

# *Partners in Change*



Northern California Community Loan Fund  
2013 Annual Report



photo by Julio Martinez

# A Message from our President and Board Chair

## *Inspiring Change*

**E**ach year, we at NCCLF take stock of our activities, achievements, and aspirations. We stop for a moment to ask ourselves one all-important question. Have we advanced our work to "promote economic justice and alleviate poverty" – the key phrase of our mission statement?

Is our work truly making a change? While we can't claim to have achieved our ultimate goal, we can say that NCCLF's financing and consulting activities during fiscal year 2013 helped create positive change in the lives of thousands of low-income people in Northern and Central California who are struggling to attain a better life for themselves and their families.

In fact, fiscal year 2013 was a very good year for our work, as a few key numbers convey. We made \$13.3 million in loans for 24 new projects in 11 counties. These projects helped create 1,372 jobs, build 478 affordable housing units, and acquire 127,041 square feet of community facility space. And our consulting staff served 40 commu-

nity organizations and delivered 14 customized workshops.

But that's just part of the story. The profiles of our partners in this report tell the rest. You'll read about Destiny Arts Center's brilliant program to engage the artistic energy of dozens of Oakland's youth – quite literally changing their destiny. You'll learn how Anka, an exemplary behavioral health agency, fulfills its commitment to treating the whole person to enable clients to live healthy, happy, and productive lives. We also spotlight Other Avenues, a worker-owned cooperative business supplying its busy urban neighborhood with healthy produce and groceries while supporting organic and local farms. And you'll see how our real estate expertise helped First 5 Fresno build an educational facility that will



photos by Julio Martinez

ensure that Fresno preschoolers reach their full potential.

We greatly appreciate that people who want to make a difference with their money invest in NCCLF. The stories in this report are for you, and for the many partners and donors who make our work possible. Because of you, we at NCCLF are inspired once again to renew our efforts to inspire positive change in the communities we serve.

**Mary A. Rogier**  
*President*

**Kirke Wilson**  
*Chair, Board of Directors*



photo by Julio Martinez

## *Vision*

NCCLF envisions financially strong and culturally vibrant communities where each person has access to decent jobs, homes, health care, education, and economic opportunities. We work in partnership with individuals and organizations who share our vision of sustainable communities and social and economic justice.

## *Mission*

The Northern California Community Loan Fund promotes economic justice and alleviates poverty by increasing the financial resilience and sustainability of community-based nonprofits and enterprises. Through flexible financial products and sound advice, we create opportunities to make socially responsible investments that revitalize Northern California communities.



photo by Julio Martinez

# Our Programs

## Lending

### CHANGING LIVES, REVITALIZING COMMUNITIES

NCCLF makes loans from \$10,000 to \$2 million to community-based nonprofits, co-ops, and mission-driven enterprises providing much-needed affordable housing, essential health and human services, and increased access to healthy foods to residents of low-income neighborhoods.

We offer flexible financing terms and payment schedules, affordable rates, and practical, technical expertise in real estate development and financial management. Helping our borrowers graduate to mainstream financing is an essential part of our mission. NCCLF's loans are frequently the only source of debt capital available to our borrowers, since conventional financing sources do not have our flexibility or expertise.

## Consulting

### BUILDING FINANCIAL SKILLS, CREATING STABLE HOMES FOR NONPROFIT SERVICES

NCCLF's innovative technical assistance programs supply expert consultations, workshops, and training in financial asset management, debt readiness, and facility readiness. These development services help our consulting clients become creditworthy by identifying weaknesses, shoring up systems, fleshing out plans, and tackling fundamental problems.

We help nonprofits determine if they have the financial strength to meet the obligations of owning a building without weakening their ability to deliver services. Our staff consultants help groups make informed decisions about their real estate and programs – information that is even more in demand in today's troubled economy.

## Socially Responsible Investing

### ALIGNING MONEY WITH MISSION

NCCLF leverages funds from socially-concerned individual and institutional investors who are looking to make an impact in their local community. We use these funds to offer competitive interest rates to nonprofit and mission-driven enterprise borrowers who plan to build capacity through real estate development or working capital. With a core loan fund of \$43.4 million, and over \$80 million in capital under management, NCCLF has financed hundreds of community projects which have revitalized communities and created new opportunities for low-income people to build better futures for themselves.

Since our inception, NCCLF has maintained a healthy rate of growth in investment capital. NCCLF offers our 220 investors – a group that includes financial institutions, religious communities, foundations, and individuals – a secure opportunity to invest in a broad array of local community initiatives that support their values.



photo by Julio Martinez

# Destiny Arts Center

# Promoting Strong Communities

"Having our own facility affords our families a safe, local, and beautiful new arts space to build and strengthen communities as they build their skills, self confidence and learn our peace building curriculum in their own communities. We would not be in this building were it not for NCCLF. As we enter our 25th year of ending isolation, prejudice and violence in the lives of young people, we are proud to have a place to call home."

**Cristy Johnston-Limon**  
Executive Director at Destiny Arts Center

**F**ounded in 1988, Destiny Arts Center is recognized as an innovative and effective community-based violence prevention, youth development, and arts education center in North Oakland. Directly serving up to 4,000 young people annually, Destiny works to move young people to peace, confidence, and resiliency through the use of the artistic mediums of dance, theatre, and martial arts



photo by Julio Martinez

and by building practical conflict resolution and self defense skills.

Destiny offers their programs year-round at their North Oakland Center on a sliding scale to attract a diverse group of young people ages 3-18. They also offer after-school and

summer programs at up to 45 East Bay public schools each year free of charge, featuring Destiny's signature Five Fingers of Violence Prevention curriculum with a variety of movement disciplines from around the world.

Destiny's goal is to strengthen the community through the embodiment of intentionality, diversity, and collaboration. For students, courses are not solely movement based, but also are designed to teach the fundamentals of nonviolence, conflict resolution, and management of emotions, to foster a deep understanding of and connection to their peers, adult mentors, and instructors.

Destiny believes that it succeeds when young people are aware and mindful of the ways that their attitudes, actions, and words impact their communities. Specifically, they believe that having visible and kinesthetic experiences of physical success helps young people become more confident in their own bodies and provides them with a direct connection to their own self-efficacy. Whether sparring in martial arts courses or co-creating movement in dance or theater courses, Destiny students receive the opportunity to strengthen their collaborative spirits and connect to youth and families from a wide range of cultures and perspectives that may differ from their own.

Destiny approached NCCLF for assistance in meeting their rapidly growing need for additional and more appropriate program space. Inadequately housed in several small temporary locations, Destiny found itself with a growing number of students, programs, and staff, and the need for a larger, more permanent commercial space in the



photo by Julio Martinez

community. Starting with an initial engagement with NCCLF's financial consulting staff in 2005, Destiny steadily increased its financial and managerial capacity while continuing to offer high quality programs. In 2013, Destiny worked with NCCLF's lending staff to obtain a \$925,000 acquisition and rehabilitation loan that allowed it to move into its new space, nearly doubling in size.

"Our partnership with NCCLF is invaluable – it gave us the support to

create the infrastructures needed to be able to purchase a building in North Oakland that can be a real community resource and home base for folks. We get to have an established place in the community," said Sarah Crowell, Artistic Director at Destiny Arts Center.

In October of 2013, Destiny opened the doors to its new space, only three blocks away from where they began serving East Bay youth over 25 years ago.

# First 5 Fresno County

## Promoting Healthy Families

"It was important to us to leave behind a physical space that would forever be there to symbolize the importance of putting the needs of young children first."

**Kendra Rogers**  
Executive Director at  
First 5 Fresno County

First 5 was created in 1998 by voters under Proposition 10, the California Children and Families Act, which added a 50 cent tax on all tobacco products to fund comprehensive programs that address the health and educational needs of children ages 0 to 5 and their families. First 5 works in each county to provide programs to improve early childhood outcomes in the areas of health and nutrition, early literacy and language development, and quality child care. Created in 1999 to administer Prop 10 funds within Fresno County, First 5 Fresno County invests approximately \$12 million each year in programs centered around



photo by Jeffery Scott Advertising

children, parents, and teachers. Since its inception, First 5 Fresno County has invested over \$170 million in programs serving young children and their families.

For several years, First 5 Fresno County had been setting aside funds in anticipa-

tion of carrying out a major project – one that would not only create a lasting space focused on the needs of young children and their families, but that could serve as a replicable model of comprehensive programs and services for children, families, and service pro-

viders for other communities in the state and nationwide.

To achieve this goal, First 5 Fresno County, along with several other agencies, created The Lighthouse for Children, a non-profit organization that set out to construct a facility housing a state of the art child care center, professional development center, community learning center, and First 5 Fresno County administrative offices. To achieve their large-scale goals, First 5 Fresno County and The Lighthouse for children asked NCCLF's consulting staff to assess the financial feasibility of the project and to explore the use of New Markets Tax Credits (NMTCs) as a funding source.

With NCCLF's help negotiating the complicated New Markets process, the two organizations were able to secure \$5.2 million in NMTC funding along with \$11 million in Prop 10 funds to finance the \$16.2 million construction of a 43,288 square foot facility in downtown Fresno. "NCCLF was the guiding light that helped navigate us through the NMTC maze," said Kendra Rogers, Executive Director at First 5 Fresno County.

When completed, the Lighthouse for Children facility will create a child care center for up to 90 children ages 0-5, utilizing a blended funding model of Early Head Start, Head Start, state subsidized child care and preschool and private pay funds. This



photo by Jeffery Scott Advertising

comprehensive program will promote diversity, improve the quality of care for children, and serve as a model for other communities both within Fresno County and elsewhere. The community learning center and professional development center will create a well-designed space housing an array

of vital services and organizations related to child care, child development, and community involvement that make it easier for families to access services in one convenient location and for providers to reach children and families in need.

# Other Avenues Natural Food Cooperative

## Promoting Vibrant Neighborhoods

"Though Other Avenues has been strong and well-managed, we know that if at any time the store would falter, NCCLF is in position to advise and help and would do so in a way a bank would not. NCCLF is a completely different feeling,"

**Wayne Landers**  
Co-owner at Other Avenues Natural Food Cooperative



photo by Julio Martinez

Other Avenues Natural Food Cooperative, a cooperative grocery store located in San Francisco's Sunset neighborhood, provides affordable, accessible, healthy, and sustainable food products. Since its opening in 1974, Other Avenues has been driven by the goal of supporting and promoting sustainable communities. It has been a fully worker-owned democratic cooperative since 1999, and its workers manage the store by making business decisions using a consensus model. The store diverts 83% of all its solid waste from landfill to either recycling or compost, uses energy efficient methods in store operations, and offers health education seminars for the public.

Other Avenues is dedicated to maintaining a thriving business, providing food and supplies for sustainable living; supporting organic and local farms, cooperatives, and other small businesses, and serving as a model of workplace democracy for the greater community. The store prioritizes organic, sustainable, vegetarian and fair-trade products, educates customers on the political implications of their choices when purchasing items, and avoids preservatives, products with GMO ingredients, artificial flavors, and unnecessary packaging.

Acting as a community nexus, Other Avenues provides a place for community members to find, connect, and organize

with one another, and encourages community building. "Grocery stores tend to be an anchor for other businesses to come. Our presence helps encourage independent business in the neighborhood," says Wayne Landers, Co-owner at Other Avenues.

In 2013 NCCLF provided this innovative community resource with a \$1.065 million loan to refinance existing debt on its store property. "The stability of the store was made immensely stronger. Now we're not renting and not at whim of a landlord. We get to make ownership of the building more secure, since NCCLF is in alignment with our mission," says Landers. "This is HUGE."

# Anka Behavioral Health, Inc.

# Promoting Opportunity

"The support provided by NCCLF has been invaluable. We are grateful that NCCLF is working with us in the development of this project and furthering our mission to eliminate the impact of behavioral health problems for all people."

**Chris Withrow**

*BSW, CPHQ – President & CEO at Anka Behavioral Health, Inc*

For over 40 years, Anka Behavioral Health, Inc. has been working to provide people with behavioral and mental health problems with opportunities to thrive in their communities. Serving over 15,000 people annually across California and Michigan, Anka's philosophy is rooted in treating the whole person by fully integrating care of both mind and body. With the goal of supporting individuals in living healthy, happy, and productive lives in their communities, Anka focuses on providing support services that are tailored to help individuals regain self-sufficiency, achieve recovery, and improve their health.



photo by Julio Martinez

In 2011, Anka was awarded a \$1.75M Mental Health Services Act (MHSA) grant from the California Housing Finance Agency (CalHFA), which is being used to purchase and renovate up to three single-family homes in Contra Costa County. In partnership with the Golden State Acquisition Fund, NCCLF made a \$305,000 acquisition loan to Anka to meet its need for bridge financing while awaiting MHSA award disbursements from CalHFA.

Each home will house up to four adults with serious mental health issues who

are homeless, or at risk of being homeless. For Anka, these homes are critical as they believe it is imperative to meet an individual's basic needs, such as food and shelter, before they can benefit from additional support services. The homes will be anchored throughout the community, and each home will have a housing manager who will provide ongoing support, as well as access to community resources and opportunities to residents.

# Financials

**Housing  
Created  
6,256**  
1987-2013



**Facility Square Feet  
Created or Preserved  
1,831,886**  
1987-2013



**Jobs Created  
or Preserved  
18,200**  
1987-2013

## Condensed Statement of Financial Position

	General Fund	Loan Fund	Total
<b>ASSETS</b>			
Cash and Investments	\$5,297,885	\$16,438,249	\$21,736,134
Loans to Community Borrowers (net of reserves)		\$22,967,047	\$22,967,047
Other Assets	\$1,875,513	\$435,939	\$2,311,452
<b>TOTAL ASSETS</b>	<b>\$7,173,398</b>	<b>\$39,841,235</b>	<b>\$47,014,633</b>
<b>LIABILITIES AND NET ASSETS</b>			
Interest and accounts payable	\$531,986	\$5,962	\$537,948
Notes payable to Community Investors		\$29,477,210	\$29,477,210
Other Liabilities	\$1,782,486		\$1,782,486
<b>TOTAL LIABILITIES</b>	<b>\$2,314,472</b>	<b>\$29,483,172</b>	<b>\$31,797,644</b>
Unrestricted Net Assets	\$4,769,123	\$10,358,063	\$15,127,186
Temporarily restricted Net Assets	\$89,803		\$89,803
<b>TOTAL NET ASSETS</b>	<b>\$4,858,926</b>	<b>\$10,358,063</b>	<b>\$15,216,989</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$7,173,398</b>	<b>\$39,841,235</b>	<b>\$47,014,633</b>

## Condensed Statement of Activities and Changes in Net Assets

	Unrestricted	Temporarily Restricted	Total
<b>SUPPORT AND REVENUE</b>			
Grants and contributions	\$2,198,264	\$155,000	\$2,353,264
Interest and investment income	\$1,154,129		\$1,154,129
New Markets Tax Credit Income	\$455,667		\$455,667
Consulting and other Fee Income	\$583,158		\$583,158
Net assets released from restrictions	\$293,279	\$(293,279)	
<b>TOTAL SUPPORT &amp; REVENUE</b>	<b>\$4,684,497</b>	<b>\$(138,279)</b>	<b>\$4,546,218</b>
<b>EXPENSES</b>			
Program services:			
Direct lending	\$1,498,691		\$1,498,691
New Markets Tax Credit	\$320,664		\$320,664
Consulting and Training	\$1,051,752		\$1,051,752
New Program Development	\$182,403		\$182,403
Capitalization	\$385,709		\$385,709
Total program services	\$3,439,219		\$3,439,219
Supporting services:			
Management and general	\$196,931		\$196,931
Fundraising	\$246,909		\$246,909
Total supporting services	\$443,840		\$443,840
<b>TOTAL EXPENSES</b>	<b>\$3,883,059</b>		<b>\$3,883,059</b>
<b>CHANGE IN ASSETS</b>			
Change in net assets	\$801,438	\$(138,279)	\$663,159
Net assets, beginning of year	\$14,325,748	\$228,082	\$14,553,830
<b>NET ASSETS, END OF YEAR</b>	<b>\$15,127,186</b>	<b>\$89,803</b>	<b>\$15,216,989</b>

The financial information provided is drawn from the Northern California Community Loan Fund's audited financial statements. Copies are available from NCCLF upon request.

# Donors

## ORGANIZATIONS

### \$50,000 +

Citibank, N.A.  
Community Development Financial Institutions Fund, U.S. Treasury Department  
The Kenneth Rainin Foundation  
The William and Flora Hewlett Foundation  
Wells Fargo Bank

### \$49,000 - \$1,000

Anonymous (two)  
Bank of America  
Bank Leumi  
Boston Private Bank & Trust  
Charles Schwab Bank  
Chinatown Community Development Center (CCDC)  
Comerica Bank  
East Bay Asian Local Development Corporation (EBALDC)  
Equity Community Builders (ECB)  
Federal Home Loan Bank of San Francisco  
Firedoll Foundation  
Greene Radovsky Maloney Share & Hennigh LLP  
JPMorgan Chase & Co  
Manufacturers Bank  
Mechanics Bank  
Opportunity Finance Network (OFN)  
Presidio Bank  
U.S. Bank  
Union Bank  
The San Francisco Foundation  
Silicon Valley Bank Community Development Finance  
Tenderloin Neighborhood Development Corporation (TNDC)

### Up to \$999

Burr Pilger Mayer, LLP  
Parnassus Investments

### INDIVIDUALS

#### \$5,000 +

Anonymous  
S.W. Dittenhofer III  
Patricia GoPaul  
Tom Meyer  
Gertrude Reagan

#### \$4,900 - \$1,000

Anonymous  
Holly Badgley and Peter Stern  
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Anonymous  
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Alice Henry  
Hirt-Rodman Family Trust  
Adam Hochschild  
Lisa Honig  
Glenda Hope  
Catherine Howard  
Martha Hyde  
David Jaber  
Lona Jupiter  
Gunther Kay Non-Marital Trust  
Betty Kissilove  
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Kesa Kivel  
Joseph Kresse  
Karen Larsen  
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Longinotti Revocable Living Trust  
Loring, Wolcott & Coolidge Trust LLC  
(five clients)  
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Arlene Mayerson  
Adair McClatchy  
Chris McCluney  
Robert C. McConnell  
Pamela M. Merchant  
Paulette Jean Meyer  
Kate S. Meyer  
Phyllis Murphey  
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Frances Taylor  
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(eight clients)  
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Elia and Halimah Van Tuyl  
Alfred Twu  
Sister Susan Vickers, OP  
Volkmann Family Limited Partnership  
Albert Wald  
Léonie Walker  
Sandy Weil  
David Weil  
James Wenninger  
Robert Winant  
Molly and Dennis Wuthrich  
Richard Yurman  
David Zebker

Manufacturers Bank  
Northern Trust, NA  
Presidio Bank  
Silicon Valley Bank Community  
Development Finance  
U.S. Bancorp Community Development  
Corporation  
Union Bank  
United Labor Bank  
Wells Fargo Community Development  
Corporation

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The Annie E. Casey Foundation  
The California Endowment  
The Massena Foundation  
The San Francisco Foundation  
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the Incarnate Word  
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Mary  
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## ORGANIZATIONS

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Boston Private Bank & Trust Company  
Charles Schwab Bank  
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JPMorgan Chase & Co

## NONPROFITS & GOVERNMENT AGENCIES

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Environment  
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Youth Enrichment Strategies

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(TOAH)  
Mercy Housing CA  
Capital Impact Partners  
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Fund  
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