



# COMMITTED TO FLORIDA'S COMMUNITIES

ANNUAL REPORT 2019





# COMMITTED TO FLORIDA'S COMMUNITIES

Throughout our fiscal year 2019, Florida Community Loan Fund demonstrated its commitment to Florida's communities. Once again, the projects we were privileged to finance illustrate how capital, when deliberately deployed, can maximize opportunities for people and places outside of the economic mainstream.

In this report we share highlights of our 2019 activities that we think exemplify this commitment:

- Affordable Housing. Addressing the need for single-family affordable housing, Habitat for Humanity of Lee & Hendry Counties helps families achieve their dream of home ownership.
- Supportive Housing. At the Wayne Densch Center, Ability Housing, Inc. provides a safe, clean apartment and on-site services for formerly homeless individuals.
- Youth & Teen Outreach. Using New Markets Tax Credit financing, Boys & Girls Clubs of Palm Beach County is building a beautiful new Teen Center that will offer programs to area youth including academic enrichment, job training, and healthy lifestyles.
- Collaborative Partnerships. By partnering with strong community-based nonprofits, the Parramore Asset Stabilization Fund will provide long-term sustainability of affordable rental housing in an area of high poverty.



*Pictured, above, left to right, CDC of Tampa and Emma Jewel Charter School.*



During 2019 Florida Community Loan Fund delivered \$54.1 million in financing that expanded opportunities for people and communities statewide. We originated a record \$31.7 million in loans – \$12 million more than our previous annual record – and provided an additional \$22.4 million through the New Markets Tax Credits Program. And for the first time we can measure our impact in billions: FCLF's cumulative lending since inception has now leveraged \$1.1 billion into projects in underserved communities in every region of the state.

FCLF is well positioned to meet the growing needs of Florida's communities. Total Assets grew to \$87.5 million at fiscal year-end, and will reach the \$100 million threshold during fiscal year 2020. Net assets grew by 18% to \$37 million.

As we pause to mark another year of exceptional mission accomplishments, we are marching forward with implementing our new Strategy in 2020. Our commitment to our communities is clear. We will find more ways to deliver and lead capital to work on behalf of communities. We will use the tools of finance to meet the evolving challenges in the communities in which we work, to achieve social and economic justice, and to expand opportunities for those outside the economic mainstream.

We thank you for your continued support and commitment.



A stylized, handwritten signature in black ink.

**Ignacio Esteban**  
*Chief Executive Officer*



A handwritten signature in black ink.

**Susan Leigh**  
*Chair, Board of Directors*

# FCLF STRATEGY 2019 – 2024

## GOAL 1: INCREASE FINANCING IN EXISTING LINES OF BUSINESS

By June 2024 FCLF will deliver \$365 million in capital that creates opportunities for people and places outside the economic mainstream in Florida through our community development lending and New Markets Tax Credit programs.

## GOAL 2: BROADEN & EXPAND ACCESS TO RESPONSIBLE, AFFORDABLE FINANCING IN FLORIDA

We will maximize opportunities for people and places outside of the economic mainstream through targeted investments in community development projects, into other CDFIs, and in other investments. We will develop and grow new lines of business that advance us toward our goals. We will be more engaged at the local level than in the past. Finally, we will help those outside of the economic mainstream gain access to the full range of financial products and services.

## GOAL 3: LEAD THROUGH EXPERTISE & INFLUENCE

We are committed to a leadership role that creates transformational opportunities for people and places outside the economic mainstream. We will encourage and help others provide capital as well as provide financing ourselves. To that end, we will be intentional, clear, and collaborative in how we lead capital into communities, lead policy to shape and increase capital flows, develop the capacity to conduct research, improve our impact measurement and collection system, and continue to grow our role as a voice for community development in Florida.

## GOAL 4: MAINTAIN & IMPROVE ORGANIZATIONAL STRENGTH & CAPACITY

We will diversify FCLF revenue and capital sources to ensure continued sustainability. We will ensure that FCLF has the right staffing and board representation to meet our strategic growth objectives and lead the organization during the next six years and beyond. Finally, we will adapt our corporate structure as needed to enable new directions while simultaneously mitigating risk.

### OUR CORE PURPOSE

FCLF exists to maximize opportunities for people and places outside of the economic mainstream.

### OUR VISION

Opportunity and dignity exist for every person and community in Florida.

### OUR MISSION

Our expertise and capital make projects successful and help organizations improve lives and communities.



# A TRIBUTE TO SISTER MARY HEYSER, RSHM

This year we said our last farewell to Sister Mary Heyser, RSHM. Sister Mary was the founder of Florida Community Loan Fund in the early 1990s. Her tenacity and untiring consensus building resulted in the creation of the Sunshine State's first community development financial institution, bringing capital to low-income communities throughout Florida. While she always referred to herself as one of the founders, it was clear to many others that Sister Mary was the founder.



She brought together community representatives, bankers, nonprofit practitioners, and religious leaders in pursuit of social and economic justice. Because of her vision, hundreds of millions of dollars have gone into underserved communities and nearly half a million low-income Floridians now have access to safe affordable housing, quality affordable health care, social services or economic opportunity.

"Join me on this little journey of mine, if you will," Sister Mary would often say; her invitation so inspiring and heartfelt, declining it was simply impossible. Her journey was to serve. And she served by never ceasing to find ways to bring resources to, and keep resources in, the communities in which she worked. Sister Mary's work didn't begin or end with FCLF. The financial institution she founded was just one stop among many in her lifelong journey of service.

Sister Mary was a member of the Religious of the Sacred Heart of Mary for 53 years. Born in New York City, she served selflessly in New York, Colorado, Arizona, Virginia, Zimbabwe, and Florida. In addition to her hard work in founding Florida Community Loan Fund, she advocated for stewardship in the use of economic resources for immigration and against human trafficking.

Sister Mary inspired our work and never stopped serving as the mission compass for Florida Community Loan Fund. She will continue to guide and inspire our work every day with her gentle but powerful mandate to help others live with dignity and opportunity.

# HABITAT FOR HUMANITY OF LEE & HENDRY COUNTIES

## COMMITTED TO AFFORDABLE HOUSING

In Southwest Florida's Lee County, over 52,000 households struggle to make ends meet, spending half their income or more on a place to live. Habitat for Humanity of Lee & Hendry Counties is committed to helping households achieve their dream of homeownership, providing families with an affordable mortgage that is no more than 30% of their income.

Natasha, a single mother of four, was renting an apartment in an unsafe neighborhood. Not only was crime prevalent in the area, but their apartment was prone to flooding, resulting in mold and unsafe living conditions. Since partnering with Habitat Lee & Hendry on a new safe and affordable home, Natasha no longer has to worry about the safety and health of her family. Prior to new home purchase, families receive months of financial literacy and homeownership classes. In addition, each family gives back up to 300 hours of community service.

Florida Community Loan Fund has partnered with Habitat Lee & Hendry since 2010, financing land acquisition and predevelopment costs in four communities: Rosemary Park, Majorca Palms, Tice Development, and Diplomat North. Through FCLF's commitment and partnership, nearly 500 new homes are being built in intentional communities - rather than on scattered sites - helping Habitat Lee & Hendry become an organization focused on building neighborhoods.

### THE FCLF IMPACT

\$5.3 million FCLF financing

\$9.5 million in total project costs

465 affordable homes for ownership

### HABITAT FOR HUMANITY OF LEE & HENDRY COUNTIES

1,600 homes built since 1984

1,174 families counseled on homeownership in 2018

65 families purchased new homes in the past year

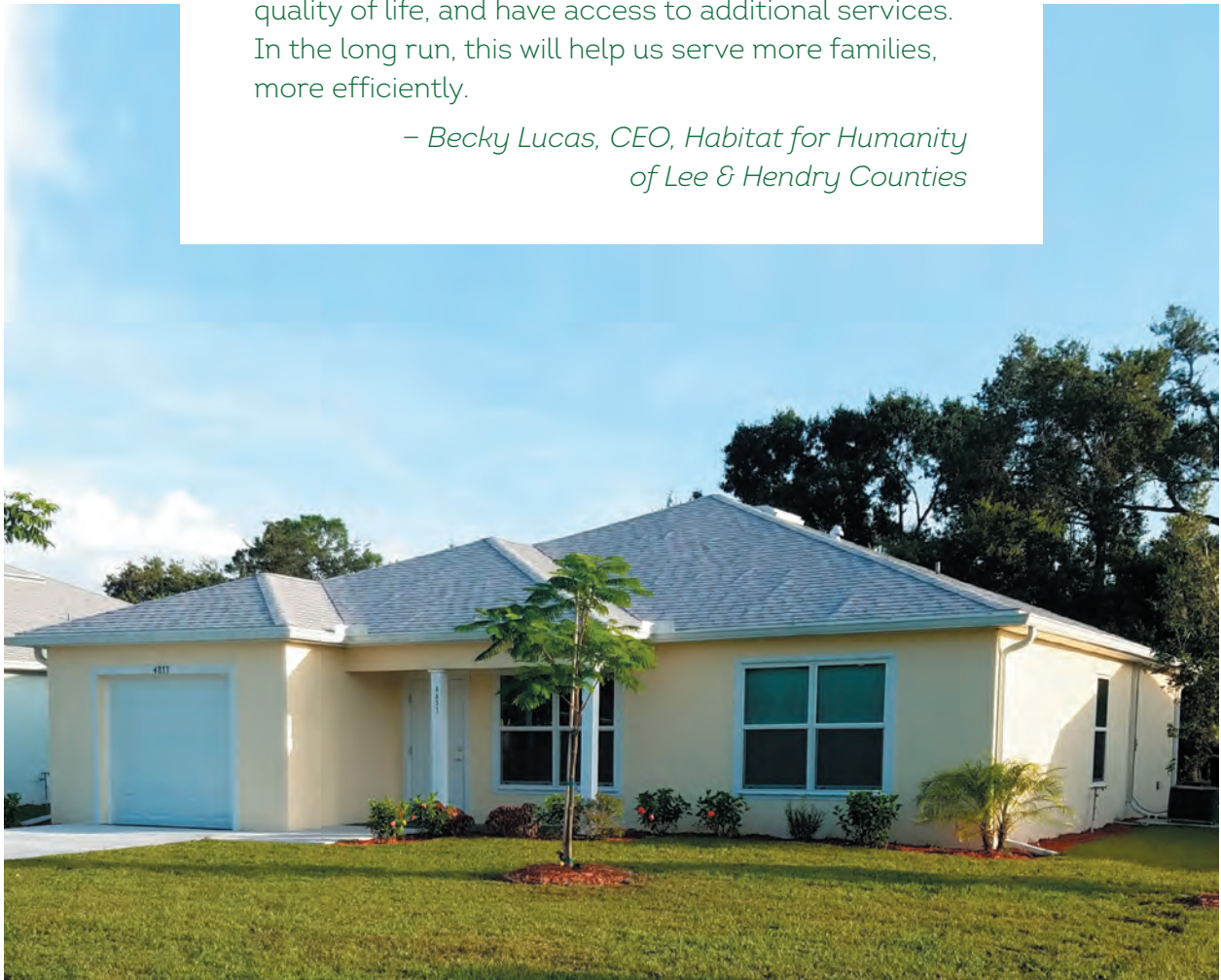


*Pictured, right, Natasha and her family, a new home made available through Habitat for Humanity of Lee & Hendry Counties.*



With FCLF's partnership, we can move from building affordable housing on scattered lots to developing communities where families in need of affordable housing can thrive, help each other, enjoy a higher quality of life, and have access to additional services. In the long run, this will help us serve more families, more efficiently.

*– Becky Lucas, CEO, Habitat for Humanity of Lee & Hendry Counties*



# WAYNE DENSCH CENTER DEVELOPED BY ABILITY HOUSING, INC.

## COMMITTED TO SUPPORTIVE HOUSING

In north Central Florida, Wayne Densch Center has provided transitional housing since 1988. Over time, the apartments deteriorated and were in dire need of repairs and upgrades. Ability Housing, Inc. assumed management of the community and is committed to converting these units into high quality, affordable and supportive housing; with a focus on individuals and families who are formerly homeless. The result is 77 units – an increase from the original 64 – with on-site services for residents. In addition to medical and behavioral care case management, available services cover basic needs such as interpersonal skills training and meal preparation, and more advanced instruction such as applying for a job and using a computer.

Robbie had a job-related injury that caused an extended hospital stay and led to three years of homelessness, often living in the woods. He has been at WDC for six months with his service dog Spanky. “When you’re homeless, you’re scared all the time. Wayne Densch Center gave me a safe place where I can cook, sleep, and bathe. I’m coming out of my shell since living here.”

In addition to financing, Florida Community Loan Fund sponsored Ability Housing for an Affordable Housing Program grant through the Federal Home Loan Bank of Atlanta. The commitment of FCLF and other community partners will change the lives of the residents at the Wayne Densch Center for many years to come.

### THE FCLF IMPACT

\$2.6 million FCLF financing

\$9 million in total project costs

77 units of permanent supportive housing for formerly homeless

\$500,000 AHP grant through FHLB-Atlanta, with FCLF as sponsor

### ABILITY HOUSING WAYNE DENSCH CENTER

Eight residential buildings

Additional funding from Orange County, Florida and other public and private sources

Service provider partner Adventist Health



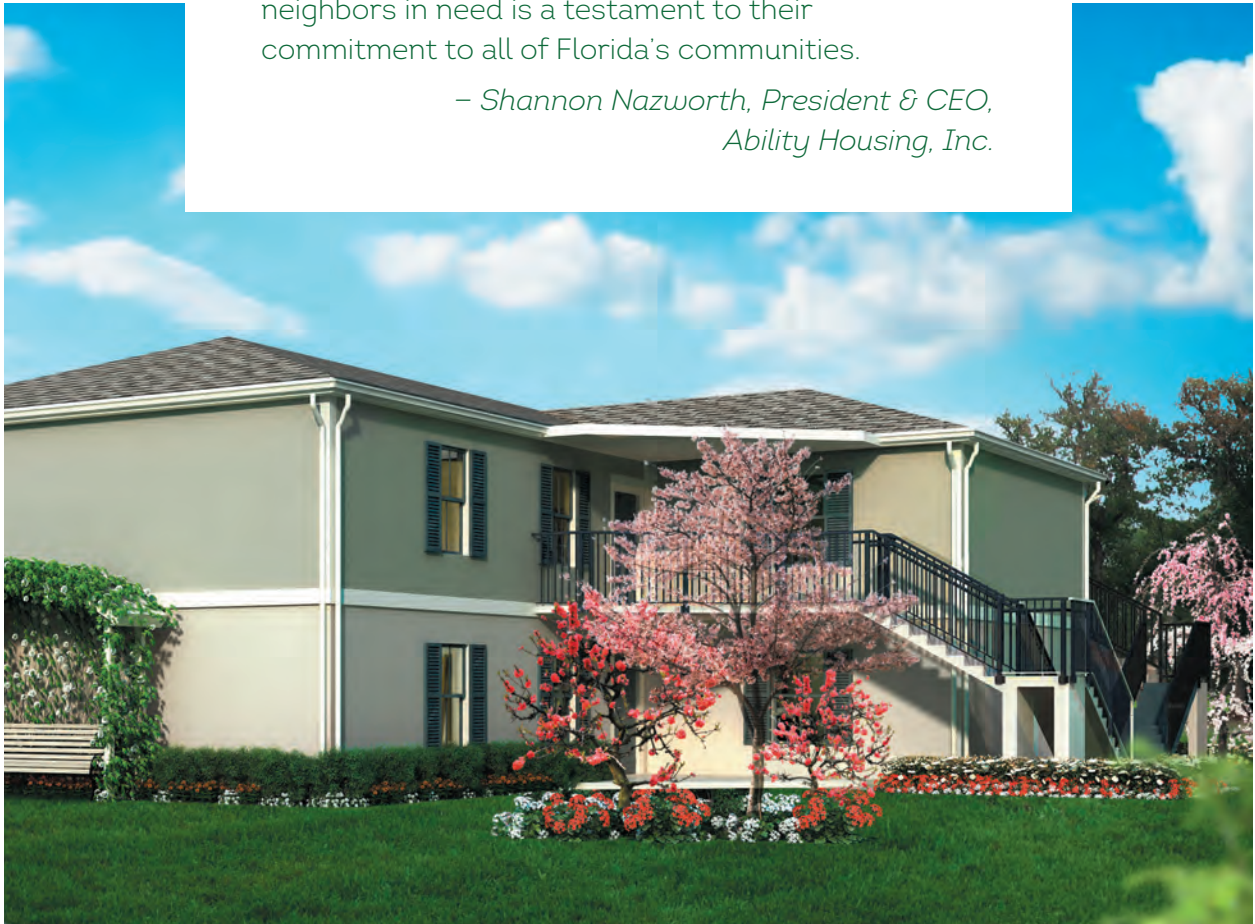
*Pictured, right, Robbie and Spanky, their new home through Ability Housing and the Wayne Densch Center.*





We cannot thank FCLF enough for their partnership. This is a unique project that has brought together a diverse group of stakeholders. FCLF's investment in creating permanent housing solutions for our neighbors in need is a testament to their commitment to all of Florida's communities.

*– Shannon Nazworth, President & CEO,  
Ability Housing, Inc.*



# BOYS & GIRLS CLUBS OF PALM BEACH COUNTY

## COMMITTED TO CHILDREN AND YOUTH

Belle Glade, Florida, is one of the state's most impoverished communities, with 35% unemployment, 51% poverty rate, and a violent crime rate four times the national average. Boys & Girls Clubs of Palm Beach County is committed to improving these statistics through 13 clubs with an annual reach of 8,600 youth. One of its clubs, the Smith & Moore Family Teen Center, is outdated and obsolete, and no longer able to accommodate the growing demand for services. With financing through Florida Community Loan Fund and the New Markets Tax Credit program, Boys & Girls Clubs of Palm Beach County is building a new facility that triples its former capacity. In addition to offering a safe after-school space, it will provide academic enrichment, technology-based career training, and nutrition classes. In this area of high poverty, no family is turned away due to inability to pay.

Latisha, a parent of a teen at Smith & Moore Family Teen Center, says: "My teenager has grown up in the Boys & Girls Club, and now he is a mentor at the Teen Center. He is a shining light and positive role model to the other teens, and he is going to college in the fall! Thank you Teen Center!"

Through our NMTC program, FCLF is committed to organizations like the Boys & Girls Club, and the youth and children whose futures have been unlocked through opportunities offered through its programs and services.

### THE FCLF IMPACT

\$8.4 million NMTC allocation

\$9 million in total project costs

13,860 sq-ft of new construction

400 temporary and 15 permanent jobs

1,232 reached annually

### BOYS & GIRLS CLUBS OF PALM BEACH CO. SMITH & MOORE FAMILY TEEN CENTER

300 youth gather at the new club each day

70% from families with less than \$19,000 annual income

77% reside in single-parent homes

Dedicated program space for STEM curriculum, culinary arts, and visual arts/technology



*Pictured, right, Boys & Girls Clubs of Palm Beach County team members, the new club facility.*



The mission of the Boys & Girls Clubs is to go where we are needed most. We are so pleased to have been given the opportunity to make our teen career readiness center a reality, thanks to the support of FCLF.

*– Jaene Miranda, President & CEO,  
Boys & Girls Clubs of Palm Beach County*



# PARRAMORE ASSET STABILIZATION FUND

## COMMITTED TO COLLABORATIONS SUPPORTING COMMUNITIES

In Orlando, 76% of low-income households are cost burdened, spending more than 40% of income on rent and utilities. In the Parramore neighborhood – a historic and predominantly African-American area – the median income is \$15,000, and unemployment is at 24%, making it one of the poorest sections of the city.

Parramore Asset Stabilization Fund was formed by Florida Community Loan Fund, Central Florida Foundation, and New Jersey Community Capital to improve and preserve affordable rental housing through an \$8 million investment. The partnership purchased 83 scattered site units and will undertake major renovations. Families will not be displaced during the rehabilitation phase, and once complete, families will enjoy greater stability through year-long leases rather than month-to-month. PASF is committed to keep rents affordable, and after seven to nine years, residents will be offered the option to purchase their home. Those homes not purchased by the current residents will transition from PASF to a local community trust, ensuring long-term affordability.

The significant financial capability of the three PASF partners laid the groundwork for this collaboration, making community-wide improvements of this scale achievable. PASF demonstrates FCLF's commitment to collaborating with groups sharing our vision of greater opportunities for Florida communities.

### THE ISSUES

\$15,000 median household income  
(35% of area median income)

24% unemployment rate

Encroaching economic development  
threatens availability of affordable  
rental housing

### PARRAMORE ASSET STABILIZATION FUND

83 rental units across 44 properties

\$8 million total project costs, shared by three  
nonprofit entities

Additional capital from Seaside Bank, Valley  
National Bank, City of Orlando, and other  
philanthropic sources

JPMorgan Chase PRO Neighborhood Grant  
supported this collaboration

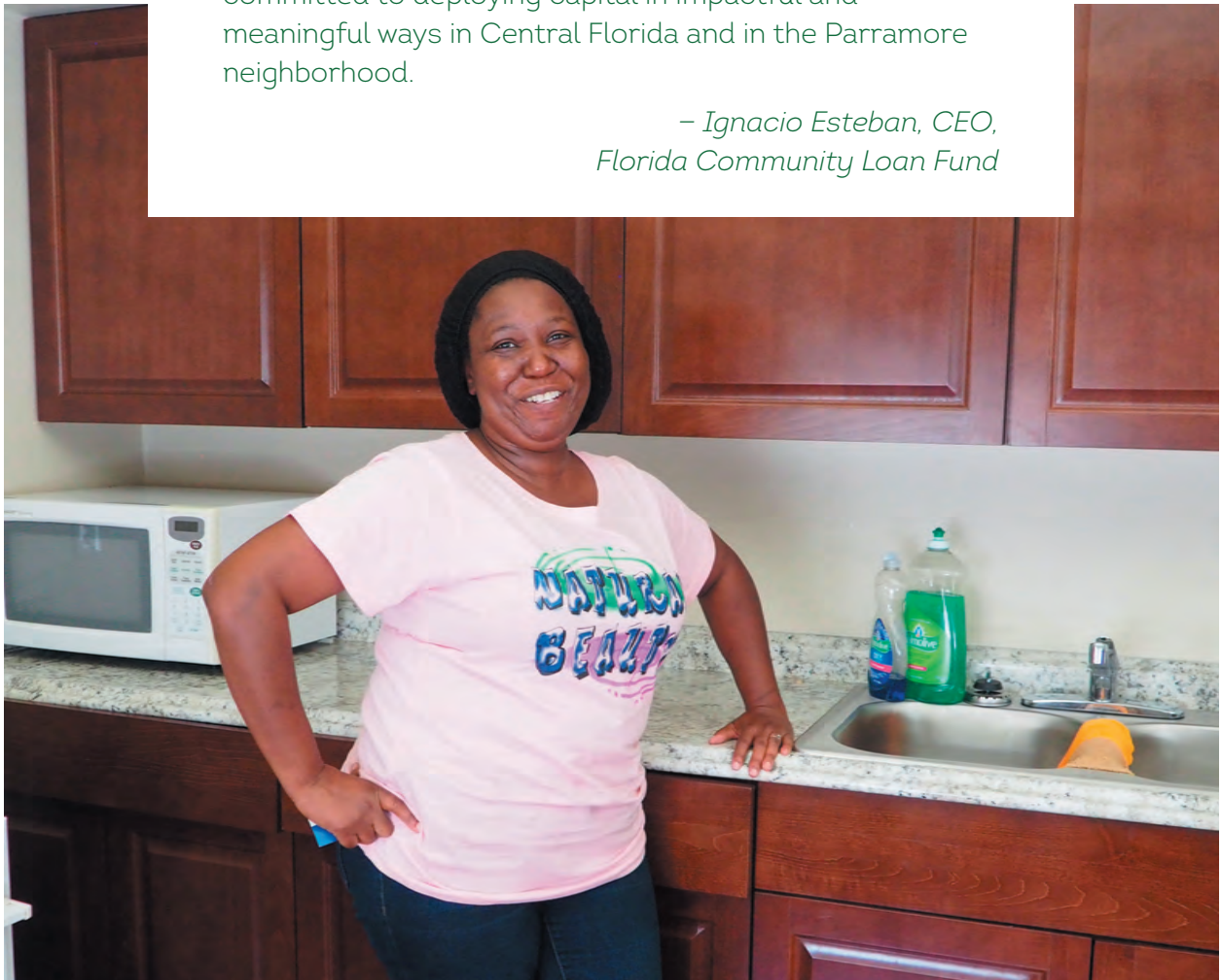


*Pictured, right, a new countertop is prepared for installation, resident April shows off her new kitchen.*



We recognize that even though our three organizations have significant strength and capacity, we can be more successful in a shorter time frame by combining our strength and achieve more together than we could individually. The three mission-aligned partners are committed to deploying capital in impactful and meaningful ways in Central Florida and in the Parramore neighborhood.

*– Ignacio Esteban, CEO,  
Florida Community Loan Fund*



# FINANCIAL REPORT

## Summary Statement of Financial Position

<b>ASSETS</b>	<b>2019</b>	<b>2018</b>
Cash & Investments	21,984,521	16,877,670
Loans Receivable	67,857,960	55,432,389
Allowance for Loan Losses	(3,460,747)	(2,615,011)
Other Assets	1,120,505	1,690,501
<b>Total Assets</b>	<b>\$87,502,239</b>	<b>\$71,385,549</b>
<b>LIABILITIES AND NET ASSETS</b>		
Senior Debt	37,957,461	26,845,794
Subordinated Debt & EQ2	10,750,000	9,250,000
Other Liabilities	2,166,587	3,909,538
<b>Total Liabilities</b>	<b>\$50,874,048</b>	<b>\$40,005,332</b>
Net Assets, without Donor Restrictions	33,726,837	30,484,356
Net Assets, with Donor Restrictions	2,901,354	895,861
<b>Total Net Assets</b>	<b>\$36,628,191</b>	<b>\$31,380,217</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$87,502,239</b>	<b>\$71,385,549</b>

## Summary Statement of Activities

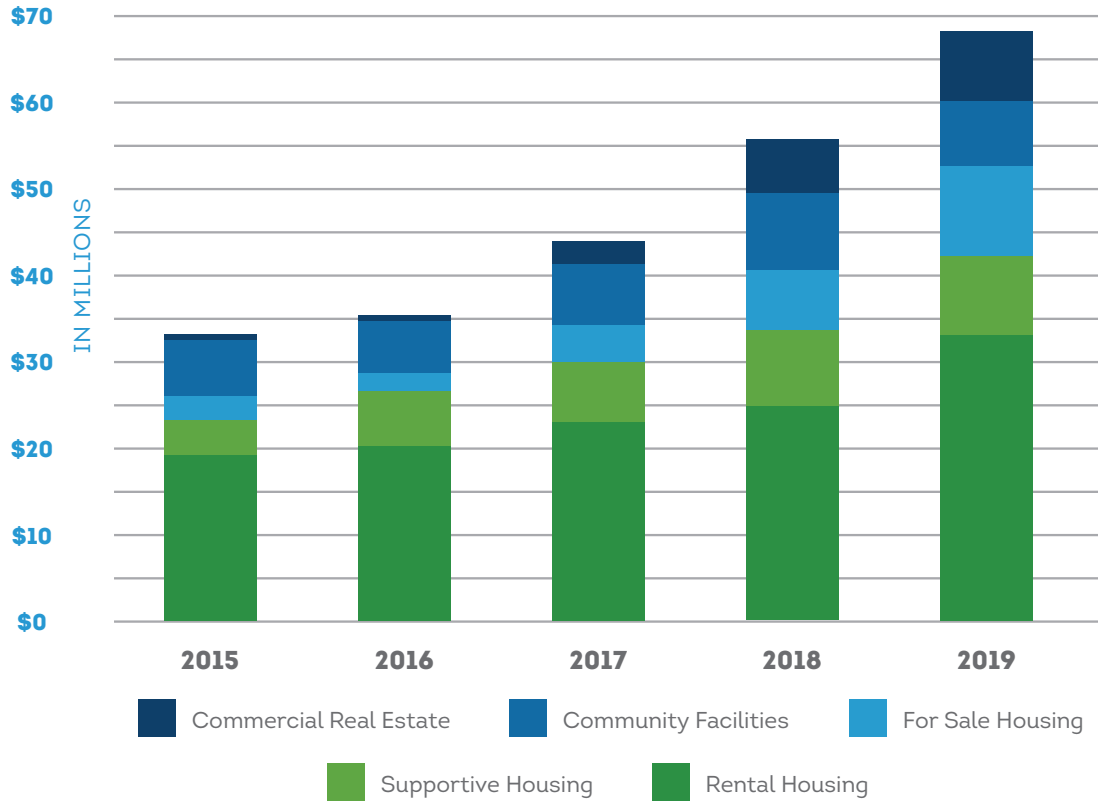
<b>REVENUE &amp; SUPPORT</b>	<b>2019</b>	<b>2018</b>
Grants & Contributions	4,899,167	2,376,994
Interest Income	3,345,717	2,211,324
Fees & Other Income	1,850,942	2,120,322
<b>Total Revenue &amp; Support</b>	<b>\$10,095,826</b>	<b>\$6,708,640</b>
<b>EXPENSES</b>		
Program	4,022,081	3,433,204
Management & General	651,128	639,845
Fundraising	174,643	173,390
<b>Total Expenses</b>	<b>\$4,847,852</b>	<b>\$4,246,439</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$5,247,974</b>	<b>\$2,462,201</b>

*Summaries based on 2019 Audited Financial Statements*



*Pictured, left to right, Fresh Choice Market Place, Boys & Girls Club of Palm Beach County, Bishop Museum of Science & Nature.*

# LOAN PORTFOLIO BY SECTOR



# INVESTORS & SUPPORTERS

## RELIGIOUS ORGANIZATIONS

Adrian Dominicans	School Sisters of Notre Dame (Maryland)
Allegany Franciscan Ministries	Sinsinawa Dominican Sisters
Archdiocese of Miami	Sisters of Charity of Nazareth
Dignity Health	Sisters of Charity of St. Elizabeth
Diocese of Palm Beach	Sisters of Providence
Diocese of St. Augustine	Sisters of St. Francis of Philadelphia
Diocese of Venice	Sisters of the Blessed Sacrament
Mercy Loan Fund	Sisters of the Holy Names of Jesus and Mary
Mercy Partnership Foundation	Trinity Health
Oblates of St. Francis de Sales	Union for Reform Judaism
Our Lady of Victory Missionary Sisters	
Religious Communities Impact Fund	
Religious of the Sacred Heart of Mary	

## FINANCIAL INSTITUTIONS & CORPORATIONS

American Momentum Bank	Northern Trust
Axiom Bank	PNC Bank
Bank of America	Raymond James Bank
BankUnited	Regions Bank
BB&T	Sabadell United Bank
BBVA Compass	Seaside National Bank & Trust
BMO Harris Bank	SunTrust Bank
Carlton Fields Jordan Burt Law Firm	Synovus Bank
CenterState Bank	TD Bank
Central Bank Southwest Florida	Third Federal Savings & Loan
Comerica Bank	TIAA Bank
Fifth Third Bank	Trustco Bank
First Republic Bank	US Bancorp Community Development Corporation
Florida Capital Bank	US Bank, NA
HSBC Bank USA, NA	Valley National Bank
IBERIABANK	Wells Fargo Bank
Mercantil Commercebank	
Mutual of Omaha Bank	



*Pictured, right, groundbreaking at Wayne Densch Center in Central Florida.*





## FOUNDATIONS

Bank of America Foundation  
Erich and Hannah Sachs Foundation  
The Father's Table Foundation  
Florida Blue Foundation

JPMorgan Chase Foundation  
PNC Foundation  
TD Charitable Foundation  
Wells Fargo Foundation

## NONPROFIT ORGANIZATIONS

Miami Homes For All

Opportunity Finance Network

## GOVERNMENT AGENCIES

Community Development Financial  
Institution (CDFI) Fund of the U.S.  
Department of the Treasury

Florida Department of Agriculture and  
Consumer Services, Division of Food,  
Nutrition and Wellness

## INDIVIDUALS

Anonymous (donations from two  
individual investors)

The Simmons Family

*Includes investors and supporters for the last three years.*

# FLORIDA COMMUNITY LOAN FUND TEAM

## FCLF BOARD OF DIRECTORS

Susan Leigh, Chair | Principal, The  
Community Concepts Group

Marilyn Drayton, Vice Chair | Community  
Relationship Sr. Manager, FL & SE  
Region, Wells Fargo Bank

Judith Rimbey, OP, Treasurer |  
Business Office Assistant, Cardinal  
Newman High School

Victor Rivera, Secretary | Senior VP,  
Business Banking Market Executive,  
Central Florida, Bank of America Merrill  
Lynch

Ana Castilla | Vice President,  
Community Development Manager, TD  
Bank

Jack Humburg | Executive VP, Housing,  
Development & ADA Services, Boley  
Centers, Inc.

Edward Kucher | VP Managed  
Care/Business Development,  
Community Health Centers of Pinellas,  
Inc.

Claire Raley | Senior VP, Community  
Development Officer, BankUnited, N.A.

Germaine Smith-Baugh | President and  
CEO, Urban League of Broward County

John Talmage | Director, Lee County  
Economic Development Office

## FCLF STAFF

Ignacio Esteban  
Chief Executive Officer

Tammy Thomas  
Chief Financial Officer

Carelle Bailey  
Finance Associate

Kelly Baldwin  
Loan Portfolio Analyst

Janet de Guehery  
Communications &  
Marketing Manager

Nanci Gardner  
Loan Portfolio Administrator

Susan Holtrey  
Loan Portfolio Manager

Rick Khan  
Community Dev. Loan Officer

Angela Kisling  
Loan Portfolio Administrator

Nelson Black  
Chief Lending Officer

Joy Beaton  
Director of Government Relations

Willa Maddox  
Grants Coordinator

Jessica Polk  
Loan Portfolio Administrator

Rich Rollason  
Development Officer

Cindy Ross  
Community Dev. Loan Officer

Randall Simmons  
Controller

Christian Thompson  
Loan Portfolio Administrator

Jim Walker  
Community Dev. Loan Officer



# STANDING COMMITTEES

## LENDING COMMITTEE

Jack Humburg, Chair. Executive VP, Housing, Development & ADA Services, Boley Centers, Inc.

Miles Anderson, Mitigation Bureau Chief, Florida Division of Emergency Management

Bob Ansley, President, Orlando Neighborhood Improvement Corp.

Marilyn Drayton, Community Relationship Sr. Manager, FL and SE Region, Wells Fargo Bank

Ignacio Esteban, CEO, Florida Community Loan Fund

Tammy Haylock-Moore, Executive Director, Commercial Bank, JPMorgan Chase Bank, N.A.

Jay Readey, Attorney at Law, Ginsberg Jacobs, LLC

Mike Sloss, Managing Director, ROC USA Capital

Donna Waldron, Executive Director, Heartfelt Florida Community Land Trust

## FINANCE COMMITTEE

Judith Rimbey, OP, Chair. Business Office Assistant, Cardinal Newman High School

Jose Luis de la Rosa, Senior VP, Community Development Banking, Bank of America

Edward Kucher, VP Managed Care/Business Development, Community Health Centers of Pinellas, Inc.

Claire Raley, Senior VP, Community Development Officer, BankUnited, N.A.

Ed Timberlake, Chairman, Central Florida Board, Seaside National Bank & Trust

## NEW MARKETS TAX CREDIT ADVISORY BOARD

Judith Rimbey, OP, Chair. Business Office Assistant, Cardinal Newman High School

Lynn Brockwell-Carey, Executive Director, NeighborUp Brevard

Gwendolyn Dawson, Executive Director, Ocala Housing Authority, Former (founding) Board Member and Former Chair, FCLF

Patrick McNamara, LSCW, President & CEO, Palm Healthcare Foundation, Inc.

Dawn Stanhope, President & CEO, Boys & Girls Clubs of Manatee County

## POLICY ADVISORY COMMITTEE

Claire Raley, Chair. Senior VP, Community Development Officer, BankUnited, N.A.

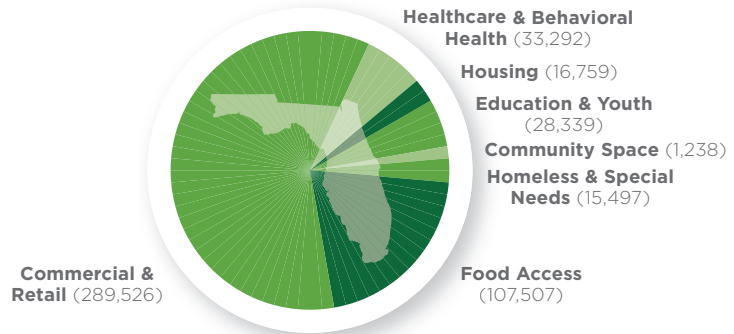
Marilyn Drayton, Senior VP, Community Development Manager, Florida Region, Wells Fargo Bank

Patrick McNamara, LSCW, President & CEO, Palm Healthcare Foundation, Inc.

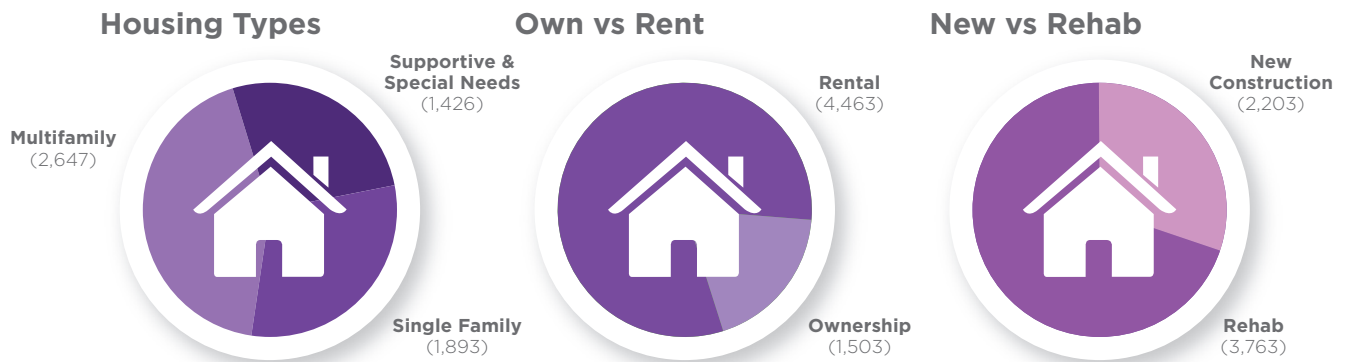
Shannon Nazworth, Executive Director, Ability Housing, Inc.

# FLORIDA COMMUNITY LOAN FUND **IMPACT 2019**

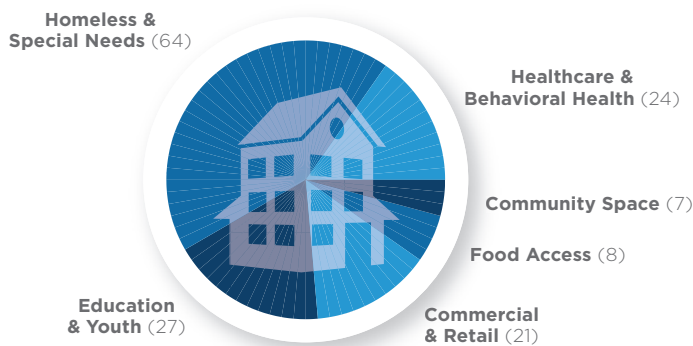
**492,158** Floridians receive essential services every year



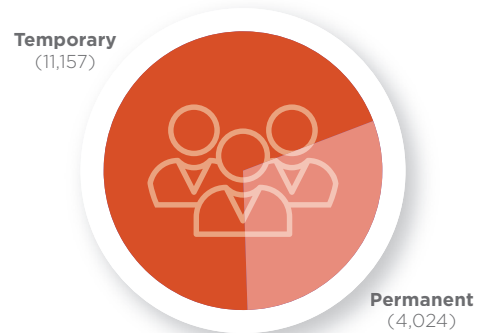
**5,966** Housing units



**151** Facilities



**15,181** Jobs



**2.2 Million** Square Feet of Facilities