



Welcome

IFF Strategic Vision 2018-2022

Dear Staff, Board, Partners, Investors, Clients, and Friends:

We're pleased to announce that IFF has adopted a new strategic vision for 2018-2022: "Accelerating Social Impact."

This plan recognizes in bold new ways **IFF's growing status as a systems change and community transformation leader**. With the right combination of investment, development, partnerships, and actionable knowledge, IFF is forging into deeper, systems-focused, community-driven, collaborative ways of achieving positive impact for low-income communities in the Midwest. As part of this effort, we will be deepening our commitment to equity, diversity, and inclusion both in the way we operate internally and the way we impact change in the world.

Past plans have focused on broadening our market base, deepening our sector expertise, and growing our loan portfolio — and we **have had tremendous success**. Over the last two strategic plans spanning 10 years, IFF has grown from about 45 employees working in Illinois to nearly 100 employees in seven Midwest offices serving nine states and adjacent metropolitan areas of Louisville and Northern Kentucky. Our total assets have grown from \$135 million to over \$400 million.

Going forward, our challenge is to transform this steady growth into an even more efficient, effective engine of social change. Our core lending tools — those that make a CDFI a CDFI — will always remain a central part of IFF's DNA; but we've known for a long time that IFF is no ordinary CDFI. **This new plan ramps up IFF's social impact engine to be as strong and powerful as our core lending and real estate consulting tools**. What's more, it calls for a significant investment in IFF's organizational infrastructure — including our commitment to equity, diversity, and inclusion — to ensure that the right foundations are in place to support our broader, deeper work.

Bottom line: IFF is strengthening our infrastructure internally in order to achieve more impact externally. In this way, our strategic plan isn't like a lot of other plans. It's not about growing the size of our territory, loan volume, or staff; instead it's about growing our *impact* by ensuring the suite of tools we offer is correctly blended and balanced for nonprofits to succeed, communities to thrive, and social service systems to achieve positive change. We hope you'll join us for the journey ahead.

Sincerely,



A handwritten signature in black ink, appearing to read "Joe Neri".

JOE NERI
CHIEF EXECUTIVE OFFICER



A handwritten signature in black ink, appearing to read "John Sassaris".

JOHN SASSARIS
BOARD CHAIR

Guiding Principles

IFF Strategic Vision 2018-2022

Vision

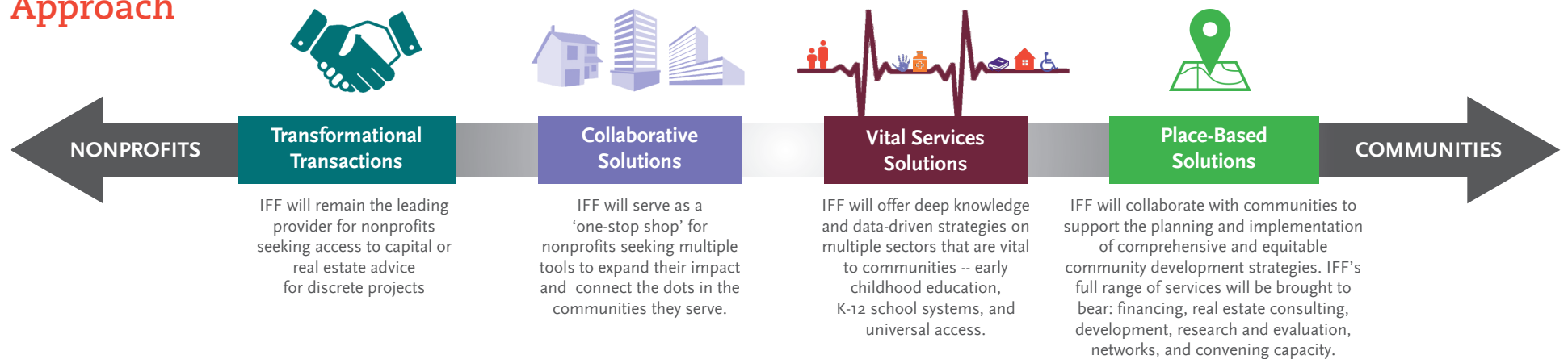
IFF will provide **comprehensive solutions** with **transformational outcomes** in low-income and special needs communities throughout the Midwest.

Mission

IFF will strengthen nonprofits and the communities they serve by providing **leadership, capital, and real estate solutions**.

- We will provide **leadership** through our multi-sector expertise, as well as our research, policy, and convening roles.
- We will deploy **capital** through our range of loan products, equity, and New Markets Tax Credits.
- We will offer **real estate solutions**, including a range of consultant services, development, and ownership.

Approach



Approach

IFF Strategic Vision 2018-2022



Transformational Transactions

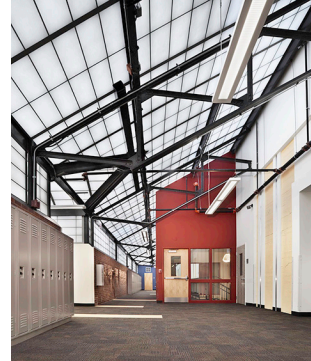
nonprofit + single IFF tool



Example: Mack Avenue Community Church (MACC) Development has created successful literacy, youth development, housing, and legal programs in Detroit's east side. When they decided to expand and bring their services under one roof, they came to IFF to finance the project. A \$270,000 loan helped them complete renovations on a 12,000-square-foot former warehouse. "The Commons" includes the only coffee shop in a 1-mile radius and the only laundromat in a 3-mile radius. An additional \$188,000 equipment loan from IFF covered the cost of the commercial washers and dryers.

Place-Based Initiatives

market stakeholders + multiple IFF tools + IFF sector and market knowledge



Example: The Foundation for Homan Square has engaged in an intentional effort to transform the 55-acre former Sears catalog property on Chicago's west side into a beautiful tapestry of community resources that includes a 70,000-square-foot community center; 14-story hub for arts education, youth leadership development, and job training; 400 units of affordable housing; affordable health care providers; early childhood education facilities; and public charter schools. IFF provided early financing and now is providing long-term management of the foundation and its growing assets.

Collaborative Solutions

nonprofit + multiple IFF tools



Example: Running Rebels Community Organization's youth basketball teams competed in the Milwaukee area for 35 years before they were able to play on their own court. IFF provided both real estate services and financing to help the organization locate and acquire a 48,000-square-foot facility capable of housing not only a gym, but plenty of space to provide after-school programming. More than 1,500 youth benefit from Running Rebels' services, which include tutoring, community service projects, college-prep classes, and violence-prevention programs.

Vital Services Solutions

sector stakeholder + multiple IFF tools + IFF sector knowledge



Example: In September 2016, three new charter schools opened in Kansas City, creating more than 1,650 seats for students who live in high-need areas. These three schools benefited from IFF's Quality Schools Initiative — funded by the Kauffman Foundation — to improve the education landscape in neighborhoods across the city by providing research, financing, and real estate services necessary to support the growth of quality charter schools. One of the innovative resources IFF put forward was to acquire, develop, and then enter into a lease-to-own agreement with a quality charter school.

Goals and Strategies

IFF Strategic Vision 2018-2022

Goals to Achieve Greater Impact

Whether our client is an individual nonprofit, a group of nonprofits coordinating services, sector stakeholders, or a whole community, IFF will bring together our suite of services like never before to drive social impact.

Lead the Midwest in Nonprofit Facilities

- Improve and grow IFF's core business offerings to best meet the needs of nonprofits and the communities they serve
- Establish IFF as a true 'one-stop shop' for nonprofit facility needs
- Provide critical financing to affordable housing developers and grocery stores aligned with IFF's mission

Bring the 'Best of IFF' to Markets

- Tailor IFF's business offerings to match the current needs of each individual market
- Build local market knowledge into governance structure and corporate strategy

Establish IFF as a Market Maker

- Build deeper relationships with emerging impact investors to support both on- and off-balance sheet investment opportunities

Catalyze Systemic Change

- Create a Social Impact Accelerator that propels nonprofits, sector leaders, and community stakeholders to drive scalable and replicable solutions
- Strengthen IFF's position as a thought leader in its key markets and sectors
- Expand IFF's evaluation capacity to drive internal strategy and external decision-making

Goals to Form a Foundation for Success

IFF will strengthen our infrastructure internally to achieve more impact externally.

Foster 'One IFF'

- Cultivate and commit to a culture that values equity, diversity, and inclusion
- Invest in people through robust talent management and professional development
- Re-align organization to enable the strategic direction
- Build cross-functional teams to manage collaboration

Build IT & Data Systems for the Future

- Invest in foundational capabilities, including organizational infrastructure, technology, and data systems
- Create a data culture to drive strategy with financial and non-financial data, a customer-centric approach with deeper analytics, and new products and services

Internal Structure & Leadership

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Chief Executive Officer
Joe Neri, CEO



Core Business Solutions
Matthew Roth, President

Capital Solutions
Real Estate Solutions



Dana Lieberman, Senior Vice President, Capital Solutions



Terri Haymaker, Senior Vice President, Real Estate Solutions



Social Impact Accelerator
Kirby Burkholder, President

Real Estate Development
Place-Based Initiatives
Research & Evaluation
Vital Services
Talent Management



Tara Townsend, Vice President of Research and Evaluation



Jen Kraemer, Director of Talent Management



Core Operations
Suza Leao-Reuter, Chief Financial Officer

Communications & Public Policy
Finance & Administration
Resource Development
Strategic Partnerships




Jose Cerda III, Vice President of Public Policy




TBA, Vice President of Strategic Partnerships and Resource Development


Market Leadership



David Desai-Ramirez, Executive Director, Southern Region



Vickie Lakes-Battle, Executive Director, Chicago Region



Chris Uhl, Executive Director, Eastern Region

Serving the Midwest

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IFF serves nonprofits and communities throughout our Midwest footprint, which includes these 9 states and the adjacent metro areas of Louisville and Northern Kentucky.

All IFF Markets

Throughout our states and metro areas, IFF provides access to our financing tools and research expertise.

Emerging Markets

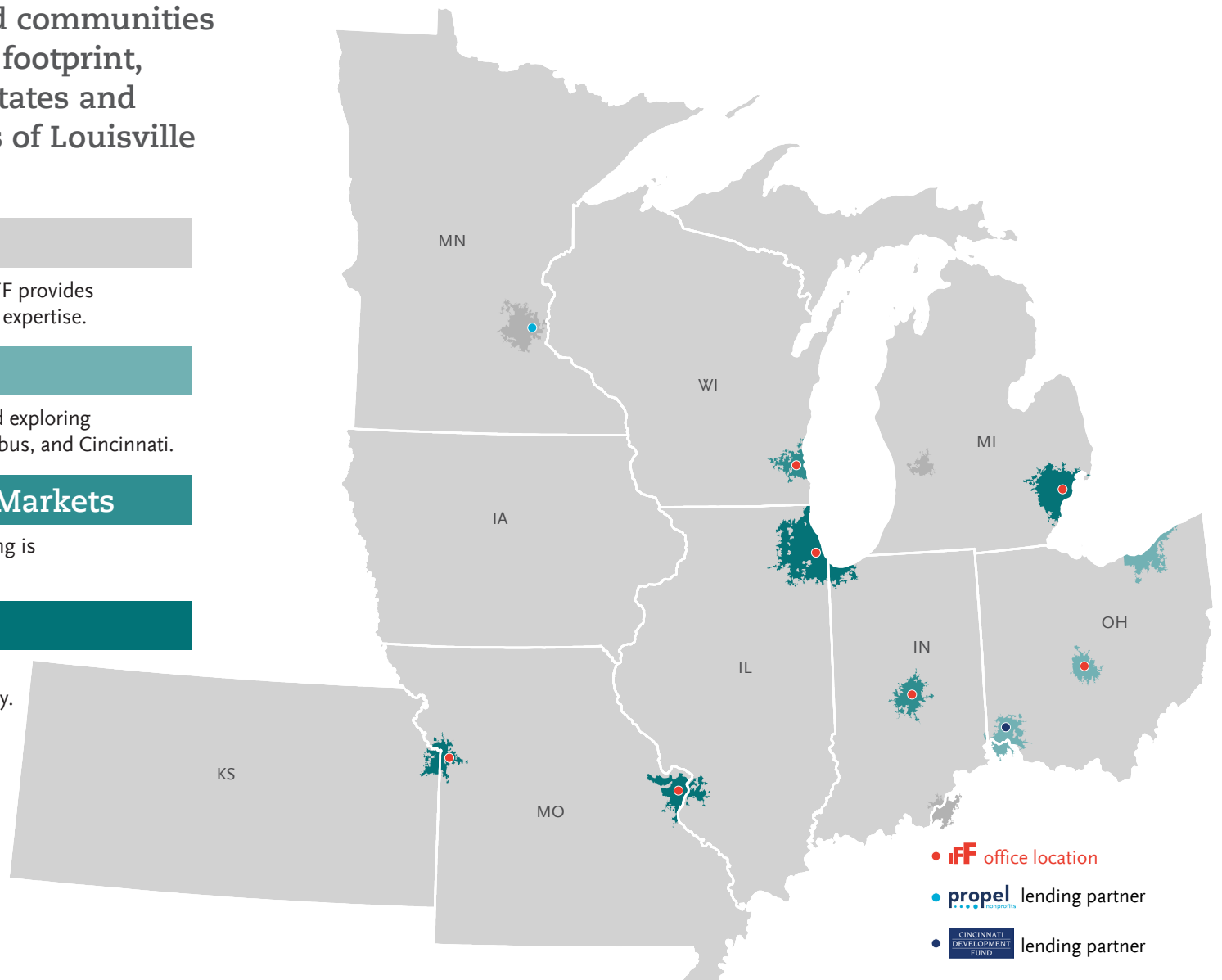
IFF is ramping up our lending services and exploring real estate consulting in Cleveland, Columbus, and Cincinnati.

Collaborative Solutions Markets

IFF's full lending and real estate consulting is available in Milwaukee and Indianapolis.

Full-Service Markets

IFF offers our full suite of services in Chicago, Detroit, St. Louis, and Kansas City. Our development tools and sector- and market-specific knowledge-sharing — combined with our core financing, real estate services, and research products — allow us to bring comprehensive community development to the neighborhoods that need it most.



Key Metrics

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Deploy 800+ loans worth \$600 million over the next 5 years, with market-specific targets



Bring 85 complex projects from vision to reality



Serve 600+ clients through real estate consulting over the next 5 years



Create 500+ high-quality early education seats and 1,000+ school seats



Create \$80 million in real estate development projects in Chicago, Detroit, and St. Louis



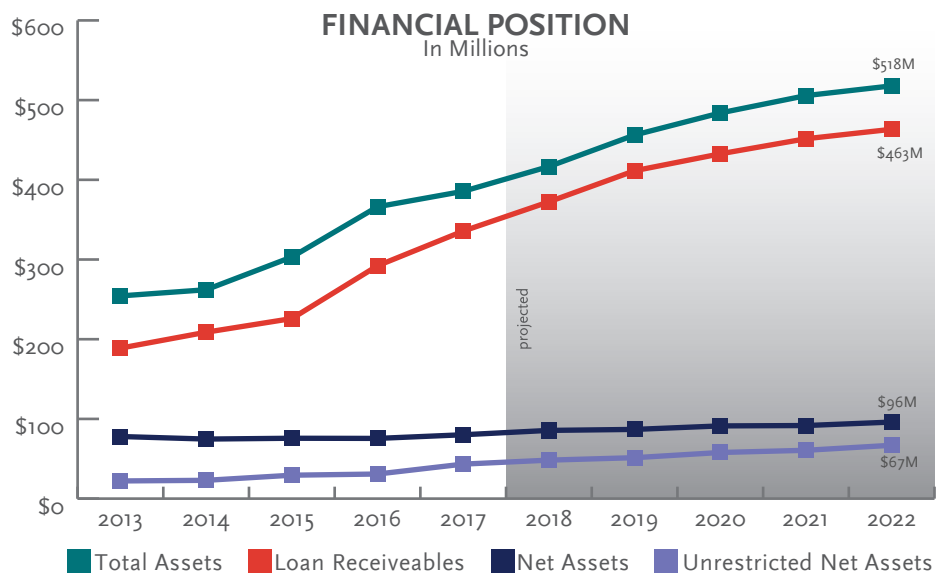
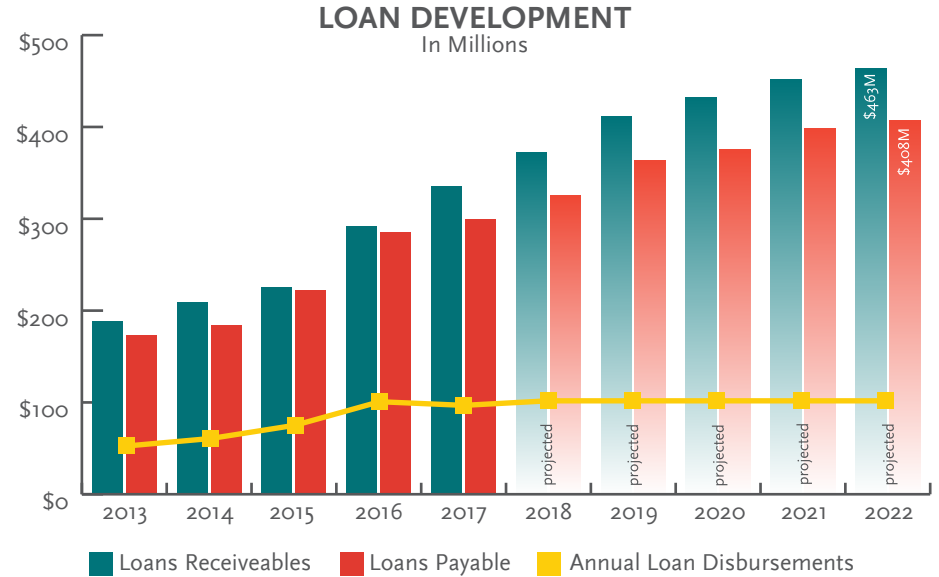
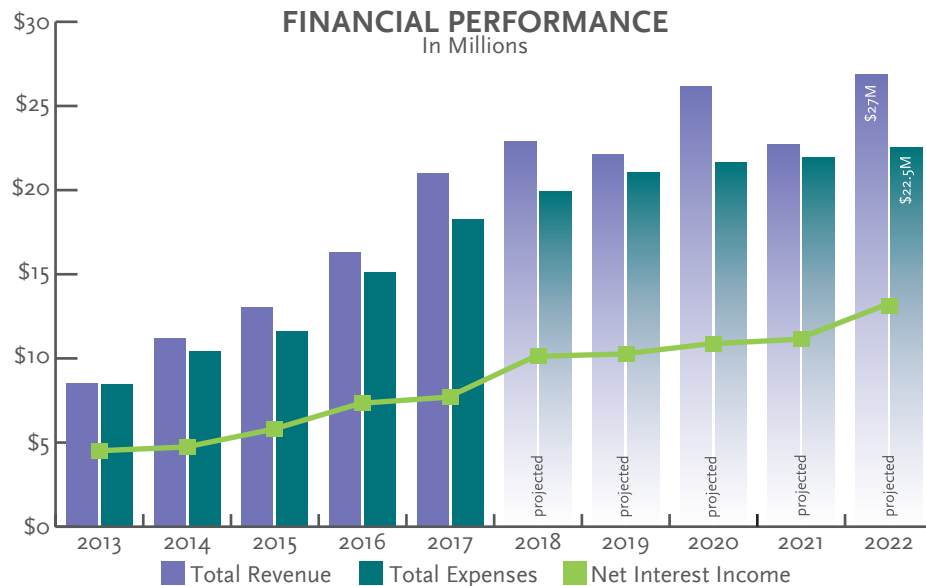
Leverage \$50 million to complete 230+ new housing units

Financial Forecast

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Over the next 5 years, even as we focus on revving up our social impact engine, our loan disbursements will continue at recent historic highs of \$100 million annually. To achieve this, IFF will generate average annual surpluses of \$2 million and raise \$195 million in additional capital, including growing our Investor Consortium note sales to \$50 million per year.

*A more detailed financial forecast is available at www.iff.org.



IFF Leadership

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2017 Board of Directors

John Sassaris, Chair
Group President for
Commercial Banking,
MB Financial Bank, N.A.

Joseph Antolin
Principal,
Antolin & Associates

MarySue Barrett
President,
Metropolitan Planning Council

Alicia Mazur Berg
Assistant Vice President,
Campus Planning + Sustainability,
University of Chicago

Kristine Garrett
Managing Director,
The PrivateBank

Joseph N. Gomez
Senior Vice President,
Byline Bank

Oscar D. Johnson, Jr.
Senior Vice President, Regional
Head of Business Banking,
BMO Harris Bank

Deborah Kasemeyer
Senior Vice President,
Northern Trust

Steve Kent
Managing Director & Vice
Chairman, Piper Jaffray

Richard F. Klawiter
Partner, DLA Piper

Amir Kirkwood
Vice President for Business
Development,
Amalgamated Bank

Joe Neri
Chief Executive Officer,
IFF

Guadalupe Preston
Executive Director,
Central States Ser,
Jobs for Progress Inc.

George P. Surgeon
President and Chief Executive
Officer, GSJ Advisors, Ltd.

2017 Community Advisory Council

Guadalupe Preston, Chair
Executive Director, Central
States SER, Jobs for Progress
Chicago, IL

Ruben Alonso
President, AltCap
Kansas City, MO

Jason Paulateer
Vice President – Market
Manager, PNC Bank
Troy, MI

Kate Barr
Executive Director,
Nonprofits Assistance Fund
Minneapolis, MN

Flint Fowler
President, Boys and Girls Club
of Greater St. Louis
St. Louis, MO

Katie Rahn
Executive Director, SouthSide
Early Childhood Center
St. Louis, MO

Andy Fraizer
Executive Director,
Prosperity Indiana
Indianapolis, IN

Jeanne Rehling-Golliher
Chief Executive Officer,
Cincinnati Development Fund
Cincinnati, OH

Mike Hynes
President,
The Housing Partnership Inc.
Louisville, KY

Michael Ronan
Chief Executive Officer,
MB Ronan Consulting
Northbridge, MA

Evan Krauss
Director, East Side Aligned
Greater United Way of St. Louis
East St. Louis, IL

Maria Saldaña
Executive Director,
Oak Park Residence Corp.
Oak Park, IL

Sam Miller
Chief Financial Officer,
Crusader Community Health
Rockford, IL

Joe Schwenker
Senior Project Manager,
Bear Development
Milwaukee, WI

Teri Zywicki
Chief Executive Officer,
SaintA
Milwaukee, WI

Contact IFF

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312 629 0060 | www.iff.org | IFF is an equal opportunity employer

