

Testimony of Nancy O. Andrews
President and CEO of the Low Income Investment Fund
presented to the Committee on Banking, Housing and Urban Affairs
United States Senate
"Reforming the Regulation of the Government Sponsored Enterprises"
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Thank you Chairman Dodd and Ranking Member Shelby for including the perspective of community development lenders in this important hearing. My name is Nancy Andrews, and I am the Chief Executive Officer of the Low Income Investment Fund (LIIF). We are a national community development financial institution (CDFI), whose mission is poverty alleviation.

I will focus my comments on how Fannie Mae and Freddie Mac can provide even greater support to affordable housing for those most in need. Specifically, I will discuss the need for an affordable housing fund, which would make a big difference in the ability to serve both the CDFI industry and the GSEs' collective mission to serve a greater number of low-income people with affordable housing.

I will make three key points in my testimony today:

- First, having strong and stable GSEs focused squarely on the mission of affordable housing is essential.
- Second, deeply targeted affordable housing must be part of any GSE reform effort and the creation of an affordable housing fund will accomplish this.
- And finally, the formation of the Capital Magnet Fund proposed by Senator Reed in his "Government Sponsored Enterprise Mission Improvement Act," Senate bill 2391, would have, by far, the greatest impact and deepest reach for serving low-income people and communities.

Background on the Low Income Investment Fund & CDFIs

Over its 23-year history, LIIF has provided approximately \$700 million in financing for community projects in 26 states. LIIF's capital is part of the puzzle in producing affordable housing – and the need is great. The National Low Income Housing Coalition, on whose Board I serve, estimates that there is a deficit of over five million units affordable to very low-income populations. The Coalition's "Out of Reach" publication also establishes that there is **"no county** in the U.S. where the average rental unit is affordable to someone earning the minimum wage."

LIIF responds to this problem by providing capital when banks cannot or will not lend, and you can measure our impact through our track record. We have financed:

- 54,000 homes for families and kids;
- 47,000 spaces of safe, high-quality childcare;
- 40,000 spaces in schools where children can get a good education; and,
- Over 2.5 million square feet of commercial space.

About three-fourths of our projects serve very low-income families. This is truly deep-reach lending. Yet in 20+ years, LIIF has suffered capital losses of only 0.07 percent – that's less than a tenth of one percent. This prudent and sound deployment of private capital has leveraged additional investments of nearly \$5 billion. This story is primarily a story about leverage, and that's one of the main points of my testimony.

My organization's track record is not unique. Across the country, there are hundreds of CDFIs. In fact, there are CDFIs in every state. Collectively, we provided \$4.75 billion in financing in 2006 alone.¹ This financing served low-income families and neighborhoods with housing, jobs, schools, health care centers, and economic growth projects.

¹ CDFI Data Project, "The CDFI Data Project," (2008): http://www.opportunityfinance.net/industry/industry_sub2.aspx?id=236. There were 505 CDFIs surveyed.

I've included examples of CDFI work in several states at the end of this document. Just one example of my organization's work is a \$10 million construction loan to preserve the Elva McZeal Apartments in Brooklyn, New York. This is a 142-unit project that provides Section 8 subsidized housing. The apartments will be renovated and converted to home ownership for the tenants, all of whom are very-low income and primarily single, female-headed households. The tenants will be provided affordable fixed-rate mortgages with which to purchase their homes. LIIF estimates that the economic benefits to residents are over \$50 million over the lifetime of the project.

CDFIs finance small businesses, homeownership, affordable rental housing, childcare facilities, and charter schools. There are more than 1,000 CDFIs in the United States. Despite this small number, CDFIs are leading the financial services industry in developing innovative and socially responsible strategies to deliver credit to working poor and low-income families and communities. Over the past 30 years, CDFIs have provided more than \$23 billion in financing that would not otherwise have happened in markets that conventional finance would not otherwise reach. We are able to lend successfully in these markets in part because CDFIs build their borrowers' capacity by combining financing with technical assistance such as homeownership counseling, entrepreneurial training, and financial literacy education.

America Faces a Critical Shortage of Affordable Homes for Very-Low Income People

Today, very low-income Americans face a critical shortage of affordable, decent homes. And the problem is worsening dramatically. Harvard University's "State of the Nation's Housing 2006" reports that in the 10 years between 1993 and 2003, America lost 1.2 million units of housing affordable to poor families. The federal government directly supports only about five million households through all of its direct housing expenditures, such as public housing, Section 8, and other forms of assistance. This number has not changed significantly in more than a decade. Meanwhile, median housing costs have climbed relentlessly through this period while thousands

of homes that received project-based assistance through earlier programs like Section 236 have been lost to very low-income people because of sale, conversion to higher income uses, or demolition.

A recent report based on an analysis of the 2005 "American Community Survey" and published by the National Low Income Housing Coalition summarized the problem succinctly:

Between 2001 and 2005:

- The number of extremely low-income renters increased at a faster rate than any other income and tenure group;
- The only significant population shift from renting to owning was among upper- and middle-income households;
- The number of households facing a severe housing cost burden increased 23 percent nationwide; and
- The increase in severe housing cost burden was primarily due to the addition of more than one million severely cost burdened, extremely low-income renters.

As a result, in 2005:

- Only 38 affordable and available units existed for every 100 extremely low-income renter households nationwide;
- About 3.4 million households lived in crowded homes, and approximately 850,000 were without complete bath or kitchen facilities; and

- Low-income Americans faced unsustainable housing cost burdens in all 50 states and the District of Columbia.²

Healthy GSEs are Essential for Affordable Housing Mission

I believe a strong and sound GSE system is essential to a healthy housing market and to the GSEs' affordable housing missions.

We support strengthening Fannie and Freddie's Affordable Housing Goals. Fannie Mae and Freddie Mac should have reporting guidelines. Specifically, the low-income housing goals should be tightened. We also endorse multi-family and refinance goals as proposed by Senator Reed.

GSEs must lead the industry in bringing solutions to underserved markets and have a duty to serve these markets, recognizing that a reasonable rate of economic return may be less than the return earned on other activities. These markets include manufactured housing, affordable housing preservation, subprime borrowers (disallows loans with predatory lending characteristics), CDFIs, rural and other underserved markets, and any other markets the Secretary designates. The GSEs must report annually to Congress on their progress to ensure this is accomplished.

There is, however, a part of the housing production spectrum the GSEs have never been able to reach effectively: affordable rental and ownership housing for very low- and extremely-low income families. CDFIs lend to these deep-reach projects every day in all 50 states, and have done so for more than three decades with very few losses. We know how to safely and soundly introduce these opportunities to the capital markets and our underwriting rivals that of standard banks. We believe that sound underwriting combined with financial education is key. But we could do this at far greater scale in partnership with the GSEs.

²Danilo Pelletiere, PhD and Keith E. Wardrip, National Low Income Housing Coalition, Executive Summary, "Housing at the Half: A Mid-Decade Progress Report from the 2005 American Community Survey," (February 2008): <http://www.nlihc.org>.

Additionally, the GSEs must take a leadership role in tackling the enormous devastation created by the subprime meltdown and foreclosures that are affecting low- and moderate-income communities across the country.

Finally, there must be certain penalties and remedies for failure to comply by the GSEs.

An Affordable Housing Fund is Vital to the GSE Mission

It is for this reason that the CDFI industry strongly supports Senator Reed's proposal to create an Affordable Housing Fund requiring Fannie Mae and Freddie Mac to set aside 4.2 basis points on each dollar of new business purchases.

Sixty-five percent of the set-aside from Senator Reed's bill would go to an Affordable Housing Block Grant Program administered by the Secretary of Housing and Urban Development. In the first year after enactment, this fund would be allocated to the states by formula to help address the current subprime mortgage crisis. Funds should be distributed to the states to:

- Facilitate loan modification and refinance options for low- and moderate-income borrowers facing foreclosure; and
- Expeditiously made available to low- and moderate-income homebuyers, properties that have been foreclosed upon.

After 2008, the funding should be distributed to the states for the development, construction, and preservation of housing for very low- and extremely low-income families. The GSEs should not be able to count contributions to the Affordable Housing Block Grant Program toward their housing goals and duty to serve underserved markets unless the GSEs purchase mortgages created from the grants with capital outside of the annual 4.2 basis points on new business. And there should be tracking measures for the grants to allow for complete transparency of the projects, including financial and project reporting, record retention, audits, and any other requirements needed.

Prioritization in funding recipients should go to where there is the greatest need based on geographic diversity, ability to obligate amounts and undertake activities in a timely manner, the extent to which rental projects are affordable, especially for extremely low-income families, the time period for which rents remain affordable, the extent the application makes use of other funding sources, and the merits of the applicant's proposed eligible activity.

Senator Reed's bill does not include the Federal Home Loan Banks. This is because they already have their own Affordable Housing Program and are contributing at least 10 percent of their previous year's net earnings for this, subject to a minimum annual combined contribution by the Banks of \$100 million. However, I encourage you to consider a similar affordable housing goal structure as Fannie Mae and Freddie Mac to ensure that the FHLBs are fulfilling their missions.

The FHLB Affordable Housing Program subsidizes the cost of affordable owner-occupied and rental housing targeted to individuals and families with incomes at or below 80 percent of the median income for the area. Since the program's inception, the Banks have awarded more than \$2 billion in grants through its members. This, however, does not reach the nation's neediest citizens. The area median income should be tightened as Senator Reed suggests for the other affordable housing programs.

Between 1990 and 2004, nearly 430,000 housing units have been subsidized through these grants. In 2004, \$229 million was made available by the Banks to subsidize 39,802 units of owner-occupied or rental housing. The success of the AHP is an example that deepening Fannie and Freddie's responsibilities towards affordable housing must be a part of any type of GSE reform.

Even with this success, the FHLB System does not go far enough to reach those most in need. Today, there is no current federal housing program that increases the supply of housing affordable to those with the greatest need in this country.

GSE reform legislation should establish a community economic development fund analogous to its Affordable Housing Program (AHP) by modifying the FHLBs' RefCorp payment obligation. For transparency, the FHLBs should also be required to share information among the Banks to allow each Bank, its members, and the public to evaluate the financial condition of the other Federal Home Loan Banks individually and the Federal Home Loan Bank System.

We strongly encourage you to take a close look at the FHLB System and make reforms that encourage reaching our lowest-income communities with affordable housing, economic, and community development.

Capital Magnet Fund will have the Greatest Impact on Affordable Housing

Within the new Affordable Housing Fund, Senator Reed is proposing a Capital Magnet Fund, capitalized by the other 35 percent of the set-aside. The Capital Magnet Fund would be administered by the Secretary of the Treasury and would be a perfect complement to the Affordable Housing Block Grant Program. But, it would have a separate purpose, use, and structure. This purpose is to leverage GSE dollars with private dollars to expand much-needed housing and economic development for our extremely low- and very low-income families and communities.

Uses for the Capital Magnet Fund include development, preservation, rehabilitation, or purchase of affordable housing for primarily extremely low-, very low-, and low-income families, and community or economic development activities in support or to sustain an affordable housing project. Eligible activities include loan loss reserves, revolving loan funds, equity capital for affordable housing funds, equity capital for community or economic development funds, and risk sharing loans.

With the increasing sophistication and scale of the community development industry, we believe high-performing organizations could use grants from the Capital Magnet Fund to attract

substantial investment from the private sector, producing greater results with a given level of resources. The Capital Magnet Fund would not use the GSE contributions to subsidize individual projects; instead, it would enable recipients to create pools of capital to support multiple projects.

The Capital Magnet Fund would be used by CDFIs and other mission-driven developers to do what they do best: leverage private investment into poor communities. According to the Treasury Department, CDFIs leverage \$19 in private investment for each federal dollar invested.³ The proposed Capital Magnet Fund takes resources that the GSEs earn, partly on the strength of their special relationship with the government, and puts them to work more effectively and more directly than either Fannie or Freddie have demonstrated they are able to do independently.

So, for example, a \$10 million investment from the Capital Magnet Fund into LIIF would mean we could invest \$200 million in affordable housing projects. CDFIs across the country can do the same thing as shown by the examples included at the end of this document.

This approach stretches the enterprises' helping hand to communities and neighborhood projects that are currently out of reach in an innovative and high leverage manner. This strategy is smart subsidy—it not only offers high impact for resources, but simultaneously delivers much needed liquidity to benefit the people and markets most in need. This is good for the enterprises, good for the taxpayer, and good for low-income and underserved communities. Creating a Capital Magnet Fund to garner more aggressive pricing and underwriting of the enterprises' core business products, including mortgage lending, as well as other private capital, will facilitate the financing of affordable housing and community development by nonprofits and other mission-driven developers.

Since the Capital Magnet Fund's purpose is to leverage private sources of capital with an initial federal investment, it makes sense that its administration is with a recognized federal

³ CDFI Fund figures available at http://www.cdfifund.gov/impact_we_make/overview.asp.

agency that serves this purpose. The U.S. Treasury Department's Community Development Financial Institutions Fund (CDFI Fund) was created for promoting economic revitalization and community development.

Since its creation, the CDFI Fund's \$842 million in equity investments has generated an additional \$2.6 billion in non-federal financing in emerging domestic markets. CDFIs are using scarce federal resources to leverage capital and community impact that is many times greater than the dollars received. According to the U.S. Department of Treasury, CDFIs leverage \$19 in non-federal funds for each federal dollar invested.⁴ In addition, the CDFI Fund has allocated \$16 billion in New Markets Tax Credit investment authority. This established and successful government agency is well equipped to administer the Capital Magnet Fund.

Conclusion

In conclusion, the GSEs can and must play a stronger role in supporting housing affordable to very low-income families. They also must be financially sound, and this should come first. They have done much, but they can do more. Working with the GSEs through the Capital Magnet Fund, CDFIs can draw private investment into projects they would not otherwise be able to support; we can do this safely and soundly; and we can multiply the impact of the federal dollar many times over. The combination of strengthened goals, the Affordable Housing Fund, which includes the Affordable Housing Block Grant Program and the Capital Magnet Fund, will create a formula of success that will allow the GSEs' to reach deeper than ever before to serve our nation's very low-income families.

⁴ "The Differenced the CDFI Fund Makes," CDFI Fund website (2008): http://www.cdfifund.gov/impact_we_make/overview.asp.

There is a part of the housing production spectrum the GSEs are not yet reaching. CDFIs lend to these deep-reach projects every day in all 50 states, and have done so for more than three decades with very few losses. We know how to safely and soundly introduce these opportunities to the capital markets. But, the GSEs are the missing link in the chain. I urge you to establish an Affordable Housing Fund that includes the Capital Magnet Fund in any GSE reform to allow us to make the GSEs our partners and to complete the chain.

Thank you again for the opportunity to speak today.

Community Development Financial Institutions Examples

Alabama. Cahaba Serves Calhoun and Jefferson Counties in Alabama, which includes the Birmingham metropolitan area. Cahaba utilizes its New Markets Tax Credit (NMTC) allocation to provide equity and loans to commercial real estate projects, including retail, community service, office, for-sale housing, and light industrial/commercial service uses. The NMTC allocation enables Cahaba to offer products that are more favorable, including loans at below-market rates; and that the discount afforded by the NMTC will lead to lower rents in the low-income neighborhoods, thereby making commercial and retail users more capable of profit in its target location. (Birmingham, AL)

Colorado. Colorado Housing Enterprises, LLC (CHE) is a start-up CDFI with a mission of increasing home-ownership opportunities for low-income families in Alamosa, El Paso, and Routt Counties in Colorado. CHE used its \$396,000 2005 financial assistance award from the CDFI Fund to expand its target market, develop new products, better track community development impacts, all resulting in better service to its clients. (Westminster, CO)

Connecticut. South Hartford Initiative has been providing home and business loans to one of the most economically disadvantaged areas of Hartford, CT. Efforts of the South Hartford Initiative have resulted in loans of \$3.8 million dollars and additional leveraged capital of \$8.4 million for 46 businesses in South Hartford. (Hartford, CT)

Delaware. The National Council on Agricultural Life and Labor Research Fund, Inc. (NCALL Research) was established nearly 50 years ago and provides financial and technical assistance for nonprofit housing developers in the Delmarva Peninsula. NCALL is a certified CDFI established in 1976. NCALL is a loan fund and a technical assistance and advocacy organization, assisting nonprofits in Delaware, Maryland, and Virginia in developing affordable rental and ownership housing for low-income households. NCALL used its 2006 CDFI Fund financial assistance award of \$202,731 and a 2006 technical assistance award of \$76,000 to expand its funding and technical assistance throughout the three states. (Dover, DE)

Florida. Established in 1994, Florida Community Loan Fund, Inc. (FCLF) provides loans and technical assistance to meet housing, economic development, and social service financing needs in low-income communities throughout Florida. Established in 1994, the Florida Community Loan Fund is a certified CDFI. It provides financing and technical assistance to nonprofit organizations working in low-income communities throughout the state. FCLF will use the FY07 financial assistance award to recapitalize its loan fund and for loans to build or rehabilitate affordable housing and community facilities. (Orlando, FL)

Hawaii. Hawaii First Federal Credit Union is a low-income designated credit union serving low-income residents on the island of Hawaii since 1956. It currently has a main office and one branch and is planning to open a third branch in Hilo, Hawaii. Hawaii First offers savings and loan products that meet the needs of the low-income targeted population across the state including a responsible payday loan product and a home construction loan in partnership with the state Department of Housing. (Kamuela, HI)

Idaho. Incorporated in June 2000, the Idaho-Nevada Community Development Financial Institution (INCDFI) provides business loans and affordable housing development financing to Investment Areas in the states of Idaho and Nevada. INCDFI is a certified CDFI, established to enhance the economic independence and halt community deterioration in rural Idaho and Nevada by providing financing for small locally owned business, affordable housing development, and community infrastructure projects. The 2006 CDFI Fund financial assistance award of \$246,500 will allow INCDFI to leverage additional sources of financing and, over the next three years, nearly double the size of its loan portfolio, increase affordable rental units, and create jobs in low-income communities. (Pocatello, ID)

Indiana. The National Housing Trust Community Development Fund (NHTCDF), an affiliate of the National Housing Trust, provided a predevelopment loan to Lafayette Neighborhood Housing Services (LNHS) to help preserve and convert a historic school house into affordable apartments for seniors living in Lafayette, Indiana. In addition to the new apartments, the building includes

12,000 square feet of commercial space that will house homeownership and home maintenance workshops for LNHS. Converting this recently abandoned high school to affordable rental homes was integral to Lafayette efforts to restore the surrounding neighborhood. The city, local school district, and many local community organizations supported this adaptive re-use facility.

(Lafayette, IN)

Kentucky. The Federation of Appalachian Housing Enterprise, Inc. (FAHE) is a certified CDFI that was established in 1980, and provides financial and development assistance to members providing affordable housing to low-income families and individuals in rural Appalachia, specifically in the states of Kentucky, Tennessee, Virginia, and West Virginia. FAHE is a certified CDFI established in 1981. FAHE provides an array of financial services including conventional mortgage products offered directly to consumers, and specialty mortgage products offered through its network. (Berea, KY)

Montana. Montana Homeownership Network (MHN) is a start-up CDFI incorporated in 2001 to serve low-income families and residents of distressed communities throughout the state of Montana. MHN provides homeownership counseling and brokers a number of first and second mortgage programs from its parent (Neighborhood Housing Services of Great Falls). MHN provides homeownership loans and developmental services to a low-income targeted population in Montana. MHN will use its FY07 CDFI Fund technical assistance award to: 1) obtain consulting services to evaluate new products and staffing needs; develop a capitalization strategy, and conduct a market analysis in assigned counties and 2) purchase presentation materials. (Great Falls, MT)

Nebraska. Community Development Resources, a certified CDFI established in 2000, provides financial and technical assistance related to business and housing development Lincoln, Nebraska. CDR provides microloans, small business loans, and community development loans. CDR will use its FY07 CDFI Fund financial assistance award to expand its business lending throughout Nebraska and to support its loan loss reserves. (Lincoln, NE)

New Jersey. The Community Loan Fund of New Jersey (CLFNJ) provides short-term loans and development services to nonprofits for the purpose of affordable single- and multi-family housing development. CLFNJ expects to create community development impacts of 750 multi-family housing units developed or rehabilitated, and 375 single-family housing units developed or rehabilitated with its award from the CDFI Fund. (Trenton, NJ)

New York. AAFE Community Development Fund provides financing and homeownership counseling primarily to Asian-American immigrants throughout New York City. In 2000, the Asian Americans for Equity, Inc. created the Community Development Fund (AAECDF). AAECDF is a certified CDFI and offers an array of services to Asian Americans living in the New York City metropolitan area. It offers such services as: 1) second mortgage purchase loans; 2) First Home Club IDAs; 3) down payment assistance to first-time homebuyers; and 4) rehabilitation and emergency repair loans. AAECDF will use its FY07 CDFI Fund financial assistance award for homeownership loans in its target market and its technical assistance award for outreach, homeownership counseling, and marketing materials. (New York, NY)

North Carolina. Launched in 1980, Self-Help Credit Union is a federally insured, state regulated depository institution. Self-Help provides home and business ownership financing, targeting low-income, rural, women, and minority borrowers. The recent \$1,398,750 financial assistance award from the CDFI Fund will be used to provide homeownership loans in North Carolina. Self-Help Credit Union is a certified CDFI and has been providing financing services since 1984. Its target market consists of low-income African Americans and Latinos in North Carolina and the Washington, DC metropolitan area. (Durham, NC)

Ohio. The Cincinnati Development Fund (CDF) provides loans and investments to induce financing activities to improve the economically distressed neighborhoods known as "Uptown Cincinnati" (Avondale, Clifton Heights, Corryville and Mt. Auburn). Created in 1988, CDF is a certified CDFI, nonprofit lending institution. It was established to provide loans to finance affordable housing development and community revitalization in the Greater Cincinnati Area. CDF

will use its FY07 CDFI Fund financial assistance award to address foreclosures within its target market. The technical assistance grant will be used to support the staff's professional development, develop new products and services, and redesign its website. (Cincinnati, OH)

Pennsylvania. Founded in 1992, Community First Fund (CFF) is a nonprofit loan fund that serves businesses and residents in a 13 county area of central Pennsylvania with a population over three million people. CFF, established in 1992, is a nonprofit economic development loan fund and a certified CDFI. These counties include rural areas, small towns, urban centers, and surrounding suburban communities, which encompasses many distressed and underserved areas. CFF will use its FY07 CDFI Fund financial assistance award to meet the growing demand for commercial real estate loans. (Lancaster, PA)

Rhode Island. West Elmwood Housing Development Corporation (WEHDC) is a nonprofit housing loan fund that serves an urban market in southwestern Rhode Island. WEHDC provides lending and development services to improve housing for low-income people and spur economic activity in its target market of Providence County, RI. The WEHDC uses the CDFI Fund financial assistance to provide loans to more first-time homeowners and increase the number of home rehabilitation loans provided. (Providence, RI)

South Dakota. Dakotas America, LLC provide debt and equity capital to support emerging businesses in North Dakota and South Dakota in the energy, food/commodity processing, technology, retail service, health care and tourism sectors. Its service area includes regional Native American reservations, areas of extreme rural out-migration, EZ/EC communities, and low-income communities that exhibit some of the nation's most adverse economic conditions. The NMTCs are used to create loans that offer significantly lower rates, and other more favorable terms such as higher loan-to-value ratios, unsecured status, lower solvency requirements, extended maturity or reduced payments, and "quasi-equity" characteristics in support of gap financing. (Sioux Falls, SD)

Tennessee. Chattanooga Neighborhood Enterprises (CNE) was formed in 1986 to develop, finance, renovate, and manage affordable housing for low- and moderate-income families in Chattanooga, Tennessee. CNE operates four basic programs: development of affordable housing, property management, home improvement loans, and homeownership loans. It provides second mortgages, home improvement loans, education, and counseling to low-income residents in an effort to curb predatory lending in its target market. CNE will use the FY07 CDFI Fund financial assistance award to increase lending in its second mortgage portfolio. It will use the FY07 CDFI Fund technical assistance grant to hire an outreach and loan counselor who will assist help low-income households become homeowners. (Chattanooga, TN)

Utah. The Intermountain Tribal Alliance (ITA) of Salt Lake City, UT is a nonprofit corporation devoted to the economic and cultural development of Native American peoples in the United States. Chartered in 2000 in the State of Utah, ITA has used its CDFI Fund technical assistance grant of \$95,000 from the 2005 Native American CDFI Assistance Program to create a CDFI focusing on community development venture capital. This Native CDFI provides seed money in the form of equity while bringing real understanding of tribal-owned company best practice using the prototype developed with the Northwestern Band of the Shoshone Nation in Utah. (Salt Lake City, UT)

Wyoming. Wind River Development Fund is a nonprofit business loan fund based in Fort Washakie, WY on the Wind River Indian Reservation. Its mission is to provide financial opportunities to stimulate economic development on the Wind River Reservation. WRDF provides small business loans and entrepreneurship development technical assistance to members of the Eastern Shoshone and Northern Arapaho Tribes. WRDF also assists clients with savings for business start-up through an IDA program. (Fort Washakie, WY)

Nancy O. Andrews has been the President and Chief Executive Officer of the Low Income Investment Fund (LIIF) since 1998. LIIF is a community development financial institution,

dedicated to poverty alleviation. LIIF has access to capital resources totaling over \$500 million, which it invests in community projects serving very low-income households. Nearly three-fourths of LIIF's financing serves families that are very-low income or extremely low-income. Ms. Andrews serves on numerous board and committees of community development and environmental organizations, including the National Housing Partnership Network, the Opportunity Finance Network, the National Low Income Housing Coalition, the Community Reinvestment Fund, the International Center for Forestry Research, and others. Ms. Andrews' background spans 30 years in the community development field.