April 2025

Front Porch Investments

2024 Annual Evaluation Highlights

Executive Summary

Front Porch Investments is committed to driving innovative and community-centered solutions to expand affordable housing opportunities. This evaluation report presents findings regarding the organization's impacts across six strategic goals, highlighting key accomplishments, challenges, and areas for continued growth.



Goal #1: Development & Preservation

Front Porch Investments effectively deployed its Development & Preservation (D&P) Loan Fund, awarding over \$31 million in loans since 2022, including \$8 million in 2024. These funds are expected to create 1,559 affordable housing units upon project completion. However, financing and construction delays pose challenges that require continued support and strategic interventions.



Goal #2: Housing Innovation

Since its inception, Front Porch Investments has awarded over \$9.7 million in grants to more than 30 nonprofit organizations, supporting a wide range of affordable housing-related initiatives. Looking ahead to 2025, Front Porch has revamped its Housing Innovation Fund to focus on three key grant types—Community Needs Assessments, Predevelopment, and Field-Building—positioning the organization to further drive innovation and enhance community housing solutions.



Goal #3: Greenlining Efforts

In 2024, Front Porch Investments allocated \$1.9 million to support homeownership preservation in historically disinvested communities through grants for home repairs and property tax relief, as well as no-interest home repair loans. The continued expansion of these programs will help further stabilize at-risk homeowners and strengthen community resilience.



Goal #4: Awareness & Advocacy

During the 2024 legislative session, Front Porch Investments monitored 42 bills and actively advocated for or against 15 of those that aligned with its policy priorities. The organization also collaborated with key stakeholders to advance workforce housing solutions, explore tax credit reforms, and develop a strategic communications plan aimed at raising public awareness of Front Porch's work.



Goal #5: Financial Sustainability

Front Porch has diversified funding sources by securing grants, expanding donor outreach, and launching a fee-for-service consulting model. In 2024, the organization generated \$5.5 million in revenue and established a CRM system to enhance donor engagement, strengthening its long-term financial sustainability.



Goal #6: Internal Operations

With new leadership, strategic governance updates, and operational improvements, Front Porch Investments has positioned itself for long-term success. Key 2024 achievements include hiring essential staff, enhancing IT infrastructure, refining policies, and expanding board and committee engagement to support the organization's growing impact.



Recommendations

Based on the evaluation findings, the following recommendations will support Front Porch Investments' continued success:

- → Goal #1: Development & Preservation. Expand equity-focused housing investments by increasing access to capital and technical assistance for underrepresented developers, investing in affordable housing, and safeguarding against market-rate conversions.
- → Goal #2: Housing Innovation. Take steps to clearly define innovation in the context of Front Porch's work and use that definition to prioritize funding for projects that offer truly original and creative solutions to the affordable housing crisis in the community.
- → Goal #3: Greenlining Efforts. Scale current Greenlining efforts into larger community development initiatives and maintain active engagement with the CAC and community members to ensure alignment with community needs.
- → Goal #4: Awareness & Advocacy. Improve outreach, transparency, and marketing to engage a broader audience in affordable housing efforts, while strengthening partnerships with policymakers to influence housing policies and funding decisions.
- → Goal #5: Financial Sustainability. Secure new grants, expand donor engagement, and explore alternative revenue streams to strengthen financial stability and support the organization's long-term sustainability.
- → Goal #6: Internal Operations. Streamline internal operations by implementing process improvements, refining workflows, and increasing organizational transparency to support staff retention and strengthen long-term capacity.

By advancing these strategic priorities, Front Porch Investments will further drive housing innovation, strengthen community partnerships, and create lasting, equitable solutions in the affordable housing ecosystem.



3

Table of Contents

Front Porch Investments Overview	05
Evaluation Overview	09
Goal#1: Development & Preservation	14
Goal #2: Housing Innovation	19
Goal #3: Greenlining Efforts	23
Goal #4: Awareness & Advocacy	27
Goal #5: Financial Sustainability	32
Goal #6: Internal Operations	36
Conclusions & Recommendations	45

Front Porch Investments Overview

Recognizing the urgent need for affordable housing in the Omaha metropolitan area, a coalition of development, philanthropy, and community partners gathered for eight monthly planning sessions in early 2021. During these sessions, stakeholders reviewed findings from the housing affordability assessment, prioritized strategies to meet affordable housing needs, and identified the need for a coordinating entity to lead the community's housing affordability efforts.

Front Porch Investments was established in late 2021 to provide strategic leadership and investment in affordable housing. Since its launch, Front Porch has made significant contributions to housing development and preservation while advancing initiatives in housing innovation, justice, and policy.

The following section of this report offers a brief overview of Front Porch Investments, highlighting its mission, vision, values, funding priorities, strategic goals, program areas, staff, and board.

Mission, Vision, Values, & Funding Priorities

Front Porch Investments' work to reshape the affordable housing landscape in Omaha and Council Bluffs is guided by a clear mission, vision, values, and funding priorities.



Mission

Front Porch Investments is a catalyst for innovative and community-centered affordable housing solutions.



Vision

Front Porch Investments envisions a thriving community with safe and affordable housing for all.



Values

- Human-Centered. We believe in housing as a human right and center this belief in our work.
- → Bold. We make bold decisions to support housing innovation.
- → Inclusive. We prioritize equitable access to the housing ecosystem, especially for historically excluded voices.
- → Collaborative. We believe collaboration across systems is where transformative change happens.

Funding Priorities

- Development of affordable housing units
- ightarrow Preservation of affordable housing units
- ightarrow Expansion of innovative housing options
- ightarrow Promotion of housing justice and equity





6

Strategic Goals

Front Porch Investments Overview

To drive its mission forward and create meaningful change across the affordable housing ecosystem, Front Porch Investments has established six strategic goals that serve as a roadmap for its various initiatives and investments.



Staff, Board, & Partners



Front Porch Investments is supported by a team of dedicated staff, a board of directors, two advisory committees, and several external partners.



Staff

Front Porch Investments is led by a passionate and dedicated team in the following roles:

- \rightarrow Executive Director
- \rightarrow Director of Operations & Impact
- ightarrow Housing Loan Fund Manager
- \rightarrow Housing Justice & Grants Manager
- \rightarrow Advocacy & Communications Manager
- \rightarrow Executive Coordinator



Board of Directors

The Front Porch Investments team is supported and bolstered by a sevenmember board of directors who are responsible for overseeing the organization's mission, governance, and long-term strategy. They provide guidance and support to Front Porch Investments leadership and staff.



Advisory Committees

- → Development & Preservation (D&P) Fund Loan Committee. The D&P Fund Loan Committee consists of local professionals in finance, banking, and housing development. They review loan recommendations from Front Porch Investments and make final approval suggestions to the board, while also guiding the D&P loan portfolio to ensure sustainability.
- → Community Advisory Committee (CAC). The CAC, made up of residents from communities impacted by redlining, guides funding strategies for the Greenlining Fund. The CAC informs funding priorities, grantmaking policies, and decisions on the fund's direction and membership, with support from Front Porch Investments.



Partners

Front Porch works with a variety of external partners that play a crucial role in helping Front Porch achieve its six strategic goals related to affordable housing. These partners include local development agencies, financial institutions, nonprofit organizations, government entities, economic development organizations, and community groups.

For more information about our staff, board, and partners, please visit <u>frontporchinvestments.org</u>.

Evaluation Overview

Front Porch Investments has partnered with Category One Consulting (C1C) to conduct a comprehensive evaluation of its various activities and initiatives. The evaluation is aligned to Front Porch's six strategic goals and is focused on five key objectives:

- ightarrow Monitoring progress toward strategic goals and critical actions
- \rightarrow Tracking the implementation of activities aligned with Front Porch's mission, vision, and values
- ightarrow Assessing the impact of key initiatives on intended outcomes
- ightarrow Providing updates to internal and external stakeholders
- ightarrow Informing decisions about priorities and operational processes

This section of the report outlines the evaluation framework, including research questions, key metrics, data sources, and reporting processes.

9

Research Questions

The evaluation will address six research questions aligned to each of Front Porch's six strategic goals.



Development & Preservation

To what extent have various loan products been effectively deployed to support the development and preservation of affordable housing units, and how many affordable units have been developed or preserved?



Housing Innovation

To what extent have grants been effectively distributed to support innovative housing strategies, and how have grant-funded projects helped expand affordable housing or address community needs related to affordable housing?



Greenlining Efforts

How effectively have resources been allocated and utilized to enhance housing quality and prevent displacement in communities of color and historically disinvested areas, and to what extent have these efforts positively impacted those communities?



Awareness & Advocacy

How effectively have awareness-building and advocacy activities highlighted Front Porch's work, and what tangible outcomes, including policy changes and increased public support for affordable housing, have resulted from these efforts?



Financial Sustainability

To what extent have efforts to grow and diversify funding sources been implemented effectively, and how have they contributed to the financial stability and capacity needed to support ongoing and future priorities?



Internal Operations

How effectively have internal operational strategies been implemented to enhance staff and board engagement, what measurable improvements have resulted, and how have these changes supported organizational goals?



Evaluation Indicators

The evaluation will explore a variety of qualitative measures and quantitative metrics aligned to each of Front Porch's six strategic goals.

Strategic Goal	Qualitative Measures	Quantitative Metrics
Development & Preservation	 Implementation activities Critical action progress Progress and impact reporting Ecosystem perceptions 	 Number of awards Percent of loans closed Total dollars awarded and repaid Number of affordable units Project and developer characteristics
- Č Housing Innovation	 Implementation activities Critical action progress Progress and impact reporting Ecosystem perceptions 	 Total dollars granted Number of organizations supported Project and organization characteristics
Greenlining Efforts	 Implementation activities Critical action progress Progress and impact reporting Ecosystem perceptions 	 Number of organizations granted to Number of homeowners served Number of projects complete Total dollars awarded Grantee and homeowner characteristics
م Awareness & Advocacy	 Implementation activities Critical action progress Ecosystem perceptions 	 Number of bills supported Number of bills testified on Dollars in state housing budget Level of Front Porch awareness
Financial Sustainability	 Implementation activities Critical action progress Ecosystem perceptions 	 Number of donors Total revenue Total revenue by source Total expenses Ending net assets
) Operations	 Implementation activities Critical action progress Ecosystem perceptions 	 Capacity slate Staff engagement Staff retention Board, staff, and committee diversity

Data Sources

Three main measurement tools or data sources will be used to inform the evaluation research questions.

1

Staff Form

Fillable form managed by C1C and completed by Front Porch each quarter to summarize activities and progress for each strategic plan goal area including Development & Preservation, Housing Innovation, Greenlining Efforts, Awareness & Advocacy, Internal Operations, and Financial Sustainability.

2

Archival Data

Measurement tools utilized by Front Porch to aggregate and manage archival data including loan information, grant details, financial summaries, and reports submitted by borrowers, grantees, and partner organizations. These tools will enable tracking of progress and outcomes for funded projects, including loans and grants.

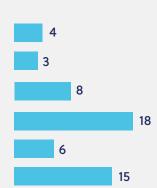
3

Ecosystem Survey

Custom survey administered by Category One Consulting (C1C) and sent to entities across the affordable housing ecosystem in Omaha and Council Bluffs, including staff members, board members, committee members, supporting organizations, funders, grantees, borrowers, and partners, designed to gather perceptions of strategic goal implementation and impact. A total of 44 stakeholders responded to the survey, representing a 42% response rate. While not exceptional, this sample size is sufficient to draw meaningful conclusions regarding stakeholder perceptions.

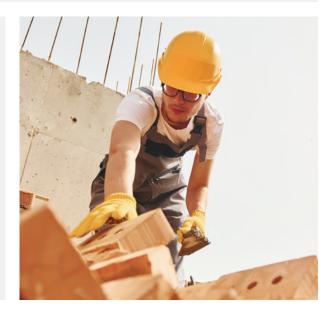






Response Count

*Note that respondents could be in more than one stakeholder group.



Reporting Details



Evaluation findings will be shared with internal and external stakeholders throughout the year via two main reporting deliverables.



1

Quarterly Snapshot

C1C will produce four quarterly snapshots over the course of the calendar year, each offering detailed insights into implementation progress and key performance metrics. These snapshots will be designed to support continuous improvement through regular updates.



2

Annual Evaluation Report

C1C will produce a detailed annual report at the close of the calendar year, offering a comprehensive assessment of implementation and impact to enhance awareness and understanding. Two versions of the report will be produced to share insights with both internal and external stakeholders.

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Goal #1: Development & Preservation

This section of the report presents evaluation findings related to Goal #1 of Front Porch Investments' strategic plan, which focuses on investing in the development and preservation of affordable housing through the Development & Preservation (D&P) Fund. It includes:

- ightarrow 2024 Highlights. Significant activities and milestones
- ightarrow Key Metrics. Important data illustrating Front Porch's impact
- Success Spotlight. Notable accomplishments showcasing
 Front Porch's successes

2024 Highlights

Key achievements and milestones related to Goal #1—centered on the development and preservation of affordable housing units through D&P Fund loan products are outlined below.



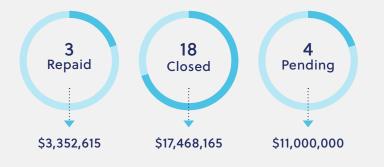
- → Policy & Process Enhancements. Revised internal processes and policies associated with D&P Fund loans to improve efficiency and effectiveness.
- → **Priority Alignment.** Updated the D&P Fund priorities and scorecard to better align with strategic objectives.
- → Rolling Funding Cycle Transition. Finalized the transition from two annual funding cycles to a rolling process that allows housing developers to apply for D&P loans in a timely manner.
- → Tracking & Monitoring Systems. Developed a Customer Relationship Management (CRM) system to track the loan applicant pipeline and manage current awards.
- → Loan Committee Development. Partnered with C1C to create a D&P Loan Committee charter and developed a comprehensive toolkit outlining committee processes and member responsibilities.
- → Loan Committee Recruitment. Recruited new loan committee members with expertise in lending and housing finance.
- → **Product Optimization.** Refined the D&P loan product mix to enhance long-term sustainability and meet fund recycling targets.
- → New Staff. Hired and onboarded a Housing Loan Fund Manager who is responsible for managing lending activities, ensuring compliance with policies and guidelines, and monitoring the financial performance of the D&P Fund.
- → Loan Applicant Support. Conducted intake meetings with over 30 prospective borrowers, providing guidance and assistance throughout the loan application process.
- → Loan Awards. Six new D&P Loans totaling over \$12 million were awarded in 2024; however, all but one were returned due to various challenges, including difficulty securing additional project financing.

Key Metrics

Key metrics on development and preservation efforts, along with related insights, are presented below.

D&P Loans

Since 2022, Front Porch has financed over 20 affordable housing projects through its D&P Loan Fund, with total lending exceeding \$31 million, including three new loans totaling \$8 million approved in 2024. To date, three loans have been fully repaid, totaling approximately \$3.3 million, and the fund has maintained a flawless record with zero defaults.



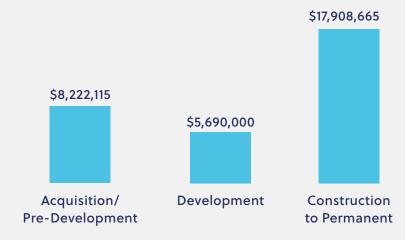
Pending loans have been approved but are awaiting closure.





Loan Type

To date, the D&P Fund has awarded approximately \$8.2 million for acquisition/pre-development, \$5.7 million for development, and \$17.9 million for construction-topermanent financing.



Developer Characteristics

Through its D&P Fund, Front Porch has supported projects led by a diverse group of developers, including women, Black, and emerging developers.



Developers may be represented in more than one category above.



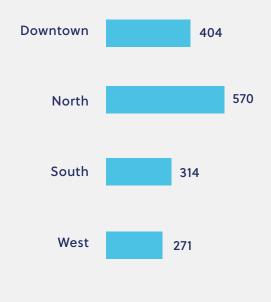
Project Status

Given the time required for financing and construction of affordable housing projects, only 9% of D&P-funded projects have been completed, while about 20% face delays. Developers cite challenges with extreme weather, financing hurdles, competitive tax credit allocations, prolonged permitting, rising construction costs, regulatory compliance, and securing down payment assistance. Legal disputes and a tight lending environment have also stalled some projects, requiring alternative funding strategies.



Affordable Units

Upon completion, projects funded through D&P loans will add 1,559 affordable housing units across the Omaha metropolitan area.



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Success Spotlight

Goal #1: Development & Preservation

Despite being only a few years old, the D&P Fund is already making a meaningful impact on the community, helping to develop over 1,500 affordable housing units. Below are highlights of just a few impactful projects made possible by Front Porch's D&P Fund.







1

Kennedy Square West – Seventy-Five North Revitalization Corp

Kennedy Square West, a multi-family, mixed-use development in north Omaha, was made possible in part by a \$1.475 million construction loan from Front Porch's D&P Fund. This project also leverages multiple public funding sources, including Low-Income Housing Tax Credits (LIHTC) and HUD's Choice Neighborhoods grant program, demonstrating how the D&P Fund helps developers leverage public funding. Currently about 46% complete, the project will add 27 much-needed affordable housing units to the community.

2

The Larimore – Omaha Economic Development Corporation (OEDC)

The Larimore is a multi-family senior living development that repurposed an existing commercial structure to provide housing for individuals aged 62 and older with incomes below 60% of the area median income (AMI). Funded through a mix of public and private sources, the project benefited from a \$552,615 pre-development loan from the D&P Fund, enabling OEDC to cover upfront costs while securing construction financing from additional sources such as LIHTC and TIF. Now complete, The Larimore delivers 45 affordable housing units to the north Omaha community.

3

Maurice Project – Lionhead Development, LLC.

The Maurice project delivered four new affordable homes for families in North Omaha earning up to 120% AMI. This project was financed through a \$400,000 construction loan from Front Porch's D&P Fund, along with additional funding from Spark and developer equity. The developer is partnering with Omaha 100 to identify qualified buyers for the homes, which were completed in fall 2024. As of January 2025, three of the four homes were under contract.

Goal #2: Housing Innovation

This section of the report presents evaluation findings related to Goal #2 of Front Porch Investments' strategic plan, which focuses on investing in innovative strategies to expand affordable housing access and meet evolving community needs. It includes:

- ightarrow 2024 Highlights. Significant activities and milestones
- $ightarrow\,$ Key Metrics. Important data illustrating Front Porch's impact
- Success Spotlight. Notable accomplishments showcasing
 Front Porch's successes

2024 Highlights

Key achievements and milestones related to Goal #2—centered on investing in innovative strategies to expand affordable housing access through the housing innovation fund—are outlined below.



- → Grant Awards. Front Porch awarded six grants in 2024 for needs assessments, housing planning studies, and innovative housing solutions, totaling nearly \$1.6 million.
- → Fund Creation. Launched the Housing Innovation Fund to support new affordable housing strategies, with applications opening in 2025.
- → Fund Priority Definition. Defined new fund priorities and three primary grant types to be offered through the Housing Innovation Fund including Community Needs Assessments, Predevelopment, and Field-Building.
- → Grant Process Design. Developed internal procedures for vetting projects through the Housing Innovation Fund.
- → Fund Launch Preparation. Prepared for the official launch of the Housing Innovation Fund by drafting website updates and February newsletter content.
- → New Staff. Hired a Housing Justice & Grants Manager who is responsible for managing grant proposals and overseeing administration of awarded grants.
- → Land Acquisition & Partnership. Led an RFP to secure a developer for affordable housing on Southwest Iowa Foundation-owned land in Council Bluffs.





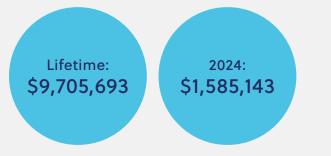
Key Metrics

Key metrics on housing innovation, along with related insights, are presented below.



Total Dollars Granted

By the end of 2024, Front Porch Investments had awarded over \$9.7 million in grants to more than 30 organizations, with \$1.6 million granted in 2024 alone demonstrating significant and ongoing investment in innovative housing strategies.



Note: Total dollars granted includes historical D&P Fund grants, which will be made through the Housing Innovation Fund going forward.





Number of Organizations Supported

Since 2022, Front Porch Investments has provided grants to more than 30 local nonprofit organizations for a range of affordable housing and related initiatives, including funding for salaries, operational expenses, financial literacy programs, and community development projects. Recipients used the funds to bridge financing gaps, expand housing opportunities, provide emergency shelter, improve infrastructure, support staffing needs, and implement innovative programs aimed at increasing access to affordable housing and homeownership.





Future Housing Innovation Grants

At the end of 2024, Front Porch undertook a comprehensive overhaul of its Housing Innovation Grants program, strategically shifting its focus to needs assessments, housing planning studies, and groundbreaking housing solutions. This transformation positions the organization to drive even greater impact in advancing housing innovation efforts in 2025.

Success Spotlight

The Housing Innovation Fund offers three key grant types—Community Needs Assessments, Predevelopment, and Field-Building—to support projects that expand affordable housing access and address evolving community needs. Below are highlights from some of the innovative grants awarded to date.



1

Omaha by Design – Open-Source Architectural Designs

Omaha by Design received a \$154,464 program grant for the Affordable by Design Fellowship, an initiative aimed at expanding access to affordable housing. The project will create a publicly accessible library of construction documents and conduct a detailed study on regulatory barriers in the Omaha metro, identifying key challenges and potential solutions. Ultimately, it will produce a set of pre-approved housing construction documents, streamlining regulatory compliance and accelerating the development of affordable housing in the community.



2

RISE – Campus Planning Study

RISE, a nonprofit dedicated to habilitative programming in prisons and reentry support, received a \$200,000 grant to conduct a planning study for a supportive housing campus designed for individuals transitioning back into the community after incarceration. To date, the project has secured a developer and architect, conducted focus groups with RISE program graduates to gather insights on their housing needs, and explored similar housing models in other states. Additionally, research on traumainformed design is helping to shape the vision for the RISE campus.



3

More to Come!

With refined funding priorities, an updated funding cycle, and an enhanced grant process, Front Porch Investments' Housing Innovation Fund is poised to drive even greater impact in 2025 and beyond. Stay tuned for more exciting projects ahead!.

Goal #3: Greenlining Efforts

This section of the report presents evaluation findings related to Goal #3 of Front Porch Investments' strategic plan, which focuses on investing resources to support homeownership in communities of color and historically disinvested areas. It includes:

- ightarrow 2024 Highlights. Significant activities and milestones
- ightarrow Key Metrics. Important data illustrating Front Porch's impact
- → Success Spotlight. Notable accomplishments showcasing Front Porch's successes

2024 Highlights

Key achievements and milestones related to Goal #3—focused on investing resources to support homeownership in communities of color and historically disinvested areas—are outlined below.



- → **Defined Fund Priorities**. Finalized funding priorities and allocated remaining 2024 funds through an RFP process.
- → Homeowner Outreach. Invited eligible homeowners to apply for HELF loans and utilize remaining funds.
- → HELF Loan Progress. Closed several additional HELF loans with seven homeowners served and five projects completed.
- → Program Feedback. Collected input from past HELF awardees and program partners to guide future improvements.
- → Committee Process Refinement. Partnered with C1C to redesign Community Advisory Committee (CAC) toolkits and completed development of the CAC charter.
- \rightarrow Committee Expansion. Launched recruitment for new CAC members for the 2025-2027 term.
- → Tax Relief Initiatives. Began researching tax relief models and engaged Volunteers Assisting Seniors for targeted outreach.
- → Home Repair Program. Issued an RFP for a no-cost home repair initiative in historically disinvested neighborhoods.
- → New Staff. Hired a Housing Justice & Grants Manager to oversee funding programs and homeowner support.
- → Community Investment. Distributed nearly \$1M to partners for home repair programs and tax assistance outreach.

Key Metrics

Key metrics on Greenlining efforts, along with related insights, are presented below.



Greenlining Grants

In fall 2024, Front Porch and the CAC awarded \$930,000 to Canopy South and Project Houseworks for a no-cost home repair initiative in historically disinvested neighborhoods, set to begin in early 2025. A third grant was awarded to Volunteers Assisting Seniors to expand outreach on the homestead exemption program, helping older homeowners in formerly redlined areas reduce property taxes and remain in their homes. Grant outcomes will be available later in 2025.





Home Equity Loan Fund (HELF) Pilot Program

In 2023, Front Porch and the CAC launched the HELF Pilot Program to offer zero-interest loans of up to \$50,000 for home repairs and renovations in historically disinvested areas. The pilot continued through 2024, serving seven homeowners and distributing nearly \$300,000 in total loan funding.





Success Spotlight

The Greenlining Fund is guided by the Community Advisory Committee (CAC), a group of community members directly impacted by historical redlining and disinvestment. By amplifying local voices, the CAC ensures the fund remains responsive to critical community needs. Below are key highlights of the CAC's work in 2024.

1

Home Equity Loan Fund Pilot

Launched in summer 2023, the Home Equity Loan Fund (HELF) provided zero-interest loans of up to \$50,000 for home repairs and renovations, fully amortized over 30 years. Front Porch and the Community Advisory Committee reviewed interest forms, selected 35 homeowners to apply, and assisted them in securing contractors for approved projects. Administered in partnership with Impact Development Fund (IDF), the program ensured direct payment to contractors for eligible improvements. The pilot continued in 2024, with key insights informing the development of the No-Cost Home Repair Program outlined below.

2

No-Cost Home Repair Program

In 2024, Front Porch Investments and the Community Advisory Committee (CAC) launched a nocost home repair program to support homeowners with essential renovations and repairs. To qualify, applicants must own and occupy a single-family home as their primary residence, have an income at or below 80% of the area median income (AMI), and live in a formerly redlined census tract in northeast or southeast Omaha. A total of \$930,000 in grants was awarded to nonprofit partners, Canopy South and Project Houseworks, who manage applications and coordinate repairs directly with homeowners and contractors. While initial efforts in 2024 focused on program development, home repairs are expected to begin in early 2025.

3

Property Tax Relief Program

In fall 2024, Front Porch Investments and the Community Advisory Committee (CAC) also recognized the growing threat of displacement for low-income homeowners due to rising property taxes in revitalization areas. To address this concern, the CAC and Front Porch's Greenlining Fund awarded a \$69,480 grant to Volunteers Assisting Seniors. This funding supports expanded outreach efforts to educate seniors about the homestead exemption program, helping older homeowners in formerly redlined neighborhoods reduce their property tax burden and remain in their homes.

Goal #4: Awareness & Advocacy

This section of the report presents evaluation findings related to Goal #4 of Front Porch Investments' strategic plan, which focuses on building awareness and supporting advocacy efforts to improve access to affordable housing. It includes:

- ightarrow 2024 Highlights. Significant activities and milestones
- ightarrow Key Metrics. Important data illustrating Front Porch's impact
- Success Spotlight. Notable accomplishments showcasing Front Porch's successes

2024 Highlights

Key achievements and milestones related to Goal #4—focused on building awareness and supporting advocacy efforts to improve access to affordable housing—are outlined below.



- → Advocacy Guardrails. Drafted and documented policy priorities and engagement strategies for the year.
- → Legislative Advocacy. Actively monitored 42 bills during the 2024 regular legislative session and advocated for or against 15 of those that most closely aligned with Front Porch's policy priorities.
- → Special Legislative Session. Participated in advocacy coalitions during a special legislative session, submitting letters of support and strategizing with developers to protect housing inputs from new sales taxes.
- → Employer Engagement. Worked with NIFA and the Greater Omaha and State Chambers of Commerce to begin developing a toolkit supporting employer involvement in workforce housing solutions.
- → **Tax Credit Reform.** Worked with NIFA and the Greater Omaha Chamber of Commerce to explore potential state tax credit changes to maximize funding for affordable housing development.
- → Housing Narrative. Identified community partners to take over implementation of the Housing Narrative campaign and worked with them to identify next steps around an awareness campaign.
- → Housing Briefing. Presented at a Housing 101 session for state senators and staff, hosted by Senator Terrell McKinney and organized by the Nebraska Finance Investment Authority (NIFA).
- → Legislative Testimony. Provided testimony at interim hearings on the Middle-Income Workforce Housing Fund and barriers to development.
- → Media Engagement. Was featured in two articles by the <u>Nebraska Examiner</u> and the <u>Midlands Business Journal</u>.
- → **Policy Strategy.** Selected a federal advocacy consultant and initiated work focused on securing federal funding and connecting with national intermediary networks.
- → Communications Planning. Advanced development of a comprehensive communications plan in collaboration with Emspace + Lovgren.
- → 2025 Legislative Priorities. Collaborated with partners including the Strategic Housing Council and Nebraska Developers Association to develop housing policy priorities for Nebraska's next legislative session.

Key Metrics

Key metrics on awareness and advocacy, along with related insights, are presented below.



Front Porch Awareness

As part of the Ecosystem Survey, Front Porch partners rated their awareness and understanding of Front Porch's work. The survey results indicate stakeholders view Front Porch Investments as a valuable and effective partner, recognizing the impact of its loan and grant programs, partnerships, and housing justice efforts. However, there may be opportunities to enhance clarity around public policy work and available financial products.

ltem	Average Rating (1-Strongly Agree to 10-Strongly Disagree)
I believe the projects Front Porch Investments supports through their loan and grant programs are valuable.	8.0
I believe the partnerships Front Porch Investments develops and maintains are valuable.	8.0
I understand how I can partner with Front Porch Investments.	7.7
I understand the loan and grant products offered by Front Porch.	7.7
I understand how Front Porch works to improve public policy in support of housing affordability.	7.6
Front Porch Investments is a good partner.	7.5
I understand how Front Porch impacts housing justice through the Greenlining Fund.	7.1
I understand how Front Porch Investments works to achieve its mission.	6.9
Partner Perceptions – Overall Average	7.5

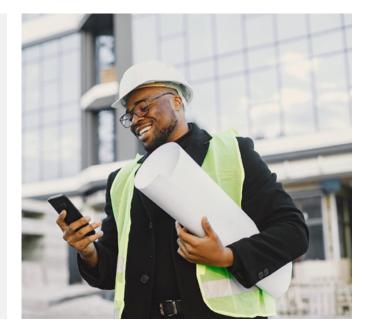
Advocacy Efforts

During the 2024 regular legislative session, Front Porch monitored 42 bills and actively advocated for or against 15 that closely aligned with its policy priorities.



42 15 Total Bills Tota Monitored Adv

Total Bills Advocated For/Against

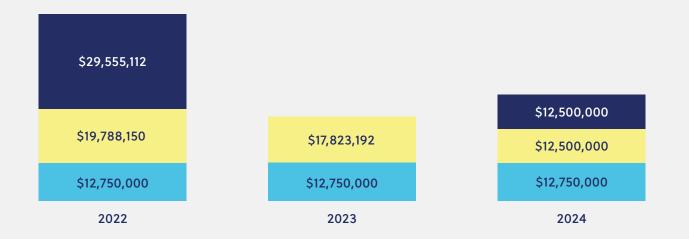


State Spending on Affordable Housing

Front Porch advocates for greater affordable housing funding from the State of Nebraska and the City of Omaha. State support primarily comes through the Nebraska Affordable Housing Trust Fund (NAHTF), the Middle Income Workforce Housing Fund (MWHF), and the Rural Workforce Housing Fund (RWHF). While pandemic-era aid temporarily boosted funding, allocations declined in 2023 and saw only a modest increase in 2024. According to the latest U.S. Census Bureau data from 2021, Nebraska spent approximately \$270 million on housing and community development, ranking 40th nationwide. This underscores the critical need for stronger advocacy to secure increased government investment.

Nebraska Affordable Housing Trust Fund (NAHTF)

- Middle Income Workforce Housing Fund (MWHF)
- Middle Income Workforce Housing Fund (MWHF)



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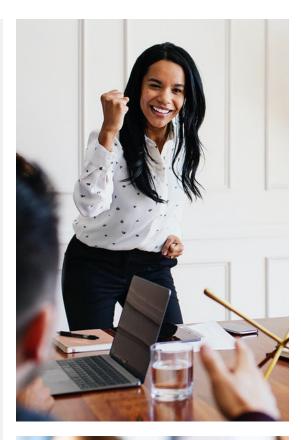
Success Spotlight

In 2024, Front Porch Investments carried out extensive work related to awareness and advocacy. Highlights of a few successful and impactful efforts are outlined below.



Preserving State Funding for Affordable Housing

During the 2024 legislative session, a large property tax relief plan led to aggressive efforts to sweep funds from a variety of cash funds including the Affordable Housing Trust Fund. Front Porch and other housing advocates played a crucial role in safeguarding existing housing funding that had been at risk of being reappropriated for nonhousing purposes by advocating with the members of the Appropriations Committee and reinforcing the need to address the state's growing housing crisis. As a result of this collective advocacy, the \$25 million that was vulnerable to being swept from the Affordable Housing Trust Fund into the general fund was instead redistributed to the Rural and Middle Income Workforce Housing Funds (two equal installments of \$12.5 million). 2024 was the second consecutive year that no new funds were invested into the state's housing programs, but it was some consolation that housing funding was held level in a year that many other interests lost substantial funding.





& emspace + lovgren

Communications Strategy Development

Front Porch partnered with Emspace + Lovgren to develop a communications strategy aligned with the organization's mission and growth objectives. Informed by extensive research—including interviews, focus groups, and surveys with key stakeholders—the strategy will feature an audience analysis, key themes and opportunities, tailored core messages, and a tactical roadmap organized by communication channel. The plan is currently in development and expected to be completed in 2025.

Goal #5: Financial Sustainability

This section of the report presents evaluation findings related to Goal #5 of Front Porch Investments' strategic plan, which focuses on growing and diversifying funding sources to sustain ongoing and future priorities. It includes:

- ightarrow 2024 Highlights. Significant activities and milestones
- ightarrow Key Metrics. Important data illustrating Front Porch's impact
- Success Spotlight. Notable accomplishments showcasing
 Front Porch's successes

2024 Highlights

Key achievements and milestones related to Goal #3—focused on investing resources to support homeownership in communities of color and historically disinvested areas—are outlined below.



- \rightarrow Grant Funding. Submitted two grant applications totaling approximately \$1.6M.
- → **Funder Outreach.** Met with prospective funders (Common Spirit, Iowa West Foundation, and William & Ruth Scott).
- → Advisory Services. Secured a contract with Southwest Iowa Foundation to support an affordable housing initiative in Council Bluffs.
- → Budget & Operations. Approved a midyear budget modification and finalized a plan to transfer ownership of the NCS building.
- → **Development Committee.** Held initial meetings with the Development Committee, added two new members, and set three-year housing and fundraising goals.
- → **Fundraising Success.** Secured a \$25K grant from First National Bank and a \$5K gift from Northmarq Capital.
- → Strategic Messaging. Identified funders as a key audience and collaborated with Emspace + Lovgren on targeted outreach.
- → Fundraising Tools. Established a CRM to track donors and fundraising opportunities.
- → D&P Business Case. Partnered with C1C to develop a deep dive report and pitch deck focused on the D&P Fund, for use in engaging potential investors.
- → Consulting Services. Developed a framework for providing fee-for-service consulting as an additional source of revenue.
- → New Revenue Stream. Secured Front Porch's first fee-for-service contract with the Southwest Iowa Foundation.
- → CDFI/CHDO Exploration. Researched potential benefits and challenges of pursuing CDFI or CHDO designation.
- \rightarrow Fundraising Strategy. Planned a January 2025 funder briefing to strengthen donor engagement.

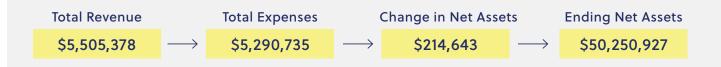
Key Metrics

Key metrics on financial sustainability, along with related insights, are presented below.



Revenue, Expenses, and Assets

In 2024, Front Porch Investments generated \$5.5 million in total revenue while incurring \$5.29 million in expenses, resulting in a net asset increase of \$214,643 and an ending net asset balance of \$50.25 million. The majority of revenue came from grants and contributions (\$3.19 million) and bank interest accrued (\$2.31 million), with additional income from loan interest and miscellaneous sources.





Donors



Front Porch received grants or contributions from five unique donors in 2024.



Success Spotlight

Front Porch partnered with C1C to develop a comprehensive report outlining the D&P Fund's history, processes, performance, and unique value. Additionally, they created a business case pitch deck to attract potential investors. These tools will strengthen the financial sustainability and long-term impact of both the D&P Fund and Front Porch Investments.



1

D&P Deep Dive Report

This comprehensive report provides a detailed overview of Front Porch Investments' D&P Fund, highlighting the urgent need for affordable housing in Omaha and Council Bluffs, the organization's mission and strategic priorities, and the fund's loan types and processes. It examines similar models that influenced the fund's creation, presents key performance metrics on loans issued and affordable units developed, and showcases past projects supported by the fund. Concluding with a strong call to action, the report makes a compelling case for investment, emphasizing the fund's long-term impact and sustainability.



2

D&P Business Case Pitch Deck

The business case pitch deck serves as a powerful tool for staff to engage potential investors, presenting the most critical insights from the comprehensive deep-dive report in a clear and compelling format. Designed to make a persuasive case for investment, the deck provides information about the funds background and impact, offering a high-level view of the D&P Fund's success and longterm vision. By highlighting the fund's proven track record, innovative approach, and significant role in addressing the region's affordable housing needs, the pitch deck effectively positions the fund as a transformative investment opportunity with lasting community impact.

Goal #6: Internal Operations

This section of the report presents evaluation findings related to Goal #6 of Front Porch Investments' strategic plan, which focuses on building out internal operations to support staff and board engagement. It includes:

- ightarrow 2024 Highlights. Significant activities and milestones
- ightarrow Key Metrics. Important data illustrating Front Porch's impact
- → Success Spotlight. Notable accomplishments showcasing Front Porch's successes

2024 Highlights

Key achievements and milestones related to Goal #6—focused on building out internal operations to support staff and board engagement—are outlined below.



- \rightarrow **Program Review.** Completed an in-depth assessment and refresh of all program areas.
- → Organizational Updates. Revised structure, updated job descriptions, and created two new positions (Executive Coordinator and Advocacy/PR Manager).
- → Employee Handbook. Completed revisions to the first half of the handbook, with further updates in progress.
- \rightarrow Board Expansion. Added a new board member and updated governance processes.
- → Contract Management. Concluded work with multiple contractors, including Greenlining TA and an executive coach.
- → Compensation Study. Participated in OCF's study to inform pay ranges, increases, and bonus structures for 2025.
- → Committee Development. Partnered with C1C to update the CAC and D&P Loan Committee charters and onboarding toolkits.
- → Office Relocation. Secured a new office space in the Blackstone district and transitioned from OCF's shared space.
- → **Team Expansion.** Hired and onboarded a Housing Justice & Grants Manager and Executive Coordinator and launched a search for an Advocacy & Communications Manager.
- → IT Infrastructure. Partnered with an IT contractor to establish Front Porch email addresses and migrate files to SharePoint.
- → Data & Reporting. Partnered with C1C to complete a data mapping project and developed reporting recommendations for 2025.

Key Metrics

Key metrics on internal operations, along with related insights, are presented below.



Staff Engagement

As part of a confidential survey, Front Porch staff rated their agreement with various statements on staff engagement. The results indicate that staff are highly engaged, reporting strong job satisfaction and a commitment to staying with the organization.

ltem	Average Rating (1-Strongly Agree to 10-Strongly Disagree)
My work is meaningful and fulfilling to me.	9.3
I have the tools and resources I need to do my job effectively.	9.3
I understand how my role contributes to the organization's goals.	9.0
I feel valued and appreciated for the work I do at Front Porch Investments.	9.0
I have a clear understanding of Front Porch Investments' mission, vision, values, and strategic goals.	8.8
Overall, I am satisfied with my job at Front Porch Investments.	8.8
I would love to be working at this organization one year from now	8.8
l understand what my job responsibilities do and do not include.	8.3
There are opportunities for me to learn and grow professionally within this organization.	8.3
I receive regular feedback that helps me improve my job performance.	8.0
I feel a strong sense of connection to my colleagues at Front Porch Investments.	8.0
Staff Engagement Overall Average	8.7



Board Engagement

Front Porch board members were asked to rate their agreement with various statements on board engagement. The survey results show that board members are highly engaged, demonstrating a strong commitment to their responsibilities and a willingness to continue serving on the board.

ltem	Average Rating (1-Strongly Agree to 10-Strongly Disagree)
I understand what my responsibilities and expectations are as a board member at Front Porch Investments.	9.0
I have a clear understanding of Front Porch Investments' mission, vision, values, and strategic goals.	9.0
I have a strong understanding of Front Porch's financial health.	9.0
I actively advocate for Front Porch Investments in the community and with my networks.	9.0
I believe the board works effectively as a team to support the organization's leadership.	9.0
I would like to continue serving on Front Porch Investments' board for the remainder of my current term and, if eligible under term limits, beyond.	9.0
I feel comfortable sharing my opinions and ideas during board meetings.	8.7
I feel my contributions as a board member are valued and make a difference.	8.5
I am fully committed to fulfilling my responsibilities as a board member, including fundraising.	8.3
Board Engagement Overall Average	8.9



Committee Engagement

Finally, Front Porch committee members were asked to rate their agreement with several statements related to committee engagement. The survey results indicate advisory committee members are highly engaged, with strong commitment to their roles and a willingness to continue serving on their respective committees.

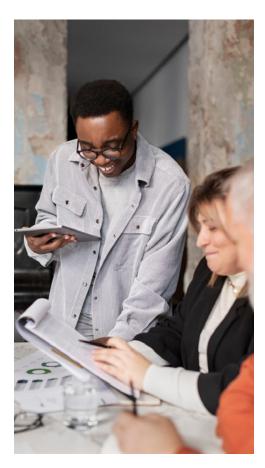
ltem	Average Rating (1-Strongly Agree to 10-Strongly Disagree)
I am fully committed to fulfilling my responsibilities as a committee member.	9.0
I feel comfortable sharing my opinions and ideas during committee meetings.	8.8
I would like to continue serving on this committee for the remainder of my current term and, if eligible under term limits, beyond.	8.7
I believe the committee I am on works effectively as a team to support Front Porch's work.	8.4
I understand what my responsibilities and expectations are as a member of one of Front Porch's advisory committees.	8.3
I actively advocate for Front Porch Investments in the community and with my networks.	8.1
I actively share information about Front Porch Investments' work with my networks and the community.	8.1
I have a clear understanding of Front Porch Investments' mission, vision, values, and strategic goals.	8.0
I feel my contributions as a committee member are valued and make a difference.	7.8
Committee Engagement Overall Average	8.4





Board, Staff, and Committee Diversity

Front Porch Investments is led by a seven-member board overseeing six staff members, with additional guidance from committees such as the CAC, D&P Fund Loan Committee, finance, and development committees. The organization has made intentional efforts to build a diverse team across staff, board, and committees, incorporating perspectives from housing development, finance, philanthropy, and community advocacy. By including individuals with lived experience in affordable housing challenges and residents from historically disinvested communities, Front Porch ensures that decisions are shaped by both professional expertise and real-world insight. Front Porch remains committed to continuing and further expanding representation to better reflect the communities it serves.





Staff Retention

2024 was a year of transition for Front Porch Investments, marked by the addition of five new staff members. The organization now enters 2025 with a strong team of six, including:

- → Executive Director
- \rightarrow Director of Operations & Impact
- ightarrow Housing Loan Fund Manager
- \rightarrow Housing Justice & Grants Manager
- \rightarrow Advocacy & Communications Manager
- \rightarrow Executive Coordinator

With strategic planning, infrastructure enhancements, and key hires in 2024, Front Porch is now operating at full capacity, stronger than ever and ready to elevate its impact and success in 2025 and beyond.



Success Spotlight

In 2024, Front Porch Investments made significant strides in building internal capacity, including hiring and onboarding four new team members. As the organization moves into 2025, it is fully staffed and well-positioned for success with strong leadership and a highly capable team.



Jody Holston, Executive Director

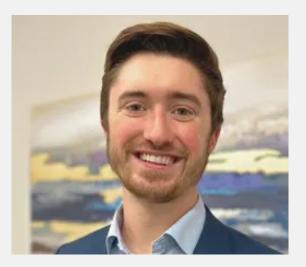
Jody is strongly committed to making a positive impact in the Omaha community and has dedicated her career to affordable housing solutions. She has broad experience with complex funding streams in the development of housing and has provided leadership in the areas of supportive housing, property management, and capital improvements. Her expertise in strategic planning, operations, and project management have been instrumental in spearheading numerous initiatives aimed at increasing the availability of affordable housing. A native Omahan, Jody received a Bachelor's degree in Social Work from North Carolina State University and is a graduate of Leadership Omaha, Class 46. Her dedication to social impact has earned her recognition as a trusted leader and advocate for affordable housing initiatives.



Eva Roberts, Director of Operations & Impact

Eva is a versatile social impact leader committed to leveraging partnerships and influencing systems to achieve lasting social change. She has broad experience in community and economic development through philanthropy, nonprofits, and the public sector. Prior to joining Front Porch Investments, Eva worked at the Buffett Early Childhood Fund, in several child-serving nonprofits, and in the Arizona Governor's Office for Children, Youth and Families. She holds a Bachelor's in Sociology from Vassar College, a Master's Degree in Justice and Social Inquiry, and an MBA. Eva is a graduate of Leadership Omaha Class 41 and serves on a number of boards including the Leadership Omaha Alumni Association, the Food Bank for the Heartland, and the Center for Nutrition and Health Impact.





Aiden Posey, Housing Loan Fund Manager

Aidan is wholeheartedly invested in enhancing the Omaha community through the development of affordable housing. With experience in private equity investment and multifamily housing development, Aidan excels in managing complex projects and funding structures. He brings a strategic approach to development, leveraging expertise in financial analysis, project management, and stakeholder collaboration to advance impactful housing solutions. Passionate about creating sustainable and high-quality living spaces, Aidan is dedicated to improving access to affordable housing and making a lasting difference. Aidan holds degrees in Business Administration and Spanish as a Foreign Language from the University of Nebraska at Omaha, along with holding his Nebraska Real Estate License.



Yolanda Williams, Housing Justice and Grants Manager

Yolanda R. Williams ("Ms. Yo") brings over twenty years of leadership in the areas of urban education, culture, women's equity and youth mentoring. She has navigated through tragic life experiences which eventually led her to distinguished leadership roles in public service such as Omaha Public Schools' Board of Education (Vice President), Director for Nebraska Association of School Boards, Delegate for the National School Board Association's Council of Urban Boards of Education, Learning Community Achievement Council, Douglas County Board of Health and the Education Chair for Omaha NAACP. In 2018 she received the National Coalition of 100 Black Women-Greater Omaha Chapter's Education Legacy Award. She holds an BA in Arts Management along with an AAS in Interior Design.

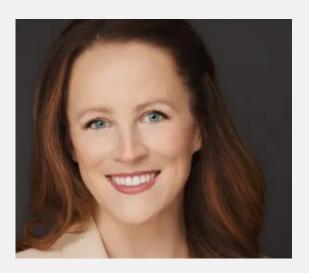
43





Raechel Kramer, Executive Coordinator

Raechel is a mission-driven support professional with a creative, thoughtful, and collaborative approach to operational and administrative duties. She brings an array of administrative and leadership skills from her previous experience in healthcare management, training and development, and the staffing and scheduling of large healthcare teams. Raechel is passionate about health equity and serving the Omaha community. She is dedicated to furthering Front Porch Investments' mission through meaningful collaboration, project management, and administrative support. Raechel is a native Omahan and holds a degree in Sociology from the University of Nebraska at Omaha.



Terri Pohl, Advocacy & Communications Manager

Terri is dedicated to improving communities and individual wellbeing through social structures such as the government and social enterprise. She discovered a passion for community development while serving as a Peace Corps volunteer. Terri now pairs that passion with her experience in state and federal policy, government affairs, and relationship management to champion equitable access to opportunities and resources. Terri brings expertise in communications, process optimization, and strategic management to her role leveraging the legislative process and building cross-sector partnerships to foster innovative and effective policy solutions. She received her Masters of Public Policy from the University of Southern California.

44

Conclusions & Recommendations

Summary of Findings

A summary of key findings related to each goal from Front Porch Investments' strategic plan is provided below.



Goal #1: Development & Preservation

Front Porch Investments has effectively deployed its D&P Loan Fund to support the development and preservation of affordable housing, awarding over \$31 million in loans since 2022, including \$8 million in 2024. These funds have helped finance more than 20 projects, with 1,559 affordable housing units expected upon completion, though some projects face delays due to financing, permitting, and construction challenges.



Goal #2: Housing Innovation

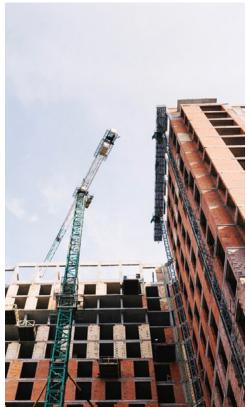
Since 2022, Front Porch Investments has distributed over \$9.7 million in grants to more than 30 nonprofit organizations, supporting, innovative housing strategies, infrastructure improvements, financial literacy programs, and community development initiatives. In 2024 alone, six grants totaling nearly \$1.6 million were awarded. Looking ahead to 2025, Front Porch has revamped its Housing Innovation Fund to focus on three key grant types—Community Needs Assessments, Predevelopment, and Field-Building— aimed at accelerating innovation and expanding access to community-driven housing solutions.



Goal#3: Greenlining Efforts

Front Porch has effectively distributed resources to enhance housing stability and prevent displacement in historically disinvested communities. In 2024, Front Porch allocated \$1.9 million to support homeownership preservation in historically disinvested communities through grants for home repairs and property tax relief, as well as no-interest home repair loans. The ongoing growth of these programs should deepen their impact, providing greater stability for at-risk homeowners.







Goal #4: Awareness & Advocacy

In 2024, Front Porch Investments strengthened its awareness and advocacy efforts by monitoring 42 bills and actively engaging with 15 that aligned with its policy priorities. The organization also collaborated with key stakeholders to advance workforce housing solutions, explore tax credit reforms, and develop a strategic communications plan aimed at raising public awareness of Front Porch's work.



Goal #5: Financial Sustainability

Front Porch Investments has made significant progress in diversifying funding sources, securing new grants, expanding donor outreach, and launching fee-for-service consulting to enhance financial sustainability. In 2024, the organization generated \$5.5 million in revenue, secured multiple grants, developed a fundraising strategy, and established a CRM to track donor engagement.



Goal #6: Internal Operations

Front Porch Investments has strengthened internal operations through strategic hiring, governance updates, and infrastructure improvements, positioning the organization for long-term success. In 2024, key achievements included hiring new leadership and staff, expanding board and committee engagement, implementing IT upgrades, and refining internal policies and processes.





Ecosystem Perception Summary

Conclusions & Recommendations

As part of the evaluation, Front Porch stakeholders completed an Ecosystem Survey, providing ratings of Front Porch's success in achieving its mission, vision, values, and strategic goals. Overall, stakeholders provided strong ratings, highlighting the organization's effectiveness and impact.

Mission & Vision	Average Rating (1-Low to 10-High)
Mission. Front Porch Investments is a catalyst for innovative and community-centered affordable housing solutions.	7.7
Vision. Front Porch Investments envisions a thriving community with safe and affordable homes for all.	8.3
Values	
Human Centered	8.9
Bold	7.5
Inclusive	8.2
Collaborative	7.7
Strategic Goals	
Goal #1: Development & Preservation	8.5
Goal #2: Housing Innovation	7.7
Goal #3: Greenlining Efforts	8.2
Goal #4: Awareness & Advocacy	8.0
Goal #5: Sustainability	7.8
Goal #6: Internal Operations	7.9

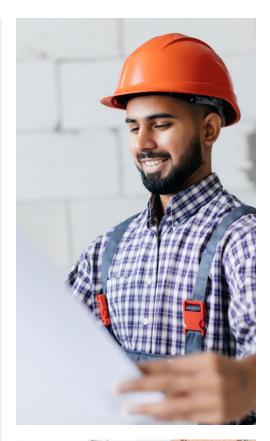
Wins & Areas of Opportunity

Stakeholders highlighted several key wins for Front Porch Investments in 2024, along with opportunities for growth moving forward. See below for details.



Wins

- → Collaboration & Partnerships. Stakeholders value Front Porch's collaborative approach, emphasizing its role in convening partners and fostering cross-sector relationships to advance affordable housing.
- → Fundraising & Financial Resources. Front Porch has successfully secured funding and maintains a strong loan and grant pipeline, positioning it well for continued impact.
- → Loan & Grant Programs. Unique loan products and grant opportunities are seen as critical tools for affordable housing development.
- → Innovation & Greenlining Efforts. Front Porch's investment in innovative strategies, including the Greenlining Fund, is praised, with opportunities to scale these initiatives further.
- → Community Presence & Engagement. Front Porch has established itself as a key player in the Omaha housing ecosystem, with strong community engagement and a growing reputation.
- → Organizational Development. With a strong team and leadership, Front Porch has matured from a startup to an established organization with a clear strategic focus to sustain momentum.







Areas of Opportunity

- → Expand Equity-Focused Housing Investments. Expand current efforts to increase access to capital, homeownership support, and technical assistance for Black and Brown communities while making more investments in affordable housing and safeguarding against market-rate conversions.
- → Community Engagement & Awareness. Front Porch should strengthen community engagement through expanded outreach and increased transparency to enhance organizational visibility and clarify its long-term role within the housing ecosystem.
- → Funding Strategy & Risk Appetite. Stakeholders encourage more direct investment in affordable housing creation, safeguards against market-rate conversions, and greater risk-taking to support underrepresented developers.
- → Internal Operations. Some stakeholders expressed concerns over staff turnover and process inefficiencies, highlighting the need for greater stability, timely decision-making, and transparency.
- → Focus on Equity & Inclusion. Stakeholders would like to see Front Porch continue to focus on expanding access to capital, mortgage support, and technical assistance for Black and Brown communities.
- → Board & Leadership Diversity. Stakeholders support continued efforts to diversify the board and leadership to reflect a broader range of perspectives and experiences.
- → Innovation & Bold Solutions. Front Porch is encouraged to expand Greenlining efforts into largerscale community development and take bolder steps to combat historical disinvestment and foster housing innovation.





Recommendations

Important recommendations based on the 2024 evaluation findings are detailed below.



- → Goal #1: Development & Preservation. Expand equityfocused housing investments by increasing access to capital and technical assistance for underrepresented developers, investing in affordable housing, and safeguarding against market-rate conversions.
- → Goal #2: Housing Innovation. Take steps to clearly define innovation in the context of Front Porch's work and use that definition to prioritize funding for projects that offer truly original and creative solutions to the affordable housing crisis in the community.
- → Goal #3: Greenlining Efforts. Scale current Greenlining efforts into larger community development initiatives and maintain active engagement with the CAC and community members to ensure alignment with community needs.
- → Goal #4: Awareness & Advocacy. Improve outreach, transparency, and marketing to engage a broader audience in affordable housing efforts, while strengthening partnerships with policymakers to influence housing policies and funding decisions.
- → Goal #5: Financial Sustainability. Secure new grants, expand donor engagement, and explore alternative revenue streams to strengthen financial stability and support the organization's long-term sustainability.
- → Goal #6: Internal Operations. Streamline internal operations by implementing process improvements, refining workflows, and increasing organizational transparency to support staff retention and strengthen long-term capacity.







Thank You!

