

Greenhouse Gas Reduction Fund Readiness

Best Practices For GGRF Investments

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Foreword

Elemental Excelsior (“Elemental”), Banyan Infrastructure (“Banyan”), and the Community Impact Center (“CIC”) of the Milken Institute teams were inspired by the Greenhouse Gas Reduction Fund (GGRF), a \$27 billion first-of-its-kind, national-scale program to mobilize government and private capital to address the climate crisis, ensure the United States’ economic competitiveness and promote energy independence while delivering lower energy costs and economic revitalization to communities that have been historically left behind. Elemental, Banyan, and CIC partnered to prepare recipients of Greenhouse Gas Reduction Funds (“GGRF”) for success by working with a group of GGRF awardees to understand the current state of the market and delivering this white paper on best practices for GGRF investments.

Special thanks to Billy Briscoe, Stephen K. Brown Sr., Tyler Archie, Charlotte Edwards, Vickie Jones, Cassandra Williams, [Suprell] Hodges, Danielle Ware, Matt Bevins, Nelson Conteh, Kirsten Stasio, Asheesh Bhalla, Greg Zegas, Tate Hill, Ushan Samarakone, Yeng Her, Pamela Mostert, David Blaine, Dan Carol, Rachel Halfaker, Amanda Li, Lindsey Arita, Frank DiGiammarino, Rachel Reilly, Callahan Seltzer, Alexander Meeks, and others for their participation and contributions leading up to this publication.

Our Partnership

Banyan is a leading project finance software platform; Elemental is a nonprofit investor scaling climate technology with deep community impact; and the CIC is a philanthropic platform supporting project sponsors and capital providers. The team worked with a cohort of GGRF fund recipients, including the Nevada Clean Energy Fund, Clean Energy Fund of Texas, Access + Capital, and others. Together, we shared the best practices to deploy funds into the communities that need it most and invest in essential housing, energy, transportation projects, and many other areas. By equipping these community-focused financial institutions with cutting-edge digital tools, expert guidance, and industry best practices, this partnership aims to accelerate the deployment of GGRF funds.

- Banyan provided access to industry-leading software which incorporates best practices into various tools to scale GGRF investments, including GGRF scorecards, underwriting checklists, impact tracking, compliance, monitoring, and reporting.
- CIC provided research into and technical assistance in demonstrations that carry possible projects from ideation to funding.
- Elemental supported this partnership in developing these best practices for the benefit of the GGRF community.

Thoughts From The Partnership Team

Rachel Halfaker, Community Infrastructure Center Director at Milken Institute, said, “We know we can’t solve these challenges alone, and by designing shared solutions for both financiers and project sponsors, we can develop standard models and, importantly, create greater transparency and support systems to help traditionally underserved communities tap into these new and existing products — many for the first time. Through this partnership, we look forward to providing a platform to support a growing project pipeline from conception to financing and contributing to industry best practices for greater adoption.”

Will Greene, CEO of Banyan Infrastructure, shared, “Project financiers desperately need a collaborative ecosystem for accelerating both the deployment and recycling of capital. Banyan Infrastructure seeks to become the connective tissue in that ecosystem, and this partnership with Milken Institute and Elemental Excelsior brings us one step closer to doing just that. By sharing networks, resources, and expertise, our efforts will help green banks, community development financial institutions, and other community lenders maximize their financing opportunities and transform this historic \$27 billion fund into a more liquid and connected marketplace that remains accessible even after the initial funds are invested.”

Introduction

Why Operational Best Practices Matter

Public funds require the highest standard of care, including ensuring fair use, transparency in fund management, and adherence to all applicable rules and regulations. In the case of GGRF funds, expectations run high across key objectives: deliver impact, recycle capital, and bear the risk of loss, including, at times, in complex investment structures.

Operational excellence is vital to ensuring the safe handling and stewardship of public funds.

What is the Greenhouse Gas Reduction Fund?

The Greenhouse Gas Reduction Fund (GGRF) is a \$27 billion first-of-its-kind, national-scale program to mobilize public and private capital. This program aims to address the climate crisis, ensure the United States' economic competitiveness, and promote energy independence while delivering lower energy costs and economic revitalization to communities that have been historically left behind. Awardees of this public capital know that with public funds come high standards of care—including transparent and meaningful reporting on the disadvantaged communities served, greenhouse gas emission reductions achieved, and private capital mobilized, to name just a few.

GGRF Objectives¹

- **Reduce Greenhouse Gas Emissions and Other Air Pollutants:** The primary goal is to dramatically reduce greenhouse gas emissions, significantly contributing to the fight against climate change.
- **Deliver Benefits to Americans, Particularly Low-Income and Disadvantaged Communities:** GGRF-funded projects will improve air quality, particularly in disadvantaged communities that often have historically been underserved in the fight against climate change.
- **Mobilize Capital:** The deployment of GGRF will drive economic development, create well-paying jobs in sectors focused on clean energy and climate solutions, and stimulate additional financing to impact projects.

Target Recipients

- **State and Local Governments:** Includes city, county, and Tribal governments seeking to implement climate action plans and develop clean energy infrastructure.

¹ See “About the Greenhouse Gas Reduction Fund | US EPA,” US EPA, April 22, 2024, <https://www.epa.gov/greenhouse-gas-reduction-fund/about-greenhouse-gas-reduction-fund>.

- **Nonprofit Organizations:** Nonprofits working on climate change mitigation, environmental justice initiatives, and community-based projects.
- **Green Banks:** Mission-driven financial institutions that leverage public and private funds to support clean energy and climate-focused investments.
- **Community Development Financial Institutions (CDFIs):** Lenders focused on providing financing and development services to underserved communities.

National Clean Investment Fund

Under the \$14 billion National Clean Investment Fund program (NCIF), EPA selected three applicants to establish national clean financing institutions that deliver accessible, affordable financing for clean technology projects nationwide, partnering with private-sector investors, developers, community organizations, and others to deploy projects, mobilize private capital at scale, and enable millions of Americans to benefit from the program through energy bill savings, cleaner air, job creation, and more.²

Clean Communities Investment Accelerator

Under the \$6 billion Clean Communities Investment Accelerator program (CCIA), EPA has selected five applicants to establish hubs that provide funding and technical assistance to community lenders working in low-income and disadvantaged communities, providing an immediate pathway to deploy projects in those communities while also building the capacity of hundreds of community lenders to finance projects for years.³

Solar for All

Under the \$7 billion Solar for All program (SFA), EPA has selected 60 applicants - including states, territories, Tribal governments, municipalities, and eligible nonprofit recipients to expand the number of low-income and disadvantaged communities primed for distributed solar investment—enabling millions of low-income households to access affordable, resilient, and clean solar energy. Grantees will use funds to expand existing low-income solar programs or design and deploy new SFA programs nationwide.⁴

Key Concepts

Each GGRF program refers to specific common terms—key concepts are noted below.

² See: <https://www.epa.gov/greenhouse-gas-reduction-fund/national-clean-investment-fund>

³ See: <https://www.epa.gov/greenhouse-gas-reduction-fund/clean-communities-investment-accelerator>

⁴ See: <https://www.epa.gov/greenhouse-gas-reduction-fund/solar-all>

- **Low-Income and Disadvantaged Communities (LIDACs):** Although the Inflation Reduction Act does not formally define LIDACs, EPA recommends grantees use the [Climate and Economic Justice Screening Tool](#) and the [Environmental Justice Screening and Mapping Tool](#) to identify LIDACs in their communities. These tools identify LIDACs by assessing indicators for burden categories: air quality, climate change, energy, environmental hazards, health, housing, legacy pollution, transportation, water and wastewater, and workforce development.
- **Qualified Projects:** a qualified project is any project, activity, or technology that either (A) **reduces or avoids greenhouse gas emissions** or other forms of air pollution in partnership with, and by leveraging investment from, the **private sector** or (B) **assists communities** in the efforts of those communities to reduce or avoid greenhouse gas emissions and other forms of air pollution.⁵ Notably, the EPA does not intend to support research and development⁶ or pre-commercial technologies.⁷
- **Eligible Financial Assistance:** Eligible financial products including but not limited to **loans, equity investments, loan guarantees, credit enhancements, forgivable and partially forgivable loans, purchase of loans, lines of credit, and debt with equity features**. The EPA expects the products to include substantially **better-than-market interest rates**, and the EPA does not expect to consider grants as a financial product. However, it does expect to allow a limited amount of funds for predevelopment expenditures that are necessary and reasonable for the deployment of funds such as **site assessments (e.g., energy audits), financial feasibility studies (e.g., solar resource studies), and other pre-development activities (e.g., design & engineering support, permitting support)**.⁸
- **Priority Project Categories:** These categories include (A) distributed energy generation and storage, (B) net-zero emissions buildings, and (C) zero-emissions transportation. Importantly, CCIA awardees must use funds for both “qualified projects” and “priority projects”.⁹

In addition, each program has defined Grant Activities and Types of Projects as follows.

Table 1: GGRF Grant Activities & Types of Projects

⁵ 42 U.S. Code § 7434 - Greenhouse gas reduction fund, Section 134(c)(3)

⁶ As defined in 2 CFR section 200.1

⁷ Technologies that have not been installed and used in at least three commercial projects in the United States in the same general application

⁸ EPA Notice of Funding Opportunity, available at <https://www.grants.gov/search-results-detail/349234>; pg 10 of Funding Opportunity Number EPA-R-HQ-NCIF-23

⁹ EPA Notice of Funding Opportunity, available at <https://www.grants.gov/search-results-detail/349233>; pg 11 of Funding Opportunity Number EPA-R-HQ-CCIA-23

	Grant Activities	Types of Projects
NCIF	Financial Assistance & Predevelopment Expenditures	Qualified Projects
CCIA	Grantees will provide capitalization funding (up to \$5 million per community lender), technical assistance sub-awards (up to \$625,000 per community lender), and technical assistance services to community lenders, with at least 95% (per implementation framework) of grant funds passing through directly to community lenders.	Qualified Projects + Priority Projects
SFA	Grantees will provide subsidies and other financial assistance to residential rooftop and residential-serving community solar projects in and benefiting low-income and disadvantaged communities in addition to project-deployment technical assistance such as workforce development, community outreach, and other project-deployment support (e.g., interconnection technical assistance, siting and permitting support) to help overcome barriers to solar deployment.	Residential rooftop and community solar photovoltaic (PV) projects, associated storage, and enabling upgrades.

For New Entrants

The GGRF is an opportunity for many recipients to reach further into the communities they serve with more capital and new programs that combine lending practices with tax and other incentives, including Direct Pay. At the same time, subrecipients, CDFIs, and new green banks are coming to the market, including to perform first-of-a-kind financing, either for their organizations or technologies. Some recipients and subrecipients seek to augment their existing programs. Others seek to develop into new areas, such as direct lending and project finance in commercial sectors (e.g., to fund community solar, battery storage, and energy efficiency in multi-family housing and other segments).

This white paper and the partners that contributed thought leadership and expertise seek to help GGRF fund recipients, especially the new entrants, set themselves up for success by bringing them operational best practices.

For Existing Investors Looking To Scale

With GGRF funds catalyzing sustainable infrastructure market growth, many established impact investors are preparing and planning for acceleration. Here's why a well-defined, robust foundation of operational best practices is critical to successfully achieve a rapidly growing portfolio with minimal friction:

- **Efficiency and Impact:** Streamlined operations, from due diligence and underwriting to portfolio management, minimize unnecessary costs and delays. These new processes and

systems allow more funds to flow directly towards achieving the intended impact. Well-defined processes also help ensure investments align closely with the fund's goals, amplifying their effectiveness.

- **Scalability:** Effective operational models enable funds to scale their investments without compromising impact. Transparent decision-making processes, well-defined roles, and efficient communication channels facilitate growth while maintaining operational integrity and are crucial for expanding a fund's positive impact over time.
- **Risk Mitigation:** Robust operational frameworks, including risk identification and mitigation strategies, safeguard investments from unforeseen losses, especially risks, as the portfolio undergoes rapid growth. This protects the fund's financial sustainability and ability to deliver on its mission. Risk management practices also enhance investor trust, demonstrating responsible stewardship of funds.

For GGRF

Lastly, GGRF represents an unprecedented opportunity to catalyze climate action. Implementing operational standards for recipients is essential for the program's effectiveness for several reasons:

- **Consistency and Accountability:** Defined standards ensure that GGRF funds are used responsibly and effectively across all projects, promote accountability, and foster public confidence in the program's outcomes.
- **Impact Measurement and Reporting:** Clear standards enable standardized impact tracking and reporting across diverse projects, which is crucial in demonstrating the overall success in achieving GGRF's desired objectives—reducing greenhouse gas emissions, delivering benefits to disadvantaged communities, and mobilizing private capital.
- **Risk Mitigation:** Standards around risk management, due diligence, and compliance help safeguard GGRF funds from potential misuse or mismanagement, ensuring the program's long-term sustainability.
- **Best Practice Sharing:** Common standards facilitate the exchange of knowledge and best practices among GGRF recipients, promoting continuous improvement and innovation and maximizing the program's impact.

In short, thoughtful operational structures streamline investment processes, reduce risk, facilitate growth, and ensure accountability. These elements are vital for investors seeking to maximize their positive impact on society and the environment while maintaining financial prudence. A commitment to operational excellence ensures funding is utilized effectively, builds investor confidence, and ultimately amplifies the impact of GGRF investments.

Best Practices for GGRF Fund Management

Governance

The allocation of resources, including budget, equipment, and people's time, ultimately results from the investment manager's governance structure. Effective governance involves explicit oversight mechanisms, decision-making processes, and transparent conflict-of-interest policies. These elements safeguard the fund's mission, promote investor confidence, and contribute to long-term success.

Strong governance of public funds ensures that resource and investment decisions are fair, transparent, and consistent. Conflicts of interest, whether actual or perceived, are eliminated. Material management decisions follow a consistent, well-documented decision process, typically made by committees of voting members, with consideration given to recommendations made by non-voting members or sub-committees. No veto or other ultimate decisioning rights are provided to select or small groups of voting members, ensuring fair and balanced decision-making. Investment decisions, in particular, are usually made by a committee to ensure internal and external stakeholder management. Independent parties (e.g., Board, Internal/External Audit) provide oversight and accountability.

A typical governance structure for an impact investor includes executive leadership with responsibilities for crucial disciplines (e.g., CEO, CFO, COO, General Counsel, CIO, CRO) and delegates in critical areas of responsibility (e.g., Head of Origination, Head of Portfolio Management, Treasurer, Head of Accounting, Head of Communications, Head of Compliance, Head of IT, etc.).

Governance Recommendations

Establish GGRF policy to which all employees associated with GGRF management will adhere, that acknowledges the high governance standards of managing public funds, including the following:

- Roles of GGRF investment managers, especially investment committee members (both voting and non-voting)
- Conflicts-of-interest policy (e.g., abstaining from voting if ever there is an apparent or perceived conflict of interest)

Sufficient Staffing And Operational Resources

Sufficient staffing and resourcing give confidence in the business's continuity. Successful investment managers are staffed and resourced for continuity across go-to-market strategy, origination, underwriting, closings, portfolio management, and communication of the fund's accomplishments to

stakeholders, including the EPA in addition to operational support from IT to third party consultants and administrators—all with a higher level of transparency than expected in a private organization.

Staffing and Operations Recommendations

A best practice is to develop a business continuity and succession plan. Identify key personnel and invest in critical person insurance (such as Directors & Officers and Errors & Omissions coverage). Consider also developing a Disaster and Recovery Plan to prepare for operational disruptions, even if they are low-probability because of their potential high impact.

Retaining top talent at all levels is always a risk, and the common practices are well known, such as ensuring mission alignment when hiring individuals and structuring compensation and benefits at least at market levels.

When it comes to the best practices of finding and retaining talent, especially when the work itself is complex and the compensation and benefits similar across many organizations, one looks a level deeper. Please see below.

Company Culture

According to Indeed, company culture is “very important” to 72 percent of job applicants.¹⁰ Develop an atmosphere of ethical and equal management and treatment of all. Focus on trust and transparency and support employees’ career goals. Offer professional development opportunities, including career paths in various parts of the organization. In GGRF fund management, ensuring employees are mission-aligned is vital to preserving company culture.

Support Information Worker Productivity

Investment management is a workforce of information management professionals. Typically, 80% of the expense profile of an investment manager is salaries and benefits. Personnel find job satisfaction in managing, well to very well, the body of information they are responsible for, solving problems therein, and making decisions that lead to good outcomes. The tools that make information management workers most effective include:

- Project management: keeping track of tasks, deadlines, and communications across teams
- Communication and collaboration: facilitating real-time communication and information sharing
- Cloud storage and file sharing: allowing for easy access and collaboration anywhere
- Automation: Especially with repetitive tasks, freeing up time for higher-level work
- Time management: help them track time spent and improve focus

¹⁰ See: <https://www.indeed.com/hire/c/info/business-in-culture>

Financial Goals

The organization should have clear financial goals in the categories below to provide each business unit (e.g., residential lending, commercial lending, project finance/direct lending) with the same. This clarity allows managers to break down the organizational goals into shorter-term objectives with routines at a pace that fits their organizational capacity. Key financial goals include:

- Capital Allocation (\$)
- New Commitments (\$)
- Target Risk (on a portfolio level: risk rating, expected losses; deal level: minimum acceptable risk rating)
- Target Returns (on a portfolio level)
- Deal level IRR, MOIC (acceptable ranges)

The financial goals should be tied to revenue targets sufficient to support the organization's expense profile. Managers are responsible and accountable for significant negative variances from reasonable targets.

Operational Budgets

Provide each business manager with a suitable annual operational budget to meet their goals, including the following:

- Headcount/staffing (total labor)
- Technical assistance (legal, financial, other)
- Operational (IT, third-party services)
- Allocations for central services (e.g., HR, Finance, Marketing, etc.)

Each manager should be responsible for their business unit's expense profile, including managing significant positive or negative variances to the agreed-upon budget (except allocations beyond their control).

Self-Sufficiency

At a minimum, the combined financial goals and operational budgets should show a path to "self-sufficiency" (i.e., net income generation) in an acceptable time frame, assuming a new business line. GGRF recipients may be not-for-profit, however, using funds (NCIF and CCIA) sets the expectation that all fund receipts will be recycled into capital for re-investment. It is best to ensure that the organization will be self-sufficient with the capital allocated, assuming financial goals are met, and operational budgets are controlled. Continuous capital-raising activities should not be a primary

source of capital to sustain the business unless the organization grants funds or provides concessionary capital.

Recommendation: Annual Business Planning

Practically, annual business planning is a best practice to (re)align managers around the business objectives and pathways to achieve strategic goals. Business plans can force critical decisions on capital and budget allocation (including staffing and operational investments), business objectives, and key performance indicators. Year after year, this exercise provides managers an opportunity for formal business evaluation, including course correction if needed.

Origination

Origination refers to identifying investment opportunities and qualifying them for investment (e.g., passing initial screening processes, at minimum, but also due diligence to a point where they are ready for committee approval). In this document, we separate origination activities from many other sales, marketing, and communications activities. This paper recommends grouping general marketing and stakeholder reporting into an externally facing “communications” group.

GGRF recipients must follow a fair and consistently applied investment opportunity “intake” process to ensure a fair and competitive process for all potential investees. The intake procedure, diligence, evaluation, and approval process should be uniform for similar investments.

Recommendation: Digital RFP Or Similar “Intake” Process

We recommend that each potential end-user or investee of GGRF funds respond to a publicly available “request for proposals” (or similar application document) that outlines the types of investment opportunities available, information required for screening and initial due diligence, decision criteria, and expected timelines. This intake process is often at or near the beginning of an auditable paper trail and is best digitized to ensure consistent treatment.

Ensure Alignment with GGRF Funds’ Intended Use

The three GGRF Funds allow for different uses of funds, notably, two primary pathways: 1. Direct Investments (NCIF) and 2. Indirect Investments (CCIA). The SFA is the third pathway for EPA funds, which provide financial and technical assistance to benefit from zero-emission technologies. Under this pathway, the funds enable low-income and disadvantaged communities to deploy or benefit from residential and community solar photovoltaic (PV) projects, associated storage, and enabling upgrades.

Recommendation: Investment Screening

Set your investment screening tools to ensure alignment with the GGRF's intended use. All investments should pass initial screening to advance to the next stage, for example, the EPA “Qualified Project Checklist” (see illustrative example below, as provided in the NCIF Notice of Funding Opportunity).

Table 2: Qualified Project Checklist (Illustrative, NCIF)

Qualified Project Checklist ¹¹	
Requirement	Rationale
<input type="checkbox"/> Would the project, activity, or technology reduce or avoid greenhouse gas emissions (including carbon dioxide, hydrofluorocarbons, methane, nitrous oxide, perfluorocarbons, and sulfur hexafluoride) consistent with the climate goals of the United States?	[Determined by project category, transaction, etc.]
<input type="checkbox"/> Would the project, activity, or technology reduce or avoid emissions of other air pollutants ?	[Determined by project category, transaction, etc.]
<input type="checkbox"/> Would the project, activity, or technology deliver additional benefits to American communities within one or more of the following seven categories? <input type="checkbox"/> Climate change	[Determined by project category, transaction, etc.]

¹¹ See [EPA-R-HQ-NCIF-23-Full Announcement - Full Announcement.zip](https://www.grants.gov/search-results-detail/349234), available at <https://www.grants.gov/search-results-detail/349234>

<input type="checkbox"/> Clean energy and energy efficiency <input type="checkbox"/> Clean Transportation <input type="checkbox"/> Affordable and sustainable housing <input type="checkbox"/> Training and workforce development <input type="checkbox"/> Remediation and reduction of legacy pollution <input type="checkbox"/> Development of critical clean water infrastructure	
<input type="checkbox"/> May the project, activity, or technology not otherwise have been financed?	[Determined by project category, transaction, etc.]
<input type="checkbox"/> Would the project, activity, or technology mobilize private capital?	[Determined by project category, transaction, etc.]
<input type="checkbox"/> Would the project, activity, or technology support only commercial technologies?	[Determined by project category, transaction, etc.]
If the project, activity, or technology would fail to meet any of the six eligibility requirements above, then it would not be a qualified project .	

Similar investment screens should be used to ensure, alignment with program goals, as applicable, including to expend at least 40% of funds to provide financial assistance to LIDACs.

Recommendation: Standardize The Investment Process

We recommend standardizing the investment process from intake to close, including using technology. Generally, we recommend a process as follows, understanding that the information collection (e.g., question-and-answer) and decision criteria for each firm and individual investment may vary by GGRF program, target end-user, investment type, technology, and other factors.

1. **Intake:** Public RFP or similar application process
2. **Initial Screening:** Scoring or similar methodology to ensure fit with an investment manager (including those for “Qualified Projects” and “LIDAC Communities” provided above)
3. **Initial Due Diligence:** Due diligence is needed to proceed to a term sheet (including NDA and initial information collection)
 - a. **Deal Overview:** Present “deal overview” to the investment committee for approval to then proceed with:

- b. **Term Sheet or Quote:** To provide critical commercial investment terms (binding/non-binding decided by investment committee or delegatee)
 - c. **Exclusivity:** Consider a request for exclusivity period (e.g., Outright exclusivity or right-of-first-refusal to provide investment on potential competitor terms)
- 4. **Detailed Due Diligence:** Present full investment memo to investment committee for decision, following a standardized template
- 5. **Investment Committee Approval:**
 - a. **Qualified approval:** Approval with conditions to be met by the investee
 - b. **Unqualified approval:** Terms as approved must be included in the final agreement with no changes
 - c. **Rejection:** Reasons for rejection recorded and communicated to applicant
 - d. **No decision:** If a decision cannot be reached due to failure to meet quorum or similar
- 6. **Documentation:** Legal agreements completed with approved terms
- 7. **Final reviews:** Teams may review/comment with certifications of final documentation by key managers, i.e.,
 - a. **Legal/Compliance:** Certifies legality and adherence to GGRF program requirements
 - b. **Investments:** Certifies final documentation, including approved terms include any qualifications provided by the investment committee
 - c. **Risk:** Certifies adherence to risk management protocols and “fit” with risk-policy
 - d. **Other:** Consider reviews by other personnel, including Finance, Portfolio Management, Treasury, Accounting, or others as needed. Such reviews may require certification or not to proceed according to the organization's needs
- 8. **Close:** Confirmation by all parties that conditions precedent to close are met

Recommendation: Due Diligence

Due diligence of investment opportunities should be conducted with consistent consideration of critical categories, including, as decided by management and as applicable to the type of lending activity (e.g., consumer vs. commercial): KYC/AML and management team review, primary (e.g., revenues or personal credit) and secondary (e.g., guarantors and collateral) forms of repayment, sources and uses of capital (including equipment manifest, if appropriate, especially for tax credits), all parties involved including roles and material agreements, key risks including those related to credit, market and operational risks, risk mitigants, risk rating, and pricing comparison, a summary of ESG/community benefits (including estimated capital mobilization ratio), potential issues and expected agreements thereon.

If commercial or project-based lending, the category includes financial analysis, including base, stress, and downside cases; summary of collateral and valuation, including “ways out” analysis; summary of affirmative covenants and investment/risk monitoring plan; KPIs for investment

monitoring, including transaction level (e.g., DSCR) and asset-level (e.g., revenues, energy production); and critical credit ratios (e.g., DSCR, Global DSCR, current ratio, overall leverage ratio).

Close

“Close” occurs when all parties agree to the transaction, including all final documentation and confirm all conditions precedent to close have been met. The closing process differs depending on the transaction type (i.e., commercial close typically occurs by conference call and is managed by legal representatives; small commercial and residential transactions may be done by notary or online signatures).

Recommendation: Flow of Funds and Verification of Wiring Instructions

In any case, best practices for close include confirming that all conditions precedent are met and that instructions for any flow of funds at close are provided to treasury managers ahead of time and reconfirmed at the close. Best practice includes verifying all wire instructions by a callback to a different person (i.e., another finance manager) than the one who initially provided the wiring instructions. Any change to the wiring instructions is reverified by callback whenever a change is made, including source, destination, date, amount, or “for further credit” instructions.

Portfolio Management

Portfolio Management and transaction monitoring begins at close, including setting the transaction up for financial management in the middle office (forecasting, investment/loan servicing, risk monitoring, and management reporting) and back office (accounting, tax, and compliance monitoring).

Recommendation: The Middle Office

Ideally, middle-office teammates ensure the accuracy of transaction information across all areas and organize the flow of such information. They are responsible for notifying all teammates of any emerging or actual Event(s) of Default. Various practices that help them ensure this is the case include:

- **File Management:** Centralized and transparent organization of “master” or “final” files with all documents related to the transaction. Working and draft files should be “archived,” and all governing and approval documents should be clearly labeled, dated, and organized for easy navigation. File management is the responsibility of every employee; however, the middle-office team should take ownership and enforce all policies.
- **“Notice” Monitors:** Middle-office personnel should monitor all investment-related “notices,” i.e., official communications from borrowers of activity, reports, and funding requests. The

middle office is responsible for actioning all notices with back-up from legal or other teammates.

- **“Security Master”:** A database that holds the critical financial information of every transaction (i.e., current interest rate, balance, closing date, maturity date, PIK features, etc.). The Security Master should be the single source of truth for all related calculations (e.g., front, middle, and back-office related)
- **Forecasts:** A financial model of the transaction, ideally following the same format as the base case model, tracks variance to the underwriting case and is compared to accounting information for accuracy. These forecasts are rolled up to a portfolio-level view, which is also maintained by the middle office to inform strategic planning, capital, and liquidity management.
- **Funding Checklists:** When a funding request is made, middle-office personnel have prepared checklists of required documentation (confirming all conditions precedent to funding) and internal checks before wiring any funds.
- **Reporting Covenant Monitors:** A database of all affirmative covenants for every borrower, including transaction, legal clause, date(s) due, and status. The middle office needs frequent reporting, and immediate action for any delinquency should be taken to ensure lenders do not accrue lender liability for any inaction.
- **Collateral Monitors:** Responsible for the safety of all collateral documents (e.g., original Notes, security documents, etc.) and creating a summary of all collateral documents, including any renewals (e.g., UCC filings to occur or re-occur, position, and type).
- **Bank Accounts:** Ensure appropriate middle-office teammates can access (read-only or with authorities, as needed) all accounts (e.g., escrow, deposit accounts, operating accounts, etc.) and are clear about procedures to take control of accounts when/if needed (as in an Event of Default) and report balances on a timely basis. The middle office also ensures that borrowers’ interest or other reserve balances are in compliance.
- **Cash Reconciliation:** Monitors for all “cash breaks,” i.e., if a cash amount that is expected to flow (per forecasts or expected funding activity) does not occur in precisely the correct amount and on the correct day, an investigation is conducted to understand where the error occurred (e.g., in the forecast, the accounting system, or with a counterparty). All such cash breaks are settled on a timely basis, notably within the “grace periods” found in legal agreements.
- **Modifications, Amendments, Waivers, Payoffs:** Middle-office personnel are responsible for processing any and all changes to investment agreements, including exits/paydowns and collateral lien releases, and ensuring all necessary approvals are provided, files are managed, and data is updated accordingly across all front, middle, and back-office teammates. Decisions regarding material modifications (e.g., changes to key terms of investment agreements, including changes to reporting requirements) are made by front-office staff, but actioning such decisions, once made, can be delegated to middle-office staff.

Recommendation: The Back-Office

The back office includes key personnel in Finance: Controller, Treasury, Accounting, Tax, and Audit and others. Middle office and back office teammates, especially, should collaborate: comparing forecast information to actuals on at least a monthly basis and ensuring all month-end records match. Discrepancies should be investigated and settled. “Actual” reporting should only occur from accounting records (i.e., not a separate analysis performed by middle-office personnel). Best practices include:

- Treasury manages all cash and liquidity, ensuring sufficient funds are available for all closings (pipeline) and fundings (portfolio). Treasury manages commercial banking relationships, organizational credit facilities, and all cash movements. Middle-office analyses inform Treasury of pipeline and portfolio cash forecasts. In the short term, Treasury may rely on middle-office liquidity analysis. Treasury should also monitor balances of investor capital committed/called and analyze and process all such capital calls on time. Treasury should recommend the timing and size of capital needs to the CFO.
- Tax should manage all tax compliance activities of the investment manager (not that of investees, e.g., Direct Pay), including forecasting tax obligations for Treasury (assuming investment managers are not tax-exempt).
- Internal Audit teammates are typically extensions of Board members (or equivalent bodies with oversight) who act independently from executive leadership and report directly to the Board. They should inspect for variances from agreed-upon processes and procedures in all areas of the investment manager to ensure that controls are adhered to and governance occurs as expected.
- External Audits should complement internal auditors, including reviewing financial statements for accuracy. A common practice for external auditors is to confirm that borrower and lender year-end balances match each other's records. Further investigation or explanations must be provided if the record does not match.
- Other external or independent third parties are helpful in ensuring fair and accurate representations of back-office personnel. The fact that independent parties are not incentivized by investment performance is key to their ability to judge risk, valuations, financials, and other representations made by the management team fairly.

Recommendation: Financial, Transaction, and Portfolio Reviews

The middle office should report on all significant activities related to the portfolio monthly: closings, exits, fundings, material modifications, investigations, impact reports, etc. Monthly transaction reviews are an opportunity to surface “troubled” investments for front-office and senior managers and to decide if heightened monitoring practices are needed. Monthly reporting may be summarized and presented orally to ease the reporting burden on middle-office teams. Quarterly, a formal review of all transactions in the portfolio should be conducted, including updating all agreed-upon

transaction and portfolio level KPIs, risk ratings, and summaries of current and forecast activity, including variances to the underwriting case. The middle office should prepare all information for the front office to review. The front office should recommend any transaction-level actions for investments they have underwritten or maintained credit responsibility. A monthly financial management report should be presented to senior leadership, including all summary enterprise, portfolio, and transaction-level information, including revenues, expenses, net income, and financial performance ratios. The monthly financial management report should have representation from all Finance leads (e.g., Tax, Audit, Accounting, Middle Office).

Recommendation: Risk Monitoring

While middle-office teammates monitor all activities according to the agreements, risk personnel are responsible for risk mitigation, management, and transfer practices related to the transaction, portfolio, and enterprise-level activities. Risk approves all risk decisions and monitors risk at all three levels, which generally include:

- **Transaction Level:** Collateral package, validity/reliance upon warranties, insurance policies, and “ways out” analyses of transaction structures, and assessing/approving the “probability of default” and “loss given default” metrics and transaction-level loss reserves. Risk teammates are responsible for working cross-functionally in the event of default to ensure resolution, up to and including through bankruptcy.
- **Portfolio Level:** Hedges, back-leverage amounts, concentration risks (e.g., technology, geography, etc), correlation risks, loan loss reserves.
- **Enterprise Level:** D&O, E&O, and cybersecurity insurance policies, counterparty credit risks concentration (including reliance upon financial institutions), Business Continuity, Disaster & Recovery Planning.

Recommendation: Valuation

GGRF recipients will make many debt investments, some of which will require maintenance of loan loss reserves and must be monitored for impairments. Although not all accounting regimes (e.g., GASB) require accounting measures for such activities, Banyan recommends that lenders do so as a best practice, if not an accounting practice. Generally, loans and financing receivables are recorded at their cost basis, less any provision for losses. Lenders should monitor their portfolios for potential losses and then take steps to recognize a potential loss, which should be followed consistently since inception. Banyan recommends that a valuation committee or similar group make recommendations to the Head of Accounting.

Potential loss provision for a loan portfolio can be assessed using a simple framework: the estimated probability of default (%) multiplied by the estimated loss given default (\$), summed across all investments. Lenders should include both committed but undrawn and funded balances in their

analysis. Factors included in each input vary by borrower, security, market conditions, and other factors. Generally, factors used in the underwriting decision are re-evaluated within this framework for changes that may increase or decrease the input.

An investment should be recommended for an impairment if the present value of future cash flows is less than the outstanding investment balance or if payments are delinquent for 60, 90, or 120 days (or another value, according to accounting policy). Impairments are generally three kinds, in order of escalation: non-accrual, specific provision for losses, or written-off.

An overall measure of a fund's performance is its Net Asset Value ("NAV"). Changes in NAV due to loss provisions, impairments, etc., are essential to monitor and should be investigated by key stakeholders. Highly volatile changes in NAV can signal distress.

Stakeholder Reporting

Above, we discussed that GGRF (or any public) funds come with the highest standard of care to ensure fair use, transparency in fund management, and adherence to all applicable rules and regulations. Stakeholders include internal (e.g., management and senior leadership), external (board, investors, or capital providers including EPA) parties, and the public. A full suite of stakeholder reporting includes those across strategic, planning, financial, and impact/community benefits.

Recommendations: Stakeholder Reports

We recommend the following weekly, monthly, quarterly, annual, and ad hoc reports to ensure your investment management team runs smoothly.

Weekly

- Pipeline (by key stages) & Expected Close Dates
- Liquidity / Cash Forecast
- Portfolio Activity (e.g., fundings, material modifications, summary of key statistics including for borrower compliance)
- Financial "Flash Report" (i.e., summary level financials such as revenues, expenses, net income, and portfolio including deployed and committed amounts, each with year-to-date values and (+/-) variance to an annual plan)
- List of upcoming reports in the next 60 days

Monthly

- Financial Management Report (expanded version of weekly with detail across portfolio and organizational KPIs)
- Portfolio Review (summary level)
- Loss Reserve Review

Quarterly

- Unaudited financials
- Portfolio Review (transaction-level, including to compare actual performance to underwriting case, confirm or change risk ratings and resultant loan loss reserve)
- Impact Report (management / EPA reporting)
- Business Plan and any significant variances thereto
- Strategic Financial Model Review

Annual

- Business Plan
- Audited Financials
- Public Impact Report

Ad Hoc / As Needed

- Transaction Profiles for Direct Investments (within 30 days of closing)

GGRF Reporting

GGRF recipients will have specific reporting requirements. At the time of this publication, the terms and conditions of many awards are being negotiated, and to our knowledge, final rules have yet to be written. However, the Notices of Funding Opportunity for each program contained rich information about what to expect. Below, we have gathered and summarized key information about GGRF reporting requirements.

We expect EPA will only collect reporting information from each grantee (rather than each subrecipient). Still, each grantee may need to collect reporting information from subrecipients to meet these reporting requirements. We recommend that all GGRF fund recipients prepare.

Program Performance Reporting:

EPA will require each grantee to submit quarterly performance reports within 30 days after the end of each reporting period (and with additional requirements for every fourth quarterly report, i.e.,

annually) and a final performance report within 90 days after the term of the award. EPA will require that each grantee's Chief Executive Officer and Chief Reporting Officer review and submit each report. EPA will use information from these reports as part of program-wide public reporting, except to the extent such information includes confidential business information (CBI) or personally identifiable information (PII).

Included below is selected information (not comprehensive) from various programs that EPA may require in these reports.

Table 1: Expected NCIF Reporting Requirements

Category	Sub-Category	Quarterly Reports	Annual Reports	Final Report
Grant Expenditures	Program expenditures	✓	✓	✓
	Closed transactions ²⁰	✓	✓	✓
	Current transaction pipeline	✓	✓	✓
Environmental Outputs and Outcomes²¹	Climate and air pollution benefits	✓	✓	✓
	Equity and community benefits	✓	✓	✓
	Market transformation benefits	✓ <i>(plus case studies)²²</i>	✓ <i>(plus case studies)</i>	✓ <i>(plus case studies)</i>
Program Evaluation and Other Evidence-Building	Program evaluation	×	✓	✓
	Other evidence-building	×	✓	✓

Table 2: SFA Expected Environmental Reporting

Category	Example Solar for All Outputs	Example Solar for All Outcomes ¹⁸
Climate and Air Pollution Benefits	<ul style="list-style-type: none"> • Number of projects financed by geography and type of project (residential rooftop solar, residential-serving community solar) (#) • Solar capacity installed by geography and type of project (MW) • Storage capacity installed by geography, type of project (MWh) 	<ul style="list-style-type: none"> • Clean energy generation by geography, type of project, and technology (MWh) • Greenhouse gas emissions reduced and avoided by geography and type of project (tons CO₂e) • Other air pollution reduced and avoided by geography and type of project (tons other air pollutants such as particulate matter, nitrogen dioxide, ozone, etc.)

Category	Example Solar for All Outputs	Example Solar for All Outcomes ¹⁸
Climate and Air Pollution Benefits	<ul style="list-style-type: none"> • Number of projects financed by geography and type of project (residential rooftop solar, residential-serving community solar) (#) • Solar capacity installed by geography and type of project (MW) • Storage capacity installed by geography, type of project (MWh) 	<ul style="list-style-type: none"> • Clean energy generation by geography, type of project, and technology (MWh) • Greenhouse gas emissions reduced and avoided by geography and type of project (tons CO₂e) • Other air pollution reduced and avoided by geography and type of project (tons other air pollutants such as particulate matter, nitrogen dioxide, ozone, etc.)

Category	Example Solar for All Outputs	Example Solar for All Outcomes ¹⁸
Climate and Air Pollution Benefits	<ul style="list-style-type: none"> • Number of projects financed by geography and type of project (residential rooftop solar, residential-serving community solar) (#) • Solar capacity installed by geography and type of project (MW) • Storage capacity installed by geography, type of project (MWh) 	<ul style="list-style-type: none"> • Clean energy generation by geography, type of project, and technology (MWh) • Greenhouse gas emissions reduced and avoided by geography and type of project (tons CO₂e) • Other air pollution reduced and avoided by geography and type of project (tons other air pollutants such as particulate matter, nitrogen dioxide, ozone, etc.)

Table 3: CCIA Expected Environmental Reporting

Category	Example Outputs	Example Outcomes
Climate and Air Pollution Benefits	<ul style="list-style-type: none"> Projects financed (<i>total, by project category</i>) Projects deployed (<i>total, by project category</i>) <p><i>Note: Additional detail will be expected on each project, which may vary by sector and technology. Distributed generation and storage projects may include nameplate generation/storage capacity (MW) as well as clean energy generated (MWh). Net zero-emissions buildings projects may include number of buildings and homes retrofitted (including type of retrofit e.g., full electrification) as well as number of newly constructed net zero-emissions buildings and homes (including building-level details e.g., square footage). Zero-emissions transportation projects may include number of light-, medium-, and heavy-duty vehicles financed, number of electric vehicle chargers financed, and miles of new bike lanes financed.</i></p>	<ul style="list-style-type: none"> Reduction and avoidance of greenhouse gas emissions (e.g., carbon dioxide, methane) Reduction and avoidance of other air pollutants (e.g., particulate matter 2.5, sulfur dioxide, ammonia)
Equity and Community Benefits	<ul style="list-style-type: none"> Projects financed (<i>by benefit type, by community type</i>)¹⁰ Projects deployed (<i>by benefit type, by community type</i>) Number of households receiving financing for projects and total amount of financing received (<i>by community type</i>) 	<ul style="list-style-type: none"> Clean energy and energy efficiency (e.g., reduction of energy burden; deployment of clean energy; establishment of communitywide microgrids) Clean transportation (e.g., access to clean, high-frequency transportation; access to affordable electric

¹⁰ Benefit types may include clean energy and energy efficiency, clean transportation, affordable and sustainable housing, training and workforce development, and other types of benefits. Community types may include low-income and disadvantaged communities, subsets of low-income and disadvantaged communities, and other types of communities.

	<ul style="list-style-type: none"> • Number of households benefitting from projects (<i>by community type</i>) • Number of businesses receiving financing for projects and total amount of financing received (<i>by business type: small business, low-income and disadvantaged community-led business, Native American-led business, community/locally-owned business, small business, women-owned business, other underrepresented business</i>) • Number of businesses benefitting from projects (<i>by business type</i>) • Total investment in low-income and disadvantaged communities (<i>by community type, including properties providing affordable housing</i>) 	<p>vehicles, charging stations, and purchase programs)</p> <ul style="list-style-type: none"> • Affordable and sustainable housing (e.g., improved indoor air quality; reduced housing cost burden) • Training and workforce development (e.g., increased participation in clean energy good job training and subsequent good job placement/hiring, including providing the free and fair chance to join a union and collectively bargain) • Other types of benefits (e.g., community wealth/ownership, resilience benefits, entrepreneurship)
Market Transformation Benefits	<ul style="list-style-type: none"> • Total grant funds committed to projects (<i>total, by community type, by geography, by project category</i>) • Total private capital mobilization for projects (<i>total, by community type, by project category</i>) • Total private capital mobilization ratio (<i>total, by community type, by project category</i>) • Number of community lenders supported (<i>total, by community type</i>) • Number of FTEs hired/trained at community lenders (<i>total, by community type</i>) • Volume of CCIA-supported transactions using 	<ul style="list-style-type: none"> • Increase in volume of clean capital deployment by community lenders (<i>all community lenders, CCIA-supported community lenders</i>) • Increase in share of community lenders with clean lending programs (<i>all community lenders, CCIA-supported community lenders</i>) • Increase in volume of transactions using standardized project performance criteria, underwriting guidance, documentation, and product features (<i>all community lenders, CCIA-supported community lenders</i>)

	standardized project performance criteria, underwriting guidance, documentation, and product features <i>(total, by community type)</i>	
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Organizational Financial Statements and Disclosures	Management's discussion and analysis of financial condition and results of operations	✓ <i>(as needed)</i>	✓	×
	Consolidated financial statements and notes	✓ ²³ <i>(consolidated financial statements and notes prepared in accordance with GAAP)</i>	✓ <i>(audited consolidated financial statements and notes complying with 2 CFR § 200)</i>	×
	Performance against specified financial ratios/covenants ²⁴	✓	✓	×
	Scope 1 and 2 emissions; relevant categories of Scope 3 emissions ²⁵	×	✓	×
	Executive and board compensation disclosures	×	✓	×
	Additional board disclosures (e.g., board meeting records)	✓	✓	×

Financial and Administrative Reporting Requirements

Each grantee will be subject to additional financial and administrative reporting requirements, including a federal financial report, financial records retention requirements, Minority Business Entities/Women-owned Business Entities (MBE/WBE) Utilization, and Real Property Status Reports.

Other Compliance

EPA will require grantees to comply with administrative and national policy requirements. These include:

- Build America, Buy America Act (BABA): Certain projects under GGRF are subject to the Buy America Sourcing requirements under the Build America, Buy America (BABA) provisions of

the Infrastructure Investment and Jobs Act (IIJA) (P.L. 117-58, §§ 70911-70917) that apply when using Federal funds for the purchase of goods, products, and materials on any form of construction, alteration, maintenance, or repair of infrastructure in the United States. The Buy America preference requirement applies to all the iron and steel, manufactured products, and construction materials used for the infrastructure project under an award for identified EPA financial assistance funding programs.

- Davis-Bacon and Related Acts (DBRA): The Davis-Bacon Act (42 USC §§ 3141-3144) (DBA) sets out labor standards, including prevailing wages and fringe benefits, and applies to most federally funded contracts for the construction of public works. The DBA labor standards and reporting requirements also apply to projects assisted with grants authorized by the Clean Air Act as provided in Section 314 of the Clean Air Act (42 USC § 7614) (DBRA).

Technology

Supporting your teams with the right technology is critical to successful investment management. To summarize the common “tech stacks” of many investment managers:

- Office Productivity (e.g., Microsoft Office, Google Suite)
- Customer Relationship Management (e.g., Salesforce, HubSpot, Zoho)
- File Management / Sharing (e.g., Box, Sharepoint)
- Accounting (e.g., Sage Intacct, NetSuite, Business Central, Quickbooks)
- Energy Management (e.g., Also Energy, Solaredge, EnPhase)
- Databases / Data Lakes (e.g., Snowflake)

Recommendation: Invest “Before Time” In Technology

Common practice is to work from the technology already available to an organization, or if just starting up, from an Office Productivity suite alone, until the volume of information to be managed insists upon further investment, and/or when revenues from existing deals allow for additional operational expense. These are reasonable approaches, but also those that lead to pitfalls. With all of the above in mind, it should be obvious that successful management of GGRF investments will be complex and information management is key. Invest in technology “before its time” to allow for change management, and transition to new tools to occur.

Avoiding technology pitfalls

Planning ahead is the most important recommendation to avoid a common technology pitfall, that is: a lack of investment and falling back on old tools. This pitfall emerges when teammates find that organizing information to meet reporting deadlines, or process investment decisions fast enough to achieve organizational goals (like self-sufficiency) is not possible without significant flex into typical non-working hours. Junior staff will ask “why isn’t there an app for that?” Staff turnover will occur -

the highly talented people it takes to manage public funds can and will stay for a mission-aligned career path, but not at the expense of a reasonable work-life balance. This is the key reason to plan technology investments that will keep staff, and operations, running smoothly.

What to invest in

As mentioned above, the tools that make information management workers most effective include:

- Project management: keeping track of tasks, deadlines, and communications across teams and third-parties
- Communication and collaboration: facilitating real-time communication and information sharing
- Cloud storage and file sharing: allowing for easy access and collaboration anywhere
- Automation: Especially with repetitive tasks, freeing up time for higher-level work
- Time management: help them track time spent and improve focus

In investment management, especially for highly structured investments, the number of purpose-built tools to achieve the scale envisioned by EPA's GGRI program is limited, however, the Milken Institute's Community Infrastructure Center and Banyan are two purpose-built technology solutions to streamline green lending and sustainable infrastructure investment.

Milken Institute Community Infrastructure Center

The Milken Institute Community Infrastructure Center (CIC) will connect you with communities seeking planning grants, implementation grants, or project financing. How it works:

Detailed Portfolio Assessment

When you sign up, the CIC invites you to share detailed information about your organization, funding or financing profile, and insights into your ideal investment or grant portfolio.

Matchmaking

Based on your profile and interests, the CIC connects you with a set of recommended project sponsors to engage with - to provide funding information, training and webinar details, and explore potential alignment.

Community and Awareness

As you engage with project sponsors, there is an additional opportunity to participate with the broader community of all sponsors, funders, developers, technology providers and technical

assistance providers by providing office hours, participating in the community forum, and attending relevant events based on your interests.

For more information, visit <https://www.communityinfrastructurecenter.org>.

Banyan Infrastructure

Banyan Infrastructure is a climate fintech platform designed to simplify, accelerate, and optimize sustainable infrastructure financing across the deal lifecycle. Our solution oversees and automates the complex and time - consuming processes in the origination, underwriting, and portfolio management of sustainable assets, which boosts profits per investment, increases deal velocity, and saves thousands of hours at every stage.

For GGRF Investors

Banyan Infrastructure is the only software solution designed by-and for-green banks, developers, and funds focused on growing sustainable infrastructure portfolios. With Banyan Infrastructure's end-to-end project finance platform, Green Banks, CDFIs, and local funds can leverage best practices from industry leaders to streamline origination, quickly evaluate performance, and measure community impact, all from a single source of truth.

Key Benefits of Banyan Infrastructure

- Digitize Your Portfolio: Maintain a complete history of digitized assets in one place
- Controlled Access: Assign internal and guest users to deal- specific modules, data rooms, and workflows
- Integrations: Connect applications and integrate other data sets to maintain views of asset and portfolio-level performance
- Originate Deals with Confidence: Templated and standardized workflows for any renewable project
- Collaboration: Communicate on-platform with specific partners and clients.
- Checklists & Approvals: Track and enforce standard underwriting and approval procedures at every stage based on project finance expertise
- Modeling & Forms: Generate pro formas and closing documents using inputs from collected data
- Scorecards: Quickly understand the viability of a project using a common language for project risks standardized across your teams, portfolio, and partners

Testimonials

Leaders from participating community lenders shared their thoughts on the initiative's potential impact and the importance of leveraging GGRF for local communities:

Billy Briscoe, EVP & Chief Operating Officer, Clean Energy Fund of Texas

“The Clean Energy Fund of Texas’s partnership with Banyan Infrastructure will ensure that communities in our state can take advantage of the Greenhouse Gas [Reduction] Fund’s game-changing opportunities. We look forward to learning from these organizations as we drive community impact and boost digital strategy. Meanwhile, we are excited to share our knowledge as the first green bank in Texas to deliver low-cost financing for clean energy solutions. Together, we will create the project finance standards, systems, and efficiencies that help to deliver sustainable infrastructure to every Texan.”

Tate Hill, President & CEO, Access Plus Capital

“For 15 years, Access Plus Capital has positively influenced the communities of California’s Central Valley. The GGRF opens a new way for us to create lasting change by developing the sustainable infrastructure this region needs to adapt to current and future environmental challenges. Access Plus Capital is excited to strengthen our project finance capabilities as we venture into sustainable infrastructure development. These new programs will allow us to contribute to building happy, healthy, and prosperous communities – resilient and equipped to thrive in the face of the coming years.”

Asheesh S. Bhalla, General Counsel/Director of Operations, Nevada Clean Energy Fund (NCEF)

“Collaboration is core to the Nevada Clean Energy Fund’s mission, enabling us to leverage public dollars alongside private-sector investment. We are eager to expand our impact through this partnership, working with other trailblazers in clean energy finance to ensure blended capital is deployed quickly and effectively, not just for Nevadans but at green banks across the United States. This unique combination of cutting-edge technology, philanthropic experience, and community-engagement knowledge will help to chart a course for the project finance industry and bring clarity to publicly funded clean financing institutions and private investors alike.”

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About Banyan Infrastructure

Banyan Infrastructure is a project finance software platform designed to simplify, accelerate, and optimize sustainable infrastructure financing across the deal life cycle. Our solution oversees and automates the complex and time-consuming processes in the origination, portfolio, and compliance management of sustainable assets, which boosts profits per investment, increases deal velocity, and saves thousands of hours at every stage. Visit banyaninfrastructure.com or follow us on LinkedIn for more information.

About Elemental Excelsior

Elemental is a nonprofit investor in climate technologies with deep community impact. Elemental has a 14-year track record of investing in companies scaling essential climate solutions that make neighborhoods and homes cleaner, healthier, safer, and more affordable. Elemental, which has successfully stewarded \$180 million in government and philanthropic resources, de-risks technologies for additional investment and centers social equity and community impact in project deployment.

About the Milken Institute

The Milken Institute is a nonprofit, nonpartisan think tank focused on accelerating measurable progress on the path to a meaningful life. With a focus on financial, physical, mental, and environmental health, we bring together the best ideas and innovative resourcing to develop blueprints for tackling some of our most critical global issues through the lens of what's pressing now and what's coming next. For more information, visit milkeninstitute.org.

Author Biography

Colin Harris

Colin has over 20 years of experience, including management consulting, sales and trading (carbon and renewable energy certificate markets), litigation consulting (ghostwriting for expert witnesses), non-profit fundraising, finance and operations, including as lead for Credit Finance at Generate Capital and Co-Head of Finance and Operations for NY Green Bank. Cornell University BS, 2000; Cornell University MBA, 2008.

His expertise ranges from strategic/business planning, business and portfolio forecasting, financial and impact reporting, portfolio management, and managing teams to accomplish the above. He is adept at leveraging technology to scale finance and operations and increase clients' capacity to manage complex portfolios of sustainable investments.