

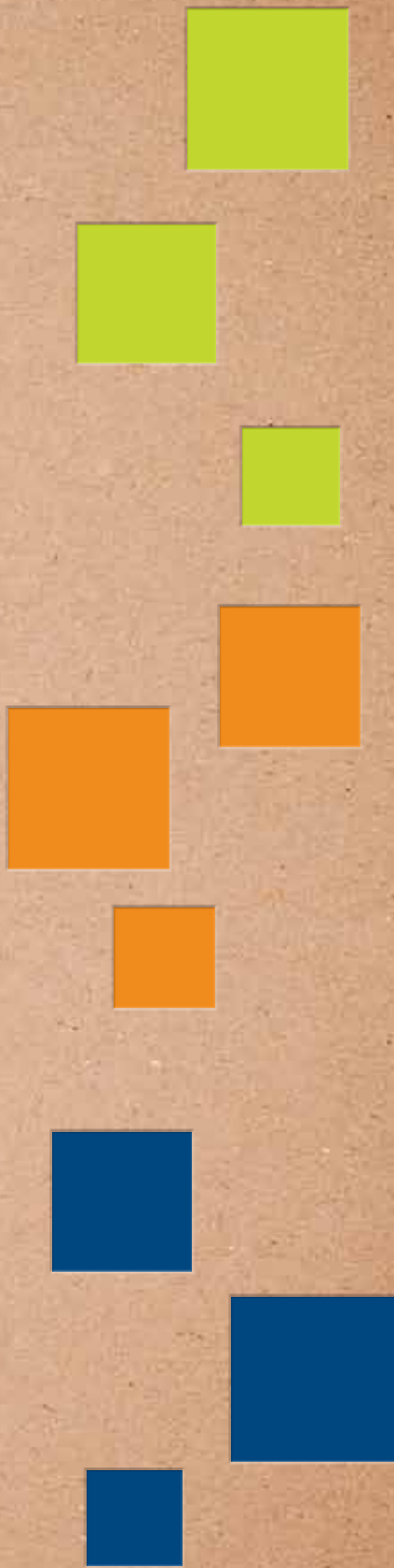


Raza  
Development  
Fund 10TH ANNIVERSARY

INVESTMENT ■ SOLUTIONS ■ COMMUNITY ■ FAMILY

DECADE OF DREAMS

2008-2009 Annual Report



# DECADE OF DREAMS

*Seeding the Future for Hispanic Families*

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## OUR MISSION



*The Hope Fund sprang from a commitment to positively impact the lives of Hispanics. Grant money was combined with an investment loan from B of A and things grew from there. I'm proud to have played a part in this great enterprise.*

**Walter Davis, Former Senior Vice President and Strategic Alliance Executive, Bank of America**

## LETTER FROM THE PRESIDENT / CEO

### DECADE OF DREAMS

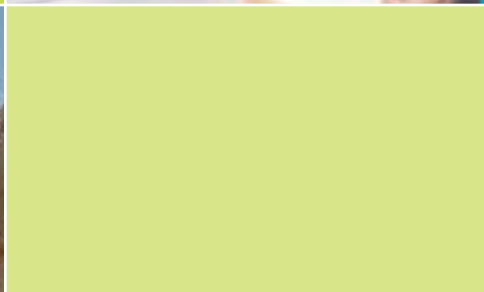
It is with great pride that I write this message, for this year we have marked an amazing achievement in a journey to serve Hispanic families and the poor- the 10th Anniversary of Raza Development Fund.

In 1998, the National Council of La Raza was looking to set up a stronger community development model to support its Affiliates in developing projects which impacted Hispanic families; so it created Partnerships of Hope (The Hope Fund). As a result of this effort, Raza Development Fund was established in 1999 as a lending organization specifically for community development, becoming the first national Hispanic Community Development Financial Institution certified by the U.S. Treasury.

Our mission is to invest capital and create financing solutions for organizations developing educational facilities,

affordable housing and accessible health care projects that increase opportunities for individuals and families in the Hispanic and low-income communities. But I believe our mission is deeper. RDF truly invests in the dreams and hopes of NCLR Affiliates and other not-for-profit social service organizations building up their communities, and thereby touching the lives of thousands of families.

We formed RDF with the strong conviction that the stewardship of dollars loaned or the technical support given to organizations would have measurable impact on Hispanic families; and that the relationship with our borrowers would be a business partnership with the goal that the borrowing organizations would ultimately become bankable on their own merits. Therefore, we engaged our borrowers with deep underwriting of their projects, focusing on impact on families, management leadership



and financial viability - a formula that has allowed the organizations and RDF to fulfill their dreams.

As I reflect on our 10 years of investing in the Hispanic community and our country, I believe RDF, in a small way, shares in the education of children in charter schools, a family enjoying a meal in their affordable home, a grandparent being provided health care or a baby receiving pediatric health care in a state-of-the-art health center.

In many ways, the RDF journey also reflects the Hispanic journey - spanning over two hundred years of blood, sweat, tears and joy of building up our great country for their families. We now carry out this tradition of building up our country as we move forward into the next decade, investing capital, providing financial solutions for community development, and partnering with organizations serving

Hispanic families. RDF is committed to growing a strong financial institution and investing in the Hispanic community with the spirit of "loving our neighbor as ourselves", especially in these difficult economic times.

In closing, I want to thank our investors, borrowers, NCLR, the stellar RDF Board of Directors, Raul Yzaguirre Chairman, and especially the RDF team of compassionate professionals committed to serving our Hispanic families, for the privilege of serving with you.

## OUR MISSION



*“Every time a Hispanic organization builds itself from scratch and is successful, it lifts up the entire community. And it becomes an example of how we should focus not on scarcity, but on the perspective that there are many opportunities, and they should not be wasted.”*

**Art Ruiz, Federal Affairs Director,  
State Farm Insurance Co., RDF Board Member**

## LETTER FROM THE CHAIRMAN

### A LIFETIME OF SERVICE TO LA RAZA

For more than 50 years I have been involved in the great cause of my life – La Raza.

And when I first began working with Raza Development Fund, I told everyone involved to “Dream Big.” Today, RDF has grown into a robust organization with a highly successful business model for raising capital for community development. Together, RDF and its funding partners have built a solid reputation for delivering workable financial solutions to those who need it the most.

The foresight of the original Founding Board members and continued strong leadership within the board and the organization itself has helped Raza Development Fund become a role model for CDFIs nationwide. They deserve our thanks, and our respect.

The senior management and staff of Raza Development Fund, whose hard work, sound financial decision-making skills and passion for community development, also merit our gratitude and esteem. They are the building blocks for an even more successful future... not only for RDF, but also for Hispanic families and all communities nationwide.

Our sincere thanks to the staff, management and funding partners for their continued dedication and hard work on behalf of RDF and the Hispanic community as a whole.

You have all made a difference in our world. What better achievement can there be?

Proudly,

A handwritten signature in blue ink, appearing to read 'Art Ruiz', written in a cursive style.

### Latino Social Venture Fund

A competitive grant program that combines the efforts of RDF and NCLR to provide capacity funds for the pre-development of community projects. Without these funds, many projects would never get off the drawing board.

### Site Acquisition Fund

A lending resource for developers and community service providers who want to purchase commercial real estate for educational, health care and other neighborhood program centers.

### Raza School Building Fund

This \$50 million partnership between RDF and Citibank provides charter school operations assisting Hispanic and other underserved minority children with the flexible and affordable financing options they need to establish permanent campus sites.



## FUNDING PROGRAMS

### SEEDING FOR THE FUTURE

RDF lending programs are national in scope, and focus on community development sectors that are of critical importance to the Hispanic community and low-income families. Without affordable housing, family stability is lost. Without quality education, potential is crushed. Without accessible, affordable health care, lives hang in the balance.

Our focus, our mission, is to lend capital to help communities meet these basic needs, so that its people can flourish and live happier, healthier, more productive lives. The seeds we sow today bring forth hope for tomorrow for our Hispanic family.

*“RDF works in the best interest of our school, students, and community.”*

**David Greenberg**  
El Colegio Charter School  
Minneapolis, MN

## OUR IMPACT



## CHARTER SCHOOLS

### DREAMING OF A BETTER TOMORROW

Charter schools improve educational opportunities in areas that are most poorly served by public schools. According to a 2004 study by Harvard economist Caroline Hoxby, charter schools show the most promise in minority and high-poverty areas. In other words, those with the greatest need stand to gain the most.

RDF and its funding partners believe that education can break the cycle of poverty. Together, we are committed to continue investing in charter schools in order to create a better future for our children.

### SUCCESS STORY: NEW HEIGHTS ACADEMY

Citibank provided \$25K pre-development capital through RDF and NCLR's Latino Social Venture Fund to provide New Heights Academy Charter School with funding to build capacity. Founded in 2005, New Heights Academy Charter School is the only free college-preparatory middle and high school in Washington Heights. The student population is predominantly Hispanic and African-American. Funded by State Farm Insurance, Civic Builders received a \$5.3 million RDF loan for renovations that created additional space for the school.





*“As the only middle-high charter school serving youth in northern Manhattan, our mission is particularly critical in providing an outstanding college prep education to these underserved and African American students. We appreciate the support from Raza which allowed New Heights Academy Charter School to achieve its dream of being the school where success happens every day!”*

Stacy Winitt, Founder and Executive Director  
New Heights Academy Charter School, New York, NY



## **SUCCESS STORY: ROCKETSHIP EDUCATION**

It's a story with all the elements of a classic Hollywood movie. College officials approach the pastor at a local parish to nominate candidates for a scholarship. He searches, but cannot find a single qualified student in the area. And so he vows to do something about it. Sadly, this is not a movie. This really happened.

In 1999, officials from Santa Clara University asked Father Mateo Sheedy, Pastor of Sacred Heart Parish, to recommend children for the Juan Diego Scholarship program. Fr. Mateo found that of the hundreds of children in his parish, none had received the education necessary to attend Santa Clara. And he decided to do something about it.

Fr. Mateo convinced the founders of Downtown College Preparatory, including John Danner, CEO of Rocketship Education, to locate their charter high school in the area around the parish. He convinced the Jesuits to open a middle school, Sacred Heart Nativity School. And he dreamed that that some day, the children of the parish would also have an elementary school.

With funds from RDF for its first campus, Rocketship Education was founded in 2006, bringing Fr. Mateo's dream to fruition. By the time Rocketship's first class of Kindergarteners goes to college, Santa Clara University will be overwhelmed by the number of qualified applicants for the Juan Diego scholarship. Which makes for a happy ending, after all.

## OUR IMPACT



## AFFORDABLE HOUSING

### EVERYONE DESERVES A PLACE TO CALL HOME

Over the past few years, home prices and rental rates have risen faster than income, increasing the need for affordable housing. Lack of affordable housing presents a significant hardship for low-income households, preventing them from meeting basic needs such as nutrition and health care, or saving for their future.

According to the U.S. Department of Housing and Urban Development, an estimated 12 million renter and homeowner households pay more than 50 percent of their annual incomes for housing, and a family with one full-time worker earning minimum wage cannot afford local fair-market rent for a two-bedroom apartment anywhere in the United States. This is unacceptable. We have to make a difference.

### SUCCESS STORY: HOMEWISE

The Homewise project offered RDF a unique opportunity to help create affordable housing opportunities in an area of Santa Fe, New Mexico that is currently out of reach to working families. In recent years, home price increases have pushed local residents out of traditional neighborhoods, and in some cases out of the city altogether.

RDF's financial assistance is helping the development of a 50-unit subdivision near downtown Santa Fe. Now in infrastructure phase, the project is slated to be complete by July 2010. Current estimates show 63% of families who will live in these homes will be Hispanic.



## **SUCCESS STORY:** **EL JARDIN DE SELINE**

Raza Development Fund, in partnership with Citibank and the New York City Housing & Preservation Division, has loaned Nos Quedamos, Inc. and its development partners more than \$18.4 million dollars for construction financing for a green affordable housing development. Green designation will be achieved through use of a variety of sustainable elements including daylight and occupancy sensors in common areas; energy star fixtures and appliances; bamboo flooring; energy efficient windows; solar panels on the building's roof and more.

The project will target low, moderate, middle and market rate income families and provide much needed affordable housing for the area. El Jardin de Seline is part of a comprehensive master plan for the revitalization of the Melrose neighborhood of the South Bronx.

“Nos Quedamos enjoys a wonderful working relationship with RDF,” said Executive Director Yolanda Gonzalez. “I am so thankful for RDF’s assistance in helping our community flourish. They have been invaluable and play an instrumental part in everything we are doing.”

*Citibank and Raza Development Fund have a long standing relationship based on shared goals. Our joint efforts are critical to helping non-profit organizations build stronger, more vibrant communities. The revitalization of communities and strengthening of services that support an economically vibrant and healthy community ultimately benefits everyone.*

Sandy Fernandez, Program Manager  
Community Relations and  
Global Community Programs, Citibank

## OUR IMPACT



## COMMUNITY HEALTH CENTERS

### THE DREAM OF AFFORDABLE HEALTH CARE

Community health centers are local, non-profit, community-owned health care providers serving low income and medically underserved communities, the uninsured, and people in rural areas. Two-thirds of health center patients are members of racial and ethnic minorities.

Health Centers provide high-quality, affordable primary care and preventive services, and often on-site dental, pharmaceutical, and mental health and substance abuse services. Their costs of care rank among the lowest, and they reduce the burden on Emergency Rooms and the need for more expensive in-patient and

specialty care, saving billions of dollars for taxpayers. RDF is proud to help fund the building of these important community centers that will serve so many members of our Hispanic family.

### SUCCESS STORY: COMMUNITY CLINIC

Community Clinic of St. Francis House in Springdale, Arkansas provides preventive and primary health care services to low income and uninsured Hispanic residents. Nearly 50% of the patients of Community Clinic are children. Recently, RDF funded critical pre-development capital for expansion (construction and equipment) of the dental program, completed August 2009.



*“State Farm and RDF have worked together to create positive and lasting community impact. We share the same dreams of high performing schools, and affordable housing. We dream of sustainable, vibrant communities with jobs so families can live, work, and play in their own neighborhoods.”*

*Lori Manning, Director Community Relations  
State Farm Insurance Co.*



#### **SUCCESS STORY: TIBURCIO VASQUEZ HEALTH CENTER**

The Tiburcio Vasquez Health Center provides Clinical and Social Services for the low income and minority community in southern Alameda County in California. The four locations offer Primary Health Care, Pediatrics, Women’s Services, Dental Care, Health Education, Family Support Services, School-Based Services and the WIC supplemental nutrition program that helps mothers and young children eat well and stay healthy.

“Raza Development Fund has embraced us. They understand how great the need for our services are within our community,” said Joel Garcia, executive director of Tiburcio Vasquez Health Center. “And that’s why we exist – to benefit the community. When people are healthier, they are more productive, and society as a whole benefits.”



## OUR VALUE-ADD



# LATINO SOCIAL VENTURE FUND

## NURTURING THE SEEDS OF CHANGE

Small amounts of money can make a huge impact on the lives of people. That's why RDF and NCLR created the Latino Social Venture Fund (LSVF). In partnership with investors like Citigroup and Bank of America, LSVF's competitive grant program complements the services of community-based organizations, giving them funds that often make the difference between viability and failure.

RDF has been an attentive steward for these funds, facilitating the best use of grant money to achieve the greatest good.

Funds are awarded to worthy organizations that share our vision of making a positive impact on the lives of Hispanic families and the poor.

The drive to improve quality of life and employment opportunities has brought millions of Hispanics not only to the traditional Border States but also to the urban and rural South, Midwest and other nontraditional geographic areas. Research shows the highest priorities for Hispanic families in the U.S. are: 1) a desire for a quality schools and education for their children, 2) affordable primary healthcare and 3) the opportunity to own their own homes. We share these goals and dreams for our Hispanic community at large.

To date, LSVF has fulfilled 63 grants for a total of \$2.5 million towards projects centered on homeownership, affordable housing, health and education.

## GRANTEE

Tonatierra  
Homewise  
McAllen Affordable Homes  
SACA Development  
Escuela Popular  
UNO  
L.A Leadership Academy  
New Heights Academy  
KIPP Houston  
Para Los Niños  
West Side Ecumenical Ministry  
Hispanic American Organization  
Lighthouse Community Charter School  
Esperanza Academy  
Instituto Del Progreso Latino  
Community Clinic  
Unity Health Care Foundation  
United Community Center  
Tiburcio Vasquez Health Center  
Affordable Homes of South Texas  
Cypress Hills Local Development Corp.  
Lawrence Community Works  
Chicanos Por La Causa - Nogales  
Conexion Americas  
Centro de la Comunidad Unida  
Erie Neighborhood House

## LOCATION

Phoenix, AZ  
Albuquerque, NM  
McAllen, TX  
Lancaster, PA  
San Jose, CA  
Chicago, IL  
Los Angeles, CA  
New York, NY  
Houston, TX  
Los Angeles, CA  
Cleveland, OH  
Allentown, PA  
Oakland, CA  
Philadelphia, PA  
Chicago, IL  
Springdale, AR  
Washington, D.C  
Milwaukee, WI  
Hayward, CA  
McAllen, TX  
Brooklyn, NY  
Lawrence, MA  
Nogales, AZ  
Nashville, TN  
Milwaukee, WI  
Chicago, IL

*RDF is such a valuable resource and partner. Phoenix has a critical need for affordable housing developments and there is always a need for more. Without the LSVF and other RDF funding opportunities we probably couldn't get our projects to fruition.*

**Rebecca Flanagan, Director**  
HUD Phoenix Field Office, Arizona



## OUR VALUE-ADD



*“There’s no question that West Denver Prep would not be the strong school it is today without the generous support of the Raza Development Fund.*

*We’re grateful that Raza invested in our concept and proud to be able to reciprocate through the accomplishments of our students.*”

**Chris Gibbons, Head of School**  
West Denver Preparatory, Denver, CO

## RAZA SCHOOL BUILDING FUND

### BREAKING THE CYCLE OF POVERTY

Education is the key to breaking the cycle of poverty. We believe that every child has the right to a good education, and the Raza School Building Fund is a key component of our commitment to that principle. RDF provides a full range of financing products to help charter school operators and charter school facility developers secure and improve adequate facilities for schools that serve Hispanic and other low income families.

RDF and Citibank’s Community Development Division created a \$50 million loan fund to provide loans of up to \$5 million and a seven-year term to eligible schools in the U.S.

“Over the years, RDF and NCLR have been our most important partners,” stated

Xanthe Jory, Founder Bronx Charter School for the Arts, New York. “They have provided start-up funding for operations that really helped get our school off the ground. RDF was a key player in making our school building a reality.”

RDF also offers Tenant Improvement Loans, which provide capital at affordable pricing to charter schools for which a leased facility is the best financial option. These loans generally occur in the first three years of a school’s operation, until a school has stabilized operationally, has reached or is approaching maximum enrollment, or a permanent facility solution is feasible.



## SITE ACQUISITION FUND

*“In today’s economic climate, securing pre-development capital has never being more difficult. Without the support of RDF our efforts to develop our first project in the Arizona market would have been a significant challenge.*

*Thank you RDF.”*

**Brian Swanton**, Arizona Market President  
*Gorman & Company, Inc.*

### MAKING DREAMS A REALITY

Within the last five years, raw and improved land prices have increased dramatically, and then fallen just as dramatically. The challenge for non-profit developers in such a volatile marketplace is both the short fuse on purchase agreements and the working capital and equity required (between 25% and 50%) by traditional lenders.

The Site Acquisition Fund was created as a resource for affordable housing developers and community service providers purchasing commercial real estate for educational, health and other neighborhood program centers that serve the Hispanic community. The goal is to provide affordably priced loans at a high loan-to-value to borrowers with committed operating or sales contracts.

In partnership with JP Morgan Chase Bank, the Site Acquisition Fund can provide loan capital for subordinate debt and guarantees. The combination of the Chase and RDF’s capital allow RDF to make loans up to 24 months, with affordable pricing and flexible loan-to-value.

## OUR VALUE-ADD



## FUNDING PARTNERS

### FOUNDING INVESTORS

Bank of America  
State Farm Insurance Companies

### INVESTING/LENDING PARTNERS

Citigroup  
JP Morgan Chase  
Allstate Insurance Company  
Wells Fargo Bank  
Prudential Social Investment  
Washington Mutual  
Wachovia Bank  
U.S. HUD  
U.S. Department of Education  
Fannie Mae Foundation

### TARGET CUSTOMERS

- Community Based Organizations
- Community Development Corporations
- Federally Qualified Primary Health Care Operators
- Charter School Operators
- Charter School Management Organizations
- Non-Profit Charter School Facility Developers

*“Before RDF was even launched, we talked with Tommy Espinoza and Mark Van Brunt about their goals. They were far more detailed than we had expected. So when we gave feedback and they returned with an even more robust business plan, we knew we had something special.*

*Ten years later, I take so much pleasure in seeing how much everyone has grown. Folks who were not used to raising and lending money are doing it so successfully and with such mindfulness of their mission.*”

**James Feild, SVP Real Estate  
Development & Central Region Market Executive  
Bank of America, RDF Board Member**

*The Raza Development Fund has proven to be an integral and flexible funding source, providing favorable development loans and Lines-of-Credit to make the deals happen. RDF has made building and revitalizing communities through quality, affordable housing and accessible social services “mission possible” by saying yes to YES.*

**Joseph R. Ortega**, Executive Vice President  
*YES Housing, Albuquerque, NM*



## OUR SUCCESS



## CELEBRATING OUR FIRST TEN YEARS

### LOOKING BACK... MOVING FORWARD

In 2009, Raza Development Fund held community "Thank You" receptions in Phoenix and Chicago to highlight the work that fund recipients do inside their own communities.

### PHOENIX

The Phoenix reception honored elementary school students and their teachers from RDF funded Academy of Math and Science in Tucson and Phoenix-based Reyes Maria

Ruiz Leadership Academy. RDF also made a financial contribution to St. Catherine's Parish in South Phoenix, The Saint Mary's Food Bank and My Sister, My Friend AZ. These worthy non-profits run food pantries serving Hispanic families and communities throughout the Phoenix metro area.

Phoenix Mayor Phil Gordon honored RDF by proclaiming April 21, 2009 as "Raza Development's Hope Fund Day." RDF President / CEO Tommy Espinoza

1999

B of A invests \$10M over 10 years for RDF start-up and development of NCLR

Initial Capitalization of the Hope Fund; \$10M lending capital from B of A

State Farm \$7M lending capital for the Hope Fund

Allstate Insurance Company \$2.5M lending capital for Hope Fund

State Farm donates \$1M to strengthen RDF balance sheet and debt structure

2002

\$5M from the U.S. Dept. Housing & Urban Development

U.S. Dept. of Education \$5M for Charter School Facilities credit enhancement

Citibank agrees to Loan Participations up to \$100 million

*Solid partnerships are critical to the Citi Foundation's ability to support communities where we do business while investing in innovative approaches that produce maximum benefits. The Raza Development Fund's mission to revitalize neighborhoods and generate economic opportunity while maintaining financial discipline, gives us the confidence that our resources are generating the highest social investment return.*

*Brandee McHale, Director of Programs, Citibank*



was formally recognized as a "Friend of the City" for his years of dedication to community development.

### CHICAGO

RDF awarded more than \$60,000 to NCLR affiliates throughout the U.S. that serve low-income families and the Hispanic community. These included Association Hous of Chicago and Erie Nighborhood House, Chicago; Casa Familiar, Inc. and Unity Council from California; La Casa

de Esperanza and Wheaton Franciscan Healthcare's Angel of Hope Clinic from Wisconsin; Hope Family Heath Center from McAllen, Texas; Latino Family Services in Michigan; El Centro de Raza in Washington; and Southwest Improvement Council in Colorado. RDF also recognized four high school seniors from Noble Network of Charter Schools and ASPIRA Charter Schools in the Chicago area for their excellence in Community Service.

2004

- \$4.9M U.S. Dept. Housing & Urban Development
- U.S. Dept. of Education \$7.95M for Charter School Facilities credit enhancement
- RDF Satellite Office opens in NYC
- JP Morgan Chase \$4M in grant capital as loan guarantee funds

2007+

- Chase CDE approves \$5M NMTC for lending capital
- Wells Fargo CDC approves \$1M for lending capital
- RDF and Citibank launch \$50M Raza School Building Fund
- State Farm Insurance Companies \$20M PRI to increase capital for the Hope Fund
- Bank of America \$20M PRI for the Hope Fund
- Merrill Lynch, B of A \$10M NMTC for lending capital

## OUR SUCCESS

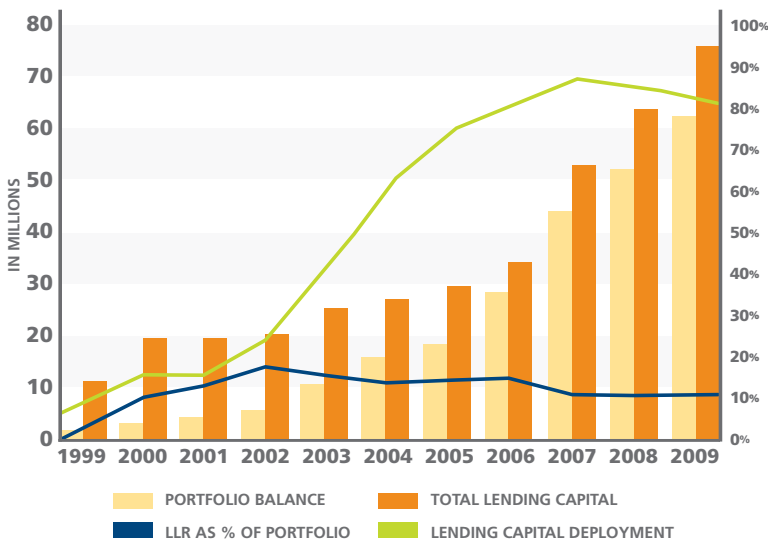


## A DECADE OF GROWTH

### FINANCIAL STEWARDSHIP: THE FIRST 10 YEARS

RDF's genesis began with capitalization commitments from its founding partners - Bank of America and State Farm Insurance. Citibank and JP Morgan Chase followed with capital lines and crucial capacity investments. From its first \$10 million investment in 1999, RDF has steadily grown its asset base to over \$100 million, with \$157 million in loan originations and a current servicing balance of \$64.5 million.

The growth of the net asset base to \$46.8 million lays the foundation for RDF's mission into the next decade. Having achieved self sufficiency in 2007, RDF now seeks to deploy its asset base to leverage more investment into the Hispanic community while garnering continued investor confidence through sound credit and management practices. One measure of this is the solid rating from the CDFI industry's CARS program in 2008.



| COMBINED SCHEDULES OF FINANCIAL POSITION | 2009             | 2008            |
|--|------------------|-----------------|
| Cash & Cash Equivalents                  | \$26,307         | \$22,469        |
| Restricted Cash & Cash Equivalents       | 15,175           | 15,257          |
| Accounts Receivable                      | 1,702            | 1,817           |
| Short Term Loans Receivable              | 11,461           | 21,230          |
| Loan Loss Reserves                       | (5,291)          | (4,500)         |
|  | \$49,354         | \$56,273        |
| Long Term Loan Receivables               | \$51,433         | \$30,591        |
| Other Assets                             | 211              | 78              |
|  | \$51,644         | \$30,669        |
| <b>TOTAL ASSETS (in 000s)</b>            | <b>\$100,998</b> | <b>\$86,942</b> |
| Accounts Payable                         | \$628            | \$1,601         |
| Pledges Held In Trust                    | 326              | 326             |
| Short Term Notes Payable                 | 5,367            | 7,981           |
| Long Term Notes Payable                  | 47,871           | 31,622          |
|  | \$54,192         | \$41,530        |
| Unrestricted Net Assets                  | \$31,620         | \$30,156        |
| Temp Restricted Net Assets               | \$15,186         | \$15,256        |
|  | \$46,806         | \$45,412        |
| <b>TOTAL (in 000s)</b>                   | <b>\$100,998</b> | <b>\$86,942</b> |



## OUR SUCCESS

| STATEMENT OF FUNCTIONAL ACTIVITIES      | 2009            | 2008            |
|---|-----------------|-----------------|
| REVENUE (in 000s)                       |                 |                 |
| Grants & Contributions                  | \$2,350         | \$4,313         |
| Interest Income                         | 342             | 763             |
| Loan Interest Income                    | 3,441           | 2,938           |
| Loan Fees                               | 333             | 349             |
| Technical Assistance                    | 15              | 12              |
|   | \$6,481         | \$8,375         |
| EXPENSES (in 000s)                      |                 |                 |
| Operations & Management                 | \$2,453         | \$2,259         |
| Interest Expense                        | 1,462           | 1,097           |
| Marketing                               | 144             | 47              |
| Grants                                  | 88              | 111             |
| NCLR                                    | -               | 933             |
| Loan Loss Reserve Expense               | 930             | 602             |
| Depreciation                            | 10              | 14              |
|   | \$5,087         | \$5,063         |
| Change in Net Assets                    | \$1,394         | \$3,312         |
| Net Assets Beginning of Year            | \$45,412        | \$42,100        |
| <b>NET ASSETS END OF YEAR (in 000s)</b> | <b>\$46,806</b> | <b>\$45,412</b> |

# RAZA DEVELOPMENT FUND BORROWERS



## COMMUNITY FACILITIES/ HEALTH CENTERS

Center For Training And Career  
Central California Economic Development  
Centro Educacional Aurora Weier  
Chicanos Por La Causa Inc.  
East Los Angeles Women's Center  
El Centro De La Raza  
El Proyecto Del Barrio  
Farm Labor Research Project  
Futuro Limited Liability Company  
Gardner Family Care Corporation  
Guadalupe Center Inc.  
Hacienda Community Development  
Institute For Latino Progress  
Join Hands Save A Life  
La Causa Inc.  
Latino Theater Company  
Latino Youth Inc.  
Mujeres Latinas En Accion  
Promesa Foundation Inc.  
Redlands Christian Migrant Council  
Rural Housing Inc.  
Tiburcio Vasquez Health Center  
Tonatierra Community Development  
Valle Del Sol Inc.  
Washington State Migrant Council  
Watts Century Latino Org.  
Yes Housing Inc.

## CHARTER SCHOOLS

Academia Cesar Chavez  
Academia Semillas Del Pueblo  
Academy Of Math & Science  
Achievement First Endeavor  
Alliance For A Better Community  
Amber Charter School  
Arizona Agribusiness And Equine School  
Ben Holt College Prep - Aspire Public Schools  
Bronx Charter School For The Arts  
Calli Olin Academy - Main  
Calli Olin Academy - Toltecalli Hs  
Capitol Heights Academy - Aspire Public Schools  
Carlos Rosario International Charter School  
Celerity Nascent Charter School  
Cesar Chavez Community School - Youth Build  
Civic Builders Inc.  
Community Charter School Of Cambridge  
Connections Charter School  
Coral Academy Elementary  
Denver School Of Science And Technology  
El Colegio Charter School  
Esperanza Community Collegial Academy  
Esperanza Montessori Academy

Green Dot Public Schools - Animo Campus  
Hawaii Academy Of Arts And Science  
KIPP Sankofa  
KIPP South Fulton Academy  
KIPP Team Academy  
Laura Jeffrey Academy  
Mariposa Academy  
Math And Science Success Academy  
New Heights Academy Charter School  
NFL Yet Academy  
Nueva Esperanza Inc.  
Our World Neighborhood Charter School  
Pacific Charter School Development  
Reyes Ruiz Elementary  
Rocketship Elementary - Dobern Campus  
Rocketship Mateo Sheedy Elementary  
South Valley High School - Cei  
Student Alternatives Program - Gateway Academy  
Summit Charter School - Aspire Public Schools  
The New City School  
The Star School  
Tucson Small School Project - City High School  
West Denver Preparatoray Charter School  
Woodburn Arthur Academy - Master Learning Inst.

## HOUSING

Central American Resource Center  
Centro De Salud Familiar La Fe  
Chicanos Por La Causa Inc.  
Coachella Valley Housing Coalition  
Cypress Hills Local Dev. Corp.  
Fairmount Heights Development  
General Property Systems, Llc  
Gorman & Company Inc.  
Hacienda Community Development  
Housing America Corporation  
Housing And Education Alliance  
Housing Our Communities  
L&M Development Partners  
La Causa Construction Inc.  
Latin American Youth Center  
Lohart Neighborhood Improvement  
MAAC Project  
McKinney Habitat For Humanity  
Native American Connections  
Nos Quedamos And Procida Development  
Rural Housing Inc.  
Saca Development Corporation  
Self Help Enterprises Inc.  
Tejano Center For Community Concerns  
Urban Homesteading Assistance  
VIP Community Services Inc.  
Visionary Home Builders Of Ca  
Yes Housing Inc.

## OUR SUCCESS



## LEADERSHIP

### RAZA DEVELOPMENT FUND

- Tom Espinoza** *President / CEO*
- Mark Van Brunt** *Chief Operating Officer*
- Laura Kozel** *Chief Credit Officer*
- Bernarda Duarte** *Chief Marketing Officer*
- Jim Ford** *Director, Charter School Programs*
- Alejandro Fuentes** *Controller*
- Brian Champeau** *Lending & Fund Development  
Eastern Region*
- Angela Stephenson** *Loan Officer*
- Silvia Urrutia** *Loan Officer*
- Laura Avelar** *Portfolio Manager*
- Juan Gabriel Madrid** *Staff Accountant*
- Star Reyes** *Executive Administrative Assistant*

*"It has been a pleasure working side by side with RDF. Their dedication and commitment to their clients is highly commendable."*

**Malou Martinez, CFO**  
*Tiburcio Vasquez Health Center, Inc.*  
*Oakland, CA*

### BOARD OF DIRECTORS

- Raul Yzaquirre** *Chairman of the Board,  
Executive Director ASU Center Community  
Development and Civil Rights*
- Tom Espinoza** *President and CEO,  
Raza Development Fund*
- Janet Murguia** *President and CEO,  
National Council of la Raza*
- Charles Kamasaki** *Executive Vice President,  
NCLR & RDF Board Treasurer*
- James Feild** *SVP Real Estate Development &  
Central Region Market Executive,  
Bank of America*
- Kim Latimer-Nelligan** *Chief Operating Officer,  
Low Income Investment Fund (LIIF)*
- Art Ruiz** *Federal Affairs Director,  
State Farm Insurance Company*
- Roldan Trujillo** *General Manager, Corporación  
Interamericana para el Financiamiento de  
Infraestructura, S.A (CIFI)*
- Joseph F Reilly** *President and CEO,  
Community Development Trust*
- Arabella Martinez** *Retired; NCLR Board Member*



INVESTMENT ■ SOLUTIONS ■ COMMUNITY ■ FAMILY

**NCLR**  
NATIONAL COUNCIL OF LA RAZA