



**POSSIBILITY
LABS**

OCTOBER 2022

The Possibility Logs Volume 1:

Our Journey Since Launch

About Possibility Labs

We envision a just world where Black, Indigenous, People of Color, and systemically oppressed communities have the power of self-determination.



San Francisco-headquartered Possibility Labs is a movement-centered platform that transforms how resources move into the diverse ecosystem of community power-builders. We co-create flexible solutions through reimagined investment strategies and streamlined information infrastructure to accelerate the emergence of a just economy. Current capital systems are rooted in white supremacist practices that prevent trailblazers from activating resources with complexity and at scale proportional to the racial, gender, economic, and climate crises that they are solving for.

Founded in 2020, Possibility Labs is pushing the boundaries of possibility in our mission to build and modernize the vital underpinning that enables bold community-led economic models in sustaining power and wealth for future generations.

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An Introduction to the Possibility Logs

Greetings from our journey two years in...

Inspired by the record-keeping logs used by lab scientists and sea captains alike, we share with you the Possibility Logs: stories and syntheses of our observations and musings, expectations and outcomes, learnings and insights, and open-ended questions that have kept our curiosity churning since we set forth in September 2020.

Our first exploration was simple and straightforward—to discover the possibilities of this hypothesis:

If bold visionaries are supported by a new ecosystem of agile, creative, and accountable partners with the empathy and expertise to operationalize their vision and mission, then they can catalyze, grow, and sustain power and wealth for Black, Indigenous, People of Color, and systemically oppressed communities.

Since our launch, we've been in discovery and experimentation mode, co-creating and learning with a diverse and expansive group

of value-aligned trailblazers. These extraordinary leaders are bucking the status quo and piloting innovative ways to resource and grow community-led economic development models. From grassroots organizers, activists, and social entrepreneurs to philanthropic funders, impact investors, and individual donors, we've been entrusted to dive in deep alongside them to help operationalize their visions for a just economy.

Beyond the numbers found in an annual report, we also share what it's like growing a new organization as an emerging intermediary in the field: from prioritizing team culture, co-designing product and infrastructure solutions, and scaling (and sometimes scrapping) processes, to nurturing and stewarding relationships, working cross-functionally as a remote team, and navigating big P and little p power dynamics.

We are grateful that we can pause and reflect on the past two years—and we thank you for believing in us.

This is **The Possibility Logs, Volume 1: Our Journey Since Launch.**

In Solidarity,



Keiko Murase | she/her
Co-CEO



Lem White | he/they
Co-CEO

A Process of Listening & Learning

We knew early on that experimentation would be at the core of our process. The existing ecosystem for social change often keeps movement leaders in a cycle of proving long-term, result-oriented success with limited budgets and timeframes.

We wanted Possibility Labs to help ease the transactional burdens and to make space for transformational outcomes.

We begin this log with a humble sharing of where we began and the seven insights our founding team has learned since then.

Our starting point:

Current 501(c)(3) infrastructure does not meet the needs of BIPOC-led groups building a new economy.

In our pre-launch phase, we held 24 conversations with organizers, cooperative leaders, land trusts, and community loan funds, as well as donors and philanthropic advisors supporting this work. These discussions focused on needs assessment strategies and how PL could be a valuable partner in the field.

Our initial findings reported a need for:

- BIPOC-centered capital practices**
Existing funder-centered practices undermine the needs of impacted communities and contribute to systemic racism.
- Creative and catalytic strategies**
The current finance system fails to help BIPOC communities without collateral or traditional credit history.
- Self-governance and improved administrative capacity**
Alternative community-led models like community loan funds need new entity structures and infrastructure to scale their growth.
- Co-creative spaces across the ecosystem for generative two-way learning and non-extractive sharing** for BIPOC entrepreneurs, movement leaders, funders, etc.
- Urgent deployment from Donor Advised Funds (DAFs)** to re-source valuable community work when redesigned to do so.

Beyond the needs for rearchitecting financial and information systems, what movement leaders also want is an innovative partner who can transform their visions with humanity, accountability, and creative expertise.

>> Continued

7 Learnings that Fuel Our Practices

1.

Trust is the currency that expands what’s possible:

Our partners want us to show them what’s possible and for them to show us what’s possible, too. Systemic oppression already creates an internalized symphony of “you can’t” that echoes through spaces of social change. We have benefited from partners who have trusted and believed us in this way, and we find tremendous privilege in extending the same trust and belief in them. That means saying “yes,” and when yes isn’t clear, asking, “what if?”

2.

Moreso, community changemakers want partners who move at the speed of trust and at the speed of business:

Social change requires trust and patience. Social enterprise requires agility and speed. That requires a team of people from the Global Majority with the lived experience and business acumen to both steward community relationships while also guiding on entity structures that better set them up for success. The team must understand the value of trust and the speed of business, but importantly, know how it feels when you must choose one over the other. In a world where financial apps can manage our portfolio in real-time right from our phones, that isn’t the case for our sector yet. Since the very beginning, one of our first priorities has been to **move money quickly**, and once we investigated further with “but why” at every touchpoint, we learned that it was a data integration issue that led to the slow movement of funds, which in turn led to the bigger problem: the accompanying **frustration** of not being able to urgently respond to community needs. That is what we are solving for.

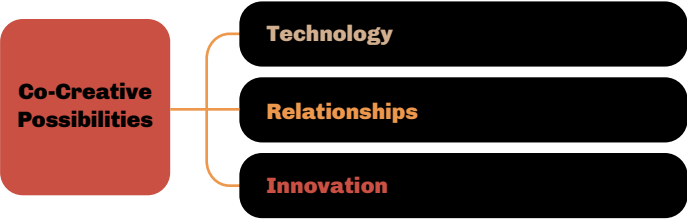


3.

Partners want to be co-creative, but more expansively so:

Automating transactional infrastructure (e.g., streamlined financial reports) to improve cumbersome processes was the first step in our co-creation process. And we learned from early conversations, such as with Ain Bailey from New Seneca Village, that partners don’t want a transactional “babysitter” to pull reports—they want strategic partners who can help with out-of-the box thinking.

Co-creation became less about us just building a new suite of technical tools tailored for social movements, but in how these tools make the space for a generative partnership to even exist. Our information infrastructure pulls automatic financial reports without any of us chasing down numbers. Instead, we have the time back to co-create together new enterprise solutions such as e-commerce, stock sales, land purchases, horizontal leadership structures, and multi-stakeholder cooperative models.



4.

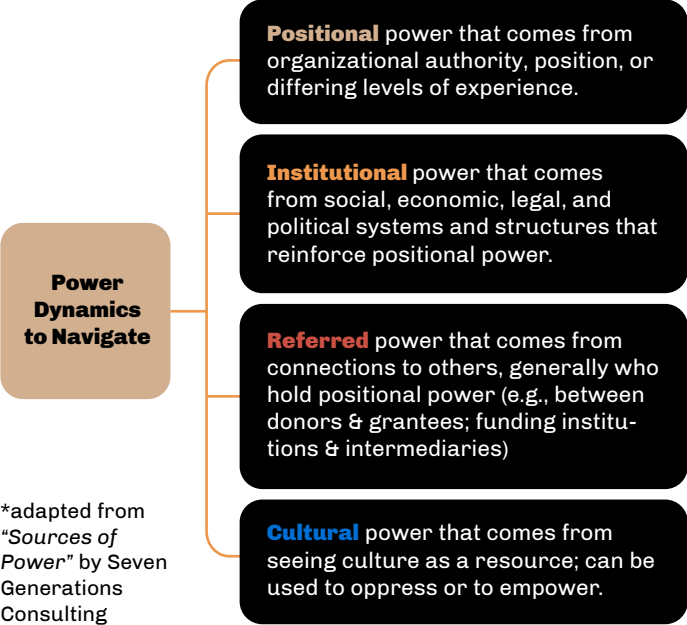
Dismantling existing power structures requires interrogating big P institutional power while keeping true to our little p interpersonal power:

Centuries of oppression, colonization, and trauma have weakened our muscle of self and community governance to reclaim our power. Power dynamics exist in every touchpoint—and the roles of power can switch back-and-forth across funders, intermediaries, service providers, fund managers, and grantees. While we are constantly acknowledging and interrogating that, we acknowledge the institutional power that we have over others and the power others have over us, the economic power that we have over movement leaders and that funders have over

4.

Continued

us, and the interpersonal power that shows up across our various classes, identities, roles, and titles. We aim to shift power in nuanced but impactful ways at whatever table we’re at, while keeping the power of self-determination for our communities.



5.

Culture building is a co-creative muscle, not a set of outcomes:

Our Working Agreements serve as a cultural artifact that builds habits and muscles for team alignment—and are the foundation in **how we engage with one another**. Co-creating the agreements together lays the groundwork for accountability, allowing intentional spaces for vulnerable and honest conversations about power, safety, conflicts, equity, and inclusion to happen. It is a living and ever-evolving document to collaboratively refine and adjust as our team grows.

6.

In that vein, operationalizing social justice values requires intentional boundaries to acknowledge our individual personhoods in a collaborative work environment:

Fostering an internal team culture of openness and human-first communication without intention can sometimes lead to a slippery slope of “unboundaried” energy. We aim to create people-first structures and policies that cultivate:

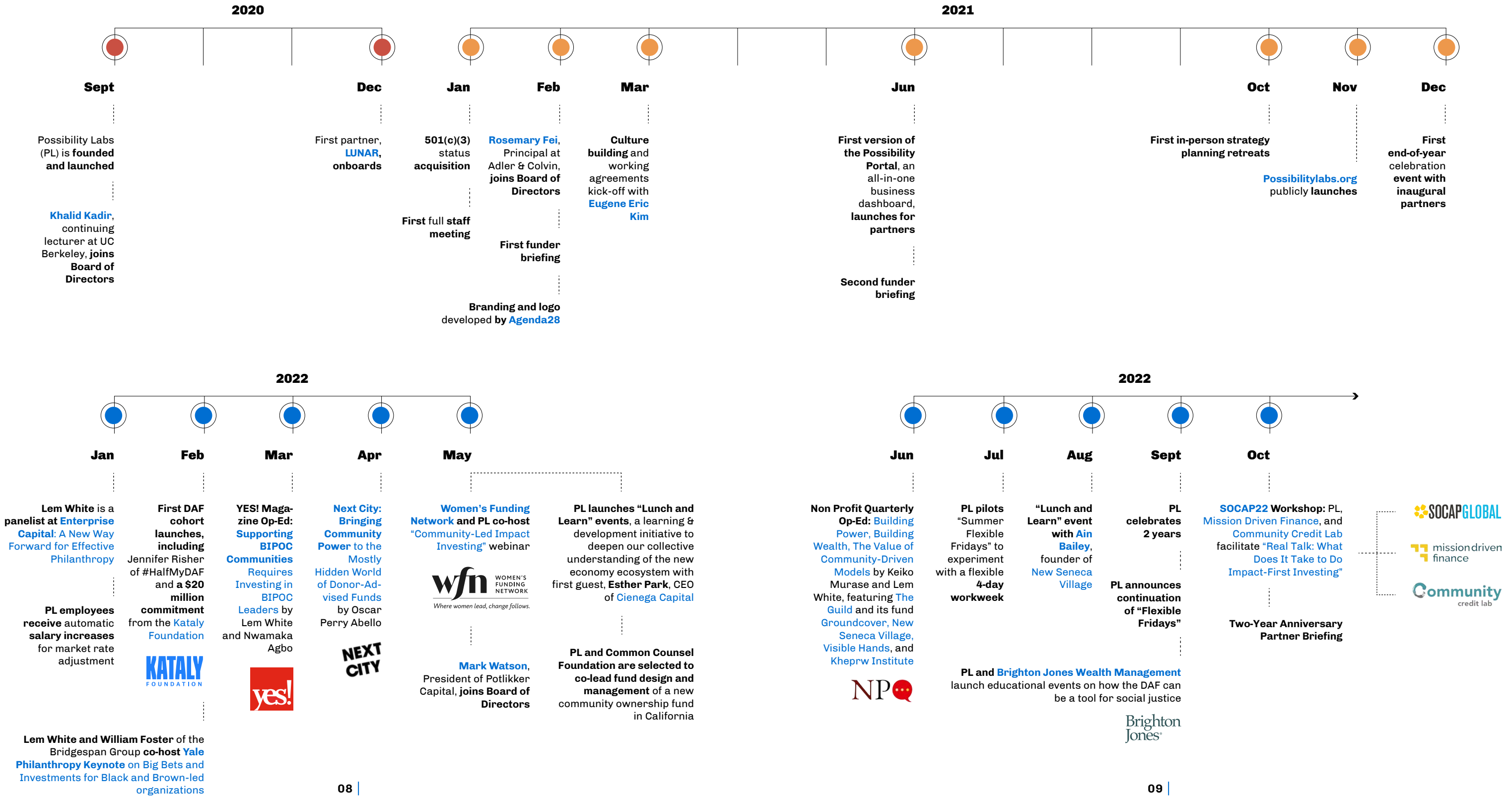
1. **Flexibility:** by enabling the self-autonomy to work flexible hours based on each person’s emotional, physical, and mental bandwidth.
2. **Connection:** by creating opportunities for team bonding and accountability points for power, culture, and work/life balance.
3. **Team modeling:** by setting expectations and allowing people to lead by example (e.g.; encouraging mental health days)
4. **Collective team success:** by giving an equal percentage annual increase to all employees through our Employee Impact Management process. If PL meets its annual goals, then we assume that everyone contributed to that success by achieving their own individual goals.

7.

Co-creation requires education and guidance on the evolution of a new shared language and theories of change.

Change is a collective effort. As we reimagine new, equitable economies as an intermediary, we have learned that the systems and lexicons we navigate across funders and social enterprises are typically silo-ed, and thus unfamiliar. We stand at the helm to guide, educate, advocate alongside donors and funding institutions as well as movement leaders and community members to bridge new frameworks, terminology, and community-centered language in order to shift towards just practices.

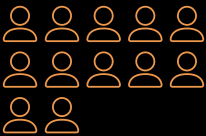
Timeline



Impact Numbers

Our Team

We are fully remote team that is headquartered in the financial district of San Francisco, California. We have team members distributed across North America in New York, Hawaii, Florida, Mexico, Nevada, Oregon, and California.



12 PL Employees

33%

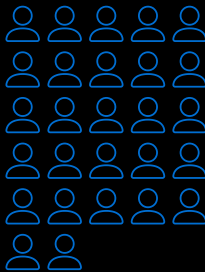
of growth since Dec 2021 (9 to 12)

5:1

Ratio of thriving wages

Our Partners

We identify our diverse community of partners through our service offerings: Fiscally Sponsored Projects (FSPs), inclusive of special resourcing initiatives, and Donor Advised Funds (DAFs). They are trailblazers leading community growth, including social entrepreneurs, financial activists, community healers, farmers, venture capitalists, giving collectives, loan funds, social impact investors, philanthropic funders, individual donors, wealth advisors, community-driven investors, and other non-profits.



27 total partners

22

Fiscally-Sponsored Projects

5

Donor Advised Funds

Fiscally Sponsored Projects

We offer Fiscal Sponsorship Model A and Model C as creative entity structure offerings, powered by our proprietary integrated information tech stack.



22 total partners

69%

of growth since September 2021

55%

of Model A

45%

of Model C

\$243,321

Amount regranted*
*as of August 15, 2022

4 DAYS

Average turnaround time to deploy funds to FSPs

What is the difference between Fiscal Sponsorship Model A and Model C?

Model A: share in PL's tax-exempt 501c3 status, including special resourcing initiatives

Model C: maintain their own legal entity, while utilizing the power of PL's financial infrastructure

Donor Advised Funds

We offer a reimagined financial vehicle for philanthropic institutions and individual donors to deploy integrated capital flexibly and responsively to resource BIPOC and low-income communities.



5 total partners

\$12.3M

Contributions*

\$7.3M

Amount Deployed*

vs. 40%

Incentivized Deployment

*as of August 15, 2022

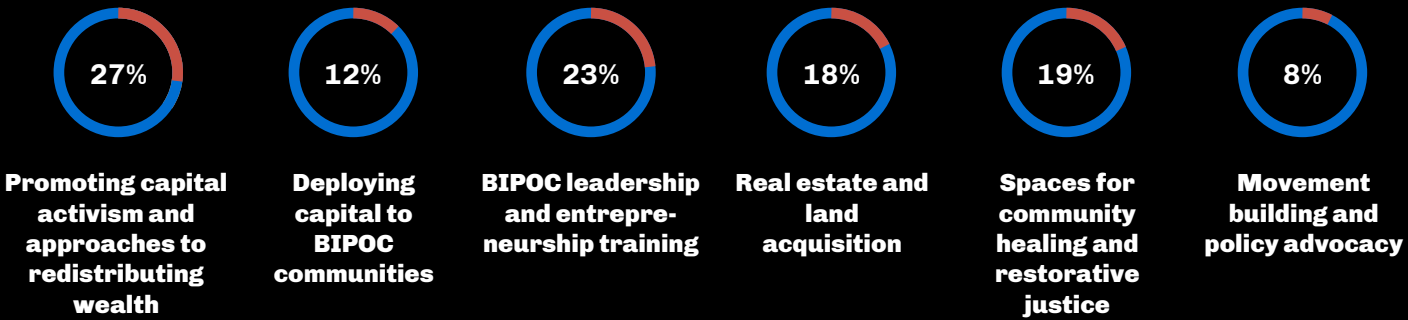
Fiscally Sponsored Projects: A Breakdown of Focus Area and Economic Interventions

Focus area by % **

77% of organizations are BIPOC-led



Intersectional approaches to new economy interventions by % **



**% represents an overlap of category identification

A Partnership of Parallel Potential



LUNAR



Yichen Feng | she/her & **Sabrina Wu** | she/her

Founders of LUNAR, PL's First FSP since December 2021

Q: Through Model A Fiscal Sponsorship, PL is supporting LUNAR with strategic thought partnership and infrastructure needs in their community efforts.

LUNAR is a solidarity project, giving circle, and fund. We are Asian Americans in solidarity with Black and Indigenous communities. We did a deep landscape dive into the fiscal sponsorship world and looked for aligned partners that not only had solidarity as a value, but also had an explicit way of articulating how they are demonstrating solidarity with Black and Indigenous communities.

Q: As our first partner, how did LUNAR decide on Possibility Labs as an emerging organization?

We interviewed many intermediaries, from very established folks to younger fiscal sponsors. Part of the excitement was that we would be able to co-create with PL—it was exciting to think about growing up alongside another emerging organization that had a strongly aligned vision and values around a solidarity economy.

We wanted to align ourselves, and ideally our success, with an emerging fiscal sponsorship organization that had dreams beyond just being the backend, including funneling capital supporting integrated capital funds. We were excited to build power together.

Q: How has your partnership with PL been?

In the beginning of our relationship, we needed PL as a net to catch a lot of things for us: everything from helping us intake money from our donors and our giving circle members to helping us distribute some of that money into organizations. We were able to give the team a lot of feedback as the infrastructure was getting set up, as the first fiscally sponsored project. We realized that PL and LUNAR's fundraising narratives overlap around finding more permanent capital vehicles that flow money to community driven initiatives, organizations, companies, etc. PL's leadership team have amazing thought partners and advisors for us as we think through how we engage investors and other donors. They're very accessible whenever we want to put gas on that pedal, but they also haven't been burdensome or asked much of us. They let us just run. Some organizations may take that for granted, but we have a sense that that's intentional. All of that has been quite positive.

Q: What do you look forward to in the future?

We're still exploring what it looks like to be an integrated capital fund project, and the co-learning that could happen. When we do decide to deepen that part of our work as LUNAR, we will be figuring out with Possibility Labs what structures we might collaborate on to do that and how we could partner together on innovating new ways to use integrated capital.

Beyond Deployment: How to Leverage Cash Positions to Further Community Impact

When co-CEOs Keiko and Lem first asked me to co-create a community-led investment strategy for a reimagined Donor Advised Fund (DAF), they had three goals:

1. That this money be mission-aligned in the short-, medium-, and long-term across all levels;
2. That money waiting to be granted out is leveraged and invested in a way that is both non-extractive and beneficial to communities; and
3. That investments prioritize Black and Indigenous communities.

While socially responsible giving and value-alignment are the status quo of social or impact investing, most DAF investment strategies are straightforward and text-book—just put the cash in public equities. DAF providers typically focus on offering a comprehensive suite of long-term investment options to donors. Since most DAFs are focused on long-term capital accumulation, they do not

typically look to leverage cash positions to further their impact. Their focus is on maximizing long-term capital growth with the least amount of risk, even though DAF funds are earmarked to further charitable causes. When we first started on this journey, I was met with a lot more questions than immediate answers. We pushed ourselves to creatively navigate and push the boundaries of what's been done before:

How can we magnify the impact of our DAF accounts in Black and Indigenous communities while also preserving and protecting the capital?

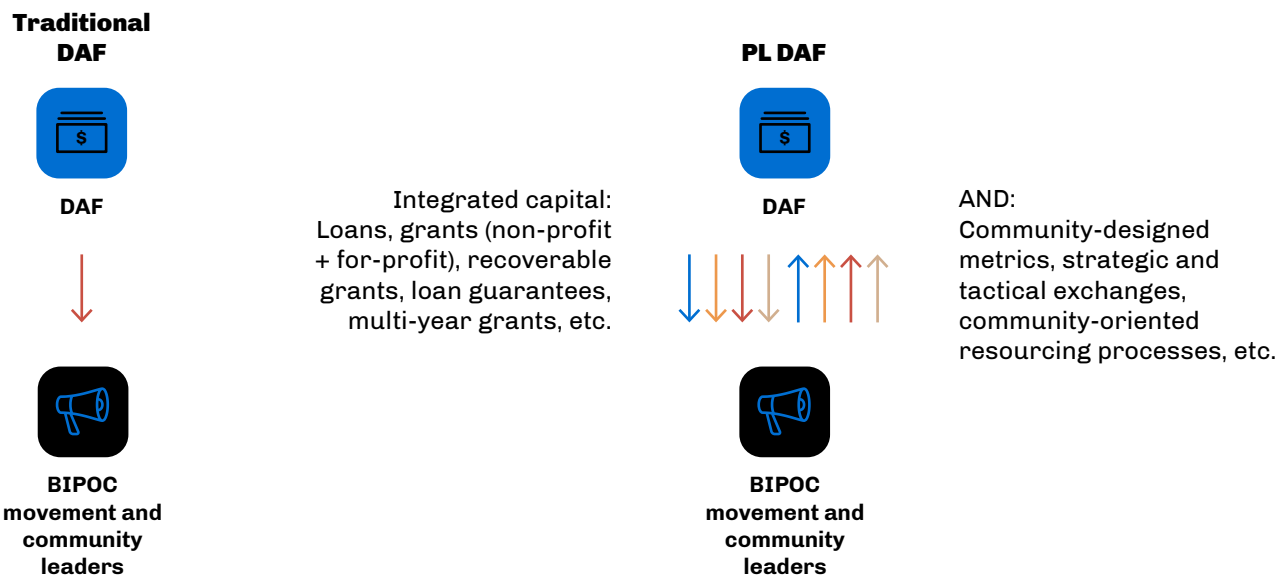
- **Anna N'Jie-Konte** | she/her
Interim Chief Investment Officer

A Donor Advised Fund Designed For Deployment

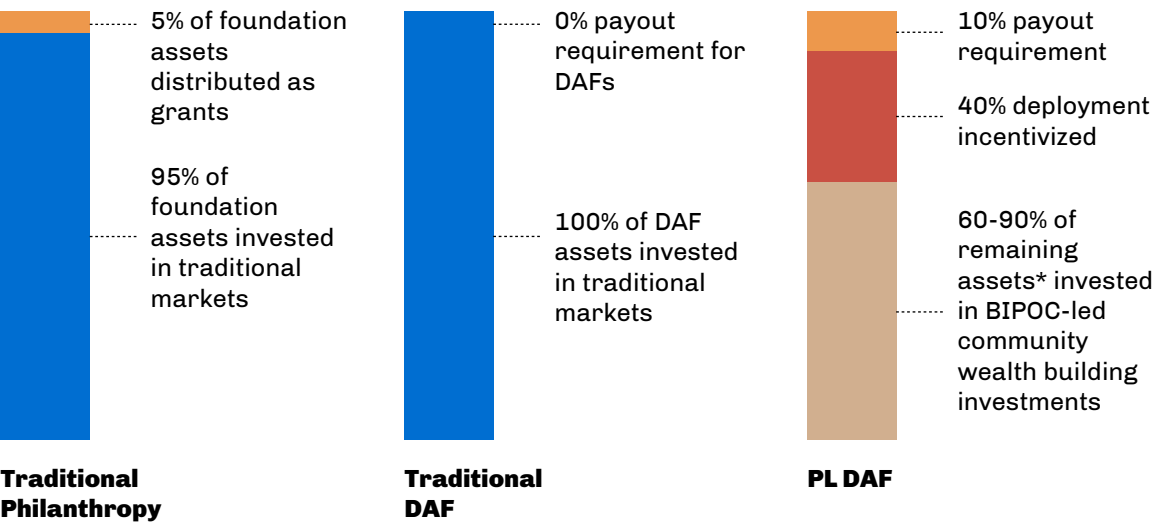
Since the creation of DAFs over 30 years ago, DAFs have grown in usage due to their easy set-up, less stringent upkeep, fewer reporting requirements, and short-term tax benefits. When people come into large sums of wealth, most are advised to “park” their money in a DAF. However, decades later, the money remains sitting instead of being

deployed, ballooning into a \$160 billion stockpile of unde-ployed charitable funds. What's more, fund managers and financial advisors invest this money in traditional public equities (including Fortune 500 and S&P 500 companies) that often work against racial, gender, economic, and climate justice.

A Modernized DAF for Social Justice



An Investment Philosophy to Build Power and Wealth in BIPOC Communities



*the allocation % will vary based on a DAF partner's goals—and we'll work to co-create a plan based on:

- Liquidity
- Risk Assessment
- Growth Rate

>> Continued

Contributing Cash For Communities Through Banks

In this investment strategy option, we partnered with another key player in the social finance ecosystem: banks. More specifically, Black and Indigenous banks and Community Development Financial Institutions (CDFIs).

Deposits are the lifeblood of any financial institution. In this pilot, to ensure that the \$1M deposits were beneficial and non-extractive, the banks had to:

1. Have the capacity and infrastructure to accept larger deposits, and
2. Allow us to quickly withdraw without negative repercussions and appropriate risk assessment in place

Inaugural Partnering Institutions

We landed with two institutions that resonate with our mission and have a compelling racial justice and community activism approach.



Bay Bank

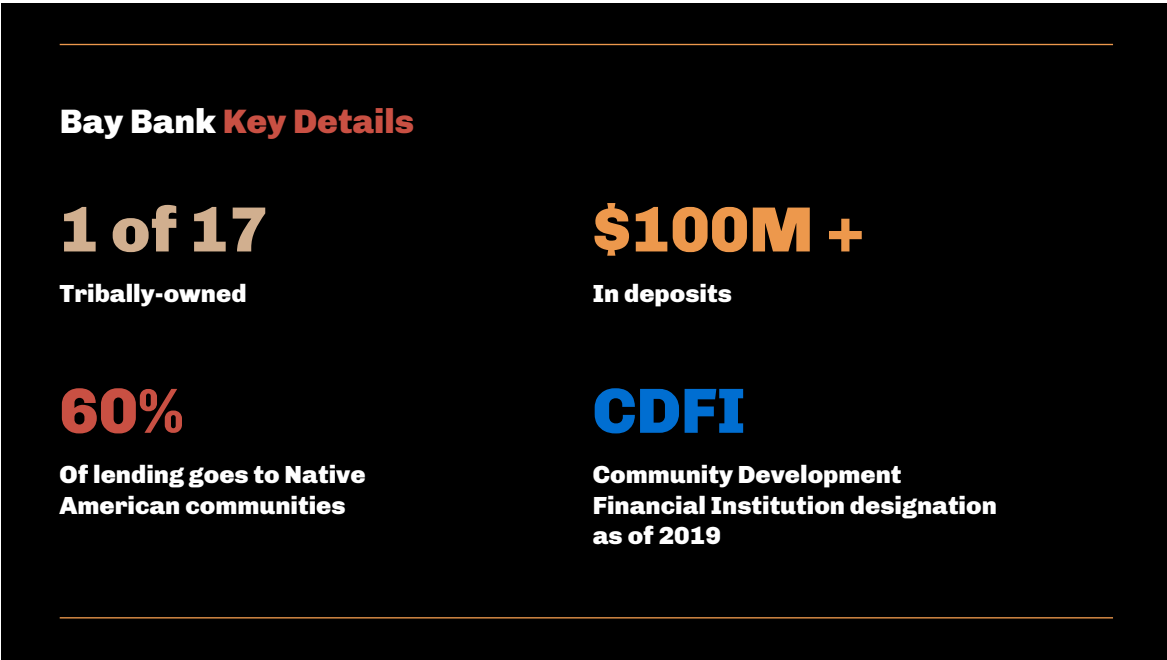
Bay Bank is a community bank founded by the Oneida Nation of Green Bay, WI. Bay Bank has served the local community in Wisconsin and the Great Lakes Region since 1995 and has been a CDFI since 2019. Current expansion plans include other Midwestern states with large Native American populations - Minnesota, Michigan, and Illinois.



“With our focus on primarily lending to Native American communities and with our sole shareholder as the Oneida Nation, it’s important to find partners that want to make an impact in Native communities, who lack financial institutions and resources. Having mission focused depositors at the bank allows us to take that money and provide lending out to our Native American community.”

Nathan King

Vice President of Bay Bank



On how cash deposits can create an impact:

“Unlike other banks and other lending institutions, we will finance a used car up to 100%. Our community is not an urban center with mass public transportation. People need a car to get to work, get groceries, take their kids to school, etc. If somebody needs \$500 to get their car fixed, to fix their furnace or simply from an emergency savings standpoint, we will give them a \$500 signature loan. Many other institutions might say, ‘You need to apply for a credit card because that’s the better way to do it.’ We ask, ‘How can we help our community by serving their needs?’ Possibility Labs being a depositor at the bank is allowing us to continue to meet those sorts of challenges in our communities.”

Nathan King

Vice President of Bay Bank

>> Continued



City First Broadway

City First is a Black-owned financial institution focused on building the economic health of underserved communities in the greater regions of Washington, D.C. and Los Angeles, CA. Commercial lending for the development or preservation of affordable housing, the construction or renovation of community facilities, and loans for the business operations of small for-profit and nonprofit companies is one of the central tenets of their mission. City First also has a CDARS program for institutional cash management.



“We have a mission to serve communities, underserved neighborhoods, small and minority-owned business enterprises, and nonprofit organizations. What looks risky to somebody else may not be to us because we understand the market and prioritize really learning the needs of the community and understanding where they are at, because if you don’t care enough to ask, the risk is always going to feel high.”

Tom Nida

Executive Vice President/Market Executive for City First Bank

City First Key Details

80%

Of loans are deployed in low-wealth communities

5,000

Units of affordable housing created since 1998

70%

Of new loans originated are for financing multi-family affordable housing in low to moderate income communities

Certified

B Corp

On how community banks are well suited for real community impact:



“Before I became a banker, I worked in the nonprofit sector for 15 years. The merger between City First Bank and Broadway Financial Corporation gave me an opportunity to not only do different types of loans, but also be more in touch with the communities that we serve. I’m excited to be a banker servicing families and communities and making a real difference.”

Sabrina David

Commercial Loan Officer, City First Broadway

Shifting Mindset, Shifting Practice

For DAFs to become a tool for social justice, fund managers, individual donors, financial advisors, and people with wealth must collectively unlearn the current definitions of risk and growth while exploring new avenues and partnerships with actors across the ecosystem—like intermediaries and banks. In what we’ve been able to accomplish thus far, we have seen that being intentional in where you place capital can generate local impact.

In addition to these nascent partnerships, we are excited to explore a different investment strategy option by partnering with mission-aligned asset managers who can offer alternative investments like municipal bonds, which can help offset the amount of time spent waiting for funding.



How Opening a DAF at PL is Only the Beginning

When [Jennifer Risher](#), author, philanthropist, and co-founder of [#HalfMyDAF](#) set out to collectively rally and move money out of Donor Advised Funds (DAFs) as an urgent response to fund communities during the pandemic, she became more energized to find an organization that could activate her portfolio beyond the criteria of negative screenings but could help her explore how she could move money and power to make the change she wanted to see in the world.

After looking at more traditional DAF intermediaries, she selected Possibility Labs for its more “active, human-centered approach” to what is typically considered a passive charity vehicle with very little transparency.

“I was drawn to Possibility Labs because of the team’s focus on changing the power dynamics in philanthropy. I love that PL is working to close the racial wealth gap—and that change starts with who is at the table. PL is BIPOC-led, open, inclusive, and creating a space for learning about what’s happening on the ground in BIPOC and LGBTQIA+ communities.”

Co-creation to her is human, meaning finding those points of connection, care, collaboration, and support together.

“Possibility Labs is a conduit for building partnerships between donors and community leaders who are doing the work. Rather than being linear, moving from point A to point B, PL is about relationships and collaboration, which is where learning happens, ideas grow, and healing starts.”

Since the launch of our pilot DAF cohort in September 2021, Risher’s DAF has deployed 72% of its funds to six social justice projects, including the deployment of two recoverable grants, an investment type that offers repayment flexibility for movement organizations. In collaboration with Risher and Brighton Jones’ Racial Justice group, Risher led and organized a giving circle to raise

around \$200K though grants and matching to [More Up Campus](#) in Montgomery, Alabama led by ED and Creative Director Michelle Browder. The funds are supporting the renovation and expansion of the More Up Campus and horse farm.

The More Up Campus houses the “Mothers of Gynecology” monument honoring Anarcha, Lucy and Betsey, who were Black women and enslaved experimental subjects of J. Marion Sims, the so-called “father of gynecology.”



Photo: Michelle Browder with the “Mothers of Gynecology” monument

Risher is excited by the projects she gets to support and envisions that more donors can be activated to take on a participatory role with their DAFs. “The term ‘donor advised fund’ brings to mind something static and finan-

cial,” Risher says. “At Possibility Labs, opening a DAF is just the very first step, the start of an energizing adventure, experienced in relationship and with the purpose of moving money.”



About

Jennifer Risher is an author, speaker, philanthropist, investor, and collaborator on a mission to get more money moving. In response to COVID, Jennifer and her husband David co-founded [#HalfMyDAF](#) to inspire more giving. Over the last three years, through [#HalfMyDAF](#), they have contributed millions in matching funds, rallied donors and nonprofits, and created a community that has put \$29 million to work at nonprofits. To create a more equitable society, Jennifer is investing in Black women fund managers and collaborating with organizations closing the racial wealth gap. She is also working to validate the emotional complexities of wealth to help wealth holders move out of shame, guilt, or a desire to keep money hidden and into a sense of purpose and action. Her book, “We Need to Talk: A Memoir About Wealth” tells her story and explores the impact of wealth on identity, relationships, and sense of place in the world.

What are recoverable grants?

Unlike loans, which show up as debt, recoverable grants allow funders to make an investment into groups that show up as assets instead of liabilities on a balance sheet. With intentional terms that are developed in collaboration with movement partners, those funds are repaid flexibly to the investor’s DAF and can be reinvested in communities.

Restorative Possibilities: Abundance, Rest, and Transformation



New Seneca Village



Ain Bailey

Founder of New Seneca Village, FSP since June 2021

Q: Through Model A Fiscal Sponsorship, PL supports New Seneca Village with grants management, contract curation, and vendor payments, including the co-creation of a Cash Flow Analysis tool for real-time tracking and budget impacts.

Description: New Seneca Village is a non-profit nature-based retreat space and social ecosystem offering restorative residencies and Fellowships for cis and trans Black, Indigenous and women of color leaders working to advance racial, economic, and social justice across the globe.

Mission: New Seneca Village is co-creating a new legacy of providing abundant resources of time, space, and connection to nature and each other for women of color leaders who have long committed to actualizing more just futures within which we all have and will benefit.

Q: What is your vision for the world?

Overall, my vision for a better world is that folks feel abundantly resourced, in alignment with the innumerable resources that this planet has provided for us. This means prioritizing the resource of time and space to reconnect with one's Self, purpose and vision, the resource of being connected to the power of nature and with others who are similarly aligned, the resource of Being not doing, all of which is enabled by the resource of money. My vision is for leaders to be treated with care and commitment as they create the future they are calling in for the benefit of us all. A future worth having is one that is grounded in their own sustainable energy, their own spiritual energy, their own resilience and fortitude, and their ability to no longer have to

create from the edge of burnout where many of our leaders live and work. This is not a blaming of leaders. This is a blaming of the construct that we're in, how philanthropy chooses to operate, including the hypocritical barriers in the current funding systems that cause folks to be continuously overworked, under-resourced, stressed out, burnt out and yet still dedicating themselves to issues that go beyond 9-5. Our leaders don't have the luxury of going home and leaving all of that at the office. These folks are dedicating their lives to 24/7 conflicts, often compounded by organizational trauma, and they're often resourced for barely 10 minutes of their time. I want to shift that as much as possible.

Q: What does it mean when you say New Seneca Village tries to "be in Right Relationship with ourselves, others, and the land"?

America was founded on the genocide and theft of Indigenous people and their lands. The economic foundation of America and the globe was formed by stealing Black people from their indigeneity and not compensating them for that loss or for their labor for multiple generations. To this day, none of those violations have been repaired. Women and gender expansive people of color have been the one group who has consistently forced this nation to line its integrity up with its stated values. New Seneca Village seeks to answer many questions, two of which are:
1. How can we create a paradigm that supports the generative, possibility-oriented, collective and common good and the leaders who are advancing that, as opposed to what this country and its systems have historically resourced and rewarded, which is individualism, domination,

and all the other violent byproducts of extraction and oppression?
2. What happens when we collectively align our energy toward what is possible and starve out what has already proved useless and harmful? None of that's going to happen if those in power continue to be driven by the limiting beliefs and distrust that define the imbalanced and transactional ways, they have used to design the system. We all have to get interested in transformation, in challenging old beliefs and creating new ones that are responsive to the reality of this planet - diversity and abundance - and this moment. In practicing Right Relationships, New Seneca Village sets the intention of caring for each other as if we belonged to a village, a place where we are all seen and known and responsible to one another as individuals and as a collective.

Restorative Possibilities: Trust, Power, and Reflection



The Guild



Nikishka Iyengar

Founder and Ecosystem Director of The Guild, FSP since June 2021

Q: Through Model C Fiscal Sponsorship, PL is further supporting their infrastructure needs as they continue to be on the cutting edge of returning land to Black and Indigenous communities in Georgia.

Description: The Guild builds community wealth through community-owned real estate, entrepreneurship programs, and access to capital for Black and Brown communities. Groundcover is our fund to seed and scale community-owned models of real estate in Atlanta and across the South.

Mission: The Guild and Groundcover are building a movement around collective ownership that helps take properties off the speculative market and operationalizes equity such that risk is shifted away from marginalized communities and returns (both financial and non-financial) shifted to them.

Q: What does self-determination mean to you?

For us, self-determination is about Black and brown communities that have been historically (and currently) marginalized, stolen from, oppressed in different ways, restoring their power and taking back agency. Agency to build thriving lives for themselves, their families, their communities. That includes everything from having access to healthy food, stable and

affordable housing, a dignified means of living, and building up economic, cultural and political power. At The Guild, we focus on community wealth building models such as business co-operatives and community-owned real estate models that democratize wealth building and create shared prosperity.

Q: What does it mean to shift from a giving model to an investing model?

The intention to build self-determination is what grounds the shift from the status quo giving model to an investing model. The giving model is a top-down charitable model, where mostly white, wealthy donors give to Black and brown communities in a way that doesn't necessarily build up their self-determination or tear down existing power structures that keep communities locked into the status quo. The traditional giving model doesn't really get at any root cause analysis of, "How did we end up here in the first place?" The giving model ignores the ways in which philanthropy and wealth holders have built up their wealth and endowments in the first place. Most of the wealth today has been extracted from Black and brown communities,

off the backs of Black and brown labor. That's often the missing link. When we talk about how to build self-determination, a lot of that has to include reparations. That model should look like investing through a reparations lens and framework. It looks like more trust-based giving and investing. It also means giving up a lot of their power as wealth owners. We all know the power dynamic that exists between funders and grantees or beneficiaries. The giving model does nothing to shift that power. The model that we're working towards is fundamentally about repairing centuries' worth of inequities that continue to build up over time.

Our Vision: For Community-Driven Infrastructure to Become the New Industry Standard

In our mission to build new pathways for trailblazing changemakers, we aim to continue to build and improve upon the modern-day social finance and information infrastructure that fuels our individual partners' work on a one-on-one basis.

While we are in service to each individual partner and their bold visions, we are also cognizant that exponential growth and systemic change requires more than what Possibility Labs as a singular entity can offer.

Thus, our mind goes to the [network effect of expertise](#), where the strength of any tool's expertise network effect grows as more skilled experts use it, making it the industry standard. The more organizations that can interface with other organizations with the same infrastructure across an ecosystem, the less the capacity and switching costs it takes to learn something new when launching a new program, project, initiative, partner, fund, etc.

Boiled down: we want community-driven infrastructure to become the new industry standard for those co-creating a just economy.

No more manual inputting data in Excel sheets or running to for-profit organizations and being forced to adapt or being co-opted into plugging in when they don't understand why we want to do something different.

We envision a new set of technologies and governance models made for our communities, without question.

Our 10-year commitment is to outfit social enterprises, intermediaries, and funders with accessible, embeddable, and scalable B2B (business-to-business) solutions so the entire ecosystem can transact faster with more agility.

Partner with regional intermediaries, networks, and coalitions to make our technology available to on-the ground community groups that may not have direct access to Possibility Labs

Strengthen our tech stack through data warehousing and the rearchitecting of financial and business systems to help simplify, modernize, and digitize the tools available without having it be cost-prohibitive


Partner with wealth advisors and other financial institutions through cutting-edge social investment solutions to help individual people with wealth to easily deploy sophisticated investments



>> Continued

What success looks like in 10 years

For every regional group to have democratized access to advanced innovative infrastructure to fortify place-based governance, power, and wealth in BIPOC and low-income communities.



“When I think of the future, I go back to the old merchant bankers and people on the wharfs, trading spices and asking, “what do you need?” PL has a growing foundation of trust in their relationship with the community just as merchant bankers had a bond of ethics in who they served, how they served them, and what products they served. Whether it was spices, foods, clothes, or a ship, the merchant bankers found a way to finance it. While PL offers business infrastructure products and capital services, they are not leading with those products. They lead with people. As PL grows, I see them becoming the modern-day version of that.”

Mark Watson
President of Potlikker Capital,
PL Board Member

The next step is to engage our entire team from fund-raising, field building, partnerships, partner services and operations to marketing and communications, alongside our network of consultants, allies, and partners, to gather market research and address the hurdles of the field.

The next ten years will be critical for co-designing solutions to the persistent challenges we face, from racial in-

justice to the climate crisis. Together with our community of partners, we're critically placed to catalyze and scale the Black and Brown-led cross-sector innovations—across land ownership, housing, leadership development & movement building, and non-extractive social finance—to co-create a just future.

To the future we envision,
The **Possibility Labs** Team

Our Community of Funders

Possibility Labs

- Jen and David Risher
- Joel and Dana Solomon Fund
- Kataly Foundation
- Raikes Foundation
- The JPB Foundation
- The Nathan Cummings Foundation
- Stupski Foundation
- W.K. Kellogg Foundation

Community Ownership for Community Power Fund

- Chan Zuckerberg Initiative
- The California Endowment
- The James Irvine Foundation

Thank you to the individuals and organizations who have supported Possibility Labs in our journey so far.

Appendix



Meet our Community of
Changemakers Co-Creating a
Just Economy

Our Team

We stand in solidarity as People of the Global Majority with and for our diverse communities to dismantle white supremacist systems, uplift generational wisdom and community traditions, and reclaim our once marginalized power. We are proud to be in relation with one another to collectively resource the abundance of our communities and care for our planet.

Chanell Gore | she/her

Senior Operations Manager, Partner Services
Joined PL in July 2022 | Unceded Kānaka Maoli Land (Kailua, HI)



I am Black, a mother, a photographer, a military spouse, a creative thinker, a solver, and an ally. **I believe in the possibility of** an equitable and just economy for all.



Daniel Zhou | he/him

Operations Analyst
Joined PL in August 2021 | Unceded Muwekma Ohlone Land (Pleasanton, CA)

I am an innovator. **I believe in the possibility of** self-determination.

Jaimee Estreller | she/they

VP of Marketing & Communications
Joined PL in December 2021 | Unceded Munsee Lenape Land (Brooklyn, NY)



I am first-generation Filipino-Chinese American, queer human, dog zad, joy cultivator, curious overthinker, and writer. **I believe in the possibility of** intergenerational and collective healing.



Jill Smith | she/her

VP of Operations, Partner Services

Joined PL in June 2022 | Unceded Nuwuvi Land (Las Vegas, NV)

I am a mother, a woman, Black, a partner, a free radical, a free thinker, a writer, a creator, an agitator, a socialist, a lifelong learner, an animal lover, my ancestor's dream, a person.

I believe in the possibility of an equitable world where people do not have to compromise their identity, beliefs, or values in the name of survival.

Keiko Murase | she/her

Co-CEO

Joined PL in September 2020 | Unceded Ohlone Land (San Francisco, CA)

I am a Japanese dog and cat mom who came to America with a big dream after living on every continent except for Antartica. I come from a very traditional Japanese family and experienced all of the culture clashes that come with that. These experiences sometimes give me a headache, but they also make me who I am.

I believe in the possibility of challenging norms and breaking boundaries to create solutions that are not only out of the box, but also make the box completely irrelevant.



Kelsey Baker | she/her

Chief of Staff

Joined PL in August 2021 | Unceded Munsee Lenape Land (Brooklyn, NY)

I am Black, an analytical thinker, climber, experimental co-creator, and sushi enthusiast.

I believe in the possibility of a radically resourced and equitable future.

Lemuel White | he/they

Co-CEO

Joined PL in September 2020 | Unceded Ohlone Land (Oakland, CA)

I am Black, a dad, an avid hiker, a curious philosopher and lover of theology, and pet parent to 3 chickens, a dog, and a tortoise.

I believe in the possibility of people transforming their communities.



Masako Kalbach | she/her

People Operations Strategist

Joined PL in October 2020 | Unceded Ohlone Land (Oakland, CA)

I am a traveler, a philosopher, a thinker, a keen observer, a fabulous cook, an archaeology enthusiast, and a realistic optimist.

I believe in the possibility of co-creating the world that centers love, kindness, empathy, care, healing, and connection for all beings.

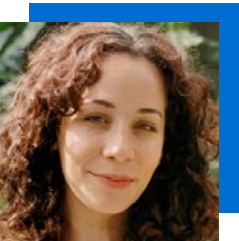
Melissa Peña | she/her

Philanthropy Manager

Joined PL in May 2022 | Unceded Seminole Land (Gainesville, FL)

I am a first-gen Cuban American, mother, partner, idealist, learner, and fellow human in awe of life.

I believe in the possibility of creating systems that continually benefit future generations.





Morgan Prentice | she/her

People Operations Manager

Joined PL in December 2020 | Unceded Stl'pulmsh (Cowlitz) & Clackamas Land (Portland, Oregon)

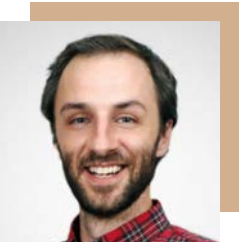
I am a nature lover, daughter, traveler, plant-parent, learner, and empathetic listener.

I believe in the possibility of community-led change grounded in values of belonging, mutual interest, interdependence, and love.

Raymond Pettit | he/him

Director of Field Building

Joined PL in May 2021 | Mexico City, Mexico



I am a family member, a community member, a believer in unions, an anthropologist obsessed with Cincinnati, and generally hoping you'll laugh at my jokes.

I believe in the possibility of creating community-driven economic power.



Vanessa Huang | she/they

VP of Partnerships

Joined PL in January 2021 | Unceded Ohlone Land (El Cerrito, CA)

I am from a lineage of tea drinkers and dumping makers, queer and trans people of color poets and visionaries, and stewards of land, culture, and divinity.

I believe in the possibility of world-shifting co-creation with trailblazers and edge walkers holding diverse relationships to capital and power.

Board Members

Keiko Murase | she/her

Co-President | Possibility Labs

Lem White | he/they

Co-President | Possibility Labs

Mark Watson | he/him

Treasurer | Potlikker Capital

Rosemary Fei | she/her

Adler & Covin

Khalid Kadir | he/him

UC Berkeley

Consultants & Advisors

Anna N'Jie-Konte

Chief Interim Officer

Noble Accounting

Accounting Services

Adler & Colvin

Legal Partner

Agenda28

Design & Website

Andrea Levere | she/her

Capital Advisor

Kelley Buhles | she/her

DAF Consultant

Keith Beverly | he/him

Social Investment Consultant

Eugene Eric Kim | he/him

Culture Building Consultant

Shelley Senai | they/them

of Flypaper PR | PR Consultant

Our Community of Partners



We are honored and grateful to co-create with a growing ecosystem of diverse community-power builders who are energized and willing to build new financial, business, and growth pathways for future generations.



LUNAR

Oakland, CA
12/3/2021

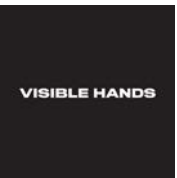
A community building & investment vehicle for Asian-Americans to support the movement for Black and Indigenous-led liberation.



Just Economy Institute

San Francisco, CA
3/3/2021

A community of financial activists who are shifting the flow of capital and power to help solve social and environmental problems.



Visible Hands

United States
3/16/2021

An investment firm that supports underrepresented talent in technology startups by providing investments of up to \$200k.



Cut Fruit Collective

SF Bay Area, CA
4/15/2021

Cut Fruit Collective is an SF Bay Area grassroots group creating art for AAPI community care driven by art, community, and shared love of food.



New Seneca Village

Northern California, CA
6/9/2021

A nature-based restorative retreat and network for cis and trans Black, Indigenous, and women of color leaders advancing racial, economic and social justice.



The Guild

Atlanta, GA
6/15/2021

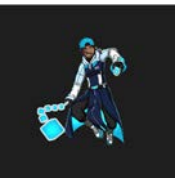
A place-based community wealth building organization focused on closing the racial wealth gap through real estate, entrepreneurship programs, and access to capital.



Radiant Strategies

New York, NY and
Oakland, CA
6/23/2021

A boutique consulting practice that aims to change the subject in philanthropy.



I AM RAIGE

Texas and Florida
8/20/2021

A business incubator assisting entrepreneurs and start-ups providing mentorship, education, community support, and funding.



California TRANScends

United States
8/24/2021

A statewide initiative that works to advance transgender health equity nationwide with a focus on Black and Brown transgender communities.



Launch Latinx

United States
9/8/2021

A movement that provides opportunities to Latinx talent building movements and creating generational wealth and healing for their communities.



Just Love Collaborative

Dallas, TX
10/28/2021

A bridge-building organization that supports cis and trans women and girls of color by providing holistic resources to fortify self-love and sustain a greater quality of life.



Radical Family Farms

Sebastopol, CA
12/15/2021

A mixed-Asian regenerative, no spray farm that grows culturally relevant crops for the Asian diaspora and offers produce boxes, flower CSA programs, and solidarity shares.



Aurora Commons

New York City, NY
1/19/2022

A welcoming space cultivating community and a liberatory network of care for unhoused neighbors to rest, prepare a meal, and connect to resources.



Leadership Learning Community

United States
1/29/2022

A national nonprofit organization transforming the way leadership development work is understood, practiced and promoted, primarily within the non-profit sector.



BOYFRIEND co-op

New York City, NY
6/14/2022

A coffee and cocktail cooperative where queer and trans women and gender non-conforming people can feel safe, cultivate community, and practice cooperation.



Community Change Leadership Network

East Coast, USA
7/7/2022

A network of community organizers, health practitioners, and nonprofit leaders committed to advancing a culture of health rooted in racial equity.



REAL

Los Angeles, CA, Florida, Texas, New York
7/7/2022

An association to increase visibility, advancement, and equity for Latinx professionals in commercial real estate at all professional levels and across industry sectors.



Indigenous Healing Center

Marin County, CA
7/26/2022

A project located on unceded Coast Miwok traditional territories creating spaces for the practice, revitalization, and visibility of Indigenous cultures, languages, and life ways, with a focus on indigenous medicine and healing.



Wild Awake

San Francisco, CA and Oakland, CA
2/28/2022

A social enterprise curating immersive, intergenerational outdoor learning experiences on Ohlone land that are rooted in connecting with ourselves and the more-than-human world.



Discover Community Cafe

West Oakland, CA
4/8/2022

A space to love, heal, dream, and belong that leverages the power of food to create transformational jobs for women, champion local entrepreneurs, and ignite connection for an inclusive local economy.



Abolition Dream Lab

Los Angeles, CA
5/12/2022

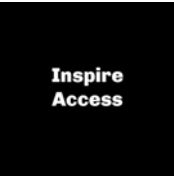
A space for Black abolitionist organizers to embody a new organizing culture that normalizes the time to breathe, connect, and heal in order to deepen relationships and dream expansively.



CALOR

Peru and Latin America
5/12/2022

A collective that exists to support Indigenous peoples' culture and livelihoods in regenerative landscape management by providing capacity building, technical assistance, and access to finance and markets.



Inspire Access

United States
8/5/2022

An organization that invests in impact driven businesses led by women and people of color with a mission to create a more abundant, balanced world by investing with a gender and racial lens.



Bridge for Billions

Madrid, Spain
8/22/2022

A network of entrepreneurship programs that promote purpose-driven innovation, generate decent employment opportunities, and promote inclusion and diversity.



Evolutionforward

United States
8/26/2022

An education fund dedicated to protecting and advancing the health and wellbeing of children due to systemic exclusion based on race, class, culture, geography, education, language, and other demographics.

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**POSSIBILITY
LABS**

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