



evernorth Strategic Plan 2024-2029



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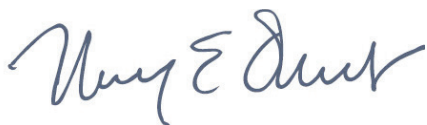
Dear Community,

The numbers are staggering. Maine, New Hampshire, and Vermont each need between 20,000 - 40,000 homes to meet population estimates by 2030. The urgency, complexity, and impact of this problem cannot be overstated. When we created Evernorth's predecessor organizations decades ago, the state governments in Maine, New Hampshire, and Vermont recognized the importance of attracting investment and development to the region. We've spent 35 years doing that and more.

As a nonprofit organization and an affordable housing leader in northern New England, we understand our unique role in this ecosystem. We balance investor interests and risk with urgent state and local housing needs. We thoughtfully guide our partners through the intricacies of tax credit syndication, financing, development, and asset management. We help shape and support federal and state public policy. And our focus remains squarely on building long-term capacity to ensure stable, quality housing throughout northern New England.

With this strategic plan, we will sustain Evernorth's strong financial position and enhance its mission-driven impact as we embark on the next chapter.

Sincerely,



NANCY OWENS
CO-FOUNDER & PRESIDENT,
EVERNORTH



Our Four Strategic Priorities



MAXIMIZE EFFECTIVENESS

Streamline operations to assure that all parts of the organization flourish while best meeting the needs of our partners.

DESIRED OUTCOMES

- Our partners regard us as responsive, supportive, and reliable with exceptional expertise, service, processes, practices, and support.
- Our collective effectiveness is expanded by strengthening relationships with partners.
- Our team is able to do more, better, and with greater effectiveness.

HOW WE WILL DO IT

- Cultivate and strengthen mutual trust and respect.
- Implement measures that will result in superb value-added customer service.
- Improve internal operations to meet the needs of partners and staff.
- Communicate our collective stories of impact.



EXPAND OPPORTUNITY

Diversify and grow our capital, including patient loan capital from new sources, so we can offer equity and debt products, consulting services and Technical Assistance and Consulting work to add value to our stakeholders and maximize affordable housing development and preservation throughout our regional network.

DESIRED OUTCOMES

- Remain a trusted resource for our partners.
- Create new funding approaches and expanded funding resources to respond to the unique needs of low-income residents in northern New England, both urban and rural.

HOW WE WILL DO IT

- Set 5-year equity and debt fundraising targets and identify the external assistance and internal capacity needed to achieve it.

- Increase consulting services and provide a robust array of technical assistance to meet partners' needs.
- Expand relationships with potential banking, business, and philanthropic partners to increase flexible funding to assist partners.
- Engage in key federal and state policy initiatives which benefit affordable housing production and operations and lead to better outcomes for low-income communities.
- Maintain support for, and engagement with, affordable housing advocacy groups in all three states.



ADVANCE EQUITABLE HEALTHY PLANET SOLUTIONS

Demonstrate our commitment to a more equitable and healthy planet through real estate development, syndication, lending and energy services.

DESIRED OUTCOMES

- In our spheres of influence we will reduce greenhouse gas emissions,, maximize decarbonization and renewable energy, improve energy efficiency, and promote equitable climate solutions that benefit low- income residents.

HOW WE WILL DO IT

- Define and set decarbonization and energy efficiency targets for Evernorth’s work.

- Maximize opportunities with new federal funding for decarbonization and renewable energy .
- Advocate with federal and state partners for sufficient resources to achieve decarbonization and renewable energy goals and impact on operating costs.
- Engage in state and federal policy that reduces greenhouse gases, increases climate resilience, and advances energy justice.



INVEST IN OUR TEAM

Invest in professional development and growth so that we have the skills needed to deliver on our goals.

DESIRED OUTCOMES

- Our team is equipped to be successful in this fast-paced, rapidly changing environment and is known to be among the best in the sector.
- Our staff feels welcomed, engaged, supported, and respected.

HOW WE WILL DO IT

- Create a culture that values and shares knowledge to foster organizational resilience.

- Offer ongoing professional development opportunities that support individuals’ ability to grow and contribute.
- Offer ongoing training opportunities that support individuals’ ability to grow and contribute.
- Act systematically and with measurable outcomes to retain top talent by fostering a diverse, welcoming, high-performing organization.

evernorth

Investing in communities. Building possibilities.

VISION

People in every community have a safe place to live and opportunities to thrive.

MISSION

We work with partners to connect underserved communities in the Northern New England region with capital and expertise to advance projects and policies that create more inclusive places to live.

VALUES

Mission Driven

We act with strategic courage, strive for excellence and hold ourselves accountable to creating equitable and sustainable communities.

Inclusive

We cultivate inclusive communities by listening to our internal and external stakeholders, creating space for all to be seen and belong.

Integrity

We honor our commitments and build and maintain trust through transparent communication and mutual respect.

Relationship Centric

We seek transformational change through relationships centered on respect, trust, collaboration and balance.



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STRATEGIC PLAN 2024-2029

Evernorth Burlington Office

100 Bank Street, Suite 400
Burlington, VT 05401

Evernorth Portland Office

120 Exchange Street, Suite 600
Portland, ME 04101

About Evernorth

Evernorth is a nonprofit organization that provides affordable housing and community investments in Maine, New Hampshire, and Vermont. Evernorth has raised and deployed over \$1.6 billion in equity capital for affordable housing and built more than 17,000 affordable homes for low- and moderate-income people across northern New England.

evernorthus.org

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