

Vermont Community Loan Fund

Strategic Plan

2025 to 2029



VERMONT
COMMUNITY
LOAN FUND

Letter from Will



Dear Friends,

I am excited to share with you the remarkable journey we have undertaken in crafting our strategic plan. This journey reflects our unwavering commitment to our community and each other, and your role in this plan is crucial. Your expertise and dedication will be instrumental in bringing our shared vision to life.

This strategic plan is more than just a document; it embodies our dedication to fostering opportunities that lead to healthy, thriving communities and financial stability for all Vermonters. Our vision for this strategic plan is built on four foundational focuses:

- Our community shapes us
- Our people propel our mission
- Our identity amplifies us
- Our technology elevates our impact

VCLF's vision of being a leader in capital-based approaches to poverty and opportunity is woven throughout our strategic plan. We aim to strengthen our brand identity, enhance our impact measurement and communication, and ensure that our activities align seamlessly with our core values. We are committed to building new pathways to move capital to those who have been historically, systemically disenfranchised and denied access to opportunity.

I want to express my gratitude to the Strategic Planning Committee, our staff, and the entire board for their unwavering support and dedication. Your invaluable insights and commitment have been instrumental in guiding us to this pivotal moment.

Together, we are embarking on a transformative journey. This strategic plan is our first step toward turning our collective vision into reality. I am continually inspired by the passion and dedication of each of you, and I am confident that together, we will achieve remarkable success.

Mission

Investing in people and communities to create a just and thriving Vermont

Vision

An inclusive and resilient Vermont where people and communities have the power to prosper



What Sets VCLF Up for Success

VCLF's unique approach combines a deep-rooted relationship focus with unparalleled flexibility, positioning us as a trusted partner with a proven track record of impact, allowing us to adapt swiftly to our clients' evolving needs while maintaining our reputation for excellence in community engagement.

How we do it:

- Steadfast: Thoughtful risk-taking while remaining resilient and grounded.
- Honesty: Provide clear, upfront communication and explanations.
- Creativity: Lean into challenging situations and transform problems into tailored solutions.
- Rooted in Relationships: Committed to building strong, enduring partnerships and connections based on mutual trust and respect.
- Fairness: Work toward equity and justice in every action with empathy and humility.



STRATEGIES

Our community shapes us



Our people propel our mission

Our identity amplifies us



Our technology elevates our impact

Our community shapes us

We will maintain flexibility to address emerging and evolving community needs while managing growth.

Strategies

- Be proactive in our approach to identifying and addressing community needs and be innovative on how to address them
- Align new programs within both our values and impact goals; establish clear processes for evaluating new opportunities and initiatives
- Comprehensively assess programs, products, and initiatives for impact and sustainability

Our people propel our mission

We will cultivate an empowered, innovative staff through comprehensive professional development and adaptable work practices.

Strategies

- Foster a culture of continuous learning, innovation, and empowerment
- Optimize workplace flexibility to meet evolving organizational and employee needs
- Strengthen leadership capabilities at all levels of the organization
- Recruit and develop expertise, experience, and relationships that reflect the communities we serve
- Align human resource practices and staffing with long-term organizational goals and sustainability
- Build and support an inclusive, equitable working environment that elevates the diverse voices of our staff and reflects the communities we serve

Our identity amplifies us

We will identify and amplify our unique value proposition and measurable community impact.

Strategies

- Develop a cohesive brand identity
- Build awareness of an expanding community through more sophisticated and effective communications
- Drive meaningful change toward community outcomes through individual and community potential
- Expand advocacy efforts to build stronger relationships that can elevate both VCLF and the Vermonters we serve

Our technology elevates our impact

We will leverage technology to enhance our ability to connect to the Vermonters we serve and enhance individual experience.

Strategies

- Develop a comprehensive strategic technology roadmap
- Leverage information technology to improve the borrower and investor experience
- Leverage information technology to improve operational efficiency, effectiveness, and staff experience