



Christina Travers

Local Initiatives Support Corporation

Dear OFN Membership,

I am seeking your vote for a seat on the OFN Board of Directors. If elected, this will be my second term on the OFN Board. For the last three years, I have had the privilege of serving on the OFN Board, which has allowed me to use my skills to help guide the organization as it embarked on its pledge to provide over \$1 billion in capital resources to its member CDFIs. I believe that my financial expertise and CDFI industry perspective added value to the organization during my first term, and I look forward to continuing to use my experience and financial acumen to help OFN as it pursues ways to deliver resources to its membership. I am so appreciative of the opportunity to serve OFN and its members for the last three years and I am requesting your vote to continue the work we have started.

Background

In November 2021, I re-joined Local Initiatives Support Corporation ("LISC") as Executive Vice President and Chief Financial Officer. At LISC, I am charged with the financial oversight of a \$1 billion organization including LISC's core financial functions, capitalization of the loan portfolio, including our \$200 million Impact Note program, and audits for LISC, its consolidated entities and its fund affiliates among many other tasks and responsibilities. I am focused on ensuring LISC's stable financial position while we provide the fairest, most affordable capital we can to the communities and organizations we serve.

Prior to returning to LISC, I served as Chief Financial Officer of Working Solutions CDFI and as the Vice President of Finance and Capital Strategies at Low Income Investment Fund ("LIIF"), both following a 10+ year career at LISC. My experience in the CDFI industry and on the OFN Board provide me a unique perspective I will bring to a second term. My current role at one of the nation's largest CDFIs is only a part of the value I bring to the Board. LISC has 38 urban offices across the country and works with rural partners in 49 states. Working at LISC affords me the opportunity to learn about the markets and products necessary to serve geographies and people that are often overlooked by CRA-motivated capital and traditional resources. At LIIF, my role was primarily focused on filling financial gaps with tailored financial structuring in competitive urban environments. Working Solutions, a micro-lending CDFI in the Bay Area, provided me exposure to an entirely different business model, focused on providing ongoing technical assistance to early stage and start-up businesses, using philanthropic support to bolster this important work. Working at these three organizations has given me insight into the challenges faced by CDFIs of differing strategies, markets and targeted populations, allowing me to better serve the variety of CDFIs included in OFN's membership.

Expertise & Experience

In my first term on the OFN Board, I have been an active member of both the Finance and Membership Committees. On the Finance Committee, I have been an instrumental partner in thinking through the financial structuring of new capital into the organization, with an eye towards reaching the full membership with lending opportunities while balancing investor risk and the impact on OFN's financial

position. The Finance Committee has worked with OFN staff on financial projections, focused on growing organizational capacity and the impact of larger investments on OFN's balance sheet and existing lender covenants. This proactive approach allows the organization to determine future strategies to manage the increase in capital. On the Membership Committee, we have focused on strategies to increase membership and to provide the top-of-the-line service to our members, including onboarding new organizations and the best ways to provide resources and training to the membership.

The specific expertise that I bring to the Board has been financial structuring, CDFI capitalization strategy and financial planning and analysis. My CDFI background has always been focused on how to best bring capital into CDFIs in ways that complement their business models. In 2017, during my initial tour at LISC, I was a contributing member of a team which completed the inaugural investment grade CDFI bond issuance of \$100 million. In 2019, I led a team at LIIF through an S&P rating process and executed a \$100 million sustainability bond that was 10 times oversubscribed. Though these transactions were similar, allowing both organizations to diversify their sources of financing with strong, fixed-rate pricing for long-term capital without financial covenants or use restrictions, these individual transactions met the unique needs of each organization, and I was proud to lead each team in identifying the business need and looking for the best capital markets solution.

Looking Forward

Working at three very different CDFIs over my career has well-positioned me to understand the varying needs of CDFIs depending on what communities they serve and with what resources. This background allows me to continue to advocate for solutions that serve the full breadth of OFN membership. OFN has made significant progress on its bold \$1 billion capitalization goal, and I would be honored to continue to provide support as we add new capital resources to the Finance Justice Fund. There is also significant work ahead to replace Lisa Mensah, who has transformed OFN in just five years. My first term on the OFN Board afforded me the opportunity to watch this evolution, and my experience on the Board will add value to the transition, including the selection of a new CEO and helping them settle into the role.

Closing Statement

Shortly after college, I went to serve in the United States Peace Corps in Zambia in Sub-Saharan Africa. Living as the sole volunteer in a rural village, in a mud house without water and electricity for over two years, was the single most transformative experience of my life to date. I was humbled by the generosity of those with far less than me and inspired by how we were all able to come together, despite our cultural and language differences, and successfully work towards a common goal. This catalytic event made it evident to me that professional fulfillment would only be possible if I was engaging my team building and problem-solving skills to help push forward social justice and equity for all. Little did I know at the time that I would stumble across an entire industry at home that matched my values and commitment to serve. I am very passionate about the CDFI industry's drive to find creative common solutions that benefit all CDFIs, and thus drive capital to communities that need it most. I believe that while each of our organizations may face somewhat different challenges, we can share best practices and adapt solutions to drive the industry toward even greater impact and our ultimate goal - truly equitable life outcomes for everyone.

Thank you for your time and for your consideration of my request for re-election to the OFN Board.