

Dear OFN Members,

Hello. I am Sara Morgan, Chief Operations Officer of OFN member, Fahe, based in central Appalachia. I am here today to ask for your vote for the OFN Board of Directors.

If you cast your vote for me, I will bring nearly 20 years of success in raising and deploying capital to support a network of local leaders in central Appalachia. I have a track record of working on how money moves at a systems level that feeds the bottom line of CDFI's to make them stronger.

Just as important, I bring a wealth of experience in leading collaborative efforts where have had the honor of representing those most at risk of being left behind. I am inspired by the statement: "If you want to go fast, go alone. If you want to go far, go together."

Whether standing up for families living in rural America, small businesses struggling to find their niche in a post-coal economy, low-wealth communities without the infrastructure or capacity to meet the needs of their residents, or fellow CDFI's serving vulnerable places and people, I am a champion for working together to get equitable, sustainable results for everyone.

I want to be on this board because I believe OFN is uniquely positioned to create new pathways to capital for our industry so that all CDFI's go far together. I would be honored to bring my experience at Fahe and our way of working together to the board.

For nearly 20 years I have been on the leadership team at Fahe responsible for raising and deploying capital that supports a network of over 50 organizations committed to moving the region towards greater prosperity.

Specifically:

- In 2016 I worked with OFN and six other midsized CDFI's to successfully compete for CDFI Bond Guarantee Funding. This year, we have been invited to compete in another round of the funding, which would ultimately support nine midsized CDFI's with over \$230M of long term capital. None of us could have accessed the funding alone. I am thankful for OFN's leadership, grateful for the opportunity to contribute to the effort, and proud to have worked alongside my colleagues in the other CDFI's.
- In 2017, at the behest of then-USDA Undersecretary Lisa Mensah, I joined other industry leaders in designing the structure of the USDA Community Facilities Relending program resulting in \$500M, 40 year capital. Specifically, I advocated for operating support and equity for our organizations that resulted in establishment of the Uplift America Fund.
- For the past two years, I have worked with a group of Community Foundations and CDFI's in the central Appalachian region to create Invest Appalachia (IA), a \$67M

effort to bring socially responsible investment to central Appalachia that is launching this fall. My message to and leadership with this group is that Invest Appalachia needs to enhance the work of the existing CDFI's in the region. I helped design a structure for Impact Appalachia that ensures that capital comes with operating support and equity to the CDFI's and grants to support the borrowers to reach deeper into the market. Because of my leadership, IA will utilize the lending expertise of existing CDFI's for underwriting and management, when appropriate will share risk all in an effort to enhance the existing ecosystem rather than duplicating it.

Over 500,000 people and hundreds of communities have benefited from our Network's collaborative efforts since I joined Fahe and our asset base has grown from \$100M to over \$1B.

I believe OFN has the potential to build "A go far together strategy to create access to capital" that will make our industry stronger so that we create greater impact in our communities. If you cast your vote for me, I will bring a commitment to strive together to improve our industry every day.