Dear Friends,

Faith, Hope and Love are the pillars of RDF’s community development journey, inspired by the teachings of St. Pope John Paul II of respecting the Human Dignity of every person; the teachings of St. Mother Teresa of serving the poorest of the poor; and the influence of our Virgen of Guadalupe that greatly overflows the boundaries of Mexico, spreading to the whole of the Americas. RDF has been able to fulfill its mission through visionary leaders creating Latino organizations, investors funding dreams for community development, UnidosUS and its affiliates, our board and team members—all providing direct services to Latino and poor families across the country.

As the largest Latino Community Development Financial Institution (CDFI), RDF has an unique product offering that allows us to provide a diversified community-lending model and capital financing to multiple aspects of community development to include education finance, affordable housing, community health clinics and facilities, and small businesses.

S&P Global Ratings has assigned, two years in a row, an AA(-) credit rating to RDF, validating the business viability of RDF’s mission. The rating agency stated, “With its national footprint, the Fund is positioned to respond to the needs of underserved communities, facilitate financing to projects, and provide technical assistance that aims at breaking the cycle of poverty in low-income communities across the country by working through community-based organizations.” Founded in 1999 as a support corporation of then the National Council of La Raza, now UnidosUS, RDF provides access to capital and financing solutions to non-profits, UnidosUS affiliates, and other Latino-serving organizations across the country with the mission of breaking the cycle of poverty in low-income communities. Since inception, RDF has originated over $675 million of community development loans in 34 states across the nation, leveraging over $3 billion of capital into low-income communities. Headquartered in Phoenix, Arizona RDF lends nationwide and has offices in Seattle, Washington and New York City, New York.

20 years of service could not be possible without the servant leadership of countless individuals that have impacted our organization and the communities we serve. We have produced a historical documentary titled “Faith, Hope and Love: Our Journey in Community Development”, to tell our success story. The documentary can be seen at our website. Thank you to all of you for making these 20 years a great success for our community!

Tom Espinoza
President & CEO

20 years serving the Latino and poor communities throughout the Country

Tommy Espinoza
President & CEO
In 2019 RDF financed projects that resulted in the expansion or creation of new services for 7,133 students and 2,553 Housing Units. RDF provided financing to health and community facilities that provided social services to 313,538 patients and 30,700 families on an annual basis. In addition RDF provided critical lending to 3 small businesses.

Through our NMTC Program we supported the creation of 37 jobs and helped maintain 147 jobs. All projects financed through NMTC were located in areas with poverty rates above 25%, have a median unemployment rate of 15% (above the national unemployment rate for 2019) and a Median Family Income (MFI) below 60% - meaning they are designated extremely and very low income areas.

Total RDF Loans in 2019
$78,282,129

Total NMTC
$48,500,000

2019 Total
$126,782,129
In celebration of our growth and impact for the past 20 years, Raza Development Fund recognized four organizations with the Community Excellence Award for their continued advancement of Latino and poor families. These organizations represent the heart and soul of the projects that we fund and the communities that we serve. 20 years of service could not be made possible without the servant leadership of countless individuals that have touched RDF.

Tiburcio Vasquez Health Center

Since 1971, Tiburcio Vasquez Health Center (TVHC) has been a leading provider of multicultural and linguistically appropriate healthcare in Central and Southern Alameda County. This approach has built tremendous trust and credibility to prevent health disparities in a multicultural community. Immigrants in the area know they can turn to TVHC for high-quality services in their preferred language and in a culturally welcoming setting.

RDF financed the construction of a 20,500-square-foot Federally Qualified Health Center in San Leandro, CA, serving the local low-income Latino and African American population (64% low-income and 75% Latino). RDF provided a Sponsor Loan with which the proceeds allowed TVHC to make a senior leverage loan to the Investment Fund. Additionally, RDF made an $8 million QEI in the form of QLICI loans. RDF had previously provided TVHC with a Construction Loan.

The new facility allowed the health center to expand from offering basic medical services to comprehensive, healthcare services to include primary care, mental health, dental services, obstetrics and gynecology for over 6,100 patients annually who are nearly all under-insured or uninsured.

Location:
San Leandro, CA

Financing:
New Market Tax Credits and Sponsor Loan

Impact:
6,100 patients annually
Since 2004, communities in Southwest Chicago have benefited from the valuable healthcare thanks to services provided by Esperanza Health Centers. As an UnidosUS affiliate and federally qualified health center, they provide a wide array of primary care services to a predominantly Latino (91.7%) patient population from three locations serving Chicago’s southwest side. Its 108 FTEs are all bi-lingual and bi-cultural; and have earned Esperanza the distinction of being ranked among the Top 5% of health centers, nationwide, for quality care.

In 2017, Esperanza served 22,132 patients. With Federal New Markets Tax Credit (NMTC) financing, Esperanza constructed a new 26,100 sf healthcare facility to expand its operations in Brighton Park, Chicago. Mujeres Latinas en Acción, another UnidosUS affiliate and long-time RDF client, which provides social services that address domestic violence, sexual assault, leadership and youth development, positive parent support and homelessness prevention, leases space in the NMTC Project, which is staffed with three education specialists, four counselors, and an administrator. Additionally, an on-site laboratory and pharmacy employs 23.5 Full Time Employees. As a result of this financing, Esperanza is able to serve an additional 20,000 patients; created 70 new permanent jobs; and retained 14 jobs.
Upon its founding in 1855, Berea College became the first interracial and coeducational college in the South, offering a high-quality education to academically promising students with limited economic resources. Upon awarding every student with a Tuition Promise Scholarship, they ensure that no Berea student ever pays tuition. Through Work Colleges Consortium, Berea students work and use those earning toward general living expenses and cost of attendance.

RDF financed the construction and development of a new Health and Sciences Facility at Berea College. The 125,000 square foot facility houses the college’s biology, chemistry, mathematics, physics and nursing departments. This new building replaced two outdated and undersized buildings - the science building, first built in 1928 and last renovated in 1987; and the nursing building that was constructed in 1969. Combining these two facilities and housing the sciences, mathematics, and nursing in a modern, spacious and well-equipped facility advances these programs and, coupled with a new technology building, expands Berea’s capacity to educate STEM majors by 25% with no student paying tuition.
Formed in 1986, Hacienda CDC is a Latino Community Development Corporation that strengthens families by providing affordable housing, homeownership support, economic advancement, and educational opportunities. As an incubator model and economic development initiative of Hacienda CDC, the Portland Mercado began in 2010 bringing together a community of more than 16 permanent businesses in its public market and many more in its incubator kitchen.

RDF financed a multi-project initiative for Hacienda Community Development Corporation to include the development and construction of a new 11,280 sf administrative headquarters, the rehabilitation of a 13,441 sf building to be used as a community center and the rehabilitation of an 8,016 sf building to function as a business incubator for entrepreneurs. These facilities will enable this 22-year-old non-profit to serve the needs of Oregon’s growing Latino population in terms of educational opportunities, housing, youth & family support, and economic development.

**Location:**
Portland, OR

**Financing:**
New Market Tax Credit & Bridge Loan

**Impact:**
20 small businesses in incubator annually

**Jobs**
created 128 FTE jobs & maintained 71 FTE jobs
## FINANCIALS

### Balance Sheet 2019

<table>
<thead>
<tr>
<th>Account</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>22,877</td>
</tr>
<tr>
<td>Restricted Cash &amp; Cash Equivalents</td>
<td>2,507</td>
</tr>
<tr>
<td>Restricted Investments</td>
<td>17,979</td>
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<tr>
<td>Unrestricted Investments</td>
<td></td>
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<tr>
<td>Accounts Receivable</td>
<td>838</td>
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<tr>
<td>Loan Receivables, Net</td>
<td>185,255</td>
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<tr>
<td>Other Assets</td>
<td>3,226</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$232,682</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>2,106</td>
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<tr>
<td>Notes Payable, net</td>
<td>160,188</td>
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<tr>
<td>Unrestricted Net Assets</td>
<td>45,780</td>
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<tr>
<td>Temp. Restricted Net Assets</td>
<td>24,608</td>
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<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td>$232,682</td>
</tr>
</tbody>
</table>

### Statement of Activities 2019

<table>
<thead>
<tr>
<th>Source</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants &amp; Contributions</td>
<td>1,554</td>
</tr>
<tr>
<td>Loan Interest &amp; Fee Revenue</td>
<td>15,290</td>
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<tr>
<td>Other revenue</td>
<td>479</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$17,323</td>
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<tr>
<td>Interest Expense</td>
<td>4,906</td>
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<tr>
<td>G&amp;A</td>
<td>11,760</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$16,666</td>
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<tr>
<td>Change in Net Assets</td>
<td>657</td>
</tr>
<tr>
<td><strong>Net Assets Beginning of Year</strong></td>
<td>69,732</td>
</tr>
<tr>
<td><strong>Net Assets End of Year</strong></td>
<td>$70,389</td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS

James W. Feild
SVP Community Development Executive
Bank of America
BOARD CHAIR

Tommy Espinoza
Raza Development Fund
PRESIDENT & CEO

Janet Murguia Roldan Trujillo
President & CEO UnidosUS

Roldan Trujillo
RCT Advisory

Arabella Martinez
Low Income Investment Fund (LIIF)

Art Ruiz
Retired: State Farm Insurance Co.

Kimberly Latimer-Nelligan
Chief Operating Officer
Low Income Investment Fund (LIIF)

Janis Bowdler
Managing Director
JP Morgan Chase & Co.

Joseph F. Reilly
President & CEO
Community Development Trust

Kenneth I. Trujillo
Shareholder
Chamberlain Hrdlicka
INVESTORS

FOUNDING INVESTORS
Bank of America
Citi Foundation
State Farm Insurance Companies

INVESTING LENDING PARTNERS
Alliance Bank
Ally Bank
BBVA Compass
Capital One Bank
Charles Schwab
Deutsche Bank
Federal Financing Bank (CDFI Bond Guarantee Program)
Federal Home Loan Bank of San Francisco
JP Morgan Chase
KS State Bank
Northern Trust
PNC Bank
Wells Fargo
EXECUTIVE LEADERSHIP

MANAGEMENT TEAM

Tommy Espinoza
President & CEO

Rodrigo Vela
Chief Financial Officer

Mark Van Brunt
Chief Operating Officer

Scott Ritchter
Chief Credit Officer

David Clower
Chief Investment Officer

Elvira Espinoza
Chief Communications Officer

DEPARTMENT DIRECTORS

Adrian Ruiz
Director of Education

Guadalupe Gomez
Director of Small Business Initiatives

Amanda Sanchez
Director of Pacific Northwest Region

Juan Madrid
Director of Compliance/Controller

Tony Lopez
Manager of Financial Planning & Reporting

Brian Champeau
Director of East Coast Region

Melissa McDonald
Deputy Chief Investment Officer

Francisca Montoya
Director of Research and Planning

Catherine Kes
Director of Specialty Finance

Star Reyes
Director of Communications
MISSION/VALUES

Our Mission
Raza Development Fund invests capital and creates financing solutions to increase opportunities for the Latino community and low-income families.

Our Values
Raza Development Fund adheres to core values of integrity, honesty, respect, trust, dignity, transparency, accountability and professionalism in everything we do.
In its 20th year of service, RDF's asset base growth has risen to over $400 million.

2010 A DECADE OF GROWTH 2019

233,986

244,630

58,110

77,482

2010 Project Equities, Cleveland, OH
2010 Founding Lending Partners
2011 Comunidades Latinas Unidas En Servicio (CLUES), St. Paul, MN
2012 Supportive Housing, Boston, MA
2013 Education Centers, Kansas City, MO
2014 School Board, New York, NY
2015 HFH's 50th Anniversary
2016 Braila College Preparatory Charter School, Queens, NY
2017 120 Millionth Dollar raised in the last 10 years
2018 Education Fund, 20th Anniversary
2019 A Support Corporation of UnidosUS

RAZA DEVELOPMENT FUND
SERVING AMERICA
A Support Corporation of UnidosUS

3 Offices: Boston, New York, Seattle
1 Satellite Office: Florida
13 Investing Lending Partners
3 Founding Investors