



# Milestones

NORTHERN CALIFORNIA COMMUNITY LOAN FUND

## MILESTONES

FY 1987 – 2005

Since NCCLF opened our doors 19 years ago, we have changed the lives of thousands of low-income people and their families by helping to **build, revitalize, and strengthen communities** across our region.

- ▶ loans  
**219**
- ▶ committed  
**\$44,494,810**
- ▶ leveraged  
**\$515,859,720**
- ▶ technical assistance  
client organizations  
**596**

on the cover:  
A boy plays on the grounds  
of the National Human  
Development Foundation's  
Infant House in Sacramento.  
NHDF runs childcare  
programs for children six  
weeks to 12 years old.



## THE MILESTONES THAT REALLY MATTER

Dear Friends,

We're delighted to present this record of NCCLF's activities during fiscal year 2005—our 19th year of operation, and a period in which we achieved many significant milestones for both our organization and the people we serve.

FY05 was the first year of our ambitious new five-year strategic plan. This plan calls for us to help change the lives of more low-income people by providing more capital and expertise to create affordable housing, community facilities, and essential human services.

As the numbers show, we've gotten off to an excellent start. We exceeded our lending goals, committing \$8.8 million—\$2 million more than in any previous year. We provided consultations and workshops to 165 nonprofit groups, awarded \$3.1 million in grants to create new facility space that will house 68 community programs, attracted \$2.7 million in new investment to expand our loan fund—and once again ended the year in sound financial condition.

Meeting our initial year's targets has been enormously important to all of us. It has given us new energy to meet our next, equally ambitious set of goals, and has created a momentum that is propelling NCCLF to achieve greater impact throughout our region.

Yet the point of this report is not just to communicate the numbers, but to give you a sense of what they really mean.

The milestones that truly matter are the ones in the lives of the people whom our work touches:

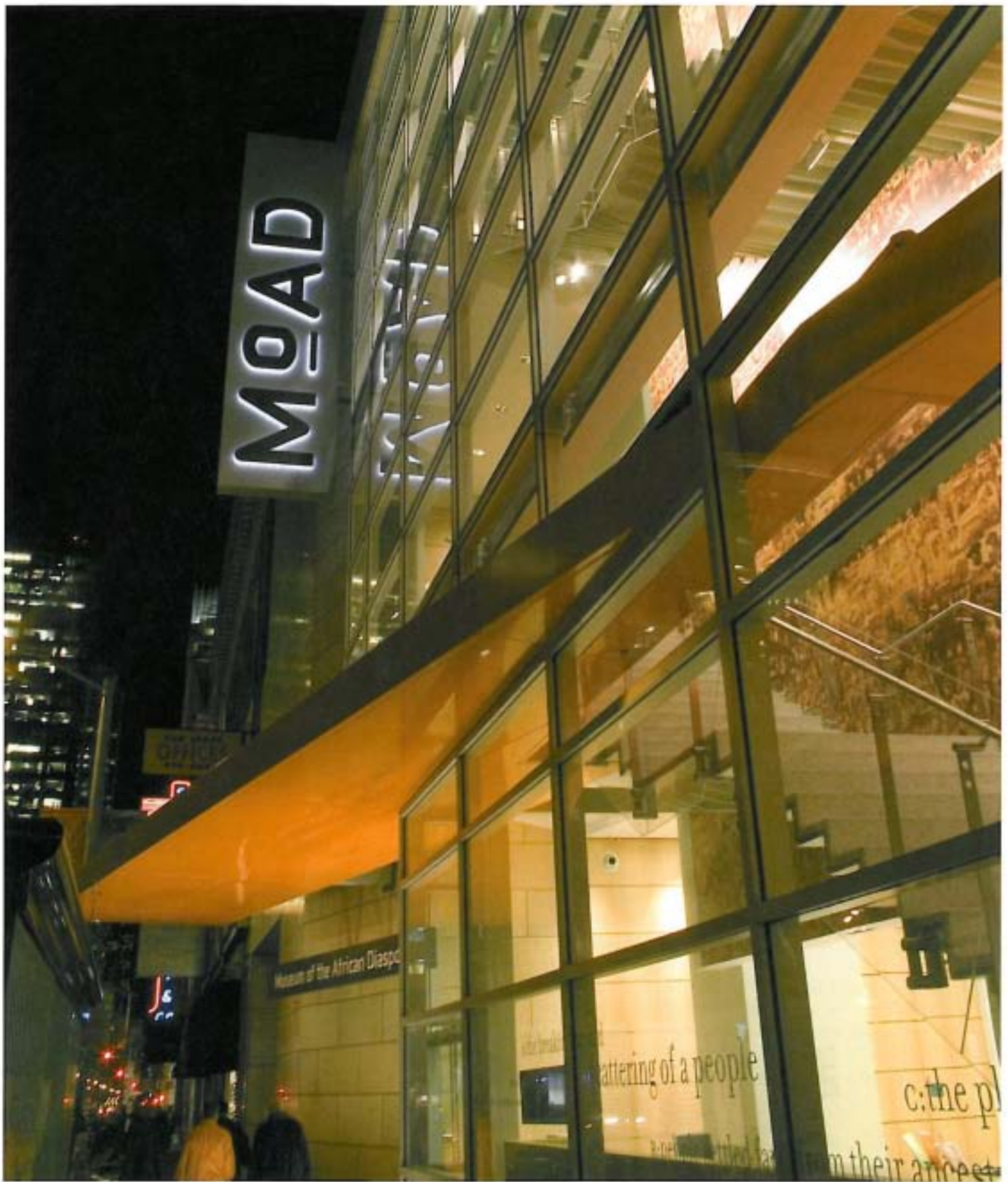
- A low-income family walking through the front door of their beautiful new home for the first time.
- A young adult in a job training program, slowly but steadily building his confidence as he masters the skills he needs to get his first job.
- A 12-year-old girl discovering her own voice as part of a diverse, award-winning youth chorus that is using musical education to create the leaders of tomorrow.
- A disabled senior citizen leaving isolation behind as she moves into a friendly, safe and comfortable senior residence.
- A person struggling with addiction whose participation in a recovery program allows him to have "a second chance at a first-class life."

This is the real meaning of our work: the many life-changing opportunities that NCCLF's capital and expertise help make happen for people and communities in need across Northern California. And by that measure, we can report that FY05 was a very productive year.

With our warmest thanks to our donors, investors, clients, volunteers, and friends for all you do to make NCCLF's work possible.

Mary A. Rogier  
President

George Williamson  
Board Chair



**MILESTONES**  
economic development

23	\$3,097,307	\$11,201,561
loans	committed	leveraged



The Northern California Community Loan Fund helps build strong communities that make our region a more vibrant and equitable place to live. By supplying loan capital and financial expertise to nonprofit organizations, NCCLF's work revitalizes low-income neighborhoods and enables disadvantaged people to build a better future.

NCCLF provides our investors with a way to channel their capital to effective community development projects. We promote social and economic justice by expanding low-income communities' access to capital and increasing public awareness of the impact of investment decisions. NCCLF operates a Lending Program, two Consulting Programs, two Grant Programs, and an ongoing Investment Fundraising campaign.

#### LENDING PROGRAM

NCCLF makes loans ranging from \$10,000 to \$1 million for four types of nonprofit projects: affordable housing, community facilities, human services, and economic development.

- ▶ From 1987 through the end of fiscal year 2005, NCCLF committed \$44.4 million to 219 projects, without a single loan loss.

#### CONSULTING PROGRAMS

NCCLF's Fiscal Fitness and Facility Fitness programs offer community groups technical assistance in financial management, debt readiness, and facility-project readiness.

- ▶ From 2000 through the end of fiscal year 2005, NCCLF's Consulting Programs delivered in-depth consultations to 108 nonprofits and reached 458 groups through workshops.

#### GRANT PROGRAMS

NCCLF's San Francisco/Alameda County and Performing Arts grant programs manage foundation and local government funds that enable nonprofits to acquire permanently affordable facilities.

- ▶ From 2001 through the end of fiscal year 2005, NCCLF's Grant Programs committed \$6.3 million for 708,641 square feet of space that will house 166 community programs.

#### INVESTMENT FUNDRAISING

The 164 investors in NCCLF's revolving loan fund include individuals, foundations, religious organizations, and financial institutions. Our minimum individual investment is \$1,000; our minimum term is one year.

- ▶ NCCLF's Loan Fund investment pool now stands at \$20.5 million, with over \$4.5 million in equity capital as a buffer against possible losses.

at left:  
The Museum of the African  
Diaspora offers museum-  
goers a one-of-a-kind  
experience while playing  
an important part in  
San Francisco's vibrant new  
Yerba Buena Arts District.

167,517

non-residential sq. ft.

12

housing units

3,600

clients served

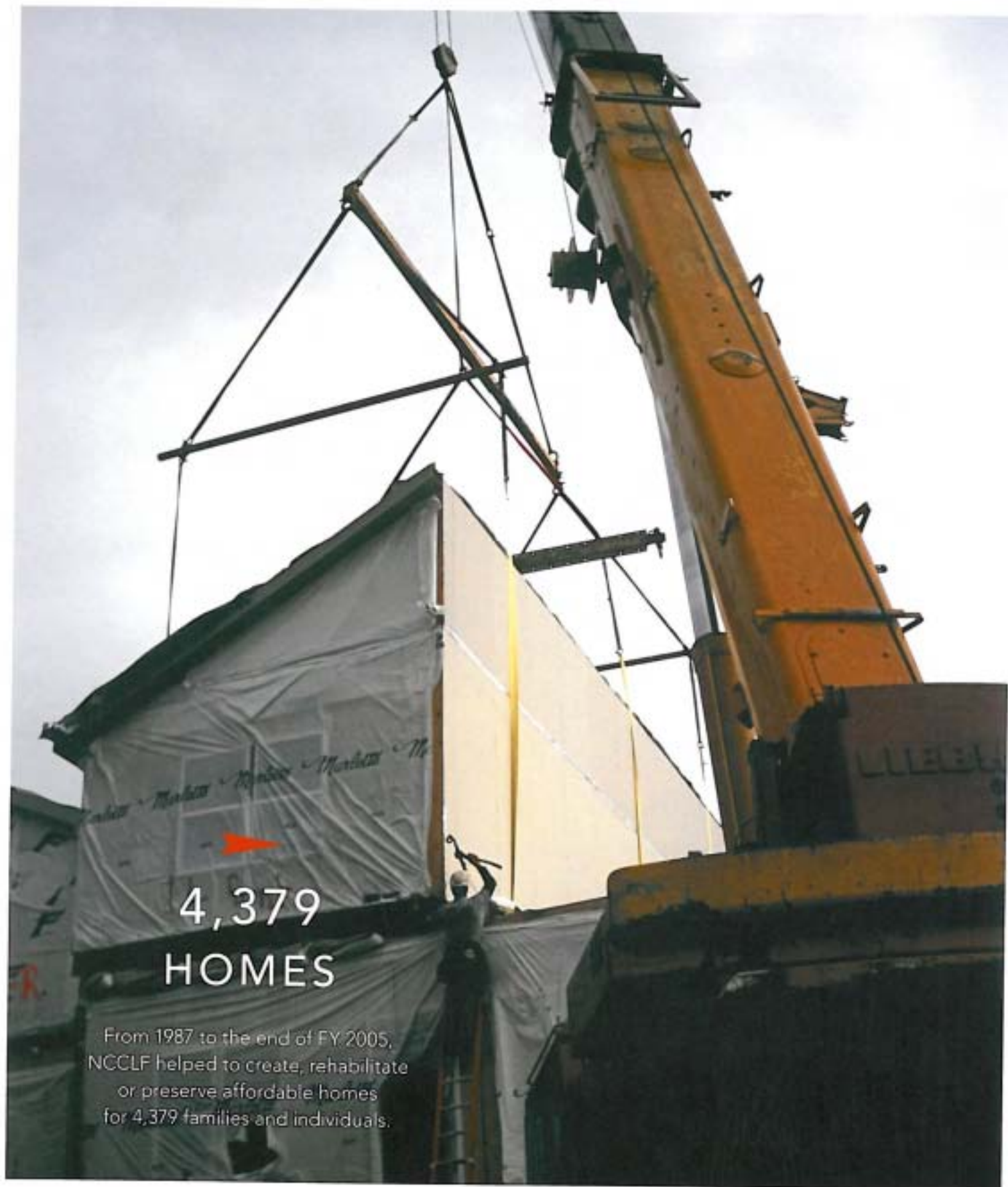
66

jobs created

200

jobs retained





4,379  
HOMES

From 1987 to the end of FY 2005,  
NCCLF helped to create, rehabilitate  
or preserve affordable homes  
for 4,379 families and individuals.

**MILESTONES**  
affordable housing

85	\$21,800,477	\$446,793,346
loans	committed	leveraged

# To Build

## AFFORDABLE HOMES THAT HOUSE LOW-INCOME PEOPLE

Our state has the least-affordable housing in the nation. In October 2005, just 15% of California households had the minimum \$128,480 annual income needed to buy a median-priced home. A two-bedroom rental in San Francisco requires a family income of \$71,000. To afford a one-bedroom apartment, a minimum-wage worker would have to work 168 hours per week in San Jose, or 129 hours per week in Oakland.

Nonprofit housing developers are the prime source of new and rehabilitated housing that lower-income people can afford. NCCLF offers these developers the kind of predevelopment and gap financing that is particularly hard to obtain, and that can complete an overall funding package and enable a project to move forward.

In FY 2005, NCCLF made 10 affordable housing loan commitments totaling \$5,118,731. These funds will help create 345 homes for low-income families and individuals.

at left:  
Oakland Community Housing Inc.'s infill projects use off-site construction to decrease costs of quality homeownership opportunities. Here, portions of pre-manufactured homes are craned into place atop site-built foundations.

105,783	4,379	3,727	120	6
non-residential sq. ft.	housing units	clients served	jobs created	jobs retained

## LOAN COMMITMENTS

Burbank Housing Development Corporation has developed more than 1,600 multifamily units and nearly 600 single-family homes throughout Sonoma County for low- and very-low income families, seniors, agricultural workers, and developmentally disabled people.

- ▶ loan commitment  
**\$1,800,000 participation loan**  
use of funds  
Acquisition of a 3-acre parcel in Sebastopol for 40 units of low- and very-low-income housing and neighborhood-serving commercial space

Citizens Housing Corporation has developed or preserved over 2,700 housing units affordable to low-income families. NCCLF made two loan commitments to Citizens Housing in FY 2005.

- ▶ loan commitment #1  
**\$590,000**  
use of funds  
Acquisition and predevelopment costs for the Altheim project in Oakland, which will result in 174 units of affordable senior rental housing
- ▶ loan commitment #2  
**\$922,631**  
use of funds  
Acquisition of Las Casitas Apartments, a 61-unit affordable family housing project in Hayward

Community Housing Opportunities Corporation has sponsored the development of more than 1,100 units of affordable rental housing and 74 single-family homes in Yolo, Sacramento, Solano and Contra Costa counties.

- ▶ loan commitment  
**\$532,000**  
use of funds  
Refinancing of predevelopment costs for a 22-unit, for-sale, affordable housing development in Sacramento

East Side Arts and Housing is a joint effort by Affordable Housing Associates and the EastSide Arts Alliance to develop a mixed-use housing and arts project in East Oakland. Affordable Housing Associates has developed 500 units of affordable housing for over 1,000 East Bay residents; EastSide Arts Alliance is an organization of artists and community organizers of color who live or work in Oakland.

- ▶ loan commitment  
**\$247,500**  
use of funds  
Development of 16 units of affordable housing and commercial space in Oakland's Lower San Antonio neighborhood

Northern California Land Trust develops housing projects for which NCLT retains the rights to the land. This ensures that the units can remain affordably priced if the homeowners choose to sell.

- ▶ loan commitment  
**\$395,000**  
use of funds  
Acquisition of a building in West Oakland that had been converted from industrial use to seven affordable live-work units and two "work-only" units

Oakland Community Housing, Inc. has developed over 1,000 units of affordable housing throughout the East Bay. NCCLF made three loan commitments to OCHI in FY 2005. All three projects are for first-time homebuyers, and all will use prefabricated units placed on on-site foundations, which helps keep construction costs down.

- ▶ loan commitment #1  
**\$513,000**  
use of funds  
Acquisition of a North Oakland property that OCHI will develop into eight affordable home ownership units
- ▶ loan commitment #2  
**\$168,000**  
use of funds  
Refinancing of a West Oakland property on which OCHI will develop eight more affordable homeownership units
- ▶ loan commitment #3  
**\$361,600**  
use of funds  
Construction costs for a third eight-unit home ownership project in North Oakland

Richmond Neighborhood Housing Services revitalizes neighborhoods in the city of Richmond by developing quality affordable-housing options. RNHS is developing several housing units as part of Richmond's in-fill strategy that aims to create quality housing on lots that have been abandoned or are otherwise blights on the surrounding neighborhood.

- ▶ loan commitment  
**\$360,000**  
use of funds  
Construction financing of a home that will be sold to a low-to-moderate-income Richmond family



## CITIZENS HOUSING CORPORATION

### The Altheim, Oakland

The Altheim senior-assisted living facility in Oakland's Dimond District has been vacant for years. However, due in part to a \$590,000 loan that NCCLF made to Citizens Housing Corporation in June of 2005, the complex is coming back to life.

The Altheim project is a historic gem that dates back to the late 1880s. It was built to house retired German settlers—in German, the word “altheim” means retirement home. The original buildings burned down in 1905, and were rebuilt in 1908. Years later, the facility was converted to assisted-living and opened to people of all backgrounds. Unfortunately, as the years rolled by and the buildings became more outdated, local seniors lost interest in finding new homes in the Altheim.

“Three and a half years ago, the Altheim closed its doors after over 100 years as a senior residential care facility,” says Michael Willis, Chair of the Altheim Association. “The Association still owned the property, and we needed to make a decision about what to do with it. We decided not to sell, and began seeking a partner who would redevelop the property in partnership with us. We chose Citizens Housing because they were interested

in keeping the facility as senior housing, which was closest to the original use of the building. Citizens also wanted to ensure that the historic aspects of the project remained intact.”

Citizens Housing purchased the buildings from the Altheim Association and entered into a long-term lease for the land. Work has already started on the renovation, which will ultimately result in 174 homes for seniors. Citizens is working closely with the Altheim Association to preserve the three-acre garden that is the crowning jewel of the project, and plans to apply for national historic landmark status. The Altheim Association will retain some rights to the property and will continue to hold cultural events on the grounds.

“Citizens Housing has been working with the Altheim Association and the neighboring community for over two years, and we are thrilled to have acquired the buildings,” says Alex Galovich, Senior Project Manager for Citizens Housing. “The Altheim will create an impressive number of permanently affordable senior housing units, while preserving an important historic resource for Oakland.”



▶  
**\$15M**

From 1987 to the end of FY 2005,  
NCCLF has committed over  
\$15 million in loans to 74 human  
service organizations, helping these  
groups meet the needs of over  
100,000 clients.

**MILESTONES**  
human services / facilities

<b>85</b>	<b>\$15,113,686</b>	<b>\$50,642,518</b>
loans	committed	leveraged

# To Revitalize

## HUMAN SERVICES THAT ALLOW COMMUNITIES TO FLOURISH

Community groups that deliver essential human services frequently need loans for working capital or special projects. Yet regulatory and profit requirements can prompt traditional lenders to set underwriting standards that tend to disqualify most nonprofits—especially those in low-income neighborhoods. NCCLF's working-capital loans and lines of credit enable human-service groups to expand their programs or meet cash-flow fluctuations.

Many nonprofit organizations pay too little attention to their financial infrastructure, with often-catastrophic results. NCCLF's Fiscal Fitness program builds such organizations' financial management capacity, with an emphasis on budgeting and financial reporting.

In FY 2005, NCCLF made 12 loan commitments totaling \$2,904,507 to human service organizations, helping to serve 25,191 clients. Fiscal Fitness entered into or continued individual consultations with 11 organizations, and served 73 nonprofits through workshops.

at left:  
A girl peeks through a tunnel  
on the grounds of the  
National Human Development  
Foundation's Infant House  
in Sacramento. NHDF runs  
childcare programs for children  
six weeks to 12 years old.

618,313

80

103,173

89

82

non-residential sq. ft.

housing units

clients served

jobs created

jobs retained



## LOAN COMMITMENTS

**Baker Places** is one of the largest agencies in San Francisco that provides services, supportive housing, and independent-living preparation to people struggling with mental illness, chemical addiction and HIV/AIDS. The agency currently serves over 1,300 clients. NCCLF made three loan commitments to Baker Places in FY 2005.

▶ loan commitment #1  
**\$350,000**  
use of funds  
Help BP manage its cash flow during a period of organizational restructuring

▶ loan commitments #2 and #3  
**\$354,645 and \$209,252**  
use of funds  
Refinance existing loans on Baker Places' office facilities in San Francisco

**Center for Third World Organizing** is a training and resource center that promotes organizing in low-income communities of color throughout the United States. Located in Oakland, CTWO trains both new and experienced organizers, and serves approximately 75 multiracial community groups per year. In FY 2005, NCCLF made two loan commitments to CTWO.

▶ loan commitment #1  
**\$150,000**  
use of funds  
Finance improvements to CTWO's Oakland facility and a training equipment upgrade

▶ loan commitment #2  
**\$50,000**  
use of funds  
Help CTWO meet its working capital needs with a line of credit

**Child Development Policy Institute** was founded in 1993 and is located in Sacramento. Through partnerships with state government agencies and others, CDPI has assisted over 800 childcare providers in 12 counties to access state childcare resources in order to expand services to low-income families.

▶ loan commitment  
**\$40,000**  
use of funds  
Help CDPI manage its cash flow

**Community Awareness and Treatment Services** provides supportive services to San Francisco's homeless population and works to end homelessness in the city. CATS has served over 23,500 clients through its eight programs, which include street-based response and outreach services, drop-in centers, substance abuse treatment programs, and supportive housing.

▶ loan commitment  
**\$200,000**  
use of funds  
Help CATS bridge delays in government contract reimbursements

**National Human Development Foundation** provides low-income families of Sacramento County with comprehensive child development services for children six weeks to 12 years of age, including early education programs, parent education classes, child nutrition projects, youth employment training, and an inclusive education project for severely disabled preschool-age children.

▶ loan commitment  
**\$146,631**  
use of funds  
Acquisition and tenant improvements on a Sacramento facility providing childcare for 54 children

**Options Recovery Services** breaks the cycle of addiction, mental illness, crime and homelessness with programs that help addicts and alcoholics get treatment, employment, housing, and a meaningful life. ORS serves more than 200 clients annually. NCCLF made three loan commitments to Options in FY05.

▶ loan commitments #1, #2 and #3  
**\$131,000, \$633,000 and \$440,000**  
use of funds  
Acquisition of three transitional housing facilities in Oakland

**San Francisco Conservation Corps** offers 575 young people per year opportunities to develop their academic abilities and marketable job skills while addressing community needs through service work, primarily on environmental projects throughout San Francisco.

▶ loan commitment  
**\$200,000**  
use of funds  
Help with San Francisco Conservation Corps' working capital needs



## OPTIONS RECOVERY SERVICES

### Oakland and Berkeley

With programs built around intensive case management for its clients, Options Recovery Services in Oakland and Berkeley is dedicated to breaking the cycle of addiction, mental illness, crime and homelessness, and helping clients find employment, housing and meaningful lives.

Michael is a 51-year-old former drug addict who successfully completed the Options program, and now works with the organization as a drug counselor. "I used all kinds of drugs in high school," says Michael, "and by the time I was in the military I learned to inject heroin. In 1985 I got HIV. I was out of control and left my job. I was ready to die a drug addict."

Michael became homeless, living on the bus or on BART, and hustled recycling. During a stint in jail, he became very ill, and his counselor called Options Recovery Services. "That same night I was accepted into an Options drug rehab program," he said. "After five months, I was moved into a transitional house. It was scary, but at Options people were loving and caring, and it didn't matter that I had HIV."

"Being able to purchase residential facilities gives stability and

security to our clients, and to the organization financially," says Faith Fuller, Options' Director of Finance and Administration. "The housing component has been an extremely important piece of sobriety for many of our clients. The rents are low and housemates help one another stay sober."

With NCCLF's help, Options has been able to expand its housing to four facilities, and add space for an additional 12 to 15 people. "For months we heard, 'We don't lend to nonprofits' from banks and mortgage brokers, before we finally called NCCLF," Faith says. "At NCCLF, the staff members caught on right away to the importance of what we're doing with our housing."

Because of his experience with Options, says Michael, "I started believing that I could live. At graduation so many people cheered I knew I could never go back to drugs. After graduation, I was offered a paid position as an Options drug counselor. I realized Options saw something in me that I didn't by giving me a second chance at a first-class life. Now I'm able to help others achieve it as well."



1.7M  
SQ. FT.

NCCLF's facilities loans and grants  
have helped to build, acquire or  
refurbish over 1.7 million square feet  
of neighborhood-serving  
nonprofit and retail space.

**MILESTONES**  
arts / cultural

9

loans

\$1,840,840

committed

\$7,222,295

leveraged



# To Strengthen

## FACILITIES THAT HELP NONPROFITS PUT DOWN ROOTS

In most of our region, and particularly the Bay Area, nonprofits have a hard time securing a home. The only real defense against spiraling real estate prices is for community groups to own their own facilities—and such a step almost always requires both financial and technical assistance. By putting down roots in their neighborhoods, nonprofits help to strengthen the fabric of the communities they serve.

In FY 2005, NCCLF supported nonprofit facility acquisition projects through our two grant programs, funded by area foundations and public agencies, and through our Facility Fitness consultations and workshops. The San Francisco/Alameda County Program extends grant funds to nonprofits in these two counties that are seeking to permanently house their programs or offices. The Performing Arts Program provides grant funds to arts organizations looking to acquire or renovate mid-size performance art space. Our Facility Fitness program offers technical assistance to nonprofits seeking permanent facilities.

In FY 2005, NCCLF's San Francisco/Alameda County Program committed \$885,000 in six grants, which will help create 75,078 square feet of nonprofit facilities. Our Performing Arts Program committed \$2,234,550 in 11 grants, helping to create 209,839 square feet of space for performing arts groups. The Facility Fitness program entered into in-depth consultations with eight clients and reached 73 nonprofits through its workshops.

at left:  
Celeste Smeland, Executive  
Director of the Vallejo  
Community Arts Foundation,  
shows off renovation  
work inside Benicia's historic  
Empress Theater.

107,422

non-residential sq. ft.

8,815

clients served

38

jobs created

10

jobs retained



## GRANT COMMITMENTS

Asian Pacific Islanders Legal Outreach provides services for the most marginalized segments of the Asian Pacific Islander community, focusing on domestic violence, violence against women, immigrant rights, senior law and elder abuse, human trafficking, public benefits, and social justice.

- ▶ grant commitment  
**\$100,000 San Francisco/Alameda capital grant**  
use of funds  
Support the acquisition of a building to house the API Community Center in San Francisco

Brava! For Women in the Arts is a theater organization in San Francisco's Mission District. The organization also runs several theater and job-training programs for adults and children from its neighborhood. Brava's performance space is a 371-seat theater, and the overall facility includes approximately 3,500 square feet of retail space.

- ▶ grant commitment  
**\$400,000 Performing Arts capital grant**  
use of funds  
Support the renovation of the Brava Theater Center in San Francisco

California Shakespeare Theater presents four productions annually, including Shakespearian interpretations and world theater works, at the outdoor 545-seat Bruns Memorial Amphitheater in Orinda. Cal Shakes offers additional educational activities, such as daily pre-show talks and Meet-the-Artist events.

- ▶ grant commitment  
**\$40,000 Performing Arts planning grant**  
use of funds  
Support the renovation of the Bruns Amphitheater in Orinda

Centro Legal de la Raza is a legal services and community development agency that advances the rights of immigrant, low-income and Latino communities through bilingual legal representation, education, community organizing and advocacy. Centro Legal promotes access to justice for thousands of individuals and families each year throughout the East Bay.

- ▶ grant commitment  
**\$25,000 San Francisco/Alameda planning grant**  
use of funds  
Support the development of East Oakland's Workers Rights Building

East Bay Center for the Performing Arts provides Richmond and surrounding communities with broad arts access, and employs the arts as a vehicle for social change. EBCPA offers performances in theater, music and dance, and screenings of original media productions, as well as training programs for youth and adults. It produces approximately 35 performances a year.

- ▶ grant commitment  
**\$45,000 Performing Arts planning grant**  
use of funds  
Support the acquisition and improvement of EBCPA's current space in Richmond

EastSide Arts Alliance is an organization of artists, cultural workers, organizers, and activists who live and work in the San Antonio neighborhood of Oakland. ESAA unites art with activism in its work for community empowerment and cultural development. The organization produces the Malcolm X Jazz Festival, which draws 3,000 people annually.

- ▶ grant commitments  
**\$50,000 Performing Arts planning grant**  
**\$300,000 Performing Arts capital grant**  
**\$110,000 San Francisco/Alameda capital grant**  
use of funds  
Support the development of ESAA's new Lower San Antonio Community Cultural Center in Oakland

Julia Morgan Center for the Arts provides a performance home for diverse performing artists and audiences. A hub of activity for performances, training, rehearsal, and arts education, JMCA's building includes a 328-seat theater, dance studios, and classrooms.

- ▶ grant commitment  
**\$152,000 Performing Arts capital grant**  
use of funds  
Support repairs and renovations of the JMCA building in Berkeley

The Museum of the African Diaspora uses the art, culture, and history of the African diaspora to examine and portray the achievements of African-descended communities worldwide. Its exhibitions will employ objects of art and culture, and its programming will include performing arts, film, discussion groups, artists' workshops, and school programs.

- ▶ grant commitment  
**\$100,000 San Francisco/Alameda capital grant**  
use of funds  
Support tenant improvements to the Museum's new home in San Francisco



## SAN FRANCISCO GIRLS CHORUS

### San Francisco

The San Francisco Girls Chorus creates outstanding performances with girls' voices. Three hundred girls from 160 schools scattered across 48 Bay Area cities sing with the Chorus. "We really do represent Bay Area diversity," says Susan McMane, SFGC Artistic Director. "The chorus reaches girls from different ethnic and economic backgrounds; in fact, one-third of the chorus sings with us on a scholarship." In addition to its dedication to great performance, the Chorus teaches the girls music and vocal technique, to hold their own part within a group, and to create a community.

From its founding in 1978 until last year, the Girls Chorus had to divert time and resources into constant relocation. "We were moving every three or four years, which was an incredible strain on our energy and finances," says Susan. But in 2005—thanks in part to two NCCLF grants totaling \$250,000—the Chorus was able to purchase 44 Page Street, which is now the Kanbar Performing Arts Center.

"This building is a dream come true," Susan says. It provides five rehearsal rooms with good acoustics, space for a library,

classrooms, piano, risers, and administrative offices. It's also located close to MUNI and BART, which is crucial given that many of the girls must get themselves to the Chorus after school.

"Being here, in the hub of the San Francisco performing arts district, near the Opera and Symphony, is an incredible gift to the Chorus," Susan says. "It gives us credibility as well as visibility as a legitimate performing arts organization."

The Girls Chorus occupies three and a half floors of the six-story building. "Leasing out the rest of the building is enormously helpful to our financial bottom line," Susan says. "We're able to share our space very affordably with many other local music organizations. It's exciting for us to be able to provide space in the arts district, which gives us that creative synergy we're always looking for."

"We're serious music makers," says Susan. "We teach our girls music, and as they get into that music it changes their lives forever. We believe our young women will be the leaders of tomorrow, and we want them to be promoters of life-changing art."

## GRANT COMMITMENTS

**Native American Health Center** is the only health care provider to serve more than 80,000 American Indians in the Bay Area. NAHC has over 30 years of experience providing high-quality, holistic, and community-based health care services for uninsured, under-insured, and low-income clients.

- ▶ grant commitment  
**\$200,000 San Francisco/Alameda capital grant**  
 use of funds  
 Support the development and construction of the new Seven Directions Health Care Facility in Oakland

**ODC Theater** is the oldest contemporary dance organization in San Francisco. ODC has produced hundreds of performances showcasing the work of over 2,000 artists in its 187-seat theater, which is home to ODC/San Francisco, its resident Dance Company. In addition, the ODC School provides classes for approximately 5,500 students per year.

- ▶ grant commitment  
**\$500,000 Performing Arts capital grant**  
 use of funds  
 Support the renovation of ODC's new facility and the creation of a dance campus

**San Francisco Girls Chorus** is a regional center for music education and choral training for girls and young women aged 7-18. In 2004, more than 300 singers from 160 schools in 48 Bay Area cities participated in this internationally renowned program. As many as 100,000 people hear the San Francisco Girls Chorus sing every year.

- ▶ grant commitment  
**\$150,000 Performing Arts capital grant**  
 use of funds  
 Support the acquisition and restoration of the SFGC building

**Santa Rosa Symphony** is the sixth largest and the sixth oldest of California's symphonies. Its programs include 21 subscription concerts, four special concerts, and a performance at the Green Music Festival each year. SRS's education program sponsors four youth orchestras, 12 youth concerts per year, a summer Music Academy, in-school performances, and a 10-month listening program.

- ▶ grant commitment  
**\$500,000 Performing Arts capital grant**  
 use of funds  
 Support the development of the Green Music Center

**Vallejo Community Arts Foundation** manages the Fetterly Playhouse for the Arts, a multi-use, community-based facility in Vallejo. VCAF also serves as a fiscal sponsor for nonprofit arts organizations, regrants municipal arts funding, and promotes artists and special community events. VCAF sponsors the Vallejo Jazz Festival, Vallejo Ballet Conservatory, and Vallejo Phoenix Rising.

- ▶ grant commitment  
**\$50,000 Performing Arts planning grant**  
 use of funds  
 Support the development of the 500-seat Empress Theater

**Youth Radio** offers free after-school journalism and production training programs to approximately 1,400 students per year. Using on-air DJ opportunities as a hook, Youth Radio provides stable, long-term guidance for youth as they transition from school to college and into meaningful career paths.

- ▶ grant commitment  
**\$350,000 San Francisco/Alameda capital grant**  
 use of funds  
 Help provide Youth Radio with a stable and permanent home in Oakland

**Z Space Studio** works collaboratively with artists to develop Bay Area theater and theater audiences. Since inception, Z Space Studio has used several locations to present its programs, and is facing more and more difficulty in securing performance space in the Bay Area.

- ▶ grant commitment  
**\$50,000 Performing Arts capital grant**  
 use of funds  
 Support architectural and capital campaign expenses for a capital project that will result in over 26,000 square feet of permanent performance space

### MILESTONES lines of credit

23	\$3,097,307	\$11,201,561
loans	committed	leveraged



# CONSULTING PROGRAMS

## FY2005 Workshops

### FISCAL FITNESS WORKSHOPS

#### Budgeting

California Association of Nonprofits

Fresno, October 2004

Marin Community Foundation

Novato, January 2005

#### Budgeting for Fund Developers

Multicultural Alliance of Fundraisers at

The San Francisco Foundation

San Francisco, May 2005

#### Financial Management

Nonprofit Resource Center of the Shasta Regional

Community Foundation

Redding, May 2005

#### Key Strategies for Financial Management

California Association of Nonprofits

Concord, September 2005

#### Nonprofits by the Numbers

Northern California Community Loan Fund

San Francisco, October 2004 and January 2005

#### Strategic Budgeting

Nonprofit Resource Center of the Shasta Regional

Community Foundation

Redding, May 2005

### FACILITY FITNESS WORKSHOPS

Facility Fitness workshops were sponsored in part by the San Francisco Mayor's Office of Community Development and the William and Flora Hewlett Foundation.

#### Part One: Where To Begin?

Sterling Bank & Trust

San Francisco, December 2004

JP Morgan Chase

San Francisco, May 2005

#### Part Two: Planning and Implementing a Facility Project

JP Morgan Chase

San Francisco, June 2005

#### Part Three: Financing Basics and Beyond

Sterling Bank & Trust

San Francisco, January 2005

The San Francisco Foundation

San Francisco, September 2005

## FY2005 Consulting Clients

### FISCAL FITNESS CONSULTING CLIENTS

A Better Way

Bindlestiff

Instituto Familiar de la Raza

Donaldina Cameron House

Inkworks Press

Lao Family Community Development

Northern California Grantmakers

Mission Neighborhood Center

Mujeres Unidas y Activas

People Organized to Win Employment Rights (POWER)

Tinkers Workshop

### FACILITY FITNESS CONSULTING CLIENTS

African American Arts Organizations (ATTAIN)

Asian Women's Shelter

Elle Hill Hutch Community Center

Haight Ashbury Food Program

Mission Economic Development Association

Ninth Street Media Consortium

Z Space Studio

2,936

60,218

12

80

non-residential sq. ft.

clients served

jobs created

jobs retained



# NCCLF Funds at Work

## SOURCES OF LOAN CAPITAL > FY 2005

**159**  
investors  
in NCCLF's loan fund

**\$17,723,700**  
in investments



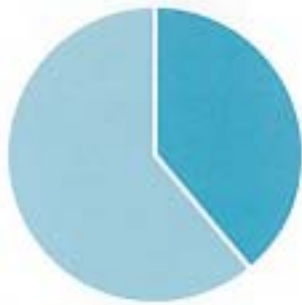
## LOAN CAPITAL GROWTH > 1988 - 2005

- \$13,185,500**  
investor capital
- \$4,538,199**  
equity capital

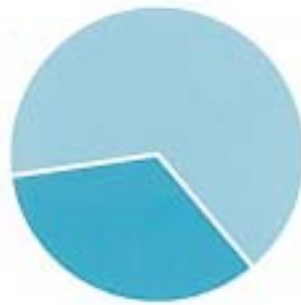


# LENDING > 1988 - 2005

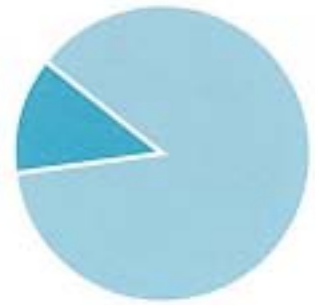
percent of loan dollars committed



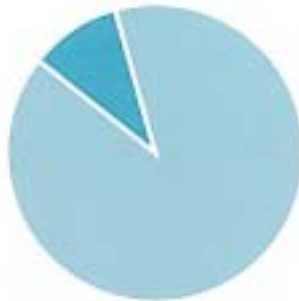
**39%**  
affordable housing



**34%**  
human services/  
facilities



**13%**  
lines of credit



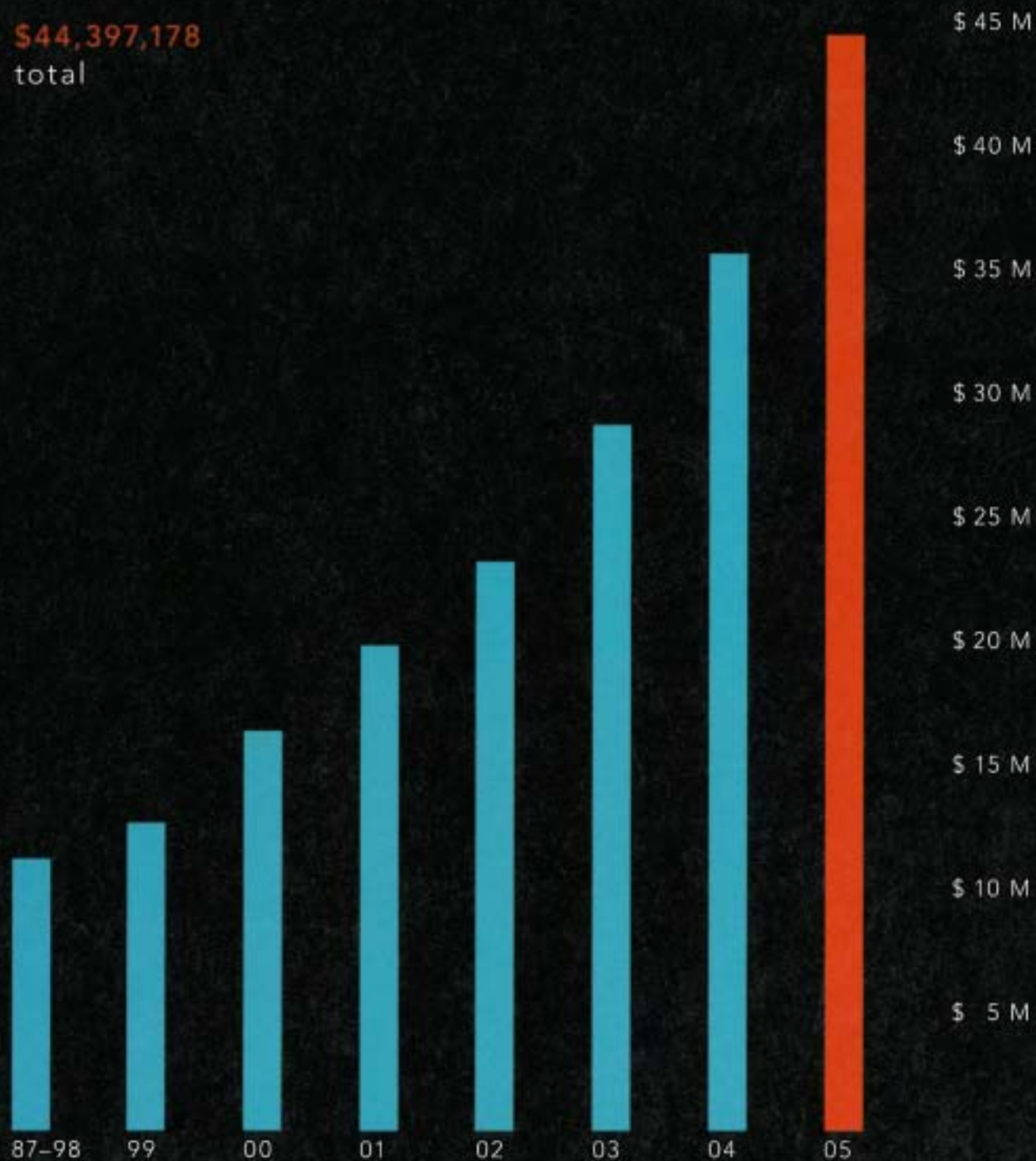
**10%**  
economic  
development



**4%**  
arts/cultural

# LOAN COMMITMENTS > 1987 - 2005

**\$44,397,178**  
total



# Statement of Financial Position

Years ended September 30, 2004 and 2005

	2005			2004		
	GENERAL FUND	LOAN FUND	TOTAL	GENERAL FUND	LOAN FUND	TOTAL
<b>ASSETS</b>						
current assets						
Cash and cash equivalents	\$ 902,883	\$ 1,620,040	\$ 2,522,923	\$ 845,092	\$ 1,061,852	\$ 1,906,944
Funds held in trust	4,883,654	—	4,883,654	4,088,214	—	4,088,214
Restricted grant receivable	224,108	1,180,000	1,404,108	—	—	—
Accrued interest and other receivables	77,913	—	77,913	78,570	—	78,570
Prepaid expenses	16,615	—	16,615	13,926	—	13,926
Investments	1,287,872	5,128,073	6,415,945	1,199,409	6,913,214	8,112,623
Notes receivable— net of allowance for loan loss of \$191,566 and \$108,861	—	3,535,527	3,535,527	—	1,750,671	1,750,671
<b>Total current assets</b>	<b>7,393,045</b>	<b>11,463,640</b>	<b>18,856,685</b>	<b>6,225,211</b>	<b>9,725,737</b>	<b>15,950,948</b>
Notes receivable— net of allowance for loan loss of \$340,561 and \$326,585	—	6,264,920	6,264,920	—	5,360,600	5,360,600
Deposits	9,447	—	9,447	7,015	—	7,015
Property and equipment—net	17,234	—	17,234	17,421	—	17,421
<b>Total assets</b>	<b>\$ 7,419,726</b>	<b>\$ 17,728,560</b>	<b>\$ 25,148,286</b>	<b>\$ 6,249,647</b>	<b>\$ 15,086,337</b>	<b>\$ 21,335,984</b>
<b>LIABILITIES AND NET ASSETS</b>						
current liabilities						
Accounts payable and accrued expenses	\$ 30,046	\$ —	\$ 30,046	\$ 20,859	\$ —	\$ 20,859
Accrued interest payable	91,322	4,861	96,183	81,323	457	81,780
Deferred revenue	25,000	—	25,000	—	—	—
Funds held in trust	4,883,654	—	4,883,654	4,088,214	—	4,088,214
Interfund payable	—	—	—	60,000	(60,000)	—
Notes payable—current portion	—	2,554,000	2,554,000	—	1,084,500	1,084,500
<b>Total current liabilities</b>	<b>5,030,022</b>	<b>2,558,861</b>	<b>7,588,883</b>	<b>4,250,396</b>	<b>1,024,957</b>	<b>5,275,353</b>
Notes payable— net of current portion	—	9,731,500	9,731,500	—	10,230,000	10,230,000
Subordinate notes payable	—	900,000	900,000	—	900,000	900,000
<b>Total liabilities</b>	<b>5,030,022</b>	<b>13,190,361</b>	<b>18,220,383</b>	<b>4,250,396</b>	<b>12,154,957</b>	<b>16,405,353</b>
net assets						
Unrestricted						
Designated by board of directors	800,000	—	800,000	800,000	—	800,000
Undesignated	1,101,294	—	1,101,294	821,823	—	821,823
<b>Total unrestricted</b>	<b>1,901,294</b>	<b>—</b>	<b>1,901,294</b>	<b>1,621,823</b>	<b>—</b>	<b>1,621,823</b>
Temporarily restricted	488,410	4,538,199	5,026,609	377,428	2,931,380	3,308,808
<b>Total net assets</b>	<b>2,389,704</b>	<b>4,538,199</b>	<b>6,927,903</b>	<b>1,999,251</b>	<b>2,931,380</b>	<b>4,930,631</b>
<b>Total liabilities and net assets</b>	<b>\$ 7,419,726</b>	<b>\$ 17,728,560</b>	<b>\$ 25,148,286</b>	<b>\$ 6,249,647</b>	<b>\$ 15,086,337</b>	<b>\$ 21,335,984</b>

# Statement of Activities

Years ended September 30, 2004 and 2005

	2005			2004		
	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
<b>SUPPORT AND REVENUE</b>						
Grants and contributions	\$ 340,567	\$ 2,238,608	\$ 2,579,175	\$ 281,220	\$ 1,192,000	\$ 1,473,220
Interest and investment income, net of interest expense of \$228,811 and \$208,184	710,352	–	710,352	553,597	–	553,597
Special event income—net of direct costs of \$27,374 and \$25,842	68,186	–	68,186	78,433	–	78,433
In-kind donations	111,661	–	111,661	77,191	–	77,191
Realized and unrealized loss on investments	(136,041)	–	(136,041)	(81,929)	–	(81,929)
Loan fees	116,560	–	116,560	105,178	–	105,178
Fiscal agent and contract fees	85,817	–	85,817	77,000	–	77,000
Other	7,500	–	7,500	6,000	–	6,000
Net assets released from restrictions	520,807	(520,807)	–	478,796	(478,796)	–
<b>Total support and revenue</b>	<b>\$ 1,825,409</b>	<b>\$ 1,717,801</b>	<b>\$ 3,543,210</b>	<b>\$ 1,575,486</b>	<b>\$ 713,204</b>	<b>\$ 2,288,690</b>
<b>EXPENSES</b>						
program services						
Direct lending	\$ 601,032	\$ –	\$ 601,032	\$ 436,538	\$ –	\$ 436,538
Consulting and grant programs	439,521	–	439,521	385,720	–	385,720
Capitalization	244,375	–	244,375	205,347	–	205,347
<b>Total program services</b>	<b>1,284,928</b>	<b>–</b>	<b>1,284,928</b>	<b>1,027,605</b>	<b>–</b>	<b>1,027,605</b>
supporting services						
Management and general	152,003	–	152,003	127,639	–	127,639
Fundraising	109,007	–	109,007	117,125	–	117,125
<b>Total supporting services</b>	<b>261,010</b>	<b>–</b>	<b>261,010</b>	<b>244,764</b>	<b>–</b>	<b>244,764</b>
<b>Total expenses</b>	<b>1,545,938</b>	<b>–</b>	<b>1,545,938</b>	<b>1,272,369</b>	<b>–</b>	<b>1,272,369</b>
Change in net assets	279,471	1,717,801	1,997,272	303,117	713,204	1,016,321
Net assets, beginning of year	1,621,823	3,308,808	4,930,631	1,318,706	2,595,604	3,914,310
<b>Net assets, end of year</b>	<b>\$ 1,901,294</b>	<b>\$ 5,026,609</b>	<b>\$ 6,927,903</b>	<b>\$ 1,621,823</b>	<b>\$ 3,308,808</b>	<b>\$ 4,930,631</b>

This financial information has been derived from the Northern California Community Loan Fund's audited financial statements, copies of which may be obtained by contacting NCCLF.

# NCCLF Investors

We could not do our work without the financial commitment of our investors.

## **BANKS**

Bank of America  
Borel Private Bank & Trust Co.  
Cedars Bank  
First Republic Bank  
Guaranty Bank  
Manufacturers Bank  
Northern Trust Bank of California  
Silicon Valley Bank  
U.S. Bancorp Community Development Corporation  
Washington Mutual Bank  
Wells Fargo Community Development Corporation

## **FOUNDATIONS AND NONPROFIT ORGANIZATIONS**

Annie E. Casey Foundation  
Calvert Social Investment Foundation  
Community Economics  
Florence Crittenton Services of San Francisco  
Friedman Family Foundation  
Fund for Nonviolence  
Funding Exchange Endowment  
Funding Exchange Pooled Fund  
Wallace Alexander Garboda Foundation  
People's Life Fund  
Erich and Hannah Sachs Foundation  
Tides Foundation - Exploring Elf  
Vanguard Public Foundation

## **NONPROFIT FAITH-BASED HEALTH SYSTEMS**

Ascension Health  
Catholic Health Initiatives  
Catholic Healthcare West  
St. Joseph Health System

## **GOVERNMENT AGENCIES AND NONPROFIT ASSOCIATIONS**

Community Development Financial Institutions Fund  
Opportunity Finance Network (formerly National Community Capital Association)

## **RELIGIOUS COMMUNITIES**

Adrian Dominican Sisters  
California Province, Society of Jesus  
Congregation of the Sisters of Charity of the Incarnate Word  
Dominican Sisters of Mission San Jose  
Dominican Sisters of San Rafael  
First Unitarian Church of San Jose  
Franciscan Friars of California  
Marist Society  
Mercy Partnership Fund  
Sinsinawa Dominicans  
Sisters of Charity of the Blessed Virgin Mary  
Sisters of Mercy, Burlingame  
Sisters of Mercy of the Americas, Auburn  
Sisters of Mercy of the Americas, Detroit

Sisters of Notre Dame de Namur, California Province  
Sisters of St. Joseph in California  
Sisters of St. Joseph of Orange  
Sisters of the Holy Family  
Sisters of the Holy Names  
Society of Mary, Province of St. Louis  
St. Ignatius Church  
St. John's Presbyterian Church  
Unitarian Universalist Association

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Susie Aaron and Steve Sherman  
Ronald and Suzanne Bachman  
Jane Baker  
Peter Barnes  
Ted and Mary Barone  
Alvin Baum  
Richard Bernius and Julia Bussgang  
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Peter Brastow  
William and Victoria Bruckner  
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Robert McConnell  
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Judith Stronach Estate  
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Clay Taylor  
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Sandy Weil  
Corey Weinstein  
James and Janet Wenninger  
Patricia Wolfe  
Molly and Dennis Wuthrich  
Katherine Youngmeister  
Richard Yurman  
Jody Zaitlin  
David Zebker  
Judy Zollman and Marty Glick

# NCCLF Donors

We are grateful for the generosity of the many funders and donors that contribute to NCCLF.

Fiscal Year 2005

## ORGANIZATIONS

### \$50,000 and up

Annie E. Casey Foundation  
Community Development Financial  
Institutions Fund  
S. H. Cowell Foundation  
Richard and Rhoda Goldman Fund  
Evelyn and Walter Haas, Jr. Fund  
William and Flora Hewlett  
Foundation

### \$10,000 – 49,999

Bank of America Foundation  
Citibank West, F.S.B.  
Citigroup Foundation  
Fannie Mae Foundation  
Firedoll Foundation  
Friedman Family Foundation  
HSBC Bank USA  
Stanley S. Langendorf Foundation  
McKay Foundation  
J. P. Morgan Chase  
The San Francisco Foundation  
Union Bank of California  
Washington Mutual  
Wells Fargo Bank

### \$1,000 – 9,999

Anonymous (2)  
Bank of the West  
Borel Private Bank & Trust Company  
Catholic Healthcare West  
Citigroup Global Markets, Inc.  
City National Bank  
Comerica Bank  
Fannie Mae, Bay Area Partnership  
Office  
First Republic Bank  
Funding Exchange  
Greater Bay Bank  
Guaranty Bank  
Key Bank  
Manufacturers Bank  
Pamela Merchant & Kirby Sack  
Fund at the Women's Foundation  
of California  
Northern Trust Bank  
Parnassus Investments  
Resourceful Women  
Seneca Capital Management  
Silicon Valley Bank  
Sterling Bank & Trust  
U.S. Bank  
U.S. Trust Company  
United Commercial Bank

### Up to \$999

Asian Resource Center  
Bernal Heights Neighborhood  
Center  
Boston Common Asset  
Management  
BRIDGE Housing Corporation  
Capital Incubator  
Chinatown Community  
Development Center  
Dominican Sisters of San Rafael  
Emergency Management &  
Safety Solutions  
Federal Reserve Bank of  
San Francisco  
Wallace Alexander Gerbode  
Foundation  
Global Citizen Center  
Greene Radovsky Maloney & Share  
Harrington Investments, Inc.  
Khemmu Pastoral Center  
Resolve Digital  
San Francisco Urban Institute  
Visitation Valley Community  
Development Corporation  
Walter & Elise Haas Fund  
Women's Initiative for Self  
Employment  
Youth Radio

## INDIVIDUALS

### \$5,000 and up

Anonymous  
Jean Driscoll and Peter Calthorpe  
Tom Meyer and Julie Stevenson  
Peter Stern and Holly Badgley Stern

### \$1,000 – 4,999

Anonymous (3)  
Jane Baker  
Laurie Cohen  
Douglas and Anna Hilbe Dowd  
Adrienne Hirt and Jeffrey Rodman  
Molly Lazarus and Craig Burke  
Carol Felton Melnick  
Susan and Philip Marineau  
Paulette Meyer and  
David Friedman  
Jack and Betsy Rix  
Susan Severin  
Rosalind Singer  
Marjorie Stern  
Susan Vickers, RSM  
Patricia Wolfe

### \$500 – 999

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Laura Baker and Lewis Lubin  
Kimo Campbell  
Susan Chamberlin  
John Cocton  
Marta Drury  
Katherine Durgin and  
Elaine McKinley  
John and Diana Harrington  
Jeremy Johnstone and Mary James  
William Roth  
Carl Stern and Holly Hayes

### Up to \$499

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Fred and Judith Auda  
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Joani Blank  
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Carroll and Robert Brentano  
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Rachel Fleet  
Terri and Jerrad Forman  
Cynthia Gair  
Alan and Sheila Gordon

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Kristen Growney  
David and Marjorie Guggenheim  
Joy Hahn  
Alfred and Ruth Heller  
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Daryl Higashi  
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Olson Lee  
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Helen Smolinski  
Carolyn Sonfield  
Scott Sparte and Kristine Carl  
Jill Storey and Richard Fisher  
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Lydia Tan  
Kenneth Taimor and Beth Parker  
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Ilene Weinreb  
Coray Weinstein  
Jeff White  
Curtis Wilgig  
Jody Zaitlin  
David Zebker

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We are grateful for the generosity of the many funders and donors that contribute to NCCLF.

Fiscal Year 2006 > October 1, 2005 – January 31, 2006

## ORGANIZATIONS

### \$25,000 and up

Bank of America Foundation  
Community Development Financial  
Institutions Fund  
Evelyn and Walter Haas, Jr. Fund  
William and Flora Hewlett  
Foundation  
Union Bank of California

### \$10,000 – \$24,999

Citibank West, F.S.B.  
First Republic Bank  
HSBC Bank  
Friedoll Foundation  
The San Francisco Foundation  
U.S. Trust Company  
Union Bank of California

### Up to \$9,999

Anonymous  
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Cathay Bank  
Farallone Pacific Insurance  
Services, Inc.  
Key Bank  
Pamela Merchant & Kirby Sack  
Fund of the Women's Foundation  
of California  
Northern Trust Bank  
Parnassus Investments  
Resolve Digital  
Shaeta Production Services  
Sterling Bank & Trust  
U.S. Bank

## INDIVIDUALS

### \$5,000 and up

Anonymous  
Ann Hatch  
Tom Meyer and Julie Stevenson  
Paul and Prentice Sack

### \$1,000 – \$4,999

Anonymous (2)  
Jane Baker  
Kimo Campbell  
Lauria Cohen  
Jean Driacoll and Peter Calthorpe  
Adrienne Hirt and Jeffrey Rodman  
Molly Lazarus and Craig Burke  
Susan and Philip Marineau  
Paulette Meyer and  
David Friedman  
Elizabeth and Thomas Pigford  
Jack and Betsy Rix  
Susan Severin  
Marjorie Stern  
Peter Stern and Holly Badgley Stern  
Peg Stone  
Joan Sussman  
Susan Vickers, RSM  
Patricia Wolfe

### \$500 – \$999

Anonymous (3)  
Laura Baker and Lewis Lubin  
Jesse Bean  
Susan Chamberlin  
John Cotton  
Katherine Durgin and  
Elaine McKinley  
Vickie Grove and David Fair  
William Roth  
Carl Stern and Holly Hayes  
George Williamson

### Up to \$499

Anonymous  
Claudia Cate  
Kevin Danaher  
Fred Euphrat  
Robert Finkelstein and Lisa Chen  
Terri and Jerrad Forman  
Sharon and James Grant  
David and Marjorie Guggenheim  
John and Diana Harrington  
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Monica Marini-Leenson  
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Sandy Weil  
Mark Weisman  
Mark Whisler  
Kirke and Ann Wilson  
Peter Wise and Patrice Kavanaugh  
Molly and Dennis Wutrich

## SPECIAL THANKS

Jim Abrams, Stephen Adams, Haydée Alfonso, Mike Allison, Carlos Almanza, Emanuela Allgood, Carl Ballion, Anne Barnett, Michele Benedetto, Sarah Bennett, Rich Bernius, Fred Blackwell, Tim Blackwood, Mel Breach, Sister Pati Bruno, O.P., Sheile Burks, Christine Boylan Carr, Susan Cheng, Brian Cheu, Helen Cohen, Dan Corsello, Laurence Crouch, Pamela David, Ximena Delgado, Brian Dennison, Bill Dittenhofer, Moy Eig, Cheryl Evans, Betsy Fairbanks, Corinne Florek, Jenny Flores, Terri Forman, Nancy Franco, Phyllis Friedman, Mary Gregory, Rich Guggenheim, John Harrington, Ann Hatch, James Head, Ira Hirschfield, Nancy Huntington, Dwayne Jones, Lisa Kawahara, Jack Knight, Carol Lamont, Tom Layton, Gil Lee, Elizabeth Lieb, Christine Maia-Fleres, Lisa Maisano, Antonio Manning, Mona Masri, Marcia McAdams, Duncan Meaney, Paulette Meyer & David Friedman, Tom Meyer and Julie Stevenson, Deb Montesinos, Sarah Nelson, Pat Nuris, Linda Oerick, SNJM, Lincoln Pain, Brad Paul, Myron Perryman, Monica Pressley, Don Roberts, Craig Robinson, Stephan Robinson, Jo-Ans Rosa, Cathy Rowan, Ron Rowell, Caryn Sachs, Prentice and Paul Sack, Luis Sanchez, Ilana Schatz, Gail Seneca, Neil Sims, Saten Singh, Eric Sloan, Margaret Southerland, Diane Spirandeli, Bradley Spurr, Jack Stevens, Sandor and Faye Straus, Paul Sussman, Deborah Urban, Sue Vandiver, Christa Velasquez, Vera de Vera, Virginia Victorin, Ron Vest, Linda Walker, Stephanie Wall, Kris Walter, Otis Watson, Brett White, Michele Williams, Susan Winstead, Linda Wood, Brenda Wright, Sylvia Yee, Rosana Yu, Angel Zapata

## STAFF

**Mary A. Rogier**  
President

**Carlos Almanza**  
Business Development Loan Officer  
(through May 2005)

**Molly Blackford**  
Development Associate

**Julie Chen**  
Accountant

**Kayne Doumani**  
Program Associate, Consulting and Grant Programs (as of December 2005)

**Dutch R. Haarsma**  
Director of Lending

**Catherine Howard**  
Senior Loan Officer

**Carolyn Johnson**  
Director of Consulting and Grant Programs  
(through December 2005)

**Virginie Arnaud Le Pape**  
Loan Associate (as of March 2006)

**Karen A. Marki**  
Director of Finance and Administration

**Mary McNamara**  
Program Assistant, Consulting and Grant Programs (as of October 2005)

**Joyce Miller**  
Office Administrator

**Sojella Maria Silva**  
Program Manager,  
Fiscal Fitness Program Manager

**Joshua Simon**  
Director of Consulting and Grant Programs  
(as of May 2005)

**Peter Stern**  
Development Director

**Sarah Abbe Taylor**  
Program Associate,  
Consulting and Grant Programs

**Jack Tilney**  
Loan Officer

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**Jesse Bean**  
Board Treasurer (through January 2006)  
Catholic Healthcare West

**Frank Bravo**  
(as of September 2005)  
Silicon Valley Bank

**Pablo Bravo**  
Board Treasurer (as of February 2006)  
Catholic Healthcare West

**Ann Cameron**  
Bank of America

**Regina Davis**  
(as of September 2005)  
San Francisco Housing Development Corporation

**Jean Driscoll**  
Independent Real Estate Finance Consultant

**Vickie Grove**  
Board Vice Chair  
Child Advocates of Santa Clara and  
San Mateo Counties

**Bill Lambert**  
Board Secretary (through January 2006)  
Shasta Production Services

**Pamela Merchant**  
Board Secretary (as of January 2006)  
Center for Justice and Accountability

**Walter Monasch**  
Retired Urban Planner

**Scott Sparte**  
NCB Development Corporation

**Peg Stone**  
(as of May 2005)  
CSG Advisors, Inc.

**Andrew Sun**  
Sun Associates

**Lydia Tan**  
BNDGE Housing Corporation

**George Williamson**  
Board Chair  
California Economic Development  
Lending Initiative

**Kirke Wilson**  
Retired, Former President, Rosenberg Foundation



NCCLF Staff - Front row (l-r): Joyce Miller, Julie Chen, Catherine Howard, Mary Rogier, Sojella Silva; Back row (l-r): Peter Stern, Mary McNamara, Molly Blackford, Jack Tilney, Kayne Doumani, Karen Marki, Sarah Abbe Taylor, Dutch Haarsma



NCCLF Board - (l-r): Frank Bravo, Walter Monasch, Peg Stone, Bill Lambert, Vickie Grove, Kirke Wilson, Regina Davis, Andrew Sun, Pamela Merchant, Lydia Tan

## AUDIT COMMITTEE

board members  
Vickie Grove  
Bill Lambert  
Peg Stone

## DEVELOPMENT COMMITTEE

board members  
Ann Cameron  
Development Committee Chair

Regina Davis  
Pamela Merchant  
Andrew Sun  
Lydia Tan

additional members  
Bob McConnell  
Community Volunteer

Kirby Sack  
Paul Sack Paperase

Susan Vickers, RSM  
Catholic Healthcare West

Sandy Weil  
Community Volunteer

## FINANCE COMMITTEE

board members  
Jesse Bean  
(through December 2005)

Pablo Bravo  
Ann Cameron  
Jean Driscoll  
Peg Stone  
Lydia Tan  
Finance Committee Chair

## LOAN COMMITTEE

board members  
Frank Bravo  
Pablo Bravo  
(as of September 2005)

Ann Cameron  
Walter Monasch  
Scott Sparte  
Lydia Tan  
Kirke Wilson  
Loan Committee Chair

additional members  
Jean Dunn  
HSBC Mortgage Company

Cynthia Gair  
(through May 2005)  
Roberts Enterprise Development Fund

September Jarrett  
Consultant, Community Development

Jonathan Klein  
(as of September 2005)  
CalBank Community Development

Jill Storey  
Consultant, Economic and Business Development

## NONPROFIT SPACE CAPITAL FUND COMMITTEE

performing arts program  
Jim Abrams  
Greene Radovsky Maloney & Stone, LLP

Jerry Allen  
(through September 2005)  
Office of Cultural Affairs, City of San Jose

Mark Cavagnero  
Mark Cavagnero Associates Architects

Moy Eng  
The William and Flora Hewlett Foundation

James Flavell  
Main Community Foundation

Nancy Glaze  
The David and Lucile Packard Foundation

John Killacky  
The San Francisco Foundation

Bill Lambert  
Shasta Production Services

Lance Linares  
Community Foundation of Santa Clara County

Dr. Alberto Ráfols  
Cultural Council of Santa Clara County

Joshua Reed  
Ritchie Commercial

Mark Ritchie  
Ritchie Commercial

Mary Rogier  
Northern California Community Loan Fund

Kary Schulman  
Grants for The Arts

Diane Sanchez  
East Bay Community Foundation

Margaret Southerland  
Consultant

Lawrence Thoo  
(as of September 2005)  
Office of Cultural Affairs, City of San Jose

George Williamson  
CEDU

Kirke Wilson  
Retired, Former President, Rosenberg Foundation

san francisco/alameda program

Jim Abrams  
Greene Radovsky Maloney & Stone, LLP

Dirk Aulabaugh  
Alvarez & Marsal

Frank Bravo  
Silicon Valley Bank

Dwayne Jones  
(as of March 2005)  
Mayor's Office of Community Development

Marie Jones  
Marie Jones Consulting

Pat Krackov  
Nonprofit Finance Fund

Brad Paul  
Evelyn and Walter Hess, Jr. Fund

Jeanne Peters  
CompassPoint

Carlos Romero  
(through January 2005)  
Mission Housing Development Corporation

Mary Rogier  
Northern California Community Loan Fund

Peg Stone  
CSG Advisors

Deb Urban  
Consultant

Jeff White  
Former NCCIF Director of Lending

Kirke Wilson  
Retired, Former President, Rosenberg Foundation

Anna Yee  
(through March 2005)  
Mayor's Office of Community Development

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