of TA clients that balances effort with desired impacts, and focuses on projects that wouldn’t otherwise happen, as well as those best suited for our expertise.

Bring increased attention to reducing climate change impacts on historically marginalized communities and increasing climate resilience through the built environment.

PRIORITY 2

Deepen our Commitment to Racial Equity and Support of BIPOC (Black, Indigenous, and People of Color) Communities

As a CDFI, we are part of an industry that emerged from the civil rights movement with the explicit goal of addressing the systemic racism that has denied communities of color access to financing capital—a system which unfortunately still lingers to this day. We believe that dedicating resources and building assets in BIPOC (Black, Indigenous and People of Color) communities can begin to shift power in ways that are essential for righting historic wrongs and moving toward justice.



GOALS

Build cultural competence and understanding of racial inequity with our staff and board.

Build new and deepened relationships in BIPOC communities.

Leverage our platform to promote equity and systemic changes that increase prosperity in BIPOC and other historically disadvantaged communities.

PRIORITY 3

Use our Position and Platform to Shape Public Policy and Programs to Benefit People and Communities that have been Left Behind

As a community lender and TA provider with extensive on-the-ground knowledge and experience, the Genesis Fund has special knowledge of the policies, resource gaps, and roadblocks that make projects work or prevent their success. We can use that knowledge to make systems work better and to lift the voices of those who may not be at the table to ensure an equitable deployment of resources.



GOALS

Promote legislative policy solutions that increase resources to create more affordable housing and community development projects, especially in rural, historically disadvantaged and low-income communities.

Work with state and federal agency partners to create new resources and programs, improve systems, and remove barriers to make existing resources more usable.

Invest in our strategic communications to increase the visibility of our work and the projects we finance and support, and to promote innovative models and solutions.

PRIORITY 4

Grow and Steward our Capital Resources

The Genesis Fund provides an investment opportunity that allows individuals and institutions to direct their financial resources toward addressing the hardships and challenges that they observe and experience in their communities. Our individual investment program is accessible and simple, which enables us to be flexible and responsive to the needs of our borrowers. We believe “social impact” investments can shift thinking about the responsibilities of wealth, and alter community dynamics in ways that result in greater connection and justice.



GOALS

Maintain a foundation of diverse, resilient and stable capital to support our mission, financial stability, and growth objectives.

Raise \$20M in loan capital to meet the lending objectives of this plan.

Promote the opportunity for people to be part of making our work possible through our accessible individual investor program.

Raise funds to carry out high-impact technical assistance that can't be funded by communities themselves.

PRIORITY 5

Invest in our Team, Operations and Infrastructure

We believe the Genesis Fund’s collaborative and supportive culture is an asset, which permeates the design and delivery of our products and services, and contributes to organizational durability. Thoughtful investment in personnel and in our operating and financial management systems will be essential to maintaining the positive, flexible work environment we value.



GOALS

Recruit and retain a highly talented and productive staff team with the skills and competencies to carry out the Genesis Fund's mission and meet our strategic goals.

Invest in the systems and technology that support the organization's growth and success, and which allow staff to work effectively and efficiently.

Recruit and retain a board of directors with the skills and experience to provide strategic guidance and fiduciary oversight for the organization.

Develop ways to seek and incorporate feedback on a regular basis from external stakeholders regarding Genesis Fund's strategic priorities.

CLOSING

The urgency and opportunity of this moment calls the Genesis Fund to action to achieve greater scale and have deeper impact.

Specifically, over the three year period of this plan, we expect to have deployed a record \$40 million in capital to affordable housing, child care, and essential community facilities projects, while maintaining a diverse mix of borrowers and opportunities for impact. We'll have a larger footprint across Northern New England as we respond to unmet financing needs in the region. We will play a more active role in promoting equity and prosperity for those who have been left behind, and make further strides on our journey toward greater cultural competency in our organization. We will have more tools to educate our borrowers and peers on ways to address climate change in affordable housing and community facility projects.

With investments in our communications, personnel, and systems, the Genesis Fund and our partners will be more visible among socially responsible investors, other stakeholders, and in policy circles. We'll have raised some \$20 million in new capital to meet growing demand for our flexible loan products, and created simple avenues for people and institutions to make transformative investments in community development.

We'll do all of this while maintaining the unique approach that has brought us success for the past 30 years: staying focused on mission-driven, concrete impacts; bringing kindness and humanity to our work; providing expert, effective expertise; and demonstrating collaboration and creativity. As the Genesis Fund grows and matures, we will direct our resources toward the most pressing issues of our time, particularly as they affect those who have been left behind and left out by the mainstream economy. We will lean into our mission and leverage our assets to take meaningful risks on important projects, while carefully stewarding our resources for the future. We will remain fixed on the North Star that has always guided the founders of the CDFI industry and the Genesis Fund – bringing together resources to support urgent community needs, while working to bend the broader financial system toward greater equity, justice and prosperity.

ABOUT THE GENESIS FUND

The Genesis Fund meets its mission through:

LENDING

Our borrowers include grassroots and community-based organizations, nonprofits, public housing authorities and mission-driven private developers, many of whom have limited or no access to traditional financing or look to the Genesis Fund to fill financing gaps or bridge between other funders. Our loans may be used for predevelopment, acquisition, construction, permanent financing, and working capital.

TECHNICAL ASSISTANCE (TA)

The Genesis Fund provides low- or no-cost professional assistance – including feasibility assessments, fund and project development, and development consulting – to organizations advancing housing and community facility projects in Maine, New Hampshire and Vermont to ensure their long-term success.

INFLUENCE POLICIES AND PROGRAMS

To deepen our impact, we leverage our experience to work for policy solutions and program improvements that increase the flow of capital to produce greater equity and prosperity. We use our on-the-ground knowledge of project development to bring information on policy, resource gaps, and roadblocks to decision-makers, and to advocate for promising policies and resources. We use our platform to elevate the success stories of our community partners and highlight promising models of community development.

CREATE OPPORTUNITIES TO INVEST IN COMMUNITY DEVELOPMENT

We provide an investment opportunity that allows individuals and institutions to direct their resources toward addressing the hardships and challenges that they observe and experience in their communities. Our investment program is accessible and simple. It is open to anyone and offers a low minimum investment amount at a variety of term options. This simplicity makes it easy for people to become partners in our work, and enables us to be flexible and responsive to the needs of our borrowers.

WHO WE SERVE

We make projects happen that otherwise wouldn't, with people and places that are being left behind and left out of the economic mainstream.

Specifically, we strive to:

- Ensure a safety net for those who are in crisis – people who are experiencing homelessness, substance use disorder, domestic violence, food insecurity, and poor access to healthcare;
- Provide supportive housing for people with persistent mental illness or intellectual, developmental, or physical disabilities that require ongoing supportive services;
- Increase the supply of affordable and high-quality homes, childcare centers, healthcare facilities, and other infrastructure that supports healthy and just communities;
- Create opportunities to build wealth, power, and control for people and communities who have been historically disadvantaged and overlooked, including very rural, and BIPOC communities; and
- Build vibrant, resilient, equitable communities – both rural and urban – where people can thrive.

APPENDIX A:

THE PRIORITIES MATRIX WITH DETAILED GOALS AND STRATEGIES



PRIORITY ONE:

Deploy Capital to Fill Market Gaps and Deliver High-Impact Technical Assistance (TA)

GOALS	STRATEGIES
<p><i>Meet urgent needs for housing, shelter, child care, food security and social services, and provide access to opportunities to build wealth and assets for people and communities that have been left behind.</i></p>	<p>Be a leader in filling financing gaps to increase and preserve the supply of affordable housing throughout Maine.</p>
	<p>Respond to unmet financing needs in New Hampshire and Vermont that aren't being filled by other lenders.</p>
<p><i>Maintain a diverse portfolio of borrowers that balances risk and effort, and results in a range of desired impacts.</i></p>	<p>Support projects that meet basic and urgent needs, as well as those that build individual and community assets.</p>
	<p>Assist developers of small-scale rental projects, affordable homeownership initiatives, supportive and recovery housing, and housing for people experiencing homelessness and people with disabilities.</p>
	<p>Invest in new kinds of developers and entrepreneurs with focus on those led by members of BIPOC (Black, Indigenous and People of Color) communities, as well as developers willing to invest in difficult to serve rural communities.</p>
	<p>Pursue innovative lending strategies that model promising approaches, including alternative ownership models (e.g. cooperatives) and new financing structures (e.g. fee-based lending).</p>
<p><i>Maintain a mix of technical assistance clients that balances effort with desired impacts, and focuses on projects that wouldn't otherwise happen, as well as those best suited for our expertise.</i></p>	<p>Respond to requests from community organizations to assist with advancing housing and community development projects.</p>
	<p>Be a leader in efforts to preserve existing affordable housing in rural areas (especially vulnerable USDA RD-financed projects in Maine, NH & VT).</p>
	<p>Facilitate access to new resources for developers of small-scale rental projects, affordable homeownership initiatives, supportive and recovery housing, and housing for people experiencing homelessness and people with disabilities.</p>
	<p>Respond to invitations from established and emerging BIPOC organizations – including Wabanaki Tribes in Maine and immigrant-led organizations – to secure resources to address needs resulting from historic and ongoing inequities.</p>
	<p>Promote innovative approaches, and provide technical assistance to bring together resources for model projects (such as collaboration between child care providers and housing developers).</p>
<p><i>Bring increased attention to reducing climate change impacts on historically marginalized communities and increasing climate resilience through the built environment.</i></p>	<p>Provide our staff with training and professional development on measures that reduce climate impacts and increase resiliency.</p>
	<p>Promote sustainable building practices and measures that increase energy efficiency and resilience at a project level and more broadly.</p>
	<p>Participate in developing tools for the CDFI industry to reduce climate impacts and increase resilience.</p>

TARGETS & DELIVERABLES

Deploy ~ \$40 million in lending capital to fill market and project financing gaps

Deliver 5,000 hours of technical assistance

Use underwriting tools to address climate impacts and resilience for the projects we assist

*Maintain a deployment ratio of at least 85%
(Percent of total loan capital deployed/comitted)*

PRIORITY TWO:

Deepen our Commitment to Racial Equity and Support of BIPOC (Black, Indigenous, and People of Color) Communities

GOALS	STRATEGIES
<p><i>Build cultural competence and understanding of racial inequity with our staff and board.</i></p>	<p>Engage a third party to conduct a racial equity audit of our organization and use the recommendations to make organizational changes to advance racial equity.</p>
	<p>Develop a training and orientation approach for new staff and board members that increases critical awareness and knowledge of bias; understanding of resources and approaches; develops communication and partnership skills; and ensures organizational support and responsive practices.</p>
	<p>Ensure representation from BIPOC communities on our staff and board through outreach and by reducing barriers to engagement.</p>
<p><i>Build new and deepened relationships in BIPOC communities.</i></p>	<p>Conduct outreach and network to build new and deepened relationships with BIPOC leaders, community-based organizations and entrepreneurs.</p>
	<p>Focus technical assistance (TA) in BIPOC communities on project development, while working with trusted partners to support capacity building and “enterprise health” of BIPOC community-based organizations.</p>
	<p>Raise funds from philanthropic sources to support the delivery of pro bono TA to grassroots and emerging BIPOC community organizations, as described in Priority 4</p>
	<p>Pursue partnerships with funders committed to advancing racial equity and community development.</p>
<p><i>Leverage our platform to promote equity and systemic changes that increase prosperity in BIPOC and other historically disadvantaged communities.</i></p>	<p>Invite our external partners to join us in committing to a greater focus on racial equity.</p>
	<p>Use our strategic communications platforms to share stories and amplify the voices of people and institutions working for racial justice.</p>
	<p>Use our strategic communications platforms to shine a light on the need to dismantle systemic racism in housing systems and policy.</p>

DELIVERABLES & TARGETS

Equity audit

A framework for beginning to integrate measures for advancing racial equity into all aspects of our work

Increased lending and TA to BIPOC community organizations and leaders

PRIORITY THREE:

Use our Position and Platform to Shape Public Policy and Programs to Benefit People and Communities that have been Left Behind

GOALS	STRATEGIES
<p><i>Promote legislative policy solutions that increase resources to create more affordable housing and community development projects, especially in rural, historically disadvantaged and low-income communities.</i></p>	<p>Advocate for policies that accelerate the development and preservation of affordable housing and community development projects.</p>
	<p>Advocate for policies that increase resources for affordable housing and community development.</p>
<p><i>Work with state and federal agency partners to create new programs, improve systems, and remove barriers to make existing resources more usable.</i></p>	<p>Promote and propose funding programs that direct resources where they are most needed.</p>
	<p>Identify and highlight changes needed to existing funding programs to remove barriers to access and utilization.</p>
<p><i>Invest in our strategic communications to increase the visibility of our work and the projects we finance/support, and to promote innovative models and solutions.</i></p>	<p>Elevate the stories of our partners that express the values stated in this plan.</p>
	<p>Highlight the role of the Genesis Fund and the Community Development Financial Institution (CDFI) industry in equitable community development.</p>
	<p>Promote promising models (e.g. housing and childcare combinations, fee-based lending, etc.)</p>

DELIVERABLES & TARGETS

Increased staffing available for communications

Strategic Communications Plan

PRIORITY FOUR:

Grow and Steward our Capital Resources

GOALS	STRATEGIES
<p><i>Maintain a foundation of diverse, resilient and stable capital to support our mission, financial stability, and growth objectives.</i></p>	<p>Execute a sustainable operating strategy that funds operating costs primarily with earned revenue, and minimizes reliance on contributed revenue (other than for special projects like those noted below).</p>
	<p>Maintain strong financial stability to provide organizational resilience.</p>
	<p>Take well-mitigated risks that leverage our assets for high mission impact.</p>
	<p>Maintain our simple capital structure and internal systems in order to preserve the efficiency and flexibility that are key to our approach.</p>
<p><i>Raise \$20M in loan capital to meet the lending objectives of this plan.</i></p>	<p>Develop a strategy to raise \$4M in contributed capital and \$16M in invested capital to support growth in the loan capital pool.</p>
	<p>Attract investments from nonprofit, philanthropic, and other institutions with social impact goals.</p>
	<p>Connect with potential funders and investors in New Hampshire and Vermont as our portfolio expands regionally.</p>
<p><i>Promote the opportunity for people to be part of making our work possible through our accessible individual investor program.</i></p>	<p>Make our individual investment program more visible to people across Maine and beyond who desire social impact.</p>
	<p>Expand and develop relationships with wealth advisors who promote social impact investments in Community Development Financial Institutions (CDFIs).</p>
<p><i>Raise funds to carry out high-impact technical assistance that can't be funded by communities themselves.</i></p>	<p>Raise funds from philanthropic sources to support the delivery of free or lower cost technical assistance (TA) to grassroots and emerging community organizations.</p>
	<p>Raise funds through partnerships with state agencies that can support our efforts to build the capacity of smaller developers to access new state funds directed toward homeless, supportive, recovery, and other affordable housing.</p>
	<p>Raise funds from federal and other sources to provide ongoing TA for rural housing preservation.</p>

DELIVERABLES & TARGETS

<p><i>\$56 million in Total Assets by 3/31/25</i></p>
<p><i>Maintain prudent CDFI financial health ratios, including a Net Asset Ratio of greater than 20% (Net Assets as a percent of Total Assets)</i></p>
<p><i>Maintain a self sufficiency ratio above 60% (Percent of Expenses covered by Earned Income)</i></p>
<p><i>New materials about investment opportunities in CDFIs and the Genesis Fund aimed at institutions with social impact goals</i></p>

PRIORITY FIVE:

Invest in our Team, Operations and Infrastructure

GOALS	STRATEGIES
<p><i>Recruit and retain a highly talented and productive staff team with the skills and competencies to carry out the Genesis Fund's mission and meet our strategic goals.</i></p>	<p>Increase staff time to lending, technical assistance (TA) and communications.</p>
	<p>Maintain competitive salaries and benefits.</p>
	<p>Nurture a collaborative and supportive organizational culture.</p>
	<p>Support a system to optimize staff schedules and work locations, balancing the desire for individual flexibility with the benefits of in-person collaboration and connection.</p>
	<p>Invest in employee training and professional development.</p>
<p><i>Invest in the systems and technology that support the organization's growth and success, and which allow staff to work effectively and efficiently.</i></p>	<p>Invest in IT systems, cybersecurity and other infrastructure to be productive, meet standards, and mitigate risk for an organization of our size.</p>
<p><i>Recruit and retain a board of directors with the skills and experience to provide strategic guidance and fiduciary oversight for the organization.</i></p>	<p>Enhance the capacity of board members to engage in strategic conversations and serve as ambassadors for the organization.</p>
<p><i>Develop ways to seek and incorporate feedback on a regular basis from external stakeholders regarding Genesis Fund's strategic priorities.</i></p>	<p>Engage the Board of Directors to identify the methods and frequency for seeking partner input.</p>

DELIVERABLES & TARGETS

A plan for a hybrid/collaborative work arrangement and facility plan

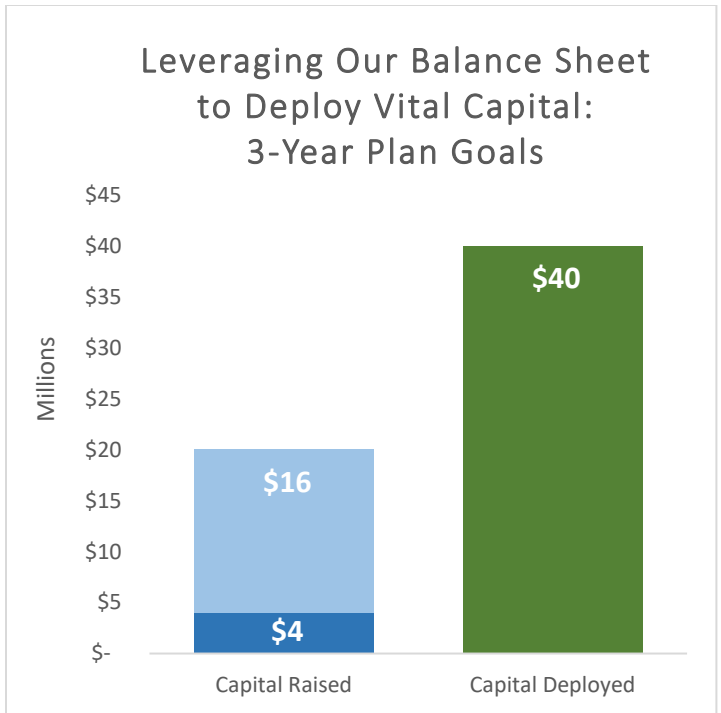
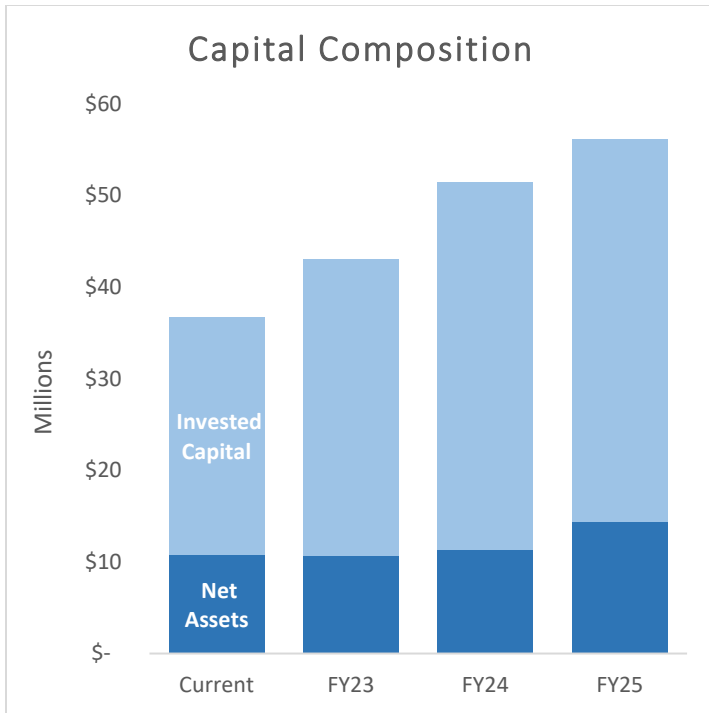
IT Audit

A plan for board engagement (orientation, connection to projects, meeting schedule, etc.)

APPENDIX B: FINANCIAL TARGETS



FINANCIAL TARGETS (BY FY25)



**CAPITAL
RAISED:**

\$20 Million
(**\$16M INVESTED + \$4M CONTRIBUTED**)

**CAPITAL
DEPLOYED:**

\$40 Million

TOTAL ASSETS:
\$56 Million

NET ASSETS:
\$14 Million

**NET ASSET
RATIO:**
25%

(Net Assets as a % of Total Assets)

**DEPLOYMENT
RATIO:**
83%

(% of Total Loan Capital Deployed/Committed)

APPENDIX C:

GENESIS FUND BORROWER/CLIENT PROFILES



Genesis Fund

BORROWER/CLIENT PROFILES



Grassroots & Emerging Community Organizations



Established Public/Nonprofit Housing & Community Service Providers



For-profit Developers



Community Facilities

Borrower/Client Examples

- Community-based housing organizations and initiatives
- Cooperative housing models
- Mom and pop residential property owners
- Small recovery residences
- Emerging mission-driven entrepreneurs developing housing

- Larger nonprofit housing developers and service providers
- Community action programs
- Municipal housing authorities

- For-profit developers pursuing mission-based housing projects

Project examples include Low-Income Housing Tax Credit and historic preservation projects with affordable housing

- Childcare & youth centers
- Food pantries
- Health clinics
- Other organizations providing community services

Lending Needs

Unable to access (or underserved by) traditional financial institutions, Genesis Fund is filling a gap in the market.

Able to access traditional capital, but look to Genesis Fund to fill project financing gaps, bridge between other funders, and leverage additional funding related to affordable housing.

Able to access traditional capital, but look to Genesis Fund to fill project financing gaps, bridge to other funders, and leverage additional funding related to affordable housing.

May be unable to access traditional financing, or may look to Genesis Fund to fill project gaps and bridge to availability of other funds.

Technical Assistance Needs

Run by volunteers or staff with limited real estate development experience. Genesis Fund helps to assess project feasibility, access capital, manage development process, etc.

Have staff with development experience. Look to Genesis Fund for supplemental capacity (such as project funding).

Generally, none, though occasionally look to Genesis Fund to help secure historic preservation tax credits.

Run by volunteers or staff with limited real estate development experience. Genesis Fund helps to assess project feasibility, access capital, manage development process, etc.

Impact Opportunities

- Innovation and new models.
- Wealth-building.
- Community building.
- Community transformation.

- Meet urgent and longer-term needs to increase and preserve housing supply at a scale appropriate to communities and beneficiaries.
- Housing with supportive services.
- Improve existing properties to create housing opportunities in downtown areas, close to services.
- Stabilize communities.

- Opportunity for significant numbers of housing units in one project.
- Mixed-income and multi-use development, with potential for innovative community-scale benefits.
- Improve existing properties to create housing opportunities in downtown areas, close to services.
- Stabilize communities.

- Increase access to childcare and youth services.
- Improve food security.
- Expand access to healthcare and other community services.
- Stabilize communities and create stronger safety nets.