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Christina Travers
Low Income Investment Fund (“LIIF”)

Dear OFN Membership,

I am seeking your organization’s vote for a seat on the OFN Board of Directors. One year ago, I joined LIIF as the Vice President of Finance and Capital Strategies, following a 10+ year career at Local Initiatives Support Corporation (“LISC”), where I was Senior Vice President of Capital Strategies and the LISC Treasurer. While LISC and LIIF are both large CDFIs, their footprint and strategies are quite different, and I believe my experiences at both organizations and the CDFI industry at large make me uniquely qualified for a seat on the OFN Board.

Expertise

To the OFN Board, I would bring my expertise in financial structuring and capitalization of CDFIs. This summer, LIIF completed a \$100 million sustainability bond transaction that was 10 times oversubscribed. This was an incredible victory for our lean team and LIIF at large as we were able to diversify our sources of capital with strong, fixed-rate pricing for long-term capital without financial covenants nor use restrictions. A transaction of this complexity requires a strong team, which I was proud to be a contributing member of, bringing my expertise from my time at LISC when we completed the inaugural CDFI bond issuance of \$100 million, in 2017. These large transactions, while similar in size and structure, met the unique needs of the organizations, and I was proud to lead each team in identifying the business need and looking for a capital markets solution.

In addition to large financial transactions, I am charged with the day-to-day business operations and capital strategies of LIIF, a comparable role to my work at LISC. To date, I have led both organizations through an S&P rating process (both of which achieved investment grade ratings), closed on \$600 million in new and renewed debt transactions, spearheaded investor cultivation and ongoing relationship management, and prepared/ managed the annual corporate budget, financial forecasting, treasury services, and the capitalization and earned revenue optimization of the loan portfolio.

Dedication to Serve

Shortly after college, as an aspiring marine biologist, I went to serve in the United States Peace Corps in Zambia, Sub-Saharan Africa, as an aquacultural expert. 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 my career 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. As an American, I decided that my contributions to



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this work would be most impactful back in the United States in the realm of finance, a source of great power with the potential to drive systemic change.

Perspective

As mentioned above, I have worked at both LISC and LIIF, two large national CDFIs with strikingly different operating models. The diverse approaches from which these CDFIs operate have provided me with a comprehensive perspective that I believe will help me to represent the breadth of CDFI members of OFN. LISC has over 30 offices throughout the United States and a 40+ state rural footprint. Working there afforded 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, we are primarily located on the coasts, in competitive urban environments, and as a result, we strive hard to innovate to fill financing gaps and structure tailored solutions, like targeted Funds, to fulfill these capital needs.

Collaborative Spirit

One of my personal qualities that I am most proud of is my desire to collaborate. 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 have demonstrated this spirit both formally and informally throughout my career. Formally, I have served as a key member of an OFN working group on the standardization of financial covenants, the Bond Guarantee Program working group, the Federal Home Loan Bank Working Group, Board Member of the New York State CDFI Coalition and member of the Impact 4 (Reinvestment Fund, Illinois Facility Fund, Capital Impact Partners, LIIF). Informally, I love talking to CDFIs and our financial partners, brainstorming on capital strategies and providing advice on capital raising, S&P ratings, capital transactions and more. In the past few years alone, I've delivered numerous talks on panels on topics like capital market access and financial covenant streamlining at conferences such as OFN, the NYS CDFI Coalition and Strength Matters. I believe that while our challenges may be somewhat different, we can share best practices and adapt solutions to drive the industry toward even greater impact: truly equitable life outcomes for everyone.

Thank you for reading this statement and for your consideration of my request to serve as an OFN Board Member.