Dear Colleagues,

I am thrilled to share with you this report celebrating the work of High Impact and our partners over the last five years. Since June 2014, we have grown from a sole practitioner to a full-time team of six, and from serving one client to serving over 50 impact lenders all over the U.S. We have managed to grow successfully only because of the great work of our clients. Community development financial institutions (CDFIs), foundations, and others in the world of impact finance are tirelessly devoted to deploying capital to do good, and we are humbled to contribute to that important work.

While it is natural at an anniversary to take stock of the past, it is even more exciting to consider where we are positioned to go in the future. We continue to grow our underwriting practice, which serves institutions small and large by providing capacity and expertise to keep lending pipelines moving. Likewise, our consulting practice is poised for substantial growth. We are quickly building a niche in portfolio management consulting and growth and capitalization strategy, providing insightful analyses, easy-to-use analytical tools, and actionable recommendations to help impact lenders grow for years to come.

Looking toward our future, we see great reasons for optimism in our industry—the wave of interest in impact investing continues to swell—as well as dire signs of need, from the burgeoning housing affordability crisis to the ongoing damage of structural racism. As a socially responsible company, we are proud to be in an industry that stands ready to leverage the good to combat the bad, and in our next five years we will continue to do everything we can to empower impact lenders to realize their transformational potential.

From our very first client (thank you, New Jersey Community Capital), to our newest (welcome to the fold, The Innovate Fund), we are deeply indebted to our partners. Thank you for the opportunity to do what we have done for five years. We can’t wait to see what impact we can all have, working together with our shared goals and values, in the next five.

Best,
The High Impact Team

Peter Schaeffing
President

[Signatures]

A New Vision to Guide Us:
Conscious Capital and Innovative Partnerships
create Thriving Communities
GROWTH, VISION, IMPACT

In our five years, High Impact has experienced accelerating growth as we continue to solidify our position as a critical resource to the impact finance industry.

2014
June 2014
High Impact founded in New Brunswick, NJ to serve the impact finance industry

2015
December 2015
High Impact grows to serve 13 lenders in 10 states, including its first SRI investment manager client

2016
March 2016
High Impact moves to Albany, NY and hires first full-time staff
June 2016
High Impact achieves B Corp certification, verifying its performance as a socially responsible company

2017
August 2017
Nonprofit Finance Fund becomes High Impact’s 30th client

2018
January 2018
Release of State Scans: Charter School Markets across the U.S., sponsored by The Community Development Trust

April 2018
First episode of the Impact Lenders Podcast

2019
March 2019
High Impact approved as a member of the Mission Investors Exchange
May 2019
High Impact grows to six full-time employees and expands office to N. Pearl Street, Albany
June 2019
High Impact celebrates its 5th anniversary

High Impact Gains Its First Five Clients:
• New Jersey Community Capital
• NeighborWorks Capital
• Low Income Investment Fund
• Seattle Community Investments
• Leviticus 25:23 Alternative Fund

2015
• $23,592,602 Underwritten
  800 Housing Units
  1,522,000SF
  Commercial Real Estate
  1,100 Charter School & Early Care Seats

2016
• $70,668,493 Underwritten
  1,107 Housing Units
  137,923SF
  Commercial Real Estate
  4,252 Charter School & Early Care Seats

2017
• $68,268,152 Underwritten
  2,522 Housing Units
  82,000SF
  Commercial Real Estate
  4,330 Charter School & Early Care Seats

2018
• $147,257,494 Underwritten
  4,169 Housing Units
  142,803SF
  Commercial Real Estate
  6,246 Charter School & Early Care Seats

Jan.-June 2019
• $97,804,984 Underwritten
  1,965 Housing Units
  102,990SF
  Commercial Real Estate
  299 Charter School & Early Care Seats

UNDERWRITING OUTCOMES:
CONSULTING SERVICES
Helping Impact Lenders Achieve More

For five years, High Impact has provided a full range of consulting services targeted to the needs of its impact-focused clientele. Our industry-level perspective has made us an ideal partner for organizations looking to manage risk, streamline internal processes and identify ways to grow and serve their communities.

Consulting Services:
- Portfolio Analytics
- Investor Reporting
- Strategic Planning
- Policies & Procedures
- Growth & Capitalization Planning
- Loan Reviews
- Risk-Based Pricing
- Custom Financial Modeling

2018 Highlights: North Alabama Revolving Loan Fund (NARLF):
Capital Planning and Asset-Liability Matching

Project Brief:
As an expanding small business lender, NARLF needed to transition to a proactive, data-driven approach to capital planning. NARLF turned to High Impact to develop an internal tool to facilitate active capital management.

Deliverable:
High Impact developed a customized asset-liability matching (ALM) model which integrated NARLF’s existing loan portfolio, capital sources and lending projections to map NARLF’s expected cash flows and provide key insights on liquidity, timing risk and anticipated funding needs. The model’s intuitive user interface allows inputs and projections to be updated internally on a continuous basis for real time risk management and capital planning.

“This is incredible and better than anything the big boys have. We’re grateful to have it!”
-Mary Ellen Judah, President

Dorchester Bay Economic Development Corporation (DBEDC):
Growth and Capitalization Planning

Project Brief:
DBEDC’s Neighborhood Loan Fund is a CDFI and SBA micro lender located in a low-income area of Boston. After a strategic reboot of the program, the CDFI needed to capitalize its fund and build operational resources. DBEDC turned to High Impact to develop a strategic plan to guide the program’s activities and attract funders.

Deliverable:
High Impact worked closely with DBEDC’s team to develop a five-year growth and capitalization strategy. The plan provided annual lending, operational and fundraising targets to set the fund on a trajectory to achieve its long-term goals. The plan was presented to DBEDC’s board to secure collective buy-in and has subsequently served as a critical fundraising tool.

“High Impact worked with us to create a data-driven capitalization plan, setting aggressive but attainable goals. We are already on a rapid growth trajectory and making a greater impact in our community. High Impact has made much of that possible.”
-Perry Newman, CEO

Serving:
- Affordable Housing Developers
- CDFIs
- Real Estate Investors
- Nonprofits
High Impact underwriting delivers expertise and capacity to CDFIs, foundations, and government entities when they need it most. We are proud to help lenders deploy capital effectively while maintaining a prudent balance of risk and mission.

$263,788,725
Housing Loans Underwritten

$45 Million
Small Business Loans Underwritten
617,716 SF
of Commercial Real Estate

16,227
Charter School &
Early Care Seats

Over $98 Million
Educational Loans Underwritten

Acquisition
Recapitalization
Construction
Mini-Permanent
Permanent

New Construction
Recapitalization
Historic Rehabilitation
Scattered Site Single Family
Condominiums
Multifamily

Working Capital
Equipment Purchase
Real Estate Purchase

Leasehold Improvements
Nonprofit Enterprise Lending
New Markets Tax Credit
Healthy Food Financing

Public Charter Schools
Private Schools for Students
with Special Needs
Early Care Centers

Knowledge Building
through our State Scans:
Charter Markets Across
the U.S. series sponsored
by the Community
Development Trust

10,563
Units of Housing

“High Impact always comes through,
even when we’re slow to provide information.
Quality work—I couldn’t be more pleased.”
-Ben Greenberg, Director,
Lending, Housing
Partnership Network

“Without High Impact, it would have been
very difficult for ACE to enter
the NMTC arena with
success. The quality of work
and timeliness is
impeccable.”
-Bonnie Bowling, Chief
Credit Officer, Access to
Capital for Entrepreneurs
(ACE)

14 NMTC
Transactions
Underwritten for
CDFEs and
Leverage
Lenders

High Impact is an incredible asset that has helped us manage periods of high underwriting volume. High Impact stepped into a deal mid-underwriting and worked directly with the borrower to deliver a comprehensive underwriting memo resulting in few questions from our credit committee. I would highly recommend High Impact to any firm looking for an experienced and professional underwriting consultant.
-Nick Pohl, Loan Officer, Capital Impact Partners
FIVE YEARS OF IMPACT ACROSS THE U.S.

- Lending Policies and Procedures
- Homes Are Possible
- Portfolio Risk Analysis
- New Jersey Community Capital
- Growth and Capitalization Planning
- DBEDC
- NMTC Unwind Consulting
- Seattle Community Investments
- $98 Million Education Underwriting
- 16,227 Charter School & Early Care Seats
- $45 Million Small Business Underwriting
- Lending Program Consulting
- The Enterprise Center – Capital Corporation
- PRI Program Development
- Bainum Family Foundation
- Capital Planning & Asset-Liability Matching
- North Alabama Revolving Loan Fund
- $264 Million Housing Underwriting
- 10,563 Units of Housing

KEY:
- Project Locations
- Client Headquarters
- Select Consulting Engagements