



Strengthening  
nonprofits and  
the communities  
they serve.

Strategic Vision 2022-2025

# Exploring New Paths to Thriving Communities



# Welcome to IFF’s Strategic Vision 2022-2025

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

For three decades and counting, IFF has been more than a CDFI. We’ve been a trailblazer in community transformation and nonprofit empowerment. Our strategic vision for 2022-2025 recognizes the critical role we play today in “Exploring New Paths to Thriving Communities.”

Unlike traditional five-year strategic plans of the past, our current plan focuses on shorter-term goals over the next three years. This approach reflects the relevancy and ambition of our prior plan (2018-22), and our aim to build upon key goals left unfinished due to the pandemic.

We believe the strategies we had set forth then continue to address many of the challenges we face today.

A key driver of our current strategic vision is simplicity. We’ve created five interconnected strategic pillars that sustain the spirit of our previous plan, yet set forth fresh, bold priorities for the future.

These pillars help guide our work and decisions around where our resources are deployed and how our energy is focused. They truly encompass all aspects of our business, including:

How we commit to a “One IFF” culture to better coordinate between teams, amplifying our impact and effectiveness on any given initiative;

How we recognize and build upon the catalytic power of IFF loans to impact more nonprofits across the Midwest;

How we improve the business model of Real Estate Solutions to ensure total integration into our overall mission and work;

How we fulfill the promise of the Social Impact

Accelerator to support whole networks of nonprofits at the systems and neighborhood level;

And, finally, how we expand our impact throughout the Midwest by deepening our core business solutions.

As our entire IFF team—across nine states and northern Kentucky—pursues these strategic priorities, we’ve already made key strides.

For example, to bolster our long-standing commitment to equity, diversity, and inclusion, we’ve appointed our first Chief Equity and Diversity Officer to accelerate the work of our Equity, Diversity, and Inclusion Transformation Team.

As part of our Midwestern expansion, we’ve opened new offices since the start of 2022 to serve clients in Grand Rapids, Michigan, and Cleveland, Ohio. And we continue to grow our total assets to achieve greater scale.

Of course, our strategic plan doesn’t rely solely on conventional growth or financial metrics. Rather, we focus on expanding our overall impact, partnering to advance equitable and transformational outcomes in under-resourced communities.

It’s an exciting time at IFF. We have the tools, expertise, and passion to deliver more capital for more changemakers, more problem-solving for system-level challenges, and more investment impact across the Midwest. And we’re already delivering.

We appreciate your support as we continue to forge new paths forward.

Sincerely,



**JOE NERI**  
Chief Executive Officer



**CHERYL WILSON**  
Board Chair



Photo by Jessica Hatter



## VISION

Partnering to create thriving communities is at the heart of everything we do. We leverage knowledge, capital, and resources to advance equitable and transformational outcomes in under-resourced communities, guided by our commitment to be an inclusive, anti-racist, and anti-oppressive institution that honors communities as asset-rich and as experts in their own stories.



## MISSION

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



# Five strategic pillars to guide our 2022-2025 plan

The following pages detail our five core strategic pillars; the critical objectives that IFF pursues across every office, every day. With a goal to enable more nonprofits to create change in their communities by reaching a new high of \$143 million in loan disbursements annually by 2025, these strategic priorities are a roadmap to get there that begins with building a One IFF culture that prioritizes investment in our staff and working together in a customer-centered way.

To provide more loans to more changemakers, more nonprofits need access to real estate services that allow their leaders to stay focused on their mission of change without having to become full-time real estate developers, enabling their organizations to absorb capital more efficiently.

More loans to more changemakers also means realigning and resourcing our Social Impact Accelerator to drive learning, collaboration, and innovation across our organization, while committing to become an inclusive, anti-racist, and anti-oppressive institution that puts equity into practice in the communities where we work.

It's also important to acknowledge the power and prescience of our previous strategic plan (2018-2022). The unprecedented circumstances of the pandemic made it clear that our prior plan remains more relevant than ever. In fact, we need to double-down on bringing to life the plan's imperatives.



Photo by Bonnie Robinson



# Strategic Pillar One

**We will equitably serve our customers and communities by building a One IFF culture that invests in our staff to leverage our knowledge, expertise, experience, and networks in service to our customers.**

**Working together in a customer-centered way that leverages the deep knowledge and experience of the IFF team enables us to:**

- Maximize resources in service to our customers and their communities
- Streamline our work to focus time and energy on the unique problems we can solve
- Build a dynamic learning organization that is poised to respond to opportunities

# Strategic Pillar Two

**We will enable nonprofits to create change in their communities and deepen our state-wide and industry influence by making more loans to more nonprofits.**

**Making more loans to more nonprofits enables us to:**

- Put more capital into the hands of more changemakers so they can have more impact in more communities
- Establish a greater presence and to form deeper connections in Midwestern communities where capital hasn't typically flowed, positioning IFF as a trusted intermediary able to support government and philanthropic efforts to implement statewide and regional initiatives that amplify impact
- Collect data that enables us to better understand and implement data-driven solutions (including products and thought leadership)
- Grow our balance sheet and create scale to support enterprise priorities, increase financial flexibility, create new tools, and ultimately drive systemic change



# Strategic Pillar Three

**We will achieve a sustainable and high-impact business model for real estate consulting focused on the needs of nonprofits, internal customers, and the communities they serve while investing in the support and success of our staff.**

**Refining and operating a sustainable and high-impact model for real estate consulting enables us to:**

- Use our value proposition to serve with clarity and consistency
- Better define and achieve success goals, including growth and impact
- Attract, support, and retain highly qualified, collaborative, mission-oriented employees
- Consistently serve our internal and external customers with well-informed and well-delivered knowledge and expertise
- Improve customer satisfaction
- Integrate business models with Capital Solutions and Community Development Solutions, resulting in magnified impact
- Be nimbler and more responsive to opportunities

# Strategic Pillar Four

**We will deepen our impact with our customers and within the communities we serve by realigning and resourcing our Social Impact Accelerator to drive shared and applied learning, collaboration, innovation, and equity in practice.**

**Realigning and resourcing the Social Impact Accelerator enables us to:**

- More effectively leverage our knowledge, expertise, and experience in service to our customers
- Advance equity and systems change through more intentional innovation
- Magnify our role as industry thought leaders and knowledge sharers
- Expand and scale our impact by connecting the dots across geographies, business units, and sectors
- Model data-informed, equitable, co-creative practices for the organization
- Employ our learnings to create organizational efficiencies





# Strategic Pillar Five

Strengthening nonprofits and the communities

**We will increase our impact by deepening core business solutions in markets throughout the Midwest.**

**Expanding our impact throughout the Midwest enables us to:**

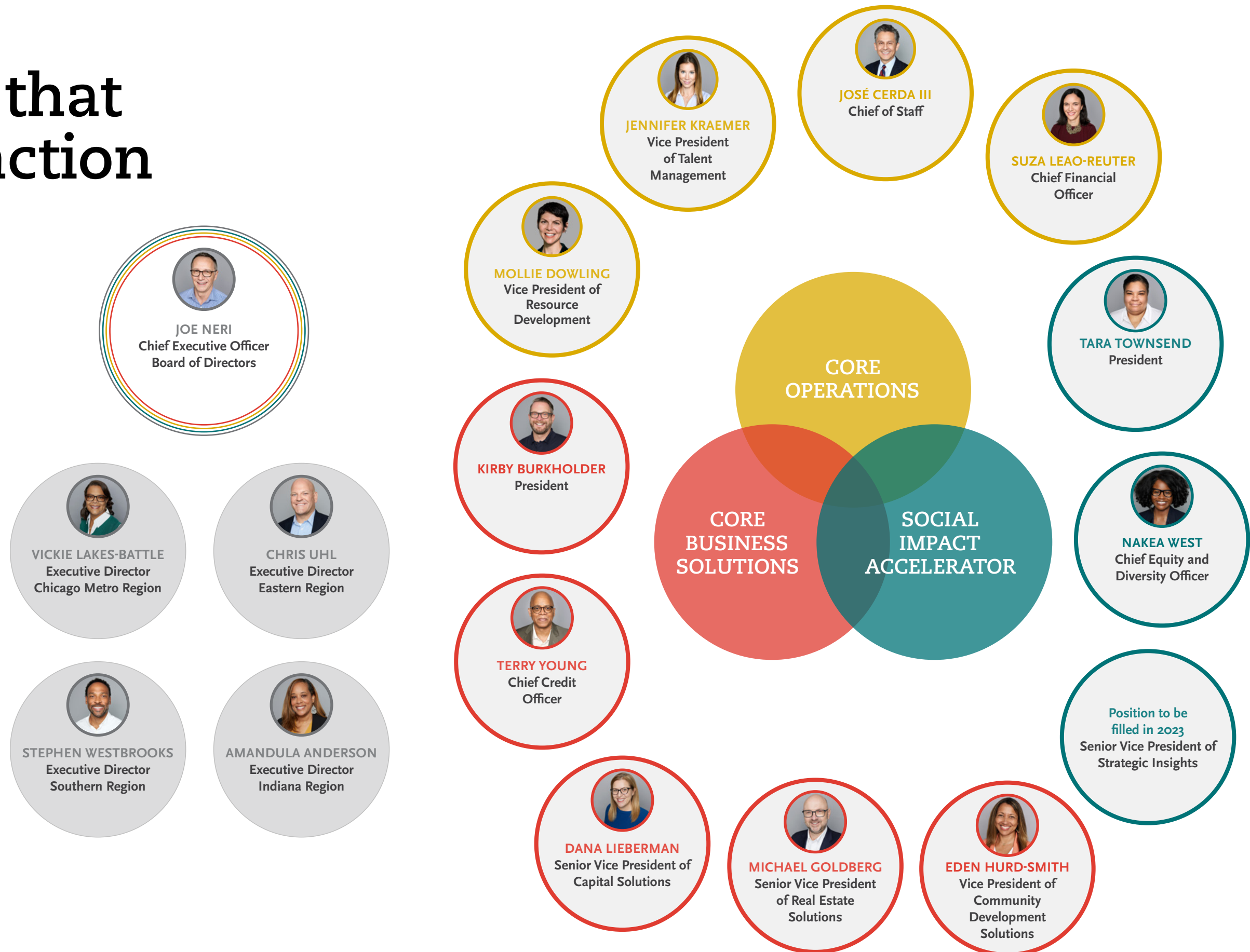
- Grow in asset size allowing us to take and effectively manage more risk
- Become the Midwest intermediary for impact capital to provide more capital to more nonprofits
- Position IFF with government policy makers to provide statewide solutions and reach more nonprofits in smaller communities
- Invest in building economies of scale to facilitate enterprise-level supports and expertise that cannot be supported at a single market level





# A structure that prioritizes action

IFF's internal organization has been realigned to foster more impactful progress on our key priorities, which includes the creation of several new positions on our senior leadership team (represented here). New roles include a Chief of Staff, a Chief Equity and Diversity Officer, and an Executive Director for our Indiana Region.



# Growth across the Midwest

Photo by Darrel Ellis, courtesy of The Kresge Foundation

**Today, IFF serves nonprofits and communities across nine Midwestern states and northern Kentucky, with 57 percent of our lending taking place outside of Illinois, where IFF was founded. Our lending is “corner to corner,” meaning we’re positioned to provide loans to nonprofits operating in any part of each state. Similarly, we have the capability to conduct research anywhere in our footprint.**

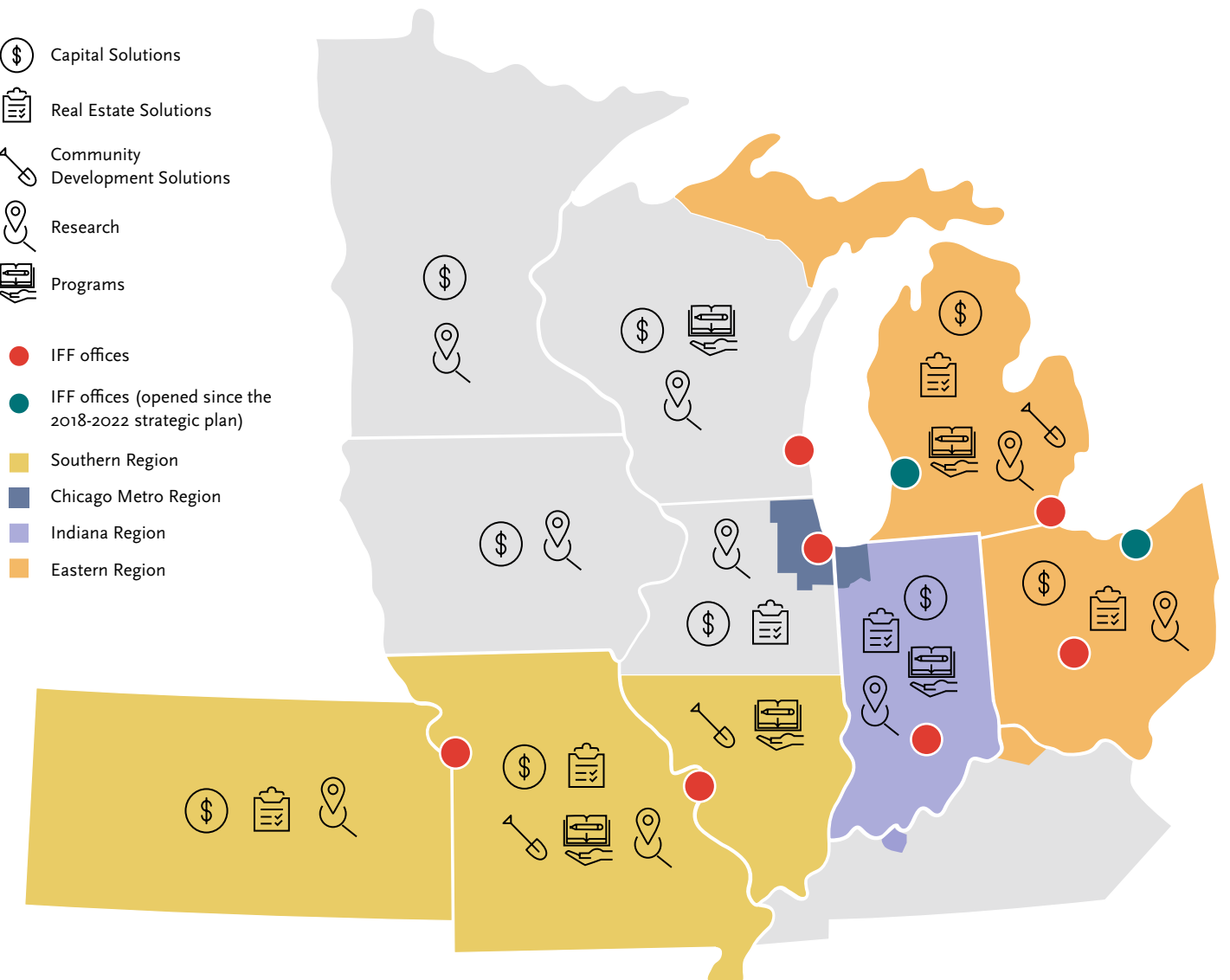
Real Estate Solutions are offered in six states, with a primary focus on supporting nonprofits near IFF offices in those states. To date, IFF has launched programs in five states, implementing them in specific markets where gaps have been identified in the community development ecosystem.

And our Community Development Solutions team now operates in three states, concentrating its work in Chicago, Detroit, and Grand Rapids while ramping up efforts in St. Louis and working toward a long-term goal to operate in Kansas City.

As we continue to expand our service offering to grow the pipeline of community-driven, investable projects throughout the Midwest, so, too, are we continuing to expand our physical presence in key markets as we pursue the strategic priorities outlined in this document. In 2022, we opened a new office in Grand Rapids, MI, and in 2023, we opened a new office in Cleveland, OH.

Continued growth and an increased presence in the community are essential steps toward providing more capital to more changemakers, more problem-solving for system-level challenges, and more investment impact across the Midwest.

-  Capital Solutions
-  Real Estate Solutions
-  Community Development Solutions
-  Research
-  Programs
-  IFF offices
-  IFF offices (opened since the 2018-2022 strategic plan)
-  Southern Region
-  Chicago Metro Region
-  Indiana Region
-  Eastern Region





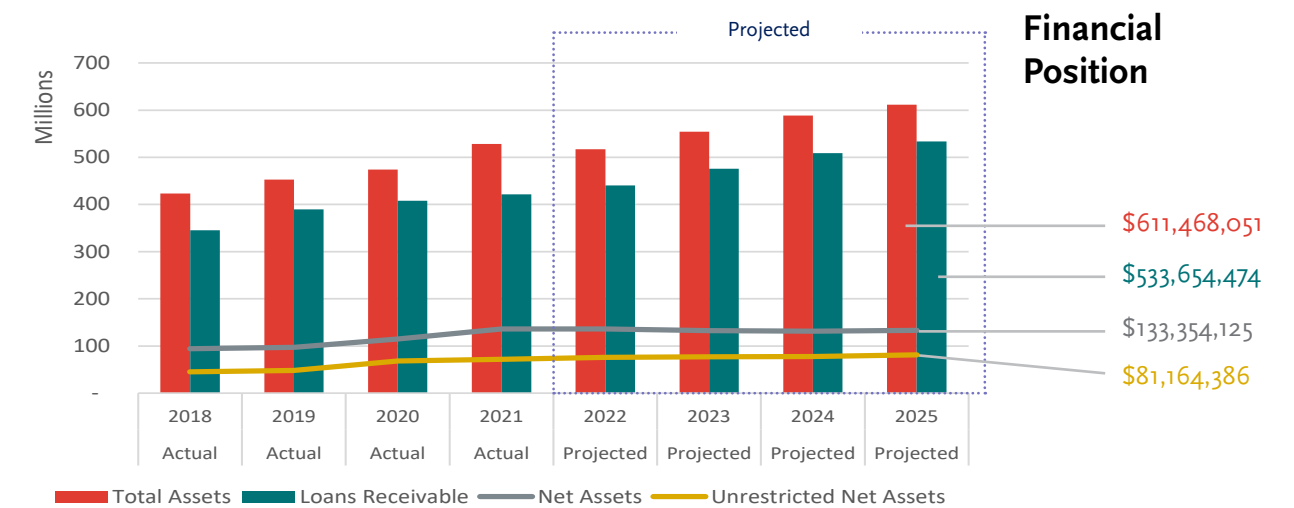
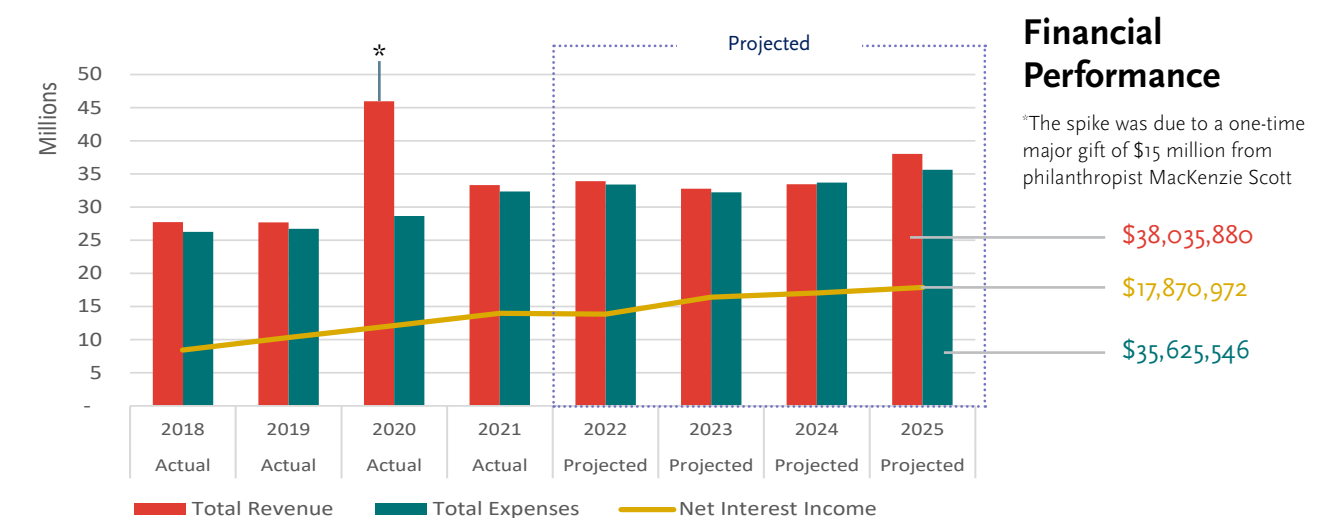
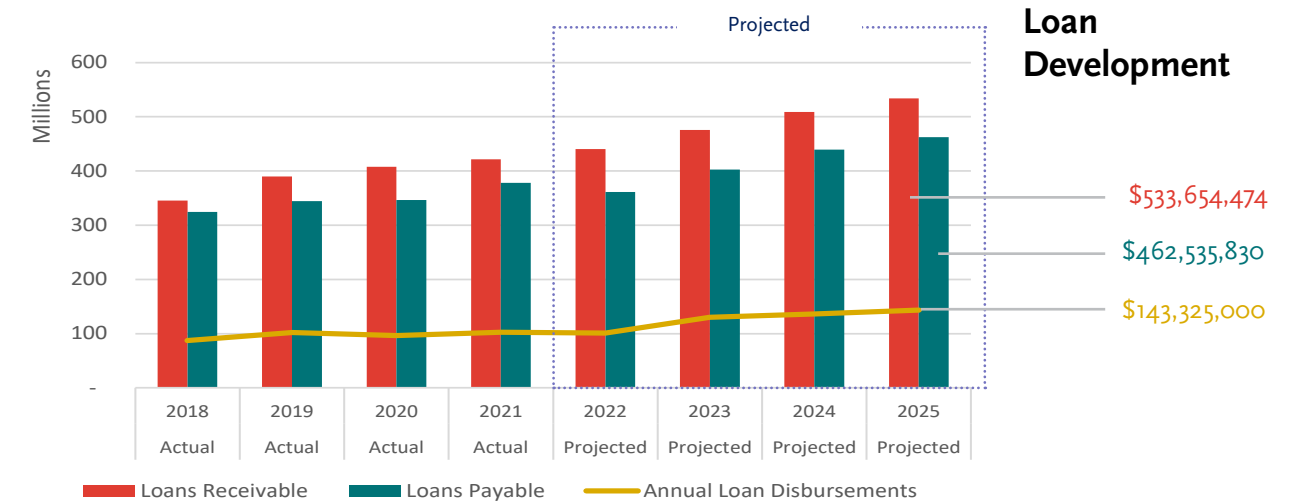


# Financial forecast

Over the next five years, our loan disbursements will maintain historic momentum and are projected to reach a new high of more than \$143 million annually by 2025 as we execute on our goal to provide more capital to more changemakers in the Midwest.

Key to our ability to achieve this is the work of our Social Impact Accelerator, which is designed to help us more effectively leverage our knowledge, expertise, and experience so that we can more nimbly and efficiently respond to the needs of nonprofits and the communities they serve.

Just as important is continuing to expand the real estate and construction support we offer to nonprofits, which makes them better able to absorb capital and use it to amplify their impact.





# IFF leadership 2022-2025

## 2023 Board of Directors

**George Burciaga**  
CEO & Managing Partner,  
Elevate Cities

**Hamilton Chang**  
Executive Editor & Board  
Member,  
Mandarin Leader Media &  
Magazine

**Evelyn Diaz**  
President,  
Heartland Alliance

**Sidney Dillard**  
Partner, Head of Corporate  
Investment Banking Division,  
Loop Capital Markets

**James (Jim) Due**  
Senior Vice President, Head of  
Credit Risk & Policy,  
Northern Trust

**Tiffany Hamel-Johnson**  
President & CEO,  
Chicago United

**Monique B. Jones**  
President & CEO,  
Forefront

**Rodney Jones-Tyson**  
Global Chief Human Resources  
Officer, Managing Director,  
Robert W. Baird & Co.

**Emmet Pierson**  
President & CEO,  
Community Builders of Kansas  
City

**Angie Reyes**  
Executive Director & Founder,  
Detroit Hispanic Development  
Corp.

**John Sassaris**, Treasurer/  
Secretary & Finance Committee  
Chair,  
Senior Vice President & Market  
Executive,  
Fifth Third Bank

**Sakura Takano**, Vice Chair,  
CEO,  
Rotary Charities of Traverse City

**Robbyn Wahby**  
Executive Director,  
Missouri Charter Public School  
Commission

**Cheryl Wilson**, Chair,  
Managing Director and Head  
of Community Development  
Lending,  
CIBC Bank USA

## 2023 Community Advisory Council

**Terese Caro**  
President,  
Legacy Redevelopment Corp

**Evelyn Diaz**, Chair  
President,  
Heartland Alliance

**Renee Kent**  
Special Projects Manager,  
Communities First

**Kathryn McHugh**  
Senior Vice President,  
Commercial Lending,  
BlueHub Capital

**Marion Moore**  
Director of Finance,  
Allies for Community Business

**Doug Rasmussen**  
President,  
Steadfast City

**Sara VanSlambrook**  
Chief Impact Officer,  
United Way of Central Indiana

## 2023 Chicago Advisory Council

**Karen Freeman-Wilson**  
President & CEO,  
Chicago Urban League

**Behati Hart**  
Director, Innovation & Strategy -  
Community Services Department &  
Financial Empowerment Center,  
City of Aurora

**Ayesha Jaco**  
Executive Director,  
West Side United

**Manny Jimenez**  
First Vice President, CRA Officer,  
Marquette Bank

**Monique B. Jones**  
President & CEO,  
Forefront

**Bo Kemp**  
CEO,  
Southland Development Authority

**Hilesh Patel**  
Consultant

**Ryan Priester**  
Program Officer, Chicago  
Commitment,  
MacArthur Foundation

**Claire Rice**  
Executive Director,  
Arts Alliance Illinois

**Nicole Robinson**  
CEO,  
YWCA Metro Chicago

**Kimberley Rudd**  
President & Senior Counselor,  
Rudd Resources

**Leticia Reyes-Nash**  
Principal,  
Health Management Associates

**Joanna Trotter**  
Executive Director/Senior Program  
Officer, Global Philanthropy,  
JPMorgan Chase  
Chicago, IL

## 2023 Detroit Advisory Council

**Ryan Friedrichs**  
Vice President,  
Related Companies

**Lisa Johanon**  
Executive Director,  
Central Detroit Christian  
Community Development Corp.

**Kirk Mayes**

**Angie Reyes**  
Executive Director & Founder,  
Detroit Hispanic Development Corp.

**Kurt Strehlke**  
Senior Vice President,  
Commercial Manager II,  
Bank of America

## 2023 Kansas City Advisory Council

**Deidre Anderson**  
CEO,  
EarllystART

**McClain Bryant Macklin**  
Director of Policy and  
Strategic Initiatives,  
Health Forward Foundation

**Scott Hall**  
Senior Vice President for Civic  
and Community Initiatives,  
Kansas City Chamber of Commerce

**Emmet Pierson**  
President & CEO,  
Community Builders of Kansas City

## 2023 St. Louis Advisory Council

**Zachary Boyers**  
Chairman & CEO,  
US Bancorp Community  
Development Corp.

**Maxine Clark**  
CEO,  
Clark-Fox Family Foundation

**Matt Oldani**  
Vice President,  
Strategic Alignment  
Deaconess Foundation

**Jason Purnell**  
Vice President,  
BJC HealthCare

**Darlene Sowell**  
President & CEO,  
Unleashing Potential

**Robbyn Wahby**  
Executive Director,  
Missouri Charter Public School  
Commission



## Contact IFF

### Headquarters

333 S. Wabash Ave., Suite 2800  
Chicago, IL 60604  
312 629 0060

### Regional Offices

Columbus, OH  
Cleveland, OH  
Detroit, MI  
Grand Rapids, MI  
Indianapolis, IN  
Kansas City, MO  
Milwaukee, WI  
St. Louis, MO

[IFF.org](http://IFF.org)



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